

2021 CFPB Annual Employee Survey Results

Introduction

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 CFR Part 250.

66.4% of the CFPB employee population responded to the AES administered from September 13 to October 15, 2021.

Of the 77 items included in the survey, 55 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. One (1) item was rated unfavorably (disagree/dissatisfied/poor or strongly disagree/very dissatisfied/very poor) by 35 percent or more of the survey respondents; this item is identified as a challenge.

How the survey was conducted

The survey was administered online. Each eligible employee was sent an invitation to participate via an email, 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.

Survey items and response choices

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

Description of sample

All 1,511 full-time eligible² employees onboarded before July 13, 2021 were surveyed.

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 Eligible employees include all CFPB permanent and term employees.

Number of employees surveyed, number who responded, and representativeness of respondents

Of the 1,511 employees surveyed, 1,003 responded, for a 66.4% response rate. Demographic comparisons of the survey respondents and the CFPB population are presented in Tables 3 through 6³. The survey respondents reflect the population (i.e., gender, ethnicity, race, and division). One way to compare the survey respondents to the population, is to look at the percentage of respondents for a demographic group (e.g., female, Asian) compared to the percentage of that group within the Bureau's population. Using this method, the percent of respondents from the demographic groups in these tables is at least 61% of the group's percent within the Bureau.

³ The number of respondents who provided no response is not included in calculating percentages for the survey response options in Tables 3 through 5.

2021 Annual Employee Survey results for the Consumer Financial Protection Bureau

SURVEYS SENT: 1511 SURVEYS RETURNED: 1003 RESPONSE RATE: 66.4%

Table 1: PERCENTAGE OF SURVEY RESPONDENTS SELECTING EACH RESPONSE CHOICE

Category ⁴	Item #	Item Text	Percent 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	Percent Unfavorable
My Work Experience	1	I have enough information to do my job well.	82.2%	29.3%	52.9%	9.4%	7.1%	1.4%	8.5%
My Work Experience	2	I feel encouraged to come up with new and better ways of doing things.	72.0%	34.2%	37.8%	14.3%	9.6%	4.2%	13.8%

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

Category ⁴	Item #	Item Text	Percent 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	Percent Unfavorable
My Work Experience	3	My work gives me a feeling of personal accomplishment.	81.3%	41.7%	39.6%	10.9%	5.4%	2.4%	7.8%
My Work Experience	4	I like the kind of work I do.	86.5%	47.0%	39.5%	9.0%	3.3%	1.2%	4.5%
My Work Experience	5	I have sufficient resources (for example, people, materials, budget) to get my job done.	58.8%	20.1%	38.7%	11.6%	19.1%	10.5%	29.6%
My Work Experience	6	My workload is reasonable.*	61.6%	18.7%	42.9%	14.4%	15.8%	8.2%	24.0%
My Work Experience	7	I know how my work relates to the agency's goals.*	90.0%	47.0%	43.0%	6.2%	2.5%	1.3%	3.8%
My Work Experience	8	The work I do is important.	90.9%	57.5%	33.4%	6.2%	1.6%	1.2%	2.8%
My Work Experience	9	I find it easy to stay fully engaged in my work.	74.0%	26.1%	47.9%	15.0%	9.3%	1.8%	11.1%
My Work Experience	10	I get excited when I think about what I could accomplish at work.	70.0%	30.3%	39.7%	18.7%	8.7%	2.6%	11.3%
My Work Experience	11	I am given a real opportunity to improve my skills in my organization.*	70.1%	27.6%	42.5%	15.1%	10.4%	4.4%	14.8%
My Work Experience	12	I am constantly looking for ways to do my job better.	89.2%	41.2%	48.0%	8.7%	1.6%	0.5%	2.1%

Category ⁴	Item #	Item Text	Percent 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	Percent Unfavorable
My Agency	13	Employees have a feeling of personal empowerment with respect to work processes.	53.5%	19.0%	34.5%	20.6%	16.0%	10.0%	26.0%
My Supervisor	14	Supervisors in my work unit support employee development.	83.5%	41.4%	42.1%	9.4%	4.1%	2.9%	7.0%
My Work Experience	15	My training needs are assessed.	62.2%	23.0%	39.2%	19.7%	12.3%	5.8%	18.1%
My Satisfaction	16	How satisfied are you with the training you receive for your present job?	60.7%	20.9%	39.8%	27.0%	9.8%	2.5%	12.3%
My Work Unit	17	The people I work with cooperate to get the job done.*	85.7%	43.4%	42.3%	8.5%	4.3%	1.5%	5.8%
My Work Unit	18	Employees in my work unit share job knowledge with each other.	86.9%	45.0%	41.9%	7.2%	4.3%	1.5%	5.8%
My Work Unit	19	The people in my work unit look for ways to improve the way we work.	82.0%	38.6%	43.4%	11.4%	5.0%	1.6%	6.6%
My Work Unit	20	My work unit is able to recruit people with the right skills.	63.3%	25.5%	37.8%	20.5%	10.9%	5.3%	16.2%
My Work Unit	21	The skill level in my work unit has improved in the past year.	63.6%	28.1%	35.5%	25.9%	6.6%	3.9%	10.5%

Category ⁴	Item #	Item Text	Percent 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	Percent Unfavorable
My Work Unit	22	My work unit has the job-relevant skills necessary to accomplish organizational goals.*	80.1%	33.3%	46.8%	11.6%	5.6%	2.7%	8.3%
My Work Experience	23	My talents are used well in the workplace.*	67.8%	25.6%	42.2%	15.1%	9.9%	7.2%	17.1%
My Work Unit	24	How would you rate the overall quality of work done by your work unit?	91.3%	60.0%	31.3%	6.8%	0.9%	0.9%	1.8%
My Work Experience	25	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67.8%	36.7%	31.1%	28.0%	2.2%	1.9%	4.1%
My Agency	26	Employees are protected from health and safety hazards on the job.	79.2%	45.4%	33.8%	17.2%	1.9%	1.6%	3.5%
My Agency	27	My organization has prepared employees for potential security threats.	72.1%	31.5%	40.6%	19.9%	5.7%	2.4%	8.1%
My Agency	28	I know how to take advantage of the Work/Life programs (e.g., Employee Assistance, Child Care, Elder Care) offered by my agency.	78.6%	29.3%	49.3%	12.7%	6.8%	1.9%	8.7%
My Satisfaction	29	How satisfied are you with your involvement in decisions that affect your work?*	55.5%	17.9%	37.6%	21.7%	16.8%	5.9%	22.7%

Category ⁴	Item #	Item Text	Percent 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	Percent Unfavorable
My Agency	30	Overall, how satisfied are you with the Work/Life – Telework and Alternative Work Schedule programs offered in your agency?	86.6%	51.9%	34.7%	9.6%	2.3%	1.5%	3.8%
My Work Experience	31	I know what is expected of me on the job.	88.4%	36.3%	52.1%	7.4%	2.7%	1.5%	4.2%
My Work Experience	32	My performance appraisal is a fair reflection of my performance.	85.5%	38.7%	46.8%	9.3%	2.3%	2.9%	5.2%
My Work Unit	33	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	38.9%	14.3%	24.6%	30.0%	16.6%	14.5%	31.1%
My Work Unit	34	In my work unit, differences in performance are recognized in a meaningful way.*	42.1%	14.4%	27.7%	26.7%	17.9%	13.3%	31.2%
My Work Experience	35	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Accomplished Performer, Unacceptable).	83.2%	36.6%	46.6%	11.3%	2.5%	3.1%	5.6%
My Supervisor	36	Discussions with my supervisor about my performance are worthwhile.	81.7%	40.9%	40.8%	11.2%	3.8%	3.3%	7.1%
My Supervisor	37	I have had worthwhile discussions with my supervisor about my development.	79.1%	41.8%	37.3%	11.7%	5.5%	3.7%	9.2%

Category ⁴	Item #	Item Text	Percent 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	Percent Unfavorable
My Supervisor	38	My supervisor provides me with opportunities to demonstrate my leadership skills.	81.2%	44.5%	36.7%	10.9%	4.2%	3.6%	7.8%
My Supervisor	39	My supervisor provides me with opportunities to develop my job knowledge or skill.	85.2%	45.1%	40.1%	8.2%	3.9%	2.6%	6.5%
My Supervisor	40	My supervisor provides me with constructive suggestions to improve my job performance.	78.2%	40.3%	37.9%	13.9%	4.3%	3.7%	8.0%
My Supervisor	41	My supervisor supports my need to balance work and other life issues.	93.0%	67.8%	25.2%	4.2%	1.2%	1.5%	2.7%
My Supervisor	42	My supervisor is committed to a workforce representative of all segments of society.	91.0%	62.1%	28.9%	6.7%	1.1%	1.3%	2.4%
My Supervisor	43	In the last six months, my supervisor has talked with me about my performance.	91.9%	54.8%	37.1%	4.9%	2.0%	1.2%	3.2%
My Supervisor	44	My supervisor listens to what I have to say.	91.9%	63.3%	28.6%	4.4%	1.9%	1.8%	3.7%
My Supervisor	45	My supervisor treats me with respect.	94.0%	69.1%	24.9%	3.2%	0.9%	1.9%	2.8%
My Supervisor	46	I have trust and confidence in my supervisor.	88.1%	61.2%	26.9%	6.6%	2.7%	2.6%	5.3%
My Supervisor	47	Overall, how good a job do you feel is being done by your immediate supervisor?	89.1%	66.5%	22.6%	7.1%	1.9%	1.9%	3.8%

Category ⁴	Item #	Item Text	Percent 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	Percent Unfavorable
Leadership	48	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	74.2%	41.2%	33.0%	15.9%	5.9%	4.1%	10.0%
Leadership	49	Managers communicate the goals of the organization.*	75.3%	32.1%	43.2%	11.8%	7.7%	5.2%	12.9%
Leadership	50	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	72.1%	31.1%	41.0%	16.1%	6.3%	5.5%	11.8%
Leadership	51	Managers promote communication among different work units (for example, about projects, goals, needed resources).	69.4%	30.2%	39.2%	15.0%	10.0%	5.6%	15.6%
Leadership	52	Managers support collaboration across work units to accomplish work objectives.	72.8%	31.3%	41.5%	14.9%	7.1%	5.2%	12.3%
My Satisfaction	53	How satisfied are you with the information you receive from management on what's going on in your organization?*	66.0%	26.3%	39.7%	16.6%	11.8%	5.6%	17.4%
Leadership	54	My organization's senior leaders maintain high standards of honesty and integrity.	70.6%	32.9%	37.7%	18.9%	5.8%	4.8%	10.6%
Leadership	55	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	57.6%	23.3%	34.3%	24.4%	10.0%	8.0%	18.0%

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Leadership	56	I have a high level of respect for my organization's senior leaders.	61.8%	26.0%	35.8%	24.5%	7.0%	6.7%	13.7%
My Satisfaction	57	How satisfied are you with the policies and practices of your senior leaders?	59.6%	19.9%	39.7%	24.4%	11.6%	4.5%	16.1%
My Work Unit	58	Promotions in my work unit are based on merit.	50.3%	17.4%	32.9%	24.0%	12.4%	13.3%	25.7%
My Work Unit	59	Awards in my work unit depend on how well employees perform their jobs.	57.4%	19.2%	38.2%	22.5%	10.4%	9.6%	20.0%
My Agency	60	Employees are recognized for providing high quality products and services.	64.1%	21.8%	42.3%	18.8%	9.9%	7.1%	17.0%
My Agency	61	Creativity and innovation are rewarded.	55.3%	19.8%	35.5%	23.6%	12.8%	8.2%	21.0%
My Agency	62	Pay raises depend on how well employees perform their jobs.	24.2%	9.7%	14.5%	25.8%	20.6%	29.5%	50.1%
My Satisfaction	63	How satisfied are you with the recognition you receive for doing a good job?*	62.6%	21.0%	41.6%	19.6%	12.6%	5.2%	17.8%
My Satisfaction	64	How satisfied are you with your opportunity to get a better job in your organization?	41.1%	13.2%	27.9%	28.5%	15.0%	15.5%	30.5%
Leadership	65	Supervisors work well with employees of different backgrounds.	83.4%	40.1%	43.3%	10.4%	3.2%	3.1%	6.3%

Category ⁴	Item #	Item Text	Percent 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	Percent Unfavorable
My Work Experience	66	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.*	83.0%	44.8%	38.2%	9.1%	3.4%	4.4%	7.8%
My Agency	67	Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability, sexual orientation) are respected and valued.	82.4%	42.4%	40.0%	9.7%	4.2%	3.7%	7.9%
My Agency	68	Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation.	68.5%	34.4%	34.1%	15.7%	7.5%	8.3%	15.8%
My Agency	69	Policies and programs promote fair treatment of employees in all aspects of employee management (for example, distribution of work, developmental opportunities, rewards and recognition).	73.0%	34.5%	38.5%	14.3%	6.8%	6.0%	12.8%
My Agency	70	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	76.5%	36.8%	39.7%	13.8%	5.7%	4.0%	9.7%

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My Agency	71	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	66.3%	32.5%	33.8%	18.3%	7.3%	8.1%	15.4%
My Agency	72	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.	80.0%	41.9%	38.1%	11.7%	2.9%	5.5%	8.4%
My Satisfaction	73	Considering everything, how satisfied are you with your job?*	77.9%	31.1%	46.8%	12.1%	7.1%	2.9%	10.0%
My Satisfaction	74	Considering everything, how satisfied are you with your pay?	59.6%	22.5%	37.1%	14.1%	16.6%	9.6%	26.2%
My Satisfaction	75	Considering everything, how satisfied are you with your organization?*	72.0%	27.2%	44.8%	16.2%	8.8%	3.1%	11.9%
My Agency	76	I recommend my organization as a good place to work.*	74.7%	36.1%	38.6%	15.4%	6.7%	3.2%	9.9%
My Agency	77	I believe the results of this survey will be used to make my agency a better place to work.*	54.7%	23.4%	31.3%	21.9%	13.9%	9.5%	23.4%

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

Table 2: NUMBER OF SURVEY RESPONDENTS SELECTING EACH RESPONSE CHOICE

Category ⁵	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 ⁶	Total
My Work Experience	1	I have enough information to do my job well.	293	529	94	71	14		1001
My Work Experience	2	I feel encouraged to come up with new and better ways of doing things.	340	376	142	95	42		995
My Work Experience	3	My work gives me a feeling of personal accomplishment.	414	393	108	54	24		993
My Work Experience	4	I like the kind of work I do.	466	391	89	33	12		991
My Work Experience	5	I have sufficient resources (for example, people, materials, budget) to get my job done.	200	386	116	190	105	2	997
My Work Experience	6	My workload is reasonable.*	186	427	143	157	82	3	995
My Work Experience	7	I know how my work relates to the agency's goals.*	469	429	62	25	13	1	998
My Work Experience	8	The work I do is important.	573	333	62	16	12	1	996

⁵ Adapted from the Office of Personnel Management's (OPM) Federal Employee Viewpoint Survey (FEVS) categories.

⁶ This option was an option for some of the survey questions. If there is a blank, this option was not applicable.

Category ⁵	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 ⁶	Total
My Work Experience	9	I find it easy to stay fully engaged in my work.	261	479	150	93	18		1001
My Work Experience	10	I get excited when I think about what I could accomplish at work.	302	396	186	87	26		997
My Work Experience	11	I am given a real opportunity to improve my skills in my organization.*	276	425	151	104	44		1000
My Work Experience	12	I am constantly looking for ways to do my job better.	404	471	85	16	5		981
My Agency	13	Employees have a feeling of personal empowerment with respect to work processes.	187	339	202	157	98	14	983
My Supervisor	14	Supervisors in my work unit support employee development.	411	418	93	41	29	5	992
My Work Experience	15	My training needs are assessed.	226	386	194	121	57	11	984
My Satisfaction	16	How satisfied are you with the training you receive for your present job?	208	396	269	97	25		995
My Work Unit	17	The people I work with cooperate to get the job done.*	426	415	83	42	15		981
My Work Unit	18	Employees in my work unit share job knowledge with each other.	448	417	72	43	15	1	995
My Work Unit	19	The people in my work unit look for ways to improve the way we work.	378	425	112	49	16	13	980

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My Work Unit	20	My work unit is able to recruit people with the right skills.	244	362	196	104	51	37	957
My Work Unit	21	The skill level in my work unit has improved in the past year.	265	334	244	62	37	50	942
My Work Unit	22	My work unit has the job-relevant skills necessary to accomplish organizational goals.*	324	455	113	54	26	17	972
My Work Experience	23	My talents are used well in the workplace.*	253	416	149	98	71	1	987
My Work Unit	24	How would you rate the overall quality of work done by your work unit?	589	307	67	9	9		981
My Work Experience	25	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	296	251	226	18	15	186	806
My Agency	26	Employees are protected from health and safety hazards on the job.	399	297	151	17	14	114	878
My Agency	27	My organization has prepared employees for potential security threats.	282	363	178	51	21	94	895
My Agency	28	I know how to take advantage of the Work/Life programs (e.g., Employee Assistance, Child Care, Elder Care) offered by my agency.	281	473	122	65	18	30	959
My Satisfaction	29	How satisfied are you with your involvement in decisions that affect your work?*	178	374	216	167	59		994

Category ⁵	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 ⁶	Total
My Agency	30	Overall, how satisfied are you with the Work/Life – Telework and Alternative Work Schedule programs offered in your agency?	518	346	96	23	15		998
My Work Experience	31	I know what is expected of me on the job.	363	521	74	27	15	2	1000
My Work Experience	32	My performance appraisal is a fair reflection of my performance.	370	447	89	22	28	42	956
My Work Unit	33	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	114	197	240	133	116	199	800
My Work Unit	34	In my work unit, differences in performance are recognized in a meaningful way.*	126	242	234	157	116	119	875
My Work Experience	35	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Accomplished Performer, Unacceptable).	335	426	103	23	28	81 ⁷	915
My Supervisor	36	Discussions with my supervisor about my performance are worthwhile.	404	403	111	38	33	9	989
My Supervisor	37	I have had worthwhile discussions with my supervisor about my development.	415	371	116	55	37	4	994

⁷ This option for question 35 is “No Basis to Judge,” instead of “Do Not Know.”

Category ⁵	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 ⁶	Total
My Supervisor	38	My supervisor provides me with opportunities to demonstrate my leadership skills.	444	366	109	42	36	2	997
My Supervisor	39	My supervisor provides me with opportunities to develop my job knowledge or skill.	450	400	82	39	26	2	997
My Supervisor	40	My supervisor provides me with constructive suggestions to improve my job performance.	401	377	138	43	37	4	996
My Supervisor	41	My supervisor supports my need to balance work and other life issues.	675	251	42	12	15	3	995
My Supervisor	42	My supervisor is committed to a workforce representative of all segments of society.	589	274	64	10	12	45	949
My Supervisor	43	In the last six months, my supervisor has talked with me about my performance.	548	371	49	20	12		1000
My Supervisor	44	My supervisor listens to what I have to say.	633	286	44	19	18		1000
My Supervisor	45	My supervisor treats me with respect.	692	249	32	9	19		1001
My Supervisor	46	I have trust and confidence in my supervisor.	607	267	65	27	26		992
My Supervisor	47	Overall, how good a job do you feel is being done by your immediate supervisor?	659	224	70	19	19		991
Leadership	48	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	406	325	157	58	40		986

Category ⁵	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 ⁶	Total
Leadership	49	Managers communicate the goals of the organization.*	315	424	116	75	51	14	981
Leadership	50	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	288	379	149	58	51	66	925
Leadership	51	Managers promote communication among different work units (for example, about projects, goals, needed resources).	291	378	145	96	54	28	964
Leadership	52	Managers support collaboration across work units to accomplish work objectives.	300	398	143	68	50	26	959
My Satisfaction	53	How satisfied are you with the information you receive from management on what's going on in your organization?*	262	396	166	118	56		998
Leadership	54	My organization's senior leaders maintain high standards of honesty and integrity.	303	347	174	53	44	77	921
Leadership	55	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	224	330	235	96	77	34	962
Leadership	56	I have a high level of respect for my organization's senior leaders.	252	347	237	68	65	26	969
My Satisfaction	57	How satisfied are you with the policies and practices of your senior leaders?	198	395	243	115	45		996
My Work Unit	58	Promotions in my work unit are based on merit.	149	281	205	106	114	145	855

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My Work Unit	59	Awards in my work unit depend on how well employees perform their jobs.	168	334	197	91	84	119	874
My Agency	60	Employees are recognized for providing high quality products and services.	205	398	177	93	67	59	940
My Agency	61	Creativity and innovation are rewarded.	183	328	218	118	76	73	923
My Agency	62	Pay raises depend on how well employees perform their jobs.	84	125	223	178	255	128	865
My Satisfaction	63	How satisfied are you with the recognition you receive for doing a good job?*	209	415	195	126	52		997
My Satisfaction	64	How satisfied are you with your opportunity to get a better job in your organization?	131	278	284	149	154		996
Leadership	65	Supervisors work well with employees of different backgrounds.	377	407	98	30	29	56	941
My Work Experience	66	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.*	408	348	83	31	40	86	910
My Agency	67	Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability, sexual orientation) are respected and valued.	412	389	94	41	36	27	972
My Agency	68	Advancement opportunities are available for qualified individuals, regardless of gender, race,	319	316	146	70	77	70	928

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		national origin, 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 (for example, distribution of work, developmental opportunities, rewards and recognition).	330	369	137	65	57	39	958
My Agency	70	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	348	376	131	54	38	51	947
My Agency	71	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	294	306	166	66	73	95	905
My Agency	72	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.	367	334	103	25	48	120	877
My Satisfaction	73	Considering everything, how satisfied are you with your job?*	311	468	121	71	29		1000
My Satisfaction	74	Considering everything, how satisfied are you with your pay?	225	371	141	166	96		999

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My Satisfaction	75	Considering everything, how satisfied are you with your organization?*	269	443	160	87	31		990
My Agency	76	I recommend my organization as a good place to work.*	360	385	154	67	32		998
My Agency	77	I believe the results of this survey will be used to make my agency a better place to work.*	233	312	218	138	95		996

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

Demographics

TABLE 3: GENDER

	Gender	Population	Respondents
	Male	50%	42%
	Female	50%	42%
	Non-binary/third gender ⁸	-	<1%
	I prefer to self-describe	-	0%
	I prefer not to say	-	16%
	Not Reported	-	0%

TABLE 4: ETHNICITY

	Are you Hispanic or Latino?	Population	Respondents
	Yes	7%	7%
	No	93%	93%
	Not Reported	-	0%

⁸ Currently, personnel systems only allow employees to identify as male or female.

TABLE 5: RACIAL CATEGORY

Please select the racial category or categories with which you most closely identify:	Population	Respondents
American Indian or Alaska Native	1%	1%
Asian	10%	6%
Black or African American	24%	19%
Native Hawaiian or Other Pacific Islander	<1%	<1%
White	61%	60%
I prefer to self-describe	-	11%
Two or More Races	3%	3%
Not Reported	<1%	0%

TABLE 6: DIVISION

Division	Population	Respondents
Office of the Director	5%	4%
Operations	20%	20%
Consumer Education and External Affairs	16%	15%
Research, Markets, and Regulations	10%	11%
Supervision, Enforcement, and Fair Lending	43%	41%
Legal Division	5%	6%
Other Programs (including Ombudsman and Director's Financial Analysts)	2%	1%
Not Reported	-	2%