

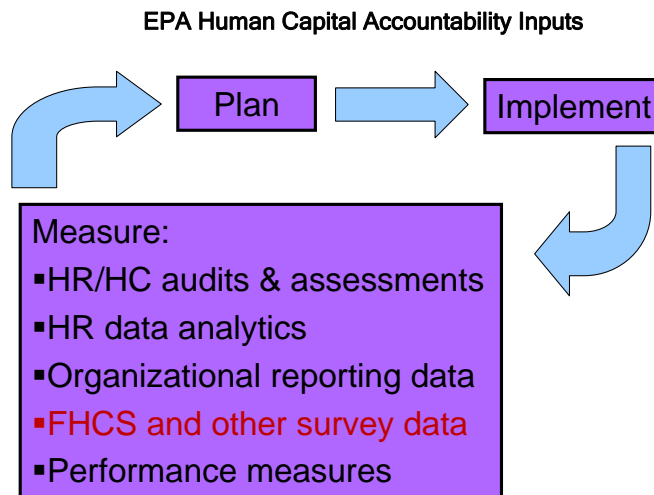


ENVIRONMENTAL PROTECTION AGENCY 2007 Annual Employee Survey Results

1. Interpretation of Results :

EPA's Integration of Survey Data with Other Inputs into Planning

Annual Employee Survey (AES)/Federal Human Capital Survey (FHCS) results are only one component of EPA's ongoing analysis of employee surveys. Surveys are, in turn, only one component of the data analysis that creates the accountability chain to drive future human capital improvements and actions. EPA views the AES/FHCS as an important and ongoing input to our broad Human Capital Planning process. However AES/FHCS results need to be considered within the context of the limitations of surveys and within the overall context of broader data inputs. The diagram below represents where EPA's employee survey results fit in our overall Human Capital Accountability System.



Overview of Results

The Environmental Protection Agency views its Annual Employee Survey as an interim measurement tool between OPM's Federal Human Capital Surveys, which are held in even-numbered years. The Agency administers the FHCS using a full census protocol for approximately 17,000 full-time employees and the AES with a random sampling protocol, encompassing 2,000 employees. Tracking EPA's results for the items listed below over time provides critical input to the Agency's performance, workforce planning, and employee development initiatives.

Overall, EPA's results on its 2007 Annual Employee Survey (AES) varied little from, and were consistent with, those of the 2006 Federal Human Capital Survey (FHCS). For 33 of 40 questions, the Agency's 2007 AES results varied between zero and plus or minus five percent from the 2006 FHCS. [Caution: When interpreting results, note that the AES "Neutral" answer, i.e. "Neither Agree nor Disagree," is defined somewhat differently from that of the FHCS. This might cause a minor skewing to be considered when comparing results.] For all items, 22 showed increases in positive responses. Significant positive increases occurred for the following four questions:

My work unit is able to recruit people with the right skills.
 AES #8 Positive = 56.3% 2006 FHCS #14 = 46.1% Difference = +10.2%
 Promotions in my unit are based on merit.
 AES #15 Positive = 58.2% 2006 FHCS #22 = 38.4% Difference = +19.8%
 My workload is reasonable.
 AES #30 Positive = 69.9% 2006 FHCS #17 = 59.7% Difference = +10.2%
 My organization has prepared employees for potential security threats.
 AES #32 Positive = 83.7% 2006 FHCS #42 = 71.1% Difference = +12.6%

Decreases of greater than five percent in positive responses occurred for the following three questions:

The people I work with cooperate to get the job done.
 AES #1 Positive = 76.6% 2006 FHCS #1 = 85.2% Difference = -8.6%
 How satisfied are you with the information you receive from management on what's going on in your organization?
 AES #33 Positive = 40.3% 2006 FHCS #55 = 48.4% Difference = -8.1%
 How satisfied are you with the recognition you receive for doing a good job?
 AES #36 Positive = 34.9% 2006 FHCS #56 = 53.8% Difference = -18.9%

For the 2007 AES, all four the Agency's HCAAF indices registered positive, upward trends in relation to the 2006 FHCS. As a result, EPA also continued to surpass the Government-wide 2006 HCAAF results. (See table below.)

OPM HCAAF Index	2007 EPA AES	2006 EPA FHCS	2006 Government-wide FHCS
Leadership and Knowledge Management	58.7	57.6	57.4
Results-Oriented Performance Culture	55.6	54.5	51.9
Talent Management	62.3	60.0	58.5
Job Satisfaction	68.8	67.9	66.5

Linkage to the 2006 FHCS Follow-up Action Plan

The Agency particularly monitored the results of a few key questions that might track to improvements as areas are being addressed by its 2006 FHCS action plan.

Conclusion

Based on analysis of EPA's 2007 AES results, we believe that the Agency's human capital improvement activities are continuing to have a positive impact on our ability to attract and retain high quality, enthusiastic employees to support our mission in the future. One example of our commitment to reaching our goals is the Administrator's *Stronger EPA* initiative.

In January 2007, EPA Administrator Stephen L. Johnson inaugurated his *Stronger EPA* initiative. The goal is to strengthen EPA's workforce by identifying those key areas where we can further develop our current EPA talent, strengthen our recruitment and hiring programs and address workforce suggestions for improving morale. This will be accomplished by spotlighting, measuring and reporting back to EPA staff on a discrete number of critical initiatives as part of our Human Capital improvement planning. A *Stronger EPA* is built on existing work, where it makes sense and will embark on new initiatives where necessary. The performance measure is to strengthen the future capabilities and competencies of EPA's workforce through actions undertaken in an 18-month timeframe. 2006 FHCS results were analyzed as a key input into developing the *Stronger EPA* initiative, and progress will be measured by EPA employees' responses to this 2007 AES, as well as the 2008 FHCS, competency assessment results, and input from other feedback mechanisms.

2. How the survey was conducted:

EPA's Annual Employee Survey (AES) was conducted online from September 4 until November 2, 2007. An invitation to participate in the survey was sent via e-mail to the Agency employees selected in the sample. The invitation included a link to the survey web site and a unique identification number and password to access the survey.

The AES questions were embedded in the 2007 Merit Principles Survey (MPS). Questions were interspersed with MPS questions, based on question topic, in the following six sections of the MPS: *My Job, My Immediate Supervisor, Performance Management, Managers and Executives in My Organization, Training and Development, and Demographic Questions*. The three AES questions related to work environment were included in a section of their own titled *Physical Work Environment and Safety*.

3. Description of sample:

The population of employees sampled for survey participation was all full-time, permanent, non-seasonal employees who were employed by the Agency as of December 2006. A representative random sample of these employees was selected, stratified by supervisory status. Supervisor and non-supervisory employees were separately sampled to allow later analyses of differences between these two groups. Past experience shows that supervisors and non-supervisors typically respond differently to employee survey questions.

A total of 1,946 employees was selected for survey participation, including 996 non-supervisory employees and 950 supervisory employees (including supervisors, managers, and executives).

The responses to the questions listed in this report are weighted according to the number of respondents compared to the actual population proportions for supervisory and non-supervisory employees as provided in the Central Personnel Data File. Weighting eliminates over- or under- representation of a group in the survey results that may be a consequence of the sampling strategy or differential response rates.

4. Number of employees surveyed, number responded, and representativeness of respondents:

Of the sample of 1,946 employees, 1,104 responded, for an overall response rate of 56.7%. The sample included 996 non-supervisory employees of whom 581 or 58.3% responded and 950 supervisors of whom 523 or 55.1% responded. Employees who completed at least one of the annual survey questions are counted as respondents, although the majority of employees completed all questions. The respondents are representative of the Agency's population for all demographic characteristics except that the Black or African American population is somewhat underrepresented. The respondents are representative of the Agency subcomponent populations.

DEMOGRAPHICS

Supervisory Status	Population (%)	Respondents (%)
Non-supervisor	89.3%	75.5%
Team Leader	--	13.9%
Supervisor	10.7%	6.3%
Manager	--	2.8%
Executive	--	1.6%

Gender	Population (%)	Respondents (%)
Male	49.9%	50.0%
Female	50.1%	50.0%

Are you: Hispanic or Latino	Population (%)	Respondents (%)
Yes	5.2%	7.2%
No	94.8%	92.8%

Racial Category	Population (%)	Respondents (%)
White	68.1%	67.5%
Black or African American	19.2%	11.5%
Native Hawaiian or other Pacific Islander	0.0%	0.2%
Asian	6.0%	4.4%
American Indian or Alaskan Native	0.8%	0.8%
Two or more races (not Hispanic or Latino)	0.0%	2.1%

Sub-Agency	Population (%)	Respondents (%)
Region 1	3.53%	3.2%
Region 2	5.01%	4.3%
Region 3	5.13%	6.1%
Region 4	6.27%	8.1%
Region 5	7.07%	8.5%
Region 6	5.07%	6.2%
Region 7	3.20%	3.4%
Region 8	3.41%	4.6%
Region 9	4.86%	3.9%
Region 10	3.48%	2.8%
Office of the Administrator	3.09%	2.1%
Office of Administration and Resources Management	4.27%	3.6%
Office of Air and Radiation	7.34%	7.9%
Office of Chief Financial Officer	2.11%	1.3%
Office of Enforcement Compliance Assurance	5.09%	3.4%
Office of Environmental Information	2.49%	2.8%
Office of General Counsel	1.10%	0.7%
Office of Inspector General	1.76%	2.1%
Office of International Affairs	0.38%	0.2%
Office of Prevention, Pesticides and Toxic Substances	7.25%	6.8%
Office of Research and Development	10.81%	9.3%
Office of Solid Waste and Emergency Response	3.56%	3.3%
Office of Water	3.72%	5.0%
Unspecified	--	0.5%

SURVEY RESULTS - CONTENT QUESTIONS

PERSONAL WORK EXPERIENCES

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

Response	Frequencies	Percentage
Strongly Agree	264	23.9%
Agree	581	52.7%
Neither Agree nor Disagree	155	14.1%
Disagree	80	7.3%
Strongly Disagree	22	2.0%
Missing/Invalid	2	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	154	15.1%
Agree	490	48.1%
Neither Agree nor Disagree	231	22.7%
Disagree	94	9.2%
Strongly Disagree	49	4.8%
Missing/Invalid	85	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	327	29.7%
Agree	533	48.4%
Neither Agree nor Disagree	130	11.8%
Disagree	87	7.9%
Strongly Disagree	25	2.3%
Missing/Invalid	2	--
TOTAL:	1,104	--

4. I like the kind of work I do.

Response	Frequencies	Percentage
Strongly Agree	421	38.2%
Agree	529	48.0%
Neither Agree nor Disagree	103	9.4%
Disagree	35	3.1%
Strongly Disagree	15	1.3%
Missing/Invalid	2	--
TOTAL:	1,104	--

5. I have trust and confidence in my supervisor.

Response	Frequencies	Percentage
Strongly Agree	329	30.2%
Agree	400	36.7%
Neither Agree nor Disagree	196	17.9%
Disagree	73	6.7%
Strongly Disagree	92	8.5%
Missing/Invalid	14	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Very Good	400	36.5%
Good	370	33.7%
Fair	203	18.5%
Poor	81	7.4%
Very Poor	43	3.9%
Missing/Invalid	6	--
TOTAL:	1,104	--

RECRUITMENT, DEVELOPMENT, AND RETENTION

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

Response	Frequencies	Percentage
Strongly Agree	229	20.8%
Agree	664	60.3%
Neither Agree nor Disagree	144	13.0%
Disagree	58	5.3%
Strongly Disagree	7	0.6%
Missing/Invalid	2	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	153	13.8%
Agree	468	42.5%
Neither Agree nor Disagree	238	21.6%
Disagree	204	18.5%
Strongly Disagree	40	3.6%
Missing/Invalid	2	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	347	31.5%
Agree	599	54.4%
Neither Agree nor Disagree	100	9.1%
Disagree	38	3.5%
Strongly Disagree	18	1.6%
Missing/Invalid	2	--
TOTAL:	1,104	--

10. The work I do is important.

Response	Frequencies	Percentage
Strongly Agree	419	38.0%
Agree	545	49.5%
Neither Agree nor Disagree	98	8.9%
Disagree	32	2.9%
Strongly Disagree	7	0.7%
Missing/Invalid	2	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	224	22.9%
Agree	515	52.7%
Neither Agree nor Disagree	105	10.7%
Disagree	106	10.8%
Strongly Disagree	28	2.9%
Missing/Invalid	126	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	164	16.1%
Agree	543	53.2%
Neither Agree nor Disagree	186	18.2%
Disagree	95	9.3%
Strongly Disagree	33	3.3%
Missing/Invalid	83	--
TOTAL:	1,104	--

13. My talents are used well in the workplace.

Response	Frequencies	Percentage
Strongly Agree	235	21.3%
Agree	472	42.9%
Neither Agree nor Disagree	167	15.2%
Disagree	165	14.9%
Strongly Disagree	63	5.7%
Missing/Invalid	2	--
TOTAL:	1,104	--

14. My training needs are assessed.

Response	Frequencies	Percentage
Strongly Agree	91	8.9%
Agree	363	35.7%

Response	Frequencies	Percentage
Neither Agree nor Disagree	312	30.6%
Disagree	180	17.7%
Strongly Disagree	73	7.1%
Missing/Invalid	85	--
TOTAL:	1,104	--

PERFORMANCE CULTURE

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

Response	Frequencies	Percentage
Strongly Agree	185	17.9%
Agree	416	40.3%
Neither Agree nor Disagree	220	21.3%
Disagree	153	14.8%
Strongly Disagree	60	5.8%
Missing/Invalid	70	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	29	2.8%
Agree	202	19.5%
Neither Agree nor Disagree	402	38.8%
Disagree	246	23.8%
Strongly Disagree	156	15.0%
Missing/Invalid	68	--
TOTAL:	1,104	--

17. Creativity and innovation are rewarded.

Response	Frequencies	Percentage
Strongly Agree	132	12.8%
Agree	400	38.6%
Neither Agree nor Disagree	273	26.4%
Disagree	156	15.1%
Strongly Disagree	75	7.2%
Missing/Invalid	68	--
TOTAL:	1,104	--

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).

Response	Frequencies	Percentage
Strongly Agree	159	15.3%
Agree	413	39.8%
Neither Agree nor Disagree	224	21.6%
Disagree	173	16.6%
Strongly Disagree	68	6.6%
Missing/Invalid	67	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	80	7.8%
Agree	304	29.4%
Neither Agree nor Disagree	376	36.4%
Disagree	196	18.9%
Strongly Disagree	79	7.6%
Missing/Invalid	68	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	39	3.8%
Agree	166	16.0%
Neither Agree nor Disagree	364	35.1%
Disagree	272	26.2%
Strongly Disagree	195	18.8%
Missing/Invalid	67	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	164	15.8%
Agree	481	46.3%

Response	Frequencies	Percentage
Neither Agree nor Disagree	188	18.1%
Disagree	158	15.2%
Strongly Disagree	47	4.6%
Missing/Invalid	67	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	247	22.7%
Agree	444	40.8%
Neither Agree nor Disagree	215	19.8%
Disagree	111	10.2%
Strongly Disagree	70	6.5%
Missing/Invalid	16	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	119	11.7%
Agree	476	46.5%
Neither Agree nor Disagree	281	27.5%
Disagree	83	8.1%
Strongly Disagree	63	6.2%
Missing/Invalid	82	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	456	42.1%
Agree	413	38.1%
Neither Agree nor Disagree	159	14.7%
Disagree	32	3.0%
Strongly Disagree	23	2.1%
Missing/Invalid	20	--
TOTAL:	1,104	--

LEADERSHIP

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

Response	Frequencies	Percentage
Strongly Agree	87	8.5%
Agree	327	32.0%
Neither Agree nor Disagree	313	30.7%

Response	Frequencies	Percentage
Disagree	186	18.1%
Strongly Disagree	109	10.7%
Missing/Invalid	82	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	60	5.9%
Agree	277	27.1%
Neither Agree nor Disagree	307	30.1%
Disagree	253	24.7%
Strongly Disagree	125	12.2%
Missing/Invalid	82	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	89	8.7%
Agree	499	48.9%
Neither Agree nor Disagree	309	30.3%
Disagree	79	7.7%
Strongly Disagree	46	4.5%
Missing/Invalid	82	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	268	27.4%
Agree	583	59.6%
Neither Agree nor Disagree	100	10.3%
Disagree	18	1.8%
Strongly Disagree	9	0.9%
Missing/Invalid	126	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	80	7.2%
Agree	495	45.0%
Neither Agree nor Disagree	262	23.8%
Disagree	209	19.0%
Strongly Disagree	56	5.0%
Missing/Invalid	2	--
TOTAL:	1,104	--

30. My workload is reasonable.

Response	Frequencies	Percentage
Strongly Agree	161	14.7%
Agree	607	55.2%
Neither Agree nor Disagree	110	10.0%
Disagree	174	15.9%
Strongly Disagree	47	4.2%
Missing/Invalid	4	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	93	9.1%
Agree	515	50.3%
Neither Agree nor Disagree	249	24.3%
Disagree	110	10.7%
Strongly Disagree	57	5.6%
Missing/Invalid	80	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Strongly Agree	205	21.0%
Agree	614	62.7%
Neither Agree nor Disagree	109	11.1%
Disagree	35	3.6%
Strongly Disagree	16	1.6%
Missing/Invalid	126	--
TOTAL:	1,104	--

JOB SATISFACTION

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

Response	Frequencies	Percentage
Very Satisfied	75	7.3%
Satisfied	337	33.0%
Neither Satisfied nor Dissatisfied	281	27.5%
Dissatisfied	246	24.1%
Very Dissatisfied	82	8.0%
Missing/Invalid	84	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Very Satisfied	145	13.2%
Satisfied	445	40.4%
Neither Satisfied nor Dissatisfied	262	23.8%
Dissatisfied	178	16.2%
Very Dissatisfied	70	6.4%
Missing/Invalid	2	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Very Satisfied	69	6.6%
Satisfied	249	24.0%
Neither Satisfied nor Dissatisfied	364	35.1%
Dissatisfied	217	20.9%
Very Dissatisfied	139	13.4%
Missing/Invalid	67	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Very Satisfied	68	6.6%
Satisfied	294	28.3%
Neither Satisfied nor Dissatisfied	354	34.1%
Dissatisfied	173	16.7%
Very Dissatisfied	149	14.3%
Missing/Invalid	67	--
TOTAL:	1,104	--

37. How satisfied are you with the policies and practices of your senior managers?

Response	Frequencies	Percentage
Very Satisfied	63	6.2%
Satisfied	325	31.9%
Neither Satisfied nor Dissatisfied	311	30.6%
Dissatisfied	221	21.7%
Very Dissatisfied	98	9.6%
Missing/Invalid	86	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Very Satisfied	128	12.6%
Satisfied	446	43.8%
Neither Satisfied nor Dissatisfied	298	29.3%
Dissatisfied	104	10.2%
Very Dissatisfied	42	4.1%
Missing/Invalid	86	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Very Satisfied	304	27.6%
Satisfied	511	46.4%
Neither Satisfied nor Dissatisfied	165	14.9%
Dissatisfied	93	8.4%
Very Dissatisfied	29	2.7%
Missing/Invalid	2	--
TOTAL:	1,104	--

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

Response	Frequencies	Percentage
Very Satisfied	199	19.2%
Satisfied	525	50.6%
Neither Satisfied nor Dissatisfied	172	16.6%

Response	Frequencies	Percentage
Dissatisfied	102	9.9%
Very Dissatisfied	38	3.7%
Missing/Invalid	67	--
TOTAL:	1,104	--

PERFORMANCE ASSESSMENT ACCOUNTABILITY TOOL QUESTIONS

1. I am held accountable for achieving results in the sense that if I achieve the expected work results, I experience positive consequences.

Response	Frequencies	Percentage
Strongly Agree	197	19.0%
Agree	523	50.5%
Neither Agree nor Disagree	203	19.6%
Disagree	90	8.7%
Strongly Disagree	23	2.2%
Missing/Invalid	68	--
TOTAL:	1,104	--

2. I am held accountable for achieving results in the sense that if I do NOT achieve the expected work results, I experience negative consequences.

Response	Frequencies	Percentage
Strongly Agree	89	8.6%
Agree	427	41.2%
Neither Agree nor Disagree	371	35.9%
Disagree	123	11.8%
Strongly Disagree	26	2.5%
Missing/Invalid	68	--
TOTAL:	1,104	--

3. I am rewarded for providing high quality products and services to my customers (internal and/or external).

Response	Frequencies	Percentage
Strongly Agree	200	19.3%
Agree	495	47.9%
Neither Agree nor Disagree	177	17.1%
Disagree	111	10.8%
Strongly Disagree	50	4.9%
Missing/Invalid	70	--
TOTAL:	1,104	--

4. Recognition and rewards are based on performance in my work unit.

Response	Frequencies	Percentage
Strongly Agree	166	16.0%
Agree	462	44.6%
Neither Agree nor Disagree	202	19.5%
Disagree	136	13.1%
Strongly Disagree	69	6.7%
Missing/Invalid	68	--
TOTAL:	1,104	--

5. How often do you typically receive formal or informal feedback from your supervisor?

Response	Frequencies	Percentage
Weekly or more often	311	28.8%
Every two weeks	126	11.6%
Monthly	174	16.0%
Quarterly	124	11.4%
Twice per year	300	27.7%
Annually	24	2.2%
Less than once per year	24	2.2%
Missing/Invalid	21	--
TOTAL:	1,104	--

6. How helpful is your supervisor's feedback in helping you improve or enhance your performance?

Response	Frequencies	Percentage
Very Helpful	341	31.5%
Somewhat Helpful	514	47.5%
Not Helpful	195	18.0%
Harmful	32	2.9%
Missing/Invalid	22	--
TOTAL:	1,104	--