



## Annual Employee Survey (AES) 3-Year Results Comparison for 2018 vs. 2016/2017

This is a summary of changes in scores for 2018 vs the 2017/2016  
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 three notable increases in percent favorable responses for personal work experiences.

- ▲ Favorability increased 25 percentage points for item 3: "My work gives me a feeling of personal accomplishment." since 2016.
- ▲ Favorability increased 15 percentage points for item 4: "I like the kind of work I do." since 2016.
- ▲ Favorability increased 30 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 was one notable increase in percent favorable scores for recruitment, development and selection items.

- ▲ Favorability increased 25 percentage points for item 11: "My work unit is able to recruit people with the right skills." since 2016.

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

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

- ▲ Favorability increased 21 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 2017 and 29 points since 2016.
- ▲ Favorability increased 19 percentage points for item 20: "Creativity and innovation are rewarded. " since 2016.
- ▼ Favorability decreased by 17 percentage points for item 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)." since 2016.
- ▲ Favorability increased by 17 percentage points for item 22: "In my work unit, differences in performance are recognized in a meaningful way." since 2016.



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

There were two notable increases and two notable decreases 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.
- ▲ Favorability increased 18 percentage points for item 32: "Employees have a feeling of personal empowerment with respect to work processes." since 2016.
- ▼ Favorability decreased 23 percentage points for item 33: "My workload is reasonable." since 2017.
- ▲ Favorability increased 18 percentage points for item 34: "Managers communicate the goals and priorities of the organization." since 2016.

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

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

- ▼ Favorability decreased 27 percentage points for item 41: "How satisfied are you with the training you receive for your present job? " since 2017 and 35 points since 2016.
- ▲ Favorability increased 15 percentage points for item 42: "Considering everything, how satisfied are you with your job?" since 2016.

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

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

- ▼ Favorability decreased 16 percentage points for item 45: "I have sufficient resources (for example, people; materials; budget) to get my job done." since 2017 and 15 points since 2016.
- ▲ 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 2017.
- ▲ Favorability increased 17 percentage points for item 47: "I can disclose a suspected violation of any law, rule or regulation without fear of reprisal." since 2017.

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 2016, 2017 and 2018 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.   | 2018 | 90%       | 5%      | 5%          |
|  |   |   | 2017 | 90%       | 11%     | 0%          |
|  |   |   | 2016 | 90%       | 10%     | 0%          |
|  | 2   | I am given a real opportunity to improve my skills in my organization.  | 2018 | 65%       | 10%     | 25%         |
|  |   |   | 2017 | 67%       | 22%     | 11%         |
|  |   |   | 2016 | 70%       | 10%     | 20%         |
|  | 3   | My work gives me a feeling of personal accomplishment.  | 2018 | 100%      | 0%      | 0%          |
|  |   |   | 2017 | 95%       | 5%      | 0%          |
|  |   |   | 2016 | 75%       | 0%      | 25%         |
| 4  | I like the kind of work I do.   | 2018  | 95%  | 0%        | 5%      |             |
|  |   | 2017  | 90%  | 5%        | 5%      |             |
|  |   | 2016  | 80%  | 15%       | 5%      |             |
| 5  | My supervisor listens to what I have to say.  | 2018  | 80%  | 5%        | 15%     |             |
|  |   | 2017  | 72%  | 17%       | 11%     |             |
|  |   | 2016  | 75%  | 15%       | 10%     |             |
| 6  | My supervisor treats me with respect.   | 2018  | 75%  | 10%       | 15%     |             |
|  |   | 2017  | 78%  | 16%       | 5%      |             |
|  |   | 2016  | 80%  | 15%       | 5%      |             |
| 7  | In the last six months, my supervisor has talked with me about my performance.  | 2018  | 65%  | 10%       | 25%     |             |
|  |   | 2017  | 56%  | 11%       | 33%     |             |
|  |   | 2016  | 35%  | 40%       | 25%     |             |
| 8  | I have trust and confidence in my supervisor.   | 2018  | 63%  | 11%       | 26%     |             |
|  |   | 2017  | 56%  | 28%       | 17%     |             |
|  |   | 2016  | 60%  | 25%       | 15%     |             |
| 9  | Overall, how good a job do you feel is being done by your immediate supervisor?   | 2018  | 60%  | 20%       | 20%     |             |
|  |   | 2017  | 61%  | 22%       | 17%     |             |
|  |   | 2016  | 55%  | 30%       | 15%     |             |
| Recruitment, Development, & Retention  | 10  | The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.   | 2018 | 75%       | 5%      | 20%         |
|  |   |   | 2017 | 88%       | 12%     | 0%          |
|  |   |   | 2016 | 80%       | 5%      | 15%         |
|  | 11  | My work unit is able to recruit people with the right skills.   | 2018 | 70%       | 5%      | 25%         |
|  |   |   | 2017 | 78%       | 17%     | 6%          |
|  |   |   | 2016 | 45%       | 25%     | 30%         |
|  | 12  | I know how my work relates to the agency's goals and priorities.  | 2018 | 90%       | 5%      | 5%          |
|  |   |   | 2017 | 83%       | 6%      | 11%         |
| 2016   |   |   | 80%  | 10%       | 10%     |             |
| 13   | The work I do is important.   | 2018  | 100% | 0%        | 0%      |             |
|  |   | 2017  | 100% | 0%        | 0%      |             |
|  |   | 2016  | 90%  | 5%        | 5%      |             |
| 14   | Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 2018  | 50%  | 25%       | 25%     |             |
|  |   | 2017  | 47%  | 16%       | 37%     |             |
|  |   | 2016  | 58%  | 16%       | 26%     |             |
| 15   | Supervisors in my work unit support employee development.   | 2018  | 70%  | 15%       | 15%     |             |
|  |   | 2017  | 83%  | 0%        | 17%     |             |
|  |   | 2016  | 68%  | 21%       | 11%     |             |
| 16   | My talents are used well in the workplace.  | 2018  | 75%  | 0%        | 25%     |             |
|  |   | 2017  | 83%  | 6%        | 11%     |             |
|  |   | 2016  | 70%  | 10%       | 20%     |             |
| 17   | My training needs are assessed.   | 2018  | 55%  | 10%       | 35%     |             |
|  |   | 2017  | 42%  | 26%       | 32%     |             |
|  |   | 2016  | 47%  | 32%       | 21%     |             |
| Performance Culture  | 18  | Promotions in my work unit are based on merit.  | 2018 | 39%       | 28%     | 33%         |
|  |   |   | 2017 | 31%       | 38%     | 31%         |
|  |   |   | 2016 | 33%       | 40%     | 27%         |
|  | 19  | In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.  | 2018 | 56%       | 11%     | 33%         |
|  |   |   | 2017 | 35%       | 18%     | 47%         |
|  |   |   | 2016 | 27%       | 33%     | 40%         |
|  | 20  | Creativity and innovation are rewarded.   | 2018 | 58%       | 21%     | 21%         |
|  |   |   | 2017 | 59%       | 18%     | 24%         |
|  |   |   | 2016 | 39%       | 33%     | 28%         |
|  | 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). | 2018 | 50%       | 20%     | 5%          |
|  |   |   | 2017 | 55%       | 18%     | 27%         |
| 2016   |   |   | 67%  | 22%       | 11%     |             |
| 22   | In my work unit, differences in performance are recognized in a meaningful way.   | 2018  | 50%  | 22%       | 28%     |             |
|  |   | 2017  | 47%  | 20%       | 33%     |             |
|  |   | 2016  | 33%  | 33%       | 33%     |             |
| 23   | Pay raises depend on how well employees perform their jobs.   | 2018  | 31%  | 19%       | 50%     |             |
|  |   | 2017  | 21%  | 29%       | 50%     |             |
|  |   | 2016  | 21%  | 36%       | 43%     |             |
| 24   | My performance appraisal is a fair reflection of my performance.  | 2018  | 43%  | 43%       | 14%     |             |
|  |   | 2017  | 55%  | 36%       | 9%      |             |
|  |   | 2016  | 50%  | 40%       | 10%     |             |
| 25   | Discussions with my supervisor about my performance are worthwhile.   | 2018  | 68%  | 11%       | 21%     |             |
|  |   | 2017  | 63%  | 25%       | 13%     |             |
|  |   | 2016  | 62%  | 23%       | 15%     |             |
| 26   | Managers/supervisors work well with employees of different backgrounds.   | 2018  | 75%  | 10%       | 15%     |             |
|  |   | 2017  | 82%  | 18%       | 0%      |             |
|  |   | 2016  | 78%  | 6%        | 17%     |             |
| 27   | My supervisor supports my need to balance work and family issues.   | 2018  | 90%  | 0%        | 10%     |             |
|  |   | 2017  | 94%  | 6%        | 0%      |             |
|  |   | 2016  | 94%  | 6%        | 0%      |             |

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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).                                     | 2018 | 50%       | 20%     | 30%         |
|  |  |  | 2017 | 50%       | 17%     | 33%         |
|  |  |  | 2016 | 68%       | 26%     | 5%          |
|  | 29   | In my organization, senior leaders (Commissioners, executive director and legal counsel) generate high levels of motivation and commitment in the workforce.   | 2018 | 53%       | 16%     | 32%         |
|  |  |  | 2017 | 44%       | 17%     | 39%         |
|  |  |  | 2016 | 60%       | 15%     | 25%         |
|  | 30   | Managers (all EAC Directors) review and evaluate the organization's progress toward meeting its goals and objectives.  | 2018 | 63%       | 16%     | 21%         |
|  |  |  | 2017 | 56%       | 19%     | 25%         |
|  |  |  | 2016 | 50%       | 28%     | 22%         |
|  | 31   | Employees are protected from health and safety hazards on the job.   | 2018 | 100%      | 0%      | 0%          |
|  |  |  | 2017 | 94%       | 6%      | 0%          |
|  |  |  | 2016 | 95%       | 5%      | 0%          |
| 32   | Employees have a feeling of personal empowerment with respect to work processes. | 2018   | 68%  | 11%       | 21%     |             |
|  |  | 2017   | 63%  | 19%       | 19%     |             |
|  |  | 2016   | 50%  | 28%       | 22%     |             |
| 33   | My workload is reasonable.   | 2018   | 60%  | 10%       | 30%     |             |
|  |  | 2017   | 83%  | 0%        | 17%     |             |
|  |  | 2016   | 60%  | 10%       | 30%     |             |
| 34   | Managers communicate the goals and priorities of the organization.               | 2018   | 68%  | 11%       | 21%     |             |
|  |  | 2017   | 59%  | 24%       | 18%     |             |
|  |  | 2016   | 50%  | 20%       | 30%     |             |
| 35   | My organization has prepared employees for potential security threats.           | 2018   | 75%  | 15%       | 10%     |             |
|  |  | 2017   | 67%  | 17%       | 17%     |             |
|  |  | 2016   | 89%  | 11%       | 0%      |             |
| Job Satisfaction   | 36   | How satisfied are you with the information you receive from management on what's going on in your organization?  | 2018 | 55%       | 15%     | 30%         |
|  |  |  | 2017 | 61%       | 11%     | 28%         |
|  |  |  | 2016 | 55%       | 15%     | 30%         |
|  | 37   | How satisfied are you with your involvement in decisions that affect your work?  | 2018 | 55%       | 20%     | 25%         |
|  |  |  | 2017 | 63%       | 5%      | 32%         |
|  |  |  | 2016 | 50%       | 20%     | 30%         |
|  | 38   | How satisfied are you with your opportunity to get a better job in your organization?  | 2018 | 35%       | 45%     | 20%         |
|  |  |  | 2017 | 39%       | 44%     | 17%         |
|  |  |  | 2016 | 30%       | 55%     | 15%         |
|  | 39   | How satisfied are you with the recognition you receive for doing a good job?   | 2018 | 65%       | 20%     | 15%         |
|  |  |  | 2017 | 67%       | 17%     | 17%         |
|  |  |  | 2016 | 60%       | 25%     | 15%         |
| 40   | How satisfied are you with the policies and practices of your senior leaders?    | 2018   | 45%  | 20%       | 35%     |             |
|  |  | 2017   | 44%  | 11%       | 44%     |             |
|  |  | 2016   | 55%  | 30%       | 15%     |             |
| 41   | How satisfied are you with the training you receive for your present job?        | 2018   | 40%  | 35%       | 25%     |             |
|  |  | 2017   | 67%  | 22%       | 11%     |             |
|  |  | 2016   | 75%  | 15%       | 10%     |             |
| 42   | Considering everything, how satisfied are you with your job?                     | 2018   | 70%  | 15%       | 15%     |             |
|  |  | 2017   | 72%  | 11%       | 17%     |             |
|  |  | 2016   | 55%  | 30%       | 15%     |             |
| 43   | Considering everything, how satisfied are you with your pay?                     | 2018   | 53%  | 0%        | 47%     |             |
|  |  | 2017   | 67%  | 11%       | 22%     |             |
|  |  | 2016   | 65%  | 5%        | 30%     |             |
| Agency-Specific Items  | 44   | I recommend my organization as a good place to work.   | 2018 | 50%       | 20%     | 30%         |
|  |  |  | 2017 | 56%       | 17%     | 28%         |
|  |  |  | 2016 | 50%       | 45%     | 5%          |
|  | 45   | I have sufficient resources (for example, people; materials; budget) to get my job done.   | 2018 | 40%       | 10%     | 50%         |
|  |  |  | 2017 | 56%       | 11%     | 33%         |
|  |  |  | 2016 | 55%       | 20%     | 25%         |
|  | 46   | Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring). | 2018 | 75%       | 10%     | 15%         |
|  |  |  | 2017 | 56%       | 27%     | 17%         |
|  |  |  | 2016 | 83%       | 11%     | 6%          |
|  | 47   | I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.  | 2018 | 70%       | 12%     | 18%         |
| 2017   |  |  | 53%  | 20%       | 27%     |             |
| 2016   |  |  | 75%  | 17%       | 8%      |             |
| 48   | Considering everything, how satisfied are you with your organization?            | 2018   | 53%  | 26%       | 21%     |             |
|  |  | 2017   | 61%  | 6%        | 33%     |             |
|  |  | 2016   | 55%  | 30%       | 15%     |             |



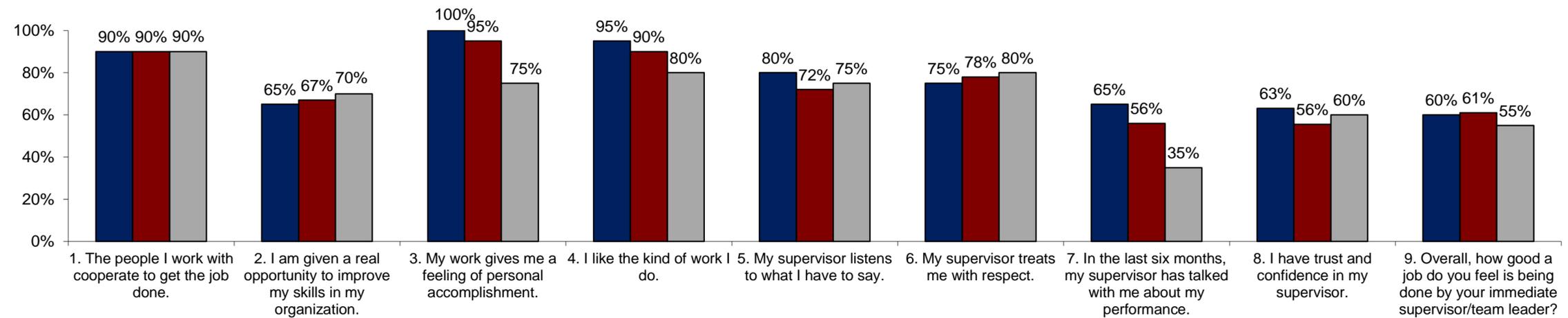
## Annual Employee Survey (AES) Results

### Percentage Favorable by Year

This is a comparison report of the 2018, 2017 and 2016 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 2018 and 2017/2016 need to be at least 15 percentage points to be considered meaningful (e.g., 55% vs. 70%).

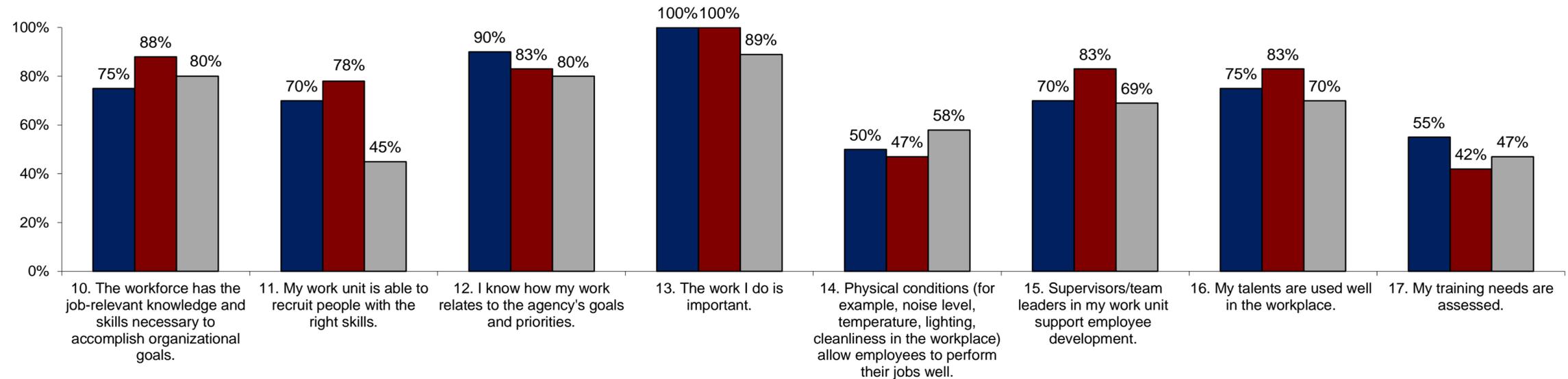
#### Personal Work Experiences

##### Percentage Favorable



#### Recruitment, Development and Retention

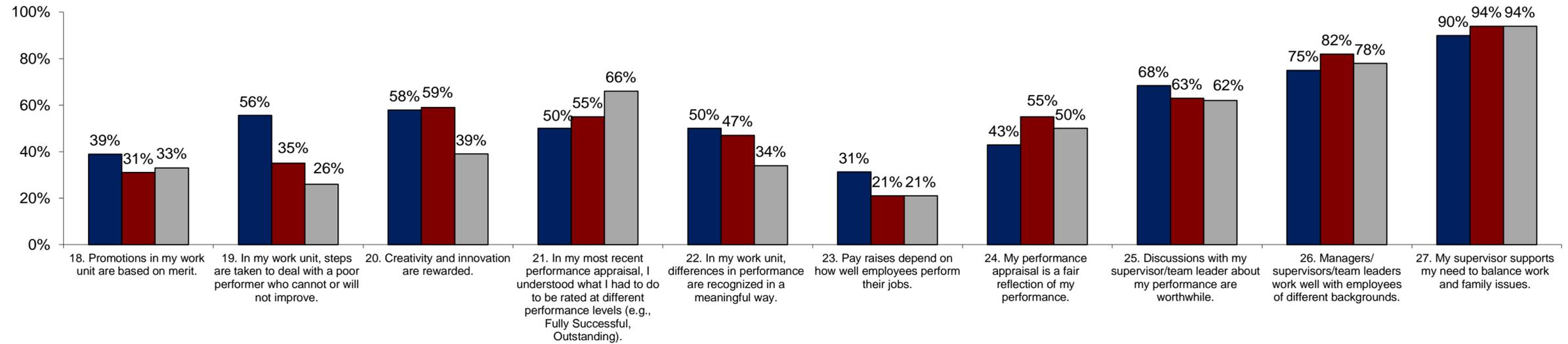
##### Percentage Favorable



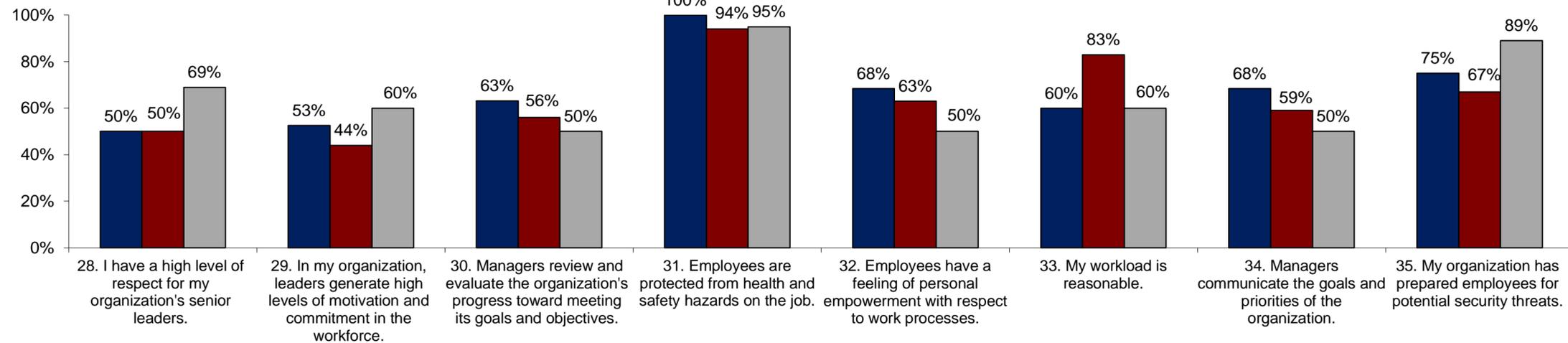


## Annual Employee Survey (AES) Results Percentage Favorable by Year

### Performance Culture Percentage Favorable



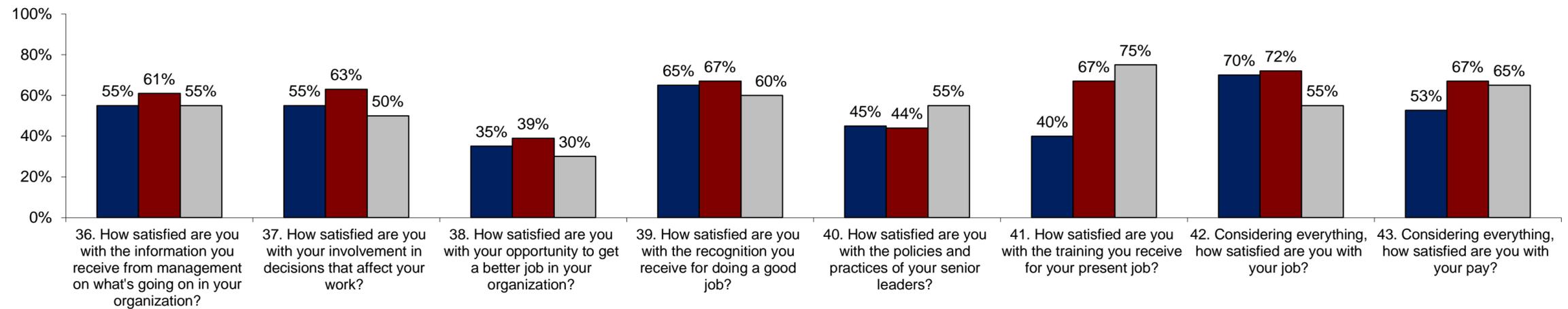
### Leadership Percentage Favorable



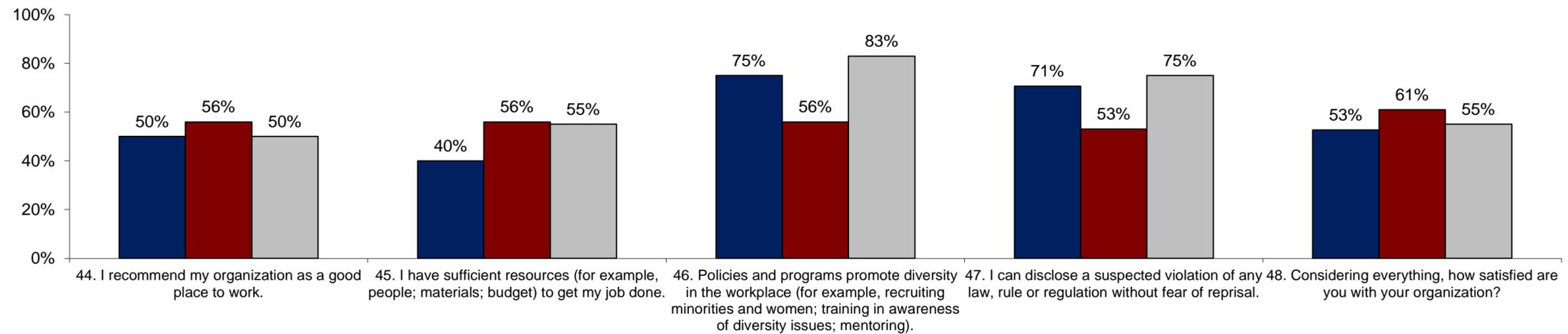


## Annual Employee Survey (AES) Results Percentage Favorable by Year

### Job Satisfaction Percentage Favorable



### Agency Specific Items Percentage Favorable





## Annual Employee Survey (AES) 2018 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:

- Employees believe the agency is dedicated to recruiting good talent and a diverse workforce.
- Employees appreciate the fact that there will be some leadership changes.
- Employees are provided training and equipment necessary to get the job done.
- EAC has a very important and valuable mission.
- Employees have some opportunities to cross-train or become cross-functionally involved in numerous areas.
- In general it is a well ran agency and employees feel that their work is meaningful.
- Communication in regards to telework has improved.

### What EAC should change:

- More cross-training opportunities.
- Employees would like to establish a telework policy that allows more days of telework per week.
- Employees would like to see improvement in performance management in order to deal with poor performers.
- 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).
- Fair and equal treatment for everyone.
- Eliminate silos to better align efforts towards common goals.
- Employees would like to see EAC become more involved in securing elections through increased training offerings and a cyber navigator program.