



FEDERAL ENERGY REGULATORY COMMISSION 2007 Annual Employee Survey Results

1. Interpretation of results:

There were six sections in the Merit Principles Survey: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Job Satisfaction; and Performance Assessment Accountability Tool (PAAT). Overall, the FERC had positive responses to the survey questions. A few examples of some of the highest positive responses are: *The People I work with cooperate to get the job done; I know how my work relates to the agency's goals and priorities; My supervisor supports my need to balance work and family issues; and Employees are protected from health and safety hazards on the job.*

Most of the positive responses were in Personal Work Experiences, at 73.8% of FERC employees responding with Agree, Strongly Agree, Good, or Very Good. Some examples of the questions were: *I like the kind of work I do; I have trust and confidence in my supervisor; My work gives me a feeling of personal accomplishment.* The answers to this section show the pride and personal commitment FERC employees have to their careers.

The Recruitment, Development, and Retention section also ranked high amongst FERC employees at 72.9% positive responses. Most employees agreed with the statements: *The work I do is important; Supervisors/team leaders in my work unit support employee development; The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.* The answers to this section reflect the confidence FERC employees have in their leadership and in their co-workers.

The Performance Assessment Accountability Tool section yielded high-scoring results as well. FERC employees feel that if they achieve expected work results, they will experience positive consequences; that they are rewarded for providing high quality products and services to customers; and that recognition and rewards are based on performance in the work unit. Additionally, 82.5% of FERC employees receive formal or informal performance feedback from their supervisor at least each quarter.

Leadership ranked 4th overall with 65.2% positive responses. In this section, most employees indicated that they feel safe while at work and that their workload is reasonable. Performance Culture ranked 5th overall with 54.4% positive responses. FERC employees expressed in this category that discussions with their supervisors about their performance are worthwhile and that their performance appraisal is a fair reflection of their performance. Job Satisfaction ranked 6th overall with 52.7% positive responses of Satisfied or Very Satisfied. In this section, 73.3% of FERC employees gave positive responses to *Considering everything, how satisfied are you with your job?*

2. How the survey was conducted:

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 all agency employees. The invitation included a link to the survey web site and a unique identification number and password to access the survey. One person requested and was sent a paper version of the survey in lieu of the standard web 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

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environment were included in a section of their own titled *Physical Work Environment and Safety*.

3. Description of sample:

All 1332 employees of the agency were invited to participate in the survey.

The responses to the questions are weighted according to the number of respondents compared to the actual population proportions for supervisory and non-supervisory employees as provided in the Central Personnel Data File. Weighting eliminates over or under representation of a group in the survey results that may be a consequence of the sampling strategy or differential response rates.

4. Number of employees surveyed, number responded, and representativeness of respondents:

Of the sample of 1,332 employees, 942 responded for an overall response rate of **70.7%**. The sample included 1,179 non-supervisory employees of whom 790 or 67% responded and 153 supervisors of whom 152 or 99% 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 for a slight underrepresentation of Black or African-American respondents.

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DEMOGRAPHICS

Supervisory Status	Population (%)*	Respondents (%)
Non-supervisor	86.3%	66.0%
Team Leader	--	20.5%
Supervisor	13.4%	7.4%
Manager	--	2.1%
Executive	--	4.0%

*0.2 percent unknown or missing.

Gender	Population (%)	Respondents (%)
Male	55.4%	52.4%
Female	44.6%	47.6%

Are you: Hispanic or Latino	Population (%)	Respondents (%)
Yes	2.8%	3.9%
No	97.2%	96.1%

Racial Category	Population (%)	Respondents (%)
White	66.5%	63.4%
Black or African American	24.1%	18.6%
Native Hawaiian or other Pacific Islander	0.0%	0.2%
Asian	6.3%	5.5%
American Indian or Alaskan Native	0.6%	0.4%
Two or more races (not Hispanic or Latino)	0.3%	2.0%

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SURVEY RESULTS - CONTENT QUESTIONS

PERSONAL WORK EXPERIENCES

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

Response	Frequencies	Percentage
Strongly Agree	329	34.9%
Agree	460	48.8%
Neither Agree nor Disagree	96	10.3%
Disagree	42	4.4%
Strongly Disagree	14	1.5%
Missing/Invalid	1	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	145	16.3%
Agree	398	44.9%
Neither Agree nor Disagree	189	21.3%
Disagree	107	12.1%
Strongly Disagree	48	5.4%
Missing/Invalid	55	--
TOTAL:	942	--

3. My work gives me a feeling of personal accomplishment.

Response	Frequencies	Percentage
Strongly Agree	248	26.3%
Agree	406	43.2%
Neither Agree nor Disagree	161	17.2%
Disagree	84	8.9%
Strongly Disagree	41	4.3%
Missing/Invalid	2	--
TOTAL:	942	--

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4. I like the kind of work I do.

Response	Frequencies	Percentage
Strongly Agree	307	32.6%
Agree	419	44.6%
Neither Agree nor Disagree	139	14.7%
Disagree	48	5.1%
Strongly Disagree	28	3.0%
Missing/Invalid	2	--
TOTAL:	942	--

5. I have trust and confidence in my supervisor.

Response	Frequencies	Percentage
Strongly Agree	372	40.1%
Agree	308	33.2%
Neither Agree nor Disagree	139	15.0%
Disagree	60	6.5%
Strongly Disagree	48	5.1%
Missing/Invalid	15	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Very Good	416	44.6%
Good	312	33.5%
Fair	126	13.5%
Poor	53	5.7%
Very Poor	26	2.8%
Missing/Invalid	9	--
TOTAL:	942	--

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RECRUITMENT, DEVELOPMENT, AND RETENTION

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

Response	Frequencies	Percentage
Strongly Agree	251	26.7%
Agree	526	56.0%
Neither Agree nor Disagree	112	11.9%
Disagree	47	5.0%
Strongly Disagree	3	0.3%
Missing/Invalid	3	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	180	19.2%
Agree	439	46.7%
Neither Agree nor Disagree	176	18.7%
Disagree	118	12.6%
Strongly Disagree	26	2.8%
Missing/Invalid	2	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	322	34.3%
Agree	490	52.2%
Neither Agree nor Disagree	77	8.2%
Disagree	34	3.6%
Strongly Disagree	15	1.6%
Missing/Invalid	3	--
TOTAL:	942	--

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10. The work I do is important.

Response	Frequencies	Percentage
Strongly Agree	369	39.2%
Agree	429	45.6%
Neither Agree nor Disagree	101	10.7%
Disagree	28	3.0%
Strongly Disagree	14	1.5%
Missing/Invalid	1	--
TOTAL:	942	--

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	265	30.6%
Agree	475	54.8%
Neither Agree nor Disagree	77	8.8%
Disagree	38	4.4%
Strongly Disagree	12	1.4%
Missing/Invalid	76	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	162	18.3%
Agree	442	49.9%
Neither Agree nor Disagree	168	18.9%
Disagree	77	8.6%
Strongly Disagree	38	4.3%
Missing/Invalid	56	--
TOTAL:	942	--

13. My talents are used well in the workplace.

Response	Frequencies	Percentage
Strongly Agree	208	22.2%
Agree	385	41.0%
Neither Agree nor Disagree	149	15.8%
Disagree	130	13.8%
Strongly Disagree	68	7.2%
Missing/Invalid	2	--
TOTAL:	942	--

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14. My training needs are assessed.

Response	Frequencies	Percentage
Strongly Agree	104	11.7%
Agree	311	35.1%
Neither Agree nor Disagree	256	29.0%
Disagree	149	16.8%
Strongly Disagree	65	7.3%
Missing/Invalid	57	--
TOTAL:	942	--

PERFORMANCE CULTURE

15. Promotions in my work unit are based on merit.

Response	Frequencies	Percentage
Strongly Agree	172	19.1%
Agree	386	42.9%
Neither Agree nor Disagree	181	20.2%
Disagree	118	13.1%
Strongly Disagree	42	4.7%
Missing/Invalid	43	--
TOTAL:	942	--

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	49	5.5%
Agree	203	22.7%
Neither Agree nor Disagree	393	43.8%
Disagree	159	17.7%
Strongly Disagree	92	10.3%
Missing/Invalid	46	--
TOTAL:	942	--

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17. Creativity and innovation are rewarded.

Response	Frequencies	Percentage
Strongly Agree	127	14.1%
Agree	274	30.5%
Neither Agree nor Disagree	289	32.1%
Disagree	143	15.9%
Strongly Disagree	67	7.4%
Missing/Invalid	42	--
TOTAL:	942	--

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	175	19.6%
Agree	359	40.2%
Neither Agree nor Disagree	185	20.7%
Disagree	114	12.8%
Strongly Disagree	60	6.7%
Missing/Invalid	48	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	97	10.8%
Agree	283	31.4%
Neither Agree nor Disagree	323	36.0%
Disagree	136	15.1%
Strongly Disagree	60	6.7%
Missing/Invalid	43	--
TOTAL:	942	--

20. Pay raises depend on how well employees perform their jobs.

Response	Frequencies	Percentage
Strongly Agree	73	8.1%
Agree	214	23.8%
Neither Agree nor Disagree	326	36.2%
Disagree	174	19.3%
Strongly Disagree	112	12.5%
Missing/Invalid	43	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	182	20.2%
Agree	374	41.6%
Neither Agree nor Disagree	177	19.7%
Disagree	98	11.0%
Strongly Disagree	67	7.5%
Missing/Invalid	43	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	273	29.5%
Agree	350	37.7%
Neither Agree nor Disagree	176	19.0%
Disagree	74	8.0%
Strongly Disagree	54	5.8%
Missing/Invalid	16	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	152	17.2%
Agree	417	47.0%
Neither Agree nor Disagree	208	23.5%
Disagree	65	7.4%
Strongly Disagree	44	4.9%
Missing/Invalid	56	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	441	47.7%
Agree	315	34.1%
Neither Agree nor Disagree	129	14.0%
Disagree	21	2.3%
Strongly Disagree	18	2.0%
Missing/Invalid	17	--
TOTAL:	942	--

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LEADERSHIP

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

Response	Frequencies	Percentage
Strongly Agree	139	15.7%
Agree	364	40.9%
Neither Agree nor Disagree	204	22.9%
Disagree	116	13.0%
Strongly Disagree	66	7.5%
Missing/Invalid	53	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	91	10.2%
Agree	281	31.6%
Neither Agree nor Disagree	269	30.3%
Disagree	184	20.7%
Strongly Disagree	64	7.2%
Missing/Invalid	54	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	107	12.0%
Agree	400	45.0%
Neither Agree nor Disagree	288	32.3%
Disagree	70	7.8%
Strongly Disagree	25	2.8%
Missing/Invalid	53	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	333	38.4%
Agree	451	52.0%
Neither Agree nor Disagree	61	7.0%
Disagree	16	1.9%
Strongly Disagree	5	0.6%
Missing/Invalid	76	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Strongly Agree	129	13.7%
Agree	355	37.8%
Neither Agree nor Disagree	254	27.0%
Disagree	151	16.1%
Strongly Disagree	50	5.3%
Missing/Invalid	3	--
TOTAL:	942	--

30. My workload is reasonable.

Response	Frequencies	Percentage
Strongly Agree	180	19.1%
Agree	512	54.4%
Neither Agree nor Disagree	109	11.5%
Disagree	111	11.8%
Strongly Disagree	30	3.2%
Missing/Invalid	1	--
TOTAL:	942	--

31. Managers communicate the goals and priorities of the organization.

Response	Frequencies	Percentage
Strongly Agree	119	13.3%
Agree	435	49.0%
Neither Agree nor Disagree	207	23.2%
Disagree	89	10.0%
Strongly Disagree	40	4.5%
Missing/Invalid	53	--
TOTAL:	942	--

32. My organization has prepared employees for potential security threats.

Response	Frequencies	Percentage
Strongly Agree	281	32.5%
Agree	486	56.1%
Neither Agree nor Disagree	69	7.9%
Disagree	20	2.3%
Strongly Disagree	10	1.2%
Missing/Invalid	76	--
TOTAL:	942	--

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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	75	8.4%
Satisfied	329	37.0%
Neither Satisfied nor Dissatisfied	247	27.8%
Dissatisfied	172	19.3%
Very Dissatisfied	67	7.6%
Missing/Invalid	53	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Very Satisfied	138	14.8%
Satisfied	380	40.7%
Neither Satisfied nor Dissatisfied	218	23.3%
Dissatisfied	135	14.4%
Very Dissatisfied	64	6.9%
Missing/Invalid	7	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Very Satisfied	81	9.1%
Satisfied	270	30.1%
Neither Satisfied nor Dissatisfied	302	33.6%
Dissatisfied	163	18.1%
Very Dissatisfied	82	9.1%
Missing/Invalid	45	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Very Satisfied	104	11.6%
Satisfied	283	31.5%
Neither Satisfied nor Dissatisfied	289	32.2%
Dissatisfied	124	13.8%
Very Dissatisfied	99	11.0%
Missing/Invalid	44	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Very Satisfied	85	9.6%
Satisfied	356	40.1%
Neither Satisfied nor Dissatisfied	240	27.0%
Dissatisfied	147	16.6%
Very Dissatisfied	60	6.7%
Missing/Invalid	54	--
TOTAL:	942	--

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

Response	Frequencies	Percentage
Very Satisfied	125	14.1%
Satisfied	363	41.2%
Neither Satisfied nor Dissatisfied	238	27.0%
Dissatisfied	116	13.1%
Very Dissatisfied	40	4.5%
Missing/Invalid	61	--
TOTAL:	942	--

39. Considering everything, how satisfied are you with your job?

Response	Frequencies	Percentage
Very Satisfied	239	25.5%
Satisfied	447	47.8%
Neither Satisfied nor Dissatisfied	126	13.5%
Dissatisfied	91	9.8%
Very Dissatisfied	32	3.4%
Missing/Invalid	7	--
TOTAL:	942	--

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40. Considering everything, how satisfied are you with your pay?

Response	Frequencies	Percentage
Very Satisfied	126	14.0%
Satisfied	412	45.7%
Neither Satisfied nor Dissatisfied	201	22.3%
Dissatisfied	119	13.2%
Very Dissatisfied	43	4.8%
Missing/Invalid	41	--
TOTAL:	942	--

PERFORMANCE ASSESSMENT ACCOUNTABILITY TOOL QUESTIONS

1. I am held accountable for achieving results in the sense that if I achieve the expected work results, I experience positive consequences.

Response	Frequencies	Percentage
Strongly Agree	181	20.1%
Agree	460	51.1%
Neither Agree nor Disagree	161	17.8%
Disagree	86	9.6%
Strongly Disagree	12	1.3%
Missing/Invalid	42	--
TOTAL:	942	--

2. I am held accountable for achieving results in the sense that if I do NOT achieve the expected work results, I experience negative consequences.

Response	Frequencies	Percentage
Strongly Agree	110	12.2%
Agree	381	42.4%
Neither Agree nor Disagree	302	33.6%
Disagree	89	9.9%
Strongly Disagree	18	2.0%
Missing/Invalid	43	--
TOTAL:	942	--

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3. I am rewarded for providing high quality products and services to my customers (internal and/or external).

Response	Frequencies	Percentage
Strongly Agree	193	21.4%
Agree	391	43.5%
Neither Agree nor Disagree	185	20.6%
Disagree	85	9.5%
Strongly Disagree	45	5.0%
Missing/Invalid	44	--
TOTAL:	942	--

4. Recognition and rewards are based on performance in my work unit.

Response	Frequencies	Percentage
Strongly Agree	193	21.5%
Agree	387	43.1%
Neither Agree nor Disagree	178	19.8%
Disagree	92	10.3%
Strongly Disagree	47	5.3%
Missing/Invalid	45	--
TOTAL:	942	--

5. How often do you typically receive formal or informal feedback from your supervisor?

Response	Frequencies	Percentage
Weekly or more often	275	29.8%
Every two weeks	114	12.4%
Monthly	145	15.7%
Quarterly	227	24.6%
Twice per year	100	10.9%
Annually	27	2.9%
Less than once per year	33	3.6%
Missing/Invalid	20	--
TOTAL:	942	--

6. How helpful is your supervisor's feedback in helping you improve or enhance your performance?

Response	Frequencies	Percentage
Very Helpful	354	38.4%
Somewhat Helpful	415	45.1%
Not Helpful	142	15.5%
Harmful	9	1.0%
Missing/Invalid	22	--
TOTAL:	942	--