

2022 OFFICE OF PERSONNEL MANAGEMENT

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

**Governmentwide
Management Report**

A Message from the Director

I am pleased to share the OPM 2022 Federal Employee Viewpoint Survey (OPM FEVS) results. This is an exciting year: OPM celebrates the 20th anniversary of the OPM FEVS! The 2022 OPM FEVS results demonstrate the ongoing resilience of our Federal workforce, which continued to navigate through the COVID-19 pandemic and other challenges all while maintaining their unwavering commitment to serving the American people. Most notably, the results showcase that the federal government wins on mission – the spirit of public service remains important to people and the work they do.

As one of the largest employee surveys in the country, the 2022 OPM FEVS had more than 550,000 respondents and a reach of 1.6 million employees. Marking an important milestone, new measures were added to this year's OPM FEVS, including resilience, innovation, and customer responsiveness, among others. I am also happy to announce that we returned the 2022 survey to its traditional late Spring administration.

I start with an important analysis of our Employee Engagement Index (EEI). The EEI stayed steady at 71 percent, the same mark as 2021, which were two of the highest scores in the past decade. These are strong results considering the drop in employee engagement in other sectors, including Gallup's employee engagement survey which dropped for the first time in a decade in 2021, and dropped again in 2022 for a 4 percentage point total decline.

The EEI is a strong indicator of organizational performance and Federal workers maintained a positive view of their agency's overall performance over the past year. The results show strong agreement that agency offices met the needs of their customers (87 percent) and adapted to changing priorities (80 percent). Positive perceptions of agency supervisors were a strong influence on such optimistic performance assessments, captured by the high scores (80 percent) on employee evaluations of supervisors in the EEI. Showcasing the widespread spirit of public service in the workforce, an overwhelming number of respondents (91 percent) agreed it was important to them that their work contribute to the common good.

Anticipating a "new normal" for some work environments, we modified telework questions to capture the shifting workplace landscape, including input on remote work. As the Federal workforce navigated changes in their work arrangements, support from supervisors on health and safety and promoting a positive work environment were important factors during this period. A large number of employees indicated that they felt their senior leadership supported policies and procedures to protect their health and safety (74 percent).

This year's OPM FEVS also introduced a Diversity, Equity, Inclusion, and Accessibility (DEIA) index, which was developed to support [Executive Order 14035](#) and the President's Management Agenda. The 2022 OPM FEVS represents an important source of baseline DEIA data for agencies. It also offers opportunities for comparative benchmarking as agencies advance their DEIA initiatives.

Finally, employee surveys are exceptionally useful when employed by our agency leadership to make improvements in response to their OPM FEVS feedback. Some of our lowest scores included dissatisfaction with lack of recognition for a job well done, including recognizing differences in performance, and employees not being involved in decisions that impact their work. We also scored relatively low on using the results of this survey to make our agencies better places to work. There is a direct link between high response rates and follow through on survey results, so I would like to thank the U.S. Department of Health and Human Services, the U.S. Department of Energy, the National Credit Union Administration, the U.S. International Trade Commission and the Inter-American Foundation for high responses rates in their respective size categories. I encourage leaders and supervisors at all levels of government to review these critical survey insights and then build and implement an action plan to improve the employee experience in their agencies.

I want to extend my deep appreciation to respondents across the Federal workforce for their time and honest feedback. To all federal employees, thank you for the hard work you put in everyday on behalf of the American people.



Kiran Ahuja
Director

U.S. Office of Personnel Management

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Introduction

The 2022 OPM Federal Employee Viewpoint Survey (OPM FEVS) provided a platform for Federal employees to share their opinions and perceptions regarding their work experiences. An organizational climate survey, data from the OPM FEVS allow assessment of how employees jointly experience the policies and management practices characteristic of their agency and its leadership. Climate assessments provide insights into performance and are important tools for identifying actionable improvements to realize greater workplace effectiveness. At a governmentwide level, OPM FEVS results provide information regarding a variety of topics important to shaping current and future policies. Finally, participation in the OPM FEVS satisfies the mandate for each agency to survey its employees under the National Defense Authorization Act for Fiscal Year 2004 (5 USC 31, 41, 43, 45, 53)¹ and detailed in accompanying regulation 5 CFR 250 subpart C.²

Background to Results

Throughout the report, some agency results are shown by size groupings, using employee populations as of November 2021. For more information and for a full listing of the agencies included in each category, see Appendix A. The five size categories are:



All full-time and part-time, permanent, non-seasonal, non-political employees were eligible to participate in the 2022 OPM FEVS and, as a census year, each eligible employee was invited to participate in the survey. Agencies also had the option to include Federal employees classified as non-permanent and/or not full- or part-time. Invitations were sent to 1,582,112 employees, with a total of 557,778 employees completing a survey for a final response rate of 35 percent.

For detailed survey results see Appendices C, D, and E.

¹ NDAA

SEC. 1128. EMPLOYEE SURVEYS.

(a) IN GENERAL.—Each agency shall conduct an annual survey of its employees (including survey questions unique to the agency and questions prescribed under subsection (b)) to assess—

(1) leadership and management practices that contribute to agency performance; and

(2) employee satisfaction with—

(A) leadership policies and practices;

(B) work environment;

(C) rewards and recognition for professional accomplishment and personal contributions to achieving organizational mission;

(D) opportunity for professional development and growth; and

(E) opportunity to contribute to achieving organizational mission.

(b) REGULATIONS.—The Office of Personnel Management shall issue regulations prescribing survey questions that should appear on all agency surveys under subsection (a) in order to allow a comparison across agencies.

(c) AVAILABILITY OF RESULTS.—The results of the agency surveys under subsection (a) shall be made available to the public and posted on the website of the agency involved, unless the head of such agency determines that doing so would jeopardize or negatively impact national security.

² <https://www.law.cornell.edu/cfr/text/5/part-250/subpart-C>

Introduction (continued)

Survey Content

Overall, the 2022 OPM FEVS included a total of 100 individual and item sets, plus 20 demographic items. The survey maintained its core content of Annual Employee Survey (AES) items required in regulation, the Employee Engagement Index (EEI), Global Satisfaction Index, and Performance Confidence Index. The section on the COVID-19 pandemic was reduced and updated to reflect items relevant for the return to the worksite.

The 2022 OPM FEVS introduced new content to measure changing conditions affecting employees and agencies. Questions about returning to the physical workplace after engaging in maximum telework were added to gain a better understanding of the role remote and hybrid work plays in agency effectiveness. These items allow identification of ways in which employees achieve missions while remaining responsive to ever-changing work environments and adapting to new configurations of collaborative work. Each participating agency satisfies statutory requirements through inclusion of the AES Items in regulation. Finally, four new measures are particularly relevant to the future of work and government priorities and include resilience, innovation, involvement, and customer responsiveness.

2022 OPM FEVS Administration and Reporting

The 2022 survey marked the return to a late spring/early summer survey administration. The survey was conducted over a six-week fielding period and was a census of all eligible employees in participating agencies. Similar to 2021, agencies were again given an opportunity to “opt in” temporary Federal employees not previously considered eligible to receive a survey.

The 2022 survey was administered as a census with a full suite of reports distributed to agencies, including lower level work units. Public reporting is similar to 2021 reports and results by item and agency can be retrieved from the OPM FEVS website (<https://www.opm.gov/fevs/reports/>).

At a Glance

The 2022 OPM FEVS results continue to show a resilient Federal workforce. Employees are confident in their work groups' ability to meet the needs of customers and their agencies, and they feel supported in balancing work and life responsibilities.

High scores below point to favorable employee perspectives regarding agency practices and policies. Equally important, however, are items with low scores indicating aspects of Federal government agencies where employees may perceive the need for change. Government leaders and oversight bodies review low scores to make decisions and determine actions for improving workplace functions and conditions (e.g., items related to performance and communication).

Items with the Highest and Lowest Levels of Positive Responses

HIGHEST Percentage Level of Positive Responses	LOWEST Percentage Level of Positive Responses
91% It is important to me that my work contribute to the common good. (Q. 89)	42% In my work unit, differences in performance are recognized in a meaningful way. (Q. 16)
87% I am held accountable for the quality of work I produce. (Q. 11)	43% I believe the results of this survey will be used to make my agency a better place to work. (Q. 44)
87% Employees in my work unit meet the needs of our customers. (Q. 19)	43% Management involves employees in decisions that affect their work. (Q. 64)
87% My supervisor holds me accountable for achieving results. (Q. 51)	48% In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 55)
86% My supervisor treats me with respect. (Q. 49)	50% How satisfied are you with your involvement in decisions that affect your work? (Q. 65)
85% Employees in my work unit contribute positively to my agency's performance. (Q. 20)	51% My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). (Q. 26)
84% I know how my work relates to the agency's goals. (Q. 7)	52% In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated. (Q. 42)
83% My organization has prepared me for potential cybersecurity threats. (Q. 41)	52% Management makes effective changes to address challenges facing our organization. (Q. 63)
83% My supervisor supports my need to balance work and other life issues. (Q. 47)	53% How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 66)
82% Employees in my work unit produce high-quality work. (Q. 21)	54% Employees in my work unit approach change as an opportunity. (Q. 30)
82% I know what my work unit's goals are. (Q. 25)	54% How satisfied are you with the recognition you receive for doing a good job? (Q. 67)
82% My supervisor listens to what I have to say. (Q. 48)	

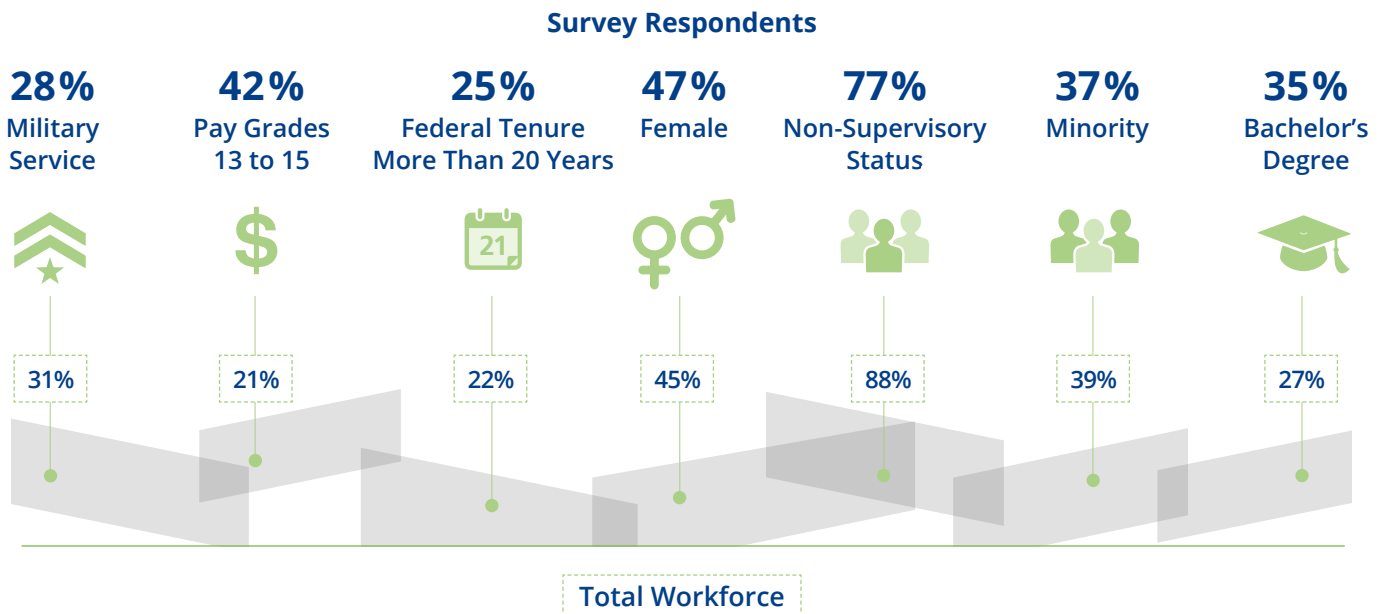
Notes: Weighting is done to ensure survey estimates accurately represent the survey population. Items with the Highest and Lowest Levels of Positive Responses include items 1-89, excluding 12, 15, and 34. Results for items 1-100 are found in Appendix C.

At a Glance (continued)

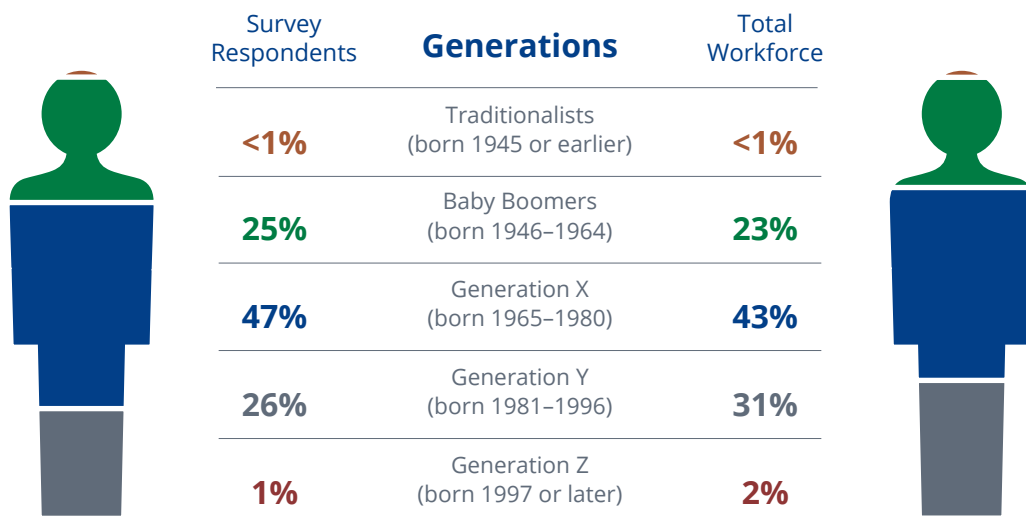
Participant Overview

The first figure below shows a comparison between survey respondents and the total Federal workforce on selected demographic categories. The second figure presents a breakdown by generation, and a comparison of survey respondents to the total Federal workforce. Results for all demographic items can be found in Appendix D.

Respondent Characteristics



Generational Overview



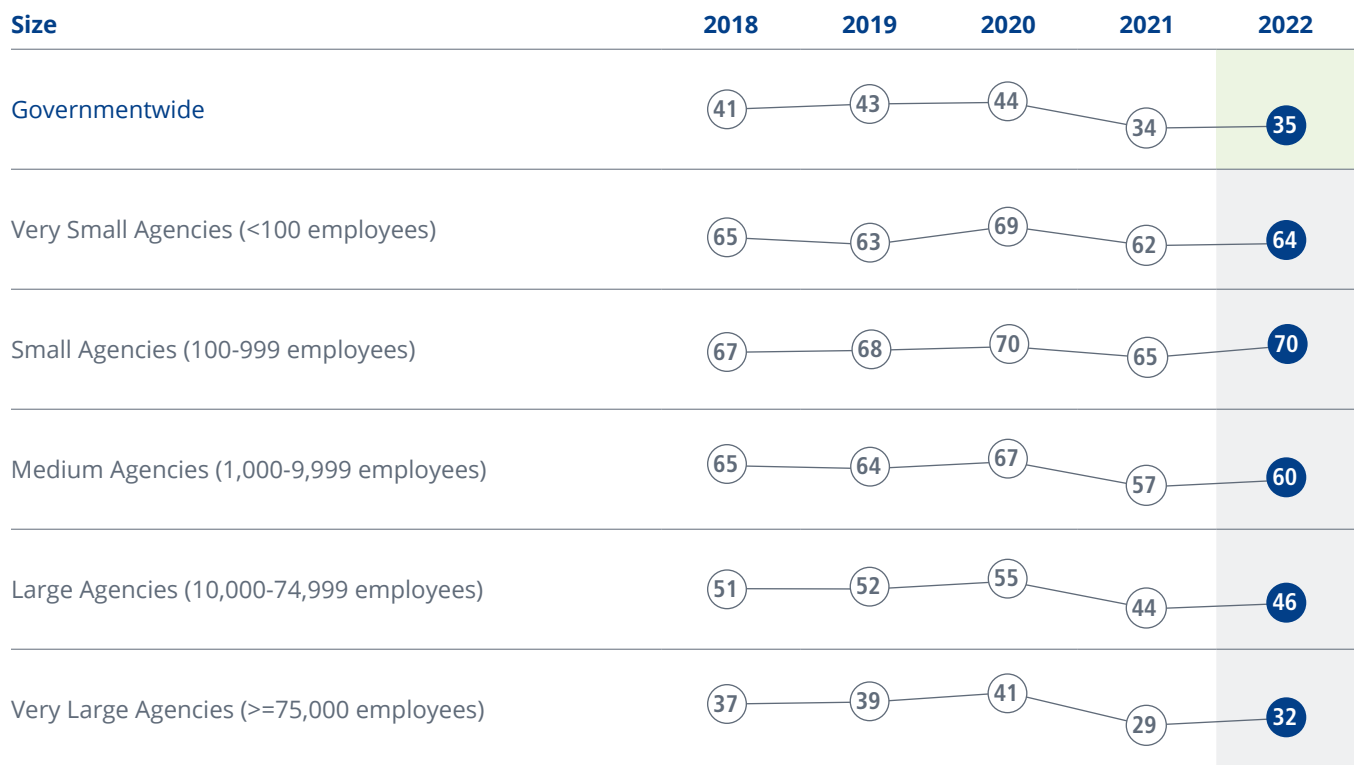
Note: The sum of percentages may not add to 100 due to rounding.

At a Glance (continued)

Response Rates

The table below reports governmentwide response rates for 2022 along with the response rates from the past four administrations of the OPM FEVS, grouped by agency size categories.

Response Rate Comparisons

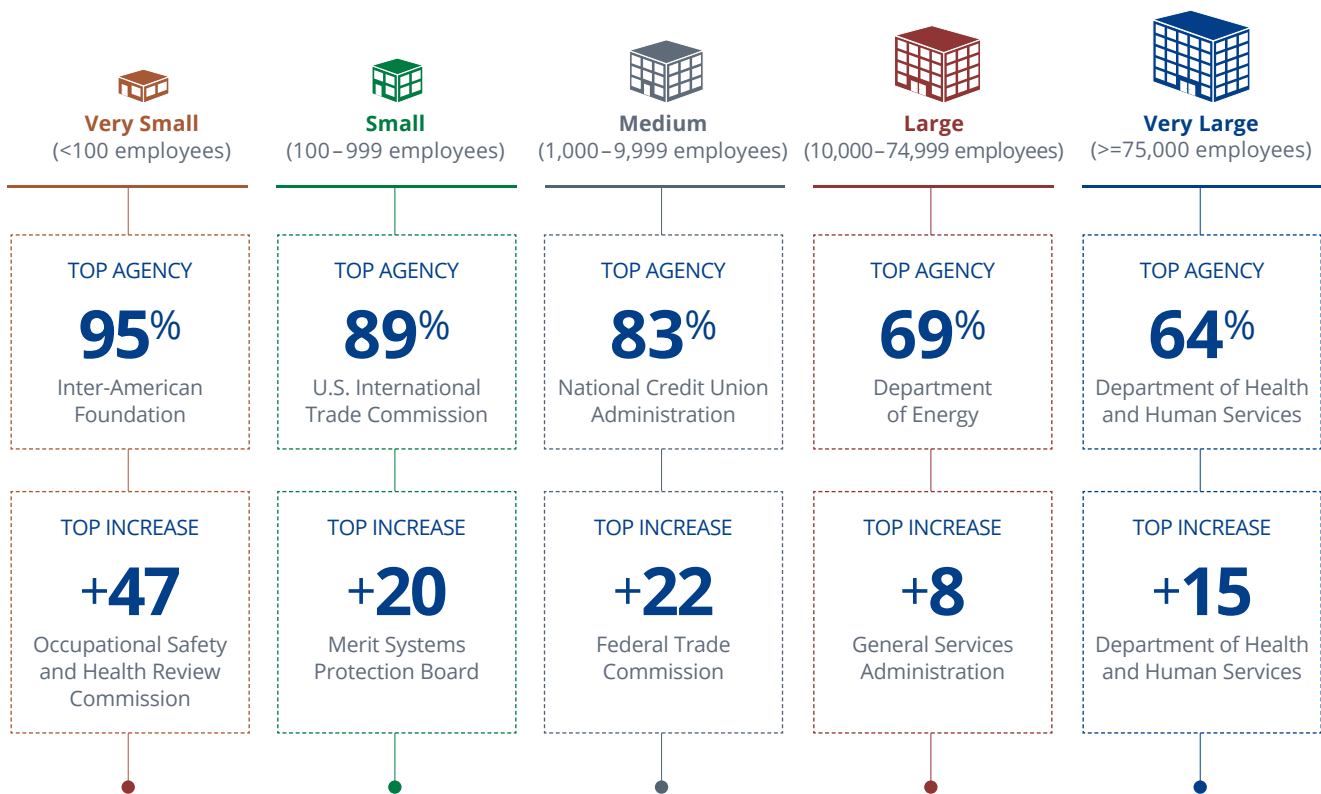


At a Glance (continued)

Top Response Rates and Increases

The agencies with the highest 2022 response rates by agency size and the greatest increase in response rate from 2021 are featured below. Very small and medium agencies have the greatest increases in response rates. However, it should be recognized that increases of a few percentage points are a meaningful improvement in response rates for larger agencies.

Top Agency and Percentage Point Increases



Note: Agency size is based on the eligible employee population as of November 2021. For a full listing of the agencies included in each category, see Appendix A.

Employee Engagement Index

The OPM FEVS Employee Engagement Index (EEI) uses questions from the survey to measure conditions that are conducive to employee engagement. Engagement overall relates to employee motivation.

While the OPM FEVS does not directly measure employee feelings of engagement, it does assess the critical conditions conducive for employee engagement (e.g., effective leadership, work which provides meaning to employees, the opportunity for employees to learn/grow on the job). Assessments such as the EEI remain a critical tool for managers to identify areas for improvements and sustaining work conditions and environments that support employee engagement and performance.

The framework used for developing the EEI assumes that organizational conditions lead to feelings of engagement. These feelings, in turn, lead to engagement behaviors (e.g., discretionary effort, persistence), and then to optimal employee motivation and organizational performance.

The EEI is comprised of three subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each subindex is assessed through questions on the OPM FEVS as listed below. See Appendix C for the wording of each item number shown in parentheses.

Leaders Lead

Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. (Q. 55, 56, 57, 59, and 60)

Supervisors

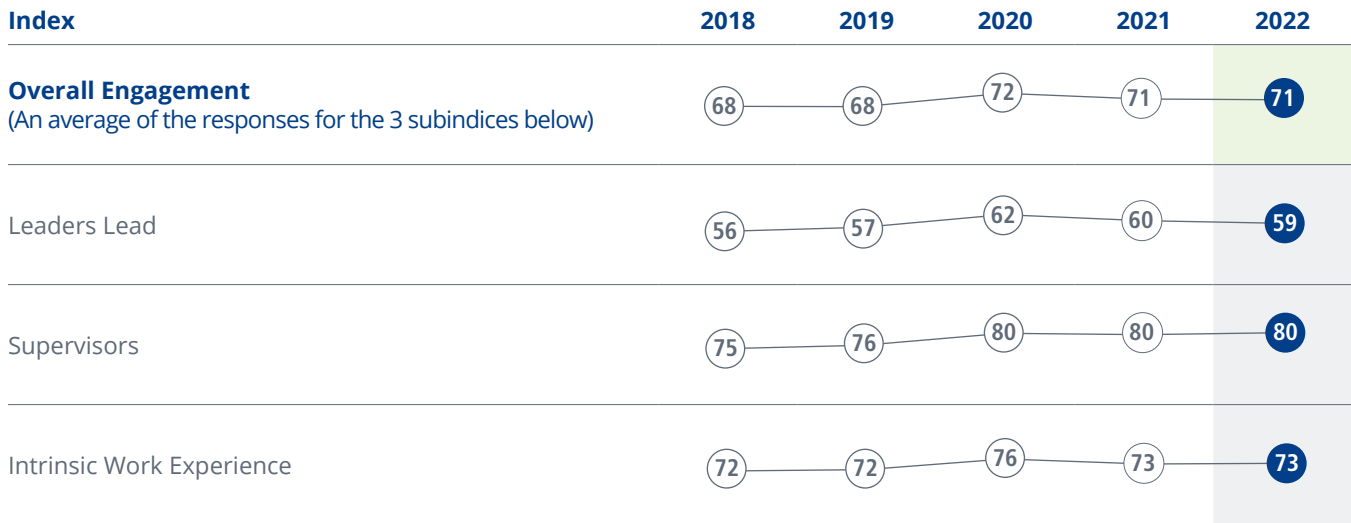
Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 46, 48, 49, 50, and 52)

Intrinsic Work Experience

Reflects the employees' feelings of motivation and competency relating to their roles in the workplace. (Q. 2, 3, 4, 6, and 7)

Employee Engagement Index (continued)

Employee Engagement Index Score Comparisons



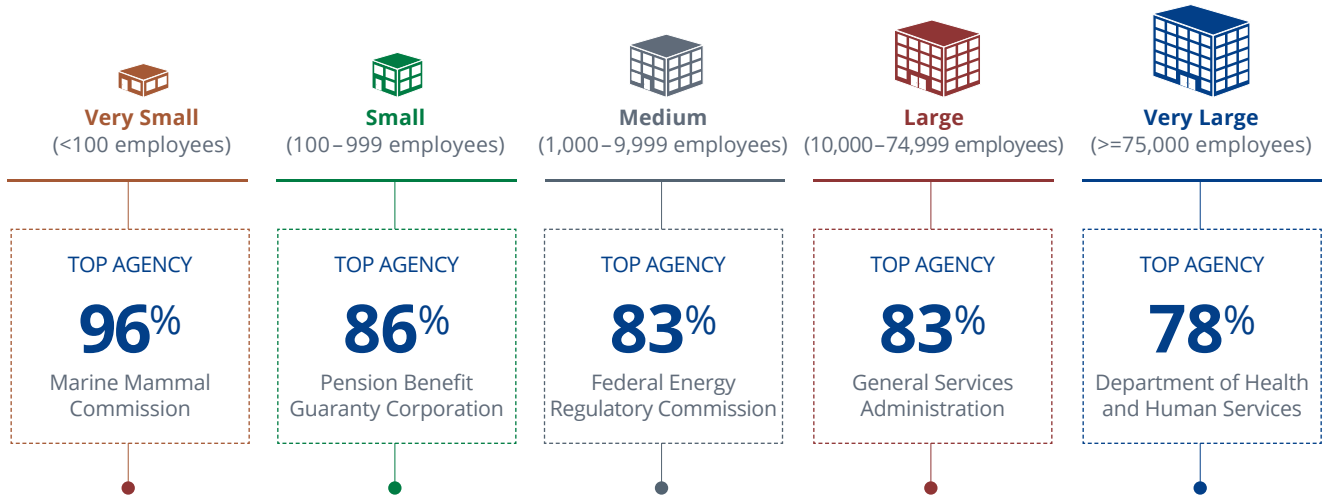
Employee Engagement Index Scores by Agency Size

Index	G'wide	Very Small (<100)	Small (100-999)	Medium (1,000-9,999)	Large (10,000-74,999)	Very Large (>=75,000)
Employee Engagement	71	76	76	76	72	70
Leaders Lead	59	67	65	67	60	59
Supervisors	80	84	84	85	81	79
Intrinsic Work Experience	73	79	78	77	74	72

Note: Agency size is based on the eligible employee population as of November 2021.

Employee Engagement Index (continued)

Top Agency Employee Engagement Index Score



Global Satisfaction Index

The Global Satisfaction Index measures employee satisfaction on four aspects related to their work: the job, pay, organization, and whether they would recommend their organization as a good place to work.

Understanding employee satisfaction along these four dimensions gives agencies a sense of how employees are feeling and is important for agencies in the long run – satisfied employees are more likely to stay in their jobs, reducing turnover.

The Global Satisfaction Index is an average of the scores of the four items below:

Job Satisfaction

Considering everything, how satisfied are you with your job? (Q. 68)

Pay Satisfaction

Considering everything, how satisfied are you with your pay? (Q. 69)

Organizational Satisfaction

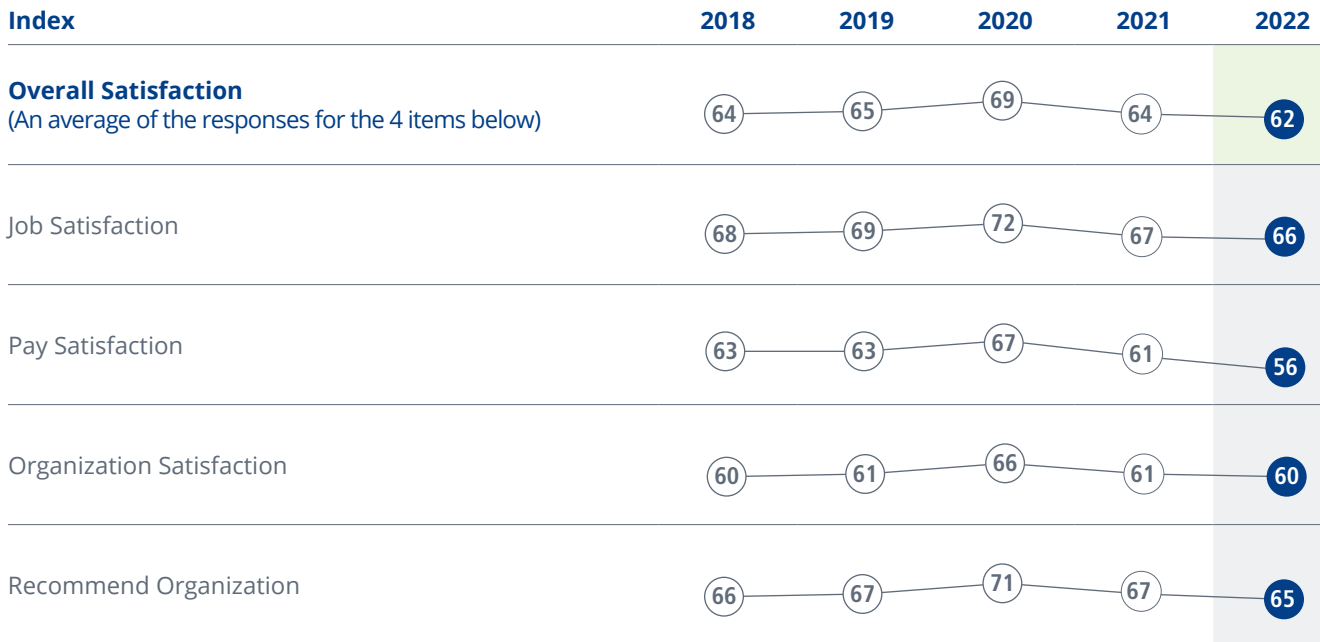
Considering everything, how satisfied are you with your organization? (Q. 70)

Recommend Organization

I recommend my organization as a good place to work. (Q. 43)

Global Satisfaction Index (continued)

Global Satisfaction Index Score Comparisons



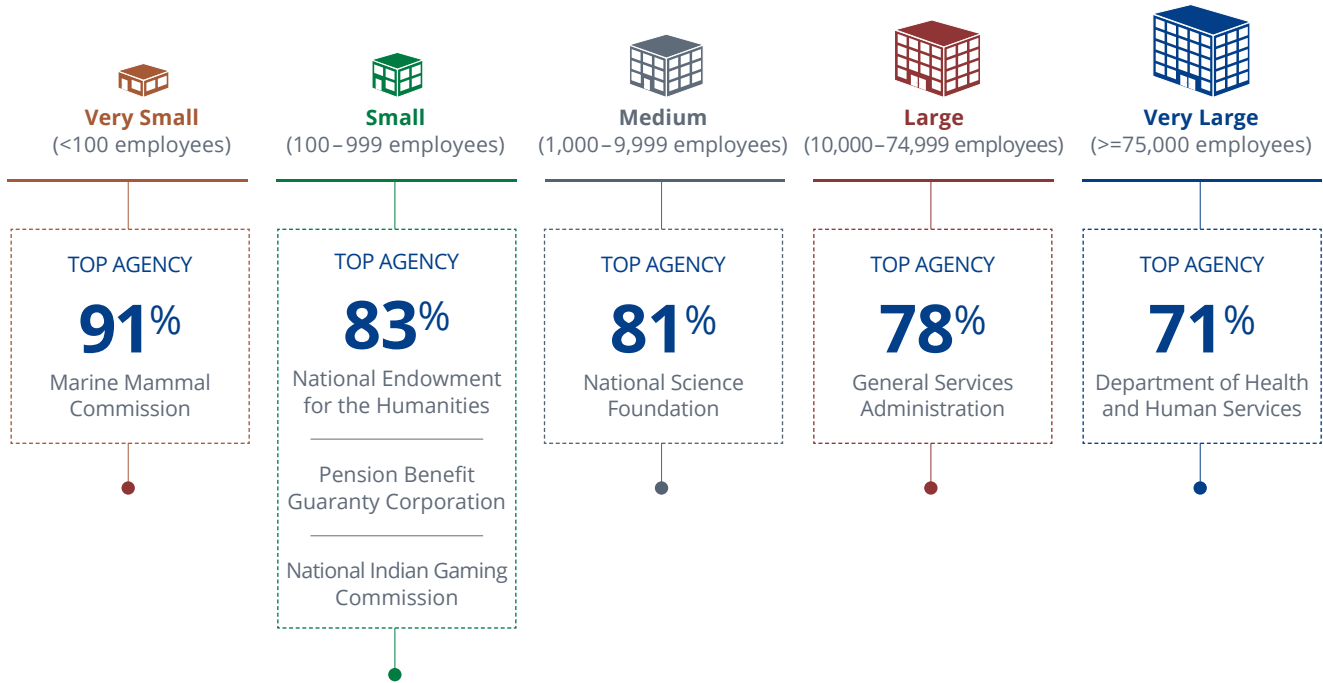
Global Satisfaction Index Scores by Agency Size

Index	G'wide	Very Small (<100)	Small (100-999)	Medium (1,000-9,999)	Large (10,000-74,999)	Very Large (>=75,000)
Global Satisfaction	62	68	68	69	64	61
Job Satisfaction	66	70	72	73	68	66
Pay Satisfaction	56	64	62	63	57	55
Organization Satisfaction	60	68	68	68	63	59
Recommend Organization	65	71	71	70	68	64

Note: Agency size is based on the eligible employee population as of November 2021.

Global Satisfaction Index (continued)

Top Agency Global Satisfaction Index Score



Performance Confidence Index

Performance Confidence is defined as “The extent to which employees believe their organization has an outstanding competitive future, based on innovative, high-quality products and services that are highly regarded by the marketplace.”³ The Performance Confidence Index on the OPM FEVS is a combination of four items assessing employees’ perception of their work unit’s ability to achieve its goals and produce work at a high level and, ultimately, provides insights into agency performance. The Performance Confidence Index is an average of the responses for the four items below:

Met Needs of Customers

Employees in my work unit meet the needs of our customers. (Q. 19)

Contributed Positively to Agency Performance

Employees in my work unit contribute positively to my agency’s performance. (Q. 20)

Produced High Quality Work

Employees in my work unit produce high-quality work. (Q. 21)

Adapted to Changing Priorities

Employees in my work unit adapt to changing priorities. (Q. 22)

³ Wiley, J. W., & Lake, F. (2014). Inspire, Respect, Reward: Re-framing leadership assessment and development. *Strategic HR Review*, 13(6), 221–226.

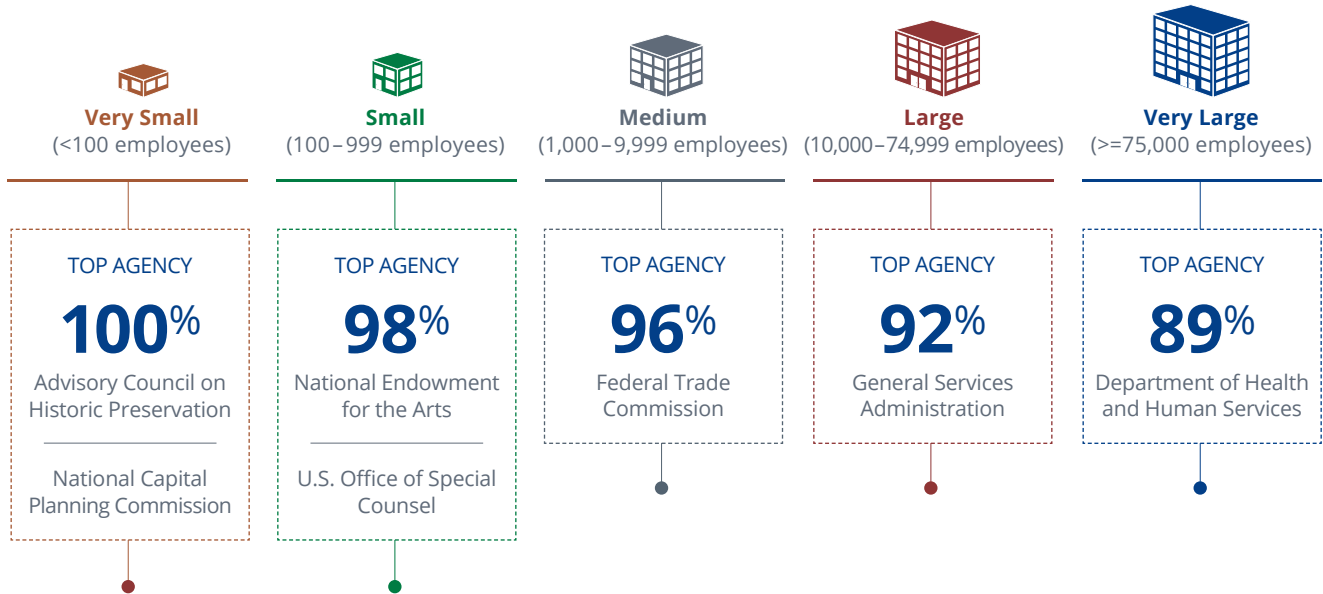
Performance Confidence Index (continued)

Performance Confidence Index Score Comparisons

Index	2020	2021	2022
Performance Confidence (An average of the responses for the 4 items below)	87	84	84
Met Needs of Customers	86	88	87
Contributed Positively to Agency Performance	88	86	85

Performance Confidence Index (continued)

Top Agency Performance Confidence Index Score



Diversity, Equity, Inclusion, and Accessibility (DEIA) Index

To align with government priorities and current research, OPM has developed the new DEIA Index for the 2022 OPM FEVS. This measure was specifically designed to align with Executive Order 14035 which features four distinct factors: diversity, equity, inclusion, and accessibility, included as subindices in the survey.

Diversity

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities. (Q. 71 and 72)

Equity

The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. (Q. 73, 74, and 75)

Inclusion






The recognition, appreciation, and use of the talents and skills of employees of all backgrounds. (Q. 77, 78, 79, 80, and 81)

Accessibility

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. (Q. 82, 83, and 84)

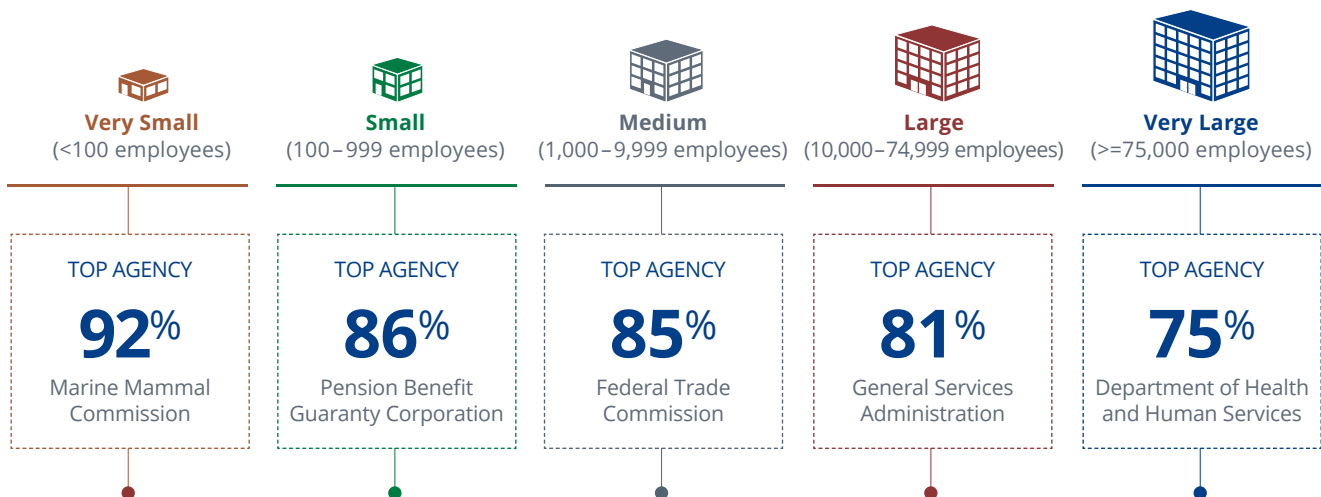
DEIA Index (continued)

DEIA Index Scores by Agency Size

Index	G'wide					
		Very Small (<100)	Small (100-999)	Medium (1,000-9,999)	Large (10,000-74,999)	Very Large (>=75,000)
DEIA	69	76	76	75	71	69
Diversity	70	75	76	76	72	70
Equity	65	72	71	70	67	64
Inclusion	75	80	81	80	76	74
Accessibility	67	76	75	73	69	66

Note: Agency size is based on the eligible employee population as of November 2021.

Top Agency DEIA Index Score



Core Questions in Regulation

By statute, Congress directs all Executive Branch agencies to survey their employees each year (NDAA 2004 SEC. 1128, EMPLOYEE SURVEYS 5 USC 7101 note). Items required for survey are included in regulation (5 CFR Part 250 Subpart C), and all 16 of these Annual Employee Survey (AES) items are included in the 2022 OPM FEVS. The inclusion of required items in the survey provides a common thread for making year-by-year comparisons on recurring key topics. Results from 2018-2022 are included in the table below, with the item percentages indicating the respondents who selected “Strongly Agree” or “Agree” or “Very Satisfied” or “Satisfied”. The 16 AES item results are also shown by agency size. As noted throughout, because of changes made to the 2022 survey and its administration, extreme care must be exercised when attributing causality to any differences in scores between 2022 and other years. Comparisons are made to provide context only.

16 AES Items Results: Comparisons Across Years

Item	2018	2019	2020	2021	2022
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Leadership and Management Practices That Contribute to Agency Performance



Employee Satisfaction with... Leadership Policies and Practices








Core Questions in Regulation (continued)

Item	2018	2019	2020	2021	2022
Employee Satisfaction with... Work Environment					
The people I work with cooperate to get the job done. (Q. 14)	76	77	84	83	80
My workload is reasonable. (Q. 5)	59	59	67	62	61
Considering everything, how satisfied are you with your job? (Q. 68)	68	69	72	67	66
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 8)	66	67	68	68	70
Employee Satisfaction with... Rewards and Recognition					
In my work unit, differences in performance are recognized in a meaningful way. (Q. 16)	38	39	51	50	42
How satisfied are you with the recognition you receive for doing a good job? (Q. 67)	52	53	59	57	54
Employee Satisfaction with... Opportunities for Professional Development and Growth					
I am given a real opportunity to improve my skills in my organization. (Q. 1)	66	67	70	68	68
My talents are used well in the workplace. (Q. 6)	60	61	66	64	63
Employee Satisfaction with... Opportunity to Contribute to Achieving Organizational Mission					
I know how my work relates to the agency's goals. (Q. 7)	85	85	87	85	84
I recommend my organization as a good place to work. (Q. 43)	66	67	71	67	65

Core Questions in Regulation (continued)

16 AES Item Results: By Agency Size

Item	G'wide					
		Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (≥75,000)
Leadership and Management Practices That Contribute to Agency Performance						
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 18)	79	84	86	84	80	78
Managers communicate the goals of the organization. (Q. 57)	64	69	71	72	68	63
I believe the results of this survey will be used to make my agency a better place to work. (Q. 44)	43	58	53	55	47	42
Employee Satisfaction with... Leadership Policies and Practices						
How satisfied are you with your involvement in decisions that affect your work? (Q. 65)	50	63	57	55	50	50
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 66)	53	62	60	61	55	52
Considering everything, how satisfied are you with your organization? (Q. 70)	60	68	68	68	63	59
Employee Satisfaction with... Work Environment						
The people I work with cooperate to get the job done. (Q. 14)	80	85	87	87	82	80
My workload is reasonable. (Q. 5)	61	63	64	62	56	63
Considering everything, how satisfied are you with your job? (Q. 68)	66	70	72	73	68	66
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 8)	70	70	74	74	71	70

Note: Agency size is based on the eligible employee population as of November 2021. For a full listing of the agencies included in each category, see Appendix A.

Core Questions in Regulation (continued)

Item	G'wide	 Very Small	 Small	 Medium	 Large	 Very Large
		(<100)	(100–999)	(1,000–9,999)	(10,000–74,999)	(>=75,000)
Employee Satisfaction with... Rewards and Recognition						
In my work unit, differences in performance are recognized in a meaningful way. (Q. 16)	42	50	48	50	42	41
How satisfied are you with the recognition you receive for doing a good job? (Q. 67)	54	63	63	63	56	54
Employee Satisfaction with... Opportunities for Professional Development and Growth						
I am given a real opportunity to improve my skills in my organization. (Q. 1)	68	73	74	74	69	68
My talents are used well in the workplace. (Q. 6)	63	71	69	67	63	63
Employee Satisfaction with... Opportunity to Contribute to Achieving Organizational Mission						
I know how my work relates to the agency's goals. (Q. 7)	84	89	88	88	86	84
I recommend my organization as a good place to work. (Q. 43)	65	71	71	70	68	64

Telework & Remote Work Item Results

The 2022 OPM FEVS was being administered as some employees were increasing their in-person work at agency workplaces and adjusting to new work arrangements. Many agencies were supporting continued telework or piloting transitions to remote work among some other employees, in support of agency missions. In light of evolving conditions and workplace practices, the OPM FEVS team modified the telework question to better capture the experiences of those employees performing remote work.

OPM distinguishes between telework and remote work with telework defined as “a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee’s position...from an approved worksite other than the location from which the employee would otherwise work”⁴ codified at 5 U.S.C. 6501(3). Remote work is defined in OPM guidance as “an arrangement in which an employee, under a written remote work agreement, is scheduled to perform their work at an alternative worksite and is not expected to perform work at an agency worksite on a regular and recurring basis.”⁵

Telework Status

Item	2021	2022
Please select the response that BEST describes your current remote work or teleworking schedule. (Q. 91)		
I have an approved remote work agreement (I am not expected to perform work at an agency worksite)	NA	14%
I telework 3 or more days per week	NA	25%
I telework 1 or 2 days per week	10%	17%
I telework, but only about 1 or 2 days per month	3%	3%
I telework very infrequently, on an unscheduled or short-term basis	9%	10%
I do not telework because I have to be physically present on the job (e.g., law enforcement officers, TSA agent, border patrol agent, security personnel)	20%	20%
I do not telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	1%	1%
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	6%	6%
I do not telework because I choose not to telework	4%	4%

Note: In 2022, the first two response options to Question 91 (Telework) changed from how it was provided in 2021. To facilitate trending, only results for the 2021 response options that were the same in 2022 are provided.

⁴ <https://www.govinfo.gov/content/pkg/USCODE-2019-title5/html/USCODE-2019-title5-partIII-subpartE-chap65-sec6501.htm>

⁵ See the “2021 Guide to Telework and Remote Work in the Federal Government” retrievable on <https://www.telework.gov/guidance-legislation/telework-guidance/telework-guide/guide-to-telework-in-the-federal-government.pdf>

New Content Item Results

New items on the 2022 OPM FEVS measure concepts important to the effectiveness of the workforce now and in the future, including resilience, innovation, involvement, and responsiveness to customer needs. These represent government priorities in achieving agency mission and strengthening the Federal workforce.

Resilience

Assesses the capacity of individuals, work units, and entire organizations to respond effectively to challenges confronting them, as well as to adapt and take advantage of opportunities. The importance of resilience became evident during the COVID-19 pandemic and is cornerstone to the success of agencies now and in the future.

Innovation

Evaluates the extent to which the workplace supports the development and implementation of new ideas and approaches. Innovation is foundational to organizational adaptability and employee motivation and, ultimately, organizational success.

Involvement

Assesses the extent to which employee input is sought and can influence decisions, management practices and, in general, feel heard in decision-making. Employee involvement leads to better decisions with greater inclusivity and more widely accepted actions.

Responsiveness to customer needs

Measures the extent to which the work unit prioritizes understanding and responding to customer needs. A focus on customer needs is a key priority across sectors including government.

Resilience, Innovation, Responsiveness, and Involvement Results

<p>RESILIENCE</p> <p>67% My organization effectively adapts to changing government priorities. (Q. 39)</p> <p>66% My work unit successfully manages disruptions to our work. (Q. 27)</p> <p>54% Employees in my work unit approach change as an opportunity. (Q. 30)</p> <p>52% Management makes effective changes to address challenges facing our organization. (Q. 63)</p>	<p>INNOVATION</p> <p>65% Employees in my work unit incorporate new ideas into their work. (Q. 29)</p> <p>64% Employees in my work unit consistently look for new ways to improve how they do their work. (Q. 28)</p> <p>56% Management encourages innovation. (Q. 62)</p> <p>51% My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). (Q. 26)</p>
<p>CUSTOMER RESPONSIVENESS</p> <p>76% Employees in my work unit consider customer needs a top priority. (Q. 31)</p> <p>63% Employees in my work unit consistently look for ways to improve customer service. (Q. 32)</p>	<p>INVOLVEMENT</p> <p>63% I can influence my work unit. (Q. 24)</p> <p>43% Management involves employees in decisions that affect their work. (Q. 64)</p>

Conclusions

Since the establishment of the OPM FEVS 20 years ago, much has changed in the Federal government. The OPM FEVS has also undergone changes during this time to ensure the most relevant and highest priority initiatives are addressed by survey content. What has remained the same is that the results of the OPM FEVS continue to be the employees' voice to their agency leadership, and leadership is expected to take rapid and positive actions based on the results of the OPM FEVS. This data asset also widely informs policy and provides governmentwide metrics to track progress on a variety of important topics (e.g., Veteran's employment experience, future of work).

The OPM FEVS' results should always be interpreted in the context of what happened during the administration period. Events such as sequestration and the COVID-19 pandemic affected past survey results and interpretations. This year, the timing of the 2022 survey coincided with many employees increasing their in-person work at their agency worksites, while also navigating transitions to hybrid workplaces and work arrangements. The survey results should be interpreted within this context of change and challenge.

The Global Satisfaction Index notably dropped in 2022, a finding that can be linked to the item regarding pay satisfaction. Again, results could reflect changes in the context when living costs rose without a corresponding increase in pay for most employees.

Results that point to employees' dedication to continued good work are seen in the consistency of Employee Engagement and Performance Confidence scores, which are consistent with 2021. Employees are steadfast and committed to providing good work that serves the American people.

Going forward, the addition of survey content will allow leadership to track Diversity, Equity, Inclusion and Accessibility in agencies and across the Federal government, as well as resilience, innovation, and other responsive future work topic areas. Goals for the OPM FEVS will continue to focus on high quality data addressing contemporary management issues and government priorities.

Appendix A: Participating Agency Response Rates By Size

Agency	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,582,112	557,778	35.3%
Very Large Agencies (>=75,000 employees)			
Department of Agriculture	86,568	43,332	50.1%
Department of Defense, Overall	673,616	163,247	24.2%
United States Department of the Air Force	174,715	31,191	17.9%
United States Department of the Army	213,768	60,278	28.2%
United States Department of the Navy	193,674	39,890	20.6%
OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)	91,459	31,888	34.9%
Department of Health and Human Services	78,489	50,317	64.1%
Department of Homeland Security	203,370	73,070	35.9%
Department of Justice	113,993	25,866	22.7%
Department of the Treasury	84,409	35,764	42.4%
Large Agencies (10,000 – 74,999 employees)			
Department of Commerce	43,873	21,009	47.9%
Department of Energy	12,378	8,587	69.4%
Department of Labor	13,393	7,550	56.4%
Department of State	26,646	7,962	29.9%
Department of the Interior	57,689	27,014	46.8%
Department of Transportation	53,056	19,989	37.7%
Environmental Protection Agency	14,056	7,757	55.2%
General Services Administration	11,070	7,498	67.7%
Social Security Administration	57,198	26,528	46.4%

For an Excel version of Appendix A: Participating Agency Response Rates by Size [click this link](#)



Appendix A: Participating Agency Response Rates By Size (continued)

Agency	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,582,112	557,778	35.3%
Medium Agencies (1,000–9,999 employees)			
Court Services and Offender Supervision Agency	1,011	349	34.5%
Department of Education	3,940	2,698	68.5%
Department of Housing and Urban Development	7,611	4,866	63.9%
Equal Employment Opportunity Commission	2,009	1,102	54.9%
Federal Communications Commission	1,381	526	38.1%
Federal Energy Regulatory Commission	1,384	1,079	78.0%
Federal Trade Commission	1,039	782	75.3%
National Archives and Records Administration	2,454	1,407	57.3%
National Credit Union Administration	1,088	904	83.1%
National Labor Relations Board	1,155	704	61.0%
National Science Foundation	1,418	1,049	74.0%
Nuclear Regulatory Commission	2,674	1,889	70.6%
Office of Personnel Management	2,386	1,516	63.5%
Small Business Administration	6,571	3,524	53.6%
U.S. Agency for Global Media	1,288	693	53.8%
U.S. Agency for International Development	4,165	1,769	42.5%
Small Agencies (100–999 employees)			
Commodity Futures Trading Commission	638	393	61.6%
Consumer Product Safety Commission	482	395	82.0%
Corporation for National and Community Service	548	427	77.9%
Defense Nuclear Facilities Safety Board	96	75	78.1%
Export-Import Bank of the United States	368	232	63.0%
Farm Credit Administration	283	223	78.8%
Federal Election Commission	259	191	73.7%
Federal Housing Finance Agency	658	548	83.3%

Appendix A: Participating Agency Response Rates By Size (continued)

Agency	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,582,112	557,778	35.3%
Small Agencies (100–999 employees)			
Federal Labor Relations Authority	104	53	51.0%
Federal Maritime Commission	99	62	62.6%
Federal Mediation and Conciliation Service	204	124	60.8%
Federal Retirement Thrift Investment Board	250	161	64.4%
International Boundary and Water Commission	217	91	41.9%
Merit Systems Protection Board	184	149	81.0%
National Endowment for the Arts	106	65	61.3%
National Endowment for the Humanities	159	98	61.6%
National Gallery of Art	684	416	60.8%
National Indian Gaming Commission	94	56	59.6%
National Transportation Safety Board	371	269	72.5%
Office of Management and Budget	568	433	76.2%
Office of the U.S. Trade Representative	201	142	70.6%
Pension Benefit Guaranty Corporation	862	606	70.3%
Railroad Retirement Board	766	373	48.7%
Selective Service System	108	63	58.3%
Surface Transportation Board	109	74	67.9%
U.S. International Development Finance Corporation	362	296	81.8%
U.S. International Trade Commission	382	340	89.0%
U.S. Office of Special Counsel	129	82	63.6%
U.S. Peace Corps	717	531	74.1%

Appendix A: Participating Agency Response Rates By Size (continued)

Agency	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,582,112	557,778	35.3%
Very Small Agencies (<100 employees)			
AbilityOne Commission	33	20	60.6%
Advisory Council on Historic Preservation	33	17	51.5%
American Battle Monuments Commission	69	34	49.3%
Commission on Civil Rights	32	16	50.0%
Farm Credit System Insurance Corporation	11	<10	—
Federal Mine Safety and Health Review Commission	46	27	58.7%
Institute of Museum and Library Services	57	40	70.2%
Inter-American Foundation	41	39	95.1%
John F. Kennedy Center for the Performing Arts	49	18	36.7%
Marine Mammal Commission	13	11	84.6%
National Capital Planning Commission	31	22	71.0%
National Council on Disability	11	<10	—
National Mediation Board	25	<10	—
Occupational Safety and Health Review Commission	42	31	73.8%
Office of Navajo and Hopi Indian Relocation	17	<10	—
Postal Regulatory Commission	54	47	87.0%
U.S. Access Board	19	<10	—
U.S. Chemical Safety and Hazard Investigation Board	26	22	84.6%
U.S. Office of Government Ethics	67	48	71.6%
U.S. Trade and Development Agency	50	33	66.0%

Note: Agencies with fewer than 10 responses are indicated with "—".

Appendix B: Analytical Methods and Additional OPM FEVS Reports

Analytical Methods

The data collected from 2022 survey respondents are weighted to ensure survey estimates accurately represent the survey population. Use of unweighted data could produce biased estimates of population statistics. The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point. Demographic results are not weighted. OPM employed a number of grouping procedures to simplify presentation of data analysis results in this report. Most of the items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. In some instances, these responses are collapsed into one positive category (Strongly Agree and Agree), one negative category (Strongly Disagree and Disagree), and a neutral category (Neither Agree nor Disagree). For more information on OPM FEVS methods, including data weighting and analysis, see the OPM FEVS Technical Report at www.opm.gov/fevs/reports/technical-reports.

Other OPM FEVS Reports and Governmentwide Data Reports

In addition to the Governmentwide Management Report, there are three additional governmentwide data reports available on the OPM FEVS website under “Reports” (access the OPM FEVS website at www.opm.gov/fevs/reports).

Report by Agency

Displays question-by-question counts and percentages for each response option of the OPM FEVS by participating agency and also governmentwide. Reports are available as far back as 2004.

Report by Demographics

Displays question-by-question counts and percentages for each response option of the OPM FEVS by demographic groups and also governmentwide. Reports are available as far back as 2004.

Report on Demographic Questions by Agency (unweighted)

Displays counts and percentages by participating agencies’ demographic and workforce profile (e.g., work location, supervisory status, sex, age, pay category, intention to retire) of the OPM FEVS. Both respondent counts and percentage estimates are unweighted. Reports are available as far back as 2004.

Appendix C: Survey Item Results

My Work Experience

Item	2018	2019	2020	2021	2022
‡1. I am given a real opportunity to improve my skills in my organization.	66	67	70	68	68
2. I feel encouraged to come up with new and better ways of doing things.	61	62	67	64	64
3. My work gives me a feeling of personal accomplishment.	72	72	75	71	71
4. I know what is expected of me on the job.	80	81	83	81	81
‡5. My workload is reasonable.	59	59	67	62	61
‡6. My talents are used well in the workplace.	60	61	66	64	63
‡7. I know how my work relates to the agency's goals.	85	85	87	85	84
‡8. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	66	67	68	68	70
9. I have enough information to do my job well.	—	—	—	—	74
10. I receive the training I need to do my job well.	—	—	—	—	65
11. I am held accountable for the quality of work I produce.	—	—	—	—	87
12. Continually changing work priorities make it hard for me to produce high quality work.*	—	—	—	—	33
13. I have a clear idea of how well I am doing my job.	—	—	—	—	74

Notes: Items included on the Annual Employee Survey are noted by a double dagger (‡). Numbers are percent positives. “—” indicates that there are no trending results available for the year.

* Item 12 is negatively worded, so percent positive scores include “Strongly Disagree” or “Disagree” responses and percent negative scores include “Strongly Agree” or “Agree” responses. Percent positive scores mean that continually changing work priorities do not make it hard for employees to produce high quality work.

My Work Unit

Item	2018	2019	2020	2021	2022
‡14. The people I work with cooperate to get the job done.	76	77	84	83	80
15. See Performance Section.					

(Continued on next page)

For an Excel version of Appendix C: Survey Item Results [click this link](#)



Appendix C: Survey Item Results (continued)

My Work Unit

Item	2018	2019	2020	2021	2022
‡16. In my work unit, differences in performance are recognized in a meaningful way.	38	39	51	50	42
17. Employees in my work unit share job knowledge.	—	—	—	—	80
‡18. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	80	81	82	80	79
19. Employees in my work unit meet the needs of our customers.	—	—	86	88	87
20. Employees in my work unit contribute positively to my agency's performance.	—	—	88	86	85
21. Employees in my work unit produce high-quality work.	—	—	87	84	82
22. Employees in my work unit adapt to changing priorities.	—	—	87	80	80
23. New hires in my work unit (i.e., hired in the past year) have the right skills to do their jobs.	—	—	—	—	58
24. I can influence decisions in my work unit.	—	—	—	—	63
25. I know what my work unit's goals are.	—	—	—	—	82
26. My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).	—	—	—	—	51
27. My work unit successfully manages disruptions to our work.	—	—	—	—	66
28. Employees in my work unit consistently look for new ways to improve how they do their work.	—	—	—	—	64
29. Employees in my work unit incorporate new ideas into their work.	—	—	—	—	65
30. Employees in my work unit approach change as an opportunity.	—	—	—	—	54
31. Employees in my work unit consider customer needs a top priority.	—	—	—	—	76
32. Employees in my work unit consistently look for ways to improve customer service.	—	—	—	—	63
33. Employees in my work unit support my need to balance my work and personal responsibilities.	—	—	—	—	70
34. Employees in my work unit are typically under too much pressure to meet work goals.*	—	—	—	—	42

Notes: Items included on the Annual Employee Survey are noted by a double dagger (‡). Numbers are percent positives. "—" indicates that there are no trending results available for the year.

* Item 34 is negatively worded, so percent positive scores include "Strongly Disagree" or "Disagree" responses and percent negative scores include "Strongly Agree" or "Agree" responses. Percent positive scores mean employees are typically not pressured to meet work goals.

Appendix C: Survey Item Results (continued)

Performance

Item	2022
15. In my work unit, poor performers usually (select all that apply):	
Remain in the work unit and improve their performance over time	16
Remain in the work unit and continue to underperform	42
Leave the work unit — removed or transferred	10
Leave the work unit — quit	6
There are no poor performers in my work unit	19
Do Not Know	21

Note: The sum of the percentages may sum to over 100 because respondents could select more than one response.

My Organization

Item	2018	2019	2020	2021	2022
35. Employees are recognized for providing high quality products and services.	53	54	64	63	59
36. Employees are protected from health and safety hazards on the job.	77	77	77	76	75
37. My organization is successful at accomplishing its mission.	77	77	81	80	78
38. I have a good understanding of my organization's priorities.	—	—	—	—	77
39. My organization effectively adapts to changing government priorities.	—	—	—	—	67
40. My organization has prepared me for potential physical security threats.	—	—	—	—	73
41. My organization has prepared me for potential cybersecurity threats.	—	—	—	—	83
42. In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.	—	—	—	—	52
‡43. I recommend my organization as a good place to work.	66	67	71	67	65
‡44. I believe the results of this survey will be used to make my agency a better place to work.	41	41	43	40	43

Notes: Items included on the Annual Employee Survey are noted by a double dagger (‡). Numbers are percent positives. “—” indicates that there are no trending results available for the year.

Appendix C: Survey Item Results (continued)

My Supervisor

Item	2018	2019	2020	2021	2022
45. My supervisor is committed to a workforce representative of all segments of society.	71	72	79	79	78
46. Supervisors in my work unit support employee development.	70	71	78	77	77
47. My supervisor supports my need to balance work and other life issues.	81	82	85	84	83
48. My supervisor listens to what I have to say.	79	80	83	82	82
49. My supervisor treats me with respect.	84	84	87	86	86
50. I have trust and confidence in my supervisor.	71	72	76	76	76
51. My supervisor holds me accountable for achieving results.	—	—	—	—	87
52. Overall, how good a job do you feel is being done by your immediate supervisor?	73	74	78	78	78
53. My supervisor provides me with constructive suggestions to improve my job performance.	—	—	—	—	70
54. My supervisor provides me with performance feedback throughout the year.	—	—	—	—	75

Note: Numbers are percent positives. “—” indicates that there are no trending results available for the year.

My Leadership

Item	2018	2019	2020	2021	2022
55. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	44	45	51	49	48
56. My organization's senior leaders maintain high standards of honesty and integrity.	55	56	61	60	60
‡57. Managers communicate the goals of the organization.	64	65	68	66	64
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	56	58	60	59	58
59. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	61	63	67	66	63

Notes: Items included on the Annual Employee Survey are noted by a double dagger (‡). Numbers are percent positives.

Appendix C: Survey Item Results (continued)

My Leadership

Item	2018	2019	2020	2021	2022
60. I have a high level of respect for my organization's senior leaders.	56	57	62	60	61
61. Senior leaders demonstrate support for Work-Life programs.	58	59	64	60	60
62. Management encourages innovation.	—	—	—	—	56
63. Management makes effective changes to address challenges facing our organization.	—	—	—	—	52
64. Management involves employees in decisions that affect their work.	—	—	—	—	43

Notes: Numbers are percent positives. "—" indicates that there are no trending results available for the year.

My Satisfaction

Item	2018	2019	2020	2021	2022
‡65. How satisfied are you with your involvement in decisions that affect your work?	54	55	58	56	50
‡66. How satisfied are you with the information you receive from management on what's going on in your organization?	51	52	58	55	53
‡67. How satisfied are you with the recognition you receive for doing a good job?	52	53	59	57	54
‡68. Considering everything, how satisfied are you with your job?	68	69	72	67	66
‡69. Considering everything, how satisfied are you with your pay?	63	63	67	61	56
‡70. Considering everything, how satisfied are you with your organization?	60	61	66	61	60

Notes: Items included on the Annual Employee Survey are noted by a double dagger (‡). Numbers are percent positives.

Appendix C: Survey Item Results (continued)

Diversity, Equity, Inclusion, and Accessibility

Item	2022
71. My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).	68
72. My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).	73
73. I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.	65
74. My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).	70
75. In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgments).	61
76. Employees in my work unit treat me as a valued member of the team.	81
77. Employees in my work unit make me feel I belong.	78
78. Employees in my work unit care about me as a person.	76
79. I am comfortable expressing opinions that are different from other employees in my work unit.	74
80. In my work unit, people's differences are respected.	74
81. I can be successful in my organization being myself.	73
82. I can easily make a request of my organization to meet my accessibility needs.	70
83. My organization responds to my accessibility needs in a timely manner.	64
84. My organization meets my accessibility needs.	67

Notes: Numbers are percent positives.

Appendix C: Survey Item Results (continued)

Employee Experience

Item	2022
85. My job inspires me.	59
86. The work I do gives me a sense of accomplishment.	73
87. I feel a strong personal attachment to my organization.	59
88. I identify with the mission of my organization.	77
89. It is important to me that my work contribute to the common good.	91

Notes: Numbers are percent positives.

Pandemic, Transition to the Worksite, Workplace Flexibilities

Item	2022
90. What percentage of your work time are you currently required to be physically present at your agency worksite (including headquarters, bureau, field offices, etc.)?	
100% of my work time	36
At least 75% but less than 100%	13
At least 50% but less than 75%	9
At least 25% but less than 50%	9
Less than 25%	15
I am not currently required to be physically present at my agency worksite	18

Note: The sum of percentages may not add to 100 due to rounding.

Appendix C: Survey Item Results (continued)

Pandemic, Transition to the Worksite, Workplace Flexibilities

Item	2021	2022
91. Please select the response that BEST describes your current remote work or teleworking schedule.		
I have an approved remote work agreement (I am not expected to perform work at an agency worksite)	NA	14
I telework 3 or more days per week	NA	25
I telework 1 or 2 days per week	10	17
I telework, but only about 1 or 2 days per month	3	3
I telework very infrequently, on an unscheduled or short-term basis	9	10
I do not telework because I have to be physically present on the job (e.g., law enforcement officers, TSA agent, border patrol agent, security personnel)	20	20
I do not telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	1	1
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	6	6
I do not telework because I choose not to telework	4	4

Note: The sum of percentages may not add to 100 due to rounding. In 2022, the first two response options to Question 91 (Telework) changed from how it was provided in 2021. To facilitate trending, only results for the 2021 response options that were the same in 2022 are provided.

Item	2022
<i>Only those who responded "I have an approved remote work agreement," to Question 91 received Question 91a.</i>	
91a. What is your current remote work status?	
I have an approved remote work agreement and live outside the local commuting area (more than 50 miles away)	25
I have an approved remote work agreement and live within the local commuting area (less than 50 miles away)	75
92. Did you have an approved remote work agreement before the 2020 COVID-19 pandemic?	
Yes	28
No	72

Appendix C: Survey Item Results (continued)

Pandemic, Transition to the Worksite, Workplace Flexibilities

Item	2022
93. Based on your work unit's current telework or remote work options, are you considering leaving your organization, and if so why?	
No	74
Yes, to retire	5
Yes, to take another job within my Agency	2
Yes, to take another job within the Federal Government	11
Yes, to take another job outside the Federal Government	3
Yes, other	5
94. My agency's re-entry arrangements are fair in accounting for employees' diverse needs and situations.	
Strongly Agree	20
Agree	33
Neither Agree nor Disagree	28
Disagree	10
Strongly Disagree	9
95. Please select the response that BEST describes how employees in your work unit currently report to work:	
All employees in my work unit are physically present on the worksite	29
Some employees are physically present on the worksite and others telework or work remotely	58
No employees in my work unit are physically present on the worksite, we all work remotely	8
Other	4

Note: The sum of percentages may not add to 100 due to rounding.

Appendix C: Survey Item Results (continued)

Pandemic, Transition to the Worksite, Workplace Flexibilities

Item	2020	2021	2022
96. My organization's senior leaders support policies and procedures to protect employee health and safety.	82	75	74
97. My organization's senior leaders provide effective communications about what to expect with the return to the physical worksite.	—	62	68
98. My supervisor supports my efforts to stay healthy and safe while working.	85	84	85
99. My supervisor creates an environment where I can voice my concerns about staying healthy and safe.	80	79	80

Note: The sum of percentages may not add to 100 due to rounding. "—" indicates that there are no trending results available for the year.

Paid Parental Leave

Item	2022
100. Have you used the Paid Parental Leave benefit at any point from October 1, 2020 to today?	
Yes	4
No, did not have a qualifying event	93
No, I was not aware of the leave although I had a qualifying event	1
No, I chose not to use the leave although I had a qualifying event	1
No, I had a qualifying event (e.g., birth of a child), but was not eligible to use the leave	1
No, I had a qualifying event, but I used all my FMLA leave previously	0
<i>Only those who answered "Yes" to Question 100 received Questions 100a and 100b.</i>	
100a. For what purpose did you use Paid Parental Leave?	
Birth of a child	96
Placement of a child for adoption	2
Placement of a child for foster care	2

Note: The sum of the percentages may sum to over 100 because respondents could select more than one response.

Appendix C: Survey Item Results (continued)

Paid Parental Leave

Item	2022
100b. How many weeks of Paid Parental Leave did you use during the 12-month period following a qualifying event (use can be either continuous or intermittent)? Note: If you are still using your leave when taking this survey, respond with how many weeks of Paid Parental Leave you expect to take in total.	
Full 12 weeks	81
At least 8 weeks but less than 12 weeks	9
At least 6 weeks but less than 8 weeks	3
At least 3 weeks but less than 6 weeks	4
Less than 3 weeks	2
<i>If the response to Question 100b was "Full 12 weeks" then Question 100c was skipped.</i>	
100c. What are the primary reasons you used (or expect to use) less than 12 weeks of Paid Parental Leave? Choose all that apply.	
Did not need to use the full 12 weeks of leave	29
Previous use of FMLA leave reduced the amount of Paid Parental Leave available to me	2
Meeting FMLA eligibility requirements limited the amount of FMLA leave available to use within my FMLA 12-month period	4
Did not feel I could be away from job responsibilities for a full 12 weeks	57
Concerned about the impact using the leave would have on my career advancement	29
Did not feel that my coworkers supported my use of all 12 weeks of the leave	13
Did not feel that my supervisor supported my use of all 12 weeks of the leave	15
Other reason	24

Note: The sum of the percentages may sum to over 100 because respondents could select more than one response.

Appendix D: Respondent Characteristics

Employment Demographics

Item	Number Responded	2022 Percentages
Where do you work?		
Headquarters	156,606	30%
Field	250,050	49%
Full-time telework (e.g., home office, telecenter)	107,034	21%
What is your supervisory status?		
Senior Leader	8,732	2%
Manager	35,717	7%
Supervisor	72,463	14%
Team Leader	64,105	12%
Non-Supervisor	337,339	65%
What is your pay category/grade?		
Federal Wage System	15,738	3%
GS 1-6	21,123	4%
GS 7-12	212,543	41%
GS 13-15	218,463	42%
Senior Executive Service	4,904	1%
Senior Level (SL) or Scientific or Professional (ST)	1,885	<1%
Other	43,309	8%
What is your US military service status?		
No Prior Military Service	375,086	72%
Currently in National Guard or Reserves	7,777	2%
Retired	62,840	12%
Separated or Discharged	71,797	14%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

For an Excel version of Appendix D: Respondent Characteristics [click this link](#)



Appendix D: Respondent Characteristics (continued)

Item	Number Responded	2022 Percentages
Are you:		
The spouse of a current active duty service member of the U.S. Armed Forces	5,542	1%
The spouse of a service member who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent	10,564	2%
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	287	<1%
None of the categories listed	501,404	97%
<i>If the response to the previous question on if you are a military spouse was "None of the categories listed," this item was skipped.</i>		
Have you been hired under the Military Spouse Non-Competitive Hiring Authority?		
Yes	2,039	13%
No	14,252	87%
How long have you been with the Federal Government (excluding military service)?		
Less than 1 year	10,947	2%
1 to 3 years	65,124	13%
4 to 5 years	40,213	8%
6 to 10 years	83,625	16%
11 to 14 years	95,423	18%
15 to 20 years	91,091	18%
More than 20 years	131,388	25%
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?		
Less than 1 year	19,636	4%
1 to 3 years	97,223	19%
4 to 5 years	50,486	10%
6 to 10 years	91,466	18%
11 to 14 years	86,468	17%
15 to 20 years	77,191	15%
More than 20 years	95,768	18%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Appendix D: Respondent Characteristics (continued)

Item	Number Responded	2022 Percentages
Are you considering leaving your organization within the next year, and if so, why?		
No	338,389	65%
Yes, to retire	34,480	7%
Yes, to take another job within the Federal Government	90,502	17%
Yes, to take another job outside the Federal Government	23,188	4%
Yes, other	31,676	6%
I am planning to retire:		
Less than 1 year	16,386	3%
1 year	13,582	3%
2 years	27,702	5%
3 years	28,680	6%
4 years	17,804	3%
5 years	39,976	8%
More than 5 years	370,014	72%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Appendix D: Respondent Characteristics (continued)

Personal Demographics

Item	Number Responded	2022 Percentages
Are you of Hispanic, Latino, or Spanish origin?		
Yes	53,268	11%
No	448,698	89%
Are you:		
American Indian or Alaska Native	10,141	2%
Asian	30,229	6%
Black or African American	74,500	15%
Native Hawaiian or Other Pacific Islander	3,135	1%
White	344,905	71%
Two or more races	22,912	5%
Minority Status		
Minority	182,552	37%
Non Minority	308,857	63%
What is your age group?		
25 years and under	7,223	1%
26-29 years old	16,945	3%
30-39 years old	95,599	19%
40-49 years old	137,633	27%
50-59 years old	160,862	32%
60 years or older	83,747	17%
Generation		
Traditionalists (born 1945 or earlier)	1,666	<1%
Baby Boomers (born 1946 to 1964)	140,483	25%
Generation X (born 1965 to 1980)	262,044	47%
Generation Y (born 1981 to 1996)	147,235	26%
Generation Z (born 1997 or later)	6,349	1%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Appendix D: Respondent Characteristics (continued)

Item	Number Responded	2022 Percentages
What is the highest degree or level of education you have completed?		
Less than High School	319	<1%
High School Diploma/GED or equivalent	19,961	4%
Trade or Technical Certificate	10,556	2%
Some College (no degree)	61,343	12%
Associate's Degree (e.g., AA, AS)	36,380	7%
Bachelor's Degree (e.g., BA, BS)	179,036	35%
Master's Degree (e.g., MA, MS, MBA)	145,022	29%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	55,734	11%
Are you an individual with a disability?		
Yes	83,961	17%
No	421,234	83%
Are you:		
Male	263,422	53%
Female	236,013	47%
Are you transgender?		
Yes	1,928	<1%
No	493,930	100%
Which one of the following best represents how you think of yourself?		
Straight, that is not gay or lesbian	456,175	93%
Gay or Lesbian	12,659	3%
Bisexual	8,693	2%
I use a different term	12,824	3%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Appendix E: OPM FEVS Indices

Employee Engagement Index – Governmentwide

Index	2018	2019	2020	2021	2022
Overall Engagement (An average of the responses for the 3 subindices below)	68	68	72	71	71
Leaders Lead	56	57	62	60	59
Supervisors	75	76	80	80	80
Intrinsic Work Experience	72	72	76	73	73

For an Excel version of Employee Engagement [click this link](#)



Global Satisfaction Index – Governmentwide

Index	2018	2019	2020	2021	2022
Overall Satisfaction (An average of the responses for the 4 items below)	64	65	69	64	62
Job Satisfaction	68	69	72	67	66
Pay Satisfaction	63	63	67	61	56
Organization Satisfaction	60	61	66	61	60
Recommend Organization	66	67	71	67	65

For an Excel version of Global Satisfaction [click this link](#)



Appendix E: OPM FEVS Indices (continued)

Performance Confidence Index – Governmentwide

Index	2020	2021	2022
Overall Performance Confidence (An average of the responses for the 4 items below)	87	84	84
Met Needs of Customers	86	88	87
Contributed Positively to Agency Performance	88	86	85
Produced High Quality Work	87	84	82
Adapted to Changing Priorities	87	80	80

[For an Excel version of Performance Confidence click this link](#)



DEIA Index – Governmentwide

Index	2022
Overall DEIA (An average of the responses for the 4 subindices below)	69
Diversity	70
Equity	65
Inclusion	75
Accessibility	67

[For an Excel version of DEIA click this link](#)





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