

## *Summary*

Overall, results from the 2008 Survey indicate that FMC employees like the work they do and believe the Commission does a good job in the areas of recruitment, employee development, and retention. The rate of positive responses by FMC employees exceeded the governmentwide average in all but three of the seventy-four questions included in the survey.

The FMC's highest scores were in the area of employee benefits and support for work/life balance. Ninety-one percent of FMC employees expressed satisfaction with the Commission's paid leave policies (Questions 69 and 70). Eighty-seven percent of employees believe their immediate supervisors support their needs to balance work and other life issues (Q. 12). FMC employees were also very satisfied with the retirement benefits (Q. 64), health insurance benefits (Q. 65), and life insurance benefits (Q. 66). Each of these questions received over 75% positive responses. Our strong employee benefits program is helping the Commission compete with the private sector to recruit and retain mission critical employees as evidenced by the 82% of survey respondents who believe their work unit is able to recruit people with the right skills (Q. 14).

FMC employees demonstrate a high level of commitment to the work they do and work cooperatively with one another to effectively carry out the Commission's mission. This enables the FMC to provide a high level of service to the American public. For example, almost 90% of employees understand how their work relates to agency goals and priorities (Q. 19). Ninety-three percent of survey respondents said that FMC employees cooperate to get their work done (Q. 1). Eighty-four percent responded that employees share job knowledge with colleagues within their work unit (Q. 53).

Questions about training and employee development at the FMC received positive responses from employees. Almost 80% of employees believe that they are given a real opportunity to improve their skills within the Commission (Q. 2). Eighty-two percent responded that management in their work unit supports employee development (Q. 49). Ninety-five percent said they can easily access electronic learning and training programs from their desk (Q. 50).

The Commission generally scored well on questions relating to the creation of an effective results-oriented performance culture but some areas of improvement have been identified. On the positive side, over 86% of Commission employees believe that they are held accountable for achieving results at work (Q. 33). Additionally, most employees believe their performance appraisals are accurate reflections of their performance (Q. 30) and that conversations with their supervisor about their performance are worthwhile (Q. 31). The Commission also has been successful in communicating to employees via performance standards what is expected of them in order to be rated at different performance levels during the Commission's annual performance appraisal process. Eighty-five percent of FMC employees acknowledged they understood what was expected of them in terms of job performance in order to be rated at different levels on their most recent performance appraisal (Q. 32).

Areas where the FMC could improve include the ability of the performance management system to deal with poor performers (Q. 23) and a perception that pay raises are not dependent on how well employees perform their jobs (Q. 27). The FMC improved its positive rating on Question 27 by 26.9% over its results during the 2006 Federal Human Capital Survey; however, the Commission strives for additional improvement in this area. Also notable were concerns expressed by employees about limited opportunities for employees to get a better job at the FMC (Q. 59). Nearly 55% of employees surveyed responded positively to this survey question. This is a 16% improvement over the results of the 2006 survey at the FMC. Within the last year, the Commission has taken steps such as reexamining its policy on upward mobility to address concerns raised by the Survey in this area.

### *Trend Analysis*

The Commission analyzed the results of the 2008 Federal Human Capital Survey with the 2006 Federal Human Capital Survey. FMC's response rate of 69% was comparable to the 70% response rate for the 2006 Survey.

Of the 74 questions featured in the Survey, only question #32 had not appeared on a previous Survey. This question sought to measure employees' understanding of distinctions between different levels of performance in the FMC's performance appraisal process. As pointed out in the Summary of Results, 85% of employees acknowledged that they understood what was required by way of job performance to be rated at different performance levels.

Forty-one items reflected marked shifts from the 2006 results where a variance of more than nine percent was recorded. All 41 questions constituted positive increases, with no decreases. The largest shift was seen in the area of recruitment, development, and retention where the FMC positive response rate increased by more than 31% between the 2006 and 2008 Surveys in response to a question about the Commission's ability to recruit people with the right skills (Q. 14). The results also spoke to an improved perception of the "performance culture" at the FMC where positive response rates increased over 15% for several questions in that category (Questions 22, 24, 26, 27, 28, and 30).

The Commission substantially improved its scores in questions relating to overall job satisfaction. Notable was a 20% increase in satisfaction with the practices and policies of the FMC's senior leaders (Q. 58), a 17% increase in satisfaction with training FMC employees receive for their present jobs (Q. 59), and an 11% increase in job satisfaction (Q. 61). Overall satisfaction with the FMC increased by 20% above the 2006 Survey results (Q. 63).

Twenty-two questions shifted by between three and nine percent from the figures reported in the 2006 Survey. All of the items except one constituted a more favorable opinion than was registered in the 2006 Survey. A question regarding supervisor support for work and other life issues fell by 4% from the 2006 Survey results (Q. 12). The FMC's positive rate of response to this question was 86% and exceeded the governmentwide average by 11%. Nine questions showed less than a three percent change, too small to reflect a trend having statistical significance.

The Commission's percentage of positive responses exceeded the governmentwide average in all but three questions (Questions #6, #20, and #71). Question #6 measured employees' commitment to their job by asking if they liked the kind of work they do. The FMC received a 79% positive response rate while the governmentwide average was 84%. At FMC, the number of positive responses to this question increased by less than one percent between the 2006 and 2008 Surveys. Question #20 asked if employees believe the work they do is important. The Commission received an 84% positive response rate while the governmentwide average was 91%. The number of positive responses to this question by FMC employees was unchanged from the 2006 Survey. Question #71 deals with satisfaction with the child care subsidy program, in which the Commission does not currently participate.

**Federal Maritime Commission**  
**2008 Federal Human Capital Survey Results**  
**(Survey Administration Period 8/13/08 to 9/19/08)**

			Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*1.	The people I work with cooperate to get the job done.	N	31	32	4	0	1	NA		68
		%	45.0	48.1	5.4	0.0	1.5	NA	93.1	100
*2.	I am given a real opportunity to improve my skills in my organization.	N	28	26	4	5	5	NA		68
		%	41.2	38.5	5.4	7.3	7.5	NA	79.7	100
3.	I have enough information to do my job well.	N	25	36	1	4	2	NA		68
		%	35.5	53.9	1.4	5.9	3.2	NA	89.5	100
4.	I feel encouraged to come up with new and better ways of doing things.	N	28	25	4	5	6	NA		68
		%	41.0	36.8	5.7	7.6	8.9	NA	77.8	100
*5.	My work gives me a feeling of personal accomplishment.	N	27	26	6	4	5	NA		68
		%	39.1	38.1	9.2	6.1	7.5	NA	77.2	100
*6.	I like the kind of work I do.	N	24	30	5	6	3	NA		68
		%	34.5	44.3	7.8	9.0	4.4	NA	78.7	100
*7.	I have trust and confidence in my supervisor.	N	27	25	8	2	6	NA		68
		%	37.7	37.9	12.3	3.2	8.9	NA	75.6	100
8.	I recommend my organization as a good place to work.	N	28	23	11	0	6	NA		68
		%	39.9	34.5	16.7	0.0	8.9	NA	74.4	100
			<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>	<b>Do Not Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>
*9.	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	N	37	17	7	3	4	NA		68
		%	54.5	24.8	10.4	4.4	5.9	NA	79.3	100
10.	How would you rate the overall quality of work done by your work group?	N	34	29	4	1	0	NA		68
		%	49.9	42.8	5.9	1.5	0.0	NA	92.7	100
			Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*11.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N	23	36	3	3	2	1		68
		%	33.5	53.1	4.2	4.5	3.0	1.7	86.6	100
*12.	My supervisor supports my need to balance work and other life issues.	N	40	19	7	0	2	0		68
		%	58.4	28.2	10.3	0.0	3.0	0.0	86.6	100
13.	Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	N	24	26	8	3	6	1		68
		%	34.0	38.8	12.4	4.3	8.9	1.6	72.7	100
*14.	My work unit is able to recruit people with the right skills.	N	26	30	6	2	2	2		68
		%	37.5	44.2	9.2	2.7	3.1	3.4	81.6	100

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
15.	The skill level in my work unit has improved in the past year.	N 26 % 37.0	27 40.2	7 10.4	4 6.3	3 4.5	1 1.6	77.2	68 100
16.	I have sufficient resources (for example, people, materials, budget) to get my job done.	N 15 % 22.2	34 49.8	6 8.8	8 11.5	5 7.6	0 0.0	72.0	68 100
*17.	My workload is reasonable.	N 21 % 30.6	31 45.6	6 8.8	6 8.6	4 6.4	0 0.0	76.2	68 100
*18.	My talents are used well in the workplace.	N 20 % 29.0	34 50.3	3 4.4	4 6.0	7 10.3	0 0.0	79.3	68 100
*19.	I know how my work relates to the agency's goals and priorities.	N 32 % 46.8	29 42.8	6 8.9	0 0.0	1 1.6	0 0.0	89.5	68 100
*20.	The work I do is important.	N 28 % 41.4	30 43.0	7 11.0	2 3.2	1 1.5	0 0.0	84.4	68 100
*21.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N 31 % 45.4	30 43.3	3 4.5	3 5.1	1 1.7	0 0.0	88.7	68 100
*22.	Promotions in my work unit are based on merit.	N 15 % 21.9	29 42.0	11 16.1	6 9.1	6 9.3	1 1.6	63.9	68 100
*23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N 6 % 9.6	20 27.9	15 21.6	9 13.7	10 15.3	8 12.0	37.5	68 100
*24.	Employees have a feeling of personal empowerment with respect to work processes.	N 17 % 24.6	28 41.1	11 17.1	4 5.3	6 9.0	2 2.8	65.7	68 100
25.	Employees are rewarded for providing high quality products and services to customers.	N 21 % 29.8	23 33.5	11 16.7	3 4.7	7 10.8	3 4.6	63.3	68 100
*26.	Creativity and innovation are rewarded.	N 21 % 30.2	22 31.6	16 24.4	1 1.4	6 9.0	2 3.4	61.8	68 100
*27.	Pay raises depend on how well employees perform their jobs.	N 8 % 11.6	30 42.6	14 21.4	6 8.8	6 9.3	4 6.4	54.2	68 100
28.	Awards in my work unit depend on how well employees perform their jobs.	N 17 % 24.3	32 46.9	6 8.5	5 7.4	6 9.5	2 3.3	71.2	68 100
*29.	In my work unit, differences in performance are recognized in a meaningful way.	N 12 % 17.4	24 34.1	15 22.7	6 8.8	7 10.7	4 6.4	51.4	68 100
*30.	My performance appraisal is a fair reflection of my performance.	N 19 % 26.8	36 53.7	6 9.1	1 1.4	5 7.3	1 1.7	80.5	68 100
*31.	Discussions with my supervisor/team leader about my performance are worthwhile.	N 19 % 27.0	32 48.2	9 13.1	2 3.0	6 8.7	0 0.0	75.1	68 100

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*32.	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).	N 21 % 30.1	37 54.9	4 5.9	1 1.5	2 3.0	3 4.6	85.0	68 100
33.	I am held accountable for achieving results.	N 22 % 31.8	37 54.9	7 10.1	1 1.7	1 1.6	0 0.0	86.7	68 100
34.	Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	N 19 % 27.7	26 38.3	13 19.2	2 3.2	4 6.2	4 5.5	66.0	68 100
35.	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	N 26 % 37.8	24 35.4	9 13.3	5 7.5	3 4.5	1 1.5	73.2	68 100
*36.	Managers/supervisors/team leaders work well with employees of different backgrounds.	N 30 % 44.1	22 32.6	10 14.9	3 4.0	3 4.5	0 0.0	76.7	68 100
*37.	I have a high level of respect for my organization's senior leaders.	N 15 % 21.9	32 46.4	10 15.1	5 7.6	6 9.0	0 0.0	68.3	68 100
*38.	In my organization, leaders generate high levels of motivation and commitment in the workforce.	N 13 % 18.4	26 38.3	17 25.4	5 7.4	6 8.9	1 1.6	56.6	68 100
39.	My organization's leaders maintain high standards of honesty and integrity.	N 19 % 28.3	21 29.7	16 24.4	3 4.4	5 7.3	4 5.9	58.0	68 100
*40.	Managers communicate the goals and priorities of the organization.	N 18 % 26.2	29 42.8	10 14.2	5 7.7	5 7.5	1 1.6	69.0	68 100
*41.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N 18 % 26.2	33 48.7	9 13.5	2 2.4	2 3.0	4 6.2	74.9	68 100
*42.	Employees are protected from health and safety hazards on the job.	N 35 % 51.8	22 31.7	7 10.4	3 4.5	1 1.6	0 0.0	83.5	68 100
*43.	My organization has prepared employees for potential security threats.	N 26 % 37.4	34 50.1	6 9.3	1 1.7	1 1.5	0 0.0	87.5	68 100
44.	Complaints, disputes or grievances are resolved fairly in my work unit.	N 14 % 20.1	24 34.4	11 16.6	4 6.1	4 5.8	11 16.9	54.5	68 100
45.	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N 19 % 27.8	23 34.0	10 14.7	5 8.0	5 7.3	6 8.3	61.7	68 100
46.	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.	N 26 % 37.9	19 28.2	8 12.2	3 4.3	6 9.0	6 8.4	66.1	68 100
47.	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N 24 % 34.6	20 29.7	7 10.8	5 7.2	3 4.7	9 13.0	64.2	68 100

			Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
48.	Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	N	15	37	9	2	4	1		68
		%	21.8	54.6	13.0	3.0	6.2	1.4	76.4	100
*49.	Supervisors/team leaders in my work unit support employee development.	N	32	24	5	4	3	0		68
		%	47.3	34.9	7.2	5.9	4.6	0.0	82.2	100
50.	Employees have electronic access to learning and training programs readily available at their desk.	N	35	30	1	1	1	0		68
		%	51.6	43.7	1.7	1.4	1.7	0.0	95.2	100
*51.	My training needs are assessed.	N	24	30	5	5	3	1		68
		%	35.2	44.8	7.0	7.4	4.5	1.1	80.0	100
52.	Managers promote communication among different work units (for example, about projects, goals, needed resources).	N	23	26	10	3	5	1		68
		%	34.7	37.3	14.9	4.0	7.6	1.5	72.0	100
53.	Employees in my work unit share job knowledge with each other.	N	28	29	4	6	1	0		68
		%	41.8	42.1	5.8	8.7	1.5	0.0	84.0	100
54.	Employees use information technology (for example, intranet, shared networks) to perform work.	N	40	26	2	0	0	0		68
		%	58.5	38.5	3.0	0.0	0.0	0.0	97.0	100
			Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
*55.	How satisfied are you with your involvement in decisions that affect your work?	N	28	21	10	4	5	NA		68
		%	40.3	30.7	15.5	6.1	7.5	NA	70.9	100
*56.	How satisfied are you with the information you receive from management on what's going on in your organization?	N	22	22	13	7	4	NA		68
		%	31.4	32.8	19.6	10.3	5.9	NA	64.2	100
*57.	How satisfied are you with the recognition you receive for doing a good job?	N	29	23	8	5	3	NA		68
		%	42.2	33.7	12.1	7.5	4.5	NA	75.9	100
*58.	How satisfied are you with the policies and practices of your senior leaders?	N	18	24	15	7	4	NA		68
		%	26.0	34.5	23.1	10.5	5.9	NA	60.5	100
*59.	How satisfied are you with your opportunity to get a better job in your organization?	N	14	24	16	7	7	NA		68
		%	19.4	35.2	23.8	11.0	10.6	NA	54.7	100
*60.	How satisfied are you with the training you receive for your present job?	N	28	26	9	4	1	NA		68
		%	40.8	38.5	13.4	5.9	1.5	NA	79.3	100
*61.	Considering everything, how satisfied are you with your job?	N	31	21	9	2	5	NA		68
		%	45.1	31.0	13.6	2.8	7.5	NA	76.0	100
*62.	Considering everything, how satisfied are you with your pay?	N	23	29	8	5	3	NA		68
		%	33.8	42.4	11.9	7.3	4.5	NA	76.2	100
63.	Considering everything, how satisfied are you with your organization?	N	29	25	7	3	4	NA		68
		%	42.3	36.9	10.5	4.2	6.0	NA	79.2	100

		Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
64.	How satisfied are you with retirement benefits?	N 21	32	6	1	1	7		68
		% 29.7	47.9	8.8	1.7	1.6	10.3	77.6	100
65.	How satisfied are you with health insurance benefits?	N 23	31	8	5	0	1		68
		% 32.8	46.5	11.7	7.5	0.0	1.4	79.3	100
66.	How satisfied are you with life insurance benefits?	N 17	35	8	3	1	4		68
		% 24.2	51.1	12.2	4.9	1.2	6.4	75.3	100
67.	How satisfied are you with long term care insurance benefits?	N 14	20	10	4	1	19		68
		% 20.9	28.5	14.9	6.0	1.7	28.0	49.4	100
68.	How satisfied are you with the flexible spending account (FSA) program?	N 18	18	8	1	0	23		68
		% 25.5	27.2	11.4	1.5	0.0	34.4	52.7	100
69.	How satisfied are you with paid vacation time?	N 30	32	5	0	1	NA		68
		% 42.7	48.6	7.2	0.0	1.6	NA	91.2	100
70.	How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?	N 30	32	5	0	1	NA		68
		% 43.1	48.2	7.1	0.0	1.6	NA	91.3	100
71.	How satisfied are you with child care subsidies?	N 2	3	9	0	1	53		68
		% 3.3	3.9	13.1	0.0	1.2	78.4	7.3	100
72.	How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?	N 12	25	13	0	1	17		68
		% 16.9	35.7	20.0	0.0	1.6	25.8	52.6	100
73.	How satisfied are you with telework/telecommuting?	N 11	14	11	2	4	26		68
		% 15.1	19.7	15.9	2.8	6.2	40.4	34.8	100
74.	How satisfied are you with alternative work schedules?	N 31	15	10	3	0	9		68
		% 44.3	21.9	14.5	5.0	0.0	14.3	66.2	100

\* AES prescribed items.

Percentages are weighted to be representative of the Agency's population.

Sample or Population: Population  
Number in Population: 98

Surveys Completed: 68  
Response Rate: 69.4%