

		Positive	Neutral	Negative
Q1				
I am given a real opportunity to improve my skills in my organization.				
	2016	67.9	8.9	23.2
	2015	62.3	8.6	29
	2014	58.3	19.5	22.2
	2013	67.7	16	16.2
	2012	66.1	18	15.9
Q2				
I have enough information to do my job well				
	2016	75.1	7.8	17.1
	2015	69.2	12.2	18.6
	2014	81.3	11.7	7
	2013	79.9	9.4	10.6
	2012	84.2	9.3	6.4
Q3				
I feel encouraged to come up with new and better ways of doing things.				
	2016	61.9	19.8	18.4
	2015	54.7	15.5	29.8
	2014	55.8	27.4	16.8
	2013	67.5	18.9	13.7
	2012	65.2	23.5	11.3
Q4				
My work gives me a feeling of personal accomplishment.				
	2016	77.4	12.7	9.9
	2015	74.6	11.7	13.7
	2014	73.1	14	12.9
	2013	80.8	11.6	7.6
	2012	72.3	16.2	11.5
Q5				
*I like the kind of work I do.				
	2016	81.8	13.1	5
	2015	83	12.1	4.9
	2014	83.9	12.4	3.7
	2013	88.2	6.9	5
	2012	84.7	11.1	4.2
Q6				
I know what is expected of me on the job.				
	2016	80.7	10.1	9.2
	2015	62.7	18.1	19.2
	2014	74.6	14.7	10.7

	2013	80.8	14.3	4.9
	2012	82.7	7.5	9.8
Q7				
When needed I am willing to put in the extra effort to get a job done.				
	2016	95.3	3.8	0.9
	2015	96.9	1.4	1.7
	2014	94.8	5.2	0
	2013	98.9	0	1.1
	2012	99.1	0	0.9
Q8				
I am constantly looking for ways to do my job better.				
	2016	94.1	5	0.9
	2015	89.4	7.5	3.1
	2014	93.9	6.1	0
	2013	96.4	2.4	1.2
	2012	95.5	3.5	1.1
Q9				
I have sufficient resources (for example, people, materials, budget) to get my job done.				
	2016	56.2	14.8	29
	2015	44.4	12.4	43.2
	2014	35.6	24.4	40
	2013	43.3	13.2	43.5
	2012	41.9	16.4	41.7
Q10				
*My workload is reasonable.				
	2016	49.1	14.6	36.3
	2015	44.9	11.9	43.3
	2014	49.9	15.8	34.3
	2013	48.8	17.9	33.3
	2012	52.1	14.1	33.8
Q11				
*My talents are used well in the workplace.				
	2016	59.7	16.9	23.5
	2015	50.8	17.4	31.8
	2014	55.7	17.9	26.5
	2013	61.8	14.9	23.3
	2012	66.2	19.9	13.9
Q12				

*I know how my work relates to the agency's goals and priorities.

2016	88.2	4	7.9
2015	70.4	17.1	12.5
2014	81.1	9.5	9.4
2013	83.8	7	9.2
2012	89.4	6.6	4

Q13

*The work I do is important.

2016	95.2	3.9	0.9
2015	86.2	9.1	4.7
2014	88.2	9.5	2.2
2013	91.4	3.9	4.6
2012	93.2	5.9	1

Q14

*Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

2016	76.8	11.6	11.6
2015	76.9	7.5	15.6
2014	75	13.2	11.8
2013	71.8	16.5	11.7
2012	73.1	15.6	11.3

Q15

*My performance appraisal is a fair reflection of my performance.

2016	77.4	13.2	9.4
2015	77.6	14	8.4
2014	78	10.7	11.3
2013	88.7	7.4	3.9
2012	88.2	9.9	1.9

Q16

I am held accountable for achieving results.

2016	84	7	9
2015	86.4	8.9	4.7
2014	84	12.4	3.5
2013	91.1	6.5	2.3
2012	96.6	3.4	0

Q17

I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

2016	54.7	15.1	30.3
2015	40.2	22.1	37.8
2014	42.5	29.7	27.8
2013	51.5	20.5	28
2012	67.6	22.3	10.2

Q18

*My training needs are assessed.

2016	60.8	16.3	22.9
2015	46.4	17.1	36.5
2014	50.2	30.4	19.4
2013	47.9	27.8	24.3
2012	52.6	30.7	16.7

Q19

*In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

2016	74	13.5	12.4
2015	60.7	26.9	12.4
2014	70.6	24.3	5.2
2013	76	18.4	5.7
2012	66.7	25.8	7.5

Q20

*The people I work with cooperate to get the job done.

2016	95.3	1.8	2.9
2015	85	6	9
2014	89.6	4.5	5.8
2013	87.6	5	7.4
2012	91.4	4.4	4.2

Q21

*My work unit is able to recruit people with the right skills.

2016	74.5	12.3	13.3
2015	64.2	9.6	26.2
2014	53.2	26.3	20.5
2013	52.2	21.7	26.1
2012	65	19.6	15.4

Q22

*Promotions in my work unit are based on merit.

2016	60.2	19.1	20.7
2015	43.3	25	31.6
2014	43	34.1	22.9
2013	49.6	34	16.5
2012	59.6	29.7	10.7

Q23

*In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

2016	47.7	32.2	20
2015	42.9	24.7	32.4
2014	41.5	37.4	21.1
2013	55.8	35.7	8.6
2012	57.9	34.8	7.2

Q24

*In my work unit, differences in performance are recognized in a meaningful way.

2016	50	25.3	24.8
2015	47	20.3	32.7
2014	44.5	28.7	26.8
2013	50.4	22.7	26.9
2012	45.3	28.5	26.2

Q25

Awards in my work unit depend on how well employees perform their jobs.

2016	61.7	20	18.4
2015	57.4	13.4	29.3
2014	52	24.3	23.7
2013	60.2	25.6	14.1
2012	64	21.1	14.9

Q26

Employees in my work unit share job knowledge with each other.

2016	93.1	4.9	2
2015	83.6	7.5	8.9
2014	91.6	6	2.3
2013	88.2	4.5	7.3
2012	92.9	3.1	4

Q27

The skill level in my work unit has improved in the past year.

2016	77.7	19	3.3
2015	57.4	21.2	21.4
2014	65.1	29.8	5.1
2013	74.3	17.9	7.8
2012	74.5	20.4	5

Q28

How would you rate the overall quality of work done by your work unit?

2016	94	4.1	1.9
2015	90.8	4.7	4.5
2014	95.2	4.8	0
2013	93.1	3.3	3.6
2012	94.7	4.4	0.9

Q29

*The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

2016	81.7	8.4	10
2015	73.6	15.7	10.7
2014	80.5	13.3	6.1
2013	86.7	7.3	6
2012	78.8	18.2	2.9

Q30

*Employees have a feeling of personal empowerment with respect to work processes.

2016	56.2	18.3	25.5
2015	46.6	11.4	42
2014	46.8	20.5	32.7
2013	55.1	17	27.9
2012	54.2	22.5	23.3

Q31

Employees are recognized for providing high quality products and services.

2016	64	10.7	25.4
2015	49.4	12.7	37.9
2014	42.1	33.2	24.7
2013	49.9	23.7	26.4
2012	66.4	20.9	12.7

Q32

*Creativity and innovation are rewarded.

2016	47.4	27.4	25.3
2015	42.4	16.2	41.3
2014	34.7	40.7	24.6
2013	43.2	30.6	26.3
2012	48.6	33.3	18.1

Q33

*Pay raises depend on how well employees perform their jobs.

2016	37.8	27.7	34.6
2015	27.8	22.6	49.6
2014	26.7	33.1	40.2
2013	34	26.2	39.8
2012	30.3	43.7	26.1

Q34

Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

2016	59.4	22.7	17.9
2015	55.3	18.6	26.1
2014	45.9	32.1	22
2013	44.9	37.6	17.5
2012	48.7	37.1	14.2

Q35

*Employees are protected from health and safety hazards on the job.

2016	85.7	8.1	6.2
2015	77.2	14.9	7.9
2014	72.3	18.6	9.2
2013	69.3	18.1	12.6
2012	73.4	13.5	13.1

Q36

*My organization has prepared employees for potential security threats.

2016	85	7.1	7.9
2015	75.9	4.8	19.3
2014	67.1	14.7	18.2
2013	64.2	13	22.8
2012	52.7	24.3	23

Q37

Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

2016	56.5	12.9	30.6
2015	46.4	14.6	39
2014	55.6	13.7	30.7
2013	53.4	22.4	24.2
2012	68.4	15.6	16

Q38

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.

2016	63.9	15.4	20.7
2015	46.2	16.9	37
2014	55.8	20.3	23.9
2013	64	22.1	13.8
2012	78.7	14.1	7.3

Q39

My agency is successful at accomplishing its mission.

2016	82.3	6.7	11
2015	68.2	20.5	11.3
2014	83.5	11.4	5.2
2013	80.2	13.7	6.1
2012	82.7	9.8	7.5

Q40

I recommend my organization as a good place to work.

2016	67.6	12.5	19.9
2015	60.2	12.2	27.5
2014	65.5	26.1	8.5
2013	70.8	16.1	13.1
2012	72.7	18.6	8.7

Q41

I believe the results of this survey will be used to make my agency a better place to work.

2016	62.3	13.4	24.3
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2015	49.3	17.7	33
2014	42.6	29.6	27.9
2013	50.4	27.2	22.5
2012	52.5	34.9	12.6

Q42

*My supervisor supports my need to balance work and other life issues.

2016	91.1	3	6
2015	84.9	4.5	10.6
2014	93.4	3.9	2.7
2013	92.5	2.4	5.1
2012	94.6	2.9	2.6

Q43

My supervisor provides me with opportunities to demonstrate my leadership skills.

2016	78.8	6.6	14.6
2015	63.8	15.8	20.5
2014	68.9	20.9	10.2
2013	77.6	10.9	11.5
2012	72.9	20.3	6.9

Q44

*Discussions with my supervisor about my performance are worthwhile.

2016	80.8	11	8.2
2015	68.7	12.7	18.6
2014	75.1	15.8	9.1
2013	77.3	16.3	6.4
2012	79.5	11.5	9.1

Q45

My supervisor is committed to a workforce representative of all segments of society.

2016	84.9	6.4	8.7
2015	72	13.4	14.6
2014	77.4	18.3	4.3
2013	79	17.1	3.9
2012	80	14.6	5.4

Q46

My supervisor provides me with constructive suggestions to improve my job performance.

2016	83.8	4.9	11.3
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2015	63.9	16	20.1
2014	79.2	13.2	7.6
2013	81.2	8.7	10
2012	85.2	9.9	4.9

Q47

*Supervisors in my work unit support employee development.

2016	82	7.9	10.1
2015	68.9	12.4	18.7
2014	77.7	13.3	9
2013	84.3	8.5	7.2
2012	85.4	9.3	5.3

Q48

My supervisor listens to what I have to say.

2016	89	5.1	5.8
2015	79.9	8.1	12
2014	86.4	8.6	5
2013	91	2.9	6.1
2012	92.7	3.2	4.2

Q49

My supervisor treats me with respect.

2016	92	4.2	3.9
2015	81.6	4.8	13.7
2014	85.9	9	5.1
2013	91	2.3	6.7
2012	89.5	5.3	5.3

Q50

In the last six months, my supervisor has talked with me about my performance.

2016	82.6	4.3	13.2
2015	78.6	10.3	11.1
2014	82.8	9	8.2
2013	89.6	6.2	4.2
2012	88.1	7.6	4.4

Q51

*I have trust and confidence in my supervisor.

2016	78.7	11.2	10.1
2015	67.3	14.1	18.6
2014	77.4	16.3	6.3
2013	82.5	9	8.5

	2012	90.2	4	5.8
Q52				
*Overall, how good a job do you feel is being done by your immediate supervisor?				
	2016	81.9	9.1	9
	2015	74.8	14.4	10.8
	2014	86.2	9.9	3.9
	2013	82.6	10.1	7.3
	2012	88.1	8.7	3.2
Q53				
*In my organization, senior leaders generate high levels of motivation and commitment in the workforce.				
	2016	51.9	18.3	29.8
	2015	33.2	23.4	43.3
	2014	41.7	27.8	30.5
	2013	50.3	28.6	21.1
	2012	55.8	24.8	19.4
Q54				
My organization's senior leaders maintain high standards of honesty and integrity.				
	2016	50.7	18.7	30.7
	2015	43.6	21.9	34.5
	2014	47	31.9	21.1
	2013	52	30.2	17.8
	2012	55.1	32.4	12.6
Q55				
*Supervisors work well with employees of different backgrounds.				
	2016	69.2	15.4	15.4
	2015	67.7	17.3	15
	2014	70.6	17	12.4
	2013	63.5	26.5	10.4
	2012	78.5	13.8	7.6
Q56				
*Managers communicate the goals and priorities of the organization.				
	2016	74.3	8.7	17
	2015	46.4	25.1	28.5
	2014	58	17.9	24.1
	2013	61.3	12.3	26.4

	2012	66.9	18.6	14.5
Q57				
*Managers review and evaluate the organization's progress toward meeting its goals and objectives.				
	2016	71.6	9.8	18.6
	2015	55.9	18.4	25.7
	2014	65.3	20	14.8
	2013	63.5	27	9.6
	2012	57.3	30.6	12
Q58				
Managers promote communication among different work units (for example, about projects, goals, needed resources).				
	2016	65	14.3	20.7
	2015	51.4	15.5	33.1
	2014	50.4	25.4	24.3
	2013	49.8	25.2	25
	2012	49.5	22.8	27.6
Q59				
Managers support collaboration across work units to accomplish work objectives.				
	2016	69.5	10.1	20.4
	2015	57.4	17.6	25
	2014	49.3	32.2	18.5
	2013	60.8	18.8	20.4
	2012	50.9	26.2	23
Q60				
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?				
	2016	70.3	11	18.7
	2015	56.3	23	20.7
	2014	79.4	13	7.5
	2013	68.2	23.5	8.3
	2012	75.8	18.5	5.7
Q61				
*I have a high level of respect for my organization's senior leaders.				
	2016	59.2	18	22.8
	2015	49.3	18.5	32.2

2014	53	30.3	16.7
2013	60.9	22.7	16.5
2012	65.7	24.7	9.6

Q62
Senior leaders demonstrate support for Work/Life programs.

2016	68.7	16.9	14.4
2015	61.6	19.5	18.9
2014	68.4	21.2	10.4
2013	63	24.6	12.4
2012	72	23.4	4.6

Q63
*How satisfied are you with your involvement in decisions that affect your work?

2016	57.8	19.2	23
2015	45.9	19.9	34.1
2014	51.8	30.7	17.4
2013	51.8	30.6	17.6
2012	52.3	31.8	15.9

Q64
*How satisfied are you with the information you receive from management on what's going on in your organization?

2016	58.8	16.5	24.7
2015	35.9	24.5	39.6
2014	38.7	30.5	30.8
2013	50.7	17.2	32
2012	48.8	27.2	23.9

Q65
*How satisfied are you with the recognition you receive for doing a good job?

2016	60	14.3	25.7
2015	51.7	24.1	24.2
2014	54.5	20.8	24.7
2013	50.6	25.8	23.6
2012	67.3	21	11.7

Q66
*How satisfied are you with the policies and practices of your senior leaders?

2016	50.3	20.8	28.9
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2015	34.1	27.4	38.5
2014	45.1	33.5	21.4
2013	43.6	29.8	26.6
2012	50.2	35.2	14.6

Q67

*How satisfied are you with your opportunity to get a better job in your organization?

2016	37.2	27	35.8
2015	27.1	29.4	43.5
2014	22	31.2	46.8
2013	25.8	32	42.2
2012	39.3	32.6	28.1

Q68

*How satisfied are you with the training you receive for your present job?

2016	62.3	20.1	17.7
2015	45.2	33.4	21.4
2014	45.9	36	18
2013	58.3	21.7	20
2012	59.3	28.2	12.5

Q69

*Considering everything, how satisfied are you with your job?

2016	68.9	13.8	17.3
2015	59.9	10.7	29.4
2014	70.7	19.3	10
2013	71.1	20.5	8.3
2012	78.4	14	7.6

Q70

*Considering everything, how satisfied are you with your pay?

2016	60	12.8	27.1
2015	49.3	24.1	26.6
2014	66.1	9.8	24.1
2013	48.7	20.6	30.7
2012	63.4	15.5	21.1

Q71

Considering everything, how satisfied are you with your organization?

2016	66.5	12.4	21.1
2015	56.8	15.2	28
2014	57.6	26.5	15.9

2013	64.4	21.3	14.2
2012	68.2	22	9.7