



U.S. MERIT SYSTEMS PROTECTION BOARD 2007 Annual Employee Survey Results

1. Interpretation of results: An analysis of MSPB's 2007 annual employee survey results indicates that MSPB's performance on the survey continues to be strong. As in previous surveys, the findings suggest that MSPB employees have a clear sense of mission and enjoy and find worth in what they do. Furthermore, they feel MSPB's workforce has the necessary skills, collaborative relationships, and physical working conditions to do quality work.

MSPB compared the responses of the 2007 survey to MSPB's responses on the 2004 and 2006 employee surveys. Overall, the results were fairly stable. MSPB noted improvements to questions regarding whether employees feel they have the tools necessary to do their job. For instance, they were more positive in 2007 as to whether they have coworkers with the right skills, good supervisory relationships, training for their current job, empowerment, and adequate physical conditions. MSPB also noted some areas for further consideration, including recognition and performance management.

Finally, MSPB examined how the survey responses cluster into the four major indices of the Human Capital Assessment and Accountability Framework. OPM's metrics for the HCAAF systems include four indices based on items required in the annual employee survey. The four indices are: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. Overall, there was no significant change in any of the indices between 2006 and 2007. This lack of change is further indication that while a few individual items on the survey may have seen some change in the past year, the overall results of the survey have remained rather stable.

2. How the survey was conducted:

The survey was conducted online from September 4 until November 2, 2007. An invitation to participate in the survey was sent via e-mail to all agency employees. The invitation included a link to the survey web site and a unique identification number and password to access the survey.

The annual survey questions were embedded in the 2007 Merit Principles Survey (MPS). They were interspersed with MPS questions, based on question topic, in the following six sections of the MPS: *My Job, My Immediate Supervisor, Performance Management, Managers and Executives in My Organization, Training and Development, and Demographic Questions*. The three annual survey questions related to work environment were included in a section of their own titled *Physical Work Environment and Safety*.

3. Description of sample:

All 236 employees of the agency were invited to participate in the survey.

4. Number of employees surveyed, number responded, and representativeness of respondents:

The survey was distributed to all 236 MSPB employees of whom 193 responded for an overall response rate of 81.8%. Of the 236 employees, 200 were non-supervisory employees; 158 or 79% of these employees responded. Thirty-six employees were supervisory; 35 or 97% of these employees responded. Employees who completed at least one of the annual survey questions are counted as respondents although the majority of employees completed all questions. The respondents are representative of the agency population in supervisory status, gender, and racial category, except that whites are somewhat unrepresented. About 10 % of respondents did not

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indicate a racial category. These may include a high proportion of whites.

DEMOGRAPHICS

Supervisory Status	Population (%)	Respondents (%)
Non-supervisor	85.8%	76.2%
Team Leader	--	5.7%
Supervisor	14.2%	9.8%
Manager	--	1.6%
Executive	--	6.7%

Gender	Population (%)	Respondents (%)
Male	42.0%	41.2%
Female	58.0%	58.8%

Are you: Hispanic or Latino	Population (%)	Respondents (%)
Yes	1.8%	2.3%
No	98.2%	97.7%

Racial Category	Population (%)	Respondents (%)
White	64.8%	57.5%
Black or African American	26.5%	27.5%
Native Hawaiian or other Pacific Islander	0.0%	0.0%
Asian	6.8%	4.1%
American Indian or Alaskan Native	0.0%	0.0%
Two or more races (not Hispanic or Latino)	0.0%	1.0%

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SURVEY RESULTS - CONTENT QUESTIONS

PERSONAL WORK EXPERIENCES

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

Response	Frequency	Percentage
Strongly Agree	96	49.7%
Agree	69	35.8%
Neither Agree nor Disagree	14	7.3%
Disagree	9	4.7%
Strongly Disagree	5	2.6%
Missing/Invalid	0	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	48	26.5%
Agree	77	42.5%
Neither Agree nor Disagree	39	21.5%
Disagree	10	5.5%
Strongly Disagree	7	3.9%
Missing/Invalid	12	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	80	41.5%
Agree	78	40.4%
Neither Agree nor Disagree	21	10.9%
Disagree	7	3.6%
Strongly Disagree	7	3.6%
Missing/Invalid	0	--
TOTAL:	193	--

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4. I like the kind of work I do.

Response	Frequency	Percentage
Strongly Agree	106	54.9%
Agree	61	31.6%
Neither Agree nor Disagree	18	9.3%
Disagree	7	3.6%
Strongly Disagree	1	0.5%
Missing/Invalid	0	--
TOTAL:	193	--

5. I have trust and confidence in my supervisor.

Response	Frequency	Percentage
Strongly Agree	79	41.6%
Agree	67	35.3%
Neither Agree nor Disagree	22	11.6%
Disagree	16	8.4%
Strongly Disagree	6	3.2%
Missing/Invalid	3	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Very Good	85	44.5%
Good	56	29.3%
Fair	32	16.8%
Poor	10	5.2%
Very Poor	8	4.2%
Missing/Invalid	2	--
TOTAL:	193	--

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RECRUITMENT, DEVELOPMENT, AND RETENTION

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

Response	Frequency	Percentage
Strongly Agree	94	48.7%
Agree	92	47.7%
Neither Agree nor Disagree	4	2.1%
Disagree	3	1.6%
Strongly Disagree	0	0.0%
Missing/Invalid	0	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	74	38.3%
Agree	89	46.1%
Neither Agree nor Disagree	12	6.2%
Disagree	14	7.3%
Strongly Disagree	4	2.1%
Missing/Invalid	0	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	113	58.5%
Agree	72	37.3%
Neither Agree nor Disagree	5	2.6%
Disagree	1	0.5%
Strongly Disagree	2	1.0%
Missing/Invalid	0	--
TOTAL:	193	--

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10. The work I do is important.

Response	Frequency	Percentage
Strongly Agree	119	61.7%
Agree	58	30.1%
Neither Agree nor Disagree	12	6.2%
Disagree	3	1.6%
Strongly Disagree	1	0.5%
Missing/Invalid	0	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	75	41.9%
Agree	90	50.3%
Neither Agree nor Disagree	11	6.1%
Disagree	3	1.7%
Strongly Disagree	0	0.0%
Missing/Invalid	14	--
TOTAL:	193	--

12. Supervisors/team leaders in my work unit support employee development.

Response	Frequency	Percentage
Strongly Agree	55	30.4%
Agree	81	44.8%
Neither Agree nor Disagree	29	16.0%
Disagree	9	5.0%
Strongly Disagree	7	3.9%
Missing/Invalid	12	--
TOTAL:	193	--

13. My talents are used well in the workplace.

Response	Frequency	Percentage
Strongly Agree	68	35.2%
Agree	80	41.5%
Neither Agree nor Disagree	20	10.4%
Disagree	17	8.8%
Strongly Disagree	8	4.1%
Missing/Invalid	0	--
TOTAL:	193	--

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14. My training needs are assessed.

Response	Frequency	Percentage
Strongly Agree	36	19.9%
Agree	74	40.9%
Neither Agree nor Disagree	43	23.8%
Disagree	23	12.7%
Strongly Disagree	5	2.8%
Missing/Invalid	12	--
TOTAL:	193	--

PERFORMANCE CULTURE

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

Response	Frequency	Percentage
Strongly Agree	44	24.2%
Agree	81	44.5%
Neither Agree nor Disagree	29	15.9%
Disagree	20	11.0%
Strongly Disagree	8	4.4%
Missing/Invalid	11	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	21	11.5%
Agree	50	27.5%
Neither Agree nor Disagree	66	36.3%
Disagree	28	15.4%
Strongly Disagree	17	9.3%
Missing/Invalid	11	--
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17. Creativity and innovation are rewarded.

Response	Frequency	Percentage
Strongly Agree	35	19.4%
Agree	45	25.0%
Neither Agree nor Disagree	68	37.8%
Disagree	22	12.2%
Strongly Disagree	10	5.6%
Missing/Invalid	13	--
TOTAL:	193	--

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).

Response	Frequency	Percentage
Strongly Agree	57	31.3%
Agree	83	45.6%
Neither Agree nor Disagree	23	12.6%
Disagree	12	6.6%
Strongly Disagree	7	3.8%
Missing/Invalid	11	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	22	12.2%
Agree	60	33.3%
Neither Agree nor Disagree	64	35.6%
Disagree	26	14.4%
Strongly Disagree	8	4.4%
Missing/Invalid	13	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	22	12.2%
Agree	50	27.6%
Neither Agree nor Disagree	62	34.3%
Disagree	33	18.2%
Strongly Disagree	14	7.7%
Missing/Invalid	12	--
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21. My performance appraisal is a fair reflection of my performance.

Response	Frequency	Percentage
Strongly Agree	51	28.0%
Agree	85	46.7%
Neither Agree nor Disagree	25	13.7%
Disagree	15	8.2%
Strongly Disagree	6	3.3%
Missing/Invalid	11	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	64	33.7%
Agree	74	38.9%
Neither Agree nor Disagree	30	15.8%
Disagree	16	8.4%
Strongly Disagree	6	3.2%
Missing/Invalid	3	--
TOTAL:	193	--

23. Managers/supervisors/team leaders work well with employees of different backgrounds.

Response	Frequency	Percentage
Strongly Agree	47	26.0%
Agree	82	45.3%
Neither Agree nor Disagree	35	19.3%
Disagree	8	4.4%
Strongly Disagree	9	5.0%
Missing/Invalid	12	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	98	51.6%
Agree	63	33.2%
Neither Agree nor Disagree	20	10.5%
Disagree	5	2.6%
Strongly Disagree	4	2.1%
Missing/Invalid	3	--
TOTAL:	193	--

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LEADERSHIP

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

Response	Frequency	Percentage
Strongly Agree	31	17.1%
Agree	70	38.7%
Neither Agree nor Disagree	50	27.6%
Disagree	14	7.7%
Strongly Disagree	16	8.8%
Missing/Invalid	12	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	17	9.4%
Agree	63	34.8%
Neither Agree nor Disagree	60	33.1%
Disagree	29	16.0%
Strongly Disagree	12	6.6%
Missing/Invalid	12	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	39	21.5%
Agree	87	48.1%
Neither Agree nor Disagree	45	24.9%
Disagree	7	3.9%
Strongly Disagree	3	1.7%
Missing/Invalid	12	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Strongly Agree	72	40.2%
Agree	84	46.9%
Neither Agree nor Disagree	20	11.2%
Disagree	3	1.7%
Strongly Disagree	0	0.0%
Missing/Invalid	14	--
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29. Employees have a feeling of personal empowerment with respect to work processes.

Response	Frequency	Percentage
Strongly Agree	49	25.4%
Agree	84	43.5%
Neither Agree nor Disagree	33	17.1%
Disagree	18	9.3%
Strongly Disagree	9	4.7%
Missing/Invalid	0	--
TOTAL:	193	--

30. My workload is reasonable.

Response	Frequency	Percentage
Strongly Agree	67	34.7%
Agree	78	40.4%
Neither Agree nor Disagree	25	13.0%
Disagree	16	8.3%
Strongly Disagree	7	3.6%
Missing/Invalid	0	--
TOTAL:	193	--

31. Managers communicate the goals and priorities of the organization.

Response	Frequency	Percentage
Strongly Agree	32	17.7%
Agree	106	58.6%
Neither Agree nor Disagree	31	17.1%
Disagree	7	3.9%
Strongly Disagree	5	2.8%
Missing/Invalid	12	--
TOTAL:	193	--

32. My organization has prepared employees for potential security threats.

Response	Frequency	Percentage
Strongly Agree	43	24.0%
Agree	82	45.8%
Neither Agree nor Disagree	36	20.1%
Disagree	17	9.5%
Strongly Disagree	1	0.6%
Missing/Invalid	14	--
TOTAL:	193	--

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JOB SATISFACTION

33. How satisfied are you with the information you receive from management on what's going on in your organization?

Response	Frequency	Percentage
Very Satisfied	21	11.7%
Satisfied	76	42.2%
Neither Satisfied nor Dissatisfied	55	30.6%
Dissatisfied	22	12.2%
Very Dissatisfied	6	3.3%
Missing/Invalid	13	--
TOTAL:	193	--

34. How satisfied are you with your involvement in decisions that affect your work?

Response	Frequency	Percentage
Very Satisfied	31	16.1%
Satisfied	81	42.2%
Neither Satisfied nor Dissatisfied	48	25.0%
Dissatisfied	25	13.0%
Very Dissatisfied	7	3.6%
Missing/Invalid	1	--
TOTAL:	193	--

35. How satisfied are you with your opportunity to get a better job in your organization?

Response	Frequency	Percentage
Very Satisfied	12	6.6%
Satisfied	40	22.0%
Neither Satisfied nor Dissatisfied	75	41.2%
Dissatisfied	39	21.4%
Very Dissatisfied	16	8.8%
Missing/Invalid	11	--
TOTAL:	193	--

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36. How satisfied are you with the recognition you receive for doing a good job?

Response	Frequency	Percentage
Very Satisfied	29	15.9%
Satisfied	58	31.9%
Neither Satisfied nor Dissatisfied	71	39.0%
Dissatisfied	13	7.1%
Very Dissatisfied	11	6.0%
Missing/Invalid	11	--
TOTAL:	193	--

37. How satisfied are you with the policies and practices of your senior managers?

Response	Frequency	Percentage
Very Satisfied	25	13.9%
Satisfied	68	37.8%
Neither Satisfied nor Dissatisfied	57	31.7%
Dissatisfied	23	12.8%
Very Dissatisfied	7	3.9%
Missing/Invalid	13	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Very Satisfied	42	23.2%
Satisfied	85	47.0%
Neither Satisfied nor Dissatisfied	41	22.7%
Dissatisfied	8	4.4%
Very Dissatisfied	5	2.8%
Missing/Invalid	12	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Very Satisfied	74	38.5%
Satisfied	83	43.2%
Neither Satisfied nor Dissatisfied	15	7.8%
Dissatisfied	18	9.4%
Very Dissatisfied	2	1.0%
Missing/Invalid	1	--
TOTAL:	193	--

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

Response	Frequency	Percentage
Very Satisfied	40	22.0%
Satisfied	80	44.0%
Neither Satisfied nor Dissatisfied	31	17.0%
Dissatisfied	27	14.8%
Very Dissatisfied	4	2.2%
Missing/Invalid	11	--
TOTAL:	193	--