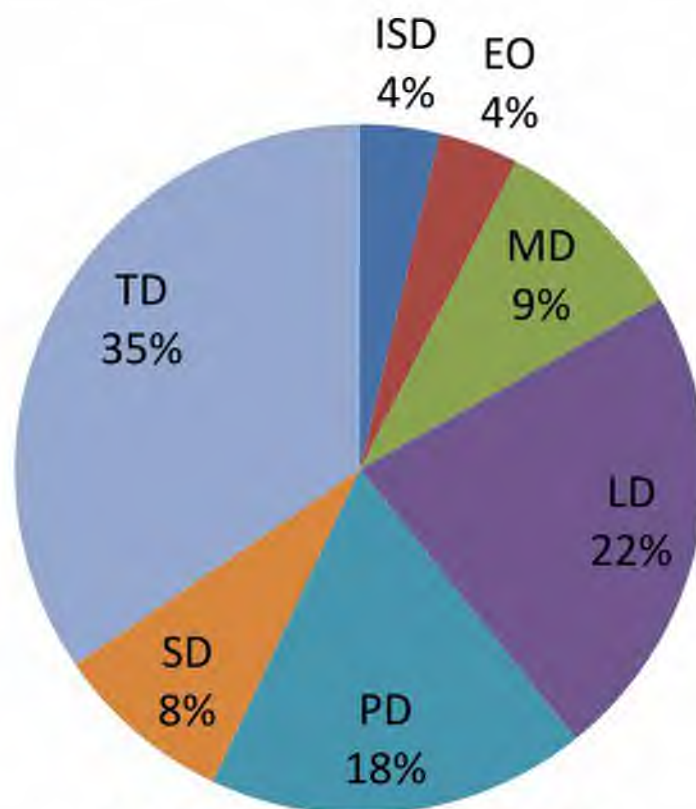


GRC Survey: Great Place to Work

Spring 2010

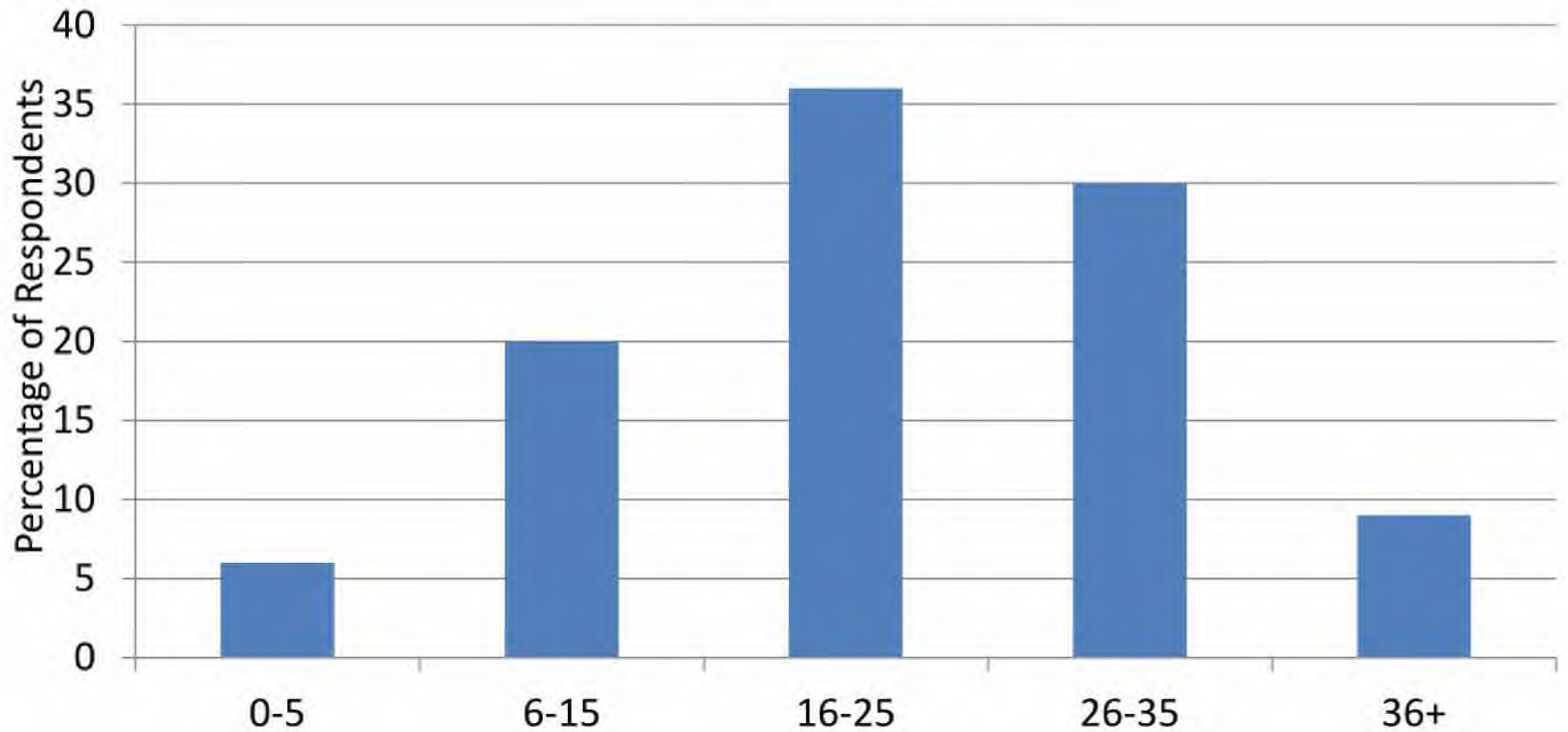
Demographics



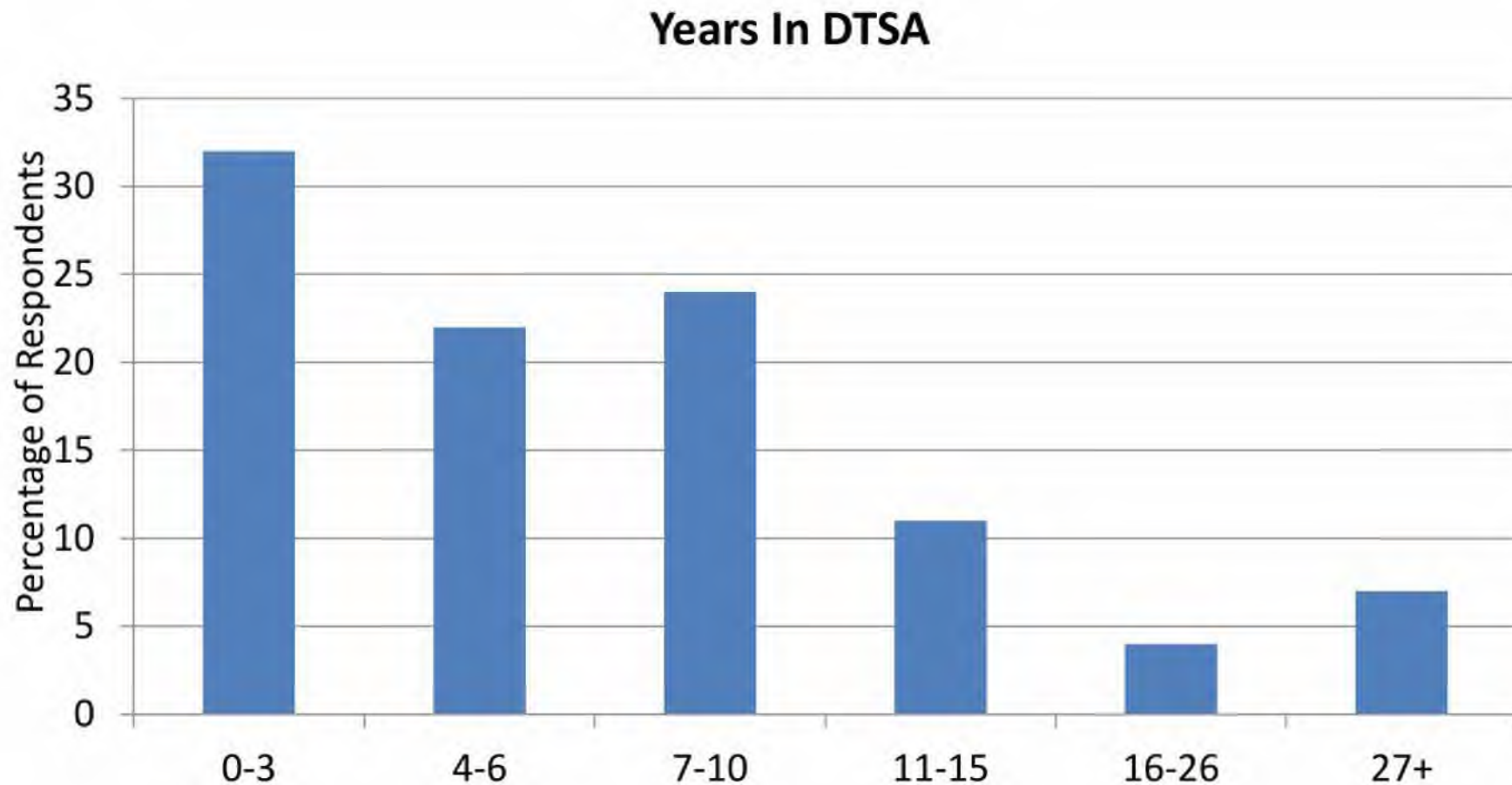
107 Total Respondents

Demographics

Years In Government

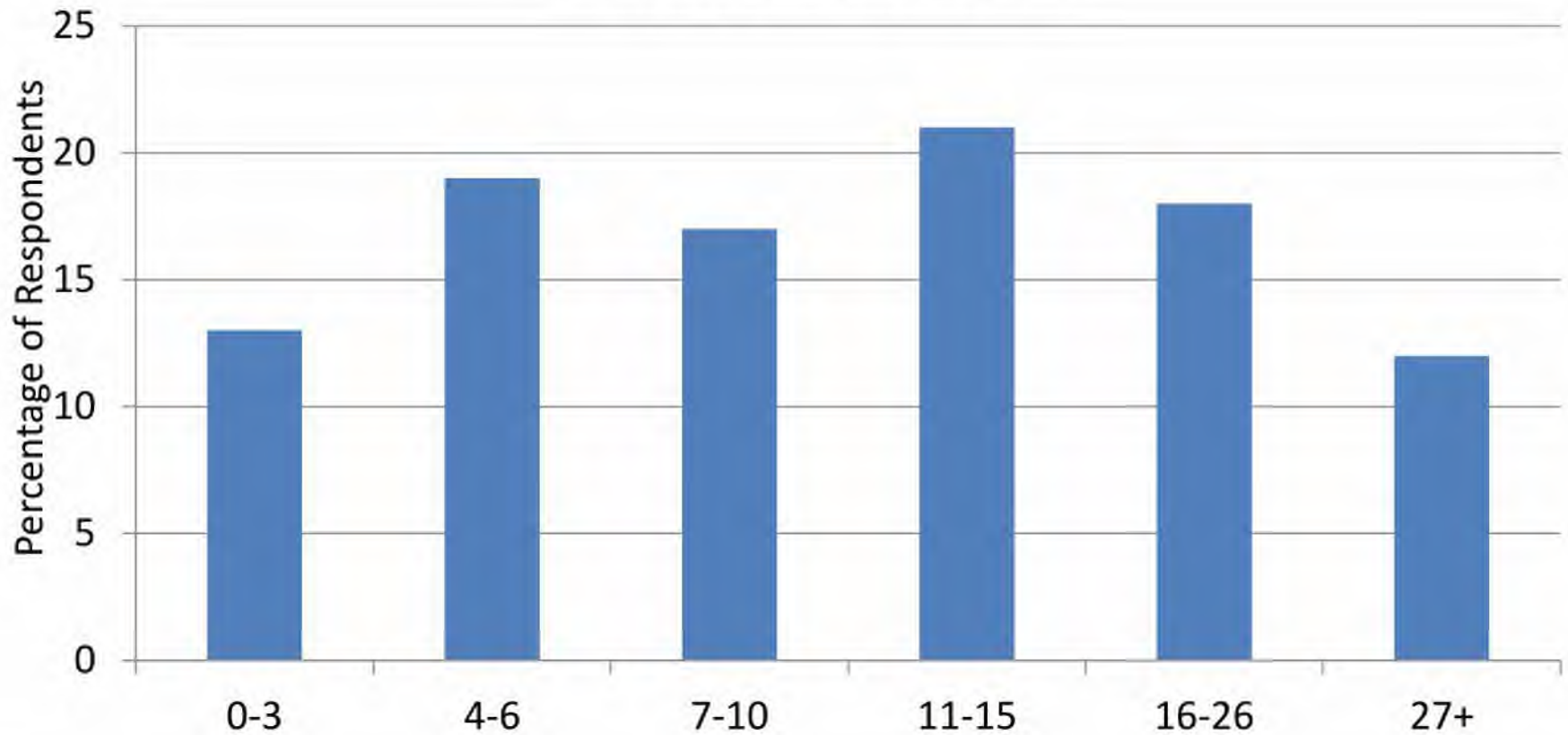


Demographics

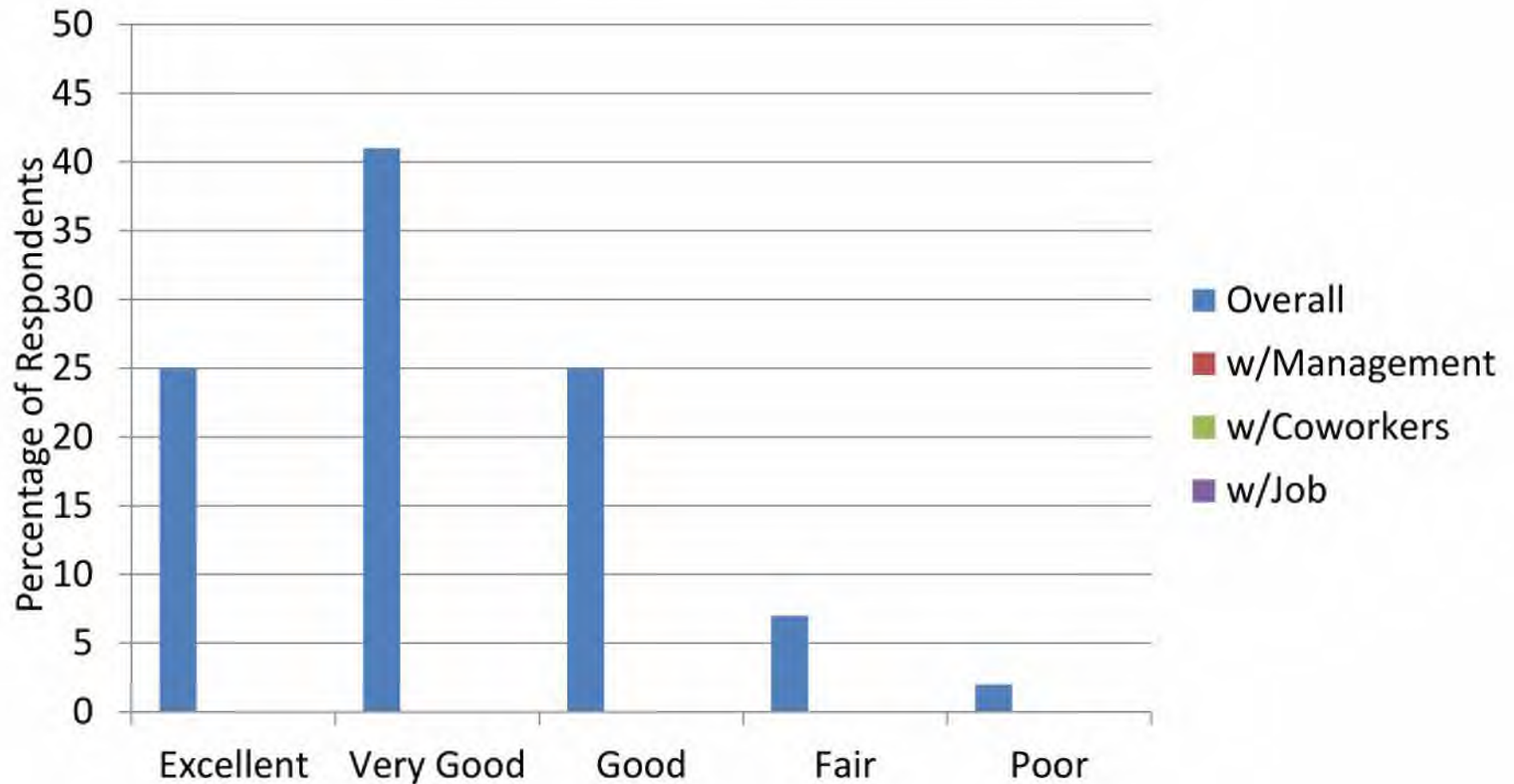


Demographics

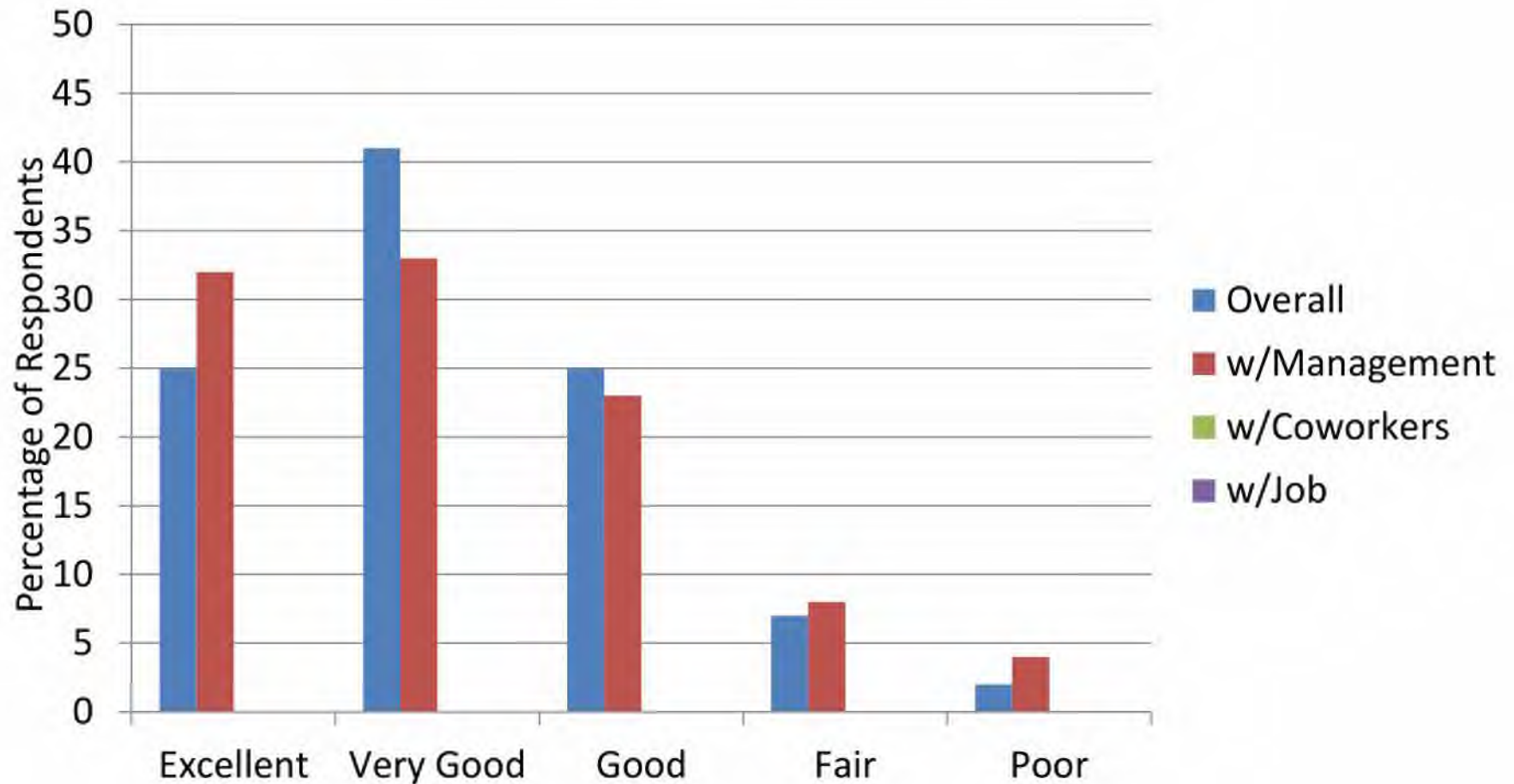
Years Before Retirement



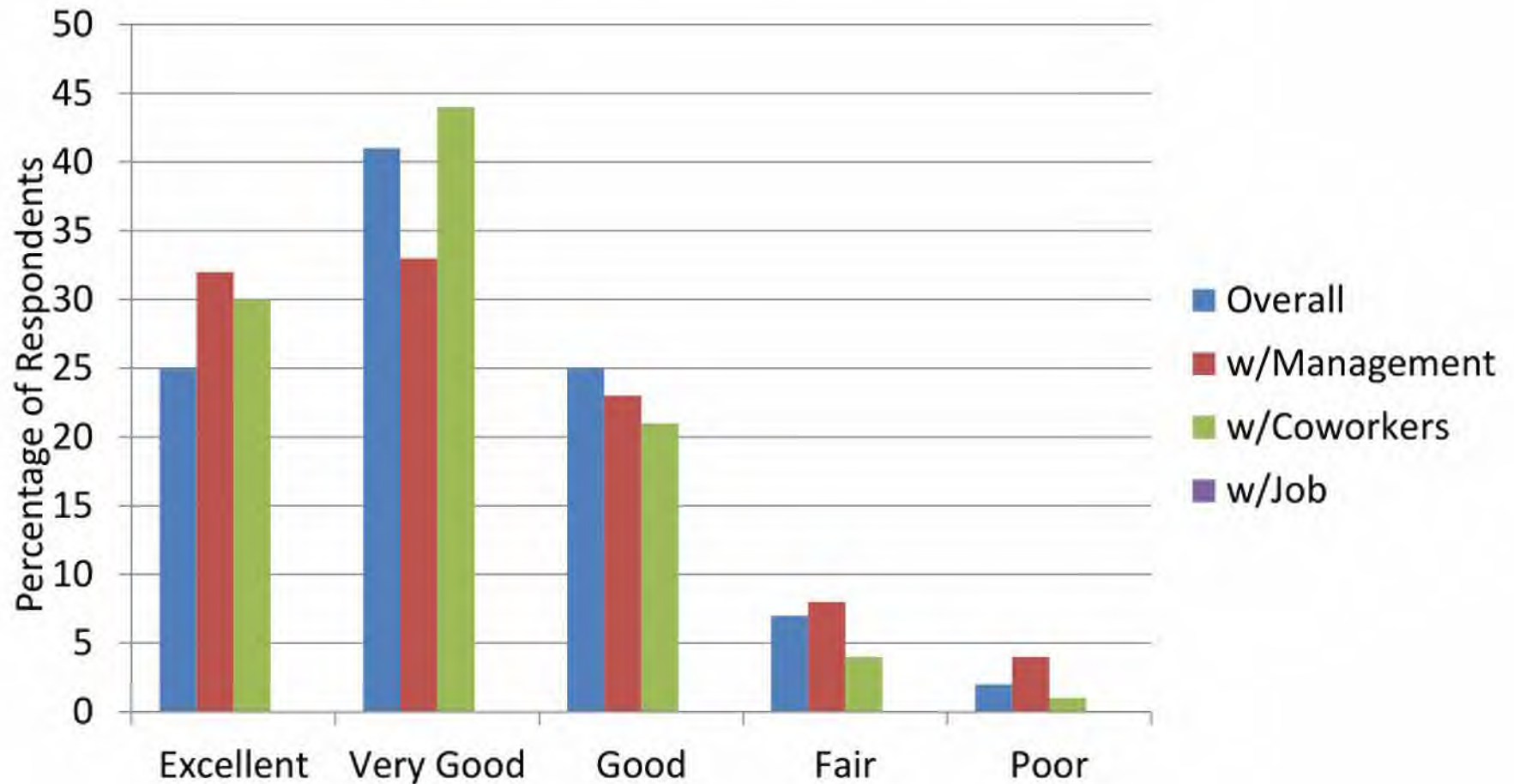
General Assessment



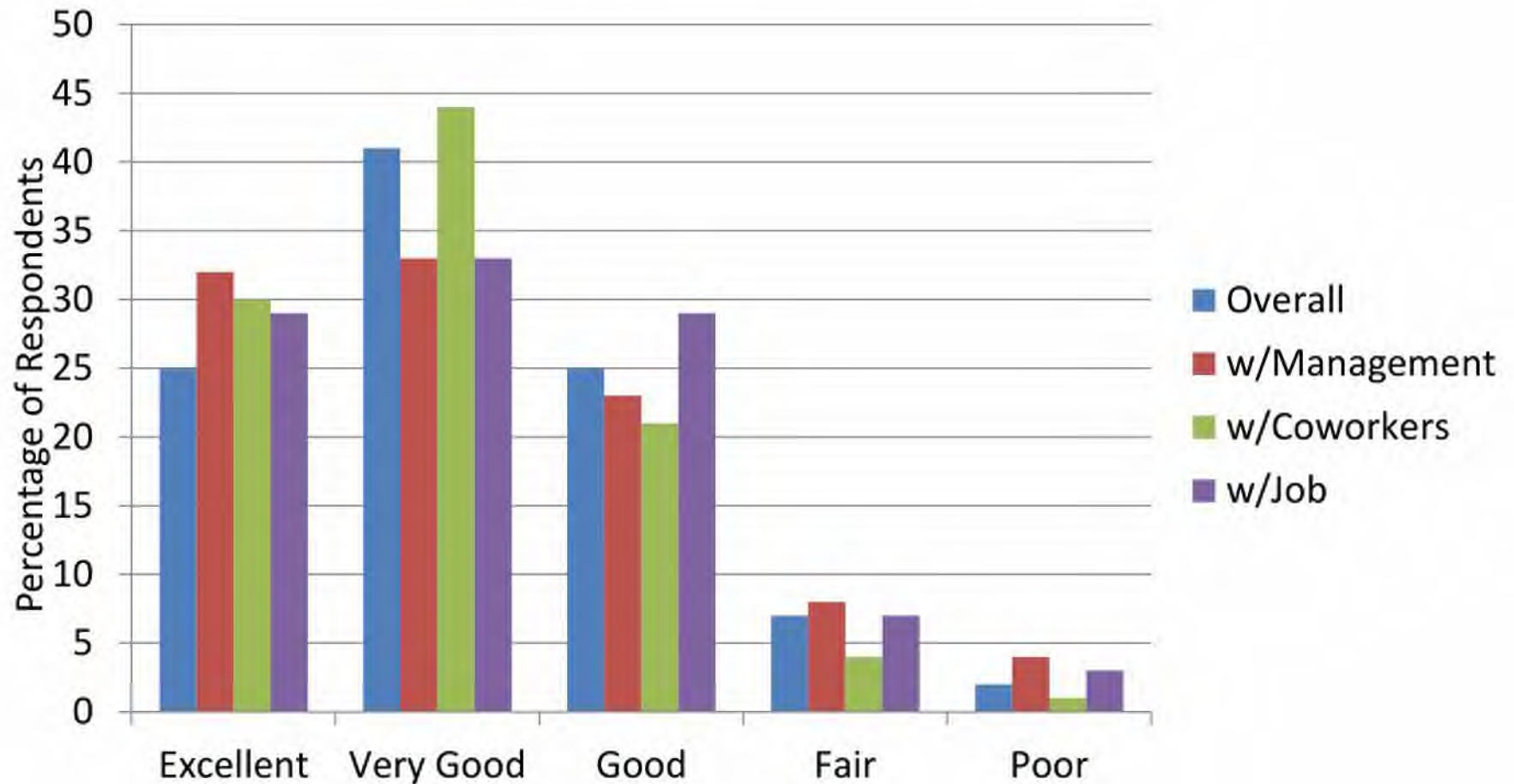
General Assessment



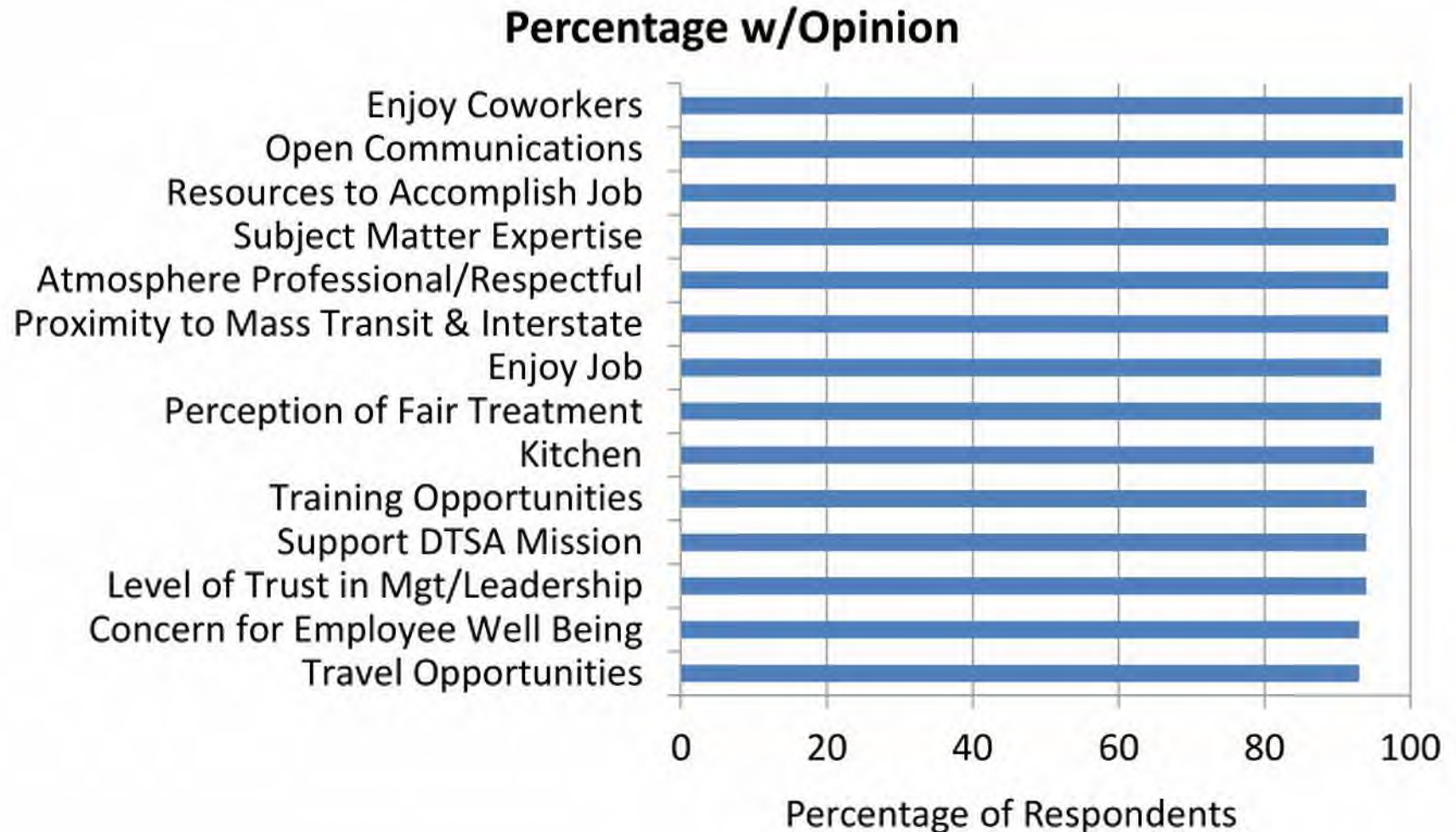
General Assessment



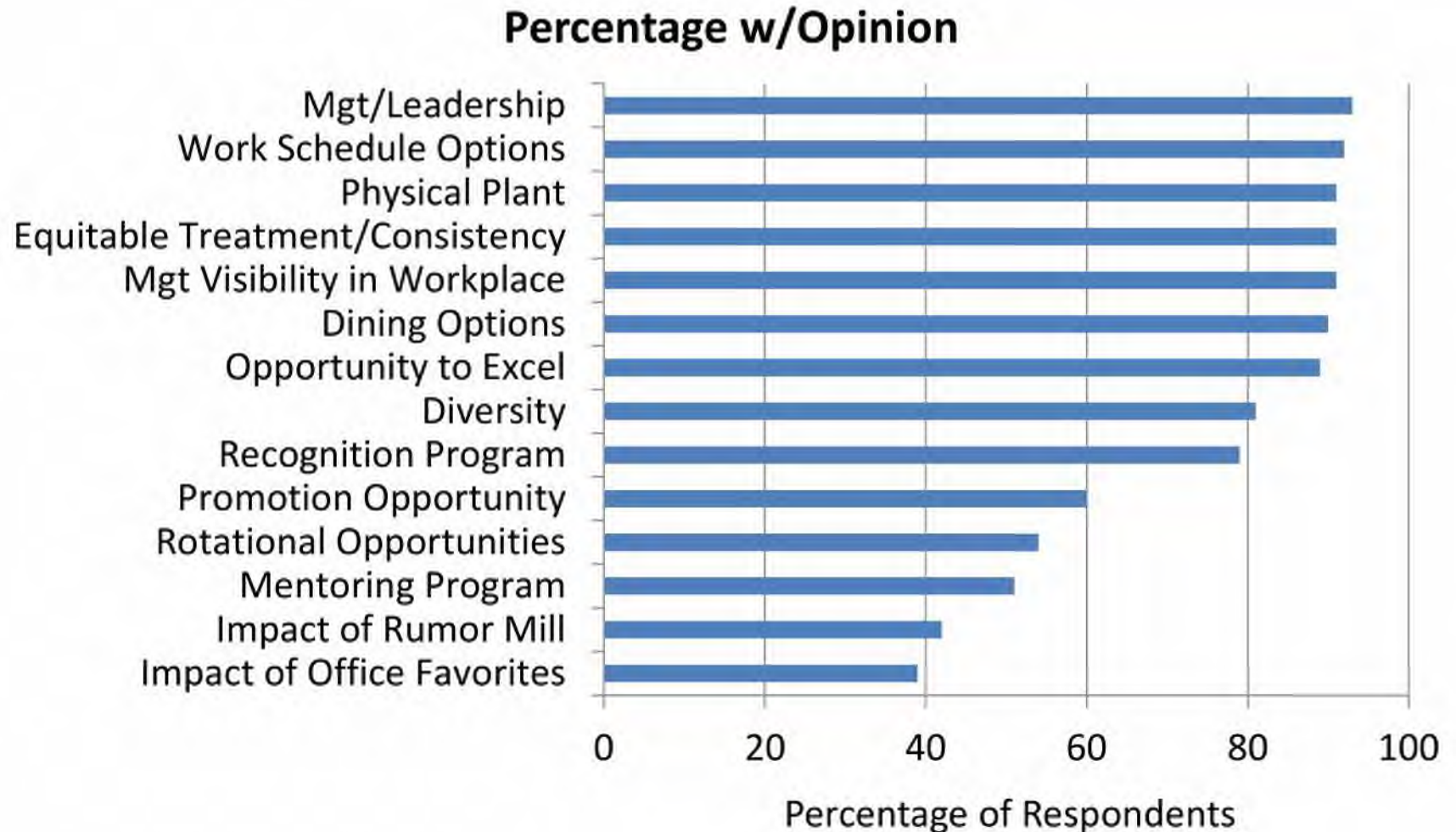
General Assessment



Detailed Assessment

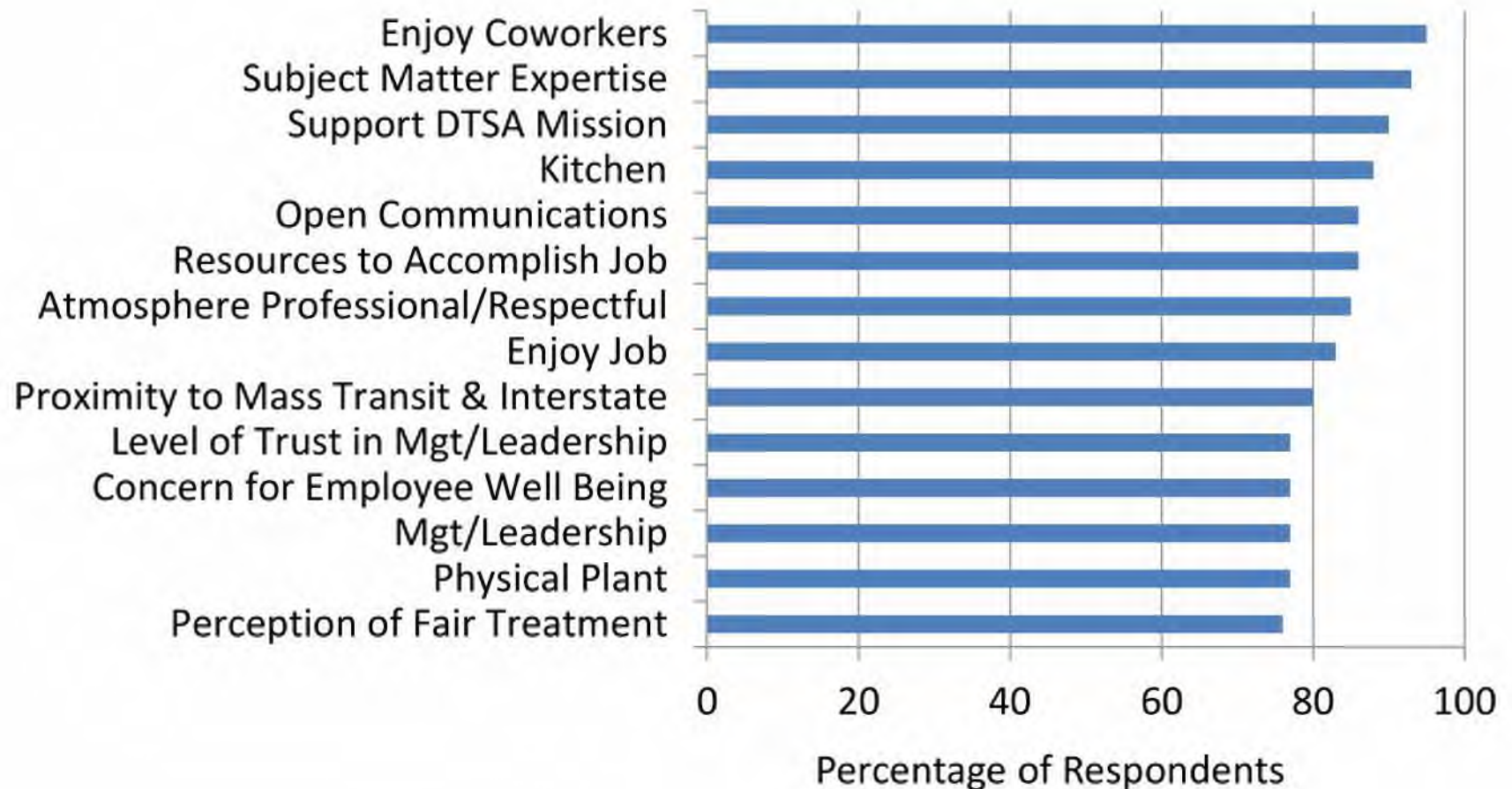


Detailed Assessment



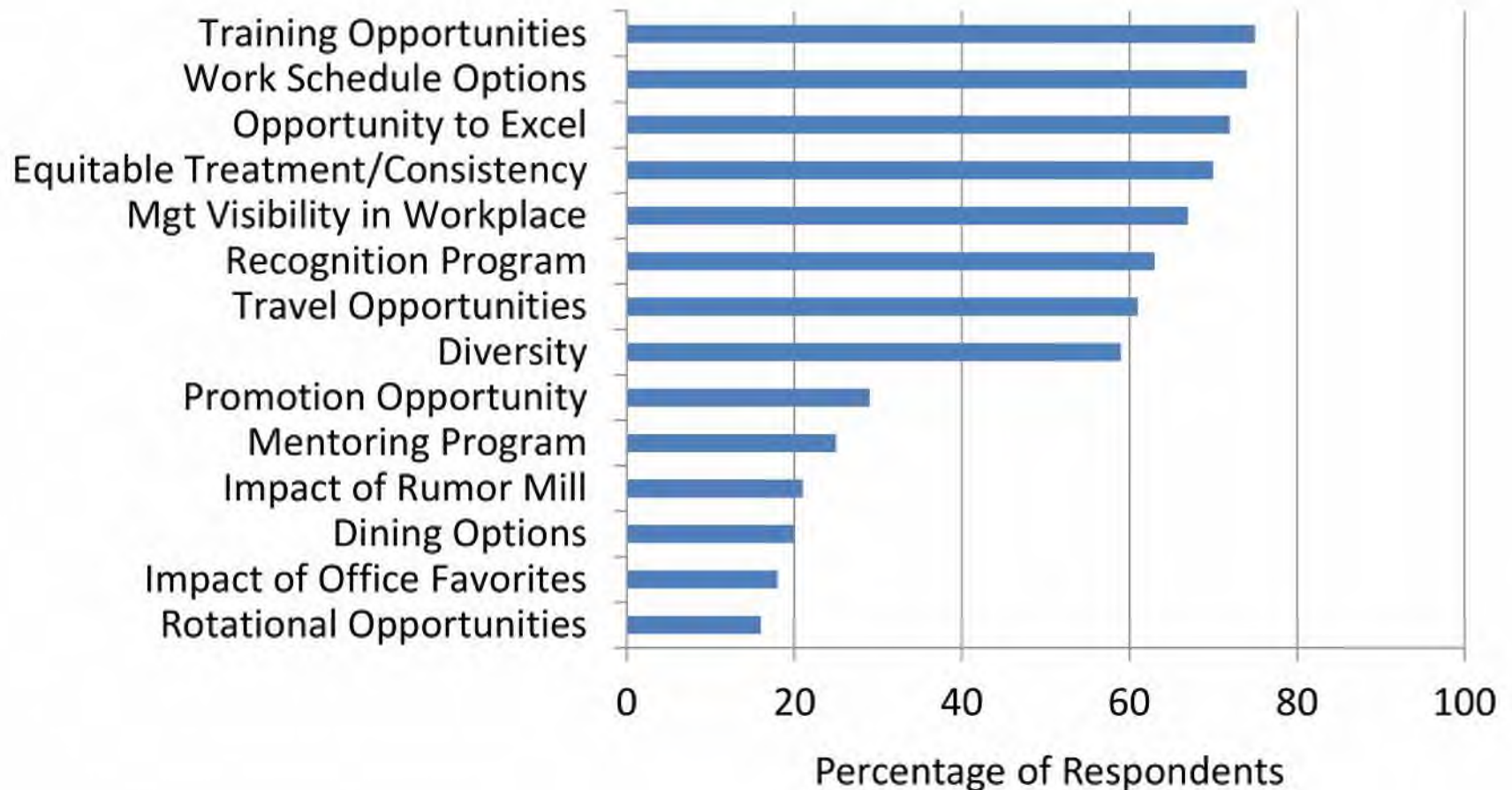
Detailed Assessment

Good/Agree or Better



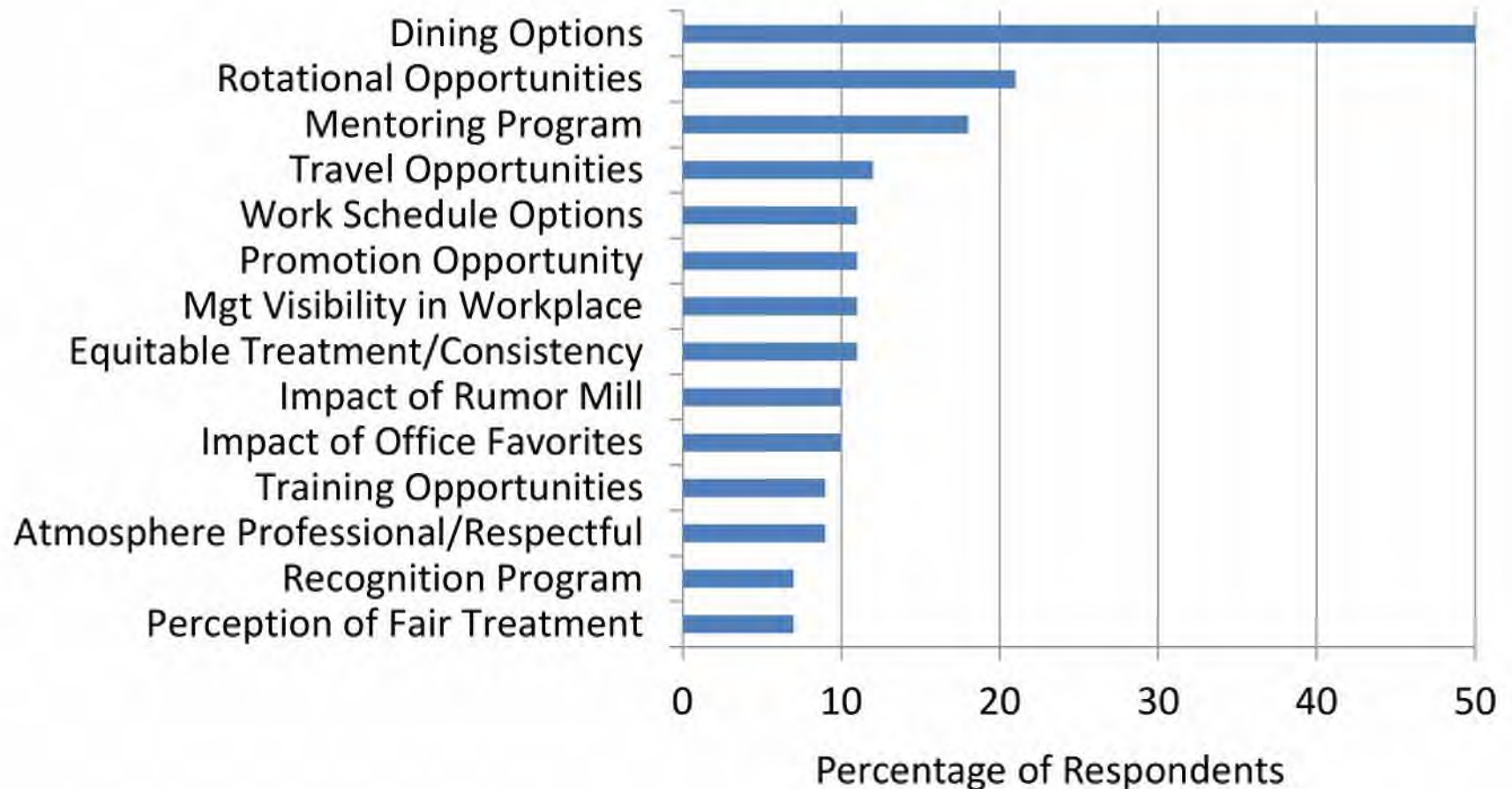
Detailed Assessment

Good/Agree or Better



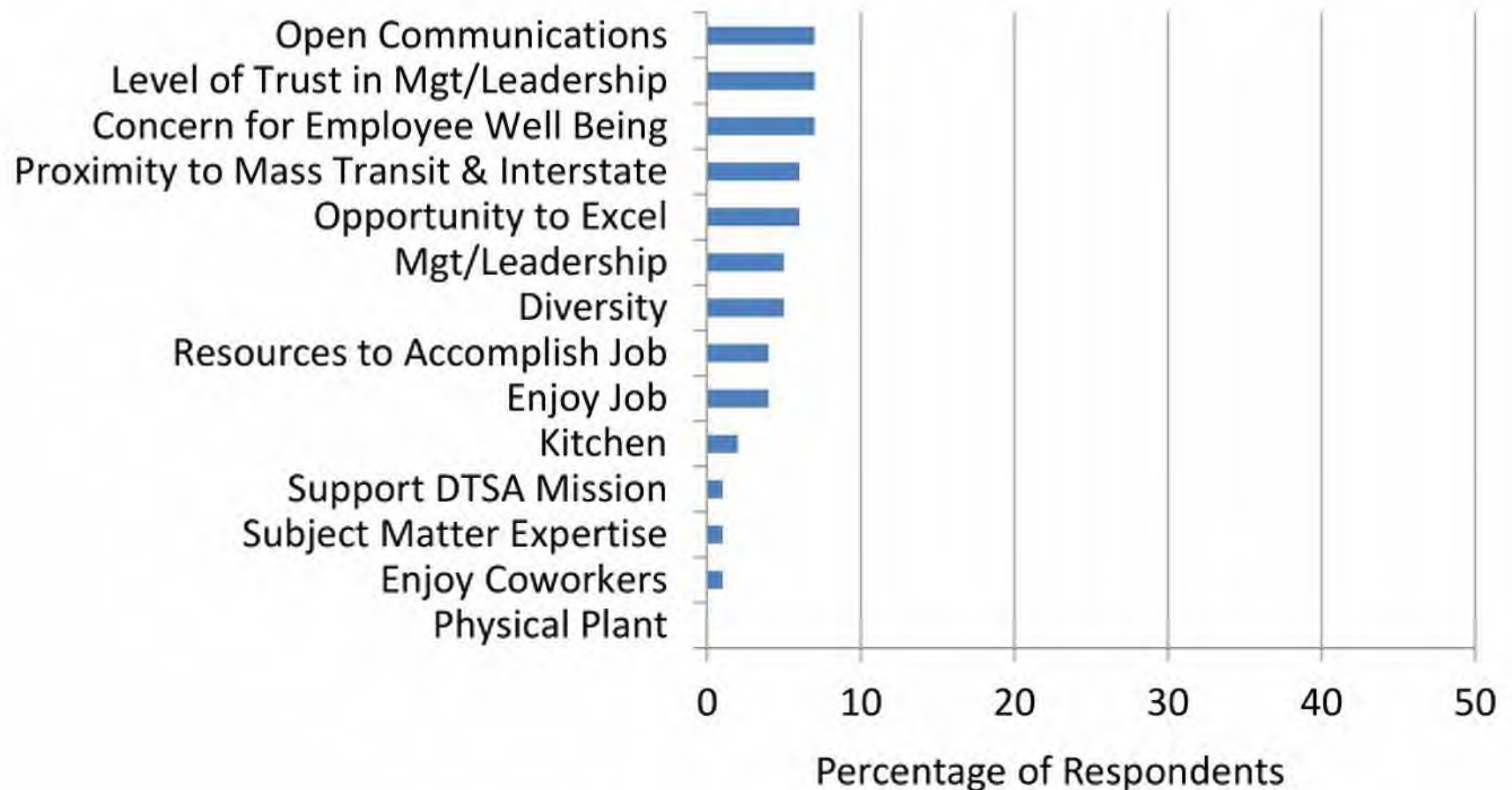
Detailed Assessment

Poor/Disagree or Worse



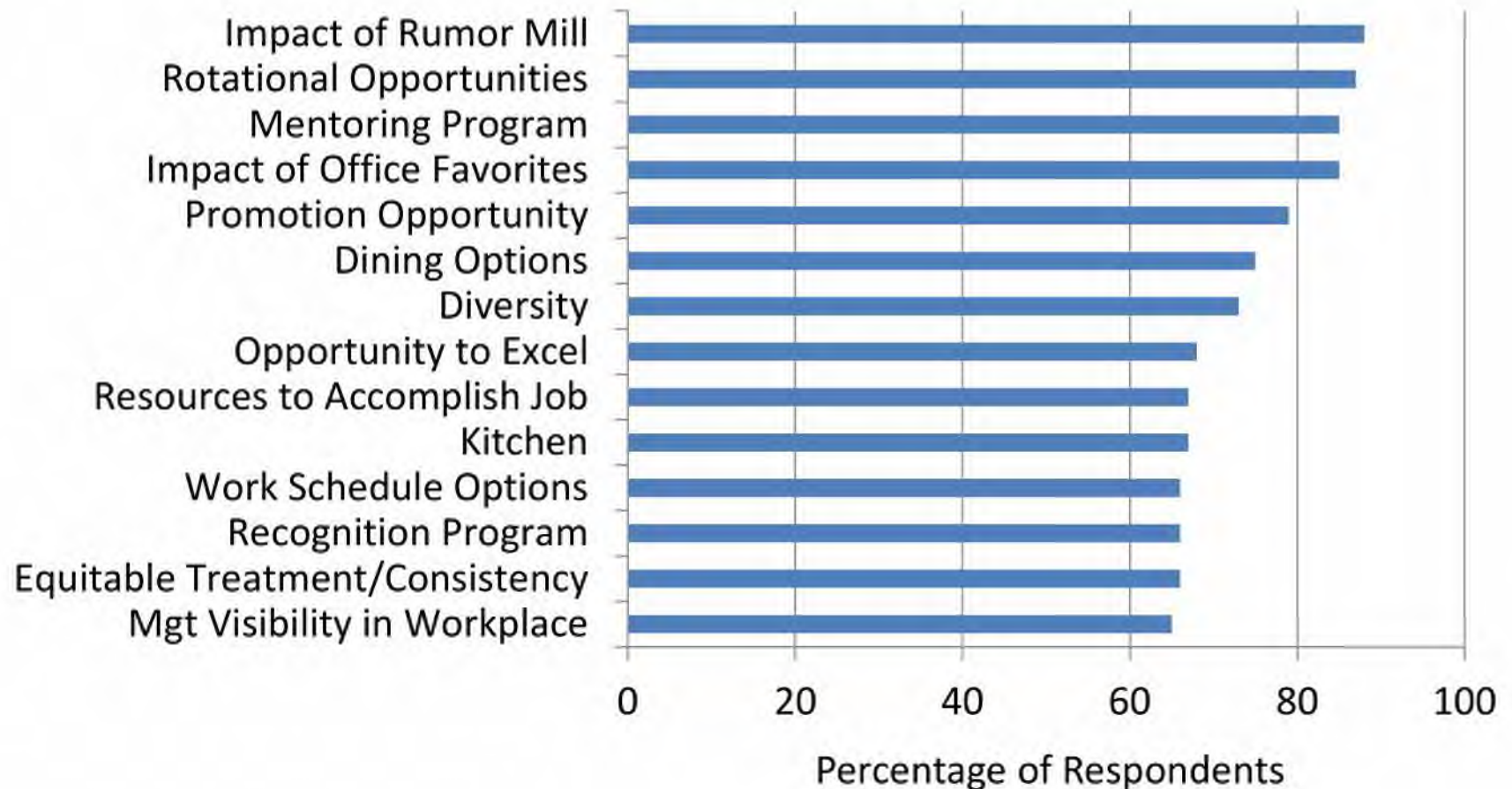
Detailed Assessment

Poor/Disagree or Worse



Detailed Assessment

Trend Neutral / No Opinion



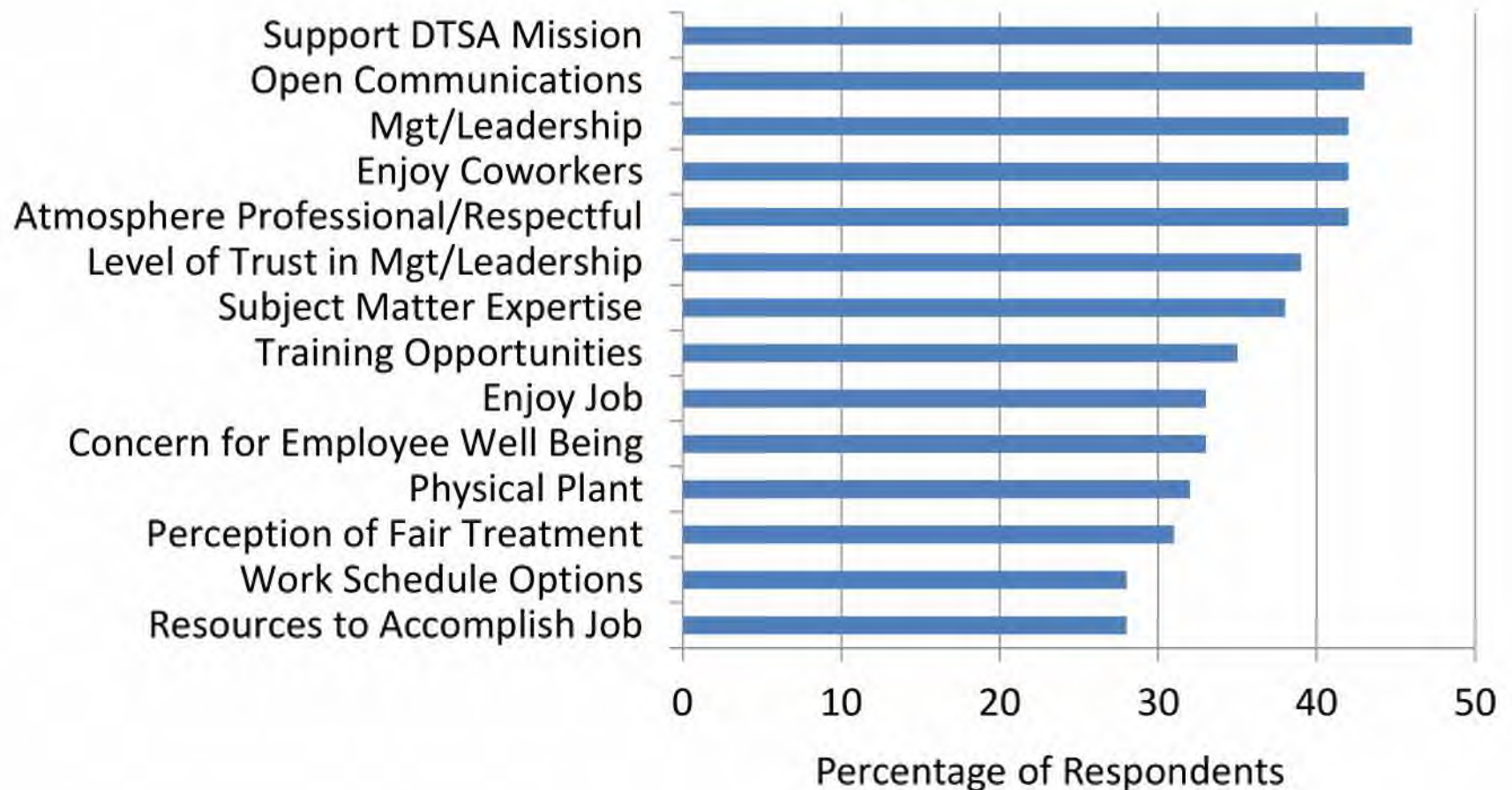
Detailed Assessment

Trend Neutral / No Opinion



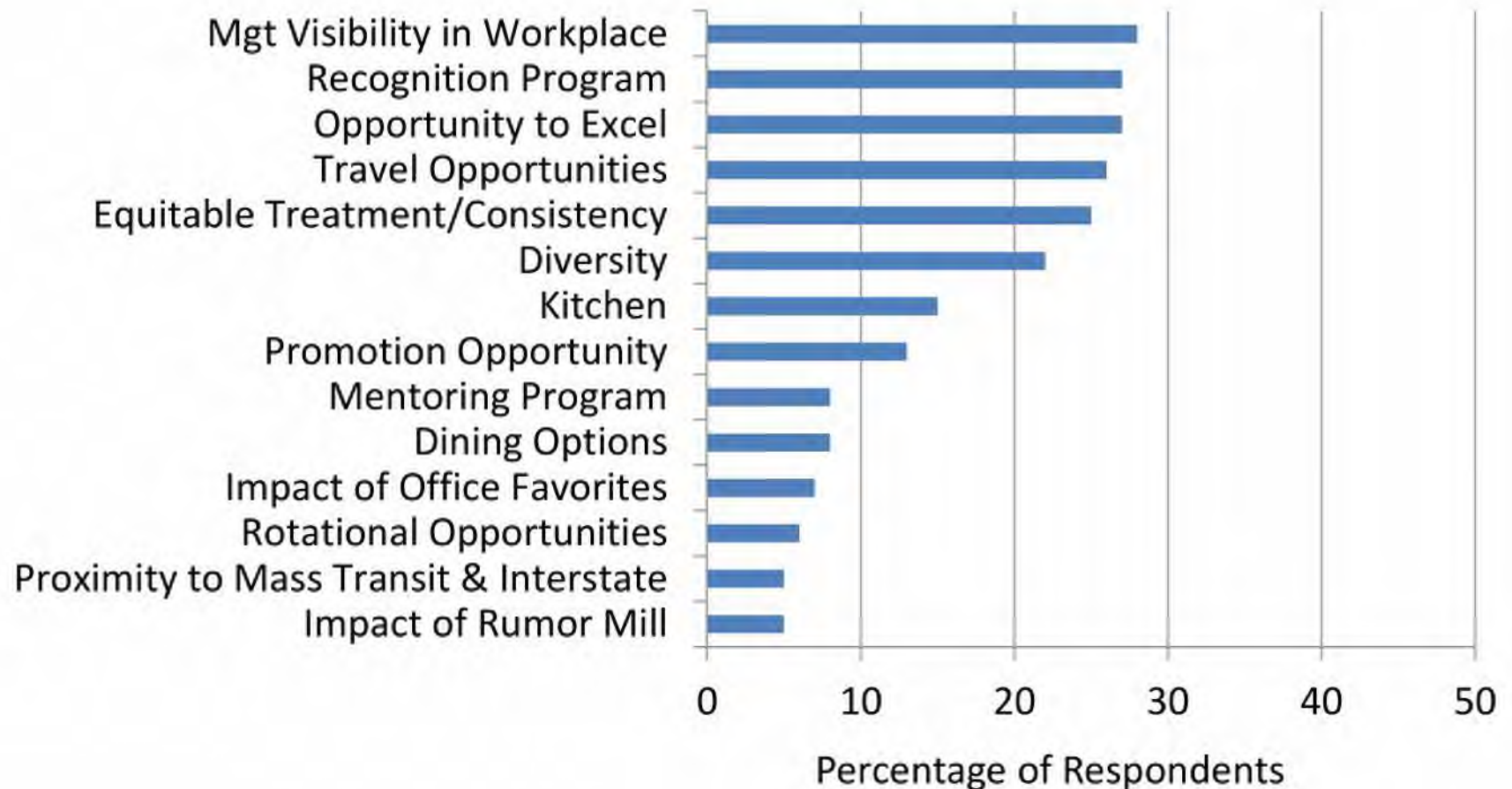
Detailed Assessment

Positive Trends



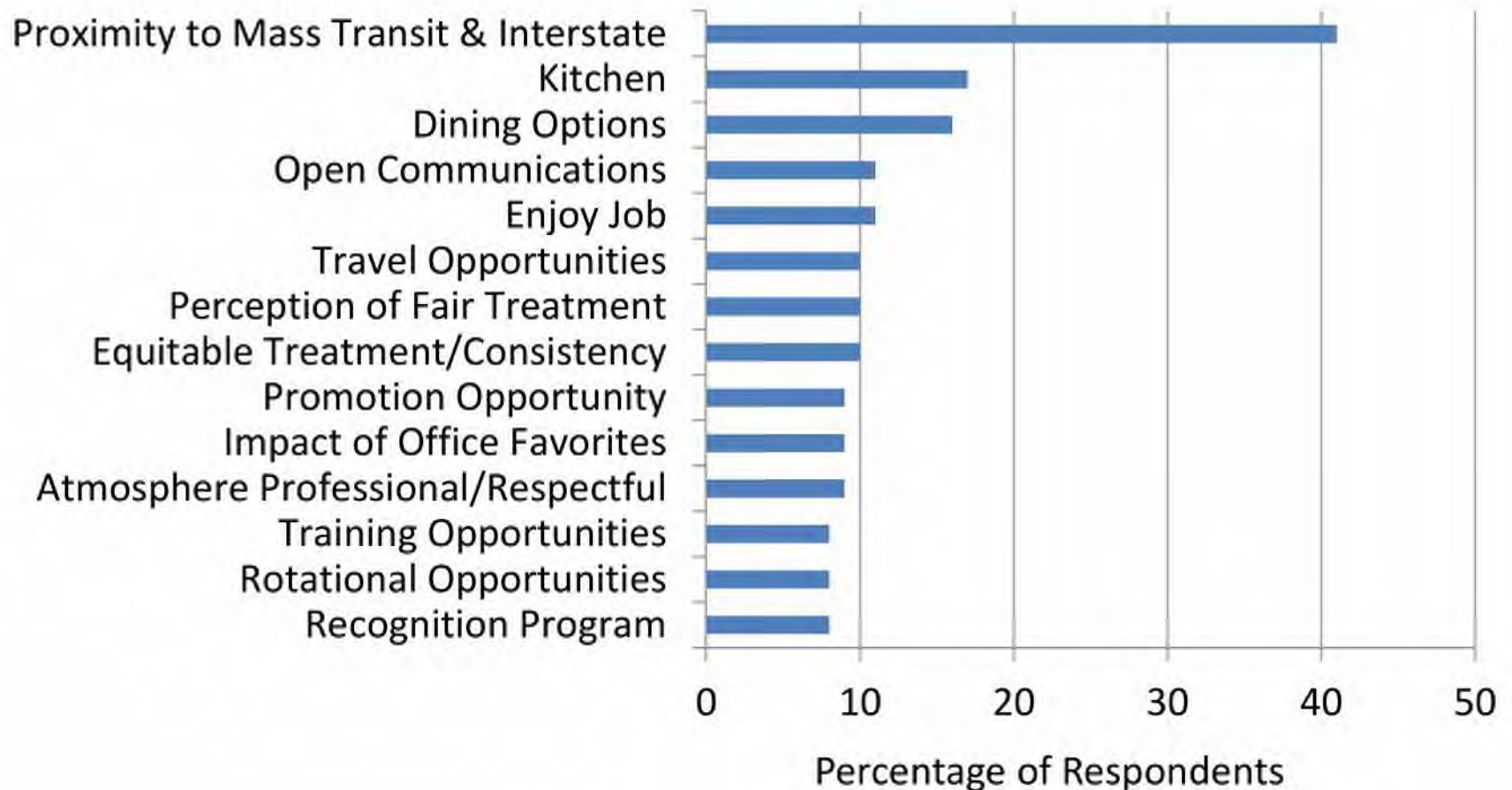
Detailed Assessment

Positive Trends



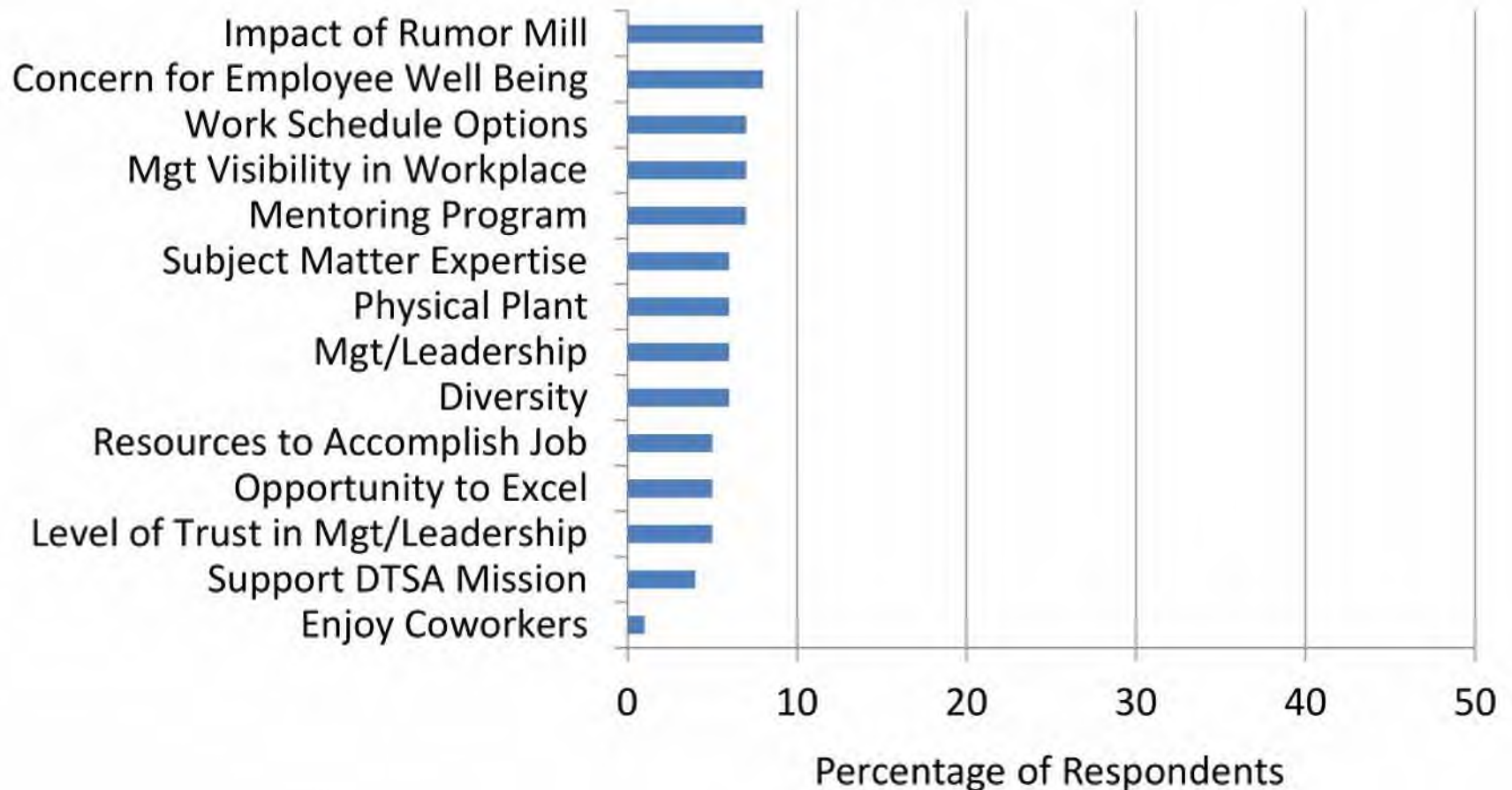
Detailed Assessment

Negative Trends



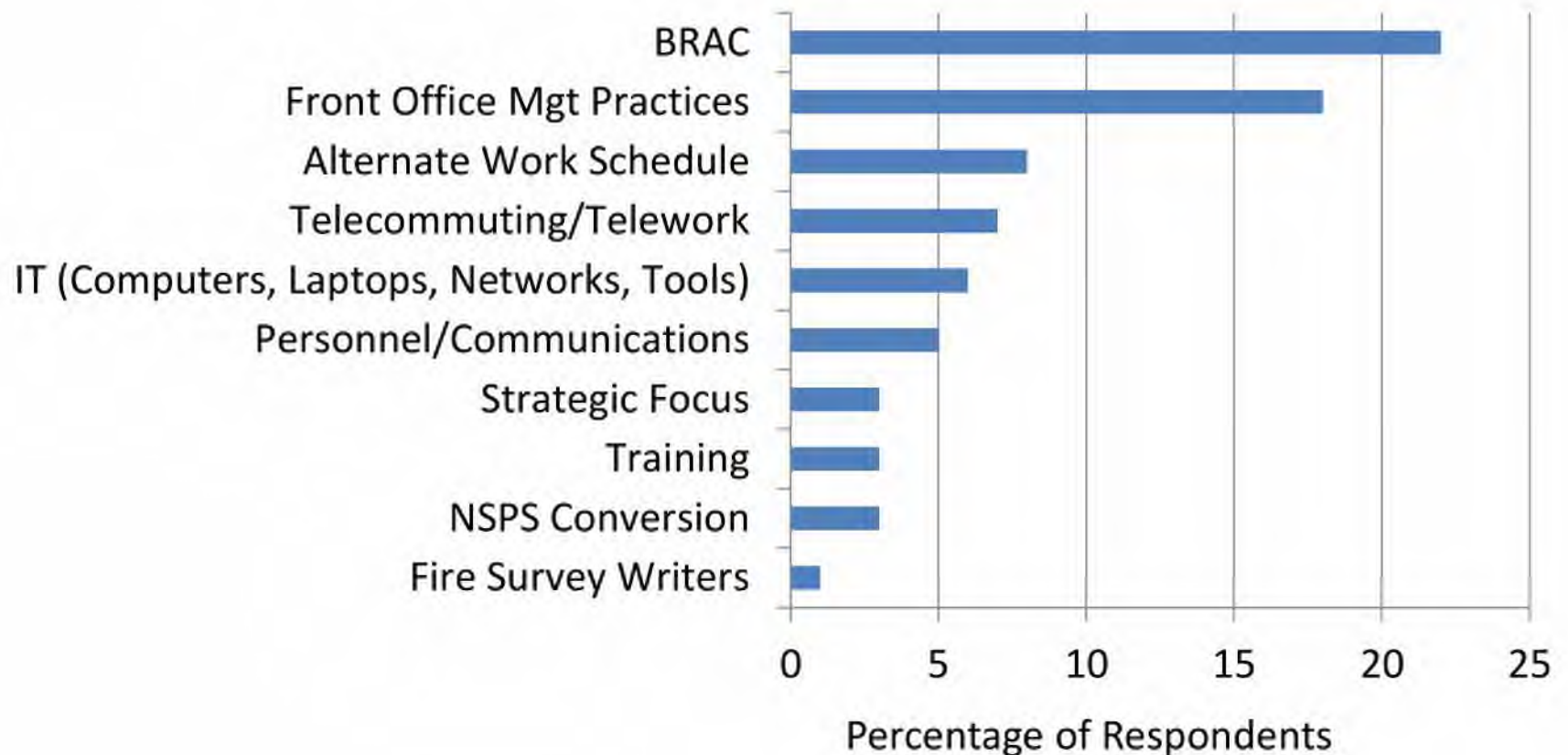
Detailed Assessment

Negative Trends



Final Question

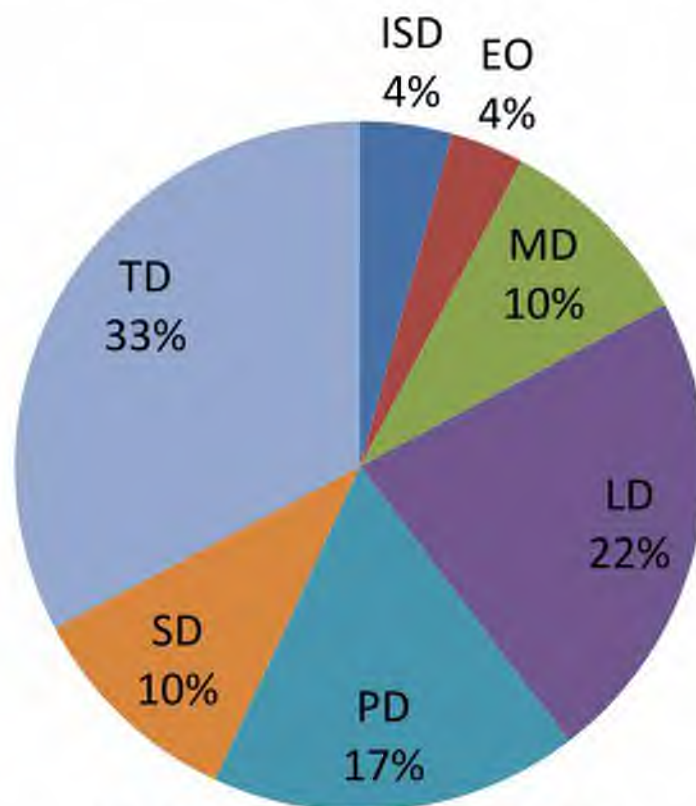
If you were the Director, what one thing would you change within your power?



GRC Survey: Empowerment

Spring 2010

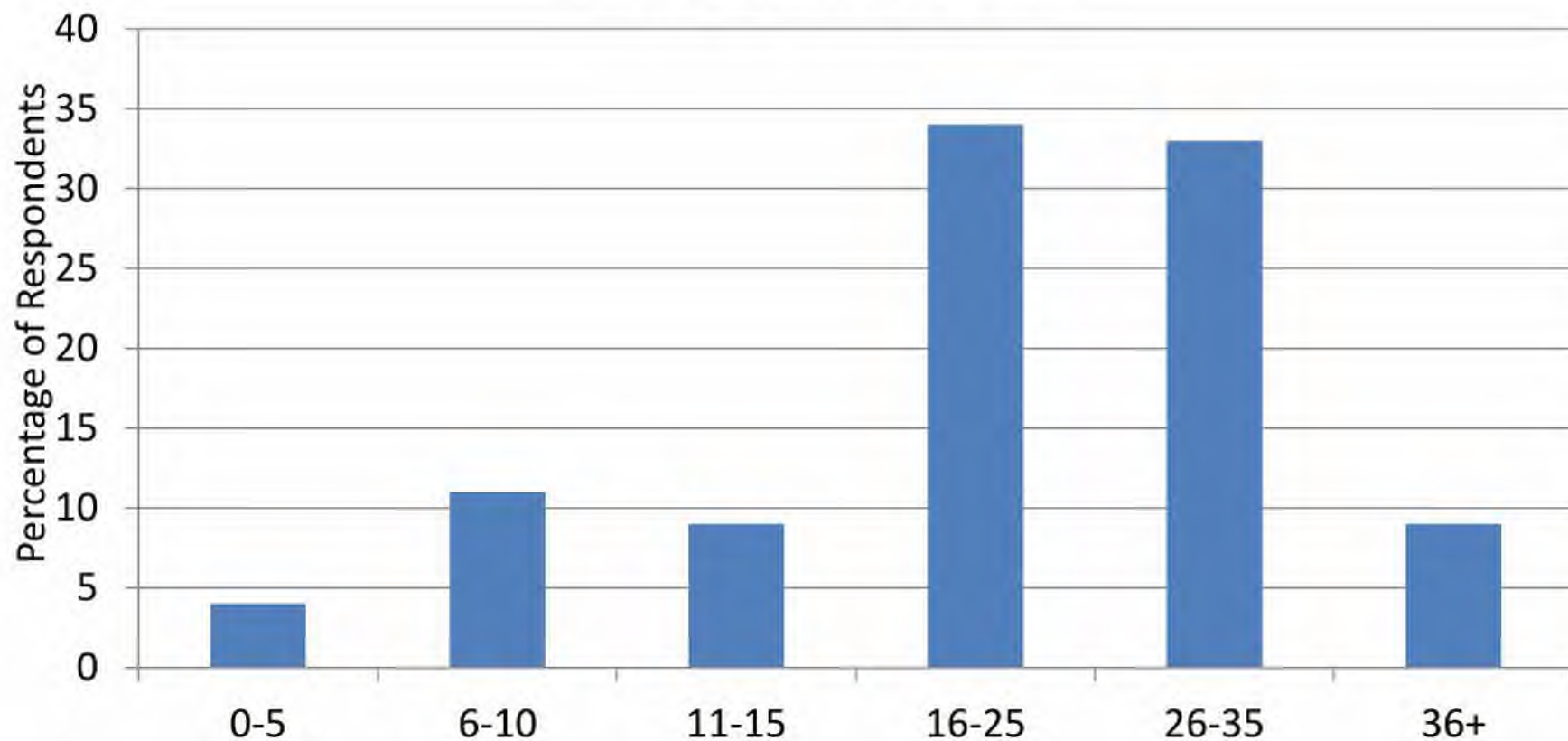
Demographics



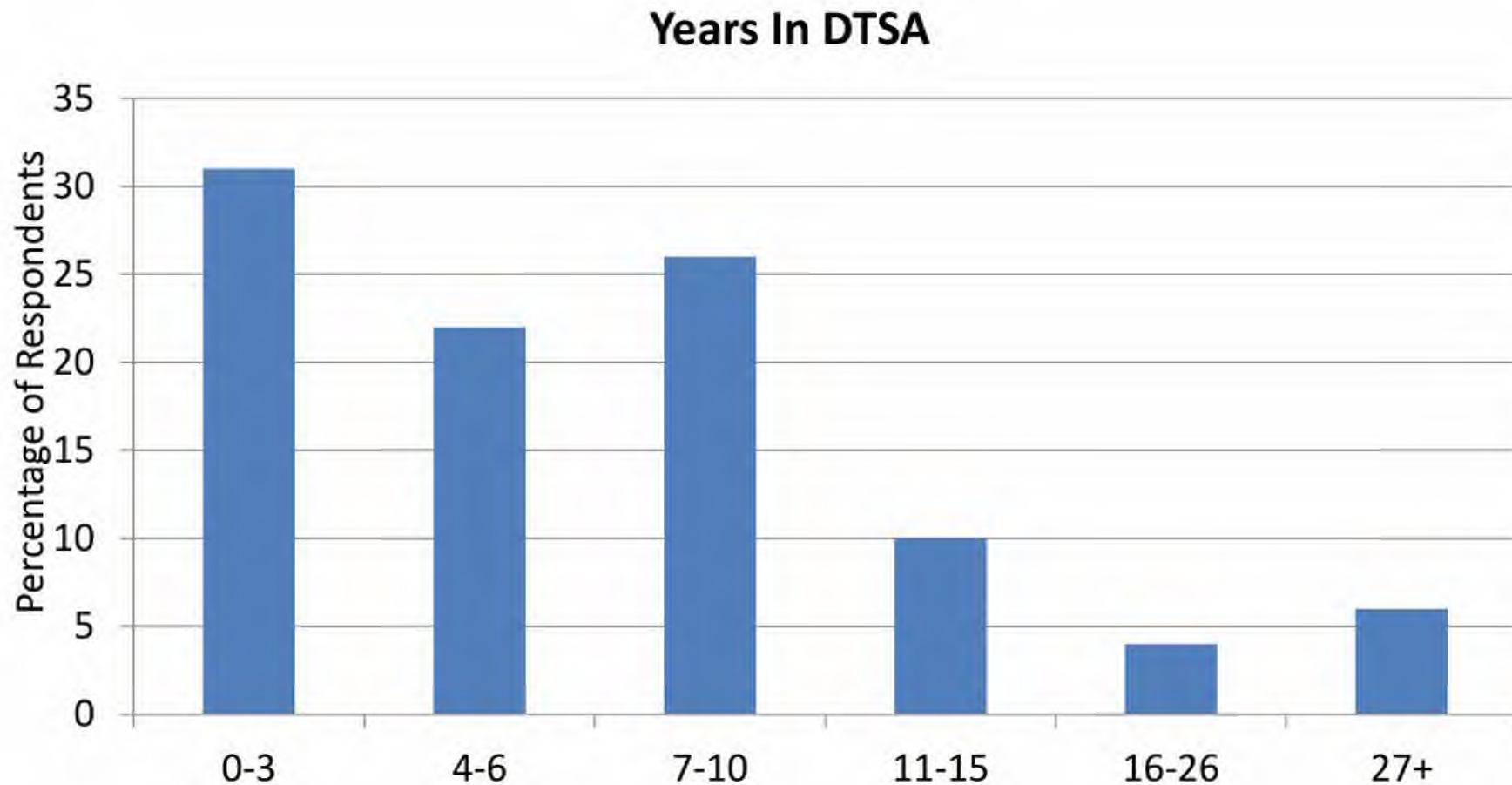
116 Total Respondents

Demographics

Years In Government

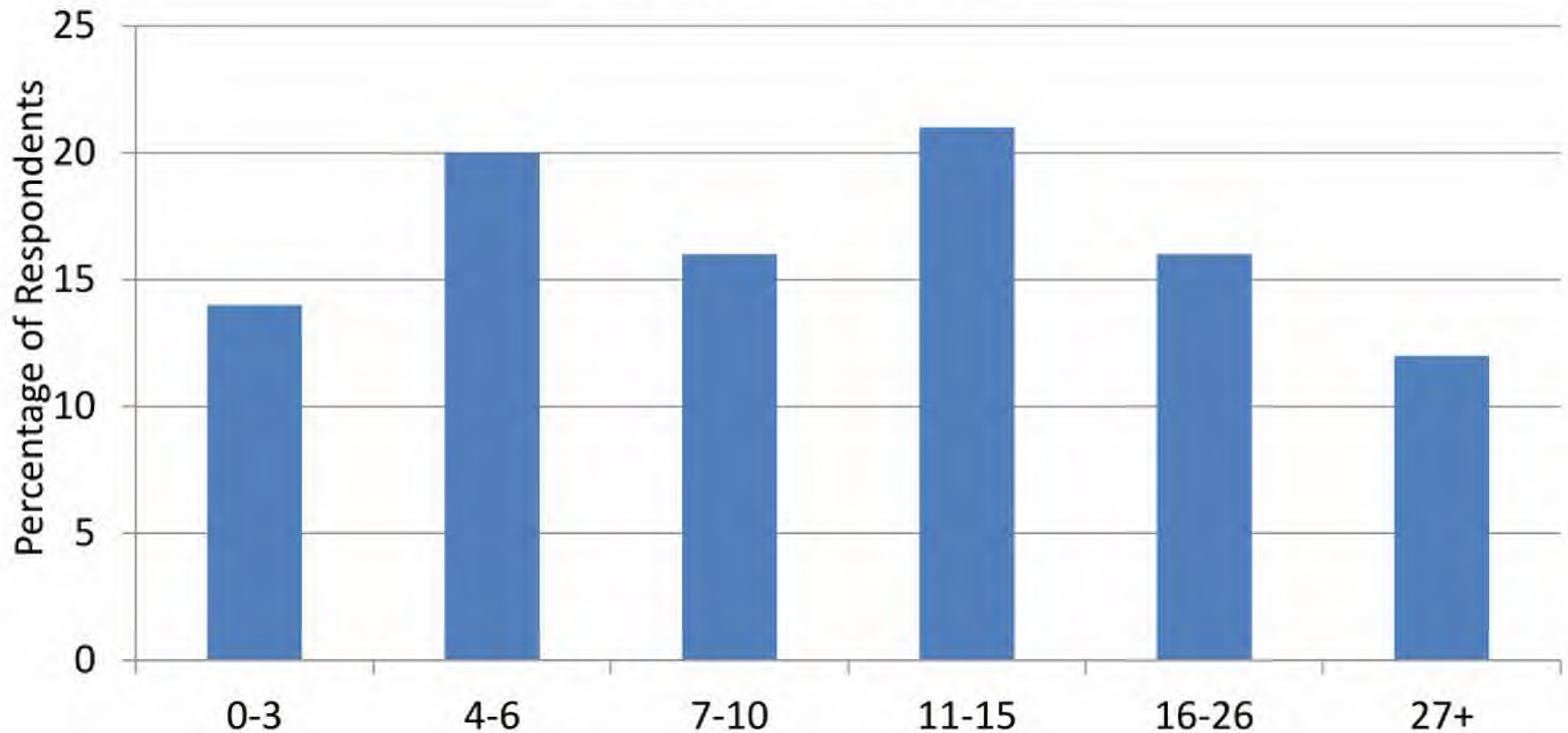


Demographics



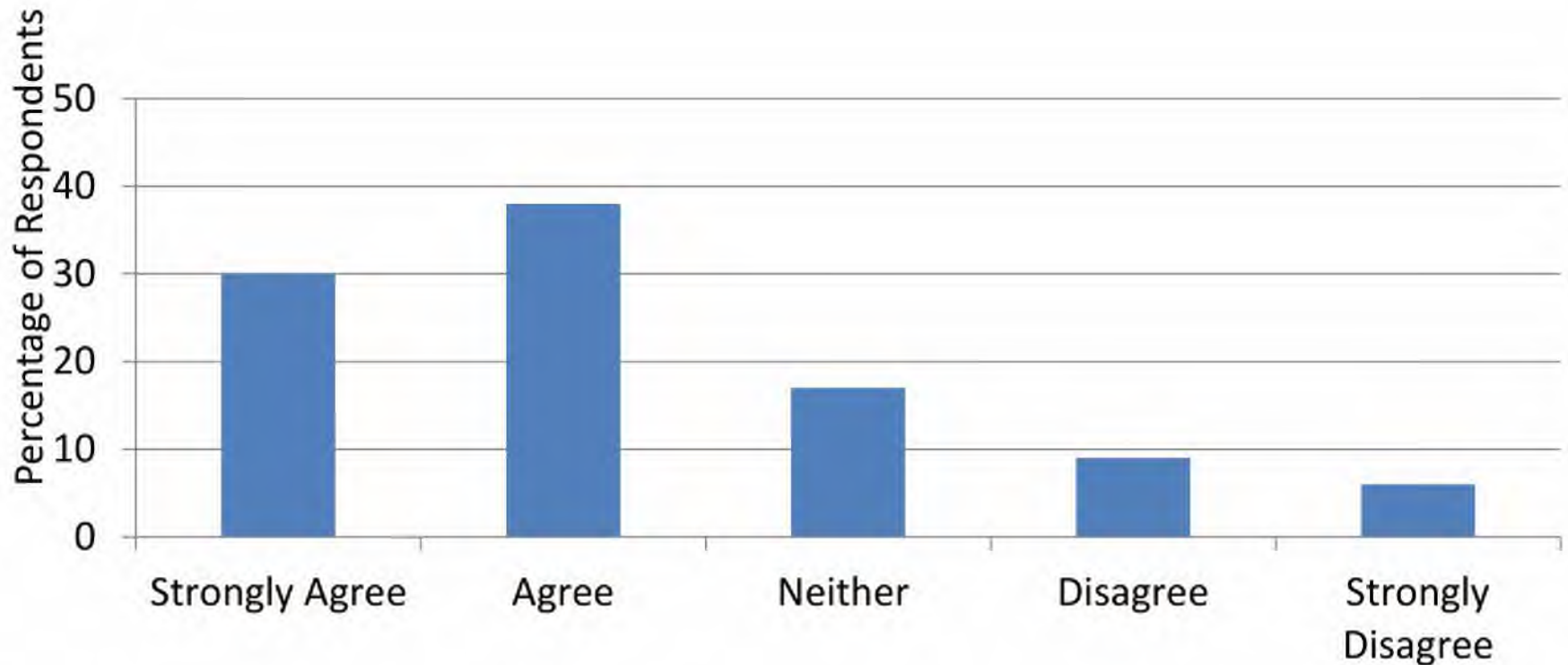
Demographics

Years Before Retirement



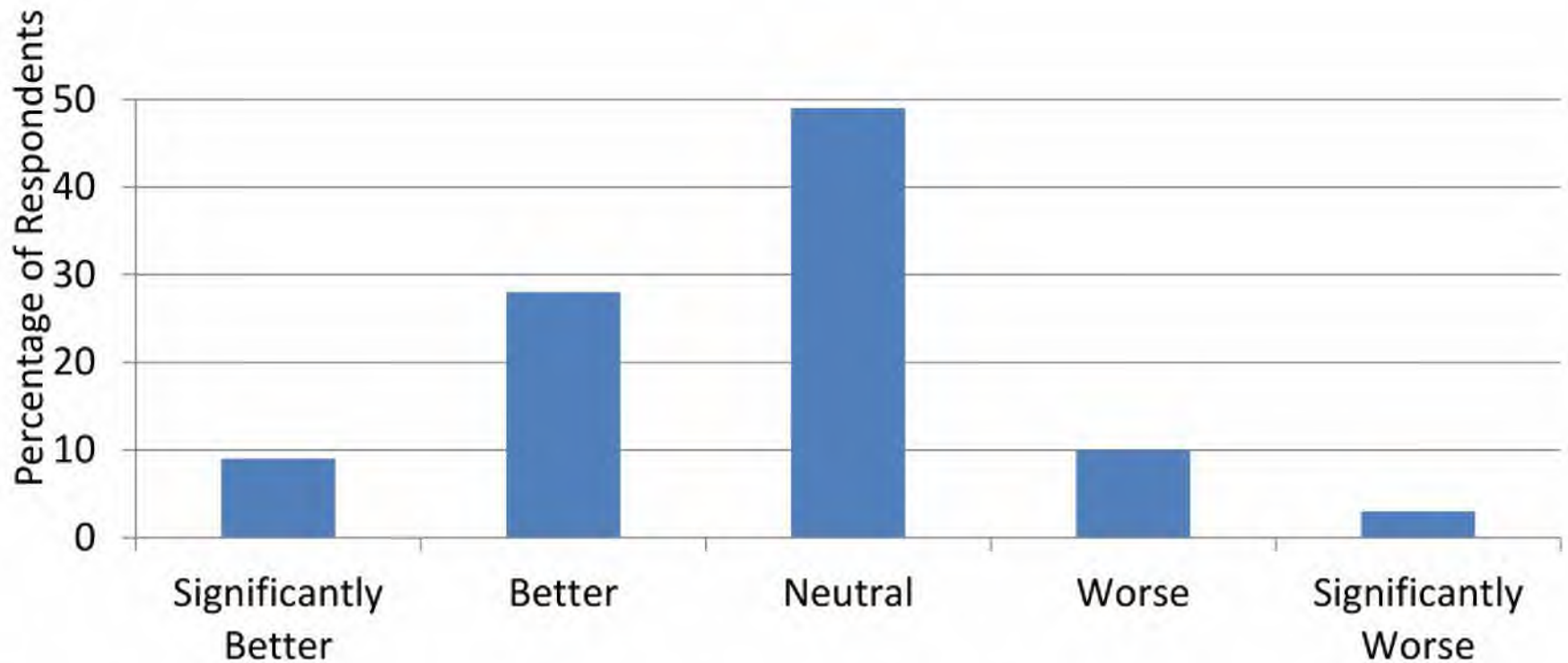
General Assessment

You are as empowered as you should be to be effective.



General Assessment

As a trend, it is getting:



Comments

- Empowerment of employees requires [Management] to let employees do their work...[don't] cut out the actual action officers.
- Many of us are often working in a reactionary mode just keeping our heads above water. It is difficult to even plan your day or even to expect to get a particular task accomplished when one action after another becomes the top priority.

Comments

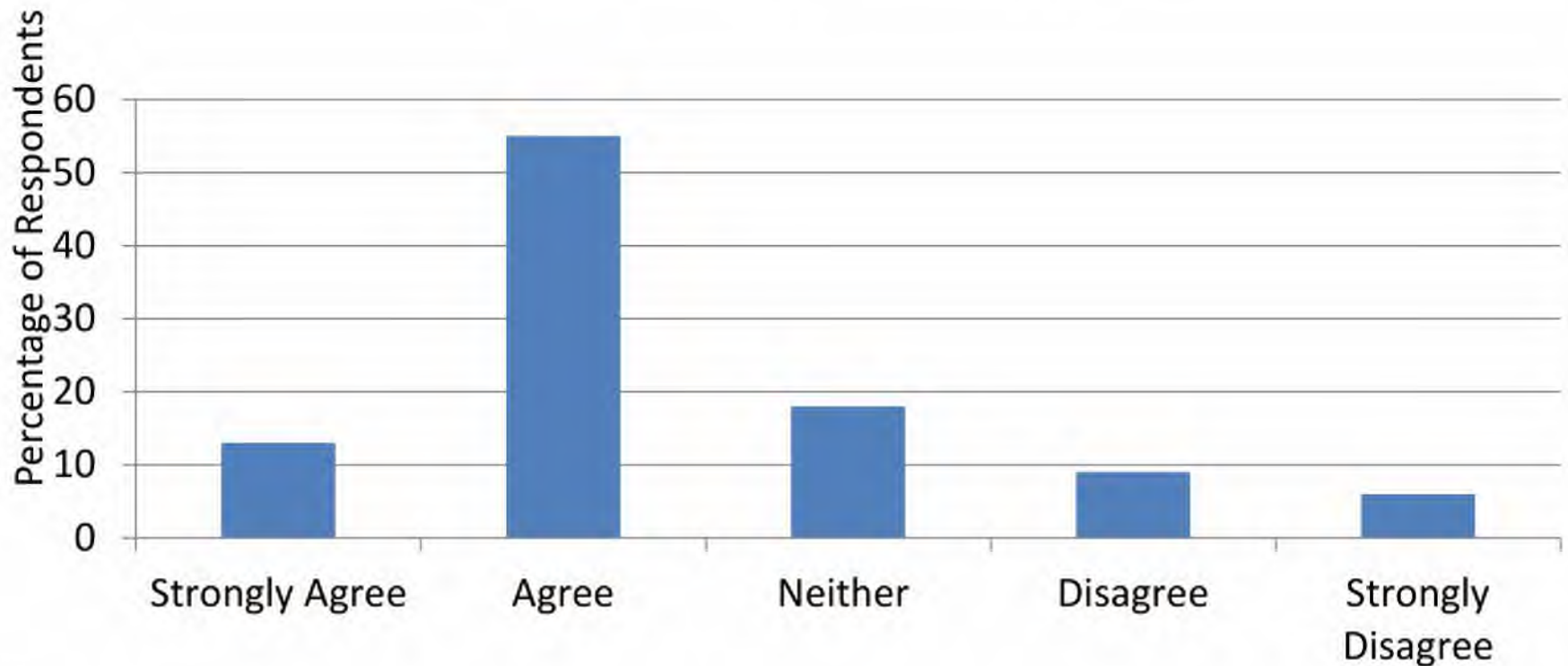
- Need more flexibility with travel in order to become more strategic and less reactive.
- The amount of higher level review required seems excessive and is getting more formalized via SOPs and formats as opposed to having the specific expert tackle the issues directly.

Comments

- Consistent with their authority to prescreen certain cases at Tiger Team, Senior Engineers should have “RO” authority for certain cases when the Division Chief is out.
- Thanks to the new management, (b)(6) and (b)(6)
- (b)(6) has been a fantastic addition to LD!

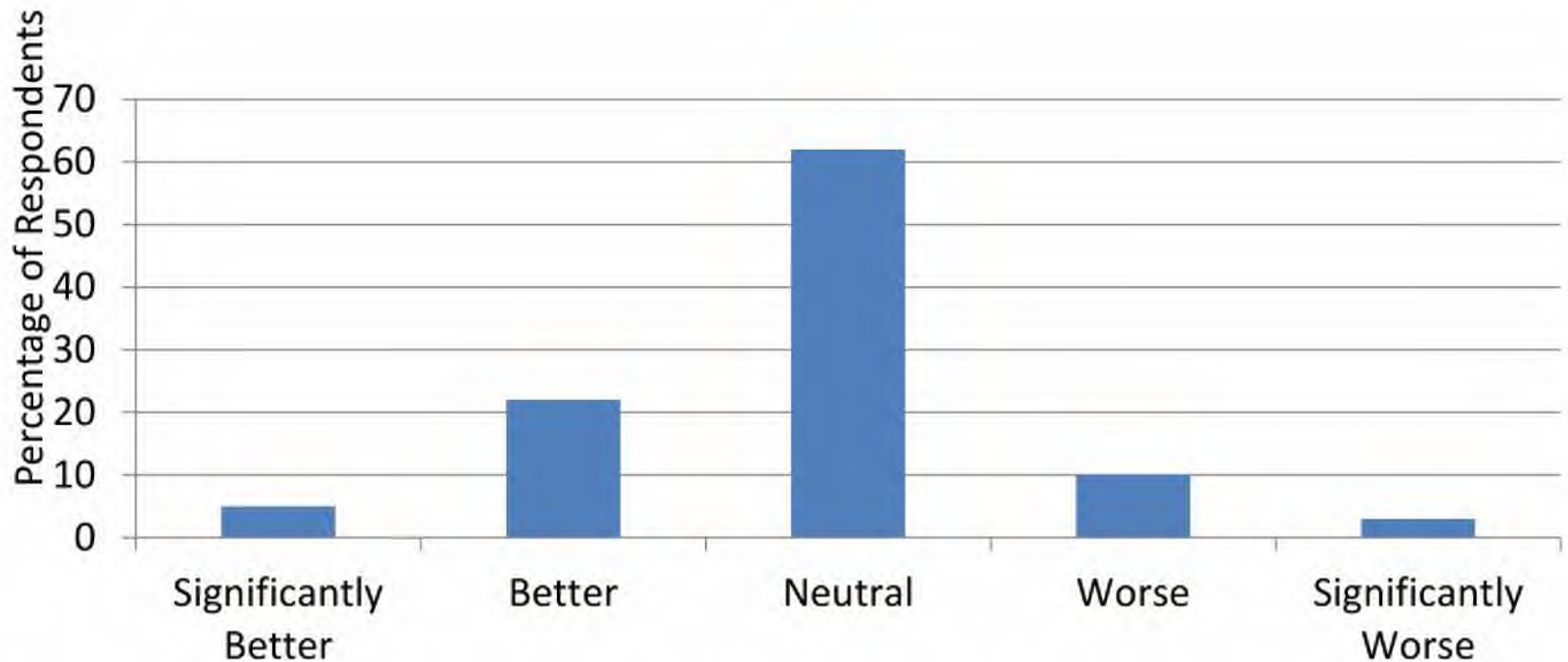
Detailed Assessment

You seek or are required to get peer consensus before making decisions.



Detailed Assessment

As a trend, it is getting:



Comments

- There is a lot of competition between Directorates within DTSA that adversely affects the mission. Peer consensus can only be sought when peers are included in the discussion and there's a tendency for certain Directorates to cut out other Directorates.
- All DTSA says is that they appreciate your effort, but no one seem to really notice your accomplishments

Comments

- Given that all peers have different expertise levels, I look for input but generally not consensus. If I disagree with one input from an office, I work with that one office to reach consensus but don't typically engage the other offices working outside of that expertise in the discussion.
- "Required" is too strong a word. Use "encouraged". Depending on issue, consensus may be wrong approach.

Comments

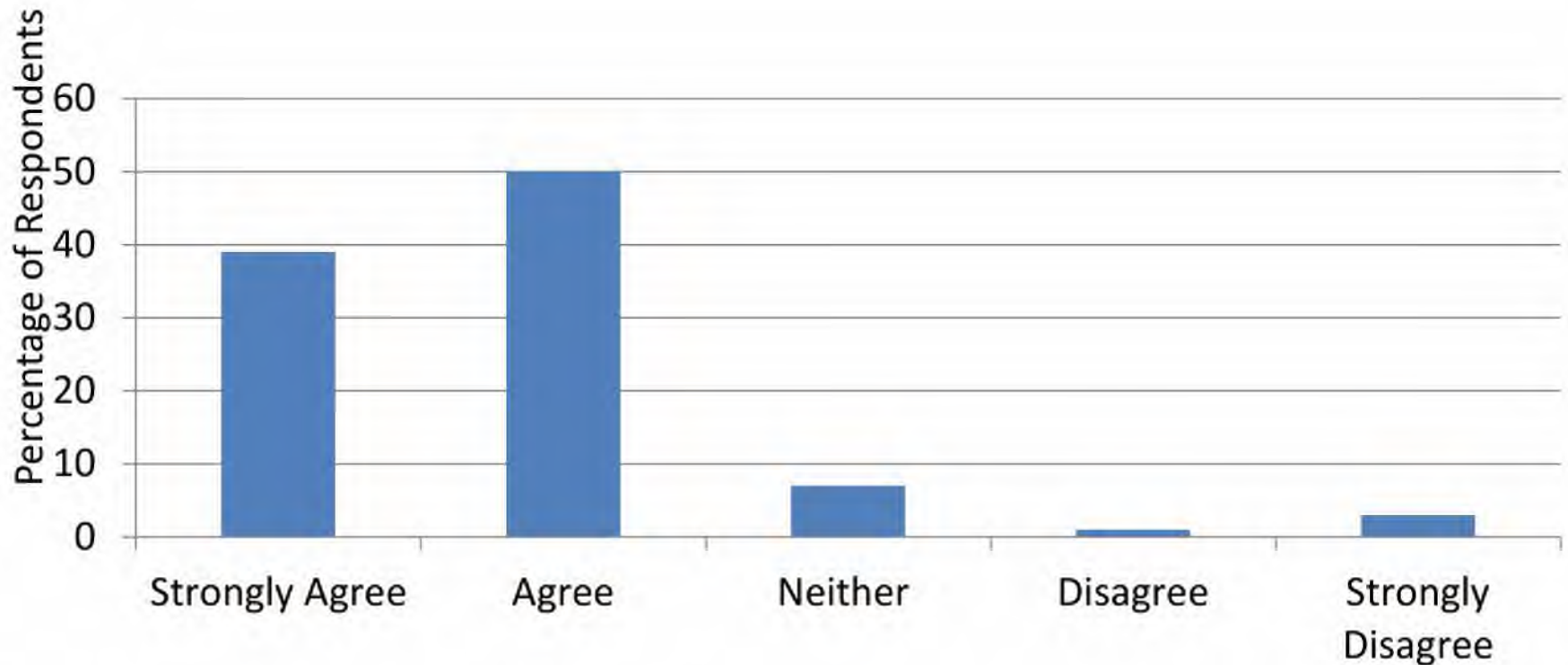
- I seek peer consensus when appropriate, but office SOPs are making this a required action...regardless of appropriateness.
- Seeking consensus is often part of providing a coordinated and reasoned response for leadership and is, therefore, just a part of the job. I don't see a way to assign a value to this as a trend.

Comments

- DTSA engineers work well between teams.
- With the current ops tempo, the Directorates are somewhat moving apart. Several years ago, we emphasized cooperation via the Triad concept. Now we have a number of unilateral actions taking place that really should have multiple inputs.

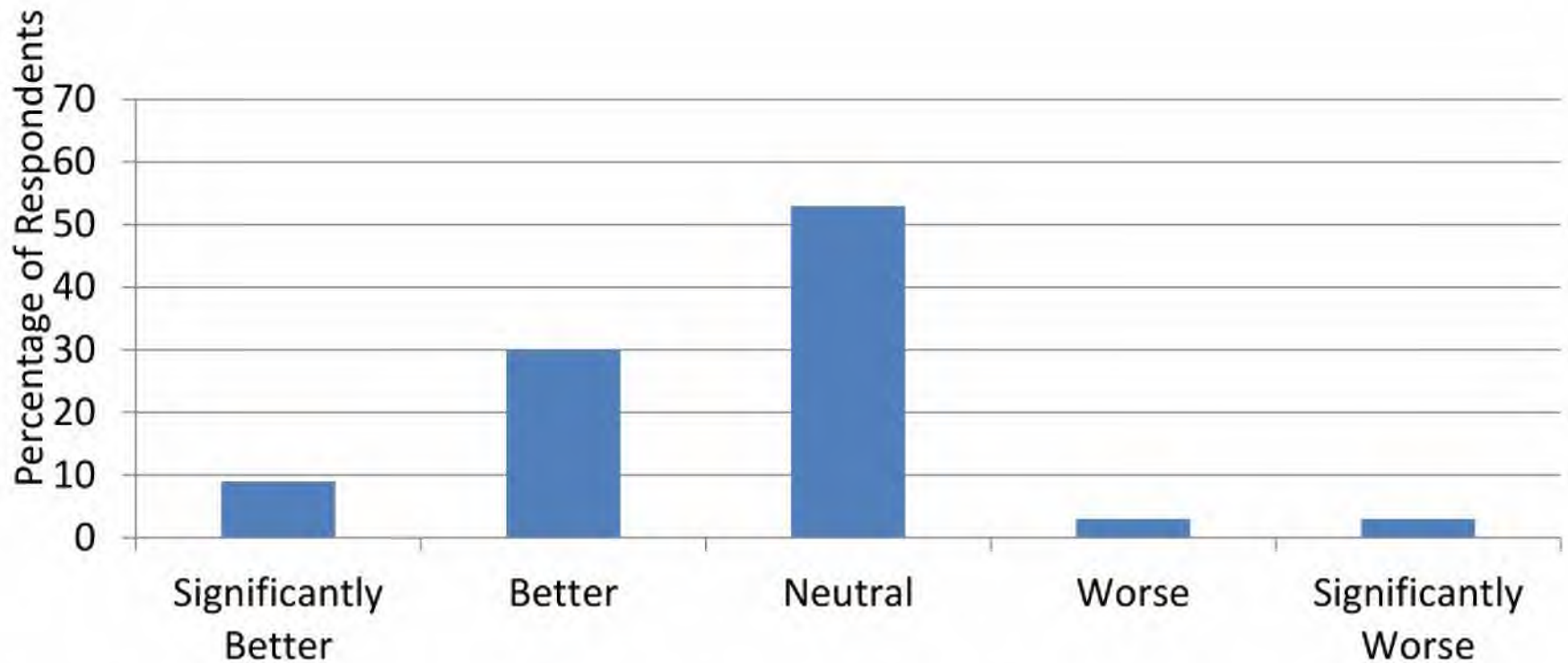
Detailed Assessment

You offer recommendations to a decision maker.



Detailed Assessment

As a trend, it is getting:



Comments

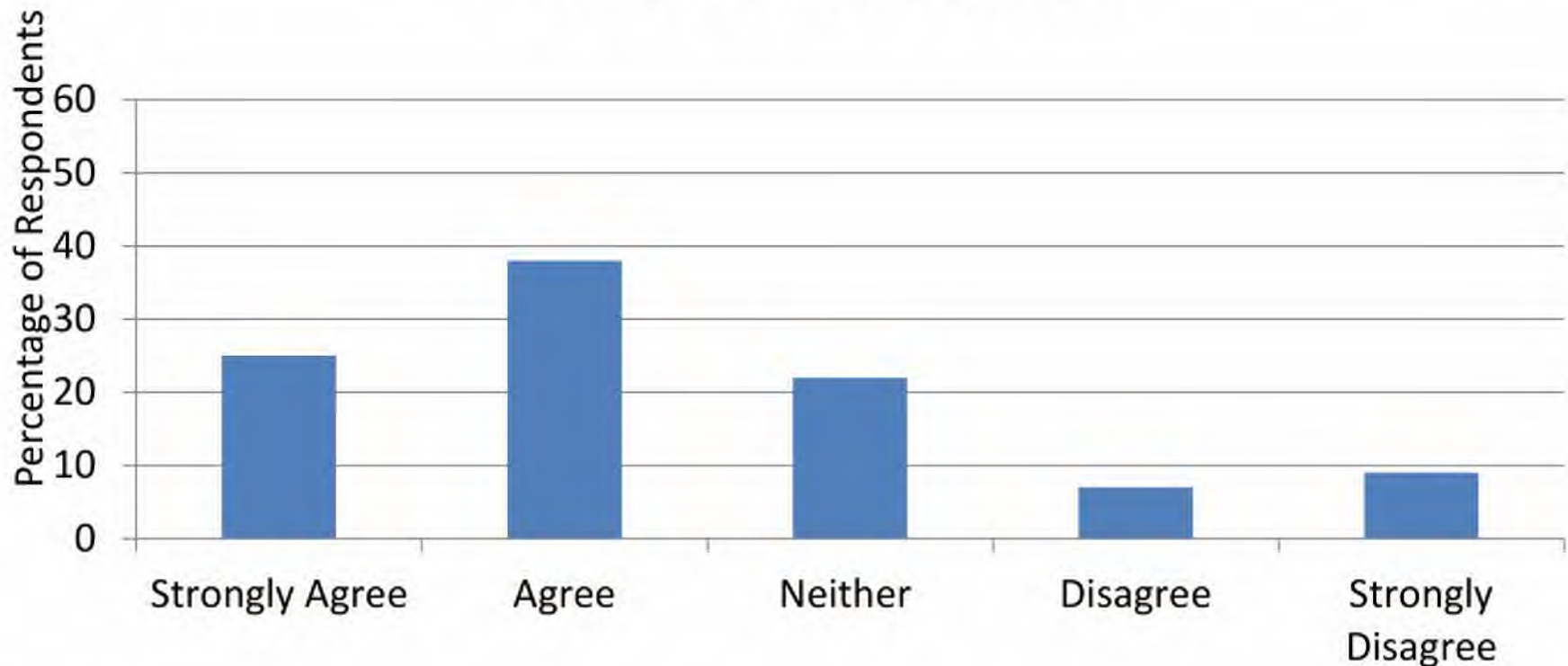
- I find decision makers within DTSA to be open and available...final judgments are based on facts and well thought-out conclusions.
- Appreciate leadership's openness to hear the debate from all sides prior to making decision.
- New front office leaders are top notch, open, willing to listen and available.
- My supervisor is very open to suggestions.

Comments

- Diverse opinions and recommendations are not always welcome.
- Nothing you say really matters.
- My supervisor appears not to have the time to forward my recommendations or provide feedback on why they weren't forwarded. Poor.
- My opinions/recommendations are received mainly [because] I am in a carpool with someone who has access to a decision maker.

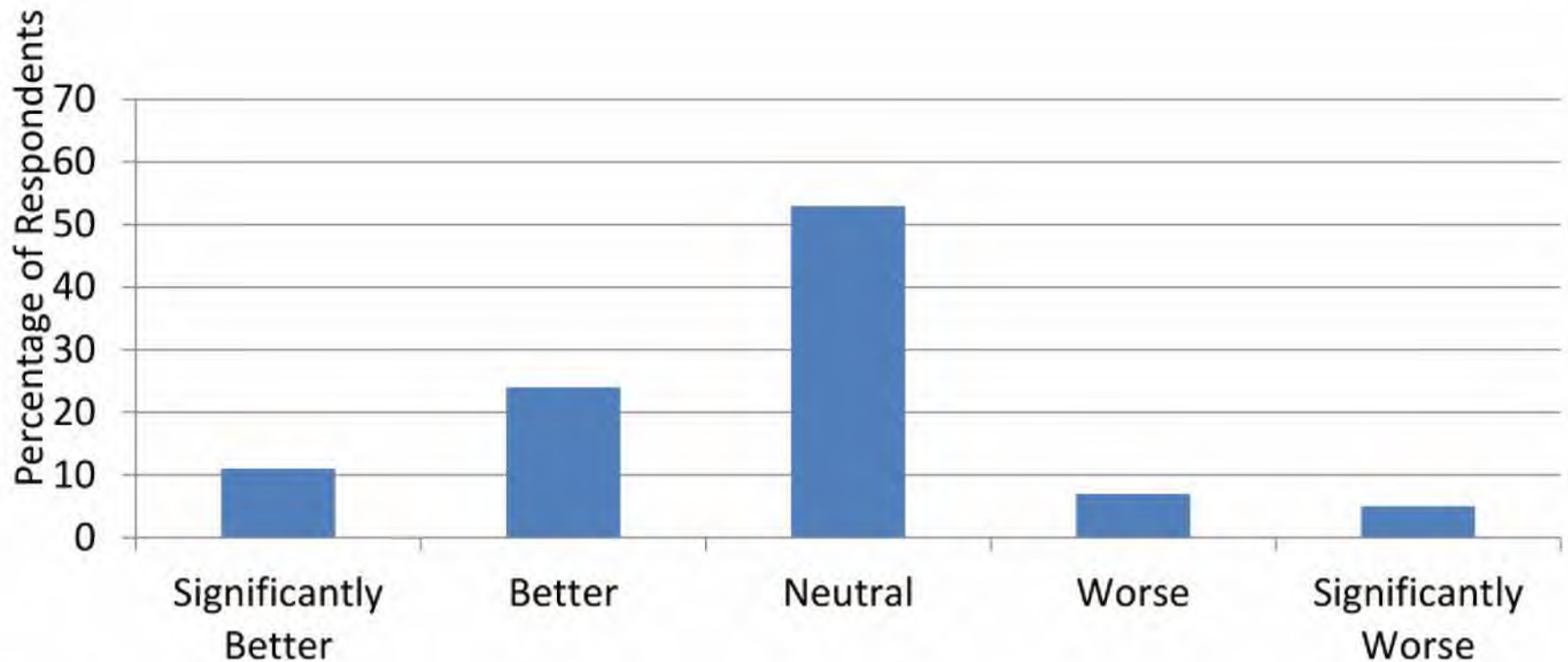
Detailed Assessment

You supervisor provides support to exercise your authority in your current position and prepares you to advance to the next level.



Detailed Assessment

As a trend, it is getting:



Comments

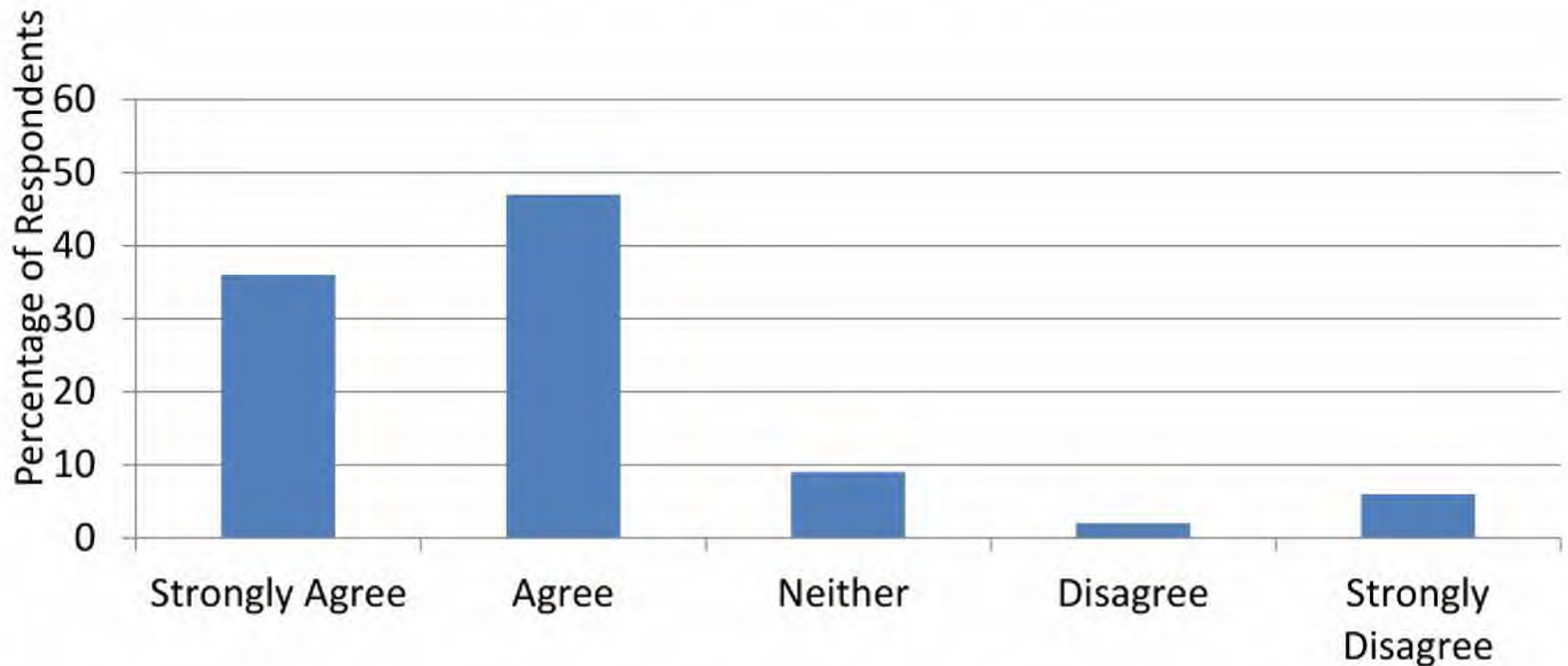
- My supervisor does not spend any time discussing future opportunities and what I may really want to do.
- My supervisor highly encourages various training mechanisms to ensure personal and professional development is achieved.
- Maybe not much on the way to the next level, but otherwise I am very pleased with our supervisor.

Comments

- This is the best supervisor I have had in many years.
- SOPs, office formalities seem to dilute individual authority, we've gone a little overboard with the accountable units.
- (b)(6) is actively engaged in this area and it is improving.
- It was never bad; always good for me. Wouldn't want less supervision. I love guidance and interaction.

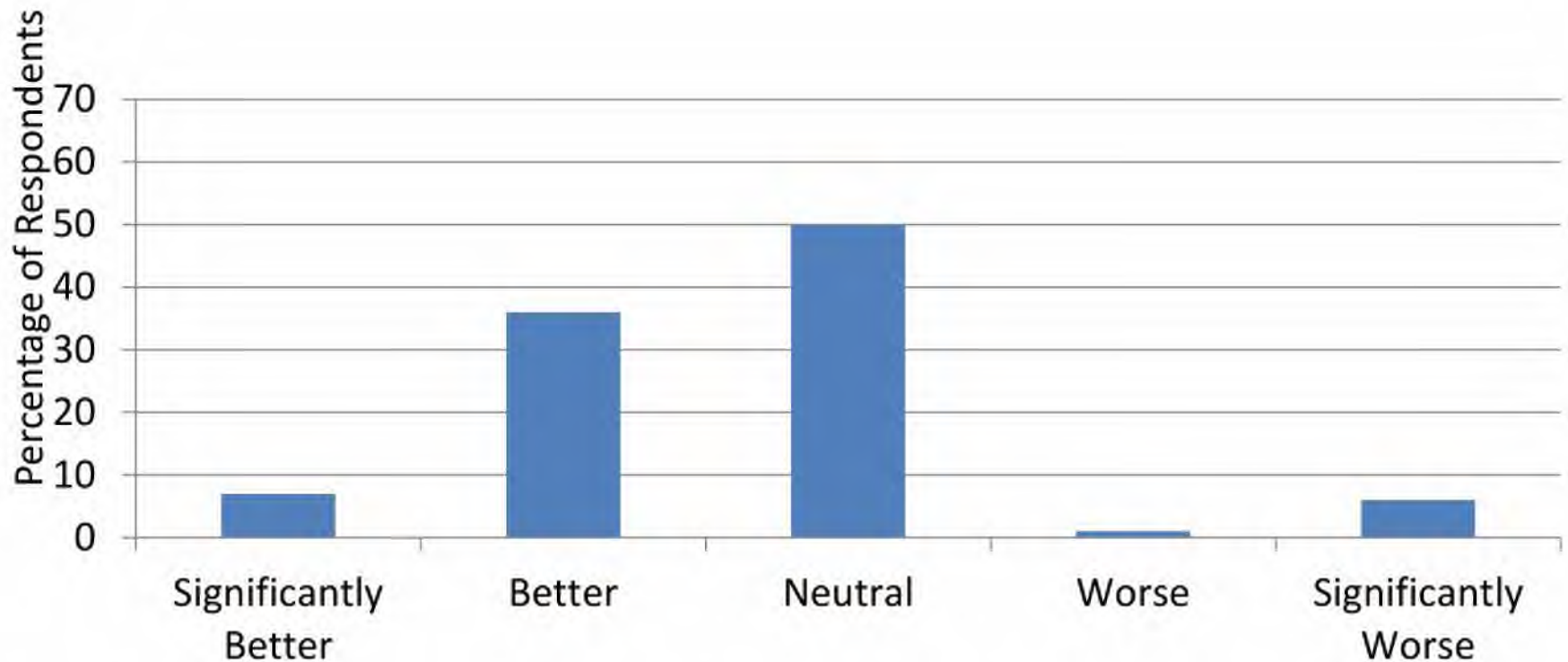
Detailed Assessment

You have the trust of your management and peers to do your job.



Detailed Assessment

As a trend, it is getting:



Comments

- Peers only, the boss only cares about high grade personnel.
- I have always had the trust of Management and my peers.
- Trust from senior management would be best expressed if the front office did not try to be action officers, which suggests that leadership does not always trust the AOs. There is trust between mid-level management and AOs.

Comments

- My peers trust me, management is willy nilly in that matter.
- We are only a team when there is trouble, otherwise we are independent.
- I believe management trusts my ability; that's different than having the trust of management. I don't.
- I trust the current DTSA management. I can't say that for the past management.

Comments

- My management and peers show a great deal of trust. The more cases I do, the more they seem to trust me, as evidenced by the onset of many more cases.
- The day I started wearing a tie was the day they started looking at me differently. (Shame really. They made me wear the tie, now they think I'm a better man?)
- Never didn't have it.

Detailed Assessment

- What tools (resources) do you have/use to do your job? *Computers, internet, laws, regs, etc.*
- What tools (resources) do you want (but don't have)?
- What authority do you want (but don't have)?
- Final thoughts?

Comments

- What tools (resources) do you want (but don't have?)
 - Easier access to SCIF
 - Computer settings now controlled by IT
 - Access to Lexis Nexis, online magazines, other search engine tools
 - Good copy of JANE's, hardcopy of EAR
 - Portable laptops
 - Blackberry

Comments

- What tools (resources) do you want (but don't have?)
 - Insight into DTSA Leadership's thinking – at all levels
 - Flexible work schedules (telework, compressed, flex)
 - Upgrade desktop computers
 - Additional legal support specific to export control laws/regs to support licensing mission

Comments

- What tools (resources) do you want (but don't have?)
 - Analytic software tools: Mapping/Geographic Information System for tracking exports, Statistical Analysis Software for trend analysis, Timeline/Flowcharting to display events, Link Analysis to analyze associations, Data Mining/Text Mining to determine patterns in large volumes of data
 - Computer support for Wassenaar (e.g., work with thumbdrives from partner countries)

Comments

- What tools (resources) do you want (but don't have?)
 - Share trip reports among directorates
 - IEEE publication, MATHLAB software
 - Books/magazines, Forecast International, Jane's International Defense
 - Effective communication vis-à-vis the Commander's Intent
 - Pentagon phone book, new AECA, new JANE's

Comments

- What tools (resources) do you want (but don't have?)
 - MiniTab statistical software tool
 - Access to Policy portal & website
 - Access to language immersion training; Rosetta Stone
 - Additional secure phones; speaker phones
 - Desktop scanners
 - On-line access to Foreign Policy (magazine)
 - Copy of NDP-1 or on-line access for licensing

Comments

- What authority do you want (but don't have)?
 - Support from rest of DTSA for Director taskings
 - License release authority when boss is absent
 - More decisions, easy/obvious ones, can be decided at my level and not go any further
 - Rework USX case without going through supervisor
 - Adjudicate, not just recommend, dual-use licenses
 - Direct communication with EO when supporting Big P projects

Comments

- What authority do you want (but don't have)?
 - Senior engineers should have RO authority for certain cases (consistent with Tiger Team prescreens) when Div Chf is out
 - Transmit meeting minutes to DOD or meeting members w/o EO review when EO did not attend
 - Persuade BIS that 'Security' portion of their name means 'National Security', not 'Job Security'

Comments

- What authority do you want (but don't have)?
 - Communicate with EO without going thru 'chain'; we are a civilian organization, not a military unit and strict military methods may stifle some industry best practices on connecting leadership to subordinate employees and their ideas. Fortunately, GRC is one way to overcome this issue. I hope this institution lasts.

Comments

- Final Thoughts?
 - Training class for Management – call “Feelings”
 - Better communication between Directorates and Offices
 - Good surveys; interesting survey; poorly written
 - Clearer guidelines and consistency needed on scope of authority delegated to the AO
 - Empowerment starts at the top. EO respect for empowerment is creating positive work environment

Comments

- Final Thoughts?
 - Create inter-agency task force of DTSA, DSS, DOS, DHS(ICE) and DOJ(FBI) to meet periodically to discuss enforcement issues, trial preparation, and export violation trends
 - This is a great place to work
 - Reconsider move to Mark Center – inconvenience for mass transportation

Comments

- Final Thoughts?
 - DTSA is too stove-piped with most authority vested in directors and div chfs as gate keepers, who often inject their own bias/understanding of what the “Boss” wants instead of the AO working the issue with the “Boss”. The fault lies more with the EO which isolates/insulates itself than with the directors. EO should task the AO directly with the director present.

Comments

- Final Thoughts?
 - Current EO couldn't be any better
 - I seem to have been somewhat negative in comments, but still one of the best places to work I've had
 - Authority to release cases in TD maintaining consistency and quality control
 - Improved PDR visibility into foreign travel, e.g., LD and ISD trip reports
 - I truly do love my job; (b)(6) is great, (b)(6) is fun