

**2007 Annual Employee Survey Results for  
Federal Mediation and Conciliation Service  
All Respondents**

- 1) **Interpretation of Results:** The agency scored high (i.e., greater than 65% favorable - Strongly Agree/Agree or Very Satisfied/Satisfied) on the questions measuring satisfaction with personal work experiences, recruitment, development, retention and job satisfaction. The survey identified opportunities for improvement in the areas of performance appraisal and recognition, communication and leadership. The results clearly indicate that employees believe that their work is important and rewarding, that they have a strong understanding of their roles in support of the agency's mission, and that they benefit from a high level of cooperation and support from their co-workers and supervisors.
- 2) **How the survey was conducted:** The survey was conducted online from November, 2007 to December, 2007.
- 3) **Description of sample:** All 257 full-time permanent employees of the agency were surveyed.
- 4) **Survey items and response choices:** See the tables on the following pages.
- 5) **Number of employees surveyed, number who responded, and representativeness of respondents:** Of the 257 employees surveyed, 200 responded, for a 78% response rate.

<b>Location of Employee</b>	<b>Respondents</b>
Headquarters	23%
Field	77%

**2007 Annual Employee Survey Results for  
Federal Mediation and Conciliation Service  
All Respondents**

Surveys Sent: 257

Surveys Returned: 200

Response Rate: 78%

<b>Prescribed Questions: Personal Work Experiences</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
1. The people I work with cooperate to get the job done.	Frequencies	99	76	13	8	3		199
	Percentages	49.7%	38.2%	6.5%	4.0%	1.5%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	72	75	22	19	11		199
	Percentages	36.2%	37.7%	11.1%	9.5%	5.5%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	138	46	9	2	4		199
	Percentages	69.3%	23.1%	4.5%	1.0%	2.0%		100.0%
4. I like the kind of work I do.	Frequencies	151	36	9	1	1		198
	Percentages	76.3%	18.2%	4.5%	0.5%	0.5%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	88	47	26	11	28		200
	Percentages	44.0%	23.5%	13.0%	5.5%	14.0%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>		<b>Total</b>
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	88	50	30	13	18		199
	Percentages	44.2%	25.1%	15.1%	6.5%	9.0%		100.0%

<b>Prescribed Questions: Recruitment, Development, &amp; Retention</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	89	81	13	8	3	6	200
	Percentages	44.5%	40.5%	6.5%	4.0%	1.5%	3.0%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	47	76	32	19	7	18	199
	Percentages	23.6%	38.2%	16.1%	9.5%	3.5%	9.0%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	114	50	15	6	9	6	200
	Percentages	57.0%	25.0%	7.5%	3.0%	4.5%	3.0%	100.0%
10. The work I do is important.	Frequencies	152	30	3	1	1	13	200
	Percentages	76.0%	15.0%	1.5%	0.5%	0.5%	6.5%	100.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	98	62	22	4	2	11	199
	Percentages	49.2%	31.2%	11.1%	2.0%	1.0%	5.5%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	73	57	30	17	15	8	200
	Percentages	36.5%	28.5%	15.0%	8.5%	7.5%	4.0%	100.0%
13. My talents are used well in the workplace.	Frequencies	79	68	17	16	12	6	198
	Percentages	39.9%	34.3%	8.6%	8.1%	6.1%	3.0%	100.0%
14. My training needs are assessed.	Frequencies	56	59	36	30	14	5	200
	Percentages	28.0%	29.5%	18.0%	15.0%	7.0%	2.5%	100.0%

<b>Prescribed Questions: Performance Culture</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
15. Promotions in my work unit are based on merit.	Frequencies	35	42	46	21	28	28	200
	Percentages	17.5%	21.0%	23.0%	10.5%	14.0%	14.0%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	20	64	42	26	23	25	200
	Percentages	10.0%	32.0%	21.0%	13.0%	11.5%	12.5%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	42	63	36	28	25	6	200
	Percentages	21.0%	31.5%	18.0%	14.0%	12.5%	3.0%	100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Basis to Judge</b>	<b>Total</b>
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).	Frequencies	62	63	20	24	15	13	197
	Percentages	31.5%	32.0%	10.2%	12.2%	7.6%	6.6%	100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	26	52	36	33	21	32	200
	Percentages	13.0%	26.0%	18.0%	16.5%	10.5%	16.0%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	12	34	49	51	29	25	200
	Percentages	6.0%	17.0%	24.5%	25.5%	14.5%	12.5%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	54	69	29	27	10	11	200
	Percentages	27.0%	34.5%	14.5%	13.5%	5.0%	5.5%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	65	58	27	22	20	8	200
	Percentages	32.5%	29.0%	13.5%	11.0%	10.0%	4.0%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	60	55	33	16	15	21	200
	Percentages	30.0%	27.5%	16.5%	8.0%	7.5%	10.5%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	89	65	26	5	9	6	200
	Percentages	44.5%	32.5%	13.0%	2.5%	4.5%	3.0%	100.0%

<b>Prescribed Questions: Leadership</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
25. I have a high level of respect for my organization's senior leaders.	Frequencies	34	55	38	27	43	1	198
	Percentages	17.2%	27.8%	19.2%	13.6%	21.7%	0.5%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	27	51	44	31	40	4	197
	Percentages	13.7%	25.9%	22.3%	15.7%	20.3%	2.0%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	38	75	41	14	16	14	198
	Percentages	19.2%	37.9%	20.7%	7.1%	8.1%	7.1%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	67	82	25	8	5	11	198
	Percentages	33.8%	41.4%	12.6%	4.0%	2.5%	5.6%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	69	63	31	13	15	7	198
	Percentages	34.8%	31.8%	15.7%	6.6%	7.6%	3.5%	100.0%
30. My workload is reasonable.	Frequencies	61	104	18	8	4	1	196
	Percentages	31.1%	53.1%	9.2%	4.1%	2.0%	0.5%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	47	57	40	27	23	3	197
	Percentages	23.9%	28.9%	20.3%	13.7%	11.7%	1.5%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	23	56	51	31	17	20	198
	Percentages	11.6%	28.3%	25.8%	15.7%	8.6%	10.1%	100.0%

Prescribed Questions: Job Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	20	54	45	41	38		198
	Percentages	10.1%	27.3%	22.7%	20.7%	19.2%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	28	57	40	40	32		197
	Percentages	14.2%	28.9%	20.3%	20.3%	16.2%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	22	59	77	14	26		198
	Percentages	11.1%	29.8%	38.9%	7.1%	13.1%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	53	65	35	28	17		198
	Percentages	26.8%	32.8%	17.7%	14.1%	8.6%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	24	49	48	35	41		197
	Percentages	12.2%	24.9%	24.4%	17.8%	20.8%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	50	75	39	17	17		198
	Percentages	25.3%	37.9%	19.7%	8.6%	8.6%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	93	70	19	12	4		198
	Percentages	47.0%	35.4%	9.6%	6.1%	2.0%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	59	95	19	18	7		198
	Percentages	29.8%	48.0%	9.6%	9.1%	3.5%		100.0%

### Demographics

Where are you located?	N	%
Headquarters	46	23%
Field	153	77%