

2009 Annual Employee Survey Results



**NATIONAL ARCHIVES
AND RECORDS ADMINISTRATION**

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SECTION 1: SURVEY OVERVIEW

Background:

This report summarizes the results of NARA's 2009 Annual Employee Survey (AES).

Agencies are required to administer an Annual Employee Survey to assess employee satisfaction. Traditionally, the agency has been responsible for administration of the survey in the odd-numbered years, while the Office of Personnel Management (OPM) handled the administration in the even years. While the results from the survey each year are reviewed and communicated, NARA has chosen to use the results from the even numbered years to conduct in-depth quantitative and qualitative analysis to measure progress and current satisfaction, as well as for action planning purposes. This decision was based on the availability of OPM's tools and resources to provide agencies with a survey tool that would provide anonymous, summarized results, and the ability to conduct additional and more meaningful statistical analyses. In addition, based on the timing of the survey administration, 3-5 month lag in receiving the results, the time it takes to develop program office reports and communicate the information, and have program offices develop action plans, there is inadequate time to develop and implement meaningful action plans and see true results/progress on an annual basis. By reserving our detailed analysis and action planning for the even-numbered years, we can ensure that we are developing meaningful action plans based on thorough analysis and maximum employee input.

Because this report covers the results from the 2009 Annual Employee Survey (an odd numbered year), it will serve as an indicator of employee satisfaction, providing only basic agency-wide data and interpretation of the results.

Moving forward, OPM has announced that they will begin administering the Annual Employee Survey (previously referred to as the Federal Human Capital Survey, and starting in 2010 will be called the Employee Viewpoint Survey) on an annual basis. The anticipated roll-out of the 2010 Employee Viewpoint Survey will be February 8 through March 15, 2010. NARA will continue to focus primarily on the data from the even-numbered years for conducting detailed analyses broken down by Program Offices and action planning as we have done in the past, based on the timing factors previously mentioned.

How the survey was conducted:

The survey was conducted on-line from September 15 until October 15, 2009. An invitation to participate in the survey was sent via a NARA Notice, an internal agency communication to all agency employees. The NARA Notice included a link to the survey website.

The annual survey questions were prescribed by OPM. The survey questions were designed to assess six overall themes: *Personal Work Experiences; Recruitment; Development and Retention; Performance Culture; Leadership; Job Satisfaction; and Demographics*. Location, subcomponent, and division demographics were also collected.

Description of sample:

All NARA employees 3,438, of which 2,554 were full-time permanent employees were invited to participate in the survey. Only full-time permanent employees are included in this report. In total, 588 full-time permanent employees participated in the survey and are included in the report.

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

Of the 2554 full-time permanent employees who received the survey, 588 responded for an overall response rate of 23%. Employees who completed at least one survey question are counted as respondents although the majority of employees completed all questions. The respondents are representative of the agency population in all demographics except that Black or African Americans are somewhat underrepresented.

Demographics:

Supervisory Status	Population (%)	Respondents (%)
Non-supervisor	82.3	62.3
Team Leader	0.5	19.9
Supervisor/Manager	14.9	16.2
Executive	1.3	1.7

Gender	Population (%)	Respondents (%)
Male	48	45.0
<i>Female</i>	52	55.0

Are you: Hispanic or Latino	Population (%)	Respondents (%)
Yes	1.3	2.1
<i>No</i>	98.7	97.9

Racial Category	Population (%)	Respondents (%)
White	68.5	80.7
Black or African American	27.2	18.4
Native Hawaiian or other Pacific Islander	0.0	0.7
Asian	2.2	2.9
<i>American Indian or Alaskan Native</i>	0.3	1.8

Age	Population (%)	Respondents (%)
25 and under	2.2	2.8
26 - 29	5.4	6.2
30 - 39	16.6	16.7
40 - 49	28.3	29.8
50 - 59	33.6	32.1
<i>60 or older</i>	13.9	12.3

Pay Category/Grade	Population (%)	Respondents (%)
GS 1 - 6	35.4	24.8
GS 7 - 12	41.3	49.1
GS 13 - 15	21.9	24.5
Senior Executive Service	0.9	0.9
Senior Level (SL) or Scientific or Professional (ST)	0.5	0.2
<i>Other</i>	-- --	0.5

Federal Government Tenure	Population (%)	Respondents (%)
Less than 1 year	3.3	5.4
1 to 3 years	10.6	11.3
4 to 5 years	7.9	9.0
6 to 10 years	19.7	22.8
11 to 14 years	11.0	9.7
15 to 20 years	15.9	13.7
<i>More than 20 years</i>	<i>31.5</i>	<i>28.0</i>

NARA Tenure	Population (%)	Respondents (%)
Less than 1 year	7.5	7.8
1 to 3 years	16.5	14.8
4 to 5 years	10.6	12.7
6 to 10 years	21.3	23.9
11 to 20 years	18.12	19.7
<i>More than 20 years</i>	<i>26.0</i>	<i>21.1</i>

Intentions of Leaving NARA Within the Next Year	Population (%)	Respondents (%)
No	-- --	71.4
Yes, to retire	-- --	4.0
Yes, to take another job in the federal government	-- --	15.3
Yes, to take another job outside the federal government	-- --	3.1
<i>Yes, other</i>	-- --	6.2

Intentions of Retiring	Population (%)	Respondents (%)
Within 1 year	-- --	2.6
Between 1 and 3 years	-- --	8.6
Between 3 and 5 years	-- --	10.9
<i>Five or more years</i>	-- --	77.9

Interpretation of Results:

NARA received high scores on the majority of items which measure personal work experiences and on several questions on recruitment, development, and retention of employees. Approximately 80% of the staff like the work they do, feel that the work they do is important, and know how it relates to the agencies goals and priorities.

NARA staff continue to feel that their supervisors support their need to balance work and other life issues. There was a significant increase (7%) in staff perceptions that their workload is reasonable. Employees also report an increase in satisfaction (4%) regarding the information they receive from management on what is going on in the organization.

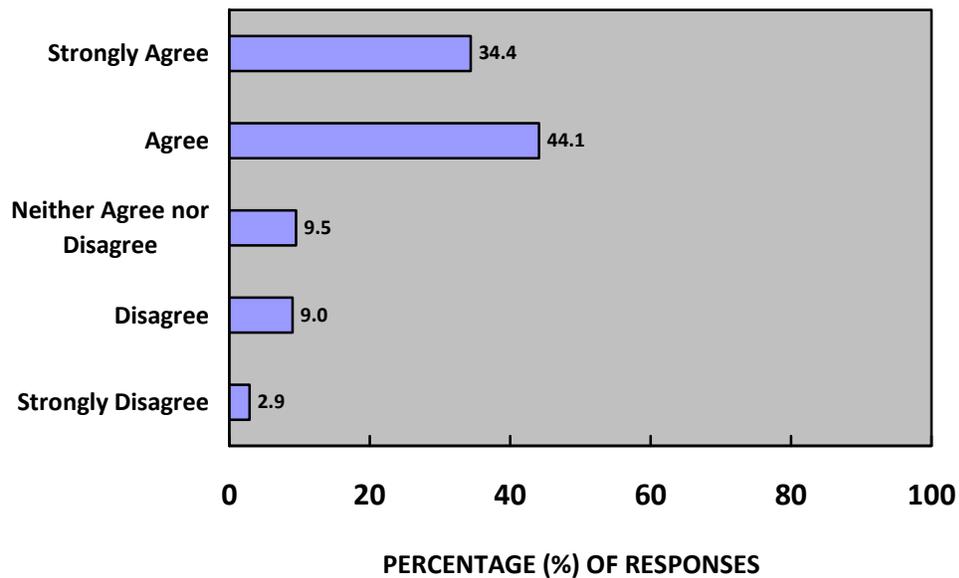
NARA staff continue to feel that pay raises are not necessarily dependant on job performance, and that differences in performance are not recognized in a meaningful way.

Staff continue to feel the need for improvement in the areas of leadership, communication and job opportunity. Approximately 41% of the staff expressed dissatisfaction with the policies and practices of agency senior leaders. Employees (31.6%) report dissatisfaction with the information they receive from management on what's going on in their organization. In addition, staff (40%) feel dissatisfied with the opportunity to get a better job with NARA.

SECTION 2: SURVEY RESULTS – PERSONAL WORK EXPERIENCES

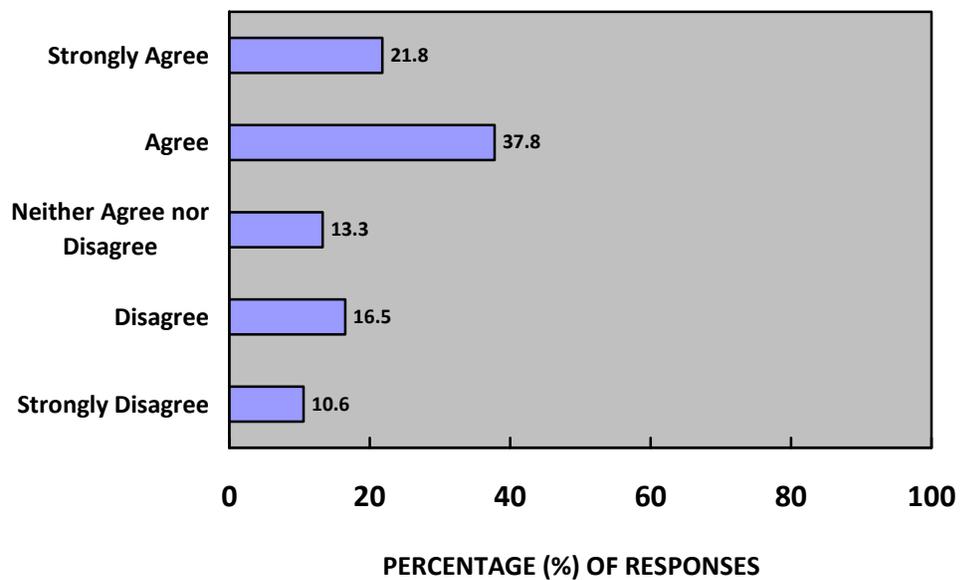
1. The people I work with cooperate to get the job done.

Response	Frequency	Percentage
Strongly Agree	202	34.4%
Agree	259	44.1%
Neither Agree nor Disagree	56	9.5%
Disagree	53	9.0%
Strongly Disagree	17	2.9%
Missing/Invalid	1	-- --
TOTAL:	588	-- --



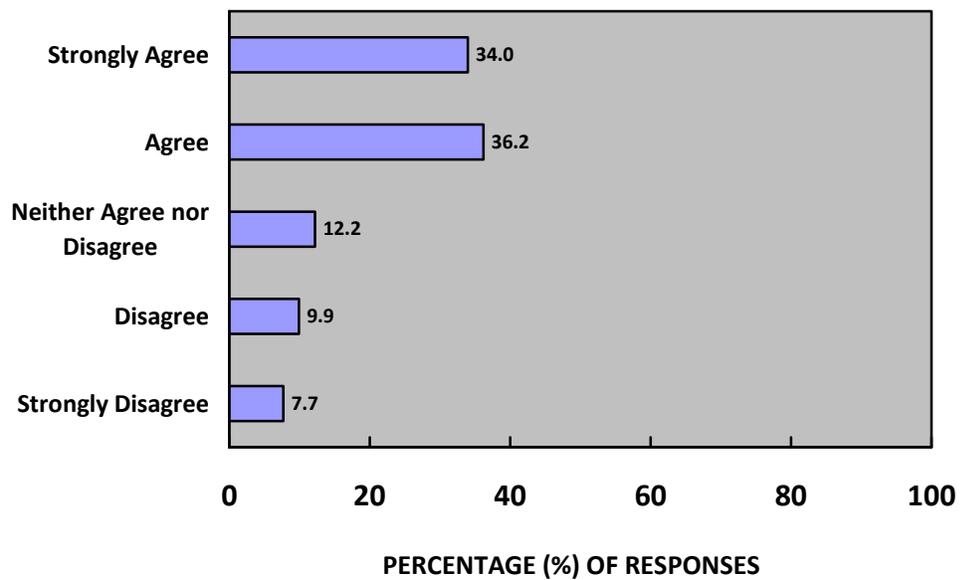
2. I am given a real opportunity to improve my skills in my organization.

Response	Frequency	Percentage
Strongly Agree	128	21.8%
Agree	222	37.8%
Neither Agree nor Disagree	78	13.3%
Disagree	97	16.5%
Strongly Disagree	62	10.6%
Missing/Invalid	1	-- --
TOTAL:	588	-- --



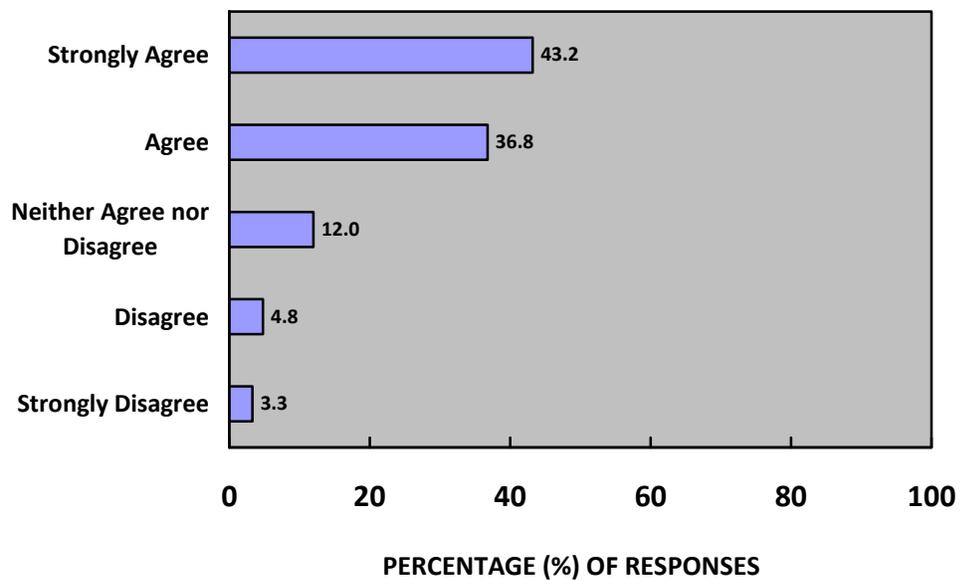
3. My work gives me a feeling of personal accomplishment.

Response	Frequency	Percentage
Strongly Agree	200	34.0%
Agree	213	36.2%
Neither Agree nor Disagree	72	12.2%
Disagree	58	9.9%
Strongly Disagree	45	7.7%
Missing/Invalid	0	-- --
TOTAL:	588	-- --



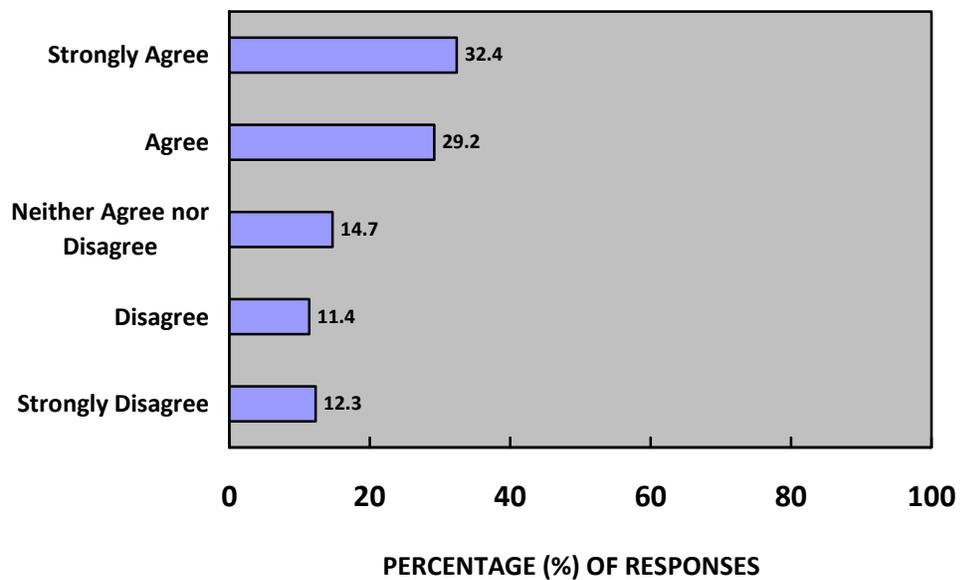
4. I like the kind of work I do.

Response	Frequency	Percentage
Strongly Agree	252	43.2%
Agree	215	36.8%
Neither Agree nor Disagree	70	12.0%
Disagree	28	4.8%
Strongly Disagree	19	3.3%
Missing/Invalid	4	-- --
TOTAL:	588	-- --



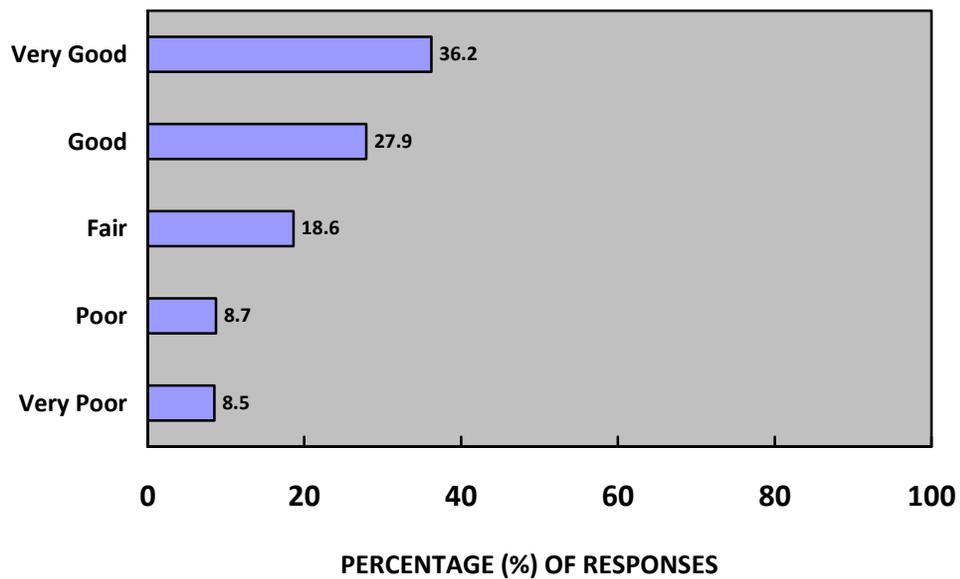
5. I have trust and confidence in my supervisor.

Response	Frequency	Percentage
Strongly Agree	190	32.4%
Agree	171	29.2%
Neither Agree nor Disagree	86	14.7%
Disagree	67	11.4%
Strongly Disagree	72	12.3%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



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

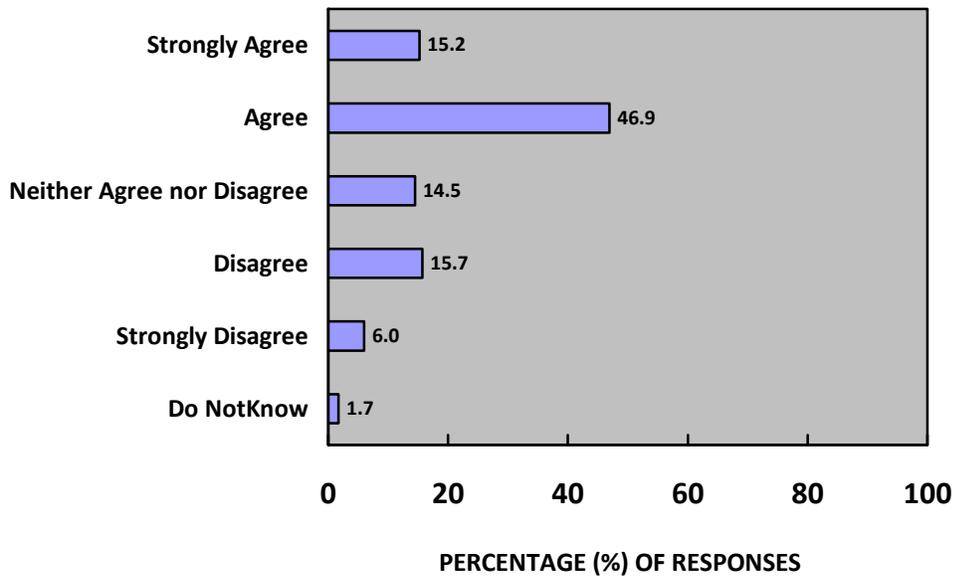
Response	Frequency	Percentage
Very Good	212	36.2%
Good	163	27.9%
Fair	109	18.6%
Poor	51	8.7%
Very Poor	50	8.5%
Missing/Invalid	3	-- --
TOTAL:	588	-- --



SECTION 3: SURVEY RESULTS – RECRUITMENT, RETENTION AND DEVELOPMENT

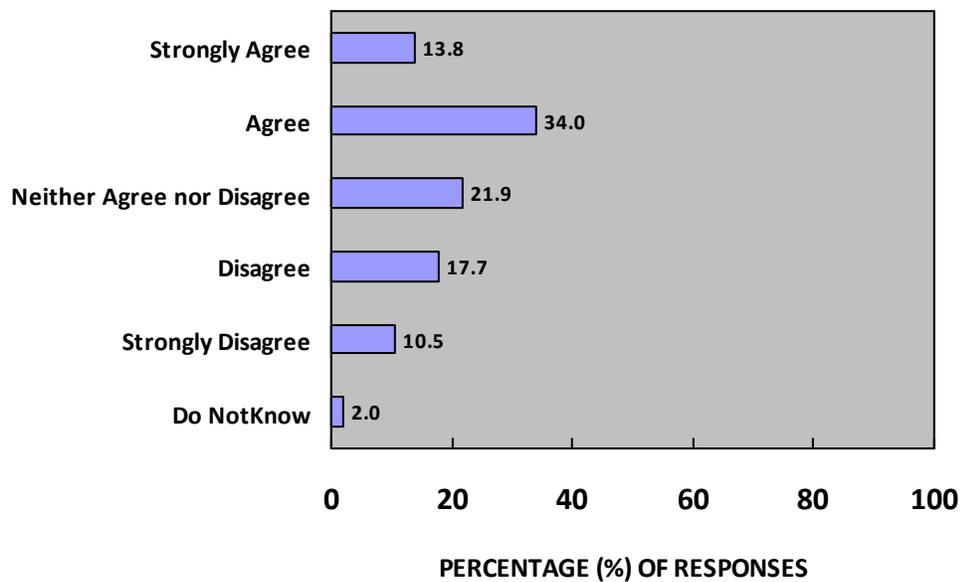
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

Response	Frequency	Percentage
Strongly Agree	89	15.2%
Agree	275	46.9%
Neither Agree nor Disagree	85	14.5%
Disagree	92	15.7%
Strongly Disagree	35	6.0%
Do Not Know	10	1.7%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



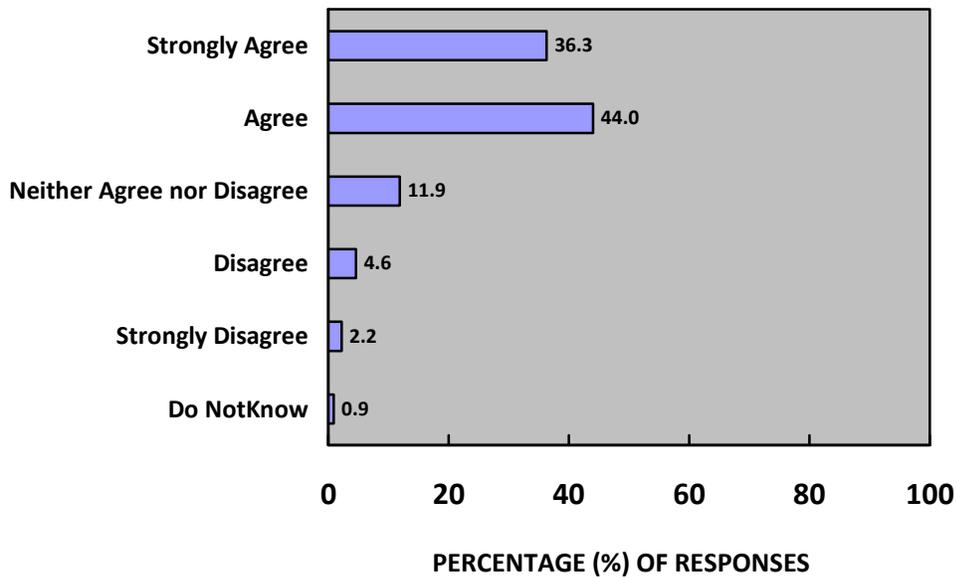
8. My work unit is able to recruit people with the right skills.

Response	Frequency	Percentage
Strongly Agree	81	13.8%
Agree	200	34.0%
Neither Agree nor Disagree	129	21.9%
Disagree	104	17.7%
Strongly Disagree	62	10.5%
Do Not Know	12	2.0%
Missing/Invalid	0	-- --
TOTAL:	588	-- --



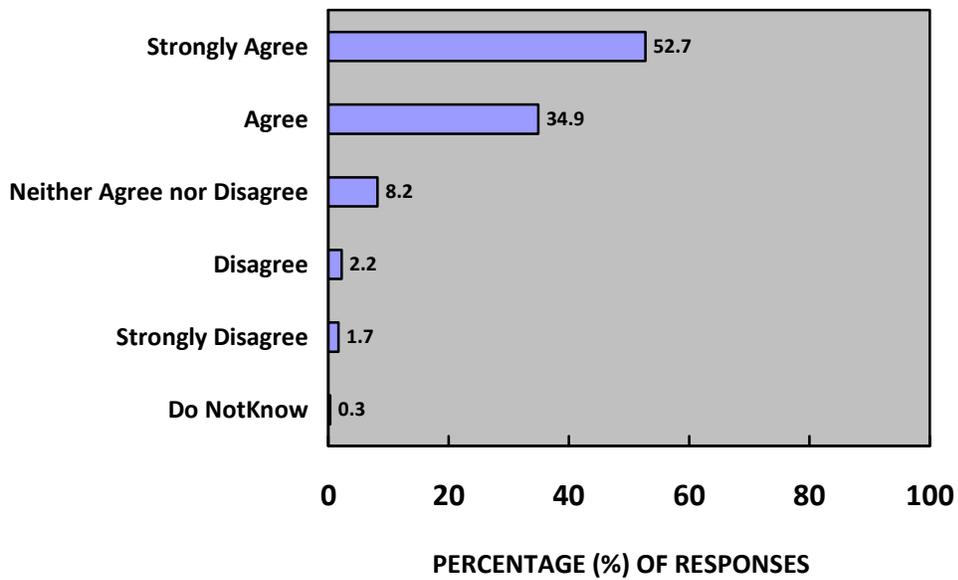
9. I know how my work relates to the agency's goals and priorities.

Response	Frequency	Percentage
Strongly Agree	213	36.3%
Agree	258	44.0%
Neither Agree nor Disagree	70	11.9%
Disagree	27	4.6%
Strongly Disagree	13	2.2%
Do Not Know	5	0.9%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



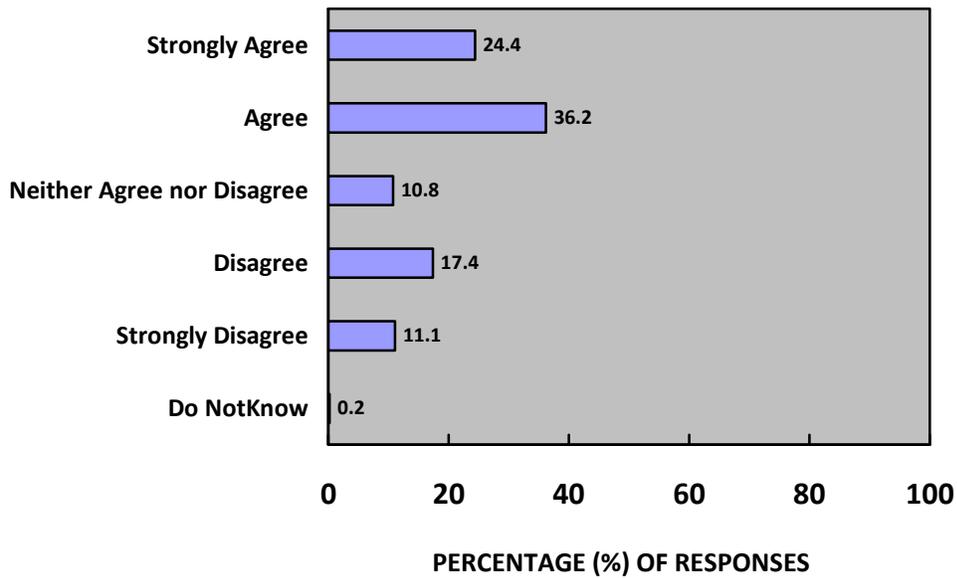
10. The work I do is important.

Response	Frequency	Percentage
Strongly Agree	310	52.7%
Agree	205	34.9%
Neither Agree nor Disagree	48	8.2%
Disagree	13	2.2%
Strongly Disagree	10	1.7%
Do Not Know	2	0.3%
Missing/Invalid	0	-- --
TOTAL:	588	-- --



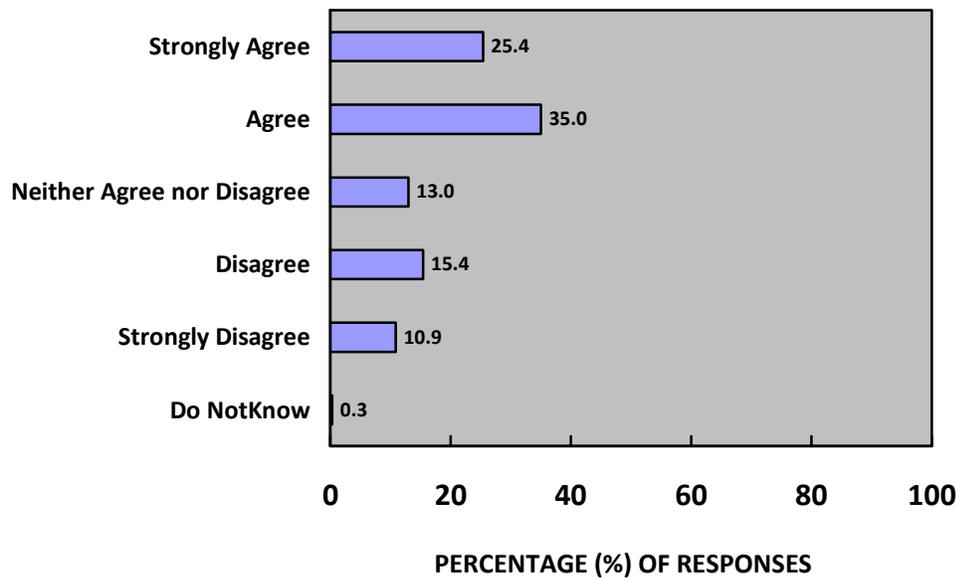
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

Response	Frequency	Percentage
Strongly Agree	143	24.4%
Agree	212	36.2%
Neither Agree nor Disagree	63	10.8%
Disagree	102	17.4%
Strongly Disagree	65	11.1%
Do Not Know	1	0.2%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



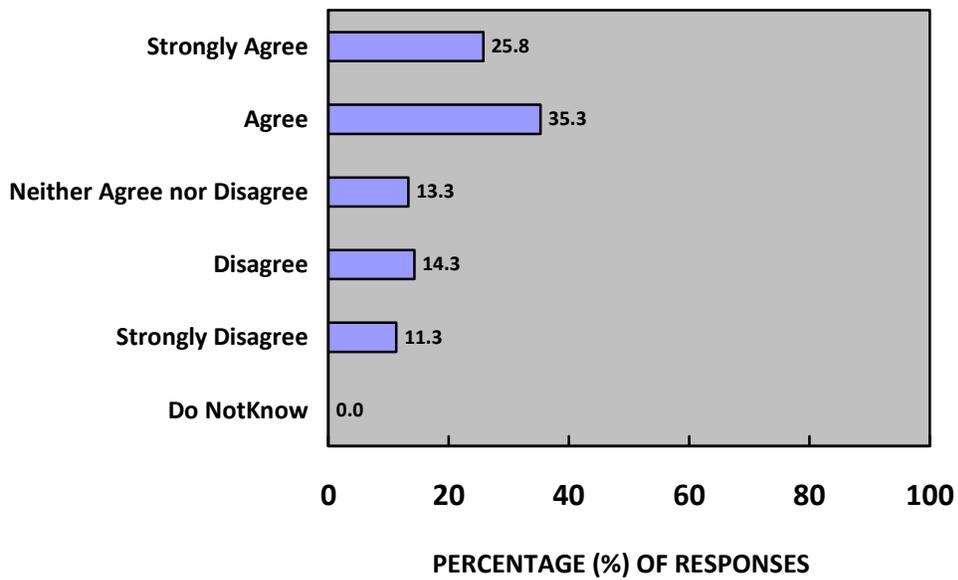
12. Supervisors/team leaders in my work unit support employee development.

Response	Frequency	Percentage
Strongly Agree	149	25.4%
Agree	205	35.0%
Neither Agree nor Disagree	76	13.0%
Disagree	90	15.4%
Strongly Disagree	64	10.9%
Do Not Know	2	0.3%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



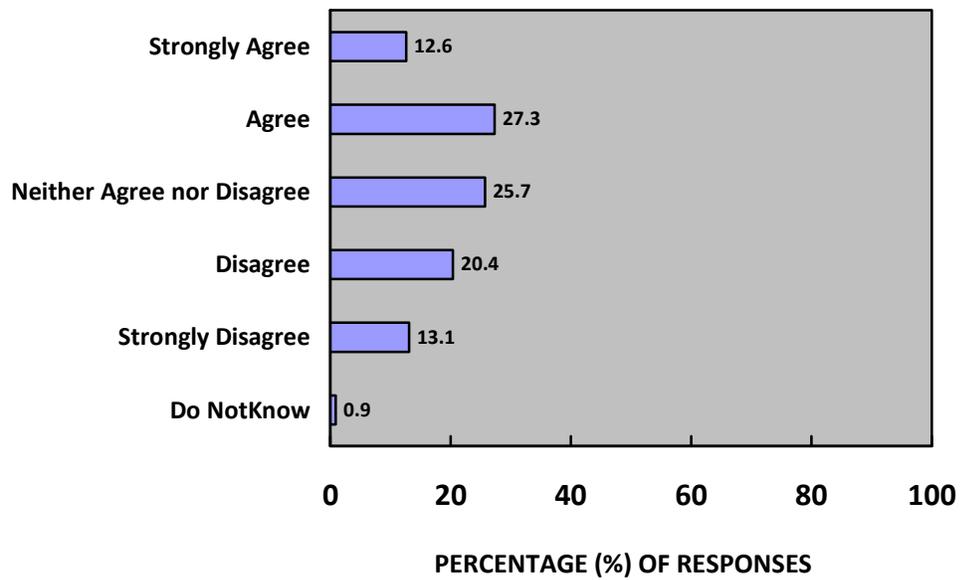
13. My talents are used well in the workplace.

Response	Frequency	Percentage
Strongly Agree	151	25.8%
Agree	207	35.3%
Neither Agree nor Disagree	78	13.3%
Disagree	84	14.3%
Strongly Disagree	66	11.3%
Do Not Know	0	0.0%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



14. My training needs are assessed.

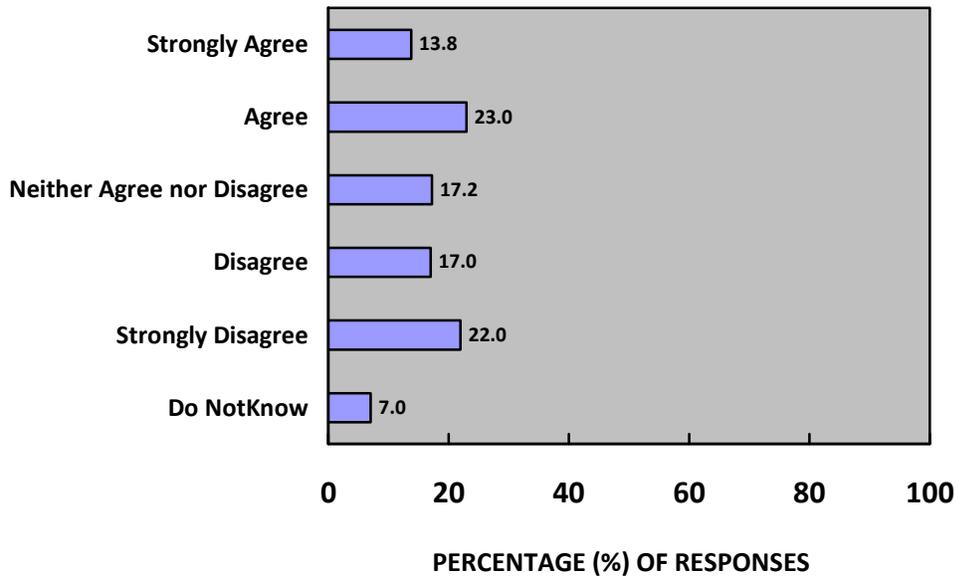
Response	Frequency	Percentage
Strongly Agree	74	12.6%
Agree	160	27.3%
Neither Agree nor Disagree	151	25.7%
Disagree	120	20.4%
Strongly Disagree	77	13.1%
Do Not Know	5	0.9%
Missing/Invalid	1	-- --
TOTAL:	588	-- --



SECTION 4: SURVEY RESULTS – PERFORMANCE CULTURE

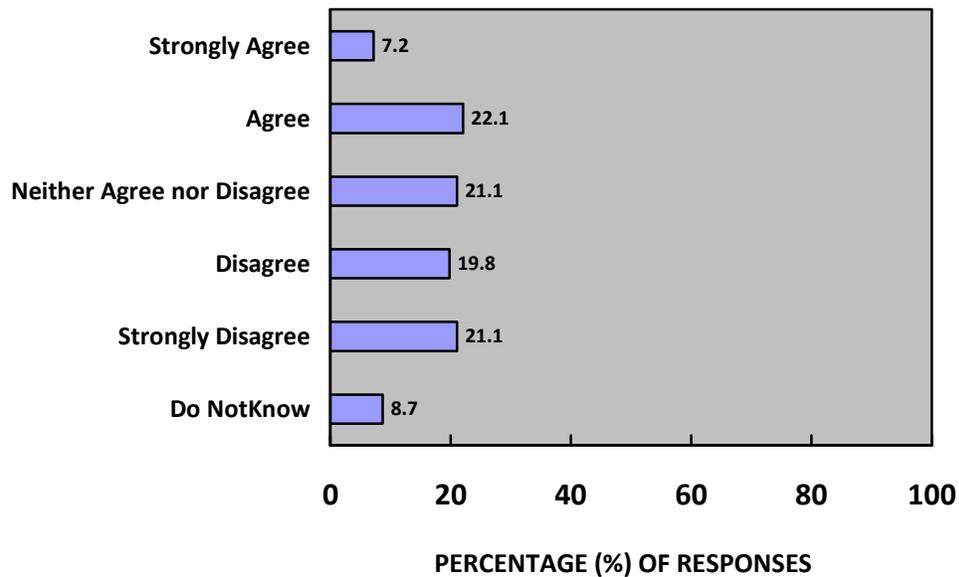
15. Promotions in my work unit are based on merit.

Response	Frequency	Percentage
Strongly Agree	81	13.8%
Agree	135	23.0%
Neither Agree nor Disagree	101	17.2%
Disagree	100	17.0%
Strongly Disagree	129	22.0%
Do Not Know	41	7.0%
Missing/Invalid	1	-- --
TOTAL:	588	-- --



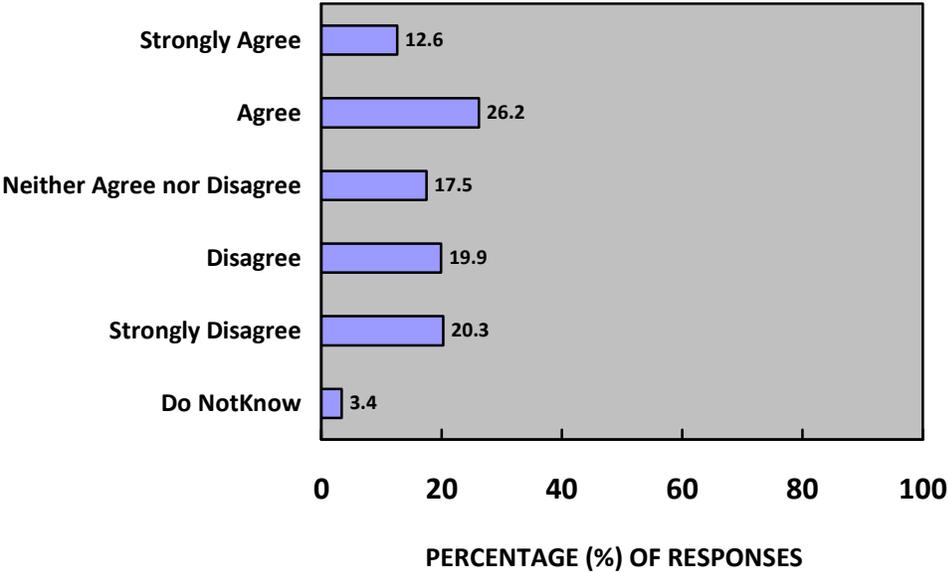
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

Response	Frequency	Percentage
Strongly Agree	42	7.2%
Agree	130	22.1%
Neither Agree nor Disagree	124	21.1%
Disagree	116	19.8%
Strongly Disagree	124	21.1%
Do Not Know	51	8.7%
Missing/Invalid	1	-- --
TOTAL:	588	-- --



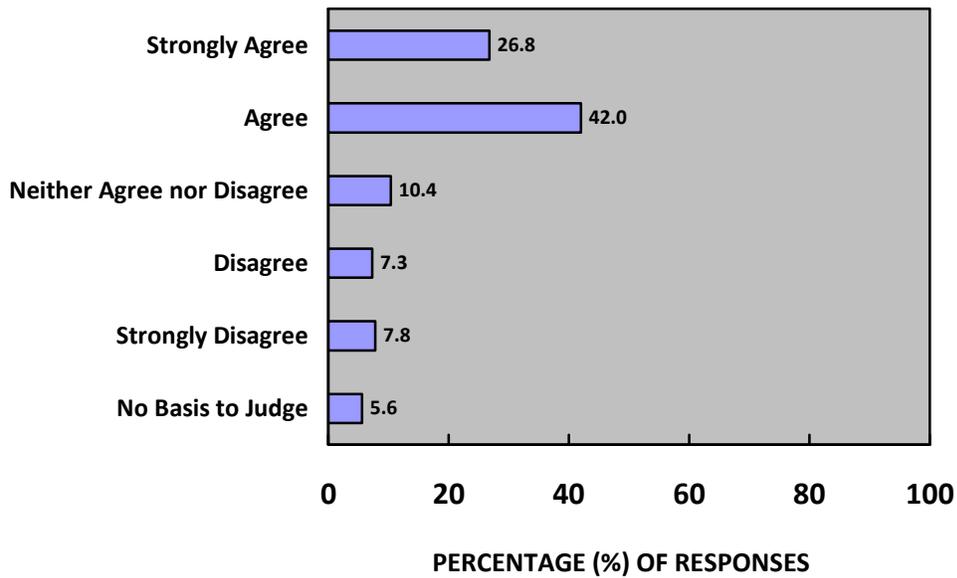
17. Creativity and innovation are rewarded.

Response	Frequency	Percentage
Strongly Agree	74	12.6%
Agree	154	26.2%
Neither Agree nor Disagree	103	17.5%
Disagree	117	19.9%
Strongly Disagree	119	20.3%
Do Not Know	20	3.4%
Missing/Invalid	1	-- --
TOTAL:	588	-- --



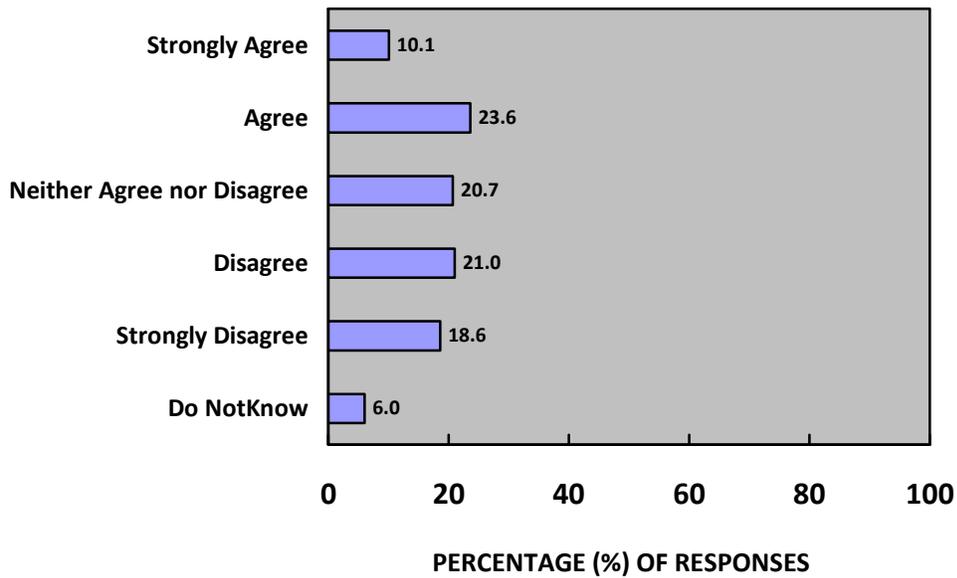
18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).

Response	Frequency	Percentage
Strongly Agree	157	26.8%
Agree	246	42.0%
Neither Agree nor Disagree	61	10.4%
Disagree	43	7.3%
Strongly Disagree	46	7.8%
No Basis to Judge	33	5.6%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



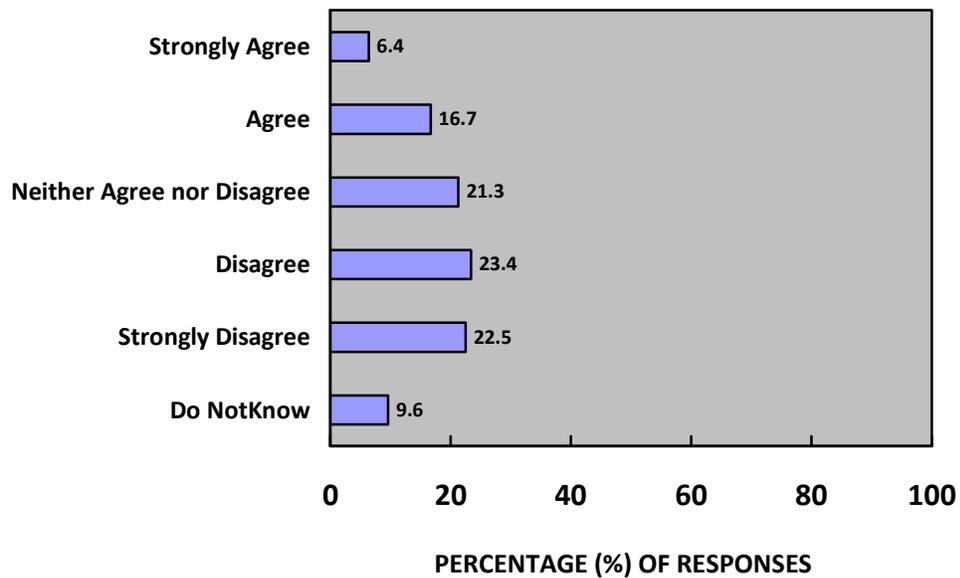
19. In my work unit, differences in performance are recognized in a meaningful way.

Response	Frequency	Percentage
Strongly Agree	59	10.1%
Agree	138	23.6%
Neither Agree nor Disagree	121	20.7%
Disagree	123	21.0%
Strongly Disagree	109	18.6%
Do Not Know	35	6.0%
Missing/Invalid	3	-- --
TOTAL:	588	-- --



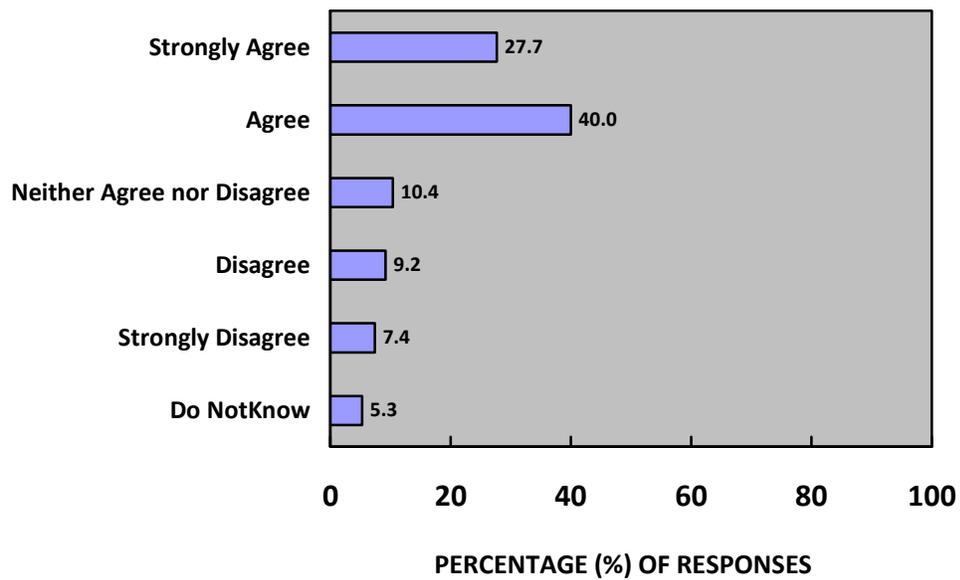
20. Pay raises depend on how well employees perform their jobs.

Response	Frequency	Percentage
Strongly Agree	37	6.4%
Agree	97	16.7%
Neither Agree nor Disagree	124	21.3%
Disagree	136	23.4%
Strongly Disagree	131	22.5%
Do Not Know	56	9.6%
Missing/Invalid	7	-- --
TOTAL:	588	-- --



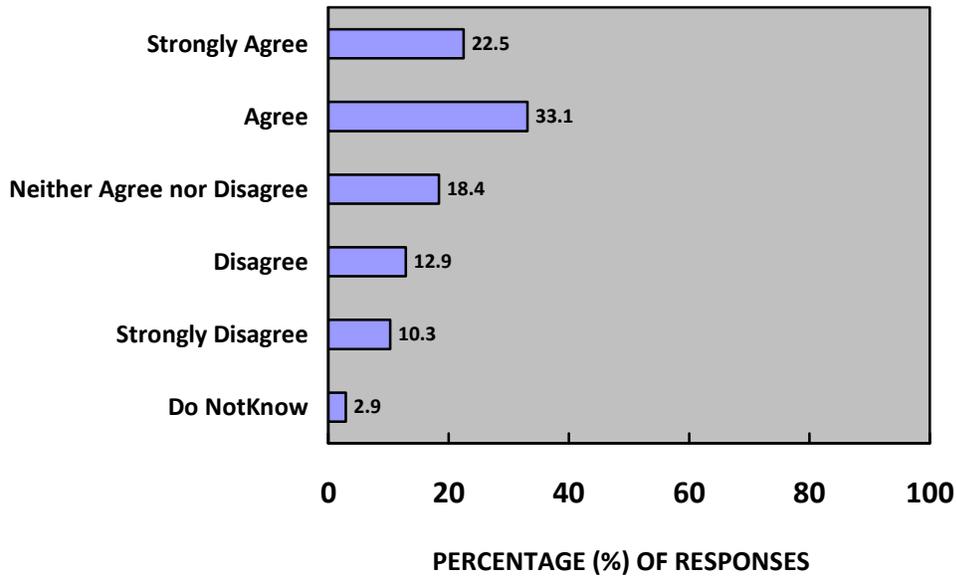
21. My performance appraisal is a fair reflection of my performance.

Response	Frequency	Percentage
Strongly Agree	162	27.7%
Agree	234	40.0%
Neither Agree nor Disagree	61	10.4%
Disagree	54	9.2%
Strongly Disagree	43	7.4%
Do Not Know	31	5.3%
Missing/Invalid	3	-- --
TOTAL:	588	-- --



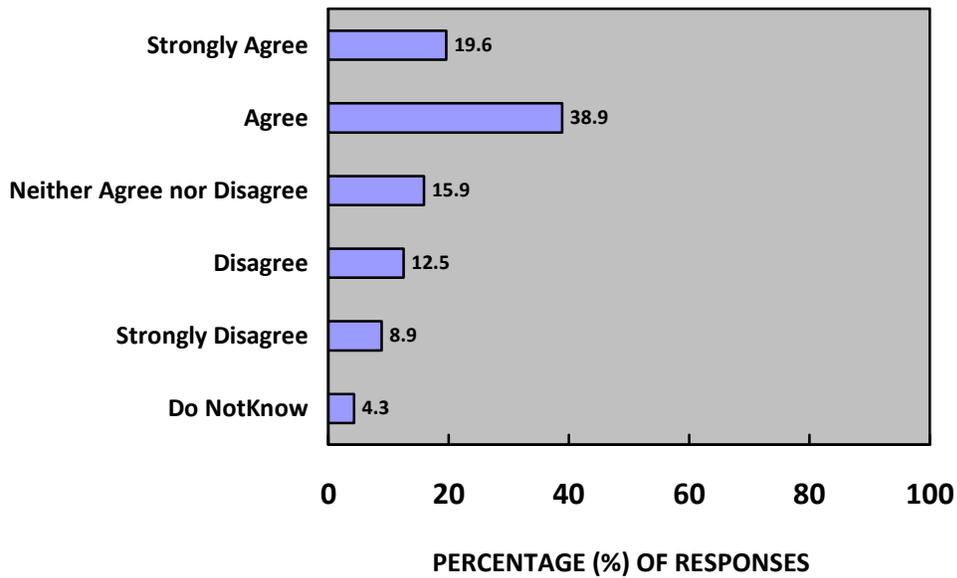
22. Discussions with my supervisor/team leader about my performance are worthwhile.

Response	Frequency	Percentage
Strongly Agree	131	22.5%
Agree	193	33.1%
Neither Agree nor Disagree	107	18.4%
Disagree	75	12.9%
Strongly Disagree	60	10.3%
Do Not Know	17	2.9%
Missing/Invalid	5	-- --
TOTAL:	588	-- --



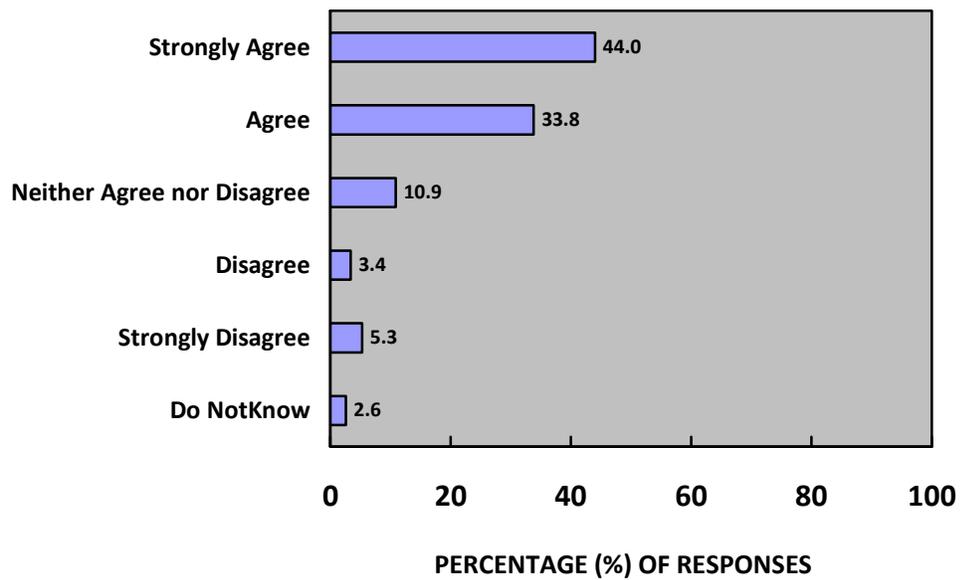
23. Managers/supervisors/team leaders work well with employees of different backgrounds.

Response	Frequency	Percentage
Strongly Agree	115	19.6%
Agree	228	38.9%
Neither Agree nor Disagree	93	15.9%
Disagree	73	12.5%
Strongly Disagree	52	8.9%
Do Not Know	25	4.3%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



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

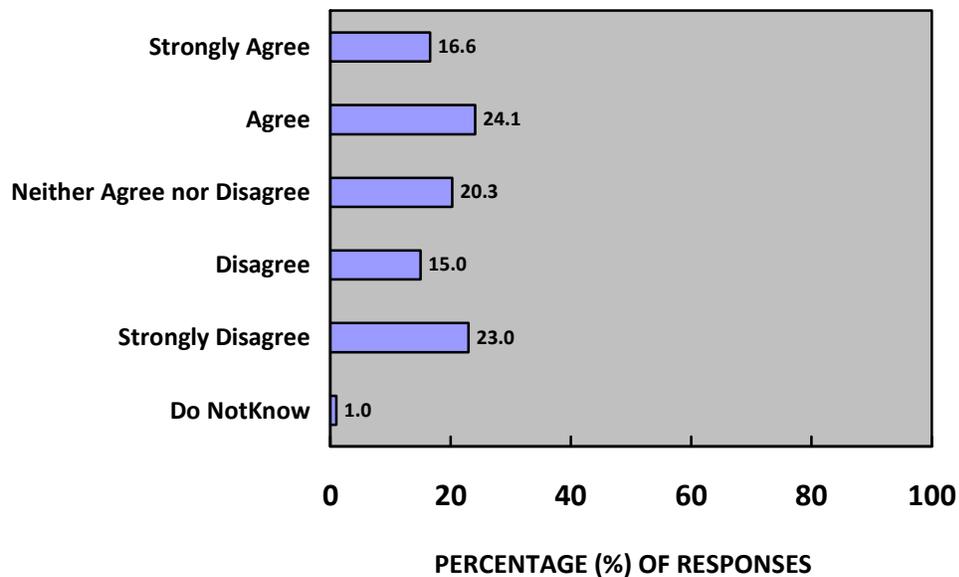
Response	Frequency	Percentage
Strongly Agree	258	44.0%
Agree	198	33.8%
Neither Agree nor Disagree	64	10.9%
Disagree	20	3.4%
Strongly Disagree	31	5.3%
Do Not Know	15	2.6%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



SECTION 5: SURVEY RESULTS - LEADERSHIP

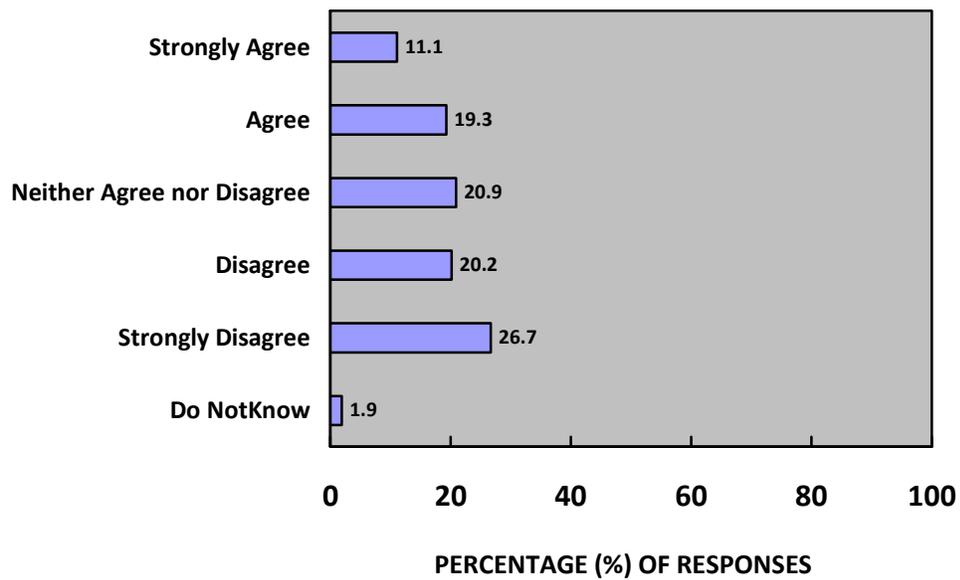
25. I have a high level of respect for my organization's senior leaders.

Response	Frequency	Percentage
Strongly Agree	97	16.6%
Agree	141	24.1%
Neither Agree nor Disagree	119	20.3%
Disagree	88	15.0%
Strongly Disagree	135	23.0%
Do Not Know	6	1.0%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



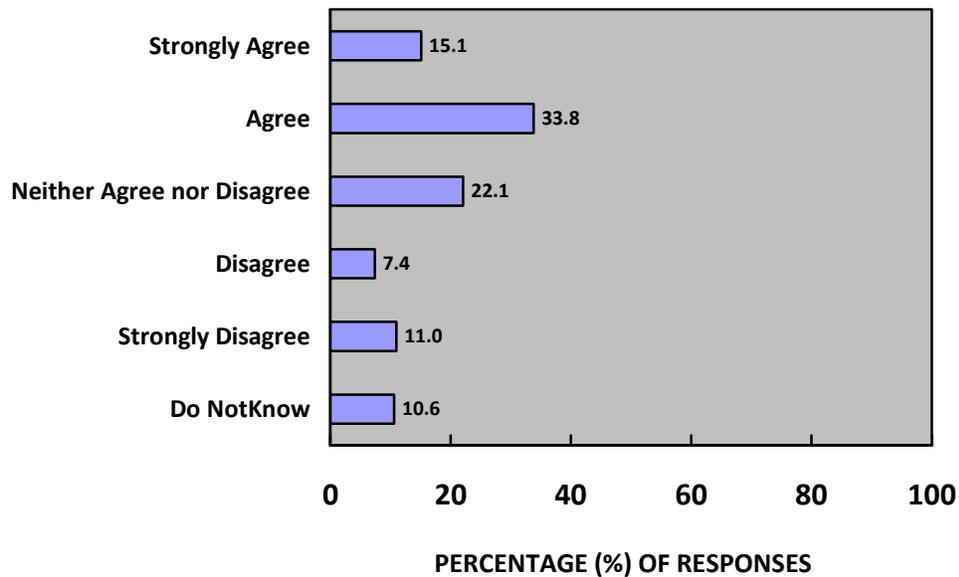
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.

Response	Frequency	Percentage
Strongly Agree	65	11.1%
Agree	113	19.3%
Neither Agree nor Disagree	122	20.9%
Disagree	118	20.2%
Strongly Disagree	156	26.7%
Do Not Know	11	1.9%
Missing/Invalid	3	-- --
TOTAL:	588	-- --



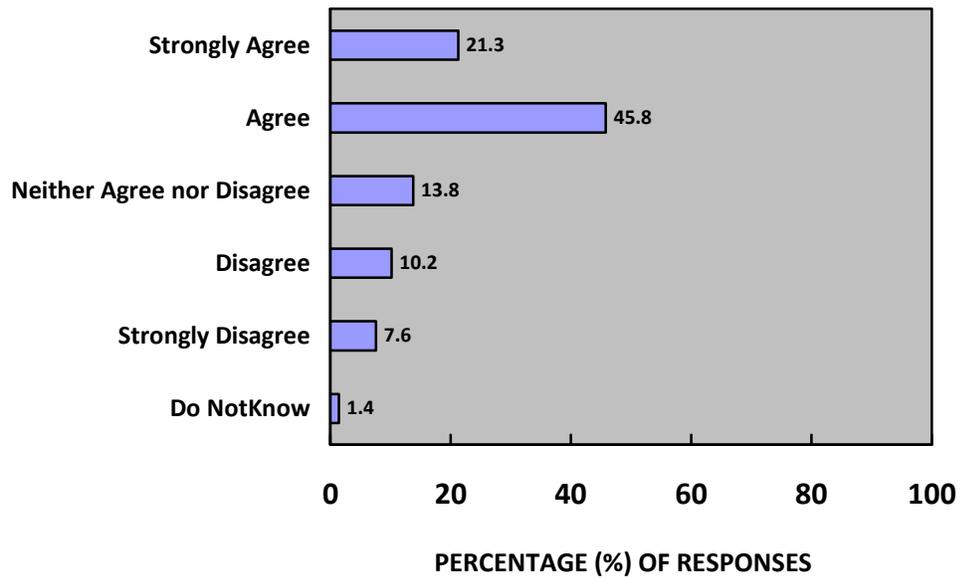
27. Managers review and evaluate the organization’s progress toward meeting its goals and objectives.

Response	Frequency	Percentage
Strongly Agree	88	15.1%
Agree	197	33.8%
Neither Agree nor Disagree	129	22.1%
Disagree	43	7.4%
Strongly Disagree	64	11.0%
Do Not Know	62	10.6%
Missing/Invalid	5	-- --
TOTAL:	588	-- --



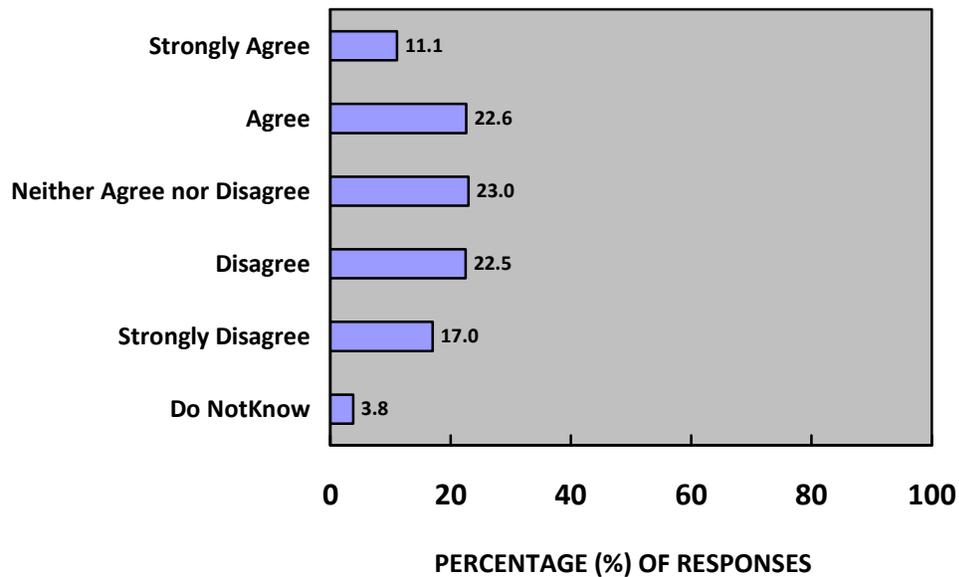
28. Employees are protected from health and safety hazards on the job.

Response	Frequency	Percentage
Strongly Agree	124	21.3%
Agree	266	45.8%
Neither Agree nor Disagree	80	13.8%
Disagree	59	10.2%
Strongly Disagree	44	7.6%
Do Not Know	8	1.4%
Missing/Invalid	7	-- --
TOTAL:	588	-- --



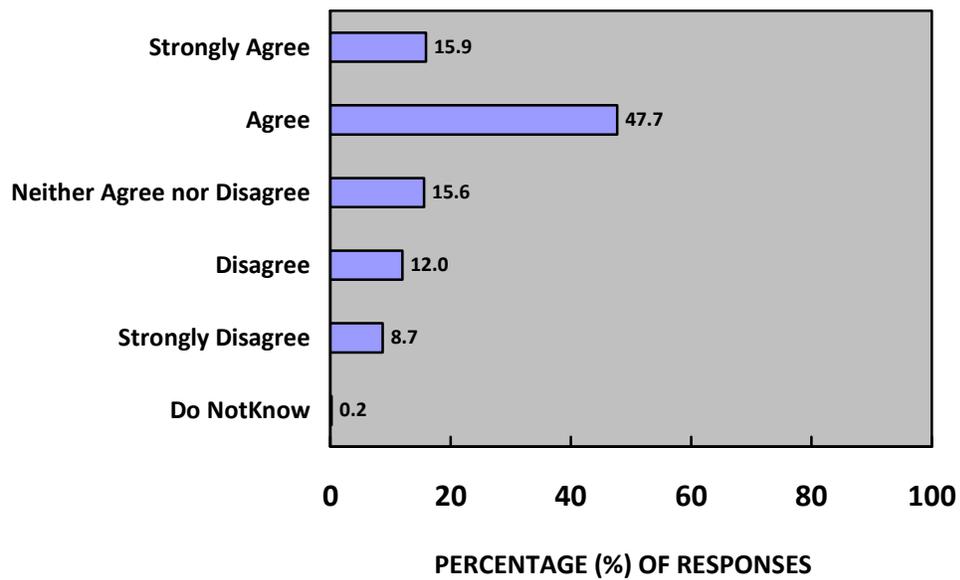
29. Employees have a feeling of personal empowerment with respect to work processes.

Response	Frequency	Percentage
Strongly Agree	65	11.1%
Agree	132	22.6%
Neither Agree nor Disagree	134	23.0%
Disagree	131	22.5%
Strongly Disagree	99	17.0%
Do Not Know	22	3.8%
Missing/Invalid	5	-- --
TOTAL:	588	-- --



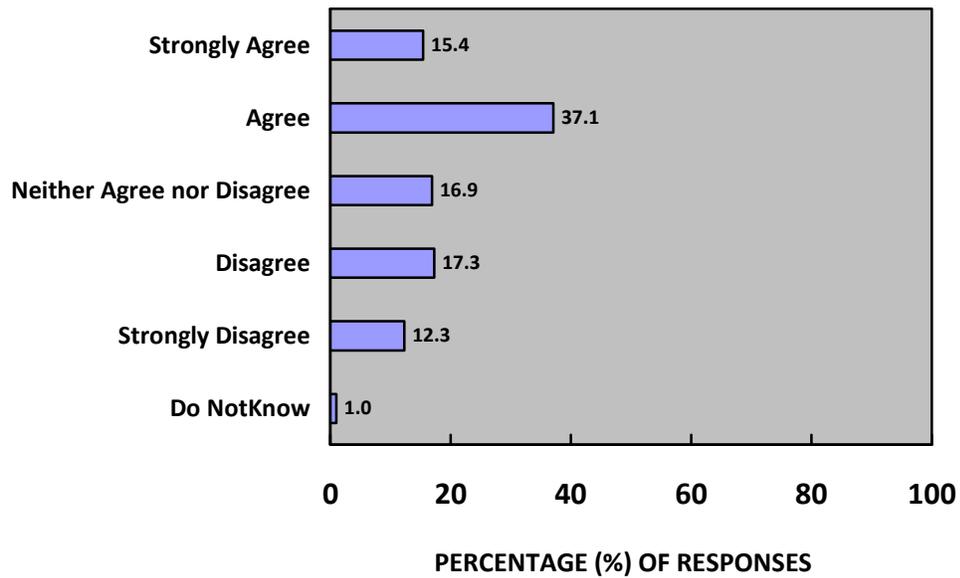
30. My workload is reasonable.

Response	Frequency	Percentage
Strongly Agree	93	15.9%
Agree	279	47.7%
Neither Agree nor Disagree	91	15.6%
Disagree	70	12.0%
Strongly Disagree	51	8.7%
Do Not Know	1	0.2%
Missing/Invalid	3	-- --
TOTAL:	588	-- --



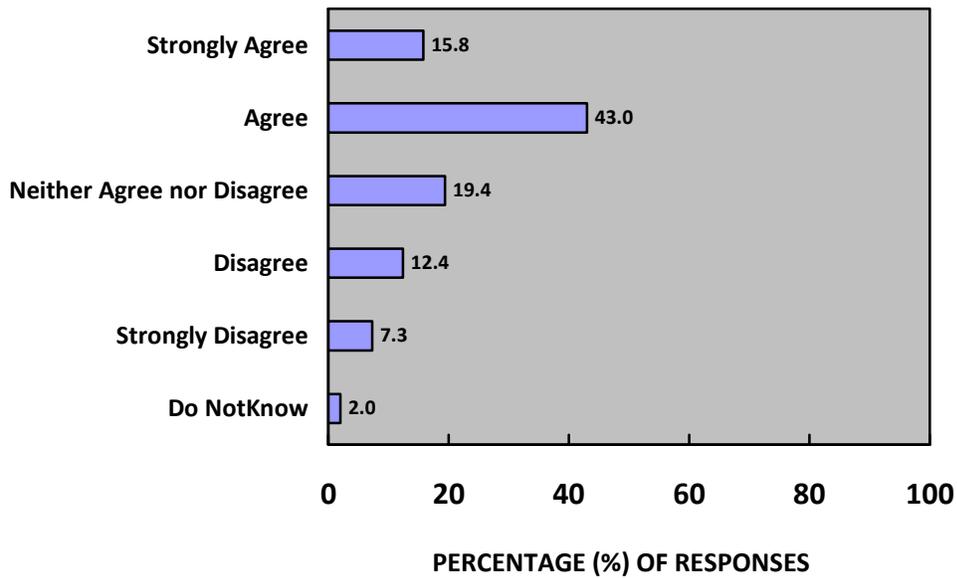
31. Managers communicate the goals and priorities of the organization.

Response	Frequency	Percentage
Strongly Agree	90	15.4%
Agree	217	37.1%
Neither Agree nor Disagree	99	16.9%
Disagree	101	17.3%
Strongly Disagree	72	12.3%
Do Not Know	6	1.0%
Missing/Invalid	3	-- --
TOTAL:	588	-- --



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

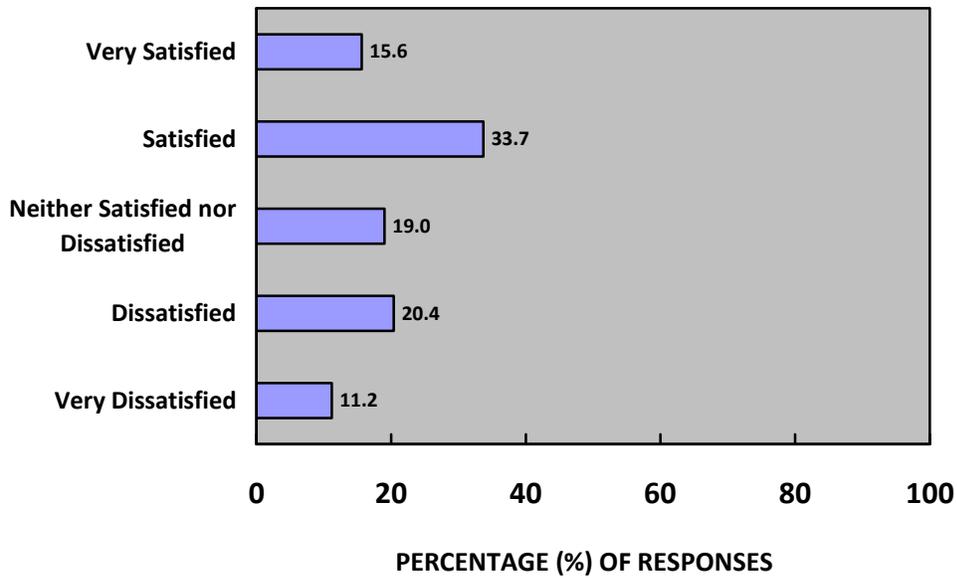
Response	Frequency	Percentage
Strongly Agree	93	15.8%
Agree	253	43.0%
Neither Agree nor Disagree	114	19.4%
Disagree	73	12.4%
Strongly Disagree	43	7.3%
Do Not Know	12	2.0%
Missing/Invalid	0	-- --
TOTAL:	588	-- --



SECTION 6: SURVEY RESULTS – JOB SATISFACTION

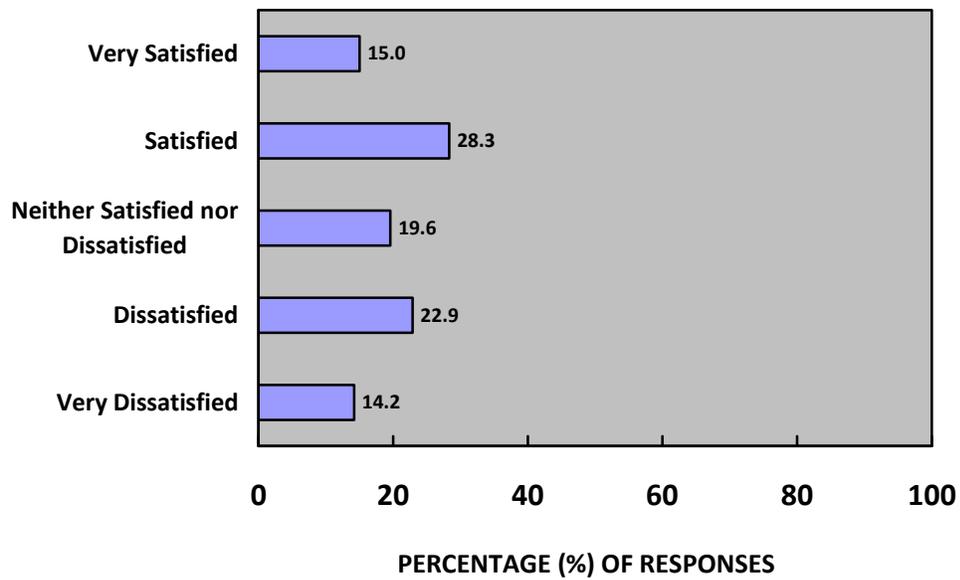
33. How satisfied are you with the information you receive from management on what’s going on in your organization?

Response	Frequency	Percentage
Very Satisfied	92	15.6%
Satisfied	198	33.7%
Neither Satisfied nor Dissatisfied	112	19.0%
Dissatisfied	120	20.4%
Very Dissatisfied	66	11.2%
Missing/Invalid	0	-- --
TOTAL:	588	-- --



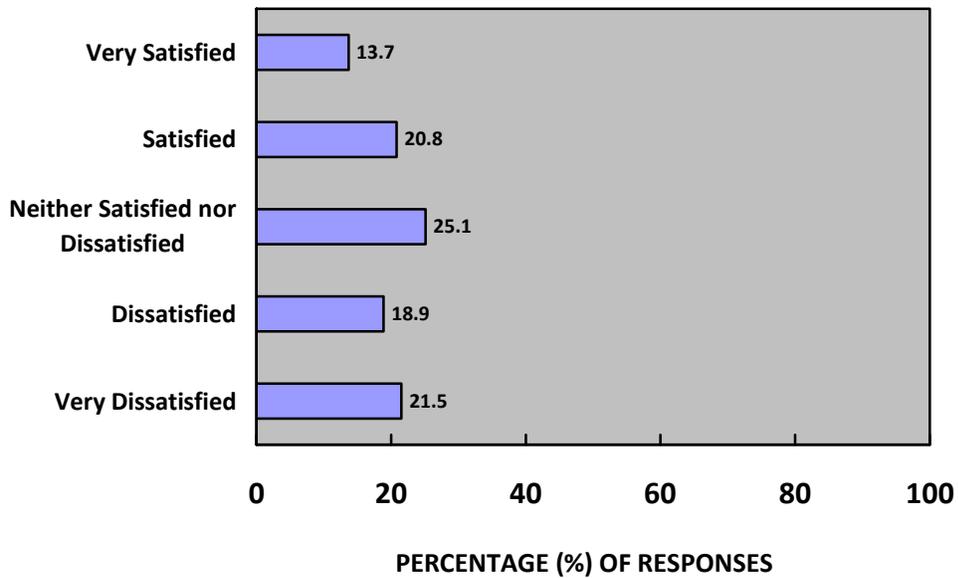
34. How satisfied are you with your involvement in decisions that affect your work?

Response	Frequency	Percentage
Very Satisfied	88	15.0%
Satisfied	166	28.3%
Neither Satisfied nor Dissatisfied	115	19.6%
Dissatisfied	134	22.9%
Very Dissatisfied	83	14.2%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



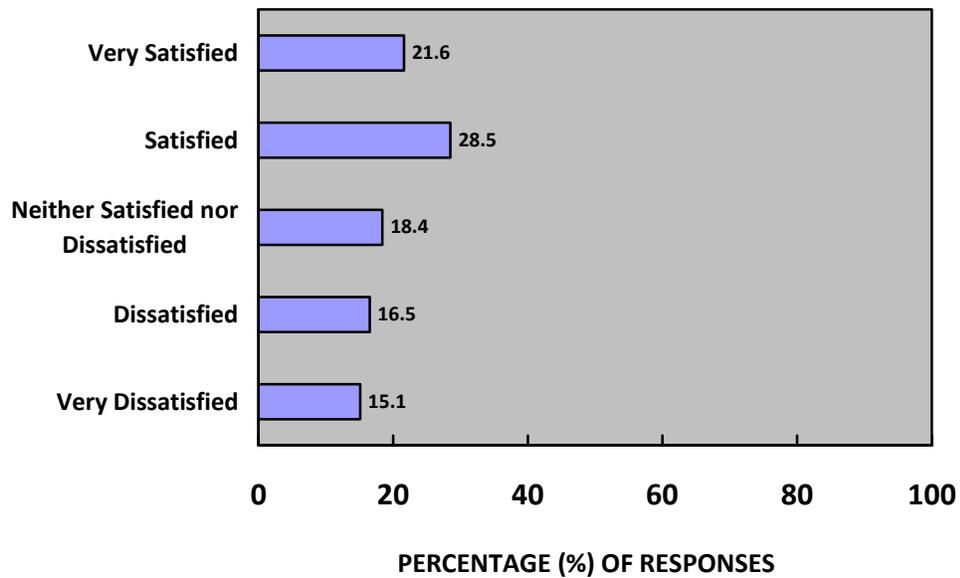
35. How satisfied are you with your opportunity to get a better job with NARA?

Response	Frequency	Percentage
Very Satisfied	80	13.7%
Satisfied	121	20.8%
Neither Satisfied nor Dissatisfied	146	25.1%
Dissatisfied	110	18.9%
Very Dissatisfied	125	21.5%
Missing/Invalid	6	-- --
TOTAL:	588	-- --



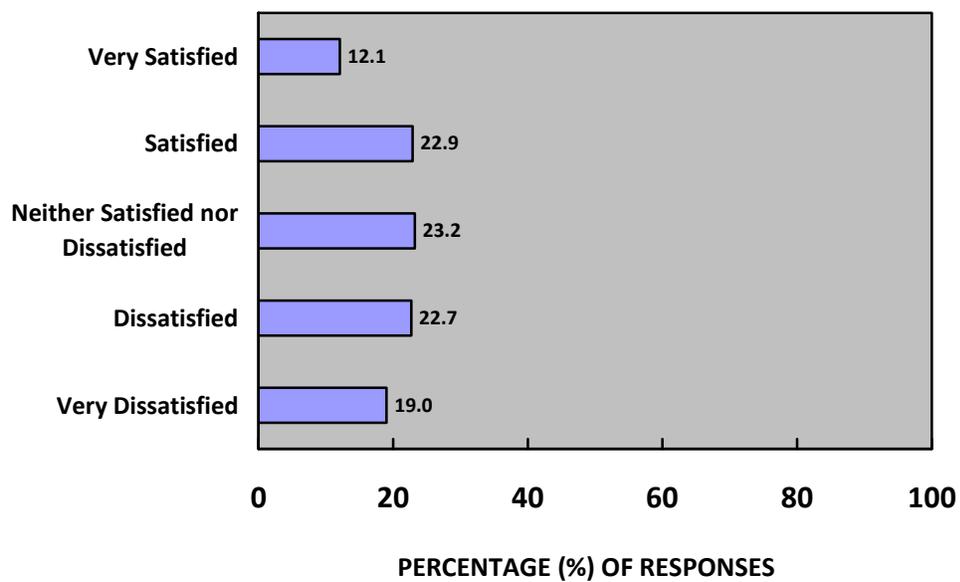
36. How satisfied are you with the recognition you receive for doing a good job?

Response	Frequency	Percentage
Very Satisfied	126	21.6%
Satisfied	166	28.5%
Neither Satisfied nor Dissatisfied	107	18.4%
Dissatisfied	96	16.5%
Very Dissatisfied	88	15.1%
Missing/Invalid	5	-- --
TOTAL:	588	-- --



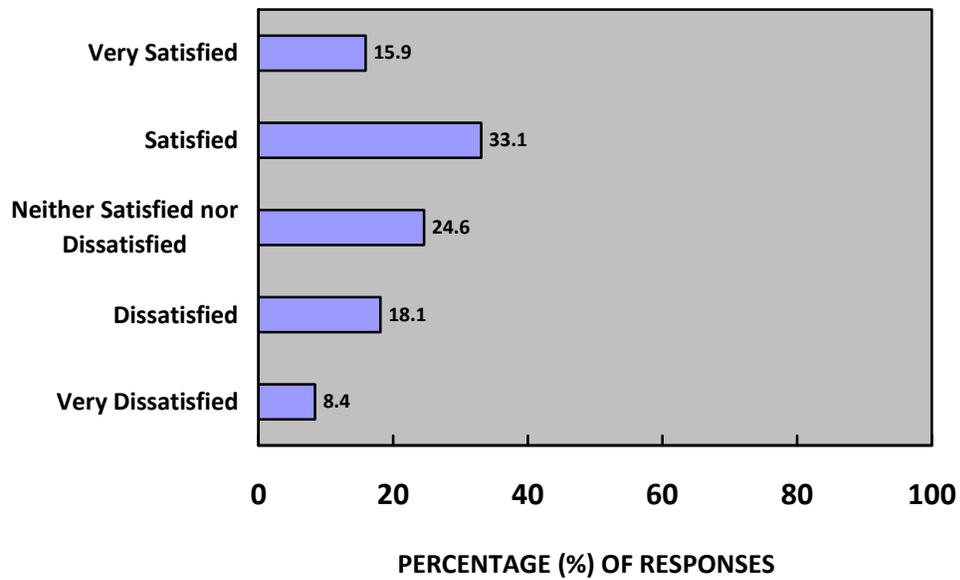
37. How satisfied are you with the policies and practices of your senior leaders?

Response	Frequency	Percentage
Very Satisfied	71	12.1%
Satisfied	134	22.9%
Neither Satisfied nor Dissatisfied	136	23.2%
Dissatisfied	133	22.7%
Very Dissatisfied	111	19.0%
Missing/Invalid	3	-- --
TOTAL:	588	-- --



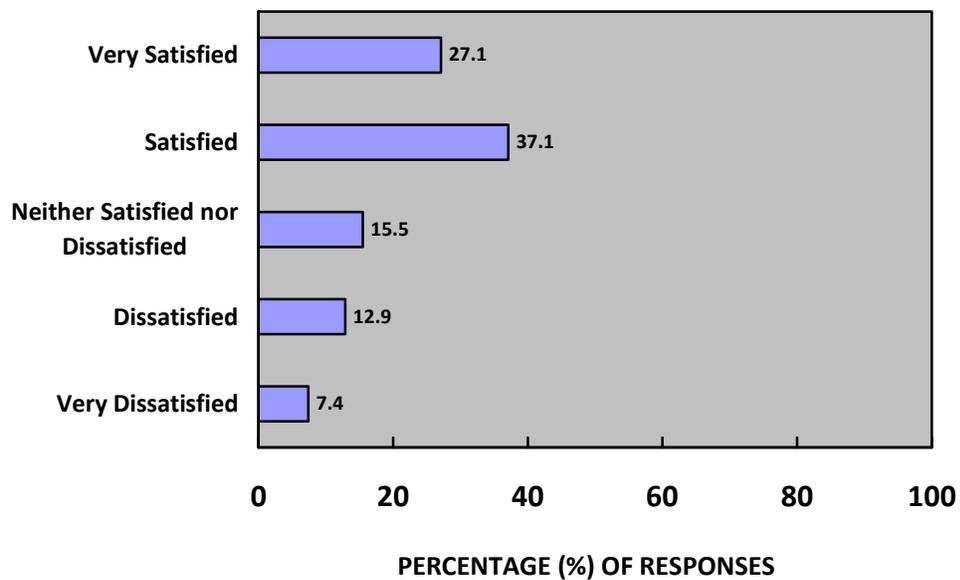
38. How satisfied are you with the training you receive for your present job?

Response	Frequency	Percentage
Very Satisfied	93	15.9%
Satisfied	194	33.1%
Neither Satisfied nor Dissatisfied	144	24.6%
Dissatisfied	106	18.1%
Very Dissatisfied	49	8.4%
Missing/Invalid	2	-- --
TOTAL:	588	-- --



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

Response	Frequency	Percentage
Very Satisfied	157	27.1%
Satisfied	215	37.1%
Neither Satisfied nor Dissatisfied	90	15.5%
Dissatisfied	75	12.9%
Very Dissatisfied	43	7.4%
Missing/Invalid	8	-- --
TOTAL:	588	-- --



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

Response	Frequency	Percentage
Very Satisfied	143	24.4%
Satisfied	187	31.9%
Neither Satisfied nor Dissatisfied	84	14.3%
Dissatisfied	103	17.6%
Very Dissatisfied	69	11.8%
Missing/Invalid	2	-- --
TOTAL:	588	-- --

