

## 2013 FedView Survey Results for the Millennium Challenge Corporation All Respondents

1. **Interpretation of Results:** The 2013 Employee Viewpoint Survey (EVS) results capture MCC employee views as of May 2013. MCC attained an overall 79% participation rate for the EVS, which is fairly consistent with the rate over the past six years. The results reflect much improvement and very few declines in favorable ratings. Improvements were related to questions concerning employee empowerment, respect for leadership, manager support of collaboration and senior leadership support for work/life programs. MCC saw continued high favorable ratings in the areas of work environment, MCC mission, safety/security and the employee/supervisor relationship.

Only two EVS questions declined in favorable rating (greater than margin of error of 3%). These related to training, assessing needs and providing access. The training questions have also rated consistently lower than government medians for several years. Other areas of weakness for MCC in the FY13 EVS included MCC's performance management appraisal system, the rewarding and employee recognition of performance, workload and resources, and effectiveness of leadership.

MCC is addressing these areas of concern through active development of agency-wide initiatives and departmental plans and continuing follow-through on longer-term initiatives, such as the performance management system, training assessment and offerings, and other HR-related activities. MCC also is ensuring regular monitoring and reporting on MCC and departmental progress, mid-course corrections, and regular communications with staff.

2. **How the survey was conducted:** The survey was conducted online from May 7 to June 3, 2013.
3. **Description of sample:** All 296 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 296 employees surveyed, 232 responded, for a 78% response rate. These respondents are representative of the population in general except a larger percentage of White/Caucasian employees responded than in the MCC population. Fewer Black/African American employees responded than in the MCC population.

<b>Supervisory Status</b>	<b>Population</b>	<b>Respondents</b>
Non-supervisor	73%	76%
Supervisor	20%	12%
Manager	7%	8%
Executive	0%	3%
<b>Gender</b>		
Male	47%	51%
Female	53%	49%
<b>Are you: Hispanic or Latino</b>		
Yes	5%	4%
No	95%	96%

<b>Racial Category</b>		
White	66%	80%
Black or African-American	21%	12%
Native Hawaiian or Other Pacific Islander	1%	0%
Asian	5%	4%
American Indian or Alaska Native	0%	1%
Two or more races (not Hispanic or Latino)	0%	3%
<b>Sub-Agency</b>		
DEPT ADMIN AND FINANCE	18%	16%
DEPT COMPACT OPERATIONS	54%	57%
DEPT CONG & PUBLIC AFF	5%	5%
DEPT POLICY & EVALUATION	13%	14%
OFF CHF EXECUTIVE OFFICER	4%	3%
OFF GEN COUNSEL & VC PRES	6%	5%

**2013 FedView Survey Results for the  
Millennium Challenge Corporation  
All Respondents**

Surveys Sent: 296

Surveys Returned: 232

Response Rate: 78%

<b>Prescribed Questions: My Work Experience</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
1. I am given a real opportunity to improve my skills in my organization.	Frequencies	45	107	41	23	15		231
	Percentages	19.5%	46.3%	17.7%	10.0%	6.5%		100.0%
2. I have enough information to do my job well.	Frequencies	28	133	38	20	13		232
	Percentages	12.1%	57.3%	16.4%	8.6%	5.6%		100.0%
3. I feel encouraged to come up with new and better ways of doing things.	Frequencies	56	92	29	34	19		230
	Percentages	24.3%	40.0%	12.6%	14.8%	8.3%		100.0%
4. My work gives me a feeling of personal accomplishment.	Frequencies	74	98	29	22	9		232
	Percentages	31.9%	42.2%	12.5%	9.5%	3.9%		100.0%
5. I like the kind of work I do.	Frequencies	84	111	20	13	4		232
	Percentages	36.2%	47.8%	8.6%	5.6%	1.7%		100.0%
6. I know what is expected of me on the job.	Frequencies	54	108	28	27	15		232
	Percentages	23.3%	46.6%	12.1%	11.6%	6.5%		100.0%
7. When needed I am willing to put in the extra effort to get a job done.	Frequencies	160	65	2	3	2		232
	Percentages	69.0%	28.0%	0.9%	1.3%	0.9%		100.0%
8. I am constantly looking for ways to do my job better.	Frequencies	107	99	21	3	2		232
	Percentages	46.1%	42.7%	9.1%	1.3%	0.9%		100.0%

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<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	Frequencies	15	93	31	60	32	1	232
	Percentages	6.5%	40.3%	13.4%	26.0%	13.9%		100.0%
10. My workload is reasonable.	Frequencies	15	95	48	41	32	1	232
	Percentages	6.5%	41.1%	20.8%	17.7%	13.9%		100.0%
11. My talents are used well in the workplace.	Frequencies	34	97	29	43	27	2	232
	Percentages	14.8%	42.2%	12.6%	18.7%	11.7%		100.0%
12. I know how my work relates to the agency's goals and priorities.	Frequencies	76	107	21	15	12	1	232
	Percentages	32.9%	46.3%	9.1%	6.5%	5.2%		100.0%
13. The work I do is important.	Frequencies	99	103	15	9	5	1	232
	Percentages	42.9%	44.6%	6.5%	3.9%	2.2%		100.0%
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	104	98	9	12	7	2	232
	Percentages	45.2%	42.6%	3.9%	5.2%	3.0%		100.0%
15. My performance appraisal is a fair reflection of my performance.	Frequencies	42	92	33	34	22	9	232
	Percentages	18.8%	41.3%	14.8%	15.2%	9.9%		100.0%
16. I am held accountable for achieving results.	Frequencies	58	124	26	12	10	2	232
	Percentages	25.2%	53.9%	11.3%	5.2%	4.3%		100.0%
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	Frequencies	72	85	21	14	21	19	232
	Percentages	33.8%	39.9%	9.9%	6.6%	9.9%		100.0%
18. My training needs are assessed.	Frequencies	16	46	77	59	33	1	232
	Percentages	6.9%	19.9%	33.3%	25.5%	14.3%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Basis to Judge</b>	<b>Total</b>
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	Frequencies	28	63	43	42	37	19	232
	Percentages	13.1%	29.6%	20.2%	19.7%	17.4%		100.0%

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<b>Prescribed Questions: My Work Unit</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
20. The people I work with cooperate to get the job done.	Frequencies	54	120	26	21	9		230
	Percentages	23.5%	52.2%	11.3%	9.1%	3.9%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
21. My work unit is able to recruit people with the right skills.	Frequencies	22	93	56	33	21	7	232
	Percentages	9.8%	41.3%	24.9%	14.7%	9.3%		100.0%
22. Promotions in my work unit are based on merit.	Frequencies	23	65	50	35	28	30	231
	Percentages	11.4%	32.3%	24.9%	17.4%	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	15	55	58	34	40	30	232
	Percentages	7.4%	27.2%	28.7%	16.8%	19.8%		100.0%
24. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	13	61	58	45	30	24	231
	Percentages	6.3%	29.5%	28.0%	21.7%	14.5%		100.0%
25. Awards in my work unit depend on how well employees perform their jobs.	Frequencies	20	67	50	30	29	35	231
	Percentages	10.2%	34.2%	25.5%	15.3%	14.8%		100.0%
26. Employees in my work unit share job knowledge with each other.	Frequencies	51	127	23	18	13	0	232
	Percentages	22.0%	54.7%	9.9%	7.8%	5.6%		100.0%
27. The skill level in my work unit has improved in the past year.	Frequencies	30	81	69	16	16	19	231
	Percentages	14.2%	38.2%	32.5%	7.5%	7.5%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>		<b>Total</b>
28. How would you rate the overall quality of work done by your work unit?	Frequencies	99	90	29	8	6		232
	Percentages	42.7%	38.8%	12.5%	3.4%	2.6%		100.0%

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<b>Prescribed Questions: My Agency</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	29	134	34	20	11	4	232
	Percentages	12.7%	58.8%	14.9%	8.8%	4.8%		100.0%
30. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	18	84	50	55	19	6	232
	Percentages	8.0%	37.2%	22.1%	24.3%	8.4%		100.0%
31. Employees are recognized for providing high quality products and services.	Frequencies	28	91	52	34	20	6	231
	Percentages	12.4%	40.4%	23.1%	15.1%	8.9%		100.0%
32. Creativity and innovation are rewarded.	Frequencies	19	89	54	39	25	6	232
	Percentages	8.4%	39.4%	23.9%	17.3%	11.1%		100.0%
33. Pay raises depend on how well employees perform their jobs.	Frequencies	6	53	61	34	37	39	230
	Percentages	3.1%	27.7%	31.9%	17.8%	19.4%		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	32	97	37	11	15	39	231
	Percentages	16.7%	50.5%	19.3%	5.7%	7.8%		100.0%
35. Employees are protected from health and safety hazards on the job.	Frequencies	74	108	21	15	7	7	232
	Percentages	32.9%	48.0%	9.3%	6.7%	3.1%		100.0%
36. My organization has prepared employees for potential security threats.	Frequencies	68	126	21	11	4	2	232
	Percentages	29.6%	54.8%	9.1%	4.8%	1.7%		100.0%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	Frequencies	40	75	37	20	30	30	232
	Percentages	19.8%	37.1%	18.3%	9.9%	14.9%		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	54	84	28	9	13	40	228
	Percentages	28.7%	44.7%	14.9%	4.8%	6.9%		100.0%
39. My agency is successful at accomplishing its mission.	Frequencies	42	125	38	15	10	1	231
	Percentages	18.3%	54.3%	16.5%	6.5%	4.3%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
40. I recommend my organization as a good place to work.	Frequencies	46	91	53	25	16		231
	Percentages	19.9%	39.4%	22.9%	10.8%	6.9%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
41. I believe the results of this survey will be used to make my agency a better place to work.	Frequencies	29	71	50	35	32	15	232
	Percentages	13.4%	32.7%	23.0%	16.1%	14.7%		100.0%

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Response Rate: 78%

<b>Prescribed Questions: My Supervisor/Team Leader</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
42. My supervisor supports my need to balance work and other life issues.	Frequencies	84	101	21	13	12	1	232
	Percentages	36.4%	43.7%	9.1%	5.6%	5.2%		100.0%
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	Frequencies	75	89	34	18	16	0	232
	Percentages	32.3%	38.4%	14.7%	7.8%	6.9%		100.0%
44. Discussions with my supervisor/team leader about my performance are worthwhile.	Frequencies	66	83	36	24	22	1	232
	Percentages	28.6%	35.9%	15.6%	10.4%	9.5%		100.0%
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	Frequencies	66	81	36	4	11	34	232
	Percentages	33.3%	40.9%	18.2%	2.0%	5.6%		100.0%
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	Frequencies	55	93	41	24	18	0	231
	Percentages	23.8%	40.3%	17.7%	10.4%	7.8%		100.0%
47. Supervisors/team leaders in my work unit support employee development.	Frequencies	67	88	44	14	15	4	232
	Percentages	29.4%	38.6%	19.3%	6.1%	6.6%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>		<b>Total</b>
48. My supervisor/team leader listens to what I have to say.	Frequencies	102	84	23	15	8		232
	Percentages	44.0%	36.2%	9.9%	6.5%	3.4%		100.0%
49. My supervisor/team leader treats me with respect.	Frequencies	115	77	20	11	9		232
	Percentages	49.6%	33.2%	8.6%	4.7%	3.9%		100.0%
50. In the last six months, my supervisor/team leader has talked with me about my performance.	Frequencies	99	109	12	5	6		231
	Percentages	42.9%	47.2%	5.2%	2.2%	2.6%		100.0%
51. I have trust and confidence in my supervisor.	Frequencies	86	68	36	21	17		228
	Percentages	37.7%	29.8%	15.8%	9.2%	7.5%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>		<b>Total</b>
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	101	62	38	14	15		230
	Percentages	43.9%	27.0%	16.5%	6.1%	6.5%		100.0%

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<b>Prescribed Questions: Leadership</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	15	65	65	47	38	2	232
	Percentages	6.5%	28.3%	28.3%	20.4%	16.5%		100.0%
54. My organization's leaders maintain high standards of honesty and integrity.	Frequencies	26	92	53	20	26	15	232
	Percentages	12.0%	42.4%	24.4%	9.2%	12.0%		100.0%
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	47	104	38	7	16	20	232
	Percentages	22.2%	49.1%	17.9%	3.3%	7.5%		100.0%
56. Managers communicate the goals and priorities of the organization.	Frequencies	23	117	50	20	21	1	232
	Percentages	10.0%	50.6%	21.6%	8.7%	9.1%		100.0%
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Percentages	24	103	50	20	19	15	231
	Percentages	11.1%	47.7%	23.1%	9.3%	8.8%		100.0%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	Frequencies	23	91	52	34	21	8	229
	Percentages	10.4%	41.2%	23.5%	15.4%	9.5%		100.0%
59. Managers support collaboration across work units to accomplish work objectives.	Frequencies	28	105	47	25	20	5	230
	Percentages	12.4%	46.7%	20.9%	11.1%	8.9%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>	<b>Do Not Know</b>	<b>Total</b>
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	Frequencies	50	76	47	20	25	11	229
	Percentages	22.9%	34.9%	21.6%	9.2%	11.5%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
61. I have a high level of respect for my organization's senior leaders.	Frequencies	18	81	61	35	33	4	232
	Percentages	7.9%	35.5%	26.8%	15.4%	14.5%		100.0%
62. Senior leaders demonstrate support for Work/Life programs.	Frequencies	24	89	54	19	23	23	232
	Percentages	11.5%	42.6%	25.8%	9.1%	11.0%		100.0%

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<b>Prescribed Questions: My Satisfaction</b>								
<b>Item Text</b>		<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>		<b>Total</b>
63. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	34	93	50	32	23		232
	Percentages	14.7%	40.1%	21.6%	13.8%	9.9%		100.0%
64. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	28	93	60	31	19		231
	Percentages	12.1%	40.3%	26.0%	13.4%	8.2%		100.0%
65. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	34	71	58	40	27		230
	Percentages	14.8%	30.9%	25.2%	17.4%	11.7%		100.0%
66. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	15	72	71	48	26		232
	Percentages	6.5%	31.0%	30.6%	20.7%	11.2%		100.0%
67. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	17	47	76	48	44		232
	Percentages	7.3%	20.3%	32.8%	20.7%	19.0%		100.0%
68. How satisfied are you with the training you receive for your present job?	Frequencies	20	62	82	49	19		232
	Percentages	8.6%	26.7%	35.3%	21.1%	8.2%		100.0%
69. Considering everything, how satisfied are you with your job?	Frequencies	49	98	40	24	20		231
	Percentages	21.2%	42.4%	17.3%	10.4%	8.7%		100.0%
70. Considering everything, how satisfied are you with your pay?	Frequencies	34	101	40	35	22		232
	Percentages	14.7%	43.5%	17.2%	15.1%	9.5%		100.0%
71. Considering everything, how satisfied are you with your organization?	Frequencies	32	99	50	29	20		230
	Percentages	13.9%	43.0%	21.7%	12.6%	8.7%		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	215	94%
No	14	6%

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

	N	%
I telework 3 or more days per week.	3	1%
I telework 1 or 2 work days per week.	28	12%
I telework, but no more than 1 or 2 days per month.	56	24%
I telework very infrequently, on an unscheduled or short-term basis.	90	39%
I do NOT telework because I have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel).	6	3%
I do NOT telework because I have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking.	2	1%
I do NOT telework because I because I did not receive approval to do so, even though I have the kind of job where I can telework.	8	3%
I do NOT telework because I choose not to telework.	38	16%

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Do you participate in the following Work/Life programs?

74. Alternative work schedules (AWS)	N	%
Yes	36	16%
No	168	73%
Not available to me	27	12%

75. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	N	%
Yes	35	15%
No	172	74%
Not available to me	25	11%

76. Employee Assistance Program (EAP)	N	%
Yes	18	8%
No	193	85%
Not available to me	17	7%

77. Child care programs (for example, daycare, parenting classes, parenting support groups)	N	%
Yes	10	4%
No	196	85%
Not available to me	24	10%

78. Elder care programs (for example, support groups, speakers)	N	%
Yes	3	1%
No	203	88%
Not available to me	26	11%

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Item Text		Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	No Basis to Judge	Total
79. Telework	Frequencies	47	80	47	13	10	35	232
	Percentages	23.9%	40.6%	23.9%	6.6%	5.1%		100.0%
80. Alternative work schedules (AWS)	Frequencies	20	40	48	11	6	105	230
	Percentages	16.0%	32.0%	38.4%	8.8%	4.8%		100.0%
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	Frequencies	7	21	46	6	4	143	227
	Percentages	8.3%	25.0%	54.8%	7.1%	4.8%		100.0%
82. Employee Assistance Program (EAP)	Frequencies	6	16	40	3	2	165	232
	Percentages	9.0%	23.9%	59.7%	4.5%	3.0%		100.0%
83. Child care programs (for example, daycare, parenting classes, parenting support groups)	Frequencies	1	7	39	5	14	164	230
	Percentages	1.5%	10.6%	59.1%	7.6%	21.2%		100.0%
84. Elder care programs (for example, support groups, speakers)	Frequencies	1	5	39	2	4	180	231
	Percentages	2.0%	9.8%	76.5%	3.9%	7.8%		100.0%

**Prescribed Questions: MCC-Specific Questions**

85. Have you worked on a Country Team (i.e., a transaction team or implementation support team) over the last year?

	N	%
Yes	145	63%
No	87	38%

Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
86. My team leader effectively resolves problems.	Frequencies	29	55	23	23	11	3	144
	Percentages	20.6%	39.0%	16.3%	16.3%	7.8%		100.0%
87. My team leader listens to what I have to say.	Frequencies	37	65	16	13	10	3	144
	Percentages	26.2%	46.1%	11.3%	9.2%	7.1%		100.0%
88. My team leader treats me with respect.	Frequencies	41	66	16	9	9	3	144
	Percentages	29.1%	46.8%	11.3%	6.4%	6.4%		100.0%
Item Text		Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	No Basis to Judge	Total
89. On your Country Team, how satisfied are you with the involvement in decisions that affect your work?	Frequencies	28	55	29	19	10	3	144
	Percentages	19.9%	39.0%	20.6%	13.5%	7.1%		100.0%
90. On your Country Team, how satisfied are you with the recognition you receive for doing a good job?	Frequencies	21	59	36	15	9	4	144
	Percentages	15.0%	42.1%	25.7%	10.7%	6.4%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor	Do Not Know	Total

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91. Overall, how good a job do you feel is being done by your team leader?	Frequencies	40	50	30	11	10	3	144
	Percentages	28.4%	35.5%	21.3%	7.8%	7.1%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Basis to Judge</b>	<b>Total</b>
92. Team members cooperate to get the job done.	Frequencies	22	84	19	12	8	0	145
	Percentages	15.2%	57.9%	13.1%	8.3%	5.5%		100.0%
93. Team members have the job-relevant knowledge and skills necessary to accomplish team goals.	Frequencies	19	84	22	13	7	0	145
	Percentages	13.1%	57.9%	15.2%	9.0%	4.8%		100.0%
94. On my Country Team, problems get resolved effectively.	Frequencies	16	58	38	22	11	0	145
	Percentages	11.0%	40.0%	26.2%	15.2%	7.6%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>	<b>Do Not Know</b>	<b>Total</b>
95. How would you rate the overall quality of work done by your Country Team?	Frequencies	30	70	31	5	8	0	144
	Percentages	20.8%	48.6%	21.5%	3.5%	5.6%		100.0%
<b>Item Text</b>		<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>No Basis to Judge</b>	<b>Total</b>
96. On your Country Team, how satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	8	64	43	12	17	1	145
	Percentages	5.6%	44.4%	29.9%	8.3%	11.8%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Basis to Judge</b>	<b>Total</b>
97. On my Country Team, the decision-making authority of the Country Team is clear.	Frequencies	22	62	20	27	13	1	145
	Percentages	15.3%	43.1%	13.9%	18.8%	9.0%		100.0%
98. On my Country Team, the decision-making authority of division management (MD DVP) is clear.	Frequencies	15	56	29	30	12	3	145
	Percentages	10.6%	39.4%	20.4%	21.1%	8.5%		100.0%
99. On my Country Team, division and department management provide clear guidance and support to the country team to help them accomplish their work.	Frequencies	10	50	41	23	15	5	144
	Percentages	7.2%	36.0%	29.5%	16.5%	10.8%		100.0%
100. On my Country Team, managers support collaboration across teams to accomplish work objectives.	Frequencies	15	67	32	16	10	4	144
	Percentages	10.7%	47.9%	22.9%	11.4%	7.1%		100.0%
101. Matrix management promotes collaboration across divisions and departments.	Frequencies	7	42	44	23	27	2	145
	Percentages	4.9%	29.4%	30.8%	16.1%	18.9%		100.0%

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**Demographics**

103. Where do you work?		N	%
		<hr/>	
	Headquarters (Washington D.C.)	200	88%
	Field (Overseas)	26	12%

104. What is your supervisory status?		N	%
		<hr/>	
	Non-Supervisor	133	61%
	Team Leader	34	16%
	Supervisor	27	12%
	Manager	18	8%
	Executive	7	3%

105. What is your gender?		N	%
		<hr/>	
	Male	105	51%
	Female	101	49%

106. Are you Hispanic or Latino?		N	%
		<hr/>	
	Yes	8	4%
	No	193	96%

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

	N	%
American Indian or Alaska Native	2	1%
Asian	7	4%
Black or African American	22	12%
Native Hawaiian or Other Pacific Islander	0	0%
White	142	80%
Two or more races	5	3%

108. What is your age group?

	N	%
25 and under	1	1%
26-29	13	7%
30-39	76	39%
40-49	56	29%
50-59	36	19%
60 or older	12	6%

109. What is your pay category/grade?

	N	%
Pay Band 1 - 2(b)	11	6%
Pay Band 2(c) - 2(d)	26	15%
Pay Band 3(a) - 3(b)	88	51%
Pay Band 4(a), 4(b), 4(c)	42	24%
Pay Band 5	7	4%

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

	N	%
Less than 1 year	14	7%
1 to 3 years	34	16%
4 to 5 years	30	14%
6 to 10 years	86	41%
11 to 14 years	24	12%
15 to 20 years	8	4%
More than 20 years	12	6%

111. How long have you been with MCC?

	N	%
Less than 1 year	30	15%
1 to 3 years	56	28%
4 to 5 years	30	15%
6 or more years	85	42%

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

	N	%
No	124	58%
Yes, to retire	3	1%
Yes, to take another job within the Federal Government	26	12%
Yes, to take another job outside the Federal Government	24	11%
Yes, other	35	17%

113. I am planning to retire:

	N	%
Within one year	0	0%
Between one and three years	7	4%
Between three and five years	6	3%
Five or more years	175	93%

114. Do you consider yourself to be one or more of the following?

	N	%
Heterosexual or Straight	156	84%
Gay, Lesbian, Bisexual, or Transgender	9	5%
I prefer not to say	21	11%

115. Have you ever served on Active Duty in the US Armed  
Forces (Air Force, Army, Coast Guard, Marine Corps or Navy)?

	N	%
Yes	9	4%
No	192	96%

116. Are you an individual with a disability?

	N	%
Yes	5	2%
No	197	98%

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102. Where do you work at MCC?

	N	%
<b>MCC Overall</b>	<b>232</b>	<b>100%</b>
<b>DEPT ADMIN AND FINANCE</b>	<b>37</b>	<b>16%</b>
HUMAN RESOURCES DIVI	8	3%
CONTRACTS & GRANTS MANAGEMENT	7	3%
OFFICE OF THE VP/DEPUTY VP	5	2%
FINANCIAL MANAGEMENT	11	5%
INFORMATION TECHNOLOGY	3	1%
SECURITY	3	1%
<b>DEPT COMPACT OPERATIONS</b>	<b>132</b>	<b>57%</b>
OFFICE OF THE VP/DEPUTY VP	12	5%
<b>TECHNICAL SERVICES DIVISION</b>	<b>23</b>	<b>10%</b>
AGRICULTURE & LAND	5	2%
GENDER & SOCIAL ASSESSMENT	4	2%
FINANCE, INVESTMENT & TRADE	6	3%
EDUCATION, HEALTH, & COMNTY DEVLPMNT	2	1%
CONTRACTS	3	1%
<b>WEST AFRICA</b>	<b>33</b>	<b>14%</b>
PROGRAMS - OVERSEAS	7	3%
PROGRAMS - DC BASED	10	4%
<b>SECTOR SPECIALISTS</b>	<b>16</b>	<b>7%</b>
ENVIRONMENTAL & SOCIAL PERFORMANCE	3	1%
FISCAL ACCOUNTABILITY & PROCUREMENT	5	2%
INFRASTRUCTURE	8	3%
<b>EAST &amp; SOUTHERN AFRICA</b>	<b>32</b>	<b>14%</b>
PROGRAMS - OVERSEAS	9	4%
PROGRAMS - DC BASED	7	3%
<b>SECTOR SPECIALISTS</b>	<b>16</b>	<b>7%</b>
ENVIRONMENTAL & SOCIAL ASSESSMENTS	6	3%
FISCAL ACCOUNTABILITY & PROCUREMENT	4	2%
INFRASTRUCTURE	6	3%
<b>EAPLA</b>	<b>32</b>	<b>14%</b>
PROGRAMS - OVERSEAS	7	3%
PROGRAMS - DC BASED	11	5%
<b>SECTOR SPECIALISTS</b>	<b>14</b>	<b>6%</b>
ENVIRONMENTAL & SOCIAL PERFORMANCE	4	2%
FISCAL ACCOUNTABILITY & PROCUREMENT	2	1%
INFRASTRUCTURE	8	3%
<b>DEPT CONG &amp; PUBLIC AFF</b>	<b>12</b>	<b>5%</b>
CONGRESSIONAL AFFAIRS	4	2%
OFFICE OF THE VP/DEPUTY VP	0	0%
PUBLIC AFFAIRS	8	3%
<b>DEPT POLICY &amp; EVALUATION</b>	<b>32</b>	<b>14%</b>
OFFICE OF THE VP/DEPUTY VP	1	0%
COOPERATION/DEVELOPMENT	4	2%
DEVELOPMENT POLICY	3	1%
ECONOMIC ANALYSIS	10	4%
MONITORING & EVALUATION	14	6%
<b>OFF CHF EXECUTIVE OFFCR</b>	<b>8</b>	<b>3%</b>
OFF CHF EXECUTIVE OFFCR	8	3%
<b>OFFC GEN CONC &amp; VC PRES</b>	<b>11</b>	<b>5%</b>

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ADMINISTRATION	2	1%
INTERNATIONAL OPERATIONS	9	4%

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**HCAAF Indices**

<b>Index</b>	<b><u>% Favorable</u></b>
Leadership and Knowledge Management	59%
Results Oriented Performance Culture	56%
Talent Management	54%
Job Satisfaction	64%