

Annual Employee Survey Results, 2011 Farm Credit Administration

The Farm Credit Administration (FCA or Agency) participated in the Annual Employee Survey (a human capital survey) conducted by the Office of Personnel Management.

1. *Interpretation of Results:* The survey responses are grouped into the following broad categories:
 - Results-oriented performance culture
 - Leadership and knowledge management
 - Job satisfaction
 - Talent management
 - Communication
 - Empowerment
 - Diversity

After the results of the 2010 survey, the FCA Human Capital Steering Committee, which includes the Chief Operating Officer, the Office Directors, and the Chief Human Capital Officer, continued its dialogue with employees to identify areas for improvement in the survey results. The committee also sought assistance from the FCA Employees' Council to provide an open forum for suggestions from staff. Areas that the Steering Committee focused on in 2011 were communication, trust in senior management, and overall job satisfaction.

The 2011 results showed improved satisfaction levels from 2010. Eighty percent or more of the Agency's workforce agreed that

- their coworkers cooperate to get the job done,
- they are given a real opportunity to improve their skills,
- they like the kind of work they do,
- their supervisors support the balance of work and family issues,
- they understand how their work relates to the Agency's goals and priorities,
- physical conditions of the workplace allow them to perform their jobs well,
- they are protected from health and safety hazards on the job,
- the Agency has prepared them for security threats,
- they feel that the work they do is important,
- the workforce has the job-relevant knowledge and skills to accomplish organizational goals,
- their training needs are assessed,
- they are satisfied with the training they have received for their jobs,
- they have trust and confidence in their supervisors,
- their immediate supervisors are doing a good, or very good, job, and
- supervisors support employee development.

For 2011, five new questions were added. The satisfaction results were favorable for all:

- Considering everything, 77.0 percent were satisfied, or very satisfied, with their organization.
- 80.4 percent would recommend their organization as a good place to work.
- 90.9 percent agree that their supervisors treat them with respect.
- 98.3 percent agree that, when needed, they are willing to put in extra effort to get the job done.
- 80.8 percent agree that policies and programs promote workplace diversity.

On 13 survey questions, positive responses increased by 3.5 percentage points from 2010 to 2011.

If you compare FCA's 2011 results with the average results from all Federal agencies, FCA is, on average, 11.2 percent higher in its satisfaction levels. On five measures in particular, satisfaction levels were considerably higher than the Government norm:

- The percentage of FCA employees who are satisfied with their agency's work space is 20.5 percent higher than the Government norm.
- The percentage of FCA employees who are satisfied that their training needs are being assessed is 21.0 percent higher.
- The percentage of FCA employees who are satisfied with the training they receive is 25.3 percent higher than the Government norm.
- The percentage of FCA employees who are satisfied that they are protected from health and safety hazards on the job is 25.7 percent higher.
- The percentage of FCA employees who are satisfied that policies and programs promote diversity in the workplace is 21.4 percent higher than the Government norm.

The Steering Committee has begun new discussions on efforts to further improve the Agency's results in 2012. The committee will also discuss what indices to use to assess Performance Measure 6 of Goal 2 in the FCA Strategic Plan. Performance Measure 6 has a goal for employee commitment and engagement in the Agency's work.

2. How the survey was conducted: The survey was conducted online from May 16, 2011, through May 27, 2011.

3. Description of sample: All 270 full-time permanent employees of the Agency on the rolls by December 31, 2010, were surveyed. We had an 86 percent response rate.

4. Survey items and response choices: See the tables on the following pages.

2011 Annual Employee Survey Results for Farm Credit Administration

All Respondents

Surveys sent: 270

Surveys returned: 231

Response rate: 86 percent

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	85	123	15	8	0	231
	Percentages	36.8%	53.2%	6.5%	3.5%	0.0%	100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	79	112	22	15	3	231
	Percentages	34.2%	48.5%	9.5%	6.5%	1.3%	100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	69	108	32	17	5	231
	Percentages	29.9%	46.8%	13.9%	7.4%	2.2%	100.0%
4. I like the kind of work I do.	Frequencies	92	96	27	9	6	230
	Percentages	40.0%	41.7%	11.7%	3.9%	2.6%	100.0%
5. I have trust and confidence in my supervisor.	Frequencies	111	82	22	9	4	228
	Percentages	48.7%	36.0%	9.6%	3.9%	1.8%	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	129	64	30	6	1	230
	Percentages	56.1%	27.8%	13.0%	2.6%	0.4%	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	61	137	21	8	1	1	229
	Percentages	26.6%	59.8%	9.2%	3.5%	0.4%	0.4%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	47	102	53	20	2	6	230
	Percentages	20.4%	44.3%	23.0%	8.7%	0.9%	2.6%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	103	109	12	6	0	1	231
	Percentages	44.6%	47.2%	5.2%	2.6%	0.0%	0.4%	100.0%
10. The work I do is important.	Frequencies	105	100	15	6	5	0	231
	Percentages	45.5%	43.3%	6.5%	2.6%	2.2%	0.0%	100.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	116	87	16	8	2	0	229
	Percentages	50.7%	38.0%	7.0%	3.5%	0.9%	0.0%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	101	100	19	7	2	1	230
	Percentages	43.9%	43.5%	8.3%	3.0%	0.9%	0.4%	100.0%
13. My talents are used well in the workplace.	Frequencies	71	99	33	17	9	1	230
	Percentages	30.9%	43.0%	14.3%	7.4%	3.9%	0.4%	100.0%
14. My training needs are assessed.	Frequencies	72	113	31	8	4	2	230
	Percentages	31.3%	49.1%	13.5%	3.5%	1.7%	0.9%	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	33	89	44	34	22	8	230
	Percentages	14.3%	38.7%	19.1%	14.8%	9.6%	3.5%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	22	77	45	43	25	19	231
	Percentages	9.5%	33.3%	19.5%	18.6%	10.8%	8.2%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	38	85	55	32	21	0	231
	Percentages	16.5%	36.8%	23.8%	13.9%	9.1%	0.0%	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	67	106	27	21	6	4	231
	Percentages	29.0%	45.9%	11.7%	9.1%	2.6%	1.7%	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	35	76	52	39	15	12	229
	Percentages	15.3%	33.2%	22.7%	17.0%	6.6%	5.2%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	35	87	40	33	28	7	230
	Percentages	15.2%	37.8%	17.4%	14.3%	12.2%	3.0%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	73	102	33	14	8	1	231
	Percentages	31.6%	44.2%	14.3%	6.1%	3.5%	0.4%	100.0%
22. Discussions with my supervisor/team leader about my performance are worthwhile.	Frequencies	73	104	37	11	5	1	231
	Percentages	31.6%	45.0%	16.0%	4.8%	2.2%	0.4%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	65	111	31	15	6	3	231
	Percentages	28.1%	48.1%	13.4%	6.5%	2.6%	1.3%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	135	76	13	2	2	0	228
	Percentages	59.2%	33.3%	5.7%	0.9%	0.9%	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	53	99	47	18	14	0	231
	Percentages	22.9%	42.9%	20.3%	7.8%	6.1%	0.0%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	43	85	56	30	17	0	231
	Percentages	18.6%	36.8%	24.2%	13.0%	7.4%	0.0%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	51	131	23	8	5	12	230
	Percentages	22.2%	57.0%	10.0%	3.5%	2.2%	5.2%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	117	100	11	2	0	1	231
	Percentages	50.6%	43.3%	4.8%	0.9%	0.0%	0.4%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	43	89	59	25	12	2	230
	Percentages	18.7%	38.7%	25.7%	10.9%	5.2%	0.9%	100.0%
30. My workload is reasonable.	Frequencies	45	125	31	20	10	0	231
	Percentages	19.5%	54.1%	13.4%	8.7%	4.3%	0.0%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	52	126	29	18	5	1	231
	Percentages	22.5%	54.5%	12.6%	7.8%	2.2%	0.4%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	80	110	24	13	3	1	231
	Percentages	34.6%	47.6%	10.4%	5.6%	1.3%	0.4%	100.0%

Prescribed Questions: Job Satisfaction							
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied	Total
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	51	125	28	23	4	231
	Percentages	22.1%	54.1%	12.1%	10.0%	1.7%	100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	50	102	37	32	10	231
	Percentages	21.6%	44.2%	16.0%	13.9%	4.3%	100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	42	90	54	27	18	231
	Percentages	18.2%	39.0%	23.4%	11.7%	7.8%	100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	62	98	35	23	12	230
	Percentages	27.0%	42.6%	15.2%	10.0%	5.2%	100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	41	100	50	25	13	229
	Percentages	17.9%	43.7%	21.8%	10.9%	5.7%	100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	70	116	31	10	3	230
	Percentages	30.4%	50.4%	13.5%	4.3%	1.3%	100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	70	109	31	16	4	230
	Percentages	30.4%	47.4%	13.5%	7.0%	1.7%	100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	68	100	31	25	6	230
	Percentages	29.6%	43.5%	13.5%	10.9%	2.6%	100.0%

Custom Survey Items								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
41. Considering everything, how satisfied are you with your organization?	Frequencies	59	118	28	20	5		230
	Percentages	25.7%	51.3%	12.2%	8.7%	2.2%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
42. I recommend my organization as a good place to work.	Frequencies	88	93	27	11	6		225
	Percentages	39.1%	41.3%	12.0%	4.9%	2.7%		100.0%
43. My supervisor/team leader treats me with respect.	Frequencies	130	80	13	5	3		231
	Percentages	56.3%	34.6%	5.6%	2.2%	1.3%		100.0%
44. When needed, I am willing to put in the extra effort to get the job done.	Frequencies	168	57	4	0	0		229
	Percentages	73.4%	24.9%	1.7%	0.0%	0.0%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
45. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	Frequencies	103	82	26	9	6	3	229
	Percentages	45.0%	35.8%	11.4%	3.9%	2.6%	1.3%	100.0%