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DECEMBER 13, 2013

# 2013 CFPB Annual Employee Survey



Consumer Financial  
Protection Bureau

# Introduction

## Interpretation of Results:

More than 80 percent of the CFPB employee population responded to the second annual employee survey conducted by the Consumer Financial Protection Bureau between July 15, 2013 and August 15, 2013. Bureau leaders use feedback from tools like the annual employee survey to develop strategies to better serve employee needs.

The 2013 survey results reveal that the majority of employees identify strongly with the CFPB mission, among other strengths. Of 75 questions included in the survey, employees responded favorably (65 percent or higher) to 46 items.

Items with an unfavorable response greater than 25 percent have been identified as challenges to encourage leaders to actively seek and respond to opportunities to improve the employee experience. In the 2013 survey results, 16 items were identified as challenges.

CFPB continues to develop as an organization, and is actively leveraging employee feedback to inform the process. The Bureau established a robust process to respond to the areas of improvement identified through the survey. CFPB is collaborating with NTEU to design and implement tailored interventions at all levels of the organization.

## How the survey was conducted:

The survey was conducted online from July 15, 2013, to August 15, 2013.

## Description of sample:

All 1,231 agency employees on board as of July 15, 2013, were surveyed.

## Survey items and response choices:

See the tables on the following pages.

## Number of employees surveyed, number who responded, and representativeness of respondents:

Of the 1,231 employees surveyed, 1,003 responded, for an 81% response rate. These respondents are representative of the population.

# 2013 Annual Employee Survey Results For Consumer Financial Protection Bureau All Respondents

Surveys Sent: 1231

Surveys Returned: 1003

Response Rate: 81%

Prescribed Questions: Personal Work Experiences								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
1. The people I work with cooperate to get the job done.	Frequencies	360	514	61	56	10		1001
	Percentages	36.0%	51.3%	6.1%	5.6%	1.0%		100.0%
2. I am given a real opportunity to improve my skills in my organization.	Frequencies	264	427	159	115	37		1002
	Percentages	26.3%	42.6%	15.9%	11.5%	3.7%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	360	430	118	74	18		1000
	Percentages	36.0%	43.0%	11.8%	7.4%	1.8%		100.0%
4. I like the kind of work I do.	Frequencies	401	453	98	32	14		998
	Percentages	40.2%	45.4%	9.8%	3.2%	1.4%		100.0%
5. I have trust and confidence in my supervisor.	Frequencies	383	350	133	84	47		997
	Percentages	38.4%	35.1%	13.3%	8.4%	4.7%		100.0%

Item Text		Very Good	Good	Fair	Poor	Very Poor		Total
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Frequencies	419	321	147	68	32		987
	Percentages	42.5%	32.5%	14.9%	6.9%	3.2%		100.0%
<b>Prescribed Questions: Recruitment, Development, &amp; Retention</b>								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Frequencies	227	476	140	116	33	8	992
	Percentages	22.9%	48.0%	14.1%	11.7%	3.3%		100.0%
8. My work unit is able to recruit people with the right skills.	Frequencies	228	422	185	105	38	23	978
	Percentages	23.3%	43.1%	18.9%	10.7%	3.9%		100.0%
9. I know how my work relates to the agency's goals and priorities.	Frequencies	414	472	65	37	13	2	1001
	Percentages	41.4%	47.2%	6.5%	3.7%	1.3%		100.0%
10. The work I do is important.	Frequencies	514	392	64	20	7	1	997
	Percentages	51.6%	39.3%	6.4%	2.0%	0.7%		100.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	Frequencies	135	315	188	181	162	21	981
	Percentages	13.8%	32.1%	19.2%	18.5%	16.5%		100.0%
12. Supervisors/team leaders in my work unit support employee development.	Frequencies	289	418	153	82	50	8	992
	Percentages	29.1%	42.1%	15.4%	8.3%	5.0%		100.0%
13. My talents are used well in the workplace.	Frequencies	210	416	179	113	76	8	994
	Percentages	21.1%	41.9%	18.0%	11.4%	7.6%		100.0%

Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
14. My training needs are assessed.	Frequencies	131	360	225	184	85	15	985
	Percentages	13.3%	36.5%	22.8%	18.7%	8.6%		100.0%
<b>Prescribed Questions: Performance Culture</b>								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
15. Promotions in my work unit are based on merit.	Frequencies	95	247	228	127	98	204	795
	Percentages	11.9%	31.1%	28.7%	16.0%	12.3%		100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	Frequencies	46	205	264	130	95	259	740
	Percentages	6.2%	27.7%	35.7%	17.6%	12.8%		100.0%
17. Creativity and innovation are rewarded.	Frequencies	106	363	251	110	70	99	900
	Percentages	11.8%	40.3%	27.9%	12.2%	7.8%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).	Frequencies	125	320	138	123	84	197	790
	Percentages	15.8%	40.5%	17.5%	15.6%	10.6%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
19. In my work unit, differences in performance are recognized in a meaningful way.	Frequencies	67	253	249	156	92	184	817
	Percentages	8.2%	31.0%	30.5%	19.1%	11.3%		100.0%
20. Pay raises depend on how well employees perform their jobs.	Frequencies	80	239	218	111	105	246	753
	Percentages	10.6%	31.7%	29.0%	14.7%	13.9%		100.0%

Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
21. My performance appraisal is a fair reflection of my performance.	Frequencies	137	335	165	89	62	213	788
	Percentages	17.4%	42.5%	20.9%	11.3%	7.9%		100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.	Frequencies	180	425	173	102	67	53	947
	Percentages	19.0%	44.9%	18.3%	10.8%	7.1%		100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.	Frequencies	218	470	135	58	58	60	939
	Percentages	23.2%	50.1%	14.4%	6.2%	6.2%		100.0%
24. My supervisor supports my need to balance work and family issues.	Frequencies	390	389	114	52	37	19	982
	Percentages	39.7%	39.6%	11.6%	5.3%	3.8%		100.0%
<b>Prescribed Questions: Leadership</b>								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
25. I have a high level of respect for my organization's senior leaders.	Frequencies	281	429	143	98	43	4	994
	Percentages	28.3%	43.2%	14.4%	9.9%	4.3%		100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Frequencies	185	400	203	134	69	9	991
	Percentages	18.7%	40.4%	20.5%	13.5%	7.0%		100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Frequencies	183	434	175	72	32	97	896
	Percentages	20.4%	48.4%	19.5%	8.0%	3.6%		100.0%
28. Employees are protected from health and safety hazards on the job.	Frequencies	253	453	137	65	24	68	932
	Percentages	27.1%	48.6%	14.7%	7.0%	2.6%		100.0%



Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
29. Employees have a feeling of personal empowerment with respect to work processes.	Frequencies	138	364	199	189	95	12	985
	Percentages	14.0%	37.0%	20.2%	19.2%	9.6%		100.0%
30. My workload is reasonable.	Frequencies	108	483	157	151	99	1	998
	Percentages	10.8%	48.4%	15.7%	15.1%	9.9%		100.0%
31. Managers communicate the goals and priorities of the organization.	Frequencies	189	473	164	113	52	5	991
	Percentages	19.1%	47.7%	16.5%	11.4%	5.2%		100.0%
32. My organization has prepared employees for potential security threats.	Frequencies	133	419	233	100	36	81	921
	Percentages	14.4%	45.5%	25.3%	10.9%	3.9%		100.0%
<b>Prescribed Questions: Job Satisfaction</b>								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
33. How satisfied are you with the information you receive from management on what's going on in your organization?	Frequencies	150	465	174	163	46		998
	Percentages	15.0%	46.6%	17.4%	16.3%	4.6%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work?	Frequencies	129	372	205	228	68		1002
	Percentages	12.9%	37.1%	20.5%	22.8%	6.8%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization?	Frequencies	91	269	354	177	105		996
	Percentages	9.1%	27.0%	35.5%	17.8%	10.5%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?	Frequencies	158	376	257	139	69		999
	Percentages	15.8%	37.6%	25.7%	13.9%	6.9%		100.0%

Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
37. How satisfied are you with the policies and practices of your senior leaders?	Frequencies	105	382	291	148	75		1001
	Percentages	10.5%	38.2%	29.1%	14.8%	7.5%		100.0%
38. How satisfied are you with the training you receive for your present job?	Frequencies	122	364	260	189	64		999
	Percentages	12.2%	36.4%	26.0%	18.9%	6.4%		100.0%
39. Considering everything, how satisfied are you with your job?	Frequencies	250	458	154	113	24		999
	Percentages	25.0%	45.8%	15.4%	11.3%	2.4%		100.0%
40. Considering everything, how satisfied are you with your pay?	Frequencies	178	409	158	177	73		995
	Percentages	17.9%	41.1%	15.9%	17.8%	7.3%		100.0%
<b>Custom Survey Items</b>								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
41. Considering everything, how satisfied are you with your organization?	Frequencies	205	471	188	106	28		998
	Percentages	20.5%	47.2%	18.8%	10.6%	2.8%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
42. I recommend my organization as a good place to work.	Frequencies	282	391	200	87	28		988
	Percentages	28.5%	39.6%	20.2%	8.8%	2.8%		100.0%
43. I have enough information to do my job well.	Frequencies	150	525	162	133	30		1000
	Percentages	15.0%	52.5%	16.2%	13.3%	3.0%		100.0%
44. I feel encouraged to come up with new and better ways of doing things.	Frequencies	253	430	164	120	34		1001
	Percentages	25.3%	43.0%	16.4%	12.0%	3.4%		100.0%

Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
45. I know what is expected of me on the job.	Frequencies	197	498	152	114	36		997
	Percentages	19.8%	49.9%	15.2%	11.4%	3.6%		100.0%
46. I find it easy to stay fully engaged in my work.	Frequencies	227	489	161	89	27		993
	Percentages	22.9%	49.2%	16.2%	9.0%	2.7%		100.0%
47. I get excited when I think about what I could accomplish at work.	Frequencies	295	411	190	79	22		997
	Percentages	29.6%	41.2%	19.1%	7.9%	2.2%		100.0%
48. I have sufficient resources (for example, people, materials, budget) to get my job done.	Frequencies	103	419	190	194	81	6	987
	Percentages	10.4%	42.5%	19.3%	19.7%	8.2%		100.0%
49. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	Frequencies	275	415	134	37	38	100	899
	Percentages	30.6%	46.2%	14.9%	4.1%	4.2%		100.0%
50. I can make decisions without first checking with my supervisor/team leader.	Frequencies	120	414	198	156	96	15	984
	Percentages	12.2%	42.1%	20.1%	15.9%	9.8%		100.0%
51. I have good friends at work.	Frequencies	244	506	184	49	15	2	998
	Percentages	24.4%	50.7%	18.4%	4.9%	1.5%		100.0%
52. Awards in my work unit depend on how well employees perform their jobs.	Frequencies	85	256	193	107	76	281	717
	Percentages	11.9%	35.7%	26.9%	14.9%	10.6%		100.0%
53. Employees in my work unit share job knowledge with each other.	Frequencies	293	520	90	66	26	5	995
	Percentages	29.4%	52.3%	9.0%	6.6%	2.6%		100.0%

<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
54. The skill level in my work unit has improved in the past year.	Frequencies	232	438	160	51	26	92	907
	Percentages	25.6%	48.3%	17.6%	5.6%	2.9%		100.0%
55. The people in my work unit look for ways to improve the way we work.	Frequencies	270	515	127	50	24	15	986
	Percentages	27.4%	52.2%	12.9%	5.1%	2.4%		100.0%
56. The people in my work unit take on new responsibilities as the need arises.	Frequencies	291	527	112	34	19	15	983
	Percentages	29.6%	53.6%	11.4%	3.5%	1.9%		100.0%
57. The people in my work unit fix little problems before they become major issues.	Frequencies	190	444	191	95	44	34	964
	Percentages	19.7%	46.1%	19.8%	9.9%	4.6%		100.0%
<b>Item Text</b>		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Do Not Know</b>	<b>Total</b>
58. In my work unit, we take steps to ensure the quality of our work.	Frequencies	291	520	103	48	18	13	980
	Percentages	29.7%	53.1%	10.5%	4.9%	1.8%		100.0%
59. The people I work with help each other out.	Frequencies	388	477	75	29	18	2	987
	Percentages	39.3%	48.3%	7.6%	2.9%	1.8%		100.0%
<b>Item Text</b>		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>		<b>Total</b>
60. How would you rate the overall quality of work done by your work unit?	Frequencies	480	389	105	15	3		992
	Percentages	48.4%	39.2%	10.6%	1.5%	0.3%		100.0%

Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
61. Employees are recognized for providing high quality products and services.	Frequencies	143	410	182	120	56	87	911
	Percentages	15.7%	45.0%	20.0%	13.2%	6.1%		100.0%
62. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	Frequencies	222	366	184	81	55	91	908
	Percentages	24.4%	40.3%	20.3%	8.9%	6.1%		100.0%
63. Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability, sexual orientation) are respected and valued.	Frequencies	292	442	131	57	36	39	958
	Percentages	30.5%	46.1%	13.7%	5.9%	3.8%		100.0%
64. Advancement opportunities are available for qualified individuals, regardless of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation.	Frequencies	258	311	150	83	71	123	873
	Percentages	29.6%	35.6%	17.2%	9.5%	8.1%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
65. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	Frequencies	218	317	167	92	77	128	871
	Percentages	25.0%	36.4%	19.2%	10.6%	8.8%		100.0%
66. 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.	Frequencies	307	347	122	28	43	151	847
	Percentages	36.2%	41.0%	14.4%	3.3%	5.1%		100.0%
67. My supervisor/team leader listens to what I have to say.	Frequencies	420	416	87	40	34		997
	Percentages	42.1%	41.7%	8.7%	4.0%	3.4%		100.0%
68. My supervisor/team leader treats me with respect.	Frequencies	472	387	76	35	27		997
	Percentages	47.3%	38.8%	7.6%	3.5%	2.7%		100.0%

Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
69. In the last six months, my supervisor/team leader has talked with me about my performance.	Frequencies	358	477	79	56	22		992
	Percentages	36.1%	48.1%	8.0%	5.6%	2.2%		100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
70. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	Frequencies	319	382	159	72	44	12	976
	Percentages	32.7%	39.1%	16.3%	7.4%	4.5%		100.0%
71. My supervisor/team leader is committed to a workforce representative of all segments of society.	Frequencies	295	368	174	28	23	111	888
	Percentages	33.2%	41.4%	19.6%	3.2%	2.6%		100.0%
72. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	Frequencies	228	410	178	117	53	12	986
	Percentages	23.1%	41.6%	18.1%	11.9%	5.4%		100.0%
73. My organization's leaders maintain high standards of honesty and integrity.	Frequencies	339	392	141	38	47	44	957
	Percentages	35.4%	41.0%	14.7%	4.0%	4.9%		100.0%
74. Managers promote communication among different work units (for example, about projects, goals, needed resources).	Frequencies	244	398	162	106	66	24	976
	Percentages	25.0%	40.8%	16.6%	10.9%	6.8%		100.0%
75. Managers support collaboration across work units to accomplish work objectives.	Frequencies	248	424	160	86	55	27	973
	Percentages	25.5%	43.6%	16.4%	8.8%	5.7%		100.0%

<b>Demographics</b>	<b>Population</b>	<b>Respondents</b>
<b>Supervisory Status</b>		
Non-supervisor	83.8%	83.0%
Supervisor and Above	16.2%	17.0%
<b>Gender</b>		
Male	52.6%	54.1%
Female	47.4%	45.9%
<b>Are you: Hispanic or Latino</b>		
Yes	5.5%	7.3%
No	94.5%	92.7%
<b>Racial Category</b>		
White	66.4%	73.7%
Black or African-American	16.6%	16.4%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%
Asian	9.2%	7.3%
American Indian or Alaska Native	0.2%	0.5%
Two or more races	7.4%	1.9%
<b>Division</b>		
Office of the Director	1.7%	1.7%
Operations	29.4%	29.8%
Consumer Education and Engagement	5.0%	5.4%
Research, Markets, and Regulations	8.9%	9.7%
Supervision, Enforcement, Fair Lending, and Equal Opportunity	46.2%	46.2%
External Affairs	2.6%	3.2%
Legal Division	4.3%	3.9%
Other Programs	1.9%	0.1%