

2010 EVS Results for the Millennium Challenge Corporation Full-Time Permanent Employees

1. Interpretation of Results: Interpretation of Results: The 2010 EVS results capture MCC employee views as of March 2010, and thereby serve as an important information source and baseline measure for MCC's new leadership team (the onboarding of which was complete in May 2010). The results show strengths in MCC employees' connection to their work and MCC's mission, as well as their respect and regard for their colleagues. MCC staff also noted strengths in their view of their immediate supervisors and their physical work environment.

Areas for improvement noted by MCC employees included how performance is measured, recognized, and rewarded; options for career progression at MCC; and the desire for more flexibility to address work/life balance. This year's survey included a new section on employees' perceptions of their work on matrixed teams (transaction and implementation support teams). Respondents to these questions rated their experiences on such teams equal to, or slightly better than, MCC overall experience on related questions.

MCC's management team is implementing tools and processes to build on MCC's strengths and to address areas for improvement. The resulting activities include implementation of a comprehensive flexible work policy, several process improvements regarding performance management, and enhancements to the matrix work environment in coordination with organization realignment efforts.

2. How the survey was conducted: The survey was conducted online from March 23 to April 13, 2010.

3. Description of sample: All 283 full-time permanent MCC employees 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 283 employees surveyed, 223 responded, for a 79% response rate. These respondents are representative of the population.

Supervisory Status	Population	Respondents
Non-supervisor	78%	71%
Supervisor	22%	29%
Gender		
Male	46%	50%
Female	54%	50%
Are you: Hispanic or Latino		
Yes	4%	6%
No	96%	94%
Racial Category		
White	71%	78%
Black or African-American	18%	13%
Native Hawaiian or Other Pacific Islander	0%	0%
Asian	7%	4%
American Indian or Alaska Native	1%	1%
Two or more races (not Hispanic or Latino)	2%	3%
Sub-Agency		
DEPT ADMIN AND FINANCE	16%	15%
DEPT COMPACT DEVELOPMENT	14%	15%
DEPT COMPACT IMPLEMENTATION	49%	50%
DEPT CONG & PUBLIC AFF	5%	5%
DEPT POLICY & INTER REL	7%	7%
OFF CHF EXECUTIVE OFFICER	2%	2%
OFF GEN COUNSEL	6%	7%

**2010 EVS Results for the
Millennium Challenge Corporation
Full-Time Permanent Employees**

Surveys Sent: 283

Surveys Returned: 223

Response Rate: 79%

Prescribed Questions: My Work Experiences								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
1. I am given a real opportunity to improve my skills in my organization.	Frequencies	40	112	35	26	9		222
	Percentages	18.0%	50.5%	15.8%	11.7%	4.1%		100.0%
2. My work gives me a feeling of personal accomplishment.	Frequencies	64	107	32	13	7		223
	Percentages	28.7%	48.0%	14.3%	5.8%	3.1%		100.0%
3. I like the kind of work I do.	Frequencies	68	112	26	13	4		223
	Percentages	30.5%	50.2%	11.7%	5.8%	1.8%		100.0%
4. My workload is reasonable.	Frequencies	22	92	28	58	22		222
	Percentages	9.9%	41.4%	12.6%	26.1%	9.9%		100.0%
5. My talents are used well in the workplace.	Frequencies	39	80	46	40	17		222
	Percentages	17.6%	36.0%	20.7%	18.0%	7.7%		100.0%
6. I know how my work relates to the agency's goals and priorities.	Frequencies	73	111	21	14	4		223
	Percentages	32.7%	49.8%	9.4%	6.3%	1.8%		100.0%
7. The work I do is important.	Frequencies	83	112	23	5	0		223
	Percentages	37.2%	50.2%	10.3%	2.2%	0.0%		100.0%
8. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their	Frequencies	80	113	19	10	1		223
	Percentages	35.9%	50.7%	8.5%	4.5%	0.4%		100.0%
9. My performance appraisal is a fair reflection of my performance.	Frequencies	35	68	53	38	28		222
	Percentages	15.8%	30.6%	23.9%	17.1%	12.6%		100.0%
10. My training needs are assessed.	Frequencies	19	64	68	51	21		223
	Percentages	8.5%	28.7%	30.5%	22.9%	9.4%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
11. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example,	Frequencies	21	49	45	45	42	21	223
	Percentages	10.4%	24.3%	22.3%	22.3%	20.8%		100.0%

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Prescribed Questions: My Work Unit								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
12. The people I work with cooperate to get the job done.	Frequencies	61	110	27	19	6		223
	Percentages	27.4%	49.3%	12.1%	8.5%	2.7%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
13. My work unit is able to recruit people with the right skills.	Frequencies	33	104	32	36	11	7	223
	Percentages	15.3%	48.1%	14.8%	16.7%	5.1%		100.0%
14. Promotions in my work unit are based on merit.	Frequencies	21	67	57	30	24	24	223
	Percentages	10.6%	33.7%	28.6%	15.1%	12.1%		100.0%
15. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	13	51	54	41	30	34	223
	Percentages	6.9%	27.0%	28.6%	21.7%	15.9%		100.0%
16. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	13	58	55	52	27	18	223
	Percentages	6.3%	28.3%	26.8%	25.4%	13.2%		100.0%
17. Problems in my work unit get resolved effectively.	Frequencies	16	79	52	45	27	4	223
	Percentages	7.3%	36.1%	23.7%	20.5%	12.3%		100.0%

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Prescribed Questions: My Agency								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
18. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	37	123	31	20	9	3	223
	Percentages	16.8%	55.9%	14.1%	9.1%	4.1%		100.0%
19. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	20	97	49	41	13	3	223
	Percentages	9.1%	44.1%	22.3%	18.6%	5.9%		100.0%
20. Creativity and innovation are rewarded.	Frequencies	24	75	64	39	15	6	223
	Percentages	11.1%	34.6%	29.5%	18.0%	6.9%		100.0%
21. Pay raises depend on how well employees perform their jobs.	Frequencies	16	50	48	48	30	28	220
	Percentages	8.3%	26.0%	25.0%	25.0%	15.6%		100.0%
22. Employees are protected from health and safety hazards on the job.	Frequencies	83	118	19	2	0	0	222
	Percentages	37.4%	53.2%	8.6%	0.9%	0.0%		100.0%
23. My organization has prepared employees for potential security threats.	Frequencies	61	133	20	6	0	2	222
	Percentages	27.7%	60.5%	9.1%	2.7%	0.0%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
24. I recommend my organization as a good place to work.	Frequencies	45	111	35	22	9		222
	Percentages	20.3%	50.0%	15.8%	9.9%	4.1%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
25. I believe the results of this survey will be used to make my agency a better place to work.	Frequencies	22	63	48	36	27	26	222
	Percentages	11.2%	32.1%	24.5%	18.4%	13.8%		100.0%

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Response Rate: 79%

Prescribed Questions: My Supervisor								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
26. My supervisor supports my need to balance work and other life issues.	Frequencies	62	113	30	6	6	4	221
	Percentages	28.6%	52.1%	13.8%	2.8%	2.8%		100.0%
27. Discussions with my supervisor about my performance are worthwhile.	Frequencies	40	84	42	25	27	4	222
	Percentages	18.3%	38.5%	19.3%	11.5%	12.4%		100.0%
28. Supervisors in my work unit support employee development.	Frequencies	50	99	41	13	14	4	221
	Percentages	23.0%	45.6%	18.9%	6.0%	6.5%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
29. My supervisor listens to what I have to say.	Frequencies	77	99	21	12	13		222
	Percentages	34.7%	44.6%	9.5%	5.4%	5.9%		100.0%
30. My supervisor treats me with respect.	Frequencies	88	99	19	5	11		222
	Percentages	39.6%	44.6%	8.6%	2.3%	5.0%		100.0%
31. In the last six months, my supervisor has talked with me about my performance.	Frequencies	65	111	15	19	11		221
	Percentages	29.4%	50.2%	6.8%	8.6%	5.0%		100.0%
32. I have trust and confidence in my supervisor.	Frequencies	65	81	35	24	17		222
	Percentages	29.3%	36.5%	15.8%	10.8%	7.7%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor		Total
33. Overall, how good a job do you feel is being done by your immediate supervisor?	Frequencies	73	80	40	13	15		221
	Percentages	33.0%	36.2%	18.1%	5.9%	6.8%		100.0%

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Response Rate: 79%

Prescribed Questions: Leadership								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
34. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	15	70	73	41	21	3	223
	Percentages	6.8%	31.8%	33.2%	18.6%	9.5%		100.0%
35. Managers/supervisors work well with employees of different backgrounds.	Frequencies	31	118	44	13	9	8	223
	Percentages	14.4%	54.9%	20.5%	6.0%	4.2%		100.0%
36. Managers communicate the goals and priorities of the organization.	Frequencies	25	102	51	33	10	2	223
	Percentages	11.3%	46.2%	23.1%	14.9%	4.5%		100.0%
37. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	22	104	49	27	11	8	221
	Percentages	10.3%	48.8%	23.0%	12.7%	5.2%		100.0%
38. Managers support collaboration across work units to accomplish work objectives.	Frequencies	24	90	50	36	17	6	223
	Percentages	11.1%	41.5%	23.0%	16.6%	7.8%		100.0%
39. I have a high level of respect for my organization's senior leaders.	Frequencies	19	81	69	32	16	4	221
	Percentages	8.8%	37.3%	31.8%	14.7%	7.4%		100.0%

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Response Rate: 79%

Prescribed Questions: My Transaction and Implementation Support Team

40. Have you worked on a Transaction Team or Implementation Support Team over the last year?

	N	%
Yes	143	64%
No	80	36%

Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
41. The people I work with cooperate to get the job done.	Frequencies	28	84	15	11	4	0	142
	Percentages	19.7%	59.2%	10.6%	7.7%	2.8%		100.0%
42. Problems in my Transaction Team or Implementation Support Team get resolved effectively.	Frequencies	10	60	33	31	7	0	141
	Percentages	7.1%	42.6%	23.4%	22.0%	5.0%		100.0%
43. My team leader listens to what I have to say.	Frequencies	41	69	16	9	3	3	141
	Percentages	29.7%	50.0%	11.6%	6.5%	2.2%		100.0%
44. My team leader treats me with respect.	Frequencies	39	73	16	6	5	2	141
	Percentages	28.1%	52.5%	11.5%	4.3%	3.6%		100.0%
45. Managers support collaboration across teams to accomplish work objectives.	Frequencies	13	76	29	14	6	3	141
	Percentages	9.4%	55.1%	21.0%	10.1%	4.3%		100.0%
46. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	19	63	36	14	7	1	140
	Percentages	13.7%	45.3%	25.9%	10.1%	5.0%		100.0%
47. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	24	50	42	14	11	1	142
	Percentages	17.0%	35.5%	29.8%	9.9%	7.8%		100.0%

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Response Rate: 79%

Prescribed Questions: My Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
48. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	29	90	61	31	11		222
	Percentages	13.1%	40.5%	27.5%	14.0%	5.0%		100.0%
49. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	21	103	47	39	13		223
	Percentages	9.4%	46.2%	21.1%	17.5%	5.8%		100.0%
50. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	24	82	61	38	18		223
	Percentages	10.8%	36.8%	27.4%	17.0%	8.1%		100.0%
51. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	7	87	72	37	20		223
	Percentages	3.1%	39.0%	32.3%	16.6%	9.0%		100.0%
52. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	10	44	82	55	31		222
	Percentages	4.5%	19.8%	36.9%	24.8%	14.0%		100.0%
53. How satisfied are you with the training you receive for your present job?	Frequencies	23	81	84	23	11		222
	Percentages	10.4%	36.5%	37.8%	10.4%	5.0%		100.0%
54. Considering everything, how satisfied are you with your job?	Frequencies	41	109	39	25	9		223
	Percentages	18.4%	48.9%	17.5%	11.2%	4.0%		100.0%
55. Considering everything, how satisfied are you with your pay?	Frequencies	34	108	43	26	12		223
	Percentages	15.2%	48.4%	19.3%	11.7%	5.4%		100.0%
56. Considering everything, how satisfied are you with your organization?	Frequencies	30	115	40	29	9		223
	Percentages	13.5%	51.6%	17.9%	13.0%	4.0%		100.0%

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Prescribed Questions: Work/Life

57. Please select the response below that BEST describes your teleworking situation. I telework...

	N	%
on a regular basis (at least one entire work day a week).	9	4%
infrequently (less than one entire work day a week).	63	28%
I do not telework.	150	68%

Item Text - Indicate how satisfied are you with the following Work/Life programs in your agency.		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied	No Basis to Judge	Total
58. Flexible work arrangements (for example, telework and flexible work schedules)	Frequencies	22	62	37	40	29	33	223
	Percentages	11.6%	32.6%	19.5%	21.1%	15.3%		100.0%
59. Health and Wellness Programs (for example, exercise facility, flu shots)	Frequencies	37	101	41	19	4	20	222
	Percentages	18.3%	50.0%	20.3%	9.4%	2.0%		100.0%
60. Employee Assistance Program (EAP)	Frequencies	7	31	49	3	2	131	223
	Percentages	7.6%	33.7%	53.3%	3.3%	2.2%		100.0%
61. Emergency child care	Frequencies	7	11	38	8	5	154	223
	Percentages	10.1%	15.9%	55.1%	11.6%	7.2%		100.0%

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Demographics

63. Where do you work?		N	%
Headquarters		193	90%
Field		21	10%

64. What is your pay band?		N	%
Pay Band 1 – 2(b)		6	3%
Pay Band 2(c) - 2(d)		39	18%
Pay Band 3(a) – 3(b)		104	48%
Pay Band 4(a), 4(b), 4(c)		52	24%
Pay Band 5		14	7%

65. What is your work status?		N	%
Full-Time Federal Employee		223	100%
Part-Time Federal Employee		0	0%
Full-time Personal Services Contractor		0	0%

66. What is your supervisory status?		N	%
Non-Supervisor		122	55%
Team Leader		35	16%
Supervisor		40	18%
Manager		16	7%
Executive		7	3%

67. Are you:		N	%
Male		108	50%
Female		106	50%

68. Are you Hispanic or Latino?		N	%
Yes		12	6%
No		200	94%

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69. Please select the racial category or categories with which you most closely identify

	N	%
American Indian or Alaska Native	3	1%
Asian	9	4%
Black or African American	26	13%
Native Hawaiian or Other Pacific Islander	1	0%
White	157	78%
Two or More Races	6	3%

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

	N	%
Less than 1 year	17	8%
1 to 3 years	54	25%
4 to 5 years	69	32%
6 to 10 years	36	16%
11 to 14 years	13	6%
15 to 20 years	14	6%
More than 20 years	16	7%

71. How long have you been with MCC?

	N	%
Less than 1 year	29	13%
1 to 3 years	89	41%
4 to 5 years	90	41%
6 or more years	9	4%

72. Are you considering leaving MCC within the next year, and if so, why?

	N	%
No	127	59%
Yes, to retire	1	0%
like another job within the Federal Government	24	11%
like another job outside the Federal Government	30	14%
Yes, other	33	15%

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62. Where do you work at MCC?

MCC OVERALL	223	100%
DEPT ADMIN AND FINANCE	33	15%
SERVICES & HUMAN RESOURCES DIVISION	13	6%
CONTRACTS & GRANTS MANAGEMENT	6	3%
FINANCIAL MANAGEMENT	6	3%
INFORMATION TECHNOLOGY	4	2%
OFFICE OF THE VP/DEPUTY VP	1	0%
SECURITY	3	1%
DEPT COMPACT DEVELOPMENT	33	15%
DEVELOPMENT	14	6%
OFFICE OF THE VP/DEPUTY VP	3	1%
TECHNICAL ASSESSMENT	16	7%
DEPT COMPACT IMPLEMENTN	111	50%
AFRICA	0	0%
AFRICA PROGRAMS	10	4%
TECHNICAL SUPPORT DIVISION	0	0%
AGRICULTURE & LAND	10	4%
FIN SECT DEV, HEALTH & EDUCATION	4	2%
FISCAL ACCOUNTABILITY	5	2%
MONITORING & EVALUATION/ECON ANALYS	10	4%
TECHNICAL SUPPORT DIVISION	4	2%
EUROPE, ASIA, LA	0	0%
ENVIRONMENTAL & SOCIAL ASSESSMENTS	11	5%
EUROPE, ASIA, LA PROGRAMS	2	1%
INFRASTRUCTURE	25	11%
PROCUREMENT DIVISION	4	2%
OFFICE OF THE VP/DEPUTY VP	5	2%
OVERSEAS	0	0%
OVERSEAS - AFRICA	13	6%
OVERSEAS - EUROPE, ASIA, LA	8	4%
DEPT CONG & PUBLIC AFF	11	5%
CONGRESSIONAL AFFAIRS	4	2%
OFFICE OF THE VP/DEPUTY VP	1	0%
PUBLIC AFFAIRS	6	3%
DEPT POLICY & INTER REL	15	7%
DEVELOPMENT POLICY	3	1%
HONOR AND MULTILATERAL RELATIONS	2	1%
ECONOMIC ANALYSIS	4	2%
OFFICE OF THE VP/DEPUTY VP	2	1%
PRIVATE SECTOR PARTNERSHIPS	3	1%
THRESHOLD PROGRAMS	1	0%
OFF CHIEF EXECUTIVE OFFICER	5	2%
OFFICE OF THE CHIEF EXECUTIVE OFFICER	5	2%
OFF GEN COUNSEL	15	7%
ADMINISTRATION	2	1%
INTERNATIONAL OPERATIONS	10	4%
OFFICE OF THE GENERAL COUNSEL & VP	3	1%

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HCAAF Indices

Index	% Favorable
Leadership and Knowledge Management	55%
Results Oriented Performance Culture	59%
Talent Management	66%
Job Satisfaction	69%