

90% of respondents like the kind of work they do, think the work they do is important, and believe physical conditions allow employees to perform their jobs well.

80% of respondents thought that people they work with cooperate to get the job done, they are given real opportunities to improve, their work gives them a feeling of personal accomplishment, the workforce has the job-relevant knowledge and skills necessary to accomplish organization goals, supervisors/team leaders support employee development, talent is used well in the workplace, performance appraisals are a fair reflection of performance, supervisors support the need to balance work and family issues, senior leaders deserve a high level of respect, their workload is reasonable, are satisfied with the information received from management on what is going on in the organization, and are satisfied with their jobs and pay.

On the other hand, lowest scores were on items measuring performance culture and leadership. The areas we intend to concentrate on improving in the upcoming year are fairness of promotions and pay raises, dealing with poor performers, communication about performance between supervisors and employees, and leaders generating motivation and commitment in the workplace.

How the survey was conducted: The survey was completed on paper by employees at an all staff meeting held in June 2007.

Prescribed Questions: Personal Work Experiences

Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
1. The people I work with cooperate to get the job done.	Frequencies	14	26	3	2	0		45
	Percentages	31.1%	57.8%	6.7%	4.4%	0.0%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	18	21	5	1	0		45
	Percentages	40.0%	46.7%	11.1%	2.2%	0.0%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	18	22	4	1	0		45
	Percentages	40.0%	48.9%	8.9%	2.2%	0.0%		100.0%
4. I like the kind of work I do.	Frequencies	25	16	3	0	0		44
	Percentages	56.8%	36.4%	6.8%	0.0%	0.0%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	13	26	3	2	1		45
	Percentages	28.9%	57.8%	6.7%	4.4%	2.2%		100.0%
6. Overall how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	18	18	5	4	0		45
	Percentages	40.0%	40.0%	11.1%	8.9%	0.0%		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	16	22	5	2	0	0	45
	Percentages	35.6%	48.9%	11.1%	4.4%	0.0%	0.0%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	4	25	9	1	1	4	44
	Percentages	9.1%	56.8%	20.4%	2.3%	2.3%	9.1%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	26	17	2	0	0	0	45
	Percentages	57.8%	37.8%	4.4%	0.0%	0.0%	0.0%	100.0%
10. The work I do is important.	Frequencies	25	16	2	2	0	0	45
	Percentages	55.6%	35.6%	4.4%	4.4%	0.0%	0.0%	100.0%
11. Physical conditions (noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.	Frequencies	19	23	2	1	0	0	45
	Percentages	42.2%	51.2%	4.4%	2.2%	0.0%	0.0%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	14	23	4	3	1	0	45
	Percentages	31.1%	51.1%	8.9%	6.7%	2.2%	0.0%	100.0%
13. My talents are used well in the workplace.	Frequencies	17	20	6	1	1	0	45
	Percentages	37.8%	44.5%	13.3%	2.2%	2.2%	0.0%	100.0%
14. My training needs are assessed.	Frequencies	7	24	8	6	0	0	45
	Percentages	15.6%	53.3%	17.8%	13.3%	0.0%	0.0%	100.0%

Prescribed Questions: Performance Culture								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
15. Promotions in my work unit are based on merit.	Frequencies	9	17	12	3	2	2	45
	Percentages	20.0%	37.8%	26.7%	6.7%	4.4%	4.4%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	4	13	16	8	1	3	45
	Percentages	8.9%	28.9%	35.6%	17.8%	2.2%	6.6%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	7	25	9	2	2	0	45
	Percentages	15.6%	55.6%	20.0%	4.4%	4.4%	0.0%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	
18. In my most recent appraisal, I understood what I had to do to be rated at different performance levels.	Frequencies	17	20	5	1	2	0	45
	Percentages	37.8%	44.5%	11.1%	2.2%	4.4%	0.0%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	10	21	10	2	2	0	45
	Percentages	22.2%	46.8%	22.2%	4.4%	4.4%	0.0%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	8	16	12	7	1	1	45
	Percentages	17.8%	35.5%	26.7%	15.6%	2.2%	2.2%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	16	21	4	4	0	0	45
	Percentages	35.5%	46.7%	8.9%	8.9%	0.0%	0.0%	100.0%
22. Discussions with my supervisor/team leader about my performance are worthwhile.	Frequencies	12	23	4	6	0	0	45
	Percentages	26.7%	51.1%	8.9%	13.3%	0.0%	0.0%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	12	22	8	1	1	1	45
	Percentages	26.7%	48.9%	17.8%	2.2%	2.2%	2.2%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	18	20	6	1	0	0	45
	Percentages	40.0%	44.5%	13.3%	2.2%	0.0%	0.0%	100.0%

Prescribed Questions: Leadership								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
25. I have a high level of respect for my organization's senior leaders.	Frequencies	13	24	5	2	1	0	45
	Percentages	28.9%	53.4%	11.1%	4.4%	2.2%	0.0%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	7	22	10	4	1	1	45
	Percentages	15.6%	48.9%	22.2%	8.9%	2.2%	2.2%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	11	23	7	2	1	1	45
	Percentages	24.4%	51.1%	15.7%	4.4%	2.2%	2.2%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	16	22	5	2	0	0	45
	Percentages	35.6%	48.9%	11.1%	4.4%	0.0%	0.0%	100.0%
29. Employees have a feeling of personal empowerment and ownership of work processes.	Frequencies	7	23	10	3	1	1	45
	Percentages	15.6%	51.1%	22.2%	6.7%	2.2%	2.2%	100.0%
30. My workload is reasonable.	Frequencies	11	28	3	2	0	1	45
	Percentages	24.4%	62.2%	6.8%	4.4%	0.0%	2.2%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	13	19	8	1	1	3	45
	Percentages	28.9%	42.2%	17.8%	2.2%	2.2%	6.7%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	9	24	6	2	2	2	45
	Percentages	20.0%	53.4%	13.4%	4.4%	4.4%	4.4%	100.0%

Prescribed Questions: Job Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
33. How satisfied are you with information you receive from mgmt. on what's going on in your organization?	Frequencies	13	25	3	4	0		45
	Percentages	28.9%	55.5%	6.7%	8.9%	0.0%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	14	22	6	3	0		45
	Percentages	31.1%	48.9%	13.3%	6.7%	0.0%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	8	24	10	3	0		45
	Percentages	17.8%	53.3%	22.2%	6.7%	0.0%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	15	21	6	1	1		44
	Percentages	34.1%	47.7%	13.6%	2.3%	2.3%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	8	26	7	2	1		44
	Percentages	18.2%	59.1%	15.9%	4.5%	2.3%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	10	24	8	2	0		44
	Percentages	22.7%	54.6%	18.2%	4.5%	0.0%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	23	15	6	0	0		44
	Percentages	52.3%	34.1%	13.6%	0.0%	0.0%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	25	12	3	4	0		44
	Percentages	56.8%	27.3%	6.8%	9.1%	0.0%		100.0%