

# 2022 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 U.S. Code § 250, Subpart C.

Of the CFPB employee population, 69% responded to the AES, which was administered from September 6 to October 7, 2022.

Of the 77 core items included in the survey, 52 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. Two items were rated unfavorably (disagree/dissatisfied/poor or strongly disagree/very dissatisfied/very poor) by 35 percent or more of the survey respondents; these items are considered challenges.

## 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.

## 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 choice<sup>1</sup> for each survey item.

## Description of sample

All 1,574 eligible employees onboarded before July 3, 2022 were surveyed. Eligible employees include all CFPB permanent and term employees whether they are part-time or full-time. Of the 1,574 employees surveyed, 1,085 responded, for a 68.9% response rate.

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<sup>1</sup> 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.

# 2022 Annual Employee Survey results for the Consumer Financial Protection Bureau

**SURVEYS SENT: 1574   SURVEYS RETURNED: 1085   RESPONSE RATE: 68.9%**

**Table 1: PERCENTAGE OF SURVEY RESPONDENTS SELECTING EACH RESPONSE CHOICE**

Category <sup>2</sup>	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.	76.9%	26.5%	50.4%	9.5%	11.3%	2.3%	13.6%
My Work Experience	2	I feel encouraged to come up with new and better ways of doing things.	68.2%	33.9%	34.3%	16.0%	10.2%	5.6%	15.8%
My Work Experience	3	My work gives me a feeling of personal accomplishment.	78.0%	36.4%	41.6%	12.6%	6.1%	3.4%	9.5%
My Work Experience	4	I like the kind of work I do.	85.2%	43.1%	42.1%	10.3%	3.2%	1.4%	4.6%

<sup>2</sup> Adapted from the Office of Personnel Management's (OPM) Federal Employee Viewpoint Survey (FEVS) categories.

Category <sup>2</sup>	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	5	I have sufficient resources (for example, people, materials, budget) to get my job done.	57.6%	21.3%	36.3%	12.1%	19.9%	10.4%	30.3%
My Work Experience	6	My workload is reasonable.*	62.4%	20.2%	42.2%	14.3%	14.4%	9.0%	23.4%
My Work Experience	7	I know how my work relates to the agency's goals.*	81.9%	41.9%	40.0%	9.6%	5.8%	2.7%	8.5%
My Work Experience	8	The work I do is important.	88.0%	54.2%	33.8%	8.0%	2.8%	1.2%	4.0%
My Work Experience	9	I find it easy to stay fully engaged in my work.	69.8%	26.4%	43.4%	16.1%	11.0%	3.1%	14.1%
My Work Experience	10	I get excited when I think about what I could accomplish at work.	70.6%	31.5%	39.1%	17.1%	9.4%	3.0%	12.4%
My Work Experience	11	I am given a real opportunity to improve my skills in my organization.*	66.6%	27.3%	39.3%	16.9%	10.7%	5.8%	16.5%
My Work Experience	12	I am constantly looking for ways to do my job better.	86.3%	42.3%	44.0%	10.8%	2.2%	0.7%	2.9%
My Agency	13	Employees have a feeling of personal empowerment with respect to work processes.	49.6%	16.6%	33.0%	19.4%	18.1%	13.0%	31.1%
My Supervisor	14	Supervisors in my work unit support employee development.	82.7%	43.6%	39.1%	9.7%	3.6%	4.1%	7.7%

Category <sup>2</sup>	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	15	My training needs are assessed.	62.5%	24.4%	38.1%	19.8%	12.1%	5.7%	17.8%
My Satisfaction	16	How satisfied are you with the training you receive for your present job?	62.8%	21.0%	41.8%	21.6%	11.6%	4.0%	15.6%
My Work Unit	17	The people I work with cooperate to get the job done.*	85.2%	45.3%	39.9%	8.3%	5.4%	1.1%	6.5%
My Work Unit	18	Employees in my work unit share job knowledge with each other.	88.1%	47.6%	40.5%	6.6%	3.9%	1.5%	5.4%
My Work Unit	19	The people in my work unit look for ways to improve the way we work.	81.5%	40.2%	41.3%	11.9%	5.0%	1.7%	6.7%
My Work Unit	20	My work unit is able to recruit people with the right skills.	64.0%	27.8%	36.2%	18.0%	11.6%	6.5%	18.1%
My Work Unit	21	The skill level in my work unit has improved in the past year.	60.4%	28.4%	32.0%	26.1%	9.3%	4.3%	13.6%
My Work Unit	22	My work unit has the job-relevant skills necessary to accomplish organizational goals.*	78.1%	34.9%	43.2%	12.3%	6.8%	2.7%	9.5%
My Work Experience	23	My talents are used well in the workplace.*	66.7%	25.0%	41.7%	14.8%	11.6%	6.9%	18.5%

Category <sup>2</sup>	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	24	How would you rate the overall quality of work done by your work unit?	88.5%	54.8%	33.7%	9.2%	1.9%	0.4%	2.3%
My Work Experience	25	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	73.6%	40.8%	32.8%	21.7%	3.2%	1.4%	4.6%
My Agency	26	Employees are protected from health and safety hazards on the job.	75.4%	42.2%	33.2%	16.7%	5.3%	2.7%	8.0%
My Agency	27	My organization has prepared employees for potential security threats.	72.6%	31.1%	41.5%	18.5%	6.3%	2.6%	8.9%
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.	75.1%	29.2%	45.9%	14.2%	8.3%	2.4%	10.7%
My Satisfaction	29	How satisfied are you with your involvement in decisions that affect your work?*	49.1%	14.4%	34.7%	20.5%	19.6%	10.7%	30.3%
My Agency	30	Overall, how satisfied are you with the Work/Life – Telework and Alternative Work Schedule programs offered in your agency?	85.1%	50.4%	34.7%	9.3%	3.7%	1.9%	5.6%
My Work Experience	31	I know what is expected of me on the job.	84.6%	37.7%	46.9%	8.8%	4.4%	2.2%	6.6%

Category <sup>2</sup>	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	32	My performance appraisal is a fair reflection of my performance.	86.6%	40.4%	46.2%	8.0%	2.7%	2.6%	5.3%
My Work Unit	33	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	39.5%	15.6%	23.9%	26.6%	18.1%	15.9%	34.0%
My Work Unit	34	In my work unit, differences in performance are recognized in a meaningful way.*	43.1%	16.7%	26.4%	26.3%	18.4%	12.2%	30.6%
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).	82.9%	38.5%	44.4%	11.2%	3.8%	2.2%	6.0%
My Supervisor	36	Discussions with my supervisor about my performance are worthwhile.	83.5%	44.1%	39.4%	7.9%	5.3%	3.4%	8.7%
My Supervisor	37	I have had worthwhile discussions with my supervisor about my development.	80.1%	44.1%	36.0%	9.7%	5.9%	4.4%	10.3%
My Supervisor	38	My supervisor provides me with opportunities to demonstrate my leadership skills.	79.9%	48.2%	31.7%	11.5%	4.8%	3.8%	8.6%
My Supervisor	39	My supervisor provides me with opportunities to develop my job knowledge or skill.	82.2%	47.9%	34.3%	9.9%	4.7%	3.3%	8.0%

Category <sup>2</sup>	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	40	My supervisor provides me with constructive suggestions to improve my job performance.	77.0%	42.4%	34.6%	13.1%	5.9%	4.0%	9.9%
My Supervisor	41	My supervisor supports my need to balance work and other life issues.	93.1%	68.4%	24.7%	4.0%	1.7%	1.2%	2.9%
My Supervisor	42	My supervisor is committed to a workforce representative of all segments of society.	90.2%	62.2%	28.0%	7.1%	0.9%	1.8%	2.7%
My Supervisor	43	In the last six months, my supervisor has talked with me about my performance.	90.6%	53.8%	36.8%	5.1%	3.5%	0.7%	4.2%
My Supervisor	44	My supervisor listens to what I have to say.	90.6%	64.1%	26.5%	5.4%	2.1%	1.9%	4.0%
My Supervisor	45	My supervisor treats me with respect.	93.4%	71.0%	22.4%	3.6%	1.1%	1.9%	3.0%
My Supervisor	46	I have trust and confidence in my supervisor.	86.3%	61.7%	24.6%	7.0%	3.4%	3.2%	6.6%
My Supervisor	47	Overall, how good a job do you feel is being done by your immediate supervisor?	87.0%	63.1%	23.9%	7.8%	3.2%	2.1%	5.3%
Leadership	48	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	70.9%	37.7%	33.2%	19.4%	5.6%	4.1%	9.7%



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Leadership	49	Managers communicate the goals of the organization.*	71.1%	27.8%	43.3%	13.0%	8.8%	7.1%	15.9%
Leadership	50	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	68.9%	28.5%	40.4%	15.7%	9.5%	5.8%	15.3%
Leadership	51	Managers promote communication among different work units (for example, about projects, goals, needed resources).	65.5%	27.9%	37.6%	14.3%	12.4%	7.9%	20.3%
Leadership	52	Managers support collaboration across work units to accomplish work objectives.	70.4%	29.4%	41.0%	14.5%	8.5%	6.6%	15.1%
My Satisfaction	53	How satisfied are you with the information you receive from management on what's going on in your organization?*	58.7%	23.6%	35.1%	16.9%	15.1%	9.3%	24.4%
Leadership	54	My organization's senior leaders maintain high standards of honesty and integrity.	58.4%	25.5%	32.9%	18.5%	11.5%	11.6%	23.1%
Leadership	55	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	41.5%	17.1%	24.4%	20.9%	18.0%	19.6%	37.6%
Leadership	56	I have a high level of respect for my organization's senior leaders.	50.7%	22.3%	28.4%	19.8%	14.1%	15.5%	29.6%

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My Satisfaction	57	How satisfied are you with the policies and practices of your senior leaders?	43.5%	15.1%	28.4%	22.9%	18.9%	14.7%	33.6%
My Work Unit	58	Promotions in my work unit are based on merit.	52.7%	19.4%	33.3%	22.1%	11.4%	13.8%	25.2%
My Work Unit	59	Awards in my work unit depend on how well employees perform their jobs.	62.4%	22.6%	39.8%	18.3%	9.3%	10.1%	19.4%
My Agency	60	Employees are recognized for providing high quality products and services.	64.0%	22.2%	41.8%	16.2%	11.4%	8.4%	19.8%
My Agency	61	Creativity and innovation are rewarded.	53.7%	20.5%	33.2%	23.1%	13.3%	10.0%	23.3%
My Agency	62	Pay raises depend on how well employees perform their jobs.	25.0%	9.6%	15.4%	23.4%	21.8%	29.8%	51.6%
My Satisfaction	63	How satisfied are you with the recognition you receive for doing a good job?*	62.0%	21.7%	40.3%	19.4%	12.2%	6.4%	18.6%
My Satisfaction	64	How satisfied are you with your opportunity to get a better job in your organization?	38.2%	14.2%	24.0%	28.9%	18.1%	14.9%	33.0%
Leadership	65	Supervisors work well with employees of different backgrounds.	84.0%	40.9%	43.1%	8.8%	4.3%	2.9%	7.2%
My Work Experience	66	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.*	82.0%	42.5%	39.5%	8.1%	4.7%	5.2%	9.9%

Category <sup>2</sup>	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	67	Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability, sexual orientation) are respected and valued.	82.3%	44.6%	37.7%	9.9%	3.9%	4.0%	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.	68.3%	35.6%	32.7%	14.9%	7.7%	9.1%	16.8%
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).	70.6%	33.6%	37.0%	13.3%	7.4%	8.8%	16.2%
My Agency	70	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	76.9%	35.9%	41.0%	11.4%	5.6%	6.1%	11.7%
My Agency	71	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	68.4%	35.6%	32.8%	13.1%	8.7%	9.8%	18.5%

Category <sup>2</sup>	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	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.	79.1%	41.6%	37.5%	10.4%	3.9%	6.6%	10.5%
My Satisfaction	73	Considering everything, how satisfied are you with your job?*	71.3%	27.6%	43.7%	12.9%	11.7%	4.2%	15.9%
My Satisfaction	74	Considering everything, how satisfied are you with your pay?	49.1%	16.1%	33.0%	16.5%	18.7%	15.6%	34.3%
My Satisfaction	75	Considering everything, how satisfied are you with your organization?*	60.2%	21.1%	39.1%	16.7%	15.3%	7.8%	23.1%
My Agency	76	I recommend my organization as a good place to work.*	68.2%	28.6%	39.6%	15.5%	10.7%	5.6%	16.3%
My Agency	77	I believe the results of this survey will be used to make my agency a better place to work.*	48.7%	20.4%	28.3%	21.9%	15.9%	13.5%	29.4%

\*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 <sup>3</sup>	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 <sup>4</sup>	Total
My Work Experience	1	I have enough information to do my job well.	287	546	103	122	25		1083
My Work Experience	2	I feel encouraged to come up with new and better ways of doing things.	366	371	173	110	61		1081
My Work Experience	3	My work gives me a feeling of personal accomplishment.	394	450	136	66	37		1083
My Work Experience	4	I like the kind of work I do.	466	455	111	34	15		1081
My Work Experience	5	I have sufficient resources (for example, people, materials, budget) to get my job done.	230	391	130	215	112	3	1078
My Work Experience	6	My workload is reasonable.*	218	455	154	155	97	3	1079
My Work Experience	7	I know how my work relates to the agency's goals.*	452	432	104	62	29	3	1079
My Work Experience	8	The work I do is important.	584	364	86	30	13	5	1077
My Work Experience	9	I find it easy to stay fully engaged in my work.	285	469	174	119	33		1080

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

<sup>4</sup> This option was an option for some of the survey questions. If there is a blank, this option was not applicable.

Category <sup>3</sup>	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 <sup>4</sup>	Total
My Work Experience	10	I get excited when I think about what I could accomplish at work.	340	422	184	101	32		1079
My Work Experience	11	I am given a real opportunity to improve my skills in my organization.*	295	425	183	116	63		1082
My Work Experience	12	I am constantly looking for ways to do my job better.	458	476	117	24	7		1082
My Agency	13	Employees have a feeling of personal empowerment with respect to work processes.	177	351	206	192	138	16	1064
My Supervisor	14	Supervisors in my work unit support employee development.	466	418	104	38	44	9	1070
My Work Experience	15	My training needs are assessed.	260	406	211	129	61	14	1067
My Satisfaction	16	How satisfied are you with the training you receive for your present job?	226	449	232	125	43		1075
My Work Unit	17	The people I work with cooperate to get the job done.*	487	429	89	58	12		1075
My Work Unit	18	Employees in my work unit share job knowledge with each other.	513	436	71	42	16	3	1078
My Work Unit	19	The people in my work unit look for ways to improve the way we work.	431	442	127	53	18	11	1071
My Work Unit	20	My work unit is able to recruit people with the right skills.	283	369	183	118	66	59	1019

Category <sup>3</sup>	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 <sup>4</sup>	Total
My Work Unit	21	The skill level in my work unit has improved in the past year.	287	323	264	94	43	68	1011
My Work Unit	22	My work unit has the job-relevant skills necessary to accomplish organizational goals.*	371	459	131	72	29	17	1062
My Work Experience	23	My talents are used well in the workplace.*	268	447	158	124	74	8	1071
My Work Unit	24	How would you rate the overall quality of work done by your work unit?	587	361	99	20	4		1071
My Work Experience	25	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	340	273	181	27	12	245	833
My Agency	26	Employees are protected from health and safety hazards on the job.	377	296	149	47	24	186	893
My Agency	27	My organization has prepared employees for potential security threats.	285	380	169	58	24	160	916
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.	300	471	146	85	25	51	1027
My Satisfaction	29	How satisfied are you with your involvement in decisions that affect your work?*	156	375	221	212	116		1080
My Agency	30	Overall, how satisfied are you with the Work/Life – Telework and Alternative Work Schedule programs offered in your agency?	545	375	101	40	20		1081

Category <sup>3</sup>	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 <sup>4</sup>	Total
My Work Experience	31	I know what is expected of me on the job.	406	505	95	47	24	2	1077
My Work Experience	32	My performance appraisal is a fair reflection of my performance.	414	474	82	28	27	53	1025
My Work Unit	33	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	128	196	218	148	130	260	820
My Work Unit	34	In my work unit, differences in performance are recognized in a meaningful way.*	156	246	245	172	114	146	933
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).	376	434	109	37	21	98 <sup>5</sup>	977
My Supervisor	36	Discussions with my supervisor about my performance are worthwhile.	468	418	84	56	36	20	1062
My Supervisor	37	I have had worthwhile discussions with my supervisor about my development.	474	387	104	63	47	7	1075

<sup>5</sup> This option for question 35 is “No Basis to Judge,” instead of “Do Not Know.”



Category <sup>3</sup>	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 <sup>4</sup>	Total
My Supervisor	38	My supervisor provides me with opportunities to demonstrate my leadership skills.	517	340	123	51	41	8	1072
My Supervisor	39	My supervisor provides me with opportunities to develop my job knowledge or skill.	515	369	106	51	35	5	1076
My Supervisor	40	My supervisor provides me with constructive suggestions to improve my job performance.	454	371	140	63	43	9	1071
My Supervisor	41	My supervisor supports my need to balance work and other life issues.	736	266	43	18	13	4	1076
My Supervisor	42	My supervisor is committed to a workforce representative of all segments of society.	633	285	72	9	18	59	1017
My Supervisor	43	In the last six months, my supervisor has talked with me about my performance.	582	398	55	38	8		1081
My Supervisor	44	My supervisor listens to what I have to say.	692	286	58	23	21		1080
My Supervisor	45	My supervisor treats me with respect.	766	242	39	12	20		1079
My Supervisor	46	I have trust and confidence in my supervisor.	666	265	76	37	35		1079
My Supervisor	47	Overall, how good a job do you feel is being done by your immediate supervisor?	681	258	84	34	23		1080
Leadership	48	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	403	355	207	60	44		1069

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Leadership	49	Managers communicate the goals of the organization.*	295	459	138	93	75	17	1060
Leadership	50	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	285	404	157	95	58	79	999
Leadership	51	Managers promote communication among different work units (for example, about projects, goals, needed resources).	287	386	147	127	81	49	1028
Leadership	52	Managers support collaboration across work units to accomplish work objectives.	303	422	149	88	68	46	1030
My Satisfaction	53	How satisfied are you with the information you receive from management on what's going on in your organization?*	254	378	182	163	100		1077
Leadership	54	My organization's senior leaders maintain high standards of honesty and integrity.	252	326	183	114	115	87	990
Leadership	55	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	179	255	218	188	205	37	1045
Leadership	56	I have a high level of respect for my organization's senior leaders.	237	302	211	150	165	16	1065
My Satisfaction	57	How satisfied are you with the policies and practices of your senior leaders?	163	306	247	203	158		1077
My Work Unit	58	Promotions in my work unit are based on merit.	173	296	197	101	123	189	890

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My Work Unit	59	Awards in my work unit depend on how well employees perform their jobs.	207	364	167	85	92	162	915
My Agency	60	Employees are recognized for providing high quality products and services.	219	412	160	112	83	90	986
My Agency	61	Creativity and innovation are rewarded.	199	322	224	129	97	106	971
My Agency	62	Pay raises depend on how well employees perform their jobs.	87	139	211	197	269	175	903
My Satisfaction	63	How satisfied are you with the recognition you receive for doing a good job?*	233	434	209	131	69		1076
My Satisfaction	64	How satisfied are you with your opportunity to get a better job in your organization?	152	258	310	194	160		1074
Leadership	65	Supervisors work well with employees of different backgrounds.	407	429	88	43	29	79	996
My Work Experience	66	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.*	418	389	80	46	51	96	984
My Agency	67	Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability, sexual orientation) are respected and valued.	463	392	103	40	41	40	1039
My Agency	68	Advancement opportunities are available for qualified individuals, regardless of gender, race,	350	321	146	76	89	95	982

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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).	344	379	136	76	90	53	1025
My Agency	70	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	369	421	117	57	63	51	1027
My Agency	71	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	333	307	122	81	92	140	935
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.	393	354	98	37	62	133	944
My Satisfaction	73	Considering everything, how satisfied are you with your job?*	297	471	139	126	45		1078
My Satisfaction	74	Considering everything, how satisfied are you with your pay?	174	356	178	202	168		1078

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My Satisfaction	75	Considering everything, how satisfied are you with your organization?*	227	420	180	164	84		1075
My Agency	76	I recommend my organization as a good place to work.*	308	426	167	115	60		1076
My Agency	77	I believe the results of this survey will be used to make my agency a better place to work.*	220	305	236	171	145		1077

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