

Annual Employee Survey Results, 2012 Farm Credit Administration

The Farm Credit Administration (FCA or Agency) participated in the Annual Employee Survey (a human capital survey) conducted by the Office of Personnel Management. .

1. Interpretation of Results: The survey responses are grouped into the following broad categories:

- Results-oriented performance culture
- Leadership and knowledge management
- Job satisfaction
- Talent management
- Communication
- Empowerment
- Diversity

After the results of the 2011 survey, where FCA was ranked as one of the top five best places to work among small agencies in the Federal Government by the Partnership for Public Service, the FCA Human Capital Steering Committee, which includes the Chief Operating Officer, the office directors, and the Chief Human Capital Officer, continued its dialogue with employees to identify areas for improvement in the survey results. The committee also sought assistance from the FCA Employees' Council to provide an open forum for suggestions from staff. Areas that the Steering Committee continued to focus on in 2012 were communication, trust in senior management, and overall job satisfaction.

The 2012 results showed similar satisfaction levels from 2011. Eighty percent or more of the Agency's workforce agreed with the following statements.

- Their coworkers cooperate to get the job done.
- They are given a real opportunity to improve their skills.
- They like the kind of work they do.
- Their supervisors support the balance of work and family issues.
- They understand how their work relates to the Agency's goals and priorities.
- Physical conditions of the workplace allow them to perform their jobs well.
- They are protected from health and safety hazards on the job.
- The Agency has prepared them for security threats.
- They feel that the work they do is important.
- The workforce has the job-relevant knowledge and skills to accomplish organizational goals.
- They have trust and confidence in their supervisors.
- Their immediate supervisors are doing a good, or very good, job.
- Supervisors support employee development.

The satisfaction results in 2012 continued to be favorable.

- Considering everything, 75.5 percent were satisfied, or very satisfied, with their organization.
- 73.5 percent would recommend their organization as a good place to work.

- 90.4 percent agree that their supervisors treat them with respect.
- 99 percent agree that, when needed, they are willing to put in extra effort to get the job done.
- 78.7 percent agree that policies and programs promote workplace diversity.

The Annual Employee Survey has also been incorporated into the FCA Strategic Plan. Six survey questions have been identified to assess Performance Measure 6 of Goal 2 in the FCA Strategic Plan. Performance Measure 6 has a goal to maintain at least an 80 percent satisfaction level on questions related to employee commitment and engagement in the Agency's work. In 2012, 81 percent of FCA's employees reported that they are committed to, and engaged in, the Agency's work. The following questions were used to assess that measurement:

- My work gives me a feeling of personal accomplishment.
- I like the kind of work I do.
- I know how my work relates to the Agency's goals and priorities.
- The work I do is important.
- In my organization, leaders generate high levels of motivation and commitment in the workforce.
- When needed, I am willing to put in the extra effort to get a job done.

The Steering Committee has begun new discussions on efforts to improve the Agency's results in 2013.

2. How the survey was conducted: The survey was conducted online from May 14 through May 25, 2012.

3. Description of sample: All 280 full-time permanent employees of the Agency on the rolls by December 31, 2011, were surveyed. We had a 79 percent response rate.

4. Survey items and response choices: See the tables on the following pages.

**2012 Annual Employee Survey Results
for the Farm Credit Administration
All Respondents**
Surveys Sent: 280
Surveys Returned: 221
Response Rate: 79%

Prescribed Questions: Personal Work Experiences								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
1. The people I work with cooperate to get the job done.	Frequencies	94	109	13	4	0		220
	Percentages	42.7%	49.5%	5.9%	1.8%	0.0%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	89	94	19	16	3		221
	Percentages	40.3%	42.5%	8.6%	7.2%	1.4%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	74	98	28	15	6		221
	Percentages	33.5%	44.3%	12.7%	6.8%	2.7%		100.0%
4. I like the kind of work I do.	Frequencies	83	97	23	15	3		221
	Percentages	37.6%	43.9%	10.4%	6.8%	1.4%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	101	81	24	9	6		221
	Percentages	45.7%	36.7%	10.9%	4.1%	2.7%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor		Total
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	114	73	22	4	6		219
	Percentages	52.1%	33.3%	10.0%	1.8%	2.7%		100.0%

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Prescribed Questions: Recruitment, Development, & Retention								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	71	113	23	11	2	1	221
	Percentages	32.1%	51.1%	10.4%	5.0%	0.9%	0.5%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	40	105	42	26	7	1	221
	Percentages	18.1%	47.5%	19.0%	11.8%	3.2%	0.5%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	95	104	15	4	3	0	221
	Percentages	43.0%	47.1%	6.8%	1.8%	1.4%	0.0%	100.0%
10. The work I do is important.	Frequencies	103	85	25	4	4	0	221
	Percentages	46.6%	38.5%	11.3%	1.8%	1.8%	0.0%	100.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	104	95	14	5	1	0	219
	Percentages	47.5%	43.4%	6.4%	2.3%	0.5%	0.0%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	97	93	15	13	3	0	221
	Percentages	43.9%	42.1%	6.8%	5.9%	1.4%	0.0%	100.0%
13. My talents are used well in the workplace.	Frequencies	68	92	32	14	15	0	221
	Percentages	30.8%	41.6%	14.5%	6.3%	6.8%	0.0%	100.0%
14. My training needs are assessed.	Frequencies	60	110	30	12	8	0	220
	Percentages	27.3%	50.0%	13.6%	5.5%	3.6%	0.0%	100.0%

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Prescribed Questions: Performance Culture								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
15. Promotions in my work unit are based on merit.	Frequencies	40	72	42	34	27	6	221
	Percentages	18.1%	32.6%	19.0%	15.4%	12.2%	2.7%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	32	49	50	41	28	21	221
	Percentages	14.5%	22.2%	22.6%	18.6%	12.7%	9.5%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	42	66	59	33	18	2	220
	Percentages	19.1%	30.0%	26.8%	15.0%	8.2%	0.9%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
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).	Frequencies	56	104	27	20	12	2	221
	Percentages	25.3%	47.1%	12.2%	9.0%	5.4%	0.9%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	37	77	46	36	16	9	221
	Percentages	16.7%	34.8%	20.8%	16.3%	7.2%	4.1%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	35	88	37	30	26	5	221
	Percentages	15.8%	39.8%	16.7%	13.6%	11.8%	2.3%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	71	90	31	20	8	1	221
	Percentages	32.1%	40.7%	14.0%	9.0%	3.6%	0.5%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	64	103	35	11	6	2	221
	Percentages	29.0%	46.6%	15.8%	5.0%	2.7%	0.9%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	70	96	23	20	9	3	221
	Percentages	31.7%	43.4%	10.4%	9.0%	4.1%	1.4%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	132	69	6	8	5	0	220
	Percentages	60.0%	31.4%	2.7%	3.6%	2.3%	0.0%	100.0%

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Prescribed Questions: Leadership								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
25. I have a high level of respect for my organization's senior leaders.	Frequencies	62	79	48	21	11	0	221
	Percentages	28.1%	35.7%	21.7%	9.5%	5.0%	0.0%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	42	71	54	36	15	3	221
	Percentages	19.0%	32.1%	24.4%	16.3%	6.8%	1.4%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	50	114	39	6	5	7	221
	Percentages	22.6%	51.6%	17.6%	2.7%	2.3%	3.2%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	112	98	8	1	2	0	221
	Percentages	50.7%	44.3%	3.6%	0.5%	0.9%	0.0%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	46	80	43	37	11	4	221
	Percentages	20.8%	36.2%	19.5%	16.7%	5.0%	1.8%	100.0%
30. My workload is reasonable.	Frequencies	56	117	26	12	9	0	220
	Percentages	25.5%	53.2%	11.8%	5.5%	4.1%	0.0%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	52	114	31	15	7	0	219
	Percentages	23.7%	52.1%	14.2%	6.8%	3.2%	0.0%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	71	112	24	9	3	1	220
	Percentages	32.3%	50.9%	10.9%	4.1%	1.4%	0.5%	100.0%

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Prescribed Questions: Job Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	40	109	38	28	5		220
	Percentages	18.2%	49.5%	17.3%	12.7%	2.3%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	42	91	47	34	6		220
	Percentages	19.1%	41.4%	21.4%	15.5%	2.7%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	41	74	61	28	16		220
	Percentages	18.6%	33.6%	27.7%	12.7%	7.3%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	56	90	35	26	13		220
	Percentages	25.5%	40.9%	15.9%	11.8%	5.9%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	45	86	51	29	9		220
	Percentages	20.5%	39.1%	23.2%	13.2%	4.1%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	67	107	34	9	2		219
	Percentages	30.6%	48.9%	15.5%	4.1%	0.9%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	75	91	36	10	8		220
	Percentages	34.1%	41.4%	16.4%	4.5%	3.6%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	64	97	30	20	10		221
	Percentages	29.0%	43.9%	13.6%	9.0%	4.5%		100.0%

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Custom Survey Items								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
41. Considering everything, how satisfied are you with your organization?	Frequencies	67	89	43	13	7		219
	Percentages	30.6%	40.6%	19.6%	5.9%	3.2%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
42. I recommend my organization as a good place to work.	Frequencies	90	71	47	9	2		219
	Percentages	41.1%	32.4%	21.5%	4.1%	0.9%		100.0%
43. My supervisor/team leader treats me with respect.	Frequencies	129	70	10	6	5		220
	Percentages	58.6%	31.8%	4.5%	2.7%	2.3%		100.0%
44. When needed I am willing to put in the extra effort to get a job done.	Frequencies	166	50	2	0	0		218
	Percentages	76.1%	22.9%	0.9%	0.0%	0.0%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
45. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	Frequencies	102	71	22	12	10	3	220
	Percentages	46.4%	32.3%	10.0%	5.5%	4.5%	1.4%	100.0%