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From: SECSTATE WASHDC
Action: ALL DIPLOMATIC AND CONSULAR POSTS COLLECTIVE *IMMEDIATE*
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Subject: 2021 Federal Employee Viewpoint Survey Results

Key Points:

- The Department's 2021 Federal Employee Viewpoint Survey (FEVS) response rate was 36 percent, two points above the Government-wide response rate of 34 percent but 14 percentage points lower than the 2020 response rate of 50 percent. The Office of Personnel Management (OPM) administered the survey for five weeks in November/December 2021.
- The FEVS provides leadership with multiple indicators and insights that highlight where we excel and where we miss the mark in the organization's commitment to the workforce.
- Understanding FEVS data and improving working conditions in the Department is a responsibility shared by all members of the workforce. The Department will continue to review the FEVS data to identify areas of opportunity and areas that need more investigation. Bureau leaders should share and discuss the data with your work units and consider ways to improve management and operations.
- Based on the core survey items, employees' views of senior leadership improved and employees affirmed their ability to disclose violations of laws, rules, or regulations without fear of reprisal. Employees' views of managers and supervisors declined, as well as their views on awards and recognition in the work unit, and job and pay satisfaction. These declines are consistent with the government-wide trend.
- The Department's Employee Engagement Index (EEI) measures the extent to which the agency creates conditions for high engagement based on employee perceptions of their supervisors, agency leadership, and their job satisfaction. The EEI decreased by one point from 72 to 71 percent in lockstep with the government-wide EEI score.
- The Department's Global Satisfaction Index (GSI) measures employees' satisfaction with the job, pay, and organization, as well as whether employees would recommend the organization. The Department's GSI score decreased by four points from 67 to 63 percent. Similarly, the governmentwide GSI score decreased by five points from 69 to 64 percent.
- Like last year, OPM adjusted the FEVS 2021 to accommodate the addition of COVID-19-related items. As a result, trending for some items and indices, including the Diversity and Inclusion Index, will not be possible this year.
- This week, the Bureau of Global Talent Management (GTM) shared bureau results with

bureau executive offices. GTM will post bureau level results on the GTM Intranet employee surveys page the week of May 15 after the site migrates and the web address is updated.

- There are no Mission or work unit level results for FEVS 2021 data.
- OPM will launch the FEVS 2022 the week of May 30, returning to the Spring/Summer FEVS administration schedule – we encourage everyone to participate.

Message from the Director General

1. In his October 2021 address at the Foreign Service Institute, Secretary Blinken affirmed the need for innovation, ideas, and contributions from employees at all levels of the organization to be successful at modernizing American diplomacy. Change is only possible with your input. One of the primary ways leaders hear from the largest cross-section of the Department's workforce is through the Federal Employee Viewpoint Survey (FEVS). The FEVS provides leadership with multiple indicators and insights that highlight where we excel and where we miss the mark in the organization's commitment to the workforce.
2. OPM administered the Department's 2021 FEVS from November 8 – December 10, 2021. Approximately 9,400 Department employees participated in the 2021 FEVS. Although the response rate dropped by 14 percentage points, likely due to the shortened survey fielding period, this sample size is large enough for the Department to feel confident in the results. GTM will be looking carefully at the data and the results from the forthcoming 2022 FEVS. Thank you to those who participated. Your feedback makes all the difference.

Overview of the Results

3. **Core Items:** Employee perceptions improved with regard to senior leaders and showed less fear of reprisal for disclosing violations of laws, rules, or regulations. Employee perceptions declined regarding managers and supervisors, awards and recognition in the work unit, and job and pay satisfaction. It should be noted that these declines are consistent with government-wide FEVS trends.
4. **Employee Engagement Index (EEI):** The EEI is designed to measure the extent to which agencies create environments conducive for high engagement based on employee perceptions of their leaders, supervisors, and work. The Department's EEI score decreased by one percentage point from 72 to 71 percent, in lockstep with the government-wide EEI score.

Among the Department's bureaus (and bureau equivalents) for FEVS 2021 reporting, EEI scores increased for 24 bureaus and decreased for 16 bureaus. Bureaus and bureau equivalents experiencing the largest increases were the Bureau of Population, Refugee, and Migration (+15 percentage points); the Office of the Legal Adviser and the Bureau of Economic and Business Affairs (+10 percentage points); and the Office of Foreign Missions and Bureau of Energy Resources (+9 percentage points).

5. **Global Satisfaction (GSI):** This GSI measures satisfaction with pay, job duties, and the organization, as well as whether the employee would recommend the organization as a good place to work. The Department's GSI score decreased by four percentage

points from 67 percent to 63 percent. Similarly, the government-wide GSI score decreased by five points from 69 to 64 percent.

Among the Department's bureaus (and bureau equivalents), GSI scores increased for 19 bureaus and decreased for 23 bureaus. Bureaus and bureau equivalents experiencing the largest increases were the Office of Foreign Assistance (+18 percentage points); the Office of the Legal Adviser (+17 percentage points); and the Bureau of Population, Refugees, and Migration (+15 percentage points).

6. **COVID-19 Items:** Compared to 2020, the number of employees who report they are teleworking full or part-time decreased from 93 percent to 80 percent. Other pandemic-related results included the following:

- About three in four respondents agreed that leaders and supervisors in the Department have been supportive of their personal and professional well-being during the pandemic (e.g., showing concern, effectively communicating, demonstrating commitment to health and safety).
- Among the supports needed and available to employees during the pandemic, employees cite the following as the top three: 1) clear guidance on COVID-19 vaccine protocols – 78 percent; 2) encouraged use of PPE and other safety equipment at the worksite – 72 percent, and 3) timely communication about possible COVID-19 exposure at my agency worksite – 70 percent.

In 2020, employees cited the following as the top three supports needed and available during the pandemic: 1) expanded telework – 80 percent; 2) availability of cleaning and sanitizing supplies – 77 percent and 3) encouraged use of PPE and other safety equipment at the worksite – 76 percent.

- Among the supports needed and not available to employees during the pandemic, employees cite the following as the top three: 1) a well-ventilated worksite – 27 percent; 2) appropriate physical health resources – 20 percent, and 3) expanded telework and work schedule flexibilities – 18 percent.

In 2020, employees cited the following as the top three supports needed and not available during the pandemic: 1) the need for expanded physical health resources (i.e., testing) – 26 percent; 2) training on health and safety protocols – 21 percent, and 3) timely communication about COVID at the worksite – 19 percent.

Next Steps

7. The Bureau of Global Talent Management (GTM) shared bureau results with bureau executive offices earlier this week. GTM will post bureau level results on the GTM Intranet employee surveys page the week of May 15 after the site migrates and the web address is updated. The data will be posted with a FEVS dashboard. The dashboard will include bureau-level data for OPM's Employee Engagement, Global Satisfaction, and Diversity and Inclusion indices; and an adaptation of the Partnership for Public Service's Best Places to Work in the Federal Government index.

8. This year, OPM did not give agencies the option to include reporting at the Mission or office-level. For the FEVS 2022, the Department will receive reporting at the Mission and office-level, pending sufficient participation.
9. The FEVS 2022 will launch the week of May 30 and close July 15, 2022. I have encouraged bureau leadership to share and discuss the results throughout their bureaus; and I encourage you to participate in those discussions when they occur in your work units. It is crucial that we continue to hear from you as we work to understand and act on the FEVS results.
10. In March, Deputy Secretary for Management and Resources McKeon unveiled the Future of Work Guiding Principles. Among the principles are the expectation of respect and trust in the workplace. By participating in the FEVS, you have continued the conversation with leadership and management that merits full respect and attention. Your participation in the FEVS and other Department and Government-wide initiatives – regardless of your position, grade, or location within the Department – is welcomed and will be used to strengthen and empower the entire workforce.

If you have questions about this message, or if you would like to provide feedback regarding the FEVS, please send your questions and/or ideas to GTMSurveys@state.gov

Signature: Blinken

Drafted By: GTM/OTA:Greer, Jason
Cleared By: GTM:Lussier, Philippe A
 GTM/SCU:Cue, Lourdes C
 D-MR:Ali-Ibrahim, Staci
 R:Tate, Robert J
 M/SS:Pomainville, Brett G
 M:Vass, Valerie M
 GPA:Thompson, Matthew A
 AF/EX:Newton, Christopher M
 EAP/EX:Ruehle, Robert C
 EUR-IO/EX/HR:Netherton, Katherine A
 NEA-SCA/EX:Smith, Heather M
 WHA/EX:Shields, Matthew L
 GTM/OTA:Miller, Jeffrey D
 GTM/OTA/WPA:Pasquarella, Albert C
 SES\YamamuraJK
Approved By: GTM:Fite, Nina M
Released By: HR_DGHR:Eatmon, Frederica P - DG
XMT: BASRAH, AMCONSUL; CARACAS, AMEMBASSY; CHENGDU, AMCONSUL; KABUL, AMEMBASSY; MINSK, AMEMBASSY; SANAA, AMEMBASSY; ST PETERSBURG, AMCONSUL; VLADIVOSTOK, AMCONSUL; YEKATERINBURG, AMCONSUL

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