

## **2010 Employee Viewpoint 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 the majority of questions relating to employees' direct supervisors, such as supportiveness in balancing work/life issues, opportunities to demonstrate leadership skills, commitment to diversity, listening to employees, and giving feedback on performance. USTR also scored high on the majority of the items for questions measuring satisfaction with personal work experiences, such as satisfaction with kind and importance of work, sense of personal accomplishment, performance appraisal being an accurate reflection of performance level, awareness of how personal work relates to USTR's goals and priorities, cooperation and skill level of fellow employees, and perception that USTR is accomplishing its mission. On the other hand, the lowest scores were obtained on the items measuring satisfaction with such issues as workload, sufficient resources to get the job done, training, pay and differentiation in performance levels, and the Alternative Work Schedule (AWS) program. Although we had developed and rolled out several training programs in 2009/2010 such as foreign language training through Rosetta Stone, and in-house courses on how trade policy is developed and how USTR does business, we are currently working on expanding those training programs, and rolling out an E-Learn initiative presenting a cadre of online courses convenient to employees who are often traveling. In addition, we are incorporating an action plan for addressing other low scoring issues into our Human Capital Plan for FY 2011.
- 2 **How the survey was conducted:** The survey was conducted online from February 9, 2010 to March 19, 2010.
- 3 **Description of sample:** All full-time permanent employee who were on board at USTR as of June 2009 were surveyed (a total of 191 employees.)
- 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 191 employees surveyed, 110 responded, for a 58% response rate.

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(Survey Administration Period 2/9/2010 to 3/19/2010)

		Percent Positive	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
*1. I am given a real opportunity to improve my skills in my organization.	N		14	41	31	17	7	110	NA
	%	51.9	12.5	39.4	27.6	14.7	5.8	100.0	
2. I have enough information to do my job well.	N		18	50	21	16	3	108	NA
	%	64.9	16.6	48.3	18.3	14.2	2.6	100.0	
3. I feel encouraged to come up with new and better ways of doing things.	N		24	47	18	17	4	110	NA
	%	65.9	21.6	44.3	15.7	15.0	3.4	100.0	
*4. My work gives me a feeling of personal accomplishment.	N		25	51	19	11	4	110	NA
	%	69.6	22.6	47.0	17.4	9.5	3.5	100.0	
*5. I like the kind of work I do.	N		35	61	12	0	2	110	NA
	%	87.5	31.1	56.4	10.5	0.0	1.9	100.0	
6. I know what is expected of me on the job.	N		27	56	17	7	3	110	NA
	%	76.5	25.5	51.0	14.8	5.9	2.8	100.0	
7. When needed I am willing to put in the extra effort to get a job done.	N		83	21	2	1	3	110	NA
	%	94.9	75.8	19.1	1.6	0.9	2.6	100.0	
8. I am constantly looking for ways to do my job better.	N		52	49	6	2	1	110	NA
	%	92.0	46.8	45.2	5.5	1.5	1.0	100.0	
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	N		7	27	8	40	28	110	0
	%	32.6	7.2	25.4	7.1	35.8	24.5	100.0	
*10. My workload is reasonable.	N		4	48	18	25	15	110	0
	%	48.4	3.5	44.9	15.9	22.0	13.7	100.0	
*11. My talents are used well in the workplace.	N		13	48	27	13	9	110	0
	%	57.0	12.5	44.5	24.4	10.8	7.8	100.0	
*12. I know how my work relates to the agency's goals and priorities.	N		31	46	20	2	8	107	1
	%	73.1	28.9	44.2	18.0	1.7	7.1	100.0	
*13. The work I do is important.	N		46	41	15	3	3	108	1
	%	79.8	41.9	37.9	14.8	2.5	2.9	100.0	
*14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N		15	45	16	18	14	108	1
	%	57.8	16.5	41.3	13.6	16.1	12.6	100.0	
*15. My performance appraisal is a fair reflection of my performance.	N		32	44	18	11	4	109	1
	%	70.7	28.9	41.9	15.9	9.9	3.4	100.0	
16. I am held accountable for achieving results.	N		34	63	8	2	2	109	0
	%	89.8	30.8	58.9	6.8	1.7	1.7	100.0	

\*AES prescribed items

\*\* Sum of responses excluding DNK/NBJ

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17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N		25	28	25	11	6	95	14
	%	56.5	27.1	29.4	25.7	11.5	6.3	100.0	
*18. My training needs are assessed.	N		6	11	42	31	17	107	3
	%	15.5	5.8	9.7	40.7	28.7	15.1	100.0	
*19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	N		26	50	14	12	5	107	3
	%	71.0	23.4	47.7	12.8	11.6	4.5	100.0	
*20. The people I work with cooperate to get the job done.	N		40	45	12	6	3	106	NA
	%	81.1	39.2	41.9	10.7	5.3	2.9	100.0	
*21. My work unit is able to recruit people with the right skills.	N		21	46	28	7	4	106	4
	%	63.9	20.4	43.4	26.1	6.0	4.0	100.0	
*22. Promotions in my work unit are based on merit.	N		19	28	37	9	8	101	9
	%	47.0	19.2	27.8	36.4	8.5	8.1	100.0	
*23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N		8	27	38	10	9	92	18
	%	38.5	8.4	30.1	40.9	11.1	9.5	100.0	
*24. In my work unit, differences in performance are recognized in a meaningful way.	N		9	29	29	20	9	96	14
	%	41.0	9.1	31.9	29.6	20.3	9.1	100.0	
25. Awards in my work unit depend on how well employees perform their jobs.	N		8	21	30	11	18	88	18
	%	34.9	10.2	24.7	33.0	12.7	19.4	100.0	
26. Employees in my work unit share job knowledge with each other.	N		33	56	12	2	6	109	0
	%	82.0	30.6	51.4	10.8	1.9	5.3	100.0	
27. The skill level in my work unit has improved in the past year.	N		20	37	34	9	4	104	6
	%	55.3	19.1	36.1	32.3	8.7	3.7	100.0	
		Percent Positive	Very Good	Good	Fair	Poor	Very Poor	Item Response Total**	Do Not Know/ No Basis to Judge
28. How would you rate the overall quality of work done by your work unit?	N		73	30	5	2	0	110	NA
	%	93.3	65.6	27.7	4.7	2.0	0.0	100.0	
		Percent Positive	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
*29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N		30	57	14	2	2	105	1
	%	82.7	28.0	54.7	13.4	1.7	2.1	100.0	

\*AES prescribed items

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		Percent Positive	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
*30. Employees have a feeling of personal empowerment with respect to work processes.	N		15	43	19	18	7	102	4
	%	57.5	14.6	42.8	18.6	17.2	6.7	100.0	
31. Employees are recognized for providing high quality products and services.	N		11	48	20	13	9	101	5
	%	59.5	11.4	48.0	19.6	12.2	8.7	100.0	
*32. Creativity and innovation are rewarded.	N		12	40	28	12	8	100	5
	%	54.1	11.9	42.2	26.4	11.6	7.9	100.0	
*33. Pay raises depend on how well employees perform their jobs.	N		2	16	30	24	20	92	14
	%	20.0	2.5	17.5	31.2	26.9	21.8	100.0	
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	N		11	31	25	18	7	92	14
	%	45.5	12.0	33.5	27.5	19.7	7.3	100.0	
*35. Employees are protected from health and safety hazards on the job.	N		15	45	21	16	5	102	4
	%	60.8	15.2	45.6	20.1	14.5	4.6	100.0	
*36. My organization has prepared employees for potential security threats.	N		15	54	21	9	7	106	0
	%	66.7	15.3	51.3	18.8	8.0	6.6	100.0	
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N		13	34	27	14	7	95	11
	%	50.2	13.9	36.3	28.1	14.4	7.2	100.0	
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	N		19	40	18	3	9	89	15
	%	66.4	22.0	44.3	20.8	3.2	9.7	100.0	
39. My agency is successful at accomplishing its mission.	N		24	49	20	7	5	105	1
	%	69.8	22.1	47.7	19.0	6.4	4.8	100.0	
40. I recommend my organization as a good place to work.	N		21	40	27	10	7	105	NA
	%	59.0	20.5	38.5	24.8	10.2	6.1	100.0	
41. I believe the results of this survey will be used to make my agency a better place to work.	N		8	24	26	17	14	89	17
	%	36.4	8.5	28.0	29.2	19.5	14.8	100.0	
*42. My supervisor supports my need to balance work and other life issues.	N		33	39	12	12	7	103	0
	%	69.3	31.0	38.4	12.1	11.8	6.8	100.0	
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	N		35	36	19	8	6	104	0
	%	67.5	32.4	35.2	19.1	7.5	5.9	100.0	
*44. Discussions with my supervisor/team leader about my performance are worthwhile.	N		17	47	16	9	13	102	2
	%	63.2	15.9	47.3	15.7	8.2	12.8	100.0	

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		Percent Positive	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	N		26	35	21	5	5	92	12
	%	66.0	27.5	38.5	23.6	5.1	5.4	100.0	
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	N		18	46	25	7	7	103	1
	%	63.0	17.0	46.0	24.0	6.5	6.6	100.0	
*47. Supervisors/team leaders in my work unit support employee development.	N		21	39	25	9	7	101	3
	%	59.6	20.0	39.7	25.0	8.5	6.9	100.0	
48. My supervisor/team leader listens to what I have to say.	N		43	42	13	4	2	104	NA
	%	82.2	40.6	41.7	11.6	4.2	2.0	100.0	
49. My supervisor/team leader treats me with respect.	N		44	39	15	4	2	104	NA
	%	80.5	41.9	38.6	13.4	4.0	2.0	100.0	
50. In the last six months, my supervisor/team leader has talked with me about my performance.	N		30	56	8	5	5	104	NA
	%	83.3	27.9	55.4	7.4	4.6	4.6	100.0	
*51. I have trust and confidence in my supervisor.	N		36	32	22	9	3	102	NA
	%	67.5	35.2	32.2	20.9	8.5	3.2	100.0	
		Percent Positive	Very Good	Good	Fair	Poor	Very Poor	Item Response Total**	Do Not Know/ No Basis to Judge
*52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	N		41	31	21	9	2	104	NA
	%	69.6	39.2	30.4	19.9	8.5	2.0	100.0	
		Percent Positive	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
*53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	N		11	31	31	16	12	101	3
	%	43.1	11.1	32.0	30.2	15.2	11.5	100.0	
54. My organization's leaders maintain high standards of honesty and integrity.	N		27	45	18	5	6	101	3
	%	72.0	27.0	45.0	17.2	5.0	5.8	100.0	
*55. Managers/supervisors/team leaders work well with employees of different backgrounds.	N		25	46	18	4	5	98	6
	%	72.8	25.5	47.3	18.0	4.0	5.2	100.0	
*56. Managers communicate the goals and priorities of the organization.	N		15	39	26	11	9	100	3
	%	55.6	15.3	40.3	25.8	10.0	8.6	100.0	
*57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N		8	35	27	13	8	91	10
	%	49.1	9.0	40.0	29.1	13.4	8.4	100.0	

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		Percent Positive	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	N %	57.7	10 10.2	45 47.5	20 20.3	13 12.2	10 9.8	98 100.0	5
59. Managers support collaboration across work units to accomplish work objectives.	N %	62.7	15 15.0	46 47.7	20 20.4	9 8.3	9 8.6	99 100.0	4
		Percent Positive	Very Good	Good	Fair	Poor	Very Poor	Item Response Total**	Do Not Know/ No Basis to Judge
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	N %	59.7	22 23.3	34 36.4	22 23.2	11 10.7	6 6.4	95 100.0	9
		Percent Positive	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
*61. I have a high level of respect for my organization's senior leaders.	N %	57.9	17 16.7	39 41.2	27 25.8	8 6.8	10 9.5	101 100.0	2
62. Senior leaders demonstrate support for Work/Life programs.	N %	52.0	9 10.5	35 41.5	22 26.2	11 12.9	7 8.9	84 100.0	19
		Percent Positive	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Item Response Total**	Do Not Know/ No Basis to Judge
*63. How satisfied are you with your involvement in decisions that affect your work?	N %	51.7	10 9.3	43 42.5	26 25.1	22 20.3	3 2.9	104 100.0	NA
*64. How satisfied are you with the information you receive from management on what's going on in your organization?	N %	41.5	8 8.0	34 33.5	26 25.9	27 24.5	9 8.1	104 100.0	NA
*65. How satisfied are you with the recognition you receive for doing a good job?	N %	47.4	6 5.8	42 41.6	24 22.6	22 20.5	10 9.6	104 100.0	NA
*66. How satisfied are you with the policies and practices of your senior leaders?	N %	41.6	9 9.0	33 32.6	27 26.0	24 22.2	11 10.2	104 100.0	NA
*67. How satisfied are you with your opportunity to get a better job in your organization?	N %	29.2	7 6.4	23 22.8	37 36.6	23 22.0	13 12.2	103 100.0	NA
*68. How satisfied are you with the training you receive for your present job?	N %	22.5	7 6.6	15 15.9	39 37.5	29 27.8	13 12.2	103 100.0	NA

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		Percent Positive	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Item Response Total**	Do Not Know/ No Basis to Judge
*69. Considering everything, how satisfied are you with your job?	N		16	53	18	12	5	104	NA
	%	67.4	15.0	52.4	16.6	11.1	4.9	100.0	
*70. Considering everything, how satisfied are you with your pay?	N		10	47	18	19	9	103	NA
	%	54.4	10.0	44.4	17.2	19.7	8.7	100	
71. Considering everything, how satisfied are you with your organization?	N		14	43	24	13	10	104	NA
	%	56.0	13.5	42.5	23.1	11.6	9.4	100	
		Percent Positive	Telework on regular basis	Telework infrequently	No telework: physical presence required	No telework: technical issues	No telework: not allowed though ok for job type	No telework: personal choice	Item Response Total**
72. Please select the response below that BEST describes your teleworking situation.	N		2	37	15	5	25	19	103
	%	29.4	1.7	34.4	14.6	4.9	24.6	19.9	
		Percent Positive	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Item Response Total**	Do Not Know/ No Basis to Judge
73. How satisfied are you with the following Work/Life programs in your agency... Telework?	N		9	17	30	9	13	78	26
	%	33.1	10.9	22.2	38.7	11.2	16.9	100.0	
74. How satisfied are you with the following Work/Life programs in your agency... Alternative Work Schedules (AWS)?	N		8	10	19	8	15	60	44
	%	30.0	13.3	16.7	32.4	12.5	25.1	100.0	
75. How satisfied are you with the following Work/Life programs in your agency... Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)?	N		8	17	24	4	7	60	44
	%	43.0	13.7	29.3	39.7	6.2	11.1	100	
76. How satisfied are you with the following Work/Life programs in your agency... Employee Assistance Program (EAP)?	N		4	10	20	0	3	37	67
	%	37.5	10.9	26.6	54.8	0.0	7.7	100	
77. How satisfied are you with the following Work/Life programs in your agency... Child Care Programs (for example, daycare, parenting classes, parenting support groups)?	N		0	1	25	2	5	33	71
	%	2.6	0.0	2.6	76.7	6.0	14.7	100	
78. How satisfied are you with the following Work/Life programs in your agency... Elder Care Programs (for example, support groups, speakers)?	N		0	2	25	0	2	29	75
	%	6.3	0.0	6.3	86.0	0.0	7.7	100	

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