

U.S. Chemical Safety and Hazard Investigation Board
2007 Annual Employee Survey

The Survey

The survey conducted is the Annual Employee Survey (AES) required by the Office of Personnel Management (OPM) regulation 5 CFR 250, Subpart C. It included the 40 questions prescribed by regulation, which are from the 73 questions included in the Federal Human Capital Survey (FHCS) administered by OPM bi-annually to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. No additional questions were included in the survey. Eleven of the questions used in this survey are also used in private sector surveys and help compare Government employees' perceptions with those of private sector counterparts. The survey assesses—

- leadership and management practices that contribute to agency performance; and
- employee satisfaction with—
 - leadership policies and practices,
 - work environment,
 - rewards and recognition policies,
 - opportunity for professional development and growth, and
 - opportunity to contribute to achieving organizational mission.

While demographic questions were included in the OPM requirements, agencies with 800 or fewer employees were exempt from this requirement. The U.S. Chemical Safety and Hazard Investigation Board (CSB) decided not to ask these questions in order to foster a sense of confidentiality and anonymity for respondents.

Data Collection

The 2007 Annual Employee Survey was a self-administered Web survey. All employees in the agency were surveyed. Of the 35 employees surveyed, all of them completed the survey for a response rate of 100 percent.

Summary

The 40 items in the survey are grouped into five categories: Personal Work Experiences; Recruitment, Development and Retention; Performance Culture; Leadership; and Job Satisfaction. All 40 of the questions are included in OPM's bi-annual FHCS so that agencies can make comparisons on an annual basis.

Positive responses for all survey categories were high; particularly for Personal Work Experiences and Recruitment, Development and Retention. The lowest positive response rate was for the category of Job Satisfaction. The following summary table shows all categories and the percent of positive, neutral and negative responses.

Survey Category	Positive	Neutral	Negative
Personal Work Experiences	84.8%	8.6%	6.7%
Recruitment, Development, & Retention	77.1%	11.4%	11.4%
Performance Culture	63.4%	23.4%	13.1%
Leadership	66.4%	19.6%	13.9%
Job Satisfaction	62.5%	21.4%	16.1%

The following table lists the questions asked in each category and the number of positive, neutral and negative responses for each.

Question	Positive	Neutral	Negative
Personal Work Experiences			
1. The people I work with cooperate to get the job done.	91.4%	5.7%	2.9%
2. I am given a real opportunity to improve my skills in the organization.	80.0%	11.4%	8.6%
3. My work gives me a feeling of personal accomplishment.	94.3%	2.9%	2.9%
4. I like the kind of work I do.	94.3%	2.9%	2.9%
5. I have trust and confidence in my supervisor.	74.3%	14.3%	11.4%
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	74.3%	14.3%	11.4%
Recruitment, Development and Retention			
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	74.3%	11.4%	14.3%
8. My work unit is able to recruit people with the right skills.	54.3%	17.1%	28.6%
9. I know how my work relates to the agency's goals and priorities.	88.6%	5.7%	5.7%
10. The work I do is important.	97.1%	2.9%	0.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	82.9%	11.4%	5.7%
12. Supervisors/Team Leaders in my work unit support employee development.	80.0%	11.4%	8.6%
13. My talents are used well in the workplace.	74.3%	14.3%	11.4%
14. My training needs are assessed.	65.7%	17.1%	17.1%

Question	Positive	Neutral	Negative
Performance Culture			
15. Promotions in my work unit are based on merit.	60.0%	22.9%	17.1%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	45.7%	40.0%	14.3%
17. Creativity and innovation are rewarded.	65.7%	20.0%	14.3%
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).	71.4%	14.3%	14.3%
19. In my work unit, differences in performance are recognized in a meaningful way.	57.1%	31.4%	11.4%
20. Pay raises depend on how well employees perform their jobs.	54.3%	31.4%	14.3%
21. My performance appraisal is a fair reflection of my performance.	74.3%	17.1%	8.6%
22. Discussions with my supervisor/team leader about my performance are worthwhile.	65.7%	17.1%	17.1%
23. Managers/Supervisors/Team leaders work well with employees of different backgrounds.	65.7%	17.1%	17.1%
24. My supervisor supports my need to balance work and family issues.	74.3%	22.9%	2.9%
Leadership			
25. I have a high level of respect for my organization's senior leaders.	57.1%	28.6%	14.3%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	48.6%	31.4%	20.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	65.7%	22.9%	11.4%
28. Employees are protected from health and safety hazards on the job.	91.4%	8.6%	0.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	60.0%	17.1%	22.9%
30. My workload is reasonable.	71.4%	14.3%	14.3%
31. Managers communicate the goals and priorities of the organization.	74.3%	5.7%	20.0%
32. My organization has prepared employees for potential security threats.	62.9%	28.6%	8.6%

Question	Positive	Neutral	Negative
Job Satisfaction			
33. How satisfied are you with the information you receive from management on what's going on in your organization?	60.0%	22.9%	17.1%
34. How satisfied are you with your involvement in decisions that affect your work?	54.3%	17.1%	28.6%
35. How satisfied are you with your opportunity to get a better job in your organization?	48.6%	34.3%	17.1%
36. How satisfied are you with the recognition you receive for doing a good job?	71.4%	20.0%	8.6%
37. How satisfied are you with the policies and practices of your senior leaders?	60.0%	20.0%	20.0%
38. How satisfied are you with the training you receive for your present job?	62.9%	22.9%	14.3%
39. Considering everything, how satisfied are you with your job?	74.3%	14.3%	11.4%
40. Considering everything, how satisfied are you with your pay?	68.6%	20.0%	11.4%

In OPM's administration of the FHCS, they identified 15 "impact items" through a series of standard statistical analyses that examined the relationships between what employees reported on these items and their expressed intention to stay or leave. They are the items most strongly associated with employees' satisfaction and intent to stay in their jobs, and all 15 are included in the AES. Positive responses at CSB were above 60% for nearly all of these items. Those items on this survey are questions 2, 3, 4, 6, 13, 25, 29, 30, 33, 34, 35, 36, 37, 38, and 40.

OPM has determined that a total of 39 of the Federal Human Capital Survey items make up the Human Capital Assessment and Accountability Framework (HCAAF). Because this survey used only the questions prescribed by OPM regulation and those questions are also asked in the OPM Bi-annual FHCS, we are able to make comparisons by using the like questions from the two surveys. The four HCAAF indices are Leadership and Knowledge Management Index; Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index.

OPM HCAFF Indices:

- The Leadership and Knowledge Management Index indicates the extent employees hold their leadership in high regard, both overall and on special facts of leadership. In this survey, it is made up of items 5, 6, 23, 25, 26, 27, 28, 30, 31, 32, 33, and 37.
- The Results-Oriented Performance Culture Index indicates the extent employees believe their organizational culture promotes improvement in processes products and services, and organizational outcomes. In this survey, it is made up of items 1, 9, 11, 15, 16, 17, 19, 20, 21, 22, 24, 29, and 36.

- The Talent Management Index indicates the extent employees think the organization has the talent necessary to achieve its organizational goals. In this survey, it is made up of items 2, 7, 8, 12, 13, 14, and 38.
- The Job Satisfaction Index indicates the extent employees are satisfied with their jobs and various aspects thereof. In this survey, it is made up of items 3, 4, 10, 34, 35, 39, and 40.

CSB had considerably higher positive response rates than those of government-wide in all of the indices. The following table shows CSB performance in 2007 and the government-wide performance in 2006 on the four HCAAF indices.

HCAAF Systems – Human Capital Management Indices	2007 CSB % Positive	2006 Government- Wide % Positive
Leadership & Knowledge Management	67.1	57.5
Results-Oriented Performance Culture	68.6	51.9
Talent Management	70.2	58.5
Job Satisfaction	75.9	66.5

**U.S. Chemical Safety and Hazard Investigation Board
2007 Annual Employee Satisfaction Survey
Questions and Responses**

Personal Work Experiences, Questions 1-6

(1) The people I work with cooperate to get the job done.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	# of Respondents
14	18	2	1	0	35

(2) I am given a real opportunity to improve my skills in my organization.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	# of Respondents
12	16	4	2	1	35

(3) My work gives me a feeling of personal accomplishment.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	# of Respondents
16	17	1	0	1	35

(4) I like the kind of work I do.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	# of Respondents
19	14	1	1	0	35

(5) I have trust and confidence in my supervisor.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	# of Respondents
21	5	5	1	3	35

(6) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

Very Good	Good	Fair	Poor	Very Poor	# of Respondents
21	5	5	2	2	35

Recruitment, Development and Retention, Questions 7-14

(7) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
10	16	4	4	1	0	35

(8) My work unit is able to recruit people with the right skills.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
9	10	6	9	1	0	35

(9) I know how my work relates to the agency's goals and priorities.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
18	13	1	2	0	1	35

(10) The work I do is important.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
17	17	1	0	0	0	35

(11) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
21	8	4	2	0	0	35

(12) Supervisors/Team leaders in my work unit support employee development.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
20	8	4	1	2	0	35

(13) My talents are used well in the workplace.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
14	12	5	3	1	0	35

(14) My training needs are assessed.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
13	10	6	5	1	0	35

Performance Culture, Questions 15-24

(15) Promotions in my work unit are based on merit.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
16	5	3	4	2	5	35

(16) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
6	10	8	3	2	6	35

(17) Creativity and innovation are rewarded.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
9	14	6	3	2	1	35

(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).

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Basis to Judge	# of Respondents
14	11	1	2	3	4	35

(19) In my work unit, differences in performance are recognized in a meaningful way.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
10	10	8	3	1	3	35

(20) Pay raises depend on how well employees perform their jobs.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
10	9	5	4	1	6	35

(21) My performance appraisal is a fair reflection of my performance.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
15	11	1	1	2	5	35

(22) Discussions with my supervisor/team leader about my performance are worthwhile.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
16	7	2	4	2	4	35

(23) Managers/Supervisors/Team leaders work well with employees of different backgrounds.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
10	13	4	3	3	2	35

(24) My supervisor supports my need to balance work and family issues.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
20	6	7	0	1	1	35

Leadership, Questions 25-32

(25) I have a high level of respect for my organization's senior leaders.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
11	9	10	2	3	0	35

(26) In my organization, leaders generate high levels of motivation and commitment in the workforce.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
10	7	11	4	3	0	35

(27) Managers review and evaluate the organization's progress toward meeting its goals and objectives.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
8	15	7	3	1	1	35

(28) Employees are protected from health and safety hazards on the job.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
20	12	2	0	0	1	35

(29) Employees have a feeling of personal empowerment with respect to work processes.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
7	14	5	6	2	1	35

(30) My workload is reasonable.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
8	17	5	4	1	0	35

(31) Managers communicate the goals and priorities of the organization.						
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
7	19	2	6	1	0	35

(32) My organization has prepared employees for potential security threats.						
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	# of Respondents
7	15	9	3	0	1	35

Job Satisfaction, Questions 33-40

(33) How satisfied are you with the information you receive from management on what's going on in your organization?					
Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	# of Respondents
11	10	8	4	2	35

(34) How satisfied are you with your involvement in decisions that affect your work?					
Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	# of Respondents
12	7	6	7	3	35

(35) How satisfied are you with your opportunity to get a better job in your organization?					
Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	# of Respondents
6	11	12	3	3	35

(36) How satisfied are you with the recognition you receive for doing a good job?					
Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	# of Respondents
13	12	7	0	3	35

(37) How satisfied are you with the policies and practices of your senior leaders?

Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	# of Respondents
10	11	7	2	5	35

(38) How satisfied are you with the training you receive for your present job?

Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	# of Respondents
12	10	8	5	0	35

(39) Considering everything, how satisfied are you with your job?

Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	# of Respondents
13	13	5	2	2	35

(40) Considering everything, how satisfied are you with your pay?

Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	# of Respondents
8	16	7	4	0	35