5-2011

Program evaluation: Bureau of Reclamation, Lower Colorado Region business lines and focus areas “Water Drop” project

Adriana VanBuskirk
University of Nevada, Las Vegas

Marion Biron
University of Nevada, Las Vegas

Kris Kirby
University of Nevada, Las Vegas

Theodore Anderson
University of Nevada, Las Vegas

Program Evaluation:
Bureau of Reclamation, Lower Colorado Region
Business Lines & Focus Areas
“Water Drop” Project

Adriana VanBuskirk
Marion Biron
Kris Kirby
Theodore Anderson
PUA 791 – Spring 2011

Dr. Christopher Stream
May 6, 2011

Table of Contents

Abstract

This paper examines how familiar Bureau of Reclamation employees in the Lower Colorado Region are with the region's goals and priorities and how well they understand their individual role in relationship to those goals and priorities. It also analyzes the effectiveness of the communication strategies in place to communicate the goals and priorities of the organization.

Executive Summary

This project explores an agency's efforts to build and maintain an environment that effectively connects its employees to the organizational culture. The report looks at employees' association to the overall mission of a subgroup of a larger organization, specifically, the Lower Colorado Region (LCR) of the Bureau of Reclamation (Reclamation), a federal agency operating within the Department of the Interior (DOI).

The search for better understanding of this connection arose after the result of two employee viewpoint surveys conducted two years apart found that only slightly over half of the organization's employees thought that leadership was effectively communicating and promoting the goals and priorities of the organization (Appendix A, Questions 56-58). In response, LCR leadership entered into a process to better connect employees to the agency goals and priorities. This effort resulted in the development of a list of goals and priorities focusing on three business lines: water, power, land and environment, and to ensure inclusion of all functions in the organization, three focus areas were also developed: leadership, people, and mandates. The concepts were incorporated into a catchy icon, the "Water Drop" (Figure 1).

The problem for this project is defined by agency leadership as an inadequate level of employee connection with the organization's Business Lines and Focus Areas as defined in the Water Drop. The overall evaluation goals seek to quantify employee connection to the Business

Lines and Focus Areas, identify existing communication strategies that are working well, and make recommendations for additional communication strategies that could be utilized to more effectively connect employees to the Business Lines and Focus Areas.

A quantitative evaluation was conducted through a census of the entire LCR via an electronic survey (Schutt, 2009, pp. 17, 154). Follow-up surveys were administered to a sample of randomly selected employees (Schutt, 2009, p. 157) and were utilized to validate data collected in the electronic surveys. Findings will be utilized by agency leadership to identify which communication strategies are most effective and which need improvement. SurveyMonkey™ was utilized to conduct an eleven-question electronic survey, collect responses, and manage and analyze the data. The response rate was 36.9%: 81.4% non-supervisory employees, and 18.6% supervisory employees. An in-person follow-up questionnaire was utilized to validate the data gathered in the electronic surveys. This survey was distributed to 56 people (out of 116 invited – 48% response).

In general, the findings in the electronic survey demonstrated that the majority of respondents were familiar with both the Business Lines and Focus Areas (74%) and the Water Drop (83%). The follow-up questionnaire further verified these results. The four most effective communication methods identified in both surveys were employee meetings, supervisor, Reclamation intranet, and electronic mail. A fifth option not included in the electronic survey but written in repeatedly in the questionnaire was Regional Director/Upper Management. As the survey questions became more specific regarding individual facets of the Business Lines and Focus Areas, respondents' answers showed less familiarity with the specific details of the program, indicating that there is a high-level familiarity with the programs, but not necessarily an in-depth understanding.

As such, the recommendations focus around expanding communication efforts by increasing employee exposure to the Water Drop through additional methods, including sharing the results of the survey with all employees, repeating the survey on an annual basis, reinforcing the incorporation of program elements into employee performance standards via the strategic plan, using the Water Drop on all media, and including key definitions for the Water Drop components.

Introduction & Purpose of the Report

This project explores an agency's efforts to build and maintain an environment that effectively connects its employees to the organizational culture. The report looks at employees' association to the overall mission of a subgroup of a larger organization, specifically, the Lower Colorado Region (LCR) of the Bureau of Reclamation (Reclamation), a federal agency operating within the Department of the Interior (DOI). Leadership in the LCR desired to perform an evaluation to better understand employee connections with its regional goals and priorities and they requested assistance from graduate students in the Master of Public Administration (MPA) program at the University of Nevada Las Vegas (UNLV) to accomplish the evaluation. In order to meet the agency's needs, this evaluation delves into LCR employees' awareness of the region's goals and priorities and the level of association individual employees have with the goals and priorities. In addition, the evaluation considers the effectiveness of the associated communication strategies in place to convey the goals and priorities, a critical piece to the overall success of the employee connection to agency goals and priorities.

A quantitative evaluation was conducted through a census of the entire LCR via web survey (Schutt, 2009, pp. 17, 154). Follow-up surveys were administered to a sample of randomly selected employees (Schutt, 2009, p. 157) and were utilized to validate data collected in the electronic surveys via repetitive questions that allowed respondents to fill in their own answers, rather than select from a pre-determined list. The findings will be utilized by agency senior management to identify which communication strategies are most effective and which need improvement. In addition, the findings will assist them in determining whether they were successful in creating performance measures that specifically connect work products to goals and priorities at all levels in the organization.

The search for better understanding of this connection arose after the result of two employee viewpoint surveys conducted two years apart found that only slightly over half of the organization's employees thought that leadership was effectively communicating and promoting the goals and priorities of the organization (Appendix A, Questions 56-58). The employee viewpoint survey being referenced "was administered to full-time, permanent employees of Departments and large agencies" in the federal government and was completed "for the first time in 2002 and then repeated in 2004, 2006, 2008 and most recently in February/March of 2010" (Office of Personnel Management [OPM], 2010, What is the FedView Survey? [What]). Officially called the "Federal Employee Viewpoint Survey," it is a "tool that measures employees' perceptions of whether, and to what extent, conditions that characterize successful organizations are present in their agencies" (OPM, 2010, What). Within the 2008 and 2010 surveys, of the 78 questions that were included in both surveys, there were three specific questions that focused on employees' perception of the ability of leadership to communicate and evaluate the agency goals and priorities:

- *Managers communicate the goals and priorities of the organization*
- *Managers review and evaluate the organization's progress toward meeting its goals and objectives.*
- *Managers promote communication among different work units (for example, about projects, goals, needed resources)* (Appendix A, Questions 56-58).

In 2008 and again in 2010, agency leadership was not satisfied with the responses to these three questions. As a result, they continue to pursue opportunities for improvement in this area, which resulted in the request for the program evaluation being submitted to the UNLV MPA program.

Agency Background

Created in 1902 by an Act of Congress, Reclamation, an agency of the Department of the Interior (DOI), has constructed “more than 600 dams and reservoirs,” and operates “dams, powerplants, and canals” in 17 western states (Reclamation, 2011, Bureau of Reclamation - About Us [About Us]). “The Reclamation Act sought to promote agriculture in the arid west through the construction of large-scale irrigation projects” (National Park Service [NPS], 2011, Newlands House) and the agency notes that its programs and infrastructure “led to homesteading and promoted economic development of the west” (Reclamation, 2011, About Us). Today, Reclamation is the “largest wholesaler of water in the country,” delivering water to more than 31 million people, and the “second largest producer of hydroelectric power in the United States,” operating 58 power plants that “annually provide more than 40 billion kilowatt hours generating nearly a billion dollars in power revenues and produce enough electricity to serve 3.5 million homes” (Reclamation, 2011, About Us).

The agency is divided into five regions, the Great Plains, Pacific Northwest, Mid-Pacific, Upper Colorado and Lower Colorado (Reclamation, 2011, About Us). The LCR has approximately 830 employees, “serves as the ‘water master’ for the last 688 miles of the Colorado River within the United States” and operates in five states, Arizona, California, New Mexico, Nevada, and Utah, with its headquarters in Boulder City, Nevada, just outside of Las Vegas (Reclamation, 2011, Welcome to the Bureau of Reclamation’s Lower Colorado Region [LCR]). This region also houses the agency’s icon, Hoover Dam, which bridges the States of Arizona and Nevada and was constructed in the 1930’s during the Great Depression (Reclamation, 2011, About Us; Reclamation, 2011, Hoover Dam, Frequently Asked Questions and Answers: The Dam [faqs – Dam]).

Since its founding, the agency has had strong ties to the State of Nevada and the desert southwest. In fact, the primary writer of the Reclamation Act of 1902 was Nevada Senator Francis G. Newlands, and the agency's first project was an irrigation project in Nevada's Lahontan Valley (NPS, 2011, Newlands House). In addition, Boulder City itself was constructed to house workers building Hoover Dam and Reclamation has a large presence in the town. Although the LCR is not the largest region in the agency, nor does it receive the most funding (Reclamation, 2011, Budget Justifications), its association with the State of Nevada and Hoover Dam likely give it a strong sense of connection with the founding and early growth of the agency. Exploration of the evolution of this agency into the culture that exists today is outside the scope of this evaluation. However, that evolution is worth mentioning as it does play an important role in the emphasis that agency leadership is placing on sustaining a culture that connects its employees to the larger mission of the organization. Leadership's astute observation of a changing reality for the twenty-first century has led to the next logical step of adapting and redefining its strategic plan for accomplishing its mission. Known primarily in the western United States for its significant dam-building efforts during the twentieth century, the agency is trying to adapt its culture in a post dam-building era and in the process, better connect its employees to the new reality of its mission in the twenty-first century. The agency makes reference to this new reality on its website:

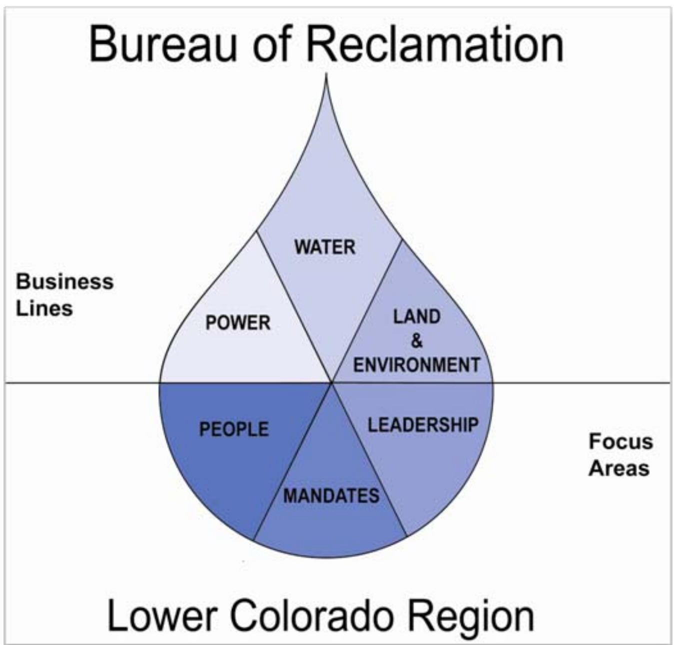
> "Today, Reclamation is a contemporary water management agency with a Strategic Plan outlining numerous programs, initiatives and activities that will help the Western States, Native American Tribes and others meet new water needs and balance the multitude of competing uses of water in the West. Our mission is to assist in meeting the increasing water demands of the West while protecting the environment and the public's investment in these structures. We place great emphasis on fulfilling our water delivery obligations, water conservation, water recycling and reuse, and developing partnerships with our customers, states, and Native American Tribes, and in finding ways to bring together the variety of interests to address the competing needs for our limited water resources" (Reclamation, 2011, About Us).

Program Description

In any successful organization, especially large government bureaucracies, goals and priorities are necessary pieces that legitimize the organization's functions and activities. Essentially, they provide the agency with tools for accountability and "[once] official goals are proclaimed, unofficial, unpublicized, and unlegitimated uses can be held up to scrutiny when they are found, and action can be taken" (Perrow, 1986, p. 11). Additionally, referencing Herbert Simon's (1957) model of organizations, Perrow (1986) notes, "the routinization of activity through the establishment of programs and standard operating procedures" provide "sources of stability in the organization" and "changes are introduced only when objectives are clearly not met" (p. 124). Along these lines, in 2008, based on the results of the employee viewpoint survey that showed communication objectives were not being met, LCR leadership entered into a process to better connect employees to the agency goals and priorities. This effort resulted in the development of a list of goals and priorities focusing on three business lines: water, power, land and environment, and to ensure inclusion of all functions in the organization, three focus areas were also developed: leadership, people, and mandates. The concepts were incorporated into a catchy icon, the "Water Drop" (Figure 1), essentially a drop of water split into six parts, with the top half representing the business lines and the bottom half representing the focus areas. The key goal of this initiative is to connect employees to the larger organizational goals and priorities of the LCR.

The Water Drop was printed onto coasters and distributed to LCR employees and “all offices communicated with their employee[s] about the [goals and priorities] and the Water Drop via brown bag lunches, all employee meetings [and] newsletters” (Appendix C, p.3). Leadership also redesigned the annual strategic plan for the LCR around the Water Drop’s Business Lines and Focus Areas (Appendixes B & F). The strategic plan was communicated to managers and also posted on the organization’s intranet site. However, a formal communication strategy was not developed and the strategic plan was not distributed directly to all employees.

Figure 1 – Water Drop



Lastly, in order to tie individual employees to specific elements of the Water Drop, managers were directed to align at least one performance element with at least one program goal from the Water Drop for every employee (Appendix C, p.2). This is a classic approach to incorporate employees into the larger organizational culture, aligning with Simon’s (1957) model of organizations in which leaders establish goals that are “broken down into subgoals at each level of the organization” and, in return, the sub-goals cumulatively contribute to the larger accomplishment of overall agency goals (Perrow, 1986, p.123). However, a status report conducted in 2009 determined that response by managers to this directive was mixed, while some offices “drilled down from the program level to the office or group level,” other offices “[did] not see the need or benefit” (Appendix C, p. 3).

In spite of these significant efforts to better communicate and incorporate agency goals and priorities, the results of the 2010 employee viewpoint survey showed only minor increases in employees' perception of the communication practices surrounding agency goals and priorities, and a decline in the perception that managers communicate among different work units (Appendix A, Questions 56-58). However, in a fourth question related to the agency goals and priorities, but not related to communication from leadership, surveys from both years showed that over 80 percent of the respondents know how their work relates to agency goals and priorities (Appendix A, Question 12). This is an important distinction in that although only a little over half of the survey respondents feel that goals and priorities are being communicated in an effective manner, the vast majority of them do think their work is directly connected to the goals and priorities. Thus, the indication would be that employee connection to the larger organizational culture already exists, but, there is room for improvement in the communication piece of that culture. This fact is not lost on agency leadership and their request to the UNLV MPA team specifically included, among other things, an analysis of communication strategies being utilized to convey agency goals and priorities.

> "The problem for this project is defined by agency leadership as an inadequate level of employee connection with the organization's Business Lines and Focus Areas"

When considering the problem to be defined, it is beneficial to note that "evaluations of existing programs typically arise out of some stakeholder dissatisfaction with the effectiveness of existing policies and programs" (Rossi, 2004, p. 105). In this case, the stakeholder, LCR leadership, is dissatisfied with the effectiveness of their existing communication strategies surrounding the Water Drop. In turn, there is a perception on the part of LCR leadership that the communication gap may result in larger consequences of employees not being connected to the organizational goals and priorities. In other words, the problem for this project is defined by agency leadership as an inadequate level of employee connection with the organization's Business Lines and Focus Areas.

The desired outcome of the Water Drop is to increase the perception that leadership is effectively communicating agency goals and priorities, which will be most noticeably measured by the results of the next Federal Employee Viewpoint Survey. The results of the 2008 and 2010 Federal Employee Viewpoint Surveys are necessary as a baseline for the agency to measure improvements. The results from the three questions at issue are listed in Table 1:

***Table 1* – LCR Scores, 2010 & 2008 Comparison**		
56. Managers communicate the goals and priorities of the organization		
2010 Positive Responses	2008 Positive Responses	Increase or Decline (percentage points)
63.5%	59%	4.5
57. Managers review and evaluate the organization's progress toward meeting its goals and priorities		
2010 Positive Responses	2008 Positive Responses	Increase or Decline (percentage points)
63.1%	57.1%	6
58. Managers promote communication among different work units (for example, about projects, goals, needed resources)		
2010 Positive Responses	2008 Positive Responses	Increase or Decline (percentage points)
57.9%	61.1%	-3.2

Source: Appendix A

According to Reclamation leadership, they have not defined target benchmarks for these questions so a review of the OPM website was conducted in order to recommend some target benchmarks for the LCR. First, when comparing LCR scores with overall DOI scores, the LCR scored higher on all three questions, by a margin of at least eight percentage points (Table 2):

Table 2 – LCR Comparison with DOI		
56. Managers communicate the goals and priorities of the organization		
2010 Positive Responses DOI	2010 Positive Responses - LCR	Percentage Point Difference
55.4%	63.5%	8.1
57. Managers review and evaluate the organization's progress toward meeting its goals and priorities		
2010 Positive Responses DOI	2010 Positive Responses - LCR	Percentage Point Difference
54.6%	63.1%	8.5
58. Managers promote communication among different work units (for example, about projects, goals, needed resources)		
2010 Positive Responses DOI	2010 Positive Responses – LCR	Percentage Point Difference
48.7%	57.9%	9.2

Source: OPM, 2011, 2010 Federal Employee Viewpoint Survey: Report by Agency; Appendix A

When reviewing scores for all agencies, the review found the following potential benchmarks for these three questions based on the highest three scores for each question. Interestingly, although there are significant differences in questions 56 and 58, in question 57 LCR is only one percentage point below the third highest score in this category, which assesses management's review and evaluation of goals and priorities (Table 3).

Table 3 - LCR Comparison with Top 3 Scores for each Question		
56. Managers communicate the goals and priorities of the organization		
2010 Top 3 Responses	2010 Positive Responses - LCR	Percentage Point Difference
80.4%	63.5%	16.9
79.9%		16.4
76.0%		12.5

57. Managers review and evaluate the organization's progress toward meeting its goals and priorities		
2010 Top 3 Responses	2010 Positive Responses - LCR	Percentage Point Difference
73.8% 69.9% 64.1%	63.1%	10.7 6.8 1.0
58. Managers promote communication among different work units (for example, about projects, goals, needed resources)		
2010 Top 3 Responses	2010 Positive Responses – LCR	Percentage Point Difference
82.3% 79.5% 73.5%	57.9%	24.4 21.6 15.6

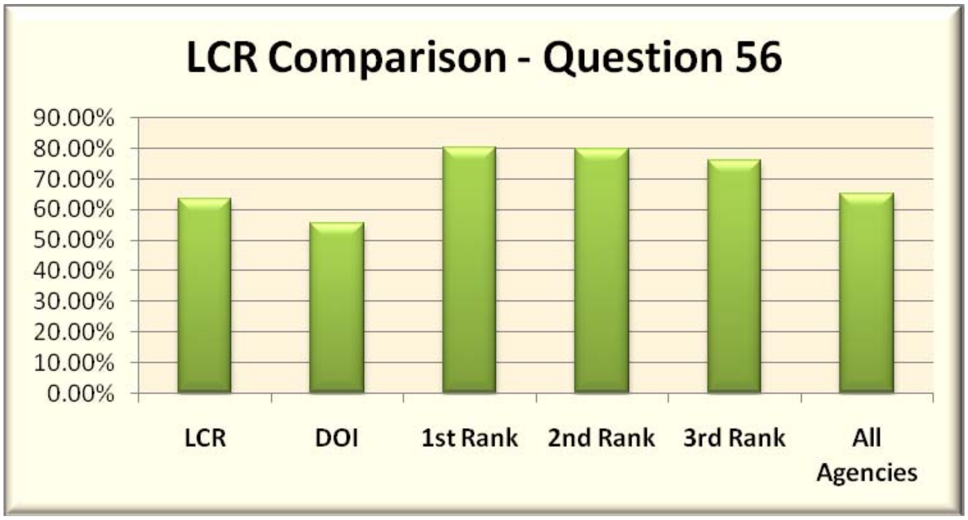
Source: OPM, 2011, 2010 Federal Employee Viewpoint Survey: Report by Agency; Appendix A

Lastly, in a comparison with the government-wide responses, the LCR scored slightly below average on questions 56 and 57, and slightly above average on question 58 (Table 4):

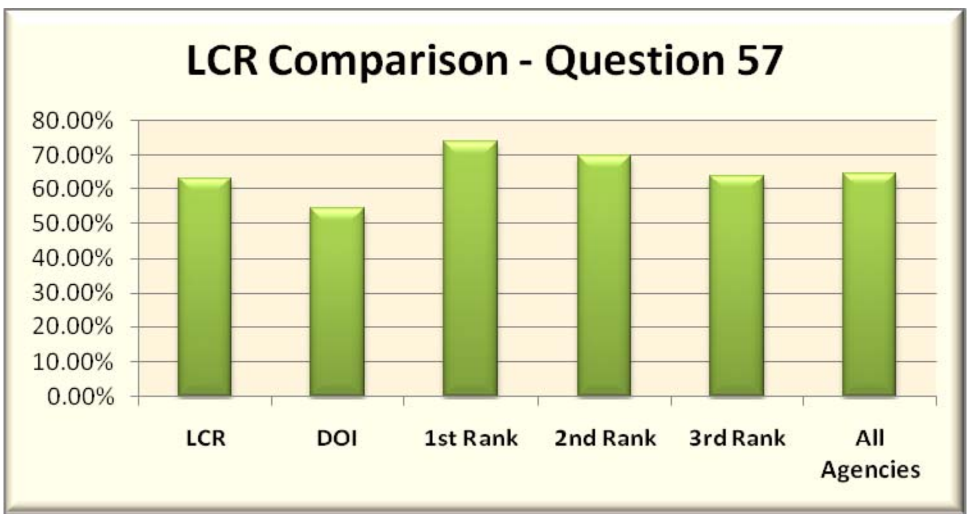
***Table 4* – LCR Comparison with Average of All Agencies**		
56. Managers communicate the goals and priorities of the organization		
2010 Positive Responses All Agencies (average)	2010 Positive Responses - LCR	Percentage Point Difference
65.1%	63.5%	-1.6
57. Managers review and evaluate the organization's progress toward meeting its goals and priorities		
2010 Positive Responses All Agencies (average)	2010 Positive Responses - LCR	Percentage Point Difference
64.7%	63.1%	-1.6
58. Managers promote communication among different work units (for example, about projects, goals, needed resources)		
2010 Positive Responses All Agencies (average)	2010 Positive Responses – LCR	Percentage Point Difference
56.3%	57.9%	1.6

Source: OPM, 2011, Government Unweighted Results; Appendix A

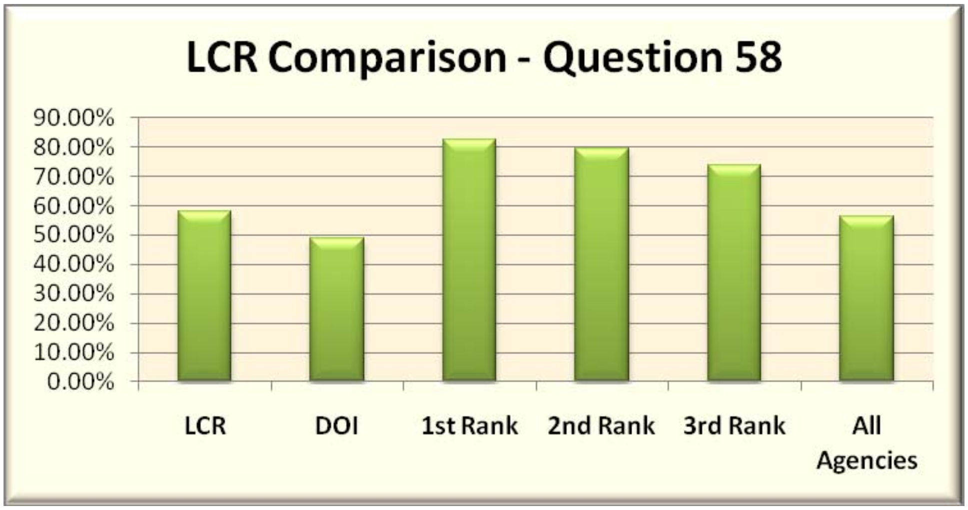
Data from each table is compiled into an individual graph for each question below.



Graph 1 - LCR Comparison, Question 56



Graph 2 - LCR Comparison, Question 57



Graph 3 - LCR Comparison, Question 58

Evaluation Goals

The overall evaluation goals for this project seek to quantify employee connection to the Business Lines and Focus Areas identified in the Water Drop, identify existing communication strategies that are working well, and make recommendations for additional communication strategies that could be utilized to more effectively connect employees to the Business Lines and Focus Areas. The most critical question to be considered is to determine whether the communication strategies identified for the Water Drop are “well-defined and sufficient” enough to accomplish the goal of effectively delivering the message to the “target population,” in this case defined as the agency employees (Rossi, 2004, p. 157).

Data Collection & Methodology

First phase: Utilization of available data

In the first phase of the investigation, the UNLV MPA group gathered and reviewed data on several measures contained in prior federal viewpoint surveys. Internal benchmarking procedures were utilized to compare a change in knowledge from the initial viewpoint survey in

2008, to the current survey in 2010. After the initial survey was conducted, Reclamation implemented agency-wide goals and priorities, and used a varied communication campaign to inform their employees of stated implementation. A change of performance standard templates before and after the goals and priorities were introduced provided an additional key component to Reclamation's communication strategy.

To further analyze if employees know what Reclamation's goals and priorities are, and how they relate to their own work outputs, the UNLV MPA Group conducted a new survey (2011 Survey). Originally, the questions were to be drawn from the surveys conducted in 2008 and 2010; however, in this survey, a skip logic approach was utilized to further capture relevant data (i.e. identifying frontline employees from supervisory positions).

The goal of the above analysis served to enumerate the depth of employees who know what Reclamation's goals and priorities from those who do not. Furthermore, the 2011 survey served to identify if Reclamation's current communication campaign is effective, and recommendations formulated.

Second phase: Collecting new data: 2011 Census

The data used in the second phase of this analysis are drawn from a census of a target population consisting of the 830 Reclamation employees in the LCR. This number represented the total of all employees for the region. The census was completed by 306 respondents during three weeks in March 2011. SurveyMonkey™ was utilized to conduct an electronic survey, and manage and analyze the research. The response rate was 36.9%. Of those responding, 81.4% were non-supervisory employees, and 18.6% were supervisory.

The Web survey was developed by the UNLV MPA Group and was distributed to the key contacts at Reclamation for review and comment. Once concurrence on the survey questions was received a timeline was developed for review and approval to better manage the entire process.

Next, an internal agency review process for the survey questions was completed. This involved consultation with the Union, Labor Relations and Human Resources and served as part of the final approval processes for the survey prior to distribution to the LCR employees.

Finally, the public affairs officer prepared the e-mail communication piece announcing the distribution of the surveys to potential respondents and said e-mail contained a direct "hotlink" to the survey Web site (Appendix N). By sending the email out through internal means, federal employee email addresses and individual employee names remained protected. It also served to inform employees that the survey was authorized by the agency and encourage response. Employees were also informed that to achieve greater anonymity, they could access the link from a non-government computer. Lastly, the privacy of respondents' responses was maintained by having the UNLV MPA group be the only designated persons to collect and analyze the data.

The survey consisted of 11 questions (Q1 through Q11), and were aimed at measuring key constructs thought to reflect how well Reclamation's work aligns with the goals and priorities of the LCR.

Question Types:

The question types utilized by UNLV MPA Group ranged from closed-ended to open-ended questions in order to produce unbiased and relevant survey responses. Specifically, the types are identified as follows:

Closed-Ended.

Multiple-Choice (Only One Answer Allowed): Allows only one choice to be selected.

Multiple-Choice (Multiple Answers Allowed): Allows more than one choice to be selected.

Open-Ended.

The Multiple Choice (Multiple Answers Allowed) questions included an "Other" choice and a single text box was provided for the respondent to enter responses into the text box.

Question Sequence:

The sequence of questions was designed to motivate the respondent to reply and helped to create an orderly flow to the survey. In developing the survey, the UNLV MPA Group wanted to be as objective as possible. Close attention was paid to the neutrality of the words in order to avoid unintentional violation of the survey's objectivity. The sequence was also developed in order to remove any bias respondents may have with regard to the Business Lines and Focus Areas, as well as their connection with the Water Drop visual tool. After the general topic was established, related questions commenced. A skip logic question was asked at Q7 to separate supervisors from non-supervisors. If the respondent was a supervisor, he/she went on to answer 3 additional questions then skipped to the final Water Drop question which was Q11 for them. Those who responded "No" were excluded from Q8-10 which did not apply to them. Non-supervisors saw the final Water Drop question as Q7 and concluded survey response.

Survey Layout

The focus of the analysis was broken out into six sections and consisted of an introduction, and five specific categories of interest for the agency: Delivery, Personal Utilization, Organizational Role, Supervisor specific questions, and Familiarity. The layout of those sections is identified as follows:

Section 1: Introduction. This section served to inform the respondent that the feedback from the survey will enable UNLV students the opportunity to partner with Reclamation for educational purposes. The introduction served to advise respondents that survey outcomes will be utilized by Reclamation to enhance/develop training opportunities, identify key components to effective communication, and make connections with overall work outputs.

Section 2: Delivery Methods. This section focused on the delivery methods of the agency and is one the first of five main categories explored. Awareness is specifically identified as a key data element for review. The data in this section was comprised of two questions and focused on whether or not the respondent is aware of the LCR's Business Lines and Focus Areas (Q1), and how they learned about them (Q2). Whether or not the respondent possessed awareness allowed for a simple Multiple Choice (Only One Answer) question to which a "Yes" or "No" response was required.

Because a multitude of available learning delivery methods exist, a Combination Multiple Choice (Multiple Answers) and Open-ended question was developed for question 2. A list of 12 selection choices representing specific methods of delivery was provided, to which at least one answer choice must be selected. An "Other" with comment field was added as an answer choice in order that additional delivery methods could be identified by the respondent. The comment text itself was not validated for purposes of this question. To cover respondents who really don't know what to select ("floaters"), a selection choice of "Don't Know" was added. Lastly, a selection choice of "I am not aware of the Business Lines and Focus Areas" was included in order to identify the number and percentage of respondents who specifically lack awareness of the LCR's Business Lines and Focus Areas.

Section 3: Personal Utilization. This section focused on employee utilization and represented the second category. This section delved into the employees' familiarity with the agency goals and priorities. Specifically, respondents were asked whether or not they utilized the Reclamation Intranet to obtain updates on Business Lines and Focus Areas (Q3). Respondents were also asked if any of the LCR's Business Lines and Focus Areas are included in their performance standards (Q4); does the respondent's role relate to any of the LCR's Business Lines and Focus Areas (Q5); and finally to which Business Lines and Focus Areas the respondent's work most closely aligns (Q6).

Due to the straight forwardness of Q3-Q5, Multiple Choice (Only One Answer) question type was utilized. The response choices for each were "Yes", "No" and, to cover floaters, a "Don't Know" selection was offered.

A Multiple Choice (Multiple Answers) question was provided for Q6. To capture the six major Business Lines and Focus Areas, a selection choice for each was provided, with the option of the respondent to select more than one response if applicable. A "None" choice was provided to be all inclusive, as was a "Don't Know" response choice for floaters.

Section 4: Organizational Role. Organizational role is the third category in the survey. This section served to identify whether or not the respondent was a supervisor and was set up with a skip logic scenario. The question separated supervisors from non-supervisors, with supervisors moving on to respond to three supervisor-specific questions, and non-supervisors skipping to the final question in the survey. Whether or not the respondent were a supervisor allowed for a simple Multiple Choice (Only One Answer) question to which a "Yes" or "No" response was required

Section 5: If "Yes" to Supervisor. Supervisor related questions are the fourth category in the survey. The respondents of this section comprised of three questions and were contingent on the respondent identifying their organizational role as supervisor. This section focused on communication of the LCR's Business Lines and Focus Areas to staff by supervisors.

First, it was important to find out if supervisors had communicated the LCR's Business Lines and Focus Areas to their staff (Q8). The response choices of "Yes" and "No" were provided, however because awareness (or lack of awareness) was an identified key measure, a selection choice of “I am not aware of the Business Lines and Focus Areas” was included in order to identify the number and percentage of responding supervisors who specifically lack awareness of the LCR’s Business Lines and Focus Areas.

In order to broaden knowledge of delivery methods, supervisors were asked to identify the methods he/she used to communicate the Business Lines and Focus Areas to staff (Q9). A Combination Multiple Choice (Multiple Answers) and Open-ended question type was utilized to capture data. A list of seven choices, including “None” was provided and at least one answer choice must be selected. An “Other” with comment field was added as an answer choice in order that additional delivery methods could be identified by the respondent. The comment text itself was not validated for purposes of this question.

Lastly, an additional selection choice of “Did not communicate due to not being familiar with the Business Lines and Focus Areas” was included in order to identify the number and percentage of responding supervisors who specifically lack awareness of the LCR’s Business Lines and Focus Areas and could therefore not communicate same to staff.

In order to determine the prevalence of goals and priorities in performance standards, responding supervisors were asked whether or not they had incorporated any of the LCR’s Business Lines and Focus Areas into their employee’s performance evaluations (Q10). Like Q8, the response choices of “Yes” and “No” were provided, however because familiarity (or lack of familiarity) is also an identified key measure, a selection choice of “Not familiar of the Business Lines and Focus Areas” was included in order to identify the number and percentage of responding supervisors who specifically lack any type of familiarity of the LCR’s Business Lines and Focus Areas.

Section 6: Familiarization. Employee familiarization with the Water Drop is category five in the survey. Multiple Choices (Only One Answer). This question was developed as a Multiple Choice (Only One Answer) question type and required a “Yes” or “No” answer. This question focused on the concept of the Water Drop that serves as the visual tool for the alignment of Reclamation’s work consistent with the goals and priorities of the LCR.

Once the respondent reached the end of the survey, there was a Thank You Page so that the respondent could be thanked for their time.

Third phase: Validating data via Follow-up Questionnaire

The third phase consisted of data collection was managed by the UNLV MPA group and was utilized to validate the survey data gathered in the web survey presented via SurveyMonkey™, and to expand on data regarding employee familiarity with the Water Drop visual tool.

The data used in the third phase of this analysis are drawn from a follow-up questionnaire (“Questionnaire”) distributed to a systematic random sampling consisting of 116 employees selected in four specific intervals from the LCR’s employee list. This created four separate groups of employees who were then requested to attend a one-hour session to complete the questionnaire, in writing, on one of four days selected in April 2011. Of the 116 employees selected, 56 actually attended one of the dates provided, making the response rate 49%.

Along with random selection, to further protect anonymity, the interviewees were advised that they were randomly selected to answer a few questions concerning the region in which they worked and that their name, title/position and any other identifiers were unnecessary. The participant was allowed as much time as necessary to complete the Questionnaire.

The Questionnaire had an introduction advising the interviewee that the feedback from our questionnaire will enable UNLV students the opportunity to partner with Reclamation for education purposes. The intent of the Questionnaire was identified as being a tool to be utilized by Reclamation to enhance/develop training opportunities, identify key components to effective communication, and make connections with overall work outputs.

Five questions (Q1, Q3, Q4, Q5, and Q7) were presented exactly as in the Web survey. Two questions (Q2 and Q6) were also presented exactly as in the web survey. However, instead of providing selection choices, the Questionnaire was left open-ended for the employee to provide his/her own choices.

In order to dig into what familiarity means to the employees, questions (Q8, Q9, and Q10) were developed to gain knowledge of what the respondent knew about the Water Drop visual tool. Two of the questions were open-ended and probed into the respondent’s familiarity with the visual tool, namely, what it meant to them (Q8), and how the respondent applied it to their daily operations within Reclamation (Q9). The questionnaire requested a “Yes” or “No” response was as to whether or not the respondent has seen the Water Drop anywhere in their office building or other buildings within the LCR (Q10). If the response was “Yes”, the questions became open-ended and requested an explanation to further procure details as to where they had seen the Water Drop.

One question (Q11) requested general information regarding the respondent. The respondent was asked to disclose whether or not he/she completed the online survey distributed March 7, 2011 via the SurveyMonkey™ link. If the participant did, an explanation was requested as to what prompted the completion of the survey. If not, was there a particular reason the participant chose not to complete the survey. This question’s purpose was to determine any motivation for taking the Web survey, or determine why a participant may not have chosen to take the survey.

Lastly, in order to gain additional insight into communication modes, a general question (Q12) was asked requesting input and feedback by the participants as to what the participant considered the most effective mode of communication within the LCR. The selection choices and method for this question were identical to the selection choices in Question 2 of the Web survey regarding how they learned about LCR's Business Lines and Focus Areas. The question was developed to compare with Question 2 of the Web survey, Question 2 of the follow-up questions and determine whether there are any similarities in responses and ordering of best or most used communication modes.

Analysis & Findings

As a reference point, the 2010-2008 Federal Employee Viewpoint Survey: Subagency Comparison Report (Appendix A) was utilized to find positive/negative correlations to the 2011 Business Lines and Focus Areas Survey. Although the survey questions do not mirror each other, the content in the questions are related.

Based on the 2011 Survey, the language was changed to reflect these goals and priorities as they are formally titled "Business Lines and Focus Areas." For example, question 12 on the employee viewpoint survey asks "*I know how my work relates to the agency's goals and priorities,*" in the 2011 Survey, the question is reformatted to read *"Does your role in the organization relate to any of the Lower Colorado Region's Business Lines and Focus Areas?"* The design of the 2011 survey was not to emulate the employee viewpoint survey, but to complement the overall goal of this project.

***Table 5*: 2010-2008 Federal Viewpoint Survey**
Question 12: *I know how my work relates to the agency's goals and priorities:*

# Of respondents	2010 Positive	Increase or Decline	2010 Neutral	Increase or decline	2010 Negative	Increase/Decline	2010 Don't Know
538	84.00%	.20%	8.40%	-4.10%	7.60%	3.90%	1

# Of respondents	2008 Positive	2008 Neutral	2008 Negative
538	83.80%	12.50%	3.70%

***Table 6:* 2011 Business Lines and Focus Areas Survey**
Question 5: *Does your role in the organization relate to any of the Lower Colorado Region's Business Lines and Focus Areas?*

	Response Percent	Response Count
# Of Respondents 296		
Yes	68.60%	203
No	6.40%	19
Don't Know	25.00%	74

In the 2011 Survey, there is a 15.4 percentage point decline in the amount of employees within the LCR who can positively identify if their work relates to the agency's goals and priorities, or in this case, the Business Lines and Focus Areas. The decline can be attributed to the use of language, and may be a key recommendation to Reclamation.

In addition to examining question 12 of the employee viewpoint survey, an added question lends itself to the overall relationship between the employee viewpoint survey and the 2011 Survey. Question 56 of the employee viewpoint survey reads: "*Managers communicate the goals and priorities of the organization,*" in the 2011 Survey, the question is reformulated to ascertain specific knowledge of the established goals and priorities within LCR, as such it asks

"Are you aware of the Business Lines and Focus Areas?" The intention in this example, again, is not to make a direct comparison, but find a commonality between responses in both survey samples.

***Table 7*: 2010-2008 Federal Employee Viewpoint Survey**
Question 56: *Managers communicate the goals and priorities of the organization*:

# Of respondents	2010 Positive	Increase or Decline	2010 Neutral	Increase or decline	2010 Negative	Increase/Decline	2010 Don't Know
537	63.50%	4.50%	21.10%	-3.40%	15.40%	-1.00%	0

# Of respondents	2008 Positive	2008 Neutral	2008 Negative
538	59.00%	24.50%	16.40%

***Table 8*: 2011 Business Lines and Focus Areas Survey**
Question 1: *Are you aware of the Lower Colorado Region's Business Lines and Focus Areas?*

	Response Percent	Response Count
# Of Respondents 306		
Yes	74.20%	227
No	25.80%	79

This example shows a 10.70 percentage point increase in employee knowledge of the goals and priorities within the LCR of the Reclamation. The increase in knowledge can be a reflection of the campaign tool (more pointedly, the coasters) which the Reclamation provided to its employees. While the coasters are used as a visual aid to showcase the region's Business Lines and Focus Areas, it is a small piece of an overall greater communication puzzle. In part, the MPA student recommendations will consider the limitations of this current mode of communication. The coasters are an appealing and useful visual aid; however an expansion into additional visual aids and communication methods will increase employee awareness, and aid the Reclamation in the overall mission of their organization. To engage employees beyond the "***coaster***" it is worth to recall Peter Drucker's words:

> "*Leaders communicate in the sense that people around them know what they are trying to do. They are purpose driven–yes, mission driven. They know how to establish a mission…*" (Karlgaard, 2004).

2011 Business Lines & Focus Areas Survey: General Results

The all employee electronic survey was open for three weeks in March 2011. In total, 306 employee responses were collected out of 830 employees providing a 36.9% response rate. Of the 306 respondents, 96.1% (294) actually completed the survey. Of those who completed the survey, 18.6% were supervisors and 81.4% were non-supervisory employees. (Appendix J).

Delivery Methods. All respondent's answered survey Question 1 regarding whether or not they were aware of the Lower Colorado Region's Business Lines and Focus Areas. Of the respondent's, 74% expressed awareness, while 25.8% were not aware.

A wide range of responses were received as to how the employee learned about the Business Lines and Focus Areas. No one skipped the question. The methods of delivery receiving the greatest response rate were:

a. employee meetings (48.4%);
b. through a supervisor (30.4%);
c. through the Reclamation intranet (28.4% response rate); and
d. E-mail (26.1%).

Personal Utilization. The majority of the respondents (61.1%) indicated they did not use the Reclamation intranet to get updates on Business Lines and Focus Areas. Over half of the respondents (53%) indicated that the Business Lines and Focus Areas were included in their performance evaluations.

Organizational Role. Of the individuals who responded "Are you a supervisor?" (Q7), 295 answered the question, 11 skipped the question. Of those who responded, 55 indicated they were supervisors. All 55 respondents who indicated they were supervisors responded to the additional supervisor questions.

Supervisor related questions. Overall, the survey showed a significantly high degree of supervisors integrated the LCR's Business Lines and Focus Areas into their work areas and to staff. Significantly, the majority of supervisors (47/85.5%) have communicated the LCR's Business Lines and Focus Areas to his/her staff. Of the remainder, 6 supervisors have not; and 2 were not familiar with the Business Lines and Focus Areas.

Staff meetings and performance appraisals were the two key methods of communication of the Business Lines and Focus Areas to staff. Staff meetings were ranked the highest method (70.9%) used by supervisors to communicate the Business Lines and Focus Areas to staff, performance appraisals (54.5%) ranked second, with E-mail (25.5%), Strategic Plan (21.8%) following. Three supervisors expressed not communicating the LCR's Business Lines and Focus Areas at all. Three more supervisors identified that they did not communicating the LCR's Business Lines and Focus Areas due to not being familiar with them.

Survey results showed the majority of supervisors (45/81.8%) as having incorporated all or some of the LCR's Business Lines and Focus Areas into his/her employees' performance evaluations. Seven supervisors have not incorporated any of the LCR's Business Lines and Focus Areas into his/her employees' performance evaluations. Three supervisors have not incorporated any of the LCR's Business Lines and Focus Areas into his/her employee's performance evaluations due to not being familiar with them. This last group is likely the same three who did not communicate the Business Lines and Focus Areas due to not being familiar with them.

Familiarization. Most respondents (83%) expressed they were familiar with the Water Drop.

2011 Follow-up Questionnaire: General Results

The 2011 Focus Group Questionnaire was provided to four randomly selected groups and consisted of 116 LCR employees. Of the 116 employees selected,s 56 responded actually attended a group providing a 49% response rate for the Questionnaire.

Delivery Methods. A wide range of responses were received, via the Questionnaire, as to how the employee learned about the Business Lines and Focus Areas. Unlike the survey, 9 respondents skipped the question. Employees were able to indicate multiple methods of delivery.

The methods of delivery receiving the greatest response rate were through:

1) the Regional Director and/or upper management (18.7%);
2) employee meetings (17.4%);
3) supervisor and Reclamation intranet delivery were tied (13.7%); and
4) e-mail (11.3%).

Personal Utilization. The majority of the respondents (62.5%) answering the Questionnaire indicated they did not use the Reclamation intranet to get updates on Business Lines and Focus Areas.

Organizational Role. No questions relating to organizational role were asked on the Focus Group Questionnaire.

Familiarization. Like the Web survey, most follow-up questionnaire respondents (94.6%) expressed familiarity with the Water Drop.

General survey questions. Additional expansion questions relating to the Water Drop and what respondents considered the most effective mode(s) of communication within the LCR will be discussed in the Findings, Conclusions and Correlations section of this report.

Insight as to whether or not the respondent to the Questionnaire also completed the Web survey. All respondents answer this question, 58.9% of which indicated they had also completed the Web survey. It was found that the overwhelming majority had completed the Web survey because they were requested or encouraged to by management. If the respondent had not, the reason was due to time constraints or other work taking precedence. Overall, it was clear that employees were interested in communicating with management regarding work related matters.

2011 Business Lines & Focus Areas: Findings, Conclusions & Correlations

Delivery Methods. Employee Knowledge. Statistically, there was a good correlation between the Web survey and Questionnaire with regard to the general awareness of the LCR's Business Lines and Focus Areas. 74.2% of participants in the Web survey responded positive awareness, while 78.6% of the participants in the focus group responded positive awareness, providing only a 4.4% difference between the two response percentages. (See Appendix L, Comparison Tables: Delivery Methods Q1).

Agency communication strategies. The top four responses in the Web survey and Questionnaire were very similar in ranking the top delivery methods of learning about the Business Lines and Focus Areas. Employee meetings, supervisors, Reclamation Intranet and e-mail were among those that ranked the highest overall.

The number one response recorded for delivery of information regarding Business Lines and Focus Areas in the Web survey was through employee meetings. The number one response recorded through the focus groups was Regional Director/Upper management. Interestingly, learning through the Regional Director Newsletter was ranked 5th at 19.3% in the Web survey. Here, a direct comparison in ranking could not be made between the Web survey and Questionnaire. This is because the Web survey provided only a response for “Regional Director Newsletter” and no “Upper management” selection option was available. It is possible that upper management conveyance may be inferred in “other” delivery methods such as management meetings, regional director meetings, etc. which could make the percentage higher in the Web survey.

Important to note is a significant percentage of respondents in the Web survey indicated no awareness of Business Lines and Focus Areas. This response ranks 6th of all responses available. In the Focus Group, only 3.8% of respondents expressed no awareness. All participants in the Web survey responded to this question, while 11.3% of the Focus Group did not. (See Appendix L, Comparison Tables: Delivery Methods Q2).

Personal Utilization. There was a strong correlation between the on-line survey and the Focus Group Questionnaire that the Reclamation Intranet was not used by most employees to get updates on Business Lines and Focus Areas. In fact, the Reclamation intranet was showed to not be utilized by 61.1% of respondents in order to learn about, or update their knowledge of the agency Business Lines and Focus Areas. This presents an interesting question as the Reclamation intranet was touted as the third highest ranking delivery method in the Web survey and was validated by the follow-up survey which provided the same ranking. It is possible that the discrepancy may lay in that respondent may have originally learned of the Business Lines and Focus Areas from the intranet, however never returned to obtain updates, if and when available.

The Regional Director requested that all employees have at least one performance element aligned to one Program Goal for the 2009 performance cycle. Supervisors were expected to make changes to performance plans as necessary to meet the alignment (See Appendix C). It would be expected that the element(s) would carry over to future years. Only a little over half of the 2011 Web survey respondents (53%) indicated that LCR's Business Lines and Focus Areas were included in their performance standards. This correlates somewhat closely with the 58.9% of the focus group respondents who answered affirmatively. 19.6% of Web survey respondents, and 10.7% of follow-up questionnaire respondents indicated the Business Lines and Focus Areas were not included in their performance standards, and an even higher percentage (27.4% Web survey, 30.4% follow-up questionnaire respondents) indicated they "Don't Know" (See Appendix L, Comparison Tables: Personal Utilization, Q4).

Organizational Role. Analysis shows positive findings when looking at supervisors and communication of the LCR's goals and priorities to staff. The majority of supervisors have communicated the LCR's goals and priorities to staff (85.5%), and a majority has incorporated the goals and priorities in their staff's performance evaluations (81.8%). Key methods of communications for supervisors are through staff meetings and performance appraisals. Unfortunately, analysis of the data elements shows that not all supervisors are familiar with the Business Lines and Focus Areas. This is problematic as, if there isn't any awareness, the goals and priorities cannot be communicated to all LCR employees and integrated into performance evaluations for those same employees.

Familiarization. Positively, familiarity with the Water Drop concept and tool was found to be very high. The Web survey yielded and 83% acknowledgement of familiarity, while the respondents to the follow-up questionnaire yielded an even higher acknowledgement of 94.6%.

The follow-up questionnaire yielded significant insight as to what the Water Drop means to employees. Business lines, mission, focus areas, function/role, goals and priorities placed highest on the list evidencing a strong connection between these areas and what the visual tool was meant to represent. This finding suggests the Water Drop visual tool's purpose for the organization has been met so far as it communicates what it intended.

When it came to responding to how the respondent applies the Water Drop to his/her daily operations within Reclamation, 17.86% of the respondents simply skipped the question. This may lead one to assume that the respondent wasn't able to grasp the relationship or perhaps did not know how to respond. Less than half of the respondents (48.21%) felt the Water Drop connected to their goals and priorities or job function, and 33.9% felt no connection existed at all. (Appendix K, Q9). In this aspect, greater attention needs to be paid in communicate the nature of the relationship of the Water Drop and its meaning to the employees role in the organization.

When looking at line of sight familiarity with the Water Drop it was clearly evident respondents had significant knowledge and recognition of the visual tool. The Water Drop coaster was the single most cited reference, with building displays and poster coming in a distant second. (Appendix K, Q10). As stated previously, although the coaster is a successful visual aid, expansion into additional visual aids (perhaps more posters, mugs, use as an intranet logo) could increase employee awareness and support Reclamation in the overall mission of their organization.

Limitations

As with any collaborative process, basic limitations were identified in this project. In particular, during the survey development stage, questions were strategically designed to limit bias. For example, Question 11 of the 2011 Business Lines and Focus Areas Survey was purposely placed at the end of the survey. This particular question asked respondents if they were aware of the visual aid the Reclamation utilizes to tout their Business Lines and Focus Areas. In asking this question too soon, the project risked the ability to find a true measure of employee knowledge. Instead, question sequence was reversed, and the survey asked respondents if they were aware of the Business Lines and Focus Areas as the first question. Although the questions are essentially one in the same, the responses will show the number of employees who can successfully connect the Water Drop visual aid to the Business Lines and Focus Areas of the LCR.

Differing levels of knowledge within the agency proved to be a significant limitation when requesting proper approval to disseminate the 2011 Business Lines and Focus Areas Survey. Electronic messages sent to directors and assistant directors pointedly displayed the lack of agency-wide knowledge of the Reclamation’s goals and priorities. This lack of knowledge presented several challenges as approvals were acquired, and survey questions were reformulated.

Further, the MPA students did not collaborate in the creation of an introductory e-mail sent to LCR survey respondents. This message accompanied a link to SurveyMonkey™ with instructions to complete the 2011 Business Lines and Focus Areas Survey and provided preliminary information on the Water Drop initiative and its importance to the agency. Initially, the MPA team was concerned over the inherent bias this introduction may have incorporated into the survey. However, as the project moved through the process, the MPA team recognized that the overall project goal is to measure and improve employee knowledge of the Business Lines and Focus Areas. Therefore, if employees learned of this information while reading the introductory message, it was one more method that Reclamation leadership could use to achieve its overarching goal. However, there are still limitations in the collaboration piece of this process and MPA student input during the development of this message could have generated higher responses, (i.e. appealing to a variety of respondents in different manners), and provided a true partnership in all relevant steps of the survey process.

Lastly, a common "attribute often associated with tall hierarchies is timidity and caution on the park of subordinates who fear criticism from superiors and thus hesitate to pass unpleasant information up the line" (Perrow, 1986, p. 33). This phenomenon is likely present in any agency of the federal government and an employee group with 830 people in it is certainly not immune. As such, regardless of the level of anonymity built into the process, there are likely still employees in the organization who practice "timidity and caution" at all times when on the job, especially when they are using government computers, and it is likely these employees were not completely forthright in their responses.

Recommendations

Recommendations will be presented directly to the Reclamation staff/directors as a culmination of this project. This presentation will include overall 2011 Business Lines and Focus Areas findings and results of the follow-up (in person) survey.

The primary recommendation is to share the results of the surveys with all employees. The pattern in responses, particularly the open-ended answers in the follow-up survey, indicate employees "want to contribute" to the overall mission of their organization. As such, employees, as major stakeholders in this process, will find greater satisfaction in learning how their responses will shape future changes/improvements.

Second, as identified during the early stages of the project development, a communication system needs to be established to serve as a pipeline of information to all employees within the Reclamation. Survey question number three and follow-up survey question number twelve both address the need to identify a list of the top communication methods and in both surveys, employee meetings, supervisors, the intranet, and e-mail were ranked as the top methods for delivering the message. A fifth high-ranking option not included in the electronic survey but written-in repeatedly in the questionnaire was Regional Director/Upper Management. Capitalizing on these methods in the communication plan will maximize results and it is recommended that LCR leadership request a second phase of this project to develop a communication plan based on the survey and questionnaire results.

Third, in the survey and follow-up questionnaire administered during this project, one question directly asked employees to align their work to the Business Lines and Focus Areas (if possible). The importance of this question was discovered during the data analysis and follow-up questionnaire phase when it became clear that the mere presentation of this question to employees raised their awareness of the program. Further, Hence, it is our recommendation that the 2011 Business Lines and Focus Areas Survey be made a longitudinal measure that is administered on an annual basis to capture growth in the areas of employee knowledge, communication methods and overall utilization of the Business Lines and Focus Areas.

Fourth, Reclamation leadership communicated the desire to utilize program goals to measure performance standards in order to address a growing need to identify and connect to work outputs to agency goals and priorities. This has become imperative to the success of employees. Therefore, as well as being posted on the agency intranet, the strategic plan that was redesigned in 2009 to align with the Water Drop should be distributed to all employees along with their performance standards and a discussion by their supervisor about where they fit in the organization. This will provide an immediate connection between day-to-day work and the larger organization. The strategic plan is an excellent tool that specifically combines work projects with the overarching goals and priorities of the Water Drop and provides employees with more in-depth knowledge about what is expected. Although this plan is shared on the intranet, its importance would be further emphasized if a hard copy would be presented directly to all employees..

Fifth, the LCR currently employs the use of a Water Drop as a visual aid to help deliver the goals and priorities of their organization. It is our recommendation that its current use continue; however, a more extensive campaign is necessary. Along with the tangible pieces (i.e. coasters), the Water Drop can be made part of all publications, newsletters, intranet postings and other documents utilized. Inclusively, a definition key is needed for each section of the Water Drop (i.e. leadership, mandates, etc.) to help bridge the current gap in employee knowledge of the goals and priorities, and the image should be modified to include an overarching statement connecting it to the larger mission of the organization. Once the definition key is added to the visual aid, posters in work areas should be made visible to all employees.

References

Bureau of Reclamation (2011). "Bureau of Reclamation Home Page." Retrieved April 23, 2011 from: http://www.usbr.gov/.

Bureau of Reclamation (2011). "Bureau of Reclamation – About Us." Retrieved April 23, 2011 from: http://www.usbr.gov/main/about/.

Bureau of Reclamation (2011). "Bureau of Reclamation Quick Facts." Retrieved April 23, 2011 from: http://www.usbr.gov/facts.html.

Bureau of Reclamation (2011). "Hoover Dam, Frequently Asked Questions and Answers: The Dam." Retrieved April 23, 2011 from: http://www.usbr.gov/lc/hooverdam/faqs/damfaqs.html.

Bureau of Reclamation (2011). "Welcome to the Bureau of Reclamation's Lower Colorado Region." Retrieved April 23, 2011 from: http://www.usbr.gov/lc/.

Bureau of Reclamation (2011). "The United States Department of the Interior Budget Justifications." Retrieved April 23, 2011 from: http://www.usbr.gov/budget/2011/2011Budget.pdf.

Karlgaard, R. (2004, November 19). "*Peter Drucker on Leadership*." Forbes. Retrieved May 6, 2011 from: http://www.forbes.com/2004/11/19/cz_rk_1119drucker.html

National Park Service (2011). "Three Historic Nevada Cities, Carson City, Reno, Virginia City; a National Register of Historic Places Travel Itinerary: Senator Francis G. Newlands House." Retrieved April 23, 2011 from: http://www.nps.gov/nr/travel/nevada/sen.htm.

Office of Personnel Management (2010). "U.S. Office of Personnel Management – Ensuring the Federal Government has an effective civilian workforce." Retrieved December 3, 2010 from: http://www.fedview.opm.gov/2010/.

Office of Personnel Management (2011). *"Government Unweighted Results: Leadership, Items 53-62."* Retrieved May 5, 2011 from http://www.fedview.opm.gov/2010/Reports/ResponsePCT.asp?AGY=ALL&SECT=5

Office of Personnel Management (2011). *"2010 Federal Employee Viewpoint Survey: Report by Agency."* Retrieved May 5, 2011 from http://www.fedview.opm.gov/2010FILES/2010_Report_by_Agency_pt2.pdf

Perrow, C. (1986). *Complex Organizations, a Critical Essay.* New York, NY: Random House.

Rossi, P.H., Lipsey, M.W., & Freeman, H.E. (2004). *Evaluation: A Systematic Approach* (7th ed.). Thousand Oaks, CA: Sage Publications, Inc.

Schutt, R.K. (2009). *Investigating the Social World: The Process and Practice of Research, 6th Edition.* Thousand Oaks, CA: Pine Forge Press.

Simon, H.A. (1957). *Administrative Behavior* (2nd ed.). New York, NY: Macmillan.

Appendixes

ALPHABETICAL LISTING	APPENDIX TITLE
APPENDIX A	2010-2008 BUREAU OF RECLAMATION FEDERAL EMPLOYEE SURVEY: SUBAGENCY COMPARISON REPORT
APPENDIX B	BUREAU OF RECLAMATION, LOWER COLORADO REGION 2009 PROGRAM GOALS
APPENDIX C	BUREAU OF RECLAMATION, LOWER COLORADO REGION STATUS REPORT: 2009 LC REGION WORK PLANNING (PROGRAM WORK DEVELOPMENT)
APPENDIX D	BUREAU OF RECLAMATION, LOWER COLORADO REGION 2009-2011 EMPLOYEE VIEWPOINT SURVEY ACTION PLAN
APPENDIX E	BUREAU OF RECLAMATION, LOWER COLORADO REGION 2010 FEDERAL EMPLOYEE VIEWPOINT SURVEY: SUBAGENCY COMPARISON REPORT
APPENDIX F	BUREAU OF RECLAMATION, LOWER COLORADO REGION 2010 PROGRAM GOALS
APPENDIX G	BUREAU OF RECLAMATION, LOWER COLORADO REGION 2011 BUSINESS LINES & FOCUS AREAS SURVEY QUESTIONS
APPENDIX H	BUREAU OF RECLAMATION, LOWER COLORADO REGION LCR-UNLV PARTNERSHIP – BUSINESS PLAN SURVEY COMMUNICATIONS PLAN DATED MARCH 5, 2011
APPENDIX I	BUREAU OF RECLAMATION, LOWER COLORADO REGION 2011 FOLLOW-UP QUESTIONNAIRE
APPENDIX J	BUREAU OF RECLAMATION, LOWER COLORADO REGION 2011 BUSINESS LINES & FOCUS AREAS SURVEY: GENERAL RESULTS
APPENDIX K	BUREAU OF RECLAMATION, LOWER COLORADO REGION 2011 FOLLOW-UP QUESTIONNAIRE: GENERAL RESULTS
APPENDIX L	BUREAU OF RECLAMATION, LOWER COLORADO REGION 2011 BUSINESS LINES/FOCUS AREAS SURVEY AND FOLLOW-UP QUESTIONNAIRE: COMPARISON REPORT
APPENDIX M	BUREAU OF RECLAMATION, LOWER COLORADO REGION ELECTRONIC MAIL MESSAGE – “LET YOUR VOICE BE HEARD”