Item	ltem Text	Percent Positive %	Strongly Agree/ Very Good/ Very Satisfied %	Agree/ Good/ Satisfied %	Neither Agree nor Disagree/ Fair/ Neither Satisfied nor Dissatisfied %	Disagree/ Poor/ Dissatisfied %	Strongly Disagree/ Very Poor/ Very Dissatisfied %	Percent Negative %	Strongly Agree/ Very Good/ Very Satisfied N	Agree/ Good/ Satisfied N	Neither Agree nor Disagree/ Fair/ Neither Satisfied nor Dissatisfied N	Disagree/ Poor/ Dissatisfied N	Strongly Disagree/ Very Poor/ Very Dissatisfied N	Item Response Total** N	Do Not Know/ No Basis to Judge N
1	*I am given a real opportunity to improve my skills in my organization.	66.22%	20.72%	45.51%	15.90%	12.63%	5.24%	17.87%	2,157	4,628	1,588	1,247	507	10,127	N/A
2	I have enough information to do my job well.	71.99%	17.84%	54.15%	14.55%	10.41%	3.05%	13.46%	1,822	5,461	1,453	1,036	297	10,069	N/A
3	I feel encouraged to come up with new and better ways of doing things.	63.40%	23.08%	40.33%	16.65%	13.40%	6.54%	19.94%	2,364	4,051	1,645	1,317	634	10,011	
4	*My work gives me a feeling of personal accomplishment.														
5	*I like the kind of work I do.	74.99%	29.86%	45.13%	12.94%	7.82%	4.25%	12.07%	3,069	4,555	1,285	768	412	10,089	
6	I know what is expected of me on the	83.13%	35.93%	47.20%	10.74%	4.15%	1.98%	6.13%	3,638	4,700	1,057	410	190	9,995	N/A
7	job.  When needed I am willing to put in the	78.21%	27.43%	50.78%	12.27%	6.66%	2.85%	9.52%	2,766	5,072	1,215	666	275	9,994	N/A
8	extra effort to get a job done.  I am constantly looking for ways to do	96.31%	63.66%	32.65%	2.28%	0.73%	0.68%	1.40%	6,474	3,248	220	71	65	10,078	N/A
	my job better.	88.95%	44.24%	44.71%	9.38%	1.21%	0.46%	1.67%	4,513	4,504	921	119	44	10,101	N/A
9	I have sufficient resources (for example, people, materials, budget) to get my job done.	41.10%	7.62%	33.48%	17.44%	26.39%	15.07%	41.46%	758	3,379	1,751	2,705	1,515	10,108	28
10	*My workload is reasonable.	53.51%	8.47%	45.04%	17.74%	19.08%	9.68%	28.75%	847	4,505	1,781	1,956	974	10,063	16
11	*My talents are used well in the workplace.	58.00%	14.61%	43.39%	17.30%	15.38%	9.33%	24.70%	1,455	4,284	1,665	1,501	883	9,788	
12	*I know how my work relates to the agency's goals and priorities.	84.43%	31.22%	53.21%	9.68%	3.84%	2.05%	5.89%	3,203	5,319	954	376	196	10,048	
13	*The work I do is important.	88.30%	43.78%	44.52%	8.29%	2.08%	1.33%	3.42%	4,395	4,414	813	205	129	9,956	
14	*Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	69.52%	22.79%	46.74%	13.62%	10.90%	5.96%	16.86%	2,315	4,414	1,369		602	10,086	
15	*My performance appraisal is a fair											1,104			
16	reflection of my performance.  I am held accountable for achieving	71.49%	24.33%	47.16%	14.51%	8.22%	5.79%	14.01%	2,484	4,733	1,435	811	558	10,021	90
	results.	83.06%	26.45%	56.60%	12.00%	3.40%	1.55%	4.95%	2,694	5,666	1,199	342	151	10,052	34

any law, rule or regulation without fear of regristal.  18 My training needs are assessed.  45 984 11.154 34.83% 25.75% 18.52% 9.75% 28.27% 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.511 1.857 8.4 8.26 9.382 96.6 1.145 3.8 9.20 96.6 1.145 3.8 96.6 1.145	17	I can disclose a suspected violation of														
of regrinal.    Fig.	17	-														
18		, , ,	S/						40.004							
Second	10	*My training poods are accossed	61.52%	24.24%	37.28%	20.19%	9.17%	9.12%	18.29%	2,346	3,511	1,857	842	826	9,382	696
10	10	why training needs are assessed.	4E 000/	11 150/	24 920/	25 759/	10 520/	0.750/	20 270/	1 1 4 5	2 512	2 550	1 051	020	10.005	07
Septiminary	19	*In my most recent performance	45.96%	11.15%	34.03%	23.73%	16.52%	9.75%	20.2770	1,145	3,312	2,559	1,651	956	10,005	97
Events for example, Fully Successful, Outstandings   61.19%   22.03%   39.16%   16.67%   13.80%   8.34%   22.14%   2.21%   3.883   1.650   1.370   808   9.926   214																
Description   Contracted   Contract   Cont		to be rated at different performance														
State   Stat																
20		Outstanding).	C1 100/	22.020/	20.160/	16 670/	12.000/	0.240/	22 1 40/	2 215	2 002	1.050	1 270	900	0.026	214
Betthe job done.   78,68%   29.55%   49.12%   11.73%   6.94%   2.66%   9.60%   3.034   4.976   1.163   6.95   2.61   10,129   N/A	20	*The people I work with cooperate to	61.19%	22.03%	39.16%	10.07%	13.80%	8.34%	22.14%	2,215	3,883	1,050	1,370	808	9,926	214
1 *My work unit is able to recruit people with the right skills.  44.02% 8.53% 35.49% 24.72% 20.59% 10.67% 31.26% 85.8 3.481 2,364 2.022 1,016 9,741 395 20 norm.  7 **Promotions in my work unit are based on merit.  38.87% 8.79% 30.08% 26.83% 18.51% 15.79% 34.30% 85.3 2.831 2.451 1,698 1.395 9.228 849 30.08% 26.83% 18.51% 15.79% 34.30% 85.3 2.831 2.451 1,698 1.395 9.228 849 30.08% 26.83% 18.88% 43.37% 43.8 1,931 2,602 2,133 1,624 8.73% 1,362 2.48% 18.88% 43.37% 43.8 1,931 2,602 2,133 1,624 8.73% 1,362 2.48% 11.86% 1.39% 1.360 2.48% 11.86% 1.39% 1.360 2.48% 1.360 2.48% 11.86% 1.39% 1.360 2.48% 1.360 2.48% 11.88% 43.37% 43.8 1,931 2,602 2,133 1,624 8.73% 1,362 2.48% 1.360 2.48% 11.86% 1.39% 1.360 2.48% 1.360	20		70.00/	20 550/	40 130/	11 720/	C 0.49/	2 ((0)/	0.00%	2.024	4.076	1 102	COF	201	10 120	NI/A
with the right skillis.  44.02% 8.53% 35.49% 24.72% 20.59% 10.67% 31.26% 858 3.48 2.364 2.022 1.016 9.741 395  22 *Promotions in my work unit are based on merit.  38.87% 8.79% 30.08% 26.83% 18.51% 15.79% 34.30% 853 2.831 2.451 1.698 1.395 9.228 849  23 *In my work unit, steps are taken to deal with a poop refromer who cannot or will not improve.  26.38% 4.80% 21.57% 30.25% 24.48% 18.88% 43.37% 438 1.931 2.602 2.139 1.624 8.734 1.362  41 my work unit, depend on how well in my work unit depend on how well employees perform their jobs.  45.37% 10.07% 35.29% 25.07% 16.69% 12.87% 29.57% 349 3.243 2.235 1.493 1.121 9.041 1.050  45.37% 10.07% 35.29% 25.07% 16.69% 12.87% 29.57% 349 3.243 2.235 1.493 1.121 9.041 1.050  45.37% 10.07% 35.29% 25.07% 10.07% 35.29% 25.07% 10.07% 35.29% 25.07% 10.07% 35.29% 25.07% 10.07% 35.29% 10.00% 30.	21		70.00%	29.55%	49.12%	11./5%	0.94%	2.00%	9.00%	3,034	4,970	1,105	695	201	10,129	IN/A
22 Promotions in my work unit are based on merit.  38.87% 8.79% 30.08% 26.83% 18.51% 15.79% 34.30% 853 2.831 2.451 1.698 1.395 9.228 849  23 **In'my work unit, steps are taken to deal with a poor performer who cannot or will not improve.  26.38% 4.80% 21.57% 30.25% 24.48% 18.88% 43.37% 438 1.931 2.602 2.139 1.624 8.734 1.362  24 **In'my work unit, differences in performance are recognized in a meaningful way.  34.61% 6.31% 28.30% 28.84% 22.77% 13.78% 36.55% 605 2.661 2.633 2.107 1.238 9.244 860  25 **Awards in my work unit depend on how well employees perform their jobs.  6 **Employees in my work unit starejob knowledge with each other.  76.53% 25.58% 50.95% 12.45% 7.05% 3.97% 11.02% 26.39 5.119 1.209 667 381 10.045 57  27 **The skill level in my work unit has improved in the past year.  28 **How would you rate the overall quality of work done by your work unit?  87 **The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  87 **Employees are recognized for prowding play flag unity products and services.  43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3.518 2.471 2.036 929 9.753 291  88 **The skill level my work unit has improved in the past year.  9 **The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  9 **The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  9 **The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  9 **The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  9 **The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  9 **The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  9 **The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  9 **The workforce has the job-relevant knowledge and skills necessary to accompl		1	44.02%	0 520/	25 40%	24 72%	20 50%	10.67%	21 26%	050	2 /01	2 264	2 022	1 016	0.741	205
On merit   38.87%   8.79%   30.08%   26.83%   18.51%   15.79%   34.30%   853   2.831   2.451   1.698   1.395   9.228   84.99   21.71%   21.57%   30.25%   24.48%   18.88%   43.37%   438   1.931   2.602   2.139   1.624   8.734   1.362   2.836   2.831   2.830   2.831   2.831   2.830   2.831   2.331   2.331   2.331   2.331   2.331   2.331   2.331   2.331   2.331   2.331   2	22	_	44.02%	6.33%	33.49%	24.72%	20.59%	10.07%	31.20%	636	3,461	2,304	2,022	1,016	9,741	393
23 "Improvise unit, steps are taken to deal with a poor performer who cannot or will not improve.  26.38% 4.80% 21.57% 30.25% 24.48% 18.88% 43.37% 438 1,931 2,602 2,139 1,624 8,734 1,362 1,362 1,369		1	20 070/	9 70%	20.00%	26 92%	10 510/	15 70%	24 20%	953	2 921	2 /51	1 609	1 205	0 229	940
deal with a poor performer who cannot or will not improve.   26.38%   4.80%   21.57%   30.25%   24.48%   18.88%   43.37%   438   1,931   2,602   2,139   1,624   8,734   1,362   4,487   1,362   4,487   1,362   4,487   1,362   4,488   1,362   4,378   1,931   2,602   2,139   1,624   8,734   1,362   4,365   4,367   4,368   4,377   4,388   1,931   2,602   2,139   1,624   8,734   1,362   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,367   4,365   4,3	23	*In my work unit, steps are taken to	36.6770	0.7370	30.0070	20.0370	18.5170	13.7370	34.3070	833	2,031	2,431	1,038	1,393	3,220	043
Section   Sect																
24		or will not improve.	26.38%	4.80%	21 57%	30.25%	24.48%	18 88%	13 37%	138	1 931	2 602	2 139	1 624	8 734	1 362
performance are recognized in a meaningful way.  34.61% 6.31% 28.30% 28.84% 22.77% 13.78% 36.55% 605 2,661 2,633 2,107 1,238 9,244 860 2,407 well employees perform their jobs.  45.37% 10.07% 35.29% 25.07% 16.69% 12.87% 29.57% 949 3,243 2,235 1,493 1,121 9,041 1,050 1,05	24	*In my work unit, differences in	20.3670	4.00%	21.5776	30.2370	24.4070	10.0070	43.3770	430	1,931	2,002	2,139	1,024	0,734	1,302
25 Awards in my work unit depend on how well employees perform their jobs.  45,37% 10.07% 35.29% 25.07% 16.69% 12.87% 29.57% 949 3,243 2,235 1,493 1,121 9,041 1,050 famployees perform their jobs.  45,37% 10.07% 35.29% 25.07% 16.69% 12.87% 29.57% 949 3,243 2,235 1,493 1,121 9,041 1,050 famployees perform their jobs.  52 Employees in my work unit share job knowledge with each other.  76,53% 25.58% 50.95% 12.45% 7.05% 3.97% 11.02% 2,639 5,119 1,209 669 381 10,045 57  78 The skill level in my work unit has improved in the past year.  52.70% 14.45% 38.25% 30.87% 10.80% 5.62% 16.42% 1,434 3,709 2,927 1,030 519 9,619 508  88 How would you rate the overall quality of work done by your work unit?  9 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  69.89% 13.32% 56.57% 17.42% 9.64% 3.04% 12.68% 1,334 5,570 1,677 946 287 9,814 235  88 Employees have a feeling of personal empowerment with respect to work processes.  43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3,518 2,471 2,036 929 9,753 291  Employees are recognized for providing high quality products and services.  56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 25.88  **The provided of the providing high quality products and services.  45.99% 10.37% 35.62% 27.16% 17.12% 9,72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349  **The provided of the past year.  45.99% 10.37% 35.62% 27.16% 17.12% 9,72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349																
Awards in my work unit depend on how well employees perform their jobs.		meaningful way.	24 61%	6 21%	20 20%	20 0/10/	22 77%	12 700/	26 55%	605	2 661	2 622	2 107	1 220	0.244	960
well employees perform their jobs.  45.37% 10.07% 35.29% 25.07% 16.69% 12.87% 29.57% 949 3,243 2,235 1,493 1,121 9,041 1,050 2.66 Employees in my work unit share job knowledge with each other.  76.53% 25.58% 50.95% 12.45% 7.05% 3.97% 11.02% 2,639 5,119 1,209 697 381 10,045 57 17.67 8 kill level in my work unit has improved in the past year.  52.70% 14.45% 38.25% 30.87% 10.80% 5.62% 16.42% 1,434 3,709 2,927 1,030 519 9,619 508 1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.	25	Awards in my work unit depend on how	34.01/0	0.31/6	20.30%	20.04/0	22.7770	13.76%	30.33/6	003	2,001	2,033	2,107	1,236	3,244	800
Employees in my work unit share job knowledge with each other.  76.53% 25.58% 50.95% 12.45% 7.05% 3.97% 11.02% 2,639 5,119 1,209 697 381 10,045 57  77 The skill level in my work unit has improved in the past year.  52.70% 14.45% 38.25% 30.87% 10.80% 5.62% 16.42% 1,434 3,709 2,927 1,030 519 9,619 508  78 How would you rate the overall quality of work done by your work unit?  87.60% 46.90% 40.71% 10.57% 1.29% 0.53% 18.2% 4,815 4,099 1,035 125 50 10,124 N/A  78 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  69.89% 13.32% 56.57% 17.42% 9.64% 3.04% 12.68% 1,334 5,570 1,677 946 287 9,814 235  30 *Employees have a feeling of personal empowerment with respect to work processes.  43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3,518 2,471 2,036 929 9,753 291  The phyces are recognized for providing high quality products and services.  56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 258  32 *Creativity and innovation are rewarded.  45.99% 10.37% 35.62% 27.16% 17.12% 9.72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349  *Pay raises depend on how well			<b>15 27%</b>	10.07%	25 20%	25.07%	16 60%	12 97%	20 57%	0/10	2 2/12	2 225	1 /03	1 121	0.041	1.050
Rowledge with each other.   76.53%   25.58%   50.95%   12.45%   7.05%   3.97%   11.02%   2,639   5,119   1,209   697   381   10,045   57	26	Employees in my work unit share job	43.3770	10.0776	33.2970	23.0776	10.0376	12.0770	29.5770	343	3,243	2,233	1,493	1,121	3,041	1,030
27   The skill level in my work unit has improved in the past year.   52.70%   14.45%   38.25%   30.87%   10.80%   5.62%   16.42%   1,434   3,709   2,927   1,030   519   9,619   508			76 53%	25 58%	50.05%	12 /15%	7.05%	2 07%	11 02%	2 630	5 110	1 200	607	201	10 045	57
Improved in the past year.   S2.70%   14.45%   38.25%   30.87%   10.80%   5.62%   16.42%   1,434   3,709   2,927   1,030   519   9,619   508	27	The skill level in my work unit has	70.5570	23.3070	30.3370	12.43/0	7.0370	3.3770	11.02/0	2,033	3,113	1,203	037	301	10,043	- 37
28 How would you rate the overall quality of work done by your work unit?  87.60% 46.90% 40.71% 10.57% 1.29% 0.53% 1.82% 4,815 4,099 1,035 125 50 10,124 N/A  29 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  69.89% 13.32% 56.57% 17.42% 9.64% 3.04% 12.68% 1,334 5,570 1,677 946 287 9,814 235  30 *Employees have a feeling of personal empowerment with respect to work processes.  43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3,518 2,471 2,036 929 9,753 291  31 Employees are recognized for providing high quality products and services.  56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 258  32 *Creativity and innovation are rewarded.  45.99% 10.37% 35.62% 27.16% 17.12% 9.72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349			52 70%	14 45%	38 25%	30.87%	10.80%	5 62%	16.42%	1 434	3 709	2 927	1 030	519	9 619	508
of work done by your work unit?  87.60% 46.90% 40.71% 10.57% 1.29% 0.53% 1.82% 4,815 4,099 1,035 125 50 10,124 N/A  29 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  69.89% 13.32% 56.57% 17.42% 9.64% 3.04% 12.68% 1,334 5,570 1,677 946 287 9,814 235  30 *Employees have a feeling of personal empowerment with respect to work processes.  43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3,518 2,471 2,036 929 9,753 291  31 Employees are recognized for providing high quality products and services.  56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 258  32 *Creativity and innovation are rewarded.  45.99% 10.37% 35.62% 27.16% 17.12% 9,72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349	28	How would you rate the overall quality	32.7070	14.4370	30.2370	30.0770	10.0070	3.0270	10.4270	1,131	3,703	2,327	1,030	313	3,013	300
29 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  69.89% 13.32% 56.57% 17.42% 9.64% 3.04% 12.68% 1,334 5,570 1,677 946 287 9,814 235  30 *Employees have a feeling of personal empowerment with respect to work processes.  43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3,518 2,471 2,036 929 9,753 291  Employees are recognized for providing high quality products and services.  56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 258  *Creativity and innovation are rewarded.  45.99% 10.37% 35.62% 27.16% 17.12% 9,72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349  *Pay raises depend on how well approach to be in the complete or the interval of the complete or the complete or the interval of the complete or		of work done by your work unit?	87.60%	46.90%	40.71%	10.57%	1.29%	0.53%	1.82%	4.815	4.099	1.035	125	50	10.124	N/A
accomplish organizational goals. 69.89% 13.32% 56.57% 17.42% 9.64% 3.04% 12.68% 1,334 5,570 1,677 946 287 9,814 235 30 *Employees have a feeling of personal empowerment with respect to work processes. 43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3,518 2,471 2,036 929 9,753 291 31 Employees are recognized for providing high quality products and services. 56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 258 32 *Creativity and innovation are rewarded. 45.99% 10.37% 35.62% 27.16% 17.12% 9.72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349 33 *Pay raises depend on how well	29	*The workforce has the job-relevant						0.0071		.,,,,,	,,,,,					,
#Employees have a feeling of personal empowerment with respect to work processes.  43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3,518 2,471 2,036 929 9,753 291  #Employees are recognized for providing high quality products and services.  56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 258  *Creativity and innovation are rewarded.  45.99% 10.37% 35.62% 27.16% 17.12% 9.72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349		,														
30 *Employees have a feeling of personal empowerment with respect to work processes.  43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3,518 2,471 2,036 929 9,753 291  31 Employees are recognized for providing high quality products and services.  56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 258  32 *Creativity and innovation are rewarded.  45.99% 10.37% 35.62% 27.16% 17.12% 9.72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349  *Pay raises depend on how well		accomplish organizational goals.	69.89%	13.32%	56.57%	17.42%	9.64%	3.04%	12.68%	1.334	5.570	1.677	946	287	9.814	235
processes. 43.73% 8.03% 35.70% 25.62% 20.85% 9.81% 30.66% 799 3,518 2,471 2,036 929 9,753 291  31 Employees are recognized for providing high quality products and services. 56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 258  32 *Creativity and innovation are rewarded. 45.99% 10.37% 35.62% 27.16% 17.12% 9.72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349  33 *Pay raises depend on how well are relevance perform their interpretation of the resonance performs the resonance perfo	30	*Employees have a feeling of personal								,		,-			-,-	
Second		empowerment with respect to work														
31 Employees are recognized for providing high quality products and services.  56.16% 11.17% 44.99% 21.99% 14.50% 7.35% 21.85% 1,129 4,430 2,116 1,392 693 9,760 258  32 *Creativity and innovation are rewarded.  45.99% 10.37% 35.62% 27.16% 17.12% 9.72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349  33 *Pay raises depend on how well		processes.	43.73%	8.03%	35.70%	25.62%	20.85%	9.81%	30.66%	799	3.518	2.471	2.036	929	9.753	291
32 *Creativity and innovation are rewarded. 45.99% 10.37% 35.62% 27.16% 17.12% 9.72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349	31	Employees are recognized for providing									-,	, :-	,		-,	
rewarded. 45.99% 10.37% 35.62% 27.16% 17.12% 9.72% 26.84% 1,033 3,465 2,597 1,636 905 9,636 349  33 *Pay raises depend on how well		high quality products and services.	56.16%	11.17%	44.99%	21.99%	14.50%	7.35%	21.85%	1,129	4,430	2,116	1,392	693	9,760	258
33 *Pay raises depend on how well 9.72 26.84% 1,033 3,465 2,597 1,636 905 9,636 349	32	*Creativity and innovation are														
		rewarded.	45.99%	10.37%	35.62%	27.16%	17.12%	9.72%	26.84%	1,033	3,465	2,597	1,636	905	9,636	349
employees perform their jobs.   19.06%   3.60%   15.46%   29.53%   29.28%   22.13%   51.41%   330   1,401   2,667   2,665   1,971   9,034   939	33	*Pay raises depend on how well														
		employees perform their jobs.	19.06%	3.60%	15.46%	29.53%	29.28%	22.13%	51.41%	330	1,401	2,667	2,665	1,971	9,034	939

34	Policies and programs promote diversity in the workplace (for example,														
	recruiting minorities and women, training in awareness of diversity issues, mentoring).														
		60.33%	16.61%	43.72%	23.74%	8.47%	7.46%	15.93%	1,600	4,149	2,190	764	661	9,364	661
35	*Employees are protected from health and safety hazards on the job.	02.020/	26 200/	55.000/	44 200/	4.250/	2 2 40/	6.600/	2 522	5 463	4 004	424	220	0.000	404
36	*My organization has prepared	82.03%	26.20%	55.82%	11.29%	4.35%	2.34%	6.68%	2,632	5,463	1,091	424	229	9,839	191
30	employees for potential security														
	threats.	81.31%	22.34%	58.97%	12.66%	4.26%	1.77%	6.03%	2,241	5,801	1,236	417	172	9,867	128
37	Arbitrary action, personal favoritism									5,512					
	and coercion for partisan political														
	purposes are not tolerated.	54.85%	17.08%	37.77%	22.13%	11.51%	11.51%	23.02%	1,633	3,502	1,990	1,052	1,024	9,201	795
38	Prohibited Personnel Practices (for														
	example, illegally discriminating for or against any employee/applicant,														
	obstructing a person's right to compete														
	for employment, knowingly violating														
	veterans' preference requirements) are														
	not tolerated.	60.270/	22.070/	44 200/	10.100/	6.250/	7.200/	42.540/	2 402	2 244	4 520	524	540	0.770	4.460
39	My agency is successful at	68.37%	23.97%	44.39%	18.10%	6.25%	7.29%	13.54%	2,183	3,911	1,538	534	612	8,778	1,168
33	accomplishing its mission.	73.45%	17.11%	56.34%	18.68%	5.54%	2.33%	7.87%	1,722	5,570	1,806	541	223	9,862	160
40	I recommend my organization as a good	73.4370	17.1170	30.3470	10.0070	3.3470	2.5570	7.0770	1,722	3,370	1,000	341	223	3,002	100
	place to work.	69.20%	25.13%	44.07%	17.96%	8.85%	3.99%	12.84%	2,596	4,433	1,765	864	380	10,038	N/A
41	I believe the results of this survey will														
	be used to make my agency a better place to work.														
	'	44.45%	12.69%	31.76%	27.75%	16.39%	11.41%	27.80%	1,195	2,967	2,548	1,502	1,028	9,240	819
42	*My supervisor supports my need to balance work and other life issues.	85.16%	45.70%	39.46%	8.13%	3.48%	3.24%	6.72%	4,626	3,912	792	343	306	9,979	62
43	My supervisor provides me with														
	opportunities to demonstrate my leadership skills.														
4.4	· ·	72.23%	33.36%	38.87%	14.26%	8.09%	5.42%	13.50%	3,403	3,869	1,391	799	519	9,981	43
44	*Discussions with my supervisor about my performance are worthwhile.	67.540/	20 500/	20.000/	46.000/	0.440/	7.050/	45.450/	2.052	2.766	4.500	020	670	0.000	6.4
45	My supervisor is committed to a	67.51%	29.50%	38.00%	16.03%	9.41%	7.05%	16.46%	2,963	3,766	1,569	929	673	9,900	64
.5	workforce representative of all														
	segments of society.	70.78%	31.49%	39.29%	21.28%	3.63%	4.31%	7.93%	2,843	3,495	1,843	315	362	8,858	1,140
46	My supervisor provides me with	7 017 070	31.1370	33.2370	2212070	3.0370	113270	713070	2,0.0	3, 133	2,0.0	010	302	0,000	
	constructive suggestions to improve my														
	job performance.	64.00%	24.68%	39.32%	19.69%	10.02%	6.29%	16.31%	2,485	3,907	1,936	994	611	9,933	52
47	*Supervisors in my work unit support														
	employee development.	70.14%	28.42%	41.72%	16.61%	7.17%	6.08%	13.25%	2,871	4,117	1,580	692	570	9,830	193
48	My supervisor listens to what I have to														
40	Say.	81.75%	41.97%	39.78%	9.30%	5.64%	3.31%	8.95%	4,277	3,962	919	555	320	10,033	N/A
49	My supervisor treats me with respect.	94 629/	47 000/	26 650/	0 110/	A 100/	2 000/	7 26%	1 967	2 617	704	415	207	0.000	NI/A
		84.63%	47.98%	36.65%	8.11%	4.18%	3.08%	7.26%	4,867	3,617	794	415	297	9,990	N/A

50	In the last six months, my supervisor														
	has talked with me about my														
	performance.	89.31%	41.73%	47.58%	5.78%	3.43%	1.48%	4.91%	4,241	4,708	567	342	141	9,999	N/A
51	*I have trust and confidence in my														
	supervisor.	71.61%	38.46%	33.15%	14.63%	7.47%	6.29%	13.76%	3,914	3,308	1,440	742	606	10,010	N/A
52	*Overall, how good a job do you feel is														
	being done by your immediate supervisor?														
53	*In my organization, senior leaders	75.09%	43.61%	31.48%	15.72%	5.21%	3.98%	9.19%	4,419	3,140	1,550	511	385	10,005	N/A
33	generate high levels of motivation and														
	commitment in the workforce.	38.40%	8.75%	29.65%	25.02%	21.41%	15.17%	36.58%	889	2,929	2,431	2,100	1,449	9,798	185
54	My organization's senior leaders	30.4070	0.7370	25.0570	23.0270	21.4170	13.1770	30.3070	003	2,323	2,431	2,100	1,445	3,730	103
	maintain high standards of honesty and														
	integrity.	50.58%	14.25%	36.33%	25.60%	11.99%	11.83%	23.82%	1,371	3,430	2,362	1,101	1,070	9,334	638
55	*Supervisors work well with employees														
	of different backgrounds.	61.65%	15.33%	46.32%	23.69%	8.30%	6.36%	14.66%	1,443	4,242	2,104	731	547	9,067	857
56	*Managers communicate the goals and priorities of the organization.														
57	*Managers review and evaluate the	59.19%	12.14%	47.05%	21.67%	11.95%	7.19%	19.14%	1,227	4,645	2,097	1,165	679	9,813	114
37	organization's progress toward meeting														
	its goals and objectives.	59.78%	12.38%	47.39%	24.32%	9.72%	6.18%	15.90%	1,168	4,354	2,175	883	538	9,118	790
58	Managers promote communication	33.7070	12.0070	1710070	2 1102/0	31,2,0	0.1070	2515070	2)200	1,55 1	2,170	000	330	3,223	
	among different work units (for														
	example, about projects, goals, needed resources).														
	,	51.67%	11.32%	40.36%	23.09%	15.80%	9.44%	25.24%	1,122	3,905	2,186	1,515	876	9,604	331
59	Managers support collaboration across work units to accomplish work														
	objectives.														
60	Overall, how good a job do you feel is	57.82%	13.52%	44.30%	21.78%	12.41%	7.99%	20.39%	1,350	4,297	2,069	1,193	744	9,653	288
00	being done by the manager directly														
	above your immediate supervisor?	61.67%	25.16%	36.51%	22.84%	8.17%	7.32%	15.49%	2,429	3,486	2,163	759	669	9,506	463
61	*I have a high level of respect for my	01.0770	23.1070	30.3170	22.0470	0.1770	7.5270	13.4370	2,423	3,400	2,103	733	003	3,300	403
	organization's senior leaders.	50.88%	16.35%	34.53%	24.50%	14.27%	10.35%	24.62%	1,648	3,428	2,423	1,399	992	9,890	83
62	Senior leaders demonstrate support for														
	Work/Life programs.	63.28%	20.16%	43.12%	23.16%	8.04%	5.52%	13.56%	1,887	3,972	2,090	725	482	9,156	815
63	*How satisfied are you with your involvement in decisions that affect														
	your work?														
64	*How satisfied are you with the	55.00%	13.91%	41.09%	21.76%	17.26%	5.98%	23.24%	1,426	4,116	2,126	1,714	572	9,954	N/A
04	information you receive from														
	management on what's going on in														
	your organization?	51.19%	10.88%	40.31%	24.19%	18.44%	6.18%	24.62%	1,122	4,013	2,363	1,819	593	9,910	N/A
65	*How satisfied are you with the									,. ,	,- :	,			
	recognition you receive for doing a														
	good job?	54.22%	15.25%	38.97%	22.43%	15.94%	7.42%	23.35%	1,558	3,878	2,190	1,562	710	9,898	N/A

66	*How satisfied are you with the policies														
00	and practices of your senior leaders?														
	,	40.31%	8.24%	32.07%	31.78%	19.24%	8.67%	27.91%	848	3,208	3,118	1,902	835	9,911	N/A
67	*How satisfied are you with your	40.31/6	0.24/0	32.07/0	31.76%	19.24/0	8.0776	27.91/0	040	3,208	3,110	1,902	633	9,911	IN/A
	opportunity to get a better job in your														
	organization?	33.50%	8.40%	25.09%	30.31%	21.76%	14.43%	36.20%	873	2,514	2,984	2,145	1,387	9,903	N/A
68	*How satisfied are you with the training		511575		00.02/1							_,			,
	you receive for your present job?														
		49.33%	11.45%	37.87%	28.34%	15.63%	6.70%	22.33%	1,180	3,785	2,780	1,526	639	9,910	N/A
69	*Considering everything, how satisfied														
	are you with your job?														
		68.89%	21.04%	47.86%	16.80%	9.70%	4.60%	14.30%	2,140	4,755	1,637	949	439	9,920	N/A
70	*Considering everything, how satisfied														
	are you with your pay?														
		66.33%	20.37%	45.96%	15.69%	12.66%	5.32%	17.98%	2,066	4,569	1,531	1,250	517	9,933	N/A
71	Considering everything, how satisfied are you with your organization?														
	are you with your organization:														
70	Harris and the state of the sta	60.08%	14.46%	45.62%	20.99%	12.98%	5.94%	18.93%	1,475	4,549	2,062	1,270	564	9,920	N/A
79	How satisfied are you with the following Work/Life programs in your agency?														
	Telework	0.4.400/	40.420/	42.760/	0.540/	4.500/	4.620/	C 240/	2.252	2 464	750	272	420	7.064	7.5
80	How satisfied are you with the following	84.18%	40.42%	43.76%	9.51%	4.68%	1.63%	6.31%	3,253	3,461	750	372	128	7,964	75
	Work/Life programs in your agency?														
	Alternative Work Schedules (AWS)	92.42%	51.14%	41.28%	5.17%	1.90%	0.51%	2.41%	3,372	2,663	330	122	33	6,520	80
81	How satisfied are you with the following	32.4270	31.1470	41.2070	3.1770	1.50%	0.5170	2.41/0	3,372	2,003	330	122	33	0,320	- 50
	Work/Life programs in your agency?														
	Health and Wellness Programs (for														
	example, exercise, medical screening, quit smoking programs)														
	quit smoking programs,	84.16%	33.11%	51.05%	12.34%	2.71%	0.80%	3.51%	1,175	1,774	430	93	28	3,500	160
82	How satisfied are you with the following														
	Work/Life programs in your agency?														
	Employee Assistance Program (EAP)	77.03%	30.53%	46.50%	18.83%	2.83%	1.32%	4.15%	331	501	197	30	14	1,073	215
83	How satisfied are you with the following														
	Work/Life programs in your agency? Child Care Programs (for example,														
	daycare, parenting classes, parenting														
	support groups)														
0.4	How estisfied one you with the fellowing	68.71%	36.22%	32.49%	27.76%	3.09%	0.44%	3.53%	107	93	74	9	1	284	117
84	How satisfied are you with the following Work/Life programs in your agency?														
	Elder Care Programs (for example,														
	support groups, speakers)	60.040	22.555	40.5557	25	0.5007	0.000	0.5007					_		
		63.84%	23.62%	40.22%	35.57%	0.59%	0.00%	0.59%	46	77	68	1	0	192	103

#### Work Life-Telework

2. Have you been notified whether or not you are eligible to telework?	N	%
Yes, I was notified that I was eligible to telework.	8,606	86.68%
Yes, I was notified that I was not eligible to telework.	416	4.20%
No, I was not notified of my telework eligibility.	458	4.69%
Not sure if I was notified of my telework eligibility.	440	4.43%
Total	9,920	100.00%
3. Please select the response below that BEST describes your current teleworking situation.	N	%
I telework 3 or more days per week.	291	2.94%
I telework 1 or 2 days per week.	4,373	44.57%
I telework, but no more than 1 or 2 days per month.	1,169	11.48%
I telework very infrequently.	2,226	22.01%
I do not telework because I have to be physically present on the job.	212	2.16%
I do not telework because I have technical issues.	109	1.15%
I do not telework because I did not receive approval to do so.	375	3.83%
I do not telework because I choose not to telework.	1,173	11.87%
Total	9,928	100.00%
4. Do you participate in the following Work/Life programs? Alternative Work Schedules	N	%
Yes	6,598	66.71%
No	2,979	30.35%
Not available to me	267	2.93%
Total	9,844	100.00%
5. Do you participate in the following Work/Life programs? Health and Wellness Programs	N	%
Yes	3,610	36.68%
No	5,889	59.64%
Not available to me	366	3.68%
Total	9,865	100.00%
6. Do you participate in the following Work/Life programs? Employee Assistance Program	N	%
Yes	1,079	11.05%
No	8,395	86.24%
Not available to me	258	2.71%

#### Work Life-Telework

Total	9,732	100.00%
. Do you participate in the following Work/Life programs? Child Care Programs	N	%
Yes	313	3.10%
No	8,403	85.29%
Not available to me	1,150	11.61%
Total	9,866	100.00%
Do you participate in the following Work/Life programs? Elder Care Programs	N	%
Yes	209	2.16%
No	8,438	85.52%
	1,220	12.32%
Not available to me	,	

Where do you work?	N	%
Headquarters	3,691	37.58%
Field	6,130	62.42%
Total	9,821	100.00%
*What is your supervisory status?	N	%
Non-Supervisor	7,165	72.42%
Team Leader	1,142	11.54%
Supervisor	963	9.73%
Manager	406	4.10%
Senior Leader	217	2.19%
Total	9,893	100.00%
*Are you:	N	%
Male	4,527	46.45%
Female	5,218	53.55%
Total	9,745	100.00%
*Are you Hispanic or Latino?	N	%
Yes	667	6.92%
No No	8,972	93.08%
Total	9,639	100.00%
*Please select the racial category or categories with which you most closely identify.	N	%
American Indian or Alaska Native	66	0.71%
Asian	503	5.40%
Black or African American	1,449	15.54%
Native Hawaiian or Other Pacific Islander	22	0.24%
White	6,972	74.79%
Two or more races	310	3.33%
Total	9,322	100.00%
What is the highest degree or level of education you have completed?	N	%
Less than High School	5	0.05%

High School Diploma/GED or equivalent	137	1.40%
Trade or Technical Certificate	48	0.49%
Some College (no degree)	525	5.36%
Associate's Degree (e.g., AA, AS)	230	2.35%
Bachelor's Degree (e.g., BA, BS)	3,110	31.78%
Master's Degree (e.g., MA, MS, MBA)	3,834	39.17%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	1,898	19.39%
Total	9,787	100.00%
What is your pay category/grade?	N	%
Federal Wage System	5	0.05%
GS 1-6	26	0.26%
GS 7-12	1,894	19.27%
GS 13-15	7,660	77.94%
Senior Executive Service	195	1.98%
Senior Level (SL) or Scientific or Professional (ST)	31	0.32%
Other	17	0.17%
Total	9,828	100.00%
How long have you been with the Federal Government (excluding military service)?	N	%
Less than 1 year	170	1.73%
1 to 3 years	266	2.71%
4 to 5 years	478	4.87%
6 to 10 years	1,513	15.40%
11 to 14 years	1,117	11.37%
15 to 20 years	1,477	15.03%
More than 20 years	4,804	48.90%
Total	9,825	100.00%
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	N	%
Less than 1 year	252	2.57%
1 to 3 years	386	3.93%
4 to 5 years	621	6.33%

1000.	3,007	100.0070
Total		100.00%
Retired Separated or Discharged	229 679	
Currently in National Guard or Reserves	66	
No Prior Military Service  Currently in National Guard or Possayos	8,693	
What is your US military service status?	N	%
Total	9,277	100.00%
I prefer not to say	1,200	12.94%
Gay, Lesbian, Bisexual, or Transgender	407	4.39%
Heterosexual or Straight	7,670	82.68%
Self-Identify as:	N	%
Total	9,733	100.00%
Five or more years	7,228	
Between three and five years	1,111	
Between one and three years	1,047	
Within one year	347	
I am planning to retire:	N	
	·	
Total		100.00%
Yes, other	376	
Yes, to take another job outside the Federal Government	300	
Yes, to take another job within the Federal Government	1,416	
Yes, to retire	567	5.79%
No	7,141	
Are you considering leaving your organization within the next year, and if so, why?	N	%
Total	9,811	100.00%
More than 20 years	4,075	41.54%
11 to 20 years	2,734	27.87%

Yes	745	7.69%
No	8,944	92.31%
Total	9,689	100.00%
What is your age group?	N	%
25 and under	54	0.53%
26-29	241	2.37%
30-39	1,678	16.52%
40-49	2,441	24.04%
50-59	4,019	39.57%
60 or older	1,723	16.97%
Total	10,156	100.00%

Percentages for demographic questions are unweighted.

<sup>\*</sup> AES prescribed items