

The U.S. Trade and Development Agency participated in the 2008 Federal Human Capital Survey. Results of the survey have been shared with employees at an all-staff meeting as well as in separate sessions with managers and senior staff. The following analysis and comments are posted here along with the complete survey results.

Survey Population: 31

Number of responders: 27

Response Rate: 87.1%

Summary of Results: Survey participants responded to 74 questions grouped into the following broad categories:

- Personal Work Experience
- Recruitment, Development and Retention
- Performance Culture
- Leadership
- Learning (Knowledge Management)
- Job Satisfaction
- Satisfaction with Benefits

The following 40 items had positive ratings (Strongly Agree or Agree) of 65% or more, indicating strength in those dimensions (asterisked items had very high positive ratings of 80% or more):

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

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

I have enough information to do my job.

I feel encouraged to come up with new and better ways of doing things.

My work gives me a feeling of personal accomplishment.

I like the kind of work I do.

I have trust and confidence in my supervisor.

I recommend my organization as a good place to work.

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

How would you rate the overall quality of work done by your work group?*

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

My supervisor supports my need to balance work and other life issues.*

Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.*

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

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

The work I do is important.*

Physical conditions allow employees to perform their jobs well.*

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

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

In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.

I am held accountable for achieving results.*

Supervisor/team leaders in my work unit are committed to a workforce representative of all segments of society.

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

My organization's leaders maintain high standards of honesty and integrity.

Managers communicate the goals and priorities of the organization.

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

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

My organization has prepared employees for potential security threats.*

Prohibited Personnel Practices are not tolerated.

I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

Supervisors/team leaders provide employees with constructive suggestions to improve their performance.

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

My training needs are assessed.

Employees in my work unit share job knowledge with each other.*

Employees use information technology to perform work.*

Considering everything, how satisfied are you with your job?

How satisfied are you with retirement benefits?

How satisfied are you with health insurance benefits?*

How satisfied are you with paid vacation time?*

How satisfied are you with paid leave for illness, including family care situations?*

The five following items had negative ratings of 35% or more, indicating potential weaknesses that will be analyzed further for possible action:

Employees are rewarded for providing high quality products and services to customers.

Pay raises depend on how well employees perform their jobs.

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

How satisfied are you with telework/telecommuting?

How satisfied are you with alternative work schedules?

USTDA positive responses were compared, question for question, to the government-wide averages for positive responses. Seventy-seven percent of the survey items were rated at or above government-wide averages for positive responses. Of that group of survey items, 73% had ratings 5 percentage points or more above government-wide averages. Twelve percent of the survey items had positive ratings 5 percentage points or more below the government-wide average.

TRADE AND DEVELOPMENT AGENCY
2008 FEDERAL HUMAN CAPITAL SURVEY RESULTS
(Survey Administration Period 8/1/08 to 9/26/08)

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*1. The people I work with cooperate to get the job done.	N	12	12	2	0	1	NA		27
	%	44.8	44.0	8.3	0.0	2.9	NA	88.8	100
*2. I am given a real opportunity to improve my skills in my organization.	N	6	15	3	2	1	NA		27
	%	20.5	57.8	11.3	7.5	2.9	NA	78.4	100
3. I have enough information to do my job well.	N	8	12	4	2	1	NA		27
	%	29.2	44.9	15.9	7.2	2.9	NA	74.1	100
4. I feel encouraged to come up with new and better ways of doing things.	N	5	14	5	1	2	NA		27
	%	18.6	52.0	19.5	4.2	5.7	NA	70.6	100
*5. My work gives me a feeling of personal accomplishment.	N	9	10	4	3	1	NA		27
	%	33.9	38.5	14.7	10.0	2.9	NA	72.5	100
*6. I like the kind of work I do.	N	12	9	3	2	1	NA		27
	%	45.0	33.8	11.0	7.4	2.9	NA	78.7	100
*7. I have trust and confidence in my supervisor.	N	14	5	5	1	2	NA		27
	%	53.0	18.7	17.6	4.2	6.5	NA	71.8	100
8. I recommend my organization as a good place to work.	N	7	13	3	2	2	NA		27
	%	25.8	48.7	11.7	7.3	6.5	NA	74.6	100
							Do Not Know/ No Basis to Judge	Percent Positive	Total
		Very Good	Good	Fair	Poor	Very Poor			
*9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	N	12	9	5	1	0	NA		27
	%	43.7	33.7	18.9	3.6	0.0	NA	77.4	100
10. How would you rate the overall quality of work done by your work group?	N	17	9	1	0	0	NA		27
	%	62.2	33.8	4.0	0.0	0.0	NA	96.0	100
							Do Not Know/ No Basis to Judge	Percent Positive	Total
		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree			
*11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N	11	13	2	1	0	0		27
	%	40.1	48.8	7.6	3.5	0.0	0.0	88.9	100
*12. My supervisor supports my need to balance work and other life issues.	N	15	9	2	1	0	0		27
	%	55.3	33.7	7.4	3.6	0.0	0.0	89.1	100
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	N	9	13	2	2	1	0		27
	%	33.0	48.6	8.1	6.7	3.6	0.0	81.6	100
*14. My work unit is able to recruit people with the right skills.	N	7	12	6	0	1	1		27
	%	25.2	45.4	22.9	0.0	3.6	2.9	70.6	100

* AES prescribed items.

Percentages are weighted to be representative of the Agency's population.

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
15. The skill level in my work unit has improved in the past year.	N	10	5	8	3	0	1		27
	%	36.8	17.1	31.3	11.4	0.0	3.4	54.0	100
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	N	7	9	4	5	2	0		27
	%	24.9	33.5	15.1	19.6	7.0	0.0	58.3	100
*17. My workload is reasonable.	N	3	13	3	4	4	0		27
	%	9.9	48.4	11.7	15.5	14.5	0.0	58.3	100
*18. My talents are used well in the workplace.	N	11	5	3	7	1	0		27
	%	39.9	18.5	12.4	25.1	4.2	0.0	58.4	100
*19. I know how my work relates to the agency's goals and priorities.	N	16	9	1	1	0	0		27
	%	58.9	33.5	4.2	3.5	0.0	0.0	92.4	100
*20. The work I do is important.	N	13	10	3	1	0	0		27
	%	48.0	37.4	11.1	3.5	0.0	0.0	85.4	100
*21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N	15	11	1	0	0	0		27
	%	55.3	40.8	3.8	0.0	0.0	0.0	96.2	100
*22. Promotions in my work unit are based on merit.	N	4	5	5	3	5	5		27
	%	15.3	17.7	19.1	12.0	18.8	17.1	33.0	100
*23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N	5	3	12	1	2	4		27
	%	18.1	10.2	44.5	4.0	7.2	16.1	28.3	100
*24. Employees have a feeling of personal empowerment with respect to work processes.	N	4	5	8	8	1	1		27
	%	13.4	18.9	29.6	31.1	3.6	3.4	32.3	100
25. Employees are rewarded for providing high quality products and services to customers.	N	5	6	5	8	2	1		27
	%	16.7	23.1	17.5	31.4	7.4	4.0	39.8	100
*26. Creativity and innovation are rewarded.	N	4	5	8	6	2	2		27
	%	13.4	19.5	31.0	21.5	7.4	7.3	32.9	100
*27. Pay raises depend on how well employees perform their jobs.	N	3	5	4	5	5	5		27
	%	9.9	18.4	15.2	19.8	19.1	17.6	28.3	100
28. Awards in my work unit depend on how well employees perform their jobs.	N	5	8	4	4	2	4		27
	%	16.7	30.6	15.7	15.6	7.8	13.7	47.3	100
*29. In my work unit, differences in performance are recognized in a meaningful way.	N	4	6	5	7	2	3		27
	%	13.4	22.4	19.6	26.1	7.8	10.8	35.8	100
*30. My performance appraisal is a fair reflection of my performance.	N	10	12	2	2	1	0		27
	%	37.3	44.2	7.2	7.2	4.2	0.0	81.5	100
*31. Discussions with my supervisor/team leader about my performance are worthwhile.	N	9	12	3	2	1	0		27
	%	34.1	44.6	9.8	8.0	3.6	0.0	78.6	100

* AES prescribed items.

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*32. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	N	8	11	3	3	2	0		27
	%	28.5	41.9	10.4	11.5	7.8	0.0	70.4	100
33. I am held accountable for achieving results.	N	9	14	3	1	0	0		27
	%	33.2	52.3	10.4	4.2	0.0	0.0	85.5	100
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	N	9	11	3	2	1	1		27
	%	34.2	40.4	10.4	7.4	3.6	4.0	74.6	100
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	N	7	9	5	1	2	3		27
	%	25.4	32.7	20.6	3.6	7.4	10.3	58.1	100
*36. Managers/supervisors/team leaders work well with employees of different backgrounds.	N	9	13	1	2	1	1		27
	%	33.7	47.2	4.2	7.4	3.6	4.0	80.9	100
*37. I have a high level of respect for my organization's senior leaders.	N	6	11	5	2	3	0		27
	%	19.6	40.0	21.6	7.4	11.3	0.0	59.6	100
*38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	N	5	9	8	2	3	0		27
	%	16.3	34.6	30.6	6.9	11.6	0.0	50.9	100
39. My organization's leaders maintain high standards of honesty and integrity.	N	10	8	5	2	1	1		27
	%	36.6	29.8	18.6	7.4	3.6	4.0	66.4	100
*40. Managers communicate the goals and priorities of the organization.	N	7	12	5	0	3	0		27
	%	24.3	45.5	18.8	0.0	11.3	0.0	69.9	100
*41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N	8	11	4	2	2	0		27
	%	27.6	40.9	15.5	8.1	7.8	0.0	68.6	100
*42. Employees are protected from health and safety hazards on the job.	N	11	15	1	0	0	0		27
	%	39.2	57.0	3.8	0.0	0.0	0.0	96.2	100
*43. My organization has prepared employees for potential security threats.	N	13	11	0	1	1	1		27
	%	46.5	43.1	0.0	4.0	3.6	2.9	89.6	100
44. Complaints, disputes or grievances are resolved fairly in my work unit.	N	4	10	4	1	1	7		27
	%	13.4	38.4	14.3	3.8	3.6	26.4	51.8	100
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N	6	11	3	1	3	3		27
	%	21.0	41.5	11.7	4.0	11.6	10.4	62.4	100
46. 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.	N	11	9	2	1	2	2		27
	%	41.2	33.2	7.5	3.6	7.8	6.7	74.4	100
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N	11	9	2	0	3	2		27
	%	39.4	33.9	7.2	0.0	11.6	7.9	73.3	100

* AES prescribed items.

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
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48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	N	5	14	6	1	0	1		27
	%	18.6	52.6	21.1	4.2	0.0	3.6	71.2	100
*49. Supervisors/team leaders in my work unit support employee development.	N	12	10	5	0	0	0		27
	%	42.8	38.4	18.8	0.0	0.0	0.0	81.2	100
50. Employees have electronic access to learning and training programs readily available at their desk.	N	1	15	3	6	1	1		27
	%	2.9	56.6	11.5	22.0	3.6	3.5	59.4	100
*51. My training needs are assessed.	N	6	12	5	3	1	0		27
	%	20.6	44.6	19.6	11.7	3.6	0.0	65.2	100
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	N	6	10	3	6	1	1		27
	%	20.3	38.9	11.5	22.3	4.2	2.9	59.2	100
53. Employees in my work unit share job knowledge with each other.	N	13	13	0	1	0	0		27
	%	47.8	48.2	0.0	4.0	0.0	0.0	96.0	100
54. Employees use information technology (for example, intranet, shared networks) to perform work.	N	12	15	0	0	0	0		27
	%	43.5	56.5	0.0	0.0	0.0	0.0	100.0	100
		Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
*55. How satisfied are you with your involvement in decisions that affect your work?	N	6	11	2	6	2	NA		27
	%	21.4	42.0	7.4	20.9	8.3	NA	63.4	100
*56. How satisfied are you with the information you receive from management on what's going on in your organization?	N	5	9	6	5	2	NA		27
	%	16.7	32.6	23.4	19.6	7.7	NA	49.3	100
*57. How satisfied are you with the recognition you receive for doing a good job?	N	4	13	3	6	1	NA		27
	%	13.4	47.3	12.8	22.8	3.6	NA	60.8	100
*58. How satisfied are you with the policies and practices of your senior leaders?	N	5	8	10	2	2	NA		27
	%	16.7	29.9	38.2	7.4	7.8	NA	46.7	100
*59. How satisfied are you with your opportunity to get a better job in your organization?	N	7	3	6	3	8	NA		27
	%	24.8	11.4	21.8	11.1	30.9	NA	36.2	100
*60. How satisfied are you with the training you receive for your present job?	N	6	9	8	4	0	NA		27
	%	20.7	34.9	29.0	15.4	0.0	NA	55.6	100
*61. Considering everything, how satisfied are you with your job?	N	8	11	3	4	1	NA		27
	%	28.4	41.4	11.1	15.4	3.6	NA	69.9	100
*62. Considering everything, how satisfied are you with your pay?	N	6	8	5	5	3	NA		27
	%	19.6	30.9	19.6	18.8	11.1	NA	50.5	100
63. Considering everything, how satisfied are you with your organization?	N	6	10	6	4	1	NA		27
	%	21.4	36.7	22.1	16.1	3.6	NA	58.1	100

* AES prescribed items.

		Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
64. How satisfied are you with retirement benefits?	N	9	12	3	1	1	1		27
	%	33.1	44.5	11.0	4.0	3.8	3.6	77.7	100
65. How satisfied are you with health insurance benefits?	N	11	11	2	1	1	1		27

65. How satisfied are you with health insurance benefits?	%	41.0	40.4	7.6	3.6	3.8	3.6	81.4	100
	N	6	11	3	3	0	4		27
66. How satisfied are you with life insurance benefits?	%	21.4	39.0	12.4	10.5	0.0	16.6	60.5	100
	N	6	8	3	1	0	9		27
67. How satisfied are you with long term care insurance benefits?	%	21.4	28.7	11.1	3.4	0.0	35.3	50.1	100
	N	6	10	3	0	0	8		27
68. How satisfied are you with the flexible spending account (FSA) program?	%	20.1	37.2	11.6	0.0	0.0	31.0	57.3	100
	N	11	14	0	1	1	NA		27
69. How satisfied are you with paid vacation time?	%	39.8	52.8	0.0	3.8	3.6	NA	92.6	100
	N	11	12	1	2	1	NA		27
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?	%	39.6	45.5	3.6	7.8	3.6	NA	85.1	100
	N	2	2	3	0	0	20		27
71. How satisfied are you with child care subsidies?	%	6.5	8.1	10.9	0.0	0.0	74.6	14.6	100
	N	3	6	7	0	0	11		27
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?	%	9.8	23.2	26.2	0.0	0.0	40.9	33.0	100
	N	3	2	1	5	5	11		27
73. How satisfied are you with telework/telecommuting?	%	9.0	7.7	4.0	19.6	20.6	39.1	16.7	100
	N	3	2	1	2	10	9		27
74. How satisfied are you with alternative work schedules?	%	9.0	7.7	3.4	7.3	39.5	33.0	16.7	100

* AES prescribed items.