

Annual Employee Survey Results, 2007

Office of the US Trade Representative

1. Interpretation of Results:

When compared to the 2004 FHCS survey results, most 2007 responses only varied by 5% or less both in the positive and negative responses. Overall, the responses were mostly positive (favorable), with 33 out of the 40 responses scoring 50% or better. USTR did not participate in the 2006 FHCS and therefore comparisons were made to the 2004 FHCS.

Noted increases in favorable responses were in the area of training. While the favorable response rate for question 14, "My training needs are assessed," was only 20.2%, it represents an increase of 3% over the 2004 survey. Question 38, "How satisfied are you with the training you receive for your present job," also had an increase of 8% over the 2004 survey from 21% to 29% favorable responses.

A significant increase also occurred in the area of performance culture. Question 19, "In my work unit, differences in performance are recognized in a meaningful way," while still scoring below 50% under favorable answers, had an increase of 13% over the previous survey. The increase may be attributed to USTR's new performance system which requires that performance elements be tied into the mission and organizational goals and objectives; assigns weights to each element, and requires that elements show measurable outcomes.

Another area showing a significant increase over the previous survey was question 30, "My workload is reasonable," with a favorable increase of 20%.

A significant decrease in favorable responses was in the area of supervision/leadership. Although question 6, "Overall, how good a job do you feel is being done by your immediate supervisor/team leader," had a favorable response of 68%, the response had a decrease of 15% from the previous survey.

Performance culture represents another area of concern. Question 23, "Managers/supervisors/team leaders work well with employees of different backgrounds," had a favorable response of 65%, but the response represents a decrease of 16% from the previous survey. Question 27, "Managers review and evaluate the organization's progress toward meeting its goals and objectives," scored favorably with 54%, but it showed a decline of 10% over the 2004 survey.

Under job satisfaction, there were two areas where favorable scores also declined from the previous survey. Specifically, favorable responses declined from 80% to 67% for question 31, "Managers communicate the goals and priorities of the organization." Question 32, "My organization has prepared employees for potential security threats," went from 76% positive responses to 64% positive responses. Question 34, "How

satisfied are you with your involvement in decisions that affect your work?” also had a 9% decrease in favorable responses from 65% to 56%.

Employee responses suggest that while training is an issue of concern as shown by the low favorable responses, the agency is doing significantly better as compared with answers from the 2004 survey. This may be attributed to USTR’s Human Capital efforts in identifying skill gaps and in requiring managers and supervisors to discuss performance issues to include training. USTR has placed great emphasis in its training program over the past year and will increase its communication strategy to managers and employees on the availability of training. The Human Capital Steering Committee will address survey results and training issues and develop a strategy to be included in USTR’s Human Capital Plan.

Areas where the favorable responses are acceptable but have decreased include areas of management and supervision and a requirement for improvement in two-way communication. Improvements in the performance system will address the issues of communication by requiring managers and supervisors to formally meet with employees at least three times during the rating period. Having the performance plans link to the mission of the agency will also help with communicating the goals and objectives of the agency. USTR will continue pursuing a strong agency performance and a clear communication strategy while we continue to work on improving areas of training and communication.

2. **How the survey was conducted:** The survey was conducted online from August 1, 2007 until September 12, 2007.
3. **Description of sample:** All 226 full-time permanent employees of the agency were surveyed.
4. **Survey items and response choices:** See the tables on following pages.
5. **Number of employees surveyed, number responded, and representativeness of respondents:** Of the 226 employees surveyed 159 responded. A discussion of representativeness is not required for USTR.

**2007 Annual Employee Survey Results for
Office of the US Trade Representative
All Respondents**

Surveys Returned:
159

Surveys Sent: 226

Response Rate: 70%

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	74	69	9	4	3		159
	Percentages	46.5%	43.4%	5.7%	2.5%	1.9%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	36	63	26	22	11		158
	Percentages	22.8%	39.9%	16.5%	13.9%	7.0%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	57	72	13	13	4		159
	Percentages	35.8%	45.3%	8.2%	8.2%	2.5%		100.0%
4. I like the kind of work I do.	Frequencies	72	66	13	5	3		159
	Percentages	45.3%	41.5%	8.2%	3.1%	1.9%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	56	56	28	12	7		159
	Percentages	35.2%	35.2%	17.6%	7.5%	4.4%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor		Total
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	59	49	35	13	2		158
	Percentages	37.3%	31.0%	22.2%	8.2%	1.3%		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	70	70	10	3	2	3	158
	Percentages	44.3%	44.3%	6.3%	1.9%	1.3%	1.9%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	43	82	19	7	2	6	159
	Percentages	27.0%	51.6%	11.9%	4.4%	1.3%	3.8%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	84	59	11	2	1	2	159
	Percentages	52.8%	37.1%	6.9%	1.3%	0.6%	1.3%	100.0%
10. The work I do is important.	Frequencies	87	59	10	2	0	1	159
	Percentages	54.7%	37.1%	6.3%	1.3%	0.0%	0.6%	100.0%
11. Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.	Frequencies	13	61	33	38	14	0	159
	Percentages	8.2%	38.4%	20.8%	23.9%	8.8%	0.0%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	30	55	32	25	12	5	159
	Percentages	18.9%	34.6%	20.1%	15.7%	7.5%	3.1%	100.0%
13. My talents are used well in the workplace.	Frequencies	40	79	16	15	8	1	159
	Percentages	25.2%	49.7%	10.1%	9.4%	5.0%	0.6%	100.0%
14. My training needs are assessed.	Frequencies	6	26	44	51	24	8	159
	Percentages	3.8%	16.4%	27.7%	32.1%	15.1%	5.0%	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	26	52	27	13	10	31	159
	Percentages	16.4%	32.7%	17.0%	8.2%	6.3%	19.5%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	10	38	45	19	11	36	159
	Percentages	6.3%	23.9%	28.3%	11.9%	6.9%	22.6%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	30	61	34	17	6	10	158
	Percentages	19.0%	38.6%	21.5%	10.8%	3.8%	6.3%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
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).	Frequencies	29	69	16	12	3	30	159
	Percentages	18.2%	43.4%	10.1%	7.5%	1.9%	18.9%	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	14	51	35	16	10	33	159
	Percentages	8.8%	32.1%	22.0%	10.1%	6.3%	20.8%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	16	36	34	19	13	40	158
	Percentages	10.1%	22.8%	21.5%	12.0%	8.2%	25.3%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	32	83	14	4	4	22	159
	Percentages	20.1%	52.2%	8.8%	2.5%	2.5%	13.8%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	24	63	39	8	11	14	159
	Percentages	15.1%	39.6%	24.5%	5.0%	6.9%	8.8%	100.0%

32. My organization has prepared employees for potential security threats.	Frequencies	21	81	34	15	2	6	159
	Percentages	13.2%	50.9%	21.4%	9.4%	1.3%	3.8%	100.0%
Prescribed Questions: Job Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	14	73	30	28	9		154
	Percentages	9.1%	47.4%	19.5%	18.2%	5.8%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	21	65	32	22	13		153
	Percentages	13.7%	42.5%	20.9%	14.4%	8.5%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	15	51	47	29	12		154
	Percentages	9.7%	33.1%	30.5%	18.8%	7.8%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	21	65	36	19	12		153
	Percentages	13.7%	42.5%	23.5%	12.4%	7.8%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	20	74	37	13	10		154
	Percentages	13.0%	48.1%	24.0%	8.4%	6.5%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	10	34	56	30	23		153
	Percentages	6.5%	22.2%	36.6%	19.6%	15.0%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	39	79	17	13	6		154
	Percentages	25.3%	51.3%	11.0%	8.4%	3.9%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	16	76	25	22	15		154
	Percentages	10.4%	49.4%	16.2%	14.3%	9.7%		100.0%