



Federal Employee Viewpoint Survey

Results for:

Millennium Challenge Corporation

August 2016

**Organizational Assessment
HR Strategy & Evaluation Solutions
Human Resources Solutions
U.S. Office of Personnel Management**





How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage of respondents who chose each response option and the total number (N) of valid responses. Where applicable, the report also shows the number of respondents who indicated they did not know (DNK), as well as the mean (M) and standard deviation (SD) of responses.
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses.

Interpreting the Results

- ▶ Population: 280
- ▶ Number of Surveys Completed: 226
- ▶ Response Rate: 81%
- ▶ Maximum Margin of Error: ± 2.87 percentage points

Supervisory Status	Population	Respondents
NONSUPERVISOR	71%	64%
TEAM LEADER	1%	11%
SUPERVISOR	16%	14%
MANAGER	7%	5%
EXECUTIVE	5%	6%
Gender		
Male	45%	49%
Female	55%	51%
Are you: Hispanic or Latino		
Yes	5%	7%
No	95%	93%
Racial Category		
WHITE	64%	75%
BLACK OR AFRICAN AMERICAN	20%	17%
HISPANIC OR LATINO	5%	0
AI/AN/PACIFIC ISLANDER	2%	0
ASIAN	8%	6%
TWO OR MORE RACES	0%	2%

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DIMENSION RESULTS

			Averages				
	Favorable	Neutral	Unfavorable	N	DNK	M	SD
Employee Engagement	24	57	19	221	3	3.60	1.14
Global Satisfaction	61	19	20	225	0	3.53	1.14
Job Satisfaction	66	16	18	225	0	3.70	1.08
Leadership and Knowledge Management	56	20	24	220	5	3.40	1.15
New IQ	60	19	21	211	14	3.50	1.13
New IQ Cooperative	53	22	25	216	9	3.29	1.12
New IQ Fair	48	24	29	194	31	3.22	1.24
New IQ Open	61	21	18	206	19	3.55	1.14
New IQ Supportive	80	9	11	223	2	3.97	1.06
Results-Oriented Performance Culture	55	20	25	208	16	3.37	1.19
Talent Management	58	20	22	222	2	3.45	1.12
New IQ Empowered	58	17	25	223	1	3.41	1.16

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ITEM RESULTS

My Work Experience

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
1. I am given a real opportunity to improve my skills in my organization.	24	46	17	8	5	225		3.77	1.06
2. I have enough information to do my job well.	18	54	14	10	5	226		3.70	1.03
3. I feel encouraged to come up with new and better ways of doing things.	23	41	19	10	6	222		3.64	1.13
4. My work gives me a feeling of personal accomplishment.	35	41	13	8	3	226		3.97	1.03
5. I like the kind of work I do.	46	38	10	4	2	226		4.21	0.94
6. I know what is expected of me on the job.	24	47	14	9	6	219		3.74	1.10
7. When needed I am willing to put in the extra effort to get a job done.	64	30	4	1	2	225		4.53	0.77
8. I am constantly looking for ways to do my job better.	46	42	9	1	1	226		4.31	0.79
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	13	46	17	14	10	224	0	3.37	1.18
10. My workload is reasonable.	9	43	18	20	10	225	0	3.21	1.16
11. My talents are used well in the workplace.	17	42	14	16	11	223	0	3.39	1.26
12. I know how my work relates to the agency's goals and priorities.	29	49	13	4	4	223	0	3.93	1.00
13. The work I do is important.	48	39	8	2	3	222	0	4.27	0.91
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	31	42	12	7	9	223	0	3.79	1.20
15. My performance appraisal is a fair reflection of my performance.	19	40	15	15	11	207	17	3.41	1.26
16. I am held accountable for achieving results.	21	52	17	5	5	221	5	3.81	0.98
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	28	34	20	9	9	198	26	3.64	1.23
18. My training needs are assessed.	11	23	25	28	13	216	4	2.91	1.22
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	13	25	22	25	15	206	18	2.96	1.28

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My Work Unit

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
20. The people I work with cooperate to get the job done.	20	57	12	8	3	224		3.83	0.95
21. My work unit is able to recruit people with the right skills.	12	45	21	15	7	222	4	3.38	1.10
22. Promotions in my work unit are based on merit.	15	29	27	13	16	193	32	3.13	1.28
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	10	25	29	23	14	194	32	2.94	1.19
24. In my work unit, differences in performance are recognized in a meaningful way.	13	24	28	22	14	200	26	3.01	1.23
25. Awards in my work unit depend on how well employees perform their jobs.	14	32	23	16	14	188	36	3.16	1.27
26. Employees in my work unit share job knowledge with each other.	22	55	11	7	4	223	2	3.83	1.00
27. The skill level in my work unit has improved in the past year.	15	36	31	12	6	202	20	3.43	1.07
	Very Good	Good	Fair	Poor	Very Poor	N	DNK	M	SD
28. How would you rate the overall quality of work done by your work unit?	41	44	12	2	1	224		4.21	0.83

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My Agency

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	14	55	15	12	4	221	4	3.62	1.00
30. Employees have a feeling of personal empowerment with respect to work processes.	9	28	22	25	16	222	3	2.90	1.24
31. Employees are recognized for providing high quality products and services.	14	39	21	16	10	217	7	3.30	1.19
32. Creativity and innovation are rewarded.	13	34	26	18	9	215	9	3.23	1.17
33. Pay raises depend on how well employees perform their jobs.	10	27	25	21	18	184	40	2.90	1.26
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	18	45	21	8	8	190	34	3.56	1.12
35. Employees are protected from health and safety hazards on the job.	25	49	13	9	5	216	9	3.79	1.07
36. My organization has prepared employees for potential security threats.	15	54	20	7	5	219	7	3.67	0.97
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	20	32	22	12	14	198	28	3.32	1.31
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.	26	43	16	7	9	188	35	3.70	1.17
39. My agency is successful at accomplishing its mission.	22	50	16	8	4	216	6	3.78	1.01
40. I recommend my organization as a good place to work.	19	39	23	12	8	222		3.50	1.15
41. I believe the results of this survey will be used to make my agency a better place to work.	17	28	19	18	18	218	8	3.07	1.36

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My Supervisor

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
42. My supervisor supports my need to balance work and other life issues.	37	44	9	4	6	224	2	4.03	1.06
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	32	42	12	5	9	223	3	3.83	1.19
44. Discussions with my supervisor about my performance are worthwhile.	26	37	15	13	9	220	6	3.59	1.26
45. My supervisor is committed to a workforce representative of all segments of society.	29	40	22	3	6	198	27	3.84	1.05
46. My supervisor provides me with constructive suggestions to improve my job performance.	22	43	15	10	10	220	6	3.58	1.22
47. Supervisors in my work unit support employee development.	24	48	14	7	7	222	3	3.75	1.12
48. My supervisor listens to what I have to say.	37	46	6	5	6	225		4.03	1.09
49. My supervisor treats me with respect.	42	42	9	2	6	223		4.11	1.05
50. In the last six months, my supervisor has talked with me about my performance.	34	53	7	4	3	224		4.12	0.89
51. I have trust and confidence in my supervisor.	32	36	18	6	9	222		3.76	1.20
	Very Good	Good	Fair	Poor	Very Poor	N	DNK	M	SD
52. Overall, how good a job do you feel is being done by your immediate supervisor?	39	34	16	5	6	223		3.94	1.15

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Leadership

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	7	25	28	24	17	223	3	2.82	1.19
54. My organization's senior leaders maintain high standards of honesty and integrity.	10	33	24	16	18	208	15	3.01	1.26
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	19	46	20	7	8	210	15	3.61	1.11
56. Managers communicate the goals and priorities of the organization.	11	46	19	17	7	220	4	3.38	1.11
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	11	39	19	18	13	204	21	3.17	1.22
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	9	40	24	18	9	216	9	3.23	1.13
59. Managers support collaboration across work units to accomplish work objectives.	12	44	21	15	8	216	9	3.36	1.12
	Very Good	Good	Fair	Poor	Very Poor	N	DNK	M	SD
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	22	36	23	11	9	211	12	3.52	1.20
	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	N	DNK	M	SD
61. I have a high level of respect for my organization's senior leaders.	10	27	28	17	18	224	2	2.94	1.25
62. Senior leaders demonstrate support for Work/Life programs.	14	40	20	13	13	215	11	3.29	1.24

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My Satisfaction

	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	N	DNK	M	SD
63. How satisfied are you with your involvement in decisions that affect your work?	15	38	20	19	8	226		3.33	1.18
64. How satisfied are you with the information you receive from management on what's going on in your organization?	13	33	25	21	8	226		3.23	1.15
65. How satisfied are you with the recognition you receive for doing a good job?	20	31	22	16	12	225		3.31	1.28
66. How satisfied are you with the policies and practices of your senior leaders?	9	22	34	21	14	226		2.91	1.17
67. How satisfied are you with your opportunity to get a better job in your organization?	11	22	28	23	16	225		2.90	1.23
68. How satisfied are you with the training you receive for your present job?	12	35	33	11	9	225		3.30	1.11
69. Considering everything, how satisfied are you with your job?	21	46	15	12	6	225		3.64	1.11
70. Considering everything, how satisfied are you with your pay?	20	42	15	16	6	226		3.54	1.17
71. Considering everything, how satisfied are you with your organization?	15	43	22	12	8	226		3.45	1.12

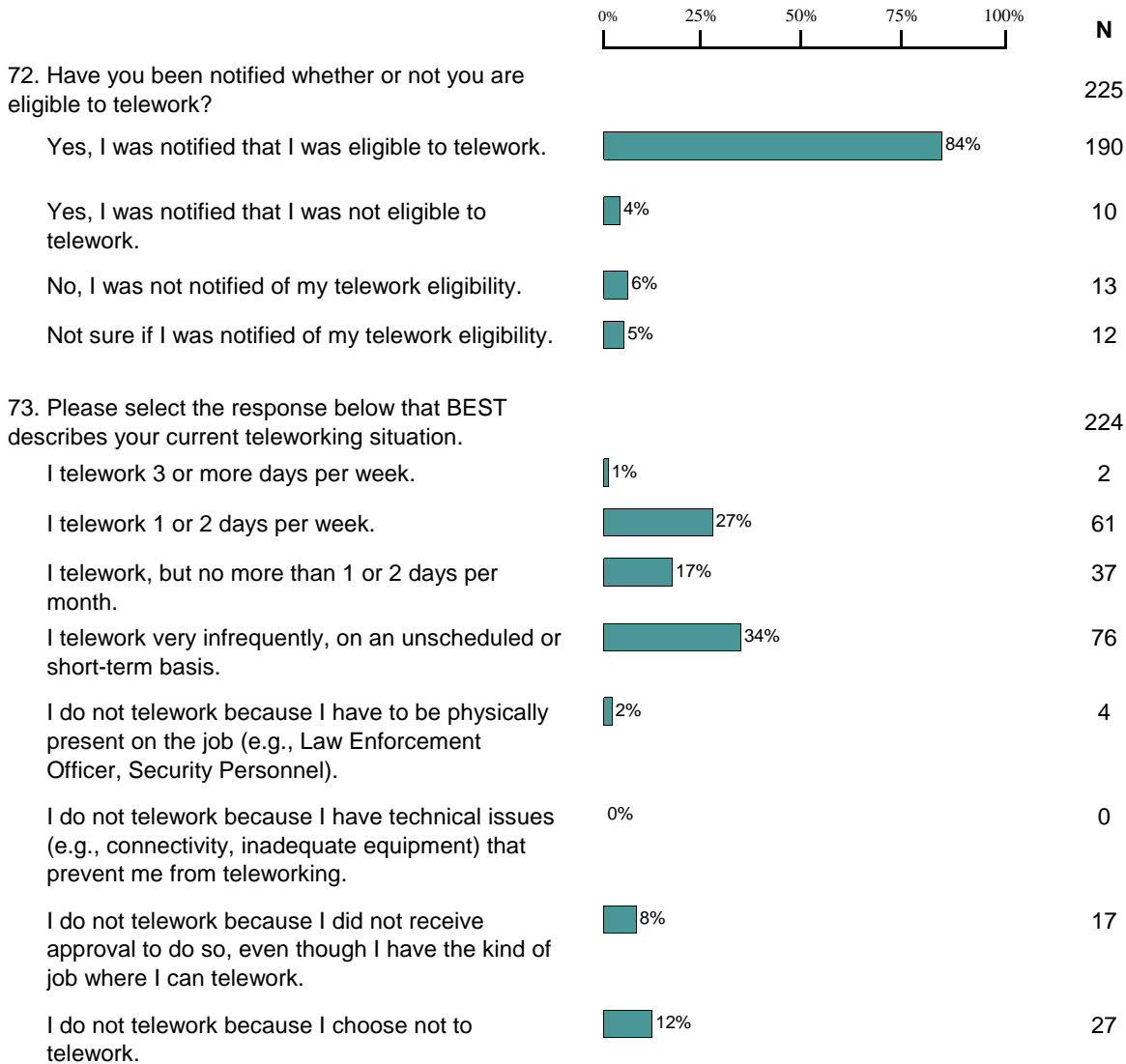
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Work/Life



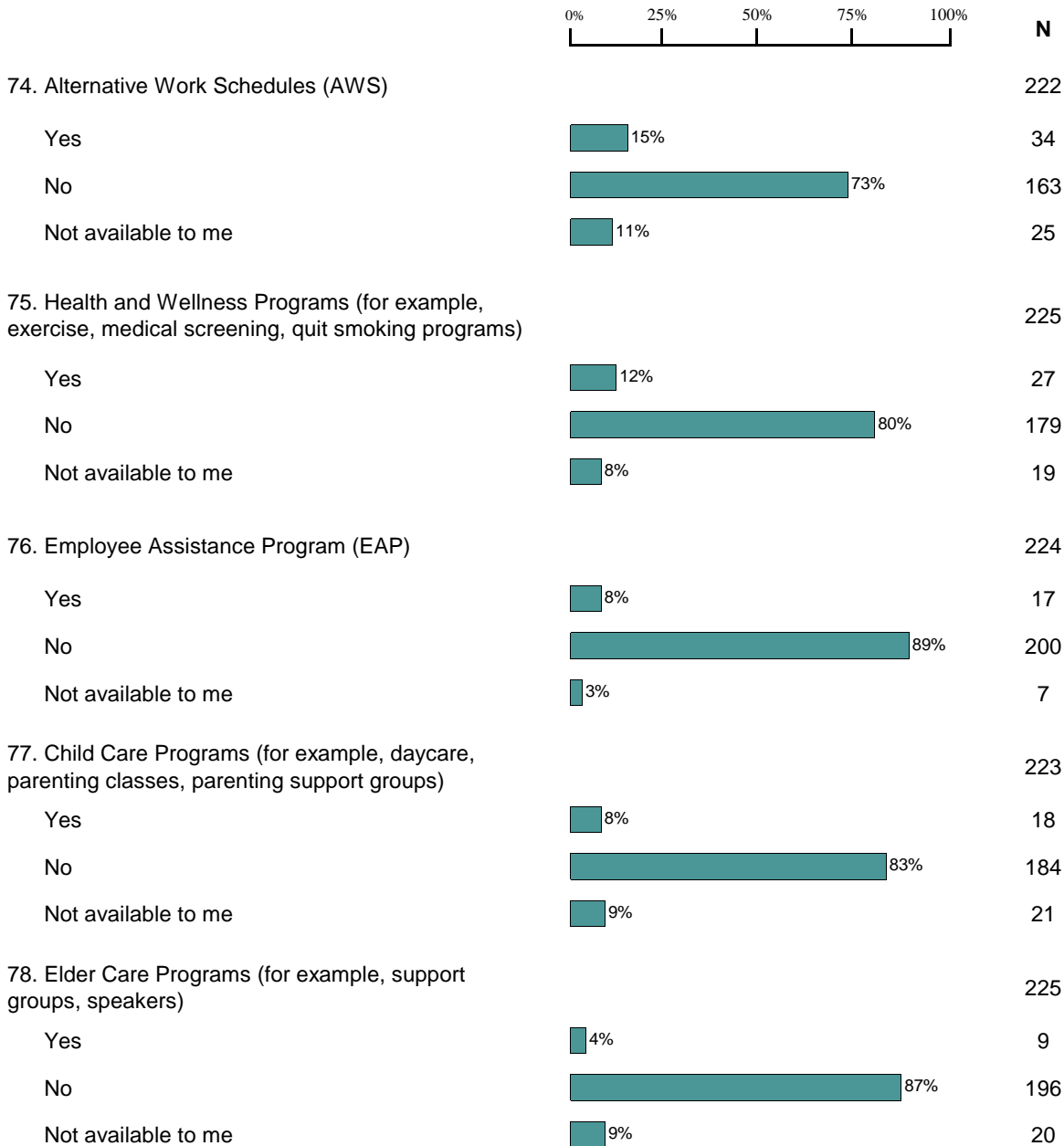
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Do you participate in the following Work/Life programs?



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How satisfied are you with the following Work/Life programs in your agency?

	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	N	DNK	M	SD
79. Telework	28	50	12	6	4	175	3	3.91	1.00
80. Alternative Work Schedules (AWS)	47	41	6	6		34	3	4.29	0.84
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	28	64	8			25	3	4.20	0.58
82. Employee Assistance Program (EAP)	20	67	7	7		15	4	3.93	0.96
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	23	69	8			13	7	4.15	0.55
84. Elder Care Programs (for example, support groups, speakers)		75	25			4	5	3.75	0.50

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MCC Specific Questions

Diversity

85. I believe I can be my authentic self at MCC.		225	3.60	1.18
86. I have, or know someone who has, experienced gender bias in opportunities at MCC.		223	2.68	1.24
87. I have, or know someone who has, experienced racial bias in opportunities at MCC.		221	2.45	1.12
88. I believe that personal characteristics do not hinder or help an individual's career progression or development opportunities at MCC.		222	2.84	1.20

Opportunities for Advancement

89. In my current position, I am given sufficient opportunities to develop my skills and abilities.		226	3.52	1.17
90. I know what I have to do to advance at MCC.		225	2.92	1.26
91. The work I am currently doing is preparing me for future opportunities.		223	3.43	1.23
92. Please choose the answer that best describes how you feel about your opportunities for advancement at MCC as compared to your co-workers.		225		
I have the same opportunities for advancement at MCC as my co-workers.		111		
I have more opportunities for advancement at MCC as my co-workers.		12		
I have fewer opportunities for advancement at MCC as my co-workers.		102		

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Senior Leadership

93. MCC's senior leaders are effective in communicating changes or decisions that affect employees.		224	2.98	1.16
94. MCC's senior leaders have a vision for the future of MCC.		222	3.21	1.11
95. MCC's senior leaders promote morale and organizational commitment.		226	2.79	1.22
96. The environment in this organization supports a balance between work life and personal life.		224	3.26	1.21

Team Function/Management

97. On my Country Team, I have an opportunity to provide input on decisions that affect my work?		211	3.66	1.00
98. On my Country team, division and department management provide clear guidance and support to help the country team accomplish its work.		212	3.08	1.02
99. When I have a question or problem, or when I need approval or help to resolve a technical or other dispute, I understand who is responsible for making such decisions.		215	3.16	1.17

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Demographic Questions

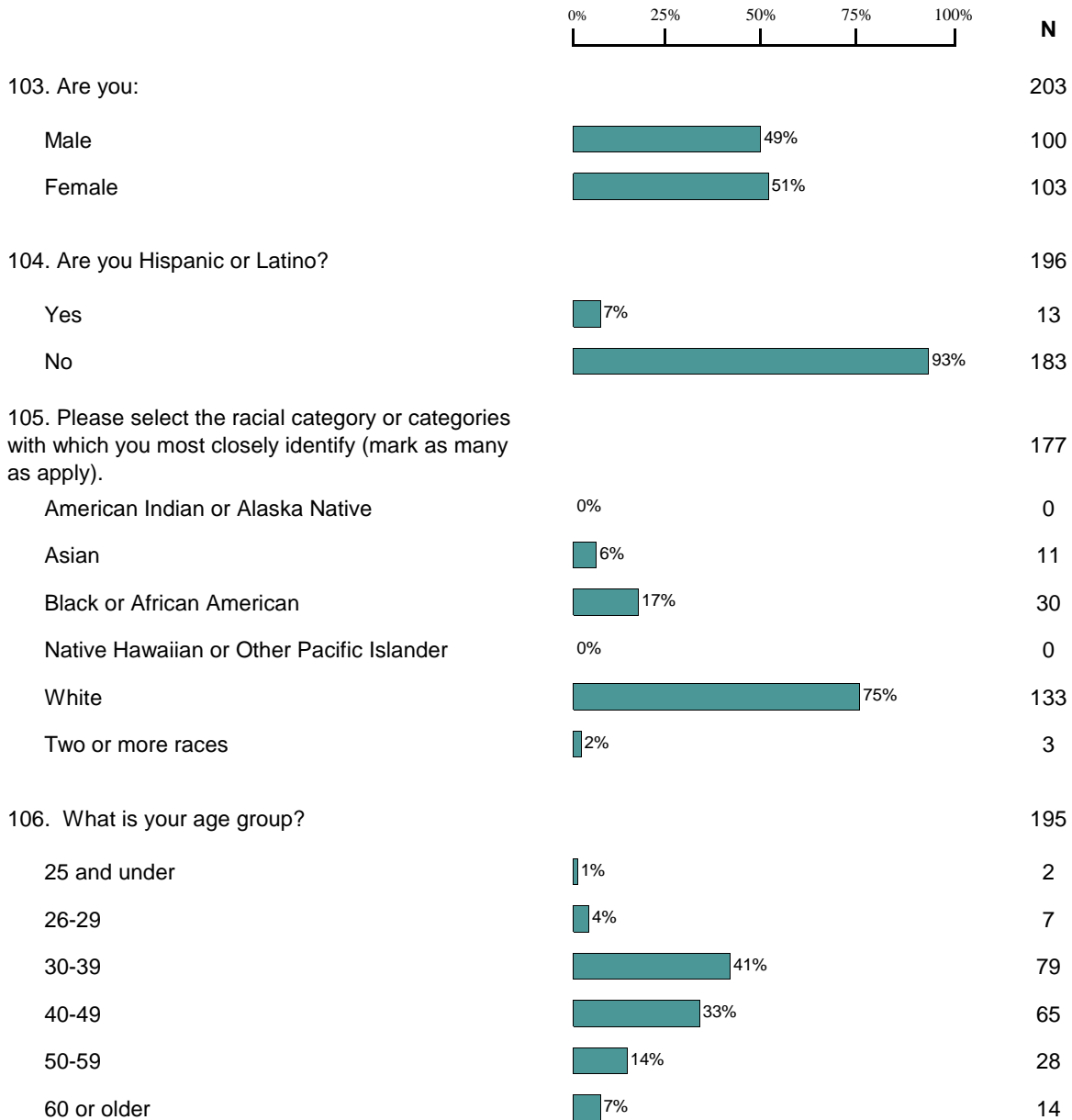
Question	Response	Percentage	N
101. Where do you work?			224
	Headquarters	92%	207
	Field	8%	17
102. What is your supervisory status?			215
	Non-Supervisor: You do not supervise other employees.	64%	137
	Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.	11%	24
	Supervisor: You are responsible for employees' performance appraisals and approval of their leave.	14%	30
	Manager: You are in a management position and supervise one or more supervisors.	5%	11
	Executive: Member of Senior Executive Service or equivalent.	6%	13

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
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
107. What is your pay category/grade? 189

Pay Band 1 - 2(b)	 8%	15
Pay Band 2(c) - 2(d)	 20%	38
Pay Band 3(a) - 3(b)	 41%	78
Pay Band 4(a), 4(b), 4(c)	 28%	52
Pay Band 5	 3%	6



N

108. How long have you been with the Federal Government (excluding military service)? 200

Less than 1 year	 7%	13
1 to 3 years	 11%	21
4 to 5 years	 12%	23
6 to 10 years	 40%	79
11 to 14 years	 22%	43
15 to 20 years	 8%	16
More than 20 years	 3%	5

109. How long have you been with MCC? 198

















Less than 1 year	 16%	31
1 to 3 years	 20%	39
4 to 5 years	 16%	31
6 or more years	 49%	97

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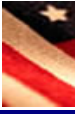


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110. Are you considering leaving your organization within the next year, and if so, why?		198
No	 60%	118
Yes, to retire	 1%	2
Yes, to take another job within the Federal Government	 9%	17
Yes, to take another job outside the Federal Government	 14%	27
Yes, other	 17%	34
111. I am planning to retire:		187
Within one year	 1%	2
Between one and three years	 2%	3
Between three and five years	 4%	8
Five or more years	 93%	174
112. Do you consider yourself to be one or more of the following?		188
Heterosexual or Straight	 82%	154
Gay, Lesbian, Bisexual or Transgender	 5%	9
I Prefer Not to Say	 13%	25
113. Have you ever served on Active Duty in the US Armed Forces (Air Force, Army, Coast Guard, Marine Corps or Navy)?		205
Yes	 6%	12
No	 94%	193
114. Are you an individual with a disability?		204
Yes	 3%	7
No	 97%	197

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100. Where do you work at MCC

	N	%
DEPT ADMIN AND FINANCE	47	21%
CONTRACTS & GRANTS MANAGEMENT	8	4%
FINANCIAL MANAGEMENT	9	4%
HUMAN RESOURCES DIVI	11	5%
INFORMATION TECHNOLOGY	5	2%
OFFICE OF THE VP/DEPUTY VP	8	4%
SECURITY	5	2%
ADMIN SERVICES DIVISION	1	0%
DEPT COMPACT OPERATIONS	117	52%
AFRICA	27	12%
PROGRAMS - DC BASED	17	8%
PROGRAMS - OVERSEAS	10	4%
EAPLA	16	7%
PROGRAMS - DC BASED	9	4%
PROGRAMS - OVERSEAS	7	3%
INFRASTRUCTURE, ENVIRONMENT & PRIVATE SECTOR	36	16%
ENVIRONMENTAL & SOCIAL PERFORMANCE	12	5%
FINANCE, INVESTMENT & TRADE	5	2%
INFRASTRUCTURE	18	8%
ENERGY	8	4%
TRANSPORTATION	3	1%
WATER	7	3%
OFFICE OF THE VP/DVP	9	4%
SECTOR OPERATIONS	29	13%
AGRICULTURE & LAND	6	3%
HUMAN COMMUNITY DEVELOPMENT	1	0%
FISCAL ACCOUNTABILITY & PROCUREMENT	14	6%
FISCAL ACCOUNTABILITY	9	4%
PROCUREMENT	5	2%
GENDER & SOCIAL INCLUSION	5	2%
DEPT CONG & PUBLIC AFF	12	5%
PUBLIC AFFAIRS	8	4%
CONGRESSIONAL AFFAIRS	3	1%
DEPT POLICY & EVALUATN	28	12%
THRESHOLD/SELECTION	6	3%
ECONOMIC ANALYSIS	6	3%
MONITORING & EVALUATION	13	6%
OFF CHF EXECUTIVE OFFCR	10	4%
OFF CHF EXECUTIVE OFFCR	10	4%
OFFC GEN CONC & VC PRES	12	5%
ADMINISTRATION	5	2%
INTERNATIONAL OPERATIONS	7	3%