2007 COMMERCE ANNUAL EMPLOYEE SURVEY RESULTS

THANK YOU

Your participation in the 2007 Commerce Annual Employee Survey made it possible for Commerce to gauge employee perceptions and identify management challenges. A total of 19,012 employees (57%) responded to the 2007 Commerce Annual Employee Survey.

The Survey measured employee satisfaction within the following human capital management areas: leadership and management practices; work environment; rewards and recognition; professional development and growth opportunity; and opportunity to contribute to achieving the organization's mission.

This overview of the 2007 Commerce Annual Employee Survey results includes the following:
- ➢ Trend Analysis (page 2)
- ➢ Results by Survey Components (pages 3-5)
- ➢ Leadership Priorities for Improvement (page 5)

The strategic management of human capital requires planning and analysis in order to develop, administer, and implement programs that support every facet of employee work life. As part of the Department's commitment to continuous improvement, we plan to measure progress by administering the Commerce Annual Employee Survey in odd-numbered years.
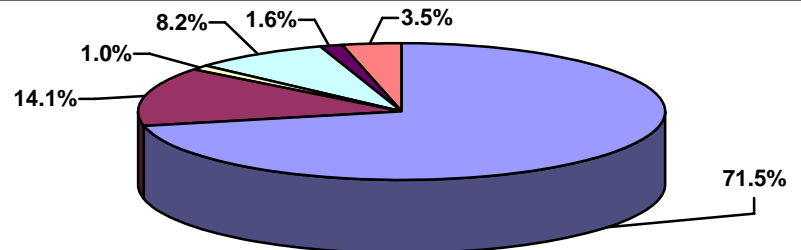
Again, thank you for your participation in the 2007 Commerce Annual Employee Survey.

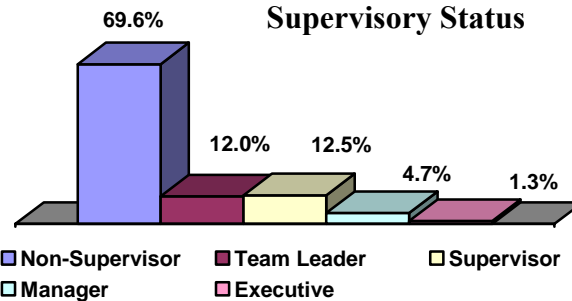John J. Sullivan
Deputy Secretary of Commerce

RESULTS AT A GLANCE

- ➢ Survey Period: October through December 2007
- ➢ Commerce Workforce: approximately 33,529 on board
- ➢ Commerce Response Rate: 57% (19,012 employees)
- ➢ Bureau Response Rates:

◆ EDA - 92.5%	◆ BEA - 57.5%
◆ ITA - 80.7%	◆ NIST - 53.3%
◆ CENSUS - 79.0%	◆ NTIA - 53.2%
◆ MBDA - 68.5%	◆ NOAA - 52.6%
◆ NTIS - 62.9%	◆ ESA - 50.0%
◆ OIG - 61.0%	◆ BIS - 46.8%
◆ OS - 60.3%	◆ PTO - 44.5%

- ➢ Automated web-based survey tool: 40 items plus 5 demographic questions
- ➢ Positive survey response percentages ranged from 88.4% (highest) to 33.7% (lowest)
    - ◆ Item 10: The work I do is important. (88.4%)
    - ◆ Item 16: In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (33.7%)
- ➢ Commerce improved in 16 out of 40 items, as compared to the 2006 Federal Human Capital Survey
- ➢ 13 items had a positive rating (strongly agree/agree, very satisfied/satisfied, and very good/good) of 65% or greater, and 0 items had a negative rating (strongly disagree/disagree, very dissatisfied/dissatisfied, and very poor/poor) of 35% or greater

RESPONDENT DEMOGRAPHICS

8.2% **1.6%** **3.5%** **1.0%** **14.1%** **71.5%**

- □ White
- ■ Black or African American
- □ Native Hawaiian or Pacific Islander
- □ Asian
- ■ American Indian or Alaska Native
- ■ Hispanic

Supervisory Status

69.6% · 12.0% · 12.5% · 4.7% · 1.3%

- □ Non-Supervisor
- ■ Team Leader
- □ Supervisor
- □ Manager
- ■ Executive

Gender

Male 54.3%
Female 45.7%
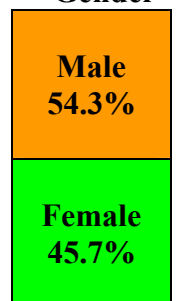
Trend Analysis of High Impact Items
Comparison to the Federal Human Capital Survey for 2002, 2004, and 2006

High Impact Items *(based on analysis conducted by the Office of Personnel Management, these items are highly related to employees' satisfaction and their intent to leave the organization within the coming year)*	Federal Human Capital Survey			Commerce Annual Employee Survey
	2002	**2004**	**2006**	**2007**
(1) The people I work with cooperate to get the job done.	81.2%	85.6%	85.7%	82.9%
(3) My work gives me a feeling of personal accomplishment.	69.6%	72.6%	72.7%	71.6%
(4) I like the kind of work I do.	78.5%	80.6%	80.5%	79.5%
(6) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	64.8%	68.7%	69.8%	69.1%
(13) My talents are used well in the workplace.	63.0%	64.3%	60.8%	60.5%
(25) I have a high level of respect for my organization's senior leaders.	N/A	45.8%	48.5%	50.3%
(29) Employees have a feeling of personal empowerment with respect to work processes.	41.2%	43.5%	45.7%	45.2%
(30) My workload is reasonable.	64.0%	56.8%	56.4%	59.3%
(34) How satisfied are you with your involvement in decisions that affect your work?	50.8%	52.3%	54.3%	44.2%
(35) How satisfied are you with your opportunity to get a better job in your organization?	32.4%	37.2%	37.7%	38.8%
(36) How satisfied are you with the recognition you receive for doing a good job?	51.7%	57.4%	54.1%	54.7%
(37) How satisfied are you with the polices and practices of your senior leaders?	N/A	37.2%	40.4%	40.6%
(38) How satisfied are you with the training you receive for your present job?	57.5%	57.4%	55.3%	54.0%
(40) Considering everything, how satisfied are you with your pay?	65.7%	66.5%	61.9%	61.1%

Note: Percentages illustrated above represent positive responses (strongly agree/agree, very satisfied/satisfied, and very good/good)
N/A indicates question was not asked during administration year

2007 Commerce Annual Employee Survey Results
(by survey components)

PERSONAL WORK EXPERIENCES	Positive *(strongly agree and agree; very good and good)*	Neutral *(neither agree nor disagree; fair)*	Negative *(strongly disagree and disagree; very poor and poor)*
(1) The people I work with cooperate to get the job done.	82.9%	9.3%	7.8%
(2) I am given a real opportunity to improve my skills in my organization.	63.4%	17.9%	18.6%
(3) My work gives me a feeling of personal accomplishment.	71.6%	14.8%	13.6%
(4) I like the kind of work I do.	79.5%	13.5%	7.0%
(5) I have trust and confidence in my supervisor.	67.8%	15.1%	17.1%
(6) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	69.1%	17.9%	13.0%
Top 3 Bureau Leader Averages for Personal Work Experiences **NIST - 80.9% ♦ MBDA - 78.0% ♦ ESA - 77.3%**			

RECRUITMENT, DEVELOPMENT, AND RETENTION	Positive *(strongly agree and agree)*	Neutral *(neither agree nor disagree)*	Negative *(strongly disagree and disagree)*	Do Not Know
(7) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	74.3%	17.9%	13.0%	0.8%
(8) My work unit is able to recruit people with the right skills.	54.2%	23.6%	18.9%	3.3%
(9) I know how my work relates to the agency's goals and priorities.	85.7%	8.7%	5.1%	0.5%
(10) The work I do is important.	88.4%	7.9%	3.4%	0.3%
(11) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	69.1%	14.7%	15.8%	0.5%
(12) Supervisors/team leaders in my work unit support employee development.	67.4%	16.4%	14.9%	1.3%
(13) My talents are used well in the workplace.	60.5%	16.2%	22.3%	1.0%
(14) My training needs are assessed.	51.2%	23.7%	23.5%	1.7%
Top 3 Bureau Leader Averages for Recruitment, Development, and Retention **NIST - 75.1% ♦ NTIA - 73.7% ♦ MBDA - 72.8%**				

PERFORMANCE CULTURE	Positive (strongly agree and agree)	Neutral (neither agree nor disagree)	Negative (strongly disagree and disagree)	Do Not Know
(15) Promotions in my work unit are based on merit.	48.0%	22.4%	23.9%	5.7%
(16) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	33.7%	26.5%	29.0%	10.8%
(17) Creativity and innovation are rewarded.	46.9%	23.7%	26.5%	2.9%
(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).	62.9%	16.3%	17.5%	3.4%
(19) In my work unit, differences in performance are recognized in a meaningful way.	40.2%	25.6%	28.0%	6.2%
(20) Pay raises depend on how well employees perform their jobs.	34.4%	24.5%	34.3%	6.8%
(21) My performance appraisal is a fair reflection of my performance.	61.2%	16.9%	18.3%	3.7%
(22) Discussions with my supervisor/team leader about my performance are worthwhile.	59.9%	19.0%	19.3%	1.8%
(23) Managers/supervisors/team leaders work well with employees of different backgrounds.	64.1%	18.5%	13.8%	3.6%
(24) My supervisor supports my need to balance work and family issues.	76.9%	13.2%	8.0%	1.8%

Top 3 Bureau Leader Averages for Performance Culture
ESA - 67.7% ♦ NTIS - 62.2% ♦ MBDA - 59.5%

LEADERSHIP	Positive (strongly agree and agree)	Neutral (neither agree nor disagree)	Negative (strongly disagree and disagree)	Do Not Know
(25) I have a high level of respect for my organization's senior leaders.	50.3%	22.9%	26.0%	0.7%
(26) In my organization, leaders generate high levels of motivation and commitment in the workforce.	38.2%	28.0%	32.5%	1.3%
(27) Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56.9%	23.6%	12.7%	6.8%
(28) Employees are protected from health and safety hazards on the job.	78.5%	13.0%	6.8%	1.7%
(29) Employees have a feeling of personal empowerment with respect to work processes.	45.2%	25.3%	27.3%	2.2%
(30) My workload is reasonable.	59.3%	16.3%	24.0%	0.3%
(31) Managers communicate the goals and priorities of the organization.	61.6%	20.0%	17.6%	0.8%
(32) My organization has prepared employees for potential security threats.	63.5%	20.9%	12.7%	2.9%

Top 3 Bureau Leader Averages for Leadership
MBDA - 74.3% ♦ NTIS - 72.2% ♦ BEA - 69.6%

JOB SATISFACTION	Positive *(very satisfied and satisfied)*	Neutral *(neither satisfied nor dissatisfied)*	Negative *(very dissatisfied and dissatisfied)*
(33) How satisfied are you with the information you receive from management on what's going on in your organization?	50.5%	23.7%	25.8%
(34) How satisfied are you with your involvement in decisions that affect your work?	44.2%	24.8%	31.0%
(35) How satisfied are you with your opportunity to get a better job in your organization?	38.8%	30.8%	30.3%
(36) How satisfied are you with the recognition you receive for doing a good job?	54.7%	20.7%	24.6%
(37) How satisfied are you with the policies and practices of your senior leaders?	40.6%	28.1%	31.3%
(38) How satisfied are you with the training you receive for your present job?	54.0%	24.2%	21.8%
(39) Considering everything, how satisfied are you with your job?	66.2%	17.7%	16.0%
(40) Considering everything, how satisfied are you with your pay?	61.1%	18.5%	20.4%

Top 3 Bureau Leader Averages for Job Satisfaction
NTIS - 61.1% ♦ NIST - 60.8% ♦ MBDA - 59.5%

LEADERSHIP PRIORITIES FOR IMPROVEMENT

➢ Promote effective performance management practices including holding employees accountable for producing results appropriate to their level of responsibility, differentiating between various levels of performance, and providing consequences based on performance

➢ Formulate, refine, and execute strategies to attract and retain a high-performing workforce

➢ Ensure effective and ongoing bureau-level communication from top management to line managers to the entire workforce

COMMERCE COMMITMENT

To recruit and retain a high-performing, diverse workforce, the Department will use Commerce Annual Employee Survey results to improve processes, products, services, and organizational outcomes. As part of the President's Management Agenda, documentation of measurable results will be submitted to the Office of Personnel Management (OPM) Human Capital Officer and the Office of Management and Budget (OMB) Examiner on a quarterly basis.

2007 Commerce Annual Employee Survey Fact:

Did you know that 88% of Commerce Employees feel that the work that they do is important?

For more information on the 2007 Commerce Annual Employee Survey results, please contact Janice Guinyard, Director for the Office of Corporate Human Capital Strategy and Innovative Solutions at JGuinyard@doc.gov