



## NATIONAL ARCHIVES AND RECORDS ADMINISTRATION 2007 Annual Employee Survey Results

### 1. Interpretation of results:

NARA received high scores on the majority of items which measure personal work experiences and on several questions on recruitment, development, and retention of employees. Approximately 80% of the staff like the work they do, feel that the work is important, that it gives them a sense of personal accomplishment, and know how it relates to the agency's goals and priorities.

NARA staff continue to award high marks in fairness of performance appraisal ratings and agree that discussions with their supervisors about performance are worthwhile. There was a significant increase (19%) in staff confidence that promotions are based on merit. And noticeable progress (overall 7% increase) was made on items measuring physical conditions, health, safety, and security concerns over last year's survey results.

NARA staff continue to express confidence in their immediate supervisors/team leaders, feel that they support employee development, and understand staff need to balance work and family issues.

Although overall job satisfaction was up 6% over last year, employees were less satisfied with the recognition received for doing a good job and the degree to which people cooperated to get the job done.

We intend to examine our performance management and awards systems in the upcoming year to insure that they are effective in promoting a high-performing work environment.

### 2. How the survey was conducted:

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

The annual survey 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:

All full time 2409 employees of the agency were invited to participate in the survey, 2107 of these were non-supervisory employees and 302 were supervisors.

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.

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

Of the 2409 employees who received the survey, 1668 responded for an overall response rate of 69%. Of the 2107 non-supervisory employees, 1368 or 65% responded. Of the 302 supervisors, 300 or 99.0% 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 Black or African Americans are somewhat underrepresented.

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**DEMOGRAPHICS**

<b>Supervisory Status</b>	<b>Population (%)</b>	<b>Respondents (%)</b>
Non-supervisor	86.0%	67.7%
Team Leader	--	18.3%
Supervisor	14.0%	7.8%
Manager	--	5.3%
Executive	--	0.9%

<b>Gender</b>	<b>Population (%)</b>	<b>Respondents (%)</b>
Male	48.0%	46.9%
Female	52.0%	53.1%

<b>Are you: Hispanic or Latino</b>	<b>Population (%)</b>	<b>Respondents (%)</b>
Yes	1.5%	2.7%
No	98.5%	97.3%

<b>Racial Category</b>	<b>Population (%)</b>	<b>Respondents (%)</b>
White	66.2%	63.4%
Black or African American	29.5%	21.8%
Native Hawaiian or other Pacific Islander	0.0%	0.5%
Asian	2.4%	1.6%
American Indian or Alaskan Native	0.4%	0.4%
Two or more races (not Hispanic or Latino)	0.0%	2.7%

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**SURVEY RESULTS - CONTENT QUESTIONS**

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**PERSONAL WORK EXPERIENCES**

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

Response	Frequency	Percentage
Strongly Agree	401	24.1%
Agree	777	46.7%
Neither Agree nor Disagree	276	16.6%
Disagree	146	8.8%
Strongly Disagree	65	3.9%
Missing/Invalid	3	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	212	13.5%
Agree	599	38.1%
Neither Agree nor Disagree	386	24.5%
Disagree	252	16.0%
Strongly Disagree	124	7.9%
Missing/Invalid	96	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	533	32.0%
Agree	705	42.3%
Neither Agree nor Disagree	233	14.0%
Disagree	130	7.8%
Strongly Disagree	66	3.9%
Missing/Invalid	2	--
TOTAL:	1,668	--

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4. I like the kind of work I do.

Response	Frequency	Percentage
Strongly Agree	673	40.3%
Agree	713	42.7%
Neither Agree nor Disagree	191	11.4%
Disagree	63	3.8%
Strongly Disagree	29	1.7%
Missing/Invalid	1	--
TOTAL:	1,668	--

5. I have trust and confidence in my supervisor.

Response	Frequency	Percentage
Strongly Agree	454	27.7%
Agree	549	33.5%
Neither Agree nor Disagree	349	21.3%
Disagree	158	9.7%
Strongly Disagree	130	7.9%
Missing/Invalid	27	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Very Good	577	34.8%
Good	557	33.6%
Fair	319	19.2%
Poor	128	7.7%
Very Poor	77	4.6%
Missing/Invalid	11	--
TOTAL:	1,668	--

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**RECRUITMENT, DEVELOPMENT, AND RETENTION**

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

Response	Frequency	Percentage
Strongly Agree	232	14.0%
Agree	928	55.7%
Neither Agree nor Disagree	283	17.0%
Disagree	184	11.1%
Strongly Disagree	39	2.3%
Missing/Invalid	2	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	182	11.0%
Agree	678	40.7%
Neither Agree nor Disagree	424	25.5%
Disagree	290	17.4%
Strongly Disagree	90	5.4%
Missing/Invalid	5	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	587	35.2%
Agree	842	50.6%
Neither Agree nor Disagree	148	8.9%
Disagree	63	3.8%
Strongly Disagree	25	1.5%
Missing/Invalid	3	--
TOTAL:	1,668	--

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10. The work I do is important.

Response	Frequency	Percentage
Strongly Agree	780	46.9%
Agree	690	41.5%
Neither Agree nor Disagree	137	8.3%
Disagree	37	2.2%
Strongly Disagree	19	1.1%
Missing/Invalid	4	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	404	26.2%
Agree	694	45.1%
Neither Agree nor Disagree	190	12.3%
Disagree	176	11.4%
Strongly Disagree	77	5.0%
Missing/Invalid	128	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	250	15.9%
Agree	701	44.7%
Neither Agree nor Disagree	333	21.2%
Disagree	194	12.3%
Strongly Disagree	92	5.9%
Missing/Invalid	98	--
TOTAL:	1,668	--

13. My talents are used well in the workplace.

Response	Frequency	Percentage
Strongly Agree	376	22.6%
Agree	640	38.4%
Neither Agree nor Disagree	240	14.4%
Disagree	270	16.2%
Strongly Disagree	139	8.4%
Missing/Invalid	2	--
TOTAL:	1,668	--

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**14. My training needs are assessed.**

Response	Frequency	Percentage
Strongly Agree	150	9.6%
Agree	494	31.5%
Neither Agree nor Disagree	463	29.6%
Disagree	331	21.1%
Strongly Disagree	130	8.3%
Missing/Invalid	100	--
TOTAL:	1,668	--

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**PERFORMANCE CULTURE**

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

Response	Frequency	Percentage
Strongly Agree	269	16.9%
Agree	613	38.5%
Neither Agree nor Disagree	306	19.2%
Disagree	268	16.8%
Strongly Disagree	137	8.6%
Missing/Invalid	75	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	128	8.1%
Agree	420	26.5%
Neither Agree nor Disagree	559	35.3%
Disagree	273	17.2%
Strongly Disagree	205	12.9%
Missing/Invalid	83	--
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17. Creativity and innovation are rewarded.

Response	Frequency	Percentage
Strongly Agree	174	11.0%
Agree	454	28.6%
Neither Agree nor Disagree	505	31.8%
Disagree	276	17.4%
Strongly Disagree	180	11.3%
Missing/Invalid	79	--
TOTAL:	1,668	--

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	Frequency	Percentage
Strongly Agree	391	24.6%
Agree	744	46.8%
Neither Agree nor Disagree	249	15.6%
Disagree	137	8.6%
Strongly Disagree	70	4.4%
Missing/Invalid	77	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	132	8.3%
Agree	430	27.1%
Neither Agree nor Disagree	554	34.9%
Disagree	307	19.3%
Strongly Disagree	165	10.4%
Missing/Invalid	80	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	115	7.2%
Agree	293	18.4%
Neither Agree nor Disagree	507	31.9%
Disagree	397	25.0%
Strongly Disagree	277	17.5%
Missing/Invalid	79	--
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21. My performance appraisal is a fair reflection of my performance.

Response	Frequency	Percentage
Strongly Agree	370	23.2%
Agree	707	44.4%
Neither Agree nor Disagree	271	17.0%
Disagree	159	10.0%
Strongly Disagree	86	5.4%
Missing/Invalid	76	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	402	24.5%
Agree	599	36.5%
Neither Agree nor Disagree	371	22.6%
Disagree	156	9.5%
Strongly Disagree	112	6.8%
Missing/Invalid	27	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	196	12.4%
Agree	597	37.8%
Neither Agree nor Disagree	494	31.3%
Disagree	169	10.7%
Strongly Disagree	122	7.7%
Missing/Invalid	90	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	629	38.4%
Agree	617	37.7%
Neither Agree nor Disagree	284	17.3%
Disagree	61	3.7%
Strongly Disagree	49	3.0%
Missing/Invalid	28	--
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**LEADERSHIP**

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

Response	Frequency	Percentage
Strongly Agree	188	11.9%
Agree	490	31.0%
Neither Agree nor Disagree	445	28.2%
Disagree	284	18.0%
Strongly Disagree	173	11.0%
Missing/Invalid	87	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	115	7.3%
Agree	356	22.6%
Neither Agree nor Disagree	513	32.4%
Disagree	371	23.5%
Strongly Disagree	226	14.3%
Missing/Invalid	87	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	167	10.6%
Agree	709	45.0%
Neither Agree nor Disagree	473	30.0%
Disagree	146	9.3%
Strongly Disagree	81	5.2%
Missing/Invalid	91	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	327	21.2%
Agree	744	48.3%
Neither Agree nor Disagree	252	16.4%
Disagree	150	9.8%
Strongly Disagree	67	4.4%
Missing/Invalid	127	--
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29. Employees have a feeling of personal empowerment with respect to work processes.

Response	Frequency	Percentage
Strongly Agree	117	7.0%
Agree	517	31.1%
Neither Agree nor Disagree	441	26.5%
Disagree	412	24.8%
Strongly Disagree	177	10.6%
Missing/Invalid	4	--
TOTAL:	1,668	--

30. My workload is reasonable.

Response	Frequency	Percentage
Strongly Agree	278	16.7%
Agree	808	48.5%
Neither Agree nor Disagree	231	13.9%
Disagree	267	16.0%
Strongly Disagree	82	4.9%
Missing/Invalid	2	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	176	11.1%
Agree	723	45.8%
Neither Agree nor Disagree	388	24.6%
Disagree	191	12.1%
Strongly Disagree	99	6.3%
Missing/Invalid	91	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	255	16.6%
Agree	783	50.8%
Neither Agree nor Disagree	290	18.8%
Disagree	152	9.9%
Strongly Disagree	61	4.0%
Missing/Invalid	127	--
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**JOB SATISFACTION**

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

Response	Frequency	Percentage
Very Satisfied	119	7.6%
Satisfied	524	33.3%
Neither Satisfied nor Dissatisfied	452	28.7%
Dissatisfied	308	19.6%
Very Dissatisfied	173	11.0%
Missing/Invalid	92	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Very Satisfied	198	12.0%
Satisfied	574	34.6%
Neither Satisfied nor Dissatisfied	388	23.4%
Dissatisfied	320	19.3%
Very Dissatisfied	176	10.6%
Missing/Invalid	12	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Very Satisfied	143	9.0%
Satisfied	348	21.9%
Neither Satisfied nor Dissatisfied	440	27.6%
Dissatisfied	364	22.9%
Very Dissatisfied	298	18.7%
Missing/Invalid	75	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Very Satisfied	146	9.2%
Satisfied	371	23.4%
Neither Satisfied nor Dissatisfied	527	33.1%
Dissatisfied	265	16.7%
Very Dissatisfied	280	17.6%
Missing/Invalid	79	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Very Satisfied	111	7.0%
Satisfied	470	29.8%
Neither Satisfied nor Dissatisfied	499	31.6%
Dissatisfied	341	21.6%
Very Dissatisfied	156	9.9%
Missing/Invalid	91	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Very Satisfied	189	12.1%
Satisfied	618	39.4%
Neither Satisfied nor Dissatisfied	452	28.8%
Dissatisfied	221	14.1%
Very Dissatisfied	89	5.7%
Missing/Invalid	99	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Very Satisfied	388	23.5%
Satisfied	741	44.8%
Neither Satisfied nor Dissatisfied	269	16.2%
Dissatisfied	186	11.3%
Very Dissatisfied	70	4.2%
Missing/Invalid	13	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Very Satisfied	235	14.8%
Satisfied	572	36.0%
Neither Satisfied nor Dissatisfied	331	20.8%
Dissatisfied	313	19.7%
Very Dissatisfied	140	8.8%
Missing/Invalid	77	--
TOTAL:	1,668	--

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**PERFORMANCE ASSESSMENT ACCOUNTABILITY TOOL QUESTIONS**

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

Response	Frequency	Percentage
Strongly Agree	322	20.2%
Agree	746	46.8%
Neither Agree nor Disagree	325	20.4%
Disagree	149	9.3%
Strongly Disagree	53	3.4%
Missing/Invalid	73	--
TOTAL:	1,668	--

2. 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	Frequency	Percentage
Strongly Agree	222	14.0%
Agree	734	46.2%
Neither Agree nor Disagree	474	29.8%
Disagree	133	8.4%
Strongly Disagree	27	1.7%
Missing/Invalid	77	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	290	18.2%
Agree	591	37.2%
Neither Agree nor Disagree	348	21.9%
Disagree	244	15.3%
Strongly Disagree	118	7.4%
Missing/Invalid	77	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Strongly Agree	281	17.6%
Agree	643	40.4%
Neither Agree nor Disagree	351	22.1%
Disagree	196	12.3%
Strongly Disagree	120	7.5%
Missing/Invalid	77	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Weekly or more often	601	36.8%
Every two weeks	151	9.2%
Monthly	235	14.4%
Quarterly	185	11.3%
Twice per year	196	12.0%
Annually	173	10.6%
Less than once per year	92	5.6%
Missing/Invalid	36	--
TOTAL:	1,668	--

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

Response	Frequency	Percentage
Very Helpful	547	33.5%
Somewhat Helpful	740	45.3%
Not Helpful	305	18.7%
Harmful	40	2.5%
Missing/Invalid	36	--
TOTAL:	1,668	--