

CONSUMER FINANCIAL PROTECTION BUREAU | FEBRUARY 2024

2023 CFPB Annual Employee Survey Results



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1. Introduction

1.1 Summary of survey results

Consumer Financial Protection Bureau (CFPB) leaders use feedback from tools such as the Annual Employee Survey (AES) to develop strategies to promote a more inclusive, effective, and efficient organization. Survey results are shared across the organization to encourage leaders to actively seek and respond to opportunities to improve the employee work experience. Also, the CFPB publishes this AES report on the agency’s website as required per guidance in 5 U.S.C. § 105, Subpart C.

Of the CFPB employee population, 70% responded to the AES, which was administered from September 14 to October 13, 2023.

The 2023 AES included 90 core items, of which 13 were added for the Diversity, Equity, Inclusion, and Accessibility Index. Across the survey, 72 items were rated favorably (agree/satisfied/good or strongly agree/very satisfied/very good) by 65 percent or more of the survey respondents; these items are considered strengths. None of the items was rated unfavorably (disagree/dissatisfied/poor or strongly disagree/very dissatisfied/very poor) by 35 percent or more of the survey respondents; any such items would have been considered challenges.

1.2 How the survey was conducted

The survey was administered online. Each eligible employee was sent an email invitation to participate, which included a unique login link. Survey respondents were informed that responses to this survey are voluntary and there is no penalty if they choose not to respond.

1.3 Survey items and response choices

Refer to Table 1 and Table 2 on the following pages for the percentage and number (frequencies) of survey respondents selecting each response choice¹ for each survey item.

1.4 Description of sample

All 1,636 eligible employees onboarded before July 2, 2023 were surveyed. Eligible employees include all CFPB permanent and term employees whether they are part-time or full-time. Of the 1,636 employees surveyed, 1,152 responded, for a 70.4% response rate.

¹ Some items included an option for survey respondents to select “Do Not Know” or “No Basis to Judge.” These items are noted in Table 2. The number of respondents who selected “Do Not Know” or “No Basis to Judge” is not included in calculating the percentages in Table 1.

2. 2023 Annual Employee Survey results for the Consumer Financial Protection Bureau

TABLE 1: PERCENTAGE OF SURVEY RESPONDENTS SELECTING EACH RESPONSE CHOICE²

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
My Work Experience	1	I have enough information to do my job well.	78.4	27.2	51.2	10.2	8.7	2.7	11.4
My Work Experience	2	I feel encouraged to come up with new and better ways of doing things.	69.8	33.9	35.9	13.7	10.3	6.3	16.6

² Percentages may seem to be off by a decimal point and may not sum to 100 percent due to rounding.

³ Adapted from the Office of Personnel Management's (OPM) Federal Employee Viewpoint Survey (FEVS) categories.

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
My Work Experience	3	My work gives me a feeling of personal accomplishment.	78.3	38.9	39.4	11.8	6.7	3.2	9.9
My Work Experience	4	I like the kind of work I do.	86.3	45.7	40.6	9.0	3.3	1.4	4.7
My Work Experience	5	I have sufficient resources (e.g., people, materials, budget) to get my job done.	56.6	19.4	37.2	13.7	19.0	10.8	29.8
My Work Experience	6	My workload is reasonable.*	65.8	21.7	44.1	13.3	13.3	7.6	20.9
My Work Experience	7	I know how my work relates to CFPB's goals.*	83.4	41.5	41.8	9.0	5.3	2.4	7.7
My Work Experience	8	The work I do is important.	88.1	52.0	36.1	7.7	2.9	1.3	4.2
My Work Experience	9	I find it easy to stay fully engaged in my work.	71.1	28.1	43.0	14.4	11.6	2.9	14.5
My Work Experience	10	I get excited when I think about what I could accomplish at work.	70.9	31.4	39.5	17.1	8.7	3.3	12.0

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
My Work Experience	11	I am given a real opportunity to improve my skills in my organization.*	68.7	27.7	41.0	15.5	10.8	5.0	15.8
My Work Experience	12	I am constantly looking for ways to do my job better.	88.5	43.8	44.7	8.9	2.1	0.5	2.6
My Agency	13	Employees have a feeling of personal empowerment with respect to work processes.	50.7	17.5	33.2	19.6	16.8	13.1	29.9
My Supervisor	14	Supervisors in my work unit support employee development.	84.1	45.8	38.3	7.7	4.5	3.8	8.3
My Work Experience	15	My training needs are assessed.	65.0	25.9	39.0	18.3	10.7	6.1	16.8
My Satisfaction	16	How satisfied are you with the training you receive for your present job?	62.4	23.0	39.4	23.0	10.2	4.3	14.6

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
My Work Unit	17	The people I work with cooperate to get the job done.*	86.4	44.4	42.0	7.8	5.0	0.8	5.8
My Work Unit	18	Employees in my work unit share job knowledge with each other.	88.6	50.6	38.0	5.7	4.3	1.3	5.7
My Work Unit	19	The people in my work unit look for ways to improve how we work.	84.7	42.0	42.7	9.5	4.1	1.7	5.8
My Work Unit	20	My work unit is able to recruit people with the right skills.	64.0	27.2	36.8	18.8	10.4	6.8	17.2
My Work Unit	21	The skill level in my work unit has improved in the past year.	61.1	28.3	32.8	26.0	8.5	4.4	12.9
My Work Unit	22	My work unit has the job-relevant skills necessary to accomplish organizational goals.*	79.8	35.8	44.0	12.0	5.4	2.8	8.2

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
My Work Experience	23	My talents are used well in the workplace.*	66.7	27.8	38.8	14.4	12.2	6.6	19.0
My Work Unit	24	How would you rate the overall quality of work done by your work unit?	90.3	56.1	34.2	8.4	0.8	0.5	1.3
My Work Experience	25	Physical conditions (e.g., noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	81.6	46.6	35.0	15.6	1.8	0.9	2.8
My Agency	26	Employees are protected from health and safety hazards on the job.	83.6	48.0	35.6	12.4	2.3	1.6	3.9
My Agency	27	My organization has prepared employees for potential security threats.	76.7	35.4	41.3	15.3	5.9	2.1	8.0

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
My Agency	28	I know how to take advantage of the Work/Life programs (e.g., Employee Assistance, Child Care, Elder Care) offered by CFPB.	74.1	31.3	42.8	16.0	7.5	2.4	9.9
My Satisfaction	29	How satisfied are you with your involvement in decisions that affect your work?*	51.2	17.1	34.1	20.3	18.1	10.4	28.5
My Agency	30	Overall, how satisfied are you with the following programs offered at CFPB: Remote, Telework, and Hybrid Program and Alternative Work Schedule Program?	90.3	63.0	27.3	5.2	3.1	1.3	4.4
My Work Experience	31	I know what is expected of me on the job.	87.4	41.2	46.2	5.7	4.6	2.4	7.0

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My Work Experience	32	My performance appraisal is a fair reflection of my performance.	85.7	43.5	42.2	8.9	3.3	2.2	5.5
My Work Unit	33	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	44.7	19.0	25.7	25.2	15.9	14.2	30.1
My Work Unit	34	In my work unit, differences in performance are recognized in a meaningful way.*	49.5	20.1	29.4	23.4	14.4	12.8	27.2
My Work Experience	35	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Accomplished	84.1	42.4	41.7	10.8	3.1	2.0	5.1

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		Performer, Unacceptable).							
My Supervisor	36	Discussions with my supervisor about my performance are worthwhile.	83.0	45.3	37.6	9.7	4.2	3.3	7.5
My Supervisor	37	I have had worthwhile discussions with my supervisor about my development.	80.5	45.8	34.7	10.1	5.8	3.6	9.4
My Supervisor	38	My supervisor provides me with opportunities to demonstrate my leadership skills.	81.4	49.8	31.6	10.6	4.0	4.0	8.1
My Supervisor	39	My supervisor provides me with opportunities to develop my job knowledge or skill.	84.2	48.8	35.4	8.9	3.4	3.5	6.9
My Supervisor	40	My supervisor provides me with constructive	78.2	43.9	34.3	12.5	4.9	4.3	9.2

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		suggestions to improve my job performance.							
My Supervisor	41	My supervisor supports my need to balance work and other life issues.	93.8	70.7	23.1	3.3	1.0	1.9	3.0
My Supervisor	42	My supervisor is committed to a workforce representative of all segments of society.	91.1	65.8	25.3	5.7	1.3	1.9	3.2
My Supervisor	43	In the last six months, my supervisor has talked with me about my performance.	91.7	57.0	34.7	4.2	2.1	2.1	4.2
My Supervisor	44	My supervisor listens to what I have to say.	91.8	65.1	26.7	4.1	2.1	2.1	4.2
My Supervisor	45	My supervisor treats me with respect.	92.5	69.6	22.9	4.2	1.4	1.9	3.3

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My Supervisor	46	I have trust and confidence in my supervisor.	86.8	62.4	24.3	7.0	2.9	3.4	6.3
My Supervisor	47	Overall, how good a job do you feel is being done by your immediate supervisor?	88.1	63.9	24.2	7.1	2.4	2.5	4.9
Leadership	48	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	74.3	38.6	35.7	16.9	5.3	3.5	8.8
Leadership	49	Managers communicate the goals of the organization.*	73.8	27.7	46.1	12.3	9.6	4.3	13.9
Leadership	50	Managers review and evaluate the organization's progress toward	70.4	27.7	42.7	15.9	8.7	4.9	13.6

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		meeting its goals and objectives.							
Leadership	51	Managers promote communication among different work units (e.g., about projects, goals, needed resources).	69.9	28.8	41.1	13.7	10.0	6.3	16.3
Leadership	52	Managers support collaboration across work units to accomplish work objectives.	71.8	29.8	42.0	14.3	8.4	5.5	13.9
My Satisfaction	53	How satisfied are you with the information you receive from management on what's going on in your organization?*	61.7	22.8	38.9	19.0	12.4	7.0	19.4
Leadership	54	My organization's senior leaders maintain high	62.6	28.9	33.7	17.2	10.1	10.1	20.2

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		standards of honesty and integrity.							
Leadership	55	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	46.0	19.0	27.0	21.0	15.5	17.6	33.1
Leadership	56	I have a high level of respect for my organization's senior leaders.	54.1	23.2	30.9	20.6	12.3	12.9	25.2
My Satisfaction	57	How satisfied are you with the policies and practices of your senior leaders?	47.6	17.2	30.4	22.1	18.4	12.0	30.4
My Work Unit	58	Promotions in my work unit are based on merit.	53.9	21.1	32.8	21.6	11.9	12.6	24.5
My Work Unit	59	Awards in my work unit depend on how well employees perform their jobs.	64.1	24.1	40.0	19.5	7.7	8.7	16.4

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
My Agency	60	Employees are recognized for providing high quality products and services.	66.6	23.7	42.9	17.6	9.9	5.9	15.8
My Agency	61	Creativity and innovation are rewarded.	58.1	21.9	36.2	20.8	12.9	8.3	21.2
My Agency	62	I understand how pay raises are determined at CFPB.	65.1	26.5	38.6	14.8	11.0	9.1	20.1
My Satisfaction	63	How satisfied are you with the recognition you receive for doing a good job?*	65.1	23.8	41.3	19.1	10.7	5.1	15.8
My Satisfaction	64	How satisfied are you with your opportunity to get a better job in your organization?	41.8	15.6	26.2	28.1	17.5	12.7	30.2
Leadership	65	Supervisors work well with employees	85.4	43.9	41.5	9.2	3.5	2.0	5.6

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
		of different backgrounds.							
My Work Experience	66	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.*	81.3	44.4	36.9	10.6	3.9	4.2	8.1
My Agency	67	Differences among individuals (e.g., gender, race, national origin, religion, age, cultural background, disability, sexual orientation) are respected and valued.	82.4	44.2	38.2	10.7	4.1	2.8	6.9
My Agency	68	Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin,	70.0	38.7	31.3	15.3	7.4	7.3	14.7

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		religion, age, cultural background, disability, or sexual orientation.							
My Agency	69	Policies and programs promote fair treatment of employees in all aspects of employee management (e.g., distribution of work, developmental opportunities, rewards and recognition).	73.5	36.1	37.4	12.6	8.1	5.7	13.8
My Agency	70	Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring).	78.5	37.4	41.1	12.6	5.4	3.4	8.8

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My Agency	71	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	70.4	37.7	32.7	14.8	8.1	6.6	14.8
My Agency	72	Prohibited Personnel Practices (e.g., 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.	79.8	43.8	36.0	11.3	4.1	4.8	8.9
My Satisfaction	73	Considering everything, how satisfied are you with your job?*	76.4	31.5	44.9	11.3	8.4	3.9	12.3

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My Satisfaction	74	Considering everything, how satisfied are you with your pay?	77.4	35.9	41.5	10.5	7.2	4.9	12.2
My Satisfaction	75	Considering everything, how satisfied are you with your organization?*	67.0	26.0	41.0	16.2	11.4	5.3	16.7
My Agency	76	I recommend my organization as a good place to work.*	70.9	34.3	36.6	16.3	8.2	4.6	12.8
My Agency	77	I believe the results of this survey will be used to make CFPB a better place to work.*	50.9	22.7	28.2	22.2	13.1	13.9	27.0
My Agency	78	My organization's management practices promote diversity (e.g., outreach, recruitment,	75.5	34.5	40.9	14.3	6.3	3.9	10.2

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
		promotion opportunities).							
My Supervisor	79	My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).	85.9	50.0	35.9	9.4	2.0	2.7	4.7
My Agency	80	I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.	74.3	37.3	37.0	11.8	6.5	7.4	13.9
My Supervisor	81	My supervisor provides opportunities fairly to all employees in my work unit (e.g.,	82.0	45.0	37.0	9.9	3.8	4.4	8.2

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
		promotions, work assignments).							
My Work Unit	82	In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).	73.2	39.5	33.7	14.8	6.1	5.9	12.0
My Work Unit	83	Employees in my work unit make me feel I belong.	86.0	46.4	39.6	9.6	2.8	1.6	4.4
My Work Unit	84	Employees in my work unit care about me as a person.	84.6	46.5	38.1	12.1	1.9	1.5	3.4
My Work Unit	85	I am comfortable expressing opinions that are different from other employees in my work unit.	83.0	41.8	41.1	8.7	5.6	2.7	8.3
My Work Unit	86	In my work unit, people's differences are respected.	84.1	43.8	40.3	11.0	3.2	1.6	4.8

Category ³	Item #	Item Text	Favorable %	Strongly Agree, Very Satisfied, or Very Good %	Agree, Satisfied, or Good %	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair %	Disagree, Dissatisfied, or Poor %	Strongly Disagree, Very Dissatisfied, or Very Poor %	Unfavorable %
My Work Experience	87	I can be successful in my organization being myself.	79.4	41.2	38.2	11.5	6.0	3.1	9.1
My Work Experience	88	I can easily make a request of my organization to meet my accessibility needs.	79.9	43.9	36.0	12.8	5.1	2.2	7.3
My Work Experience	89	My organization responds to my accessibility needs in a timely manner.	77.8	43.8	34.0	15.6	4.5	2.1	6.6
My Work Experience	90	My organization meets my accessibility needs.	78.3	45.0	33.3	14.9	4.5	2.3	6.8

* The 16 prescribed items that all agencies must administer each year in the annual employee survey.

TABLE 2: NUMBER OF SURVEY RESPONDENTS SELECTING EACH RESPONSE CHOICE

Category ⁴	Item #	Item Text	Strongly Agree, Very Satisfied, or Very Good #	Agree, Satisfied, or Good #	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair #	Disagree, Dissatisfied, or Poor #	Strongly Disagree, Very Dissatisfied, or Very Poor #	Do Not Know/No Basis to Judge ⁵	Total
My Work Experience	1	I have enough information to do my job well.	312	588	117	100	31	N/A	1148
My Work Experience	2	I feel encouraged to come up with new and better ways of doing things.	389	412	157	118	72	N/A	1148
My Work Experience	3	My work gives me a feeling of personal accomplishment.	447	453	135	77	37	N/A	1149
My Work Experience	4	I like the kind of work I do.	525	466	103	38	16	N/A	1148
My Work Experience	5	I have sufficient resources (e.g., people, materials,	222	425	157	217	123	6	1144

⁴ Adapted from the Office of Personnel Management’s (OPM) Federal Employee Viewpoint Survey (FEVS) categories.

⁵ This was an option for some of the survey questions. N/A indicates this option was not applicable for a question.

Category ⁴	Item #	Item Text	Strongly Agree, Very Satisfied, or Very Good #	Agree, Satisfied, or Good #	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair #	Disagree, Dissatisfied, or Poor #	Strongly Disagree, Very Dissatisfied, or Very Poor #	Do Not Know/No Basis to Judge ⁵	Total
		budget) to get my job done.							
My Work Experience	6	My workload is reasonable.*	249	506	153	153	87	3	1148
My Work Experience	7	I know how my work relates to CFPB's goals.*	476	480	103	61	27	4	1147
My Work Experience	8	The work I do is important.	594	412	88	33	15	5	1142
My Work Experience	9	I find it easy to stay fully engaged in my work.	323	494	165	133	33	N/A	1148
My Work Experience	10	I get excited when I think about what I could accomplish at work.	361	454	197	100	38	N/A	1150
My Work Experience	11	I am given a real opportunity to improve my skills in my organization.*	319	471	178	124	58	N/A	1150
My Work Experience	12	I am constantly looking for ways to do my job better.	502	513	102	24	6	N/A	1147

Category ⁴	Item #	Item Text	Strongly Agree, Very Satisfied, or Very Good #	Agree, Satisfied, or Good #	Neither Agree Nor Disagree, Neither Satisfied Nor Dissatisfied, or Fair #	Disagree, Dissatisfied, or Poor #	Strongly Disagree, Very Dissatisfied, or Very Poor #	Do Not Know/No Basis to Judge ⁵	Total
My Agency	13	Employees have a feeling of personal empowerment with respect to work processes.	198	376	222	190	148	15	1134
My Supervisor	14	Supervisors in my work unit support employee development.	523	437	88	51	43	7	1142
My Work Experience	15	My training needs are assessed.	293	442	207	121	69	14	1132
My Satisfaction	16	How satisfied are you with the training you receive for your present job?	263	450	263	117	49	N/A	1142
My Work Unit	17	The people I work with cooperate to get the job done.*	503	476	88	57	9	N/A	1133
My Work Unit	18	Employees in my work unit share job knowledge with each other.	582	437	66	50	15	1	1150
My Work Unit	19	The people in my work unit look for	480	489	109	47	19	7	1144

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		ways to improve how we work.							
My Work Unit	20	My work unit is able to recruit people with the right skills.	298	404	206	114	75	52	1097
My Work Unit	21	The skill level in my work unit has improved in the past year.	306	355	281	92	48	68	1082
My Work Unit	22	My work unit has the job-relevant skills necessary to accomplish organizational goals.*	406	498	136	61	32	12	1133
My Work Experience	23	My talents are used well in the workplace.*	318	444	165	140	76	2	1143
My Work Unit	24	How would you rate the overall quality of work done by your work unit?	639	390	96	9	6	N/A	1140
My Work Experience	25	Physical conditions (e.g., noise level,	454	341	152	18	9	174	974

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		temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.							
My Agency	26	Employees are protected from health and safety hazards on the job.	472	350	122	23	16	166	983
My Agency	27	My organization has prepared employees for potential security threats.	370	432	160	62	22	101	1046
My Agency	28	I know how to take advantage of the Work/Life programs (e.g., Employee Assistance, Child Care, Elder Care) offered by CFPB.	348	475	178	83	27	36	1111
My Satisfaction	29	How satisfied are you with your involvement in	196	391	233	208	119	N/A	1147

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		decisions that affect your work?*							
My Agency	30	Overall, how satisfied are you with the following programs offered at CFPB: Remote, Telework, and Hybrid Program and Alternative Work Schedule Program?	725	314	60	36	15	N/A	1150
My Work Experience	31	I know what is expected of me on the job.	470	528	65	52	27	5	1142
My Work Experience	32	My performance appraisal is a fair reflection of my performance.	481	467	98	36	24	40	1106
My Work Unit	33	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	169	228	224	141	126	261	888

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My Work Unit	34	In my work unit, differences in performance are recognized in a meaningful way.*	201	294	234	144	128	148	1001
My Work Experience	35	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Accomplished Performer, Unacceptable).	448	441	114	33	21	85	1057
My Supervisor	36	Discussions with my supervisor about my performance are worthwhile.	512	424	109	47	37	18	1129
My Supervisor	37	I have had worthwhile discussions with my supervisor about my development.	522	396	115	66	41	8	1140

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My Supervisor	38	My supervisor provides me with opportunities to demonstrate my leadership skills.	566	359	121	46	45	8	1137
My Supervisor	39	My supervisor provides me with opportunities to develop my job knowledge or skill.	557	404	101	39	40	6	1141
My Supervisor	40	My supervisor provides me with constructive suggestions to improve my job performance.	499	390	142	56	49	10	1136
My Supervisor	41	My supervisor supports my need to balance work and other life issues.	809	264	38	12	22	4	1145
My Supervisor	42	My supervisor is committed to a workforce	707	272	61	14	20	72	1074

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		representative of all segments of society.							
My Supervisor	43	In the last six months, my supervisor has talked with me about my performance.	654	398	48	24	24	N/A	1148
My Supervisor	44	My supervisor listens to what I have to say.	747	306	47	24	24	N/A	1148
My Supervisor	45	My supervisor treats me with respect.	800	263	48	16	22	N/A	1149
My Supervisor	46	I have trust and confidence in my supervisor.	715	278	80	33	39	N/A	1145
My Supervisor	47	Overall, how good a job do you feel is being done by your immediate supervisor?	729	276	81	27	28	N/A	1141
Leadership	48	Overall, how good a job do you feel is being done by the manager directly	440	407	193	60	40	N/A	1140

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		above your immediate supervisor?							
Leadership	49	Managers communicate the goals of the organization.*	314	522	139	109	49	13	1133
Leadership	50	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	294	453	169	92	52	87	1060
Leadership	51	Managers promote communication among different work units (e.g., about projects, goals, needed resources).	318	455	152	111	70	39	1106
Leadership	52	Managers support collaboration across work units to	330	464	158	93	61	37	1106

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		accomplish work objectives.							
My Satisfaction	53	How satisfied are you with the information you receive from management on what's going on in your organization?*	261	445	217	142	80	N/A	1145
Leadership	54	My organization's senior leaders maintain high standards of honesty and integrity.	308	360	183	108	108	79	1067
Leadership	55	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	211	300	234	172	196	32	1113
Leadership	56	I have a high level of respect for my	262	349	233	139	146	15	1129

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		organization's senior leaders.							
My Satisfaction	57	How satisfied are you with the policies and practices of your senior leaders?	197	347	252	210	137	N/A	1143
My Work Unit	58	Promotions in my work unit are based on merit.	196	305	201	111	117	213	930
My Work Unit	59	Awards in my work unit depend on how well employees perform their jobs.	238	395	192	76	86	157	987
My Agency	60	Employees are recognized for providing high quality products and services.	251	455	186	105	63	88	1060
My Agency	61	Creativity and innovation are rewarded.	228	377	216	134	86	106	1041
My Agency	62	I understand how pay raises are	287	418	160	119	99	61	1083

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		determined at CFPB.							
My Satisfaction	63	How satisfied are you with the recognition you receive for doing a good job?*	273	474	219	123	58	N/A	1147
My Satisfaction	64	How satisfied are you with your opportunity to get a better job in your organization?	178	300	321	200	145	N/A	1144
Leadership	65	Supervisors work well with employees of different backgrounds.	470	444	98	38	21	74	1071
My Work Experience	66	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.*	465	387	111	41	44	99	1048
My Agency	67	Differences among individuals (e.g., gender, race,	486	420	117	45	31	49	1099

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		national origin, religion, age, cultural background, disability, sexual orientation) are respected and valued.							
My Agency	68	Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation.	406	328	160	78	76	100	1048
My Agency	69	Policies and programs promote fair treatment of employees in all aspects of employee management (e.g.,	395	409	138	89	62	52	1093

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		distribution of work, developmental opportunities, rewards and recognition).							
My Agency	70	Policies and programs promote diversity in the workplace (e.g., recruiting minorities and women, training in awareness of diversity issues, mentoring).	405	446	137	59	37	61	1084
My Agency	71	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	389	337	153	84	68	114	1031
My Agency	72	Prohibited Personnel Practices (e.g., illegally discriminating for or	446	367	115	42	49	127	1019

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		against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.							
My Satisfaction	73	Considering everything, how satisfied are you with your job?*	361	515	130	96	45	N/A	1147
My Satisfaction	74	Considering everything, how satisfied are you with your pay?	411	475	120	83	56	N/A	1145
My Satisfaction	75	Considering everything, how satisfied are you with your organization?*	298	469	186	131	61	N/A	1145

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My Agency	76	I recommend my organization as a good place to work.*	392	419	186	94	53	N/A	1144
My Agency	77	I believe the results of this survey will be used to make CFPB a better place to work.*	260	323	254	150	159	N/A	1146
My Agency	78	My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).	349	414	145	64	39	132	1011
My Supervisor	79	My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).	524	377	99	21	28	93	1049

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My Agency	80	I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.	399	396	126	69	79	74	1069
My Supervisor	81	My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).	479	394	105	40	47	76	1065
My Work Unit	82	In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).	414	353	155	64	62	92	1048
My Work Unit	83	Employees in my work unit make me feel I belong.	522	445	108	31	18	14	1124

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My Work Unit	84	Employees in my work unit care about me as a person.	520	426	135	21	17	22	1119
My Work Unit	85	I am comfortable expressing opinions that are different from other employees in my work unit.	474	467	99	64	31	7	1135
My Work Unit	86	In my work unit, people's differences are respected.	490	451	123	36	18	23	1118
My Work Experience	87	I can be successful in my organization being myself.	463	430	129	68	35	16	1125
My Work Experience	88	I can easily make a request of my organization to meet my accessibility needs.	260	213	76	30	13	552**	592
My Work Experience	89	My organization responds to my accessibility needs in a timely manner.	245	190	87	25	12	582**	559

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My Work Experience	90	My organization meets my accessibility needs.	251	186	83	25	13	581**	558

* The 16 prescribed items that all agencies must administer each year in the annual employee survey.

**In the 3 Accessibility items, this frequency includes response options for “No Basis to Judge” and “I do not have any accessibility needs.”