



Federal Human Capital Survey

2008 Ex-Im Bank Results

Survey Dates:

August 1 – September 26, 2008



Background

- Federal Human Capital Survey measures employee satisfaction and leadership and management practices that contribute to agency performance.
 - Statutory requirement
 - Administered by OPM government-wide in even calendar years and by individual agencies in odd calendar years beginning in 2007
 - Odd year survey is subset of 40 questions



Background

- Topics covered in 2008
 - 74 questions
 - Questions organized into six areas
 - Personal Work Experiences
 - Recruitment, Development and Retention
 - Performance Culture
 - Leadership
 - Learning
 - Job Satisfaction



Ex-Im Response Rates

Ex-Im 2008	61%
Ex-Im 2007 (40Q)	74%
Ex-Im 2006	47%
Ex-Im 2004	52%



Overview: Average Positive Responses

- Ex-Im's aggregate positive response rate for 2008 FHCS was 61% vs. Small Agencies at 60% and Government-wide at 58%.

Ex-Im 2008	61%
Ex-Im 2007 (40Q)	59%
Ex-Im 2006	64%
Ex-Im 2004	59%



Overview: Continued High Positives

- Work Experiences and Job Satisfaction
 - Employees like the work, feeling of personal accomplishment, teamwork among co-workers, recognition for doing a good job, and like their supervisor.
- Talent
 - Know how the work relates to the mission, believe work is important, workforce has the skills to effectively do their jobs, reasonable workload and enough resources to do the job.
- Performance Culture
 - Managers support work and family balance, understand requirements to be rated at different performance levels, and appraisals and awards reflect performance.
- Leadership
 - Like their immediate supervisor; provide safe working environment.



Overview: Major Negatives

- Performance Culture
 - Management/evaluation of poor performers, and pay not tied to performance (typical of all agencies).
- Leadership
 - Managers do not communicate organization's goals and priorities.
 - Leaders do not generate high levels of motivation.

Ex-Im

Analysis:

Personal Work

Experiences

Like their supervisor and job, but less likely to recommend organization.

Ex-Im % Positive	Ex-Im 2008 / 2006 % Variance	Ex-Im vs 2008 Small Agcy-wide % Variance	Ex-Im vs 2008 Govt-wide % Variance	Questions
78	+2	+8	+12	How good a job does immediate supervisor do (Q9)
64	-7	-1	-8	Recommend as a good place to work (Q8)
69	+1	+5	+9	I am encouraged to come up with new and better ways of doing things (Q4)

Ex-Im

Analysis:

Recruitment, Development

Strongly positive on resources and workload. Employees have line of sight to agency goals, even if managers don't communicate them.

Ex-Im % Positive	Ex-Im 2008 / 2006 % Variance	Ex-Im vs 2008 Small Agcy-wide % Variance	Ex-Im vs 2008 Govt-wide % Variance	Questions
66	+7	+11	+15	I have sufficient resources (people, materials, budget) to get the job done (Q16)
75	+5	+11	+15	My workload is reasonable (Q17)
66	+6	-11	-1	Physical conditions allow employees to perform their jobs well (Q21)
91	+8	+5	+6	I know how my work relates to the agency's goals and priorities (Q19)

Ex-Im

Analysis:

Performance

Culture

Positive on awards and bonus programs. Slight negative trend on innovation and customer service.

Ex-Im % Positive	Ex-Im 2008 / 2006 % Variance	Ex-Im vs 2008 Small Agcy-wide % Variance	Ex-Im vs 2008 Govt-wide % Variance	Questions
52	0	+4	+11	Awards depend on how well employees perform their jobs (Q28)
40	+1	+3	+8	Differences in performance are recognized in a meaningful way (Q29)
45	-6	-1	+5	Creativity and innovation are rewarded (Q26)
51	-4	-1	+5	Employees are rewarded for providing high-quality services to customers (Q25)

Ex-Im

Leadership

Analysis:

Managerial communication of goals is a negative trend.

Ex-Im % Positive	Ex-Im 2008 / 2006 % Variance	Ex-Im vs 2008 Small Agcy-wide % Variance	Ex-Im vs 2008 Govt-wide % Variance	Questions
56	-9	+4	+4	High level of respect for senior leaders (Q37)
58	+1	+6	+8	Leaders maintain high standards of honesty and integrity (Q39)
54	-11	-6	-5	Managers communicate goals and priorities of the organization (Q40)
53	-5	-3	-5	Managers review and evaluate the organization's progress toward meeting goals and objectives (Q41)

Ex-Im

Learning

Analysis:

Positive informal sharing of information. Lack of training assessment.

Ex-Im % Positive	Ex-Im 2008 / 2006 % Variance	Ex-Im vs 2008 Small Agcy-wide % Variance	Ex-Im vs 2008 Govt-wide % Variance	Questions
63	-3	+2	+5	Supervisor provide constructive suggestions to improve performance (Q48)
81	+2	+4	+6	Employees share job knowledge with each other (Q53)
46	-3	-2	-8	My training needs are assessed (Q51)
91	-2	-1	+4	Employees use information technology to perform work (Q54)

Ex-Im Job Satisfaction Analysis:

Higher satisfaction with job and work environment than with pay.

Ex-Im % Positive	Ex-Im 2008 / 2006 % Variance	Ex-Im vs 2008 Small Agcy-wide % Variance	Ex-Im vs 2008 Govt-wide % Variance	Questions
74	-2	+3	+5	Considering everything, how satisfied are you with your job? (Q61)
50	-3	-12	-10	Considering everything, how satisfied are you with your pay? (Q62)
61	+3	+5	+8	How satisfied are you with your involvement in decisions that affect your work? (Q55)
61	+3	+4	+11	How satisfied are you with your recognition for doing a good job? (Q57)



Mgt Options To Consider In Addressing 2008 Employee Survey Findings

- Leadership: Finalize strategic plan, communicate goals/objectives/measures; leadership development initiative in progress—supervisory training for new managers, etc.
- Training: Continue skills assessment efforts; and increase course offerings for key business skills and succession planning.
- Benefits/Work Life: Continue efforts underway in low cost interim improvements in workspaces until relocation is resolved (e.g., painting, carpet, lighting); revise/implement new telework program; improve outreach efforts and informational briefings on benefits programs and work/life options.

Comparison of EXIM to Private Sector Results

	Questions	Exim	Private Sector
1.	The people I work with cooperate to get the job done.	87%	80%
2.	FHCS – I am given a real opportunity to improve my skills in my organization. Private Sector – I am given a real opportunity to improve my skills in the company.	66%	60%
3.	I have enough information to do my job well.	81%	75%
4.	I feel encouraged to come up with new and better ways of doing things.	69%	68%
5.	My work gives me a feeling of personal accomplishment.	77%	73%
6.	I like the kind of work I do.	84%	83%
9.	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	78%	74%
55.	How satisfied are you with your involvement in decisions that affect your work?	61%	58%
56.	FHCS – How satisfied are you with the information you receive from management on what's going on in your organization? Private Sector – How satisfied are you with the information you receive from management on what's going on in the company?	52%	66%
57.	How satisfied are you with the recognition you receive for doing a good job?	61%	56%
59.	FHCS – How satisfied are you with your opportunity to get a better job in your organization? Private Sector – How satisfied are you with your opportunity to get a better job in this company?	39%	49%
60.	How satisfied are you with the training you receive for your present job?	56%	66%
61.	Considering everything, how satisfied are you with your job?	74%	70%
63.	FHCS – Considering everything, how satisfied are you with your organization? Private Sector – Considering everything, how would you rate your overall satisfaction with the company at the present time?	63%	70%

Note: The percentages shown in the "Private Sector" column provide the percentage who responded favorably to the same questions collected from employees performing a wide range of jobs in a set of large private sector companies, primarily in the U.S. Four private sector items had slightly different wording than the FHCS and are noted above.