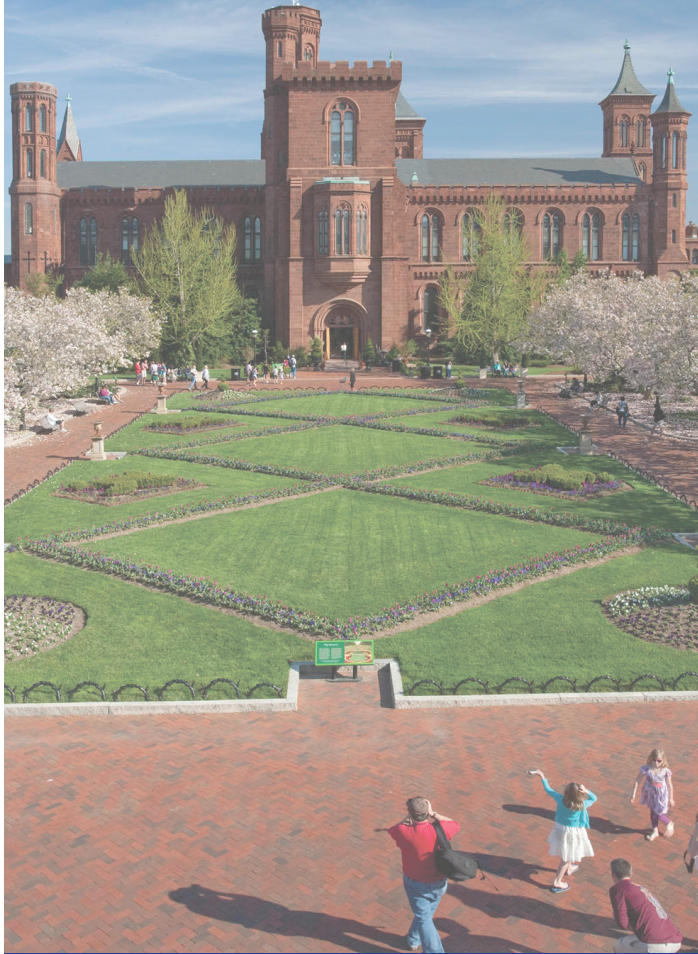


2010 Smithsonian Institution Employee Perspective Survey



The Smithsonian Institution conducts an annual survey of employee perspectives on working for the Institution. It parallels the annual Employee Viewpoint Survey conducted by the U. S. Office of Personnel Management.

2010 Smithsonian Employee Perspective Survey Office of Policy and Analysis Smithsonian Institution May 2010

1. Interpretation of Results

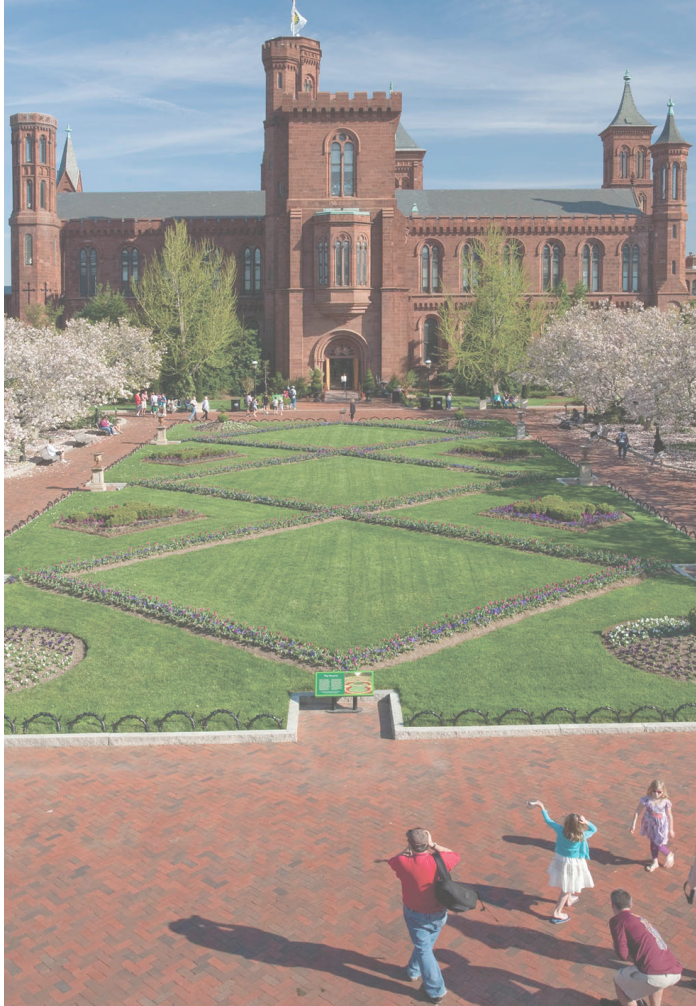
The National Defense Authorization Act of 2004 mandated that all federal government agencies administer an annual survey of federal employee opinions with questions prescribed by the Office of Personnel Management (OPM) (5 CFR Part 250). Every two years, in even years between 2002 and 2008, OPM administered the Federal Human Capital Survey (FHCS) to a sample of federal employees. Beginning in 2010, OPM has declared that a single survey, the Federal Employee Viewpoint Survey (EVS) will be administered every year in February and March, with OPM reporting government-wide results in June. The 2008 FHCS results are used in this report as benchmarks to compare Smithsonian employee perspectives with federal employees working elsewhere since the 2010 EVS results have not been reported.

While the Smithsonian Institution is a federal trust entity rather than a Federal agency, it complies with the law's provisions in working on budget and personnel questions with the Office of Budget (OMB) and OPM. The Smithsonian chose in 2000, when the first Smithsonian Employee Survey (SEPS) was administered, to include Institutional Trust employees as well as Federal employees. The 2010 Smithsonian Employee Perspective Survey (2010 SEPS) included employees of Smithsonian Enterprises and Tropical Research Institute employees in Panama.

Appendix Table 1 presents the question wording and favorable score for each of the survey questions in the 2010 SEPS as well as comparisons with the 2009 and 2008 SEPS and 2008 FHCS.

Interpretation of results of the 2009 SEPS is based on favorable responses to survey questions. The "Favorable Score" is the combined percentage of responding Smithsonian

2010 Smithsonian Institution Employee Perspective Survey



Overall job satisfaction of Smithsonian was high with a small increase from 2009. Favorable scores for senior leaders increased reflecting greater familiarity (fewer uncertain).

employees who responded that they “Strongly Agree” or “Agree” with a survey item. Employees who felt that they were not sure whether to agree or disagree were combined with those who disagreed in computing the favorable score.¹

Overall employee job satisfaction remained very high with a small increase from the 2009 SEPS favorable score; and significantly above the government-wide level in 2008.

Scores of Smithsonian Senior Leaders in the 2008 and 2009 SEPS were affected by leadership transitions in 2008 and 2009 as a new leadership team took.² Many employees who felt that they had insufficient information to evaluate leaders chose “Do Not Know” or did not answer, which reduced the favorable scores for the leadership team in 2008.³ Between 2008 and 2009, favorable scores for senior leadership increased significantly as familiarity increased. Employees rated Smithsonian leaders more favorably than federal agency leadership in 2010 (FHCS high respect for senior leaders, 52%). In fact, a high level of respect for Secretary Clough was a very favorably rated survey question (80% Favorable), higher than in 2009 (78%) and the rating for unit directors (73%).

Areas of Strong Scores in the 2010 SEPS

2010 SEPS questions achieving the most favorable scores, all with at least 80 percent of responding employees clicking on “Strongly Agree” or “Agree,” were (in order of favorable scores):

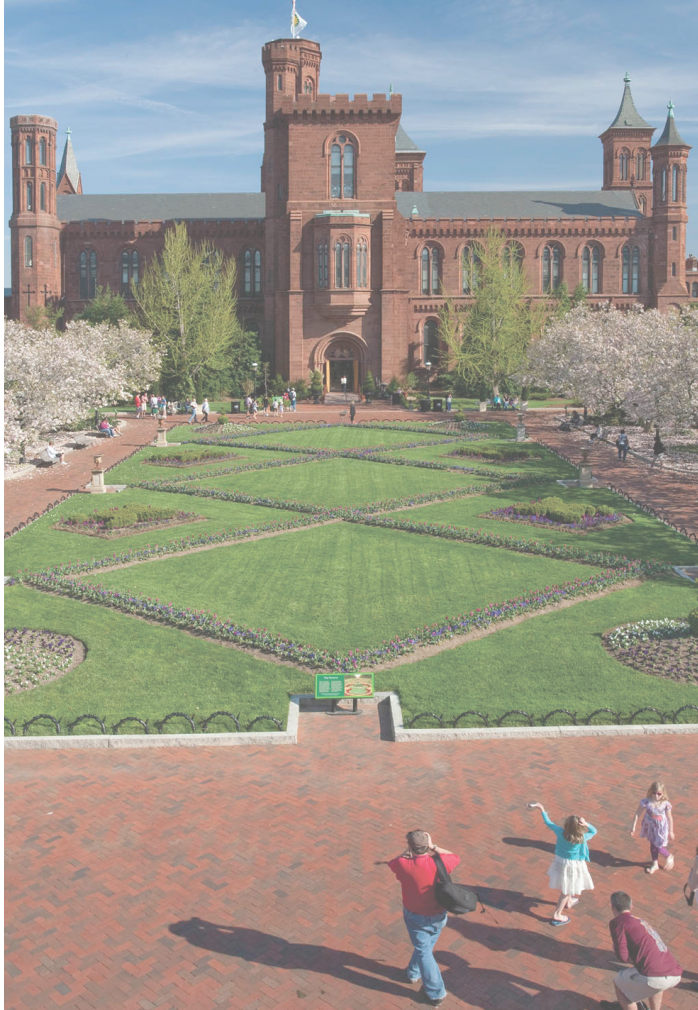
- When needed, I am willing to put in the extra effort to get a job done.
- I am constantly looking for ways to do my job better.

1 OPM included “Do Not Know” and “Not Applicable” in the unfavorable category in the 2008 FHCS although it will follow the more general social science practice of excluding “Do Not Know” and “Not Applicable” from the base used to calculate the favorable score in 2010. The “Question Response Rate” is the percentage of respondents who gave a valid answer out of all respondents who saw the question.

2 One question, “Considering everything, I am satisfied with the Smithsonian,” received a less favorable score in 2010 (77%) compared to 2009 (81%), however, the 2009 question included the phrase, “...working for...” so the two questions were not identical.

3 Employees only rated Senior Leaders and Multi-Unit Leaders to whom their unit reports. Therefore, the number of employees rating different Leaders varied greatly.

2010 Smithsonian Institution Employee Perspective Survey



Smithsonian Employees report great commitment and enjoyment working at the Smithsonian and greatest satisfaction with supervisors and immediate work groups.

- The work I do is important to the Smithsonian.
- I like the kind of work I do.
- I know what is expected of me on the job.
- The overall quality of work done by my immediate work unit is very good.
- I know how my work relates to the Smithsonian's goals and priorities.
- In the last six months, my supervisor has talked with me about my performance.
- My immediate work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.
- My work gives me a feeling of personal accomplishment.
- The people in my immediate work unit cooperate to get the job done.
- Overall, I am satisfied with my job.
- I am encouraged to achieve positive results.

Overall, these questions show that Smithsonian employees are most satisfied with respect to four areas:

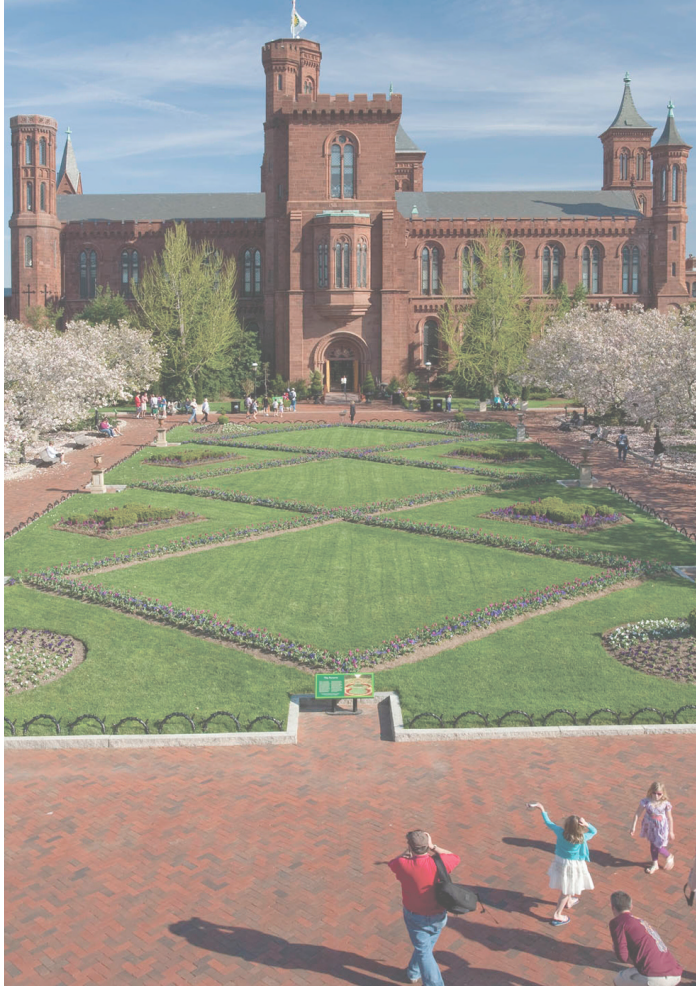
- Intrinsic commitment to and enjoyment of working at the Smithsonian
- Alignment of personal work to Smithsonian and unit goals and priorities.
- Relationships with supervisors.
- Immediate work unit and performance appraisals.

Areas of Weak Scores in the 2010 SEPS

2010 SEPS questions achieving the least favorable scores, all with, at most, 55 percent of responding employees clicking on “Strongly Agree” or “Agree,” were (in order of favorable scores):

- Individual pay raises (excluding cost of living adjustments (COLA)) depend on how well individual employees perform their jobs.
- Employees who provide high quality services and products to customers are rewarded in meaningful ways.
- I am satisfied with my opportunity to get a better job in the Smithsonian.

2010 Smithsonian Institution Employee Perspective Survey



Smithsonian Employees remain concerned about rewards and recognition for outstanding work and customer orientation, and communications, however, favorable scores for communications within the Institution and units have increased.

- Grade promotions in my Unit are based on merit.
- In my Unit, positive and negative individual performances are recognized in a meaningful way.
- Smithsonian leaders and managers promote communication and cooperation across units in the Smithsonian.
- Managers support collaboration across Smithsonian units to accomplish work objectives.
- Recognition and awards (monetary or non-monetary) in my Unit depend on how well employees perform their jobs.
- Creativity and innovation are generally rewarded in my Unit.
- I have sufficient resources to get my job done (for example, people, materials, budget, etc.).
- My Unit's employees have a feeling of personal empowerment with respect to work processes.
- I believe that the results of this survey will be used to make the Smithsonian a better place to work.

Overall, the least favorable scores focused on two major topics that reflect prior year surveys:

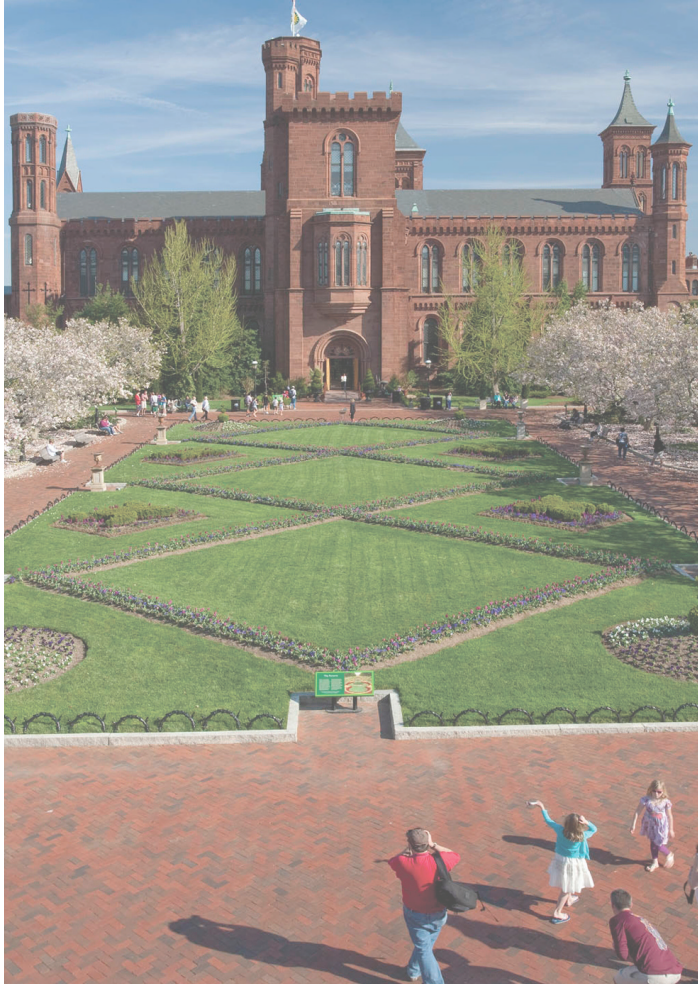
- Rewards and recognition for excellence performance and customer orientation

As in earlier SEPS, questions related to rewards for providing good customer service and performance remained among the survey questions with the least favorable scores. On the other hand, the scores in 2010 were generally higher in 2009 and 2008. Resources to get the job done were also less favorably rated, although at the same level as 2009.

- Communication and coordination

Communication and coordination continued to be identified as an area of concern as in previous SEPS surveys. While, this area was weak in the 2010 SEPS, there were positive shifts in communication at both the Institution and unit levels, especially

2010 Smithsonian Institution Employee Perspective Survey



The on-going Smithsonian strategic planning process is expected to strengthen its future. Nearly one-third of respondents expect to leave to work for another organization next year (16%) or retire within the next five years (13%).

“Smithsonian leaders and managers promote communication and cooperation across units in the Smithsonian,” where the favorable score increased to 46 percent from 34 percent in 2009 and 29 percent in 2008.

Three out of five Smithsonian employees (62%) felt that the current strategic planning process would “identify specific initiatives to strengthen the Smithsonian in the future,” while more than half (55%) felt that the 2010 SEPS “...will be used to make the Smithsonian a better place to work.” As the Smithsonian implements a new strategic plan emphasizing innovation and service, the Institution benefits from a dedicated, energetic, and creative workforce who, however, perceive a work environment in which they do not anticipate that they will earn full rewards and recognition for innovative and creative efforts.

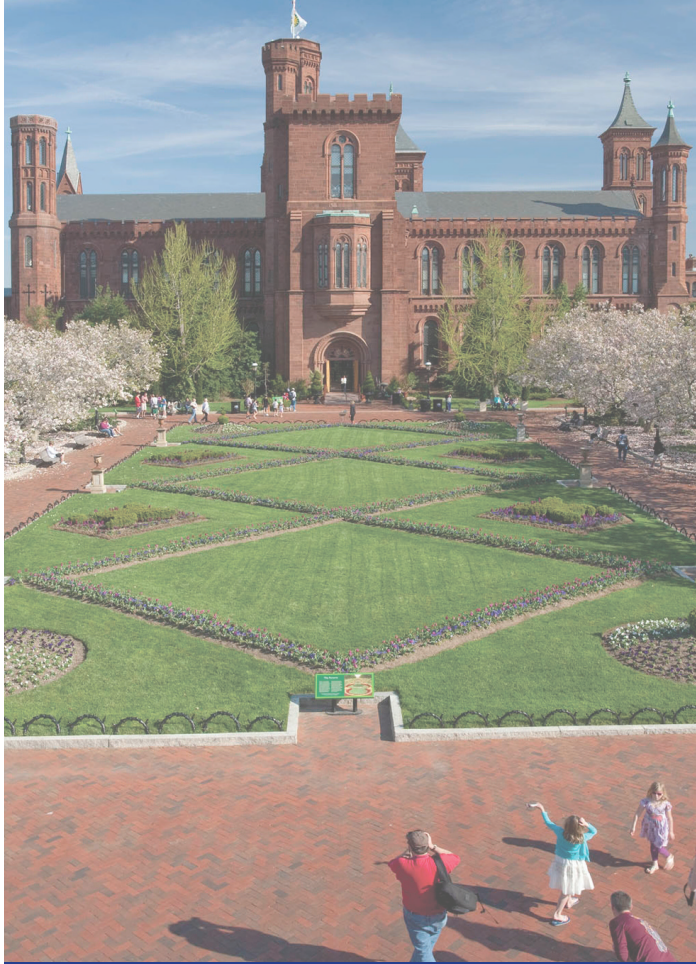
Four questions produced information for the first time:

- Child care—Two percent of employees reported using Smithsonian child care—95 percent favorable score.
- Teleworking—20 percent reported teleworking at least infrequently—62 percent favorable score.
- Alternative work schedules (AWS)—21 percent reported working an AWS—90 percent favorable score.
- Experiencing language or behavior that the employee considered insensitive to their identity—13 percent strongly agreed or agreed.

Two questions produced information on workforce planning. One question asked whether a respondent expected to retire or leave the Smithsonian workforce within the next year, while a follow-up question asked those who did not plan to leave when they expected to retire. One in six respondents (16%) indicated that they expected to leave for employment elsewhere and one in eight (13%) said that they expected to retire within the next five years. More than one-third of employees (36%) of employees aged 55 and over expect to retire within the next five years, while one-fourth of employees under 45 (25%) expect to be working somewhere else next year.⁴

⁴ Employees who said that they were “uncertain” or “preferred not to answer” were excluded. Thus, the actual percentages may be slightly lower.

2010 Smithsonian Institution Employee Perspective Survey



The 2010 Smithsonian Employee Perspective Survey was administered online to all Smithsonian employees, including Smithsonian Enterprises employees and Tropical Research Institute employees in Panama, in late February and March.

In 2009, the Partnership for Public Service (PPS) calculated “Best Places to Work” (BPTW) rankings for federal agencies using the 2008 FHCS scores. PPS based its rankings on three questions: (a) I recommend my organization as a good place to work; (b) Considering everything, how satisfied are you with your job; and (c) Considering everything, how satisfied are you with your organization?⁵ While the Smithsonian did not participate in the 2008 FHCS, based on responses to the 2010 SEPS, the Smithsonian Institution would have an index score of approximately 80 including all Federal and Trust employees, near the top of index scores reported by PPS in 2009. Across the Institution, BPTW scores varied greatly by Unit. (See Figure 1)

2. How the survey was conducted:

The 2010 SEPS was administered online with web-based software to all Smithsonian employees with Smithsonian issued email accounts.

Some Smithsonian employees do not have Institution-issued email accounts, including a few security officers below the rank of corporal and Smithsonian Enterprises retail staff. Paper questionnaires were provided to these employees or online survey connection to use via the Internet. Some facilities maintenance employees also do not have Smithsonian issued email addresses. These employees were provided an opportunity to participate online via an Internet connection at a training site or home.

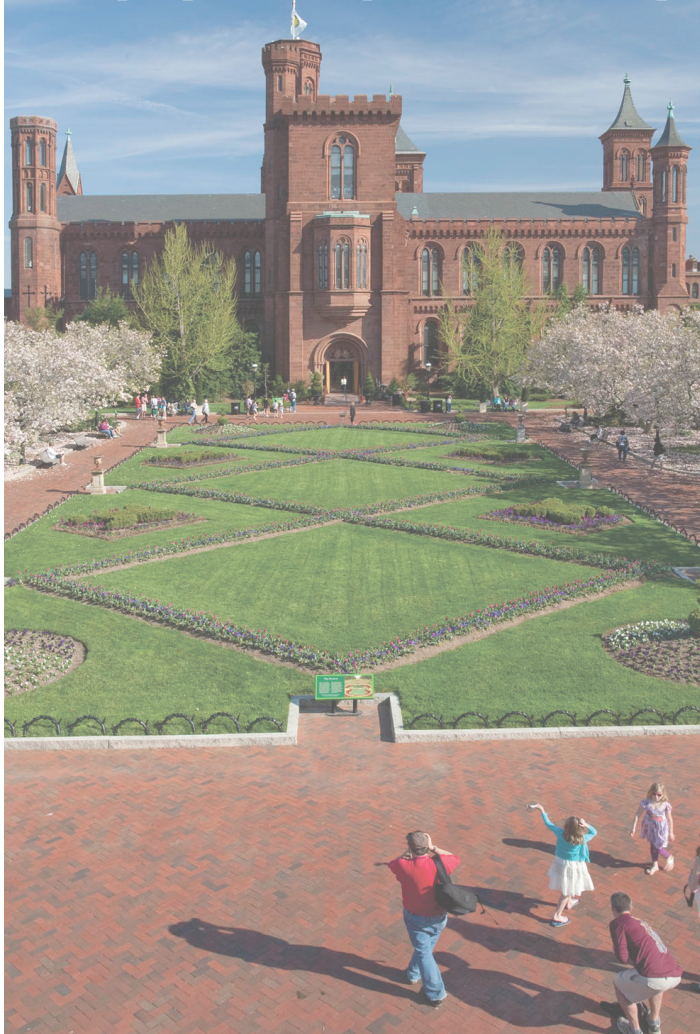
The survey period began on February 25, 2010, and ended on March 31, 2010, with non-respondents receiving up to three reminder messages. An additional pan-Institution employee survey administered by a management and strategic planning consultant during a strategic planning process was in the field for about two weeks in late February and early March.

3. Description of sample:

All federal, trust, and Smithsonian Enterprises employees who were employed as of the last pay period in June, 2009, were given an opportunity to participate in the 2008 survey (contractors, research associates, fellows, and other non-employees were not included).

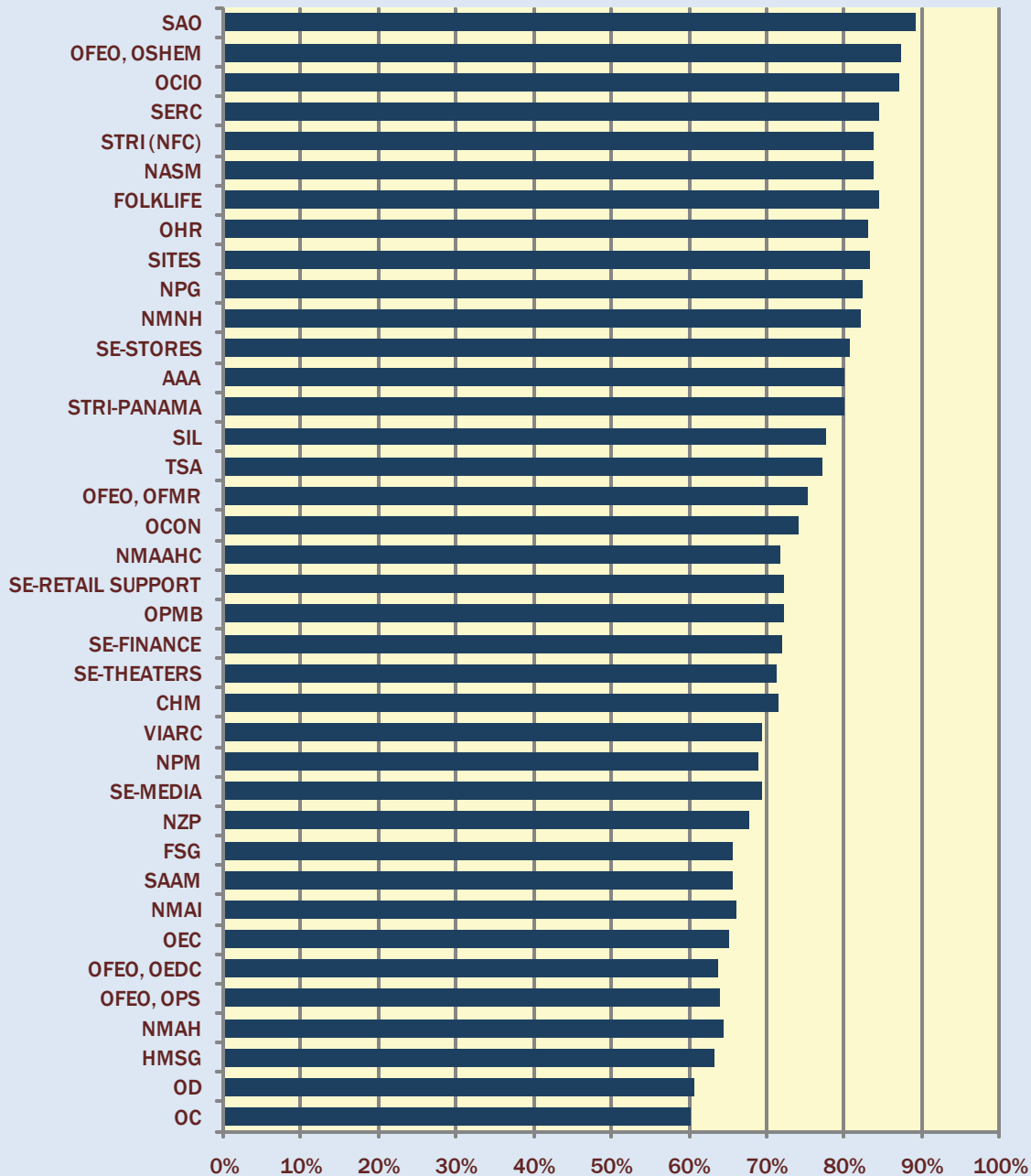
⁵ BPTW scores are based on three general job satisfaction questions rather than factors that managers can affect directly. Thus, changes instituted by Smithsonian managers may not be reflected in changes in BPTW scores.

2010 Smithsonian Institution Employee Perspective Survey

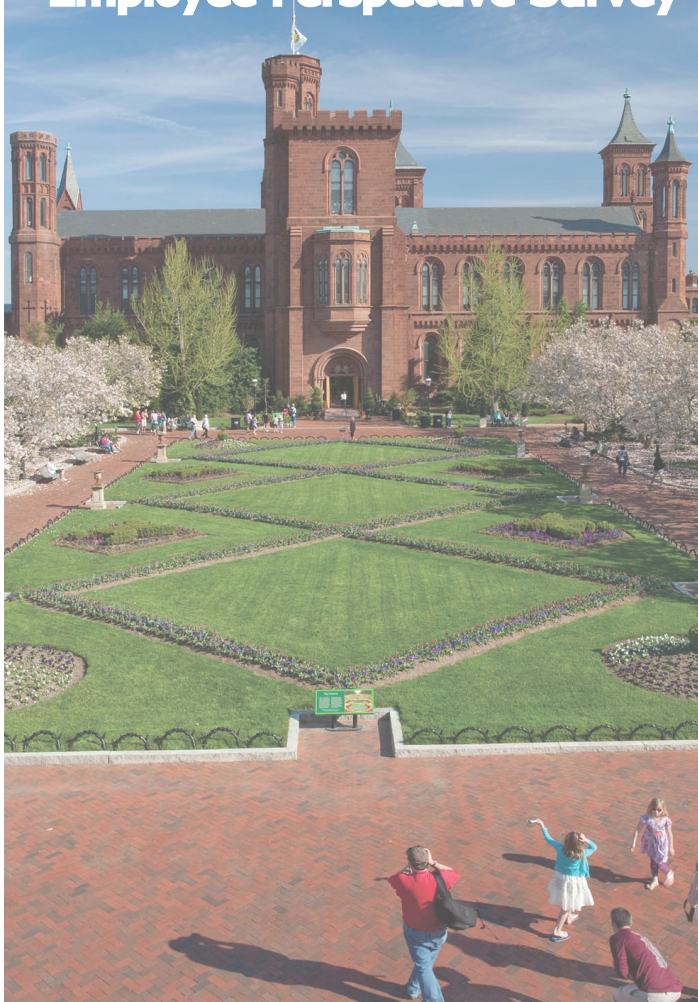


Three small units (OIG, OPPM, and SIA) were ranked as the “Best Units to Work” along with one of the Smithsonian’s largest units (SAO).

Best SI Units To Work Score
(Units with 15 or more responses)



2010 Smithsonian Institution Employee Perspective Survey



49 percent of Smithsonian Employees answered at least 20 questions. The mean length of survey response time was 15.1 minutes. The 2010 cooperation rate was higher than the cooperation rates in 2009 and 2008.

Employees who work under Panamanian law at the Smithsonian Tropical Research Institute (STRI) participated using a bilingual online version of SEPS. The results reported in this report do not include employees of the Friends of the National Zoo (FONZ), an independent non-profit organization that supports the Smithsonian National Zoo. Since the 2010 SEPS was a census of all employees, statistical sample statistics such as “margin of error” are not appropriate.

4. Survey items and response choices:

The survey questions are presented in the accompanying tables. Respondents could choose one of seven choices from the web survey: (1) Not applicable; (2) Strongly disagree; (3) Disagree; (4) Not sure whether to disagree or agree; (5) Agree; and (6) Strongly disagree, and (7) Do not know. Some respondents did not answer some questions. These responses were considered “Non responses.” Do not know, non responses and not applicable responses were deleted in calculating scores.

All respondents were asked three questions regarding Secretary Clough: (A) “I have a high level of respect for Secretary Clough,” “The Secretary generates high levels of motivation and commitment in the workforce,” and “The Secretary maintains high standards of honesty and integrity.” The same three questions were asked in reference to the employee’s unit director. Many Smithsonian Units report to an Under Secretary or another multi-unit leader responsible for several units. Employees were asked the same three questions about these leaders with the appropriate leaders were identified by name and position, based on Unit reporting relationships.

5. Employee cooperation rate:

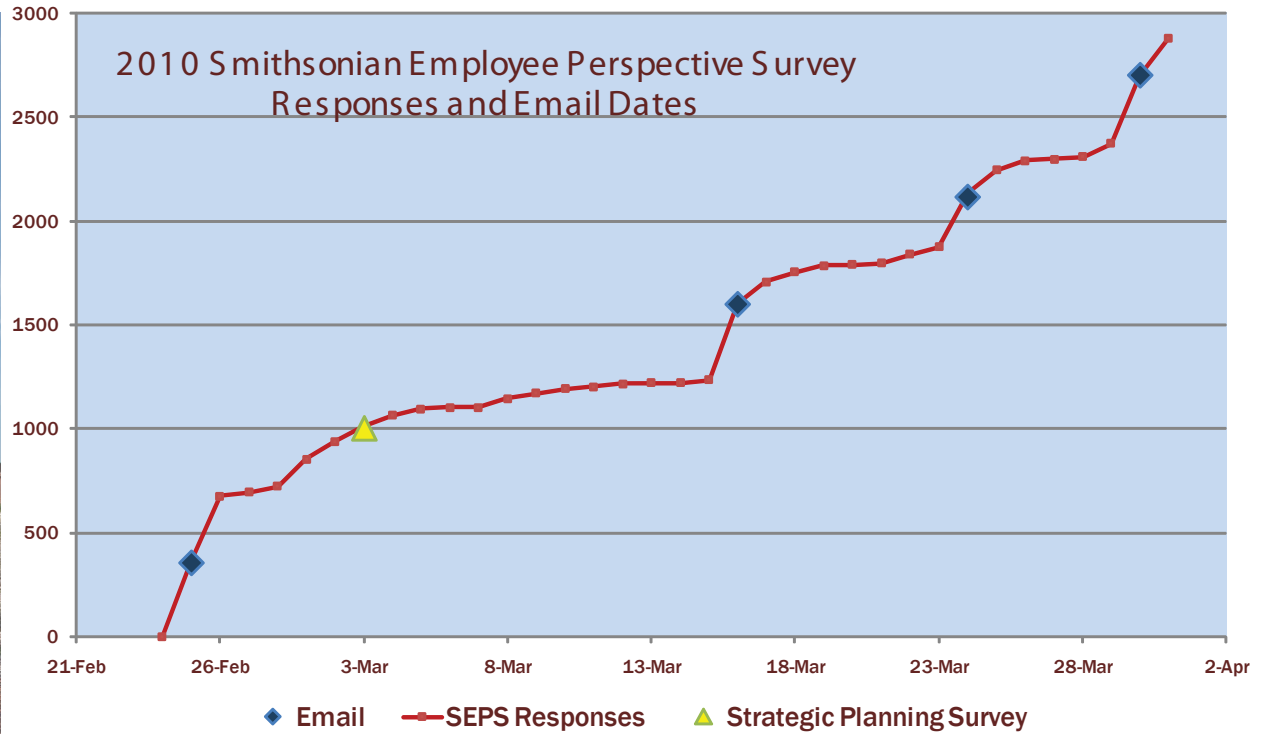
Of the 5897 Smithsonian employees invited to participate, 3170 opened or began the survey (52%). 210 employees answered fewer than 20 questions and were excluded from the analysis. Thus, the final cooperation rate was 49 percent, substantially higher than the 40 percent cooperation in the 2009 SEPS or 45 percent in 2008. The mean length of time spent taking the survey was 15.1 minutes with a median time of 8.9 minutes.

As Figure 2 shows, each reminder message, and supporting messages from Unit Directors, produced an increase in the number of responses. Statistically, the participation rate was quite good. One factor that may have reduced the response rate was another Institution-wide



2010 Smithsonian Institution Employee Perspective Survey

2010 SEPS enjoyed a high level of participation by Smithsonian managers and executives.

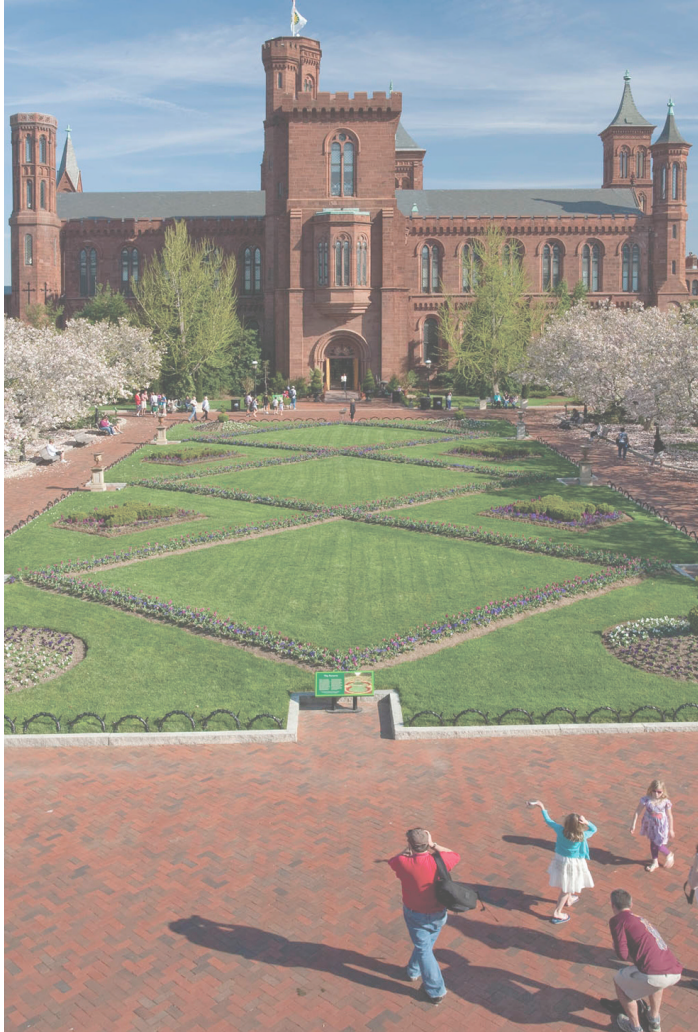


strategic planning survey at the end of February. Several employees commented that they felt that they had already completed SEPS when, in fact, they completed the strategic planning survey. The 2010 SEPS had excellent participation by Smithsonian leaders (Secretary, Under Secretaries, and Unit Directors) with 65 percent responding to the survey. By Unit, participation varied from a high of 89 percent of employees (Office of Planning, Management and Budget) to 30 percent (Office of Protection Services).

6. Response weighting:

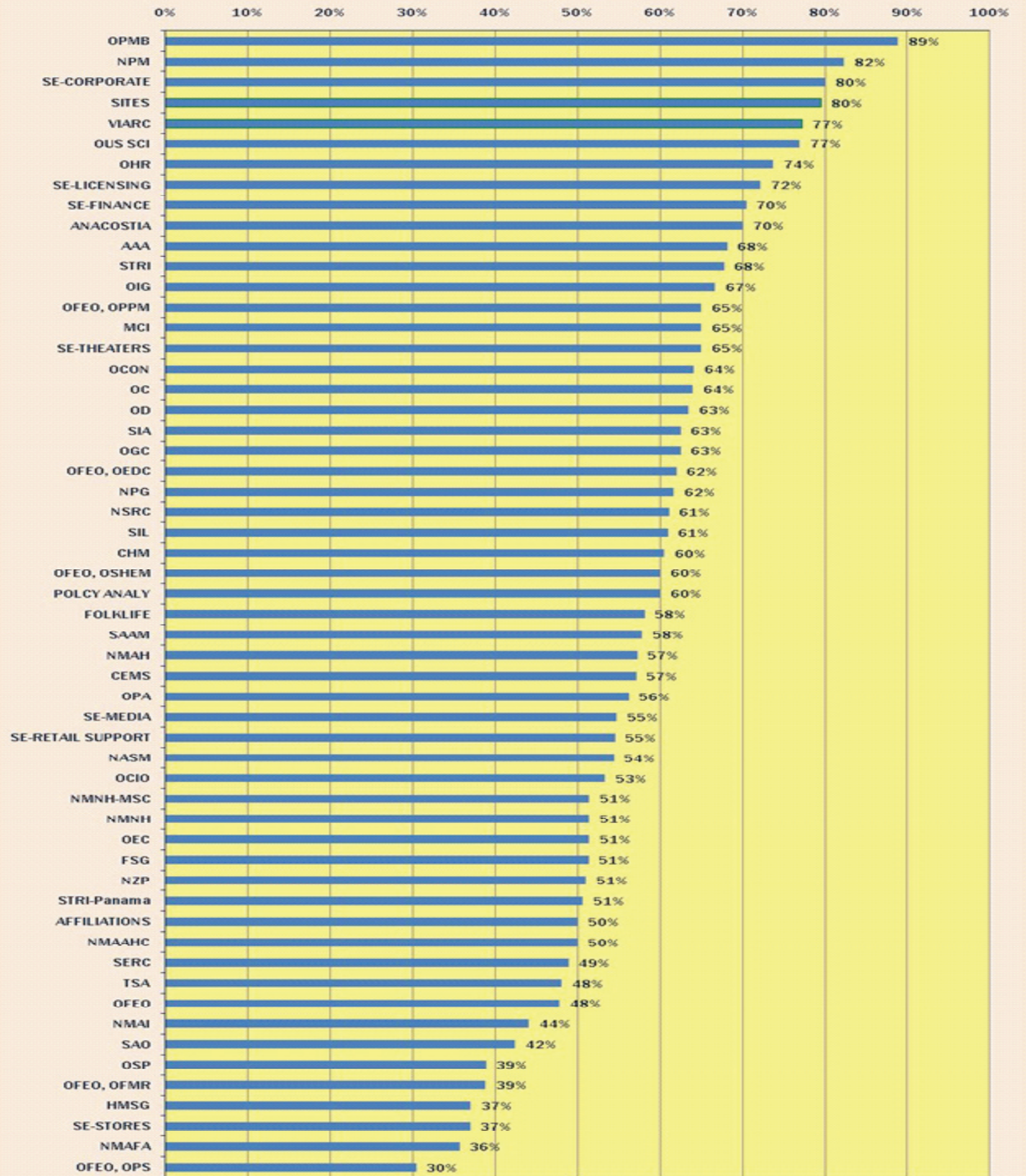
The set of respondents displayed response biases when compared with a profile of all Smithsonian employees. Among those biases were proportionately fewer black respondents, fewer males, fewer federal employees, and more higher pay grade employees than reflected in the profile. Consequently, the survey respondents were post-weighted so that the analysis data set accurately reflects the relative proportions of demographic categories. All percentages (except cooperation rates) were calculated using weighted data. All “counts” in the accompanying tables present weighted data to show the distribution of responses across answer choices.

2010 Smithsonian Institution Employee Perspective Survey



OPMB had the highest cooperation rate followed by NPM, Smithsonian Enterprises Corporate Division, and SITES.

**Figure 3
2010 SEPS Participation Rate by Unit
(20 or more questions answered)**



Appendix Table 1

Comparison of 2010 Smithsonian-wide Employee Perspective Survey Favorable Scores with 2009 SEPS, 2008 SEPS, and 2008 Federal Human Capital Survey (FHCS) Scores (Questions ordered from highest 2010 SEPS Favorable Scores to Lowest)

SEPS Question	2010 SEPS % Favorable (% Strongly Agree plus % Agree)	2010 SEPS % Favorable minus % Unfavorable	2009 SEPS (% Favorable)	2008 SEPS ² (% Favorable)	2008 Federal Human Capital Survey ³ (% Favorable)
When needed, I am willing to put in the extra effort to get a job done.	98%	98%	n.a.	n.a.	n.a.
I am constantly looking for ways to do my job better.	96%	95%	n.a.	n.a.	n.a.
I have a high level of respect for the Director of Communications. (Asked of reporting employees only.)	96%	96%	79%	72%	n.a.
I am satisfied with Smithsonian child care programs. (Asked only of employees who use Smithsonian child care.)	95%	93%	n.a.	n.a.	n.a.
The work I do is important to the Smithsonian.	92%	90%	92%	91%	91%
The Director of Communications maintains high standards of honesty and integrity. (Asked of reporting employees only.)	92%	92%	n.a.	n.a.	n.a.
I like the kind of work I do.	90%	87%	90%	86%	84%
I am satisfied with Alternative Work Schedules (AWS) programs in my Unit. (Asked only of employees who work an AWS.)	90%	86%	n.a.	n.a.	n.a.
I know what is expected of me on the job.	89%	85%	n.a.	n.a.	n.a.
The overall quality of work done by my immediate work unit is very good.	89%	86%	n.a.	n.a.	n.a.
I know how my work relates to the Smithsonian's goals and priorities.	88%	84%	85%	80%	84%
In the last six months, my supervisor has talked with me about my performance.	86%	78%	n.a.	n.a.	n.a.
My immediate work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	86%	80%	82%	82%	74%
My work gives me a feeling of personal accomplishment.	85%	77%	80%	77%	73%
The people in my immediate work unit cooperate to get the job done.	84%	76%	79%	79%	84%
Overall, I am satisfied with my job.	84%	75%	80%	78%	69%
I am encouraged to achieve positive results.	84%	78%	82%	79%	82%
My supervisor treats me with respect.	83%	76%	n.a.	n.a.	n.a.
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, etc.).	83%	74%	79%	73%	64%
In my Unit, employees are protected from health and safety hazards on the job.	83%	77%	81%	80%	76%

**Appendix Table 1
(continued)**

**Comparison of 2010 Smithsonian-wide Employee Perspective Survey Favorable Scores with
2009 SEPS, 2008 SEPS, and 2008 Federal Human Capital Survey (FHCS) Scores
(Questions ordered from highest 2010 SEPS Favorable Scores to Lowest)**

SEPS Question	2010 SEPS % Favorable (% Strongly Agree plus % Agree)	2010 SEPS % Favorable minus % Unfavorable	2009 SEPS (% Favorable)	2008 SEPS ² (% Favorable)	2008 Federal Human Capital Survey ³ (% Favorable)
My supervisor supports my need to balance work and other life issues.	82%	75%	81%	79%	75%
I have enough information to do my job well.	82%	75%	79%	n.a.	73%
Employees in my immediate work unit share job knowledge with each other.	82%	72%	78%	n.a.	75%
My supervisor works well with employees of diverse backgrounds.	81%	75%	78%	79%	65%
My supervisor recognizes and acknowledges my positive work contributions.	81%	72%	78%	77%	50%
I have a high level of respect for the Smithsonian's Secretary. (Asked of all employees.)	80%	78%	78%	51%	52%
My supervisor listens to what I have to say.	80%	71%	n.a.	n.a.	n.a.
I would recommend the Smithsonian as a good place to work.	79%	72%	74%	n.a.	66%
I am fully satisfied with my opportunity to participate in preparing my annual performance plan.	79%	69%	75%	67%	n.a.
I am satisfied with Smithsonian occupational health and wellness programs (for example, flu shots, exercise activities, medical screening, respirator fitting, health assessments, etc.).	78%	70%	n.a.	n.a.	n.a.
Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and valued by employees within my Unit.	77%	67%	76%	73%	n.a.
My job makes good use of my knowledge and abilities.	77%	63%	74%	70%	62%
The Smithsonian successfully accomplishes its mission.	77%	72%	n.a.	n.a.	n.a.
Considering everything, I am satisfied with the Smithsonian.	77%	67%	81%	n.a.	58%
My supervisor is committed to a workforce representative of all segments of society.	76%	71%	74%	66%	57%
My performance appraisal is a fair reflection of my performance.	76%	63%	73%	64%	63%
Within the past twelve months, I have heard language, or witnessed behavior, in my workplace that I considered insensitive to my identity (race, ethnicity, national origin, gender, religion, disability, sexual orientation, and/or age). ⁴	76%	63%	n.a.	n.a.	n.a.

**Appendix Table 1
(continued)**

**Comparison of 2010 Smithsonian-wide Employee Perspective Survey Favorable Scores with
2009 SEPS, 2008 SEPS, and 2008 Federal Human Capital Survey (FHCS) Scores
(Questions ordered from highest 2010 SEPS Favorable Scores to Lowest)**

SEPS Question	2010 SEPS % Favorable (% Strongly Agree plus % Agree)	2010 SEPS % Favorable minus % Unfavorable	2009 SEPS (% Favorable)	2008 SEPS² (% Favorable)	2008 Federal Human Capital Survey³ (% Favorable)
My supervisor supports employee development.	76%	66%	73%	n.a.	65%
Prohibited personnel practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	75%	66%	n.a.	n.a.	n.a.
My Unit's Director reviews and evaluates my Unit's progress toward meeting its goals and objectives.	75%	68%	67%	60%	58%
I have a high level of respect for the Under Secretary for History, Art, and Culture. (Asked of reporting employees only.)	75%	69%	70%	51%	n.a.
My Unit successfully accomplishes its mission.	74%	67%	n.a.	n.a.	n.a.
I am satisfied that I have received appropriate information, or can access appropriate information, about new policies and procedures of the Smithsonian.	74%	66%	74%	n.a.	n.a.
My Unit's Director communicates my Unit's goals and priorities.	74%	64%	67%	64%	60%
I feel encouraged to come up with new and better ways of doing things.	74%	60%	71%	n.a.	61%
The Director of Communications generates high levels of motivation and commitment in the workforce. (Asked of reporting employees only.)	74%	69%	75%	50%	n.a.
Physical conditions (such as, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	74%	59%	73%	70%	67%
The Smithsonian's Secretary maintains high standards of honesty and integrity. (Asked of all employees.)	73%	70%	n.a.	n.a.	n.a.
My Unit's Director maintains high standards of honesty and integrity.	73%	63%	n.a.	n.a.	n.a.
I have trust and confidence in my supervisor.	73%	58%	67%	68%	64%
I have a high level of respect for my Unit's Director.	72%	60%	68%	64%	n.a.
Discussions with my supervisor about my performance are worthwhile.	72%	59%	67%	66%	56%
My supervisor provides constructive suggestions to improve my job performance.	72%	59%	68%	65%	58%
The Under Secretary for History, Art, and Culture maintains high standards of honesty and integrity. (Asked of reporting employees only.)	71%	68%	n.a.	n.a.	n.a.
Overall, my immediate supervisor is an effective supervisor.	71%	56%	67%	68%	66%

**Appendix Table 1
(continued)**

**Comparison of 2010 Smithsonian-wide Employee Perspective Survey Favorable Scores with
2009 SEPS, 2008 SEPS, and 2008 Federal Human Capital Survey (FHCS) Scores
(Questions ordered from highest 2010 SEPS Favorable Scores to Lowest)**

SEPS Question	2010 SEPS % Favorable (% Strongly Agree plus % Agree)	2010 SEPS % Favorable minus % Unfavorable	2009 SEPS (% Favorable)	2008 SEPS ² (% Favorable)	2008 Federal Human Capital Survey ³ (% Favorable)
The skill level in my immediate work unit has improved in the last year.	71%	62%	n.a.	n.a.	n.a.
My supervisor provides employees with opportunities to demonstrate their leadership skills.	71%	57%	68%	n.a.	61%
I would recommend my Unit as a good place to work.	70%	59%	67%	n.a.	66%
Considering everything, I am satisfied with my Unit.	70%	56%	n.a.	n.a.	n.a.
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	70%	57%	n.a.	n.a.	n.a.
I am satisfied with the information I receive from the Smithsonian's senior leaders on what's going on in the Smithsonian.	70%	59%	69%	58%	48%
Smithsonian policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	69%	57%	66%	n.a.	60%
I have a high level of respect for the Director of External Affairs. (Asked of reporting employees only.)	68%	58%	79%	88%	n.a.
I am satisfied with my involvement in decisions that affect my work.	67%	49%	66%	63%	53%
My workload is reasonable.	67%	46%	67%	64%	60%
The Smithsonian's Secretary generates high levels of motivation and commitment in the workforce. (Asked of all employees.)	66%	59%	62%	37%	40%
The Director of External Affairs maintains high standards of honesty and integrity. (Asked of reporting employees only.)	66%	63%	n.a.	n.a.	n.a.
I am given a real opportunity to improve my skills in my Unit.	65%	46%	61%	58%	64%
Senior leaders demonstrate support for work-life programs (for example, health and wellness, employee assistance, and support groups).	65%	53%	n.a.	n.a.	n.a.
My immediate work unit is able to recruit people with the right skills.	65%	48%	63%	56%	45%
I am satisfied with the policies and practices enacted by the Smithsonian's senior leaders (Secretary, Under Secretaries, and Board of Regents).	65%	55%	60%	44%	42%
I am satisfied with my choices, and the quality, of Smithsonian provided training to improve my performance in my present job.	65%	47%	57%	52%	55%
Overall, the manager directly above my immediate supervisor is an effective manager.	64%	46%	n.a.	n.a.	n.a.

**Appendix Table 1
(continued)**

**Comparison of 2010 Smithsonian-wide Employee Perspective Survey Favorable Scores with
2009 SEPS, 2008 SEPS, and 2008 Federal Human Capital Survey (FHCS) Scores
(Questions ordered from highest 2010 SEPS Favorable Scores to Lowest)**

SEPS Question	2010 SEPS % Favorable (% Strongly Agree plus % Agree)	2010 SEPS % Favorable minus % Unfavorable	2009 SEPS (% Favorable)	2008 SEPS ² (% Favorable)	2008 Federal Human Capital Survey ³ (% Favorable)
My Unit has prepared employees for potential security threats (i.e., threats from terrorists rather than robbery, theft, assaults, and other threats to personal security).	63%	46%	62%	60%	74%
Overall, I am satisfied with my compensation.	62%	37%	59%	52%	60%
I am satisfied with Smithsonian Employee Assistance Programs.	62%	57%	n.a.	n.a.	n.a.
I am satisfied with telework programs in my Unit. (Asked only of employees who telework.)	62%	48%	n.a.	n.a.	n.a.
I am satisfied that the strategic planning process will identify specific initiatives to strengthen the Smithsonian in the future.	62%	52%	53%	n.a.	n.a.
My Unit's Director generates high levels of motivation and commitment in the workforce.	61%	44%	57%	53%	n.a.
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	62%	43%	n.a.	n.a.	n.a.
Managers in my Unit support collaboration across work units to accomplish work objectives.	61%	42%	n.a.	n.a.	n.a.
The Under Secretary for History, Art, and Culture generates high levels of motivation and commitment in the workforce. (Asked of reporting employees only.)	60%	50%	55%	36%	n.a.
My supervisor regularly evaluates my training needs for my present job.	60%	38%	55%	52%	53%
The Chief Financial Officer maintains high standards of honesty and integrity. (Asked of reporting employees only.)	60%	51%	n.a.	n.a.	n.a.
I have a high level of respect for the Director of OFEO. (Asked of reporting employees only.)	59%	54%	48%	51%	n.a.
I have a high level of respect for the Under Secretary for Finance and Administration. (Asked of reporting employees only.)	58%	53%	58%	37%	n.a.
I have a high level of respect for the Chief Financial Officer. (Asked of reporting employees only.)	58%	40%	59%	48%	n.a.
The Under Secretary for Finance and Administration maintains high standards of honesty and integrity. (Asked of reporting employees only.)	57%	54%	n.a.	n.a.	n.a.

**Appendix Table 1
(continued)**

**Comparison of 2010 Smithsonian-wide Employee Perspective Survey Favorable Scores with
2009 SEPS, 2008 SEPS, and 2008 Federal Human Capital Survey (FHCS) Scores
(Questions ordered from highest 2010 SEPS Favorable Scores to Lowest)**

SEPS Question	2010 SEPS % Favorable (% Strongly Agree plus % Agree)	2010 SEPS % Favorable minus % Unfavorable	2009 SEPS (% Favorable)	2008 SEPS ² (% Favorable)	2008 Federal Human Capital Survey ³ (% Favorable)
Managers in my Unit promote communication among different work units (for example, about projects, goals, and needed resources).	56%	31%	54%	50%	55%
My supervisor takes steps to address a poor performer who cannot or will not improve.	56%	36%	53%	48%	30%
I believe that the results of this survey will be used to make the Smithsonian a better place to work.	55%	39%	n.a.	n.a.	n.a.
The Director of OFEO maintains high standards of honesty and integrity. (Asked of reporting employees only.)	55%	51%	n.a.	n.a.	n.a.
The Director of OFEO generates high levels of motivation and commitment in the workforce. (Asked of reporting employees only.)	55%	47%	41%	44%	n.a.
My Unit's employees have a feeling of personal empowerment with respect to work processes.	54%	29%	50%	48%	44%
I have sufficient resources to get my job done (for example, people, materials, budget, etc.).	53%	22%	53%	n.a.	51%
Creativity and innovation are generally rewarded in my Unit.	51%	25%	48%	40%	40%
Recognition and awards (monetary or non-monetary) in my Unit depend on how well employees perform their jobs.	51%	24%	50%	42%	41%
The Under Secretary for Finance and Administration generates high levels of motivation and commitment in the workforce. (Asked of reporting employees only.)	50%	42%	50%	30%	n.a.
Managers support collaboration across Smithsonian units to accomplish work objectives.	49%	26%	n.a.	n.a.	n.a.
I have a high level of respect for the Under Secretary for Science. (Asked of reporting employees only.)	49%	48%	55%	31%	n.a.
The Chief Financial Officer generates high levels of motivation and commitment in the workforce. (Asked of reporting employees only.)	46%	22%	45%	29%	n.a.
Smithsonian leaders and managers promote communication and cooperation across units in the Smithsonian.	46%	21%	34%	29%	55%
In my Unit, positive and negative individual performances are recognized in a meaningful way.	44%	14%	43%	38%	31%

**Appendix Table 1
(continued)**

**Comparison of 2010 Smithsonian-wide Employee Perspective Survey Favorable Scores with
2009 SEPS, 2008 SEPS, and 2008 Federal Human Capital Survey (FHCS) Scores
(Questions ordered from highest 2010 SEPS Favorable Scores to Lowest)**

SEPS Question	2010 SEPS % Favorable (% Strongly Agree plus % Agree)	2010 SEPS % Favorable minus % Unfavorable	2009 SEPS (% Favorable)	2008 SEPS ² (% Favorable)	2008 Federal Human Capital Survey ³ (% Favorable)
The Under Secretary for Science maintains high standards of honesty and integrity. (Asked of reporting employees only.)	46%	45%	n.a.	n.a.	n.a.
Grade promotions in my Unit are based on merit.	42%	10%	41%	34%	35%
The Director of External Affairs generates high levels of motivation and commitment in the workforce. (Asked of reporting employees only.)	42%	15%	53%	75%	n.a.
I am satisfied with my opportunity to get a better job in the Smithsonian.	41%	7%	41%	38%	39%
Employees who provide high quality services and products to customers (visitors, researchers, funding sources, other employees, etc.) are rewarded in meaningful ways.	41%	9%	41%	30%	46%
Individual pay raises (excluding cost of living adjustments (COLA)) depend on how well individual employees perform their jobs.	37%	0%	37%	29%	26%
The Under Secretary for Science generates high levels of motivation and commitment in the workforce. (Asked of reporting employees only.)	34%	29%	36%	19%	n.a.

Notes: 1 These results only cover Federal and Trust Employees paid through NFC. Smithsonian Enterprise and STRI Panama Employees are covered in the detailed table available from OP&A. Three questions were asked regarding the President of Smithsonian Enterprises paralleling questions about other leaders. Since no Federal or Trust employees were asked the three questions, they are not included in this table. The questions are reported in the detailed tables.

2 The 2008 SEPS results include Don't Know in the percentage calculations unlike 2009 and 2010.

3 At the time that this table was prepared, the 2010 Employee Viewpoint Survey results for Federal, Full-time, Permanent employees were not available.

4 For this question, percent favorable is the percent "Strongly Disagree" plus the percent "Disagree."