

2009 Annual Employee Survey Results for Dept. of Transportation Agency – OVERALL

1. Interpretation of Results: Results of the DOT 2009 Annual Employee Survey are mostly unchanged compared to results of the last off-year survey in 2007 and results of the 2008 Federal Human Capital Survey. Overall, DOT employees are satisfied with their jobs and think the work they do is important; they like the work they do and think that their fellow employees at DOT cooperate to get the job done; and a majority of employees have trust and confidence in their immediate supervisors. However, this survey also revealed that DOT employees continue to have less favorable impressions of leadership and gave less favorable response to questions dealing with Performance Culture areas. Below are a few examples of DOT's patterns of results.

Highlights

- 92.7 percent of employees reported they feel the work they do is important.
- 87.7 percent answered that they like the kind of they do.
- 76.6 percent agreed that they are given opportunities to improve their skills.
- 54.8 percent agreed their training needs were assessed.
- 56.9 percent reported being satisfied with the training they receive for their jobs.

Remaining Challenges

Despite some noteworthy positive results, ongoing challenges remain, particularly on several questions dealing with Performance Culture issues and with employees' perceptions of leadership. For example:

Performance Culture

- Only 33.6 percent of employees agreed that promotions in their work units were based on merit.
- 40 percent agreed that creativity and innovation are rewarded.
- 23.7 percent believe that pay raises depend on how well employees perform their jobs.

Leadership

- 33.2 percent of employees agreed that leaders generate high levels of commitment in the workforce.
- 42.9 percent said they have a high level of respect for senior leaders.
- 49 percent agreed that managers review and evaluate DOT's progress toward meeting its goals and objectives.

Action Planning

DOT has committed to a strategy to increase employee engagement throughout the Department by refocusing energy and attention on key management practices that address Leadership and Performance Culture. By increasing employee engagement, the Department believes that over time it can influence employee satisfaction rates as expressed on annual employee surveys in the future and achieve better strategic outcomes for DOT as whole.

Below are some action plan activities the Department is currently engaged in now:

- Employee satisfaction performance standards are included in Operating Administration (OA) Administrators', career and non-career senior executives', and first-line supervisors' performance plans;
- Mandatory training is currently underway for all first line supervisors to enhance leadership and management skills, which includes increasing the capacity to hear and address employees' concerns;
- DOT is developing a DOT-wide employee engagement ideation platform as a means to solicit direct feedback from employees at all levels on how to make DOT a better place to work; and

- OAs created and are implementing specific action plans designed to address employees' concerns about the OA leadership and the performance culture in the context of their respective operating environments.

2. How the survey was conducted: The survey was conducted online from October 19th, 2009 until November 20th, 2009. A paper version of the survey was distributed to Air Traffic Controllers who do not have access to the internet on October 19th and was collected through December 1st, 2009.

3. Description of sample: A stratified random sample based on agency subcomponent of 4584 full-time permanent employees of the agency 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 4584 employees surveyed, 1945 responded, for a 42% response rate. The table below shows the demographic breakdown of respondents as compared to the overall DOT population statistics. The sample of respondents appears to be representative of the overall DOT population.

Supervisory Status	Population	Respondents
Non-supervisor	87%	82%
Supervisor/Manager	13%	18%
Gender		
Male	73%	71%
Female	27%	29%
Are you: Hispanic or Latino		
Yes	7%	6%
No	93%	94%
Racial Category		
White	82%	81%
Black or African-American	12%	10%
Native Hawaiian or Other Pacific Islander	0%	0%
Asian	4%	4%
American Indian or Alaska Native	1%	2%
Two or more races (not Hispanic or Latino)	0%	3%
Sub-Component		
Office of the Secretary of Transportation	1%	2%
Federal Aviation Administration	84%	78%
Federal Highway Administration	5%	7%
Federal Motor Carrier Safety Administration	2%	3%
Federal Railroad Administration	1%	2%
Federal Transit Administration	1%	1%
Maritime Administration	1%	2%
National Highway Traffic Safety Administration	1%	2%
Office of Inspector General	1%	1%
Pipeline and Hazardous Materials Safety Administration	1%	1%
Research and Innovative Technology Administration	1%	1%
Saint Lawrence Seaway Development Corporation	0%	0%

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Response Rate: 42%

Prescribed Questions: Personal Work Experiences								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
1. The people I work with cooperate to get the job done.	Frequencies	684	976	148	106	30		1,944
	Percentages	35.2%	50.2%	7.6%	5.5%	1.5%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	413	779	367	283	93		1,935
	Percentages	21.3%	40.3%	19.0%	14.6%	4.8%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	624	852	251	134	76		1,937
	Percentages	32.2%	44.0%	13.0%	6.9%	3.9%		100.0%
4. I like the kind of work I do.	Frequencies	863	839	160	55	23		1,940
	Percentages	44.5%	43.2%	8.2%	2.8%	1.2%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	551	668	288	230	202		1,939
	Percentages	28.4%	34.5%	14.9%	11.9%	10.4%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor		Total
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	636	594	373	176	156		1,935
	Percentages	32.9%	30.7%	19.3%	9.1%	8.1%		100.0%

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Prescribed Questions: Recruitment, Development, & Retention								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	352	1,047	263	181	80	18	1,941
	Percentages	18.1%	53.9%	13.5%	9.3%	4.1%	0.9%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	209	677	421	352	226	55	1,940
	Percentages	10.8%	34.9%	21.7%	18.1%	11.6%	2.8%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	616	985	205	88	36	13	1,943
	Percentages	31.7%	50.7%	10.6%	4.5%	1.9%	0.7%	100.0%
10. The work I do is important.	Frequencies	1,056	744	87	29	20	6	1,942
	Percentages	54.4%	38.3%	4.5%	1.5%	1.0%	0.3%	100.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	416	853	263	243	154	7	1,936
	Percentages	21.5%	44.1%	13.6%	12.6%	8.0%	0.4%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	447	762	330	220	169	13	1,941
	Percentages	23.0%	39.3%	17.0%	11.3%	8.7%	0.7%	100.0%
13. My talents are used well in the workplace.	Frequencies	413	847	300	219	154	9	1,942
	Percentages	21.3%	43.6%	15.4%	11.3%	7.9%	0.5%	100.0%
14. My training needs are assessed.	Frequencies	270	793	432	263	170	13	1,941
	Percentages	13.9%	40.9%	22.3%	13.5%	8.8%	0.7%	100.0%

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Prescribed Questions: Performance Culture								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
15. Promotions in my work unit are based on merit.	Frequencies	168	483	470	327	406	86	1,940
	Percentages	8.7%	24.9%	24.2%	16.9%	20.9%	4.4%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	101	435	482	411	383	125	1,937
	Percentages	5.2%	22.5%	24.9%	21.2%	19.8%	6.5%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	192	582	486	346	291	37	1,934
	Percentages	9.9%	30.1%	25.1%	17.9%	15.0%	1.9%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
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).	Frequencies	353	846	309	211	163	58	1,940
	Percentages	18.2%	43.6%	15.9%	10.9%	8.4%	3.0%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	133	577	464	418	281	67	1,940
	Percentages	6.9%	29.7%	23.9%	21.5%	14.5%	3.5%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	103	358	431	477	486	87	1,942
	Percentages	5.3%	18.4%	22.2%	24.6%	25.0%	4.5%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	294	843	378	222	161	44	1,942
	Percentages	15.1%	43.4%	19.5%	11.4%	8.3%	2.3%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	313	737	392	274	195	29	1,940
	Percentages	16.1%	38.0%	20.2%	14.1%	10.1%	1.5%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	341	817	369	195	183	35	1,940
	Percentages	17.6%	42.1%	19.0%	10.1%	9.4%	1.8%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	689	764	264	98	99	24	1,938
	Percentages	35.6%	39.4%	13.6%	5.1%	5.1%	1.2%	100.0%

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Prescribed Questions: Leadership								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
25. I have a high level of respect for my organization's senior leaders.	Frequencies	262	571	420	322	352	16	1,943
	Percentages	13.5%	29.4%	21.6%	16.6%	18.1%	0.8%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	161	483	484	407	394	11	1,940
	Percentages	8.3%	24.9%	24.9%	21.0%	20.3%	0.6%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	230	722	458	202	158	166	1,936
	Percentages	11.9%	37.3%	23.7%	10.4%	8.2%	8.6%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	409	1,007	239	158	103	25	1,941
	Percentages	21.1%	51.9%	12.3%	8.1%	5.3%	1.3%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	188	638	461	346	278	28	1,939
	Percentages	9.7%	32.9%	23.8%	17.8%	14.3%	1.4%	100.0%
30. My workload is reasonable.	Frequencies	224	1,083	273	217	136	3	1,936
	Percentages	11.6%	55.9%	14.1%	11.2%	7.0%	0.2%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	244	846	393	262	187	9	1,941
	Percentages	12.6%	43.6%	20.2%	13.5%	9.6%	0.5%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	271	1,001	376	166	90	38	1,942
	Percentages	14.0%	51.5%	19.4%	8.5%	4.6%	2.0%	100.0%

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Prescribed Questions: Job Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	173	696	467	404	201		1,941
	Percentages	8.9%	35.9%	24.1%	20.8%	10.4%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	192	592	447	451	262		1,944
	Percentages	9.9%	30.5%	23.0%	23.2%	13.5%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	150	547	596	357	289		1,939
	Percentages	7.7%	28.2%	30.7%	18.4%	14.9%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	276	672	419	350	225		1,942
	Percentages	14.2%	34.6%	21.6%	18.0%	11.6%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	148	517	535	424	315		1,939
	Percentages	7.6%	26.7%	27.6%	21.9%	16.2%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	239	868	455	276	107		1,945
	Percentages	12.3%	44.6%	23.4%	14.2%	5.5%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	447	899	310	209	76		1,941
	Percentages	23.0%	46.3%	16.0%	10.8%	3.9%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	397	889	266	248	142		1,942
	Percentages	20.4%	45.8%	13.7%	12.8%	7.3%		100.0%

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Demographics

41. What is your supervisory status?	N	%
Non-Supervisor	1,293	67%
Team Leader	295	15%
Supervisor	231	12%
Manager	96	5%
Executive	20	1%
42. Are you...	N	%
Male	1,359	71%
Female	567	29%
43. Are you Hispanic or Latino?	N	%
Yes	119	6%
No	1,778	94%
44. Please select the racial category or categories with which you most closely identify.	N	%
White	1,511	81%
Black or African-American	188	10%
Native Hawaiian or other Pacific Islander	8	0%
Asian	72	4%
American Indian or Alaska Native	29	2%
Two or more races	47	3%

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45. What is your agency subcomponent?

	N	%
Office of the Secretary of Transportation	43	2%
FAA - Air Traffic Organization	925	48%
FAA - Aviation Safety Organization	326	17%
FAA - Other FAA Organization	259	13%
Federal Highway Administration	138	7%
Federal Motor Carrier Safety Administration	54	3%
Federal Railroad Administration	46	2%
Federal Transit Administration	27	1%
Maritime Administration	30	2%
National Highway Traffic Safety Administration	30	2%
Office of Inspector General	14	1%
Pipeline and Innovation Technology Administration	20	1%
Research and Innovative Technology Administration	8	0%
Volpe National Transportation Systems Center	15	1%
Saint Lawrence Seaway Development Center	3	0%

46. Please select what job occupational category you work in.

	N	%
Information Technologist	81	4%
Human Resources Specialist	33	2%
Contract Specialist	14	1%
Engineer	197	10%
Other	1,587	83%