

DMDC

Information and Technology for Better Decision Making

2009 Status of Forces Survey of DoD Civilian Employees

Annual Employee Survey Briefing

June 2009



2009 ANNUAL EMPLOYEE SURVEY RESULTS

Interpretation of Results

Overall Satisfaction

- Highest satisfaction with their *job overall* (79%) and their *pay* (67%)
- Lowest satisfaction with *the opportunity to get a better job* (34%)

Leadership and Management

- Highest agreement that *supervisor supports the need to balance work and family issues* (74%), that *supervisors/team leaders support employee development* (63%), and that employees have *trust and confidence in their supervisor* (62%)
- Lowest agreement that *leaders generate high levels of motivation and commitment in the workforce* (44%)
- 67% indicated their immediate supervisor/team leader is doing a “good” job

Performance Management

- Highest agreement that *people cooperate to get the job done* (75%), the *workforce has job-relevant knowledge and skills necessary to accomplish goals* (72%), *performance appraisal is a fair reflection of performance* (64%), and employees *understand what it takes to be rated at different performance levels* (63%)
- Lowest agreement that *pay raises depend on performance* (31%) and *steps are taken to deal with poor performers* (31%)

Motivation/Development/Involvement

- Highest agreement that *the work is important* (91%), they *like the work* (84%), they *know how their work relates to the agency’s goals and priorities* (83%), and that their work gives them a *feeling of personal accomplishment* (76%)
- Lowest agreement that *employees have a feeling of personal empowerment with respect to work processes* (54%)

The Workplace

- Highest agreement that *organization has prepared employees for potential security threats* (82%) and *employees are protected from health and safety hazards on the job* (78%)
- Lowest agreement that *physical conditions allow employees to perform their jobs well* (66%)

2009 ANNUAL EMPLOYEE SURVEY RESULTS

Background Information

- Web-based, *2009 Status of Forces Survey of DoD Civilian Employees (SOFS-C)* fielded March 9 – April 15, 2009
- Of the 95,176 DoD civilian employees surveyed, 51,221 responded
 - Target population for all civilian SOFS consists of DoD-appropriated-fund civilian employees (including Senior Executive Service [SES]) to include employees of the Department of the Army, Department of the Navy (including employees working at Marine Corps locations), Department of the Air Force, and civilian employees working at DoD Agencies and Activities who have either full-time, part-time, or intermittent work schedules, and who had at least 6 months tenure at the time the questionnaire was first fielded
- Weighted response rate of 58%
- Employees notified by postal mail and e-mail of their selection for the sample
- Briefing includes results from 40 OPM-mandated items
 - Final rule at 5 CFR part 250, Federal Register, August 24, 2006 (Volume 71, Number 164)

2009 ANNUAL EMPLOYEE SURVEY RESULTS

Demographics

Surveys Sent: 95,176

Surveys Returned: 51,221

Weighted Response Rate: 58%

Demographics

What is your supervisory status?	Unweighted N	Unweighted %
Non-Supervisor	33,252	65%
Team Leader	5,464	11%
Supervisor	6,362	12%
Manager	3,224	6%
Executive	756	1%

Are you...	Unweighted N	Unweighted %
Male	33,220	65%
Female	18,001	35%

Are you Spanish/Hispanic/Latino?	Unweighted N	Unweighted %
Yes	3,536	7%
No	47,680	93%

What is your race?	Unweighted N	Unweighted %
White	36,231	71%
Black or African-American	6,891	13%
Native Hawaiian or Other Pacific Islander	371	1%
Asian	2,717	5%
American Indian or Alaska Native	424	1%
Two or more races (not Hispanic or Latino)	1,046	2%

For which Department of Defense (DoD) component did you work on March 9, 2009?	Unweighted N	Unweighted %
Department of the Army	18,921	37%
Department of the Navy	13,798	27%
Department of the Air Force	11,084	22%
DoD Office, Agency, or Field Activity	7,418	14%

*Survey respondents also included Wage Leaders and Wage Supervisors

2009 ANNUAL EMPLOYEE SURVEY RESULTS

Respondents Compared to Population

	Weighted Respondents (%) *	Unweighted Respondents (%)
Supervisory Status		
Non-supervisor	67%	65%
Team Leader	10%	11%
Supervisor	12%	12%
Manager	6%	6%
Executive	0%	1%
Gender		
Male	65%	65%
Female	35%	35%
Are you: Hispanic or Latino		
Yes	8%	7%
No	92%	93%
Racial Category		
White	68%	71%
Black or African-American	15%	13%
Native Hawaiian or Other Pacific Islander	1%	1%
Asian	6%	5%
American Indian or Alaska Native	1%	1%
Two or more races (not Hispanic or Latino)	2%	2%
Sub-Agency		
Department of the Army	36%	37%
Department of the Navy	26%	27%
Department of the Air Force	23%	22%
DoD Office, Agency, or Field Activity	15%	14%

* Respondents were weighted to reflect the estimated population to calculate all survey estimates; survey respondents also included Wage Leaders and Wage Supervisors.

2009 ANNUAL EMPLOYEE SURVEY RESULTS

Survey Items and Response Choices

Item Text		Very Dis-satisfied	Dis-satisfied	Neither	Satisfied	Very Satisfied	Do Not know	Total
1. Considering everything, how satisfied are you with your job?	Frequencies	9,788	42,221	85,552	341,410	190,596	NA	669,567
	Percentages	1%	6%	13%	51%	28%		99%
2. Considering everything, how satisfied are you with your pay?	Frequencies	24,350	91,619	107,941	331,857	115,381	NA	671,147
	Percentages	4%	14%	16%	49%	17%		100%
3. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	71,736	136,660	233,532	174,111	56,213	NA	672,252
	Percentages	11%	20%	35%	26%	8%		100%
4. How satisfied are you with the training you receive for your present job?	Frequencies	31,967	84,123	166,610	283,667	91,502	NA	657,869
	Percentages	5%	13%	25%	43%	14%		100%
5. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	40,706	110,055	180,099	260,458	80,593	NA	671,911
	Percentages	6%	16%	27%	39%	12%		100%
6. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	57,569	111,298	174,873	242,425	83,313	NA	669,477
	Percentages	9%	17%	26%	36%	12%		100%
7. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	44,464	108,450	161,683	271,340	84,602	NA	670,539
	Percentages	7%	16%	24%	40%	13%		100%
8. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	47,681	115,455	190,476	245,539	68,946	NA	668,097
	Percentages	7%	17%	29%	37%	10%		100%

2009 ANNUAL EMPLOYEE SURVEY RESULTS

Survey Items and Response Choices

Item Text		Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Do Not know	Total
9. My supervisor supports my need to balance work and family issues.	Frequencies	26,269	33,471	108,315	300,610	196,956	5,561	671,183
	Percentages	4%	5%	16%	45%	29%	1%	100%
10. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	38,436	66,884	134,155	317,891	106,800	7,354	671,520
	Percentages	6%	10%	20%	47%	16%	1%	100%
11. Supervisors/team leaders in my work unit support employee development.	Frequencies	40,931	74,956	133,386	298,244	119,032	3,669	670,217
	Percentages	6%	11%	20%	44%	18%	1%	100%
12. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	30,866	69,043	154,902	318,756	83,829	14,404	671,801
	Percentages	5%	10%	23%	47%	12%	2%	99%
13. Managers communicate the goals and priorities of the organization.	Frequencies	36,363	83,588	141,980	316,660	88,586	4,603	671,780
	Percentages	5%	12%	21%	47%	13%	1%	99%
14. I have a high level of respect for my organization's senior leaders.	Frequencies	60,605	87,717	158,015	246,154	116,208	2,728	671,427
	Percentages	9%	13%	24%	37%	17%	< 1%	100%
15. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	70,403	116,569	184,530	217,885	78,074	4,118	671,578
	Percentages	10%	17%	27%	32%	12%	1%	99%
16. I have trust and confidence in my supervisor.	Frequencies	55,492	66,617	122,184	258,909	168,671	NA	671,872
	Percentages	8%	10%	18%	39%	25%		100%

2009 ANNUAL EMPLOYEE SURVEY RESULTS

Survey Items and Response Choices

Item Text		Very Poor	Poor	Neither	Good	Very Good	Do Not know	Total
17. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	28,964	53,557	138,640	236,872	214,478	NA	672,511
	Percentages	4%	8%	21%	35%	32%		100%
		Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Do Not know	Total
18. My performance appraisal is a fair reflection of my performance.	Frequencies	44,512	61,288	122,063	303,278	121,021	13,627	665,790
	Percentages	7%	9%	18%	46%	18%	2%	100%
19. Creativity and innovation are rewarded.	Frequencies	66,857	109,903	200,419	207,830	56,009	16,935	657,954
	Percentages	10%	17%	30%	32%	9%	3%	101%
20. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	72,192	120,916	209,813	185,665	50,366	28,141	667,093
	Percentages	11%	18%	31%	28%	8%	4%	100%
21. Promotions in my work unit are based on merit.	Frequencies	95,675	124,857	190,204	177,783	48,047	31,219	667,784
	Percentages	14%	19%	28%	27%	7%	5%	100%

2009 ANNUAL EMPLOYEE SURVEY RESULTS

Survey Items and Response Choices

Item Text		Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis	Total
22. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	Frequencies	45,277	65,848	109,532	280,538	139,024	27,890	668,109
	Percentages	7%	10%	16%	42%	21%	4%	100%
Item Text		Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Do Not know	Total
23. The people I work with cooperate to get the job done.	Frequencies	19,252	36,048	107,427	355,951	136,080	NA	654,759
	Percentages	3%	6%	16%	54%	21%		100%
24. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	13,262	45,619	116,054	375,118	96,887	9,210	656,150
	Percentages	2%	7%	18%	57%	15%	1%	100%
25. Discussions with my supervisor/team leader about my performance are worthwhile.	Frequencies	39,167	67,082	162,731	287,275	88,973	9,520	654,747
	Percentages	6%	10%	25%	44%	14%	1%	100%
26. My training needs are assessed.	Frequencies	41,210	102,849	176,227	262,953	61,132	6,606	650,977
	Percentages	6%	16%	27%	40%	9%	1%	99%
27. My work unit is able to recruit people with the right skills.	Frequencies	42,326	101,082	179,866	255,450	58,176	17,258	654,158
	Percentages	6%	15%	27%	39%	9%	3%	99%

2009 ANNUAL EMPLOYEE SURVEY RESULTS

Survey Items and Response Choices

Item Text		Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Do Not know	Total
28. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	92,818	132,423	191,745	164,568	36,134	36,172	653,860
	Percentages	14%	20%	29%	25%	6%	6%	100%
29. Pay raises depend on how well employees perform their jobs.	Frequencies	98,299	149,505	182,256	158,081	44,390	22,332	654,863
	Percentages	15%	23%	28%	24%	7%	3%	100%
30. I like the kind of work I do.	Frequencies	9,114	23,147	74,375	313,246	250,491	NA	670,374
	Percentages	1%	3%	11%	47%	37%		99%
31. My work gives me a feeling of personal accomplishment.	Frequencies	18,595	43,011	100,089	324,176	184,975	NA	670,846
	Percentages	3%	6%	15%	48%	28%		100%
32. I am given a real opportunity to improve my skills in my organization.	Frequencies	28,342	80,929	156,186	286,901	118,093	NA	670,450
	Percentages	4%	12%	23%	43%	18%		100%
33. The work I do is important.	Frequencies	4,452	8,952	42,843	307,861	304,173	1,261	669,541
	Percentages	1%	1%	6%	46%	45%	<1%	99%
34. I know how my work relates to the agency's goals and priorities.	Frequencies	10,069	22,317	78,742	357,013	196,494	3,433	668,069
	Percentages	2%	3%	12%	53%	29%	1%	100%
35. My workload is reasonable.	Frequencies	41,973	76,509	85,304	331,576	125,064	948	661,375
	Percentages	6%	12%	13%	50%	19%	<1%	100%
36. My talents are used well in the workplace.	Frequencies	36,247	72,275	112,140	297,327	144,616	2,568	665,174
	Percentages	5%	11%	17%	45%	22%	<1%	100%
37. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	40,759	81,505	176,828	263,280	94,534	11,782	668,689
	Percentages	6%	12%	26%	39%	14%	2%	99%
38. My organization has prepared employees for potential security threats.	Frequencies	9,973	22,352	80,363	364,563	187,416	5,250	669,917
	Percentages	1%	3%	12%	54%	28%	1%	99%
39. Employees are protected from health and safety hazards on the job.	Frequencies	17,359	33,750	92,057	356,570	165,690	4,461	669,887
	Percentages	3%	5%	14%	53%	25%	1%	101%
40. Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs	Frequencies	40,724	80,150	105,740	319,276	123,911	1,048	670,849
	Percentages	6%	12%	16%	48%	18%	<1%	100%

SUMMARY OF TREND FINDINGS

Satisfaction With Aspects of Work

	Most recent HIGHER by	Most recent LOWER by	Oct-03	Oct-04	Apr-05	Nov-05	May-06	Nov-06	May-07	Feb-08	Mar-09
Job overall			6	3		2		2	3	4	79
Pay				3		6	2	5	5	4	67
Opportunity to get a better job						2			2		34
Training received				4				2		2	57
Policies and practices of senior leaders				3		2			2	2	51
Recognition received for doing a good job				3		4					49
Information received from management						2		3	2	2	53
Involvement in decisions that affect work				2		2		3	2	2	47

Note. Statistical tests used to compare March 2009 results with previous survey administrations

indicates the item was not asked on the survey the column represents

- Job satisfaction higher than the low of October 2003 (+6 percentage points)
- Satisfaction with pay higher than the low of November 2005 (+6 percentage points)
- Satisfaction with opportunity to get a better job relatively stable since November 2005
- Satisfaction with training higher than the low of October 2004 (+4 percentage points)
- Satisfaction with policies and practices of senior leaders higher than the low of October 2004 (+3 percentage points)
- Satisfaction with recognition received for doing a good job lower than the high of November 2005 (-4 percentage points)
- Satisfaction with information received from management higher than the low of November 2006 (+3 percentage points)
- Satisfaction with involvement in decisions that affect work higher than the low of November 2006 (+3 percentage points)

SUMMARY OF TREND FINDINGS

Agreement With Statements About Leadership and Management

	Most recent HIGHER by Most recent LOWER by	Nov-05	May-06	Nov-06	May-07	Feb-08	Mar-09
Supervisor supports need to balance work and family issues							74
Supervisors/team leaders support employee development					2		63
Managers/supervisors/team leaders work well w/ employees of different backgrounds			3	2	2		60
Managers review and evaluate organization's progress			3	2	2		60
Managers communicate goals and priorities of organization		2		2	2		60
High level of respect for organization's senior leaders		2	4	2	3	2	54
Leaders generate high levels of motivation and commitment in workforce		3		2	3	2	44
Trust and confidence in supervisor							62

Note. Statistical tests used to compare March 2009 results with previous survey administrations
 ☒ indicates the item was not asked on the survey the column represents

- Agreement that *supervisor supports need to balance work and family issues* remained unchanged since November 2005
- Agreement that *supervisors/team leaders support employee development* relatively stable since November 2005
- Agreement that *mangers/supervisors/team leaders work well w/ employees of different backgrounds* higher than the low of May 2006 (+3 percentage points)
- Agreement that *mangers review and evaluate organization's progress* higher than the low of May 2006 (+3 percentage points)
- Agreement that *managers communicate goals and priorities of organization* relatively stable since November 2005
- Agreement that *there is a high level of respect for organization's senior leaders* higher than the low of May 2006 (+4 percentage points)
- Agreement that *leaders generate high levels of motivation and commitment in workforce* higher than the lows of November 2005 and May 2007 (+3 percentage points)
- Agreement that *there is trust and confidence in the supervisor* remained unchanged since November 2006

SUMMARY OF TREND FINDINGS

Perception of Leadership and Management

	Oct-04	Apr-05	Nov-05	May-06	Nov-06	May-07	Feb-08	Mar-09
Positive perception of immedaite supervisor/team leader performance	2	2	2					67

Note. Statistical tests used to compare March 2009 results with previous survey administrations

- Positive perception of immediate supervisor/team leader performance relatively stable since October 2004

SUMMARY OF TREND FINDINGS

Agreement With Statements About Performance Management – Appraisals and Rewards

	Nov-05	May-06	Nov-06	May-07	Feb-08	Mar-09
Performance appraisal is fair reflection of performance	4	3	2	2		64
Creativity and innovation are rewarded		5	3			40
Differences in performance are recognized in a meaningful way		4	2			35
Promotions in work unit are based on merit		7	3			34
Understand what it takes to be rated at difference performance levels			2	2		63

Note. Statistical tests used to compare March 2009 results with previous survey administrations

☒ indicates the item was not asked on the survey the column represents

- Agreement with *their performance appraisal being a fair reflection of performance* lower than the high of November 2005 (-4 percentage points)
- Agreement with *creativity and innovation being rewarded* higher than the low of May 2006 (+5 percentage points)
- Agreement with *differences in performance being recognized in a meaningful way* higher than the low of May 2006 (+4 percentage points)
- Agreement with *promotions in work unit being based on merit* higher than the low of May 2006 (+7 percentage points)
- Agreement that they *understand what it takes to be rated at different performance levels* relatively stable since November 2006

SUMMARY OF TREND FINDINGS

Agreement With Statements About Performance Management – Work Unit Management

	Oct-04	Apr-05	Nov-05	May-06	Nov-06	May-07	Feb-08	Mar-09
Most recent HIGHER by ■ Most recent LOWER by ■								
People cooperate to get the job done			5	X	3			75
Workforce has job-relevant knowledge and skills necessary to accomplish goals	X	X		X	4	2	2	72
Discussions with supervisor/team leader about performance are worthwhile	X	X		X	2			57

Note. Statistical tests used to compare March 2009 results with previous survey administrations

☒ indicates the item was not asked on the survey the column represents

- Agreement that *people cooperate to get the job done* lower than the high of November 2005 (-5 percentage points)
- Agreement that *workforce has the job-relevant knowledge and skills necessary to accomplish goals* higher than the low of November 2006 (+4 percentage points)
- Agreement that *discussions with their supervisor/team leader about their performance are worthwhile* relatively stable since November 2005

SUMMARY OF TREND FINDINGS

Agreement With Statements About Performance Management – Work Unit Management (Continued)

	Most recent HIGHER by Most recent LOWER by	Nov-05	May-06	Nov-06	May-07	Feb-08	Mar-09
My training needs are assessed				3	2	3	50
Work unit is able to recruit people w/ the right skills	3			5	3	3	48
Steps are taken to deal w/ poor performers	2			3	2	2	31
Pay raises depend on performance				7	6	2	31

Note. Statistical tests used to compare March 2009 results with previous survey administrations

☒ indicates the item was not asked on the survey the column represents

- Agreement that *their training needs are assessed* higher than the low of November 2006 and February 2008 (+3 percentage points)
- Agreement that *work unit is able to recruit people with the right skills* higher than the low of November 2006 (+5 percentage points)
- Agreement that *steps are taken to deal with poor performers* higher than the low of November 2006 (+3 percentage points)
- Agreement that *pay raises depend on performance* higher than the low of November 2006 (+7 percentage points)

SUMMARY OF TREND FINDINGS

Agreement With Statements About Motivation/Development/Involvement – Effort and Opportunities

	Oct-04	Nov-05	May-06	Nov-06	May-07	Feb-08	Mar-09
Like the work			X				84
Work gives a feeling of personal accomplishment	8		X	2	2	3	76
Given a real opportunity to improve skills in organization	3		3				60

Note. Statistical tests used to compare March 2009 results with previous survey administrations

☒ indicates the item was not asked on the survey the column represents

- Agreement with *liking the work* unchanged since October 2004
- Agreement that work gives a feeling of personal accomplishment lower than the high of October 2004 (-8 percentage points)
- Agreement with *being given a real opportunity to improve skills in the organization* higher than the lows of October 2004 and May 2006 (+3 percentage points)

SUMMARY OF TREND FINDINGS

Agreement With Statements About Motivation/Development/Involvement – The Work

	Most recent HIGHER by Most recent LOWER by	Nov-05	May-06	Nov-06	May-07	Feb-08	Mar-09
The work is important			X				91
Know how work related to agency's goals and priorities			X				83
Workload is reasonable		3	X				69
Talents are used well in workplace			X				66
Employees have a feeling of personal empowerment w/ respect to work processes			X	5	3	3	54

Note. Statistical tests used to compare March 2009 results with previous survey administrations

☒ indicates the item was not asked on the survey the column represents

- Agreement that *workload is reasonable* lower than the high of November 2005 (-3 percentage points)
- Agreement that employees have a feeling of personal empowerment with respect to work processes higher than the low of November 2006 (+5 percentage points)
- Agreement that *the work is important, talents are used well in the workplace, and with knowing how work relates to their agency's goals and priorities* unchanged since November 2005

SUMMARY OF TREND FINDINGS

Agreement With Statements About The Workplace

	Nov-05	Nov-06	May-07	Feb-08	Mar-09
Organization has prepared employees for potential security threats	2	3	4	3	82
Employees are protected from health and safety hazards in the job	2		2	2	78
Physical conditions allow employees to perform their jobs well	5	4			66

Note. Statistical tests used to compare March 2009 results with previous survey administrations

- Agreement that *organization has prepared employees for potential security threats* higher than the low of May 2007 (+4 percentage points)
- Agreement that *employees are protected from health and safety hazards* relatively stable since November 2005
- Agreement that *physical conditions allow employees to perform their jobs well* lower than the high of November 2005 (-5 percentage points)