



2011 EMPLOYEE VIEWPOINT SURVEY

The results of the OPM-sponsored survey provide a snapshot of the human capital environment in April and May 2011. Of the 117 eligible employees, the completion of 107 surveys represents a 91.5% participation rate -- the second highest participation rate among small independent agencies -- that exceeds by 10.6% the 2010 Agency participation rate and is almost double the government-wide 2011 rate of 49.3%. Selective Service is delighted with the positive results expressed by its workforce. The online survey is employed as a tool to measure employee perceptions on certain conditions that characterize successful organizations and provides general indicators for ongoing human capital assessment. Additionally, the results supply information for managers to answer the question: What can be done to make my agency work better?

Selective Service System Results – Highlights:

- Selective Service achieved noteworthy double-digit improvement between 2010 and 2011 in five areas. My agency is successful at accomplishing its mission jumped 38% (41 to 79%); managers support collaboration across work units to accomplish work objectives increased 26% (38 to 64%); my organization's leaders maintain high standards of honest and integrity advanced 24% (34 to 58%); managers communicate the organizational goals and priorities spiked 24% (44 to 68%); and I would recommend my organization as a good place to work shot up 22% (41 to 63%).
- Compared to 2010, the Agency has increased positively in all four summary indices. Leadership and Knowledge jumped to 64% from 50.5%; Results-Oriented Performance Culture to 58% from 53%; Talent Management to 55% from 47%, and Job Satisfaction to 66% from 64%. Further, on Leadership and Knowledge Management, Selective Service is 2% higher than the government-wide average of 62%; and 4% higher on the Results-Oriented Performance Culture of 54%.
- The very significant increase in employee belief that the Agency leadership has maintained high standards of honesty and integrity (up 24% in one year), together with managers encouragement of staff collaboration (up 26%) and the communication of organizational goals and priorities (up

24%), is directly attributable to a complete change in the Selective Service front office and the reassignment of senior individuals. Employees have responded with measurable satisfaction and programmatic improvements have been recorded. Previously, Selective Service was broken; it was at the bottom of the small agency rankings government-wide; overall it was not improving. But with the installation of an entirely new leadership team and the unfolding of major changes in organizational structure, supervisors/managers, and policies/procedures a remarkable turn-around has been accomplished despite the turmoil of a dire economic environment of budget battles and continuing resolutions. The Agency's 2011 achievements are in place; the leadership's remedial plan is being implemented. And the Selective Service System is definitely on the mend.

- Three items where the Agency's ratings indicate a need for improvement were: my work gives me a feeling of personal accomplishment, to 66% from 76%; not satisfied with quality of life programs, to 43% from 51%; and in my unit steps are taken to deal with poor performers, to 30% from 38%. These decreases could be attributable to some media reporting possible Agency shutdown, a freeze of civil service pay-raises for two years, termination of quality of life programs due to budget constraints, and the ingrained government-wide belief (41%) that poor performers are not dealt with timely and appropriately.

FedView 2006 to 2011 Comparison					
Question	FHCS 2006	FHCS 2008	FEVS 2010	FEVS 2011	FEVS 2012
(1) I am given a real opportunity to improve my skills in my organization.	56.20%	40.90%	46.30%	57.00%	
(2) I have enough information to do my job well.	74.90%	67.50%	66.90%	69.50%	
(3) I feel encouraged to come up with new and better ways of doing things.	58.10%	52.20%	52.50%	52.30%	
(4) My work gives me a feeling of personal accomplishment.	69.30%	68.10%	75.60%	66.00%	
(5) I like the kind of work I do.	80.50%	82.70%	78.60%	82.10%	
(6) I know what is expected of me on the job.	No Data	No Data	76.30%	79.10%	
(7) When needed I am willing to put in the extra effort to get a job done.	No Data	No Data	96.10%	96.80%	
(8) I am constantly looking for ways to do my job better.	No Data	No Data	92.30%	88.80%	
(9) I have sufficient resources (for example, people, materials, budget) to get my job done.	50.00%	34.30%	44.30%	52.90%	
(10) My workload is reasonable.	58.80%	53.10%	56.50%	73.00%	
(11) My talents are used well in the workplace.	57.70%	59.80%	55.00%	56.20%	
(12) I know how my work relates to the agency's goals and priorities.	88.30%	88.10%	87.70%	91.70%	
(13) The work I do is important.	88.00%	93.10%	91.10%	87.90%	
(14) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	75.90%	82.80%	76.60%	80.70%	
(15) My performance appraisal is a fair reflection of my performance.	73.20%	68.80%	63.80%	76.30%	
(16) I am held accountable for achieving results.	83.90%	86.60%	81.10%	83.70%	

(17) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	38.60%	35.20%	38.80%	57.10%	
(18) My training needs are assessed	52.70%	36.00%	36.10%	44.10%	
(19) In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	No Data	77.20%	69.40%	73.70%	
(20) The people I work with cooperate to get the job done.	85.00%	72.40%	61.40%	70.10%	
(21) My work unit is able to recruit people with the right skills.	41.00%	34.10%	46.50%	52.80%	
(22) Promotions in my work unit are based on merit.	41.30%	34.50%	38.90%	44.10%	
(23) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	34.60%	28.60%	38.10%	30.30%	
(24) In my work unit, differences in performance are recognized in a meaningful way.	33.10%	31.10%	40.20%	42.40%	
(25) Awards in my work unit depend on how well employees perform their jobs.	53.00%	34.80%	44.20%	46.70%	
(26) Employees in my work unit share job knowledge with each other.	68.20%	61.60%	53.00%	65.10%	
(27) The skill level in my work unit has improved in the past year.	57.10%	30.80%	50.10%	59.30%	
(28) How would you rate the overall quality of work done by your work unit?	80.50%	72.30%	69.50%	82.40%	
(29) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	72.70%	53.00%	58.80%	70.70%	
(30) Employees have a feeling of personal empowerment with respect to work processes.	45.80%	32.80%	32.60%	53.90%	

(31) Employees are recognized for providing high quality products and services.	No Data	No Data	41.90%	58.80%	
(32) Creativity and innovation are rewarded.	42.90%	35.00%	38.80%	44.40%	
(33) Pay raises depend on how well employees perform their jobs.	32.90%	27.50%	27.90%	30.90%	
(34) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	51.90%	52.30%	45.40%	48.50%	
(35) Employees are protected from health and safety hazards on the job.	79.30%	76.70%	72.50%	81.80%	
(36) My organization has prepared employees for potential security threats.	68.00%	71.40%	62.60%	72.90%	
(37) Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	49.70%	38.10%	36.90%	51.90%	
(38) Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	56.80%	50.10%	46.80%	60.10%	
(39) My agency is successful at accomplishing its mission.	No Data	No Data	41.40%	79.00%	
(40) I recommend my organization as a good place to work.	47.90%	42.80%	41.10%	63.40%	
(41) I believe the results of this survey will be used to make my agency a better place to work.	No Data	No Data	54.30%	67.50%	
(42) My supervisor supports my need to balance work and other life issues.	84.60%	79.10%	72.10%	76.40%	
(43) My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	No Data	No Data	60.40%	61.00%	

(44) Discussions with my supervisor/team leader about my performance are worthwhile.	60.00%	56.00%	57.40%	64.50%	
(45) My supervisor/team leader is committed to a workforce representative of all segments of society.	No Data	No Data	60.50%	61.90%	
(46) My supervisor/team leader provides me with constructive suggestions to improve my job performance.	No Data	No Data	53.60%	64.40%	
(47) Supervisors/team leaders in my work unit support employee development.	64.40%	50.50%	51.30%	58.10%	
(48) My supervisor/team leader listens to what I have to say.	No Data	No Data	65.10%	68.90%	
(49) My supervisor/team leader treats me with respect.	No Data	No Data	71.90%	72.40%	
(50) In the last six months, my supervisor/team leader has talked with me about my performance.	No Data	No Data	67.90%	76.80%	
(51) I have trust and confidence in my supervisor.	64.80%	60.70%	56.90%	60.50%	
(52) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	70.20%	58.40%	57.50%	62.20%	
(53) In my organization, leaders generate high levels of motivation and commitment in the workforce.	39.00%	23.30%	33.80%	50.80%	
(54) My organization's leaders maintain high standards of honesty and integrity.	45.40%	29.30%	33.90%	58.40%	
(55) Managers/supervisors/team leaders work well with employees of different backgrounds.	64.90%	54.90%	46.90%	67.00%	
(56) Managers communicate the goals and priorities of the organization.	46.30%	46.70%	44.30%	68.20%	
(57) Managers review and evaluate the organization's progress toward meeting its goals and objectives.	47.20%	40.70%	42.30%	62.30%	

(58) Managers promote communication among different work units (for example, about projects, goals, needed resources).	56.70%	40.80%	38.80%	59.40%	
(59) Managers support collaboration across work units to accomplish work objectives.	No Data	No Data	38.00%	64.00%	
(60) Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	No Data	No Data	48.60%	68.00%	
(61) I have a high level of respect for my organization's senior leaders.	44.10%	33.80%	46.30%	63.80%	
(62) Senior leaders demonstrate support for Work/Life programs.	No Data	No Data	52.70%	58.90%	
(63) How satisfied are you with your involvement in decisions that affect your work?	47.70%	41.20%	48.40%	55.70%	
(64) How satisfied are you with the information you receive from management on what's going on in your organization?	38.90%	33.20%	46.90%	54.70%	
(65) How satisfied are you with the recognition you receive for doing a good job?	53.00%	41.30%	48.80%	54.10%	
(66) How satisfied are you with the policies and practices of your senior leaders?	40.40%	20.90%	39.50%	53.00%	
(67) How satisfied are you with your opportunity to get a better job in your organization?	28.20%	18.60%	32.60%	37.40%	
(68) How satisfied are you with the training you receive for your present job?	46.10%	36.80%	33.70%	45.00%	
(69) Considering everything, how satisfied are you with your job?	64.30%	56.10%	59.20%	67.60%	
(70) Considering everything, how satisfied are you with your pay?	59.30%	50.40%	65.50%	62.20%	
(71) Considering everything, how satisfied are you with your organization?	51.70%	38.10%	45.00%	59.10%	

(73) How satisfied are you with the Telework program in your agency?	52.10%	49.20%	46.60%	43.10%	
(74) How satisfied are you with the Alternative Work Schedules (AWS) program in your agency?	77.00%	70.40%	81.50%	81.50%	
(75) How satisfied are you with the Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs) in your agency?	No Data	No Data	51.10%	43.30%	
(76) How satisfied are you with the Employee Assistance Program (EAP) in your agency?	No Data	No Data	43.70%	40.50%	
(77) How satisfied are you with the Child Care Programs (for example, daycare, parenting classes, parenting support groups) in your agency?	No Data	No Data	14.70%	25.40%	
(78) How satisfied are you with the Elder Care Programs (for example, support groups, speakers) in your agency?	No Data	No Data	13.40%	26.30%	