

**U.S. Election Assistance Commission  
Interpretation of the 2008 Annual Employee Survey Results:**

This year's survey results suggest that respondents view their personal work experience somewhat more favorably than other aspects of the organization such as performance culture and leadership, and their overall job satisfaction.

The vast majority of respondents enjoy the work they do (91%) and most feel a sense of personal accomplishment (74%); however, fewer respondents have trust and confidence in their supervisors (55%) and believe that their immediate supervisors are doing a good job (52%). Similar results were found in the area of recruitment, development, and retention. Although a large majority of respondents believe their work is important (87%) and believe their talents are used well in the work environment (74%), fewer respondents agree that they know how their work relates to the agency's goals and priorities (65%). And while 55% of respondents agree that their training needs are assessed, less than half are satisfied with the training they have received for their present jobs (48%).

The areas of performance culture and leadership generate less satisfaction and agreement on the part of respondents. For example, while 57% agree that their performance appraisal is a fair reflection of their performance, fewer than half say they understood what they needed to do to be rated at a different performance level (48%). Additionally, respondents are less likely to agree that promotions are merit-based (43%) or that raises depend on how well employees perform their jobs (26%). Indeed, less than one-quarter of respondents believe that steps are taken to deal with poor performers (22%), while 39% agree that creativity and innovation are rewarded.

Similarly, with respect to leadership, a little more than a quarter of respondents believe that leaders within the organization generate high levels of motivation, review and evaluate the organization's progress toward meeting goals and objectives, and communicate the organization's goals and priorities. Conversely, respondents overwhelmingly agree that their supervisors support their need to balance work and family issues (91%). However, while over half of the respondents find that their supervisors work well with employees of different backgrounds (57%) and that their personal workloads are reasonable (65%), they feel much less empowered with respect to the agency's work processes, as indicated by only 30% agreeing with that statement.

In a similar fashion, when asked about levels of satisfaction with their involvement in decisions that affect their work, the policies and practices of senior leaders, and with the sharing of information from management about what goes on in the organization, a majority indicated dissatisfaction (52%, 61%, and 65%, respectively). When asked how satisfied they are with their job, 52% of respondents said they are "very satisfied" or "satisfied" with their job, yet only 36% indicated satisfaction with the organization as a whole. Still, 45% would recommend the organization as a good place to work.

Thirty-four (34) full-time equivalent employees of the agency were surveyed. Twenty-three (23) employees completed the survey.

### Definitions

(The survey results should be viewed in the context of the following definitions)

Executives	Members of the Senior Executive Service or equivalent.
Managers	Those in management positions who typically supervise one or more supervisors.
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	Not official supervisors; those who provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
Senior Leaders	The heads of departments/agencies and their immediate leadership team. Typically these individuals would be members of the Senior Executive Service or equivalent.
Customers	Anyone who uses or receives the products or services your organization provides; may include individuals within your organization and individuals outside your organization.
Leaders	This is your agency's management team. This includes anyone with supervisory or managerial responsibilities.
Non-Supervisor	Anyone who does not have supervisory/team leader responsibilities.
Work Unit	This is your immediate work unit headed by your immediate supervisor.
Organization	This is your agency, office, or division. Please respond to these questions based on the level in your organization that is appropriate for the content of the question. Depending on how your organization is structured, this could either be one or more levels above your own.
Agency	An executive agency as defined in 5 U.S.C. 105

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**2008 Annual Employee Survey Results for  
U.S. Election Assistance Commission  
All Respondents**

Surveys Sent: 34

Surveys Returned: 23

Response Rate: 68%

<b>Prescribed Questions: Personal Work Experiences</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. The people I work with cooperate to get the job done.	Frequencies	4	10	8	1	0		23
	Percentages	17.4%	43.5%	34.8%	4.3%	0.0%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	6	8	5	2	2		23
	Percentages	26.1%	34.8%	21.7%	8.7%	8.7%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	8	9	5	0	1		23
	Percentages	34.8%	39.1%	21.7%	0.0%	4.3%		100.0%
4. I like the kind of work I do.	Frequencies	10	11	1	1	0		23
	Percentages	43.5%	47.8%	4.3%	4.3%	0.0%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	10	2	1	2	7		22
	Percentages	45.5%	9.1%	4.5%	9.1%	31.8%		100.0%
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	10	2	2	5	4		23
	Percentages	43.5%	8.7%	8.7%	21.7%	17.4%		100.0%

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	2	10	4	3	2	2	23
	Percentages	8.7%	43.5%	17.4%	13.0%	8.7%	8.7%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	9	3	3	7	0	1	23
	Percentages	39.1%	13.0%	13.0%	30.4%	0.0%	4.3%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	12	3	3	4	0	1	23
	Percentages	52.2%	13.0%	13.0%	17.4%	0.0%	4.3%	100.0%
10. The work I do is important.	Frequencies	12	8	1	2	0	0	23
	Percentages	52.2%	34.8%	4.3%	8.7%	0.0%	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	4	8	5	6	0	0	23
	Percentages	17.4%	34.8%	21.7%	26.1%	0.0%	0.0%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	9	8	3	1	2	0	23
	Percentages	39.1%	34.8%	13.0%	4.3%	8.7%	0.0%	100.0%
13. My talents are used well in the workplace.	Frequencies	9	8	1	3	2	0	23
	Percentages	39.1%	34.8%	4.3%	13.0%	8.7%	0.0%	100.0%
14. My training needs are assessed.	Frequencies	5	7	4	4	2	0	22
	Percentages	22.7%	31.8%	18.2%	18.2%	9.1%	0.0%	100.0%

<b>Prescribed Questions: Performance Culture</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>
15. Promotions in my work unit are based on merit.	Frequencies	6	4	2	6	1	4	23
	Percentages	26.1%	17.4%	8.7%	26.1%	4.3%	17.4%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	2	3	5	2	5	6	23
	Percentages	8.7%	13.0%	21.7%	8.7%	21.7%	26.1%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	4	5	4	5	2	3	23
	Percentages	17.4%	21.7%	17.4%	21.7%	8.7%	13.0%	100.0%
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	8	3	3	2	4	3	23
	Percentages	34.8%	13.0%	13.0%	8.7%	17.4%	13.0%	100.0%
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	2	5	2	6	2	6	23
	Percentages	8.7%	21.7%	8.7%	26.1%	8.7%	26.1%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	2	4	3	6	2	6	23
	Percentages	8.7%	17.4%	13.0%	26.1%	8.7%	26.1%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	10	3	1	3	3	3	23
	Percentages	43.5%	13.0%	4.3%	13.0%	13.0%	13.0%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	8	4	3	4	3	1	23
	Percentages	34.8%	17.4%	13.0%	17.4%	13.0%	4.3%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	7	6	5	2	2	1	23
	Percentages	30.4%	26.1%	21.7%	8.7%	8.7%	4.3%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	14	7	1	0	1	0	23
	Percentages	60.9%	30.4%	4.3%	0.0%	4.3%	0.0%	100.0%

<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>
25. I have a high level of respect for my organization's senior leaders.	Frequencies	4	5	2	4	8	0	23
	Percentages	17.4%	21.7%	8.7%	17.4%	34.8%	0.0%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	2	4	4	4	8	1	23
	Percentages	8.7%	17.4%	17.4%	17.4%	34.8%	4.3%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	2	4	4	6	5	2	23
	Percentages	8.7%	17.4%	17.4%	26.1%	21.7%	8.7%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	7	10	3	2	0	1	23
	Percentages	30.4%	43.5%	13.0%	8.7%	0.0%	4.3%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	3	4	2	11	2	1	23
	Percentages	13.0%	17.4%	8.7%	47.8%	8.7%	4.3%	100.0%
30. My workload is reasonable.	Frequencies	8	7	4	1	3	0	23
	Percentages	34.8%	30.4%	17.4%	4.3%	13.0%	0.0%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	2	4	3	7	6	1	23
	Percentages	8.7%	17.4%	13.0%	30.4%	26.1%	4.3%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	4	7	5	1	3	3	23
	Percentages	17.4%	30.4%	21.7%	4.3%	13.0%	13.0%	100.0%

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	2	4	2	11	4		23
	Percentages	8.7%	17.4%	8.7%	47.8%	17.4%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	3	6	2	8	4		23
	Percentages	13.0%	26.1%	8.7%	34.8%	17.4%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	2	6	8	3	4		23
	Percentages	8.7%	26.1%	34.8%	13.0%	17.4%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	4	7	6	3	3		23
	Percentages	17.4%	30.4%	26.1%	13.0%	13.0%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	2	3	4	5	9		23
	Percentages	8.7%	13.0%	17.4%	21.7%	39.1%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	2	9	6	3	3		23
	Percentages	8.7%	39.1%	26.1%	13.0%	13.0%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	4	8	7	2	2		23
	Percentages	17.4%	34.8%	30.4%	8.7%	8.7%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	2	11	6	3	1		23
	Percentages	8.7%	47.8%	26.1%	13.0%	4.3%		100.0%

Agency-Specific Items								
Item Text		Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge	Total
41. I recommend my organization as a good place to work.	Frequencies	3	2	7	6	4	0	22
	Percentages	13.6%	9.1%	31.8%	27.3%	18.2%	0.0%	100.0%
42. I have sufficient resources (for example, people; materials; budget) to get my job done.	Frequencies	3	3	5	8	3	0	22
	Percentages	13.6%	13.6%	22.7%	36.4%	13.6%	0.0%	100.0%
43. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring).	Frequencies	5	8	3	3	1	2	22
	Percentages	22.7%	36.4%	13.6%	13.6%	4.5%	9.1%	100.0%
44. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	Frequencies	3	5	4	3	4	3	22
	Percentages	13.6%	22.7%	18.2%	13.6%	18.2%	13.6%	100.0%
45. Considering everything, how satisfied are you with your organization?	Frequencies	3	5	5	5	4		22
	Percentages	13.6%	22.7%	22.7%	22.7%	18.2%		100.0%

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**Demographics:**

Is your position considered:	N	%
Full-time equivalent (FTE)	100	100%
Intermittent (with a not to exceed date)	0	0%
Detail	0	0%

How long have you been with the Federal Government (excluding military service)?	N	%
Less than 1 year	26	26%
1-3 years	26	26%
4-5 years	26	26%
6-10 years	4	4%
11-20 years	13	13%
More than 20 years	4	4%

How long have you been with your current agency?	N	%
Less than 1 year	48	73%
1-3 years	17	27%