

**The PMA Employee Survey
section of**

**Human Resources 2017
Impact Assessment**

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Executive Summary

Three main findings emerge from analysis of responses to the 2017 Staff Survey:

- Staff *ratings* of working at the Mission Agency *have fallen slightly since 2014*, but have risen significantly over the past decade. Staff today give the agency an average score of “6” (on a “1” to “7” scale) for how satisfied they are with their work, how appreciated they feel, and how good they feel about telling people they work for the agency (p. 9).
- Staff *trust* in Mission Agency leadership *has remained constant* in the past year. For one-third of staff, their trust in staff leaders has stayed the same. Trust has risen for about a quarter of staff, and has decreased for another quarter, which leaves no overall upward or downward trend (p. 11).
- Staff feel *more valued by their immediate supervisors and colleagues* than they do by Mission Agency staff leaders, Board members, and Presbyterians around the country. Almost all staff feel valued *a lot* or *somewhat* by their supervisor and colleagues, while two-thirds feel valued *a lot* or *somewhat* by staff leaders and Presbyterians at large. One-third feel valued by Board members (p. 10).

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Overview of the Study

Between 2007 and 2014, Research Services conducted regular Staff Surveys of Presbyterian Mission Agency staff to assess collaboration, communications, cultural humility, and trust among the staff. In early 2017, Research Services conducted a new Staff Survey with two additional objectives in mind:

- To contribute to the 2017 Human Resources (HR) Collective Goal Grouping Impact Assessment
- To conduct a Race Audit that the 222nd Presbyterian Church (U.S.A.) General Assembly asked each of the six PC(USA) national agencies to complete

The questions included as part of the Race Audit asked staff about their experience with racial discrimination or harassment and their thoughts about any negative impact that Mission Agency policies or practices might have on people of color.

In addition to the Staff Survey, in fall 2016 HR and Executive Director’s Office (EDO) staff carried on a series of conversations with each director of the seven Mission Agency ministry areas about their work together. HR and EDO staff also spoke with Legal’s director. Research Services reviewed notes from these conversations.

The Staff Survey was a web survey to which all Mission Agency employees, except for international mission co-workers, were asked to respond. Email invitations were sent in early February 2017. A large majority of Mission Agency employees (86%; 221 out of 258) responded to the survey. Since response rates for past Staff Surveys ranged between 50% and 75%, this 2017 response rate suggests a higher level of trust among staff today.

Two-thirds of staff who responded (67%) are women, and three-quarters of respondents (74%) are white. One-third (32%) are supervisors.

Differences in responses by race, gender, supervisor status, and work area were assessed using statistics such as chi-square and analysis of variance.

Feeling Respected and Valued

HR's 2015 Collective Goals statement identified a few assessment areas as critical for demonstrating that Mission Agency staff feels respected and valued:

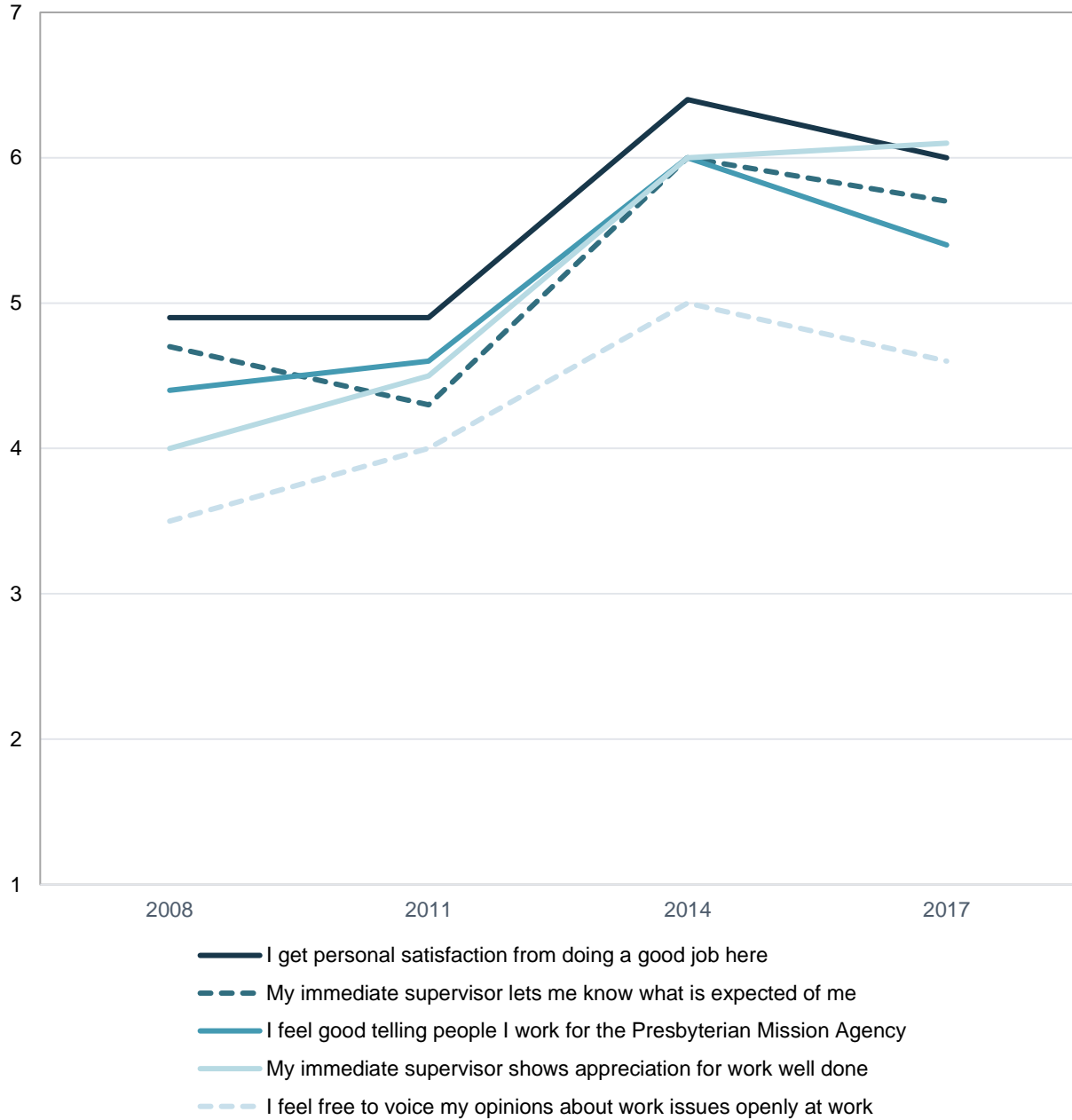
- Staff believes their supervisor gives them credit and shows appreciation for work well done.
- Staff feels they can voice their opinion openly about issues at work.
- Staff feels personal satisfaction from doing a good job.
- Staff feels good about telling people they work here.

Because versions of these questions have appeared in most Staff Surveys, Research Services was able to assess how staff opinions on these topics have changed over time.¹

On the whole, in 2017 Mission Agency staff feel appreciated, satisfied, and good about telling people they work for the Mission Agency. Fewer staff feel able to voice opinions about issues at work. In general, in 2017 staff feel better about these than they did in the past, except for in summer 2014, when most percentages were at all-time highs (Figure 3).

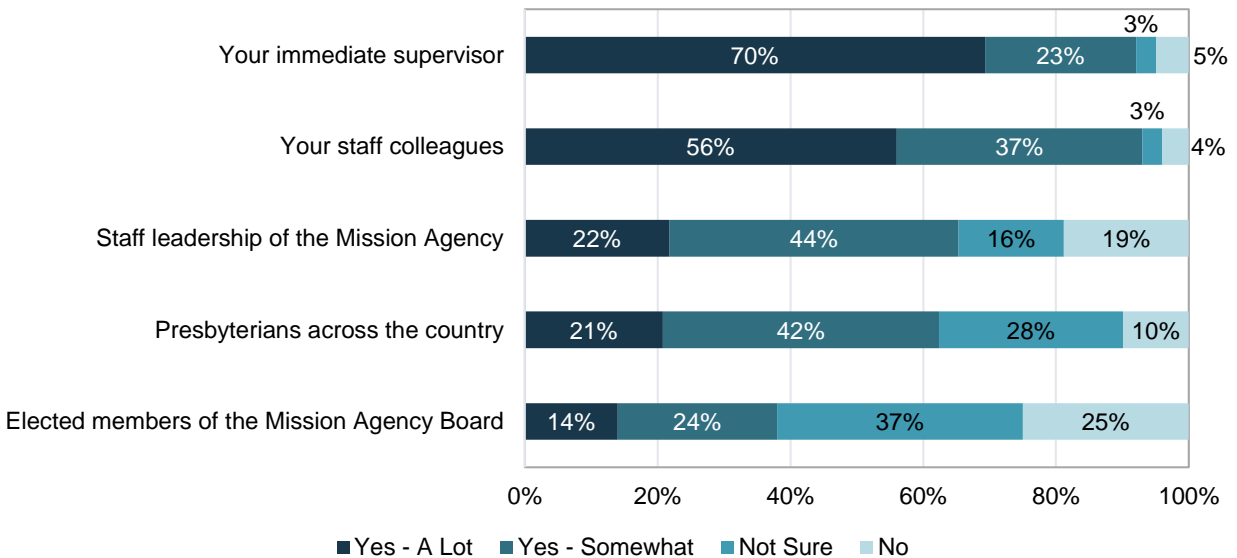
¹ Because the structure of the questions shifted over time, Research Services needed to convert responses to some earlier versions of these questions from a five-point scale that was labeled with words instead of numbers to a seven-point scale that was mainly labeled with numbers. Also, the questions shifted over time from the positive response options being given first to being given last, which could affect responses.

Figure 1: Average Responses About the Extent to Which Staff Agree or Disagree with Statements About Working for the Agency: 2008-2017 (“7” = Strongly Agree; “1” = Strongly Disagree)



For the first time in the Staff Survey, staff were asked in 2017 how valued they feel by various specific constituencies. Almost all staff feel valued by their colleagues and by their immediate supervisors, and many feel valued by Mission Agency staff leadership and Presbyterians around the country. The largest percentage say they do not know how much the Mission Agency Board values them (Figure 2).

Figure 2
Feeling Valued as a Mission Agency Employee by Various Constituencies



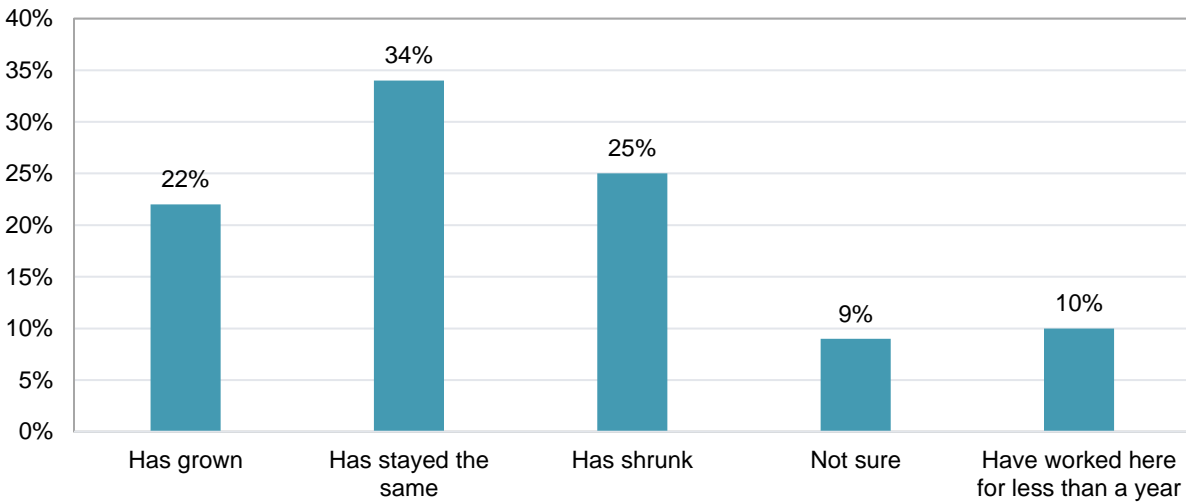
One-quarter of staff believe that elected members of the Mission Agency Board do **not** value them as Mission Agency employees, and one in five staff feel the same about the Mission Agency staff leadership **not** valuing them as employees.

In responses to open-ended questions, some staff champion the enhanced level of communication between Mission Agency leadership and other staff, whereas others believe the leadership is distant and aloof and Board members are sometimes disrespectful to staff.

The survey asked an additional question about trust. In 2015, the Mission Agency saw turnover of top agency leadership and serious legal and communications challenges. The survey asked respondents about any changes in trust level in 2016 (the year after that tumultuous year): “How has your trust in the staff leadership of the Mission Agency changed in the past twelve months?”

Based on how staff respond to this question, it appears that trust is holding steady. One-third of staff say their level of trust in agency leaders has stayed the same. Equal numbers of staff (about one-quarter each) say they feel **more** trust or **less** trust than they did a year ago. So these two groups seem to cancel each other out (Figure 3).

Figure 3
Change in Trust in the Mission Agency Staff Leadership in the Past Year



Reasons for Working for the Mission Agency

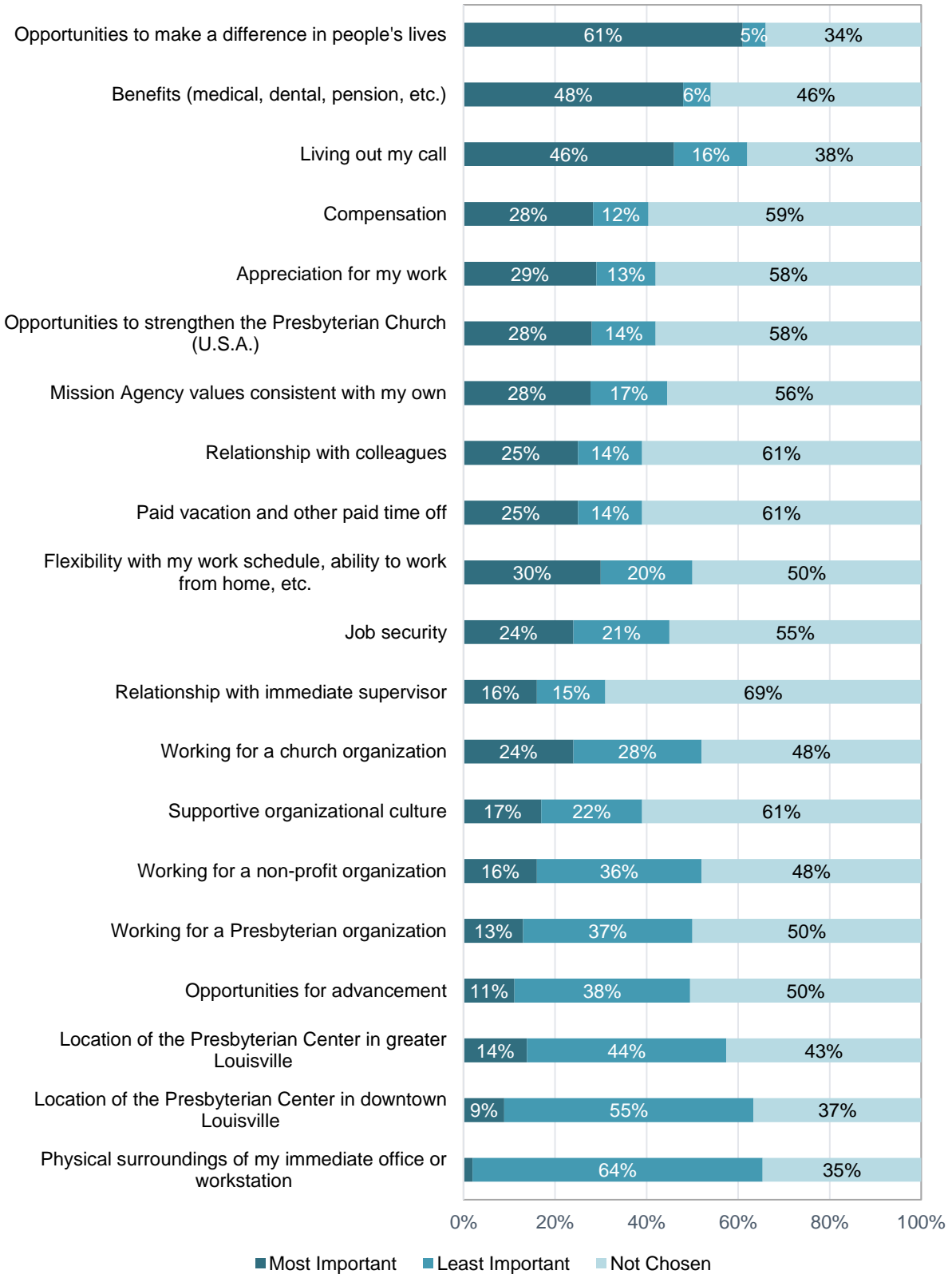
Another new question on the Staff Survey sought to identify which factors motivate staff to work for the Mission Agency. Research Services developed a list of twenty possible reasons why people might work for the agency. Staff completing the survey were presented with multiple combinations of these reasons, four at a time. For each set of four, they were asked to choose which one they believe is **most important** to them, and which is **least important**.

The manner in which possible reasons for working for the agency were combined differed for each respondent, so that as many possible reasons could be compared against one another as possible. This method of obtaining ranking is called “maximum difference scaling.” It allows people to judge items at extremes, which produces much more accurate results than simple ranking, especially with long lists such as this.

Opportunities to make a difference in people’s lives is the reason for working for the Mission Agency that a majority of staff (61%) select as **most important**. Large minorities also pick *benefits (medical, dental, pension, etc.)* and *living out my call*.

On the other hand, majorities identify as **least important** two spatial issues: *location of the Presbyterian Center in downtown Louisville (instead of in another part of Kentuckiana)* and *physical surroundings of my immediate office or workstation* (Figure 4).

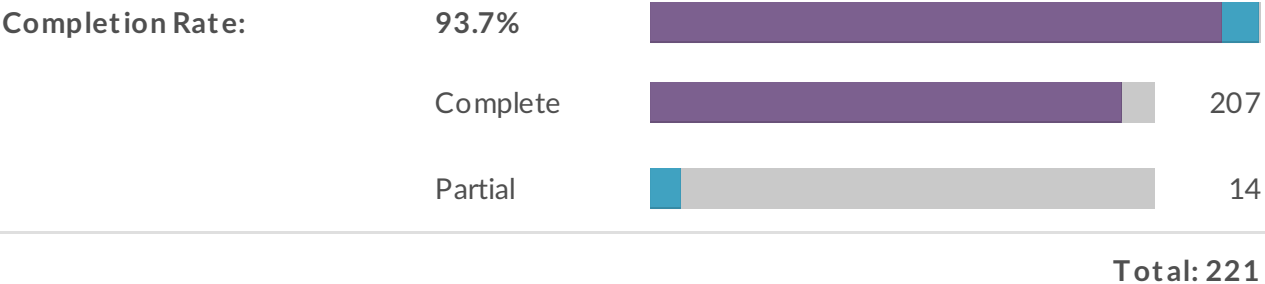
Figure 4: Reasons for Working for the Mission Agency



The chart on the previous page lists the reasons for working for the Mission Agency in descending order by this figure: the percentage of staff who select this reason as **most important** minus the percentage of staff who choose it as **least important**. *Flexibility with my work schedule, ability to work from home, etc.*, for example, is listed tenth in this chart. Even though 30% of staff label this **most important** (more than all but three other reasons for working for the agency), 20% also pick it as **least important**. For this reason, it is ranked tenth.

SQAR for Staff Survey 2017

Response Counts








3. The statements below deal with aspects of your job with the Presbyterian Mission Agency. Please indicate to what extent you agree with each statement. For example, "1" means strongly disagree, "4" means neither disagree nor agree or not sure, and "7" means strongly agree.

	1 (Strongly Disagree)	2	3	4	5	6	7 (Strongly Agree)	Responses
I believe the Mission Agency provides me with adequate opportunities to expand my knowledge and skills. Count Row %	7 3%	18 8%	23 11%	36 17%	47 22%	52 25%	29 14%	12%
I feel free to voice my opinions about work issues openly at work. Count Row %	18 8%	16 8%	22 10%	42 20%	38 18%	40 19%	37 17%	13%
I feel good telling people that I work for the Presbyterian Mission Agency. Count Row %	3 1%	6 3%	15 7%	34 16%	39 18%	51 24%	65 31%	13%

	1 (Strongly Disagree)	2	3	4	5	6	7 (Strongly Agree)	Responses
I get personal satisfaction from doing a good job here. Count Row %	3 1%	1 0%	5 2%	17 8%	28 13%	57 27%	102 48%	13%
I have the resources I need to do my job well. Count Row %	3 1%	13 6%	26 12%	31 15%	50 24%	50 24%	39 18%	12%
My immediate supervisor gives me timely feedback. Count Row %	5 2%	8 4%	7 3%	26 12%	23 11%	48 23%	96 45%	13%
My immediate supervisor lets me know what is expected of me. Count Row %	6 3%	4 2%	11 5%	21 10%	29 14%	52 25%	89 42%	12%
My immediate supervisor shows appreciation for work well done. Count Row %	4 2%	4 2%	7 3%	13 6%	20 9%	41 19%	123 58%	12%
Total								100%

4. How has your trust in the staff leadership of the Mission Agency changed in the past twelve months?

Value		Percent	Responses
It has shrunk		25%	54
It has stayed the same		34%	73
It has grown		22%	47
Not sure		8%	18
I have worked here for less than twelve months		10%	21

Total: 213

6. Do you feel valued as a Mission Agency employee by:

	Yes, a Lot	Yes, Somewhat	No	Not Sure	Responses
Your staff colleagues? Count Row %	118 56%	77 36%	10 5%	6 3%	20%
Your immediate supervisor? Count Row %	147 70%	49 23%	8 4%	7 3%	20%
Staff leadership of the Mission Agency? Count Row %	47 22%	92 44%	39 18%	33 16%	20%
Elected members of the Mission Agency Board and its committees? Count Row %	30 14%	50 24%	53 25%	78 37%	20%
Presbyterians across the country? Count Row %	44 21%	88 42%	21 10%	58 27%	20%
Total					100%

8. We'd like you to help us determine which are the most important reasons why people work for the Mission Agency. We will present five sets of possible reasons that you might consider. With each set of reasons, we would like you to choose which one reason is the most important to you and which one reason is the least important to you. After picking among each set of reasons, advance to the next set by clicking "Next."












Reason		Rank	Score
Opportunities to make a difference in people's lives	61% 5 34%	1	0.56
Benefits (medical, dental, pension, etc.)	48% 6 46%	2	0.42
Living out my call	46% 16% 38%	3	0.3
Compensation	28% 12% 59%	4	0.16
Appreciation for my work	29% 13% 58%	5	0.16
Opportunities to strengthen the Presbyterian Church (U.S.A.)	28% 14% 58%	6	0.15
Mission Agency values consistent with my own	28% 17% 55%	7	0.11
Relationship with colleagues	25% 14% 61%	8	0.11
Paid vacation and other paid time off	25% 14% 61%	9	0.1
Flexibility with my work schedule, ability to work from home, etc.	30% 20% 50%	10	0.09
Job security	24% 21% 55%	11	0.03
Relationship with immediate supervisor	16% 15% 69%	12	0.01

Most Important
 Least Important
 Not Chosen

Reason		Rank	Score
Working for a church organization		13	-0.04
Supportive organizational culture		14	-0.06
Working for a non-profit organization		15	-0.2
Working for a Presbyterian organization		16	-0.25
Opportunities for advancement		17	-0.27
Location of the Presbyterian Center in greater Louisville (instead of in another area of the United States)		18	-0.3
Location of the Presbyterian Center in downtown Louisville (instead of in another part of Kentuckiana)		19	-0.46
Physical surroundings of my immediate office or workstation		20	-0.62

■ Most Important ■ Least Important ■ Not Chosen

29. In which area do you work?

Value		Percent	Responses
Building Services, Distribution Center, Hubbard Press, or Mail & Print Services		10%	19
Communications		12%	24
Compassion, Peace and Justice		12%	24
Executive Director's Office		7%	13
Finance and Accounting		8%	15
Information Technology		3%	6
Mission Engagement and Support		11%	22
Racial Ethnic and Women's Ministries		5%	9
Theology, Formation and Evangelism		14%	28
World Mission		12%	23
Other - Write In		7%	13

Total: 196

30. Which of the following best describe(s) you? (Select all that apply.)

Value	Percent	Responses
Asian	7%	13
Black or African American	17%	33
African immigrant	1%	1
Hispanic or Latinx	6%	12
Middle Eastern	1%	1
Native American	2%	4
White or Caucasian	70%	137
Other	5%	9

Asian	Count
Chinese	1
Korean	1
Korean American	1
Total	3

Black or African American	Count
Does it really matter?	1
Part	1
Total	2

African immigrant**Count**

Total

0

Hispanic or Latinx**Count**

Colombian

1

I'm hispanic on my mother's side

1

Mexican/Puerto Rican

1

Puerto Rican

1

Total

4

Middle Eastern**Count**

Total

0

Native American**Count**

Moms side

1

Part Cherokee

1

Total

2

White or Caucasian**Count**

Caucasian

1

Dads side

1

Northern European

1

white




1

Total

4

Other	Count
N/A	2
German Irish	1
I'm non-white	1
Native American/German/Irish	1
Total	5

32. With which gender do you identify?

Value		Percent	Responses
Female		67%	134
Male		31%	62
		2%	5
			Total: 201

	Count
N/A	2
do not wish to answer	1
outdated	1
Total	4