

## **2009 Annual Employee Survey Results for the Office of the United States Trade Representative All Respondents**

- 1       **Interpretation of Results:** USTR scored especially high (i.e., greater than 65% favorable - Strongly Agree/Agree or Very Satisfied/Satisfied) on all or the majority of the items for questions measuring satisfaction with personal work experiences, recruitment, development, and retention. On the other hand, the lowest scores were obtained on the items measuring such things as workload, communication of goals and priorities, pay and differentiation in performance levels. Additionally, although we had a marked improvement over the 2008 survey on questions pertaining to training and assessment of training needs, the 2009 responses still showed relatively low favorability ratings. This is one area in which we are already concentrating actions during FY2010.
  
- 2       **How the survey was conducted:** The survey was conducted online from October 5, 2009 to November 4, 2009.
  
- 3       **Description of sample: All 230 full-time permanent employees of the agency were surveyed.**
  
- 4       **Survey items and response choices:** See the tables on the following pages.
  
- 5       **Number of employees surveyed, number who responded, and representativeness of respondents:** Of the 230 employees surveyed, 138 responded, for a 60% response rate.

<b>Prescribed Questions: Personal Work Experiences</b>							
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
1. The people I work with cooperate to get the job done.	Frequencies	74	43	14	5	2	138
	Percentages	53.6%	31.2%	10.1%	3.6%	1.4%	100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	30	55	32	14	7	138
	Percentages	21.7%	39.9%	23.2%	10.1%	5.1%	100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	56	62	11	5	4	138
	Percentages	40.6%	44.9%	8.0%	3.6%	2.9%	100.0%
4. I like the kind of work I do.	Frequencies	61	60	13	4	0	138
	Percentages	44.2%	43.5%	9.4%	2.9%	0.0%	100.0%
5. I have trust and confidence in my supervisor.	Frequencies	61	43	19	8	6	137
	Percentages	44.5%	31.4%	13.9%	5.8%	4.4%	100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>	<b>Total</b>
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	54	51	20	8	4	137
	Percentages	39.4%	37.2%	14.6%	5.8%	2.9%	100.0%

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<b>Prescribed Questions: Recruitment, Development, &amp; Retention</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	59	64	11	1	1	1	137
	Percentages	43.1%	46.7%	8.0%	0.7%	0.7%	0.7%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	53	56	13	7	6	3	138
	Percentages	38.4%	40.6%	9.4%	5.1%	4.3%	2.2%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	65	55	7	8	2	1	138
	Percentages	47.1%	39.9%	5.1%	5.8%	1.4%	0.7%	100.0%
10. The work I do is important.	Frequencies	75	51	9	2	1	0	138
	Percentages	54.3%	37.0%	6.5%	1.4%	0.7%	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	25	50	25	25	13	0	138
	Percentages	18.1%	36.2%	18.1%	18.1%	9.4%	0.0%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	32	52	32	15	6	1	138
	Percentages	23.2%	37.7%	23.2%	10.9%	4.3%	0.7%	100.0%
13. My talents are used well in the workplace.	Frequencies	42	62	24	4	5	0	137
	Percentages	30.7%	45.3%	17.5%	2.9%	3.6%	0.0%	100.0%
14. My training needs are assessed.	Frequencies	11	35	42	31	17	2	138
	Percentages	8.0%	25.4%	30.4%	22.5%	12.3%	1.4%	100.0%

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<b>Prescribed Questions: Performance Culture</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
15. Promotions in my work unit are based on merit.	Frequencies	28	48	34	4	7	17	138
	Percentages	20.3%	34.8%	24.6%	2.9%	5.1%	12.3%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	15	27	44	17	10	25	138
	Percentages	10.9%	19.6%	31.9%	12.3%	7.2%	18.1%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	27	56	28	14	7	6	138
	Percentages	19.6%	40.6%	20.3%	10.1%	5.1%	4.3%	100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Basis to Judge</b>	<b>Total</b>
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	31	53	25	11	3	14	137
	Percentages	22.6%	38.7%	18.2%	8.0%	2.2%	10.2%	100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	15	43	38	20	4	18	138
	Percentages	10.9%	31.2%	27.5%	14.5%	2.9%	13.0%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	9	29	37	24	9	30	138
	Percentages	6.5%	21.0%	26.8%	17.4%	6.5%	21.7%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	35	59	21	5	3	15	138
	Percentages	25.4%	42.8%	15.2%	3.6%	2.2%	10.9%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	26	54	35	13	4	6	138
	Percentages	18.8%	39.1%	25.4%	9.4%	2.9%	4.3%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	44	55	22	5	6	4	136
	Percentages	32.4%	40.4%	16.2%	3.7%	4.4%	2.9%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	51	51	18	6	8	4	138
	Percentages	37.0%	37.0%	13.0%	4.3%	5.8%	2.9%	100.0%

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<b>Prescribed Questions: Leadership</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
25. I have a high level of respect for my organization's senior leaders.	Frequencies	37	66	23	5	6	1	138
	Percentages	26.8%	47.8%	16.7%	3.6%	4.3%	0.7%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	25	56	32	17	8	0	138
	Percentages	18.1%	40.6%	23.2%	12.3%	5.8%	0.0%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	17	56	35	11	3	15	137
	Percentages	12.4%	40.9%	25.5%	8.0%	2.2%	10.9%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	31	64	23	11	2	7	138
	Percentages	22.5%	46.4%	16.7%	8.0%	1.4%	5.1%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	28	57	27	16	9	1	138
	Percentages	20.3%	41.3%	19.6%	11.6%	6.5%	0.7%	100.0%
30. My workload is reasonable.	Frequencies	15	64	28	23	8	0	138
	Percentages	10.9%	46.4%	20.3%	16.7%	5.8%	0.0%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	20	62	34	18	4	0	138
	Percentages	14.5%	44.9%	24.6%	13.0%	2.9%	0.0%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	23	65	29	16	5	0	138
	Percentages	16.7%	47.1%	21.0%	11.6%	3.6%	0.0%	100.0%

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<b>Prescribed Questions: Job Satisfaction</b>								
<b>Item Text</b>		<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>		<b>Total</b>
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	20	60	33	19	6		138
	Percentages	14.5%	43.5%	23.9%	13.8%	4.3%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	23	53	39	17	6		138
	Percentages	16.7%	38.4%	28.3%	12.3%	4.3%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	14	33	63	16	12		138
	Percentages	10.1%	23.9%	45.7%	11.6%	8.7%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	22	61	35	13	7		138
	Percentages	15.9%	44.2%	25.4%	9.4%	5.1%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	21	52	40	15	7		135
	Percentages	15.6%	38.5%	29.6%	11.1%	5.2%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	14	29	58	25	12		138
	Percentages	10.1%	21.0%	42.0%	18.1%	8.7%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	35	69	25	6	3		138
	Percentages	25.4%	50.0%	18.1%	4.3%	2.2%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	17	68	21	27	5		138
	Percentages	12.3%	49.3%	15.2%	19.6%	3.6%		100.0%

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