

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 Partnership (CBP) to create a baseline and to provide data to be used in making decisions on possible organizational interventions to improve organizational trust. The Partnership will be involved in interpreting the results and brainstorming issues and opportunities for improvement/intervention.

Research Questions:

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

Q2: Is there a difference in level of trust among different time of tenure in CBP?

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 CRC staffer. Reminder emails will be sent until the target sample is met. All responses will be anonymous. Participants can choose to participate or not participate. Participants can stop participating at any time.

III. Target Population and Sample Size

The target population is all recorded members of CBP leadership teams, Goal Implementation Teams, workgroups and advisory committees. Target sample size is 150.

IV. Survey Instrument

The Organizational Trust Inventory OTI (Cummings & Bromiley, 1996), one of the most often cited instruments for measuring trust among organizational groups, will be used to measure trust within the Chesapeake Bay Program Partnership. The OTI short form as modified below is proposed for data collection. The elements from the OTI related to beliefs and cognition are proposed for use due to their direct relationship to 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 (Bromiley) has been contacted and has provided permission for use of the instrument.

V. Demographics Data

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

- Duration of membership in CBP
- Community 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.

VI. Data Analysis

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

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.

VII. Next Steps/Timeline

- June 17 presentation to GIT and request for comments
- Briefing with CBPO Director
- Briefing to Management Board (MB)
- Distribute survey
- Compile data and report to GIT 6 for decision on next steps
- Presentation of results to the MB

VIII. Conclusions and Recommended Interventions

- a. What will we do with the results after?
- b. Trainings for leaders/managers on org. Trust?
- c. July MB Meeting (Update)
- d. Fall MB Meeting (Conclusions and Recommended Interventions)

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

Content of opening and survey items:

“This survey uses a five-point Likert scale and should take approximately 10-20 minutes to complete. While it is voluntary, we would greatly appreciate your time in completing. You can end your participation at any time.

Reminder: If you are a member of a workgroup, goal team or advisory committee, you are considered a member of the Chesapeake Bay Program. In answering the questions below, please consider the entire partnership, not the EPA Chesapeake Bay Program Office.

Dimension 1 – Affect:

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

Dimension 1 – Cognitive

- 1) I/my organization thinks other Chesapeake Bay Program partners keep their commitments.
- 2) I/my organization thinks that other Chesapeake Bay Program partners behave according to their commitments.
- 3) I/my organization thinks that other Chesapeake Bay Program partners are dependable.
- 4) I/my organization thinks that other Chesapeake Bay Program partners meet their negotiated obligations to the *Watershed Agreement*.
- 5) In my/our organization's opinion, other Chesapeake Bay Program partners are reliable.
- 6) I/my organization thinks that other Chesapeake Bay Program partners keep their promises.
- 7) I/my organization thinks that other Chesapeake Bay Program partners keep the spirit of an agreement.
- 8) I/my organization thinks that commitments made to our *Watershed Agreement* will be honored by the people in the Chesapeake Bay Program.
- 9) I/my organization thinks that other Chesapeake Bay Program partners lets us down.

Dimension 2 – Affect

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

Dimension 2 – Cognitive

- 1) I/my organization thinks the other Chesapeake Bay Program partners are fair in their negotiations with us.
- 2) I/my organization thinks that other Chesapeake Bay Program partners fairly represent their capabilities.

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

Dimension 3 – Affect

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

Dimension 3 – Cognitive

- 1) I/my organization think that other Chesapeake Bay Program partners manipulate others to gain a personal advantage.
- 2) I/my organization think that other Chesapeake Bay Program partners take advantage of ambiguous situations.
- 3) I/my organization think other Chesapeake Bay Program partners try to take advantage of us.
- 4) I/my organization think that other Chesapeake Bay Program partners use confidential information to their own advantage.
- 5) I/my organization thinks that other Chesapeake Bay Program partners take advantage of a changed situation.
- 6) I/my organization think that other Chesapeake Bay Program partners succeed by stepping on other people.
- 7) I/my organization thinks that other Chesapeake Bay Program partners take advantage of our problems.
- 8) I/my organization thinks that other Chesapeake Bay Program partners interpret ambiguous information in their own favor.
- 9) I/my organization thinks that other Chesapeake Bay Program partners take advantage of our weaknesses.