

**2009 Annual Employee Survey Results for  
Federal Housing Finance Agency  
Agency - OVERALL**

1. **Interpretation of Results:** The 2009 Annual Employee Survey results for the Federal Housing Finance Agency are particularly important as they reflect employee viewpoints after our first year of operation. The results provide a roadmap to improve working conditions and a baseline for future survey comparisons.
2. **How the survey was conducted:** The survey was conducted online from October, 7th 2009 until October 30th, 2009
3. **Description of sample:** 391 full-time permanent employees who were employed for a period of at least six months 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 391 employees surveyed, 296 responded, for a 76% response rate. The sample appears to be representative of the population with the exception of supervisory status. This is probably due to lack of a formal team leader position within FHFA but individuals self identifying themselves as team leaders. Combining the non-supervisor and team leader categories of the respondents yields 78%, a number closer to the 80% non-supervisor found in the population. Demographic differences with respect to the race category can be explained by 10% of the population categorized as undisclosed.

<b>Supervisory Status</b>	<b>Population</b>	<b>Respondents</b>
Non-supervisor	80%	60%
Team Leader	0%	18%
Supervisor/Manager	8%	10%
Executive	12%	11%
<b>Gender</b>		
Male	57%	57%
Female	43%	43%
<b>Are you: Hispanic or Latino</b>		
Yes	3%	4%
No	97%	96%
<b>Racial Category</b>		
White	62%	71%
Black or African-American	20%	20%
Native Hawaiian or Other Pacific Islander	0%	0%
Asian	8%	8%
American Indian or Alaska Native	0%	0%
Two or more races (not Hispanic or Latino)	0%	1%
<b>Sub-Agency</b>		
Office of the Director	2%	1%
Office of the Inspector General	2%	0%
Office of the Deputy Director for Housing, Mission and Goals	14%	13%
Office of Sr. Deputy Director/Chief Operating Officer	2%	2%
Office of General Counsel	8%	7%
Office of Technology and Information Management	9%	6%
Division of FHLBank Regulation	23%	26%

Division of Enterprise Regulation	28%	33%
Office of the Chief Administrative Officer	13%	12%

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Surveys Returned: 296

Response Rate: 76%

<b>Prescribed Questions: Personal Work Experiences</b>								
<b>Item Text</b>		<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	70	146	37	32	10		295
	Percentages	23.7%	49.5%	12.5%	10.8%	3.4%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	55	129	63	33	15		295
	Percentages	18.6%	43.7%	21.4%	11.2%	5.1%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	60	129	54	38	12		293
	Percentages	20.5%	44.0%	18.4%	13.0%	4.1%		100.0%
4. I like the kind of work I do.	Frequencies	84	152	43	14	3		296
	Percentages	28.4%	51.4%	14.5%	4.7%	1.0%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	99	99	40	37	19		294
	Percentages	33.7%	33.7%	13.6%	12.6%	6.5%		100.0%
<b>Item Text</b>		<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	115	89	54	21	15		294
	Percentages	39.1%	30.3%	18.4%	7.1%	5.1%		100.0%

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<b>Prescribed Questions: Recruitment, Development, &amp; Retention</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	51	141	44	33	22	5	296
	Percentages	17.2%	47.6%	14.9%	11.1%	7.4%	1.7%	100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	58	120	54	32	14	17	295
	Percentages	19.7%	40.7%	18.3%	10.8%	4.7%	5.8%	100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	96	135	37	17	9	2	296
	Percentages	32.4%	45.6%	12.5%	5.7%	3.0%	0.7%	100.0%
10. The work I do is important.	Frequencies	102	124	43	17	7	2	295
	Percentages	34.6%	42.0%	14.6%	5.8%	2.4%	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	84	118	28	42	22	2	296
	Percentages	28.4%	39.9%	9.5%	14.2%	7.4%	0.7%	100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	87	124	49	22	9	2	293
	Percentages	29.7%	42.3%	16.7%	7.5%	3.1%	0.7%	100.0%
13. My talents are used well in the workplace.	Frequencies	47	118	45	58	26	2	296
	Percentages	15.9%	39.9%	15.2%	19.6%	8.8%	0.7%	100.0%
14. My training needs are assessed.	Frequencies	35	134	62	47	13	3	294
	Percentages	11.9%	45.6%	21.1%	16.0%	4.4%	1.0%	100.0%

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<b>Prescribed Questions: Performance Culture</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
15. Promotions in my work unit are based on merit.	Frequencies	35	77	58	53	38	35	296
	Percentages	11.8%	26.0%	19.6%	17.9%	12.8%	11.8%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	11	69	75	44	42	53	294
	Percentages	3.7%	23.5%	25.5%	15.0%	14.3%	18.0%	100.0%
17. Creativity and innovation are rewarded.	Frequencies	23	90	74	44	42	22	295
	Percentages	7.8%	30.5%	25.1%	14.9%	14.2%	7.5%	100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>No Basis to Judge</b>	<b>Total</b>
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	44	99	53	37	23	40	296
	Percentages	14.9%	33.4%	17.9%	12.5%	7.8%	13.5%	100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	16	87	81	46	32	34	296
	Percentages	5.4%	29.4%	27.4%	15.5%	10.8%	11.5%	100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	22	76	64	56	33	44	295
	Percentages	7.5%	25.8%	21.7%	19.0%	11.2%	14.9%	100.0%
21. My performance appraisal is a fair reflection of my performance.	Frequencies	40	124	59	26	10	36	295
	Percentages	13.6%	42.0%	20.0%	8.8%	3.4%	12.2%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	44	124	70	23	20	14	295
	Percentages	14.9%	42.0%	23.7%	7.8%	6.8%	4.7%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	57	122	51	28	22	16	296
	Percentages	19.3%	41.2%	17.2%	9.5%	7.4%	5.4%	100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	124	110	46	10	4	1	295
	Percentages	42.0%	37.3%	15.6%	3.4%	1.4%	0.3%	100.0%

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<b>Prescribed Questions: Leadership</b>								
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
25. I have a high level of respect for my organization's senior leaders.	Frequencies	51	100	53	39	47	5	295
	Percentages	17.3%	33.9%	18.0%	13.2%	15.9%	1.7%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	27	70	75	60	55	9	296
	Percentages	9.1%	23.6%	25.3%	20.3%	18.6%	3.0%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	33	119	60	32	26	25	295
	Percentages	11.2%	40.3%	20.3%	10.8%	8.8%	8.5%	100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	83	150	37	7	8	10	295
	Percentages	28.1%	50.8%	12.5%	2.4%	2.7%	3.4%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	19	72	70	80	43	11	295
	Percentages	6.4%	24.4%	23.7%	27.1%	14.6%	3.7%	100.0%
30. My workload is reasonable.	Frequencies	24	163	57	33	16	1	294
	Percentages	8.2%	55.4%	19.4%	11.2%	5.4%	0.3%	100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	31	140	45	46	28	4	294
	Percentages	10.5%	47.6%	15.3%	15.6%	9.5%	1.4%	100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	47	136	57	20	15	20	295
	Percentages	15.9%	46.1%	19.3%	6.8%	5.1%	6.8%	100.0%

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<b>Prescribed Questions: Job Satisfaction</b>								
<b>Item Text</b>		<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither</b>	<b>Dis-satisfied</b>	<b>Very Dis-satisfied</b>		<b>Total</b>
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	22	100	68	80	26		296
	Percentages	7.4%	33.8%	23.0%	27.0%	8.8%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	22	90	75	80	28		295
	Percentages	7.5%	30.5%	25.4%	27.1%	9.5%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	15	70	96	71	42		294
	Percentages	5.1%	23.8%	32.7%	24.1%	14.3%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	33	102	85	50	25		295
	Percentages	11.2%	34.6%	28.8%	16.9%	8.5%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	17	81	86	70	40		294
	Percentages	5.8%	27.6%	29.3%	23.8%	13.6%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	50	128	82	27	8		295
	Percentages	16.9%	43.4%	27.8%	9.2%	2.7%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	44	134	61	41	15		295
	Percentages	14.9%	45.4%	20.7%	13.9%	5.1%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	56	122	61	37	19		295
	Percentages	19.0%	41.4%	20.7%	12.5%	6.4%		100.0%

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**Demographics**

41. What is your supervisory status?	<u>N</u>	<u>%</u>
Non-Supervisor	178	60%
Team Leader	53	18%
Supervisor	24	8%
Manager	7	2%
Executive	33	11%
42. Are you...	<u>N</u>	<u>%</u>
Male	164	57%
Female	126	43%
43. Are you Hispanic or Latino?	<u>N</u>	<u>%</u>
Yes	10	4%
No	275	96%
44. Please select the racial category or categories with which you most closely identify.	<u>N</u>	<u>%</u>
White	196	71%
Black or African-American	54	20%
Native Hawaiian or other Pacific Islander	0	0%
Asian	22	8%
American Indian or Alaska Native	0	0%
Two or more races	4	1%
45. What is your agency subcomponent?	<u>N</u>	<u>%</u>
Office of the Director	3	1%
Office of the Inspector General	1	0%
Office of the Deputy Director for Housing, Mission and Goals	36	13%
Office of Sr. Deputy Director/Chief Operating Officer	6	2%
Office of General Counsel	20	7%
Office of Technology and Information Management	18	6%
Division of FHLBank Regulation	75	26%
Division of Enterprise Regulation	94	33%
Office of the Chief Administrative Officer	33	12%

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**HCAAF Indices**

<b>Index</b>	<b>% Favorable</b>
Leadership and Knowledge Management	56%
Results Oriented Performance Culture	51%
Talent Management	62%
Job Satisfaction	58%