



OPM HR SOLUTIONS *by government, for government*

U. S. Department of Homeland Security
U. S. Coast Guard
Analysis of the 2017
Organizational Assessment Survey Data



presented by

Assessment & Evaluation Branch
Human Resources Solutions
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EXECUTIVE SUMMARY

In 2017, the United States Coast Guard partnered with the U.S. Office of Personnel Management's HR Solutions (OPM) to administer the Organizational Assessment Survey (OAS) to all Coast Guard members and employees. This was the Coast Guard's eighth OAS administration since 2002. The survey was administered over the Internet between February 1, 2017 and May 5, 2017. Participation was voluntary and confidential. 16,626 Coast Guard members took the survey, for a response rate of 30% and an overall margin of error of 0.63%.

Eight broad research questions about the 2017 Coast Guard results were asked and answered in this report.

1) Is the 2017 survey sample sufficiently representative of the Coast Guard that we may safely draw conclusions about the entire population from the collected data? If it is, what are the overall results and how do they compare to previous years?

- The sample was determined to be representative.
- The Coast Guard 2017 results declare 15 out of 19 work environment critical areas to be strengths, and no areas to be challenges. The fifteen strong areas are *Diversity, Employee Involvement, Work Environment, Leadership and Quality, Teamwork, Communication, Supervision, Performance Measures, Job Satisfaction, Satisfaction with Coast Guard, Use of Resources, Training and Career Development, Fairness and Treatment of Others, Customer Orientation, and Strategic Planning*. The four areas that came closest to being challenges are *Rewards and Recognition, Innovation, Work and Family/Personal Life, and Readiness to Reshape Workforce*, which focuses on job security and retraining.
- The changes in the critical area scores from 2014 to 2017 have been considerable. Since 2014, the Coast Guard has seen an improvement of two or more percentage points in all of the 19 critical areas (*Diversity, Employee Involvement, Work Environment, Leadership and Quality, Teamwork, Communication, Supervision, Performance Measures, Job Satisfaction, Use of Resources, Training and Career Development, Fairness and Treatment of Others, Customer Orientation, Strategic Planning, Rewards and Recognition, Innovation, Work and Family/Personal Life, Readiness to Reshape Workforce, and Satisfaction with Coast Guard*). Since 2010, the Coast Guard has seen an improvement of two or more percentage points in 18 out of 19 critical areas of the work environment. Since 2002, all of the 19 areas have improved by between eight and twenty-one percentage points.

2) To what extent do members of different demographic groups view the Coast Guard's critical work environment areas differently in 2017? Do these results continue the patterns found in the 2002-2014 data?

- A respondent's affiliation with the Coast Guard, military rank, supervisory level, race/ethnicity, and gender affect how some (not all) aspects of the Coast Guard work environment are

perceived. The effects are generally small but persistent; they have been seen in nearly every survey since 2002.

- Active duty and SELRES members tend to rate most aspects of the 19 work environment critical areas more positively than civilians. Supporting findings from previous Coast Guard OAS research, civilians with military experience rated most critical areas more positively than civilians with no previous military experience.
- Rank for active duty members and supervisory level for civilians are powerful predictors of how the Coast Guard work environment is perceived. Officers perceive it more positively than enlisted personnel. Civilian managers/executives perceive it more positively than first-line supervisors, who perceive it more positively than non-supervisory staff. These findings in 2017 mirror those of prior surveys.
- Among Coast Guard members, men rate the Coast Guard work environment more favorably than women do in eleven critical areas (*Leadership and Quality, Training/Career Development, Innovation, Fairness and Treatment of Others, Communication, Employee Involvement, Teamwork, Strategic Planning, Diversity, Supervision, and Job Satisfaction*). The gender difference has changed very little since the 2002 survey. While scores for both groups are rising over time in these critical areas, the two groups are rising about the same each year, so a gender gap remains.
- Analyses of the results by gender and affiliation show that for both Active Duty and Civilian members, females tended to rate items less favorably than males with civilian female members tending to have the lowest ratings of all Coast Guard members surveyed. Male and Female SELRES members did not have statistically different scores on any of the critical areas, suggesting that this group had fewer differences in experiences affected by gender than the Active Duty and Civilian populations.
- From 2002 through 2008, White and non-Hispanic Coast Guard members generally rated the critical areas of *Fairness and Treatment of Others* and *Diversity* more positively than non-White members. In 2010, ratings from the non-White group reached statistical parity with the White group's ratings. From 2012 through 2014, scores in those areas from the non-White group dropped a little, while scores from the White group rose a little. This same trend was seen in 2017 where the gaps in these two critical areas continue to exist between the White and non-White groups. Additionally, the White group rated the following four critical areas (*Leadership and Quality, Employee Involvement, Job Satisfaction, and Satisfaction with Coast Guard*) more favorably than the non-White group.
- Analyses of the results by race/ethnicity and affiliation demonstrate that there are numerous meaningful differences in ratings across groups. Three groups were found to consistently reach both meaningful and statistically significant differences on nearly every critical area. Other Active Duty and Other Civilian groups have a generally poorer perception of the Coast Guard

than their peers and White Civilian members were found to have less favorable perceptions of the critical areas than White Active Duty members. Of note is that many minority groups had proportionately small sample sizes when split by affiliation group.

3) What survey information most strongly predicts actually leaving the Coast Guard, as opposed to saying one is considering leaving the Coast Guard? What are the top predictors of turnover by a Coast Guard member's affiliation, general military rank, specific military rank, unit type, gender, and race?

- Both Job Satisfaction and Satisfaction with the Coast Guard emerged as consistent predictors of turnover and turnover intention.
- When respondents of different demographic groups were examined separately, there were differences observed in the patterns of the predictors of turnover and turnover intent.
- Members who left the Coast Guard scored lower on every critical area than members who stayed with the Coast Guard.
- OAS item analyses showed that considerations of job security, pay satisfaction, and liking the work were consistently related to actual turnover. Lower scores on these items were related to increased possibility of turnover.
- For turnover intentions, OAS items covering personal feelings of Coast Guard importance, rating the Coast Guard as a place to work compared to other organizations, and satisfaction related to opportunities to get a better job in the organization were top predictors.

4) Do the work environment perceptions and demographic characteristics of active non-respondents in the 2017 OAS, as reflected in the 2014 OAS, differ significantly from the work environment perceptions and demographic characteristics of respondents in the 2014 OAS?

- Across all OAS participants, those who participated in the 2017 OAS had more favorable work environment perceptions on the 2014 OAS than those who chose not to participate in the 2017 OAS with three critical areas (*Work and Family/Personal Life, Strategic Planning, and Job Satisfaction*) showing large, meaningful differences between the two groups.
- Some demographic characteristics distinguish the responders and active non-responders.
- The distributions of responders and active non-responders by affiliation show there are moderately more active duty members among active non-responders than responders while there are slightly more civilian employees among responders than active non-responders.
- There are differences in the proportions between responders and active non-responders for the demographic of military rank with there being moderately more enlisted members in the active non-responders group while there are moderately more officers in the responders group.

5) Within different demographic groups (Affiliation, Military Rank, Gender, Race/Ethnicity, Disability Status, and Unit Type) what are the main drivers of job satisfaction, organizational satisfaction, and overall rating of the Coast Guard as a place to work compared to other organizations?

- For affiliation, liking the kind of work one does was a key predictor of the *Job Satisfaction* area for all but civilians with military experience (wherein feelings of personal accomplishment remained the key predictor) and SELRES members (wherein customer satisfaction with the products and services the Coast Guard provides remained the key predictor).
- For active duty members, the best predictor of *Satisfaction with Coast Guard* was a respondent's perception of Coast Guard's customers satisfaction with the products and services the Coast Guard provides. For civilians with military experience, it was pay satisfaction. Civilians without military experience emphasized needing to know how their work relates to the Coast Guard's goals and priorities while SELRES emphasized satisfaction with their benefits package.
- Across all affiliation groups, the top predictors of how members rate the Coast Guard as a place to work compared to other organizations all varied by each affiliation group. Active Duty members indicated the perceived importance of the Coast Guard as an organization to them as the key predictor. Civilians with military experience noted job security while civilians without military experience highlighted turnover intentions. SELRES members emphasized satisfaction with their pay.
- Officers, Warrant Officers, and Enlisted members had similar predictors of *Job Satisfaction*, as all three emphasized both liking the work and feeling a sense of personal accomplishment while perceived importance of the Coast Guard as an organization to them emerged as a central predictor of rating the Coast Guard as a place to work for Enlisted members and Officers.
- Males and females had nearly identical top predictors of Job Satisfaction, focusing on the two most common predictors of job satisfaction across survey respondents as a whole, liking the kind of work one does and feelings of personal accomplishment.
- There was some degree of variation across racial groups in predicting *Job Satisfaction*. Generally, liking the kind of work one does remained important predictors for Whites, Blacks, American Indians, Other, and two or more races. Asian employees tended to emphasize a different key predictor than other racial groups (feeling of personal accomplishment from work). Those who were Hispanic emphasized pay satisfaction while Native Hawaiians tended to emphasize physical conditions that allow for effective job performance.
- Many of the same predictors of *Satisfaction with the Coast Guard* emerged for disabled and non-disabled employees, such as perceptions of how satisfied the Coast Guard's customers are with the products and services the Coast Guard provides and pay satisfaction.
- Across all unit types, liking the kind of work one does and feelings of personal accomplishment ranked as the most important predictors of *Job Satisfaction*.

6) A factor analysis of the Coast Guard Organizational Assessment items and critical areas will reveal whether any Organizational Assessment items should be dropped from future iterations of the Coast Guard Organizational Assessment Survey. Which items should be dropped or added to the scales that make up critical areas?

- Based on item analyses, OPM suggests that eight OAS items be removed from the Coast Guard OAS, two OAS items be moved from one critical area to another, and twenty-one items be moved from the Personal Experiences and Agency-Specific item pool into specific critical areas.

7) To what extent do members of different demographic groups within the Coast Guard (Coast Guard member's affiliation, gender, race/ethnicity, rating, and unit type) view the Coast Guard's environment as hostile differently? How does the demographic characteristic of Coast Guard member's affiliation interact with different demographic groups to influence hostile work environment perceptions?

- Demographic groups within the Coast Guard perceive the hostile work environment differently. Perceptions may vary depending on one's gender, race, affiliation, unit, and rating. Additionally, some of these demographic differences interact to influence hostile work environment perceptions (e.g., affiliation and race).
- Hostile work environment perceptions have been found to predict job satisfaction, satisfaction with the Coast Guard, perceptions of the Coast Guard compared to other organizations, career advancement satisfaction, and perceptions of job security. More specifically, lower ratings of a hostile work environment result in more positive ratings of these other work-related outcome variables.

8) How does race/ethnicity influence the work environment perceptions of those Coast Guard members who said they were considering leaving the Coast Guard versus those who are not considering leaving the Coast Guard? To what extent does control grade (Lieutenant Commanders, Commanders, and Captains) and gender interact with race/ethnicity and intent to leave the Coast Guard to influence work environment perceptions?

- Observing the control grade ratios across racial groups reveals that minority groups tended to have significantly lower proportions of Lieutenant Commanders, Commanders, and Captains than White members.
- Black Males and Males who identified their race as Other had lower favorability ratings than White Males regarding critical workplace factors including *Employee Involvement*, *Diversity*, and *Job Satisfaction* among others. Several subgroup comparisons for gender and racial minorities were unable to be analyzed due to small sample sizes.
- Within gender and racial subgroups, those who intend to Stay with the Coast Guard had higher Satisfaction ratings with the Coast Guard compared to those intending to leave the Coast Guard.

- In general, Lieutenant Commanders and Commanders in the Selected Reserve that intend to stay with the Coast Guard had more favorable ratings of the critical areas (e.g., Training/Career Development, Satisfaction with the Coast Guard) compared with those who intend to leave the Coast Guard.
- In general, both Selected Reserve and Active Duty employees that intend to stay with the Coast Guard had more favorable ratings of the critical areas (e.g., Training/Career Development, Satisfaction with the Coast Guard) compared with those who intend to leave the Coast Guard.
- For Active Duty employees, Captains who intend to stay with the Coast Guard generally had more favorable ratings of the critical areas compared to other subgroups, while both Lieutenant Commanders intending to leave the Coast Guard and Commanders intending to leave the Coast Guard generally had the lowest favorability ratings of the critical areas compared to the other subgroups in the analysis.

INTRODUCTION

Background

In 2017, the United States Coast Guard (USCG) partnered with the U.S. Office of Personnel Management's Human Resources Solutions (OPM) to administer the Organizational Assessment Survey (OAS) to all Coast Guard members and employees. This was the Coast Guard's eighth OAS administration; previous administrations were in 2014, 2012, 2010, 2008, 2006, 2004, and 2002. The present report focuses on 2017 data and how results from 2017 compare to results from previous surveys between 2002 and 2014.

The 2017 Coast Guard OAS measured 19 "critical areas" of its work environment. Critical areas are those that research has consistently shown to correlate positively with organizational effectiveness. These areas are listed and defined in Appendix A. The OAS also measures employees' personal experiences as Coast Guard employees and satisfaction with various aspects of their jobs. This administration of the OAS also included items from the mandated Annual Employee Survey and numerous custom items, including custom demographic items that capture various facts about the respondents, their occupations, their military assignments, and the parts of the Coast Guard they work in.

This document is the final deliverable for the work the Coast Guard commissioned for the 2017 Coast Guard OAS.

It is worth noting that by partnering with OPM to produce reports as in-depth as this one and ones to follow, the Coast Guard is continuing to establish itself as a federal leader in seriously examining employee perceptions of the workforce, and in acting on what it learns. OPM psychologists have used the Coast Guard as an example of organizations that work to get the most out of employee perception surveys.

The Research Goals

The Coast Guard indicated interest in eight broad areas regarding the 2017 OAS data.

- 1) The current state of the Coast Guard work environment as seen by Coast Guard personnel as a whole, as compared to previous years.
- 2) Differences in perception of the work environment over time, in 2017 and compared to 2014 between various demographic groups and roles within the Coast Guard.
- 3) Overall drivers of actual turnover and turnover intention for members with different demographic characteristics within the Coast Guard (e.g., affiliation, gender, race).
- 4) Differences in the work environment perceptions and demographic characteristics of active non-respondents versus respondents in the OAS.
- 5) Overall drivers of job satisfaction, organization satisfaction, and rating of the Coast Guard as a place to work for members with different demographic characteristics within the Coast Guard (e.g., affiliation, gender).

- 6) A factor analysis of the Coast Guard Organizational Assessment items and critical areas to determine whether any survey items should be dropped from future iterations of the Coast Guard Organizational Assessment Survey.
- 7) Hostile work environment perceptions in the Coast Guard for members with different demographic characteristics within the Coast Guard (e.g., affiliation, gender)
- 8) Differences in perception of the work environment across race/ethnicity among Coast Guard members who said they were considering leaving the Coast Guard versus those who said they were not considering leaving the Coast Guard.

The first, second, fourth, and fifth research goals are expansions of similar research performed on results from previous surveys while all other research goals are unique to 2017.

Research Questions

To fulfill the Coast Guard's research purpose, specific, detailed research questions were created. These questions are labeled RQ-1 through RQ-8, and use sub-questions where appropriate.

- RQ-1. Representativeness and overall results.** Is the 2017 survey sample sufficiently representative of the Coast Guard that we may safely draw conclusions about the entire population from the collected data? If it is, what are the overall results and how do they compare to previous years?
- RQ-2. Main effects from group membership.** To what extent do members of different demographic groups view the Coast Guard's critical work environment areas differently in 2017? Do these results continue the patterns found in the 2002-2014 data?
- a. **Affiliation.** Under what circumstances and to what extent does a Coast Guard member's affiliation (e.g., civilian, active duty, SELRES) meaningfully relate to how the work environment, the job, and the Coast Guard are perceived?
 - b. **Military Experience for Civilians.** Under what circumstances and to what extent does a civilian's prior military experience meaningfully relate to how the work environment, the job, and the Coast Guard are perceived?
 - c. **Gender.** Under what circumstances and to what extent does a Coast Guard member's gender meaningfully relate to how the work environment, the job, and the Coast Guard are perceived? To what extent does affiliation interact with gender to influence work environment perceptions?
 - d. **Race/Ethnicity.** Under what circumstances and to what extent does a Coast Guard member's race or ethnicity meaningfully relate to how the work environment, the job, and the Coast Guard are perceived? To what extent does affiliation interact with race/ethnicity to influence work environment perceptions?

- e. **Rank/Supervisory level.** Under what circumstances and to what extent does a Coast Guard member's level of authority (supervisory level or military rank) meaningfully relate to how the work environment, the job, and the Coast Guard are perceived?
- RQ-3. Turnover of personnel.** What survey information most strongly predicts actually leaving the Coast Guard, as opposed to saying one is considering leaving the Coast Guard? What are the top predictors of turnover by a Coast Guard member's affiliation, general military rank, specific military rank, unit type, gender, and race?
- RQ-4. Survey Non-Response Analysis.** Do the work environment perceptions and demographic characteristics of active nonrespondents in the 2017 OAS, as reflected in the 2014 OAS, differ significantly from the work environment perceptions and demographic characteristics of respondents in the 2014 OAS?
- RQ-5. Satisfaction with job and the Coast Guard and overall rating of the Coast Guard as a place to work.** Within different demographic groups (Affiliation, Gender, Race/Ethnicity, Disability Status, and Unit Type) what are the main drivers of job satisfaction, organizational satisfaction, and overall rating of the Coast Guard as a place to work compared to other organizations?
- RQ-6. Factor Analysis of the Coast Guard Organizational Assessment items and critical areas.** A factor analysis of the Coast Guard Organizational Assessment items and critical areas will reveal whether any Organizational Assessment items should be dropped from future iterations of the Coast Guard Organizational Assessment Survey. Which items should be dropped or added to the scales that make up critical areas?
- RQ-7. Hostile work environment perceptions in the Coast Guard.** To what extent do members of different demographic groups within the Coast Guard (Coast Guard member's affiliation, gender, race/ethnicity, rating, and unit type) view the Coast Guard's environment as hostile differently? How does the demographic characteristic of Coast Guard member's affiliation interact with different demographic groups to influence hostile work environment perceptions?
- RQ-8. Race/ethnicity differences in work environment perceptions for those who did and did not consider leaving the Coast Guard.** How does race/ethnicity influence the work environment perceptions of those Coast Guard members who said they were considering leaving the Coast Guard versus those who are not considering leaving the Coast Guard? To what extent does control grade (Lieutenant Commanders, Commanders, and Captains) and gender interact with race/ethnicity and intent to leave the Coast Guard to influence work environment perceptions?

METHODOLOGY

Special Terms for This Report

The Coast Guard refers to all of its employees as “members,” so this report will use that term.

Throughout this report, the word “affiliation” refers to one of four main categories with which Coast Guard members are aligned: military active duty (“active duty”), civilian, military selected reserve (SELRES), and non-appropriated fund employees (NAF). The Coast Guard has very few NAF members and they are generally limited to specific, localized roles, such as operating commissaries and other supportive but non-administrative functions. By request of the Coast Guard, this report will not discuss NAF members because they are so few in number, and because their roles are so tangential to the Coast Guard’s main missions.

Survey Administration

The OAS was administered over the Internet between February 1, 2017 and May 5, 2017. Participation was voluntary and confidential.

Data Analysis and Presentation

Favorability Scores and Means

For all discussions of OAS results, we report item and critical area results using two metrics: “favorability scores” and means.

Favorability scores represent the percentage of respondents who gave favorable (positive) ratings to the Coast Guard on the issue defined by the survey item. Usually, a favorable rating is the sum of two numbers: the percentage of respondents who *agreed* or *strongly agreed* with an item, or the percentage of respondents who were *satisfied* or *very satisfied* with a specific aspect of the Coast Guard. For a small number of items, the favorable response is something unusual, and in such cases, the favorable responses are listed along with the item. Favorability scores are presented as integer percentages, such as 55% or 72%.

Means are the actual average scores of all respondents to an item who are relevant to the specific analysis being discussed. Scores are always on a five-point, symmetrical scale where one end of the scale is negative (*e.g.*, “strongly disagree”) and the other end is positive (*e.g.*, “strongly agree”). In all cases, the most favorable answer is given a score of 5 and the least favorable a score of 1. Therefore, all means, which are reported to two decimal places, range from 1.00 to 5.00.

Responses of “do not know” and “no basis to judge” are ignored when analyzing results. If 1,000 respondents give a favorable response to an item, another 1,000 respondents give an unfavorable response, and 2,000 respondents give a “do not know” response, the favorability score for that item would be 50%, not 25%.

This report uses favorability scores for relatively simple summaries of results. For more complex analysis involving inferential statistics such as t-tests or analyses of variance (ANOVAs), means are generally

presented. At times, the results obtained from analyzing means differ slightly from those that come from looking at favorability scores. In such cases, the results from means are more trustworthy than those from favorability scores, because means take neutral and negative responses into account, and favorability scores do not.

Marking Significantly Different Groups

Frequently in this report, the scores of all 19 critical areas for two subsets of Coast Guard members are shown as either favorability scores or means. To test for significant differences between the subsets (or “groups”), mean scores on the 19 critical areas are compared via independent *t*-tests. If the groups are significantly different in any critical area, that critical area is highlighted in the table showing the scores for the two groups.

Table 1. Example of Highlighting to Show Significantly Different Groups

Critical Area	Score for Group 1	Score for Group 2
Teamwork	68%	70%
Innovation	70%	60%
Use of Resources	58%	55%

In Table 1, the *Innovation* row is highlighted because our Group 1 and Group 2 have significantly different scores in that area. Note that the means are not shown, even though means were used to determine the significance of the differences. Means are shown in more detailed tables than the summary tables that show favorability scores.

When three or more groups are compared, one-way analyses of variance (ANOVAs) are used to determine which groups, if any, are significantly different from each other. Three or more groups can produce findings that are not easy to emphasize with highlighting, so bracketed letters are placed underneath each group’s score as shown in the next table.

Table 2. Example of Using Bracketed Letters for Results from a One-Way ANOVA

Critical Area	Score for Group 1	Score for Group 2	Score for Group 3
Teamwork	64% [a]	67% [a]	65% [a]
Innovation	70% [a]	73% [a,b]	76% [b]
Use of Resources	65% [a]	71% [b]	80% [c]

Table 2 shows how three theoretical groups of Coast Members differ or do not differ on three critical work environment areas. In *Teamwork*, the three groups' scores are not significantly different from each other, so all three groups have the same letter in their square brackets.

In *Innovation*, Group 1 and Group 2 do not have significantly different scores, so they both have "a" in their square brackets. Group 2 and Group 3 do not have significantly different scores either, so they both have a "b" in their brackets. (Group 2 has two letters in its brackets because Group 2 shares similarity with two other groups.) The scores from Group 1 and Group 3 *are* significantly different, so those groups do not share any of the same letters in their brackets.

Finally, in *Use of Resources*, all three groups have scores that are significantly different from those of both other groups. Therefore, no group shares its bracketed letter with any other group.

All confidence intervals in this report are calculated based on 95% statistical confidence.

Relative Weight Analysis

To determine the most important predictors of key outcome variables such as turnover, job satisfaction, and satisfaction with the Coast Guard, this report uses an advanced method of partitioning variance among predictors called "relative weight analysis" (RWA). Like traditional regression analysis, RWA assigns weights to predictors (i.e., OAS critical areas) of outcomes (i.e., turnover). However, whereas regression analysis isolates direct effects only, RWA accounts for both direct and indirect effects. RWA is more appropriate than regression analysis when the predictors are correlated, as they are here. For example, RWA captures the direct effect of Leadership and Quality on turnover, as well as the effect of Leadership and Quality that influences turnover through the other OAS critical areas. RWA has superior controls for multicollinearity, which is a common issue that appears in OAS data sets (and in climate/culture/work environment survey work).¹

A Note on the Terms "Significant" and "Practical"

An observed difference between two groups is considered "significant" if we estimate there is a very low likelihood (generally, less than 5%) that the observed difference is due to chance (in other words, due to factors unrelated to group membership). This kind of significance most emphatically does *not* imply that a difference is large enough to base wide-ranging decisions on.

With large enough samples—and the Coast Guard data tends to have large samples—*any* difference between groups, no matter how small, could qualify as "significant" in the statistical sense. However, statistically significant differences are not always practical or meaningful. If 81.8% of men agree that the Coast Guard treats them well, while 81.2% of women agree, then regardless of statistical tests, we feel it is unreasonable to decide that the Coast Guard treats women more poorly than men.

Throughout this report we note whether any differences are either significant *and/or* practical.

¹ RWA is a subset of an analysis technique called "relative importance analysis." For more information, see the following articles: (1) Johnson, J.W. (2000). A heuristic method for estimating the relative weight of predictor variables in multiple regressions. *Multivariate Behavioral Research*, 35, 1-19. (2) Tonidandel, S., & LeBreton, J.M. (2011). Relative Importance Analysis: A Useful Supplement to Regression Analysis. *Journal of Business Psychology*, 26, 1-9.

Rounding

Throughout this report, percentages in tables may not add to 100% due to rounding.

RQ-1: REPRESENTATIVENESS AND OVERALL RESULTS

RQ-1: Is the 2017 survey sample sufficiently representative of the Coast Guard that we may safely draw conclusions about the entire population from the collected data? If it is, what are the overall results and how do they compare to previous years?

Profile of Coast Guard Respondents

This section of the report examines the representativeness of survey respondents on the basis of demographic variables, broken down by such variables as Coast Guard affiliation (e.g., active duty, civilian), gender, race and so on. Respondents who chose not to answer demographic questions are not included in the tables of this report.

According to the population data provided by the Coast Guard, there were 54,643 active Coast Guard members at the time the OAS was launched. This year, 16,626 members responded to the survey, for an overall response rate of 30.42%. This represents a 12% decrease in the overall response rate compared to 2014. Active duty members demonstrated the sharpest drop from 2014, at 15 percentage points while the SELRES group also saw a large drop in terms of proportion, with the response rate dropping from 25% in 2014 to nearly 12% in 2017.

The survey's overall results have a margin of error of .63%. This means that, if the report says 70% of the Coast Guard agrees with a certain statement, we are 95% confident that if every individual member of the Coast Guard had responded to that item, then between 69.37% and 70.63% would agree with the statement. Margin of error is heavily dependent on both the size of the population being studied and the size of the collected sample, in this case, the people who responded to the survey. As such, groups and sub-groups with smaller sample sizes (for example, female Hispanic SELRES members) will have correspondingly larger margins of error.

Table 3. Survey Respondents by General Affiliation with Coast Guard

General Affiliation with Coast Guard	Sample N	Percentage of Sample	Population N	Percentage of Population	Response Rate	Margin of Error
Military Member (Active Duty)	11,939	71.81%	39,390	72.09%	30.31%	0.75%
Civilian Employee	3,442	20.70%	8,203	15.01%	41.96%	1.27%
Military Member (Selected Reserve)	822	4.94%	7,050	12.90%	11.66%	3.21%
NAF	3	< 1%	n/a	n/a	n/a	n/a
Did not say	420	2.5%	n/a	n/a	n/a	n/a
Total	16,626	100%	54,643	100%	30.42%	.63%

Table 3 shows the affiliation type of respondents compared to the overall distribution of affiliations within the Coast Guard. Both active duty military and civilian populations were well represented in this year's sample. However, SELRES is relatively underrepresented, resulting in a margin of error about

twice as great as the civilian and active duty groups. Even with this comparative deficit, there are enough SELRES responses to be confident of their ratings to 3.21 percentage points.

Table 3 indicates that regarding affiliation type, the sample is highly representative of the general Coast Guard population. The one potential exception is the SELRES group, with nearly one third of the number of employees in the sample than should be expected. However, while SELRES is relatively underrepresented, there are still enough members within the sample to be confident in their responses to within three percentage points. It is also worth noting that NAF personnel were not included in this survey administration, due in part to small sample sizes in previous administrations that precluded drawing any conclusions from their data.

While the number of respondents and overall response rate were both lower than the previous administration in 2014, the number of Coast Guard members who replied to the survey but did not indicate their affiliation type was five times larger than in the previous administration (420 in 2017, as compared to 83 in 2014). This represents a growth from less than 1% of the sample population in 2014 to about 2.5% of the sample population in 2017.

Table 4. Representativeness of Survey Respondents by Gender and Affiliation

Gender	Military (Active)	Military (Reserve)	Civilian	NAF	Total
Male (Sample)	9,949 (85%)	643 (80%)	2,401 (72%)	2 (67%)	12,995 (82%)
Male (Population)	33,673 (85%)	5,764 (82%)	5,784 (71%)	n/a	45,221 (83%)
Female (Sample)	1,726 (15%)	165 (20%)	918 (28%)	1 (33%)	2,810 (18%)
Female (Population)	5,717 (15%)	1,286 (18%)	2,419 (29%)	n/a	9,422 (17%)
Total (Sample)	11,675	808	3,319	3	15,805
Total (Population)	39,390	7050	8,203	n/a	54,643

Table 4 breaks down general affiliation by gender to demonstrate that there are no significant differences in the proportion of men and women between the general population and survey sample (excluding NAF employees). Therefore, we consider the survey to be sufficiently representative as concerns gender.

Table 5. Survey Respondents by Number of Race/Ethnicity Categories Selected

Number of Race/Ethnicity Categories Selected (out of seven)	Number of Respondents	Percentage of All Respondents	Percentage of Respondents Who Marked at Least One Category
Zero	888	5%	n/a
One	14375	86%	91%
Two	1101	7%	7%
Three	170	1%	1%
Four	21	< 1%	< 1%
Five	7	< 1%	< 1%
Six	21	< 1%	< 1%
Seven	43	< 1%	< 1%
Total	16626	100%	100%

Survey respondents were able to mark more than one racial category. Table 5 shows that more than 86% of all respondents, and 91% of all respondents who gave race/ethnicity information, marked only one race, and approximately 2% of respondents marked three racial/ethnic categories or more.

Table 6. Survey Respondents by Race/Ethnicity and Affiliation

Race/Ethnicity	Military (Active)	Military (Reserve)	Civilian	NAF	Total
White	9,328 (71%)	674 (77%)	2,559 (72%)	3 (100%)	12,564 (71%)
Black / African-American	507 (4%)	27 (3%)	370 (10%)	0 (0%)	904 (5%)
Hispanic	1,237 (9%)	56 (6%)	168 (5%)	0 (0%)	1,461 (8%)
Asian	392 (3%)	36 (4%)	112 (3%)	0 (0%)	540 (3%)
American Indian / Alaskan Native	463 (4%)	17 (2%)	102 (3%)	0 (0%)	582 (3%)
Native Hawaiian / Pacific Islander	336 (3%)	20 (2%)	46 (1%)	0 (0%)	402 (2%)
Other	904 (7%)	44 (5%)	185 (5%)	0 (0%)	1,133 (6%)
Total	13,167 (100%)	874 (100%)	3,542 (100%)	3 (100%)	17,586 (100%)

In Table 6, the total number of respondents (17,586) indicating their race/ethnicity is larger than the number of respondents in the sample (16,626) because the race/ethnicity item on the survey used a

“mark all that apply” format. In other words, respondents were able to state that they were of multiple races/ethnicities by marking, as an example, White, Black, and Hispanic all at once. That means the same respondent can be counted in more than one row in Table 6.

As will be seen in later sections, the major differences by race/ethnicity were seen in respondents who marked the “White” response option and respondents who did not. Furthermore, Table 6 shows that some combinations of affiliation and race/ethnicity were so rare, statistical testing is not feasible if every non-white race and ethnicity are kept separate. Therefore, for purposes of testing the representativeness of the same with regard to race and ethnicity, we collapsed the sample into two race/ethnic categories: White and Non-white. Because the Coast Guard’s databases sometimes contain no racial data, the population counts in Table 7 are smaller than those in Table 3.

Table 7. Representativeness of Respondents by Race/Ethnicity and Affiliation

Race/Ethnicity	Military (Active)	Military (Reserve)	Civilian	NAF	Total
White (Sample)	9,328 (71%)	674 (77%)	2,559 (72%)	3 (100%)	12,564 (71%)
White (Population)	29,736 (84%)	5,041 (86%)	6,130 (76%)	n/a	40,907 (83%)
Non-White (Sample)	3,839 (29%)	200 (23%)	983 (28%)	0 (0%)	5,022 (29%)
Non-White (Population)	5,797 (16%)	854 (14%)	1,912 (24%)	n/a	8,563 (17%)
Total (Sample)	13,167	874	3,542	3	17,586
Total (Population with known race data)	35,533	5,895	8,042	n/a	49,470

Table 7 compares the responses on race by affiliation to the Coast Guard’s population. Civilians had the most representative sample, within four percentage points of the Coast Guard population regardless of whether respondents were White or non-White. Overall, the survey has a higher representation of non-white respondents across affiliation groups with active duty non-Whites being overrepresented in the sample by 13 percentage points. Conversely, both active duty and SELRES Whites were underrepresented by 13 and 9 percentage points, respectively.

The table indicates that sample racial distributions within the affiliations are within a normal range of percentage points of their respective population distributions with a slightly higher representation of non-White respondents. Therefore, we can conclude that the sample is racially representative of the population.

Overall Results

The Coast Guard’s overall percentages of favorable, neutral, and unfavorable scores for each of the 19 critical areas are shown in Table 8. The critical areas, which are defined in Appendix A, are sorted by their favorability scores in descending order. Comprehensive item-level results are in Appendix B.

In Table 8 and all similar tables, percentages might not add to 100% because all percentages are rounded to the nearest integer.

Table 8. Overall OAS Results by Critical Area

Critical Area	Percent Favorable	Percent Neutral	Percent Unfavorable
Diversity	85%	11%	4%
Teamwork	80%	13%	7%
Work Environment	79%	12%	9%
Leadership and Quality	79%	12%	9%
Employee Involvement	78%	13%	9%
Supervision	77%	13%	10%
Communication	76%	13%	11%
Performance Measures	73%	19%	8%
Satisfaction with Coast Guard	73%	17%	10%
Job Satisfaction	72%	17%	11%
Fairness and Treatment of Others	72%	15%	13%
Use of Resources	71%	14%	15%
Strategic Planning	70%	21%	9%
Training and Career Development	66%	18%	16%
Customer Orientation	65%	23%	12%
Work and Family/Personal Life	60%	20%	20%
Rewards and Recognition	57%	24%	19%
Innovation	53%	26%	21%
Readiness to Reshape Workforce	50%	28%	22%

OPM categorizes critical areas as strengths when their favorability scores are 65% or higher, and as challenges when their unfavorability scores are 35% or higher. Based on those definitions, the Coast Guard 2017 results show 15 strengths (*Diversity, Employee Involvement, Work Environment, Leadership*

and Quality, Teamwork, Communication, Supervision, Performance Measures, Job Satisfaction, Satisfaction with Coast Guard, Use of Resources, Training and Career Development, Fairness and Treatment of Others, Customer Orientation, and Strategic Planning). That result is higher than the 2014 results, in which 10 critical areas qualified as strengths.

No critical areas in 2017 qualify as challenges. However, there are three areas with unfavorability scores at or above 20%: *Work and Family/Personal Life* (20%), *Innovation* (21%), and *Readiness to Reshape Workforce* (22%). It is important to note that the critical area of *Rewards and Recognition* is near the 20% unfavorability threshold at 19%. These results are not noticeably different from 2014 in which these four areas also had the highest unfavorability scores. While all four of the currently identified lowest scoring critical areas were remarked upon in the 2014 report, their unfavorability ratings have decreased by at least 2 percentage points each.

Normalized Results Over Time

Table 9 compares the favorability scores for all 19 critical areas in 2017 with those from the seven previous administrations. Here and in all following tables the critical areas are presented in the order they appear on the survey.

The results from all previous surveys (2014 through 2002, but especially 2004 and 2002) have been “normalized.” That means they have been adjusted to reflect changes in the survey between 2002 and 2014. Specifically, the critical areas as defined for Table 9 include only those items that were asked in all seven versions of the survey. Therefore, the normalized 2017 critical area scores are different from the 2017 critical scores shown in Table 8.

For the same reasons, the favorability scores shown in Table 9 for the years 2002 through 2014 differ from the results shown in older reports and presentations that were based on previous OAS versions. Item-level results for this multi-year comparison can be found in Appendix C.

Table 9. Normalized Percent Favorable Scores, 2002-2017, by Critical Area

Critical Area	2017	2014	2012	2010	2008	2006	2004	2002	Change since 2014	Change since 2002
Leadership and Quality	79%	76%	75%	69%	67%	66%	65%	58%	+3 points	+21 points
Training and Career Development	66%	64%	65%	64%	63%	62%	61%	54%	+2 points	+12 points
Innovation	53%	49%	48%	48%	48%	48%	49%	42%	+4 points	+11 points
Customer Orientation	65%	63%	63%	62%	60%	60%	57%	52%	+2 points	+13 points
Fairness/Treatment of Others	72%	64%	63%	62%	60%	60%	58%	56%	+8 points	+16 points
Communication	76%	70%	69%	68%	65%	64%	65%	62%	+6 points	+14 points
Employee Involvement	78%	73%	71%	66%	63%	63%	62%	57%	+5 points	+21 points
Use of Resources	71%	69%	68%	62%	61%	62%	60%	54%	+2 points	+17 points
Rewards/Recognition	57%	49%	51%	50%	48%	47%	43%	44%	+8 points	+13 points
Work Environment	79%	76%	75%	72%	70%	71%	69%	71%	+3 points	+8 points
Work and Family/Personal Life	60%	52%	49%	50%	49%	48%	46%	44%	+8 points	+16 points
Teamwork	80%	75%	73%	72%	69%	69%	67%	65%	+5 points	+15 points
Readiness to Reshape Workforce	50%	46%	46%	52%	48%	47%	43%	40%	+4 points	+10 points
Strategic Planning	70%	63%	63%	60%	58%	56%	58%	55%	+7 points	+15 points
Performance Measures	73%	68%	68%	62%	61%	59%	59%	55%	+5 points	+18 points
Diversity	85%	81%	78%	77%	75%	75%	73%	72%	+4 points	+13 points
Supervision	77%	72%	70%	69%	68%	68%	69%	66%	+5 points	+11 points
Job Satisfaction	72%	67%	66%	67%	62%	63%	62%	60%	+5 points	+12 points
Satisfaction with Coast Guard	73%	64%	66%	65%	62%	63%	61%	57%	+9 points	+16 points

Table 9 shows that there were significant changes across all of the 19 critical areas compared with the 2014 OAS administration. For organizations as large as the Coast Guard, we generally consider changes of one percentage point too small to be practical or meaningful, even if the difference meets the qualifications for statistical significance. All of the 19 critical areas have improved by a practical or meaningful amount since 2014, and all 19 have improved by at least eight percentage points since 2002.

RQ-2: MAIN EFFECTS FROM GROUP MEMBERSHIP

RQ-2: To what extent do members of different demographic groups view the Coast Guard’s critical work environment areas differently in 2017? Do these results continue the patterns found in the 2002-2014 data?

Critical Areas by Group Membership

The Coast Guard wants to provide an equally favorable work environment for all employees within the constraints of the jobs being performed. We can examine whether the Coast Guard is meeting this goal by comparing survey results of respondents from different demographic groups.

Summary tables will show favorability scores for different groups. As mentioned previously, inferential analyses will examine mean scores from the original 5-point scales because that approach allows more powerful analysis.

Effects of Affiliation

Table 10. Favorability Scores for Critical Areas by Coast Guard Affiliation

Critical Area	Active Duty (N=11,939)	Civilian (N=3,442)	SELRES (N=822)
Leadership and Quality	81%	75%	82%
Training/Career Development	70%	56%	68%
Innovation	54%	50%	58%
Customer Orientation	66%	63%	65%
Fairness and Treatment of Others	74%	62%	80%
Communication	78%	68%	79%
Employee Involvement	83%	77%	82%
Use of Resources	68%	69%	75%
Rewards/Recognition	58%	54%	64%
Work Environment	79%	78%	85%
Work and Family/Personal Life	56%	73%	62%
Teamwork	82%	74%	85%
Readiness to Reshape Workforce	53%	39%	57%
Strategic Planning	72%	62%	75%
Performance Measures	75%	68%	77%
Diversity	89%	82%	90%
Supervision	74%	73%	79%
Job Satisfaction	72%	74%	73%
Satisfaction with Coast Guard	72%	74%	75%

Since the Coast Guard’s main concern with regards to affiliation is differences between active duty members and civilian members, Table 10 focuses on those groups. Pairs of cells shaded light blue show critical areas where active duty members rate the work environment practically or meaningfully more

positively than civilians do, based on independent t-tests with Bonferroni adjustments and a consideration of effect size². Pairs of cells shaded light gray highlight areas where civilians' scores are practically or meaningfully more positive than those of active duty members. NAF survey respondents were not included in these analyses because the sample size was too small to provide any meaningful insight.

As we have seen before, substantial differences exist in how active duty members and civilian members perceive the Coast Guard work environment. To some degree, these differences exist because the work environment is different for civilians than for active duty members or selected reservists. As long as the Coast Guard has military duties that involve long periods of travel, it is highly unlikely that active duty and SELRES members will view the *Work and Family/Personal Life* aspect of the Coast Guard as positively as its civilians do. Therefore, some of these differences in perception are worth knowing about, even though they are unlikely to be reduced if the Coast Guard wants to continue fulfilling its most important missions.

Active duty members view *Leadership and Quality, Training/Career Development, Innovation, Fairness and Treatment of Others, Communication, Employee Involvement, Rewards/Recognition, Teamwork, Readiness to Reshape the Workforce, Strategic Planning, Performance Measures, and Diversity* more positively than civilians. In every case, SELRES respondents view these areas more positively than their civilian counterparts as well. In these twelve areas, all military members of the Coast Guard seem to have more positive perceptions than civilian members. In all critical areas, active duty ratings have increased from between two to ten percentage points from the 2014 administration. Similarly, SELRES ratings have increased from between one to nine percentage points from the 2014 administration in 18 of the 19 critical areas.

Work and Family/Personal Life is the only critical area where civilian members gave higher ratings than both active duty and SELRES members while *Satisfaction with Coast Guard* is the only critical area where civilians gave higher ratings than selected reservists. Despite the lower ratings by civilians on the critical areas compared with military members, civilians displayed a similar pattern to active duty and SELRES members with civilian ratings having increased from between two to eight percentage points from the 2014 survey administration.

Table 10 shows a very important point: that regardless of affiliation, the general pattern of perception regarding the most and least positive aspects of the Coast Guard work environment (as measured by the 19 critical areas) is approximately the same. For instance, all of the affiliation groups presented rate the Coast Guard far more positively on *Teamwork* than on *Innovation*, and more positively in *Diversity* than in *Supervision*. Nevertheless, there can be widespread differences among the groups as well, as seen in *Work and Family/Personal Life* and *Readiness to Reshape the Workforce*.

Effects of Affiliation, 2014 to 2017

Table 11 shows the differences between active duty and civilian scores in 2017 and 2014 for *normalized mean* scores for the 19 critical areas. The "AD" symbol means active duty members had more positive scores, on average, than the civilians, and the "C" symbol means the civilians gave more positive ratings. The "difference" column shows whether the difference between active duty and civilian members got larger, smaller, or stayed the same over time.

² Bonferroni adjustments let us greatly reduce the risk of accidentally labeling a difference as significant when it is actually the result of chance. We also looked for effect sizes that registered as at least "small" using Cohen's r^2 conventions of .01=small, .09=medium, and .25=large.

A smaller difference in 2017 than in 2014 indicates the two groups are becoming more similar. A larger difference suggests they are growing apart. However, for these populations, we suggest that the difference has to increase or decrease by at least .07 before we consider the trend to be meaningful. Critical areas that showed trends of at least that size are shaded light blue if the change is smaller (the groups are becoming more similar) and gray if the change is larger (the groups are moving further apart).

Table 11. Differences in Normalized Mean Scores between Active Duty and Civilian Members, 2014-2017

Critical Area	2017	2014	Difference
Leadership and Quality	0.14, AD	0.08, AD	0.06 larger
Training/Career Development	0.32, AD	0.26, AD	0.06 larger
Innovation	0.09, AD	0.06, AD	0.03 larger
Customer Orientation	0.08, AD	0.09, AD	0.01 smaller
Fairness and Treatment of Others	0.24, AD	0.11, AD	0.13 larger
Communication	0.23, AD	0.16, AD	0.07 larger
Employee Involvement	0.16, AD	0.12, AD	0.04 larger
Use of Resources	0.01, AD	0	0.01 larger
Rewards/Recognition	0.08, AD	0.15, AD	0.07 smaller
Work Environment	0.02, C	0.08, AD	0.06 smaller and changed direction (0.10 total change)
Work and Family/Personal Life	0.49, C	0.28, C	0.21 larger
Teamwork	0.14, AD	0.09, AD	0.05 larger
Readiness to Reshape Workforce	0.35, AD	0.25, AD	0.10 larger
Strategic Planning	0.18, AD	0.15, AD	0.03 larger
Performance Measures	0.13, AD	0.1, AD	0.03 larger
Diversity	0.26, AD	0.12, AD	0.14 larger
Supervision	0.09, C	0.04, C	0.05 larger
Job Satisfaction	0.11, C	0.05, C	0.06 larger
Satisfaction with Coast Guard	0.06, C	0.06, C	No change

The 2017 survey found more than three times as many meaningful differences than the previous survey administration. Five of the seven areas of meaningful difference showed the gap between active duty and civilian Coast Guard members growing wider, with active duty personnel producing more favorable rating scores than civilians on 4 critical areas (*Fairness and Treatment of Others*, *Communication*, *Readiness to Reshape Workforce*, and *Diversity*) and civilians showing more favorable perceptions on 1 critical area (*Work and Family/Personal Life*). The gap between civilians and active duty members grew smaller on *Rewards/Recognition* and *Work Environment*. Overall, differences between civilians and active duty have remained meaningfully unchanged on twelve of the 19 critical areas.

Effects of Military Experience for Civilians

Previous survey research with the Coast Guard has found that civilians with military experience have significant differences in the perceptions around the Coast Guard work environment than civilian members without such experience.

Table 12. Favorability Scores for Critical Areas for Civilians With and Without Military Experience

Critical Area	With Mil. Exper. (N=2,379)	Without Mil. Exper. (N=1,006)
Leadership and Quality	76%	72%
Training/Career Development	57%	52%
Innovation	52%	44%
Customer Orientation	64%	60%
Fairness and Treatment of Others	65%	55%
Communication	70%	64%
Employee Involvement	79%	74%
Use of Resources	71%	65%
Rewards/Recognition	55%	51%
Work Environment	79%	76%
Work and Family/Personal Life	72%	74%
Teamwork	77%	69%
Readiness to Reshape Workforce	39%	38%
Strategic Planning	62%	60%
Performance Measures	69%	65%
Diversity	84%	77%
Supervision	75%	69%
Job Satisfaction	76%	70%
Satisfaction with Coast Guard	75%	71%

Table 12 shows significant and meaningful differences in 15 out of 19 critical areas between the favorability ratings of Coast Guard members with military experience and those without. Past research has suggested that the civilian Coast Guard work environment is generally rated more favorably by people who have served in the military. These results support these previous findings, showing that civilians with military experience rated nearly all of the 19 critical areas more favorably than those without military experience.

One potential explanation for this difference came from a Coast Guard representative who pointed out that civilians with military experience might be placed at higher level positions than those without, because those without might have less work experience in general. Given the effects of supervisory level on scores for civilians (see pages 50-51), that hypothesis needed to be considered seriously. However, as the next table shows, the difference in supervisory level between civilians with and without military experience is not large.

Table 13. Percentage of Civilians With and Without Military Experience at Different Supervisory Levels

Critical Area	With Mil. Exper. (N=2,352)	Without Mil. Exper. (N=991)
Non-supervisory	65%	69%
Team Leader	16%	17%
First-line Supervisor	9%	9%
Manager/Executive	10%	6%

Further analysis shows that the average GS grade for civilians with military experience is in the GS-12/13 range, while for civilians without military experience it is in the GS-11/12 range. Therefore, the differences between civilians with and without military experience do not seem to come from differences in pay grade or supervisory level within these groups.

Effects of Military Experience for Civilians, 2014 to 2017

Table 14 shows the normalized means for civilians with and without military experience in both 2017 and 2014, and the differences between both groups in each year, and how the difference between the groups changed between years.

Table 14. Differences in Normalized Mean Scores between Civilians With and Without Military Experience, 2014-2017

Critical Area	With 2017	W/out 2017	Diff-erence	With 2014	W/out 2014	Diff-erence	Change in Difference
Leadership and Quality	3.98	3.86	0.12, W	3.89	3.81	0.08, W	0.04 larger
Training/Career Development	3.50	3.32	0.18, W	3.37	3.25	0.12, W	0.06 larger
Innovation	3.39	3.17	0.22, W	3.29	3.13	0.16, W	0.06 larger
Customer Orientation	3.69	3.57	0.12, W	3.63	3.54	0.09, W	0.03 larger
Fairness and Treatment of Others	3.73	3.48	0.25, W	3.55	3.29	0.26, W	0.01 smaller
Communication	3.77	3.59	0.18, W	3.6	3.45	0.15, W	0.03 larger
Employee Involvement	3.93	3.77	0.16, W	3.78	3.57	0.21, W	0.05 smaller
Use of Resources	3.75	3.61	0.14, W	3.69	3.62	0.07, W	0.07 larger
Rewards/Recognition	3.46	3.33	0.13, W	3.23	3.1	0.13, W	No change
Work Environment	3.99	3.92	0.07, W	3.85	3.72	0.13, W	0.06 smaller
Work and Family/Personal Life	3.88	3.89	0.01, WO	3.67	3.63	0.04, W	0.03 smaller and change direction (.05 total change)
Teamwork	3.95	3.76	0.19, W	3.81	3.66	0.15, W	0.04 larger
Readiness to Reshape Workforce	3.04	2.98	0.06, W	2.94	2.89	0.05, W	0.01 larger
Strategic Planning	3.61	3.56	0.05, W	3.46	3.45	0.01, W	0.04 larger
Performance Measures	3.75	3.69	0.06, W	3.65	3.61	0.04, W	0.02 larger
Diversity	4.11	3.91	0.20, W	3.96	3.78	0.18, W	0.02 larger
Supervision	4.02	3.93	0.09, W	3.94	3.84	0.10, W	0.01 smaller
Job Satisfaction	3.96	3.76	0.20, W	3.83	3.69	0.14, W	0.06 larger
Satisfaction with Coast Guard	3.90	3.76	0.14, W	3.77	3.65	0.12, W	0.02 larger

Only the critical area of *Use of Resources* had a large enough difference to be considered meaningful when comparing civilians with and without military experience across the two survey administrations.

As previously discussed, civilians with military experience had more favorable perceptions than those without military experience in both survey administrations. It is worth noting that three critical areas (*Training/Career Development, Innovation, Job Satisfaction*) increased by .06 and one critical area (*Work Environment*) shrunk by .06, which is nearly enough to be considered practical or meaningful.

Effects of Gender

Table 15. Favorability Scores for Critical Areas by Gender

Critical Area	Men (N=13,025)	Women (N=2,818)
Leadership and Quality	81%	77%
Training/Career Development	68%	63%
Innovation	54%	50%
Customer Orientation	66%	64%
Fairness and Treatment of Others	74%	63%
Communication	78%	71%
Employee Involvement	83%	77%
Use of Resources	69%	69%
Rewards/Recognition	58%	55%
Work Environment	80%	77%
Work and Family/Personal Life	60%	60%
Teamwork	82%	76%
Readiness to Reshape Workforce	51%	50%
Strategic Planning	71%	67%
Performance Measures	74%	71%
Diversity	89%	82%
Supervision	75%	70%
Job Satisfaction	74%	70%
Satisfaction with Coast Guard	74%	71%

Table 15 shows the historical trends of gender differences continuing their patterns. All of the critical areas except *Use of Resources* and *Work and Family/Personal Life* showed differences in favorability scores between men and women, although not all of them by meaningfully practical margins. These differences highlight that men continue to rate the Coast Guard work environment more favorably than women do. Favorability ratings improved from the previous administration across both genders, but by a greater amount for men so the gender gap remains. Previous administrations have consistently found that *Fairness and Treatment of Others, Communication, Employee Involvement, Teamwork, and Diversity* are more positively rated by men than women, and that trend continues in this administration.

Effects of Gender, 2014 to 2017

Table 16 shows the difference in men's and women's normalized mean scores in 2017 and 2014, and if the difference between the groups has changed over that time. "M" indicates that men's score for a given year is higher than the women's by the amount shown. "W" indicates women's scores are higher.

Table 16. Differences in Normalized Mean Scores between Men and Women, 2014-2017

Critical Area	Men 2017	Women 2017	Diff-erence	Men 2014	Women 2014	Diff-erence	Change in Difference
Leadership and Quality	4.08	3.96	0.12, M	3.97	3.91	0.06, M	.06 larger
Training/Career Development	3.73	3.59	0.14, M	3.65	3.56	0.09, M	.05 larger
Innovation	3.42	3.32	0.10, M	3.32	3.27	0.05, M	.05 larger
Customer Orientation	3.73	3.67	0.06, M	3.68	3.66	0.02, M	.04 larger
Fairness and Treatment of Others	3.91	3.62	0.29, M	3.66	3.42	0.24, M	.05 larger
Communication	3.93	3.75	0.18, M	3.75	3.62	0.13, M	.05 larger
Employee Involvement	4.04	3.86	0.18, M	3.87	3.69	0.18, M	no change
Use of Resources	3.74	3.70	0.04, M	3.65	3.70	0.05, W	.01 smaller and change direction (.09 total change)
Rewards/Recognition	3.51	3.43	0.08, M	3.35	3.29	0.06, M	.02 larger
Work Environment	3.98	3.90	0.08, M	3.90	3.83	0.07, M	.01 larger
Work and Family/Personal Life	3.52	3.49	0.03, M	3.31	3.27	0.04, M	.01 smaller
Teamwork	4.04	3.89	0.15, M	3.88	3.76	0.12, M	.03 larger
Readiness to Reshape Workforce	3.32	3.27	0.05, M	3.19	3.19	0	.05 larger
Strategic Planning	3.76	3.68	0.08, M	3.62	3.60	0.02, M	.06 larger
Performance Measures	3.86	3.79	0.07, M	3.75	3.72	0.03, M	.04 larger
Diversity	4.29	4.06	0.23, M	4.11	3.97	0.14, M	.09 larger
Supervision	3.95	3.85	0.10, M	3.80	3.76	0.04, M	.06 larger
Job Satisfaction	3.84	3.73	0.11, M	3.70	3.61	0.09, M	.02 larger
Satisfaction with Coast Guard	3.83	3.76	0.07, M	3.62	3.60	0.02, M	.05 larger

Table 16 shows little meaningful change between the differences in favorability ratings between this survey administration and the previous one. The only critical area to surpass the .07 difference criteria was *Diversity*. *Use of Resources* makes the threshold only if you factor in the change of direction from previous years, when men rated the area more favorably. Overall, this is consistent with what has been found in past surveys with the gaps between men and women remaining fairly constant over time.

Effects of Race/Ethnicity

This report uses the term “White” to refer to White, non-Hispanic respondents, and “non-White” to refer to all others, including people who marked themselves as White and also some other race.

Table 17. Favorability Scores for Critical Areas by Summarized Race/Ethnicity

Critical Area	Whites (N=11,409)	Non-Whites (N=4,329)
Leadership and Quality	81%	77%
Training/Career Development	68%	65%
Innovation	54%	51%
Customer Orientation	66%	65%
Fairness and Treatment of Others	73%	69%
Communication	77%	75%
Employee Involvement	83%	79%
Use of Resources	69%	68%
Rewards/Recognition	58%	56%
Work Environment	80%	77%
Work and Family/Personal Life	61%	58%
Teamwork	81%	79%
Readiness to Reshape Workforce	50%	52%
Strategic Planning	71%	69%
Performance Measures	74%	73%
Diversity	90%	84%
Supervision	75%	72%
Job Satisfaction	74%	70%
Satisfaction with Coast Guard	75%	69%

Table 17 shows that when racial groups are condensed, the White/non-Hispanic group rates nearly all critical areas more favorably than the non-White group, but only six critical areas meet the criteria for meaningful and significant differences (*Leadership and Quality*, *Fairness and Treatment of Others*, *Employee Involvement*, *Diversity*, *Job Satisfaction*, and *Satisfaction with Coast Guard*).

Table 18 shows the difference in normalized means for 2017 and 2014, and whether the pattern changed over time when observing the normalized means. “W” after a mean difference indicates the White respondents gave a higher rating than non-Whites, and “NW” indicates the non-White respondents gave a higher rating.

Effects of Race/Ethnicity, 2014 to 2017

Table 18. Differences in Normalized Mean Scores between Whites and Non-Whites, 2014-2017

Critical Area	White 2017	NW 2017	Diff-erence	White 2014	NW 2014	Diff-erence	Change in Difference
Leadership and Quality	4.08	4.00	0.08, W	3.65	3.55	0.10, W	.02 smaller
Training/Career Development	3.72	3.67	0.05, W	3.74	3.70	0.04, W	.01 larger
Innovation	3.42	3.36	0.06, W	3.86	3.79	0.07, W	.01 smaller
Customer Orientation	3.72	3.71	0.01, W	3.65	3.67	0.02, NW	.01 smaller and change direction (.03 total change)
Fairness and Treatment of Others	3.89	3.79	0.10, W	3.35	3.32	0.03, W	.07 larger
Communication	3.91	3.88	0.03, W	3.90	3.86	0.04, W	.01 smaller
Employee Involvement	4.03	3.94	0.09, W	3.31	3.27	0.04, W	.05 larger
Use of Resources	3.73	3.74	0.01, NW	3.87	3.82	0.05, W	.04 smaller and change direction (.06 total change)
Rewards/Recognition	3.50	3.48	0.02, W	3.19	3.22	0.03, NW	.01 smaller and change direction (.05 total change)
Work Environment	3.97	3.94	0.03, W	3.62	3.60	0.02, W	.02 larger
Work and Family/Personal Life	3.53	3.47	0.06, W	3.75	3.73	0.02, W	.03 larger
Teamwork	4.03	3.97	0.06, W	4.13	3.96	0.17, W	.11 smaller
Readiness to Reshape Workforce	3.30	3.35	0.05, NW	3.81	3.76	0.05, W	No change in absolute difference, but change in direction (.10 total change)
Strategic Planning	3.75	3.74	0.01, W	3.70	3.63	0.07, W	.06 smaller

Critical Area	White 2017	NW 2017	Diff-erence	White 2014	NW 2014	Diff-erence	Change in Difference
Performance Measures	3.84	3.85	0.01, NW	3.64	3.58	0.06, W	.05 smaller and change direction (.07 total change)
Diversity	4.30	4.13	0.17, W	3.65	3.55	0.10, W	.07 larger
Supervision	3.95	3.89	0.06, W	3.74	3.70	0.04, W	.02 larger
Job Satisfaction	3.84	3.77	0.07, W	3.86	3.79	0.07, W	no change
Satisfaction with Coast Guard	3.85	3.74	0.11, W	3.65	3.67	0.02, NW	.09 larger and change direction (.13 total change)

Table 18 shows notable growth in the differences between normalized favorability ratings between Whites and non-Whites over the last two survey administrations. The differences between three of the 19 critical areas grew larger since the 2014 survey (*Fairness and Treatment of Others, Diversity, and Satisfaction with the Coast Guard*) and one critical area shrunk by a meaningful margin (*Teamwork*). *Readiness to Reshape Workforce* is more complicated: in the 2014 administration White Coast Guard members rated this area as .05 points higher on average than non-Whites, but in the 2017 administration non-Whites rated this area as .05 points higher than White members. Because of this, there has been a .10 point change in the average differences between these scores, but at the same time the size of this difference has not changed because the two groups are still .05 points apart on average.

Effects of General Military Rank

Table 19 breaks down the effects of what the Coast Guard calls general military rank: enlisted, warrant officer, and officer. Blue-shaded cells highlight critical areas in which officers rate the work environment at least five percentage points more favorably than enlisted personnel. (The scores of warrant officers tend to align with officers.)

For comparison, we show the civilian scores as well. SELRES members are included in the three military columns of Table 19.

Table 19. Favorability Scores for Critical Areas by General Military Rank (Plus Civilians)

Critical Area	Enlisted (N=9,014)	Warrant Off. (N=781)	Officer (N=2,855)	Civilian (N=3,442)
Leadership and Quality	80%	81%	83%	75%
Training/Career Development	69%	70%	71%	56%
Innovation	53%	59%	57%	50%

Critical Area	Enlisted (N=9,014)	Warrant Off. (N=781)	Officer (N=2,855)	Civilian (N=3,442)
Customer Orientation	65%	69%	68%	63%
Fairness and Treatment of Others	73%	76%	79%	62%
Communication	78%	79%	82%	68%
Employee Involvement	81%	86%	86%	77%
Use of Resources	69%	68%	67%	69%
Rewards/Recognition	55%	63%	69%	54%
Work Environment	77%	82%	83%	78%
Work and Family/Personal Life	52%	67%	66%	73%
Teamwork	80%	84%	88%	74%
Readiness to Reshape Workforce	53%	50%	54%	39%
Strategic Planning	71%	72%	74%	62%
Performance Measures	74%	74%	76%	68%
Diversity	88%	92%	92%	82%
Supervision	74%	75%	75%	73%
Job Satisfaction	71%	76%	76%	74%
Satisfaction with Coast Guard	71%	79%	78%	74%

Table 19 shows one of the most reliable findings in industrial/organizational psychology. Authority, autonomy, and pay, all of which correlate strongly with general military rank, also correlate with more favorable perceptions of the Coast Guard work environment. The general trend of the table shows that officers rate the Coast Guard environment more favorably than enlisted personnel with officers rating the Coast Guard meaningfully more highly than enlisted personnel on 8 of the 19 critical areas. Previous administrations have found considerably stronger differences in these groups, as shown in Table 20 (the 2014 survey administration found that officers held meaningfully more favorable views on 16 out of 19 critical areas).

Effects of General Military Rank, 2014 to 2017

Table 20. Differences in Normalized Mean Scores between Officers and Enlisted, 2014-2017

Critical Area	Off. 2017	Enlis. 2017	Diff-erence	Off. 2014	Enlis. 2014	Diff-erence	Change in Difference
Leadership and Quality	4.17	4.05	0.12, O	4.13	3.93	0.20, O	0.08 smaller
Training/Career Development	3.81	3.75	0.06, O	3.79	3.67	0.12, O	0.06 smaller
Innovation	3.45	3.40	0.05, O	3.44	3.28	0.16, O	0.11 smaller

Critical Area	Off. 2017	Enlis. 2017	Diff-erence	Off. 2014	Enlis. 2014	Diff-erence	Change in Difference
Customer Orientation	3.76	3.72	0.04, O	3.78	3.66	0.12, O	0.08 smaller
Fairness and Treatment of Others	4.01	3.87	0.14, O	3.91	3.56	0.35, O	0.21 smaller
Communication	4.02	3.92	0.10, O	3.97	3.70	0.27, O	0.17 smaller
Employee Involvement	4.14	4.00	0.14, O	4.10	3.78	0.32, O	0.18 smaller
Use of Resources	3.70	3.74	0.04, E	3.72	3.63	0.09, O	0.05 smaller and change direction (.13 total change)
Rewards/Recognition	3.74	3.43	0.31, O	3.68	3.26	0.42, O	0.09 smaller
Work Environment	4.05	3.93	0.12, O	4.09	3.83	0.26, O	0.14 smaller
Work and Family/Personal Life	3.62	3.30	0.32, O	3.56	3.10	0.46, O	0.14 smaller
Teamwork	4.18	3.99	0.19, O	4.13	3.79	0.34, O	0.15 smaller
Readiness to Reshape Workforce	3.38	3.39	0.01, E	3.38	3.21	0.17, O	0.16 smaller and change direction (.18 total change)
Strategic Planning	3.80	3.78	0.02, O	3.76	3.61	0.15, O	0.13 smaller
Performance Measures	3.88	3.87	0.01, O	3.85	3.74	0.11, O	0.10 smaller
Diversity	4.40	4.26	0.14, O	4.31	4.05	0.26, O	0.12 smaller
Supervision	3.94	3.90	0.04, O	3.88	3.73	0.15, O	0.11 smaller
Job Satisfaction	3.89	3.76	0.13, O	3.87	3.58	0.29, O	0.16 smaller
Satisfaction with Coast Guard	3.92	3.74	0.18, O	3.89	3.49	0.40, O	0.22 smaller

Blue-shaded rows highlight critical areas in which the gaps between officers and enlisted normalized means changed by at least 0.07.

Table 20 shows significant reductions in the differences between officers and enlisted personnel nearly across the board. *Training/Career Development* was the only critical area that did not shrink noticeably. This means that, while officers still perceive 18 out of 19 of the critical areas more favorably than enlisted personnel, that difference has meaningfully reduced since 2014, and the two perspectives have become more similar.

Effects of Enlisted Rank

Prior research with Coast Guard data has established that the three lowest enlisted ranks can safely be combined for data analysis purposes. That research also established the four highest ranks can safely be combined. The three middle ranks, however, need to be reported separately.

Blue-shaded cells show the highest scores for each critical area. Scores that are within four percentage points of the highest score are considered equivalent to the highest score.

Table 21. Favorability Scores for Critical Areas by Enlisted Rank

Critical Area	E-1 to E-3 (N=869)	E-4 (N=1,459)	E-5 (N=2,087)	E-6 (N=2,312)	E-7 to E-10 (N=2,287)
Leadership and Quality	85%	79%	77%	80%	82%
Training/Career Development	78%	70%	67%	67%	69%
Innovation	57%	51%	50%	52%	57%
Customer Orientation	66%	62%	63%	66%	68%
Fairness and Treatment of Others	75%	69%	69%	72%	79%
Communication	82%	75%	74%	77%	81%
Employee Involvement	79%	77%	78%	82%	88%
Use of Resources	80%	72%	67%	66%	66%
Rewards/Recognition	63%	52%	49%	52%	60%
Work Environment	82%	77%	76%	77%	78%
Work and Family/Personal Life	55%	50%	48%	50%	59%
Teamwork	81%	75%	77%	81%	85%
Readiness to Reshape Workforce	72%	60%	52%	48%	49%
Strategic Planning	79%	71%	68%	70%	73%
Performance Measures	80%	74%	71%	74%	75%
Diversity	87%	86%	86%	88%	92%
Supervision	77%	72%	70%	74%	76%
Job Satisfaction	71%	66%	66%	71%	77%
Satisfaction with Coast Guard	75%	65%	66%	70%	77%

Previous studies have noted that Coast Guard favorability ratings tend to increase in proportion to rank, with a notable exception in the E-1 to E-3 category, which generally rates critical areas as much higher than the middle segments. The results displayed on Table 21 show a significantly different pattern; instead of the normal increase from E-4 to E6 through E-7 to E-10 with anomalously high ratings from E-1 through E-3 we have seen in the past, these data show the lowest and highest rank groups as effectively equivalent, with favorability ratings decreasing to a nadir at E-5, forming a U shape.

The E-1 to E-3 group had the most favorable ratings in 9 of the 19 critical areas, while the E-7 to E-10 had the highest ratings in 8 critical areas, with the remaining critical area (*Innovation*) being an even tie between the rank groups. The E-5 group had the lowest ratings on the majority of critical areas. Two items defied this trend; *Readiness to Reshape Workforce* and *Use of Resources* (and to a lesser extent, *Training/Career Development*) decreased as rank increased, with the top ranking E-7 to E-10 group giving these areas their lowest scores.

Effects of Enlisted Rank, 2014 to 2017

Because the pattern of what ranks rate the Coast Guard work environment more favorably than other ranks is not predictable, Table 22 compares the gap between whichever of the five enlisted rank groups gave the highest rating and the group that gave the lowest rating. There are too many groups to show actual mean scores, so only the gaps are presented. Blue highlighting indicates critical areas in which the difference between the gaps has changed meaningfully since 2014.

Table 22. Differences in Normalized Mean Scores between Enlisted Groups, 2014-2017

Critical Area	2017	2014	Difference
Leadership and Quality	0.20	0.35	0.15 smaller
Training/Career Development	0.33	0.22	0.11 larger
Innovation	0.19	0.34	0.15 smaller
Customer Orientation	0.12	0.26	0.14 smaller
Fairness and Treatment of Others	0.23	0.52	0.29 smaller
Communication	0.21	0.38	0.17 smaller
Employee Involvement	0.32	0.53	0.21 smaller
Use of Resources	0.38	0.24	0.14 larger
Rewards/Recognition	0.42	0.43	0.01 smaller
Work Environment	0.17	0.32	0.15 smaller
Work and Family/Personal Life	0.26	0.43	0.17 smaller
Teamwork	0.24	0.47	0.23 smaller
Readiness to Reshape Workforce	0.59	0.27	0.32 larger
Strategic Planning	0.26	0.21	0.05 larger
Performance Measures	0.23	0.26	0.03 smaller
Diversity	0.20	0.42	0.22 smaller
Supervision	0.20	0.36	0.16 smaller
Job Satisfaction	1.12	0.54	0.58 larger
Satisfaction with Coast Guard	1.11	0.41	0.70 larger

While the overall response pattern has changed greatly from the last administration, the actual difference between the lowest and highest response groups has significantly diminished across the majority (12 out of 19) of the critical areas. Five critical areas (*Training/Career Development*, *Use of Resources*, *Readiness to Reshape the Workforce*, *Job Satisfaction*, and *Satisfaction with the Coast Guard*) saw meaningful increases. Three of these areas, *Training/Career Development*, *Use of Resources* and *Readiness to Reshape the Workforce* were previously noted to have unusual favorability patterns in Table 21, decreasing with rank.

Effects of Warrant Officer Rank

Prior research has established that there is no meaningful or predictable difference among the three warrant officer ranks (W-2, W-3, and W-4) with regard to the perception of the Coast Guard work

environment. For warrant officers, ranks are less hierarchical and do not correlate with much of a difference in pay, autonomy, or authority. The Coast Guard decided, after reviewing the 2010 and the 2002-2010 reports, that future reports should not detail the differences in favorability scores among warrant officers of different rank.

Effects of Officer Rank

Prior research has established that the most useful way to investigate the effects of officer ranks is to condense the 10 ranks into three groups: O-1 to O-3, O-4 to O-6, and O-7 to O-10. Though few in number, the highest four ranks of officers need to be set aside from the others.

There are so few O7-O10 officers that the usual criterion for a meaningful difference between groups—four percentage points, in this report—does not apply to comparisons of O7-O10 officers to the other groups. (It does apply to comparing the two lower-ranked groups of officers.) The difference between O7-O10 officers and other officers needs to be at least 14 percentage points to qualify as meaningfully different. In Table 23, letters in square brackets are used to show meaningfully different groups. (See “Marking Significantly Different Groups” on page 21 for more information.)

Table 23. Favorability Scores for Critical Areas by Officer Rank

Critical Area	O-1 to O-3 (N=1,394)	O-4 to O-6 (N=1,461)	O-7 to O-10 (N=18)
Leadership and Quality	82% [a]	85% [b]	93% [a,b]
Training/Career Development	71% [a]	72% [a]	84% [a]
Innovation	54% [a]	59% [b]	85% [c]
Customer Orientation	67% [a]	69% [a]	84% [b]
Fairness and Treatment of Others	77% [a]	81% [b]	94% [a,b]
Communication	79% [a]	84% [b]	99% [c]
Employee Involvement	83% [a]	88% [b]	99% [b]
Use of Resources	67% [a]	68% [a]	71% [a]
Rewards/Recognition	65% [a]	73% [b]	87% [c]
Work Environment	79% [a]	86% [b]	98% [b]
Work and Family/Personal Life	60% [a]	71% [b]	82% [b]
Teamwork	86% [a]	89% [a,b]	100% [b]
Readiness to Reshape Workforce	54% [a]	55% [a]	74% [b]
Strategic Planning	76% [a]	72% [a]	88% [a]
Performance Measures	77% [a]	75% [a]	79% [a]
Diversity	91% [a]	93% [a]	97% [a]
Supervision	74% [a]	77% [a]	88% [a]
Job Satisfaction	72% [a]	80% [b]	94% [c]
Satisfaction with Coast Guard	74% [a]	81% [b]	94% [b]

Table 23 shows meaningful differences in scores between the lowest-ranked and the mid-ranked groups of officers in 11 out of the 19 critical areas. Only five areas have no meaningful differences among any pair of groups. It must be noted that the uppermost officer group only had 18 respondents. Even with

this limitation in the data, the highest ranked group was found to be meaningfully different from the mid-ranked group in six critical areas, whereas no such differences between the two groups were found in the previous survey administration. The highest-ranked group had meaningful differences with the lowest-ranked group on twelve critical areas. All meaningful differences between the pairs of groups showed higher favorability scores amongst the highest-ranked group.

Effects of Officer Rank, 2014 to 2017

Table 24 shows the difference in normalized means for 2017 and 2014 when comparing the highest-ranked and lowest-ranked groups of officers. “H” after a mean difference indicates the highest-ranked group of officers gave a higher rating than lower-ranked officers, and “L” indicates the lower-ranked group of officers gave a higher rating.

Table 24. Differences in Normalized Mean Scores between Highest-Ranking Officers and Lowest-Ranking Officers, 2014-2017

Critical Area	O7-10 2017	O1-3 2017	Diff-erence	O7-10 2014	O1-3 2014	Diff-erence	Change in Difference
Leadership and Quality	4.59	4.1	0.49, H	4.34	4.07	0.28, H	0.21 larger
Training/Career Development	4.22	3.79	0.43, H	3.94	3.75	0.19, H	0.24 larger
Innovation	4.08	3.38	0.70, H	3.79	3.36	0.43, H	0.27 larger
Customer Orientation	4.21	3.73	0.48, H	3.91	3.72	0.19, H	0.29 larger
Fairness and Treatment of Others	4.29	3.95	0.34, H	4.12	3.81	0.30, H	0.04 larger
Communication	4.58	3.93	0.65, H	4.21	3.87	0.34, H	0.31 larger
Employee Involvement	4.71	4.02	0.68, H	4.36	3.95	0.41, H	0.27 larger
Use of Resources	4.00	3.69	0.31, H	3.73	3.68	0.04, H	0.27 larger
Rewards/Recognition	4.29	3.64	0.64, H	3.9	3.57	0.33, H	0.31 larger
Work Environment	4.57	3.96	0.61, H	4.32	4.01	0.31, H	0.30 larger
Work and Family/Personal Life	4.26	3.47	0.80, H	3.86	3.42	0.44, H	0.36 larger
Teamwork	4.59	4.10	0.49, H	4.27	4.02	0.26, H	0.23 larger
Readiness to Reshape Workforce	3.85	3.36	0.49, H	3.69	3.35	0.34, H	0.15 larger
Strategic Planning	4.09	3.8	0.28, H	3.89	3.72	0.17, H	0.11 larger
Performance Measures	4.00	3.89	0.11, H	3.85	3.84	0.01, H	0.10 larger
Diversity	4.61	4.35	0.26, H	4.47	4.24	0.23, H	0.03 larger
Supervision	4.45	3.87	0.58, H	4.13	3.79	0.34, H	0.24 larger
Job Satisfaction	4.67	3.79	0.88, H	4.32	3.74	0.59, H	0.29 larger
Satisfaction with Coast Guard	4.67	3.82	0.85, H	4.25	3.74	0.51, H	0.34 larger

As established earlier, there are so few O7 to O10 officers, the .07 threshold for a meaningful change in the differences between the two groups is far too low. Our estimates place the threshold at somewhere between a difference of .35 and .40. Gray shading indicates that the difference reached the .35 threshold.

All critical areas saw an increase in the difference of perceptions between the highest ranking and lowest ranking officers. Compared to the 2014, both the O7-10 and O1-3 scores improved, but the higher rank scores improved proportionately more, begetting the observed difference. Even though this was observed across all 19 critical areas, only one score changed enough to be considered meaningfully significant (*Work and Family/Personal Life*). It is important to note once again that the results should be interpreted with caution because of the small number of O7-10 officers.

Effects of Civilian Supervisory Level

Table 25 shows the favorability scores of the nineteen critical areas by supervisory level. The autonomy/authority/pay relationship for civilians can be examined by pay grade or by supervisory level but past results have demonstrated that supervisory level is the more informative approach.

Table 25. Favorability Scores for Critical Areas by Supervisory Level (Civilians Only)

Critical Area	Non-Supervisors (N=2,783)	First-Line Supervisors (N=308)	Managers and Executives (N=297)
Leadership and Quality	74% [a]	76% [a]	82% [b]
Training/Career Development	55% [a]	58% [a]	63% [b]
Innovation	49% [a]	52% [a]	60% [b]
Customer Orientation	62% [a, b]	65% [b]	68% [b, c]
Fairness and Treatment of Others	60% [a]	68% [b]	74% [c]
Communication	66% [a]	71% [b]	79% [c]
Employee Involvement	76% [a]	81% [a]	89% [b]
Use of Resources	69% [a]	65% [a]	65% [a]
Rewards/Recognition	53% [a]	56% [a]	63% [b]
Work Environment	78% [a]	81% [a,b]	83% [b]
Work and Family/Personal Life	72% [a]	75% [a]	79% [b]
Teamwork	73% [a]	80% [b]	86% [c]
Readiness to Reshape Workforce	39% [a,b]	36% [b]	41% [a]
Strategic Planning	61% [a]	61% [a]	68% [b]
Performance Measures	67% [a]	69% [a]	71% [a]

Critical Area	Non-Supervisors (N=2,783)	First-Line Supervisors (N=308)	Managers and Executives (N=297)
Diversity	81% [a]	85% [a]	89% [b]
Supervision	73% [a]	72% [a]	79% [b]
Job Satisfaction	74% [a]	78% [a,b]	80% [b]
Satisfaction with Coast Guard	73% [a]	75% [a,b]	78% [b]

When comparing non-supervisors to either supervisors or manager/executives, a difference of five percentage points is sufficient for a difference to be practical or meaningful.³ When comparing supervisors to managers/executives, four percentage points is sufficient. Using those criteria, managers/executives gave meaningfully larger favorability scores than non-supervisors on 16 of the 19 critical areas. Managers/executives also gave meaningfully higher ratings than supervisors in 13 out of 19 areas. Favorability scores between first line supervisors and non-supervisors have decreased overall, with meaningful differences in only three areas.

Effects of Civilian Supervisory Level, 2014 to 2017

Table 26 compares the normalized means between non-supervisors and manager/executives. In almost every case the mean ratings from managers/executives are higher than those of non-supervisory employees so no symbol is placed in the first two difference columns to indicate which group's mean is higher. The one critical area in which mean ratings of non-supervisory scores were higher was *Use of Resources*, in both the 2017 and 2014 survey data.

Table 26. Differences in Normalized Mean Scores between Manager/Executive Civilians and Non-Supervisory Civilians, 2014-2017

Critical Area	M/Ex 2017	N-S 2017	Diff-erence	M/Ex 2014	N-S 2014	Diff-erence	Change in Difference
Leadership and Quality	4.18	3.92	0.26	4.11	3.83	0.28	0.01, smaller
Training/Career Development	3.63	3.42	0.21	3.57	3.30	0.27	0.06, smaller
Innovation	3.56	3.30	0.26	3.47	3.20	0.27	0.02, smaller
Customer Orientation	3.80	3.63	0.17	3.77	3.57	0.20	0.03, smaller
Fairness and Treatment of Others	3.92	3.62	0.30	3.85	3.41	0.44	0.13, smaller
Communication	4.03	3.67	0.36	3.91	3.50	0.41	0.06, smaller
Employee Involvement	4.30	3.83	0.47	4.11	3.65	0.46	0.01, larger
Use of Resources	3.64	3.73	0.09	3.68	3.67	0.01	0.08 larger

³ The difference is five point rather than four because there are only a few hundred supervisors and manager/executives, while there are over two thousand seven hundred non-supervisory civilians. The relatively small number of supervisory and managerial respondents *and* the big difference between group sizes means a four-point difference doesn't quite meet our adjusted guidelines.

Critical Area	M/Ex 2017	N-S 2017	Diff-erence	M/Ex 2014	N-S 2014	Diff-erence	Change in Difference
Rewards/Recognition	3.64	3.40	0.24	3.42	3.16	0.26	0.02 smaller
Work Environment	4.15	3.95	0.20	4.10	3.77	0.33	0.13 smaller
Work and Family/Personal Life	4.07	3.87	0.20	3.94	3.63	0.31	0.12 smaller
Teamwork	4.25	3.85	0.40	4.13	3.70	0.43	0.03, smaller
Readiness to Reshape Workforce	3.09	3.02	0.07	3.06	2.91	0.15	0.08, smaller
Strategic Planning	3.76	3.57	0.19	3.69	3.43	0.26	0.07, smaller
Performance Measures	3.87	3.72	0.15	3.79	3.62	0.17	0.02, smaller
Diversity	4.36	4.00	0.36	4.21	3.86	0.35	0.01, larger
Supervision	4.17	3.98	0.19	4.05	3.89	0.17	0.02, larger
Job Satisfaction	4.08	3.88	0.20	3.96	3.76	0.20	No change
Satisfaction with Coast Guard	4.05	3.84	0.21	3.84	3.71	0.13	0.08, larger

Because of the differences in group sizes and the objective size of the manager/executive group, for a change in the differences between the groups to be meaningfully large, it must be at least .10 in size. By this criterion, only three critical areas had significant changes; *Fairness and Treatment of Others*, *Work Environment*, and *Work and Family/Personal Life*. All three of these critical areas saw reductions in the favorability gaps. While none of the other effect sizes were large enough to be meaningfully significant, the overall trend was a reduction in the difference between managers/executives and non-supervisory civilians, with reductions in 14 of the 19 critical areas. As with most of the other comparisons to the 2014 data, this table shows an overall increase in favorability ratings across the majority of critical areas.

Effects of Gender by Affiliation

For the 2017 Coast Guard OAS research report, a special request was made by the Coast Guard to examine the favorability scores by gender and affiliation. Table 27 shows the favorability scores of the nineteen critical areas by both gender and general affiliation within the Coast Guard.

Table 27. Favorability Scores for Critical Areas by Gender and Affiliation

Critical Area	Active Duty		Civilian		SELRES	
	Males (N=9,949)	Females (N=1,726)	Males (N=2,401)	Females (N=918)	Males (N=643)	Females (N=165)
Leadership and Quality	82% [a]	78% [b,c]	76% [c]	72% [d]	81% [a,b]	83% [a,b,c]
Training/Career Development	71% [a]	67% [b]	57% [c]	53% [d]	68% [a,b]	69% [a,b]
Innovation	55% [a]	51% [b]	51% [b]	47% [c]	58% [a]	56% [a,b]
Customer Orientation	67% [a]	65% [a,b]	64% [b,c]	61% [c]	64% [a,b,c]	67% [a,b,c]
Fairness and treatment of Others	76% [a]	67% [c]	66% [c]	53% [d]	81% [b]	76% [a,b]
Communication	80% [a]	74% [b]	70% [b]	63% [c]	79% [a]	80% [a,b]
Employee Involvement	84% [a]	78% [c]	79% [b,c]	75% [d]	83% [a,b]	80% [a,b,c]
Use of Resources	68% [a]	69% [a,b,d]	70% [a,c]	66% [d]	74% [b]	77% [b,c]
Rewards/Recognition	59% [a,c]	56% [a]	55% [a]	51% [d]	64% [b]	63% [b,c]
Work Environment	79% [a,c]	77% [c]	80% [a]	76% [c]	86% [b]	81% [a,b,c]
Work-Family/Personal Life	57% [a]	52% [c]	73% [b]	74% [b,d]	61% [a]	65% [a,d]
Teamwork	83% [a]	79% [b]	77% [b]	69% [c]	85% [a]	86% [a,b]
Readiness to Reshape Workforce	53% [a]	54% [a]	39% [b]	39% [b]	58% [a]	58% [a]
Strategic Planning	72% [a]	69% [c]	62% [b]	62% [b,c]	76% [a]	76% [a,c]
Performance Measures	75% [a]	72% [c]	68% [b,d]	66% [d]	78% [a]	76% [a,b,c]
Diversity	90% [a]	85% [b]	85% [b]	75% [c]	90% [a]	89% [a,b]
Supervision	75% [a]	70% [c]	75% [b,d]	70% [a,d]	79% [a,b]	76% [a,b,c]
Job Satisfaction	73% [a]	69% [c]	76% [b]	70% [a]	73% [a,b,c]	75% [a,b,c]
Satisfaction with CG	73% [a]	71% [a]	76% [b]	71% [a]	75% [a,b]	75% [a,b]

The scores were compared by use of multiple one-way analyses of variance (ANOVA) tests in order to examine post-hoc calculations and determine significant differences within sub-groups based on the component variables of gender and affiliation. Statistically similar cells (groups which failed to meet the criteria for statistical significance in the ANOVA calculations) are marked with the same bracketed letter under the percent favorable score (see page 21 for further details). The Active Duty Male group was the largest segment and served as the referent group. Cells that had a difference score of at least five points from the referent group were considered meaningfully different and highlighted red if they were lower than the Active Duty Male rating, and green if they were higher than the Active Duty Male rating.

The most evident results mirror findings from earlier in this section. For the most part, Active Duty members had higher ratings across the critical areas than civilian members. The primary exception was under *Work-Family/Personal Life*, where both Male and Female Civilian employees had significantly and meaningfully greater ratings than Male and Female Active Duty members. Previous studies have noted this trend, and concluded that this difference is to be expected from the different demands placed on the two populations, but should not be disregarded.

On the whole, Females tended to rate items less favorably than Males. Civilian Female members tended to have the lowest ratings of all individuals surveyed. Additionally, in nine critical areas (*Leadership and Quality, Training/Career Development, Innovation, Fairness and Treatment of Others, Communication, Employee Involvement, Rewards/Recognition, Diversity, and Teamwork*) Civilian Females not only held the lowest overall ratings but were significantly different from all other raters. There was not a single example of Female members rating a critical area significantly higher than their male peers within the same general affiliation group.

It should be noted that the SELRES group had a much smaller sample size than the Active Duty and Civilian groups. Because of this, the SELRES group has a proportionately higher threshold for achieving significant differences. This is why SELRES scores can vary by a comparatively large number of points and still fail to achieve statistically significant differences against other scores. On the whole, the SELRES Male group tended to rate critical areas the highest. Additionally, Male and Female SELRES members did not have statistically different scores on any of the 19 critical areas, suggesting that this group had fewer differences in experiences affected by gender than the Active Duty and Civilian populations.

Effects of Race/Ethnicity by Affiliation

A special request was made by the Coast Guard to examine the favorability scores by race/ethnicity and affiliation. Table 28 displays the favorability scores of the 19 critical areas by race/ethnicity and affiliation within the Coast Guard. ANOVAs were used to compare the mean scores for each sub-group within the appropriate critical area to examine for significant differences, with Bonferroni post-hoc tests to control for error and determine within-group differences.

Table 28. Favorability Scores for Critical Areas by Summarized Race/Ethnicity and Affiliation

Critical Area	White			Black			Hispanic			Asian			American Indian			Native Hawaiian			Other			Two or More		
	AD	C	SR	AD	C	SR	AD	C	SR	AD	C	SR	AD	C	SR	AD	C	SR	AD	C	SR	AD	C	SR
	n = 8,355	n = 2,406	n = 618	n = 317	n = 322	n = 20	n = 719	n = 114	n = 37	n = 170	n = 79	n = 21	n = 97	n = 21	n = 1	n = 140	n = 24	n = 11	n = 690	n = 147	n = 27	n = 1,112	n = 185	n = 63
Leadership	82%	76%*	82%	82%	76%	84%	83%	81%	86%	85%	80%	83%	75%	68%	--	85%	88%	98%	69%*	58%*	78%	78%	74%	77%
Training	71%	56%*	68%	73%	61%*	69%	73%	61%	65%	72%	61%	71%	63%	30%*	--	73%	67%	83%	58%*	40%*	61%	69%	55%*	63%
Innovation	55%	51%*	57%	57%	52%	59%	56%	60%	63%	57%	56%	68%	47%	38%	--	58%	49%	61%	41%*	31%*	63%	52%	47%	50%
Customer	67%	63%*	65%	71%	68%	61%	70%	71%	70%	72%	69%	69%	57%	60%	--	70%	71%	81%	55%*	49%*	57%	65%	63%	62%
Fairness	76%	63%*	81%*	73%	60%*	69%	77%	67%	78%	71%	72%	84%	65%	54%	--	77%	56%	81%	62%*	45%*	74%	71%	59%*	75%
Communication	79%	68%*	79%	83%	73%	76%	82%	74%	87%	80%	77%	86%	73%	52%	--	79%	73%	88%	67%*	52%*	71%	77%	67%*	73%
Involvement	84%	79%*	82%	85%	76%*	80%	84%	82%	92%	84%	83%	88%	77%	58%	--	86%	88%	93%	72%*	62%*	75%	80%	73%*	75%
Resources	68%	69%	75%*	77%*	75%	78%	74%*	72%	83%	74%	74%	82%	63%	54%	--	70%	81%	88%	55%*	52%*	66%	68%	66%	72%
Rewards	59%	54%*	63%*	63%	60%	60%	61%	59%	74%	60%	63%	72%	54%	35%	--	61%	66%	77%	47%*	38%*	60%	57%	52%	65%
Work Environment	80%	79%	86%*	81%	81%	88%	81%*	81%	84%	84%	87%	86%	75%	66%	--	79%	80%	81%	70%*	64%*	71%	75%	76%	79%
Work-Family	57%	73%*	61%	59%	77%*	47%	56%	72%*	71%	62%	87%*	68%	48%	78%	--	54%	60%	67%	46%*	60%	65%	54%	70%*	64%
Teamwork	83%	75%*	85%	83%	76%	78%	83%	75%	90%	84%	79%	93%	79%	62%	--	83%	78%	100%	71%*	60%*	70%	82%	74%	83%
Reshape Workforce	53%	37%*	57%	58%	51%	55%	60%*	47%	66%	61%	56%	70%	47%	29%	--	62%	48%	65%	42%*	24%*	40%	54%	40%*	58%
Strategic Planning	73%	62%*	76%	74%	69%	65%	78%*	71%	79%	68%	76%	85%	63%	50%	--	76%	60%	80%	56%*	39%*	71%	72%	61%	75%
Performance Measures	75%	67%*	77%	76%	73%	72%	78%	73%	83%	77%	76%	88%	70%	59%	--	77%	70%	83%	63%*	53%*	78%	76%	70%	76%
Diversity	91%	85%*	91%	83%*	73%*	71%	88%	78%*	93%	86%	81%*	92%	85%	74%	--	86%	82%	86%	80%*	70%*	79%	87%*	78%*	87%
Supervision	75%	74%*	79%	77%	74%	81%	78%	74%	89%	75%	83%	85%	69%	60%	--	77%	83%	77%	62%*	56%*	71%	72%	68%	76%
Job Satisfaction	73%	76%*	74%	74%	76%	50%	77%*	78%	84%	71%	82%	76%	69%	48%	--	78%	75%	82%	58%*	48%*	69%	69%	76%	68%
Satisfaction with CG	74%	76%*	76%	70%	71%	55%	78%	82%	78%	75%	77%	76%	65%	57%	--	74%	79%	91%	57%*	46%*	63%	69%	68%	68%

Note: for this table, AD means Active Duty members, C means Civilian members, and SR means selected Reserve members. For the purpose of anonymity, groups with less than 10 respondents were not included in these results. Blank cells indicate that there were less than 10 respondents in the same race/ethnic by affiliation category.

- Denotes practically significant difference (at least 5%) in which groups rate a critical area less favorably than the White Active Duty group.
- Denotes practically significant difference (at least 5%) in which groups rate a critical area more favorably than the White Active Duty group.

Because of the number of groups examined in this table, analyses focused on comparisons to the White Active Duty group. The White Active Duty group was the largest group and served as the referent group. Practically significant differences of equal to or greater than 5% were color coded in either red or green, to indicate less favorable or more favorable responses compared to the White Active Duty reference group, respectively. Asterisks next to percentages favorable noted statistically significant differences, which were generally harder to achieve given the relatively small sample sizes of a number of minority groups. A cell with both color coding and an asterisk is both practically and statistically different from the White Active Duty referent group.

Table 28 indicates numerous meaningful differences in ratings, although only three groups were found to consistently reach both meaningful and statistically significant differences. The Other Active Duty and Other Civilian groups were meaningfully different on nearly every critical area. These differences were uniformly lower than the Active Duty/White group. Although Table 28 does not display other comparisons, analysis revealed that these two groups were also meaningfully different from most other groups across the majority of significant areas, including each other. On the whole, these data suggest that Coast Guard members who are Other Active Duty or Other Civilian have a meaningfully different (and generally poorer) view of the Coast Guard than their peers.

In addition, these data show that the other notable difference was among White Civilian Coast Guard members, but despite reaching statistical significance on 17 of the 19 critical areas, the two groups differed by meaningful margins on only 12 critical areas. This is most likely related to restraints of sample size. White Active Duty and Civilian members comprised the two largest groups in this analysis, and so fairly small differences between them can be significant, whereas American Indian Active Duty and Civilian groups consistently had large meaningful differences with the referent group, but because of their small sample size they nearly always failed to reach the threshold of statistical significance.

Other patterns were observed in examining the race/ethnicity by affiliation groups. Civilian members tended to have less favorable ratings than Active Duty and SELRES members, but this was less clear in the Asian group, which rated most critical areas about as positively as their Active Duty and SELRES peers. SELRES members tended to have higher than average scores, but this was not found to be true with the Black and Other racial groups. Because many of the minority groups had proportionately small sample sizes when split by affiliation group, it is recommended that any meaningful differences be interpreted with caution.

RQ-3: TURNOVER OF PERSONNEL

RQ-3: What survey information most strongly predicts actually leaving the Coast Guard, as opposed to saying one is considering leaving the Coast Guard? What are the top predictors of turnover by a Coast Guard member's affiliation, general military rank, specific military rank, unit type, gender, and race?

From the 16,626 respondents that completed the 2017 Coast Guard OAS, OPM identified 7,624 respondents (46.2%) who indicated that they were considering leaving the agency, and 1,361 respondents (8.2%) who did leave the Coast Guard since completing the 2017 Coast Guard OAS. OPM conducted analyses within the following demographic variables: affiliation, gender, race, general rank, specific rank, and unit type. For comparison and completeness, OPM also presents the results for the Coast Guard as a whole.

Top Predictors

OPM conducted analyses predicting turnover using both the Coast Guard OAS critical areas and the items that are not included in the critical areas. The first set of analyses includes the critical areas as predictors, whereas the second set includes the remaining items as predictors. Each predictor is accompanied by parentheses containing a percentage reflecting its “relative contribution to explained variance”, a critical concept in relative weight analysis. This number reflects the percentage of variance attributed to that predictor, out of the variance attributed to all 19 predictors used in the analyses. To interpret these findings, consider the percentage as an indicator of how important the critical area is, relative to the other OAS critical areas, in influencing whether a given respondent leaves or stays with the Coast Guard. For example, Job Satisfaction (14.9%) had a relatively strong influence on whether someone stayed or left across the entire Coast Guard. The more positive a respondent's rating of each critical area, the higher likelihood that they stayed in the organization.

Both turnover, whether the individual left the Coast Guard, and *turnover intent* were examined as outcome variables. Turnover intent was based on the OAS item asking whether the respondent was considering leaving their organization for any reason (e.g., retiring, taking another job inside or outside the federal government).

Affiliation

Table 29 shows the top five critical area predictors for each analysis group by affiliation for the outcome of actual turnover, and Table 30 for turnover intention. Of Active Duty respondents, 9.6% left the agency, 4.9% of Civilian, and 1% of SELRES respondents left the agency.

Table 29. Top Critical area Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Affiliation

Overall Combined¹	Active Duty²	Civilian³	SELRES⁴
Job Satisfaction (14.9%)	Readiness to Reshape Workforce (18.8%)	Job Satisfaction (18.6%)	Diversity (28.2%)
Employee Involvement (14.3%)	Satisfaction with Coast Guard (16.7%)	Employee Involvement (13.2%)	Strategic Planning (12.6%)
Satisfaction with Coast Guard (10.0%)	Job Satisfaction (13.4%)	Rewards & Recognition (7.6%)	Readiness to Reshape Workforce (10.4%)
Leadership (8.2%)	Work/Family (6.0%)	Satisfaction with Coast Guard (7.1%)	Performance Measures (5.3%)
Fairness & Treatment (6.7%)	Performance Measures (4.6%)	Supervision (6.9%)	Work Environment (4.5%)

¹ n = 16,626; ² n = 11,939; ³ n = 3,442; ⁴ n = 822

Table 30. Top Critical Area Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Affiliation

Overall Combined¹	Active Duty²	Civilian³	SELRES⁴
Satisfaction Coast Guard (33.5%)	Satisfaction Coast Guard (37.4%)	Satisfaction Coast Guard (19.7%)	Satisfaction Coast Guard (38.0%)
Job Satisfaction (18.8%)	Job Satisfaction (18.5%)	Job Satisfaction (16.0%)	Job Satisfaction (16.7%)
Readiness to Reshape Workforce (4.4%)	Readiness to Reshape Workforce (5.3%)	Training (6.4%)	Readiness to Reshape Workforce (4.7%)
Training (3.7%)	Employee Involvement (3.4%)	Rewards & Recognition (6.0%)	Customer Orientation (4.2%)
Use of Resources (3.7%)	Training (3.4%)	Use of Resources (5.1%)	Diversity (4.2%)

¹ n = 16,626; ² n = 11,939; ³ n = 3,442; ⁴ n = 822

Overall, Job Satisfaction and Satisfaction with the Coast Guard were found to be top predictors for actual turnover and turnover intent. Employee involvement was also a relatively large contributor to actual turnover. While the Leadership and Quality and Fairness and Treatment of Others critical areas were important across all respondents, these two critical areas were not in the top five predictors when the results were broken out by affiliation groups. When analyzed separately, there are differences in the patterns of predictors among the three affiliations. Readiness to Reshape Workforce emerged as a top predictor only for Active Duty. The pattern for SELRES appeared different when compared to active duty and civilian respondents. Diversity was the largest contributor of actual turnover and the other top predictors were unique compared with the other affiliation groups. This may signal a different set of considerations if the Coast Guard considers strategies for mitigating turnover in the future.

For turnover intentions, all three affiliations had similar results, with Satisfaction with the Coast Guard and Job Satisfaction emerging as the top two predictors. In this case, the top two predictors for SELRES were the same as the other affiliations, which is a different pattern than that reported for actual turnover. It is also worth noting that several of the predictors in the fourth and fifth position for each affiliation were different, possibly indicating different contributing factors across affiliation.

In interpreting these tables, it should be noted that active duty comprises a large portion of the sample for the overall analyses, meaning that the overall analyses are more indicative of active duty than they are of civilian or SELRES employees.

Gender

Table 31 shows the top five critical area predictors for each analysis group by gender for the outcome of actual turnover, and Table 32 for turnover intention. Of male respondents, 8.4% left the agency and 7.2% of female respondents left the agency.

Table 31. Top Critical Area Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Gender

Overall Combined¹	Male²	Female³
Job Satisfaction (14.9%)	Satisfaction with Coast Guard (19.7%)	Job Satisfaction (22.1%)
Employee Involvement (14.3%)	Job Satisfaction (19.1%)	Satisfaction with Coast Guard (16.4%)
Satisfaction with Coast Guard (10.0%)	Readiness to Reshape Workforce (14.3%)	Employee Involvement (7.9%)
Leadership (8.2%)	Supervision (7.1%)	Diversity (7.2%)
Fairness & Treatment (6.7%)	Performance Measures (5.5%)	Use of Resources (5.2%)

¹ n = 16,626; ² n = 13,025; ³ n = 2,818

Table 32. Top Critical Area Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Gender

Overall Combined¹	Male²	Female³
Satisfaction Coast Guard (33.5%)	Satisfaction Coast Guard (33.1%)	Satisfaction Coast Guard (33.1%)
Job Satisfaction (18.8%)	Job Satisfaction (18.6%)	Job Satisfaction (18.5%)
Readiness to Reshape Workforce (4.4%)	Readiness to Reshape Workforce (4.9%)	Diversity (5.4%)
Training (3.7%)	Fairness & Treatment (4.0%)	Employee Involvement (4.7%)
Use of Resources (3.7%)	Use of Resources (3.8%)	Training (4.2%)

¹ n = 16,626; ² n = 13,025; ³ n = 2,818

Job Satisfaction and Satisfaction with the Coast Guard were found to be top predictors for both actual turnover and turnover intent for both males and females. While both males and females shared the top two predictors for both actual turnover and turnover intent, the remaining three critical areas were unique for each group. Diversity and Employee Involvement emerged in predicting both outcomes for females, and Readiness to Reshape Workforce emerged in predicting both outcomes for males.

It should be noted that males comprise a large portion of the sample for the overall analyses, meaning that the overall analyses are more indicative of males than females.

Race/Ethnicity

Table 33 shows the top five critical area predictors for each analysis group by race/ethnicity for the outcome of actual turnover, and Table 34 for turnover intention. The following percentages of each racial/ethnic group’s respondents left the agency; White: 8.3%, Black: 7.4%, Hispanic/Latino: 8.0%, Asian: 9.6%, American Indian/Alaskan Native: 15.1%, Native Hawaiian/Other Pacific Islander: 0.04%, Other: 7.4%, Two or More Races: 7.6%.

Job Satisfaction and Satisfaction with the Coast Guard emerged as the most common critical areas, emerging in six groups for actual turnover and every group for turnover intent. The one racial/ethnic group where neither Job Satisfaction nor Satisfaction with the Coast Guard appeared for actual turnover

was Hispanic/Latino. Readiness to Reshape the Workforce also appeared commonly for both outcome variables. For turnover intent, Diversity emerged as an important critical area for three of the racial/ethnic categories.

It should be noted that White respondents comprise a large portion of the sample for the overall analyses, meaning that the overall analyses are more indicative of White respondents than they are of other employees.

Table 33. Top Critical Area Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Race/Ethnicity

Overall Combined¹	White²	Black³	Hispanic/Latino⁴	Asian⁵	American Indian/Alaskan Native⁶	Native Hawaiian/Other Pacific Islander⁷	Other⁸	Two or More Races⁹
Job Satisfaction (14.9%)	Satisfaction with Coast Guard (21.8%)	Job Satisfaction (17.2%)	Leadership (13.4%)	Readiness to Reshape Workforce (21.2%)	Job Satisfaction (18.1%)	Readiness to Reshape Workforce (13.9%)	Readiness to Reshape Workforce (18.1%)	Job Satisfaction (20.1%)
Employee Involvement (14.3%)	Job Satisfaction (17.4%)	Innovation (13.8%)	Diversity (12.3%)	Teamwork (12.4%)	Teamwork (14.9%)	Satisfaction with Coast Guard (13.4%)	Job Satisfaction (8.1%)	Performance Measures (9.6%)
Satisfaction with Coast Guard (10.0%)	Readiness to Reshape Workforce (7.8%)	Satisfaction with Coast Guard (11.6%)	Performance Measures (11.2%)	Satisfaction with Coast Guard (9.4%)	Performance Measures (8.4%)	Fairness & Treatment (11.6%)	Performance Measures (8.1%)	Satisfaction with Coast Guard (9.0%)
Leadership (8.2%)	Supervision (7.4%)	Work Environment (9.2%)	Training (10.2%)	Job Satisfaction (7.6%)	Employee Involvement (6.9%)	Comm. (9.1%)	Strategic Management (6.3%)	Employee Involvement (8.3%)
Fairness & Treatment (6.7%)	Performance Measures (7.0%)	Teamwork (5.8%)	Strategic Management (9.2%)	Performance Measures (7.1%)	Supervision (5.6%)	Strategic Management (7.0%)	Rewards & Recognition (5.9%)	Teamwork (6.9%)

¹ n = 16,626; ² n = 11,409; ³ n = 664; ⁴ n = 872; ⁵ n = 270; ⁶ n = 119; ⁷ n = 175; ⁸ n = 866; ⁹ n = 1,363

Table 34. Top Critical Area Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Race/Ethnicity

Overall Combined¹	White²	Black³	Hispanic/Latino⁴	Asian⁵	American Indian/Alaskan Native⁶	Native Hawaiian/Other Pacific Islander⁷	Other⁸	Two or More Races⁹
Satisfaction Coast Guard (33.5%)	Satisfaction Coast Guard (34.4%)	Satisfaction Coast Guard (25.7%)	Satisfaction Coast Guard (31.6%)	Job Satisfaction (19.6%)	Satisfaction Coast Guard (20.5%)	Supervision (18.1%)	Satisfaction Coast Guard (33.2%)	Satisfaction Coast Guard (31.8%)
Job Satisfaction (18.8%)	Job Satisfaction (17.7%)	Job Satisfaction (20.0%)	Job Satisfaction (15.0%)	Satisfaction Coast Guard (14.3%)	Readiness to Reshape Workforce (9.6%)	Satisfaction Coast Guard (14.4%)	Job Satisfaction (16.2%)	Job Satisfaction (21.5%)
Readiness to Reshape Workforce (4.4%)	Readiness to Reshape Workforce (4.5%)	Diversity (7.6%)	Training (7.6%)	Use of Resources (11.3%)	Job Satisfaction (9.2%)	Fairness & Treatment (6.7%)	Readiness to Reshape Workforce (7.7%)	Fairness & Treatment (5.5%)
Training (3.7%)	Use of Resources (4.4%)	Training (6.8%)	Readiness to Reshape Workforce (5.0%)	Diversity (9.2%)	Supervision (7.7%)	Performance Measures (6.4%)	Diversity (5.1%)	Innovation (5.2%)
Use of Resources (3.7%)	Training (3.7%)	Innovation (4.0%)	Performance Measures (4.9%)	Supervision (7.7%)	Innovation (6.6%)	Job Satisfaction (6.1%)	Innovation (4.6%)	Employee Involvement (3.9%)

¹ n = 16,626; ² n = 11,409; ³ n = 664; ⁴ n = 872; ⁵ n = 270; ⁶ n = 119; ⁷ n = 175; ⁸ n = 866; ⁹ n = 1,363

General Rank

Table 35 shows the top five critical area predictors for each analysis group by general rank for the outcome of actual turnover, and Table 36 for turnover intention. The following percentages of each rank's respondents left the agency; Officer: 9.2%, Warrant Officer: 13.2%, Enlisted: 8.6%.

Job Satisfaction and Satisfaction with the Coast Guard emerged as the most common critical areas for both outcomes, notably Satisfaction with the Coast Guard was missing only from the Warrant Officer group predicting actual turnover. Work-Family/Personal Life also emerged as important predictors of actual turnover for both Officers and Warrant Officers, while Readiness to Reshape Workforce was the most important predictor of actual turnover and turnover intent for Enlisted personnel. Interestingly, Fairness & Treatment of Others emerged as an important predictor of actual turnover for Enlisted, but not of turnover intent, while vice versa for the Officer group.

It should be noted that Enlisted respondents comprise a large portion of the sample for the overall analyses, meaning that the overall analyses are more indicative of Enlisted respondents than they are of other employees.

Table 35. Top Critical Area Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by General Rank

Overall Combined ¹	Officer ²	Warrant Officer ³	Enlisted ⁴
Job Satisfaction (14.9%)	Satisfaction with Coast Guard (23.0%)	Job Satisfaction (27.1%)	Readiness to Reshape Workforce (31.4%)
Employee Involvement (14.3%)	Job Satisfaction (15.9%)	Work/Family (10.8%)	Satisfaction with Coast Guard (11.8%)
Satisfaction with Coast Guard (10.0%)	Work/Family (10.0%)	Teamwork (6.7%)	Job Satisfaction (8.3%)
Leadership (8.2%)	Performance Measures (7.4%)	Performance Measures (5.6%)	Fairness & Treatment (5.8%)
Fairness & Treatment (6.7%)	Training (6.1%)	Communication (5.2%)	Employee Involvement (5.2%)

¹ n = 16,626; ² n = 2,855; ³ n = 781; ⁴ n = 9,014

Table 36. Top Critical Area Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by General Rank

Overall Combined¹	Officer²	Warrant Officer³	Enlisted⁴
Satisfaction Coast Guard (33.5%)	Satisfaction Coast Guard (33.7%)	Satisfaction Coast Guard (31.9%)	Satisfaction Coast Guard (39.3%)
Job Satisfaction (18.8%)	Job Satisfaction (16.4%)	Job Satisfaction (22.3%)	Job Satisfaction (18.3%)
Readiness to Reshape Workforce (4.4%)	Fairness & Treatment (5.4%)	Use of Resources (6.7%)	Readiness to Reshape Workforce (5.4%)
Training (3.7%)	Use of Resources (5.2%)	Employee Involvement (5.8%)	Innovation (3.3%)
Use of Resources (3.7%)	Employee Involvement (4.4%)	Fairness & Treatment (3.6%)	Supervision (3.2%)

¹ n = 16,626; ² n = 2,855; ³ n = 781; ⁴ n = 9,014

Specific Rank

Table 37 shows the top five critical area predictors for each analysis group by specific rank for the outcome of actual turnover, and Table 38 for turnover intention. The following percentages of each rank’s respondents left the agency; Senior Officer: 17.6%, Midgrade Officer: 7.2%, Junior Officer: 3.7%, Warrant Officer: 13.2%, Senior Petty Officer: 15.5%, Midgrade Petty Officer: 6.4%, Junior Petty Officer: 6.9%, Junior Enlisted: 2.9%

Job Satisfaction and Satisfaction with the Coast Guard emerged as the most common critical areas for both outcomes amongst nearly all ranks. Notably neither Job Satisfaction nor Satisfaction with the Coast Guard was the most important predictor of actual turnover for Midgrade Petty Enlisted respondents. Interestingly, Readiness to Reshape Workforce emerged consistently for more low ranked respondents than those at a higher rank. Fairness and Treatment of Others also was a stronger predictor of actual turnover more frequently for lower ranked respondents.

Table 37. Top Critical Area Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Specific Rank

Overall Combined¹	Senior Officer²	Midgrade Officer³	Junior Officer⁴	Warrant Officer⁵	Senior Petty Officer⁶	Midgrade Petty Enlisted⁷	Junior Petty Officer⁸	Junior Enlisted⁹
Job Satisfaction (14.9%)	Satisfaction with Coast Guard (17.1%)	Satisfaction with Coast Guard (33.7%)	Satisfaction with Coast Guard (15.5%)	Job Satisfaction (27.1%)	Job Satisfaction (19.0%)	Strategic Management (11.3%)	Satisfaction with Coast Guard (17.0%)	Satisfaction with Coast Guard (22.2%)
Employee Involvement (14.3%)	Work/Family (14.1%)	Job Satisfaction (24.0%)	Rewards & Recognition (10.4%)	Work/Family (10.8%)	Readiness to Reshape Workforce (16.1%)	Use of Resources (10.0%)	Readiness to Reshape Workforce (12.6%)	Fairness & Treatment (11.7%)
Satisfaction with Coast Guard (10.0%)	Performance Measures (11.1%)	Training (5.5%)	Job Satisfaction (10.4%)	Teamwork (6.7%)	Employee Involvement (12.0%)	Readiness to Reshape Workforce (9.6%)	Diversity (11.2%)	Job Satisfaction (8.2%)
Leadership (8.2%)	Job Satisfaction (10.4%)	Performance Measures (4.8%)	Readiness to Reshape Workforce (9.8%)	Performance Measures (5.6%)	Use of Resources (7.6%)	Satisfaction with Coast Guard (7.7%)	Job Satisfaction (11.2%)	Work Environment (7.5%)
Fairness & Treatment (6.7%)	Supervision (8.2%)	Employee Involvement (3.8%)	Fairness & Treatment (9.1%)	Comm. (5.2%)	Diversity (5.2%)	Fairness & Treatment (7.6%)	Fairness & Treatment (7.9%)	Teamwork (5.6%)

¹ n = 16,626; ² n = 722; ³ n = 1,672; ⁴ n = 461; ⁵ n = 781; ⁶ n = 2,287; ⁷ n = 2,312; ⁸ n = 3,546; ⁹ n = 869

Table 38. Top Critical Area Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Specific Rank

Overall Combined¹	Senior Officer²	Midgrade Officer³	Junior Officer⁴	Warrant Officer⁵	Senior Petty Officer⁶	Midgrade Petty Enlisted⁷	Junior Petty Officer⁸	Junior Enlisted⁹
Satisfaction Coast Guard (33.5%)	Satisfaction Coast Guard (27.2%)	Satisfaction Coast Guard (34.2%)	Satisfaction Coast Guard (27.7%)	Satisfaction Coast Guard (31.9%)	Satisfaction Coast Guard (34.9%)	Satisfaction Coast Guard (36.0%)	Satisfaction Coast Guard (40.6%)	Satisfaction Coast Guard (42.3%)
Job Satisfaction (18.8%)	Performance Measures (9.8%)	Job Satisfaction (17.1%)	Job Satisfaction (18.8%)	Job Satisfaction (22.3%)	Job Satisfaction (19.8%)	Job Satisfaction (15.4%)	Job Satisfaction (18.8%)	Job Satisfaction (17.8%)
Readiness to Reshape Workforce (4.4%)	Job Satisfaction (8.5%)	Fairness & Treatment (5.7%)	Employee Involvement (6.4%)	Use of Resources (6.7%)	Readiness to Reshape Workforce (9.2%)	Readiness to Reshape Workforce (5.3%)	Employee Involvement (4.2%)	Readiness to Reshape Workforce (4.4%)
Training (3.7%)	Use of Resources (7.4%)	Employee Involvement (4.8%)	Fairness & Treatment (6.3%)	Employee Involvement (5.8%)	Customer Orientation (3.8%)	Fairness & Treatment (4.2%)	Innovation (4.1%)	Leadership (3.6%)
Use of Resources (3.7%)	Innovation (5.8%)	Training (4.3%)	Leadership (5.1%)	Fairness & Treatment (3.6%)	Work/Family (3.8%)	Diversity (4.2%)	Supervision (3.3%)	Supervision (3.4%)

¹ n = 16,626; ² n = 722; ³ n = 1,672; ⁴ n = 461; ⁵ n = 781; ⁶ n = 2,287; ⁷ n = 2,312; ⁸ n = 3,546; ⁹ n = 869

Unit Type

Table 39 shows the top five critical area predictors for each analysis group by unit type for the outcome of actual turnover, and Table 40 for turnover intention. The following percentages of each unit type's respondents left the agency; Cutters: 5.9%, Shore Operations: 7.6%, Support Units: 9.5%, HQ Units: 9.1%, and HQ Staffs, 11.3%.

Job Satisfaction and Satisfaction with the Coast Guard emerged as the most common critical areas for both outcomes among unit types. Supervision also appeared as a top predictor for three of the categories for actual turnover while Use of Resources appeared as a top predictor for three of the categories for turnover intent.

Table 39. Top Critical Area Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Unit Type

Overall Combined ¹	Cutters ²	Shore Operations ³	Support Units ⁴	HQ Units ⁵	HQ Staff ⁶
Job Satisfaction (14.9%)	Diversity (13.4%)	Satisfaction with Coast Guard (26.0%)	Job Satisfaction (15.6%)	Supervision (16.5%)	Job Satisfaction (14.9%)
Employee Involvement (14.3%)	Readiness to Reshape Workforce (13.3%)	Job Satisfaction (21.0%)	Satisfaction with Coast Guard (12.0%)	Job Satisfaction (8.7%)	Employee Involvement (14.3%)
Satisfaction with Coast Guard (10.0%)	Satisfaction with Coast Guard (13.1%)	Readiness to Reshape Workforce (10.7%)	Supervision (11.6%)	Use of Resources (7.7%)	Satisfaction with Coast Guard (10.0%)
Leadership (8.2%)	Job Satisfaction (11.6%)	Performance Measures (6.0%)	Leadership (9.8%)	Work/Family (7.6%)	Leadership (8.2%)
Fairness & Treatment (6.7%)	Performance Measures (9.0%)	Supervision (4.8%)	Employee Involvement (7.1%)	Satisfaction with Coast Guard (7.3%)	Fairness & Treatment (6.7%)

¹ n = 16,626; ² n = 1,934; ³ n = 7,567; ⁴ n = 1,796; ⁵ n = 2,920; ⁶ n = 987

Table 40. Top Critical Area Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Unit Type

Overall Combined¹	Cutters²	Shore Operations³	Support Units⁴	HQ Units⁵	HQ Staff⁶
Satisfaction Coast Guard (33.5%)	Satisfaction Coast Guard (38.1%)	Satisfaction Coast Guard (35.5%)	Satisfaction Coast Guard (29.4%)	Satisfaction Coast Guard (33.7%)	Satisfaction Coast Guard (17.1%)
Job Satisfaction (18.8%)	Job Satisfaction (18.7%)	Job Satisfaction (20.6%)	Job Satisfaction (15.3%)	Job Satisfaction (17.7%)	Job Satisfaction (13.5%)
Readiness to Reshape Workforce (4.4%)	Employee Involvement (4.9%)	Readiness to Reshape Workforce (5.2%)	Readiness to Reshape Workforce (5.2%)	Training (4.4%)	Rewards & Recognition (7.4%)
Training (3.7%)	Leadership (4.2%)	Use of Resources (3.3%)	Innovation (4.5%)	Use of Resources (4.1%)	Use of Resources (6.9%)
Use of Resources (3.7%)	Fairness & Treatment (3.6%)	Supervision (3.2%)	Customer Orientation (4.2%)	Employee Involvement (3.9%)	Leadership (3.2%)

¹ n = 16,626; ² n = 1,934; ³ n = 7,567; ⁴ n = 1,796; ⁵ n = 2,920; ⁶ n = 987

Comparison of Critical Areas Between Those Who Stayed In The Coast Guard and Those Who Left The Agency

Table 41 displays the average ratings on each critical area for those who stayed with the Coast Guard and those who left the agency. Overall, scores on each critical area were lower for those who left the Coast Guard, indicating a general pattern of somewhat lower ratings on each critical area of the work environment. Practically speaking, in some cases, these differences were very small, although they all would be considered statistically significant due to the large number of respondents studied. The primary finding is that the pattern of larger differences in Table 41 aligns with the most important predictors reported in Table 29. For instance, the largest differences in average ratings were for Job Satisfaction and Satisfaction with the Coast Guard which were consistent predictors in Table 29.

Table 41. Comparison of Average Critical Area Scores Between Those Who Stayed In The Coast Guard and Those Who Left The Agency Across Entire Database

Critical area	Stayed With USCG Average Rating	Turned Over From USCG Average Rating	Standardized Difference Between Rating Averages (d)¹
Leadership	4.06	3.92	0.17
Training & Career Development	3.71	3.56	0.16
Innovation	3.40	3.28	0.13
Customer Orientation	3.72	3.61	0.14
Fairness & Treatment of Others	3.86	3.70	0.18
Communication	3.90	3.76	0.16
Employee Involvement	4.11	3.94	0.21
Use of Resources	3.67	3.54	0.15
Rewards & Recognition	3.50	3.40	0.12
Work Environment	3.96	3.88	0.10
Work and Family/Personal Life	3.51	3.43	0.07
Teamwork	4.01	3.92	0.11
Readiness to Reshape Workforce	3.32	3.13	0.20
Strategic Planning	3.75	3.60	0.17
Performance Measures	3.85	3.72	0.17
Diversity	4.40	4.31	0.13
Supervision	3.87	3.67	0.21
Job Satisfaction	3.84	3.53	0.29
Satisfaction with Coast Guard	3.83	3.54	0.28

¹ The d statistic shown here is an absolute value. The d statistic adjusts for differences in variance around the average ratings for each group; such differences could make simply subtracting the two averages misleading. Partially due to the large sample sizes, all average differences between those who stayed and those who turned over were statistically significant. Thus statistical significance is not a useful criterion for distinguishing among the critical areas in this case, and OPM instead encourages readers to consider the size of the average differences and the standardized average difference.

Non-Critical Area Survey Item Predictors of Actual Turnover and Turnover Intent

The analyses described above focus on results from the Coast Guard OAS critical areas. Each critical area is comprised of a set of survey items. In addition to the items that form the critical areas, the Coast Guard OAS contains a series of items focused on personal experiences and attitudes related to the workplace. Analyses of these 75 items are presented next. Table 42 – 53 shows the top five predictors of actual turnover and turnover intent among these 75 non-critical area items. Overall, satisfaction with the Coast Guard emerged as the top predictor relative to other survey items for both turnover and turnover intent.

For the top predictors of turnover by Affiliation, it was found that the top predictor for Active Duty was regarding the member's pay, while the top item for SELRES was familiarity with the policies and programs that support work/life. For turnover intent, both how the member would rate the Coast Guard compared to other organizations and overall satisfaction with the Coast Guard, emerged as top predictors for all three groups.

Predicting turnover by gender, it was found that both males and females had satisfaction with the Coast Guard as a top predictor. Interestingly, both groups had a pay item in their top items, however, the nature of the item was different. For males, pay satisfaction, was a top predictor; while for females, satisfaction with pay in comparison with others, was a top predictor. For males, it also appears as though job security and the possibility of advancing were top predictors of turnover; while for females, liking the work they do and job satisfaction were top predictors. For turnover intent, both males and females shared four out of five top predictors. Both genders shared satisfaction with the Coast Guard, how the member would rate the Coast Guard compared to other organizations, job satisfaction, and career advancement satisfaction. The final unique item for males is how important the Coast Guard is to them, and liking the kind of work they do for females.

For turnover by race/ethnicity, common items that emerged as a top predictor were overall satisfaction with the Coast Guard, satisfaction with pay, and how well the Coast Guard provides job security. Uniquely four out of five of the top predictors for American Indians were regarding one's supervisor. Other items that occurred commonly between groups were receiving useful Coast Guard mentoring and in my work unit, poor performers are dealt with. With regards to turnover intent, there were more commonalities with shared top predictors than with turnover. Overall satisfaction with the Coast Guard, how the member would rate the Coast Guard compared to other organizations, the belief that the survey results will be used well; and importance of the Coast Guard to the member, emerged as top predictors for all racial/ethnic groups.

For turnover by general rank, Officers and Enlisted shared three common top predictors. The three items shared were satisfaction with getting a better job in the Coast Guard, receive useful mentoring and overall satisfaction with the Coast Guard. The Warrant Officer group shared only one top predictor, and that was with the Enlisted group which was satisfaction with one's pay. Thus, Officers and Enlisted personnel shared the most number of top predictors, while Warrant Officers were the most unique. For

turnover intent, there was one top predictor that appeared in all three groups, overall satisfaction with the Coast Guard. Warrant Officers and Enlisted members shared an additional predictor, overall job satisfaction.

Examining turnover by specific rank, it was found that satisfaction with one's opportunity to get a better job in the Coast Guard was the most commonly found top predictor across the groups. This item was found for Senior Officers, Midgrade Officers, Junior Officers, Senior Petty Officers, and Junior Enlisted. Two pay items also appeared repeatedly, overall satisfaction with pay and pay comparison with people in similar jobs. Senior Officers were also the most unique of the groups, sharing only two out of five top items with other demographic groups. With turnover intent, items that appeared within each demographic groups were how the member would rate the Coast Guard compared to other organizations and overall satisfaction with the Coast Guard. Items that occurred across most of the demographic groups were how important the Coast Guard is to the member and satisfaction with the opportunity to get a better job within the Coast Guard.

Lastly, we examined the top predictors by Unit Type. The most commonly occurring item, appearing for Support Units, HQ Units, and HQ Staffs was I like the kind of work I do. Other items that appeared multiple times include receiving useful Coast Guard mentoring, overall satisfaction with the Coast Guard, and rating of the Coast Guard providing job security. Regarding turnover intent, items that appeared across every unit type were overall satisfaction with the Coast Guard and the Coast Guard compared to other organizations. There were also three items that appeared in nearly every group which were overall job satisfaction, Coast Guard importance to the member, and satisfaction with the opportunity to get a better job within the Coast Guard. The demographic group with the most number of unique items was HQ Staffs, with two unique items, Interruptions are kept to a minimum and My work gives me a feeling of personal accomplishment.

Table 42. Top Non-Critical Area Survey Item Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Affiliation

Overall Combined	Active Duty	Civilian	SELRES
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.8%)	Considering everything, how satisfied are you with your pay? (8.8%)	All in all, how important is the Coast Guard as an organization to you? (6.0%)	I am familiar with the programs and policies to support my work-life balance. (17.5%)
Considering everything, how satisfied are you with your pay? (6.8%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (8.5%)	My work gives me a feeling of personal accomplishment. (5.4%)	How would you rate the overall quality of work done in your work group? (8.3%)
How do you rate the Coast Guard in providing job security for people like yourself? (6.1%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (7.8%)	Considering everything, how satisfied are you with your job? (5.3%)	My supervisor/team leader recognizes and rewards my good performance. (7.0%)
Considering everything, how satisfied are you with your job? (5.5%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (5.9%)	My supervisor supports my need to balance work and other life issues. (5.3%)	All in all, how important is the Coast Guard as an organization to you? (4.5%)
I like the kind of work I do. (5.2%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (5.6%)	My manager/supervisor and co-workers actively communicate and promote on-duty safety practices. (5.1%)	Programs that help members/employees deal with work and family responsibilities are provided. (3.8%)

Table 43. Top Non-Critical Area Survey Item Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Affiliation

Overall Combined	Active Duty	Civilian	SELRES
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (13.9%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (13.9%)	How would you rate the Coast Guard as a place to work compared to other organizations? (8.0%)	All in all, how important is the Coast Guard as an organization to you? (11.5%)
How would you rate the Coast Guard as a place to work compared to other organizations? (12.4%)	How would you rate the Coast Guard as a place to work compared to other organizations? (12.4%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (7.7%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (11.4%)
All in all, how important is the Coast Guard as an organization to you? (7.7%)	All in all, how important is the Coast Guard as an organization to you? (7.7%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (7.6%)	How would you rate the Coast Guard as a place to work compared to other organizations? (8.4%)
Considering everything, how satisfied are you with your job? (6.4%)	Considering everything, how satisfied are you with your job? (6.4%)	Considering everything, how satisfied are you with your job? (6.3%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work (7.2%)

Overall Combined	Active Duty	Civilian	SELRES
How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.7%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.7%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work. (3.8%)	How do you rate the Coast Guard in providing job security for people like yourself? (4.5%)

Table 44. Top Non-Critical Area Survey Item Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Gender

Overall Combined	Male	Female
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.8%)	Considering everything, how satisfied are you with your pay? (8.8%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (7.8%)
Considering everything, how satisfied are you with your pay? (6.8%)	How do you rate the Coast Guard in providing job security for people like yourself? (6.5%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (7.5%)
How do you rate the Coast Guard in providing job security for people like yourself? (6.1%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.4%)	Considering everything, how satisfied are you with your job? (6.1%)
Considering everything, how satisfied are you with your job? (5.5%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (6.3%)	All in all, how important are the missions of the Coast Guard to you? (5.8%)
I like the kind of work I do. (5.2%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (5.4%)	I like the kind of work I do. (5.3%)

Table 45. Top Non-Critical Area Survey Item Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Gender

Overall Combined	Male	Female
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (13.9%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (12.4%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (12.6%)
How would you rate the Coast Guard as a place to work compared to other organizations? (12.4%)	How would you rate the Coast Guard as a place to work compared to other organizations? (11.4%)	How would you rate the Coast Guard as a place to work compared to other organizations? (12.5%)
All in all, how important is the Coast Guard as an organization to you? (7.7%)	All in all, how important is the Coast Guard as an organization to you? (7.3%)	Considering everything, how satisfied are you with your job? (6.7%)
Considering everything, how satisfied are you with your job? (6.4%)	Considering everything, how satisfied are you with your job? (6.5%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (4.9%)
How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.7%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.7%)	I like the kind of work I do. (4.0%)

Table 46. Top Non-Critical Area Survey Item Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Race

Overall Combined	White	Black	Hispanic/Latino	Asian	American Indian / Alaskan Native	Native Hawaiian / Other Pacific Islander	Other	Two or more races
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.8%)	Considering everything, how satisfied are you with your pay? (9.2%)	Considering everything, how satisfied are you with your job? (9.1%)	All in all, how important is the Coast Guard as an organization to you? (6.1%)	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (6.7%)	My manager/supervisor and co-workers actively communicate and promote on-duty safety practices. (9.6%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (8.5%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (7.5%)	Considering everything, how satisfied are you with your job? (7.5%)
Considering everything, how satisfied are you with your pay? (6.8%)	How do you rate the Coast Guard in providing job security for people like yourself? (6.8%)	Sufficient effort is made to get the opinions and thinking of people who work here. (7.8%)	How satisfied are you with your involvement in decisions that affect your work? (5.6%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (6.2%)	My manager/supervisor and co-workers actively communicate and promote off-duty safety practices. (7.1%)	I know how my work relates to the Coast Guard's goals and priorities. (5.3%)	I like the kind of work I do. (6.4%)	How do you rate the Coast Guard in providing job security for people like yourself? (6.2%)

Overall Combined	White	Black	Hispanic/Latino	Asian	American Indian / Alaskan Native	Native Hawaiian / Other Pacific Islander	Other	Two or more races
How do you rate the Coast Guard in providing job security for people like yourself? (6.1%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.6%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (7.4%)	My job makes good use of my skills and abilities. (5.4%)	My manager/supervisor and co-workers actively communicate and promote on-duty safety practices. (5.7%)	My supervisor cares about me as a person. (5.7%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (5.0%)	I am familiar with the Employee Assistance Program (EAP). (6.3%)	I like the kind of work I do. (4.4%)

Overall Combined	White	Black	Hispanic/Latino	Asian	American Indian / Alaskan Native	Native Hawaiian / Other Pacific Islander	Other	Two or more races
Considering everything, how satisfied are you with your job? (5.5%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.0%)	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (5.7%)	The people I work with cooperate to get the job done. (5.4%)	I am given a real opportunity to improve my skills in the organization (5.4%)	I have trust and confidence in my supervisor. (5.3%)	How do you rate the Coast Guard in providing job security for people like yourself? (4.3%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (4.8%)	Programs that help members/employees deal with work and family responsibilities are provided (for example, support groups, stress management courses, lectures). (4.0%)

Overall Combined	White	Black	Hispanic/Latino	Asian	American Indian / Alaskan Native	Native Hawaiian / Other Pacific Islander	Other	Two or more races
I like the kind of work I do. (5.2%)	All in all, how important is the Coast Guard as an organization to you? (4.9%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work. (3.4%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (5.3%)	How satisfied are you with the training you received for your present job? (5.0%)	How satisfied are you with the information you receive from management on what's going on in the Coast Guard? (3.9%)	I like the kind of work I do. (3.9%)	Overall, how good a job do you feel is being done by your immediate supervisor/team leader? (4.5%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (3.9%)

Table 47. Top Non-Critical Area Survey Item Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Race

Overall Combined	White	Black	Hispanic/Latino	Asian	American Indian / Alaskan Native	Native Hawaiian / Other Pacific Islander	Other	Two or more races
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (13.9%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (13.4%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (9.3%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (9.8%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work. (7.5%)	All in all, how important is the Coast Guard as an organization to you? (9.2%)	All in all, how important is the Coast Guard as an organization to you? (6.3%)	How would you rate the Coast Guard as a place to work compared to other organizations? (11.9%)	How would you rate the Coast Guard as a place to work compared to other organizations? (14.0%)

Overall Combined	White	Black	Hispanic/Latino	Asian	American Indian / Alaskan Native	Native Hawaiian / Other Pacific Islander	Other	Two or more races
How would you rate the Coast Guard as a place to work compared to other organizations ? (12.4%)	How would you rate the Coast Guard as a place to work compared to other organizations ? (11.8%)	How would you rate the Coast Guard as a place to work compared to other organizations ? (6.9%)	I like the kind of work I do. (6.9%)	Considering everything, how satisfied are you with your job? (5.7%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work. (7.6%)	How would you rate the Coast Guard as a place to work compared to other organizations ? (5.6%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (10.6%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (10.5%)

Overall Combined	White	Black	Hispanic/ Latino	Asian	American Indian / Alaskan Native	Native Hawaiian / Other Pacific Islander	Other	Two or more races
All in all, how important is the Coast Guard as an organization to you? (7.7%)	All in all, how important is the Coast Guard as an organization to you? (6.5%)	Considering everything, how satisfied are you with your job? (6.1%)	All in all, how important is the Coast Guard as an organization to you? (6.8%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.3%)	How do you rate the Coast Guard in providing job security for people like yourself? (4.9%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (5.4%)	All in all, how important is the Coast Guard as an organization to you? (7.4%)	Considering everything, how satisfied are you with your job? (7.1%)
Considering everything, how satisfied are you with your job? (6.4%)	Considering everything, how satisfied are you with your job? (6.3%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.2%)	How would you rate the Coast Guard as a place to work compared to other organizations? (6.6%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (5.3%)	I like the kind of work I do. (4.9%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (5.4%)	Considering everything, how satisfied are you with your job? (5.2%)	All in all, how important is the Coast Guard as an organization to you? (4.2%)

Overall Combined	White	Black	Hispanic/ Latino	Asian	American Indian / Alaskan Native	Native Hawaiian / Other Pacific Islander	Other	Two or more races
How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.7%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (6.2%)	All in all, how important is the Coast Guard as an organization to you? (3.9%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (4.7%)	All in all, how important is the Coast Guard as an organization to you? (4.5%)	Discussions with my supervisor/team leader about my performance are worthwhile. (4.0%)	Supervisors/team leaders are receptive to change. (4.9%)	I like the kind of work I do. (3.4%)	My work gives me a feeling of personal accomplishment. (3.3%)

Table 48. Top Non-Critical Area Survey Item Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by General Rank

Overall Combined	Officer	Warrant Officer	Enlisted
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.8%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (12.3%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (10.4%)	How do you rate the Coast Guard in providing job security for people like yourself? (10.2%)
Considering everything, how satisfied are you with your pay? (6.8%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (6.2%)	My manager/supervisor and co-workers actively communicate and promote on-duty safety practices. (6.4%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (8.3%)
How do you rate the Coast Guard in providing job security for people like yourself? (6.1%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (5.7%)	Considering everything, how satisfied are you with your job? (6.3%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (7.8%)
Considering everything, how satisfied are you with your job? (5.5%)	I am familiar with the Employee Assistance Program (EAP). (5.2%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (5.4%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (5.8%)
I like the kind of work I do. (5.2%)	I am given a real opportunity to improve my skills in the organization. (4.7%)	Sufficient quantities of properly maintained safety equipment (for example, personal protective equipment, survival gear, detection devices) are available at my unit/command. (5.0%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.7%)

Table 49. Top Non-Critical Area Survey Item Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by General Rank

Overall Combined	Officer	Warrant Officer	Enlisted
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (13.9%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (12.3%)	How would you rate the Coast Guard as a place to work compared to other organizations? (13.1%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (14.4%)
How would you rate the Coast Guard as a place to work compared to other organizations? (12.4%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (6.2%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (11.2%)	How would you rate the Coast Guard as a place to work compared to other organizations? (13.4%)
All in all, how important is the Coast Guard as an organization to you? (7.7%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (5.8%)	Considering everything, how satisfied are you with your job? (8.2%)	All in all, how important is the Coast Guard as an organization to you? (8.9%)
Considering everything, how satisfied are you with your job? (6.4%)	I am familiar with the Employee Assistance Program (EAP). (5.2%)	How satisfied do you think the Coast Guard's customers are with the products and services it provides? (5.9%)	Considering everything, how satisfied are you with your job? (5.9%)
How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.7%)	I am given a real opportunity to improve my skills in the organization. (4.7%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work. (3.9%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.4%)

Table 50. Top Non-Critical Area Survey Item Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Rank

Overall Combined	Senior Officer	Midgrade Officer	Junior Officer	Warrant Officer	Senior Petty Officer	Midgrade Petty Officer	Junior Petty Officer	Junior Enlisted
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.8%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (20.4%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (9.9%)	How do you rate the Coast Guard in providing job security for people like yourself? (12.1%)	In comparison with people in similar jobs in other organizations , I feel my pay is. (10.3%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (12.6%)	I receive useful Coast Guard mentoring (professional/ career guidance) from other members/em ployees of the Coast Guard. (8.0%)	How do you rate the Coast Guard in providing job security for people like yourself? (14.6%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (9.7%)
Considering everything, how satisfied are you with your pay? (6.8%)	I receive useful Coast Guard mentoring (professional/ career guidance) from other members/em ployees of the Coast Guard. (9.5%)	Considering everything, how satisfied are you with your job? (8.2%)	Discussions with my supervisor/te am leader about my performance are worthwhile. (6.4%)	My manager/sup ervisor and co-workers actively communicate and promote on-duty safety practices. (6.4%)	My work gives me a feeling of personal accomplishm ent. (9.7%)	In comparison with people in similar jobs in other organizations , I feel my pay is. (7.3%)	All in all, how important is the Coast Guard as an organization to you? (9.6%)	My supervisor cares about me as a person. (6.9%)

Overall Combined	Senior Officer	Midgrade Officer	Junior Officer	Warrant Officer	Senior Petty Officer	Midgrade Petty Officer	Junior Petty Officer	Junior Enlisted
How do you rate the Coast Guard in providing job security for people like yourself? (6.1%)	Considering everything, how satisfied are you with your benefits package (not including pay/allowances)? (6.4%)	All in all, how important is the Coast Guard as an organization to you? (7.3%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (6.4%)	Considering everything, how satisfied are you with your job? (6.3%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (6.1%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (6.5%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.8%)	My work gives me a feeling of personal accomplishment. (5.7%)
Considering everything, how satisfied are you with your job? (5.5%)	My job makes good use of my skills and abilities. (3.4%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (4.2%)	All in all, how important is the Coast Guard as an organization to you? (5.9%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (5.4%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.4%)	I am kept well informed on personnel policies, procedures, and opportunities that affect me (for example, assignments, training, performance appraisals). (4.6%)	How would you rate the Coast Guard as a place to work compared to other organizations? (4.6%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (4.7%)

Overall Combined	Senior Officer	Midgrade Officer	Junior Officer	Warrant Officer	Senior Petty Officer	Midgrade Petty Officer	Junior Petty Officer	Junior Enlisted
I like the kind of work I do. (5.2%)	How satisfied do you think the Coast Guard's customers are with the products and services it provides? (3.1%)	How would you rate the Coast Guard as a place to work compared to other organizations? (3.8%)	I am given a real opportunity to improve my skills in the organization. (5.5%)	Sufficient quantities of properly maintained safety equipment (for example, personal protective equipment, survival gear, detection devices) are available at my unit/command. (5.3%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (5.2%)	How do you rate the Coast Guard in providing job security for people like yourself? (4.6%)	I receive the opportunities for personal development I need for a successful Coast Guard career. (4.5%)	I like the kind of work I do. (4.5%)

Table 51. Top Non-Critical Area Survey Item Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Rank

Overall Combined	Senior Officer	Midgrade Officer	Junior Officer	Warrant Officer	Senior Petty Officer	Midgrade Petty Officer	Junior Petty Officer	Junior Enlisted
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (13.9%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (9.9%)	How would you rate the Coast Guard as a place to work compared to other organizations ? (11.4%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (10.3%)	How would you rate the Coast Guard as a place to work compared to other organizations ? (13.1%)	How would you rate the Coast Guard as a place to work compared to other organizations ? (12.9%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (12.7%)	How would you rate the Coast Guard as a place to work compared to other organizations ? (14.9019971 %)	How would you rate the Coast Guard as a place to work compared to other organizations ? (13.8%)
How would you rate the Coast Guard as a place to work compared to other organizations ? (12.4%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (7.6%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (10.3%)	All in all, how important is the Coast Guard as an organization to you? (9.6%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (11.2%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (10.9%)	How would you rate the Coast Guard as a place to work compared to other organizations ? (9.7%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (14.7%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (12.4%)

Overall Combined	Senior Officer	Midgrade Officer	Junior Officer	Warrant Officer	Senior Petty Officer	Midgrade Petty Officer	Junior Petty Officer	Junior Enlisted
All in all, how important is the Coast Guard as an organization to you? (7.7%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (6.8%)	Considering everything, how satisfied are you with your job? (6.2%)	How would you rate the Coast Guard as a place to work compared to other organizations? (7.5%)	Considering everything, how satisfied are you with your job? (8.2%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (7.3%)	How do you rate the Coast Guard in providing job security for people like yourself? (7.7%)	All in all, how important is the Coast Guard as an organization to you? (11.6%)	All in all, how important is the Coast Guard as an organization to you? (8.0%)
Considering everything, how satisfied are you with your job? (6.4%)	How would you rate the Coast Guard as a place to work compared to other organizations? (5.7%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (6.0%)	I like the kind of work I do. (6.6%)	How satisfied do you think the Coast Guard's customers are with the products and services it provides? (5.9%)	All in all, how important is the Coast Guard as an organization to you? (5.8%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (6.8%)	Considering everything, how satisfied are you with your job? (5.8%)	Considering everything, how satisfied are you with your job? (5.1%)

Overall Combined	Senior Officer	Midgrade Officer	Junior Officer	Warrant Officer	Senior Petty Officer	Midgrade Petty Officer	Junior Petty Officer	Junior Enlisted
How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.7%)	I am familiar with the Employee Assistance Program (EAP). (5.4%)	All in all, how important is the Coast Guard as an organization to you? (5.3%)	All in all, how important are the missions of the Coast Guard to you? (5.3%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work. (3.9%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work. (5.6%)	All in all, how important is the Coast Guard as an organization to you? (5.6%)	I like the kind of work I do. (4.7%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (4.9%)

Table 52. Top Non-Critical Area Survey Item Predictors of Actual Turnover and Their Relative Contributions to Explained Variance by Unit Type

Overall Combined	Cutters	Shore Operations	Support Units	HQ Units	HQ Staffs
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.8%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (15.0%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (8.5%)	How do you rate the Coast Guard in providing job security for people like yourself? (9.5%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (10.1%)	All in all, how important is the Coast Guard as an organization to you? (7.4%)
Considering everything, how satisfied are you with your pay? (6.8%)	I am familiar with the Employee Assistance Program (EAP). (7.9%)	All in all, how important is the Coast Guard as an organization to you? (7.1%)	I like the kind of work I do. (7.2%)	How do you rate the Coast Guard in providing job security for people like yourself? (9.0%)	I like the kind of work I do. (7.1%)
How do you rate the Coast Guard in providing job security for people like yourself? (6.1%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (4.2%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (6.4%)	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard. (5.0%)	I like the kind of work I do. (6.8%)	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (7.0%)

Overall Combined	Cutters	Shore Operations	Support Units	HQ Units	HQ Staffs
Considering everything, how satisfied are you with your job? (5.5%)	Considering everything, how satisfied are you with your job? (4.1%)	I am familiar with the Employee Assistance Program (EAP). (5.2%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work. (4.9%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (5.3%)	How satisfied are you with the training you received for your present job? (4.1%)
I like the kind of work I do. (5.2%)	Those senior to me show an interest in what happens to me. (4.0%)	Considering everything, how satisfied are you with your job? (4.9%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (4.4%)	Discussions with my supervisor/team leader about my performance are worthwhile. (4.5%)	Considering everything, how satisfied are you with your pay (including allowances, if applicable)? (3.9%)

Table 53. Top Non-Critical Area Survey Item Predictors of Turnover Intent and Their Relative Contributions to Explained Variance by Unit Type

Overall Combined	Cutters	Shore Operations	Support Units	HQ Units	HQ Staffs
Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (13.9%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (14.9%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (13.7%)	How would you rate the Coast Guard as a place to work compared to other organizations? (11.1%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (11.4%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (7.8%)
How would you rate the Coast Guard as a place to work compared to other organizations? (12.4%)	How would you rate the Coast Guard as a place to work compared to other organizations? (11.7%)	How would you rate the Coast Guard as a place to work compared to other organizations? (12.4%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (9.1%)	How would you rate the Coast Guard as a place to work compared to other organizations? (9.8%)	How would you rate the Coast Guard as a place to work compared to other organizations? (6.3%)
All in all, how important is the Coast Guard as an organization to you? (7.7%)	Considering everything, how satisfied are you with your job? (6.8%)	All in all, how important is the Coast Guard as an organization to you? (7.5%)	All in all, how important is the Coast Guard as an organization to you? (6.9%)	All in all, how important is the Coast Guard as an organization to you? (7.6%)	Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time? (6.1%)

Overall Combined	Cutters	Shore Operations	Support Units	HQ Units	HQ Staffs
Considering everything, how satisfied are you with your job? (6.4%)	All in all, how important is the Coast Guard as an organization to you? (5.8%)	Considering everything, how satisfied are you with your job? (7.2%)	How do you rate the Coast Guard in providing job security for people like yourself? (5.6%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (6.2%)	Interruptions are kept to a minimum, allowing me to finish my work on time. (5.3%)
How satisfied are you with your opportunity to get a better job in the Coast Guard? (5.7%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (4.7%)	How satisfied are you with your opportunity to get a better job in the Coast Guard? (4.6%)	I like the kind of work I do. (4.8%)	Considering everything, how satisfied are you with your job? (6.0%)	My work gives me a feeling of personal accomplishment. (4.8%)

RQ-4: SURVEY NON-RESPONSE ANALYSIS

RQ-4: Do the work environment perceptions and demographic characteristics of active non-respondents in the 2017 OAS, as reflected in the 2014 OAS, differ significantly from the work environment perceptions and demographic characteristics of respondents in the 2014 OAS?

Main Effect of 2017 OAS Participation

The OAS included an informed consent page that asked participants whether they consented to participate in the OAS and would continue with the survey. There was also an option to indicate if they declined to participate in the survey. This data was matched with past respondents who completed the OAS in 2014. Throughout this section of the report, the 2014 OAS participants that also completed the 2017 OAS are referred to as responders while the 2014 OAS participants that actively opted out of the 2017 OAS by declining to participate after reading the informed consent page are referred to as active non-responders. The analysis for RQ-4 will entail comparing the 19 critical areas between the active non-responders and responders to the 2014 OAS.

The guidelines for observing a practical or meaningful difference between responders and active non-responders is eight percentage points. Typically for other research questions, when comparing across groups of relatively similar size, the guideline for a practical or meaningful difference is five percentage points. The difference is eight points rather than five because the number of active non-responders is much smaller than the number of people who participated in the 2017 OAS. The relatively small number of non-responders *and* the big difference between group sizes means a five-point difference doesn't meet our adjusted guidelines. Cells with a meaningful difference between the two groups are shaded in blue.

Before breaking out each demographic characteristic of interest, it is important to look at the overall impact of 2017 OAS participation. Table 54 shows the favorability scores of those participants in 2014 comparing those who participated in the 2017 OAS and those who actively chose not to respond to the 2017 survey.

Table 54. Main Effect of 2017 OAS Participation

	Participated in 2017 OAS (Respond) [N = 9,384]	Chose not to Participate in 2017 OAS (Active Non-Respond) [N = 269]
Leadership and Quality	78%	72%
Training/Career Development	65%	61%
Innovation	51%	48%
Customer Orientation	65%	60%
Fairness and Treatment of Others	67%	61%
Communication	72%	68%
Employee Involvement	80%	74%
Use of Resources	65%	62%
Rewards/Recognition	51%	46%
Work Environment	78%	74%
Work and Family/Personal Life	55%	47%
Teamwork	78%	73%
Readiness to Reshape Workforce	45%	44%
Strategic Planning	65%	57%
Performance Measures	70%	67%
Diversity	86%	81%
Supervision	71%	66%
Job Satisfaction	72%	63%
Satisfaction with Coast Guard	70%	65%

As you can see in Table 54, across all OAS respondents three critical areas showed meaningful differences in favorability scores among those who took the 2017 OAS and those who chose not to. These areas are *Work and Family/Personal Life*, *Strategic Planning*, and *Job Satisfaction*. Across all critical areas, those who participated in the 2017 OAS had more favorable perceptions on the 2014 OAS than those who chose not to participate in the 2017 OAS.

Active Non-respondent Comparisons

Effects of Affiliation

Table 55 shows favorability scores for each critical area broken out by Coast Guard affiliation and participation in the 2017 OAS.

Table 55. Favorability Scores for Critical Areas by Coast Guard Affiliation and 2017 OAS Participation Status

	Respond	Active Non-Respond	Respond	Active Non-Respond	Respond	Active Non-Respond
	Active Duty (N = 6,873)	Active Duty (N = 235)	Civilians (N = 2,072)	Civilians (N = 26)	SELRES (N = 418)	SELRES (N = 7)
Leadership and Quality	79%	72%	74%	66%	83%	78%
Training/Career Development	68%	64%	53%	36%	72%	65%
Innovation	52%	49%	48%	41%	60%	69%
Customer Orientation	66%	60%	62%	56%	67%	67%
Fairness and Treatment of Others	69%	62%	60%	48%	83%	76%
Communication	74%	69%	65%	54%	80%	79%
Employee Involvement	81%	74%	75%	71%	85%	82%
Use of Resources	64%	62%	67%	61%	74%	66%
Rewards/Recognition	52%	46%	46%	51%	63%	57%
Work Environment	79%	75%	75%	64%	85%	91%
Work and Family/Personal Life	51%	45%	69%	62%	59%	64%
Teamwork	79%	73%	73%	61%	84%	80%
Readiness to Reshape Workforce	48%	46%	35%	26%	55%	65%
Strategic Planning	67%	58%	57%	34%	78%	83%
Performance Measures	71%	67%	64%	61%	78%	74%
Diversity	88%	81%	81%	76%	92%	84%
Supervision	70%	67%	73%	66%	79%	71%
Job Satisfaction	71%	63%	74%	62%	77%	71%
Satisfaction with Coast Guard	69%	65%	71%	73%	75%	57%

Across all types of affiliation, 14 of the 19 critical areas had at least one meaningful difference. Civilians had 9 critical areas with meaningful differences compared to only 2 meaningful differences for active duty members and 6 meaningful differences for SELRES members. However, an interesting pattern is shown when looking solely at active duty military members and SELRES participants. For active duty military members, responders always had more favorable perceptions of their environment than active non-responders. For SELRES participants, 2 of the 6 meaningful differences showed more favorable perceptions for active non-responders. This could possibly be due to the small group size of SELRES active non-responders. For civilians, those who participated in the 2017 survey generally showed more favorable perceptions of the Coast Guard work environment than active non-responders.

Effects of Military Rank

Table 56 shows favorability scores for each critical area broken out by military rank and participation in the 2017 OAS.

Table 56. Favorability Scores for Critical Areas by Military Rank and 2017 OAS Participation Status

	Respond	Active Non-Respond	Respond	Active Non-Respond	Respond	Active Non-Respond
	Enlisted (N = 4,902)	Enlisted (N = 188)	Warrant Officer (N = 502)	Warrant Officer (N = 11)	Officer (N = 1,832)	Officer (N = 39)
Leadership and Quality	78%	72%	79%	62%	83%	79%
Training/Career Development	67%	63%	68%	59%	72%	70%
Innovation	50%	48%	58%	49%	57%	55%
Customer Orientation	65%	59%	69%	65%	69%	66%
Fairness and Treatment of Others	66%	60%	72%	55%	78%	74%
Communication	72%	68%	74%	61%	81%	79%
Employee Involvement	79%	73%	84%	71%	87%	85%
Use of Resources	63%	61%	66%	51%	68%	67%
Rewards/Recognition	47%	43%	59%	51%	67%	61%
Work Environment	76%	73%	81%	79%	86%	88%
Work and Family/Personal Life	46%	42%	62%	40%	62%	66%
Teamwork	76%	72%	83%	73%	88%	85%
Readiness to Reshape Workforce	46%	45%	47%	36%	54%	56%
Strategic Planning	65%	56%	66%	48%	74%	78%
Performance Measures	70%	67%	70%	62%	76%	71%
Diversity	86%	80%	91%	82%	93%	85%
Supervision	69%	66%	72%	45%	74%	73%
Job Satisfaction	69%	62%	74%	55%	78%	74%
Satisfaction with Coast Guard	65%	61%	77%	73%	81%	80%

Across all military ranks, 16 of the 19 critical areas had at least one meaningful difference. For all meaningful differences, those who responded to the 2017 survey had more favorable perceptions. No critical areas showed meaningful differences across all three military ranks. The largest differences between responders and active non-responders occurred within the warrant officer ranks although this may be due to the small sample size of warrant officer active non-responders.

For enlisted members and warrant officers, responders always had more positive perceptions of the critical areas than active non-responders and while officers generally displayed this same pattern, four

critical areas showed more positive perceptions for active non-responders although it is important to note that these differences were not considered meaningful.

Effects of General Type of Unit

Table 57 shows favorability scores for each critical area broken out by general type of unit and participation in the 2017 OAS.

Table 57. Favorability Scores for Critical Areas by General Unit and 2017 OAS Participation Status

	Respond	Active Non-Respond	Respond	Active Non-Respond	Respond	Active Non-Respond	Respond	Active Non-Respond	Respond	Active Non-Respond
	Cutters (N = 1,204)	Cutters (N = 53)	HQ Units (N = 1,690)	HQ Units (N = 33)	HQ Staffs (N = 704)	HQ Staffs (N = 8)	Shore Ops (N = 4,461)	Shore Ops (N = 132)	Support Units (N = 819)	Support Units (N = 27)
Leadership and Quality	78%	75%	78%	65%	74%	73%	80%	75%	73%	67%
Training/Career Development	66%	66%	62%	45%	60%	62%	69%	64%	55%	58%
Innovation	49%	42%	51%	43%	52%	69%	53%	50%	48%	55%
Customer Orientation	59%	51%	68%	63%	63%	66%	66%	62%	65%	66%
Fairness and Treatment of Others	66%	62%	65%	54%	66%	61%	70%	64%	63%	55%
Communication	71%	62%	70%	52%	71%	77%	76%	75%	66%	66%
Employee Involvement	81%	76%	80%	71%	78%	81%	82%	76%	74%	67%
Use of Resources	58%	60%	68%	52%	65%	73%	66%	63%	64%	67%
Rewards/Recognit.	50%	39%	50%	46%	55%	59%	52%	49%	46%	40%
Work Environment	69%	66%	79%	75%	83%	79%	80%	78%	78%	78%
Work and Family/Personal Life	39%	38%	65%	60%	80%	69%	52%	46%	57%	41%
Teamwork	80%	78%	76%	59%	81%	79%	79%	74%	72%	76%
Readiness to Reshape Workforce	45%	45%	42%	29%	50%	64%	46%	47%	40%	39%
Strategic Planning	65%	53%	66%	50%	60%	60%	68%	61%	58%	53%
Performance Measures	69%	67%	72%	59%	63%	53%	71%	70%	66%	69%
Diversity	85%	77%	86%	78%	86%	78%	88%	83%	82%	81%
Supervision	68%	64%	72%	66%	73%	66%	72%	67%	69%	60%
Job Satisfaction	68%	53%	75%	70%	70%	63%	73%	67%	68%	56%
Satisfaction with Coast Guard	66%	53%	74%	70%	74%	88%	70%	69%	66%	59%

Across all general units, 18 of the 19 critical areas had at least one meaningful difference. When comparing across all general units, the most meaningful differences between responders and active non-responders occur for the HQ Units with 12 of the 19 critical areas being meaningfully different. For the critical area of *Work Environment* no meaningful difference was found across all units. Additionally, no meaningful differences were found in any of the critical areas amongst Shore Operations.

Effects of Supervisory Level

Table 58 shows favorability scores for each critical area broken out by supervisory level and participation in the 2017 OAS. The results for non-active responders for both first-line supervisors and managers and executives are not reported because the extremely small size of the group would not produce any meaningful results.

Table 58. Favorability Scores for Critical Areas by Supervisory Level and 2017 OAS Participation Status

	Respond	Active Non-Respond	Respond	Respond
	Non-supervisors (N = 1,638)	Non-supervisors (N = 19)	First-line supervisors (N = 249)	Managers & Executives (N = 154)
Leadership and Quality	73%	71%	79%	84%
Training/Career Development	52%	39%	54%	62%
Innovation	47%	41%	53%	59%
Customer Orientation	60%	59%	66%	67%
Fairness and Treatment of Others	57%	48%	70%	76%
Communication	62%	54%	72%	81%
Employee Involvement	74%	71%	82%	84%
Use of Resources	67%	64%	63%	69%
Rewards/Recognition	45%	52%	46%	55%
Work Environment	74%	62%	77%	84%
Work and Family/Personal Life	67%	57%	70%	81%
Teamwork	71%	62%	79%	87%
Readiness to Reshape Workforce	35%	33%	31%	37%
Strategic Planning	55%	32%	58%	72%
Performance Measures	62%	65%	69%	74%
Diversity	79%	76%	87%	89%
Supervision	63%	65%	74%	75%
Job Satisfaction	73%	63%	77%	81%
Satisfaction with Coast Guard	70%	79%	75%	78%

For non-supervisory employees nine critical areas displayed meaningful differences: *Training/Career Development, Fairness and Treatment of Others, Communication, Work Environment, Work and Family/Personal Life, Teamwork, Strategic Planning, Job Satisfaction, and Satisfaction with Coast Guard*. These results suggest that non-supervisory employees with responders generally showed more favorable perceptions of the critical areas than active non-responders. For the critical area of *Satisfaction with Coast Guard*, active non-responder non-supervisory employees held more positive perceptions than responders. It is unknown whether or not there are effects between responders and active non-responders for first-line supervisors or managers and executives.

Effects of Pay Grade

Table 59 shows favorability scores for each critical area broken out by pay grade and participation in the 2017 OAS. Some levels of pay grade were combined to make the interpretation of the data more understandable and can be found in each category label. Despite these combinations of pay grade, the number of active non-responders for pay grades AD through GS-6, GS-10 through GS-12, GS-13 through GS-15, and WD/WG/WN and above cannot be reported because the extremely small sizes of the group would not produce any meaningful results. The effects of pay grade will focus solely on pay grades GS-7 through GS-9.

Table 59. Favorability Scores for Critical Areas by Pay Grade and 2017 OAS Participation Status

	Respond	Respond	Active Non-Respond	Respond	Respond	Respond
	AD-GS6 (N = 83)	GS7-9 (N = 321)	GS7-9 (N = 8)	GS10-12 (N = 769)	GS13-15 (N = 710)	WD/WG/WN and above (N = 149)
Leadership and Quality	75%	75%	72%	75%	75%	66%
Training/Career Development	52%	53%	36%	55%	54%	42%
Innovation	48%	49%	32%	47%	52%	39%
Customer Orientation	60%	64%	55%	63%	61%	55%
Fairness and Treatment of Others	45%	54%	40%	61%	66%	47%
Communication	64%	63%	48%	65%	69%	49%
Employee Involvement	68%	73%	60%	76%	79%	67%
Use of Resources	72%	73%	65%	67%	66%	61%
Rewards/Recognition	48%	44%	49%	46%	49%	32%
Work Environment	69%	73%	65%	75%	80%	61%
Work and Family/Personal Life	53%	65%	62%	65%	80%	43%
Teamwork	63%	67%	67%	72%	80%	64%
Readiness to Reshape Workforce	35%	37%	26%	35%	37%	20%
Strategic Planning	51%	58%	30%	58%	60%	39%
Performance Measures	58%	63%	90%	67%	63%	56%
Diversity	66%	76%	67%	82%	86%	67%
Supervision	76%	71%	56%	73%	75%	65%
Job Satisfaction	69%	72%	63%	76%	75%	66%
Satisfaction with Coast Guard	70%	67%	75%	73%	74%	61%

When looking across all critical areas, 15 of the 19 critical areas show meaningful differences amongst GS-7 through GS-9 employees. There appears to be some mixed results when looking at whether responders or active non-responders had more favorable perceptions of the work environment. For GS 7-9 level employees, the critical areas with meaningful differences all have more favorable perceptions for employees who took the 2017 OAS with the exception of *Performance Measures* and *Satisfaction with Coast Guard* which showed more favorable perceptions for active non-responders. It is unclear whether or not there are effects between responders and active non-responders among employees from pay grades AD through GS-6, GS-10 through GS-12, GS-13 through GS-15, and WD/WG/WN and above.

Effects of Age

Table 60. Favorability Scores for Critical Areas by Age and 2017 OAS Participation Status

	Respond	Active Non-Respond	Respond	Active Non-Respond
	Under 40 (N = 5,668)	Under 40 (N = 203)	Over 40 (N = 3,601)	Over 40 (N = 59)
Leadership and Quality	78%	74%	78%	66%
Training/Career Development	68%	65%	61%	49%
Innovation	50%	49%	54%	47%
Customer Orientation	65%	60%	65%	58%
Fairness and Treatment of Others	67%	62%	68%	55%
Communication	73%	70%	72%	61%
Employee Involvement	80%	75%	81%	73%
Use of Resources	64%	62%	68%	60%
Rewards/Recognition	50%	45%	53%	52%
Work Environment	77%	76%	80%	70%
Work and Family/Personal Life	49%	46%	65%	51%
Teamwork	77%	73%	79%	71%
Readiness to Reshape Workforce	48%	49%	41%	30%
Strategic Planning	66%	60%	63%	47%
Performance Measures	71%	68%	68%	65%
Diversity	87%	81%	86%	79%
Supervision	69%	67%	74%	61%
Job Satisfaction	69%	63%	77%	62%
Satisfaction with Coast Guard	67%	63%	75%	73%

Table 60 shows that by the 8 percentage point guideline established above, 13 of the 19 critical areas had meaningful differences among employees over 40 years old. No meaningful differences occurred

among employees under 40 years old although the pattern of results show that employees under 40 who were responders had more positive perceptions of the critical areas than active non-responders. For employees over the age of 40, participation in the 2017 survey seems to be an indication of how satisfied employees are with their Coast Guard work environment. *Strategic Planning* and *Work and Family/Personal Life* showed the biggest differences.

Effects of Gender

Table 61. Favorability Scores for Critical Areas by Gender and 2017 OAS Participation Status

	Respond	Active Non-Respond	Respond	Active Non-Respond
	Male (N = 7,801)	Male (N = 216)	Female (N = 1,401)	Female (N = 41)
Leadership and Quality	79%	72%	76%	72%
Training/Career Development	66%	62%	60%	61%
Innovation	52%	49%	49%	49%
Customer Orientation	66%	60%	63%	62%
Fairness and Treatment of Others	69%	61%	57%	62%
Communication	74%	67%	66%	72%
Employee Involvement	81%	74%	75%	77%
Use of Resources	65%	61%	66%	71%
Rewards/Recognition	52%	46%	48%	50%
Work Environment	79%	75%	76%	70%
Work and Family/Personal Life	55%	47%	55%	42%
Teamwork	79%	73%	74%	74%
Readiness to Reshape Workforce	45%	44%	45%	52%
Strategic Planning	65%	56%	63%	61%
Performance Measures	70%	66%	67%	72%
Diversity	87%	80%	81%	83%
Supervision	72%	65%	68%	72%
Job Satisfaction	73%	61%	69%	73%
Satisfaction with Coast Guard	70%	64%	69%	73%

Table 61 shows favorability scores for each critical area broken out by gender and participation in the 2017 OAS. Not many gender differences were found between 2017 survey participants and active non-responders with only 4 of the 19 critical areas showing meaningful differences. Both men and women showed meaningful differences in the critical area of *Work and Family/Personal Life* with 2017 survey participants having more favorable perceptions. Males who took the 2017 survey tend to have more favorable perceptions in the areas of *Fairness and Treatment of Others*, *Strategic Planning*, and *Job*

Satisfaction. Interestingly, while none of the differences between female responders and active non-responders were meaningful, active non-responder female members held more positive perceptions than female responders on 12 of the 19 critical areas.

Effects of Race/Ethnicity

Table 62. Favorability Scores for Critical Areas by Race/Ethnicity and 2017 OAS Participation Status

	Respond	Active Non-Respond	Respond	Active Non-Respond
	White (N = 6,865)	White (N = 171)	Non-White (N = 2,293)	Non-White (N = 83)
Leadership and Quality	79%	72%	77%	75%
Training/Career Development	66%	63%	64%	61%
Innovation	52%	50%	50%	48%
Customer Orientation	66%	59%	65%	64%
Fairness and Treatment of Others	69%	62%	64%	60%
Communication	73%	68%	71%	69%
Employee Involvement	81%	75%	78%	76%
Use of Resources	65%	64%	65%	60%
Rewards/Recognition	52%	49%	49%	43%
Work Environment	79%	78%	77%	70%
Work and Family/Personal Life	56%	49%	54%	44%
Teamwork	79%	74%	76%	72%
Readiness to Reshape Workforce	45%	47%	46%	43%
Strategic Planning	66%	57%	63%	57%
Performance Measures	70%	66%	69%	69%
Diversity	88%	81%	81%	80%
Supervision	72%	68%	69%	64%
Job Satisfaction	73%	61%	69%	71%
Satisfaction with Coast Guard	71%	65%	67%	69%

Table 62 shows favorability scores for each critical area broken out by race/ethnicity and participation in the 2017 OAS. Few racial/ethnic differences were found between 2017 survey participants and active non-responders with only 3 of the 19 critical areas showing meaningful differences. For the White subgroup, employees who completed the 2017 OAS had more favorable perceptions of *Strategic Planning* and *Job Satisfaction* while for the non-White subgroup, employees who completed the 2017 OAS had more favorable perceptions of *Work and Family/Personal Life*. Generally, the pattern of results show that both White and non-Whites who were responders had more positive perceptions of the

critical areas than active non-responders even though the majority of these differences were not considered to be meaningful.

Demographic Characteristics of Responders and Active Non-Responders

This next section of RQ-4 examines the demographic characteristics of responders and active non-responders and whether any demographic differences exist between these two groups. Table 63 presents responder and active non-responder distributions by demographic characteristics.

Table 63. Distribution of Responders and Active Non- Responders by Demographic Characteristics

Demographic Characteristic	Responders Percent	Active Non- Responders Percent	Responders – Non- Responders Difference
Affiliation			
Active Duty	73.4	87.7	-14.3
SELRES	4.5	2.6	1.9
Civilian	22.1	9.7	12.4
Military Rank			
Enlisted	67.7	79.0	-11.3
Warrant Officer	6.9	4.6	2.3
Officer	25.3	16.4	8.9
General Unit Type			
Cutters	13.6	20.9	-7.3
HQ Staffs	7.9	3.2	4.7
HQ Units	19.0	13.0	6.0
Shore Ops	50.2	52.2	-2.0
Support Units	9.2	10.7	-1.5
Supervisory Status			
Non-supervisor	80.2	86.4	-6.2
First Line Supervisor	12.2	4.5	7.7
Manager/Executive	7.5	9.1	-1.6

Table 63 (continued). Distribution of Responders and Active Non-Responders by Demographic Characteristics

Demographic Characteristic	Responders Percent	Active Non- Responders Percent	Responders – Non- Responders Difference
Pay Grade			
AD	0.2	0	0.2
AL/ES	0.3	0	0.3
GS 1-4	0.1	0	0.1
GS 5-8	12.3	38.1	-25.8
GS 9-12	44.7	23.9	20.8
GS 13-15	34.9	19.0	15.9
WD/WG/WN	4.2	14.3	-10.1
WL	1.5	0	1.5
WS	1.6	4.8	-3.2
Age			
Less than 20	0.2	0	0.2
20-29	20.3	36.3	-16.0
30-39	40.6	41.2	-0.6
40-49	22.2	16.0	6.2
50-59	13.4	5.7	7.7
60 or over	3.3	.8	2.5
Gender			
Male	84.8	84.0	0.8
Female	15.2	16.0	-0.8
Race/Ethnicity			
White	75.0	67.3	7.7
Minority	25.0	32.7	-7.7

The distributions of responders and active non-responders by affiliation show that although the overall affiliation patterns were the same for the two groups (each group had more active duty members, followed by civilians, then SELRES members), there are approximately 14.3% more active duty members among active non-responders than responders while there are approximately 12.4% more civilian employees among responders than active non-responders. There is a relatively equivalent proportion of SELRES members among both responders and active non-responders.

There are differences in the proportions between responders and active non-responders for the demographic of military rank with there being 11.3% more enlisted members in the active non-

responders group while there are approximately 8.9% more officers in the responders group. The proportion of warrant officers is essentially comparable between responders and active non-responders.

There do not appear to be any substantive differences between responders and active non-responders regarding general unit type with the largest difference being a 6.0% difference among HQ units (responders = 19.0%, active non-responders = 13.0%).

In terms of supervisory status, the largest category of respondents is non-supervisor. There are approximately 6.2% more non-supervisors respondents in the active non-responders group (86.4%) than the responders group (80.2%). Approximately an 8 percentage point difference also is reflected in the proportions of first-line supervisors. First-line supervisors are more prevalent among responders than active non-responders while there is a relatively equivalent proportion of managers/executives among both responders and active non-responders.

The demographic characteristic of pay grade exhibited some responder and active non-responder differences in percentages for individual categories in particular the GS 5-8, GS 9-12, GS 13-15, and WD/WG/WN pay categories. There are approximately 20.8% more GS 9-12 and approximately 15.9% more GS 13-15 represented among responders than active non-responders. GS 5-8, and WD/WG/WN, and WL categories have a higher representation among active non-responders than responders (25.8% and 10.1% respectively).

The distribution of respondents for age shows some modest differences among the categories for the two groups, but the overall age distributions are relatively similar. The greatest difference among responders and active non-responders is among respondents who are between 20 and 29 years of age (16.0% difference) while all other differences between the two groups accounts for less than an 8% difference.

In both of the distributions there are significantly more male respondents than female. The proportion of male and female members is approximately equivalent in the active non-responders group and the responders group (0.8 difference).

A moderate difference is seen in the distributions of minority status for responders and active non-responders with 7.7% more minority group members being represented in the active non-responders group.

RQ-5: SATISFACTION WITH JOB AND COAST GUARD AND OVERALL RATING OF THE COAST GUARD AS A PLACE TO WORK

RQ-5: Within different demographic groups (Affiliation, Military Rank, Gender, Race/Ethnicity, Disability Status, and Unit Type) what are the main drivers of job satisfaction, organizational satisfaction, and overall rating of the Coast Guard as a place to work compared to other organizations?

Top Predictors

Prior findings have indicated that affiliation is an important factor in how Coast Guard members perceive their work environment. Thus, instead of focusing efforts on trying to find “the” main drivers of important attitudes towards the Coast Guard, we divided survey respondents into different groups. This year, we also examine how other employee characteristics, such as gender, race, disability status and unit type, influence the main drivers of job satisfaction, organizational satisfaction with the Coast Guard, and members’ overall rating of the Coast Guard as a place to work. In contrast to previous Coast Guard OAS research reports examining the drivers of job satisfaction, organizational satisfaction, and overall rating of the Coast Guard as a place to work compared to other organizations which used a set of 105 predictors, this analysis expands the previous set of 105 predictors to 139 predictors to include newer items from the Coast Guard OAS (such as sexual assault/harassment items).

Each predictor in the following tables is followed by parentheses containing a percentage reflecting the “relative contribution to explained variance,” a critical concept in relative weight analysis (see page 22 in the “Methodology” section). It is the percentage of variance attributed to that predictor, out of the variance attributed to all 139 predictors used in the analyses. These tables show the top six predictors, instead of the more usual top five, because the sixth predictor, in many cases, helps show the similarities and differences among groups.

Results by Affiliation

Table 64 shows the top predictors of job satisfaction by affiliation. Results were consistent with 2014 findings for job satisfaction. “I like the kind of work I do” was an important predictor of job satisfaction for all affiliation groups, except SELRES, wherein “How satisfied do you think the Coast Guard's customers are with the products and services it provides” remained the key predictor. “My work gives me a feeling of personal accomplishment” remained an important predictor across groups as well, alongside “[Satisfaction with] your involvement in decisions that affect your work.”

Table 65 displays the top predictors of satisfaction with the Coast Guard by affiliation. Predictors of satisfaction with the Coast Guard were similar across the Active Duty, Civilians with military experience, and SELRES groups, referring to pay satisfaction, perceived satisfaction with how the Coast Guard's customers are with the products and services the Coast Guard provides, and benefit satisfaction as the top predictors. Civilians without military experience were unique in that they emphasized needing to know how their work relates to the Coast Guard's goals and priorities and needing to understand the mission, vision, and values of their unit/command.

Table 66 presents the top predictors of rating the Coast Guard as a place to work by affiliation. When examining how employees rate the Coast Guard as a place to work compared to other organizations, the top predictors varied by each affiliation group. Active Duty members indicated the perceived importance of the Coast Guard as an organization to them and their perceived level of pay in comparison with people in similar jobs in other organizations as the top predictors. Civilians with military experience noted job security and the feeling of personal accomplishment from their work as the most important drivers of positive rating while civilians without military experience highlighted turnover intentions and perceived importance of the Coast Guard as an organization to them. SELRES members emphasized satisfaction with their pay and benefits package.

Table 64. Top Predictors of Job Satisfaction and Their Relative Contributions to Explained Variance by Affiliation

Active Duty	Civilians With Military Experience	Civilians Without Military Experience	SELRES
I like the kind of work I do. (6.6%)	My work gives me a feeling of personal accomplishment. (4.7%)	I like the kind of work I do. (3.1%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (4.8%)
My work gives me a feeling of personal accomplishment. (4.6%)	I like the kind of work I do. (3.2%)	My work gives me a feeling of personal accomplishment. (2.6%)	[Satisfaction with] the information you receive from management on what's going on in the Coast Guard. (2.4%)
[Satisfaction with] your involvement in decisions that affect your work. (2.7%)	[Satisfaction with] your pay (including allowances, if applicable). (2.6%)	I have enough information to do my job well. (1.9%)	[Satisfaction with] your involvement in decisions that affect your work. (2.2%)
[Satisfaction with] the recognition you receive for doing a good job. (2.2%)	[Satisfaction with] your involvement in decisions that affect your work. (2.4%)	[Satisfaction with] the recognition you receive for doing a good job. (1.8%)	I like the kind of work I do. (2.0%)
[Satisfaction with] the training you received for your present job. (2.2%)	I have a feeling of personal empowerment and ownership of work processes. (2.0%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (1.6%)	[Satisfaction with] your pay (including allowances, if applicable). (1.9%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.2%)	[Satisfaction with] the information you receive from management on what's going on in the Coast Guard. (1.8%)	Conditions in my job allow me to be about as productive as I could be. (1.5%)	[Satisfaction with] the training you received for your present job. (1.8%)

Table 65. Top Predictors of Satisfaction with the Coast Guard and Their Relative Contributions to Explained Variance by Affiliation

Active Duty	Civilians With Military Experience	Civilians Without Military Experience	SELRES
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (4.6%)	[Satisfaction with] your pay (including allowances, if applicable). (3.8%)	I know how my work relates to the Coast Guard's goals and priorities. (1.6%)	[Satisfaction with] your benefits package (not including pay/allowances). (5.0%)
[Satisfaction with] your pay (including allowances, if applicable). (4.5%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.3%)	I understand my unit/command's mission, vision, and values. (1.5%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (4.3%)
[Satisfaction with] your benefits package (not including pay/allowances). (4.4%)	My work gives me a feeling of personal accomplishment. (2.7%)	I have enough information to do my job well. (1.5%)	[Satisfaction with] your pay (including allowances, if applicable). (2.8%)
[Satisfaction with] your opportunity to get a better job in the Coast Guard. (3.2%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.2%)	My work gives me a feeling of personal accomplishment. (1.5%)	Are you considering leaving the Coast Guard? (2.6%)
[The Coast Guard provides] job security. (2.7%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (1.9%)	[The Coast Guard provides] job security. (1.5%)	[Satisfaction with] the information you receive from management on what's going on in the Coast Guard. (2.6%)
I like the kind of work I do. (2.3%)	[The Coast Guard provides] job security. (1.8%)	Conditions in my job allow me to be about as productive as I could be. (1.4%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (1.9%)

Table 66. Top Predictors of Rating the Coast Guard as a Place to Work and Their Relative Contributions to Explained Variance by Affiliation

Active Duty	Civilians With Military Experience	Civilians Without Military Experience	SELRES
All in all, how important is the Coast Guard as an organization to you? (5.7%)	[The Coast Guard provides] job security. (3.1%)	Are you considering leaving the Coast Guard? (3.5%)	[Satisfaction with] your pay (including allowances, if applicable). (4.4%)
In comparison with people in similar jobs in other organizations, I feel my pay is. (5.0%)	My work gives me a feeling of personal accomplishment. (2.4%)	All in all, how important is the Coast Guard as an organization to you? (2.2%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.9%)
[Satisfaction with] your pay (including allowances, if applicable). (4.0%)	My workload is reasonable. (2.3%)	My work gives me a feeling of personal accomplishment. (1.8%)	[Satisfaction with] the information you receive from management on what's going on in the Coast Guard. (2.3%)
[The Coast Guard provides] job security. (3.7%)	All in all, how important is the Coast Guard as an organization to you? (2.1%)	I like the kind of work I do. (1.6%)	All in all, how important is the Coast Guard as an organization to you? (2.2%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.4%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (1.9%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (1.6%)	Are you considering leaving the Coast Guard? (1.8%)
Are you considering leaving the Coast Guard? (3.3%)	My job makes good use of my skills and abilities. (1.8%)	My workload is reasonable. (1.5%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (1.7%)

Results by General Military Rank

The next three tables (Tables 67-69) further examine active duty members of the Coast Guard by comparing the top predictors of job satisfaction (Table 67), satisfaction with the Coast Guard (Table 68), and rating the Coast Guard as a place to work (Table 69) of enlisted members, officers, and warrant officers. These groups had extremely similar predictors of job satisfaction, as all three groups emphasized both liking the work and feeling a sense of personal accomplishment.

The three groups were once again very similar regarding main predictors of satisfaction with the Coast Guard, emphasizing both benefit and pay satisfaction and perceived customer satisfaction with the products and services the Coast Guard provides.

For each affiliation group, there were a variety of top predictors of rating the Coast Guard as a place to work. The top predictor for both Enlisted members and Officers was the perceived importance of the Coast Guard as an organization to them. Enlisted members also indicated their perceived level of pay in comparison with people in similar jobs in other organizations and turnover intentions as top predictors while Officers showed job security and perceived customer satisfaction with the products and services the Coast Guard provides. Warrant Officers endorsed more unique predictors here than the other two groups, focusing on such aspects as pay and benefit satisfaction and reasonable workload.

Table 67. Top Predictors of Job Satisfaction and Their Relative Contributions to Explained Variance by General Military Rank

Enlisted	Officer	Warrant Officer
I like the kind of work I do. (5.4%)	I like the kind of work I do. (8.1%)	I like the kind of work I do. (5.1%)
My work gives me a feeling of personal accomplishment. (3.5%)	My work gives me a feeling of personal accomplishment. (4.9%)	My work gives me a feeling of personal accomplishment. (2.4%)
[Satisfaction with] the training you received for your present job. (3.5%)	[Satisfaction with] the recognition you receive for doing a good job. (2.8%)	I have a feeling of personal empowerment and ownership of work processes. (1.7%)
[Satisfaction with] your involvement in decisions that affect your work. (3.1%)	My job makes good use of my skills and abilities. (2.4%)	I am constantly looking for ways to do my job better. (1.7%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.1%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.4%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (1.7%)
[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.7%)	I have a feeling of personal empowerment and ownership of work processes. (1.8%)	My workload is reasonable. (1.5%)

Table 68. Top Predictors of Satisfaction with the Coast Guard and Their Relative Contributions to Explained Variance by General Military Rank

Enlisted	Officer	Warrant Officer
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (5.6%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.9%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.9%)
[Satisfaction with] your pay (including allowances, if applicable). (5.0%)	[Satisfaction with] your pay (including allowances, if applicable). (2.8%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.4%)
[Satisfaction with] your benefits package (not including pay/allowances). (5.0%)	My work gives me a feeling of personal accomplishment. (2.7%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.3%)
[Satisfaction with] your opportunity to get a better job in the Coast Guard. (3.5%)	I like the kind of work I do. (2.7%)	[The Coast Guard provides] job security. (1.9%)
Are you considering leaving the Coast Guard? (2.4%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.6%)	Quality assurance systems focus on the prevention of problems rather than on the correction of problems. (1.5%)
All in all, how important is the Coast Guard as an organization to you? (2.4%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.4%)	My workload is reasonable. (1.5%)

Table 69. Top Predictors of Rating the Coast Guard as a Place to Work and Their Relative Contributions to Explained Variance by General Military Rank

Enlisted	Officer	Warrant Officer
All in all, how important is the Coast Guard as an organization to you? (6.5%)	All in all, how important is the Coast Guard as an organization to you? (3.3%)	[Satisfaction with] your benefits package (not including pay/allowances). (3.7%)
In comparison with people in similar jobs in other organizations, I feel my pay is. (5.8%)	[The Coast Guard provides] job security. (3.2%)	My workload is reasonable. (3.4%)
Are you considering leaving the Coast Guard? (4.7%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.7%)	[Satisfaction with] your pay (including allowances, if applicable). (2.9%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.9%)	All in all, how important are the missions of the Coast Guard to you? (2.6%)	Members/employees are receptive to change. (2.6%)
[Satisfaction with] your pay (including allowances, if applicable). (3.6%)	I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work. (2.4%)	Are you considering leaving the Coast Guard? (2.6%)
[The Coast Guard provides] job security. (3.2%)	[Satisfaction with] your pay (including allowances, if applicable). (2.1%)	People at your unit/command/HQ Office treat each other with respect. (2.4%)

Summary of Results by Gender

Table 70 displays the top predictors of job satisfaction by gender. Males and females had the same two main predictors of job satisfaction, “I like the kind of work I do” and “My work gives me a feeling of personal accomplishment.”

Table 71 shows the top predictors of satisfaction with the Coast Guard by gender. Both males and females indicated perceived customer satisfaction with the products and services the Coast Guard provides as the top predictor of satisfaction with the Coast Guard. Males tended to view pay and benefits satisfaction and job security as important to their satisfaction with the Coast Guard while

females saw benefit satisfaction, turnover intentions, and job security as the next main predictors of satisfaction with the Coast Guard, demonstrating that key predictors were somewhat similar across gender.

Table 72 presents the top predictors of rating the Coast Guard as a place to work by gender. When evaluating the Coast Guard as a place to work, the perceived importance of the Coast Guard as an organization to them, the perceived level of pay in comparison with people in similar jobs in other organizations, and job security were important predictors for males. Females rated perceived customer satisfaction with the products and services the Coast Guard provides, turnover intentions, and the perceived importance of the Coast Guard as an organization to them as primary predictors of the Coast Guard as a place to work compared to other organizations.

Table 70. Top Predictors of Job Satisfaction and Their Relative Contributions to Explained Variance by Gender

Male	Female
I like the kind of work I do. (6.9%)	I like the kind of work I do. (4.6%)
My work gives me a feeling of personal accomplishment. (4.9%)	My work gives me a feeling of personal accomplishment. (2.5%)
[Satisfaction with] your involvement in decisions that affect your work. (2.5%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.3%)
[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.3%)	[Satisfaction with] your involvement in decisions that affect your work. (2.2%)
[Satisfaction with] the training you received for your present job. (2.3%)	How would you rate the overall quality of work done in your work group? (2.1%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.3%)	[Satisfaction with] the recognition you receive for doing a good job. (2.0%)

Table 71. Top Predictors of Satisfaction with the Coast Guard and Their Relative Contributions to Explained Variance by Gender

Male	Female
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (4.9%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.3%)
[Satisfaction with] your pay (including allowances, if applicable). (4.7%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.9%)
[Satisfaction with] your benefits package (not including pay/allowances). (3.9%)	Are you considering leaving the Coast Guard? (2.6%)
[The Coast Guard provides] job security. (2.7%)	[The Coast Guard provides] job security. (2.4%)
[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.6%)	My work gives me a feeling of personal accomplishment. (2.1%)
My work gives me a feeling of personal accomplishment. (2.3%)	I like the kind of work I do. (2.1%)

Table 72. Top Predictors of Rating the Coast Guard as a Place to Work and Their Relative Contributions to Explained Variance by Gender

Male	Female
All in all, how important is the Coast Guard as an organization to you? (5.4%)	[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (5.6%)
In comparison with people in similar jobs in other organizations, I feel my pay is. (3.9%)	Are you considering leaving the Coast Guard? (3.7%)
[The Coast Guard provides] job security. (3.8%)	All in all, how important is the Coast Guard as an organization to you? (2.6%)
[Satisfaction with] your pay (including allowances, if applicable). (3.6%)	[The Coast Guard provides] job security. (2.4%)
Are you considering leaving the Coast Guard? (3.1%)	[Satisfaction with] your involvement in decisions that affect your work. (2.4%)
[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (3.0%)	I receive the everyday guidance and assistance I need to perform my job (for example, help from supervisors, team leaders, or co-workers/shipmates). (1.8%)

Summary of Results by Race and Ethnicity

Table 73 shows the top predictors of job satisfaction by race/ethnicity. Many similar predictors of job satisfaction appeared among employees across racial and ethnic groups, such as, “I like the kind of work I do” and “My work gives me a feeling of personal accomplishment.” Hispanic employees were more likely to emphasize pay satisfaction and satisfaction with the training they have received than other groups, while those who were Native Hawaiian tended to emphasize physical conditions that allow for effective job performance.

Table 74 displays the top predictors of satisfaction with the Coast Guard by race/ethnicity. There was a high degree of overlap across racial groups in predicting satisfaction with the Coast Guard. Generally, perceived customer satisfaction with the products and services the Coast Guard provides and pay and benefit satisfaction remained the primary predictors of satisfaction with the Coast Guard for nearly all

racial groups with the exception of those who endorsed the Other category who emphasized turnover intentions as their top predictor.

Table 75 shows the top predictors of rating the Coast Guard as a place to work by race/ethnicity. Similar to the pattern found with job satisfaction and satisfaction with the Coast Guard, many of the top predictors of rating the Coast Guard as a place to work overlapped across racial groups. These key predictors of rating the Coast Guard as a place to work included pay and benefit satisfaction, perceived customer satisfaction with the products and services the Coast Guard provides, perceived importance of the Coast Guard as an organization to employees, and the perceived level of pay in comparison with people in similar jobs in other organizations. It is important to note that those who identified as two or more races had turnover intentions as the top predictor of their rating of the Coast Guard while Native Hawaiians had the physical conditions that allow for effective job performance as the top predictor of their rating of the Coast Guard.

Table 73. Top Predictors of Job Satisfaction and Their Relative Contributions to Explained Variance by Race

White	Black	Hispanic	Asian	American Indian	Native Hawaiian	Other	Two or More
I like the kind of work I do. (6.9%)	I like the kind of work I do. (4.1%)	[Satisfaction with] your pay (including allowances, if applicable). (3.8%)	My work gives me a feeling of personal accomplishment. (5.0%)	I like the kind of work I do. (9.2%)	Physical conditions (for example, noise, temperature, lighting, cleanliness) allow me to perform my job well. (6.3%)	I like the kind of work I do. (3.0%)	I like the kind of work I do. (5.5%)
My work gives me a feeling of personal accomplishment. (4.7%)	My supervisor/team leader recognizes and rewards my good performance. (2.8%)	[Satisfaction with] the training you received for your present job. (3.3%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.8%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (8.3%)	I like the kind of work I do. (5.9%)	Are you considering leaving the Coast Guard? (2.2%)	My work gives me a feeling of personal accomplishment. (2.9%)
[Satisfaction with] your involvement in decisions that affect your work. (2.5%)	My work gives me a feeling of personal accomplishment. (2.7%)	I like the kind of work I do. (3.2%)	How would you rate the overall quality of work done in your work group? (2.8%)	My work gives me a feeling of personal accomplishment. (7.7%)	Conditions in my job allow me to be about as productive as I could be. (4.9%)	[Satisfaction with] your involvement in decisions that affect your work. (2.1%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.3%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.4%)	[Satisfaction with] your involvement in decisions that affect your work. (2.4%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.7%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.8%)	I have enough information to do my job well. (5.5%)	A spirit of cooperation and teamwork exists in my immediate work unit. (3.7%)	My work gives me a feeling of personal accomplishment. (2.0%)	My job makes good use of my skills and abilities. (2.0%)
[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.2%)	Discussions with my supervisor/team leader about my performance are worthwhile. (2.0%)	[Satisfaction with] the recognition you receive for doing a good job. (2.5%)	I have a good understanding of who my customers are. (2.7%)	Are you considering leaving the Coast Guard? (3.6%)	My work gives me a feeling of personal accomplishment. (3.6%)	[Satisfaction with] the training you received for your present job. (2.0%)	I understand my unit/command's mission, vision, and values. (1.7%)
[Satisfaction with] the recognition you receive for doing a good job. (2.1%)	[Satisfaction with] the recognition you receive for doing a good job. (1.9%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.2%)	I have a feeling of personal empowerment and ownership of work processes. (2.4%)	My job makes good use of my skills and abilities. (3.1%)	I have enough information to do my job well. (3.4%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (1.7%)	My supervisor removes barriers to getting my job done. (1.7%)

Table 74. Top Predictors of Satisfaction with the Coast Guard and Their Relative Contributions to Explained Variance by Race

White	Black	Hispanic	Asian	American Indian	Native Hawaiian	Other	Two or More
[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (4.3%)	[Satisfaction with] your benefits package (not including pay/allowances). (3.8%)	[Satisfaction with] your pay (including allowances, if applicable). (8.8%)	[Satisfaction with] your pay (including allowances, if applicable). (6.2%)	[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (8.6%)	[Satisfaction with] your benefits package (not including pay/allowances). (7.5%)	Are you considering leaving the Coast Guard? (3.0%)	[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (2.9%)
[Satisfaction with] your pay (including allowances, if applicable). (3.8%)	I like the kind of work I do. (2.9%)	[Satisfaction with] your benefits package (not including pay/allowances). (5.9%)	[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (4.3%)	[Satisfaction with] your benefits package (not including pay/allowances). (7.6%)	[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (6.0%)	[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (2.9%)	[Satisfaction with] your pay (including allowances, if applicable). (2.8%)
[Satisfaction with] your benefits package (not including pay/allowances). (3.3%)	[Satisfaction with] your pay (including allowances, if applicable). (2.5%)	[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (5.0%)	My work gives me a feeling of personal accomplishment. (4.1%)	Sufficient effort is made to get the opinions and thinking of people who work here. (5.3%)	Physical conditions (for example, noise, temperature, lighting, cleanliness) allow me to perform my job well. (3.8%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.6%)	Are you considering leaving the Coast Guard? (2.6%)
[The Coast Guard provides] job security. (2.7%)	[Satisfaction of the Coast Guard’s customers with] the products and services it provides. (2.5%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.5%)	[Satisfaction with] your benefits package (not including pay/allowances). (3.0%)	[Satisfaction with] your pay (including allowances, if applicable). (4.2%)	[Satisfaction with] your pay (including allowances, if applicable). (3.5%)	All in all, how important is the Coast Guard as an organization to you? (2.3%)	[Satisfaction with] the recognition you receive for doing a good job. (2.0%)
[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.7%)	[The Coast Guard provides] job security. (2.2%)	[The Coast Guard provides] job security. (1.9%)	All in all, how important are the missions of the Coast Guard to you? (3.0%)	My work gives me a feeling of personal accomplishment. (3.7%)	Conditions in my job allow me to be about as productive as I could be. (3.4%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (1.9%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.0%)
My work gives me a feeling of personal accomplishment. (2.6%)	[Satisfaction with] your involvement in decisions that affect your work. (2.2%)	All in all, how important is the Coast Guard as an organization to you? (1.9%)	All in all, how important is the Coast Guard as an organization to you? (2.8%)	Reasonable accommodations are made for persons with disabilities (civilian employees) (for example, availability of sign language interpreters, ramps, braille). (3.5%)	My supervisor/team leader communicates clearly what is expected of me in terms of job performance (for example, task responsibilities, performance standards). (2.9%)	[The Coast Guard provides] job security. (1.8%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.0%)

Table 75. Top Predictors of Rating the Coast Guard as a Place to Work and Their Relative Contributions to Explained Variance by Race

White	Black	Hispanic	Asian	American Indian	Native Hawaiian	Other	Two or More
All in all, how important is the Coast Guard as an organization to you? (4.9%)	[Satisfaction with] your pay (including allowances, if applicable). (4.6%)	[Satisfaction with] your pay (including allowances, if applicable). (4.2%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (5.3%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (5.9%)	Physical conditions (for example, noise, temperature, lighting, cleanliness) allow me to perform my job well. (7.0%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (5.1%)	Are you considering leaving the Coast Guard? (4.1%)
[The Coast Guard provides] job security. (4.5%)	All in all, how important is the Coast Guard as an organization to you? (2.8%)	[Satisfaction with] your benefits package (not including pay/allowances). (3.5%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (4.0%)	The people I work with cooperate to get the job done. (5.5%)	[Satisfaction with] your benefits package (not including pay/allowances). (6.2%)	All in all, how important is the Coast Guard as an organization to you? (3.6%)	All in all, how important is the Coast Guard as an organization to you? (3.6%)
In comparison with people in similar jobs in other organizations, I feel my pay is. (3.5%)	[The Coast Guard provides] job security. (2.4%)	All in all, how important is the Coast Guard as an organization to you? (3.4%)	[Satisfaction with] your benefits package (not including pay/allowances). (3.2%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (4.8%)	[Satisfaction with] your pay (including allowances, if applicable). (3.6%)	[The Coast Guard provides] job security. (3.2%)	All in all, how important are the missions of the Coast Guard to you? (3.4%)
Are you considering leaving the Coast Guard? (3.3%)	All in all, how important are the missions of the Coast Guard to you? (1.6%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.0%)	My performance appraisal is a fair reflection of my performance. (2.5%)	Are you considering leaving the Coast Guard? (4.8%)	I receive training and guidance to develop the knowledge and skills necessary to perform other jobs or to pursue new careers. (3.2%)	I am kept well informed on personnel policies, procedures, and opportunities that affect me (for example, assignments, training, performance appraisals). (2.6%)	High performing civilian employees receive monetary rewards (for example, cash awards, bonuses, quality step increases). (1.8%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.2%)	My work gives me a feeling of personal accomplishment. (1.5%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (2.3%)	[The Coast Guard provides] job security. (2.5%)	All in all, how important is the Coast Guard as an organization to you? (4.3%)	All in all, how important are the missions of the Coast Guard to you? (3.2%)	[Satisfaction with] your pay (including allowances, if applicable). (1.9%)	Creativity and innovation are rewarded. (1.5%)

[Satisfaction with] your pay (including allowances, if applicable). (2.6%)	Quality assurance systems focus on the prevention of problems rather than on the correction of problems. (1.4%)	People at your unit/command/HQ Office treat each other with respect. (1.9%)	[Satisfaction with] your pay (including allowances, if applicable). (2.5%)	[Satisfaction with] your benefits package (not including pay/allowances). (4.2%)	Outcome/result measures are used to assess the overall performance of my unit/command (for example, rates, trends, and current quality levels; meeting program/mission objectives). (2.9%)	Members/employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities. (1.7%)	My supervisor/team leader provides me with the opportunity to demonstrate my leadership skills. (1.5%)
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Summary of Results by Disability Status

Table 76 shows the top predictors of job satisfaction by disability status. Employees with disabilities had both benefit and pay satisfaction as well as feelings of personal accomplishments with work as top predictors of job satisfaction. Non-disabled employees had feelings of personal accomplishments with work, liking the work they do, and satisfaction with their involvement in decisions as top predictors of job satisfaction.

Table 77 displays the top predictors of satisfaction with the Coast Guard by disability status. Many of the same predictors of satisfaction with the Coast Guard emerged for disabled and non-disabled employees, such as perceived customer satisfaction with the products and services the Coast Guard provides and pay satisfaction. Disabled employees also had “Those senior to me show an interest in what happens to me” appear as a predictor. “I have a feeling of personal empowerment and ownership of work processes” and “Members/employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities” also emerged as predictors for disabled employees.

Table 78 shows the top predictors of rating the Coast Guard as a place to work by disability status. Employees with disabilities and non-disabled employees did not share any predictors for rating the Coast Guard as a place to work with each group having unique predictors. Employees with disabilities held perceived importance of the Coast Guard as an organization to employees and needing to understand the mission, vision, and values of their unit/command as the most effective factors for predicting rating the Coast Guard as a place to work. Employees with disabilities also emphasized being rewarded for working in teams and factors related to work-life benefits (Members/employees are given the opportunity to work at home or on flexible work schedules, when the job permits and Members/employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities). In contrast, non-disabled employees viewed job security, reasonable workload, perceived customer satisfaction with the products and services the Coast Guard provides, and having a job that makes good use of employee skills and abilities as the main drivers of rating the Coast Guard as a place to work.

Table 76. Top Predictors of Job Satisfaction and Their Relative Contributions to Explained Variance by Disability Status

Disabled	Non-Disabled
[Satisfaction with] your benefits package (not including pay/allowances). (3.0%)	My work gives me a feeling of personal accomplishment. (5.1%)
[Satisfaction with] your pay (including allowances, if applicable). (2.8%)	I like the kind of work I do. (4.5%)
My work gives me a feeling of personal accomplishment. (2.3%)	[Satisfaction with] your involvement in decisions that affect your work. (2.4%)
My supervisor cares about me as a person. (1.9%)	Are you considering leaving the Coast Guard? (1.9%)
New practices and ways of doing business are encouraged. (1.8%)	[Satisfaction with] your pay (including allowances, if applicable). (1.9%)
I have a good understanding of who my customers are. (1.8%)	I have a feeling of personal empowerment and ownership of work processes. (1.7%)

Table 77. Top Predictors of Satisfaction with the Coast Guard and Their Relative Contributions to Explained Variance by Disability Status

Disabled	Non-Disabled
[Satisfaction with] your pay (including allowances, if applicable). (3.0%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.9%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.2%)	[Satisfaction with] your pay (including allowances, if applicable). (2.8%)
Managers communicate the organization's mission, vision, and values. (2.1%)	My work gives me a feeling of personal accomplishment. (2.6%)
Those senior to me show an interest in what happens to me. (1.9%)	[The Coast Guard provides] job security. (2.1%)
I have a feeling of personal empowerment and ownership of work processes. (1.8%)	[Satisfaction with] your benefits package (not including pay/allowances). (1.9%)
Members/employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities. (1.8%)	Are you considering leaving the Coast Guard? (1.8%)

Table 78. Top Predictors of Rating the Coast Guard as a Place to Work and Their Relative Contributions to Explained Variance by Disability Status

Disabled	Non-Disabled
All in all, how important is the Coast Guard as an organization to you? (3.6%)	[The Coast Guard provides] job security. (3.2%)
I understand my unit/command's mission, vision, and values. (2.2%)	My workload is reasonable. (2.5%)
Members/employees are rewarded for working together in teams (for example, performance ratings, cash awards, certificates, public recognition). (1.9%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.3%)
My work gives me a feeling of personal accomplishment. (1.8%)	My job makes good use of my skills and abilities. (2.2%)
Members/employees are given the opportunity to work at home or on flexible work schedules, when the job permits (for example, telework, Flexitime, part-time, Flexiplace). (1.7%)	My work gives me a feeling of personal accomplishment. (2.0%)
Members/employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities. (1.7%)	How would you rate the overall quality of work done in your work group? (2.0%)

Summary of Results by Unit Type

Table 79 presents the top predictors of job satisfaction by unit type. Top predictors of job satisfaction were the same across nearly every unit type (I like the kind of work I do and My work gives me a feeling of personal accomplishment).

Table 80 shows the top predictors of satisfaction with the Coast Guard by unit type. Perceived customer satisfaction with the products and services the Coast Guard provides, pay satisfaction, and benefit

satisfaction emerged as top predictors across unit type when evaluating satisfaction with the Coast Guard.

Table 81 displays the top predictors of rating the Coast Guard as a place to work by unity type. Across all unit types, the perceived importance of the Coast Guard as an organization to employees ranked as either the most important or second most important predictor of rating the Coast Guard as a place to work. Cutters placed more emphasis on job security and people treating each other with respect, HQ Staff indicated service goals that meet customer expectations and advancement opportunities being available for all individuals, HQ Units noted turnover intentions and job security, Shore Operations viewed the perceived level of pay in comparison with people in similar jobs in other organizations and pay satisfaction, and Support Units saw perceived customer satisfaction with the products and services the Coast Guard provides and the perceived level of pay in comparison with people in similar jobs in other organizations as top predictors of rating the Coast Guard as a place to work.

Table 79. Top Predictors of Job Satisfaction and Their Relative Contributions to Explained Variance by Unit Type

Cutters	Headquarters Staff	Headquarters Units	Shore Operations	Support Units
I like the kind of work I do. (4.5%)	I like the kind of work I do. (3.9%)	I like the kind of work I do. (5.5%)	I like the kind of work I do. (7.2%)	I like the kind of work I do. (6.5%)
[Satisfaction with] the training you received for your present job. (3.0%)	My work gives me a feeling of personal accomplishment. (2.6%)	My work gives me a feeling of personal accomplishment. (4.1%)	My work gives me a feeling of personal accomplishment. (4.6%)	My work gives me a feeling of personal accomplishment. (3.2%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.8%)	I have a good understanding of who my customers are. (1.7%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.6%)	[Satisfaction with] your involvement in decisions that affect your work. (3.0%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.8%)
My work gives me a feeling of personal accomplishment. (2.7%)	I am constantly looking for ways to do my job better. (1.6%)	[Satisfaction with] the information you receive from management on what's going on in the Coast Guard. (2.5%)	[Satisfaction with] the training you received for your present job. (2.4%)	[Satisfaction with] your involvement in decisions that affect your work. (2.6%)
[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.7%)	My job makes good use of my skills and abilities. (1.6%)	[Satisfaction with] the recognition you receive for doing a good job. (2.3%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.2%)	My job makes good use of my skills and abilities. (1.9%)
[Satisfaction with] the recognition you receive for doing a good job. (1.8%)	[Satisfaction with] your pay (including allowances, if applicable). (1.6%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.2%)	[Satisfaction with] the recognition you receive for doing a good job. (2.1%)	[Satisfaction with] the recognition you receive for doing a good job. (1.5%)

Table 80. Top Predictors of Satisfaction with the Coast Guard and Their Relative Contributions to Explained Variance by Unit Type

Cutters	Headquarters Staff	Headquarters Units	Shore Operations	Support Units
[Satisfaction with] your pay (including allowances, if applicable). (4.0%)	[Satisfaction with] your pay (including allowances, if applicable). (2.9%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.4%)	[Satisfaction with] your benefits package (not including pay/allowances). (4.5%)	[Satisfaction with] your pay (including allowances, if applicable). (5.9%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.6%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.2%)	[Satisfaction with] your benefits package (not including pay/allowances). (2.5%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (4.3%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (5.7%)
[Satisfaction with] your benefits package (not including pay/allowances). (3.2%)	[The Coast Guard provides] job security. (2.1%)	[The Coast Guard provides] job security. (2.3%)	[Satisfaction with] your pay (including allowances, if applicable). (4.0%)	[Satisfaction with] your benefits package (not including pay/allowances). (3.7%)
Are you considering leaving the Coast Guard? (2.8%)	My work gives me a feeling of personal accomplishment. (1.8%)	All in all, how important is the Coast Guard as an organization to you? (2.3%)	[Satisfaction with] your opportunity to get a better job in the Coast Guard. (3.1%)	My work gives me a feeling of personal accomplishment. (2.2%)
[Satisfaction with] your opportunity to get a better job in the Coast Guard. (2.6%)	[Satisfaction with] with your benefits package (not including pay/allowances). (1.4%)	My work gives me a feeling of personal accomplishment. (2.2%)	Are you considering leaving the Coast Guard? (2.7%)	[Satisfaction with] your involvement in decisions that affect your work. (2.0%)
I like the kind of work I do. (2.2%)	I believe the results of this survey will be used by my unit/command to make my unit/command a better place to work. (1.4%)	Are you considering leaving the Coast Guard? (2.2%)	[The Coast Guard provides] job security. (2.6%)	The workforce has the job-relevant knowledge and skills necessary to accomplish unit/command goals. (1.5%)

Table 81. Top Predictors of Rating the Coast Guard as a Place to Work and Their Relative Contributions to Explained Variance by Unit Type

Cutters	Headquarters Staff	Headquarters Units	Shore Operations	Support Units
[The Coast Guard provides] job security. (3.3%)	All in all, how important is the Coast Guard as an organization to you? (2.3%)	Are you considering leaving the Coast Guard? (4.1%)	All in all, how important is the Coast Guard as an organization to you? (6.0%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.7%)
All in all, how important is the Coast Guard as an organization to you? (3.1%)	There are service goals aimed at meeting customer expectations. (2.1%)	All in all, how important is the Coast Guard as an organization to you? (2.5%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (4.5%)	All in all, how important is the Coast Guard as an organization to you? (3.7%)
People at your unit/command/HQ Office treat each other with respect. (2.5%)	Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, disability (if civilian), or cultural background. (2.1%)	[The Coast Guard provides] job security. (2.3%)	[Satisfaction with] your pay (including allowances, if applicable). (3.8%)	In comparison with people in similar jobs in other organizations, I feel my pay is. (3.1%)
In comparison with people in similar jobs in other organizations, I feel my pay is. (2.5%)	[The Coast Guard provides] job security. (2.1%)	My work gives me a feeling of personal accomplishment. (2.1%)	[Satisfaction of the Coast Guard's customers with] the products and services it provides. (3.8%)	[The Coast Guard provides] job security. (2.8%)
[Satisfaction with] your pay (including allowances, if applicable). (2.5%)	Conditions in my job allow me to be about as productive as I could be. (1.9%)	I have a feeling of personal empowerment and ownership of work processes. (1.8%)	[The Coast Guard provides] job security. (3.5%)	Members/employees are given the opportunity to work at home or on flexible work schedules, when the job permits (for example, telework, Flexitime, part-time, Flexiplace). (2.5%)
[Satisfaction of the Coast Guard's customers with] the products and services it provides. (2.5%)	High performing civilian employees receive monetary rewards (for example, cash awards, bonuses, quality step increases). (1.8%)	[Satisfaction with] your involvement in decisions that affect your work. (1.7%)	All in all, how important are the missions of the Coast Guard to you? (3.2%)	Sufficient effort is made to get the opinions and thinking of people who work here. (1.8%)

RQ-6: FACTOR ANALYSIS OF THE COAST GUARD ORGANIZATIONAL ASSESSMENT ITEMS AND CRITICAL AREAS

RQ-6: A factor analysis of the Coast Guard Organizational Assessment items and critical areas will reveal whether any Organizational Assessment items should be dropped from future iterations of the Coast Guard Organizational Assessment Survey. Which items should be dropped or added to the scales that make up critical areas?

The Coast Guard was interested in analyzing the overall OAS and determining whether any items should be dropped from future iterations, or if items should be moved between the individual scales that make up the critical areas. To investigate this, a team of Research Psychologists from OPM evaluated the survey to determine whether items would logically fit better in a different scale, per the critical area definitions. Additionally, OPM conducted three classes of analyses: a confirmatory factor analysis, relative weights analyses, and reliability analyses. These sets of analyses are standard procedures for scale measurement and evaluation by researchers in the social sciences.

Confirmatory Factor Analysis

A confirmatory factor analysis was conducted to examine how well our measured variables represent our constructs of interest. For example, whether the 17 critical area model is appropriate to use and whether each item is significantly related to the construct of interest. Model fit was acceptable, with a Tucker-Lewis Index (TLI) of .87, Comparative Fit Index (CFI) of .88, and Root Mean Square Error of Approximation (RMSEA) of .05 90% CI (.048, .050). Additionally, every item significantly loaded onto its respective scale.

These results give us confidence that a 17 critical area model is appropriate to use and our overall survey is appropriate to use for its intended function.⁴

Reliability Analysis

OPM also conducted reliability analyses on each individual scale. Reliability analyses examine the extent to which the scale consistently measures the construct it is measuring. Cronbach's alpha was used as the method for analysis, which splits the data in each possible half and computes the correlation coefficient for each half. A higher Cronbach's alpha coefficient reflects greater reliability and is desirable. OPM also conducted analyses to produce corrected item correlations (CITCs) to report. CITCs reflect that item's

⁴ The Coast Guard has a total of 19 identified critical areas but the two critical areas of Job Satisfaction and Satisfaction with the Coast Guard are represented by single-item measures and are considered key outcome variables which were used in the relative weights analyses as described in the below section on page 136 and shown in Table 82. Thus, the analyses were conducted on the other 17 critical areas to determine which items should be dropped from the scales that make up each critical area. It is important to note that the 17 critical area model was used for only analytic purposes for the objective of answering the research question. The full 19 critical area model with the critical areas of Job Satisfaction and Satisfaction with the Coast Guard is still recommended for the Coast Guard's usage.

correlation with the scale's total. Lower CITCs typically reflect that item not fitting well with the overall scale and help determine whether an item should be kept or removed from a scale.

Relative Weights Analysis

Relative weights analysis was also conducted for each scale, using the items within each scale as predictors. Three outcome variables were used: job satisfaction, satisfaction with the Coast Guard, and turnover. Each item's Relative Contribution to Explained Variance (RCEV) is reported – this represents the percentage of variance attributed to that predictor, out of the variance to all the items within that scale. This percentage is an indicator of how important the item is, relative to the other items within that critical area.

Item Removal

Table 82 shows the results for the reliability analysis and relative weights analysis for each scale. OPM followed standard measurement and evaluation practices and guidelines as identified by researchers in the social sciences⁵. These guidelines have established general thresholds from the values obtained from statistical analyses so that a determination on whether an item should be kept or dropped from a scale can be made. Each item's CITC and RCEV were evaluated for whether the item should be removed. To determine whether an item should be removed, OPM first evaluated whether each item's CITC met the predetermined cut-score of .40. It was found that each item's CITC met this cut-score so no items were removed under this criteria. OPM then decided to remove each item that had an average RCEV of below 10%. Based on these results, OPM suggests 8 items be removed from the survey:

- Innovation: Member/employees are receptive to change
- Customer Orientation:
 - I have a good understanding of who my customers are
 - Members/employees use suggestions from their customers to improve the quality of products and services
- Rewards & Recognition:
 - High performing civilian employees receive monetary rewards
 - Pay raises depend on how well members/employees perform their jobs
- Diversity:
 - To what extent is sex-based or gender-based prejudice, discrimination and/or harassment a problem in your unit/command?
 - To what extent is race-based or ethnicity-based prejudice, discrimination and/or harassment a problem in your unit/command?

⁵ For more information, see the following articles: (1) Robinson, J. P., Shaver, P. R., & Wrightsman L. S. (1991). Criteria for scale selection and evaluation. In John P. Robinson, Phillip R. Shaver, & Lawrence S. Wrightsman (Eds.), *Measures of personality and social psychological attitudes*. (pp. 1-15). San Diego, CA: Academic Press; (2) Gliem, J. A., & Gliem, R. R. (2003). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. *Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education*, The Ohio State University (pp. 82-88).; or (3) Lundby, K., & Johnson, J. (2006). Relative weights of predictors: What is important when many forces are operating. In A. I. Kraut (Ed.). *Getting action from organizational surveys: New concepts, methods, and applications*. (pp. 326-351). San Francisco, CA: Josey-Bass.

- At the least, it is suggested that items be removed from the scale and measured separately as they have a different scale than the other items
- Reasonable accommodations are made for persons with disabilities

Table 82. Original Coast Guard OAS Relative Contribution to Explained Variances and Corrected Item-Total Correlations.

Critical Area	OAS Items	Job Satisfaction	CG Satisfaction	Turnover	Avg. RCE V	CIT C
Leadership and Quality	Managers communicate the organization's mission, vision, and values.	14%	18%	8%	13%	0.77
	I understand how my work contributes to my unit/command's mission and goals.	19%	16%	13%	16%	0.69
	My manager follows up on member/employee suggestions for improvements in products, services, and work processes.	18%	17%	24%	20%	0.77
	My manager sets challenging and attainable performance goals.	20%	17%	23%	20%	0.77
	I understand my unit/command's mission, vision, and values.	15%	16%	15%	15%	0.74
	Quality assurance systems focus on the prevention of problems rather than on the correction of problems.	14%	17%	16%	16%	0.64
Training and Career Development	I receive the training I need to perform my job (for example, on-the-job training, conferences, workshops, service schools, correspondence courses).	14%	12%	8%	11%	0.75
	I receive the everyday guidance and assistance I need to perform my job (for example, help from supervisors, team leaders, or co-workers/shipmates).	31%	27%	28%	29%	0.67
	I am provided with training that enhances my career advancement opportunities (for example, through cross-training, detail assignments).	15%	15%	16%	15%	0.82
	Education and training programs are developed based on an assessment of member/employee training needs.	13%	15%	10%	13%	0.80

Critical Area	OAS Items	Job Satisfaction	CG Satisfaction	Turnover	Avg. RCE V	CIT C
	Supervisors/team leaders support member/employee efforts to learn outside the job (for example, membership in trade or professional organizations, coursework).	19%	20%	5%	15%	0.70
	Members/employees are provided with training when new technologies and tools are introduced.	9%	11%	32%	18%	0.71
Innovation	Risk-taking is encouraged without fear of punishment for mistakes.	14%	15%	9%	12%	0.65
	Creativity and innovation are rewarded.	30%	30%	46%	35%	0.77
	Managers are receptive to change.	24%	23%	25%	24%	0.81
	Members/employees are receptive to change.	10%	11%	4%	8%	0.59
	New practices and ways of doing business are encouraged.	22%	21%	17%	20%	0.80
Customer Orientation	There are service goals aimed at meeting customer expectations.	13%	14%	4%	10%	0.72
	I have a good understanding of who my customers are.	11%	10%	4%	8%	0.50
	Members/employees use suggestions from their customers to improve the quality of products and services.	10%	10%	6%	9%	0.73
	Products, services, and work processes are designed to meet customer needs and expectations.	12%	13%	5%	10%	0.75
	I receive training and guidance in providing high quality customer service.	13%	12%	24%	16%	0.72

Critical Area	OAS Items	Job Satisfaction	CG Satisfaction	Turnover	Avg. RCE V	CIT C
	I am rewarded for providing high quality products and services to customers.	31%	31%	45%	35%	0.67
	There are well-defined systems for linking customer feedback and complaints to members/employees who can act on this information.	10%	10%	12%	11%	0.69
Fairness and Treatment of Others	People treat each other with respect.	31%	32%	30%	31%	0.60
	Disciplinary actions are applied fairly to members/employees.	19%	20%	43%	27%	0.74
	The distribution of work among members/employees is fair.	25%	24%	6%	18%	0.64
	Disputes or conflicts (for example, between co-workers, management and members/employees) are resolved fairly.	25%	25%	21%	24%	0.79
Communication	I am kept informed on issues affecting my job.	25%	28%	28%	27%	0.74
	My manager communicates the goals and priorities of my unit/command.	27%	25%	26%	26%	0.80
	Managers promote communication among different work units (for example, about projects, goals, needed resources).	22%	22%	19%	21%	0.83
	There is communication among various levels of the unit/command.	25%	26%	27%	26%	0.76
Employee Involvement	I have a feeling of personal empowerment and ownership of work processes.	42%	42%	20%	34%	0.75
	My supervisor/team leader provides me with the opportunity to demonstrate my leadership skills.	22%	21%	7%	17%	0.79

Critical Area	OAS Items	Job Satisfaction	CG Satisfaction	Turnover	Avg. RCE V	CIT C
	My manager provides an environment that supports member/employee involvement, contributions, and teamwork.	26%	28%	6%	20%	0.79
	I am constantly looking for ways to do my job better.	11%	10%	68%	29%	0.48
Use of Resources	My workload is reasonable.	24%	24%	6%	18%	0.57
	The workforce has the job-relevant knowledge and skills necessary to accomplish unit/command goals.	33%	31%	38%	34%	0.62
	I can get my work done without going through many unnecessary layers of reviews and approvals.	26%	24%	48%	33%	0.59
	I have the appropriate supplies, materials, and equipment to perform my job well.	17%	21%	8%	15%	0.57
Rewards/ Recognition	My supervisor removes barriers to getting my job done.	32%	28%	44%	35%	0.61
	High performing civilian employees receive monetary rewards (for example, cash awards, bonuses, quality step increases).	8%	9%	8%	8%	0.64
	High performing members/employees receive non-monetary rewards (for example, plaques, letters of appreciation, public recognition, service medals, ribbons, pins).	10%	12%	4%	9%	0.74
	High performing members/employees are promoted.	10%	14%	23%	16%	0.72
	My supervisor/team leader is fair in recognizing individual accomplishments.	22%	18%	6%	15%	0.72

Critical Area	OAS Items	Job Satisfaction	CG Satisfaction	Turnover	Avg. RCE V	CIT C
	Members/employees are rewarded for working together in teams (for example, performance ratings, cash awards, certificates, public recognition).	14%	14%	5%	11%	0.78
	Pay raises depend on how well members/employees perform their jobs.	4%	5%	10%	6%	0.57
Work Environment	Physical conditions (for example, noise, temperature, lighting, cleanliness) allow me to perform my job well.	31%	30%	29%	30%	0.56
	Programs that encourage good health practices are supported (for example, fitness centers, health education programs).	37%	36%	17%	30%	0.51
	Members/employees are protected from health and safety hazards on the job.	32%	34%	54%	40%	0.61
Work/Family	Members/employees are given the opportunity to work at home or on flexible work schedules, when the job permits (for example, telework, Flexitime, part-time, Flexiplace).	27%	25%	8%	20%	0.50
	Members/employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities.	74%	75%	92%	80%	0.50
Teamwork	A spirit of cooperation and teamwork exists in my immediate work unit.	48%	43%	33%	41%	0.61
	Different work units cooperate to get the job done.	26%	28%	42%	32%	0.79
	Members/employees in different work units participate in cross-functional teams to accomplish work objectives.	27%	29%	25%	27%	0.76
Readiness to	There are strategies to protect job security (for example, early	23%	28%	58%	36%	0.67

Critical Area	OAS Items	Job Satisfaction	CG Satisfaction	Turnover	Avg. RCE V	CIT C
Reshape Workforce	retirements and buyouts, workforce planning).					
	There is adequate advance notice of changes that affect employment (for example, downsizing, transfers, reorganizations).	25%	28%	20%	24%	0.69
	I receive training and guidance to develop the knowledge and skills necessary to perform other jobs or to pursue new careers.	52%	44%	23%	39%	0.61
Strategic Planning	Improvement goals are established and integrated into my unit/command's overall strategic planning and budgeting processes.	48%	49%	59%	52%	0.78
	Managers review and evaluate my unit/command's progress toward meeting its goals and objectives.	52%	51%	41%	48%	0.78
Performance Measures	Outcome/result measures are used to assess the overall performance of my unit/command .	29%	30%	40%	33%	0.76
	I am held accountable for achieving positive results.	20%	17%	12%	16%	0.59
	Assessments of the quality of systems, work processes, and products/services are performed at regular intervals across the unit/command.	26%	27%	38%	30%	0.80
	Information collected from customers is integrated with other key data and used to improve the quality of products and services.	25%	26%	10%	20%	0.74
Diversity	Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and	31%	25%	26%	27%	0.80

Critical Area	OAS Items	Job Satisfaction	CG Satisfaction	Turnover	Avg. RCE V	CIT C
	valued.					
	Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, disability (if civilian), or cultural background.	15%	14%	8%	12%	0.72
	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	11%	15%	7%	11%	0.75
	Reasonable accommodations are made for persons with disabilities (civilian employees) (for example, availability of sign language interpreters, ramps, braille).	10%	11%	6%	8%	0.57
	To what extent is sex-based or gender-based prejudice, discrimination and/or harassment a problem in your unit/command?	5%	6%	2%	4%	0.40
	To what extent is race-based or ethnicity-based prejudice, discrimination and/or harassment a problem in your unit/command?	2%	3%	1%	2%	0.49
	Managers/Supervisors/Team leaders work well with members/employees of different backgrounds.	48%	42%	66%	52%	0.79
Supervision	My performance appraisal is a fair reflection of my performance.	25%	28%	35%	29%	0.68
	My supervisor provides me with constructive suggestions to improve my job performance.	18%	17%	28%	21%	0.83
	My supervisor/team leader communicates clearly what is expected of me in terms of job performance (for example, task responsibilities,	22%	20%	17%	20%	0.82

Critical Area	OAS Items	Job Satisfaction	CG Satisfaction	Turnover	Avg. RCE V	CIT C
	performance standards).					
	Supervisors/team leaders take steps to minimize work-related stress.	35%	35%	19%	30%	0.72

Item Addition

A team of OPM Research Psychologists evaluated all items to determine whether items from one scale should be moved to another, using the critical area definitions as a guide. Additionally, outcome items and agency-specific items were also evaluated as to whether they should be moved to another critical area. Reliability analyses were conducted on the altered scales to determine whether the change was appropriate.

The final suggested scales can be found in Table 83. Items that were removed from that critical area are in red, while items that were added are in green. The original reliability refers to the scale's reliability for the scale as it is currently, while the new reliability refers to the scale's reliability after the items in red have been removed, and the items in green have been added. For items that were added, where the item was originally is included.

Conclusion

In total, the results give confidence in the overall survey's validity – that is, that the constructs measure the intended construct. Overall model fit was acceptable, demonstrating that the survey structure is appropriate. It was determined via reliability analyses and relative weights analysis to remove eight items that did not account for a significant amount of relative variance for the outcome variables of job satisfaction, satisfaction with the Coast Guard, and turnover. Additionally, it was determined that 21 items from the Personal Experiences and the Agency-Specific Item pool would be a better fit within specific scales that make up the critical areas. When all suggestions are accounted for, nearly every changed scale had an improvement in reliability. Notably, some scales had a significant improvement in reliability – for example, Work/Family which improved from .65 to .79. The two exceptions were Customer Orientation which had a drop from .89 to .87, and Rewards & Recognition which decreased from .89 to .88, however, these drops are small enough to be considered insignificant. It should also be noted that every scale had an acceptable reliability. It is recommended that Coast Guard review the revised critical areas and determine whether they agree with the changes proposed – if the changes are accepted, it is proposed that the Coast Guard utilize the revised scales for future iterations.

Table 83. Coast Guard OAS Revised Scale Proposal – With Original and Revised Reliabilities

Critical Area	OAS Items	Original Location	Reliability Original	Reliability New
<p>Leadership and Quality</p>	Managers communicate the organization's mission, vision, and values.		.90	N/A
	I understand how my work contributes to my unit/command's mission and goals.			
	My manager follows up on member/employee suggestions for improvements in products, services, and work processes.			
	My manager sets challenging and attainable performance goals.			
	I understand my unit/command's mission, vision, and values.			
	Quality assurance systems focus on the prevention of problems rather than on the correction of problems.			
<p>Training and Career Development</p>	I receive the training I need to perform my job (for example, on-the-job training, conferences, workshops, service schools, correspondence courses).		.91	.92
	I receive the everyday guidance and assistance I need to perform my job (for example, help from supervisors, team leaders, or co-workers/shipmates).			
	I am provided with training that enhances my career advancement opportunities (for example, through cross-training, detail assignments).			
	Education and training programs are developed based on an assessment of member/employee training needs.			
	Supervisors/team leaders support member/employee efforts to learn outside the job (for example, membership in trade or professional organizations, coursework).			

	Members/employees are provided with training when new technologies and tools are introduced.			
	I am given a real opportunity to improve my skills in the organization.	Personal Experiences		
	I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard.	Agency-Specific		
	I receive the opportunities for personal development I need for a successful Coast Guard career.	Agency-Specific		
Innovation	Risk-taking is encouraged without fear of punishment for mistakes.		.89	.92
	Creativity and innovation are rewarded.			
	Managers are receptive to change.			
	Members/employees are receptive to change.			
	New practices and ways of doing business are encouraged.			
	I feel encouraged to come up with new and better ways of doing things.	Personal Experiences		
	Sufficient effort is made to get the opinions and thinking of people who work here.	Personal Experiences		
	Supervisors/team leaders are receptive to change.	Agency-Specific		
Customer Orientation	There are service goals aimed at meeting customer expectations.		.89	.87
	I have a good understanding of who my customers are.			
	Members/employees use suggestions from their customers to improve the quality of products and services.			

	Products, services, and work processes are designed to meet customer needs and expectations.			
	I receive training and guidance in providing high quality customer service.			
	I am rewarded for providing high quality products and services to customers.			
	There are well-defined systems for linking customer feedback and complaints to members/employees who can act on this information.			
Fairness and Treatment of Others	People treat each other with respect.		.85	N/A
	Disciplinary actions are applied fairly to members/employees.			
	The distribution of work among members/employees is fair.			
	Disputes or conflicts (for example, between co-workers, management and members/employees) are resolved fairly.			
Communication	I am kept informed on issues affecting my job.		.90	.90
	My manager communicates the goals and priorities of my unit/command.			
	Managers promote communication among different work units (for example, about projects, goals, needed resources).			
	There is communication among various levels of the unit/command.			
	I know how my work relates to the Coast Guard's goals and priorities.	Agency-Specific		
	Members/employees share their knowledge with each other.	Agency-Specific		
	I am kept well informed on personnel policies, procedures, and opportunities that affect me (for example, assignments, training, performance appraisals).	Agency-Specific		

Employee Involvement	I have a feeling of personal empowerment and ownership of work processes.		.85	N/A
	My supervisor/team leader provides me with the opportunity to demonstrate my leadership skills.			
	My manager provides an environment that supports member/employee involvement, contributions, and teamwork.			
	I am constantly looking for ways to do my job better.			
Use of Resources	My workload is reasonable.		.78	.84
	The workforce has the job-relevant knowledge and skills necessary to accomplish unit/command goals.			
	I can get my work done without going through many unnecessary layers of reviews and approvals.			
	I have the appropriate supplies, materials, and equipment to perform my job well.			
	My supervisor removes barriers to getting my job done.	Rewards & Recognition		
	I have enough information to do my job well.	Personal Experiences		
Rewards/ Recognition	My supervisor removes barriers to getting my job done.			
	High performing civilian employees receive monetary rewards (for example, cash awards, bonuses, quality step increases).			
	High performing members/employees receive non-monetary rewards (for example, plaques, letters of appreciation, public recognition, service medals, ribbons, pins).			
	High performing members/employees are promoted.			

	My supervisor/team leader is fair in recognizing individual accomplishments.		.89	.88
	Members/employees are rewarded for working together in teams (for example, performance ratings, cash awards, certificates, public recognition).			
	Pay raises depend on how well members/employees perform their jobs.			
	My supervisor/team leader recognizes and rewards my good performance.	Agency-Specific		
Work Environment	Physical conditions (for example, noise, temperature, lighting, cleanliness) allow me to perform my job well.		.73	.85
	Programs that encourage good health practices are supported (for example, fitness centers, health education programs).			
	Members/employees are protected from health and safety hazards on the job.			
	Supervisors/team leaders take steps to minimize work-related stress.	Supervision		
	Interruptions are kept to a minimum, allowing me to finish my work on time.	Agency-Specific		
	I am familiar with the Employee Assistance Program (EAP).	Agency-Specific		
	My manager/supervisor and co-workers actively communicate and promote on-duty safety practices.	Agency-Specific		
	My manager/supervisor and co-workers actively communicate and promote off-duty safety practices.	Agency-Specific		
	Sufficient quantities of properly maintained safety equipment (for example, personal protective equipment, survival gear, detection devices) are available at my unit/command.	Agency-Specific		

Work/Family	Members/employees are given the opportunity to work at home or on flexible work schedules, when the job permits (for example, telework, Flexitime, part-time, Flexiplace).		.65	.79
	Members/employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities.			
	Programs that help members/employees deal with work and family responsibilities are provided (for example, support groups, stress management courses, lectures).	Agency-specific		
	My supervisor supports my need to balance work and other life issues.	Agency-specific		
	I am familiar with the programs and policies to support my work-life balance (e.g., parental leave policies, child care, elder care, flex-time, telecommuting).	Agency-specific		
Teamwork	A spirit of cooperation and teamwork exists in my immediate work unit.		.85	.86
	Different work units cooperate to get the job done.			
	Members/employees in different work units participate in cross-functional teams to accomplish work objectives.			
	The people I work with cooperate to get the job done.	Agency-specific		
Readiness to Reshape Workforce	There are strategies to protect job security (for example, early retirements and buyouts, workforce planning).		.81	N/A
	There is adequate advance notice of changes that affect employment (for example, downsizing, transfers, reorganizations).			
	I receive training and guidance to develop the knowledge and skills necessary to perform other jobs or to pursue new careers.			

Strategic Planning	Improvement goals are established and integrated into my unit/command's overall strategic planning and budgeting processes.		.88	N/A
	Managers review and evaluate my unit/command's progress toward meeting its goals and objectives.			
Performance Measures	Outcome/result measures are used to assess the overall performance of my unit/command (for example, rates, trends, and current quality levels; meeting program/mission objectives).		.87	N/A
	I am held accountable for achieving positive results.			
	Assessments of the quality of systems, work processes, and products/services are performed at regular intervals across the unit/command.			
	Information collected from customers is integrated with other key data and used to improve the quality of products and services.			
Diversity	Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and valued.		.88	.90
	Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, disability (if civilian), or cultural background.			
	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).			
	Managers/Supervisors/Team leaders work well with members/employees of different backgrounds.			
	Reasonable accommodations are made for persons with disabilities (civilian employees) (for example, availability of sign language interpreters, ramps, braille).			
	To what extent is sex-based or gender-based prejudice, discrimination			

	and/or harassment a problem in your unit/command?			
	To what extent is race-based or ethnicity-based prejudice, discrimination and/or harassment a problem in your unit/command?			
Supervision	My performance appraisal is a fair reflection of my performance.		.89	.90
	My supervisor provides me with constructive suggestions to improve my job performance.			
	My supervisor/team leader communicates clearly what is expected of me in terms of job performance (for example, task responsibilities, performance standards).			
	Supervisors/team leaders take steps to minimize work-related stress.			
	Discussions with my supervisor/team leader about my performance are worthwhile.	Agency-specific		

RQ-7: HOSTILE WORK ENVIRONMENT PERCEPTIONS IN THE COAST GUARD

RQ-7: Hostile work environment perceptions in the Coast Guard. To what extent do members of different demographic groups within the Coast Guard (Coast Guard member's affiliation, gender, race/ethnicity, rating, and unit type) view the Coast Guard's environment as hostile differently? How does the demographic characteristic of Coast Guard member's affiliation interact with different demographic groups to influence hostile work environment perceptions?

Hostile Work Environment Perceptions

A hostile work environment can be defined as a situation at work whereby the behaviors of a colleague or supervisor are considered inappropriate and cause someone to feel uncomfortable or distressed. It may manifest in a number of ways such as discrimination, harassment, sexual assault, or bullying. It is important to study perceptions of a Hostile Work Environment because in situations where the environment is unwelcoming, employees may choose to leave the agency or even take legal action against the agency.

This is a new research question surrounding hostile work environment perceptions at the Coast Guard. In the 2017 Coast Guard OAS, a new additional question was presented to respondents if respondents did not answer "Strongly Agree" to the survey item "People at your unit/command/HQ Office treat each other with respect". This follow up question was presented to respondents asking them to indicate why they did not strongly agree with the item. Respondents could select one or more responses from ten different options (i.e., Hazing, Bullying, Discrimination, Intimidation, Retaliation, Sexual Harassment, Other forms of harassment, Sexual Assault, Other forms of assault, Other). A Hostile Work Environment scale was computed by assigning each response selected a value of one and summing the number of selected responses for each individual (e.g., someone who selected two responses receives a score of two on the Hostile Work Environment scale). Scores on this scale could range from one to ten, with values closer to ten indicating greater hostile work environment perceptions. Thus, the scale assesses the frequencies with which the Coast Guard members experience different types of hostility in the work environment.

Demographic Differences in Hostile Work Environment Perceptions

The Coast Guard was interested in demographic differences regarding hostile work environment perceptions. Thus, one-way analyses of variance (ANOVAs) were conducted to determine whether statistical differences between groups existed. Traditionally, percent favorable scores are presented in tables in this report. However, because the Hostile Work Environment scale is a frequency measure rather than a Likert-type rating measure, reporting a percent favorable is not possible. Thus, the tables for this research question will present the mean scores on the Hostile Work Environment Perception scale instead of percent favorable values.

For all statistically significant one-way ANOVAs, a post-hoc Bonferroni test with 95% confidence intervals was used to assess which groups showed significant differences. Bonferroni is a conservative test, but is more appropriate when sample sizes are unequal.

The samples sizes (e.g., Ns) displayed in this section of the report are a subset of the entire Coast Guard survey respondents. Only those who did not respond as “Strongly Agree” to the survey item “People at your unit/command/HQ Office treat each other with respect” answered the question about the hostile work environment at the Coast Guard. Because of this, sample sizes are not large and so statistical significance testing was appropriate to use rather than practical significance testing.

It should be noted that mean scores appear to be low (i.e., much closer to one than ten). That is because, of those who were presented with the Hostile Work Environment question, 78.2% selected only one of the possible ten response options when responding. Table 84 below displays the frequency responses for all individuals that answered the hostile work environment question.

Table 84. Hostile Work Environment Perceptions Frequencies

Hostile Work Environment Perceptions	N	Percentage
1	4090	78.2
2	612	11.7
3	274	5.2
4	137	2.6
5	62	1.2
6	30	0.6
7	9	0.2
8	7	0.1
9	9	0.2
10	0	0.0
Total	5,230	100%

Note. Only a subset of Coast Guard survey respondents answered the question about Hostile Work Environment. The question was only presented to those who did not respond as “Strongly Agree” to the survey item “People at your unit/command/HQ Office treat each other with respect”.

Affiliation Mean Comparisons

Table 85 shows the hostile work environment perceptions mean scores by affiliation. There was a significant effect of Affiliation on Hostile Work Environment at the $p < .05$ level for the three affiliation groups [$F(2, 5099) = 11.36, p < .005$]. Post hoc comparisons using the Bonferroni test indicated that the mean score for Civilians ($M = 1.51, SD = 1.08$) statistically significantly differed from the other two affiliation groups. There was no statistical difference between the mean score for the Active Duty ($M = 1.38, SD = .95$) or Selected Reserve ($M = 1.28, SD = .81$) groups. Thus, Civilian employees perceive the work environment to be more hostile than Active Duty and Selected Reserve employees.

Table 85. Hostile Work Environment Perceptions Mean Scores by Affiliation

DV	Active Duty (N=3479)	SELRES (N=207)	Civilian (N=1416)
Hostile Work Environment	1.38 [a]	1.28 [a]	1.51 [b]

Unit Type Mean Comparisons

Table 86 displays the hostile work environment perceptions mean scores by unit type. There was a significant effect of Unit Type on Hostile Work Environment at the $p < .05$ level for the five unit type groups [$F(4, 4759) = 5.38, p < .005$]. Post hoc comparisons using the Bonferroni test indicated that the mean score for Cutters ($M = 1.54, SD = 1.11$) statistically significantly differed from Shore Operations ($M = 1.35, SD = .93$). Thus, Cutters perceive the work environment to be more hostile than Shore Operators. There was no statistical difference between any other groups. The means and standard deviations for the remaining three units are as follows: Support Units ($M = 1.46, SD = 1.03$), Headquarters Units ($M = 1.43, SD = 1.01$), or Headquarters Staffs ($M = 1.46, SD = 1.04$).

Table 86. Hostile Work Environment Perceptions Mean Scores by Unit Type

DV	Cutters (N=639)	Shore Operations (N=2139)	Support Units (N=603)	Headquarters Units (N=1051)	Headquarters Staffs (N=332)
Hostile Work Environment	1.54 [a]	1.35 [b]	1.46 [a,b]	1.43 [a,b]	1.46 [a,b]

Gender Mean Comparisons

Table 87 presents the hostile work environment perceptions mean scores by gender. An independent samples t-test was conducted to test mean differences between females and males regarding hostile work environment. There was a significant effect of gender on Hostile Work Environment at the $p < .05$ level for gender [$t(4956) = -6.57, p < .005$]. The average Hostile Work Environment rating by females ($M = 1.60, SD = 1.17$) was significantly higher than the average Hostile Work Environment rating by males ($M = 1.35, SD = .92$). Thus, overall, females perceive the work environment at Coast Guard to be more hostile than males do.

Table 87. Hostile Work Environment Perceptions Mean Scores by Gender

DV	Male (N=3801)	Female (N=1157)
Hostile Work Environment	1.35 [a]	1.60 [b]

Race/Ethnicity Mean Comparisons

Table 88 shows the hostile work environment perceptions mean scores by race/ethnicity. There was a significant effect of Race/Ethnicity on Hostile Work Environment at the $p < .05$ level for the eight race/ethnicity groups [$F(7, 4938) = 3.82, p < .005$]. Post hoc comparisons using the Bonferroni test indicated that the mean score for those who identified themselves as Black/African American ($M = 1.58, SD = 1.14$) statistically significantly differed from those who identified themselves as White ($M = 1.36, SD = .92$). Thus, Black/African American employees perceived the work environment to be more hostile than White employees. There were no statistical differences between the mean score for Whites and the other six groups. Similarly, there were no statistical differences between the mean score of Black/African Americans and the other six groups. The means and standard deviations for the six remaining groups are as follows: Hispanic/Latino ($M = 1.49, SD = 1.10$), Asian ($M = 1.39, SD = .87$), American Indian/Alaskan Native ($M = 1.44, SD = .80$), Native Hawaiian/Pacific Islander ($M = 1.58, SD = 1.34$), Other ($M = 1.51, SD = 1.15$), and Two or More Races ($M = 1.51, SD = 1.10$). It should be noted that while Black/African Americans and Native Hawaiian/Pacific Islander have the same mean, due to sample size differences, the Native Hawaiian scores are not significantly different from the other groups (i.e., the sample size for Native Hawaiians is too small to detect meaningful differences from other groups). This is referred to as low statistical power.

Table 88. Hostile Work Environment Perceptions Mean Scores by Race/Ethnicity

DV	White (N=3453)	Black (N=251)	Hispanic/ Latino (N=230)	Asian (N=82)	American Indian (N=43)	Native Hawaiian (N=57)	Other (N=361)	Two or More Races (N=469)
Hostile Work Environment	1.36 [a]	1.58 [b]	1.49 [a,b]	1.39 [a,b]	1.44 [a,b]	1.58 [a,b]	1.51 [a,b]	1.51 [a,b]

Rating Mean Comparisons

Table 89 shows the hostile work environment perceptions mean scores by rating. There was a significant effect of Rating on Hostile Work Environment at the $p < .05$ level for the 25 groups [$F(24, 2543) = 1.79, p = .01$]. Operations Specialists ($M = 1.76, SD = 1.38$) were statistically significantly different than Boatswain's Mate ($M = 1.36, SD = .99$), Maritime Enforcement Specialist ($M = 1.28, SD = .76$), and Marine Science Technician ($M = 1.31, SD = .81$). Thus, Operations Specialists perceived the work environment to be more hostile than these other three Rating groups. No other statistical significant differences in Hostile Work Environment perceptions existed between groups.

Table 89. Hostile Work Environment Perceptions Mean Scores by Rating

Rating	Hostile Work Environment Perceptions
Airman (N=17)	1.24 [a,b]
Fireman (N=53)	1.49 [a,b]
Seaman (N=154)	1.64 [a,b]
Aviation Electronics Technician (N=84)	1.26 [a,b]
Aviation Maintenance Technician (N=88)	1.30 [a,b]
Aviation Survival Technician (N=23)	1.26 [a,b]
Boatswain's Mates (N=427)	1.36 [a]
Damage Controlman (N=85)	1.34 [a,b]
Diver (N=4)	1.00 [a,b]
Electrician's Mate (N=123)	1.40 [a,b]
Electronics Technician (N=114)	1.40 [a,b]
Food Service Specialist (N=81)	1.46 [a,b]
Gunner's Mate (N=55)	1.38 [a,b]
Health Services Technician (N=83)	1.35 [a,b]
Intelligence Specialist (N=43)	1.67 [a,b]
Information Systems Technician (N=73)	1.42 [a,b]
Investigator (N=8)	1.13 [a,b]
Maritime Enforcement Specialist (N=118)	1.28 [a]
Machinery Technician (N=324)	1.41 [a,b]
Maritime Science Technician (N=172)	1.31 [a]
Musician (N=8)	1.63 [a,b]
Operations Specialist (N=152)	1.76 [b]

Public Affairs Specialist (N=12)	1.00 [a,b]
Storekeeper (N=123)	1.45 [a,b]
Yeoman (N=144)	1.42 [a,b]

Interactions with Employee Affiliation

In addition to the general “main effects” of these demographic variables, the Coast Guard was also interested in how Affiliation interacted with the other demographic variables to predict Hostile Work Environment Perceptions. Affiliation subgroups were tested across all levels of the other demographics, creating essentially a two-way ANOVA comparison at all levels ⁶.

For each analysis, all subgroups were compared. A Bonferroni adjustment was still employed, which becomes more conservative as the number of comparisons increase. Consequently, these comparisons were considerably more conservative estimates of which groups showed significant differences than the main effect comparisons above.

Also, due to smaller samples for many of the Selected Reserve groups and some of the minority race/ethnicity groups, the statistical power may have been too low to detect meaningful differences between group means.

Affiliation by Unit Type

Table 90 displays the hostile work environment perceptions mean scores by affiliation and unit type. The interaction between Affiliation and Unit Type was statistically significant [$F(6,4743) = 3.39, p < .005$]. To determine which groups statistically differed from one another, fifteen subgroups were created and an ANOVA was conducted to compare the groups. Two subgroups (i.e., Selected Reserve Cutters and Civilian Cutters) each contained less than two individuals and were excluded from analyses.

Results indicate that several groups’ mean Hostile Work Environment Perception ratings statistically significantly differed. Those who identified as Active Duty Cutters rated the work environment as more hostile than Active Duty Shore Operators and Active Duty Headquarters Units. Active Duty Headquarters Units also had statistically significantly lower ratings of a hostile work environment compared to Civilian Headquarters Staff and Civilian Headquarters Units. Additionally, Civilian Headquarters Units perceived the work environment to be more hostile than Active Duty Headquarters Staff, Active Duty Shore Operators, and Civilian Shore Operators.

⁶ The actual analysis performed was a one-way ANOVA of the interaction term (e.g., Affiliation x Unit Type) in order to employ post hoc comparisons across all subgroups.

Table 90. Hostile Work Environment Perceptions Mean Scores by Affiliation and Unit Type

Affiliation	Unit Type	N	Hostile Work Environment Perceptions
Active Duty	Cutters	639	1.54 [a,c,d,e,f]
Active Duty	Shore Operators	1706	1.36 [b,d,e,f]
Active Duty	Support Units	332	1.42 [a,b,c,d,e,f]
Active Duty	Headquarter Units	469	1.27 [b,d,e]
Active Duty	Headquarter Staff	120	1.22 [a,b,d,e,f]
SELRES	Cutters	0	--
SELRES	Shore Operators	164	1.27 [a,b,c,d,e,f]
SELRES	Support Units	15	1.40 [a,b,c,d,e,f]
SELRES	Headquarter Units	7	1.29 [a,b,c,d,e,f]
SELRES	Headquarter Staff	5	1.80 [a,b,c,d,e,f]
Civilian	Cutters	0	--
Civilian	Shore Operators	265	1.31 [a,b,d,e,f]
Civilian	Support Units	256	1.52 [a,b,c,d,e,f]
Civilian	Headquarter Units	574	1.56 [a,b,c,e,f]
Civilian	Headquarter Staff	204	1.59 [a,b,c,d,f]

Note. There were less than 2 individuals that identified as SELRES and Cutters and less than 2 individuals that identified as Civilian and Cutters. These subsets were excluded from the analyses.

Affiliation by Gender

The interaction between Affiliation and Gender on Hostile Work Environment Perceptions was not statistically significant [$F(2,4943) = 2.50, p = .08$]. Thus, the means for the various Affiliation by Gender groupings did not statistically differ from one another.

Affiliation by Race/Ethnicity

Table 91 shows the hostile work environment perceptions mean scores by affiliation and race/ethnicity. The interaction between Affiliation and Race/Ethnicity was statistically significant [$F(14,4912) = 1.85, p < .05$]. To determine which groups statistically differed from one another, 24 subgroups were created. There were less than 2 individuals that identified as Selected Reserve and American Indian/Alaskan Native, so this subset was excluded from the analyses.

Results of this analysis revealed several mean differences between groups. Active Duty White employees perceived the work environment to be less hostile than Civilian Black employees, Civilian Hispanic employees, and Civilian employees who identified as Two or More Races. Selected Reserve White Employees perceived the work environment to be less hostile than both Civilian Hispanic employees and Civilian employees who identified as Two or More Races. Lastly, Civilian Hispanic employees rated the work environment as significantly more hostile than Civilian White employees, Active Duty Black employees, Active Duty Hispanic employees, Active Duty employees who identified their race as Other, and Active Duty employees who identified as Two or More Races. Civilian Hispanic employees are the only subgroup with a mean greater than 2.00.

Table 91. Hostile Work Environment Perceptions Mean Scores by Affiliation and Race

Affiliation	Race	N	Hostile Work Environment Perceptions
Active Duty	White	2332	1.35 [a,c,d,e,f]
Active Duty	Black	107	1.45 [a,b,c,d,e]
Active Duty	Hispanic	180	1.36 [a,b,c,d,e]
Active Duty	Asian	55	1.42 [a,b,c,d,e,f]
Active Duty	American Indian	31	1.48 [a,b,c,d,e,f]
Active Duty	Native Hawaiian	43	1.63 [a,b,c,d,e,f]
Active Duty	Other	268	1.47 [a,b,c,d,e]
Active Duty	Two or More Races	368	1.45 [a,b,c,d,e]
SELRES	White	150	1.27 [a,b,c,e,f]
SELRES	Black	6	1.67 [a,b,c,d,e,f]
SELRES	Hispanic	9	1.22 [a,b,c,d,e,f]
SELRES	Asian	4	1.00 [a,b,c,d,e,f]
SELRES	American Indian	1	--
SELRES	Native Hawaiian	4	1.00 [a,b,c,d,e,f]
SELRES	Other	6	1.00 [a,b,c,d,e,f]
SELRES	Two or More Races	19	1.47 [a,b,c,d,e,f]
Civilian	White	966	1.42 [a,b,c,d,e]
Civilian	Black	137	1.68 [b,c,d,e,f]
Civilian	Hispanic	40	2.13 [b,d,f]
Civilian	Asian	23	1.39 [a,b,c,d,e,f]
Civilian	American Indian	11	1.36 [a,b,c,d,e,f]
Civilian	Native Hawaiian	10	1.60 [a,b,c,d,e,f]
Civilian	Other	85	1.71 [a,b,c,d,e,f]
Civilian	Two or More Races	81	1.81 [b,d,e,f]

Note. There were less than 2 individuals that identified as SELRES and American Indian/Alaskan Native, so this subset was excluded from the analyses.

Affiliation by Rating

The interaction between Affiliation and Rating on Hostile Work Environment Perceptions was not statistically significant [$F(16,2526) = .78, p = .71$]. Thus, the means for the various Affiliation by Rating groupings did not statistically differ from one another.

Hostile Work Environment Perceptions as a Predictor of Work-Related Outcomes

To better understand the importance of Hostile Work Environment Perceptions, five separate regression analyses were run using the Hostile Work Environment rating as a predictor of work-related outcomes: Job Satisfaction, Satisfaction with the Coast Guard, Perceptions of the Coast Guard compared to other Organizations, Career Advancement Satisfaction, and Job Security.

Results of a simple linear regression for Hostile Work Environment Perceptions predicting Job Satisfaction indicated that the model was statistically significant and the predictor explained 5.6% of variance in the outcome variable [$F(1,5057) = 299.85, p < .005$]. The results suggest that lower Hostile Work Environment ratings result in greater job satisfaction [$\beta = -.24, p < .005$].

Regarding Satisfaction with the Coast Guard as the outcome of interest, the model explained 6.6% of variance and was statistically significant [$F(1,5080) = 359.08, p < .005$]. Lower Hostile Work Environment ratings lead to greater satisfaction with the Coast Guard [$\beta = -.26, p < .005$].

For perceptions of working at the Coast Guard compared to other organizations as the outcome variable, the model was statistically significant and explained 4.9% of the variance [$F(1,5094) = 262.23, p < .005$]. Thus, lower Hostile Work Environment ratings result in more positive perceptions of the Coast Guard as a place to work compared to other organizations [$\beta = -.22, p < .005$].

Results of the linear regression for Hostile Work Environment predicting Career Advancement Satisfaction indicated that the predictor explained 3.9% of variance in the outcome variable and the model was statistically significant [$F(1,5052) = 205.17, p < .005$]. Lower Hostile Work Environment ratings lead to greater career advancement satisfaction with the Coast Guard [$\beta = -.20, p < .005$].

Lastly, with regards to Job Security as the outcome variable of interest, it was found that the model was statistically significant and that the predictor explained 3.7% of variance in the outcome variable [$F(1,5026) = 195.67, p < .005$]. Thus, lower Hostile Work Environment ratings result in more positive feelings of job security [$\beta = -.19, p < .005$].

The results of these five regression analyses highlight the value of promoting a hostile-free work environment among employees.

RQ-8: RACE/ETHNICITY DIFFERENCES IN WORK ENVIRONMENT PERCEPTIONS FOR THOSE WHO DID AND DID NOT CONSIDER LEAVING THE COAST GUARD

RQ-8: How does race/ethnicity influence the work environment perceptions of those Coast Guard members who said they were considering leaving the Coast Guard versus those who are not considering leaving the Coast Guard? To what extent does control grade (Lieutenant Commanders, Commanders, and Captains) and gender interact with race/ethnicity and intent to leave the Coast Guard to influence work environment perceptions?

The purpose of this section is to examine specific aspects of the Coast Guard work environment that leaders can directly affect, and which are perceived differently by members based on three demographic variables:

- 1) Race/Ethnicity** (White, Black, Hispanic, Asian, American Indian, Native Hawaiian, Other, Two or More Races)
- 2) Control Grade** (Lieutenant Commander, Commander, and Captain)
- 3) Gender** (Male, Female)

This is an extension of a stream of research conducted by the Coast Guard that arose from a desire to understand why minorities leave the service by examining their perceptions of the OAS critical areas. We refer to Coast Guard members who indicate that they intend to leave the Coast Guard as leavers and those who indicate they are not considering leaving the Coast Guard as stayers. The research question requires an analysis of the four-way interaction between the variables of Control Grade, Gender, Race/Ethnicity, and Intent to Leave the Coast Guard. However, due to extremely small sample sizes in each group, the majority of the analyses could not be conducted. Table 92 shows the sample sizes of each group when the Control Grade, Gender, Race/Ethnicity, and Intent to Leave the Coast Guard variables are considered together. As can be seen in this table, sample sizes for the majority of the subgroups were less than 10 and so analyses could not be conducted. Based on these low sample sizes, the Coast Guard decided to drop Control Grade from the analyses and conduct the research around the variables of Gender, Race/Ethnicity, and Intent to Leave the Coast Guard amongst Active Duty members. The results will be presented for any group with at least 10 or more respondents.

Table 92. Frequency of Subgroups for Control Grade, Race, Gender, and Stayers vs. Leavers for Active Duty Employees

		White		Black		Hispanic		Asian		American Indian		Native Hawaiian		Other		Two or More Races	
		L	S	L	S	L	S	L	S	L	S	L	S	L	S	L	S
Lieut. Command.	Male	194	223	3	6	10	6	2	6	1	1	0	2	21	6	18	12
Lieut. Command.	Female	43	58	3	2	2	1	5	1	0	0	0	0	3	1	1	12
Command	Male	170	106	4	4	3	3	4	4	1	1	2	0	9	8	8	5
Command.	Female	37	23	2	2	0	3	1	0	0	1	1	0	1	2	2	4
Captain	Male	110	60	1	3	3	1	3	1	0	0	0	0	6	1	5	4
Captain	Female	11	7	0	1	1	1	1	1	0	0	0	0	1	0	0	0

Note. S = Stayers. L = Leavers.

Looking at only Active Duty members, Tables 93 and 94 below compare minority leavers against White leavers and minority group Stayers against White Stayers. Table 93 contains analyses for males in the Coast Guard and Table 94 contains analyses for females in the Coast Guard. For any group with a sample size of less than 10 respondents, the results of the analyses are not reported. These tables are especially useful for determining practically and statistically significant group differences between Whites and minority groups, as well as those critical areas that exhibited statistically significant interactions between Race and Stayers vs. Leavers. Practically significant differences (> 5%) were color coded in either red or green, to indicate less favorable or more favorable responses compared to the White reference group, respectively. Asterisks next to percentages favorable noted statistically significant differences, which were generally harder to achieve given the relatively small sample sizes of a number of minority groups. Statistically significant three-way interactions among Gender, Race, and Stayers vs. Leavers were also noted with asterisks next to each respective critical area. The only significant three-way interaction that emerged was for *Leadership and Quality*. It is worth noting that all races were included in analyses involving three-way interactions, regardless of whether the 10-person threshold was met.

Results provide some key insights. First, looking at Table 93, practically significant results suggest that amongst Active Duty members, Black Male Stayers and Other Male Stayers Active Duty members had lower favorability ratings across almost all critical areas compared to White Male Stayers. Other Male Leavers also had lower favorability ratings than White Male Leavers for almost all critical areas. Practically significant results also indicate that eight of the critical areas were rated more favorably by Hispanic Male Leavers on Active Duty compared to White Male Leavers on Active Duty. Similarly, nine of the critical areas were rated more favorably by Male Leavers who identified as Two or More Races compared to White Male Leavers. A handful of statistically significant relationships also emerged when comparing the White Male groups to the Male minority groups. Black Male Stayers had statistically significantly lower ratings than White Male Stayers for three critical areas, including *Fairness and Treatment of Others*, *Work Environment*, and *Diversity*. Also, Male Leavers who identified their

race/ethnicity as Other had statistically significantly lower ratings than White Male Leavers for three critical areas including *Employee Involvement*, *Job Satisfaction*, and *Satisfaction with the Coast Guard*. Lastly, Male Stayers who identified their race/ethnicity as Other had statistically significantly lower ratings than White Male Stayers for the Rewards/Recognition category.

Regarding Table 94, the results are presented amongst Female Active Duty members only for White Leavers, White Stayers, and Stayers who identified as Two or More Races due to the 10 respondent threshold requirement. For this reason, a number of races/ethnicities were omitted from inclusion in Table 94 due to the low sample sizes. For Female Stayers who identified as Two or More Races, favorability ratings were practically significantly higher than the majority group for three of the critical areas and lower for seven of the critical areas. No statistically significant difference emerged for the analyses that were conducted amongst Female Active Duty members.

Overall, the major trend based on the data is that amongst Active Duty members, Males who identify their race as Black or Other perceived the critical areas to be less favorable compared to White Males. While no other clear patterns emerged that had both statistically and practically significant findings, it does appear that Males who identified as Two or More Races had more favorable ratings of the critical areas compared to White Males. This finding was a practically significant result only likely due to the small sample size for those in the Two or More Races group. Results were mixed for Hispanic Males and Asian Males, where in some cases favorability ratings were higher than White Males and in some cases favorability ratings were lower than White Males.

Table 93. Perceptions of the Coast Guard by Race and Stayers vs. Leavers for Male, Active Duty

Male, Active Duty																
Critical Area	White		Black		Hispanic		Asian		American Indian		Native Hawaiian		Other		Two or More	
	% L (N=474)	% S (N=389)	% L (N=8)	% S (N=13)	% L (N=16)	% S (N=10)	% L (N=9)	% S (N=11)	% L (N=2)	% S (N=2)	% L (N=2)	% S (N=2)	% L (N=36)	% S (N=15)	% L (N=31)	% S (N=21)
Leadership*	82.8	90.3	--	74.4	92.7	96.6	--	87.7	--	--	--	--	72.3	84.1	83.8	93.6
Training	69.0	79.6	--	69.2	68.4	84.7	--	81.3	--	--	--	--	53.5	67.8	74.1	81.5
Innovation	55.9	67.4	--	49.2	60.0	66.0	--	65.5	--	--	--	--	34.1	51.4	54.8	85.7
Customer	66.1	75.7	--	63.7	73.4	75.4	--	84.4	--	--	--	--	46.5	68.6	73.0	80.0
Fairness	80.0	88.5	--	65.4*	90.3	80.0	--	90.9	--	--	--	--	66.7	74.6	75.8	92.8
Communication	82.9	91.2	--	73.1	96.9	87.5	--	88.6	--	--	--	--	65.3	81.7	86.3	92.9
Involvement	87.2	93.9	--	88.5	90.6	95.0	--	95.5	--	--	--	--	69.4*	81.4	88.7	96.4
Resources	64.3	73.6	--	59.6	68.3	69.4	--	81.8	--	--	--	--	55.9	65.0	67.5	75.0
Rewards	71.1	79.1	--	79.8	69.2	82.1	--	75.4	--	--	--	--	54.3	52.4*	77.6	81.5
Work Environment	85.8	91.0	--	66.7*	84.8	76.7	--	90.9	--	--	--	--	77.6	86.7	85.9	95.2
Work-Family	67.7	79.0	--	73.1	72.4	70.0	--	72.7	--	--	--	--	63.8	56.7	83.6	65.8
Teamwork	87.8	93.7	--	87.2	89.6	83.3	--	84.8	--	--	--	--	71.3	95.6	92.5	98.4
Reshape Workforce	50.5	61.6	--	44.4	53.2	70.0	--	74.2	--	--	--	--	38.5	62.2	61.1	62.1
Strategic Planning	68.7	79.2	--	53.8	81.3	75.0	--	95.0	--	--	--	--	49.2	70.0	75.4	84.6
Performance Measures	70.9	81.9	--	58.8	69.5	86.8	--	87.5	--	--	--	--	55.5	74.6	76.2	86.1
Diversity	95.0	96.4	--	65.5*	93.5	98.4	--	97.3	--	--	--	--	88.1	91.3	90.6	98.6
Supervision	73.8	85.3	--	69.2	89.1	79.5	--	86.4	--	--	--	--	59.2	65.0	80.3	87.8
Job Satisfaction	76.2	89.9	--	83.3	93.8	90.0	--	100.0	--	--	--	--	50.0*	66.7	87.1	95.0
Satisfaction with CG	75.5	94.3	--	92.3	87.5	90.0	--	90.0	--	--	--	--	38.9*	73.3	77.4	95.2

Note: % L and % S refer to percentages favorable for Leavers and Stayers, respectively. Practically significant differences (> 5%) are color coded in either red or green, to indicate less favorable or more favorable responses compared to white male members of the Coast Guard, whom were used as the reference group. Asterisks next to percentages favorable noted statistically significant differences, which were generally harder to achieve than practical significance given the relatively small sample sizes of a number of minority groups. If present, statistically significant three-way interactions among race, gender and stayers vs. leavers are also noted, with asterisks next to each respective critical area. All races were included in analyses involving three-way interactions, regardless of whether the 10-person threshold was met.

Table 94. Perceptions of the Coast Guard by Race and Stayers vs. Leavers for Female, Active Duty

Female, Active Duty																
Critical Area	White		Black		Hispanic		Asian		American Indian		Native Hawaiian		Other		Two or More	
	% L (N=91)	% S (N=88)	% L (N=5)	% S (N=5)	% L (N=3)	% S (N=5)	% L (N=7)	% S (N=2)	% L (N=0)	% S (N=1)	% L (N=1)	% S (N=0)	% L (N=5)	% S (N=3)	% L (N=3)	% S (N=16)
Leadership*	74.5	85.9	--	--	--	--	--	--	--	--	--	--	--	--	--	77.4
Training	58.7	75.0	--	--	--	--	--	--	--	--	--	--	--	--	--	64.2
Innovation	45.0	58.4	--	--	--	--	--	--	--	--	--	--	--	--	--	55.7
Customer	61.7	70.3	--	--	--	--	--	--	--	--	--	--	--	--	--	64.4
Fairness	65.4	76.2	--	--	--	--	--	--	--	--	--	--	--	--	--	82.3
Communication	72.8	81.8	--	--	--	--	--	--	--	--	--	--	--	--	--	76.6
Involvement	79.7	89.5	--	--	--	--	--	--	--	--	--	--	--	--	--	87.5
Resources	54.8	70.7	--	--	--	--	--	--	--	--	--	--	--	--	--	62.5
Rewards	61.3	69.7	--	--	--	--	--	--	--	--	--	--	--	--	--	72.9
Work Environment	77.9	84.7	--	--	--	--	--	--	--	--	--	--	--	--	--	74.5
Work-Family	59.8	62.2	--	--	--	--	--	--	--	--	--	--	--	--	--	75.0
Teamwork	84.1	90.9	--	--	--	--	--	--	--	--	--	--	--	--	--	93.8
Reshape Workforce	41.7	54.7	--	--	--	--	--	--	--	--	--	--	--	--	--	47.5
Strategic Planning	60.6	70.6	--	--	--	--	--	--	--	--	--	--	--	--	--	70.8
Performance Measures	65.5	70.7	--	--	--	--	--	--	--	--	--	--	--	--	--	73.7
Diversity	80.4	94.3	--	--	--	--	--	--	--	--	--	--	--	--	--	90.7
Supervision	61.2	77.8	--	--	--	--	--	--	--	--	--	--	--	--	--	83.9
Job Satisfaction	63.7	87.5	--	--	--	--	--	--	--	--	--	--	--	--	--	87.5
Satisfaction with CG	63.7	90.9	--	--	--	--	--	--	--	--	--	--	--	--	--	87.5

Note: % L and % S refer to percentages favorable for Leavers and Stayers, respectively. Practically significant differences (> 5%) are color coded in either red or green, to indicate less favorable or more favorable responses compared to white female members of the Coast Guard, whom were used as the reference group. Asterisks next to percentages favorable noted statistically significant differences, which were generally harder to achieve than practical significance given the relatively small sample sizes of a number of minority groups. If present, statistically significant three-way interactions among race, gender and stayers vs. leavers are also noted, with asterisks next to each respective critical area. All races were included in analyses involving three-way interactions, regardless of whether the 10-person threshold was met.

Table 95 below displays the magnitude of difference between Stayers and Leavers for each Race, separated by Gender. The top five greatest Stayer vs. Leaver differences in ratings of critical areas for each Race are highlighted in blue. In cases where Coast Guard members intending to leave had more favorable ratings than those intending to stay, values in Table 95 are negative. Unfortunately, Females and several of the race/ethnic groups were largely left out of this table due to having less than 10 respondents in the group.

Job Satisfaction and *Satisfaction with the Coast Guard* are more proximal predictors of turnover than climate ratings and thus exhibited some of the greatest differences between Stayers and Leavers. In fact, for four of the five groups examined, *Satisfaction with the Coast Guard* emerged as being an area with one of the largest magnitudes of difference between Stayers and Leavers.

In most cases, Stayers had more positive favorability ratings of the critical areas than Leavers. However, there were also some interesting findings where Leavers did have more positive favorability ratings of the critical areas than Stayers. For example, Active Duty Hispanic Male Leavers had more favorable ratings of the Coast Guard for eight of the critical areas including *Fairness and Treatment of Others*, *Communication*, *Supervision*, and *Work Environment* compared to Active Duty Hispanic Male Stayers. It should be noted that the samples are small for this group, as seen in Table 92, so results may be heavily influenced by a few number of respondents.

Table 95. The Top Five Greatest Differences between Stayers and Leavers, Separated by Race/Ethnicity and Gender for those in Active Duty

Female, Active Duty																
Critical Area	White		Black		Hispanic		Asian		American Indian		Native Hawaiian		Other		Two or More	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Leadership	7.5	11.4	--	--	3.9	--	--	--	--	--	--	--	11.8	--	9.8	--
Training	10.6	16.3	--	--	16.3	--	--	--	--	--	--	--	14.3	--	7.4	--
Innovation	11.5	13.4	--	--	6	--	--	--	--	--	--	--	17.3	--	30.9	--
Customer	9.6	8.6	--	--	2	--	--	--	--	--	--	--	22.1	--	7	--
Fairness	8.5	10.8	--	--	-10.3	--	--	--	--	--	--	--	7.9	--	17	--
Communication	8.3	9	--	--	-9.4	--	--	--	--	--	--	--	16.4	--	6.6	--
Involvement	6.7	9.8	--	--	4.4	--	--	--	--	--	--	--	12	--	7.7	--
Resources	9.3	15.9	--	--	1.1	--	--	--	--	--	--	--	9.1	--	7.5	--
Rewards	8.0	8.4	--	--	12.9	--	--	--	--	--	--	--	-1.9	--	3.9	--
Work Environment	5.2	6.8	--	--	-8.1	--	--	--	--	--	--	--	9.1	--	9.3	--
Work-Family	11.3	2.4	--	--	-2.4	--	--	--	--	--	--	--	-7.1	--	-17.8	--
Teamwork	5.9	6.8	--	--	-6.3	--	--	--	--	--	--	--	24.3	--	5.9	--
Reshape Workforce	11.1	13	--	--	16.8	--	--	--	--	--	--	--	23.7	--	1	--
Strategic Planning	10.5	10	--	--	-6.3	--	--	--	--	--	--	--	20.8	--	9.2	--
Performance Measures	11	5.2	--	--	17.3	--	--	--	--	--	--	--	19.1	--	9.9	--
Diversity	1.4	13.9	--	--	4.9	--	--	--	--	--	--	--	3.2	--	8	--
Supervision	11.5	16.6	--	--	-9.6	--	--	--	--	--	--	--	5.8	--	7.5	--
Job Satisfaction	13.7	23.8	--	--	-3.8	--	--	--	--	--	--	--	16.7	--	7.9	--
Satisfaction with CG	18.8	27.2	--	--	2.5	--	--	--	--	--	--	--	34.4	--	17.8	--

Note. The table presents the differences in favorability ratings for Stayers vs. Leavers. Positive values indicate that favorability ratings are greater for those intending to stay at the Coast Guard, while negative values indicate that favorability ratings were greater for those intending to leave the Coast Guard. The top five largest differences in perceptions of critical areas between leavers and stayers are highlighted in blue. Blank cells indicate that there were less than 10 individuals planning to stay and 10 individuals planning to leave the Coast Guard in the same race/ethnic by gender category.

Work Environment Perceptions of those in Active Duty Compared to those in the Selected Reserve

The Coast Guard is also interested in understanding how work environment perceptions vary for Leavers and Stayers in the Selected Reserve. Due to the small sample sizes (i.e., groups < 10), data regarding Captains are not reported. As can be seen in Table 96, in almost all cases, the critical areas of interest were rated more favorably by those intending to stay with the Coast Guard compared to those intending to leave. For comparison purposes, these same relationships were examined for those in Active Duty (see Table 97).

For both Active Duty and Selected Reserve employees, the interaction of Control Grade subgroups by Stayers vs. Leavers was tested for each of the critical areas of interest, creating essentially two-way ANOVA comparisons at all levels⁷. For each analysis, only subgroups with at least a sample size of 10 were compared (thus no analyses included the Captain groups in the Selected Reserve analyses). Bonferroni adjustments were employed.

While there were not enough individuals to examine the Captains group for those in the Selected Reserve, the Active Duty Captain Stayers generally had the highest ratings across the critical areas compared to the other Active Duty subgroups. Looking at both tables collectively, it appears that for both Active Duty and Selected Reserve groups, generally the Lieutenant Commander Leavers had the lowest ratings of the critical areas compared to other subgroups. In many cases for the Active Duty group analyses, the ratings for Lieutenant Commander Leavers were statistically significantly lower than the other subgroups. Looking at just the results from the Active Duty groups, in many cases, the means did not statistically differ between Lieutenant Commander Stayer, Commander Stayer, and Captain Leaver groups.

Based on the results of the analyses employed for the Select Reserve groups, a few patterns emerged. For nine of the critical areas (e.g., *Leadership and Quality, Innovation*), it appears that there were statistically significant differences in ratings between Lieutenant Commander Leavers and both Lieutenant Commander and Commander Stayers. In the ANOVA analyses for four of the critical areas (e.g., *Training/Career Development, Readiness to Reshape Workforce, Strategic Planning, Supervision*), Lieutenant Commander Leavers and Lieutenant Commander Stayers were the only groups whose rating statistically differed. For four of the critical areas (e.g., *Work Environment, Teamwork, Performance Measures, Diversity*), there were no statistical differences between ratings.

⁷ The actual analysis performed was a one-way ANOVA of the interaction term (e.g., Control Grade x Intent to Leave) in order to employ post hoc comparisons across all subgroups.

Table 96. Perceptions of the Coast Guard by Selected Reserve, Control Grade, and Stayers vs. Leavers

SELRES						
Critical Area	Lieutenant Commanders		Commanders		Captains	
	% L (N=29)	% S (N=48)	% L (N=17)	% S (N=33)	% L (N=9)	% S (N=6)
Leadership	74.0 [a]	90.0 [b]	89.2 [a,b]	92.3 [b]	--	--
Training	48.0 [a]	80.6 [b]	69.9 [b]	82.0 [b]	--	--
Innovation	45.8 [a]	71.2 [b]	60.2 [a,b]	71.0 [b]	--	--
Customer	46.9 [a]	74.1 [b]	60.9 [a,b]	74.3 [b]	--	--
Fairness	77.3 [a]	89.7 [b]	89.1 [a,b]	89.6 [b]	--	--
Communication	75.0 [a]	89.1 [a,b]	83.3 [a,b]	96.2 [b]	--	--
Involvement	77.0 [a]	94.8 [b]	88.1 [a,b]	93.1 [b]	--	--
Use of Resources	57.4 [a]	84.9 [b]	66.7 [a,b]	79.4 [b]	--	--
Rewards	59.1 [a]	74.1 [b]	63.0 [a,b]	85.6 [b]	--	--
Work Environment	76.7 [a]	93.7 [a]	85.4 [a]	88.9 [a]	--	--
Work-Family	47.7 [a]	81.0 [b]	76.7 [a,b]	83.0 [b]	--	--
Teamwork	75.0 [a]	95.1 [a]	97.8 [a]	94.8 [a]	--	--
Reshape Workforce	39.7 [a]	71.4 [b]	43.8 [a,b]	59.0 [a,b]	--	--
Strategic Planning	57.7 [a]	87.4 [b]	63.3 [a,b]	84.9 [a,b]	--	--
Performance Measures	67.6 [a]	82.6 [a]	74.6 [a]	88.2 [a]	--	--
Diversity	84.5 [a]	98.0 [a]	82.9 [a]	96.2 [a]	--	--
Supervision	66.7 [a]	83.1 [b]	85.5 [a,b]	89.1 [a,b]	--	--
Job Satisfaction	55.2 [a]	89.4 [b]	52.9 [a,b]	84.8 [b]	--	--
Satisfaction with CG	55.2 [a]	91.7 [b,c]	58.8 [a,c]	90.9 [b,c]	--	--

Note: % L and % S refer to percentages favorable for leavers and stayers, respectively. For groups with less than 10 employees, analyses were not conducted for these groups.

Table 97. Perceptions of the Coast Guard by Active Duty, Control Grade, and Stayers vs. Leavers

Active Duty						
Critical Area	Lieutenant Commanders		Commanders		Captains	
	% L (N=315)	% S (N=343)	% L (N=252)	% S (N=169)	% L (N=148)	% S (N=83)
Leadership	76.4 [a]	86.8 [b,c,d,e,f]	82.2 [b,c]	90.1 [b,d,e,f]	89.2 [b,d,e,f]	91.1 [b,d,e,f]
Training	61.0 [a]	75.4 [b,c,d,e]	69.7 [b,c,e]	77.9 [b,d,e,f]	74.4 [b,c,d,e]	84.9 [d,f]
Innovation	45.3 [a,c]	58.4 [b,c,e]	55.1 [a,b,c]	70.8 [d,f,e]	65.8 [b,d,f,e]	77.7 [d,f,e]
Customer	60.1 [a,c]	70.4 [b,d,e]	65.4 [a,c,e]	77.8 [b,d,e,f]	72.5 [b,c,d,e,f]	82.0 [d,f,e]
Fairness	68.9 [a]	81.9 [b,c,d,e]	79.0 [b,c]	86.7 [b,d,e,f]	87.6 [b,d,e,f]	92.9 [d,e,f]
Communication	73.5 [a]	85.0 [b,c,d,e]	82.8 [b,c]	90.1 [b,d,e,f]	91.2 [b,d,e,f]	96.4 [d,e,f]
Involvement	79.4 [a]	90.3 [b,d,e]	86.5 [c]	93.3 [b,d,e,f]	93.5 [b,d,e,f]	97.6 [d,e,f]
Use of Resources	59.9 [a,c]	68.8 [b,d,e]	62.2 [a,c]	75.0 [b,d,e,f]	70.1 [b,d,e,f]	80.7 [d,e,f]
Rewards	61.2 [a]	72.9 [b,c,e]	72.4 [b,c]	79.3 [d,e,f]	79.1 [b,d,e,f]	84.6 [d,e,f]
Work Environment	81.1 [a,b,c]	86.5 [a,b,c,d,e]	85.3 [a,b,c,d,e]	89.1 [b,c,d,e,f]	87.5 [b,c,d,e,f]	94.7 [d,e,f]
Work-Family	58.4 [a]	70.0 [b,c,d,e]	71.7 [b,c,d,e]	76.5 [b,c,d,e,f]	77.9 [b,c,d,e,f]	85.4 [d,e,f]
Teamwork	81.3 [a]	91.0 [b,c,d,e]	88.5 [a,b,c]	92.7 [b,d,e,f]	93.5 [b,d,e,f]	98.0 [d,e,f]
Reshape Workforce	43.6 [a]	55.1 [b,c,d,e]	53.5 [b,c,e]	63.5 [b,d,e,f]	53.8 [b,c,d,e]	70.1 [d,f]
Strategic Planning	62.2 [a,c]	74.5 [b,c,d,e,f]	68.1 [a,b,c,e,f]	81.7 [b,d,e,f]	76.1 [b,c,d,e,f]	75.6 [b,c,d,e,f]
Performance Measures	67.2 [a,c]	77.0 [b,c,e]	68.5 [a,b,c,e]	83.3 [d,e,f]	76.2 [b,c,d,e]	83.5 [d,f]
Diversity	88.4 [a]	94.3 [b,c,d,e,f]	92.7 [b,c,d]	95.2 [b,c,d,e,f]	97.3 [b,d,e,f]	95.6 [b,d,e,f]
Supervision	65.5 [a,c]	80.3 [b,c,d,e,f]	72.7 [a,b,c]	84.5 [b,d,e,f]	80.3 [b,d,e,f]	85.3 [b,d,e,f]
Job Satisfaction	65.1 [a]	86.2 [b,d,e]	75.4 [c]	88.8 [b,d,e,f]	85.8 [b,d,e,f]	97.6 [d,e,f]
Satisfaction with CG	61.6 [a]	90.1 [b,d,e]	76.6 [c]	94.0 [b,d,e,f]	85.8 [b,d,e]	98.8 [d,f]

Note: % L and % S refer to percentages favorable for leavers and stayers, respectively. For groups with less than 10 employees, analyses were not conducted for these groups.

RECOMMENDATIONS

Based on the findings from the research questions, OPM makes the following recommendations:

- 1) We recommend the Coast Guard continue to engage in efforts to actively communicate with its members regarding the OAS findings. With two-thirds of the Coast Guard workforce indicating that they have not seen the results of the Coast Guard OAS for their unit/command, many Coast Guard employees still do not learn the results of the survey. If Coast Guard personnel understood that they are being heard, and that large-scale changes are made on the basis of the 2017 survey results, the Coast Guard might be able to improve even faster and more Coast Guard members will believe the results of the OAS will be used to make their unit/command a better place to work.
- 2) Headquarters program and community managers should continue their efforts to make effective use of the Coast Guard OAS results to improve the work environment of the Coast Guard. OPM recommends that headquarters program and community managers share how they are using the Coast Guard OAS results with members across the Coast Guard so members are aware of the Coast Guard's human capital initiatives.
- 3) It is recommended that the Coast Guard review the Coast Guard OAS revised critical areas and determine whether they agree with the changes proposed to the OAS based on the results of the factor and reliability analyses. If the changes are accepted, it is proposed that the Coast Guard utilize the revised scales for future iterations. The Coast Guard should also continue to monitor areas/constructs of interest where data is requested by seeking input from a variety of Coast Guard stakeholders on the data they are looking to collect for their groups to make program, policy, and procedural changes. Upon identification of areas where empirical data is requested, the Coast Guard should work with OPM to develop survey items to capture these specific areas/constructs of interest in the next OAS administration.
- 4) The Coast Guard should examine the predictors of turnover and determine whether and how to take action on influencing the drivers of turnover. In taking action to reduce turnover, OPM recommends using these results in conjunction with the analyses of the top predictors of job satisfaction, satisfaction with the Coast Guard, and the overall rating of the Coast Guard as a place to work. The Coast Guard could also consider whether focus on a particular demographic group is warranted. For instance, a review or emphasis on Readiness to Reshape the Workforce may be especially beneficial for employees who are of a low rank, whereas Diversity could be useful for female employees, respectively. However, it is likely that action taken in these critical areas could enhance retention across all Coast Guard groups. Additionally, focusing on specific predictors may improve Job Satisfaction and respondents' perceptions of the organization, which in turn could reduce unwanted turnover over time. If specific elements of each critical area are of interest, the Coast Guard could review the survey items in each critical area and by each demographic group to weigh possible courses of action if turnover is considered a problem.

- 5) The Coast Guard should be concerned about the lower ratings of *Fairness and Treatment of Others* and *Diversity* by women and minority groups. The findings here suggest that the Coast Guard should continue its efforts on ensuring that a positive, affirming climate for diversity and fairness exists for members across gender and race/ethnicity. Since each race/ethnicity group has unique predictors of job satisfaction, satisfaction with the Coast Guard, and the overall rating of the Coast Guard as a place to work, the Coast Guard may wish to consider using focus groups or other interview-based research methods to explore and connect with groups reporting turnover intentions to better understand why these groups are considering leaving the Coast Guard so that targeted interventions reducing turnover and improving work conditions may be implemented.
- 6) It is recommended that the Coast Guard continue to promote critical areas such as *Diversity*, *Employee Involvement*, and *Rewards/Recognition* to strengthen favorability ratings among groups and potentially reduce the number of individuals who indicate that they intend to leave the Coast Guard.
- 7) The Coast Guard should be concerned with Hostile Work Environment perceptions because the perceptions relate to other important work-related outcomes including, but not limited to, job satisfaction, satisfaction with the Coast Guard, overall rating of the Coast Guard compared to other organizations, career advancement satisfaction, and job security perceptions. The Coast Guard should continue to promote an environment where hostility is not tolerated.
- 8) Coast Guard leaders should carefully consider the information presented in this research report, determine appropriate courses of action, develop action plans to address the identified challenges (where appropriate), and act quickly on areas that can be addressed. OPM also recommends the initiation of a member driven action planning process where the unit/command conducts their own action planning activities to deal with more unit/command-specific challenges.
- 9) The Coast Guard should continue its efforts to learn about, and improve, its members' perceptions of its work environment, and continue to administer the OAS every odd-numbered year.

APPENDIX A: DEFINITIONS OF OAS CRITICAL AREAS

Critical Area	Definition
1. Rewards/ Recognition	Rewards are diverse, related to organizational values, linked to performance, and perceived as fair by employees.
2. Training/ Career Development	Employees are provided with continuous education and learning opportunities for effective job performance and career development.
3. Innovation	Creativity and risk-taking in adapting to change are encouraged and rewarded.
4. Customer Orientation	Employees are empowered to provide high-quality products and services, while soliciting feedback necessary to respond to customer needs and expectations.
5. Leadership and Quality	Management promotes continuous improvement by setting performance goals and communicating the mission, vision, and values of the organization.
6. Fairness and Treatment of Others	The rights of all employees to a fair and respectful work environment are protected by promoting equal access to training and career development and providing a fair dispute resolution system.
7. Communication	There is free exchange of information upward, downward, and horizontally to meet the need for effective performance and mission accomplishment.
8. Employee Involvement	Organizational emphasis is placed on involvement and participation in work design and decision-making.
9. Use of Resources	Necessary resources, including well-trained employees, are available and allocated to ensure effective performance.
10. Work Environment	Physical harm in the workplace is prevented through facilities that are conducive to safe and effective work, along with programs that encourage good health.
11. Work and Family/ Personal Life	Flexible work schedules, leave, and other programs and policies that help employees balance work, family, and personal life needs are supported.
12. Teamwork	Teamwork is encouraged within units and across functions.
13. Readiness to Reshape Workforce	There is commitment to the morale and effectiveness of employees by emphasizing job security and training.
14. Strategic Planning	With an orientation toward the future, organizational leaders monitor and respond to the realities and requirements of the external environment.
15. Performance Measures	Information is regularly collected on employee and organizational performance and used for benchmarking, standard setting, and quality improvement.
16. Diversity	Differences in employee backgrounds, perspectives, and attitudes are valued by embracing programs that promote tolerance and equal opportunity across the broadest ethnic, racial, religious, gender, and cultural groupings.
17. Supervision	Supervisors clearly communicate goals, priorities, and standards, provide constructive feedback and guidance, and give fair performance evaluations.
18. Job Satisfaction	Response to the survey item, "Considering everything, how satisfied are you with your job?"
19. Satisfaction with Coast Guard	Response to the survey item, "Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time?"

APPENDIX B: COMPREHENSIVE ITEM-LEVEL RESULTS FOR 2017 OAS

This table shows results for scaled items only (no demographic items or mark all that apply items). Complete results, including breakouts by demographic items, are available through OPM's *USA Survey* on-line reporting system.

Item	Strongly Agree (or see cell text)	Agree (or see cell text)	Neither (or see cell text)	Disagree (or see cell text)	Strongly Disagree (or see cell text)	N
1. Managers communicate the organization's mission, vision and values.	35%	49%	9%	5%	2%	16,521
2. I understand how my work contributes to my unit/command's mission and goals.	51%	40%	6%	3%	1%	16,451
3. My manager follows up on employee suggestions for improvements in products, services, and work processes.	32%	43%	14%	8%	4%	16,336
4. My manager sets challenging and attainable performance goals.	32%	44%	14%	6%	3%	16,449
5. I understand my unit/command's mission, vision and values.	46%	42%	7%	3%	2%	16,320
6. Quality assurance systems focus on the prevention of problems rather than on the correction of problems.	24%	39%	20%	11%	5%	16,100
7. I receive the training I need to perform my job (for example, on-the-job training, conferences, workshops).	26%	46%	13%	11%	4%	16,534
8. I receive the everyday guidance and assistance I need to perform my job (for example, help from supervisors, team leaders, or co-workers).	30%	48%	13%	7%	3%	16,492
9. I am provided with training that enhances my career advancement opportunities (for example, through cross-training, detail assignments).	23%	40%	18%	14%	6%	16,454
10. Education and training programs are developed based on an assessment of member/employee training needs.	18%	41%	23%	13%	5%	15,992

11. Supervisors/team leaders support member/employee efforts to learn outside the job (for example, membership in trade or professional organizations, coursework).	26%	43%	19%	8%	4%	16,136
12. Members/employees are provided with training when new technologies and tools are introduced.	18%	40%	21%	14%	7%	16,337
13. Risk-taking is encouraged without fear of punishment for mistakes.	10%	31%	29%	21%	10%	16,322
14. Creativity and innovation are rewarded.	17%	42%	24%	13%	5%	16,425
15. Managers are receptive to change.	14%	41%	24%	14%	6%	16,380
16. Members/employees are receptive to change.	13%	46%	26%	13%	3%	16,403
17. New practices and ways of doing business are encouraged.	14%	39%	28%	14%	6%	16,420
18. There are service goals aimed at meeting customer expectations.	22%	53%	19%	5%	2%	15,972
19. I have a good understanding of who my customers are.	46%	43%	8%	2%	1%	16,196
20. Members/employees use suggestions from their customers to improve the quality of products and services.	20%	47%	26%	6%	2%	15,610
21. Products, services, and work processes are designed to meet customer needs and expectations.	21%	50%	21%	6%	2%	15,972
22. I receive training and guidance in providing high quality customer service.	16%	38%	27%	14%	5%	16,144
23. I am rewarded for providing high quality products and services to customers.	17%	38%	27%	13%	6%	16,075
24. There are well-defined systems for linking customer feedback and complaints to employees who can act on this information.	13%	33%	31%	17%	6%	15,318
25. People at your unit/command/HQ office treat each other with respect.	55%	31%	7%	4%	3%	16,380

26. Disciplinary actions are applied fairly to employees.	24%	44%	17%	10%	5%	15,553
27. The distribution of work among members/employees is fair.	18%	44%	18%	15%	6%	16,273
28. Disputes or conflicts (for example, between co-workers, management and employees) are resolved fairly.	23%	48%	19%	7%	3%	15,499
29. I am kept informed on issues affecting my job.	23%	52%	14%	9%	3%	16,469
30. My manager communicates the goals and priorities of the organization.	31%	50%	12%	6%	2%	16,446
31. Managers promote communication among different work units (for example, about projects, goals, needed resources).	28%	48%	14%	7%	3%	16,342
32. There is communication among various levels of the unit/command.	26%	47%	14%	9%	4%	16,278
33. I have a feeling of personal empowerment and ownership of work processes.	30%	43%	15%	8%	4%	16,448
34. My supervisors/team leader provides me with the opportunity to demonstrate my leadership skills.	36%	43%	12%	5%	3%	16,427
35. My manager provides an environment that supports employee involvement, contributions, and teamwork.	35%	46%	12%	5%	3%	16,372
36. I am constantly looking for ways to do my job better.	49%	42%	7%	1%	1%	16,430
37. My workload is reasonable.	20%	50%	13%	11%	5%	16,466
38. The workforce has the job-relevant knowledge and skills necessary to accomplish unit/command goals.	23%	54%	13%	8%	2%	16,310
39. I can get my work done without going through many unnecessary layers of reviews and approvals.	19%	41%	17%	15%	8%	16,436
40. I have the appropriate supplies, materials, and equipment to perform my job well.	20%	46%	16%	13%	6%	16,451
41. My supervisor removes barriers to getting my job done.	21%	48%	21%	7%	3%	16,351

42. High performing civilian employees receive monetary rewards (for example, cash awards, bonuses, quality step increases).	22%	35%	28%	8%	7%	9953
43. High performing members/employees receive non-monetary rewards (for example, plaques, letters of appreciation, public recognition).	22%	47%	18%	9%	5%	15,602
44. High performing members/employees are promoted.	13%	33%	31%	14%	9%	15,225
45. My supervisor/team leader is fair in recognizing individual accomplishments.	26%	49%	16%	6%	3%	16,226
46. Members/employees are rewarded for working together in teams (for example, performance ratings, cash awards, certificates, public recognition).	18%	41%	24%	12%	5%	15,032
47. Pay raises depend on how well employees perform their jobs.	7%	15%	30%	22%	27%	14,026
48. Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.	23%	49%	16%	9%	4%	16,464
49. Programs that encourage good health practices are supported (for example, fitness centers, health education programs).	32%	47%	11%	6%	3%	16,424
50. Members/employees are protected from health and safety hazards on the job.	32%	53%	10%	3%	2%	16,411
51. Members/employees are given the opportunity to work at home or on flexible work schedules, when the job permits (for example, Flexitime, Alternate Work Schedule, telecommuting, part-time).	20%	31%	19%	15%	15%	15,083
52. Members/employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities.	25%	44%	21%	7%	3%	14,426
53. A spirit of cooperation and teamwork exists in my immediate work unit.	37%	46%	10%	5%	2%	16,447

54. Different work units cooperate to get the job done.	27%	55%	12%	5%	2%	16,160
55. Members/employees in different work units participate in cross-functional teams to accomplish work objectives.	24%	52%	16%	6%	2%	15,815
56. There are strategies to protect job security (for example, early retirements and buyouts, workforce planning).	13%	40%	29%	12%	7%	13,072
57. There is adequate advance notice of changes that affect employment (for example, downsizing, transfers, reorganizations).	12%	40%	29%	13%	6%	14,424
58. I receive training and guidance to develop the knowledge and skills necessary to perform other jobs or to pursue new careers.	12%	36%	26%	19%	8%	16,069
59. Improvement goals are established and integrated into my unit/command's overall strategic planning and budgeting processes.	16%	50%	23%	8%	3%	14,213
60. My manager reviews and evaluate my unit/command's progress toward meeting its goals and objectives.	19%	55%	19%	5%	2%	14,174
61. Outcome/result measures are used to assess the overall performance of my unit/command (for example, rates, trends, and current quality levels; meeting program objectives).	18%	54%	21%	5%	2%	14,300
62. I am held accountable for achieving positive results.	30%	57%	11%	3%	1%	16,341
63. Assessments of the quality of systems, work processes, and products/services are performed at regular intervals across the unit/command.	18%	53%	19%	8%	3%	14,880
64. Information collected from customers is integrated with other key data and used to improve the quality of products and services.	16%	46%	26%	9%	3%	13,674

65. Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and valued.	48%	39%	9%	3%	1%	16,358
66. Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, or disability.	50%	36%	9%	3%	2%	16,049
67. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	44%	41%	12%	2%	2%	15,539
68. Reasonable accommodations are made for persons with disabilities (for example, availability of sign language interpreters, ramps, Braille).	39%	40%	17%	2%	2%	12,832
69. Managers/supervisors/team leaders work well with members/employees of different backgrounds.	46%	41%	9%	2%	1%	15,986
70. To what extent is sex-based or gender-based prejudice, discrimination and/or harassment a problem in your unit/command?	82% (Not at all)	12% (A little Extent)	3% (A moderate extent)	1% (A great extent)	1% (A very great extent)	15,005
71. To what extent is race-based or ethnicity-based prejudice, discrimination and/or harassment a problem in your unit/command?	87% (Not at all)	8% (A little Extent)	2% (A moderate extent)	1% (A great extent)	1% (A very great extent)	14,952
72. My performance appraisal is a fair reflection of my performance.	30%	48%	13%	6%	3%	16,020
73. My supervisor provides me with constructive suggestions to improve my job performance.	28%	47%	15%	7%	3%	16,396
74. My supervisor/team leader communicates clearly what is expected of me in terms of job performance.	29%	48%	13%	7%	3%	16,374
75. Supervisors/team leaders take steps to minimize work-related stress.	22%	42%	20%	10%	6%	16,321

76. The people I work with cooperate to get the job done.	39%	49%	7%	3%	1%	16,455
77. I am given a real opportunity to improve my skills in the organization.	27%	47%	16%	8%	3%	16,443
78. I have enough information to do my job well.	26%	54%	13%	6%	2%	16,462
79. I feel encouraged to come up with new and better ways of doing things.	27%	44%	16%	9%	4%	16,415
80. Conditions in my job allow me to be about as productive as I could be.	23%	47%	15%	11%	5%	16,444
81. My job makes good use of my skills and abilities.	27%	46%	13%	9%	5%	16,452
82. My work gives me a feeling of personal accomplishment.	32%	42%	14%	8%	5%	16,442
83. I like the kind of work I do.	39%	40%	13%	5%	3%	16,413
84. Sufficient effort is made to get the opinions and thinking of people who work here.	24%	45%	17%	9%	5%	16,208
85. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	42% (Very Good)	36% (Good)	14% (Fair)	5% (Poor)	3% (Very Poor)	16,355
86. How do you rate the Coast Guard in providing job security for people like yourself?	33% (Very Good)	40% (Good)	18% (Fair)	6% (Poor)	3% (Very Poor)	16,310
87. How would you rate the overall quality of work done in your work group?	46% (Very Good)	42% (Good)	9% (Fair)	1% (Poor)	1% (Very Poor)	16,180
88. In comparison with people in similar jobs in other organizations, I feel my pay is: (favorable response is "About the Same")	1% (Much Higher)	6% (Slightly Higher)	44% (About the Same)	29% (Slightly Lower)	20% (Much Lower)	16,502
89. How would you rate your agency as an organization to work for compared to other organizations?	24% (One of the Best)	41% (Above Average)	27% (Average)	7% (Below Average)	2% (One of the Worst)	16,511
90. Are you considering leaving the Coast Guard? (favorable response is "No")	54% (No)	22% (Yes, to retire)	8% (Yes, another Fed. job)	8% (Yes, private sector job)	8% (Yes, other)	16,497

91. [Satisfaction with] Your involvement in decisions that affect your work?	15%	49%	23%	10%	3%	16,501
92. [Satisfaction with] The information you receive from management on what's going on in the organization?	13%	51%	24%	10%	3%	16,464
93. [Satisfaction with] The recognition you receive for doing a good job?	15%	46%	23%	11%	5%	16,451
94. [Satisfaction with] Your opportunity to get a better job in the Coast Guard?	11%	39%	32%	13%	6%	16,391
95. [Satisfaction with] The training you received for your present job?	13%	46%	23%	13%	5%	16,458
96. Considering everything, how satisfied are you with your job?	23%	49%	17%	8%	3%	16,393
97. Considering everything, how satisfied are you with your pay (including allowances, if applicable)?	14%	47%	20%	14%	5%	16,443
98. Considering everything, how satisfied are you with your benefits package (not including pay/allowances)?	28%	51%	14%	6%	2%	16,453
99. Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time?	21%	52%	17%	8%	3%	16,460
100. How satisfied do you think your organization's customers are with the products and services it provides?	23%	56%	17%	3%	1%	16,447
101. If I were sexually assaulted I am confident that I could safely report it and get the help I need.	69%	25%	5%	1%	1%	16,082
102. If I were sexually assaulted I am confident that I could safely report it and that I would be treated with respect and fairness by my chain of command.	68%	25%	5%	2%	1%	15,990

103. If I were sexually assaulted I am confident that I could safely report it, and if my military/civilian coworkers became aware I reported it, that I would be treated with respect and fairness by my military/civilian coworkers.	63%	27%	7%	2%	1%	15,850
104. Leaders at my unit/command make it clear that they will not tolerate sexual assault in any form.	74%	21%	5%	1%	1%	16,189
105. If I were at risk of being sexually assaulted at work I am confident that my military/civilian coworkers would intervene and protect me.	67%	25%	6%	1%	1%	15,908
106. If I were at risk of being sexually assaulted outside of work (i.e., a social situation or other off duty situation) I am confident that my military/civilian coworkers would intervene and protect me.	64%	26%	8%	1%	1%	15,680
107. If I were sexually harassed I am confident that I could safely report it and that I would be treated with respect and fairness by my chain of command.	66%	26%	5%	2%	1%	16,045
108. If I were sexually harassed I am confident that I could safely report it, and my military/civilian coworkers became aware I reported it, that I would be treated with respect and fairness by my military/civilian coworkers.	64%	26%	6%	2%	1%	15,892
109. Leaders in my unit/command make it clear that they will not tolerate sexual harassment in any form.	72%	22%	5%	1%	1%	16,138
110. If I were being sexually harassed I am confident that my military/civilian coworkers would intervene.	63%	26%	7%	2%	1%	15,851
111. I have trust and confidence in my supervisor.	47%	35%	10%	5%	3%	16,329
112. My supervisor cares about me as a person.	47%	35%	11%	4%	3%	16,100

113. I know how my work relates to the Coast Guard's goals and priorities.	46%	43%	8%	2%	1%	16,221
114. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	25%	38%	19%	12%	7%	15,458
115. Discussions with my supervisor/ team leader about my performance are worthwhile.	34%	41%	15%	6%	3%	16,137
116. I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard.	24%	44%	19%	10%	4%	16,207
117. I receive the opportunities for personal development I need for a successful Coast Guard career.	22%	47%	19%	8%	4%	16,183
118. My supervisor/team leader recognizes and rewards my good performance.	25%	45%	19%	8%	4%	16,141
119. Those senior to me show an interest in what happens to me.	28%	45%	17%	7%	4%	16,126
120. Supervisors/team leaders are receptive to change.	21%	47%	20%	9%	4%	16,092
121. Members/employees share their knowledge with each other.	30%	54%	11%	4%	1%	16,139
122. Interruptions are kept to a minimum, allowing me to finish my work on time.	16%	39%	22%	16%	8%	16,190
123. Programs that help members/employees deal with work and family responsibilities are provided (for example, support groups, stress management courses, lectures).	29%	51%	15%	4%	2%	15,560
124. My supervisor supports my need to balance work and other life issues.	38%	45%	11%	4%	2%	16,165
125. I am familiar with the programs and policies to support my work-life balance (e.g., parental leave policies, child care, elder care, flex-time, telecommuting).	35%	51%	10%	3%	1%	15,918

126. I am familiar with the Employee Assistance Program (EAP).	37%	49%	9%	4%	2%	15,833
127. The computer-based information and analysis systems I use in my work give me the information I need to do my job.	18%	54%	16%	8%	5%	16,011
128. The computer-based information and analysis systems I use in my work are easy to use.	12%	37%	22%	19%	11%	16,037
129. The medical coverage provided by the Coast Guard meets my individual needs.	30%	49%	13%	6%	3%	15,770
130. The medical coverage provided by the Coast Guard for my family meets their needs.	27%	47%	16%	7%	3%	14,848
131. I am kept well informed on personnel policies, procedures, and opportunities that affect me (for example, assignments, training, performance appraisals).	21%	55%	16%	6%	2%	16,071
132. My manager/supervisor and co-workers actively communicate and promote on-duty safety practices.	35%	52%	11%	2%	1%	16,013
133. My manager/supervisor and co-workers actively communicate and promote off-duty safety practices.	31%	52%	13%	3%	1%	15,881
134. Sufficient quantities of properly maintained safety equipment are available at my unit/command.	32%	50%	13%	3%	2%	15,167
135. For USCG/USCGR members: Direct-Access for military, or myEPP for civilians, allows me to successfully complete my individual personnel transactions.	22%	62%	12%	3%	1%	15,609
136. For USCG/USCGR members: Direct-Access for military, or myEPP for civilians, is easy to use when completing my individual personnel transactions.	19%	53%	16%	9%	3%	15,469

137. My Servicing Personnel Office (SPO) for military, or Civilian Personnel Office for civilians, does a good job of processing my personnel actions.	16%	44%	21%	12%	7%	15,392
138. My Servicing Personnel Office (SPO) for military, or Civilian Personnel Office for civilians, does a good job of answering my questions.	17%	43%	22%	11%	7%	15,208
139. WebTA allows me to successfully complete my individual time and attendance transactions.	45%	49%	4%	1%	1%	3,349
140. WebTA is easy to use when completing my individual time and attendance transactions.	41%	47%	7%	3%	1%	3,304
141. For USCG/USCGR members on permanent/extended active duty who have received PCS orders in the past 24 months: I have a positive opinion of the assignment process.	17%	42%	25%	10%	7%	9,769
142. For USCG/USCGR members on permanent/extended active duty who have received PCS orders in the past 24 months: I was treated well by the detailee during my last assignment process.	27%	42%	23%	4%	4%	9,696
143. For USCGR SELRES: My civilian employer is supportive of my reserve participation.	46%	36%	12%	4%	2%	805
144. For USCGR SELRES: My command understands the balance among civilian occupation, personal, and reserve duty obligations.	37%	42%	11%	6%	4%	808
145. I believe the results of this survey will be used to make my unit/command a better place to work.	19%	38%	23%	11%	8%	14,927
146. I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work.	17%	39%	26%	10%	9%	14,319

147. All in all, how important is the Coast Guard as an organization to you? (Favorable responses are "Very important" and "Somewhat important")	80% (Very Important)	13% (Somewhat Important)	6% (Neutral)	1% (Not Very Important)	1% (Not Important at All)	16,143
148. All in all, how important are the missions of the Coast Guard to you? (Favorable responses are "Very important" and "Somewhat important")	83% (Very Important)	12% (Somewhat Important)	4% (Neutral)	1% (Not Very Important)	<1% (Not Important at All)	16,163
149. Have you seen the results of the 2014 Coast Guard Organizational Assessment Survey for your unit/command? (Favorable response is "Yes".)	33% (Yes)	67% (No)	<i>not applicable</i>			16,097

APPENDIX C: YEAR-BY-YEAR RESULTS BY ITEM

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
1. Managers communicate the organization's mission, vision and values.	84%	80%	78%	78%	75%	75%	75%	67%	4 points	17 points
2. I understand how my work contributes to my unit/command's mission and goals.	91%	88%	86%	72%	70%	69%	66%	60%	3 points	31 points
3. My manager follows up on employee suggestions for improvements in products, services, and work processes.	75%	71%	70%	60%	59%	59%	57%	46%	4 points	29 points
4. My manager sets challenging and attainable performance goals.	77%	74%	72%	69%	67%	66%	65%	55%	3 points	22 points
5. I understand my unit/command's mission, vision and values.	88%	84%	83%	77%	75%	74%	74%	69%	4 points	19 points
6. Quality assurance systems focus on the prevention of problems rather than on the correction of problems.	63%	61%	61%	58%	57%	56%	51%	47%	2 points	16 points
7. I receive the training I need to perform my job (for example, on-the-job training, conferences, workshops).	72%	69%	70%	68%	67%	67%	66%	61%	3 points	11 points
8. I receive the everyday guidance and assistance I need to perform my job (for example, help from supervisors, team leaders, or co-workers).	78%	76%	74%	73%	71%	72%	72%	69%	2 points	9 points
9. I am provided with training that enhances my career advancement opportunities (for example, through cross-training, detail assignments).	63%	59%	61%	61%	61%	59%	57%	50%	4 points	13 points

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
10. Education and training programs are developed based on an assessment of member/employee training needs.	59%	56%	58%	58%	57%	56%	53%	45%	3 points	14 points
11. Supervisors/team leaders support employee efforts to learn outside the job (for example, membership in trade or professional organizations, coursework).	69%	67%	66%	65%	63%	61%	60%	53%	2 points	16 points
12. Members/employees are provided with training when new technologies and tools are introduced.	58%	58%	59%	57%	58%	57%	56%	48%	0 points	10 points
13. Risk-taking is encouraged without fear of punishment for mistakes.	40%	37%	33%	32%	34%	35%	33%	24%	3 points	16 points
14. Creativity and innovation are rewarded.	58%	54%	54%	53%	51%	51%	50%	44%	4 points	14 points
15. Managers are receptive to change.	56%	51%	50%	49%	48%	48%	49%	42%	5 points	14 points
16. Members/employees are receptive to change.	58%	56%	56%	56%	58%	58%	62%	57%	2 points	1 point
17. New practices and ways of doing business are encouraged.	53%	49%	49%	49%	48%	48%	49%	43%	4 points	10 points
18. There are service goals aimed at meeting customer expectations.	75%	72%	72%	71%	68%	68%	64%	61%	3 points	14 points
19. I have a good understanding of who my customers are.	89%	88%	86%	78%	77%	77%	76%	73%	1 point	16 points
20. Members/employees use suggestions from their customers to improve the quality of products and services.	66%	64%	63%	59%	59%	59%	56%	50%	2 points	16 points

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
21. Products, services, and work processes are designed to meet customer needs and expectations.	70%	69%	68%	67%	66%	67%	64%	59%	1 point	11 points
22. I receive training and guidance in providing high quality customer service.	54%	54%	54%	55%	55%	54%	52%	43%	0 points	11 points
23. I am rewarded for providing high quality products and services to customers.	54%	52%	52%	56%	53%	52%	39%	40%	2 points	14 points
24. There are well-defined systems for linking customer feedback and complaints to members/employees who can act on this information.	46%	45%	45%	45%	44%	43%	46%	38%	1 point	8 points
25. People at your unit/command/HQ office treat each other with respect.	86%	77%	74%	73%	69%	68%	66%	66%	9 points	20 points
26. Disciplinary actions are applied fairly to employees.	68%	61%	60%	60%	58%	59%	57%	55%	7 points	13 points
27. The distribution of work among members/employees is fair.	62%	55%	55%	54%	52%	53%	50%	47%	7 points	15 points
28. Disputes or conflicts (for example, between co-workers, management and employees) are resolved fairly.	71%	63%	62%	63%	60%	60%	59%	57%	8 points	14 points
29. I am kept informed on issues affecting my job.	74%	69%	67%	67%	65%	64%	66%	64%	5 points	10 points
30. My manager communicates the goals and priorities of my unit/command.	81%	76%	74%	72%	69%	68%	69%	66%	5 points	15 points
31. Managers promote communication among different work units (for example, about projects, goals, needed resources).	76%	70%	69%	67%	64%	63%	63%	59%	6 points	17 points

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
32. There is communication among various levels of the unit/command.	73%	66%	65%	65%	62%	61%	62%	60%	7 points	13 points
33. I have a feeling of personal empowerment and ownership of work processes.	74%	68%	66%	59%	57%	56%	56%	49%	6 points	25 points
34. My supervisors/team leader provides employees with the opportunity to demonstrate my leadership skills.	80%	74%	73%	70%	67%	67%	68%	65%	6 points	15 points
35. My manager provides an environment that supports employee involvement, contributions, and teamwork.	81%	75%	73%	70%	66%	66%	62%	58%	6 points	23 points
36. I am constantly looking for ways to do my job better.	91%	89%	88%	not asked	not asked	not asked	not asked	not asked	2 points	n/a
37. My workload is reasonable.	70%	67%	66%	57%	58%	59%	55%	51%	3 points	19 points
38. The workforce has the job-relevant knowledge and skills necessary to accomplish unit/command goals.	77%	74%	73%	71%	69%	70%	69%	63%	3 points	14 points
39. I can get my work done without going through many unnecessary layers of reviews and approvals.	60%	55%	56%	not asked	not asked	not asked	not asked	not asked	5 points	n/a
40. I have the appropriate supplies, materials, and equipment to perform my job well.	66%	65%	64%	57%	55%	56%	56%	47%	1 point	19 points
41. My supervisor removes barriers to getting my job done.	69%	62%	61%	not asked	not asked	not asked	not asked	not asked	7 points	n/a

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
42. High performing civilian employees receive monetary rewards (for example, cash awards, bonuses, quality step increases).	57%	46%	53%	49%	43%	44%	26%	27%	11 points	30 points
43. High performing members/employees receive non-monetary rewards (for example, plaques, letters of appreciation, public recognition).	68%	62%	62%	63%	60%	60%	59%	67%	6 points	1 point
44. High performing members/employees are promoted.	46%	41%	45%	45%	46%	47%	43%	51%	5 points	-5 points
45. My supervisor/team leader is fair in recognizing individual accomplishments.	74%	69%	67%	61%	60%	60%	62%	60%	5 points	14 points
46. Members/employees are rewarded for working together in teams (for example, performance ratings, cash awards, certificates, public recognition).	59%	52%	53%	52%	49%	48%	43%	39%	7 points	20 points
47. Pay raises depend on how well members/employees perform their jobs.	22%	20%	24%	25%	24%	23%	20%	18%	2 points	4 points
48. Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.	71%	70%	68%	65%	63%	64%	62%	63%	1 point	8 points
49. Programs that encourage good health practices are supported (for example, fitness centers, health education programs).	80%	78%	77%	75%	74%	74%	71%	72%	2 points	8 points
50. Members/employees are protected from health and safety hazards on the job.	85%	83%	80%	76%	74%	75%	75%	77%	2 points	8 points

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
51. Members/employees are given the opportunity to work at home or on flexible work schedules, when the job permits (for example, Flexitime, Alternate Work Schedule, telecommuting, part-time).	51%	44%	39%	43%	42%	42%	39%	38%	7 points	13 point
52. Members/employees who take advantage of family/personal life policies and benefits do not hurt their career opportunities.	69%	61%	59%	58%	56%	56%	53%	51%	8 points	18 points
53. A spirit of cooperation and teamwork exists in my immediate work unit.	83%	77%	75%	75%	72%	72%	72%	72%	6 points	11 points
54. Different work units cooperate to get the job done.	81%	76%	74%	74%	71%	70%	70%	69%	5 points	12 points
55. Members/employees in different work units participate in cross-functional teams to accomplish work objectives.	76%	71%	69%	69%	65%	65%	59%	55%	5 points	21 points
56. There are strategies to protect job security (for example, early retirements and buyouts, workforce planning).	53%	44%	45%	51%	46%	45%	40%	39%	9 points	14 points
57. There is adequate advance notice of changes that affect employment (for example, downsizing, transfers, reorganizations).	52%	48%	48%	52%	46%	46%	43%	41%	4 points	11 points
58. I receive training and guidance to develop the knowledge and skills necessary to perform other jobs or to pursue new careers.	47%	44%	45%	53%	52%	50%	47%	40%	3 points	7 points

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
59. Improvement goals are established and integrated into my unit/command's overall strategic planning and budgeting processes.	65%	59%	59%	55%	53%	52%	51%	48%	6 points	17 points
60. My manager reviews and evaluate my unit/command's progress toward meeting its goals and objectives.	74%	67%	66%	64%	62%	60%	58%	55%	7 points	19 points
61. Outcome/result measures are used to assess the overall performance of my unit/command (for example, rates, trends, and current quality levels; meeting program objectives).	72%	66%	65%	62%	61%	59%	57%	53%	6 points	19 points
62. I am held accountable for achieving positive results.	86%	84%	82%	69%	69%	69%	72%	69%	2 points	17 points
63. Assessments of the quality of systems, work processes, and products/services are performed at regular intervals across the unit/command.	71%	65%	65%	60%	58%	56%	53%	48%	6 points	23 points
64. Information collected from customers is integrated with other key data and used to improve the quality of products and services.	62%	57%	57%	55%	54%	52%	50%	46%	5 points	16 points
65. Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and valued.	87%	84%	81%	79%	77%	78%	76%	75%	3 points	12 points

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
66. Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, or disability.	86%	81%	80%	79%	79%	80%	78%	76%	5 points	10 points
67. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	85%	81%	78%	76%	74%	74%	71%	71%	4 points	14 points
68. Reasonable accommodations are made for persons with disabilities (for example, availability of sign language interpreters, ramps, Braille).	79%	72%	70%	69%	64%	63%	63%	61%	7 points	18 points
69. Managers/supervisors/team leaders work well with members/employees of different backgrounds.	87%	84%	81%	80%	78%	79%	77%	77%	3 points	10 points
70. To what extent is sex-based or gender-based prejudice, discrimination and/or harassment a problem in your unit/command? (Favorable responses are "not at all" and "a little extent")	94%	90%	88%	not asked	not asked	not asked	not asked	not asked	4 points	n/a
<i>2002-2010 version of item #70: Managers/supervisors deal effectively with reports of sexual harassment.</i>	not asked	not asked	not asked	76%	73%	74%	72%	71%	n/a	n/a

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
71. To what extent is race-based or ethnicity-based prejudice, discrimination and/or harassment a problem in your unit/command? (Favorable responses are “not at all” and “a little extent”; 80% said “not at all”.)	96%	93%	91%	not asked	not asked	not asked	not asked	not asked	3 points	n/a
<i>2002-2010 version of item #71: Managers/supervisors deal effectively with reports of prejudice and discrimination.</i>	not asked	not asked	not asked	75%	72%	72%	70%	69%	n/a	n/a
72. My performance appraisal is a fair reflection of my performance.	78%	74%	72%	69%	68%	68%	67%	65%	4 points	13 points
73. My supervisor provides me with constructive suggestions to improve my job performance.	75%	70%	68%	70%	68%	68%	67%	65%	5 points	10 points
74. My supervisor/team leader communicates clearly what is expected of me in terms of job performance.	77%	73%	71%	70%	68%	68%	71%	69%	4 points	8 points
75. Supervisors/team leaders take steps to minimize work-related stress.	64%	58%	not asked	57%	55%	63%	49%	46%	6 points	18 points
76. The people I work with cooperate to get the job done.	88%	85%	82%	83%	78%	78%	80%	81%	3 points	7 points
77. I am given a real opportunity to improve my skills in the organization.	74%	69%	69%	71%	66%	65%	66%	63%	5 points	11 points
78. I have enough information to do my job well.	79%	77%	74%	73%	69%	69%	69%	67%	2 points	12 points

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
79. I feel encouraged to come up with new and better ways of doing things.	71%	66%	64%	65%	60%	61%	60%	59%	5 points	12 points
80. Conditions in my job allow me to be about as productive as I could be.	70%	65%	63%	63%	57%	58%	55%	51%	5 points	19 points
81. My job makes good use of my skills and abilities.	73%	68%	66%	66%	61%	61%	61%	57%	5 points	16 points
82. My work gives me a feeling of personal accomplishment.	74%	70%	69%	69%	63%	64%	64%	62%	4 points	12 points
83. I like the kind of work I do.	79%	76%	74%	74%	70%	71%	72%	71%	3 points	8 points
84. Sufficient effort is made to get the opinions and thinking of people who work here.	69%	62%	61%	62%	55%	55%	54%	51%	7 points	18 points
85. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	78%	72%	70%	70%	66%	66%	64%	60%	6 points	18 points
86. How do you rate the Coast Guard in providing job security for people like yourself?	73%	61%	70%	73%	75%	74%	72%	66%	12 points	7 points
87. How would you rate the overall quality of work done in your work group?	89%	85%	84%	83%	79%	79%	79%	77%	4 points	12 points
88. In comparison with people in similar jobs in other organizations, I feel my pay is: (favorable response is "About the Same")	44%	43%	45%	44%	36%	35%	30%	23%	1 point	21 points
89. How would you rate your agency as an organization to work for compared to other organizations? (favorable response is "Above Average" or "One of the Best")	65%	59%	59%	59%	52%	52%	49%	42%	6 points	23 points

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
90. Are you considering leaving your organization? (favorable response is "No")	54%	53%	56%	59%	57%	57%	56%	50%	1 points	4 points
91. [Satisfaction with] Your involvement in decisions that affect your work?	64%	56%	55%	55%	53%	53%	51%	49%	8 points	15 points
92. [Satisfaction with] The information you receive from management on what's going on in the organization?	64%	58%	58%	58%	56%	54%	53%	52%	6 points	12 points
93. [Satisfaction with] The recognition you receive for doing a good job?	61%	54%	54%	53%	49%	49%	47%	44%	7 points	17 points
94. [Satisfaction with] Your opportunity to get a better job in the Coast Guard?	49%	44%	46%	46%	45%	46%	44%	38%	5 points	11 points
95. [Satisfaction with] The training you received for your present job?	60%	55%	55%	55%	52%	52%	52%	47%	5 points	13 points
96. Considering everything, how satisfied are you with your job?	72%	67%	66%	67%	62%	63%	62%	60%	5 points	12 points
97. Considering everything, how satisfied are you with your pay (including allowances, if applicable)?	61%	57%	58%	53%	46%	46%	42%	37%	4 points	24 points
98. Considering everything, how satisfied are you with your benefits package (not including pay/allowances)?	79%	72%	72%	not asked	not asked	not asked	not asked	not asked	7 points	n/a
99. Considering everything, how would you rate your overall satisfaction in the Coast Guard at the present time?	73%	64%	66%	65%	62%	63%	61%	57%	9 points	16 points

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
100. How satisfied do you think your organization's customers are with the products and services it provides?	79%	74%	74%	72%	72%	75%	73%	70%	5 points	9 points
101. If I were sexually assaulted I am confident that I could safely report it and get the help I need.	93%	not asked	not asked	not asked	not asked	not asked	not asked	not asked	n/a	n/a
102. If I were sexually assaulted I am confident that I could safely report it and that I would be treated with respect and fairness by my chain of command.	92%	89%	not asked	not asked	not asked	not asked	not asked	not asked	3 points	n/a
103. If I were sexually assaulted I am confident that I could safely report it, and if my military/civilian coworkers became aware I reported it, that I would be treated with respect and fairness by my military/civilian coworkers.	89%	84%	not asked	not asked	not asked	not asked	not asked	not asked	5 points	n/a
104. Leaders at my unit/command make it clear that they will not tolerate sexual assault in any form.	94%	92%	not asked	not asked	not asked	not asked	not asked	not asked	2 points	n/a
105. If I were at risk of being sexually assaulted at work I am confident that my military/civilian coworkers would intervene and protect me.	92%	86%	not asked	not asked	not asked	not asked	not asked	not asked	6 points	n/a
106. If I were at risk of being sexually assaulted outside of work (i.e., a social situation or other off duty situation) I am confident that my military/civilian coworkers would intervene and protect me.	90%	not asked	not asked	not asked	not asked	not asked	not asked	not asked	n/a	n/a

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
107. If I were sexually harassed I am confident that I could safely report it and that I would be treated with respect and fairness by my chain of command.	92%	88%	not asked	not asked	not asked	not asked	not asked	not asked	4 points	n/a
108. If I were sexually harassed I am confident that I could safely report it, and my military/civilian coworkers became aware I reported it, that I would be treated with respect and fairness by my military/civilian coworkers.	90%	84%	not asked	not asked	not asked	not asked	not asked	not asked	6 points	n/a
109. Leaders in my unit/command make it clear that they will not tolerate sexual harassment in any form.	94%	91%	not asked	not asked	not asked	not asked	not asked	not asked	3 points	n/a
110. If I were being sexually harassed I am confident that my military/civilian coworkers would intervene.	90%	84%	not asked	not asked	not asked	not asked	not asked	not asked	6 points	n/a
111. I have trust and confidence in my supervisor.	82%	77%	73%	71%	70%	not asked	not asked	not asked	5 points	n/a
112. My supervisor cares about me as a person.	82%	76%	74%	not asked	not asked	not asked	not asked	not asked	6 points	n/a
113. I know how my work relates to the Coast Guard's goals and priorities.	89%	85%	82%	81%	80%	not asked	not asked	not asked	4 points	n/a
114. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	63%	58%	56%	57%	not asked	not asked	not asked	not asked	5 points	n/a
115. Discussions with my supervisor/ team leader about my performance are worthwhile.	75%	71%	67%	67%	63%	not asked	not asked	not asked	4 points	n/a

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
116. I receive useful Coast Guard mentoring (professional/career guidance) from other members/employees of the Coast Guard.	67%	64%	61%	60%	54%	52%	51%	45%	3 points	22 points
117. I receive the opportunities for personal development I need for a successful Coast Guard career.	69%	64%	63%	63%	59%	56%	55%	50%	5 points	19 points
118. My supervisor/team leader recognizes and rewards my good performance.	70%	64%	61%	60%	55%	54%	53%	not asked	6 points	n/a
119. Those senior to me show an interest in what happens to me.	73%	67%	64%	63%	59%	59%	58%	not asked	6 points	n/a
120. Supervisors/team leaders are receptive to change.	68%	62%	59%	59%	52%	56%	53%	47%	6 points	21 points
121. Members/employees share their knowledge with each other.	84%	80%	77%	76%	73%	75%	77%	76%	4 points	8 points
122. Interruptions are kept to a minimum to allow members/employees to finish their work on time.	55%	49%	47%	48%	43%	43%	41%	35%	6 points	20 points
123. Programs that help members/employees deal with work and family responsibilities are provided (for example, support groups, stress management courses, lectures).	79%	75%	73%	71%	61%	63%	68%	66%	4 points	13 points
124. My supervisor supports my need to balance work and other life issues.	83%	77%	74%	not asked	not asked	not asked	not asked	not asked	6 points	n/a

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
125. I am familiar with the programs and policies to support my work-life balance (e.g., parental leave policies, child care, elder care, flex-time, telecommuting).	86%	81%	78%	not asked	not asked	not asked	not asked	not asked	5 points	n/a
126. I am familiar with the Employee Assistance Program (EAP).	86%	85%	84%	not asked	not asked	not asked	not asked	not asked	1 point	n/a
127. The computer-based information and analysis systems I use in my work give me the information I need to do my job.	72%	71%	68%	64%	61%	55%	51%	43%	1 point	29 points
128. The computer-based information and analysis systems I use in my work are easy to use.	48%	48%	46%	43%	42%	38%	35%	32%	0 points	16 points
129. The medical coverage provided by the Coast Guard meets my individual needs.	79%	77%	75%	73%	68%	66%	66%	not asked	2 points	n/a
130. The medical coverage provided by the Coast Guard for my family meets their needs.	74%	71%	68%	67%	58%	53%	51%	not asked	3 points	n/a
131. I am kept well informed on personnel policies, procedures, and opportunities that affect me (for example, assignments, training, performance appraisals).	76%	72%	69%	67%	62%	59%	not asked	not asked	4 points	n/a
132. My manager/supervisor and co-workers actively communicate and promote on-duty safety practices.	87%	84%	80%	78%	74%	not asked	not asked	not asked	3 points	n/a
133. My manager/supervisor and co-workers actively communicate and promote off-duty safety practices.	84%	80%	76%	75%	70%	not asked	not asked	not asked	4 points	n/a

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
134. Sufficient quantities of properly maintained safety equipment are available at my unit/command.	82%	79%	77%	74%	66%	65%	not asked	not asked	3 points	n/a
135. For USCG/USCGR members: Direct-Access for military, or myEPP for civilians, allows me to successfully complete my individual personnel transactions.	84%	82%	75%	74%	69%	66%	57%	not asked	2 points	n/a
136. For USCG/USCGR members: Direct-Access for military, or myEPP for civilians, is easy to use when completing my individual personnel transactions.	72%	72%	60%	63%	58%	56%	47%	not asked	0 points	n/a
137. My Servicing Personnel Office (SPO) for military, or Civilian Personnel Office for civilians, does a good job of processing my personnel actions.	60%	63%	not asked	not asked	not asked	not asked	not asked	not asked	-3 points	n/a
138. My Servicing Personnel Office (SPO) for military, or Civilian Personnel Office for civilians, does a good job of answering my questions.	60%	64%	not asked	not asked	not asked	not asked	not asked	not asked	-4 points	n/a
139. WebTA allows me to successfully complete my individual time and attendance transactions.	94%	93%	not asked	not asked	not asked	not asked	not asked	not asked	1 point	n/a
140. WebTA is easy to use when completing my individual time and attendance transactions.	88%	88%	not asked	not asked	not asked	not asked	not asked	not asked	0 points	n/a

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
141. For USCG/USCGR members on permanent/extended active duty who have received PCS orders in the past 24 months: I have a positive opinion of the assignment process.	59%	57%	54%	56%	46%	48%	43%	37%	2 points	22 points
142. For USCG/USCGR members on permanent/extended active duty who have received PCS orders in the past 24 months: I was treated well by the detailer during my last assignment process.	68%	64%	63%	64%	50%	53%	48%	42%	4 points	26 points
143. For USCGR SELRES: My civilian employer is supportive of my reserve participation.	83%	78%	74%	73%	36%	44%	34%	31%	5 points	52 points
144. For USCGR SELRES: My command understands the balance among civilian occupation, personal, and reserve duty obligations.	79%	76%	75%	71%	37%	44%	35%	33%	3 points	46 points
145. I believe the results of this survey will be used to make my unit/command a better place to work.	57%	51%	42%	not asked	not asked	not asked	not asked	not asked	6 points	n/a
146. I believe headquarters program and community managers make effective use of the Coast Guard Organizational Assessment Survey (CG-OAS) results to make the Coast Guard a better place to work.	55%	49%	not asked	not asked	not asked	not asked	not asked	not asked	6 points	n/a

Item	2017	2014	2012	2010	2008	2006	2004	2002	Change from 2014	Change from 2002
147. All in all, how important is the Coast Guard as an organization to you? (Favorable responses are "Very important" and "Somewhat important")	93%	91%	90%	89%	84%	not asked	not asked	not asked	2 points	n/a
148. All in all, how important are the missions of the Coast Guard to you? (Favorable responses are "Very important" and "Somewhat important")	95%	93%	92%	91%	88%	not asked	not asked	not asked	2 points	n/a
149. Have you seen the results of the 2014 Coast Guard Organizational Assessment Survey for your unit/command? (Favorable response is "Yes".)	33%	36%	29%	25%	23%	18%	not asked	not asked	-3 points	n/a