



*U.S. ELECTION ASSISTANCE COMMISSION  
1335 East West Highway, Suite 4300  
Silver Spring, MD 20910*

## **Annual Employee Survey Results**

This brief analysis was provided along with the attached survey results:

In 2016, EAC had its best response rate to the survey (80%) since 2010. However, given the small number of people who work at EAC, this improved response rate did not represent a large database. In all, fifteen out of 20 staff members responded to the survey request.

Despite this small sample size, EAC'S 2016 AES results provided useful information regarding Agency trends, strengths, and areas of improvement. Overall, the Agency had 21 questions identified as strengths (a 65% positive score or higher) compared to 9 items identified as challenges (a 30% negative score or higher). These results were fairly aligned with the Agency's last survey in 2014, as EAC had nearly the same amount of questions in which it scored better in 2016 than 2014 than those where it scored worse.

Issue areas where EAC scored highly overall were those related to personal work experiences and the work unit. This included the Agency scoring particularly well on workplace safety conditions, work-life balance, staff cooperation, and a belief in the importance of one's work. Areas where the Agency vastly improved from 2014 included those related to diversity in the workplace, performance discussions, and employee development.

On the other side, EAC's 2016 results indicated areas for improvement in relation to performance culture and job satisfaction. Particularly, the staff expressed a desire for progress in relation to performance evaluations, staff recognition, and Agency communications. This feedback helped the Agency identify three areas that it plans to focus on through its 2017 Employee Engagement Management Plan and related efforts: 1) Coordination; 2) Development; & 3) Constructive.

One other item of note was the high percentage of items to which a large percentage of the staff expressed uncertainty. Items related to performance appraisals were particularly prone to staff uncertainty. This is likely a reflection of the large number of

new staff members who participated in this year's survey without feeling as though they had had the adequate amount of information to accurately judge the Agency on certain merits. As such, the EAC's 2017 AES results should provide a more comprehensive staff assessment of the Agency.

June 2017



# Election Assistance Commission Annual Employee Survey

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*Results for:*  
**All Respondents**

March 2017



**HR Strategy and Evaluation Solutions**  
*The Best Strategies Today for Great Government Tomorrow*



# How to Use this Report

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## *Item Results*

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage of respondents who chose each response option and the total number (N) of valid responses. Where applicable, the report also shows the number of respondents who indicated an item was Not Applicable (N/A), as well as the mean (M) and standard deviation (SD) of responses.
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses.

## *Interpreting the Results*

- ▶ Population: 25
- ▶ Number of Surveys Completed: 20
- ▶ Response Rate: 80%



## ITEM RESULTS

### Personal Work Experiences

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
1. The people I work with cooperate to get the job done.	40	50	10			20	0	4.30	0.66
2. I am given a real opportunity to improve my skills in my organization.	40	30	10	15	5	20	0	3.85	1.27
3. My work gives me a feeling of personal accomplishment.	60	15	20	5		20	0	4.05	1.39
4. I like the kind of work I do.	65	15	15	5		20	0	4.40	0.94
5. My supervisor listens to what I have to say.	35	40	15	10		20	0	4.00	0.97
6. My supervisor treats me with respect.	40	40	15	5		20	0	4.15	0.88
7. In the last six months, my supervisor has talked with me about my performance.	20	15	40	20	5	20	0	3.25	1.16
8. I have trust and confidence in my supervisor.	35	25	25	15		20	0	3.80	1.11
	Very Good	Good	Fair	Poor	Very Poor	N	DNK	M	SD
9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	45	10	30	15		20		3.85	1.18



## ITEM RESULTS

### My Work Unit

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
10. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	35	45	5	15		20	0	4.00	1.03
11. My work unit is able to recruit people with the right skills.	10	35	25	25	5	20	0	3.20	1.11
12. I know how my work relates to the agency's goals and priorities.	50	30	10	5	5	20	0	4.15	1.14
13. The work I do is important.	63	26	5	5		19	1	4.42	1.02
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	16	42	16	26		19	1	3.47	1.07
15. Supervisors/team leaders in my work unit support employee development.	37	32	21	5	5	19	1	3.89	1.15
16. My talents are used well in the workplace.	25	45	10	10	10	20	0	3.65	1.27
17. My training needs are assessed.	21	26	32	11	11	19	1	3.37	1.26



## ITEM RESULTS

### Performance Culture

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
18. Promotions in my work unit are based on merit.	20	13	40	20	7	15	5	3.20	1.21
19. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	13	13	33	40		15	5	3.00	1.07
20. Creativity and innovation are rewarded.	6	33	33	17	11	18	1	3.06	1.11
21. 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).	22	44	22	11		9	11	3.78	0.97
22. In my work unit, differences in performance are recognized in a meaningful way.	27	7	33	33		15	5	3.27	1.22
23. Pay raises depend on how well employees perform their jobs.	14	7	36	29	14	14	6	2.79	1.25
24. My performance appraisal is a fair reflection of my performance.	20	30	40	10		10	10	3.60	0.97
25. Discussions with my supervisor/team leader about my performance are worthwhile.	31	31	23	8	8	13	7	3.69	1.25
26. Managers/supervisors/team leaders work well with employees of different backgrounds.	28	50	6	17		18	2	3.89	1.02
27. My supervisor supports my need to balance work and other life issues.	50	44	6			18	2	4.44	0.62



## ITEM RESULTS

### Leadership

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
28. I have a high level of respect for my organization's senior leaders.	32	37	26	5		19	1	3.89	1.05
29. In my organization, leaders generate high levels of motivation and commitment in the workforce.	25	35	15	15	10	20	0	3.50	1.32
30. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	28	22	28	11	11	18	2	3.44	1.34
31. Employees are protected from health and safety hazards on the job.	40	55	5			20	0	4.35	0.59
32. Employees have a feeling of personal empowerment with respect to work processes.	28	22	28	22		18	2	3.56	1.15
33. My workload is reasonable.	25	35	10	30		20	0	3.55	1.19
34. Managers communicate the goals and priorities of the organization.	25	25	20	20	10	20	0	3.35	1.35
35. My organization has prepared employees for potential security threats.	21	68	11			19	1	4.11	0.57



## ITEM RESULTS

### Job Satisfaction

	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	N	DNK	M	SD
36. How satisfied are you with the information you receive from management on what's going on in your organization?	25	30	15	20	10	20		3.40	1.35
37. How satisfied are you with your involvement in decisions that affect your work?	35	15	20	10	20	20		3.35	1.57
38. How satisfied are you with your opportunity to get a better job in your organization?	10	20	55	5	10	20		3.15	1.04
39. How satisfied are you with the recognition you receive for doing a good job?	25	35	25	15		20		3.70	1.03
40. How satisfied are you with the policies and practices of your senior leaders?	15	40	30	10	5	20		3.50	1.05
41. How satisfied are you with the training you receive for your present job?	30	45	15	10		20		3.95	0.94
42. Considering everything, how satisfied are you with your job?	30	25	30	5	10	20		3.60	1.27
43. Considering everything, how satisfied are you with your pay?	20	45	5	20	10	20		3.45	1.32

### EAC-Specific Items

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
44. I recommend my organization as a good place to work.	25	25	45	5		20	0	3.65	1.04
45. I have sufficient resources (for example, people; materials; budget) to get my job done.	10	45	20	25		20	0	3.40	0.99
46. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring).	33	50	11	6		18	1	4.11	0.83
47. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	50	25	17	8		12	6	4.17	1.03
	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	N	DNK	M	SD
48. Considering everything, how satisfied are you with your organization?	25	30	30	15		20	0	3.65	1.04



## Annual Employee Survey (AES) 3-Year Results Comparison for 2016 vs. 2014/2013

This is a summary of changes in scores for 2016 vs. the 2014/2013  
U.S. Election Assistance Commission Annual Employee Survey.  
Differences must be at least 15 percentage points to be considered meaningful (e.g., 55% vs. 70%).

### **Personal Work Experiences (Items 1 - 9)**

There was one notable increase in percent favorable responses for personal work experiences.

- ▲ Favorability increased 17 percentage points for item 2: "I am given a real opportunity to improve my skills in my organization." since 2013 and 2014.

### **Recruitment, Development and Selection (Items 10 - 17)**

There were two notable decreases and one marked increase in percent favorable scores for recruitment, development and selection items.

- ▼ Favorability decreased 20 percentage points for item 12: "I know how my work relates to the agency's goals and priorities." since 2014.
- ▼ Favorability decreased 35 percentage points for item 14: "Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well." since 2014 and 22 points since 2013.
- ▲ Favorability increased 15 percentage points for item 15: "Supervisors/team leaders in my work unit support employee development." since 2014.

### **Performance Culture (Items 18 - 27)**

There were three noteworthy decreases and 2 marked increases in percent favorable scores for performance culture items.

- ▼ Favorability decreased 20 percentage points for item 19: "In my work unit, steps are taken to deal with a poor performer who cannot or will not improve." since 2014 and 16 points since 2013.
- ▼ Favorability decreased 17 percentage points for item 22: "In my work unit, differences in performance are recognized in a meaningful way." since 2013.
- ▼ Favorability decreased 17 percentage points for item 23: "Pay raises depend on how well employees perform their jobs." since 2014 and 21 points since 2013.
- ▲ Favorability increased 19 percentage points for item 25: "Discussions with my supervisor/ team leader about my performance are worthwhile." since 2014.
- ▲ Favorability increased 18 percentage points for item 26: "Managers/supervisors/team leaders work well with employees of different backgrounds." since 2013.

### **Leadership (Items 28 - 35)**

There were four notable decreases in percent favorable responses for Leadership items.

- ▼ Favorability decreased 33 percentage points for item 30: "My organization has prepared employees for potential security threats." since 2014 and 19 points since 2013.
- ▼ Favorability decreased 23 percentage points for item 32: "Employees have a feeling of personal empowerment with respect to work processes." since 2013.
- ▼ Favorability decreased 19 percentage points for item 33: "My workload is reasonable." since 2013.
- ▼ Favorability decreased 23 percentage points for item 34: "Managers communicate the goals and priorities of the organization." since 2014.

### **Job Satisfaction (Items 36 - 43)**

There were three marked decreases in percent favorable scores for job satisfaction items.

- ▼ Favorability decreased 18 percentage points for item 36: "How satisfied are you with the information you receive from management on what's going on in your organization?" since 2014.
- ▼ Favorability decreased 31 percentage points for item 42: "Considering everything, how satisfied are you with your job?" since 2013.
- ▼ Favorability decreased 21 percentage points for item 43: "Considering everything, how satisfied are you with your pay?" since 2013 but increased 5 points since 2014.



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### **Agency-Specific Items (Items 44 - 48)**

There was one marked decrease and two notable increases in percent favorable responses for agency-specific items.

- ▼ Favorability decreased 24 percentage points for item 45: "I have sufficient resources (for example, people; materials; budget) to get my job done." since 2014, and 25 points since 2013.
- ▲ Favorability increased 19 percentage points for item 46: "Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring)." since 2014.
- ▲ Favorability increased 18 percentage points for item 44: "I can disclose a suspected violation of any law, rule or regulation without fear of reprisal." since 2013.

United States Election Assistance Commission Annual Employee Survey



Annual Employee Survey (AES) Results						
Overall Results by Year						
This is a comparison report of the U.S. Election Assistance Commission's 2013, 2014 and 2016 Annual Employee Survey results. This report displays results by Favorable, Neutral, and Unfavorable responses. As shown below, for each response scale two responses are categorized as "Favorable," one response is categorized as "Neutral," and two are categorized as "Unfavorable." All of the data in this report is considered unweighted.						
Category	Item #	Item	Year	Favorable	Neutral	Unfavorable
Personal Work Experiences	1	The people I work with cooperate to get the job done.	2016	90%	10%	0%
			2014	86%	7%	7%
			2013	87%	7%	7%
	2	I am given a real opportunity to improve my skills in my organization.	2016	70%	10%	20%
			2014	53%	13%	33%
			2013	53%	20%	27%
	3	My work gives me a feeling of personal accomplishment.	2016	75%	0%	25%
			2014	87%	0%	13%
			2013	80%	7%	13%
4	I like the kind of work I do.	2016	80%	15%	5%	
		2014	87%	0%	13%	
		2013	80%	7%	13%	
5	My supervisor listens to what I have to say.	2016	75%	15%	10%	
		2014	NA	NA	NA	
		2013	NA	NA	NA	
6	My supervisor treats me with respect.	2016	80%	15%	5%	
		2014	NA	NA	NA	
		2013	NA	NA	NA	
7	In the last six months, my supervisor has talked with me about my performance.	2016	35%	40%	25%	
		2014	NA	NA	NA	
		2013	NA	NA	NA	
8	I have trust and confidence in my supervisor.	2016	60%	25%	15%	
		2014	67%	7%	27%	
		2013	67%	7%	27%	
9	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	2016	55%	30%	15%	
		2014	60%	20%	20%	
		2013	67%	7%	27%	
Recruitment, Development, & Retention	10	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	2016	80%	5%	15%
			2014	80%	13%	7%
			2013	87%	7%	7%
	11	My work unit is able to recruit people with the right skills.	2016	45%	25%	30%
			2014	33%	40%	27%
			2013	53%	20%	27%
	12	I know how my work relates to the agency's goals and priorities.	2016	80%	10%	10%
			2014	100%	0%	0%
			2013	93%	0%	7%
13	The work I do is important.	2016	90%	5%	5%	
		2014	100%	0%	0%	
		2013	93%	0%	7%	
14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	2016	58%	16%	26%	
		2014	93%	0%	7%	
		2013	80%	13%	7%	
15	Supervisors/team leaders in my work unit support employee development.	2016	68%	21%	11%	
		2014	53%	13%	33%	
		2013	60%	13%	27%	
16	My talents are used well in the workplace.	2016	70%	10%	20%	
		2014	60%	13%	27%	
		2013	60%	13%	27%	
17	My training needs are assessed.	2016	47%	32%	21%	
		2014	47%	27%	27%	
		2013	60%	7%	33%	
Performance Culture	18	Promotions in my work unit are based on merit.	2016	33%	40%	27%
			2014	36%	43%	21%
			2013	43%	36%	21%
	19	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	2016	27%	33%	40%
			2014	47%	27%	27%
			2013	43%	21%	36%
	20	Creativity and innovation are rewarded.	2016	39%	33%	28%
			2014	40%	27%	33%
			2013	50%	17%	33%
	21	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).	2016	67%	22%	11%
			2014	67%	22%	11%
			2013	54%	38%	8%
22	In my work unit, differences in performance are recognized in a meaningful way.	2016	33%	33%	33%	
		2014	25%	33%	42%	
		2013	50%	29%	21%	
23	Pay raises depend on how well employees perform their jobs.	2016	21%	36%	43%	
		2014	38%	31%	31%	
		2013	42%	33%	25%	
24	My performance appraisal is a fair reflection of my performance.	2016	50%	40%	10%	
		2014	58%	17%	25%	
		2013	62%	23%	15%	
25	Discussions with my supervisor/ team leader about my performance are worthwhile.	2016	62%	23%	15%	
		2014	43%	36%	21%	
		2013	64%	7%	29%	
26	Managers/supervisors/team leaders work well with employees of different backgrounds.	2016	78%	6%	17%	
		2014	71%	0%	29%	
		2013	60%	13%	27%	
27	My supervisor supports my need to balance work and family issues.	2016	94%	6%	0%	
		2014	87%	7%	7%	
		2013	80%	13%	7%	



Annual Employee Survey (AES) Results						
Overall Results by Year						
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Category	Item #	Item	Year	Favorable	Neutral	Unfavorable
Leadership	28	I have a high level of respect for my organization's senior leaders.	2016	68%	26%	5%
			2014	67%	13%	20%
			2013	67%	13%	20%
	29	In my organization, leaders generate high levels of motivation and commitment in the workforce.	2016	60%	15%	25%
			2014	53%	20%	27%
			2013	53%	20%	27%
	30	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	2016	50%	28%	22%
			2014	83%	0%	17%
			2013	69%	15%	15%
	31	Employees are protected from health and safety hazards on the job.	2016	95%	5%	0%
			2014	87%	7%	7%
			2013	100%	0%	0%
32	Employees have a feeling of personal empowerment with respect to work processes.	2016	50%	28%	22%	
		2014	60%	13%	27%	
		2013	73%	7%	20%	
33	My workload is reasonable.	2016	60%	10%	30%	
		2014	71%	7%	21%	
		2013	79%	7%	14%	
34	Managers communicate the goals and priorities of the organization.	2016	50%	20%	30%	
		2014	73%	0%	27%	
		2013	60%	7%	33%	
35	My organization has prepared employees for potential security threats.	2016	90%	11%	0%	
		2014	100%	0%	0%	
		2013	79%	7%	14%	
Job Satisfaction	36	How satisfied are you with the information you receive from management on what's going on in your organization?	2016	55%	15%	30%
			2014	73%	7%	20%
			2013	60%	13%	27%
	37	How satisfied are you with your involvement in decisions that affect your work?	2016	50%	20%	30%
			2014	60%	13%	27%
			2013	60%	13%	27%
	38	How satisfied are you with your opportunity to get a better job in your organization?	2016	30%	55%	15%
			2014	40%	20%	40%
			2013	43%	29%	29%
	39	How satisfied are you with the recognition you receive for doing a good job?	2016	60%	25%	15%
			2014	64%	7%	29%
			2013	67%	7%	27%
40	How satisfied are you with the policies and practices of your senior leaders?	2016	55%	30%	15%	
		2014	67%	7%	27%	
		2013	60%	20%	20%	
41	How satisfied are you with the training you receive for your present job?	2016	75%	15%	10%	
		2014	67%	13%	20%	
		2013	71%	0%	29%	
42	Considering everything, how satisfied are you with your job?	2016	55%	30%	15%	
		2014	67%	13%	20%	
		2013	86%	7%	7%	
43	Considering everything, how satisfied are you with your pay?	2016	65%	5%	30%	
		2014	60%	20%	20%	
		2013	86%	14%	0%	
Agency-Specific Items	44	I recommend my organization as a good place to work.	2016	50%	45%	5%
			2014	50%	14%	36%
			2013	53%	20%	27%
	45	I have sufficient resources (for example, people; materials; budget) to get my job done.	2016	55%	20%	25%
			2014	79%	7%	14%
			2013	80%	7%	13%
	46	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring).	2016	83%	11%	6%
			2014	64%	0%	36%
			2013	71%	7%	21%
	47	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	2016	75%	17%	8%
			2014	85%	0%	15%
			2013	57%	21%	21%
48	Considering everything, how satisfied are you with your organization?	2016	55%	30%	15%	
		2014	64%	14%	21%	
		2013	67%	7%	27%	



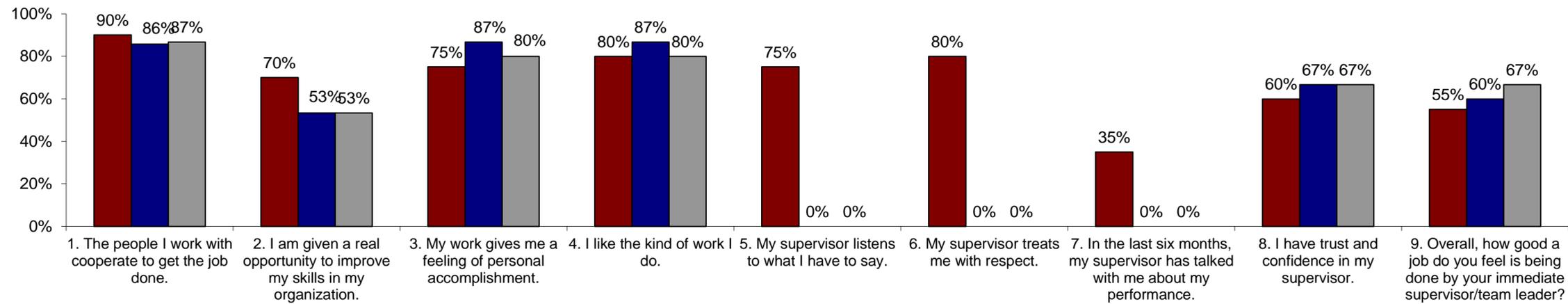
## Annual Employee Survey (AES) Results

### Percentage Favorable by Year

This is a comparison report of the 2016, 2014 and 2013 U.S. Election Assistance Commission's Annual Employee Survey results. This report displays the % favorable for each item by year. The data in this report are unweighted. Differences between 2016 and 2014/2013 need to be at least 15 percentage points to be considered meaningful (e.g., 55% vs. 70%).

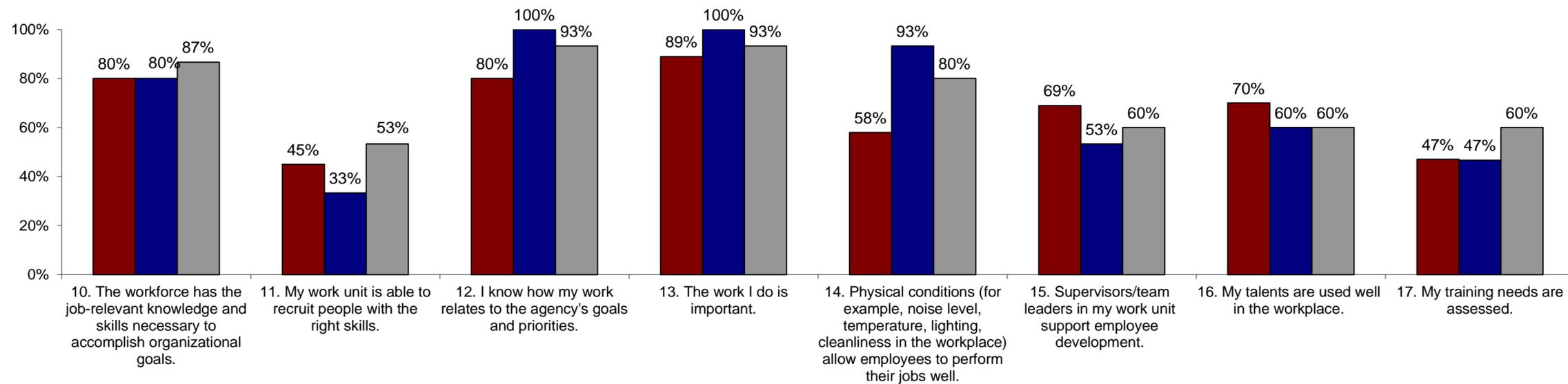
#### Personal Work Experiences

Percentage Favorable



#### Recruitment, Development and Retention

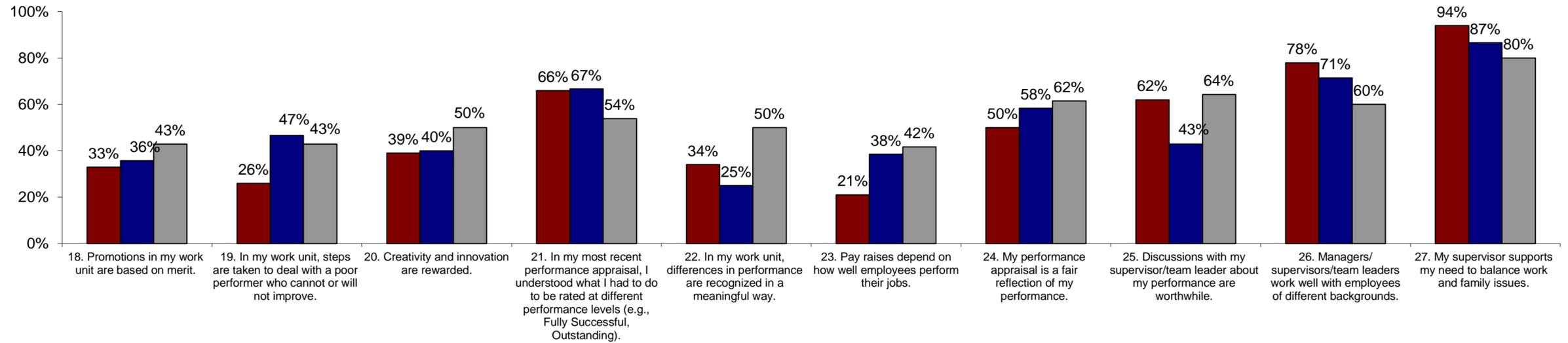
Percentage Favorable



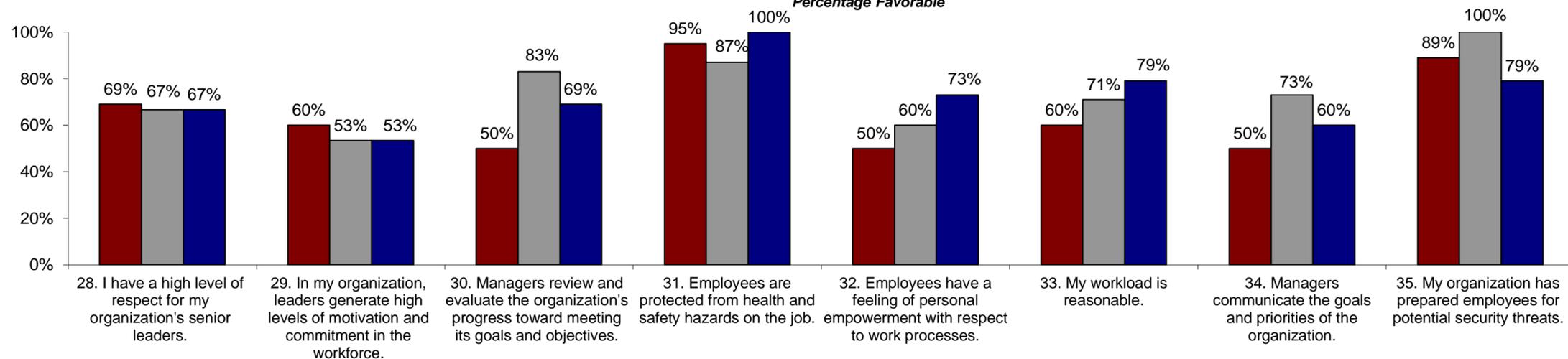


## Annual Employee Survey (AES) Results Percentage Favorable by Year

### Performance Culture Percentage Favorable



### Leadership Percentage Favorable

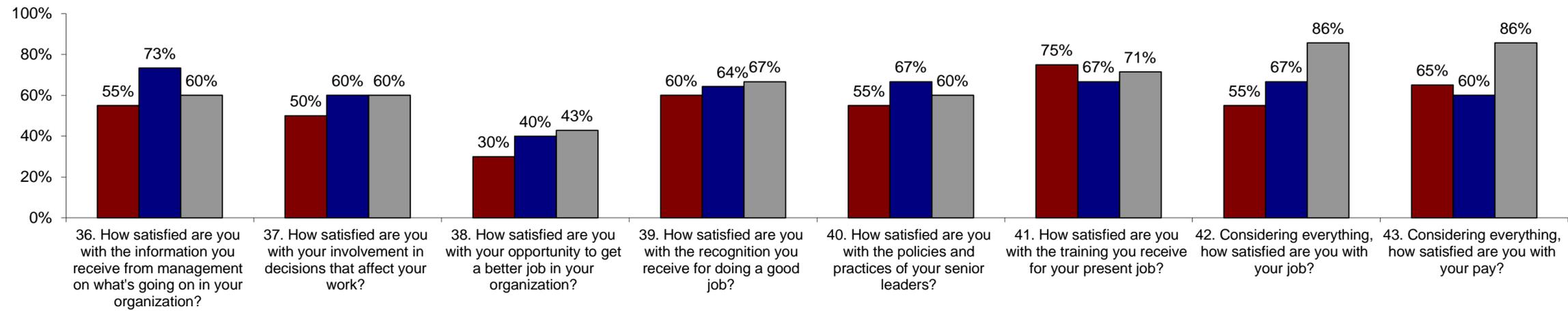




## Annual Employee Survey (AES) Results

### Percentage Favorable by Year

#### Job Satisfaction Percentage Favorable



#### Agency Specific Items Percentage Favorable

