



United States African Development Foundation

Results and Analysis -- 2009 Annual Employee Survey Federal Human Capital Survey

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Date: November 20, 2007

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A Message from the President:



Lloyd O. Pierson, President USADF

In order for USADF to continue to grow as successful organization, we must rely on a dedicated, qualified and talented workforce who understands the Agency's goals and objectives, care about the communities that we serve, and know that we make a difference in Africa. All of us have the daily responsibility to carry out the Agency's mission in a cost effective way, build lasting results, and make the most productive use of U.S. taxpayer dollars.

I view the 2009 Employee Survey as extremely important marker for the progress USADF has made to date. I am very pleased with the high representative number of responses from the Field and Washington. I listen to your views. I am particularly pleased that all are in agreement on the USADF mission, and that the majority of those surveyed have noted the remarkable progress USADF made as an organization in 2009.

The results from this survey will help guide our planning and resource allocations in ways that best address areas of weakness and enhance areas of strength. Several important initiatives will result from your input. Working together toward our common mission and mandate will help create greater results and impact to our clients in Africa.

Sincerely,

Lloyd O. Pierson, President

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Table of Contents:

| | |
|---|----|
| Executive Summary:..... | 7 |
| Introduction..... | 10 |
| Human Capital Management Index Summary..... | 10 |
| Retention Index..... | 12 |
| Leadership & Knowledge Management Index..... | 13 |
| Results-Oriented Performance Culture Index..... | 14 |
| Talent Management Index..... | 15 |
| Job Satisfaction Index..... | 16 |
| Areas of Organizational Strengths and Weaknesses..... | 17 |
| Improvements from 2007..... | 17 |
| Most Improved – USADF Successes..... | 18 |
| Least Improved – USADF Challenges..... | 18 |
| 2009 High and Low Question Scores..... | 19 |
| Top Twenty Scores – USADF Strengths..... | 19 |
| Lowest Twenty Scores – USADF Opportunities..... | 20 |
| Survey Results on Benefits Packages..... | 20 |
| Conclusions and Next Steps..... | 21 |
| Key recommendations..... | 21 |
| Appendix A Survey Methodology and Demographics..... | 22 |
| Appendix B 2009 Survey Question Key..... | 23 |
| Appendix C 2009 Response Summary..... | 25 |

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Executive Summary:

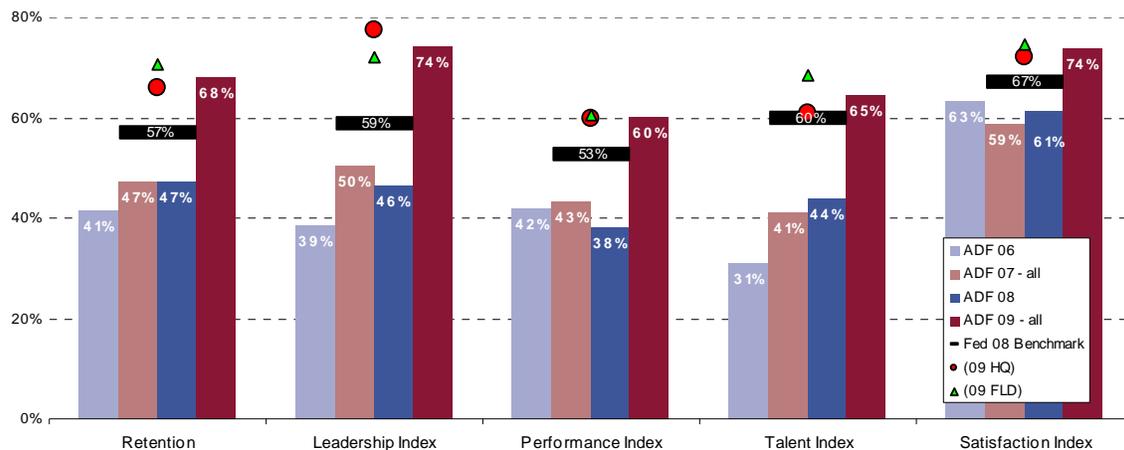
Creating a high performing organization depends on attracting, developing, and retaining talented and diverse employees. Management must ensure the workforce has the support and information to achieve the objectives of USADF’s mission. The 2009 survey provides key insights into areas where USADF is successfully fulfilling those requirements and areas where further improvements can be still achieved.

The Federal Human Capital Survey focuses on employee and staff perceptions regarding critical areas of their work life, and areas that influence employee performance, satisfaction, and commitment in the workforce. This is the fourth time the USADF has used this survey model (2006, 2007, 2008, 2009). The survey is administered by OPM in even years and is limited to Federal Employees only. USADF self administers the survey in odd years and makes it open to all USADF employees, staff and partners located in Washington and Africa. More than 76 employees and staff from Washington and the field responded to the 2009 survey, representing more than a 100% increased response rate over 2007. The response rate provides USADF with its best measurement to date of how employees and staff view USADF as an effective organization and place to work.

Highlights

- The 2009 USADF Federal Human Capital Survey results show dramatic progress across all the major measurement categories of retention, leadership, performance, talent, and job satisfaction. The leadership group of questions improved by more than 50% over prior year periods. For the first time, USADF results beat the Federal benchmark scores in all key performance categories (see Chart 1).**

Chart 1 2006 - 2009 Percent of Positive Responses in Each HCAAF Index Category



The following scores highlight key survey findings:

- **100%** believe their work is important. (Q.20).
- **99%** know how their work relates to the agency’s goals and priorities (Q.19).
- **88%** have trust and confidence in their supervisors (Q.7).
- **84%** believe the workforce has the knowledge and skills to get the job done (Q.11).
- **81%** believe that management works well with people of different background (Q.36).
- **80%** of employees believe their supervisors do a good job (Q.9).

- **79%** are satisfied with their jobs (Q.61).
- 2. Recognizing high performance and dealing with poor performers show improvement, but work still needs to be done in these areas.**
- **87%** believe they are held accountable for achieving results (Q.33), up 13 percentage points since 2007.
 - **64%** are satisfied with recognition for doing a good job (Q.57).
 - **About 40%** believe performance differences are recognized in a meaningful way or see steps taken to address poor performance (Q.29, Q.23).
 - **Only 35%** say creativity and innovation are rewarded (Q.26).
 - **Only 24 %** see a link between performance and pay raises. This item received the lowest (non-benefits rating on the survey (Q.27), but improved 18 percentage points since 2007.
- 3. Addressing training needs is making progress but continues to be a high priority need.**
- **Only 30%** say their training needs are being assessed. (Q.51). This item improved 21 percentage points from 2007, so good progress was made in 2009.
 - **42%** indicate they are satisfied with the training they are for their jobs, up 23 percentage points from 2007. This confirms the progress initiated in 2009.
- 4. Employees and staff have mixed views about their benefits. There is wide disparity among the survey participants about satisfaction with the broad range of non-pay benefits.**
- **Ten of the twenty** lowest rated questions were non-pay benefit questions (Q. 64, 65, 66, 67, 68, 70, 71, 73, 74). Many of these benefits do not apply to partners and staff in Africa.
 - **Common Benefit Elements** (pay Q 62, health insurance Q 65, vacation time Q 69, sick leave Q 70) scored higher, but remained on the low end of the general set of survey scores.
- 5. The survey results include key items that are the best predictors of whether employees intend to stay at USADF or leave. Maintaining and improving the current positive results are necessary to retain employees and attract new talent. The majority of these items have shown a positive trend from 2007.**
- **84%** of employees and staff get a sense of personal accomplishment from their work (Q.5).
 - **83%** indicate managers communicate the goals and priorities of the organization (Q.40). This item improved by 33 percentage points since 2007.
 - **81%** they are given opportunities to improve their skills Q.2, and **74%** believe their talents are used well in the workplace (Q.18.).
 - **76%** say they are not considering leaving their organization within the next year (Q.84).
 - **75%** are satisfied with their involvement in decision making (Q.55).
 - **56%** say their workload is reasonable (Q.17).

Conclusions

USADF showed significant improvement in all areas of organizational performance with a increased emphasis on performance management, improved communications, and re-focusing on mission and programming priorities. The 2009 survey results clearly identify opportunities for improvement in three major areas: Training, Performance Recognition, and Benefits disparities. Plans should be developed and implemented in 2010 to address the following recommended actions:

- Stronger Performance Reward Linkages
- Training Assessments and Plan for each division
- Create Benefits Employee Type Matrix, determine ways gaps can be cost effectively closed

Introduction

The Annual Employee Survey measures USADF employees, contractors, and Field staffs' perception about how effectively USADF establishes a work environment that manages, develops, and promotes their work and accomplishments. This is the fifth time USADF has conducted the survey. Surveys were conducted in 2004, 2006, 2007, 2008, and in 2009. Consistency of survey questions for the periods 2006 – 2009 have been preserved to provide for a year to year comparative look and assess trends. Utilizing these standard questions also allows for USADF to compare its results to the entire Federal sector population representing over 220,000 respondents. The Federal sector serves as a benchmark standard to view USADF survey results.

Survey questions address a broad range of personal work experiences, job satisfaction, organizational leadership and satisfaction with benefits. During even years the survey is limited to Federal direct hire employees. In 2006 and 2008, only 11 employees responded to the survey. In 2007, 39 Federal employees and contractors responded. In 2009, the total number of participants from the field and headquarters increased to 76.

Human Capital Management Index Summary

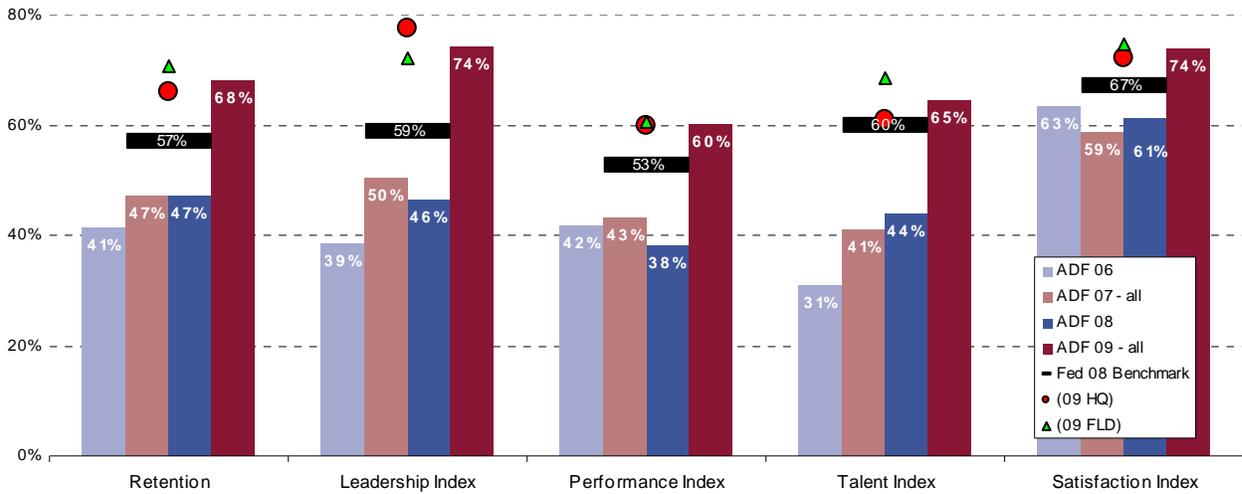
A total of 40 survey questions make up OPM's *Human Capital Assessment and Accountability Framework* (HCAAF) indices. The 40 questions are grouped into 4 index categories. *The Federal sector survey report groups a fifth category with an additional 15 survey questions to assess the organization's retention profile. Understanding and viewing these five categories provide a meaningful way to understand the information from the 74 question survey. The five HCAAF indices are:

- Retention Index
- Leadership and Knowledge Management Index
- Results-Oriented Performance Culture Index
- Talent Management Index
- Job Satisfaction Index

In each case the percentage reported is the percent of respondents that provided a "positive" response to the survey question. A "positive" response means that the agency is doing a good job in that particular area according to the participant.

This chart below shows USADF results comparative results for each index category for 2006 through 2009, and to the benchmark 2008 Government-wide results.

Chart 1 2006 - 2009 Percent of Positive Responses in Each HCAAF Index Category

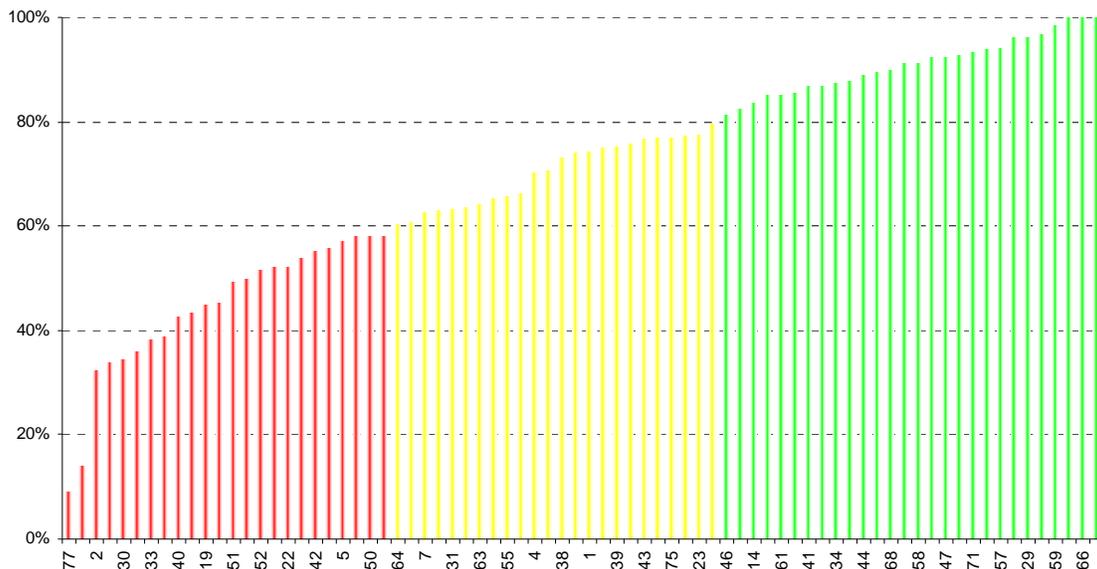


USADF showed significant improvements in 2009 for all index categories, and for the first time exceeded the Federal benchmark in all indices. The leadership index category had the best improvements in 2009 improving by more than 50% over the average of the prior three years. These results indicate that the USADF workforce’s opinion of management actions, agency accomplishments, and general work conditions were much higher in 2009 than over prior years. It is also noted that there is general agreement and a convergence of both field staff and Washington personnel responses for most all categories as seen by the two indicators above that break out field responses (green triangle) and headquarters (red dot) responses separately.

Individual Survey Responses

The chart below shows a ranking of all completed survey responses. Each bar represents a single survey participant. The value of the bar is the percent of the survey questions the responder answered in a positive way. The values are sorted in order of low to high and grouped into three scoring ranges.

Chart 2 2009 Individual Participants % Positive Response to Survey Questions



The high scoring group (green) answered the survey questions positively for more than 80% of the survey questions. The middle groups answered positively on more than 60% of the questions, and the low group (red) were positive for less than 60% of the questions. One can observe that over two thirds of survey participants (middle yellow and right green) responded in a positive, favorable way for the majority of the questions. This indicates broad support from participants on a wide range of organizational, leadership, and work condition issues. It is interesting to note only two responders out of the total population are very dissatisfied, responding favorably to less than 20% of the survey questions. It is management’s role to understand what are organizational issues and practices that lead to the lower scores and continue to improve organizational practices that promote the positive responses. Each section below examines an aspect of the information revealed by the survey to assist management in making adjustments and improvements to USADF’s work environment.

Human Capital Assessment & Accountability Framework (HCAAF) Index Summaries

This section examines in greater detail USADF performance in each of the four HCAAF indices, and the fifth retention index. The report on each index area provides a closer look at trends, strengths, weaknesses, and opportunities for improvement indicated by the survey responses. In each case a results summary table is provided to easily compare 2006 – 2009 results, and compare USADF results to the 2008 Federal sector benchmark. Additionally, each assessment category has a summary “box score” which shows which questions from each assessment index fell into one of the four scoring categories:

| Index Box Score | |
|--------------------------|----------------------------|
| Top Twenty Most Improved | Question Number Identifier |
| Top Twenty Best Score | Question Number Identifier |
| Twenty Least Improved | Question Number Identifier |
| Top Twenty Lowest Score | Question Number Identifier |

The box score provides management with greater context for the overall average index score by highlighting specific areas of strengths and weaknesses. Examining box score categories one and two assist in identifying areas of organizational strengths. Evaluating box score categories three and four pinpoint areas of organizational weakness or opportunities for further improvement. Understanding organizational strengths and weaknesses provide management with the opportunity to take actions to build on existing successful practices, and focus efforts to address areas of organizational and operational weaknesses.

Retention Index

The Retention index indicates perceptions on how satisfied the workforce is with different aspects of their work, and their intentions to stay or leave. (Note, this category is highly related to job satisfaction index.)

Table 1 2006 - 2009 Percent of Positive Responses in the RETENTION Index

| RETENTION INDEX | | Percent Positive | | | | |
|-----------------|---|------------------|--------|--------|--------|--------|
| Survey Item | | Fed 08 | ADF 06 | ADF 07 | ADF 08 | ADF 09 |
| Q.02 | I am given a real opportunity to improve my skills in my org. | 64% | 19% | 45% | 38% | 73% |
| Q.05 | My work gives me a feeling of personal accomplishment. | 73% | 73% | 67% | 73% | 84% |
| Q.06 | I like the kind of work I do. | 84% | 91% | 85% | 100% | 91% |
| Q.09 | Overall, how good a job do you feel is being done by your immediate supervisor? | 66% | 72% | 62% | 83% | 80% |
| Q.17 | My workload is reasonable. | 60% | 9% | 42% | 28% | 57% |
| Q.18 | My talents are used well in the workplace. | 62% | 28% | 50% | 46% | 73% |

| | | | | | | |
|----------------|---|------------|------------|------------|------------|------------|
| Q.24 | Employees have a feeling of personal empowerment with respect to work processes. | 44% | 19% | 33% | 36% | 63% |
| Q.37 | I have a high level of respect for my org's senior leaders. | 52% | 55% | 59% | 56% | 82% |
| Q.40 | Managers communicate the goals and priorities of the org. | 60% | na | na | 64% | 83% |
| Q.55 | How satisfied are you with your involvement in decisions that affect your work? | 53% | 27% | 39% | 37% | 75% |
| Q.56 | How satisfied are you with the info you receive from mgmt on what's going on in your org? | 48% | 36% | 36% | 28% | 75% |
| Q.57 | How satisfied are you with the recognition you receive for doing a good job? | 50% | 63% | 56% | 28% | 64% |
| Q.58 | How satisfied are you with the policies and practices of your senior leaders? | 42% | 27% | 41% | 28% | 59% |
| Q.59 | How satisfied are you with your opportunity to get a better job in your org? | 39% | 0% | 24% | 19% | 46% |
| Q.60 | How satisfied are you with the training you receive for your present job? | 55% | 19% | 23% | 38% | 41% |
| Q.62 | Considering everything, how satisfied are you with your pay? | 60% | 81% | 50% | 54% | 41% |
| Average | | 57% | 41% | 47% | 47% | 68% |

ADF showed a 41% improvement in 2009 over the average score of the prior years. Note that USADF scored above the Federal sector benchmark in this area by 19%. The following box score shows the questions from this category that indicates areas organizational strengths, and opportunities for improvement.

Retention Box Score

| | |
|--------------------------|-----------------------|
| Top Twenty Most Improved | 2, 24, 55, 56, 59, 60 |
| Top Twenty Best Score | 5, 6, 9, 37, 40 |
| Twenty Least Improved | 6, 57, 62 |
| Top Twenty Lowest Score | 60, 62 |

COMMENTS: Overall the retention index shows excellent progress over prior years, with six questions among the 20 most improved questions, and five questions among the top twenty highest scoring questions. The box score provides an early indicator that training (Q. 60) and pay (Q. 62) are areas for improvement. From a positive view, training (Q. 60) was among the most improved category on 2009 which validates management's decision to add a training unit to USADF staff functions, and to include a budget for personal training and development for Washington staff.

Leadership & Knowledge Management Index

The Leadership Index uses twelve survey questions to gain an assessment of how employees view the quality and effectiveness of their organization's leadership. The table below and discussion that follows provide survey results on this index.

Table 2 2006 vs 2007 Percent of Positive Responses in the LEADERSHIP Index

| LEADERSHIP / KNOWLEDGE INDEX | | Percent Positive | | | | |
|------------------------------|---|------------------|--------|--------|--------|--------|
| Survey Item | | Fed 08 | ADF 06 | ADF 07 | ADF 08 | ADF 09 |
| Q.7 | I have trust and confidence in my supervisor. | 64% | 46% | 58% | 74% | 89% |
| *Q.9 | Overall, how good a job do you feel is being done by your immediate supervisor? | 66% | 72% | 62% | 83% | 80% |
| Q.17 | My workload is reasonable. | 60% | 9% | 42% | 28% | 57% |
| Q.36 | Managers/leaders work well with employees of different backgrounds. | 65% | 54% | 67% | 37% | 81% |
| Q.37 | I have a high level of respect for my org's senior leaders. | 52% | 55% | 59% | 56% | 82% |
| Q.38 | In my org, leaders generate high levels of motivation and commitment in the workforce. | 40% | 27% | 49% | 29% | 70% |
| Q.40 | Managers communicate the goals and priorities of the org. | 60% | 46% | 50% | 64% | 83% |
| Q.41 | Managers review and evaluate the org's progress toward meeting its goals and objectives. | 58% | 37% | 51% | 74% | 86% |
| Q.42 | Employees are protected from health and safety hazards on the job. | 76% | 53% | 62% | 46% | 81% |
| Q.43 | My org has prepared employees for potential security threats. | 74% | 0% | 29% | 9% | 46% |
| Q.56 | How satisfied are you with the info you receive from mgmt on what's going on in your org? | 48% | 36% | 36% | 28% | 75% |

| | | | | | | |
|---|---|------------|------------|------------|------------|------------|
| Q.58 | How satisfied are you with the policies and practices of your senior leaders? | 42% | 27% | 41% | 28% | 60% |
| | Average | 59% | 39% | 50% | 46% | 74% |
| Note: Impact items, highly related to satisfaction and intent to leave, are marked by an asterisk. Percentages may not add to 100 due to rounding. | | | | | | |

The Leadership Knowledge index was USADF’s most improved performance category in 2009. All 12 items that make up the Leadership and Knowledge Management Index increased significantly in 2009 over the average score of the prior survey periods. The 2009 results show a 53% improvement over prior years, and a 26% higher index rating than the Federal benchmark. The following box score shows the questions from this category that indicates organizational strengths, and opportunities for improvement.

Leadership Box Score

| | |
|--------------------------|--------------------------|
| Top Twenty Most Improved | 38, 41, 43, 56 |
| Top Twenty Best Score | 7, 9, 36, 37, 40, 41, 42 |
| Twenty Least Improved | 36 |
| Top Twenty Lowest Score | |

A vast majority of employees have trust and confidence in their supervisors (Q.7) and feel their managers and supervisors work well with employees of different backgrounds (Q.36). In 2008, over 80% of employees report a high level of respect for their senior leaders (Q.37), a major increase over 2006 -2008 averages. Furthermore, 80% of employees believe their supervisors are doing a good job (Q.9). More than 80% employees say managers communicate the goals and priorities of the organization (Q.40) and review and evaluate the organization’s progress toward meeting its goals and objectives (Q.41). There is more than a 100% improvement in employee satisfaction in the information they receive from management on what is going on in the organization (Q.56).

COMMENTS: This competency index is a strong point for USADF management and Board of Directors. Management actions have made dramatic improvements in this area over prior survey periods. Management should continue its reform initiatives.

Results-Oriented Performance Culture Index

The Performance Index uses thirteen survey questions to indicate the extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. This assessment area also measures how well the organization aligns its incentives with its goals and objectives. Although significant improvements were achieved in 2009, this index includes several specific areas for USADF to improve.

Table 3 2006-2009 Percent of Positive Responses in the PERFORMANCE Index

| PERFORMANCE INDEX | | Percent Positive | | | | |
|-------------------|--|------------------|--------|-------|-------|-------|
| Survey Item | | Fed 08 | ADF 06 | ADF07 | ADF08 | ADF09 |
| Q.1 | The people I work with cooperate to get the job done. | 84% | 72% | 58% | 45% | 88% |
| Q.12 | My supervisor supports my need to balance work and family issues. | 75% | 55% | 64% | 65% | 76% |
| Q.19 | I know how my work relates to the agency's goals and priorities. | 84% | 82% | 87% | 92% | 99% |
| Q.21 | Physical conditions allow employees to perform their jobs well. | 67% | 46% | 61% | 38% | 85% |
| Q.22 | Promotions in my work unit are based on merit. | 35% | 17% | 23% | 19% | 45% |
| Q.23 | Steps are taken to deal with a poor performer who cannot or will not improve. | 30% | 36% | 33% | 37% | 40% |
| *Q.24 | Employees have a feeling of personal empowerment with respect to work processes. | 44% | 19% | 33% | 36% | 63% |
| Q.26 | Creativity and innovation are rewarded. | 40% | 10% | 21% | 9% | 34% |
| Q.27 | Pay raises depend on how well employees perform their jobs. | 26% | 0% | 10% | 10% | 23% |

| | | | | | | |
|--|---|------------|------------|------------|------------|------------|
| Q.29 | In my work unit, differences in performance are recognized in a meaningful way. | 31% | 26% | 23% | 9% | 40% |
| Q.30 | My performance appraisal is a fair reflection of my performance. | 63% | 63% | 42% | 46% | 58% |
| Q.31 | Discussions with my supervisor about my performance are worthwhile. | 56% | 55% | 49% | 64% | 68% |
| *Q.57 | How satisfied are you with the recognition you receive for doing a good job? | 50% | 63% | 56% | 28% | 64% |
| Average | | 53% | 42% | 43% | 38% | 60% |
| Note: Impact items, highly related to satisfaction and intent to leave, are marked by an asterisk. Percentages may not add to 100 due to rounding. | | | | | | |

The Performance index scores included one of the highest scored questions of the survey (Q.19) and the most improved question in 2009 (Q. 27). Overall improvement for this area was 37% better than the average of prior periods and 14 % higher than the Federal benchmark. The category provides USADF with the greatest opportunities for improvement, as it contains four of the lower scoring questions. The following box score shows the questions from this category that indicates organizational strengths, and opportunities for improvement.

Performance Box Score

| | |
|--------------------------|------------------------|
| Top Twenty Most Improved | 22, 24, 26, 27, 29, 30 |
| Top Twenty Best Score | 1, 19, 21 |
| Twenty Least Improved | 19, 57 |
| Top Twenty Lowest Score | 23, 26, 27, 29 |

The responses to group of questions 23, 26, 27, and 29 scored among the lowest of the non-benefit related questions. The theme of these questions represents the challenges of aligning recognition and reward mechanisms with performance. This area presents USADF with its largest opportunity to improve. Although, employees know how their work relates to the mission (Q. 19), their coworkers and supervisors are supportive (Q. 1, 12), and they receive useful feedback on their performance, they do not believe achieving results is appropriately recognized through rewards, pay, or advancement (Q. 27). They do not feel encouraged to be innovative and / or innovative in their work (Q. 26). They also believe poor performance is often ignored (Q. 23, 29).

COMMENTS: Better attention to fundamental personnel management practices of a performance planning and reviews, accountability, and better alignment of incentives would significantly improve this category. Giving greater visibility to consequences of good and bad performance will help to close the gap in this area.

Talent Management Index

The Talent Management index uses seven questions to indicate the extent to which employees think the organization has the talent, and is developing the capabilities necessary to achieve its organizational goals.

Table 4 2006-2009 Percent of Positive Responses in the TALENT Index

| TALENT INDEX Survey Item | | Percent Positive | | | | |
|-----------------------------|--|------------------|--------|-------|-------|-------|
| | | Fed 08 | ADF 06 | ADF07 | ADF08 | ADF09 |
| *Q.2 | I am given a real opportunity to improve my skills in my org. | 64% | 19% | 46% | 38% | 73% |
| Q.11 | The workforce has the job-relevant knowledge and skills necessary to accomplish org goals. | 74% | 63% | 59% | 46% | 84% |
| Q.14 | My work unit is able to recruit people with the right skills. | 45% | 44% | 54% | 54% | 79% |
| *Q.18 | My talents are used well in the workplace. | 62% | 28% | 50% | 46% | 73% |
| Q.49 | Supervisors/team leaders in my work unit support employee development. | 65% | 36% | 46% | 56% | 71% |
| Q.51 | My training needs are assessed. | 53% | 9% | 10% | 29% | 31% |
| *Q.60 | How satisfied are you with the training you receive for your present job? | 55% | 19% | 23% | 38% | 41% |

| | | | | | |
|---|------------|------------|------------|------------|------------|
| Average | 60% | 31% | 41% | 44% | 65% |
| Note: Impact items, highly related to satisfaction and intent to leave, are marked by an asterisk. Percentages may not add to 100 due to rounding. | | | | | |

This index area had a 47% improvement over the average of the prior period performance, and scored 8% better than the Federal Talent Management index in 2008. The following table shows which questions from this category that indicates particular strengths and opportunities for improvement.

| | |
|--------------------------|-----------|
| Top Twenty Most Improved | 2, 51, 60 |
| Top Twenty Best Score | 11 |
| Twenty Least Improved | |
| Top Twenty Lowest Score | 51, 60 |

Questions 51 and 60 relate to training. Both questions are in the group of the lowest scoring questions, and also included among the most improved group of questions. This indicates that the actions USADF has taken to establish a training function is recognized by employees, but also indicates that there is still significant opportunity to improve the level and quality of training in the workplace.

Job Satisfaction Index

The Job Satisfaction index uses seven questions to indicate the extent employees are satisfied with the importance and significance of their work, and its benefits. This assessment area is very similar to the retention index and uses five overlapping questions (marked with*).

Table 5 2006-2009 Percent of Positive Responses in the JOB SATISFACTION Index

| JOB SATISFACTION INDEX | | Percent Positive | | | | |
|---|---|-------------------------|------------|------------|------------|------------|
| Survey Item | | Fed 08 | ADF 06 | ADF07 | ADF08 | ADF09 |
| *Q.5 | My work gives me a feeling of personal accomplishment. | 73% | 73% | 67% | 73% | 84% |
| *Q.6 | I like the kind of work I do. | 84% | 91% | 85% | 100% | 91% |
| Q.20 | The work I do is important. | 91% | 100% | 92% | 91% | 100% |
| *Q.55 | How satisfied are you with your involvement in decisions that affect your work? | 53% | 27% | 39% | 37% | 75% |
| *Q.59 | How satisfied are you with your opportunity to get a better job in your organization? | 39% | 0% | 24% | 19% | 47% |
| Q.61 | Considering everything, how satisfied are you with your job? | 68% | 72% | 56% | 55% | 79% |
| *Q.62 | Considering everything, how satisfied are you with your pay? | 60% | 81% | 50% | 54% | 42% |
| Average | | 67% | 63% | 59% | 61% | 74% |
| Note: Impact items, highly related to satisfaction and intent to leave, are marked by an asterisk. Percentages may not add to 100 due to rounding. | | | | | | |

The Job Satisfaction Index rating tied with the Leadership index for the highest of the four index categories ratings. This index improved by 18% over prior year periods and scored 11% higher than the Federal benchmark. The following table shows which questions from this category that indicates particular strengths and opportunities for improvement.

| | |
|--------------------------|-----------|
| Top Twenty Most Improved | 59 |
| Top Twenty Best Score | 5, 6, 20 |
| Twenty Least Improved | 6, 20, 62 |
| Top Twenty Lowest Score | |

Note surprisingly, USADF staff viewed their work with great pride and significance (Q. 5, 6, 20). The category could be improved by responding to the issues related to advancement opportunities (Q 59) and pay levels (Q 62) as they relate to performance.

Areas of Organizational Strengths and Weaknesses

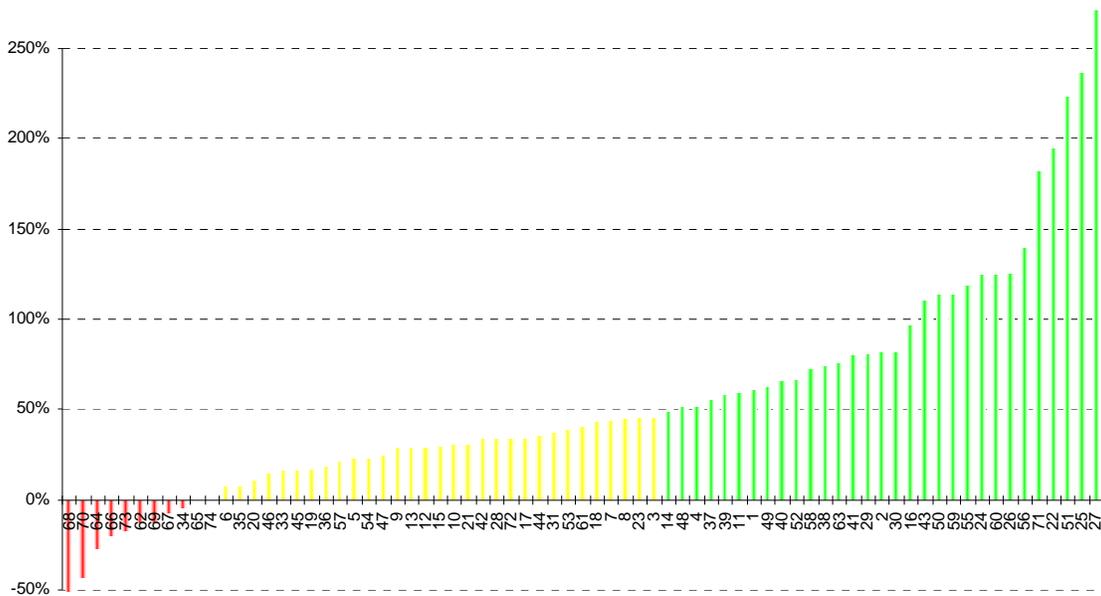
Viewing the questions by alternative evaluation categories of high and low scores, and most improved and least improved provides management with additional insights into areas of USADF strengths and weaknesses. These observations in turn represent the particular areas to focus on with targeted improvement strategies. The charts and tables below include information in four evaluation categories:

- **Successes** -- top twenty most improved questions over 2007 (chart 3, table 7)
- **Challenges** -- top twenty least improved question areas (sorted by the greatest change) (chart 3, table 8)
- **Strengths** -- top twenty highest scoring questions, (chart 4, table 8)
- **Weaknesses** -- top twenty lowest questions, (chart 4, table 10)

Improvements from 2007

The chart 3 below reflects the broad nature the improvements achieved by USADF in 2009 across nearly all survey topics. USADF improved performance in all but nine survey questions, with nearly half of the survey questions improving by 50% or more compared to 2007 values. The majority of the “negative” improvement questions (red) relate to non pay benefit topics.

Chart 3 2009 Survey Questions % Changes from 2007



Most Improved – USADF Successes

Table 7 Twenty Survey Questions that Showed the Largest Improvement from 2007 to 2009

| % Change | Survey Question |
|----------|---|
| 279% | Q 27: Pay raises depend on how well employees perform their jobs. |
| 237% | Q 25: Employees are rewarded for providing high quality products and services to customers. |
| 223% | Q 51: My training needs are assessed. |
| 195% | Q 22: Promotions in my work unit are based on merit. |
| 182% | Q 71: How satisfied are you with child care subsidies? |
| 140% | Q 56: How satisfied are you with the info you receive from management on what's going on in your org? |
| 125% | Q 24: Employees have a feeling of personal empowerment with respect to work processes. |
| 125% | Q 60: How satisfied are you with the training you receive for your present job? |
| 125% | Q 26: Creativity and innovation are rewarded. |
| 118% | Q 55: How satisfied are you with your involvement in decisions that affect your work? |
| 113% | Q 50: Employees have electronic access to learning and training programs readily available at their desk. |
| 113% | Q 59: How satisfied are you with your opportunity to get a better job in your organization? |
| 111% | Q 43: My organization has prepared employees for potential security threats. |
| 96% | Q 16: I have sufficient resources (for example, people, materials, budget) to get my job done. |
| 82% | Q 30: My performance appraisal is a fair reflection of my performance. |
| 81% | Q 02: I am given a real opportunity to improve my skills in my organization. |
| 80% | Q 41: Managers review and evaluate the organization's progress toward meeting its goals and objectives. |
| 80% | Q 29: In my work unit, differences in performance are recognized in a meaningful way. |
| 76% | Q 63: Considering everything, how satisfied are you with your organization? |
| 74% | Q 38: In my organization, leaders generate high levels of motivation and commitment in the workforce. |

Comments: Questions 27, 25, 22, and 26 are performance / reward related topics. Table 7 shows that these were among the most improved areas in 2009, however they also remain among the lowest scoring questions. This means that progress was achieved, but additional management actions are still needed.

Least Improved – USADF Challenges

Table 8 Twenty Survey Questions that Showed the Least Improvement from 2007 to 2009

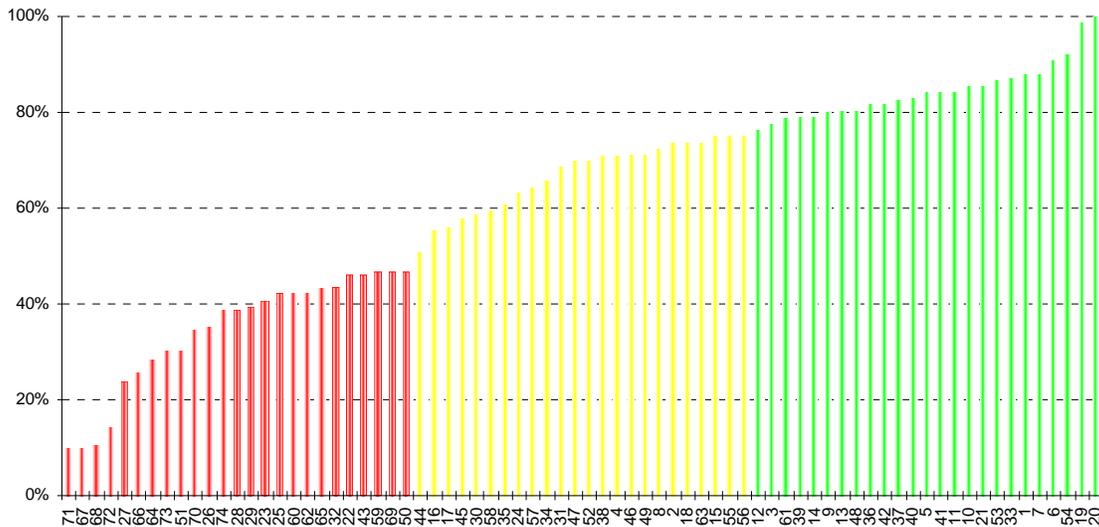
| % Change | Survey Question |
|----------|--|
| -51% | Q 68: How satisfied are you with the flexible spending account (FSA) program? |
| -43% | Q 70: How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)? |
| -27% | Q 64: How satisfied are you with retirement benefits? |
| -20% | Q 66: How satisfied are you with life insurance? |
| -17% | Q 73: How satisfied are you with telework/telecommuting? |
| -13% | Q 62: Considering everything, how satisfied are you with your pay? |
| -13% | Q 69: How satisfied are you with paid vacation time? |
| -7% | Q 67: How satisfied are you with long term care insurance? |
| -4% | Q 34: Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society. |
| -1% | Q 65: How satisfied are you with health insurance benefits? |
| 0% | Q 74: How satisfied are you with alternative work schedules? |
| 7% | Q 06: I like the kind of work I do. |
| 8% | Q 35: Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). |
| 10% | Q 20: The work I do is important. |
| 14% | Q 46: Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated. |
| 16% | Q 33: I am held accountable for achieving results. |
| 16% | Q 45: Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. |
| 17% | Q 19: I know how my work relates to the agency's goals and priorities. |
| 19% | Q 36: Managers/supervisors/team leaders work well with employees of different backgrounds. |
| 20% | Q 57: How satisfied are you with the recognition you receive for doing a good job? |

Comments: Questions numbers 64 and higher relate directly to Federal government benefit schemes and programs. It should be noted that these benefits do not apply to the 75% of the survey participants. This creates a tension in the workforce between those with benefits and those without benefits. This explains to a degree why these questions showed negative improvement in 2009 vs. 2007.

2009 High and Low Question Scores

Chart 4 below shows the ranking of survey questions scores. A majority of survey questions were scored positively. Of the low scoring questions (red group) the majority are benefits related. However, among the lower scoring question group (red) there are 11 non-benefits related questions. These questions are marked as bars shaded with a bolder red color. These questions present management with an opportunity to make additional improvements in 2010 and beyond.

Chart 4 2009 Survey Question Ranked by Positive Responses



Top Twenty Scores – USADF Strengths

Table 9 Top Twenty Survey Questions that Scored the Highest Positive Rating in 2009 (High to Low)

| Score | Survey Question |
|-------|---|
| 100% | Q 20: The work I do is important. |
| 99% | Q 19: I know how my work relates to the agency's goals and priorities. |
| 92% | Q 54: Employees use information technology (for example, intranet, shared networks) to perform work. |
| 91% | Q 06: I like the kind of work I do. |
| 88% | Q 01: The people I work with cooperate to get the job done. |
| 88% | Q 07: I have trust and confidence in my supervisor. |
| 87% | Q 33: I am held accountable for achieving results. |
| 87% | Q 53: Employees in my work unit share job knowledge with each other. |
| 86% | Q 10: How would you rate the overall quality of work done by your work group? |
| 86% | Q 21: Physical conditions allow employees to perform their jobs well. |
| 84% | Q 05: My work gives me a feeling of personal accomplishment. |
| 84% | Q 11: The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. |

| | |
|-----|---|
| 84% | Q 41: Managers review and evaluate the organization's progress toward meeting its goals and objectives. |
| 83% | Q 40: Managers communicate the goals and priorities of the organization. |
| 83% | Q 37: I have a high level of respect for my organization's senior leaders. |
| 82% | Q 36: Managers/supervisors/team leaders work well with employees of different backgrounds. |
| 82% | Q 42: Employees are protected from health and safety hazards on the job. |
| 80% | Q 13: Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills. |
| 80% | Q 48: Supervisors/team leaders provide employees with constructive suggestions to improve their job performance. |
| 80% | Q 09: Overall, how good a job do you feel is being done by your immediate supervisor/team leader? |

Lowest Twenty Scores – USADF Opportunities

Table 10 Lowest Twenty Survey Questions that Scored the Lowest Rating in 2009 (Low to High)

| Score | Survey Question |
|-------|--|
| 43% | Q 32: In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). |
| *43% | Q 65: How satisfied are you with health insurance benefits? |
| 42% | Q 25: Employees are rewarded for providing high quality products and services to customers. |
| 42% | Q 60: How satisfied are you with the training you receive for your present job? |
| 42% | Q 62: Considering everything, how satisfied are you with your pay? |
| 41% | Q 23: In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. |
| 39% | Q 29: In my work unit, differences in performance are recognized in a meaningful way. |
| 39% | Q 28: Awards in my work unit depend on how well employees perform their jobs. |
| *39% | Q 74: How satisfied are you with alternative work schedules? |
| 35% | Q 26: Creativity and innovation are rewarded. |
| *35% | Q 70: How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)? |
| 30% | Q 51: My training needs are assessed. |
| *30% | Q 73: How satisfied are you with telework/telecommuting? |
| *28% | Q 64: How satisfied are you with retirement benefits? |
| *26% | Q 66: How satisfied are you with life insurance? |
| 24% | Q 27: Pay raises depend on how well employees perform their jobs. |
| *14% | Q 72: How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)? |
| *11% | Q 68: How satisfied are you with the flexible spending account (FSA) program? |
| *10% | Q 67: How satisfied are you with long term care insurance? |
| *10% | Q 71: How satisfied are you with child care subsidies? |

Table 10 provides insights into areas where improved practices could result in better employee perceptions of USADF's organization and work environment. The majority of the low scoring questions marked by * are non pay benefits related. Management has limited ability to adjust the Federal benefits programs. However, non-benefits related questions do offer management with the potential to take actions to improve results. The non benefit questions relate primarily to two issues. One pertains to training (Q 51, 60). And the second one pertains to lack of adequate linkages between performance and rewards (Q 23, 25, 26, 27, 28, 29). It should be noted that questions 22, 25, and 27 were also among the most improved topics in 2009.

Survey Results on Benefits Packages

Table 11 provides insights into the survey participants' view of a broad range of benefits. Questions 65, 69, and 70 (shaded) are the only set of benefits that are commonly available to most all survey participants. The general low scoring on this group of questions is primarily due to the fact that most responders opted not to answer the questions (because the benefit is not available to the responder).

Improvements could be achieved by a careful examination and cost analysis of ways to close the gap between the disparity of benefits available across USADF staff and partners.

Table 11 Scoring of Benefits Related Questions

| QUESTION | Positive | | Neutral | Negative | | NA |
|--|----------|-----|---------|----------|-----|-----|
| | | | | | | |
| (64) How satisfied are you with retirement benefits? | 4% | 24% | 21% | 9% | 7% | 34% |
| (65) How satisfied are you with health insurance benefits? | 10% | 35% | 9% | 10% | 6% | 30% |
| (66) How satisfied are you with life insurance benefits? | 7% | 19% | 10% | 6% | 3% | 54% |
| (67) How satisfied are you with long term care insurance benefits? | 1% | 9% | 13% | 7% | 4% | 64% |
| (68) How satisfied are you with the flexible spending account (FSA) program? | 3% | 6% | 11% | 3% | 3% | 73% |
| (69) How satisfied are you with paid vacation time? | 7% | 41% | 11% | 14% | 10% | 17% |
| (70) How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)? | 6% | 30% | 17% | 6% | 7% | 35% |
| (71) How satisfied are you with child care subsidies? | 1% | 7% | 14% | 3% | 7% | 67% |
| (72) How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)? | 1% | 12% | 15% | 3% | 6% | 63% |
| (73) How satisfied are you with telework/telecommuting? | 13% | 26% | 18% | 10% | 8% | 35% |
| (74) How satisfied are you with alternative work schedules? | 13% | 27% | 18% | 6% | 4% | 32% |

Conclusions and Next Steps

USADF showed significant improvement in all areas of organizational performance with a increased emphasis on performance management, improved communications, and re-focusing on mission and programming priorities. The 2009 survey results clearly identify opportunities for improvement in three major areas: Training, Performance Recognition, and Benefits disparities.

Key recommendations

Senior management should meet and review the survey results in detail. Management should identify 3 key initiatives to address improvement challenges in training, performance incentives, and benefits rationalization. These initiatives should be a part of each managers 2010 personnel performance plan. The plan should be clearly communicated to USADF employees and a status report provided on a quarterly basis.

Recommended areas to address in 2010 would be the following:

- Improved Performance Planning, Incentives, and Reviews
- Training Assessments and Plan for each division
- Create Benefits vs. Employee Type Matrix, determine ways gaps can be cost effectively closed

Appendix A Survey Methodology and Demographics

The 85-item survey included 11 demographic questions and 74 items that measured employees’ perceptions about how effectively agencies manage their workforces. The survey was conducted October 20, 2009 through November 6, 2009. All Washington and Africa based staff and partners organizations were invited to participate. The completed surveys numbered 76. The prior period “all staff” survey was conducted in 2007 and resulted in 32 responses.

The 74 content items in the questionnaire are grouped into eight topic areas respondents see as they proceed through the survey: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Learning (Knowledge Management); Job Satisfaction; and Benefits. The 11 demographic items include location of employment (headquarters vs. field), supervisory status, gender, ethnicity/race, age, pay category/grade, Federal employment tenure, and agency tenure. In addition, the survey includes items on intention to leave the organization and plans to retire.

Demographics of the 2009 USADF Survey Respondents

Number of Respondents: 76

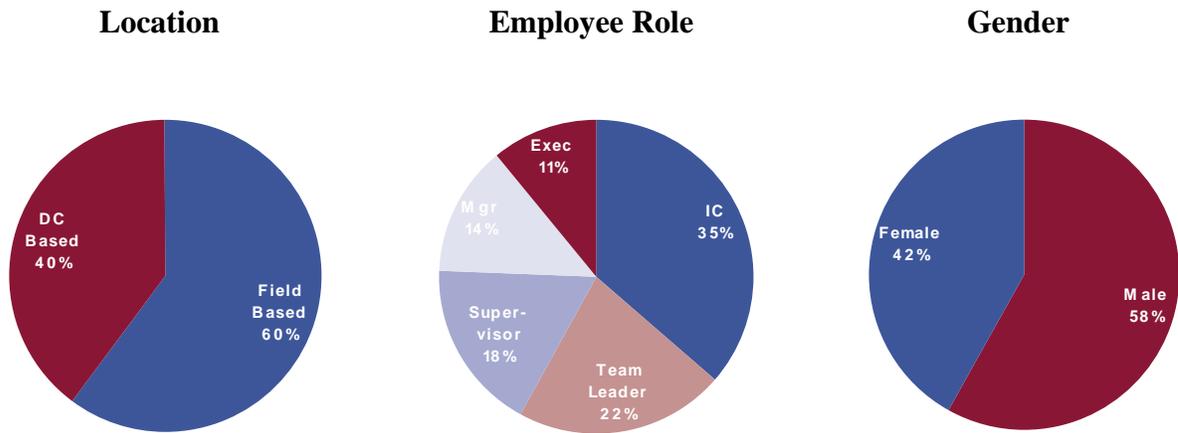


Table 12 Demographic Information on Responders

| Location | | Employee Role | | | | | Gender | |
|-------------|----------|------------------------|-------------|-------------|---------|-----------|--------|--------|
| Field Based | DC Based | Individual Contributor | Team Leader | Super-visor | Manager | Executive | Male | Female |
| 45 | 30 | 27 | 16 | 13 | 10 | 8 | 43 | 31 |

Note: Cross reference information is available. The results for each major assessment index (Retention, Leadership, Performance, Talent, and Satisfaction) has been cross referenced by each demographic category listed in the above table. This information is available upon request.

Appendix B 2009 Survey Question Key

- Q 01: The people I work with cooperate to get the job done.
- Q 02: I am given a real opportunity to improve my skills in my organization.
- Q 03: I have enough information to do my job well.
- Q 04: I feel encouraged to come up with new and better ways of doing things.
- Q 05: My work gives me a feeling of personal accomplishment.
- Q 06: I like the kind of work I do.
- Q 07: I have trust and confidence in my supervisor.
- Q 08: I recommend my organization as a good place to work.
- Q 09: Overall, how good a job do you feel is being done by your immediate supervisor/team leader?
- Q 10: How would you rate the overall quality of work done by your work group?
- Q 11: The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
- Q 12: My supervisor supports my need to balance work and family issues.
- Q 13: Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.
- Q 14: My work unit is able to recruit people with the right skills.
- Q 15: The skill level in my work unit has improved in the past year.
- Q 16: I have sufficient resources (for example, people, materials, budget) to get my job done.
- Q 17: My workload is reasonable.
- Q 18: My talents are used well in the workplace.
- Q 19: I know how my work relates to the agency's goals and priorities.
- Q 20: The work I do is important.
- Q 21: Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.
- Q 22: Promotions in my work unit are based on merit.
- Q 23: In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- Q 24: Employees have a feeling of personal empowerment with respect to work processes.
- Q 25: Employees are rewarded for providing high quality products and services to customers.
- Q 26: Creativity and innovation are rewarded.
- Q 27: Pay raises depend on how well employees perform their jobs.
- Q 28: Awards in my work unit depend on how well employees perform their jobs.
- Q 29: In my work unit, differences in performance are recognized in a meaningful way.
- Q 30: My performance appraisal is a fair reflection of my performance.
- Q 31: Discussions with my supervisor/team leader about my performance are worthwhile.
- Q 32: In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).
- Q 33: I am held accountable for achieving results.
- Q 34: Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.
- Q 35: Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).
- Q 36: Managers/supervisors/team leaders work well with employees of different backgrounds.
- Q 37: I have a high level of respect for my organization's senior leaders.
- Q 38: In my organization, leaders generate high levels of motivation and commitment in the workforce.
- Q 39: My organization's leaders maintain high standards of honesty and integrity.
- Q 40: Managers communicate the goals and priorities of the organization.
- Q 41: Managers review and evaluate the organization's progress toward meeting its goals and objectives.
- Q 42: Employees are protected from health and safety hazards on the job.
- Q 43: My organization has prepared employees for potential security threats.
- Q 44: Complaints, disputes or grievances are resolved fairly in my work unit.
- Q 45: Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.
- Q 46: Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements)

are not tolerated.

- Q 47: I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.
- Q 48: Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.
- Q 49: Supervisors/team leaders in my work unit support employee development.
- Q 50: Employees have electronic access to learning and training programs readily available at their desk.
- Q 51: My training needs are assessed.
- Q 52: Managers promote communication among different work units (for example, about projects, goals, needed resources).
- Q 53: Employees in my work unit share job knowledge with each other.
- Q 54: Employees use information technology (for example, intranet, shared networks) to perform work.
- Q 55: How satisfied are you with your involvement in decisions that affect your work?
- Q 56: How satisfied are you with the information you receive from management on what's going on in your organization?
- Q 57: How satisfied are you with the recognition you receive for doing a good job?
- Q 58: How satisfied are you with the policies and practices of your senior leaders?
- Q 59: How satisfied are you with your opportunity to get a better job in your organization?
- Q 60: How satisfied are you with the training you receive for your present job?
- Q 61: Considering everything, how satisfied are you with your job?
- Q 62: Considering everything, how satisfied are you with your pay?
- Q 63: Considering everything, how satisfied are you with your organization?
- Q 64: How satisfied are you with retirement benefits?
- Q 65: How satisfied are you with health insurance benefits?
- Q 66: How satisfied are you with life insurance?
- Q 67: How satisfied are you with long term care insurance?
- Q 68: How satisfied are you with the flexible spending account (FSA) program?
- Q 69: How satisfied are you with paid vacation time?
- Q 70: How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?
- Q 71: How satisfied are you with child care subsidies?
- Q 72: How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?
- Q 73: How satisfied are you with telework / telecommuting?
- Q 74: How satisfied are you with alternative work schedules?

Appendix C 2009 Response Summary

(See attached survey report on following pages.)

2009 USADF Federal Human Capital Survey



Results Overview

Date: 11/9/2009 5:08 AM PST

Responses: Completes

Filter: No filter applied

Personal Work Experiences

1. The people I work with cooperate to get the job done.

| | | | |
|---------------------------------|--|----|------|
| Strongly Agree | | 29 | 39% |
| Agree | | 37 | 49% |
| Neither Agree nor Disagree | | 9 | 12% |
| Disagree | | 0 | 0% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know / No Basis to Judge | | 0 | 0% |
| Total | | 75 | 100% |

2. I am given a real opportunity to improve my skills in my organization.

| | | | |
|----------------------------|--|----|------|
| Strongly Agree | | 25 | 33% |
| Agree | | 31 | 41% |
| Neither Agree nor Disagree | | 10 | 13% |
| Disagree | | 8 | 11% |
| Strongly Disagree | | 2 | 3% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

3. I have enough information to do my job well.

| | | | |
|--------------------------|--|----|------|
| Strongly Agree | | 12 | 16% |
| Agree | | 46 | 61% |
| Neither Agree / Disagree | | 11 | 15% |
| Disagree | | 5 | 7% |
| Strongly Disagree | | 0 | 0% |
| Do not Know | | 1 | 1% |
| Total | | 75 | 100% |

4. I feel encouraged to come up with new and better ways of doing things.

| | | | |
|--------------------------|---|----|------|
| Strongly Agree |  | 18 | 24% |
| Agree |  | 35 | 47% |
| Niether Agree / Disagree |  | 14 | 19% |
| Diagree |  | 7 | 9% |
| Strongly Disagree |  | 1 | 1% |
| Do Not Know | | 0 | 0% |
| Total | | 75 | 100% |

5. My work gives me a feeling of personal accomplishment.

| | | | |
|--------------------------|---|----|------|
| Strongly Agree |  | 29 | 38% |
| Agree |  | 35 | 46% |
| Niether Agree / Disagree |  | 8 | 11% |
| Diagree |  | 4 | 5% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

6. I like the kind of work I do.

| | | | |
|--------------------------|---|----|------|
| Strongly Agree |  | 37 | 49% |
| Agree |  | 31 | 41% |
| Niether Agree / Disagree |  | 7 | 9% |
| Diagree | | 0 | 0% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know | | 0 | 0% |
| Total | | 75 | 100% |

7. I have trust and confidence in my supervisor.

| | | | |
|--------------------------|---|----|-----|
| Strongly Agree |  | 29 | 39% |
| Agree |  | 37 | 49% |
| Niether Agree / Disagree |  | 6 | 8% |
| Disagree |  | 2 | 3% |

| | | | |
|-------------------|--|----|------|
| Strongly Disagree |  | 1 | 1% |
| Do Not Know | | 0 | 0% |
| Total | | 75 | 100% |

8. I recommend my organization as a good place to work.

| | | | |
|------------------------------|---|----|------|
| Strongly Agree |  | 18 | 24% |
| Agree |  | 37 | 49% |
| Niether Agree / Nor Disagree |  | 14 | 18% |
| Disagree |  | 4 | 5% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know |  | 1 | 1% |
| Total | | 76 | 100% |

9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

| | | | |
|-------------|---|----|------|
| Very Good |  | 30 | 40% |
| Good |  | 30 | 40% |
| Fair |  | 13 | 17% |
| Poor | | 0 | 0% |
| Very Poor |  | 1 | 1% |
| Do Not Know |  | 1 | 1% |
| Total | | 75 | 100% |

10. How would you rate the overall quality of work done by your work group?

| | | | |
|-------------|---|----|------|
| Very Good |  | 25 | 33% |
| Good |  | 40 | 53% |
| Fair |  | 11 | 14% |
| Poor | | 0 | 0% |
| Very Poor | | 0 | 0% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

Recruitment, Development, and Retention

11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

| | | | |
|------------------------------|---|----|------|
| Strongly Agree |  | 8 | 11% |
| Agree |  | 56 | 74% |
| Niether Agree / Nor Disagree |  | 8 | 11% |
| Disagree |  | 4 | 5% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

12. My supervisor supports my need to balance work and family issues.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 17 | 22% |
| Agree |  | 41 | 54% |
| Neither Agree nor Disagree |  | 11 | 14% |
| Disagree |  | 5 | 7% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know |  | 2 | 3% |
| Total | | 76 | 100% |

13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 20 | 26% |
| Agree |  | 41 | 54% |
| Neither Agree nor Disagree |  | 10 | 13% |
| Disagree |  | 5 | 7% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

14. My work unit is able to recruit people with the right skills.

| | | | |
|----------------------------|---|----|-----|
| Strongly Agree |  | 10 | 13% |
| Agree |  | 50 | 66% |
| Neither Agree nor Disagree |  | 12 | 16% |
| Disagree |  | 2 | 3% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know |  | 2 | 3% |

| | | |
|-------|----|------|
| Total | 76 | 100% |
|-------|----|------|

15. The skill level in my work unit has improved in the past year.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 18 | 24% |
| Agree |  | 39 | 51% |
| Neither Agree nor Disagree |  | 11 | 14% |
| Disagree |  | 2 | 3% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know |  | 6 | 8% |
| Total | | 76 | 100% |

16. I have sufficient resources (for example, people, materials, budget) to get my job done.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 1 | 1% |
| Agree |  | 41 | 54% |
| Neither Agree nor Disagree |  | 18 | 24% |
| Disagree |  | 13 | 17% |
| Strongly Disagree |  | 3 | 4% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

17. My workload is reasonable.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 3 | 4% |
| Agree |  | 39 | 52% |
| Neither Agree nor Disagree |  | 13 | 17% |
| Disagree |  | 12 | 16% |
| Strongly Disagree |  | 8 | 11% |
| Do Not Know | | 0 | 0% |
| Total | | 75 | 100% |

18. My talents are used well in the workplace.

| | | | |
|----------------------------|---|----|-----|
| Strongly Agree |  | 18 | 24% |
| Agree |  | 38 | 50% |
| Neither Agree nor Disagree |  | 11 | 14% |

| | | | |
|-------------------|---|----|------|
| Disagree |  | 7 | 9% |
| Strongly Disagree |  | 1 | 1% |
| Do Not Know |  | 1 | 1% |
| Total | | 76 | 100% |

19. I know how my work relates to the agency's goals and priorities.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 30 | 39% |
| Agree |  | 45 | 59% |
| Neither Agree nor Disagree |  | 1 | 1% |
| Disagree | | 0 | 0% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

20. The work I do is important.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 45 | 59% |
| Agree |  | 31 | 41% |
| Neither Agree nor Disagree | | 0 | 0% |
| Disagree | | 0 | 0% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 25 | 33% |
| Agree |  | 40 | 53% |
| Neither Agree nor Disagree |  | 6 | 8% |
| Disagree |  | 2 | 3% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know |  | 1 | 1% |
| Total | | 76 | 100% |

22. Promotions in my work unit are based on merit.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 8 | 11% |
| Agree |  | 27 | 36% |
| Neither Agree nor Disagree |  | 19 | 25% |
| Disagree |  | 3 | 4% |
| Strongly Disagree |  | 3 | 4% |
| Do Not Know |  | 16 | 21% |
| Total | | 76 | 100% |

23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 5 | 7% |
| Agree |  | 26 | 34% |
| Neither Agree nor Disagree |  | 21 | 28% |
| Disagree |  | 6 | 8% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know |  | 16 | 21% |
| Total | | 76 | 100% |

24. Employees have a feeling of personal empowerment with respect to work processes.

| | | | |
|------------------------------|---|----|------|
| Strongly Agree |  | 10 | 13% |
| Agree |  | 38 | 50% |
| Neither Agree / Nor Disagree |  | 20 | 26% |
| Disagree |  | 6 | 8% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

25. Employees are rewarded for providing high quality products and services to customers.

| | | | |
|----------------------------|---|----|-----|
| Strongly Agree |  | 7 | 9% |
| Agree |  | 25 | 33% |
| Neither Agree nor Disagree |  | 28 | 37% |

| | | | |
|-------------------|---|----|------|
| Disagree |  | 8 | 11% |
| Strongly Disagree |  | 3 | 4% |
| Do Not Know |  | 5 | 7% |
| Total | | 76 | 100% |

26. Creativity and innovation are rewarded.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 5 | 7% |
| Agree |  | 21 | 28% |
| Neither Agree nor Disagree |  | 27 | 36% |
| Disagree |  | 9 | 12% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know |  | 10 | 14% |
| Total | | 74 | 100% |

27. Pay raises depend on how well employees perform their jobs.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 5 | 7% |
| Agree |  | 13 | 17% |
| Neither Agree nor Disagree |  | 19 | 25% |
| Disagree |  | 14 | 18% |
| Strongly Disagree |  | 8 | 11% |
| Do Not Know |  | 17 | 22% |
| Total | | 76 | 100% |

28. Awards in my work unit depend on how well employees perform their jobs.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 5 | 7% |
| Agree |  | 24 | 32% |
| Neither Agree nor Disagree |  | 21 | 28% |
| Disagree |  | 9 | 12% |
| Strongly Disagree |  | 4 | 5% |
| Do Not Know |  | 12 | 16% |
| Total | | 75 | 100% |

29. In my work unit, differences in performance are recognized in a meaningful way.

| | | | |
|----------------------------|--|----|------|
| Strongly Agree | | 6 | 8% |
| Agree | | 24 | 32% |
| Neither Agree nor Disagree | | 23 | 30% |
| Disagree | | 12 | 16% |
| Strongly Disagree | | 2 | 3% |
| Do Not Know | | 9 | 12% |
| Total | | 76 | 100% |

30. My performance appraisal is a fair reflection of my performance.

| | | | |
|----------------------------|--|----|------|
| Strongly Agree | | 8 | 11% |
| Agree | | 36 | 48% |
| Neither Agree nor Disagree | | 17 | 23% |
| Disagree | | 1 | 1% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know | | 13 | 17% |
| Total | | 75 | 100% |

31. Discussions with my supervisor/team leader about my performance are worthwhile.

| | | | |
|----------------------------|--|----|------|
| Strongly Agree | | 17 | 22% |
| Agree | | 35 | 46% |
| Neither Agree nor Disagree | | 14 | 18% |
| Disagree | | 4 | 5% |
| Strongly Disagree | | 2 | 3% |
| Do Not Know | | 4 | 5% |
| Total | | 76 | 100% |

32. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

| | | | |
|----------------------------|--|----|-----|
| Strongly Agree | | 9 | 12% |
| Agree | | 24 | 32% |
| Neither Agree nor Disagree | | 21 | 28% |
| Disagree | | 4 | 5% |
| Strongly Disagree | | 1 | 1% |
| Do Not Know | | 17 | 22% |

| | | |
|-------|----|------|
| Total | 76 | 100% |
|-------|----|------|

33. I am held accountable for achieving results.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 24 | 32% |
| Agree |  | 42 | 55% |
| Neither Agree nor Disagree |  | 8 | 11% |
| Disagree | | 0 | 0% |
| Strongly Disagree |  | 1 | 1% |
| Do Not Know |  | 1 | 1% |
| Total | | 76 | 100% |

34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 14 | 18% |
| Agree |  | 36 | 47% |
| Neither Agree nor Disagree |  | 15 | 20% |
| Disagree |  | 1 | 1% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know |  | 10 | 13% |
| Total | | 76 | 100% |

35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 11 | 14% |
| Agree |  | 35 | 46% |
| Neither Agree nor Disagree |  | 12 | 16% |
| Disagree |  | 5 | 7% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know |  | 11 | 14% |
| Total | | 76 | 100% |

36. Managers/supervisors/team leaders work well with employees of different backgrounds.

| | | | |
|----------------|---|----|-----|
| Strongly Agree |  | 23 | 30% |
| Agree |  | 39 | 51% |

| | | | |
|----------------------------|--|----|------|
| Neither Agree nor Disagree | | 8 | 11% |
| Disagree | | 1 | 1% |
| Strongly Disagree | | 1 | 1% |
| Do Not Know | | 4 | 5% |
| Total | | 76 | 100% |

Leadership

37. I have a high level of respect for my organization's senior leaders.

| | | | |
|------------------------------|--|----|------|
| Strongly Agree | | 31 | 41% |
| Agree | | 31 | 41% |
| Neither Agree / Nor Disagree | | 12 | 16% |
| Disagree | | 1 | 1% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know | | 0 | 0% |
| Total | | 75 | 100% |

38. In my organization, leaders generate high levels of motivation and commitment in the workforce.

| | | | |
|----------------------------|--|----|------|
| Strongly Agree | | 18 | 24% |
| Agree | | 35 | 47% |
| Neither Agree nor Disagree | | 14 | 19% |
| Disagree | | 6 | 8% |
| Strongly Disagree | | 1 | 1% |
| Do Not Know | | 1 | 1% |
| Total | | 75 | 100% |

39. My organization's leaders maintain high standards of honesty and integrity.

| | | | |
|----------------------------|--|----|-----|
| Strongly Agree | | 24 | 32% |
| Agree | | 36 | 47% |
| Neither Agree nor Disagree | | 11 | 14% |
| Disagree | | 3 | 4% |
| Strongly Disagree | | 1 | 1% |
| Do Not Know | | 1 | 1% |

| | | |
|-------|----|------|
| Total | 76 | 100% |
|-------|----|------|

40. Managers communicate the goals and priorities of the organization.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 23 | 30% |
| Agree |  | 40 | 53% |
| Neither Agree nor Disagree |  | 9 | 12% |
| Disagree |  | 2 | 3% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 21 | 28% |
| Agree |  | 43 | 57% |
| Neither Agree nor Disagree |  | 8 | 11% |
| Disagree |  | 2 | 3% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know | | 0 | 0% |
| Total | | 76 | 100% |

42. Employees are protected from health and safety hazards on the job.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 14 | 18% |
| Agree |  | 48 | 63% |
| Neither Agree nor Disagree |  | 8 | 11% |
| Disagree |  | 2 | 3% |
| Strongly Disagree |  | 1 | 1% |
| Do Not Know |  | 3 | 4% |
| Total | | 76 | 100% |

43. My organization has prepared employees for potential security threats.

| | | | |
|-------------------|---|----|-----|
| Strongly Agree |  | 8 | 11% |
| Agree |  | 27 | 36% |
| Neither Agree nor |  | 19 | 25% |

| | | | |
|-------------------|---|----|------|
| Disagree |  | 17 | 23% |
| Disagree |  | 11 | 14% |
| Strongly Disagree |  | 5 | 7% |
| Do Not Know |  | 6 | 8% |
| Total | | 76 | 100% |

44. Complaints, disputes or grievances are resolved fairly in my work unit.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 6 | 8% |
| Agree |  | 32 | 43% |
| Neither Agree nor Disagree |  | 18 | 24% |
| Disagree |  | 5 | 7% |
| Strongly Disagree |  | 4 | 5% |
| Do Not Know |  | 10 | 13% |
| Total | | 75 | 100% |

45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 15 | 20% |
| Agree |  | 29 | 38% |
| Neither Agree nor Disagree |  | 18 | 24% |
| Disagree |  | 4 | 5% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know |  | 10 | 13% |
| Total | | 76 | 100% |

46. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 17 | 22% |
| Agree |  | 37 | 49% |
| Neither Agree nor Disagree |  | 9 | 12% |
| Disagree |  | 1 | 1% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know |  | 10 | 13% |
| Total | | 76 | 100% |

47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 20 | 26% |
| Agree |  | 33 | 43% |
| Neither Agree nor Disagree |  | 10 | 13% |
| Disagree |  | 3 | 4% |
| Strongly Disagree |  | 2 | 3% |
| Do Not Know |  | 8 | 11% |
| Total | | 76 | 100% |

Learning (Knowledge Management)

48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.

| | | | |
|------------------------------|---|----|------|
| Strongly Agree |  | 17 | 22% |
| Agree |  | 44 | 58% |
| Neither Agree / Nor Disagree |  | 11 | 14% |
| Disagree |  | 2 | 3% |
| Strongly Disagree |  | 1 | 1% |
| Do Not Know |  | 1 | 1% |
| Total | | 76 | 100% |

49. Supervisors/team leaders in my work unit support employee development.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 19 | 25% |
| Agree |  | 35 | 46% |
| Neither Agree nor Disagree |  | 11 | 14% |
| Disagree |  | 7 | 9% |
| Strongly Disagree |  | 3 | 4% |
| Do Not Know |  | 1 | 1% |
| Total | | 76 | 100% |

50. Employees have electronic access to learning and training programs readily available at their desk.

| | | | |
|----------------|---|----|-----|
| Strongly Agree |  | 6 | 8% |
| Agree |  | 29 | 39% |

| | | | |
|----------------------------|--|----|------|
| Neither Agree nor Disagree | | 11 | 15% |
| Disagree | | 15 | 20% |
| Strongly Disagree | | 7 | 9% |
| Do Not Know | | 7 | 9% |
| Total | | 75 | 100% |

51. My training needs are assessed.

| | | | |
|----------------------------|--|----|------|
| Strongly Agree | | 2 | 3% |
| Agree | | 21 | 28% |
| Neither Agree nor Disagree | | 21 | 28% |
| Disagree | | 20 | 26% |
| Strongly Disagree | | 5 | 7% |
| Do Not Know | | 7 | 9% |
| Total | | 76 | 100% |

52. Managers promote communication among different work units (for example, about projects, goals, needed resources).

| | | | |
|----------------------------|--|----|------|
| Strongly Agree | | 16 | 21% |
| Agree | | 37 | 49% |
| Neither Agree nor Disagree | | 10 | 13% |
| Disagree | | 8 | 11% |
| Strongly Disagree | | 3 | 4% |
| Do Not Know | | 2 | 3% |
| Total | | 76 | 100% |

53. Employees in my work unit share job knowledge with each other.

| | | | |
|----------------------------|--|----|------|
| Strongly Agree | | 23 | 31% |
| Agree | | 42 | 56% |
| Neither Agree nor Disagree | | 6 | 8% |
| Disagree | | 2 | 3% |
| Strongly Disagree | | 2 | 3% |
| Do Not Know | | 0 | 0% |
| Total | | 75 | 100% |

54. Employees use information technology (for example, intranet, shared networks) to perform work.

| | | | |
|----------------------------|---|----|------|
| Strongly Agree |  | 23 | 31% |
| Agree |  | 46 | 61% |
| Neither Agree nor Disagree |  | 4 | 5% |
| Disagree |  | 2 | 3% |
| Strongly Disagree | | 0 | 0% |
| Do Not Know | | 0 | 0% |
| Total | | 75 | 100% |

Job Satisfaction

55. How satisfied are you with your involvement in decisions that affect your work?

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 13 | 17% |
| Satisfied |  | 44 | 58% |
| Neither Satisfied nor Dissatisfied |  | 12 | 16% |
| Dissatisfied |  | 5 | 7% |
| Very Dissatisfied |  | 2 | 3% |
| No Basis to Judge / NA | | 0 | 0% |
| Total | | 76 | 100% |

56. How satisfied are you with the information you receive from management on what's going on in your organization?

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 12 | 16% |
| Satisfied |  | 45 | 59% |
| Neither Satisfied nor Dissatisfied |  | 8 | 11% |
| Dissatisfied |  | 7 | 9% |
| Very Dissatisfied |  | 2 | 3% |
| No Basis to Judge / NA |  | 2 | 3% |
| Total | | 76 | 100% |

57. How satisfied are you with the recognition you receive for doing a good job?

| | | | |
|----------------|---|----|-----|
| Very Satisfied |  | 16 | 21% |
|----------------|---|----|-----|

| | | | |
|------------------------------------|--|----|------|
| Satisfied | | 32 | 43% |
| Neither Satisfied nor Dissatisfied | | 19 | 25% |
| Dissatisfied | | 4 | 5% |
| Very Dissatisfied | | 3 | 4% |
| No Basis to Judge / NA | | 1 | 1% |
| Total | | 75 | 100% |

58. How satisfied are you with the policies and practices of your senior leaders?

| | | | |
|------------------------------------|--|----|------|
| Very Satisfied | | 7 | 9% |
| Satisfied | | 38 | 50% |
| Neither Satisfied nor Dissatisfied | | 18 | 24% |
| Dissatisfied | | 8 | 11% |
| Very Dissatisfied | | 3 | 4% |
| No Basis to Judge / NA | | 2 | 3% |
| Total | | 76 | 100% |

59. How satisfied are you with your opportunity to get a better job in your organization?

| | | | |
|------------------------------------|--|----|------|
| Very Satisfied | | 8 | 11% |
| Satisfied | | 27 | 36% |
| Neither Satisfied nor Dissatisfied | | 18 | 24% |
| Dissatisfied | | 8 | 11% |
| Very Dissatisfied | | 3 | 4% |
| No Basis to Judge / NA | | 11 | 15% |
| Total | | 75 | 100% |

60. How satisfied are you with the training you receive for your present job?

| | | | |
|------------------------------------|--|----|-----|
| Very Satisfied | | 4 | 5% |
| Satisfied | | 28 | 37% |
| Neither Satisfied nor Dissatisfied | | 20 | 26% |
| Dissatisfied | | 14 | 18% |
| Very Dissatisfied | | 4 | 5% |
| No Basis to Judge / NA | | 0 | 0% |

| | | | |
|-------|---|----|------|
| NA |  | 0 | 0% |
| Total | | 76 | 100% |

61. Considering everything, how satisfied are you with your job?

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 12 | 16% |
| Satisfied |  | 47 | 63% |
| Neither Satisfied nor Dissatisfied |  | 11 | 15% |
| Dissatisfied |  | 5 | 7% |
| Very Dissatisfied | | 0 | 0% |
| No Basis to Judge / NA | | 0 | 0% |
| Total | | 75 | 100% |

62. Considering everything, how satisfied are you with your pay?

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 2 | 3% |
| Satisfied |  | 30 | 39% |
| Neither Satisfied nor Dissatisfied |  | 18 | 24% |
| Dissatisfied |  | 19 | 25% |
| Very Dissatisfied |  | 4 | 5% |
| No Basis to Judge / NA |  | 3 | 4% |
| Total | | 76 | 100% |

63. Considering everything, how satisfied are you with your organization?

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 10 | 13% |
| Satisfied |  | 46 | 61% |
| Neither Satisfied nor Dissatisfied |  | 10 | 13% |
| Dissatisfied |  | 9 | 12% |
| Very Dissatisfied |  | 1 | 1% |
| No Basis to Judge / NA | | 0 | 0% |
| Total | | 76 | 100% |

Satisfaction with Benefits

64. How satisfied are you with retirement benefits?

Not applicable for PSCs.

| | | | |
|------------------------------------|--|----|------|
| Very Satisfied | | 3 | 4% |
| Satisfied | | 17 | 24% |
| Neither Satisfied nor Dissatisfied | | 14 | 20% |
| Dissatisfied | | 6 | 8% |
| Very Dissatisfied | | 5 | 7% |
| No Basis to Judge / NA | | 26 | 37% |
| Total | | 71 | 100% |

65. How satisfied are you with health insurance benefits?

Not applicable for PSCs.

| | | | |
|------------------------------------|--|----|------|
| Very Satisfied | | 7 | 10% |
| Satisfied | | 24 | 33% |
| Neither Satisfied nor Dissatisfied | | 7 | 10% |
| Dissatisfied | | 8 | 11% |
| Very Dissatisfied | | 4 | 6% |
| No Basis to Judge / NA | | 22 | 31% |
| Total | | 72 | 100% |

66. How satisfied are you with life insurance?

Not applicable for PSCs.

| | | | |
|------------------------------------|--|----|------|
| Very Satisfied | | 5 | 7% |
| Satisfied | | 13 | 19% |
| Neither Satisfied nor Dissatisfied | | 7 | 10% |
| Dissatisfied | | 5 | 7% |
| Very Dissatisfied | | 2 | 3% |
| No Basis to Judge / NA | | 38 | 54% |
| Total | | 70 | 100% |

67. How satisfied are you with long term care insurance?

Not applicable for PSCs.

| | | | |
|-------------------|--|---|----|
| Very Satisfied | | 1 | 1% |
| Satisfied | | 6 | 9% |
| Neither Satisfied | | | |

| | | | |
|------------------------------------|---|----|------|
| Neither Satisfied nor Dissatisfied |  | 9 | 13% |
| Dissatisfied |  | 6 | 9% |
| Very Dissatisfied |  | 3 | 4% |
| No Basis to Judge / NA |  | 45 | 64% |
| Total | | 70 | 100% |

68. How satisfied are you with the flexible spending account (FSA) program?

Not applicable for PSCs.

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 2 | 3% |
| Satisfied |  | 5 | 8% |
| Neither Satisfied nor Dissatisfied |  | 7 | 11% |
| Dissatisfied |  | 2 | 3% |
| Very Dissatisfied |  | 2 | 3% |
| No Basis to Judge / NA |  | 48 | 73% |
| Total | | 66 | 100% |

69. How satisfied are you with paid vacation time?

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 5 | 7% |
| Satisfied |  | 30 | 40% |
| Neither Satisfied nor Dissatisfied |  | 9 | 12% |
| Dissatisfied |  | 12 | 16% |
| Very Dissatisfied |  | 7 | 9% |
| No Basis to Judge / NA |  | 12 | 16% |
| Total | | 75 | 100% |

70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?

| | | | |
|------------------------------------|---|----|-----|
| Very Satisfied |  | 4 | 5% |
| Satisfied |  | 22 | 29% |
| Neither Satisfied nor Dissatisfied |  | 13 | 17% |
| Dissatisfied |  | 4 | 5% |
| Very Dissatisfied |  | 5 | 7% |
| No Basis to Judge / NA |  | 27 | 36% |

Total 75 100%

71. How satisfied are you with child care subsidies?
 Not applicable for PSCs.

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 1 | 1% |
| Satisfied |  | 6 | 8% |
| Neither Satisfied nor Dissatisfied |  | 10 | 14% |
| Dissatisfied |  | 2 | 3% |
| Very Dissatisfied |  | 5 | 7% |
| No Basis to Judge / NA |  | 48 | 67% |
| Total | | 72 | 100% |

72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?
 Not applicable for PSCs.

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 1 | 1% |
| Satisfied |  | 9 | 13% |
| Neither Satisfied nor Dissatisfied |  | 10 | 14% |
| Dissatisfied |  | 2 | 3% |
| Very Dissatisfied |  | 4 | 6% |
| No Basis to Judge / NA |  | 44 | 63% |
| Total | | 70 | 100% |

73. How satisfied are you with telework/telecommuting?

| | | | |
|------------------------------------|---|----|------|
| Very Satisfied |  | 2 | 3% |
| Satisfied |  | 21 | 28% |
| Neither Satisfied nor Dissatisfied |  | 14 | 18% |
| Dissatisfied |  | 8 | 11% |
| Very Dissatisfied |  | 6 | 8% |
| Do Not Know / NA |  | 25 | 33% |
| Total | | 76 | 100% |

74. How satisfied are you with alternative work schedules?

| | | | |
|----------------|---|---|-----|
| Very Satisfied |  | 9 | 12% |
|----------------|---|---|-----|

| | | | |
|------------------------------------|--|----|------|
| Satisfied | | 20 | 27% |
| Neither Satisfied nor Dissatisfied | | 14 | 19% |
| Dissatisfied | | 5 | 7% |
| Very Dissatisfied | | 3 | 4% |
| No Basis to Judge / NA | | 24 | 32% |
| Total | | 75 | 100% |

Demographic Characteristics

75. Where do you work?

| | | | |
|--------------|--|----|------|
| Headquarters | | 30 | 40% |
| Field | | 45 | 60% |
| Total | | 75 | 100% |

Position Definitions: (for question number 76) Executives - Members of the Senior Executive Service or equivalent. Managers - Those individuals in management positions who typically supervise one or more supervisors. Supervisor - First-line supervisors who do not supervise other supervisors; typically those who are responsible for employees' performance appraisals and approval of their leave. Team Leaders - Those who provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals. Non-Supervisors - Those who provide direct services to achieve organizational goals and objectives.

76. What is your supervisory status?

| | | | |
|----------------|--|----|------|
| Non-Supervisor | | 27 | 36% |
| Team Leader | | 16 | 22% |
| Supervisor | | 13 | 18% |
| Manager | | 10 | 14% |
| Executive | | 8 | 11% |
| Total | | 74 | 100% |

77. Are you?

| | | | |
|--------|--|----|------|
| Male | | 43 | 58% |
| Female | | 31 | 42% |
| Total | | 74 | 100% |

78. Are you Hispanic or Latino?

| | | | |
|-------|--|----|------|
| Yes | | 1 | 1% |
| No | | 66 | 99% |
| Total | | 67 | 100% |

79. Are you?

| | | | |
|---|--|----|------|
| American Indian or Alaska Native | | 0 | 0% |
| Asian | | 1 | 1% |
| Black or African American | | 50 | 71% |
| Native Hawaiian or Other Pacific Islander | | 0 | 0% |
| White | | 13 | 19% |
| Two or more races | | 6 | 9% |
| Total | | 70 | 100% |

80. What is your age group?

| | | | |
|--------------|--|----|------|
| 25 and under | | 4 | 5% |
| 26 - 29 | | 8 | 11% |
| 30 - 39 | | 17 | 23% |
| 40 - 49 | | 24 | 32% |
| 50 - 59 | | 21 | 28% |
| 60 or older | | 0 | 0% |
| Total | | 74 | 100% |

81. What is your pay category / grade?

| | | | |
|--|--|----|------|
| Federal Wage System | | 1 | 2% |
| GS 1- 6 | | 3 | 5% |
| GS 7 - 12 | | 18 | 28% |
| GS 13 - 15 | | 5 | 8% |
| Senior Executive Service | | 1 | 2% |
| Senior Level (SL) or Scientific or Professional (ST) | | 2 | 3% |
| Other | | 34 | 53% |
| Total | | 64 | 100% |

82. How long have you been with the Federal Government (excluding military service)?

| | | | |
|--------------------|---|----|------|
| Less than 1 year |  | 19 | 32% |
| 1 to 3 years |  | 24 | 40% |
| 4 to 5 years |  | 9 | 15% |
| 6 to 10 years |  | 3 | 5% |
| 11 to 20 years |  | 2 | 3% |
| More than 20 years |  | 3 | 5% |
| Total | | 60 | 100% |

83. How long have you been with the USADF?

| | | | |
|--------------------|---|----|------|
| Less than 1 year |  | 19 | 26% |
| 1 to 3 years |  | 37 | 50% |
| 4 to 5 years |  | 9 | 12% |
| 6 to 10 years |  | 5 | 7% |
| 11 to 20 years |  | 4 | 5% |
| More than 20 years | | 0 | 0% |
| Total | | 74 | 100% |

84. Are you considering leaving your organization within the next year?

| | | | |
|---|---|----|------|
| No |  | 58 | 79% |
| Yes, to retire | | 0 | 0% |
| Yes, to take another job within the Federal Government |  | 4 | 5% |
| Yes, to take another job outside the Federal Government |  | 2 | 3% |
| Yes, other |  | 9 | 12% |
| Total | | 73 | 100% |

85. I am planning to retire:

| | | | |
|------------------------------|---|---|----|
| Within one year |  | 1 | 2% |
| Between one and three years |  | 4 | 6% |
| Between three and five years |  | 5 | 8% |

| | | | |
|--------------------|---|----|------|
| Five or more years |  | 53 | 84% |
| Total | | 63 | 100% |

Image - Thank you, we appreciate your time and your valuable input. Once we have consolidated the results of the survey, we will provide them to you via our email system and it will be on the website. If you have additional comments, questions, or recommendations please email M. Catherine Gates, Director of Management and Administration and Chief Human Capital Officer at: cgates@usadf.gov

Click "Next Page" Button to Submit Your Survey Answers to USADF.

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