

United States African Development Foundation



Results and Analysis -- 2007 Annual Employee Survey



Prepared By: Catherine Gates, USADF, Director of Human Resources
David Blaine, USADF Performance Management Advisor

Date: December 15, 2007

A Message from the President:



Lloyd O. Pierson, President USADF

The most important factors in any organization, I believe, are to ensure that there is a common understanding of the agency's goals and objectives ... its mission; the efficient, productive, open and transparent use of taxpayer provided funding; qualified personnel to successfully carry out the mission; and programs that are consistent with its statutory mandate and legislative intent. To that end, we strive each day to make the world a better place for all.

This survey has provided us with valuable information on how our employees feel the United States African Development Foundation is doing in creating a conducive work environment for to excel in carrying out USADF's mission to work with the lowest spectrum of the poor.

This survey is particularly important as it helps to guide our planning and resource allocations to address areas of weakness and enhance areas of strength. Several important initiatives will result from your input. Working together toward our common mission and mandate will result in greater results and impact delivered to our clients in Africa.

Sincerely,

Lloyd O. Pierson, President



Table of Contents:

Executive Summary:..... 4
Introduction..... 6
Human Capital Management Index Summary..... 7
 Retention Index..... 8
 Leadership & Knowledge Management Index..... 9
 Results-Oriented Performance Culture Index..... 10
 Talent Management Index..... 11
 Job Satisfaction Index..... 12
Areas of Organizational Strengths and Weaknesses..... 13
 Best Improvements – USADF Successes..... 14
 Most Regressed – USADF Challenges..... 15
 Top Ten Scores – USADF Strengths..... 15
 Lowest Ten Scores – USADF Weaknesses..... 15
General Comments about Benefits..... 16
Conclusions and Next Steps..... 17
 Key recommendations..... 17
Appendix A Survey Methodology and Demographics..... 18
Appendix B Respondent Comments..... 19
Appendix C 2007 Response Summary..... 29
Appendix D Cross Referenced Index Details..... 32

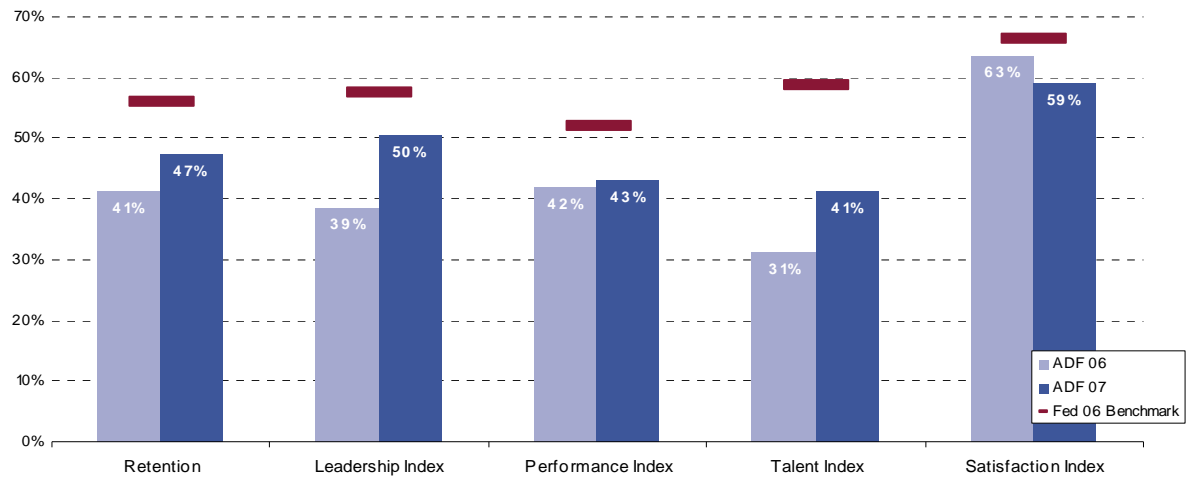
(Page Intentionally Left Blank)

Executive Summary:

Introduction

USADF conducted its annual 2007 Employee Survey November 26 – December 5, 2007. The survey was conducted online and followed the standard 73 question Office of Personnel Management (OPM) format. This facilitates year to year and inter-agency comparisons. OPM grouped the survey into five distinct categories that provide insights into organization performance in areas of **RETENTION, LEADERSHIP, PERFORMANCE, TALENT, SATISFACTION**. The summary chart below compares USADF 2006, 2007 and aggregated Federal wide 2006 results. Thirty nine USADF employees replied to the 2007 survey.

Chart 1 2006 vs 2007 Percent of Responds Positive in Each HCAAF Index Area



Highlights

As noted above USADF showed general improvements in 2007 for 4 of the 5 index areas, but under performed the general Federal sector population in each area. USADF’s strongest organizational attributes were observed in overall job SATISFACTION. The Leadership indicators showed the best improvements in 2007. USADF weakest category, TALENT management, suffered from key measures in the areas of training, performance incentives, and communications gaps.

Conclusion

USADF is positioned to show significant improvement in all areas of organizational performance with a new emphasis on performance management, improved communications, and re-focusing on mission and programming priorities. Recommended areas to address in 2008 would be the following:

- Improved Performance Planning, Incentives, and Reviews
- Improved Management Communications
- Training Assessments and Training Budget

(Page Intentionally Left Blank)

Introduction

The Annual Employee Survey measures USADF employees, PSC and Field staff’s perceptions about how effectively USADF manages their work and accomplishments. This is the third time USADF has conducted the survey. The first survey was conducted in 2004, again in 2006, and in 2007. Survey questions address personal work experiences and job satisfaction, including satisfaction with benefits. In 2006, only 11 employees responded to the survey. In 2007, thirty nine employees and contract personnel of eighty seven surveyed responded to the annual survey questionnaire. Since the questions for the 2006 and 2007 survey are the same this report is able to make year to year comparisons and can compare USADF results to the larger Federal sector population representing over 220,000 respondents. The Federal sector serves as a benchmark standard to view USADF survey results.

Human Capital Management Index Summary

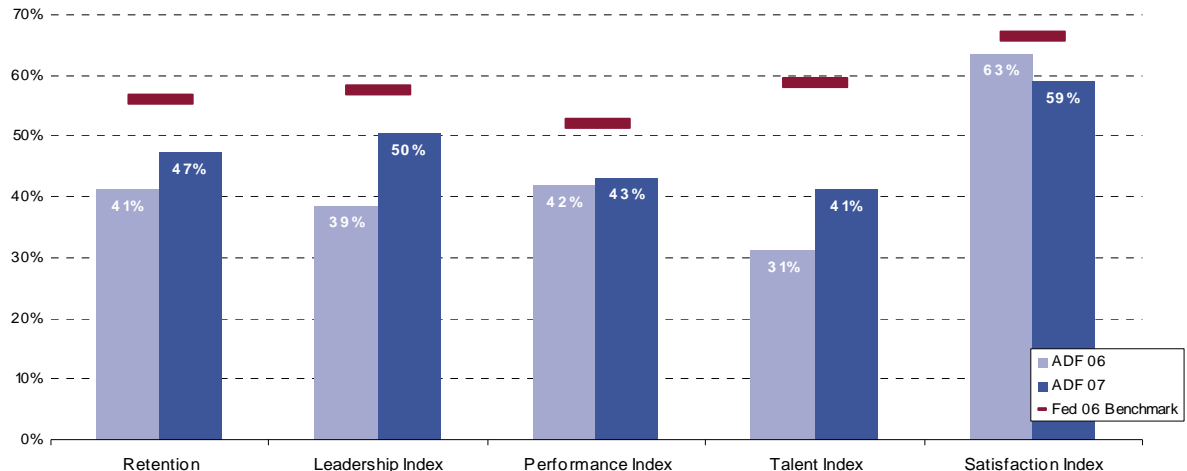
A total of 39 survey questions make up OPM’s *Human Capital Assessment and Accountability Framework* (HCAAF) indices. The 39 questions are grouped into 4 index categories. *The Federal sector survey report groups a fifth category with an additional 15 survey questions to assess the organization’s retention profile. Understanding and viewing these five categories provide a meaningful way summarize the information from the 73 question survey. The five indices are:

- Retention Index*
- Leadership and Knowledge Management Index
- Results-Oriented Performance Culture Index
- Talent Management Index
- Job Satisfaction Index

In each case the percentage reported is the percent of respondents that provided a “positive” response to the survey question. A “positive” response means that the agency is doing a good job in that particular area according to the participant.

This chart below shows USADF results for 2006 and 2007 and Government-wide results for 2006 to serve as a benchmark.

Chart 1 2006 vs 2007 Percent of Responds Positive in Each HCAAF Index Area



USADF showed improvements in 2007 for all index categories except Satisfaction. The leadership index category had the best improvements in 2007. Note however that that for both 2006 and 2007 USADF scored below the Federal sector benchmark in each area. This indicates that there are significant opportunities for improvement across these five dimensions of organizational effectiveness.

Human Capital Assessment & Accountability Framework (HCAAF) Index Summaries

This section examines USADF performance on the four HCAAF indices and the fifth retention index. The report on each index area provides a more in depth look at trends, strengths, and challenges observed in the survey responses. In each case a results summary table is provided to compare 2006 results with 2007, and USADF results compared to the Federal sector as a whole. Additionally, each assessment category has a summary “box score” which shows which questions from each assessment index fell into one of the four scoring categories:

1. Top Ten Most Improved	Question Number Identifier
2. Ten Least Improved	Question Number Identifier
3. Top Ten Best Score	Question Number Identifier
4. Top Ten Lowest Score	Question Number Identifier

Scoring categories 1 and 3 highlight areas of USADF organizational strengths. Scoring categories 2 and 4 indicate areas of organizational weakness, and where the greatest improvements can be realized with intentional management.

Retention Index: indicates how employees and contractors feel about staying or leaving the place where they work. (In many ways it relates to job satisfaction index.)

Table 1 2006 vs 2007 Percent of Responds Positive in the RETENTION Index Area

RETENTION INDEX		Percent Positive		
		Fed 06	ADF 06	ADF 07
Q.02	I am given a real opportunity to improve my skills in my organization.	62%	19%	46%
Q.05	My work gives me a feeling of personal accomplishment.	73%	73%	67%
Q.06	I like the kind of work I do.	83%	91%	85%
Q.09	Overall, how good a job do you feel is being done by your immediate supervisor/team	66%	72%	62%
Q.17	My workload is reasonable.	59%	9%	42%
Q.18	My talents are used well in the workplace.	61%	28%	50%
Q.24	Employees have a feeling of personal empowerment with respect to work processes.	42%	19%	33%
Q.36	I have a high level of respect for my organization's senior leaders.	49%	55%	59%
Q.54	How satisfied are you with your involvement in decisions that affect your work?	54%	27%	39%
Q.55	How satisfied are you with the information you receive from management on what's going on in your organization?	47%	36%	36%
Q.56	How satisfied are you with the recognition you receive for doing a good job?	49%	63%	56%
Q.57	How satisfied are you with the policies and practices of your senior leaders?	41%	27%	41%
Q.58	How satisfied are you with your opportunity to get a better job in your organization?	36%	0%	24%
Q.59	How satisfied are you with the training you receive for your present job?	54%	19%	23%
Q.61	Considering everything, how satisfied are you with your pay?	61%	81%	50%
Average		56%	41%	47%

ADF showed a six point improvement in 2007 for this index. The following box score shows the questions from this category that indicate organizational strengths, and opportunities for improvement.

Retention Box Score

Ten Most Improved	2, 17, 58
Ten Least Improved	61
Ranked in Top Ten	5, 6
Ranked in Lowest Ten	24, 55

Note that for both 2006 and 2007 USADF scored below the Federal sector benchmark in each area. Better attention to fundamental personnel management practices of a performance planning and reviews, training, and a voice in decisions would significantly improve this category.

Actions Taken in 2006 and 2007

Workload management (Q17) – greater effort made to pull in year end activities earlier in the year and addition critical resources during peak loads. In 2006 and 2007 USADF piloted a decentralization initiative to give greater responsibility and decision making authority to field related roles.

Plans for 2008

Implement closely managed funding cycles to be completed 30 day prior to year end.

Leadership & Knowledge Management Index uses twelve survey questions to gain an assessment of how employees view the quality and effectiveness of their organization’s leadership. The table below and discussion that follows provide survey results on this index.

Table 2 2006 vs 2007 Percent of Responds Positive in the KNOWLEDGE Index Area

LEADERSHIP / KNOWLEDGE INDEX		Percent Positive		
		Fed 06	ADF 06	ADF 07
Q.7	I have trust and confidence in my supervisor.	64%	46%	58%
Q.9	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66%	72%	62%
Q.17	My workload is reasonable.	59%	9%	42%
Q.35	Managers/supervisors/team leaders work well with employees of different backgrounds.	64%	54%	67%
Q.36	I have a high level of respect for my organization's senior leaders.	49%	55%	59%
Q.37	In my organization, leaders generate high levels of motivation and commitment in the workforce.	38%	27%	49%
Q.39	Managers communicate the goals and priorities of the organization.	58%	46%	50%
Q.40	Managers review and evaluate the organization's toward meeting its goals and objectives.	56%	37%	51%
Q.41	Employees are protected from health and safety on the job.	75%	53%	62%
Q.42	My organization has prepared employees for potential security threats.	73%	0%	29%
Q.55	How satisfied are you with the information you receive from management on what's going in your organization?	47%	36%	36%
Q.57	How satisfied are you with the policies and practices of your senior leaders?	41%	27%	41%
Average		58%	39%	50%

This index was USADF’s best area of improvement, with an eleven point gain in 2007. The following box score shows the questions from this category that indicate organizational strengths, and opportunities for improvement.

Leadership Box Score

Ten Most Improved	17, 42
Ten Least Improved	
Ranked in Top Ten	35
Ranked in Lowest Ten	17, 55

Employees noted improvements in the areas of workload management (Q. 17), but still considered it an area of concern. Note that for both 2006 and 2007 USADF scored below the Federal sector benchmark in each area. Better attention to fundamental management practices of a open communications and better preparations about potential security threat situations would improve this index area.

Actions Taken on 2006 and 2007:

Specific and focused management attention to employee Safety.
 Bi Monthly internal newsletter to improve internal communications.
 Workload management (Q17) – greater effort made to pull in year end activities earlier in the year and addition critical resources during peak loads.

Plans for 2008:

Improved communications and organizational alignments. Improved planning and accountability structures.

Results-Oriented Performance Culture Index uses thirteen survey questions to indicate the extent employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. This assessment area measures how well the organization aligns its incentives with its goals and objectives.

Table 3 2006 vs 2007 Percent of Responds Positive in the PERFORMANCE Index Area

PERFORMANCE INDEX		Percent Positive		
		Fed 06	ADF 06	ADF 07
Q.1	The people I work with cooperate to get the job done.	83%	72%	58%
Q.12	My supervisor supports my need to balance work and family issues.	78%	55%	64%
Q.19	I know how my work relates to the agency's goals and priorities.	83%	82%	87%
Q.21	Physical conditions allow employees to perform their jobs well.	67%	46%	61%
Q.22	Promotions in my work unit are based on merit.	34%	17%	23%
Q.23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29%	36%	33%
Q.24	Employees have a feeling of personal empowerment with respect to work processes.	42%	19%	33%
Q.26	Creativity and innovation are rewarded.	39%	10%	21%
Q.27	Pay raises depend on how well employees perform their jobs.	22%	0%	10%
Q.29	In my work unit, differences in performance are recognized in a meaningful way.	30%	26%	23%
Q.30	My performance appraisal is a fair reflection of my performance.	64%	63%	42%
Q.31	Discussions with my supervisor/team leader about my performance are worthwhile.	56%	55%	49%
Q.56	How satisfied are you with the recognition you receive for doing a good job?	49%	63%	56%
Average		52%	42%	43%

USADF showed a slight improvement in 2007 for this index with notable drops in the area of cooperation (Q. 1), accountability (Q.23), and several questions dealing with performance reviews (Q29, 30, 31). The following box score shows the questions from this category that indicate organizational strengths, and opportunities for improvement.

Ten Most Improved	
Ten Least Improved	
Ranked in Top Ten	19
Ranked in Lowest Ten	24, 26

Employees know how their work relates to the mission, their coworkers and supervisors are supportive, and they receive useful feedback on their performance. However, they do not believe achieving results is appropriately recognized through rewards, pay, or advancement. They do not feel encouraged to be innovative and / or innovative in their work. They also believe poor performance is often ignored. Note, this assessment category has one of the two lowest scores for 2007 (see chart 1). Better attention to fundamental personnel management practices of a performance planning and reviews, accountability, and better alignment of incentives would significantly improve this category. General comments from survey participants (see Question 80 and Question 83 responses in Appendix B) add some additional insights in the low score in this category and reflect a general dissatisfaction and disconnect with USADFs performance incentive plans and its customer service orientation.

Actions Taken in 2006 and 2007:

Plans for 2008:

- Emphasis on establishing individual performance plans with all employee.
- Establish the disciplines of 6 month and annual reviews.
- Encourage and support innovation within the context of clearly established outcome standards and expectations.

Talent Management Index uses seven questions to indicate the extent employees think the organization has the talent and is developing the capabilities necessary to achieve its organizational goals.

Table 4 2006 vs 2007 Percent of Responds Positive in the TALENT Index Area

TALENT INDEX	Percent Positive		
	Fed 06	ADF 06	ADF 07
*Q.2 I am given a real opportunity to improve my skills in my organization.	62%	19%	46%
Q.11 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	74%	63%	59%
Q.14 My work unit is able to recruit people with the right skills.	44%	44%	54%

Q.18	My talents are used well in the workplace.	61%	28%	50%
Q.48	Supervisors/team leaders in my work unit support employee development.	64%	36%	46%
Q.50	My training needs are assessed.	51%	9%	10%
Q.59	How satisfied are you with the training you receive for your present job?	54%	19%	23%
Average		59%	31%	41%

This index area had a significant improvement over 2007, but is still well below Federal norms, and is the lowest of all categories. The following table shows which questions from this category that indicate particular strengths and opportunities for improvement.

Most Improved	2
Least Improved	
Ranked in Top Ten	
Ranked in Lowest Ten	2, 50

Employees are less confident about the skill levels of the USADF’s workforce to accomplish its goals in 2007. Question 50, one of the lowest scoring in the 2007 survey indicates that employees are not satisfied with the agency’s investments in training needs assessments, or providing actual training opportunities. Question 2 had one of the surveys highest negative rating, but was offset by the same positive score – clearly a polarized response comments from question 84 (see Appendix B) for additional information into particular areas where survey participants would prefer to see training investments made.

Actions Taken in 2006 and 2007

Integration of application, proposal and review work products.
 RIA field positions established for better on the job training , coaching and guidance.
 All Field Training Conference, March 2007
 Web site training materials. (see <http://www.usadf.gov/trainingvideos.htm>)

Plans for 2008

Job Satisfaction Index uses seven questions to indicate the extent employees are satisfied with the importance and significance of their work, and its benefits. This assessment area is very similar to the retention index and uses five overlapping questions (marked with*).

Table 5 2006 vs 2007 Percent of Responds Positive in the JOB SATISFACTION Index Area

JOB SATISFACTION INDEX		Percent Positive		
		Fed 06	ADF 06	ADF 07
*Q.5	My work gives me a feeling of personal accomplishment.	73%	73%	67%
*Q.6	I like the kind of work I do.	83%	91%	85%
Q.20	The work I do is important.	90%	100%	92%

*Q.54	How satisfied are you with your involvement in decisions that affect your work?	54%	27%	39%
*Q.58	How satisfied are you with your opportunity to get a better job in your organization?	36%	0%	24%
Q.60	Considering everything, how satisfied are you with your job?	68%	72%	56%
*Q.61	Considering everything, how satisfied are you with your pay?	61%	81%	50%
Average		66%	63%	59%

The USADF’s Job Satisfaction Index rating is the highest of the four index categories, but declined in 2007 from 2006 levels. The following table shows which questions from this category indicate particular strengths and opportunities for improvement.

Ten Most Improved	58
Ten Least Improved	
Ranked in Top Ten	5, 6, 20
Ranked in Lowest Ten	61

Note surprisingly, USADF dedicated staff viewed their work with great pride and significance. The category could be greatly improved by giving more voice to and communications about decisions that affect work, and creating some sense of opportunity for upward mobility. General comments from survey participants (see Question 82 responses in Appendix B) add some additional information as to why there was a drop in scores in this category.

Actions Taken in 2006 and 2007

Plans for 2008

Areas of Organizational Strengths and Weaknesses

Grading USADF Organizational Performance

Evaluating what the survey results are indicating about USADF organizational performance as a whole is difficult unless some type of uniform grading mechanism is applied to the 73 survey questions. Once a grading system is established as a basis, then results from 2006, 2007 and the Federal benchmarks can be more effectively compared. For this report the following grading scale was defined and applied to USADF 2006 and 2007 survey results, and to the 2006 Federal results. The results provide a generalized singular grade for overall organizational effectiveness.

Grading Scale for each survey question:

- A = 2 of 3 rate the question positively
- B = at least 1 of 2 rate the question positively
- C = most have a neutral opinion on the question.
- D = at least 1 of 2 rate the question negatively
- F = 2 of 3 rate the question negatively

Applying this grading scale to each question produces the following overall grade:

Table 6 Composite “Grade” for USADF and Federal Benchmark

Survey Period	Grade	Grade Point Average
Combined Federal 2006 Results	B-	2.92
2006 USADF Results	C+	2.58
2007 USADF Results	C+	2.55

USADF essentially maintained the same overall all grade in 2007. A details assessment shows that USADF improved in 18 questions / categories, but also regressed (question scores were lower in 2007 than in 2006) in 18 areas, and remained unchanged in 37 question areas.

Identifying Successes / Challenges and Strengths / Weakness

Viewing the questions by the following evaluation categories provides additional insights into areas of USADF strengths, weaknesses representing particular areas to focus improvement strategies on. The tables below show USADF’s:

- Successes -- top ten improvements, (table 7)
- Challenges -- top ten regressions, or least improved question areas (sorted by the greatest change) (table 8)
- Strengths -- top ten highest rated questions, (table 9)
- Weaknesses -- top ten lowest rated questions, (table 10)

Best Improvements – USADF Successes

Table 7 Survey Questions that Showed the Largest Improvement from 2006 to 2007

Question 72:	How satisfied are you with telework/telecommuting?
Question 15:	The skill level in my work unit has improved in the past year.
Question 34:	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).
Question 17:	My workload is reasonable.
Question 13:	Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.
Question 42:	My organization has prepared employees for potential security threats.
Question 46:	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.
Question 02:	I am given a real opportunity to improve my skills in my organization.
Question 47:	Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.
Question 58:	How satisfied are you with your opportunity to get a better job in your organization?

Most Regressed – USADF Challenges

Table 8 Survey Questions that Showed the Greatest Regression from 2006 to 2007

Question 69:	How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?
Question 30:	My performance appraisal is a fair reflection of my performance.
Question 66:	How satisfied are you with long term care insurance? Not applicable for PSCs.
Question 61:	Considering everything, how satisfied are you with your pay?
Question 25:	Employees are rewarded for providing high quality products and services to customers.
Question 65:	How satisfied are you with life insurance? Not applicable for PSCs.
Question 68:	How satisfied are you with paid vacation time?
Question 64:	How satisfied are you with health insurance benefits? Not applicable for PSCs.
Question 67:	How satisfied are you with the flexible spending account (FSA) program? Not applicable for PSCs.
Question 63:	How satisfied are you with retirement benefits? Not applicable for PSCs.

Top Ten Scores – USADF Strengths

Table 9 Top Ten Survey Questions that Scored the Highest Positive Rating in 2007 (High to Low)

Question 20:	The work I do is important.
Question 19:	I know how my work relates to the agency's goals and priorities.
Question 06:	I like the kind of work I do.
Question 53:	Employees use information technology (for example, intranet, shared networks) to perform work.
Question 32:	I am held accountable for achieving results.
Question 33:	Supervisors/team leaders in my work unit are committed to a workforce representative of all segments
Question 35:	Managers/supervisors/team leaders work well with employees of different backgrounds.
Question 52:	Employees in my work unit share job knowledge with each other.
Question 45:	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee
Question 05:	My work gives me a feeling of personal accomplishment.

Lowest Ten Scores – USADF Weaknesses

Table 10 Top Ten Survey Questions that Scored the Highest Negative Rating in 2007 (High to Low)

Question 50:	My training needs are assessed.
Question 49:	Employees have electronic access to learning and training programs readily available at
Question 16:	I have sufficient resources (for example, people, materials, budget) to get my job done.
Question 02:	I am given a real opportunity to improve my skills in my organization.
Question 24:	Employees have a feeling of personal empowerment with respect to work processes.
Question 25:	Employees are rewarded for providing high quality products and services to customers.
Question 17:	My workload is reasonable.
Question 55:	How satisfied are you with the information you receive from management on what's going
Question 26:	Creativity and innovation are rewarded.
Question 51:	Managers promote communication among different work units (for example, about projects, goals, needed resources).

Table 10 provides insights into areas where changed USADF practices could have the greatest impact on employee improving perceptions of USADF's organization and work environment. Improvements in the areas of training (Q59, 50, and 49), performance incentives (Q25, 27), and greater employee participation (Q24, 26) would likely cause a more favorable and productive work environment at USADF.

Survey Results on Benefits Packages

Question	Positive ¹		Neutral	Negative		NA
(63) How satisfied are you with retirement benefits?	5%	34%	8%	0%	13%	16%
(64) How satisfied are you with health insurance benefits?	8%	38%	14%	0%	8%	11%
(65) How satisfied are you with life insurance benefits?	3%	29%	6%	0%	20%	17%
(66) How satisfied are you with long term care insurance benefits?	0%	9%	11%	3%	11%	20%
(67) How satisfied are you with the flexible spending account (FSA) program?	9%	15%	6%	6%	6%	18%
(68) How satisfied are you with paid vacation time?	11%	43%	8%	22%	8%	3%
(69) How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	16%	45%	8%	8%	5%	3%
(70) How satisfied are you with child care subsidies?	3%	0%	8%	0%	6%	19%
(71) How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	0%	9%	9%	11%	3%	20%
(72) How satisfied are you with telework/telecommuting?	14%	30%	11%	5%	8%	5%
(73) How satisfied are you with alternative work schedules?	16%	26%	16%	5%	5%	11%

¹ Shading indicates greater than 50% positive, or 50% negative, or neither.

Conclusions and Next Steps

USADF is positioned to show significant improvement in all areas of organizational performance with a new emphasis on performance management, improved communications, and re-focusing on mission and programming priorities. Senior management should meet and review the survey results in details. The meeting should identify 3-5 key initiatives to launch in 2008 that will impact and improve USADF organizational effectiveness. These initiatives should be a part of each managers 2008 performance plan. The plan should be clearly communicated to USADF employees and a status report provided on a quarterly basis. A placeholder for 2008 plans that effect each organizational performance category (retention, leadership, performance, talent, and satisfaction) is included in the body of this report.

Key recommendations

Recommended areas to address in 2008 would be the following:

- Improved Performance Planning, Incentives, and Reviews
- Improved Management Communications
- Training Assessments and Training Budget
- Set 2009 Operational Plans prior to the Start of FY2009

Appendix A Survey Methodology and Demographics

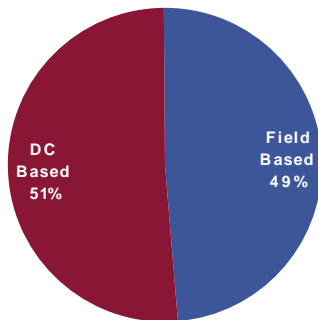
The 84-item survey included 11 demographic questions and 73 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 84 items in the questionnaire are grouped into eight topic areas respondents see as they proceed through the survey: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Learning (Knowledge Management); Job Satisfaction; Benefits; and Demographics. The demographic items include location of employment (headquarters vs. field), supervisory status, gender, ethnicity/race, age, pay category/grade, Federal employment tenure, and agency tenure. In addition, the survey includes items on intention to leave the organization and plans to retire.

There are 71 items in common between the 2006 and 2004 Federal Human Capital Survey and 59 items in common between the 2002 and 2006 surveys. Fourteen of the questions also are used in private sector surveys and help compare Government employees' perceptions with those of private sector counterparts.

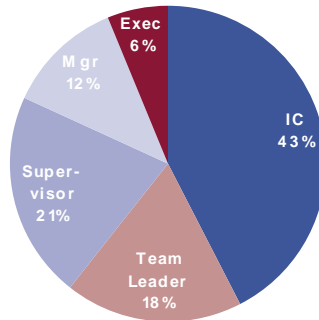
Demographics of the 2007 USADF Survey Respondents

Number of Respondents: 39 of 87 surveyed

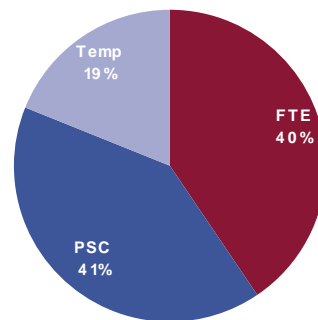
Location



Employment Type



Position



Location		Employment Type					Position		
Field Based	DC Based	Individual Contributor	Team Leader	Super-visor	Manager	Executive	Fed Empl	PSC	Temp
19	20	14	6	7	4	2	15	15	7

Note each the results for each major assessment index (Retention, Leadership, Performance, Talent, and Satisfaction) can be cross referenced by each demographic category listed in the above table.

Appendix B Respondent Comments

Question 80: What changes do you think could enhance the current USADF incentive awards program?

objective performance plans and reviews
Incentive award amounts are relatively low and are not that different for people performing at different levels.
I'm not familiar with the incentive awards program.
the awards should be given with some incentive
"Individual hard work is appropriately recognized and compensated. Thank you. That being said, with my experience, education and work ethic, I could be making a lot more in the private section or even at an NGO. I choose to be at USADF because it combines government service and service to Africa. Quite simply, not everyone is motivated by money. But USADF has to be more creative in keeping quality people around. I've proven myself repeatedly, but I have significantly LESS responsibility and decision making authority than at this time last year. How long do you think I'll stay around in that scenario?
In general, USADF is victim to a beast of its own creation. People don't judge their rewards against their actions. They judge their rewards against others' compensation and lose perspective. There is such a gap between Federal employee compensation and the compensation for the field contracts that it's impossible not to feel undervalued as a Federal employee in DC.
ADF's contracts say that some people in the field are literally six times more valuable than I am. Or a senior manager's retention bonus is worth one and a half times what I am for an entire year. That message resonates.
Look, I'm doing something I love, I can live on the salary, I can even save a little. That should be enough. But I look at what some of the contractors are making and it's only natural to feel like I'm losing out.
(I know these have a negative tone. Please don't read into that. These questions are phrased in a manner than make critical responses the most appropriate responses.) "
Country representatives should be considered as true expatriates as long as they are not nationals of countries where they are assigned and benefit from better salaries and other fringe benefits such as installation grant, exemption of taxes, tuition fees for children, home leave, repatriation grant, etc. They should be authorized to use USADF vehicle as this is the case for representatives of other bilateral or multilateral organizations.
I am not aware that USADF has an incentive awards program.
More resources to field operatives in the form of better salary packages for BDOs/POs',
Monitoring & Evaluation Officers, Finance Officers - The folks tasked with ensuring successful clients and programs.
Design an award program like that of the Department of State.
Actually give awards to those who perform, including PSCs
am still not familiar with the incentive program but my suggestion is to encourage rewarding performance
Maybe because of my time in the organization (less than a year) I do not have a basis to comment on this aspect.
Reward accomplishments and innovation, not simply work completed to plan
continued

What is the incentive awards program for Private Service Contractors??!
Introduce annual employee performance and recognition awards
More structured performance appraisal system
The employee should be recognized his or her performance.
Ensure that everyone knows that it exists and then implement it consistently.
develop a merit basis
Not familiar with the program
Its ok, no changes needed currently
I am not aware of the incentive award program for USADF
The implementation of this last year was absurd and really made people angry. Equity is important, transparency is important and an incentive proportionate to the amount worked and the results is important.
Conduct regular performance appraisals in a transparent manner.
Introduce annual employee performance and recognition awards
More structured performance appraisal system

Question 81: In your opinion, are USADF funds being distributed in appropriate areas?

lack of general consistency across many areas of funds usage
"The huge retention bonuses that top management gave themselves were self-serving.
There are concerns that the organization had ""lost its way"" -- diverging from the intent of the authorizing legislation.
Many people are concerned about the lack of accountability at the ARO that led to funds being spent there in inappropriate ways. Many feel that the former President was terminated unfairly for the failures of the ARO and that the ARO still has too much autonomy. "
There's much room for improvement.
Yes
"Truthfully, this issue doesn't resonate with me. I understand that it's a hot button issue and everyone in the office has strong opinions. I simply don't. It doesn't directly affect how I do my job day in day out. I'm going review financial reports, disbursement requests, and quarterly reports the same way, whether the client is the daughter of the former president or an illiterate honey processor in Zambia.
I will say this though; I think asking this question of everyone is a problem. It's paralyzing, and it distracts staff from their primary responsibilities. I expect my senior managers to provide leadership and vision. And I fear that opening this discussion to everyone subtly implies that the senior leadership don't have their own vision.
What I hear my leaders saying is "I don't have a vision for this issue and I need you to help me develop it." The

statement I would prefer from my leaders is "This is my vision. Here's why this is my vision. Are you with me?" Lead with the confidence that we will follow you.

By opening these discussions to everyone my leaders are shirking one of their core responsibilities-leading. Leaders lead; it's a right that they've earned and I respect them for it. An organization thrives or withers on the strengths of its leaders. I personally believe that we have very strong leaders, but their voice/vision is drowned in a cacophony of others' opinions.

We've developed a culture where everyone has a say in everything, and the end result is that no one gets what they want.

(I know these have a negative tone. Please don't read into that. These questions are phrased in a manner than make critical responses the most appropriate responses.)"

USADF funds should not benefit to already best-off people under the pretext that they are managers or owners of enterprises. On contrary, efforts should be done to channel these funds to the poorest segments of the population.

No

I'm not sure what you mean by "funds," but if you mean employee incentives, the retention bonus fiasco did not inspire confidence in USADF's ability to manage incentives.

No - too much of the administrative funds being spent in DC HQ and not enough to equip Rep and Partner Officers (The FRONT LINE).

Not at all for Benin. Needs are not well assessed.

Yes, but the organization clearly doesn't think so

i think so

Yes they are distributed in appropriate areas but I think more areas could be added, e.g. the area of services.

Yes, but more should go to clients, less to support partners and reps who are less than competent

Yes, but fearing successful African entrepreneurs in favor of inexperienced and unproven managers/leaders is not a winning approach or good stewardship.

no - tout le pays doit etre couvert par le programme -- No - all the country must be covered by the program

Don't know

yes somehow. but the is still room for improvement.

Should be focused more on the grassroots empowerment groups

No; we are too widely dispersed across too many countries in order to have a significant impact and to generalize about our experience in a country.

Yes.

Greater care is needed to ensure that funds truly respond to African ideas and improve the lives of grassroots community members. Care is needed to ensure that projects truly reflect client needs and ideas, rather than USADF-generated strategies and activities.

Not sure. Rep Offices and HQ offices are understaffed. ARO has been a bottomless pit.

Focus is overly driven by matching funds. More emphasis should be put on how well projects in a given country are addressing the standard of living of the poor. Those who do not have supportive governments should not be further penalized by USADF reducing its contribution.

no ARO costs are not justified; need to link budget to strategic needs; new country entry decisions must be weighed with the costs of implementation

Yes

No. Staff is top heavy. WE need more front line workers to get close to grantees.

Yes, they are.

Yes, the USADF funds are distributed in appropriate areas but some countries do not benefit cause there is no assessments done on the country needs and priority areas.

Programming - More or less in line except things in Ghana were out of control.
Administrative - way out of line. There needs to be an equitable distribution of resources, including personnel, not just to those who shout the loudest or who think they need something. Administratively, things are way out of line.

NO. Overhead costs (PSC salaries are too high). Field programs are shortchanged.

Don't know

yes somehow. but there is still room for improvement.

Should be focused more on the grassroots empowerment groups

No; we are too widely dispersed across too many countries in order to have a significant impact and to generalize about our experience in a country.

Yes.

Greater care is needed to ensure that funds truly respond to African ideas and improve the lives of grassroots community members. Care is needed to ensure that projects truly reflect client needs and ideas, rather than USADF-generated strategies and activities.

Not sure. Rep Offices and HQ offices are understaffed. ARO has been a bottomless pit.

Focus is overly driven by matching funds. More emphasis should be put on how well projects in a given country are addressing the standard of living of the poor. Those who do not have supportive governments should not be further penalized by USADF reducing its contribution.

Question 82: What do you think about the current USADF performance management system and what could be improved?

very poorly implemented and not valued by management

Establish performance plans at the beginning of the year rather than at the last minute.

no comments

"In school, I would sit down for class, the bell would ring, a frustrated professor would see half the seats empty and lecture the students that were there about timeliness. The students who were late never heard the message.
When the chairman of the board and president call an all staff meeting and speak with authority on a topic, I listen and I take it to heart. Unfortunately, I'm rarely their intended audience and I'm skeptical that the intended audience is hearing the message. Senior management could be a bit more conscious of who is actually in an "all staff meeting".
I am sincerely heartened to hear that our leadership has recognized bloated contracts and lack of accountability as a problem and the tone of their comments imply that action will be taken. In that respect, those comments were wonderful to hear. But is the intended audience hearing that message?
Right now, I'm being told the party is over, but I never participated in the party, yet I'm the one stuck with the hangover and cleaning up.
When you call an all staff meeting, very few of the obscene contracts are sitting around the conference room in DC; far and away, they are in the field. An email would be a more effective tool for the stern message that USADF/W is hearing. The federal employees who move progressively through the GS system are not the ones who should be lectured about taking advantage of the system, yet we're the ones hearing that message.
The chairman of the board needs to be briefed on who's operating in the foundation's best interests and who deserves to be dressed down in public. Something is horribly, horribly wrong when the individuals who give up their weekends and work 14 hour days to help the foundation meet its year end crunch get lectured. Fine, the year end crunch shouldn't have happened, but it wasn't our fault! Lecturing the people who helped USADF get through the crunch is perverse and totally misguided.
(I know these have a negative tone. Please don't read into that. These questions are phrased in a manner than make critical responses the most appropriate responses.)"
USADF performance management system is too centralized. Every simple decision must be taken by the headquarters. In so far, country representatives are in a position of reviewers of documents for which the decision will be taken in Washington. They are authorized to make recommendations also but never to take any decision. They are denied they right to make expenditures over \$75 without prior approval of Washington. Even contracts for local staff (drivers for example) are managed directly by the headquarters. If USADF wants to improve its performance management system, decentralization must be given priority and more responsibilities devoted to field offices.
What performance management system?
Whatever system there is, the USADF culture is not people focused, therefore, the system is failing. We are a dysfunctional organization with deep political conflicts. Unfortunately, these conflicts take priority over people management and cultivation of talent. Even if these issues were resolved, the management team needs to re-vamp the performance management culture and elevate the importance of performance management. Reviews and forms mean nothing unless they are re-enforced by a overall culture that values strong performers, coaches intermediate performers, and eliminates poor performers.
Does not apply to the field offices in Africa
Apart from the quarterly reports prepared by the grantees on the field, USADF should organize partners meetings, have work objectives with intermediate results and portfolio reviews twice in the year to better follow up on projects to discourage delinquency.
Poor. Completely revise
Am coming across it for the first time
I have no idea what it looks like because of the same reason as under # 80.
Make managers manage better. Make them accountable for leading and guiding. Send them ALL to training, which they've never had

I have not seen it executed in practice.
le choix d'un personnel honnête et compétent, et une supervision plus rapprochée
Don't know
the turnaround of staff seems too much; Country specific contexts (governance, corruption, etc.) to be taken account
ADF has neglected its obligations in regards to implementing PMS for PSCs. Contract options can not be exercised because no PMS is in place. It has been left to line supervisors to develop without input or guidance from the HRM department. PMS for PSCs system should be thoroughly developed and implemented consistently across the organization.
It needs an overhaul: 360 input; quantifiable grading of a dozen or so mgt and leadership skill areas; and more narrative.
The management should know the detail level work rather than assume it does not take much to perform.
Current system: 2006 performance appraisals were a sham. Despite my supervisor's rating me as Meritorious or Outstanding in several areas, my rating in each area was downgraded to Satisfactory due to a unilateral decision made by the agency president at the time. His reason was that "some of his managers did not have the courage to rate their employees accurately". I was therefore ineligible for any awards that may otherwise have been possible. My hope is that with new senior management the system may be better in the future.
It's unclear that there is a "system."
move to a more objective system
Not familiar with USADF performance management system
AS it is being refined under the new management I am very hopeful it will improve.
i think it fine.
There is no clarity on the performance management system. Some of us in the field offices have never seen the performance management system in practice.
More is done to detract from motivation than to motivate. Creativity and innovation are normally strongly opposed. Hands off micromanagement is rampant. There are still significant "kabuki" dances going on where what is said is not the reality. Supervisors may believe they are allowing managers to manage but they aren't. Actually listening and responding to concerns does not happen and attempts at this are often painful.
A new one is being put in place with the new leadership, but I do not know enough about it in order to make comments

Question 83: Is the USADF office a good customer-service working environment? If not, how can it be improved?

too little focus on client experience in Africa
"Policies change frequently and new written policies do not get distributed in a timely manner.

<p>These survey questions do not get at many of the real issues affecting staff morale -- 1) the Board's termination of the former President with no input from staff before or after and 2) uncertainty over the pending reorganization and likely personnel cuts and changes in authority with no real input from the staff."</p>
<p>For better service to clients, give field staff more decision-making autonomy (for quicker response time) combined with closer monitoring of field staff (to protect clients from corruption).</p>
<p>Yes</p>
<p>"I had a client in here the other day that referred to us as ""another African Bureaucracy.""</p> <p>We can do better. The ability to be responsive in a meaningful way rests in the field, but the field has no authority to take action. In fact, fear of failure is a huge disincentive to act. Field staff is paralyzed. Inaction is rewarded as ""being appropriately cautious."" (Example: Pro Forma invoices. Our requirements are ambiguous. This is how it's written in the manual: "two (or preferably three)" invoices for "individual items over \$2,000." Invariably partner wait until they have three invoices for every item. The partners are intractable in enforcing them for fear of rebuke from DC. Consequently, the client can't get a reasonable DR to all the way to DC. There can be months of back and forth. Final authority for what is a good pro forma, and what is a sufficient number of pro formas should rest with the field. That way they don't have to worry about what DC will think. This wouldn't even require changing the manual. It just requires interpreting it as written. Discretion is allowed.</p> <p>We lose sight of the client. Redundancies abound and each one takes time. We have layer upon layer of bureaucracy. (Example: Partner, Rep, PA, and Technicians all review the same aspects of a DR) Attempts to reduce this load never go anywhere because the big questions "Who does USADF Serve?" "Who are the Poor?" always take primacy and there is no time left to streamline our systems. Rather than constantly fretting about "Who we serve", let's spend a little time on "How do we serve them well?"</p> <p>The database is well intentioned but too rigid and based on manual sections that reflect ideals, not reality. It tends to work like this. We tie our hands behind our back. Lament the fact that our hands are tied behind our back, and struggle to untie them. Tons of authorities that aren't in any manual lie with the database coordinator. Program can't approve any action-budget shifts, budget amendments, etc- without the database manager. I lose one to two hours a week making sure that shifts, etc will meet with the database manager's approval.</p> <p>(I know these have a negative tone. Please don't read into that. These questions are phrased in a manner than make critical responses the most appropriate responses.)"</p>
<p>Yes.</p>
<p>Sort out the politics please and let's get on with making a difference.</p>
<p>No - USADF is too inwardly focused and the HQ is totally out of touch with our customers. There is more concern for internal political gain and for adherence to policy than for getting anything done. We are better able to create road-blocks than we are at creative working through problems to serve our customers. This results in poor service to the customer and poor performance for the taxpayers. Legal, financial and environmental compliance reviewers must be challenged to provide solutions, not roadblocks.</p>
<p>DC HQ certainly failing the customer service test in reference to support of field operations - To many DON'T with no suggestions on DOs'. Turn around on feed back excruciatingly slow, and DC HQ staff not interested in what the field offices have to say.</p>
<p>Yes</p>
<p>Its horrible. People are two-faced, persecute those who perform, protect their own interests , don't take responsibility and often do as little as possible and yet stay employed here year after year</p>
<p>Yes it is but can be improved. specific attention should be given to decentralization where country office take more charge in terms of decision making other than when even simple decisions have to go to Washington. It is also important to guard against micro-managing and allow the PRCs and Country Reps decide on most issues</p>

without having to refer.
I think the area to improve is the area of paper work when it comes to documents asked from the potential grantees, it is too much.
No. More accountability and reliability and timeliness. If you can't do something, or don't do it well, say so, stop fudging.
ADF-W customer service improved dramatically in last few years. I hope this does not diminish.
yes it is
yes
more training for staff (at field level), close supervision to ensure that staff are loyal to the organisation and are committed to its vision and goals
Most people are totally over worked. USADF's response to challenges encountered is to add additional layers of policy/responsibility. Without consideration and monitoring of the time commitments required to achieve positions' various responsibilities. The quality of client service suffers as a result.
This can be improved through greater delegation of authority and active monitoring of various positions' responsibility workload to build in success rather than failure.
ADF should adopt a systems approach to policy developments. Trialing new approaches and thoroughly evaluating before adopting across the board. And setting realistic timeframe targets for implementation.
Yes.
The grants database needs significant improvement to make it more useful as an information tool
Not sure what the question means.
The system we have set up to approve projects is overly burdensome for the client and the field team. It is very difficult to manage this part of the process so that it provides valuable service to the client rather than time consuming steps that in the end are useless for them.
Under staffing in the finance department and locking/unlocking functions in the database make it difficult to provide timely payment to the clients. Particularly, XXX and XXX do not have enough time to do what is asked of them and project tracking suffers as a consequence. Also, the database is set up as a security tool, but does not balance that requirement with the actual function of the organization which is to get finances to clients in a timely manner and assist them in making sound financial decisions about how to use their funds. Too much control is held by Jeanette in the database over what are programmatic decisions. This is a big bottleneck and makes it so that any projects without entirely clear submissions have a long delay before we can provide them funds.
No; training on service-orientation
Yes
Yes it is
Yes, the USADF offers a good customer-service working environment.

Management does not know how to manage. Our top people need to learn "Management 101"
 People who do not perform are not only not held accountable they are defended. Washington staff needs to be held to results.

Question 84: What training would you like to take to stay abreast or enhance your current knowledge, skills or abilities?

automation of application, review and reporting processes
Travel to Africa for in-person exposure to USADF's work
hardware and networking engineer
"I think I have the skills to do my current position well. My French could be improved. In general, I'm listless, and there is no clear growth path here. That's my fault. I'm quite candid that I'd prefer to be making a direct impact by living abroad. And USADF is equally candid that those opportunities no longer exist here. I need to reinvest in USADF before I can reasonably expect USADF to invest in me via training etc. I do worry that other people in my position PMF/PA don't have a clear growth path. In conversation, they express long term desires to be here, (One has purchased property, another is looking to.) but are frustrated that USADF's intentions aren't clear. (I know these have a negative tone. Please don't read into that. These questions are phrased in a manner than make critical responses the most appropriate responses.)"
Training on BPP software use, leadership, and international trade.
Somebody needs to bring this organization under control and get us all pointed in the same direction. Only then can training priorities be identified and executed against.
To long to list here, but for the African Field Staff a systematic continuous education program in business management and operational management techniques definitely needed.
Communication
attending some major conferences e.g. BDS annual conference in Thailand
To begin with just enough training to know about USADF systems, procedures and practices.
Latest and greatest on what's cutting edge in the field. New ways of delivering services, faster, cheaper, better. Do more networking/ interacting outside of the office. Help train and develop junior staff.
exporting; AGOA; investing
English language an computer skills
Training opportunities related to my job.
Corporate Governance; Business development, Negotiation techniques, etc.
Best practice developments in areas of development finance and small business development services
Work related training.
OMB and the legislative budget process.

monthly meetings with updates on new knowledge or happenings in the field of development
language training, better training planning with supervisors and HR on what is available (including realistic link to available budget)
Opportunity to share information and experiences across regions
Improve basic PC operations skills, foreign language skills
Training on accounting and project management

Appendix C 2007 Response Summary

Surveys Sent: 87

Surveys Returned: 39

Response Rate:45%

Question ²	Positive ³	Neutral	Negative	NA	Responses		
(01) The people I work with cooperate to get the job done.	23%	36%	15%	21%	5%	0%	39
(02) I am given a real opportunity to improve my skills in my organization.	15%	30%	10%	35%	10%	0%	40
(03) I have enough information to do my job well.	18%	35%	30%	13%	5%	0%	40
(04) I feel encouraged to come up with new and better ways of doing things.	21%	26%	21%	18%	13%	0%	38
(05) My work gives me a feeling of personal accomplishment.	30%	35%	25%	5%	5%	0%	40
(06) I like the kind of work I do.	50%	33%	13%	3%	3%	0%	40
(07) I have trust and confidence in my supervisor.	38%	21%	23%	8%	10%	0%	39
(08) I recommend my organization as a good place to work.	10%	45%	15%	13%	18%	0%	40
(09) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	40%	20%	20%	13%	8%	0%	40
(10) How would you rate the overall quality of work done by your work group?	23%	40%	25%	10%	3%	0%	40
(11) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	13%	45%	18%	23%	3%	0%	40
(12) My supervisor supports my need to balance work and family issues.	35%	30%	18%	10%	3%	3%	40
(13) Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	20%	40%	20%	10%	10%	0%	40
(14) My work unit is able to recruit people with the right skills.	15%	38%	23%	13%	8%	3%	40
(15) The skill level in my work unit has improved in the past year.	23%	36%	21%	10%	3%	3%	39
(16) I have sufficient resources (for example, people, materials, budget) to get my job done.	5%	25%	20%	33%	18%	0%	40
(17) My workload is reasonable.	3%	38%	15%	18%	26%	0%	39
(18) My talents are used well in the workplace.	8%	41%	18%	23%	10%	0%	39
(19) I know how my work relates to the agency's goals and priorities.	33%	55%	5%	5%	0%	3%	40
(20) The work I do is important.	55%	38%	8%	0%	0%	0%	40
(21) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	18%	41%	26%	10%	5%	0%	39
(22) Promotions in my work unit are based on merit.	3%	20%	28%	13%	8%	10%	40
(23) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	10%	23%	25%	15%	18%	5%	40
(24) Employees have a feeling of personal empowerment with respect to work processes.	5%	28%	20%	28%	18%	0%	40
(25) Employees are rewarded for providing high quality products and services to customers.	3%	13%	35%	43%	3%	3%	40
(26) Creativity and innovation are rewarded.	0%	23%	28%	25%	15%	3%	40

² Shading indicates required question. Note the new 2007 required question 18 was inadvertently omitted from this survey.

³ Shading indicates greater than 50% positive, or 50% negative, or neither.

USADF 2007 Annual Employee Survey

Question ²	Positive ³		Neutral	Negative		NA	Responses
(27) Pay raises depend on how well employees perform their jobs.	3%	8%	20%	23%	13%	10%	40
(28) Awards in my work unit depend on how well employees perform their jobs.	8%	23%	23%	15%	10%	8%	39
(29) In my work unit, differences in performance are recognized in a meaningful way.	3%	20%	28%	25%	13%	3%	40
(30) My performance appraisal is a fair reflection of my performance.	10%	31%	23%	3%	8%	8%	39
(31) Discussions with my supervisor/team leader about my performance are worthwhile.	13%	35%	28%	10%	3%	5%	40
(32) I am held accountable for achieving results.	33%	44%	13%	5%	3%	0%	39
(33) Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	15%	53%	15%	0%	3%	5%	40
(34) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	15%	43%	23%	5%	3%	8%	40
(35) Managers/supervisors/team leaders work well with employees of different backgrounds.	28%	40%	20%	13%	0%	0%	40
(36) I have a high level of respect for my organization's senior leaders.	40%	20%	13%	13%	13%	3%	40
(37) In my organization, leaders generate high levels of motivation and commitment in the workforce.	13%	35%	18%	10%	18%	3%	40
(38) My organization's leaders maintain high standards of honesty and integrity.	20%	28%	18%	15%	8%	8%	40
(39) Managers communicate the goals and priorities of the organization.	18%	33%	33%	10%	3%	3%	39
(40) Managers review and evaluate the organization's progress toward meeting its goals and objectives.	10%	43%	23%	8%	10%	3%	40
(41) Employees are protected from health and safety hazards on the job.	16%	47%	18%	8%	0%	0%	38
(42) My organization has prepared employees for potential security threats.	5%	26%	15%	28%	8%	5%	39
(43) Complaints, disputes or grievances are resolved fairly in my work unit.	5%	30%	30%	10%	5%	5%	40
(44) Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	10%	45%	8%	20%	8%	5%	40
(45) Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	26%	41%	13%	5%	0%	3%	39
(46) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	13%	43%	18%	13%	5%	3%	40
(47) Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	18%	35%	23%	13%	8%	0%	40
(48) Supervisors/team leaders in my work unit support employee development.	10%	35%	18%	18%	13%	0%	40
(49) Employees have electronic access to learning and training programs readily available at their desk.	5%	15%	15%	43%	15%	0%	40

USADF 2007 Annual Employee Survey

Question ²	Positive ³		Neutral	Negative		NA	Responses
(50) My training needs are assessed.	3%	8%	18%	53%	15%	3%	40
(51) Managers promote communication among different work units (for example, about projects, goals, needed resources).	10%	33%	15%	28%	10%	0%	39
(52) Employees in my work unit share job knowledge with each other.	23%	45%	15%	8%	8%	0%	40
(53) Employees use information technology (for example, intranet, shared networks) to perform work.	23%	55%	15%	8%	0%	0%	40
(54) How satisfied are you with your involvement in decisions that affect your work?	8%	30%	23%	25%	10%	3%	40
(55) How satisfied are you with the information you receive from management on what's going on in your organization?	10%	25%	23%	30%	10%	0%	40
(56) How satisfied are you with the recognition you receive for doing a good job?	15%	40%	20%	10%	13%	0%	40
(57) How satisfied are you with the policies and practices of your senior leaders?	13%	28%	25%	23%	13%	0%	40
(58) How satisfied are you with your opportunity to get a better job in your organization?	8%	15%	26%	23%	13%	3%	39
(59) How satisfied are you with the training you receive for your present job?	3%	20%	28%	23%	10%	3%	40
(60) Considering everything, how satisfied are you with your job?	15%	40%	23%	18%	5%	0%	40
(61) Considering everything, how satisfied are you with your pay?	5%	44%	21%	18%	10%	3%	39
(62) Considering everything, how satisfied are you with your organization?	8%	36%	18%	28%	10%	0%	39
(63) How satisfied are you with retirement benefits?	5%	34%	8%	0%	13%	16%	38
(64) How satisfied are you with health insurance benefits?	8%	38%	14%	0%	8%	11%	37
(65) How satisfied are you with life insurance benefits?	3%	29%	6%	0%	20%	17%	35
(66) How satisfied are you with long term care insurance benefits?	0%	9%	11%	3%	11%	20%	35
(67) How satisfied are you with the flexible spending account (FSA) program?	9%	15%	6%	6%	6%	18%	34
(68) How satisfied are you with paid vacation time?	11%	43%	8%	22%	8%	3%	37
(69) How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	16%	45%	8%	8%	5%	3%	38
(70) How satisfied are you with child care subsidies?	3%	0%	8%	0%	6%	19%	36
(71) How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	0%	9%	9%	11%	3%	20%	35
(72) How satisfied are you with telework/telecommuting?	14%	30%	11%	5%	8%	5%	37
(73) How satisfied are you with alternative work schedules?	16%	26%	16%	5%	5%	11%	38

Appendix D Cross Referenced Index Details

The following reports show the cross tabulation of results for each of the five organizational assessment categories (Retention, Leadership, Performance, Talent, and Satisfaction). The individual questions results for each category are cross referenced against the following demographic information: relative to location, position, and employment type:

Location

Field Based
DC Based I

Position

Individual Contributor
Team Leader
Supervisor
Manager
Executive

Employment Type

Federal Employee
Personal Service Contractor
Temporary / Contract

Specific Cross Tabulated Reports can be viewed as follows:

Retention Index	Pages 33- 37
Leadership Index	Pages 38- 41
Performance Index	Pages 42- 46
Talent Index	Pages 47- 50
Satisfaction Index	Pages 41- 52