

Annual Employee Survey Report Udall Foundation Results

February 26, 2018

Introduction

This report provides the Udall Foundation's 2017 responses to the Annual Employee Survey (AES) compared to governmentwide results for the same questions within the 2017 Federal Employee Viewpoint Survey (FEVS). The 2017 FEVS response data in this report is weighted to represent the sample population, taking factors such as the number of employees in the survey population and agency size into account. These data are publicly available through the United States Office of Personnel Management (OPM). The Udall Foundation's 2016 responses to the AES are provided to highlight areas that improved as well as areas that require further attention.

The definitions for the Positive, Neutral, and Negative response percentages vary across the three primary response scales used in the survey:

- Positive: Strongly Agree and Agree / Very Satisfied and Satisfied / Very Good and Good
- Neutral: Neither Agree nor Disagree / Neither Satisfied nor Dissatisfied / Fair
- Negative: Disagree and Strongly Disagree / Dissatisfied and Very Dissatisfied / Poor and Very Poor

Positive, Neutral, and Negative percentages are based on the total number of responses (N) that are in these three categories. The number of Do Not Know (DNK) responses, where applicable, is listed separately. Please note that responses may not add up to 100% due to rounding.

Summary

The current survey indicates significant improvement since last year: there was a 73% increase in the positive responses. Of those improved responses, seven increased significantly, from 30.3% to 49.3%. 100% of staff participated in the survey and 100% of staff answered positively that: "The work I do is important" and "I know how my work relates to the agency's goals and priorities." 81% answered positively to the summary question -- "Considering everything, how satisfied are you with your job?" Overall, these are indications that the Udall Foundation's mission-driven staff find their work important and satisfying.

Highlights

Charts 1, 3, and 4 provide summary data on positive responses; Chart 2 provides summary data on negative responses.

Chart 1 shows positive responses of 90.5% and greater. Significantly, the high positive responses shown in this chart are in the areas critical to employee engagement, productivity, and happiness: believing one's work is important, seeing how it relates to the overall institutional goals, having a supervisor who cares, and working as a team. Chart 3 indicates those areas with the greatest increases in positive responses versus last year, and, conversely, Chart 4 shows the areas of greatest decreases in positive responses. Importantly, most of the increases in Chart 3 are in the work areas affected by senior management and supervisors.

Chart 2 indicates the obvious areas for improvement. In December 2016, an external organizational assessment provided 11 recommendations. Subsequent internal polling of all staff established the priority order of these recommendations. The AES survey provides another source of data regarding specific areas for improvement. This data will be included in the Foundation’s work to improve the working environment for all staff.

Chart 1.

Highest % Positive Responses:

Percentage of respondents who answered “Strongly Agree and Agree/ Very Satisfied and Satisfied/ Very Good and Good” for each of the items below.

9. I know how my work relates to the agency’s goals and priorities.	100.0%
10. The work I do is important.	100.0%
22. Discussions with my supervisor/team leader about my performance are worthwhile.	95.2%
1. The people I work with cooperate to get the job done.	90.5%
3. My work gives me a feeling of personal accomplishment.	90.5%
5. I have trust and confidence in my supervisor.	90.5%
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	90.5%
12. Supervisors/team leaders in my work unit support employee development.	90.5%
24. My supervisor supports my need to balance work and family issues.	90.5%
28. Employees are protected from health and safety hazards on the job.	90.5%

Chart 2.

Highest % Negative Responses:

Percentage of respondents who answered “Disagree and Strongly Disagree / Dissatisfied and Very Dissatisfied / Poor and Very Poor” for each of the items below.

35. How satisfied are you with your opportunity to get a better job in your organization?	28.6%
20. Pay raises depend on how well employees perform their jobs.	23.8%
32. My organization has prepared employees for potential security threats.	23.8%
40. Considering everything, how satisfied are you with your pay?	23.8%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	23.8%
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	19.0%
14. My training needs are assessed.	19.0%
15. Promotions in my work unit are based on merit.	19.1%
17. Creativity and innovation are rewarded.	19.1%

Chart 3.

Largest Increases in Positive Responses - 29 out of 40 categories increased:

	2016	2017	Increase
34. How satisfied are you with your involvement in decisions that affect your work?	36.4%	85.7%	49.3%
5. I have trust and confidence in my supervisor.	47.8%	90.5%	42.7%
37. How satisfied are you with the policies and practices of your senior leaders?	31.8%	71.4%	39.6%
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	52.2%	90.5%	38.3%
39. Considering everything, how satisfied are you with your job?	45.5%	81.0%	35.5%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	23.8%	57.1%	33.3%
33. How satisfied are you with the information you receive from management on what's going on in your organization?	36.4%	66.7%	30.3%

Chart 4.

Largest Decreases in Positive Responses - 7 out of 40 categories decreased:

(decreases that are less than 3% are not show)

	2016	2017	Decrease
20. Pay raises depend on how well employees perform their jobs.	47.1%	23.8%	-23.3%
19. In my work unit, differences in performance are recognized in a meaningful way.	61.1%	47.6%	-13.5%
21. My performance appraisal is a fair reflection of my performance.	80.0%	71.4%	-8.6%
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	71.4%	67.0%	-4.4%
15. Promotions in my work unit are based on merit.	61.1%	57.2%	-3.9%

Response Summary

	<u>Surveys Completed</u>	<u>Response Rate</u>
Governmentwide	486,105	45.5%
Udall Foundation	21	100%

Personal Work Experiences

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

	N	Positive	Neutral	Negative
Governmentwide	484,728	75%	13%	12.5%
Udall Foundation	21	90.5%	0%	9.5%
2016 Udall Foundation	23	60.9%	26.1%	13.1%

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

	N	Positive	Neutral	Negative
Governmentwide	485,193	64%	16%	20%
Udall Foundation	21	66.7%	23.8%	9.5%
2016 Udall Foundation	23	56.5%	26.1%	17.4%

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

	N	Positive	Neutral	Negative
Governmentwide	483,323	72%	14%	14%
Udall Foundation	21	90.5%	4.8%	4.8%
2016 Udall Foundation	23	73.9%	21.7%	4.4%

4. *I like the kind of work I do.*

	N	Positive	Neutral	Negative
Governmentwide	481,878	83%	11%	6%
Udall Foundation	21	81%	19.1%	0%
2016 Udall Foundation	23	82.6%	13.0%	4.4%

5. *I have trust and confidence in my supervisor.*

	N	Positive	Neutral	Negative
Governmentwide	473,365	69%	15.3%	15.4%
Udall Foundation	21	90.5%	4.8%	4.8%
2016 Udall Foundation	23	47.8%	26.1%	26.1%

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

	N	Positive	Neutral	Negative
Governmentwide	473,735	72%	17%	11%
Udall Foundation	21	90.5	9.5%	0%
2016 Udall Foundation	23	52.2%	26.1%	21.7%

Recruitment, Development, & Retention

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	469,308	71%	17%	12%	7,233
Udall Foundation	21	67%	14%	19%	0
2016 Udall Foundation	21	71.4%	0.0%	28.6%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	468,542	42%	25.4%	32.4%	16,412
Udall Foundation	21	66.7%	28.6%	0%	1
2016 Udall Foundation	21	47.6%	23.8%	28.6%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	481,130	84%	9.5%	6.3%	1,459
Udall Foundation	21	100%	0%	0%	0
2016 Udall Foundation	22	95.5%	4.5%	0%	0

10. *The work I do is important.*

	N	Positive	Neutral	Negative	DNK
Governmentwide	479,280	91%	6.4%	3%	1,120
Udall Foundation	21	100%	0%	0%	0
2016 Udall Foundation	22	100%	0%	0%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	481,674	66%	14%	20%	2,014
Udall Foundation	21	90.5%	9.50%	0%	0
2016 Udall Foundation	21	81.0%	19.0%	0%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	467,336	68%	17%	15%	6,537
Udall Foundation	21	90.5%	9.5%	0%	0
2016 Udall Foundation	22	68.2%	13.6%	18.2%	0

13. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Governmentwide	475,916	60%	16.5%	24%	1,928
Udall Foundation	21	76.2%	9.5%	14.3%	0
2016 Udall Foundation	22	59.1%	31.8%	9.1%	0

14. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Governmentwide	478,928	55%	22.4%	22.4%	4,395
Udall Foundation	21	57%	24%	19%	0
2016 Udall Foundation	21	57.1%	19.0%	23.8%	1

Performance Culture

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	449,801	36%	28.4%	36%	33,402
Udall Foundation	21	57.2%	9.5%	19.1%	3
2016 Udall Foundation	18	61.1%	16.7%	22.2%	4

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	435,831	31%	27.5%	41.5%	47,551
Udall Foundation	21	52.4%	14.3%	23.8%	2
2016 Udall Foundation	17	47.1%	17.6%	35.3%	5

17. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Governmentwide	459,635	41%	28%	31%	15,232
Udall Foundation	21	52.4%	28.6%	19.1%	0
2016 Udall Foundation	21	42.9%	33.3%	23.8%	1

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).

	N	Positive	Neutral	Negative	NBJ
Governmentwide	473,585	71%	13.4%	15.5%	11,653
Udall Foundation	21	76.2%	14.29%	9.5%	0
2016 Udall Foundation	21	76.2%	14.3%	9.5%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	454,415	36%	28.2%	36%	29,143
Udall Foundation	21	47.6%	28.6%	14.3%	2
2016 Udall Foundation	18	61.1%	16.7%	22.2%	4

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	440,033	25%	28%	47%	34,307
Udall Foundation	21	23.8%	38.1%	23.8	3
2016 Udall Foundation	17	47.1%	17.6%	35.3%	5

21. My performance appraisal is a fair reflection of my performance.

	N	Positive	Neutral	Negative	DNK
Governmentwide	477,285	71%	14%	15%	6,699
Udall Foundation	21	71.4%	23.8%	4.8%	0
2016 Udall Foundation	20	80.0%	15.0%	5.0%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	468,047	66%	17%	17%	4,670
Udall Foundation	21	95.2%	0%	4.8%	0
2016 Udall Foundation	21	71.4%	14.3%	14.3%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	445,624	68%	19.4%	12.1%	22,578
Udall Foundation	21	71.4%	19.1%	4.8%	1
2016 Udall Foundation	22	50.0%	22.7%	27.3%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	472,921	80%	10%	10%	2,324
Udall Foundation	21	90.5%	4.8%	4.8%	0
2016 Udall Foundation	22	77.3%	9.1%	13.6%	0

Leadership

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	460,935	56%	23.4%	21%	8,657
Udall Foundation	21	76.2%	19.1%	4.8%	0
2016 Udall Foundation	22	50.0%	22.7%	27.3%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	458,664	43%	24.5%	32.3%	12,542
Udall Foundation	21	57.1%	33.3%	9.5%	0
2016 Udall Foundation	21	23.8%	23.8%	52.4%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	437,863	62%	22.4%	15.1%	30,108
Udall Foundation	21	85.7%	4.8%	4.8%	1
2016 Udall Foundation	21	57.1%	23.8%	19.0%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	469,234	77%	13%	10%	6,752
Udall Foundation	21	90.5%	9.5%	0%	0
2016 Udall Foundation	21	81.0%	9.5%	9.5%	1

29. Employees have a feeling of personal empowerment with respect to work processes.

	N	Positive	Neutral	Negative	DNK
Governmentwide	465,394	47%	24.4%	28.2%	10,900
Udall Foundation	21	66.7%	4.8%	19.1%	2
2016 Udall Foundation	21	38.1%	9.5%	52.4%	1

30. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Governmentwide	482,533	59%	16%	25%	776
Udall Foundation	21	81%	4.8%	14.3%	0
2016 Udall Foundation	22	63.6%	13.6%	22.7%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	461,098	62%	19.4%	18.2%	7,338
Udall Foundation	21	76.2%	19.1%	4.8%	0
2016 Udall Foundation	22	63.6%	18.2%	18.2%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide	468,960	78%	13%	9%	5,276
Udall Foundation	21	61.9%	9.5%	23.8%	1
2016 Udall Foundation	21	52.4%	19.0%	28.6%	1

Job Satisfaction

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

	N	Positive	Neutral	Negative
Governmentwide	467,501	50%	23%	27%
Udall Foundation	21	66.7%	19.1%	14.3%
2016 Udall Foundation	22	36.4%	22.7%	40.9%

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

	N	Positive	Neutral	Negative
Governmentwide	468,305	53%	22.3%	25%
Udall Foundation	21	85.7%	4.8%	9.5%
2016 Udall Foundation	22	36.4%	27.3%	36.4%

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

	N	Positive	Neutral	Negative
Governmentwide	466,843	37%	28%	35%
Udall Foundation	21	33.3%	38.1%	28.6%
2016 Udall Foundation	22	22.7%	50.0%	27.3%

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

	N	Positive	Neutral	Negative
Governmentwide	466,707	50%	23.5%	26.4%
Udall Foundation	21	71.4%	23.8%	4.8%
2016 Udall Foundation	21	66.7%	19.0%	14.3%

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

	N	Positive	Neutral	Negative
Governmentwide	466,287	45%	29.5%	26%
Udall Foundation	21	71.4%	23.8%	4.8%
2016 Udall Foundation	22	31.8%	40.9%	27.3%

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

	N	Positive	Neutral	Negative
Governmentwide	466,512	55%	23%	23%
Udall Foundation	21	71.4%	19.1%	9.5%
2016 Udall Foundation	22	50.0%	18.2%	31.8%

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

	N	Positive	Neutral	Negative
Governmentwide	466,948	68%	17%	15%
Udall Foundation	21	81%	14.3%	4.8%
2016 Udall Foundation	22	45.5%	31.8%	22.7%

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

	N	Positive	Neutral	Negative
Governmentwide	467,270	61%	17%	23%
Udall Foundation	21	66.7%	9.5%	23.8%
2016 Udall Foundation	22	68.2%	18.2%	13.6%