



UNITED STATES
ELECTION ASSISTANCE COMMISSION

2010 Annual Employee Survey Results Summary

March 11, 2011

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ABOUT THIS REPORT

Assess EAC's strengths and challenges

This report summarizes the results of the U.S. Election Assistance Commission's (EAC) 2010 Annual Employee Survey (AES) and complies with the U.S. Office of Personnel Management's (OPM) requirement that agencies analyze and provide a summary of their AES results within 120 days from the close of the survey collection period. The report is intended as an initial high-level summary of EAC's agency-wide results that will serve as a roadmap for EAC's annual human capital plan.

Agencies are required to administer an AES that features 40 questions prescribed under Title 5, Part 250, Subpart C of the Code of Federal Regulations to assess employee satisfaction¹. To assist in this endeavor, EAC secured the services of OPM to handle the administration of the survey. EAC has chosen to use the results from the survey to conduct an analysis to measure progress and current satisfaction, as well as for action planning purposes.

The findings from the 2010 survey offer an indication of EAC employees' perceptions of workforce management in the agency. By looking at trends across the last three survey administrations, EAC leaders can determine how far they have come and what remains to be done.

To guide Governmentwide efforts to support agency mission results with strong human capital strategies, OPM created the Human Capital Assessment and Accountability Framework (HCAAF). As required by the Chief Human Capital Officers Act of 2002, agencies are evaluated on their progress in meeting the HCAAF standards. The AES provides one source of information for evaluating success in four essential systems included in the HCAAF:

- Leadership and Knowledge Management,
- Results-Oriented Performance Culture
- Talent Management
- Job Satisfaction

Throughout this report, comparisons are made between EAC's 2010 results and the Governmentwide results, EAC's 2008 and 2009 results, and private sector results (where available) to provide essential feedback on agency trends and set the direction for further improvements.

¹ In 2007, EAC elected to add 5 agency-specific questions to the survey for a total of 45 survey items.

REPORT OVERVIEW

Multiple perspectives of EAC's results

This report is designed to give a broad but interconnected picture of EAC's results, and includes:

- Top 10 and Bottom 10: Results for the top 10 and bottom 10 survey items;
- Increases and Decreases: Results for survey items that increased or decreased by 7 or more percentage points since 2009;
- Above and Below: Results for items where EAC leads and items where EAC trails the Federal Government average by 7 or more percentage points;
- Indices: Results for the four HCAAF Indices;
- Summary of Employee Comments
- Private Sector: Comparisons with private sector results;
- Decision Aid: A summary table illustrating items identified as EAC's strengths or challenges in comparison to the various perspectives;
- Conclusions and Next Steps
- Action Planning: A section describing how to use the survey results and develop action plans; and,
- Appendices: A set of appendices that show survey item results

Working with this information and HCAAF measures, EAC can make a thorough assessment of its own progress in its strategic goals and develop a plan of action for further improvement.

EAC's 2010 ANNUAL EMPLOYEE SURVEY

How the survey was conducted

When were EAC employees surveyed?

The survey was administered by OPM from November 8 until December 10, 2010. Before the invitation to participate in the survey was sent by e-mail from OPM, staff serving full-time appointments over one year received an email from EAC's Executive Director encouraging them to take part in the survey. During the open period of the survey, OPM mailed weekly reminder notices to staff who had not participated.

The survey was conducted by means of an online tool directed to EAC staff who received emails which contained a one-time-use link to the OPM web site containing the survey. Completion of the survey was completely voluntary and was conducted anonymously.

Which EAC employees participated?

All full-time EAC staff with appointments of one year or more, employed as of September 30, 2010, were invited to participate in the survey.

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

The survey was sent to 46 full-time employees who are on one-year or longer appointments, and 38 responded for an overall response rate of 83%. However, not all employees responded to every survey item. As shown below, 36 of the 38 participants elected to respond to the demographic questions.

Demographics

Is your position considered:

| | N | Respondents (%) |
|---|----------------|-----------------|
| Full-time equivalent? | 33 | 92% |
| Intermittent (with a not to exceed date) | 3 ² | 8% |

² The appointments for these three positions are over one year.

How long have you been with the Federal Government (excluding military service)?

| | Respondents | |
|--------------------|-------------|-----|
| | N | (%) |
| Less than 1 year | 6 | 17% |
| 1 to 3 years | 8 | 22% |
| 4 to 5 years | 6 | 17% |
| 6 to 10 years | 11 | 31% |
| 11 to 14 years | 4 | 11% |
| More than 20 years | 1 | 3% |

How long have you been with your current agency?

| | Respondents | |
|-------------------|-------------|-----|
| | N | (%) |
| Less than 1 year | 9 | 25% |
| 1 to 3 years | 13 | 36% |
| More than 3 years | 14 | 39% |

What did the survey measure?

The 48-item survey included 3 demographic questions and 45 items that measured employees' perceptions about how effectively EAC manages its workforce. Survey questions addressed four HCAAF systems – Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management and Job Satisfaction. The survey assessed six overall themes: Personal Work Experiences; Recruitment, Development and Retention; Performance Culture; Leadership; Job Satisfaction; and Agency-Specific questions.

What do the survey results represent?

The survey results represent a snapshot in time of the perceptions of EAC's workforce. While reviewing the results, one must keep in mind that a statistically significant difference between two percentages does not imply the difference is meaningful. For instance, in comparing the 2009 and 2010 survey results, fewer employees believe they currently have a better opportunity to get a better job at EAC (Q35). The reality is that EAC is a small agency with only 53 full-time and intermittent employees. It has a flat

organization structure with few levels of management between the executive level and its front-line employees. The agency's organizational pyramid consists of different divisions, with a manager leading each division and executive leadership forming the top of the pyramid. EAC's flat structure has a very low ceiling for promotions, which can lead to heated competition for promotional opportunities when they become available. Keeping this example in mind, EAC leadership must rely on their substantive understanding of the survey topic to decide whether a statistically significant difference is important.

FINDINGS AT A GLANCE

Achieving EAC's mission and producing superior results.

This page provides highlights of EAC's 2010 Annual Employee Survey results and provides rules of thumb for interpreting the results. Positive ratings are the sum of the two positive categories (e.g. Strongly Agree/Agree or Very Satisfied/Satisfied).

RULES OF THUMB FOR COMPARISONS

Many comparisons are made throughout this report. When reviewing and interpreting results, it is often useful to apply rules of thumb to determine the “notable” or “meaningful results.” These rules of thumb apply to looking at EAC's results, as well as when making comparisons.

- Items that are 65 percent or more positive are **strengths**.
- Items that are 35 percent or more negative are **weaknesses**.
- Items that are 30 percent or more neutral may indicate opportunities for more communication.
- A difference of 7 percentage points or more is notable.³

EAC FINDINGS

- 18** items had positive ratings of 65 percent or more (**strength**)
 - 1** item had a negative rating of 35 percent or more (**weakness**)
 - 2** items had neutral ratings of 30 percent or more
- 14** items increased by 7 percentage points or more since 2009
 - 3** items decreased by 7 percentage points or more since 2009
- 15** items were 7 percentage points or more above the Government average
 - 3** items were 7 percentage point or more below the Government average

³ The difference in percentage points for larger agencies is 5. As per discussions with OPM statisticians, it is recommended that EAC use a 7 percentage point differential as a rule of thumb due to the size of the agency.

TOP 10 ITEMS

The table below displays EAC's 10 highest percent positive responses. The table also includes the 2010 Governmentwide percent positive for comparison.

| TABLE 1A Positive Response Items | | |
|--|----------------------|--------------------|
| Survey Item | EAC Percent Positive | Gov't-wide Average |
| 24. My supervisor supports my need to balance work and family issues. | 97 | 76 |
| 30. My workload is reasonable. | 94 | 59 |
| 10. The work I do is important. | 92 | 92 |
| 4. I like the kind of work I do. | 92 | 86 |
| 9. I know how my work relates to the agency's goals and priorities. | 92 | 84 |
| 28. Employees are protected from health and safety hazards on the job. | 81 | 76 |
| 39. Considering everything, how satisfied are you with your job? | 81 | 72 |
| 3. My work gives me a feeling of personal accomplishment. | 79 | 75 |
| 40. Considering everything, how satisfied are you with your pay? | 78 | 66 |
| 1. The people I work with cooperate to get the job done. | 76 | 75 |

BOTTOM 10 ITEMS

The table below displays EAC's 10 lowest percent positive responses. The table also includes the 2010 Governmentwide percent positive for comparison.

| TABLE 1B Negative Response Items | | |
|---|-----------------------------|---------------------------|
| Survey Item | EAC Percent Positive | Gov't-wide Average |
| 20. Pay raises depend on how well employees perform their jobs. | 30 | 26 |
| 1. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 38 | 31 |
| 16. Promotions in my work unit are based on merit. | 41 | 35 |
| 19. In my work unit, differences in performance are recognized in a meaningful way. | 41 | 36 |
| 17. Creativity and innovation are rewarded. | 49 | 41 |
| 26. In my organization, leaders generate high levels of motivation and commitment in the workforce. | 50 | 45 |
| 33. How satisfied are you with the information you receive from management on what's going on in your organization? | 50 | 51 |
| 31. Managers communicate the goals and priorities of the organization. | 51 | 64 |
| 37. How satisfied are you with the policies and practices of your senior leaders? | 53 | 45 |

INCREASES AND DECREASES

EAC's items that increased and decreased the most from 2009

TABLE 2 Increases and Decreases in Positive Responses

| Survey Item | 2010 EAC Percent Positive | 2009 EAC Percent Positive | Difference |
|--|---------------------------------|---------------------------------|------------|
| Increased the Most | | | |
| 17. Creativity and innovation are rewarded. | 49 | 37 | +12 |
| 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). | 54 | 41 | +13 |
| 23. Managers/supervisors/team leaders work well with employees of different backgrounds. | 68 | 56 | +12 |
| 29. Employees have a feeling of personal empowerment with respect to work processes. | 61 | 34 | +27 |
| 30. My workload is reasonable. | 94 | 73 | +21 |
| 39. Considering everything, how satisfied are you with your job? | 81 | 69 | +12 |
| 40. Considering everything, how satisfied are you with your pay? | 78 | 63 | +15 |
| 41. I recommend my organization as a good place to work. | 58 | 44 | +14 |
| 43. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues; mentoring). | 69 | 56 | +13 |
| Decreased the Most | | | |
| 11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 63 | 75 | -12 |
| 33. How satisfied are you with the information you receive from management on what's going on in your organization? | 50 | 59 | -9 |
| 34. How satisfied are you with your opportunity to get a better job in your organization. | 58 | 66 | -8 |

Three-year Results Summary

EAC's 2010 results show the progress the agency has made since the administration of the 2009 and 2008 surveys. Below are the survey items that had the greatest changes in percent positive rating for the agency.

The majority of EAC employees continue to like the work they do and express trust and confidence in their immediate supervisors. The Personal Work Experience category is a strength for EAC, with each item scoring over 65 percent positive in the 2010 survey.

Two notable improvements in percent favorable since 2008 focus on supervisor/employee relationships.

- Favorability increased 22 percentage points since 2008 for "Overall, how good a job do you feel is being done by your immediate supervisor/team leader?" (Q6)
- Favorability increased 11 percentage points since 2008 for "I have trust and confidence in my supervisor." (Q5)

Respondents feel that EAC's hiring process continues to improve and that their work is aligned with the agency's goals and objectives.

- Favorability increased 27 percentage points since 2008 for "I know how my work relates to the agency's goals and priorities." (Q9)
- Favorability increased 10 percentage points since 2009 for "The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals." (Q7)

There were three notable improvements in percent favorable since 2009 for performance culture items.

- Favorability increased 13 percentage points since 2009 for "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)." (Q18)
- Favorability increased 12 percentage points since 2009 for "Creativity and innovation are rewarded." (Q17)
- Favorability increased 12 percentage points since 2009 for "Managers/supervisors/team leaders work well with employees of different backgrounds." (Q23)

There were three notable improvements in percent favorable for leadership survey items.

- Favorability increased 24 percentage points since 2008 for "In my organization, leaders generate high levels of motivation and commitment in the workforce." (Q26)
- Favorability increased 27 percentage points since 2009 for "Employees have a feeling of personal empowerment with respect to work processes." (Q29)
- Favorability increased 16 percentage points since 2009 "My workload is reasonable." (Q30)
- Favorability increased 25 percentage points since 2008 for "Managers communicate the goals and priorities of the organization." (Q31)

When it came to agency-specific questions, four of the five survey items had notable improvements.

- EAC's positive responses increased by 14 percentage points from the 2009 AES on the item, "I recommend my organization as a good place to work." (Q41)
- Favorability increased 13 percentage points since 2009 for "Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training awareness of diversity issues, mentoring)." (Q43)
- Favorability increased 25 percentage points since 2008 for "I can disclose a suspected violation of any law, rule or regulation without fear of reprisal." (Q44)
- Favorability increased 25 percentage points since 2008 for "Considering everything how satisfied are you with your organization." (Q45)

Note: There has been a steady increase in the percentage of EAC respondents indicating that they can disclose a suspected violation of any law, rule or regulation without fear or reprisal. AES results indicate that employee confidence levels have risen from 36% in 2008, to 56% in 2009 and to 61% in the latest survey.

There are three areas in which EAC's positive response rates declined in any significant amount since the 2009 survey:

- Fewer EAC employees feel that the physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. **(Q11)**
- EAC's positive responses decreased by 9 percentage points from 2009 on the item asking employees how satisfied they were with the information they received from management on what's going on in the organization. **(Q33)**
- The positive response rate for the item asking employees how satisfied they were with their involvement in decisions that affect their work fell 8 percentage points since 2009. **(Q34)**

ABOVE AND BELOW

Agency items above and below the 2010 Governmentwide average

This table displays the items with positive ratings that are at least 7 percentage points above or below the Governmentwide average. Only up to 10 items with the greatest differences are displayed for ratings above the Governmentwide average. There were only 4 items that were below the Governmentwide average.

TABLE 3 Items Above and Below the 2010 Governmentwide Average on Percent Positive

| | EAC | G'wide | Difference |
|---|-----|--------|------------|
| Leading the Government | | | |
| 30. My workload is reasonable. | 94 | 59 | +35 |
| 8. My work unit is able to recruit people with the right skills. | 71 | 46 | +25 |
| 24. My supervisor supports my need to balance work and family issues. | 97 | 76 | +21 |
| 35. How satisfied are you with your opportunity to get a better job in your organization? | 58 | 42 | +16 |
| 29. Employees have a feeling of personal empowerment with respect to work processes. | 61 | 48 | +13 |
| 43. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues; mentoring) | 70 | 58 | +12 |
| 40. Considering everything, how satisfied are you with your pay? | 78 | 66 | +12 |
| 36. How satisfied are you with the recognition you receive for doing a good job? | 61 | 52 | +9 |
| 39. Considering everything, how satisfied are you with your job? | 81 | 72 | +9 |
| 12. Supervisors/team leaders in my work unit support employee development. | 74 | 66 | +8 |

TABLE 3 Items Above and Below the 2010 Governmentwide Average on Percent Positive

| | EAC | G'wide | Difference |
|---|------------|---------------|-------------------|
| Trailing the Government | | | |
| 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). | 54 | 68 | -14 |
| 21. My performance appraisal is a fair reflection of my performance. | 54 | 68 | -14 |
| 31. Managers communicate the goals and priorities of the organization. | 51 | 64 | -13 |
| 41. I recommend my organization as a good place to work. | 58 | 70 | -12 |

BEST PLACES TO WORK IN THE FEDERAL GOVERNMENT 2010

Assess EAC's strengths and challenges

The Partnership for Public Service and American University's Institute for the Study of Public Policy Implementation (ISPP) produces a most comprehensive and authoritative rating of employee satisfaction and commitment in the federal government — and provides small agency⁴ rankings. To receive a score for any index, EAC's Annual Employee Survey would have had to contain *all* of the questions within that index. As a result, scores were calculated for EAC results in 4 of the 11 indices and are presented below. See Appendix C for the EAC comparison to small agencies.

Best Places to Work Index

The overall index score measures the performance of agencies and agency subcomponents related to employee satisfaction and commitment. The index is weighted according to the extent to which each question predicts “intent to remain.” The Annual Employee Survey taken by EAC participants did not include all the questions for this index. Therefore, a score in this dimension could not be calculated. If the FedView is administered to EAC staffers for FY2011, the agency will be able to determine its ranking amongst the other 34 small agencies that participated.

Employee Skills/Mission Match

The employee skill/mission match category measures the extent to which employees feel that their skills and talents are used effectively. Furthermore, it assesses the level to which employees get satisfaction from their work and understand how their jobs are relevant to the organizational mission. With a score of 83.6 percent positive, EAC is **ranked 4** in this dimension.

- My work gives me a feeling of personal accomplishment **(Q3)**
- I like the kind of work I do. **(Q4)**
- My talents are used well in the workplace. **(Q13)**
- I know how my work relates to the agency's goals and priorities. **(Q9)**
- The work I do is important. **(Q10)**

⁴ By definition, a "small agency" generally has less than 6,000 employees. These agencies must have 100 employees to appear in the "Best Places to Work in the Federal Government" rankings. The Partnership for Public Service provided data and instructions to allow EAC to calculate how it compares to other small agencies.

Effective Leadership

The effective leadership category measures the extent to which employees believe leadership at all levels of the organization generates motivation and commitment, encourages integrity, and manages people fairly, while also promoting the professional development, creativity, and empowerment of employees.

Questions under “Effective Leadership” are divided into four sub-dimensions: “Senior Leaders”, “Supervisors”, “Fairness” and “Empowerment.” EAC’s AES contained all of the questions necessary for comparison with other small agencies for the Empowerment sub-dimension only.

Empowerment

The Empowerment category measures the extent to which employees feel empowered with respect to work processes and how satisfied they are with their involvement in decisions that affect their work. With a score of 59.7 percent positive, EAC is **ranked 6** in this dimension.

- Employees have a feeling of personal empowerment with respect to work processes. **(Q29)**
- How satisfied are you with your involvement in decisions that affect your work? **(Q 34)**

Pay

The pay category measures how satisfied employees are with their pay. EAC’s score for this dimension is 77.8 percent positive and **ranked 3** in this dimension.

- Considering everything, how satisfied are you with your pay? **(Q40)**

Work/Life Balance

The work/life balance category measures the extent to which employees consider their workloads reasonable and feasible, and managers support a balance between work and life. With a score of 88 percent positive, EAC is **ranked 1** in this dimension.

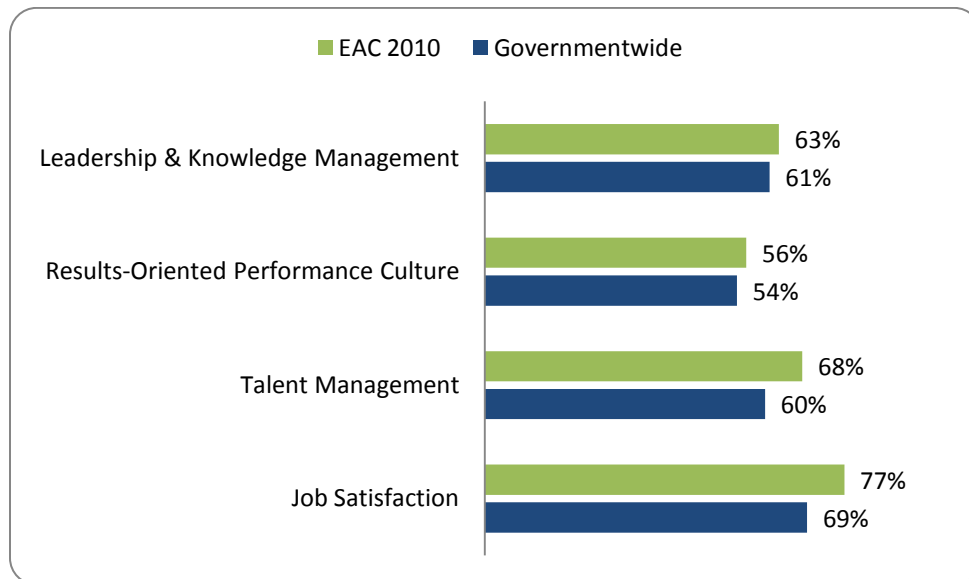
- My supervisor supports my need to balance work and other life issues. (Q24)
- I have sufficient resources (for example, people, materials, budget) to get my job done. (Q42)
- My workload is reasonable. (Q30)

INDICES

Human Capital Assessment and Accountability Framework (HCAAF)

The HCAAF indices provide consistent metrics for measuring progress toward HCAAF objectives. This chart shows EAC results compared with Governmentwide results for the four HCAAF Indices. The four indices are: Leadership & Knowledge Management, Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index.

Figure 1 HCAAF Indices- Positive Responses



Leadership & Knowledge Management Index indicates the extent employees hold leadership in high regard, both overall and on specific facets of leadership, including sharing knowledge across the organization and fostering an environment of continuous learning. Overall, EAC’s positive responses to the questions measuring this index were above the government-wide average. Conversely, 51.4% of EAC respondents indicated that managers communicate the goals and priorities of the organization. The average of this positive response was 12.8% lower than the government-wide average. However, EAC has made great progress on this survey item; favorability increased 25 percentage points on this survey item since 2008. In addition, favorability increased 31 percentage points since 2008 for, “**How satisfied are you with the policies and practices of your senior leaders?**” - (Q37)

This HCAAF index is covered by the following 11 items from the EAC survey: **5, 23, 26, 27, 28, 29, 30, 31, 32, 33, and 37.**

Results-Oriented Performance Index indicates the extent employees believe their organizational culture promotes improvement in process, products, and services, and organizational outcomes. 54% of EAC respondents indicated that their performance appraisal is a fair reflection of their performance. Although EAC positive responses are 14.4 percentage points lower than the government-wide average, these responses have increased 4 percentage points since the 2009 survey. In addition favorability increased 27 percentage points since 2009 for, **“Employees have a feeling of personal empowerment with respect to work processes.”- (Q29)**

This HCAAF index is covered by the following 12 items from the EAC survey: **1, 11, 15, 16, 17, 19, 20, 21, 22, 24, 29, and 36.**

Talent Management indicates the extent employees think the organization has the talent necessary to achieve organizational goals. EAC scored higher than the government average for each survey item in this category. Specifically, positive responses increased for six out of the seven survey items since the 2009 AES.

This HCAAF index is covered by the following 7 items from the EAC survey: **2, 7, 8, 12, 13, 14, and 38.**

Job Satisfaction indicates the extent employees are satisfied with their jobs and various aspects thereof. Again, EAC positive responses were above the government-wide average. Specifically, 80.1% of respondents are satisfied with their jobs, a 12 percentage point increase since 2009. This average is an 8.6 percentage points above the government-wide average. In addition, 77.8% of respondents were satisfied with their pay. Favorability increased 15 percentage points since the 2009 survey. The government-wide average is 12 percentage points below EAC’s positive responses for this survey item.

This HCAAF index is covered by the following 7 items from the EAC survey: **3, 4, 10, 34, 35, 39, and 40.**

SUMMARY OF COMMENTS

EAC employees comment on agency strengths and weaknesses

As in 2009, two questions at the end of the 2010 Annual Employee Survey gave respondents an opportunity to discuss both EAC's strengths and areas where they would like to see changes.

What Respondents Like About EAC

Of the 38 respondents, 16 (compared to 15 from last year) gave details about EAC's strengths. The most commonly cited positive aspects of EAC were:

- **The overall skill level of staff has improved.** Some noted better hiring; others noted better flexibility among the staff themselves. Either way, the most common positive comment was that the EAC staff seems quite capable, at least for the most part, and the comments suggest that this level of ability is an improvement over the recent past.
- **EAC produces good and needed results.** Just like in 2010, several employees stated that the organization's mission was important and was being fulfilled effectively.
- **Improved leadership and management.** This year's comments continue a trend from last year. Commenters reported communication between management and staff has improved, managers are doing a better job allocating work appropriately, and that in general leadership was good, and possibly better than last year.

What Respondents Would Like to See Changed

Of the 38 respondents, 10 gave details about where they believe EAC could still improve (compared to 17 from last year). The most commonly cited area was:

Need to continue improvements in hiring. Many staff felt that hiring in general has improved but there was still room for improvement in hiring people with the right skills. Commenters stated that "updates" were good but did not provide the full flow of communication needed among EAC areas. Other comments included concerns about budget decisions and security information practices.

Comparison to 2009

Even though the number of respondents increased, the number of suggested improvements went down. People seem more satisfied with EAC than in 2009. The majority of the suggestions for improvement focused on improving EAC hiring practices. It is suggested that EAC leaders examine this process closely.

PRIVATE SECTOR COMPARISONS

EAC item comparisons to private sector results⁵

Compared to the private sector, EAC employee responses are very similar when it comes to liking their work, feeling a sense of personal accomplishment and having an opportunity to improve skills. But responses are lower than private sector on satisfaction with the organization, getting information from management, opportunity for a better job, and training received. EAC personnel can compare the 2010 AES results with similar assessments collected from employees performing a wide range of jobs in a set of large private sector companies, primarily in the U.S. Positive responses for EAC and the private sector are presented in the table below for 12 items appearing in the 2010 Annual Employee Survey. Where indicated below, in Table 4, four survey items had slightly different wording in the private sector.

TABLE 4 Private Sector Comparison – Positive Responses

| | EAC | Private Sector | Difference |
|--|------------|-----------------------|-------------------|
| 1. The people I work with cooperate to get the job done. | 76 | 82 | -6 |
| 2. AES - I given a real opportunity to improve my skills in my organization. Private Sector – I am given a real opportunity to improve my skills in the company. | 71 | 65 | +6 |
| 3. My work gives me a felling of personal accomplishment. | 79 | 76 | +3 |
| 4. I like to the kind of work I do. | 92 | 86 | +6 |
| 5. Overall, how good a job do you feel is being done by your immediate supervisor/team leader. | 76 | 74 | +2 |
| 33. AES - How satisfied are you with the information you receive from management on what's going on in your organization? Private Sector – How satisfied are you with the information you receive from management on what's going on in your company? | 50 | 65 | -15 |
| 34. How satisfied are you with your involvement in decisions that affect your work? | 58 | 58 | 0 |

⁵ The percentages shown in the "Private Sector" column provide the percentage who responded favorably to the same questions collected from employees performing a range of jobs in a set of large private sector companies, primarily in the U.S.

TABLE 4 Private Sector Comparison – Positive Responses (Continued)

| | EAC | Private Sector | Difference |
|--|------------|-----------------------|-------------------|
| 35. AES - How satisfied are you with your opportunity to get a better job in your organization? | 39 | 53 | -14 |
| Private Sector – How satisfied are you with your opportunity to get a better job in this company? | | | |
| 36. How satisfied are you with the recognition you receive for doing a good job? | 61 | 55 | +6 |
| 38. How satisfied are you with the training you receive for your present job? | 61 | 66 | -5 |
| 39. Considering everything, how satisfied are you with your job? | 81 | 75 | +6 |
| 45. AES - Considering everything, how satisfied are you with your organization? | | | |
| Private Sector – Considering everything, how would you rate your overall satisfaction with the company at the present time? | 61 | 71 | -10 |

DECISION AID

Moving from results to action

The next set of tables provides key information presented in item order, to help EAC decide where to focus its action planning efforts. According to the rules of thumb described earlier, results are displayed in green, red, or blue.

For the first three columns, if an item is 65 percent positive or higher, this result is displayed in **GREEN** (area of strength). If an item is 30 percent neutral or higher, this result is displayed in **BLUE** (area for more communication). If an item is 35 percent negative or higher, this result is displayed in **RED** (area of weakness).

The three columns under “Comparisons to % Positive” adhere to similar rules as above. In general, **GREEN** means that EAC performed well (7 or more percentage points above the comparison), and **RED** means EAC did not perform as well (7 or more percentage points above the comparison). For example, if the Governmentwide average is -9. This result is displayed in red because it meets the rule of thumb of being 7 or more percentage points below the Governmentwide average (area of weakness).

EAC will target items that show “red” results for action planning.

TABLE 5 Decision Aid

| | 2010 EAC% | | | Comparisons to % Positive | | |
|---|-----------|---------|----------|---------------------------|----------------|----------------|
| | Positive | Neutral | Negative | '09 EAC | G'wide Average | Private Sector |
| Personal Work Experience | | | | | | |
| 1. The people I work with cooperate to get the job done. | 76 | 5 | 18 | -6 | +2 | -6 |
| 2. I am given a real opportunity to improve my skills in my organization | 71 | 16 | 13 | +5 | +5 | +6 |
| 3. My work gives me a feeling of personal accomplishment. | 79 | 13 | 8 | -3 | +4 | +3 |
| 4. I like the work I do. | 92 | 5 | 3 | +4 | +7 | +6 |
| 5. I have trust and confidence in my supervisor. | 66 | 11 | 24 | +8 | -1 | -- |
| 6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader. | 74 | 13 | 13 | +5 | +5 | +2 |
| Recruitment, Development & Retention | | | | | | |
| 7. The workforce has the job-relevant knowledge and skills necessary to 47 accomplish organizational goals. | 74 | 13 | 13 | +10 | +1 | -- |
| 8. My work unit is able to recruit people with the right skills. | 71 | 16 | 11 | -2 | +25 | -- |
| 9. I know how my work relates to the agency's goals and priorities. | 92 | 5 | 3 | +4 | +8 | -- |
| 10. The work I do is important. | 92 | 5 | 3 | +7 | 0 | -- |

TABLE 5 Decision Aid

| | 2010 EAC% | | | Comparisons to % Positive | | |
|---|-----------|---------|----------|---------------------------|----------------|----------------|
| | Positive | Neutral | Negative | '09 EAC | G'wide Average | Private Sector |
| 11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 63 | 16 | 21 | -12 | -4 | -- |
| 12. Supervisors/team leaders in my work unit support employee development. | 74 | 11 | 13 | +7 | +8 | -- |
| 13. My talents are used well in the workplace. | 63 | 11 | 26 | +2 | +3 | -- |
| 14. My training needs are assessed. | 61 | 18 | 18 | +3 | +7 | -- |
| Performance Culture | | | | | | |
| 15. Promotions in my work unit are based on merit. | 41 | 24 | 19 | +7 | +5 | -- |
| 16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 38 | 22 | 22 | 0 | +7 | -- |
| 17. Creativity and innovation are rewarded. | 49 | 24 | 22 | +12 | +8 | -- |
| 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). | 54 | 11 | 11 | +13 | -14 | -- |
| 19. In my work unit, differences in performance are recognized in a meaningful way. | 41 | 27 | 22 | -1 | +4 | -- |
| 20. Pay raises depend on how well employees perform their jobs. | 30 | 27 | 30 | +2 | +3 | -- |
| 21. My performance appraisal is a fair reflection of my performance. | 54 | 19 | 11 | +4 | -14 | -- |
| 22. Discussions with my supervisor/team leader about my performance are worthwhile. | 59 | 11 | 19 | +4 | -3 | -- |
| 23. Managers/supervisors/team leaders work well with employees of different backgrounds. | 68 | 8 | 24 | +12 | +4 | -- |
| 24. My supervisor supports my need to balance work and family issues. | 97 | 3 | 0 | +6 | +21 | -- |
| 25. I have a high level of respect for my organization's senior leaders. | 56 | 19 | 25 | +1 | 0 | -- |
| 26. In my organization, leaders generate high levels of motivation and commitment in the workforce. | 50 | 17 | 33 | +8 | +6 | -- |
| 27. Managers review and evaluate the organization's progress toward meeting its goals and objectives. | 61 | 8 | 28 | +7 | -2 | -- |
| 28. Employees are protected from health and safety hazards on the job. | 81 | 17 | 3 | -1 | +4 | -- |
| 29. Employees have a feeling of personal empowerment with respect to work processes. | 61 | 22 | 17 | +27 | +14 | -- |
| 30. My workload is reasonable. | 94 | 0 | 6 | +21 | +35 | -- |

TABLE 5 Decision Aid

| | 2010 EAC% | | | Comparisons to % Positive | | |
|--|-----------|---------|----------|---------------------------|----------------|----------------|
| | Positive | Neutral | Negative | '09 EAC | G'wide Average | Private Sector |
| Performance Culture – Continued | | | | | | |
| 31. Managers communicate the goals and priorities of the organization. | 51 | 14 | 34 | +6 | -13 | -- |
| 32. My organization has prepared employees for potential security threats. | 58 | 22 | 11 | -6 | -2 | -- |
| Job Satisfaction | | | | | | |
| 33. How satisfied are you with the information you receive from management on what's going on in your organization? | 50 | 17 | 33 | -9 | -1 | -15 |
| 34. How satisfied are you with your involvement in decisions that affect your work? | 58 | 11 | 31 | -8 | +4 | 0 |
| 35. How satisfied are you with your opportunity to get a better job in your organization? | 39 | 39 | 22 | -2 | +17 | -14 |
| 36. How satisfied are you with the recognition you receive for doing a good job? | 61 | 25 | 14 | +2 | +9 | +6 |
| 37. How satisfied are you with the policies and practices of your senior leaders? | 53 | 11 | 36 | +6 | +8 | -- |
| 38. How satisfied are you with the training you receive for your present job? | 61 | 31 | 8 | -2 | +5 | -5 |
| 39. Considering everything, how satisfied are you with your job? | 81 | 8 | 11 | +12 | +9 | +5 |
| 40. Considering everything, how satisfied are you with your pay? | 78 | 8 | 14 | +15 | +12 | -- |
| Agency Specific | | | | | | |
| 41. I recommend my organization as a good place to work. | 58 | 8 | 14 | +14 | -12 | -- |
| 42. I have sufficient resources (for example, people; materials; budget) to get my job done. | 72 | 6 | 22 | -6 | +22 | -- |
| 43. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring). | 69 | 8 | 19 | +13 | +12 | -- |
| 44. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. | 61 | 3 | 31 | +5 | 0 | -- |
| 45. Considering everything, how satisfied are you with your organization? | 61 | 6 | 33 | +5 | -1 | -10 |

CONCLUSION AND NEXT STEPS

EAC - past, present and future

EAC employees continue to believe their work is important, and it gives them a feeling of personal accomplishment. This has remained a strength over the course of these surveys leaving agency leaders to believe that employees know what is expected from them and are willing to put in the extra effort to get the job done. The progress made since the 2009 survey indicates that EAC is headed in a positive direction and its employees are committed in doing a good job.

An increase was seen in attitudes toward leadership. Results showed an increase in trust and confidence in supervisors, however, the positive attitudes towards top leadership remained about the same since 2009. There were meaningful increases in the belief that employees have a feeling of personal empowerment with respect to work processes, and since the 2008 survey, the level of respect for EAC's senior leaders is climbing. Effective leaders create effective agencies and EAC's leaders must continue to manage in ways that generate employee commitment and respect.

The results across the HCAAF indices were mixed, with EAC outscoring the Governmentwide average in Talent Management and Job Satisfaction indexes, whereas, the scores for Leadership and Knowledge Management and Results-Oriented Performance Culture were slightly higher. More employees saw that promotions are based on merit but they failed to see that appropriate steps are taken to deal with poor performers. Aspects of the performance appraisal system, the building block for effective performance management systems, also received low scores but showed improvement. There was an increase in thinking that performance discussions are worthwhile, differences in performance are being recognized and that the performance appraisal fairly reflects actual performance.

Although the 2010 response rate was slightly lower than the 85% rate for the 2009 survey, it is higher than the 52% Governmentwide response rate. The 2010 survey results show substantial improvements compared to 2008 in many areas and many of the items in the survey increased seven or more percentage points between 2008 and 2010. Specifically, the overall summary of the 2008, 2009 and 2010 survey results revealed 18 survey items in which favorability increased by double digits, with only one survey item decreasing in points – “Physical conditions (for example noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well (Q11).” This item may have scored lower because the agency moved in March 2010 and there have been complaints about the temperature and noise level.

Other Federal agencies took part in OPM's newest survey, the Employee Viewpoint Survey (FedView) in February/March 2010. The survey replaced the Federal Human Capital Survey (FHCS) and was designed to improve the measurement of employees' perceptions of whether, and to what extent, conditions that characterize successful organizations are present in their agency. It contained the 45 questions that made up EAC's Annual Employee Survey.

EAC employees could not participate in the government-wide administration of the FedView Survey because participants must be full-career or status employees⁶. With only six EAC employees fitting into this category, OPM's tools and resources could not provide anonymous summarized results or meaningful statistical analyses if the survey was administered to this small group of employees. To that end, OPM has surveyed eligible EAC staff, since 2007, using a separate survey consisting of the 40 required questions and 5 agency-specified items.

OHR has entered into discussion with OPM to administer the FedView Survey in 2011. With the survey collecting feedback on questions not previously assessed in past annual employee surveys, EAC can gather more useful data to help increase productivity, listen to its employees and focus on employee perceptions that drive job satisfaction, commitment, engagement and ultimately contribute to the accomplishment of the agency's mission.

In the meantime, the 2010 results will serve as a good baseline with which to measure progress moving forward.

⁶EAC is an excepted service agency and as such, the majority of its employees were hired under an alternative personnel system that does not confer career status.

ACTION PLANNING

Examining and using EAC's survey results through action planning

The overall goal when reviewing the survey results is to determine what can be done to improve how EAC manages its workforce. Continuous improvement means monitoring progress, adapting constantly, and evaluating the impact of actions on the agency's human capital management challenges. Action planning involves identifying goals for improvement, and making change happen.

EAC's 2010 Annual Employee Survey Action Plan will assist management in meeting its strategic human capital management goals. The plan will:

- address the issues identified through the analysis of the survey results;
- list goals for improvement;
- identify staff and budget resources; and
- break down the goals into actions to be accomplished and assign them to responsible parties.

Senior management will then review and approve the plan. After its approval, the plan will be announced to EAC staff and launched to assist with meeting the agency's goals. During the year, progress will be monitored and outcomes evaluated. Feedback will be provided to managers and employees.

APPENDIX A

Survey questions and benchmarks

Appendix A shows EAC's percent positive scores on all items in the 2010 Annual Employee Survey. It also provides the following benchmark scores for comparing EAC scores with the highest, median, and lowest positive scores (benchmarks) from among the results for Departments and large agencies and small and large independent agencies with 800 or more employees.

The three benchmark scores for each item represent the agency that scored the highest for the item, the agency that scored the lowest, and the median score (the middle value among the 43 agency scores). If EAC had a positive rating of 86 percent for an item, and the benchmarks are 95 percent for high, 85 percent for median, and 75 percent for low, then one can conclude that the agency is in the mid-range of agency scores for that item.

APPENDIX A Item Results and Benchmarks

| | EAC% Positive | 2010 Annual Employee Survey | | |
|---|------------------|-----------------------------|--------|-----|
| | 2010 | High | Median | Low |
| Personal Work Experience | | | | |
| 1. The people I work with cooperate to get the job done. | 76 | 86 | 76 | 68 |
| 2. I am given a real opportunity to improve my skills in my organization | 71 | 85 | 67 | 49 |
| 3. My work gives me a feeling of personal accomplishment. | 79 | | | |
| 4. I like the work I do. | 92 | 90 | 85 | 79 |
| 5. I have trust and confidence in my supervisor. | 66 | 78 | 67 | 55 |
| 6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader. | 74 | 81 | 69 | 59 |
| Recruitment, Development & Retention | | | | |
| 7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 74 | 86 | 74 | 56 |
| 8. My work unit is able to recruit people with the right skills. | 71 | 81 | 48 | 31 |
| 9. I know how my work relates to the agency's goals and priorities. | 92 | 92 | 84 | 77 |
| 10. The work I do is important. | 92 | 96 | 91 | 83 |
| 11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 63 | 85 | 68 | 51 |
| 12. Supervisors/team leaders in my work unit support employee development. | 74 | 83 | 68 | 53 |
| 13. My talents are used well in the workplace. | 63 | 70 | 60 | 49 |
| 14. My training needs are assessed. | 61 | 72 | 51 | 31 |
| Performance Culture | | | | |
| 15. Promotions in my work unit are based on merit. | 41 | 58 | 39 | 27 |
| 16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 38 | 43 | 31 | 22 |
| 17. Creativity and innovation are rewarded. | 49 | 63 | 44 | 27 |
| 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). | 54 | 81 | 67 | 49 |
| 19. In my work unit, differences in performance are recognized in a meaningful way, | 41 | 55 | 38 | 24 |
| 20. Pay raises depend on how well employees perform their jobs. | 30 | 52 | 28 | 16 |
| 21. My performance appraisal is a fair reflection of my performance. | 54 | 85 | 69 | 61 |
| 22. Discussions with my supervisor/team leader about my performance are worthwhile. | 59 | 75 | 63 | 55 |
| 23. Managers/supervisors/team leaders work well with employees of different backgrounds. | 68 | 80 | 66 | 51 |
| 24. My supervisor supports my need to balance work and family issues. | 97 | 90 | 79 | 68 |
| 25. I have a high level of respect for my organization's senior leaders. | 56 | 77 | 55 | 49 |
| 26. In my organization, leaders generate high levels of motivation and commitment in the workforce. | 50 | 68 | 46 | 31 |

APPENDIX A Item Results and Benchmarks – Continued

| | EAC% Positive | 2010 Annual Employee Survey | | |
|---|------------------|-----------------------------|--------|-----|
| | 2010 | High | Median | Low |
| 27. Managers review and evaluate the organization's progress toward meeting its goals and objectives. | 61 | 82 | 65 | 41 |
| 28. Employees are protected from health and safety hazards on the job. | 81 | 93 | 78 | 54 |
| 29. Employees have a feeling of personal empowerment with respect to work processes. | 61 | 69 | 48 | 33 |
| 30. My workload is reasonable. | 94 | 76 | 60 | 41 |

Performance Culture – Continued

| | | | | |
|--|----|----|----|----|
| 31. Managers communicate the goals and priorities of the organization. | 51 | 80 | 64 | 45 |
| 32. My organization has prepared employees for potential security threats. | 58 | 86 | 76 | 48 |

Job Satisfaction



| | | | | |
|---|----|----|----|----|
| 33. How satisfied are you with the information you receive from management on what's going on in your organization? | 50 | 73 | 51 | 34 |
| 34. How satisfied are you with your involvement in decisions that affect your work? | 58 | 72 | 54 | 41 |
| 35. How satisfied are you with your opportunity to get a better job in your organization? | 39 | 60 | 41 | 28 |
| 36. How satisfied are you with the recognition you receive for doing a good job? | 61 | 71 | 53 | 41 |
| 37. How satisfied are you with the policies and practices of your senior leaders? | 53 | 68 | 46 | 31 |
| 38. How satisfied are you with the training you receive for your present job? | 61 | 76 | 55 | 38 |
| 39. Considering everything, how satisfied are you with your job? | 81 | 82 | 70 | 59 |
| 40. Considering everything, how satisfied are you with your pay? | 78 | 82 | 70 | 57 |











Agency Specific

| | | | | |
|--|----|----|----|----|
| 41. I recommend my organization as a good place to work. | 58 | 87 | 70 | 49 |
| 42. I have sufficient resources (for example, people; materials; budget) to get my job done. | 72 | 73 | 52 | 38 |
| 43. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring). | 69 | 81 | 59 | 45 |
| 44. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. | 61 | 80 | 62 | 46 |
| 45. Considering everything, how satisfied are you with your organization? | 61 | 80 | 63 | 45 |

APPENDIX B

Trend Analysis: 2008 vs. 2009 vs. 2010 Results

This set of trend analysis tables displays EAC’s positive results for each item for the last three survey administrations. The last column of the table indicates whether or not there were significant increases, decreases, or no change in positive ratings from 2008 to 2009 (the first arrow in the pair) and from 2009 to 2010 (the second arrow). Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, symbols  indicate there was no significant change in positive ratings from 2008 to 2009, but there was a significant increase in positive ratings from 2009 to 2010. Similarly, symbols  indicate there was a significant decrease from 2008 to 2009, but there was no significant change in positive ratings from 2009 to 2010.

| APPENDIX B Trend Analysis | | | | |
|--|------------------|------|------|---|
| | Percent Positive | | | Significant Trends |
| | 2008 | 2009 | 2010 | |
| Personal Work Experience | | | | |
| 1. The people I work with cooperate to get the job done. | 61 | 82 | 76 |  |
| 2. I am given a real opportunity to improve my skills in my organization | 61 | 66 | 71 |  |
| 3. My work gives me a feeling of personal accomplishment. | 74 | 82 | 79 |  |
| 4. I like the work I do. | 91 | 88 | 92 |  |
| 5. I have trust and confidence in my supervisor. | 55 | 58 | 66 |  |
| 6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader. | 52 | 69 | 74 |  |
| Recruitment, Development & Retention | | | | |
| 7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 52 | 64 | 74 |  |
| 8. My work unit is able to recruit people with the right skills. | 52 | 73 | 71 |  |
| 9. I know how my work relates to the agency’s goals and priorities. | 65 | 88 | 92 |  |
| 10. The work I do is important. | 87 | 85 | 92 |  |

APPENDIX B Trend Analysis (Continued)

| | Percent Positive | | | Significant Trends |
|---|------------------|------|------|--------------------|
| | 2008 | 2009 | 2010 | |
| Recruitment, Development & Retention (Continued) | | | | |
| 11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 52 | 75 | 63 | ↗ ↘ |
| 12. Supervisors/team leaders in my work unit support employee development. | 74 | 67 | 74 | ↘ ↗ |
| 13. My talents are used well in the workplace. | 74 | 61 | 63 | ↘ → |
| 14. My training needs are assessed. | 55 | 58 | 61 | → → |
| Performance Culture | | | | |
| 15. Promotions in my work unit are based on merit. | 43 | 34 | 41 | → ↗ |
| 16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 22 | 38 | 38 | → → |
| 17. Creativity and innovation are rewarded. | 39 | 37 | 49 | → ↗ |
| 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). | 48 | 41 | 54 | ↘ ↗ |
| 19. In my work unit, differences in performance are recognized in a meaningful way, | 30 | 42 | 41 | ↗ → |
| 20. Pay raises depend on how well employees perform their jobs. | 26 | 28 | 30 | → → |
| 21. My performance appraisal is a fair reflection of my performance. | 57 | 50 | 54 | ↗ → |
| 22. Discussions with my supervisor/team leader about my performance are worthwhile. | 52 | 55 | 59 | → → |
| 23. Managers/supervisors/team leaders work well with employees of different backgrounds. | 57 | 56 | 68 | ↗ → |
| 24. My supervisor supports my need to balance work and family issues. | 91 | 91 | 97 | → → |
| 25. I have a high level of respect for my organization's senior leaders. | 39 | 55 | 56 | ↗ → |
| 26. In my organization, leaders generate high levels of motivation and commitment in the workforce. | 26 | 42 | 50 | ↗ ↗ |
| 27. Managers review and evaluate the organization's progress toward meeting its goals and objectives. | 26 | 55 | 61 | ↗ → |
| 28. Employees are protected from health and safety hazards on the job. | 74 | 82 | 81 | ↗ → |
| 29. Employees have a feeling of personal empowerment with respect to work processes. | 30 | 34 | 61 | → ↗ |
| 30. My workload is reasonable. | 68 | 73 | 94 | → ↗ |
| 31. Managers communicate the goals and priorities of the organization. | 26 | 45 | 51 | ↗ → |

APPENDIX B Trend Analysis (Continued)

| | Percent Positive | | | Significant Trends |
|--|------------------|------|------|--------------------|
| | 2008 | 2009 | 2010 | |
| Performance Culture (Continued) | | | | |
| 32. My organization has prepared employees for potential security | 48 | 64 | 58 | ↗→ |
| Job Satisfaction | | | | |
| 33. How satisfied are you with the information you receive from management on what's going on in your organization? | 26 | 59 | 50 | ↗↘ |
| 34. How satisfied are you with your involvement in decisions that affect your work? | 39 | 66 | 58 | ↗↘ |
| 35. How satisfied are you with your opportunity to get a better job in your organization? | 35 | 41 | 39 | →→ |
| 36. How satisfied are you with the recognition you receive for doing a good job? | 48 | 59 | 61 | ↗→ |
| 37. How satisfied are you with the policies and practices of your senior leaders? | 22 | 47 | 53 | ↗→ |
| 38. How satisfied are you with the training you receive for your present job? | 48 | 63 | 61 | ↗→ |
| 39. Considering everything, how satisfied are you with your job? | 52 | 69 | 81 | ↗↗ |
| 40. Considering everything, how satisfied are you with your pay? | 57 | 63 | 78 | →↗ |
| Agency Specific | | | | |
| 41. I recommend my organization as a good place to work. | 23 | 44 | 58 | ↗↗ |
| 42. I have sufficient resources (for example, people; materials; budget) to get my job done. | 27 | 78 | 72 | ↗→ |
| 43. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring). | 59 | 56 | 69 | →↗ |
| 44. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. | 36 | 56 | 61 | ↗→ |
| 45. Considering everything, how satisfied are you with your organization? | 36 | 56 | 61 | ↗→ |

APPENDIX C

EAC comparison to Other Small Agencies⁷

Appendix C shows the index scores for four workplace categories -- employee skills/mission match, effective leadership pay, and work/life balance -- for the small agencies included in the *Best Places to Work* rankings. To get the scores for all workplace categories, go to <http://bestplacestowork.org/BPTW/rankings/>.

For the purpose of this summary, EAC has been ranked, based on its index scores, to show how it compares to other small agencies.

⁷ Data produced by the Partnership for Public Service and American University, Institute for the Study of Public Policy Implementation.

2010 Scores by Employee Skills/Mission Match

The employee skill/mission match category measures the extent to which employees feel that their skills and talents are used effectively. Furthermore, it assesses the level to which employees get satisfaction from their work and understand how their job are relevant to the organizational mission.

| APPENDIX C 2010 Scores by Employee Skills/Mission Match | | |
|---|--|------------|
| Rank | Agency | Percentage |
| 1 | Federal Mediation and Conciliation Service | 89.4 |
| 2 | Surface Transportation Board | 86.3 |
| 3 | National Transportation Safety Board | 84.6 |
| 4 | Election Assistance Commission | 83.6 |
| 4 | Merit Systems Protection Board | 82.9 |
| 5 | Federal Trade Commission | 82.7 |
| 6 | Corporation for National and Community Service | 81.7 |
| 7 | Pension Benefit Guaranty Corporation | 81.6 |
| 8 | Court Services and Offender Supervision Agency | 81.4 |
| 9 | National Science Foundation | 81.1 |
| 10 | National Endowment for the Humanities | 80.9 |
| 11 | Federal Labor Relations Authority | 80.9 |
| 12 | National Credit Union Administration | 79.7 |
| 13 | National Endowment for the Arts | 79.5 |
| 14 | Office of Management and Budget | 78.8 |
| 15 | National Labor Relations Board | 78.8 |
| 16 | Commodity Futures Trading Commission | 78.1 |
| 17 | Railroad Retirement Board | 78.1 |
| 18 | National Gallery of Art | 77.8 |
| 19 | Federal Maritime Commission | 77.7 |
| 20 | Agency for International Development | 77.4 |
| 21 | International Boundary and Water Commission | 76.9 |
| 22 | Consumer Product Safety Commission | 76.8 |
| 23 | Selective Service System | 76.7 |
| 24 | Federal Energy Regulatory Commission | 76.6 |
| 25 | U.S. International Trade Commission | 76.3 |
| 26 | Federal Election Commission | 73.7 |
| 27 | Federal Communication Commission | 73.0 |
| 28 | Broadcasting Board of Governors | 72.8 |
| 29 | Office of the U.S. Trade Representative | 72.7 |
| 30 | Federal Housing Finance Agency | 66.2 |
| | Congressional Budget Office | ⊘ |
| | Overseas Private Investment Corporation | ⊘ |

APPENDIX C 2010 Scores by Employee Skills/Mission Match

| | | |
|--|----------------------------------|---|
| | Millennium Challenge Corporation | ⊘ |
| | Peace Corps | ⊘ |

⊘ No Data

2010 Scores by Effective Leadership - Empowerment

The Leadership – Empowerment category measures the extent to which employees feel empowered with respect to work processes and how satisfied they are with their involvement in decisions that affect their work.

| APPENDIX C 2010 Scores by Effective Leadership – Empowerment | | |
|---|--|-------------------|
| Rank | Agency | Percentage |
| 1 | Surface Transportation Board | 74.8 |
| 2 | Federal Mediation and Conciliation Service | 66.8 |
| 3 | Federal Trade Commission | 62.6 |
| 4 | Merit Systems Protection Board | 62.2 |
| 5 | Federal Maritime Commission | 61.4 |
| 6 | Election Assistance Commission | 59.7 |
| 6 | National Transportation Safety Board | 58.1 |
| 7 | National Endowment for the Arts | 57.1 |
| 8 | National Endowment for the Humanities | 56.7 |
| 9 | Office of Management and Budget | 56.2 |
| 10 | Corporation for National and Community Service | 56.1 |
| 11 | National Science Foundation | 55.7 |
| 12 | Pension Benefit Guaranty Corporation | 54.9 |
| 13 | Federal Energy Regulatory Commission | 54.2 |
| 13 | U.S. International Trade Commission | 54.2 |
| 15 | Federal Labor Relations Authority | 53.2 |
| 16 | Commodity Futures Trading Commission | 52.2 |
| 17 | National Credit Union Administration | 51.9 |
| 18 | Office of the U.S. Trade Representative | 51.1 |
| 19 | Court Services and Offender Supervision Agency | 51.0 |
| 20 | Federal Communications Commission | 49.9 |
| 21 | Railroad Retirement Board | 48.5 |
| 22 | National Gallery of Art | 48.4 |
| 23 | Consumer Product Safety Commission | 48.1 |
| 24 | Agency for International Development | 47.6 |
| 25 | Federal Election Commission | 47.5 |
| 26 | International Boundary and Water Commission | 43.7 |
| 27 | National Labor Relations Board | 43.2 |
| 28 | Selective Service System | 39.9 |

APPENDIX C 2010 Scores by Effective Leadership – Empowerment (Continued)

| Rank | Agency | Percentage |
|-------------|---|-------------------|
| 29 | Federal Housing Finance Agency | 35.7 |
| 29 | Broadcasting Board of Governors | 35.7 |
| | Congressional Budget Office | ⊘ |
| | Overseas Private Investment Corporation | ⊘ |
| | Millennium Challenge Corporation | ⊘ |
| | Peace Corps | ⊘ |

⊘ No Data

2010 Scores by Pay

The pay category measures how satisfied employees are with their pay.

| APPENDIX C 2010 Scores by Pay | | |
|-------------------------------|--|------------|
| Rank | Agency | Percentage |
| 1 | Federal Mediation and Conciliation Service | 82.2 |
| 2 | Surface Transportation Board | 80.8 |
| 3 | Election Assistance Commission | 77.8 |
| 3 | Federal Labor Relations Authority | 77.3 |
| 4 | Commodity Futures Trading Commission | 77.1 |
| 5 | Court Services and Offender Supervision Agency | 75.5 |
| 6 | National Transportation Safety Board | 75.2 |
| 7 | Railroad Retirement Board | 73.6 |
| 8 | National Science Foundation | 71.1 |
| 9 | Federal Maritime Commission | 70.6 |
| 10 | National Endowment for the Arts | 70.4 |
| 11 | National Endowment for the Humanities | 70.1 |
| 12 | Federal Communications Commission | 69.4 |
| 13 | Office of Management and Budget | 67.8 |
| 14 | Merit Systems Protection Board | 67.2 |
| 14 | Federal Energy Regulatory Commission | 67.2 |
| 16 | Agency for International Development | 66.6 |
| 17 | National Credit Union Administration | 66.1 |
| 18 | Selective Service System | 65.0 |
| 19 | Pension Benefit Guaranty Corporation | 64.9 |
| 20 | Federal Trade Commission | 64.6 |
| 21 | Broadcasting Board of Governors | 63.8 |
| 21 | Federal Election Commission | 63.8 |
| 21 | Consumer Product Safety Commission | 63.8 |
| 24 | Federal Housing Finance Agency | 63.3 |
| 25 | National Labor Relations Board | 62.9 |
| 26 | Corporation for National and Community Service | 60.8 |
| 27 | U.S. International Trade Commission | 56.1 |
| 28 | National Gallery of Art | 55.4 |
| 29 | International Boundary and Water Commission | 55.2 |
| 30 | Office of the U.S. Trade Representative | 50.9 |

APPENDIX C 2010 Scores by Pay – (Continued)

| Rank | Agency | Percentage |
|-------------|---|-------------------|
| | Congressional Budget Office | ⊘ |
| | Overseas Private Investment Corporation | ⊘ |
| | Millennium Challenge Corporation | ⊘ |
| | Peace Corps | ⊘ |

⊘ No Data

2010 Scores by Work/Life Balance

The work/life balance category measures the extent to which employees consider their workloads reasonable and feasible, and managers support a balance between work and life.

| APPENDIX C 2010 Scores by Work/Life Balance | | |
|---|--|------------|
| Rank | Agency | Percentage |
| 1 | Election Assistance Commission | 88.0 |
| 1 | Surface Transportation Board | 85.3 |
| 2 | Federal Mediation and Conciliation Service | 79.4 |
| 3 | National Endowment for the Arts | 77.7 |
| 4 | Federal Energy Regulatory Commission | 74.3 |
| 5 | Federal Maritime Commission | 73.8 |
| 6 | Federal Trade Commission | 73.6 |
| 7 | U.S. International Trade Commission | 73.2 |
| 8 | Merit Systems Protection Board | 73.1 |
| 9 | Federal Communications Commission | 71.4 |
| 10 | National Endowment for the Humanities | 71.3 |
| 11 | Federal Election Commission | 70.5 |
| 12 | Pension Benefit Guaranty Corporation | 69.5 |
| 12 | Commodity Futures Trading Commission | 69.5 |
| 14 | Court Services and Offender Supervision Agency | 66.8 |
| 14 | National Transportation Safety Board | 66.8 |
| 16 | National Labor Relations Board | 66.6 |
| 17 | National Gallery of Art | 66.1 |
| 18 | Federal Housing Finance Agency | 65.2 |
| 19 | Railroad Retirement Board | 64.3 |
| 20 | Federal Labor Relations Authority | 63.0 |
| 21 | National Science Foundation | 60.7 |
| 22 | National Credit Union Administrative | 60.5 |
| 23 | Consumer Product Safety Commission | 59.6 |
| 24 | Corporation for National and Community Service | 59.5 |
| 25 | Broadcasting Board of Governors | 57.7 |
| 26 | Selective Service System | 57.3 |
| 27 | Office of Management and Budget | 54.9 |
| 28 | International Boundary and Water Commission | 53.2 |

APPENDIX C – 2010 Scores by Work/Life Balance – (Continued)

| Rank | Agency | Percentage |
|-------------|---|-------------------|
| 29 | Agency for International Development | 52.3 |
| 30 | Office of the U.S. Trade Representative | 48.7 |
| | Congressional Budget Office | ⊘ |
| | Overseas Private Investment Corporation | ⊘ |
| | Millennium Challenge Corporation | ⊘ |
| | Peace Corps | ⊘ |

⊘ No Data

APPENDIX D

Governmentwide comparison to Private Sector⁸

| Governmentwide vs. Private Sector | | |
|--|----------------------------------|----------------|
| My Work Experience Items | Comparison of Positive Responses | |
| | FedView 2010 | Private Sector |
| (1) I am given a real opportunity to improve my skills in my organization. | 66% | 65% |
| (2) I have enough information to do my job well. | 73% | 77% |
| (3) I feel encouraged to come up with new and better ways of doing things. | 60% | 73% |
| (4) My work gives me a feeling of personal accomplishment. | 75% | 76% |
| (5) I like the kind of work I do. | 86% | 86% |

| My Work Unit Items | Comparison of Positive Responses | |
|--|----------------------------------|----------------|
| | FedView 2010 | Private Sector |
| (20) The people I work with cooperate to get the job done. | 75% | 82% |

| My Supervisor/Team Leader Items | Comparison of Positive Responses | |
|--|----------------------------------|----------------|
| | FedView 2010 | Private Sector |
| (52) Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | 68% | 74% |

| My Satisfaction Items | Comparison of Positive Responses | |
|--|----------------------------------|----------------|
| | FedView 2010 | Private Sector |
| (63) How satisfied are you with your involvement in decisions that affect your work? | 55% | 58% |
| (64) How satisfied are you with the information you receive from management on what's going on in your organization? | 51% | 65% |
| (65) How satisfied are you with the recognition you receive for doing a good job? | 52% | 55% |

⁸ The percentages shown in the "Private Sector" column provide the percentage who responded favorably to the same questions collected from employees performing a range of jobs in a set of large private sector companies, primarily in the U.S.

| Governmentwide vs. Private Sector | | |
|--|---|-----------------------|
| My Satisfaction Items | Comparison of Positive Responses | |
| | FedView 2010 | Private Sector |
| (67) How satisfied are you with your opportunity to get a better job in your organization? | 42% | 53% |
| (68) How satisfied are you with the training you receive for your present job? | 56% | 66% |
| (69) Considering everything, how satisfied are you with your job? | 72% | 75% |
| (71) Considering everything, how satisfied are you with your organization? | 62% | 71% |

**2010 Annual Employee Survey Results for
U.S. Election Assistance Commission
All Respondents**

Surveys Sent: 46

Surveys Returned: 38

Response Rate: 83%

| 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 | 11 | 18 | 2 | 6 | 1 | | 38 |
| | Percentages | 28.9% | 47.4% | 5.3% | 15.8% | 2.6% | | 100.0% |
| 2. I am given a real opportunity to improve my skills in my organization. | Frequencies | 13 | 14 | 6 | 4 | 1 | | 38 |
| | Percentages | 34.2% | 36.8% | 15.8% | 10.5% | 2.6% | | 100.0% |
| 3. My work gives me a feeling of personal accomplishment. | Frequencies | 18 | 12 | 5 | 2 | 1 | | 38 |
| | Percentages | 47.4% | 31.6% | 13.2% | 5.3% | 2.6% | | 100.0% |
| 4. I like the kind of work I do. | Frequencies | 22 | 13 | 2 | 1 | 0 | | 38 |
| | Percentages | 57.9% | 34.2% | 5.3% | 2.6% | 0.0% | | 100.0% |
| 5. I have trust and confidence in my supervisor. | Frequencies | 18 | 7 | 4 | 6 | 3 | | 38 |
| | Percentages | 47.4% | 18.4% | 10.5% | 15.8% | 7.9% | | 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 | 17 | 11 | 5 | 3 | 2 | | 38 |
| | Percentages | 44.7% | 28.9% | 13.2% | 7.9% | 5.3% | | 100.0% |

**2010 Annual Employee Survey Results for
U.S. Election Assistance Commission
All Respondents**

Surveys Sent: 46

Surveys Returned: 38

Response Rate: 83%

| 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 | 8 | 20 | 5 | 3 | 2 | 0 | 38 |
| | Percentages | 21.1% | 52.6% | 13.2% | 7.9% | 5.3% | 0.0% | 100.0% |
| 8. My work unit is able to recruit people with the right skills. | Frequencies | 15 | 12 | 6 | 3 | 1 | 1 | 38 |
| | Percentages | 39.5% | 31.6% | 15.8% | 7.9% | 2.6% | 2.6% | 100.0% |
| 9. I know how my work relates to the agency's goals and priorities. | Frequencies | 17 | 18 | 2 | 0 | 1 | 0 | 38 |
| | Percentages | 44.7% | 47.4% | 5.3% | 0.0% | 2.6% | 0.0% | 100.0% |
| 10. The work I do is important. | Frequencies | 21 | 14 | 2 | 1 | 0 | 0 | 38 |
| | Percentages | 55.3% | 36.8% | 5.3% | 2.6% | 0.0% | 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 | 14 | 10 | 6 | 5 | 3 | 0 | 38 |
| | Percentages | 36.8% | 26.3% | 15.8% | 13.2% | 7.9% | 0.0% | 100.0% |
| 12. Supervisors/team leaders in my work unit support employee development. | Frequencies | 16 | 12 | 4 | 4 | 1 | 1 | 38 |
| | Percentages | 42.1% | 31.6% | 10.5% | 10.5% | 2.6% | 2.6% | 100.0% |
| 13. My talents are used well in the workplace. | Frequencies | 9 | 15 | 4 | 10 | 0 | 0 | 38 |
| | Percentages | 23.7% | 39.5% | 10.5% | 26.3% | 0.0% | 0.0% | 100.0% |
| 14. My training needs are assessed. | Frequencies | 9 | 14 | 7 | 6 | 1 | 1 | 38 |
| | Percentages | 23.7% | 36.8% | 18.4% | 15.8% | 2.6% | 2.6% | 100.0% |

**2010 Annual Employee Survey Results for
U.S. Election Assistance Commission
All Respondents**

Surveys Sent: 46

Surveys Returned: 38

Response Rate: 83%

| 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 | 8 | 7 | 9 | 3 | 4 | 6 | 37 |
| | Percentages | 21.6% | 18.9% | 24.3% | 8.1% | 10.8% | 16.2% | 100.0% |
| 16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | Frequencies | 4 | 10 | 8 | 3 | 5 | 7 | 37 |
| | Percentages | 10.8% | 27.0% | 21.6% | 8.1% | 13.5% | 18.9% | 100.0% |
| 17. Creativity and innovation are rewarded. | Frequencies | 8 | 10 | 9 | 4 | 4 | 2 | 37 |
| | Percentages | 21.6% | 27.0% | 24.3% | 10.8% | 10.8% | 5.4% | 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 | 9 | 11 | 4 | 1 | 3 | 9 | 37 |
| | Percentages | 24.3% | 29.7% | 10.8% | 2.7% | 8.1% | 24.3% | 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 | 6 | 9 | 10 | 4 | 4 | 4 | 37 |
| | Percentages | 16.2% | 24.3% | 27.0% | 10.8% | 10.8% | 10.8% | 100.0% |
| 20. Pay raises depend on how well employees perform their jobs. | Frequencies | 6 | 5 | 10 | 7 | 4 | 5 | 37 |
| | Percentages | 16.2% | 13.5% | 27.0% | 18.9% | 10.8% | 13.5% | 100.0% |
| 21. My performance appraisal is a fair reflection of my performance. | Frequencies | 9 | 11 | 7 | 1 | 3 | 6 | 37 |
| | Percentages | 24.3% | 29.7% | 18.9% | 2.7% | 8.1% | 16.2% | 100.0% |
| 22. Discussions with my supervisor/ team leader about my performance are worthwhile. | Frequencies | 13 | 9 | 4 | 4 | 3 | 4 | 37 |
| | Percentages | 35.1% | 24.3% | 10.8% | 10.8% | 8.1% | 10.8% | 100.0% |
| 23. Managers/supervisors/team leaders work well with employees of different backgrounds. | Frequencies | 9 | 16 | 3 | 4 | 5 | 0 | 37 |
| | Percentages | 24.3% | 43.2% | 8.1% | 10.8% | 13.5% | 0.0% | 100.0% |
| 24. My supervisor supports my need to balance work and family issues. | Frequencies | 22 | 14 | 1 | 0 | 0 | 0 | 37 |
| | Percentages | 59.5% | 37.8% | 2.7% | 0.0% | 0.0% | 0.0% | 100.0% |

**2010 Annual Employee Survey Results for
U.S. Election Assistance Commission
All Respondents**

Surveys Sent: 46

Surveys Returned: 38

Response Rate: 83%

| 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 | 15 | 5 | 7 | 4 | 5 | 0 | 36 |
| | Percentages | 41.7% | 13.9% | 19.4% | 11.1% | 13.9% | 0.0% | 100.0% |
| 26. In my organization, leaders generate high levels of motivation and commitment in the workforce. | Frequencies | 9 | 9 | 6 | 5 | 7 | 0 | 36 |
| | Percentages | 25.0% | 25.0% | 16.7% | 13.9% | 19.4% | 0.0% | 100.0% |
| 27. Managers review and evaluate the organization's progress toward meeting its goals and objectives. | Frequencies | 8 | 14 | 3 | 5 | 5 | 1 | 36 |
| | Percentages | 22.2% | 38.9% | 8.3% | 13.9% | 13.9% | 2.8% | 100.0% |
| 28. Employees are protected from health and safety hazards on the job. | Frequencies | 17 | 12 | 6 | 1 | 0 | 0 | 36 |
| | Percentages | 47.2% | 33.3% | 16.7% | 2.8% | 0.0% | 0.0% | 100.0% |
| 29. Employees have a feeling of personal empowerment with respect to work processes. | Frequencies | 8 | 14 | 8 | 3 | 3 | 0 | 36 |
| | Percentages | 22.2% | 38.9% | 22.2% | 8.3% | 8.3% | 0.0% | 100.0% |
| 30. My workload is reasonable. | Frequencies | 9 | 25 | 0 | 1 | 1 | 0 | 36 |
| | Percentages | 25.0% | 69.4% | 0.0% | 2.8% | 2.8% | 0.0% | 100.0% |
| 31. Managers communicate the goals and priorities of the organization. | Frequencies | 9 | 9 | 5 | 9 | 3 | 0 | 35 |
| | Percentages | 25.7% | 25.7% | 14.3% | 25.7% | 8.6% | 0.0% | 100.0% |
| 32. My organization has prepared employees for potential security threats. | Frequencies | 11 | 10 | 8 | 3 | 1 | 3 | 36 |
| | Percentages | 30.6% | 27.8% | 22.2% | 8.3% | 2.8% | 8.3% | 100.0% |

**2010 Annual Employee Survey Results for
U.S. Election Assistance Commission
All Respondents**

Surveys Sent: 46

Surveys Returned: 38

Response Rate: 83%

| 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 | 10 | 8 | 6 | 9 | 3 | | 36 |
| | Percentages | 27.8% | 22.2% | 16.7% | 25.0% | 8.3% | | 100.0% |
| 34. How satisfied are you with your involvement in decisions that affect your work? | Frequencies | 8 | 13 | 4 | 9 | 2 | | 36 |
| | Percentages | 22.2% | 36.1% | 11.1% | 25.0% | 5.6% | | 100.0% |
| 35. How satisfied are you with your opportunity to get a better job in your organization? | Frequencies | 7 | 7 | 14 | 7 | 1 | | 36 |
| | Percentages | 19.4% | 19.4% | 38.9% | 19.4% | 2.8% | | 100.0% |
| 36. How satisfied are you with the recognition you receive for doing a good job? | Frequencies | 8 | 14 | 9 | 3 | 2 | | 36 |
| | Percentages | 22.2% | 38.9% | 25.0% | 8.3% | 5.6% | | 100.0% |
| 37. How satisfied are you with the policies and practices of your senior leaders? | Frequencies | 9 | 10 | 4 | 8 | 5 | | 36 |
| | Percentages | 25.0% | 27.8% | 11.1% | 22.2% | 13.9% | | 100.0% |
| 38. How satisfied are you with the training you receive for your present job? | Frequencies | 6 | 16 | 11 | 3 | 0 | | 36 |
| | Percentages | 16.7% | 44.4% | 30.6% | 8.3% | 0.0% | | 100.0% |
| 39. Considering everything, how satisfied are you with your job? | Frequencies | 11 | 18 | 3 | 3 | 1 | | 36 |
| | Percentages | 30.6% | 50.0% | 8.3% | 8.3% | 2.8% | | 100.0% |
| 40. Considering everything, how satisfied are you with your pay? | Frequencies | 10 | 18 | 3 | 4 | 1 | | 36 |
| | Percentages | 27.8% | 50.0% | 8.3% | 11.1% | 2.8% | | 100.0% |

**2010 Annual Employee Survey Results for
U.S. Election Assistance Commission
All Respondents**

Surveys Sent: 46

Surveys Returned: 38

Response Rate: 83%

| Agency-Specific Items | | | | | | | | |
|--|-------------|-----------------------|------------------|----------------|----------------------|---------------------------|--------------------------|--------------|
| Item Text | | Strongly Agree | Agree | Neither | Disagree | Strongly Disagree | No Basis to Judge | Total |
| 41. I recommend my organization as a good place to work. | Frequencies | 10 | 11 | 3 | 9 | 3 | 0 | 36 |
| | Percentages | 27.8% | 30.6% | 8.3% | 25.0% | 8.3% | 0.0% | 100.0% |
| 42. I have sufficient resources (for example, people; materials; budget) to get my job done. | Frequencies | 9 | 17 | 2 | 6 | 2 | 0 | 36 |
| | Percentages | 25.0% | 47.2% | 5.6% | 16.7% | 5.6% | 0.0% | 100.0% |
| 43. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring). | Frequencies | 11 | 14 | 3 | 5 | 2 | 1 | 36 |
| | Percentages | 30.6% | 38.9% | 8.3% | 13.9% | 5.6% | 2.8% | 100.0% |
| 44. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. | Frequencies | 11 | 11 | 1 | 7 | 4 | 2 | 36 |
| | Percentages | 30.6% | 30.6% | 2.8% | 19.4% | 11.1% | 5.6% | 100.0% |
| Item Text | | Very Satisfied | Satisfied | Neither | Dis-satisfied | Very Dis-satisfied | | Total |
| 45. Considering everything, how satisfied are you with your organization? | Frequencies | 11 | 11 | 2 | 10 | 2 | | 36 |
| | Percentages | 30.6% | 30.6% | 5.6% | 27.8% | 5.6% | | 100.0% |