

| Item | Item Text   | Response Type  | Percent Positive | Strongly Agree/<br>Very Good/<br>Very Satisfied % | Agree/<br>Good/<br>Satisfied % | Neither Agree nor Disagree/<br>Fair/ Neither Satisfied nor Dissatisfied % | Disagree/<br>Poor/<br>Dissatisfied % | Strongly Disagree/<br>Very Poor/<br>Very Dissatisfied % | Percent Negative | Strongly Agree/<br>Very Good/<br>Very Satisfied N | Agree/<br>Good/<br>Satisfied N | Neither Agree nor Disagree/<br>Fair/<br>Neither Satisfied nor Dissatisfied N | Disagree/<br>Poor/<br>Dissatisfied N | Strongly Disagree/<br>Very Poor/<br>Very Dissatisfied N | Item Response Total** N | Do Not Know/<br>No Basis to Judge N |
|------|---|----------------|------------------|---|--------------------------------|---|--------------------------------------|---|------------------|---|--------------------------------|--|--------------------------------------|---|-------------------------|-------------------------------------|
| 1    | *I am given a real opportunity to improve my skills in my organization.                               | Agree-disagree | 66.5%            | 25.2%   | 41.3%                          | 12.7%   | 8.4%                                 | 12.4%   | 20.8%            | 166   | 253                            | 77   | 47                                   | 72  | 615                     | N/A                                 |
| 2    | I feel encouraged to come up with new and better ways of doing things.                                | Agree-disagree | 51.6%            | 23.4%   | 28.2%                          | 13.8%   | 15.7%                                | 18.9%   | 34.5%            | 148   | 170                            | 81   | 98                                   | 108   | 605                     | N/A                                 |
| 3    | My work gives me a feeling of personal accomplishment.  | Agree-disagree | 80.2%            | 38.9%   | 41.3%                          | 10.5%   | 6.1%                                 | 3.2%  | 9.4%             | 243   | 247                            | 62   | 37                                   | 18  | 607                     | N/A                                 |
| 4    | I know what is expected of me on the job.   | Agree-disagree | 83.1%            | 36.6%   | 46.5%                          | 8.0%  | 6.3%                                 | 2.6%  | 8.9%             | 232   | 282                            | 45   | 38                                   | 15  | 612                     | N/A                                 |
| 5    | *My workload is reasonable.   | Agree-disagree | 53.3%            | 15.8%   | 37.5%                          | 9.6%  | 13.8%                                | 23.2%   | 37.0%            | 107   | 234                            | 61   | 78                                   | 132   | 612                     | 0                                   |
| 6    | *My talents are used well in the workplace.   | Agree-disagree | 66.1%            | 21.0%   | 45.0%                          | 16.0%   | 11.1%                                | 6.8%  | 17.9%            | 134   | 267                            | 95   | 67                                   | 39  | 602                     | 0                                   |
| 7    | *I know how my work relates to the agency's goals.  | Agree-disagree | 89.7%            | 43.4%   | 46.3%                          | 5.9%  | 2.9%                                 | 1.5%  | 4.4%             | 276   | 272                            | 36   | 17                                   | 8   | 609                     | 1                                   |
| 8    | *I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.        | Agree-disagree | 63.4%            | 31.6%   | 31.8%                          | 15.3%   | 8.4%                                 | 12.8%   | 21.3%            | 187   | 189                            | 90   | 46                                   | 68  | 580                     | 34                                  |
| 9    | *The people I work with cooperate to get the job done.  | Agree-disagree | 89.8%            | 51.8%   | 38.0%                          | 5.5%  | 3.4%                                 | 1.3%  | 4.7%             | 333   | 220                            | 34   | 20                                   | 7   | 614                     | N/A                                 |
| 10   | In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.        | Agree-disagree | 43.4%            | 13.2%   | 30.2%                          | 30.0%   | 13.9%                                | 12.7%   | 26.6%            | 66  | 150                            | 140  | 65                                   | 57  | 478                     | 134                                 |
| 12   | *In my work unit, differences in performance are recognized in a meaningful way.                      | Agree-disagree | 49.2%            | 15.9%   | 33.3%                          | 22.6%   | 17.6%                                | 10.6%   | 28.2%            | 92  | 182                            | 119  | 98                                   | 55  | 546                     | 67                                  |
| 13   | *My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. | Agree-disagree | 88.0%            | 43.3%   | 44.8%                          | 6.3%  | 4.3%                                 | 1.3%  | 5.6%             | 276   | 257                            | 37   | 26                                   | 8   | 604                     | 10                                  |
| 14   | Employees in my work unit meet the needs of our customers.  | Always-never   | 93.7%            | 50.7%   | 43.0%                          | 5.5%  | 0.3%                                 | 0.5%  | 0.8%             | 300   | 237                            | 30   | 2                                    | 2   | 571                     | 42                                  |
| 15   | Employees in my work unit contribute positively to my agency's performance.                           | Always-never   | 95.7%            | 60.4%   | 35.2%                          | 3.2%  | 0.6%                                 | 0.5%  | 1.1%             | 368   | 190                            | 20   | 4                                    | 2   | 584                     | 23                                  |
| 16   | Employees in my work unit produce high-quality work.  | Always-never   | 93.5%            | 53.6%   | 39.9%                          | 5.9%  | 0.0%                                 | 0.6%  | 0.6%             | 329   | 221                            | 35   | 0                                    | 3   | 588                     | 25                                  |
| 17   | Employees in my work unit adapt to changing priorities.   | Always-never   | 89.1%            | 51.1%   | 38.0%                          | 9.0%  | 1.1%                                 | 0.7%  | 1.9%             | 314   | 211                            | 53   | 7                                    | 4   | 589                     | 22                                  |

|    |   |                |       |       |       |       |       |       |       |     |     |     |    |     |     |     |
|----|---|----------------|-------|-------|-------|-------|-------|-------|-------|-----|-----|-----|----|-----|-----|-----|
| 18 | Employees in my work unit successfully collaborate.   | Always-never   | 84.4% | 51.3% | 33.1% | 11.7% | 3.3%  | 0.6%  | 3.9%  | 313 | 182 | 67  | 19 | 3   | 584 | 29  |
| 19 | Employees in my work unit achieve our goals.  | Always-never   | 94.0% | 53.8% | 40.1% | 5.2%  | 0.3%  | 0.5%  | 0.8%  | 326 | 226 | 30  | 2  | 2   | 586 | 27  |
| 20 | Employees are recognized for providing high quality products and services.  | Agree-disagree | 60.0% | 23.8% | 36.1% | 13.0% | 8.9%  | 18.2% | 27.1% | 153 | 221 | 76  | 53 | 101 | 604 | 8   |
| 21 | Employees are protected from health and safety hazards on the job.  | Agree-disagree | 60.6% | 29.0% | 31.6% | 11.2% | 9.3%  | 18.9% | 28.2% | 177 | 187 | 66  | 57 | 109 | 596 | 16  |
| 22 | My agency is successful at accomplishing its mission.   | Agree-disagree | 78.6% | 31.3% | 47.3% | 12.9% | 5.4%  | 3.1%  | 8.5%  | 189 | 277 | 74  | 33 | 17  | 590 | 22  |
| 23 | *I recommend my organization as a good place to work.   | Agree-disagree | 61.6% | 23.7% | 37.8% | 16.4% | 8.6%  | 13.4% | 22.0% | 153 | 229 | 97  | 53 | 77  | 609 | N/A |
| 24 | *I believe the results of this survey will be used to make my agency a better place to work.                      | Agree-disagree | 36.9% | 13.1% | 23.9% | 19.5% | 16.3% | 27.2% | 43.5% | 77  | 139 | 111 | 93 | 148 | 568 | 43  |
| 25 | My supervisor supports my need to balance work and other life issues.   | Agree-disagree | 87.4% | 57.6% | 29.8% | 5.0%  | 4.7%  | 2.9%  | 7.6%  | 363 | 173 | 28  | 27 | 17  | 608 | 3   |
| 26 | My supervisor is committed to a workforce representative of all segments of society.                              | Agree-disagree | 84.5% | 56.3% | 28.2% | 10.9% | 2.2%  | 2.5%  | 4.6%  | 327 | 149 | 60  | 13 | 14  | 563 | 47  |
| 27 | Supervisors in my work unit support employee development.   | Agree-disagree | 79.4% | 47.1% | 32.3% | 10.0% | 5.5%  | 5.1%  | 10.6% | 295 | 189 | 57  | 33 | 29  | 603 | 8   |
| 28 | My supervisor listens to what I have to say.  | Agree-disagree | 85.5% | 52.0% | 33.4% | 5.9%  | 5.8%  | 2.8%  | 8.6%  | 333 | 192 | 34  | 34 | 17  | 610 | N/A |
| 29 | My supervisor treats me with respect.   | Agree-disagree | 88.5% | 57.6% | 30.9% | 5.0%  | 4.0%  | 2.5%  | 6.5%  | 365 | 176 | 29  | 24 | 15  | 609 | N/A |
| 30 | I have trust and confidence in my supervisor.   | Agree-disagree | 81.4% | 52.6% | 28.8% | 10.6% | 4.6%  | 3.3%  | 8.0%  | 333 | 166 | 59  | 30 | 20  | 608 | N/A |
| 31 | Overall, how good a job do you feel is being done by your immediate supervisor?                                   | Good-poor      | 84.1% | 59.2% | 25.0% | 9.6%  | 3.6%  | 2.7%  | 6.3%  | 370 | 141 | 55  | 22 | 16  | 604 | N/A |
| 32 | In my organization, senior leaders generate high levels of motivation and commitment in the workforce.            | Agree-disagree | 47.6% | 19.5% | 28.1% | 16.8% | 13.4% | 22.2% | 35.6% | 124 | 169 | 98  | 77 | 127 | 595 | 11  |
| 33 | My organization's senior leaders maintain high standards of honesty and integrity.                                | Agree-disagree | 63.4% | 28.4% | 35.0% | 12.3% | 7.5%  | 16.8% | 24.3% | 165 | 204 | 69  | 41 | 92  | 571 | 33  |
| 34 | *Managers communicate the goals of the organization.  | Agree-disagree | 68.4% | 26.7% | 41.7% | 13.1% | 8.2%  | 10.3% | 18.5% | 163 | 250 | 77  | 50 | 59  | 599 | 7   |
| 35 | Managers promote communication among different work units (for example, about projects, goals, needed resources). | Agree-disagree | 57.4% | 21.2% | 36.2% | 18.5% | 11.6% | 12.5% | 24.2% | 132 | 214 | 103 | 68 | 71  | 588 | 16  |
| 36 | Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?        | Good-poor      | 70.5% | 41.3% | 29.3% | 15.9% | 6.3%  | 7.2%  | 13.5% | 249 | 160 | 88  | 36 | 38  | 571 | 30  |

|    |  |                        |       |       |       |       |       |       |       |     |     |    |     |     |     |     |
|----|--|------------------------|-------|-------|-------|-------|-------|-------|-------|-----|-----|----|-----|-----|-----|-----|
| 37 | I have a high level of respect for my organization's senior leaders.   | Agree-disagree         | 60.7% | 30.9% | 29.8% | 14.1% | 8.6%  | 16.6% | 25.2% | 192 | 174 | 85 | 50  | 94  | 595 | 7   |
| 38 | Senior leaders demonstrate support for Work-Life programs.   | Agree-disagree         | 54.9% | 29.3% | 25.6% | 14.4% | 11.2% | 19.6% | 30.8% | 175 | 148 | 82 | 64  | 109 | 578 | 22  |
| 39 | *How satisfied are you with your involvement in decisions that affect your work?                                 | Satisfied-dissatisfied | 46.6% | 18.6% | 28.0% | 17.0% | 20.5% | 15.9% | 36.4% | 121 | 170 | 99 | 121 | 90  | 601 | N/A |
| 40 | *How satisfied are you with the information you receive from management on what's going on in your organization? | Satisfied-dissatisfied | 51.4% | 19.6% | 31.8% | 15.3% | 17.3% | 16.0% | 33.3% | 123 | 193 | 93 | 100 | 90  | 599 | N/A |
| 41 | *How satisfied are you with the recognition you receive for doing a good job?                                    | Satisfied-dissatisfied | 57.3% | 25.9% | 31.4% | 14.9% | 13.0% | 14.8% | 27.8% | 160 | 187 | 91 | 73  | 81  | 592 | N/A |
| 42 | *Considering everything, how satisfied are you with your job?  | Satisfied-dissatisfied | 65.2% | 28.4% | 36.8% | 14.8% | 14.3% | 5.7%  | 20.0% | 174 | 221 | 86 | 83  | 31  | 595 | N/A |
| 43 | Considering everything, how satisfied are you with your pay?   | Satisfied-dissatisfied | 62.6% | 23.8% | 38.7% | 14.7% | 13.3% | 9.4%  | 22.7% | 146 | 229 | 87 | 81  | 55  | 598 | N/A |
| 44 | *Considering everything, how satisfied are you with your organization?   | Satisfied-dissatisfied | 57.1% | 22.0% | 35.1% | 14.8% | 15.4% | 12.6% | 28.1% | 138 | 211 | 88 | 92  | 71  | 600 | N/A |

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

\*\* Unweighted count of responses excluding "Do Not Know" or "No Basis to Judge"

Percentages are weighted to represent the Agency's population.

Source: **National Labor Relations Board AES Report**, 2021 OPM Federal Employee Viewpoint Survey

**11. In my work unit poor performers usually:**

|   | 2021<br>N | 2021<br>%      | 2020<br>N | 2020<br>%      | 2019<br>N | 2019<br>%      |
|---|-----------|----------------|-----------|----------------|-----------|----------------|
| Remain in the work unit and improve their performance over time | 90        | 20.6%          | 119       | 21.6%          | 136       | 24.6%          |
| Remain in the work unit and continue to underperform            | 166       | 39.1%          | 223       | 40.7%          | 256       | 45.8%          |
| Leave the work unit - removed or transferred                    | 18        | 3.8%           | 25        | 4.2%           | 24        | 4.2%           |
| Leave the work unit - quit                                      | 19        | 4.5%           | 20        | 3.4%           | 12        | 2.2%           |
| There are no poor performers in my work unit                    | 148       | 32.0%          | 171       | 30.0%          | 131       | 23.2%          |
| Do Not Know   | 173       | — <sup>b</sup> | 217       | — <sup>b</sup> | 180       | — <sup>b</sup> |
| Total   | 614       | 100.0%         | 775       | 100.0%         | 739       | 100.0%         |

Percentages are weighted to represent the Agency's population.

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

"—<sup>a</sup>" indicates that there are no trending results available for the year.

"—<sup>b</sup>" indicates that the "Do Not Know" responses are not included in percentage calculations.

Source: **National Labor Relations Board AES Report, 2021 OPM Federal Employee Viewpoint Survey**