2018 Department of Veterans Affairs
All Employee Survey/Federal Employee Viewpoint Survey
Technical Report

Survey Overview

AES/FEVS Merger

In FY2018, VA combined its two annual workforce surveys: The VA All Employee Survey (AES) and the Federal Employee Viewpoint Survey (FEVS).

On December 11, 2017, then Department of Veterans Affairs Secretary Dr. David Shulkin notified the Office of Personnel Management (OPM) of his decision to merge the Federal Employee Viewpoint Survey with VA's All Employee Survey. Dr. Shulkin made the decision to merge the two surveys for the following reasons:
- Administering the survey using VA's internal data collection framework will reduce survey item redundancy
- Lower staff survey fatigue
- Improve response rates
- Expand local data access
- Improve resource stewardship through VA's modernization efforts
- A VA-led, third-party administered survey provides VA with the necessary workforce data in a timely manner to meet its national and local action planning efforts.
- Still allow for comparison to other Federal Agencies as the Partnership for Public Service has agreed to accept VA's internally collected Best Places to Work data.

In addition, the merger of both national level employee surveys will allow for VA to streamline reporting and action planning as well as minimize duplicate efforts (marketing, AES Coordinator time, etc.). Roughly half of the items were retained from each survey.

Survey Instrument

The merged survey consists of 55 total questions, including the 16 FEVS questions mandated by Federal statute, as well as 15 demographic items. The task of finalizing the merged AES/FEVS instrument was given to the VHA Organizational Assessment Sub-Committee (OASC). The OASC is a standing subcommittee of the Employee Engagement Committee (EEC) which is a key committee of the VHA National Leadership Council (NLC). The main purpose of the OASC is to review, and refine if necessary, the AES instrument to ensure the AES provides relevant information to VA leadership and employees.

For a full listing of 2018 AES questions please see Appendix B.

The merged survey maintained the AES name as a means of ensuring consistent communication to the field. In addition, the standard AES processes (work groups, 3 modes of administration, etc.) were utilized.

Results are organized using a "big picture" framework for conceptualizing the employee experience. This "AES Framework" assists end users better prioritize areas for action planning.

A. **Actions and Behaviors:** <u>What We Do</u>. These concepts describe the things employees and their team do day-to-day to shape the workplace, including the work itself and how employees interact with one another. 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).

B. **Workplace Climate:** <u>Where We Are</u>. 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.

C. **Outcomes and Employee Attitudes:** <u>How We Feel</u>. 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.

The AES Framework is then broken down further to cover the following topics:

Actions and Behaviors:

- Priorities (Staff Selected Areas for Change)
- Supervisor Tasks
- Supervisor Relationships
- Workgroup Tasks
- Workgroup Relationships

Workplace Climate:
- Workplace Relationships
- Workplace Characteristics

Outcomes and Employee Attitudes:
- Attitudes towards the Work Environment
- Attitudes towards Leaders
- Employee Withdrawal

<u>The following response scales are utilized for the AES questions</u>:

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

AES Coordinators:

The AES coordinator is designated by their respective organization leadership to work with the VHA National Center for Organization Development on the administration of the AES at the local level.

The local AES Coordinator Roles and Responsibilities are detailed below:

- Establish a method of regular communication with local leadership and AES team throughout the AES process.
- Map their organization (e.g. VISN office, District office, facility, regional office, or program office).
- AES coordinators at all levels should consult with their leadership team/s regarding how workgroups should be mapped.
- Provide NCOD with the number of paper surveys required by their organization.
- Market the AES to their organization.
- Ensure that marketing also targets employees who work offsite (e.g. Offsite offices, CBOCs, etc.).
- Attend NCOD led AES progress calls and reach out through the AES help desk for assistance with additional marketing ideas.
- Ensure each workgroup receives their appropriate AES workgroup codes.
- Monitor survey response rates daily utilizing the quick counts link that NCOD will provide.
  - Send out encouraging emails with status updates.
  - Discuss workgroups that are struggling to obtain good response rates and brainstorm strategies to improve the response rates.
- Work with leadership to develop a plan for disseminating AES results to all employees.
- Attend Pyramid and AES Dashboard training sessions to ensure they know how to pull AES results for their organization.
- Answer AES questions from employees within their organization.
- Work with their leadership team to develop action plans within their organization.
- Communicate expectations for action planning within their organization to responsible parties.

AES Work Groups:

One of the main benefits of the VA All Employee Survey process is the utilization of work groups. Each VA organization (VHA facility, Program Office, VBA Regional Office) is mapped into work groups via their local AES coordinator. The work groups are organized/mapped in one of two ways:

Supervisory: All employees who report to a given supervisor are mapped together in the same work group.

Functional: Employees who work together on a day to day basis but may report to different supervisors (e.g. a Primary Care Team consisting of doctors, nurses, mental health providers, clerks, etc.)

The 2018 VA AES had 19,927 mapped work groups. Per the national agreement with the VA National Partnership Council AES results are only published at the work group

(or any other level – organization demographic, etc.) if the work group obtains a minimum of 5 responses. The 2018 AES had 15,817 work groups that met the minimum of 5 responses. Providing data down to the work group level allows for the development of more impactful action plans as the data is aggregated down to a level that is truly representative of the employees work experience.

2018 AES Administration:

The survey link attained VA 508 compliance conformance ensuring all VA employees would be able to participate in the 2018 VA AES if they chose to do so.

In April 2018 VA Labor Management Relations made union notification regarding the AES to the 5 national VA unions. The Presidents of the 5 national VA unions were provided 30 days to ask any questions/provide any feedback regarding the AES process or AES instrument.

The 2018 VA All Employee Survey was provided to all VA employees June 4-25, 2018. The AES attained a 62.0% response rate (235,884 responses/380,364 potential respondents).

The breakdown of responses by VA Agency is provided below:

Administration	Responses	Employees	Response Rate
All VA	235,884	380,364	62.0%
VHA	210,057	341,144	61.6%
VBA	16,837	23,498	71.7%
VACO	7,668	13,812	55.5%
NCA	1,322	1,910	69.2%

The survey was available via web, paper, and phone. A clear majority of respondents complete the survey via web.

Web: 234,324 responses (99.3%)

Phone: 1,178 responses (0.5%)

Paper: 382 responses (0.2%)

AES Help Desk:

All VA employees were provided several ways to reach the AES administrators. The survey vendor, Advanced Survey Design, provided a Help Desk phone number as well as e-mail address to all survey respondents should they have any technical questions during the survey administration.

In addition, an AES Help Desk was staffed by the VHA National Center for Organization Development to assist AES coordinators throughout the entire AES process but specifically during the AES mapping season (March 5 – April 19) as well as the AES administration (June 4 – 25).

In 2018, the AES Help Desk received 574 total requests/questions. The AES Help Desk also tracks customer satisfaction. Of 110 respondents the AES Help Desk attained the following scores on a 5-point Likert scale:
- How helpful was the Help Desk in getting your needs met? = 4.6
- How satisfied are you with the response time of the help desk? = 4.8

Presentation of Results:

The 2018 AES data was published August 20, 2018 and is accessible to all VA employees via AES Portal, Pyramid data cube (which allows customizable data pulls/comparisons), and AES Dashboard. The AES Dashboard improves the process of turning employee feedback into meaningful, positive change by increasing role clarity and providing 100+ tailored data analytics and intervention tools that make getting to next steps easier and faster while maintaining data-driven approach. It builds on the AES Priorities question and reflects refined guidance on how to complete action planning to be more in line with best practices in Change Management.

In its simplest description, the AES Dashboard will help answer the following three questions:
- At a high level, how satisfied is our workforce?
- How can we make the work environment even better?
- Where do we start?

Numerous online training sessions are provided by the VHA National Center for Organization on both obtaining and utilizing the AES results via both Pyramid as well as the AES Dashboard.

Face to face/web conference presentations will be offered to the Executive Leaders of all VHA VISNs, Program Offices, VBA Districts, and NCA District by the National Center for Organization Development.

The following presentations were created and accessible by all VA employees via SharePoint site.

 Presentations:

> **Demographics (Survey vs. Onboard)**: 1 report by agency and administration levels cross-walking survey respondents to the onboard VA population.

> o **Snapshot**: 320 reports by agency, administration, VISN/District, and program office. Within these reports, a unique, single data page is provided for each workgroup with 5 or more respondents (24,084 unique pages). Data based on relational computations. Any groups easily compare due to identical format.

- o **Workgroup Grid**: <u>344 reports</u> by agency, administration, VISN/District, program office, and critical occupations. Within these reports, a unique data row is provided for each workgroup with 5 or more respondents (<u>14,535 unique rows</u>). Data based on relational computations (statistical analyses assessing how large and how significant are any group differences and any across-time changes).

- o **Interactive VISN Report**: <u>18 reports</u> by VISN, site, and workgroups. These reports are built with R statistical software supporting real-time interactive use for VA audiences.

- o **AES Dashboard**: <u>286 reports</u> by agency, administration, VISN/District, and program office. Reports provide a unique data row for each workgroup with 5 or more respondents (<u>14,535 unique rows</u>). The AES Dashboard connects users to action planning tips that are most appropriate to their specific result patterns. The AES Dashboard also reflects refined guidance on how to complete action planning to be more in line with best practices in Change Management (linked to a set of resources supported by a Prosci license in VA). These reports are also interactive, and built with R statistical software.

- o **RELATE:** <u>1 interactive program</u> that creates <u>unlimited custom reports, allowing customized and highly specific answers to VA leaders' inquiries about ways to improve their group scores</u>. RELATE uses a data visualization platform to explore workgroup scores on paired AES items by workgroup, service line, or location.

- o **Open Text/Free Text Comments:** <u>283 interactive HTML files</u> that include verbatim comments shared with the executive leadership of the organization (e.g. site director, VISN/District director) and union leaders from where the comment came, and with the Office of Inspector General.

- Work group level grids provided at the organization level.
- Snapshot reports provided down to the work group level for each organization.
- VISN Office workgroups compared to all other VISN Office workgroups.
- Interactive VISN reports created. This report shows a drilldown to the workgroup level for Engagement and Best Places to Work.
- 21 critical occupation grids that show occupations within administrations
- Created a page of index scores (Civility, Servant Leadership, High Performing Workplaces, etc.)

Data Cleaning Methodology:

NCOD conducts an extensive cleaning process on the raw AES data to ensure only valid data are reported. This process is conducted in parallel by two data scientists using different software, and the data are only considered final when they both independently reach the same result (this parallel process guards against idiosyncratic software behavior and user error).

Because the AES informs decision making across VA, it is critical that only valid data are reported. Valid data are:

- Plausible – responses and response patterns only contain possible values
- Deliberate – respondents appeared to read and consider the questions
- Sincere – responses do not indicate "stuffing the ballot box" positively or negatively

NCOD does not publish specific details of the data scrub, because someone wishing to bias the results could use that information to submit invalid data without raising any flags. Generally, however, the data scrub includes examination of these areas:

1. Respondent reported an unlikely combination of demographics (e.g., 18-year-old physician)
2. Respondent took the survey so fast that they could not have actually read the questions
3. Respondent scored all questions low or high, or skipped most questions

Responses that raise too many flags in these areas are removed from the data and are not included in reports or scores. In 2018, approximately 2% of responses were removed. The 2018 AES received 242,304 raw responses. One record was removed as a result of a request from a site for someone who used the incorrect workgroup code. 6,311 blank records were removed, and 108 records were removed for suspicious/impossible combinations of responses. The final response count post scrub was 235,884. 2.7% of initial records were removed but 98.3% of the record removed was due to the respondent not answering any survey items.

After the scrub, NCOD also examines response patterns at the group level. No responses are removed at this point, but anomalies may be discussed with local leadership to ensure the scores are interpret with the appropriate context (e.g., a group's response rate may be over 100% because staff were hired after the group was mapped for the AES).

For further information, please contact vhancodresearch@va.gov

Appendix A: 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.

Appendix B: VA All Employee Survey – Questions by Theme

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

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Actions and Behaviors – <u>What We Do</u>

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

C. Supervisor Relationships

Variable Name + Question	Scale
Supervisor Listening: My supervisor listens to what I have to say.	*Agreement*
Supervisor Respect: My supervisor treats me with respect.	*Agreement*

Supervisor Trust: I have trust and confidence in my supervisor.	*Agreement*
Supervisor Favoritism: My supervisor does not engage in favoritism. *Previous name:* Favoritism	*Agreement*

D. Workgroup Tasks

Variable Name + Question	Scale
AES Sharing (% Yes): Employees in my workgroup have been provided with the results of previous All Employee Surveys (AES).	*Yes/No*
AES Use (% Yes): 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
Workgroup Respect: People treat each other with respect in my workgroup. *Previous name:* Respect	*Agreement*
Workgroup Conflict Resolution: Disputes or conflicts are resolved fairly in my workgroup. *Previous name:* Conflict Resolution	*Agreement*
Workgroup Cooperation*: The people I work with cooperate to get the job done. *NOT Comparable to prior item:* 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*
Workplace Diversity: Discrimination is not tolerated at my workplace. *Previous name:* Diversity Acceptance	*Agreement*
Workgroup Psychological Safety: Members in my workgroup are able to bring up problems and tough issues.	*Agreement*

Previous name: Psychological Safety (Bring Up Problems)	

Workplace Climate – Where We Are

A. Workplace Relationships

Variable Name + Question	Scale
No Fear of Reprisal*: 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*
Workgroup Collaboration: Work groups collaborate to accomplish shared objectives. *NOT Comparable to prior item:* Workgroup Collaboration: People from different workgroups are willing to collaborate with my workgroup.	*Agreement*

Servant Leader Index: "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. ****This scale is not comparable to prior AES survey years.*
 	
  – Supervisor Listening
  – Supervisor Respect
  – Supervisor Trust
  – Supervisor Favoritism
  – Supervisor Address Concerns
	Scored 0-100, where HIGHER score is more favorable

Civility: "Civility" is a summary measure of workgroup members' behaviors that create a respectful, cooperative, and civil workplace.
 	
  – Workgroup Respect
  – Workgroup Conflict Resolution
  – Workgroup Cooperation
  – Workplace Diversity
	Agreement

Please direct questions on these items to: VHA National Center for Ethics in Healthcare at vaethicssurvey@va.gov
 	
    – **Raise and Discuss Ethics:** My direct supervisor raises and discusses ethical concerns (i.e., uncertainty or conflict about the right thing to do).
    – **Transparency:** My direct supervisor communicates the reasoning (how and why) behind decisions that have an impact on my work.
    – **Moral Courage:** 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).
    – **Moral Distress:** 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)? (**NOTE**: *Burnout Scale*)
	Agreement/
	
	Burnout

B. Workplace Characteristics

Variable Name + Question	Scale
Resources: I have the appropriate supplies, materials, and equipment to perform my job well. *Previous name:* Work Resources	*Agreement*
Workload: My workload is reasonable. *Comparable to prior item:* Workload: My workload is reasonable given my job.	*Agreement*
Workgroup Competency: My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. <u>NOT Comparable</u> *to prior item:* Competency: Employees in my work group are competent to accomplish our tasks.	*Agreement*
Skill Development: I am given a real opportunity to improve my skills in my organization. *Comparable to prior item:* Employee Development: I am given a real opportunity to develop my skills in my work group.	*Agreement*
Innovation: I feel encouraged to come up with new and better ways of doing things. <u>NOT Comparable</u> *to prior item:* Innovation: New practices and ways of doing business are encouraged in my work group.	*Agreement*
Clear Expectations: I know what is expected of me on the job.	*Agreement*
Talents Used: My talents are used well in the workplace.	*Agreement*
Goal Aligned Work: I know how my work relates to the agency's goals.	*Agreement*
Decisional Involvement: How satisfied are you with your involvement in decisions that affect your work?	*Satisfaction*
AES Use Expectations (% Positive): I believe the results of this survey will be used to make my agency a better place to work.	*Agreement*
Workplace Performance: "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. ***This scale is <u>not comparable</u> to prior AES survey years.*	*Agreement*

– Skill Development – Innovation – Workgroup Competency – Supervisor Goal Setting – Supervisor Goal Evaluation – Resources	
Engagement Driver - Development: 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. – Skill Development – Supervisor Supports Development – Supervisor Goal Evaluation – Workgroup Competency	*Agreement*
Engagement Driver - Involvement: 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. – Clear Expectations – Goal Aligned Work	*Agreement*
Engagement Driver - Data Use: Use your local workforce survey data to see how your group is doing, then discuss results with staff, and together develop action plans. – AES Sharing (% Yes) – AES Use (% Yes) – AES Use Expectations (% Positive)	*Scored 0-100%, where a HIGHER score is more favorable*
Engagement Outcome - Experimentation: Engaged workplaces are more likely to exhibit the outcomes of innovation and experimentation. – Innovation – Talent Used	*Agreement*

Outcomes and Attitudes – <u>How We Feel</u>

A. **Attitudes towards the Work Environment**

Variable Name + Question	Scale
Personal Accomplishment: My work gives me a feeling of personal accomplishment.	*Agreement*
Overall Satisfaction: Considering everything, how satisfied are you with your job?	*Satisfaction*

Organization Satisfaction: Considering everything, how satisfied are you with your organization?	*Satisfaction*
Recommend My Organization: I recommend my organization as a good place to work.	*Agreement*

Best Places to Work: "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 *Best Places to Work* scores are functionally similar to those reported for Federal agencies by the Partnership for Public Service (http://bestplacestowork.org).
 	
    –   Overall Satisfaction (% Positive)
    –   Organization Satisfaction (% Positive)
    –   Recommend My Organization (% Positive)
Percent positive = "Very Satisfied/Satisfied" or "Strongly Agree/Agree."
	Scored 0-100, where HIGHER score is more favorable

Workplace Inspiration: This organization really inspires the very best in me in the way of job performance. *Previous name:* Work Motivation	*Agreement*
Extra Effort: I always do more than is actually required. *Previous name:* Extra Work Effort	*Agreement*
More Than Paycheck: My job is more than just a paycheck to me.	*Agreement*

Engagement Index—reported as % Engaged, % Disengaged, and % Coasting: 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: *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.*
 	
    –   Recommend My Organization.
    –   Workplace Inspiration
    –   Extra Effort
    –   More Than Paycheck
% Engaged: Reponses on all four items show a pattern of high scores (ratings across items sum to 18-20). HIGHER scores more favorable.
	Scored

% Disengaged: Reponses on all four items show a pattern of low scores (the sum of ratings across items < 14). LOWER scores more favorable. **% Coasting:** Those who are neither "Engaged" nor "Disengaged." Reponses 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.	*0-100%* *Scored* *0-100%* *Scored* *0-100%*
Engagement Outcome - Reflection: Engaged workplaces are more likely to exhibit the outcomes of reflection, debrief, and learning. – Personal Accomplishment – Overall Satisfaction – Organization Satisfaction	*Agreement - Satisfaction*
Workplace Customer Satisfaction*: How satisfied do you think Veterans and their families are with the products and services provided by the place where you work? *Previous name:* External Customer Satisfaction * Engaged workplaces are more likely to exhibit the outcome of higher customer satisfaction.	*Satisfaction*

B. **Attitudes towards Leaders**

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

Sr. Leader Workforce Motivation: In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	*Agreement*
Sr. Leader Ethics: My organization's senior leaders maintain high standards of honesty and integrity.	*Agreement*
Sr. Leader Goal Communication: Managers communicate the goals of the organization.	*Agreement*
Sr. Leader Respect: I have a high level of respect for my organization's senior leaders.	*Agreement*
Sr. Leader Info Sharing: How satisfied are you with the information you receive from management on what's going on in your organization?	*Satisfaction*

Engagement Drivers - Senior Leaders, Supervisors: 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.
 	
Engagement Driver - Senior Leaders
 	
    – Sr. Leader Workforce Motivation
    – Sr. Leader Ethics
    – Sr. Leader Goal Communication
    – Sr. Leader Satisfaction
    – Sr. Leader Respect
Engagement Driver - Supervisors
 	
    – Supervisor Listening
    – Supervisor Respect
    – Supervisor Trust
    – Supervisor Satisfaction
	Agreement/ Satisfaction

C. **Employee Withdrawal**

Variable Name + Question	Scale
Exhaustion: I feel burned out from my work.	*Burnout*
Depersonalization: I worry that this job is hardening me emotionally.	*Burnout*

Reduced Achievement: I have accomplished many worthwhile things in this job. (Final score is reverse, and interpreted as: I *have [not] accomplished…*) *Previous name:* Reduced Personal Achievement	*Burnout*

High Burnout: "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>."
 	
  – Exhaustion *(<u>physical</u> burnout)*
  – Depersonalization *(<u>emotional</u> burnout)*
  – Reduced Achievement *(<u>cognitive </u>burnout)*
	Scored
	
	0-100%, where LOWER score is more favorable

Turnover Decision: Are you considering leaving your job within the next year, and if so why?
 	
  – No
  – Yes, but taking another job within VA
  – Yes, to retire
  – Yes, to take another job within the Federal government
  – Yes, to take another job outside the Federal government
  – Yes, other
	Frequency (%) of staff selecting each option

***This question is asked only if the prior Turnover Decision response is "yes."*
 	
Turnover Reason: What is the primary factor that has led you to consider leaving your current position?
 	
  – Compensation and/or benefits (e.g. salary, benefits)
 	
  – Work/Life Flexibilities (e.g. Teleworking, Alternative Work Schedule, other work/life accommodations
  – Job-Related (e.g. type of work, workload, burnout, boredom)
  – Personal (e.g. focus on new interests, attend school, family needs, health)
  – Professional (e.g. better career prospects, career change)
  – Workgroup (e.g. clash with coworkers)
  – Supervisor (e.g. clash with supervisors)
  – Leadership (e.g. unhappy with senior leadership, unable to adjust to new management style or organizational direction)
	Frequency (%) of staff selecting each option

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).