

Annual Employee Survey Results, 2007 Corporation for National and Community Services

1. **Interpretation of Results:** The results of the 2007 Annual Employee Survey (AES) reflect the attitudes and experiences of a workforce that is highly dedicated to the Corporation's mission. Corporation employees also clearly derive a sense of satisfaction and accomplishment from the work done to accomplish that mission. The survey results are consistent with a workforce comprised of employees who have chosen to invest much of their talents, energy, knowledge, and enthusiasm in their work. And while the results are generally quite positive, the Corporation will continue to strive for improvements in its human capital practices.
2. **How the survey was conducted:** The survey was conducted online from November 7th, 2007 to November 16th, 2007.
3. **Description of sample:** All 537 full-time permanent Corporation employees with more than 90 days tenure were surveyed.
4. **Survey items and response choices:** See the tables on the following pages.
5. **Number of employees surveyed, number who responded, and representativeness of respondents:** Of the 537 employees surveyed, 387 responded, for a 72% response rate. These survey respondents are representative of the population.

| Supervisory Status | Population | Respondents |
|---|-------------------|--------------------|
| Non-supervisor | 71% | 63% |
| Team Leader | | 7% |
| Supervisor | 23% | 18% |
| Manager | | 7% |
| Executive | 7% | 5% |
| Gender | | |
| Male | 37% | 37% |
| Female | 60% | 63% |
| Are you: Hispanic or Latino | | |
| Yes | 3% | 4% |
| No | 97% | 96% |
| Racial Category | | |
| White | 61% | 66% |
| Black or African-American | 29% | 26% |
| Native Hawaiian or Other Pacific Islander | | 1% |
| Asian | 4% | 4% |
| American Indian or Alaska Native | <1% | 0% |
| Two or more races (not Hispanic or Latino) | | 3% |
| Sub-Agency | | |
| Department of the Chief Executive Officer (CEO) | 17% | 16% |
| Department of the Chief Financial Officer (CFO) | 18% | 19% |
| Department of the Chief Operating Officer (COO) | 58% | 60% |
| Office of the Inspector General | 4% | 5% |

**2007 Annual Employee Survey Results for
Corporation for National and Community Services
All Respondents**

Surveys Sent: 537

Surveys Returned:
387

Response Rate: 72%

| Prescribed Questions: Personal Work Experiences | | | | | | | | |
|--|-------------|-----------------------|--------------|----------------|-----------------|--------------------------|--|--------------|
| Item Text | | Strongly Agree | Agree | Neither | Disagree | Strongly Disagree | | Total |
| 1. The people I work with cooperate to get the job done. | Frequencies | 150 | 190 | 22 | 21 | 2 | | 385 |
| | Percentages | 39.0% | 49.4% | 5.7% | 5.5% | 0.5% | | 100.0% |
| 2. I am given a real opportunity to improve my skills in my organization. | Frequencies | 108 | 170 | 46 | 48 | 13 | | 385 |
| | Percentages | 28.1% | 44.2% | 11.9% | 12.5% | 3.4% | | 100.0% |
| 3. My work gives me a feeling of personal accomplishment. | Frequencies | 153 | 176 | 28 | 20 | 7 | | 384 |
| | Percentages | 39.8% | 45.8% | 7.3% | 5.2% | 1.8% | | 100.0% |
| 4. I like the kind of work I do. | Frequencies | 187 | 151 | 29 | 12 | 6 | | 385 |
| | Percentages | 48.6% | 39.2% | 7.5% | 3.1% | 1.6% | | 100.0% |
| 5. I have trust and confidence in my supervisor. | Frequencies | 173 | 116 | 52 | 21 | 20 | | 382 |
| | Percentages | 45.3% | 30.4% | 13.6% | 5.5% | 5.2% | | 100.0% |
| Item Text | | Very Good | Good | Fair | Poor | Very Poor | | Total |
| 6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | Frequencies | 166 | 130 | 57 | 23 | 9 | | 385 |
| | Percentages | 43.1% | 33.8% | 14.8% | 6.0% | 2.3% | | 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 | 95 | 208 | 41 | 29 | 1 | 6 | 380 |
| | Percentages | 25.0% | 54.7% | 10.8% | 7.6% | 0.3% | 1.6% | 100.0% |
| 8. My work unit is able to recruit people with the right skills. | Frequencies | 107 | 169 | 65 | 24 | 4 | 14 | 383 |
| | Percentages | 27.9% | 44.1% | 17.0% | 6.3% | 1.0% | 3.7% | 100.0% |
| 9. I know how my work relates to the agency's goals and priorities. | Frequencies | 217 | 136 | 17 | 7 | 0 | 8 | 385 |
| | Percentages | 56.4% | 35.3% | 4.4% | 1.8% | 0.0% | 2.1% | 100.0% |
| 10. The work I do is important. | Frequencies | 241 | 109 | 15 | 5 | 1 | 12 | 383 |
| | Percentages | 62.9% | 28.5% | 3.9% | 1.3% | 0.3% | 3.1% | 100.0% |
| 11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | Frequencies | 118 | 173 | 32 | 44 | 10 | 6 | 383 |
| | Percentages | 30.8% | 45.2% | 8.4% | 11.5% | 2.6% | 1.6% | 100.0% |
| 12. Supervisors/team leaders in my work unit support employee development. | Frequencies | 156 | 139 | 46 | 23 | 7 | 14 | 385 |
| | Percentages | 40.5% | 36.1% | 11.9% | 6.0% | 1.8% | 3.6% | 100.0% |
| 13. My talents are used well in the workplace. | Frequencies | 130 | 153 | 35 | 40 | 21 | 6 | 385 |
| | Percentages | 33.8% | 39.7% | 9.1% | 10.4% | 5.5% | 1.6% | 100.0% |
| 14. My training needs are assessed. | Frequencies | 65 | 141 | 81 | 69 | 19 | 8 | 383 |
| | Percentages | 17.0% | 36.8% | 21.1% | 18.0% | 5.0% | 2.1% | 100.0% |

| Prescribed Questions: Performance Culture | | | | | | | | |
|---|-------------|-----------------------|--------------|----------------|-----------------|--------------------------|--------------------------|--------------|
| Item Text | | Strongly Agree | Agree | Neither | Disagree | Strongly Disagree | Do Not Know | Total |
| 15. Promotions in my work unit are based on merit. | Frequencies | 60 | 131 | 70 | 36 | 28 | 58 | 383 |
| | Percentages | 15.7% | 34.2% | 18.3% | 9.4% | 7.3% | 15.1% | 100.0% |
| 16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | Frequencies | 53 | 95 | 95 | 49 | 25 | 66 | 383 |
| | Percentages | 13.8% | 24.8% | 24.8% | 12.8% | 6.5% | 17.2% | 100.0% |
| 17. Creativity and innovation are rewarded. | Frequencies | 67 | 148 | 79 | 46 | 21 | 23 | 384 |
| | Percentages | 17.4% | 38.5% | 20.6% | 12.0% | 5.5% | 6.0% | 100.0% |
| Item Text | | Strongly Agree | Agree | Neither | Disagree | Strongly Disagree | No Basis to Judge | Total |
| 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 | 99 | 159 | 35 | 41 | 19 | 31 | 384 |
| | Percentages | 25.8% | 41.4% | 9.1% | 10.7% | 4.9% | 8.1% | 100.0% |
| Item Text | | Strongly Agree | Agree | Neither | Disagree | Strongly Disagree | Do Not Know | Total |
| 19. In my work unit, differences in performance are recognized in a meaningful way. | Frequencies | 47 | 133 | 87 | 54 | 18 | 46 | 385 |
| | Percentages | 12.2% | 34.5% | 22.6% | 14.0% | 4.7% | 11.9% | 100.0% |
| 20. Pay raises depend on how well employees perform their jobs. | Frequencies | 46 | 113 | 66 | 58 | 31 | 69 | 383 |
| | Percentages | 12.0% | 29.5% | 17.2% | 15.1% | 8.1% | 18.0% | 100.0% |
| 21. My performance appraisal is a fair reflection of my performance. | Frequencies | 108 | 166 | 46 | 28 | 17 | 18 | 383 |
| | Percentages | 28.2% | 43.3% | 12.0% | 7.3% | 4.4% | 4.7% | 100.0% |
| 22. Discussions with my supervisor/ team leader about my performance are worthwhile. | Frequencies | 114 | 159 | 66 | 31 | 10 | 4 | 384 |
| | Percentages | 29.7% | 41.4% | 17.2% | 8.1% | 2.6% | 1.0% | 100.0% |
| 23. Managers/supervisors/team leaders work well with employees of different backgrounds. | Frequencies | 137 | 148 | 49 | 19 | 13 | 18 | 384 |
| | Percentages | 35.7% | 38.5% | 12.8% | 4.9% | 3.4% | 4.7% | 100.0% |
| 24. My supervisor supports my need to balance work and family issues. | Frequencies | 198 | 128 | 39 | 6 | 5 | 8 | 384 |
| | Percentages | 51.6% | 33.3% | 10.2% | 1.6% | 1.3% | 2.1% | 100.0% |

| Prescribed Questions: Leadership | | | | | | | | |
|---|-------------|-----------------------|--------------|----------------|-----------------|--------------------------|--------------------|--------------|
| Item Text | | Strongly Agree | Agree | Neither | Disagree | Strongly Disagree | Do Not Know | Total |
| 25. I have a high level of respect for my organization's senior leaders. | Frequencies | 101 | 141 | 64 | 52 | 23 | 4 | 385 |
| | Percentages | 26.2% | 36.6% | 16.6% | 13.5% | 6.0% | 1.0% | 100.0% |
| 26. In my organization, leaders generate high levels of motivation and commitment in the workforce. | Frequencies | 65 | 142 | 86 | 56 | 25 | 11 | 385 |
| | Percentages | 16.9% | 36.9% | 22.3% | 14.5% | 6.5% | 2.9% | 100.0% |
| 27. Managers review and evaluate the organization's progress toward meeting its goals and objectives. | Frequencies | 82 | 190 | 62 | 21 | 7 | 21 | 383 |
| | Percentages | 21.4% | 49.6% | 16.2% | 5.5% | 1.8% | 5.5% | 100.0% |
| 28. Employees are protected from health and safety hazards on the job. | Frequencies | 116 | 189 | 56 | 14 | 3 | 6 | 384 |
| | Percentages | 30.2% | 49.2% | 14.6% | 3.6% | 0.8% | 1.6% | 100.0% |
| 29. Employees have a feeling of personal empowerment with respect to work processes. | Frequencies | 61 | 154 | 77 | 52 | 24 | 17 | 385 |
| | Percentages | 15.8% | 40.0% | 20.0% | 13.5% | 6.2% | 4.4% | 100.0% |
| 30. My workload is reasonable. | Frequencies | 43 | 192 | 53 | 65 | 30 | 1 | 384 |
| | Percentages | 11.2% | 50.0% | 13.8% | 16.9% | 7.8% | 0.3% | 100.0% |
| 31. Managers communicate the goals and priorities of the organization. | Frequencies | 91 | 203 | 50 | 32 | 7 | 2 | 385 |
| | Percentages | 23.6% | 52.7% | 13.0% | 8.3% | 1.8% | 0.5% | 100.0% |
| 32. My organization has prepared employees for potential security threats. | Frequencies | 51 | 160 | 78 | 55 | 19 | 21 | 384 |
| | Percentages | 13.3% | 41.7% | 20.3% | 14.3% | 4.9% | 5.5% | 100.0% |

| Prescribed Questions: Job Satisfaction | | | | | | | | |
|---|-------------|-----------------------|------------------|----------------|----------------------|---------------------------|--|--------------|
| Item Text | | Very Satisfied | Satisfied | Neither | Dis-satisfied | Very Dis-satisfied | | Total |
| 33. How satisfied are you with the information you receive from management on what's going on in your organization? | Frequencies | 62 | 195 | 63 | 53 | 11 | | 384 |
| | Percentages | 16.1% | 50.8% | 16.4% | 13.8% | 2.9% | | 100.0% |
| 34. How satisfied are you with your involvement in decisions that affect your work? | Frequencies | 47 | 164 | 72 | 72 | 29 | | 384 |
| | Percentages | 12.2% | 42.7% | 18.8% | 18.8% | 7.6% | | 100.0% |
| 35. How satisfied are you with your opportunity to get a better job in your organization? | Frequencies | 39 | 115 | 126 | 67 | 37 | | 384 |
| | Percentages | 10.2% | 29.9% | 32.8% | 17.4% | 9.6% | | 100.0% |
| 36. How satisfied are you with the recognition you receive for doing a good job? | Frequencies | 54 | 173 | 77 | 47 | 31 | | 382 |
| | Percentages | 14.1% | 45.3% | 20.2% | 12.3% | 8.1% | | 100.0% |
| 37. How satisfied are you with the policies and practices of your senior leaders? | Frequencies | 38 | 160 | 107 | 49 | 30 | | 384 |
| | Percentages | 9.9% | 41.7% | 27.9% | 12.8% | 7.8% | | 100.0% |
| 38. How satisfied are you with the training you receive for your present job? | Frequencies | 39 | 157 | 98 | 59 | 30 | | 383 |
| | Percentages | 10.2% | 41.0% | 25.6% | 15.4% | 7.8% | | 100.0% |
| 39. Considering everything, how satisfied are you with your job? | Frequencies | 97 | 199 | 49 | 24 | 14 | | 383 |
| | Percentages | 25.3% | 52.0% | 12.8% | 6.3% | 3.7% | | 100.0% |
| 40. Considering everything, how satisfied are you with your pay? | Frequencies | 60 | 158 | 72 | 64 | 28 | | 382 |
| | Percentages | 15.7% | 41.4% | 18.8% | 16.8% | 7.3% | | 100.0% |

Demographics

| | | |
|---|-----|-----|
| What is your supervisory status? | N | % |
| Non-Supervisor | 243 | 63% |
| Team Leader | 27 | 7% |
| Supervisor | 70 | 18% |
| Manager | 26 | 7% |
| Executive | 18 | 5% |
| Are you... | N | % |
| Male | 140 | 37% |
| Female | 240 | 63% |
| Are you Hispanic or Latino? | N | % |
| Yes | 17 | 4% |
| No | 361 | 96% |
| Please select the racial category or categories with which you most closely identify. | N | % |
| White | 245 | 66% |
| Black or African-American | 96 | 26% |
| Native Hawaiian or other Pacific Islander | 2 | 1% |
| Asian | 14 | 4% |
| American Indian or Alaska Native | 1 | 0% |
| Two or more races | 11 | 3% |
| What is your agency subcomponent? | N | % |
| Department of the Chief Executive Officer (CEO) | 56 | 16% |
| Department of the Chief Financial Officer (CFO) | 70 | 19% |
| Department of the Chief Operating Officer (COO) | 216 | 60% |
| Office of the Inspector General | 19 | 5% |