



# 2023 Annual Employee Survey Results

## Introduction

Public law requires federal agencies to administer an annual employee survey (AES) and post the results for public access. This report includes summary ratings for the 16 federally mandated survey questions plus the additional questions included in this year's NASA Federal Employee Viewpoint Survey (FEVS).

## 2023 Survey Details and Changes from Prior Years

In 2021, NASA began administering the FEVS internally through the NASA Shared Services Center (NSSC) after many years of utilizing OPM's governmentwide survey administration. By doing so, NASA is able to align FEVS reports with NASA's emerging organizational structure and more quickly analyze, report, and act upon results.

Historically, the FEVS has consisted of approximately 70 core survey items with additional questions for agency-specific topics as well as options for self-reported demographics. The survey was condensed in 2020 and 2021 due to significant work disruptions caused by the COVID-19 pandemic. NASA's 2022 survey was 57 items and included both core and agency-specific questions. NASA's 2023 survey repeated the core items from 2022 and added 27 items focused on effectiveness, endurance, and accessibility.

NASA civil servants with a start date on or before Feb. 11, 2023, were eligible to participate in this year's survey.

## Core Survey Results Summary

On May 15, 2023, the NSSC sent NASA employees the first email invitation to participate in the survey. The survey closed June 16. Weekly email reminders were sent to employees who had not yet submitted a response. For 2023, 13,779 employees (77.5% of the 17,768 eligible workforce) responded to the survey, providing a high degree of confidence that results are representative of the workforce. Employee Engagement Index, Global Satisfaction Index, Performance Confidence Index, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) Index were rated favorably agencywide, with slight decreases from 2022, and are shown on the next page with the survey items contained in each index. Other responses were also generally positive, but workload remains a potential concern. Supervisors continue to have a positive impact on the employee experience and received high ratings.

## Employee Engagement Index Results

|   |              |
|---|--------------|
| <b>Employee Engagement Index [% Positive*]</b>  | <b>84.2%</b> |
| <i>Supervisors Sub-Index</i>  | 90.7%        |
| My supervisor supports employee development for my work unit. (Item 23)                                       | 91.6%        |
| My supervisor listens to what I have to say. (25)   | 90.4%        |
| My supervisor treats me with respect. (26)  | 94.1%        |
| I have trust and confidence in my supervisor. (28)  | 87.9%        |
| Overall, how good a job do you feel is being done by your immediate supervisor? (29)                          | 89.6%        |
| <i>Leaders Lead Sub-Index</i>   | 76.3%        |
| In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (30)   | 67.0%        |
| My organization's senior leaders maintain high standards of honesty and integrity. (31)                       | 79.4%        |
| Managers communicate the goals of the organization. (32)  | 78.7%        |
| Overall, how good a job do you feel is being done by the manager directly above your immediate superior? (34) | 79.9%        |
| I have a high level of respect for my organization's senior leaders. (35)                                     | 76.6%        |
| <i>Intrinsic Work Experience Sub-Index</i>  | 85.7%        |
| I feel encouraged to come up with new and better ways of doing things. (2)                                    | 84.7%        |
| My work gives me a feeling of personal accomplishment. (3)  | 85.5%        |
| I know what is expected of me on the job. (4)   | 87.7%        |
| My talents are used well in the workplace. (6)  | 78.1%        |
| I know how my work relates to the agency's goals. (7)   | 92.3%        |

## Global Satisfaction Index Results

|  |              |
|--|--------------|
| <b>Global Satisfaction Index [% Positive*]</b>                             | <b>79.0%</b> |
| I recommend my organization as a good place to work. (20)                  | 85.8%        |
| Considering everything, how satisfied are you with your job? (40)          | 82.8%        |
| Considering everything, how satisfied are you with your pay? (41)          | 68.2%        |
| Considering everything, how satisfied are you with your organization? (42) | 79.2%        |

\* '% Positive' represents the percentage of respondents who selected the top two options on a five-point scale (e.g., Agree and Strongly Agree).

Complete survey results are in the appendices.

## Appendix A – 2023 Survey Items

| Item | Item Text  | % Positive | % Neutral | % Negative |
|------|--|------------|-----------|------------|
| 1    | I am given a real opportunity to improve my skills in my organization.                               | 85.6%      | 9.0%      | 5.3%       |
| 2    | I feel encouraged to come up with new and better ways of doing things.                               | 84.7%      | 8.8%      | 6.5%       |
| 3    | My work gives me a feeling of personal accomplishment.   | 85.5%      | 9.2%      | 5.3%       |
| 4    | I know what is expected of me on the job.  | 87.7%      | 7.8%      | 4.5%       |
| 5    | My workload is reasonable.   | 64.5%      | 14.1%     | 21.4%      |
| 6    | My talents are used well in the workplace.   | 78.1%      | 11.4%     | 10.4%      |
| 7    | I know how my work relates to the agency's goals.  | 92.3%      | 5.4%      | 2.3%       |
| 8    | I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.        | 85.1%      | 9.1%      | 5.8%       |
| 9    | The people I work with cooperate to get the job done.  | 91.0%      | 5.9%      | 3.1%       |
| 10   | Employees in my work unit share job knowledge.   | 90.1%      | 6.2%      | 3.6%       |
| 11   | In my work unit, differences in performance are recognized in a meaningful way.                      | 66.3%      | 21.3%     | 12.4%      |
| 12   | My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 89.0%      | 7.1%      | 4.0%       |
| 13   | Employees in my work unit meet the needs of our customers.   | 95.1%      | 4.5%      | 0.5%       |
| 14   | Employees in my work unit contribute positively to my agency's performance.                          | 95.3%      | 4.2%      | 0.5%       |
| 15   | Employees in my work unit produce high-quality work.   | 93.7%      | 5.6%      | 0.6%       |
| 16   | Employees in my work unit adapt to changing priorities.  | 89.7%      | 8.8%      | 1.5%       |
| 17   | Employees in my organization are recognized for providing high quality products and services.        | 82.0%      | 11.4%     | 6.6%       |
| 18   | Employees in my organization are protected from health and safety hazards on the job.                | 92.3%      | 5.2%      | 2.6%       |
| 19   | My organization is successful at accomplishing its mission.  | 92.4%      | 5.8%      | 1.8%       |
| 20   | I recommend my organization as a good place to work.   | 85.8%      | 8.8%      | 5.3%       |
| 21   | I believe the results of this survey will be used to make my agency a better place to work.          | 61.7%      | 23.4%     | 14.9%      |
| 22   | My supervisor is committed to a workforce representative of all segments of society.                 | 90.2%      | 7.3%      | 2.5%       |
| 23   | My supervisor supports employee development for my work unit.  | 91.6%      | 5.6%      | 2.8%       |
| 24   | My supervisor supports my need to balance work and other life issues.                                | 92.1%      | 4.9%      | 3.1%       |
| 25   | My supervisor listens to what I have to say.   | 90.4%      | 5.6%      | 4.1%       |
| 26   | My supervisor treats me with respect.  | 94.1%      | 3.6%      | 2.3%       |
| 27   | My supervisor provides me with constructive suggestions to improve my job performance.               | 84.8%      | 10.2%     | 5.0%       |
| 28   | I have trust and confidence in my supervisor.  | 87.9%      | 7.2%      | 4.9%       |
| 29   | Overall, how good a job do you feel is being done by your immediate supervisor?                      | 89.6%      | 7.2%      | 3.1%       |

| Item | Item Text   | % Positive | % Neutral | % Negative |
|------|---|------------|-----------|------------|
| 30   | In my organization, senior leaders generate high levels of motivation and commitment in the workforce.                              | 67.0%      | 19.7%     | 13.2%      |
| 31   | My organization's senior leaders maintain high standards of honesty and integrity.  | 79.4%      | 13.9%     | 6.6%       |
| 32   | Managers communicate the goals of the organization.   | 78.7%      | 13.5%     | 7.8%       |
| 33   | Managers promote communication among different work units (for example, about projects, goals, needed resources).                   | 75.0%      | 15.5%     | 9.4%       |
| 34   | Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?                          | 79.9%      | 14.0%     | 6.1%       |
| 35   | I have a high level of respect for my organization's senior leaders.  | 76.6%      | 14.7%     | 8.6%       |
| 36   | Senior leaders in my organization demonstrate support for Work/Life programs.   | 76.5%      | 13.8%     | 9.7%       |
| 37   | How satisfied are you with your involvement in decisions that affect your work?   | 70.7%      | 16.9%     | 12.4%      |
| 38   | How satisfied are you with the information you receive from management on what's going on in your organization?                     | 72.5%      | 16.3%     | 11.1%      |
| 39   | How satisfied are you with the recognition you receive for doing a good job?  | 72.1%      | 16.9%     | 11.0%      |
| 40   | Considering everything, how satisfied are you with your job?  | 82.8%      | 10.2%     | 7.0%       |
| 41   | Considering everything, how satisfied are you with your pay?  | 68.2%      | 15.4%     | 16.4%      |
| 42   | Considering everything, how satisfied are you with your organization?   | 79.2%      | 12.7%     | 8.1%       |
| 43   | My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).                    | 83.8%      | 11.3%     | 4.9%       |
| 44   | My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).           | 86.8%      | 9.8%      | 3.5%       |
| 45   | I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.       | 79.9%      | 10.7%     | 9.3%       |
| 46   | My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).                  | 84.0%      | 10.1%     | 5.9%       |
| 47   | In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).                         | 79.0%      | 12.2%     | 8.7%       |
| 48   | Employees in my work unit treat me as a valued member of the team.  | 91.6%      | 6.0%      | 2.4%       |
| 49   | Employees in my work unit make me feel I belong.  | 88.8%      | 8.1%      | 3.0%       |
| 50   | Employees in my work unit care about me as a person.  | 87.1%      | 10.3%     | 2.6%       |
| 51   | I am comfortable expressing opinions that are different from other employees in my work unit.                                       | 84.9%      | 8.4%      | 6.8%       |
| 52   | In my work unit, people's differences are respected.  | 89.1%      | 7.7%      | 3.3%       |
| 53   | I can be myself and be successful within my organization.   | 84.9%      | 9.3%      | 5.8%       |
| 54   | My organization has an effective process for meeting accessibility needs (e.g., reasonable accommodations).                         | 87.1%      | 10.2%     | 2.8%       |
| 55   | NASA has an effective government ethics program and I know how to contact a NASA ethics official.                                   | 86.9%      | 9.6%      | 3.5%       |
| 56   | NASA leaders take proactive steps to prevent harassment in the workplace (for example, senior leadership messages to the workforce, | 83.4%      | 11.8%     | 4.8%       |

| Item | Item Text  | % Positive | % Neutral | % Negative |
|------|--|------------|-----------|------------|
|      | use of posters and other communication materials, training, dialogues, or similar activities).                     |            |           |            |
| 57a  | NASA has proactive programs in place to recruit diverse candidates.  | 91.7%      | -         | 8.3%       |
| 57b  | NASA has proactive programs in place to develop a pipeline of diverse leaders.                                     | 85.6%      | -         | 14.4%      |
| 57c  | NASA has proactive programs in place to provide targeted development opportunities for diverse employees.          | 87.4%      | -         | 12.6%      |
| 57d  | NASA has proactive programs in place to provide formal and informal mentoring opportunities for all employees.     | 92.6%      | -         | 7.4%       |
| 57e  | NASA has proactive programs in place to address workplace conflict in a timely and effective manner when it rises. | 87.4%      | -         | 12.6%      |
| 58   | Information is openly shared in my organization.   | 77.4%      | 13.9%     | 8.6%       |
| 59   | Senior leaders in my organization provide a clear sense of direction.  | 68.0%      | 19.3%     | 12.7%      |
| 60   | The processes used to make decisions in my organization are effective.   | 62.1%      | 25.7%     | 12.2%      |
| 61   | Senior leaders in my organization demonstrate they care about employees.   | 74.8%      | 15.7%     | 9.5%       |
| 62   | Senior leaders in my organization demonstrate they care about the mission.   | 89.0%      | 8.1%      | 2.9%       |
| 63   | Overall, how good a job do you feel is being done by the senior leader directly above your manager?                | 76.0%      | 16.7%     | 7.4%       |
| 64   | I have enough autonomy in my job to be effective.  | 90.6%      | 5.8%      | 3.6%       |
| 65   | I am able to spend the majority of my workday on activities that I believe are valuable.                           | 80.9%      | 11.7%     | 7.5%       |
| 66   | I am confident my organization is headed in the right direction.   | 71.3%      | 18.8%     | 9.8%       |
| 67   | I am committed to helping my organization accomplish its goals.  | 97.4%      | 2.2%      | 0.3%       |
| 68   | I often put extra effort into my work to make sure it is the best it can be.                                       | 96.7%      | 2.8%      | 0.5%       |
| 69   | I often help others with their work, even when not required to.  | 95.6%      | 4.0%      | 0.5%       |
| 70   | I look for ways to connect with colleagues and/or the NASA mission beyond what my job requires.                    | 85.2%      | 12.2%     | 2.6%       |
| 71   | Most days I feel motivated to do my work.  | 86.6%      | 8.2%      | 5.2%       |
| 72   | I am able to stay mentally focused on work throughout the day.   | 82.4%      | 11.2%     | 6.5%       |
| 73   | I rarely find myself feeling exhausted or drained by work.   | 45.9%      | 22.6%     | 31.5%      |
| 74   | I believe I can be successful at work without getting burnt out.   | 64.5%      | 19.9%     | 15.6%      |
| 75   | I have a healthy balance between my work life and my personal life.  | 69.8%      | 17.4%     | 12.8%      |
| 76   | I am confident I will be able to achieve my career goals at NASA.  | 74.3%      | 16.4%     | 9.3%       |
| 77   | Considering everything, I feel appreciated by my organization.   | 79.9%      | 12.1%     | 8.1%       |
| 78   | Overall, how would others in your work unit say you are performing?  | 95.9%      | 3.7%      | 0.4%       |
| 79   | I can easily get help from members of my work unit when needed.  | 91.7%      | 5.6%      | 2.6%       |
| 80   | My work unit actively builds connections with each other.  | 84.0%      | 11.8%     | 4.2%       |
| 81   | When there is conflict in my work unit, it is effectively resolved.  | 73.9%      | 21.0%     | 5.1%       |

| Item | Item Text  | % Positive | % Neutral | % Negative |
|------|--|------------|-----------|------------|
| 82   | I can easily make a request of my organization to meet my accessibility needs. | 87.3%      | 9.1%      | 3.6%       |
| 83   | My organization responds to my accessibility needs in a timely manner.         | 84.1%      | 12.2%     | 3.7%       |
| 84   | My organization meets my accessibility needs.                                  | 86.4%      | 10.6%     | 3.0%       |

## Appendix B – 2023 Survey Response Choices, Number of Responses

The number of respondents for each survey question and each response choice.

| Item | Item Text  | Strongly Agree / Very Satisfied / Very Good / Always / Yes | Agree / Satisfied / Good / Most of the Time | Neither Agree nor Disagree / Neither Satisfied nor Dissatisfied / Fair / Sometimes | Disagree / Dissatisfied / Poor / Rarely | Strongly Disagree / Very Dissatisfied / Very Poor / Never / No | N      | Do Not Know / No Basis to Judge / No Accessibility Needs |
|------|--|--|---|--|---|--|--------|--|
| 1    | I am given a real opportunity to improve my skills in my organization.                               | 6,193  | 5,580                                       | 1,240  | 556                                     | 183  | 13,752 | N/A  |
| 2    | I feel encouraged to come up with new and better ways of doing things.                               | 6,615  | 5,038                                       | 1,209  | 642                                     | 245  | 13,749 | N/A  |
| 3    | My work gives me a feeling of personal accomplishment.   | 6,582  | 5,161                                       | 1,268  | 492                                     | 235  | 13,738 | N/A  |
| 4    | I know what is expected of me on the job.  | 6,199  | 5,859                                       | 1,067  | 437                                     | 178  | 13,740 | N/A  |
| 5    | My workload is reasonable.   | 2,662  | 6,195                                       | 1,932  | 1,928                                   | 1,023  | 13,740 | 2  |
| 6    | My talents are used well in the workplace.   | 4,625  | 6,100                                       | 1,569  | 990                                     | 440  | 13,724 | N/A  |
| 7    | I know how my work relates to the agency's goals.  | 7,171  | 5,491                                       | 739  | 218                                     | 100  | 13,719 | N/A  |
| 8    | I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.        | 6,835  | 4,571                                       | 1,216  | 456                                     | 322  | 13,400 | 15   |
| 9    | The people I work with cooperate to get the job done.  | 6,889  | 5,617                                       | 814  | 301                                     | 122  | 13,743 | N/A  |
| 10   | Employees in my work unit share job knowledge.   | 6,950  | 5,421                                       | 855  | 377                                     | 129  | 13,732 | 2  |
| 11   | In my work unit, differences in performance are recognized in a meaningful way.                      | 3,627  | 4,956                                       | 2,761  | 1,091                                   | 513  | 12,948 | 38   |
| 12   | My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 6,209  | 5,961                                       | 966  | 410                                     | 137  | 13,683 | 2  |
| 13   | Employees in my work unit meet the needs of our customers.   | 6,735  | 5,921                                       | 597  | 47                                      | 11   | 13,311 | 32   |
| 14   | Employees in my work unit contribute positively to my agency's performance.                          | 8,549  | 4,287                                       | 566  | 49                                      | 16   | 13,467 | 24   |



| Item | Item Text   | Strongly Agree / Very Satisfied / Very Good / Always / Yes | Agree / Satisfied / Good / Most of the Time | Neither Agree nor Disagree / Neither Satisfied nor Dissatisfied / Fair / Sometimes | Disagree / Dissatisfied / Poor / Rarely | Strongly Disagree / Very Dissatisfied / Very Poor / Never / No | N      | Do Not Know / No Basis to Judge / No Accessibility Needs |
|------|---|--|---|--|---|--|--------|--|
| 15   | Employees in my work unit produce high-quality work.  | 7,967  | 4,689                                       | 761  | 70                                      | 12   | 13,499 | 19   |
| 16   | Employees in my work unit adapt to changing priorities.                                       | 7,325  | 4,726                                       | 1,188  | 169                                     | 31   | 13,439 | 22   |
| 17   | Employees in my organization are recognized for providing high quality products and services. | 5,510  | 5,557                                       | 1,539  | 632                                     | 254  | 13,492 | 18   |
| 18   | Employees in my organization are protected from health and safety hazards on the job.         | 8,025  | 4,467                                       | 707  | 239                                     | 105  | 13,543 | 9  |
| 19   | My organization is successful at accomplishing its mission.                                   | 7,311  | 5,271                                       | 792  | 193                                     | 57   | 13,624 | 5  |
| 20   | I recommend my organization as a good place to work.  | 7,218  | 4,574                                       | 1,215  | 499                                     | 239  | 13,745 | N/A  |
| 21   | I believe the results of this survey will be used to make my agency a better place to work.   | 3,278  | 4,682                                       | 3,026  | 1204                                    | 718  | 12,908 | 848  |
| 22   | My supervisor is committed to a workforce representative of all segments of society.          | 7,994  | 3,866                                       | 960  | 197                                     | 128  | 13,145 | 30   |
| 23   | My supervisor supports employee development for my work unit.                                 | 8,589  | 3,895                                       | 767  | 257                                     | 127  | 13,635 | 9  |
| 24   | My supervisor supports my need to balance work and other life issues.                         | 9,217  | 3,381                                       | 665  | 245                                     | 173  | 13,681 | 4  |
| 25   | My supervisor listens to what I have to say.  | 8,898  | 3,472                                       | 767  | 322                                     | 233  | 13,692 | 5  |
| 26   | My supervisor treats me with respect.   | 9,982  | 2,942                                       | 495  | 202                                     | 108  | 13,729 | N/A  |
| 27   | My supervisor provides me with constructive suggestions to improve my job performance.        | 7,456  | 4,172                                       | 1,403  | 507                                     | 173  | 13,711 | N/A  |
| 28   | I have trust and confidence in my supervisor.   | 8,509  | 3,516                                       | 992  | 401                                     | 267  | 13,685 | N/A  |
| 29   | Overall, how good a job do you feel is being done by your immediate supervisor?               | 9,129  | 3,155                                       | 990  | 277                                     | 152  | 13,703 | N/A  |



| Item | Item Text   | Strongly Agree / Very Satisfied / Very Good / Always / Yes | Agree / Satisfied / Good / Most of the Time | Neither Agree nor Disagree / Neither Satisfied nor Dissatisfied / Fair / Sometimes | Disagree / Dissatisfied / Poor / Rarely | Strongly Disagree / Very Dissatisfied / Very Poor / Never / No | N      | Do Not Know / No Basis to Judge / No Accessibility Needs |
|------|---|--|---|--|---|--|--------|--|
| 30   | In my organization, senior leaders generate high levels of motivation and commitment in the workforce.            | 3,627  | 5,346                                       | 2,642  | 1,206                                   | 561  | 13,382 | 16   |
| 31   | My organization's senior leaders maintain high standards of honesty and integrity.                                | 5,305  | 5,036                                       | 1,815  | 512                                     | 355  | 13,023 | 25   |
| 32   | Managers communicate the goals of the organization.   | 4,733  | 5,866                                       | 1,813  | 739                                     | 316  | 13,467 | 7  |
| 33   | Managers promote communication among different work units (for example, about projects, goals, needed resources). | 4,577  | 5,400                                       | 2,064  | 864                                     | 391  | 13,296 | 16   |
| 34   | Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?        | 5,472  | 4,529                                       | 1,748  | 480                                     | 294  | 12,523 | 548  |
| 35   | I have a high level of respect for my organization's senior leaders.  | 5,461  | 4,873                                       | 1,987  | 750                                     | 410  | 13,481 | 8  |
| 36   | Senior leaders in my organization demonstrate support for Work/Life programs.                                     | 5,338  | 4,727                                       | 1,817  | 785                                     | 482  | 13,149 | 24   |
| 37   | How satisfied are you with your involvement in decisions that affect your work?                                   | 4,099  | 5,529                                       | 2,296  | 1,278                                   | 407  | 13,609 | N/A  |
| 38   | How satisfied are you with the information you receive from management on what's going on in your organization?   | 4,305  | 5,565                                       | 2,224  | 1,165                                   | 346  | 13,605 | N/A  |
| 39   | How satisfied are you with the recognition you receive for doing a good job?                                      | 4,607  | 5,199                                       | 2,306  | 1,050                                   | 446  | 13,608 | N/A  |
| 40   | Considering everything, how satisfied are you with your job?  | 5,793  | 5,495                                       | 1,390  | 697                                     | 255  | 13,630 | N/A  |
| 41   | Considering everything, how satisfied are you with your pay?  | 3,644  | 5,641                                       | 2,095  | 1,560                                   | 673  | 13,613 | N/A  |

| Item | Item Text   | Strongly Agree / Very Satisfied / Very Good / Always / Yes | Agree / Satisfied / Good / Most of the Time | Neither Agree nor Disagree / Neither Satisfied nor Dissatisfied / Fair / Sometimes | Disagree / Dissatisfied / Poor / Rarely | Strongly Disagree / Very Dissatisfied / Very Poor / Never / No | N      | Do Not Know / No Basis to Judge / No Accessibility Needs |
|------|---|--|---|--|---|--|--------|--|
| 42   | Considering everything, how satisfied are you with your organization?   | 5,112  | 5,673                                       | 1,730  | 794                                     | 308  | 13,617 | N/A  |
| 43   | My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).              | 5,874  | 4,821                                       | 1,439  | 391                                     | 236  | 12,761 | 23   |
| 44   | My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).     | 6,674  | 4,399                                       | 1,245  | 255                                     | 188  | 12,761 | 31   |
| 45   | I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit. | 6,021  | 4,493                                       | 1,414  | 730                                     | 500  | 13,158 | 18   |
| 46   | My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).            | 6,445  | 4,321                                       | 1,294  | 446                                     | 309  | 12,815 | 34   |
| 47   | In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).                   | 5,640  | 4,509                                       | 1,572  | 716                                     | 398  | 12,835 | 33   |
| 48   | Employees in my work unit treat me as a valued member of the team.  | 7,548  | 4,760                                       | 808  | 216                                     | 107  | 13,439 | 11   |
| 49   | Employees in my work unit make me feel I belong.  | 7,227  | 4,705                                       | 1,094  | 267                                     | 139  | 13,432 | 8  |
| 50   | Employees in my work unit care about me as a person.  | 6,935  | 4,621                                       | 1,371  | 208                                     | 127  | 13,262 | 17   |
| 51   | I am comfortable expressing opinions that are different from other employees in my work unit.                                 | 6,484  | 4,904                                       | 1,126  | 573                                     | 329  | 13,416 | 5  |
| 52   | In my work unit, people's differences are respected.  | 6,403  | 5,435                                       | 1,024  | 302                                     | 133  | 13,297 | 19   |
| 53   | I can be myself and be successful within my organization.   | 6,450  | 4,946                                       | 1,249  | 508                                     | 270  | 13,423 | 9  |

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|------|--|--|---|--|---|--|--------|--|
| 54   | My organization has an effective process for meeting accessibility needs (e.g., reasonable accommodations).  | 5,549  | 4,335                                       | 1,160  | 199                                     | 116  | 11,359 | 91   |
| 55   | NASA has an effective government ethics program and I know how to contact a NASA ethics official.  | 5,448  | 5,463                                       | 1,202  | 300                                     | 138  | 12,551 | 32   |
| 56   | NASA leaders take proactive steps to prevent harassment in the workplace (for example, senior leadership messages to the workforce, use of posters and other communication materials, training, dialogues, or similar activities). | 5,281  | 5,100                                       | 1,470  | 382                                     | 214  | 12,447 | 47   |
| 57a  | NASA has proactive programs in place to recruit diverse candidates.  | 8,567  | -   | -  | -                                       | 773  | 9,340  | 3,503  |
| 57b  | NASA has proactive programs in place to develop a pipeline of diverse leaders.   | 7,570  | -   | -  | -                                       | 1,276  | 8,846  | 3,941  |
| 57c  | NASA has proactive programs in place to provide targeted development opportunities for diverse employees.  | 7,136  | -   | -  | -                                       | 1,025  | 8,161  | 4,563  |
| 57d  | NASA has proactive programs in place to provide formal and informal mentoring opportunities for all employees.   | 10,611   | -   | -  | -                                       | 849  | 11,460 | 1,682  |
| 57e  | NASA has proactive programs in place to address workplace conflict in a timely and effective manner when it rises.   | 8,021  | -   | -  | -                                       | 1,157  | 9,178  | 3,796  |
| 58   | Information is openly shared in my organization.   | 4,651  | 5,820                                       | 1,880  | 923                                     | 248  | 13,522 | N/A  |

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|------|---|--|---|--|---|--|--------|--|
| 59   | Senior leaders in my organization provide a clear sense of direction.                               | 3,919  | 5,265                                       | 2,612  | 1,278                                   | 432  | 13,506 | N/A  |
| 60   | The processes used to make decisions in my organization are effective.                              | 3,427  | 4,945                                       | 3,470  | 1,216                                   | 432  | 13,490 | N/A  |
| 61   | Senior leaders in my organization demonstrate they care about employees.                            | 5,142  | 4,950                                       | 2,118  | 836                                     | 446  | 13,492 | N/A  |
| 62   | Senior leaders in my organization demonstrate they care about the mission.                          | 6,894  | 5,062                                       | 1,089  | 229                                     | 166  | 13,440 | N/A  |
| 63   | Overall, how good a job do you feel is being done by the senior leader directly above your manager? | 5,054  | 4,841                                       | 2,172  | 580                                     | 374  | 13,021 | 474  |
| 64   | I have enough autonomy in my job to be effective.   | 7,157  | 5,105                                       | 781  | 348                                     | 133  | 13,524 | N/A  |
| 65   | I am able to spend the majority of my workday on activities that I believe are valuable.            | 5,189  | 5,747                                       | 1,582  | 821                                     | 191  | 13,530 | N/A  |
| 66   | I am confident my organization is headed in the right direction.                                    | 4,503  | 5,134                                       | 2,546  | 989                                     | 337  | 13,509 | N/A  |
| 67   | I am committed to helping my organization accomplish its goals                                      | 9,090  | 4,068                                       | 304  | 33                                      | 18   | 13,513 | N/A  |
| 68   | I often put extra effort into my work to make sure it is the best it can be.                        | 9,430  | 3,651                                       | 372  | 57                                      | 13   | 13,523 | N/A  |
| 69   | I often help others with their work, even when not required to.                                     | 8,397  | 4,514                                       | 537  | 49                                      | 9  | 13,506 | N/A  |
| 70   | I look for ways to connect with colleagues and/or the NASA mission beyond what my job requires.     | 6,553  | 4,921                                       | 1,644  | 311                                     | 40   | 13,469 | N/A  |
| 71   | Most days I feel motivated to do my work.   | 5,632  | 6,072                                       | 1,111  | 544                                     | 162  | 13,521 | N/A  |
| 72   | I am able to stay mentally focused on work throughout the day.                                      | 4,677  | 6,450                                       | 1,512  | 737                                     | 130  | 13,506 | N/A  |
| 73   | I rarely find myself feeling exhausted or drained by work.  | 1,981  | 4,217                                       | 3,044  | 3,237                                   | 1,016  | 13,495 | N/A  |

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|------|--|--|---|--|---|--|--------|--|
| 74   | I believe I can be successful at work without getting burnt out.               | 3,022  | 5,686                                       | 2,680  | 1,590                                   | 517  | 13,495 | N/A  |
| 75   | I have a healthy balance between my work life and my personal life.            | 3,705  | 5,705                                       | 2,340  | 1,327                                   | 410  | 13,487 | N/A  |
| 76   | I am confident I will be able to achieve my career goals at NASA.              | 4,815  | 5,206                                       | 2,208  | 841                                     | 418  | 13,488 | N/A  |
| 77   | Considering everything, I feel appreciated by my organization.                 | 5,491  | 5,254                                       | 1,622  | 680                                     | 398  | 13,445 | N/A  |
| 78   | Overall, how would others in your work unit say you are performing?            | 6,927  | 4,963                                       | 458  | 38                                      | 14   | 12,400 | 503  |
| 79   | I can easily get help from members of my work unit when needed.                | 7,584  | 4,811                                       | 759  | 284                                     | 71   | 13,509 | N/A  |
| 80   | My work unit actively builds connections with each other.                      | 6,391  | 4,934                                       | 1,592  | 478                                     | 92   | 13,487 | N/A  |
| 81   | When there is conflict in my work unit, it is effectively resolved.            | 4,973  | 4,967                                       | 2,820  | 498                                     | 186  | 13,444 | N/A  |
| 82   | I can easily make a request of my organization to meet my accessibility needs. | 3,797  | 2,554                                       | 662  | 158                                     | 100  | 7,271  | 6,203  |
| 83   | My organization responds to my accessibility needs in a timely manner.         | 3,417  | 2,283                                       | 828  | 146                                     | 103  | 6,777  | 6,689  |
| 84   | My organization meets my accessibility needs.                                  | 3,652  | 2,418                                       | 747  | 123                                     | 87   | 7,027  | 6,432  |