

Chesapeake Bay Program

Enhance, Partnering, Leadership and Management Goal Implementation Team

Organizational Analysis - Trust

Data Collection and Communication Plan

I. Purpose and Research Questions

The purpose of this analysis is to assess the level of organizational trust across the Chesapeake Bay Program (CBP) to create a baseline and to provide data to be used in making decisions on possible organizational interventions to improve organizational trust. The CBP Enhance, Partnering, Leadership and Management Goal Implementation Team (GIT6) and the Management Board (MB) will be involved in interpreting the results and brainstorming issues and opportunities for improvement/intervention with input from others across the program.

The analysis is intended to answer the following three research questions:

Q1: What is the level of trust within the partnership and how does the CBP score compare to other organizations?

Q2: Is there a difference in the level of trust among those who are newly associated with the CBP versus those who have been involved in the partnership long-term?

Q3: Is there a difference in level of trust between those in technical (monitoring, modeling science advisement) positions as compared to policy (senior managers, policy analysts, environmental specialists) positions?

II. Data Collection

A link to survey questions will be provided using Survey Monkey. The survey will be sent to the email addresses of the target population by and from the GIT 6 Chesapeake Research Consortium staffer. Reminder emails will be sent until the target sample is met. All responses will be anonymous. Participants can choose whether to participate and can to stop the survey at any time.

III. Target Population and Sample Size

The target population is all recorded members of CBP leadership teams, Goal Implementation Teams (GITs), workgroups and advisory committees. Eligible participants are members (not interested parties) of the Principals' Staff Committee, Management Board, GIT, STAR, workgroups and advisory committees. Staffers will provide member lists for all entities on the CBP organizational chart while excluding interested parties. The Executive Council will not be included in this assessment. The target sample size is 150 respondents.

IV. Survey Instrument

The Organizational Trust Inventory (OTI) (Cummings & Bromiley, 1996), one of the most oft-cited instruments for measuring trust among organizational groups, will be used to measure

organizational trust within the CBP. The OTI short form survey, as modified below, is proposed for the data collection. The elements from the OTI related to beliefs and cognition will also be included in the survey, due to their direct relationship to answering the research questions. The OTI items related to planned behavior are not included because they do not relate substantially to our research interests.

The OTI has been published with adequate validity and reliability. The author (personal correspondence with Bromiley) has been contacted and has provided permission for use of the OTI instrument.

V. Survey

The following is the proposed wording for the survey:

This survey uses a five-point Likert scale (strongly disagree to strongly agree) and should take approximately 10-20 minutes to complete. While it is voluntary and you can stop at any time, we would greatly appreciate your time in completing.

Reminder: Eligible participants are members (not interested parties) of the Principals' Staff Committee, Management Board, GIT, STAR, workgroups and advisory committees. The below questions should consider the entire partnership, not the Environmental Protection Agency Chesapeake Bay Program Office.

Dimension 1 – Affect:

- 1) I feel I can depend on other Chesapeake Bay Program partners to move our joint projects forward.
- 2) I feel I cannot depend on other Chesapeake Bay Program partners to fulfill their commitments.
- 3) I worry about the success of joint projects with other Chesapeake Bay Program partners.
- 4) I feel that other Chesapeake Bay Program partners will keep their word.
- 5) I feel uncomfortable about the willingness of other Chesapeake Bay Program partners to stick to schedules.
- 6) I feel that other Chesapeake Bay Program partners try to get out of their commitments.
- 7) I worry about the commitment of other Chesapeake Bay Program partners to the agreed upon goals.

Dimension 1 – Cognitive

- 1) I think other Chesapeake Bay Program partners keep their commitments.
- 2) I think that other Chesapeake Bay Program partners behave according to their commitments.
- 3) I think that other Chesapeake Bay Program partners are dependable.
- 4) I think that other Chesapeake Bay Program partners meet their negotiated obligations to the *Watershed Agreement*.
- 5) In my opinion, other Chesapeake Bay Program partners are reliable.
- 6) I think that other Chesapeake Bay Program partners keep their promises.
- 7) I think that other Chesapeake Bay Program partners keep the spirit of agreements.

- 8) I think that commitments made to our *Watershed Agreement* will be honored by the partners in the Chesapeake Bay Program.
- 9) I think that other Chesapeake Bay Program partners let us down.

Dimension 2 – Affect

- 1) I feel we can depend on other Chesapeake Bay Program partners to negotiate with us honestly.
- 2) I feel that other Chesapeake Bay Program partners are straight with us.
- 3) I feel that other Chesapeake Bay Program partners negotiate with us honestly.
- 4) I feel that other Chesapeake Bay Program partners negotiate joint expectations fairly.

Dimension 2 – Cognitive

- 1) I think the other Chesapeake Bay Program partners are fair in their negotiations with us.
- 2) I think that other Chesapeake Bay Program partners fairly represent their capabilities.
- 3) I think other Chesapeake Bay Program partners misrepresent their demands during negotiations.
- 4) I think other Chesapeake Bay Program partners misrepresent their capabilities in negotiations.
- 5) I think that other Chesapeake Bay Program partners negotiate agreements fairly.
- 6) I think that other Chesapeake Bay Program partners tell the truth in negotiations.
- 7) I think that other Chesapeake Bay Program partners negotiate important project details fairly.
- 8) I think that other Chesapeake Bay Program partners are open in describing their strengths and weaknesses in negotiating joint projects.
- 9) I think that other Chesapeake Bay Program partners negotiate realistically.
- 10) I think that other Chesapeake Bay Program partners do not mislead us.

Dimension 3 – Affect

- 1) I feel that other Chesapeake Bay Program partners take advantage of our resources.
- 2) I feel that other Chesapeake Bay Program partners take advantage of us.
- 3) I feel that other Chesapeake Bay Program partners try to get the upper hand.
- 4) I feel confident that other Chesapeake Bay Program partners won't take advantage of us.
- 5) I feel that other Chesapeake Bay Program partners take advantage of people who are vulnerable.

Dimension 3 – Cognitive

- 1) I think that other Chesapeake Bay Program partners manipulate others to gain a personal advantage.
- 2) I think that other Chesapeake Bay Program partners take advantage of ambiguous situations.
- 3) I think other Chesapeake Bay Program partners try to take advantage of us.
- 4) I think that other Chesapeake Bay Program partners use confidential information to their own advantage.
- 5) I think that other Chesapeake Bay Program partners take advantage of a changed situation.

- 6) I think that other Chesapeake Bay Program partners succeed by stepping on other people.
- 7) I think that other Chesapeake Bay Program partners take advantage of our problems.
- 8) I think that other Chesapeake Bay Program partners interpret ambiguous information in their own favor.
- 9) I think that other Chesapeake Bay Program partners take advantage of our weaknesses.

VI. Demographics Data

In addition to the survey instrument, the following demographic information will be collected to allow analysis of between-group differences:

- Duration of association with the CBP.
- Sector most identified with - technology, policy, etc.

Other demographics considered but not to be included are age, race, gender. These data points do not relate to the research questions.

VII. Data Analysis

Data analysis will include descriptive statistics, frequency distributions, bar charts, paired-difference tests and correlations. The research team will try to obtain reference data for the OTI that will allow bench marking with other organizations.

The total scores and subscale (feelings, cognitive) scores will be used to determine the need for and types of interventions that could be undertaken to cultivate stronger trust within the partnership.

VIII. Next Steps/Timeline and Communications

- September 16 presentation to GIT 6 and request for comments.
- September briefing with CBP Director.
- Brief Management Board at October meeting.
- Distribute survey across the partnership.
- Compile data and report to GIT 6 for decision on next steps.
- Presentation of results during a winter Management Board meeting.

IX. Conclusions and Example Interventions

- What will we do with the results? GIT 6 and the MB will use the results, including across subscales, to decide whether to take initiative to intervene and, if so, plan activities to strengthen the culture of trust.
- Example actions to strengthen trust: Trainings for leaders/managers on the importance of organizational trust and the key aspects of CBP culture that drive trust.

References

Add Cummings & Bromiley, 1996

Appendix A - Survey Items Organizational Trust Inventory modified for use by CBP

This will be the original OTI questions marked-up to show how the questions were modified.