



NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA

JOINT APPLIED PROJECT

WORKFORCE RETENTION STUDY IN SUPPORT OF THE U.S. ARMY ABERDEEN TEST CENTER HUMAN CAPITAL MANAGEMENT STRATEGY

September 2016

**By: Richard Fore
Kelly Hacker
Michael Reedy
Kristi Sanchez-Vahamonde
Sean Whelan**

**Advisors: Charles Pickar
Heather Hilton**

Approved for public release. Distribution is unlimited.

THIS PAGE INTENTIONALLY LEFT BLANK

REPORT DOCUMENTATION PAGE			<i>Form Approved OMB No. 0704-0188</i>	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington, DC 20503.				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE September 2016		3. REPORT TYPE AND DATES COVERED Joint applied project
4. TITLE AND SUBTITLE WORKFORCE RETENTION STUDY IN SUPPORT OF THE U.S. ARMY ABERDEEN TEST CENTER HUMAN CAPITAL MANAGEMENT STRATEGY				5. FUNDING NUMBERS
6. AUTHOR(S) Richard Fore, Kelly Hacker, Michael Reedy, Kristi Sanchez-Vahamonde, & Sean Whelan				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School Monterey, CA 93943-5000				8. PERFORMING ORGANIZATION REPORT NUMBER
9. SPONSORING /MONITORING AGENCY NAME(S) AND ADDRESS(ES) N/A				10. SPONSORING / MONITORING AGENCY REPORT NUMBER
11. SUPPLEMENTARY NOTES The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government. IRB number NPS.2016.0059-IR-EP5&7A				
12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release. Distribution is unlimited.				12b. DISTRIBUTION CODE
13. ABSTRACT (maximum 200 words) In Fiscal Year 15, the U.S. Army Aberdeen Test Center (ATC) experienced an attrition rate of 10.4% of its civilian workforce. Without mitigation, the current employee turnover could result in a loss of organizational knowledge, reduction in the number of highly skilled test center employees, and a failure for ATC to meet mission objectives, namely the execution of rigorous testing to support Department of Defense acquisition programs. A Workforce Retention Study (WRS) was conducted to analyze and address current ATC attrition trends and to provide recommendations on strategies to improve retention. To determine the most suitable recommendations, the WRS Research Team conducted a comprehensive literature review and collected data from existing sources. In addition, surveys were designed and deployed to current and former ATC employees to collect data regarding job satisfaction, motivation, demographics, leadership, suggestions for improvement, and future plans. The WRS identified that, in general, ATC civilian employees stay employed at ATC because of the organization's meaningful mission, work/life balance, and effective supervisor-to-employee relationships. Factors contributing to employee dissatisfaction include a lack of career growth opportunities and competitive pay, inefficient organizational processes, ineffective leadership, lack of a flexible telework program, and poor facility/work conditions. In order to retain high-performing employees, the WRS Research Team recommends ATC increase career growth opportunities; streamline and simplify organizational processes; improve leadership training, accountability, and empowerment; implement a more flexible telework program; and prioritize infrastructure improvement.				
14. SUBJECT TERMS retention, attrition, civilian, workforce, Aberdeen Test Center, job satisfaction				15. NUMBER OF PAGES 205
				16. PRICE CODE
17. SECURITY CLASSIFICATION OF REPORT Unclassified		18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified		19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified
20. LIMITATION OF ABSTRACT UU				

THIS PAGE INTENTIONALLY LEFT BLANK

Approved for public release. Distribution is unlimited.

**WORKFORCE RETENTION STUDY IN SUPPORT OF THE U.S. ARMY
ABERDEEN TEST CENTER HUMAN CAPITAL MANAGEMENT STRATEGY**

Richard Fore, Civilian, Department of the Army
Kelly Hacker, Civilian, Department of the Army
Michael Reedy, Civilian, Department of the Army
Kristi Sanchez-Vahamonde, Civilian, Department of the Army
Sean Whelan, Civilian, Department of the Army

Submitted in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE IN PROGRAM MANAGEMENT

from the

**NAVAL POSTGRADUATE SCHOOL
September 2016**

Approved by: Dr. Charles Pickar
Naval Postgraduate School Senior Lecturer

Heather Hilton
Chief of Staff, U.S. Army Aberdeen Test Center

Brad Naegle
Academic Associate
Graduate School of Business and Public Policy

THIS PAGE INTENTIONALLY LEFT BLANK

WORKFORCE RETENTION STUDY IN SUPPORT OF THE U.S. ARMY ABERDEEN TEST CENTER HUMAN CAPITAL MANAGEMENT STRATEGY

ABSTRACT

In Fiscal Year 15, the U.S. Army Aberdeen Test Center (ATC) experienced an attrition rate of 10.4% of its civilian workforce. Without mitigation, the current employee turnover could result in a loss of organizational knowledge, reduction in the number of highly skilled test center employees, and a failure for ATC to meet mission objectives, namely the execution of rigorous testing to support Department of Defense acquisition programs.

A Workforce Retention Study (WRS) was conducted to analyze and address current ATC attrition trends and to provide recommendations on strategies to improve retention. To determine the most suitable recommendations, the WRS Research Team conducted a comprehensive literature review and collected data from existing sources. In addition, surveys were designed and deployed to current and former ATC employees to collect data regarding job satisfaction, motivation, demographics, leadership, suggestions for improvement, and future plans.

The WRS identified that, in general, ATC civilian employees stay employed at ATC because of the organization's meaningful mission, work/life balance, and effective supervisor-to-employee relationships. Factors contributing to employee dissatisfaction include a lack of career growth opportunities and competitive pay, inefficient organizational processes, ineffective leadership, lack of a flexible telework program, and poor facility/work conditions. In order to retain high-performing employees, the WRS Research Team recommends ATC increase career growth opportunities; streamline and simplify organizational processes; improve leadership training, accountability, and empowerment; implement a more flexible telework program; and prioritize infrastructure improvement.

THIS PAGE INTENTIONALLY LEFT BLANK

TABLE OF CONTENTS

I.	INTRODUCTION.....	1
A.	PURPOSE.....	1
1.	ATC Problem Statement.....	1
2.	General Approach.....	2
B.	ATC ORGANIZATIONAL BACKGROUND.....	2
1.	Mission.....	2
2.	Organizational Structure.....	3
3.	Workforce.....	4
4.	Work Environment.....	9
II.	RESEARCH SCOPE AND METHODOLOGY	11
A.	SCOPE	11
B.	RESEARCH QUESTIONS.....	11
C.	DEFINITIONS	12
D.	METHODOLOGY	13
1.	Literature Review	13
2.	Existing Data Sources.....	13
3.	WRS Generated Data	15
4.	Data Analysis.....	17
5.	Recommendations.....	17
III.	LITERATURE REVIEW	19
A.	FEDERAL EXECUTIVE INSTITUTE STUDY	19
B.	JOB SATISFACTION AND MOTIVATION THEORIES	21
1.	Herzberg’s Motivation-Hygiene Theory.....	21
2.	Maslow’s Hierarchy of Needs	23
C.	GENERATIONAL DIFFERENCES	27
1.	Focus on Millennials	30
D.	RETENTION CASE STUDIES.....	31
1.	Start by Hiring the Right People	32
2.	Develop Effective Leadership-Employee Relationships.....	33
3.	Emphasize Mission and Career Growth.....	33
IV.	DATA	35
A.	ATC GAIN/LOSS DATA.....	35
1.	Attrition Rates.....	35
2.	Losses by GS Equivalent	38

3.	Losses by Job Series.....	39
B.	CURRENT ATC CIVILIAN EMPLOYEE SURVEY	41
1.	Overall Job Satisfaction	41
2.	Motivation Level	43
3.	Leadership	44
4.	Suggestions for Improvement	46
5.	Future Plans	48
C.	FORMER ATC CIVILIAN EMPLOYEE SURVEY	51
1.	General Information about Former Employees Surveyed.....	51
2.	Job Satisfaction	55
3.	Reasons for Leaving ATC	59
4.	Career Progression	62
V.	ANALYSIS	65
A.	HOW DO ATC CIVILIAN EMPLOYEES MEASURE JOB SATISFACTION?.....	65
1.	Current ATC Civilian Employee Job Satisfaction	66
2.	Former ATC Civilian Employee Job Satisfaction	67
3.	Analysis of Job Satisfaction Factors.....	68
B.	REASONS WHY ATC CIVILIAN EMPLOYEES STAY AT ATC	72
1.	Meaningful Mission	73
2.	Work/Life Balance	73
3.	Effective Direct Supervisor	74
C.	FACTORS THAT MOTIVATE ATC CIVILIAN EMPLOYEES TO LEAVE	76
1.	Career Growth Opportunities/Salary	76
2.	Organizational Processes.....	79
3.	Quality of Leadership	81
4.	Telework Program	84
5.	Condition of Facilities and Work Environment.....	88
VI.	RECOMMENDATIONS.....	91
A.	SUMMARY OF RECOMMENDATIONS TO IMPROVE RETENTION.....	91
1.	Increase Career Growth Opportunities.....	91
2.	Streamline and Simplify Organizational Processes	94
3.	Improve Leadership Training, Empowerment, and Accountability	95
4.	Implement More Flexible Telework Program	98

5. Prioritize Infrastructure Improvement	99
B. RECOMMENDATIONS FOR FURTHER STUDY	101
VII. CONCLUSION	103
APPENDIX A. ATTRITION DATA.....	105
APPENDIX B. CURRENT ATC CIVILIAN EMPLOYEE SURVEY QUESTIONS	117
APPENDIX C. CURRENT ATC CIVILIAN EMPLOYEE SURVEY CONSOLIDATED DATA.....	137
APPENDIX D. FORMER ATC CIVILIAN EMPLOYEE SURVEY QUESTIONS	155
APPENDIX E. FORMER ATC CIVILIAN EMPLOYEE SURVEY CONSOLIDATED DATA.....	169
LIST OF REFERENCES	181
INITIAL DISTRIBUTION LIST	183

THIS PAGE INTENTIONALLY LEFT BLANK

LIST OF FIGURES

Figure 1. ATC Organizational Chart. Source: ATC (2016).	4
Figure 2. Breakdown of ATC Workforce by General Skillset, August 2016. Adapted from MSD (2016b), unpublished data.....	5
Figure 3. Breakdown of ATC Workforce by Generational Group. Adapted from MSD (2016b), unpublished data.	6
Figure 4. Breakdown of ATC Workforce by GS Level. Adapted from MSD (2016b), unpublished data.....	7
Figure 5. Herzberg’s Motivation and Hygiene Factors. Source: Chebri (2013).	22
Figure 6. Connection between Maslow’s and Herzberg’s Theories.	24
Figure 7. Annual Attrition Rates at ATC, FY11–FY15. Adapted from MSD (2016a), unpublished data.	35
Figure 8. Type of Employee Loss from ATC in FY15. Adapted from MSD (2016a), unpublished data.	36
Figure 9. Type of Employee Loss from ATC, FY11–FY15. Adapted from MSD (2016a), unpublished data.	36
Figure 10. Voluntary Turnover by GS Level, FY11–FY15. Adapted from MSD (2016a), unpublished data.	38
Figure 11. Voluntary Turnover by Job Series Groups, FY11–FY15. Adapted from MSD (2016a), unpublished data.	39
Figure 12. Overall Job Satisfaction of Current ATC Civilian Employees.....	42
Figure 13. Motivation Level of Current ATC Civilian Employees	44
Figure 14. Leadership Effectiveness at Different Levels of the Chain of Command.....	45
Figure 15. Factors that Current ATC Civilians Believe Would Improve Job Satisfaction.....	47
Figure 16. Future Plans of Current ATC Civilian Employees	49
Figure 17. Likelihood ATC Civilians Would Stay Longer if Top Priorities Addressed.....	50

Figure 18. Likelihood of Current ATC Employees Accepting Another Position	51
Figure 19. Years Spent at ATC before Resigning or Transferring	52
Figure 20. Breakdown of Former Employees Surveyed by Generational Group	53
Figure 21. Job Series Group of Former ATC Employees Surveyed	53
Figure 22. Type of Organization Former ATC Employee Went to after Transfer/Quit.....	54
Figure 23. Relocation Status of Former ATC Employees.....	55
Figure 24. Overall Job Satisfaction Comparison of Former ATC Civilians When Employed at ATC and in Current Position.	56
Figure 25. Comparison Between ATC and Current Organization by Former ATC Employees.....	57
Figure 26. Factors that Former ATC Civilians Believe Would Have Improved Job Satisfaction	58
Figure 27. Percentage of Former ATC Civilians that Would Recommend ATC as a Good Place to Work.....	59
Figure 28. Comparison of Former ATC Employees Who Left for a Lateral or Promotional Position.....	60
Figure 29. Primary Reason Why Former ATC Employees Left.....	61
Figure 30. GS Level of Former ATC Civilians When They Worked at ATC Compared to the GS Level of their Current Position.....	63
Figure 31. Likelihood of Former ATC Employees Accepting a Position to Return to ATC.....	64
Figure 32. Comparison of Importance of Factors to Job Satisfaction of Current and Former ATC Employees	69
Figure 33. Employee Evaluation of Direct Supervisor Leadership Skills	75
Figure 34. Percentage of Former ATC Employees that Telework in Current Position	85
Figure 35. Percentage of Current ATC Workforce Feel They Could Telework Effectively	87

Figure 36. Current ATC Employee Acceptance of a Telework Opportunity for Specific Employees.....	88
Figure 37. Breakdown of ATC Employee Loss, FY15. Adapted from MSD (2016a), unpublished data.....	107
Figure 38. Breakdown of ATC Employee Loss, FY14. Adapted from MSD (2016a), unpublished data.....	108
Figure 39. Breakdown of ATC Employee Loss, FY13. Adapted from MSD (2016a), unpublished data.....	110
Figure 40. Breakdown of ATC Employee Loss, FY12. Adapted from MSD (2016a), unpublished data.....	112
Figure 41. Breakdown of ATC Employee Loss, FY11. Adapted from MSD (2016a), unpublished data.....	114

THIS PAGE INTENTIONALLY LEFT BLANK

LIST OF TABLES

Table 1.	Breakdown of ATC Workforce by Job Series Groups. Adapted from MSD (2016b), unpublished data.	8
Table 2.	ATC’s Priority MCOs. Adapted from Glassman (2015).	9
Table 3.	Characteristics of Generational Groups. Adapted from Hammill (2015).	28
Table 4.	FY15 Attrition Rate and Loss Data Organized by Job Series Group. Adapted from MSD (2016a), unpublished data.	40
Table 5.	Survey Factors Related to Herzberg’s and Maslow’s Theories.	66
Table 6.	Order of Importance of Job Satisfaction Factors for Current ATC Civilians	67
Table 7.	Order of Importance of Job Satisfaction Factors for Former ATC Civilians	67
Table 8.	ATC Attrition Rate, Gains, Losses, and Civilian (CIV) Strength Data, FY11–FY15. Adapted from MSD (2016a), unpublished data.	105
Table 9.	ATC Attrition Summary for last Five Years, FY11–FY15. Adapted from MSD (2016a), unpublished data.	105
Table 10.	Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY15. Adapted from MSD (2016a), unpublished data.	106
Table 11.	Summary of Job Series Groups for Employees that Separated from ATC in FY15. Adapted from MSD (2016a), unpublished data.	107
Table 12.	Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY14. Adapted from MSD (2016a), unpublished data.	108
Table 13.	Summary of Job Series Groups for Employees that Separated from ATC in FY14. Adapted from MSD (2016a), unpublished data.	109
Table 14.	Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY13. Adapted from MSD (2016a), unpublished data.	110

Table 15. Summary of Job Series Groups for Employees that Separated from ATC in FY13. Adapted from MSD (2016a), unpublished data.....	111
Table 16. Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY12. Adapted from MSD (2016a), unpublished data.	112
Table 17. Summary of Job Series Groups for Employees that Separated from ATC in FY12. Adapted from MSD (2016a), unpublished data.....	113
Table 18. Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY11. Adapted from MSD (2016a), unpublished data.	114
Table 19. Summary of Job Series Groups for Employees that Separated from ATC in FY11. Adapted from MSD (2016a), unpublished data.....	115

LIST OF ACRONYMS AND ABBREVIATIONS

AcqDemo	Department of Defense Civilian Acquisition Workforce Personnel Demonstration Project
APG	Aberdeen Proving Ground
ATC	U.S. Army Aberdeen Test Center
ATEC	Army Test and Evaluation Command
CIV	Civilian
CS	Custom Solutions
CS-FEI	Federal Executive Institute's Custom Solutions Team
CWS	Compressed Work Schedule
DEOMI	Defense Equal Opportunity Management Institute
DOD	Department of Defense
FEI	Federal Executive Institute
FEVS	Federal Employee Viewpoint Survey
FY	Fiscal Year
GS	General Schedule
LDP	Leadership Development Program
MCO	Mission Critical Occupation
MRTFB	Major Range and Test Facility Base
MSAF	Multi-source Assessment and Feedback
MSD	Management Support Division
NCO	Non-Commissioned Officer
OPM	Office of Personnel Management
ORSA	Operations Research and Systems Analyst
PwC	PricewaterhouseCoopers
RDO	Regular Day Off
SES	Senior Executive Service
TSA	Transportation Security Administration
WRS	Workforce Retention Study

THIS PAGE INTENTIONALLY LEFT BLANK

ACKNOWLEDGMENTS

First and foremost, we would like to thank the Aberdeen Test Center senior leadership, COL Morris L. Bodrick and Mr. John Wallace, for giving us the opportunity to perform this study. Having the complete support and trust of the Command leadership allowed us to freely conduct research and collect data about the ATC workforce, ultimately fostering our success.

We also extend a huge thank you to our advisors, Dr. Charles Pickar of the Naval Postgraduate School and Ms. Heather Hilton of ATC. Their support and guidance was critical in developing the process and maintaining the objectivity necessary to tackle this monumental task.

We need to send our gratitude to all current and former ATC employees who took time out of their busy schedules to complete our surveys. Obviously, without their input we would not have the data that allowed us to make relevant recommendations.

Finally, we extend our love and thanks to our wonderful families who helped us survive many late nights throughout this journey.

THIS PAGE INTENTIONALLY LEFT BLANK

I. INTRODUCTION

The success of this Government, and thus the success of our Nation, depends in the last analysis upon the quality of our career services... We are all dependent on [the career men's and women's in the Federal service] sense of loyalty and responsibility as well as their competence and energy.

—John F. Kennedy, 1961

A. PURPOSE

Throughout the history of the United States, the federal civilian workforce has played an integral role in the successful operation of the government. Federal civilians provide stability and continuity throughout the ebb and flow of political and global changes. As the civilian workforce is one of the country's most critical assets, it is important to study and understand federal workforce dynamics and employee turnover as it relates to strategic human capital management.

Today's workforce challenges are compounded by budgetary constraints, hiring freezes, and a large generation of baby boomers that has begun a wave of retirements. These challenges have put the topic of employee retention at the forefront of many workforce management strategies. Of specific interest are the federal employees who choose to separate prior to becoming eligible for retirement. The departure of highly-skilled and specialized civilians often creates a void of organizational knowledge and results in a less effective and capable workforce.

This Workforce Retention Study (WRS) investigates and takes a closer look at employee turnover within one federal organization: the U.S. Army Aberdeen Test Center (ATC).

1. ATC Problem Statement

In Fiscal Year (FY) 15, ATC experienced its highest attrition rate (10.4%) in the past five years. If the rate of employee turnover is not reduced, ATC could risk losing both the capability to complete core mission functions as well as the capacity to handle

its foreseeable workload. The overarching question facing the ATC leadership is, “What can ATC do to improve retention of its civilian workforce?”

2. General Approach

The WRS was conducted to support the greater ATC Command Human Capital Management Strategy. First, the WRS Research Team conducted a comprehensive literature review, collected workforce and employee turnover data from existing sources, and generated additional data using survey tools. Second, the WRS Research Team thoroughly analyzed data from all sources to pinpoint trends related to and correlations between ATC employee job satisfaction and turnover. Finally, by identifying factors that have led to accelerated attrition of the ATC civilian workforce over the past few years and characterizing the high-risk groups or skillsets that are leaving the organization, the WRS Research Team generated recommendations of retention strategies that could feasibly be implemented by ATC to reduce attrition.

B. ATC ORGANIZATIONAL BACKGROUND

The following sections provide basic background information related to ATC’s mission, organizational structure, workforce, and culture.

1. Mission

ATC is a subordinate command to the U.S. Army Test and Evaluation Command (ATEC) and strives to align with the vision: “To be a team of highly skilled test and evaluation professionals focused on informing equipping decisions for today’s and tomorrow’s warfighter” (U.S. Army Test and Evaluation Command [ATEC], 2016). As such, the ATC is the Department of Defense (DOD)’s lead developmental test facility for land-combat, direct-fire, and live-fire vulnerability testing in support of DOD acquisition. Conveniently located in Aberdeen Proving Ground (APG), Maryland, ATC’s unique climate facilitates the testing of military systems in a variety of temperatures and weather conditions. The organization’s mission is:

To provide test and test support services for authorized customers, within DOD and outside DOD, including government and non-government

organizations, domestic and foreign. Provide comprehensive test and training both real and simulated; provide expert knowledge and technical services including instrumentation application, facility operations, manufacturing and fabrication; exploit emerging technologies; and develop leading edge instrumentation and test methodologies. (U.S. Army Aberdeen Test Center [ATC], 2016)

ATC's history began nearly 100 years ago. Initially known as the Proof Department, the organization first starting testing artillery in 1918 to support U.S. efforts during World War I (ATC, 2016). Today, ATC is funded as a Major Range and Test Facility Base (MRTFB), authorized approximately \$90M annually in Army funding (labor and non-labor) to operate the ATC test ranges and facilities in support of DOD testing (Bodrick, 2015). Although funded as part of the DOD's MRTFB infrastructure, ATC is also a cost reimbursable organization and relies on DOD customers to provide funding for all direct test services performed.

The primary output of ATC is final test reports that address the findings, raw data, and criteria compliance of military pieces of equipment. In FY15 ATC employees worked 1.6M man-hours and produced 591 test plans, records, and reports associated with 743 projects (Bodrick, 2016).

2. Organizational Structure

ATC's senior leader, or Commander, is an Army Colonel. A new ATC Commander is assigned approximately every three years. The top civilian in the organization is a General Schedule (GS)-15 Technical Director who reports directly to the Commander and provides oversight to the entire command. In addition, ATC's Non-Commissioned Officer (NCO) in charge supports the ATC Commander by managing ATC's enlisted military members who support testing through early user assessments and early operational testing.

The ATC command structure is divided into eight directorates: Automotive, Safety, Command Staff, Firepower, Plans and Operations, Survivability/Lethality, Test Technology, and Warfighter. Each directorate is led by a GS-15 Director. Four of the eight directorates are responsible for test execution: Automotive, Firepower,

Survivability/Lethality, and Warfighter. The remaining directorates support the testing groups through technical, administrative, and infrastructure development activities. Figure 1 is the ATC organizational chart.

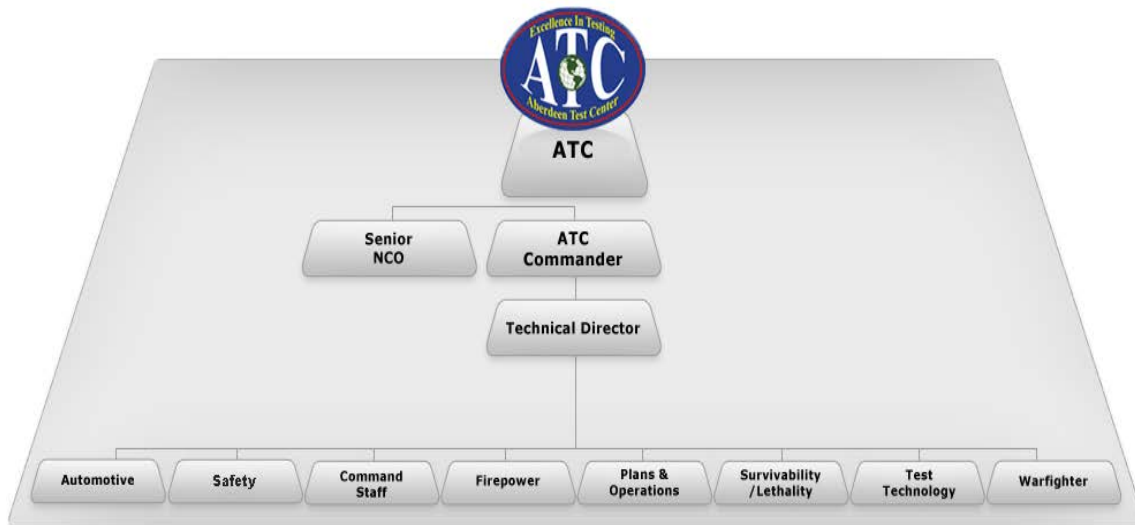


Figure 1. ATC Organizational Chart. Source: ATC (2016).

3. Workforce

As of the end of FY15, the ATC workforce was comprised of 658 civilian, 14 military, and 691 contractors, spread out over 66,000 acres of property, over 40 miles of test tracks, and almost 250 different test ranges (ATC Management Support Division [MSD], 2016b; ATC, 2016).

ATC employees offer a vast array of skillsets with numerous backgrounds, including but not limited to engineers, scientists, mathematicians, skilled technicians, logisticians, and analysts. As military equipment has become more technologically advanced over the last few decades, ATC has responded with a similar shift towards a more technical and specialized workforce. Figure 2 shows the general makeup of the ATC workforce based on skillsets.

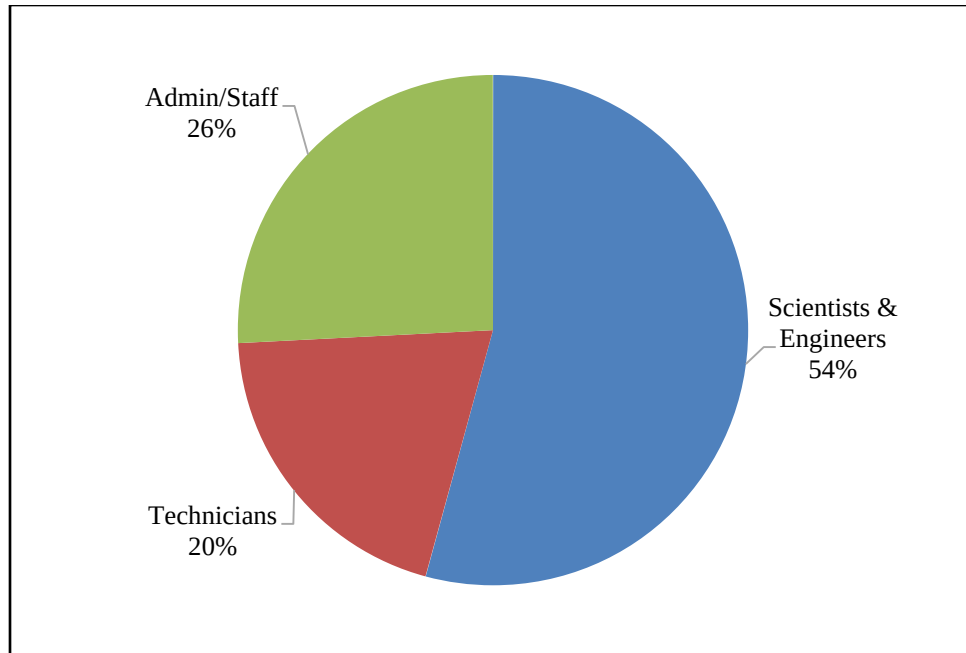


Figure 2. Breakdown of ATC Workforce by General Skillset, August 2016.
Adapted from MSD (2016b), unpublished data.

For the first time in ATC’s history, ATC workforce includes individuals that belong to four generational groups. Figure 3 shows the approximate breakdown of the current ATC civilian workforce into Traditionalists (born 1900–1945), Baby Boomers (born 1946–1965), Generation X (born 1966–1980), and Millennials (born 1981–2000).

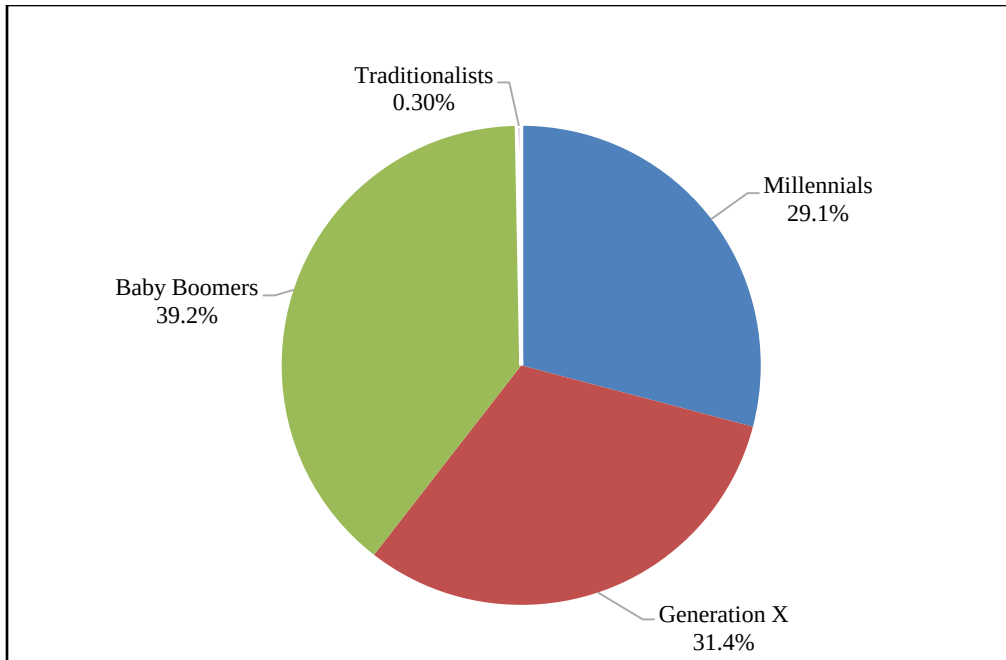


Figure 3. Breakdown of ATC Workforce by Generational Group. Adapted from MSD (2016b), unpublished data.

ATC participates in the DOD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo), a relatively new personnel system that aims to allow improved managerial control and pay based on contribution to the organization. In addition, AcqDemo's broad-banding system is structured to promote better flexibility to expand opportunities to personnel and to support professional growth. However, current ATEC policy limits ATC employee movement through AcqDemo paybands with the use of control points. The current AcqDemo control points limit employees to pay scales with "close equivalency to General Schedule grades" (Taylor, 2016). Figure 4 displays the breakdown of the ATC civilian workforce in terms of each employee's equivalent GS level.

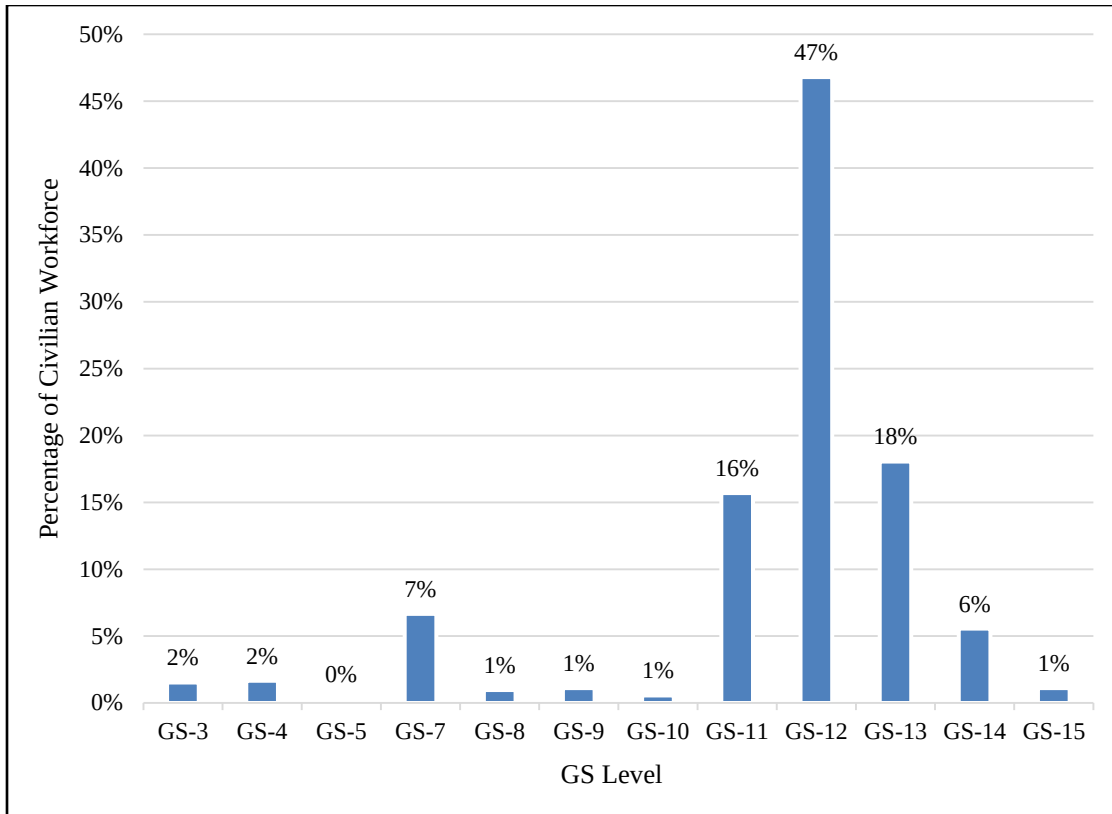


Figure 4. Breakdown of ATC Workforce by GS Level. Adapted from MSD (2016b), unpublished data.

The U.S. Office of Personnel Management (OPM) classifies employees into job series groups to identify specific types of positions and roles within the command. For the purposes of this WRS, Table 1 lists the description of the job series groups most common in the ATC workforce and the approximate percentage of civilian employees that belong to each.

Table 1. Breakdown of ATC Workforce by Job Series Groups. Adapted from MSD (2016b), unpublished data.

Job Series Group	Description of Position/Job Title	Approximate Percentage of ATC's Civilian Workforce
0000s	Safety, Security, & Misc. Occupations	2%
0100s	Social Science, Psychology, & Welfare Group	<1%
0300s	General Administrative, Range Operations, & Program Support Group	10%
0500s	Accounting, Budget, & Contracting Group	1%
0802/0856	Engineering Technician Group	19%
Other 0800s	Engineering Group	47%
1000s	Visual, Information, & Arts Group	1%
1100s	Business Operations Group	1%
1300s	Physical Sciences Group	6%
1550s	Computer Scientists Group	5%
Other 1500s	ORSA ^a , Mathematics, & Statistics Group	3%
1600s	Equipment & Facilities Group	4%
1900s	Quality Assurance Group	<1%
2000s	Supply Group	1%
2100s	Transportation Group	1%
2200s	Information Technology Group	1%
Other	Various positions/job titles	<1%

^aORSA = Operations Research and Systems Analyst

Highlighted groups are characterized as Mission Critical Occupations (MCOs).

As noted in Table 1, several of the job series groups contain Mission Critical Occupations (MCOs). Furthermore, the ATEC Human Capital Steering Committee has identified ATC's top priority MCOs as listed in Table 2 (Glassman, 2015).

Table 2. ATC's Priority MCOs. Adapted from Glassman (2015).

Priority	Job Series	Job Title
1	802	Engineering Technician
2	830	Mechanical Engineer
3	801	General Engineer
4	1550	Computer Scientist
5	856	Electronic Technician
6	2181	Pilot
7	343	Management and/or Program Analyst

4. Work Environment

ATC work environments vary depending on each employee's role and responsibilities. The workforce performs the ATC mission in a variety of offices, laboratories and test ranges spread out across a large portion of APG. Each employee may have a different experience in terms of the time spent in office or field settings and the level of dependence on computers and technology for everyday tasks. For example, an ATC technician may spend every day outside on the test range and be required to check email once or twice a pay period, while a human resources specialist may spend the entire day in the office managing human resources databases and personnel actions.

ATC currently operates under a compressed work schedule (CWS): the majority of the employees are scheduled for less than 10 workdays each pay period. Generally, ATC employees work nine-hour days and observe a regular day off (RDO) every other Friday, in accordance with section 5 U.S. Code 6121(5).

ATC's telework policy follows ATEC Regulation 690-1, the Telework Program for the U.S. Army Test and Evaluation Command (2012). The telework policy states that limited telework opportunities are available to the ATC workforce due to mission requirements and the nature of the work executed. Furthermore, the current telework protocol requires ATC Commander approval on a case-by-case basis. In FY15, two telework agreements were approved and established (MSD 2016b).

THIS PAGE INTENTIONALLY LEFT BLANK

II. RESEARCH SCOPE AND METHODOLOGY

After characterizing the ATC organizational background, the WRS Research Team developed a strategy for the execution of the WRS. Descriptions of how the WRS Research Team framed and conducted the study are included in the sections below.

A. SCOPE

Although the ATC workforce is comprised of civilians, military, and contractor personnel, the WRS Research Team narrowed the scope of the study to only civilian employees. The population studied included both current ATC civilian employees and former ATC civilian employees who had left the organization. Because of data availability and applicability of retention strategies to the current workforce, the WRS Research Team focused the study to the past five complete fiscal years: the period of time from FY11 through FY15.

B. RESEARCH QUESTIONS

To answer the overarching question **“What can ATC do to improve retention of its civilian workforce?”**, the WRS Research Team first developed secondary research questions to get a deeper understanding of the underlying causes of ATC employee turnover. The WRS Research Team used the research questions to help determine the appropriate data required, identify appropriate methods of data collection, guide the data analysis, and ultimately develop recommendations for ATC employee retention strategies. The three secondary research questions that the WRS Research Team developed are:

- **“How do people measure job satisfaction?”**
- **“Why are civilian employees leaving ATC?”**
- **“Are there specific subgroups within the ATC civilian workforce that are leaving at an accelerated rate?”**

C. DEFINITIONS

For the purposes of this WRS, the following definitions of terms were used by the WRS Research Team. Several definitions were taken directly from the OPM’s FedScope database (FedScope Data Definitions, n.d.):

- Separation – Any personnel action resulting in the loss of an employee from an agency’s staff. [Note: In the WRS, the term “separation” refers to the loss of an employee from the ATC workforce.]
- Retirement – Separation entitling employee to immediate annuity.
- Transfer (out) – Movement of a single employee, or group of employees, to another [federal] agency with a break in service of three days or less.
- Quit – Voluntary resignation by an employee, abandoning one’s position, joining the military, or failing to return from military furlough.
- Termination – Employee removal based on misconduct, delinquency, suitability, unsatisfactory performance, or failure to qualify for conversion to a career appointment.
- Death – Employee loss of life.

In addition, the WRS Research Team used the following conglomeration of terms and definitions throughout the study:

- Gain – Addition of an employee to an agency’s workforce, usually through transfer (in), conversion to permanent status, or a hiring action.
- Loss – Deduction of an employee from an agency’s workforce by retirement, transfer (out), quit, termination, death, or some other form of separation.
- Retention – Ability of an agency to keep its employees.
- Attrition/Turnover – Reduction in the size of an agency’s workforce due to employee loss.
- Annual Attrition/Turnover Rate – the percentage an agency’s workforce decreased over a period of one year. To calculate the annual attrition rate, the total number of losses during the year is divided by the average number of employees in the workforce during that same year, as shown in Equation 1.

$$\text{Annual Attrition Rate (\%)} = \frac{\text{Total FY Losses}}{\text{Average End of Month Strength during the FY}} (100) \quad \text{Eq. (1)}$$

- Natural Turnover – Employee loss through death or retirement. [Note: Although retirement is a voluntary separation initiated by the employee, the agency expects the loss to occur within a reasonable amount of time after the employee becomes eligible for retirement and is considered a “natural” part of workforce attrition.]
- Involuntary Turnover – Employee loss initiated by the agency; unwilling separation of the employee, usually through termination.
- Voluntary Turnover – Employee loss initiated by the employee and unexpected by the agency, usually through transfer (out) or quit.

D. METHODOLOGY

After establishing research questions and definitions of important terms, the WRS Research Team developed a methodology to find answers to the research questions and ultimately recommend retention strategies to ATC leadership.

1. Literature Review

First, a thorough literature review was conducted to find applicable information, studies, and strategies that have been published. The literature review focused on finding information about:

- past studies specific to ATC culture, leadership, and employee turnover
- motivation and job satisfaction theory
- relevant articles about the federal civilian workforce and employee turnover
- case studies about other organizations that successfully implemented retention strategies to reduce employee turnover

Key information the WRS Research Team found during the literature review is included in Chapter III.

2. Existing Data Sources

Next, the WRS Research Team collected ATC manpower, job satisfaction, and employee turnover data from existing sources.

a. *ATC Manpower Data*

ATC's Management Support Division (MSD) supports all human resources and personnel actions for the ATC workforce. As such, MSD manages ATC's manpower and personnel record-keeping systems and databases, and pulls reports associated with onboard strength numbers, etc. Upon the request of the WRS Research Team, MSD provided manpower data sets related to the civilian strength, employee job series, GS level, and other workforce breakdown information at different times over the past five FYs.

b. *ATC Gain/Loss Data*

MSD also supplied reports to the WRS Research Team that listed the civilian employee gains and losses over the past five FYs. The WRS Research Team used the Gain/Loss data to accurately calculate the total number of gains and losses for each FY studied. Furthermore, the data allowed the WRS Research Team to calculate annual attrition rates. More specific to employee turnover, the Gain/Loss data provided information about the type of loss (transfer, quit, termination, death, or retirement), loss date, job series, and GS level for an employee that separated from ATC over the past five FYs. Finally, the Gain/Loss data were used to break down losses by job series and GS level to allow the WRS Research Team to identify trends related to the employees leaving ATC. ATC Gain/Loss data used are discussed in depth in Chapter IV.

c. *ATEC Exit Survey Results*

As of the end of FY15, ATC does not conduct formal exit interviews or surveys of employees leaving the organization. Instead, ATC employees have the option to take a voluntary ATEC Exit Survey that is self-administered through a SharePoint survey site. The WRS Research Team reviewed ATEC Exit Survey results from FY15, but only a very small percentage of separating employees took advantage of the opportunity to provide input. As a result, the WRS Research Team ultimately decided not to use the ATEC Exit Surveys as a data source to help develop or support retention strategy recommendations. The ATEC Exit Survey questionnaire was a useful reference for developing new survey questions.

d. ATC Command Climate Survey Results

In October 2015, ATC conducted a Command Climate Survey of ATC's civilian workforce. The survey was designed and deployed by the Defense Equal Opportunity Management Institute (DEOMI) and contained question groups that collected data on the general climate of ATC. 312 ATC civilians responded to the survey, a response rate of approximately 48%. Among other categories of questions, the DEOMI survey produced data on employee attitudes about ATC organizational effectiveness, including: organizational commitment, trust in leadership, organizational performance, leadership cohesion, job satisfaction, organizational processes, diversity management, help seeking behaviors, and exhaustion levels. Although the WRS Research Team reviewed the consolidated DEOMI Climate Report on ATC and considered the results in terms of the WRS, the DEOMI results were not directly used to develop or support retention strategy recommendations. However, the DEOMI survey was used as a reference for developing WRS specific survey questions.

e. Federal Employee Viewpoint Survey (FEVS) Results

Each year, OPM deploys a Federal Employee Viewpoint Survey (FEVS) to collect employee feedback from across various government agencies on key performance metrics. The WRS Research Team studied the FY15 FEVS results and found that they provided insight into employee attitudes and dynamics of major federal agencies (i.e., the Department of the Army). However, the WRS Research Team did not have access to FEVS data specific to ATC. The WRS Research Team did not use FEVS data to support retention strategy recommendations specific to ATC, but did use the FY15 FEVS report as a reference for developing new survey questions.

3. WRS Generated Data

To fill any gaps in the existing data and to collect additional information specific to the ATC civilian workforce, the WRS Research Team decided to create and deploy two new surveys. Survey questions were designed to collect data with special consideration to the type of data that would help answer the research questions and support recommendations for ATC retention strategies. In many cases, the WRS

Research Team designed the survey questions so that they either exactly replicated questions or would provide follow-on data for questions used on the ATEC Exit Survey, the ATC Command Climate Survey, the FEVS, and the Multi-source Assessment and Feedback (MSAF) 360 Assessment tool (based on the Army's Field Manual 6-22, *Leadership Development Model*). In addition, the surveys asked questions related to employee demographics to facilitate a deeper investigation of trends associated with subgroups within the targeted populations. For example, one survey question asked respondents to indicate an age group to allow the WRS Research Team the ability to sort data by generations. Additional information about the two surveys designed and deployed is included in the subsections below.

a. *Current ATC Civilian Employee Job Satisfaction Survey*

The WRS Research Team designed a 45-question survey for all current ATC civilian employees to collect data specific to job satisfaction, including hygiene and motivation factors. The WRS Research Team decided to distribute the survey through an email request from the WRS Research Team to the ATC civilian workforce that contained a link to the self-administered survey questions. The survey was organized into groups of questions pertaining to general demographic information, job satisfaction, motivation, leadership, suggestions for improvement, and future career plans.

b. *Former ATC Civilian Employee Job Satisfaction Survey*

The WRS Research Team also wanted to gain a better understanding of the reasons why some employees had already chosen to separate from ATC. Therefore, a 25-question survey was designed to target former ATC civilian employees who had either transferred out or quit the ATC workforce during the last five years. An email request to take the survey was distributed directly from the WRS Research Team to the former employees with a link to the self-administered survey questions. The survey was organized into groups of questions that facilitated the collection of data related to the former employee's experience at ATC, reasons for leaving ATC, current job satisfaction, and recommendations for ATC to improve employee retention.

4. Data Analysis

During the data analysis phase of the study, the WRS Research Team considered all data collected during the literature review, from existing sources, and from the two surveys deployed. The team's approach to data analysis was focused on identifying trends in the data related to employee turnover in addition to answering the research questions. Data analysis discussion and findings are included in Chapter V.

5. Recommendations

Based on thorough research and data analysis, the WRS Research Team developed a set of retention strategies ATC senior leadership could implement to motivate current civilian workforce members to stay within the organization. The WRS Research Team decided to only constrain recommendations to what is legal and within general federal guidelines. Current ATC policy or regulation did not prevent the suggestion of strategies as both can be changed by leadership.

THIS PAGE INTENTIONALLY LEFT BLANK

III. LITERATURE REVIEW

The WRS Research Team conducted a thorough literature review of any existing reports or information that could support the WRS. The following sections describe the key findings including the Federal Executive Institute (FEI)’s assessment of ATC culture and leadership development, applicable job satisfaction and employee motivation theories, articles about the generational differences that currently exist in the government workforce, and relevant case studies of other organizations who have improved retention through successful human capital management strategies.

A. FEDERAL EXECUTIVE INSTITUTE STUDY

In 2012, ATC requested to have an FEI Custom Solutions (CS) Team visit ATC and provide a report of findings and recommendations in regards to ATC leadership development (Kokkelenberg & Lapidus, 2012). According to the FEI report the primary goal of the visit was for the CS Team “to meet [ATC] where they are in terms of development and maturity, and help the organization improve” (Kokkelenberg & Lapidus, 2012, p. 2).

ATC initially contacted the FEI’s CS Team (CS-FEI) to inquire about a Leadership Development Program (LDP). ATC expressed an interest in establishing a customized training program for its supervisors that would be conducted quarterly. As part of their investigation into creating a unique training tailored to fit the needs of ATC, the CS-FEI representatives met with the ATC Directors, as well as with four small (9–20 individual) focus groups. The CS-FEI observations and findings provided insight into the culture of the ATC workforce and culture, also bringing to light fundamental and systemic concerns within the organization.

The first observation was that “...in the initial meeting with the directors, it was clear that there were many concerned individuals and significant resistance regarding the ATC-LDP.” As CS-FEI stated in the report, training works best when it is a part of a larger scale initiative, vision, or employee development program. According to CS-FEI, some individuals at ATC believed that this study was spurned by a few safety incidents

that had occurred. They were under the impression that those concerns had already been mitigated and thus the need for the training was no longer relevant. As a result, CS-FEI concluded that the pushback was so significant that the team “[did] not feel the ATC-LDP would be supported by the directors at this time. The directors are very busy and may have little interest in being involved in the design, delivery, or support of the ATC-LDP.” In addition they concluded that “an extensive training program will not be well supported, valued, or well utilized, and therefore could be a poor investment of ATC dollars.” Clearly without buy-in and support from leadership, the establishment of a successful leadership development program at ATC was not possible.

The discussions with the focus groups provided a deeper look into workforce attitudes. According to their research, CS-FEI described the organizational culture at ATC as a “strong, production-focused, and task-oriented environment.” On the surface, ATC seemed like a well-tasked and focused workplace. However, the study went on to state that the organizational and cultural commitment to such production-related and task-oriented work “comes at the expense of the employees and at times safety, and other factors such as employee development and retention of younger employees.” Basically, the workforce felt that any time spent on non-mission related work (detracting from the “real work”) would be a waste and intrusion on employee’s daily schedules. CS-FEI deemed that “employee development, supervisory training and leadership do not appear to be emphasized or highly valued at ATC.” The CS-FEI highlighted some of the possible serious effects of this culture, such as employee complaints, turnover, absenteeism, and emotional outbreaks. The article posed a question as to how much of these hidden costs “could be eliminated or reduced with effective supervisors, managers, and leaders that know how to engage and motivate people and build positive long term relationships?”

CS-FEI reported that government “best practices” show a correlation between human resource development and higher levels of employee satisfaction and mission accomplishment. Without leadership support of and appropriate prioritization of effective personnel development and human resource management programs, not only will production and innovation be hindered, but also employees will recognize the

organization's lack of a priority in their own development. If left unencumbered, some of the cultural observations reported by CS-FEI could continue to breed ATC employee dissatisfaction and proliferate into higher levels of ATC employee attrition.

B. JOB SATISFACTION AND MOTIVATION THEORIES

Loyalty is not dead; it is being killed by toxic workplaces that drive people away

—Ann Coombs, 2014

Ignoring the importance of addressing the attrition rates at ATC would be a mistake. There are numerous impacts, both financial and otherwise, associated with high employee turnover. In order to determine what steps must be taken in order to stem the tide of employee departure, it is necessary to first understand why those individuals are leaving.

For the purposes of this study, the WRS Research Team made two major assumptions about ATC employee turnover. First, the voluntary turnover at ATC is a result of a dissatisfied workforce. Second, if ATC employee satisfaction levels improved, they would be more likely to remain employed at ATC, thereby decreasing attrition rates.

The ultimate goal of the leadership at ATC is to promote a work environment that supports a truly satisfied and motivated workforce. Satisfied, motivated employees not only are more likely to remain at ATC, but are also more engaged and productive. So, what factors make employees satisfied? Or, dissatisfied? What factors make employees motivated? Or, unmotivated? Two theories that attempt to correlate employee job satisfaction and motivation to workplace factors are Herzberg's Motivation-Hygiene Theory and Maslow's Hierarchy of Needs, discussed in the following subsections.

1. Herzberg's Motivation-Hygiene Theory

Herzberg's motivation-hygiene theory (also known as the Two Factor Theory) describes two sets of completely independent factors that influence employees' motivation (satisfaction) and hygiene (dissatisfaction) in any given workplace, as shown in Figure 5. It also theorizes that addressing one set will not necessarily affect the other.

Thus, it is inherently possible to decrease employee dissatisfaction (hygiene), without actually increasing satisfaction (motivation).

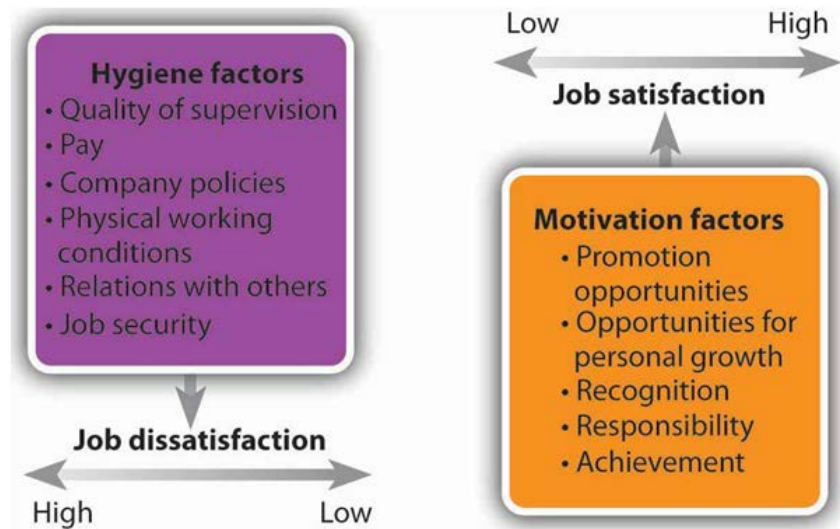


Figure 5. Herzberg's Motivation and Hygiene Factors. Source: Chebri (2013).

In this way, Frederick Herzberg insisted that hygiene and motivation factors act separately of one another (Herzberg, Mausner, & Snyderman, 1959). This dichotomy becomes important when assessing what steps an organization can take to retain employees. And, furthermore, what different steps must be taken to create satisfaction, thus increasing employee engagement and productivity. According to Herzberg:

The proposed hypothesis appears verified. The factors on the right that led to satisfaction (achievement, intrinsic interest in the work, responsibility, and advancement) are mostly unipolar; that is, they contribute very little to job dissatisfaction. Conversely, the dis-satisfiers (company policy and administrative practices, supervision, interpersonal relationships, working conditions, and salary) contribute very little to job satisfaction. (Herzberg, 1964)

Therefore, according to Herzberg's theory, meaningful and challenging work, advancement opportunities, perception of importance, autonomy, recognition, and responsibility are all motivators. Motivators contribute to job satisfaction and lead to a highly motivated and higher performing workforce. If an organization were to address

motivation factors of a workplace environment, the results would most likely be an increase in employee satisfaction, engagement, and productivity.

Likewise, salary and benefits, coworker relationships, company policies, job security, personal leave, facility condition and infrastructure, and quality of supervision are all considered hygiene factors. Addressing hygiene factors is not likely to boost employee satisfaction or increase motivation. However, if these factors are lacking, it can create dissatisfied and disengaged employees more likely to decide to leave the organization.

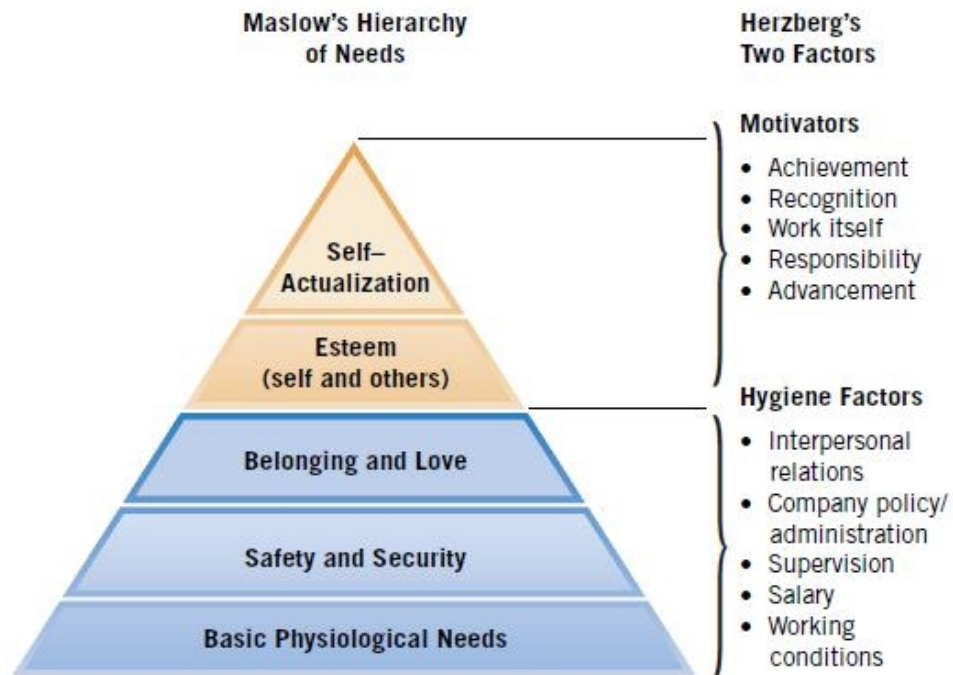
When analyzing which factors would most significantly improve employee retention, the WRS Research Team and ATC need to balance the concepts of hygiene and motivation. According to Herzberg's theory, if ATC improves motivation factors and ignores hygiene factors, the results could be a motivated but dissatisfied workforce that continues to attrite at a high rate. If ATC improves hygiene factors and ignores motivation factors, the results could be a satisfied but unmotivated workforce that is better retained but unproductive. The ideal solution is to address both hygiene factors and motivators in the work environment to create highly motivated employees with few complaints.

2. Maslow's Hierarchy of Needs

The hierarchy of needs theory was first introduced by Abraham Maslow in his 1943 paper titled "A Theory of Human Motivation" published in *Psychological Review* and then fully developed in his 1954 book *Motivation and Personality*. At the core of Maslow's theory is the notion that people are motivated by needs. Understanding the way people structure and prioritize needs can help provide insight into why people are motivated to behave certain ways.

Maslow's theory is best explained through the use of a pyramid, representing the set of psychological needs for any person. The needs portrayed by the pyramid are organized from the most fundamental (bottom of the pyramid) to the most complex (pyramid peak): physiological, safety and security, love and belonging, esteem, and self-actualization. Figure 6 displays Maslow's pyramid and shows the connection between

Maslow's hierarchy of needs theory and Herzberg's motivation-hygiene theory. The following subsections describe each level of need in more detail and relate each level of needs to the work environment.



Sources: Whatishumanresource.com, <http://www.whatishumanresource.com/herzberg-two-factor-theory>.

Figure 6. Connection between Maslow's and Herzberg's Theories.

a. Physiological

The lowest level in Maslow's pyramid and thus most basic needs are physiological (Maslow, 1943, 1954). In his work, Maslow describes physiological needs as those that must be met for basic human survival. For instance, food, water, oxygen, shelter, and reproduction are all considered physiological needs.

b. Safety and Security

Maslow's second level of need is comprised of safety and security. These needs include but are not limited to: financial security, personal security, health and well-being,

freedom from fear, and safe environmental conditions (“Maslow’s Hierarchy of Needs,” n.d.).

Organizational policies and procedures related to salary structures, savings and retirement plans, insurance, job security, wellness programs, and on-the-job safety programs, for example, all play a role in a person’s perception of safety and security. Financial security is one of the main needs that an organization can fulfill for employees. Obviously there can be some discrepancy regarding how much monetary compensation a person needs versus how much that person wants, but salary is a high priority focus for most individuals related to how well they perceive their needs are being met at this second level of Maslow’s hierarchy. Other methods of meeting safety and security needs could be as simple as increased involvement in safety programs or flexible schedules to allow time for personal wellness.

c. Love and Belonging

The third level of needs include love and belonging. According to Maslow, humans long for a sense of acceptance by peers and various societal groups. Belonging is an interpersonal need that can impact a person’s ability to interact with the world around him or her.

Although it is well beyond most organization’s scope to address the love aspect of employee need, there are certain portions of belonging that come into play in the workplace. According to Maslow, employees generally have a need to feel accepted by and connected to the workforce, often represented by colleagues, friends, mentors, subordinates, and leaders. Therefore, an organization can address this third level of need by building a culture that promotes a sense of community, inclusion, belonging, and positive coworker relationships.

d. Esteem

Esteem is the fourth level of Maslow’s hierarchy of needs; all people have a need to feel respected both by other individuals and themselves (“Maslow’s Hierarchy of Needs,” n.d.). This feeling of respect can be reinforced through various means, many of

which are present and available in a work environment. An organization's recognition of an employee's diligence and hard work, as well as the acknowledgement of an employee's contribution, value, prestige, and status could all have a favorable effect on an employee's sense of esteem.

e. Self-Actualization

Maslow's highest level of need, located at the very top of the pyramid, is self-actualization. Self-actualization is generally defined as an individual's desire to fulfill one's own full potential. In his book, Maslow goes on to describe self-actualization as "the desire to become more and more what one idiosyncratically is, to become everything that one is capable of becoming" (Maslow, 1954, p. 46).

Although it is difficult to determine exactly what each employee's full potential would mean for an organization, at the very least a workplace that supports employees' pursuit of self-actualization would benefit from a generally high-performing, highly motivated, and innovative workforce.

In his book, Maslow theorized that individuals do not focus on only one need at a time, but rather establish a prioritization of these needs at any given moment. According to Maslow, an individual requires that the bottom levels of need are met before the top levels can be achieved (Maslow, 1943; Maslow, 1954). Once a person feels that lower level needs are being met, they drop in that individual's prioritization and he or she would naturally shift their priorities to one of the higher levels of need. If a person's most basic needs are not being met, he or she will focus on ways to meet those needs.

Maslow's hierarchy of needs theory becomes relevant to the WRS in that the WRS Research Team must understand the needs of ATC's employees and establish a prioritization of needs for the workforce. At the most basic level, employees expect an organization to meet their needs. If an employee perceives that ATC is not meeting his or her needs, that employee may be motivated to seek a position elsewhere. Through an understanding and prioritization of ATC employee needs, the WRS Research Team can make recommendations to ATC leadership regarding policies, procedures, and workplace

culture to most successfully meet the needs of workforce and consequently reduce employee turnover.

C. GENERATIONAL DIFFERENCES

The federal workplace has always been a mixing pot of employees, each bringing different ideas, values, and methods of getting the mission accomplished. However, today's work environment is the first time in American history that four different generational age groups have needed to come together and work side-by-side (Hammill, 2015). Now, more than ever, organizations need to consider generational diversity as part of their human capital management planning.

Significant research has been done to characterize the different generations in today's workplace. Researchers have linked everything from communication style, sense of commitment, dependence on technology, team-working skills, goals, and management styles to each generational group. Although not every individual will share all characteristics associated with his or her generational group, there are widely accepted and distinct attitudes, expectations, preferences, and behaviors that set each generational group apart. Table 3 summarizes some of the key characteristics of the four generations.

Table 3. Characteristics of Generational Groups. Adapted from Hammill (2015).

Description/ Characteristic	Generation Group			
	Traditionalists	Baby Boomers	Generation X	Millennials
Birth Years	1900-1945	1946-1965	1966-1980	1981-2000
Value	Family/Community	Success	Time	Individuality
Education	A dream	A birthright	A way to get there	An incredible expense
Dealing with Money	Put it away Pay cash	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend
Work is...	An obligation	An exciting adventure	A challenge A contract	A means to an end Fulfillment
Work Ethic & Values	Dedicated Pay your dues Work hard Respect Authority Hard work Age = seniority Company first	Driven Workaholic Work long hours to establish self-worth, identity, and fulfillment Work ethic = worth ethic Quality	Balance Work smarter and with greater output, not longer Eliminate the task Self-reliant Want structure & direction Skeptical	Ambitious What's next? Multitasking Tenacity Entrepreneurial
Focus	Task	Relationships and Results	Task and Results	Global and Networked
Technology	Adapted	Acquired	Assimilated	Integral
Entitlement	Seniority	Experience	Merit	Contribution
Communication	Formal Memo	In person	Direct Immediate	Email Voicemail
Feedback	No news is good news	No thanks	Sorry to interrupt, but how am I doing?	Whenever I want it, at a push of a button
Rewards	Satisfaction in a job well done	Money Title recognition	Freedom	Meaningful Work

(continued on next page)

Table 3. (continued from previous page)

Description/ Characteristic	Generation Group			
	Traditionalists	Baby Boomers	Generation X	Millennials
Motivated by...	Being respected Security	Being valued, needed Money	Freedom and removal of rules Time Off	Working with other bright people Time Off
Preferred Work Environment	Conservative Hierarchal Clear chain of command Top-down management	“Flat” organizational hierarchy Democratic Humane Equal Opportunity Warm, friendly environment	Functional, Positive, Fun Efficient Fast paced and Flexible Informal Access to leadership Access to information	Collaborative Achievement-oriented Highly creative Positive Diverse Fun, Flexible Want continuous feedback
Time at Work	Punch the clock Get the job done	Workaholics Visibility is the key	Project oriented Get paid to get job done	Effective workers but gone at 5pm on dot View work as something that fills the time between weekends
Work/Life Balance	“Ne’er the two shall meet” Keep them separate	No balance “Live to work”	“Work to live” Balance is important	“Work to live” Balance is important
Leadership Style	Hierarchy Directive Command-and-control	Consensus/Consensual Collegial	Competence Everyone is the same Challenge others Ask why	Achievers To be determined (still young in the workforce)
Training & Development	Training should contribute to the organization’s goals	Training is a contribution to the organization’s goals, but is also a path to promotion and additional compensation	Training enhances versatility in the marketplace and investment in the future Not necessarily loyal to the company who trained them	Willing and eager to take risks; don’t mind making mistakes- considered a learning opportunity

Understanding the characteristics of the generational groups and how they interact is vital to organizational efficiency and success. An organization that understands the histories, personalities, values, and preferences of the different generational groups will be able to better recruit, manage, lead, and retain employees across the board. Understanding the strengths and limitations of generational groups can increase overall effectiveness and productivity not just of each individual employee, but also the entire organization.

1. Focus on Millennials

Throughout the literature review, WRS Research Team discovered that one generational group is getting a little more attention: millennials. Why are millennials so important to the generational discussion? Why are organizations tailoring approaches to their youngest employees?

Organizations rely on long-term planning and a strategic focus on the future to continue to strive and survive in today's world. If organizations want to be successful in developing sustainable workforce management strategies, they must focus on the characteristics, preferences, and needs of the workforce of the future. With an aging workforce approaching retirement, a growing portion of the U.S. workforce is comprised of millennials. By 2030, about 75% of all working professionals will belong to the millennial generation (Axten, 2015). The demographics and millennial attitudes related to globalism, technology, career aspirations, and the political landscape are changing and shaping the way organizations will operate in the future. Therefore, the retention of millennial employees is at the forefront of proactive workforce management strategies.

PricewaterhouseCoopers (PwC) conducted a study in 2011 that surveyed over 4,000 new graduates entering the global workforce (PwC, 2011). The key findings of the study on managing and retaining millennials are:

- **Use of Technology.** Millennials understand, depend on, and prefer the use of technology more than any other generational group. Technology shapes how millennials communicate and operate in the workplace. In the PwC study, 41% of those surveyed indicated a preference to communicate electronically rather than face-to-face.

- **Work Environment Flexibility.** Millennials are uncomfortable with rigid or more traditional organizational structures. Millennials desire flexibility and innovation. They are drawn to organizations that offer more freedom in the flow of information and people and are often turned off by information silos.
- **Work/Life Balance.** Millennials need a flexible approach to their work environment that supports a healthy work/life balance and their desired lifestyle. For many, finding a balance between life and work is even more important than financial reward.
- **Career Advancement or Move On.** The study found that the millennial generation is primarily focused on career advancement and has little loyalty to any one employer. They respond to regular feedback, encouragement, and meaningful work, and will decide to pursue a new position relatively quickly if they feel their needs are not being met. Of the millennials surveyed, over 25% planned to have six or more employers over the course of their careers.

An article by Carol Axten in a 2015 issue of *Defense AT&L Magazine* did an excellent job of summarizing:

The millennial generation will be the generation of change. The millennials' desire to break the stereotypical norms of the previous generations, and their energy to do so, will shake up business as well as government and the military. Their appreciation of flexibility, their tech savvy, their ability to learn quickly and their desire to serve and make the world a better place are qualities that should not be wasted by organizational rigidity. Organizations need to change to meet the challenges of the future, and millennials bring the skills and abilities to make the government and military successful. (Axten, 2015).

In conclusion, the study and understanding of generational groups is essential when developing human capital management strategies, especially for employee retention. The WRS Research Team data collection, analysis, and recommendations paid special consideration to the age diversity at ATC and focused strategies that will be most likely to impact retention of the ATC workforce, especially its millennial employees.

D. RETENTION CASE STUDIES

The current ATC attrition rate could impact the mission and introduce unforeseen turnover costs. According to a Partnership for Public Service study conducted with Booz Allen Hamilton, there are five different types of turnover costs including: personnel action processing costs, replacement hiring costs, training new hire costs, lost productivity and operational costs, and lost institutional knowledge (Booz Allen, 2010).

As a point of reference, this study stated that “the financial cost to replace a private sector employee who leaves generally can run from 50% to 200% of the employee’s annual salary” (Booz Allen, 2010, p. 1). However, each individual lost represents more than just a monetary cost. With each employee that leaves the organization, ATC becomes inherently less capable of performing its duties with proficiency and safety. Ultimately, employee turnover can impact the larger mission, namely ATC’s duty to support the warfighter.

Like ATC, the retention of employees is a rising concern for both government and private organizations. As a result, the WRS Research Team’s literature review produced some insight into various techniques that have already been implemented by numerous organizations in an attempt to reduce attrition. The following subsections describe some of the consistent themes of successful retention policies and identify a few specific organizations (from private industry and the government) that have implemented successful retention strategies.

1. Start by Hiring the Right People

The first major theme is to hire the right people for open positions. For example, Whole Foods adheres to strict hiring guidelines and places new employees on a 90-day probationary period, after which a team comprised of both leaders and workers decides whether or not to hire them permanently (Pearson, 2012). This process empowers the team and inherently results in team accountability for the success of new hires. In other words, everyone is motivated to prevent the failure of a new employee because their failure would be the responsibility of the entire team.

Furthermore, once an employee is hired, the organization should continue to assess whether that employee is a good fit and should take advantage of a probationary period to terminate employees that are not meeting expectations. The process to hire and terminate employees is much more difficult for the government, but all new federal employees are placed on a one year probationary period per Title 5 of the Code of Federal Regulations, Section 315.801. According to Section 315.804, the agency has the option to terminate a probationary employee “because his work performance or conduct during this period fails to demonstrate his fitness or his qualifications for continued

employment.” Government leadership could therefore eliminate underperforming employees within their first year of service. Leaders may be reluctant to use this tool in order to avoid going through the current hiring process, which can take 4 to 6 months to complete. Retaining the right people and removing those who are unfit for their positions could reduce the rate of attrition in the long run.

2. Develop Effective Leadership-Employee Relationships

A second major theme uncovered when researching retention strategy was the need for leadership to develop personal relationships with employees. As mentioned above, Whole Foods requires both leadership and workers to determine if a new employee will be made permanent (Pearson, 2012). This forces everyone to build a relationship with new employees in order to make informed decisions about both their employment status and potential career growth. Going a step farther than Whole Foods, Whirlpool created a retention risk assessment toolkit for its managers (London, 2015). This toolkit was intended to assess the impact on the organization if a particular employee left, the likelihood they would leave, and develop an individual plan to retain the employee. During the initial implementation of the toolkit, Whirlpool senior officials discovered that managers really did not know their employees well enough to perform these assessments. Through active and repeated use of the toolkit, managers at Whirlpool developed the necessary personal relationships with employees. Employees claimed that as a result of the new relationships with management, “opportunities for professional growth have been presented to them that may not have been in the past.” After full implementation of the program, the overall attrition rate at Whirlpool declined. The most dramatic decreases in attrition were among females, which dropped 12 points (21% to 9%) and among underrepresented minorities, which dropped 14 points (28% to 14%) (London, 2015).

3. Emphasize Mission and Career Growth

A retention study was performed in 2007 that targeted defense acquisition professionals, specifically engineers and scientists (Jenkins, 2009). The study used job diagnostic and organizational commitment survey tools to collect data from engineers

and scientists in the defense acquisition community. Although the study findings were written specifically for science and engineering occupational fields, the WRS Research Team felt that the major findings could be considered when developing ATC retention strategies, especially since 54% of ATC employees are scientists or engineers.

The first finding of the study was that the greatest increases in job satisfaction came from an increased knowledge of the impact of the organizational mission. Employees who value what they are doing because of the impact it has are more likely to continue performing the mission. Consistent portrayal of the mission impact and significance can lead to a higher degree of commitment to the organization.

The second finding of the study was that organizations should encourage the growth of employees through individual plans, not just generic training opportunities. Employees who are supported to increase their skills will have higher workplace satisfaction and feel a stronger commitment to their organization. Recent efforts by the Transportation Security Administration (TSA) to reduce attrition support this notion. The TSA implemented a “Career Education Program” that offered TSA employees a tailored approach and system to advance their careers. Among other things, the program included the use of more specialized pay bands and increased supervisor training to support employee development and navigation of the pay banding system. As a result, the “voluntary attrition” of Transportation Security Officers decreased by 58% from 2006 to 2009 after implementing these interventions (Booz Allen Hamilton, 2011).

Finally, the 2007 defense acquisition scientist and engineer study found that retention efforts should be made as a series of intentional steps, focusing on improving one issue at a time (Jenkins, 2009). Furthermore, when determining which steps to take and in which order, government agencies should focus on the strategies that will build upon their strengths as an organization and that can most easily be implemented. In other words, government agencies need to focus on mission and meaning and not necessarily try to compete with private industry practices, which are not bounded by the same federal codes and regulations (Jenkins, 2009).

IV. DATA

A. ATC GAIN/LOSS DATA

1. Attrition Rates

In FY15, attrition rates at ATC were at the highest levels in the past five years. The attrition rate in FY15 (10.4%) was nearly double that of FY13 and FY14, 5.3% and 5.7%, respectively. Figure 7 displays the annual attrition rates calculated for FY11–FY15. A summary of the data used to calculate annual attrition rates is included in Appendix A. Additional data related to ATC attrition rates over the last five FYs are provided in Appendix A.

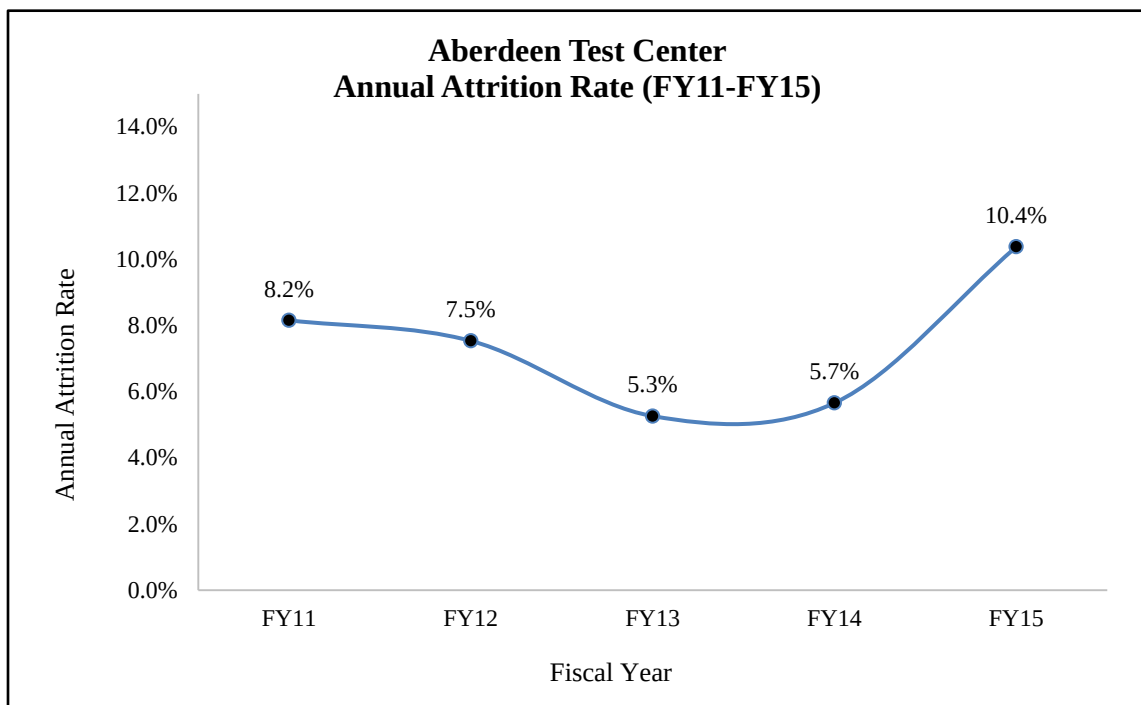


Figure 7. Annual Attrition Rates at ATC, FY11–FY15. Adapted from MSD (2016a), unpublished data.

As defined previously, there are five types of employee loss: quits, transfers, retirements, terminations, and deaths. Figures 8 and 9 display a breakdown of the types of loss experienced by ATC in FY15 and for the past five FYs, respectively.

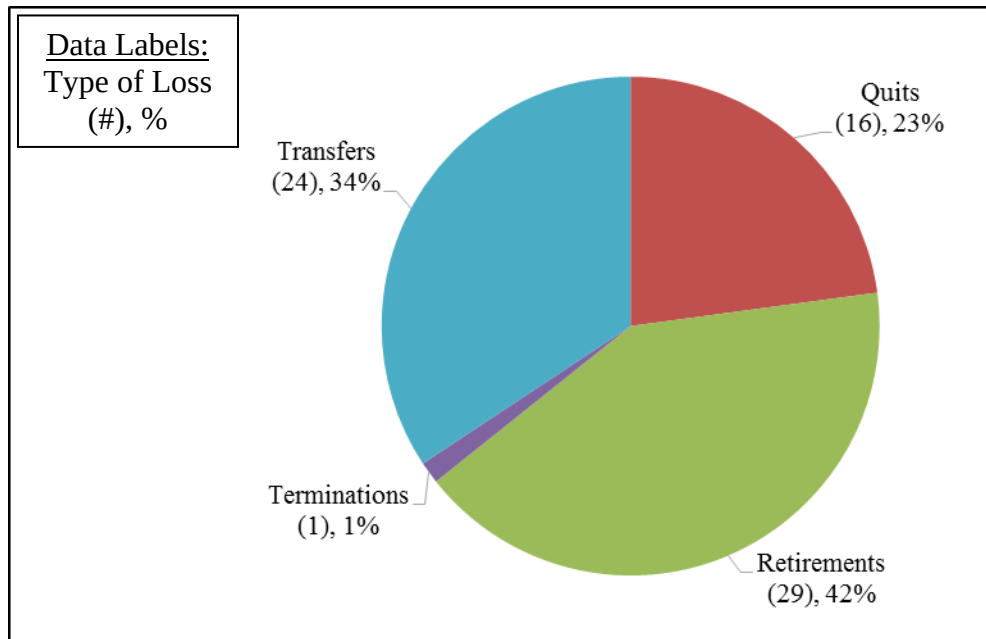


Figure 8. Type of Employee Loss from ATC in FY15. Adapted from MSD (2016a), unpublished data.

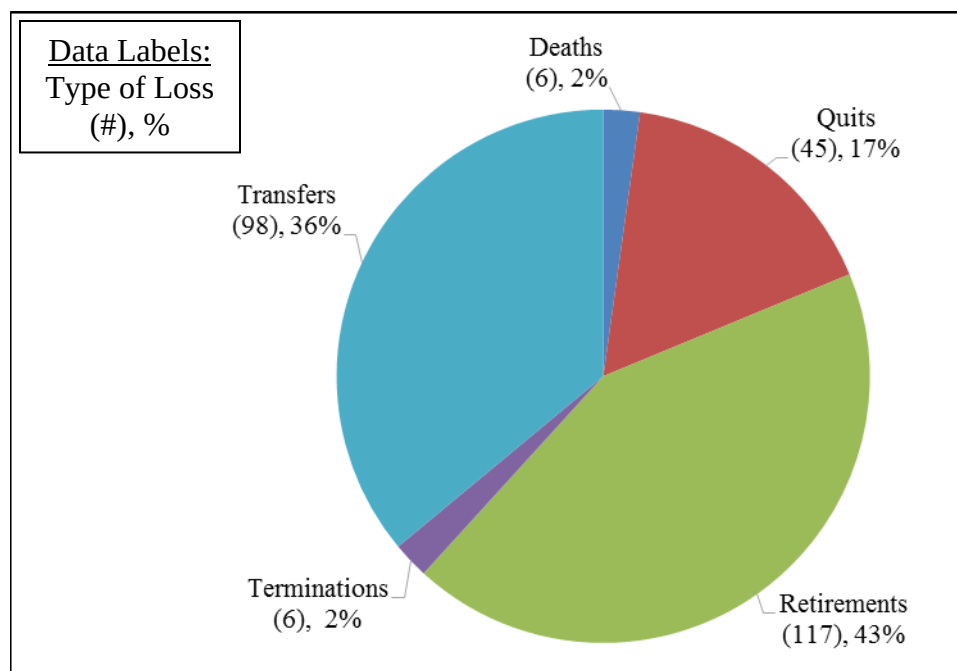


Figure 9. Type of Employee Loss from ATC, FY11–FY15. Adapted from MSD (2016a), unpublished data.

Interestingly, the breakdown of the type of employee losses was very similar for FY15 when compared to the last five FYs. Employee terminations and deaths make up a very small percentage of the total employee turnover, usually less than 5% combined. Employee loss through termination is often favorable to ATC and necessary to maintain the integrity of the mission and the workforce.

According to the data, retirements generally hover just above 40% of the total employee turnover. As defined earlier, although employees choose when they will retire, the organization can realistically expect that employees will retire within a reasonable amount of time after becoming eligible. Therefore, the percentage of employees lost to retirement is a type of natural evolution of the workforce.

Transfers make up about 35% of ATC's employee turnover. These employees choose to leave ATC to pursue a position at another organization within the federal government.

Finally, about 20% of the recent employee losses are through employee quits, people who resign from federal service and may pursue a career in the private sector, in academia, or elsewhere.

The WRS Research Team recognized that an alarmingly high percentage of employee turnover is initiated voluntarily by the employee. Voluntary turnover, those employees who separate from ATC through transfers out of the organization or through quits, makes up about 55% of the total employee turnover.

ATC has little ability to greatly impact employee losses through deaths, terminations, or retirements. Therefore, to slow the overall rate of attrition, ATC must focus on retaining those employees that are most likely to separate from the organization through transfers or quits. As such, for the purposes of this study, data collection, analysis, and recommendations were focused on slowing voluntary turnover.

To dig deeper into ATC's voluntary turnover, the WRS Research Team decided to break down ATC Gain/Loss data by the GS level and job series of the civilian

employees who separated from ATC through transfers or quits. The goal was to use the data to identify any trends or areas of accelerated rates of attrition.

2. Losses by GS Equivalent

Figure 10 displays the GS level of civilian ATC employees that have either transferred from or quit ATC over the past five years.

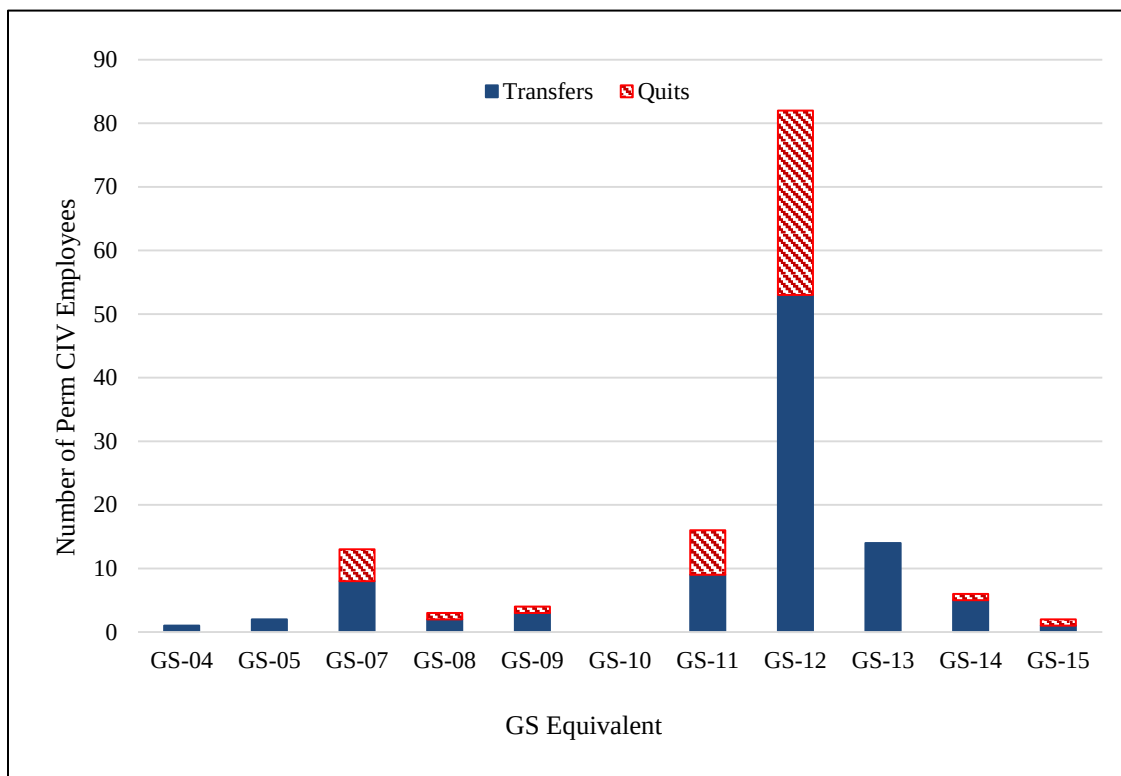


Figure 10. Voluntary Turnover by GS Level, FY11–FY15. Adapted from MSD (2016a), unpublished data.

The WRS Research Team discovered that the majority (57%) of the voluntary turnover is occurring at the GS-12 level. Since about 47% of the ATC civilian workforce is at a GS-12 level, there is a disproportionate number of GS-12s that are either transferring from or quitting their positions at ATC.

3. Losses by Job Series

Loss and attrition data were organized into job series groups to identify any trends related to the lack of retention of employees in specific positions or fulfilling certain roles within ATC. [Note: Table 1 shows the grouping of job series used to analyze data.] Figure 11 illustrates the number of civilian ATC employees that have either transferred from or quit ATC over the past five years, organized by job series groups.

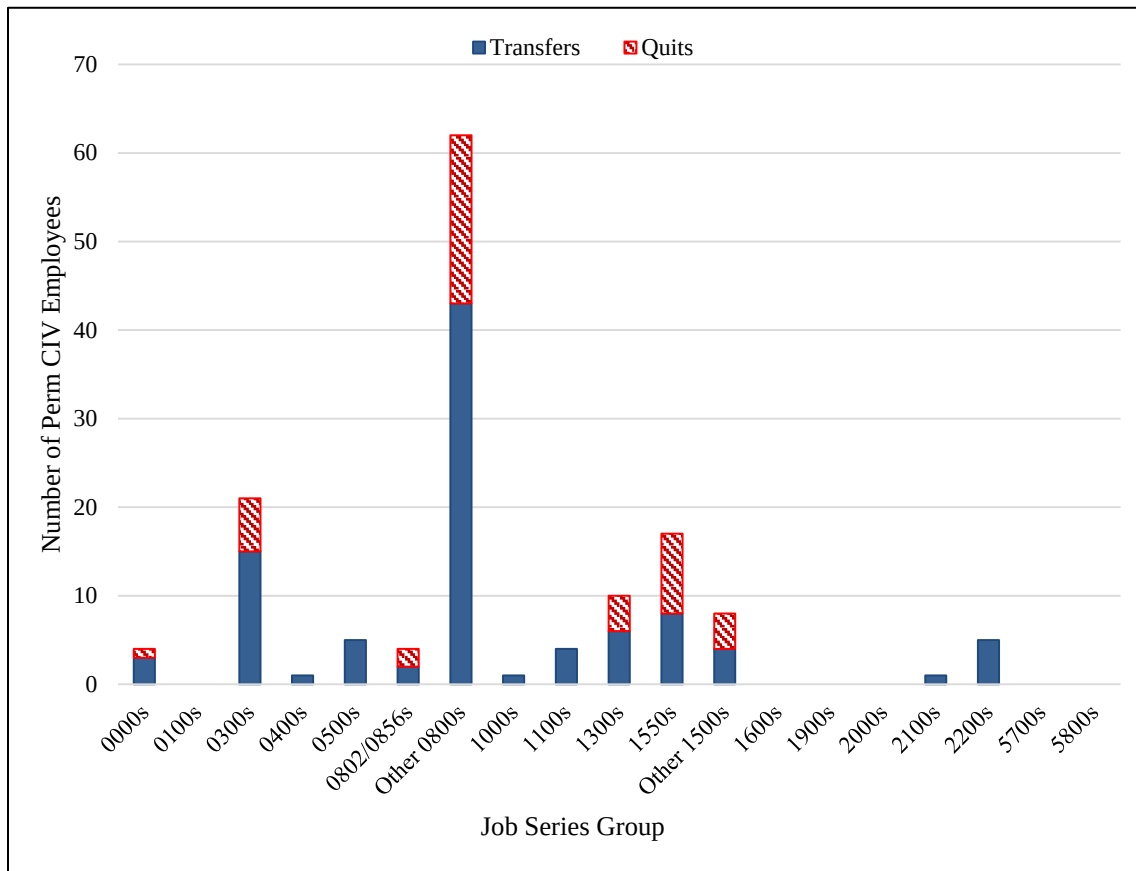


Figure 11. Voluntary Turnover by Job Series Groups, FY11–FY15. Adapted from MSD (2016a), unpublished data.

During the past five years, the top three job series groups that experienced the highest voluntary turnover were the 0800s (engineers), 0300s (administrative and program support personnel) and 1550s (computer scientists). All three of these job series groups are considered MCOs and the WRS Research Team took special note of job series groups that are choosing to leave ATC at a disproportionate rate. Although the 1550s job

series group (computer scientists) only makes up about 5% of the ATC civilian workforce (Table 1), they have accounted for 12% of the voluntary turnover between FY11 and FY15. Similarly, the 0300s job series group makes up 10% of the workforce, but over 15% of the voluntary turnover.

An FY15 attrition rate was calculated using Equation 1 for the different job series groups. The attrition rates, as well as the strength and loss data used for the calculation, are summarized in Table 4.

Table 4. FY15 Attrition Rate and Loss Data Organized by Job Series Group. Adapted from MSD (2016a), unpublished data.

Job Series Group	Beginning Strength	Number of Total Losses	Average Strength	Annual Attrition Rate (%)	Number of Transfers or Quits
0000s	13	2	14	14.7	2
0100s	1	0	1	0.0	0
0300s	70	8	66	12.1	6
0500s	8	2	8	24.7	2
0802/0856s	140	17	129	13.2	2
other 0800s	306	19	305	6.2	13
1000s	5	0	5	0.0	0
1100s	4	0	4	0.0	0
1300s	39	3	38	7.9	2
1550s	31	7	26	26.5	7
Other 1500s	20	5	22	23.0	4
1600s	31	2	30	6.6	0
1900s	4	1	3	30.8	0
2000s	5	0	5	0.0	0
2100s	4	0	4	0.0	0
2200s	10	2	9	21.4	2
5700s	4	2	3	66.7	0

Highlighted groups are characterized as Mission Critical Occupations (MCOs).

From this data, it is apparent that some job series groups had much higher attrition rates than others in FY15. The highest in the command was the 5700s (crane and small craft operators); however, this number is elevated due to two of the four people in the job

series retiring that year, a form of natural turnover. Those job series with fewer employees tend to see higher attrition rates because of the sensitivity of the attrition calculation to one or two people leaving. When the WRS Research Team considered job series groups that contain greater than 20 employees, it became apparent that the attrition rates are above the ATC average of 10.4% in many areas, but over double the average for the 1550s (Computer Scientists) and other 1500s (ORSA, Mathematics, and Statistics). Also to note, all but one of the losses in those two categories were people leaving ATC through a transfer or quit.

B. CURRENT ATC CIVILIAN EMPLOYEE SURVEY

The WRS Research Team deployed the Current ATC Civilian Employee Survey in May 2016. The survey link remained open and available for survey completion for a period that spanned over the course of 10 work days. Of the 633 potential recipients of the email request to take the survey, 323 complete responses were collected, a response rate of 51%. The complete list of survey questions is included in Appendix B.

The responses to several key survey questions are presented in the sections below. A more comprehensive analysis of the data collected is discussed in Chapter V. The consolidated raw data for responses to all survey questions are provided in Appendix C.

1. Overall Job Satisfaction

When current ATC employees were asked about their overall satisfaction with their current job, 61% responded as either “very satisfied” or “satisfied,” while only 17% indicated that they were either “dissatisfied” or “very dissatisfied.” A little less than a quarter of the responses (22%) were neutral. The data are depicted in Figure 12.

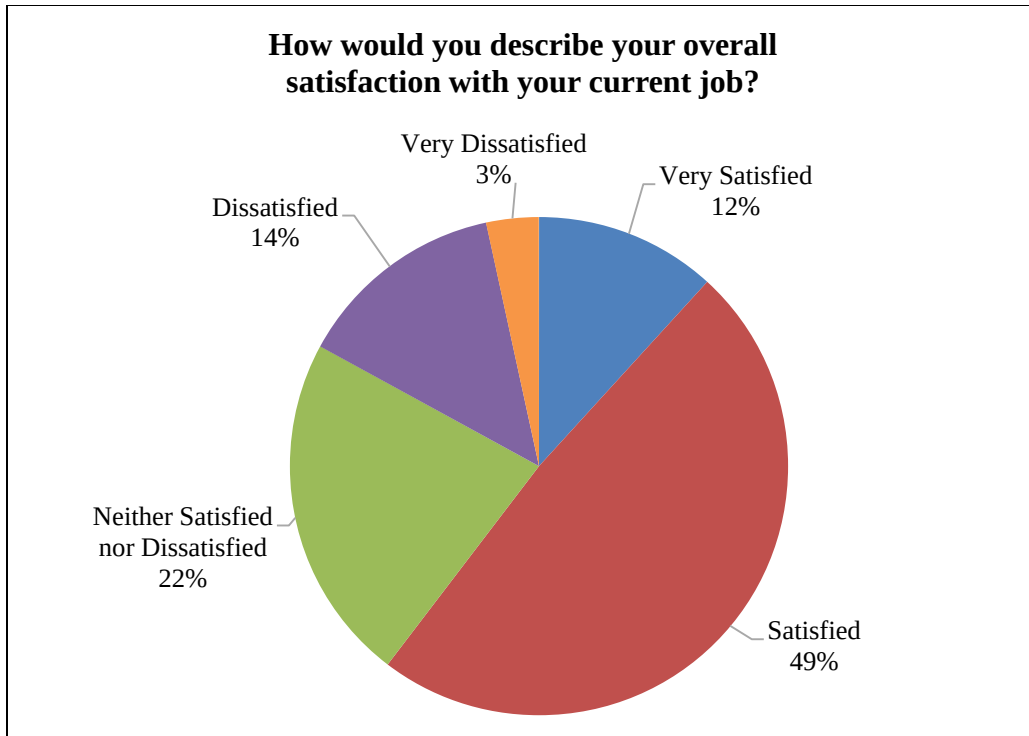


Figure 12. Overall Job Satisfaction of Current ATC Civilian Employees

A little over 69% of current ATC employees indicated that they would recommend ATC as a good place to work to friends and family. However, employees did have a lot to say in the open comments section associated with the question. One employee stated:

ATC has a lot to offer as far as variety in what we do here, interesting work and an impact to our country. It also has a family atmosphere that makes it a good place to work. However, ATC does need to become more in-line with the other government organizations on post with benefits such as gym time, telework and flexible work schedules.

In addition, 80% of survey responses stated they were either “very satisfied” or “satisfied” with their current work schedule and 64% indicated they felt they have a reasonable workload. Despite these results, over 50% indicated they feel stressed at work about half of the time or more and nearly 63% feel frustrated at work at least half of the time.

2. Motivation Level

In terms of overall motivation levels, about half (49%) of current ATC employees feel “motivated” and just under 16% responded as feeling “very motivated” in their current role. Several comments submitted through the survey indicated that ATC employees feel motivated by the organization’s mission. “What we stand for, the soldier, is what motivates me,” stated one response. Another simply put “I like my work and I am motivated to do my best.”

However, 9% identified themselves as generally “unmotivated” and 4% as “very unmotivated.” There were several specific reasons provided for why some employees felt lower levels of motivation. A few quotes from survey responses that captured a few of the reasons are included below:

- “The two biggest de-motivating factors for me are the state of the facilities we work in and the ability to stay up to date with the latest technology”
- “My motivation suffers when I feel other employees stand behind regulations instead of helping a situation. Or when people in leadership hand down additional directives without thinking through the effects of those decisions.”
- “High workload drives down my personal motivation, although I still give my best (and added hours) every day.”
- “I am very motivated to perform at upper technical levels of my position but due to the lack of technicians and personnel I often have to stop upper level operations and perform menial tasks that are valued for their direct labor hours. This leads to a constant battle to remain on direct labor individually instead of assessing direct labor by group accomplishments. Being able to reassign duties based on demonstrated competence and talent within a group allows more creative solutions to indirect labor costs that affect things like readiness, proper maintenance, and method improvement that affect cost of operation.”

Current ATC employee motivation data are provided in Figure 13.

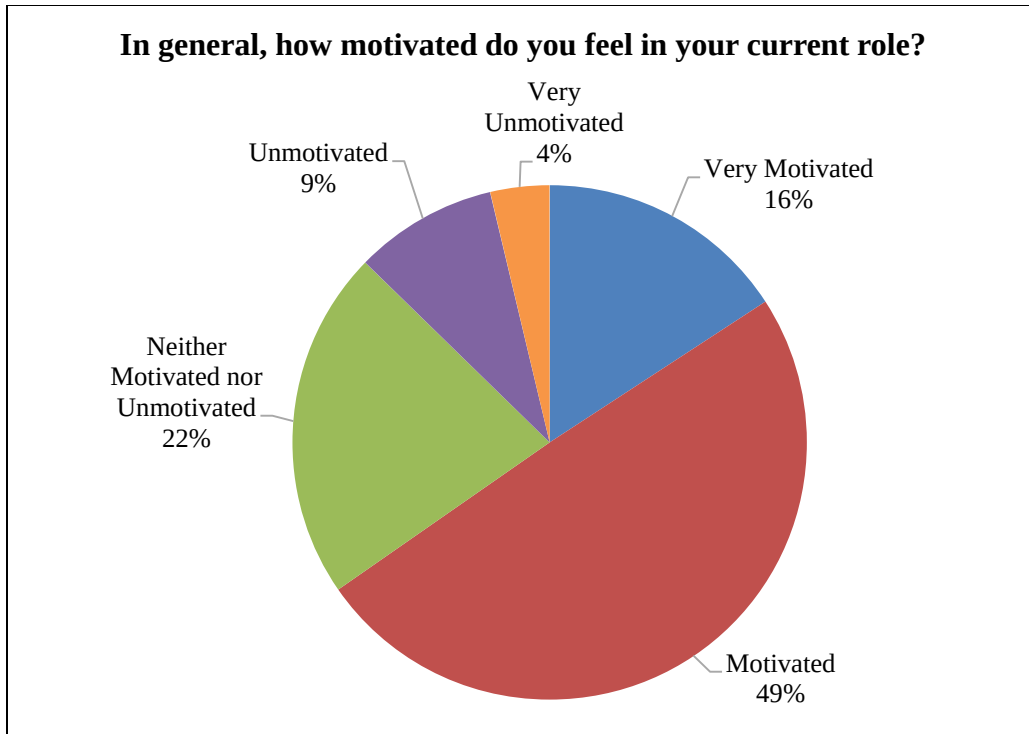


Figure 13. Motivation Level of Current ATC Civilian Employees

3. Leadership

During the survey, nearly 83% of current employees stated they trust their direct supervisor. Furthermore, 81% indicated they do not feel micromanaged by their direct supervisor. In general, comments provided supported the positive approval of direct supervisors by subordinates: “Because my two levels of supervision and my coworkers/teammates are the best anyone could ask for, I love my job. I come in everyday ready to face a new challenge.”

The survey also asked ATC employees to rate the effectiveness of ATC leadership at various levels in the chain of command. The results are summarized in Figure 14.

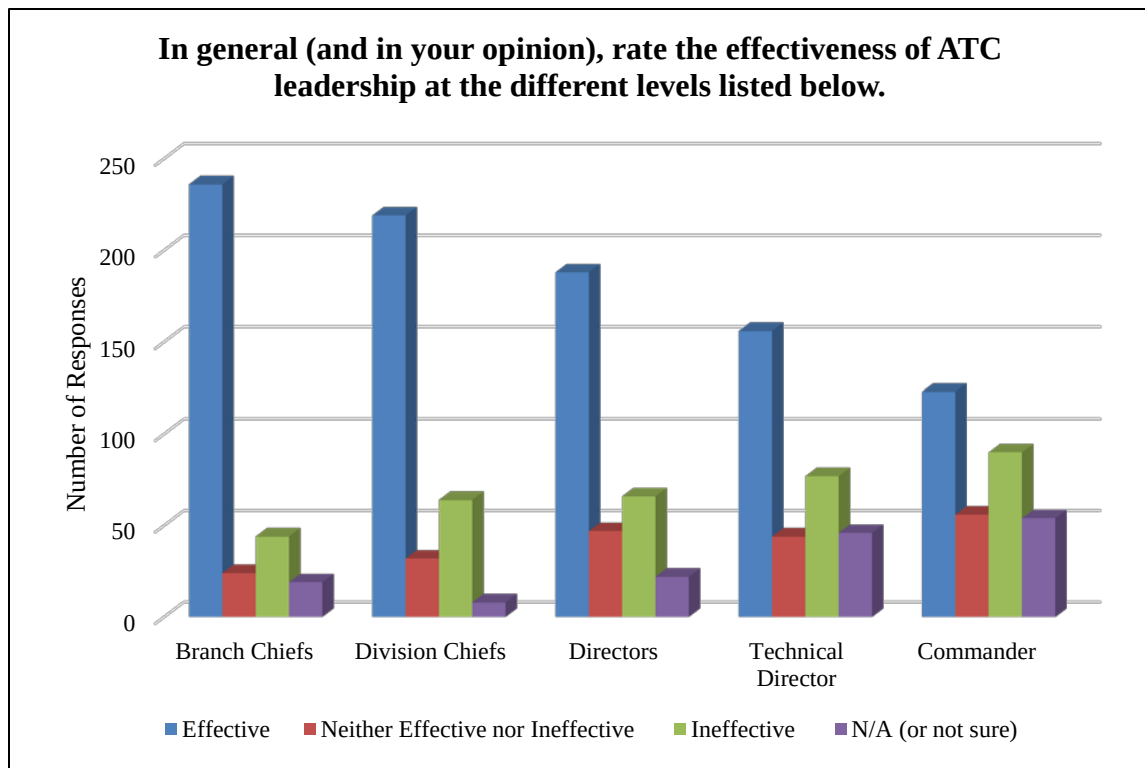


Figure 14. Leadership Effectiveness at Different Levels of the Chain of Command

The WRS Research Team found that the perception of leadership effectiveness decreased as the level of leadership went higher in the chain of command. Also, there was an increasing uncertainty (N/A or not sure responses) of leadership effectiveness for the higher levels of supervision. Many comments submitted were consistent with the data that showed a stronger connection, support of, and rating of direct supervision level that waned as leadership levels were further removed from the working level of the respondent:

- “I feel valued within my division and maybe directorate, however I’m not given the impression that the command understands or puts much thought into what people at my level do.”
- “Valued member: To my immediate supervision (branch and division), I feel valued. To the front office, I do not.”
- “ATC leadership needs to move away from the Boss perspective and obtain more of a leader’s point of view! For example: A boss drives employees while a leader coaches them. A boss depends on authority, a leader depends on goodwill. A Boss inspires fear while a leader generates enthusiasm. A boss

says I while a leader says we. A boss places blame for the breakdown while a leader fixes it. A boss knows how it is done, while a leader shows how it is done. A boss uses people, while a leader develops people. A boss takes credit while a leader gives credit. A boss commands while a leader asks. A boss says go while a leader says lets go. Unfortunately throughout my time at ATC I have experienced more of a Boss perspective rather than a true leader's point of view. I think the workforce would be more motivated if all of the layers of leadership had an actual leadership point of view."

4. Suggestions for Improvement

Current ATC employees were asked to choose up to three items from a list of 14 that would most significantly increase their job satisfaction at ATC. A summary of the items selected is shown in Figure 15. The top five categories selected included:

- (1) Improved (more efficient) internal processes (169 votes)
- (2) Increase in salary (159 votes)
- (3) Quality of leadership (140 votes)
- (4) Additional opportunities for advanced education or training (103 votes)
- (5) Option to telework (102 votes)

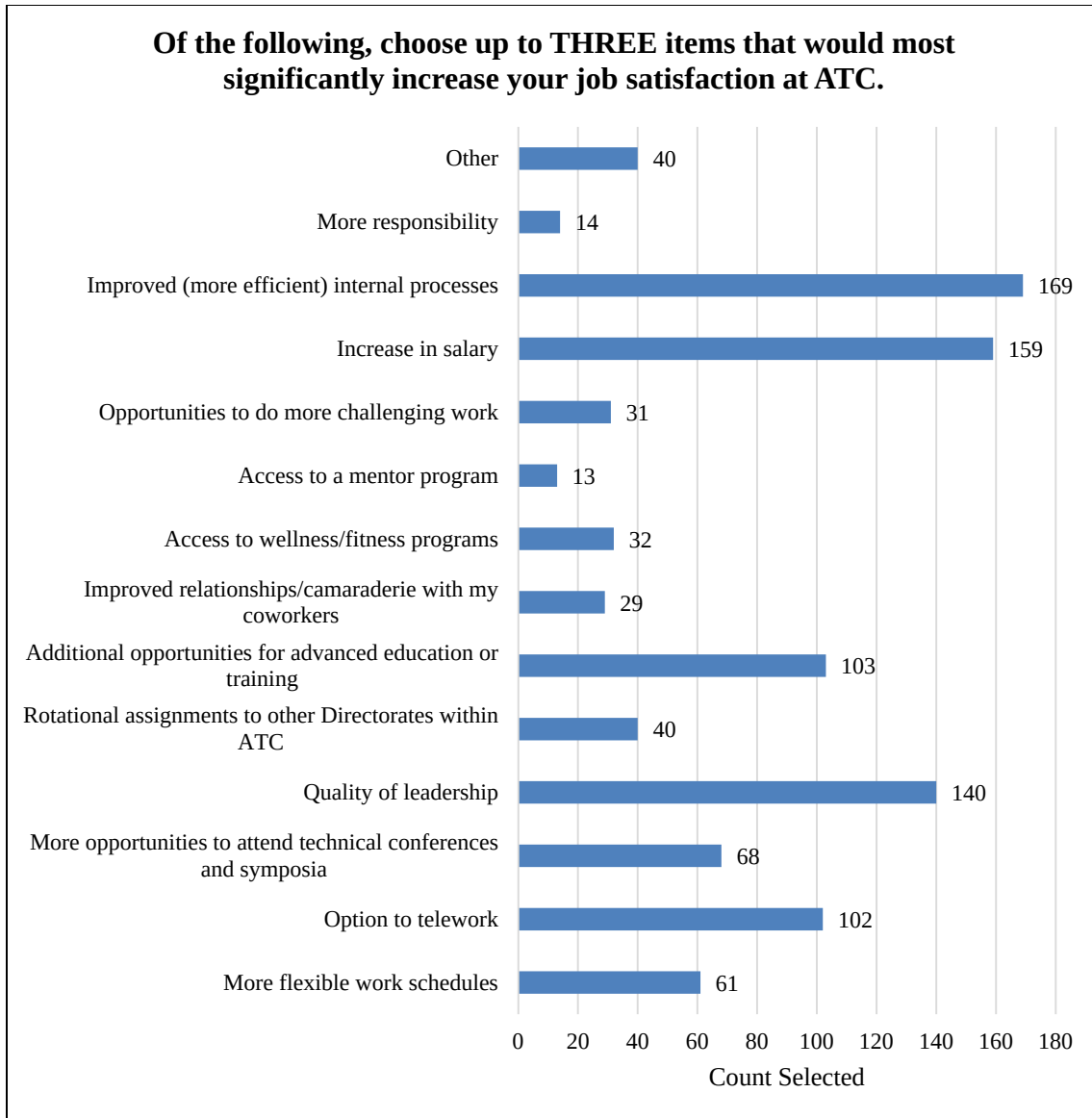


Figure 15. Factors that Current ATC Civilians Believe Would Improve Job Satisfaction

Although over 80% of employees indicated that they felt their direct supervisor supported their feedback and suggestions for improvement, only 33% indicated the ATC Command demonstrated the same support. A few comments provided that best describe trends in survey responses related to suggestions for improvement and ATC leadership's support are included below:

- “Testing does not seem like a priority. Processes and meeting metrics is key. We inflict our own wounds with repetitive processes. I have provided so much information to databases over the years not sure where it is all going”

- “I think the command cares, because they know there is a problem and are taking steps to fix the problem, but perhaps the people trying to fix the problem are the problem.”
- “[I] don’t know if my suggestions ever make it up the chain past my division chief.”
- “We always fill out command climate surveys, and never see any changes based on the feedback.”
- “Feedback is asked for, but not acted on. No feedback is given on why suggestions are discounted.”
- “[I feel] that the leadership is not willing to listen to make the organization more effective and efficient.”
- “In general, I do not feel supported by management. Ideas only flow in one direction, down. In order to foster innovation and new ideas, that flow must go upwards. That rarely happens here.”

5. **Future Plans**

In the last section of the survey, ATC employees were asked about their future career plans, and specifically how long they plan to continue working at ATC. The data is represented in the Figure 16.

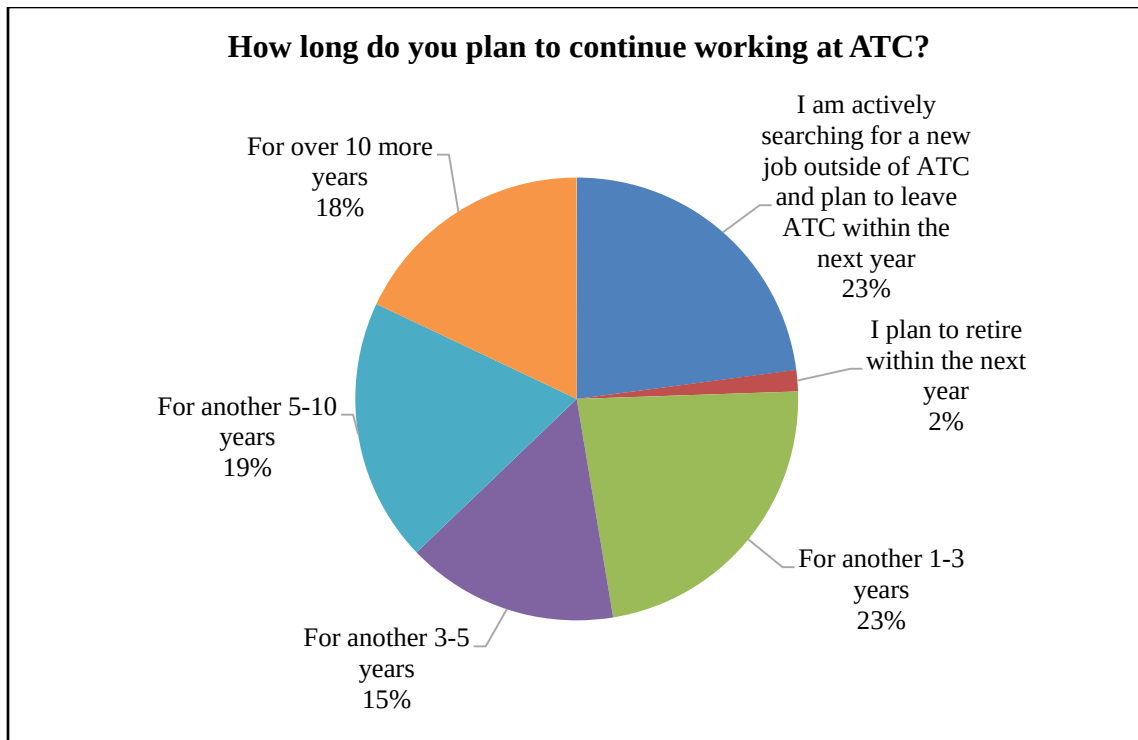


Figure 16. Future Plans of Current ATC Civilian Employees

Approximately a quarter of the current ATC civilian workforce indicated they plan to leave ATC within the next year, either through seeking employment elsewhere or retirement. Only 18% of the current workforce indicated they plan to remain working at ATC for another 10 years or longer. Although the data displayed in Figure 16 consolidates the future career plans of all survey respondents, the WRS Research Team noticed that some subgroups had higher percentages of people indicating a desire to leave ATC in the near future. For example, 37% of the employees from the 1550 (computer scientist) job series indicated they are actively searching for a new job outside of ATC and plan to leave within the next year. Another 26% of the 1550s said they only plan to stay for another one to three years.

Current ATC employees were also asked to indicate whether their future career plans would change if ATC were to address their top priorities related to job satisfaction. Responses are summarized in Figure 17.

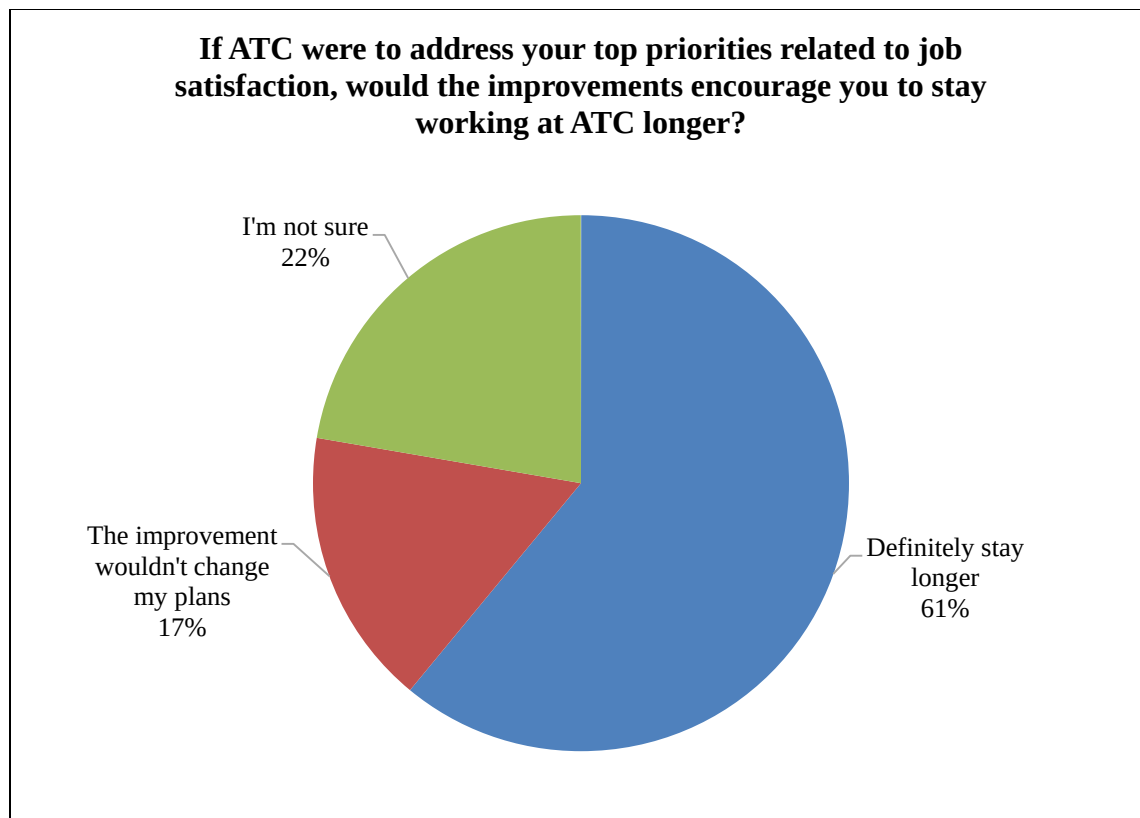


Figure 17. Likelihood ATC Civilians Would Stay Longer if Top Priorities Addressed

Note that 61% of the respondents stated that they would “definitely stay longer” if ATC were to address their top priorities, but most have a pessimistic view on any changes ever being implemented. One current employee stated: “Promises have been made for years to fix these things. At this point they’ve lost my trust and respect.”

Finally, current ATC employees were asked about the likelihood they would accept a position with another Army organization, if offered. ATC employees were first asked about the likelihood of accepting if the new position was a lateral move, with no increase to pay. Then, ATC employees were asked a follow-up question about the likelihood of accepting if the new position was a promotion that included a pay increase equivalent to one grade level. Figure 18 displays the comparison of responses of the two questions. Thirty-one percent of employees indicated they would “definitely accept” or would be “likely to accept” a lateral position; nearly 71% of current ATC employees indicated they would “definitely accept” or would be “likely to accept” for a promotion.

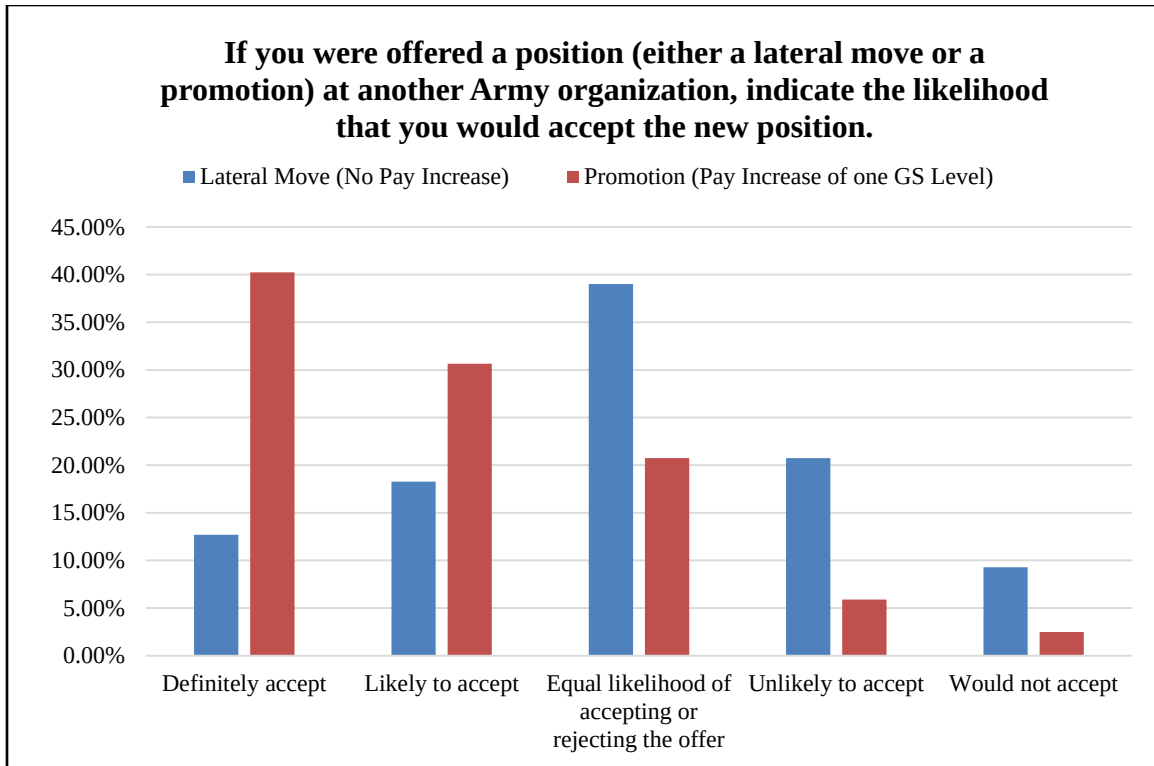


Figure 18. Likelihood of Current ATC Employees Accepting Another Position

C. FORMER ATC CIVILIAN EMPLOYEE SURVEY

The WRS Research Team deployed the 25-question survey to 96 former ATC civilian employees who either transferred from or quit ATC in the last five years. Unfortunately, the surveyed population was limited to former employees who left valid contact information with ATC upon separation or who could be identified through the Webserver Global Address List. Of the 96 former employees who were contacted, 89 were still employed by the DOD and 9 have since left federal employment. The survey link remained active for a period that spanned over the course of 10 work days. Of those contacted, 70 completed survey responses were submitted, a 73% response rate. The complete list of survey questions is included in Appendix D. The consolidated raw data are provided in Appendix E.

1. General Information about Former Employees Surveyed

Several questions collected data related to general information about employees who chose to transfer from or quit employment at ATC. Figures 19 through 23 display

questions and responses that provide information about the population who submitted completed surveys. The WRS Research Team felt that by collecting data related to former ATC employees, they would be able to identify trends of specific groups of employees that might be more apt to voluntarily leave ATC.

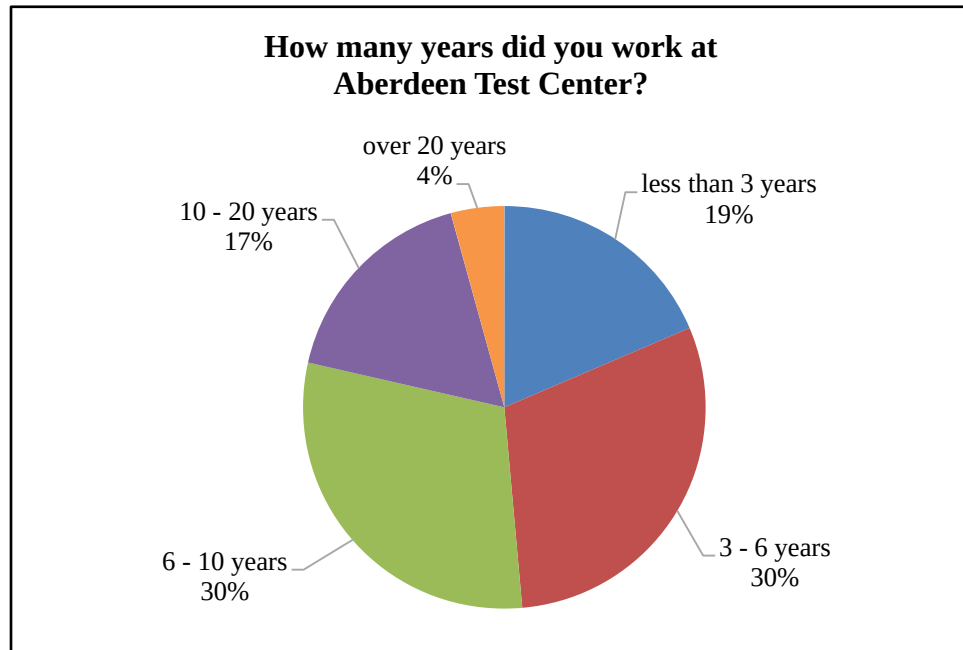


Figure 19. Years Spent at ATC before Resigning or Transferring

Approximately 60% of the former ATC employees surveyed had worked at ATC between 3 and 10 years before leaving.

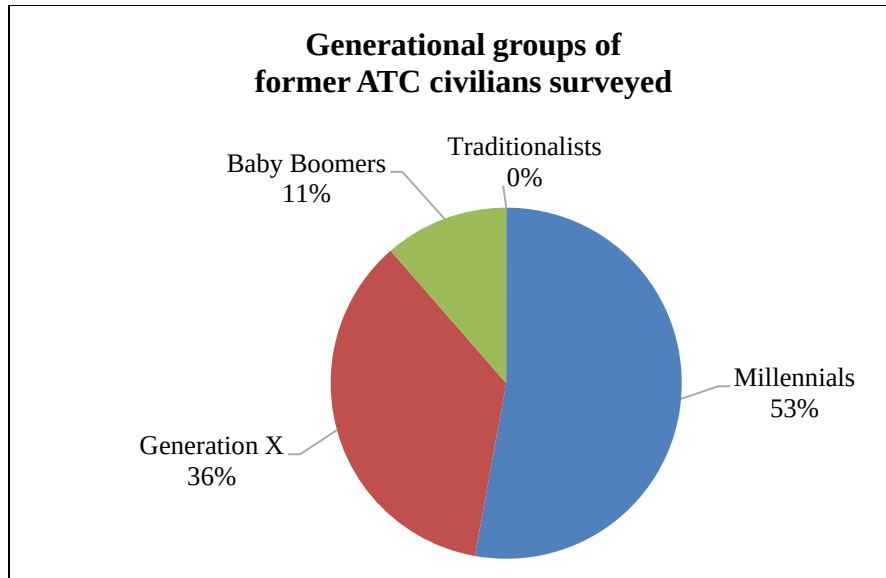


Figure 20. Breakdown of Former Employees Surveyed by Generational Group

Over half of the former ATC civilians who completed the survey were millennials. In addition, only 11% of the survey respondents were born before 1966.

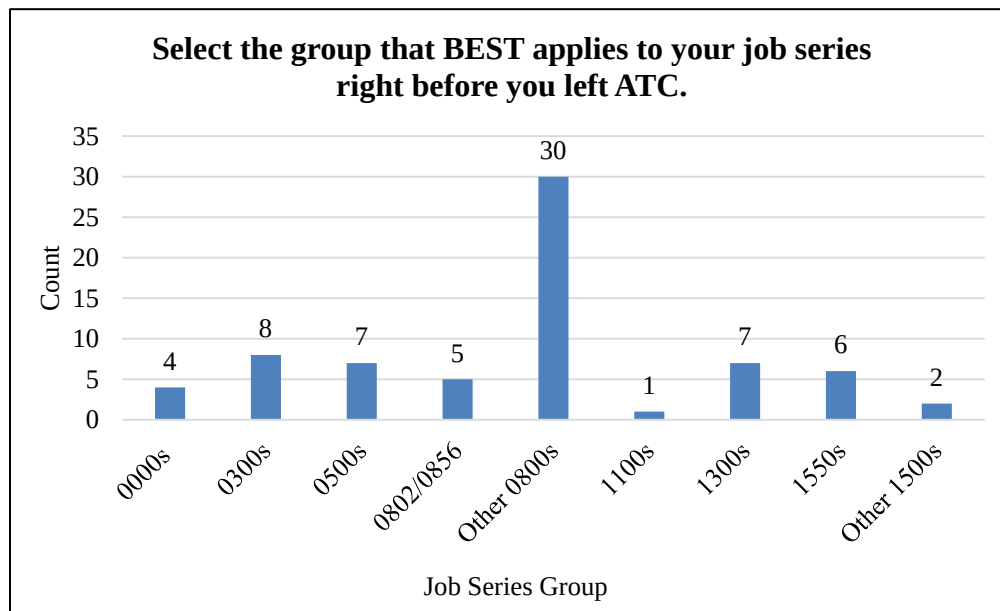


Figure 21. Job Series Group of Former ATC Employees Surveyed

Note that 50 out of the 70 former employees who responded to the survey were in the 0802/0856, Other 0800s, 1300s, 1550s, and Other 1500s job series groups. Each of

these job series groups is classified as an Army MCO and falls within the Army's Engineering and Scientists Career Program, or CP-16. Therefore, a majority of ATC's voluntary turnover is occurring within the engineering/sciences career fields.

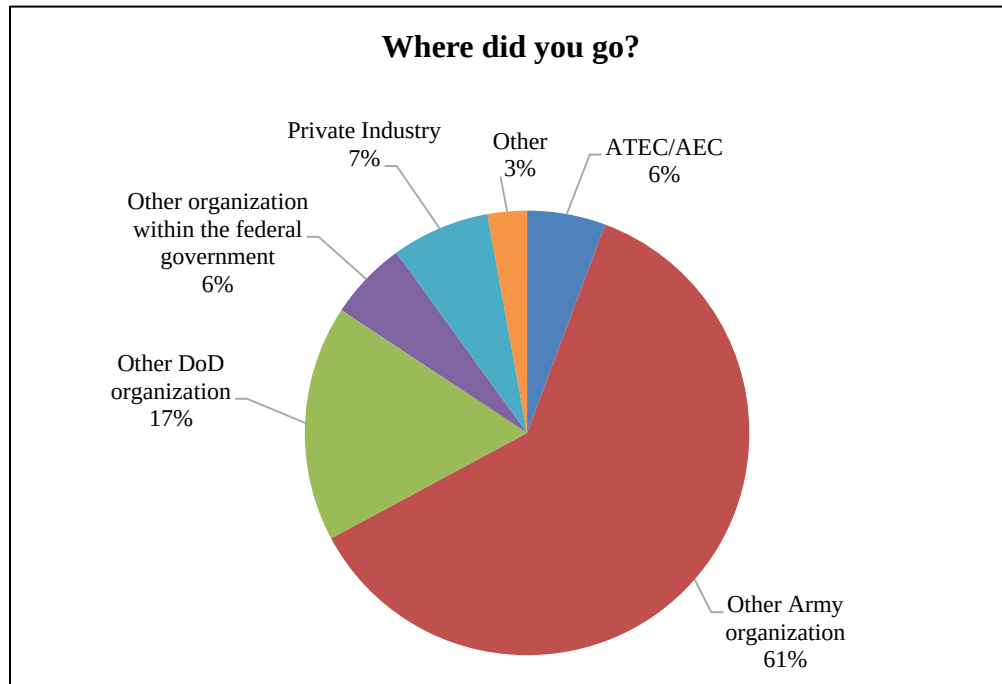


Figure 22. Type of Organization Former ATC Employee Went to after Transfer/Quit

A large percentage (67%) of former ATC employees indicated that they transferred to another position within the Department of the Army. Only about 10% indicated they had completely left federal employment after their time at ATC to either find a job in private industry or for other reasons.

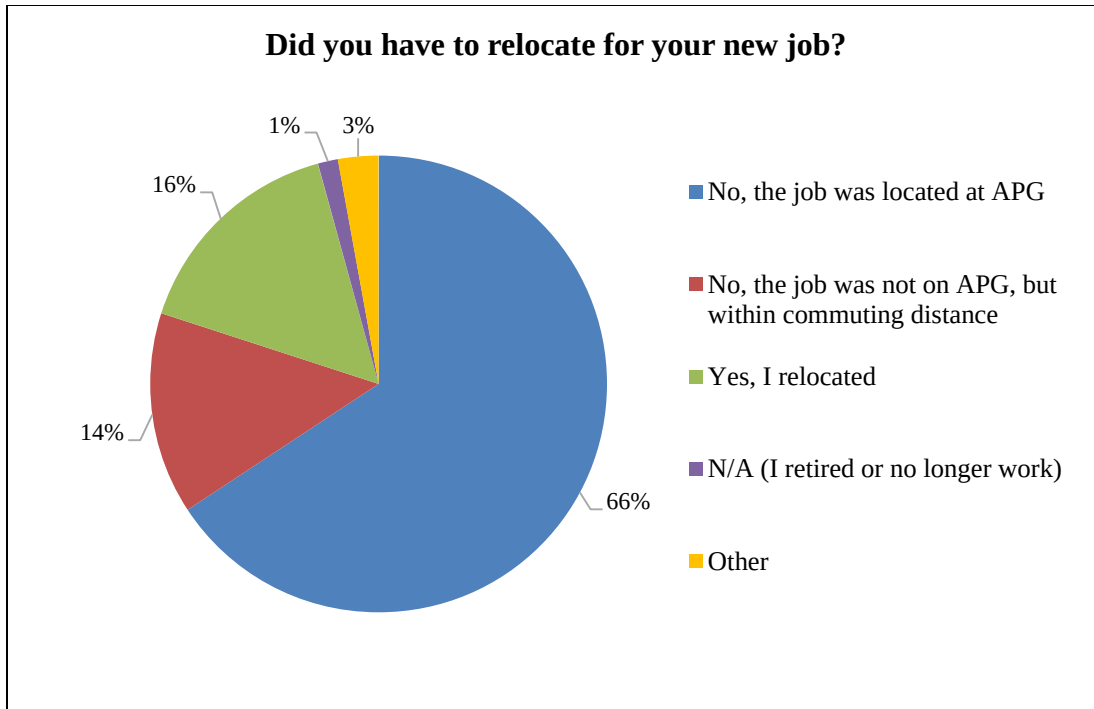


Figure 23. Relocation Status of Former ATC Employees

Two-thirds of the former employees surveyed left ATC to accept a new position co-located at APG. When considering the amount of respondents who indicated they left to accept a position outside APG, but within commuting distance, 80% of the employees who left did so without having to relocate.

2. Job Satisfaction

Former ATC employees were asked to describe their overall job satisfaction both during their time at ATC and with their current job. Figure 24 illustrates the comparison between reported job satisfaction while at ATC versus in their current role. Approximately 92% of former ATC employees surveyed reported being “very satisfied” or “satisfied” with their current role. Although 61% also reported being “very satisfied” or “satisfied” while working at ATC, 26% reported they had been “dissatisfied” or “very dissatisfied” at ATC.

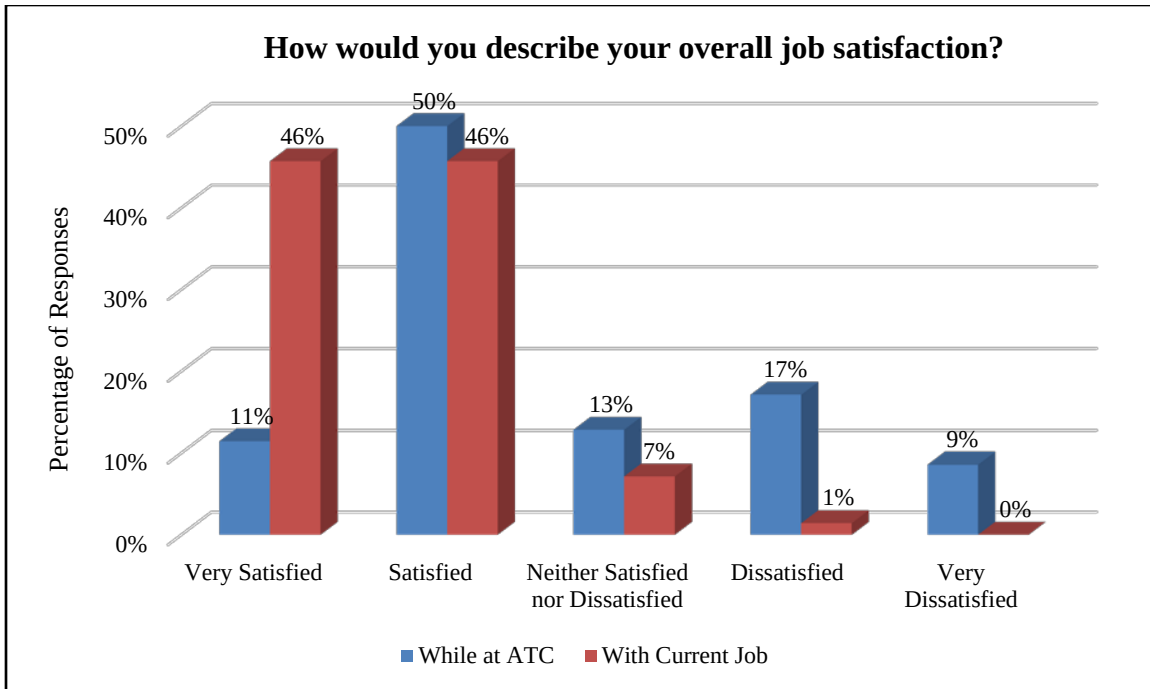


Figure 24. Overall Job Satisfaction Comparison of Former ATC Civilians When Employed at ATC and in Current Position.

Former ATC employees were asked a series of questions to compare ATC with their current organization in a variety of areas. For every question, a majority of the employees responded that their current organization better supported them when compared to ATC. The results are illustrated in Figure 25.

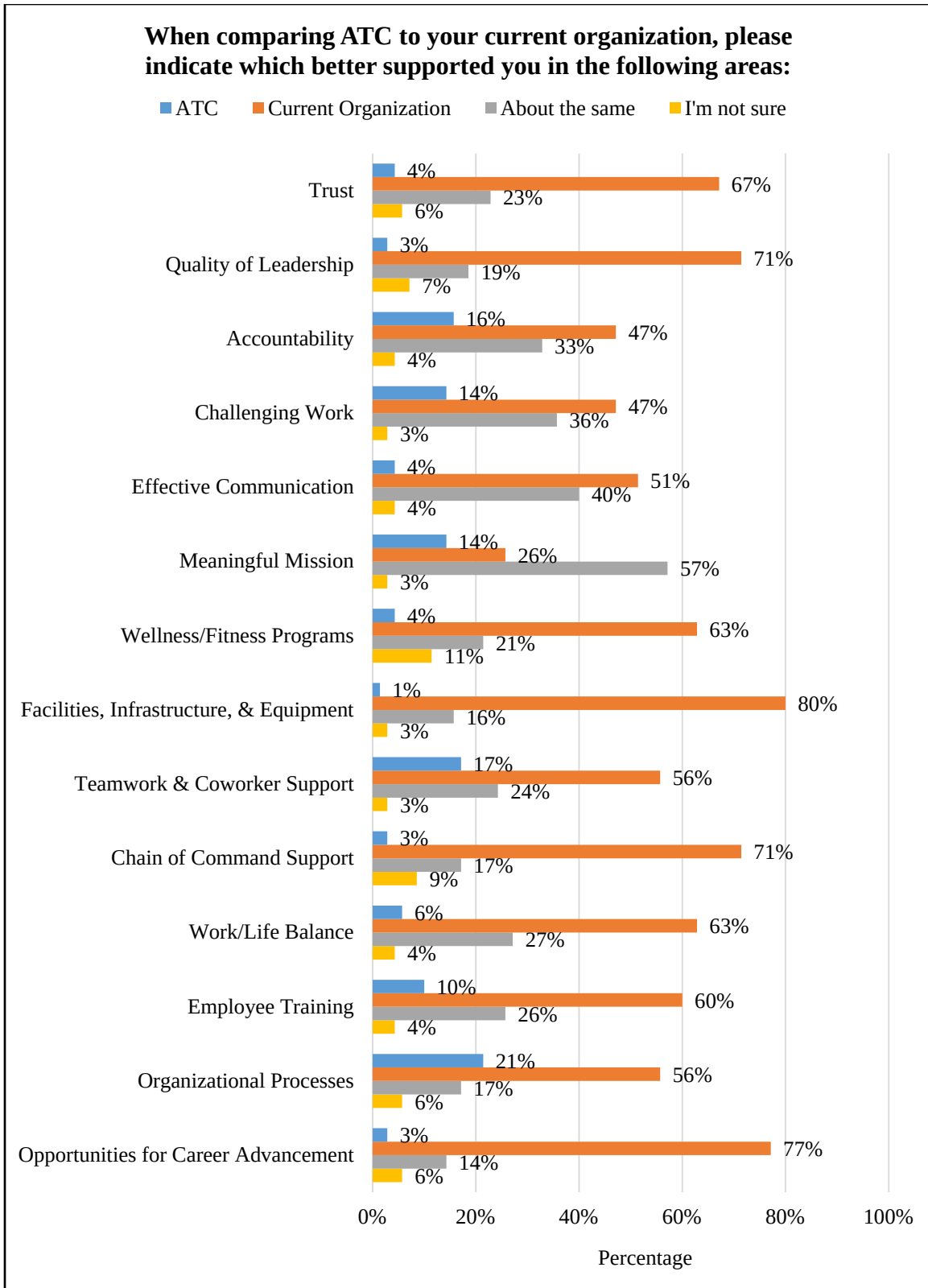


Figure 25. Comparison Between ATC and Current Organization by Former ATC Employees

The former ATC employees were also asked to choose three things from a list of 12 options they believed would have most significantly improved their job satisfaction at ATC. Counts of items selected are shown in Figure 26. The top three changes former ATC employees felt would have improved their job satisfaction were:

- (1) Increased grade/salary structure (47 votes)
- (2) Improved/more efficient internal processes (31 votes)
- (3) More opportunities for advanced education and training (26 votes)

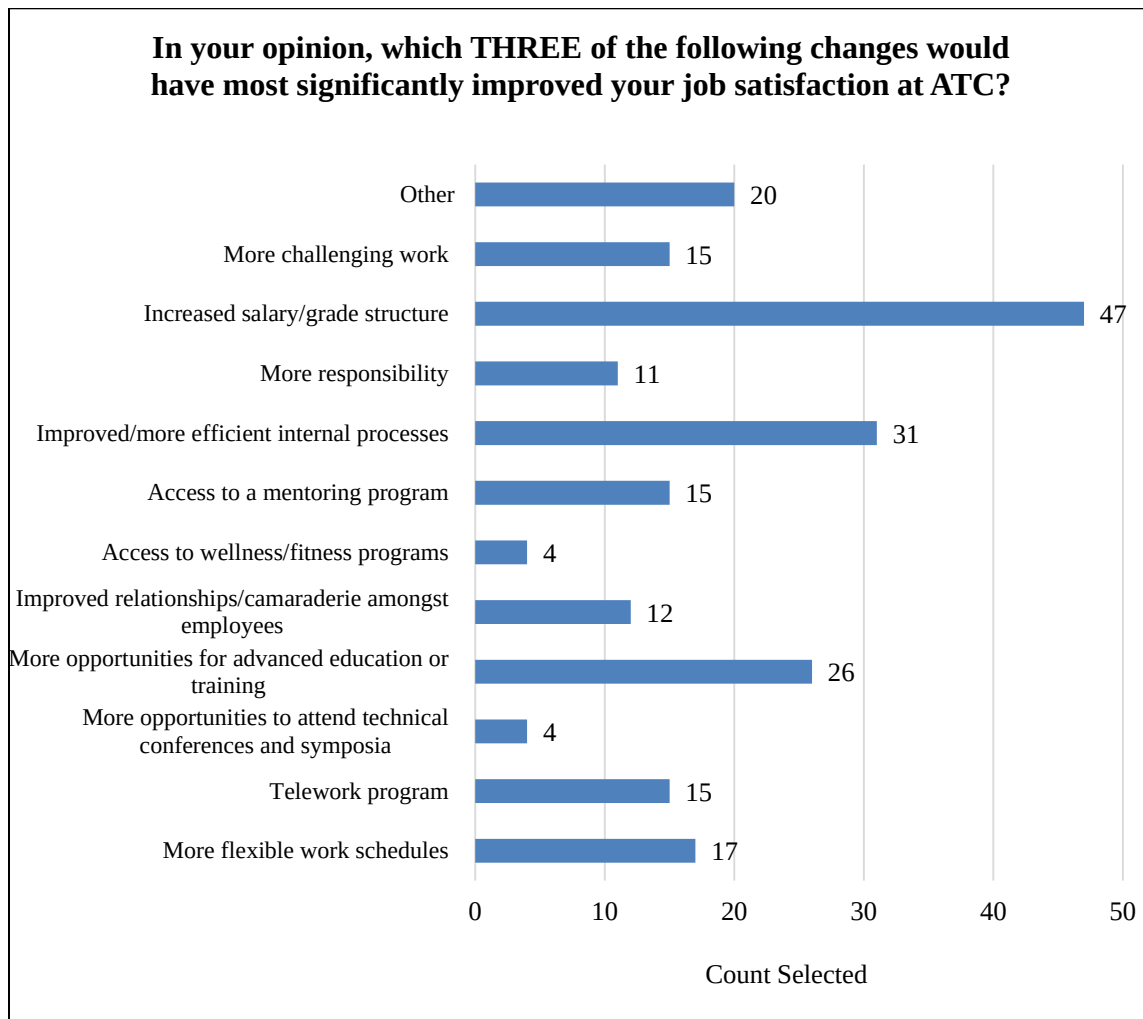


Figure 26. Factors that Former ATC Civilians Believe Would Have Improved Job Satisfaction

In addition, former ATC employees were asked if they would recommend ATC as a good place to work to friends and family, as shown in Figure 27.

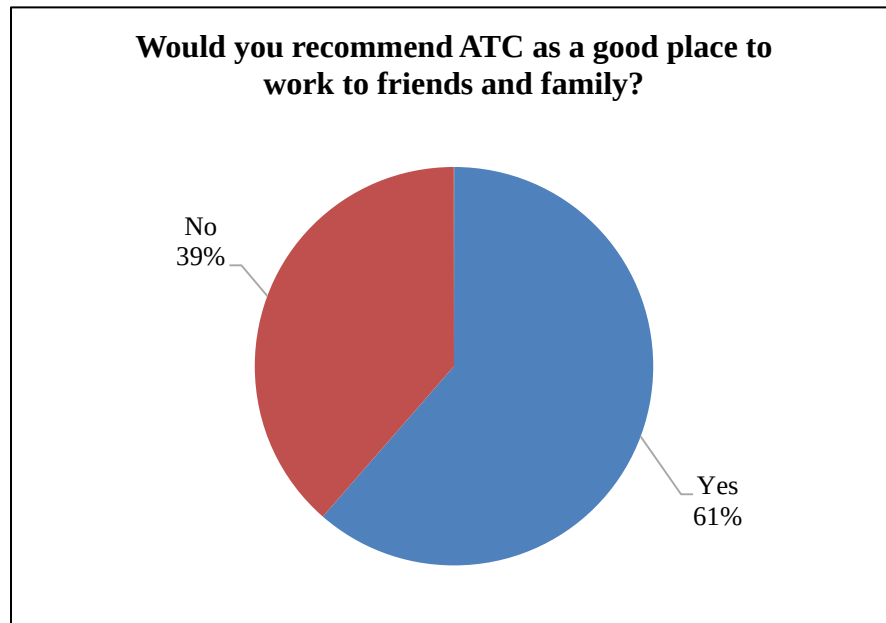


Figure 27. Percentage of Former ATC Civilians that Would Recommend ATC as a Good Place to Work

Although 61% of former ATC employees stated they would still recommend ATC as a good place to work, several added comments that they would only recommend ATC as a good place to begin a career in the federal government or to essentially “get your foot in the door.” One comment summarized a trend in the free text collected in the survey, stating “ATC is a good option for potentially exciting/interesting work as well as entry-level and lower-level career growth. ATC is not a good option [in my opinion] for long-term career progression and enhancement.” Another employee commented, “I feel that ATC would be a good place to start a career, however, there are other commands that provide more progressive pay bands for equal/less work/responsibility in the APG area.”

3. Reasons for Leaving ATC

Former ATC employees were asked to identify their major reasons for leaving ATC. First, the survey asked about whether the employees left ATC for a new position

that was a lateral move with similar pay or for a new position that was a promotion, resulting in a more significant pay increase. The results are shown in Figure 28.

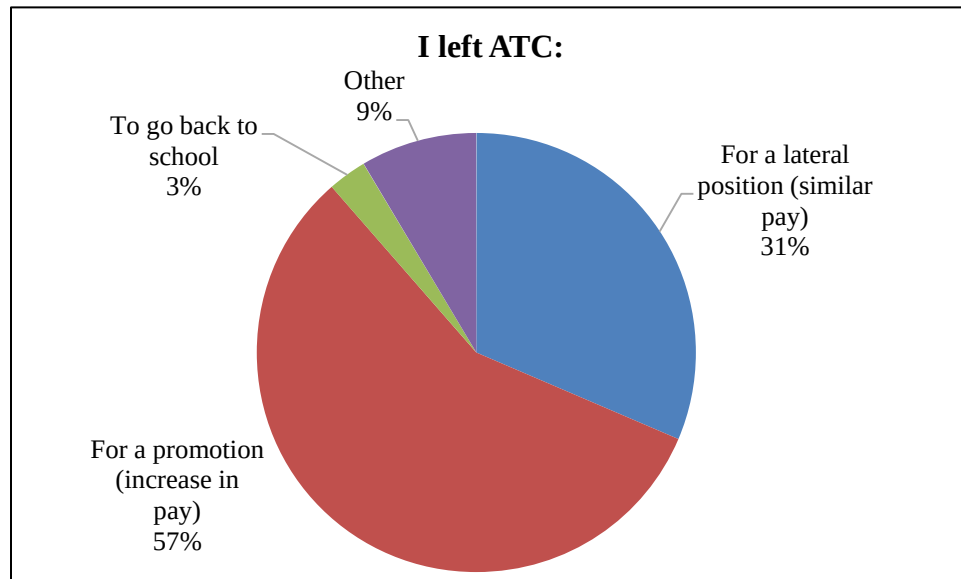


Figure 28. Comparison of Former ATC Employees Who Left for a Lateral or Promotional Position

More than half of the former employees surveyed left for a promotion. One former employee commented:

I do understand that promotion is limited by the ceiling of the GS-15 Technical Director. This means that division chiefs are GS-14, and Branch chiefs are GS-13. But the command didn't seem interested in having standard positions like deputies to the directors and chiefs, or chief engineers at all levels. These types of positions exist in many other organizations and agencies. These positions would have allowed a non-technical path for advancement and possibly a path to lateral into management, with enough experience. Furthermore, one would think that the Technical Director would be an SES position, but that would probably create ripples across ATEC that are nearly impossible to resolve.

In addition, surveyed individuals were asked to identify a more specific, primary reason for leaving. The number of employees who left for each of the options listed is displayed in Figure 29.

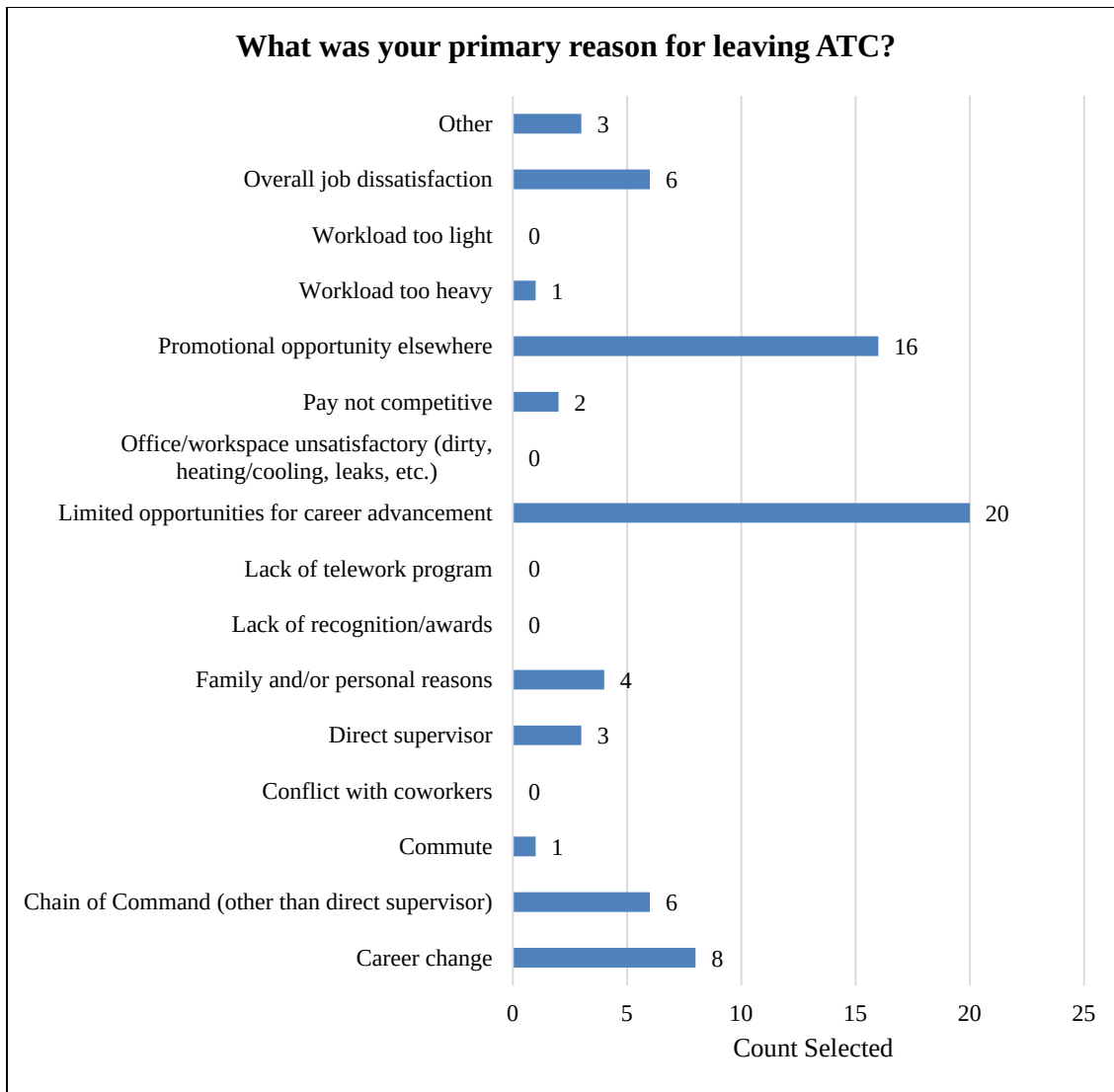


Figure 29. Primary Reason Why Former ATC Employees Left

The three primary reasons for leaving ATC were limited opportunities for career advancement, promotional opportunity elsewhere, and career change. A couple of comments provided that best describe trends in survey responses related to the reasons individuals left ATC are included below:

- “ATC did not have any opportunities for promotion without getting into management.”
- “Once I advanced to a GS-12 position, there was little to no opportunity to advance my career. After looking around other Government entities I realized I could go elsewhere as a technical GS-13.”

- “Also significant reasons for my decision to leave ATC were: lack of telework opportunity, lack of funding for and promotion of developmental-type training opportunities for all employees, lack of developmental assignment opportunities, bastardization of the AcqDemo process (forced distributions, forced payouts, pay lanes within bands, misuse of mock pay pool results), workload too high for some people/areas while nonperformers are permitted to not perform without repercussion, overall low organizational morale and management perspective that ‘it is what it is.’”

4. Career Progression

Former ATC employees were asked what GS level or equivalent they were when they left ATC, and what they are presently (if they were still employed by the federal government). Figure 30 displays the consolidated data, illustrating career progression of former ATC employees since leaving the organization. (For example: of the 33 GS-12s that left ATC, 1 is a GS-11, 8 are still GS-12s, 20 are GS-13s, 2 are GS-14s, and 1 is a GS-15 equivalent.)

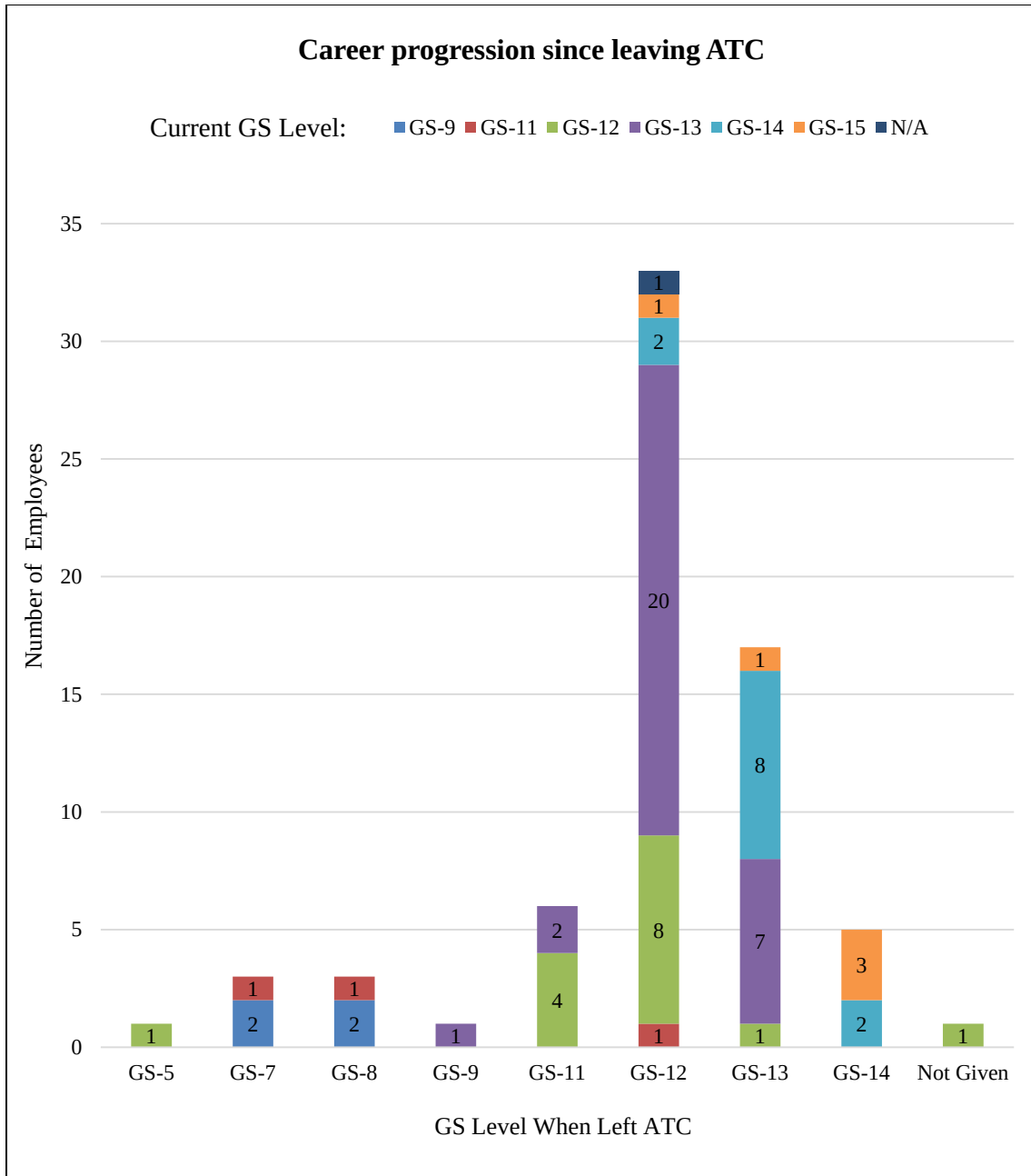


Figure 30. GS Level of Former ATC Civilians When They Worked at ATC
Compared to the GS Level of their Current Position

Finally, former ATC employees were asked a set of questions related to the likelihood that they would return to ATC. First they were asked about the likelihood that they would accept an offer to return to ATC for a lateral position, with similar pay to their current job. Next they were asked about the likelihood they would accept if the offer was for a promotion, with a pay increase. Figure 31 displays the comparison of the

responses. No former employees stated they would “definitely accept” a position that was a lateral move, but 28% of former employees stated that they would “definitely accept” or would be “likely to accept” a position at ATC for a promotion. Interestingly, over 41% of former ATC employees stated they would be “unlikely to accept” or “would not accept” a position at ATC, even if the job was a promotion that included a pay increase.

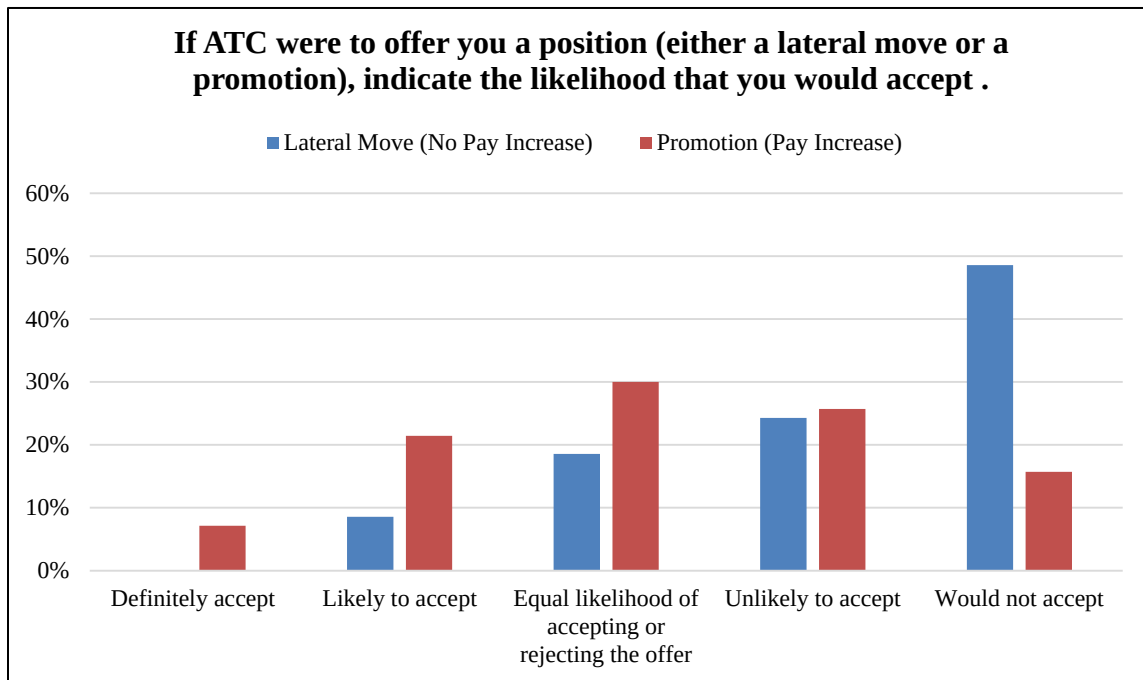


Figure 31. Likelihood of Former ATC Employees Accepting a Position to Return to ATC

V. ANALYSIS

The WRS Research Team conducted a complete analysis by consolidating data collected during the literature review, from existing data sources, and from data collected through the deployed surveys. The following sections describe the observations and deductions the WRS Research Team made with regards to how ATC civilian employees measure job satisfaction, reasons why ATC civilian employees choose to stay at ATC, and factors that motivate ATC civilian employees to leave.

A. HOW DO ATC CIVILIAN EMPLOYEES MEASURE JOB SATISFACTION?

One of the first assumptions the WRS Research Team made before conducting the study was that ATC civilians who leave ATC are highly dissatisfied. However, when the WRS Research Team compared the overall job satisfaction levels reported by current and former ATC employees, the numbers were very similar. The overall job satisfaction for current employees who responded as either “very satisfied” or “satisfied” was about 59%, compared to 62% of the former employees who responded as having the same satisfaction level prior to leaving ATC. As such, the WRS Research Team could remove the possibility that only the highly dissatisfied are likely to leave ATC, as their overall satisfaction levels mirror those of the current employees.

On the other hand, the WRS Research Team also concluded that there are certain job satisfaction factors important enough to both sets of employees that are not being met. Former ATC employees were dissatisfied enough to leave, and 46% of the current workforce indicated they are actively searching for a job outside ATC or plan to leave within the next three years. The WRS Research Team took a closer look at the relative importance of several different job satisfaction factors to analyze the similarities and differences between current and former ATC civilian employees.

To help quantify how employees define job satisfaction, both current and former ATC civilians were asked to assign a measure of importance to various factors that typically contribute to overall job satisfaction, including “Quality of Leadership,” “Relationships with Coworkers,” “Opportunities for Career Advancement,” “Meaningful

Mission,” “Challenging Work,” “Recognition/Awards,” “Salary” and “Flexibility of Work Schedule.” To analyze the responses in terms of job satisfaction and motivational theory, the WRS Research Team correlated each factor to Herzberg’s hygiene-motivation theory and Maslow’s hierarchy of need, as shown in Table 5.

Table 5. Survey Factors Related to Herzberg’s and Maslow’s Theories

Factor	Herzberg’s Theory	Maslow’s Hierarchy
Flexibility of Work Schedule	Hygiene Factor	Safety and Security
Salary	Hygiene Factor	Safety and Security
Quality of Leadership	Hygiene Factor	Safety and Security
Relationships with Coworkers	Hygiene Factor	Belonging and Love
Recognition/Awards	Motivator	Esteem (Self and Others)
Challenging Work	Motivator	Self-Actualization
Meaningful Mission	Motivator	Self-Actualization
Career Advancement	Motivator	Self-Actualization

The WRS surveys asked current and former ATC civilians to identify whether each factor was “extremely important,” “very important,” “important,” “slightly important,” or “not important” to their job satisfaction. Although it was assumed that all factors contributed at least some level of importance to ATC civilian job satisfaction, for the purposes of this study the WRS Research Team was most interested in overwhelmingly positive responses. Therefore, the WRS Research Team focused on the percentage of each population that indicated a factor as either “extremely important” or “very important.”

1. Current ATC Civilian Employee Job Satisfaction

Table 6 lists the order of importance indicated by current ATC civilians in terms of how job satisfaction factors contribute to their overall job satisfaction levels.

Table 6. Order of Importance of Job Satisfaction Factors for Current ATC Civilians

Order of Importance	Factor	Percentage of “Extremely” or “Very” Important
1	Quality of Leadership	82%
2	Meaningful Mission	81%
3	Salary	75%
4	Relationships with Coworkers	74%
5	Career Advancement	70%
6	Challenging Work	66%
7	Flexibility of Work Schedule	60%
8	Recognition/Awards	21%

Interestingly, three out of the top four important factors to current ATC civilians are considered hygiene factors according to Herzberg’s theory.

2. Former ATC Civilian Employee Job Satisfaction

Table 7 lists the order of importance indicated by former ATC civilians in terms of how job satisfaction factors contribute to their overall job satisfaction levels.

Table 7. Order of Importance of Job Satisfaction Factors for Former ATC Civilians

Order of Importance	Factor	Percentage of “Extremely” or “Very” Important
1	Quality of Leadership	94%
2	Career Advancement	88%
3	Meaningful Mission	83%
4	Challenging Work	83%
5	Salary	75%
6	Relationships with Coworkers	69%
7	Flexibility of Work Schedule	62%
8	Recognition/Awards	35%

Unlike current employees, the WRS Research Team noted that three out of the top four important factors to former ATC civilians are considered motivators according to Herzberg’s theory.

3. Analysis of Job Satisfaction Factors

Figure 32 illustrates the comparison between current and former ATC employees in terms of the importance of the job satisfaction factors. The figure also organizes the factors according to hygiene factors/motivators according to Herzberg's theory and from lower level needs to higher level needs according to Maslow's hierarchy of needs.

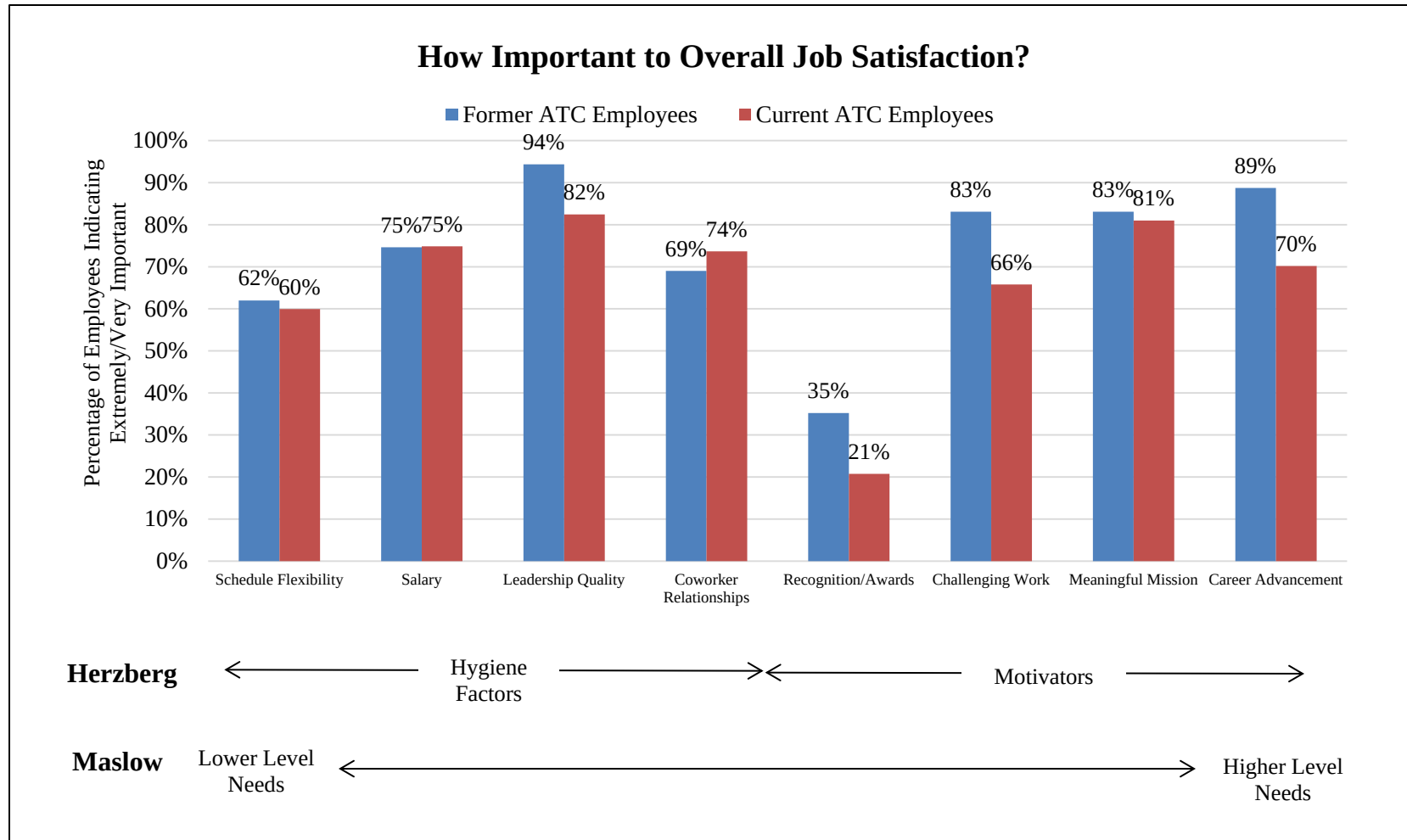


Figure 32. Comparison of Importance of Factors to Job Satisfaction of Current and Former ATC Employees

Both current and former ATC civilian employees rated quality of leadership as the most important factor contributing to overall job satisfaction. Still, 12% more former ATC employees felt that quality of leadership was either “extremely” or “very” important when compared to their current ATC counterparts.

While career advancement was selected as the second most important factor for former employees, current ATC civilians only ranked it as fifth. In fact, 19% more former employees felt that career advancement was either “extremely” or “very” important to overall job satisfaction. But when the WRS Research Team took a closer look at the current employees who responded as either actively looking for a new job or planning on leaving ATC within the next three years, a little over 80% listed career advancement as “extremely” or “very” important. From this the WRS Research Team can infer two things. First, career advancement is critical to the job satisfaction of employees who have already left the organization. Second, career advancement is more important to current ATC employees strongly considering leaving than to employees who do not anticipate leaving ATC in the near future.

A meaningful mission was a top three factor to overall job satisfaction for both current and former ATC civilians, with 81% and 83%, respectively, indicating “extremely” or “very” important. At first glance, these numbers may seem high. But, after considering that ATC’s purpose is to support soldiers in theater, it makes sense that the ATC workforce ranks the mission highly in terms of job satisfaction. It also makes sense that the significant importance placed on a meaningful mission is shared by both current and former ATC employees. The meaningful mission could have been a reason for originally accepting a position within ATC, and the mission of supporting the nation’s warfighter is one shared by ATC and many of the organizations where former ATC employees have transferred to.

The relative importance of challenging work represented one of the biggest discrepancies between current and former ATC employees surveyed. While 83% of former ATC employees responded that challenging work was significant in how they define overall job satisfaction, only 66% of current employees responded the same way. Why such difference between former and current employees? While unclear what

parallels can be drawn, what is clear is that the desire for more challenging work is not a prevalent or a major concern in the current ATC workforce. (Additional note: In the current ATC civilian job satisfaction survey, only 9.5% of current employees chose “opportunities to do more challenging work” as a top three item that would most significantly increase job satisfaction. Likewise, when the former employees were asked for their primary reason for leaving ATC, not a single person responded that the work was not challenging enough.)

Although 75% of both current and former ATC employees indicated that salary was “extremely” or “very” important in defining overall job satisfaction, salary was the third highest ranked factor for current employees. Current ATC employees only ranked leadership quality and a meaningful mission as more important. Salary is considered a hygiene factor according to Herzberg’s hygiene-motivation theory and a lower level need on Maslow’s hierarchy of needs. The fact that current ATC employees ranked salary in the top three important factors, while former ATC employees ranked salary fifth has significance related to prioritization of need. A valid conclusion may be that former ATC employees place a lower importance on salary because the need is already being met, allowing more room for the employee to focus on motivators or higher level needs such as career advancement or pursuit of more challenging work.

The only factor current ATC employees ranked higher in importance than former ATC employees was coworker relationships. Current ATC employees ranked coworker relationships as the fourth most important factor from the list (compared to sixth for former employees), and 5% more current ATC employees indicated coworker relationships as either “extremely” or “very” important to job satisfaction.

Current and former ATC employees alike ranked the flexibility of their work schedules and recognition/awards as the least important factors. Similarly, there was evidence in the surveys that both of these factors were already being met to a certain degree. When former ATC employees were asked to choose three changes from a list of 12 options that would have most significantly improved job satisfaction at ATC, only 24% chose “more flexible work schedules.” Additionally, of the current employees, only 19% responded that more flexible work schedules is one of the three things that would

most significantly increase their satisfaction at ATC. The low ranking of schedule flexibility could be attributed to the fact that ATC employees already work a CWS, getting every other Friday off work. Therefore, the WRS Research Team concluded that work schedule flexibility and recognition/awards are factors that either contribute little to ATC employees' definitions of job satisfaction or are already at acceptable levels within the organization. As such, increasing work schedule flexibility or the amount of formal recognition or awards at ATC, likely would not have a significant impact on improving job satisfaction.

The WRS Research Team concluded that ATC's current employees place more importance on hygiene factors than motivators in terms of overall job satisfaction. Furthermore, the differences in importance ratings between current and former employees were more significant for motivating factors. The WRS Research Team theorized that former employees' increased focus on motivators supports the idea that their basic needs are already being met in their new organization, shifting prioritization to higher levels of need in Maslow's hierarchy. The emphasis that the current employees are placing on hygiene factors and lower level needs to define their sense of overall satisfaction might help to explain the increased attrition rate. According to Herzberg's theory, dissatisfaction with hygiene factors is more likely to lead to voluntary turnover, as the basic needs of the employees are not perceived as being met and the employees pursue employment elsewhere. While recommending ATC retention strategies, the WRS Research Team focused on hygiene factors in order to most significantly reduce attrition.

B. REASONS WHY ATC CIVILIAN EMPLOYEES STAY AT ATC

Even though the purpose of the WRS was to determine the underlying causes of attrition at ATC and address them, there were some positive aspects of ATC's organization and culture that were revealed through the research. ATC meets several factors and needs that were deemed important to both current and former employees in defining overall job satisfaction. As such, ATC's meaningful mission, work/life balance, and effective relationships between employees and direct supervisors likely contribute to the number of ATC employees who have decided to stay at ATC.

1. Meaningful Mission

The data collected during the literature review and through survey deployment established two things. First, a meaningful mission is important to the ATC civilian workforce job satisfaction level. And second, current ATC employees truly believe that their work contributing to the mission is important. Over 85% of current ATC employees agreed that “The work that I am doing is important” and 75% of current ATC employees surveyed strongly agreed or agreed that their “work gives them a feeling of personal accomplishment.”

Former ATC employees echoed the sentiment that ATC meets the need to work for an organization with a meaningful mission. When former ATC employees were asked which organization supported them better in terms of having a meaningful mission, 71% of former employees stated ATC was equal to or better than their current organization while only 26% chose their current organization.

The WRS Research Team concluded that likely nothing needs to be done to address the general desire of ATC employees to contribute to a meaningful mission. However, it is important to note that, at times, ATC employee dedication to the mission can lead to dissatisfaction in other areas. As was found in the CS-FEI study, if too much attention or weight is placed on the ATC mission, other employee needs (for example: safety, wellness, or work/life balance) can suffer.

2. Work/Life Balance

The ATC culture supports general workforce satisfaction with respect to work schedule flexibility and work/life balance. 80% of current ATC civilians reported being satisfied or very satisfied with their current work schedule. Additionally, 64% of the current employees responded that they considered their workload to be “reasonable” and only 1.4% of former employees listed “workload too heavy” as their primary reason for leaving ATC. Overall, 73% of current employees responded that they were either “very satisfied” or “satisfied” with their work/life balance.

The survey responses and general approval of work/life balance at ATC were consistent with Herzberg’s theory. Work schedule flexibility was ranked lower in

importance to job satisfaction than many other factors presented to current and former ATC employees. The relatively lower importance corresponds to either ATC employees caring less about their work/life balance or the fact that ATC already meets this need. Either way, when considering that work/life balance has become increasingly more significant to Generation X and Millennial generational groups, the WRS Research Team concluded that this is one area that ATC does well and likely does not need to be considered when developing retention strategies.

3. Effective Direct Supervisor

The quality of leadership was the most important factor in determining job satisfaction for both current and former employees. While there was increasing dissatisfaction reported in both surveys for the higher leaders in the ATC chain of command, most employees were generally pleased with their direct supervisors.

When former ATC employees were asked to choose their primary reason for leaving ATC, only 4.2% responded as conflict or lack of support from direct supervisor. Similarly, 74.0% of the current employees agreed that their direct supervisor adequately supports them to perform their job. Additionally, 81% of current employees do not feel micromanaged by their direct supervisors and 83% trust their direct supervisors. The WRS Research Team asked current ATC employees to indicate approval of their direct supervisors in many of the areas described in the Army Field Manual 6-22, Army Leadership. A majority of the current workforce “agree” or “strongly agree” that their respective direct supervisors are effective in supporting them individually, as well as their team. Figure 33 displays the summary of the current ATC employee responses related to the effectiveness of their direct supervisor.

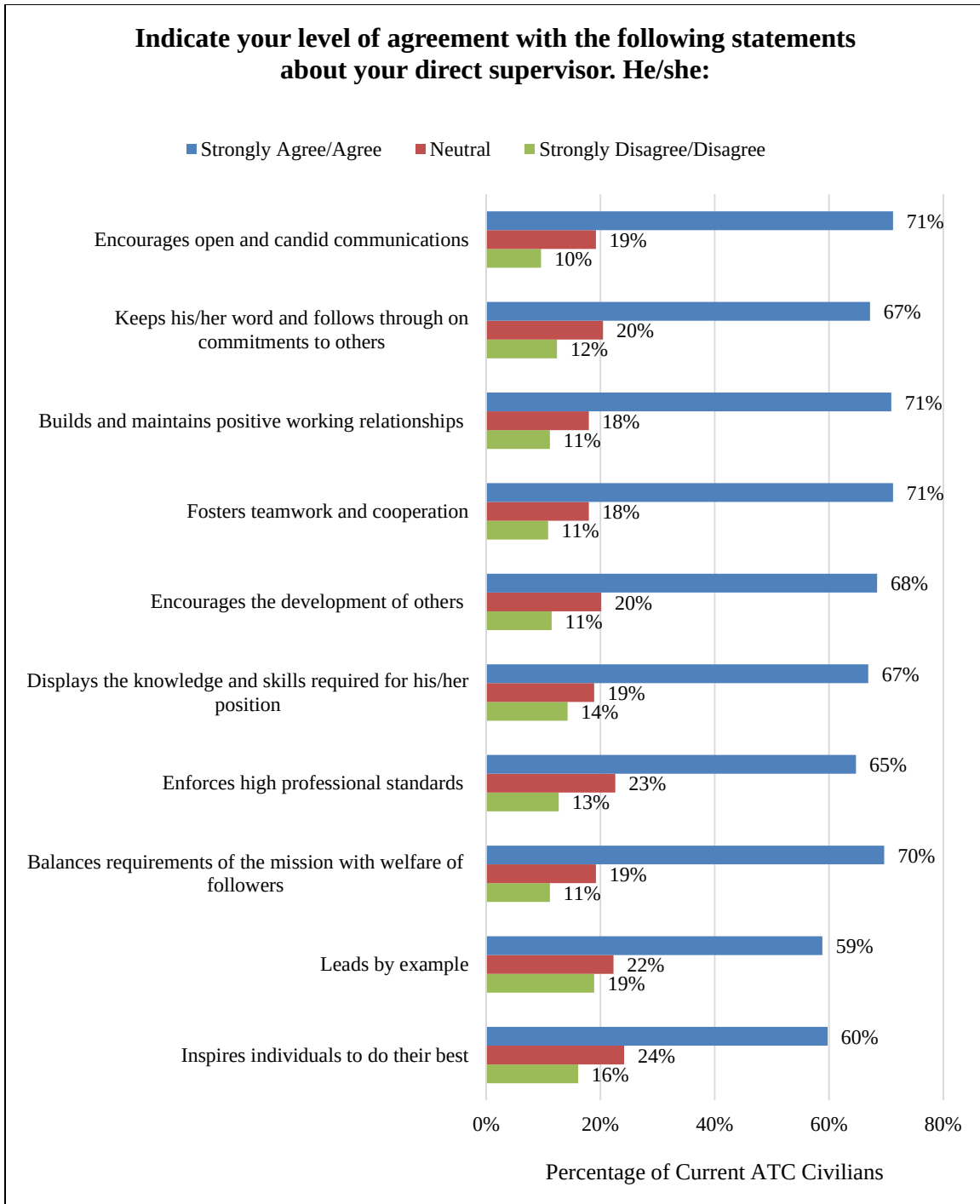


Figure 33. Employee Evaluation of Direct Supervisor Leadership Skills

The WRS Research Team noted the importance of the employee and direct supervisor relationship throughout the research. The CS-FEI emphasized the significance of supervisors showing an interest and investment in their younger employees, and several articles and case studies highlighted the fact that developing effective supervisor-employee relationship had proven to reduce attrition. Since quality of supervision is one of Herzberg's hygiene factors, employees who are not dissatisfied with their direct supervisor are more inclined to stay employed at ATC. Consequently, effective direct supervisors are surely one factor that is already helping to retain employees at ATC.

Although the WRS Research Team concluded that ATC generally has developed effective and supportive employee-to-supervisor relationships, the team also noted that the direct supervisor only makes up one layer of the ATC chain of command and leadership structure.

C. FACTORS THAT MOTIVATE ATC CIVILIAN EMPLOYEES TO LEAVE

The prior section described three positive aspects of the ATC mission and culture that help retain employees. However, according to the current ATC civilian job satisfaction survey, a majority of the workforce feels stressed and frustrated at least half the time. The rising attrition of the civilian workforce indicates that there are factors causing employees to leave.

Based on the research conducted, the WRS Research Team identified several factors that are most likely to motivate ATC civilian employees to either transfer from or quit ATC, taking experience and organizational knowledge with them. The WRS Research Team identified and prioritized the sources of ATC employee dissatisfaction (Herzberg) and unmet workforce needs (Maslow), both closely linked to voluntary turnover.

1. Career Growth Opportunities/Salary

The millennial generation is often characterized by their ambitious, achievement-oriented attitudes about their career. Although they value finding a work/life balance, millennials are known for taking risks and being willing to jump from position to position if they are not satisfied with their career progression or flexibility. The WRS Research

Team discovered that both current and former ATC employees hold a similar sentiment about career growth. Furthermore, one of the most prevalent findings throughout the WRS was the extent to which current and former ATC employees feel opportunities for career advancement (and the generally associated pay increase) are lacking at ATC.

Only 24% of current ATC employees agreed or strongly agreed with the statement “I am satisfied with my opportunities for career advancement at ATC.” Even lower, only 12% of current ATC employees at the GS-12 level (the GS level contributing to the majority of ATC’s recent voluntary turnover) and 15% of current ATC employees classified in the 1550 job series group (the job series with the highest voluntary turnover rate in FY15) feel satisfied with opportunities for career advancement at ATC. One current ATC civilian in the 1550 (Computer Scientist) job series group commented:

Other organizations will support personnel and career growth better. For 1550s, there is almost no promotion potential at ATC... Technical training opportunities are limited by organizational policy and politics. For example, we can’t attend workshops and training paired with conferences, which are one of industry’s main ways of spreading knowledge about open-source software... It is difficult to grow and make a long-term career here without setting to never advance in one’s career. I have noticed the impact this situation has on most good people seeking other jobs rather than staying after they reach full performance.

Of former ATC employees surveyed, 51% indicated their primary reason for leaving as “limited opportunities for career advancement” or “promotional opportunities elsewhere.” In addition, only 2.8% responded that ATC better supported them with opportunities for career advancement than their new employer. Finally, when former employees were asked to choose three changes that would have most significantly improved their job satisfaction at ATC, “increased salary/grade structure” was the most popular response, selected by 67% of the survey respondents. According to a former employee,

The fact that many other government organizations that ATC routinely interacts with have the opportunity for working level employees to advance to GS-13 and above without becoming managers and ATC refuses to allow this greatly contributed to my job dissatisfaction. Additionally, there seemed to be a command wide set of misplaced priorities.

According to the survey responses and supporting comments, there is a perception that either there isn't a path for career advancement at ATC or that ATC culture only supports career advancement of certain employees. As one former employee put it,

There seems to be a "golden boy" mentality at ATC. In-other-words, only favorites seemed to receive promotional or higher-grade opportunities. There was no path to growing into a position higher than a GS-12 other than management. Yet, somehow there are many GS-13 and some GS-14 non-technical positions. I never found anyone who could explain what I needed to do to grow myself into a candidate for these positions. In many ways I see this as a lack of mentorship and employee development.

The correlation between a lack of career advancement opportunities and voluntary employee turnover is contrary to Herzberg's motivation-hygiene theory. Herzberg theorized that career advancement is a motivator. As such, limited career advancement opportunities could create an unmotivated workforce, but would not necessarily cause people to leave. The WRS Research Team theorized that one possible reason for this contradiction to Herzberg's theory is how closely salary and promotions/career advancement are linked in the federal service.

An example is the current AcqDemo control point that caps GS-12 equivalent employees at GS-12 step 10 pay, instead of enabling the employee to continue through the remainder of the payband. In order for an ATC employee to "jump" the control point and continue to increase his or her salary according to the AcqDemo payband, the employee would need to either pursue a position at a higher GS level (usually supervisory) or leave ATC to pursue a position at another organization with a different grade structure or pay scale. One current GS-12 employee at ATC stated: "I feel like there is no place for advancement at ATC. I have two Bachelor's degrees and a Master's degree, but I feel if I want to advance and increase my salary I have to become a supervisor which is not what I want."

When asked about their satisfaction level with pay, 59% of current employees responded as either "very satisfied" or "satisfied." However, that number is much smaller for those currently seeking employment elsewhere. Of the employees who were actively looking for outside work or plan to leave ATC in the next three years, only 48% responded as either "very satisfied" or "satisfied" with pay. When looking at only GS-12

survey respondents, only 43% felt “very satisfied” or “satisfied” with pay. A GS-12 level employee stated: “My biggest obstacle to job satisfaction right now is the control point in AcqDemo. I am topped out as a GS-12 and I have at least 20 years to go until retirement. What is going to make me want to stay here when I can get a job down the road as a [GS-]13? I like my job and would stay, but financially it doesn’t make sense.”

When current employees were asked to select three things that, if addressed, would most significantly increase their job satisfaction at ATC, increase in salary was the second most chosen response with 49%: “I will continue to work at ATC until I reach the top of my pay band, then I will actively search for new employment. If the pay increase occurs, I will absolutely stay because I love the mission,” stated one current ATC civilian.

After considering all the data, the WRS Research Team found that both current and former employees were generally dissatisfied with their career advancement (and connected salary) at ATC. Limited career growth opportunities and capped pay levels are significant contributing factors to voluntary turnover within the ATC workforce.

2. Organizational Processes

According to WRS survey results, current employees are dissatisfied by ineffective or cumbersome organizational processes at ATC and only 31% feel that ATC policies and procedures “adequately support [them] to do [their] job.” Seventy-two percent of current ATC employees selected “organizational processes” as an item that causes them the most stress or frustration in their current job, the most selected by far. In addition, 32% of current ATC employees selected “trouble finding a person/form/guidance I need” as a significant source of stress and frustration. Finally, when current employees were asked to choose three items from a list of 14 that would most significantly increase their job satisfaction at ATC, “Improved (More Efficient) Internal Processes” had the number one response rate, selected by 52% of the respondents. Current ATC employee comments that capture the general feeling of the workforce with regards to organizational processes include the following:

- “When the processes you are dependent on are so inefficient and slow, it takes away from your motivation after a certain time period. You keep

fighting to add efficiency and logic to bad processes but don't have the power to change things.”

- “Organizational processes work to provide data for [the] Command but provide hindrance for [the] working level. No benefit in data tools. Although they could be modified for productive use at the working level, this does not seem to be a viable path for [the] Command.”
- “Sometimes I feel the ATC policies and procedures are working against me in trying to get the mission completed.”
- “It feels like you can only do your real job about 50% of the time due to all of the red tape, processes, requirements, [and] meetings. ATC has some very sharp individuals but the culture seems to thwart ingenuity and encourage the mundane.”
- “My background as an engineer isn't given opportunity to grow or flourish in my position and new work typically comes in the form of additional administrative processes, forms, or something else that doesn't challenge my abilities but rather taxes my ability to perform rudimentary paperwork so that someone else can remain accountable to metrics.”

Former ATC employees shared a similar disdain for some of ATC's processes. When former employees were asked to choose three changes that would have most significantly improved their job satisfaction at ATC, “Improved (More Efficient) Internal Processes” was the second highest response, selected by 44% of the respondents. Similarly, when the former employees were asked which organization better supported them with organizational processes, only 21% chose ATC. One former employee said, “The actual testing mission and test data, and enabling the on-the-ground employees to perform their job with the least amount of unnecessary paperwork and red tape, did not seem to be what was important to the command.”

It is quite clear that both current and former employees are discontent with the organizational processes and policies at ATC. Furthermore, it would be easy to argue that bureaucracy within the federal government is a known complaint among the civilian workforce and ATC employee dissatisfaction with processes is more about federal employment and less about ATC. However, the transfers of ATC employees to other federal government organizations highlight the fact that the dissatisfaction is more than just a federal workplace grievance.

So, why don't current employees find ways to change and improve organizational processes? The WRS Research Team found that only a little more than half (56%) of the current ATC civilians surveyed feel empowered to suggest and make improvements. Although over 80% of current ATC employees feel that their direct supervisor supports feedback and suggestions for improvement, 67% felt that the ATC command did not.

The growing number of millennials in the workplace is compounding the significance of ATC employee dissatisfaction with organizational processes. Millennials generally are turned off by rigid policies and processes and place a high value on flexibility and ingenuity. The burden of inefficient process may tend to frustrate this younger generation and cause dissatisfaction at a higher rate. According to Herzberg, company policies are a hygiene factor, so if the ATC workforce continues to be dissatisfied with organizational processes, the WRS Research Team predicts that employees will continue to voluntarily transfer or quit.

3. Quality of Leadership

The WRS Research Team noted that survey responses show significant dissatisfaction levels with ATC leadership for current and former employees alike. In accordance with Herzberg's theory, quality of leadership is a hygiene factor, and as such the perception of its absence or inadequacy would likely contribute to voluntary employee turnover and increased attrition.

When surveyed, only 35% of the current ATC workforce agreed that "ATC's chain of command adequately supports [them] to do [their] job." When asked to pick three items that would most significantly increase satisfaction at ATC, current employees selected "Quality of Leadership" with the third highest response rate of 43%. Likewise, 37% of current employees selected "Conflict with Leadership" as the third most common cause of stress/frustration. Similarly, when former employees were asked which organization better supported them in the area of "quality of leadership," over 70% selected their current organization over ATC.

Part of the dissatisfaction with leadership stems from a common perception that ATC leaders do not hold under-performing employees accountable. 51% of current ATC

employees do not feel that ATC employees are held accountable for performing their individual job duties and achieving results. Even more (55%), do not feel that action is taken to deal with a poor performer who cannot or will not improve. One ATC employee commented: “Management does not hold employees accountable. Employees often spend more time trying to get out of doing work then doing it. Very frustrating place to work.”

In addition, ATC employees want more interaction and support from leadership when it comes to career advancement and professional development. Younger employees desire effective mentoring and guidance as they navigate their career paths. As one former employee put it “...managers at ATC are not familiar with or choose not to provide advice and guidance on career planning. Managers seem to think that all employees are happy doing exactly what they are doing and don’t want to move.” Another former employee felt “there was very little support from upper management to enforce change and most people felt overworked and under-appreciated... Managers seemed more concerned with their own well-being vs taking care of their staff... Additionally, there was no anonymity [sic] when voicing grievances which caused a lack of trust in leadership.” This workforce perception of a lack of quality leadership and absence of leadership development efforts is supported by the findings of the CS-FEI study. As discussed during the literature review (Chapter III), ATC Directors were resistant to the formation of a formal leadership development program and any such effort was deemed to be a poor investment. ATC employees, in general, notice and are dissatisfied with the low priority placed on leadership’s active involvement and support of workforce development.

Interestingly, the WRS Research Team identified effective direct supervisors as a positive aspect of the ATC culture and a contributing reason for ATC employees who choose to stay at ATC. However, though current ATC employees are generally satisfied with the effectiveness of their direct supervisors, the WRS Research Team found that the perception of leadership effectiveness decreased significantly moving up the ATC chain of command. Through the current ATC employee job satisfaction survey, the WRS Research Team asked all survey respondents to indicate the general effectiveness of ATC Branch Chiefs, Division Chiefs, Directors, Technical Director, and Commander. The percentage of survey responses of either “extremely effective” or “effective” with regard

to each supervision level are displayed in Figure 14 and are as follows: Branch Chief (59%); Division Chief (48%); Director (39%); Technical Director (31%); and Commander (25%).

The WRS Research Team hypothesized that some of the leadership effectiveness responses reflect the nature of the majority of ATC employees interacting with higher management less frequently, being ignorant of senior leadership job responsibilities, and not having the visibility to evaluate the effectiveness of leadership in addressing their specific job duties. (Note: The WRS Research Team also noticed that the responses of “not sure” with regards to effectiveness also increased at the higher levels of supervision, presumably because fewer ATC employees have first-hand experience working with the upper levels of leadership. An explanation of a “not sure” response by a current ATC civilian supports the theory: “I do not interact with Directors, Technical Director, and Commander.”)

However, the WRS Research Team also considered the possibility that the decreasing effectiveness ratings may actually point to a disconnect between the higher levels of ATC leadership and the working level employees. One current employee commented, “My branch and division chiefs are great because they have been in my shoes before. Above that, leadership doesn’t seem to understand my job at all. If they did I wouldn’t have spent three days creating an excel spreadsheet to get overtime approved.” Another employee shared a similar sentiment: “ATC management is focused up the chain of command. The only time I ever hear from my supervisors is when they need scheduling/forecast info. This dynamic needs to be reversed. Energy and focus need to be directed down the chain, to support the people in the organization who actually do the work.”

Finally, ATC employees indicated a dissatisfaction with the amount of empowerment within the command culture. ATC employees are generally satisfied with the effectiveness of the Branch Chiefs, the lowest level of leadership, yet ATC employees noted that Branch Chiefs do not have the authority to make many of the decisions or approvals to support the team. One current ATC employee stated that “the current climate of pulling a lot of supervisory duties of approval up to director/commander level, gives

the perception that the branch chiefs are just around for time approvals and division chiefs just are a hoop to go through to pass information upwards.” The WRS Research Team findings during the literature review were consistent with ATC employee feelings about increasing empowerment and accountability to lower levels of leadership. Most notably, the case study on the culture of Whole Foods highlighted the fact that increasing responsibility and decision-making to lower levels of the organization resulted in increased employee investment, empowerment, and accountability throughout the entire workforce. Ultimately, Whole Foods increased retention by building a culture that encouraged active participation throughout.

In conclusion, the WRS Research Team identified the quality of ATC leadership as a significant source of dissatisfaction within the ATC workforce. Though leadership dissatisfaction varied depending on the level and work area of each employee, there are various areas of improvement that could be implemented into the ATC Human Capital Management Strategy. If focus is not placed on improving leadership and, perhaps even more importantly, the employee perception of leadership within the command, current ATC employees will continue to attrite to seek out leaders that more satisfactorily meet their needs.

4. Telework Program

The current ATC telework program policy requires that teleworking agreements get approved by the ATC Commander on a case-by-case basis. As such, a common perception of current and former employees is that ATC either has no telework program or that the request to telework is such an arduous and highly-scrutinized process that it simply is not worth pursuing.

Unlike the other factors discussed, the WRS Research Team did not identify telework as a source of major dissatisfaction for current ATC employees. When former employees were asked their reasons for leaving, none of them listed a lack of a telework program as their primary or secondary reason for separation. However, the WRS Research Team did find that ATC’s limited opportunities for telework still played a significant role in voluntary turnover, sometimes acting as a “tipping point” for employees to seek positions outside. One former ATC employee stated that “the inability

to telework under any circumstances was another large factor [for them to leave the organization]. In today's work environment it will be hard to recruit young people without providing a more flexible work environment." The PwC study discussed in the literature review directly supports the former employee's comment and further emphasizes the impact telework availability can have on the satisfaction of a younger, millennial workforce.

ATC employees are not leaving simply to telework, but the opportunities to telework regularly at another organization are viewed as perks or ancillary benefits that many employees are interested in taking advantage of. Furthermore, many former ATC employees have recognized telework as a significant contributing factor to higher job satisfaction and motivation levels in their current position. Of the former employees that completed surveys, 83% have been authorized to telework in some capacity, as shown in Figure 34, and nearly a quarter telework at least one day each week.

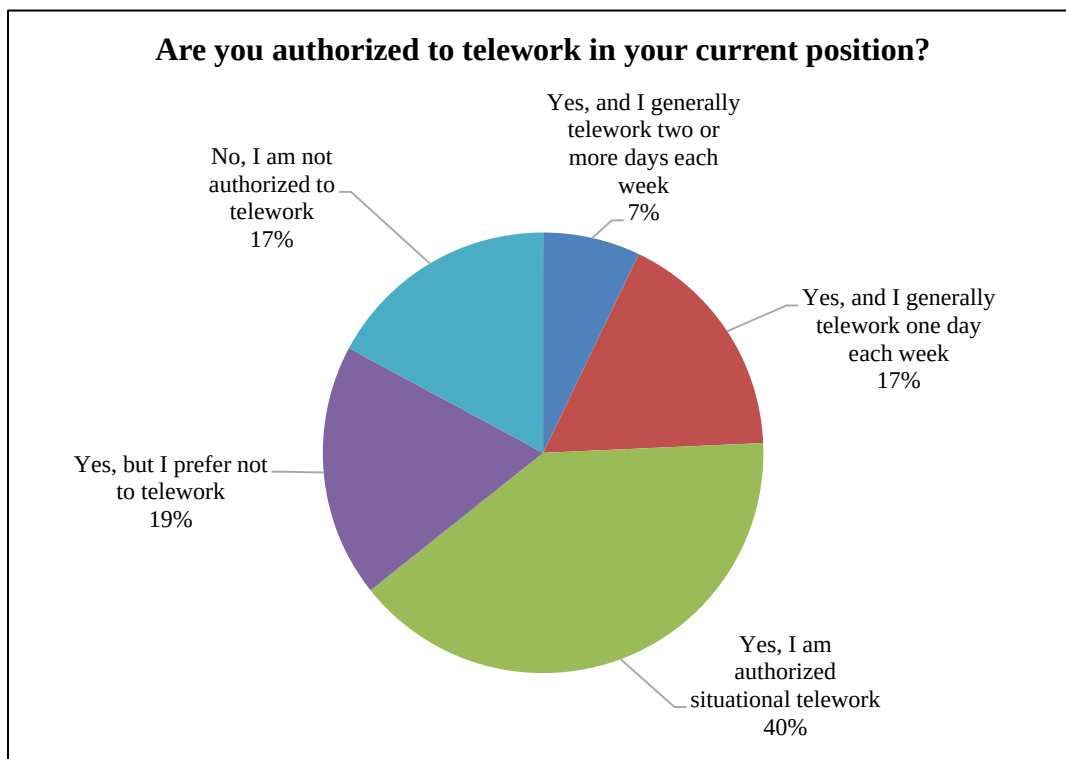


Figure 34. Percentage of Former ATC Employees that Telework in Current Position

Furthermore, the number of former employees that telework in their new positions is even higher for many job series groups within the ATC workforce that have experienced the significant voluntary turnover rates in the past few years. All (100%) former employees belonging to the 0000s (safety, security, and miscellaneous occupations), 0500s (accounting, budget, and contracting group), 1100s (business operations group), and 1550s (computer scientists) report that they are authorized some level of teleworking in their current position.

The WRS Research Team collected survey responses to gain more insight into current ATC employee attitudes and perceptions about telework. For many current ATC employees, the limited opportunities to telework have contributed to the perception of a lack of trust between leadership and employees. In addition, the limited teleworking agreements reinforce the perception of many employees that ATC's culture is driven by an inflexible, rigid, and one-size-fits-all mentality. Millennial employees, especially, are turned off by rigid structure and are characterized by a need for increased flexibility in the workplace. Coupled with an increased desire to use technology to communicate and perform work tasks, ATC's limited use of teleworking will continue to be one of the deciding factors that encourage employees to leave.

Why has ATC not supported and increased teleworking, beyond the rare exception? The varied work environments and responsibilities within the ATC workforce make the implementation of a wide-spread telework culture at ATC complicated. There are certain job positions that are better suited for a teleworking arrangement, while other positions at ATC (including test execution at the ATC test ranges) would never be able to telework due to the nature of the work. One current ATC employee felt that "we are not trusted to work from home. We are told if drivers can't work from home, we can't either."

As shown in Figure 35, a majority of current ATC employees (63%) believe they could perform the duties of their position while in a telework status one day each week.

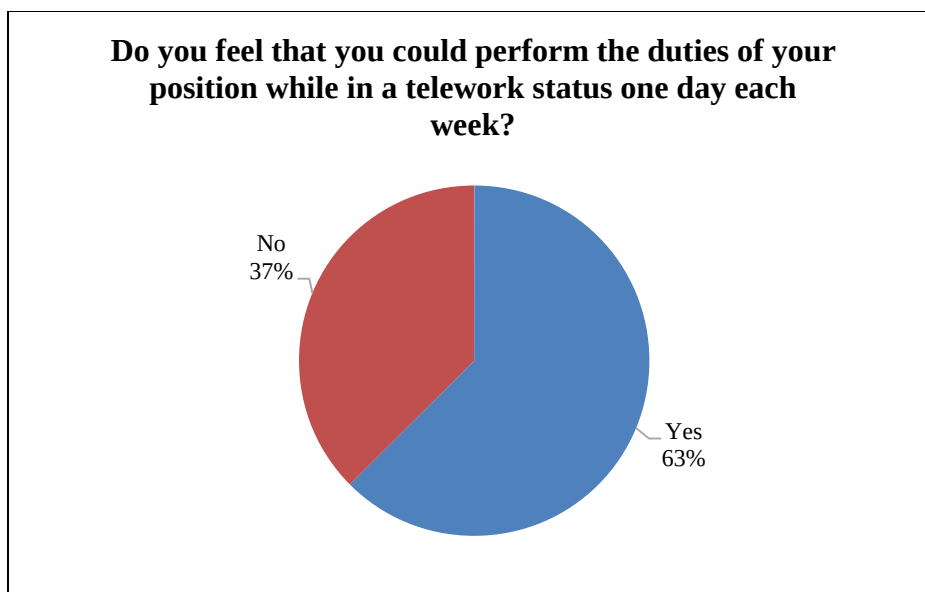


Figure 35. Percentage of Current ATC Workforce Feel They Could Telework Effectively

Some job series groups felt strongly about their ability to effectively perform their job duties while in a telework status. For example, of the current civilian computer scientists (1550 job series group) that took the survey, 100% believe they could perform the duties of their position while in a telework status one day each week. Some employees indicated that they felt their productivity would even increase through the use of a telework arrangement. One current ATC employee stated: “There are many cases where I feel that being away from the workplace would make me more productive because I would have an environment to work undistracted.”

As a follow-on question, current ATC employees were asked how they would feel if they were not authorized to telework, but ATC increased the teleworking opportunities available for other employees. As shown in Figure 36, 66% stated they would fully support an ATC telework program even if they could not participate, 13% indicated a concern that ATC employees in a telework status would affect their ability to perform their job, and 12% felt it would be unfair to allow some ATC employees to telework, if the entire workforce was not able to participate.

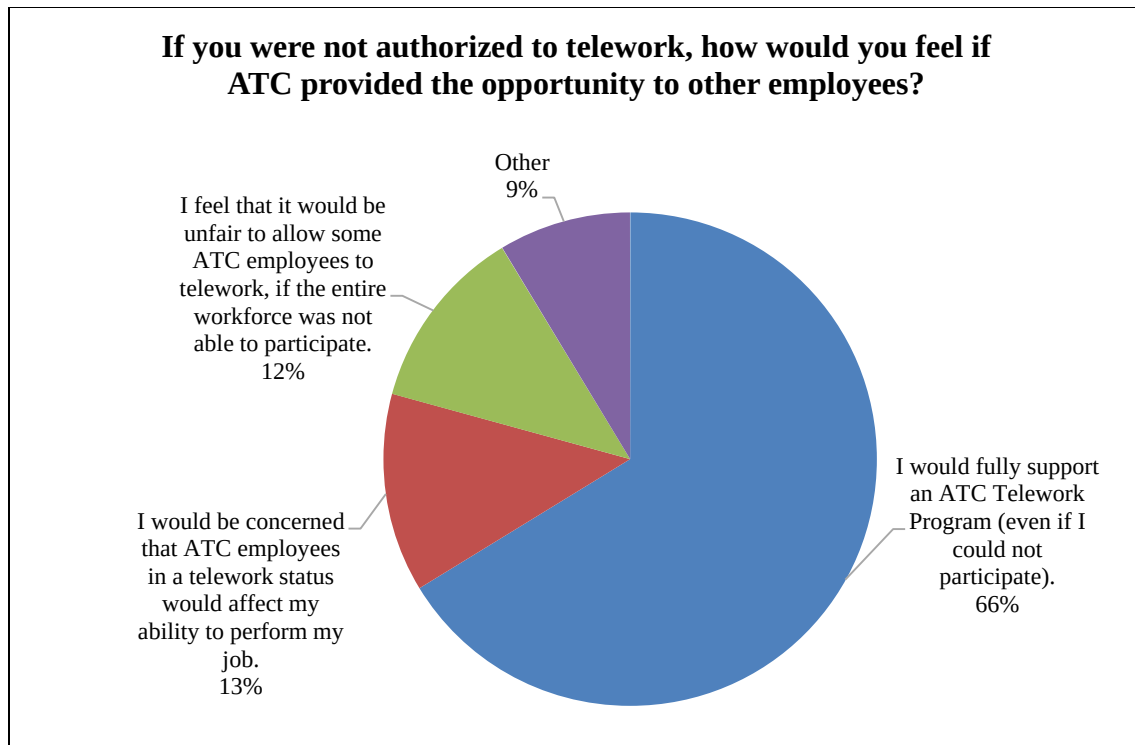


Figure 36. Current ATC Employee Acceptance of a Telework Opportunity for Specific Employees

In conclusion, the lack of an extensive telework program alone has not resulted in a dissatisfied ATC workforce or caused employees to leave the organization. However, the WRS Research Team found that the fact that many other organizations are freely employing telework agreements and authorizing regular teleworking for employees, continues to influence and motivate ATC employee decisions to voluntarily transfer from or quit ATC.

5. Condition of Facilities and Work Environment

The WRS survey results highlighted significant employee dissatisfaction with ATC facilities, infrastructure, and work environments. Physical working conditions are characterized as hygiene factors by Herzberg and as lower level needs according to Maslow's hierarchy of needs. As such employee dissatisfaction with the ATC facilities is a major contributing factor to voluntary turnover.

Only 34% of the current ATC workforce agreed that “ATC facilities, infrastructure, and equipment are adequate for me to perform my job.” One current ATC employee commented: “I like my work and I am motivated to do my best. The two biggest de-motivating factors for me are the state of the facilities we work in and the ability to stay up to date with the latest technology.” Another employee shared the same sentiment:

Dilapidated buildings, terrible traffic, no option to telework are the main factors of job frustration. Work has to get done, but from the things listed above, and the lack of attention to them by leadership, it feels that employees aren’t thought of as well as the conditions in which we have to work. It hurts more when they tell us “our people are our most valuable asset.” Why do we work in old buildings with asbestos, lead, no heat...etc.?

Similarly, when former employees were asked to compare ATC to their current organization, only 1.4% responded that ATC better supported them with facilities, infrastructure, and equipment. Survey comments were consistent with the responses. One former ATC employee stated that “the infrastructure at ATC reflects the Command Climate. Everything is rusting, leaking, and falling apart.” When asked what recommendations they would give current ATC employees who are considering leaving ATC for another job, one former employee said,

Do it. At my new job: The trash is picked up from my [cubicle] every day. The bathrooms are cleaned every day. I make more money. They even dust around the trim in the office once a week. Can you believe that? It makes you feel much better than an office with a roof that collapses in the rain and never gets fixed.

It is important to note that none of the former employees listed office/workspace being unsatisfactory as their primary reason for leaving ATC, and only 5.7% listed it as a secondary reason. So while not the top reason for personnel leaving ATC, the survey responses reflect a broad discontent with facilities and infrastructure at ATC. Dissatisfaction with physical working conditions and the inability of many ATC facilities to meet basic needs of employees (heat, water, safe working conditions, etc.) likely contributes to ATC workforce attrition.

VI. RECOMMENDATIONS

A. SUMMARY OF RECOMMENDATIONS TO IMPROVE RETENTION

Based on the research, data, and analysis conducted, the WRS Research Team identified five focus areas that would most likely increase retention of ATC employees. The five focus areas are listed below, with a section of more specific recommendations for each in the following subsections:

- Increase Career Growth Opportunities
- Streamline and Simplify Organizational Processes
- Improve Leadership Training, Empowerment, and Accountability
- Implement More Flexible Telework Program
- Prioritize Infrastructure Improvement

1. Increase Career Growth Opportunities

As discussed in the analysis (Chapter V), career growth opportunities play an important role in how employees view overall job satisfaction. Current and former employees are dissatisfied with the career advancement prospects within the organization. To quell some of the voluntary turnover through transfers and quits, the WRS Research Team recommends that ATC find ways to proactively address the career advancement/promotion/salary issue. There are constraints placed on the organization by ATEC and the Department of the Army policy, the fiscal uncertainty of future budget years, and the nature of ATC funding that is provided by customers on a reimbursable basis. Despite these constraints, serious consideration should be given to addressing employee concerns as a first step to lowering the attrition rate.

a. Remove or Shift AcqDemo Control Points

First, the WRS Research Team suggests that ATC investigate the feasibility of removing or shifting the control points within the pay bands of the AcqDemo personnel system. By removing or shifting the control points, ATC will help remove some of the employee dissatisfaction with career stagnation or “ceilings” at ATC. Removing or

adjusting the control point would not immediately benefit the majority of the ATC workforce (nor significantly change budget requirements for ATC), but could create the perception that ATC offers additional salary and career growth potential.

b. Develop a Pathway for Upper-Level Technical Positions

Second, ATC should consider increasing the number of technical (non-supervisory) GS-13 equivalent positions. As it currently stands, the majority of GS-13 positions available at ATC are supervisory positions. If an individual wants to further their career within the organization to GS-13, GS-14, and GS-15 equivalent levels, he or she would have to accept a new position on a supervisory career path. While this does create one path for employees to pursue career growth, it ignores those who desire to progress their careers while still maintaining technical responsibilities. With the opening of more technical GS-13 equivalent positions and possibly establishing a technical career path, ATC would likely be able to retain at a higher rate those who desire to grow their non-supervisory careers, especially those employees with high-level technical skills and knowledge. Along with developing additional high-level technical positions for employees, the WRS Research Team recommends that ATC develop a universal roadmap to publicize and communicate the opportunities to the ATC workforce. A current ATC employee suggested that ATC “needs to publish clear, obtainable paths through which high performing personnel can progress through the control points.”

c. Encourage and Support Developmental Opportunities

Career growth is not only about climbing the salary scales. One current GS-12 level ATC engineer commented that “Job satisfaction is more important than pay increase. I need to feel intellectually stimulated and challenged. There may come a time when I feel I have out grown the capacity that ATC will allow me to practice engineering/ingenuity.” Accordingly, the WRS Research Team suggests ATC develop and participate in programs to increase the number of developmental opportunities, internally and externally, available to current employees. Developmental opportunities will serve several purposes. Interested employees will be exposed to various responsibilities, positions, personnel, and commodity areas to which they previously had

no access. One current ATC employee suggested: “ATC needs to do a better job of giving employees the opportunity to move to other directorates and pursue their passions/interests. This is a win/win, the organization will have a more engaged workforce and the employee will be able to develop skills and bring a fresh perspective to problems.” Another current ATC employee offered a similar idea: “While I believe challenging work is extremely important, I don’t believe opportunities to challenge the employee are always available. Perhaps giving employees some time during the year to pursue personal projects or improvements would improve this deficiency.” Through support of developmental assignments, ATC could potentially help employees decide what skill areas they might like to pursue. In addition, it would allow those employees to gain some semblance of subject matter expertise in those fields to which they were temporarily assigned, inherently building a more technically capable and well-rounded workforce.

d. Support Advanced Education and Training Opportunities

Finally, the WRS Research Team recommends that, whenever possible, ATC support advanced education and training opportunities for interested employees, including: increased funding for graduate courses and other programs, on-site classes offered to employees, or voluntary trainings for various commodity areas/test items/skills/organizational capabilities. Leaders in the organization need to work closely with their employees on career development planning and make career development a priority. Instead of simply approving individual development plans, supervisors need to understand the employees’ motivations and help support development to continue to foster increased satisfaction and productivity. A strong employee development program can help to attract and retain valuable talent, especially if they are looking for ways to increase their knowledge and skills. A former employee stated,

ATC needs to encourage and support more [Department of Army vision]. Many supervisors are concerned about the mission such that they do not allow top performers to take advantage of [Department of the Army] training opportunities. Supervisor training is critical, especially mentoring at GS-12 and above. Supervisors and leadership must not be afraid of “losing” good employees but should focus on building leaders for the Army as a whole.

More support for advanced education and training opportunities would likely address those personnel interested in building their own expertise and broadening their organizational horizons, without making them feel that they have to leave ATC to do so.

2. Streamline and Simplify Organizational Processes

The WRS Research Team's analysis established that current ATC employees are dissatisfied by cumbersome and ineffective organizational processes that bog down productivity and motivation within the organization. According to the WRS surveys, organizational processes are the number one stress causing factor at ATC, and improving organizational processes was selected as the factor most likely to significantly increase job satisfaction. But how?

Since ATC is a federal government entity, it falls under certain regulations and guidelines from higher commands. This type of top down approach to policies and procedures are unlikely to be changed. Therefore, the WRS Research Team suggests that ATC employ a three-step approach to streamlining and simplifying organizational processes.

a. Identify Processes that ATC Can Control

First, the WRS Research Team recommends ATC determine what policies and processes are self-prescribed and can be controlled internally.

b. Reduce or Eliminate Employee Effort Required for ATC-Controlled Processes

Once the organization has a consolidated list of policies and processes that can be controlled internally, ATC should consider ways to reduce or eliminate the burden these policies and processes place on the employees. Wherever possible, redundancies and non-value added processes should be eliminated. Some common responses in the survey centered on the overtime approval process, the procurement review board, cost estimates, risk assessments, document staffing, and the construction review board. The WRS Research Team recommends that ATC improve processes by empowering lower level supervisors as approval entities, reducing the number of people that must approve documentation, or eliminating/streamlining some of the paperwork associated with

preparing for testing are all examples of options that the command could choose to pursue. One former employee suggested, “Give the directors the ability to make decisions. Make a common sense approach to the purchase review board, work to foster good relationships with customers and ensure prudent use of their funds and schedules. Listen to customers to determine their needs instead of pushing products onto their programs.”

c. Carefully Consider Down-Stream Effects of New Processes and Policies

Finally, when new ATC processes are being developed or instituted, the WRS Research Team suggests special consideration be placed on examining the second and third order effects of the new process and carefully weighing the purpose of the process, the number of employees impacted, and the added effort required. Furthermore, when processes are added or changed, the WRS Research Team recommends that ATC use more after action reviews to gain a better evaluation of the effectiveness of the process and a better understanding of the workforce response.

3. Improve Leadership Training, Empowerment, and Accountability

The WRS Research Team concluded that the quality of leadership (a Herzberg hygiene factor and lower level need in Maslow’s hierarchy) is both extremely important to ATC employees and one of the biggest dissatisfaction factors causing voluntary turnover. However, recommending strategies to improve leadership quality is a complex process. First, the WRS Research Team recognized that recommendations are based on employee perception of leadership quality, and many times subordinates simply are not privy to aspects of leadership for one reason or another. In addition, the WRS Research Team acknowledged that it is impossible to determine a boiler plate solution to address leadership quality. ATC leaders have a range of differing responsibilities and outputs depending on the level of leadership and directorate with the ATC structure. Similarly, each ATC employee may have different concerns with different leaders at ATC. Therefore, the WRS Research Team recommends that ATC implement a multi-faceted and tailored approach to leadership development as a conduit to improved employee retention.

a. *Improve Leadership Training*

First, the WRS Research Team suggests that ATC encourage, support, and improve leadership development courses to improve the consistency of leadership knowledge and skills across ATC. ATC could significantly improve leadership training through expanded participation in already established Army leadership development courses (including the Civilian Education System's Advanced Course). To reinforce existing courses available, ATC should also consider designing an internal training program, providing leadership development more specific to the unique aspects of ATC. The WRS Research Team suggests that the MSAF 360-degree assessment tool be used to evaluate strengths and weaknesses of each leader to encourage a tailored approach to leadership improvement. The internal ATC leadership development program should target all levels of leadership and be developed, deployed, and updated to reflect progress and changes in the workforce.

b. *Foster Better Communication and Understanding between Employees and Leaders*

Second, the WRS Research Team suggests that ATC develop strategies to foster a better connection between working-level employees and ATC leadership, especially senior leadership. One of the common themes observed by the WRS Research Team was the infrequent nature with which employees interact with ATC leaders. Because of limited visibility of senior leadership, ATC has created a culture of that supports the workforce perception of lacking effectiveness and investment at the highest levels. The WRS Research Team recommends ATC find specific ways to increase interaction between leaders and the working-level employees (as demonstrated by Whirlpool in their effort to retain employees), whether through regular visits to employee work sites or more frequent opportunities for the workforce to gain an understanding of the roles, responsibilities, direction, and rationale of ATC leadership.

Similarly, ATC should develop a culture that reinforces the importance of supervisors and leaders making the time and effort to prioritize mentoring and discussing professional development with their subordinates. According to a trend in survey responses, employees desire more time to discuss career advancement possibilities with

ATC leaders. But, employees feel that they only receive career counseling and mentorship if they actively reach out to specific individuals. To improve the perception of ATC's lack of prioritization of employee development, the WRS Research Team suggests that ATC find ways to make mentoring and career counseling between leadership and employees less about checking the box and more about developing trusting, more personal and invested relationships.

c. Increase Accountability

Next, the WRS Research Team recommends ATC improve accountability throughout the command. Current employees generally do not believe that coworkers are held accountable for performing job duties and achieving results and, even worse, their leaders take action to deal with poor performers who cannot or will not improve. The WRS Research Team recognizes that this perception, in part, may be attributed to the discretion leaders may place on discussions with employees about poor performance or disciplinary actions. However, if leaders are actively addressing employees who are not carrying their weight, the survey responses of current employees do not suggest that the efforts are resulting in much improvement to attitudes or behaviors. The WRS Research Team suggests that ATC ensure supervisors are consistently and regularly trained on how to address poor performers. In addition, each level of leadership needs to be held accountable for not only their own performance but also the performance of subordinate teams. ATC could foster a culture of accountability by implementing after action reviews to analyze the benefits, effects, and issues after leadership changes or employee counseling have taken place. Improving accountability is a continuous and evolutionary process that requires consistent monitoring, but one that the WRS Research Team suggests will significantly improve motivation levels of the workforce, decrease dissatisfaction, and improve employee retention.

d. Empower Leaders

Finally, the WRS Research Team recommends ATC empower leadership, especially at the lower levels. A common ATC employee perception is that first and second line supervisors are limited in their decision-making authority and restricted from

addressing issues brought to them by their subordinates. One current ATC employee noted: “I don’t feel the Branch Chiefs, Division Chiefs, and Directors are given enough decision-making authority. Too often I have to bring issues to a level higher than necessary for a decision.” The recommendation is consistent with successful retention strategies and cultures employed by organizations studied in the literature review; ATC could benefit greatly from pushing approval authority to lower levels of leadership. The WRS Research Team suggests that finding ways to increase the empowerment of ATC leaders will likely result in an increased investment and accountability for the leaders themselves, increased subordinate respect for lower level supervisor positions, and an increased level of mutual trust.

4. Implement More Flexible Telework Program

As discussed during the analysis (Chapter V), the WRS Research Team recognized that the ATC telework program is not directly causing voluntary employee turnover. However, the benefits and perks of telework programs highly utilized in other organizations have become a contributing factor for ATC employees to pursue a position elsewhere. The WRS revealed that a vast majority of former employees have been authorized to telework at their new organizations, and also that the overwhelming majority of them are more satisfied with their new places of employment. Furthermore, the WRS Research Team concluded that if current ATC employees, the majority of whom belong to the millennial generation, feel they could perform their duties in a telework status, but are not approved to do so, they may be inclined to pursue employment with other organizations that offer greater flexibility.

a. Focus on Specific Job Series Groups or Positions

The WRS Research team recommends ATC maintain a case-by-case approval for teleworking, but add flexibility and increase the number of approved agreements wherever the mission allows. The WRS Research team suggests ATC expand the current telework policy to allow for regular teleworking, especially for employees in specific job series groups or positions that lend themselves well to a telework arrangement. Using data related to attrition rates of different high-risk job series groups or MCOs, the WRS

Research Group suggests ATC tailor more flexible teleworking agreements to areas where a majority of personnel could effectively perform their duties while in a telework status and areas where the employees could readily find teleworking opportunities outside ATC that might entice them to leave.

b. Empower Lower-Level Approval of Telework Agreements

Current ATC employees do not regularly request to telework because of the common perception that approval by the Commander is nearly impossible. The WRS Research Team suggests ATC empower lower-level supervisors to approve and manage compliance with telework agreements. Expanding telework opportunities and facilitating lower-level approval, ATC will break down the perception of being a rigid, inflexible organization. In addition, increased use of teleworking will have a greater impact on the growing millennial workforce who place higher value on flexibility and individuality in the workplace. Finally, entrusting lower levels of management to make case-by-case decisions about telework and manage teleworking employees will encourage empowerment and accountability throughout ATC. By addressing the telework program, the WRS Research Team believes that current employees will be provided with several positive outcomes, all of which will help improve retention.

5. Prioritize Infrastructure Improvement

As discussed during the analysis, an overwhelming majority of ATC employees do not feel that “ATC facilities, infrastructure, and equipment are adequate for [them] to perform [their] job.” Additionally, almost all of the former employees reported that their current organization better supports them with facilities, infrastructure, and equipment. The WRS Research Team recommends that ATC take action and develop strategies to address workforce concerns related to some of the physical working conditions at ATC.

a. Inventory and Meet Basic Needs of the Workforce

Many of ATC’s buildings, ranges, and laboratories were built decades ago and few have been renovated or maintained well. In addition, the fact that the workforce is spread out across a significant amount of area in various remote locations compounds the fact that the condition of ATC facilities does not get as much visibility from ATC

leadership. However, survey results and comments collected throughout the WRS highlighted some very serious issues with current ATC work environments. Many ATC employees share frustration about working in buildings with subpar temperature control, hazardous materials, or generally unsafe conditions.

The WRS Research Team acknowledges, as a tenant organization on APG, ATC may not have complete control over the condition of buildings and facilities where ATC employees work. However, the WRS Research Team suggests that, wherever possible, ATC identify the major issues employees have with current facilities and take action to ensure that basic needs of the workforce are being met.

ATC employees are proud to work at ATC and be on the “cutting edge of technology,” but the perception of cutting edge of technology is greatly inhibited if basic needs, such as drinking water and clean bathrooms, cannot be met. Although important to maintain technical capabilities and test-related equipment, the WRS Research Team suggests that ATC leadership prioritize infrastructure improvement when making decisions about funding and investments.

b. Improve Response Time of Facility Service Requests

Not only are physical working conditions causing ATC employee to voluntarily leave the organization, but the ATC workforce also is generally dissatisfied with the current process for fixing infrastructure and work environment issues. The WRS Research Team recommends that ATC improve the process, communication, and response time of facility service requests. There were trends in the survey comments that alluded to inordinately long wait times to get facility service requests addressed. Furthermore, ATC employees report little communication and few status updates regarding requests. Likewise, work environment repair, cleaning, and renovation seem to be happening either sporadically or not at all.

The WRS Research Team concluded that ATC employee concerns related to infrastructure are most closely linked to the inability of many ATC facilities, buildings, ranges, offices, and laboratories to meet basic needs of the employees. If left

unaddressed, the condition of ATC infrastructure will continue to contribute to employee attrition.

B. RECOMMENDATIONS FOR FURTHER STUDY

First, the WRS Research Team recommends ATC conduct follow-on activities to gain a deeper understanding of some of the attrition related issues that were outside the scope of the WRS and to evaluate the effectiveness of WRS strategies implemented. Perhaps the most important follow-on assessment, ATC should continue to monitor gain, loss, and attrition data for future FYs to assess whether attrition is slowing. Depending on whether the attrition rates are decreasing, increasing, or staying the same, it will be prudent to assess what measures were taken, the effectiveness of implemented recommendations, and workforce feedback.

After implementing recommended retention strategies, the WRS Research Team suggests ATC deploy another survey to the workforce to assess changing attitudes, behaviors, and perceptions of ATC civilians. Further, the WRS Research Team suggests ATC subsequently communicate results with the ATC workforce and follow up with employees periodically to track progress.

Finally, additional studies should be conducted on attrition rates of similar organizations to identify common trends. Specifically, the WRS Research Team suggests ATC conduct follow-on assessments of attrition at other ATEC test centers and similar Army organizations co-located at APG. If possible, ATC seek out attrition data and satisfaction results from other organizations to see if there are any similarities or differences in terms of attrition trends, job satisfaction levels, generational group preferences, and recent human capital management strategies focused on retention. By studying other organizations with a similar mission or location, the WRS Research Team believes that ATC will be able to identify whether current attrition rates are specific to ATC or representative of a larger trend within ATEC, APG, or the Department of the Army civilian workforce.

THIS PAGE INTENTIONALLY LEFT BLANK

VII. CONCLUSION

ATC is experiencing high attrition of its civilian workforce, driven primarily by unprecedented rates of voluntary employee turnover through transfers and quits. Without mitigation, the current employee turnover could result in a loss of organizational knowledge and experience, a reduction in the number of highly-skilled personnel, and a failure for ATC to meet mission objectives, namely the execution of rigorous testing to support DOD acquisition.

As part of the ATC human capital management strategy, the WRS Research Team conducted a comprehensive workforce retention study. The overarching objective of the study was to develop recommendations for ATC to reduce attrition and increase retention of its workforce. To meet the objective, the WRS Research Team needed to determine how employees measure job satisfaction, determine why employees choose to leave, and identify any specific groups within the ATC workforce that are leaving at accelerated rates. The scope of the study included current ATC civilian employees, as well as former ATC civilian employees who separated from the organization between FY11 and FY15.

First, the WRS Research Team conducted a thorough literature review that included research of past studies specific to ATC, job satisfaction and motivation theory, relevant articles and reports, generational group characteristics, and case studies of other organizations that successfully improved employee retention.

Next, the WRS Research Team collected data from existing sources, namely: ATC employee gain/loss data, ATC manpower data, and past survey results. To supplement existing data available, the WRS Research Team designed and deployed two additional surveys. The WRS surveys were developed to collect information and responses from current and former ATC employees about various topics including, but not limited to: job satisfaction, motivation, views on leadership effectiveness, suggestions for improvement, and career plans.

After the literature review and data collection phases, the WRS Team conducted an in-depth analysis. Although the analysis took into account all data collected, the WRS Research Team focused on identifying trends related to voluntary employee turnover, job

satisfaction factors, motivation factors, and employee attitudes and needs. Data was broken down by GS level, job series groups, and generational groups to allow the WRS Research Team to make observations and correlations about certain subgroups within the ATC workforce. Analysis included heavy application of Herzberg's motivation-hygiene theory and Maslow's hierarchy of needs to WRS survey results. The WRS Research Team analyzed the relative importance of various factors in defining an employee's overall job satisfaction, identified which factors are already being met for ATC employees, and identified which factors are likely not being met, causing employees to become dissatisfied or unmotivated. Ultimately, the analysis focused on recognizing which factors are causing ATC employees to transfer or quit, and theorizing which factors, if addressed, would most significantly improve employee satisfaction and motivation.

Finally, the WRS Research Team used the analysis findings to develop recommendations for strategies most likely to improve ATC employee retention and mitigate attrition concerns. In general, ATC should increase career growth opportunities, streamline and simplify organizational processes, improve leadership training, empowerment, and accountability, implement a more flexible telework program, and improve its infrastructure. Also, the WRS Research Team recommends ATC tailor retention strategies, where appropriate, to specific job series groups, generational groups, GS levels that are either considered mission critical or are leaving the organization at disproportionate rates. For further study, ATC should conduct future studies to determine the effectiveness of any implemented strategies related to employee retention and attrition rates, deploy follow-on surveys to track progress regarding employee job satisfaction and motivation, and collect attrition data of organizations with a similar mission or location for comparison.

APPENDIX A. ATTRITION DATA

Table 8. ATC Attrition Rate, Gains, Losses, and Civilian (CIV) Strength Data, FY11–FY15. Adapted from MSD (2016a), unpublished data.

	CIV Strength on 01 Oct (Start of FY)	Avg FY Strength (ΣEOM/12)	Total FY Losses	Annual Attrition Rate	Total FY Gains	Net Change	CIV Strength on 30 Sept (End of FY)
FY11	797	797	65	8.2%	46	-19	778
FY12	778	769.8	58	7.5%	27	-31	747
FY13	747	741.2	39	5.3%	17	-22	725
FY14	725	706.7	40	5.7%	10	-30	695
FY15	695	674.5	70	10.4%	33	-37	658

Table 9. ATC Attrition Summary for last Five Years, FY11–FY15. Adapted from MSD (2016a), unpublished data.

Average CIV Strength	737.8
Total Losses (FY11–FY15)	272
Average Losses per FY	54.4
Total Gains (FY11–FY15)	133
Average Gains per FY	26.6
Average Attrition Rate	7.4%

The following sections display data related to ATC civilian losses during the last five FYs.

FY15 ATC Civilian Loss Data Summary

The tables and figures below display the summary of ATC civilian employees who separated from ATC during FY15.

Table 10. Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY15. Adapted from MSD (2016a), unpublished data.

Type of Loss	GS-04	GS-05	GS-07	GS-08	GS-11	GS-12	GS-13	GS-14	GS-15	WG-05	WG-11	Total
Deaths												0
Quits			3	1	1	11						16
Retirements			1	1	9	8	3	5		1	1	29
Terminations						1						1
Transfers	1	2	2	1	3	11	3		1			24
Total	1	2	6	3	13	31	6	5	1	1	1	70

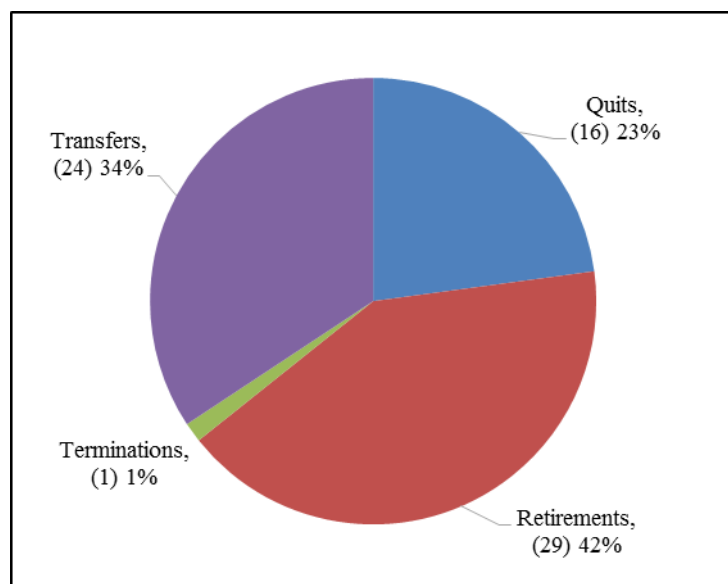


Figure 37. Breakdown of ATC Employee Loss, FY15.
Adapted from MSD (2016a), unpublished data.

Table 11. Summary of Job Series Groups for Employees that Separated from ATC in FY15. Adapted from MSD (2016a), unpublished data.

Job Series Group	Number of Losses
0000s	2
0100s	0
0300s	8
0500s	2
0802/0856	17
Other 0800s	19
1000s	0
1100s	0
1300s	3
1550s	7
Other 1500s	5
1600s	2
1900s	1
2000s	0
2100s	0
2200s	2
Other	2
Total	70

FY14 ATC Civilian Loss Data Summary

The tables and figures below display the summary of ATC civilian employees who separated from ATC during FY14.

Table 12. Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY14. Adapted from MSD (2016a), unpublished data.

Type of Loss	GS-07	GS-08	GS-11	GS-12	GS-13	GS-15	Total
Deaths				1	1		2
Quits	1		1	9		1	12
Retirements			2	8	1	1	12
Terminations							0
Transfers	2	1	1	8	2		14
Total	3	1	4	26	4	2	40

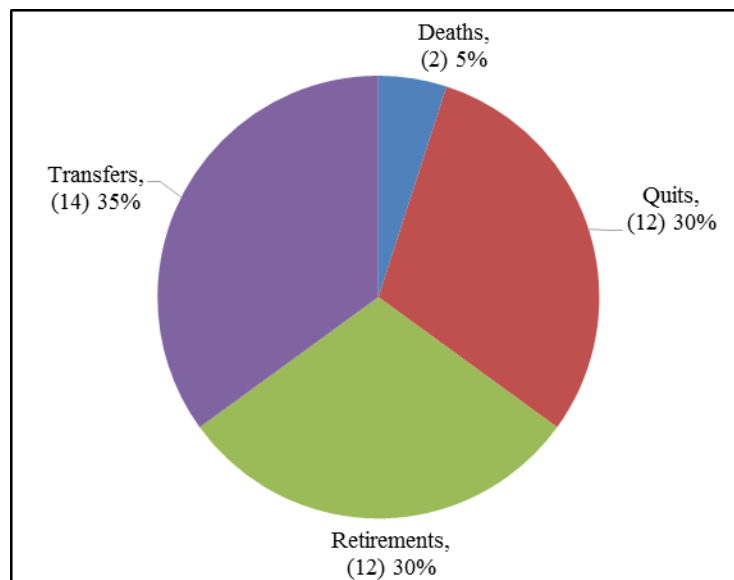


Figure 38. Breakdown of ATC Employee Loss, FY14. Adapted from MSD (2016a), unpublished data.

Table 13. Summary of Job Series Groups for Employees that Separated from ATC in FY14. Adapted from MSD (2016a), unpublished data.

Job Series Group	Number of Losses
0000s	1
0100s	0
0300s	7
0500s	1
0802/0856	8
Other 0800s	13
1000s	0
1100s	2
1300s	3
1550s	3
Other 1500s	1
1600s	0
1900s	0
2000s	1
2100s	0
2200s	0
Other	0
Total	40

FY13 ATC Civilian Loss Data Summary

The tables and figures below display the summary of ATC civilian employees who separated from ATC during FY13.

Table 14. Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY13. Adapted from MSD (2016a), unpublished data.

Type of Loss	GS-07	GS-11	GS-12	GS-13	GS-14	Total
Deaths		1		1		2
Quits	1	2	5			8
Retirements		3	8			11
Terminations						0
Transfers	2	3	11	1	1	18
Total	3	9	24	2	1	39

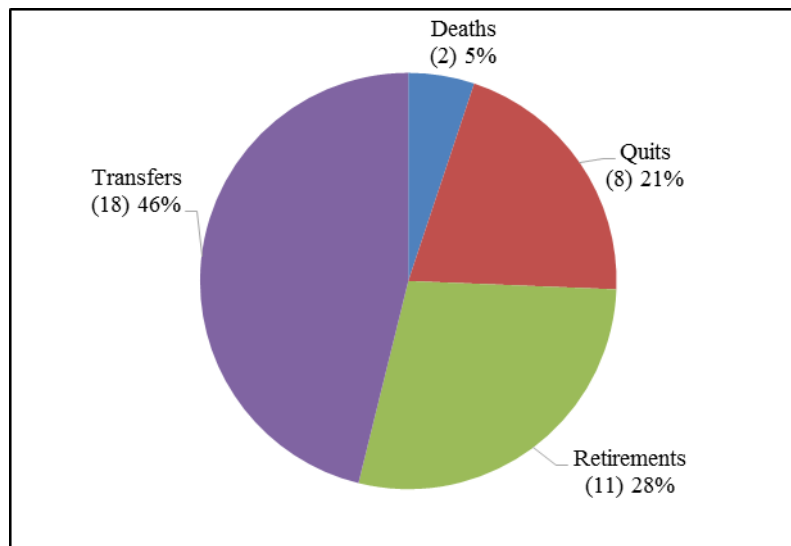


Figure 39. Breakdown of ATC Employee Loss, FY13. Adapted from MSD (2016a), unpublished data.

Table 15. Summary of Job Series Groups for Employees that Separated from ATC in FY13. Adapted from MSD (2016a), unpublished data.

Job Series Group	Number of Losses
0000s	0
0100s	0
0300s	4
0400s	1
0500s	1
0802/0856	11
Other 0800s	13
1000s	0
1100s	0
1300s	0
1550s	4
Other 1500s	3
1600s	1
1900s	0
2000s	0
2100s	0
2200s	1
Other	0
Total	39

FY12 ATC Civilian Loss Data Summary

The tables and figures below display the summary of ATC civilian employees who separated from ATC during FY12.

Table 16. Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY12. Adapted from MSD (2016a), unpublished data.

Type of Loss	GS-07	GS-09	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15	WL-11	Total
Deaths					1					1
Quits		1		1	3					5
Retirements		1	1	7	14	7		1	1	32
Terminations					2	1				3
Transfers	1				10	5	1			17
Total	1	2	1	8	30	13	1	1	1	58

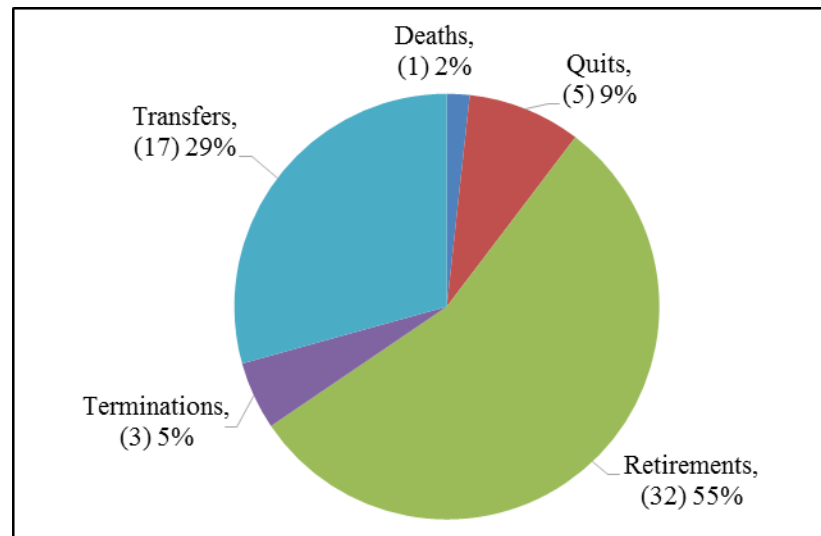


Figure 40. Breakdown of ATC Employee Loss, FY12. Adapted from MSD (2016a), unpublished data

Table 17. Summary of Job Series Groups for Employees that Separated from ATC in FY12. Adapted from MSD (2016a), unpublished data.

Job Series Group	Number of Losses
0000s	2
0100s	1
0300s	3
0400s	0
0500s	1
0802/0856	21
Other 0800s	18
1000s	0
1100s	1
1300s	3
1550s	2
Other 1500s	3
1600s	1
1900s	0
2000s	1
2100s	0
2200s	0
Other	1
Total	58

FY11 ATC Civilian Loss Data Summary

The tables and figures below display the summary of ATC civilian employees who separated from ATC during FY11.

Table 18. Summary of GS Level and Type of Loss for Employees that Separated from ATC in FY11. Adapted from MSD (2016a), unpublished data.

Type of Loss	GS-07	GS-08	GS-09	GS-11	GS-12	GS-13	GS-14	WG-12	WS-12	Total
Deaths					1					1
Quits				2	1		1			4
Retirements		1	1	13	13	3	1		1	33
Terminations			1					1		2
Transfers	1		3	2	13	3	3			25
Total	1	1	5	17	28	6	5	1	1	65

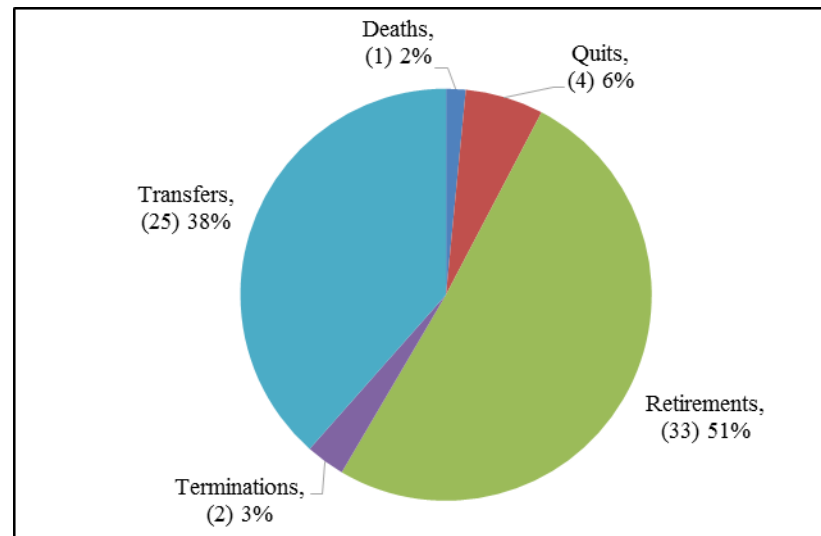


Figure 41. Breakdown of ATC Employee Loss, FY11. Adapted from MSD (2016a), unpublished data.

Table 19. Summary of Job Series Groups for Employees that Separated from ATC in FY11. Adapted from MSD (2016a), unpublished data.

Job Series Group	Number of Losses
0000s	1
0100s	0
0300s	13
0400s	0
0500s	2
0802/0856	17
Other 0800s	12
1000s	1
1100s	2
1300s	4
1550s	1
Other 1500s	1
1600s	4
1900s	1
2000s	1
2100s	1
2200s	2
Other	2
Total	65

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX B. CURRENT ATC CIVILIAN EMPLOYEE SURVEY QUESTIONS

General Information

These questions provide general demographics and information about you and your duties at ATC.

1 []How old are you? *

Please choose **only one** of the following:

- ☐ 18-35
- ☐ 36-50
- ☐ 51-70
- ☐ 71+

2 []Identify the ATC Directorate where you are currently assigned. *

Please choose **only one** of the following:

- ☐ Automotive Directorate
- ☐ Command Staff
- ☐ Office of the Commander
- ☐ Firepower Directorate
- ☐ Plans and Operations Directorate
- ☐ Safety Office
- ☐ Survivability/Lethality Directorate
- ☐ Test Technology Directorate
- ☐ Warfighter Directorate

3 []How many years have you worked for the federal government? *

Please choose **only one** of the following:

- ☐ less than 2 years
- ☐ 2 - 5 years
- ☐ 5 - 10 years
- ☐ 10 - 20 years
- ☐ over 20 years

4 []How many years have you worked at Aberdeen Test Center? *

Please choose **only one** of the following:

- ☐ less than 2 years
- ☐ 2 - 5 years
- ☐ 5 - 10 years
- ☐ 10 - 20 years
- ☐ over 20 years

5 []Indicate your highest education level. *

Please choose **only one** of the following:

- ☐ Did not graduate from high school
- ☐ High School Diploma/GED
- ☐ Some College and/or Technical School
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Advanced Graduate or Ph.D

6 [] What is your GS equivalent?

Please choose **only one** of the following:

- ☐ GS-15
- ☐ GS-14
- ☐ GS-13
- ☐ GS-12
- ☐ GS-11
- ☐ GS-10
- ☐ GS-9
- ☐ GS-8
- ☐ GS-7
- ☐ GS-6
- ☐ GS-5
- ☐ GS-4 or below
- ☐

7 []Are you a supervisor? *

Please choose **only one** of the following:

- ☐ Yes
- ☐ No

8 []Select the group that BEST applies to your current job series. *

Please choose **only one** of the following:

- ☐ 0000s - Safety, Security, & Misc. Occupations Group
- ☐ 0100s - Social Science, Psychology, & Welfare Group
- ☐ 0300s - General Administrative, Range Operations, & Program Support Group
- ☐ 0500s - Accounting, Budget, & Contracting Group
- ☐ 0802/0856 - Engineering Technician Group
- ☐ Other 0800s - Engineering Group
- ☐ 1000s - Visual, Information, & Arts Group
- ☐ 1100s - Business Operations Group
- ☐ 1300s - Physical Sciences Group
- ☐ 1550s - Computer Scientists Group
- ☐ Other 1500s - ORSA, Mathematics, & Statistics Group
- ☐ 1600s - Equipment & Facilities Group
- ☐ 1900s - Quality Assurance Group
- ☐ 2000s - Supply Group
- ☐ 2100s - Transportation Group
- ☐ 2200s - Information Technology Group

9 []Are you a member of the Acquisition Workforce? *

Please choose **only one** of the following:

- ☐ Yes (I manage my Individual Development Plan in CAPPMS)
- ☐ No (I manage my Individual Development Plan in ACT)

10 []When do you expect to be eligible for retirement? *

Please choose **only one** of the following:

- ☐ I am currently eligible for retirement
- ☐ Within the next 5 years
- ☐ Between 5-10 years
- ☐ Between 10-20 years
- ☐ Over 20 years from now

Job Satisfaction

Questions related to your satisfaction or dissatisfaction level in your current role at ATC.

11 [] Would you recommend ATC as a good place to work to friends and family? *

Please choose **only one** of the following:

- ☐ Yes
☐ No

Make a comment on your choice here:

12 [] How would you describe your overall satisfaction with your current job? *

Please choose the appropriate response for each item:

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Overall Satisfaction	☐	☐	☐	☐	☐

13 [] How satisfied are you with the following: *

Please choose the appropriate response for each item:

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Pay	☐	☐	☐	☐	☐
Work Schedule	☐	☐	☐	☐	☐
Work/Life Balance	☐	☐	☐	☐	☐

14 [] Which statement best reflects how you feel about your current workload? *

Please choose **only one** of the following:

- ☐ Too much work
- ☐ Reasonable
- ☐ Not enough work

15 [] Indicate your level of agreement with the following statements. *

Please choose the appropriate response for each item:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am provided adequate training to perform my job.	☐	☐	☐	☐	☐
I am provided adequate information and guidance to perform my job.	☐	☐	☐	☐	☐
ATC facilities, infrastructure, and equipment are adequate for me to perform my job.	☐	☐	☐	☐	☐
ATC policies and procedures adequately support me to perform my job.	☐	☐	☐	☐	☐
Coworkers and other ATC personnel adequately support me to perform my job.	☐	☐	☐	☐	☐
My direct supervisor adequately supports me to perform my job.	☐	☐	☐	☐	☐
ATC's chain of command adequately supports me to perform my job.	☐	☐	☐	☐	☐

16 [] Indicate how important each of the following is to your job satisfaction. *

Please choose the appropriate response for each item:

	Extremely Important	Very Important	Important	Slightly Important	Not Important
Relationships with Coworkers	☐	☐	☐	☐	☐
Recognition/Awards	☐	☐	☐	☐	☐
Salary	☐	☐	☐	☐	☐
Quality of Leadership	☐	☐	☐	☐	☐
Opportunities for Career Advancement	☐	☐	☐	☐	☐
Meaningful Mission	☐	☐	☐	☐	☐
Flexibility of Work Schedule	☐	☐	☐	☐	☐
Challenging Work	☐	☐	☐	☐	☐

17 [] In a typical week, how often do you feel stressed at work? *

Please choose **only one** of the following:

- ☐ Always
- ☐ Most of the time
- ☐ About half of the time
- ☐ Once in a while
- ☐ Never

18 [] In a typical week, how often do you feel frustrated at work? *

Please choose **only one** of the following:

- ☐ Always
- ☐ Most of the time
- ☐ About half of the time
- ☐ Once in a while
- ☐ Never

Please choose **all** that apply:

- ☐ Relationships with coworkers
- ☐ Conflict with leadership
- ☐ Work schedule
- ☐ Organizational processes
- ☐ Work is too challenging
- ☐ Managing the workload
- ☐ Lack of effective communication
- ☐ Trouble finding a person/form/guidance I need
- ☐ Unprofessional behavior in the workplace
- ☐ Training requirements
- ☐ Pressure from ATEC
- ☐ Pressure from customers (or other people outside of ATC)
- ☐ Other:

Please write your answer here:

[illegible]

Motivation

Questions related to your motivation level in your current role at ATC.

21 [] In general, how motivated do you feel in your current role? *

Please choose the appropriate response for each item:

	Very Motivated	Motivated	Neither Motivated nor Unmotivated	Unmotivated	Very Unmotivated
Motivation Level	☐	☐	☐	☐	☐

22 [] Indicate your level of agreement with the following statements. *

Please choose the appropriate response for each item:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I give my best effort every day.	☐	☐	☐	☐	☐
I am passionate about my job.	☐	☐	☐	☐	☐
The work that I am doing is important.	☐	☐	☐	☐	☐
My work gives me a feeling of personal accomplishment.	☐	☐	☐	☐	☐
I am satisfied with my opportunities for career advancement at ATC.	☐	☐	☐	☐	☐
I am a valued member of the ATC workforce.	☐	☐	☐	☐	☐
My knowledge, skills, and expertise are being used effectively.	☐	☐	☐	☐	☐
I am satisfied with my current level of responsibility in the organization.	☐	☐	☐	☐	☐
In general, I feel that ATC employees are appropriately recognized for their contributions.	☐	☐	☐	☐	☐

23 []I believe ATC employees are held accountable for performing their individual job duties and achieving results. *

Please choose **only one** of the following:

- ☐ True
- ☐ False

24 []In my work unit, action is taken to deal with a poor performer who cannot or will not improve. *

Please choose **only one** of the following:

- ☐ True
- ☐ False

25 []My annual performance appraisal was a fair reflection of my individual contributions to ATC in 2015. *

Please choose **only one** of the following:

- ☐ True
- ☐ False
- ☐ N/A - I did not receive an annual appraisal at ATC for 2015

Make a comment on your choice here:

26 [] Please indicate the AcqDemo score (Delta OCS) that you earned for your contributions in 2015.

Please choose **only one** of the following:

- ☐ +5 or higher
- ☐ +4
- ☐ +3
- ☐ +2
- ☐ +1
- ☐ 0
- ☐ -1
- ☐ -2
- ☐ -3 or lower
- ☐ I prefer not to share
- ☐ N/A - I was not evaluated under AcqDemo in 2015

27 [] Please feel free to provide additional comments or elaborate on your responses regarding your motivation level at work.(Optional)

Please write your answer here:

Leadership

Questions about your views on ATC Leadership.

28 [] Indicate your level of agreement with the following statements about your direct supervisor. He/she: *

Please choose the appropriate response for each item:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Inspires individuals to do their best	☐	☐	☐	☐	☐
Leads by example	☐	☐	☐	☐	☐
Balances requirements of the mission with welfare of followers	☐	☐	☐	☐	☐
Enforces high professional standards	☐	☐	☐	☐	☐
Displays the knowledge and skills required for his/her position	☐	☐	☐	☐	☐
Encourages the development of others	☐	☐	☐	☐	☐
Fosters teamwork and cooperation	☐	☐	☐	☐	☐
Builds and maintains positive working relationships	☐	☐	☐	☐	☐
Keeps his/her word and follows through on commitments to others	☐	☐	☐	☐	☐
Encourages open and candid communications	☐	☐	☐	☐	☐

29 [] Do you feel micromanaged by your direct supervisor? *

Please choose **only one** of the following:

- ☐ Yes, often
☐ Yes, sometimes
☐ No

Make a comment on your choice here:

30 []Do you trust your direct supervisor? *

Please choose **only one** of the following:

- ☐ Yes
☐ No

Make a comment on your choice here:

31 []In general (and in your opinion), rate the effectiveness of ATC leadership at the different levels listed below: *

Please choose the appropriate response for each item:

	Extremely Effective	Effective	Slightly Effective	Neither Effective nor Ineffective	Slightly Ineffective	Ineffective	Extremely Ineffective	N/A (or not sure)
Branch Chiefs	☐	☐	☐	☐	☐	☐	☐	☐
Division Chiefs	☐	☐	☐	☐	☐	☐	☐	☐
Directors	☐	☐	☐	☐	☐	☐	☐	☐
Technical Director	☐	☐	☐	☐	☐	☐	☐	☐
Commander	☐	☐	☐	☐	☐	☐	☐	☐

32 []Please feel free to provide additional comments or elaborate on your responses regarding leadership at ATC.(Optional)

Please write your answer here:

Suggestions for Improvement

Questions focused on potential improvements to the work environment and culture at ATC.

33 [] Do you feel empowered to suggest and make improvements? *

Please choose **only one** of the following:

- ☐ Yes
- ☐ No

Make a comment on your choice here:

34 []Do you feel your direct supervisor supports your feedback and suggestions? *

Please choose **only one** of the following:

- ☐ Yes
☐ No

Make a comment on your choice here:

35 []Do you feel the ATC Command supports your feedback and suggestions? *

Please choose **only one** of the following:

- ☐ Yes
☐ No

Make a comment on your choice here:

36 []Of the following list, choose up to THREE items that would most significantly increase your job satisfaction at ATC. *

Please choose **all** that apply:

- ☐ More flexible work schedules
- ☐ Option to telework
- ☐ More opportunities to attend technical conferences and symposia
- ☐ Quality of leadership
- ☐ Rotational assignments to other Directorates within ATC
- ☐ Additional opportunities for advanced education or training
- ☐ Improved relationships/camaraderie with my coworkers
- ☐ Access to wellness/fitness programs
- ☐ Access to a mentor program
- ☐ Opportunities to do more challenging work
- ☐ Increase in salary
- ☐ Improved (more efficient) internal processes
- ☐ More responsibility
- ☐ Other:

--	--	--	--	--	--	--	--	--	--

37 []Do you feel that you could perform the duties of your position while in a telework status one day each week? *

Please choose **only one** of the following:

- ☐ Yes
- ☐ No

Make a comment on your choice here:

--

38 []If you were not authorized to telework, how would you feel if ATC provided the opportunity to other employees? *

Please choose **only one** of the following:

- ☐ I would fully support an ATC Telework Program (even if I could not participate).
- ☐ I would be concerned that ATC employees in a telework status would affect my ability to perform my job.
- ☐ I feel that it would be unfair to allow some ATC employees to telework, if the entire workforce was not able to participate.
- ☐ Other:

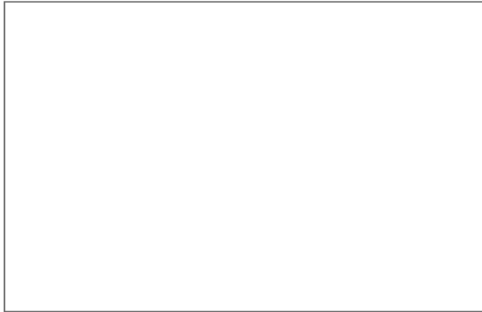
--	--	--	--	--	--	--	--	--	--

39 [] If the opportunity presented itself, would you want to move to a different Directorate within ATC? *

Please choose **only one** of the following:

- ☐ Yes
☐ No

Make a comment on your choice here:



Future Plans

Questions related to your future plans and outlook related to your employment.

40 []How long do you plan to continue working at ATC? *

Please choose **only one** of the following:

- ☐ I am actively searching for a new job outside of ATC and plan to leave ATC within the next year
- ☐ I plan to retire within the next year
- ☐ For another 1-3 years
- ☐ For another 3-5 years
- ☐ For another 5-10 years
- ☐ For over 10 more years

41 []If you were to leave ATC, where would you most likely go? *

Please choose **only one** of the following:

- ☐ Transfer to another organization within the federal government
- ☐ Resign from federal employment to work in private industry
- ☐ Into retirement
- ☐ Back to school
- ☐ Other

--	--	--	--	--	--	--	--	--	--

42 []If you were offered a lateral move (no pay increase) to another Army organization, indicate the likelihood that you would accept the new position. *

Please choose **only one** of the following:

- ☐ Definitely accept
- ☐ Likely to accept
- ☐ Equal likelihood of accepting or rejecting the offer
- ☐ Unlikely to accept
- ☐ Would not accept

43 []If you were offered a promotion (equivalent to one grade level pay increase) to another Army organization, indicate the likelihood that you would accept the new position. *

Please choose **only one** of the following:

- ☐ Definitely accept
- ☐ Likely to accept
- ☐ Equal likelihood of accepting or rejecting the offer
- ☐ Unlikely to accept
- ☐ Would not accept

44 []If ATC were to address your top priorities related to job satisfaction, would the improvements encourage you to stay working at ATC longer? *

Please choose **only one** of the following:

- ☐ Definitely stay longer
- ☐ The improvement wouldn't change my plans
- ☐ I'm not sure

Make a comment on your choice here:

45 []Please feel free to provide any additional comments, suggestions, or feedback below.

Please write your answer here:

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX C. CURRENT ATC CIVILIAN EMPLOYEE SURVEY CONSOLIDATED DATA

Number of records in this query:	323
Total records in survey:	323
Percentage of total:	100.00%

1. How old are you?

Answer	Count	Percentage
18-35 (A1)	133	41.18%
36-50 (A2)	84	26.01%
51-70 (A3)	106	32.82%
71+ (A4)	0	0.00%

2. Identify the ATC Directorate where you are currently assigned.

Answer	Count	Percentage
Automotive Directorate (1)	72	22.29%
Command Staff (2)	24	7.43%
Office of the Commander (3)	2	0.62%
Firepower Directorate (4)	51	15.79%
Plans and Operations Directorate (5)	20	6.19%
Safety Office (6)	5	1.55%
Survivability/Lethality Directorate (7)	52	16.10%
Test Technology Directorate (8)	44	13.62%
Warfighter Directorate (9)	53	16.41%

3. How many years have you worked for the federal government?

Answer	Count	Percentage
less than 2 years (1)	9	2.79%
2 - 5 years (2)	22	6.81%
5 - 10 years (3)	118	36.53%
10 - 20 years (4)	67	20.74%
over 20 years (5)	107	33.13%

4. How many years have you worked at Aberdeen Test Center?

Answer	Count	Percentage
less than 2 years (1)	14	4.33%
2 - 5 years (2)	25	7.74%
5 - 10 years (3)	126	39.01%
10 - 20 years (4)	69	21.36%
over 20 years (5)	89	27.55%

5. Indicate your highest education level.

Answer	Count	Percentage
Did not graduate from high school (1)	1	0.31%
High School Diploma/GED (2)	12	3.72%
Some College and/or Technical School (3)	58	17.96%
Bachelor's Degree (4)	164	50.77%
Master's Degree (5)	85	26.32%
Advanced Graduate or Ph.D (6)	3	0.93%

6. What is your GS equivalent?

Answer	Count	Percentage
GS-15 (1)	3	0.93%
GS-14 (2)	20	6.19%
GS-13 (3)	75	23.22%
GS-12 (4)	161	49.85%
GS-11 (5)	33	10.22%
GS-10 (6)	1	0.31%
GS-9 (7)	9	2.79%
GS-8 (8)	2	0.62%
GS-7 (9)	8	2.48%
GS-6 (10)	0	0.00%
GS-5 (11)	0	0.00%
GS-4 or below (12)	0	0.00%
(13)	1	0.31%
No answer	10	3.10%

7. Are you a supervisor?

Answer	Count	Percentage
Yes (A1)	55	17.03%
No (A2)	268	82.97%

8. Select the group that BEST applies to your current job series.

Answer	Count	Percentage
0000s - Safety, Security, & Misc. Occupations Group (1)	4	1.24%
0100s - Social Science, Psychology, & Welfare Group (2)	0	0.00%
0300s - General Administrative, Range Operations, & Program Support Group (3)	22	6.81%
0500s - Accounting, Budget, & Contracting Group (4)	8	2.48%
0802/0856 - Engineering Technician Group (5)	51	15.79%
Other 0800s - Engineering Group (6)	169	52.32%
1000s - Visual, Information, & Arts Group (7)	2	0.62%
1100s - Business Operations Group (8)	1	0.31%
1300s - Physical Sciences Group (9)	17	5.26%
1550s - Computer Scientists Group (10)	19	5.88%
Other 1500s - ORSA, Mathematics, & Statistics Group (11)	12	3.72%
1600s - Equipment & Facilities Group (12)	8	2.48%
1900s - Quality Assurance Group (13)	2	0.62%
2000s - Supply Group (14)	1	0.31%
2100s - Transportation Group (15)	2	0.62%
2200s - Information Technology Group (16)	5	1.55%

9. Are you a member of the Acquisition Workforce?

Answer	Count	Percentage
Yes (I manage my Individual Development Plan in CAPPMS) (A1)	235	72.76%
No (I manage my Individual Development Plan in ACT) (A2)	88	27.24%

10. When do you expect to be eligible for retirement?

Answer	Count	Percentage
I am currently eligible for retirement (A1)	31	9.60%
Within the next 5 years (A2)	37	11.46%
Between 5-10 years (A3)	41	12.69%
Between 10-20 years (A4)	55	17.03%
Over 20 years from now (A5)	159	49.23%

11. Would you recommend ATC as a good place to work to friends and family?

Answer	Count	Percentage
Yes (A1)	223	69.04%
No (A2)	100	30.96%
Comments	139	43.03%

12. How would you describe your overall satisfaction with your current job? [Overall Satisfaction]

Answer	Count	Percentage
Very Satisfied (A1)	38	11.76%
Satisfied (A2)	157	48.61%
Neither Satisfied nor Dissatisfied (A3)	73	22.60%
Dissatisfied (A4)	44	13.62%
Very Dissatisfied (A5)	11	3.41%

13. How satisfied are you with the following: [Pay]

Answer	Count	Percentage
Very Satisfied (A1)	47	14.55%
Satisfied (A2)	143	44.27%
Neither Satisfied nor Dissatisfied (A3)	53	16.41%
Dissatisfied (A4)	63	19.50%
Very Dissatisfied (A5)	17	5.26%

13. How satisfied are you with the following: [Work Schedule]

Answer	Count	Percentage
Very Satisfied (A1)	87	26.93%
Satisfied (A2)	171	52.94%
Neither Satisfied nor Dissatisfied (A3)	46	14.24%
Dissatisfied (A4)	16	4.95%
Very Dissatisfied (A5)	3	0.93%

13. How satisfied are you with the following: [Work/Life Balance]

Answer	Count	Percentage
Very Satisfied (A1)	69	21.36%
Satisfied (A2)	167	51.70%
Neither Satisfied nor Dissatisfied (A3)	56	17.34%
Dissatisfied (A4)	24	7.43%
Very Dissatisfied (A5)	7	2.17%

14. Which statement best reflects how you feel about your current workload.

Answer	Count	Percentage
Too much work (A1)	93	28.79%
Reasonable (A2)	209	64.71%
Not enough work (A3)	21	6.50%

15. Indicate your level of agreement with the following statements. [I am provided adequate training to perform my job.]

Answer	Count	Percentage
Strongly Agree (A1)	29	8.98%
Agree (A2)	174	53.87%
Neutral (A3)	71	21.98%
Disagree (A4)	33	10.22%
Strongly Disagree (A5)	16	4.95%

15. Indicate your level of agreement with the following statements. [I am provided adequate information and guidance to perform my job.]

Answer	Count	Percentage
Strongly Agree (A1)	20	6.19%
Agree (A2)	175	54.18%
Neutral (A3)	75	23.22%
Disagree (A4)	39	12.07%
Strongly Disagree (A5)	14	4.33%

15. Indicate your level of agreement with the following statements. [ATC facilities, infrastructure, and equipment are adequate for me to perform my job.]

Answer	Count	Percentage
Strongly Agree (A1)	8	2.48%
Agree (A2)	104	32.20%
Neutral (A3)	96	29.72%
Disagree (A4)	78	24.15%
Strongly Disagree (A5)	37	11.46%

15. Indicate your level of agreement with the following statements. [ATC policies and procedures adequately support me to perform my job.]

Answer	Count	Percentage
Strongly Agree (A1)	6	1.86%
Agree (A2)	94	29.10%
Neutral (A3)	88	27.24%
Disagree (A4)	98	30.34%
Strongly Disagree (A5)	37	11.46%

15. Indicate your level of agreement with the following statements. [Coworkers and other ATC personnel adequately support me to perform my job.]

Answer	Count	Percentage
Strongly Agree (A1)	48	14.86%
Agree (A2)	176	54.49%
Neutral (A3)	57	17.65%
Disagree (A4)	29	8.98%
Strongly Disagree (A5)	13	4.02%

15. Indicate your level of agreement with the following statements. [My direct supervisor adequately supports me to perform my job.]

Answer	Count	Percentage
Strongly Agree (A1)	96	29.72%
Agree (A2)	144	44.58%
Neutral (A3)	42	13.00%
Disagree (A4)	23	7.12%
Strongly Disagree (A5)	18	5.57%

15. Indicate your level of agreement with the following statements. [ATC's chain of command adequately supports me to perform my job.]

Answer	Count	Percentage
Strongly Agree (A1)	19	5.88%
Agree (A2)	96	29.72%
Neutral (A3)	105	32.51%
Disagree (A4)	70	21.67%
Strongly Disagree (A5)	33	10.22%

16. Indicate how important each of the following is to your job satisfaction.
[Relationships with Coworkers]

Answer	Count	Percentage
Extremely Important (A1)	100	30.96%
Very Important (A2)	141	43.65%
Important (A3)	68	21.05%
Slightly Important (A4)	12	3.72%
Not Important (A5)	2	0.62%

16. Indicate how important each of the following is to your job satisfaction.
[Recognition/Awards]

Answer	Count	Percentage
Extremely Important (A1)	29	8.98%
Very Important (A2)	38	11.76%
Important (A3)	113	34.98%
Slightly Important (A4)	93	28.79%
Not Important (A5)	50	15.48%

16. Indicate how important each of the following is to your job satisfaction. [Salary]

Answer	Count	Percentage
Extremely Important (A1)	113	34.98%
Very Important (A2)	128	39.63%
Important (A3)	67	20.74%
Slightly Important (A4)	14	4.33%
Not Important (A5)	1	0.31%

16. Indicate how important each of the following is to your job satisfaction. [Quality of Leadership]

Answer	Count	Percentage
Extremely Important (A1)	138	42.72%
Very Important (A2)	127	39.32%
Important (A3)	52	16.10%
Slightly Important (A4)	5	1.55%
Not Important (A5)	1	0.31%

16. Indicate how important each of the following is to your job satisfaction.
[Opportunities for Career Advancement]

Answer	Count	Percentage
Extremely Important (A1)	120	37.15%
Very Important (A2)	109	33.75%
Important (A3)	59	18.27%
Slightly Important (A4)	27	8.36%
Not Important (A5)	8	2.48%

16. Indicate how important each of the following is to your job satisfaction. [Meaningful Mission]

Answer	Count	Percentage
Extremely Important (A1)	156	48.30%
Very Important (A2)	109	33.75%
Important (A3)	49	15.17%
Slightly Important (A4)	8	2.48%
Not Important (A5)	1	0.31%

16. Indicate how important each of the following is to your job satisfaction. [Flexibility of Work Schedule]

Answer	Count	Percentage
Extremely Important (A1)	87	26.93%
Very Important (A2)	106	32.82%
Important (A3)	93	28.79%
Slightly Important (A4)	31	9.60%
Not Important (A5)	6	1.86%

16. Indicate how important each of the following is to your job satisfaction. [Challenging Work]

Answer	Count	Percentage
Extremely Important (A1)	74	22.91%
Very Important (A2)	140	43.34%
Important (A3)	94	29.10%
Slightly Important (A4)	13	4.02%
Not Important (A5)	2	0.62%

17. In a typical week, how often do you feel stressed at work?

Answer	Count	Percentage
Always (A1)	21	6.50%
Most of the time (A2)	50	15.48%
About half of the time (A3)	92	28.48%
Once in a while (A4)	148	45.82%
Never (A5)	12	3.72%

18. In a typical week, how often do you feel frustrated at work?

Answer	Count	Percentage
Always (A1)	21	6.50%
Most of the time (A2)	75	23.22%
About half of the time (A3)	108	33.44%
Once in a while (A4)	113	34.98%
Never (A5)	6	1.86%

19. Of the following list, choose the items that cause you the most stress/frustration in your current job.

Answer	Count	Percentage
Relationships with coworkers (1)	43	13.31%
Conflict with leadership (2)	119	36.84%
Work schedule (3)	33	10.22%
Organizational processes (4)	232	71.83%
Work is too challenging (5)	2	0.62%
Managing the workload (6)	104	32.20%
Lack of effective communication (7)	182	56.35%
Trouble finding a person/form/guidance I need (8)	104	32.20%
Unprofessional behavior in the workplace (9)	56	17.34%
Training requirements (10)	97	30.03%
Pressure from ATEC (11)	46	14.24%
Pressure from customers (or other people outside of ATC) (12)	41	12.69%
Other	68	21.05%

20. Please feel free to provide additional comments or elaborate on your responses regarding job satisfaction at ATC. (Optional)

(Responses to free text questions are not disclosed to protect privacy of respondents.)

21. In general, how motivated do you feel in your current role? [Motivation Level]

Answer	Count	Percentage
Very Motivated (A1)	51	15.79%
Motivated (A2)	160	49.54%
Neither Motivated nor Unmotivated (A3)	71	21.98%
Unmotivated (A4)	29	8.98%
Very Unmotivated (A5)	12	3.72%

22. Indicate your level of agreement with the following statements. [I give my best effort every day.]

Answer	Count	Percentage
Strongly Agree (A1)	114	35.29%
Agree (A2)	167	51.70%
Neutral (A3)	28	8.67%
Disagree (A4)	13	4.02%
Strongly Disagree (A5)	1	0.31%

22. Indicate your level of agreement with the following statements. [I am passionate about my job.]

Answer	Count	Percentage
Strongly Agree (A1)	124	38.39%
Agree (A2)	125	38.70%
Neutral (A3)	54	16.72%
Disagree (A4)	15	4.64%
Strongly Disagree (A5)	5	1.55%

22. Indicate your level of agreement with the following statements. [The work that I am doing is important.]

Answer	Count	Percentage
Strongly Agree (A1)	143	44.27%
Agree (A2)	132	40.87%
Neutral (A3)	34	10.53%
Disagree (A4)	11	3.41%
Strongly Disagree (A5)	3	0.93%

22. Indicate your level of agreement with the following statements. [My work gives me a feeling of personal accomplishment.]

Answer	Count	Percentage
Strongly Agree (A1)	103	31.89%
Agree (A2)	138	42.72%
Neutral (A3)	54	16.72%
Disagree (A4)	16	4.95%
Strongly Disagree (A5)	12	3.72%

22. Indicate your level of agreement with the following statements. [I am satisfied with my opportunities for career advancement at ATC.]

Answer	Count	Percentage
Strongly Agree (A1)	21	6.50%
Agree (A2)	57	17.65%
Neutral (A3)	78	24.15%
Disagree (A4)	89	27.55%
Strongly Disagree (A5)	78	24.15%

22. Indicate your level of agreement with the following statements. [I am a valued member of the ATC workforce.]

Answer	Count	Percentage
Strongly Agree (A1)	41	12.69%
Agree (A2)	125	38.70%
Neutral (A3)	87	26.93%
Disagree (A4)	44	13.62%
Strongly Disagree (A5)	26	8.05%

22. Indicate your level of agreement with the following statements. [My knowledge, skills, and expertise are being used effectively.]

Answer	Count	Percentage
Strongly Agree (A1)	37	11.46%
Agree (A2)	127	39.32%
Neutral (A3)	71	21.98%
Disagree (A4)	57	17.65%
Strongly Disagree (A5)	31	9.60%

22. Indicate your level of agreement with the following statements. [I am satisfied with my current level of responsibility in the organization.]

Answer	Count	Percentage
Strongly Agree (A1)	36	11.15%
Agree (A2)	145	44.89%
Neutral (A3)	68	21.05%
Disagree (A4)	51	15.79%
Strongly Disagree (A5)	23	7.12%

22. Indicate your level of agreement with the following statements. [In general, I feel that ATC employees are appropriately recognized for their contributions.]

Answer	Count	Percentage
Strongly Agree (A1)	12	3.72%
Agree (A2)	72	22.29%
Neutral (A3)	100	30.96%
Disagree (A4)	85	26.32%
Strongly Disagree (A5)	54	16.72%

23. I believe ATC employees are held accountable for performing their individual job duties and achieving results.

Answer	Count	Percentage
True (A1)	157	48.61%
False (A2)	166	51.39%

24. In my work unit, action is taken to deal with a poor performer who cannot or will not improve.

Answer	Count	Percentage
True (A1)	146	45.20%
False (A2)	177	54.80%

25. My annual performance appraisal was a fair reflection of my individual contributions to ATC in 2015.

Answer	Count	Percentage
True (A1)	242	74.92%
False (A2)	64	19.81%
N/A - I did not receive an annual appraisal at ATC for 2015 (A3)	17	5.26%

26. Please indicate the AcqDemo score (Delta OCS) that you earned for your contributions in 2015.

Answer	Count	Percentage
+5 or higher (A1)	5	1.55%
+4 (A2)	21	6.50%
+3 (A3)	46	14.24%
+2 (A4)	79	24.46%
+1 (A5)	59	18.27%
0 (A6)	36	11.15%
-1 (A7)	1	0.31%
-2 (A8)	1	0.31%
-3 or lower (A9)	1	0.31%
I prefer not to share (A10)	35	10.84%
N/A - I was not evaluated under AcqDemo in 2015 (A11)	32	9.91%
No answer	7	2.17%

27 Please feel free to provide additional comments or elaborate on your responses regarding your motivation level at work.(Optional)

(Responses to free text questions are not disclosed to protect privacy of respondents.)

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Inspires individuals to do their best]

Answer	Count	Percentage
Strongly Agree (A1)	70	21.67%
Agree (A2)	123	38.08%
Neutral (A3)	78	24.15%
Disagree (A4)	36	11.15%
Strongly Disagree (A5)	16	4.95%

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Leads by example]

Answer	Count	Percentage
Strongly Agree (A1)	66	20.43%
Agree (A2)	124	38.39%
Neutral (A3)	72	22.29%
Disagree (A4)	41	12.69%
Strongly Disagree (A5)	20	6.19%

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Balances requirements of the mission with welfare of followers]

Answer	Count	Percentage
Strongly Agree (A1)	81	25.08%
Agree (A2)	144	44.58%
Neutral (A3)	62	19.20%
Disagree (A4)	18	5.57%
Strongly Disagree (A5)	18	5.57%

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Enforces high professional standards]

Answer	Count	Percentage
Strongly Agree (A1)	69	21.36%
Agree (A2)	140	43.34%
Neutral (A3)	73	22.60%
Disagree (A4)	24	7.43%
Strongly Disagree (A5)	17	5.26%

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Displays the knowledge and skills required for his/her position]

Answer	Count	Percentage
Strongly Agree (A1)	96	29.72%
Agree (A2)	120	37.15%
Neutral (A3)	61	18.89%
Disagree (A4)	26	8.05%
Strongly Disagree (A5)	20	6.19%

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Encourages the development of others]

Answer	Count	Percentage
Strongly Agree (A1)	88	27.24%
Agree (A2)	133	41.18%
Neutral (A3)	65	20.12%
Disagree (A4)	23	7.12%
Strongly Disagree (A5)	14	4.33%

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Fosters teamwork and cooperation]

Answer	Count	Percentage
Strongly Agree (A1)	88	27.24%
Agree (A2)	142	43.96%
Neutral (A3)	58	17.96%
Disagree (A4)	20	6.19%
Strongly Disagree (A5)	15	4.64%

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Builds and maintains positive working relationships]

Answer	Count	Percentage
Strongly Agree (A1)	91	28.17%
Agree (A2)	138	42.72%
Neutral (A3)	58	17.96%
Disagree (A4)	21	6.50%
Strongly Disagree (A5)	15	4.64%

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Keeps his/her word and follows through on commitments to others]

Answer	Count	Percentage
Strongly Agree (A1)	91	28.17%
Agree (A2)	126	39.01%
Neutral (A3)	66	20.43%
Disagree (A4)	24	7.43%
Strongly Disagree (A5)	16	4.95%

28. Indicate your level of agreement with the following statements about your direct supervisor. He/she: [Encourages open and candid communications]

Answer	Count	Percentage
Strongly Agree (A1)	113	34.98%
Agree (A2)	117	36.22%
Neutral (A3)	62	19.20%
Disagree (A4)	19	5.88%
Strongly Disagree (A5)	12	3.72%

29. Do you feel micromanaged by your direct supervisor?

Answer	Count	Percentage
Yes, often (A1)	16	4.95%
Yes, sometimes (A2)	44	13.62%
No (A3)	263	81.42%

30. Do you trust your direct supervisor?

Answer	Count	Percentage
Yes (A1)	267	82.66%
No (A2)	56	17.34%

31. In general (and in your opinion), rate the effectiveness of ATC leadership at the different levels listed below: [Branch Chiefs]

Answer	Count	Percentage
Extremely Effective (A1)	47	14.55%
Effective (A2)	144	44.58%
Slightly Effective (A3)	45	13.93%
Neither Effective nor Ineffective (A4)	24	7.43%
Slightly Ineffective (A5)	13	4.02%
Ineffective (A6)	15	4.64%
Extremely Ineffective (A7)	16	4.95%
N/A (or not sure) (A8)	19	5.88%

31. In general (and in your opinion), rate the effectiveness of ATC leadership at the different levels listed below: [Division Chiefs]

Answer	Count	Percentage
Extremely Effective (A1)	34	10.53%
Effective (A2)	122	37.77%
Slightly Effective (A3)	63	19.50%
Neither Effective nor Ineffective (A4)	32	9.91%
Slightly Ineffective (A5)	26	8.05%
Ineffective (A6)	25	7.74%
Extremely Ineffective (A7)	13	4.02%
N/A (or not sure) (A8)	8	2.48%

31. In general (and in your opinion), rate the effectiveness of ATC leadership at the different levels listed below: [Directors]

Answer	Count	Percentage
Extremely Effective (A1)	27	8.36%
Effective (A2)	99	30.65%
Slightly Effective (A3)	62	19.20%
Neither Effective nor Ineffective (A4)	47	14.55%
Slightly Ineffective (A5)	26	8.05%
Ineffective (A6)	23	7.12%
Extremely Ineffective (A7)	17	5.26%
N/A (or not sure) (A8)	22	6.81%

31. In general (and in your opinion), rate the effectiveness of ATC leadership at the different levels listed below: [Technical Director]

Answer	Count	Percentage
Extremely Effective (A1)	27	8.36%
Effective (A2)	75	23.22%
Slightly Effective (A3)	54	16.72%
Neither Effective nor Ineffective (A4)	44	13.62%
Slightly Ineffective (A5)	25	7.74%
Ineffective (A6)	33	10.22%
Extremely Ineffective (A7)	19	5.88%
N/A (or not sure) (A8)	46	14.24%

31. In general (and in your opinion), rate the effectiveness of ATC leadership at the different levels listed below: [Commander]

Answer	Count	Percentage
Extremely Effective (A1)	21	6.50%
Effective (A2)	62	19.20%
Slightly Effective (A3)	40	12.38%
Neither Effective nor Ineffective (A4)	56	17.34%
Slightly Ineffective (A5)	24	7.43%
Ineffective (A6)	40	12.38%
Extremely Ineffective (A7)	26	8.05%
N/A (or not sure) (A8)	54	16.72%

32. Please feel free to provide additional comments or elaborate on your responses regarding leadership at ATC.(Optional)

(Responses to free text questions are not disclosed to protect privacy of respondents.)

33. Do you feel empowered to suggest and make improvements?

Answer	Count	Percentage
Yes (A1)	180	55.73%
No (A2)	143	44.27%

34. Do you feel your direct supervisor supports your feedback and suggestions?

Answer	Count	Percentage
Yes (A1)	261	80.80%
No (A2)	62	19.20%

35. Do you feel the ATC Command supports your feedback and suggestions?

Answer	Count	Percentage
Yes (A1)	107	33.13%
No (A2)	216	66.87%

36. Of the following list, choose up to THREE items that would most significantly increase your job satisfaction at ATC.

Answer	Count	Percentage
More flexible work schedules (1)	61	18.89%
Option to telework (2)	102	31.58%
More opportunities to attend technical conferences and symposia (3)	68	21.05%
Quality of leadership (4)	140	43.34%
Rotational assignments to other Directorates within ATC (5)	40	12.38%
Additional opportunities for advanced education or training (6)	103	31.89%
Improved relationships/camaraderie with my coworkers (7)	29	8.98%
Access to wellness/fitness programs (8)	32	9.91%
Access to a mentor program (9)	13	4.02%
Opportunities to do more challenging work (10)	31	9.60%
Increase in salary (11)	159	49.23%
Improved (more efficient) internal processes (12)	169	52.32%
More responsibility (13)	14	4.33%
Other	40	12.38%

37. Do you feel that you could perform the duties of your position while in a telework status one day each week?

Answer	Count	Percentage
Yes (A1)	202	62.54%
No (A2)	121	37.46%

38. If you were not authorized to telework, how would you feel if ATC provided the opportunity to other employees?

Answer	Count	Percentage
I would fully support an ATC Telework Program (even if I could not participate). (A1)	214	66.25%
I would be concerned that ATC employees in a telework status would affect my ability to perform my job. (A2)	42	13.00%
I feel that it would be unfair to allow some ATC employees to telework, if the entire workforce was not able to participate. (A3)	39	12.07%
Other	28	8.67%

39. If the opportunity presented itself, would you want to move to a different Directorate within ATC?

Answer	Count	Percentage
Yes (A1)	134	41.49%
No (A2)	189	58.51%

40. How long do you plan to continue working at ATC?

Answer	Count	Percentage
I am actively searching for a new job outside of ATC and plan to leave ATC within the next year (A1)	74	22.91%
I plan to retire within the next year (A2)	5	1.55%
For another 1-3 years (A3)	74	22.91%
For another 3-5 years (A4)	50	15.48%
For another 5-10 years (A5)	62	19.20%
For over 10 more years (A6)	58	17.96%

41. If you were to leave ATC, where would you most likely go?

Answer	Count	Percentage
Transfer to another organization within the federal government (A1)	215	66.56%
Resign from federal employment to work in private industry (A2)	23	7.12%
Into retirement (A3)	65	20.12%
Back to school (A4)	2	0.62%
Other	18	5.57%

42. If you were offered a lateral move (no pay increase) to another Army organization, indicate the likelihood that you would accept the new position.

Answer	Count	Percentage
Definitely accept (A1)	41	12.69%
Likely to accept (A2)	59	18.27%
Equal likelihood of accepting or rejecting the offer (A3)	126	39.01%
Unlikely to accept (A4)	67	20.74%
Would not accept (A5)	30	9.29%

43. If you were offered a promotion (equivalent to one grade level pay increase) to another Army organization, indicate the likelihood that you would accept the new position.

Answer	Count	Percentage
Definitely accept (A1)	130	40.25%
Likely to accept (A2)	99	30.65%
Equal likelihood of accepting or rejecting the offer (A3)	67	20.74%
Unlikely to accept (A4)	19	5.88%
Would not accept (A5)	8	2.48%

44. If ATC were to address your top priorities related to job satisfaction, would the improvements encourage you to stay working at ATC longer?

Answer	Count	Percentage
Definitely stay longer (A1)	197	60.99%
The improvement wouldn't change my plans (A2)	54	16.72%
I'm not sure (A3)	72	22.29%

45. Please feel free to provide any additional comments, suggestions, or feedback below.

(Responses to free text questions are not disclosed to protect privacy of respondents.)

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX D. FORMER ATC CIVILIAN EMPLOYEE SURVEY QUESTIONS

General Information

These questions provide general demographics and information about you and your duties at ATC.

1 []How old are you? *

Please choose **only one** of the following:

- ☐ 18-35
- ☐ 36-50
- ☐ 51-70
- ☐ 71+

2 []Indicate your highest education level. *

Please choose **only one** of the following:

- ☐ Did not graduate from high school
- ☐ High School Diploma/GED
- ☐ Some College and/or Technical School
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Advanced Graduate or Ph.D

Experience at ATC

These questions ask more specific information about your time spent working at ATC.

3 []How many years did you work at Aberdeen Test Center? *

Please choose **only one** of the following:

- ☐ less than 3 years
- ☐ 3 - 6 years
- ☐ 6 - 10 years
- ☐ 10 - 20 years
- ☐ over 20 years

4 []Select the group that BEST applies to your job series right before you left ATC. *

Please choose **only one** of the following:

- ☐ 0000s - Safety, Security, & Misc. Occupations Group
- ☐ 0100s - Social Science, Psychology, & Welfare Group
- ☐ 0300s - General Administrative, Range Operations, & Program Support Group
- ☐ 0500s - Accounting, Budget, & Contracting Group
- ☐ 0802/0856 - Engineering Technician Group
- ☐ Other 0800s - Engineering Group
- ☐ 1000s - Visual, Information, & Arts Group
- ☐ 1100s - Business Operations Group
- ☐ 1300s - Physical Sciences Group
- ☐ 1550s - Computer Scientists Group
- ☐ Other 1500s - ORSA, Mathematics, & Statistics Group
- ☐ 1600s - Equipment & Facilities Group
- ☐ 1900s - Quality Assurance Group
- ☐ 2000s - Supply Group
- ☐ 2100s - Transportation Group
- ☐ 2200s - Information Technology Group

5 []How would you describe your overall satisfaction during your time at ATC? *

Please choose the appropriate response for each item:

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Overall Satisfaction	☐	☐	☐	☐	☐

6 []Would you recommend ATC as a good place to work to friends and family? *

Please choose **only one** of the following:

- ☐ Yes
☐ No

Make a comment on your choice here:

7 [] During which Fiscal Year (FY) did you leave ATC? *

Please choose **only one** of the following:

- ☐ FY16
- ☐ FY15
- ☐ FY14
- ☐ FY13
- ☐ FY12
- ☐ FY11
- ☐ prior to FY11

8 []What was your GS equivalent when you left ATC?

Please choose **only one** of the following:

- ☐ GS-15
- ☐ GS-14
- ☐ GS-13
- ☐ GS-12
- ☐ GS-11
- ☐ GS-10
- ☐ GS-9
- ☐ GS-8
- ☐ GS-7
- ☐ GS-6
- ☐ GS-5
- ☐ GS-4 or below
- ☐

9 [] What was your primary reason for leaving ATC? *

Please choose **only one** of the following:

- ☐ Career change
- ☐ Chain of Command (other than direct supervisor) - conflict with or lack of support from
- ☐ Commute
- ☐ Conflict with coworkers
- ☐ Direct supervisor - conflict with or lack of support from
- ☐ Family and/or personal reasons
- ☐ Lack of recognition/awards
- ☐ Lack of telework program
- ☐ Limited opportunities for career advancement
- ☐ Office/workspace unsatisfactory (dirty, heating/cooling, leaks, etc.)
- ☐ Pay not competitive
- ☐ Promotional opportunity elsewhere
- ☐ Workload too heavy
- ☐ Workload too light
- ☐ Work too challenging
- ☐ Work not challenging enough
- ☐ Overall job dissatisfaction
- ☐ Other

10 []What was your secondary reason for leaving ATC? *

Please choose **only one** of the following:

- ☐ Career change
- ☐ Chain of Command (other than direct supervisor) - conflict with or lack of support from
- ☐ Commute
- ☐ Conflict with coworkers
- ☐ Direct supervisor - conflict with or lack of support from
- ☐ Family and/or personal reasons
- ☐ Lack of recognition/awards
- ☐ Lack of telework program
- ☐ Limited opportunities for career advancement
- ☐ Office/workspace unsatisfactory (dirty, heating/cooling, leaks, etc.)
- ☐ Pay not competitive
- ☐ Promotional opportunity elsewhere
- ☐ Workload too heavy
- ☐ Workload too light
- ☐ Work too challenging
- ☐ Work not challenging enough
- ☐ Overall job dissatisfaction
- ☐ Other

11 []What was your tertiary reason for leaving ATC? *

Please choose **only one** of the following:

- ☐ Career change
- ☐ Chain of Command (other than direct supervisor) - conflict with or lack of support from
- ☐ Commute
- ☐ Conflict with coworkers
- ☐ Direct supervisor - conflict with or lack of support from
- ☐ Family and/or personal reasons
- ☐ Lack of recognition/awards
- ☐ Lack of telework program
- ☐ Limited opportunities for career advancement
- ☐ Office/workspace unsatisfactory (dirty, heating/cooling, leaks, etc.)
- ☐ Pay not competitive
- ☐ Promotional opportunity elsewhere
- ☐ Workload too heavy
- ☐ Workload too light
- ☐ Work too challenging
- ☐ Work not challenging enough
- ☐ Overall job dissatisfaction
- ☐ Other

12 []Please feel free to provide any other comments or information related to your reasons for leaving ATC (optional):

Please write your answer here:

Current Job Satisfaction

Questions related to your satisfaction or dissatisfaction level in your current job/position and comparison to your job satisfaction while at ATC.

13 [] I left ATC: *

Please choose **only one** of the following:

- ☐ For a lateral position (similar pay)
- ☐ For a promotion (increase in pay)
- ☐ To retire
- ☐ To go back to school
- ☐ Other

14 [] Where did you go? *

Please choose **only one** of the following:

- ☐ ATEC/AEC
- ☐ Other Army organization
- ☐ Other DoD organization
- ☐ Other organization within the federal government
- ☐ Private Industry
- ☐ Academia
- ☐ Retirement
- ☐ Other

15 []Did you have to relocate for your new job after leaving ATC? *

Please choose **only one** of the following:

- ☐ No, the job was located at APG
- ☐ No, the job was not on APG, but within commuting distance
- ☐ Yes, I relocated
- ☐ N/A (I retired or no longer work)
- ☐ Other

16 []What is your current GS equivalent? *

Please choose **only one** of the following:

- ☐ SES
- ☐ GS-15
- ☐ GS-14
- ☐ GS-13
- ☐ GS-12
- ☐ GS-11
- ☐ GS-10
- ☐ GS-9
- ☐ GS-8
- ☐ GS-7 or lower
- ☐ N/A

17 []How would you describe your overall satisfaction with your current job? *

Please choose the appropriate response for each item:

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Overall Satisfaction	☐	☐	☐	☐	☐

18 []In general, indicate how important each of the following is to your overall job satisfaction. *

Please choose the appropriate response for each item:

	Extremely Important	Very Important	Important	Slightly Important	Not Important
Relationships with Coworkers	☐	☐	☐	☐	☐
Recognition/Awards	☐	☐	☐	☐	☐
Salary	☐	☐	☐	☐	☐
Quality of Leadership	☐	☐	☐	☐	☐
Opportunities for Career Advancement	☐	☐	☐	☐	☐
Meaningful Mission	☐	☐	☐	☐	☐
Flexibility of Work Schedule	☐	☐	☐	☐	☐
Challenging Work	☐	☐	☐	☐	☐

19 []Are you authorized to telework in your current position? *

Please choose **only one** of the following:

- ☐ Yes, and I generally telework 2 or more days each week
- ☐ Yes, and I generally telework 1 day each week
- ☐ Yes, I am authorized situational telework
- ☐ Yes, but I prefer not to telework
- ☐ No, I am not authorized to telework

Recommendations for ATC

Questions related to your recommendations to ATC to improve retention.

20 []When comparing ATC to your current organization, please indicate which better supported you in the following areas: *

Please choose the appropriate response for each item:

	ATC	Current Organization	About the same	I'm not sure
Opportunities for Career Advancement	☐	☐	☐	☐
Organizational Processes	☐	☐	☐	☐
Employee Training	☐	☐	☐	☐
Work/Life Balance	☐	☐	☐	☐
Chain of Command Support	☐	☐	☐	☐
Teamwork & Coworker Support	☐	☐	☐	☐
Facilities, Infrastructure, & Equipment	☐	☐	☐	☐
Wellness/Fitness Programs	☐	☐	☐	☐
Effective Communication	☐	☐	☐	☐
Meaningful Mission	☐	☐	☐	☐
Challenging Work	☐	☐	☐	☐
Accountability	☐	☐	☐	☐
Quality of Leadership	☐	☐	☐	☐
Trust	☐	☐	☐	☐

21 []In your opinion, which THREE of the following changes would have most significantly improved your job satisfaction at ATC? *

Please choose **all** that apply:

- ☐ More flexible work schedules
- ☐ Telework program
- ☐ More opportunities to attend technical conferences and symposia
- ☐ More opportunities for advanced education or training
- ☐ Improved relationships/camaraderie amongst employees
- ☐ Access to wellness/fitness programs
- ☐ Access to a mentoring program
- ☐ Improved/more efficient internal processes
- ☐ More responsibility
- ☐ Increased salary/grade structure
- ☐ More challenging work
- ☐ Other:

22 []What recommendations/suggestions do you have for ATC to better retain high-performing employees?

Please write your answer here:

23 []What recommendations/suggestions do you have for current ATC employees who are considering leaving ATC?

Please write your answer here:

24 []If ATC were to offer you a position that would be a lateral move (no pay increase) from your current position, indicate the likelihood that you would accept. *

Please choose **only one** of the following:

- ☐ Definitely accept
- ☐ Likely to accept
- ☐ Equal likelihood of accepting or rejecting the offer
- ☐ Unlikely to accept
- ☐ Would not accept

25 []If ATC were to offer you a position that would be a promotion (pay increase) from your current position, indicate the likelihood that you would accept. *

Please choose **only one** of the following:

- ☐ Definitely accept
- ☐ Likely to accept
- ☐ Equal likelihood of accepting or rejecting the offer
- ☐ Unlikely to accept
- ☐ Would not accept

THIS PAGE INTENTIONALLY LEFT BLANK

APPENDIX E. FORMER ATC CIVILIAN EMPLOYEE SURVEY CONSOLIDATED DATA

Number of records in this query:	70
Total records in survey:	70
Percentage of total:	100.00%

1. How old are you?

Answer	Count	Percentage
18-35 (A1)	37	52.86%
36-50 (A2)	25	35.71%
51-70 (A3)	8	11.43%
71+ (A4)	0	0.00%

2. Indicate your highest education level.

Answer	Count	Percentage
Did not graduate from high school (1)	0	0.00%
High School Diploma/GED (2)	0	0.00%
Some College and/or Technical School (3)	6	8.57%
Bachelor's Degree (4)	27	38.57%
Master's Degree (5)	35	50.00%
Advanced Graduate or Ph.D (6)	2	2.86%

3. How many years did you work at Aberdeen Test Center?

Answer	Count	Percentage
less than 3 years (1)	13	18.57%
3 - 6 years (2)	21	30.00%
6 - 10 years (3)	21	30.00%
10 - 20 years (4)	12	17.14%
over 20 years (5)	3	4.29%

4. Select the group that BEST applies to your job series right before you left ATC.

Answer	Count	Percentage
0000s - Safety, Security, & Misc. Occupations Group (1)	4	5.71%
0100s - Social Science, Psychology, & Welfare Group (2)	0	0.00%
0300s - General Administrative, Range Operations, & Program Support Group (3)	8	11.43%
0500s - Accounting, Budget, & Contracting Group (4)	7	10.00%
0802/0856 - Engineering Technician Group (5)	5	7.14%
Other 0800s - Engineering Group (6)	30	42.86%
1000s - Visual, Information, & Arts Group (7)	0	0.00%
1100s - Business Operations Group (8)	1	1.43%
1300s - Physical Sciences Group (9)	7	10.00%
1550s - Computer Scientists Group (10)	6	8.57%
Other 1500s - ORSA, Mathematics, & Statistics Group (11)	2	2.86%
1600s - Equipment & Facilities Group (12)	0	0.00%
1900s - Quality Assurance Group (13)	0	0.00%
2000s - Supply Group (14)	0	0.00%
2100s - Transportation Group (15)	0	0.00%
2200s - Information Technology Group (16)	0	0.00%

5. How would you describe your overall satisfaction during your time at ATC? [Overall Satisfaction]

Answer	Count	Percentage
Very Satisfied (A1)	8	11.43%
Satisfied (A2)	35	50.00%
Neither Satisfied nor Dissatisfied (A3)	9	12.86%
Dissatisfied (A4)	12	17.14%
Very Dissatisfied (A5)	6	8.57%

6. Would you recommend ATC as a good place to work to friends and family?

Answer	Count	Percentage
Yes (A1)	43	61.43%
No (A2)	27	38.57%

7. During which Fiscal Year (FY) did you leave ATC?

Answer	Count	Percentage
FY16 (A1)	13	18.57%
FY15 (A2)	13	18.57%
FY14 (A3)	13	18.57%
FY13 (A4)	11	15.71%
FY12 (A5)	7	10.00%
FY11 (A6)	10	14.29%
prior to FY11 (A7)	3	4.29%

8. What was your GS equivalent when you left ATC?

Answer	Count	Percentage
GS-15 (1)	0	0.00%
GS-14 (2)	5	7.14%
GS-13 (3)	17	24.29%
GS-12 (4)	33	47.14%
GS-11 (5)	6	8.57%
GS-10 (6)	0	0.00%
GS-9 (7)	1	1.43%
GS-8 (8)	3	4.29%
GS-7 (9)	3	4.29%
GS-6 (10)	0	0.00%
GS-5 (11)	1	1.43%
GS-4 or below (12)	0	0.00%
(13)	0	0.00%
No answer	1	1.43%

9. What was your primary reason for leaving ATC?

Answer	Count	Percentage
Career change (1)	8	11.43%
Chain of Command (other than direct supervisor) - conflict with or lack of support from (2)	6	8.57%
Commute (3)	1	1.43%
Conflict with coworkers (4)	0	0.00%
Direct supervisor - conflict with or lack of support from (5)	3	4.29%
Family and/or personal reasons (6)	4	5.71%
Lack of recognition/awards (7)	0	0.00%
Lack of telework program (8)	0	0.00%
Limited opportunities for career advancement (9)	20	28.57%
Office/workspace unsatisfactory (dirty, heating/cooling, leaks, etc.) (10)	0	0.00%
Pay not competitive (11)	2	2.86%
Promotional opportunity elsewhere (12)	16	22.86%
Workload too heavy (13)	1	1.43%
Workload too light (14)	0	0.00%
Work too challenging (15)	0	0.00%
Work not challenging enough (16)	0	0.00%
Overall job dissatisfaction (17)	6	8.57%
Other	3	4.29%

10. What was your secondary reason for leaving ATC?

Answer	Count	Percentage
Career change (1)	5	7.14%
Chain of Command (other than direct supervisor) - conflict with or lack of support from (2)	7	10.00%
Commute (3)	0	0.00%
Conflict with coworkers (4)	0	0.00%
Direct supervisor - conflict with or lack of support from (5)	4	5.71%
Family and/or personal reasons (6)	1	1.43%
Lack of recognition/awards (7)	1	1.43%
Lack of telework program (8)	0	0.00%
Limited opportunities for career advancement (9)	14	20.00%
Office/workspace unsatisfactory (dirty, heating/cooling, leaks, etc.) (10)	4	5.71%
Pay not competitive (11)	9	12.86%
Promotional opportunity elsewhere (12)	7	10.00%
Workload too heavy (13)	5	7.14%
Workload too light (14)	0	0.00%
Work too challenging (15)	0	0.00%
Work not challenging enough (16)	6	8.57%
Overall job dissatisfaction (17)	5	7.14%
Other	2	2.86%

11. What was your tertiary reason for leaving ATC?

Answer	Count	Percentage
Career change (1)	5	7.14%
Chain of Command (other than direct supervisor) - conflict with or lack of support from (2)	5	7.14%
Commute (3)	2	2.86%
Conflict with coworkers (4)	1	1.43%
Direct supervisor - conflict with or lack of support from (5)	4	5.71%
Family and/or personal reasons (6)	4	5.71%
Lack of recognition/awards (7)	3	4.29%
Lack of telework program (8)	3	4.29%
Limited opportunities for career advancement (9)	8	11.43%
Office/workspace unsatisfactory (dirty, heating/cooling, leaks, etc.) (10)	3	4.29%
Pay not competitive (11)	3	4.29%
Promotional opportunity elsewhere (12)	8	11.43%
Workload too heavy (13)	1	1.43%
Workload too light (14)	1	1.43%
Work too challenging (15)	0	0.00%
Work not challenging enough (16)	1	1.43%
Overall job dissatisfaction (17)	10	14.29%
Other	8	11.43%

12. Please feel free to provide any other comments or information related to your reasons for leaving ATC (optional):

(Responses to free text questions are not disclosed to protect privacy of respondents.)

13. I left ATC:

Answer	Count	Percentage
For a lateral position (similar pay) (A1)	22	31.43%
For a promotion (increase in pay) (A2)	40	57.14%
To retire (A3)	0	0.00%
To go back to school (A4)	2	2.86%
Other	6	8.57%

14. Where did you go?

Answer	Count	Percentage
ATEC/AEC (A1)	4	5.71%
Other Army organization (A2)	43	61.43%
Other DoD organization (A3)	12	17.14%
Other organization within the federal government (A4)	4	5.71%
Private Industry (A5)	5	7.14%
Academia (A6)	0	0.00%
Retirement (A7)	0	0.00%
Other	2	2.86%

15. Did you have to relocate for your new job after leaving ATC?

Answer	Count	Percentage
No, the job was located at APG (A1)	46	65.71%
No, the job was not on APG, but within commuting distance (A2)	10	14.29%
Yes, I relocated (A3)	11	15.71%
N/A (I retired or no longer work) (A4)	1	1.43%
Other	2	2.86%

16. What is your current GS equivalent?

Answer	Count	Percentage
SES (1)	0	0.00%
GS-15 (14)	5	7.14%
GS-14 (2)	12	17.14%
GS-13 (3)	30	42.86%
GS-12 (4)	15	21.43%
GS-11 (5)	3	4.29%
GS-10 (6)	0	0.00%
GS-9 (7)	4	5.71%
GS-8 (8)	0	0.00%
GS-7 or lower (9)	0	0.00%
N/A (10)	1	1.43%

17. How would you describe your overall satisfaction with your current job? [Overall Satisfaction]

Answer	Count	Percentage
Very Satisfied (A1)	32	45.71%
Satisfied (A2)	32	45.71%
Neither Satisfied nor Dissatisfied (A3)	5	7.14%
Dissatisfied (A4)	1	1.43%
Very Dissatisfied (A5)	0	0.00%

18. In general, indicate how important each of the following is to your overall job satisfaction. [Relationships with Coworkers]

Answer	Count	Percentage
Extremely Important (A1)	23	32.86%
Very Important (A2)	25	35.71%
Important (A3)	20	28.57%
Slightly Important (A4)	1	1.43%
Not Important (A5)	1	1.43%

18. In general, indicate how important each of the following is to your overall job satisfaction.

[Recognition/Awards]

Answer	Count	Percentage
Extremely Important (A1)	7	10.00%
Very Important (A2)	17	24.29%
Important (A3)	28	40.00%
Slightly Important (A4)	14	20.00%
Not Important (A5)	4	5.71%

18. In general, indicate how important each of the following is to your overall job satisfaction. [Salary]

Answer	Count	Percentage
Extremely Important (A1)	18	25.71%
Very Important (A2)	34	48.57%
Important (A3)	18	25.71%
Slightly Important (A4)	0	0.00%
Not Important (A5)	0	0.00%

18. In general, indicate how important each of the following is to your overall job satisfaction. [Quality of Leadership]

Answer	Count	Percentage
Extremely Important (A1)	40	57.14%
Very Important (A2)	26	37.14%
Important (A3)	4	5.71%
Slightly Important (A4)	0	0.00%
Not Important (A5)	0	0.00%

18. In general, indicate how important each of the following is to your overall job satisfaction. [Opportunities for Career Advancement]

Answer	Count	Percentage
Extremely Important (A1)	37	52.86%
Very Important (A2)	25	35.71%
Important (A3)	8	11.43%
Slightly Important (A4)	0	0.00%
Not Important (A5)	0	0.00%

18. In general, indicate how important each of the following is to your overall job satisfaction. [Meaningful Mission]

Answer	Count	Percentage
Extremely Important (A1)	27	38.57%
Very Important (A2)	31	44.29%
Important (A3)	11	15.71%
Slightly Important (A4)	1	1.43%
Not Important (A5)	0	0.00%

18. In general, indicate how important each of the following is to your overall job satisfaction. [Flexibility of Work Schedule]

Answer	Count	Percentage
Extremely Important (A1)	19	27.14%
Very Important (A2)	24	34.29%
Important (A3)	26	37.14%
Slightly Important (A4)	1	1.43%
Not Important (A5)	0	0.00%

18. In general, indicate how important each of the following is to your overall job satisfaction. [Challenging Work]

Answer	Count	Percentage
Extremely Important (A1)	17	24.29%
Very Important (A2)	41	58.57%
Important (A3)	12	17.14%
Slightly Important (A4)	0	0.00%
Not Important (A5)	0	0.00%

19. Are you authorized to telework in your current position?

Answer	Count	Percentage
Yes, and I generally telework 2 or more days each week (A1)	5	7.14%
Yes, and I generally telework 1 day each week (A2)	12	17.14%
Yes, I am authorized situational telework (A3)	28	40.00%
Yes, but I prefer not to telework (A4)	13	18.57%
No, I am not authorized to telework (A5)	12	17.14%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Opportunities for Career Advancement]

Answer	Count	Percentage
ATC (A1)	2	2.86%
Current Organization (A2)	54	77.14%
About the same (A3)	10	14.29%
I'm not sure (A4)	4	5.71%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Organizational Processes]

Answer	Count	Percentage
ATC (A1)	15	21.43%
Current Organization (A2)	39	55.71%
About the same (A3)	12	17.14%
I'm not sure (A4)	4	5.71%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Employee Training]

Answer	Count	Percentage
ATC (A1)	7	10.00%
Current Organization (A2)	42	60.00%
About the same (A3)	18	25.71%
I'm not sure (A4)	3	4.29%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Work/Life Balance]

Answer	Count	Percentage
ATC (A1)	4	5.71%
Current Organization (A2)	44	62.86%
About the same (A3)	19	27.14%
I'm not sure (A4)	3	4.29%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Chain of Command Support]

Answer	Count	Percentage
ATC (A1)	2	2.86%
Current Organization (A2)	50	71.43%
About the same (A3)	12	17.14%
I'm not sure (A4)	6	8.57%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Teamwork & Coworker Support]

Answer	Count	Percentage
ATC (A1)	12	17.14%
Current Organization (A2)	39	55.71%
About the same (A3)	17	24.29%
I'm not sure (A4)	2	2.86%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Facilities, Infrastructure, & Equipment]

Answer	Count	Percentage
ATC (A1)	1	1.43%
Current Organization (A2)	56	80.00%
About the same (A3)	11	15.71%
I'm not sure (A4)	2	2.86%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Wellness/Fitness Programs]

Answer	Count	Percentage
ATC (A1)	3	4.29%
Current Organization (A2)	44	62.86%
About the same (A3)	15	21.43%
I'm not sure (A4)	8	11.43%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Effective Communication]

Answer	Count	Percentage
ATC (A1)	3	4.29%
Current Organization (A2)	36	51.43%
About the same (A3)	28	40.00%
I'm not sure (A4)	3	4.29%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Meaningful Mission]

Answer	Count	Percentage
ATC (A1)	10	14.29%
Current Organization (A2)	18	25.71%
About the same (A3)	40	57.14%
I'm not sure (A4)	2	2.86%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Challenging Work]

Answer	Count	Percentage
ATC (A1)	10	14.29%
Current Organization (A2)	33	47.14%
About the same (A3)	25	35.71%
I'm not sure (A4)	2	2.86%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Accountability]

Answer	Count	Percentage
ATC (A1)	11	15.71%
Current Organization (A2)	33	47.14%
About the same (A3)	23	32.86%
I'm not sure (A4)	3	4.29%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Quality of Leadership]

Answer	Count	Percentage
ATC (A1)	2	2.86%
Current Organization (A2)	50	71.43%
About the same (A3)	13	18.57%
I'm not sure (A4)	5	7.14%

20. When comparing ATC to your current organization, please indicate which better supported you in the following areas: [Trust]

Answer	Count	Percentage
ATC (A1)	3	4.29%
Current Organization (A2)	47	67.14%
About the same (A3)	16	22.86%
I'm not sure (A4)	4	5.71%

21. In your opinion, which THREE of the following changes would have most significantly improved your job satisfaction at ATC?

Answer	Count	Percentage
More flexible work schedules (SQ001)	17	24.29%
Telework program (1)	15	21.43%
More opportunities to attend technical conferences and symposia (2)	4	5.71%
More opportunities for advanced education or training (3)	26	37.14%
Improved relationships/camaraderie amongst employees (4)	12	17.14%
Access to wellness/fitness programs (5)	4	5.71%
Access to a mentoring program (6)	15	21.43%
Improved/more efficient internal processes (7)	31	44.29%
More responsibility (8)	11	15.71%
Increased salary/grade structure (9)	47	67.14%
More challenging work (10)	15	21.43%
Other	20	28.57%

22. What recommendations/suggestions do you have for ATC to better retain high-performing employees?

(Responses to free text questions are not disclosed to protect privacy of respondents.)

23. What recommendations/suggestions do you have for current ATC employees who are considering leaving ATC?

(Responses to free text questions are not disclosed to protect privacy of respondents.)

24. If ATC were to offer you a position that would be a lateral move (no pay increase) from your current position, indicate the likelihood that you would accept.

Answer	Count	Percentage
Definitely accept (A1)	0	0.00%
Likely to accept (A2)	6	8.57%
Equal likelihood of accepting or rejecting the offer (A3)	13	18.57%
Unlikely to accept (A4)	17	24.29%
Would not accept (A5)	34	48.57%

25. If ATC were to offer you a position that would be a promotion (pay increase) from your current position, indicate the likelihood that you would accept.

Answer	Count	Percentage
Definitely accept (A1)	5	7.14%
Likely to accept (A2)	15	21.43%
Equal likelihood of accepting or rejecting the offer (A3)	21	30.00%
Unlikely to accept (A4)	18	25.71%
Would not accept (A5)	11	15.71%

THIS PAGE INTENTIONALLY LEFT BLANK

LIST OF REFERENCES

- ATC Management Support Division. (2016a). Gain/loss data [Unpublished data]. Aberdeen Proving Ground, MD: Author.
- ATC Management Support Division. (2016b). Manpower data [Unpublished data]. Aberdeen Proving Ground, MD: Author.
- Axten, C. (2015). Millennials at work: The advice of great leaders. *Defense AT&L Magazine*, March–April 2015, 50–54.
- Bodrick, COL M. (2015, October). U.S. Army Aberdeen Test Center annual MRTFB infrastructure readiness review. Presented to Dr. C. David Brown, Test Resource Management Center, Aberdeen Proving Ground, MD.
- Bodrick, COL M. (2016, May 05). *U.S. Army Aberdeen Test Center State of Command*. Presented to ATC Workforce, Aberdeen Proving Ground, MD.
- Booz Allen Hamilton. (2010, November). *Beneath the surface: Understanding attrition at your agency and why it matters*. Washington, DC: Partnership for Public Service.
- Booz Allen Hamilton. (2011, January). *Keeping Talent: Strategies for Retaining Valued Federal Employees*. Washington, DC: Partnership for Public Service.
- Coombs, A. (2014, June 13): *Effective leaders create healthy work environments*. [Interview]. Retrieved from <https://www.td.org/Publications/Magazines/The-Public-Manager/Archives/2014/Summer/Effective-Leaders-Create-Healthy-Work-Environments>
- FedScope data definitions. (n.d.). Retrieved September 1, 2016, from <https://www.fedscope.opm.gov/datadefn/>
- Glassman, R. (2015, June). Mission critical occupation (MCO) & technical competency results & retirement analysis. Presented to ATEC Human Capital Steering Committee, Aberdeen Proving Ground, MD.
- Hammill, G. (2015). Mixing and managing four generations of employees. *FDU Magazine*, Winter/Spring 2015, 1–7. Retrieved from <http://www.fdu.edu/newspubs/magazine/05ws/generations.htm>
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The Motivation to Work* (2nd ed.). New York: John Wiley.
- Herzberg, F. (1964). The motivation-hygiene concept and problems of manpower. *Personnel Administration*, 27(1): 3–7.

- Jenkins, A. (2009, April). Keeping the talent: Understanding the needs of engineers and scientists in the Defense Acquisition Workforce. *Defense Acquisition Review Journal*, 19–31.
- Kennedy, J. F. (1961, January). Annual message to the Congress on the state of union, Washington, D.C.: The White House.
- Kokkelinberg, L., Lapidus, R. (2012, July). *Site visit Report and Recommendations U.S. Army, Aberdeen Proving Ground Aberdeen Training Center (ATC)*. Aberdeen Proving Ground, MD: Author.
- London, J. (2015, September). Case study: Whirlpool's diverse talent retention strategy, diversity best practices. Retrieved from <http://www.diversitybestpractices.com/news-articles/case-study-whirlpools-diverse-talent-retention-strategy>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–96. Retrieved from <http://psychclassics.yorku.ca/Maslow/motivation.htm>
- Maslow, A. H. (1954). *Motivation and personality*. New York: Harper and Row. Retrieved from http://s-f-walker.org.uk/pubsebooks/pdfs/Motivation_and_Personality-Maslow.pdf
- Maslow's hierarchy of needs. (n.d.) In *Wikipedia*. Retrieved May 17, 2016, from https://en.wikipedia.org/wiki/Maslow%27s_hierarchy_of_needs
- Pearson, K. (2012). Case study: Leadership and employee retention. MBA Student Scholarship, Johnson & Wales University, Providence, RI.
- PwC. *Millennials at work: Reshaping the workplace*. (2011). Retrieved from <https://www.pwc.com/m1/en/services/consulting/documents/millennials-at-work.pdf>
- Taylor, K. (2016, March). *U.S. Army Test and Evaluation Command policy bulletin 5–16, command civilian acquisition workforce personnel demonstration Project Control Point* [Memorandum]. Aberdeen Proving Ground, MD: ATEC.
- U. S. Army Aberdeen Test Center. (n.d.). Retrieved February 5, 2016, from <http://www.atc.army.mil/>
- U. S. Army Test and Evaluation Command. (n.d.). Retrieved February 5, 2016, from <http://www.atec.army.mil/>

INITIAL DISTRIBUTION LIST

1. Defense Technical Information Center
Ft. Belvoir, Virginia
2. Dudley Knox Library
Naval Postgraduate School
Monterey, California