

**U.S. Merit Systems Protection Board**  
**2016 Merit Principles Survey**  
**Path 2**

**Your Work 1**

Indicate how often the following statements about your work are true for you:

- I enjoy my work.
- My work gets me energized and excited.
- I care deeply about my work.
- I strive to give my work my best thinking.
- It is easy for me to become happily immersed in my work.
- When I work, I give my work my best effort.
- I am personally connected to my work.
- I put my full physical energy into doing my work tasks.
- I am eager to do my work.
- When I work, I give my work my full concentration and focus.
- I thrive when doing my work.
- I am dedicated to my work.
- I am alert for insights relevant to my work, even when I'm not working.
- I am happy to do my work.
- I strive to keep making progress on my work.
- When I do my work, I give it everything I have to offer.
- Part of my mind becomes pleasantly absorbed by my work when I'm not working.
- I do my work with passion.
- I am easily stirred into action by my work.
- I involve myself personally in my work.
- I do my work tasks to the fullness of my physical stamina and capacity.
- When I work, I apply myself fully.
- I find my work fulfilling.

**Your Work 2**

Indicate how often the following statements about your work are true for you:

- I take on more work than I should.
- It is hard for me to realize when I have done my work well enough.
- I put so much into my work that I wear myself out.
- I put so much into my work that it negatively affects other areas of my life.
- When I am not working, I worry about my work.

**Your Work 3**

Please indicate your level of agreement or disagreement with each of the following statements about the work you typically do in your current job.

- My work is a good fit for my range of abilities and talents.
- My work is a good fit for my best abilities and talents.
- I like the amount of challenge and complexity in my work.
- I like the variety of tasks and responsibilities in my work.
- My work helps me develop and grow in a personally meaningful way.
- My work helps me pursue important personal goals or aspirations.
- My work gives me a good opportunity to do things I like to do.
- My work gives me a good opportunity to do things I find interesting.

- My work gives me a good opportunity to do things I am passionate about.
- My work gives me a good opportunity to do things I am good at.
- My work supports a purpose, cause, or mission that is important to me.
- My work gives me a good opportunity to make a meaningful difference or impact.
- My work is a good fit for my personality.
- My work is consistent with my core values and beliefs.
- I can apply my insights and ideas to my work without holding back.
- My work is a good fit for who I am.
- My work is consistent with my personal sense of purpose or calling.
- My work gives me a sense of connection to others pursuing common goals.
- The work I do is important.
- I have what it takes to do my work well.
- My work is consistent with my personal sense of purpose or calling.
- My work gives me a sense of connection to others pursuing common goals.
- The work I do is important.
- I have what it takes to do my work well.

## Your Workplace

Indicate your level of agreement or disagreement with each of the following statements about your typical experience at work:

- There is a spirit of friendship and camaraderie in my work unit.
- I am empowered to do my work the way I see best.
- There is a culture of openness and support for new or different perspectives in my work unit.
- I feel needed and depended on at work.
- My perspective is sought on important work matters.
- My judgment is trusted and relied on at work.
- I feel valued at work.
- There is a culture of helping and supporting one another in my work unit.
- I feel fully appreciated at work.
- I feel encouraged to try new things in my work.
- I am able to share my true thoughts and feelings at work.
- I feel cared about personally at work.
- I like the quality of relationships I have with my coworkers.
- I feel comfortable talking to my supervisor about the things that matter to me at work.
- There is a spirit of trust in my work unit.
- I am satisfied with my level of involvement in decisions that affect my work.
- I am able to openly express my concerns at work.
- I feel a sense of belonging and inclusion in my work unit.
- I understand how I contribute to my agency's mission.
- The work I do is meaningful to me.
- My agency is successful at accomplishing its mission.
- My work unit produces high quality products and services.
- Overall, I am satisfied with my supervisor.
- Overall, I am satisfied with managers above my immediate supervisor.
- I know what is expected of me on the job.
- My job makes good use of my skills and abilities.
- I have the resources to do my job well.
- I would recommend my agency as a place to work.
- I have sufficient opportunities (such as challenging assignments or projects) to earn a high performance rating.
- Recognition and rewards are based on performance in my work unit.
- I am satisfied with the recognition and rewards I receive for my work.

- I am given a real opportunity to improve my skills in my organization.
- I am treated with respect at work.
- My opinions count at work.
- A spirit of cooperation and teamwork exists in my work unit.
- At my job, I am inspired to do my best work. Creativity and innovation are rewarded.
- Considering everything, how satisfied are you with your job?

## Your Supervisor

Indicate your level of agreement or disagreement with the following statements:

- My supervisor has a good understanding of my job performance and accomplishments.
- My supervisor provides timely feedback on my job performance.
- My supervisor provides constructive feedback on my job performance.
- My supervisor compliments me when I do a good job.
- My supervisor talks with me or assists me when I need help.
- My supervisor rates my performance fairly and accurately.
- My supervisor treats me with courtesy and respect.
- My supervisor has good technical skills.
- My supervisor has good management skills.
- My supervisor has good interpersonal skills.
- My supervisor has good working relationships with decision makers in my agency.
- I am comfortable discussing workplace conflicts with my supervisor.
- My supervisor responds constructively to workplace conflicts.
- My supervisor deals effectively with poor performers.
- My supervisor supports my need to balance work and family issues.
- I have trust and confidence in my supervisor.

## Your Work Behaviors

To what extent do you do the following things in your job:

- Try creative or innovative things in my work.
- Take personal responsibility for the work I do.
- Spread excitement about work to others.
- Try to learn ways to do my work better.
- Suggest ideas for new or different ways of doing work.
- Look for potential problems, obstacles, or risks related to work.
- Express my concerns about work matters.
- Look for ways that I can help others with their work.
- Take the initiative to collaborate with others on their work.
- Look for ways to solve work problems.
- Take charge rather than wait for direction on my work.
- Try to develop myself toward my potential.
- Foster work-related discussion among my colleagues.
- Voluntarily put in extra time and effort towards my work.
- Look for ways to better apply my abilities at work.
- Try to help my colleagues see their value and importance at work.
- Take risks to try to improve my work.

## Engagement

- Which one of the following is the most important factor for your engagement in your current job?
  - Using or developing certain skills, talents, or abilities.
  - Doing a certain type of work, job, occupation, or work role.
  - Supporting a purpose, mission, or calling through my work.
  - My relationship with my coworkers.
  - My relationship with my supervisor.
  - My senior leaders' words and actions.
  - Recognition and appreciation.
  - Compensation and benefits.
  - Work unit or organizational policies, programs, flexibilities, etc.
  - Work unit or organizational culture
- I am engaged in my job.

## My Performance

- My last annual performance review helped me to identify my strengths.
- My last annual performance review helped me to identify my weaknesses.
- My last annual performance review made me feel more enthusiastic about my work.
- In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- My organization addresses poor performers effectively.
- The standards used to appraise my performance are appropriate.
- I understand what I must do to receive a high performance rating.
- My performance appraisal is a fair reflection of my performance.
- In my work unit differences in performance are recognized in a meaningful way.

## Performance Ratings

- Which performance appraisal rating system is most like the one you are under? (2, 3, 4, or 5 levels)
- What performance appraisal rating should you have received?
- What performance appraisal rating did you receive?

## Quality of Performance

- How many employees are in your immediate work unit?
- In your opinion, how many employees in your immediate work unit, if any, are performing below what should be reasonably expected from them on the job?
- In your opinion, how many employees in your immediate work unit, if any, are performing so poorly that the agency should remove them from service? (This may include employees you included in the question above.)

## Work Context

Please indicate your level of agreement or disagreement with the following statements:

- There is little point in setting goals at work because so much happens that I cannot control.
- If I set a goal at work, I can achieve that goal with hard work and determination.
- The responsibility for an employee's career advancement lies mostly with the *employee*.
- The responsibility for employees' career advancement lies mostly with the *employing organization*.
- When there is a new workplace policy, it should be implemented quickly to make things better.
- Existing workplace policies should be changed cautiously to avoid making things worse.
- It is important to closely direct employees' work, so they do not make bad decisions.
- It is important to let employees choose how to do their work, even if they sometimes make bad decisions.
- Success at a job like mine is determined mostly by things outside of the employee's control.
- Most employees in a job like mine have it within their power to succeed at their job.

## Work Tasks 1

- Describe your most important task at work in a brief phrase or sentence.
- How important is each of the following as you complete your most important task?
  - Completing the task quickly.
  - Keeping the cost low.
  - Meeting a specification or standard.
  - Following the correct procedure.
  - Dealing with coworkers fairly.
  - Meeting the expectations of management.
  - Finding a better way to do the task.
  - Producing a high quality result.

## Work Tasks 2

- To what extent is each of these abilities important to performing your most important task?
  - **Leadership** - Take charge, initiate action, make decisions, and provide direction.
  - **Cooperation** - Respect and support others. Work well with others one-on-one and in teams.
  - **Influencing** - Interact with and persuade others. Communicate and network effectively.
  - **Analysis** - Think and write clearly. Get to the heart of complex issues. Apply knowledge effectively.
  - **Creativity** - Seek out and develop new ideas. Innovate and think strategically.
  - **Organization** - Plan and structure work. Follow directions and procedures. Work systematically.
  - **Adaptability** - Respond flexibly to change, work well under pressure, and cope well with disappointments.
  - **Ambition** - Focus on objectives, achieve results, and improve performance. Seek increased responsibility.

## Emotional Labor

Emotional labor refers to managing one's own emotional state as well as that of persons with whom one is working. Please indicate your level of agreement with the following statements:

- My work requires me to guide people through sensitive and/or emotional issues.
- My work involves dealing with emotionally charged issues as a critical dimension of the job.
- My job requires that I manage the emotions of others.
- My work requires me to provide comfort to people who are in crisis.
- I am good at getting people to calm down.
- I help co-workers feel better about themselves.
- I attempt to keep the peace by calming clashes between co-workers.
- I help co-workers deal with stresses and difficulties at work.
- I try to actually feel the emotions that I must display.
- My job requires that I pretend to have emotions that I do not really feel.
- My job requires that I hide my true feelings about a situation.
- I worry that this job is hardening me emotionally.
- I leave work feeling tired and run down.
- I leave work feeling emotionally exhausted.

## Career Interests: Plan

- During the next two years, do you plan to:
  - Continue in your current job and role at the same level of responsibility.
  - Take on new challenges, assignments, or roles in your current job.
  - Take on higher-level technical responsibilities.
  - Take on supervisory or managerial responsibilities.
  - Reduce your work responsibilities.
  - Reduce your work hours.
  - Move to a different occupation or line of work.
  - Move to a different organization within your current agency.
  - Move to a different agency within the Federal Government.
  - Leave the Federal Government (e.g., retire or resign).

## Career Interests: Work Environment and Conditions

Please indicate your level of satisfaction with the following aspects of your organization and work environment.

- Public support for your organization's mission and work.
- Public perception of your organization's performance.
- Your organization's stability.
- Your organization's culture.
- Clarity of your organization's goals and objectives.
- Attainability of your organization's goals and objectives.
- Working relationships with other organizations within your agency.
- Working relationships with Federal Government organizations outside your agency.
- Your opportunity to do work that you find meaningful.
- Your opportunity to pursue a particular purpose or calling through work.
- Your workload.
- Your level of job stress.
- Your geographic location.
- Your work flexibility (e.g., telework, alternative work schedules, core hours).
- Your ability to meet your work and family responsibilities.
- Your ability to take time off or “get away” from work.

## Classification: Position

- My position description is an accurate reflection of my current job duties.
- In my opinion, it is important that employees performing similar jobs in different agencies are paid similarly.
- In my opinion, the duties of positions in my organization change too frequently to be written down in a formal position description.

## Classification: Pay Factors

- For your organization to be most effective, to what extent do you believe each of the following should be considered in setting employee pay?
  - Their qualifications.
  - The job they perform.
  - The results they produce.
  - How long they have been in the government.
  - The *quantity* of work they perform.
  - The *quality* of work they perform.
  - Pay rates for similar jobs outside the Federal Government
  - Pay rates in their geographic region.

## Prohibited Personnel Practices

- In the past two years, an agency official (e.g. supervisor, manager, senior leader, etc.) in my work unit has...
  - Discriminated in favor or against someone in a personnel action based upon race.
  - Discriminated in favor or against someone in a personnel action based upon age.
  - Discriminated in favor or against someone in a personnel action based upon religion.
  - Discriminated in favor or against someone in a personnel action based upon sex.
  - Discriminated in favor or against someone in a personnel action based upon national origin.
  - Discriminated in favor or against someone in a personnel action based upon disabling condition.
  - Discriminated in favor or against someone in a personnel action based upon marital status.
  - Discriminated in favor or against someone in a personnel action based upon political affiliation.
  - Discriminated in favor or against someone in a personnel action based upon sexual orientation.
  - Discriminated in favor or against someone in a personnel action based upon status as a parent or caregiver.
  - Tried to influence someone to withdraw from competition for a position for the purpose of helping or injuring someone else's chances.

- Tried to define the scope or manner of a recruitment action, or the qualifications required, for the purpose of improving the chances of a particular person.
- Obstructed someone's right to compete for employment.
- Solicited or considered improper employment recommendations.
- Took or threatened to take a personnel action against an employee because the employee disclosed a violation of law, rules, or regulations or reported fraud, waste, or abuse.
- Took or threatened to take a personnel action against an employee because the employee filed an appeal or grievance.
- Knowingly violated a lawful form of veteran's preference or veteran's protection laws.
- Inappropriately favored a veteran.
- Asked an employee to sign a non-disclosure agreement limiting the individual's ability to blow the whistle on wrongdoing.
- Discouraged providing information to an inspector general.
- Discouraged providing information to another government investigator (e.g., office of professional responsibility, criminal investigator).
- Discouraged providing information to Congress.
- Advocated for appointment, employment, promotion, or advancement of a personal friend of the agency official.
- Advocated for the appointment, employment, promotion, or advancement of a relative.

### **Nepotism**

- (If you observed nepotism) What was the position of the official that you most recently observed advocating for the appointment, employment, promotion, or advancement of a relative?
- (If you observed nepotism) What was the relationship between that official and the individual who benefited from the nepotism?

### **Non-Disclosure Agreements**

- In the past two years, has your agency asked you to enter into a nondisclosure agreement?
- Did the non-disclosure agreement state that the provisions did not supersede or alter your right to blow the whistle on wrongdoing?
- Did the non-disclosure agreement state that the provisions did not supersede or alter your right to whistleblower protections if you made a disclosure of wrongdoing?
- In the past two years, has your agency informed you of a non-disclosure policy?
- Did the communication about the non-disclosure policy include that the policy did not supersede or alter your right to blow the whistle on wrongdoing?
- Did the communication about the non-disclosure policy include that the policy did not supersede or alter your right to whistleblower protections if you made a disclosure of wrongdoing?

### **National Security**

- Does your job involve access to information that is specifically required by law or executive order to be kept secret in the interest of national defense or the conduct of foreign affairs?
- If so, do you know how to make a lawful, protected disclosure of wrongdoing involving information normally required to be kept secret (e.g., national security secrets)?
- Are you aware of a specific employee or office (other than the Inspector General) designated by the head of the agency to receive disclosures of this type of information?

### **Workplace Conflict**

- In the past 2 years, have you experienced a serious conflict in your work unit?
- In the past 2 years, have you experienced any repeated unwanted non-sexual attention, humiliation, harassment, bullying, or other malicious or offensive behavior on the job?

### **Demographics**

- How many years have you been a Federal civil service employee?
- How many years have you been with your current agency?
- Please indicate your eligibility to retire from Federal service.
- What is your supervisory status?

- Have you ever served on active duty in the U.S. military?
- Did you use veterans' preference to obtain your first civilian job with the Federal Government?
- Are you a dues-paying member of a union?
- Where do you work?
  - Headquarters
  - Field
- What is your annual salary, including locality pay but excluding any awards or bonuses?
- Are you Hispanic or Latino?
- Which of the following racial or ethnic groups do you identify with?
- Are you male or female?
- Do you consider yourself to be:
  - Heterosexual or Straight
  - Lesbian or Gay
  - Bisexual
  - Other
  - Prefer not to say
- Do you consider yourself to be transgender?
- What is your age group?
- What is your current education level?
- Do you have a physical or mental impairment, or disability?
- During the past year, how many days per week (on average), did you telework--work from home or from another location such as a telework center? (This does not include field work).
- Is your immediate work group (the employees who also report to your supervisor) composed of...
  - About the same number of males and females
  - Slightly more males than females
  - Substantially more males than females
  - Slightly more females than males
  - Substantially more females than males
- Is your immediate supervisor...?
  - Male
  - Female

## Ethics

- How familiar are you with your agency's ethics program?
- How familiar are you with the rules of ethical conduct for executive branch employees?
- To what extent do you believe each of the following items is a focus of your agency's ethics program?
  - To answer employee questions about ethics.
  - To prevent violations of ethics policies.
  - To educate employees regarding the ethics standards expected of them.
  - To educate employees regarding the ethics standards in general.
  - To ensure fair and impartial treatment of the public and outside organizations in their dealings with your agency.
  - To detect and resolve potential conflicts of interest.
  - To discipline/prosecute violations.
- Are there officials in your agency whose job responsibilities include providing advice to employees on ethics issues?
- I know how to contact an ethics official at my agency for assistance in applying the government ethics rules.
- If you have sought ethics related advice in the last five years how helpful was your agency's ethics official?
- If you have consulted someone other than your agency's ethics official, indicate who you consulted and rate their level of helpfulness.
- If you have sought advice in the last five years, but did not consult your agency ethics official, why not?
- If you have not sought ethics-related advice in the last five years, why not?
- In the last five years, have you filed a public (OGE Form 278) or confidential (OGE Form 450/450A) financial disclosure report?
- Have you ever received ethics training as an executive branch employee?

- In general, how useful was any ethics training you received as an executive branch employee in:
- Indicate whether the agency used any of the following methods for any ethics training you received, and rate their effectiveness.
  
- In your opinion, how often do these types of conduct occur at your agency?
  - Agency employees improperly accepting gifts given to them because of where they work or what they do in their federal positions.
  - Agency employees improperly benefiting financially from work they do in their federal positions.
  - Agency employees improperly using their federal position to assist friends or family.

## **Ethics Culture**

Indicate your level of agreement or disagreement with the following statements:

- My agency has an ethical culture.
- Senior leaders at my agency communicate the importance of ethical behavior.
- Senior leaders at my agency demonstrate ethical behavior.
- Supervisors at my agency demonstrate ethical behavior. Employees at my agency demonstrate ethical behavior.
- I understand the importance of ethical behavior in the federal workplace.
- I feel comfortable reporting ethics violations.