










1. Are you a:

		Response Percent	Response Count
Federal manager		22.6%	652
Federal employee		75.1%	2,162
Neither		2.3%	66
		answered question	2,880
		skipped question	0

2. Are you a:

		Response Percent	Response Count
Male		58.2%	1,667
Female		41.8%	1,195
		answered question	2,862
		skipped question	18

3. Years in federal service:

		Response Percent	Response Count
0-5		13.9%	398
6-10		14.6%	419
11-20		21.3%	612
20+		50.2%	1,439
answered question			2,868
skipped question			12

4. On a scale from 1 to 10, with 10 being extremely high and 1 being extremely low, how would you rate YOUR morale as a federal manager?

		Response Percent	Response Count
1		9.1%	48
2		15.0%	79
3		16.7%	88
4		14.8%	78
5		11.4%	60
6		7.2%	38
7		11.6%	61
8		9.7%	51
9		3.6%	19
10		1.1%	6

Comments 56

answered question	528
skipped question	2,352

5. On a scale from 1 to 10, with 10 being extremely high and 1 being extremely low, how would you rate the overall morale of the federal workforce?

		Response Percent	Response Count
1		7.6%	41
2		16.5%	89
3		21.2%	114
4		18.4%	99
5		17.3%	93
6		11.1%	60
7		5.4%	29
8		1.5%	8
9		0.6%	3
10		0.6%	3

Comments 36

answered question	539
skipped question	2,341

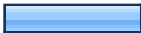









6. On a scale from 1 to 10, with 10 being extremely high and 1 being extremely low, how would you rate the morale in your office, specifically?

		Response Percent	Response Count
1		9.2%	50
2		14.0%	76
3		16.6%	90
4		15.3%	83
5		12.0%	65
6		11.8%	64
7		11.3%	61
8		7.8%	42
9		1.3%	7
10		0.6%	3

Comments 40

answered question	541
skipped question	2,339

7. On a scale from 1 to 10, with 10 being excellent and 1 being terrible, how well do leaders and/or managers at your agency motivate employees?

		Response Percent	Response Count
1		20.1%	108
2		15.8%	85
3		13.6%	73
4		11.0%	59
5		10.6%	57
6		11.2%	60
7		8.9%	48
8		5.2%	28
9		2.4%	13
10		1.3%	7

Comments 47

answered question 538

skipped question 2,342

8. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)




	1	2	3	4	5	N/A	Rating Average	Rating Count
Tighter budgets	12.7% (68)	20.8% (111)	27.0% (144)	21.7% (116)	15.9% (85)	1.9% (10)	3.07	534
Pay freezes	33.8% (182)	28.4% (153)	16.7% (90)	12.8% (69)	7.4% (40)	0.9% (5)	2.31	539
Fed bashing from Congress/public	30.9% (166)	21.0% (113)	19.2% (103)	12.1% (65)	15.5% (83)	1.3% (7)	2.60	537
Ineffective leaders	39.5% (213)	16.1% (87)	14.1% (76)	13.4% (72)	14.5% (78)	2.4% (13)	2.46	539
Increasing workloads	20.4% (109)	24.1% (129)	18.9% (101)	16.8% (90)	18.1% (97)	1.7% (9)	2.88	535

Other (please specify) 34

answered question 542

skipped question 2,338

9. Have morale issues caused others in your agency to leave government or retire?

		Response Percent	Response Count
Yes		80.7%	436
No		5.7%	31
Not sure		13.5%	73

answered question 540

skipped question 2,340

10. On a scale from 1 to 10, with 10 being extremely high and 1 being extremely low, how would you rate YOUR morale as a federal employee?

		Response Percent	Response Count
1		11.8%	212
2		15.7%	281
3		20.3%	364
4		15.5%	278
5		11.1%	198
6		9.3%	167
7		8.3%	148
8		4.8%	86
9		2.1%	37
10		1.1%	20

Comments 194

answered question	1,791
skipped question	1,089

11. On a scale from 1 to 10, with 10 being extremely high and 1 being extremely low, how would you rate the overall morale of your colleagues in the federal workforce?

		Response Percent	Response Count
1		8.3%	151
2		15.8%	286
3		22.0%	398
4		16.5%	298
5		17.6%	318
6		9.3%	168
7		6.2%	113
8		3.0%	54
9		1.0%	18
10		0.3%	5

Comments 98

answered question	1,809
skipped question	1,071

12. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)




	1	2	3	4	5	N/A	Rating Average	Rating Count
Tighter budgets	14.3% (255)	20.5% (365)	27.5% (489)	22.6% (403)	13.3% (236)	1.9% (33)	3.00	1,781
Pay freezes	45.1% (813)	21.4% (386)	14.8% (266)	9.6% (173)	8.4% (152)	0.7% (13)	2.14	1,803
Fed bashing from Congress/public	33.3% (586)	22.3% (393)	15.4% (272)	11.1% (195)	16.4% (288)	1.5% (27)	2.54	1,761
Ineffective leadership	39.2% (697)	18.9% (335)	14.5% (257)	11.6% (206)	13.7% (243)	2.2% (39)	2.40	1,777
Increasing workloads	19.3% (337)	20.5% (358)	20.7% (361)	16.8% (293)	19.9% (348)	2.8% (48)	2.97	1,745

Other (please specify) 184











answered question 1,823

skipped question 1,057

13. Have morale issues caused others in your agency to leave government or retire?

		Response Percent	Response Count
Yes		78.1%	1,416
No		5.7%	103
Not sure		16.2%	294
		answered question	1,813
		skipped question	1,067

14. On a scale from 1 to 10, with 10 being excellent and 1 being terrible, how well do leaders and/or managers at your agency motivate employees?

		Response Percent	Response Count
1		25.6%	464
2		18.1%	329
3		15.3%	277
4		9.8%	177
5		11.6%	211
6		5.6%	102
7		6.4%	116
8		4.9%	89
9		1.7%	31
10		1.0%	18
		Comments	181
answered question			1,814
skipped question			1,066

15. On a scale from 1 to 10, with 10 being extremely important and 1 being extremely unimportant is good leadership to office morale?

	1	2	3	4	5	6	7	8	9	10	Rating Average
	2.0% (40)	1.6% (33)	0.9% (18)	0.6% (12)	2.5% (50)	2.8% (57)	7.7% (155)	21.2% (429)	23.3% (471)	37.5% (760)	8.1

Comments

answered question	2,100
skipped question	780

16. Agree or disagree: Government agencies have the tools they need to grow good leaders.

	Response Percent	Response Count
Strongly agree	7.5%	158
Somewhat agree	27.4%	576
Neither agree or disagree	13.7%	287
Somewhat disagree	23.9%	502
Strongly disagree	25.5%	536
Don't know/unsure	2.0%	41

Comments 199

answered question	2,100
skipped question	780

17. Agree or disagree: Good leaders are being promoted within my agency.

		Response Percent	Response Count
Strongly agree		1.8%	38
Somewhat agree		15.4%	325
Neither agree or disagree		14.0%	294
Somewhat disagree		25.7%	541
Strongly disagree		41.3%	870
Don't know/unsure		1.7%	36
	Comments		147
	answered question		2,104
	skipped question		776

18. What qualities do you admire most in a good leader?

	Response Count
	1,426
answered question	1,426
skipped question	1,454

19. What qualities do you believe bad/ineffective leaders exhibit?

	Response Count
	1,408
answered question	1,408
skipped question	1,472

20. What do you expect from a leader at your agency?

	Response Count
	1,356
answered question	1,356
skipped question	1,524