

The SELECTIVE SERVICE SYSTEM is required to conduct an annual survey of its employees to assess --

1. Leadership and management practices that contribute to agency performance; and
2. Employee satisfaction with --
 - A. Leadership policies and practices;
 - B. Work environment;
 - C. Rewards and recognition for professional accomplishment and personal contributions to achieving organizational mission;
 - D. Opportunity for professional development and growth; and
 - E. Opportunity to contribute to achieving organizational mission.

Key Terms	Definitions
Agency	<i>SELECTIVE SERVICE SYSTEM</i>
Executives	Members of the Senior Executive Service or equivalent.
Leaders	An agency's management team. This includes anyone with supervisory or managerial duties.
Managers	Those individuals in management positions who typically supervise one or more supervisors.
Organization	An agency, office, or division.
Supervisors	First-line supervisors who do not supervise other supervisors; typically those who are responsible for employees' performance appraisals and approval of their leave.
Team Leaders	Those who provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
Work Unit	An immediate work unit headed by an immediate supervisor.

QUESTION CATEGORIES	Question #'s
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Answer Numbering	1	2	3	4	5	6	Total Positive Response
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree		
Personal Work Experiences							
(1) The people I work with cooperate to get the job done.							
# Responses	5	8	7	20	22		
Percentage Rate	8%	12%	11%	31%	34%		65%
(2) I am given a real opportunity to improve my skills in my organization.							
# Responses	4	10	14	27	7		
Percentage Rate	6%	15%	22%	42%	11%		52%
(3) I have enough information to do my job well.							
# Responses	1	13	9	29	10		
Percentage Rate	2%	20%	14%	45%	15%		60%
(4) I feel encouraged to come up with new and better ways of doing things.							
# Responses	4	12	9	24	13		
Percentage Rate	6%	18%	14%	37%	5%		42%
(5) My work gives me a feeling of personal accomplishment.							
# Responses	1	10	10	32	9		
Percentage Rate	2%	15%	15%	49%	14%		63%
(6) I like the kind of work I do.							
# Responses	0	4	10	33	15		
Percentage Rate	0%	6%	15%	51%	23%		74%
(7) I have trust and confidence in my supervisor.							
# Responses	6	5	12	14	25		
Percentage Rate	9%	8%	18%	22%	38%		60%
(8) I recommend my organization as a good place to work.							
# Responses	10	12	16	18	6		
Percentage Rate	15%	18%	25%	28%	9%		37%
(9) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?							
# Responses	4	5	17	11	25		
Percentage Rate	6%	8%	26%	17%	38%		55%
(10) How would you rate the overall quality of work done by your work group?							
# Responses	0	2	8	27	24		
Percentage Rate	0%	3%	12%	42%	37%		78%
Recruitment, Development & Retention							
(11) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.							
# Responses	3	8	8	31	12	0	
Percentage Rate	5%	12%	12%	48%	18%	0%	66%
(12) My supervisor supports my need to balance work and family issues.							
# Responses	2	3	5	14	38	0	
Percentage Rate	3%	5%	8%	22%	58%	0%	80%
(13) Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.							
# Responses	4	11	13	19	12	3	
Percentage Rate	6%	17%	20%	29%	18%	5%	48%
(14) My work unit is able to recruit people with the right skills.							
# Responses	7	15	12	15	9	3	
Percentage Rate	11%	23%	18%	23%	14%	5%	37%
(15) The skill level in my work unit has improved in the past year.							
# Responses	3	7	22	18	5	7	
Percentage Rate	5%	11%	34%	28%	8%	11%	35%

Answer Numbering	1	2	3	4	5	6
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Do Not Know

Recruitment, Development & Retention (cont'd)

(16) I have sufficient resources (for example, people, materials, budget) to get my job done.						
# Responses	11	15	12	19	5	0
Percentage Rate	17%	23%	18%	29%	8%	0%
						37%
(17) My workload is reasonable.						
# Responses	6	12	10	24	10	0
Percentage Rate	9%	18%	15%	37%	15%	0%
						52%
(18) My talents are used well in the workplace.						
# Responses	6	11	11	27	6	1
Percentage Rate	9%	17%	17%	42%	9%	2%
						51%
(19) I know how my work relates to the agency's goals and priorities.						
# Responses	2	3	4	36	17	0
Percentage Rate	3%	5%	6%	55%	26%	0%
						82%
(20) The work I do is important.						
# Responses	0	0	7	27	28	0
Percentage Rate	0%	0%	11%	42%	43%	0%
						85%
(21) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.						
# Responses	2	9	9	25	17	0
Percentage Rate	3%	14%	14%	38%	26%	0%
						65%

Performance Culture

(22) Promotions in my work unit are based on merit.						
# Responses	13	8	13	14	7	6
Percentage Rate	20%	12%	20%	22%	11%	9%
						32%
(23) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.						
# Responses	16	8	12	15	5	6
Percentage Rate	25%	12%	18%	23%	8%	9%
						31%
(24) Employees have a feeling of personal empowerment with respect to work processes.						
# Responses	9	15	8	23	3	4
Percentage Rate	14%	23%	12%	35%	5%	0%
						40%
(25) Employees are rewarded for providing high quality products and services to customers.						
# Responses	12	8	10	25	5	2
Percentage Rate	18%	12%	15%	38%	8%	3%
						46%
(26) Creativity and innovation are rewarded.						
# Responses	9	8	17	16	9	3
Percentage Rate	14%	12%	26%	25%	14%	5%
						38%
(27) Pay raises depend on how well employees perform their jobs.						
# Responses	12	19	12	11	2	5
Percentage Rate	18%	29%	18%	17%	3%	8%
						20%
(28) Awards in my work unit depend on how well employees perform their jobs.						
# Responses	12	9	9	18	8	6
Percentage Rate	18%	14%	14%	28%	12%	9%
						40%
(29) In my work unit, differences in performance are recognized in a meaningful way.						
# Responses	12	9	12	19	4	6
Percentage Rate	18%	14%	18%	29%	6%	9%
						35%
(30) My performance appraisal is a fair reflection of my performance.						
# Responses	4	2	8	28	16	4
Percentage Rate	6%	3%	12%	43%	25%	6%
						68%
(31) Discussions with my supervisor/team leader about my performance are worthwhile.						
# Responses	5	3	15	25	11	2
Percentage Rate	8%	5%	23%	38%	17%	3%
						55%

Answer Numbering	1	2	3	4	5	6
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Do Not Know

Performance Culture (cont'd)

(32) I am held accountable for achieving results.						
# Responses	1	1	10	33	14	1
Percentage Rate	2%	2%	15%	51%	22%	2%
(33) Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.						
# Responses	4	8	16	20	10	4
Percentage Rate	6%	12%	25%	31%	15%	6%
(34) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).						
# Responses	5	6	20	19	8	4
Percentage Rate	8%	9%	31%	29%	12%	6%
(35) Managers/supervisors/team leaders work well with employees of different backgrounds.						
# Responses	6	2	16	27	9	2
Percentage Rate	9%	3%	25%	42%	14%	3%
(36) 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). (NEW question in 2007)						
# Responses	4	4	8	30	12	4
Percentage Rate	6%	6%	12%	46%	18%	6%

Leadership

(37) I have a high level of respect for my organization's senior leaders.						
# Responses	17	13	8	12	10	1
Percentage Rate	26%	20%	12%	18%	15%	2%
(38) In my organization, leaders generate high levels of motivation and commitment in the workforce.						
# Responses	17	15	14	12	3	1
Percentage Rate	26%	23%	22%	18%	5%	2%
(39) My organization's leaders maintain high standards of honesty and integrity.						
# Responses	15	12	14	12	8	1
Percentage Rate	23%	18%	22%	18%	12%	2%
(40) Managers communicate the goals and priorities of the organization.						
# Responses	13	13	14	15	4	3
Percentage Rate	20%	20%	22%	23%	6%	5%
(41) Managers review and evaluate the organization's progress toward meeting its goals and objectives.						
# Responses	10	9	14	20	2	6
Percentage Rate	15%	14%	22%	31%	3%	9%
(42) Employees are protected from health and safety hazards on the job.						
# Responses	2	4	8	34	10	3
Percentage Rate	3%	6%	12%	52%	2%	5%
(43) My organization has prepared employees for potential security threats.						
# Responses	3	7	12	27	8	5
Percentage Rate	5%	11%	18%	42%	12%	8%
(44) Complaints, disputes or grievances are resolved fairly in my work unit.						
# Responses	12	6	10	22	4	8
Percentage Rate	18%	9%	15%	34%	6%	12%
(45) Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.						
# Responses	10	8	15	16	7	6
Percentage Rate	0.153846154	12%	23%	25%	11%	9%
(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.						
# Responses	9	3	15	20	8	7
Percentage Rate	14%	5%	23%	31%	12%	11%

Answer Numbering	1	2	3	4	5	6
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Do Not Know

Learning (Knowledge Management)						
(47) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.						
# Responses	10	10	14	14	6	8
Percentage Rate	15%	15%	22%	22%	9%	12%
(48) Supervisors/team leaders provide employees with constructive suggestions to improve their job						
# Responses	5	6	10	28	7	6
Percentage Rate	8%	9%	15%	43%	11%	9%
(49) Supervisors/team leaders in my work unit support employee development.						
# Responses	5	7	6	29	11	4
Percentage Rate	8%	11%	9%	45%	17%	6%
(50) Employees have electronic access to learning and training programs readily available at their desk.						
# Responses	4	2	7	36	10	3
Percentage Rate	6%	3%	11%	55%	15%	5%
(51) My training needs are assessed.						
# Responses	3	16	14	25	3	1
Percentage Rate	5%	25%	22%	38%	5%	2%
(52) Managers promote communication among different work units (for example, about projects, goals,						
# Responses	9	13	13	21	2	4
Percentage Rate	14%	20%	20%	32%	3%	6%
(53) Employees in my work unit share job knowledge with each other.						
# Responses	2	7	8	34	10	1
Percentage Rate	3%	11%	12%	52%	15%	2%
(54) Employees use information technology (for example, intranet, shared networks) to perform work.						
# Responses	1	3	3	39	15	1
Percentage Rate	2%	5%	5%	60%	23%	2%

Job Satisfaction						
(55) How satisfied are you with your involvement in decisions that affect your work?						
# Responses	5	15	11	27	4	
Percentage Rate	8%	23%	17%	42%	6%	48%
(56) How satisfied are you with the information you receive from management on what's going						
# Responses	13	17	14	14	2	
Percentage Rate	20%	26%	22%	22%	3%	25%
(57) How satisfied are you with the recognition you receive for doing a good job?						
# Responses	7	9	15	27	4	
Percentage Rate	11%	14%	23%	42%	6%	48%
(58) How satisfied are you with the policies and practices of your senior leaders?						
# Responses	20	12	13	16	1	
Percentage Rate	31%	18%	20%	25%	2%	26%
(59) How satisfied are you with your opportunity to get a better job in your organization?						
# Responses	13	17	22	8	1	
Percentage Rate	20%	26%	34%	12%	2%	14%
(60) How satisfied are you with the training you receive for your present job?						
# Responses	4	10	16	29	3	
Percentage Rate	6%	15%	25%	45%	5%	49%
(61) Considering everything, how satisfied are you with your job?						
# Responses	3	7	17	24	11	
Percentage Rate	5%	11%	26%	37%	17%	54%
(62) Considering everything, how satisfied are you with your pay?						
# Responses	6	11	9	23	13	
Percentage Rate	9%	17%	14%	35%	20%	55%
(63) Considering everything, how satisfied are you with your organization?						
# Responses	10	16	14	18	3	

Percentage Rate	15%	25%	22%	28%	5%
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32%

Answer Numbering	1	2	3	4	5	6
	Very Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Very Satisfied	

Satisfaction With Benefits

(64) How satisfied are you with retirement benefits?						
# Responses	2	2	14	31	12	
Percentage Rate	3%	3%	22%	48%	18%	66%
(65) How satisfied are you with health insurance benefits?						
# Responses	1	6	12	30	12	
Percentage Rate	2%	9%	18%	46%	18%	65%
(66) How satisfied are you with life insurance benefits?						
# Responses	2	4	14	34	8	
Percentage Rate	3%	6%	22%	52%	12%	65%
(67) How satisfied are you with long term care insurance benefits?						
# Responses	1	3	38	16	4	
Percentage Rate	2%	5%	58%	25%	6%	31%
(68) How satisfied are you with the flexible spending account (FSA) program?						
# Responses	0	1	39	15	6	
Percentage Rate	0%	2%	60%	23%	9%	32%
(69) How satisfied are you with paid vacation time?						
# Responses	0	1	7	28	26	
Percentage Rate	0%	2%	11%	43%	40%	83%
(70) How satisfied are you with paid leave for illness (for example, personal), including family						
# Responses	0	0	9	33	20	
Percentage Rate	0%	0%	14%	51%	31%	82%
(71) How satisfied are you with child care subsidies?						
# Responses	1	2	50	7	0	
Percentage Rate	2%	3%	77%	11%	0%	11%
(72) How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?						
# Responses	2	2	36	19	3	
Percentage Rate	3%	3%	55%	29%	5%	34%
(73) How satisfied are you with telework/telecommuting?						
# Responses	3	9	30	12	8	
Percentage Rate	5%	14%	46%	18%	12%	31%
(74) How satisfied are you with alternative work schedules?						
# Responses	1	2	17	25	17	
Percentage Rate	2%	3%	26%	38%	26%	65%

Demographics

	Non-Supervisor	Team Leader	Supervisor	Manager	Executive
(75) What is your supervisory status?					
# Responses	37	3	7	8	3
Percentage Rate	57%	51%	11%	12%	5%

	Male	Female	No Answer
(76) Are you:			
# Responses	20	35	10
Percentage Rate	31%	54%	15%

	Yes	No	No Answer
(77) Are you Hispanic or Latino?			
# Responses	3	52	

Percentage Rate	5%	80%
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Demographics (cont'd)						
	White	Black or African American	Native Hawaiian or other Pacific Islander	Asian	American Indian or Alaska Native	Two or more races
(78) Please select the racial category or categories with which you most closely identify (Please select one)						
# Responses	34	15	1	0	0	5
Percentage Rate	52%	23%	2%	0%	0%	8%
(79) What is your agency subcomponent?						
# Responses	29	29				
Percentage Rate	45%	45%				