

2021 OFFICE OF PERSONNEL MANAGEMENT

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

|| Technical Report

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Chapter 1: Survey Introduction

Overview

This report provides a description of the survey instrument, sample design, administration, analysis, and reporting procedures for the 2021 U.S. Office of Personnel Management (OPM) Federal Employee Viewpoint Survey (FEVS). The U.S. OPM has conducted the OPM FEVS since 2002.¹ The survey was conducted biennially between 2002 and 2010, and annually thereafter. Westat, a research company based in Rockville, MD, has been the primary contractor for the survey since 2004. They provide technical expertise and support for the OPM FEVS.

The OPM FEVS is a climate survey designed to capture Federal employees' perceptions of organizational policies, practices, and procedures, and subsequent patterns of interactions and behaviors that support organizational performance. As a construct, climate is a surface manifestation of organizational culture.² Climate assessments like the OPM FEVS are, consequently, important to organizational improvement largely because of the key role culture plays in directing organizational performance.

The OPM FEVS is designed to provide agencies with employee feedback on dimensions critical to organizational performance: conditions for engagement, perceptions of leadership organizational effectiveness, outcomes related to climate (e.g., job satisfaction), and more.

¹ Prior to 2010, the survey was called the Federal Human Capital Survey (FHCS).

² Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R., Maitlis, S., et al. (2005). Validating the organizational climate measure: Links to managerial practices, productivity and innovation. *Journal of Organizational Behavior*, 26, 379–408.

Parker, C. P., Baltes, B. B., Young, S. A., Huff, J. W., Altmann, R. A., Lacost, H. A., & Roberts, J. E. (2003). Relationships between psychological climate perceptions and work outcomes: A meta-analytic review. *Journal of Organizational Behavior*, 24, 389–416.

Schulte, M., Ostroff, C., & Kinicki, A. J. (2006). Organizational climate systems and psychological climate perceptions: A cross level study of climate-satisfaction relationships. *Journal of Occupational and Organizational Psychology*, 79, 645–671.

Schneider, B. (2000). The psychological life of organizations. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture and climate*: xvii-xxii. Thousand Oaks, CA: Sage.

Schneider, B., Brief, A. P., & Guzzo, R. A. (1996). Creating a climate and culture for sustainable organizational change. *Organizational Dynamics*, 24, 7–19.

The 85-item survey covers the following dimensions, topic areas, programs, and demographics:

- Personal Work Experiences,
- Work Unit,
- Agency,
- Supervisor,
- Leadership,
- Satisfaction,
- COVID-19 Pandemic,
- Employment Demographics, and
- Personal Demographics.

Goals for the OPM FEVS and program include:

- A responsive survey with a leading-edge design and contemporary content capable of informing leadership priorities.
- Data of the highest possible quality (e.g., reliable, valid) to support effective organizational development decisions.
- An agile survey and reporting process to support timely and substantive change actions within agencies and across government.

In keeping with responsiveness goals, items have been added as needed (e.g., demographic questions to assess sexual orientation in 2012, partial government shutdown items in 2019, COVID-19 pandemic in 2020) to allow assessment of the impact of relevant and timely topics that may impact the Federal workforce. For the 2021 OPM FEVS, a section related to the COVID-19 pandemic was maintained, however with fewer questions than were asked on the 2020 survey (see Appendix A for details).

Aligning with goals to achieve high-quality data to drive decisions, the sample design and statistical weighting for the OPM FEVS ensures that the survey results are statistically representative. Not only at the overall Federal workforce (i.e., governmentwide) level, but also at the agency level.

Uses of Survey Results

Federal leaders use OPM FEVS results to identify organizational development and improvement strategies, evaluate development actions, and highlight important agency successes. OPM FEVS findings allow agencies and subagencies to assess trends, where applicable, by comparing results from previous

years. Agencies can compare their results with the governmentwide trends, to identify current strengths and challenges, and to focus on short-term and long-term action targets that will help agencies reach their strategic human resource management goals. The recommended approach for assessing and driving change in agencies is to utilize OPM FEVS results in conjunction with other resources, such as results from other internal agency surveys, administrative data, focus groups, exit interviews, and other methods to collect contextual, agency-specific information.

Chapter 2: Sample Design and Selection

Sample Design

The OPM FEVS sample design reflects OPM’s commitment to providing Federal agency leaders with representative information about their employees’ perceptions of workplace management practices, policies, and procedures. The survey population for the 2021 OPM FEVS included permanently employed, non-political, non-seasonal, full- or part-time and phase retirement Federal employees who were employed as of April 2021. The survey population for the 2021 OPM FEVS is primarily made up of permanent, full- and part-time employees, as well as employees in phased retirement. In 2021, eligibility was expanded to include non-permanent and additional work schedules, but only if the participating agencies opted to include those populations; some elected to include all of them, some elected none, and others allowed some and not others. Political appointees, contractors, and non-Federal employees remained ineligible to participate. The 2021 OPM FEVS was a governmentwide sample. For more details on how this sample was drawn, please see Chapter 5 below.

The total sample size for the 2021 OPM FEVS was 938,638 employees compared to 1,555,717 in 2020 and 1,543,992 in 2019. The 2021 sample size was more than sufficient to ensure a 99 percent chance that the true population value would be between plus or minus 1 percent of any estimated percentage for the total Federal workforce. Agencies that participated in previous surveys, but did not participate in the 2021 OPM FEVS, include the Department of Veterans Affairs (VA), NASA, the U.S. Security and Exchange Commission (SEC), U.S. Trade and Development Agency, African Development Foundation, and Chemical Safety and Hazard Investigation Board.

Sampling Frame and Stratification Variables

The sampling frame is a comprehensive list of all persons in the Federal employee population eligible for selection in the survey. For the 2021 OPM FEVS, the sampling frame consisted of 1,707,178 Federal employees in pay status as of April 2021 in the agencies participating in the survey. Apart from a few

exceptions,³ this list originated from the personnel database managed by OPM as part of the Statistical Data Mart of the Enterprise Human Resources Integration (EHRI-SDM).⁴ OPM contacted participating agencies for employee email addresses and supplemental organizational information. This information provides the hierarchical work unit(s) designation for each employee and provides more detailed information than available from the EHRI-SDM. The total survey population size was 938,638 employees, but after cleaning procedures, including removing people who were no longer an employee of an agency, the final population size was 865,425 Federal employees.

³ At the time of sample selection, a separate data submission was arranged because EHRI-SDM did not maintain information on the following employee types eligible to participate in the survey: U.S. Army Corps of Engineers foreign national employees, Department of the Air Force non-appropriated fund employees, U.S. Department of Agriculture Farm Service Agency County employees and Public Health Service employees, Department of the Army foreign national employees and non-appropriated fund employees, Foreign national employees for the Defense Finance and Accounting Service and non-appropriated fund employees for the Defense Logistics Agency, Environmental Protection Agency Public Health Service employees, Department of Health and Human Services Commission Corps employees, Department of Homeland Security – Immigration and Customs Enforcement Public Health Service employees, U.S. Marine Corps non-appropriated fund employees, Postal Regulatory Commission, Department of State Foreign Service employees U.S. Army Corps of Engineers foreign national employees, Department of the Air Force non-appropriated fund employees, U.S. Department of Agriculture Farm Service Agency County employees and Public Health Service employees, Department of the Army foreign national employees and non-appropriated fund employees, Foreign national employees for the Defense Finance and Accounting Service and non-appropriated fund employees for the Defense Logistics Agency, Environmental Protection Agency Public Health Service employees, Department of Health and Human Services Commission Corps employees, Department of Homeland Security – Immigration and Customs Enforcement Public Health Service employees, U.S. Marine Corps non-appropriated fund employees, Postal Regulatory Commission, and Department of State Foreign Service employees.

⁴ http://www.fedscope.opm.gov/datadefn/aejri_sdm.asp.

Chapter 3: Survey Instrument

Survey Content

The OPM FEVS instrument is designed to assess the climate of Federal agencies. Climate *is a multi-dimensional construct*.⁵ It is exhibited through workplace tangibles such as behaviors and practices, which employees can perceive and describe in response to survey items developed to describe aspects of climate.⁶ Like other organizational climate instruments, the OPM FEVS captures employee perspectives regarding workplace conditions. Research suggests that climate perceptions are associated with effectiveness-related outcomes, such as turnover intentions, job satisfaction, and organizational performance.⁷ Accordingly, additional constructs, such as Global Satisfaction, are assessed in the survey to provide dependent variables or outcome measures.

The 2021 survey instrument was revised from the version administered in 2020. A section related to the COVID-19 pandemic was maintained, however with fewer questions than asked on the 2020 OPM FEVS. Standard OPM FEVS items asked in 2020 were retained for the 2021 survey, as were demographic sections. Questions related to Work-Life programs were removed to limit the burden on respondents of an overly long survey. A complete list of item changes, including COVID-19 items, to the 2021 OPM FEVS is available in Appendix A.

⁵ Organizational climate is a theoretical construct with specific outcomes (dependent variables) featured in climate models, especially employee satisfaction and productivity. It is a multi-dimensional construct comprised of discreet dimensions, capturing how employees jointly experience the policies, practices, and procedures of their organizations. Employee perceptions of climate, influence organizational effectiveness by shaping, for example, employee engagement, satisfaction, motivation, commitment, and turnover.

⁶ James, L. R., & Jones, A. P. (1974). Organizational climate: A review of theory and research. *Psychological Bulletin*, *81*, 1096–1112.

Schneider, B. (2000). The psychological life of organizations. In N. M. Ashkanasy, C. P. M. Wilderom, & M. F. Peterson (Eds.), *Handbook of organizational culture and climate: xvii-xxii*. Thousand Oaks, CA: Sage.

Schneider, B., Brief, A. P., & Guzzo, R. A. (1996). Creating a climate and culture for sustainable organizational change. *Organizational Dynamics*, *24*, 7–19.

⁷ Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R., Maitlis, S., Robinson, D. L., & Wallace, A. M. (2005). Validating the organizational climate measure: Links to managerial practices, productivity and innovation. *Journal of Organizational Behavior*, *26*(4), 379–408.

Parker, C. P., Baltes, B. B., Young, S. A., Huff, J. W., Altmann, R. A., Lacost, H. A., & Roberts, J. E. (2003). Relationships between psychological climate perceptions and work outcomes: A meta-analytic review. *Journal of Organizational Behavior*, *24*, 389–416.

The 2021 OPM FEVS was conducted via the Web and was 508 compliant.⁸ The 85-item survey included 18 demographic questions and 67 items that were grouped into nine topic headings intended to organize the instruments and facilitate respondent comprehension. Below is a summary of the questions within topics. See Appendix B for a copy of the 2021 OPM FEVS survey.

2021 OPM FEVS topic areas:

- **Personal Work Experience:** Items 1–8 addressed employees’ personal work experiences and opinions.
- **Work Unit:** Items 9–19 addressed employees’ opinions regarding cooperation, recruitment, quality, and performance management in their work unit.
- **Agency:** Items 20–24 covered agency policies and practices related to job performance, performance appraisals, workplace diversity and fairness, as well as perceptions of employees’ personal empowerment, safety, and preparedness. This section also addressed employees’ views of their agency.
- **Supervisor:** Items 25–31 addressed employees’ perceptions of their supervisor. For instance, this section asked whether supervisors support work-life balance, provide opportunities to demonstrate leadership skills, and promote a workplace culture that supports staff development.
- **Leadership:** Items 32–38 asked about the effectiveness of the agency’s senior leaders and managers, overall, and in motivating employees, maintaining high ethical standards, communicating organizational policies, and generating respect.
- **Satisfaction:** Items 39–44 addressed employee satisfaction with various aspects of their jobs, including pay, job training, opportunities for advancement, recognition for work well done, and the policies and practices of senior leaders.
- **Agency Pandemic Response:** Items 45–57 addressed the continuing impact of the COVID-19 pandemic.
- **Employment Demographics:** 58–67 covered employee information, such as location of employment (headquarters vs. field), supervisory status, pay category/grade, military service status, Federal employment tenure, agency tenure, and separation intentions from government such as retirement.
- **Demographics:** Items 68-75 covered personal information, such as ethnicity, race, age group, education, disability status, gender, sexual orientation, and transgender identity.

⁸ 508 compliant refers to Section 508, an amendment of the U.S. Workforce Rehabilitation Act, mandating that all documents used by the Federal government are accessible to people with disabilities.

In addition to the 85 survey items administered to all employees on the OPM FEVS, agencies were provided an opportunity to add up to eight extra items tailored specifically to issues of interest to the agency. A total of 51 agencies opted to add agency-specific items, for a total of 356 questions.

New to the 2021 OPM FEVS, after answering all the survey items described above, respondents were presented with the option of seeing new survey content that OPM was currently testing for potential inclusion in future FEVS administrations. If the respondent indicated that they would be willing to view and participate in the test items, they were then presented with three topic areas:

- (1) State of Engagement – this section included 5 items. In contrast to the Employee Engagement Index which focuses on the work conditions which lead to engagement, OPM tested a series of items that measure the state of engagement itself. These five particular items were developed by the Organization for Economic Cooperation and Development. They have been used internationally in various countries’ civil service surveys. OPM tested their suitability on the FEVS and the possibility of benchmarking across other governments using these items.
- (2) Paid Parental Leave – this section included 4 items related to the Paid Parental Leave benefit available to Federal employees. These survey items were developed to test the scope and usability of this benefit.
- (3) Diversity, Equity, Inclusion, and Accessibility – this section included 19 items. With the release of Executive Order 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Government and the current Presidential Management Agenda, the topics of Diversity, Equity, Inclusion, and Accessibility (DEIA) have become a government priority focus. The OPM FEVS Team collaborated extensively with the OPM Diversity and Inclusion (D&I) Program Office and other subject matter experts in OPM and across government to write nineteen diversity, equity, inclusion, and accessibility (DEIA) items to test in 2021 as a possible replacement for the New IQ in future OPM FEVS.
- (4) Demographic Item Test – this section included 6 items. These items were updated versions of the current FEVS items related to gender identity and sexual orientation. The tested version of these items derived from the recommendations of the Federal Committee on Statistical Methodology (FCSM) SOGI Measurement Research Group and Human Rights Campaign.

See Appendix C for a full list of the test items.

Chapter 4: Data Collection

In this chapter, we describe the data collection procedures OPM used to administer the Web-based surveys, including details on the disposition codes used during data collection and for the calculation of response rates. This chapter concludes with a description of the procedures used during the data collection period to address questions received from Federal employees.

Web-Based Data Collection Procedures

The 2021 OPM FEVS was a Web-based, self-administered survey. OPM sent emails to employees with an invitation to participate in the survey. The invitation email included instructions for accessing the survey (see Appendix C for the invitation). Up to two reminder emails were also sent to non-respondents, including a final reminder sent the final week of an agency's data collection period, indicating the survey would close on the Friday of that week (see Appendix C for examples of the reminder emails). It should be noted that fewer reminders were sent out during the administration of the 2021 OPM FEVS as compared to prior FEVS administrations. Reminder emails were no longer sent once an employee completed the survey. OPM also provided agencies with sample communication materials to promote the survey and encourage participation.

Estimates indicated the time for survey completion was no more than 30 minutes for the core items. The actual total survey completion times varied from agency to agency depending upon the number and complexity of any included agency-specific items. Employees were informed that official work time could be used to complete the survey.

Data Collection Period

The data collection period for the 2021 OPM FEVS was November 1, 2021, to December 10, 2021. To spread the workload more evenly over that period, OPM released the surveys to agencies in two waves, beginning either Monday, November 1st or Monday, November 8th (see Table 1). The data collection period for each agency spanned five workweeks, which was a shorter fielding period compared to prior FEVS administrations. Table 1 shows the launch and close dates by agency.

Table 1. 2021 OPM FEVS survey launch and close out dates, by agency

Agency	Launch Date	Close Date
Court Services & Offender Supervision Agency	November 1	December 3
Department of Agriculture	November 3	December 3
Department of Commerce	November 9	December 10
Department of Defense		
Department of the Air Force	November 3	December 3
Department of the Army	November 2	December 3
U.S. Army Corps of Engineers	November 2	December 3
Department of the Navy	November 1	December 3
U.S. Marine Corps	November 1	December 3
DOD 4th Estate	November 9	December 10
Department of Education	November 9	December 10
Department of Energy	November 2	December 3
Department of Health and Human Services	November 8	December 10
Department of Homeland Security	November 8	December 10
Department of Housing and Urban Development	November 9	December 10
Department of Justice	November 1	December 3
Department of Labor	November 3	December 3
Department of State	November 8	December 10
Department of the Interior	November 9	December 10
Department of the Treasury	November 1	December 3
Department of Transportation	November 3	December 3
Environmental Protection Agency	November 2	December 3
Equal Employment Opportunity Commission	November 1	December 3
Federal Communications Commission	November 8	December 10
Federal Energy Regulatory Commission	November 2	December 3
Federal Trade Commission	November 1	December 10
General Services Administration	November 1	December 10
National Archives and Records Administration	November 9	December 10
National Credit Union Administration	November 1	December 3
National Labor Relations Board	November 1	December 3
National Science Foundation	November 8	December 10
Nuclear Regulatory Commission	November 2	December 3
Office of Management and Budget	November 8	December 10
Office of Personnel Management	November 9	December 10
Pension Benefit Guaranty Corporation	November 1	December 3
Railroad Retirement Board	November 2	December 3
Small Business Administration	November 2	December 3
Social Security Administration	November 8	December 10
U.S. Agency for Global Media	November 8	December 10
U.S. Agency for International Development	November 2	December 3
Small/Independent Agencies	November 9	December 10

Survey Disposition Codes

Determining survey disposition codes is a two-step process with an interim code and a final code assigned. Each case in the sample frame receives interim disposition codes to indicate the result of specific survey contact attempts (e.g., pending, out of office, no email address) during the survey period. At the end of the survey period, each case receives one final disposition code.

Interim Disposition Codes

Throughout data collection, each case received an interim disposition code when the case was not yet assessed as closed. Table 2 shows the interim disposition codes.

Table 2. 2021 OPM FEVS interim disposition codes

Interim Code	Description of Interim Disposition Code
00	Pending, non-response
CO	Complete
IE	Ineligible (e.g., deceased, retired, no longer with agency)
Undeliverable	
11	1 st Undeliverable
12	2 nd Undeliverable
13	3 rd Undeliverable
20	No longer at email address, no forwarding information
NE	No email address
Out of office	
41	1 st Out of office
42	2 nd Out of office
43	3 rd Out of office
44	4 th Out of office
Other	
80	Opted Out
90	Request Reset URL
RF	Refusal
UA	Unavailable during the field period
NS	Not Sampled

Starting in 2018, respondents who emailed to refuse participation were immediately coded as a refusal and unsubscribed from future communications. For 2021, an opt-out link was included with the reminders sent from OPM to participants who had not yet completed their survey. These participants had a separate interim disposition code while the survey was in the field. However, once the survey closed, they were included with the disposition code for refusals.

During data collection, if the respondent's out-of-office email indicated that they were out of the office during the entire data collection period, the case received an interim disposition code of unavailable (UA).

Converting Interim Codes to Final Disposition Codes

Each case used the following rules when converting interim disposition codes to a final disposition code.

Survey Completes and Incompletes. All respondents who submitted surveys received an interim complete. However, to receive a final disposition code as a complete (CO), a respondent had to provide answers to at least 17 of the non-demographic items. That is, they needed to complete over 25 percent of the non-demographic survey items. If the respondent answered fewer than the required 25 percent of the non-demographic items, the case was an incomplete (IN).

Item 47 in the COVID-19 pandemic section asks, "How has your organization supported you during the COVID-19 pandemic?" with 11 different topics listed, to which a participant could respond. For the purposes of determining a completed survey, each topic listed under item 47 counted as a separate item. The total count of survey items used to determine a complete response was 67. A case received a no response (NR) code if the respondent did not respond to any of the 67 items.

Once the cases received codes as completes or incompletes, the final disposition process applied the following rules in hierarchical order:

- **Refusals.** Cases coded as a refusal (code RF) remained unless the employee completed the survey. If a case coded as a refusal, completed the survey, the case received a complete (CO).
- **Ineligibles.** Cases coded as ineligible (code IE) were based on the following criteria; the person was discovered after sampling to be:
 - retired;
 - no longer with the agency;
 - unavailable during the data collection period (UA) (i.e., out on maternity leave, out of the country, on leave for any other reason during the entire data collection period);
 - determined to be active duty, activated military, a political appointee, or a contractor; or
 - deceased.

Undeliverable Emails. If a respondent had an undeliverable email bounce back, we counted the number of undeliverable messages received, and this number provided the interim undeliverable code of 11 through 13 (i.e., 1 through 3 undeliverable messages). The following rule applied to determine the

respondent’s undeliverable (code UD) status: if the total number of contacts with the respondent’s agency equaled at least ½ the number of undeliverable bounce backs, then the case received a UD. If less than ½ the number of total contacts were undeliverable bounce backs, the case received a NR. In 2021, every person had 3 potential contacts (invitations and reminders), any case with at least 2 (3 contacts divided by 2 = 1.5 rounded up) interim undeliverable emails (interim codes 12 through 13) would be coded as UD; otherwise, they would be designated as no response (code NR).

Final Disposition Codes

Table 3 lists the final disposition codes with the number of cases per code for the 2021 OPM FEVS. The codes abide by the American Association of Public Opinion Research’s (AAPOR) 2016 guidelines for internet surveys of specifically named persons.⁹ The calculation of survey response rates and survey analysis weights used final disposition codes. The final analysis dataset only includes cases with a final disposition code of complete (CO); no other disposition codes are retained in the dataset.

Table 3. 2021 OPM FEVS final disposition codes and case count per disposition code

Final Disposition Codes	Description	Number of Cases
CO	Complete – respondent answered at least 17 of the 67 non-demographic items	292,520
IN	Incomplete – respondent answered at least 1 but less than 17 of the 67 non-demographic items	9,034
RF	Refusal (including Opt-Out)	189
NR	No response	563,682
IE	Ineligible (e.g., deceased or no longer with agency)	37,065
NE	No email address	13,865
UA	Unavailable during the fielding period	622
UD	Undeliverable email	21,661
Total		938,638

⁹ The American Association for Public Opinion Research. (2016). *Standard Definitions: Final Dispositions of Case Codes and Outcome Rates for Surveys*. (9th ed.) AAPOR. Last retrieved December 12, 2019: https://www.aapor.org/AAPOR_Main/media/publications/Standard-Definitions20169theditionfinal.pdf.

Response Rates

Westat calculated response rates in two ways: (1) using the formula reported in previous administrations of the OPM FEVS, and (2) using AAPOR’s Response Rate 3 formula, an industry-standard method that allows a better comparison to other surveys as shown in Appendix E. The two formulas lead to different results due to differences in the allocations of final disposition codes among the four main groupings of survey cases:

- Eligible respondents (ER = surveyed and responded),
- Eligible non-respondents (ENR = known eligible cases that did not return completed surveys),
- Unknown eligibility (UNK), and
- Ineligible cases (IE).

Table 4 shows the distributions of final disposition codes among these four groupings. The governmentwide and agency response rates, which were calculated using the OPM FEVS formula, are in Table 5.

Table 4. Case assignment allocation to response rate groups

Response Rate (RR) Group	OPM FEVS Allocation	OPM FEVS Counts
Eligible Respondents (ER)	CO	292,520
Eligible Non-respondents (ENR)	NR, RF, IN	572,905
Unknown Eligibility (UNK)	---	
Ineligible (IE)	IE, UD, NE, UA	73,213
Total		938,638

Using the counts in Table 4, the response rates in final reporting follows:

OPM FEVS formula:

Number of eligible employees returning completed surveys / Number of eligible employees:

$$RR = ER / (ER + ENR) * 100$$

$$RR = 292,520 / (292,520 + 572,905) * 100$$

$$RR = (292,520 / 865,425) * 100$$

RR = 33.8 percent (down from 44.3 percent in 2020)

Table 5. 2021 OPM FEVS agency response rate by employee population size categories

Agency	Number of Completed Surveys	Response Rate
Governmentwide	292,520	33.8%
Very Large Agencies (> 75,000 employees)		
Department of Agriculture	20,634	46.4%
Department of Defense, Overall	87,776	23.9%
United States Department of the Air Force	13,848	16.4%
United States Department of the Army*	35,772	29.1%
United States Department of the Navy**	21,101	19.9%
OSD, Joint Staff, Defense Agencies, and Field Activities	17,055	32.2%
Department of Health and Human Services	19,061	48.9%
Department of Homeland Security	25,638	30.1%
Department of Justice	15,454	27.3%
Department of the Treasury	15,860	37.8%
Large Agencies (10,000 – 74,999 employees)		
Department of Commerce	9,568	44.8%
Department of Energy	7,980	64.6%
Department of Labor	6,872	52.3%
Department of State	9,431	36.0%
Department of the Interior	13,984	40.1%
Department of Transportation	8,454	33.3%
Environmental Protection Agency	6,684	48.9%
General Services Administration	6,651	60.2%
Social Security Administration	11,546	41.4%
Medium Agencies (1,000 – 9,999 employees)		
Court Services and Offender Supervision Agency	228	22.9%
Department of Education	2,218	59.8%
Department of Housing and Urban Development	4,361	60.7%
Equal Employment Opportunity Commission	963	53.3%
Federal Communications Commission	573	41.6%
Federal Energy Regulatory Commission	1,071	77.8%
Federal Trade Commission	553	53.3%
National Archives and Records Administration	1,303	51.7%
National Credit Union Administration	867	80.7%
National Labor Relations Board	616	52.4%
National Science Foundation	905	66.8%
Nuclear Regulatory Commission	1,835	69.5%
Office of Personnel Management	1,253	53.8%
Small Business Administration	1,382	69.2%
U.S. Agency for Global Media	786	60.6%
U.S. Agency for International Development	1,625	41.9%
Small Agencies (100 – 999 employees)		
Commodity Futures Trading Commission	418	64.0%
Consumer Product Safety Commission	323	69.3%
Corporation for National and Community Service	335	71.0%
Export-Import Bank of the United States	203	56.4%
Farm Credit Administration	212	73.1%
Federal Election Commission	155	56.0%
Federal Housing Finance Agency	650	86.3%

Table 5. 2021 OPM FEVS agency response rate by employee population size categories (continued)

Agency	Number of Completed Surveys	Response Rate
Small Agencies (100 – 999 employees) continued		
Federal Labor Relations Authority	56	57.1%
Federal Maritime Commission	52	50.5%
Federal Mediation and Conciliation Service	130	62.8%
Federal Retirement Thrift Investment Board	175	65.5%
International Boundary and Water Commission	86	42.0%
Merit Systems Protection Board	113	61.1%
National Endowment for the Arts	64	50.4%
National Endowment for the Humanities	62	49.2%
National Gallery of Art	352	49.9%
National Indian Gaming Commission	49	49.0%
National Transportation Safety Board	290	78.2%
Office of Management and Budget	420	76.1%
Office of the U.S. Trade Representative	131	61.2%
Pension Benefit Guaranty Corporation	583	65.7%
Railroad Retirement Board	273	35.0%
Selective Service System	70	72.2%
Surface Transportation Board	65	62.5%
U.S. International Development Finance Corporation	274	79.9%
U.S. International Trade Commission	339	89.2%
U.S. Office of Special Counsel	88	70.4%
Very Small Agencies (< 100 employees)		
AbilityOne Commission	<10	--
American Battle Monuments Commission	42	63.6%
Commission on Civil Rights	<10	--
Defense Nuclear Facilities Safety Board	54	60.7%
Farm Credit Insurance Corporation	<10	--
Federal Mine Safety and Health Review Commission	30	68.2%
Institute of Museum and Library Services	45	86.5%
Inter-American Foundation	32	72.7%
John F. Kennedy Center for the Performing Arts	<10	--
Marine Mammal Commission	12	80.0%
National Capital Planning Commission	25	80.6%
National Mediation Board	15	55.6%
Occupational Safety and Health Review Commission	12	27.3%
Office of Navajo and Hopi Indian Relocation	<10	--
Postal Regulatory Commission	50	94.3%
U.S. Access Board	11	42.3%
U.S. Office of Government Ethics	52	78.8%

*United States Department of the Army numbers include United States Army Corps of Engineers.

**United States Department of the Navy numbers include United States Marine Corps.

Help Center

As part of Westat's contractual duties, a Help Center was set up during the data collection of the OPM FEVS to assist Federal employees with questions about the survey. Providing a Help Center ensures prompt, accurate, professional, and consistent handling of all inquiries. A Help Center also supports higher response rates during data collection by allowing respondents to obtain answers to questions, voice concerns, ensure the legitimacy of the survey, and remedy any technical issues with the survey. The Help Center served as a central point for coordinating and managing reported problems and issues. Employees could email their questions and concerns to Help Center staff. Twenty-nine email accounts were set up, one for each of the 27 large departments/agencies, one for the small/independent agencies, and one for the large independent agencies. Westat's Help Center staff included two trained team staff members, one Help Center supervisor, and one assistant Help Center supervisor, with all operations overseen by the data collection task manager. Members of the OPM FEVS staff handled email inquiries from Westat Help Center supervisors.

The Help Center opened with the launch of the first survey invitation on November 1st, 2021 and closed on the last day of the fielding period, December 10th, 2021. Hours of operation were 8:30 am to 5 pm Eastern Time, Monday through Friday. The Help Center was based out of the Westat campus in Rockville, Maryland.

Staff Training

The Help Center supervisor conducted a 2-hour staff training session prior to the launch of the survey. The training session included an introduction to the project, a review of the 2021 OPM FEVS Contractor Answer Book prepared by OPM, a technical session on how to use the Web-based Help Center Application (see next section for details on this application), and procedures for handling emails from employees. After the technical session, all trainees used test accounts and cases that were set up in a training version Web-based application to apply what they had learned in a set of example resolution exercises. The training session closed with questions from Help Center staff.

The formal 2-hour training was followed-up with one-on-one training sessions between the Help Center supervisors and the Help Center staff. One-on-one sessions further assisted the Help Center staff understand eligibility requirements and how to code dispositions properly. During the survey administration period, the Help Center supervisors frequently reviewed the survey support inboxes,

Help Center staff workload, and replies to respondents to ensure responses were not only timely, but also appropriate.

Web-Based Help Center Application

The Web-based Help Center Application, or Survey Management System (SMS), is an application that enables Help Center staff and members of the OPM FEVS staff to respond to emails, facilitate quick handling of respondent inquiries, and optimize technical assistance response times. The SMS managed email inquiries from survey participants and provided other support functions such as tracking disposition codes for the surveys, updating contact information, capturing real-time survey submissions, and generating response rate reports. The SMS was linked to the OPM survey platform, enabling Help Center staff to unsubscribe employees who explicitly refused to take the survey or who were designated as ineligible, so that they did not continue to receive reminder notifications. The SMS also automatically received response information in real-time from the survey platform to keep response rate reporting as accurate and up-to-date as possible. Cases for which the SMS could not provide real-time updates, were updated twice daily.

Response Rate Reporting Website

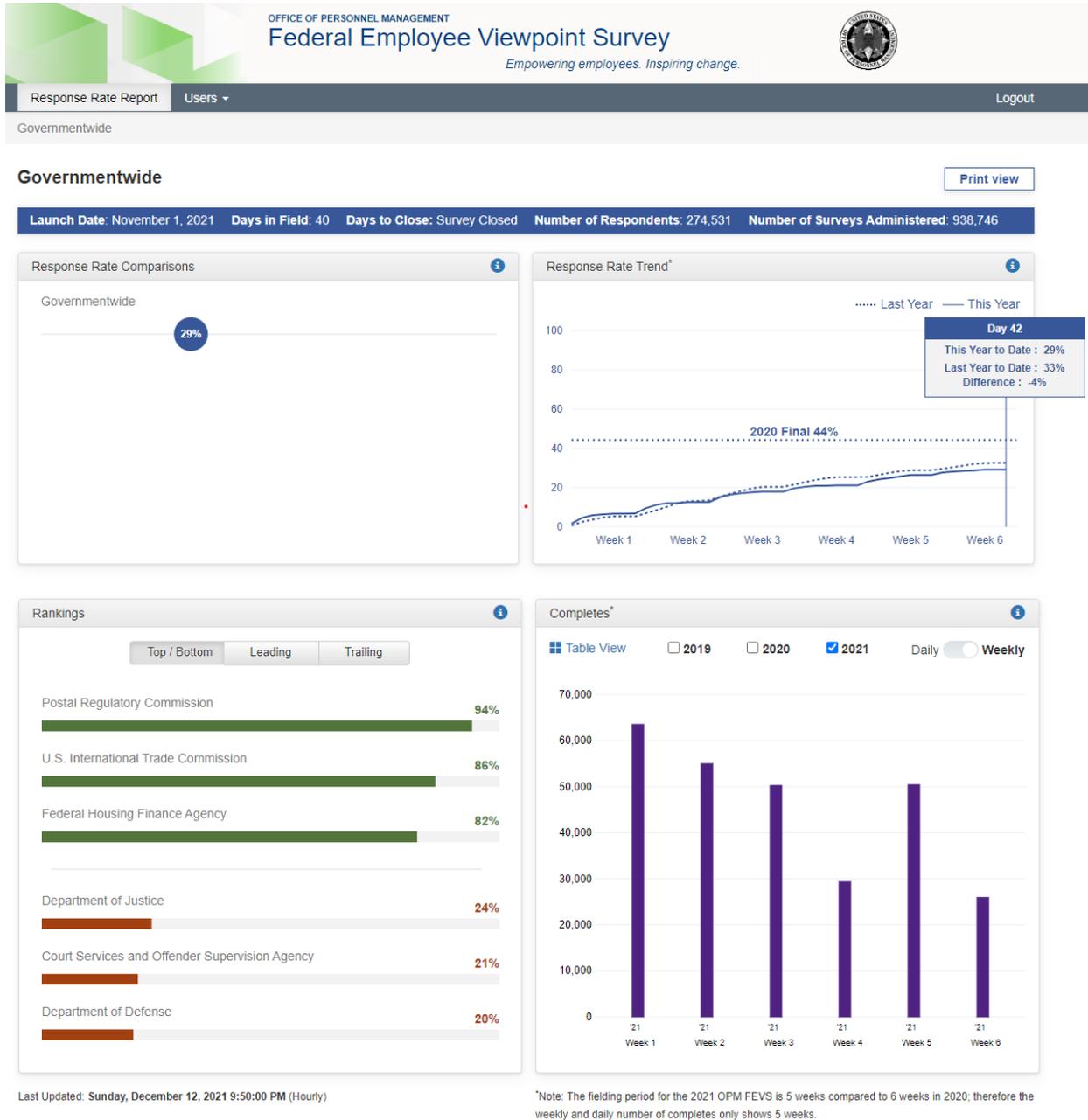
Beginning in 2014, OPM FEVS Points of Contact for agencies have access to a Response Rate Reporting Website to view their agency's survey completion rate information, updated hourly, during the data collection period.¹⁰ The 2021 website provided the following information: launch date of the survey, number of days in field and remaining sample size, number of completed surveys (based on an interim disposition code), and the response rate to date. It provided the final response rates for the previous survey administrations as well as the response rate to date in the same period of survey data collection for the previous year. Agency leaders could also drill down in their organization to view subagency response rates to identify where response rates were high as well as any subagencies that might be driving lower agency response rates.

Additionally, the Response Rate Reporting website provided a dashboard feature. It allowed agencies to graphically see response rates over time and in comparison to governmentwide—the top 3 and bottom 3 subagencies, the subagencies leading and trailing the previous agency response rate to date, number

¹⁰ The completion rate differs from the response rate as it does not take into consideration ineligible respondents and surveys submitted that do not meet completion criteria. It is the number of submitted surveys divided by the sample size.

of daily and weekly completes, and response rates with the option to show comparative data for the previous 2 years where applicable (see Figure 1). This information was intended to allow agency managers and executives to monitor and promote participation in the OPM FEVS.

Figure 1. Sample Views in OPM FEVS Response Rate Website



Help Center Operational Procedures

This section details the Help Center operational procedures, as well as the volume and types of inquiries received.

Emails

Figure 2 illustrates the operational procedures for handling emails at the Help Center. When an email was received within the SMS, the Help Center staff had the option to reply with an appropriate response from the OPM FEVS Contractor Answer Book or flag OPM for assistance. The Help Center processed over 250,000 emails within the Help Center SMS across the 29 email accounts (see Table 6).

Of the 252,590 emails received by the Help Center, 127,584 were undeliverable notifications, 119,705 were automated out-of-office replies, and 5,301 were inquiries or comments from individuals. Of the 127,584 undeliverable notifications, 49,459 were from unique respondents. Of the 119,705 automated out-of-office replies, Westat staff worked through and programmatically processed 100,736 from unique respondents to gather information to help assign final disposition codes to cases during survey closeout. Information from these emails helped to code a small percentage of the cases as ineligible or unavailable during the data collection period. Help Center staff reviewed all inquiries and comments in the inbox and determined that 4,317 of the 5,301 emails required a response. The other 984 emails consisted of comments from users who did not require a response, such as letting the Help Center know that the respondent intended to complete the survey or thanking Help Center staff for their assistance. Of the 4,317 emails that required a response, 353 (6.66 percent of the total) were flagged for OPM for additional assistance.

Figure 2. 2021 OPM FEVS Help Center email procedures

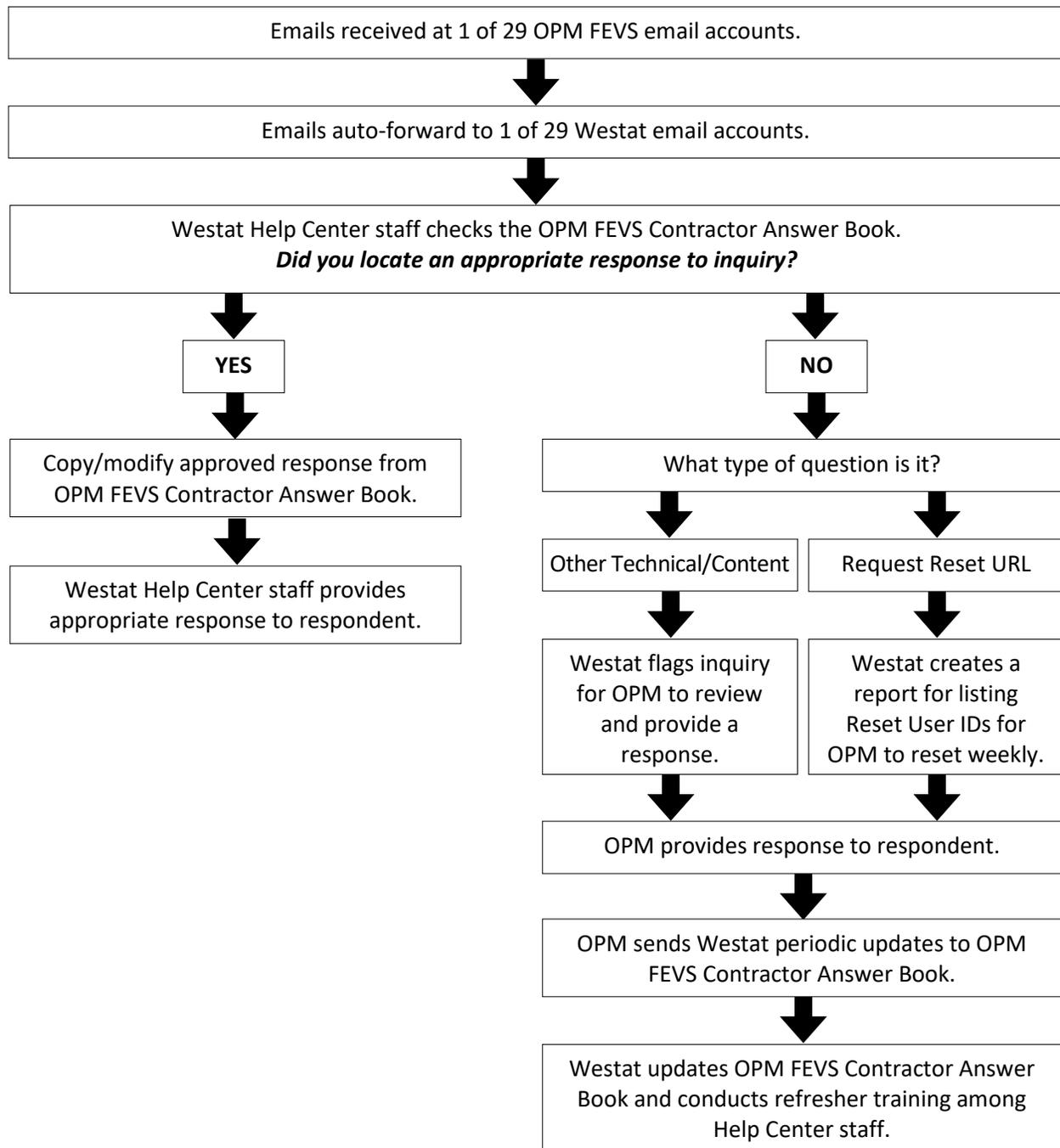


Table 6. Number of emails handled by Help Center and OPM, by agency

Agency	Folder				Total*
	Inbox	Out of Office	Undeliverable	Sent	
Department of Agriculture	847	4,671	1,662	752	7,275
Department of Commerce	396	2,475	3,062	319	6,010
Department of Defense					
United States Department of the Air Force	113	9,398	7,422	79	16,967
United States Department of the Army	464	16,225	24,380	367	41,166
United States Army Corps of Engineers	276	2,216	222	240	2,750
United States Department of the Navy	114	16,950	27,921	84	45,015
United States Marine Corps	46	2,959	5,117	29	8,139
OSD, Agencies and Activities	182	7,714	8,451	135	16,394
Department of Education	218	841	3	188	1,092
Department of Energy	152	1,617	1,074	105	2,890
Department of Health and Human Services	288	7,013	4,940	238	12,291
Department of Homeland Security	198	9,128	8,592	169	17,947
Department of Housing and Urban Development	205	1,673	961	170	2,874
Department of Justice	249	6,353	6,058	202	12,707
Department of Labor	74	2,278	1,503	52	3,877
Department of State	159	5,042	1,437	127	6,670
Department of the Interior	254	3,139	6,176	210	9,613
Department of the Treasury	109	4,165	7,280	90	11,573
Department of Transportation	67	2,505	895	54	3,480
Environmental Protection Agency	88	2,457	1,409	70	3,972
General Services Administration	129	2,479	1,469	102	4,104
National Science Foundation	15	239	199	9	459
Office of Management and Budget	26	70	109	20	211
Office of Personnel Management	38	497	321	29	865
Small Business Administration	119	655	9	101	801
Social Security Administration	119	2,081	4,996	100	7,215
U.S. Agency for International Development	64	1,100		32	1,196
Large independent agencies	176	2,724	1,018	146	3,948
Small independent agencies	116	1,041	898	98	2,073
Total	5,301	119,705	127,584	4,317	252,590

*Note: Overall total does not include sent items.

Types of Inquiries Received

The types of inquiries received are listed below and demonstrate the frequently asked questions that the Help Center responded to through email. The Help Center staff answered all inquiries using the appropriate response from the OPM FEVS Contractor Answer Book, which consisted of 65 questions, which mostly fell into the following categories:

- Individuals verifying the survey was legitimate;
- Individuals who had recently moved positions within the government;
- Individuals who had lost their survey URL;
- Individuals reporting they were no longer Federal employees;
- Individuals who had received a reminder from within their agency (not from OPM), who were not in the sample and therefore did not get a survey invitation, and were wondering how to take the survey;
- Individuals with questions about confidentiality, particularly for members of small subgroups;
- Individuals asking clarifying questions about survey content; and
- Individuals having difficulty accessing the survey.

Toll-Free Calls

The Help Center did not use a toll-free hotline in 2021, although the number used in previous years remained active. Mentions of the toll-free number were removed from communications with respondents. Calls would be sent directly to voicemail and messages returned within 1 business day. No calls were received during the data collection period, which were logged into the SMS.

Chapter 5: Data Cleaning and Weighting

This chapter outlines the data cleaning and recoding performed on the analysis dataset as well as weighting of survey cases to represent the Federal employee population.

Data Cleaning and Recoding

After data collection, the data cleaning and editing process involved assigning final disposition codes and recoding some of the variables for analysis purposes. Some demographic variables were recoded to report on collapsed categories, for example, the race and ethnicity variable was recoded as minority and non-minority.

Weighting

The process of weighting refers to the development of an analysis weight assigned to each respondent to the 2021 OPM FEVS. The weights are necessary to achieve the survey objective of making unbiased inferences regarding the perceptions of the entire Federal employee population. Without the weights, the OPM FEVS could result in biased population estimates. First, the 2021 OPM FEVS was a census in some strata and a probability sample in others (see Table 7 for agencies that were a sample versus a census). Hence, an employee's probability of being invited to participate in the OPM FEVS varied across agencies and agency subgroups. Because of the variable probabilities of selection across the subgroups, sample members in, for example, subgroup A each represent X number of Federal employees, whereas sample members in subgroup B, each represent Y number of employees. However, in practice, not everyone participates for a variety of reasons, ranging from technical issues to personal motivation. Since the OPM FEVS is voluntary, and there are cases that cannot be located (recipient is out of the office, undeliverable invites, etc.), biases can occur when some subgroups participate more or less than other subgroups. The use of weighted data attempts to account for these nonresponse biases when calculating the survey scores. Using weighted data results in statements that can be made about the Federal employee population as a whole, rather than limited to simply only those who responded to the survey.

For the 2021 OPM FEVS, the weighting process used the final disposition codes and information from the sampling frame. The disposition codes determined whether each employee returned a completed questionnaire, or if information obtained indicated the employee was ineligible to participate in the OPM FEVS. Variables used from the sampling frame include the stratum identifier and a set of demographic variables known for both respondents and non-respondents.¹¹

Statisticians used a three-step, industry-standard process to develop the full-sample weights. First, the process calculated base weights for each sampled employee equaling the reciprocal of each individual's selection probability. Second, statisticians adjusted the base weights for nonresponse within agency subgroups. Those adjustments inflate the weights of survey respondents to represent all employees in the subgroup, including non-respondents and ineligible employees. Third, statisticians used a procedure known as raking to ensure weighted distributions matched known population distributions by gender, sub-agency, and minority status within agencies. This technique can increase the precision of survey estimates. Unless otherwise noted, all 2021 OPM FEVS estimates use the full-sample weights. The full-sample weights were used to compute measures of precision by using Taylor linearization in all analyses. For statistical tests that may be conducted on Analysis on Demand (see Chapter 8), the measures of precision were computed by using replicate weights, which were developed using the Jackknife or JK_n method. See Appendix E for more information on the 2021 OPM FEVS weighting processes and Appendix F for an illustration of the weight adjustment.

¹¹ The sampling-frame variables were from administrative data in the EHRI-SDM database.

Table 7. List of agencies indicating a census or sample

Agency	Census or Sample
Department of Agriculture	Sample
Department of Commerce	Sample
Department of Defense	
United States Department of the Air Force	Sample
United States Department of the Army	Sample
United States Army Corps of Engineers	Census
United States Department of the Navy	Sample
United States Marine Corps	Census
OSD, Agencies and Activities	Sample
Department of Education	Census
Department of Energy	Census
Department of Health and Human Services	Sample
Department of Homeland Security	Sample
Department of Housing and Urban Development	Census
Department of Justice	Sample
Department of Labor	Census
Department of State	Census
Department of the Interior	Sample
Department of the Treasury	Sample
Department of Transportation	Sample
Environmental Protection Agency	Census
General Services Administration	Census
National Science Foundation	Census
Office of Management and Budget	Census
Office of Personnel Management	Census
Small Business Administration	Census
Social Security Administration	Sample
U.S. Agency for International Development	Census
Large independent agencies	Census
Small independent agencies	Census

Chapter 6: Data Analysis

This chapter outlines the statistical methodology used to analyze the 2021 OPM FEVS survey responses received from all 292,520 respondents.

Frequency Distributions

As in prior administrations, the primary data analysis in 2021 included calculating governmentwide, agency, and subagency frequency distributions for each survey question. In addition, analysts calculated frequency distributions for demographic groups and work-related characteristics. All percentages and statistical analyses used weighted data unless noted otherwise.

Distributions of Positive, Negative, and Neutral Responses

Many of the OPM FEVS items were on 5-point Likert-type response scales. Three such scales used:

(a) *Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree*; (b) *Very Satisfied, Satisfied, Neither Satisfied nor Dissatisfied, Dissatisfied, Very Dissatisfied*; and (c) *Very Good, Good, Fair, Poor, Very Poor*.

Analysts collapsed the positive and negative response options to facilitate managers' use of the data. Analysts produced governmentwide, agency, subagency, and other subgroup estimates of the collapsed positive and negative responses. The proportion of positive, neutral, and negative responses are as follows:

- **Percent Positive:** The combined percentages of respondents who answered Strongly Agree or Agree; Very Satisfied or Satisfied; or Very Good or Good, depending on the item's response categories.
- **Percent Neutral:** The percentage of respondents choosing the middle response option in the 5-point scale (Neither Agree nor Disagree, Neither Satisfied nor Dissatisfied, Fair).
- **Percent Negative:** The combined percentages of respondents answering Strongly Disagree or Disagree; Very Dissatisfied or Dissatisfied; or Very Poor or Poor, depending on the item's response categories.

Do Not Know and No Basis to Judge Responses

For items 5-8, 10-22, 24-27, 32-38, 48-53, 55-57 of the survey, respondents had the additional option of answering Do Not Know or No Basis to Judge. The responses Do Not Know or No Basis to Judge were not included in the calculation of response percentages for those items.

Agency Pandemic Response

A section on the COVID-19 pandemic was included in 2021 to allow evaluation of the continued impact of the pandemic on employee experiences and perceptions. Most items used the Likert-type score response options typically applied to core OPM FEVS survey items while question forty-seven asked employees to rate types of agency supports as ‘Needed and available to me’, ‘Needed, but not available to me’, and ‘Not needed by me now’. The survey item regarding current telework schedule was moved to this section as well.

Missing Data

Responses to all OPM FEVS items are voluntary. Since a survey is considered complete if only 25 percent or more of the non-demographic items have a response, there may be a number of cases with missing data. Any missing data, or unanswered items by respondents, were not included in the calculation of response percentages for those items.

Data Suppression

To maintain respondent confidentiality, all demographic results used suppression rules in 2021. If there were fewer than four responses for a single demographic response option, all results for that question were suppressed (see Table 8a). If there were fewer than four responses in multiple response options for a given demographic item, only those results were suppressed, and the remaining data were displayed (see Table 8b). Note, while the number of respondents (N) is shown in the Tables 8a and 8b for illustrative purposes, they were not shown in the reports to protect confidentiality.

Table 8a. Sample full data suppression

<i>What is your supervisory status?</i>	N	%
Non-Supervisor	50	--
Team Leader	25	--
Supervisor	15	--
Manager	8	--
Senior Leader	2	--
Total	100	--

Table 8b. Sample partial data suppression

<i>What is your supervisory status?</i>	N	%
Non-Supervisor	60	60%
Team Leader	25	25%
Supervisor	10	10%
Manager	3	--
Senior Leader	2	--
Total	100	--

Indices

The 2021 OPM FEVS reported three indices. These composite measures join specific observations (i.e., individual survey items) into more general dimensions or constructs, and include: Employee Engagement Index, the Global Satisfaction Index, and a Performance Confidence Index. The next sections review each index in turn.

Employee Engagement Index

The Employee Engagement Index is a measure of the conditions conducive to engagement. The index consists of 15 items grouped into three subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience (see Table 9).

Analysts calculated subindex scores by averaging the unrounded percent positive of each of the items in the subindex. Averaging the three unrounded subindex scores created the overall Employee Engagement score. Index and subindex scores were rounded for reporting purposes.

Table 9. Employee Engagement Index (15 items)

Employee Engagement Index (3 Subindices)	
Leaders Lead (5 items)	
32	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.
33	My organization's senior leaders maintain high standards of honesty and integrity.
34	Managers communicate the goals of the organization.
36	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?
37	I have a high level of respect for my organization's senior leaders.
Supervisors (5 items)	
27	Supervisors in my work unit support employee development.
28	My supervisor listens to what I have to say.
29	My supervisor treats me with respect.
30	I have trust and confidence in my supervisor.
31	Overall, how good a job do you feel is being done by your immediate supervisor?
Intrinsic Work Experience (5 items)	
2	I feel encouraged to come up with new and better ways of doing things.
3	My work gives me a feeling of personal accomplishment.
4	I know what is expected of me on the job.
6	My talents are used well in the workplace.
7	I know how my work relates to the agency's goals.

Global Satisfaction Index

Global Satisfaction Index is a combination of four items assessing employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work (see Table 10).

Analysts calculated the overall Global Satisfaction Index scores by averaging the unrounded percent positive of each of the four items. Index scores were rounded for reporting purposes.

Table 10. Global Satisfaction Index (4 items)

Global Satisfaction (4 items)	
23	I recommend my organization as a good place to work.
42	Considering everything, how satisfied are you with your job?
43	Considering everything, how satisfied are you with your pay?
44	Considering everything, how satisfied are you with your organization?

Performance Confidence Index

The Performance Confidence Index is a combination of five items assessing employees' perception of their work unit's ability to achieve goals and produce work at a high level (see Table 11). In the 2020

Governmentwide Management Report it is discussed as workplace effectiveness. The construct of 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.”¹² The OPM Survey Analysis team leveraged Wiley’s Performance Confidence Index as a starting point to develop a Performance Confidence Index for the OPM FEVS to capture the key perceptions Federal employees have regarding the performance of their agencies. A survey of Chief Human Capital Officers (CHCO) in 2017 and 2018 confirmed Performance Confidence as a critical dimension to include on future OPM FEVS administrations.

The original items used by Wiley were reviewed and modified to ensure meaningfulness for Federal employees. First was an extensive review of the literature, followed by a series of internal expert reviews that resulted in proposed revisions. To vet and refine the proposed content, a feedback survey and a series of virtual meetings were held with the Interagency OPM FEVS Improvements Workgroup, whose members span 15 Federal agencies. This input was crucial to ensure the relevance, applicability, and usability of the new index to the broad base of OPM FEVS constituents. Lastly, a series of cognitive interviews were conducted with OPM employees on items comprising the new index to identify and address any issues in item wording/clarity and response option selection.

The Performance Confidence items were tested as a part of the 2018 pilot survey data collection and finalized items were included on the 2019 and 2020 OPM FEVS (modified for COVID-19 pandemic). For the 2021 OPM FEVS it was included in the core section of the survey.

Table 11. Performance Confidence Index (5 items)

Performance Confidence (5 items)*	
14	Employees in my work unit meet the needs of our customers.
15	Employees in my work unit contribute positively to my agency’s performance.
16	Employees in my work unit produce high-quality work.
17	Employees in my work unit adapt to changing priorities.
19	Employees in my work unit achieve our goals.

*18 is skipped because the item, “My work unit successfully collaborated,” is not a part of the Performance Confidence index.

¹² Wiley, J. W., & Lake, F. (2014). Inspire, Respect, Reward: Re-framing leadership assessment and development. *Strategic HR Review*, 13(6), 221–226.
 Wiley, J. W. & Davis, S. L. (SIOP April 2017). *Leaders Employees Absolutely Love: Assessing and Developing the Next Generation of Successful Leaders*.
 Wiley, J. W. (2014). Using employee opinions about organizational performance to enhance employee engagement surveys: Model building and validation. *People and Strategy*, 36(4), 38.

Chapter 7: Public Release Data Files

Data Masking Methodology for Disclosure Avoidance

Starting in 2016, the OPM FEVS Public Release Data Files (PRDF) uses a new method to identify at-risk individuals, and an optimized masking process to reduce the risk of re-identification and disclosure of confidential survey responses while maximizing the amount of demographic data that can be kept intact. There are two key elements in the OPM FEVS data that can be used to identify individuals: where the employee works, and their demographic data. The combination of these two elements is what the Public Release Data File seeks to protect, and it does so in several steps.

1. Collapses agencies and work units that do not meet a minimum number of respondents, into “all other” categories. For 2021, we limited the work unit identifier to just the agency level, and only for agencies with at least 750 respondents.
2. Collapses categories to reduce the distinctiveness in the demographic data. For instance, collapsing the multiple age categories into a dichotomous Over/Under 40 variable helps protect the very small groups at the younger and older ends of the age groups.
3. Collapses at-risk groups into groups that are not at-risk by masking one or more of their demographic responses. For 2021, a group is considered at-risk if there are fewer than 5 respondents with the exact combination of demographics and work unit.

The combination of work unit and demographics creates what is called a “cell,” and it allows us to identify at-risk groups. The diagram below provides a depiction of a cell and its parts:

Cell	OMBABXB					
Breakdown	OM	B	A	B	X	B
Key	Agency Code	Minority Status	Sex	Disability Status	Supervisory Status	Veteran Status

A cell is compiled for every respondent. Frequencies are then run to identify which cells are at-risk and which ones are not. At-risk cells have subsequent cycles of masking applied until they either collapse into a cell that is not at risk, or all of the demographic information is masked, as demonstrated next.

Data Masking Procedure

Once the at-risk cells and not-at-risk cells are identified and separated, the masking procedure can begin. On the at-risk list, the original cell is copied with a modification—for a cell made up of five

demographics, that means there are five copies, each modified to “mask” one of the demographic values, meaning it is changed to missing.

Original	Demographic 1	Demographic 2	Demographic 3	Demographic 4	Demographic 5
OMBABXB	OM X ABXB	OMB X BXB	OMBA X XB	OMBAB X B	OMBAB X X

Each of these five modified cells is checked against the not-at-risk list of cells for a match. If a modified cell appears on the not-at-risk list, then the original cell that was at-risk will be replaced with that modified cell. By doing this, the respondents in the at-risk cell get added to the respondents in the not-at-risk cell, and they will not be considered at-risk going forward. In the case of multiple modified at-risk cells matching to multiple cells from the not-at-risk list, the not-at-risk cell with the smallest number of respondents is chosen as the replacement. The more people in a cell the more difficult it is to re-identify someone, so adding them to the smaller cell is the logical choice. In the case of a tie, the left-most modified cell is chosen.

For example, if modified cell 1 (OM**X**ABXB) and modified cell 5 (OMBAB**X**X) both have a match to not-at-risk cells, but modified cell 1 matches to a not-at-risk cell of seven people and modified cell 5 matches to a not-at-risk cell of eleven people, then modified cell 1 will be chosen to replace the original cell. In this example, the original cell, **OMBABXB** would be replaced with **OMXABXB**.

If there are no matches between any of the modified cells and the not-at-risk cells, then a default masking step is made—the left-most remaining demographic value will be masked.

Once all of the original at-risk cells are replaced with a newly masked cell, all cells are recounted, and at-risk and not-at-risk cells are divided again. The process repeats like this, with the sequentially modified cells and the default masking steps replacing demographics values until either a not-at-risk match is found, or all of the demographics are masked and there’s no more risk.

Original	Iteration 1	Iteration 2	Iteration 3	Iteration 4	Iteration 5
OMBABXB	OM X ABXB	OM XX BXB	OM XXX XB	OM XXXX B	OM XXXXX

Once there are no more at-risk cells, the final cell is broken back out into the individual demographic components that make it up, and all “X” values are removed. This is the data that appears in the final dataset. From here, anyone who attempts to identify an individual record using work unit and demographic information will be met with at least five identical individuals who meet that description.

Chapter 8: Presentation of Results

This chapter details the four types of reports that were produced from the 2021 OPM FEVS, as well as the tools for report dissemination and performing online analyses on demand. OPM distributed survey findings in the following four reports:

- Governmentwide reports
- All Levels, All Indices, All Items reports
- Annual Employee Survey (AES) reports
- Demographic Comparison reports

Table 12 shows a listing of the reports with the approximate number of each type produced.¹³ All generated reports are 508 compliant. The Governmentwide reports are on the 2021 FEVS public website (www.opm.gov/FEVS), and individual agency reports were distributed via the FEVS Online Analysis and Reporting Tool (WesDaX hosted by Westat). These reports are outlined in more detail in the sections below.

Table 12. 2021 OPM FEVS Reports

Report Type	Number of Reports			
	2018	2019	2020	2021
1. Governmentwide Reports	4	1	1	1
Governmentwide Management Report	1	1	1	1
2. All Levels, All Indices, All Items Reports	785	775	765	813
Agency level All Levels Reports	83	84	83	76
1 st level All Levels Reports	702	691	682	737
3. Annual Employee Survey (AES) Reports	785	775	765	816
Agency level AES Reports	85	86	85	81 ¹⁴
1 st level AES Reports	700	689	680	735 ¹⁵
4. Demographic Comparison Reports	892	876	1,118	896
WesDaX	Unlimited	Unlimited	Unlimited	Unlimited
Total	4,037	3,978	4,180	4,156

"--" indicates those reports were not produced for 2021

¹³ For the 2021 OPM FEVS, there was streamlined reporting. No Management reports or subagency reports were generated.

¹⁴ The number of Agency Level AES reports differ between the Agency All Levels reports due to 5 agencies having fewer than 10 responses. The former report is generated if there are at least 4 respondents, while the latter requires at least 10 respondents.

¹⁵ The number of 1st level report differ between the All Levels and AES reports based on the treatment of the DOD agencies. For All levels reports, USACE and USMC are treated as level 1's, but not for AES reports.

Governmentwide Reports

The 2021 Government Management Report includes an overview of the respondents compared to the total Federal workforce, response rates over time, highlights from the 2021 OPM FEVS, trending of the AES item results from 2016 to 2021, top-performing agencies on the various indices, and key results from the COVID-19 pandemic questions added to the survey. The report has two appendices which include participating agencies by employee population size and response rates, and respondent characteristics. Appendices in the Governmentwide Management Report also contain a link to download them in Microsoft® Excel.

Other governmentwide data reports generated include:

- *Report by Agency*: Displays question-by-question counts and percentages for each response option for the 2021, 2020, 2019, and 2018 OPM FEVS, **by participating agency** and governmentwide. Counts of respondents are unweighted, but the percentage estimates for each question are weighted.
- *Report by Demographics*: Displays question-by-question counts and percentages for each response option for the 2021, 2020, 2019, and 2018 OPM FEVS, **by demographic groups** and governmentwide. Counts of respondents are unweighted, but the percentage estimates for each response category are weighted.
- *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) for 2021, 2020, 2019, and 2018. Both respondent counts and percentage estimates are unweighted.
- *Response Rate by Agency*: Displays for each participating agency their size category, number of employees surveyed, number of respondents, and response rate.

All Levels, All Indices, All Items Reports

The All Levels, All Indices, All Items Reports provide a comprehensive summary of all OPM FEVS non-demographic items and index scores for agencies and their subcomponents with at least 10 respondents. It includes index and subindex scores for the Employee Engagement Index, Global Satisfaction Index, and Performance Confidence Index. It also includes the percent positive, neutral, and negative results for each non-demographic item across the subagencies. Results were weighted and can be benchmarked against the Governmentwide and agency size numbers. These reports were produced in Microsoft® Excel and were generated for agencies and subcomponents with at least 10 respondents.

Annual Employee Survey Reports

The Annual Employee Survey (AES) Report provides weighted agency data for all non-demographic items on the FEVS, with the 16 items mandated by 5 CFR Part 250 Subpart C denoted with an asterisk. These reports include the following:

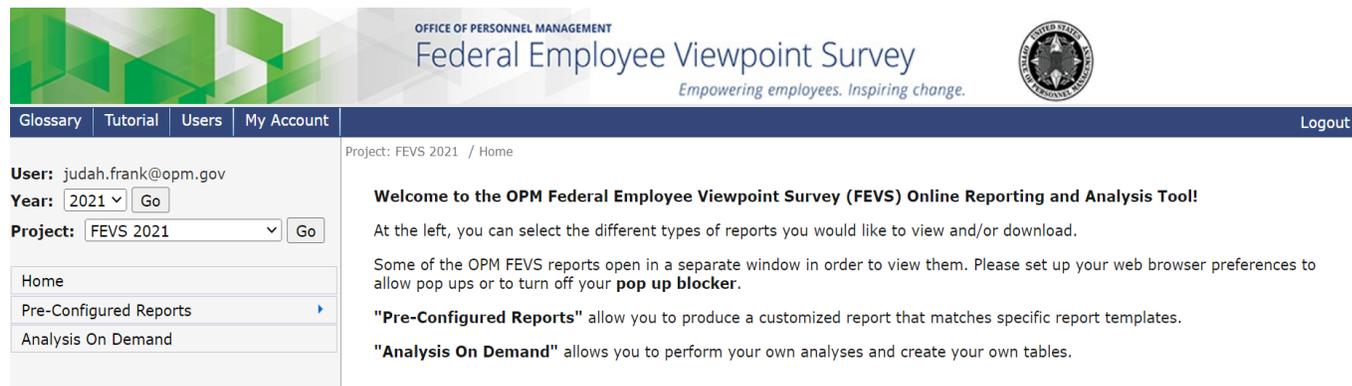
- number and proportion of responses in each response category,
- the proportion of positive and negative responses to each survey item (where relevant),
- the proportion of positive, neutral, and negative responses to each survey item (where relevant) for 2015 to 2021 historical data for trending,
- new items for 2021, including returning to the worksite planning,
- proportions of responses for the current telework schedule,
- agency-specific items,
- the unweighted percentages to the demographic questions.

The AES report was produced in Microsoft® Excel and generated for each of the participating agencies with at least 4 respondents, and for each of the 735 1st level subagencies with at least 10 respondents. Additionally, for the 51 agencies that added agency-specific items to the OPM FEVS, the results for these items were also included in the AES. The 2021 AES reports were made to meet Section 508 standards for accessibility and no longer included dashboards as did in previous years.

Delivery of Agency Results, Reports, & Ad Hoc Analyses – WesDaX

The FEVS Online Analysis and Reporting tool is run by Westat's Data Xplorer (WesDaX) and is an online query and analysis system. It allows OPM and Federal agency users to view and download their reports by following the links as illustrated in Figure 3. The online reporting system is available for users to access their data at any time.

Figure 3. FEVS Online Analysis and Reporting Tool—main menu



The following 2021 OPM FEVS reports are able to be viewed/downloaded using the FEVS Online Analysis and Reporting tool:

Governmentwide Reports:

Users are able to view/download the following PDF report:

- Governmentwide Management Report

Agency-Level Reports:

Users are able to view/download their agency-level reports. These include the following:

- Annual Employee Survey Report,
- All Levels, All Indices, All Items Report.

1st Level Reports:

Users are able to drill down and view/download for any 1st level subagency reports provided. These include the following:

- 1st Level Annual Employee Survey (AES) Report, and
- 1st Level All Levels All Indices All Items Reports.

Preconfigured Reports:

Users are able to manually configure many of the preceding agency reports to several formats, including PDF, Excel, HTML, and RTF. The following are available via a pre-configured report:

- All levels response rate reports.

Cart

Similar to online shopping carts, this feature allows users to add multiple reports from the different report options to a cart to download at one time. The feature zips all selected reports into one file for downloading to a location of the user's choice. In addition to being able to view and download the above reports through WesDaX, users have access to Analysis on Demand feature.

Analysis on Demand

This feature allows users to drill down into the data to explore relationships of interest. Users can subset the data by year, select variables from a list, and produce simple frequency distributions, two-way tables (cross-tabulation), three-way tables, and trend analysis (only for large agencies). A select-all feature allows users to be able to select or deselect all variables from a list.

After selecting the year(s), users can choose the type of table for a simple frequency, or two-way or three-way table or trends over time. They can also select their variables of interest, as well as types of statistics desired (e.g., weighted number of responses, cell, row, or column percentages, standard errors, confidence intervals, etc.). It should be noted that statistical analysis such as standard errors, confidence intervals, chi-square tests and significance testing for trends are only available for large agencies. Optional features are to filter the data by a subagency, demographic, or responses to an item, and/or benchmark to compare results to the entire dataset or specific agencies. A set of video tutorials facilitate use of Analysis on Demand: <https://www.dataexplorer.com/Public/TutorialFEVS.aspx>.

Users can tailor the type of analysis to their interests and download the analysis output. Queries are automatically saved, and users are able to view/download the results upon logging in. This feature allows users to be able to run multiple queries simultaneously and not have any time-out issues. The twenty most recent queries are automatically saved for users.

Users can share queries with all users from their agency. They can share queries with users from their own subagency or users from other subagencies within the same agency. For example, a user from the Office of the Director of OPM can share queries within their own component and with users from the Office of the Inspector General of OPM. This sharing feature helps minimize the need to recreate queries that are commonly used.

Since 2014, users can create charts from results in Analysis on Demand. Users were able to select various chart types (bar, pie, donut, line, and area), chart size, color palette, and data cells. Users could specify to include or exclude the data values within the chart. For 2021, new folders include:

- Agency Pandemic Response
- Survey Item 46, Telework Schedule

Figure 4 provides the main menu for Analysis on Demand displaying the new folders for 2021.

Figure 4. FEVS Online Analysis and Reporting Tool — Analysis on Demand Main Menu

OFFICE OF PERSONNEL MANAGEMENT
Federal Employee Viewpoint Survey
Empowering employees

Glossary | Tutorial | Users | My Account

User: judah.frank@opm.gov
Year: 2021 Go
Project: FEVS 2021 Go

Home
Pre-Configured Reports
Analysis On Demand

Project: FEVS 2021 / Analysis On Demand
Current Selections:
1. Subset 2. Table Type 3. Variables 4. Table Contents 5. Filter

Specify the variable
Click the checkbox in the Variable List, then click the ' > ' arrow button below

Search [] Go

Variable List:

- Demographics
- Survey Items Pos
- Survey Items 3-Point Pos-Neu-Neg
- Survey Items 5-Point All Response Options
- Survey Item 11, Performer
- Agency Pandemic Response
- Survey Item 46, Telework Schedule
- Agency-Specific Survey Items
- Survey Year
- Agency/Subagency

Account Access

All agency level and 1st level points of contacts (POC) and users were carried over from 2020 and provided access to 2021 data. POCs also have the capability to grant access to the online reporting tool to others in their agency. This access could be given for all agency results or to only certain 1st level subagencies. For 1st level access, the individual would only be able to view or review data for their 1st level subagency, the agency overall, and governmentwide results.

Summary of Quality Control Process

To ensure the highest accuracy and validity of the data, each number within each report goes through two levels of quality control (QC) by Westat. The first level of QC for the reports is the electronic quality control with the use of SAS® software. Two programmers create the numbers independently based on a set of pre-defined specifications and then electronically compared the numbers to ensure they matched. The second level of QC is performed by staff members who compare the input (SAS-produced results) to the output (the actual report with the data incorporated into it). While each type of report has a different QC process due to the different types of data, the general process is the same. Staff members are put into teams of two to ensure the highest level of accuracy when comparing data. One staff member reads off each number from the input data, and the other staff member reads off the number from the output data. If they match, a check mark is placed by the number. If they do not match, they inform the QC manager, who relays the error to the project manager and programmers to get it fixed. If the error is due to a problem with the code, the output data reports are re-run and the staff members go back and QC the new reports. The QC manager keeps all finished reports in a locked filing cabinet to ensure security in case there is a need to review them.

Appendix A: Item Change Summary

OPM FEVS items were modified in 2021 for a variety of reasons, often to improve the interpretation, understanding, or actionability of the items. These changes are in this appendix. Also included in this appendix are changes to item numbering from the 2020 to 2021 OPM FEVS for items in the core survey.

Table A1. 2021 OPM FEVS Item Text Changes

2021 Item #	New Item Text (2021)	Change	2020 Item #	Previous Item Text (2020)
45	<p>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.)?</p> <ul style="list-style-type: none"> <input type="radio"/> 100% of my work time <input type="radio"/> At least 75% but less than 100% <input type="radio"/> At least 50% but less than 75% <input type="radio"/> At least 25% but less than 50% <input type="radio"/> Less than 25% <input type="radio"/> I have not been physically present at my agency worksite during the pandemic 	Text change	39	<p>During the COVID-19 pandemic, on average what percentage of your work time have you been physically present at your agency worksite (including headquarters, bureau, field offices, etc.)?</p> <ul style="list-style-type: none"> <input type="radio"/> 100% of my work time <input type="radio"/> At least 75% but less than 100% <input type="radio"/> At least 50% but less than 75% <input type="radio"/> At least 25% but less than 50% <input type="radio"/> Less than 25% <input type="radio"/> I have not been physically present at my agency worksite during the pandemic
46	<p>Please select the response that BEST describes your current teleworking schedule.</p>	Text change	40	<p>Please select the response that BEST describes your teleworking schedule (1) BEFORE the COVID-19 pandemic, (2) DURING the PEAK of the pandemic, and (3) AS OF the date you responded to this survey.</p>

2021 Item #	New Item Text (2021)	Change	2020 Item #	Previous Item Text (2020)
N/A	Not an item in the 2021 OPM FEVS.	Not included	41	<p>What type(s) of leave have you used because of the pandemic? (Mark all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Leave under the Emergency Paid Sick Leave Act (part of the Families First Coronavirus Response Act) <input type="checkbox"/> Annual leave <input type="checkbox"/> Sick leave <input type="checkbox"/> Weather and safety leave <input type="checkbox"/> Administrative leave <input type="checkbox"/> Other paid leave (e.g., comp time, credit hours) <input type="checkbox"/> Unpaid leave (e.g., LWOP) <input type="checkbox"/> I have not used leave because of the pandemic [If selected, skip 41a, this response choice is exclusive]
N/A	Not an item in the 2021 OPM FEVS.	Not included	41a	<p>During the COVID-19 pandemic, what percentage of your total work time have you used leave because of the pandemic?</p> <ul style="list-style-type: none"> <input type="radio"/> 100% of my work time <input type="radio"/> At least 75% but less than 100% <input type="radio"/> At least 50% but less than 75% <input type="radio"/> At least 25% but less than 50% <input type="radio"/> Less than 25%
N/A	Not an item in the 2021 OPM FEVS.	Not included	42	<p>How have you changed your participation in alternative work schedules (AWS) because of the COVID-19 pandemic? Examples of AWS include compressed work and flexible work schedule.</p> <ul style="list-style-type: none"> <input type="radio"/> I began an alternative work schedule <input type="radio"/> I ended my usual alternative work schedule <input type="radio"/> No change because of the pandemic

2021 Item #	New Item Text (2021)	Change	2020 Item #	Previous Item Text (2020)
47	How has your organization supported you during the COVID-19 pandemic? For each support listed, choose the best response from one of the 3 columns: (1) those supports you needed and have been available to you, (2) those needed but not available to you, and (3) those supports you have not currently needed.	Text change	43	How has your organization supported your well-being needs during the COVID-19 pandemic? For each support listed, choose the best response from one of the 3 columns: (1) those supports you needed and have been available to you, (2) those needed but not available to you, and (3) those supports you have not currently needed.
48	My organization's senior leaders demonstrate commitment to employee health and safety.	Text change	44	During the COVID-19 pandemic my organization's senior leaders have demonstrated commitment to employee health and safety.
49	My organization's senior leaders support policies and procedures to protect employee health and safety.	Text change	45	During the COVID-19 pandemic my organization's senior leaders have supported policies and procedures to protect employee health and safety.
50	My organization's senior leaders provide effective communications about what to expect with the return to the physical worksite.	Text change	46	During the COVID-19 pandemic my organization's senior leaders have provided effective communications about the pandemic.
51	My supervisor shows concern for my health and safety.	Text change	47	During the COVID-19 pandemic my supervisor has shown concern for my health and safety.
52	My supervisor supports my efforts to stay healthy and safe while working.	Text change	48	During the COVID-19 pandemic my supervisor has supported my efforts to stay healthy and safe while working.
53	My supervisor creates an environment where I can voice my concerns about staying healthy and safe.	Text change	49	During the COVID-19 pandemic my supervisor has created an environment where I can voice my concerns about staying healthy and safe.
N/A	Not an item in the 2021 OPM FEVS.	Not included	50	How has your organization supported your work during the COVID-19 pandemic? For each support listed choose the best response from one of the 3 columns: (1) those supports you needed and have been available to you, (2) those you needed but not available to you, and (3) those supports you have not currently needed.

2021 Item #	New Item Text (2021)	Change	2020 Item #	Previous Item Text (2020)
N/A	Not an item in the 2021 OPM FEVS.	Not included	54	Prior to the COVID-19 pandemic, my work unit... ...met the needs of our customers. ...contributed positively to my agency's performance. ...produced high-quality work. ...adapted to changing priorities. ...successfully collaborated. ...achieved our goals.
14-19	Employees in my work unit... ...meet the needs of our customers. ...contribute positively to my agency's performance. ...produce high-quality work. ...adapt to changing priorities. ...successfully collaborate. ...achieve our goals.	Text change	55	During the COVID-19 pandemic, my work unit... ...has met the needs of our customers. ...has contributed positively to my agency's performance. ...has produced high-quality work. ...has adapted to changing priorities. ...has successfully collaborated. ...has achieved our goals.
55	My agency's leadership updates employees about return to the worksite planning.	New item	N/A	Not asked on the 2020 OPM FEVS.
56	In plans to return more employees to the worksite, my organization has made employee safety a top priority.	Text change	56	In the phased return of employees to the agency worksite (i.e., opening up government), my organization has made employee safety a top priority.
N/A	Not an item in the 2021 OPM FEVS.	Not included	58	How satisfied are you with the Telework program in your agency?
N/A	Not an item in the 2021 OPM FEVS.	Not included	59	Which of the following Work-Life programs have you participated in or used at your agency in the last 12 months? (Mark all that apply)
N/A	Not an item in the 2021 OPM FEVS.	Not included	60-64	How satisfied are you with the following Work-Life programs in your agency? 60. Alternative Work Schedules 61. Health and Wellness Programs 62. Employee Assistance Program – EAP 63. Child Care Programs 64. Elder Care Programs

2021 Item #	New Item Text (2021)	Change	2020 Item #	Previous Item Text (2020)
N/A	Not an item in the 2021 OPM FEVS.	Not included	65	<p>Which of the following paid and unpaid child care arrangements have you used to perform your work responsibilities during the COVID-19 pandemic? (Mark all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> I do not have any child care responsibilities <i>[response choice is exclusive]</i> <input type="checkbox"/> No arrangements needed to manage child care responsibilities (e.g., older children) <i>[response choice is exclusive]</i> <input type="checkbox"/> Child care in my own home (e.g., other parent, relative, nanny, au pair) <input type="checkbox"/> Alternative work arrangement (e.g., telework, flexible work schedule) <input type="checkbox"/> Child Care Center <input type="checkbox"/> Paid Leave <input type="checkbox"/> Unpaid Leave <input type="checkbox"/> Child care in someone else’s home (e.g., relative or neighbor, professional child care provider) <input type="checkbox"/> Respite care (temporary care of a sick or disabled child, providing relief for their usual caregiver) <input type="checkbox"/> Agency emergency back-up care program <input type="checkbox"/> Resource and referral services for dependent child care <input type="checkbox"/> Other services / arrangements

2021 Item #	New Item Text (2021)	Change	2020 Item #	Previous Item Text (2020)
N/A	Not an item in the 2021 OPM FEVS.	Not included	66	<p>Which of the following paid and unpaid elder/adult care arrangements have you used to perform your work responsibilities during the COVID-19 pandemic? (Mark all that apply)</p> <p><input type="checkbox"/> I do not have any elder/adult care responsibilities <i>[response choice is exclusive]</i></p> <p><input type="checkbox"/> No arrangements needed to manage elder/adult care responsibilities (e.g., elder can manage tasks of everyday living) <i>[response choice is exclusive]</i></p> <p><input type="checkbox"/> Alternative work arrangement (e.g., telework, flexible work schedule)</p> <p><input type="checkbox"/> Elder/adult day care center</p> <p><input type="checkbox"/> Paid Leave</p> <p><input type="checkbox"/> Unpaid Leave</p> <p><input type="checkbox"/> Long term care insurance</p> <p><input type="checkbox"/> Respite care (temporary care of a sick or disabled adult/elder, providing relief for their usual caregiver)</p> <p><input type="checkbox"/> Other services / arrangements</p>
N/A	Not an item in the 2021 OPM FEVS.	Not included	67	During the COVID-19 pandemic, how disruptive have school closures/changes been to your ability to do your work?
N/A	Not an item in the 2021 OPM FEVS.	Not included	68	During the COVID-19 pandemic, how disruptive have changes to your children's day care been to your ability to do your work?

2021 Item #	New Item Text (2021)	Change	2020 Item #	Previous Item Text (2020)
N/A	Are you considering leaving your organization within the next year, and if so, why?	Text change	N/A	<p>Please select the response that best describes your intention to leave your organization (1) before the COVID-19 pandemic and (2) today (the date you responded to this survey).</p> <p>Are you considering leaving your organization within the next year, and if so, why?</p>
N/A	Not an item in the 2021 OPM FEVS.	Not included	N/A	<p><i>[In the previous question if a respondent's answers differed between "Before the COVID-19 pandemic" and "Today," they be presented with the question below. If respondent's answers did not differ, this item will be skipped.]</i></p> <p>Has your intention to leave your organization within the next year changed because of the COVID-19 pandemic?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>
N/A	I am planning to retire:	Text change	N/A	<p>Please select the response that best describes your retirement plans (1) before the COVID-19 pandemic and (2) today (the date you responded to this survey).</p> <p>I am planning to retire:</p>
N/A	Not an item in the 2021 OPM FEVS.	Not included	N/A	<p><i>[In the previous question if a respondent's answers differed between "Before the COVID-19 pandemic" and "Today," they be presented with the question below. If respondent's answers did not differ, this item will be skipped.]</i></p> <p>Has your retirement plan changed because of the COVID-19 pandemic?</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>

Table A2. 2020 vs 2021 OPM FEVS Item Numbering (Non-COVID)

Any item with “—” in either column was not included in the OPM FEVS survey for that year.

OPM FEVS Item (Non-COVID)	2020 OPM FEVS #	2021 OPM FEVS #
I am given a real opportunity to improve my skills in my organization.	1	1
I have enough information to do my job well.	—	—
I feel encouraged to come up with new and better ways of doing things.	2	2
My work gives me a feeling of personal accomplishment.	3	3
I like the kind of work I do.	—	—
I know what is expected of me on the job.	4	4
When needed I am willing to put in the extra effort to get a job done.	—	—
I am constantly looking for ways to do my job better.	—	—
I have sufficient resources (for example, people, materials, budget) to get my job done.	—	—
My workload is reasonable.	5	5
My talents are used well in the workplace.	6	6
I know how my work relates to the agency's goals.	7	7
The work I do is important.	—	—
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	—	—
My performance appraisal is a fair reflection of my performance.	—	—
I am held accountable for achieving results.	—	—
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	8	8
My training needs are assessed.	—	—
In my most recent performance appraisal, I understood what I had to do to be rated at different levels (for example, Fully Successful, Outstanding).	—	—
The people I work with cooperate to get the job done.	9	9
My work unit is able to recruit people with the right skills.	—	—
Promotions in my work unit are based on merit.	—	—
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	10	10
In my work unit poor performers usually:	11	11
In my work unit, differences in performance are recognized in a meaningful way.	12	12
Awards in my work unit depend on how well employees perform their jobs.	—	—
Employees in my work unit share job knowledge with each other.	—	—
The skill level in my work unit has improved in the past year.	—	—
How would you rate the overall quality of work done by your work unit?	—	—
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	13	13
Employees have a feeling of personal empowerment with respect to work processes.	—	—

OPM FEVS Item (Non-COVID)	2020 OPM FEVS #	2021 OPM FEVS #
Employees in my work unit meet the needs of our customers.	54a	14
Employees in my work unit contribute positively to my agency's performance.	54b	15
Employees in my work unit produce high quality work.	54c	16
Employees in my work unit adapt to changing priorities	54d	17
Employees in my work unit successfully collaborate	54e	18
Employees in my work unit achieve our goals	54f	19
Employees are recognized for providing high quality products and services.	14	20
Creativity and innovation are rewarded.	—	—
Pay raises depend on how well employees perform their jobs.	—	—
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring)	—	—
Employees are protected from health and safety hazards on the job.	15	21
My organization has prepared employees for potential security threats.	—	—
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	—	—
Prohibited Personnel Practices are not tolerated.	—	—
My agency is successful at accomplishing its mission.	16	22
I recommend my organization as a good place to work.	17	23
I believe the results of this survey will be used to make my agency a better place to work.	18	24
My supervisor supports my need to balance work and other life issues.	19	25
My supervisor provides me opportunities to demonstrate my leadership skills.	—	—
Discussions with my supervisor about my performance are worthwhile.	—	—
My supervisor is committed to a workforce representative of all segments of society.	20	26
My supervisor provides me with constructive suggestions to improve my job performance.	—	—
Supervisors in my work unit support employee development.	21	27
My supervisor listens to what I have to say.	22	28
My supervisor treats me with respect.	23	29
In the last six months, my supervisor has talked with me about my performance.	—	—
I have trust and confidence in my supervisor.	24	30
Overall, how good a job do you feel is being done by your immediate supervisor.	25	31
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	26	32
My organization's senior leaders maintain high standards of honesty and integrity.	27	33
Supervisors work well with employees of different backgrounds.	—	—
Managers communicate the goals of the organization.	28	34

OPM FEVS Item (Non-COVID)	2020 OPM FEVS #	2021 OPM FEVS #
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	—	—
Managers promote communication among different work units (for example, about projects, goals, needed resources).	29	35
Managers support collaboration across work units to accomplish work objectives.	—	—
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	30	36
I have a high level of respect for my organization's senior leaders.	31	37
Senior leaders demonstrate support for work-life programs.	32	38
How satisfied are you with your involvement in decisions that affect your work?	33	39
How satisfied are you with the information you receive from management on what's going on in your organization?	34	40
How satisfied are you with the recognition you receive for doing a good job?	35	41
How satisfied are you with the policies and practices of your senior leaders?	—	—
How satisfied are you with your opportunity to get a better job in your organization?	—	—
How satisfied are you with the training you receive for your present job?	—	—
Considering everything, how satisfied are you with your job?	36	42
Considering everything, how satisfied are you with your pay?	37	43
Considering everything, how satisfied are you with your organization?	38	44

Appendix B: 2021 Federal Employee Viewpoint Survey Instrument

My Work Experience

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. I am given a real opportunity to improve my skills in my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I feel encouraged to come up with new and better ways of doing things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My work gives me a feeling of personal accomplishment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I know what is expected of me on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
5. My workload is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My talents are used well in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I know how my work relates to the agency's goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My Work Unit

9. The people I work with cooperate to get the job done.
- Strongly Agree
 - Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree
10. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- Strongly Agree
 - Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree
 - Do Not Know
11. In my work unit poor performers usually:
- Remain in the work unit and improve their performance over time
 - Remain in the work unit and continue to underperform
 - Leave the work unit - removed or transferred
 - Leave the work unit - quit
 - There are no poor performers in my work unit
 - Do Not Know
12. In my work unit, differences in performance are recognized in a meaningful way.
- Strongly Agree
 - Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree
 - Do Not Know
13. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.
- Strongly Agree
 - Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree
 - Do Not Know

Employees in my work unit...

Item Text	Always	Most of the time	Sometimes	Rarely	Never	No Basis to Judge
14. ...meet the needs of our customers.	<input type="radio"/>					
15. ...contribute positively to my agency's performance.	<input type="radio"/>					
16. ...produce high-quality work.	<input type="radio"/>					
17. ...adapt to changing priorities.	<input type="radio"/>					
18. ...successfully collaborate.	<input type="radio"/>					
19. ...achieve our goals.	<input type="radio"/>					

My Agency

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
20. Employees are recognized for providing high quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Employees are protected from health and safety hazards on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. My agency is successful at accomplishing its mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. I recommend my organization as a good place to work.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

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

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Do Not Know

My Supervisor

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
25. My supervisor supports my need to balance work and other life issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. My supervisor is committed to a workforce representative of all segments of society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Supervisors in my work unit support employee development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
28. My supervisor listens to what I have to say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. My supervisor treats me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. I have trust and confidence in my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. Overall, how good a job do you feel is being done by your immediate supervisor?

- Very Good
- Good
- Fair
- Poor
- Very Poor

Leadership

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
32. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. My organization's senior leaders maintain high standards of honesty and integrity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Managers communicate the goals of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Managers promote communication among different work units (for example, about projects, goals, needed resources).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

- Very Good
- Good
- Fair
- Poor
- Very Poor
- Do Not Know

37. I have a high level of respect for my organization's senior leaders.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Do Not Know

38. Senior leaders demonstrate support for Work-Life programs.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Do Not Know

My Satisfaction

Item Text	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
39. How satisfied are you with your involvement in decisions that affect your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. How satisfied are you with the information you receive from management on what's going on in your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. How satisfied are you with the recognition you receive for doing a good job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Considering everything, how satisfied are you with your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Considering everything, how satisfied are you with your pay?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Considering everything, how satisfied are you with your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Agency Pandemic Response

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
- At least 75% but less than 100%
- At least 50% but less than 75%
- At least 25% but less than 50%
- Less than 25%
- I have not been physically present at my agency worksite during the pandemic

46. Please select the response that BEST describes your current teleworking schedule.

- I telework every work day
- I telework 3 or 4 days per week
- I telework 1 or 2 days per week
- I telework, but only about 1 or 2 days per month
- I telework very infrequently, on an unscheduled or short-term basis
- 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)
- I do not telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking
- 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
- I do not telework because I choose not to telework

47. How has your organization supported you during the COVID-19 pandemic?

For each support listed, choose the best response from one of the 3 columns: (1) those supports you needed and have been **available** to you, (2) those needed but **not available** to you, and (3) those supports you have not currently needed.

Item Text	Needed and available to me	Needed, but <i>not</i> available to me	Not needed by me now
Expanded telework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expanded work schedule flexibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expanded leave policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clear guidance on COVID-19 vaccination protocols	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appropriate physical health resources (e.g., access to COVID-19 testing) at my agency worksite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timely communication about possible COVID-19 exposure at my agency worksite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social distancing in my agency worksite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraged use of personal protective equipment (PPE) or other safety equipment in my agency worksite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleaning and sanitizing performed regularly in my agency worksite to reduce risk of COVID-19 illness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A well-ventilated worksite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clear guidance on quarantine requirements after any COVID-19 exposure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My organization's senior leaders...

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Basis to Judge
48. ...demonstrate commitment to employee health and safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. ...support policies and procedures to protect employee health and safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. ...provide effective communications about what to expect with the return to the physical worksite.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My supervisor...

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Basis to Judge
51. ...shows concern for my health and safety.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. ...supports my efforts to stay healthy and safe while working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. ...creates an environment where I can voice my concerns about staying healthy and safe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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
- No
- Other

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
55. My agency's leadership updates employees about return to the worksite planning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. In plans to return more employees to the worksite, my organization has made employee safety a top priority.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. Based on my organization's handling of the COVID-19 pandemic, I believe my organization will respond effectively to future emergencies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Employment Demographics

The Federal Government is committed to promoting a workplace characterized by diversity and inclusion. Given that policy, we are soliciting responses to the following items. Your response is **voluntary, confidential**, and will be used to enhance the federal government's understanding of the diversity of its workforce.

Where do you work?

- Headquarters
- Field
- Full-time telework (e.g., home office, telecenter)

What is your supervisory status?

- Senior Leader: You are the head of a department/agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment, and typically is a member of the Senior Executive Service or equivalent.
- Manager: You are in a management position and supervise one or more supervisors.
- Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval.
- Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
- Non-Supervisor: You do not supervise other employees.

What is your pay category/grade?

- Federal Wage System (for example, WB, WD, WG, WL, WM, WS, WY)
- GS 1-6
- GS 7-12
- GS 13-15
- Senior Executive Service
- Senior Level (SL) or Scientific or Professional (ST)
- Other

What is your US military service status?

- No Prior Military Service
- Currently in National Guard or Reserves
- Retired
- Separated or Discharged

Are you:

- The spouse of a current active duty service member of the U.S. Armed Forces
- 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
- The widow(er) of a service member killed while on active duty in the U.S. Armed Forces
- None of the categories listed *[If selected, will skip the next item]*

Have you been hired under the Military Spouse Non-Competitive Hiring Authority?

- Yes
- No

How long have you been with the Federal Government (excluding military service)?

- Less than 1 year
- 1 to 3 years
- 4 to 5 years
- 6 to 10 years
- 11 to 14 years
- 15 to 20 years
- More than 20 years

How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

- Less than 1 year
- 1 to 3 years
- 4 to 5 years
- 6 to 10 years
- 11 to 14 years
- 15 to 20 years
- More than 20 years

Are you considering leaving your organization within the next year, and if so, why?

- No
- Yes, to retire
- Yes, to take another job within the Federal Government
- Yes, to take another job outside the Federal Government
- Yes, other

I am planning to retire:

- Less than 1 year
- 1 year
- 2 years
- 3 years
- 4 years
- 5 years
- More than 5 years

Personal Demographics

The Federal Government is committed to promoting a diverse and inclusive workplace. Response to items in this section is entirely **voluntary, confidential**, and will be used only to enhance the federal government's understanding of the diversity of its workforce.

Are you of Hispanic, Latino, or Spanish origin?

- Yes
- No

Please select the racial category or categories with which you most closely identify. (Mark all that apply)

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White

What is your age group?

- 25 and under
- 26-29 years old
- 30-39 years old
- 40-49 years old
- 50-59 years old
- 60 years or older

What is the highest degree or level of education you have completed?

- Less than High School
- High School Diploma/GED or equivalent
- Trade or Technical Certificate
- Some College (no degree)
- Associate's Degree (e.g., AA, AS)
- Bachelor's Degree (e.g., BA, BS)
- Master's Degree (e.g., MA, MS, MBA)
- Doctoral/Professional Degree (e.g., Ph.D., MD, JD)

Are you an individual with a disability?

- Yes
- No

Are you:

- Male
- Female

Are you transgender?

- Yes
- No

Which one of the following do you consider yourself to be?

- Straight, that is not gay or lesbian
- Gay or Lesbian
- Bisexual
- Something else

Appendix C: Test Items

Test Items - Introduction

To keep the survey current and responsive to government priorities, the OPM FEVS team often tests possible new content. The next section includes new questions covering several topic areas of governmentwide interest. By participating in the test, you will help us improve the survey and determine new content for the OPM FEVS in 2022 and beyond.

Please answer the item below and let us know if agree to volunteer time to assist in developing new OPM FEVS content. If you select “yes,” you will have the opportunity to view and participate in the test items. If you select “no,” you will be taken to the end of the survey where you can submit your responses.

Are you willing to participate in the Test Items section?

- Yes
- No *[If selected, will skip to the end of the survey]*

The proposed items appear on this survey as a test only. Your responses will be extremely useful to assessing their utility as possible additions to future surveys.

State of Engagement

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
My job inspires me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work I do gives me a sense of accomplishment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a strong personal attachment to my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I identify with the mission of my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important to me that my work contribute to the common good.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Paid Parental Leave

The next few items ask about the Paid Parental Leave benefit available to Federal employees. The benefit provides up to 12 weeks of Paid Parental Leave to covered Federal employees in connection with the birth or placement (for adoption or foster care) of a child occurring on or after October 1, 2020. Employees may only use Paid Parental Leave upon invoking FMLA (see CPM2020-10). The proposed items appear on this survey as a test only. Your responses will be extremely useful to assessing their utility as possible additions to future surveys.

Have you used the Paid Parental Leave benefit at any point from October 1, 2020 to today?

- Yes
- No, did not have a qualifying event
- No, I was not aware of the leave although I had a qualifying event
- No, I chose not to use the leave although I had a qualifying event
- No, I had a qualifying event (e.g., birth of a child), but was not eligible to use the leave
- No, I had a qualifying event, but I used all my FMLA leave previously

The item below will only be visible if 'yes' was selected for the item 'Have you used the Paid Parental Leave benefit at any point from October 1, 2020 to today?'.

For what purpose did you use Paid Parental Leave? Choose all that apply.

- Birth of a child
- Placement of a child for adoption
- Placement of a child for foster care

The item below will only be visible if 'yes' was selected for the item 'Have you used the Paid Parental Leave benefit at any point from October 1, 2020 to today?'.

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 [if selected, will skip the next item]
- At least 8 weeks but less than 12 weeks
- At least 6 weeks but less than 8 weeks
- At least 3 weeks but less than 6 weeks
- Less than 3 weeks

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
- Previous use of FMLA leave reduced the amount of Paid Parental Leave available to me
- Meeting FMLA eligibility requirements limited the amount of FMLA leave available to use within my FMLA 12-month period
- Did not feel I could be away from job responsibilities for a full 12 weeks
- Concerned about the impact using the leave would have on my career advancement
- Did not feel that my coworkers supported my use of all 12 weeks of the leave
- Did not feel that my supervisor supported my use of all 12 weeks of the leave
- Other reason

Diversity, Equity, Inclusion, and Accessibility

The OPM FEVS team has developed survey content aligning with the June 2021 Executive Order on Diversity, Equity, Inclusion, and Accessibility (EO 14035). The proposed items appear on this survey as a test only. Your responses will be extremely useful to assessing their utility as possible additions to future surveys.

Diversity: The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities. (Source: EO 14035)

My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Do Not Know

My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Do Not Know

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. (Source: EO 14035)

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Basis to Judge
I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Inclusion: The recognition, appreciation, and use of the talents and skills of employees of all backgrounds (Source: EO 14035). Items in this section consider relevant aspects of the workplace, specifically, Belonging, Unique, and Involved.

Employees in my work unit...

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Basis to Judge
...include me in networking and office events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...treat me as a valued member of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...make me feel I belong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...care about me as a person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am comfortable expressing opinions that are different from other employees in my work unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees in my work unit are open to differing viewpoints.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my work unit, people's differences are respected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can be successful in my organization being myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When needed, my supervisor asks for my perspective on work-related matters.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

My supervisor involves me in decisions that affect my work.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Senior leaders seek input (e.g., listening sessions, surveys) from employees of all different backgrounds.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Do Not Know

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. (Source: EO 14035)

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Basis to Judge
I can easily make a request of my organization to meet my accessibility needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization responds to my accessibility needs in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization meets my accessibility needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographic Item Test

Items are included on the OPM FEVS to allow for the evaluation of diversity and inclusion in Federal workplaces. In keeping with survey goals of responsiveness to government policies, priorities, and advances in research, the OPM FEVS team is testing possible revisions to existing items. Please take a few minutes to respond to the following.

Note: Multiple forms of items related to sexual orientation and gender identity appear next. Each is being tested to help make decisions about future survey content.

Form 1:

What sex were you assigned at birth?

- Male
- Female

Do you currently describe yourself as male, female, or transgender? (Select one)

- Male
- Female
- Transgender
- None of these

Which of the following best represents how you think of yourself? (Select one)

- Straight, that is, not lesbian or gay
- Lesbian or gay
- Bisexual
- Something else
- I don't know

Form 2:

What is your gender?

- Male
- Female
- Non-binary/Third Gender
- I use another term
- Prefer not to say

Do you identify as transgender?

- Yes
- No
- Prefer not to say

What is your sexual orientation?

- Straight/Heterosexual
- Gay or Lesbian
- Bisexual
- Queer
- I use another term
- Prefer not to say

Appendix D: Email Communications

Sample Invitation Email

Subject: 2021 OPM Federal Employee Viewpoint Survey

As a Federal employee, you have faced many unique workplace conditions during the ongoing pandemic. The 2021 Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS) continues to be responsive to the many challenges you may have experienced in the past year. Many of the COVID-19 pandemic items from 2020 have been retained, and you will have the opportunity to respond to new **test** items covering a variety of topics, including items related to Diversity, Equity, Inclusion, and Accessibility. Your participation in the survey will help agency leadership understand how employees continue to work through the COVID-19 pandemic, help your agency prepare for the future and contribute toward assuring future OPM FEVS are responsive to government priorities.

Today the 2021 OPM FEVS kicks off, providing you a safe and confidential way to voice your opinions. Please take 20 to 30 minutes to complete the survey. Participation is voluntary and you may use official time.

Here is your **confidential** link: %[Click here to access your survey]URL%

Please do not forward your email. Otherwise, someone else will be your voice!

Note: If the link above does not work or has been disabled, please COPY the following link, beginning with "https:", and PASTE it into your Web browser (try different web browsers if necessary). When copying the link, please make sure you copy the entire link from beginning to end: %URL%

Need help?

We are committed to providing you with a voice. If the survey format interferes with your ability to respond due to a disability, such as assistive technology incompatibility, or if you are experiencing other difficulties accessing your survey or have questions about the OPM FEVS, please contact our Survey Support Center by replying to this message.

The OPM FEVS team thanks you!

First Reminder Email

Subject: 2021 OPM Federal Employee Viewpoint Survey

We ask that you please take 20 to 30 minutes to participate in the Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS) and let your leadership know your perceptions of your work and workplace, including how the COVID-19 pandemic continues to impact you and your work. Your participation in the survey will also give you the opportunity to help shape future OPM FEVS, with your response to test items covering a range of topics including Diversity, Equity, Inclusion, and Accessibility. The survey is voluntary, and you may use official time to complete it.

Here is your *confidential* link: %[Click here to access your survey]URL%

Please do not forward your email. Otherwise, someone else will be your voice!

Note: If the link above does not work or has been disabled, please COPY the following link, beginning with "https:", and PASTE it into your Web browser (try different web browsers if necessary). When copying the link, please make sure you copy the entire link from beginning to end: %URL%

Need help?

We are committed to providing you with a voice. If the survey format interferes with your ability to respond due to a disability, such as assistive technology incompatibility, or if you are experiencing other difficulties accessing your survey or have questions about the OPM FEVS, please contact our Survey Support Center by replying to this message.

The OPM FEVS team thanks you!

%[Click here to unsubscribe from future OPM FEVS reminders]UNSUBSCRIBE%

Example of Other Reminder Emails

Subject: 2021 OPM Federal Employee Viewpoint Survey

This is your last opportunity to participate in the 2021 Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS). The survey will close at the end of this week.

Take this opportunity to share feedback with your agency and help shape the future OPM FEVS by participating in test items included in this year's survey. When the Federal workforce speaks with one voice, leadership listens. Add your voice TODAY!

Here is your *confidential* link: %[Click here to access your survey]URL%

Please do not forward your email. Otherwise, someone else will be your voice!

Note: If the link above does not work or has been disabled, please COPY the following link, beginning with "https:", and PASTE it into your Web browser (try different web browsers if necessary). When copying the link, please make sure you copy the entire link from beginning to end: %URL%

Need help?

We are committed to providing you with a voice. If the survey format interferes with your ability to respond due to a disability, such as assistive technology incompatibility, or if you are experiencing other difficulties accessing your survey or have questions about the OPM FEVS, please contact our Survey Support Center by replying to this message.

The OPM FEVS team thanks you!

Appendix E: AAPOR Response Rate

The following presents the calculation of the OPM FEVS response rate using the AAPOR Response Rate 3 (RR3) formula.

Table E1. Case Assignment Allocation to Response Rate Groups, by the AAPOR RR3 Method

Response Rate (RR) Group	AAPOR RR3 Method Allocation	AAPOR RR3 Method Counts
Eligible Respondents (ER)	CO	292,520
Eligible Non-respondents (ENR)	UA, RF, IN	9,845
Unknown Eligibility (UNK)	UD, NR, NE	599,208
Ineligible (IE)	IE	37,065
Total		938,638

AAPOR Response Rate 3 formula:

Number of eligible employees returning completed surveys / (Number of known eligible employees + estimated number of eligible employees among cases of unknown eligibility):

$$RR3_{AAPOR} = ER / (ER + ENR + UNK_{elig}) * 100,$$

where UNK_{elig} = the estimated number of eligible cases among cases of unknown eligibility. It was calculated as follows:

$$P_{elig} = (ER + ENR) / (ER + ENR + IE) = \text{proportion of eligible cases among cases of known eligibility}$$

$$P_{elig} = (292,520 + 9,845) / (292,520 + 9,845 + 37,065)$$

$$P_{elig} = 0.890802227$$

$$UNK_{elig} = P_{elig} * UNK = 0.890802227 * 599,208 = 533,776$$

Thus,

$$RR3_{AAPOR} = 292,520 / (292,520 + 9,845 + 533,776) * 100$$

$$RR3_{AAPOR} = 292,520 / 836,141 * 100$$

$$RR3_{AAPOR} = \mathbf{35.0 \text{ percent}}$$

Appendix F: Weighting of the Survey Data

Base Weights

The base weight for a sampled employee is equal to the reciprocal of an individual's selection probability. The sample frame for each agency was a list of all employees in the agency who were eligible for the survey. Within each major agency frame, employees were grouped (stratified) by the lowest desired work unit and by executive status (see Sample Design section of main report). The total number of resulting subgroups (strata) created by the stratification was 860, with $H=860$ representing the total number of subgroups and h indexing a particular subgroup. Thus, there were H nonoverlapping groups consisting of N_h employees in each subgroup so that

$$N = \sum_{h=1}^H N_h$$

where N is the total frame count—that is, the number of employees listed in the agency sample frame.

Within each subgroup a random sample was selected without replacement. The probability of selection varied by subgroup to ensure adequate representation of subgroup members in the sample. Given this design, the base weight for the i^{th} sample employee in subgroup h was calculated as:

$$w_{hi} = \frac{N_h}{n_h}$$

where n_h is the sample size for the h^{th} subgroup and N_h is the frame count for the h^{th} subgroup.

For each employee classified in subgroup h , the base weight is the ratio of the total number of employees in the subgroup to the subgroup sample size (equals the inverse of the probability of selection). The base weight is attached to each sample unit (employee) in the data file. Note that n_h is the number of employees initially sampled in subgroup h —all sample members, not just survey responders, receive a base weight.

Survey Nonresponse Adjustment

Some sample members did not respond to the survey, usually because they chose not to participate, they considered themselves ineligible, or their surveys were undeliverable. Adjustments to the base weights reduce the bias in survey estimates that can occur when the respondent population and the survey population no longer match on important characteristics. In other words, the adjustments generally increase the base weights of respondents to account for non-respondents.

Nonresponse (NR) adjustments were calculated separately for individual agencies or sets of subagencies. Prior to 2015, NR adjustments were calculated separately for each agency. Since 2015 - 2021, nonresponse adjustments have been calculated separately for subagencies that have 2,500 or more employees and for an agency's set of subagencies that each has fewer than 2,500 employees. Within each agency, weighting cells were constructed to group respondents and non-respondents with similar characteristics into the same cells for adjustment. The variables used to form the weighting cells included a sub-agency identifier, supervisory status, sex, minority status, age group, tenure as a Federal employee, full- or part-time status, and location (headquarters vs. field office). Large subgroups were divided into smaller weighting cells to increase variation across the cells. A categorical search algorithm was used to divide the data into smaller cells, with the goal of having response rates differ as much as possible across the cells. Cells with similar response rates were combined when necessary to achieve a minimum cell size of 30 respondents.

For the 2006 survey administration, the algorithm called CHAID (Chi-squared Automatic Interaction Detector; Kass, 1980) was used to divide the data into smaller cells. For the 2008, 2010, 2011- 2016 survey administrations, the chi algorithm in the Search software developed and maintained by the University of Michigan was used. The chi algorithm is an ancestor of CHAID. For the 2017 - 2021 survey administration, the CHAID option of SAS's PROC HPSPLIT procedure was used to divide the data into smaller cells.

After the weighting cells were formed, statisticians calculated two nonresponse adjustment factors. The following formula was used to compute the first nonresponse adjustment factor for each weighting cell:

$$f_c^{1,nr} = \frac{\sum_{i \in ER_c} w_i + \sum_{i \in ENR_c} w_i + \sum_{i \in I_c} w_i + \sum_{i \in U_c} w_i}{\sum_{i \in ER_c} w_i + \sum_{i \in ENR_c} w_i + \sum_{i \in I_c} w_i}$$

where $\sum_{i \in ER_c} w_i$ is the sum of base weights for eligible respondents in weighting cell c , $\sum_{i \in ENR_c} w_i$ is the sum of base weights for eligible non-respondents in weighting cell c , $\sum_{i \in I_c} w_i$ is the sum of base weights for known ineligible in weighting cell c , and $\sum_{i \in U_c} w_i$ is the sum of base weights for non-respondents of unknown eligibility in weighting cell c . The first adjustment factor was used to distribute the base weights of non-respondents of unknown eligibility to units of known eligibility. The statisticians refer to this type of weight adjustment as a Type 1A weight adjustment (see Appendix F). This was achieved by multiplying the base weights of eligible respondents, known ineligibles, and non-respondents known to be eligible by the first adjustment factor and setting the final weight of the non-respondents of unknown eligibility to zero.

The following formula was used to compute the second nonresponse adjustment factor for each weighting cell:

$$f_c^{2,nr} = \frac{\sum_{i \in ER_c} w'_i + \sum_{i \in ENR_c} w'_i}{\sum_{i \in ER_c} w'_i}$$

where w'_i is the adjusted weight resulting from multiplying the base weight for unit i by the first adjustment factor. The second adjustment factor was used to distribute the adjusted weights of non-respondents of known eligibility to the eligible respondents. The statisticians refer to this type of adjustment as a Type 1B adjustment. (See Appendix F) The final weights were calculated by multiplying the base weights of the eligible respondents by both adjustment factors and by setting the final weight of the non-respondents of known eligibility to zero. Thus, the nonresponse adjusted weights were $w_i^{nr} = f_c^{1,nr} \times w_i$ for known ineligibles and $w_i^{nr} = f_c^{1,nr} f_c^{2,nr} \times w_i$ for eligible respondents.

Raking

The precision of survey estimates is improved if known information about the total population is used during the weighting process. For the final stage of weighting, statisticians used a method called raking that incorporated available information on the demographic characteristics of the 2021 OPM FEVS sample population. For this third adjustment step, the sample file was subset to include only eligible respondents and known ineligibles. Then, the adjusted base weights were further adjusted so they sum

to control totals computed from the sampling-frame variables. The known ineligible are included in raking because the control totals computed from the sampling frame variables also include ineligible. At the conclusion of raking, however, only the final weights of the eligible respondents are used with the collected survey data to compute weighted estimates.

The raking procedure was carried out in a sequence of alternating adjustments. Weighted counts for eligible respondents plus known ineligible were arrayed into two dimensions. The first dimension was formed by the crossing of agency, sex, and minority status. The second dimension was formed by truncating the stratum identifier to four characters, and in some cases further collapsing the resulting stratum-based cells. The actual population count was known for each cell in those two dimensions. Weighted counts of eligible respondents plus known ineligible were produced for the first dimension, and then the weights were adjusted to reproduce the population counts. Those adjusted weights were then used to produce counts for the second dimension. The weighted counts of eligible respondents plus known ineligible were compared with population counts for the second dimension, and the weights were adjusted again to reproduce population counts. This process of alternately adjusting for one, then the other, dimension was repeated until the survey distributions for the two dimensions equaled the population control counts for both dimensions, within a specified level of precision. That is, the sum of the weights for each raking dimension was acceptably close to the corresponding population total.

The final raked weight for the i^{th} respondent was computed as:

$$\tilde{w}_i^R = \tilde{f}_i^R w_i^{nr}, i \in s_g$$

where \tilde{f}_i^R is the product of the iterative adjustments (in each dimension group, s_g) applied to the i^{th} sample employee. The final weight equals the number of people in the survey population the i^{th} respondent represents. The weights for the eligible respondents were added to the data file. When the weights are used in data analysis, they improve the precision and accuracy of survey estimates.

Full sample versus Replicate Weights

For the 2004, 2006, and 2008 FHCS, *full-sample weights* were used to calculate standard errors and to perform statistical tests when the Taylor linearization method is used. For the 2010-2021 administrations, full-sample weights and Taylor linearization were still used for all analyses, except *replicate weights* were used for statistical analysis conducted on Analysis on Demand. Replicate weights were used because these trend analyses were also available on demand in WesDaX, Westat's online query and analysis system.

WesDaX uses the jackknife method to determine standard errors and to perform statistical tests, which requires the calculation of sets of *replicate weights*. The replicate weights were calculated by the JK_n method, which randomly assigns cases to groups, referred to as *variance units*, within sets of sampling strata, referred to as *variance strata*. The sampling strata for a particular agency were assigned to variance strata based on stratum response rates. Each set of replicate weights corresponds to deleting one variance unit and then recalculating the weights based on the remaining variance units. The nonresponse and calibration adjustments for the 2010-2021 OPM FEVS were replicated in each set of replicate weights. Consequently, standard errors calculated by using the jackknife method correctly accounts for the effects of weight adjustment on the variance of survey estimates.

Example:

The remainder of this appendix presents a numerical example of the three-step weighting procedure. For this example, we assume that all the units in the sampling frame are eligible cases. Consequently, this example does not include any adjustments for cases of unknown eligibility.

Table F1 shows how the population is partitioned into five strata, and strata 4 and 5 are combined. The rightmost column of Table F1 contains the base weights by stratum. For example, the base weight for stratum 1 is $13,470 / 950 = 14.179$.

Table F1. Population counts, sample sizes, selection probabilities, and base weights

Stratum	Population count	Sample size	Selection probability	Base weight
1	13,470	13,470	1	1
2	12,300	12,300	1	1
3	22,980	22,980	1	1
4	450	450	1	1
4/5	} 1,250			
5				
Total	50,000	50,000	13,470/13,470	13,470/13,470

Table F2 contains the number of respondents by strata and the associated response rates. The rightmost column of Table F2 contains the sum of the base weights for all the respondents in each stratum. For example, for stratum 1 the sum of the base weights is $5,671 \times 1 = 5,671$. However, this is not close to the stratum population size of 13,470 for stratum 1 shown in Table E1. If the response rate were 100 percent in stratum 1, then the sum of the base weights for all respondents in a stratum would equal the stratum’s population size. Because the response rate is not 100%, adjustments to the weights to compensate for nonresponse will be calculated.

Table F2. Sample, Respondents, Response Rates, and Base Weighted Totals

Stratum	Sample size	Number of respondents	Response rate	Base weight total for respondents
1	13,470	5,671	0.421	5,671
2	12,300	4,526	0.368	4,526
3	22,980	9,192	0.400	9,192
4/5	1,250	540	0.432	540
Total	50,000	19,929	0.405	19,929

One of the sampling-frame variables contains location information—that is, headquarters or field—about each case. Table F3 shows how respondents can be assigned to nonresponse-adjustment cells on the basis of location and then associated response rates and nonresponse adjustment factors calculated. For example, for the Field location, the nonresponse adjustment factor would be the reciprocal of the response rate of 0.310 for a 3.226 nonresponse adjustment factor. By using the reciprocal of the response rate, the nonresponse adjustment factor will be greater than or equal to one, so multiplying the base weight for a respondent by a nonresponse adjustment factor increases it so it represents both the respondent and associated non-respondents. The base weights are then multiplied by the adjustment factors, yielding the nonresponse-adjusted weights shown in Table F4.

Table F3. Response rates by location

Location	Number of respondents	Response rate	Nonresponse adjustment factor
Headquarters	12,320	0.500	2.000
Field	7,609	0.310	3.226
Total	19,929	0.405	1/0.310

Table F4. Nonresponse adjusted weights

Stratum	Base weight	Adjustment factor		Adjustment weight	
		HQ	Field	HQ	Field
1	1	2.000	3.226	2.000	3.226
2	1	2.000	3.226	2.000	3.226
3	1	2.000	3.226	2.000	3.226
4/5	1	2.000	3.226	2.000	3.226

In Table F5, the second column from the right contains the sum of the nonresponse-adjusted weights for all the respondents in the eight cells defined by stratum and location. The rightmost column of Table F5 contains the cell’s population size. The corresponding entries for the stratum totals in the two columns are not equal because of the variability in response rates across the four strata within each nonresponse adjustment cell, defined by location. If there had been no cross-stratum variability of responses rates within a nonresponse adjustment cell, the corresponding stratum totals in the two columns would have been equal to each other.

Table F5. Unweighted and weighted counts for respondents and population counts by stratum and location

Stratum	Location	Unweighted count for respondents		Weighted count for respondents		Population count
1	HQ	4,324		8,648		7,880
1	Field	1,347		4,345		5,590
Total for 1		5,671		12,993	↔	13,470
2	HQ	1,681		3,362		3,752
2	Field	2,845		9,178		8,548
Total for 2		4,526		12,540	↔	12,300
3	HQ	5,249		10,498		10,915
3	Field	3,943		12,720		12,065
Total for 3		9,192		23,218	↔	22,980
4/5	HQ	394		788		800
4/5	Field	146		471		450
Total for 4/5		540		1,259	↔	1,250
Grand Totals		19,929	394*2	50,011		50,000

Table F6 illustrates two iterations of raking of the weights using stratum and sex as raking dimensions. The objective of such raking is to adjust the weights so that the sum of the weights for all the respondents in each stratum equals the stratum’s population control total and also the sum of the weights for all the respondents of each sex equals the sex’s population control total.

Table F6. Raking of weights using stratum and sex as ranking dimensions

Iteration 1

Stratum	Weighted count	Population count	Raking factor
1	12,993	13,470	1.037
2	12,540	12,300	0.981
3	23,218	22,980	0.990
4/5	1,259	1,250	0.993
Total	50,011	50,000	

← 13,470/12,993

→ Multiply weights by raking factors to get new weights and produce distribution by sex.

Sex	Weighted count	Population count	Raking factor
Male	21,900	23,500	1.073
Female	27,000	26,500	0.981
Total	48,900	50,000	

→ Calculate new weights using raking factors and produce distribution by group.

Iteration 2

Stratum	Weighted count	Population count	Raking factor
1	13,416	13,470	0.996
2	12,325	12,300	1.002
3	23,003	22,980	1.001
4/5	1,253	1,250	1.002
Total	49,996	50,000	

Sex	Weighted count	Population count	Raking factor
Male	23,400	23,500	1.004
Female	26,400	26,500	1.004
Total	49,800	50,000	

Iterations continue until weighted counts are close or equal to population counts.

Appendix G: Illustration of Weight Adjustment Operations

Table G1. Values of status variables

Status	Description
0	Case where the initial weight should not be changed
1	Eligible respondents
2	Eligible non-respondents
3	Ineligible
4	Unknown eligibility status

Table G2. Sums of weights used to define Type 1A and Type 1B Nonresponse Adjustments

Sums of weights	Status
$S_1 = \sum wgt_{status=1}$	Eligible Respondents
$S_2 = \sum wgt_{status=2}$	Eligible Non-respondents
$S_3 = \sum wgt_{status=3}$	Ineligible
$S_4 = \sum wgt_{status=4}$	Unknown (non-respondents)

Figure G1. Type 1A Nonresponse Adjustment

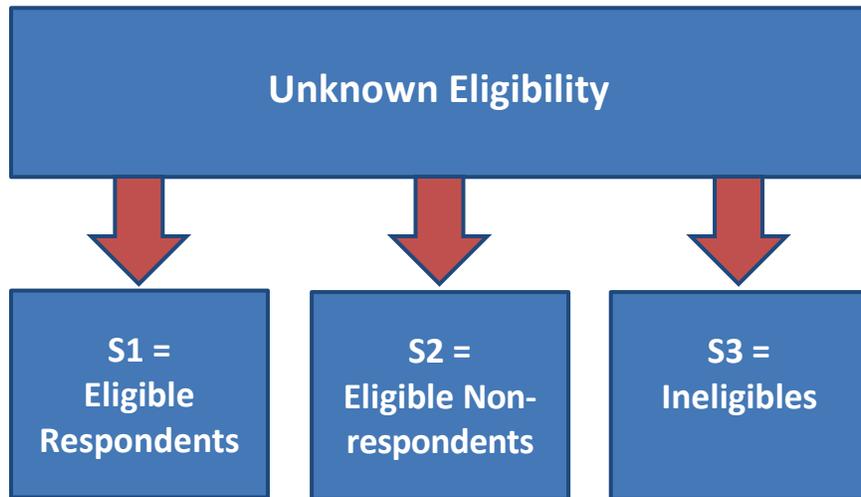


Figure G2. Type 1B Nonresponse Adjustment

