

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

2007 Annual Employee Survey Results

Public Law requires federal agencies to administer the Annual Employee Survey (AES) every odd numbered calendar year and post the results for access by their workforce. The Office of Personnel Management (OPM) regulates the content and sampling for this survey, and selected most of the items from another survey it has administered across the Federal Government in every even numbered calendar year since 2002, known as the Federal Human Capital Survey (FHCS).

The 2007 AES was administered in NASA by the Merit Systems Protection Board (MSPB) as part of their 2007 Merit Principles Survey (MPS) administered across the Federal Government. Also, at the same time the MPS was conducted, NASA administered a 2007 NASA Culture Survey (NCS) to address some issues of interest to the Administrator.

Results of the [2007 NASA Culture Survey](#) are posted. MSPB will not be posting the results of their Merit Principles Survey, but will publish reports based on the MPS questions this summer and fall. Following are the results of the 2007 AES.

1. Interpretation and action on the 2007 AES results

An analysis of the 2007 Agency Employee Survey results is based on its margin of statistical error (a plus or minus 6% confidence level) and a comparison to available [2006 Federal Human Capital Survey](#) results. The following survey items changed by 2 to 3 times this margin of error over these two survey events and can be considered as managerially significant.

Increases

- "My work unit is able to recruit people with the right skills" jumped from 46% satisfaction in 2006 to over 60% in 2007.
- "Promotions in my work unit are based on merit went from 48% satisfaction in 2006 to 66% in 2007.
- "In my work unit, differences in performance are recognized in a meaningful way" went from 38% to 53%.

Decreases

- "How satisfied are you with the recognition you receive for doing a good job", dropped from 60% satisfaction in 2006 to 41% in 2007.

Although encouraged by the progress at the work unit level in our hiring, promotion and assessment of individual performance, we are doing more regarding recognition.

During 2005-2006, the NASA Office of Human Capital Management actively sought input from a variety of sources regarding the NASA Employee Performance Communication System (EPCS) - NASA's performance management system for all employees other than Senior Executive Service, (SES), Senior Scientific and Technical (ST), and Senior Level (SL) employees. The Agency conducted focus groups at the Centers and held a workshop with a cross section of Agency-wide participants as part of this effort. The employees talked and we listened. Employees and supervisors alike stated that the three performance summary rating levels were not sufficient to differentiate levels of performance. Their dissatisfaction is evident in the responses to the survey question - How satisfied are you with the recognition you receive for doing a good job?

With the performance appraisal period beginning May 1, 2007, the Agency moved to a five-level performance management system which should enable supervisors to more clearly differentiate between levels of performance. In addition, the Agency has instituted a requirement that monetary performance awards must be linked to performance summary ratings with the establishment of a percentage of salary or a range of percentage of salary for each performance summary rating (NPR 3430.1C, NASA Employee Performance Communication System). Ratings using the five-level system and associated performance awards will occur following the close of its first performance cycle (after April 30, 2008).

2. How the survey was conducted

The 2007 Agency Employee Survey was conducted online from September 4 until November 2, 2007. An invitation to participate in the survey was sent via e-mail to the agency employees selected in the sample. The invitation included a link to the survey web site and a unique identification number and password to access the survey.

The AES questions were embedded in the 2007 Merit Principles Survey (MPS). They were interspersed with MPS questions, based on question topic, in the following six sections of the MPS: My Job, My Immediate Supervisor, Performance Management, Managers and Executives in My Organization, Training and Development, and Demographic Questions. The three annual survey questions related to work environment were included in a section of their own titled Physical Work Environment and Safety.

3. Description of sample

The population of employees sampled for survey participation was all full-time, permanent, non-seasonal employees who were employed by the agency as of December 2006. A representative random sample of these employees was selected stratified by supervisory status. Supervisor and non-supervisory employees were separately sampled to allow later analyses of differences between these two groups. Past experience shows that supervisors and non-supervisors typically respond differently to employee survey questions.

A total of 1,714 employees were selected for survey participation, 866 non-supervisory employees and 848 supervisory employees (including supervisors, managers, and executives).

The responses to the questions are weighted according to the number of respondents compared to the actual population proportions for supervisory and non-supervisory employees as provided in the Central Personnel Data File. Weighting eliminates over or under representation of a group in the survey results that may be a consequence of the sampling strategy or differential response rates.

4. Number of employees surveyed, number responded, and representativeness of respondents

Of the sample of 1714 employees, 983 responded for an overall response rate of 57.4%. The sample included 866 non-supervisory employees of whom 503 or 58.1% responded and 848 supervisors of whom 480 or 56.6% responded. Employees who completed at least one of the annual survey questions are counted as respondents although the majority of employees completed all questions. The respondents are representative of the agency population in all demographics except that there is slight overrepresentation of Whites and under-representation of Blacks or African Americans. The respondents are representative of the agency subcomponent populations.

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DEMOGRAPHICS

Supervisory Status	Population (%)	Respondents (%)
Non-supervisor	89.1%	59.7%
Team Leader	--	29.3%
Supervisor	10.9%	6.0%
Manager	--	2.5%
Executive	--	2.4%

Gender	Population (%)	Respondents (%)
Male	65.3%	66.2%
Female	34.7%	33.8%

Are you: Hispanic or Latino	Population (%)	Respondents (%)
Yes	5.5%	6.2%
No	94.5%	93.8%

Racial Category	Population (%)	Respondents (%)
White	76.2%	72.4%
Black or African American	11.8%	7.1%
Native Hawaiian or other Pacific Islander	0.0%	0.2%
Asian	6.1%	4.7%
American Indian or Alaskan Native	0.8%	0.4%
Two or more races (not Hispanic or Latino)	0.2%	2.4%

Sub-Agency	Population (%)	Respondents (%)
Ames Research Center	6.7%	5.4%
Dryden Flight Research Center	2.6%	1.9%
Glenn Research Center	9.2%	9.5%
Goddard Space Flight Center	17.9%	16.8%
Headquarters	8.6%	8.3%
Johnson Space Center	17.8%	18.8%
Kennedy Space Center	11.0%	10.9%
Langley Research Center	10.8%	10.9%
Marshall Space Flight Center	13.8%	15.1%
Stennis Space Center	1.5%	1.5%
Unspecified	--	0.9%

PERSONAL WORK EXPERIENCES

1. The people I work with cooperate to get the job done.

Response	Frequencies	Percentage
Strongly Agree	328	33.5%
Agree	508	51.9%
Neither Agree nor Disagree	91	9.3%
Disagree	41	4.2%
Strongly Disagree	11	1.1%
Missing/Invalid	4	--
TOTAL:	983	--

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2. I am given a real opportunity to improve my skills in my organization.

Response	Frequencies	Percentage
Strongly Agree	226	24.9%
Agree	443	48.8%
Neither Agree nor Disagree	164	18.0%
Disagree	51	5.6%
Strongly Disagree	24	2.7%
Missing/Invalid	75	--
TOTAL:	983	--

3. My work gives me a feeling of personal accomplishment.

Response	Frequencies	Percentage
Strongly Agree	328	33.5%
Agree	480	49.0%
Neither Agree nor Disagree	91	9.3%
Disagree	60	6.1%
Strongly Disagree	20	2.1%
Missing/Invalid	3	--
TOTAL:	983	--

4. I like the kind of work I do.

Response	Frequencies	Percentage
Strongly Agree	452	46.3%
Agree	408	41.8%
Neither Agree nor Disagree	73	7.5%
Disagree	35	3.6%
Strongly Disagree	9	0.9%
Missing/Invalid	5	--
TOTAL:	983	--

5. I have trust and confidence in my supervisor.

Response	Frequencies	Percentage
Strongly Agree	362	37.5%
Agree	361	37.5%
Neither Agree nor Disagree	144	14.9%
Disagree	58	6.0%
Strongly Disagree	39	4.0%
Missing/Invalid	19	--
TOTAL:	983	--

6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

Response	Frequencies	Percentage
Very Good	403	41.3%
Good	352	36.0%
Fair	141	14.4%
Poor	57	5.8%
Very Poor	24	2.4%
Missing/Invalid	8	--
TOTAL:	983	--

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RECRUITMENT, DEVELOPMENT, AND RETENTION

7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

Response	Frequencies	Percentage
Strongly Agree	327	33.5%
Agree	493	50.5%
Neither Agree nor Disagree	104	10.6%
Disagree	49	5.0%
Strongly Disagree	3	0.4%
Missing/Invalid	7	--
TOTAL:	983	--

8. My work unit is able to recruit people with the right skills.

Response	Frequencies	Percentage
Strongly Agree	175	17.8%
Agree	430	44.0%
Neither Agree nor Disagree	185	18.9%
Disagree	166	16.9%
Strongly Disagree	22	2.3%
Missing/Invalid	5	--
TOTAL:	983	--

9. I know how my work relates to the agency's goals and priorities.

Response	Frequencies	Percentage
Strongly Agree	386	39.4%
Agree	468	47.8%
Neither Agree nor Disagree	92	9.3%
Disagree	30	3.1%
Strongly Disagree	3	0.4%
Missing/Invalid	3	--
TOTAL:	983	--

10. The work I do is important.

Response	Frequencies	Percentage
Strongly Agree	439	44.8%
Agree	417	42.6%
Neither Agree nor Disagree	86	8.8%
Disagree	29	2.9%
Strongly Disagree	9	0.9%
Missing/Invalid	3	--
TOTAL:	983	--

11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

Response	Frequencies	Percentage
Strongly Agree	277	31.6%
Agree	462	52.7%
Neither Agree nor Disagree	73	8.4%
Disagree	46	5.3%
Strongly Disagree	18	2.0%
Missing/Invalid	106	--
TOTAL:	983	--

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12. Supervisors/team leaders in my work unit support employee development.

Response	Frequencies	Percentage
Strongly Agree	222	24.5%
Agree	501	55.3%
Neither Agree nor Disagree	119	13.1%
Disagree	48	5.3%
Strongly Disagree	16	1.8%
Missing/Invalid	77	--
TOTAL:	983	--

13. My talents are used well in the workplace.

Response	Frequencies	Percentage
Strongly Agree	265	27.1%
Agree	447	45.8%
Neither Agree nor Disagree	131	13.4%
Disagree	87	9.0%
Strongly Disagree	47	4.8%
Missing/Invalid	7	--
TOTAL:	983	--

14. My training needs are assessed.

Response	Frequencies	Percentage
Strongly Agree	177	19.5%
Agree	398	43.9%
Neither Agree nor Disagree	221	24.4%
Disagree	96	10.6%
Strongly Disagree	14	1.6%
Missing/Invalid	77	--
TOTAL:	983	--

PERFORMANCE CULTURE

15. Promotions in my work unit are based on merit.

Response	Frequencies	Percentage
Strongly Agree	219	23.8%
Agree	385	41.8%
Neither Agree nor Disagree	167	18.1%
Disagree	115	12.5%
Strongly Disagree	34	3.7%
Missing/Invalid	63	--
TOTAL:	983	--

16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

Response	Frequencies	Percentage
Strongly Agree	65	7.0%
Agree	242	26.3%
Neither Agree nor Disagree	374	40.7%
Disagree	165	17.9%
Strongly Disagree	73	8.0%
Missing/Invalid	64	--
TOTAL:	983	--

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17. Creativity and innovation are rewarded.

Response	Frequencies	Percentage
Strongly Agree	183	19.9%
Agree	370	40.3%
Neither Agree nor Disagree	216	23.5%
Disagree	112	12.2%
Strongly Disagree	38	4.1%
Missing/Invalid	64	--
TOTAL:	983	--

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).

Response	Frequencies	Percentage
Strongly Agree	208	22.6%
Agree	411	44.7%
Neither Agree nor Disagree	144	15.7%
Disagree	127	13.9%
Strongly Disagree	29	3.1%
Missing/Invalid	64	--
TOTAL:	983	--

19. In my work unit, differences in performance are recognized in a meaningful way.

Response	Frequencies	Percentage
Strongly Agree	121	13.2%
Agree	368	40.1%
Neither Agree nor Disagree	269	29.3%
Disagree	123	13.4%
Strongly Disagree	36	3.9%
Missing/Invalid	66	--
TOTAL:	983	--

20. Pay raises depend on how well employees perform their jobs.

Response	Frequencies	Percentage
Strongly Agree	66	7.2%
Agree	206	22.5%
Neither Agree nor Disagree	350	38.2%
Disagree	176	19.3%
Strongly Disagree	117	12.8%
Missing/Invalid	68	--
TOTAL:	983	--

21. My performance appraisal is a fair reflection of my performance.

Response	Frequencies	Percentage
Strongly Agree	234	25.5%
Agree	467	50.8%
Neither Agree nor Disagree	153	16.6%
Disagree	47	5.1%
Strongly Disagree	18	1.9%
Missing/Invalid	64	--
TOTAL:	983	--

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22. Discussions with my supervisor/team leader about my performance are worthwhile.

Response	Frequencies	Percentage
Strongly Agree	261	27.1%
Agree	407	42.3%
Neither Agree nor Disagree	184	19.1%
Disagree	74	7.7%
Strongly Disagree	36	3.7%
Missing/Invalid	22	--
TOTAL:	983	--

23. Managers/supervisors/team leaders work well with employees of different backgrounds.

Response	Frequencies	Percentage
Strongly Agree	185	20.4%
Agree	460	50.6%
Neither Agree nor Disagree	185	20.3%
Disagree	56	6.2%
Strongly Disagree	23	2.6%
Missing/Invalid	73	--
TOTAL:	983	--

24. My supervisor supports my need to balance work and family issues.

Response	Frequencies	Percentage
Strongly Agree	432	44.9%
Agree	382	39.7%
Neither Agree nor Disagree	118	12.2%
Disagree	9	0.9%
Strongly Disagree	21	2.2%
Missing/Invalid	20	--
TOTAL:	983	--

LEADERSHIP

25. I have a high level of respect for my organization's senior leaders.

Response	Frequencies	Percentage
Strongly Agree	150	16.5%
Agree	399	43.7%
Neither Agree nor Disagree	202	22.2%
Disagree	102	11.2%
Strongly Disagree	58	6.4%
Missing/Invalid	71	--
TOTAL:	983	--

26. In my organization, leaders generate high levels of motivation and commitment in the workforce.

Response	Frequencies	Percentage
Strongly Agree	110	12.1%
Agree	336	36.9%
Neither Agree nor Disagree	265	29.1%
Disagree	137	15.0%
Strongly Disagree	63	7.0%
Missing/Invalid	71	--
TOTAL:	983	--

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27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

Response	Frequencies	Percentage
Strongly Agree	120	13.2%
Agree	446	49.0%
Neither Agree nor Disagree	260	28.5%
Disagree	57	6.3%
Strongly Disagree	27	3.0%
Missing/Invalid	73	--
TOTAL:	983	--

28. Employees are protected from health and safety hazards on the job.

Response	Frequencies	Percentage
Strongly Agree	342	39.1%
Agree	471	53.7%
Neither Agree nor Disagree	38	4.4%
Disagree	22	2.5%
Strongly Disagree	4	0.4%
Missing/Invalid	106	--
TOTAL:	983	--

29. Employees have a feeling of personal empowerment with respect to work processes.

Response	Frequencies	Percentage
Strongly Agree	153	15.7%
Agree	485	49.6%
Neither Agree nor Disagree	188	19.2%
Disagree	119	12.2%
Strongly Disagree	33	3.3%
Missing/Invalid	5	--
TOTAL:	983	--

30. My workload is reasonable.

Response	Frequencies	Percentage
Strongly Agree	185	18.9%
Agree	511	52.2%
Neither Agree nor Disagree	123	12.6%
Disagree	129	13.2%
Strongly Disagree	31	3.1%
Missing/Invalid	4	--
TOTAL:	983	--

31. Managers communicate the goals and priorities of the organization.

Response	Frequencies	Percentage
Strongly Agree	148	16.3%
Agree	490	53.9%
Neither Agree nor Disagree	165	18.1%
Disagree	76	8.3%
Strongly Disagree	31	3.4%
Missing/Invalid	73	--
TOTAL:	983	--

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32. My organization has prepared employees for potential security threats.

Response	Frequencies	Percentage
Strongly Agree	251	28.7%
Agree	473	54.1%
Neither Agree nor Disagree	102	11.6%
Disagree	43	4.9%
Strongly Disagree	6	0.6%
Missing/Invalid	108	--
TOTAL:	983	--

JOB SATISFACTION

33. How satisfied are you with the information you receive from management on what's going on in your organization?

Response	Frequencies	Percentage
Very Satisfied	113	12.4%
Satisfied	408	44.7%
Neither Satisfied nor Dissatisfied	221	24.1%
Dissatisfied	129	14.1%
Very Dissatisfied	43	4.7%
Missing/Invalid	70	--
TOTAL:	983	--

34. How satisfied are you with your involvement in decisions that affect your work?

Response	Frequencies	Percentage
Very Satisfied	178	18.3%
Satisfied	421	43.1%
Neither Satisfied nor Dissatisfied	196	20.0%
Dissatisfied	136	13.9%
Very Dissatisfied	46	4.7%
Missing/Invalid	6	--
TOTAL:	983	--

35. How satisfied are you with your opportunity to get a better job in your organization?

Response	Frequencies	Percentage
Very Satisfied	122	13.4%
Satisfied	301	32.9%
Neither Satisfied nor Dissatisfied	264	28.9%
Dissatisfied	147	16.0%
Very Dissatisfied	81	8.9%
Missing/Invalid	68	--
TOTAL:	983	--

36. How satisfied are you with the recognition you receive for doing a good job?

Response	Frequencies	Percentage
Very Satisfied	83	9.1%
Satisfied	295	32.2%
Neither Satisfied nor Dissatisfied	304	33.2%
Dissatisfied	130	14.2%
Very Dissatisfied	103	11.3%
Missing/Invalid	68	--
TOTAL:	983	--

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37. How satisfied are you with the policies and practices of your senior managers?

Response	Frequencies	Percentage
Very Satisfied	104	11.4%
Satisfied	392	43.0%
Neither Satisfied nor Dissatisfied	229	25.1%
Dissatisfied	132	14.5%
Very Dissatisfied	55	6.0%
Missing/Invalid	72	--
TOTAL:	983	--

38. How satisfied are you with the training you receive for your present job?

Response	Frequencies	Percentage
Very Satisfied	197	21.9%
Satisfied	437	48.6%
Neither Satisfied nor Dissatisfied	198	22.0%
Dissatisfied	57	6.3%
Very Dissatisfied	11	1.2%
Missing/Invalid	83	--
TOTAL:	983	--

39. Considering everything, how satisfied are you with your job?

Response	Frequencies	Percentage
Very Satisfied	346	35.4%
Satisfied	432	44.3%
Neither Satisfied nor Dissatisfied	104	10.7%
Dissatisfied	71	7.3%
Very Dissatisfied	22	2.3%
Missing/Invalid	8	--
TOTAL:	983	--

40. Considering everything, how satisfied are you with your pay?

Response	Frequencies	Percentage
Very Satisfied	207	22.6%
Satisfied	469	51.1%
Neither Satisfied nor Dissatisfied	118	12.8%
Dissatisfied	92	10.0%
Very Dissatisfied	32	3.5%
Missing/Invalid	64	--
TOTAL:	983	--

PERFORMANCE ASSESSMENT ACCOUNTABILITY TOOL QUESTIONS

41. I am held accountable for achieving results in the sense that if I achieve the expected work results, I experience positive consequences.

Response	Frequencies	Percentage
Strongly Agree	221	24.1%
Agree	508	55.2%
Neither Agree nor Disagree	122	13.2%
Disagree	52	5.7%
Strongly Disagree	17	1.8%
Missing/Invalid	62	--
TOTAL:	983	--

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42. I am held accountable for achieving results in the sense that if I do NOT achieve the expected work results, I experience negative consequences.

Response	Frequencies	Percentage
Strongly Agree	122	13.3%
Agree	409	44.4%
Neither Agree nor Disagree	275	29.9%
Disagree	108	11.8%
Strongly Disagree	7	0.7%
Missing/Invalid	62	--
TOTAL:	983	--

43. I am rewarded for providing high quality products and services to my customers (internal and/or external).

Response	Frequencies	Percentage
Strongly Agree	212	23.1%
Agree	444	48.4%
Neither Agree nor Disagree	162	17.7%
Disagree	75	8.1%
Strongly Disagree	25	2.8%
Missing/Invalid	64	--
TOTAL:	983	--

44. Recognition and rewards are based on performance in my work unit.

Response	Frequencies	Percentage
Strongly Agree	198	21.6%
Agree	436	47.3%
Neither Agree nor Disagree	160	17.3%
Disagree	100	10.8%
Strongly Disagree	27	2.9%
Missing/Invalid	62	--
TOTAL:	983	--

45. How often do you typically receive formal or informal feedback from your supervisor?

Response	Frequencies	Percentage
Weekly or more often	282	29.3%
Every two weeks	129	13.4%
Monthly	157	16.3%
Quarterly	128	13.3%
Twice per year	206	21.4%
Annually	35	3.7%
Less than once per year	27	2.8%
Missing/Invalid	20	--
TOTAL:	983	--

46. How helpful is your supervisor's feedback in helping you improve or enhance your performance?

Response	Frequencies	Percentage
Very Helpful	298	30.9%
Somewhat Helpful	507	52.7%
Not Helpful	148	15.4%
Harmful	10	1.0%
Missing/Invalid	20	--
TOTAL:	983	--