

SOCIAL SECURITY ADMINISTRATION 2007 Annual Employee Survey Results

The Office of Personnel Management (OPM) requires each federal agency to administer an Annual Employee Survey (AES) to a sample of their employees. This survey includes questions prescribed by OPM that address employee satisfaction and engagement across several different human capital dimensions. This document presents the general results from the survey administered in the Fall 2007.

Survey Content

The AES items cover the following major human capital areas:

- Leadership and management practices that contribute to agency performance;
- Employee satisfaction with:
 - Leadership policies and practices;
 - Work environment;
 - Rewards and recognition for professional accomplishment and personal contributions to achieving organizational mission;
 - Opportunity for professional development and growth; and
 - Opportunity to contribute to achieving the organization's mission.

Survey Administration

The survey was conducted online from September 4 until November 2, 2007. An invitation to participate in the survey was sent via e-mail to the agency employees selected in the sample. The invitation included a link to the survey web site and a unique identification number and password to access the survey.

The annual survey questions were embedded in the 2007 Merit Principles Survey (MPS). They were interspersed with MPS questions, based on question topic, in the following six sections of the MPS: *My Job, My Immediate Supervisor, Performance Management, Managers and Executives in My Organization, Training and Development, and Demographic Questions*. The three annual survey questions related to work environment were included in a section of their own titled *Physical Work Environment and Safety*.

Description of the Sample and Response Rate

The population of employees sampled for survey participation was all full-time, permanent, non-seasonal employees who were employed by the agency as of December 2006. A representative, stratified, random sample of these employees was selected to

participate. A total of 1909 employees were selected for survey participation, including 963 non-supervisory employees and 946 supervisory employees (including supervisors, managers, and executives).

Of the sample of 1909 employees, 1536 responded for an overall response rate of 80.5%. Of the 963 non-supervisory employees selected, 746 or 77.5% responded. Of the 946 supervisors selected, 790 or 83.5% responded. Employees who completed at least one of the annual survey questions are counted as respondents although the majority of employees completed all questions.

The respondents are representative of the agency population in all demographic characteristics except that White respondents are somewhat overrepresented and Black or African American respondents are underrepresented. The following tables present comparisons of the demographic representation of the SSA population and survey respondents.

SUPERVISORY STATUS	Population (%)	Respondents (%)
Non-supervisor	90.30%	80.90%
Team Leader	--	9.40%
Supervisor	9.70%	4.20%
Manager	--	5.20%
Executive	--	0.30%

GENDER	Population (%)	Respondents (%)
Male	30.70%	31.70%
Female	69.30%	68.30%

ARE YOU: HISPANIC OR LATINO	Population (%)	Respondents (%)
Yes	12.80%	13.50%
No	87.20%	86.50%

RACIAL CATEGORY	Population (%)	Respondents (%)
White	53.50%	59.60%
Black or African American	28.60%	19.30%
Native Hawaiian or other Pacific Islander	0.10%	0.70%
Asian	4.20%	3.50%
American Indian or Alaskan Native	1.30%	1.70%
Two or more races (not Hispanic or Latino)	0.10%	3.00%

SUB-AGENCY	Population (%)	Respondents (%)
Deputy Commissioner for Human Resources	0.70%	1.20%
Deputy Commissioner for Disability and Income Security Programs	1.00%	1.10%
Deputy Commissioner for Business, Finance and Management	1.80%	2.50%
Deputy Commissioner for Disability Adjudication and Review	12.80%	11.60%
Deputy Commissioner for Communications	0.30%	0.20%
Deputy Commissioner for Legislation and Congressional Affairs	0.10%	0.10%
Deputy Commissioner for Policy	0.20%	0.00%
Deputy Commissioner for Systems	5.00%	3.90%
Deputy Commissioner for Operations	73.8%	73.10%
All Other	4.20%	6.40%

General Results

Social Security employees scored especially high (i.e. greater than 65% favorable) on the majority of items measuring their personal work experiences, satisfaction with leadership, and recruitment, development, and retention programs. However, SSA employees responded least favorably (i.e. greater than 35% unfavorable) on items measuring performance culture and job satisfaction.

Over 80% of employees like the kind of work they do, know how their work relates to the agency's goals and priorities, believe their work is important, and believe our organization has prepared employees for potential security threats. The Agency plans to continue to work on improving our performance culture (e.g. dealing with poor performers), strengthening leadership, and improving employee morale.

5 I have trust and confidence in my supervisor.

Response	Frequencies	Percentage
Strongly Agree	393	26.10%
Agree	516	34.30%
Neither Agree nor Disagree	327	21.80%
Disagree	145	9.70%
Strongly Disagree	123	8.20%
TOTAL:	1,504	--

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

Response	Frequencies	Percentage
Very Good	479	31.40%
Good	527	34.60%
Fair	323	21.10%
Poor	114	7.50%
Very Poor	83	5.40%
TOTAL:	1,526	--

RECRUITMENT, DEVELOPMENT, AND RETENTION

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

Response	Frequencies	Percentage
Strongly Agree	297	19.50%
Agree	794	52.00%
Neither Agree nor Disagree	232	15.20%
Disagree	161	10.50%
Strongly Disagree	44	2.90%
TOTAL:	1,528	--

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

Response	Frequencies	Percentage
Strongly Agree	152	10.00%
Agree	642	42.00%
Neither Agree nor Disagree	425	27.80%
Disagree	220	14.40%
Strongly Disagree	89	5.80%
TOTAL:	1,528	--

9

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

Response	Frequencies	Percentage
Strongly Agree	572	37.40%
Agree	791	51.80%
Neither Agree nor Disagree	106	6.90%
Disagree	42	2.80%
Strongly Disagree	17	1.10%
TOTAL:	1,528	--

10

The work I do is important.

Response	Frequencies	Percentage
Strongly Agree	868	56.70%
Agree	583	38.10%
Neither Agree nor Disagree	61	4.00%
Disagree	12	0.80%
Strongly Disagree	8	0.50%
TOTAL:	1,532	--

11

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

Response	Frequencies	Percentage
Strongly Agree	366	26.30%
Agree	726	52.10%
Neither Agree nor Disagree	136	9.80%
Disagree	130	9.30%
Strongly Disagree	36	2.60%
TOTAL:	1,394	--

12

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

Response	Frequencies	Percentage
Strongly Agree	205	14.40%
Agree	662	46.40%
Neither Agree nor Disagree	333	23.30%
Disagree	163	11.40%
Strongly Disagree	65	4.50%
TOTAL:	1,428	--

13 My talents are used well in the workplace.

Response	Frequencies	Percentage
Strongly Agree	348	22.80%
Agree	656	42.90%
Neither Agree nor Disagree	217	14.20%
Disagree	215	14.10%
Strongly Disagree	91	6.00%
TOTAL:	1,527	--

14 My training needs are assessed.

Response	Frequencies	Percentage
Strongly Agree	143	10.00%
Agree	484	33.90%
Neither Agree nor Disagree	425	29.70%
Disagree	285	20.00%
Strongly Disagree	92	6.40%
TOTAL:	1,429	--

PERFORMANCE CULTURE

15 Promotions in my work unit are based on merit.

Response	Frequencies	Percentage
Strongly Agree	210	14.50%
Agree	588	40.60%
Neither Agree nor Disagree	301	20.80%
Disagree	246	17.00%
Strongly Disagree	103	7.10%
TOTAL:	1,448	--

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

Response	Frequencies	Percentage
Strongly Agree	86	6.00%
Agree	327	22.60%
Neither Agree nor Disagree	479	33.10%
Disagree	299	20.60%
Strongly Disagree	256	17.70%
TOTAL:	1,447	--

17

Creativity and innovation are rewarded.

Response	Frequencies	Percentage
Strongly Agree	153	10.50%
Agree	394	27.20%
Neither Agree nor Disagree	508	35.00%
Disagree	237	16.30%
Strongly Disagree	160	11.00%
TOTAL:	1,452	--

18

In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).

Response	Frequencies	Percentage
Strongly Agree	275	18.90%
Agree	732	50.50%
Neither Agree nor Disagree	268	18.50%
Disagree	114	7.90%
Strongly Disagree	62	4.20%
TOTAL:	1,451	--

19

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

Response	Frequencies	Percentage
Strongly Agree	113	7.80%
Agree	400	27.60%
Neither Agree nor Disagree	470	32.40%
Disagree	307	21.20%
Strongly Disagree	160	11.00%
TOTAL:	1,450	--

20

Pay raises depend on how well employees perform their jobs.

Response	Frequencies	Percentage
Strongly Agree	62	4.30%
Agree	211	14.50%
Neither Agree nor Disagree	460	31.70%
Disagree	387	26.70%
Strongly Disagree	331	22.80%
TOTAL:	1,451	--

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

Response	Frequencies	Percentage
Strongly Agree	212	14.60%
Agree	678	46.70%
Neither Agree nor Disagree	312	21.50%
Disagree	184	12.70%
Strongly Disagree	67	4.60%
TOTAL:	1,453	--

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

Response	Frequencies	Percentage
Strongly Agree	341	22.60%
Agree	598	39.60%
Neither Agree nor Disagree	330	21.90%
Disagree	149	9.90%
Strongly Disagree	90	6.00%
TOTAL:	1,508	--

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

Response	Frequencies	Percentage
Strongly Agree	215	15.10%
Agree	616	43.10%
Neither Agree nor Disagree	345	24.20%
Disagree	161	11.30%
Strongly Disagree	93	6.50%
TOTAL:	1,430	--

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

Response	Frequencies	Percentage
Strongly Agree	465	30.80%
Agree	592	39.30%
Neither Agree nor Disagree	295	19.60%
Disagree	78	5.20%
Strongly Disagree	77	5.10%
TOTAL:	1,507	--

LEADERSHIP

25

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

Response	Frequencies	Percentage
Strongly Agree	194	13.50%
Agree	548	38.10%
Neither Agree nor Disagree	422	29.30%
Disagree	184	12.80%
Strongly Disagree	90	6.30%
TOTAL:	1,438	--

26

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

Response	Frequencies	Percentage
Strongly Agree	140	9.70%
Agree	457	31.80%
Neither Agree nor Disagree	447	31.10%
Disagree	283	19.70%
Strongly Disagree	110	7.70%
TOTAL:	1,437	--

27

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

Response	Frequencies	Percentage
Strongly Agree	238	16.60%
Agree	737	51.40%
Neither Agree nor Disagree	352	24.60%
Disagree	59	4.10%
Strongly Disagree	48	3.40%
TOTAL:	1,434	--

28

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

Response	Frequencies	Percentage
Strongly Agree	310	22.30%
Agree	745	53.40%
Neither Agree nor Disagree	211	15.10%
Disagree	99	7.10%
Strongly Disagree	29	2.10%
TOTAL:	1,394	--

29

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

Response	Frequencies	Percentage
Strongly Agree	126	8.20%
Agree	524	34.20%
Neither Agree nor Disagree	414	27.00%
Disagree	332	21.70%
Strongly Disagree	136	8.90%
TOTAL:	1,532	--

30

My workload is reasonable.

Response	Frequencies	Percentage
Strongly Agree	244	15.90%
Agree	583	38.10%
Neither Agree nor Disagree	219	14.30%
Disagree	312	20.40%
Strongly Disagree	174	11.40%
TOTAL:	1,532	--

31

Managers communicate the goals and priorities of the organization.

Response	Frequencies	Percentage
Strongly Agree	242	16.90%
Agree	796	55.60%
Neither Agree nor Disagree	254	17.80%
Disagree	90	6.30%
Strongly Disagree	50	3.50%
TOTAL:	1,432	--

32

My organization has prepared employees for potential security threats.

Response	Frequencies	Percentage
Strongly Agree	322	23.10%
Agree	802	57.50%
Neither Agree nor Disagree	157	11.20%
Disagree	94	6.70%
Strongly Disagree	21	1.50%
TOTAL:	1,396	--

JOB SATISFACTION

33

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

Response	Frequencies	Percentage
Very Satisfied	146	10.20%
Satisfied	540	37.70%
Neither Satisfied nor Dissatisfied	399	27.80%
Dissatisfied	237	16.50%
Very Dissatisfied	112	7.80%
TOTAL:	1,434	--

34

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

Response	Frequencies	Percentage
Very Satisfied	191	12.50%
Satisfied	502	32.80%
Neither Satisfied nor Dissatisfied	384	25.10%
Dissatisfied	326	21.30%
Very Dissatisfied	125	8.20%
TOTAL:	1,528	--

35

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

Response	Frequencies	Percentage
Very Satisfied	131	9.00%
Satisfied	419	28.90%
Neither Satisfied nor Dissatisfied	384	26.50%
Dissatisfied	326	22.50%
Very Dissatisfied	188	13.00%
TOTAL:	1,448	--

36

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

Response	Frequencies	Percentage
Very Satisfied	89	6.20%
Satisfied	336	23.20%
Neither Satisfied nor Dissatisfied	490	33.80%
Dissatisfied	286	19.80%
Very Dissatisfied	247	17.00%
TOTAL:	1,448	--

37

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

Response	Frequencies	Percentage
Very Satisfied	127	8.90%
Satisfied	510	35.60%
Neither Satisfied nor Dissatisfied	436	30.40%
Dissatisfied	241	16.80%
Very Dissatisfied	119	8.30%
TOTAL:	1,433	--

38

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

Response	Frequencies	Percentage
Very Satisfied	165	11.50%
Satisfied	649	45.30%
Neither Satisfied nor Dissatisfied	335	23.40%
Dissatisfied	226	15.80%
Very Dissatisfied	58	4.00%
TOTAL:	1,433	--

39

Considering everything, how satisfied are you with your job?

Response	Frequencies	Percentage
Very Satisfied	363	23.80%
Satisfied	738	48.30%
Neither Satisfied nor Dissatisfied	223	14.60%
Dissatisfied	140	9.20%
Very Dissatisfied	64	4.20%
TOTAL:	1,528	--

40

Considering everything, how satisfied are you with your pay?

Response	Frequencies	Percentage
Very Satisfied	233	16.20%
Satisfied	707	48.90%
Neither Satisfied nor Dissatisfied	265	18.40%
Dissatisfied	196	13.50%
Very Dissatisfied	43	3.00%
TOTAL:	1,444	--