

## Annual Employee Survey Results, 2008 Farm Credit Administration

The Farm Credit Administration (FCA or Agency) participated in the Annual Employee Survey (a human capital survey) conducted by the Office of Personnel Management.

1. Interpretation of Results: The survey responses are grouped into the following broad categories:

- Results-oriented performance culture
- Leadership and knowledge management
- Job satisfaction
- Talent management
- Communication
- Empowerment
- Diversity

In general, the results are favorable in many respects. First, on many questions, the proportion of positive responses is high and the proportion of negative responses is low. Among the items receiving 80 percent or more favorable responses are:

- cooperation among employees,
- work-family balance,
- understanding of the Agency's goals and priorities,
- physical conditions,
- protection from health and safety hazards,
- protection from security threats, and
- feeling that the work done is important.

Second, the proportion of positive responses increased by five percentage points or more on several questions compared with the 2007 survey. These areas include

- work giving employees a feeling of personal accomplishment,
- recruiting the right people with the right skills,
- taking steps to deal with poor performers, and
- understanding the Agency's different performance levels.

Third, the Agency has seen steady improvement over the last 3 years in several areas, including:

- recruiting the right people with the right skills,
- using the talents of employees in the workplace,
- understanding the Agency's different performance levels,
- recognizing differences in performance in a meaningful way,
- supervisors working well with employees of different backgrounds,
- work-family balance,
- protecting employees from health and safety hazards,
- employees having a feeling of personal empowerment, and
- being satisfied with information from management on what's going on in the organization.

Positive responses were down five percentage points or more only in two areas: rewarding creativity and innovation and workload reasonableness.

The FCA Human Capital Steering Committee plans on reaching out to all Offices in the Agency to open up a dialogue with employees to identify areas for improvement in the survey results. The Committee will also seek assistance from the FCA Employees' Council to provide an open forum for suggestions from staff.

2. How the survey was conducted: The survey was conducted online from September 8, 2008, through October 1, 2008.

3. Description of sample: All 236 full-time permanent employees of the Agency on the rolls by December 31, 2007, were surveyed. We had a 92 percent response rate.

4. Survey items and response choices: See the tables on the following pages.

**2008 Annual Employee Survey Results for  
Farm Credit Administration**

Surveys Sent: 236

Surveys Returned: 216

Response Rate: 92%

<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	63	112	22	16	3		216
	Percentages	29.2%	51.9%	10.2%	7.4%	1.4%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	58	94	32	22	10		216
	Percentages	26.9%	43.5%	14.8%	10.2%	4.6%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	49	94	30	25	18		216
	Percentages	22.7%	43.5%	13.9%	11.6%	8.3%		100.0%
4. I like the kind of work I do.	Frequencies	63	99	31	14	9		216
	Percentages	29.2%	45.8%	14.4%	6.5%	4.2%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	78	77	22	18	18		213
	Percentages	36.6%	36.2%	10.3%	8.5%	8.5%		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	80	79	27	16	10		212
	Percentages	37.7%	37.3%	12.7%	7.5%	4.7%		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	62	105	22	18	6	2	215
	Percentages	28.8%	48.8%	10.2%	8.4%	2.8%	0.9%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	43	85	46	24	9	9	216
	Percentages	19.9%	39.4%	21.3%	11.1%	4.2%	4.2%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	75	105	19	10	5	2	216
	Percentages	34.7%	48.6%	8.8%	4.6%	2.3%	0.9%	100.0%
10. The work I do is important.	Frequencies	91	84	25	9	6	1	216
	Percentages	42.1%	38.9%	11.6%	4.2%	2.8%	0.5%	100.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	106	78	16	7	5	3	215
	Percentages	49.3%	36.3%	7.4%	3.3%	2.3%	1.4%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	79	86	26	15	9	1	216
	Percentages	36.6%	39.8%	12.0%	6.9%	4.2%	0.5%	100.0%
13. My talents are used well in the workplace.	Frequencies	51	88	31	21	23	2	216
	Percentages	23.6%	40.7%	14.4%	9.7%	10.6%	0.9%	100.0%
14. My training needs are assessed.	Frequencies	53	92	42	17	11	1	216
	Percentages	24.5%	42.6%	19.4%	7.9%	5.1%	0.5%	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	32	62	40	37	39	6	216
	Percentages	14.8%	28.7%	18.5%	17.1%	18.1%	2.8%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	17	56	44	47	28	22	214
	Percentages	7.9%	26.2%	20.6%	22.0%	13.1%	10.3%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	30	71	46	36	28	3	214
	Percentages	14.0%	33.2%	21.5%	16.8%	13.1%	1.4%	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	47	97	20	28	20	3	215
	Percentages	21.9%	45.1%	9.3%	13.0%	9.3%	1.4%	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	23	78	38	40	24	13	216
	Percentages	10.6%	36.1%	17.6%	18.5%	11.1%	6.0%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	29	69	39	41	32	6	216
	Percentages	13.4%	31.9%	18.1%	19.0%	14.8%	2.8%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	51	93	36	17	15	4	216
	Percentages	23.6%	43.1%	16.7%	7.9%	6.9%	1.9%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	46	94	37	20	17	2	216
	Percentages	21.3%	43.5%	17.1%	9.3%	7.9%	0.9%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	47	90	37	18	15	8	215
	Percentages	21.9%	41.9%	17.2%	8.4%	7.0%	3.7%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	101	82	13	9	7	3	215
	Percentages	47.0%	38.1%	6.0%	4.2%	3.3%	1.4%	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	45	48	48	40	34	0	215
	Percentages	20.9%	22.3%	22.3%	18.6%	15.8%	0.0%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	30	43	59	43	38	2	215
	Percentages	14.0%	20.0%	27.4%	20.0%	17.7%	0.9%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	33	85	51	18	17	11	215
	Percentages	15.3%	39.5%	23.7%	8.4%	7.9%	5.1%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	105	94	8	2	3	3	215
	Percentages	48.8%	43.7%	3.7%	0.9%	1.4%	1.4%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	29	71	40	46	26	3	215
	Percentages	13.5%	33.0%	18.6%	21.4%	12.1%	1.4%	100.0%
30. My workload is reasonable.	Frequencies	30	93	40	32	20	0	215
	Percentages	14.0%	43.3%	18.6%	14.9%	9.3%	0.0%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	35	96	42	25	17	0	215
	Percentages	16.3%	44.7%	19.5%	11.6%	7.9%	0.0%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	78	112	20	3	2	0	215
	Percentages	36.3%	52.1%	9.3%	1.4%	0.9%	0.0%	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	25	80	45	37	24		211
	Percentages	11.8%	37.9%	21.3%	17.5%	11.4%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	28	71	48	34	31		212
	Percentages	13.2%	33.5%	22.6%	16.0%	14.6%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	20	49	65	43	35		212
	Percentages	9.4%	23.1%	30.7%	20.3%	16.5%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	37	77	43	29	26		212
	Percentages	17.5%	36.3%	20.3%	13.7%	12.3%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	23	61	48	48	32		212
	Percentages	10.8%	28.8%	22.6%	22.6%	15.1%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	44	103	41	11	13		212
	Percentages	20.8%	48.6%	19.3%	5.2%	6.1%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	38	90	39	26	19		212
	Percentages	17.9%	42.5%	18.4%	12.3%	9.0%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	46	81	34	27	24		212
	Percentages	21.7%	38.2%	16.0%	12.7%	11.3%		100.0%

### Demographics

Where do you work?	N	%
Office of Examinations	122	57%
Other	92	43%