



## 2018 VA All Employee Survey (AES)

### Questions by Organizational Health Framework

#### AES Instrument Updates

- 2018:** VA combined its two annual workforce surveys (VA AES, government FEVS) into one to reduce staff survey fatigue, streamline reporting and action planning, and minimize duplicate efforts (marketing, AES Coordinator time, etc.). Roughly half of the items were retained from each survey. *See the last pages of this document for retired AES items.*
- Continuing from the 2016 AES, results are organized using a “big picture” framework for conceptualizing the employee experience. This “AES Framework” will help end users prioritize areas for action planning.
  - Actions and Behaviors: What We Do.** These concepts describe the things you and your team actually do day-to-day to shape the workplace, including the work itself and how you interact with one another. **When action planning, start here.** Actions and behaviors impact climate and attitudes, and are the most actionable of all three framework sections. The items in this section point to **specific points for change in the workplace, with supervisors, or among the workgroup (staff).**
  - Workplace Climate: Where We Are.** These items describe patterns of employees’ **shared beliefs**. It is the collection of unspoken rules or norms that employees develop about how to get the job done and how to treat one another.
  - Outcomes and Employee Attitudes: How We Feel.** Attitudes are employees’ **thoughts and feelings** about the workplace. They are a broad glimpse at how employees are experiencing the work itself as well as their relationships with one another. Consider these concepts as **outcomes** of organizational health.
- Here is another way to think about the AES Framework:

AES Framework	If I want to know about the “health” of my organization, I look here...	Understanding my organization’s health is similar to my “personal health”
<b>Actions / Behaviors</b>	<b>Actions and Behaviors</b> are the day-to-day things we do that affect our climate and attitudes: recognition, respect, etc.	For our physical health, the equivalent is our <b>daily behavior</b> : what we eat, and how much we exercise or sleep.
<b>Climate</b>	<b>Climate</b> represents the unspoken rules and norms in our workplace – civility, servant leadership, ethics.	For our physical health, the equivalent is our <b>lifestyle</b> – our normal (daily) actions of being sedentary, active, or stressed?
<b>Outcomes/ Attitudes</b>	<b>Attitudes</b> are the “big picture” outcomes of our group’s health: satisfaction, engagement, turnover, and burnout.	For our physical health, the equivalent is our blood pressure, cholesterol, and weight as a picture of <b>overall health</b> .

Our focus for action planning

## 2018 AES Instrument Updates

**NOTE:** Red shows changes (e.g. new items, different wording).

### Survey Definitions

- **Workgroup/Work Unit:** Workgroups/Work Units can be organized in several different ways. Your site has determined how to define its workgroups. They may be defined as:
  - The individuals who report to a given supervisor; or
  - The individuals who work together on a regular basis.
  - The name of your workgroup is printed next to the workgroup code on the instruction sheet given to you to complete this survey. Please think of this workgroup when answering questions about workgroups in the survey.
- **Supervisor:** Any employee who oversees the work of other employees, such as conducting performance appraisals and approving leave.
- **Senior Leader:** Your nearest senior leader(s) (Executive, SES, or Director) who is responsible for directing policies and priorities within the organization. Depending on the structure of the organization and your specific position, this could be one or more levels above you. May hold either a political or career appointment.
- **Organization:** This is the office, division, or branch headed by your nearest senior leader (see above).
- **Agency:** The Department of Veterans Affairs.

### AES scales:

#### **Satisfaction Scale**

Response Options:  
1= *Very Dissatisfied*  
2= *Dissatisfied*  
3= *Neutral*  
4= *Satisfied*  
5= *Very Satisfied*  
6= *Not Applicable*

#### **Agreement Scale**

Response Options:  
1= *Strongly Disagree*  
2= *Disagree*  
3= *Neutral*  
4= *Agree*  
5= *Strongly Agree*  
6= *Do Not Know*

#### **Feeling Scale**

Response Options:  
1= *Very Poor*  
2= *Poor*  
3= *Fair*  
4= *Good*  
5= *Very Good*  
6= *Do Not Know*

#### **Burnout Scale**

Response Options:  
0= *Never*  
1= *A few times a year or less*  
2= *Once a month or less*  
3= *A few times a month*  
4= *Once a week*  
5= *A few times a week*  
6= *Every day*

#### **Yes/No Scale**

Response Options:  
1= *Yes*  
2= *No*  
3= *Do Not Know*

Items below are shown in the order they appear in the AES reports

**Actions and Behaviors – What We Do**

**A. Priorities (Staff-Selected Areas for Change)**

Which areas would you most like your workgroup to focus its action planning on over the next year? *Select your top three.*

*\*\*Results will be reported as the frequency or percent (%) of staff who selected each response*

- **Accountability** = Holding one another accountable for performance and professional conduct
- **Communication** = Communicating necessary information timely and clearly
- **Coworker Relationships** = Cooperating, collaborating, and treating one another with respect
- **Evaluation** = Reflecting on our work through activities like huddles, after-action reviews, and/or debriefings.
- **Goals** = Setting of challenging and yet attainable performance goals
- **Growth** = Creating opportunities for employee growth
- **Innovation** = Being willing and able to try new ideas in the workplace
- **Recognition** = Recognizing performance fairly and in a meaningful way
- **Supervisor Relationship** = Feeling comfortable with and supported by my supervisor
- **Workload** = Supporting a reasonable workload and distributing it fairly

**B. Supervisor Tasks**

Variable Name + Question	Scale
<b>Supervisor Goal Setting:</b> Supervisors set challenging and yet attainable performance goals for my workgroup. <i>Previous name:</i> Supervisor (Performance Goals), Leadership Performance Goals	<i>Agreement</i>
<b>Supervisor Goal Evaluation:</b> My supervisor reviews and evaluates the progress toward meeting goals and objectives of the workgroup. <i>Previous name:</i> Workgroup Planning/Evaluation	<i>Agreement</i>
<b>Performance Accountability:</b> In my work unit, differences in performance are recognized in a meaningful way. <i>Previous name:</i> Performance Recognition	<i>Agreement</i>
<b>Personal Recognition:</b> How satisfied are you with the recognition you receive for doing a good job?	<i>Satisfaction</i>
<b>Supervisor Supports Development:</b> Supervisors in my work unit support employee development.	<i>Agreement</i>
<b>Supervisor Work/Life Balance:</b> My supervisor supports my need to balance work and other life issues. <i>Comparable to prior item:</i> Work/Life Balance: Supervisors/team leaders understand and support employee family/personal life responsibilities in my work group.	<i>Agreement</i>
<b>Supervisor Address Concerns:</b> It is worthwhile in my workgroup to speak up because something will be done to address our concerns. <i>Previous name:</i> Concerns Speaking Up	<i>Agreement</i>

### C. Supervisor Relationships

Variable Name + Question	Scale
<b>Supervisor Listening:</b> My supervisor listens to what I have to say.	Agreement
<b>Supervisor Respect:</b> My supervisor treats me with respect.	Agreement
<b>Supervisor Trust:</b> I have trust and confidence in my supervisor.	Agreement
<b>Supervisor Favoritism:</b> My supervisor does not engage in favoritism. <i>Previous name:</i> Favoritism	Agreement

### D. Workgroup Tasks

Variable Name + Question	Scale
<b>AES Sharing (% Yes):</b> Employees in my workgroup have been provided with the results of previous All Employee Surveys (AES).	Yes/No
<b>AES Use (% Yes):</b> We have made changes in practices and ways of doing business in my workgroup based on the results of previous All Employee Surveys (AES).	Yes/No

### E. Workgroup Relationships

Variable Name + Question	Scale
<b>Workgroup Respect:</b> People treat each other with respect in my workgroup. <i>Previous name:</i> Respect	Agreement
<b>Workgroup Conflict Resolution:</b> Disputes or conflicts are resolved fairly in my workgroup. <i>Previous name:</i> Conflict Resolution	Agreement
<b>Workgroup Cooperation*:</b> The people I work with cooperate to get the job done. <i>NOT Comparable to prior item:</i> Cooperation: A spirit of cooperation and teamwork exists in my workgroup. * Engaged workplaces are more likely to exhibit the outcome of greater collaboration and teaming.	Agreement
<b>Workplace Diversity:</b> Discrimination is not tolerated at my workplace. <i>Previous name:</i> Diversity Acceptance	Agreement
<b>Workgroup Psychological Safety:</b> Members in my workgroup are able to bring up problems and tough issues. <i>Previous name:</i> Psychological Safety (Bring Up Problems)	Agreement

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## Workplace Climate – Where We Are

### A. Workplace Relationships

Variable Name + Question	Scale
<b>No Fear of Reprisal*:</b> I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. * Engaged workplaces are more likely to exhibit the outcome of willingness to speak up.	Agreement

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<p><b>Workgroup Collaboration:</b> Work groups collaborate to accomplish shared objectives.  <i>NOT Comparable to prior item:</i> Workgroup Collaboration: People from different workgroups are willing to collaborate with my workgroup.</p>	<p><i>Agreement</i></p>
<p><b>Servant Leader Index:</b> “Servant Leadership” is a summary measure of the work environment being a place where organizational goals are achieved by empowering others. This includes focusing on collective goals, encouraging contribution from others, and then positively reinforcing others’ contributions. Servant Leadership occurs at all levels of the organization, where individuals (supervisors, staff) put others’ needs before their own. <b>***This scale is not comparable to prior AES survey years.</b></p> <ul style="list-style-type: none"> <li>- Supervisor Listening</li> <li>- Supervisor Respect</li> <li>- Supervisor Trust</li> <li>- Supervisor Favoritism</li> <li>- Supervisor Address Concerns</li> </ul>	<p><i>Scored 0-100, where HIGHER score is more favorable</i></p>
<p><b>Civility:</b> “Civility” is a summary measure of workgroup members’ behaviors that create a respectful, cooperative, and civil workplace.</p> <ul style="list-style-type: none"> <li>- Workgroup Respect</li> <li>- Workgroup Conflict Resolution</li> <li>- Workgroup Cooperation</li> <li>- Workplace Diversity</li> </ul>	<p><i>Agreement</i></p>
<p>Please direct questions on these items to: VHA National Center for Ethics in Healthcare at <a href="mailto:vaethicssurvey@va.gov">vaethicssurvey@va.gov</a></p> <ul style="list-style-type: none"> <li>- <b>Raise and Discuss Ethics:</b> My direct supervisor raises and discusses ethical concerns (i.e., uncertainty or conflict about the right thing to do).</li> <li>- <b>Transparency:</b> My direct supervisor communicates the reasoning (how and why) behind decisions that have an impact on my work.</li> <li>- <b>Moral Courage:</b> Employees in my workgroup do what is right even if they feel it puts them at risk (e.g., risk to reputation or promotion, shift reassignment, peer relationships, poor performance review, or risk of termination).</li> <li>- <b>Moral Distress:</b> In the past year, how often did you experience moral distress at work (i.e., you were unsure about the right thing to do or could not carry out what you believed to be the right thing)? <b>(NOTE: Burnout Scale)</b></li> </ul>	<p><i>Agreement/ Burnout</i></p>

B. Workplace Characteristics

Variable Name + Question	Scale
<p><b>Resources:</b> I have the appropriate supplies, materials, and equipment to perform my job well.  <i>Previous name:</i> Work Resources</p>	Agreement
<p><b>Workload:</b> My workload is reasonable.  <i>Comparable to prior item:</i> Workload: My workload is reasonable given my job.</p>	Agreement
<p><b>Workgroup Competency:</b> My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.  <i>NOT Comparable to prior item:</i> Competency: Employees in my work group are competent to accomplish our tasks.</p>	Agreement
<p><b>Skill Development:</b> I am given a real opportunity to improve my skills in my organization.  <i>Comparable to prior item:</i> Employee Development: I am given a real opportunity to develop my skills in my work group.</p>	Agreement
<p><b>Innovation:</b> I feel encouraged to come up with new and better ways of doing things.  <i>NOT Comparable to prior item:</i> Innovation: New practices and ways of doing business are encouraged in my work group.</p>	Agreement
<p><b>Clear Expectations:</b> I know what is expected of me on the job.</p>	Agreement
<p><b>Talents Used:</b> My talents are used well in the workplace.</p>	Agreement
<p><b>Goal Aligned Work:</b> I know how my work relates to the agency's goals.</p>	Agreement
<p><b>Decisional Involvement:</b> How satisfied are you with your involvement in decisions that affect your work?</p>	Satisfaction
<p><b>AES Use Expectations (% Positive):</b> I believe the results of this survey will be used to make my agency a better place to work.</p>	Agreement
<p><b>Workplace Performance:</b> “Workplace Performance” is a summary measure of the workplace environment investing in its human capital by having the right resources, training, goals, and innovation in place to support optimal performance. <i>***This scale is not comparable to prior AES survey years.</i></p> <ul style="list-style-type: none"> <li>- Skill Development</li> <li>- Innovation</li> <li>- Workgroup Competency</li> <li>- Supervisor Goal Setting</li> <li>- Supervisor Goal Evaluation</li> <li>- Resources</li> </ul>	Agreement
<p><b>Engagement Driver - Development:</b> Invest in employee, and leadership, training and development. Provide opportunities for employees and leaders to assess training needs, improve skills, and develop, or refine, leadership capabilities.</p> <ul style="list-style-type: none"> <li>- Skill Development</li> <li>- Supervisor Supports Development</li> <li>- Supervisor Goal Evaluation</li> </ul>	Agreement

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<ul style="list-style-type: none"> <li>- Workgroup Competency</li> </ul>	
<p><b>Engagement Driver - Improvement:</b> Seek employee involvement in workplace processes and system improvement. Empower staff to provide input, involve staff in workplace decisions, and support a culture of innovation.</p> <ul style="list-style-type: none"> <li>- Clear Expectations</li> <li>- Goal Aligned Work</li> </ul>	Agreement
<p><b>Engagement Driver - Data Use:</b> Use your local workforce survey data to see how your group is doing, then discuss results with staff, and together develop action plans.</p> <ul style="list-style-type: none"> <li>- AES Sharing (% Yes)</li> <li>- AES Use (% Yes)</li> <li>- AES Use Expectations (% Positive)</li> </ul>	Scored 0-100%, where a HIGHER score is more favorable
<p><b>Engagement Outcome - Innovation:</b> Engaged workplaces are more likely to exhibit the outcomes of innovation and experimentation.</p> <ul style="list-style-type: none"> <li>- Innovation</li> </ul>	Agreement

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**Outcomes and Attitudes – How We Feel**

**A. Attitudes towards the Work Environment**

Variable Name + Question	Scale
<p><b>Personal Accomplishment:</b> My work gives me a feeling of personal accomplishment.</p>	Agreement
<p><b>Overall Satisfaction:</b> Considering everything, how satisfied are you with your job?</p>	Satisfaction
<p><b>Organization Satisfaction:</b> Considering everything, how satisfied are you with your organization?</p>	Satisfaction
<p><b>Recommend My Organization:</b> I recommend my organization as a good place to work.</p>	Agreement
<p><b>Best Places to Work:</b> “Best Places to Work” is a summary measure of the group’s satisfaction with the job, organization, and likelihood to recommend VA as a good place to work. The AES <i>Best Places to Work</i> scores are functionally similar to those reported for Federal agencies by the Partnership for Public Service (<a href="http://bestplacestowork.org">http://bestplacestowork.org</a>).</p> <ul style="list-style-type: none"> <li>- Overall Satisfaction (% Positive)</li> <li>- Organization Satisfaction (% Positive)</li> <li>- Recommend My Organization (% Positive)</li> </ul> <p>Percent positive = “Very Satisfied/Satisfied” or “Strongly Agree/Agree.”</p>	Scored 0-100, where HIGHER score is more favorable
<p><b>Workplace Inspiration:</b> This organization really inspires the very best in me in the way of job performance.</p> <p><i>Previous name:</i> Work Motivation</p>	Agreement
<p><b>Extra Effort:</b> I always do more than is actually required.</p> <p><i>Previous name:</i> Extra Work Effort</p>	Agreement

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<p><b>More Than Paycheck:</b> My job is more than just a paycheck to me.</p>	<p><i>Agreement</i></p>
<p><b>Engagement Index—reported as % Engaged, % Disengaged, and % Mixed:</b> Measures the “level of engagement” in the workplace, where engagement is informed by the organization’s role in employee engagement, and the employee’s role in being engaged. This index aligns with the U.S. Federal definition of employee engagement: <i>The employees’ sense of purpose that is evident in their display of dedication, persistence, and effort in their work and overall attachment to their organization and its mission.</i></p> <ul style="list-style-type: none"> <li>– Recommend My Organization.</li> <li>– Workplace Inspiration</li> <li>– Extra Effort</li> <li>– More Than Paycheck</li> </ul> <p><b>% Engaged:</b> Responses on all four items show a pattern of high scores (ratings across items sum to 18-20). HIGHER scores more favorable.</p> <p><b>% Disengaged:</b> Responses on all four items show a pattern of low scores (the sum of ratings across items &lt; 14). LOWER scores more favorable.</p> <p><b>% Mixed:</b> Those who are neither “Engaged” nor “Disengaged.” Responses on all four items show a pattern of scores that are neither high or low (ratings across items sum to 14-17). LOWER scores more favorable.</p>	<p><i>Scored 0-100%</i></p> <p><i>Scored 0-100%</i></p> <p><i>Scored 0-100%</i></p>
<p><b>Engagement Outcome - Satisfaction:</b> Engaged workplaces are more likely to exhibit the outcomes of reflection, debrief, and learning.</p> <ul style="list-style-type: none"> <li>– Personal Accomplishment</li> <li>– Overall Satisfaction</li> <li>– Organization Satisfaction</li> </ul>	<p><i>Agreement - Satisfaction</i></p>
<p><b>Workplace Customer Satisfaction*:</b> How satisfied do you think Veterans and their families are with the products and services provided by the place where you work?</p> <p><i>Previous name:</i> External Customer Satisfaction</p> <p>* Engaged workplaces are more likely to exhibit the outcome of higher customer satisfaction.</p>	<p><i>Satisfaction</i></p>

**B. Attitudes towards Leaders**

Variable Name + Question	Scale
<p><b>Supervisor Satisfaction:</b> Overall, how good a job do you feel is being done by your immediate supervisor?</p> <p><i>NOT Comparable to prior item:</i> Direct Supervision: How satisfied are you with the quality of direct supervision you receive?</p>	<p><i>Agreement</i></p>
<p><b>Sr. Leader Satisfaction:</b> Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?</p> <p><i>NOT Comparable to prior item:</i> Executive Leadership/Senior Management: How satisfied are you with the job being done by the executive leadership where you work?</p>	<p><i>Agreement</i></p>
<p><b>Sr. Leader Workforce Motivation:</b> In my organization, senior leaders</p>	<p><i>Agreement</i></p>

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generate high levels of motivation and commitment in the workforce.	
<b>Sr. Leader Ethics:</b> My organization's senior leaders maintain high standards of honesty and integrity.	Agreement
<b>Sr. Leader Goal Communication:</b> Managers communicate the goals of the organization.	Agreement
<b>Sr. Leader Respect:</b> I have a high level of respect for my organization's senior leaders.	Agreement
<b>Sr. Leader Info Sharing:</b> How satisfied are you with the information you receive from management on what's going on in your organization?	Satisfaction
<p><b>Engagement Drivers - Senior Leaders, Supervisors:</b> Enhance leadership behaviors within a Framework of Servant Leadership. Set reasonable, yet attainable performance goals, and provide staff with constructive feedback on their work. Promote communication across work units, and interact with employees of different backgrounds. Develop a workplace that values psychological safety and servant leadership.</p> <p><b>Engagement Driver - Senior Leaders</b></p> <ul style="list-style-type: none"> <li>- Sr. Leader Workforce Motivation</li> <li>- Sr. Leader Ethics</li> <li>- Sr. Leader Goal Communication</li> <li>- Sr. Leader Satisfaction</li> <li>- Sr. Leader Respect</li> </ul> <p><b>Engagement Driver - Supervisors</b></p> <ul style="list-style-type: none"> <li>- Supervisor Listening</li> <li>- Supervisor Respect</li> <li>- Supervisor Trust</li> <li>- Supervisor Satisfaction</li> </ul>	Agreement/ Satisfaction

**C. Employee Withdrawal**

Variable Name + Question	Scale
<b>Exhaustion:</b> I feel burned out from my work.	Burnout
<b>Depersonalization:</b> I worry that this job is hardening me emotionally.	Burnout
<p><b>Reduced Achievement:</b> I have accomplished many worthwhile things in this job. (Final score is reverse, and interpreted as: I <i>have [not] accomplished...</i>)</p> <p><i>Previous name:</i> Reduced Personal Achievement</p>	Burnout
<p><b>High Burnout:</b> "High Burnout" measures the percent of staff who are feeling burned out on <u>all three burnout symptoms</u> at a frequency of "<u>once a week</u>" to "<u>every day</u>."</p> <ul style="list-style-type: none"> <li>- Exhaustion (<i>physical burnout</i>)</li> <li>- Depersonalization (<i>emotional burnout</i>)</li> <li>- Reduced Achievement (<i>coognitive burnout</i>)</li> </ul>	Scored 0-100%, where LOWER score is more favorable
<p><b>Turnover Decision:</b> Are you considering leaving your job within the next year, and if so why?</p> <ul style="list-style-type: none"> <li>- No</li> </ul>	Frequency (%) of staff selecting each

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<ul style="list-style-type: none"> <li>- Yes, but taking another job within VA</li> <li>- Yes, to retire</li> <li>- Yes, to take another job within the Federal government</li> <li>- Yes, to take another job outside the Federal government</li> <li>- Yes, other</li> </ul>	<i>option</i>
<p><b>**This question is asked only if the prior Turnover Decision response is "yes."</b></p> <p><b>Turnover Reason:</b> What is the primary factor that has led you to consider leaving your current position?</p> <ul style="list-style-type: none"> <li>- Compensation and/or benefits (e.g. salary, benefits)</li> <li>- Work/Life Flexibilities (e.g. Teleworking, Alternative Work Schedule, other work/life accommodations)</li> <li>- Job-Related (e.g. type of work, workload, burnout, boredom)</li> <li>- Personal (e.g. focus on new interests, attend school, family needs, health)</li> <li>- Professional (e.g. better career prospects, career change)</li> <li>- Workgroup (e.g. clash with coworkers)</li> <li>- Supervisor (e.g. clash with supervisors)</li> <li>- Leadership (e.g. unhappy with senior leadership, unable to adjust to new management style or organizational direction)</li> </ul>	<i>Frequency (%) of staff selecting each option</i>

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**Free Text Question (WEB ONLY)**

**Instructions:**

Your verbatim comments will be shared with the executive leadership of your organization (e.g. site director, VISN/District director), union leaders, and the Office of Inspector General. They will always be reported separately from your other survey answers, including your personal information (i.e., age, gender, etc.).

**If you have concerns that need to be addressed immediately (such as grievances, patient safety issues, ethical concerns, or other time sensitive issues), please share these concerns directly with responsible parties at your organization. Your comments on this survey may not be seen promptly enough to prevent undesirable outcomes.**

To make your comments useful for informing actions, please **focus on specific issues** in your organization, not on persons. **Your entire comment will be discarded and NOT shared if you provide individual names of specific persons, including yourself.**

If you have no comments, please leave the box empty. It is not necessary to type "none" or "No comment".

**Open Text Question:**

**Please share specific suggestions for improving your workplace.**

NOTES: Comment is limited to 400 characters. Verbatim comments sent to the executive and union leadership of the site from where the comment came (e.g., facility, office, site).

## Retired AES Items

The AES is a “living document” with items added or retired to meet VA’s assessment needs.

### Items Retired as of 2018

- **Amount of Work:** How satisfied are you with the amount of work that you currently do?
- **Direct Supervision:** How satisfied are you with the quality of direct supervision you receive?
- **Promotion Opportunity:** How satisfied are you with the number of opportunities for promotion?
- **Praise:** How satisfied are you with the amount of praise that you receive?
- **Workgroup Satisfaction:** Considering everything, how satisfied are you with your work group?
- **Connection to Mission:** I feel a strong personal connection with the mission of VA.
- **Organizational Support:** VA cares about my general satisfaction at work.
- **Workload:** My workload is reasonable given my job.
- **Job Control:** My ideas and opinions count at work.
- **Innovation:** New practices and ways of doing business are encouraged in my work group.
- **Competency:** Employees in my work group are competent to accomplish our tasks.
- **Cooperation:** A spirit of cooperation and teamwork exists in my workgroup.
- **Psychological Safety (Try New Thing):** It is safe to try something new in this workgroup.
- **Workgroup Communication:** Members of my work group communicate well with each other.
- **Workgroup Collaboration:** People from different work groups are willing to collaborate with my workgroup.
- **Accountability:** My work group members are held accountable for their performance.
- **Workgroup Change:** My coworkers are willing to adapt to change.
- **Fairness:** My supervisor is fair in recognizing accomplishments.
- **Relationship:** I have an effective working relationship with my supervisor.
- **Advocate:** My supervisor stands up for his/her people.
- **Supervisor Communication:** My supervisor provides clear instructions necessary to do my job.
- **Psychological Safety (Disagreement):** My supervisor encourages people to speak up when they disagree with a decision.
- **Psychological Safety (Comfort Talking):** I feel comfortable talking to my supervisor about work-related problems even if I’m partially responsible.
- **Turnover Plans:** I plan to leave my job within the next six months.
- **Information Sharing:** In my work group, information is communicated routinely from the supervisor to the employees.
- **Training:** I have received the training I need to do my job well.
- **Executive Leadership:** How satisfied are you with the job being done by the executive leadership where you work?

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- **Internal Customer Satisfaction:** How satisfied do you think other VA employees are with the products and services provided by the place where you work?
- **Regular Debriefs:** This work group regularly reflects on its work by conducting such activities as huddles, post-audits, after-action reviews and/or debriefings.
- **Staffing Level:** We have enough staff in my workgroup to meet workload demands.
- **Staffing Mix:** We have the right mix of staff in my workgroup to meet workload demands.
- **Organizational Pride:** I would be happy for my friends and family to use this organization's products/services.
- **Work Energy:** I devote a lot of energy to my job.
- **Going Beyond Compliance:** My direct supervisor places more emphasis on staff achieving performance goals than doing the right thing.
- **Comfort Raising Concerns:** I can talk with my direct supervisor about ethical concerns without fear of having my comments held against me.
- **Opportunity for Review:** My immediate supervisor establishes opportunities for, and provides time and resources for, reflecting and improving on past performance.

### **Items Retired as of 2015**

- **Senior Management:** How satisfied are you with the direction provided by senior managers at your facility?
- **Customer Satisfaction:** How satisfied do you think the customers of your organization are with the products and services it provides?
- **Performance Ratings:** My performance ratings are fair and accurate
- **Planning/Evaluation:** My supervisor reviews and evaluates the progress toward meeting goals and objectives of the organization
- **Diversity Acceptance:** This organization does not tolerate discrimination.
- **Customer Service:** Products, services and work processes are designed to meet customer needs.
- **Safety Resources:** Employees in my work group are protected from health and safety hazards on the job.
- **Safety Climate:** The safety of workers is a big priority with management where I work.
- **Workgroup Involvement:** Employees in my work group are involved in quality improvement or systems redesign.
- **Ethics:** Members of this work group would not compromise ethical principles in order to achieve success
- **Expected Consequence:** If people find out that I made a mistake, I will be disciplined.
- **Attitudes to Seeking Help:** If I am unsure of how to carry out a procedure, I am comfortable asking for help.
- **Applied Learning:** In this workgroup, we problem-solve ways to prevent errors from happening again.
- **Turnover Intention:** I plan to leave my job within the next six months. **(as of 2016 AES)**

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**Questions?**

Please contact the VHA National Center for Organization Development (NCOD) at 513-247-4680 or [vhancod@va.gov](mailto:vhancod@va.gov).



**U.S. Department of Veterans Affairs**  
Veterans Health Administration  
*National Center for Organization Development*