

## 2021 Merit Principles Survey

Dear Federal Colleague:

Your opinion counts! The U.S. Merit Systems Protection Board (MSPB) asks that you take a little time to participate in our 2021 Merit Principles Survey. This Governmentwide survey of Federal employees and supervisors assesses how well agencies manage their workforce, avoid prohibited personnel practices, and address sexual harassment in the workplace. In addition, given the impact the COVID-19 pandemic has had on where and how we do our work, the survey includes a few questions that address the effects of the pandemic.

Because you are part of a random sample of Government employees, your views about your work and work environment will represent those of the larger Federal workforce. This is an opportunity for you to inform policy by voicing your opinions and concerns about workforce issues. Your responses, which are voluntary and strictly confidential, will help us make recommendations to the President, Congress, agency leaders, and other decision makers on how to improve the Federal workplace. The information you share will make a positive difference!

On average, the survey will take about 30 minutes to complete. It may be completed at your work site or at home and you may leave the survey and return to finish it by clicking on the link sent to you. If you have questions or trouble navigating this survey, please email us at [MPS2021@mspb.gov](mailto:MPS2021@mspb.gov). Also, you can view a fact sheet with more information about the survey at [www.mspb.gov/studies/surveys.htm](http://www.mspb.gov/studies/surveys.htm).

Sincerely,

U.S. Merit Systems Protection Board

NOTE: This document is a representation of the actual survey, which was administered online, rather than an exact reproduction. For example, it uses modified typefaces and formatting for readability, eliminates most graphic elements such as check boxes and radio buttons, and adds annotations and metadata (such as variable names and data values from the public release dataset) to aid in staff and public use of the survey data.

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## 2021 Merit Principles Survey

### General Information

#### Privacy Statement

**Authority.** Collection of the information is authorized by 5 U.S.C. §§ 1204 and 1206, which requires the Merit Systems Protection Board (MSPB) to conduct special studies relating to the civil service and to other merit systems in the executive branch.

**Principal purpose(s).** The purpose of collecting this information is to study how well the Federal Government is managing its workforce in adherence to the merit system principles. Only MSPB staff and our survey support contractor staff will have access to individually completed surveys. A de-identified summary of the results may be shared with the President of the United States, Congress, and other Federal decision-makers to be used in developing policy that supports both merit and mission accomplishment. Any reports issued following survey administration will contain only aggregated data and cannot be used to identify individual participants.

**Routine use(s).** No data will be disclosed that could be used to identify individual participants, except as generally permitted under 5 U.S.C. § 552a(b) of the Privacy Act of 1974. This includes sharing the information as necessary and authorized by routine uses in MSPB's System of Records Notice, MSPB-2, Surveys for Special Studies of the Civil Service.

**Disclosure.** Your responses to this survey are completely voluntary; there is no penalty if you choose not to participate. However, we encourage your participation to ensure that our data is complete and representative of the Federal work force.

**Non-Endorsement.** Any reference in this survey to any person, or organization, or activities, products, or services related to such person or organization, or any link from this survey to the web site of another party, does not constitute or imply the endorsement, recommendation, or favoring of the U.S. Government, the MSPB, or any of its employees or contractors acting on its behalf.

#### Definition of Survey Terms

*Leaders are an agency's management team. This includes anyone with supervisory or managerial duties including supervisors, managers, and executives.*

*Organization means an agency, office, or division.*

*Work unit means an employee's immediate work unit headed by the employee's direct supervisor.*

*Executives are members of the Senior Executive Service or equivalent.*

*Managers are supervisors over supervisors who are not executives.*

*Supervisors are first-line supervisors who do not supervise other supervisors; typically those who are responsible for employees' performance appraisals and approval of their leave.*

*Team leaders are those who provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.*

[End: web page 02]

## Your Experience at Work

Please indicate your agreement or disagreement with each of the following statements.

		Strongly Agree ↓	Agree ↓	Neither Agree nor Disagree ↓	Disagree ↓	Strongly Disagree ↓	Don't Know/NA ↓	
ENG_01	My agency is successful at accomplishing its mission.	5	4	3	2	1		990
ENG_02	The work I do is meaningful to me.	5	4	3	2	1		990
ENG_03	My work unit produces high quality products and services.	5	4	3	2	1		990
ENG_04	I would recommend my agency as a place to work.	5	4	3	2	1		990
ENG_05	Overall, I am satisfied with my supervisor.	5	4	3	2	1		990
ENG_06	Overall, I am satisfied with managers above my immediate supervisor.	5	4	3	2	1		990
[End: web page 03]								
ENG_07	I know what is expected of me on the job.	5	4	3	2	1		990
ENG_08	My job makes good use of my skills and abilities.	5	4	3	2	1		990
ENG_09	I have the resources to do my job well.	5	4	3	2	1		990
ENG_10	I have sufficient opportunities (such as challenging assignments or projects) to earn a high performance rating.	5	4	3	2	1		990
ENG_11	Recognition and rewards are based on performance in my work unit.	5	4	3	2	1		990
ENG_12	I am satisfied with the recognition and rewards I receive for my work.	5	4	3	2	1		990
[End: web page 04]								
ENG_13	I am given a real opportunity to improve my skills in my organization.	5	4	3	2	1		990
ENG_14	I am treated with respect at work.	5	4	3	2	1		990
ENG_15	My opinions count at work.	5	4	3	2	1		990
ENG_16	A spirit of cooperation and teamwork exists in my work unit.	5	4	3	2	1		990
[End: web page 05]								

## Adhering to Merit System Principles

My organization...

		Strongly Agree ↓	Agree ↓	Neither Agree nor Disagree ↓	Disagree ↓	Strongly Disagree ↓	Don't Know/NA ↓	
MSP_01	...uses the workforce efficiently and effectively.	5	4	3	2	1	990	
MSP_02	...eliminates unnecessary functions and positions.	5	4	3	2	1	990	
MSP_03	...focuses employee attention and efforts on what is most important.	5	4	3	2	1	990	
MSP_04	...makes good use of employees' skills and talents.	5	4	3	2	1	990	
[End: web page 06]								
MSP_05	...addresses poor performers effectively.	5	4	3	2	1	990	
MSP_06	...provides employees with the resources needed to get the job done.	5	4	3	2	1	990	
MSP_07	...retains its best employees.	5	4	3	2	1	990	
MSP_08	...holds employees to high standards of conduct.	5	4	3	2	1	990	
[End: web page 07]								
MSP_09	...puts the public interest first.	5	4	3	2	1	990	
MSP_10	...provides employees with necessary training.	5	4	3	2	1	990	
MSP_11	...provides employees with opportunities for growth and development.	5	4	3	2	1	990	
MSP_12	...recognizes excellent performance.	5	4	3	2	1	990	
MSP_13	...does not engage in favoritism.	5	4	3	2	1	990	
[End: web page 08]								
MSP_14	...protects employees against arbitrary action.	5	4	3	2	1	990	
MSP_15	...holds fair and open competition for job vacancies.	5	4	3	2	1	990	
MSP_16	...selects the best-qualified candidates when filling jobs.	5	4	3	2	1	990	
MSP_17	...recruits a diverse pool of applicants for job vacancies.	5	4	3	2	1	990	
MSP_18	...pays employees fairly.	5	4	3	2	1	991	
MSP_Skill11_Text	In a brief phrase or sentence (20 words or less) tell us which one of your skills and abilities is best used in your organization.							
[End: web page 09]								

## Organizational Climate

Please indicate your agreement or disagreement with each of the following statements.

		Don't Know/NA ↓					Strongly Disagree ↓	Disagree ↓	Neither Agree nor Disagree ↓	Agree ↓	Strongly Agree ↓
<b>ETH_01</b>	Supervisors and managers at my agency demonstrate ethical behavior.	5	4	3	2	1	990				
<b>ETH_02</b>	In my job, I am sometimes put under pressure to break the rules.	5	4	3	2	1	990				
<b>ETH_03</b>	In my organization, ethical conduct is valued highly.	5	4	3	2	1	990				
<b>ETH_04</b>	My senior leaders tolerate unethical supervisors.	5	4	3	2	1	990				
<b>ETH_05</b>	In the past 4 months, a supervisor or manager discussed organizational ethics or values with employees.	5	4	3	2	1	990				

[End: web page 10]

## PPP-COVID

During the pandemic:

		Don't Know/NA ↓					Strongly Disagree ↓	Disagree ↓	Neither Agree nor Disagree ↓	Agree ↓	Strongly Agree ↓
<b>PAN_01</b>	My agency made appropriate decisions about the management of its workforce.	5	4	3	2	1	990				
<b>PAN_02</b>	My agency kept me appropriately informed about important matters.	5	4	3	2	1	990				
<b>PAN_03</b>	My supervisor showed concern for my personal welfare.	5	4	3	2	1	990				

[End: web page 11]

## Avoiding Prohibited or Improper Personnel Practices

Please indicate whether the following has occurred:

In the past 2 years, an agency official (e.g., supervisor, manager, senior leader, etc.) in my work unit has discriminated in favor or against someone in a personnel action based upon...

		Don't Know/NA ↓			
		I was personally affected by this ↓			
		This has occurred in my work unit, but I was not personally affected by this ↓			
		This has NOT occurred in my work unit ↓			
PPP_01a	Race	1	2	3	990
PPP_01b	Religion	1	2	3	990
PPP_01c	Sex	1	2	3	990
PPP_01d	National origin	1	2	3	990
PPP_01e	Age	1	2	3	990
PPP_01f	Disabling condition	1	2	3	990
PPP_01g	Marital status	1	2	3	990
PPP_01h	Political affiliation	1	2	3	990
PPP_01i	Sexual orientation	1	2	3	990
PPP_01j	Status as a parent of caregiver	1	2	3	990

[End: web page 12]

In the past 2 years, an agency official (e.g., supervisor, manager, senior leader, etc.) in my work unit has...

		Don't Know/NA ↓			
		I was personally affected by this ↓			
		This has occurred in my work unit, but I was not personally affected by this ↓			
		This has NOT occurred in my work unit ↓			
PPP_02	... solicited or considered improper employment recommendations	1	2	3	990
PPP_03	...tried to pressure someone to support or oppose a particular candidate or party for elected office.	1	2	3	990
PPP_04	...obstructed someone's right to compete for employment.	1	2	3	990
PPP_05	...tried to influence someone to withdraw from competition for a position for the purpose of helping or injuring someone else's chances.	1	2	3	990
PPP_06	...tried to define the scope or manner of a recruitment action, or the qualifications required, for the purpose of improving the chances of a particular person.	1	2	3	990

[End: web page 13]

In the past 2 years, an agency official (e.g., supervisor, manager, senior leader, etc.) in my work unit has...

		Don't Know/NA ↓			
		I was personally affected by this ↓			
		This has occurred in my work unit, but I was not personally affected by this ↓			
		This has NOT occurred in my work unit ↓			
IPP_07	...advocated for the appointment, employment, promotion, or advancement of a personal friend of the agency official.	1	2	3	990
PPP_07	...advocated for the appointment, employment, promotion, or advancement of a relative.	1	2	3	990
PPP_10	...discriminated in favor or against someone in a personnel action on the basis of off-duty conduct which was entirely unrelated to the job.	1	2	3	990
PPP_11	...knowingly violated a lawful form of veterans' preference or veterans' protection laws.	1	2	3	990
IPP_11	...inappropriately favored a veteran.	1	2	3	990

In the past 2 years, an agency official (e.g., supervisor, manager, senior leader, etc.) in my work unit has...

		Don't Know/NA ↓			
		I was personally affected by this ↓			
		This has occurred in my work unit, but I was not personally affected by this ↓			
		This has NOT occurred in my work unit ↓			
<b>PPP_13</b>	... asked an employee to sign a non-disclosure agreement limiting the individual's ability to blow the whistle on wrongdoing.	1	2	3	990
<b>PPP_14</b>	...accessed the medical record of an employee or applicant in an attempt to commit a prohibited personnel practice.	1	2	3	990

In the past 2 years, an agency official (e.g., supervisor, manager, senior leader, etc.) in my work unit took or threatened to take a personnel action against an employee because the employee...

		Don't Know/NA ↓			
		I was personally affected by this ↓			
		This has occurred in my work unit, but I was not personally affected by this ↓			
		This has NOT occurred in my work unit ↓			
<b>PPP_08</b>	...disclosed a violation of law, rules, or regulations or reported fraud, waste, abuse, or a substantial and specific danger to public health or safety.	1	2	3	990
<b>PPP_09a</b>	...filed an appeal or grievance.	1	2	3	990
<b>PPP_09d</b>	...refused to violate a law, rule, or regulation.	1	2	3	990

For each offense in the section above where a respondent indicated experiencing or observing a particular improper or prohibited personnel practice, respondents were asked who was responsible (OPP\_ and TPP\_ questions below).

For the most recent incident of an official discriminating on the basis of race, please indicate who you believe was responsible. Select all that apply.

<b>OPP_01a_*</b>	A coworker.	1	<b>OPP_01a_01</b>
	A teamleader.	1	<b>OPP_01a_02</b>
	A first-line supervisor.	1	<b>OPP_01a_03</b>
	A manager (a supervisor over supervisors who is not an executive).	1	<b>OPP_01a_04</b>
	An executive or similarly high-ranking official.	1	<b>OPP_01a_05</b>
	A human resources advisor or manager.	1	<b>OPP_01a_06</b>
	Other:	1	<b>OPP_01a_07</b>
	Don't Know/NA	1	<b>OPP_01a_08</b>

For the most recent incident of an official discriminating on the basis of religion, please indicate who you believe was responsible. Select all that apply.

OPP_01b_*	A coworker.	1	OPP_01b_01
	A teamleader.	1	OPP_01b_02
	A first-line supervisor.	1	OPP_01b_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_01b_04
	An executive or similarly high-ranking official.	1	OPP_01b_05
	A human resources advisor or manager.	1	OPP_01b_06
	Other:	1	OPP_01b_07
	Don't Know/NA	1	OPP_01b_08

[End: web page 18]

For the most recent incident of an official discriminating on the basis of sex, please indicate who you believe was responsible. Select all that apply.

OPP_01c_*	A coworker.	1	OPP_01c_01
	A teamleader.	1	OPP_01c_02
	A first-line supervisor.	1	OPP_01c_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_01c_04
	An executive or similarly high-ranking official.	1	OPP_01c_05
	A human resources advisor or manager.	1	OPP_01c_06
	Other:	1	OPP_01c_07
	Don't Know/NA	1	OPP_01c_08

[End: web page 19]

For the most recent incident of an official discriminating on the basis of national origin, please indicate who you believe was responsible. Select all that apply.

OPP_01d_*	A coworker.	1	OPP_01d_01
	A teamleader.	1	OPP_01d_02
	A first-line supervisor.	1	OPP_01d_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_01d_04
	An executive or similarly high-ranking official.	1	OPP_01d_05
	A human resources advisor or manager.	1	OPP_01d_06
	Other:	1	OPP_01d_07
	Don't Know/NA	1	OPP_01d_08

[End: web page 20]

For the most recent incident of an official discriminating on the basis of age, please indicate who you believe was responsible. Select all that apply.

OPP_01e_*	A coworker.	1	OPP_01e_01
	A teamleader.	1	OPP_01e_02
	A first-line supervisor.	1	OPP_01e_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_01e_04
	An executive or similarly high-ranking official.	1	OPP_01e_05
	A human resources advisor or manager.	1	OPP_01e_06
	Other:	1	OPP_01e_07
	Don't Know/NA	1	OPP_01e_08

[End: web page 21]

For the most recent incident of an official discriminating on the basis of disabling condition, please indicate who you believe was responsible. Select all that apply.

OPP_01f_*	A coworker.	1	OPP_01f_01
	A teamleader.	1	OPP_01f_02
	A first-line supervisor.	1	OPP_01f_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_01f_04
	An executive or similarly high-ranking official.	1	OPP_01f_05
	A human resources advisor or manager.	1	OPP_01f_06
	Other:	1	OPP_01f_07
	Don't Know/NA	1	OPP_01f_08

[End: web page 22]

For the most recent incident of an official discriminating on the basis of marital status, please indicate who you believe was responsible. Select all that apply.

OPP_01g_*	A coworker.	1	OPP_01g_01
	A teamleader.	1	OPP_01g_02
	A first-line supervisor.	1	OPP_01g_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_01g_04
	An executive or similarly high-ranking official.	1	OPP_01g_05
	A human resources advisor or manager.	1	OPP_01g_06
	Other:	1	OPP_01g_07
	Don't Know/NA	1	OPP_01g_08

[End: web page 23]

For the most recent incident of an official discriminating on the basis of political affiliation, please indicate who you believe was responsible. Select all that apply.

OPP_01h_*	A coworker.	1	OPP_01h_01
	A teamleader.	1	OPP_01h_02
	A first-line supervisor.	1	OPP_01h_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_01h_04
	An executive or similarly high-ranking official.	1	OPP_01h_05
	A human resources advisor or manager.	1	OPP_01h_06
	Other:	1	OPP_01h_07
	Don't Know/NA	1	OPP_01h_08

[End: web page 24]

For the most recent incident of an official discriminating on the basis of sexual orientation, please indicate who you believe was responsible. Select all that apply.

OPP_01i_*	A coworker.	1	OPP_01i_01
	A teamleader.	1	OPP_01i_02
	A first-line supervisor.	1	OPP_01i_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_01i_04
	An executive or similarly high-ranking official.	1	OPP_01i_05
	A human resources advisor or manager.	1	OPP_01i_06
	Other:	1	OPP_01i_07
	Don't Know/NA	1	OPP_01i_08

[End: web page 25]

For the most recent incident of an official discriminating on the basis of status as a parent or caregiver, please indicate who you believe was responsible. Select all that apply.

OPP_01j_*	A coworker.	1	OPP_01j_01
	A teamleader.	1	OPP_01j_02
	A first-line supervisor.	1	OPP_01j_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_01j_04
	An executive or similarly high-ranking official.	1	OPP_01j_05
	A human resources advisor or manager.	1	OPP_01j_06
	Other:	1	OPP_01j_07
	Don't Know/NA	1	OPP_01j_08

[End: web page 26]

For the most recent incident of an official soliciting or considering improper employment recommendations, please indicate who you believe was responsible. Select all that apply.

OPP_02_*	A coworker.	1	OPP_02_01
	A teamleader.	1	OPP_02_02
	A first-line supervisor.	1	OPP_02_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_02_04
	An executive or similarly high-ranking official.	1	OPP_02_05
	A human resources advisor or manager.	1	OPP_02_06
	Other:	1	OPP_02_07
	Don't Know/NA	1	OPP_02_08

[End: web page 27]

For the most recent incident of an official trying to pressure someone to support or oppose a particular candidate or party for elected office, please indicate who you believe was responsible. Select all that apply.

OPP_03_*	A coworker.	1	OPP_03_01
	A teamleader.	1	OPP_03_02
	A first-line supervisor.	1	OPP_03_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_03_04
	An executive or similarly high-ranking official.	1	OPP_03_05
	A human resources advisor or manager.	1	OPP_03_06
	Other:	1	OPP_03_07
	Don't Know/NA	1	OPP_03_08

[End: web page 28]

For the most recent incident of an official trying to obstruct someone's right to compete for employment, please indicate who you believe was responsible. Select all that apply.

OPP_04_*	A coworker.	1	OPP_04_01
	A teamleader.	1	OPP_04_02
	A first-line supervisor.	1	OPP_04_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_04_04
	An executive or similarly high-ranking official.	1	OPP_04_05
	A human resources advisor or manager.	1	OPP_04_06
	Other:	1	OPP_04_07
	Don't Know/NA	1	OPP_04_08

[End: web page 29]

For the most recent incident of an official trying to influence someone to withdraw from competition for a position for the purpose of helping or injuring someone else's chances, please indicate who you believe was responsible. Select all that apply.

OPP_05_*	A coworker.	1	OPP_05_01
	A teamleader.	1	OPP_05_02
	A first-line supervisor.	1	OPP_05_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_05_04
	An executive or similarly high-ranking official.	1	OPP_05_05
	A human resources advisor or manager.	1	OPP_05_06
	Other:	1	OPP_05_07
	Don't Know/NA	1	OPP_05_08

[End: web page 30]

For the most recent incident of an official trying to define the scope or manner of a recruitment action, or the qualifications required, for the purpose of improving the chances of a particular person, please indicate who you believe was responsible. Select all that apply.

OPP_06_*	A coworker.	1	OPP_06_01
	A teamleader.	1	OPP_06_02
	A first-line supervisor.	1	OPP_06_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_06_04
	An executive or similarly high-ranking official.	1	OPP_06_05
	A human resources advisor or manager.	1	OPP_06_06
	Other:	1	OPP_06_07
	Don't Know/NA	1	OPP_06_08

[End: web page 31]

For the most recent incident of an official trying to advocate for the appointment, employment, promotion, or advancement of a personal friend, please indicate who you believe was responsible. Select all that apply.

TPP_07_*	A coworker.	1	TPP_07_01
	A teamleader.	1	TPP_07_02
	A first-line supervisor.	1	TPP_07_03
	A manager (a supervisor over supervisors who is not an executive).	1	TPP_07_04
	An executive or similarly high-ranking official.	1	TPP_07_05
	A human resources advisor or manager.	1	TPP_07_06
	Other:	1	TPP_07_07
	Don't Know/NA	1	TPP_07_08

[End: web page 32]

For the most recent incident of an official trying to advocate for the appointment, employment, promotion, or advancement of a relative, please indicate who you believe was responsible. Select all that apply.

OPP_07_*	A coworker.	1	OPP_07_01
	A teamleader.	1	OPP_07_02
	A first-line supervisor.	1	OPP_07_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_07_04
	An executive or similarly high-ranking official.	1	OPP_07_05
	A human resources advisor or manager.	1	OPP_07_06
	Other:	1	OPP_07_07
	Don't Know/NA	1	OPP_07_08

[End: web page 33]

For the most recent incident of an official discriminating in favor or against someone in a personnel action on the basis of off-duty conduct which was entirely unrelated to the job, please indicate who you believe was responsible. Select all that apply.

OPP_10_*	A coworker.	1	OPP_10_01
	A teamleader.	1	OPP_10_02
	A first-line supervisor.	1	OPP_10_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_10_04
	An executive or similarly high-ranking official.	1	OPP_10_05
	A human resources advisor or manager.	1	OPP_10_06
	Other:	1	OPP_10_07
	Don't Know/NA	1	OPP_10_08

[End: web page 34]

For the most recent incident of an official knowingly taking or trying to take a personnel action that violated a lawful form of veterans' preference or veterans' protection laws, please indicate who you believe was responsible. Select all that apply.

OPP_11_*	A coworker.	1	OPP_11_01
	A teamleader.	1	OPP_11_02
	A first-line supervisor.	1	OPP_11_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_11_04
	An executive or similarly high-ranking official.	1	OPP_11_05
	A human resources advisor or manager.	1	OPP_11_06
	Other:	1	OPP_11_07
	Don't Know/NA	1	OPP_11_08

[End: web page 35]

For the most recent incident of an official knowingly taking or trying to take a personnel action that inappropriately favored a veteran, please indicate who you believe was responsible. Select all that apply.

TPP_11_*	A coworker.	1	TPP_11_01
	A teamleader.	1	TPP_11_02
	A first-line supervisor.	1	TPP_11_03
	A manager (a supervisor over supervisors who is not an executive).	1	TPP_11_04
	An executive or similarly high-ranking official.	1	TPP_11_05
	A human resources advisor or manager.	1	TPP_11_06
	Other:	1	TPP_11_07
	Don't Know/NA	1	TPP_11_08

[End: web page 36]

For the most recent incident of an official asking an employee to sign a non-disclosure agreement limiting the individual's ability to blow the whistle on wrongdoing, please indicate who you believe was responsible. Select all that apply.

OPP_13_*	A coworker.	1	OPP_13_01
	A teamleader.	1	OPP_13_02
	A first-line supervisor.	1	OPP_13_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_13_04
	An executive or similarly high-ranking official.	1	OPP_13_05
	A human resources advisor or manager.	1	OPP_13_06
	Other:	1	OPP_13_07
	Don't Know/NA	1	OPP_13_08

[End: web page 37]

For the most recent incident of an official accessing the medical record of an employee or applicant in an attempt to commit a prohibited personnel practice, please indicate who you believe was responsible. Select all that apply.

OPP_14_*	A coworker.	1	OPP_14_01
	A teamleader.	1	OPP_14_02
	A first-line supervisor.	1	OPP_14_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_14_04
	An executive or similarly high-ranking official.	1	OPP_14_05
	A human resources advisor or manager.	1	OPP_14_06
	Other:	1	OPP_14_07
	Don't Know/NA	1	OPP_14_08

[End: web page 38]

For the most recent incident of an official taking or trying to take a personnel action in retaliation for disclosing a violation of law, rules, or regulations or reported fraud, waste, abuse, or a substantial and specific danger to public health or safety, please indicate who you believe was responsible. Select all that apply.

OPP_08_*	A coworker.	1	OPP_08_01
	A teamleader.	1	OPP_08_02
	A first-line supervisor.	1	OPP_08_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_08_04
	An executive or similarly high-ranking official.	1	OPP_08_05
	A human resources advisor or manager.	1	OPP_08_06
	Other:	1	OPP_08_07
	Don't Know/NA	1	OPP_08_08

[End: web page 39]

PPPOFF\_09a For the most recent incident of an official taking or trying to take a personnel action in retaliation for filing an appeal or grievance, please indicate who you believe was responsible. Select all that apply.

OPP_09a_*	A coworker.	1	OPP_09a_01
	A teamleader.	1	OPP_09a_02
	A first-line supervisor.	1	OPP_09a_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_09a_04
	An executive or similarly high-ranking official.	1	OPP_09a_05
	A human resources advisor or manager.	1	OPP_09a_06
	Other:	1	OPP_09a_07
	Don't Know/NA	1	OPP_09a_08

[End: web page 40]

PPPOFF\_09d For the most recent incident of an official taking or trying to take a personnel action in retaliation for a refusal to violate a law, rule, or regulation, please indicate who you believe was responsible. Select all that apply.

OPP_09d_*	A coworker.	1	OPP_09d_01
	A teamleader.	1	OPP_09d_02
	A first-line supervisor.	1	OPP_09d_03
	A manager (a supervisor over supervisors who is not an executive).	1	OPP_09d_04
	An executive or similarly high-ranking official.	1	OPP_09d_05
	A human resources advisor or manager.	1	OPP_09d_06
	Other:	1	OPP_09d_07
	Don't Know/NA	1	OPP_09d_08

[End: web page 41]

## NDA

In the past 2 years, has your agency asked you to enter into a nondisclosure agreement?

		Yes	No	Don't Recall
NDA_01	Yes	1		
	No		0	
	Don't Recall			993

[End: web page 42]

If yes, NDA\_02 and NDA\_03 will display.

Did the nondisclosure agreement state that the provisions did not supersede or alter your right to:

		Yes ↓	No ↓	Don't Recall ↓
NDA_02	Blow the whistle on wrongdoing?	1	0	993
NDA_03	Whistleblower protections if you made a disclosure of wrongdoing?	1	0	993

[End: web page 43]

In the past 2 years, has your agency informed you of a nondisclosure policy?

		Yes	No	Don't Recall
NDP_01	Yes	1		
	No		0	
	Don't Recall			993

[End: web page 44]

If yes, NDP\_02 and NDP\_03 will display.

Did the communication about the non-disclosure policy include that the policy did not supersede or alter your right to:

		Yes ↓	No ↓	Don't Recall ↓
NDP_02	Blow the whistle on wrongdoing?	1	0	993
NDP_03	Whistleblower protections if you made a disclosure of wrongdoing?	1	0	993

[End: web page 45]

## Preventing and Addressing Sexual Harassment

		Don't Know/NA ↓						
		Strongly Disagree ↓						
		Disagree ↓						
		Neither Agree nor Disagree ↓						
		Agree ↓						
		Strongly Agree ↓						
SH_01	My agency takes sufficient steps to prevent sexual harassment.	5	4	3	2	1	990	

[End: web page 46]

My agency has a policy prohibiting sexual harassment.

SH_02	Yes	1
	No	0
	Don't Know/NA	990

[End: web page 47]

Please indicate your agreement or disagreement with each of the following statements.

		Don't Know/NA ↓						
		Strongly Disagree ↓						
		Disagree ↓						
		Neither Agree nor Disagree ↓						
		Agree ↓						
		Strongly Agree ↓						
SH_03a	I am familiar with the contents of my agency's policy regarding sexual harassment.	5	4	3	2	1	990	
SH_03b	My agency's policy clearly communicates how employees should act to prevent and respond to sexual harassment.	5	4	3	2	1	990	
SH_03c	This policy is effective in preventing and addressing sexual harassment.	5	4	3	2	1	990	
SH_03d	My agency holds employees accountable for the requirements of this policy.	5	4	3	2	1	990	

[End: web page 48]

Within the past 2 years, have you received training that is focused specifically on preventing sexual harassment?

SH_04	Yes	1
	No	0
	Don't Know/NA	990

If yes, SH\_05\*, SH\_06 and SH\_07\* are displayed.

[End: web page 49]

What was the format of the training? Select all that apply.

SH_05*	Written materials (e.g., policies, notices, letters, newsletter articles, posters).	1	SH_05a
	Online delivery of recorded materials (e.g., videos, presentation slides, computer-based training modules).	1	SH_05b
	Interactive webinars or video-teleconferences (e.g., interaction with a trainer in another location).	1	SH_05c
	In-person training.	1	SH_05d
	Other:	1	SH_05e
	(Text entry to describe other training)	(T)	SH_05e_Text

[End: web page 50]

What was the length of the training?

SH_06	Less than 15 minutes.	1
	15 minutes - 1 hour.	2
	More than 1 hour, but less than 4 hours.	3
	4-8 hours.	4
	More than 8 hours.	5
	Don't Know/NA	990

[End: web page 51]

Please indicate your agreement or disagreement with each of the following statements.

		Don't Know/NA ↓					
		Strongly Disagree ↓					
		Disagree ↓					
		Neither Agree nor Disagree ↓					
		Agree ↓					
		Strongly Agree ↓					
SH_07a	This training clearly communicates how to prevent and respond to sexual harassment.	5	4	3	2	1	990
SH_07b	This training is effective in preventing and addressing sexual harassment.	5	4	3	2	1	990

[End: web page 52]

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

		Don't Know/NA ↓					
		Strongly Disagree ↓					
		Disagree ↓					
		Neither Agree nor Disagree ↓					
		Agree ↓					
		Strongly Agree ↓					
SH_08	I am familiar with the formal complaint channels that are available to people who have experienced sexual harassment.	5	4	3	2	1	993
SH_09	If I filed an action charging sexual harassment, I am confident that it would be resolved in a fair and just manner by my agency.	5	4	3	2	1	993
SH_10	If a supervisor or manager in my organization was found to have committed sexual harassment, management would take appropriate action against that person.	5	4	3	2	1	993

[End: web page 53]

Please indicate your agreement or disagreement with each of the following statements.

		Don't Know/NA ↓					
		Strongly Disagree ↓					
		Disagree ↓					
		Neither Agree nor Disagree ↓					
		Agree ↓					
		Strongly Agree ↓					
SH_11	My work colleagues would stand up for someone who was experiencing sexual harassment.	5	4	3	2	1	990
SH_12	I would feel comfortable speaking up if I observed sexual harassment.	5	4	3	2	1	990
SH_13	My agency tolerates comments and actions of a sexual nature that I view as inappropriate in the workplace.	5	4	3	2	1	990

[End: web page 54]

In the past 2 years have any of the following behaviors been directed at you by someone who was present (i.e., physically or electronically) in your workplace or connected to you through your work role? (Select all that apply.)

		More than Once ↓		
		Once ↓		
		Never ↓		
SH_14a	Unwelcome communications (e.g., emails, phone calls, text messages, social media contacts) of a sexual nature.	1	2	3
SH_14b	Unwelcome invasion of personal space (e.g., touching, crowding, leaning over).	1	2	3
SH_14c	Unwelcome sexually suggestive looks or gestures.	1	2	3
SH_14d	Pressure for sexual favors.	1	2	3
SH_14e	Pressure for dates.	1	2	3
SH_14f	Unwelcome sexual teasing, jokes, comments or questions.	1	2	3
SH_14g	Unwelcome exposure to sexually oriented material in any format (e.g., photos, videos, written material).	1	2	3
SH_14h	Unwelcome exposure to sexually oriented conversations.	1	2	3
SH_14i	Offer of preferential treatment in the workplace in exchange for sexual favors.	1	2	3
SH_14j	Use of derogatory or unprofessional terms related to a person's gender.	1	2	3
SH_14k	Stalking (unwanted intrusion into your personal life (e.g., physically or electronically)).	1	2	3
SH_14l	Rape or sexual assault or attempted rape or sexual assault.	1	2	3

[End: web page 55]

Based on your responses to the prior questions, you indicated that you experienced one or more of these behaviors at least once within the past 2 years. Select the one experience that had the greatest impact on you and answer the questions in this section in terms of that experience.

What action(s) did you take? Select all that apply.

		No ↓	
		Yes ↓	
SH_15a	I avoided the person(s).	1	0
SH_15b	I asked/told the person(s) to stop.	1	0
SH_15c	I threatened to tell or told others.	1	0
SH_15d	I used an informal conflict resolution process, such as an Ombuds.	1	0
SH_15e	I reported the behavior to a supervisor or manager.	1	0
SH_15f	I contacted an EEO counselor.	1	0
SH_15g	I filed a formal complaint, such as an EEO complaint or a grievance.	1	0
SH_15h	I made a joke of the behavior.	1	0
SH_15i	I went along with the behavior.	1	0
SH_15j	I changed jobs/locations.	1	0
SH_15k	I began teleworking more frequently.	1	0
SH_15l	I ignored the behavior or did nothing.	1	0
SH_15m	Other:	1	0
SH_15m_Text	(Text entry to describe other action)	(T)	

If respondent selects "No" for SH\_15g then SH\_17\* will display.

[End: web page 56]

If Yes, for each action, did it make the situation:

		Don't Know/NA ↓			
		Worse ↓			
		No Difference ↓			
		Better ↓			
SH_16a	I avoided the person(s).	1	2	3	990
SH_16b	I asked/told the person(s) to stop.	1	2	3	990
SH_16c	I threatened to tell or told others.	1	2	3	990
SH_16d	I used an informal conflict resolution process, such as an Ombuds.	1	2	3	990
SH_16e	I reported the behavior to a supervisor or manager.	1	2	3	990
SH_16f	I contacted an EEO counselor.	1	2	3	990
SH_16g	I filed a formal complaint, such as an EEO complaint or a grievance.	1	2	3	990
SH_16h	I made a joke of the behavior.	1	2	3	990
SH_16i	I went along with the behavior.	1	2	3	990
SH_16j	I changed jobs/locations.	1	2	3	990
SH_16k	I began teleworking more frequently.	1	2	3	990
SH_16l	I ignored the behavior or did nothing.	1	2	3	990
SH_16m	(Other action)	1	2	3	990

[End: web page 57]

Why did you not file a formal EEO complaint or grievance about your experience? Select all that apply.

	I did not think the incident was serious enough.	1	SH_17a
	The behavior stopped.	1	SH_17b
	My supervisor or management intervened.	1	SH_17c
	I changed jobs.	1	SH_17d
	I did not know how to file an EEO complaint.	1	SH_17e
	I had concerns about the formal complaint process (e.g., confidentiality, how long it would take).	1	SH_17f
SH_17*	It could negatively affect my career (e.g., reprisal, being labelled a troublemaker by management).	1	SH_17g
	I was concerned about how my peers would treat me.	1	SH_17h
	I did not think the outcome would be worth the effort.	1	SH_17i
	I intend to file a grievance or a formal complaint but I have not done so yet.	1	SH_17j
	Other:	1	SH_17k
	(Text entry to describe "other" reason)	(T)	SH_17k_Text

[End: web page 58]

## Demographics

How many years have you been a Federal civil service employee?

DEM_01	Less than 4 years.	1
	4 to 11 years.	2
	12 to 19 years.	3
	20 to 27 years.	4
	28 to 35 years.	5
	More than 35 years.	6

[End: web page 59]

What is your annual salary, including locality pay but excluding any awards or bonuses?

DEM_02	\$49,999 or less.	1
	\$50,000 to \$74,999.	2
	\$75,000 to \$99,999.	3
	\$100,000 to \$149,999.	4
	\$150,000 or more.	5

[End: web page 60]

What is your supervisory status?

DEM_03	Non-Supervisor (You don't supervise others)	1
	Team leader (You provide employees with day-to-day guidance on work projects, but don't have supervisory responsibilities or conduct performance appraisals.)	2
	Supervisor (You assign work, evaluate employee performance, and approve or disapprove leave requests, but you don't supervise other supervisors.)	3
	Manager (You are in a management position and you supervise other supervisors.)	4
	Executive (You are in the Senior Executive Service or equivalent and you supervise managers or other executives.)	5

[End: web page 61]

When will you be eligible to retire from Federal service?

DEM_04	Currently eligible.	1
	Eligible within 1 year.	2
	Eligible in 1-5 years.	3
	Eligible in more than 5 years.	4
	Not applicable.	5

[End: web page 62]

During the next 2 years, do you plan to...?

		Don't Know/NA ↓					
		Strongly Disagree ↓					
		Disagree ↓					
		Neither Agree nor Disagree ↓					
		Agree ↓					
		Strongly Agree ↓					
DEM_05a	...continue in your current job and role at the same level of responsibility.	5	4	3	2	1	990
DEM_05b	...take on new challenges, assignments, or roles in your current job.	5	4	3	2	1	990
DEM_05c	...take on higher-level technical responsibilities.	5	4	3	2	1	990
DEM_05d	...take on supervisory or managerial responsibilities.	5	4	3	2	1	990
DEM_05e	...reduce your work hours or responsibilities.	5	4	3	2	1	990
DEM_05f	...move to a different occupation or line of work.	5	4	3	2	1	990
DEM_05g	...move to a different organization or agency within the Federal Government.	5	4	3	2	1	990
DEM_05h	...resign from the Federal Government.	5	4	3	2	1	990
DEM_05i	...retire from the Federal Government.	5	4	3	2	1	990

[End: web page 63]

Which of the below best describes the last performance appraisal rating your agency gave to you?

DEM_06	Lowest possible.	1
	Neither lowest nor highest possible.	2
	Highest possible.	3
	Not sure.	990

[End: web page 64]

What is your opinion of the last performance rating you received?

DEM_07	It was too low.	1
	It was correct.	2
	It was too high.	3
	Not sure.	990

[End: web page 65]

Are you Hispanic or Latino?

DEM_08	Yes	1
	No	0

[End: web page 66]

Are you...? (Please mark all that apply.)

		(Not checked) ↓	
		(Checked) ↓	
DEM_09a	American Indian or Alaska Native	1	0
DEM_09b	Asian	1	0
DEM_09c	Black or African American	1	0
DEM_09d	Native Hawaiian or Other Pacific Islander	1	0
DEM_09e	White	1	0

[End: web page 67]

Are you...?

DEM_10	Female	1	DEM_10_Text
	Male	2	
	I prefer to self-identify.	995	
	I prefer not to say.	994	
	(Text entry for self-identification)	(T)	

[End: web page 68]

Do you consider yourself to be...?

DEM_11	Heterosexual or Straight	1	DEM_11_Text
	Lesbian or Gay	2	
	Bisexual	3	
	I prefer to self-identify.	995	
	I prefer not to say	994	
	(Text entry for self-identification)	(T)	

[End: web page 69]

Do you consider yourself to be transgender?

DEM_12	Yes	1	DEM_12_Text
	No	0	
	Other:	995	
	I prefer not to say	994	
	(Text entry for other identity)	(T)	

[End: web page 70]

Is your immediate supervisor...?

DEM_13	Male	1	
	Female	2	
	I prefer not to say	994	

[End: web page 71]

Is your immediate work group (you and other employees who also report to your supervisor) composed of:

DEM_14	Substantially more males than females.	1	
	Slightly more males than females.	2	
	About the same number of males and females.	3	
	Slightly more females than males.	4	
	Substantially more females than males.	5	

[End: web page 72]

What is your age?

DEM_15	25 years or less.	1	
	26 to 29 years.	2	
	30 to 39 years.	3	
	40 to 49 years.	4	
	50 to 59 years.	5	
	60 to 64 years.	6	
	65 or older.	7	

[End: web page 73]

What is the highest level of education you have completed?

DEM_16	Less than a high school diploma	1
	High school, equivalent diploma, or GED	2
	Associate's college degree	3
	Bachelor's college degree	4
	Master's degree	5
	Professional or academic doctorate degree (e.g., J.D., M.D., D.D.S., Ph.D., Ed.D.).	6

[End: web page 74]

Do you have a physical or mental impairment or disability?

DEM_17	Yes, and it substantially limits one or more major life activities. Major life activities may include walking, seeing, standing, sitting, breathing, bathing, etc.	1
	Yes, but it does not affect a major life activity.	2
	No	3
	I prefer not to say.	994

[End: web page 75]

The next question is about telework. Telework includes work from home or at a location such as a telework center. It does not include field work. How many days per week did you typically telework before the COVID-19 pandemic?

DEM_18	1 days per week.	1
	2 days per week.	2
	3 days per week.	3
	4 days per week.	4
	5 day per week.	5
	I did not telework regularly.	6
	I was not eligible to telework.	7
	I chose not to telework.	8

[End: web page 76]

The following two questions ask about your official occupation as a Federal employee. Please enter your official occupational title below:

DEM\_19\_Text (T)

If you know your four-digit occupational series number, please enter it below. If your series has fewer than four digits, please add leading zeros. For example, enter 343 as 0343.

DEM\_20\_Text (T)

Thank you for completing the 2021 Merit Principles Survey.  
 For more information on the U.S. Merit Systems Protection Board and to view some of our previous studies:  
<https://www.mspb.gov/studies/index.htm>

[End: web page 77]