



U.S. MERIT SYSTEMS PROTECTION BOARD 2007 Annual Employee Survey Results

1. Interpretation of results: An analysis of MSPB's 2007 annual employee survey results indicates that MSPB's performance on the survey continues to be strong. As in previous surveys, the findings suggest that MSPB employees have a clear sense of mission and enjoy and find worth in what they do. Furthermore, they feel MSPB's workforce has the necessary skills, collaborative relationships, and physical working conditions to do quality work.

MSPB compared the responses of the 2007 survey to MSPB's responses on the 2004 and 2006 employee surveys. Overall, the results were fairly stable. MSPB noted improvements to questions regarding whether employees feel they have the tools necessary to do their job. For instance, they were more positive in 2007 as to whether they have coworkers with the right skills, good supervisory relationships, training for their current job, empowerment, and adequate physical conditions. MSPB also noted some areas for further consideration, including recognition and performance management.

Finally, MSPB examined how the survey responses cluster into the four major indices of the Human Capital Assessment and Accountability Framework. OPM's metrics for the HCAAF systems include four indices based on items required in the annual employee survey. The four indices are: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. Overall, there was no significant change in any of the indices between 2006 and 2007. This lack of change is further indication that while a few individual items on the survey may have seen some change in the past year, the overall results of the survey have remained rather stable.

2. How the survey was conducted:

The survey was conducted online from September 4 until November 2, 2007. An invitation to participate in the survey was sent via e-mail to all agency employees. The invitation included a link to the survey web site and a unique identification number and password to access the survey.

The annual survey questions were embedded in the 2007 Merit Principles Survey (MPS). They were interspersed with MPS questions, based on question topic, in the following six sections of the MPS: *My Job, My Immediate Supervisor, Performance Management, Managers and Executives in My Organization, Training and Development, and Demographic Questions*. The three annual survey questions related to work environment were included in a section of their own titled *Physical Work Environment and Safety*.

3. Description of sample:

All 236 employees of the agency were invited to participate in the survey.

4. Number of employees surveyed, number responded, and representativeness of respondents:

The survey was distributed to all 236 MSPB employees of whom 193 responded for an overall response rate of 81.8%. Of the 236 employees, 200 were non-supervisory employees; 158 or 79% of these employees responded. Thirty-six employees were supervisory; 35 or 97% of these employees responded. Employees who completed at least one of the annual survey questions are counted as respondents although the majority of employees completed all questions. The respondents are representative of the agency population in supervisory status, gender, and racial category, except that whites are somewhat unrepresented. About 10 % of respondents did not

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indicate a racial category. These may include a high proportion of whites.

DEMOGRAPHICS

| Supervisory Status | Population (%) | Respondents (%) |
|---------------------------|-----------------------|------------------------|
| Non-supervisor | 85.8% | 76.2% |
| Team Leader | -- | 5.7% |
| Supervisor | 14.2% | 9.8% |
| Manager | -- | 1.6% |
| Executive | -- | 6.7% |

| Gender | Population (%) | Respondents (%) |
|---------------|-----------------------|------------------------|
| Male | 42.0% | 41.2% |
| Female | 58.0% | 58.8% |

| Are you: Hispanic or Latino | Population (%) | Respondents (%) |
|------------------------------------|-----------------------|------------------------|
| Yes | 1.8% | 2.3% |
| No | 98.2% | 97.7% |

| Racial Category | Population (%) | Respondents (%) |
|--|-----------------------|------------------------|
| White | 64.8% | 57.5% |
| Black or African American | 26.5% | 27.5% |
| Native Hawaiian or other Pacific Islander | 0.0% | 0.0% |
| Asian | 6.8% | 4.1% |
| American Indian or Alaskan Native | 0.0% | 0.0% |
| Two or more races (not Hispanic or Latino) | 0.0% | 1.0% |

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SURVEY RESULTS - CONTENT QUESTIONS

PERSONAL WORK EXPERIENCES

1. The people I work with cooperate to get the job done.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 96 | 49.7% |
| Agree | 69 | 35.8% |
| Neither Agree nor Disagree | 14 | 7.3% |
| Disagree | 9 | 4.7% |
| Strongly Disagree | 5 | 2.6% |
| Missing/Invalid | 0 | -- |
| TOTAL: | 193 | -- |

2. I am given a real opportunity to improve my skills in my organization.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 48 | 26.5% |
| Agree | 77 | 42.5% |
| Neither Agree nor Disagree | 39 | 21.5% |
| Disagree | 10 | 5.5% |
| Strongly Disagree | 7 | 3.9% |
| Missing/Invalid | 12 | -- |
| TOTAL: | 193 | -- |

3. My work gives me a feeling of personal accomplishment.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 80 | 41.5% |
| Agree | 78 | 40.4% |
| Neither Agree nor Disagree | 21 | 10.9% |
| Disagree | 7 | 3.6% |
| Strongly Disagree | 7 | 3.6% |
| Missing/Invalid | 0 | -- |
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4. I like the kind of work I do.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 106 | 54.9% |
| Agree | 61 | 31.6% |
| Neither Agree nor Disagree | 18 | 9.3% |
| Disagree | 7 | 3.6% |
| Strongly Disagree | 1 | 0.5% |
| Missing/Invalid | 0 | -- |
| TOTAL: | 193 | -- |

5. I have trust and confidence in my supervisor.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 79 | 41.6% |
| Agree | 67 | 35.3% |
| Neither Agree nor Disagree | 22 | 11.6% |
| Disagree | 16 | 8.4% |
| Strongly Disagree | 6 | 3.2% |
| Missing/Invalid | 3 | -- |
| TOTAL: | 193 | -- |

6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

| Response | Frequency | Percentage |
|-----------------|-----------|------------|
| Very Good | 85 | 44.5% |
| Good | 56 | 29.3% |
| Fair | 32 | 16.8% |
| Poor | 10 | 5.2% |
| Very Poor | 8 | 4.2% |
| Missing/Invalid | 2 | -- |
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RECRUITMENT, DEVELOPMENT, AND RETENTION

7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 94 | 48.7% |
| Agree | 92 | 47.7% |
| Neither Agree nor Disagree | 4 | 2.1% |
| Disagree | 3 | 1.6% |
| Strongly Disagree | 0 | 0.0% |
| Missing/Invalid | 0 | -- |
| TOTAL: | 193 | -- |

8. My work unit is able to recruit people with the right skills.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 74 | 38.3% |
| Agree | 89 | 46.1% |
| Neither Agree nor Disagree | 12 | 6.2% |
| Disagree | 14 | 7.3% |
| Strongly Disagree | 4 | 2.1% |
| Missing/Invalid | 0 | -- |
| TOTAL: | 193 | -- |

9. I know how my work relates to the agency's goals and priorities.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 113 | 58.5% |
| Agree | 72 | 37.3% |
| Neither Agree nor Disagree | 5 | 2.6% |
| Disagree | 1 | 0.5% |
| Strongly Disagree | 2 | 1.0% |
| Missing/Invalid | 0 | -- |
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10. The work I do is important.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 119 | 61.7% |
| Agree | 58 | 30.1% |
| Neither Agree nor Disagree | 12 | 6.2% |
| Disagree | 3 | 1.6% |
| Strongly Disagree | 1 | 0.5% |
| Missing/Invalid | 0 | -- |
| TOTAL: | 193 | -- |

11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 75 | 41.9% |
| Agree | 90 | 50.3% |
| Neither Agree nor Disagree | 11 | 6.1% |
| Disagree | 3 | 1.7% |
| Strongly Disagree | 0 | 0.0% |
| Missing/Invalid | 14 | -- |
| TOTAL: | 193 | -- |

12. Supervisors/team leaders in my work unit support employee development.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 55 | 30.4% |
| Agree | 81 | 44.8% |
| Neither Agree nor Disagree | 29 | 16.0% |
| Disagree | 9 | 5.0% |
| Strongly Disagree | 7 | 3.9% |
| Missing/Invalid | 12 | -- |
| TOTAL: | 193 | -- |

13. My talents are used well in the workplace.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 68 | 35.2% |
| Agree | 80 | 41.5% |
| Neither Agree nor Disagree | 20 | 10.4% |
| Disagree | 17 | 8.8% |
| Strongly Disagree | 8 | 4.1% |
| Missing/Invalid | 0 | -- |
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14. My training needs are assessed.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 36 | 19.9% |
| Agree | 74 | 40.9% |
| Neither Agree nor Disagree | 43 | 23.8% |
| Disagree | 23 | 12.7% |
| Strongly Disagree | 5 | 2.8% |
| Missing/Invalid | 12 | -- |
| TOTAL: | 193 | -- |

PERFORMANCE CULTURE

15. Promotions in my work unit are based on merit.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 44 | 24.2% |
| Agree | 81 | 44.5% |
| Neither Agree nor Disagree | 29 | 15.9% |
| Disagree | 20 | 11.0% |
| Strongly Disagree | 8 | 4.4% |
| Missing/Invalid | 11 | -- |
| TOTAL: | 193 | -- |

16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 21 | 11.5% |
| Agree | 50 | 27.5% |
| Neither Agree nor Disagree | 66 | 36.3% |
| Disagree | 28 | 15.4% |
| Strongly Disagree | 17 | 9.3% |
| Missing/Invalid | 11 | -- |
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17. Creativity and innovation are rewarded.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 35 | 19.4% |
| Agree | 45 | 25.0% |
| Neither Agree nor Disagree | 68 | 37.8% |
| Disagree | 22 | 12.2% |
| Strongly Disagree | 10 | 5.6% |
| Missing/Invalid | 13 | -- |
| TOTAL: | 193 | -- |

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).

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 57 | 31.3% |
| Agree | 83 | 45.6% |
| Neither Agree nor Disagree | 23 | 12.6% |
| Disagree | 12 | 6.6% |
| Strongly Disagree | 7 | 3.8% |
| Missing/Invalid | 11 | -- |
| TOTAL: | 193 | -- |

19. In my work unit, differences in performance are recognized in a meaningful way.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 22 | 12.2% |
| Agree | 60 | 33.3% |
| Neither Agree nor Disagree | 64 | 35.6% |
| Disagree | 26 | 14.4% |
| Strongly Disagree | 8 | 4.4% |
| Missing/Invalid | 13 | -- |
| TOTAL: | 193 | -- |

20. Pay raises depend on how well employees perform their jobs.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 22 | 12.2% |
| Agree | 50 | 27.6% |
| Neither Agree nor Disagree | 62 | 34.3% |
| Disagree | 33 | 18.2% |
| Strongly Disagree | 14 | 7.7% |
| Missing/Invalid | 12 | -- |
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21. My performance appraisal is a fair reflection of my performance.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 51 | 28.0% |
| Agree | 85 | 46.7% |
| Neither Agree nor Disagree | 25 | 13.7% |
| Disagree | 15 | 8.2% |
| Strongly Disagree | 6 | 3.3% |
| Missing/Invalid | 11 | -- |
| TOTAL: | 193 | -- |

22. Discussions with my supervisor/team leader about my performance are worthwhile.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 64 | 33.7% |
| Agree | 74 | 38.9% |
| Neither Agree nor Disagree | 30 | 15.8% |
| Disagree | 16 | 8.4% |
| Strongly Disagree | 6 | 3.2% |
| Missing/Invalid | 3 | -- |
| TOTAL: | 193 | -- |

23. Managers/supervisors/team leaders work well with employees of different backgrounds.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 47 | 26.0% |
| Agree | 82 | 45.3% |
| Neither Agree nor Disagree | 35 | 19.3% |
| Disagree | 8 | 4.4% |
| Strongly Disagree | 9 | 5.0% |
| Missing/Invalid | 12 | -- |
| TOTAL: | 193 | -- |

24. My supervisor supports my need to balance work and family issues.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 98 | 51.6% |
| Agree | 63 | 33.2% |
| Neither Agree nor Disagree | 20 | 10.5% |
| Disagree | 5 | 2.6% |
| Strongly Disagree | 4 | 2.1% |
| Missing/Invalid | 3 | -- |
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LEADERSHIP

25. I have a high level of respect for my organization's senior leaders.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 31 | 17.1% |
| Agree | 70 | 38.7% |
| Neither Agree nor Disagree | 50 | 27.6% |
| Disagree | 14 | 7.7% |
| Strongly Disagree | 16 | 8.8% |
| Missing/Invalid | 12 | -- |
| TOTAL: | 193 | -- |

26. In my organization, leaders generate high levels of motivation and commitment in the workforce.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 17 | 9.4% |
| Agree | 63 | 34.8% |
| Neither Agree nor Disagree | 60 | 33.1% |
| Disagree | 29 | 16.0% |
| Strongly Disagree | 12 | 6.6% |
| Missing/Invalid | 12 | -- |
| TOTAL: | 193 | -- |

27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 39 | 21.5% |
| Agree | 87 | 48.1% |
| Neither Agree nor Disagree | 45 | 24.9% |
| Disagree | 7 | 3.9% |
| Strongly Disagree | 3 | 1.7% |
| Missing/Invalid | 12 | -- |
| TOTAL: | 193 | -- |

28. Employees are protected from health and safety hazards on the job.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 72 | 40.2% |
| Agree | 84 | 46.9% |
| Neither Agree nor Disagree | 20 | 11.2% |
| Disagree | 3 | 1.7% |
| Strongly Disagree | 0 | 0.0% |
| Missing/Invalid | 14 | -- |
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29. Employees have a feeling of personal empowerment with respect to work processes.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 49 | 25.4% |
| Agree | 84 | 43.5% |
| Neither Agree nor Disagree | 33 | 17.1% |
| Disagree | 18 | 9.3% |
| Strongly Disagree | 9 | 4.7% |
| Missing/Invalid | 0 | -- |
| TOTAL: | 193 | -- |

30. My workload is reasonable.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 67 | 34.7% |
| Agree | 78 | 40.4% |
| Neither Agree nor Disagree | 25 | 13.0% |
| Disagree | 16 | 8.3% |
| Strongly Disagree | 7 | 3.6% |
| Missing/Invalid | 0 | -- |
| TOTAL: | 193 | -- |

31. Managers communicate the goals and priorities of the organization.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 32 | 17.7% |
| Agree | 106 | 58.6% |
| Neither Agree nor Disagree | 31 | 17.1% |
| Disagree | 7 | 3.9% |
| Strongly Disagree | 5 | 2.8% |
| Missing/Invalid | 12 | -- |
| TOTAL: | 193 | -- |

32. My organization has prepared employees for potential security threats.

| Response | Frequency | Percentage |
|----------------------------|-----------|------------|
| Strongly Agree | 43 | 24.0% |
| Agree | 82 | 45.8% |
| Neither Agree nor Disagree | 36 | 20.1% |
| Disagree | 17 | 9.5% |
| Strongly Disagree | 1 | 0.6% |
| Missing/Invalid | 14 | -- |
| TOTAL: | 193 | -- |

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JOB SATISFACTION

33. How satisfied are you with the information you receive from management on what's going on in your organization?

| Response | Frequency | Percentage |
|------------------------------------|-----------|------------|
| Very Satisfied | 21 | 11.7% |
| Satisfied | 76 | 42.2% |
| Neither Satisfied nor Dissatisfied | 55 | 30.6% |
| Dissatisfied | 22 | 12.2% |
| Very Dissatisfied | 6 | 3.3% |
| Missing/Invalid | 13 | -- |
| TOTAL: | 193 | -- |

34. How satisfied are you with your involvement in decisions that affect your work?

| Response | Frequency | Percentage |
|------------------------------------|-----------|------------|
| Very Satisfied | 31 | 16.1% |
| Satisfied | 81 | 42.2% |
| Neither Satisfied nor Dissatisfied | 48 | 25.0% |
| Dissatisfied | 25 | 13.0% |
| Very Dissatisfied | 7 | 3.6% |
| Missing/Invalid | 1 | -- |
| TOTAL: | 193 | -- |

35. How satisfied are you with your opportunity to get a better job in your organization?

| Response | Frequency | Percentage |
|------------------------------------|-----------|------------|
| Very Satisfied | 12 | 6.6% |
| Satisfied | 40 | 22.0% |
| Neither Satisfied nor Dissatisfied | 75 | 41.2% |
| Dissatisfied | 39 | 21.4% |
| Very Dissatisfied | 16 | 8.8% |
| Missing/Invalid | 11 | -- |
| TOTAL: | 193 | -- |

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36. How satisfied are you with the recognition you receive for doing a good job?

| Response | Frequency | Percentage |
|------------------------------------|-----------|------------|
| Very Satisfied | 29 | 15.9% |
| Satisfied | 58 | 31.9% |
| Neither Satisfied nor Dissatisfied | 71 | 39.0% |
| Dissatisfied | 13 | 7.1% |
| Very Dissatisfied | 11 | 6.0% |
| Missing/Invalid | 11 | -- |
| TOTAL: | 193 | -- |

37. How satisfied are you with the policies and practices of your senior managers?

| Response | Frequency | Percentage |
|------------------------------------|-----------|------------|
| Very Satisfied | 25 | 13.9% |
| Satisfied | 68 | 37.8% |
| Neither Satisfied nor Dissatisfied | 57 | 31.7% |
| Dissatisfied | 23 | 12.8% |
| Very Dissatisfied | 7 | 3.9% |
| Missing/Invalid | 13 | -- |
| TOTAL: | 193 | -- |

38. How satisfied are you with the training you receive for your present job?

| Response | Frequency | Percentage |
|------------------------------------|-----------|------------|
| Very Satisfied | 42 | 23.2% |
| Satisfied | 85 | 47.0% |
| Neither Satisfied nor Dissatisfied | 41 | 22.7% |
| Dissatisfied | 8 | 4.4% |
| Very Dissatisfied | 5 | 2.8% |
| Missing/Invalid | 12 | -- |
| TOTAL: | 193 | -- |

39. Considering everything, how satisfied are you with your job?

| Response | Frequency | Percentage |
|------------------------------------|-----------|------------|
| Very Satisfied | 74 | 38.5% |
| Satisfied | 83 | 43.2% |
| Neither Satisfied nor Dissatisfied | 15 | 7.8% |
| Dissatisfied | 18 | 9.4% |
| Very Dissatisfied | 2 | 1.0% |
| Missing/Invalid | 1 | -- |
| TOTAL: | 193 | -- |

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40. Considering everything, how satisfied are you with your pay?

| Response | Frequency | Percentage |
|------------------------------------|-----------|------------|
| Very Satisfied | 40 | 22.0% |
| Satisfied | 80 | 44.0% |
| Neither Satisfied nor Dissatisfied | 31 | 17.0% |
| Dissatisfied | 27 | 14.8% |
| Very Dissatisfied | 4 | 2.2% |
| Missing/Invalid | 11 | -- |
| TOTAL: | 193 | -- |