2022 Office of Personnel Management

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

Technical Report

REVISED EDITION APRIL 2025

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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 2022 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.

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[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 122-item survey covers the following dimensions, topic areas, programs, and demographics:

- My Work Experience,

- My Work Unit,

- My Organization,

- My Supervisor,

- Leadership,

- My Satisfaction,

- *[Redacted in response to Executive Order (EO) 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]*,

- Employee Experience

- Pandemic, Transition to the Worksite, Workplace Flexibilities,

- Paid Parental Leave,

- 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. In 2021, a section related to the COVID-19 pandemic and return to the worksite was added. For the 2022 survey, this section was maintained, however with fewer questions than were asked on the 2021 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 2022 OPM FEVS included permanently employed, non-political, non-seasonal, full- or part-time and phase retirement Federal employees who were employed as of November 2021. The survey population for the 2022 OPM FEVS is primarily made up of permanent, full- and part-time employees, as well as employees in phased retirement. In 2022, expanded eligibility was maintained 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 2022 OPM FEVS was a governmentwide census. For more details on how this sample was drawn, please see Chapter 5 below.

The total sample size for the 2022 OPM FEVS was 1,582,112 employees compared to 938,638 in 2021 and 1,555,717 in 2020. The 2022 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 2022 OPM FEVS, include the Department of Veterans Affairs (VA), National Aeronautics and Space Administration (NASA), the U.S. Security and Exchange Commission (SEC), and U.S. African Development Foundation (USADF).

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 2022 OPM FEVS, the sampling frame consisted of 1,689,258 Federal employees in pay status as of November 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 1,689,258 employees, but after cleaning procedures, including removing people who were no longer an employee of an agency, the final survey population size was 1,582,112 Federal employees.

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[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, and Department of State Foreign Service employees.

[4] http://www.fedscope.opm.gov/datadefn/aehri_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 2022 survey instrument was revised from the version administered in 2021. A section related to the COVID-19 pandemic was maintained, however with fewer questions than asked on the 2021 OPM FEVS. OPM FEVS items required in regulation and those in regularly reported indices (Employee Engagement, Global Satisfaction, and Performance Confidence) were retained for the 2022 survey, as were demographic sections. Several new topic areas and items tested in prior survey administrations were added to the 2022 survey. A complete list of item changes, including COVID-19 items, to the 2022 OPM FEVS is available in Appendix A.

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[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 2022 OPM FEVS was conducted via the Web and was 508 compliant.[8] The 122-item survey included 20 demographic questions and 104 items that were grouped into twelve 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 2022 OPM FEVS survey.

2022 OPM FEVS topic areas:

- **My Work Experience:** Items 1–13 addressed employees' personal work experiences and opinions.

- **My Work Unit:** Items 14–34 addressed employees' opinions regarding cooperation, recruitment, quality, and performance management in their work unit.

- **My Organization:** Items 35–44 covered agency policies and practices related to job performance, performance appraisals, workplace *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]* and fairness, as well as perceptions of employees' personal empowerment, safety, and preparedness. This section also addressed employees' views of their agency.

- **My Supervisor:** Items 45–54 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 55–64 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.

- **My Satisfaction:** Items 65–70 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.

- *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]*.

- **Employee Experience**: Items 85–89 askes about employees' experience of they experience their work and what motivates them.

- **Pandemic, Transition to the Worksite, Workplace Flexibilities:** Items 90–99 addressed the continuing impact of the COVID-19 pandemic and decisions related to returning to the worksite.

- **Paid Parental Leave**: Items 100–104 asked about the experiences of using the new paid parental leave benefit for employees who indicated they had used it.

- **Employment Demographics:** covered employee information, such as location of employment (headquarters vs. field), supervisory status, pay category/grade, military service status, Federal

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[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.

employment tenure, agency tenure, and separation intentions from government such as retirement.

- **Personal Demographics:** covered personal information, such as ethnicity, race, age group, education, disability status, *[Redacted in response to EO 14168 Defending Women From Gender Ideology Extremism and Restoring Biological Truth to the Federal Government]*.

In addition to the 122 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 58 agencies opted to add agency-specific items, for a total of 445 questions.

After answering all the survey items described above, 2022 OPM FEVS respondents were also 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 17 test items asking about work autonomy, agency processes, and customer service. 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 2022 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 D for the invitation). Up to four 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 D for examples of the reminder emails). Once an employee completed the survey, reminder emails were no longer sent to that individual. 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 2022 OPM FEVS was May 31, 2022[9] to July 22, 2022. To spread the workload more evenly over that period, OPM released the surveys to agencies in two waves, beginning either Tuesday May 31st or Monday, June 6th (see Table 1). The data collection period for each agency spanned six workweeks. Table 1 shows the week of launch and close dates by agency.

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[9] Monday May 30th, 2022 was a Federal holiday and surveys could not be sent out.

Table 1.   **2022 OPM FEVS survey week of launch and close dates, by agency**

Agency	Week of Launch Date	Week of Close Date
Court Services & Offender Supervision Agency	May 30	July 15
Department of Agriculture	May 30	July 15
Department of Commerce	June 6	July 22
Department of Defense		
Department of the Air Force	May 30	July 15
Department of the Army	June 6	July 22
U.S. Army Corps of Engineers	June 6	July 22
Department of the Navy	May 30	July 15
U.S. Marine Corps	May 30	July 15
DOD 4th Estate	May 30	July 15
Department of Education	June 6	July 22
Department of Energy	May 30	July 15
Department of Health and Human Services	June 6	July 22
Department of Homeland Security	June 6	July 22
Department of Housing and Urban Development	June 6	July 22
Department of Justice	May 30	July 15
Department of Labor	May 30	July 15
Department of State	May 30	July 15
Department of the Interior	June 6	July 22
Department of the Treasury	May 30	July 15
Department of Transportation	May 30	July 15
Environmental Protection Agency	May 30	July 15
Equal Employment Opportunity Commission	May 30	July 15
Federal Communications Commission	June 6	July 22
Federal Energy Regulatory Commission	May 30	July 15
Federal Trade Commission	May 30	July 15
General Services Administration	May 30	July 15
National Archives and Records Administration	June 6	July 22
National Credit Union Administration	May 30	July 15
National Labor Relations Board	May 30	July 15
National Science Foundation	June 6	July 22
Nuclear Regulatory Commission	May 30	July 15
Office of Management and Budget	June 6	July 22
Office of Personnel Management	June 6	July 22
Pension Benefit Guaranty Corporation	May 30	July 15
Railroad Retirement Board	May 30	July 15
Small Business Administration	May 30	July 15
Social Security Administration	June 6	July 22
U.S. Agency for Global Media	June 6	July 22
U.S. Agency for International Development	May 30	July 15
Small/Independent Agencies	June 6	July 22

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. **2022 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	1st Undeliverable
12	2nd Undeliverable
13	3rd Undeliverable
14	4th Undeliverable
15	5th Undeliverable
16	6th Undeliverable
17	7th Undeliverable
18	8th or more Undeliverable
20	No longer at email address, no forwarding information
NE	No email address
Out of office	
41	1st Out of office
42	2nd Out of office
43	3rd Out of office
44	4th Out of office
45	5th Out of office
46	6th Out of office
47	7th Out of office
48	8th or more 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 2022, 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 23 of the core non-demographic items. That is, they needed to complete over 25 percent of the core 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).

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 18 (i.e., 1 through 8 or more 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 2022, every person had 5 potential contacts (invitations and reminders), any case with at least 3 (5 contacts divided by 2 = 2.5 rounded up) interim undeliverable emails (interim codes 13 through 15) 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 2022 OPM FEVS. The codes abide by the American Association of Public Opinion Research's (AAPOR) 2016 guidelines for internet surveys of specifically named persons.[10] 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.   2022 OPM FEVS final disposition codes and case count per disposition code

Final Disposition Codes	Description	Number of Cases
CO	**Complete** – respondent answered at least 23 of the 90 non-demographic items	557,778
IN	**Incomplete** – respondent answered at least 1 but less than 23 of the 90 non-demographic items	19,353
RF	Refusal (including Opt-Out)	757
NR	No response	1,004,224
NS	Not Sampled	7
IE	Ineligible (e.g., deceased or no longer with agency)	15,687
NE	No email address	20,355
UA	Unavailable during the fielding period	235
UD	Undeliverable email	70,862
	Total	*1,689,258*

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[10] 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	557,778
Eligible Non-respondents (ENR)	NR, RF, IN	1,024,334
Unknown Eligibility (UNK)	---	
Ineligible (IE)	IE, UD, NE, UA, NS	107,146
	Total	*1,689,258*

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:

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

$$RR = 557,778/ (557,778 + 1,024,334) * 100$$

$$RR = (557,778/1,582,112) * 100$$

RR = 35.3 percent (up from 33.8 percent in 2021)

Table 5.   2022 OPM FEVS agency response rate by employee population size categories

Agency	Number of Completed Surveys	Response Rate
Governmentwide	557,778	35.3%
Very Large Agencies (> 75,000 employees)		
Department of Agriculture	43,332	50.1%
Department of Defense, Overall	163,247	24.2%
United States Department of the Air Force	31,191	17.9%
United States Department of the Army*	60,278	28.2%
United States Department of the Navy**	39,890	20.6%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,888	34.9%
Department of Health and Human Services	50,317	64.1%
Department of Homeland Security	73,070	35.9%
Department of Justice	25,866	22.7%
Department of the Treasury	35,764	42.4%
Large Agencies (10,000 – 74,999 employees)		
Department of Commerce	21,009	47.9%
Department of Energy	8,587	69.4%
Department of Labor	7,550	56.4%
Department of State	7,962	29.9%
Department of the Interior	27,014	46.8%
Department of Transportation	19,989	37.7%
Environmental Protection Agency	7,757	55.2%
General Services Administration	7,498	67.7%
Social Security Administration	26,528	46.4%
Medium Agencies (1,000 – 9,999 employees)		
Court Services and Offender Supervision Agency	349	34.5%
Department of Education	2,698	68.5%
Department of Housing and Urban Development	4,866	63.9%
Equal Employment Opportunity Commission	1,102	54.9%
Federal Communications Commission	526	38.1%
Federal Energy Regulatory Commission	1,079	78.0%
Federal Trade Commission	782	75.3%
National Archives and Records Administration	1,407	57.3%
National Credit Union Administration	904	83.1%
National Labor Relations Board	704	61.0%
National Science Foundation	1,049	74.0%
Nuclear Regulatory Commission	1,889	70.6%
Office of Personnel Management	1,516	63.5%
Small Business Administration	3,524	53.6%
U.S. Agency for Global Media	693	53.8%
U.S. Agency for International Development	1,769	42.5%
Small Agencies (100 – 999 employees)		
Commodity Futures Trading Commission	393	61.6%
Consumer Product Safety Commission	395	82.0%
Corporation for National and Community Service	427	77.9%
Defense Nuclear Facilities Safety Board	75	78.1%
Export-Import Bank of the United States	232	63.0%
Farm Credit Administration	223	78.8%

Table 5. 2022 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 Election Commission	191	73.7%
Federal Housing Finance Agency	548	83.3%
Federal Labor Relations Authority	53	51.0%
Federal Maritime Commission	62	62.6%
Federal Mediation and Conciliation Service	124	60.8%
Federal Retirement Thrift Investment Board	161	64.4%
International Boundary and Water Commission	91	41.9%
Merit Systems Protection Board	149	81.0%
National Endowment for the Arts	65	61.3%
National Endowment for the Humanities	98	61.6%
National Gallery of Art	416	60.8%
National Indian Gaming Commission	56	59.6%
National Transportation Safety Board	269	72.5%
Office of Management and Budget	433	76.2%
Office of the U.S. Trade Representative	142	70.6%
Pension Benefit Guaranty Corporation	606	70.3%
Railroad Retirement Board	373	48.7%
Selective Service System	63	58.3%
Surface Transportation Board	74	67.9%
U.S. International Development Finance Corporation	296	81.8%
U.S. International Trade Commission	340	89.0%
U.S. Office of Special Counsel	82	63.6%
U.S. Peace Corps	531	74.1%
Very Small Agencies (< 100 employees)		
AbilityOne Commission	20	60.6%
Advisory Council on Historic Preservation	17	51.5%
American Battle Monuments Commission	34	49.3%
Commission on Civil Rights	16	50.0%
Farm Credit Insurance Corporation	<10	--
Federal Mine Safety and Health Review Commission	27	58.7%
Institute of Museum and Library Services	40	70.2%
Inter-American Foundation	39	95.1%
John F. Kennedy Center for the Performing Arts	18	36.7%
Marine Mammal Commission	11	84.6%
National Capital Planning Commission	22	71.0%
National Council on Disability	<10	--
National Mediation Board	<10	--
Occupational Safety and Health Review Commission	31	73.8%
Office of Navajo and Hopi Indian Relocation	<10	--
Postal Regulatory Commission	47	87.0%
U.S. Access Board	<10	--
U.S. Chemical Safety and Hazard Investigation Board	22	84.6%

Table 5. **2022 OPM FEVS agency response rate by employee population size categories (continued)**

Agency	Number of Completed Surveys	Response Rate
Very Small Agencies (< 100 employees) (continued)		
U.S. Office of Government Ethics	48	71.6%
U.S. Trade and Development Agency	33	66.0%

*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 four 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 May 31, 2022 and closed on the last day of the fielding period, July 22 , 2022. Hours of operation were 8:30 am to 5:00 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 2022 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.[11] The 2022 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

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[11] 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.

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 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**
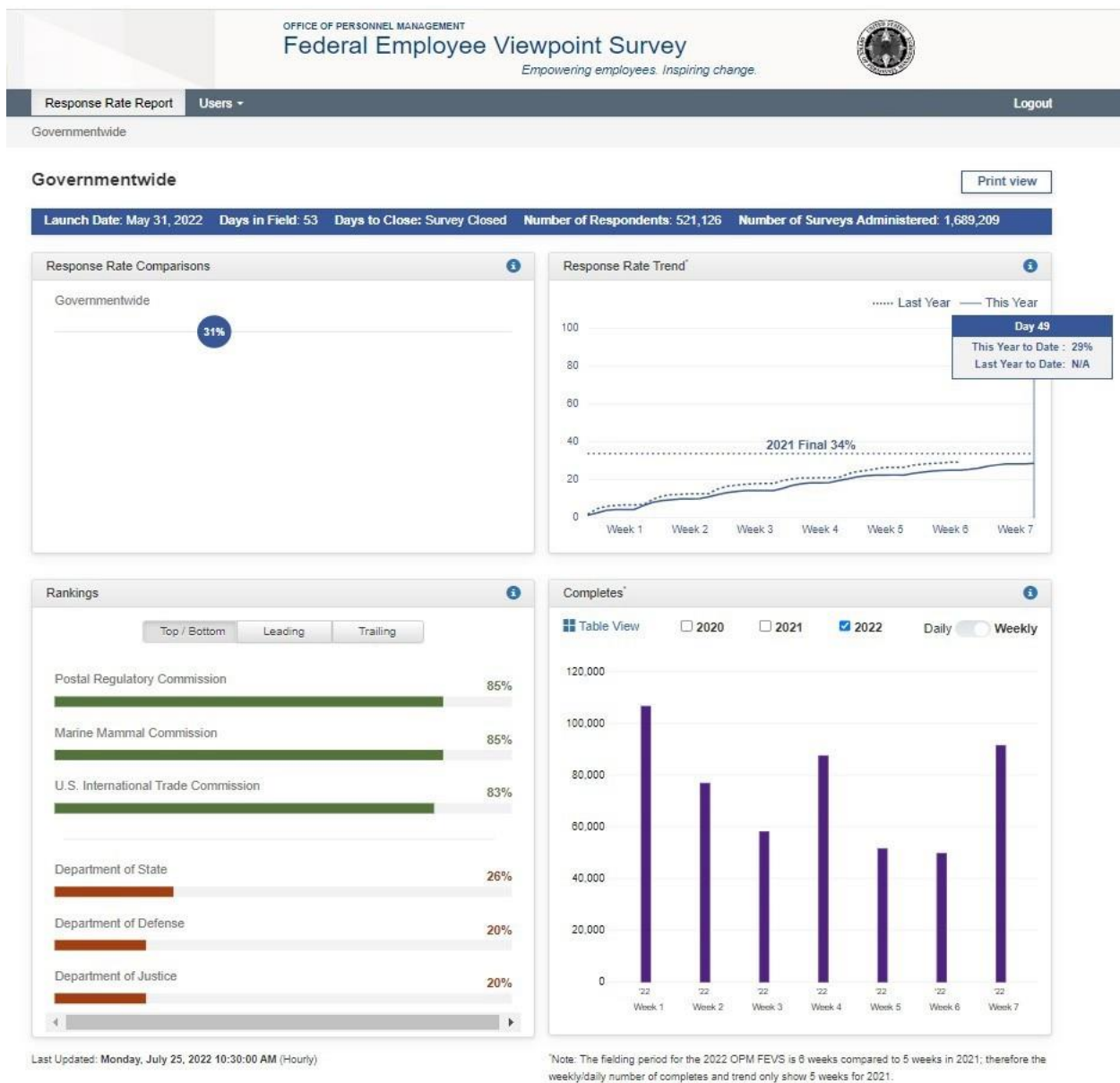
Help Center Operational Procedures

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
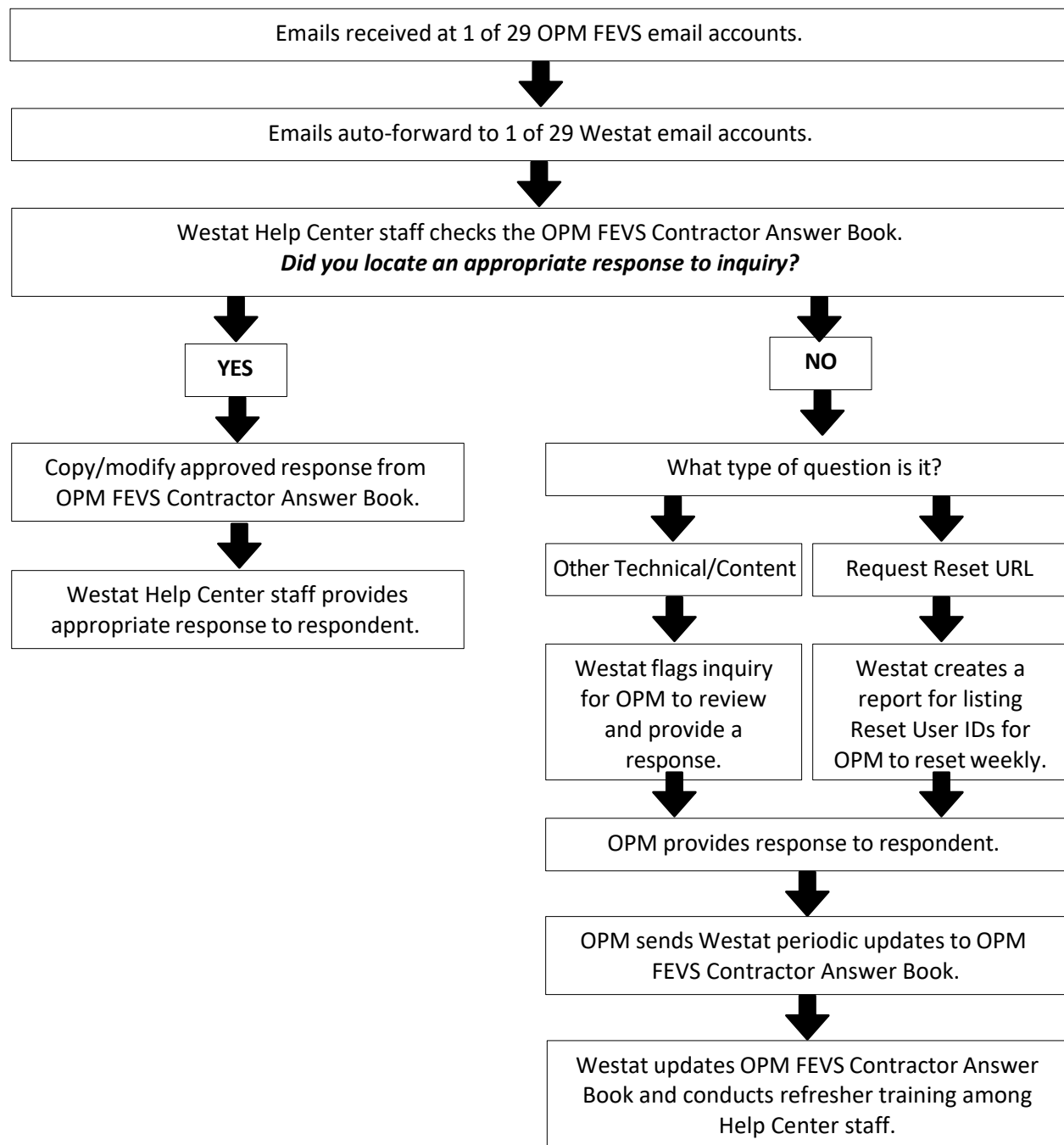
from the OPM FEVS Contractor Answer Book or flag OPM for assistance. The Help Center processed over 629,763 emails within the Help Center SMS across the 29 email accounts (see Table 6).

Of the 629,763 emails received by the Help Center,

- 379,576 were undeliverable notifications of which 125,340 were from unique respondents.

- 232,991 were automated out-of-office replies, of which 195,175 were from unique respondents. Westat staff worked through and programmatically processed these messages to gather information to help assign final disposition codes (e.g., ineligibles, unavailable during the field period).

- 17,196 were inquiries or comments from individuals.

Help Center staff reviewed all inquiries and comments in the inbox and determined that 14,952 of the 17,196 emails required a response. The other 2,244 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 14,952 emails that required a response, 923 (6.17 percent of the total) were flagged for OPM for additional assistance.

Figure 2.   2022 OPM FEVS Help Center email procedures

Emails received at 1 of 29 OPM FEVS email accounts.

Emails auto-forward to 1 of 29 Westat email accounts.

Westat Help Center staff checks the OPM FEVS Contractor Answer Book.
Did you locate an appropriate response to inquiry?

YES

NO

Copy/modify approved response from OPM FEVS Contractor Answer Book.

Westat Help Center staff provides appropriate response to respondent.

What type of question is it?

Other Technical/Content

Request Reset URL

Westat flags inquiry for OPM to review and provide a response.

Westat creates a report for listing Reset User IDs for OPM to reset weekly.

OPM provides response to respondent.

OPM sends Westat periodic updates to OPM FEVS Contractor Answer Book.

Westat updates OPM FEVS Contractor Answer Book and conducts refresher training among Help Center staff.

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

Agency	Folder			Sent	Total[*]
	Inbox	Out of Office	Undeliverable		
Department of Agriculture	3,011	12,517	28,030	2,792	43,558
Department of Commerce	540	6,753	14,280	402	21,573
Department of Defense					
United States Department of the Air Force	872	2,548	19,069	739	22,489
United States Department of the Army	1,052	30,628	92,063	913	123,743
United States Army Corps of Engineers	586	4,686	786	510	6,058
United States Department of the Navy	590	36,675	79,442	464	116,707
United States Marine Corps	105	4,675	7,915	34	12,695
OSD, Agencies and Activities	814	17,689	21,764	728	40,267
Department of Education	98	1,180	3	82	1,281
Department of Energy	400	2,502	1,774	337	4,676
Department of Health and Human Services	2,460	15,882	14,210	2,182	32,552
Department of Homeland Security	1,241	23,043	29,268	1,082	53,552
Department of Housing and Urban Development	444	2,374	1,562	395	4,380
Department of Justice	536	13,350	13,821	469	27,707
Department of Labor	195	2,915	3,043	159	6,153
Department of State	239	9,931	5,450	208	15,620
Department of the Interior	1,378	7,067	16,046	1,261	24,491
Department of the Treasury	724	8,779	13,271	636	22,774
Department of Transportation	369	6,977	1,669	326	9,015
Environmental Protection Agency	233	3,727	3,534	197	7,494
General Services Administration	242	3,093	2,838	197	6,173
National Science Foundation	10	361	227	6	598
Office of Management and Budget	26	160	167	20	353
Office of Personnel Management	39	668	404	35	1,111
Small Business Administration	280	1,019	1,005	241	2,304
Social Security Administration	240	5,835	4,262	208	10,337
U.S. Agency for International Development	101	2,602		20	2,703
Large independent agencies	209	3,506	1,773	168	5,488
Small independent agencies	162	1,849	1,900	141	3,911
Total	**17,196**	**232,991**	**379,576**	**14,952**	**629,763**

*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 68 questions, which mostly fell into the following categories:

- Individuals trying to determine if they were eligible for the survey;
- 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 2022, 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 2022 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. While the 2022 OPM FEVS was a census, and all eligible employees had an equal probability of being selected to participate, nonresponse remains a source of potential bias in the 2022 OPM FEVS estimates. In an ideal scenario, everyone selected to participate will complete the survey. 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 2022 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.[12]

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 sex, sub-agency, and minority status within agencies. This technique can increase the precision of survey estimates. Unless otherwise noted, all 2022 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 JKn method. See Appendix E for more information on the 2022 OPM FEVS weighting processes and Appendix F for an illustration of the weight adjustment.

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[12] The sampling-frame variables were from administrative data in the EHRI-SDM database.

Chapter 6: Data Analysis

This chapter outlines the statistical methodology used to analyze the 2022 OPM FEVS survey responses received from all 557,778 respondents.

Frequency Distributions

As in prior administrations, the primary data analysis in 2022 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 8, 12, 15-22, 26-37, 39-42, 44-46, 54-64, 71-84, and 96-99 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 small section on the COVID-19 pandemic and return to the worksite was included in 2022 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. 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 2022. If there were fewer than four responses for a single demographic response option, all results for that question were suppressed (see Table 7a). 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 7b). Note, while the number of respondents (N) is shown in the Tables 7a and 7b for illustrative purposes, they were not shown in the reports to protect confidentiality.

Table 7a.   Sample full data suppression

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

Table 7b.   Sample partial data suppression

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

Indices

The 2022 OPM FEVS reported four 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, the Performance Confidence Index, and the new *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]* 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 8).

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 8.   Employee Engagement Index (15 items)

Employee Engagement Index (3 Subindices)	
Leaders Lead (5 items)	
55	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.
56	My organization's senior leaders maintain high standards of honesty and integrity.
57	Managers communicate the goals of the organization.
59	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?
60	I have a high level of respect for my organization's senior leaders.
Supervisors (5 items)	
46	Supervisors in my work unit support employee development.
48	My supervisor listens to what I have to say.
49	My supervisor treats me with respect.
50	I have trust and confidence in my supervisor.
52	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 9).

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 9.   Global Satisfaction Index (4 items)

Global Satisfaction (4 items)	
43	I recommend my organization as a good place to work.
68	Considering everything, how satisfied are you with your job?
69	Considering everything, how satisfied are you with your pay?
70	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 10). 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."[13] 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 2022 OPM FEVS it was included in the core section of the survey.

Table 10.   Performance Confidence Index (4 items)[14]

Performance Confidence (4 items)	
19	Employees in my work unit meet the needs of our customers.
20	Employees in my work unit contribute positively to my agency's performance.
21	Employees in my work unit produce high-quality work.
22	Employees in my work unit adapt to changing priorities.

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[13] 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.

[14] In 2019 and 2020 the Performance Confidence Index contained 5 items. After further statistical analysis, the item that read, "Employees in my work unit achieve our goals," was found to be redundant with other survey items. As a result, it was removed from the survey.

Redacted Index

[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]

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 2022, 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 2022, 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	OMBABX*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 (OMBABX*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 **OM*X*ABXB.**

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 eight types of reports that were produced from the 2022 OPM FEVS, as well as the tools for report dissemination and performing online analyses on demand. OPM distributed survey findings in the following reports:

- Governmentwide reports
- Response Rate reports
- All Levels, All Indices, All Items reports
- Annual Employee Survey (AES) reports
- Agency Management reports
- Subagency reports
- Demographic Comparison reports
- Occupational Series reports

Table 12 shows a listing of the reports with the approximate number of each type produced.[16] All generated reports are 508 compliant. The Governmentwide reports are on the 2022 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.   2022 OPM FEVS Reports

Report Type	Number of Reports			
	2019	2020	2021	2022
1. Governmentwide Reports	1	1	1	2
Governmentwide Management Report	1	1	1	1
Governmentwide All Levels-All Index-All Items Reports	--	--	--	1
2. Response Rate Reports	--	--	--	780
Agency level Response Rate Reports	--	--	--	86
1st level Response Rate Reports	--	--	--	694
3. All Levels, All Indices, All Items Reports	775	765	813	775
Agency level All Levels Reports	84	83	76	81
1st level All Levels Reports	691	682	737	694

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

Table 12.   2022 OPM FEVS Reports (continued)

Report Type	Number of Reports			
	2019	2020	2021	2022
4. Annual Employee Survey (AES) Reports	775	765	816	778
Agency level AES Reports	86	85	81	86
1st level AES Reports	689	680	735	692
5. Management Reports	84	83	--	81
Agency Management Reports	42	41	--	40
Small Agency Management Reports	42	42	--	41
6. Subagency Reports	29,516	30,077	--	30,242
1st level comparison	59	60	--	60
1st level breakout	555	553	--	575
2nd level comparison	406	400	--	410
2nd level breakout	2,284	2,249	--	2,189
3rd level comparison	1,309	1,304	--	1,246
3rd level breakout	5,621	5,520	--	5,294
4th level comparison	1,951	1,944	--	2,028
4th level breakout	6,476	7,066	--	6,709
5th level comparison	1,426	1,389	--	1,654
5th level breakout	3,874	3,854	--	4,345
6th level comparison	919	986	--	1,059
6th level breakout	2,091	2,205	--	2,277
7th level comparison	416	476	--	429
7th level breakout	1,060	1,069	--	1,024
8th level comparison	245	274	--	196
8th level breakout	484	523	--	484
9th level comparison	107	83	--	89
9th level breakout	231	122	--	174
7. Demographic Comparison Reports	876	1,118	896	948
8. Occupational Series Reports	775	765	--	657
Agency level Occupational Series Reports	84	83	--	61
1st level Occupational Series Reports	691	682	--	596
WesDaX	Unlimited	Unlimited	Unlimited	Unlimited
Total	**32,027**	**32,809**	**2,526**	**34,263**

"--" indicates those reports were either not produced or were preconfigured reports for the year.

Governmentwide Reports

The 2022 Government Management Report includes an overview of the respondents compared to the total Federal workforce, response rates over time, highlights from the 2022 OPM FEVS, trending of the AES item results from 2018 to 2022, top-performing agencies on the various indices, and results from new topic areas added to the survey in 2022. The report has five appendices. Appendices in the Governmentwide Management Report also contain a link to download them in Microsoft® Excel.

Other governmentwide data reports generated include:

- *Governmentwide All Levels-All Index-All Items:* Governmentwide and grouped Agency results by the five size categories (very small, small, medium, large, very large) for all OPM FEVS items and indices.

- *Report by Agency:* Displays question-by-question counts and percentages for each response option for the 2022 OPM FEVS, by participating agency and governmentwide. Counts of responses 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 2022OPM FEVS, by demographic groups and governmentwide. Counts of responses 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 2022. 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 2019 to 2022 historical data for trending,
- 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 694 1st level subagencies with at least 10 respondents. Additionally, for the 58 agencies that added agency-specific items to the OPM FEVS, the results for these items were also included in the AES. The 2022 AES reports were made to meet Section 508 standards for accessibility.

Management Reports

For the 2022 OPM FEVS, OPM's data presentation for the Management Reports included:

- 40 Agency Management Reports for the Departments, large, and medium agencies
- 41 Small Agency Management Reports for the small and independent agencies

The Agency Management Report (AMR) and Small Agency Management (SAM) Reports provide similar content, the AMRs for large and medium agencies and the SAMs for the small agencies. These reports were only provided to agencies with at least 10 responses. The following sections provide more information about these reports.

Agency Management Report (AMR)

The AMRs were designed to help agency directors and managers identify what they can do to improve management in their agencies. The agency management reports included the following information:

- A guide to understanding and using the results from the OPM FEVS;
- A section entitled "Respondent Overview." This section provides survey administration information (data collection period, sample size, agency and subagency response rates, agency results margin of error), and highlights of the 2022 OPM FEVS agency respondent characteristics;
- A series of sections that display scores and trends for the agency, subagencies, and governmentwide for: Employee Engagement Index, Global Satisfaction, Performance Confidence, *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]*;

- A series of Decision Aid tables that present all items that increased, decreased, or did not change since 2021 as well as items considered a strength, challenge or caution item, when items became a new strength or were a past strength, and a feature highlighting if the question was in the top 10 positive or negative items;

- Four appendices showing results for all items benchmarked against the governmentwide percent positive, index scores and rankings of agencies, demographic results, and a list of all participating agencies by employee population size.

Small Agency Management Report (SAM)

The SAMs are almost identical to the AMRs but designed specifically for small agencies, and provide comparisons to other small agencies, rather than the governmentwide averages. The Small Agency Management reports include:

- A guide to understanding and using the results from the OPM FEVS;

- A section for agencies that administered respondent characteristic and demographic questions entitled "Respondent Overview". This section provides survey administration information (data collection period, sample size, agency and subagency response rates, agency results margin of error), and highlights of the 2022 OPM FEVS agency respondent characteristics;

- A series of sections that display scores and trends for the agency, subagencies, and governmentwide for: Employee Engagement Index, Global Satisfaction, Performance Confidence, *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]*;

- A series of Decision Aid tables that present all items that increased, decreased, or did not change since 2021 as well as items considered a strength, challenge or caution item, when items became a new strength or were a past strength, and a feature highlighting if the question was in the top 10 positive or negative items;

- Four appendices showing results for all items benchmarked against the governmentwide percent positive, index scores and rankings of agencies, demographic results, and a list of all participating agencies by employee population size.

Subagency Reports

Each agency and their components or subagencies (down to the 9th level where applicable) received separate reports showing the percent positive, neutral, and negative results for each item across the subagencies. These results include weighted percentage data for all survey items and the unweighted demographic responses. The subagency reports for each level (1st – 9th) include both a comparison and a breakout report.

- The Comparison Reports provide the governmentwide, agency, and the specific level results (e.g., the 2nd level comparison had the governmentwide, agency, 1st level, and all 2nd level

subagencies' results). In the reports for the 4th level subagency and lower, the higher-level results (e.g., governmentwide, agency) were dropped for simplicity.

- The Breakout Reports provide the governmentwide, agency, and one specific level result (e.g., the 2nd level Breakout report had the governmentwide, agency, 1st level, and one 2nd level subagency results rather than comparing all 2nd level subagencies as in the comparison reports). In the reports for the 4th level subagency and lower, the higher- level results (e.g., governmentwide, agency) were dropped for simplicity. These reports also include two sections which highlighted the level's top 10 positive and negative items, as well as items in which they are leading or trailing the level directly above their level (e.g., 4th level would be compared to the 3rd level subagency).

These reports also include an Microsoft® Excel® file, which provide the results in electronic form to allow agency leaders to sort the data as needed. No reports were produced when a subagency had fewer than 10 respondents.

Demographic Comparison Reports

The demographic comparison reports provide item level results by demographic characteristics for each of the agencies that answered the demographic section of the survey and had enough responses after suppression to generate a report. The results included weighted percentage data for all survey items by the 19 demographic variables:

- Work Location,
- Supervisory Status
- Sex
- Ethnicity
- Race
- Education Level
- Pay Category
- Federal Tenure
- Agency Tenure
- Retirement Plans

- Turnover Intentions
- *[Redacted]*
- *[Redacted]*
- Military Service Status
- Military Spouse
- Military Spouse Non-Competitive Hiring Authority
- Disability Status
- Age Group
- Generations

For the demographic reports, several additional suppression rules applied for confidentiality reasons.

- All results for a demographic response category were suppressed if there were fewer than 10 respondents within an agency on a demographic response category. For example, if there were

fewer than 10 respondents that marked Asian in the race item, no results for the OPM FEVS items were displayed for that response category in the report for that agency.

- If there were fewer than 10 respondents within an agency on a demographic response category for any given OPM FEVS item, the results for that item for that response category were suppressed. For example, if Q1 had fewer than 10 responses for the Black or African American race category, results would be suppressed.

- If there were fewer than 4 respondents to a single demographic response category (e.g., only 2 respondents marked "Native Hawaiian or Other Pacific Islander within an agency but all other race categories had 10 or mores responses), the report was not generated (an exception was made for the Generations demographic variable report).

- A report was not generated if there was only one demographic category (e.g., Female) with data that would not be suppressed for all the survey items based on the suppression rules.

- Applicable to the *[Redacted in response to EO 14168 Defending Women From Gender Ideology Extremism and Restoring Biological Truth t o the Federal Government]* report only, there also needed to be at least 30 respondents answering the demographic question within the agency in order for the report to be produced. All other suppression rules still applied.

These reports also include a Microsoft® Excel® file, which provides the results in electronic form to allow agency leaders to sort the data as needed.

Occupational Series Reports

Each agency and 1st level subagencies received separate reports showing the percent positive, neutral, and negative results for each item and each occupational series. These results include weighted percentage data for the core survey items. The reports provide the governmentwide and agency results as well as the results for all occupational series with at least 10 respondents.

These reports also include an Microsoft® Excel® file, which provide the results in electronic form to allow agency leaders to sort the data as needed .

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 2022 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:

- Response Rate Reports,

- All Levels, All Indices, All Items Reports,

- Annual Employee Survey Reports,

- Agency Management Reports,

- Occupational Series Reports, and

- Demographic Comparison Reports.

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 Response Rate Reports
- 1st Level All Levels All Indices All Items Reports,
- 1st Level Annual Employee Survey (AES) Report,
- 1st Level Subagency Comparison Reports,
- 1st Level Subagency Breakout Report, and
- 1st Level Occupational Series 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.dataxplorer.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 2022, new folders include the Paid Parental Leave items. Figure 4 provides the main menu for Analysis on Demand displaying the new folders for 2022.

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

Account Access

All agency level and 1st level points of contacts (POC) and users were carried over from 2021 and provided access to 2022 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 2022 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 2021 to 2022 OPM FEVS for items in the core survey.

Table A1.   2022 OPM FEVS Item Text Changes

2022 Item #	New Item Text (2022)	Change	2021 Item #	Previous Item Text (2021)
9	I have enough information to do my job well.	Returned from 2019	N/A	Not an item in the 2021 OPM FEVS.
10	I receive the training I need to do my job well.	Revised from 2019	N/A	Not an item in the 2021 OPM FEVS.
N/A	Not an item in the 2022 OPM FEVS	Not included	10	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
11	I am held accountable for the quality of work I produce.	New item	N/A	Not an item in the 2021 OPM FEVS.
12	Continually changing work priorities make it hard for me to produce high quality work.	New item	N/A	Not an item in the 2021 OPM FEVS.
13	I have a clear idea of how well I am doing my job.	New item	N/A	Not an item in the 2021 OPM FEVS.
17	Employees in my work unit share job knowledge.	Revised from 2019	N/A	Not an item in the 2021 OPM FEVS.
23	New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs.	Revised from 2019	N/A	Not an item in the 2021 OPM FEVS.
24	I can influence decisions in my work unit.	New item	N/A	Not an item in the 2021 OPM FEVS.
25	I know what my work unit's goals are.	New item	N/A	Not an item in the 2021 OPM FEVS.
26	My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).	New item	N/A	Not an item in the 2021 OPM FEVS.
27	My work unit successfully manages disruptions to our work.	New item	N/A	Not an item in the 2021 OPM FEVS.

2022 Item #	New Item Text (2022)	Change	2021 Item #	Previous Item Text (2021)
28	Employees in my work unit consistently look for new ways to improve how they do their work.	New item	N/A	Not an item in the 2021 OPM FEVS.
29	Employees in my work unit incorporate new ideas into their work.	New item	N/A	Not an item in the 2021 OPM FEVS.
30	Employees in my work unit approach change as an opportunity.	New item	N/A	Not an item in the 2021 OPM FEVS.
31	Employees in my work unit consider customer needs a top priority.	New item	N/A	Not an item in the 2021 OPM FEVS.
32	Employees in my work unit consistently look for ways to improve customer services.	New item	N/A	Not an item in the 2021 OPM FEVS.
33	Employees in my work unit support my need to balance my work and personal responsibilities.	New item	N/A	Not an item in the 2021 OPM FEVS.
34	Employees in my work unit are typically under too much pressure to meet work goals.	New item	N/A	Not an item in the 2021 OPM FEVS.
37	My organization is successful at accomplishing its mission.	Text change	16	My agency is successful at accomplishing its mission.
38	I have a good understanding of my organization's priorities.	New item	N/A	Not an item in the 2021 OPM FEVS.
39	My organization effectively adapts to changing government priorities.	New item	N/A	Not an item in the 2021 OPM FEVS.
40	My organization has prepared me for potential physical security threats.	Revised from 2019	N/A	Not an item in the 2021 OPM FEVS.
41	My organization has prepared me for potential cybersecurity threats.	New item	N/A	Not an item in the 2021 OPM FEVS.
42	In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.	Revised from 2019	N/A	Not an item in the 2021 OPM FEVS.
51	My supervisor holds me accountable for achieving results.	Revised from 2019	N/A	Not an item in the 2021 OPM FEVS.
53	My supervisor provides me with constructive suggestions to improve my job performance.	Returned from 2019	N/A	Not an item in the 2021 OPM FEVS.
54	My supervisor provides me with performance feedback throughout the year.	Revised from 2019	N/A	Not an item in the 2021 OPM FEVS.

2022 Item #	New Item Text (2022)	Change	2021 Item #	Previous Item Text (2021)
62	Management encourages innovation.	Revised from 2019	N/A	Not an item in the 2021 OPM FEVS.
63	Management makes effective changes to address challenges facing our organization.	New item	N/A	Not an item in the 2021 OPM FEVS.
64	Management involves employees in decisions that affect their work.	New item	N/A	Not an item in the 2021 OPM FEVS.
71	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
72	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
73	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
74	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
75	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
76	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
77	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
78	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.

79	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
80	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
81	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
82	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
83	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
84	*[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]*	New item	N/A	Not an item in the 2021 OPM FEVS.
85	My job inspires me.	New item	N/A	Not an item in the 2021 OPM FEVS.
86	The work I do gives me a sense of accomplishment.	New item	N/A	Not an item in the 2021 OPM FEVS.
87	I feel a strong personal attachment to my organization.	New item	N/A	Not an item in the 2021 OPM FEVS.
88	I identify with the mission of my organization.	New item	N/A	Not an item in the 2021 OPM FEVS.
89	It is important to me that my work contribute to the common good.	New item	N/A	Not an item in the 2021 OPM FEVS.

90	What percentage of your work time are you currently required to be physically present at your agency worksite (including headquarters, bureau, field offices, etc.)? ○ 100% of my work time ○ 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 am not currently required to be physically present at my agency worksite.	Text change	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
91	Please select the response that BEST describes your current remote work or teleworking schedule.	Text change	46	Please select the response that BEST describes your current teleworking schedule.
91a	What is your current remote work status?	Not included	N/A	Not an item in the 2021 OPM FEVS.
92	Did you have an approved remote work agreement before the 2020 COVID-19 pandemic?	Not included	N/A	Not an item in the 2021 OPM FEVS.

2022 Item #	New Item Text (2022)	Change	2021 Item #	Previous Item Text (2021)
93	Based on your work unit's current telework or remote work options, are you considering leaving your organization, and if so, why?	Text change	N/A	Are you considering leaving your organization within the next year, and if so, why?
94	My agency's re-entry arrangements are fair in accounting for employees' diverse needs and situations.	Not included	N/A	Not an item in the 2021 OPM FEVS.
95	Please select the response that BEST describes how employees in your work unit currently report to work:	New item	N/A	Not an item in the 2021 OPM FEVS.
N/A	Not an item in the 2022 OPM FEVS	Text change	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.
N/A	Not an item in the 2022 OPM FEVS	Not included	48	My organization's senior leaders demonstrate commitment to employee health and safety.
N/A	Not an item in the 2022 OPM FEVS	Not included	51	My supervisor shows concern for my health and safety.
N/A	Not an item in the 2022 OPM FEVS	Not included	18-19	Employees in my work unit… …successfully collaborate. …achieve our goals.
N/A	Not an item in the 2022 OPM FEVS	Not included	55	My agency's leadership updates employees about return to the worksite planning.
N/A	Not an item in the 2022 OPM FEVS	Not included	56	In plans to return more employees to the worksite, my organization has made employee safety a top priority.
N/A	*[Redacted in response to EO 14168 Defending Women From Gender Ideology Extremism and Restoring Biological Truth to the Federal Government]*	Text change	N/A	*[Redacted in response to EO 14168 Defending Women From Gender Ideology Extremism and Restoring Biological Truth to the Federal Government]*

Table A2.   2021 vs 2022 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)	2021 OPM FEVS #	2022 OPM FEVS #
I am given a real opportunity to improve my skills in my organization.	1	1
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 know what is expected of me on the job.	4	4
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
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	8	8
I have enough information to do my job well.	—	9
The people I work with cooperate to get the job done.	9	14
I receive the training I need to do my job well.	—	10
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	10	—
I am held accountable for the quality of work I produce.	—	11
Continually changing work priorities make it hard for me to produce high quality work.	—	12
I have a clear idea of how well I am doing my job.	—	13
In my work unit poor performers usually:	11	15
In my work unit, differences in performance are recognized in a meaningful way.	12	16
Employees in my work unit share job knowledge.	—	17
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	13	18
Employees in my work unit meet the needs of our customers.	14	19
Employees in my work unit contribute positively to my agency's performance.	15	20
Employees in my work unit produce high quality work.	16	21
Employees in my work unit adapt to changing priorities.	17	22
Employees in my work unit successfully collaborate.	18	—
Employees in my work unit achieve our goals.	19	—
Employees are recognized for providing high quality products and services.	20	35
New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs.	—	23
I can influence decisions in my work unit.	—	24
I know what my work unit's goals are.	—	25
My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).	—	26
My work unit successfully manages disruptions to our work.	—	27
Employees are protected from health and safety hazards on the job.	21	36

OPM FEVS Item (Non-COVID)	2021 OPM FEVS #	2022 OPM FEVS #
Employees in my work unit consistently look for new ways to improve how they do their work.	—	28
Employees in my work unit incorporate new ideas into their work.	—	29
Employees in my work unit approach change as an opportunity.	—	30
Employees in my work unit consider customer needs a top priority.	—	31
Employees in my work unit consistently look for ways to improve customer service.	—	32
Employees in my work unit support my need to balance my work and personal responsibilities.	—	33
Employees in my work unit are typically under too much pressure to meet work goals.	—	34
My organization is successful at accomplishing its mission.	22	37
I have a good understanding of my organization's priorities.	—	38
My organization effectively adapts to changing government priorities.	—	39
My organization has prepared me for potential physical security threats.	—	40
My organization has prepared me for potential cybersecurity threats.	—	41
In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.	—	42
I recommend my organization as a good place to work.	23	43
I believe the results of this survey will be used to make my agency a better place to work.	24	44
My supervisor supports my need to balance work and other life issues.	25	47
My supervisor is committed to a workforce representative of all segments of society.	26	45
Supervisors in my work unit support employee development.	27	46
My supervisor listens to what I have to say.	28	47
My supervisor treats me with respect.	29	49
I have trust and confidence in my supervisor.	30	50
My supervisor holds me accountable for achieving results.	—	51
Overall, how good a job do you feel is being done by your immediate supervisor.	31	52
My supervisor provides me with constructive suggestions to improve my job performance.	—	53
My supervisor provides me with performance feedback throughout the year.	—	54
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	32	55
My organization's senior leaders maintain high standards of honesty and integrity.	33	56
Managers communicate the goals of the organization.	34	57
Managers promote communication among different work units (for example, about projects, goals, needed resources).	35	58

OPM FEVS Item (Non-COVID)	2021 OPM FEVS #	2022 OPM FEVS #
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	36	59
I have a high level of respect for my organization's senior leaders.	37	60
Senior leaders demonstrate support for work-life programs.	38	61
Management encourages innovation.	—	62
Management makes effective changes to address challenges facing our organization.	—	63
Management involves employees in decisions that affect their work.	—	64
How satisfied are you with your involvement in decisions that affect your work?	39	65
How satisfied are you with the information you receive from management on what's going on in your organization?	40	66
How satisfied are you with the recognition you receive for doing a good job?	41	67
Considering everything, how satisfied are you with your job?	42	68
Considering everything, how satisfied are you with your pay?	43	69
Considering everything, how satisfied are you with your organization?	44	70
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	71
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	72
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	73
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	74
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	75
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	76
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	77
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	78
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	79
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	80
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	81
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	82
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	83
[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]	—	84
My job inspires me.	—	85
The work I do gives me a sense of accomplishment.	—	86

I feel a strong personal attachment to my organization.	—	87
I identify with the mission of my organization.	—	88
It is important to me that my work contribute to the common good.	—	89

Appendix B: 2022 Federal Employee Viewpoint Survey Instrument

Dear Colleague:

The 2022 Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS) is administered to employees across the Federal Government. This valuable survey tool collects feedback on your experiences with your job, supervisors, leadership, workplaces and more. Ultimately, the feedback we collect is used to support improvements in your agency and to evaluate governmentwide policies and programs. **Share your work experiences since the last OPM FEVS administration (November- December 2021) and be a part of changes for improvement.**

What's New This Year?

OPM's goal for the survey is to be as responsive as possible to changing conditions that could impact employees and agencies. Since the development of the OPM FEVS in the early 2000s, workplaces have changed, and new government priorities emerged. The survey has been updated to reflect those new conditions. For example, response to the pandemic has clearly shown the importance of employee resilience, innovation, and employee involved decision-making voice to agency success. New content relevant to these and other key management topics have been added to the 2022 survey.

[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing and EO 14168 Defending Women From Gender Ideology Extremism and Restoring Biological Truth to the Federal Government].

As we evolve our responses to the pandemic, many employees continue to work from the central worksite while others are returning after engaging in maximum telework. In recognition, several questions on the 2022 survey address ongoing responses to the pandemic and return to the worksite.

Continuous improvement and responsiveness are goals of the OPM FEVS and the 2022 survey will again feature test items to assess, for example, customer experience and autonomy. As in prior years, your responses to the test questions will help in ongoing efforts to improve the value of the survey to your and to your leadership toward improving Federal workplaces.

Government and Your Agency Need Your Feedback

While participation in the OPM FEVS is voluntary, the importance of your feedback has increased with the addition of new content addressing key government challenges and opportunities. To support your participation, we safeguard your individual responses; they are confidential and can never be used to identify you. Agency leaderships are only provided with summary reports that combine employees' responses.

We also make participation easy, and you can complete the survey during your normal work hours. It only takes about 20-30 minutes to complete – a short time to contribute toward improving your workplace! Taking the survey can be considered part of your normal duties.

Note: To assist you with interpreting key terms in the survey, definitions of relevant terms are included on each page of the survey. You can also view a list of all definitions of terms used in the survey by clicking on the "definitions" link at the bottom of each page.

Your feedback is important! Thank you for sharing.

OPM's FEVS Team

The survey should take approximately 20-30 minutes. Participation is voluntary, and your responses are confidential. Please take note of the response scale when responding to each item, as it changes throughout the survey. When navigating through the survey, please use the buttons and links on the bottom of the survey pages and not your browser Back and Forward buttons.

Note: To assist you with interpreting key terms in the survey, a "definitions" link is listed at the bottom of each page of the survey.

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.	○	○	○	○	○
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.	○	○	○	○	○
5. My workload is reasonable.	○	○	○	○	○
6. My talents are used well in the workplace.	○	○	○	○	○
7. I know how my work relates to the agency's goals.	○	○	○	○	○

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

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

9. I have enough information to do my job well.

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

10. I receive the training I need to do my job well.

    ○ Strongly Agree

    ○ Agree

    ○ Neither Agree nor Disagree

    ○ Disagree

    ○ Strongly Disagree

11. I am held accountable for the quality of work I produce.

    ○ Strongly Agree

    ○ Agree

    ○ Neither Agree nor Disagree

    ○ Disagree

    ○ Strongly Disagree

12. Continually changing work priorities make it hard for me to produce high quality work.

    ○ Strongly Agree

    ○ Agree

    ○ Neither Agree nor Disagree

    ○ Disagree

    ○ Strongly Disagree

    ○ No Basis to Judge

13. I have a clear idea of how well I am doing my job.

    ○ Strongly Agree

    ○ Agree

    ○ Neither Agree nor Disagree

    ○ Disagree

    ○ Strongly Disagree

My Work Unit

Work unit is defined as "your immediate work unit headed by your immediate supervisor."

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

   ○ Strongly Agree
   ○ Agree
   ○ Neither Agree nor Disagree
   ○ Disagree
   ○ Strongly Disagree

15. In my work unit poor performers usually (select all that apply):

   ☐ 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

16. 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

17. Employees in my work unit share job knowledge.

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

18. 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
19. …meet the needs of our customers.	○	○	○	○	○	○
20. …contribute positively to my agency's performance.	○	○	○	○	○	○
21. …produce high-quality work.	○	○	○	○	○	○
22. …adapt to changing priorities.	○	○	○	○	○	○

23. New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs.

○ Strongly Agree
○ Agree
○ Neither Agree nor Disagree
○ Disagree
○ Strongly Disagree
○ There have been no recent hires in my work unit

24. I can influence decisions in my work unit.

○ Strongly Agree
○ Agree
○ Neither Agree nor Disagree
○ Disagree
○ Strongly Disagree

25. I know what my work unit's goals are.

○ Strongly Agree
○ Agree
○ Neither Agree nor Disagree
○ Disagree
○ Strongly Disagree

26. My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).

○ Strongly Agree

○ Agree

○ Neither Agree nor Disagree

○ Disagree

○ Strongly Disagree

○ Do Not Know

27. My work unit successfully manages disruptions to our work.

○ Strongly Agree

○ Agree

○ Neither Agree nor Disagree

○ Disagree

○ Strongly Disagree

○ Do Not Know

Employees in my work unit…

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
28. …consistently look for new ways to improve how they do their work.	○	○	○	○	○	○
29. …incorporate new ideas into their work.	○	○	○	○	○	○
30. …approach change as an opportunity.	○	○	○	○	○	○
31. …consider customer needs a top priority.	○	○	○	○	○	○
32. …consistently look for ways to improve customer service.	○	○	○	○	○	○
33. …support my need to balance my work and personal responsibilities.	○	○	○	○	○	○
34. …are typically under too much pressure to meet work goals.	○	○	○	○	○	○

My Organization

Organization **is defined as "your agency, office, or division. Please respond to these questions based on the level in your organization that is appropriate for the content of the question. Depending on how your organization is structured, this could either be one or more levels above your own."**

35. Employees are recognized for providing high quality products and services.

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

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

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

37. My organization is successful at accomplishing its mission.

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

38. I have a good understanding of my organization's priorities.

   ○ Strongly Agree
   ○ Agree
   ○ Neither Agree nor Disagree
   ○ Disagree
   ○ Strongly Disagree

39. My organization effectively adapts to changing government priorities.

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

40. My organization has prepared me for potential physical security threats.

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

41. My organization has prepared me for potential cybersecurity threats.

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

42. In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.

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

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

   ○ Strongly Agree
   ○ Agree
   ○ Neither Agree nor Disagree
   ○ Disagree
   ○ Strongly Disagree

44. 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

Supervisor **is defined as "first-line supervisors typically responsible for employees' performance appraisals and leave approval."**

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

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

46. Supervisors in my work unit support employee development.

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

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
47. My supervisor supports my need to balance work and other life issues.	◯	◯	◯	◯	◯	◯
48. My supervisor listens to what I have to say.	◯	◯	◯	◯	◯	◯
49. My supervisor treats me with respect.	◯	◯	◯	◯	◯	◯
50. I have trust and confidence in my supervisor.	◯	◯	◯	◯	◯	◯
51. My supervisor holds me accountable for achieving results.	◯	◯	◯	◯	◯	◯

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

○ Very Good

○ Good

○ Fair

○ Poor

○ Very Poor

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

○ Strongly Agree

○ Agree

○ Neither Agree Nor Disagree

○ Disagree

○ Strongly Disagree

54. My supervisor provides me with performance feedback throughout the year.

○ Strongly Agree

○ Agree

○ Neither Agree Nor Disagree

○ Disagree

○ Strongly Disagree

○ Do Not Know

Leadership

Senior leader is defined as "the heads of departments/agencies and their immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment and typically a member of the Senior Executive Service or equivalent."

Manager is defined as "those in management positions who typically supervise one or more supervisors."

Organization is defined as "your agency, office, or division. Please respond to these questions based on the level in your organization that is appropriate for the content of the question. Depending on how your organization is structured, this could either be one or more levels above your own."

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
55. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	○	○	○	○	○	○
56. My organization's senior leaders maintain high standards of honesty and integrity.	○	○	○	○	○	○
57. Managers communicate the goals of the organization.	○	○	○	○	○	○
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	○	○	○	○	○	○

59. 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

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
60. I have a high level of respect for my organization's senior leaders.	○	○	○	○	○	○
61. Senior leaders demonstrate support for Work-Life programs.	○	○	○	○	○	○
62. Management encourages innovation.	○	○	○	○	○	○
63. Management makes effective changes to address challenges facing our organization.	○	○	○	○	○	○
64. Management involves employees in decisions that affect their work.	○	○	○	○	○	○

My Satisfaction

Organization is defined as "your agency, office, or division. Please respond to these questions based on the level in your organization that is appropriate for the content of the question. Depending on how your organization is structured, this could either be one or more levels above your own."

Item Text	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
65. How satisfied are you with your involvement in decisions that affect your work?	○	○	○	○	○
66. How satisfied are you with the information you receive from management on what's going on in your organization?	○	○	○	○	○
67. How satisfied are you with the recognition you receive for doing a good job?	○	○	○	○	○
68. Considering everything, how satisfied are you with your job?	○	○	○	○	○
69. Considering everything, how satisfied are you with your pay?	○	○	○	○	○
70. Considering everything, how satisfied are you with your organization?	○	○	○	○	○

REDACTED

[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]

Employee Experience

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
85. My job inspires me.	○	○	○	○	○
86. The work I do gives me a sense of accomplishment.	○	○	○	○	○
87. I feel a strong personal attachment to my organization.	○	○	○	○	○
88. I identify with the mission of my organization.	○	○	○	○	○
89. It is important to me that my work contribute to the common good.	○	○	○	○	○

Pandemic, Transition to the Worksite, Workplace Flexibilities

90. What percentage of your work time are you currently required to be physically present at your agency worksite (including headquarters, bureau, field offices, etc.)?

- ○ 100% of my work time
- ○ 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 am not currently required to be physically present at my agency worksite

The next set of items ask about your telework or remote work arrangements. Please read the following definitions that clarify the difference between telework and remote work.

Telework: **a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee's position, and other authorized activities, from an approved worksite other than the location from which the employee would otherwise work. In practice, telework is a work arrangement that allows employees to have regularly scheduled days on which they telework and regularly scheduled days when they work in their agency worksite.**

Remote work: **an arrangement in which an employee, under a written remote work agreement, is scheduled to perform their work at an alternative worksite and is not expected to perform work at an agency worksite on a regular and recurring basis. A remote worker's official worksite may be within or outside the local commuting area of an agency worksite.**

91. Please select the response that BEST describes your current remote work or teleworking schedule.

   ○ I have an approved remote work agreement (I am not expected to perform work at an agency worksite) *[if selected will see item 91A]*
   ○ I telework 3 or more 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

The item below will only be **visible** *if 'I have an approved remote work agreement' was selected for item 91 above.*

91a. What is your current remote work status?

   ○ I have an approved remote work agreement and live **outside** the local commuting area (more than 50 miles away)
   ○ I have an approved remote work agreement and live **within** the local commuting area (less than 50 miles away)

92. Did you have an approved remote work agreement before the 2020 COVID-19 pandemic?

   ○ Yes
   ○ No

93. Based on your work unit's current telework or remote work options, are you considering leaving your organization, and if so, why?

○ No
○ Yes, to retire
○ Yes, to take another job within my Agency
○ Yes, to take another job within the Federal Government
○ Yes, to take another job outside the Federal Government
○ Yes, other

"*Re-entry*" is a term used to describe the transition from the work environment that has existed during the pandemic to the agency's new work environment.

94. My agency's re-entry arrangements are fair in accounting for employees' diverse needs and situations.

○ Strongly Agree
○ Agree
○ Neither Agree nor Disagree
○ Disagree
○ Strongly Disagree
○ Not Applicable

95. Please select the response that BEST describes how employees in your work unit currently report to work:

○ All employees in my work unit are physically present on the worksite
○ Some employees are physically present on the worksite and others telework or work remotely
○ No employees in my work unit are physically present on the worksite, we all work remotely
○ Other

Senior leader is defined as "the heads of departments/agencies and their immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment and typically a member of the Senior Executive Service or equivalent."

Supervisor is defined as "first-line supervisors typically responsible for employees' performance appraisals and leave approval."

My organization's senior leaders…

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Basis to Judge
96. …support policies and procedures to protect employee health and safety.	○	○	○	○	○	○
97. …provide effective communications about what to expect with the return to the physical worksite.	○	○	○	○	○	○

My supervisor…

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Basis to Judge
98. …supports my efforts to stay healthy and safe while working.	○	○	○	○	○	○
99. …creates an environment where I can voice my concerns about staying healthy and safe.	○	○	○	○	○	○

Paid Parental Leave

The next few items ask about the Paid Parental Leave benefit available to Federal employees, and your responses will be extremely useful in assessing the use of this benefit. 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**).

Note: Depending on your response to the first item below, you may be asked additional follow up questions.

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

Employment Demographics

The Federal Government is committed to promoting a workplace characterized by *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]*. 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 *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]* 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 *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]* 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 *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing]* 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

[Redacted in response to EO 14168 Defending Women From Gender Ideology Extremism and Restoring Biological Truth to the Federal Government

Appendix C: Test Items

Test Items – Introduction

Continuous improvement and responsiveness are goals of the OPM FEVS, and this next section of the survey includes new questions covering several topic areas of governmentwide interest. By participating in these test items, you will help us improve the survey in the future.

Please answer the item below and let us know if you agree to volunteer a few more minutes of your time to respond to some additional survey items. 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 *[if selected, will proceed to see test items]*
- ○ No *[if selected, will branch to end page and skip all test items]*

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I can make decisions about my work without getting permission first.	○	○	○	○	○
I have the autonomy to decide how I do my job.	○	○	○	○	○
I have some control over what I am supposed to get done at work.	○	○	○	○	○
I can decide how to schedule my work.	○	○	○	○	○
I can choose where I work.	○	○	○	○	○

Item Text	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
In my organization, even minor decisions must be referred to someone higher up for final approval.	○	○	○	○	○	○
The way policies and rules are applied in my work unit make it hard to meet work goals (i.e. red tape).	○	○	○	○	○	○
Information is openly shared in my organization.	○	○	○	○	○	○
Burdensome policies and rules interfere with my work unit's performance (i.e., red tape).	○	○	○	○	○	○
The approval process in my organization allows timely delivery of my work.	○	○	○	○	○	○
The way policies and rules are applied facilitate my work unit's performance.	○	○	○	○	○	○
The way things are done in my work unit does not change very much.	○	○	○	○	○	○
Management in my organization keeps to established ways of doing things.	○	○	○	○	○	○
Changes in the way things are done in my organization happen very slowly.	○	○	○	○	○	○
Management in my organization is resistant to change.	○	○	○	○	○	○
Employees in my work unit prioritize customer needs when solving problems.	○	○	○	○	○	○
Employees in my work unit have what we need to consistently incorporate feedback from our customers.	○	○	○	○	○	○

Appendix D: Email Communications

Sample Invitation Email

Subject: 2022 OPM Federal Employee Viewpoint Survey

Today the 2022 Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS) kicks off, providing you with a safe and confidential way to voice your opinions and experiences to leadership.

This year the OPM FEVS features content familiar from the past, as well as new content focusing on topics of interest across government, such as *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing and EO 14168 Defending Women From Gender Ideology Extremism and Restoring Biological Truth to the Federal Government]*, and questions asking about innovation, customer responsiveness, resilience and work quality in your workplace.

Please take the time to provide leadership with insights into how you have experienced what is going on in your organization, especially critical as many employees are returning to the physical workplace from maximum telework. This information is helpful for agency leadership to get a better understanding of where they can make improvements.

Participation is voluntary and you may use official time. The survey takes approximately 20 minutes to complete.

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

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 to your leadership. 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: 2022 OPM Federal Employee Viewpoint Survey

The 2022 Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS) is a powerful tool for you to share your opinions and perceptions with your leadership. The 2022 survey features familiar items as well as improved and expanded content. We ask that you please take the time to participate and help agency leadership understand where they can drive improvements. 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: 2022 OPM Federal Employee Viewpoint Survey

The 2022 Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS) is your opportunity to share your opinion about many important aspects of your organization and work unit. This year the OPM FEVS features new content focusing on topics of interest across government, such as *[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing and EO 14168 Defending Women From Gender Ideology Extremism and Restoring Biological Truth to the Federal Government]*, and questions asking about innovation, customer responsiveness, resilience, and work quality.

The survey is voluntary, and you may use official time to complete it. The survey takes approximately 20 minutes to complete.

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%

Subject: 2022 OPM Federal Employee Viewpoint Survey

Your opportunity to participate in the 2022 Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS) is running out. The survey will close at the end of this week.

Take this opportunity to share your feedback. 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	557,778
Eligible Non-respondents (ENR)	UA, RF, IN	20,345
Unknown Eligibility (UNK)	UD, NR, NE, NS	1,095,448
Ineligible (IE)	IE	15,687
Total		*1,689,258*

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) = proportion of eligible cases among cases of known eligibility

P_{elig} = (557,778 +20,345) / (557,778 + 20,345 + 15,687)

P_{elig} = 0.973582459

UNK_{elig} = P_{elig} * UNK = 0.973582459* 1,095,448 = 1,066,508

Thus,

$RR3_{AAPOR}$ = 557,778 / (557,778 + 20,345+ 1,066,508) * 100

$RR3_{AAPOR}$ = 557,778 / 1,644,631 * 100

$RR3_{AAPOR}$ = 33.9 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 ith sample employee in subgroup h was calculated as:

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

where n_h is the sample size for the hth subgroup and N_h is the frame count for the hth 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:

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

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 ineligibles 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 $ww_{ii}^{nnnn} = ff_{cc}^{1,nnnn} \times ww_{ii}$ for known ineligibles and $ww_{ii}^{nnnn} = ff_{cc}^{1,nnnn} ff_{cc}^{2,nnnn} \times ww_{ii}$ 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 ineligibles are included in raking because the control totals computed from the sampling frame variables also include ineligibles. 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 ineligibles 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 ineligibles 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 ineligibles 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 ith respondent was computed as:

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

where $f_i f_i^{RR}$ is the product of the iterative adjustments (in each dimension group, s_g) applied to the ith sample employee. The final weight equals the number of people in the survey population the ith 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 JKn 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.

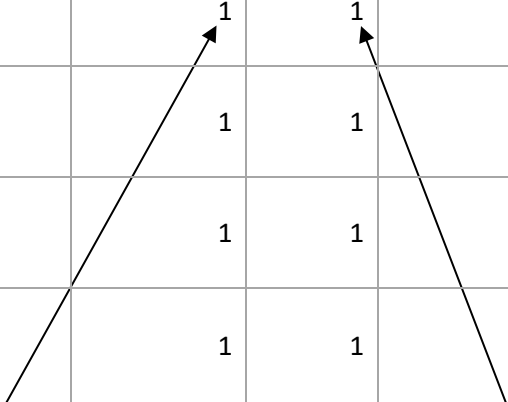**Table F1.**   **Population counts, sample sizes, selection probabilities, and base weights**

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	800	800			
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
				5,671*1

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
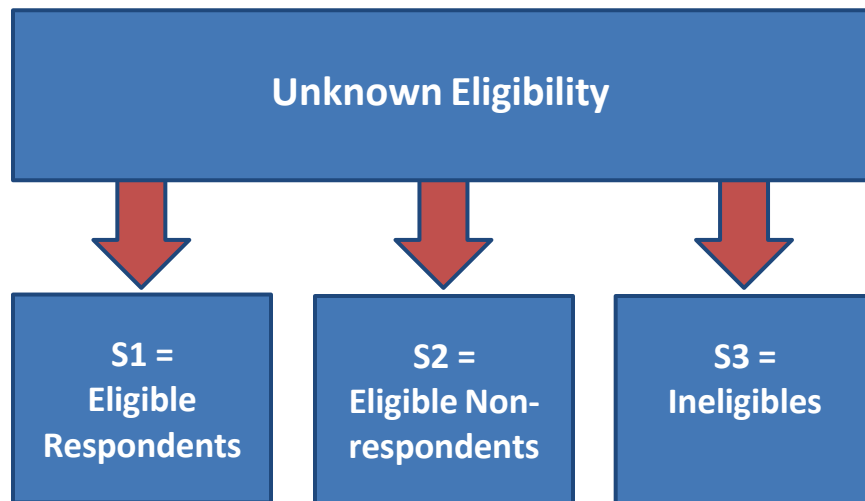
Figure G2.   Type 1B Nonresponse Adjustment
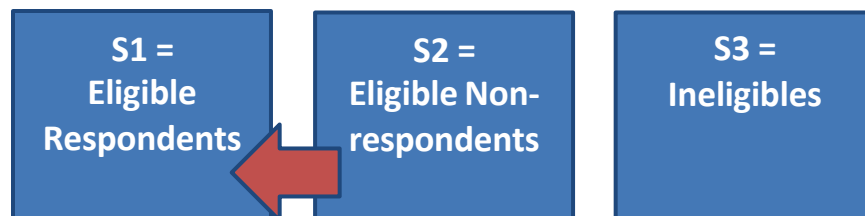
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