Summary of the Federal Maritime Commission's
2018 Federal Employee Viewpoint Survey Results

The Federal Employee Viewpoint Survey (FEVS) is a tool administered annually by the Office of Personnel Management (OPM) to help agencies measure employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agency. The Commission uses these results along with other tools to improve processes, products, services, and organizational outcomes through the recruitment and retention of a high-performing, diverse workforce. Results from the FEVS are also used by the Partnership for Public Service (Partnership) in its annual rankings of the *Best Places to Work in the Federal Government*.

FMC Recognition (2013 – 2017)

For the third time in five years, the Commission was recognized by the Partnership for positive accomplishments in employee engagement and fulfillment. In 2017, the FMC was recognized by the Partnership as the *Most Improved Small Agency over the Past Five Years,* and jumped up 6 positions in the 2017 Best Places to Work rankings from 23rd to 17th among small agencies. This award highlighted the FMC's sustained accomplishments over the five-year period, including recognition by the Partnership as the *2015 Most Improved Small Agency*; and recognition by OPM for substantial positive increases in the Commission's 2016 FEVS scores. Specifically, among small agencies the FMC was recognized in 2016 by OPM as capturing the following significant increases under the New Inclusion Quotient (IQ)* Index:

- the largest increase in the area of *Fairness (are all employees treated equitably?),*
- the 3rd largest increase in the area of *Open (does management support diversity in all ways?), and*
- the 2nd largest increase in the overall *Employee Engagement Index (EEI)*. OPMs uses the EEI to measure factors that lead to an engaged workforce, such as supporting employee development and communicating agency goals.

  *The IQ index is based on the concept that individual behaviors repeated over time will create habits necessary for inclusiveness. This index consists of 20 FEVS questions that relate to inclusive work environments, grouped into five categories: Fair, Open, Cooperative, Supportive, and Empowering.

Summary of FMC's 2018 FEVS Results

Based on its 2018 FEVS results, the Commission continues to show a positive trend in key indicators, including:

- increasing the FMC's overall EEI score by 1 percent over last year's score to 73 percent, inclusive of an impressive 5 percentage point increase in the category **Leaders Lead**,
- increasing the number of items identified as Strengths from 47 to 56. (Items rated at 65 percent positive or higher are considered strengths.), and
- continuing to have no items identified as Challenges. (Items rated 35 percent or more negative are considered a challenge.)

  OPM uses the EEI to measure factors that lead to an engaged workforce, such as supporting employee development and communicating agency goals. This Index is an average of 15 questions from the FEVS, with the questions divided into three subcategories: Leaders Lead, Supervisors, and Intrinsic Work Experience.

For the 2018 FEVS the FMC included Agency Specific Questions to further define and refine the Commission's employee engagement strategy. Noteworthy employee feedback included:

- 67 percent believe the Commission is headed in the right direction in its efforts to create a more positive working environment, and
- 67 percent feel FMC policies and practices are applied in a fair and equitable manner to all employees.

FMC's Workplace Improvement Plan

The FMC will continue to build on these successes and work even harder to increase Employee Engagement and make the FMC the Best Place to Work in the Federal government. A cornerstone in the Commission's ongoing commitment to improve its workplace environment is the FMC's Workforce Improvement Plan (WIP). Developed by the Senior Management during FY 2013 and updated annually, the WIP identifies and communicates the projects or initiatives the Senior Management Team, working with the approval and guidance of the Acting Chairman, are working on, have completed, or are considering undertaking in the future. These projects are designed to improve and support a positive and effective working environment and engaged employees. The WIP is updated annually to incorporate input from the entire agency, as well as mark the addition, revision, and completion of specific projects and initiatives.

Examples of WIP Initiatives selected and completed over the last 5 years include:
- Updating the Employee Suggestion Program
- Creating a Peer Recognition Program
- Initiating a Commission Fitness Program
- Developing a new Employee Handbook
- Commission-wide deployment of Crucial Conversation and Writing Training
- Supervisory training for Writing Effective Performance Narratives and Delivering Meaningful Performance Feedback
- Modernizing the Commission's Telework Program
- Developing a new Leadership Development Training Program
- Designing and Constructing a new Employee Galley Space
- Developing and Deploying a Training Needs Survey
- Developing a new Annual Diversity Training Program

The FMC family has every reason to be proud of our employee engagement initiatives and the very positive results those efforts have shown. While much improvement has been made, I know there is more work ahead. Together, we can achieve our goal— to make the FMC the best Small Agency in the Federal Government.

Michael A. Khouri
Acting Chairman
Federal Maritime Commission

Item	Item Text	FMC Above or Below the Government-Wide Average	2018 Government-Wide % Positive	2018 Percent Positive %	Strongly Agree/Very Good/Very Satisfied %	Agree/Good/Satisfied %	Neither Agree nor Disagree/Fair/Neither Satisfied nor Dissatisfied %	Disagree/Poor/Dissatisfied %	Strongly Disagree/Very Poor/Very Dissatisfied %	Percent Negative %	2017 Percent Positive	Increase or Decrease from 2017
1	I am given a real opportunity to improve my skills in my organization.	1.9	66%	67.9%	34.0%	33.9%	15.7%	11.0%	5.4%	16.4%	69.94%	2.04
2	I have enough information to do my job well.	11.8	71%	82.8%	30.3%	52.5%	5.8%	8.5%	2.9%	11.4%	72.55%	10.25
3	I feel encouraged to come up with new and better ways of doing things.	3.8	61%	64.8%	31.6%	33.3%	15.7%	13.8%	5.7%	19.5%	67.17%	2.37
4	My work gives me a feeling of personal accomplishment.	3.1	72%	75.1%	34.5%	40.5%	16.3%	1.2%	7.4%	8.7%	72.96%	2.14
5	I like the kind of work I do.	1.4	83%	84.8%	45.9%	38.9%	11.0%	3.1%	1.1%	4.2%	78.36%	6.44
6	I know what is expected of me on the job.	2	80%	82.0%	39.2%	42.8%	7.7%	5.6%	4.7%	10.3%	79.31%	2.69
7	When needed I am willing to put in the extra effort to get a job done.	1.4	96%	97.4%	74.8%	22.6%	1.1%	0.0%	1.5%	1.5%	95.90%	1.5
8	I am constantly looking for ways to do my job better.	3.9	91%	94.9%	58.3%	36.6%	3.6%	0.0%	1.5%	1.5%	94.47%	0.43
9	I have sufficient resources (for example, people, materials, budget) to get my job done.	30.7	47%	77.7%	23.4%	54.2%	7.9%	12.6%	1.8%	14.4%	63.70%	14
10	My workload is reasonable.	22.8	59%	81.8%	28.7%	53.1%	10.3%	5.0%	3.0%	8.0%	74.01%	7.79
11	My talents are used well in the workplace.	6.7	60%	66.7%	28.2%	38.6%	17.2%	5.3%	10.8%	16.0%	65.47%	1.23
12	2018: I know how my work relates to the agency's goals. 2017: I know how my work relates to the agency's goals and priorities.	6.4	85%	91.4%	42.0%	49.5%	7.1%	1.5%	0.0%	1.5%	91.77%	0.37

#	Statement											
13	The work I do is important.	7.3	90	82.7%	46.9%	35.8%	12.0%	4.0%	1.3%	5.3%	87.55%	4.85
14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	20.3	66%	86.3%	41.4%	44.9%	8.1%	4.3%	1.3%	5.6%	78.47%	7.83
15	My performance appraisal is a fair reflection of my performance.	2.2	71%	69.8%	32.9%	36.9%	14.2%	9.5%	6.5%	16.0%	67.97%	1.83
16	I am held accountable for achieving results.	10.2	83%	93.2%	43.6%	49.6%	6.8%	0.0%	0.0%	0.0%	88.82%	4.38
17	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	2.3	66%	68.3%	41.8%	26.4%	16.1%	5.5%	10.1%	15.6%	67.17%	7.13
18	My training needs are assessed.	6.3	55%	61.3%	25.2%	36.1%	23.4%	11.7%	3.6%	15.2%	60.47%	0.83
19	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	3	71%	68.0%	36.3%	31.7%	18.3%	8.9%	4.8%	13.7%	70.81%	2.81
20	The people I work with cooperate to get the job done.	7.3	76%	83.3%	45.2%	38.1%	12.3%	2.9%	1.5%	4.4%	82.66%	0.64
21	My work unit is able to recruit people with the right skills.	27.4	42%	69.4%	23.2%	46.2%	19.8%	7.4%	3.5%	10.8%	71.77%	2.37
22	Promotions in my work unit are based on merit.	21.9	37%	58.9%	31.6%	27.3%	22.0%	10.5%	8.6%	19.1%	60.76%	1.86
23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	25.8	32%	57.8%	29.0%	28.8%	30.2%	5.2%	6.7%	12.0%	55.24%	2.56
24	In my work unit, differences in performance are recognized in a meaningful way.	15.9	38%	53.9%	23.5%	30.4%	24.2%	14.4%	7.6%	21.9%	54.91%	1.01

#	Question										
25	Awards in my work unit depend on how well employees perform their jobs.	17.2	46%	63.2%	31.3%	31.9%	21.1%	10.3%	5.5%	15.7%	59.16%	4.04
26	Employees in my work unit share job knowledge with each other.	9.9	76%	85.9%	45.9%	40.0%	7.9%	5.2%	1.1%	6.3%	82.20%	3.7
27	The skill level in my work unit has improved in the past year.	15.1	56%	71.1%	30.2%	40.9%	19.1%	5.9%	3.9%	9.8%	73.11%	2.01
28	How would you rate the overall quality of work done by your work unit?	7	84%	91.0%	57.2%	33.8%	6.2%	1.1%	1.8%	2.9%	90.53%	0.47
29	2018: My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. 2017: The workforce has the job-relevent knowledge and skills necessary to accomplish organizational goals.	11.5	80%	91.5%	60.1%	31.4%	4.9%	2.5%	1.1%	3.6%	79.52%	11.98
30	Employees have a feeling of personal empowerment with respect to work processes.	11.70%	49%	60.7%	19.4%	41.3%	27.0%	3.7%	8.6%	12.3%	56.27%	4.43
31	Employees are recognized for providing high quality products and services.	3.8	53%	56.8%	25.4%	31.3%	31.3%	5.2%	6.7%	11.9%	67.46%	10.66
32	Creativity and innovation are rewarded.	11.7	43%	54.7%	23.4%	31.2%	25.9%	14.7%	4.7%	19.4%	55.59%	0.89
33	Pay raises depend on how well employees perform their jobs.	17.9	26%	43.9%	20.9%	23.0%	30.6%	14.6%	10.9%	25.5%	50.67%	6.77
34	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	9.1	58%	67.1%	35.4%	31.7%	21.0%	5.2%	6.7%	11.9%	68.14%	1.04
35	Employees are protected from health and safety hazards on the job.	10.6	77%	87.6%	41.2%	46.4%	11.1%	1.3%	0.0%	1.3%	86.16%	1.44

#	Question										
36	My organization has prepared employees for potential security threats.	1.9	80%	78.9%	26.7%	52.2%	16.9%	4.3%	0.0%	4.3%	78.02%	0.88
37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	2.4	56%	53.6%	30.2%	23.4%	31.5%	1.5%	13.4%	14.9%	52.47%	1.13
38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	4.3	70%	65.7%	37.1%	28.7%	20.8%	5.3%	8.2%	13.5%	63.75%	1.95
39	My agency is successful at accomplishing its mission.	7.5	77%	84.5%	36.5%	47.9%	11.1%	0.0%	4.4%	4.4%	83.29%	1.21
40	I recommend my organization as a good place to work. **(Used to calculate Best Places to Work ranking.)**	9.4	66%	75.4%	35.8%	39.6%	11.9%	8.3%	4.4%	12.7%	62.88%	12.52
41	I believe the results of this survey will be used to make my agency a better place to work.	23.2	41%	64.2%	37.3%	26.9%	18.5%	8.8%	8.5%	17.3%	63.59%	0.61
42	My supervisor supports my need to balance work and other life issues.	4.9	81%	85.9%	53.6%	32.3%	9.4%	2.9%	1.8%	4.7%	83.21%	2.69
43	My supervisor provides me with opportunities to demonstrate my leadership skills.	5.3	70%	64.7%	34.5%	30.2%	14.6%	12.4%	8.4%	20.8%	68.55%	3.85
44	Discussions with my supervisor about my performance are worthwhile.	7.9	67%	74.9%	39.7%	35.2%	15.8%	2.2%	7.1%	9.3%	71.58%	3.32
45	My supervisor is committed to a workforce representative of all segments of society.	0	71%	71.0%	43.0%	27.9%	19.2%	1.3%	8.6%	9.8%	69.84%	1.16

#	Question											
46	My supervisor provides me with constructive suggestions to improve my job performance.	1.7	66%	64.3%	40.2%	24.1%	22.2%	8.0%	5.5%	13.5%	74.00%	10.86
47	Supervisors in my work unit support employee development.	5.5	70%	75.5%	40.8%	34.7%	13.2%	5.1%	6.2%	11.3%	77.51%	2.01
48	My supervisor listens to what I have to say.	2.7	79%	76.3%	46.0%	30.3%	9.5%	6.3%	7.9%	14.2%	79.41%	3.11
49	My supervisor treats me with respect.	3.8	84%	80.2%	52.0%	28.2%	11.4%	2.2%	6.2%	8.4%	81.67%	1.47
50	In the last six months, my supervisor has talked with me about my performance.	8.6	81%	89.6%	42.9%	46.7%	9.2%	1.3%	0.0%	1.3%	81.00%	8.6
51	I have trust and confidence in my supervisor.	0.6	71%	71.6%	47.3%	24.3%	12.2%	8.9%	7.3%	16.2%	71.53%	0.07
52	Overall, how good a job do you feel is being done by your immediate supervisor?	3.1	73%	76.1%	50.2%	25.9%	16.3%	1.4%	6.2%	7.7%	80.15%	4.05
53	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	9.6	44%	53.6%	23.5%	30.1%	30.1%	10.1%	6.2%	16.3%	49.76%	3.84
54	My organization's senior leaders maintain high standards of honesty and integrity.	12.7	55%	67.7%	35.4%	32.3%	18.8%	8.2%	5.3%	13.5%	60.18%	7.52
55	Supervisors work well with employees of different backgrounds.	1	69%	70.0%	34.2%	35.9%	20.2%	1.9%	7.9%	9.8%	74.39%	4.39
56	2018: Managers communicate the goals of the organization. 2017: Managers communicate the goals and priorities of the organization.	7.4	64%	71.4%	26.1%	45.4%	17.7%	9.0%	1.8%	10.8%	61.98%	9.42
57	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	14.7	63%	77.7%	26.3%	51.4%	14.5%	1.5%	6.3%	7.9%	69.39%	8.31

58	Managers promote communication among different work units (for example, about projects, goals, needed resources).	9.1	56%	65.1%	27.2%	37.9%	23.3%	5.8%	5.8%	11.6%	58.36%	6.74
59	Managers support collaboration across work units to accomplish work objectives.	7.7	60%	67.7%	28.2%	39.5%	22.8%	3.7%	5.8%	9.5%	66.93%	0.77
60	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	12	61%	73.0%	40.5%	32.5%	20.1%	1.5%	5.5%	7.0%	79.80%	6.8
61	I have a high level of respect for my organization's senior leaders.	16.9	56%	72.9%	33.5%	39.4%	18.9%	4.9%	3.3%	8.2%	62.18%	10.72
62	Senior leaders demonstrate support for Work/Life programs.	26.5	58%	84.5%	42.4%	42.1%	10.5%	1.3%	3.8%	5.0%	67.87%	16.63
63	How satisfied are you with your involvement in decisions that affect your work?	12.7	54%	66.7%	31.0%	35.8%	17.7%	9.3%	6.3%	15.6%	65.32%	1.38
64	How satisfied are you with the information you receive from management on what's going on in your organization?	15.7	51%	66.7%	25.5%	41.1%	17.9%	7.4%	8.1%	15.5%	62.58%	4.12
65	How satisfied are you with the recognition you receive for doing a good job?	13.5	52%	65.5%	32.7%	32.8%	22.2%	7.9%	4.4%	12.3%	63.26%	2.24
66	How satisfied are you with the policies and practices of your senior leaders?	14.3	46%	60.3%	27.0%	33.4%	30.5%	5.9%	3.3%	9.2%	60.70%	0.4
67	How satisfied are you with your opportunity to get a better job in your organization?	1.2	38%	39.2%	17.3%	22.0%	37.6%	12.3%	10.9%	23.2%	42.52%	3.32
68	How satisfied are you with the training you receive for your present job?	8.6	56%	64.6%	24.8%	39.8%	21.0%	13.4%	1.1%	14.5%	61.01%	3.59

#	Question											
69	Considering everything, how satisfied are you with your job? **(Used to calculate Best Places to Work ranking.)**	6.6	68%	74.6%	36.1%	38.5%	14.3%	10.0%	1.1%	11.1%	71.14%	3.46
70	Considering everything, how satisfied are you with your pay?	11	63%	74.0%	22.9%	51.1%	17.8%	4.0%	4.2%	8.2%	64.36%	9.64
71	Considering everything, how satisfied are you with your organization? **(Used to calculate Best Places to Work ranking.)**	17.3	60%	77.3%	38.4%	38.9%	13.0%	5.2%	4.5%	9.7%	68.38%	8.92

Legend
Increase from 2017 to 2018
Decrease from 2017 to 2018
Questions in RED are changed from 2017 FEVS

2018 Results		
72. *Please select the response below that BEST describes your current teleworking schedule.*	**N**	**%**
I telework very infrequently, on an unscheduled or short-term basis	25	31.5%
I telework, but only about 1 or 2 days per month	8	11.1%
I telework 1 or 2 days per week	10	13.2%
I telework 3 or 4 days per week	1	1.3%
I telework every work day	0	0.0%
I do not telework because I have to be physically present on the job	0	0.0%
I do not telework because of technical issues that prevent me from teleworking	1	1.8%
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	5	7.3%
I do not telework because I choose not to telework	23	33.7%
Total	73	100.0%
		Satisfaction
73. *How satisfied are you with the following Work/Life programs in your agency? Telework*	**N**	**%**
Very Satisfied	26	44.5%
Satisfied	19	29.9%
Neither Satisfied nor Dissatisfied	10	16.8%
Dissatisfied	3	5.0%
Very Dissatisfied	2	3.8%
Item Response Total	60	100.0%
I choose not to participate in these programs	11	--
These programs are not available to me	2	--
I am unaware of these programs	0	--
Total	73	100.0%
		Satisfaction
74. *How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules*	**N**	**%**
Very Satisfied	45	65.1%
Satisfied	18	26.5%
Neither Satisfied nor Dissatisfied	3	4.0%
Dissatisfied	2	2.4%
Very Dissatisfied	1	2.0%
Item Response Total	69	100.0%
I choose not to participate in these programs	4	--
These programs are not available to me	1	--
I am unaware of these programs	0	--
Total	74	100.0%
		Satisfaction
75. *How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs*	**N**	**%**
Very Satisfied	33	49.5%
Satisfied	27	38.1%
Neither Satisfied nor Dissatisfied	7	10.0%
Dissatisfied	2	2.4%
Very Dissatisfied	0	0.0%
Item Response Total	69	100.0%
I choose not to participate in these programs	3	--
These programs are not available to me	2	--
I am unaware of these programs	0	--
Total	74	100.0%
		Satisfaction
76. *How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program*	**N**	**%**
Very Satisfied	18	37.5%
Satisfied	12	22.5%
Neither Satisfied nor Dissatisfied	17	34.6%

	N	Satisfaction %
Dissatisfied	2	5.4%
Very Dissatisfied	0	0.0%
Item Response Total	49	100.0%
I choose not to participate in these programs	18	--
These programs are not available to me	1	--
I am unaware of these programs	6	--
Total	74	100.0%

77. How satisfied are you with the following Work/Life programs in your agency? Child Care Programs	N	Satisfaction %
Very Satisfied	9	29.9%
Satisfied	8	24.9%
Neither Satisfied nor Dissatisfied	14	45.2%
Dissatisfied	0	0.0%
Very Dissatisfied	0	0.0%
Item Response Total	31	100.0%
I choose not to participate in these programs	17	--
These programs are not available to me	10	--
I am unaware of these programs	16	--
Total	74	100.0%

78. How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs	N	Satisfaction %
Very Satisfied	6	26.4%
Satisfied	3	10.8%
Neither Satisfied nor Dissatisfied	14	57.6%
Dissatisfied	1	5.2%
Very Dissatisfied	0	0.0%
Item Response Total	24	100.0%
I choose not to participate in these programs	19	--
These programs are not available to me	8	--
I am unaware of these programs	23	--
Total	74	100.0%

Percentages are weighted to represent the Agency's population.

Federal Maritime Commission Agency-Specific Questions (ASQ)

1. In my Office/Bureau, policies and practices are applied in a fair and equitable manner to all employees.

	# of Respondents	Percent		# of Respondents	Percent		Increase or decrease
	2017			2018			
Strongly Agree	22	28.90%	62.1% Positive	28	37.00%	67.3% Positive	5.2
Agree	24	33.20%		23	30.30%		
Neither Agree nor Disagree	13	18.60%	18.60% Neutral	10	14.90%	14.9% Neutral	3.7
Disagree	10	13.50%	19.3% Negative	6	7.90%	17.90% Negative	1.4
Strongly Disagree	4	5.80%		6	10.00%		
Total	73	100.00%		73	100.00%		

2. What level of leadership needs the most improvement in Communication?

	# of Respondents	Percent	# of Respondents	Percent	Increase or decrease		
	2017		2018				
Commissioners	9	12.10%	11	14.60%	2.5		
Commissioners/SES	22	31.70%	14	21.60%	10.1		
SES	9	13.60%	15	23.80%	10.2		
SES/GS15/14	14	20.90%	14	21.30%	1.4		
Supervisor (GS15/14)	15	21.70%	13	18.60%	3.1		
Total	69	100.00%	67	100.00%			

3. Overall, I believe the FMC is headed in the right direction in its efforts to create a more positive working environment.

	# of Respondents	Percent		# of Respondents	Percent		Increase or decrease
		2017			2018		
Strongly Agree	19	25.20%	72.5% Positive	22	30.20%	66.9% Positive	5.6
Agree	35	47.30%		28	36.70%		
Neither Agree nor Disagree	11	15.30%	15.40% Neutral	15	22.80%	22.80% Neutral	7.4
Disagree	6	7.90%	12.2% Negative	5	6.90%	10.3% Negative	1.9
Strongly Disagree	3	4.30%		2	3.40%		
Total	74	100.00%		72	100.00%		

4. I trust my leaders to assist me through counseling, training, and opportunities to advance my career in my agency.

	# of Respondents	Percent		# of Respondents	Percent		Increase or decrease
		2017			2018		
Strongly Agree	14	18.80%	59.8% Positive	17	23.50%	55.4% Positive	4.4
Agree	29	41.00%		25	31.90%		
Neither Agree nor Disagree	14	20.10%	20.10% Neutral	19	27.80%	27.8% Neutral	7.7
Disagree	9	12.80%	20.1% Negative	7	9.20%	16.70%	3.4
Strongly Disagree	5	7.30%		5	7.50%		
Total	71	100.00%		73	100.00%		

5. When responding to this survey, I consider "Senior Leaders" and "senior leadership" to refer to:

	# of Respondents	Percent	# of Respondents	Percent	Increase or decrease		
		2017		2018			

	# of Respondents	Percent	# of Respondents	Percent	Increase or decrease		
Commissioners	6	7.40%	2	3.00%	4.4		
Commissioners/SES	40	54.20%	43	60.10%	5.9		
SES	16	22.10%	16	20.60%	0.5		
SES/GS15/14	11	14.70%	8	11.90%	2.8		
Supervisor (GS15/14)	1	1.50%	3	4.30%	2.8		
Total	74	100.00%	72	100.00%			

6. Which of the following has the greatest impact on your morale?

	# of Respondents	Percent	# of Respondents	Percent	Increase or decrease		
	2017		2018				
Commissioners	3	4.00%	6	7.60%	3.6		
Commissioners/SES	19	27.50%	18	25.90%	1.6		
SES	10	15.00%	8	11.00%	4		
SES/GS15/14	15	21.80%	19	25.30%	3.5		
Supervisor (GS15/14)	23	31.70%	20	30.20%	1.5		
Total	70	100.00%	71	100.00%			

7. Which of the following best describes your work-related stress over the past year:

	# of Respondents	Percent	# of Respondents	Percent	Increase or decrease		
	2017		2018				
Increased	43	58.80%	34	44.30%	14.5		
Decreased	4	5.40%	3	5.00%	0.4		
Remained the same	19	25.20%	20	28.10%	2.9		
I have not experienced significant work-related stress during the last year	7	10.60%	15	22.50%	11.9		
Total	73	100.00%	72	100.00%			

	# of Respondents	Percent	# of Respondents	Percent	Increase or decrease		
8. Which of the following do you need the most to do your job better?							
	2017		2018				
People	29	39.30%	23	31.20%	8.1		
Materials	5	6.50%	6	9.30%	2.8		
Budget	21	29.70%	26	36.60%	6.9		
Training	18	24.50%	16	23.00%	1.5		
Total	73	100.00%	71	100.00%			