

FROM: KATHRYN MATTHEW, DIRECTOR, IMLS

SUBJECT: EMPLOYEE SURVEY RESULTS EVALUATION STATEMENT

DATE: OCTOBER 18, 2018

The Institute of Museum and Library Services (IMLS) has reviewed the 2018 Federal Employee Viewpoint Survey results for our Agency. As requested, below are our analyses of these results and our intended areas of focus for Fiscal Years 2019 and 2020. We look forward to collaborating with the IMLS staff on strengthening employee engagement that ultimately enhances our service to the American public.

Evaluation of Results:

- IMLS employees' response rate to the survey was 77%, and the responses provided important feedback to leadership and supervisors. The agency's highest scoring areas related to: the importance of the work here at IMLS, staff being held accountable for achieving results, job satisfaction and the quality of work produced within our Agency, and the importance of staff performance reviews.
- We are especially interested in determining how to improve on the highest negative items that are tied to: (a) generating a high level of motivation within our workforce; and (b) how leadership can build on and support the agency-wide high level of commitment to the mission. Agency leadership continues to seek opportunities to further enhance employee engagement in a variety of areas such as employee recognition and training as well as providing essential knowledge and skill-building to all managers and supervisors.

Our activities for FY 2019 and carrying into FY 2020 will be:

- Targeting a 20% improvement in the Employee Engagement Index score by the end of FY 2020.
- Considering effects on activities that tie back to Employee Engagement during the development of our Human Capital Plan.
- Holding open-house sessions by the Agency Director for all staff to identify possible solutions to improve Employee Engagement.
- Communicating how FY19/FY20 agency-wide annual planning will engage employees.



- Completing the commitment (within FY19 appropriations) of technology investments that address the needs of staff and customers including migrating to an Electronic Grants Management System (eGMS).
- Seeking innovative opportunities for employees' continued engagement with the museum and library fields (to remain responsive to their communities' and the publics' most pressing needs and opportunities).
- Offering participation within cross-agency teams and task forces to grow skills and provide exposure to learnings and subject matter expertise that address identified core competencies.
- Seeking training opportunities (relating to core competencies and professional growth) for employees at all levels.
- Improving the communications for employee recognition for a "job well done" (both for individuals and groups), as well as continue with our peer-to-peer award process.
- Leading and supporting managers and staff teams as they implement IMLS values as expressed in our 2018–2022 Strategic Plan.

My goal is to ensure that the agency targets, addresses, and measures key drivers of employee attitude, performance, and motivation by focusing on employee engagement. This will occur through ongoing leadership and supervisory discussions with staff so that IMLS is a "learning organization" that builds and executes more effective action plans to improve our position as one of the best places to work.

Our agency's new strategic plan focuses on delivering value to the American people using all the tools and approaches we have, including our talented staff.

If you have any questions, please contact our Director of Human Resources, Antoine Dotson at adotson@imls.gov or directly at 202-653-4728.

Sincerely,

Kethryn K. Matthew

Dr. Kathryn K. Matthew, Director

IMLS

((1)) Federal Employee Viewpoint Survey

higher)



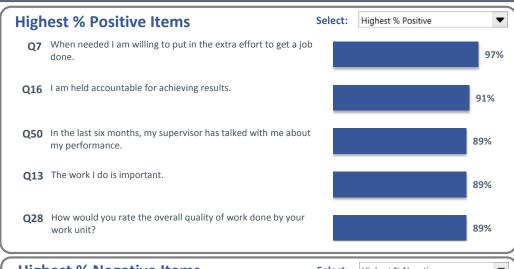
Annual Employee Survey (AES) Report

higher)

Institute of Museum and Library Services

F	IELD PERIOD	May 8 -	June 19, 2018
SAIV	IPLE OR CENSUS		CENSUS
	BER OF SURVEYS COMPLETED		47
_	BER OF SURVEYS DMINISTERED		61
RE	SPONSE RATE		77.0%
26	items identified as strengths (65% positive or	22	items identified as challenges (35% negative or





Empowering Employees. Inspiring Change.



2018

(۱۰) Federal Employee Vlewpoint Survey

Empowering Employees. Inspiring Change.



Annua	al Emp	oloyee Survey (AES) Repor	t	Institute of Museum and Library Services							
				2015	2016	2017	2018	Percentage Point Change			
Select:	Largest I	increases since 2017	Q4 My work gives me a feeling of personal accomplishment.	72%	64%	69%	84%	+15			
	_	t Increases in ent Positive	Q29 My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	66%	71%	71%	85%	+14			
		nce 2017	Q47 Supervisors in my work unit support employee development.	53%	65%	67%	81%	+14			
3	32	items increased since 2017	Q44 Discussions with my supervisor about my performance are worthwhile.	51%	62%	60%	73%	+13			
			Q70 Considering everything, how satisfied are you with your pay?	60%	65%	52%	63%	+11			
				2015	2016	2017	2018	Percentage Point Change			
Select:	Largest [Decreases since 2017 ▼	Q45 My supervisor is committed to a workforce representative of all segments of society.	70%	75%	83%	66%	-17			
1		Decreases in ent Positive	Q41 I believe the results of this survey will be used to make my agency a better place to work.	24%	40%	38%	23%	-15			
	since 2017		Q14 Physical conditions allow employees to perform their jobs well.	73%	69%	77%	63%	-14			
3	86	items decreased	Q55 Supervisors work well with employees of different backgrounds.	47%	52%	57%	44%	-13			
		since 2017	Q64 How satisfied are you with the information you receive from management on what's going on in your organization?	38%	43%	41%	29%	-12			

Response			Percent Positive	Strongly Agree/ Very Good/ Very Satisfied	Agree/ Good/ Satisfied	Neither Agree nor Disagree/ Fair/ Neither Satisfied nor Dissatisfied	Disagree/ Poor/ Dissatisfied	Strongly Disagree/ Very Poor/ Very Dissatisfied	Percent Negative	Strongly Agree/ Very Good/ Very Satisfied	Agree/ Good/ Satisfied	Neither Agree nor Disagree/ Fair/ Neither Satisfied nor Dissatisfied	Disagree/ Poor/ Dissatisfied	Strongly Disagree/ Very Poor/ Very Dissatisfied	Item Response Total**	Do Not Know/ No Basis to Judge
Туре	Item		%	%	%	%	%	%	%	N	N	N	N	N	N	N
Agree-disagree	1	*I am given a real opportunity to improve my skills in my organization.	60.2%	17.8%	42.4%	16.6%	14.2%	8.9%	23.1%	9	19	8	7	4	47	N/A
Agree-disagree	2	I have enough information to do my job well.												2		
Agree-disagree	3	I feel encouraged to come up with new and better	54.6%	10.5%	44.1%	14.8%	25.0%	5.7%	30.6%	5	20	7	12	3	47	N/A
Agree-disagree	4	ways of doing things. My work gives me a feeling of personal	57.2%	16.3%	40.9%	18.8%	11.8%	12.3%	24.0%	8	18	9	6	6	47	N/A
Agree-disagree	5	accomplishment. I like the kind of work I do.	83.5%	37.4%	46.1%	7.8%	4.0%	4.7%	8.7%	17	22	4	2	2	47	N/A
			88.7%	38.7%	49.9%	4.2%	7.2%	0.0%	7.2%	19	23	2	3	0	47	N/A
Agree-disagree	6	I know what is expected of me on the job.	58.6%	14.2%	44.4%	22.1%	19.3%	0.0%	19.3%	7	20	11	9	0	47	N/A
Agree-disagree	7	When needed I am willing to put in the extra effort to get a job done.	96.7%	62.5%	34.2%	3.3%	0.0%	0.0%	0.0%	29	16	1	0	0	46	N/A
Agree-disagree	8	I am constantly looking for ways to do my job better.														
Agree-disagree	9	I have sufficient resources (for example, people, materials, budget) to get my job done.	85.6%	49.8%	35.8%	11.2%	3.2%	0.0%	3.2%	23	18	5	1	0	47	N/A
Agree-disagree	10	*My workload is reasonable.	41.1%	4.0%	37.1%	15.3%	25.0%	18.5%	43.6%	2	17	7	12	9	47	0
Agree-disagree	11	*My talents are used well in the workplace.	47.1%	7.8%	39.3%	24.5%	9.7%	18.8%	28.5%	4	17	12	5	9	47	0
Agree disagree	12		39.4%	7.8%	31.7%	19.3%	22.3%	18.9%	41.3%	4	14	9	10	9	46	0
Agree-disagree		*I know how my work relates to the agency's goals.	77.8%	37.8%	40.0%	11.2%	7.8%	3.2%	11.0%	18	19	5	4	1	47	0
Agree-disagree	13	The work I do is important.	88.7%	66.0%	22.7%	4.1%	7.2%	0.0%	7.2%	31	11	2	3	0	47	0
Agree-disagree	14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.														
Agree-disagree	15	My performance appraisal is a fair reflection of	63.2%	24.9%	38.3%	15.6%	12.1%	9.1%	21.2%	12	18	7	5	4	46	0
Agree-disagree	16	my performance. I am held accountable for achieving results.	83.2%	33.2%	50.0%	8.3%	4.0%	4.5%	8.5%	16	22	4	2	2	46	1
Agree-disagree	17	*I can disclose a suspected violation of any law,	90.8%	38.3%	52.5%	7.3%	0.0%	1.9%	1.9%	18	24	3	0	1	46	1
rigitee disagree		rule or regulation without fear of reprisal.										_	_			
Agree-disagree	18	My training needs are assessed.	65.7%	26.7%	39.0%	17.3%	9.3%	7.6%	16.9%	13	17	7	5	3	45	2
Agree-disagree	19	In my most recent performance appraisal, I	60.8%	9.7%	51.1%	20.3%	11.1%	7.9%	19.0%	5	23	9	6	4	47	0
		understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).														
Agree-disagree	20	*The people I work with cooperate to get the job	60.9%	29.0%	31.9%	18.8%	14.2%	6.1%	20.3%	14	14	8	7	3	46	1
Agree-disagree	21	done. My work unit is able to recruit people with the	77.5%	38.9%	38.6%	12.9%	7.7%	1.9%	9.6%	18	18	6	4	1	47	N/A
		right skills.	51.1%	9.6%	41.5%	30.8%	14.8%	3.3%	18.1%	4	19	15	7	1	46	1
Agree-disagree		Promotions in my work unit are based on merit.	48.1%	9.7%	38.3%	19.0%	12.8%	20.1%	33.0%	4	18	8	6	8	44	3
Agree-disagree	23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.														
Agree-disagree	24	*In my work unit, differences in performance are	34.7%	7.9%	26.8%	30.4%	15.5%	19.4%	34.9%	3	11	13	7	8	42	5
0 11 226.00		recognized in a meaningful way.														
Agree-disagree	25	Awards in my work unit depend on how well employees perform their jobs.	37.0%	7.8%	29.2%	25.1%	15.6%	22.4% 19.3%	38.0%	6	13	11	6		43	
Agree-disagree	26	Employees in my work unit share job knowledge with each other.														
Agree-disagree	27	The skill level in my work unit has improved in the past year.	81.7%	33.0%	48.7%	14.3%	4.0%	0.0%	4.0%	15	24	6			47	
Good-poor	28	How would you rate the overall quality of work	67.6%	28.4%	39.2%	19.5%	10.7%	2.1%	12.8%	12	19	9	4	1	45	2
Agree-disagree	29	done by your work unit? *My work unit has the job-relevant knowledge	88.7%	58.9%	29.8%	9.2%	2.1%	0.0%	2.1%	28	14	4	1	0	47	N/A
		and skills necessary to accomplish organizational goals.	84.7%	40.0%	44.7%	9.1%	2.1%	4.1%	6.2%	19	21	4	1	2	47	0
Agree-disagree	30	Employees have a feeling of personal empowerment with respect to work processes.	23.9%	5.4%	18.5%	13.4%	38.8%	23.8%	62.7%	2	9	6	18	11	46	1
													. 20			

	24	E		1	1	I	1	I		1						1
Agree-disagree	31	Employees are recognized for providing high quality products and services.	45.8%	7.4%	38.4%	16.5%	29.5%	8.2%	37.6%	3	18	8	12	4	45	1
Agree-disagree	32	Creativity and innovation are rewarded.	37.2%	7.5%	29.8%	14.4%	30.8%	17.5%	48.3%	3	14	7	13	8	45	,
Agree-disagree	33	Pay raises depend on how well employees perform their jobs.	24.7%	0.0%	24.7%	36.1%	17.3%	21.9%	39.2%	0	10	16		9		
Agree-disagree	34	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	24.770	0.0%	24.776	30.176	17.3%	21.5/6	33.276	U	10	10	,	3	42	
Agree-disagree	35	Employees are protected from health and safety hazards on the job.	49.7% 83.9%	16.0% 30.1%	33.7% 53.9%	23.2%	11.9%	15.3%	27.1%	7	15 24	10	5	7	44	
Agree-disagree	36	My organization has prepared employees for potential security threats.		3312/1	30.071		0.0,7	0.07.								
Agree-disagree	37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	83.0%	25.1%	57.9%	9.4%	3.8%	3.8%	7.5%	13	26	4	2	2	47	0
Agree-disagree	38	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.	63.4%	20.9%	42.5%	14.2%	2.5%	19.8%	22.4%	10	18	6	1	8	43	4
Agree-disagree	39	My agency is successful at accomplishing its	79.2%	21.9%	57.4%	10.2%	5.9%	4.6%	10.6%	10	24	4	2	2	42	5
Agree-disagree	40	mission. *I recommend my organization as a good place to	78.3%	27.3%	51.1%	11.6%	10.1%	0.0%	10.1%	13	25	5	4	0	47	0
Agree-disagree	41	work. *I believe the results of this survey will be used to	36.6%	7.9%	28.7%	28.1%	26.2%	9.0%	35.3%	4	13	13	13	4	47	N/A
		make my agency a better place to work.	23.3%	6.1%	17.3%	15.8%	23.8%	37.1%	60.9%	3	7	7	11	17	45	2
Agree-disagree	42	My supervisor supports my need to balance work and other life issues.	79.0%	29.4%	49.6%	14.7%	4.0%	2.4%	6.3%	14	23	7	2	1	47	
Agree-disagree	43	My supervisor provides me with opportunities to demonstrate my leadership skills.														
Agree-disagree	44	Discussions with my supervisor about my performance are worthwhile.	64.4%	20.8%	43.7%	22.4%	13.2%	0.0%	13.2%	10	20	10		0	47	
Agree-disagree	45	My supervisor is committed to a workforce representative of all segments of society.	72.6%	20.8%	51.8%	12.7%	14.7%	0.0%	14.7%	10	24	6		0	47	
Agree-disagree	46	My supervisor provides me with constructive suggestions to improve my job performance.	66.3%	31.3%	35.0%	21.3%	10.2%	2.1%	12.3%	14	17	9	5	1	46	1
Agree-disagree	47	Supervisors in my work unit support employee development.	70.1%	20.6%	49.5%	18.3%	11.6%	0.0%	11.6%	10	22	9	6	0	47	
Agree-disagree	48	My supervisor listens to what I have to say.	81.1%	25.1%	56.0%	12.7%	6.2%	0.0%	6.2%	12	26	6		0	47	
Agree-disagree	49	My supervisor treats me with respect.	75.2%	33.1%	42.1%	21.0%	3.8%	0.0%	3.8%	15	20	10	2	0	47	
Agree-disagree	50	In the last six months, my supervisor has talked with me about my performance.	79.2%	38.5%	40.7%	18.7%	2.1%	0.0%	2.1%	18	19	9	1	0	47	N/A
Agree-disagree	51	I have trust and confidence in my supervisor.	89.3%	38.3%	51.0%	1.9%	6.7%	2.1%	8.8%	17	25	1	3	1	47	N/A
Good-poor	52	Overall, how good a job do you feel is being done by your immediate supervisor?	57.6%	23.9%	33.6%	26.9%	11.4%	4.1%	15.6%	11	15	13	6	2	47	N/A
Agree-disagree	53	In my organization, senior leaders generate high levels of motivation and commitment in the	63.9%	23.1%	40.8%	30.5%	3.5%	2.1%	5.6%	10	19	15	2	1	47	N/A
Agree-disagree	54	workforce. My organization's senior leaders maintain high standards of honesty and integrity.	17.5%	0.0%	17.5%	15.5%	39.0%	28.0%	67.0%	0	8	8	18	13	47	0
Agree-disagree	55	Supervisors work well with employees of different backgrounds.	27.7%	1.9%	25.8%	24.5%	32.7%	15.1%	47.8%	1	12	11		7	46	
Agree-disagree	56	*Managers communicate the goals of the organization.	44.4%	8.8%	35.6%	30.6%	12.3%	12.8%	25.0%	4	16	12		6	43	
Agree-disagree	57	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	43.8%	3.9%	39.9%	19.2%	23.8%	13.2%	37.0%	2	19	9	10	7	47	0
Agree-disagree	58	Managers promote communication among different work units (for example, about projects,	39.0%	4.2%	34.8%	25.0%	28.1%	7.9%	36.0%	2	16	11	11	4	44	. 2
		goals, needed resources).	21.9%	3.9%	17.9%	25.6%	32.3%	20.2%	52.5%	2	9	12	14	10	47	0
Agree-disagree	59	Managers support collaboration across work units		I							T				1	1

Good-poor	60	Overall, how good a job do you feel is being done														1
		by the manager directly above your immediate														l
		supervisor?	30.1%	6.6%	23.4%	31.5%	30.1%	8.3%	38.4%	3	11	14	12	4	44	3
Agree-disagree	61	I have a high level of respect for my organization's		0.0.1				0.071								1
		senior leaders.	29.0%	1.9%	27.1%	21.5%	29.4%	20.1%	49.5%	1	13	10	13	9	46	0
Agree-disagree	62	Senior leaders demonstrate support for Work/Life														1
		programs.	45.7%	8.7%	37.0%	19.8%	19.6%	14.9%	34.5%	4	17	9	9	6	45	2
Satisfied-	63	*How satisfied are you with your involvement in														1
dissatisfied		decisions that affect your work?														'
			36.9%	2.1%	34.8%	18.3%	27.8%	16.9%	44.7%	1	17	8	13	8	47	N/A
Satisfied-	64	*How satisfied are you with the information you														
dissatisfied		receive from management on what's going on in														'
		your organization?														1 '
			28.9%	2.1%	26.8%	19.6%	29.7%	21.8%	51.5%	1	13	8	14	11	47	N/A
Satisfied-	65	*How satisfied are you with the recognition you	20.370	2.170	20.070	13.070	23.770	21.070	31.370	-	- 13					1,,
dissatisfied		receive for doing a good job?														1 '
			48.8%	10.1%	38.7%	26.9%	19.8%	4.4%	24.3%	5	19	12	9	2	47	N/A
Satisfied-	66	How satisfied are you with the policies and			00.171									_		,,
dissatisfied		practices of your senior leaders?														1 '
			18.2%	3.9%	14.2%	28.2%	35.3%	18.3%	53.6%	2	7	13	17	8	47	N/A
Satisfied-	67	How satisfied are you with your opportunity to	10.270	3.570	11.270	20.270	33.370	10.570	33.070	-					.,	,,,,
dissatisfied		get a better job in your organization?														1 '
			19.9%	5.7%	14.2%	33.4%	26.4%	20.3%	46.7%	3	7	17	11	q	47	N/A
Satisfied-	68	How satisfied are you with the training you	13.370	3.770	11.270	33.170	20.170	20.570	10.770	3	· ·	1,				1,,
dissatisfied		receive for your present job?														'
			49.3%	7.8%	41.5%	31.0%	12.2%	7.5%	19.7%	4	20	14	5	4	47	N/A
Satisfied-	69	*Considering everything, how satisfied are you	43.370	7.070	41.570	31.070	12.270	7.570	13.770		20	17		-		11/7
dissatisfied		with your job?														1 '
			48.1%	11.8%	36.4%	24.9%	19.8%	7.2%	26,9%	6	16	12	10	2	47	N/A
Satisfied-	70	Considering everything, how satisfied are you	40.170	11.070	30.470	24.570	15.070	7.270	20.570		10	12	10			11/6
dissatisfied		with your pay?														i '
			63.4%	10.7%	52.7%	25.6%	8.9%	2.1%	11.0%	5	25	12	4	1	47	N/A
Satisfied-	71	*Considering everything, how satisfied are you	03.478	10.778	32.773	25.070	0.570	2.1/0	11.0/6	,	23	12	4		47	.,,,
dissatisfied	1	with your organization?														1
	1		34.3%	9.8%	24.5%	30.5%	23.2%	12.0%	35.2%	5	11	14	12	_	47	N/A
			34.376	9.070	24.370	30.376	25.270	12.070	33.2%	5	11	14	12	5	47	IN/A

^{*} AES prescribed items as of 2017 (5 CFR Part 250, Subpart C)

The Dashboard only includes items 1-71.

Percentages are weighted to represent the Agency's population.

^{**} Unweighted count of responses excluding 'Do Not Know' and 'No Basis to Judge'

72. Please select the response below that BEST describes your current teleworking schedule.	N	%	
I telework very infrequently, on an unscheduled or short-term basis	17	34.1%	
I telework, but only about 1 or 2 days per month	9	19.7%	
I telework 1 or 2 days per week	17	36.8%	
l telework 3 or 4 days per week	0	0.0%	
I telework every work day	1	2.1%	
I do not telework because I have to be physically present on the job	0	0.0%	
I do not telework because of technical issues that prevent me from teleworking	0	0.0%	
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	1	2.1%	
I do not telework because I choose not to telework	2	5.3%	
Total	47	100.0%	
73. How satisfied are you with the following Work/Life programs in your agency? Telework	N	Satisfaction %	All Response Options %
Very Satisfied	11	24.5%	24.4%
Satisfied	20	49.7%	44.4%
Neither Satisfied nor Dissatisfied	5	11.8%	11.1%
Dissatisfied	3	6.6%	6.7%
Very Dissatisfied	3	7.4%	6.7%
Item Response Total	42	100.0%	93.3%
I choose not to participate in these programs	3		6.7%
These programs are not available to me	0		0.0%
I am unaware of these programs	0		0.0%
Total	45	100.0%	100.0%
74. How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules	N	Satisfaction %	All Response Options %
Very Satisfied	16	49.4%	34.0%
Satisfied	13	38.1%	27.7%
Neither Satisfied nor Dissatisfied	4	12.5%	8.5%
Dissatisfied	0	0.0%	0.0%
Very Dissatisfied	0	0.0%	0.0%
Item Response Total	33	100.0%	70.2%
I choose not to participate in these programs	11		23.4%
These programs are not available to me	2		4.3%
I am unaware of these programs	1		2.1%
Total	47	100.0%	100.0%
75. How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs	N	Satisfaction %	All Response Options %
75. How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs Very Satisfied	N 7	Satisfaction % 16.6%	All Response Options % 14.9%
			·
Very Satisfied	7	16.6%	14.9%
Very Satisfied Satisfied	7 21	16.6% 47.4%	14.9% 44.7%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied	7 21 10	16.6% 47.4% 26.3%	14.9% 44.7% 21.3% 4.3%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied	7 21 10 2	16.6% 47.4% 26.3% 7.5%	14.9% 44.7% 21.3%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total	7 21 10 2 1 41	16.6% 47.4% 26.3% 7.5% 2.2%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs	7 21 10 2 1 41	16.6% 47.4% 26.3% 7.5% 2.2%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs These programs are not available to me	7 21 10 2 1 41 1 3	16.6% 47.4% 26.3% 7.5% 2.2%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1% 6.4%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs These programs are not available to me I am unaware of these programs	7 21 10 2 1 41 1 3 2	16.6% 47.4% 26.3% 7.5% 2.2% 100.0%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1% 6.4% 4.3%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs These programs are not available to me	7 21 10 2 1 41 1 3	16.6% 47.4% 26.3% 7.5% 2.2%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1% 6.4%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs These programs are not available to me I am unaware of these programs	7 21 10 2 1 41 1 3 2	16.6% 47.4% 26.3% 7.5% 2.2% 100.0%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1% 6.4% 4.3%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs These programs are not available to me I am unaware of these programs Total	7 21 10 2 1 41 1 3 2	16.6% 47.4% 26.3% 7.5% 2.2% 100.0%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1% 6.4% 4.3% 100.0%
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs These programs are not available to me I am unaware of these programs Total 76. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program	7 21 10 2 1 41 1 3 2	16.6% 47.4% 26.3% 7.5% 2.2% 100.0% 100.0% Satisfaction %	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1% 6.4% 4.3% 100.0% All Response Options %
Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs These programs are not available to me I am unaware of these programs Total 76. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program Very Satisfied	7 21 10 2 1 41 1 3 2 47	16.6% 47.4% 26.3% 7.5% 2.2% 100.0% 100.0% Satisfaction % 19.4%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1% 6.4% 4.3% 100.0% All Response Options % 12.8%
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Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs These programs are not available to me I am unaware of these programs Total 76. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied	7 21 10 2 1 41 1 3 2 47 N 6 10 13 0	16.6% 47.4% 26.3% 7.5% 2.2% 100.0% 100.0% Satisfaction % 19.4% 32.9% 47.7% 0.0%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1% 6.4% 4.3% 100.0% All Response Options % 12.8% 21.3% 27.7% 0.0%
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Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total I choose not to participate in these programs These programs are not available to me I am unaware of these programs Total 76. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program Very Satisfied Satisfied Neither Satisfied nor Dissatisfied Dissatisfied Very Dissatisfied Item Response Total	7 21 10 2 1 41 1 3 2 47 N 6 10 13 0 0 29	16.6% 47.4% 26.3% 7.5% 2.2% 100.0% 100.0% Satisfaction % 19.4% 32.9% 47.7% 0.0%	14.9% 44.7% 21.3% 4.3% 2.1% 87.2% 2.1% 6.4% 4.3% 100.0% All Response Options % 21.3% 27.7% 0.0% 0.0% 61.7%
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Work Life-Telework

I am unaware of these programs	11		23.9%
Total	46	100.0%	100.0%
78. How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs	N	Satisfaction %	All Response Options %
Very Satisfied	1	11.8%	2.1%
Satisfied	2	25.9%	4.3%
Neither Satisfied nor Dissatisfied	4	48.4%	8.5%
Dissatisfied	1	13.9%	2.1%
Very Dissatisfied	0	0.0%	0.0%
Item Response Total	8	100.0%	17.0%
I choose not to participate in these programs	12		25.5%
These programs are not available to me	10		21.3%
I am unaware of these programs	17		36.2%
Total	47	100.0%	100.0%

Percentages are weighted to represent the Agency's population. $\label{eq:continuous}$

Percentages for demographic questions are unweighted.

Response Type	Year	Item	Item Text	Percent Positive %	Neither Agree nor Disagree/ Fair/ Neither Satisfied nor Dissatisfied %	Percent Negative %	Item Response Total** N	Do Not Know/ No Basis to Judge N
Agree-disagree	2018	1	*I am given a real opportunity to improve my skills in my organization.	60.2%	16.6%	23.1%	47	N/A
Agree-disagree	2018	2	I have enough information to do my job well.	54.6%	14.8%	30.6%	47	N/A
Agree-disagree	2018	3	I feel encouraged to come up with new and better ways of doing things.	57.2%	18.8%	24.0%	47	N/A
Agree-disagree	2018	4	My work gives me a feeling of personal accomplishment.	83.5%	7.8%	8.7%	47	N/A
Agree-disagree	2018	5	I like the kind of work I do.	88.7%	4.2%	7.2%	47	N/A
Agree-disagree	2018	6	I know what is expected of me on the job.	58.6%	22.1%	19.3%	47	N/A
Agree-disagree	2018	7	When needed I am willing to put in the extra effort to get a job done.	96.7%	3.3%	0.0%	46	N/A
Agree-disagree	2018	8	I am constantly looking for ways to do my job better.	85.6%	11.2%	3.2%	47	N/A
Agree-disagree	2018	9	I have sufficient resources (for example, people, materials, budget) to get my job done.	41.1%	15.3%	43.6%	47	0
Agree-disagree	2018	10	*My workload is reasonable.	47.1%	24.5%	28.5%	47	0
Agree-disagree	2018	11	*My talents are used well in the workplace.	39.4%	19.3%	41.3%	46	0
Agree-disagree	2018	12	*I know how my work relates to the agency's goals.	77.8%	11.2%	11.0%	47	0
Agree-disagree	2018	13	The work I do is important.	88.7%	4.1%	7.2%	47	0
Agree-disagree	2018		Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform					
			their jobs well.	63.2%	15.6%	21.2%	46	0
Agree-disagree	2018		My performance appraisal is a fair reflection of my performance.	83.2%	8.3%	8.5%	46	1
Agree-disagree	2018	16	I am held accountable for achieving results.	90.8%	7.3%	1.9%	46	1
Agree-disagree	2018	17	*I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	65.7%	17.3%	16.9%	45	2
Agree-disagree	2018		My training needs are assessed.	60.8%	20.3%	19.0%	47	0
Agree-disagree	2018	19	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).					
	2010			60.9%	18.8%	20.3%	46	1
Agree-disagree	2018	20	*The people I work with cooperate to get the job done.	77.5%	12.9%	9.6%	47	N/A
Agree-disagree	2018		My work unit is able to recruit people with the right skills.	51.1%	30.8%	18.1%	46	1
Agree-disagree	2018		Promotions in my work unit are based on merit.	48.1%	19.0%	33.0%	44	3
Agree-disagree	2018	23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	34.7%	30.4%	34.9%	42	5
Agree-disagree	2018	24	*In my work unit, differences in performance are recognized in a meaningful way.	37.0%	25.1%	38.0%	43	4
Agree-disagree	2018	26	Awards in my work unit depend on how well employees perform their jobs.	39.6%	28.2%	32.2%	45	2
Agree-disagree Agree-disagree	2018	27	Employees in my work unit share job knowledge with each other. The skill level in my work unit has improved in the past year.	81.7%	14.3%	4.0%	47	0
Good-poor	2018	28	How would you rate the overall quality of work done by your work unit?	67.6%	19.5% 9.2%	12.8%	45	2
Agree-disagree	2018	29	*My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	88.7%	9.2%	2.1%	47	N/A
rigitee disagree	2010		The first term has the job relevant throwedge and shins necessary to accomplish organizational goals.	84.7%	9.1%	6.2%	47	0
Agree-disagree	2018	30	Employees have a feeling of personal empowerment with respect to work processes.	23.9%	13.4%	62.7%	46	1
Agree-disagree	2018		Employees are recognized for providing high quality products and services.	45.8%	16.5%	37.6%	45	1
Agree-disagree	2018		Creativity and innovation are rewarded.	37.2%	14.4%	48.3%	45	2
Agree-disagree	2018		Pay raises depend on how well employees perform their jobs.	24.7%	36.1%	39.2%	42	5
Agree-disagree	2018	34	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in	,		33.270		
			awareness of diversity issues, mentoring).	49.7%	23.2%	27.1%	44	3
Agree-disagree	2018	35	Employees are protected from health and safety hazards on the job.	83.9%	12.8%	3.3%	46	1
Agree-disagree	2018	36	My organization has prepared employees for potential security threats.	83.0%	9.4%	7.5%	47	0
Agree-disagree	2018	37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.					
				63.4%	14.2%	22.4%	43	4
Agree-disagree	2018	38	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.					
				79.2%	10.2%	10.6%	42	5
Agree-disagree	2018	39	My agency is successful at accomplishing its mission.	78.3%	11.6%	10.1%	47	0
Agree-disagree	2018	40	*I recommend my organization as a good place to work.	36.6%	28.1%	35.3%	47	N/A
Agree-disagree	2018	41	*I believe the results of this survey will be used to make my agency a better place to work.	23.3%	15.8%	60.9%	45	2
Agree-disagree	2018	42	My supervisor supports my need to balance work and other life issues.	79.0%	14.7%	6.3%	47	0
Agree-disagree	2018		My supervisor provides me with opportunities to demonstrate my leadership skills.	64.4%	22.4%	13.2%	47	0
Agree-disagree	2018		Discussions with my supervisor about my performance are worthwhile.	72.6%	12.7%	14.7%	47	0
Agree-disagree	2018		My supervisor is committed to a workforce representative of all segments of society.	66.3%	21.3%	12.3%	46	1
Agree-disagree	2018		My supervisor provides me with constructive suggestions to improve my job performance.	70.1%	18.3%	11.6%	47	0
Agree-disagree	2018	47	Supervisors in my work unit support employee development.	81.1%	12.7%	6.2%	47	0
Agree-disagree	2018		My supervisor listens to what I have to say.	75.2%	21.0%	3.8%	47	N/A
Agree-disagree	2018		My supervisor treats me with respect.	79.2%	18.7%	2.1%	47	N/A
Agree-disagree	2018	50 51	In the last six months, my supervisor has talked with me about my performance.	89.3%	1.9%	8.8%	47	N/A
Agree-disagree	2018		I have trust and confidence in my supervisor. Overall, how good a job do you feel is being done by your immediate supervisor?	57.6%	26.9%	15.6%	47	N/A
Good-poor Agree-disagree	2018		Overall, how good a job do you feel is being done by your immediate supervisor? In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	63.9%	30.5%	5.6%	47	N/A
ngi eeruisagi ee	2010	JJ	in my organization, senior readers generate night levels of motivation and committeeth in the WORKOICE.	17.500	15 50/	67.00		اء
Agree-disagree	2018	54	My organization's senior leaders maintain high standards of honesty and integrity.	17.5%	15.5%	67.0%	47	0
p. cc disubtee	-010	54		27.7%	24.5%	47.8%	46	1

Agree-disagree	2018	55	Supervisors work well with employees of different backgrounds.	44.40/	20.50/	25.00/	42	
Agree-disagree	2018	56	*Managers communicate the goals of the organization.	44.4% 43.8%	30.6%	25.0%	43	4
Agree-disagree	2018	57	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	43.8%	19.2%	37.0%	47	0
Agree disagree	2010	37	intuingers review and evaluate the organization sprogress toward meeting its goals and objectives.	20.09/	35.09/	26.00/	4.4	2
Agree-disagree	2018	58	Managers promote communication among different work units (for example, about projects, goals, needed resources).	39.0%	25.0%	36.0%	44	2
Agree-disagree	2010	36	invariage is promote communication among unreferit work units (for example, about projects, goals, needed resources).	24.00/	25.60/	F2 F0/	47	
Agrae disagrae	2010	F0	Managers support callaboration across week units to accomplish week objectives	21.9%	25.6%	52.5%	47	0
Agree-disagree Good-poor	2018	59 60	Managers support collaboration across work units to accomplish work objectives. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	34.6%	35.0%	30.5%	47	C
Good-pool	2018	00	Overall, now good a job do you reer is being done by the manager directly above your immediate supervisor:	22.44/	0.4 = 0.4			_
Agrae disagrae	2010	61	Lhouse a high level of respect for my experimation's copier leaders	30.1%	31.5%	38.4%	44	3
Agree-disagree	2018	61 62	I have a high level of respect for my organization's senior leaders. Senior leaders demonstrate support for Work/Life programs.	29.0%	21.5%	49.5%	46	0
Agree-disagree Satisfied-	2018	63	*How satisfied are you with your involvement in decisions that affect your work?	45.7%	19.8%	34.5%	45	2
dissatisfied	2016	03	How satisfied are you with your involvement in decisions that affect your work?					
	2040		*III. and find a second of the	36.9%	18.3%	44.7%	47	N/A
Satisfied- dissatisfied	2018	64	*How satisfied are you with the information you receive from management on what's going on in your organization?					
	2040		**************************************	28.9%	19.6%	51.5%	47	N/A
Satisfied- dissatisfied	2018	65	*How satisfied are you with the recognition you receive for doing a good job?					
	2010			48.8%	26.9%	24.3%	47	N/A
Satisfied- dissatisfied	2018	66	How satisfied are you with the policies and practices of your senior leaders?					
				18.2%	28.2%	53.6%	47	N/A
Satisfied-	2018	67	How satisfied are you with your opportunity to get a better job in your organization?					
dissatisfied				19.9%	33.4%	46.7%	47	N/A
Satisfied-	2018	68	How satisfied are you with the training you receive for your present job?					
dissatisfied				49.3%	31.0%	19.7%	47	N/A
Satisfied-	2018	69	*Considering everything, how satisfied are you with your job?					
dissatisfied				48.1%	24.9%	26.9%	47	N/A
Satisfied-	2018	70	Considering everything, how satisfied are you with your pay?					
dissatisfied				63.4%	25.6%	11.0%	47	N/A
Satisfied-	2018	71	*Considering everything, how satisfied are you with your organization?					
dissatisfied				34.3%	30.5%	35.2%	47	N/A
Agree-disagree	2017	1	*I am given a real opportunity to improve my skills in my organization.	59.5%	15.6%	24.9%	42	N/A
Agree-disagree	2017	2	I have enough information to do my job well.	57.7%	15.2%	27.1%	42	N/A
Agree-disagree	2017	3	I feel encouraged to come up with new and better ways of doing things.	53.9%	5.8%	40.3%	42	N/A
Agree-disagree	2017	4	My work gives me a feeling of personal accomplishment.	69.3%	15.1%	15.6%	42	N/A
Agree-disagree	2017	5	I like the kind of work I do.	88.4%	5.7%	5.9%	42	N/A
Agree-disagree	2017	6	I know what is expected of me on the job.	69.0%	5.8%	25.2%	42	N/A
Agree-disagree	2017	7	When needed I am willing to put in the extra effort to get a job done.	96.2%	0.0%	3.8%	42	N/A
Agree-disagree	2017	8	I am constantly looking for ways to do my job better.	80.9%	11.3%	7.8%	42	N/A
Agree-disagree	2017	9	I have sufficient resources (for example, people, materials, budget) to get my job done.	45.4%	17.2%	37.4%	41	C
Agree-disagree	2017	10	*My workload is reasonable.	42.4%	11.5%	46.1%	42	C
Agree-disagree	2017	11	*My talents are used well in the workplace.	44.5%	20.6%	34.8%	42	0
Agree-disagree	2017	12	*I know how my work relates to the agency's goals and priorities.	74.1%	11.9%	14.0%	41	1
Agree-disagree	2017	13	The work I do is important.	85.9%	5.9%	8.2%	41	1
Agree-disagree	2017	14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform					
			their jobs well.	77.0%	2.0%	21.0%	42	0
Agree-disagree	2017	15	My performance appraisal is a fair reflection of my performance.	80.4%	5.8%	13.7%	42	0
Agree-disagree	2017	16	I am held accountable for achieving results.	86.6%	7.8%	5.7%	42	0
Agree-disagree	2017	17	*I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	63.9%	13.9%	22.2%	40	2
Agree-disagree	2017	18	My training needs are assessed.	58.8%	3.9%	37.2%	41	1
Agree-disagree	2017	19	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for					
			example, Fully Successful, Outstanding).	72.3%	17.7%	10.0%	41	1
Agree-disagree	2017	20	*The people I work with cooperate to get the job done.	78.8%	7.6%	13.6%	42	N/A
Agree-disagree	2017	21	My work unit is able to recruit people with the right skills.	48.4%	22.8%	28.8%	42	C
Agree-disagree	2017	22	Promotions in my work unit are based on merit.	45.8%	24.8%	29.4%	39	3
Agree-disagree	2017	23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	37.5%	25.6%	36.9%	35	7
Agree-disagree	2017	24	*In my work unit, differences in performance are recognized in a meaningful way.	31.5%	29.4%	39.1%	41	0
Agree-disagree	2017	25	Awards in my work unit depend on how well employees perform their jobs.	46.8%	21.2%	32.0%	37	5
Agree-disagree	2017	26	Employees in my work unit share job knowledge with each other.	73.1%	5.8%	21.1%	42	0
Agree-disagree	2017	27	The skill level in my work unit has improved in the past year.	60.5%	21.8%	17.7%	41	1
Good-poor	2017	28	How would you rate the overall quality of work done by your work unit?	88.4%	7.8%	3.8%	42	N/A
Agree-disagree	2017	29	*The workforce has the job-relevant knowledge and skills necessary to accomplish					,.
			organizational goals.	70.9%	11.6%	17.6%	42	0
Agree-disagree	2017	30	Employees have a feeling of personal empowerment with respect to work processes.	30.9%	15.1%	53.9%	42	0
Agree-disagree	2017	31	Employees are recognized for providing high quality products and services.	46.1%	19.1%	34.8%	42	0
Agree-disagree	2017	32	Creativity and innovation are rewarded.	38.5%	17.3%	44.3%	42	0
Agree-disagree	2017	33	Pay raises depend on how well employees perform their jobs.	23.2%	21.1%	55.7%	35	7
Agree-disagree	2017	34	Policies and programs promote diversity in the workplace (for example, recruiting minorities	25.270	-1.1/0	33.770	33	
			and women, training in awareness of diversity issues, mentoring).	56.4%	12.4%	31.2%	38	4
Agree-disagree	2017	35	Employees are protected from health and safety hazards on the job.	88.2%	10.0%	1.9%	38 41	4
Agree-disagree	2017	36	My organization has prepared employees for potential security threats.	88.2%			41	
Agree-disagree	2017	37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not	02.0%	7.6%	9.7%	42	0
8. 11 along i cc	-017	٠,	tolerated.	E4.000	44.00/	22.504		
				54.6%	11.8%	33.6%	41	

employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.									
Agriculture 19	Agree-disagree	2017	38	Prohibited Personnel Practices (for example, illegally discriminating for or against any					
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goals, needed resources). September 1997 59 50 59 59 59 59 59 59 59 59 59 59 59 59 59	Agree-disagree	2017	58	Managers promote communication among different work units (for example about projects	34.0%	21.9%	44.1%	40	
Approx. 1.5 5.5 4.2 0	Agree disagree	2017	30		22.70/	44.00/	FF F0/	42	
Coordinate Coo	Agree-disagree	2017	59						
Immediate supervisor 39.0% 20.9% 39.5% 39 3 3 3 3 3 3 3 3	-				40.4%	11.0%	48.0%	42	U
Agree-disagree 2017 61 New a high level of irrepect for my organization? 20 20 20 20 20 20 20 2	Good poor	2017	00		20.00/	20.00/	20.50/	20	2
Agree diagree 2017 62 Series leaders demonstrate support for Work/Life programs. 9.08% 12.1% 37.0% 41 1.1	Agree-disagree	2017	61	·					
Satisfied 2017 63 How satisfied are you with your involvement in decisions that affect your work? 40,7% 17.1% 42.2% 42 N/A									
disastified 2017 64 Now satisfied are you with the information you receive for doing a good job? 11.5% 47.8% 42 N/A					30.6%	12.176	37.0%	41	1
Satisfied disastified 2017 65 "How satisfied are you with the information you receive from management on what's going on 40,7% 11.5% 47.8% 42 N/A Statisfied disastified 2017 65 "How satisfied are you with the policies and practices of your senior leaders?"		2017	03	Thow satisfied the you with your involvement in decisions that theet your work.	40.70/	47.40/	42.20/	42	N1 /A
disastified 2017 65 65 65 65 65 65 65 6	Satisfied	2017	64	*How satisfied are you with the information you receive from management on what's going on	40.7%	17.1%	42.2%	42	N/A
Satisfied 2017 65 How satisfied are you with the recognition you receive for doing a good job?		2017	04		40 =0/		.=		
disastified 2017 65 How satisfied are you with the policies and practices of your senior leaders? 29,0% 9,6% 61,4% 42 N/A	Satisfied	2017	65	<u> </u>	40.7%	11.5%	47.8%	42	N/A
Satisfied 2017 66 Now satisfied are you with the policies and practices of your senior leaders? 20 50 50 50 50 50 50 50		2017	03	Thow satisfied the you with the recognition you receive for doing a good job.	40.40/	40.40/	22.60/	42	N1 /A
disastified Company	Satisfied	2017	66	How satisfied are you with the policies and practices of your senior leaders?	48.1%	19.4%	32.6%	42	N/A
Satisfied 2017 68 Now satisfied are you with your opportunity to get a better job in your organization? 26.7% 23.3% 50.0% 42 N/A	1	2017	00	Thew saddined are you with the policies and practices of your serilor reducts.	20.00/	0.50/	64.40/	42	N1 /A
disastified 2017 68 How satisfied are you with the training you receive for your present job? 26.7% 23.3% 50.0% 42 N/A	Satisfied	2017	67	How satisfied are you with your opportunity to get a better job in your organization?	29.0%	9.6%	61.4%	42	N/A
Satisfied 2017 68 How satisfied are you with the training you receive for your present job? 19.0% 23.5% 21.2% 28.6% 42 N/A		2017	0,	Thew sadshed are you with your opportunity to get a setter job in your organization.	26.70/	22.20/	50.00/	42	
disastified 2017 69 *Considering everything, how satisfied are you with your job? 50.2% 19.0% 30.8% 42 N/A	Satisfied	2017	68	How satisfied are you with the training you receive for your present job?	26.7%	23.3%	50.0%	42	N/A
Satisfied dissatisfied 2017 69 **Considering everything, how satisfied are you with your poly?		2017	00	Thow satisfied are you with the training you receive for your present job:	F0 20/	24 20/	20.60/	42	A1 /A
dissatisfied 2017 70 Considering everything, how satisfied are you with your pay?	Satisfied	2017	69	*Considering everything how satisfied are you with your job?	50.2%	21.2%	28.6%	42	N/A
Satisfied 2017 70 Considering everything, how satisfied are you with your pay? dissatisfied 2017 71 *Considering everything, how satisfied are you with your organization? \$21 **Considering everything, how satisfied are you with your organization? \$22 ***S**** \$31 **S**** \$42 ***N/A Agree-disagree 2016 1 ***I am given a real opportunity to improve my skills in my organization. \$45 **Agree-disagree 2016 2 ! have enough information to do my job well. \$45 **Agree-disagree 2016 3 ! have enough information to do my job well. \$45 **Agree-disagree 2016 4 **My work gives me a feeling of personal accomplishment. \$45 **Agree-disagree 2016 5 ! like the kind of work ! do. \$45 **Agree-disagree 2016 5 ! like the kind of work ! do. \$45 **Agree-disagree 2016 6 ! know what is expected of me on the job. \$45 **Agree-disagree 2016 6 ! know what is expected of me on the job. \$45 **Agree-disagree 2016 6 ! know what is expected of me on the job. \$45 **Agree-disagree 2016 6 ! know what is expected of me on the job. \$45 **Agree-disagree 2016 7 **When needed I am willing to put in the extra effort to get a job done. \$45 **Agree-disagree 2016 8 ! alm constantly looking for ways to do my job better. \$45 **Agree-disagree 2016 9 ! have sufficient resources (for example, people, materials, budget) to get my job done. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable. \$45 **Agree-disagree 2016 1 1 **My vorkload is reasonable.		2017	03	Considering everything, now satisfied the you with your job:	F0 20/	40.00/	20.00/	42	A1 /A
Satisfied Company Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Considering everything, how satisfied are you with your organization? Consid		2017	70	Concidering eventhing how satisfied are you with your nav?	50.2%	19.0%	30.8%	42	N/A
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Agree-disagree	2016	21	My work unit is able to recruit people with the right skills.	63.3%	13.8%	22.9%	44	(
Agree-disagree	2016	22	Promotions in my work unit are based on merit.	43.1%	24.8%	32.1%	44	
Agree-disagree	2016	23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	32.9%	34.9%	32.3%	40	
Agree-disagree	2016	24	*In my work unit, differences in performance are recognized in a meaningful way.	35.6%	14.3%	50.1%	42	
Agree-disagree	2016	25	Awards in my work unit depend on how well employees perform their jobs.	48.2%	17.8%	34.1%	41	
Agree-disagree	2016	26	Employees in my work unit share job knowledge with each other.	77.4%	6.9%	15.8%	44	(
Agree-disagree	2016	27	The skill level in my work unit has improved in the past year.	55.6%	24.4%	20.0%	45	(
Good-poor	2016	28	How would you rate the overall quality of work done by your work unit?	82.4%	11.1%	6.5%	45	N/A
Agree-disagree	2016	29	*The workforce has the job-relevant knowledge and skills necessary to accomplish					
			organizational goals.	71.3%	13.1%	15.5%	45	(
Agree-disagree	2016	30	Employees have a feeling of personal empowerment with respect to work processes.	40.8%	10.9%	48.4%	45	(
Agree-disagree	2016	31	Employees are recognized for providing high quality products and services.	42.7%	17.9%	39.4%	45	(
Agree-disagree	2016	32	Creativity and innovation are rewarded.	30.4%	25.7%	44.0%	43	2
Agree-disagree	2016	33	Pay raises depend on how well employees perform their jobs.	26.5%	23.1%	50.3%	39	(
Agree-disagree	2016	34	Policies and programs promote diversity in the workplace (for example, recruiting minorities					
			and women, training in awareness of diversity issues, mentoring).	63.2%	25.3%	11.6%	43	:
Agree-disagree	2016	35	Employees are protected from health and safety hazards on the job.	82.2%	11.1%	6.7%	44	:
Agree-disagree	2016	36	My organization has prepared employees for potential security threats.	73.9%	6.5%	19.6%	45	(
Agree-disagree	2016	37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not					
			tolerated.	49.0%	16.1%	34.9%	43	:
Agree-disagree	2016	38	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.					
				74.9%	12.2%	12.9%	40	
Agree-disagree	2016	39	My agency is successful at accomplishing its mission.	73.4%	15.3%	11.3%	45	(
Agree-disagree	2016	40	*I recommend my organization as a good place to work.	44.9%	22.2%	32.8%	45	,
Agree-disagree	2016	41	*I believe the results of this survey will be used to make my agency a better place to work.	40.0%	16.4%	43.6%	43	2
Agree-disagree	2016	42	My supervisor supports my need to balance work and other life issues.	77.2%	9.2%	13.6%	44	-
Agree-disagree	2016	43	My supervisor provides me with opportunities to demonstrate my leadership skills.	68.4%	11.5%	20.1%	44	:
Agree-disagree	2016	44	Discussions with my supervisor about my performance are worthwhile.	62.2%	17.7%	20.1%	45	(
Agree-disagree Agree-disagree	2016	45 46	My supervisor is committed to a workforce representative of all segments of society. My supervisor provides mo with constructive suggestions to improve my job performance.	74.6%	16.3%	9.1%	43	
Agree-disagree	2016	47	My supervisor provides me with constructive suggestions to improve my job performance. Supervisors in my work unit support employee development.	54.5%	20.6%	24.8%	44	(
Agree-disagree	2016	48	My supervisor listens to what I have to say.	64.8%	13.2%	21.9%	45	N//
Agree-disagree	2016	49	My supervisor treats me with respect.	73.4%	15.6% 13.3%	11.1% 6.4%	45	N/A
Agree-disagree	2016	50	In the last six months, my supervisor has talked with me about my performance.	80.3% 84.7%	6.5%	8.8%	45 45	
Agree-disagree	2016	51	I have trust and confidence in my supervisor.	66.8%	15.4%	17.7%	45	N/A
Good-poor	2016	52	Overall, how good a job do you feel is being done by your immediate supervisor?	66.3%	15.4%	18.4%	44	N/A
Agree-disagree	2016	53	In my organization, senior leaders generate high levels of motivation and commitment in the	00.570	13.570	10.470	- 44	18/7
			workforce.	24.7%	20.8%	54.5%	45	
Agree-disagree	2016	54	My organization's senior leaders maintain high standards of honesty and integrity.	38.7%	25.4%	35.9%	44	Ì
Agree-disagree	2016	55	Supervisors work well with employees of different backgrounds.	52.2%	29.8%	18.0%	44	(
Agree-disagree	2016	56	*Managers communicate the goals and priorities of the organization.	43.5%	16.3%	40.2%	44	(
Agree-disagree	2016	57	Managers review and evaluate the organization's progress toward meeting its goals and					
			objectives.	36.1%	22.7%	41.2%	41	4
Agree-disagree	2016	58	Managers promote communication among different work units (for example, about projects,					
			goals, needed resources).	41.5%	16.0%	42.5%	44	
Agree-disagree	2016	59	Managers support collaboration across work units to accomplish work objectives.	45.0%	30.9%	24.0%	45	(
Good-poor	2016	60	Overall, how good a job do you feel is being done by the manager directly above your					
			immediate supervisor?	39.8%	25.8%	34.4%	43	:
Agree-disagree	2016	61	I have a high level of respect for my organization's senior leaders.	33.3%	27.5%	39.2%	45	(
Agree-disagree	2016	62	Senior leaders demonstrate support for Work/Life programs.	52.8%	19.9%	27.2%	44	:
Satisfied	2016	63	*How satisfied are you with your involvement in decisions that affect your work?					
-dissatisfied				44.6%	11.1%	44.3%	45	N/A
Satisfied	2016	64	*How satisfied are you with the information you receive from management on what's going on					
-dissatisfied			in your organization?	43.0%	13.0%	44.0%	45	N/A
Satisfied	2016	65	*How satisfied are you with the recognition you receive for doing a good job?					
-dissatisfied				40.9%	31.6%	27.5%	44	N/A
Satisfied	2016	66	How satisfied are you with the policies and practices of your senior leaders?					
-dissatisfied				37.2%	17.7%	45.0%	44	N/A
Satisfied	2016	67	How satisfied are you with your opportunity to get a better job in your organization?					
-dissatisfied				24.3%	40.5%	35.3%	45	N/A
Satisfied -dissatisfied	2016	68	How satisfied are you with the training you receive for your present job?					
				40.3%	22.4%	37.4%	45	N/A
Satisfied	2016	69	*Considering everything, how satisfied are you with your job?					
-dissatisfied	25:			52.6%	16.4%	31.1%	44	N/A
Satisfied -dissatisfied	2016	70	Considering everything, how satisfied are you with your pay?					
	25:			64.8%	15.4%	19.8%	45	N/A
Satisfied -dissatisfied	2016	71	*Considering everything, how satisfied are you with your organization?					
-uissatistieu				47.1%	15.6%	37.3%	45	N/A
	2017		William of the control of the Contro					
Agree-disagree Agree-disagree	2015 2015	1 2	*I am given a real opportunity to improve my skills in my organization. I have enough information to do my job well.	58.1% 56.4%	21.8%	20.1%	45 45 46	N/A

Agree-disagree	2015	3	I feel encouraged to come up with new and better ways of doing things.	FO 40/	10.10/	24 50/	44	N1 / A
Agree-disagree	2015	4	My work gives me a feeling of personal accomplishment.	59.4%	19.1%	21.5%	44	N/A
Agree-disagree	2015	5	I like the kind of work I do.	71.7%	6.3%	22.0%	46	N/A
Agree-disagree	2015	6	I know what is expected of me on the job.	78.2%	17.3% 18.4%	4.5%	46 46	N/A
Agree-disagree	2015	7	When needed I am willing to put in the extra effort to get a job done.	63.3% 94.9%		18.3%		N/A
Agree-disagree	2015	8	I am constantly looking for ways to do my job better.	94.9% 85.0%	2.5% 15.0%	2.5% 0.0%	46 45	N/A
Agree-disagree	2015	9	I have sufficient resources (for example, people, materials, budget) to get my job done.	45.7%	25.2%	29.1%	46	N/A 0
Agree-disagree	2015	10	*My workload is reasonable.	37.2%	25.5%	37.3%	46	0
Agree-disagree	2015	11	*My talents are used well in the workplace.	41.6%	20.3%	38.1%	44	0
Agree-disagree	2015	12	*I know how my work relates to the agency's goals and priorities.	88.6%	6.3%	5.1%	46	0
Agree-disagree	2015	13	The work I do is important.	90.9%	7.0%	2.1%	46	0
Agree-disagree	2015	14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace)		110,1			
			allow employees to perform their jobs well.	73.1%	13.9%	13.0%	46	0
Agree-disagree	2015	15	My performance appraisal is a fair reflection of my performance.	74.5%	11.4%	14.1%	44	1
Agree-disagree	2015	16	I am held accountable for achieving results.	85.8%	12.3%	2.0%	46	0
Agree-disagree	2015	17	*I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	50.9%	25.5%	23.6%	43	3
Agree-disagree	2015	18	My training needs are assessed.	39.6%	25.9%	34.5%	46	0
Agree-disagree	2015	19	In my most recent performance appraisal, I understood what I had to do to be rated at different					
			performance levels (for example, Fully Successful, Outstanding).	67.1%	15.6%	17.3%	45	1
Agree-disagree	2015	20	*The people I work with cooperate to get the job done.	88.9%	4.0%	7.0%	46	N/A
Agree-disagree	2015	21	My work unit is able to recruit people with the right skills.	55.9%	26.0%	18.0%	46	0
Agree-disagree	2015	22	Promotions in my work unit are based on merit.	28.5%	37.1%	34.4%	41	5
Agree-disagree	2015	23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	47.0%	13.9%	39.1%	39	7
Agree-disagree	2015	24	*In my work unit, differences in performance are recognized in a meaningful way.	21.6%	29.1%	49.3%	41	5
Agree-disagree	2015	25	Awards in my work unit depend on how well employees perform their jobs.	55.0%	27.2%	17.8%	40	5
Agree-disagree	2015	26	Employees in my work unit share job knowledge with each other.	82.6%	6.8%	10.5%	46	0
Agree-disagree	2015	27	The skill level in my work unit has improved in the past year.	65.9%	27.5%	6.6%	46	0
Good-poor	2015	28	How would you rate the overall quality of work done by your work unit?	92.9%	2.1%	5.0%	46	N/A
Agree-disagree	2015	29	*The workforce has the job-relevant knowledge and skills necessary to accomplish					
			organizational goals.	66.4%	20.1%	13.5%	44	0
Agree-disagree	2015	30	Employees have a feeling of personal empowerment with respect to work processes.	36.4%	13.2%	50.4%	45	0
Agree-disagree	2015	31	Employees are recognized for providing high quality products and services.	38.1%	18.1%	43.7%	43	2
Agree-disagree	2015	32	Creativity and innovation are rewarded.	19.6%	33.8%	46.6%	42	3
Agree-disagree	2015	33	Pay raises depend on how well employees perform their jobs.	19.6%	29.4%	51.0%	39	6
Agree-disagree	2015	34	Policies and programs promote diversity in the workplace (for example, recruiting minorities					
			and women, training in awareness of diversity issues, mentoring).	43.6%	39.4%	17.1%	44	1
Agree-disagree	2015	35	Employees are protected from health and safety hazards on the job.	89.6%	8.1%	2.3%	44	1
Agree-disagree	2015	36	My organization has prepared employees for potential security threats.	93.6%	2.1%	4.4%	44	0
Agree-disagree	2015	37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not					
			tolerated.	41.2%	16.0%	42.9%	43	2
Agree-disagree	2015	38	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.					
				69.6%	11.4%	18.9%	43	2
Agree-disagree	2015		My agency is successful at accomplishing its mission.	80.0%	12.6%	7.4%	45	0
Agree-disagree	2015	40	*I recommend my organization as a good place to work.	46.7%	33.1%	20.2%	45	N/A
Agree-disagree	2015	41	*I believe the results of this survey will be used to make my agency a better place to work.	24.0%	26.9%	49.1%	43	2
Agree-disagree	2015	42	My supervisor supports my need to balance work and other life issues.	79.5%	11.5%	9.0%	45	0
Agree-disagree	2015	43	My supervisor provides me with opportunities to demonstrate my leadership skills.	62.5%	13.4%	24.1%	45	0
Agree-disagree	2015	44	Discussions with my supervisor about my performance are worthwhile.	50.7%	12.7%	36.6%	44	1
Agree-disagree Agree-disagree	2015	45 46	My supervisor is committed to a workforce representative of all segments of society. My supervisor provides me with constructive suggestions to improve my job performance.	70.1%	14.2%	15.7%	40	5
	2015	47		43.2%	22.2%	34.7%	45	0
Agree-disagree Agree-disagree	2015	47	Supervisors in my work unit support employee development. My supervisor listens to what I have to say.	53.4%	24.0%	22.6%	45	0
Agree-disagree	2015	49	My supervisor instells to what i have to say. My supervisor treats me with respect.	72.9%	11.0%	16.1%	45	N/A
Agree-disagree	2015	50	In the last six months, my supervisor has talked with me about my performance.	69.0%	19.4%	11.6%	45	N/A
Agree-disagree	2015	51	I have trust and confidence in my supervisor.	81.2% 53.7%	8.8% 15.1%	10.0% 31.2%	45 45	N/A N/A
Good-poor	2015	52	Overall, how good a job do you feel is being done by your immediate supervisor?	60.4%	14.7%	24.9%	45	N/A
Agree-disagree	2015	53	In my organization, senior leaders generate high levels of motivation and commitment in the	00.476	14.776	24.576	45	IN/A
			workforce.	19.6%	26.3%	54.1%	45	0
Agree-disagree	2015	54	My organization's senior leaders maintain high standards of honesty and integrity.	32.6%	17.0%	50.4%	43	2
Agree-disagree	2015	55	Supervisors work well with employees of different backgrounds.	47.2%	19.5%	33.3%	44	1
Agree-disagree	2015	56	*Managers communicate the goals and priorities of the organization.	39.8%	20.2%	40.0%	45	0
Agree-disagree	2015	57	Managers review and evaluate the organization's progress toward meeting its goals and	33.070	20.270	40.070		
			objectives.	31.2%	28.6%	40.2%	42	3
Agree-disagree	2015	58	Managers promote communication among different work units (for example, about projects,	31.270	20.070	40.270	72	
			goals, needed resources).	22.5%	22.9%	54.6%	45	0
Agree-disagree	2015	59	Managers support collaboration across work units to accomplish work objectives.	30.9%	19.0%	50.1%	43	2
Good-poor	2015	60	Overall, how good a job do you feel is being done by the manager directly above your	20.570	_5.0,0	20.270	73	
			immediate supervisor?	37.7%	27.2%	35.1%	45	0
Agree-disagree	2015	61	I have a high level of respect for my organization's senior leaders.	26.5%	19.8%	53.7%	45	0
Agree-disagree	2015	62	Senior leaders demonstrate support for Work/Life programs.	59.9%	23.6%	16.4%	43	2
					.=•	,		

State									
State		2015	63	*How satisfied are you with your involvement in decisions that affect your work?	47.1%	12.8%	40.1%	45	N/A
Standard		2015	64		37 7%	16.8%	45 5%		
Stanford		2015	65	*How satisfied are you with the recognition you receive for doing a good job?					
Statement		2015	66	How satisfied are you with the policies and practices of your senior leaders?					
State Stat		2015	67	How satisfied are you with your opportunity to get a better job in your organization?					
Scientified 2015 70 Concoming everythms, how satisfied an eya with your pages? 2016		2015	68	How satisfied are you with the training you receive for your present job?					
Stanford 2013 70 Condemon georething, how satisfied are you with your agrey 100		2015	69	*Considering everything, how satisfied are you with your job?					
Satisfied 2015 72 Completing everything, how sainfelded are you with our organization? 42.2% 24.5% 82.6% 45 NA Agene diseager 2016 2 Fine given and apportunity to improve my plath in my organization. 72.2% 11.1% 15.5% 6.7 NA Agene diseager 2016 3 Fine given and apportunity to improve my plath in my organization. 72.2% 11.1% 15.5% 6.7 NA Agene diseager 2016 3 Fine recompaged is some up with new and best may self adapt things. 72.2% 12.9% 1		2015	70	Considering everything, how satisfied are you with your pay?					
Agene-disuger 20.5 1 Tang global and an adjustment to narpower my skills in my againstation. 57.4% \$1.1% \$8.5% 47 Nyll Agene disuger Agene-disuger 20.5 2 The secondary of the consumption common to putch may and bottom ways of doing things. 72.2% 8.1% \$1.1% \$1.2% 40 Nyll Agene disuger 40 All Sign Sign Sign Sign Sign Sign Sign Sign		2015	71	*Considering everything, how satisfied are you with your organization?					
Agene disagree 2014 7 Anne enough information to do my pib wolf. Agene disagree 2014 7 Agene disag	Agree-disagree	2014	1	*I am given a real opportunity to improve my skills in my organization					
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Aprice disagree 29/6 6 /s ishnow what is expected of me on the jph. 470 May 1996 4.0 May 1996 4		1							
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Agree disagree 2014 12 18 how how my work relates to the agency's goals and prioritise. 8,83% 10,4% 4,4% 4 7 Agree disagree 2014 13 18 key for the complex of the complex one in the level, temperature, lighting, cleanlines in the workplace) 75,5% 6,0% 47 6 Agree disagree 2014 15 My performance appraisal is a fair reflection of my performance. 82,7% 3,8% 13,2% 47 6 Agree disagree 2014 15 My performance appraisal is a fair reflection of my performance. 82,7% 12,7% 0,0% 47 0 Agree disagree 2014 17 12 and factories a suspected volidation of any law, rule or regulation without fear of reprisal. 55,8% 18,8% 25,4% 46 3 Agree disagree 2014 20 18 My seriming needs are assessed. 3,8% 10,2% 6,0% 22,7% 6,0% 22,7% 6,0% 22,7% 6,0% 22,7% 6,0% 22,7% 6,0% 22,7% 6,0% 22,7% 6,0% 22,7% 6,0%					61.6%	17.4%	21.0%		
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Agree disagree 2014 15 My performance appraisal is a fair reflection of my performance. 82.9% 3.8% 13.2% 47 0.0 Agree disagree 2014 15 My performance appraisal is a fair reflection of my performance. 82.9% 3.8% 13.2% 47 0.0 Agree disagree 2014 17 **Conditional Control of the Performance appraisal is a fair reflection of my performance. 82.9% 3.8% 13.2% 47 0.0 Agree disagree 2014 17 **Conditional Control of the Performance appraisal is a fair reflection of my performance. 82.9% 3.8% 13.2% 47 0.0 Agree disagree 2014 17 **Conditional Control of the Performance appraisal is a fair reflection of my performance. 82.9% 3.8% 13.2% 47 0.0 Agree disagree 2014 19 my more recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). 71.8% 6.0% 22.2% 46 1.2 Agree disagree 2014 20 **Promotions in my work unit at based on ment. 40.0 Agree disagree 2014 21 **Promotions in my work unit, steps are taken to table with a poor performer who cannot or will not improve. 52.6% 12.8% 14.7% 47 0.0 Agree disagree 2014 22 **In my work unit, steps are taken to table with a poor performer who cannot or will not improve. 52.6% 14.6% 3.2% 45 2.2 Agree disagree 2014 23 **In my work unit, steps are taken to table with a poor performer who cannot or will not improve. 52.6% 14.6% 3.2% 41 6 0.2 Agree disagree 2014 25 **In my work unit, steps are taken to table with a poor performer who cannot or will not improve. 52.6% 14.6% 3.2% 41 6 0.2 Agree disagree 2014 25 **In my work unit, steps are taken to table with a poor performer who cannot or will not improve. 52.6% 14.6% 12.2% 13.2% 45 2 Agree disagree 2014 27 **In my work unit, steps are taken to table with a poor performer who cannot or will not improve. 52.6% 12.1% 12.2% 13.2% 45 2 Agree disagree 2014 27 **In my work unit, steps are taken to table with a poor performer who cannot or will not improve. 52.6% 12.2% 13.2% 14.5 Agree disagree 2014 27 **In my work unit, steps are taken to	-				85.3%	10.4%	4.4%		0
allow employees to perform their jobs well. 70.5% 19.2% 10.3% 47 10.0% 48 10.0%				·	89.3%	4.7%	6.0%	47	
Agree disagree 2014 15 15 am held accountable for achieving results. 87.3% 12.7% 0.0% 47 0.0% 47 0.0% 48 0.0% 48 0.0% 48 0.0% 48 0.0% 48 0.0% 48 0.0%	Agree-disagree	2014	14		70.5%	19.2%	10.3%	47	C
Agree-disagree 2014 17	Agree-disagree	2014	15	My performance appraisal is a fair reflection of my performance.	82.9%	3.8%	13.2%	47	C
Agree-disagree 2014 18 Ny training needs are assessed. 25.8% 46 3 4 4 4 4 4 4 4 4 4	Agree-disagree	2014	16	I am held accountable for achieving results.	87.3%	12.7%	0.0%	47	0
Agree-disagree 2014 59 In my most rocent performance appraisal, Lunderstood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). 71.8% 6.0% 22.2% 46 Agree-disagree 2014 20 The people! work with cooperate to get the job done. 83.4% 10.2% 6.6% 47 N/A Agree-disagree 2014 22 My work unit is able to recruit people with the right skills. 22.5% 12.8% 11.2% 47 N/A Agree-disagree 2014 22 In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 52.6% 14.6% 32.2% 41 6 Agree-disagree 2014 22 In my work unit, differences in performance are recognized in a meaningful way. 46.0% 22.2% 33.2% 41 6 Agree-disagree 2014 25 Immy work unit, differences in performance are recognized for more than performance are recognized in my work unit, are based on the search of the performance and performance are recognized for my work unit. 46.0% 33.2% 41 6 48 48.2% 48 42 48 49	Agree-disagree	2014	17	*I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	69.0%	20.2%	10.8%	45	2
Price Professional Price	Agree-disagree	2014	18	My training needs are assessed.	55.8%	18.8%	25.4%	46	1
Agree-disagree 2014 20 "The people I work with cooperate to get the job done. 83,4% 10,2% 6,4% 47 N/A Agree-disagree 2014 21 My work unit is able to recruit people with the right skills. 72,5% 12,8% 14,7% 47	Agree-disagree	2014	19		71.8%	6.0%	22.2%	46	1
Agree-disagree 2014 21 bits work of the control to people with the right skills. 72,5% 12,8% 14,7% 47 Control to Control t	Agree-disagree	2014	20	*The people I work with cooperate to get the job done.					N/A
Agree-disagree 2014 22 Involved in a proper specific or personal in a proper specific or pe	Agree-disagree	2014	21	My work unit is able to recruit people with the right skills.			14.7%	47	0
Agree-disagree 2014 23 In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. \$2.6% 1.6% 32.9% 41 6.6 Agree-disagree 2014 22 41 my work unit, differences in performance are recognized in a meaningful way. 44.6% 22.2% 33.2% 45 2 Agree-disagree 2014 26 Awards in my work unit depend on how well employees perform their jobs. 56.4% 22.9% 13.7% 43 46 0.0 Agree-disagree 2014 27 Awards in my work unit share job knowledge with each other. 85.1% 6.4% 8.5% 46 0.0 Agree-disagree 2014 27 The skill level in my work unit has improved in the past year. 70.8% 20.4% 8.8% 45 1 Agree-disagree 2014 29 *** The workforce has the job-relevant knowledge and skills necessary to accomplish or againzational goals. 65.7% 23.7% 10.6% 47 0.0 Agree-disagree 2014 31 Employees are feeling of personal empowerment with respect to work processes. 41.4% 26.2% <t< td=""><td>Agree-disagree</td><td>2014</td><td>22</td><td>Promotions in my work unit are based on merit.</td><td></td><td></td><td></td><td>43</td><td>4</td></t<>	Agree-disagree	2014	22	Promotions in my work unit are based on merit.				43	4
Agree-disagree 2014 24 "In my work unit, differences in performance are recognized in a meaningful way. 44.6% 22.2% 33.2% 45 2 Agree-disagree 2014 25 Awards in my work unit depend on how well employees perform their jobs. 56.4% 29.9% 13.7% 43 4 Agree-disagree 2014 26 Employees in my work unit share job knowledge with each other. 85.1% 6.6% 8.5% 46 0 Good-poor 2014 28 How would you rate the overall quality of work done by your work unit? 91.7% 8.3% 0.0% 47 N/A Agree-disagree 2014 29 **The workforce has the job-relevant knowledge and skills necessary to accomplish 65.7% 23.7% 10.6% 47 N/A Agree-disagree 2014 30 Employees have a feeling of personal empowerment with respect to work processes. 41.4% 26.1% 32.5% 46 1 Agree-disagree 2014 31 Employees are recognized for providing high quality products and services. 47.9% 17.4% 34.8% 46 1 <td>Agree-disagree</td> <td>2014</td> <td>23</td> <td>In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</td> <td></td> <td></td> <td></td> <td></td> <td>6</td>	Agree-disagree	2014	23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.					6
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Agree-disagree 2014 39 My agency is successful at accomplishing its mission. 85.1% 14.9% 0.0% 47 0.0%	Agree-disagree	2014	38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly	66.6%	20.2%	13.2%	45	2
Agree-disagree 2014 40 *I recommend my organization as a good place to work. Agree-disagree 2014 41 *I believe the results of this survey will be used to make my agency a better place to work. Agree-disagree 2014 42 My supervisor supports my need to balance work and other life issues. Agree-disagree 2014 43 My supervisor provides me with opportunities to demonstrate my leadership skills. Agree-disagree 2014 44 Discussions with my supervisor about my performance are worthwhile. Agree-disagree 2014 45 My supervisor is committed to a workforce representative of all segments of society. Agree-disagree 2014 45 My supervisor is committed to a workforce representative of all segments of society.					77.1%	8.9%	14.1%		3
Agree-disagree 2014 41 *I believe the results of this survey will be used to make my agency a better place to work. Agree-disagree 2014 42 My supervisor supports my need to balance work and other life issues. Agree-disagree 2014 43 My supervisor provides me with opportunities to demonstrate my leadership skills. Agree-disagree 2014 44 Discussions with my supervisor about my performance are worthwhile. Agree-disagree 2014 45 My supervisor is committed to a workforce representative of all segments of society. 47.9% 16.3% 35.8% 44 3 35.8% 44 3 35.8% 44 3 35.8% 44 33 47.9% 10.4% 4.2% 47 00 48.2% 47					85.1%	14.9%	0.0%		C
Agree-disagree 2014 42 My supervisor supports my need to balance work and other life issues. Agree-disagree 2014 43 My supervisor provides me with opportunities to demonstrate my leadership skills. Agree-disagree 2014 44 Discussions with my supervisor about my performance are worthwhile. Agree-disagree 2014 45 My supervisor is committed to a workforce representative of all segments of society. 85.4% 10.4% 4.2% 47 00 00 00 00 00 00 00 00 00 00 00 00 00						12.9%	16.8%	47	N/A
Agree-disagree 2014 43 My supervisor provides me with opportunities to demonstrate my leadership skills. 79.0% 10.3% 10.7% 47 00 degree-disagree 2014 44 Discussions with my supervisor about my performance are worthwhile. 74.1% 12.7% 13.1% 46 00 degree-disagree 2014 45 My supervisor is committed to a workforce representative of all segments of society. 87.3% 10.6% 2.1% 47 00 degree-disagree 2014 45 My supervisor is committed to a workforce representative of all segments of society.					47.9%	16.3%	35.8%	44	3
Agree-disagree 2014 44 Discussions with my supervisor about my performance are worthwhile. 74.1% 12.7% 13.1% 46 Considered 12.7% 13.1% 13.									C
Agree-disagree 2014 45 My supervisor is committed to a workforce representative of all segments of society. 87.3% 10.6% 2.1% 47 00					79.0%	10.3%	10.7%	47	C
					74.1%	12.7%	13.1%	46	C
Agree-disagree 2014 46 My supervisor provides me with constructive suggestions to improve my job performance. 62.1% 21.0% 16.9% 47 00						10.6%	2.1%		0
	Agree-disagree	2014	46	My supervisor provides me with constructive suggestions to improve my job performance.	62.1%	21.0%	16.9%	47	0

Age-designed 100					1				1
Agenthology 76 6 6 1 1 1 1 1 1 1		2014	47	Supervisors in my work unit support employee development.	83.3%	12.4%	4.2%	47	0
Separation 1981 50 1982 198	Agree-disagree	2014	48	My supervisor listens to what I have to say.	83.3%	10.3%	6.4%	47	N/A
Content	Agree-disagree	2014	49	My supervisor treats me with respect.	82.9%	12.6%	4.5%	46	N/A
Speed degree Control	Agree-disagree	2014	50	In the last six months, my supervisor has talked with me about my performance.	80.8%	14.9%	4.3%	47	
Sear Agency 1994 32 Sear 1995 19	Agree-disagree	2014	51	I have trust and confidence in my supervisor.					
Agency Catagons Conference				·					
Agreed stages 1.5				· · · · · · · · · · · · · · · · · · ·	79.3%	12.4%	8.3%	47	N/A
Ages	Agree-disagree	2014	53						
Agene disagree				workforce.	43.3%	22.8%	33.9%	47	0
Agene diagrape 2016 55 SEARCH 18.90 4 1 Agene diagrape 2018 75 Management and the properties of the cognition of the graph of the properties of the properties of the graph of the	Agree-disagree	2014	54	My organization's senior leaders maintain high standards of honesty and integrity.	53.6%	13.0%	33.3%	45	2
Agree Collage 2016 70 70 70 70 70 70 70 7	Agree-disagree	2014	55	Supervisors work well with employees of different backgrounds.	60.1%	22.0%	17.9%	45	0
Agree-despeed 2009 27 Monages review and evident the cognition of a property of the pr	Agree-disagree	2014	56	*Managers communicate the goals and priorities of the organization.					
Page-Hollage					33.370	25.070	10.570	47	0
Agree-dispance 100 64 Margaes promote communication among efficient work until the complex, although policy and concounts, and policy and concounts are accomplished to the termination and policy and policy and concounts are accomplished to the termination and policy and p	Agree disagree	2014	3,						
Agree disagree 10					45.8%	28.9%	25.3%	46	1
Agene diagraph 2014 50 Company agreement of the company agreement	Agree-disagree	2014	58						
Scarling Section Sec				goals, needed resources).	43.5%	20.4%	36.2%	47	0
Goodpoor 2014 50 Control 100 per color 2014 50 Control 100 per color 2014 50 Control 100 per color 2014 50 100 per color 2014 2	Agree-disagree	2014	59	Managers support collaboration across work units to accomplish work objectives.	42.4%	24.9%	32.6%	46	1
Agree disagree 10	Good-poor	2014	60	Overall, how good a job do you feel is being done by the manager directly above your					
Name of Supries 1.5	p								
Agene dangere 2014 CP Control bodders deconsorter apageer for Work, life programs. 94.00 23.7% 15.48 24 15.58 44 15.58 44 15.58 44 15.58 44 15.58 47 N/A Scribbed discarded 48 49 No. 48 48 49 No. 48 48 30 49 No. 48 48 30 49 No. 48 48 30 48 49 No. 48 48 30 48 49 No. 48 48 30 48 <td></td> <td>2011</td> <td></td> <td><u> </u></td> <td></td> <td></td> <td></td> <td></td> <td></td>		2011		<u> </u>					
Staffed 2014 62 10 10 10 10 10 10 10 1					53.7%	14.3%	32.0%	47	0
Stanffied Stanffied Stanffied are you with the information you receive from management on whar's gaing on war or garnatane? 6	Agree-disagree	2014	62	Senior leaders demonstrate support for Work/Life programs.	54.0%	28.2%	17.8%	44	3
Solution 2016	Satisfied	2014	63	*How satisfied are you with your involvement in decisions that affect your work?					
Statisfied 2014 Colorate	-dissatisfied				53.7%	16.4%	29 9%	47	N/Δ
disastribid	Satisfied	2014	64	*How satisfied are you with the information you receive from management on what's going on	33.770	10.470	25.570		14/74
Souther Controlled 2016 65 "Now satisfied are you with the prolines and practices of your senior leaders?" 61,95		2014	04						
dissafied				<u> </u>	49.7%	25.6%	24.7%	47	N/A
Secretary Considering everything, how satisfied are you with the policies and practices of your serior leaders? 45.88 18.06 36.28 46 N/A		2014	65	*How satisfied are you with the recognition you receive for doing a good job?					
Statisfied 2014 66 Now statisfied are you with the policies and practices of your senor leadent? 4.58% 18.0% 5.2% 46 N/A	-dissatisfied				61.9%	10.7%	27.5%	47	N/A
disastified	Satisfied	2014	66	How satisfied are you with the policies and practices of your senior leaders?					
Satisfied 2014 67 Nove astified are you with your opportunity to get a better job in your organization? 27.3% 38.7% 33.9% 46 N/A	-dissatisfied				45.00/	40.00/	26.20/	46	21/2
disastified	C. P. C. J	2014	C7	Liver stiffed an account the company of the form of the latter in the incompany of the company o	45.8%	18.0%	36.2%	46	N/A
Satelline		2014	67	now satisfied are you with your opportunity to get a better job in your organization?					
disastified 2014 69 Considering everything, how satisfied are you with your job? 73.0% 6.1% 20.9% 47 N/A	-dissatisfied				27.3%	38.7%	33.9%	46	N/A
Satisfied 2014 69 *Considering everything, how satisfied are you with your job? 73,016 6.1% 20.9% 47 N/A	Satisfied	2014	68	How satisfied are you with the training you receive for your present job?					
Statisfied 2014 60 Considering everything, how satisfied are you with your pio? 73.0% 6.1% 20.9% 47 N/A	-dissatisfied				50.2%	24.8%	25.0%	47	N/A
dissatisfied 2014 70 Considering everything, how satisfied are you with your pay?	Satisfied	2014	69	*Considering everything how satisfied are you with your joh?	30.270	2 1.070	25.070	.,	, , ,
Satisfied 2014 70 Considering everything, how satisfied are you with your pay? 69.5% 16.9% 13.6% 40 N/A		201.	03	considering everyoning non-satisfied are you man your					
dissastified 2014 71 *Considering everything, how satisfied are you with your organization?					73.0%	6.1%	20.9%	47	N/A
Satisfied 2014 71 *Considering everything, how satisfied are you with your organization?		2014	70	Considering everything, how satisfied are you with your pay?					
dissastified	-dissatisfied				69.5%	16.9%	13.6%	46	N/A
Agree-disagree 2013 1 **I am given a real opportunity to improve my skills in my organization.	Satisfied	2014	71	*Considering everything, how satisfied are you with your organization?					
Agree-disagree 2013 1 **Plane given a read opportunity to improve my skills in my organization. 52.7% 18.2% 29.1% 47 N/A Agree-disagree 2013 2 have enough information to do my job well. 68.3% 21.6% 10.1% 7 N/A Agree-disagree 2013 3 Ifeel encouraged to come up with new and better ways of doing things. 66.5% 8.3% 24.6% 47 N/A Agree-disagree 2013 3 Ifeel encouraged to come up with new and better ways of doing things. 66.1% 12.9% 21.0% 47 N/A Agree-disagree 2013 5 Ikie the kind of work off.0 66.1% 12.9% 21.0% 47 N/A Agree-disagree 2013 6 know what is expected of me on the job. 67.9% 13.5% 18.5% 47 N/A Agree-disagree 2013 7 When needed I am willing to with the extra effort to get a job done. 95.6% 4.4% 0.0% 47 N/A Agree-disagree 2013 11 My talents are used well i	-dissatisfied				61 2%	15 2%	23.6%	46	N/A
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Agree-disagree 2013 18 My training needs are assessed. 42.0% 16.1% 41.9% 47 0 Agree-disagree 2013 19 In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). 67.7% 11.0% 21.3% 46 1 Agree-disagree 2013 20 *The people I work with cooperate to get the job done. 85.4% 4.2% 10.4% 46 N/A Agree-disagree 2013 21 My work unit is able to recruit people with the right skills. 57.3% 26.0% 16.7% 47 0 Agree-disagree 2013 22 Promotions in my work unit are based on merit. 42.6% 23.8% 33.6% 44 3 Agree-disagree 2013 23 11 my work unit, differences in performance are recognized in a meaningful way. 46.2% 20.8% 33.0% 42 5 Agree-disagree 2013 24 *In my work unit, differences in performance are recognized in a meaningful way. 35.6% 23.7% 40.7% 43 4 Agree-disagree 2013 25 Awards in my work unit share	Agree-disagree	2013	16	I am held accountable for achieving results.	80.4%	12.7%	6.9%	47	0
Agree-disagree 2013 18 My training needs are assessed. 42.0% 16.1% 41.9% 47 0 1 1.0% 20.3% 19 In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). 67.7% 11.0% 21.3% 46 1 1 1.0% 21.3% 46 N/A 20.0% 16.1% 42.0% 10.4% 46 N/A 20.0% 20.3% 20 The people I work with cooperate to get the job done. 85.4% 4.2% 10.4% 46 N/A 20.0% 20.3% 20.0	Agree-disagree	2013	17	*I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	67.3%	20.0%	12.6%	45	2
Agree-disagree 2013 19 In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). Agree-disagree 2013 20 *The people I work with cooperate to get the job done. Agree-disagree 2013 21 My work unit is able to recruit people with the right skills. 57.3% 26.0% 16.7% 47 0 Agree-disagree 2013 22 Promotions in my work unit are based on merit. 42.6% 23.8% 33.6% 44 3 Agree-disagree 2013 23 In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 46.2% 20.8% 33.0% 42 5 Agree-disagree 2013 24 *In my work unit, differences in performance are recognized in a meaningful way. 47.4 Agree-disagree 2013 25 Awards in my work unit depend on how well employees perform their jobs. 48.5 Agree-disagree 2013 26 Employees in my work unit share job knowledge with each other. 49.6 Agree-disagree 2013 27 The skill level in my work unit has improved in the past year. 40.6 Cood-poor 2013 28 How would you rate the overall quality of work done by your work unit? 40.7 Agree-disagree 2013 29 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Agree-disagree	2013	18	My training needs are assessed.					
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Agree-disagree 2013 22 Promotions in my work unit are based on merit. 42.6% 23.8% 33.6% 44 3 Agree-disagree 2013 23 In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 46.2% 20.8% 33.0% 42 5 Agree-disagree 2013 24 *In my work unit, differences in performance are recognized in a meaningful way. 35.6% 23.7% 40.7% 43 4 Agree-disagree 2013 25 Awards in my work unit depend on how well employees perform their jobs. 38.2% 30.1% 31.7% 43 4 Agree-disagree 2013 26 Employees in my work unit share job knowledge with each other. 76.8% 4.3% 19.0% 46 0 Agree-disagree 2013 27 The skill level in my work unit has improved in the past year. 69.8% 6.5% 23.7% 45 2 Good-poor 2013 28 How would you rate the overall quality of work done by your work unit? 85.3% 12.6% 2.0% 47 N/A Agree-disagree 2013 29 *The workforce has the job-relevant knowledge and skills nece	Agree-disagree	2013	21	My work unit is able to recruit people with the right skills.	57.3%	26.0%	16.7%	47	0
Agree-disagree 2013 23 In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. Agree-disagree 2013 24 *In my work unit, differences in performance are recognized in a meaningful way. Agree-disagree 2013 25 Awards in my work unit depend on how well employees perform their jobs. Agree-disagree 2013 26 Employees in my work unit share job knowledge with each other. Agree-disagree 2013 27 The skill level in my work unit has improved in the past year. Good-poor 2013 28 How would you rate the overall quality of work done by your work unit? **The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. **In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 46.2% 20.8% 33.0% 42 5 40.7% 43 4 47 0	Agree-disagree	2013	22	Promotions in my work unit are based on merit.				44	
Agree-disagree 2013 24 *In my work unit, differences in performance are recognized in a meaningful way. Agree-disagree 2013 25 Awards in my work unit depend on how well employees perform their jobs. Agree-disagree 2013 26 Employees in my work unit share job knowledge with each other. Agree-disagree 2013 27 The skill level in my work unit has improved in the past year. Good-poor 2013 28 How would you rate the overall quality of work done by your work unit? Agree-disagree 2013 29 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.									
Agree-disagree 2013 25 Awards in my work unit depend on how well employees perform their jobs. 38.2% 30.1% 31.7% 43 4 Agree-disagree 2013 26 Employees in my work unit share job knowledge with each other. 76.8% 4.3% 19.0% 46 0 Agree-disagree 2013 27 The skill level in my work unit has improved in the past year. 69.8% 6.5% 23.7% 45 2 Good-poor 2013 28 How would you rate the overall quality of work done by your work unit? 85.3% 12.6% 2.0% 47 N/A Agree-disagree 2013 29 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. 68.0% 8.6% 23.4% 47 0									
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Good-poor 2013 28 How would you rate the overall quality of work done by your work unit? 85.3% 12.6% 2.0% 47 N/A Agree-disagree 2013 29 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. 68.0% 8.6% 23.4% 47 0					76.8%	4.3%	19.0%	46	0
Agree-disagree 2013 29 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. 68.0% 8.6% 23.4% 47 0	Agree-disagree	2013	27	The skill level in my work unit has improved in the past year.	69.8%	6.5%	23.7%	45	2
Agree-disagree 2013 29 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. 68.0% 8.6% 23.4% 47 0	Good-poor	2013	28	How would you rate the overall quality of work done by your work unit?	85.3%	12.6%	2.0%	47	N/A
organizational goals. 68.0% 8.6% 23.4% 47 0		2013	29					.,	,
68.0% 8.6% 23.4% 47 0					60.004	0.624	22.44		_
Agree-uisagree 2013 30 Employees have a reeling or personal empowerment with respect to work processes. 36.3% 14.2% 49.5% 47 0	A ====	2012	20						
	Agree-disagree	2013	30	Employees have a reeling or personal empowerment with respect to work processes.	36.3%	14.2%	49.5%	47	0

Agree-disagree	2013	31	Employees are recognized for providing high quality products and services.	33.5%	15.6%	50.9%	45	1
Agree-disagree	2013	32	Creativity and innovation are rewarded.	34.7%	17.5%	47.8%	46	1
Agree-disagree	2013	33	Pay raises depend on how well employees perform their jobs.	13.0%	24.2%	62.8%	45	2
Agree-disagree	2013	34	Policies and programs promote diversity in the workplace (for example, recruiting minorities					
			and women, training in awareness of diversity issues, mentoring).	56.9%	19.5%	23.6%	46	1
Agree-disagree	2013	35	Employees are protected from health and safety hazards on the job.	79.8%	13.1%	7.1%	46	0
Agree-disagree	2013	36	My organization has prepared employees for potential security threats.	63.2%	6.5%	30.3%	44	2
Agree-disagree	2013	37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not					
			tolerated.	48.8%	23.2%	28.0%	47	0
Agree-disagree	2013	38	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.					
				68.7%	16.4%	14.9%	47	0
Agree-disagree	2013	39	My agency is successful at accomplishing its mission.	81.1%	10.1%	8.8%	45	2
Agree-disagree	2013	40	*I recommend my organization as a good place to work.	53.4%	15.7%	30.9%	45	N/A
Agree-disagree	2013	41	*I believe the results of this survey will be used to make my agency a better place to work.	34.7%	25.1%	40.3%	45	1
Agree-disagree	2013	42	My supervisor supports my need to balance work and other life issues.	82.4%	4.7%	12.9%	47	0
Agree-disagree Agree-disagree	2013	44	My supervisor provides me with opportunities to demonstrate my leadership skills.	66.7%	6.9%	26.3%	46	0
Agree-disagree	2013	45	Discussions with my supervisor about my performance are worthwhile. My supervisor is committed to a workforce representative of all segments of society.	53.9%	21.6%	24.5%	46	0
Agree-disagree	2013	46	My supervisor provides me with constructive suggestions to improve my job performance.	76.1%	10.4%	13.5%	45	2
Agree-disagree	2013	47	Supervisors in my work unit support employee development.	61.4% 62.4%	17.0% 13.3%	21.6%	47 46	0
Agree-disagree	2013	48	My supervisor listens to what I have to say.	78.4%	6.7%	14.9%	47	N/A
Agree-disagree	2013	49	My supervisor treats me with respect.	80.9%	8.1%	11.0%	47	N/A
Agree-disagree	2013	50	In the last six months, my supervisor has talked with me about my performance.	69.3%	4.6%	26.1%	47	N/A
Agree-disagree	2013	51	I have trust and confidence in my supervisor.	67.6%	15.3%	17.1%	47	N/A
Good-poor	2013	52	Overall, how good a job do you feel is being done by your immediate supervisor?	72.1%	13.1%	14.8%	47	N/A
Agree-disagree	2013	53	In my organization, senior leaders generate high levels of motivation and commitment in the	72.270	13.170	11.070	.,,	.,,,,
			workforce.	34.0%	15.0%	51.0%	47	0
Agree-disagree	2013	54	My organization's senior leaders maintain high standards of honesty and integrity.	53.8%	13.2%	33.0%	46	1
Agree-disagree	2013	55	Supervisors work well with employees of different backgrounds.	56.5%	20.2%	23.3%	44	3
Agree-disagree	2013	56	*Managers communicate the goals and priorities of the organization.	62.5%	12.0%	25.5%	47	0
Agree-disagree	2013	57	Managers review and evaluate the organization's progress toward meeting its goals and					
			objectives.	55.6%	21.2%	23.2%	46	1
Agree-disagree	2013	58	Managers promote communication among different work units (for example, about projects,					
			goals, needed resources).	41.7%	17.4%	41.0%	46	1
Agree-disagree	2013	59	Managers support collaboration across work units to accomplish work objectives.	42.5%	24.2%	33.4%	47	0
Good-poor	2013	60	Overall, how good a job do you feel is being done by the manager directly above your					
			immediate supervisor?	53.1%	18.1%	28.8%	43	3
Agree-disagree	2013	61	I have a high level of respect for my organization's senior leaders.	42.6%	19.2%	38.2%	47	0
Agree-disagree	2013	62	Senior leaders demonstrate support for Work/Life programs.	49.7%	23.9%	26.4%	45	2
Satisfied	2013	63	*How satisfied are you with your involvement in decisions that affect your work?					
-dissatisfied				52.6%	12.9%	34.5%	47	N/A
Satisfied	2013	64	*How satisfied are you with the information you receive from management on what's going on					
-dissatisfied			in your organization?	44.9%	19.0%	36.1%	47	N/A
Satisfied	2013	65	*How satisfied are you with the recognition you receive for doing a good job?					
-dissatisfied				52.4%	16.4%	31.2%	47	N/A
Satisfied	2013	66	How satisfied are you with the policies and practices of your senior leaders?					
-dissatisfied				42.4%	17.3%	40.4%	47	N/A
Satisfied	2013	67	How satisfied are you with your opportunity to get a better job in your organization?					
-dissatisfied				27.0%	29.2%	43.8%	47	N/A
Satisfied -dissatisfied	2013	68	How satisfied are you with the training you receive for your present job?					
				48.9%	17.9%	33.2%	46	N/A
Satisfied -dissatisfied	2013	69	*Considering everything, how satisfied are you with your job?					
				55.7%	8.7%	35.6%	46	N/A
Satisfied -dissatisfied	2013	70	Considering everything, how satisfied are you with your pay?					
	2042	74	*O th. t	50.9%	14.6%	34.5%	47	N/A
Satisfied -dissatisfied	2013	71	*Considering everything, how satisfied are you with your organization?					
	2012	- 1	*!	48.9%	16.8%	34.3%	47	N/A
Agree-disagree	2012	1	*I am given a real opportunity to improve my skills in my organization.	67.6%	11.7%	20.7%	49	N/A
Agree-disagree Agree-disagree	2012	3	I have enough information to do my job well. I feel encouraged to come up with new and better ways of doing things.	76.3%	2.3%	21.4%	49	N/A
Agree-disagree	2012	4	My work gives me a feeling of personal accomplishment.	56.4%	14.3%	29.3%	49	N/A
Agree-disagree	2012	5	I like the kind of work I do.	71.8% 70.7%	9.1%	19.1% 15.5%	49 48	N/A
Agree-disagree	2012	6	I know what is expected of me on the job.	67.3%	13.8%	18.3%	48	N/A N/A
Agree-disagree	2012	7	When needed I am willing to put in the extra effort to get a job done.	97.6%	0.0%	2.4%	49	N/A N/A
Agree-disagree	2012	8	I am constantly looking for ways to do my job better.	90.8%	6.8%	2.4%	48	N/A
Agree-disagree	2012	9	I have sufficient resources (for example, people, materials, budget) to get my job done.	41.2%	17.3%	41.5%	49	0
Agree-disagree	2012	10	*My workload is reasonable.	59.5%	5.3%	35.3%	49	0
Agree-disagree	2012	11	*My talents are used well in the workplace.	39.9%	16.8%	43.3%	49	0
Agree-disagree	2012	12	*I know how my work relates to the agency's goals and priorities.	83.1%	10.4%	6.5%	49	0
Agree-disagree	2012	13	The work I do is important.	86.9%	4.6%	8.5%	49	0

Agree-designed 1912 12	Agree-disagree	2012	14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace)					
Agricultury 1972					85.4%	8.2%	6.4%	49	0
Agree disagree 1021 20 10 month decountable for antiverrupe greath 10 10 10 10 10 10 10 1	Agree-disagree	2012	15	My performance appraisal is a fair reflection of my performance.					
Agree designed 1922 27 Confedence as accordance of sources on the process of the process	Agree-disagree	2012	16	I am held accountable for achieving results.					
Approx. Capability Capabi	Agree-disagree	2012	17	*I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.		15.2%		48	
Page-disagree Company	Agree-disagree	2012	18	My training needs are assessed.	60.9%	11.6%	27.6%	49	0
Assent dispace 2012 201 79 79 2014 70 70 70 70 70 70 70 7	Agree-disagree	2012	19						
Agene disagree 701 71 72 73 74 75 75 75 75 75 75 75				performance levels (for example, Fully Successful, Outstanding).	66.6%	6.4%	27.0%	47	2
Agence disagree 700 22 Provinction in an water water the threatment of the province of	Agree-disagree	2012	20	*The people I work with cooperate to get the job done.	81.1%	6.5%	12.4%	49	N/A
Agenchagener 2012 22 10 10 10 10 10	Agree-disagree	2012	21	My work unit is able to recruit people with the right skills.	55.4%	28.2%	16.5%	48	1
Age-ellanger 2012 24 1 1 1 1 1 2 2 25 1 1 1 2 2 2 25 1 1 1 2 2 2 2 2 2 1 2 2	Agree-disagree	2012	22	Promotions in my work unit are based on merit.	43.5%	31.0%	25.5%	43	5
Agene disagree 2007 35 Agene disagree 40,85 15,35 1,55 4 9 Agene disagree 2007 27 Agenetic disagree 2007 27 Agenetic disagree 2008 24 Agenetic disagree 2008 24 Agenetic disagree 2008 24 Agenetic disagree 2008 24 Agenetic disagree 2009 27 Agenetic disagree 2009 27 Agenetic disagree 2009 27 Agenetic disagree 2009 20 Agenetic disagree 20 Agenetic disagree 20 Agenetic disag	Agree-disagree	2012	23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	47.3%	25.0%	27.7%	45	4
Agrie Graggers 2012 20 20 20 20 20 20	Agree-disagree	2012	24	*In my work unit, differences in performance are recognized in a meaningful way.	37.8%	33.9%	28.3%	43	6
Agree disagree 2012 72 1 1 1 1 1 1 1 1 1	Agree-disagree	2012	25	Awards in my work unit depend on how well employees perform their jobs.	49.5%	35.3%	15.2%	41	8
Stool part 2012 21 22 22 23 24 24 24 24 24	Agree-disagree	2012	26	Employees in my work unit share job knowledge with each other.	78.9%	4.1%	17.0%	49	0
Agene disagree 30.2 29.2 The wondrare has the ple interest tunoring and stills increasing from the processor. 83.48 12.46 4.15 49 0 Agene disagree 30.7 10.7 Implication of processors. 4.58.6 13.75.6 43.76.6	Agree-disagree	2012	27	The skill level in my work unit has improved in the past year.	61.3%	28.8%	9.9%	45	4
Agene disagree 201 20 Programmation grows 20 20	Good-poor	2012	28	How would you rate the overall quality of work done by your work unit?	88.6%	4.4%	7.0%	47	N/A
Agree disagree 2012 30 30 30 30 30 30 30 3	Agree-disagree	2012	29	*The workforce has the job-relevant knowledge and skills necessary to accomplish					
Agree-diseages 201 31 molyoces are recognized for providing this planting products and services. 38,96 22.15 34.15 48 1. Agree-diseages 201 21 27 complete providing the planting products and services. 33,96 22.15 41,00 48 48 40 40 40 40 40				organizational goals.	83.4%	12.4%	4.1%	49	0
Agree disagree 2012 23 Particulation and consequent of the well employees perform their jobs. 33.44 33.49 34.80 46 4.0	Agree-disagree	2012	30	Employees have a feeling of personal empowerment with respect to work processes.	42.5%	13.7%	43.8%	49	0
Agree-disagree 2012 33 Par values depend on how well enabytes perform their jobs. 43 Agree disagree 2012 34 Polices and organization of an arrow content of an arrow content of a supplementation 45 Agree disagree 2012 35 Employees are presented from leaves for the jobs. 48 Agree disagree 2012 36 Employees are presented from leaves for the jobs. 48 Agree disagree 2012 37 Anthone year arrested from leaves for the jobs. 48 Agree disagree 2012 37 Anthone year arrested from leaves for partials and pulsar jobs. 48 Agree disagree 2012 38 Agree disagree 2012 38 Agree disagree 2012 39 Agree disagree 2012	Agree-disagree	2012	31	Employees are recognized for providing high quality products and services.	38.8%	27.1%	34.1%	48	1
Agreed disagree 2012 14 Publicies and programs promoted diversity in life worklighted from Fastings in control of diversity by tasks of the first place in the control of the cont	Agree-disagree	2012	32	Creativity and innovation are rewarded.	33.4%	35.2%	31.4%	48	0
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Agree-disagree 2012 58 Managers promote communication among different work units (for example, about projects, goals, needed resources). Agree-disagree 2012 59 Managers support collaboration across work units to accomplish work objectives. Good-poor 2012 60 Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? Agree-disagree 2012 61 I have a high level of respect for my organization's senior leaders. Agree-disagree 2012 62 Senior leaders demonstrate support for Work/Life programs. Satisfied 2012 63 "How satisfied are you with your involvement in decisions that affect your work? Satisfied 2012 64 "How satisfied are you with the information you receive from management on what's going on in your organization? Satisfied 2012 65 "How satisfied are you with the recognition you receive for doing a good job? 48.0% 18.5% 33.6% 49 N/A Satisfied 2012 66 How satisfied are you with the policies and practices of your senior leaders? 48.0% 18.5% 33.6% 49 N/A Satisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?	3.11 1.308.00]		E1 00/	25.00/	22.20/	40	
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Agree-disagree 2012 59 Managers support collaboration across work units to accomplish work objectives. Good-poor 2012 60 Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? Agree-disagree 2012 61 I have a high level of respect for my organization's senior leaders. Agree-disagree 2012 62 Senior leaders demonstrate support for Work/Life programs. Satisfied 2012 63 *How satisfied are you with your involvement in decisions that affect your work? Satisfied 2012 64 *How satisfied are you with the information you receive from management on what's going on in your organization? Satisfied 2012 65 *How satisfied are you with the recognition you receive for doing a good job? 48.0% 18.5% 33.6% 49 N/A Satisfied 2012 66 How satisfied are you with the policies and practices of your senior leaders? 40.7% 19.1% 40.2% 49 N/A Satisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?	Agree disagree	2012	30		45 20/	24.00/	22.00/	40	0
Good-poor 2012 60 Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? 54.7% 32.0% 13.4% 46 3 Agree-disagree 2012 61 I have a high level of respect for my organization's senior leaders. 50.0% 11.6% 38.5% 49 0 Agree-disagree 2012 62 Senior leaders demonstrate support for Work/Life programs. 53.8% 25.2% 21.0% 47 2 Satisfied 2012 63 *How satisfied are you with your involvement in decisions that affect your work? 48.8% 22.4% 28.9% 49 N/A Satisfied 2012 64 *How satisfied are you with the information you receive from management on what's going on in your organization? 54.4% 15.6% 30.0% 49 N/A Satisfied 2012 65 *How satisfied are you with the recognition you receive for doing a good job? 48.0% 18.5% 33.6% 49 N/A Satisfied 2012 66 How satisfied are you with the policies and practices of your senior leaders? 40.7% 19.1% 40.2% 49 N/A Satisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?	Agroo disagroo	2012	E0.						
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Agree-disagree 2012 62 Senior leaders demonstrate support for Work/Life programs. 53.8% 25.2% 21.0% 47 2 Satisfied 2012 63 *How satisfied are you with your involvement in decisions that affect your work? 48.8% 22.4% 28.9% 49 N/A Satisfied 2012 64 *How satisfied are you with the information you receive from management on what's going on in your organization? 54.4% 15.6% 30.0% 49 N/A Satisfied 2012 65 *How satisfied are you with the recognition you receive for doing a good job? 48.0% 18.5% 33.6% 49 N/A Satisfied 2012 66 How satisfied are you with the policies and practices of your senior leaders? 40.7% 19.1% 40.2% 49 N/A Satisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?	A di	2012	C1	<u> </u>					
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Satisfied 2012 64 *How satisfied are you with the information you receive from management on what's going on in your organization? Satisfied 2012 65 *How satisfied are you with the recognition you receive for doing a good job? dissatisfied 2012 65 *How satisfied are you with the recognition you receive for doing a good job? 48.0% 18.5% 33.6% 49 N/A Satisfied 2012 66 How satisfied are you with the policies and practices of your senior leaders? dissatisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?		2012	63	now satisfied are you with your involvement in decisions that affect your work?					
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Satisfied 2012 65 *How satisfied are you with the recognition you receive for doing a good job? -dissatisfied 2012 66 How satisfied are you with the policies and practices of your senior leaders? -dissatisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?		2012	64	· · · · · · · · · · · · · · · · · · ·					
-dissatisfied 2012 66 How satisfied are you with the policies and practices of your senior leaders? -dissatisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization? -dissatisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?					54.4%	15.6%	30.0%	49	N/A
Satisfied 2012 66 How satisfied are you with the policies and practices of your senior leaders? dissatisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization? 48.0% 18.5% 33.6% 49 N/A 40.7% 19.1% 40.2% 49 N/A Satisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?		2012	65	THOW SATISTIEG are you with the recognition you receive for doing a good job?					
-dissatisfied 40.7% 19.1% 40.2% 49 N/A Satisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?					48.0%	18.5%	33.6%	49	N/A
Satisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization? How satisfied 2012 67 How satisfied are you with your opportunity to get a better job in your organization?		2012	66	How satisfied are you with the policies and practices of your senior leaders?					
_dissatisfied					40.7%	19.1%	40.2%	49	N/A
_uissatisiled		2012	67	How satisfied are you with your opportunity to get a better job in your organization?					
2.00. 2.00. 0 10/1	-dissatisfied				27.5%	24.9%	47.6%	49	N/A

Satisfied	2012	68	How satisfied are you with the training you receive for your present job?					
-dissatisfied				62.7%	21.6%	15.7%	48	N/A
Satisfied -dissatisfied	2012	69	*Considering everything, how satisfied are you with your job?					
Satisfied	2012	70	Considering everything, how satisfied are you with your pay?	52.9%	19.7%	27.4%	48	N/A
-dissatisfied	2012	,,	considering everyaming, non-sectioned are you man you, pay,	62.5%	20.9%	16.5%	49	N/A
Satisfied	2012	71	*Considering everything, how satisfied are you with your organization?					,
-dissatisfied				61.3%	7.0%	31.7%	49	N/A
Agree-disagree Agree-disagree	2011	2	*I am given a real opportunity to improve my skills in my organization. I have enough information to do my job well.	69.3%	14.1%	16.6%	49	N/A
Agree-disagree	2011	3	I feel encouraged to come up with new and better ways of doing things.	73.3% 73.4%	5.5% 7.7%	21.2% 18.9%	49 49	N/A N/A
Agree-disagree	2011	4	My work gives me a feeling of personal accomplishment.	76.6%	11.5%	11.9%	48	N/A
Agree-disagree	2011	5	I like the kind of work I do.	83.3%	7.3%	9.3%	49	N/A
Agree-disagree	2011	6	I know what is expected of me on the job.	78.2%	15.1%	6.8%	49	N/A
Agree-disagree	2011	7	When needed I am willing to put in the extra effort to get a job done.	98.1%	0.0%	1.9%	49	N/A
Agree-disagree Agree-disagree	2011	8	I am constantly looking for ways to do my job better. I have sufficient resources (for example, people, materials, budget) to get my job done.	93.4%	4.7%	1.9%	48	N/A
Agree-disagree	2011	10	*My workload is reasonable.	51.6% 55.0%	9.4%	39.0% 33.9%	49 49	0
Agree-disagree	2011	11	*My talents are used well in the workplace.	61.1%	5.8%	33.9%	49	0
Agree-disagree	2011	12	*I know how my work relates to the agency's goals and priorities.	92.4%	5.8%	1.8%	49	0
Agree-disagree	2011	13	The work I do is important.	92.4%	2.1%	5.5%	49	0
Agree-disagree	2011	14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace)					
			allow employees to perform their jobs well.	90.4%	9.6%	0.0%	49	0
Agree-disagree	2011	15	My performance appraisal is a fair reflection of my performance.	79.2%	5.9%	15.0%	47	2
Agree-disagree Agree-disagree	2011	16 17	I am held accountable for achieving results. *I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	87.2%	4.0%	8.8%	49	0
Agree-disagree	2011	18	My training needs are assessed.	65.2% 45.5%	11.6% 24.3%	23.2% 30.2%	45 47	3 1
Agree-disagree	2011	19	In my most recent performance appraisal, I understood what I had to do to be rated at different	43.376	24.376	30.276	47	Τ.
			performance levels (for example, Fully Successful, Outstanding).	71.0%	6.4%	22.6%	47	2
Agree-disagree	2011	20	*The people I work with cooperate to get the job done.	73.8%	8.8%	17.4%	45	N/A
Agree-disagree	2011	21	My work unit is able to recruit people with the right skills.	67.6%	20.0%	12.5%	48	1
Agree-disagree	2011	22	Promotions in my work unit are based on merit.	40.9%	34.1%	25.0%	46	3
Agree-disagree	2011	23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	35.2%	30.0%	34.9%	45	4
Agree-disagree	2011	24	*In my work unit, differences in performance are recognized in a meaningful way.	44.1%	23.9%	32.0%	46	3
Agree-disagree Agree-disagree	2011	25 26	Awards in my work unit depend on how well employees perform their jobs. Employees in my work unit share job knowledge with each other.	62.4% 76.9%	20.1% 17.3%	17.5% 5.8%	45 48	4
Agree-disagree	2011	27	The skill level in my work unit has improved in the past year.	65.5%	29.7%	4.8%	46	3
Good-poor	2011	28	How would you rate the overall quality of work done by your work unit?	82.6%	15.5%	1.9%	48	N/A
Agree-disagree	2011	29	*The workforce has the job-relevant knowledge and skills necessary to accomplish					
			organizational goals.	77.7%	14.2%	8.1%	48	1
Agree-disagree	2011	30	Employees have a feeling of personal empowerment with respect to work processes.	30.8%	17.9%	51.3%	48	1
Agree-disagree	2011	31	Employees are recognized for providing high quality products and services.	49.4%	21.3%	29.3%	49	0
Agree-disagree Agree-disagree	2011	32	Creativity and innovation are rewarded. Pay raises depend on how well employees perform their jobs.	34.1% 31.5%	28.3%	37.6% 42.6%	49 44	5
Agree-disagree	2011	34	Policies and programs promote diversity in the workplace (for example, recruiting minorities	31.376	20.076	42.076	44	
			and women, training in awareness of diversity issues, mentoring).	53.2%	20.9%	25.8%	48	1
Agree-disagree	2011	35	Employees are protected from health and safety hazards on the job.	89.5%	7.9%	2.6%	48	1
Agree-disagree	2011	36	My organization has prepared employees for potential security threats.	63.4%	11.4%	25.2%	49	0
Agree-disagree	2011	37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not					
A	2014	20	tolerated.	57.9%	17.5%	24.7%	48	0
Agree-disagree	2011	38	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.	74.00/	C 00/	40.20/	47	2
Agree-disagree	2011	39	My agency is successful at accomplishing its mission.	74.8% 87.5%	6.0% 8.0%	19.2% 4.5%	47 48	0
Agree-disagree	2011	40	*I recommend my organization as a good place to work.	62.3%	17.5%	20.2%	49	N/A
Agree-disagree	2011	41	*I believe the results of this survey will be used to make my agency a better place to work.	49.1%	26.0%	24.9%	49	0
Agree-disagree	2011	42	My supervisor supports my need to balance work and other life issues.	83.0%	10.4%	6.6%	49	0
Agree-disagree	2011	43	My supervisor provides me with opportunities to demonstrate my leadership skills.	65.0%	14.4%	20.7%	48	0
Agree-disagree	2011	44	Discussions with my supervisor about my performance are worthwhile.	73.9%	10.0%	16.1%	47	2
Agree-disagree Agree-disagree	2011	45 46	My supervisor is committed to a workforce representative of all segments of society. My supervisor provides me with constructive suggestions to improve my job performance.	79.1%	12.1%	8.8%	46	2
Agree-disagree	2011	47	Supervisors in my work unit support employee development.	70.7% 76.5%	15.4% 4.0%	14.0% 19.5%	48 48	1
Agree-disagree	2011	48	My supervisor listens to what I have to say.	80.4%	7.7%	11.9%	49	N/A
Agree-disagree	2011	49	My supervisor treats me with respect.	82.3%	5.5%	12.2%	49	N/A
Agree-disagree	2011	50	In the last six months, my supervisor has talked with me about my performance.	80.7%	11.9%	7.4%	49	N/A
Agree-disagree	2011	51	I have trust and confidence in my supervisor.	72.7%	10.0%	17.3%	49	N/A
Good-poor	2011	52	Overall, how good a job do you feel is being done by your immediate supervisor?	70.9%	17.2%	11.9%	49	N/A
Agree-disagree	2011	53	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	42.534	24.401	25.254		_
Agree-disagree	2011	54	My organization's senior leaders maintain high standards of honesty and integrity.	42.5% 55.2%	21.1% 12.0%	36.3% 32.8%	48 47	1
Agree-disagree	2011		Supervisors work well with employees of different backgrounds.	61.4%	12.0%	26.3%	47	1
	-		<u>-</u>	V1.470	12.270	20.570	70	- 1

Agree-disagree	2011	56	*Managers communicate the goals and priorities of the organization.	45.6%	19.7%	34.7%	48	0
Agree-disagree	2011	57	Managers review and evaluate the organization's progress toward meeting its goals and					
			objectives.	46.5%	21.1%	32.4%	46	2
Agree-disagree	2011	58	Managers promote communication among different work units (for example, about projects,					
			goals, needed resources).	33.6%	18.2%	48.1%	47	1
Agree-disagree	2011	59	Managers support collaboration across work units to accomplish work objectives.	35.5%	23.3%	41.3%	48	0
Good-poor	2011	60	Overall, how good a job do you feel is being done by the manager directly above your					
			immediate supervisor?	68.8%	14.9%	16.3%	44	4
Agree-disagree	2011	61	I have a high level of respect for my organization's senior leaders.	56.0%	12.2%	31.8%	48	0
Agree-disagree	2011	62	Senior leaders demonstrate support for Work/Life programs.	47.8%	26.7%	25.5%	46	2
Satisfied	2011	63	*How satisfied are you with your involvement in decisions that affect your work?					
-dissatisfied				62.5%	18.1%	19.4%	48	N/A
Satisfied	2011	64	*How satisfied are you with the information you receive from management on what's going on					
-dissatisfied			in your organization?	54.3%	22.0%	23.6%	48	N/A
Satisfied	2011	65	*How satisfied are you with the recognition you receive for doing a good job?					
-dissatisfied				53.3%	23.2%	23.5%	48	N/A
Satisfied	2011	66	How satisfied are you with the policies and practices of your senior leaders?					
-dissatisfied				38.9%	23.8%	37.4%	47	N/A
Satisfied	2011	67	How satisfied are you with your opportunity to get a better job in your organization?					
-dissatisfied				23.1%	31.2%	45.7%	48	N/A
Satisfied	2011	68	How satisfied are you with the training you receive for your present job?					
-dissatisfied				50.3%	20.7%	29.0%	48	N/A
Satisfied	2011	69	*Considering everything, how satisfied are you with your job?					
-dissatisfied				70.4%	14.4%	15.2%	48	N/A
Satisfied	2011	70	Considering everything, how satisfied are you with your pay?					,,,
-dissatisfied				73.4%	14.5%	12.0%	48	N/A
Satisfied	2011	71	*Considering everything, how satisfied are you with your organization?				.0	,,,
-dissatisfied				57.7%	18.7%	23.6%	48	N/A

^{*} AES prescribed items as of 2017 (5 CFR Part 250, Subpart C)

The Dashboard only includes items 1-71.

Percentages are weighted to represent the Agency's population.

The rows above do not include results for any item or year when there were fewer than 4 completed surveys.

^{**} Unweighted count of responses excluding 'Do Not Know' and 'No Basis to Judge'

Agency-Specific Questions

1. My direct supervisor encourages me to collaborate with other staff across the agency.

	# of			
	Respondents	Percent		
	2018	2018		
Strongly Agree	14	29.7%		
Agree	20	44.9%		
Neither Agree Nor Disagree	8	17.2%		
Disagree	3	6.3%		
Strongly Disagree	1	1.9%		
Total	46	100.0%		

2. I consider team work to be a core value in accomplishing my work.

# of	
Respondents	Percent
2018	2018
30	64.6%
10	21.0%
6	14.4%
0	0.0%
0	0.0%
46	100.0%
	Respondents 2018 30 10 6 0 0

3. My direct supervisor provides me with guidance in order for me to balance my workload.

	# of			
	Respondents	Percent		
	2018	2018		
Strongly Agree	8	15.6%		
Agree	18	39.7%		
Neither Agree Nor Disagree	8	18.4%		
Disagree	10	19.9%		
Strongly Disagree	3	6.5%		
Total	47	100.0%		

4. How satisfied are you with your first-level supervisor clearly defining the role of the leadership team, and communicating decisions from the leadership team?

	# of	
	Respondents	Percent
	2018	2018
Very Satisfied	6	12.9%
Satisfied	21	46.1%
Neither Satisfied Nor Dissatisfied	10	22.4%
Dissatisfied	7	13.0%
Very Dissatisfied	3	5.6%
Total	47	100.0%

5. How satisfied are you with your senior level manager clearly defining the role of the leadership team, team building and communicating decisions from the leadership team?

	# of	
	Respondents	Percent
	2018	2018
Very Satisfied	4	7.8%
Satisfied	13	27.3%
Neither Satisfied Nor Dissatisfied	9	21.9%
Dissatisfied	13	27.6%
Very Dissatisfied	8	15.4%
Total	47	100.0%

6. Overall, do you feel managers clearly communicate their goals and strategies and does my job have clearly defined goals?

	# of	
	Respondents	Percent
	2018	2018
Yes	23	49.8%
No	24	50.2%
Total	47	100.0%

7. I understand the role of the Leadership Team.

	# of		
	Respondents		
	2018	2018	
Strongly Agree	3	6.0%	
Agree	16	36.0%	
Neither Agree Nor Disagree	8	16.6%	
Disagree	12	24.9%	
Strongly Disagree	8	16.5%	
Total	47	100.0%	

8. I receive timely and valuable communications about Leadership Team decisions.

	# of		
	Respondents	Percent 2018	
	2018		
Strongly Agree	2	4.0%	
Agree	10	23.2%	
Neither Agree Nor Disagree	11	23.4%	
Disagree	12	25.3%	
Strongly Disagree	12	24.1%	
Total	47	100.0%	

For all tables on this worksheet:

Percentages are weighted to represent the Agency's population.

Source: Federal Employee Viewpoint Survey

2018 Federal Employee Viewpoint Survey Item Changes

2018 Item Text and Response Options	2017 Item Text and Response Options
(12) I know how my work relates to the agency's goals.	(12) I know how my work relates to the agency's goals and priorities.
(29) My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	(29) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
(56) Managers communicate the goals of the organization.	(56) Managers communicate the goals and priorities of the organization.
Item removed from 2018 FEVS	 (72) Have you been notified whether or not you are eligible to telework? Yes, I was notified that I was eligible to telework Yes, I was notified that I was not eligible to telework No, I was not notified of my telework eligibility Not sure if I was notified of my telework eligibility

(72) Disease allow the many halous that DECT describes a second	(72) Diagram and at the many and halour	that DECT describes a second		
(72) Please select the response below that BEST describes your current		(73) Please select the response below that BEST describes your current		
teleworking schedule.	teleworking situation.			
• I telework very infrequently, on an unscheduled or short-term basis	• I telework 3 or more days per weel	(
• I telework, but only about 1 or 2 days per month		• I telework 1 or 2 days per week		
• I telework 1 or 2 days per week		• I telework, but no more than 1 or 2 days per month		
• I telework 3 or 4 days per week	• I telework very infrequently, on an unscheduled or short-term basis			
I telework every work day	• I do not telework because I have to be physically present on the job (e.g.,			
• I do not telework because I have to be physically present on the job (e.g.	Law Enforcement Officers, Park Rangers, Security Personnel)			
Law Enforcement Officers, Park Rangers, Security Personnel)		• I do not telework because I have technical issues (e.g., connectivity,		
• I do not telework because of technical issues (e.g. connectivity,	inadequate equipment) that prevent me from teleworking			
inadequate equipment) that prevent me from teleworking	• I do not telework because I did not receive approval to do so, even			
• I do not telework because I did not receive approval to do so, even	though I have the kind of job where I can telework			
though I have the kind of job where I can telework	I do not telework because I choose not to telework			
I do not telework because I choose not to telework				
		_		
(73-78) How satisfied are you with the following Work/Life programs in	(74-78) Do you participate in the	(79-84) How satisfied are you with		
your agency? Note: 2017 FEVS items 74-84 were combined (participation -	following Work/Life programs? Note:	the following Work/Life programs in		
satisfaction); new response scale for these items is displayed below item	Response scale for these items is	your agency? Note: Response scale		
78.	displayed below item 78.	for these items is displayed below		
		item 84.		
(73) Telework	N/A	(79) Telework		
(74) Alternative Work Schedules (AWS, for example, compressed work	(74) Alternative Work Schedules	(80) Alternative Work Schedules		
schedule or flexible work schedule)	(AWS)	(AWS)		
(75) Health and Wellness Programs (for example, onsite exercise, flu	(75) Health and Wellness Programs	(81) Health and Wellness Programs		
vaccination, medical screening, CPR training, health and wellness fair)	(for example, exercise, medical	(for example, exercise, medical		
	screening, quit smoking programs)	screening, quit smoking programs)		
(76) Employee Assistance Program (EAP, for example, short-term	(76) Employee Assistance Program	(82) Employee Assistance Program		
counseling, referral services, legal services, information services)	(EAP)	(EAP)		
3, 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1				

(77) Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, flexible spending account)	(77) Child Care Programs (for example, daycare, parenting classes, parenting support groups)	(83) Child Care Programs (for example, daycare, parenting classes, parenting support groups)
(78) Elder Care Programs (for example, elder/adult care, support groups, speakers)	(78) Elder Care Programs (for example, elder/adult care, support groups, speakers)	(84) Elder Care Programs (for example, elder/adult care, support groups, speakers)
Very satisfied	• Yes	Very satisfied
Satisfied	• No	Satisfied
Neither Satisfied nor Dissatisfied	Not available to me	Neither Satisfied nor Dissatisfied
Dissatisfied		Dissatisfied
Very Dissatisfied		Very Dissatisfied
I choose not to participate in these programs		No Basis to Judge
These programs are not available to me		
I am unaware of these programs		
(90) Are you transgender?		
• Yes	Not a separate item in 2017 FEVS	
• No		
(91) Which one of the following do you consider yourself to be?	(96) Do you consider yourself to be one or more of the following? (Mark all	
Straight, that is not gay or lesbian	that apply)	
Gay or Lesbian	Heterosexual or Straight	
Bisexual	Gay or Lesbian	
Something else	• Bisexual	
	Transgender	
	I prefer not to say	