

## **Annual Employee Survey Results, 2007**

### **United States International Boundary & Water Commission**

#### **1. Interpretation of Results:**

##### *Personal Work Experiences and Recruitment*

The agency scored high (greater than 65% favorable on a majority of the items in the Personal Work Experiences and Recruitment, Development, & Retention sections of the survey.

##### *Leadership and Job Satisfaction*

There are a couple of sections that show employees are divided in certain areas. The two sections that show this are Leadership & Job Satisfaction. The results ranged between 30% and 40% Agree/Strongly Agree and Disagree/Strongly disagree.

The survey also showed that a large percentage of employees do not think they are empowered or that they can take ownership of their work. This is a major concern to management and actions are being taking to improve this including the use of employee focus groups throughout the Agency to recommend future initiatives and improvements.

Even though most employees see how their work relates to the agency's goals they don't feel they've gained enough of that knowledge from managers themselves. About as many employees have a high level of respect for the Agency's senior leaders as don't. A high number of employees still feel that managers do not communicate the goals and priorities of the organization.

When it comes to the question of how satisfied employees are with the policies and practices of the senior leaders the majority are either Dissatisfied/Very Dissatisfied. Only about 10% are Satisfied/Very Satisfied. The results brought great concern and as mentioned in the next section below our approach in improving this area will be to develop a Leadership program as well as to provide our managers with communications training in the near future.

## *Performance Culture*

The most negative portion of the survey (greater than 35% unfavorable) were items in the Performance Culture section. A majority of employees do not feel their creativity and innovation are rewarded and do not feel that their pay raises depend on how well they perform their jobs. Performance culture has been an ongoing challenge in this agency over the past few years. With the upcoming revisions to both the Performance and Awards programs which focuses on improving the quality of performance plans and implementing a sustained performance awards program, we are confident that this area will improve our performance culture significantly.

A Leadership Development/Executive Succession Program is in the first stages of being implemented. In addition, we plan on presenting communication training to the Leaders of the Agency in 2008. We are also putting performance elements in all supervisors performance standards to measure their level of communication skills.

Overall the Agency did well and the employee response rate was high. The IBWC is tackling the problem areas to strengthen the overall performance of the agency.

2. **How the survey was conducted:** The survey was conducted through email and regular internal mail.
3. **Description of sample:** All 230 employees of the agency were surveyed.
4. **Survey items and response choices:** See the tables on following pages.
5. **Number of employees surveyed, number responded, and representativeness of respondents:** Of the 230 employees surveyed, 119 responded, for a 51% response rate. These respondents are representative of the population.

## 2007 Annual Employee Survey Results for U.S. International Boundary and Water Commission

Number of Employees: 230

Surveys Returned: 119

Response Rate: 51%

### Prescribed Questions: Personal Work Experiences

Item Text		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
1. The people I work with cooperate to get the job done.	Frequencies	26	67	18	8	0	119
	Percentages	21.85%	56.30%	15.13%	6.72%	0.00%	100.00%
2. I am given a real opportunity to improve my skills in my organization	Frequencies	17	35	28	18	21	119
	Percentages	14.29%	29.41%	23.53%	15.13%	17.65%	100.00%
3. My work gives me a feeling of personal accomplishment.	Frequencies	33	56	22	7	1	119
	Percentages	27.73%	47.06%	18.49%	5.88%	0.84%	
4. I like the kind of work I do.	Frequencies	42	60	16	1	0	119
	Percentages	35.29%	50.42%	13.45%	0.84%	0.00%	100.00%
5. I have trust and confidence in my supervisor.	Frequencies	20	38	28	14	19	119
	Percentages	16.81%	31.93%	23.53%	11.76%	15.97%	100.00%
Item Text		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>	<b>Total</b>
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies						
	Percentages	19	26	32	21	2	100
		15.97%	21.85%	26.89%	17.65%	1.68%	84.03%

## 2007 Annual Employee Survey Results for U.S. International Boundary and Water Commissior

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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	12	52	23	21	7	2	117
	Percentages	10.08%	43.70%	19.33%	17.65%	5.88%	1.68%	98.32%
8. My work unit is able to recruit people with the right skills.	Frequencies	10	41	31	17	20	0	119
	Percentages	8.40%	34.45%	26.05%	14.29%	16.81%	0.00%	100.00%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	34	68	13	3	0	1	119
	Percentages	28.57%	57.14%	10.92%	2.52%	0.00%	0.84%	100.00%
10. The work I do is important	Frequencies	61	48	7	2	0	1	119
	Percentages	51.26%	40.34%	5.88%	1.68%	0.00%	0.84%	100.00%
11. Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.	Frequencies	27	56	18	12	6	0	119
	Percentages	22.69%	47.06%	15.13%	10.08%	5.04%	0.00%	100.00%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	13	44	20	21	19	1	118
	Percentages	10.92%	36.97%	16.81%	17.65%	15.97%	0.84%	99.16%
13. My talents are used well in the workplace.	Frequencies	20	45	22	21	11	0	119
	Percentages	16.81%	37.82%	18.49%	17.65%	9.24%	0.00%	100.00%
14. My training needs are assessed.	Frequencies	9	37	22	24	27	0	119
	Percentages	7.56%	31.09%	18.49%	20.17%	22.69%	0.00%	100.00%

## 2007 Annual Employee Survey Results for U.S. International Boundary and Water Commissior

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Response Rate: 51%

### 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	14	25	26	19	28	3	115
	Percentages	11.76%	21.01%	21.85%	15.97%	23.53%	2.52%	96.64%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies							
	Percentages	11	23	39	25	15	4	117
17. Creativity and innovation are rewarded	Frequencies	7	23	28	33	27	1	119
	Percentages	5.88%	19.33%	23.53%	27.73%	22.69%	0.84%	100.00%
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							
	Percentages	45	33	19	9	11	2	119
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	4	23	39	25	15	4	110
	Percentages	3.36%	19.33%	32.77%	21.01%	12.61%	3.36%	92.44%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	3	23	25	34	32	2	119
	Percentages	2.52%	19.33%	21.01%	28.57%	26.89%	1.68%	100.00%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	10	52	24	18	12	3	119
	Percentages	8.40%	43.70%	20.17%	15.13%	10.08%	2.52%	100.00%
22. Discusssions with my supervisor/team leader about my performance are worthwhile.	Frequencies							
	Percentages	10	44	34	16	12	3	119
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies							
	Percentages	14	45	19	25	15	1	119
		11.76%	37.82%	15.97%	21.01%	12.61%	0.84%	100.00%

24. My supervisor supports my need to balance work and family issues.	Frequencies	30	55	21	8	4	1	119
	Percentages	25.21%	46.22%	17.65%	6.72%	3.36%	0.84%	100.00%

## 2007 Annual Employee Survey Results for U.S. International Boundary and Water Commission

Number of Employees: 230

Surveys Returned: 119

Response Rate: 51%

### Prescribed Questions: Leadership

Item Text		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
25. I have a high level of respect for my organization's senior leaders.	Frequencies	15	41	18	23	22	0
	Percentages	12.61%	34.45%	15.13%	19.33%	18.49%	0.00%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies						119
	Percentages	8.40%	26.05%	21.01%	19.33%	25.21%	0.00%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies						119
	Percentages	5.88%	35.29%	22.69%	14.29%	18.49%	3.36%
28. Employees are protected from health and safety hazards on the job.	Frequencies	15	59	30	7	8	0
	Percentages	12.61%	49.58%	25.21%	5.88%	6.72%	0.00%
29. Employees have a feeling of personal empowerment and ownership of work processes.	Frequencies						119
	Percentages	3.36%	33.61%	25.21%	14.29%	21.85%	1.68%
30. My workload is reasonable.	Frequencies	11	58	18	20	12	0
	Percentages	9.24%	48.74%	15.13%	16.81%	10.08%	0.00%
31. Managers communicate the goals and priorities of the organization.	Frequencies	11	39	20	28	21	0
	Percentages	9.24%	32.77%	16.81%	23.53%	17.65%	0.00%
32. My organization has prepared employees for potential security threats.	Frequencies						119
	Percentages	3.36%	34.45%	26.89%	21.85%	12.61%	0.84%

## 2007 Annual Employee Survey Results for U.S. International Boundary and Water Commission

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Surveys Returned: 119

Response Rate: 51%

### 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	11	36	19	29	22		117
	Percentages	9.24%	30.25%	15.97%	24.37%	18.49%	0.00%	98.32%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	10	46	25	28	10		119
	Percentages	8.40%	38.66%	21.01%	23.53%	8.40%	0.00%	100.00%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	8	30	23	30	27		118
	Percentages	6.72%	25.21%	19.33%	25.21%	22.69%	0.00%	99.16%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	9	36	26	30	18		119
	Percentages	7.56%	30.25%	21.85%	25.21%	15.13%	0.00%	100.00%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	6	32	29	21	30		118
	Percentages	5.04%	26.89%	24.37%	17.65%	25.21%	0.00%	99.16%
38. How satisfied are you with the training you receive for your present job?	Frequencies	8	45	26	20	20		119
	Percentages	6.72%	37.82%	21.85%	16.81%	16.81%	0.00%	100.00%
39. Considering everything, how satisfied are you with your job?	Frequencies	22	55	30	9	3		119
	Percentages	18.49%	46.22%	25.21%	7.56%	2.52%	0.00%	100.00%
40. Considering everything, how satisfied are you with your pay?	Frequencies	18	62	21	14	4		119
	Percentages	15.13%	52.10%	17.65%	11.76%	3.36%	0.00%	100.00%

## 2007 Annual Employee Survey Results for U.S. International Boundary and Water Commission

Number of Employees: 230

Surveys Returned: 118

Response Rate: 51%

### Prescribed Questions: Custom Survey Items

Item Text		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
41. I have trust and confidence in my co-workers when it comes to team assignments.	Frequencies	22	61	21	15	0	119
	Percentages	18.49%	51.26%	17.65%	12.61%	0.00%	100.00%