2009 Smithsonian Employee Perspective Survey Question

This survey begins with a section of questions about your satisfaction working at the Smithsonian. Following the satisfaction questions, there are sections with questions about three or four levels of Smithsonian leaders depending on the unit in which you work. Then there are sections dealing with working in your unit, your supervisor, your immediate working environment. Finally, there are a few demographic questions for statistical analysis. You cannot move backwards from one section to an earlier section, although you can go back to questions in the same section. You will be alerted when leaving a section so that you can make any changes desired. If you want to review the questions before answering, please go to http://www.si.edu/opanda/ to see the full set of questions.

Institution Level Questions
The Institution level covers the Secretary, Under Secretaries, the President of Smithsonian Enterprises, and the Board of Regents. You will be asked questions about working conditions in the Smithsonian Institution, the Secretary of the Smithsonian, and the specific Under Secretary to whom your unit reports.

Unit Level Questions
Your unit level is the Museum, Office, Center, or Observatory. You will be asked questions about your unit's director and working conditions. Smithsonian units include: Office of the Inspector General, Office of Development, Office of Sponsored Projects, Office of Governmental Relations, Office of Public Affairs, Visitors Information & Associates' Reception Center, Smithsonian Astrophysical Observatory, National Museum of Natural History, etc.

Some units report to a major unit such as the Office of Facilities Engineering and Operations, Chief Financial Officer, Office of External Affairs, Office of Communications, and Smithsonian Enterprises. If your unit reports to a major unit, you will be asked two questions about the director of that major unit. In some cases, your unit may be a major unit, for example, if you work in the central office of OFEO or Communications.

Supervisor and Immediate Work Unit Questions
Your immediate work unit is headed by your supervisor, that is, the person who prepares your annual performance plan with you. It is the group of persons you work with daily. In some cases, your immediate work unit and your unit may be the same.

If you are not sure whether a question applies to you, please mark "Not Applicable" or leave it unanswered. The statistical results for any question will only be reported to directors, or other persons, if five or more
employees answered that question. Information linking unique web links to questionnaires will be deleted when the survey is completed.

Answer categories

1. Not applicable
2. Strongly disagree
3. Disagree
4. Uncertain whether to agree or disagree
5. Agree
6. Strongly agree
7. Do not know

Job satisfaction

1. (#61) Overall, I am satisfied with my job.
2. (#5) My work gives me a feeling of personal accomplishment.
3. (#6) I like the kind of work I do.
4. (#20) The work I do is important (to the Smithsonian).
5. (#62) Overall, I am satisfied with my compensation.
6. (#18: My talents are used well in the workplace.) My job makes good use of my knowledge and abilities.
7. (#59) I am satisfied with the opportunity to get a better job in the Smithsonian.
8. (#8) I would recommend the Smithsonian as a good place to work.
9. (#63) Considering everything, I am satisfied with working for the Smithsonian.

SI Senior Leadership

The questions in this section ask for your opinions about the Smithsonian’s senior leadership (Secretary, Regents, Under Secretaries, and President of Smithsonian Enterprises).

1. (#37) I have a high level of respect for the Smithsonian’s Secretary (G. Wayne Clough).
2. (#38) The Smithsonian’s Secretary generates high levels of motivation and commitment in the workforce.
3. (#56) I am satisfied with the information I receive from the Smithsonian’s senior leaders on what’s going on at the Smithsonian (Board of Regents, Secretary and Under Secretaries).
4. (#58) I am satisfied with the policies and practices enacted by the Smithsonian’s senior leaders (Board of Regents, Secretary and Under Secretaries).
5. I am satisfied I have received appropriate information, or can access appropriate information, about new policies and procedures of the Smithsonian.
6. The Regents are more open and transparent than they were before 2007.
7. I am satisfied with my opportunities to participate in the Smithsonian strategic planning process.
8. I am satisfied with the information that I received about the strategic planning process during 2009.
9. I am satisfied that the strategic planning process will identify specific initiatives to strengthen the
Smithsonian in the future.

**SI work environment**

1. There is adequate cooperation across units in the Smithsonian.
2. There is adequate communication across units in the Smithsonian.
3. (#52) Smithsonian leaders and managers promote communication and cooperation across units in the
Smithsonian.
4. (#35) Smithsonian policies and programs promote diversity in the workplace (for example, diversity in
recruitment, training in awareness of diversity issues, mentoring, etc.).
5. (#19) I know how my work relates to the Smithsonian’s goals and priorities.
6. (#72) I am satisfied with work-life programs (for example, health and wellness, employee assistance, and
support groups).
7. I am satisfied with the services provided by and the performance of the Office of Chief Information Officer
(OCIO).
8. I am satisfied with the services provided by and the performance of the Office of Facilities Management
and Reliability (OFMR).
9. I am satisfied with the services provided by and the performance of the Office of Protection Services
(OPS).
10. I am satisfied with the services provided by and the performance of the Office of Safety, Health and
Environmental Management (OSHEM).
11. I am satisfied with the services provided by and the performance of the Office of Public Affairs (OPA).
12. I am satisfied with the services provided by and the performance of the Office of Special Events and
Protocol (OSEP).
13. I am satisfied with the services provided by and the performance of the Office of Human Resources
(OHR).
14. I am satisfied with the services provided by and the performance of the Office of Contracting (OCon).
15. I am satisfied with the services provided by and the performance of the Office of Planning Management
and Budget (OPMB).
16. I am satisfied with the services provided by and the performance of the Office of the Comptroller (OC).
17. I am satisfied with the services provided by and the performance of the Office of Development (OD).
18. I am satisfied with the services provided by and the performance of Visitor Information and Associates’
Reception Center (VIARC).
19. I am satisfied with the services provided by and the performance of the Office of Equal Employment and
Minority Affairs (OEEMA).

20. I am satisfied with the services provided by and the performance of the Office of Policy and Analysis (OP&A).

21. I am satisfied with the services provided by and the performance of the Smithsonian Institution Libraries (SIL).

22. I am satisfied with the services provided by and the performance of the Office of General Counsel (OGC).

23. I am satisfied with the services provided by and the performance of the Office of Fellowships (OF).

24. I am satisfied with the services provided by and the performance of the Office of Inspector General (OIG).

25. I am satisfied with the services provided by and the performance of Smithsonian Enterprises (SE).

**USHAC [ONLY ASKED OF EMPLOYEES IN LISTED UNITS]**

The following two questions ask for your opinions about the Under Secretary for History, Art, and Culture (Richard Kurin).

The following unit directors report to the Under Secretary for History, Art, and Culture:

- American History Museum, Brent Glass
- American Indian Museum, Kevin Gover
- Museum of African American History and Culture, Lonnie Bunch
- Anacostia Community Museum, Camille Akeju
- Postal Museum, Allen Kane
- Latino Center, Eduardo Diaz
- Asian Pacific American Program, Franklin Odo
- Folklife and Cultural Heritage, Daniel Sheehy
- Affiliations Program, Harold Closter
- Associates Program, Barbara Tuceling
- Center for Education and Museum Studies, Stephanie Norby
- Traveling Exhibition Service, Anna Cohn
- American Art Museum, Elizabeth Broun
- Freer and Sackler Galleries, Julian Raby
- Hirshhorn Museum, Richard Koshalek
- National Portrait Gallery, Martin Sullivan
- Cooper-Hewitt, National Design Museum, Caroline Baumann (Acting)
- African Art Museum, Johnnetta Cole
- Archives of American Art, John Smith

If you work in the central office of the Under Secretary for History, Art, and Culture, Richard Kurin is also your Unit
Director.

1. I have a high level of respect for the Under Secretary for History, Art, and Culture (Richard Kurin).
2. The Under Secretary for History, Art, and Culture generates high levels of motivation and commitment in the workforce.

**USS [ONLY ASKED OF EMPLOYEES IN LISTED UNITS]**

The following two questions ask for your opinions about the Acting Under Secretary for Science (Charles R. Alcock).

The following unit directors report to the Acting Under Secretary for Science:

- Astrophysical Observatory, Charles Alcock
- Natural History Museum, Cristian Samper
- Air and Space Museum, John Dailey
- National Zoo, Stephen Monfort (Acting)
- Tropical Research Institute, Eldredge Bermingham
- Environmental Research Center, Anson Hines
- Museum Conservation Institute, Robert Koestler
- National Science Resources Center, Sally Shuler
- Fellowships, Catherine Harris
- Smithsonian Libraries, Nancy Gwinn

If you work in the central office of the Acting Under Secretary for Science, Charles Alcock is also your Unit Director.

1. I have a high level of respect for the Acting Under Secretary for Science (Charles R. Alcock).
2. The Acting Under Secretary for Science generates high levels of motivation and commitment in the workforce.

**USFA [ONLY ASKED OF EMPLOYEES IN LISTED UNITS]**

The following two questions for your opinions about the Under Secretary for Finance and Administration (Alison McNally).

Unit directors reporting to the Under Secretary for Finance and Administration are:

- Facilities Engineering and Operations, Bruce Kendall
- Planning and Project Management, Sheryl Kolasinski
- Engineering, Design, and Construction, Mike Bellamy
- Facilities Management and Reliability, Nancy Bechtol
- Protection Services, and Safety, James J. McLaughlin
- Health, and Environmental Management, Roger Yankoupe
- Policy and Analysis, Carole Neves
If you work in the central office of the Under Secretary for Finance and Administration, Alison McNally is also your Unit Director.

1. I have a high level of respect for the Under Secretary for Finance and Administration (Alison McNally).
2. The Under Secretary for Finance and Administration generates high levels of motivation and commitment in the workforce.

**SE [ONLY ASKED OF EMPLOYEES IN LISTED UNITS]**

The following two questions ask for your opinions about the President of Smithsonian Enterprises (Tom Ott).

The following unit directors report to the President of Smithsonian Enterprises:

- Media, Tom Ott
- Retail, Peter Gibbons
- Theaters, Toby Mensforth
- Business Development and Licensing, Carol LeBlanc
- Finance, Greg Bokman
- Corporate, Tom Ott

If you work in the central Smithsonian Enterprises offices, Tom Ott is also your Unit Director.

1. I have a high level of respect for the President of Smithsonian Enterprises (Tom Ott).
2. The President of Smithsonian Enterprises generates high levels of motivation and commitment in the
Chief Financial Officer [ONLY ASKED OF EMPLOYEES IN LISTED UNITS]
The following two questions ask for your opinions about the Chief Financial Officer (Alice Maroni).
The following unit directors report to report to the Chief Financial Officer:

- Comptroller, Andrew Zino
- Contracting, Robert Fraga
- Planning and Budgeting, Bruce Dauer
- Treasurer, Sudeep Anand

If you work in the central office of the Chief Financial Officer, Alice Maroni is also your Unit Director.

1. I have a high level of respect for the Chief Financial Officer (Alice Maroni).
2. The Chief Financial Officer generates high levels of motivation and commitment in the workforce.

OFEO [ONLY ASKED OF EMPLOYEES IN LISTED UNITS]
The following two questions ask for your opinions about OFEO's Director (Bruce Kendall).

Unit directors reporting to the Director of the Office of Facilities Engineering and Operations are:

- Planning and Project Management, Sheryl Kolasinski
- Engineering, Design, and Construction, Mike Bellamy
- Facilities Management and Reliability, Nancy Bechtol
- Protection Services, and Safety, James J. McLaughlin
- Health, and Environmental Management, Roger Yankoupe

If you work in the central office of Facilities Engineering and Operations, Bruce Kendall is also your Unit Director.

1. I have a high level of respect for the Director of OFEO (Bruce Kendall).
2. The Director of OFEO generates high levels of motivation and commitment in the workforce.

External Affairs [ONLY ASKED OF EMPLOYEES IN LISTED UNITS]
The following two questions ask for your opinions about the Director of External Affairs (Virginia Clark).

Unit directors reporting to the Director of External Affairs are:

- Development, Brian Reddington and Zully Dorr
- Sponsored Projects, Scott Robinson

workforce.
If you work in the central office of External Affairs, Virginia Clark is also your Unit Director.

1. I have a high level of respect for the Director of External Affairs (Virginia Clark).
2. The Director of External Affairs generates high levels of motivation and commitment in the workforce.

**OPA Communications [ONLY ASKED OF EMPLOYEES IN LISTED UNITS]**

The following two questions ask for your opinions about the Director of Communications (Evelyn Lieberman).

Unit directors reporting to the Director of Communications are:
- Government Relations, Nell Payne
- Public Affairs, Evelyn Lieberman
- Visitors Information and Associates' Reception Center, Katherine Neill Ridgley

If you work in the central office of the Director of Communications, Evelyn Lieberman is also your Unit Director.

1. I have a high level of respect for the Director of Communications (Evelyn Lieberman).
2. The Director of Communications generates high levels of motivation and commitment in the workforce.

**Unit level**

The questions in the next section will let you express your opinions about your unit's Director as well as the overall working environment in your unit. In some smaller units, your unit's Director and your supervisor may be the same person. Please answer both sets of questions since they are different questions.

1. I have a high level of respect for my Unit's Director.
2. My Unit’s Director generates high levels of motivation and commitment in the workforce.
3. (#41) My Unit’s Director reviews and evaluates the Unit’s progress toward meeting its goals and objectives.
4. (#40) My Unit’s Director communicates the goals and priorities of the Smithsonian.
5. My Unit’s Director communicates the goals and priorities of our Unit.
6. I am satisfied with the information I receive from my Unit’s Director on what’s going on in the Unit.
7. I am satisfied with the policies and practices enacted by my Unit’s Director (as distinguished from SI and Federal policies and practices).
8. (#22) Grade promotions in my Unit are based on merit.
9. (#26) Creativity and innovation are generally rewarded in my Unit.
10. (#29) In my Unit, positive and negative individual performances are recognized in a meaningful way.
11. (#27) Individual pay raises (excluding cost of living adjustments (COLA)) depend on how well individual employees perform their jobs.
12. (#25) Employees who provide high quality services and products to customers (visitors, researchers, funding sources, other employees, etc.) are rewarded in meaningful ways.
13. (#42) In my Unit, employees are protected from health and safety hazards on the job.
14. (#24) My Unit’s employees have a feeling of personal empowerment with respect to work processes.
15. (#43) My Unit has prepared employees for potential security threats.
16. What kinds of security threats are you thinking of?
17. (#28) Recognition and awards (monetary or non-monetary) in my Unit depend on how well employees perform their jobs.
18. (#2) I am given a real opportunity to improve my skills in my Unit.
19. Managers promote communication among different work units (for example, about projects, goals, and needed resources).
20. There is adequate cooperation and communication across divisions and departments within my Unit.
21. Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and valued by employees within my Unit.
22. I know how my work relates to my Unit’s goals and priorities
23. (#8) I would recommend my Unit as a good place to work.

**Supervisor**
The questions in the next section will let you express your opinions about your supervisor, that is, the person who prepares and signs your annual performance plan. In some smaller units, your unit’s Director and your supervisor may be the same person. Please answer both sets of questions.

1. I can be honest and talk freely to my supervisor.
2. (#7) I have trust and confidence in my supervisor.
3. (#9) Overall, my immediate supervisor is an effective supervisor.
4. My supervisor gives me ample time and encourages me to participate in job enrichment opportunities (seminars, on- and off-site training opportunities).
5. (#51) My supervisor regularly evaluates my training needs for my present job.
6. (#23) My supervisor takes steps to address a poor performer who cannot or will not improve.
7. (#31) Discussions with my supervisor about my performance are worthwhile.
8. (#36) My supervisor works well with employees of diverse backgrounds.
9. My supervisor respects and values differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability).
10. (#34) My supervisor is committed to a workforce representative of all segments of society.
11. (#12) My supervisor supports my need to balance work and family issues.
12. (#57) My supervisor recognizes and acknowledges my positive work contributions.
13. My supervisor treats all employees fairly in assigning work.
14. My supervisor resolves problems and follows up to make sure that solutions are working.
15. My supervisor communicates plans and work assignments clearly.
16. (#48) My supervisor provides constructive suggestions to improve my job performance.
17. (#13) My supervisor provides employees with opportunities to demonstrate their leadership skills.
18. (#44) My supervisor resolves complaints, disputes, or grievances fairly.
19. (#49) My supervisor supports employee development.

Immediate work environment
The questions in the next section will let you express your opinions about your immediate personal work conditions (such as your workload and performance appraisal) and immediate work unit, that is, the people you work with daily or regularly.

1. I am fully satisfied with my opportunity to participate in preparing my annual performance plan.
2. (#32) 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.).
3. (#30) My performance appraisal is a fair reflection of my performance.
4. (#17) My workload is reasonable.
5. (#55) I am satisfied with my involvement in decisions that affect my work.
6. (#60) I am satisfied with my choices of Smithsonian provided training to improve my performance in my present job.
7. I am satisfied with the quality of Smithsonian provided training to improve my performance in my present job.
8. (#33) I am encouraged to achieve positive results.
9. (#1) The people in my immediate work unit cooperate to get the job done.
10. (#11) My immediate work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.
11. (#14) My immediate work unit is able to recruit people with the right skills.
12. I know how my immediate work unit’s work relates to my Unit’s goals and priorities.
13. (#21) Physical conditions (such as, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.
14. (#3) I have enough information to do my job well.
15. (#4) I feel encouraged to come up with new and better ways of doing things.
16. (#16) I have sufficient resources to get my job done (for example, people, materials, budget, etc.).
17. (#53) Employees in my immediate work unit share job knowledge with each other.
Please use this space for any comments regarding your satisfaction with working conditions in your unit generally.
Your answers are not limited by the size of the box. The space will expand as needed.

Please check here if you do not want to have your comments reported to your unit director verbatim. No additional identifying information will be attached.

Please use this space for any comments regarding your satisfaction with working conditions in the Smithsonian Institution or comments about the Smithsonian generally.
Your answers are not limited by the size of the box. The space will expand as needed.

Statistical Questions
The questions in this final section ask some personal statistical questions. The data will be used to make sure that the survey data are representative of the entire Smithsonian employee workforce. They will be used to prepare statistical reports for the Smithsonian internal website (PRISM), the public website, and federal oversight agencies. These data cannot be used to identify you. If you feel uncomfortable answering any of the following questions, please choose the "Prefer Not to Answer" option.

1. How long have you worked at this Unit (or predecessor units within the Smithsonian that may have been renamed or moved to your current unit).
   
<table>
<thead>
<tr>
<th>Less Than One Year</th>
<th>One to Two Years</th>
<th>Three to Five Years</th>
<th>Six to Ten Years</th>
<th>Eleven to Twenty Years</th>
<th>More than Twenty Years</th>
<th>Prefer Not to Answer</th>
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2. How long did you work at the Smithsonian before joining your current Unit (including predecessor units).
   
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<th>Never worked at SI Unit</th>
<th>Less Than One Year</th>
<th>One to Two Years</th>
<th>Three to Five Years</th>
<th>Six to Ten Years</th>
<th>Eleven to Twenty Years</th>
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3. Are you male or female?
   
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<td>Female 0</td>
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<td>Male 0</td>
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4. Are you Hispanic or Latino?
   
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<td>Hispanic 0</td>
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<td>Not Hispanic 0</td>
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5. Please select the racial category or categories (used in the United States Census) with which you most closely identify (Please select one or more). (Note: American Indian / Native Alaskan include Indigenous Persons from Central and South America as well as North America.)

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<th>Prefer Not To</th>
<th>Other</th>
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<th>Pacific Islander</th>
<th>White</th>
<th>African-American</th>
<th>American Indian</th>
<th>Native Alaskan</th>
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6. Do you have any disability that affects your ability to perform the essential functions of your job?

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