2021 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 OPM's 2021 Federal Employee Viewpoint Survey (OPM FEVS) results with you.
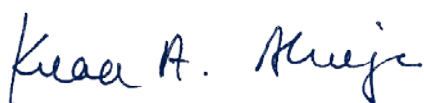
The pandemic has strained the public and private sectors alike, including federal employees. But the 2021 OPM FEVS survey results show that during a second year of unprecedented challenges, federal employees demonstrated remarkable resilience while continuing the critical work of the federal government on behalf of the American people.

The OPM FEVS survey demonstrates that federal workers maintained a positive view of their agency's performance over the past year. The results show strong agreement that agencies were able to meet the needs of their customers (88% agreement) and achieve Agency goals (85% agreement). Agency supervisors were a strong driver of this performance confidence and overall employee engagement, with 80% positive score on the Employee Engagement Index. Support from supervisors on health and safety and promoting a positive work environment were important factors during this period.

However, similar to trends in the private sector, the overall Employee Engagement Index moved to 71% from 72% in 2020 and the Global Satisfaction Index fell to 64% from 69% in 2020. Due to the pandemic, survey administration in 2021 differed from 2020 in some substantial ways, making year to year figures less comparable. For example, the 2021 OPM FEVS was in the field in November and December of 2021, rather than the more customary spring administration period and the total fielding time was reduced from six weeks to five to avoid holiday period conflicts.

As always, the value of this rich data is in how well Agencies and leaders put the insights into action. This year, the Biden-Harris Administration has made a major commitment to the federal workforce by making the first priority in the President's Management Agenda (PMA) 'strengthening and empowering the federal workforce.' As one of the priority leads for this important work, I am proud to help lead the federal government's efforts to honor and uplift America's workforce. The PMA includes specific goals and measures to improve employee engagement in the workforce, and both the 2021 OPM FEVS survey and forthcoming revamped 2022 survey will provide critical data to inform agencies' efforts to meet our important goals. The 2022 survey will return to the traditional late Spring timeframe and will feature new content to support Agencies' plans to drive improved engagement.

In closing, I want to thank respondents from across the federal workforce for being generous with their time and honest with their feedback in the 2021 OPM FEVS Survey. These insights are vital to the success of federal agencies and the missions they are charged with. And to every public servant helping to meet America's needs during these unprecedented times, thank you for your dedication and commitment to the cause.

Kiran Ahuja
Director
U.S. Office of Personnel Management

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Introduction

The 2021 OPM Federal Employee Viewpoint Survey (OPM FEVS) provided a platform for Federal employees to share their opinions and perceptions regarding their work experiences. Employees' perceptions enable leadership to identify actionable improvements to realize greater workplace effectiveness and, at a government-wide level, provide information regarding a variety of topics important to shaping future policies.

Survey Content

The 2021 OPM FEVS retained the streamlined set of core questions included in the 2020 survey. Each participating agency satisfies statutory requirements through inclusion of the Annual Employee Survey Items in regulation. Core survey content also contained measures widely used for strategic workforce development, the Employee Engagement and Global Satisfaction indices. With the pandemic ongoing, some of the items used to address the COVID-19 pandemic on the 2020 OPM FEVS were retained in their entirety or modified for the 2021 OPM FEVS. Questions allow identification of ways in which employees achieve missions while responding to a pandemic.

2021 FEVS Administration and Reporting

The 2021 survey differed from past survey administrations in a few substantial ways. These include the timing and duration of administration, the sampling method, the reporting levels available, and the inclusion of an optional pilot test of possible future survey content, for example, questions developed to align with the June 25, 2021 Executive Order on Diversity, Equity, Inclusion and Accessibility (https://www.whitehouse.gov/briefing-room/presidential-actions/2021/06/25/executive-order-on-diversity-equity-inclusion-and-accessibility-in-the-federal-workforce/).

The timing of the 2021 OPM FEVS mirrored the 2020 survey with the survey administered in the fall rather than the more customary spring administration. Similar to the pandemic delay of the 2020 survey (launched in September of 2020), the 2021 survey was further delayed to November. To avoid a conflict with traditional holiday vacation time and support opportunities to participate, the fielding period was reduced from six weeks to five weeks.

For the past several years OPM conducted a census of all eligible employees in participating agencies. The 2021 survey was considered a 'sample' although, in practice, survey invitations were restricted to a statistically valid sample of employees in only the ten very largest agencies. The majority of Federal agencies were a census, with all eligible employees receiving an invitation to participate. A new innovation, agency leadership were given an opportunity to "opt in" temporary employees not previously considered eligible to receive a survey.

In a departure from past years, due to implementation delays and short duration to complete the survey dissemination process, reporting has been streamlined. The number of reports has been reduced and results have been limited to overall agency and first level units. Public reporting is similar to 2020 reports and results by item and agency can be retrieved from the OPM FEVS website (https://www.opm.gov/fevs/reports/).

Going forward, the 2022 OPM FEVS features a focus on a return to both the spring survey cycle and to providing reports down to lower levels within each organization. Building on ongoing research, OPM anticipates incorporating new content.

At a Glance

The 2021 OPM FEVS results show a resilient Federal workforce despite the challenges of the ongoing pandemic. Employees share positive feedback about their 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 Agreement

HIGHEST Percentage Level of Agreement

88%	Employees in my work unit meet the needs of our customers. (Q. 14)
86%	Employees in my work unit contribute positively to my agency's performance. (Q. 15)
86%	My supervisor treats me with respect. (Q. 29)
85%	I know how my work relates to the agency's goals. (Q. 7)
85%	Employees in my work unit achieve our goals. (Q. 19)
84%	Employees in my work unit produce high-quality work. (Q. 16)
84%	My supervisor supports my need to balance work and other life issues. (Q. 25)
83%	The people I work with cooperate to get the job done. (Q. 9)
82%	My supervisor listens to what I have to say. (Q. 28)
81%	I know what is expected of me on the job. (Q. 4)

LOWEST Percentage Level of Agreement

40%	I believe the results of this survey will be used to make my agency a better place to work. (Q. 24)
42%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 10)
49%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 32)
50%	In my work unit, differences in performance are recognized in a meaningful way. (Q. 12)
55%	How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 40)
56%	How satisfied are you with your involvement in decisions that affect your work? (Q. 39)
57%	How satisfied are you with the recognition you receive for doing a good job? (Q. 41)
59%	Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q.35)
60%	My organization's senior leaders maintain high standards of honesty and integrity. (Q. 33)
60%	I have a high level of respect for my organization's senior leaders. (Q. 37)
60%	Senior leaders demonstrate support for Work-Life programs. (Q. 38)

Notes: Weighting is done to ensure survey estimates accurately represent the survey population. Results for items 1-57 are found in Appendix A.

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 B.

Respondent Characteristics

Survey Respondents

28%	49%	27%	47%	71%	34%	35%
Military Service	Pay Grades 13 to 15	Federal Tenure More Than 20 Years	Female	Non-Supervisory Status	Minority	Bachelor's Degree
30%	20%	24%	45%	88%	38%	27%

Total Workforce

Generational Overview

Survey Respondents	Generations	Total Workforce
<1%	Traditionalists (born 1945 or earlier)	<1%
28%	Baby Boomers (born 1946–1964)	24%
48%	Generation X (born 1965–1980)	43%
24%	Generation Y (born 1981–1996)	30%
1%	Generation Z (born 1997 or later)	2%
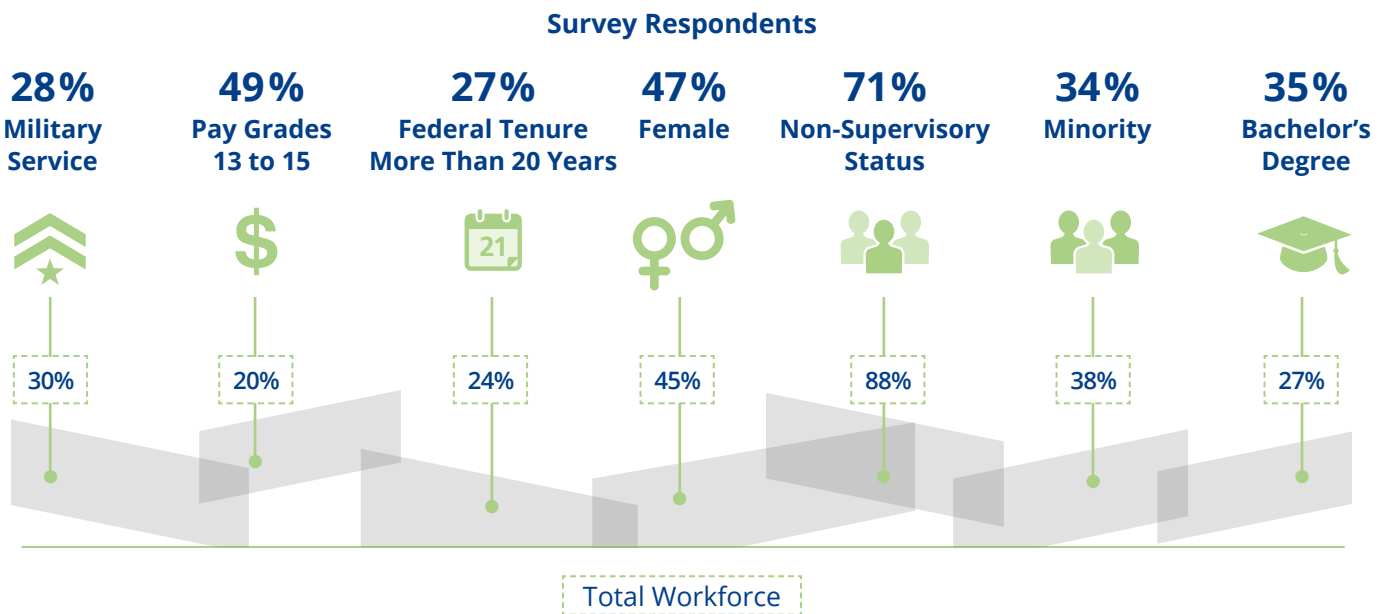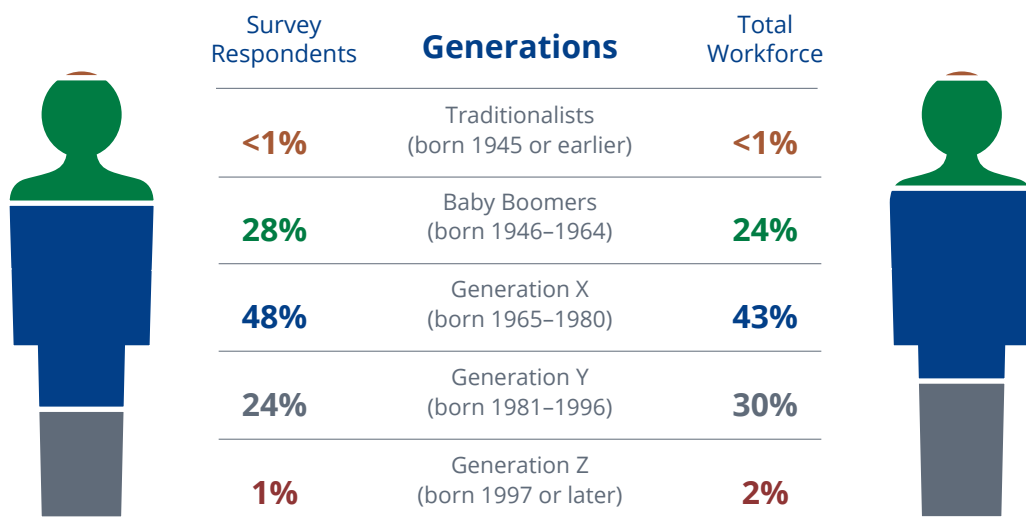
Note: The sum of percentages may not add to 100 due to rounding.

At a Glance (continued)

Response Rates

The table below reports governmentwide response rates for 2021 along with the response rates from the past four administrations of the OPM FEVS, grouped by agency size categories.

Response Rate Comparisons

Size	2017	2018	2019	2020	2021
Governmentwide	46	41	43	44	34
Very Small Agencies (<100 employees)	74	65	63	69	62
Small Agencies (100-999 employees)	71	67	68	70	65
Medium Agencies (1,000-9,999 employees)	68	65	64	67	57
Large Agencies (10,000-74,999 employees)	57	51	52	55	44
Very Large Agencies (>=75,000 employees)	41	37	39	41	29
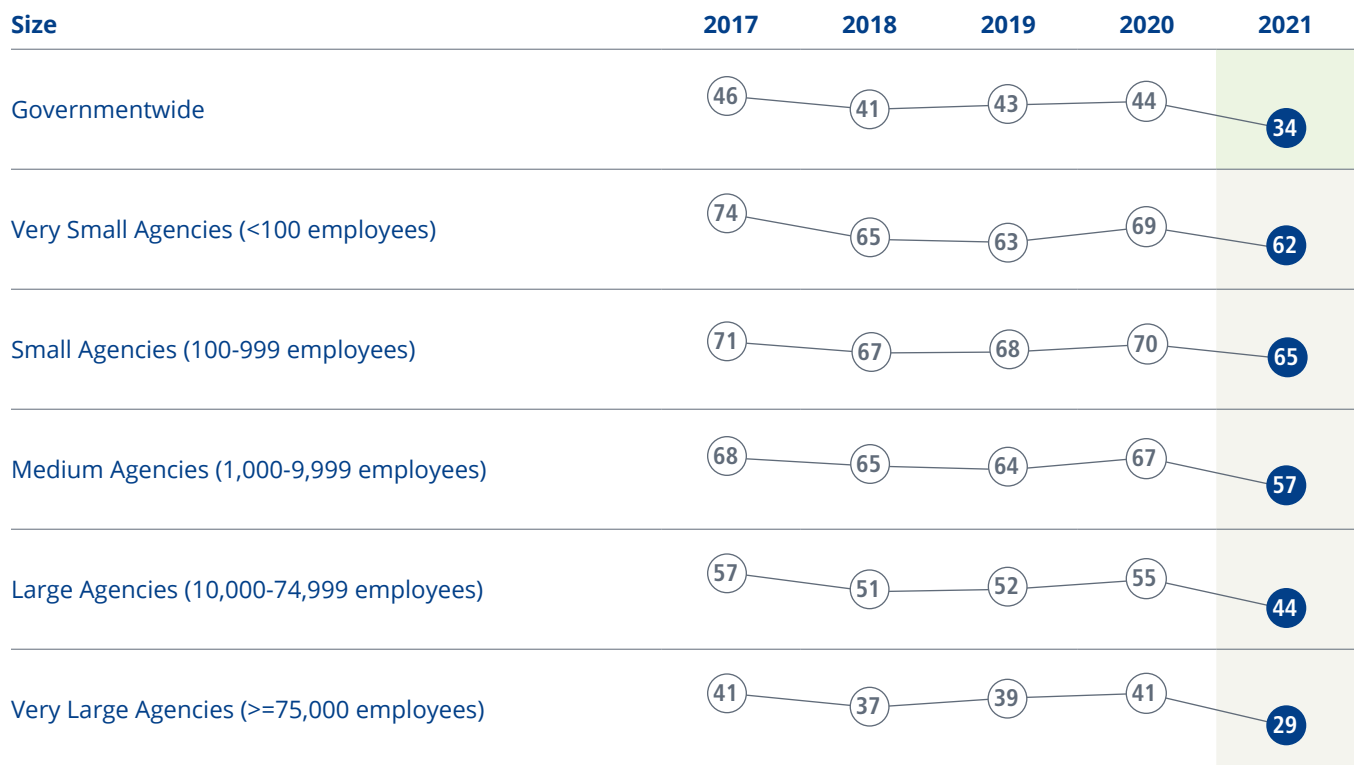
Employee Engagement Index

The OPM FEVS Employee Engagement Index (EEI) uses questions from the survey to measure conditions that can lead to the state of engagement.

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 of the engagement potential of Federal workplaces indicates leverage points for developing and sustaining work conditions capable of supporting employee engagement, particularly important to 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 optimum 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 A 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. 32, 33, 34, 36, and 37)
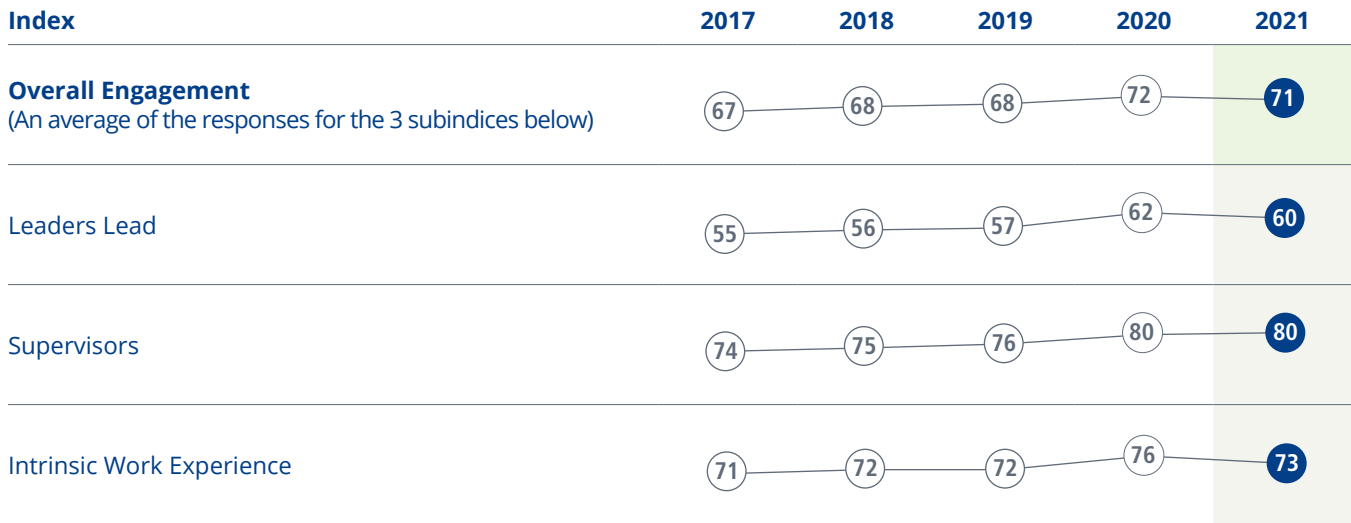
Supervisors

Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 27, 28, 29, 30, and 31)

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

Index	2017	2018	2019	2020	2021
Overall Engagement (An average of the responses for the 3 subindices below)	67	68	68	72	71
Leaders Lead	55	56	57	62	60
Supervisors	74	75	76	80	80
Intrinsic Work Experience	71	72	72	76	73

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	81	76	77	73	70
Leaders Lead	60	73	66	67	62	59
Supervisors	80	88	84	85	82	79
Intrinsic Work Experience	73	82	78	78	75	73

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

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. 42)

Pay Satisfaction
Considering everything, how satisfied are you with your pay? (Q. 43)
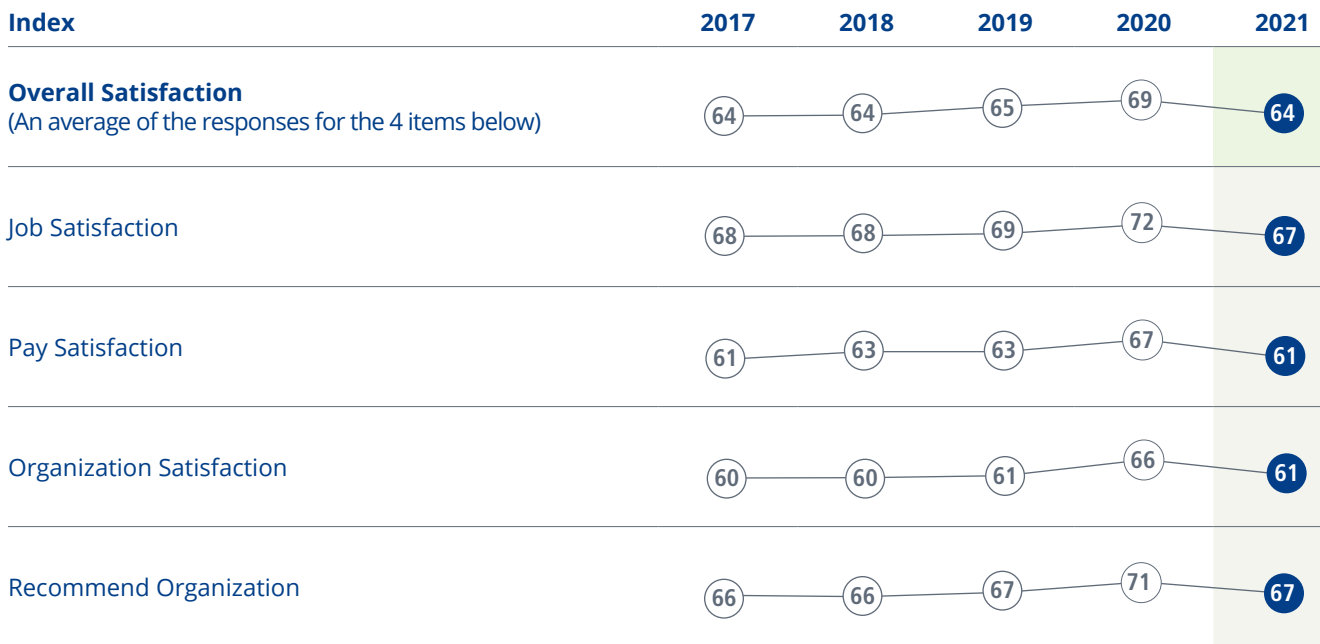
Organizational Satisfaction
Considering everything, how satisfied are you with your organization? (Q. 44)

Recommend Organization
I recommend my organization as a good place to work. (Q. 23)

Global Satisfaction Index (continued)

Global Satisfaction Index Score Comparisons

Index	2017	2018	2019	2020	2021
Overall Satisfaction (An average of the responses for the 4 items below)	64	64	65	69	64
Job Satisfaction	68	68	69	72	67
Pay Satisfaction	61	63	63	67	61
Organization Satisfaction	60	60	61	66	61
Recommend Organization	66	66	67	71	67

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	64	77	70	71	67	63
Job Satisfaction	67	80	73	74	69	66
Pay Satisfaction	61	71	65	68	64	60
Organization Satisfaction	61	78	69	70	64	60
Recommend Organization	67	79	73	72	70	66

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

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[1]." The Performance Confidence Index on the OPM FEVS is a combination of five 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. This index was new for the 2020 OPM FEVS and retained in 2021.

The Performance Confidence Index is an average of the responses for the five items below:

Met Needs of Customers

Employees in my work unit meet the needs of our customers. (Q. 14)

Contributed Positively to Agency Performance

Employees in my work unit contribute positively to my agency's performance. (Q. 15)

Produced High Quality Work

Employees in my work unit produce high-quality work. (Q. 16)

Adapted to Changing Priorities

Employees in my work unit adapt to changing priorities. (Q. 17)

Achieved Goals

Employees in my work unit achieve our goals. (Q. 19)

[1] 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	2017	2018	2019	2020	2021
Performance Confidence (An average of the responses for the 5 items below)	NA	NA	NA	87	85
Met Needs of Customers	NA	NA	NA	86	88
Contributed Positively to Agency Performance	NA	NA	NA	88	86
Produced High Quality Work	NA	NA	NA	87	84
Adapted to Changing Priorities	NA	NA	NA	87	80
Achieved Goals	NA	NA	NA	85	85

Performance Confidence Index (continued)

Performance Confidence 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)
Performance Confidence	85	94	91	90	86	84
Met Needs of Customers	88	96	92	91	89	88
Contributed Positively to Agency Performance	86	95	93	92	88	86
Produced High Quality Work	84	93	91	90	85	83
Adapted to Changing Priorities	80	90	87	87	82	79
Achieved Goals	85	95	91	91	86	85

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

Pandemic and Employee Well-being

Urgent priorities for an effective COVID-19 response included ensuring protection of employees from the threat of illness. Agencies could only continue to accomplish missions during the pandemic to the extent employees were safeguarded. Clear leadership commitment to protecting employee health and safety and distancing efforts through telework have both been essential for achieving continued workforce performance. To assess responses to the pandemic, the OPM FEVS team introduced a measure of leadership commitment to and support of employee health and safety.

Highlights: Where and How Federal Employees Work

This section shows where and how employees worked (e.g., telework, worksite) to meet their job demands and safeguard themselves during the pandemic.

Telework Status

I telework...	2019	2020	2021
Every work day	2%	47%	36%
3 or 4 days per week	5%	12%	11%
1 or 2 days per week	16%	8%	10%
1 or 2 days per month	6%	2%	3%
Infrequently	14%	4%	9%
Not at all	56%	28%	31%

36% of employees teleworked every work day compared to **2%** who reported teleworking every work day before the pandemic in 2019.

Worksite Presence

On average, I am physically present at my worksite...	2020	2021
100% of my work time	17%	29%
75-99% of my work time	14%	17%
50-74% of my work time	8%	7%
24-49% of my work time	7%	6%
1-24% of my work time	24%	20%
Not been physically present during the pandemic	30%	22%

Pandemic and Employee Well-being (continued)

Employee Support

Employee support is defined as the organizational climate established by leadership to support workforce health and safety. Given the importance of leadership practices and policies to achieving employee health, safety and performance, relevant items were included in the 2020 OPM FEVS and retained in 2021. The six-item climate measure assesses leadership and supervisor support of employee health and safety, using a 5-point agreement scale. The figure below shows the percent positive score for the six items.

Health and Safety Support

74%	**75%**	**62%**
...demonstrate commitment to employee health and safety.	...support policies and procedures to protect employee health and safety.	...provide effective communications about what to expect with the return to the physical worksite.

▲   MY ORGANIZATION'S SENIOR LEADERS...   ▲

▼   MY SUPERVISOR...   ▼

...shows concern for my health and safety.	...supports my efforts to stay healthy and safe while working.	...creates an environment where I can voice my concerns about staying healthy and safe.
84%	**84%**	**79%**

Note: All numbers are percent positives.

Conclusions

The 2021 OPM FEVS was fielded while the COVID-19 pandemic was still creating major challenges in the workplace and in peoples' lives. During 2021, agencies were at different stages of transitioning back to the physical workplace. Health and safety concerns were continuing and telework changes (impending or being implemented) were underway in many agencies. Despite these challenges and changes, survey results continued to show a resilient Federal workforce.

While the 2020 OPM FEVS scores for Employee Engagement and Global Satisfaction were higher than the current 2021 scores, it's likely that the current scores are reflective of several unique factors. First, the opportunities for telework has declined since the peak of the pandemic. Telework is positively related to higher scores on Employee Engagement and Global Satisfaction and declines in telework could be linked to a decline in these scores. Also different from past years, the survey was fielded very late in the year, and only for five weeks. While canceling the survey for 2021 was discussed, OPM felt it was important to push forward with a survey to continue to collect valuable employee feedback. The very late and shortened timeframe was necessary in order to have a survey at all. Finally, the pandemic was continuing into a second year, beyond what was initially anticipated. The pandemic challenges were taking a toll on all aspects of everyone's life.

These factors are complicated by large scale changes in the workplace context with many agency leaders exploring and implementing hybrid working models (i.e., a mix of working arrangements, including onsite, remote, and schedule flexibilities). Managers and supervisors are learning to manage employees working in alternate and possibly changing locations. Employees are facing a change in how many may have worked, with some transitioning from maximum telework to a mix of telework and onsite work. As agencies develop new hybrid working models and/or transition fully back to the physical workplace, all Federal employees are in a learning mode. Change can be hard and stressful, and a hallmark of 2021 has been frequent and ongoing change.

Moving forward, Federal leadership is taking steps to ensure successful hybrid workplaces and innovative workplace modifications are underway. A focus on metrics from the OPM FEVS, such as the Employee Engagement Index, in the President's Management Agenda, will help focus and guide leadership to achieve successful initiatives. Times are changing. The ways in which managers lead and employees work are changing as well. The Federal Government is on the cutting edge in the implementation of ground-breaking initiatives for managing the Federal workforce in innovative ways to support excellence in the service of the American people.

Appendix A: Survey Item Results

My Work Experience

Item	2017	2018	2019	2020	2021
‡1. I am given a real opportunity to improve my skills in my organization.	64	66	67	70	68
2. I feel encouraged to come up with new and better ways of doing things.	59	61	62	67	64
3. My work gives me a feeling of personal accomplishment.	72	72	72	75	71
4. I know what is expected of me on the job.	80	80	81	83	81
‡5. My workload is reasonable.	59	59	59	67	62
‡6. My talents are used well in the workplace.	60	60	61	66	64
‡7. I know how my work relates to the agency's goals.	84	85	85	87	85
‡8. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	64	66	67	68	68

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

My Work Unit

Item	2017	2018	2019	2020	2021
‡9. The people I work with cooperate to get the job done.	75	76	77	84	83
10. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31	32	34	42	42
11. See Performance Section					
‡12. In my work unit, differences in performance are recognized in a meaningful way.	36	38	39	51	50
‡13. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	71	80	81	82	80
14. Employees in my work unit meet the needs of our customers.	—	—	—	86	88
15. Employees in my work unit contribute positively to my agency's performance.	—	—	—	88	86

(Continued on next page)

For an Excel version of Appendix A: Survey Item Results
click this link

Appendix A: Survey Item Results (continued)

My Work Unit

Item	2017	2018	2019	2020	2021
16. Employees in my work unit produce high-quality work.	—	—	—	87	84
17. Employees in my work unit adapt to changing priorities.	—	—	—	87	80
18. Employees in my work unit successfully collaborate.	—	—	—	82	76
19. Employees in my work unit achieve our goals.	—	—	—	85	85

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.

Performance

Item	2019	2020	2021
11. In my work unit poor performers usually:			
Remain in the work unit and improve their performance over time	17	19	18
Remain in the work unit and continue to underperform	56	49	50
Leave the work unit - removed or transferred	8	9	9
Leave the work unit - quit	2	2	2
There are no poor performers in my work unit	17	21	20

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

My Agency

Item	2017	2018	2019	2020	2021
20. Employees are recognized for providing high quality products and services.	51	53	54	64	63
21. Employees are protected from health and safety hazards on the job.	77	77	77	77	76
22. My agency is successful at accomplishing its mission.	76	77	77	81	80
‡23. I recommend my organization as a good place to work.	66	66	67	71	67
‡24. I believe the results of this survey will be used to make my agency a better place to work.	42	41	41	43	40

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

Appendix A: Survey Item Results (continued)

My Supervisor

Item	2017	2018	2019	2020	2021
25. My supervisor supports my need to balance work and other life issues.	80	81	82	85	84
26. My supervisor is committed to a workforce representative of all segments of society.	70	71	72	79	79
27. Supervisors in my work unit support employee development.	68	70	71	78	77
28. My supervisor listens to what I have to say.	78	79	80	83	82
29. My supervisor treats me with respect.	82	84	84	87	86
30. I have trust and confidence in my supervisor.	69	71	72	76	76
31. Overall, how good a job do you feel is being done by your immediate supervisor?	72	73	74	78	78

Note: Numbers are percent positives.

My Leadership

Item	2017	2018	2019	2020	2021
32. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	43	44	45	51	49
33. My organization's senior leaders maintain high standards of honesty and integrity.	54	55	56	61	60
‡34. Managers communicate the goals of the organization.	62	64	65	68	66
35. Managers promote communication among different work units (for example, about projects, goals, needed resources).	55	56	58	60	59
36. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	60	61	63	67	66
37. I have a high level of respect for my organization's senior leaders.	56	56	57	62	60
38. Senior leaders demonstrate support for Work-Life programs.	57	58	59	64	60

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

Appendix A: Survey Item Results (continued)

My Satisfaction

Item	2017	2018	2019	2020	2021
‡39. How satisfied are you with your involvement in decisions that affect your work?	53	54	55	58	56
‡40. How satisfied are you with the information you receive from management on what's going on in your organization?	50	51	52	58	55
‡41. How satisfied are you with the recognition you receive for doing a good job?	50	52	53	59	57
‡42. Considering everything, how satisfied are you with your job?	68	68	69	72	67
43. Considering everything, how satisfied are you with your pay?	61	63	63	67	61
‡44. Considering everything, how satisfied are you with your organization?	60	60	61	66	61

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

Worksite Presence

Item	2020	2021
45. Since the last OPM FEVS (September and October 2020), on average what percentage of your work time have you been physically present at your agency worksite (including headquarters, bureau, field offices, etc.)?		
100% of my work time	17	29
At least 75% but less than 100%	14	17
At least 50% but less than 75%	8	7
At least 25% but less than 50%	7	6
Less than 25%	24	20
I have not been physically present at my agency worksite during the pandemic	30	22

Appendix A: Survey Item Results (continued)

Telework Status

Item	2018	2019	2020	2021
46. Please select the response that BEST describes your current teleworking schedule.				
I telework every work day	2	2	47	36
I telework 3 or 4 days per week	5	5	12	11
I telework 1 or 2 days per week	15	16	8	10
I telework, but only about 1 or 2 days per month	6	6	2	3
I telework very infrequently, on an unscheduled or short-term basis	15	14	4	9
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)	29	27	18	20
I do not telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	4	4	2	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	13	13	4	6
I do not telework because I choose not to telework	12	12	4	4

Appendix A: Survey Item Results (continued)

Pandemic Employee Supports

Item	2020			2021		
	Needed and **available** to me	Needed, but **not available** to me	Not needed by me now	Needed and **available** to me	Needed, but **not available** to me	Not needed by me now
47. How has your organization supported your well-being needs during the COVID-19 pandemic?						
Expanded telework	65	9	26	59	13	28
Expanded work schedule flexibilities	51	11	39	56	16	28
Expanded leave policies	31	11	57	44	13	43
Clear guidance on COVID-19 vaccination protocols	—	—	—	68	14	18
Appropriate physical health resources (e.g., access to COVID-19 testing) at my agency worksite	—	—	—	38	20	42
Timely communication about possible COVID-19 exposure at my agency worksite	54	19	27	57	19	24
Social distancing in my agency worksite	57	9	34	56	11	32
Encouraged use of personal protective equipment (PPE) or other safety equipment in my agency worksite	64	5	30	65	6	29
Cleaning and sanitizing performed regularly in my agency worksite to reduce risk of COVID-19 illness	—	—	—	58	13	29
A well-ventilated worksite	—	—	—	52	20	28
Clear guidance on quarantine requirements after any COVID-19 exposure	—	—	—	58	16	26

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

Appendix A: Survey Item Results (continued)

Health and Safety

Item	2020	2021
48. My organization's senior leaders demonstrate commitment to employee health and safety.	81	74
49. My organization's senior leaders support policies and procedures to protect employee health and safety.	82	75
50. My organization's senior leaders provide effective communications about what to expect with the return to the physical worksite.	—	62
51. My supervisor shows concern for my health and safety.	84	84
52. My supervisor supports my efforts to stay healthy and safe while working.	85	84
53. My supervisor creates an environment where I can voice my concerns about staying healthy and safe.	80	79
54. See Pandemic Type Work		
55. My agency's leadership updates employees about return to the worksite planning.	—	65
56. In plans to return more employees to the worksite, my organization has made employee safety a top priority.	—	62
57. Based on my organization's handling of the COVID-19 pandemic, I believe my organization will respond effectively to future emergencies.	73	65

Note: "—" indicates that there are no trending results available for the year.

Pandemic Type Work

Item	2020	2021
54. Does the type of work you do require you to be physically present at a worksite (e.g., border patrol agent, TSA agent, meat inspector)?		
Yes	27	32
No	62	59
Other	10	9

Appendix B: Respondent Characteristics

Employment Demographics

Item	Number Responded	2021 Percentages
Where do you work?		
Headquarters	90,437	33%
Field	113,090	41%
Full-time telework (e.g., home office, telecenter)	69,488	25%
What is your supervisory status?		
Senior Leader	6,631	2%
Manager	25,019	9%
Supervisor	46,602	17%
Team Leader	33,260	12%
Non-Supervisor	162,545	59%
What is your pay category/grade?		
Federal Wage System	6,836	2%
GS 1-6	8,292	3%
GS 7-12	99,840	36%
GS 13-15	133,436	49%
Senior Executive Service	4,440	2%
Senior Level (SL) or Scientific or Professional (ST)	1,132	<1%
Other	19,751	7%
What is your US military service status?		
No Prior Military Service	195,687	72%
Currently in National Guard or Reserves	4,036	1%
Retired	35,298	13%
Separated or Discharged	38,276	14%

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

For an Excel version of Appendix B: Respondent Characteristics click this link

Appendix B: Respondent Characteristics (continued)

Item	Number Responded	2021 Percentages
Are you:		
The spouse of a current active duty service member of the U.S. Armed Forces	3,132	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	5,260	2%
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	145	<1%
None of the categories listed	265,067	97%

If the response to the previous question on if you are a military spouse was "None of the categories listed," this item was skipped.

Item	Number Responded	2021 Percentages
Have you been hired under the Military Spouse Non-Competitive Hiring Authority?		
Yes	1,108	13%
No	7,367	87%
How long have you been with the Federal Government (excluding military service)?		
Less than 1 year	4,332	2%
1 to 3 years	31,791	12%
4 to 5 years	19,609	7%
6 to 10 years	42,193	15%
11 to 14 years	53,345	20%
15 to 20 years	47,925	18%
More than 20 years	74,306	27%
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?		
Less than 1 year	8,790	3%
1 to 3 years	50,377	18%
4 to 5 years	25,498	9%
6 to 10 years	46,412	17%
11 to 14 years	48,441	18%
15 to 20 years	40,285	15%
More than 20 years	53,911	20%

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

Appendix B: Respondent Characteristics (continued)

Intent to Leave

Item	Number Responded	2021 Percentages
Are you considering leaving your organization within the next year, and if so, why?		
No	180,231	66%
Yes, to retire	19,633	7%
Yes, to take another job within the Federal Government	43,441	16%
Yes, to take another job outside the Federal Government	12,940	5%
Yes, other	17,064	6%

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

Retirement Plans

Item	Number Responded	2021 Percentages
I am planning to retire:		
Less than 1 year	10,202	4%
1 year	8,164	3%
2 years	14,735	5%
3 years	15,226	6%
4 years	10,021	4%
5 years	21,075	8%
More than 5 years	192,456	71%

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

Appendix B: Respondent Characteristics (continued)

Personal Demographics

Item	Number Responded	2021 Percentages
Are you of Hispanic, Latino, or Spanish origin?		
Yes	24,885	9%
No	240,446	91%
Are you:		
American Indian or Alaska Native	4,317	2%
Asian	14,298	6%
Black or African American	36,735	14%
Native Hawaiian or Other Pacific Islander	1,360	1%
White	188,720	73%
Two or more races	11,924	5%
Minority Status		
Minority	88,036	34%
Non Minority	171,839	66%
What is your age group?		
25 years and under	3,041	1%
26-29 years old	7,329	3%
30-39 years old	48,955	18%
40-49 years old	72,235	27%
50-59 years old	88,992	34%
60 years or older	44,952	17%
Generation		
Traditionalists (born 1945 or earlier)	897	<1%
Baby Boomers (born 1946 to 1964)	80,732	28%
Generation X (born 1965 to 1980)	139,391	48%
Generation Y (born 1981 to 1996)	69,648	24%
Generation Z (born 1997 or later)	1,851	1%

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

Appendix B: Respondent Characteristics (continued)

Item	Number Responded	2021 Percentages
What is the highest degree or level of education you have completed?		
Less than High School	142	<1%
High School Diploma/GED or equivalent	8,471	3%
Trade or Technical Certificate	4,609	2%
Some College (no degree)	28,329	11%
Associate's Degree (e.g., AA, AS)	16,686	6%
Bachelor's Degree (e.g., BA, BS)	93,180	35%
Master's Degree (e.g., MA, MS, MBA)	84,774	32%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	32,876	12%
Are you an individual with a disability?		
Yes	42,720	16%
No	224,093	84%
Are you:		
Male	140,173	53%
Female	123,868	47%
Are you transgender?		
Yes	935	<1%
No	261,130	100%
Which one of the following do you consider yourself to be?		
Straight, that is not gay or lesbian	242,236	94%
Gay or Lesbian	6,909	3%
Bisexual	4,311	2%
Something else	5,056	2%

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