

## **U.S. Trade and Development Agency**

### **2007 Annual Employee Results**

The U.S. Trade and Development Agency participated in the Annual Employee Survey (a human capital survey) conducted by the Office of Personnel Management.

1. Interpretation of Results: The survey questionnaire is grouped into the following broad categories:

- Personal Work Experience
- Recruitment, Development, and Retention
- Performance Culture
- Leadership
- Job Satisfaction

The survey results were quite positive in a number of important dimensions regarding employee perceptions of the work and their supervisors. Twenty-one items had strong positive responses (Agree or Strongly Agree) from 65% or more respondents. Of this group, nine items had positive responses of 80% or higher. Those items receiving strong positive responses were:

- Cooperation among employees
- Real opportunities to improve skills exist
- Work gives a feeling of personal accomplishment
- Employees like the work they do
- Employees have trust and confidence in supervisors
- Employees think immediate supervisors are doing a good job
- Employees have job-relevant skills necessary to accomplish organizational goals
- Employees know how their work relates to agency goals and priorities
- Employees think their work is important

- Physical conditions are good
- Supervisors support employee development
- Talents are used well
- Employees understand what they must do to be rated at different performance levels
- Performance appraisals are fair reflections of performance
- Performance discussions with supervisors are worthwhile
- Managers and supervisors work well with those of different backgrounds
- Supervisors support needs to balance work and family issues
- Managers evaluate organization's progress toward meeting its goals and objectives
- Employees are protected from health and safety hazards
- Managers communicate goals and priorities of the agency
- Organization has prepared employees for potential security threats

Only three items had strong negative responses (Disagree or Strongly Disagree) from 35% or more respondents.

- Differences in performance are recognized in a meaningful way
- Satisfaction with information from management
- Satisfaction with the opportunity to get a better job

During the agency's construction of its Human Capital Plan this fiscal year, we will further analyze survey results, decide which should be focused on for attention, and prioritize them for action.

2. How the survey was conducted. The survey was conducted online from October 29, 2007 to November 16, 2007.

3. Description of the sample. All 43 full-time permanent employees were surveyed, with a response rate of 65%.

4. Survey items and response choices. See the following tables.

**2007 Annual Employee Survey Results for  
U.S. Trade and Development Agency  
All Respondents**

Surveys Sent: 43

Surveys Returned: 28

Response Rate: 65%

<b>Prescribed Questions: Personal Work Experiences</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
1. The people I work with cooperate to get the job done.	Frequencies	13	10	3	1	1		28
	Percentages	46.4%	35.7%	10.7%	3.6%	3.6%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	8	11	3	3	3		28
	Percentages	28.6%	39.3%	10.7%	10.7%	10.7%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	10	10	3	3	2		28
	Percentages	35.7%	35.7%	10.7%	10.7%	7.1%		100.0%
4. I like the kind of work I do.	Frequencies	13	11	1	2	1		28
	Percentages	46.4%	39.3%	3.6%	7.1%	3.6%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	10	13	3	1	1		28
	Percentages	35.7%	46.4%	10.7%	3.6%	3.6%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>		<b>Total</b>
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	10	14	4	0	0		28
	Percentages	35.7%	50.0%	14.3%	0.0%	0.0%		100.0%

Prescribed Questions: Recruitment, Development, & Retention								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	9	10	4	4	0	1	28
	Percentages	32.1%	35.7%	14.3%	14.3%	0.0%	3.6%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	7	9	6	4	1	1	28
	Percentages	25.0%	32.1%	21.4%	14.3%	3.6%	3.6%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	15	10	1	2	0	0	28
	Percentages	53.6%	35.7%	3.6%	7.1%	0.0%	0.0%	100.0%
10. The work I do is important.	Frequencies	14	9	2	2	1	0	28
	Percentages	50.0%	32.1%	7.1%	7.1%	3.6%	0.0%	100.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	15	7	3	2	0	1	28
	Percentages	53.6%	25.0%	10.7%	7.1%	0.0%	3.6%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	13	8	4	2	1	0	28
	Percentages	46.4%	28.6%	14.3%	7.1%	3.6%	0.0%	100.0%
13. My talents are used well in the workplace.	Frequencies	9	11	4	3	1	0	28
	Percentages	32.1%	39.3%	14.3%	10.7%	3.6%	0.0%	100.0%
14. My training needs are assessed.	Frequencies	7	8	5	5	3	0	28
	Percentages	25.0%	28.6%	17.9%	17.9%	10.7%	0.0%	100.0%

<b>Prescribed Questions: Performance Culture</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
15. Promotions in my work unit are based on merit.	Frequencies	6	8	8	3	2	1	28
	Percentages	21.4%	28.6%	28.6%	10.7%	7.1%	3.6%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	3	7	5	6	2	5	28
	Percentages	10.7%	25.0%	17.9%	21.4%	7.1%	17.9%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	6	8	7	6	1	0	28
	Percentages	21.4%	28.6%	25.0%	21.4%	3.6%	0.0%	100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Basis to Judge</b>	<b>Total</b>
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).	Frequencies	13	9	1	3	1	1	28
	Percentages	46.4%	32.1%	3.6%	10.7%	3.6%	3.6%	100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	4	5	5	9	1	4	28
	Percentages	14.3%	17.9%	17.9%	32.1%	3.6%	14.3%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	4	7	7	6	2	2	28
	Percentages	14.3%	25.0%	25.0%	21.4%	7.1%	7.1%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	13	8	5	0	1	1	28
	Percentages	46.4%	28.6%	17.9%	0.0%	3.6%	3.6%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	7	15	3	2	0	1	28
	Percentages	25.0%	53.6%	10.7%	7.1%	0.0%	3.6%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	8	11	3	2	1	3	28
	Percentages	28.6%	39.3%	10.7%	7.1%	3.6%	10.7%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	15	10	1	1	1	0	28
	Percentages	53.6%	35.7%	3.6%	3.6%	3.6%	0.0%	100.0%

<b>Prescribed Questions: Leadership</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
25. I have a high level of respect for my organization's senior leaders.	Frequencies	10	8	5	2	3	0	28
	Percentages	35.7%	28.6%	17.9%	7.1%	10.7%	0.0%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	10	2	9	1	6	0	28
	Percentages	35.7%	7.1%	32.1%	3.6%	21.4%	0.0%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	10	9	4	3	1	1	28
	Percentages	35.7%	32.1%	14.3%	10.7%	3.6%	3.6%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	16	10	0	1	0	0	27
	Percentages	59.3%	37.0%	0.0%	3.7%	0.0%	0.0%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	4	11	5	6	1	1	28
	Percentages	14.3%	39.3%	17.9%	21.4%	3.6%	3.6%	100.0%
30. My workload is reasonable.	Frequencies	5	11	6	2	4	0	28
	Percentages	17.9%	39.3%	21.4%	7.1%	14.3%	0.0%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	8	11	3	4	2	0	28
	Percentages	28.6%	39.3%	10.7%	14.3%	7.1%	0.0%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	4	19	1	3	1	0	28
	Percentages	14.3%	67.9%	3.6%	10.7%	3.6%	0.0%	100.0%

<b>Prescribed Questions: Job Satisfaction</b>								
<b>Item Text</b>		<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither</b>	<b>Dis-satisfied</b>	<b>Very Dis-satisfied</b>		<b>Total</b>
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	7	5	4	6	5		27
	Percentages	25.9%	18.5%	14.8%	22.2%	18.5%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	5	10	4	4	4		27
	Percentages	18.5%	37.0%	14.8%	14.8%	14.8%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	3	4	8	6	6		27
	Percentages	11.1%	14.8%	29.6%	22.2%	22.2%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	7	6	7	5	2		27
	Percentages	25.9%	22.2%	25.9%	18.5%	7.4%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	4	9	5	3	6		27
	Percentages	14.8%	33.3%	18.5%	11.1%	22.2%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	4	11	5	3	4		27
	Percentages	14.8%	40.7%	18.5%	11.1%	14.8%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	6	11	5	3	2		27
	Percentages	22.2%	40.7%	18.5%	11.1%	7.4%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	8	6	6	4	3		27
	Percentages	29.6%	22.2%	22.2%	14.8%	11.1%		100.0%