

Quality of Work Life Survey
Department of State
October 2007



Bureau of Human Resources
Office of Resource Management and Organizational Analysis
March 2008

Survey Population

- Received overall response rate of 62%

Population	Number of Respondents	Number in Random Sample	Response Rate
CS	850	1,355	63%
FSG	788	1,317	60%
FSS	785	1,264	62%
Overall	2,423	3,936	62%



Survey Results

Selected areas of high satisfaction or agreement

- **More than 90% of employees:**
 - *feel the work they do is important*
 - *know how their work relates to the goals and priorities of the agency*
 - *feel they are held accountable for achieving results*

- **More than 80% of employees:**
 - *like the kind of work they do*
 - *receive a feeling of personal accomplishment from their work*
 - *agree that we cooperate with each other to get the job done*

- **More than 70% of employees:**
 - *would recommend DoS as a good place to work*
 - *feel that the workforce has the skills to get the job done*
 - *feel the Department has prepared them against security threats*



Survey Results

Selected pockets of disagreement or dissatisfaction

- **More than 30% of employees:**
 - *disagree that pay raises depend on how well employees perform their jobs*
 - *disagree that the criteria for obtaining awards are clear*
 - *are unable to work on a flexible work schedule*
 - *disagree that promotions are based on merit*
 - *disagree that steps are taken to deal with a poor performer who cannot or will not improve*
 - *disagree that their training needs are assessed*
- **More than 20% of employees:**
 - *disagree that awards are based on how well they do their job*
 - *disagree that leaders generate high levels of motivation & commitment*
 - *disagree that differences in performance are recognized*
 - *disagree that they are empowered with respect to work processes*



Survey Results

The survey consisted of nine sections:

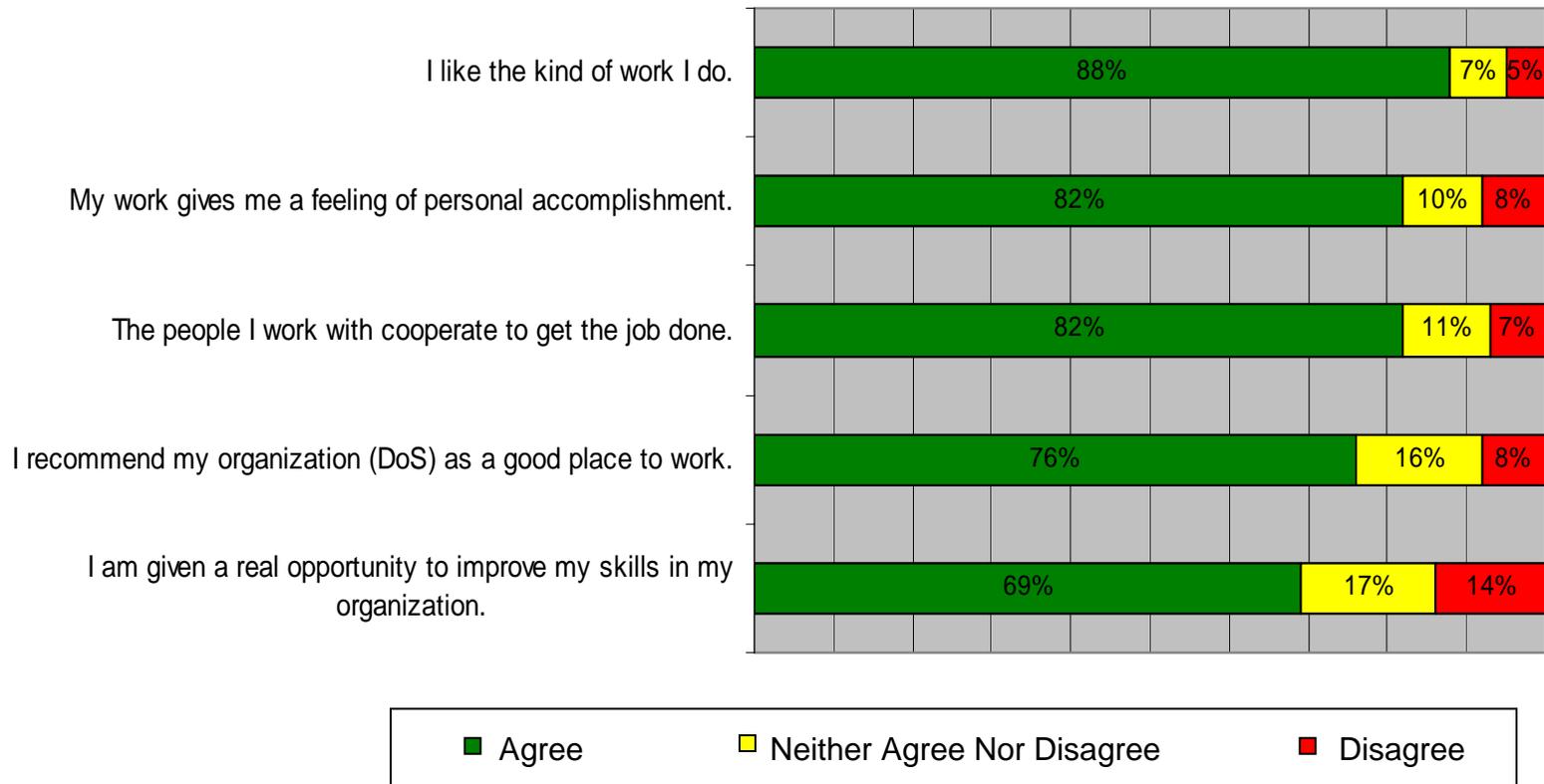
- Personal Work Experience
- Work Environment
- Overseas Assignments (FS Only)
- Recruitment, Development and Retention
- Performance Culture
- Leadership
- Work/Life Balance
- Job Satisfaction
- Succession Planning (Supervisors Only)



Survey Results

Personal Work Experience

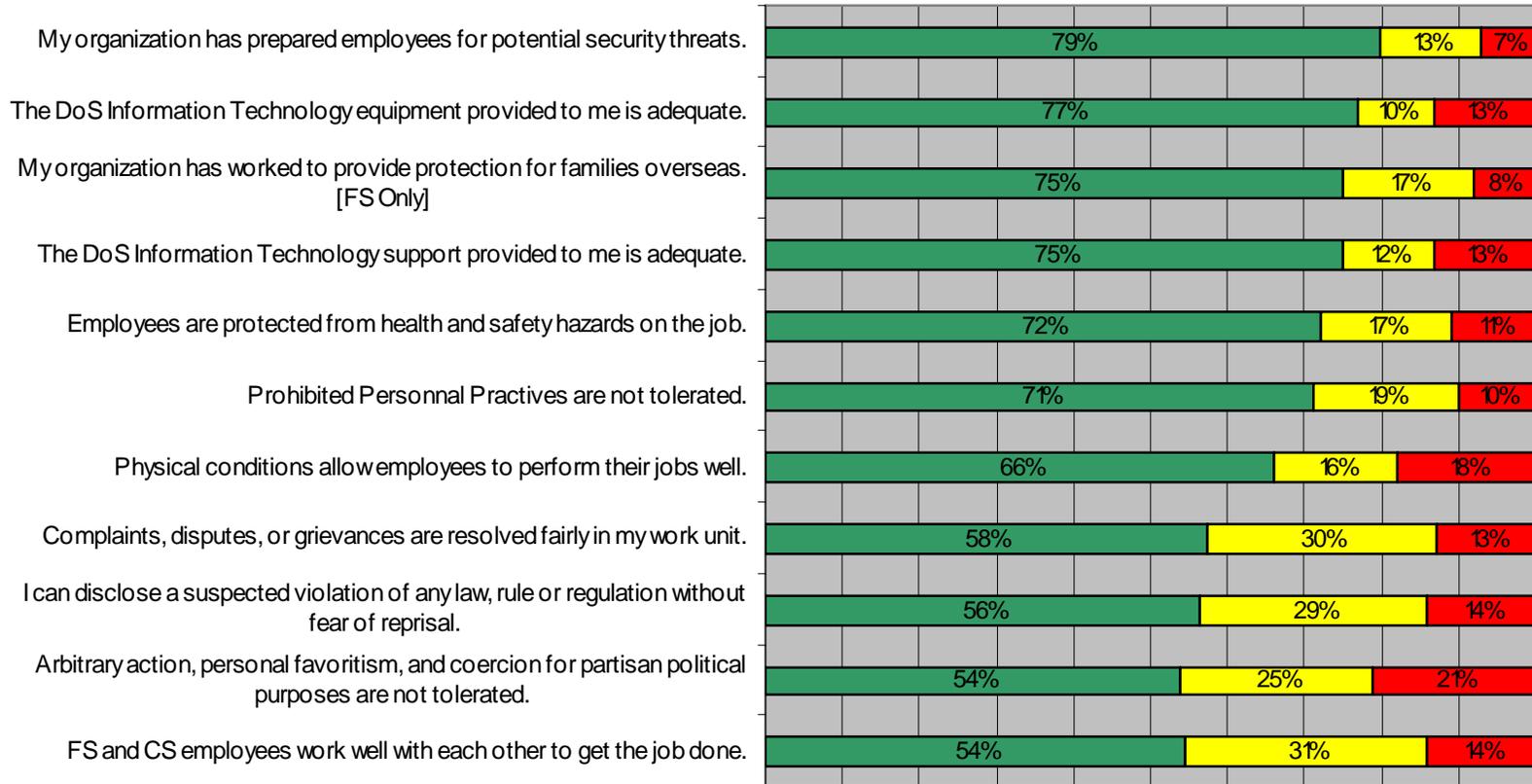
To what extent do you agree or disagree with the following statements on your personal work experience?



Survey Results

Work Environment

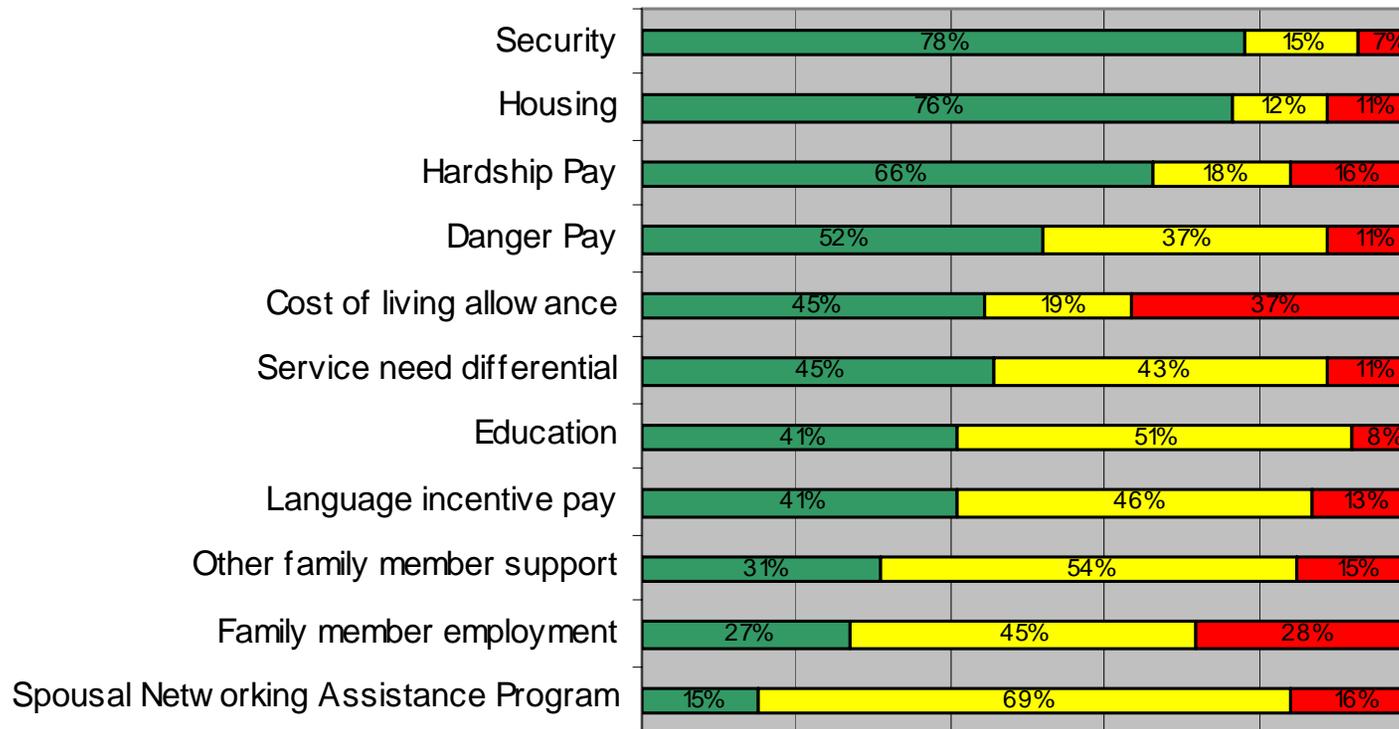
To what extent do you agree or disagree with the following statements on your work environment?



Survey Results

Overseas Assignment (FS only)

How satisfied are you with the following aspects of overseas assignments?

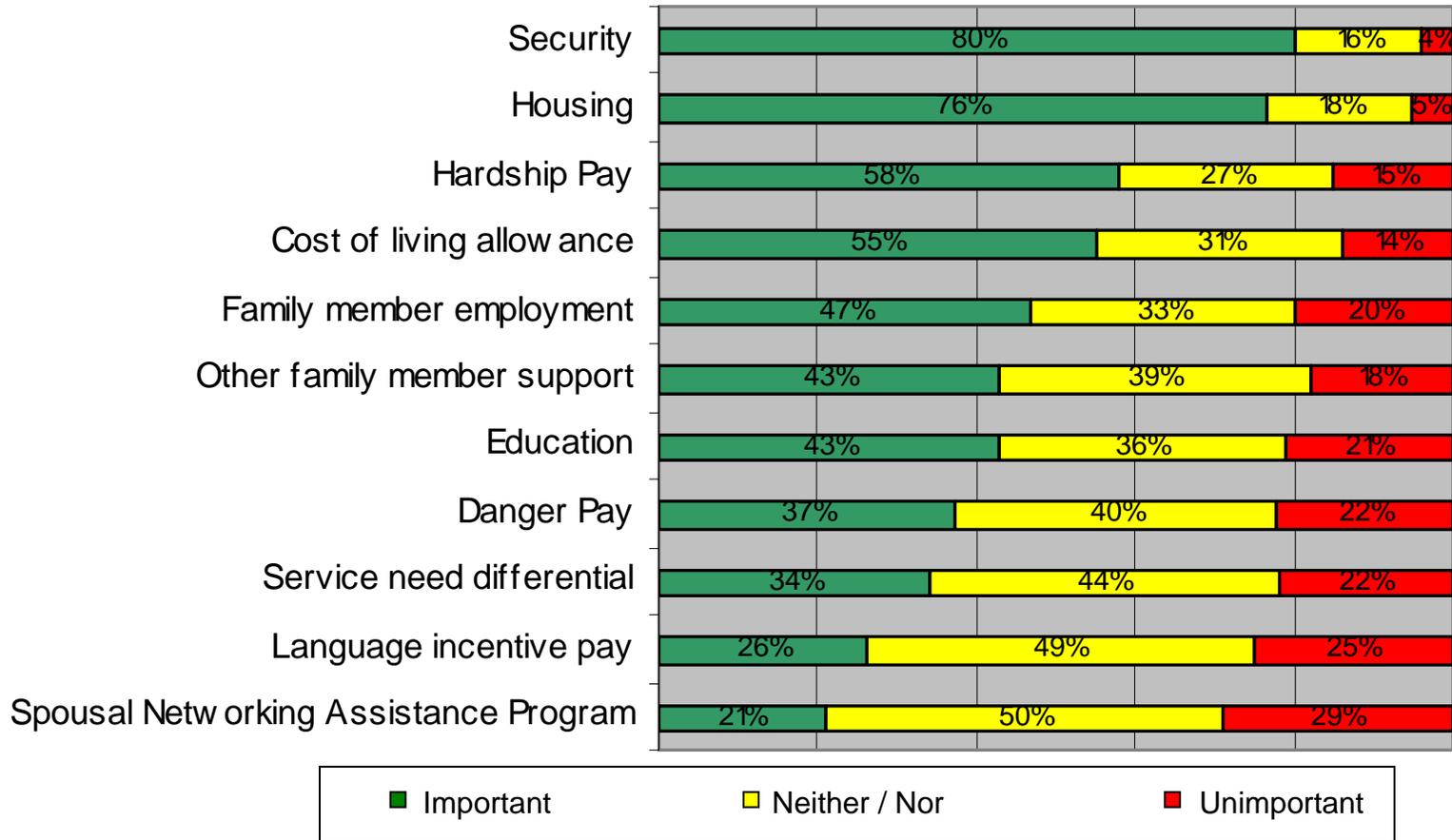


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Survey Results

Overseas Assignment (FS only)

How important was each of the following in your decision to bid on overseas positions during the last assignment cycle in which you submitted bids?

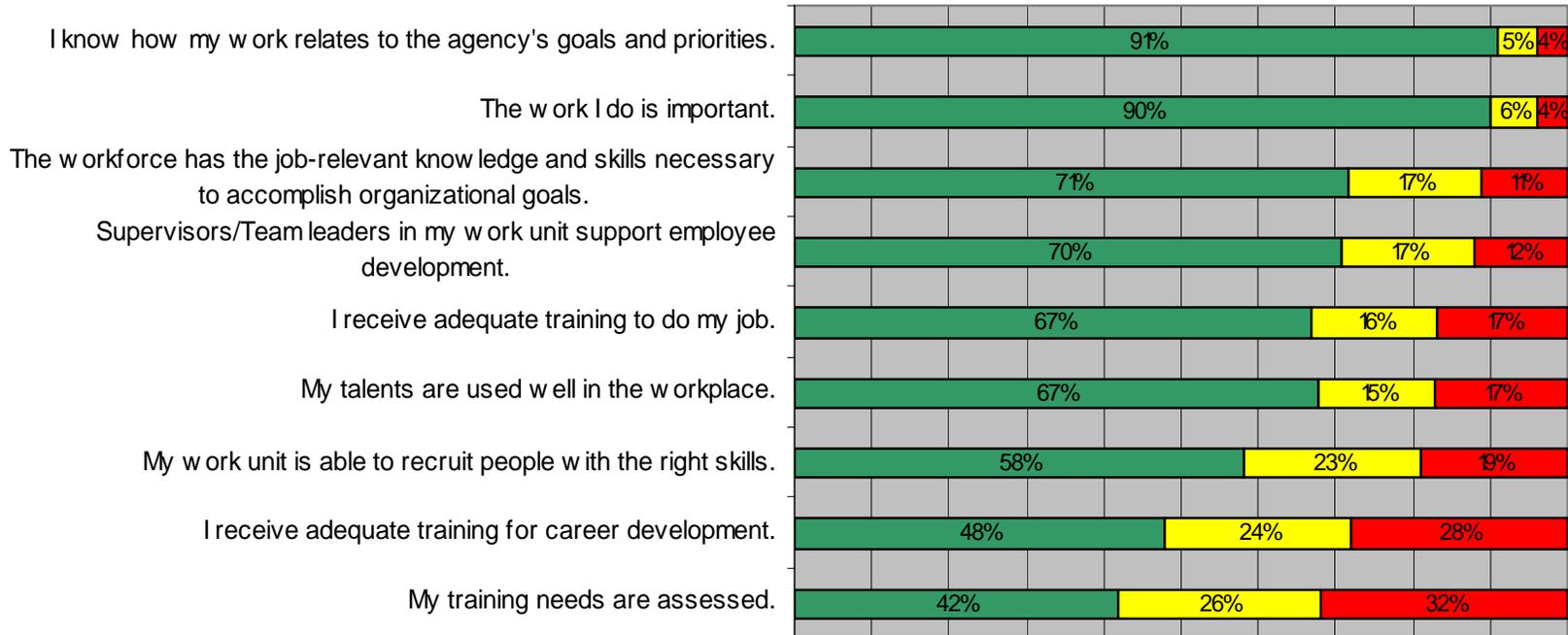


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Survey Results

Recruitment, Development and Retention

To what extent do you agree with the following statements on recruitment, development, and retention?

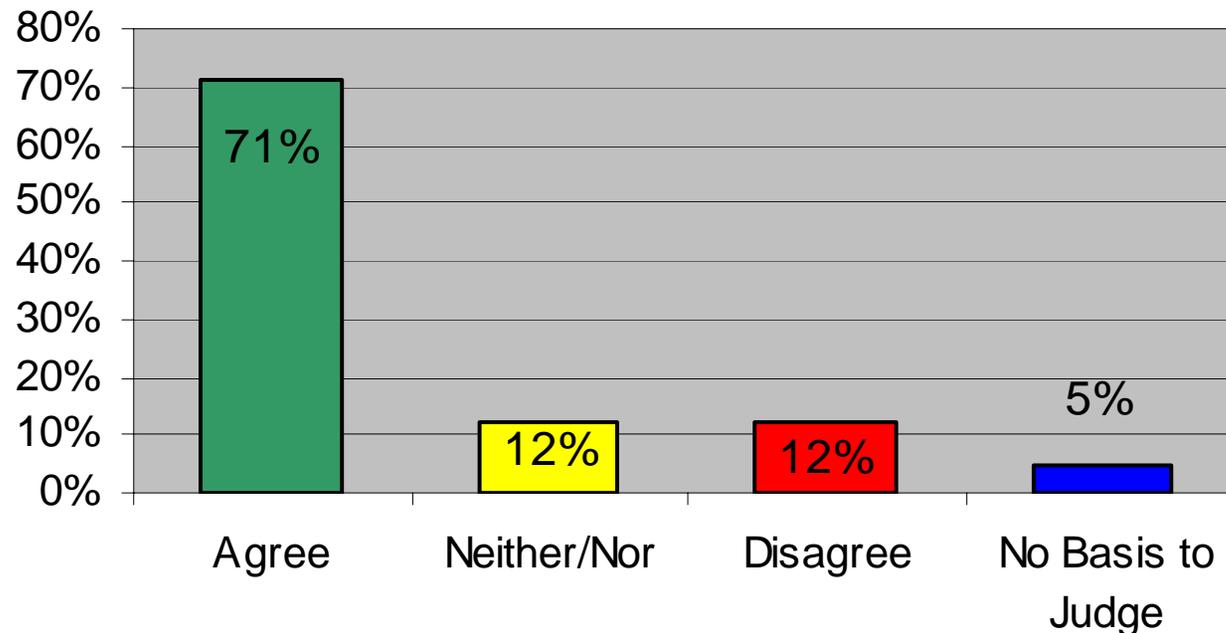


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Survey Results

Performance Culture

In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.



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Survey Results

Performance Culture (continued)

To what extent do you agree with the following statements on performance culture?

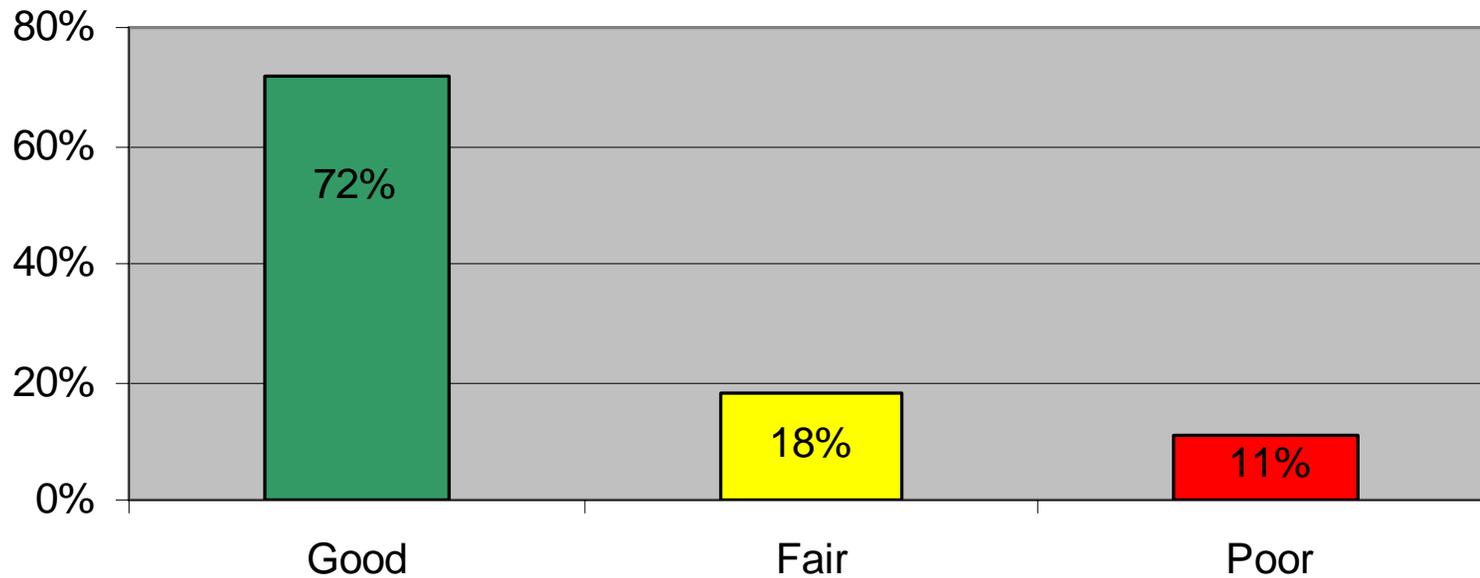


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Survey Results

Leadership

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

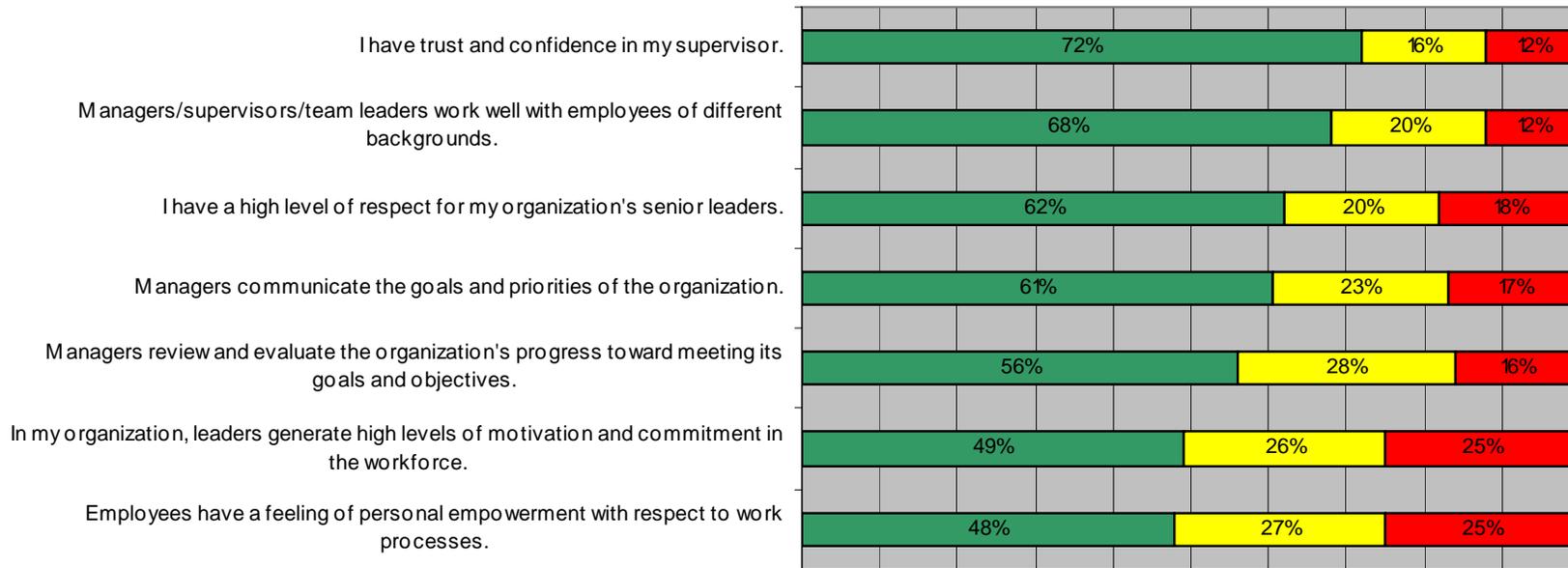


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Survey Results

Leadership (continued)

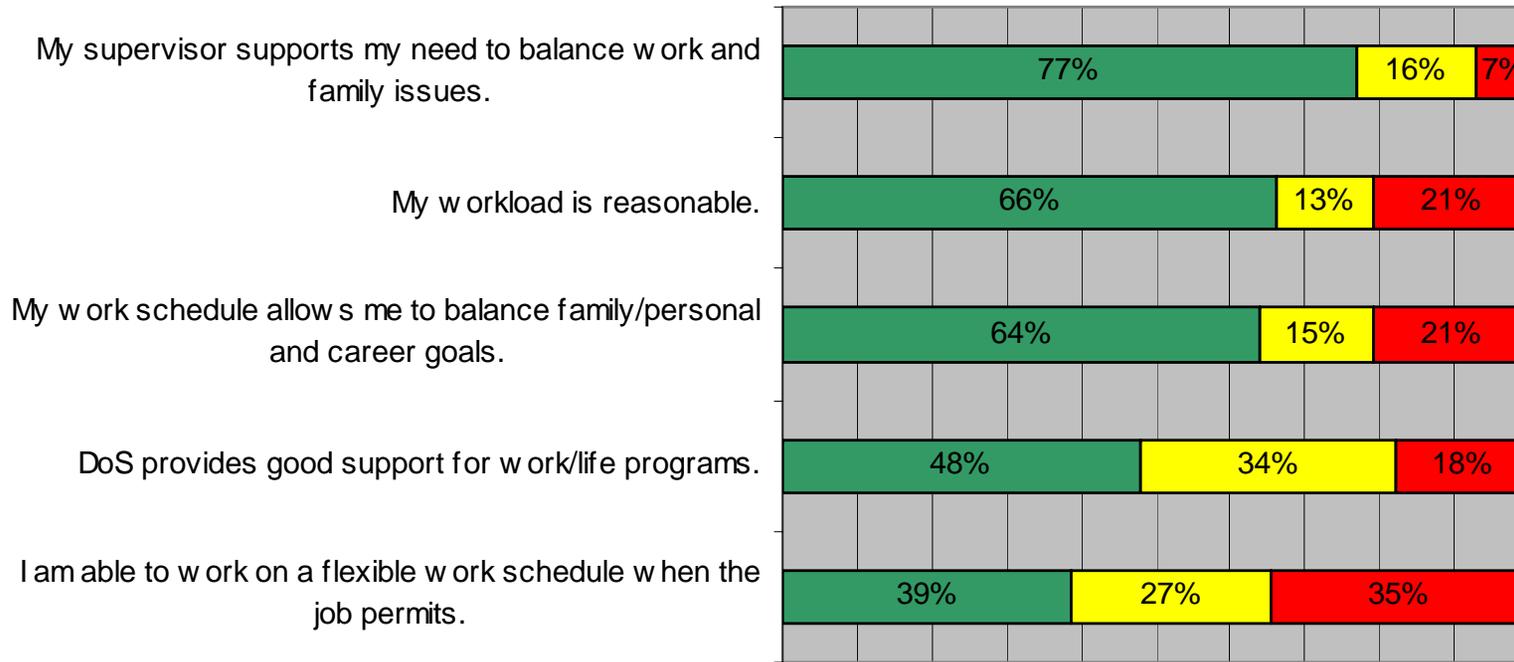
To what extent do you agree with the following statements on leadership?



Survey Results

Work/Life Balance

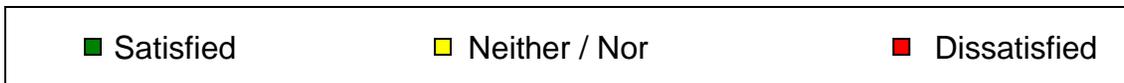
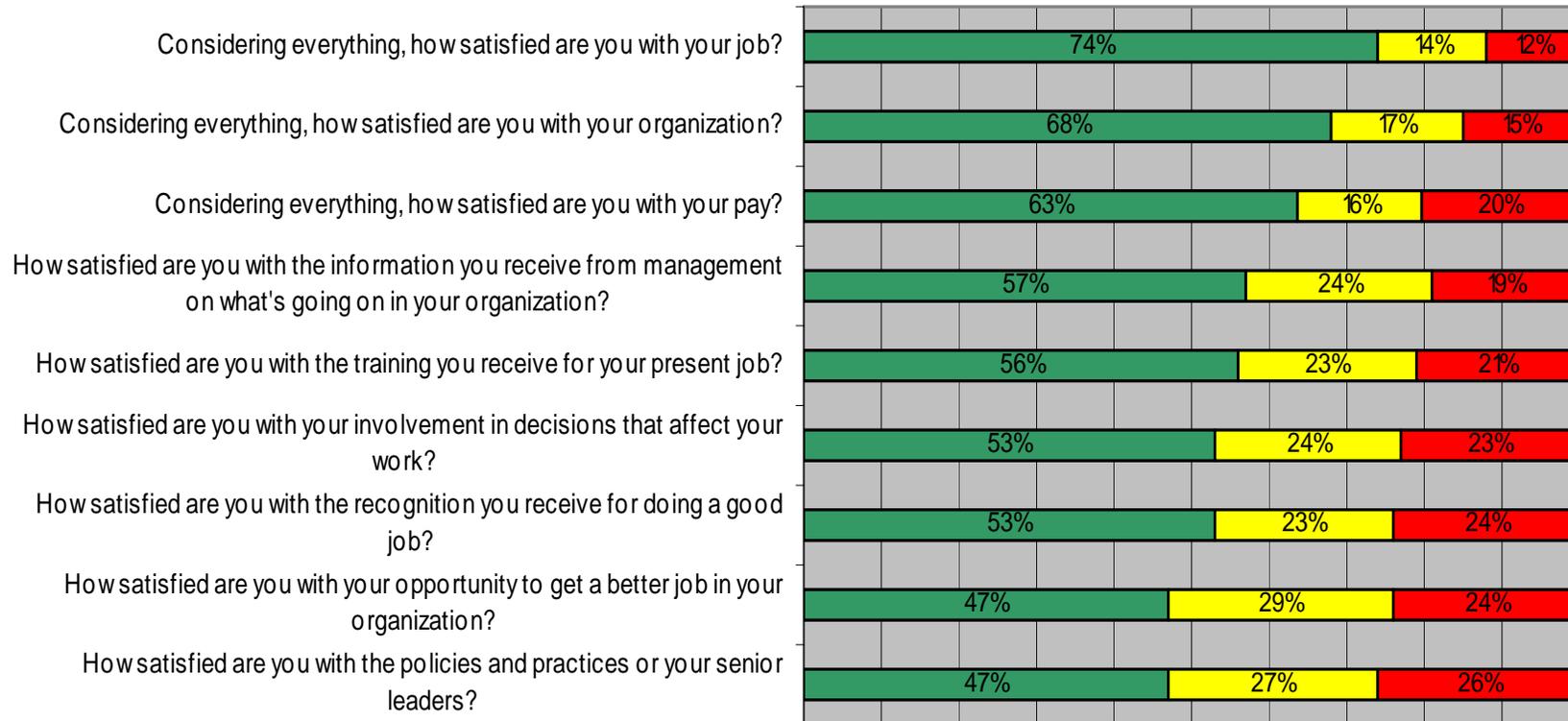
To what extent do you agree or disagree with the following statements on work/life balance aspects of your current job?



■ Agree
 ■ Neither Agree Nor Disagree
 ■ Disagree

Survey Results

Job Satisfaction

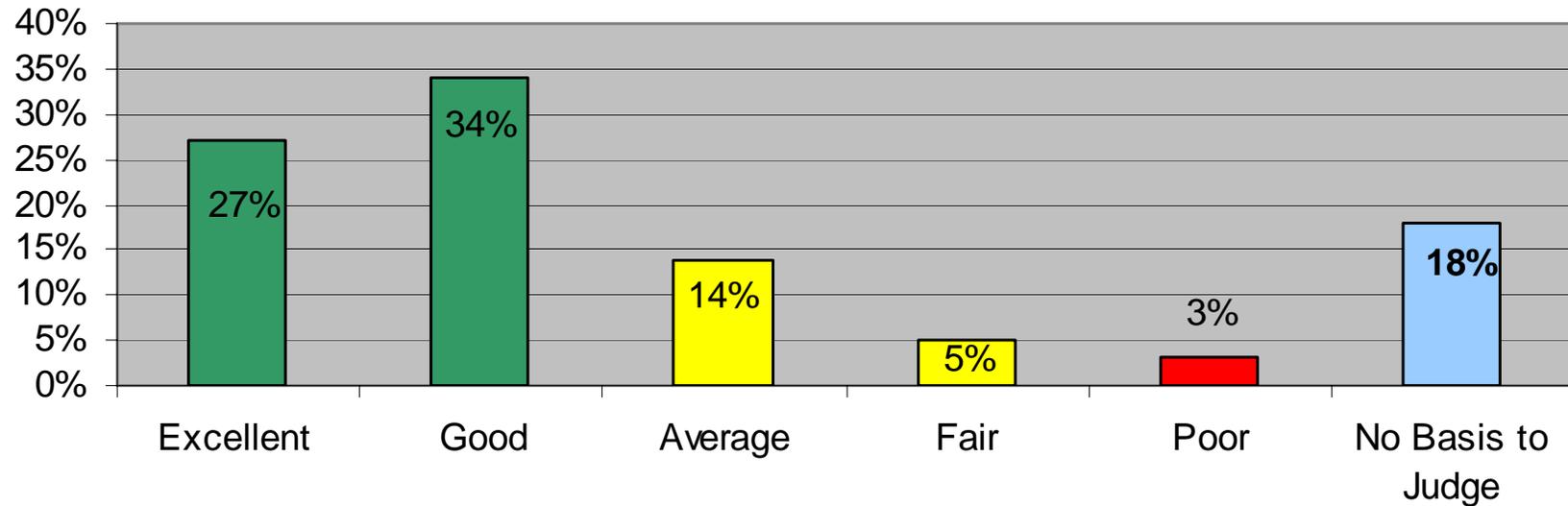


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Survey Results

Job Satisfaction (continued)

How would you rate the DoS as an organization to work for compared to other federal government organizations?



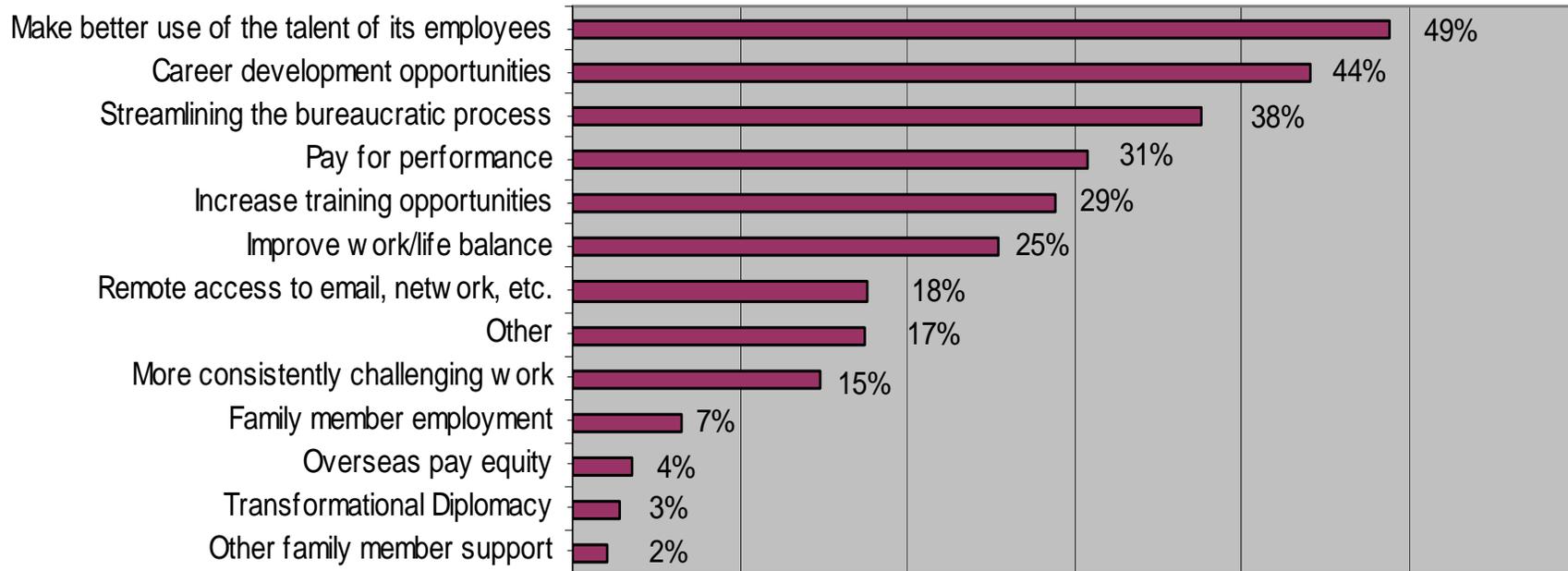
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Survey Results

Job Satisfaction (continued)

In your opinion, which of the following areas need the most improvement in the DoS? (select up to three answers)

Civil Service



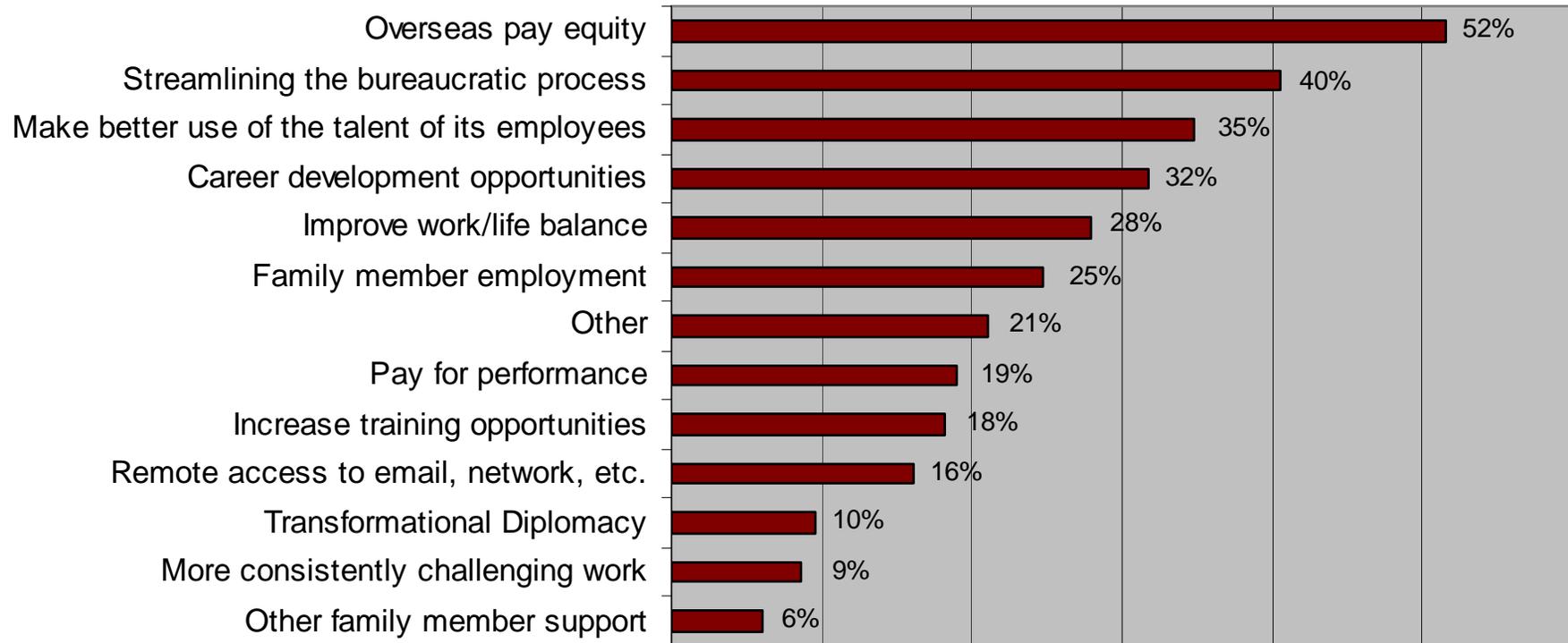
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Survey Results

Job Satisfaction (continued)

In your opinion, which of the following areas need the most improvement in the DoS? (select up to three answers)

Foreign Service



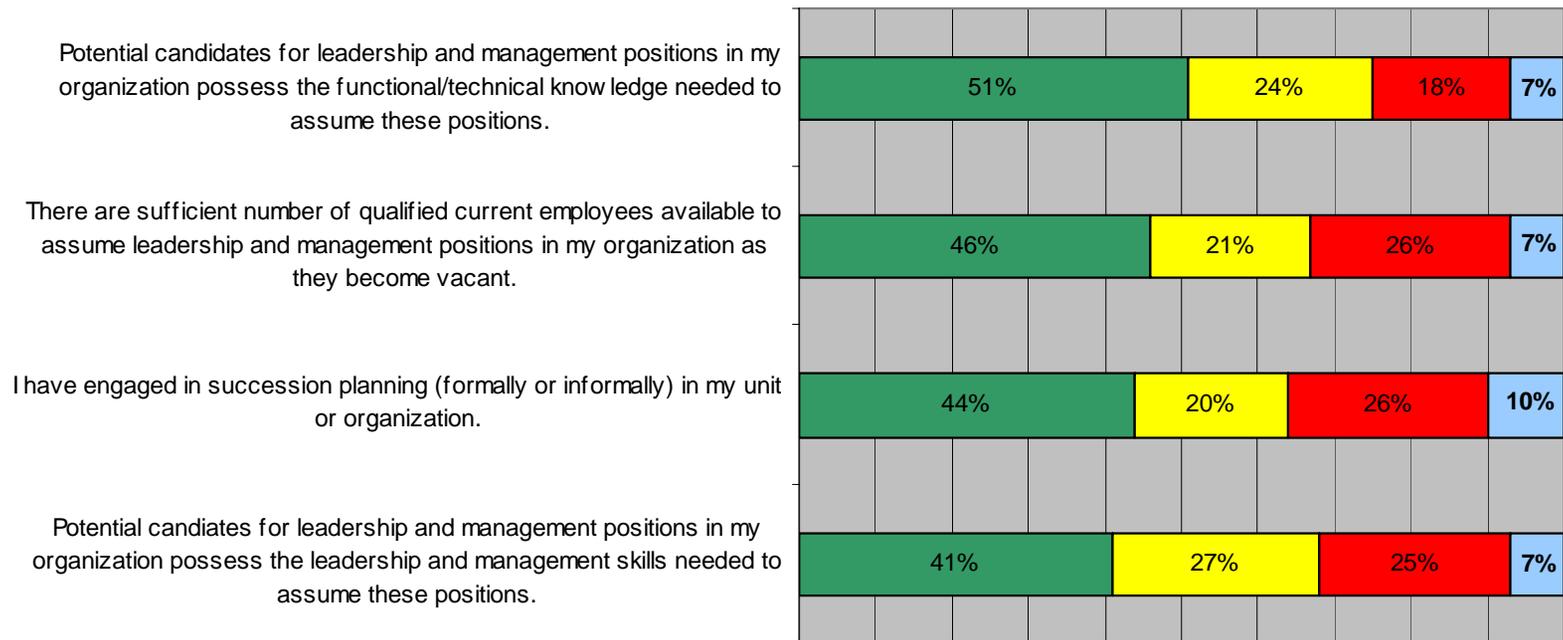
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Survey Results

Succession Planning [Supervisors Only]

To what extent do you agree with the following statement about succession planning?

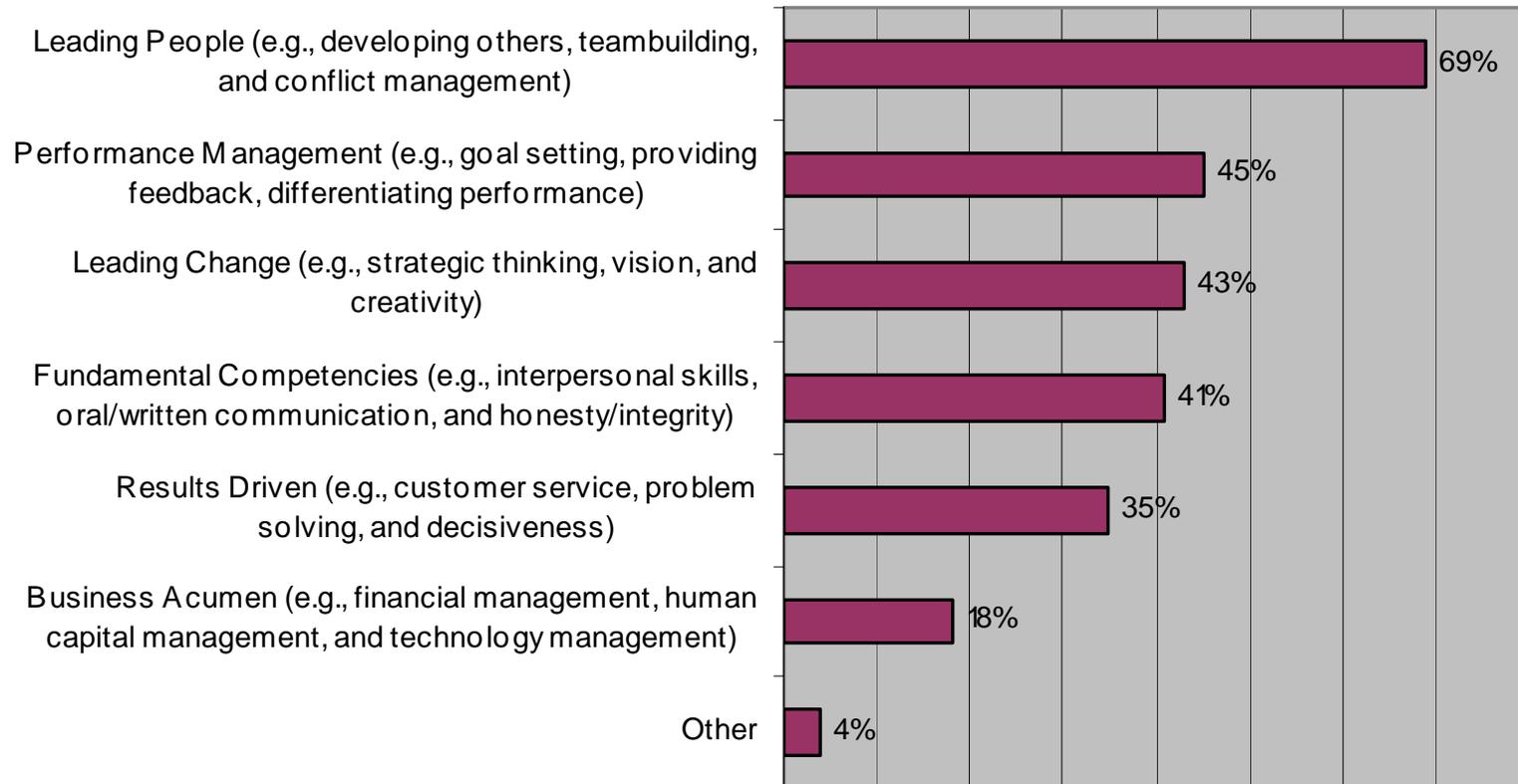
Succession planning is the process of reviewing organizational talent and planning the workforce of the future. Succession planning activities may include guiding development activities through mentoring, training and job rotation, to assure continuity of key positions and prepare new managers for their jobs.



Survey Results

Succession Planning [Supervisors Only]

Which of the Leadership and Management competency areas listed below do you feel employees need most improvement?
(select up to three answers)



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