

**2011 Employee Viewpoint Survey Results for the
Millennium Challenge Corporation
All Respondents**

1. **Interpretation of Results:** The 2011 Employee Viewpoint Survey (EVS) results capture MCC employee views as of May 2011. MCC attained an overall 82% participation rate for the EVS, which is fairly consistent with the rate over the past four years. The results show a significant increase in MCC employees' favorable view of performance management-related areas, and continued high favorable ratings in the areas of work environment, safety/security and employee/supervisor relationship. Although MCC saw improvements in some areas since last year's survey, the survey results reflected an overall downward trend in employee favorable ratings especially on some key questions.

Areas for improvement identified by MCC employees included employee autonomy/control, recruitment of skilled staff, employee recognition and training. These areas impacted MCC, which received lower favorable ratings on most impact items. This year's survey included a focus on identifying employees view of the realignment and matrix structure that occurred after last year's survey. Responses to the realignment and matrix structure received a higher unfavorable ratings than favorable rating by the majority of the MCC employees. However, senior management viewed realignment more favorably than the employees. The supporting comments suggest that the realignment/matrix structure added too many management layers and diminished communication.

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 the MCC Competency Model Initiative, increased engagement and communication with senior leadership and revised assessment of the matrix work structure in coordination with our overall organization effectiveness efforts.

2. **How the survey was conducted:** The survey was conducted online from May 3 to May 27, 2011.
3. **Description of sample:** MCC surveyed our entire government employee population of 277 employees and 9 full-time Personal Services Contractors (PSCs); total surveyed population was 286.
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 286 employees and PSCs surveyed, 234 responded, for a 82% response rate. These respondents are representative of the population.

Supervisory Status	Population	Respondents
Non-supervisor	73%	69%
Supervisor	27%	31%
Gender		
Male	46%	50%
Female	54%	50%
Are you: Hispanic or Latino		
Yes	2%	5%
No	98%	95%
Racial Category		
White	72%	75%
Black or African-American	19%	16%
Native Hawaiian or Other Pacific Islander	0%	1%
Asian	6%	4%
American Indian or Alaska Native	1%	1%
Two or more races (not Hispanic or Latino)	1%	3%
Sub-Agency		
DEPT COMPACT OPERATIONS	56%	55%
DEPT CONG & PUBLIC AFF	5%	4%
DEPT POLICY & EVALUATION	11%	11%
OFF CHF EXECUTIVE OFFICER	6%	3%
OFF GEN COUNSEL & VC PRES	7%	6%

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All Respondents**

Surveys Sent: 286

Surveys Returned: 234

Response Rate: 82%

Prescribed Questions: My Work Experience								
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	33	119	38	33	10		233
	Percentages	14.2%	51.1%	16.3%	14.2%	4.3%		100.0%
2. I have enough information to do my job well.	Frequencies	27	120	43	33	11		234
	Percentages	11.5%	51.3%	18.4%	14.1%	4.7%		100.0%
3. I feel encouraged to come up with new and better ways of doing things.	Frequencies	54	86	50	29	14		233
	Percentages	23.2%	36.9%	21.5%	12.4%	6.0%		100.0%
4. My work gives me a feeling of personal accomplishment.	Frequencies	61	97	39	29	8		234
	Percentages	26.1%	41.5%	16.7%	12.4%	3.4%		100.0%
5. I like the kind of work I do.	Frequencies	66	106	42	17	3		234
	Percentages	28.2%	45.3%	17.9%	7.3%	1.3%		100.0%
6. I know what is expected of me on the job.	Frequencies	38	117	34	30	12		231
	Percentages	16.5%	50.6%	14.7%	13.0%	5.2%		100.0%
7. When needed I am willing to put in the extra effort to get a job done.	Frequencies	148	79	6	0	0		233
	Percentages	63.5%	33.9%	2.6%	0.0%	0.0%		100.0%
8. I am constantly looking for ways to do my job better.	Frequencies	107	115	12	0	0		234
	Percentages	45.7%	49.1%	5.1%	0.0%	0.0%		100.0%

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Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	Frequencies	14	72	41	65	42	0	234
	Percentages	6.0%	30.8%	17.5%	27.8%	17.9%		100.0%
10. My workload is reasonable.	Frequencies	9	82	36	59	47	1	234
	Percentages	3.9%	35.2%	15.5%	25.3%	20.2%		100.0%
11. My talents are used well in the workplace.	Frequencies	33	75	49	53	22	1	233
	Percentages	14.2%	32.3%	21.1%	22.8%	9.5%		100.0%
12. I know how my work relates to the agency's goals and priorities.	Frequencies	62	120	25	17	10	0	234
	Percentages	26.5%	51.3%	10.7%	7.3%	4.3%		100.0%
13. The work I do is important.	Frequencies	79	115	29	8	3	0	234
	Percentages	33.8%	49.1%	12.4%	3.4%	1.3%		100.0%
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	93	115	20	3	2	0	233
	Percentages	39.9%	49.4%	8.6%	1.3%	0.9%		100.0%
15. My performance appraisal is a fair reflection of my performance.	Frequencies	39	96	45	27	19	8	234
	Percentages	17.3%	42.5%	19.9%	11.9%	8.4%		100.0%
16. I am held accountable for achieving results.	Frequencies	42	133	42	9	7	1	234
	Percentages	18.0%	57.1%	18.0%	3.9%	3.0%		100.0%
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	Frequencies	64	84	51	10	10	15	234
	Percentages	29.2%	38.4%	23.3%	4.6%	4.6%		100.0%
18. My training needs are assessed.	Frequencies	12	55	63	64	37	3	234
	Percentages	5.2%	23.8%	27.3%	27.7%	16.0%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	Frequencies	23	77	43	46	33	11	233
	Percentages	10.4%	34.7%	19.4%	20.7%	14.9%		100.0%

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Prescribed Questions: My Work Unit								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
20. The people I work with cooperate to get the job done.	Frequencies	61	117	34	14	6		232
	Percentages	26.3%	50.4%	14.7%	6.0%	2.6%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
21. My work unit is able to recruit people with the right skills.	Frequencies	20	89	59	39	18	9	234
	Percentages	8.9%	39.6%	26.2%	17.3%	8.0%		100.0%
22. Promotions in my work unit are based on merit.	Frequencies	19	60	67	34	29	25	234
	Percentages	9.1%	28.7%	32.1%	16.3%	13.9%		100.0%
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	13	53	57	44	32	35	234
	Percentages	6.5%	26.6%	28.6%	22.1%	16.1%		100.0%
24. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	7	53	62	58	24	30	234
	Percentages	3.4%	26.0%	30.4%	28.4%	11.8%		100.0%
25. Awards in my work unit depend on how well employees perform their jobs.	Frequencies	14	61	69	34	20	34	232
	Percentages	7.1%	30.8%	34.8%	17.2%	10.1%		100.0%
26. Employees in my work unit share job knowledge with each other.	Frequencies	54	116	37	15	9	2	233
	Percentages	23.4%	50.2%	16.0%	6.5%	3.9%		100.0%
27. The skill level in my work unit has improved in the past year.	Frequencies	26	68	89	23	11	17	234
	Percentages	12.0%	31.3%	41.0%	10.6%	5.1%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor		Total
28. How would you rate the overall quality of work done by your work unit?	Frequencies	89	112	26	5	1		233
	Percentages	38.2%	48.1%	11.2%	2.1%	0.4%		100.0%

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Prescribed Questions: My Agency								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	24	127	45	23	10	3	232
	Percentages	10.5%	55.5%	19.7%	10.0%	4.4%		100.0%
30. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	13	70	60	59	22	7	231
	Percentages	5.8%	31.3%	26.8%	26.3%	9.8%		100.0%
31. Employees are recognized for providing high quality products and services.	Frequencies	18	88	65	38	18	6	233
	Percentages	7.9%	38.8%	28.6%	16.7%	7.9%		100.0%
32. Creativity and innovation are rewarded.	Frequencies	20	58	73	43	25	14	233
	Percentages	9.1%	26.5%	33.3%	19.6%	11.4%		100.0%
33. Pay raises depend on how well employees perform their jobs.	Frequencies	8	49	67	48	28	31	231
	Percentages	4.0%	24.5%	33.5%	24.0%	14.0%		100.0%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	Frequencies	21	91	67	19	7	28	233
	Percentages	10.2%	44.4%	32.7%	9.3%	3.4%		100.0%
35. Employees are protected from health and safety hazards on the job.	Frequencies	68	121	24	8	4	8	233
	Percentages	30.2%	53.8%	10.7%	3.6%	1.8%		100.0%
36. My organization has prepared employees for potential security threats.	Frequencies	53	143	20	13	0	4	233
	Percentages	23.1%	62.4%	8.7%	5.7%	0.0%		100.0%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	Frequencies	43	76	48	19	23	24	233
	Percentages	20.6%	36.4%	23.0%	9.1%	11.0%		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.	Frequencies	49	90	40	9	8	37	233
	Percentages	25.0%	45.9%	20.4%	4.6%	4.1%		100.0%
39. My agency is successful at accomplishing its mission.	Frequencies	41	125	40	17	7	3	233
	Percentages	17.8%	54.3%	17.4%	7.4%	3.0%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
40. I recommend my organization as a good place to work.	Frequencies	52	84	59	30	8		233
	Percentages	22.3%	36.1%	25.3%	12.9%	3.4%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
41. I believe the results of this survey will be used to make my agency a better place to work.	Frequencies	26	62	63	39	29	13	232
	Percentages	11.9%	28.3%	28.8%	17.8%	13.2%		100.0%

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Prescribed Questions: My Supervisor/Team Leader								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
42. My supervisor supports my need to balance work and other life issues.	Frequencies	57	118	36	15	5	1	232
	Percentages	24.7%	51.1%	15.6%	6.5%	2.2%		100.0%
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	Frequencies	64	103	42	17	6	0	232
	Percentages	27.6%	44.4%	18.1%	7.3%	2.6%		100.0%
44. Discussions with my supervisor/team leader about my performance are worthwhile.	Frequencies	60	100	34	24	13	1	232
	Percentages	26.0%	43.3%	14.7%	10.4%	5.6%		100.0%
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	Frequencies	60	73	59	3	3	34	232
	Percentages	30.3%	36.9%	29.8%	1.5%	1.5%		100.0%
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	Frequencies	51	91	55	27	4	3	231
	Percentages	22.4%	39.9%	24.1%	11.8%	1.8%		100.0%
47. Supervisors/team leaders in my work unit support employee development.	Frequencies	52	98	41	26	8	7	232
	Percentages	23.1%	43.6%	18.2%	11.6%	3.6%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
48. My supervisor/team leader listens to what I have to say.	Frequencies	89	100	17	22	4		232
	Percentages	38.4%	43.1%	7.3%	9.5%	1.7%		100.0%
49. My supervisor/team leader treats me with respect.	Frequencies	103	95	18	10	5		231
	Percentages	44.6%	41.1%	7.8%	4.3%	2.2%		100.0%
50. In the last six months, my supervisor/team leader has talked with me about my performance.	Frequencies	86	117	12	10	6		231
	Percentages	37.2%	50.6%	5.2%	4.3%	2.6%		100.0%
51. I have trust and confidence in my supervisor.	Frequencies	83	77	44	19	8		231
	Percentages	35.9%	33.3%	19.0%	8.2%	3.5%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor		Total
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	89	77	45	14	4		229
	Percentages	38.9%	33.6%	19.7%	6.1%	1.7%		100.0%

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Prescribed Questions: Leadership								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	13	61	67	57	31	0	229
	Percentages	5.7%	26.6%	29.3%	24.9%	13.5%		100.0%
54. My organization's leaders maintain high standards of honesty and integrity.	Frequencies	34	97	58	15	17	10	231
	Percentages	15.4%	43.9%	26.2%	6.8%	7.7%		100.0%
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	37	109	49	13	9	13	230
	Percentages	17.1%	50.2%	22.6%	6.0%	4.1%		100.0%
56. Managers communicate the goals and priorities of the organization.	Frequencies	27	109	55	26	14	0	231
	Percentages	11.7%	47.2%	23.8%	11.3%	6.1%		100.0%
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Percentages	29	106	52	23	13	5	228
	Percentages	13.0%	47.5%	23.3%	10.3%	5.8%		100.0%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	Frequencies	22	82	50	45	26	6	231
	Percentages	9.8%	36.4%	22.2%	20.0%	11.6%		100.0%
59. Managers support collaboration across work units to accomplish work objectives.	Frequencies	20	96	59	30	20	6	231
	Percentages	8.9%	42.7%	26.2%	13.3%	8.9%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor	Do Not Know	Total
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	Frequencies	41	85	58	18	17	10	229
	Percentages	18.7%	38.8%	26.5%	8.2%	7.8%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
61. I have a high level of respect for my organization's senior leaders.	Frequencies	25	71	70	41	22	2	231
	Percentages	10.9%	31.0%	30.6%	17.9%	9.6%		100.0%
62. Senior leaders demonstrate support for Work/Life programs.	Frequencies	17	87	62	35	11	18	230
	Percentages	8.0%	41.0%	29.2%	16.5%	5.2%		100.0%

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Prescribed Questions: My Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied		Total
63. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	24	85	56	54	12		231
	Percentages	10.4%	36.8%	24.2%	23.4%	5.2%		100.0%
64. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	18	93	65	41	14		231
	Percentages	7.8%	40.3%	28.1%	17.7%	6.1%		100.0%
65. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	33	74	61	46	17		231
	Percentages	14.3%	32.0%	26.4%	19.9%	7.4%		100.0%
66. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	18	66	74	53	20		231
	Percentages	7.8%	28.6%	32.0%	22.9%	8.7%		100.0%
67. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	10	44	81	58	38		231
	Percentages	4.3%	19.0%	35.1%	25.1%	16.5%		100.0%
68. How satisfied are you with the training you receive for your present job?	Frequencies	14	76	76	44	19		229
	Percentages	6.1%	33.2%	33.2%	19.2%	8.3%		100.0%
69. Considering everything, how satisfied are you with your job?	Frequencies	43	97	45	33	11		229
	Percentages	18.8%	42.4%	19.7%	14.4%	4.8%		100.0%
70. Considering everything, how satisfied are you with your pay?	Frequencies	34	101	49	38	8		230
	Percentages	14.8%	43.9%	21.3%	16.5%	3.5%		100.0%
71. Considering everything, how satisfied are you with your organization?	Frequencies	27	100	52	38	14		231
	Percentages	11.7%	43.3%	22.5%	16.5%	6.1%		100.0%

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Prescribed Questions: Work/Life

72. Have you been notified that you are eligible to telework?

Telework means working at a location other than your normal work site during your regular work hours (excludes travel).

	N	%
Yes	205	89%
No	25	11%

73. Please select the response below that BEST describes your teleworking situation.

	N	%
I telework 3 or more days per week.	1	0%
I telework 1 or 2 work days per week.	17	7%
I telework, but no more than 1 or 2 days per month.	25	11%
I telework very infrequently, on an unscheduled or short-term basis.	86	38%
I do NOT telework because I have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel).	9	4%
I do NOT telework because I have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking.	5	2%
I do NOT telework because I did not receive approval to do so, even though I have the kind of job where I can telework.	16	7%
I do NOT telework because I choose not to telework.	69	30%

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Do you participate in the following Work/Life programs?

74. Alternative work schedules (AWS)	N	%
Yes	45	20%
No	160	70%
Not available to me	23	10%

75. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	N	%
Yes	30	13%
No	144	63%
Not available to me	55	24%

76. Employee Assistance Program (EAP)	N	%
Yes	13	6%
No	184	81%
Not available to me	29	13%

77. Child care programs (for example, daycare, parenting classes, parenting support groups)	N	%
Yes	4	2%
No	172	76%
Not available to me	51	22%

78. Elder care programs (for example, support groups, speakers)	N	%
Yes	0	0%
No	176	77%
Not available to me	52	23%

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Item Text		Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	No Basis to Judge	Total
79. Telework	Frequencies	31	80	44	13	7	55	230
	Percentages	17.7%	45.7%	25.1%	7.4%	4.0%		100.0%
80. Alternative work schedules (AWS)	Frequencies	25	62	43	12	5	83	230
	Percentages	17.0%	42.2%	29.3%	8.2%	3.4%		100.0%
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	Frequencies	4	27	48	7	3	140	229
	Percentages	4.5%	30.3%	53.9%	7.9%	3.4%		100.0%
82. Employee Assistance Program (EAP)	Frequencies	4	17	46	1	1	159	228
	Percentages	5.8%	24.6%	66.7%	1.4%	1.4%		100.0%
83. Child care programs (for example, daycare, parenting classes, parenting support groups)	Frequencies	1	11	39	8	7	164	230
	Percentages	1.5%	16.7%	59.1%	12.1%	10.6%		100.0%
84. Elder care programs (for example, support groups, speakers)	Frequencies	0	8	42	3	2	175	230
	Percentages	0.0%	14.5%	76.4%	5.5%	3.6%		100.0%
Prescribed Questions: MCC-Specific Questions								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
85. The realignment of program areas improves MCC's ability to carry out its mission.	Frequencies	13	47	70	44	28	28	230
	Percentages	6.4%	23.3%	34.7%	21.8%	13.9%		100.0%
86. Matrix management promotes collaboration across divisions and departments.	Frequencies	13	50	74	46	21	26	230
	Percentages	6.4%	24.5%	36.3%	22.5%	10.3%		100.0%
87. The people I work with value diversity.	Frequencies	37	112	58	10	3	10	230
	Percentages	16.8%	50.9%	26.4%	4.5%	1.4%		100.0%
88. I would like MCC to hold activities to promote racial/ethnic diversity in the workplace (e.g. cultural events, women's programs training, etc.).	Frequencies	18	45	108	34	14	11	230
	Percentages	8.2%	20.5%	49.3%	15.5%	6.4%		100.0%

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Response Rate: 82%

Demographics

92. Where do you work?	N	%
Headquarters (Washington D.C.)	190	88%
Field (Overseas)	25	12%

93. What is your work status?	N	%
Full-Time Federal Employee	208	97%
Part-Time Federal Employee	0	0%
Full-time Personal Services Contractor	7	3%

94. What is your supervisory status?	N	%
Non-Supervisor	115	54%
Team Leader	32	15%
Supervisor	36	17%
Manager	18	8%
Executive	11	5%

95. What is your gender?	N	%
Male	101	50%
Female	103	50%

96. Are you Hispanic or Latino?	N	%
Yes	10	5%
No	185	95%

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

	N	%
American Indian or Alaska Native	2	1%
Asian	8	4%
Black or African American	31	16%
Native Hawaiian or Other Pacific Islander	1	1%
White	142	75%
Two or more races	5	3%

98. What is your age group?

	N	%
25 and under	3	2%
26-29	16	8%
30-39	69	35%
40-49	52	27%
50-59	43	22%
60 or older	12	6%

99. What is your pay category/grade?

	N	%
Pay Band 1 - 2(b)	14	8%
Pay Band 2(c) - 2(d)	28	17%
Pay Band 3(a) - 3(b)	82	50%
Pay Band 4(a), 4(b), 4(c)	32	19%
Pay Band 5	9	5%

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

	N	%
Less than 1 year	7	3%
1 to 3 years	41	20%
4 to 5 years	53	26%
6 to 10 years	62	30%
11 to 14 years	18	9%
15 to 20 years	10	5%
More than 20 years	16	8%

101. How long have you been with MCC?

	N	%
Less than 1 year	23	11%
1 to 3 years	64	31%
4 to 5 years	88	43%
6 or more years	30	15%

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

	N	%
No	107	52%
Yes, to retire	3	1%
Yes, to take another job within the Federal Government	28	14%
Yes, to take another job outside the Federal Government	39	19%
Yes, other	27	13%

103. I am planning to retire:

	N	%
Within one year	5	3%
Between one and three years	5	3%
Between three and five years	11	6%
Five or more years	163	89%

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91. Where do you work at MCC?	N	%
MCC OVERALL	203	100%
DEPT ADMIN AND FINANCE	41	20%
ADMIN SERVICES & HUMAN RESOURCES DIVISION	12	6%
CONTRACTS & GRANTS MANAGEMENT	8	4%
OFFICE OF THE VP/DEPUTY VP	5	2%
FINANCIAL MANAGEMENT	8	4%
INFORMATION TECHNOLOGY	6	3%
SECURITY	2	1%
DEPT COMPACT OPERATIONS	111	55%
OFFICE OF THE VP/DEPUTY VP	8	4%
TECHNICAL SERVICES DIVISION	16	8%
AGRICULTURE & LAND	5	2%
GENDER & SOCIAL ASSESSMENT	2	1%
PRIVATE SECTOR DEVELOPMENT	6	3%
EDUCATION, HEALTH, & COMNTY DEVLPMNT	0	0%
CONTRACTS	3	1%
WEST AFRICA	36	18%
PROGRAMS - OVERSEAS	13	6%
PROGRAMS - DC BASED	9	4%
ENVIRONMENTAL & SOCIAL ASSESSMENTS	2	1%
FISCAL ACCOUNTABILITY & PROCUREMENT	5	2%
INFRASTRUCTURE	7	3%
EAST & SOUTHERN AFRICA	22	11%
PROGRAMS - OVERSEAS	3	1%
PROGRAMS - DC BASED	6	3%
ENVIRONMENTAL & SOCIAL ASSESSMENTS	2	1%
FISCAL ACCOUNTABILITY & PROCUREMENT	4	2%
INFRASTRUCTURE	7	3%
EAPLA	29	14%
PROGRAMS - OVERSEAS	7	3%
PROGRAMS - DC BASED	8	4%
ENVIRONMENTAL & SOCIAL ASSESSMENTS	4	2%
FISCAL ACCOUNTABILITY & PROCUREMENT	4	2%
INFRASTRUCTURE	6	3%
DEPT CONG & PUBLIC AFF	9	4%
CONGRESSIONAL AFFAIRS	3	1%
OFFICE OF THE VP/DEPUTY VP	2	1%
PUBLIC AFFAIRS	4	2%
DEPT POLICY & EVALUATION	22	11%
OFFICE OF THE VP/DEPUTY VP	4	2%
COOPERATION/DEVELOPMENT	3	1%
ECONOMIC ANALYSIS	8	4%
MONITORING & EVALUATION	7	3%
OFF CHF EXECUTIVE OFFCR	7	3%
OFFICE OF THE CHIEF EXECUTIVE OFFICER	7	3%
OFFC GEN CONC & VC PRES	13	6%
ADMINISTRATION	1	0%
INTERNATIONAL OPERATIONS	7	3%
OFFICE OF THE GENERAL COUNSEL	5	2%

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HCAAF Indices

Index	<u>% Favorable</u>
Leadership and Knowledge Management	56%
Results Oriented Performance Culture	52%
Talent Management	51%
Job Satisfaction	59%