

**REPORT
OF
2007 ANNUAL EMPLOYEE SURVEY RESULTS
FOR
THE PRESIDIO TRUST**

Introduction

The National Defense Authorization Act for Fiscal Year 2004 (Pub. L. 108-136, November 24, 2003, 117 STAT. 1641) requires federal agencies to conduct an annual survey of their employees to assess employee satisfaction as well as leadership and management practices that contribute to agency performance. Specifically, section 1128 of the Act requires each agency survey to cover—

- Leadership and management practices that contribute to agency performance
- Employee satisfaction with—
 - Leadership policies and practices
 - Work environment
 - Rewards and recognition for professional accomplishment and personal contributions to achieving organizational mission
 - Opportunity for professional development and growth
 - Opportunity to contribute to achieving organizational mission

The law also requires that the United States Office of Personnel Management (OPM) issue regulations prescribing survey questions that should appear in agency surveys. The law additionally requires each agency to make the survey results available to the public and to post the results on their web sites (unless the head of the agency determines that doing so would jeopardize or negatively impact national security).

Under the regulations issued by OPM (5 Code of Federal Regulations, part 250) and effective January 1, 2007, the posted survey results will include:

- The agency's evaluation of its survey results
- How the survey was conducted
- A description of the employee sample, unless all employees are surveyed
- The survey questions and response choices with the prescribed questions identified
- The number of employees surveyed and the number of survey respondents
- The number of respondents for each survey question and each response choice

The data must be collected by December 31 of each calendar year, and must be posted on the agency's web site and submitted to OPM no later than 120 days after the agency completes

survey administration. The results are to remain posted on the agency's web site until replaced by the results from the next year's survey.

Annual survey results will be used by OPM to compare data over time and across agencies. In addition, Trust management will use Trust employee data to assess its own performance, take appropriate management actions, and measure management performance from year to year.

The following survey results for the Presidio Trust are presented in the format developed for this purpose by the Office of Personnel Management.

We have included an Appendix containing a comparison of the 40-question Presidio Trust survey results with the 2006 Federal Human Capital Survey results. The Federal Human Capital Survey is a biannual study of the federal workforce conducted by the Office of Personnel Management. Although the 2006 Federal Human Capital Survey contained many more questions than the Presidio Trust's Annual Employee Survey, that survey did include 39 of the 40 questions which made up the 2007 Presidio Trust survey. By checking the Appendix to this survey, you can see how the Presidio Trust compares with summary Federal Human Capital Survey figures for the federal government as a whole, and how the Trust compares with the Department of the Interior. (You can view the entire 2006 Federal Human Capital Survey at www.fhcs2006.opm.gov but please note that the survey questions on the OPM website are numbered differently than the identical questions in the Presidio Trust survey.)

The Department of the Interior was chosen as a point of comparison because it is a resource management agency responsible—through the National Park Service—for administering national parklands, and because the workforce has a similar composition. The Presidio Trust is a resource management agency responsible for administering Area B of the Presidio, which is part of the Golden Gate National Recreation Area.

1. Interpretation of Results

The 2007 Presidio Trust Annual Employee Survey measured five areas: Personal Work Experience; Recruitment, Development and Retention; Performance Culture; Leadership; and Job Satisfaction. Results for each area are reviewed using the percentage of positive responses (Strongly Agree/Agree; Very Good/Good; Very Satisfied/Satisfied) as a measure of how well the agency is performing. Results for each area are summarized and analyzed as follows:

A. Personal Work Experience

The percentage of positive responses exceeded 65% for five of the six survey items under this heading. For example, 84.9% of respondents like the work they do; 74.3% agree that their work gives them a feeling of personal accomplishment, and 78.3% agree that the people they work with cooperate to get the job done. The one item where the 65% threshold was not met was "I

am given a real opportunity to improve my skills in my organization”, where 59% agreed with that statement.

B. Recruitment, Development and Retention

The percentages of positive responses were generally higher in this category than in any other. The results show that 66.4% of respondents agree that their talents are well used in the workplace; 91.6% agree that the work they do is important; 72.2% agree that physical conditions allow employees to perform well; and 83% agree that they know how their work relates to the Trust’s goals and priorities. All of these numbers are higher than the government-wide and Department of the Interior averages for these survey items (see Appendix). Although only 56% agreed that their work unit was able to recruit people with the right skills, that positive response percentage is considerably higher than the government-wide (43.5%) and Department of the Interior (41.8%) figures for that survey item. There were somewhat lower positive response percentages for items associated with employee development, where there was 60% agreement that supervisors/team leaders supported employee development, and only 45% agreement that training needs are assessed.

C. Performance Culture

82.2% of respondents agree that their supervisors supported their need to balance work and family issues, and 66.5% agree that their performance appraisal is a fair reflection of their performance. Both figures are higher than the government-wide and Department of the Interior numbers for those same items. We refer you to the Appendix to see how the Trust compares with government-wide and Department of the Interior figures on the remainder of the survey items.

D. Leadership

Employee responses to the items measured in this category indicate that the agency needs to increase the effectiveness of communications with employees in regard to agency and organizational goals and objectives, and to provide more regularly scheduled updates on progress toward meeting those goals and objectives. Communicating goals and objectives will take the form of providing to all employees an updated and expanded Employee Handbook that includes a description of the mission and goals of the Presidio Trust, and a copy of the current Strategic Plan which provides a comprehensive description of goals and initiatives that the Trust is working to accomplish. The agency also intends to better publicize the initiatives in place to protect employees’ health and safety and to enhance their security; and to incorporate a training module covering motivational techniques in refresher training for supervisors and managers.

E. Job Satisfaction

Survey responses show that 69.7% of employees are satisfied with their jobs, which is somewhat higher than the government-wide average of 67.5%. On the other hand, only 31.2% were

satisfied with their opportunity to get a better job in their organization. That figure is lower than the government-wide satisfaction number of 36.5%. The Trust is a small organization where the only work available is on the Presidio; opportunities, therefore, are limited.

The survey shows that 46.7% of Trust employees are satisfied with their pay, 21.8% are neither satisfied nor dissatisfied, and 31.5% are dissatisfied.

Trust employees are more satisfied with the recognition they receive for doing a good job (52.2% positive responses) than Department of the Interior employees (45.6%) or the government as a whole (48.6%). The positive responses of Trust employees demonstrate that the agency's recognition programs are more appreciated by employees (on average) than comparable recognition programs in other agencies.

2. The Presidio Trust Survey—How It Was Conducted

The survey was conducted by regular mail from July 2, 2007 until August 6, 2007. On June 25, 2007 an advance notice of the survey was mailed to all employees. The notice explained the survey's purpose and how the results would be used, urged each employee to participate, and assured employees that it was anonymous. The survey itself was mailed on July 2, 2007. Employees were to return it to the Presidio Trust Human Resources Office in a pre-addressed, prepaid envelope by August 6, 2007. The due date was extended for one week. Follow-up post cards were mailed to employees each week through July reminding them to complete and submit their surveys. Returned surveys were reviewed by the Human Resources Office where each response was manually recorded and tallied on spreadsheets.

3. Description of Sample

The 2007 Annual Employee Survey was not sent to a statistical sample, but to the entire target audience -- all 285 Regular employees. Regular employees are all those full-time and part-time employees who are serving under appointments that have no time limitation.

4. Survey Items and Response Choices

The questions for the Presidio Trust Employee Survey consisted of the 40 questions that all federal agencies were required to ask.

5. Number of Employees Surveyed, Number Responded, and Representativeness of Respondents.

Employees returned 226 surveys of the 285 originally sent out, for a response rate of 79.3%. By way of comparison, the average federal agency response rate for the last major voluntary survey

was 57%. Click on the [2007 Annual Employee Survey Summary Tables](#) to view the complete survey results, and click on the [Appendix to the survey](#) to view comparison data.

**2007 Annual Employee Survey Results
The Presidio Trust**

Surveys Sent: 285

Surveys Returned: 226

Response Rate: 79.3%

Prescribed Questions: Personal Work Experience								
Item Text		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree		Total*
1. The people I work with cooperate to get the job done.	Frequencies	76	101	26	17	6		226
	Percentages	33.6	44.7	11.5	7.5	2.7		100
2. I am given a real opportunity to improve my skills in my organization	Frequencies	47	86	54	21	17		225
	Percentages	20.9	38.2	24.0	9.3	7.6		100
3. My work gives me a feeling of personal accomplishment	Frequencies	73	95	38	12	8		226
	Percentages	32.3	42.0	16.8	5.3	3.5		99.9
4. I like the kind of work I do.	Frequencies	97	94	32	1	1		225
	Percentages	43.1	41.8	14.2	0.4	0.4		99.9
5. I have trust and confidence in my supervisor.	Frequencies	71	77	48	16	13		225
	Percentages	31.6	34.2	21.3	7.1	5.8		100
Item Text		Very Good	Good	Fair	Poor	Very Poor		Total*
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader.	Frequencies	73	73	52	13	12		223
	Percentages	32.7	32.7	23.3	5.8	5.4		99.9

*Total percentage may not equal 100% due to rounding; frequency totals for individual items may be less than 226 because a few respondents either did not answer the question or provided more than one answer to the question.

See the Appendix for a comparison of the 2007 Presidio Trust results with the 2006 Federal Human Capital Survey results for the Federal Government as a whole and for the Department of the Interior.

**2007 Annual Employee Survey Results
The Presidio Trust**

Surveys Sent: 285

Surveys Returned: 226

Response Rate: 79.3%

Prescribed Questions: Recruitment, Development & Retention								
Item Text		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	Total*
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	50	114	29	20	8	2	223
	Percentages	22.4	51.1	13.0	9.0	3.6	0.9	100
8. My work unit is able to recruit people with the right skills.	Frequencies	41	85	48	28	19	4	225
	Percentages	18.2	37.8	21.3	12.4	8.4	1.8	99.9
9. I know how my work relates to the agency's goals and priorities.	Frequencies	80	106	24	6	4	4	224
	Percentages	35.7	47.3	10.7	2.7	1.8	1.8	100
10. The work I do is important.	Frequencies	119	87	18	0	0	1	225
	Percentages	52.9	38.7	8.0	0	0	0.4	100
11. Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.	Frequencies	60	103	38	20	4	1	226
	Percentages	26.6	45.6	16.8	8.9	1.8	0.4	100.1
12. Supervisor/team leaders in my work unit support employee development	Frequencies	49	86	49	24	15	2	225
	Percentages	21.8	38.2	21.8	10.7	6.7	0.9	100.1
13. My talents are used well in the workplace.	Frequencies	54	96	40	20	16	0	226
	Percentages	23.9	42.5	17.7	8.9	7.1	0	100.1
14. My training needs are assessed.	Frequencies	24	78	57	41	20	4	224
	Percentages	10.7	34.8	25.5	18.3	8.9	1.8	100

*Total percentage may not equal 100% due to rounding; frequency totals for individual items may be less than 226 because a few respondents either did not answer the question, or provided more than one answer to the question.

**2007 Annual Employee Survey Results
The Presidio Trust**

Surveys Sent: 285

Surveys Returned: 226

Response Rate: 79.3%

Prescribed Questions: Performance Culture								
Item Text		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	Total*
15. Promotions in my work unit are based on merit.	Frequencies	19	55	58	35	41	14	222
	Percentages	8.6	24.8	26.1	15.8	18.5	6.3	100.1
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	14	56	51	43	44	15	223
	Percentages	6.3	25.1	22.9	19.3	19.7	6.7	100
17. Creativity and innovation are rewarded	Frequencies	31	63	48	40	37	5	224
	Percentages	13.8	28.1	21.4	17.9	16.5	2.2	99.9
Item Text		Strongly Agree	Agree	Neither Agree nor Disagree	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	Frequencies	43	86	45	27	14	10	225
	Percentages	19.1	38.2	20.0	12.0	6.2	4.4	99.9
Item Text		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	Total*
19. In my work unit, differences in performance are	Frequencies	21	51	53	48	36	13	222
	Percentages	9.5	23.0	23.9	21.6	16.2	5.9	100.1
20. Pay raises depend on how well employees perform their jobs.	Frequencies	17	46	47	48	53	13	224
	Percentages	7.6	20.5	21.0	21.4	23.7	5.8	100
21. My performance appraisal is a fair reflection of my performance.	Frequencies	45	104	27	29	12	7	224
	Percentages	20.1	46.4	12.1	13.0	5.4	3.1	100.1
22. Discussions with my supervisor/team leader about my performance are worthwhile.	Frequencies	32	92	49	28	16	8	225
	Percentages	14.2	40.9	21.8	12.4	7.1	3.6	100
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	38	95	55	21	11	5	225
	Percentages	16.9	42.2	24.4	9.3	4.9	2.2	99.9
24. My supervisor supports my need to balance work and family issues.	Frequencies	86	99	27	4	5	4	225
	Percentages	38.2	44.0	12.0	1.8	2.2	1.8	100

*Total percentage may not equal 100% due to rounding; frequency totals for individual items may be less than 226 because a few respondents either did not answer the question, or provided more than one answer to the question.

**2007 Annual Employee Survey Results
The Presidio Trust**

Surveys Sent: 285

Surveys Returned: 226

Response Rate: 79.3%

Prescribed Questions: Leadership								
Item Text		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know	Total*
25. I have a high level of respect for my organization's senior leaders.	Frequencies	28	65	59	38	30	5	225
	Percentages	12.4	28.9	26.2	16.9	13.3	2.2	99.9
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	17	45	58	64	37	5	226
	Percentages	7.5	19.9	25.7	28.3	16.4	2.2	100
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	22	76	64	27	15	20	224
	Percentages	9.8	33.9	28.6	12.1	6.7	8.9	100
28. Employees are protected from health and safety hazards on the job.	Frequencies	40	124	35	11	5	11	226
	Percentages	17.7	54.9	15.5	4.9	2.2	4.9	100.1
29. Employees have a feeling of personal empowerment and ownership of work processes.	Frequencies	18	56	65	47	32	8	226
	Percentages	8.0	24.8	28.8	20.8	14.2	3.5	100.1
30. My workload is reasonable.	Frequencies	25	111	46	23	21	0	226
	Percentages	11.1	49.1	20.4	10.2	9.3	0	100.1
31. Managers communicate the goals and priorities of the organization.	Frequencies	25	84	51	33	30	2	225
	Percentages	11.1	37.3	22.7	14.7	13.3	0.9	100
32. My organization has prepared employees for potential security threats.	Frequencies	22	78	64	28	22	11	225
	Percentages	9.8	34.7	28.4	12.4	9.8	4.9	100

*Total percentage may not equal 100% due to rounding; frequency totals for individual items may be less than 226 because a few respondents either did not answer the question, or provided more than one answer to the question.

**2007 Annual Employee Survey Results
The Presidio Trust**

Surveys Sent: 285

Surveys Returned: 226

Response Rate: 79.3%

Prescribed Questions: Job Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied		Total*
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	24	76	53	52	21		226
	Percentages	10.6	33.6	23.5	23.0	9.3		100
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	31	75	52	45	22		225
	Percentages	13.8	33.3	23.1	20.0	9.7		100
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	17	53	83	43	29		225
	Percentages	7.6	23.6	36.9	19.1	12.9		100.1
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	40	78	41	47	20		226
	Percentages	17.7	34.5	18.1	20.8	8.9		100
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	20	55	62	56	30		223
	Percentages	9.0	24.7	27.8	25.1	13.5		100.1
38. How satisfied are you with the training you receive for your present job?	Frequencies	34	87	62	26	15		224
	Percentages	15.2	38.8	27.7	11.6	6.7		100
39. Considering everything, how satisfied are you with your job?	Frequencies	55	101	46	17	5		224
	Percentages	24.6	45.1	20.5	7.6	2.2		100
40. Considering everything, how satisfied are you with your pay?	Frequencies	27	78	49	52	19		225
	Percentages	12.0	34.7	21.8	23.1	8.4		100

*Total percentage may not equal 100% due to rounding; frequency totals for individual items may be less than 226 because a few respondents either did not answer the question, or provided more than one answer to the question.

2007 ANNUAL EMPLOYEE SURVEY RESULTS THE PRESIDIO TRUST

Comparison of 2007 Presidio Trust Survey Results and 2006 Governmentwide Federal Human Capital Survey Results – Governmentwide and Department of the Interior

Percentages shown (except those in parentheses) are *positive responses* (Strongly Agree/Agree; Very Good/Good; or Very Satisfied/Satisfied); percentages shown in parentheses are *neutral responses* (Neither Agree nor Disagree; Do Not Know; No Basis to Judge; Neither Satisfied nor Dissatisfied; or Fair)

Personal Work Experience	Presidio Trust Survey Results 2007	Federal Human Capital Governmentwide Survey Results 2006	Federal Human Capital Department of the Interior Survey Results 2006
1. The people I work with cooperate to get the job done.	78.3% (11.5%)	83.3% (8.8%)	81.8% (9.4%)
2. I am given a real opportunity to improve my skills in my organization	59.1% (24%)	62.1% (18.8%)	60.4% (18.6%)
3. My work gives me a feeling of personal accomplishment	74.3% (16.8%)	72.9% (14.9%)	72.8% (14.8%)
4. I like the kind of work I do.	84.9% (14.2%)	83.4% (11.1%)	85.1% (10.1%)
5. I have trust and confidence in my supervisor.	65.8% (21.3%)	63.8% (18.1%)	62.1% (17.8%)
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader.	65.4% (23.3%)	66.2% (20.9%)	62.5% (22.1%)

Percentages shown (except those in parentheses) are *positive responses* (Strongly Agree/Agree; Very Good/Good; or Very Satisfied/Satisfied); percentages shown in parentheses are *neutral responses* (Neither Agree nor Disagree; Do Not Know; No Basis to Judge; Neither Satisfied nor Dissatisfied; or Fair)

Recruitment, Development & Retention	Presidio Trust Survey Results 2007	Federal Human Capital Governmentwide Survey Results 2006	Federal Human Capital Department of the Interior Survey Results 2006
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	73.5% (13.9%)	73.6% (15.9%)	72.4% (16.2%)
8. My work unit is able to recruit people with the right skills.	56.0% (21.3%)	43.5% (31.7%)	41.8% (31.1%)
9. I know how my work relates to the agency's goals and priorities.	83.0% (12.5%)	82.8% (11.3%)	81.6% (12.0%)
10. The work I do is important.	91.6% (8.4%)	90.1% (7.4%)	89.1% (7.9%)
11. Physical conditions (for example, noise, temperature, lighting, cleanliness) allow employees to perform their jobs well.	72.2% (17.2%)	66.7% (15.6%)	68.0% (16.1%)
12. Supervisor/team leaders in my work unit support employee development	60.0% (22.7%)	64.1% (20.1%)	63.0% (19.6%)
13. My talents are used well in the workplace.	66.4% (17.7%)	61.5% (18.1%)	59.6% (17.6%)
14. My training needs are assessed.	45.5% (27.3%)	51.1% (26.5%)	43.5% (27.7%)

Percentages shown (except those in parentheses) are *positive responses* (Strongly Agree/Agree; Very Good/Good; or Very Satisfied/Satisfied); percentages shown in parentheses are *neutral responses* (Neither Agree nor Disagree; Do Not Know; No Basis to Judge; Neither Satisfied nor Dissatisfied; or Fair)

Performance Culture	Presidio Trust Survey Results 2007	Federal Human Capital Governmentwide Survey Results 2006	Federal Human Capital Department of the Interior Survey Results 2006
15. Promotions in my work unit are based on merit.	33.4% (32.4%)	33.6% (31.0%)	34.5% (31.9%)
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31.4% (29.6%)	28.7% (32.5%)	27.0% (32.4%)
17. Creativity and innovation are rewarded	41.9% (23.6%)	38.9% (30.6%)	38.2% (30.0%)
18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	57.3% (24.4%)	This question was not asked on the 2006 Federal Human Capital Survey	
19. In my work unit, differences in performance are recognized in a meaningful way.	32.5% (29.8%)	29.7% (34.2%)	26.9% (35.7%)
20. Pay raises depend on how well employees perform their jobs.	28.1% (26.8%)	21.7% (32.9%)	19.8% (34.1%)
21. My performance appraisal is a fair reflection of my performance.	66.5% (15.2%)	64.3% (19.6%)	58.9% (22.1%)
22. Discussions with my supervisor/team leader about my performance are worthwhile.	55.1% (25.4%)	55.9% (24.3%)	53.4% (25.1%)
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	59.1% (26.6%)	63.7% (23.5%)	60.1% (26.7%)
24. My supervisor supports my need to balance work and family issues.	82.2% (13.8%)	77.7% (13.4%)	81.1% (11.8%)

Percentages shown (except those in parentheses) are *positive responses* (Strongly Agree/Agree; Very Good/Good; or Very Satisfied/Satisfied); percentages shown in parentheses are *neutral responses* (Neither Agree nor Disagree; Do Not Know; No Basis to Judge; Neither Satisfied nor Dissatisfied; or Fair)

Leadership	Presidio Trust Survey Results 2007	Federal Human Capital Governmentwide Survey Results 2006	Federal Human Capital Department of the Interior Survey Results 2006
25. I have a high level of respect for my organization's senior leaders.	41.4% (28.4%)	49.3% (24.3%)	40.6% (26.4%)
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	27.4% (27.9%)	37.9% (29.3%)	29.9% (30.4%)
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	43.7% (37.5%)	56.4% (29.8%)	47.6% (34.5%)
28. Employees are protected from health and safety hazards on the job.	72.6% (20.4%)	74.9% (14.6%)	76.8% (14.1%)
29. Employees have a feeling of personal empowerment and ownership of work processes.	32.8% (32.3%)	42.2% (31.5%)	41.1% (31.7%)
30. My workload is reasonable.	60.2% (20.4%)	59.0% (17.3%)	51.0% (17.7%)
31. Managers communicate the goals and priorities of the organization.	48.4% (23.6%)	58.2% (22.6%)	50.0% (25.7%)
32. My organization has prepared employees for potential security threats.	44.5% (33.3%)	72.6% (17.3%)	61.7% (24.2%)

Percentages shown (except those in parentheses) are *positive responses* (Strongly Agree/Agree; Very Good/Good; or Very Satisfied/Satisfied); percentages shown in parentheses are *neutral responses* (Neither Agree nor Disagree; Do Not Know; No Basis to Judge; Neither Satisfied nor Dissatisfied; or Fair)

Job Satisfaction	Presidio Trust Survey Results 2007	Federal Human Capital Governmentwide Survey Results 2006	Federal Human Capital Department of the Interior Survey Results 2006
33. How satisfied are you with the information you receive from management on what's going on in your organization?	44.2% (23.5%)	46.6% (24.2%)	41.2% (25.3%)
34. How satisfied are you with your involvement in decisions that affect your work?	47.1% (23.1%)	53.7% (21.8%)	52.3% (21.5%)
35. How satisfied are you with your opportunity to get a better job in your organization?	31.2% (36.9%)	36.5% (29.1%)	34.1% (31.1%)
36. How satisfied are you with the recognition you receive for doing a good job?	52.2% (18.1%)	48.6% (23.4%)	45.6% (23.8%)
37. How satisfied are you with the policies and practices of your senior leaders?	33.7% (27.8%)	40.9% (29.1%)	32.8% (30.8%)
38. How satisfied are you with the training you receive for your present job?	54.0% (27.7%)	53.7% (24.5%)	50.1% (26.1%)
39. Considering everything, how satisfied are you with your job?	69.7% (20.5%)	67.5% (17.6%)	65.3% (18.5%)
40. Considering everything, how satisfied are you with your pay?	46.7% (21.8%)	61.3% (23.7%)	61.6% (23.4%)