



**Annual Employee Survey (AES)
3-Year Results Comparison for 2017 vs. 2016/2014**

This is a summary of changes in scores for 2017 vs the 2016/2014
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 were two notable increases in percent favorable responses for personal work experiences.

- ▲ Favorability increased 20 percentage points for item 3: "My work gives me a feeling of personal accomplishment." since 2016.
- ▲ Favorability increased 21 percentage points for item 7: "In the last six months, my supervisor has talked with me about my performance." since 2016.

Recruitment, Development and Selection (Items 10 - 17)

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

- ▲ Favorability increased 33 percentage points for item 11: "My work unit is able to recruit people with the right skills." since 2016 and 45 points since 2014.
- ▼ Favorability decreased 17 percentage points for item 12: "I know how my work relates to the agency's goals and priorities." since 2014.
- ▼ Favorability decreased 46 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.
- ▲ Favorability increased 15 percentage points for item 15: "Supervisors in my work unit support employee development." since 2016 and 30 points since 2014.
- ▲ Favorability increased 23 percentage points for item 16: "My talents are used well in the workplace." since 2014.

Performance Culture (Items 18 - 27)

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

- ▲ Favorability increased 20 percentage points for item 20: "Creativity and innovation are rewarded. " since 2016 and 19 points since 2014.
- ▲ Favorability increased by 22 percentage points for item 22: "In my work unit, differences in performance are recognized in a meaningful way. " since 2014.
- ▼ Favorability decreased by 17 percentage points for item 23: "Pay raises depend on how well employees perform their jobs." since 2014.
- ▲ Favorability increased 20 percentage points for item 25: "Discussions with my supervisor about my performance are worthwhile." since 2014.



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Leadership (Items 28 - 35)

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

- ▼ Favorability decreased 18 percentage points for item 28: "I have a high level of respect for my organization's senior leaders (Commissioners, executive director and legal counsel)." since 2016 and 17 points since 2014.
- ▼ Favorability decreased 16 percentage points for item 29: "In my organization, senior leaders (Commissioners, executive director and legal counsel) generate high levels of motivation and commitment in the workforce." since 2016.
- ▼ Favorability decreased 27 percentage points for item 30: "Managers (all EAC Directors) review and evaluate the organization's progress toward meeting its goals and objectives." since 2014.
- ▲ Favorability increased 23 percentage points for item 33: "My workload is reasonable." since 2016.
- ▼ Favorability decreased 23 percentage points for item 35: "My organization has prepared employees for potential security threats." since 2016 and 33 points since 2014.

Job Satisfaction (Items 36 - 43)

There was one marked decrease and one marked increase in percent favorable scores for job satisfaction items.

- ▼ Favorability decreased 23 percentage points for item 40: "How satisfied are you with the policies and practices of your senior leaders?" since 2014.
- ▲ Favorability increased 17 percentage points for item 42: "Considering everything, how satisfied are you with your job?" since 2016.

Agency-Specific Items (Items 44 - 48)

There were three marked decreases in percent favorable responses for agency-specific items.

- ▼ Favorability decreased 23 percentage points for item 45: "I have sufficient resources (for example, people; materials; budget) to get my job done." since 2014.
- ▼ Favorability decreased 27 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 2016.
- ▼ Favorability decreased 22 percentage points for item 47: "I can disclose a suspected violation of any law, rule or regulation without fear of reprisal." since 2016.



Annual Employee Survey (AES) Results						
Overall Results by Year						
This is a comparison report of the U.S. Election Assistance Commission's 2014, 2016 and 2017 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.	2017	90%	11%	0%
			2016	90%	10%	0%
			2014	86%	7%	7%
	2	I am given a real opportunity to improve my skills in my organization.	2017	67%	22%	11%
			2016	70%	10%	20%
			2014	53%	13%	33%
	3	My work gives me a feeling of personal accomplishment.	2017	95%	5%	0%
			2016	75%	0%	25%
			2014	87%	0%	13%
4	I like the kind of work I do.	2017	90%	5%	5%	
		2016	80%	15%	5%	
		2014	87%	0%	13%	
5	My supervisor listens to what I have to say.	2017	72%	17%	11%	
		2016	75%	15%	10%	
		2014	NA	NA	NA	
6	My supervisor treats me with respect.	2017	78%	16%	5%	
		2016	80%	15%	5%	
		2014	NA	NA	NA	
7	In the last six months, my supervisor has talked with me about my performance.	2017	56%	11%	33%	
		2016	35%	40%	25%	
		2014	NA	NA	NA	
8	I have trust and confidence in my supervisor.	2017	56%	28%	17%	
		2016	60%	25%	15%	
		2014	67%	7%	27%	
9	Overall, how good a job do you feel is being done by your immediate supervisor?	2017	61%	22%	17%	
		2016	55%	30%	15%	
		2014	60%	20%	20%	
Recruitment, Development, & Retention	10	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	2017	88%	12%	0%
			2016	80%	5%	15%
			2014	80%	13%	7%
	11	My work unit is able to recruit people with the right skills.	2017	78%	17%	6%
			2016	45%	25%	30%
			2014	33%	40%	27%
	12	I know how my work relates to the agency's goals and priorities.	2017	83%	6%	11%
			2016	80%	10%	10%
			2014	100%	0%	0%
13	The work I do is important.	2017	100%	0%	0%	
		2016	90%	5%	5%	
		2014	100%	0%	0%	
14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	2017	47%	16%	37%	
		2016	58%	16%	26%	
		2014	93%	0%	7%	
15	Supervisors in my work unit support employee development.	2017	83%	0%	17%	
		2016	68%	21%	11%	
		2014	53%	13%	33%	
16	My talents are used well in the workplace.	2017	83%	6%	11%	
		2016	70%	10%	20%	
		2014	60%	13%	27%	
17	My training needs are assessed.	2017	42%	26%	32%	
		2016	47%	32%	21%	
		2014	47%	27%	27%	
Performance Culture	18	Promotions in my work unit are based on merit.	2017	31%	38%	31%
			2016	33%	40%	27%
			2014	36%	43%	21%
	19	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	2017	35%	18%	47%
			2016	27%	33%	40%
			2014	47%	27%	27%
	20	Creativity and innovation are rewarded.	2017	59%	18%	24%
			2016	39%	33%	28%
			2014	40%	27%	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).	2017	55%	18%	27%	
		2016	67%	22%	11%	
		2014	67%	22%	11%	
22	In my work unit, differences in performance are recognized in a meaningful way.	2017	47%	20%	33%	
		2016	33%	33%	33%	
		2014	25%	33%	42%	
23	Pay raises depend on how well employees perform their jobs.	2017	21%	29%	50%	
		2016	21%	36%	43%	
		2014	38%	31%	31%	
24	My performance appraisal is a fair reflection of my performance.	2017	55%	36%	9%	
		2016	50%	40%	10%	
		2014	58%	17%	25%	
25	Discussions with my supervisor about my performance are worthwhile.	2017	63%	25%	13%	
		2016	62%	23%	15%	
		2014	43%	36%	21%	
26	Managers/supervisors work well with employees of different backgrounds.	2017	82%	18%	0%	
		2016	78%	6%	17%	
		2014	71%	0%	29%	
27	My supervisor supports my need to balance work and family issues.	2017	94%	6%	0%	
		2016	94%	6%	0%	
		2014	87%	7%	7%	



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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 (Commissioners, executive director and legal counsel).	2017	50%	17%	33%
			2016	68%	26%	5%
			2014	67%	13%	20%
	29	In my organization, senior leaders (Commissioners, executive director and legal counsel) generate high levels of motivation and commitment in the workforce.	2017	44%	17%	39%
			2016	60%	15%	25%
			2014	53%	20%	27%
	30	Managers (all EAC Directors) review and evaluate the organization's progress toward meeting its goals and objectives.	2017	56%	19%	25%
			2016	50%	28%	22%
			2014	83%	0%	17%
	31	Employees are protected from health and safety hazards on the job.	2017	94%	6%	0%
			2016	95%	5%	0%
			2014	87%	7%	7%
32	Employees have a feeling of personal empowerment with respect to work processes.	2017	63%	19%	19%	
		2016	50%	28%	22%	
		2014	60%	13%	27%	
33	My workload is reasonable.	2017	83%	0%	17%	
		2016	60%	10%	30%	
		2014	71%	7%	21%	
34	Managers communicate the goals and priorities of the organization.	2017	59%	24%	18%	
		2016	50%	20%	30%	
		2014	73%	0%	27%	
35	My organization has prepared employees for potential security threats.	2017	67%	17%	17%	
		2016	90%	11%	0%	
		2014	100%	0%	0%	
Job Satisfaction	36	How satisfied are you with the information you receive from management on what's going on in your organization?	2017	61%	11%	28%
			2016	55%	15%	30%
			2014	73%	7%	20%
	37	How satisfied are you with your involvement in decisions that affect your work?	2017	63%	5%	32%
			2016	50%	20%	30%
			2014	60%	13%	27%
	38	How satisfied are you with your opportunity to get a better job in your organization?	2017	39%	44%	17%
			2016	30%	55%	15%
			2014	40%	20%	40%
	39	How satisfied are you with the recognition you receive for doing a good job?	2017	67%	17%	17%
			2016	60%	25%	15%
			2014	64%	7%	29%
40	How satisfied are you with the policies and practices of your senior leaders?	2017	44%	11%	44%	
		2016	55%	30%	15%	
		2014	67%	7%	27%	
41	How satisfied are you with the training you receive for your present job?	2017	67%	22%	11%	
		2016	75%	15%	10%	
		2014	67%	13%	20%	
42	Considering everything, how satisfied are you with your job?	2017	72%	11%	17%	
		2016	55%	30%	15%	
		2014	67%	13%	20%	
43	Considering everything, how satisfied are you with your pay?	2017	67%	11%	22%	
		2016	65%	5%	30%	
		2014	60%	20%	20%	
Agency-Specific Items	44	I recommend my organization as a good place to work.	2017	56%	17%	28%
			2016	50%	45%	5%
			2014	50%	14%	36%
	45	I have sufficient resources (for example, people; materials; budget) to get my job done.	2017	56%	11%	33%
			2016	55%	20%	25%
			2014	79%	7%	14%
	46	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring).	2017	56%	27%	17%
			2016	83%	11%	6%
2014			64%	0%	36%	
47	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	2017	53%	20%	27%	
		2016	75%	17%	8%	
		2014	85%	0%	15%	
48	Considering everything, how satisfied are you with your organization?	2017	61%	6%	33%	
		2016	55%	30%	15%	
		2014	64%	14%	21%	



Annual Employee Survey (AES) 2017 Comment Summary

This is a summary of the open ended comments - What EAC is doing well and what EAC should change.

What EAC is doing well:

- Morale is improving and employees feel that leadership is listening to them (e.g., employee
- Employees believe that EAC is viewed favorably by its stakeholders.
- Employees are kept informed of events and issues affecting them.
- EAC is able to recruit new employees who are talented and possess the skills needed to succeed. They work hard to get information out, fulfill the mission and are resourceful.
- EAC does a good job assisting voters and election boards. EAC is responsive and solicits feedback from election administrators; serving as a bridge between election officials and DHS is seen as positive.
- The general work environment is noted as stress free.
- The chairman is positive about the agency and shares accomplishments with the public.

What EAC should change:

- Employees would like to see an increased focus on new initiatives.
- Employees would like to see more outreach to election officials and voters.
- Employees would like career path information, better role clarity, pay raises and incentives for good work.
- More staffing to support areas that are seeing an increase in service demand.
- More open communication from leadership to directors and staff level (e.g., share information with the entire agency not just a select few, information to do work).
- Use of employee evaluation/performance review, support for professional development, and consequences for poor performers.
- Better work environment (e.g., less clutter, temperature control).
- Fair and equal treatment for everyone.
- More open decision making by leadership; address issues raised by employee engagement group; increase transparency.