



The proportion of employees who rated their overall satisfaction as a seven or higher increased across all classifications (with the exception of CBS-CO employees at Headquarters). In particular, the proportion of CBS-CO and Other employees at Post who rated their overall satisfaction as a seven or higher increased by 21%, while the proportion for EXs at Headquarters increased by 13%. The proportion of FS at Post rating satisfaction a seven or higher increased by 10% but remains the lowest of all employee groups at only 44%.

## Exhibit 2: Overall Satisfaction with the Department as a Place to Work

| Employee Classification | Number of Respondents | % Rating 7 or Higher | Average Satisfaction Score on 10 | Change from 2000 | Change from 1998 |
|-------------------------|-----------------------|----------------------|----------------------------------|------------------|------------------|
| <b>Posts</b>            |                       |                      |                                  |                  |                  |
| CBS – EX                | 84                    | 64% (+2)             | 6.8                              | +0.1             | *                |
| CBS – FS                | 123                   | 44% (+10)            | 5.8                              | +0.5             | +0.8             |
| CBS – CO and Other      | 28                    | 76% (+21)            | 7.4                              | +0.8             | +1.3             |
| All LES                 | 337                   | 73% (+4)             | 7.3                              | 0                | +0.3             |
| <b>Headquarters</b>     |                       |                      |                                  |                  |                  |
| EX                      | 34                    | 75% (+13)            | 7.3                              | +0.4             | +0.7             |
| FS                      | 136                   | 52% (+9)             | 6.3                              | +0.4             | +1.4             |
| CO                      | 50                    | 60% (-3)             | 6.6                              | +0.1             | +0.6             |
| Other                   | 62                    | 75% (+6)             | 7.1                              | 0                | +1.3             |
| <b>Overall</b>          | <b>853</b>            | <b>63% (+5)</b>      | <b>6.8</b>                       | <b>+0.1</b>      | <b>+0.7</b>      |

Question 7.8: Overall, how satisfied are you with the Department as a place to work?

\* EXs and HOM were separate categories in 1998

## 3.2 Satisfaction with Main Issues

Of the issues addressed in the 2003 survey, TCS employees indicated that they are most satisfied with the leadership of the Chief Trade Commissioner. While the average satisfaction score for the Chief Trade Commissioner's leadership remains the same as in 2000 (7.4), there was a significant decrease in satisfaction with the leadership of employees' immediate supervisors - a return to the lower level of 1998 – from the top spot in 2000. In 2000, the top three issues all dealt with leadership. Satisfaction with the leadership of the Head of Mission or Senior Management at Headquarters is now lower than it was in the 1998 baseline survey.

As shown in **Exhibit 3**, for about half of the 21 issues that were addressed, employees either indicated higher satisfaction or no change in the already high satisfaction levels since the 2000 survey. However, it is important to note that there was a decrease in satisfaction in ten items. This is a substantially different situation from the 1998 to 2000 period which recorded an increase in satisfaction for essentially every issue.