

Communication Audit of Organization A Employees
Embedded Within
Personnel Recovery Education & Training Center

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Executive Summary

The purpose of this communication audit is to explore the effectiveness of internal communication methods utilized by Organization A employees embedded within the Personnel Recovery Education and Training Center. The sample size was 14 participants for a 61 percent participation rate. Multiple research techniques were utilized to help provide a more complete picture of the organization and help ensure the validity of findings. An electronic survey, based on the Downs and Hazen (1977) Communication Satisfaction Questionnaire (CSQ) was used to canvas all employees. An open-ended question survey was also developed in an attempt to help mitigate the system theory limitations encountered during the audit. Finally, individual interviews were employed to investigate any identified trends and outliers that were previously noted.

In order to understand the quantitative data derived from the CSQ, a rank-order method was utilized. For purposes of this study, the rank ordering was done on the eight dimensions of communication satisfaction found in the CSQ. Responses to the open-ended questions were analyzed to better understand the patterns identified in the CSQ.

Data shows that employees are most satisfied with their communication with supervisors, while the lowest ranking indicators revolve around performance. The least satisfied of these dimensions was personal feedback. Of note is employee job satisfaction; although a majority of employees indicate satisfaction with their job, nearly 43 percent indicate job satisfaction has gone down in the past six months, which could result in engagement, productivity, and/or retention issues. Given the many factors that influence job satisfaction, this warrants further exploration. The audit concludes with recommendations for improving organizational communications within Organization A.

Personnel Recovery Education & Training Center**Communication Audit Report****Table of Contents**

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Purpose of the Study

Organizations can be defined as places in which people come together to achieve some shared objectives, but there is a fundamental paradox within organizations that must be dealt with in order for them to be successful. The paradox states that, if an organization is “to survive they must control and coordinate the actions of their members. But, control and coordination frustrate individuals’ needs for autonomy, creativity, and sociability” (Conrad & Poole, 2012, p. 26). This fundamental paradox has led to a number of strategies of organizing that attempts to achieve both the organizations goals while managing this paradox. Conrad and Poole (2012) point out that, “each of these strategies relies on communication because it is through communication that organizations emerge, are maintained, and change” (p. 26). For organizations to be successful, they must be able to communicate effectively. Conrad and Poole (2012) go on to define organizational communication as “a process through which people, acting together, create, sustain, and manage meanings through the use of verbal and nonverbal signs and symbols within a particular context. Of course, the key terms in this definition are people, acting together, meaning, and context” (p. 5). Organizational communication is much more complex than simply conveying information. Downs and Adrian (2004) caution that “messages sent throughout organizations are not necessarily the ones received, because the original messages are filtered through the motivations, listening habits, and perceptions of their receivers” (p. 4). This becomes the challenge for organizations to effectively communicate.

One method of determining the state of communications within an organization is through a communication audit. Audits provide valid information to decision makers, allowing them to leverage this information to make more informed decisions. When meeting initially with the on-site leadership, their stated objectives for the audit were to: (1) uncover real or perceived

choke points in communication, (2) understand what does/does not get communicated well, and (3) identify barriers between the command section and staff. To meet these objectives, the audit looked at communication through the context of interpersonal, group, and organizational communication. Through this focus, the audit will provide the following:

- A clear picture of the state of communications within the organization.
- Establish a benchmark for future use.
- Provide recommendations to improve organizational communications.

Description of Organization

The communication audit was conducted on Organization A personnel working within the Personnel Recover Education and Training Center (PRETC), which is part of the larger Joint Personnel Recovery Agency (JPRA). In the early 1990s, the Department of Defense (DoD) began to focus more on the importance of personnel recovery and in 1991 the Joint Services SERE Agency (JSSA) was designated as the DoD Executive Agent for Prisoner-of-War/Missing-in-Action matters. In 1999, it was re-designated as JPRA and placed under the Commander in Chief, U.S. Joint Forces Command (USJFCOM). After USJFCOM was disbanded, JPRA was designated as a Chairman of the Joint Chiefs of Staff Controlled Activity in August 2011. This agency serves as the Personnel Recovery office of primary responsibility for the Joint Staff. The mission is to support the warfighter by providing operational support, technology integration, guidance and oversight, analysis, and training and education that enables commanders, forces, and individuals to prevent, prepare for, and respond to isolating events. It is headquartered in the Washington D.C. area with satellite facilities in Fredericksburg, Virginia and Spokane, Washington. Additionally, JPRA have representatives assigned to each of the Geographic Combatant Commands. For the purpose of this case study, the focus will be on the

Fredericksburg facility. The Personnel Recovery Education & Training Center (PRETC) supports training and education for DoD personnel, interagency, and multinational partners in the planning and execution of personnel recovery at the operational level. The staff consists of 53 personnel and is a mix of active duty military, government civilians, and government contractors. These individuals are assigned to one of four sections: command staff, operations, development, and support branches. Organization A, founded in 1994, is the preeminent firm focusing exclusively on personnel recovery. They provide unparalleled expertise in personnel recovery training to the Department of Defense, other U.S. Government agencies, and government contractors. ORGANIZATION A has been embedded in PRETC for the past 17 years and is an integral part of all facets of the operations.

The organizational strategy utilized by PRETC is the rational or traditional structure. When looking at the rational frame of reference, the starting premise “is that the organization is an instrument for the achievement of specific goals” (Carey, 1999, p. 50) and the obvious example is the modern military. As part of the Department of Defense, PRETC has a staff structure that divides the commander’s staff into the major directorates (i.e. personnel, intelligence, operations, plans, etc.). This is a reflection of the third principle in that “specialization and division of labor increase the quality and quantity of production” (Carey, 1999, p. 52). It is no surprise that this organization is deeply imbedded in this frame. Communication viewed from this perspective is one of order and control with a formal process in place for coordinating the message, such as operating instructions and the use of the chain of command. Clear and unambiguous communication is the goal. By its very nature, the rational frame can be indifferent and, at times, dehumanizing towards people within an organization.

The division of labor and hierarchy are displayed in the following organizational charts.

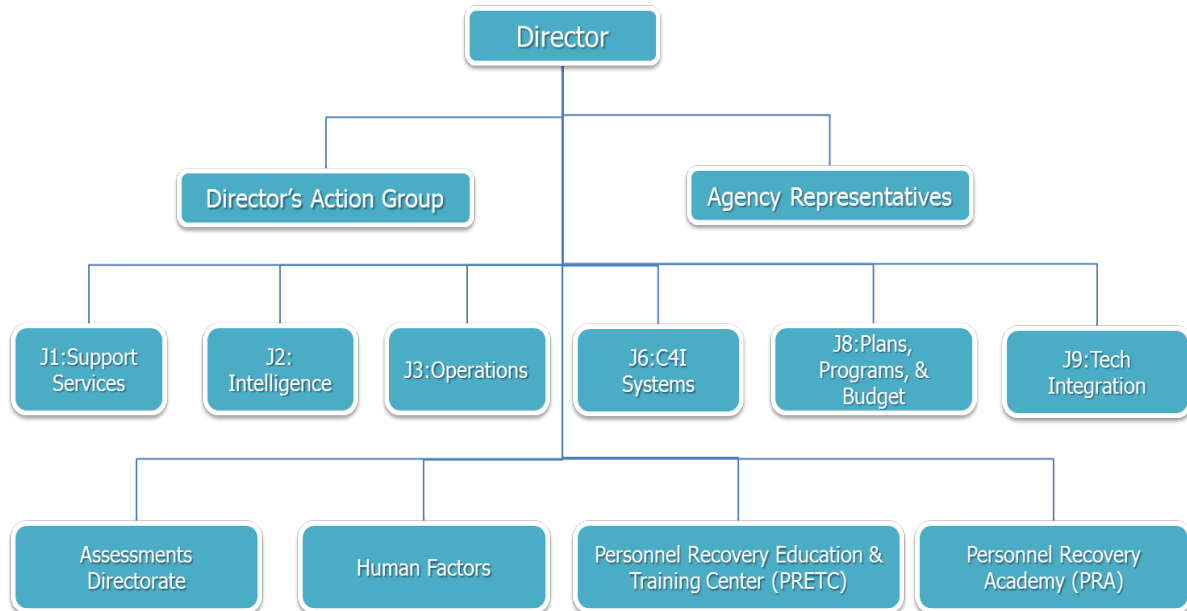


Figure 1. JPRA Organizational Chart (DoD, <http://www.jpma.mil/links/About/OrgChart.html>, n.d.)

Staff Directorates:

- *J1: Support Services* includes civilian and military personnel, training, facility, security, media support, library achieves, and manpower
- *J2: Intelligence* includes intelligence operations, analysis, plans and policy, and communications security.
- *J3: Operations* includes the operations support center, evasion aids, and global support teams.
- *J6: Command, Control, Communications, Computers, & Intelligence (C4I)* includes plans, programs, policy and budget, communication systems, information assurance, and infrastructure.
- *J8: Plans, Programs, & Budgets* includes plans and programs, budget and financial management, and acquisitions.

- *J9: Tech Integration* includes interoperability, integration, and requirements.
- *Assessments Directorate* includes communication, operational, and technical assessments.
- *Human Factors* provides psychological and medical consultation, reintegration, research and training support across the spectrum of personnel recovery enabling JPRA to fully support Combatant Commands, Services, and other governmental agencies in policy development, training, planning and executing personnel recovery operations.
- *Personnel Recovery Academy* provides specialized SERE training to various customers.
- *Personnel Recovery Education & Training Center*:

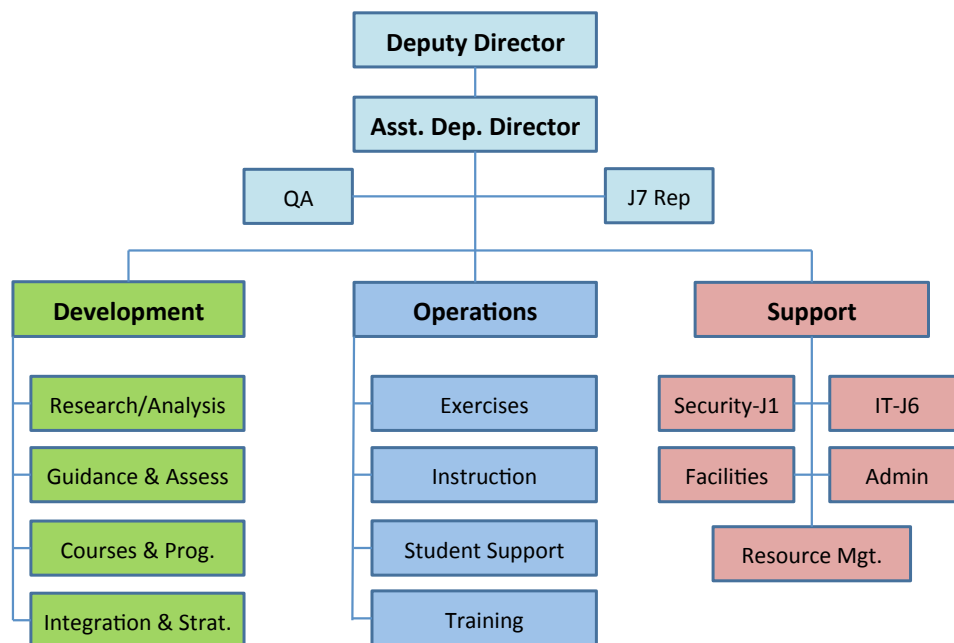


Figure 2. PRETC Organizational Chart

Research Process

Scope of Work

Approximately twelve months ago, the Director of JPRA ordered an Agency-wide climate survey to examine employee opinions about the quality of the work environment. In late August, the results from this survey were made public and although the overall tone was very positive, there were several negative areas identified, one of which was communications. The survey showed a negative trend with regards to information being communicated effectively, both laterally and vertically throughout the entire agency. Communication has been a continuing problem for this organization and as Downs and Adrian (2004) assert, “at the most fundamental level, organizations need to monitor how well employees communicate because the organization’s very survival often depends on workers’ abilities to exchange and coordinate information” (p. 2)

While most of the organizations external communications are conducted on classified networks, the intent of this audit will be to focus on internal communications in order to help substantiate or refine employee perceptions and construct a realistic description of the organization. In addition, the audit will likely generate new information so that the organization can leverage the predictive value of this data and address any weaknesses identified before they become serious issues. Finally, a baseline or benchmark will be established from which the organization can then move forward in improving its communication practices.

Methodology

Multiple research techniques were utilized to help provide a more complete picture of the organization and to help ensure the validity of the findings. Interviews with senior management were initially used to identify the organization’s communication strategies and methods. An

electronic survey was then developed, based on the Downs and Hazen (1977) Communication Satisfaction Questionnaire (CSQ). The questionnaire was selected due to its “efficient and...comprehensive approach to auditing the communication practices of organizations” and it “has proved to be easy and quick to administer while being remarkably thorough in covering a variety of communication practices that range from personal feedback to corporate-wide communications” (Downs & Adrian, 2004, p. 139). This was used to canvas all ORGANIZATION A employees at PRETC. This survey focused on interpersonal, group, and organizational communication.

Table 1

Dimensions of Communication Satisfaction

Context	Dimension / Corresponding Survey Questions	Definition
Interpersonal	Personal Feedback Questions: 4,5,6,11,15	Superior’s understanding of problems faced on the job and whether or not employees feel the criteria by which they are judged is clear.
	Supervisor Communication Questions: 17,19, 22, 26, 31	This includes the components of upward and downward communication. This dimension measures the openness of superiors to subordinates as well as superiors' ability to listen.
	Subordinate Communication Questions: 38, 39, 40, 41, 42	This focuses on upward and downward communication with subordinates, who are expected to be responsive to downward communication and also to anticipate the supervisor’s needs and initiate upward communication that will be helpful.
Group	Horizontal Communication Questions: 25, 27, 28, 29, 34	The amount of activity of information networks and the accuracy of the information they contain.
	Organizational Integration Questions: 1, 2, 7, 8, 12	Information employees receive about their job and related items, such as policies and benefits. Also included is information about what is happening currently, what departments are doing, and personnel news.

Organizational	Organizational Perspective Questions: 3, 9, 10, 13, 14	Information given out concerning the corporation and its goals and performance. It also encompasses knowledge about external events such as new government policies, which impact the organization.
	Communication Climate Questions: 16, 18, 20, 23, 24	Measure communication at the organizational and individual levels, probing whether or not the company's communication is stimulating or motivating and whether it encourages employee identification.
	Media Quality Questions: 21, 30, 32, 33, 35	Communication as it travels through several channels (e.g., publications, memos, and meetings). Employees are asked about the helpfulness and clarity of these information sources and the quantity of information.

(Downs & Adrian, 2004, p. 140-141)

A second survey went out the following week in an attempt to help mitigate the system theory limitations discussed below. Finally, individual interviews were employed to explore, in a more personal environment, the employee's subjective experiences and investigate any identified trends and outliers that were identified by the survey.

Limitations

Limitations encountered during this communication audit are listed below:

- Time—although many communication audits take months to complete, this audit was constrained by the length of the course. Due to this compressed time schedule and the current operations tempo experienced at PRETC, not all ORGANIZATION A employees had an opportunity to participate in either the surveys or individual interviews.
- Withdrawal of permission to conduct communication audit at PRETC—this was a major limitation and came right before the audit was to begin. Initially, the Deputy Director was fully supportive of the audit and saw this as an opportunity to examine the organization's internal communication processes. He sought formal approval by JPRA. The J1, Personnel

Directorate, recommended that PRETC avoid this all together and stated that no Government or ORGANIZATION A employee could participate during their official duty time, which is charged to the Government. In an attempt to find a possible solution, the Program Manager for Organization A offered to allow the audit to go forward with only ORGANIZATION A employees using company email addresses and off duty time. Although this allowed the audit to proceed, from a systems perspective, this severely limited the original scope of the audit. Conrad and Poole (2012) state that, “every system is embedded in a group of larger systems...and that every system is made [up] of a number of smaller, interdependent subsystems” (p. 37). While the survey respondents represent a subsystem within PRETC, the inability to survey and interview the entire staff did not allow for examination of the interdependencies with the organization and renders a partial examination of organizational communications within PRETC.

Identifying Communication Strategies

In identifying the communication strategies utilized by the organization, an interview was conducted with the program manager and the training section supervisor. They identified the overall communication strategy utilized by the organization as one of open, honest communication, with trust as a central tenant. This is accomplished through a mix of both formal and informal communication methods. The following methods were identified:

- Meetings (staff, training, and coordination)
- E-mail (both gov’t and ORGANIZATION A e-mail)
- Company intranet
- Instructor evaluations

- Personal contact
- Phone
- Team building activities
- Periodic performance evaluations.

These two individuals view the internal communication between them as critical. Strengths of this strategy and communication methods as identified by this group are that they are task and functionally organized. This environment has tasks that drive the message with mission accomplishment as the end state; this is what provides for clarity in the message.

Analysis and Findings

In order to understand the quantitative data derived from the communication satisfaction questionnaire, a rank-order method was utilized. Downs and Adrian (2004) suggest that to rank order “the 40 communication satisfaction items on the basis of the means from 1-40... [can be used] to determine conceptual patterns within each group” (p. 146-147). In examining this data, “those mean scores that fall well below the conceptual midpoint (a 5 on a 0-10 scale or a 4 on a 1-7 score) can be thought of as a weakness. Those scores that are well above the conceptual midpoint can be seen as strengths” (p. 145). For purposes of this study, the rank ordering was done on the eight dimensions of communication satisfaction. Responses to the open-ended questions were analyzed to better understand the patterns identified in the CSQ.

The initial questionnaire was sent out to 23 ORGANIZATION A employees, this represents approximately 43 percent of the staff at PRETC. Of these, 14 participated in the Communication Satisfaction Questionnaire, representing a 61 percent participation rate. Of those participants, four employees (28.57 percent) were between the ages of 40-49, eight employees (57.14 percent) were between the ages of 50-59, and two employees (14.29 percent) were over 60. The

education level of the participants includes one employee (7.14 percent) holding an associate degree, four employees (28.57 percent) holding a bachelor's degree, three employees (21.43 percent) having some post baccalaureate course work, and six employees (42.86 percent) hold a post baccalaureate degree. The terms of employment with Organization A include three employees (21.43 percent) had been employed less than 2 years, five employees (35.71 percent) had been employed 2-5 years, three employees (21.43 percent) had been employed 6-10 years, and three employees (21.43 percent) had been employed over 10 years. Overall, this a very mature, highly educated sample of ORGANIZATION A employees.

Identifying the mean for each of the eight dimensions of communication satisfaction showed that supervisory communication ranked the highest, followed by horizontal communication, subordinate communication, organizational perspective, media quality, communication climate, organizational integration, and personal feedback.

Employees are most satisfied with their communication with supervisors and feel that supervisors trust them and are open to their ideas. However, the lowest ranking indicators revolve around performance. The least satisfied of these dimensions is personal feedback, which correlates with the organizational integration dimension. Both of these areas ranked low and deal with performance—how are individuals doing, reports of how problems are being handled, etc. Comments provided to open-ended questions were also performance based, indicating that employees want to be engaged by ORGANIZATION A and to perform at a high standard. Of note is employee job satisfaction; although a majority of employees indicate satisfaction with their job, nearly 43 percent indicate that their job satisfaction has gone down in the past six months.

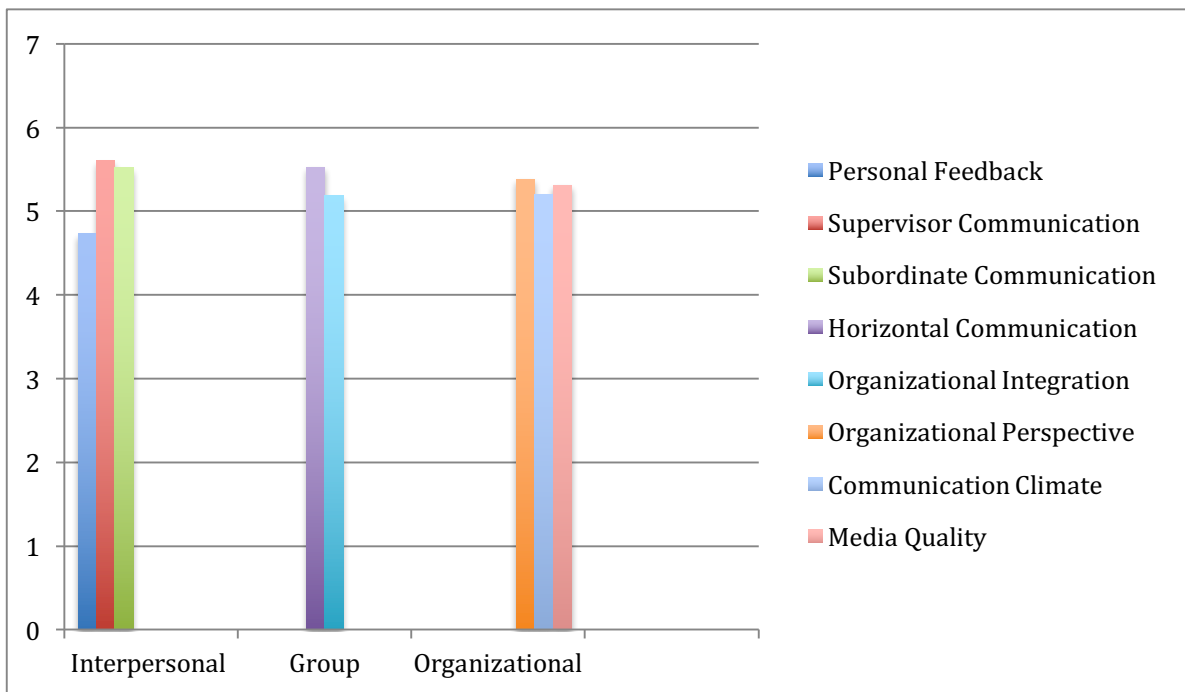


Table 2

Summary of Findings from the Communication Satisfaction Questionnaire

The CSQ was constructed to indicate level of satisfaction of respondents using a one-to-seven point Likert scale that ranges between the following responses:

- | | |
|---------------------------|------------------------|
| 1 = Very dissatisfied | 5 = Somewhat satisfied |
| 2 = Dissatisfied | 6 = Satisfied |
| 3 = Somewhat dissatisfied | 7 = Very satisfied |
| 4 = Indifferent | |

The following data shows questions grouped according to the eight dimensions of communication satisfaction and displays the mean average for both context and dimension breakdowns.

	<u>Mean average on 1-7 scale</u>
Interpersonal Context	5.28
<u><i>Personal Feedback Dimension</i></u>	<u>4.73</u>
• Information about how my job compares with others. (Q4)	3.93
• Information about how I am being judged. (Q5)	4.57
• Recognition of my efforts. (Q6)	4.92
• Reports on how problems in my job are being handled. (Q11)	4.93
• Extent to which my managers/supervisors understand the problems faced by staff. (Q15)	5.29
<u><i>Supervisor Communication Dimension</i></u>	<u>5.60</u>
• Extent to which my supervisor listens and pays attention to me. (Q17)	5.57
• Extent to which my supervisor offers guidance for solving job-related problems. (Q19)	5.43
• Extent to which my supervisor trusts me. (Q22)	5.71
• Extent to which my supervisor is open to ideas. (Q26)	5.64
• Extent to which the amount of supervision given me is about right. (Q31)	5.64
<u><i>Subordinate Communication Dimension</i></u>	<u>5.52</u>
• Extent to which my staff are responsive to downward-directive communication. (Q38)	5.60
• Extent to which my staff anticipate my needs for information. (Q39)	5.60
• Extent to which I can <i>avoid</i> having communication overload. (Q40)	5.60
• Extent to which my staff are receptive to evaluations, suggestions and criticisms. (Q41)	5.40
• Extent to which my staff feel responsible for initiating accurate upward communication. (Q42)	5.40

Group Context **5.36**

Horizontal Communication Dimension **5.53**

- Extent to which the grapevine is active at ORG. A. (Q25) 4.93
- Extent to which communication with other employees' at my level is accurate and free flowing. (Q27) 5.86
- Extent to which communication practices are adaptable to emergencies. (Q28) 5.64
- Extent to which my work group is compatible. (Q29) 5.57
- Extent to which informal communication is active and accurate. (Q34) 5.64

Organizational Integration Dimension **5.18**

- Information about my progress in my job. (Q1) 4.86
- Personnel news (i.e. promotion, new hires, etc.) (Q2) 4.79
- Information about the requirements of my job. (Q8) 5.14
- Information about employee benefits and pay. (Q12) 5.93

Organizational Context **5.30**

Organizational Perspective Dimension **5.38**

- Information about ORG. A policies and goals. (Q3) 5.29
- Information about government regulatory actions affecting ORG. A. (Q9) 5.36
- Information about changes in ORG. A. (Q10) 5.36
- Information about mission accomplishment and/or relevancy. (Q13) 5.62
- Information about achievements and/or failures of the organization. (Q14) 5.29

Communication Climate Dimension **5.20**

- Extent to which ORG. A communication motivates me to meet its goals. (Q16) 5.07
- Extent to which employees at ORG. A have great ability as communicators. (Q18) 5.36

- Extent to which communication in ORG. A makes me identify with it or feel a vital part of it. (Q20) 5.29
- Extent to which I receive in time the information needed to do my job. (Q23) 5.00
- Extent to which conflicts are handled appropriately through proper communication channels. (Q24) 5.29

Media Quality Dimension **5.31**

- Extent to which ORG. A communications are interesting and helpful. (Q21) 5.54
- Extent to which our meetings are well organized. (Q30) 4.92
- Extent to which written directives and reports are clear and concise. (Q32) 5.50
- Extent to which the attitudes toward communication in ORG. A are basically healthy. (Q33) 5.38
- Extent to which the amount of communication in ORG. A is about right. (Q35) 5.21

Table 3

Communication Satisfaction Questionnaire Dimension Rankings

Rank	Dimension	Composite Mean
1	Supervisor Communication	5.60
2	Horizontal Communication	5.53
3	Subordinate Communication	5.52
4	Organizational Perspective	5.38
5	Media Quality	5.31
6	Communication Climate	5.20
7	Organizational Integration	5.18
8	Personal Feedback	4.73

Summary and Recommendations

Stated leadership objectives included uncovering real or perceived choke points in communication, understanding what does/does not get communicated well, and identifying barriers between the command section and staff. The data did not clearly identify any real or perceived choke points in communication. The data did show a higher level of satisfaction between supervisors and employees, both upward and downward, and peer-to-peer communication. However, organizational communication, particularly when it comes to personal feedback and organizational integration, was identified as an area for improvement. Comments ranged from receiving little to no feedback on job performance to current feedback methods being brief and ineffective, with little to no follow up action. An additional area of concern is that while employees are satisfied with their job, nearly 43 percent of respondents indicated a decline in job satisfaction over the past six months; this could result in engagement, productivity, and/or retention issues. Given the many factors that influence job satisfaction, this warrants further exploration.

Although the survey data ranged in the ‘satisfactory’ scale, none of the indicators showed a mean of satisfied or very satisfied individually or on the dimensions of communication satisfaction. This indicates that further action is warranted. Recommended activities to consider are developing/strengthening performance feedback systems to include:

- Establish formal methods of periodic performance evaluations
- Periodic instructor evaluations
- Standards/expectations established during initial in-brief with periodic reviews
- Standardized job descriptions with core competencies—made publicly available
- Establish formal and informal recognition efforts

- Establish corporate communication practices that are as transparent as possible to staff regarding corporate strategy, goals and objectives, and personnel news

As previously stated, the organization has three distinct categories of employees (active duty military, government civilians, and government contractors). The inability to survey and interview the entire staff renders a partial examination of organizational communications within PRETC. Therefore, a final recommendation is to conduct a PRETC wide communication audit to confirm, refute, and/or elaborate on findings from this communication audit.

Conducting this communications audit was both informative and illuminating. Participants in both the surveys and interviews gave generously of their personal time and were engaged and thoughtful in their responses. This engagement not only served this audit, but it continues to serve this organization as it moves forward in improving its organizational communications.

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Appendix A – Introduction and Instructions

From: David Bestercei

To: All Employees

Subject: Applied Research Project

Fellow ORG. A employees,

I am working on a Master's degree in Organizational Leadership and am currently enrolled in an Organizational Communication course. A major requirement for fulfillment of this course is an applied research project. This project will take the form of a communication audit; a study based upon ethnographic research methods that will look at our internal communication at ORG. A.

I have cleared this through Managing Director and he supports this project. Your participation in this is completely voluntary and it cannot be billed as chargeable time to the government. As such, I hope that you will consider this and find the time to take part in this research project.

Over the next two weeks, I will use multiple techniques to collect data. I've attached a link to an electronic survey that will canvass all ORG. A employees at your current duty location. This survey should only take 10-15 minutes to complete and will focus on interpersonal, group, and organizational communication. Information gathered from this survey will be completely anonymous. In addition, a random sample of individuals will be interviewed, this will include both individual and focus group interviews; these should take no more than 30 minutes each. All data collected will be completely confidential; no names will be used in the final project.

<https://www.surveymonkey.com/s/7Q6BHDC>

Once again, I hope that you can find the time to participate in this project; thank you.

Respectfully,

David

David M. Bestercei
ORG. A Inc.

Appendix B – Paper Version of Communication Satisfaction Questionnaire

(An electronic version of this was created on Survey Monkey)

Communication Satisfaction Questionnaire

INTRODUCTION: Most of us assume that the quality and amount of communication in our jobs contribute to both our job satisfaction and our productivity. Through this communication audit we hope to find out how satisfactory our communication practices are and what suggestions you have for improving them. I appreciate you taking the time to complete the questionnaire. Hopefully, you should be able to complete it in 10-15 minutes. Your answers are completely confidential, so be as frank as you wish. This is not a test—your opinion is the only right answer. Do not sign your name; I wish to keep this an anonymous questionnaire. The answers will be combined into groups for reporting purposes.

A. Listed below are several kinds of information often associated with a person's job. Please indicate how satisfied you are with the amount and/or quality of each kind of information by circling the appropriate number at the right.

1 = Very dissatisfied 2 = Dissatisfied 3 = Somewhat dissatisfied 4 = Indifferent 5 = Somewhat satisfied

6 = Satisfied 7 = Very satisfied

1. Information about my progress in my job.	1	2	3	4	5	6	7
2. Personnel news (i.e. promotion, new hires, etc.)	1	2	3	4	5	6	7
3. Information about ORG. A policies and goals.	1	2	3	4	5	6	7
4. Information about how my job compares with others.	1	2	3	4	5	6	7
5. Information about how I am being judged.	1	2	3	4	5	6	7
6. Recognition of my efforts.	1	2	3	4	5	6	7
7. Information about branch policies and goals.	1	2	3	4	5	6	7
8. Information about the requirements of my job.	1	2	3	4	5	6	7
9. Information about government regulatory actions affecting ORG. A.	1	2	3	4	5	6	7
10. Information about changes in ORG. A.	1	2	3	4	5	6	7
11. Reports on how problems in my job are being handled.	1	2	3	4	5	6	7
12. Information about employee benefits and pay.	1	2	3	4	5	6	7
13. Information about mission accomplishment and/or relevancy.	1	2	3	4	5	6	7
14. Information about achievements and/or failures of the organization.	1	2	3	4	5	6	7

1 = Very dissatisfied 2 = Dissatisfied 3 = Somewhat dissatisfied 4 = Indifferent 5 = Somewhat satisfied

6 = Satisfied 7 = Very satisfied

B. Please indicate how satisfied you are with the following by circling the appropriate number at the right.

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 15. Extent to which my managers/supervisors understand the problems faced by staff. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 16. Extent to which ORG. A communication motivates me to meet its goals. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 17. Extent to which my supervisor listens and pays attention to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 18. Extent to which employees at ORG. A have great ability as communicators. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 19. Extent to which my supervisor offers guidance for solving job-related problems. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 20. Extent to which communication in ORG. A makes me identify with it or feel a vital part of it. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 21. Extent to which ORG. A communications are interesting and helpful. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 22. Extent to which my supervisor trusts me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 23. Extent to which I receive in time the information needed to do my job. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 24. Extent to which conflicts are handled appropriately through proper communication channels. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 25. Extent to which the grapevine is active at ORG. A. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 26. Extent to which my supervisor is open to ideas. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 27. Extent to which communication with other employees at my level is accurate and free flowing. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 28. Extent to which communication practices are adaptable to emergencies. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 29. Extent to which my work group is compatible. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 30. Extent to which our meetings are well organized. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 31. Extent to which the amount of supervision given me is about right. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

1 = *Very dissatisfied* 2 = *Dissatisfied* 3 = *Somewhat dissatisfied* 4 = *Indifferent* 5 = *Somewhat satisfied*

6 = *Satisfied* 7 = *Very satisfied*

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 32. Extent to which written directives and reports are clear and concise. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 33. Extent to which the attitudes toward communication in ORG. A are basically healthy. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 34. Extent to which informal communication is active and accurate. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 35. Extent to which the amount of communication in ORG. A is about right. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

C. The quality and amount of communication in our jobs contribute to our productivity; with this in mind, please indicate your estimates of your productivity.

- | | | | | | | | |
|---|---|---|---|---|---|---|---|
| 36. How would you rate your productivity in your job? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
37. In the last 6 months, what has happened to your productivity? (Circle one)
- a. Stayed the same
 - b. Gone up
 - c. Gone down

38. If the communication associated with your job could be changed in any way to make you more productive, please tell how:

1 = *Very dissatisfied* 2 = *Dissatisfied* 3 = *Somewhat dissatisfied* 4 = *Indifferent* 5 = *Somewhat satisfied*

6 = *Satisfied* 7 = *Very satisfied*

D. For the next five questions, indicate your satisfaction with the following only if you are responsible for staff as a manger or supervisor.

39. Extent to which my staff are responsive to downward directive communication.	1	2	3	4	5	6	7
40. Extent to which my staff anticipate my needs for information.	1	2	3	4	5	6	7
41. Extent to which I can <i>avoid</i> having communication overload.	1	2	3	4	5	6	7
42. Extent to which my staff are receptive to evaluations, suggestions and criticisms.	1	2	3	4	5	6	7
43. Extent to which my staff feel responsible for initiating accurate upward communication.	1	2	3	4	5	6	7

E. Demographics

What is your age? (Circle one) 21-29 30-39 40-49 50-59 60+

Please indicate: (Circle one)

- Active duty
- Govt. civilian
- Govt. contractor

What branch do you work in? (Circle one)

- Exercise
- Instruction
- Product development
- Lessons learned
- Command section / support

How long have you worked at ORG. A? (Circle one)

- Less than 2 years
- 2-5 years
- 6-10 years
- 10 + years

Please indicate your education level (Circle one)

- High school
- Some college
- Associate degree
- Bachelor's degree
- Some post-baccalaureate course work
- Post-baccalaureate degree

F. The quality and amount of communication contributes to our job satisfaction. With this in mind, please evaluate the following:

44. How satisfied are you with your job? (Circle one)

- Very dissatisfied
- Dissatisfied
- Somewhat dissatisfied
- Indifferent
- Somewhat satisfied
- Satisfied
- Very satisfied

45. In the past 6 months, what has happened to your level of satisfaction? (Circle one)

- Stayed the same
- Gone up
- Gone down

If communication associated with your job could be changed in any way to make you more satisfied, please indicate how:

[illegible]

Thank you for participating in our survey. Your feedback is very important.

Appendix C – Responses to Communication Satisfaction Questionnaire

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Appendix D – Focus Group Question Set

1. What internal communication methods do you see being utilized by ORGANIZATION A? (i.e. internal communication would be a staff meeting).
2. What do you see as the strengths of ORGANIZATION A's internal communication methods?
3. What do you see as the weaknesses of ORGANIZATION A's internal communication methods?
4. Are we missing opportunities with our internal communication methods, and if so, what are they?
5. Is there anything that you would change in the way internal communication is conducted here?

Appendix E – Individual Interview Questions

Focused on the personal feedback dimension

1. How are standards and expectations articulated to you?
2. Describe how you normally receive personal feedback?
3. How often do you receive feedback?
4. Do you feel this is an appropriate amount?