

U.S. Department of Education Chapter of Blacks In Government (BIG): Analysis of the Federal

Employee Viewpoint Survey (EVS)

By

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About the Authors

Wanda E. Gill, Ed.D. is the President of the U.S. Department of Education Chapter of Blacks In Government (BIG), employed as a Program Management Specialist in the Office of Innovation and Improvement. She was invited to the Summer Interns Orientation by the Program director, Gillian Cohen-Boyer, who encouraged interns to interface and work with those organizations at ED that interested them. Aleshia Faust, a summer intern (volunteer) expressed interest in working with the U.S. Department of Education Chapter of BIG and agreed to co-write and edit this article on BIG's Analysis of the 2012 Federal Employee Viewpoint Survey. Ms. Faust just completed her freshmen year at Washington College in Chestertown, Maryland where she is majoring in business.

Acknowledgments

The Federal Employee Viewpoint Survey is an instrument developed and disseminated by the Office of Personnel Management as a tool to determine how federal employees view their agency so that findings can be used to improve the workplace. Mr. Ali Muhammad of the EEO Office at the U.S. Department of Agriculture provided the demographic data on the federal work force used in this report. For our purposes, data on the responses of Black, White and other employees who identified them as belonging to 2 or more racial groups were analyzed for similarities and differences in responses in 2012. Mr. Gary Jones in the Office of Innovation and Improvement edited the document and Jim Richards in the Training and Development Center at the U.S. Department of Education formatted the draft.

The document is dedicated to our families who support and encourage us.

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Table of Contents

I.	Acknowledgments	p. 2
II.	Introduction	p. 4
III.	Findings from the Federal Employee Viewpoint Survey (EVS)	p. 5
IV.	Tables on 2012 Employee Viewpoint Survey Questions Based on Selected Demographics	p. 10
V.	Office of Innovation and Improvement (OII): Participation by Race in the 2012, 2011 and 2010 Employee Viewpoint Survey (EVS)	p.96
VI.	2013 EVS U.S. Department of Education Response Rate by Primary Office	p.98
VII.	Conclusions	p. 99
VIII.	Recommendations	p. 102

Introduction

The Federal Employee Viewpoint Survey (EVS) is administered each year to help agencies determine how the workplace is viewed by full or part-time federal civilian workers. The survey gives general indicators of how well agencies are administered. Indicators are used to develop policy and initiate planning objectives and actions. The survey is viewed by OPM as the workers' voices on what works well and what needs improvement. In an April 8, 2013 online article in FEDSmith.com, [Sequestration and the Federal Employee Viewpoint Survey](#), Timothy J. Clark indicates 2013 may be a good time to take another look at government improvement strategies, as employee morale is challenged by sequestration and potential furloughs. According to the author, results of the 2012 survey indicate that only 2 out of 10 federal employees feel their pay raises are related to their performance and only 3 out of 10 feel performance is recognized in a meaningful way and that promotions are based on merit. The author quotes the report in saying "Overall, the steady trend of improvement has changed; government wide scores have dropped on every index, and 36 items decreased between two and five percentage points from 2011 to 2012." Headlines in the online [Federal Times](#) concurs, indicating "Feds dissatisfied: Survey shows morale in decline". Results of the 2012 EVS show declines from the 2011 findings of 2-3 points on 39 questions. This is the major indicator of the overall Federal workforce's view of their workplace.

For the 2012 administration of the Federal Employee Viewpoint Survey, a total of 82 agencies participated in the survey and those agencies are ranked as best places to work based on employees' answers to survey questions. The EVS was administered for up to six weeks from April – June 2012, with staggered launch dates across agencies. The government wide response rate of 46.1% represented 687,687 responding out of the 1,492,418 employees who received surveys. Due to weighted statistical methods, the final data represents the composition and demographic make-up of the Federal workforce within plus or minus 1 percentage point. "Do not know" and "No basis to judge" responses were removed prior to computing percentages of respondents for each question. Data for the worklife program was only computed for those who participated in specific programs. As a result, there were lower number of respondents in this section. Data for 2011 and 2010 was recalculated based on this change in method, so comparisons could be made, generally.

The results of the 2012 survey are particularly meaningful since, once statistically treated for minor differences, they could be used to demonstrate trends in responses of employees over the past three years. Of particular note is the fact that the survey completers included 66% of employees from across the U.S. and world outside of the Washington, D.C. metropolitan area. While the data by demographics for the entire country are useful, agency racial breakouts are not available publicly, thereby limiting the possible potential differences in perceptions of agencies across racial groups. Nonetheless, the national data is very useful for all groups.

The narrative describes the overall findings from the Executive Summary, the individual differences on survey questions items, a brief analysis of those differences, conclusions and recommendations.

Findings for the Federal Government from the Employee Viewpoint Survey (EVS)

The 2012 Federal Employee Viewpoint Survey from the Office of Personnel Management was completed by 687,687 or 46.1% of all full or part-time permanent civilian Government employees. Of the 82 participating agencies, 67 had response rates of 50% or greater. It should be noted that nearly 66% of respondents were field employees across the U.S. and world. The response rate for the U.S. Department of Education was 64.8%.

According to the Executive summary, the overall survey results in all 82 Federal agencies indicate:

- Almost all Federal workers indicate their work is important they are looking for ways to do their jobs better and they're willing to put in the extra effort to get their job done.
- 80% like the work they do, understand how their work relates to the agency's goals, and rate the quality of their unit's work as high.
- Approximately 67% report positive conditions for engagement still exist in their agencies.

There are, however, specific areas that need improvement.

- 67% of employees would recommend their organization as a good place to work, down 2% from the preceding year.
- 68% of employees indicated job satisfaction, down three percentage points from the preceding year.
- 59% indicated satisfaction with their organization.
- 59% indicated satisfaction with their pay, down 4%.
- 20% feel pay raises are related to their job performance.

- 30% feel their performance is recognized in a meaningful way and that promotions are based on merit.

The Federal Employee Viewpoint Survey results indicate the relationship between engagement, satisfaction and intentions of leaving the federal work force. Moderately Engaged with High Satisfaction employees are two times more likely to consider leaving than High Satisfaction employees. Moderately Engaged with Low Satisfaction employees are five times more likely to consider leaving.

In terms of supervision, 75% of employees indicate their supervisor:

- Treats them with respect.
- Has talked to them about their performance.
- Listens to what they have to say.

In addition, 66% agree:

- Their supervisor is doing a good job overall.
- They trust and have confidence in their supervisor.
- They have opportunities to demonstrate their leadership skills.
- Their supervisor is committed to the workforce.
- Their supervisor supports employee development.

The U.S. Department of Education is one of three agencies (National Science Foundation & Office of Personnel Management are the other two) that support 3 out of 4 with telework in some form. Telework influences scores on Global Satisfaction and Employee Engagement, a difference of 7% points in both areas (p.19).

The survey included 98 items of which 14 were demographic questions and 84 were en employees' perceptions of agency effectiveness in managing their workforces. The 98 items are grouped into: Personal Work Experiences, Work Unit, Agency,

Supervisor/Team Leader, Leadership, Satisfaction, Work/Life and Demographics. For the first time in survey administration, trend tables were presented using recalculated data from the 2008, 2010, 2011 surveys against the 2012 survey. The only upward trend was on question 28 on how the employee would evaluate the work of their unit and the telework questions which was completed only by those teleworking in some form. Most trends were downward with a few remaining the same from the 2011 Employee Viewpoint Survey.

On the HCAAF Index: Leadership and Knowledge Management, the U.S. Department of Education remained at 60 as it was in 2011. This index is made up of the following questions:

- 10. My workload is reasonable.
- 35. Employees are protected from health and safety hazards on the job.
- 36. My organization has prepared employees for potential security risks.
- 52. I have trust and confidence in my supervisor.
- 53. In my organization, leaders generate high levels of motivation and commitment in the workforce.
- 55. Managers/supervisors/team leaders work well with employees of different backgrounds.
- 56. Managers communicate the goals and priorities of the organization.
- 57. Managers review and evaluate the organization's progress toward meeting organizational goals and objectives.
- 61. I have a high level of respect for my organization's senior leaders.
- 64. How satisfied are you with the information you receive from management on what's going on in your organization.
- 66. How satisfied are you with the policies and practices of your senior leaders.

In Appendix E2. HCAAF Trends: Results Oriented Performance Culture, the U.S. Department of Education scored 53 in 2012 as it did in 2011. Questions on this index include:

- 12. I know how my work relates to the agency's goals and priorities.
- 14. Physical conditions (for example, noise level, temperature, lighting, cleanliness the workplace, etc.) allow employees to perform their jobs well.
- 15. My performance appraisal is a fair reflection of my performance.
- 20. The people I work with cooperate to get the job done.
- 22. Promotions in my work unit are based on merit.
- 23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- 24. In my work unit, differences in performance are recognized in a meaningful way.
- 30. Employees have a feeling of personal empowerment with respect to work processes.
- 32. Creativity and innovation are rewarded.
- 33. Pay issues depend on how well employees perform their jobs.
- 42. My supervisor supports my need to balance work and other life issues.
- 44. Discussions with my supervisor/team leaders about my performance are worthwhile.
- 65. How satisfied are you with the recognition you receive for doing a good job.

The U.S. Department of Education dropped from 58 to 57 on the HCAAF Index Trend: Talent Management. The questions include the extent to which employees think:

- 1. I am given a real opportunity to improve my skills in my organization.
- 11. My talents are used well in the workplace.
- 18. My training needs are assessed.
- 21. My work unit is able to recruit people with the right skills.
- 29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
- 47. Supervisor/team leaders in my work unit support employee development.
- 68. How satisfied are you with the training you receive for your present job?

On the HCAAF Index Trends: Job Satisfaction (Appendix E4). The U.S. Department of Education dropped to 64 in 2012 from 65 in 2011. The questions in the Job Satisfaction Index include:

- 4. My work gives me a feeling of personal accomplishment.
- 5. I like the kind of work I do.
- 13. The work I do is important.
- 63. How satisfied are you with your involvement in decisions that affect your work?
- 67. How satisfied are you with your opportunity to get a better job in your organization?
- 69. Considering everything, how satisfied are you with your job?
- 70. Considering everything, how satisfied are you with your pay?

On the Global Satisfaction Index (Appendix F), the U.S. Department of Education dropped to 60 in 2012 from 62 in 2011. The questions related to this index include:

On the Employee Engagement Index Trend (Appendix G1), the U.S. Department of Education went up to 65 in 2012 from 64 in 2011. The Employee Engagement Index assesses effective leadership, work which provides meaning to employees, etc.). It is composed of the following three factors: Leaders Lead, Supervisors, and Intrinsic Work Experiences.

On Employee Engagement Index Trends: Leadership (Appendix G2), the U.S. Department of Education went down to 54 in 2012 from 55 in 2011. The Leaders Lead index comes from the following questions:

- 53. In my organization, leaders generate high levels of motivation and commitment in the workplace.
- 54. My organization's leaders maintain high standards of honesty and integrity.
- 56. Managers communicate the goals and priorities of the organization.
- 60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?
- 61. I have a high level of respect for my organization's senior leaders.

On Employee Engagement Index Trends (Appendix G3), the U.S. Department of Education increased from 71 in 2011 to 73 in 2012. Questions covered by this index include:

- 47. Supervisors/team leaders in my work unit support employee development.
- 48. My supervisor/team leader listens to what I have to say.
- 49. My supervisor/team leader treats me with respect.
- 51. I have trust and confidence in my supervisor.
- 52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

On the Employee Engagement Index Trend: Intrinsic Work Experiences, the U.S. Department of Education remained at 67 in 2012, as it was in 2011. The questions include employees' feelings of motivation and competency in their roles in the workplace and are made up of the following questions:

- 3. I feel encouraged to come up with new and better ways of doing things.
- 4. My work gives me a feeling of personal accomplishment.
- 6. I know what is expected of me on the job.
- 11. My talents are used well in the workplace.
- 12. I know how my work relates to the agency's goals and priorities.

Tables on 2012 Employee Viewpoint Survey Questions Based on Selected Demographics

Government-wide, of the 687,687 or 46.1% of employees who completed the 2012 Federal Viewpoint Survey, 95,166 or 15.5% were Black, 452,573 or 73% were White and 21,499 or 3.5% were of two or more races.

The 2012 Federal Employee Viewpoint Survey: Report by Demographics includes data on race for each of the questions in the survey for 2012, 2011 and 2010. Responses of Black employees are given for each of the three year groups in the following figures. The following questions and answers demonstrate the results of employees who self-described as being Black, White or a mixture of 2 or more non- Hispanic races.

Table 1: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (1) “I am given a real opportunity to improve my skills in my organization”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	21.1%	20.6%	21.4%	41.2%	43.7%	43.9%	15.6%	15.5%	14.6%	14.0%	14.3%	13.1%	8.1%	5.8%	7.1%	94,906	41,122	39,879
W	19.9%	19.0%	19.9%	44.6%	47.2%	47.2%	16.3%	16.1%	15.8%	14.1%	13.6%	12.9%	5.2%	4.1%	4.2%	452,012	170,664	174,344
2+	17.0%	16.4%	14.9%	39.0%	41.6%	38.9%	18.3%	17.9%	24.7%	17.1%	16.3%	13.5%	8.6%	7.9%	7.9%	21,466	7,241	6,493

On the first question on the opportunity to improve skills in 2012, Black employees more strongly agreed with the statement than White employees or those who self- identified as belonging to 2 or more racial groups. The trend for strongly agreeing was essentially the same in 2010. Employees of two or more races more strongly disagreed with the statement compared to Black and White employees for all three year groups, 2012, 2011 and 2010. It should also be noted that employees of 2 or more races responded more in all three year groups in the section where they neither agreed nor disagreed with the statement. Indeed, in 2010 almost 25% of respondents who were of 2 or more races neither agreed nor disagreed with the statement on opportunity to improve their skills in the organization.

Table 2: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (2)’I have enough information to do my job well.’

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	22.9%	22.8%	21.8%	51.6%	53.9%	54.0%	12.9%	12.1%	12.8%	9.3%	8.9%	9.1%	3.3%	2.3%	2.4%	94,648	41,124	39,861
W	18.5%	18.1%	17.3%	53.7%	55.1%	55.9%	14.3%	14.2%	14.0%	10.8%	10.5%	10.6%	2.8%	2.1%	2.2%	450,921	170,571	174,241
2+	16.0%	16.2%	13.7%	50.0%	51.6%	52.2%	16.8%	15.9%	16.4%	13.0%	12.7%	13.6%	4.2%	3.6%	4.1%	21,405	7,236	6,494

On question 2, in 2012, 74.5 % of Black employees, 72.2 % of White employees and 66 % of employees of 2 or more races strongly agreed or agreed that they had enough information to do their jobs well. In the same year, 12.6 % of Black, 13.6% of White and 17.2% of employees of two or more races disagreed or strongly disagreed with the statement.

Table 3: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (3) “I feel encouraged to come up with new and better ways of doing things.”

*Note: 2+ races are not Hispanic/Latino

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	21.7%	21.4%	22.1%	38.2%	39.9%	40.0%	18.2%	17.9%	16.8%	14.1%	14.8%	15.2%	7.7%	5.9%	5.9%	94,091	41,104	39,753
W	21.0%	20.8%	21.2%	37.2%	38.7%	39.5%	18.2%	18.2%	18.2%	16.1%	15.9%	14.6%	7.5%	6.4%	6.4%	448,900	170,536	173,806
2+	17.7%	17.9%	15.2%	33.5%	35.6%	33.7%	20.2%	19.9%	21.6%	17.7%	17.1%	20.0%	10.9%	9.6%	9.5%	21,319	7,233	6,469

On question 3 in Table 3, in 2012, 59.9% of Black, 58.2% of White and 51.2% of 2 or more races strongly agreed or agreed that they were encouraged to come up with new and better ways of doing things. On the same question, 21.8 % of Black, 23.6 % of White and 28.6% of employees of 2 or more races disagreed or strongly disagreed that they were encouraged to come up with new and better ways of doing things.

Table 4: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (4) ‘My work gives me a feeling of personal accomplishment.’

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	30.6%	30.6%	30.6%	42.9%	44.9%	46.4%	13.8%	13.2%	12.3%	7.6%	7.6%	7.4%	5.0%	3.7%	3.3%	94,615	41,090	39,882
W	29.1%	29.1%	29.2%	43.9%	45.2%	45.7%	14.0%	13.8%	13.3%	8.6%	8.1%	7.9%	4.4%	3.8%	3.9%	450,911	170,543	174,222
2+	26.8%	26.3%	25.2%	40.8%	41.0%	41.0%	15.9%	16.0%	16.0%	9.9%	11.0%	12.6%	6.6%	5.7%	5.2%	21,420	7,232	6,495

In 2012, on question, 73.5 % of Black, 73 % of White and 67.6 % of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 12.6 % of Black, 13% of White and 16.5 % of employees of 2 or more races disagreed or strongly disagreed with the statement. Though percentages are different among Black, White, and 2 or more races they all seem to get a feeling of personal accomplishment for their work, which may suggest an internal motivation.

Table 5: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (5) "I like the kind of work I do."

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	41.5%	41.9%	42.1%	41.7%	42.4%	42.7%	10.4%	9.7%	9.2%	3.8%	3.9%	4.1%	2.6%	2.0%	1.9%	94,193	41,060	39,803
W	40.5%	41.1%	41.5%	44.0%	44.4%	44.8%	10.0%	9.8%	9.3%	3.9%	3.4%	3.3%	1.6%	1.3%	1.2%	449,252	170,452	174,038
2+	39.1%	40.5%	39.0%	41.6%	40.9%	43.5%	12.5%	12.2%	10.1%	4.2%	4.1%	5.2%	2.6%	2.2%	2.2%	21,320	7,228	6,482

In 2012, on question 5, 83.2 % of Black, 84.5 % of White and 80.7 % of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 6.4 % of Black, 5.5 % of White and 6.8 % of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 6: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (6) "I know what is expected of me on the job."

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	36.4%	36.1%	36.8%	46.3%	47.6%	47.4%	9.2%	9.2%	8.4%	5.2%	4.9%	5.5%	2.8%	2.2%	1.9%	94,178	40,925	39,709
W	30.5%	29.8%	30.0%	49.2%	49.5%	50.4%	11.2%	11.7%	11.0%	6.7%	6.8%	6.6%	2.5%	2.2%	2.1%	449,069	170,115	173,812
2+	29.2%	29.5%	27.3%	47.2%	46.4%	50.4%	12.3%	12.5%	13.6%	7.7%	8.0%	6.3%	3.6%	3.5%	2.4%	21,317	7,204	6,472

In 2012, on question 6 , 82.7 % of Black, 79.7 % of White and 76.4% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 8.0% of Black, 9.2% of White and 11.3 % of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 7: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (7) “When needed, I am willing to put in the extra effort to get a job done.”

*Note: 2+ races are not Hispanic/Latino

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	63.8%	64.1%	65.4%	32.3%	33.0%	31.8%	2.4%	2.0%	1.9%	0.7%	0.5%	0.4%	0.8%	0.5%	0.5%	94,649	41,082	39,829
W	64.4%	64.7%	63.8%	32.5%	32.4%	33.2%	2.1%	2.1%	2.0%	0.6%	0.5%	0.5%	0.5%	0.3%	0.4%	450,906	170,504	174,127
2+	64.4%	64.9%	59.6%	31.3%	31.3%	34.2%	2.9%	2.4%	4.9%	0.6%	0.4%	0.5%	0.8%	1.0%	0.8%	21,399	7,235	6,481

In 2012, on question 7, 96.1% of Black, 96.9 % of White and 95.7% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 1.5% of Black, 1.1 % of White and 1.4 % of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 8: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (8) “I am constantly looking for ways to do my job better.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	50.8%	50.6%	51.0%	40.9%	41.8%	42.6%	6.7%	6.3%	5.3%	0.8%	0.9%	0.8%	0.7%	0.3%	0.4%	94,762	41,003	39,837
W	47.9%	47.9%	46.7%	43.5%	43.6%	44.6%	7.2%	7.2%	7.3%	1.0%	1.0%	1.0%	0.4%	0.3%	0.4%	451,244	170,326	174,056
2+	50.7%	49.8%	45.7%	39.9%	42.1%	44.3%	7.7%	6.5%	8.1%	0.9%	0.9%	1.1%	0.8%	0.7%	0.7%	21,423	7,230	6,489

In 2012, on question 8 , 91.7% of Black, 91.4 % of White and 90.6% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 1.5% of Black, 1.4% of White and 1.7% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 9: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (9) "I have sufficient resources to get my job done."

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	15.3%	16.2%	16.2%	42.4%	41.0%	42.8%	15.2%	16.7%	13.8%	17.3%	17.4%	18.7%	9.8%	8.8%	8.5%	94,518	40,925	39,663
W	9.5%	9.6%	10.1%	36.6%	36.2%	38.3%	16.7%	17.6%	16.8%	24.2%	23.9%	23.0%	13.0%	12.7%	11.8%	451,079	170,168	173,723
2+	9.9%	9.1%	9.6%	31.9%	30.8%	33.9%	18.5%	20.3%	18.6%	24.1%	24.4%	22.9%	15.6%	15.5%	15.0%	21,377	7,201	6,469

In 2012, on question 9 , 57.7 % of Black, 46.1% of White and 41.8% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 27.1% of Black, 37.2% of White and 39.7% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 10: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (10) “My workload is reasonable.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	14.5%	15.0%	14.1%	49.3%	49.2%	50.3%	14.3%	14.6%	14.9%	13.3%	13.2%	12.6%	8.6%	7.9%	8.1%	94,305	40,933	39,773
W	10.4%	10.3%	9.9%	48.0%	47.9%	48.3%	16.1%	17.1%	16.7%	16.8%	16.5%	16.3%	8.7%	8.3%	8.8%	450,039	170,144	173,941
2+	10.3%	10.1%	10.2%	43.2%	43.2%	45.3%	18.4%	21.2%	15.0%	17.2%	15.9%	18.7%	10.9%	9.6%	10.7%	21,319	7,203	6,476

In 2012, on question 10 , 63.8% of Black, 58.4% of White and 53.5% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 21.9% of Black, 25.5% of White and 28.1% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 1: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (11) “My talents are used well in the workplace.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	18.2%	18.6%	18.0%	40.7%	41.8%	42.1%	16.8%	16.8%	16.8%	14.0%	13.5%	14.5%	10.3%	9.2%	8.6%	92,619	40,568	39,405
W	16.3%	16.4%	15.9%	44.1%	44.6%	45.3%	16.2%	16.3%	16.4%	14.7%	14.2%	14.1%	8.8%	8.5%	8.3%	442,946	168,939	172,595
2+	14.5%	15.5%	13.8%	37.4%	37.7%	35.3%	18.8%	17.4%	20.4%	17.4%	17.2%	18.8%	12.0%	12.2%	11.7%	20,940	7,133	6,427

In 2012, on question 11, 58.9% of Black, 60.4% of White and 51.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 24.3% of Black, 23.5% of White and 29.4% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 12: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (12) “I know how my work relates to the agency’s goals and priorities.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	34.1%	34.5%	34.0%	53.0%	53.4%	53.2%	8.2%	8.0%	8.7%	2.6%	2.4%	2.7%	2.0%	1.7%	1.3%	94,124	40,846	39,660
W	29.6%	29.8%	28.7%	53.3%	54.2%	55.2%	10.3%	9.9%	10.2%	4.4%	3.9%	4.0%	2.2%	2.2%	1.9%	449,147	169,744	173,518
2+	29.8%	30.9%	27.1%	51.8%	50.5%	56.3%	10.7%	12.5%	9.9%	4.7%	4.3%	3.8%	3.0%	1.7%	3.0%	21,282	7,194	6,451

In 2012, on question 12, 87.1% of Black, 82.9% of White and 81.6% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 4.6% of Black, 6.6% of White and 7.7% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 13: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (13) "The work I do is important."

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	56.2%	57.2%	54.4%	37.3%	36.9%	40.0%	4.7%	4.3%	4.2%	0.9%	0.8%	0.6%	0.9%	0.8%	0.6%	94,064	40,785	39,441
W	49.4%	50.1%	49.7%	41.4%	41.3%	41.9%	6.4%	6.1%	6.1%	1.7%	1.5%	1.5%	1.0%	0.9%	0.8%	448,571	169,545	172,700
2+	52.1%	52.2%	45.8%	37.6%	37.1%	44.4%	6.9%	8.4%	7.2%	1.9%	1.3%	1.6%	1.5%	0.9%	1.0%	21,255	7,181	6,434

In 2012, on question 13, 93.5% of Black, 90.8 % of White and 89.7% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 1.8% of Black, 2.7 % of White and 3.4% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 14: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (14) "Physical conditions allow employees to perform their jobs well."

*Note: 2+ races are not Hispanic/Latino

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	27.8%	28.2%	25.6%	44.7%	45.9%	45.6%	12.0%	11.7%	13.4%	9.8%	9.1%	10.3%	5.8%	5.1%	5.1%	94,441	40,864	39,680
W	22.2%	21.7%	21.4%	44.5%	44.2%	44.9%	14.2%	14.7%	14.8%	12.3%	12.5%	12.3%	6.8%	6.9%	6.6%	450,072	169,764	173,619
2+	21.9%	20.4%	18.1%	39.8%	43.1%	41.0%	15.5%	15.0%	16.8%	13.6%	12.8%	15.8%	9.2%	8.8%	8.4%	21,344	7,192	6,464

In 2012, on question 14 , 72.5% of Black, 66.7% of White and 61.7% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 15.6% of Black, 19.1% of White and 22.8% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 15: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (15) “My performance appraisal is a fair reflection of my performance”

*Note: 2+ races are not Hispanic/Latino

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	26.3%	26.6%	25.3%	41.0%	42.2%	41.6%	13.9%	14.3%	15.0%	9.7%	9.1%	8.9%	9.1%	7.8%	9.2%	93,280	40,331	39,281
W	25.3%	25.2%	23.8%	44.8%	45.5%	46.0%	14.3%	14.6%	13.8%	8.9%	8.5%	9.4%	6.7%	6.2%	7.0%	444,861	167,690	172,017
2+	23.0%	22.9%	19.0%	38.8%	41.7%	39.7%	17.5%	16.1%	17.4%	10.4%	9.6%	12.0%	10.3%	9.7%	12.0%	21,021	7,092	6,395

In 2012, on question 15 , 67.3% of Black, 70.1 % of White and 61.8% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 18.8% of Black, 15.6% of White and 20.7% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 16: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (16) “I am held accountable for achieving results.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	33.1%	33.1%	31.8%	52.2%	53.5%	54.4%	10.2%	10.0%	11.1%	2.6%	2.1%	1.9%	1.9%	1.3%	0.9%	94,033	40,706	39,577
W	28.8%	29.1%	28.2%	53.6%	54.4%	55.7%	11.8%	11.2%	10.9%	3.9%	3.5%	3.5%	1.9%	1.8%	1.8%	448,851	169,369	173,366
2+	29.4%	29.0%	29.0%	51.0%	52.3%	48.9%	13.2%	12.5%	17.4%	3.8%	4.0%	3.2%	2.6%	2.3%	1.5%	21,243	7,173	6,436

In 2012, on question 16 , 85.3% of Black, 82.4% of White and 80.4% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 4.5% of Black, 5.8% of White and 6.4% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 17: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (17) "I can disclose a suspected violation of any law, rule or regulation without fear of reprisal."

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	21.3%	21.8%	19.1%	36.9%	37.8%	40.4%	21.8%	22.2%	21.3%	9.0%	8.7%	9.9%	10.9%	9.4%	9.3%	90,780	39,324	37,908
W	24.8%	24.5%	23.3%	38.7%	39.7%	40.2%	18.1%	18.4%	18.5%	9.3%	9.1%	9.1%	8.9%	8.3%	8.8%	432,670	162,743	165,828
2+	20.5%	20.6%	20.4%	32.5%	34.2%	29.6%	21.2%	20.5%	25.3%	11.6%	11.3%	11.7%	14.3%	13.4%	13.0%	20,568	6,905	6,195

In 2012, on question 17, 58.2% of Black, 63.5% of White and 53% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 19.9% of Black, 18.2% of White and 25.9% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 18: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (18) “My training needs are assessed.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	15.3%	15.7%	14.1%	41.3%	41.8%	43.2%	21.5%	22.0%	21.5%	13.1%	12.5%	13.8%	8.9%	8.0%	7.4%	93,529	40,104	38,940
W	13.6%	13.5%	12.7%	39.1%	39.9%	40.8%	23.3%	23.7%	23.5%	15.7%	14.8%	15.0%	8.3%	8.1%	7.9%	446,520	167,399	171,153
2+	11.4%	12.5%	12.0%	35.5%	36.3%	30.2%	24.6%	23.2%	31.4%	16.9%	15.9%	16.3%	11.5%	12.1%	10.0%	21,134	7,047	6,359

In 2012, on question 18 , 56.6% of Black, 52.7% of White and 46.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 22% of Black, 24% of White and 29% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 19: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (19) “In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	28.5%	27.7%	27.7%	41.0%	43.3%	41.9%	13.2%	13.5%	13.0%	9.5%	8.7%	10.2%	7.9%	6.7%	7.2%	92,487	40,276	39,268
W	25.4%	23.8%	23.1%	42.1%	44.5%	44.7%	14.6%	14.8%	14.1%	11.0%	10.4%	11.0%	6.9%	6.5%	7.2%	440,088	167,334	171,739
2+	23.3%	21.4%	19.1%	39.0%	41.9%	39.3%	16.6%	15.9%	14.7%	11.4%	11.5%	15.1%	9.6%	9.3%	11.9%	20,801	7,093	6,391

In 2012, on question 19 , 69.5% of Black, 67.5% of White and 62.3% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 17.4% of Black, 17.5 % of White and 21% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 20: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (20) “The people I work with cooperate to get the job done.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	25.6%	24.2%	23.4%	47.6%	51.1%	51.4%	13.9%	13.5%	12.6%	8.9%	8.2%	9.8%	4.0%	2.9%	2.9%	94,720	39,780	38,836
W	25.6%	23.3%	24.2%	48.3%	51.9%	51.4%	13.6%	13.3%	13.1%	9.4%	9.0%	9.0%	3.2%	2.4%	2.3%	451,180	164,243	170,082
2+	22.9%	22.4%	18.5%	45.8%	47.7%	46.7%	16.1%	16.0%	15.9%	10.4%	10.1%	14.3%	4.9%	3.7%	4.6%	21,428	7,008	6,350

In 2012, on question 20, 73.2% of Black, 73.9% of White and 68.7% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 12.9% of Black, 12.6% of White and 15.3% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 21: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (21) “My work unit is able to recruit people with the right skills.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	10.0%	10.6%	10.3%	37.4%	39.0%	39.7%	28.8%	28.6%	28.3%	14.9%	14.1%	13.7%	9.0%	7.6%	8.1%	90,403	39,360	38,043
W	8.0%	8.6%	8.4%	35.1%	36.4%	37.0%	26.1%	27.0%	26.3%	20.8%	19.1%	19.6%	10.0%	8.9%	8.6%	438,119	165,633	169,297
2+	7.0%	7.1%	6.3%	30.9%	31.0%	29.1%	28.8%	30.1%	30.0%	20.2%	19.9%	20.5%	13.1%	11.8%	14.1%	20,612	6,975	6,256

In 2012, on question 21 , 47.4% of Black, 43.1% of White and 37.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 23.9% of Black, 30.8% of White and 33.3% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 22: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (22) “Promotions in my work unit are based on merit.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	7.3%	8.1%	7.5%	23.9%	25.4%	24.6%	30.9%	31.1%	30.1%	18.1%	17.8%	20.3%	19.8%	17.5%	17.5%	88,168	38,349	37,232
W	7.9%	8.4%	8.5%	26.8%	28.3%	28.4%	28.4%	28.6%	28.0%	19.5%	18.8%	18.9%	17.4%	15.9%	16.2%	427,072	161,224	165,186
2+	6.2%	6.5%	5.9%	20.7%	21.9%	19.5%	28.1%	29.0%	25.6%	20.9%	19.5%	25.5%	24.1%	23.2%	23.5%	20,037	6,763	6,120

In 2012, on question 22 , 31.2% of Black, 34.7% of White and 26.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 37.9% of Black, 36.9% of White and 45% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 23: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (23) “In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	6.9%	7.5%	5.9%	26.8%	27.4%	27.9%	30.7%	31.7%	29.4%	18.3%	18.1%	20.3%	17.3%	15.3%	16.5%	85,809	37,248	36,011
W	5.3%	5.3%	5.4%	23.4%	24.4%	24.8%	26.4%	27.4%	26.5%	23.9%	23.5%	24.2%	20.9%	19.4%	19.1%	419,387	157,937	161,207
2+	5.3%	4.8%	4.9%	20.9%	21.8%	19.8%	27.4%	27.6%	26.4%	21.9%	22.2%	21.7%	24.5%	23.5%	27.2%	19,706	6,608	5,932

In 2012, on question 23, 33.7% of Black, 28.7% of White and 26.2% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 35.6% of Black, 44.8% of White and 46.4% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 24: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (24) “In my work unit, differences in performance are recognized in a meaningful way.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	7.5%	8.1%	6.4%	29.0%	31.1%	31.8%	29.2%	29.8%	30.1%	18.7%	17.1%	17.1%	15.5%	13.9%	14.5%	89,371	38,696	37,444
W	6.4%	6.4%	6.8%	27.2%	28.9%	29.1%	28.7%	29.5%	28.4%	22.9%	21.8%	22.1%	14.8%	13.4%	13.7%	431,614	162,606	166,001
2+	5.9%	6.0%	5.5%	22.7%	25.2%	22.2%	29.3%	29.9%	27.7%	22.2%	22.0%	24.1%	19.8%	17.0%	20.5%	20,338	6,824	6,152

In 2012, on question 24 , 36.5% of Black, 33.6% of White and 28.6% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 34.2% of Black, 37.7% of White and 42% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 25: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (25) “Awards in my work unit depend on how well employees perform their jobs.”

*Note: 2+ races are not Hispanic/Latino

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	10.2%	11.4%	10.9%	31.3%	33.1%	31.8%	25.1%	24.9%	23.7%	16.3%	15.7%	17.3%	17.1%	14.8%	16.3%	89,801	38,759	37,771
W	9.2%	9.9%	9.9%	32.3%	34.1%	34.4%	24.9%	25.1%	24.2%	17.9%	16.9%	17.7%	15.6%	13.9%	13.9%	428,518	161,042	165,314
2+	8.4%	9.2%	8.2%	26.8%	28.4%	29.5%	25.9%	25.9%	20.7%	17.9%	18.0%	19.9%	21.1%	18.4%	21.7%	20,208	6,761	6,163

In 2012, on question 25 , 41.5% of Black, 41.5% of White and 35.2% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 33.4% of Black, 33.5% of White and 39% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 26: Black/White/2+ Races' Responses for 2012, 2011 and 2010 on Question (26) "Employees in my work unit share job knowledge with each other."

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	19.7%	20.2%	19.9%	49.3%	50.3%	49.5%	15.6%	15.1%	15.8%	8.7%	8.1%	8.9%	6.7%	6.2%	5.9%	94,216	40,665	39,426
W	21.9%	21.9%	21.8%	52.7%	53.5%	53.5%	13.5%	13.3%	13.6%	7.5%	7.2%	7.2%	4.4%	4.1%	3.9%	450,028	169,733	173,366
2+	19.4%	20.2%	16.6%	49.3%	49.5%	52.7%	15.8%	14.8%	17.0%	8.7%	8.5%	8.1%	6.8%	7.0%	5.7%	21,333	7,167	6,434

In 2012, on question 26, 69% of Black, 74.6% of White and 68.7% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 15.4% of Black, 11.9% of White and 15.5% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 27: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (27) “The skill level in my work unit has improved in the past year.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	16.3%	16.4%	14.0%	39.7%	41.5%	42.5%	27.6%	27.1%	27.3%	9.1%	8.8%	10.0%	7.3%	6.4%	6.2%	90,711	39,021	37,900
W	15.5%	16.2%	15.5%	39.3%	40.9%	40.4%	28.4%	27.7%	27.8%	10.7%	9.8%	10.6%	6.1%	5.3%	5.7%	438,034	164,622	168,278
2+	15.1%	15.9%	12.3%	36.5%	38.9%	32.8%	29.3%	26.7%	32.6%	10.9%	10.6%	15.3%	8.2%	7.9%	7.1%	20,655	6,878	6,207

In 2012, on question 27, 56% of Black, 54.8% of White and 51.6% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 16.4% of Black, 16.8% of White and 19.1% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 28: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (28) “How would you rate the overall quality of work done by your work unit?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Good			Good			Fair			Poor			Very Poor			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	41.4%	37.9%	39.9%	41.6%	44.2%	42.2%	13.9%	14.9%	15.6%	2.1%	2.1%	1.5%	1.1%	0.9%	0.8%	94,940	40,998	39,808
W	42.9%	39.4%	42.1%	41.8%	43.9%	41.7%	12.6%	13.8%	13.6%	2.1%	2.2%	1.9%	0.7%	0.7%	0.7%	451,922	170,304	174,186
2+	38.9%	36.3%	32.6%	40.6%	41.9%	40.6%	16.7%	17.7%	23.1%	2.5%	2.7%	2.9%	1.3%	1.4%	0.8%	21,453	7,218	6,488

In 2012, on question 28, 83% of Black, 84.7% of White and 79.5% of employees of 2 or more races felt very good or good about this statement. On the same question in the same year, 3.2% of Black, 2.8% of White and 3.8% of employees of 2 or more races felt poor or very poor about this statement.

Table 29: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (29) “The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree Nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	17.1%	17.7%	15.5%	57.3%	58.8%	60.7%	15.9%	15.4%	15.9%	6.5%	5.7%	5.6%	3.1%	2.4%	2.2%	93,023	40,280	38,949
W	14.7%	14.4%	14.2%	57.1%	58.3%	57.8%	16.7%	16.5%	16.7%	8.8%	8.3%	8.8%	2.6%	2.2%	2.4%	445,937	168,331	171,783
2+	14.0%	14.4%	11.2%	52.7%	54.0%	57.8%	19.4%	18.5%	19.4%	9.9%	9.9%	8.1%	3.9%	3.2%	3.4%	21,073	7,081	6,360

In 2012, on question 29, 74.4% of Black, 71.8% of White and 66.7% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 9.6% of Black, 11.4% of White and 13.8% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 30: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (30) “Employees have a sense of personal empowerment with respect to work processes.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	10.1%	11.0%	8.4%	38.9%	40.8%	42.1%	25.6%	26.0%	26.0%	16.6%	14.9%	15.8%	8.8%	7.3%	7.6%	92,182	39,900	38,613
W	8.9%	9.3%	9.2%	35.9%	38.3%	37.8%	25.5%	25.8%	25.6%	20.4%	18.8%	18.9%	9.2%	7.7%	8.5%	443,256	167,162	170,513
2+	7.4%	8.5%	6.8%	31.3%	34.0%	29.0%	27.3%	26.9%	33.0%	21.8%	20.4%	20.0%	12.3%	10.2%	11.2%	20,889	7,032	6,309

In 2012, on question 30, 49% of Black, 44.8% of White and 38.7% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 25.4% of Black, 29.6% of White and 34.1% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 31: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (31) “Employees are recognized for providing high quality products and services.”

*Note: 2+ races are not Hispanic/Latino

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	12.0%	12.9%	12.1%	38.8%	41.5%	40.8%	23.5%	22.9%	23.6%	15.8%	14.9%	14.8%	10.0%	7.8%	8.7%	92,381	40,122	38,923
W	11.1%	11.6%	11.5%	37.6%	39.9%	40.0%	23.7%	24.0%	23.1%	18.2%	16.8%	17.1%	9.4%	7.7%	8.4%	443,961	167,990	171,481
2+	9.3%	10.0%	8.7%	32.3%	34.3%	36.1%	25.3%	24.9%	23.5%	20.2%	19.9%	22.5%	12.8%	11.0%	9.2%	20,965	7,090	6,343

In 2012, on question 31, 50.8% of Black, 48.7% of White and 41.6% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 25.8% of Black, 17.6% of White and 33% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 32: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (32) “Creativity and innovation are rewarded.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	10.0%	11.1%	9.6%	31.2%	32.9%	33.3%	29.7%	29.6%	28.6%	17.7%	16.8%	18.4%	11.5%	9.6%	10.1%	90,513	39,211	38,112
W	9.3%	9.6%	10.0%	29.4%	31.3%	31.2%	29.1%	29.4%	29.0%	20.4%	19.5%	18.9%	11.8%	10.3%	10.9%	439,872	166,190	169,913
2+	7.4%	7.4%	7.4%	25.2%	26.6%	26.7%	29.3%	30.9%	27.1%	21.6%	21.0%	24.0%	16.6%	14.0%	14.7%	20,688	6,980	6,260

In 2012, on question 32, 41.2% of Black, 38.7% of White and 32.6% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 29.2% of Black, 32.2% of White and 38.2% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 33: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (33) “Pay raises depend on how well employees perform their jobs.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	6.1%	6.4%	5.9%	19.2%	22.4%	22.2%	30.2%	31.7%	30.5%	24.2%	23.5%	24.6%	20.3%	16.0%	16.7%	88,072	38,336	37,198
W	4.4%	4.6%	5.3%	16.1%	17.8%	20.0%	27.3%	28.6%	28.7%	27.4%	27.5%	27.4%	24.8%	21.5%	18.7%	424,556	160,624	164,620
2+	4.0%	4.1%	4.6%	14.8%	16.6%	18.8%	26.6%	27.0%	23.3%	25.1%	25.0%	28.1%	29.4%	27.3%	25.1%	19,943	6,738	6,088

In 2012, on question 33, 25.3% of Black, 20.5% of White and 18.8% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 44.5% of Black, 52.2% of White and 54.5% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 34: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (34) “Policies and programs promote diversity in the workplace.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	12.3%	13.3%	11.0%	38.4%	40.0%	38.5%	26.4%	26.0%	25.5%	11.2%	11.0%	13.1%	11.7%	9.8%	11.9%	89,773	39,128	37,768
W	16.1%	16.4%	16.0%	43.5%	44.8%	44.6%	29.3%	28.5%	28.9%	6.2%	6.1%	5.9%	5.0%	4.3%	4.7%	419,900	160,022	163,038
2+	15.2%	15.1%	14.8%	35.7%	37.9%	43.7%	29.2%	30.3%	26.4%	9.5%	8.4%	6.3%	10.4%	8.2%	8.9%	19,949	6,812	6,086

In 2012, on question 34, 50.7% of Black, 59.6% of White and 50.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 22.9% of Black, 11.2% of White and 19.9% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 35: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (35) "Employees are protected from health and safety hazards on the job."

*Note: 2+ races are not Hispanic/Latino

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	20.9%	21.7%	18.6%	54.7%	55.7%	56.0%	13.9%	13.4%	15.3%	6.0%	5.5%	5.5%	4.6%	3.7%	4.6%	93,307	40,370	39,091
W	23.3%	23.1%	21.8%	55.0%	55.6%	56.0%	12.6%	12.6%	12.8%	5.7%	5.6%	6.2%	3.3%	3.0%	3.2%	446,790	168,295	171,774
2+	20.5%	20.3%	19.2%	49.9%	50.0%	48.1%	15.8%	16.3%	17.7%	7.8%	7.3%	7.7%	5.9%	6.1%	7.3%	21,151	7,116	6,390

In 2012, on question 35, 75.6% of Black, 78.3% of White and 70.4% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 10.6% of Black, 9% of White and 13.7% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 36: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (36) ‘My organization has prepared employees for potential security threats.’

*Note: 2+ races are not Hispanic/Latino

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	23.3%	23.6%	20.4%	55.9%	56.3%	57.8%	12.9%	12.7%	13.6%	4.7%	4.4%	5.4%	3.2%	2.9%	2.7%	93,408	40,319	39,063
W	22.2%	22.0%	20.5%	56.5%	56.4%	55.9%	13.4%	13.6%	14.7%	5.4%	5.6%	6.1%	2.6%	2.4%	2.8%	446,222	167,944	171,496
2+	20.3%	19.9%	18.0%	51.8%	53.2%	49.3%	16.9%	16.4%	21.3%	6.6%	6.4%	8.7%	4.4%	4.1%	2.6%	21,108	7,109	6,363

In 2012, on question 36, 79.2% of Black, 78.7% of White and 72.1% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 7.9% of Black, 8% of White and 11% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 37: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (37) “Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	14.4%	14.0%	12.2%	32.9%	34.4%	34.7%	25.9%	26.9%	26.8%	12.0%	11.6%	13.2%	14.8%	13.1%	13.0%	89,447	38,611	37,134
W	17.0%	16.6%	16.4%	36.4%	37.9%	37.1%	22.1%	22.6%	23.3%	12.4%	12.1%	12.5%	12.1%	10.8%	10.7%	430,133	162,493	165,370
2+	13.8%	14.0%	12.1%	28.5%	29.7%	26.6%	24.8%	25.5%	28.2%	13.9%	14.4%	14.0%	19.0%	16.4%	19.1%	20,256	6,793	6,072

In 2012, on question 37, 47.3% of Black, 53.4% of White and 42.3% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 26.8% of Black, 24.5% of White and 32.9% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 38: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (38) “Prohibited Personnel Practices are not tolerated.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	18.8%	18.5%	17.0%	39.4%	40.9%	40.2%	23.2%	24.1%	23.5%	7.7%	7.4%	9.1%	11.0%	9.1%	10.2%	86,913	37,860	36,383
W	25.1%	25.1%	24.5%	44.3%	45.1%	45.1%	18.3%	18.1%	18.7%	5.9%	5.8%	5.8%	6.4%	5.8%	5.9%	415,940	158,213	161,659
2+	19.9%	20.0%	17.0%	36.0%	38.5%	33.1%	23.3%	21.6%	28.5%	8.6%	8.0%	8.9%	12.2%	11.9%	12.5%	19,494	6,583	5,950

In 2012, on question 38, 58.2% of Black, 69.4% of White and 55.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 18.7% of Black, 12.3% of White and 20.8% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 39: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (39) “My agency is successful at accomplishing its mission.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	23.1%	24.7%	22.2%	52.8%	54.6%	55.0%	17.7%	15.8%	16.6%	3.4%	2.9%	3.8%	3.0%	2.1%	2.4%	92,431	40,002	38,384
W	23.2%	25.0%	23.8%	54.6%	54.7%	55.0%	15.5%	14.5%	14.8%	4.5%	4.0%	4.2%	2.2%	1.9%	2.2%	444,549	167,951	170,325
2+	20.6%	21.9%	18.9%	50.6%	52.0%	47.8%	20.2%	18.0%	19.0%	5.3%	5.9%	10.2%	3.4%	2.3%	4.1%	20,936	7,039	6,274

In 2012, on question 39, 75.9% of Black, 77.8% of White and 71.2% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 6.4% of Black, 6.7% of White and 8.7% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 40: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (40) “I recommend my organization as a good place to work.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	24.9%	24.9%	27.5%	41.8%	44.1%	40.3%	20.5%	20.0%	20.0%	7.8%	6.8%	7.1%	5.0%	4.1%	5.0%	94,905	40,905	39,734
W	24.6%	26.0%	29.1%	43.2%	43.7%	42.2%	18.8%	18.6%	17.6%	9.2%	8.3%	7.7%	4.2%	3.5%	3.5%	451,865	170,058	173,964
2+	20.6%	20.9%	21.7%	38.8%	41.8%	35.2%	24.0%	22.4%	28.0%	10.4%	10.1%	9.1%	6.2%	4.7%	6.0%	21,456	7,208	6,490

In 2012, on question 40, 66.7% of Black, 67.8% of White and 59.4% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 12.8% of Black, 13.4% of White and 16.6% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 41: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (41) “I believe the results of this survey will be used to make my agency a better place to work.”

*Note: 2+ races are not Hispanic/Latino

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	20.0%	20.3%	18.8%	32.5%	34.7%	36.4%	26.6%	27.4%	25.9%	10.8%	9.8%	10.1%	10.1%	7.7%	8.7%	85,926	37,934	36,155
W	12.3%	12.5%	12.1%	26.8%	29.2%	28.6%	30.3%	30.8%	31.2%	18.2%	15.9%	16.2%	12.5%	11.6%	11.9%	409,736	157,341	158,744
2+	13.4%	13.1%	13.2%	24.4%	27.5%	22.2%	28.7%	28.3%	37.3%	17.1%	15.8%	11.4%	16.3%	15.3%	15.9%	19,102	6,529	5,795

In 2012, on question 41, 52.5% of Black, 39.1% of White and 37.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 20.9% of Black, 30.7% of White and 33.4% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 42: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (42) ‘My supervisor supports my need to balance work and other life issues.’

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	32.3%	31.2%	29.8%	42.1%	43.7%	42.5%	12.7%	13.1%	14.6%	6.3%	6.2%	6.2%	6.7%	5.8%	6.9%	94,196	40,755	39,534
W	35.9%	34.1%	33.9%	42.6%	44.8%	44.5%	11.0%	11.2%	11.8%	5.9%	5.7%	5.6%	4.6%	4.2%	4.3%	449,737	169,803	173,341
2+	32.5%	31.6%	29.1%	39.6%	41.0%	37.8%	14.1%	13.8%	19.7%	7.0%	6.7%	6.9%	6.9%	6.8%	6.5%	21,288	7,179	6,437

In 2012, on question 42, 74.4% of Black, 78.5% of White and 72.1% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 13% of Black, 10.5% of White and 13.9% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 43: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (43) “My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	26.0%	25.9%	25.2%	38.7%	40.2%	40.3%	17.4%	17.5%	17.6%	9.6%	9.7%	9.2%	8.3%	6.7%	7.6%	94,423	40,840	39,660
W	26.6%	26.2%	25.6%	39.8%	41.3%	41.7%	17.1%	17.3%	17.4%	10.2%	9.5%	9.6%	6.3%	5.6%	5.7%	449,913	169,800	173,496
2+	23.6%	24.1%	20.0%	36.1%	37.3%	33.9%	20.0%	19.6%	19.8%	11.0%	10.6%	17.2%	9.4%	8.3%	9.1%	21,329	7,195	6,451

In 2012, on question 43, 64.7% of Black, 66.4% of White and 59.7% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 17.9% of Black, 16.5% of White and 20.4% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 44: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (44) "Discussions with my supervisor/team leader about my performance are worthwhile."

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	24.7%	24.7%	23.8%	38.0%	39.2%	38.6%	18.4%	18.5%	19.3%	9.7%	10.1%	9.3%	9.2%	7.6%	9.0%	93,528	40,557	39,391
W	24.6%	23.8%	23.6%	38.4%	39.8%	39.8%	18.8%	19.3%	19.0%	10.8%	10.4%	10.6%	7.5%	6.6%	7.0%	446,452	168,720	172,356
2+	22.8%	23.1%	18.8%	34.9%	36.2%	31.6%	21.0%	20.5%	23.5%	11.0%	11.7%	16.9%	10.3%	8.5%	9.3%	21,123	7,125	6,404

In 2012, on question 44, 62.7% of Black, 63% of White and 57.7% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 18.9% of Black, 18.3% of White and 21.3% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 45: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (45) “My supervisor/team leader is committed to a workforce representative of all segments of society.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	24.1%	24.2%	24.1%	37.6%	39.9%	39.7%	24.1%	23.1%	22.9%	6.5%	6.5%	5.6%	7.6%	6.3%	7.7%	89,173	38,644	37,328
W	25.9%	25.3%	24.8%	40.4%	41.9%	42.1%	24.1%	24.1%	24.0%	5.0%	4.8%	5.2%	4.6%	4.0%	4.0%	416,131	157,720	160,245
2+	24.0%	24.5%	19.7%	35.3%	37.5%	33.4%	27.1%	25.6%	29.7%	6.2%	5.3%	10.3%	7.5%	7.1%	7.0%	19,567	6,626	5,921

In 2012, on question 45, 61.7% of Black, 66.3% of White and 59.3% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 14.1% of Black, 9.6% of White and 13.7% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 46: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (46) “My supervisor/team leader provides me with constructive suggestions to improve my job performance.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	23.2%	23.6%	22.8%	38.9%	40.0%	40.6%	18.9%	18.9%	17.4%	10.2%	10.1%	10.5%	8.9%	7.5%	8.7%	94,209	40,723	39,545
W	22.2%	21.4%	21.3%	39.0%	40.6%	39.6%	20.3%	20.7%	21.3%	11.4%	11.0%	11.6%	7.1%	6.2%	6.2%	449,173	169,435	173,161
2+	20.6%	21.2%	17.0%	36.6%	37.0%	35.1%	22.0%	22.4%	22.6%	11.0%	10.1%	15.7%	9.8%	9.3%	9.6%	21,309	7,175	6,432

In 2012, on question 46, 62.1% of Black, 61.2% of White and 57.2% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 19.1% of Black, 18.5% of White and 20.8% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 47: Black/White/2+ Races’ Responses for 2012, 2011 and 2010 on Question (47) “Supervisors/team leaders in my work unit support employee development.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	25.1%	25.1%	24.1%	39.5%	42.2%	42.1%	18.5%	17.7%	17.6%	8.2%	7.7%	7.7%	8.8%	7.3%	8.4%	93,429	40,342	39,157
W	25.3%	24.9%	24.5%	41.1%	42.8%	42.8%	17.9%	17.9%	18.5%	8.9%	8.4%	8.5%	6.7%	5.9%	5.8%	446,581	168,327	172,039
2+	22.5%	23.7%	19.6%	37.4%	38.0%	33.9%	20.8%	20.5%	23.0%	9.5%	9.5%	14.6%	9.8%	8.4%	8.8%	21,103	7,110	6,374

In 2012, on question 47, 64.6% of Black, 66.4% of White and 59.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 17% of Black, 15.6% of White and 19.3% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 48: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (48) “My supervisor/team leader listens to what I have to say.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	30.5%	29.8%	31.1%	42.7%	44.6%	42.8%	13.9%	13.4%	14.8%	8.0%	8.2%	6.9%	4.9%	3.9%	4.4%	94,842	41,003	39,850
W	33.2%	32.6%	33.8%	42.5%	43.9%	42.8%	12.3%	12.6%	12.0%	8.1%	7.6%	7.6%	3.9%	3.4%	3.7%	451,707	170,378	174,269
2+	29.9%	29.9%	25.4%	40.4%	41.2%	38.0%	15.0%	15.0%	21.4%	9.0%	9.7%	9.3%	5.7%	4.2%	5.8%	21,450	7,230	6,500

In 2012, on question 48, 73.2% of Black, 75.7% of White and 70.3% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 12.9% of Black, 12% of White and 14.7% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 49: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (49) ‘My supervisor/ team leader treats me with respect.’

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	35.2%	34.8%	36.0%	43.2%	44.8%	43.2%	11.5%	11.6%	10.9%	5.6%	5.2%	6.2%	4.6%	3.6%	3.7%	94,667	40,970	39,853
W	39.0%	38.4%	39.2%	41.7%	42.8%	42.2%	10.3%	10.6%	10.0%	5.4%	5.1%	5.2%	3.6%	3.1%	3.3%	451,183	170,178	174,190
2+	35.4%	34.7%	29.0%	40.1%	41.5%	41.0%	13.4%	13.2%	17.2%	6.0%	5.4%	7.1%	5.2%	5.2%	5.7%	21,412	7,226	6,501

In 2012, on question 49, 78.4% of Black, 80.7% of White and 75.5% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 10.2% of Black, 9% of White and 11% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 50: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (50) “In the last six months, my supervisor/ team leader has talked with me about my performance.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	28.9%	28.5%	30.8%	47.6%	47.9%	44.6%	9.9%	10.4%	10.7%	9.2%	9.4%	8.5%	4.4%	3.8%	5.4%	94,617	40,982	39,726
W	31.3%	30.5%	30.7%	46.4%	47.2%	46.9%	9.9%	10.1%	10.5%	9.0%	9.0%	8.4%	3.4%	3.2%	3.5%	451,208	170,330	174,029
2+	28.3%	28.5%	24.1%	45.6%	45.2%	47.4%	11.7%	11.4%	14.7%	9.3%	10.3%	7.9%	5.1%	4.5%	5.8%	21,429	7,232	6,490

In 2012, on question 50, 76.5% of Black, 77.7% of White and 73.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 13.6% of Black, 12.4% of White and 14.4% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 51: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (51) “I have trust and confidence in my supervisor.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	28.6%	27.7%	29.2%	33.0%	35.4%	33.7%	19.3%	19.1%	19.3%	9.3%	9.6%	9.7%	9.7%	8.2%	8.2%	94,603	40,782	39,619
W	33.4%	33.0%	33.3%	34.4%	35.8%	35.2%	15.9%	16.1%	16.2%	9.0%	8.7%	8.7%	7.2%	6.4%	6.7%	451,128	169,802	173,572
2+	29.8%	29.5%	24.5%	31.0%	32.9%	29.0%	18.8%	18.6%	23.4%	10.1%	10.0%	13.7%	10.2%	9.1%	9.4%	21,433	7,205	6,468

In 2012, on question 51, 61.6 % of Black, 67.8% of White and 54.3% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 19% of Black, 16.2% of White and 20.3% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 52: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (52) “Overall, how good a job do you feel is being done by your immediate supervisor/team leader?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Good			Good			Fair			Poor			Very Poor			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	34.7%	34.3%	35.0%	32.1%	33.2%	31.7%	20.2%	20.4%	21.6%	7.1%	7.0%	6.2%	5.9%	5.1%	5.5%	94,806	40,940	39,793
W	38.4%	37.8%	37.6%	31.5%	32.8%	32.8%	18.0%	17.9%	17.9%	7.0%	6.8%	7.0%	5.1%	4.7%	4.8%	451,591	170,195	174,062
2+	34.1%	34.9%	28.2%	30.0%	30.7%	26.3%	20.5%	19.8%	25.5%	8.4%	7.9%	12.8%	7.0%	6.7%	7.2%	21,442	7,212	6,484

In 2012, on question 52, 66.8% of Black, 69.9% of White and 64.1% of employees of 2 or more races felt very good or good about this statement. On the same question in the same year, 13% of Black, 12.1% of White and 15.4% of employees of 2 or more races felt poor or very poor about this statement.

Table 53: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (53) “In my organization, leaders generate high levels of motivation and commitment in the workforce.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	11.7%	12.3%	11.2%	34.7%	36.5%	36.7%	25.6%	26.3%	27.3%	16.7%	15.6%	15.9%	11.2%	9.2%	9.0%	93,531	40,404	39,137
W	10.2%	10.2%	10.2%	32.4%	34.1%	33.7%	25.9%	26.5%	27.1%	20.3%	19.1%	18.7%	11.2%	10.1%	10.3%	448,177	169,113	172,635
2+	8.9%	9.5%	7.7%	28.0%	28.9%	28.1%	27.2%	27.8%	26.5%	20.8%	20.0%	26.2%	15.1%	13.8%	11.5%	21,194	7,139	6,382

In 2012, on question 53, 46.4% of Black, 42.6% of White and 36.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 27.9% of Black, 31.5% of White and 35.1% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 54: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (54) “My organization’s leaders maintain high standards of honesty and integrity.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	15.0%	15.4%	14.3%	36.9%	39.0%	37.4%	25.4%	25.2%	27.0%	11.6%	11.5%	11.7%	11.1%	8.9%	9.6%	92,000	39,778	38,444
W	17.9%	18.0%	17.7%	38.9%	40.4%	39.8%	22.0%	22.4%	22.7%	11.7%	10.8%	11.1%	9.5%	8.5%	8.6%	438,918	165,483	168,579
2+	14.4%	15.0%	12.5%	32.5%	34.4%	31.1%	25.3%	25.0%	26.8%	13.8%	12.7%	15.9%	14.1%	12.9%	13.7%	20,701	6,973	6,223

In 2012, on question 54, 51.9 % of Black, 56.5% of White and 46.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 22.7% of Black, 21.2% of White and 27.9% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 55: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (55) “managers/supervisors/team leaders work well with employees of different backgrounds.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	15.7%	16.2%	14.7%	42.2%	44.3%	43.5%	23.1%	22.8%	23.4%	10.1%	9.3%	10.3%	8.9%	7.5%	8.0%	91,725	39,870	38,566
W	18.6%	18.7%	17.7%	47.7%	49.0%	48.6%	21.3%	21.1%	22.0%	7.2%	6.8%	7.1%	5.3%	4.4%	4.6%	433,322	164,029	167,146
2+	16.1%	16.8%	13.7%	40.4%	41.6%	38.8%	24.0%	24.9%	28.0%	10.1%	8.6%	11.1%	9.5%	8.0%	8.4%	20,580	6,964	6,223

In 2012, on question 55, 57.9% of Black, 66.3% of White and 56.5% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 19% of Black, 12.5% of White and 19.6% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 56: Black/White/2+ Races’ Responses for 2012, 2011 and 2010 on Question (56) “Managers communicate the goals and priorities of the organization.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	16.7%	17.5%	15.9%	49.2%	51.6%	51.6%	18.4%	17.3%	18.5%	8.8%	7.9%	8.2%	7.0%	5.7%	5.7%	93,566	40,477	39,331
W	15.7%	15.8%	15.3%	46.7%	48.1%	48.9%	19.7%	19.9%	20.1%	11.3%	10.5%	10.0%	6.6%	5.7%	5.6%	447,660	169,106	172,809
2+	13.9%	15.3%	14.2%	44.0%	44.5%	39.8%	20.9%	21.2%	26.1%	12.2%	11.7%	12.6%	9.0%	7.2%	7.3%	21,172	7,148	6,404

In 2012, on question 56, 65.9% of Black, 62.4% of White and 57.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 15.8% of Black, 17.9% of White and 21.2% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 57: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (57) “Managers review and evaluate the organization’s progress toward meeting its goals and objectives.”

***Note: 2+ races are not Hispanic/Latino**

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	16.6%	17.2%	16.5%	48.4%	50.8%	49.7%	21.8%	21.0%	22.6%	7.2%	6.2%	6.7%	5.9%	4.9%	4.6%	90,366	39,206	37,827
W	15.8%	15.9%	15.6%	46.4%	47.8%	48.4%	23.3%	23.2%	22.9%	9.2%	8.6%	8.6%	5.4%	4.5%	4.5%	426,237	161,599	164,489
2+	13.9%	14.7%	14.3%	43.3%	44.5%	38.0%	25.2%	26.4%	32.9%	10.1%	8.7%	8.4%	7.5%	5.7%	6.4%	20,021	6,795	6,071

In 2012, on question 57, 65% of Black, 62.2% of White and 57.2% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 13.1% of Black, 14.6% of White and 17.6% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 58: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (58) “Managers promote communication among different work units.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	15.1%	15.5%	14.0%	43.0%	45.1%	43.9%	21.9%	21.7%	24.0%	11.2%	10.1%	11.2%	8.8%	7.5%	7.0%	92,015	39,885	38,637
W	13.7%	13.7%	13.3%	39.0%	40.7%	40.9%	22.8%	23.1%	23.1%	15.1%	14.3%	14.1%	9.3%	8.2%	8.5%	439,602	166,340	169,837
2+	12.2%	12.8%	10.6%	35.1%	36.3%	33.8%	24.0%	24.5%	25.8%	15.9%	15.5%	21.1%	12.9%	10.9%	8.8%	20,703	7,012	6,273

In 2012, on question 58, 58.1% of Black, 52.7% of White and 47.3% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 20% of Black, 24.4% of White and 28.8% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 59: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (59) “Managers support collaboration across work units to accomplish work objectives.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	15.7%	15.9%	13.9%	44.0%	46.0%	45.7%	22.3%	22.4%	23.9%	9.6%	8.9%	9.6%	8.2%	6.8%	6.9%	91,568	39,553	38,218
W	15.1%	14.8%	14.5%	42.0%	43.3%	43.2%	22.5%	22.8%	23.2%	12.4%	12.1%	11.6%	8.1%	7.1%	7.6%	438,533	165,719	168,775
2+	13.2%	13.9%	11.3%	37.7%	38.8%	36.4%	24.9%	26.1%	25.6%	13.6%	11.9%	17.9%	10.7%	9.2%	8.9%	20,635	6,945	6,203

In 2012, on question 59, 59.7% of Black, 57.1% of White and 50.9% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 17.8% of Black, 20.5% of White and 24.3% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 60: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (60) “Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Good			Good			Fair			Poor			Very Poor			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	23.0%	20.9%	20.5%	36.0%	38.2%	38.2%	24.2%	25.5%	26.3%	8.7%	8.2%	8.1%	8.2%	7.1%	6.9%	89,753	39,175	38,031
W	23.5%	21.3%	20.6%	35.1%	36.7%	37.4%	23.5%	25.0%	24.5%	9.8%	9.4%	9.3%	8.1%	7.7%	8.3%	432,370	164,882	168,306
2+	21.0%	20.5%	17.0%	31.6%	32.9%	32.3%	24.8%	26.2%	27.1%	11.4%	10.9%	11.3%	11.2%	9.5%	12.3%	20,208	6,906	6,190

On question 60 on how good a job is being done by the manager directly above your immediate supervisor/team leader, 59% of Blacks, 58.6 % of Whites and 52.6% of those who self- identified as 2 or more races felt the quality was good or very good. However, 16.9 % of Blacks, 17.9% of Whites and 22.6% of those of 2 or more races viewed their unit’s work as poor or very poor.

Table 61: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (61) “I have a high level of respect for my organization’s senior leaders.”

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	22.5%	23.1%	21.6%	36.3%	38.7%	39.6%	23.4%	22.2%	22.1%	9.4%	9.1%	9.3%	8.5%	6.9%	7.3%	93,703	40,549	39,093
W	19.9%	20.2%	20.1%	33.5%	35.3%	34.2%	22.9%	22.8%	22.8%	13.7%	12.6%	13.0%	10.0%	9.0%	9.8%	447,336	169,074	170,722
2+	18.7%	19.4%	16.6%	30.6%	32.8%	27.2%	24.9%	25.4%	30.2%	13.1%	12.1%	13.0%	12.8%	10.3%	12.9%	21,143	7,145	6,353

In 2012, on question 61, 58.8% of Black, 53.4% of White and 49.3% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 17.9% of Black, 23.7% of White and 25.9% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 62: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (62) "Senior leaders demonstrate support for Work/Life programs."

**Note: 2+ races are not Hispanic/Latino*

R	Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	19.5%	20.0%	18.9%	36.9%	38.4%	38.8%	26.6%	25.6%	25.8%	9.1%	8.9%	9.2%	8.0%	7.1%	7.3%	88,204	38,579	37,126
W	18.2%	18.4%	17.9%	36.1%	36.9%	36.5%	27.4%	27.1%	27.2%	10.7%	10.0%	9.8%	7.7%	7.7%	8.6%	410,754	157,641	158,257
2+	16.3%	16.3%	14.7%	30.7%	32.4%	28.9%	30.1%	30.0%	28.3%	12.0%	11.1%	18.2%	10.8%	10.2%	9.9%	19,270	6,656	5,876

In 2012, on question 62, 56.4% of Black, 54.3% of White and 47% of employees of 2 or more races agreed or strongly agreed with the statement. On the same question in the same year, 17.1% of Black, 18.4% of White and 22.8% of employees of 2 or more races disagreed or strongly disagreed with the statement.

Table 63: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (63) “How satisfied are you in your involvement in decisions that affect your work?”

**Note: 2+ races are not Hispanic/Latino*

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	13.7%	14.2%	14.0%	39.1%	40.5%	42.3%	23.5%	23.5%	21.3%	17.1%	16.6%	17.8%	6.6%	5.3%	4.5%	94,798	41,015	39,860
W	13.5%	13.0%	14.5%	38.5%	40.4%	40.5%	23.1%	23.4%	22.9%	18.8%	18.1%	16.9%	6.1%	5.1%	5.2%	451,556	170,474	174,200
2+	11.4%	11.0%	11.1%	32.1%	34.9%	32.9%	25.8%	26.6%	25.9%	21.7%	20.5%	23.6%	8.9%	7.0%	6.4%	21,442	7,226	6,493

On question 63 on how satisfied employees are with their involvement in decision making, 52.8% of Blacks, 52 % of Whites and 43.5% of those who self- identified as 2 or more races felt very satisfied or satisfied. However, 23.7% of Blacks, 24.9% of Whites and 30.6% of those of 2 or more races felt dissatisfied or very dissatisfied. Over 21% of all three groups in all three years indicated they were neither satisfied nor dissatisfied with their involvement in decisions that affect their work, suggesting another area for potential improvement.

Table 64: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (64) “how satisfied are you with the information you receive from management on what’s going on in your organization?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	13.0%	13.3%	13.4%	40.5%	43.3%	43.7%	23.1%	23.1%	21.0%	16.6%	15.3%	16.8%	6.8%	5.0%	5.1%	94,741	41,035	39,866
W	11.2%	11.0%	11.4%	36.6%	38.5%	38.6%	23.7%	24.3%	23.5%	20.8%	20.0%	20.1%	7.7%	6.1%	6.4%	451,222	170,425	174,217
2+	9.4%	9.1%	9.8%	32.4%	34.3%	30.9%	26.8%	28.6%	24.8%	21.3%	20.7%	24.6%	10.0%	7.3%	9.9%	21,441	7,234	6,492

On question 64 on how satisfied employees are with the information they receive from management on what’s going on in the organization, 53.5% of Blacks, 48.8 % of Whites and 41.8 % of those who self- identified as 2 or more races felt very satisfied or satisfied. However, 23.4 % of Blacks, 28.2% of Whites and 31.3% of those of 2 or more races felt dissatisfied or very dissatisfied. For all three year groups, over 21% of all three racial categories indicated being neither satisfied nor dissatisfied, indicating information from management may be an area where improvements could be made.

Table 65: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (65) “How satisfied are you with the recognition you receive for doing a good job?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	13.9%	15.0%	15.9%	34.7%	37.1%	37.4%	22.7%	22.8%	20.7%	17.9%	16.9%	17.2%	10.8%	8.2%	8.9%	94,508	41,028	39,847
W	13.8%	14.4%	15.8%	34.8%	36.7%	36.7%	23.4%	23.6%	22.0%	18.5%	17.4%	16.8%	9.5%	7.9%	8.6%	450,409	170,408	174,126
2+	11.0%	11.4%	11.1%	29.8%	31.2%	28.9%	25.8%	26.3%	21.3%	19.6%	20.9%	23.9%	13.9%	10.2%	14.8%	21,392	7,231	6,490

On question 65 on how satisfied employees are with the recognition they receive for doing a good job, 48.6% of Blacks, 48.6% of Whites and 40.8% of those who self- identified as 2 or more races felt very satisfied or satisfied. However, 28.7 % of Blacks, 28 % of Whites and 33.5% of those of 2 or more races felt dissatisfied or very dissatisfied. Over 20% of employees in all three groups indicated they were neither satisfied nor dissatisfied on the recognition question for all three year groups, suggesting that recognition is an area employees may not to choose to delve into.

Table 66: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (66) “How satisfied are you with the policies and practices of your senior leaders?”

**Note: 2+ races are not Hispanic/Latino*

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	10.9%	11.6%	11.8%	35.5%	37.8%	36.8%	29.4%	28.9%	29.2%	16.1%	15.5%	15.3%	8.1%	6.3%	6.9%	94,408	40,922	39,783
W	10.1%	10.1%	10.6%	33.2%	35.0%	34.2%	28.7%	28.6%	28.4%	19.0%	18.7%	19.2%	9.0%	7.5%	7.6%	450,283	170,163	174,071
2+	8.3%	8.4%	8.1%	28.3%	29.4%	23.9%	31.2%	32.9%	32.2%	20.0%	19.7%	25.4%	12.2%	9.6%	10.3%	21,382	7,222	6,485

On question 66 on how satisfied employees are with the policies and practices of their senior leaders, 46.4% of Blacks, 43.3% of Whites and 36.6% of those who self- identified as 2 or more races felt very satisfied or satisfied. However, 24.2 % of Blacks, 28% of Whites and 32.2% of those of 2 or more races felt dissatisfied or very dissatisfied

Table 67: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (67) “How satisfied are you with your opportunity to get a better job in your organization?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	10.1%	11.5%	12.9%	27.8%	29.9%	30.9%	25.4%	24.8%	23.4%	20.7%	19.9%	19.6%	16.1%	13.9%	13.2%	94,447	40,986	39,775
W	9.5%	10.1%	11.0%	26.8%	29.3%	30.3%	28.9%	28.9%	28.1%	20.4%	19.6%	18.8%	14.5%	12.1%	11.9%	450,463	170,322	174,039
2+	8.0%	8.6%	7.7%	21.4%	24.4%	22.4%	28.5%	29.8%	25.2%	21.6%	20.8%	23.7%	20.6%	16.4%	21.0%	21,400	7,226	6,484

On question 67 on how satisfied employees are with their opportunity to get a better job in their organization, 37.9% of Blacks, 36.3% of Whites and 29.4% of those who self- identified as 2 or more races felt very satisfied or satisfied. However, 46.4 36.8% of Blacks, 34.9% of Whites and 42.2 % of those of 2 or more races felt dissatisfied or very dissatisfied

Table 68: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (68) “How satisfied are you with the training you receive for your present job?”

**Note: 2+ races are not Hispanic/Latino*

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	14.8%	15.9%	17.5%	41.9%	42.0%	40.9%	21.4%	21.5%	20.9%	14.0%	13.8%	14.2%	8.0%	6.9%	6.3%	94,424	40,960	39,806
W	13.4%	13.6%	14.3%	40.4%	41.2%	41.5%	23.5%	23.5%	23.0%	15.5%	15.4%	14.9%	7.3%	6.3%	6.3%	450,404	170,271	174,052
2+	11.5%	12.8%	10.5%	35.6%	35.0%	28.9%	25.4%	23.4%	29.0%	16.9%	19.1%	21.6%	10.7%	9.7%	10.0%	21,398	7,224	6,491

On question 68 on how satisfied employees are with the training they receive for their job, 56.7% of Blacks, 53.8 % of Whites and 47.1% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 22% of Blacks, 22.8% of Whites and 27.6% of those of 2 or more races felt dissatisfied or very dissatisfied.

Table 69: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (69) “Considering everything, how satisfied are you with your job?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	23.4%	24.2%	25.2%	45.8%	48.2%	46.9%	17.0%	15.9%	16.4%	8.9%	7.6%	7.6%	4.9%	4.0%	3.9%	94,449	40,864	39,793
W	22.5%	23.7%	24.3%	46.1%	47.2%	47.7%	16.6%	16.4%	15.7%	10.3%	9.1%	8.9%	4.5%	3.6%	3.3%	450,114	170,028	173,997
2+	19.4%	21.5%	16.9%	42.0%	42.3%	44.3%	20.2%	19.6%	25.6%	11.9%	11.5%	8.6%	6.5%	5.1%	4.5%	21,381	7,204	6,479

On question 69 on how satisfied employees are with their jobs, 69.2 % of Blacks, 68.6% of Whites and 61.4% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 13.8 % of Blacks, 14.8% of Whites and 18.4% of those of 2 or more races felt dissatisfied or very dissatisfied.

Table 70: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (70) “Considering everything, how satisfied are you with your pay?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	15.0%	16.8%	17.5%	39.8%	42.3%	42.0%	18.1%	17.8%	17.5%	17.3%	15.7%	15.8%	9.8%	7.3%	7.2%	94,522	40,940	39,789
W	17.7%	19.3%	22.5%	43.3%	45.3%	46.4%	16.2%	16.0%	14.4%	15.7%	14.1%	11.8%	7.1%	5.3%	4.9%	450,699	170,253	174,112
2+	13.4%	15.4%	14.6%	38.3%	38.7%	41.6%	19.2%	19.8%	19.6%	17.3%	17.0%	16.5%	11.7%	9.2%	7.7%	21,402	7,223	6,493

On question 70 on how satisfied employees are with their pay, 54.8 % of Blacks, 61% of Whites and 51.7% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 27.1 % of Blacks, 22.8% of Whites and 29 % of those of 2 or more races felt dissatisfied or very dissatisfied.

Table 71: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (71) “Considering everything, how satisfied are you with your organization?”

*Note: 2+ races are not Hispanic/Latino

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	16.8%	18.4%	17.7%	44.2%	46.2%	45.6%	21.3%	20.3%	22.0%	11.5%	10.1%	9.6%	6.3%	5.0%	5.1%	94,529	40,922	39,741
W	16.0%	17.2%	18.0%	43.3%	45.2%	44.8%	21.0%	20.4%	20.1%	13.6%	12.2%	12.0%	6.1%	5.0%	5.0%	450,838	170,223	173,920
2+	12.8%	13.9%	12.9%	38.9%	41.1%	38.5%	24.3%	23.0%	26.7%	15.6%	15.2%	14.2%	8.4%	6.8%	7.7%	21,425	7,227	6,475

On question 71 on how satisfied employees are with their organization, 61 % of Blacks, 61.2% of Whites and 51.7% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 17.8% of Blacks, 19.7% of Whites and 22.4% of those of 2 or more races felt dissatisfied or very dissatisfied.

Table 72: Black/White/2+ Races' Responses for 2012, 2011 and 2010 on Question (72) "Have you been notified that you are eligible to telework?"

***Note: 2+ races are not Hispanic/Latino**

R	Yes			No			Not Sure			Item Response		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	36.2%	28.3%	---	58.1%	66.5%	---	5.7%	5.2%	---	94,775	41,062	---
W	36.6%	27.1%	---	58.0%	67.8%	---	5.4%	5.1%	---	451,398	170,373	---
2+	32.1%	22.5%	---	61.6%	71.4%	---	6.3%	6.1%	---	21,446	7,224	---

In 2012, in terms of telework, 36.2% of Black employees, 36.6% of White employees and 32.1% of employees identified as belonging to 2 or more racial groups indicated yes, they had been notified of their eligibility for telework. These numbers and percentages were up significantly from 2011 when 28.3% of Black, 27.1% of White and 22.5% of bi+ racial employees were notified of their eligibility.

Table 73 : Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (73) "Please select the response below that best describes your telework situation."

***Note: 2+ races are not Hispanic/Latino**

R	Telework 3+ Days Per Week			Telework 1-2 Days Per Week			Telework No More than 1-2 Days Per Month			Telework Infrequently			Do Not Telework, Must Be Physically Present		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	2.8%	2.3%	-	9.9%	7.8%	-	3.9%	3.2%	-	7.5%	7.5%	-	28.5%	28.7%	-
W	2.4%	1.9%	-	7.0%	5.4%	-	3.8%	3.3%	-	10.2%	10.0%	-	37.1%	36.7%	-
2+	2.2%	2.1%	-	6.5%	4.6%	-	3.2%	2.4%	-	8.2%	8.1%	-	37.2%	40.7%	-

R	Do Not Telework-Technical Issues			Not Allowed to Telework			Choose Not to Telework			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	5.6%	6.2%	-	28.2%	31.8%	-	13.6%	12.5%	-	91,708	39,958	-
W	6.3%	6.9%	-	20.5%	24.3%	-	12.6%	11.5%	-	440,241	167,020	-
2+	6.1%	6.6%	-	25.8%	27.4%	-	10.7%	8.2%	-	20,869	7,087	-

Those employees indicating they must be physically present and they aren't allowed to telework in 2012 included 28.5% of Black employees, 37.1% of White employees and 37.2% of Multiracial employees. Those not allowed to telework include 28.2% Black employees, 20.5% White employees and 25.8% Multiracial employees in the same year group. Of those employees choosing not to telework, 13.6% were Black, 12.6% were White and 10.7% were Multiracial.

Table 74: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (74) “Do you participate in the following Work/Life programs... Alternative Work Schedules (AWS)?”

***Note: 2+ races are not Hispanic/Latino**

R	Yes			No			Not Available to Me			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	33.8%	32.8%	-	46.2%	49.7%	-	20.0%	17.6%	-	94,418	40,744	-
W	32.0%	32.8%	-	45.3%	46.4%	-	22.7%	20.8%	-	449,980	169,214	-
2+	31.1%	33.2%	-	42.8%	41.2%	-	26.0%	25.5%	-	21,352	7,165	-

In terms of participating in the Alternative Work Schedule Work/Life program, 33.8% of Blacks, 32% of Whites and 31.1% of Multiracial employees indicated they did participate in Alternative Work Schedules in 2012. 20% of Blacks, 22.7% of Whites and 26% of Bi-racial employees indicated the program was not available to them. Again, item responses were large, adding to the reliability of the answers.

Table 75: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (75) "Do you participate in the following Work/Life programs...Health and Wellness Programs?"

***Note: 2+ races are not Hispanic/Latino**

R	Yes			No			Not Available to Me			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	33.1%	33.0%	-	56.9%	56.9%	-	10.0%	10.1%	-	93,991	40,583	-
W	28.8%	28.4%	-	59.3%	59.9%	-	11.9%	11.7%	-	449,344	168,929	-
2+	29.1%	29.9%	-	55.6%	55.1%	-	15.3%	15.0%	-	21,341	7,145	-

In terms of the health and wellness programs at agencies, 33.1% of Black, 28.8% of White and 29.1% of Bi-racial employees indicated they participated. However, 56.9% of Black, 59.3% of White and 55.6% of Multiracial employees did not. In 2012, 10% of Black, 11.9% of White and 15.3% of Multiracial employees indicated Health and Wellness Programs were not available to them.

Table 76: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (76) “Do you participate in the following Work/Life programs...Employee Assistance Program (EAP)?”

***Note: 2+ races are not Hispanic/Latino**

R	Yes			No			Not Available to Me			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	20.2%	17.5%	-	74.3%	76.7%	-	5.5%	5.8%	-	93,680	40,467	-
W	12.4%	11.4%	-	82.0%	83.0%	-	5.6%	5.6%	-	448,499	168,592	-
2+	14.3%	12.7%	-	77.8%	79.1%	-	8.0%	8.1%	-	21,273	7,135	-

In terms of the Employee Assistance Program, in 2012, 20.2% of Black, 12.4% of White and 14.3% of Multiracial employees participated. 5.5% of Black, 5.6% of White and 8% of Multiracial employees indicated the Employee Assistance Program was not available to them.

Table 77: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (77) "Do you participate in the following Work/Life programs... Child Care Programs?"

***Note: 2+ races are not Hispanic/Latino**

R	Yes			No			Not Available to Me			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	5.9%	5.1%	-	80.1%	81.2%	-	14.1%	13.6%	-	94,251	40,386	-
W	3.1%	2.5%	-	79.6%	81.0%	-	17.3%	16.5%	-	450,136	168,500	-
2+	4.3%	2.7%	-	75.7%	76.9%	-	20.0%	20.4%	-	21,369	7,136	-

Child care programs were only used by small percentages of employees in 2012. 8.9% of Black, 3.1% of White and 4.3% of Multiracial employees indicated they used child care programs offered through their agencies. In terms of the availability of child care programs, 14.1% of Blacks, 17.3% of Whites and 20% of Multiracial employees said child care programs were not available to them. The unasked question is if they would use the service if it were available.

Table 78: Black/White/2+Races' Responses for 2012, 2011 and 2010 on Question (78) "Do you participate in the following Work/Life Programs....Elder Care Programs?"

*Note: 2+ races are not Hispanic/Latino

R	Yes			No			Not Available to Me			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	4.6%	3.5%	-	80.8%	81.7%	-	14.7%	14.7%	-	94,295	40,327	-
W	1.8%	1.4%	-	80.5%	81.6%	-	17.6%	17.0%	-	450,095	168,281	-
2+	2.1%	1.5%	-	77.1%	78.4%	-	20.8%	20.2%	-	21,352	7,122	-

The Eldercare Programs at agencies also had low usage. In 2012, 4.6% of Black, 1.8% of White and 2.1% of Bi-racial employees participated in Elder Care Programs. In the same year, 14.7% of Blacks, 17% of Whites and 20.2% of Bi-racial employees indicated the Elder Care Programs were not available to them. The question is whether they would have participated, had the program been available. Most employees in all three groups indicated they did not use the service but it's not clear why, need or convenience or both.

Table 79: Black/White/2+Races’ Responses for 2012, 2011 and 2010 on Question (79) “How satisfied are you with the following Work/Life programs in your agency...Telework?”

**Note: 2+ races are not Hispanic/Latino*

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	36.1%	33.8%	-	38.5%	39.1%	-	15.7%	17.0%	-	6.3%	6.7%	-	3.4%	3.3%	-	28,039	14,639	-
W	33.3%	30.7%	-	39.9%	39.0%	-	17.1%	19.7%	-	7.1%	7.7%	-	2.6%	2.9%	-	129,479	60,885	-
2+	30.4%	26.4%	-	38.8%	34.6%	-	19.6%	24.6%	-	7.5%	10.6%	-	3.7%	3.8%	-	5,264	2,302	-

On question 79 on how satisfied employees are with the telework program at their agency, 74.6 % of Blacks, 73.2% of Whites and 69.2% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 9.7 % of Blacks, 9.7% of Whites and 11.2% of those of 2 or more races felt dissatisfied or very dissatisfied. Telework answers are expanded in later questions.

Table 80: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (80) “How satisfied are you with the following Work/Life programs in your agency...Alternate Work Schedules (AWS)?”

**Note: 2+ races are not Hispanic/Latino*

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	47.5%	49.1%	-	41.5%	41.1%	-	7.6%	6.5%	-	2.3%	2.5%	-	1.1%	0.8%	-	34,985	17,174	-
W	45.7%	46.4%	-	43.3%	43.3%	-	7.5%	6.9%	-	2.5%	2.4%	-	0.9%	0.9%	-	157,186	65,533	-
2+	41.7%	43.2%	-	44.0%	42.4%	-	9.7%	10.1%	-	3.2%	3.3%	-	1.3%	1.0%	=	7,386	2,877	-

On question 80 on how satisfied employees are with the telework program at their agency, 89% of Blacks, 89 % of Whites and 85.7% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 3.4% of Blacks, 3.4 % of Whites and 4.5% of those of 2 or more races felt dissatisfied or very dissatisfied.

Table 81: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (81) “How satisfied are you with the following Work/Life programs in your agency...Health and Wellness Programs?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	29.8%	29.5%	-	52.4%	55.2%	-	14.9%	12.6%	-	2.1%	1.9%	-	0.7%	0.7%	-	30,396	13,331	-
W	27.0%	26.7%	-	53.1%	54.5%	-	16.4%	15.3%	-	2.8%	2.8%	-	0.7%	0.7%	-	125,962	48,329	-
2+	25.7%	23.7%	-	50.9%	55.0%	-	19.0%	17.0%	-	3.3%	3.3%	-	1.1%	1.0%	-	6,132	2,116	-

On question 81 on how satisfied employees are with the health and wellness programs at their agency, 82.2 % of Blacks, 80.1% of Whites and 76.6% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 2.8 % of Blacks, 3.5% of Whites and 4.4% of those of 2 or more races felt dissatisfied or very dissatisfied.

Table 82: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (82) “how satisfied are you with the following Work/Life programs in your agency....Employee Assistance Program (EAP)?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	27.7%	27.7%	-	51.3%	51.9%	-	18.0%	17.1%	-	2.1%	2.0%	-	0.9%	1.3%	-	18,583	7,097	-
W	24.9%	26.0%	-	50.3%	52.4%	-	20.8%	17.7%	-	2.8%	2.7%	-	1.2%	1.1%	-	55,144	19,733	-
2+	25.3%	25.4%	-	50.4%	50.8%	-	19.1%	20.3%	-	3.4%	2.6%	-	1.8%	0.8%	-	3,216	1,005	-

On question 82 on how satisfied employees are with the Employee Assistance Program at their agency, 79% of Blacks, 75.2% of Whites and 75.7% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 3 % of Blacks, 4% of Whites and 5.2% of those of 2 or more races felt dissatisfied or very dissatisfied.

Table 83: Black /White/2+Races’ Responses for 2012, 2011 and 2010 on Question (83) “how satisfied are you with the following Work/Life programs in your agency...Child Care Programs?”

**Note: 2+ races are not Hispanic/Latino*

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	30.8%	29.7%	-	44.1%	43.0%	-	21.6%	20.5%	-	2.4%	3.3%	-	1.1%	3.5%	-	4,329	1,715	-
W	31.8%	29.8%	-	39.5%	43.4%	-	25.0%	22.4%	-	2.5%	3.0%	-	1.2%	1.3%	-	10,916	4,516	-
2+	29.5%	34.9%	-	41.9%	39.9%	-	21.3%	16.9%	-	4.5%	2.7%	-	2.7%	5.6%	-	669	226	-

On question 83 on how satisfied employees are with the child care programs at their agency, 74.9% of Blacks, 71.3% of Whites and 71.4% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 3.5% of Blacks, 3.7% of Whites and 7.2% of those of 2 or more races felt dissatisfied or very dissatisfied.

Table 84 : Black/White/2+Races' k Responses for 2012, 2011 and 2010 on Question (84) “How satisfied are you with the following Work/Life programs in your agency...Elder Care programs?”

***Note: 2+ races are not Hispanic/Latino**

R	Very Satisfied			Satisfied			Neither Satisfied nor Dissatisfied			Dissatisfied			Very Dissatisfied			Item Responses		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
B	28.0%	22.4%	-	44.2%	48.7%	-	25.4%	25.3%	-	1.6%	1.6%	-	0.8%	1.9%	-	3,411	1,299	-
W	23.7%	22.2%	-	41.8%	40.2%	-	32.7%	34.4%	-	1.4%	2.4%	-	0.4%	0.8%	-	6,715	2,259	-
2+	24.5%	17.7%	-	44.0%	54.3%	-	29.7%	26.1%	-	1.0%	1.1%	-	0.8%	0.8%	-	427	122	-

On question 84 on how satisfied employees are with the Elder Care programs at their agency, 72.2 % of Blacks, 65.5 % of Whites and 68.5% of those who self- identified as 2 or more races felt very satisfied or satisfied. Only 2.4 % of Blacks, 1.8% of Whites and 1.8% of those of 2 or more races felt dissatisfied or very dissatisfied.

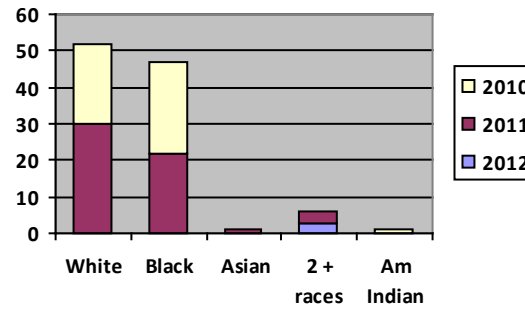
Office of Innovation and Improvement (OII): Racial Participation in the 2012, 2011 and 2010 Employee Viewpoint Survey (EVS)

The Office of Innovation and Improvement collected data on the number of respondents to the Employee Viewpoint Survey by race. In 2012, the number of respondents to the Employee Viewpoint Survey self-identified racially as 37 or 54.4% White; 28 or 41.2% Black, and 3 or 4.4% two or more races (Not Hispanic or Latino). In 2011, the number of respondents included 30 or 53.4% Whites, 22 or 39.3% Blacks and 3 or 5.4% two or more races (not Hispanic or Latino) and 1 or 1.8% Asian. In 2010, the number of respondents who self-identified race included 22 or 45.8% Whites, 25 or 52.1% Blacks, and 1 Or 2.1% American Indian. The data is depicted in Figure 14 and Figure 15.

Figure 14: 2010, 2011, 2012 EVS Survey Participation by Race in the Office of Innovation and Improvement (OII) at the U.S. Department of Education

Racial Group	2010	2011	2012	Totals
White	22	30	37	89
Black	25	22	28	75
Asian	0	1	0	1
Pacific Islander	0	0	0	0
2 + Races	0	3	3	6
Am Indian	1	0	0	1
Totals	48	56	66	170

Figure 15: Graphic Depiction of Race of Respondents to the EVS in OII



2013 EVS U.S. Department of Education Response Rate by Primary Office

On June 18, 2013, Secretary Arne Duncan forwarded a message to employees at the U.S. Department of Education thanking them for responding to the Federal Employee Viewpoint Survey. The message included the following table showing the response rates of the individual primary offices. The response rate was 64.8% with the Office of English Language Acquisition (OELA) having the highest rate of over 82% followed by the Office of Communications and Outreach with a response rate of almost 79%. Figure 1 demonstrates the primary office size by employee numbers by those who completed the survey for the calculation of the response rates.

Figure 16: U.S. Department of Education: Primary Office EVS Response Rate

Sub Agency Name	Sample Size	Completes (Total)	Response Rate Total (%)
ED NO ORG CODE MATCH	23	4	17.4
INSTITUTE OF EDUCATION SCIENCES	136	102	75
OFFICE FOR CIVIL RIGHTS	566	362	64
OFFICE OF COMMUNICATIONS AND OUTREACH	85	67	78.8
OFFICE OF ELEMENTARY AND SECONDARY EDUCATION	231	170	73.6
OFFICE OF ENGLISH LANGUAGE ACQUISITION	17	14	82.4
OFFICE OF INNOVATION AND IMPROVEMENT	85	64	75.3
OFFICE OF LEGISLATION AND CONGRESSIONAL AFFAIRS	9	5	55.6
OFFICE OF MANAGEMENT	174	102	58.6
OFFICE OF PLANNING, EVALUATION & POLICY			
DEVELOPMENT	109	76	69.7
OFFICE OF POSTSECONDARY EDUCATION	182	122	67
OFFICE OF SPECIAL EDUCATION AND REHABILITATIVE			
SERVICES	261	161	61.7
OFFICE OF THE CHIEF FINANCIAL OFFICER	174	105	60.3
OFFICE OF THE CHIEF INFORMATION OFFICER	126	81	64.3
OFFICE OF THE DEPUTY SECRETARY	57	36	63.2
OFFICE OF THE GENERAL COUNSEL	103	65	63.1
OFFICE OF INSPECTOR GENERAL	273	187	68.5
OFFICE OF THE SECRETARY	69	47	68.1
OFFICE OF THE UNDER SECRETARY	9	2	22.2
OFFICE OF VOCATIONAL AND ADULT EDUCATION	75	45	60
FEDERAL STUDENT AID	1211	758	62.6
	3975	2575	64.80%

Conclusions

The 2012 Federal Employee Viewpoint Survey Results: Report by Demographics may be particularly useful to the federal government, as it notes differences in the perceptions of employees of different races. While it is true that most employees see the workforce in very similar ways, there are differences among racial groups on certain questions, particularly those related to fairness, equity and promotions. Real or imagined, differences in treatment are perceived and/ or implied. Although there are areas with somewhat different perceptions by Black and Multiracial employees, significant differences between these groups are evident from responses to the following questions.

- On Question 11 “My talents are used well in the workplace”, Black and Multiracial employees significantly disagreed and strongly disagreed with the statement compared to White employees. Specifically, 24.7 % of Black, 23.5% of White and 29.4% of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question 15 “My performance appraisal is a fair reflection of my performance”, Black and Multiracial employees significantly disagreed and strongly disagreed with the statement compared to White employees. 18.8% of Black, 15.6% of White and 20.7 % of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question 17 “I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.” Black and Multiracial employees significantly disagreed and strongly disagreed with the no fear statement compared to White employees. 19.9% of Black, 17.6 % of White and 25.9 % of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question 34, “Policies and programs promote diversity in the workplace”, Blacks and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. 22.67% of Black, 11.2% of White and 19.9 % of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question 37 “Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated”, Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to

White employees. 26.8% of Black, 24.5% of White and 32.9% of employees of 2 or more races disagreed or strongly disagreed with the statement.

- On Question (38) “Prohibited Personnel Practices are not tolerated”, Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. 16.8% of Black, 11.7% of White and 20.8% of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question (43) “My supervisor/team leader provides me with opportunities to demonstrate my leadership skills” Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. 17.9% of Black, 16.5% of White and 20.4% of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question (45) “My supervisor/team leader is committed to a workforce representative of all segments of society.” Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. 14.1% of Black, 9.6 % of White and 13.7 % of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question (46) “My supervisor/team leader provides me with constructive suggestions to improve my job performance” Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. 19.1% of Black, 18.5% of White and 20.8% of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question (51) “I have trust and confidence in my supervisor”, Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. 19% of Black, 16.2% of White and 20.3% of employees of 2 or more races disagreed or strongly disagreed with the statement.

- On Question (54) “My organization’s leaders maintain high standards of honesty and integrity,” Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. Specifically, 22.7% of Black, 21.2% of White and 27.9% of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question (55) “Managers/supervisors/team leaders work well with employees of different backgrounds”, Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. 19% of Black, 12.5% of White and 19.6% of employees of 2 or more races disagreed or strongly disagreed with the statement.
- On Question (65) “How satisfied are you with the recognition you receive for doing a good job?” Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. 28.7 % of Blacks, 28 % of Whites and 33.5% of those of 2 or more races felt dissatisfied or very dissatisfied.
- On Question (70) “Considering everything, how satisfied are you with your pay?” Black and Multiracial employees significantly disagreed and strongly disagreed with this statement compared to White employees. Specifically, 27.1 % of Blacks, 22.8% of Whites and 29 % of those of 2 or more races felt dissatisfied or very dissatisfied. The continued pay freeze is taking its toll.
- On Question (73) “Please select the response below that best describes your telework situation”, significantly more Black and Multiracial employees are not allowed to telework than White employees. Those not allowed to telework include 28.2% Black employees, 20.5% White employees and 25.8% bi-racial employees in the same year group.

These differences are hard to ignore, given the sample size surveyed. Without using these findings at the agency and primary office levels, the federal government has demonstrated another missed opportunity to make results known to managers,

supervisors and team leaders who may be able to alter their treatment patterns so that more employees will be able to concur about their perceptions of the federal workplace without racial dimension.

Recommendations

- 1. Employee responses to the Federal Employee Viewpoint Survey by demographics would greatly enhance each agency's understanding of how their specific workplace is viewed by diverse populations of employees.***

While demographic data is collected through the Federal Employee Viewpoint Survey for all agencies, it would be useful to collect and disseminate data by race for all agencies and offices. We can't truly embrace diversity until we value the perceptions of us all. If there are commonalities in themes about treatment based on race, they need to be addressed to strengthen the management models in place in the federal workforce.

- 2. Required management training on equitable treatment that is reinforced with manager ratings on specific measures would increase the likelihood that managers and supervisors would improve in perceptions of favoritism in the areas of promotions and hiring across all federal agencies.***

In the federal government, Senior Executive Service members should refrain from exercising favoritism demonstrated by hiring friends, children of friends, promoting children of friends and hampering adequate talent searches for positions in government. Supervisory team leaders who telework 100% time cannot possibly manage their workforce from a distance. Assignments, national and international telework allowances for employees and supervisors, awards and promotions based on favoritism inhibit the effectiveness of the organization. Assignments to less capable employees with less experience damage the entire organization. Allowing employees to telework from other countries while on private documentable business is a problem.