

Inter-American Foundation 2007 Annual Employee Survey

The Survey

The survey conducted is the Annual Employee Survey (AES) required by the Office of Personnel Management (OPM) regulation 5 CFR 250, Subpart C. It included the 40 questions prescribed by regulation, which are from the 73 questions included in the Federal Human Capital Survey (FHCS) administered by OPM bi-annually to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. No additional questions were included in the survey. Eleven of the questions used in this survey are also used in private sector surveys and help compare Government employees' perceptions with those of private sector counterparts. The survey assesses—

- leadership and management practices that contribute to agency performance; and
- employee satisfaction with—
 - leadership policies and practices,
 - work environment,
 - rewards and recognition policies,
 - opportunity for professional development and growth, and
 - opportunity to contribute to achieving organizational mission.

While demographic questions were included in the OPM requirements, agencies with 800 or fewer employees were exempt from this requirement. The Inter-American Foundation (IAF) decided not to ask these questions in order to foster a sense of confidentiality and anonymity for respondents.

Data Collection

The 2007 Annual Employee Survey was a self-administered Web survey. All employees in the agency were surveyed. Of the 42 employees surveyed, 39 completed the survey for a response rate of 93 percent.

Summary

The 40 items in the survey are grouped into five categories: Personal Work Experiences; Recruitment, Development and Retention; Performance Culture; Leadership; and Job Satisfaction. All 40 of the questions are included in OPM's bi-annual FHCS so that agencies can make comparisons on an annual basis.

The following table shows all categories and the percent of positive, neutral and negative responses.

| Survey Category | Positive | Neutral | Negative |
|---------------------------------------|----------|---------|----------|
| Personal Work Experiences | 64.1% | 13.2% | 22.6% |
| Recruitment, Development, & Retention | 66.0% | 10.3% | 23.7% |
| Performance Culture | 47.4% | 22.6% | 30.0% |
| Leadership | 52.9% | 15.4% | 31.7% |
| Job Satisfaction | 42.0% | 15.7% | 42.3% |

The following table lists the questions asked and the number of positive, neutral and negative responses for each.

| Question | Positive | Neutral | Negative |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------|----------|
| Personal Work Experiences | | | |
| 1. The people I work with cooperate to get the job done. | 64.1% | 12.8% | 23.1% |
| 2. I am given a real opportunity to improve my skills in the organization. | 51.3% | 23.1% | 25.6% |
| 3. My work gives me a feeling of personal accomplishment. | 69.2% | 10.3% | 20.5% |
| 4. I like the kind of work I do. | 79.5% | 10.3% | 10.3% |
| 5. I have trust and confidence in my supervisor. | 61.5% | 10.3% | 28.2% |
| 6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | 59.0% | 12.8% | 28.2% |
| Recruitment, Development and Retention | | | |
| 7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 66.7% | 15.4% | 17.9% |
| 8. My work unit is able to recruit people with the right skills. | 59.0% | 12.8% | 28.2% |
| 9. I know how my work relates to the agency's goals and priorities. | 74.4% | 12.8% | 12.8% |
| 10. The work I do is important. | 89.7% | 2.6% | 7.7% |
| 11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 89.7% | 5.1% | 5.1% |
| 12. Supervisors/Team Leaders in my work unit support employee development. | 51.3% | 20.5% | 28.2% |
| 13. My talents are used well in the workplace. | 48.7% | 2.6% | 48.7% |

| Question | Positive | Neutral | Negative |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------|-----------------|
| 14. My training needs are assessed. | 48.7% | 10.3% | 41.0% |
| Performance Culture | | | |
| 15. Promotions in my work unit are based on merit. | 33.3% | 25.6% | 41.0% |
| 16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 41.0% | 28.2% | 30.8% |
| 17. Creativity and innovation are rewarded. | 30.8% | 23.1% | 46.2% |
| 18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g. Fully Successful, Outstanding). | 61.5% | 20.5% | 17.9% |
| 19. In my work unit, differences in performance are recognized in a meaningful way. | 35.9% | 23.1% | 41.0% |
| 20. Pay raises depend on how well employees perform their jobs. | 28.2% | 33.3% | 38.5% |
| 21. My performance appraisal is a fair reflection of my performance. | 51.3% | 28.2% | 20.5% |
| 22. Discussions with my supervisor/team leader about my performance are worthwhile. | 51.3% | 23.1% | 25.6% |
| 23. Managers/Supervisors/Team leaders work well with employees of different backgrounds. | 53.8% | 12.8% | 33.3% |
| 24. My supervisor supports my need to balance work and family issues. | 87.2% | 7.7% | 5.1% |
| Leadership | | | |
| 25. I have a high level of respect for my organization's senior leaders. | 43.6% | 7.7% | 48.7% |
| 26. In my organization, leaders generate high levels of motivation and commitment in the workforce. | 35.9% | 7.7% | 56.4% |
| 27. Managers review and evaluate the organization's progress toward meeting its goals and objectives. | 46.2% | 30.8% | 23.1% |
| 28. Employees are protected from health and safety hazards on the job. | 82.1% | 15.4% | 2.6% |
| 29. Employees have a feeling of personal empowerment with respect to work processes. | 33.3% | 17.9% | 48.7% |
| 30. My workload is reasonable. | 71.8% | 10.3% | 17.9% |
| 31. Managers communicate the goals and priorities of the organization. | 46.2% | 10.3% | 43.6% |
| 32. My organization has prepared employees for potential security threats. | 64.1% | 23.1% | 12.8% |

| Question | Positive | Neutral | Negative |
|---------------------------------------------------------------------------------------------------------------------|----------|---------|----------|
| Job Satisfaction | | | |
| 33. How satisfied are you with the information you receive from management on what's going on in your organization? | 38.5% | 5.1% | 56.4% |
| 34. How satisfied are you with your involvement in decisions that affect your work? | 38.5% | 10.3% | 51.3% |
| 35. How satisfied are you with your opportunity to get a better job in your organization? | 23.1% | 20.5% | 56.4% |
| 36. How satisfied are you with the recognition you receive for doing a good job? | 43.6% | 15.4% | 41.0% |
| 37. How satisfied are you with the policies and practices of your senior leaders? | 38.5% | 12.8% | 48.7% |
| 38. How satisfied are you with the training you receive for your present job? | 46.2% | 25.6% | 28.2% |
| 39. Considering everything, how satisfied are you with your job? | 64.1% | 10.3% | 25.6% |
| 40. Considering everything, how satisfied are you with your pay? | 43.6% | 25.6% | 30.8% |

OPM has determined that a total of 39 of the Federal Human Capital Survey items make up the Human Capital Assessment and Accountability Framework (HCAAF). Because this survey used only the questions prescribed by OPM regulation and those questions are also asked in the OPM Bi-annual FHCS, we are able to make comparisons by using the like questions from the two surveys. The four HCAAF indices are Leadership and Knowledge Management Index; Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index.

IAF employees also participated in the bi-annual OPM Federal Human Capital Survey (FHCS) in 2004 and 2006. As a result, comparisons can be made from the 2006 FHCS and this survey. The following table shows IAF performance in 2006 and 2007, and the government-wide performance in 2006 on the four HCAAF indices.

| HCAAF Systems – Human Capital Management Indices | 2006 IAF % Positive | 2007 IAF % Positive | 2006 Government- Wide % Positive |
|-----------------------------------------------------|------------------------|------------------------|-------------------------------------------|
| Leadership & Knowledge Management | 56.2 | 53.4 | 57.5 |
| Results-Oriented Performance Culture | 55.1 | 52.3 | 51.9 |
| Talent Management | 53.3 | 53.1 | 58.5 |
| Job Satisfaction | 62.9 | 58.2 | 66.5 |