

## 2012 FedView Survey Results for the Millennium Challenge Corporation All Respondents

1. **Interpretation of Results:** The 2012 Employee Viewpoint Survey (EVS) results capture MCC employee views as of May 2012. MCC attained an overall 82% participation rate for the EVS, which is fairly consistent with the rate over the past five years. The results reflect both improvements and declines in different areas. Improvements related to questions concerning workload, resources, merit-based promotions, communications from management, and the work employees do. MCC saw continued high favorable ratings in the areas of work environment, MCC mission, safety/security and the employee/supervisor relationship. Increased favorable ratings in these areas indicate that MCC's efforts during FY11 and FY12 had successful impact.

Although the agency saw increased favorable ratings on many questions, the level of satisfaction in some areas remain lower than what MCC considers acceptable, and MCC is focusing FY2013 efforts on these. These focus areas include employee workload/resources, employee autonomy/control, leadership, performance management, training, and employee development. Employees have commented on having less control over their work and in understanding how decisions are made. General leadership/management questions received lower ratings, which could be related to continuing concerns expressed by employees with MCC's matrix structure.

MCC is addressing these areas of concern through active development of agency-wide initiatives and departmental plans due for issuance in Q1 FY2013 and continuing follow-through on longer-term initiatives, such as implementation of improvements to its performance management system, training assessment and offerings, and other HR-related activities. MCC also is ensuring employee engagement, timely decision-making, regular monitoring and reporting on MCC and departmental progress, mid-course corrections, and regular communications with staff.

2. **How the survey was conducted:** The survey was conducted online from May 8 to June 4, 2012.
3. **Description of sample:** All 302 MCC employees were surveyed.
4. **Survey items and response choices:** See the tables on the following pages.
5. **Number of employees surveyed, number who responded, and representativeness of respondents:** Of the 302 employees surveyed, 249 responded, for a 82.5% response rate. For most demographics, these respondents are representative of the population. Some respondents identified themselves as Team Leaders even though there is no such formal designation within MCC.

Supervisory Status	Population	Respondents
Non-supervisor	71%	56%
Team Leaders	0%	17%

Supervisor	20%	15%
Manager	7%	7%
Executive	2%	5%
<b>Gender</b>		
Male	44%	48%
Female	56%	52%
<b>Are you: Hispanic or Latino</b>		
Yes	2%	4%
No	98%	96%
<b>Racial Category</b>		
White	70%	78%
Black or African-American	21%	15%
Native Hawaiian or Other Pacific Islander	0%	1%
Asian	6%	4%
American Indian or Alaska Native	1%	2%
Two or more races (not Hispanic or Latino)	0%	2%
<b>Sub-Agency</b>		
DEPT ADMIN AND FINANCE	18%	18%
DEPT COMPACT OPERATIONS	54%	55%
DEPT CONG & PUBLIC AFF	5%	6%
DEPT POLICY & EVALUATION	11%	13%
OFF CHF EXECUTIVE OFFICER	6%	2%
OFF GEN COUNSEL & VC PRES	6%	7%

**2012 FedView Survey Results for the  
Millennium Challenge Corporation  
All Respondents**

Surveys Sent: 302

Surveys Returned: 249

Response Rate: 82%

<b>Prescribed Questions: My Work Experience</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
1. I am given a real opportunity to improve my skills in my organization.	Frequencies	55	105	41	34	14		249
	Percentages	22.1%	42.2%	16.5%	13.7%	5.6%		100.0%
2. I have enough information to do my job well.	Frequencies	35	129	45	27	12		248
	Percentages	14.1%	52.0%	18.1%	10.9%	4.8%		100.0%
3. I feel encouraged to come up with new and better ways of doing things.	Frequencies	61	83	40	41	23		248
	Percentages	24.6%	33.5%	16.1%	16.5%	9.3%		100.0%
4. My work gives me a feeling of personal accomplishment.	Frequencies	79	86	41	26	17		249
	Percentages	31.7%	34.5%	16.5%	10.4%	6.8%		100.0%
5. I like the kind of work I do.	Frequencies	88	111	31	15	4		249
	Percentages	35.3%	44.6%	12.4%	6.0%	1.6%		100.0%
6. I know what is expected of me on the job.	Frequencies	55	107	36	33	17		248
	Percentages	22.2%	43.1%	14.5%	13.3%	6.9%		100.0%
7. When needed I am willing to put in the extra effort to get a job done.	Frequencies	160	79	5	3	2		249
	Percentages	64.3%	31.7%	2.0%	1.2%	0.8%		100.0%
8. I am constantly looking for ways to do my job better.	Frequencies	118	105	21	3	1		248
	Percentages	47.6%	42.3%	8.5%	1.2%	0.4%		100.0%

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Surveys Returned: 249

Response Rate: 82%

<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	Frequencies	19	90	43	64	31	2	249
	Percentages	7.7%	36.4%	17.4%	25.9%	12.6%		100.0%
10. My workload is reasonable.	Frequencies	19	96	33	57	44	0	249
	Percentages	7.6%	38.6%	13.3%	22.9%	17.7%		100.0%
11. My talents are used well in the workplace.	Frequencies	39	86	41	53	27	2	248
	Percentages	15.9%	35.0%	16.7%	21.5%	11.0%		100.0%
12. I know how my work relates to the agency's goals and priorities.	Frequencies	77	126	24	13	8	1	249
	Percentages	31.0%	50.8%	9.7%	5.2%	3.2%		100.0%
13. The work I do is important.	Frequencies	108	100	27	8	4	2	249
	Percentages	43.7%	40.5%	10.9%	3.2%	1.6%		100.0%
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	97	113	22	12	5	0	249
	Percentages	39.0%	45.4%	8.8%	4.8%	2.0%		100.0%
15. My performance appraisal is a fair reflection of my performance.	Frequencies	43	87	38	28	38	15	249
	Percentages	18.4%	37.2%	16.2%	12.0%	16.2%		100.0%
16. I am held accountable for achieving results.	Frequencies	50	136	40	13	7	2	248
	Percentages	20.3%	55.3%	16.3%	5.3%	2.8%		100.0%
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	Frequencies	64	97	36	16	13	23	249
	Percentages	28.3%	42.9%	15.9%	7.1%	5.8%		100.0%
18. My training needs are assessed.	Frequencies	21	62	67	60	30	6	246
	Percentages	8.8%	25.8%	27.9%	25.0%	12.5%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Basis to Judge</b>	<b>Total</b>
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	Frequencies	30	65	41	44	49	20	249
	Percentages	13.1%	28.4%	17.9%	19.2%	21.4%		100.0%

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Response Rate: 82%

<b>Prescribed Questions: My Work Unit</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
20. The people I work with cooperate to get the job done.	Frequencies	53	127	40	23	6		249
	Percentages	21.3%	51.0%	16.1%	9.2%	2.4%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
21. My work unit is able to recruit people with the right skills.	Frequencies	27	89	64	40	22	7	249
	Percentages	11.2%	36.8%	26.4%	16.5%	9.1%		100.0%
22. Promotions in my work unit are based on merit.	Frequencies	28	69	54	36	32	28	247
	Percentages	12.8%	31.5%	24.7%	16.4%	14.6%		100.0%
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	12	55	65	54	35	27	248
	Percentages	5.4%	24.9%	29.4%	24.4%	15.8%		100.0%
24. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	21	53	58	66	26	24	248
	Percentages	9.4%	23.7%	25.9%	29.5%	11.6%		100.0%
25. Awards in my work unit depend on how well employees perform their jobs.	Frequencies	28	57	59	35	31	36	246
	Percentages	13.3%	27.1%	28.1%	16.7%	14.8%		100.0%
26. Employees in my work unit share job knowledge with each other.	Frequencies	54	127	35	22	10	0	248
	Percentages	21.8%	51.2%	14.1%	8.9%	4.0%		100.0%
27. The skill level in my work unit has improved in the past year.	Frequencies	29	79	71	32	18	19	248
	Percentages	12.7%	34.5%	31.0%	14.0%	7.9%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>		<b>Total</b>
28. How would you rate the overall quality of work done by your work unit?	Frequencies	99	100	43	5	2		249
	Percentages	39.8%	40.2%	17.3%	2.0%	0.8%		100.0%

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Response Rate: 82%

<b>Prescribed Questions: My Agency</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	28	130	45	30	15	1	249
	Percentages	11.3%	52.4%	18.1%	12.1%	6.0%		100.0%
30. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	11	72	59	69	31	7	249
	Percentages	4.5%	29.8%	24.4%	28.5%	12.8%		100.0%
31. Employees are recognized for providing high quality products and services.	Frequencies	20	90	63	47	23	6	249
	Percentages	8.2%	37.0%	25.9%	19.3%	9.5%		100.0%
32. Creativity and innovation are rewarded.	Frequencies	13	79	78	42	28	9	249
	Percentages	5.4%	32.9%	32.5%	17.5%	11.7%		100.0%
33. Pay raises depend on how well employees perform their jobs.	Frequencies	6	45	67	48	44	38	248
	Percentages	2.9%	21.4%	31.9%	22.9%	21.0%		100.0%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	Frequencies	33	89	61	17	11	37	248
	Percentages	15.6%	42.2%	28.9%	8.1%	5.2%		100.0%
35. Employees are protected from health and safety hazards on the job.	Frequencies	78	118	27	11	6	9	249
	Percentages	32.5%	49.2%	11.3%	4.6%	2.5%		100.0%
36. My organization has prepared employees for potential security threats.	Frequencies	78	136	16	8	6	5	249
	Percentages	32.0%	55.7%	6.6%	3.3%	2.5%		100.0%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	Frequencies	42	85	42	21	28	30	248
	Percentages	19.3%	39.0%	19.3%	9.6%	12.8%		100.0%
38. 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.	Frequencies	57	88	35	7	13	46	246
	Percentages	28.5%	44.0%	17.5%	3.5%	6.5%		100.0%
39. My agency is successful at accomplishing its mission.	Frequencies	34	142	45	12	10	5	248
	Percentages	14.0%	58.4%	18.5%	4.9%	4.1%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
40. I recommend my organization as a good place to work.	Frequencies	47	93	58	33	17		248
	Percentages	19.0%	37.5%	23.4%	13.3%	6.9%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
41. I believe the results of this survey will be used to make my agency a better place to work.	Frequencies	29	70	64	36	31	19	249
	Percentages	12.6%	30.4%	27.8%	15.7%	13.5%		100.0%

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All Respondents**

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Surveys Returned: 249

Response Rate: 82%

<b>Prescribed Questions: My Supervisor/Team Leader</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
42. My supervisor supports my need to balance work and other life issues.	Frequencies	85	101	28	19	12	3	248
	Percentages	34.7%	41.2%	11.4%	7.8%	4.9%		100.0%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	Frequencies	73	96	38	21	19	1	248
	Percentages	29.6%	38.9%	15.4%	8.5%	7.7%		100.0%
44. Discussions with my supervisor about my performance are worthwhile.	Frequencies	63	87	46	23	27	2	248
	Percentages	25.6%	35.4%	18.7%	9.3%	11.0%		100.0%
45. My supervisor is committed to a workforce representative of all segments of society.	Frequencies	62	82	51	5	6	41	247
	Percentages	30.1%	39.8%	24.8%	2.4%	2.9%		100.0%
46. My supervisor provides me with constructive suggestions to improve my job performance.	Frequencies	57	98	42	27	23	0	247
	Percentages	23.1%	39.7%	17.0%	10.9%	9.3%		100.0%
47. Supervisors in my work unit support employee development.	Frequencies	61	104	48	14	18	2	247
	Percentages	24.9%	42.4%	19.6%	5.7%	7.3%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
48. My supervisor listens to what I have to say.	Frequencies	96	98	28	17	9		248
	Percentages	38.7%	39.5%	11.3%	6.9%	3.6%		100.0%
49. My supervisor treats me with respect.	Frequencies	112	89	26	10	11		248
	Percentages	45.2%	35.9%	10.5%	4.0%	4.4%		100.0%
50. In the last six months, my supervisor/team leader has talked with me about my performance.	Frequencies	94	129	8	13	4		248
	Percentages	37.9%	52.0%	3.2%	5.2%	1.6%		100.0%
51. I have trust and confidence in my supervisor.	Frequencies	79	77	47	26	16		245
	Percentages	32.2%	31.4%	19.2%	10.6%	6.5%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>		<b>Total</b>
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	94	71	48	16	17		246
	Percentages	38.2%	28.9%	19.5%	6.5%	6.9%		100.0%

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Surveys Returned: 249

Response Rate: 82%

<b>Prescribed Questions: Leadership</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	14	65	67	57	43	1	247
	Percentages	5.7%	26.4%	27.2%	23.2%	17.5%		100.0%
54. My organization's leaders maintain high standards of honesty and integrity.	Frequencies	29	91	59	26	24	18	247
	Percentages	12.7%	39.7%	25.8%	11.4%	10.5%		100.0%
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	37	111	54	15	16	14	247
	Percentages	15.9%	47.6%	23.2%	6.4%	6.9%		100.0%
56. Managers communicate the goals and priorities of the organization.	Frequencies	23	126	48	24	24	1	246
	Percentages	9.4%	51.4%	19.6%	9.8%	9.8%		100.0%
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Percentages	22	103	52	34	19	16	246
	Percentages	9.6%	44.8%	22.6%	14.8%	8.3%		100.0%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	Frequencies	15	95	53	51	27	3	244
	Percentages	6.2%	39.4%	22.0%	21.2%	11.2%		100.0%
59. Managers support collaboration across work units to accomplish work objectives.	Frequencies	19	101	66	36	23	1	246
	Percentages	7.8%	41.2%	26.9%	14.7%	9.4%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>	<b>Do Not Know</b>	<b>Total</b>
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	Frequencies	45	82	58	24	25	11	245
	Percentages	19.2%	35.0%	24.8%	10.3%	10.7%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
61. I have a high level of respect for my organization's senior leaders.	Frequencies	22	59	81	52	31	2	247
	Percentages	9.0%	24.1%	33.1%	21.2%	12.7%		100.0%
62. Senior leaders demonstrate support for Work/Life programs.	Frequencies	25	76	62	38	21	25	247
	Percentages	11.3%	34.2%	27.9%	17.1%	9.5%		100.0%



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Response Rate: 82%

<b>Prescribed Questions: My Satisfaction</b>							
<b>Item Text</b>		<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>Total</b>
63. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	30	87	60	47	22	246
	Percentages	12.2%	35.4%	24.4%	19.1%	8.9%	100.0%
64. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	31	99	66	39	12	247
	Percentages	12.6%	40.1%	26.7%	15.8%	4.9%	100.0%
65. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	35	76	57	50	29	247
	Percentages	14.2%	30.8%	23.1%	20.2%	11.7%	100.0%
66. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	13	60	92	56	26	247
	Percentages	5.3%	24.3%	37.2%	22.7%	10.5%	100.0%
67. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	14	38	96	56	43	247
	Percentages	5.7%	15.4%	38.9%	22.7%	17.4%	100.0%
68. How satisfied are you with the training you receive for your present job?	Frequencies	23	77	89	36	21	246
	Percentages	9.3%	31.3%	36.2%	14.6%	8.5%	100.0%
69. Considering everything, how satisfied are you with your job?	Frequencies	52	91	49	32	21	245
	Percentages	21.2%	37.1%	20.0%	13.1%	8.6%	100.0%
70. Considering everything, how satisfied are you with your pay?	Frequencies	41	100	47	43	15	246
	Percentages	16.7%	40.7%	19.1%	17.5%	6.1%	100.0%
71. Considering everything, how satisfied are you with your organization?	Frequencies	35	87	65	40	20	247
	Percentages	14.2%	35.2%	26.3%	16.2%	8.1%	100.0%

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**Prescribed Questions: Work/Life**

72. Have you been notified that you are eligible to telework?

Telework means working at a location other than your normal work site during your regular work hours (excludes travel).

	N	%
Yes	208	84%
No	39	16%

73. Please select the response below that BEST describes your teleworking situation.

	N	%
I telework 3 or more days per week.	2	1%
I telework 1 or 2 work days per week.	16	7%
I telework, but no more than 1 or 2 days per month.	32	13%
I telework very infrequently, on an unscheduled or short-term basis.	104	43%
I do NOT telework because I have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel).	7	3%
I do NOT telework because I have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking.	3	1%
I do NOT telework because I did not receive approval to do so, even though I have the kind of job where I can telework.	25	10%
I do NOT telework because I choose not to telework.	55	23%

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Do you participate in the following Work/Life programs?

74. Alternative work schedules (AWS)	N	%
Yes	45	18%
No	169	69%
Not available to me	30	12%

75. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	N	%
Yes	20	8%
No	177	72%
Not available to me	49	20%

76. Employee Assistance Program (EAP)	N	%
Yes	13	5%
No	216	89%
Not available to me	14	6%

77. Child care programs (for example, daycare, parenting classes, parenting support groups)	N	%
Yes	9	4%
No	201	82%
Not available to me	34	14%

78. Elder care programs (for example, support groups, speakers)	N	%
Yes	1	0%
No	205	84%
Not available to me	39	16%

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Response Rate: 82%

Item Text		Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	No Basis to Judge	Total
79. Telework	Frequencies	39	76	57	19	7	47	245
	Percentages	19.7%	38.4%	28.8%	9.6%	3.5%		100.0%
80. Alternative work schedules (AWS)	Frequencies	26	50	47	14	6	103	246
	Percentages	18.2%	35.0%	32.9%	9.8%	4.2%		100.0%
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	Frequencies	4	28	40	9	5	160	246
	Percentages	4.7%	32.6%	46.5%	10.5%	5.8%		100.0%
82. Employee Assistance Program (EAP)	Frequencies	8	25	46	0	1	165	245
	Percentages	10.0%	31.3%	57.5%	0.0%	1.3%		100.0%
83. Child care programs (for example, daycare, parenting classes, parenting support groups)	Frequencies	1	11	47	9	7	171	246
	Percentages	1.3%	14.7%	62.7%	12.0%	9.3%		100.0%
84. Elder care programs (for example, support groups, speakers)	Frequencies	1	9	47	0	2	187	246
	Percentages	1.7%	15.3%	79.7%	0.0%	3.4%		100.0%

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**Prescribed Questions: MCC-Specific Questions**

85. Have you worked on a Country Team (i.e., a transaction team or implementation support team) over the last year?

	N	%
Yes	148	60%
No	98	40%

Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
86. On my Country Team, my team leader effectively resolves problems.	Frequencies	19	57	38	19	12	3	148
	Percentages	13.1%	39.3%	26.2%	13.1%	8.3%		100.0%
87. On my Country Team, my team leader listens to what I have to say.	Frequencies	32	70	19	13	10	4	148
	Percentages	22.2%	48.6%	13.2%	9.0%	6.9%		100.0%
Item Text		Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	No Basis to Judge	Total
88. On your Country Team, how satisfied are you with your involvement in decisions that affect your work?	Frequencies	25	66	31	14	11	1	148
	Percentages	17.0%	44.9%	21.1%	9.5%	7.5%		100.0%
89. On your Country Team, how satisfied are you with the recognition you receive for doing a good job?	Frequencies	19	63	34	20	9	3	148
	Percentages	13.1%	43.4%	23.4%	13.8%	6.2%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor	Do Not Know	Total
90. Overall, how good a job do you feel is being done by your Country Team team leader?	Frequencies	32	58	30	10	14	4	148
	Percentages	22.2%	40.3%	20.8%	6.9%	9.7%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
91. On my Country Team, team members cooperate to get the job done.	Frequencies	25	80	22	14	7	0	148
	Percentages	16.9%	54.1%	14.9%	9.5%	4.7%		100.0%
92. On my Country Team, team members have the job-relevant knowledge and skills necessary to accomplish team goals.	Frequencies	23	74	23	17	10	1	148
	Percentages	15.6%	50.3%	15.6%	11.6%	6.8%		100.0%
93. On my Country Team, problems get resolved effectively.	Frequencies	11	62	39	24	12	0	148
	Percentages	7.4%	41.9%	26.4%	16.2%	8.1%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor	Do Not Know	Total
94. How would you rate the overall quality of work done by your Country Team?	Frequencies	32	70	31	8	6	1	148
	Percentages	21.8%	47.6%	21.1%	5.4%	4.1%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
95. On my Country Team, the decision-making authority of the Country Team is clear.	Frequencies	15	68	29	22	11	2	147
	Percentages	10.3%	46.9%	20.0%	15.2%	7.6%		100.0%
96. On my Country Team, the decision-making authority of division management (MD DVP) is clear.	Frequencies	12	58	30	28	15	5	148
	Percentages	8.4%	40.6%	21.0%	19.6%	10.5%		100.0%
97. Division and department management provide clear guidance and support to my Country Team to help us accomplish our work.	Frequencies	12	40	45	28	17	6	148
	Percentages	8.5%	28.2%	31.7%	19.7%	12.0%		100.0%

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**Demographics**

102. Where do you work?		N	%
	Headquarters (Washington D.C.)	210	90%
	Field (Overseas)	24	10%
103. What is your supervisory status?		N	%
	Non-Supervisor	126	56%
	Team Leader	39	17%
	Supervisor	34	15%
	Manager	16	7%
	Executive	11	5%
104. What is your gender?		N	%
	Male	104	48%
	Female	111	52%
105. Are you Hispanic or Latino?		N	%
	Yes	8	4%
	No	204	96%
106. Please select the racial category or categories with which you most closely identify.		N	%
	American Indian or Alaska Native	3	2%
	Asian	8	4%
	Black or African American	29	15%
	Native Hawaiian or Other Pacific Islander	1	1%
	White	152	78%
	Two or more races	3	2%
107. What is your age group?		N	%
	25 and under	1	0%
	26-29	16	8%
	30-39	70	33%
	40-49	59	28%
	50-59	44	21%
	60 or older	19	9%

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108. What is your pay category/grade?

	N	%
Pay Band 1 - 2(b)	8	4%
Pay Band 2(c) - 2(d)	32	17%
Pay Band 3(a) - 3(b)	84	45%
Pay Band 4(a), 4(b), 4(c)	47	25%
Pay Band 5	15	8%

109. How long have you been with the Federal Government (excluding military service)?

	N	%
Less than 1 year	8	4%
1 to 3 years	34	16%
4 to 5 years	37	17%
6 to 10 years	81	37%
11 to 14 years	26	12%
15 to 20 years	17	8%
More than 20 years	15	7%

110. How long have you been with MCC?

	N	%
Less than 1 year	32	15%
1 to 3 years	54	25%
4 to 5 years	52	24%
6 or more years	76	36%

111. Are you considering leaving MCC within the next year, and if so, why?

	N	%
No	116	50%
Yes, to retire	3	1%
Yes, to take another job within the Federal Government	34	15%
Yes, to take another job outside the Federal Government	45	19%
Yes, other	34	15%

112. I am planning to retire:

	N	%
Within one year	4	2%
Between one and three years	10	5%
Between three and five years	10	5%
Five or more years	166	87%

113. Do you consider yourself to be one or more of the following?

	N	%
Heterosexual or Straight	152	78%
Gay or Lesbian	4	2%
Bisexual	1	1%
Transgender	0	0%
I prefer not to say	39	20%

114. Have you ever served on Active Duty in the US Armed Forces (Air Force, Army, Coast Guard, Marine Corps or Navy)?

	N	%
Yes	11	5%
No	207	95%

115. Are you an individual with a disability?

	N	%
Yes	5	2%
No	213	98%

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101. Where do you work at MCC?

	N	%
<b>MCC Overall</b>	<b>230</b>	<b>100%</b>
<b>DEPT ADMIN AND FINANCE</b>	<b>41</b>	<b>18%</b>
ADMIN SERVICES & HUMAN RESOURCES DIVI	14	6%
CONTRACTS & GRANTS MANAGEMENT	9	4%
OFFICE OF THE VP/DEPUTY VP	2	1%
FINANCIAL MANAGEMENT	7	3%
INFORMATION TECHNOLOGY	7	3%
SECURITY	2	1%
<b>DEPT COMPACT OPERATIONS</b>	<b>126</b>	<b>55%</b>
OFFICE OF THE VP/DEPUTY VP	6	3%
<b>TECHNICAL SERVICES DIVISION</b>	<b>27</b>	<b>12%</b>
AGRICULTURE & LAND	13	6%
GENDER & SOCIAL ASSESSMENT	2	1%
PRIVATE SECTOR DEVELOPMENT	8	3%
EDUCATION, HEALTH, & COMNTY DEVLPMNT	4	2%
CONTRACTS	0	0%
<b>WEST AFRICA</b>	<b>34</b>	<b>15%</b>
PROGRAMS - OVERSEAS	11	5%
PROGRAMS - DC BASED	9	4%
<b>SECTOR SPECIALISTS</b>	<b>14</b>	<b>6%</b>
ENVIRONMENTAL & SOCIAL ASSESSMENTS	3	1%
FISCAL ACCOUNTABILITY & PROCUREMENT	4	2%
INFRASTRUCTURE	7	3%
<b>EAST &amp; SOUTHERN AFRICA</b>	<b>29</b>	<b>13%</b>
PROGRAMS - OVERSEAS	6	3%
PROGRAMS - DC BASED	11	5%
<b>SECTOR SPECIALISTS</b>	<b>12</b>	<b>5%</b>
ENVIRONMENTAL & SOCIAL ASSESSMENTS	4	2%
FISCAL ACCOUNTABILITY & PROCUREMENT	2	1%
INFRASTRUCTURE	6	3%
<b>EAPLA</b>	<b>30</b>	<b>13%</b>
PROGRAMS - OVERSEAS	8	3%
PROGRAMS - DC BASED	12	5%
<b>SECTOR SPECIALISTS</b>	<b>10</b>	<b>4%</b>
ENVIRONMENTAL & SOCIAL ASSESSMENTS	4	2%
FISCAL ACCOUNTABILITY & PROCUREMENT	4	2%
INFRASTRUCTURE	2	1%
<b>DEPT CONG &amp; PUBLIC AFF</b>	<b>13</b>	<b>6%</b>
CONGRESSIONAL AFFAIRS	4	2%
OFFICE OF THE VP/DEPUTY VP	2	1%
PUBLIC AFFAIRS	7	3%
<b>DEPT POLICY &amp; EVALUATION</b>	<b>30</b>	<b>13%</b>
OFFICE OF THE VP/DEPUTY VP	4	2%
COOPERATION/DEVELOPMENT	8	3%
ECONOMIC ANALYSIS	7	3%
MONITORING & EVALUATION	11	5%
<b>OFF CHF EXECUTIVE OFFCR</b>	<b>5</b>	<b>2%</b>
OFF CHF EXECUTIVE OFFCR	5	2%
<b>OFFC GEN CONC &amp; VC PRES</b>	<b>15</b>	<b>7%</b>
ADMINISTRATION	6	3%
INTERNATIONAL OPERATIONS	9	4%

**HCAAF Indices**

Index	% Favorable
Leadership and Knowledge Management	55%
Results Oriented Performance Culture	51%
Talent Management	52%
Job Satisfaction	59%