

**2009 Annual Employee Survey Results for
Broadcasting Board of Governors
All Respondents**

- 1. Interpretation of Results:** The 2009 Annual Employee Survey was conducted for the Broadcasting Board of Governors by the Office of Personnel Management. The survey was designed to assess employee perceptions on a variety of work-related issues. Fifty-eight percent of our workforce completed the survey.

Results of the 2009 survey of Chief Financial Officer (CFO), General Counsel (GC), Broadcasting Board of Governors (BBG) staff, International Broadcasting Bureau (IBB), Engineering & Technical Services (Engineering), Voice of America (VOA) and Office of Cuba Broadcasting (OCB) employees came in with a unambiguous message: employees like their work and believe it is important, but remain concerned about a number of serious issues, including training, career paths, performance management, leadership and communication. While the survey responses suggest some improvement in a number of areas, it's clear much more needs to be done.

Agency leadership and the Board are grateful for the feedback and remain committed to continuing to address these issues.

- 2. How the survey was conducted:** The survey was conducted online from October 19, 2009 to November 6, 2009.
- 3. Description of sample:** All 1717 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 1717 employees surveyed, 1003 responded, for a 58% response rate. These respondents are representative of the population, except fewer non-supervisors and employees from OCB participated in the survey than in the population, and more team leaders, supervisors and managers responded than in the population.

Supervisory Status	Population	Respondents
Non-supervisor	81%	60%
Team Leader	0%	15%
Supervisor	17%	15%
Manager		9%
Executive	1%	1%
Gender		
Male	61%	61%
Female	39%	39%
Are you: Hispanic or Latino		
Yes	9%	6%
No	91%	94%
Racial Category		
White	54%	59%
Black or African-American	22%	19%
Native Hawaiian or Other Pacific Islander	15%	0%
Asian		19%
American Indian or Alaska Native	0%	0%
Two or more races (not Hispanic or Latino)	n/a	2%

Sub-Agency		
BBG	3%	4%
BBG Board Staff	0%	1%
BBG Chief Financial Officer	2%	2%
BBG Office of General Counsel	1%	0%
BBG Office of Public Affairs	0%	0%
BBG Office of Strat. Planning & Perf Measurement	0%	0%
IBB	9%	11%
IBB Office of the Director	2%	2%
IBB Office of Marketing & External Liaison	1%	1%
IBB Office of Performance Review	1%	2%
IBB Office of Policy	0%	0%
IBB Office of Human Resources	2%	2%
IBB Office of Contracts	1%	2%
IBB Office of Security	1%	1%
IBB Office of Civil Rights	0%	0%
VOA	68%	64%
VOA Office of the Director	1%	1%
VOA Operations	16%	15%
VOA Central Programming	8%	6%
VOA Language Programming	43%	41%
VOA Language Programming Director's Office	2%	2%
Eurasia Division VOA/LE	5%	4%
Africa Division VOA/LA	4%	3%
Near East & Cenral Asia Division VOA/LM	2%	2%
South Asia Division VOA/LD	5%	4%
Persian News Network VOA/LNN	5%	4%
East Asia and Pacific Division VOA/LP	13%	14%
Latin America Division VOA/LL	2%	2%
Worldwide English Division VOA/LW	6%	6%
OCB	9%	4%
OCB Office of the Director	0%	0%
OCB Broadcast Operations	6%	2%
OCB Technical Operations	3%	1%
OCB Administration	1%	0%
Engineering	11%	13%
Engineering Office of the Director	0%	1%
Engineering Technical Directorate	3%	3%
Engineering Information Technology Directorate	4%	4%
Engineering Resource Directorate	1%	1%
Engineering Operations Directorate	4%	4%

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Surveys Sent: 1717

Surveys Returned: 1003

Response Rate: 58%

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	273	513	102	72	37		997
	Percentages	27.4%	51.5%	10.2%	7.2%	3.7%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	170	359	184	169	110		992
	Percentages	17.1%	36.2%	18.5%	17.0%	11.1%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	282	423	133	88	66		992
	Percentages	28.4%	42.6%	13.4%	8.9%	6.7%		100.0%
4. I like the kind of work I do.	Frequencies	423	434	82	33	22		994
	Percentages	42.6%	43.7%	8.2%	3.3%	2.2%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	233	326	162	134	134		989
	Percentages	23.6%	33.0%	16.4%	13.5%	13.5%		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	285	282	215	112	101		995
	Percentages	28.6%	28.3%	21.6%	11.3%	10.2%		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	116	455	184	152	81	11	999
	Percentages	11.6%	45.5%	18.4%	15.2%	8.1%	1.1%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	106	312	236	178	142	23	997
	Percentages	10.6%	31.3%	23.7%	17.9%	14.2%	2.3%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	330	460	92	55	51	11	999
	Percentages	33.0%	46.0%	9.2%	5.5%	5.1%	1.1%	100.0%
10. The work I do is important.	Frequencies	480	399	76	21	17	7	1,000
	Percentages	48.0%	39.9%	7.6%	2.1%	1.7%	0.7%	100.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	146	378	186	162	122	6	1,000
	Percentages	14.6%	37.8%	18.6%	16.2%	12.2%	0.6%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	171	340	221	115	134	20	1,001
	Percentages	17.1%	34.0%	22.1%	11.5%	13.4%	2.0%	100.0%
13. My talents are used well in the workplace.	Frequencies	195	360	144	139	155	9	1,002
	Percentages	19.5%	35.9%	14.4%	13.9%	15.5%	0.9%	100.0%
14. My training needs are assessed.	Frequencies	98	295	239	190	143	30	995
	Percentages	9.8%	29.6%	24.0%	19.1%	14.4%	3.0%	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	81	224	229	160	246	61	1,001
	Percentages	8.1%	22.4%	22.9%	16.0%	24.6%	6.1%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	49	198	240	194	250	61	992
	Percentages	4.9%	20.0%	24.2%	19.6%	25.2%	6.1%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	95	270	233	162	216	20	996
	Percentages	9.5%	27.1%	23.4%	16.3%	21.7%	2.0%	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	159	399	195	73	66	104	996
	Percentages	16.0%	40.1%	19.6%	7.3%	6.6%	10.4%	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	78	238	236	216	193	37	998
	Percentages	7.8%	23.8%	23.6%	21.6%	19.3%	3.7%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	49	130	226	252	276	65	998
	Percentages	4.9%	13.0%	22.6%	25.3%	27.7%	6.5%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	171	446	192	69	72	48	998
	Percentages	17.1%	44.7%	19.2%	6.9%	7.2%	4.8%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	147	351	223	116	117	45	999
	Percentages	14.7%	35.1%	22.3%	11.6%	11.7%	4.5%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	162	388	211	96	116	29	1,002
	Percentages	16.2%	38.7%	21.1%	9.6%	11.6%	2.9%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	287	432	154	39	65	21	998
	Percentages	28.8%	43.3%	15.4%	3.9%	6.5%	2.1%	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	132	278	218	163	199	12	1,002
	Percentages	13.2%	27.7%	21.8%	16.3%	19.9%	1.2%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	72	203	255	200	252	19	1,001
	Percentages	7.2%	20.3%	25.5%	20.0%	25.2%	1.9%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	74	281	252	123	156	113	999
	Percentages	7.4%	28.1%	25.2%	12.3%	15.6%	11.3%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	122	440	226	100	78	34	1,000
	Percentages	12.2%	44.0%	22.6%	10.0%	7.8%	3.4%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	63	252	266	189	189	35	994
	Percentages	6.3%	25.4%	26.8%	19.0%	19.0%	3.5%	100.0%
30. My workload is reasonable.	Frequencies	116	530	182	94	73	3	998
	Percentages	11.6%	53.1%	18.2%	9.4%	7.3%	0.3%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	89	341	213	171	165	18	997
	Percentages	8.9%	34.2%	21.4%	17.2%	16.5%	1.8%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	78	385	245	138	94	59	999
	Percentages	7.8%	38.5%	24.5%	13.8%	9.4%	5.9%	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	82	296	223	248	149		998
	Percentages	8.2%	29.7%	22.3%	24.8%	14.9%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	73	288	217	234	189		1,001
	Percentages	7.3%	28.8%	21.7%	23.4%	18.9%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	75	199	302	212	211		999
	Percentages	7.5%	19.9%	30.2%	21.2%	21.1%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	120	315	193	191	178		997
	Percentages	12.0%	31.6%	19.4%	19.2%	17.9%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	74	240	259	235	193		1,001
	Percentages	7.4%	24.0%	25.9%	23.5%	19.3%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	110	347	290	159	92		998
	Percentages	11.0%	34.8%	29.1%	15.9%	9.2%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	175	437	182	129	75		998
	Percentages	17.5%	43.8%	18.2%	12.9%	7.5%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	160	461	175	148	55		999
	Percentages	16.0%	46.1%	17.5%	14.8%	5.5%		100.0%

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Customized Items								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
41. I have sufficient resources (for example, people, materials, budget) to get my job done.	Frequencies	81	371	180	206	150	11	999
	Percentages	8.1%	37.1%	18.0%	20.6%	15.0%	1.1%	100.0%
42. Employees are provided with training when new technologies and tools are introduced.	Frequencies	105	425	205	153	91	18	997
	Percentages	10.5%	42.6%	20.6%	15.3%	9.1%	1.8%	100.0%

43. In what area does the agency need the most improvement?

	N	%
Financial resources	144	15%
Leadership	305	31%
Communication	135	14%
Training	43	4%
Opportunities for advancement	183	18%
Employee recognition	88	9%
Use of new media and technology	47	5%
Job security	26	3%
Work load	27	3%

44. What level of leadership needs the most overall improvement?

	N	%
Supervisory level	247	25%
Mid management level (e.g., Division Directors)	270	27%
IBB/VOA/OCB Director and staff level	231	23%
Board of Governors/Board Staff	219	22%

45. What level of leadership needs the most improvement in communication?

	N	%
Supervisory level	224	23%
Mid management level (e.g., Division Directors)	277	28%
IBB/VOA/OCB Director and staff level	256	26%
Board of Governors/Board Staff	213	21%

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Demographics

What is your supervisory status?

	N	%
Non-Supervisor	592	60%
Team Leader	149	15%
Supervisor	149	15%
Manager	89	9%
Executive	13	1%

Are you...

	N	%
Male	598	61%
Female	388	39%

Are you Hispanic or Latino?

	N	%
Yes	54	6%
No	915	94%

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

	N	%
White	562	59%
Black or African-American	184	19%
Native Hawaiian or other Pacific Islander	3	0%
Asian	180	19%
American Indian or Alaska Native	2	0%
Two or more races	20	2%

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What is your agency subcomponent?

	N	%
BBG	42	4%
BBG Board Staff	12	1%
BBG Chief Financial Officer	21	2%
BBG Office of General Counsel	4	0%
BBG Office of Public Affairs	5	0%
BBG Office of Strategic Planning & Perf. Measurement	0	0%
IBB	109	11%
IBB Office of the Director	21	2%
IBB Office of Marketing & External Liaison (inc. OMPP)	14	1%
IBB Office of Performance Review	20	2%
IBB Office of Policy	3	0%
IBB Office of Human Resources	21	2%
IBB Office of Contracts	18	2%
IBB Office of Security	10	1%
IBB Office of Civil Rights	2	0%
VOA	639	64%
VOA Office of the Director	15	1%
VOA Operations	146	15%
VOA Central Programming	64	6%
VOA Language Programming	414	41%
VOA Language Programming Director's Office	17	2%
Eurasia Division VOA/LE	37	4%
Africa Division VOA/LA	26	3%
Near East & Central Asia Division VOA/LM	23	2%
South Asia Division VOA/LD	42	4%
Persian News Network VOA/LNN	43	4%
East Asia and Pacific Division VOA/LP	137	14%
Latin America Division VOA/LL	25	2%
Worldwide English Division VOA/LW	64	6%
OCB	44	4%
OCB Office of the Director	3	0%
OCB Broadcast Operations	22	2%
OCB Technical Operations	14	1%
OCB Administration	5	0%

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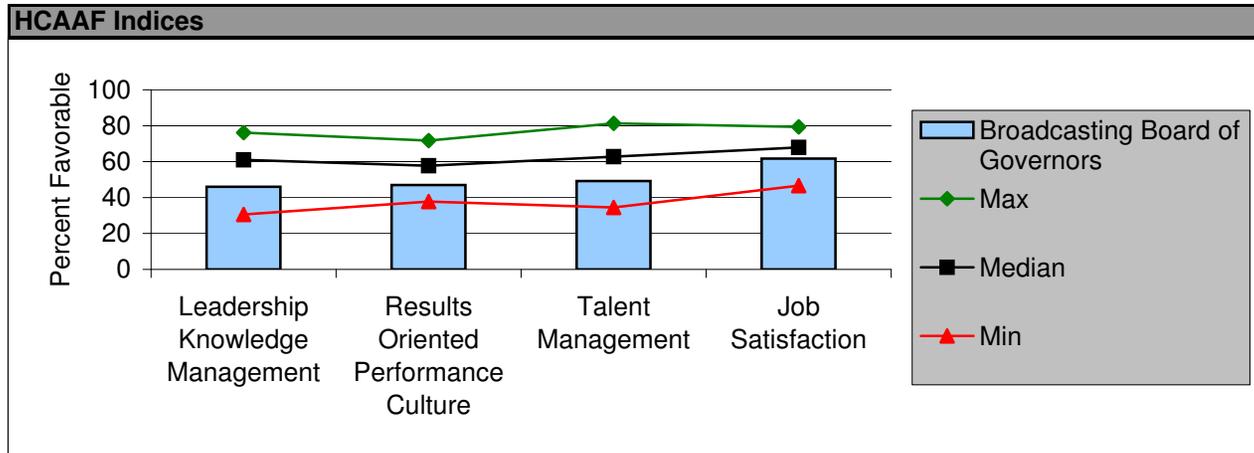
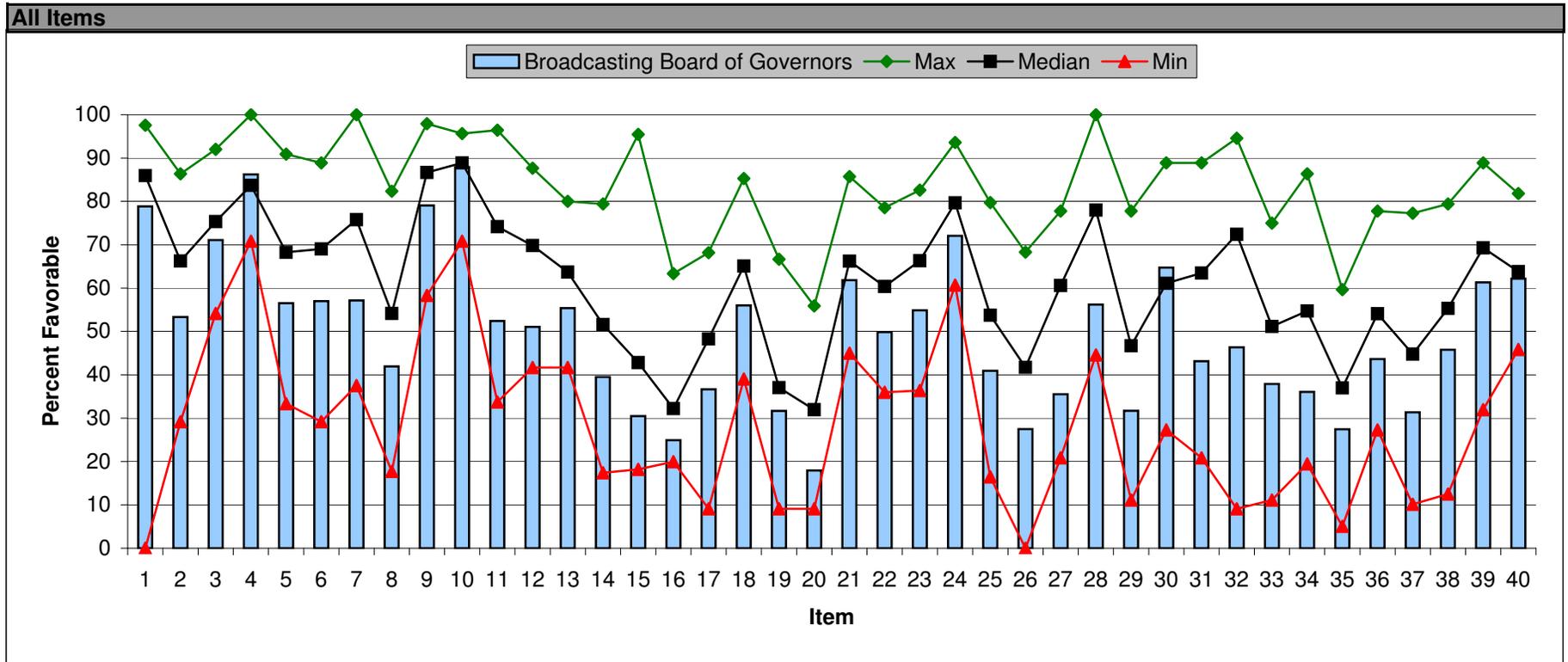
Response Rate: 58%

Engineering	132	13%
Engineering Office of the Director	8	1%
Engineering Technical Directorate	34	3%
Engineering Information Technology Directorate	45	4%
Engineering Resource Directorate	7	1%
Engineering Operations Directorate	38	4%

HCAAF Indices

Index	<u>% Favorable</u>
Leadership and Knowledge Management	46%
Results Oriented Performance Culture	47%
Talent Management	49%
Job Satisfaction	62%

**2009 Annual Employee Survey Results for
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2007 - 2008 Governmentwide Benchmarks - Overall Results**



**2009 Annual Employee Survey Results for
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2007 - 2008 Governmentwide Benchmarks - Results by HCAAF Index**

