

## **2007 Treasury Annual Employee Survey** (Posted February 2008)

The Department of the Treasury values its employees and is committed to making improvements based on employee feedback. To this end, Treasury launched an initiative focused on identifying and implementing strategies to improve the workplace that will result in earning Treasury a place in the top ten “Best Places to Work” ranking by Partnership for Public Service.

Employee feedback for the initiative is drawn from many sources, including the **2007 Annual Employee Survey** which many Treasury employees participated in last Fall. Administered through the U.S. Merit Systems Protection Board (MSPB), the survey captures federal employees’ opinions on a variety of workforce issues, including supervision, employee development, performance management, work experience and work environment.

Administered both online and on paper, the survey was sent to a random sample of Treasury employees. 4,000 employees were selected, 2,000 from IRS and 2,000 from all other bureau components. Within each set of 2,000, 1,000 non-supervisory employees and 1,000 supervisory employees (supervisors, managers, and executives) were selected. The overall response rate for the survey was 71%.

The results of the survey reflect that Treasury employees like their work, believe their work is important and have a feeling of personal accomplishment. The survey results also identify areas that need improvement, primarily in the areas of performance and recognition.

Highlights of the survey are:

- ✓ 90% of employees\* believe their work is important
- ✓ 87% of employees know how their work is related to the agency’s goals and priorities
- ✓ 86% of employees like the kind of work they do
- ✓ 81% of employees say their supervisor’s feedback is helpful in improving or enhancing their performance
- ✓ 79% of employees believe the people they work with cooperate to get the job done
- ✓ 79% of employees believe the Department is prepared for potential security threats
- ✓ 78% of employees say their supervisor supports their need to balance work and family issues
- ✓ 77% of employees believe the physical conditions allow them to perform their jobs well
- ✓ 76% of employees say their work gives them a feeling of personal accomplishment
- ✓ 75% of employees believe the Treasury workforce has the knowledge and skills necessary to accomplish organizational goals
- ✓ 75% of employees say they are satisfied overall with their job

Areas in which Treasury is currently addressing:

- ✓ 45% of employees say they are satisfied with the information they receive from management on what’s going on in the organization

- ✓ 43% of employees say they have a feeling of personal empowerment with respect to work processes
- ✓ 42% of employees believe creativity and innovation are rewarded
- ✓ 40% of employees say they are satisfied with their opportunity to get a better job in the organization
- ✓ 37 % of employees believe differences in performance are recognized in a meaningful way
- ✓ 35% of employees are satisfied with the policies and practices of senior management
- ✓ 34% of employees are satisfied with the recognition they receive for doing a good job
- ✓ 34% of employees believe steps are taken to deal with a poor performer who cannot or will not improve
- ✓ 32% of employees say they typically receive formal or informal feedback from their supervisor
- ✓ 27% of employees believe pay raises are determined on how well employees perform their jobs

(\* of employee respondents)

The complete results of the 2007 Merit Principles Survey are found below:



## ***U.S. DEPARTMENT OF THE TREASURY 2007 Annual Employee Survey Results***

### ***1. Interpretation of results:***

### ***2. How the survey was conducted:***

*The survey was conducted both online and via paper administration. The web version of the survey 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 paper version of the survey was mailed to employees who did not have Internet access during the third week of September. Returned surveys were accepted through November 30.*

*The annual survey questions were embedded in the 2007 Merit Principles Survey (MPS). They 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 annual survey 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 subagency membership and supervisory status. Separate samples were drawn from the Internal Revenue Service and the remainder of the agency to allow independent analyses of the IRS and all other agency components. Supervisor and non-supervisory employees were separately sampled to allow 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 4,000 employees were selected for survey participation, 2,000 from the IRS and 2,000 from all other agency components. Within each sample of 2,000, 1,000 non-supervisory employees and 1,000 supervisory employees (including supervisors, managers, and executives) were selected.*

*In this report, the responses to the questions are weighted according to the number of respondents compared to the actual population proportions for supervisory and non-supervisory employees and subagency (IRS or other) 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 original sample of 2,000 employees selected from the IRS, e-mail addresses or postal delivery addresses were available for 1,840 employees, 988 non-supervisory employees and 852 supervisory employees. The remaining employees were not available due to retirement, leaving the agency, or other reasons. Of the original sample of 2,000 employees selected from agency components other than the IRS, e-mail addresses or postal delivery addresses were available for 1,849 employees, 950 non-supervisory employees and 899 supervisory employees. The remaining employees were not available due to retirement, leaving the agency, or other reasons.*

*Of the total of 3,689 employees in the final sample, 2,622 responded for an overall response rate of 71.1%. Of the 1,938 non-supervisory employees, 1,412 or 72.8% responded. Of the 1,751 supervisory employees, 1,240 or 70.8% 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 population in all personal demographic characteristics except that Black or African American respondents are slightly underrepresented. Some of these employees may be included in the multiple races category.*

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## DEMOGRAPHICS

<b>Supervisory Status</b>	<b>Population (%)</b>	<b>Respondents (%)</b>
Non-supervisor	89.0%	77.2%
Team Leader	--	11.7%
Supervisor	11.0%	7.7%
Manager	--	2.8%
<i>Executive</i>	--	0.6%

<b>Gender</b>	<b>Population (%)</b>	<b>Respondents (%)</b>
Male	38.6%	38.5%
<i>Female</i>	61.4%	61.5%

<b>Are you: Hispanic or Latino</b>	<b>Population (%)</b>	<b>Respondents (%)</b>
Yes	8.0%	7.5%
<i>No</i>	92.0%	92.5%

<b>Racial Category</b>	<b>Population (%)</b>	<b>Respondents (%)</b>
White	62.7%	61.8%
Black or African American	24.4%	20.8%
Native Hawaiian or other Pacific Islander	0.0%	0.3%
Asian	4.4%	3.6%
American Indian or Alaskan Native	0.8%	0.9%
<i>Two or more races (not Hispanic or Latino)</i>	0.1%	3.0%

<b>Sub-Agency</b>	<b>Population (%)</b>	<b>Respondents (%)</b>
Alcohol and Tobacco Tax and Trade Bureau	0.6%	0.4%
Bureau of Engraving and Printing	2.2%	1.1%
Bureau of the Public Debt	2.1%	2.6%
Departmental Offices	1.3%	1.5%
Financial Crimes Enforcement Network	0.3%	0.3%
Financial Management Service	1.9%	1.4%
Internal Revenue Service	84.8%	84.9%
Office of Thrift Supervision	1.0%	1.3%
Office of the Comptroller of the Currency	2.9%	3.7%
Office of the Inspector General	0.1%	0.3%
Office of the Inspector General for Tax Administration	0.8%	1.2%
U.S. Mint	1.9%	1.2%
<i>Unspecified</i>	--	0.1

## SURVEY RESULTS - CONTENT QUESTIONS

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### PERSONAL WORK EXPERIENCES

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

Response	Frequency	Percentage
Strongly Agree	704	26.6%
Agree	1,378	52.1%
Neither Agree nor Disagree	298	11.3%
Disagree	216	8.2%
Strongly Disagree	50	1.9%
Missing/Invalid	7	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	349	13.9%
Agree	1,105	43.9%
Neither Agree nor Disagree	564	22.4%
Disagree	376	14.9%
Strongly Disagree	123	4.9%
Missing/Invalid	136	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	679	25.7%
Agree	1,319	49.8%
Neither Agree nor Disagree	337	12.7%
Disagree	247	9.3%
Strongly Disagree	65	2.4%
Missing/Invalid	5	--
TOTAL:	2,652	--

4. I like the kind of work I do.

Response	Frequency	Percentage
Strongly Agree	905	34.2%
Agree	1,364	51.5%
Neither Agree nor Disagree	240	9.1%
Disagree	104	3.9%
Strongly Disagree	34	1.3%
Missing/Invalid	5	--
TOTAL:	2,652	--

5. I have trust and confidence in my supervisor.

Response	Frequency	Percentage
Strongly Agree	849	32.3%
Agree	933	35.4%
Neither Agree nor Disagree	445	16.9%
Disagree	229	8.7%
Strongly Disagree	176	6.7%
Missing/Invalid	21	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Very Good	950	36.0%
Good	967	36.6%
Fair	467	17.7%
Poor	156	5.9%
Very Poor	99	3.7%
Missing/Invalid	13	--
TOTAL:	2,652	--

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## RECRUITMENT, DEVELOPMENT, AND RETENTION

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

Response	Frequency	Percentage
Strongly Agree	397	15.0%
Agree	1,589	60.1%
Neither Agree nor Disagree	395	14.9%
Disagree	238	9.0%
Strongly Disagree	26	1.0%
Missing/Invalid	7	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	277	10.5%
Agree	1,232	46.6%
Neither Agree nor Disagree	615	23.3%
Disagree	417	15.8%
Strongly Disagree	100	3.8%
Missing/Invalid	10	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	795	30.0%
Agree	1,501	56.7%
Neither Agree nor Disagree	245	9.3%
Disagree	76	2.9%
Strongly Disagree	28	1.1%
Missing/Invalid	7	--
TOTAL:	2,652	--



10. The work I do is important.

Response	Frequency	Percentage
Strongly Agree	1,115	42.2%
Agree	1,260	47.7%
Neither Agree nor Disagree	202	7.6%
Disagree	48	1.8%
Strongly Disagree	18	0.7%
Missing/Invalid	9	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	617	25.2%
Agree	1,268	51.7%
Neither Agree nor Disagree	250	10.2%
Disagree	258	10.5%
Strongly Disagree	59	2.4%
Missing/Invalid	200	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	394	15.7%
Agree	1,255	50.0%
Neither Agree nor Disagree	508	20.2%
Disagree	264	10.5%
Strongly Disagree	91	3.6%
Missing/Invalid	140	--
TOTAL:	2,652	--

13. My talents are used well in the workplace.

Response	Frequency	Percentage
Strongly Agree	550	20.8%
Agree	1,218	46.0%
Neither Agree nor Disagree	346	13.1%
Disagree	410	15.5%
Strongly Disagree	124	4.7%
Missing/Invalid	5	--
TOTAL:	2,652	--

14. My training needs are assessed.

Response	Frequency	Percentage
Strongly Agree	261	10.4%
Agree	993	39.5%
Neither Agree nor Disagree	677	26.9%
Disagree	427	17.0%
Strongly Disagree	154	6.1%
Missing/Invalid	140	--
TOTAL:	2,652	--

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## PERFORMANCE CULTURE

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

Response	Frequency	Percentage
Strongly Agree	421	16.5%
Agree	1,048	41.1%
Neither Agree nor Disagree	543	21.3%
Disagree	376	14.8%
Strongly Disagree	161	6.3%
Missing/Invalid	104	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	198	7.8%
Agree	673	26.4%
Neither Agree nor Disagree	1,024	40.1%
Disagree	413	16.2%
Strongly Disagree	243	9.5%
Missing/Invalid	99	--
TOTAL:	2,652	--

17. Creativity and innovation are rewarded.

Response	Frequency	Percentage
Strongly Agree	292	11.4%
Agree	781	30.6%
Neither Agree nor Disagree	846	33.1%
Disagree	435	17.1%
Strongly Disagree	199	7.8%
Missing/Invalid	100	--
TOTAL:	2,652	--

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	Frequency	Percentage
Strongly Agree	570	22.3%
Agree	1,151	45.1%
Neither Agree nor Disagree	424	16.6%
Disagree	292	11.4%
Strongly Disagree	118	4.6%
Missing/Invalid	97	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	226	8.9%
Agree	712	27.9%
Neither Agree nor Disagree	946	37.0%
Disagree	477	18.7%
Strongly Disagree	193	7.5%
Missing/Invalid	97	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	151	5.9%
Agree	534	20.9%
Neither Agree nor Disagree	753	29.5%
Disagree	691	27.0%
Strongly Disagree	427	16.7%
Missing/Invalid	96	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	552	21.6%
Agree	1,212	47.5%
Neither Agree nor Disagree	371	14.5%
Disagree	282	11.0%
Strongly Disagree	137	5.4%
Missing/Invalid	98	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	680	25.9%
Agree	1,071	40.8%
Neither Agree nor Disagree	486	18.5%
Disagree	265	10.1%
Strongly Disagree	126	4.8%
Missing/Invalid	23	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	357	14.1%
Agree	1,190	47.2%
Neither Agree nor Disagree	617	24.5%
Disagree	224	8.9%
Strongly Disagree	135	5.4%
Missing/Invalid	130	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	1,010	38.4%
Agree	1,047	39.8%
Neither Agree nor Disagree	371	14.1%
Disagree	122	4.6%
Strongly Disagree	82	3.1%
Missing/Invalid	20	--
TOTAL:	2,652	--

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## LEADERSHIP

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

Response	Frequency	Percentage
Strongly Agree	211	8.4%
Agree	794	31.4%
Neither Agree nor Disagree	789	31.2%
Disagree	489	19.4%
Strongly Disagree	243	9.6%
Missing/Invalid	127	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	156	6.2%
Agree	653	25.9%
Neither Agree nor Disagree	815	32.3%
Disagree	636	25.2%
Strongly Disagree	266	10.5%
Missing/Invalid	127	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	301	11.9%
Agree	1,304	51.8%
Neither Agree nor Disagree	704	28.0%
Disagree	152	6.1%
Strongly Disagree	55	2.2%
Missing/Invalid	136	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	534	21.8%
Agree	1,397	57.0%
Neither Agree nor Disagree	335	13.7%
Disagree	130	5.3%
Strongly Disagree	55	2.3%
Missing/Invalid	200	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	186	7.0%
Agree	959	36.2%
Neither Agree nor Disagree	694	26.2%
Disagree	612	23.1%
Strongly Disagree	195	7.4%
Missing/Invalid	6	--
TOTAL:	2,652	--

30. My workload is reasonable.

Response	Frequency	Percentage
Strongly Agree	436	16.5%
Agree	1,339	50.6%
Neither Agree nor Disagree	316	11.9%
Disagree	421	15.9%
Strongly Disagree	136	5.1%
Missing/Invalid	5	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	328	13.0%
Agree	1,470	58.3%
Neither Agree nor Disagree	476	18.9%
Disagree	162	6.4%
Strongly Disagree	84	3.3%
Missing/Invalid	132	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	525	21.4%
Agree	1,411	57.5%
Neither Agree nor Disagree	332	13.6%
Disagree	145	5.9%
Strongly Disagree	38	1.6%
Missing/Invalid	200	--
TOTAL:	2,652	--

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## JOB SATISFACTION

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

Response	Frequency	Percentage
Very Satisfied	188	7.5%
Satisfied	937	37.3%
Neither Satisfied nor Dissatisfied	698	27.7%
Dissatisfied	492	19.6%
Very Dissatisfied	201	8.0%
Missing/Invalid	136	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Very Satisfied	286	10.9%
Satisfied	1,018	38.6%
Neither Satisfied nor Dissatisfied	578	21.9%
Dissatisfied	538	20.4%
Very Dissatisfied	217	8.2%
Missing/Invalid	15	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Very Satisfied	260	10.2%
Satisfied	764	30.0%
Neither Satisfied nor Dissatisfied	661	26.0%
Dissatisfied	568	22.3%
Very Dissatisfied	293	11.5%
Missing/Invalid	105	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Very Satisfied	201	7.9%
Satisfied	676	26.5%
Neither Satisfied nor Dissatisfied	850	33.3%
Dissatisfied	472	18.5%
Very Dissatisfied	354	13.9%
Missing/Invalid	99	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Very Satisfied	158	6.3%
Satisfied	727	28.9%
Neither Satisfied nor Dissatisfied	862	34.2%
Dissatisfied	546	21.7%
Very Dissatisfied	226	9.0%
Missing/Invalid	133	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Very Satisfied	330	13.1%
Satisfied	1,134	45.1%
Neither Satisfied nor Dissatisfied	530	21.1%
Dissatisfied	401	16.0%
Very Dissatisfied	118	4.7%
Missing/Invalid	139	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Very Satisfied	633	24.0%
Satisfied	1,335	50.6%
Neither Satisfied nor Dissatisfied	357	13.5%
Dissatisfied	245	9.3%
Very Dissatisfied	68	2.6%
Missing/Invalid	13	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Very Satisfied	368	14.5%



Response	Frequency	Percentage
Satisfied	1,189	46.7%
Neither Satisfied nor Dissatisfied	455	17.9%
Dissatisfied	406	16.0%
Very Dissatisfied	128	5.0%
Missing/Invalid	105	--
TOTAL:	2,652	--

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## 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	Frequency	Percentage
Strongly Agree	472	18.4%
Agree	1,330	51.9%
Neither Agree nor Disagree	449	17.5%
Disagree	228	8.9%
Strongly Disagree	83	3.3%
Missing/Invalid	89	--
TOTAL:	2,652	--

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	Frequency	Percentage
Strongly Agree	359	14.0%
Agree	1,233	48.1%
Neither Agree nor Disagree	639	24.9%
Disagree	272	10.6%
Strongly Disagree	60	2.3%
Missing/Invalid	89	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	415	16.2%
Agree	1,013	39.6%
Neither Agree nor Disagree	578	22.6%
Disagree	375	14.7%
Strongly Disagree	180	7.0%
Missing/Invalid	91	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Strongly Agree	413	16.1%
Agree	1,092	42.7%
Neither Agree nor Disagree	560	21.9%
Disagree	323	12.6%
Strongly Disagree	171	6.7%
Missing/Invalid	93	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Weekly or more often	588	22.5%
Every two weeks	251	9.6%
Monthly	633	24.2%
Quarterly	372	14.3%
Twice per year	502	19.2%
Annually	156	6.0%
Less than once per year	111	4.3%
Missing/Invalid	39	--
TOTAL:	2,652	--

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

Response	Frequency	Percentage
Very Helpful	959	36.7%
Somewhat Helpful	1,146	43.8%
Not Helpful	459	17.5%
Harmful	53	2.0%
Missing/Invalid	35	--
TOTAL:	2,652	--