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2016


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

1st Level
Trend
Report

INTERNAL REVENUE SERVICE



Department of the Treasury
INTERNAL REVENUE SERVICE
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This 2016 Federal Employee Viewpoint Survey Report provides trend results for your subagency, including comparisons to your department or agency.

Response Summary

	Surveys Completed
2016 Governmentwide	407,789
2016 Department of the Treasury	45,497
2016 INTERNAL REVENUE SERVICE	36,357
2015 INTERNAL REVENUE SERVICE	42,258
2014 INTERNAL REVENUE SERVICE	41,524
2013 INTERNAL REVENUE SERVICE	40,269
2012 INTERNAL REVENUE SERVICE	46,687
2011 INTERNAL REVENUE SERVICE	9,546
2010 INTERNAL REVENUE SERVICE	9,184

The results include response percentages for each survey item. The definitions for the Positive, Neutral, and Negative response percentages vary in the following ways across the three primary response scales used in the survey:

Positive: *"Strongly Agree and Agree" or "Very Satisfied and Satisfied" or "Very Good and Good"*

Neutral: *"Neither Agree nor Disagree" or "Neither Satisfied nor Dissatisfied" or "Fair"*

Negative: *"Disagree and Strongly Disagree" or "Dissatisfied and Very Dissatisfied" or "Poor and Very Poor"*

Positive, Neutral, and Negative percentages are based on the total number of responses (N) that are in these three categories. The number of *Do Not Know (DNK)* or *No Basis to Judge (NBJ)* responses, where applicable, is listed separately.

The last column indicates whether or not there was a statistically significant increase, decrease, or no change in positive percentages from the previous year. Statistical significance indicates that the differences from year to year are not due to random chance. Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, in the row with the 2016 results, if the arrow was slanting up ↗, there was a significant increase in positive percentages from 2015 to 2016. Please keep in mind that with large sample sizes, even small differences may show statistical significance.

Note: The report tables that follow do not include results for any year listed in the Response Summary table (above) that had fewer than 10 completed surveys. If there were fewer than 30 respondents for a given year, the column showing the 'Difference from previous year' will show '--' to signify that no test was performed due to small sample size. Items 72 to 78 are on a different response scale and are not included in the significance testing. 2010 response percentages are shown to provide context for the significance test from 2011.

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My Work Experience

1. I am given a real opportunity to improve my skills in my organization.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	406,992	62.6%	16.3%	21.1%	
2016 Department of the Treasury	45,384	61.0%	16.6%	22.4%	
2016 INTERNAL REVENUE SERVICE	36,263	58.4%	17.5%	24.1%	↗
2015 INTERNAL REVENUE SERVICE	42,154	56.8%	17.5%	25.7%	→
2014 INTERNAL REVENUE SERVICE	41,418	57.0%	17.6%	25.4%	↘
2013 INTERNAL REVENUE SERVICE	40,173	59.7%	16.7%	23.6%	↘
2012 INTERNAL REVENUE SERVICE	46,602	66.2%	14.7%	19.1%	↘
2011 INTERNAL REVENUE SERVICE	9,526	68.1%	14.1%	17.8%	→
2010 INTERNAL REVENUE SERVICE	9,164	68.6%	14.2%	17.2%	

2. I have enough information to do my job well.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	404,152	70.2%	14.7%	15.1%	
2016 Department of the Treasury	45,016	69.5%	14.2%	16.4%	
2016 INTERNAL REVENUE SERVICE	35,947	68.5%	14.4%	17.1%	↗
2015 INTERNAL REVENUE SERVICE	41,765	67.2%	14.4%	18.4%	↘
2014 INTERNAL REVENUE SERVICE	41,013	68.6%	14.2%	17.1%	↘
2013 INTERNAL REVENUE SERVICE	39,932	69.6%	14.0%	16.4%	↘
2012 INTERNAL REVENUE SERVICE	46,473	74.3%	12.2%	13.5%	→
2011 INTERNAL REVENUE SERVICE	9,535	74.4%	12.4%	13.3%	↗
2010 INTERNAL REVENUE SERVICE	9,159	72.9%	13.4%	13.7%	

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My Work Experience (continued)

3. I feel encouraged to come up with new and better ways of doing things.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	401,408	57.7%	18.0%	24.3%	
2016 Department of the Treasury	44,808	56.1%	19.0%	24.9%	
2016 INTERNAL REVENUE SERVICE	35,795	54.9%	19.5%	25.7%	↗
2015 INTERNAL REVENUE SERVICE	41,527	53.7%	19.3%	26.9%	→
2014 INTERNAL REVENUE SERVICE	40,856	53.5%	19.5%	26.9%	↘
2013 INTERNAL REVENUE SERVICE	39,787	54.4%	19.0%	26.6%	↘
2012 INTERNAL REVENUE SERVICE	46,371	58.4%	18.4%	23.1%	→
2011 INTERNAL REVENUE SERVICE	9,530	58.3%	18.3%	23.5%	→
2010 INTERNAL REVENUE SERVICE	9,154	58.3%	20.0%	21.7%	

4. My work gives me a feeling of personal accomplishment.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	404,402	71.6%	14.3%	14.1%	
2016 Department of the Treasury	45,169	70.3%	14.7%	15.0%	
2016 INTERNAL REVENUE SERVICE	36,083	69.7%	14.9%	15.4%	↗
2015 INTERNAL REVENUE SERVICE	41,921	68.7%	15.1%	16.2%	↘
2014 INTERNAL REVENUE SERVICE	41,225	70.7%	14.7%	14.7%	↗
2013 INTERNAL REVENUE SERVICE	40,064	70.0%	14.7%	15.3%	↘
2012 INTERNAL REVENUE SERVICE	46,491	74.2%	13.7%	12.1%	↘
2011 INTERNAL REVENUE SERVICE	9,529	76.2%	13.0%	10.8%	→
2010 INTERNAL REVENUE SERVICE	9,165	75.5%	13.9%	10.6%	

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My Work Experience (continued)

5. I like the kind of work I do.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	401,675	83.2%	10.8%	6.1%	
2016 Department of the Treasury	44,653	79.8%	12.5%	7.7%	
2016 INTERNAL REVENUE SERVICE	35,663	79.1%	12.9%	8.0%	→
2015 INTERNAL REVENUE SERVICE	41,321	78.8%	12.8%	8.4%	↘
2014 INTERNAL REVENUE SERVICE	40,713	80.3%	12.2%	7.5%	→
2013 INTERNAL REVENUE SERVICE	39,738	79.9%	12.0%	8.1%	↘
2012 INTERNAL REVENUE SERVICE	46,382	82.0%	11.4%	6.6%	↘
2011 INTERNAL REVENUE SERVICE	9,525	83.3%	10.7%	6.0%	→
2010 INTERNAL REVENUE SERVICE	9,158	83.5%	10.4%	6.0%	

6. I know what is expected of me on the job.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	402,718	79.4%	11.0%	9.6%	
2016 Department of the Treasury	44,883	81.4%	9.7%	9.0%	
2016 INTERNAL REVENUE SERVICE	35,837	81.6%	9.5%	8.9%	↗
2015 INTERNAL REVENUE SERVICE	41,736	80.6%	9.9%	9.5%	↘
2014 INTERNAL REVENUE SERVICE	41,037	82.1%	9.3%	8.6%	↗
2013 INTERNAL REVENUE SERVICE	39,833	81.3%	9.6%	9.1%	↘
2012 INTERNAL REVENUE SERVICE	46,266	84.1%	8.6%	7.3%	↘
2011 INTERNAL REVENUE SERVICE	9,511	85.4%	7.5%	7.1%	→
2010 INTERNAL REVENUE SERVICE	9,130	83.6%	9.7%	6.7%	

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My Work Experience (continued)

7. When needed I am willing to put in the extra effort to get a job done.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	404,739	95.7%	2.7%	1.6%	
2016 Department of the Treasury	45,145	94.0%	3.7%	2.3%	
2016 INTERNAL REVENUE SERVICE	36,066	93.7%	3.9%	2.4%	→
2015 INTERNAL REVENUE SERVICE	41,893	93.8%	4.0%	2.2%	↘
2014 INTERNAL REVENUE SERVICE	41,199	94.6%	3.5%	2.0%	↗
2013 INTERNAL REVENUE SERVICE	40,015	93.2%	4.0%	2.8%	↘
2012 INTERNAL REVENUE SERVICE	46,499	96.3%	2.4%	1.3%	↘
2011 INTERNAL REVENUE SERVICE	9,519	97.3%	1.9%	0.8%	→
2010 INTERNAL REVENUE SERVICE	9,154	96.8%	2.1%	1.1%	

8. I am constantly looking for ways to do my job better.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	405,416	90.9%	7.2%	1.8%	
2016 Department of the Treasury	45,200	87.6%	9.7%	2.7%	
2016 INTERNAL REVENUE SERVICE	36,121	87.6%	9.8%	2.6%	→
2015 INTERNAL REVENUE SERVICE	42,035	87.5%	10.0%	2.6%	↘
2014 INTERNAL REVENUE SERVICE	41,324	88.2%	9.5%	2.4%	→
2013 INTERNAL REVENUE SERVICE	40,092	87.9%	9.3%	2.9%	↘
2012 INTERNAL REVENUE SERVICE	46,478	90.5%	7.8%	1.7%	↘
2011 INTERNAL REVENUE SERVICE	9,503	91.8%	6.9%	1.3%	→
2010 INTERNAL REVENUE SERVICE	9,154	90.7%	7.7%	1.6%	

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My Work Experience (continued)

9. I have sufficient resources (for example, people, materials, budget) to get my job done.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	405,568	46.6%	16.0%	37.5%	922	
2016 Department of the Treasury	45,219	43.7%	15.2%	41.1%	128	
2016 INTERNAL REVENUE SERVICE	36,124	41.2%	15.3%	43.4%	105	↗
2015 INTERNAL REVENUE SERVICE	42,034	36.8%	14.8%	48.4%	112	↘
2014 INTERNAL REVENUE SERVICE	41,292	40.3%	15.1%	44.6%	109	↘
2013 INTERNAL REVENUE SERVICE	40,043	41.4%	14.9%	43.7%	131	↘
2012 INTERNAL REVENUE SERVICE	46,468	51.2%	15.5%	33.2%	104	→
2011 INTERNAL REVENUE SERVICE	9,502	51.0%	16.3%	32.8%	28	↘
2010 INTERNAL REVENUE SERVICE	9,132	55.4%	15.5%	29.1%	23	

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	403,398	57.5%	16.2%	26.3%	693	
2016 Department of the Treasury	44,959	57.7%	15.9%	26.5%	110	
2016 INTERNAL REVENUE SERVICE	35,908	56.6%	16.0%	27.4%	95	↗
2015 INTERNAL REVENUE SERVICE	41,760	55.0%	15.9%	29.1%	83	↘
2014 INTERNAL REVENUE SERVICE	41,014	56.3%	15.4%	28.4%	110	→
2013 INTERNAL REVENUE SERVICE	39,876	56.1%	15.1%	28.7%	113	↘
2012 INTERNAL REVENUE SERVICE	46,341	60.0%	14.4%	25.5%	110	→
2011 INTERNAL REVENUE SERVICE	9,506	57.8%	15.5%	26.7%	23	→
2010 INTERNAL REVENUE SERVICE	9,136	57.4%	14.3%	28.3%	29	

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My Work Experience (continued)

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	394,751	58.4%	16.5%	25.1%	1,759	
2016 Department of the Treasury	43,802	57.0%	17.8%	25.2%	249	
2016 INTERNAL REVENUE SERVICE	34,968	55.7%	18.3%	26.0%	198	↗
2015 INTERNAL REVENUE SERVICE	40,408	55.2%	18.0%	26.9%	260	↘
2014 INTERNAL REVENUE SERVICE	39,773	56.2%	17.8%	26.0%	229	↘
2013 INTERNAL REVENUE SERVICE	38,904	57.6%	17.4%	25.0%	252	↘
2012 INTERNAL REVENUE SERVICE	45,766	61.2%	16.6%	22.2%	238	→
2011 INTERNAL REVENUE SERVICE	9,458	61.2%	16.4%	22.4%	52	→
2010 INTERNAL REVENUE SERVICE	9,073	61.8%	17.6%	20.6%	53	

12. I know how my work relates to the agency's goals and priorities.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	402,835	83.1%	9.9%	7.0%	1,337	
2016 Department of the Treasury	44,864	81.2%	10.8%	8.0%	218	
2016 INTERNAL REVENUE SERVICE	35,821	81.1%	10.9%	8.1%	184	↗
2015 INTERNAL REVENUE SERVICE	41,719	80.3%	11.2%	8.5%	190	↘
2014 INTERNAL REVENUE SERVICE	41,063	82.1%	10.5%	7.4%	195	→
2013 INTERNAL REVENUE SERVICE	39,820	81.8%	10.5%	7.7%	205	↘
2012 INTERNAL REVENUE SERVICE	46,293	85.9%	8.6%	5.6%	159	→
2011 INTERNAL REVENUE SERVICE	9,484	86.1%	8.5%	5.4%	24	→
2010 INTERNAL REVENUE SERVICE	9,120	86.9%	9.4%	3.8%	36	

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My Work Experience (continued)

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	399,340	90.3%	6.6%	3.2%	1,152	
2016 Department of the Treasury	44,470	88.5%	7.6%	3.9%	173	
2016 INTERNAL REVENUE SERVICE	35,508	88.9%	7.4%	3.7%	141	→
2015 INTERNAL REVENUE SERVICE	41,312	88.8%	7.3%	3.9%	118	↘
2014 INTERNAL REVENUE SERVICE	40,596	89.8%	6.7%	3.4%	126	↗
2013 INTERNAL REVENUE SERVICE	39,647	89.0%	7.0%	4.0%	139	↘
2012 INTERNAL REVENUE SERVICE	46,269	91.9%	5.5%	2.6%	119	↘
2011 INTERNAL REVENUE SERVICE	9,476	92.9%	4.6%	2.5%	15	→
2010 INTERNAL REVENUE SERVICE	9,077	92.8%	5.0%	2.2%	32	

14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	403,735	65.7%	14.0%	20.3%	1,775	
2016 Department of the Treasury	44,910	66.4%	14.1%	19.5%	309	
2016 INTERNAL REVENUE SERVICE	35,856	64.8%	14.5%	20.8%	268	→
2015 INTERNAL REVENUE SERVICE	41,715	64.5%	14.7%	20.8%	331	↘
2014 INTERNAL REVENUE SERVICE	41,075	65.5%	14.3%	20.2%	292	→
2013 INTERNAL REVENUE SERVICE	39,870	65.2%	14.5%	20.3%	270	→
2012 INTERNAL REVENUE SERVICE	46,313	65.0%	14.1%	20.9%	232	→
2011 INTERNAL REVENUE SERVICE	9,481	65.3%	13.4%	21.3%	38	↗
2010 INTERNAL REVENUE SERVICE	9,120	62.3%	15.5%	22.2%	40	

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My Work Experience (continued)

15. My performance appraisal is a fair reflection of my performance.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	399,544	69.6%	14.3%	16.2%	6,003	
2016 Department of the Treasury	44,876	74.2%	11.5%	14.3%	392	
2016 INTERNAL REVENUE SERVICE	35,912	75.5%	11.0%	13.5%	255	↗
2015 INTERNAL REVENUE SERVICE	41,671	74.4%	10.9%	14.7%	396	↘
2014 INTERNAL REVENUE SERVICE	41,009	75.0%	11.0%	14.0%	320	↗
2013 INTERNAL REVENUE SERVICE	39,705	74.3%	11.4%	14.3%	400	→
2012 INTERNAL REVENUE SERVICE	46,158	74.4%	11.2%	14.5%	391	→
2011 INTERNAL REVENUE SERVICE	9,410	74.4%	12.1%	13.4%	113	→
2010 INTERNAL REVENUE SERVICE	9,048	73.0%	12.1%	14.9%	108	

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	402,229	81.6%	12.1%	6.3%	1,953	
2016 Department of the Treasury	44,730	83.7%	11.6%	4.7%	286	
2016 INTERNAL REVENUE SERVICE	35,718	83.9%	11.6%	4.5%	239	→
2015 INTERNAL REVENUE SERVICE	41,601	83.6%	11.8%	4.6%	280	↘
2014 INTERNAL REVENUE SERVICE	40,996	84.6%	11.1%	4.3%	232	↗
2013 INTERNAL REVENUE SERVICE	39,765	84.2%	11.3%	4.5%	258	↘
2012 INTERNAL REVENUE SERVICE	46,210	86.1%	10.1%	3.8%	232	→
2011 INTERNAL REVENUE SERVICE	9,436	86.8%	9.6%	3.6%	43	→
2010 INTERNAL REVENUE SERVICE	9,103	86.7%	10.1%	3.2%	43	

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My Work Experience (continued)

17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	386,924	62.1%	18.1%	19.8%	17,784	
2016 Department of the Treasury	43,006	66.4%	17.4%	16.3%	2,056	
2016 INTERNAL REVENUE SERVICE	34,405	66.0%	17.7%	16.3%	1,588	↗
2015 INTERNAL REVENUE SERVICE	39,975	64.1%	19.0%	16.9%	1,908	↘
2014 INTERNAL REVENUE SERVICE	39,454	64.8%	18.9%	16.2%	1,754	→
2013 INTERNAL REVENUE SERVICE	38,306	64.8%	18.9%	16.3%	1,637	↘
2012 INTERNAL REVENUE SERVICE	44,600	66.3%	18.4%	15.3%	1,779	→
2011 INTERNAL REVENUE SERVICE	9,159	66.2%	19.5%	14.3%	349	↗
2010 INTERNAL REVENUE SERVICE	8,828	63.9%	19.3%	16.9%	313	

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	401,073	52.9%	22.9%	24.2%	4,002	
2016 Department of the Treasury	44,617	50.6%	23.1%	26.3%	542	
2016 INTERNAL REVENUE SERVICE	35,626	48.1%	24.0%	27.9%	454	↗
2015 INTERNAL REVENUE SERVICE	41,321	44.8%	24.7%	30.5%	637	↗
2014 INTERNAL REVENUE SERVICE	40,661	44.0%	24.6%	31.4%	615	↘
2013 INTERNAL REVENUE SERVICE	39,429	47.4%	24.3%	28.3%	627	↘
2012 INTERNAL REVENUE SERVICE	45,941	53.7%	22.8%	23.5%	501	→
2011 INTERNAL REVENUE SERVICE	9,339	54.3%	21.5%	24.3%	110	→
2010 INTERNAL REVENUE SERVICE	9,001	53.5%	23.4%	23.1%	101	

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My Work Experience (continued)

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).

	N	Positive	Neutral	Negative	NBJ	Difference from previous year
2016 Governmentwide	396,712	69.0%	13.6%	17.3%	10,380	
2016 Department of the Treasury	44,473	74.5%	11.7%	13.7%	916	
2016 INTERNAL REVENUE SERVICE	35,571	76.2%	11.3%	12.6%	695	↗
2015 INTERNAL REVENUE SERVICE	41,224	74.7%	11.3%	14.0%	917	→
2014 INTERNAL REVENUE SERVICE	40,684	74.5%	11.5%	14.1%	739	→
2013 INTERNAL REVENUE SERVICE	39,373	74.5%	11.5%	14.1%	778	→
2012 INTERNAL REVENUE SERVICE	45,739	74.0%	11.6%	14.4%	794	→
2011 INTERNAL REVENUE SERVICE	9,398	74.1%	11.8%	14.2%	126	→
2010 INTERNAL REVENUE SERVICE	9,036	72.4%	12.0%	15.6%	126	

My Work Unit

20. The people I work with cooperate to get the job done.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	406,886	73.3%	13.5%	13.2%	
2016 Department of the Treasury	45,391	77.2%	11.6%	11.2%	
2016 INTERNAL REVENUE SERVICE	36,274	76.6%	11.8%	11.6%	↗
2015 INTERNAL REVENUE SERVICE	42,134	76.0%	12.1%	11.9%	↘
2014 INTERNAL REVENUE SERVICE	41,393	76.8%	11.6%	11.6%	→
2013 INTERNAL REVENUE SERVICE	40,142	76.9%	11.8%	11.3%	↘
2012 INTERNAL REVENUE SERVICE	46,489	78.0%	11.4%	10.6%	→
2011 INTERNAL REVENUE SERVICE	9,371	79.0%	10.7%	10.3%	→
2010 INTERNAL REVENUE SERVICE	8,892	78.6%	11.3%	10.1%	

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My Work Unit (continued)

21. My work unit is able to recruit people with the right skills.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	392,412	42.6%	25.2%	32.2%	14,370	
2016 Department of the Treasury	42,857	35.1%	25.8%	39.2%	2,490	
2016 INTERNAL REVENUE SERVICE	34,022	31.0%	26.9%	42.2%	2,208	→
2015 INTERNAL REVENUE SERVICE	39,633	30.6%	26.5%	42.8%	2,513	↘
2014 INTERNAL REVENUE SERVICE	38,933	34.5%	27.3%	38.2%	2,453	↘
2013 INTERNAL REVENUE SERVICE	37,980	35.6%	27.3%	37.1%	2,178	↘
2012 INTERNAL REVENUE SERVICE	44,397	42.2%	27.5%	30.4%	2,158	↘
2011 INTERNAL REVENUE SERVICE	9,213	47.2%	26.3%	26.5%	317	→
2010 INTERNAL REVENUE SERVICE	8,872	47.7%	26.8%	25.5%	294	

22. Promotions in my work unit are based on merit.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	376,444	34.5%	27.6%	38.0%	27,943	
2016 Department of the Treasury	41,362	35.7%	28.8%	35.5%	3,676	
2016 INTERNAL REVENUE SERVICE	32,947	33.9%	29.5%	36.5%	3,018	↗
2015 INTERNAL REVENUE SERVICE	38,365	33.4%	29.0%	37.6%	3,486	↘
2014 INTERNAL REVENUE SERVICE	37,608	35.2%	30.0%	34.8%	3,526	→
2013 INTERNAL REVENUE SERVICE	36,976	35.6%	29.8%	34.7%	2,988	↘
2012 INTERNAL REVENUE SERVICE	43,309	38.9%	29.6%	31.4%	3,070	↘
2011 INTERNAL REVENUE SERVICE	8,959	42.1%	28.2%	29.7%	550	→
2010 INTERNAL REVENUE SERVICE	8,693	41.0%	28.6%	30.4%	471	

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My Work Unit (continued)

23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	363,758	29.3%	27.1%	43.6%	41,216	
2016 Department of the Treasury	38,476	34.9%	29.8%	35.3%	6,629	
2016 INTERNAL REVENUE SERVICE	30,475	34.7%	30.3%	35.1%	5,549	→
2015 INTERNAL REVENUE SERVICE	35,605	34.4%	30.0%	35.7%	6,340	↘
2014 INTERNAL REVENUE SERVICE	35,225	34.9%	30.2%	34.8%	5,941	↘
2013 INTERNAL REVENUE SERVICE	34,665	35.4%	30.0%	34.7%	5,304	↘
2012 INTERNAL REVENUE SERVICE	40,913	37.2%	29.6%	33.2%	5,464	→
2011 INTERNAL REVENUE SERVICE	8,437	37.4%	30.1%	32.5%	1,066	→
2010 INTERNAL REVENUE SERVICE	8,226	35.8%	28.9%	35.2%	932	

24. In my work unit, differences in performance are recognized in a meaningful way.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	380,352	34.0%	27.9%	38.1%	25,041	
2016 Department of the Treasury	41,142	36.9%	29.5%	33.5%	4,034	
2016 INTERNAL REVENUE SERVICE	32,704	36.4%	30.2%	33.4%	3,381	↗
2015 INTERNAL REVENUE SERVICE	38,024	35.2%	30.4%	34.5%	3,945	↘
2014 INTERNAL REVENUE SERVICE	37,505	35.8%	31.0%	33.3%	3,781	↘
2013 INTERNAL REVENUE SERVICE	36,688	36.2%	29.9%	33.9%	3,332	↘
2012 INTERNAL REVENUE SERVICE	43,023	39.7%	30.3%	29.9%	3,382	↘
2011 INTERNAL REVENUE SERVICE	8,873	42.4%	28.8%	28.8%	635	↗
2010 INTERNAL REVENUE SERVICE	8,528	38.9%	30.5%	30.6%	626	

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My Work Unit (continued)

25. Awards in my work unit depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	376,070	41.4%	24.9%	33.8%	28,546	
2016 Department of the Treasury	41,207	46.8%	24.7%	28.4%	3,884	
2016 INTERNAL REVENUE SERVICE	32,859	46.7%	25.1%	28.1%	3,159	→
2015 INTERNAL REVENUE SERVICE	38,246	46.8%	24.7%	28.5%	3,694	↘
2014 INTERNAL REVENUE SERVICE	37,827	47.8%	24.5%	27.8%	3,407	↗
2013 INTERNAL REVENUE SERVICE	36,842	44.2%	24.9%	30.9%	3,122	↘
2012 INTERNAL REVENUE SERVICE	43,234	51.3%	23.9%	24.8%	3,197	→
2011 INTERNAL REVENUE SERVICE	8,844	51.5%	25.2%	23.2%	645	→
2010 INTERNAL REVENUE SERVICE	8,564	50.3%	23.9%	25.8%	569	

26. Employees in my work unit share job knowledge with each other.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	403,664	73.3%	13.8%	12.9%	1,739	
2016 Department of the Treasury	44,983	80.3%	10.2%	9.5%	194	
2016 INTERNAL REVENUE SERVICE	35,922	80.8%	9.9%	9.3%	164	↗
2015 INTERNAL REVENUE SERVICE	41,826	80.1%	10.1%	9.8%	189	↘
2014 INTERNAL REVENUE SERVICE	41,092	80.9%	9.9%	9.2%	212	↗
2013 INTERNAL REVENUE SERVICE	39,851	80.5%	9.9%	9.6%	193	↘
2012 INTERNAL REVENUE SERVICE	46,325	82.2%	9.3%	8.5%	154	→
2011 INTERNAL REVENUE SERVICE	9,469	82.1%	8.3%	9.6%	33	→
2010 INTERNAL REVENUE SERVICE	9,084	81.7%	9.8%	8.5%	51	

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My Work Unit (continued)

27. The skill level in my work unit has improved in the past year.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	389,303	54.2%	28.2%	17.6%	16,713	
2016 Department of the Treasury	42,430	54.9%	28.0%	17.0%	2,838	
2016 INTERNAL REVENUE SERVICE	33,718	53.9%	28.7%	17.4%	2,448	↗
2015 INTERNAL REVENUE SERVICE	39,197	53.1%	28.6%	18.2%	2,854	↘
2014 INTERNAL REVENUE SERVICE	38,523	54.1%	28.8%	17.1%	2,784	↘
2013 INTERNAL REVENUE SERVICE	37,660	56.4%	27.7%	15.9%	2,379	↘
2012 INTERNAL REVENUE SERVICE	44,112	60.9%	25.7%	13.4%	2,311	→
2011 INTERNAL REVENUE SERVICE	9,048	62.7%	23.6%	13.7%	430	→
2010 INTERNAL REVENUE SERVICE	8,717	59.8%	27.9%	12.3%	409	

28. How would you rate the overall quality of work done by your work unit?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	406,077	82.3%	14.1%	3.6%	
2016 Department of the Treasury	45,233	85.3%	11.8%	3.0%	
2016 INTERNAL REVENUE SERVICE	36,125	84.9%	12.1%	3.1%	→
2015 INTERNAL REVENUE SERVICE	41,995	84.7%	12.3%	3.0%	↘
2014 INTERNAL REVENUE SERVICE	41,237	85.5%	11.8%	2.7%	↘
2013 INTERNAL REVENUE SERVICE	39,972	86.2%	11.1%	2.7%	↘
2012 INTERNAL REVENUE SERVICE	46,356	87.8%	10.1%	2.1%	↗
2011 INTERNAL REVENUE SERVICE	9,474	85.5%	12.2%	2.3%	→
2010 INTERNAL REVENUE SERVICE	9,137	86.4%	11.6%	2.0%	

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My Agency

29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	393,750	69.4%	17.3%	13.3%	6,753	
2016 Department of the Treasury	43,584	64.5%	18.7%	16.9%	1,065	
2016 INTERNAL REVENUE SERVICE	34,749	62.4%	19.6%	18.0%	913	↗
2015 INTERNAL REVENUE SERVICE	40,468	61.5%	19.5%	19.0%	1,145	↘
2014 INTERNAL REVENUE SERVICE	39,677	63.0%	19.4%	17.6%	1,152	↘
2013 INTERNAL REVENUE SERVICE	38,579	65.9%	18.8%	15.3%	890	↘
2012 INTERNAL REVENUE SERVICE	44,764	71.2%	16.7%	12.1%	953	→
2011 INTERNAL REVENUE SERVICE	9,186	73.2%	15.1%	11.6%	155	→
2010 INTERNAL REVENUE SERVICE	8,892	70.7%	18.2%	11.1%	148	

30. Employees have a feeling of personal empowerment with respect to work processes.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	390,805	44.8%	24.6%	30.6%	9,449	
2016 Department of the Treasury	43,425	40.5%	24.2%	35.3%	1,200	
2016 INTERNAL REVENUE SERVICE	34,678	38.5%	24.4%	37.0%	974	↗
2015 INTERNAL REVENUE SERVICE	40,444	36.8%	23.6%	39.6%	1,144	→
2014 INTERNAL REVENUE SERVICE	39,852	37.0%	23.6%	39.3%	978	↘
2013 INTERNAL REVENUE SERVICE	38,554	39.4%	23.3%	37.3%	954	↘
2012 INTERNAL REVENUE SERVICE	44,577	44.8%	24.2%	31.0%	1,137	→
2011 INTERNAL REVENUE SERVICE	9,147	46.0%	24.1%	29.9%	198	→
2010 INTERNAL REVENUE SERVICE	8,835	45.2%	25.3%	29.5%	203	

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My Agency (continued)

31. Employees are recognized for providing high quality products and services.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	390,973	48.0%	23.1%	28.9%	8,551	
2016 Department of the Treasury	43,282	48.7%	22.3%	28.9%	1,281	
2016 INTERNAL REVENUE SERVICE	34,524	47.2%	22.7%	30.1%	1,080	↗
2015 INTERNAL REVENUE SERVICE	40,164	46.1%	22.7%	31.1%	1,295	→
2014 INTERNAL REVENUE SERVICE	39,544	45.8%	23.3%	31.0%	1,171	↘
2013 INTERNAL REVENUE SERVICE	38,399	46.7%	22.5%	30.8%	1,031	↘
2012 INTERNAL REVENUE SERVICE	44,555	54.0%	22.7%	23.3%	1,135	↘
2011 INTERNAL REVENUE SERVICE	9,153	56.8%	20.3%	22.9%	196	→
2010 INTERNAL REVENUE SERVICE	8,846	55.5%	22.9%	21.7%	193	

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	385,387	38.4%	28.3%	33.3%	13,365	
2016 Department of the Treasury	42,447	37.8%	28.4%	33.9%	2,030	
2016 INTERNAL REVENUE SERVICE	33,816	36.3%	28.8%	34.9%	1,714	↗
2015 INTERNAL REVENUE SERVICE	39,380	35.0%	28.9%	36.1%	2,007	↗
2014 INTERNAL REVENUE SERVICE	38,714	34.2%	29.5%	36.3%	1,944	↘
2013 INTERNAL REVENUE SERVICE	37,665	35.4%	28.9%	35.7%	1,642	↘
2012 INTERNAL REVENUE SERVICE	43,699	41.9%	28.9%	29.2%	1,887	→
2011 INTERNAL REVENUE SERVICE	9,060	43.9%	29.0%	27.0%	273	→
2010 INTERNAL REVENUE SERVICE	8,710	42.2%	29.0%	28.9%	320	

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My Agency (continued)

33. Pay raises depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	368,966	22.3%	26.9%	50.7%	29,028	
2016 Department of the Treasury	41,438	24.1%	27.6%	48.4%	2,930	
2016 INTERNAL REVENUE SERVICE	33,183	23.4%	27.6%	49.0%	2,260	↗
2015 INTERNAL REVENUE SERVICE	38,696	22.9%	26.6%	50.5%	2,526	↗
2014 INTERNAL REVENUE SERVICE	38,051	22.5%	27.7%	49.9%	2,445	↗
2013 INTERNAL REVENUE SERVICE	36,986	20.3%	26.6%	53.1%	2,289	↘
2012 INTERNAL REVENUE SERVICE	42,897	25.3%	29.4%	45.3%	2,675	↘
2011 INTERNAL REVENUE SERVICE	8,878	29.6%	29.5%	40.8%	460	→
2010 INTERNAL REVENUE SERVICE	8,584	28.3%	30.3%	41.5%	433	

34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	370,140	57.8%	27.4%	14.8%	29,591	
2016 Department of the Treasury	40,208	57.4%	28.3%	14.3%	4,358	
2016 INTERNAL REVENUE SERVICE	31,936	56.1%	29.5%	14.4%	3,679	↗
2015 INTERNAL REVENUE SERVICE	37,279	55.5%	29.1%	15.4%	4,195	↘
2014 INTERNAL REVENUE SERVICE	36,782	57.0%	29.0%	14.0%	3,913	→
2013 INTERNAL REVENUE SERVICE	35,722	56.6%	29.2%	14.2%	3,656	↘
2012 INTERNAL REVENUE SERVICE	41,809	60.9%	27.3%	11.8%	3,766	↘
2011 INTERNAL REVENUE SERVICE	8,831	64.4%	23.7%	11.9%	498	↗
2010 INTERNAL REVENUE SERVICE	8,411	60.9%	27.3%	11.8%	609	

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My Agency (continued)

35. Employees are protected from health and safety hazards on the job.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	393,340	76.0%	13.3%	10.7%	6,278	
2016 Department of the Treasury	43,758	74.6%	14.4%	11.0%	836	
2016 INTERNAL REVENUE SERVICE	34,951	73.1%	15.1%	11.9%	672	→
2015 INTERNAL REVENUE SERVICE	40,688	73.4%	15.0%	11.5%	814	↘
2014 INTERNAL REVENUE SERVICE	40,013	74.8%	14.6%	10.6%	701	→
2013 INTERNAL REVENUE SERVICE	38,733	74.9%	14.4%	10.6%	670	↘
2012 INTERNAL REVENUE SERVICE	45,060	76.1%	13.9%	10.1%	617	→
2011 INTERNAL REVENUE SERVICE	9,236	77.1%	13.0%	9.9%	104	↗
2010 INTERNAL REVENUE SERVICE	8,902	75.0%	13.9%	11.1%	110	

36. My organization has prepared employees for potential security threats.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	393,948	77.2%	13.3%	9.5%	4,677	
2016 Department of the Treasury	43,952	79.1%	12.6%	8.2%	507	
2016 INTERNAL REVENUE SERVICE	35,119	78.8%	12.8%	8.4%	407	↗
2015 INTERNAL REVENUE SERVICE	40,879	76.4%	14.1%	9.5%	528	↘
2014 INTERNAL REVENUE SERVICE	40,230	78.4%	13.1%	8.5%	481	↗
2013 INTERNAL REVENUE SERVICE	38,883	76.8%	13.6%	9.6%	473	↘
2012 INTERNAL REVENUE SERVICE	45,059	79.6%	12.4%	8.0%	465	→
2011 INTERNAL REVENUE SERVICE	9,225	78.8%	11.8%	9.4%	88	↗
2010 INTERNAL REVENUE SERVICE	8,877	71.9%	16.4%	11.7%	123	

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My Agency (continued)

37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	375,254	53.1%	21.8%	25.1%	23,720	
2016 Department of the Treasury	41,341	58.7%	20.6%	20.7%	3,127	
2016 INTERNAL REVENUE SERVICE	32,936	58.7%	20.7%	20.6%	2,584	↗
2015 INTERNAL REVENUE SERVICE	38,412	56.1%	21.6%	22.3%	3,001	↘
2014 INTERNAL REVENUE SERVICE	37,941	57.8%	21.3%	20.8%	2,693	↗
2013 INTERNAL REVENUE SERVICE	36,775	56.7%	21.9%	21.4%	2,555	→
2012 INTERNAL REVENUE SERVICE	42,798	57.0%	22.3%	20.7%	2,781	↘
2011 INTERNAL REVENUE SERVICE	8,817	59.1%	21.4%	19.5%	499	↗
2010 INTERNAL REVENUE SERVICE	8,482	56.1%	23.5%	20.4%	534	

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.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	361,746	66.7%	18.9%	14.4%	35,073	
2016 Department of the Treasury	39,506	68.4%	19.3%	12.2%	4,713	
2016 INTERNAL REVENUE SERVICE	31,415	67.8%	20.1%	12.1%	3,918	↗
2015 INTERNAL REVENUE SERVICE	36,760	66.4%	20.8%	12.8%	4,531	↘
2014 INTERNAL REVENUE SERVICE	36,274	67.9%	20.2%	11.9%	4,213	→
2013 INTERNAL REVENUE SERVICE	35,313	67.7%	20.2%	12.1%	3,898	↘
2012 INTERNAL REVENUE SERVICE	41,294	69.2%	19.9%	10.9%	4,134	↘
2011 INTERNAL REVENUE SERVICE	8,676	71.5%	18.4%	10.1%	633	↗
2010 INTERNAL REVENUE SERVICE	8,334	66.6%	21.4%	12.0%	670	

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My Agency (continued)

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	392,488	74.0%	17.2%	8.8%	7,188	
2016 Department of the Treasury	43,213	68.5%	20.2%	11.3%	1,373	
2016 INTERNAL REVENUE SERVICE	34,426	66.4%	21.3%	12.3%	1,189	↗
2015 INTERNAL REVENUE SERVICE	40,072	64.9%	21.4%	13.7%	1,355	↘
2014 INTERNAL REVENUE SERVICE	39,290	67.7%	20.8%	11.6%	1,322	↘
2013 INTERNAL REVENUE SERVICE	38,221	70.1%	19.4%	10.5%	1,135	↘
2012 INTERNAL REVENUE SERVICE	44,367	75.8%	16.9%	7.3%	1,143	↘
2011 INTERNAL REVENUE SERVICE	9,155	79.2%	14.6%	6.2%	147	↗
2010 INTERNAL REVENUE SERVICE	8,780	76.6%	16.9%	6.5%	166	

40. I recommend my organization as a good place to work.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	400,013	64.0%	20.1%	15.8%	
2016 Department of the Treasury	44,608	62.2%	20.2%	17.6%	
2016 INTERNAL REVENUE SERVICE	35,636	60.2%	21.2%	18.6%	↗
2015 INTERNAL REVENUE SERVICE	41,570	57.9%	21.9%	20.2%	↘
2014 INTERNAL REVENUE SERVICE	40,763	62.7%	20.8%	16.4%	↘
2013 INTERNAL REVENUE SERVICE	39,398	63.6%	20.1%	16.3%	↘
2012 INTERNAL REVENUE SERVICE	45,606	72.3%	16.8%	10.9%	→
2011 INTERNAL REVENUE SERVICE	9,323	73.4%	16.9%	9.6%	→
2010 INTERNAL REVENUE SERVICE	9,020	74.4%	16.4%	9.2%	

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My Agency (continued)

41. I believe the results of this survey will be used to make my agency a better place to work.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	370,195	40.9%	26.8%	32.3%	30,395	
2016 Department of the Treasury	41,802	37.6%	25.7%	36.7%	2,926	
2016 INTERNAL REVENUE SERVICE	33,358	35.7%	26.1%	38.2%	2,377	↗
2015 INTERNAL REVENUE SERVICE	38,525	33.8%	25.9%	40.3%	3,101	↘
2014 INTERNAL REVENUE SERVICE	37,628	34.6%	27.0%	38.4%	3,151	↗
2013 INTERNAL REVENUE SERVICE	36,502	33.9%	26.1%	40.0%	2,932	↘
2012 INTERNAL REVENUE SERVICE	41,856	41.1%	27.2%	31.7%	3,762	↘
2011 INTERNAL REVENUE SERVICE	8,683	45.3%	27.3%	27.4%	643	→
2010 INTERNAL REVENUE SERVICE	8,294	43.8%	29.1%	27.1%	739	

My Supervisor

42. My supervisor supports my need to balance work and other life issues.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	397,533	78.3%	10.8%	10.9%	2,147	
2016 Department of the Treasury	44,279	83.4%	8.1%	8.5%	325	
2016 INTERNAL REVENUE SERVICE	35,364	83.2%	8.2%	8.5%	276	↗
2015 INTERNAL REVENUE SERVICE	41,237	82.5%	8.5%	8.9%	298	↘
2014 INTERNAL REVENUE SERVICE	40,402	83.8%	7.9%	8.3%	273	↗
2013 INTERNAL REVENUE SERVICE	39,054	83.3%	8.3%	8.4%	252	↗
2012 INTERNAL REVENUE SERVICE	45,211	82.1%	8.7%	9.2%	269	→
2011 INTERNAL REVENUE SERVICE	9,224	82.8%	8.4%	8.8%	43	→
2010 INTERNAL REVENUE SERVICE	8,939	80.7%	9.0%	10.2%	55	

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My Supervisor (continued)

43. My supervisor provides me with opportunities to demonstrate my leadership skills.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	396,644	66.2%	16.9%	17.0%	2,033	
2016 Department of the Treasury	44,186	71.0%	15.0%	14.0%	305	
2016 INTERNAL REVENUE SERVICE	35,294	70.7%	15.3%	14.0%	253	↗
2015 INTERNAL REVENUE SERVICE	41,134	69.1%	16.1%	14.8%	328	↘
2014 INTERNAL REVENUE SERVICE	40,315	69.7%	15.7%	14.7%	287	→
2013 INTERNAL REVENUE SERVICE	38,962	69.8%	15.9%	14.3%	275	↘
2012 INTERNAL REVENUE SERVICE	45,169	70.3%	15.5%	14.2%	244	→
2011 INTERNAL REVENUE SERVICE	9,220	70.0%	16.6%	13.4%	34	→
2010 INTERNAL REVENUE SERVICE	8,936	70.2%	15.8%	14.0%	51	

44. Discussions with my supervisor about my performance are worthwhile.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	391,835	63.4%	18.2%	18.4%	4,496	
2016 Department of the Treasury	43,721	70.3%	15.3%	14.4%	592	
2016 INTERNAL REVENUE SERVICE	34,932	70.6%	15.3%	14.1%	480	↗
2015 INTERNAL REVENUE SERVICE	40,721	69.3%	15.5%	15.2%	564	→
2014 INTERNAL REVENUE SERVICE	39,919	69.4%	15.6%	15.0%	503	→
2013 INTERNAL REVENUE SERVICE	38,685	69.1%	15.7%	15.2%	444	↘
2012 INTERNAL REVENUE SERVICE	44,872	69.9%	15.4%	14.7%	485	→
2011 INTERNAL REVENUE SERVICE	9,151	69.7%	16.1%	14.2%	108	→
2010 INTERNAL REVENUE SERVICE	8,852	69.1%	16.1%	14.8%	134	

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My Supervisor (continued)

45. My supervisor is committed to a workforce representative of all segments of society.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	365,376	67.8%	21.7%	10.5%	32,531	
2016 Department of the Treasury	40,525	73.5%	18.4%	8.1%	3,846	
2016 INTERNAL REVENUE SERVICE	32,360	73.3%	18.6%	8.1%	3,070	↗
2015 INTERNAL REVENUE SERVICE	37,630	72.5%	18.6%	8.9%	3,749	↘
2014 INTERNAL REVENUE SERVICE	37,174	73.1%	18.6%	8.2%	3,343	↗
2013 INTERNAL REVENUE SERVICE	35,936	71.5%	20.0%	8.5%	3,236	→
2012 INTERNAL REVENUE SERVICE	41,739	71.4%	20.5%	8.1%	3,549	→
2011 INTERNAL REVENUE SERVICE	8,673	72.7%	19.6%	7.7%	564	→
2010 INTERNAL REVENUE SERVICE	8,352	71.0%	21.1%	8.0%	624	

46. My supervisor provides me with constructive suggestions to improve my job performance.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	395,581	62.5%	19.1%	18.5%	2,285	
2016 Department of the Treasury	44,045	70.0%	15.9%	14.1%	321	
2016 INTERNAL REVENUE SERVICE	35,161	70.3%	15.7%	14.0%	270	↗
2015 INTERNAL REVENUE SERVICE	41,071	68.9%	16.1%	15.0%	316	→
2014 INTERNAL REVENUE SERVICE	40,224	69.1%	15.9%	15.0%	285	→
2013 INTERNAL REVENUE SERVICE	38,954	68.9%	16.2%	14.9%	228	→
2012 INTERNAL REVENUE SERVICE	45,106	69.2%	16.1%	14.8%	257	→
2011 INTERNAL REVENUE SERVICE	9,181	69.4%	16.5%	14.1%	54	→
2010 INTERNAL REVENUE SERVICE	8,919	68.2%	16.7%	15.1%	53	

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My Supervisor (continued)

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	392,465	65.6%	17.8%	16.6%	6,120	
2016 Department of the Treasury	43,529	70.9%	15.0%	14.0%	953	
2016 INTERNAL REVENUE SERVICE	34,711	70.1%	15.4%	14.6%	825	↗
2015 INTERNAL REVENUE SERVICE	40,501	68.0%	16.5%	15.5%	923	↘
2014 INTERNAL REVENUE SERVICE	39,662	69.0%	16.1%	14.9%	882	↘
2013 INTERNAL REVENUE SERVICE	38,564	70.8%	15.1%	14.0%	603	↘
2012 INTERNAL REVENUE SERVICE	44,678	72.3%	14.4%	13.3%	621	→
2011 INTERNAL REVENUE SERVICE	9,138	73.5%	14.8%	11.6%	85	→
2010 INTERNAL REVENUE SERVICE	8,877	71.7%	15.2%	13.2%	98	

48. My supervisor listens to what I have to say.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	398,731	76.1%	12.1%	11.8%	
2016 Department of the Treasury	44,483	79.8%	9.8%	10.4%	
2016 INTERNAL REVENUE SERVICE	35,528	79.4%	9.9%	10.7%	↗
2015 INTERNAL REVENUE SERVICE	41,435	78.5%	10.4%	11.2%	↘
2014 INTERNAL REVENUE SERVICE	40,532	78.9%	10.0%	11.1%	↗
2013 INTERNAL REVENUE SERVICE	39,155	77.8%	10.4%	11.8%	↘
2012 INTERNAL REVENUE SERVICE	45,301	78.6%	10.3%	11.1%	→
2011 INTERNAL REVENUE SERVICE	9,246	80.4%	9.8%	9.8%	→
2010 INTERNAL REVENUE SERVICE	8,989	78.5%	10.7%	10.8%	

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My Supervisor (continued)

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	397,483	81.3%	10.0%	8.7%	
2016 Department of the Treasury	44,316	83.8%	8.2%	8.0%	
2016 INTERNAL REVENUE SERVICE	35,387	83.6%	8.3%	8.1%	↗
2015 INTERNAL REVENUE SERVICE	41,339	82.9%	8.6%	8.5%	↘
2014 INTERNAL REVENUE SERVICE	40,408	83.5%	8.2%	8.3%	↗
2013 INTERNAL REVENUE SERVICE	39,105	82.5%	8.7%	8.8%	↘
2012 INTERNAL REVENUE SERVICE	45,236	83.0%	8.6%	8.4%	→
2011 INTERNAL REVENUE SERVICE	9,250	84.3%	8.5%	7.2%	→
2010 INTERNAL REVENUE SERVICE	8,989	82.9%	9.1%	8.0%	

50. In the last six months, my supervisor has talked with me about my performance.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	397,581	77.6%	10.0%	12.4%	
2016 Department of the Treasury	44,323	82.9%	8.5%	8.6%	
2016 INTERNAL REVENUE SERVICE	35,409	82.3%	8.9%	8.8%	↗
2015 INTERNAL REVENUE SERVICE	41,323	81.5%	9.0%	9.5%	↗
2014 INTERNAL REVENUE SERVICE	40,448	81.2%	9.0%	9.8%	→
2013 INTERNAL REVENUE SERVICE	39,086	81.3%	9.1%	9.6%	↘
2012 INTERNAL REVENUE SERVICE	45,242	82.3%	8.6%	9.2%	→
2011 INTERNAL REVENUE SERVICE	9,254	81.5%	8.3%	10.2%	↗
2010 INTERNAL REVENUE SERVICE	8,971	79.4%	10.1%	10.5%	

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My Supervisor (continued)

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	398,003	67.4%	16.0%	16.6%	
2016 Department of the Treasury	44,401	71.8%	14.1%	14.1%	
2016 INTERNAL REVENUE SERVICE	35,469	71.5%	14.2%	14.3%	↗
2015 INTERNAL REVENUE SERVICE	41,368	70.2%	14.7%	15.1%	→
2014 INTERNAL REVENUE SERVICE	40,461	70.4%	14.7%	14.9%	→
2013 INTERNAL REVENUE SERVICE	39,101	70.6%	14.7%	14.8%	→
2012 INTERNAL REVENUE SERVICE	45,233	70.7%	14.7%	14.7%	→
2011 INTERNAL REVENUE SERVICE	9,216	71.8%	13.8%	14.5%	→
2010 INTERNAL REVENUE SERVICE	8,957	70.3%	15.7%	14.0%	

52. Overall, how good a job do you feel is being done by your immediate supervisor?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	398,213	70.5%	17.4%	12.1%	
2016 Department of the Treasury	44,399	76.6%	13.9%	9.5%	
2016 INTERNAL REVENUE SERVICE	35,454	76.8%	13.7%	9.5%	↗
2015 INTERNAL REVENUE SERVICE	41,344	75.3%	14.7%	10.0%	→
2014 INTERNAL REVENUE SERVICE	40,448	75.6%	14.7%	9.8%	↗
2013 INTERNAL REVENUE SERVICE	39,015	75.2%	14.7%	10.1%	→
2012 INTERNAL REVENUE SERVICE	45,182	75.4%	15.0%	9.6%	→
2011 INTERNAL REVENUE SERVICE	9,236	74.8%	15.3%	9.9%	→
2010 INTERNAL REVENUE SERVICE	8,971	74.3%	15.9%	9.8%	

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Leadership

53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	388,819	40.9%	24.1%	35.0%	7,594	
2016 Department of the Treasury	43,152	40.6%	24.4%	35.0%	1,075	
2016 INTERNAL REVENUE SERVICE	34,408	39.7%	24.8%	35.5%	914	↗
2015 INTERNAL REVENUE SERVICE	40,105	37.3%	25.3%	37.5%	1,092	↗
2014 INTERNAL REVENUE SERVICE	39,251	36.4%	25.7%	37.9%	1,036	↘
2013 INTERNAL REVENUE SERVICE	38,310	41.5%	25.1%	33.4%	485	↘
2012 INTERNAL REVENUE SERVICE	44,269	46.8%	25.2%	28.0%	650	↘
2011 INTERNAL REVENUE SERVICE	9,044	48.1%	25.1%	26.8%	88	→
2010 INTERNAL REVENUE SERVICE	8,798	45.8%	25.7%	28.5%	112	

54. My organization's senior leaders maintain high standards of honesty and integrity.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	372,029	51.8%	24.0%	24.3%	23,730	
2016 Department of the Treasury	40,535	49.9%	26.0%	24.1%	3,611	
2016 INTERNAL REVENUE SERVICE	32,158	48.3%	27.3%	24.4%	3,085	↗
2015 INTERNAL REVENUE SERVICE	37,584	46.8%	27.4%	25.7%	3,532	↗
2014 INTERNAL REVENUE SERVICE	36,827	45.8%	28.6%	25.7%	3,401	↘
2013 INTERNAL REVENUE SERVICE	36,833	53.2%	24.3%	22.5%	1,910	↘
2012 INTERNAL REVENUE SERVICE	42,823	57.3%	23.4%	19.3%	2,063	↘
2011 INTERNAL REVENUE SERVICE	8,787	58.7%	23.3%	18.0%	340	↗
2010 INTERNAL REVENUE SERVICE	8,580	53.9%	25.3%	20.8%	331	

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Leadership (continued)

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	368,225	64.0%	22.0%	13.9%	25,081	
2016 Department of the Treasury	39,879	63.7%	22.9%	13.5%	3,985	
2016 INTERNAL REVENUE SERVICE	31,690	62.6%	23.8%	13.7%	3,333	↗
2015 INTERNAL REVENUE SERVICE	36,915	61.5%	23.9%	14.6%	3,892	↘
2014 INTERNAL REVENUE SERVICE	36,753	64.2%	23.3%	12.5%	3,213	↘
2013 INTERNAL REVENUE SERVICE	36,571	67.4%	20.1%	12.6%	2,098	↘
2012 INTERNAL REVENUE SERVICE	42,708	68.8%	19.7%	11.5%	2,146	↘
2011 INTERNAL REVENUE SERVICE	8,789	71.6%	18.0%	10.3%	328	↗
2010 INTERNAL REVENUE SERVICE	8,557	68.0%	20.3%	11.7%	346	

56. Managers communicate the goals and priorities of the organization.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	389,027	60.3%	20.1%	19.6%	5,145	
2016 Department of the Treasury	43,404	68.4%	17.0%	14.6%	558	
2016 INTERNAL REVENUE SERVICE	34,641	69.2%	16.9%	13.9%	466	↗
2015 INTERNAL REVENUE SERVICE	40,447	67.9%	17.3%	14.8%	569	↘
2014 INTERNAL REVENUE SERVICE	39,605	70.1%	16.6%	13.3%	545	↘
2013 INTERNAL REVENUE SERVICE	38,395	73.1%	15.0%	12.0%	292	↘
2012 INTERNAL REVENUE SERVICE	44,470	75.6%	14.2%	10.2%	353	→
2011 INTERNAL REVENUE SERVICE	9,063	77.3%	13.5%	9.1%	50	→
2010 INTERNAL REVENUE SERVICE	8,854	77.2%	14.0%	8.8%	43	

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Leadership (continued)

57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	367,493	60.1%	23.5%	16.4%	26,319	
2016 Department of the Treasury	41,060	67.5%	20.3%	12.2%	2,835	
2016 INTERNAL REVENUE SERVICE	32,769	67.8%	20.4%	11.8%	2,285	↗
2015 INTERNAL REVENUE SERVICE	38,177	67.0%	20.9%	12.0%	2,722	↘
2014 INTERNAL REVENUE SERVICE	37,428	68.4%	20.8%	10.8%	2,693	↘
2013 INTERNAL REVENUE SERVICE	36,701	71.6%	18.3%	10.1%	1,925	↘
2012 INTERNAL REVENUE SERVICE	42,682	74.4%	17.3%	8.3%	2,085	↘
2011 INTERNAL REVENUE SERVICE	8,721	76.1%	16.4%	7.5%	381	→
2010 INTERNAL REVENUE SERVICE	8,556	74.6%	18.1%	7.3%	327	

58. Managers promote communication among different work units (for example, about projects, goals, needed resources).

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	381,145	52.0%	22.5%	25.5%	13,697	
2016 Department of the Treasury	41,885	56.3%	21.4%	22.3%	2,132	
2016 INTERNAL REVENUE SERVICE	33,306	56.1%	21.8%	22.2%	1,839	↗
2015 INTERNAL REVENUE SERVICE	38,896	54.0%	22.5%	23.5%	2,151	↘
2014 INTERNAL REVENUE SERVICE	38,051	55.0%	22.5%	22.6%	2,078	↘
2013 INTERNAL REVENUE SERVICE	37,234	58.3%	20.7%	20.9%	1,458	↘
2012 INTERNAL REVENUE SERVICE	43,149	60.3%	20.6%	19.1%	1,665	→
2011 INTERNAL REVENUE SERVICE	8,843	61.4%	20.7%	17.9%	249	→
2010 INTERNAL REVENUE SERVICE	8,632	59.6%	20.1%	20.3%	259	

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Leadership (continued)

59. Managers support collaboration across work units to accomplish work objectives.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	380,902	55.7%	22.4%	21.8%	14,062	
2016 Department of the Treasury	41,816	57.9%	21.5%	20.6%	2,237	
2016 INTERNAL REVENUE SERVICE	33,222	57.1%	21.9%	20.9%	1,954	↗
2015 INTERNAL REVENUE SERVICE	38,589	55.4%	22.9%	21.7%	2,445	↘
2014 INTERNAL REVENUE SERVICE	37,885	56.4%	22.4%	21.2%	2,231	↘
2013 INTERNAL REVENUE SERVICE	37,038	59.5%	20.9%	19.6%	1,643	↘
2012 INTERNAL REVENUE SERVICE	42,898	61.5%	20.5%	18.0%	1,850	→
2011 INTERNAL REVENUE SERVICE	8,840	60.4%	22.2%	17.3%	242	→
2010 INTERNAL REVENUE SERVICE	8,588	60.4%	20.1%	19.5%	264	

60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	373,425	57.9%	23.3%	18.9%	21,965	
2016 Department of the Treasury	40,461	62.2%	21.4%	16.4%	3,666	
2016 INTERNAL REVENUE SERVICE	32,024	61.5%	21.9%	16.6%	3,209	↗
2015 INTERNAL REVENUE SERVICE	37,484	60.3%	22.8%	16.9%	3,638	→
2014 INTERNAL REVENUE SERVICE	36,445	60.8%	23.3%	15.9%	3,776	↘
2013 INTERNAL REVENUE SERVICE	35,861	61.9%	22.2%	15.8%	2,873	↘
2012 INTERNAL REVENUE SERVICE	41,595	64.3%	21.5%	14.1%	3,238	↗
2011 INTERNAL REVENUE SERVICE	8,726	62.5%	23.1%	14.4%	378	→
2010 INTERNAL REVENUE SERVICE	8,470	61.0%	24.0%	15.1%	410	

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Leadership (continued)

61. I have a high level of respect for my organization's senior leaders.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	390,254	53.1%	23.5%	23.4%	5,078	
2016 Department of the Treasury	43,276	51.9%	24.6%	23.5%	844	
2016 INTERNAL REVENUE SERVICE	34,491	50.7%	25.6%	23.7%	740	↗
2015 INTERNAL REVENUE SERVICE	40,233	48.6%	26.8%	24.6%	835	↗
2014 INTERNAL REVENUE SERVICE	39,287	47.6%	27.6%	24.9%	896	↘
2013 INTERNAL REVENUE SERVICE	38,048	50.3%	25.0%	24.7%	663	↘
2012 INTERNAL REVENUE SERVICE	44,019	54.4%	24.4%	21.2%	809	↘
2011 INTERNAL REVENUE SERVICE	9,028	57.9%	21.7%	20.5%	84	↗
2010 INTERNAL REVENUE SERVICE	8,705	52.3%	25.5%	22.2%	116	

62. Senior leaders demonstrate support for Work/Life programs.

	N	Positive	Neutral	Negative	DNK	Difference from previous year
2016 Governmentwide	363,124	55.1%	25.8%	19.1%	32,433	
2016 Department of the Treasury	39,342	57.6%	25.6%	16.8%	4,773	
2016 INTERNAL REVENUE SERVICE	31,035	56.2%	26.7%	17.1%	4,195	↗
2015 INTERNAL REVENUE SERVICE	35,906	53.9%	28.2%	17.9%	5,179	↗
2014 INTERNAL REVENUE SERVICE	34,853	52.3%	30.0%	17.7%	5,280	↘
2013 INTERNAL REVENUE SERVICE	34,359	54.2%	27.6%	18.2%	4,309	↘
2012 INTERNAL REVENUE SERVICE	39,532	55.0%	28.2%	16.7%	5,199	→
2011 INTERNAL REVENUE SERVICE	8,403	55.9%	27.4%	16.8%	693	↗
2010 INTERNAL REVENUE SERVICE	8,100	50.6%	30.1%	19.3%	763	

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My Satisfaction

63. How satisfied are you with your involvement in decisions that affect your work?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	394,068	50.7%	22.7%	26.6%	
2016 Department of the Treasury	43,978	48.0%	23.6%	28.4%	
2016 INTERNAL REVENUE SERVICE	35,122	46.5%	24.1%	29.5%	↗
2015 INTERNAL REVENUE SERVICE	40,959	44.5%	24.6%	30.9%	↘
2014 INTERNAL REVENUE SERVICE	40,053	45.5%	24.0%	30.4%	↘
2013 INTERNAL REVENUE SERVICE	38,555	47.2%	23.4%	29.4%	↘
2012 INTERNAL REVENUE SERVICE	44,642	51.6%	22.6%	25.8%	→
2011 INTERNAL REVENUE SERVICE	9,043	52.1%	22.3%	25.6%	→
2010 INTERNAL REVENUE SERVICE	8,886	53.1%	23.8%	23.0%	

64. How satisfied are you with the information you receive from management on what's going on in your organization?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	393,156	48.0%	23.5%	28.5%	
2016 Department of the Treasury	43,873	51.5%	22.4%	26.1%	
2016 INTERNAL REVENUE SERVICE	35,029	50.8%	23.0%	26.2%	↗
2015 INTERNAL REVENUE SERVICE	40,913	48.7%	23.9%	27.4%	↘
2014 INTERNAL REVENUE SERVICE	39,990	50.2%	23.7%	26.0%	↘
2013 INTERNAL REVENUE SERVICE	38,522	53.0%	22.1%	24.9%	↘
2012 INTERNAL REVENUE SERVICE	44,617	55.6%	22.0%	22.4%	↘
2011 INTERNAL REVENUE SERVICE	9,051	57.7%	21.6%	20.7%	→
2010 INTERNAL REVENUE SERVICE	8,888	55.7%	22.0%	22.3%	

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My Satisfaction (continued)

65. How satisfied are you with the recognition you receive for doing a good job?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	392,389	47.5%	23.8%	28.7%	
2016 Department of the Treasury	43,761	52.3%	21.8%	25.9%	
2016 INTERNAL REVENUE SERVICE	34,937	51.6%	22.1%	26.2%	↗
2015 INTERNAL REVENUE SERVICE	40,756	50.6%	22.1%	27.3%	→
2014 INTERNAL REVENUE SERVICE	39,830	51.0%	21.8%	27.2%	↗
2013 INTERNAL REVENUE SERVICE	38,444	49.9%	21.3%	28.7%	↘
2012 INTERNAL REVENUE SERVICE	44,568	56.8%	20.6%	22.5%	↘
2011 INTERNAL REVENUE SERVICE	9,042	58.7%	20.1%	21.2%	→
2010 INTERNAL REVENUE SERVICE	8,884	57.6%	20.4%	22.0%	

66. How satisfied are you with the policies and practices of your senior leaders?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	392,440	42.5%	29.3%	28.3%	
2016 Department of the Treasury	43,769	40.9%	30.5%	28.6%	
2016 INTERNAL REVENUE SERVICE	34,946	39.4%	31.5%	29.1%	↗
2015 INTERNAL REVENUE SERVICE	40,791	37.4%	32.1%	30.5%	↗
2014 INTERNAL REVENUE SERVICE	39,873	36.6%	32.8%	30.6%	↘
2013 INTERNAL REVENUE SERVICE	38,400	39.2%	30.2%	30.6%	↘
2012 INTERNAL REVENUE SERVICE	44,445	44.0%	30.5%	25.5%	↘
2011 INTERNAL REVENUE SERVICE	9,014	46.7%	28.4%	24.9%	↗
2010 INTERNAL REVENUE SERVICE	8,873	42.9%	30.4%	26.7%	

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My Satisfaction (continued)

67. How satisfied are you with your opportunity to get a better job in your organization?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	392,739	35.9%	27.3%	36.8%	
2016 Department of the Treasury	43,832	33.3%	25.8%	40.9%	
2016 INTERNAL REVENUE SERVICE	34,990	31.2%	25.6%	43.2%	↗
2015 INTERNAL REVENUE SERVICE	40,788	30.4%	25.4%	44.1%	↘
2014 INTERNAL REVENUE SERVICE	39,884	31.7%	26.2%	42.0%	↘
2013 INTERNAL REVENUE SERVICE	38,415	33.5%	25.8%	40.7%	↘
2012 INTERNAL REVENUE SERVICE	44,532	39.7%	25.1%	35.1%	↘
2011 INTERNAL REVENUE SERVICE	9,037	44.9%	24.6%	30.6%	→
2010 INTERNAL REVENUE SERVICE	8,865	46.2%	24.5%	29.3%	

68. How satisfied are you with the training you receive for your present job?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	392,659	52.5%	23.5%	23.9%	
2016 Department of the Treasury	43,836	49.8%	22.9%	27.3%	
2016 INTERNAL REVENUE SERVICE	35,009	47.0%	23.5%	29.4%	↗
2015 INTERNAL REVENUE SERVICE	40,774	44.2%	23.1%	32.7%	→
2014 INTERNAL REVENUE SERVICE	39,913	44.2%	22.4%	33.4%	↘
2013 INTERNAL REVENUE SERVICE	38,416	48.2%	22.3%	29.5%	↘
2012 INTERNAL REVENUE SERVICE	44,493	55.1%	21.1%	23.8%	→
2011 INTERNAL REVENUE SERVICE	9,032	55.4%	20.4%	24.2%	→
2010 INTERNAL REVENUE SERVICE	8,867	55.2%	21.1%	23.7%	

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My Satisfaction (continued)

69. Considering everything, how satisfied are you with your job?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	392,826	66.2%	17.4%	16.4%	
2016 Department of the Treasury	43,808	66.0%	17.9%	16.1%	
2016 INTERNAL REVENUE SERVICE	34,981	65.0%	18.5%	16.4%	↗
2015 INTERNAL REVENUE SERVICE	40,728	63.5%	18.8%	17.7%	↘
2014 INTERNAL REVENUE SERVICE	39,810	65.8%	18.5%	15.6%	→
2013 INTERNAL REVENUE SERVICE	38,388	65.6%	18.0%	16.4%	↘
2012 INTERNAL REVENUE SERVICE	44,476	72.2%	15.3%	12.5%	↘
2011 INTERNAL REVENUE SERVICE	9,015	74.5%	14.8%	10.6%	→
2010 INTERNAL REVENUE SERVICE	8,871	73.8%	14.9%	11.3%	

70. Considering everything, how satisfied are you with your pay?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	393,242	58.2%	16.9%	24.9%	
2016 Department of the Treasury	43,869	55.1%	16.8%	28.1%	
2016 INTERNAL REVENUE SERVICE	35,024	53.3%	17.1%	29.7%	↗
2015 INTERNAL REVENUE SERVICE	40,802	51.9%	16.9%	31.2%	↘
2014 INTERNAL REVENUE SERVICE	39,906	53.2%	16.9%	29.9%	↗
2013 INTERNAL REVENUE SERVICE	38,458	46.6%	16.4%	36.9%	↘
2012 INTERNAL REVENUE SERVICE	44,545	56.3%	16.2%	27.4%	↘
2011 INTERNAL REVENUE SERVICE	9,021	62.0%	15.9%	22.1%	↘
2010 INTERNAL REVENUE SERVICE	8,871	64.7%	15.7%	19.5%	

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My Satisfaction (continued)

71. Considering everything, how satisfied are you with your organization?

	N	Positive	Neutral	Negative	Difference from previous year
2016 Governmentwide	393,451	56.9%	21.4%	21.7%	
2016 Department of the Treasury	43,913	55.4%	22.5%	22.1%	
2016 INTERNAL REVENUE SERVICE	35,067	53.5%	23.5%	23.0%	↗
2015 INTERNAL REVENUE SERVICE	40,848	51.5%	23.7%	24.8%	↘
2014 INTERNAL REVENUE SERVICE	39,962	53.8%	23.8%	22.4%	→
2013 INTERNAL REVENUE SERVICE	38,484	54.0%	22.4%	23.6%	↘
2012 INTERNAL REVENUE SERVICE	44,537	62.8%	20.2%	16.9%	↘
2011 INTERNAL REVENUE SERVICE	9,031	66.4%	19.3%	14.3%	↗
2010 INTERNAL REVENUE SERVICE	8,841	64.7%	19.4%	15.9%	

Work/Life

72. Have you been notified whether or not you are eligible to telework?

	N	Notified eligible	Notified not eligible	Not notified	Not sure notified
2016 Governmentwide	392,364	40.3%	21.6%	29.1%	9.1%
2016 Department of the Treasury	43,758	67.1%	10.6%	17.2%	5.2%
2016 INTERNAL REVENUE SERVICE	34,951	65.2%	10.2%	19.3%	5.2%
2015 INTERNAL REVENUE SERVICE	40,810	62.3%	10.3%	21.4%	5.9%
2014 INTERNAL REVENUE SERVICE	39,838	62.9%	9.3%	21.1%	6.7%
2013 INTERNAL REVENUE SERVICE	--	--	--	--	--
2012 INTERNAL REVENUE SERVICE	--	--	--	--	--
2011 INTERNAL REVENUE SERVICE	--	--	--	--	--
2010 INTERNAL REVENUE SERVICE	--	--	--	--	--

**This item was added to the survey in 2014. It is on a different response scale and is not included in the significance testing.*

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Work/Life (continued)

73. Please select the response below that BEST describes your current teleworking situation.

	Telework				
	N	3+ Days Per Week	1-2 Days Per Week	No More Than 1-2 Days Per Month	Infrequently
2016 Governmentwide	389,999	5.7%	11.8%	4.7%	11.8%
2016 Department of the Treasury	43,213	23.1%	21.0%	7.6%	11.8%
2016 INTERNAL REVENUE SERVICE	34,400	26.7%	20.7%	6.3%	8.5%
2015 INTERNAL REVENUE SERVICE	39,935	23.0%	21.0%	6.6%	9.3%
2014 INTERNAL REVENUE SERVICE	38,755	20.1%	22.4%	8.0%	10.1%
2013 INTERNAL REVENUE SERVICE	37,159	16.6%	22.2%	6.8%	10.3%
2012 INTERNAL REVENUE SERVICE	42,594	10.3%	22.3%	8.0%	10.5%
2011 INTERNAL REVENUE SERVICE	8,801	7.9%	18.6%	7.1%	12.1%
2010 INTERNAL REVENUE SERVICE	--	--	--	--	--

**This item was added to the survey in 2011. It is on a different response scale and is not included in the significance testing.*

(continued)

73. Please select the response below that BEST describes your current teleworking situation. (continued)

	Do Not Telework				
	N	Must Be Physically Present	Technical Issues	Not Allowed To Telework	Choose Not To Telework
2016 Governmentwide	389,999	30.4%	4.2%	19.2%	12.2%
2016 Department of the Treasury	43,213	10.4%	4.4%	13.9%	7.9%
2016 INTERNAL REVENUE SERVICE	34,400	9.6%	4.9%	15.8%	7.5%
2015 INTERNAL REVENUE SERVICE	39,935	10.6%	5.8%	16.2%	7.5%
2014 INTERNAL REVENUE SERVICE	38,755	11.7%	6.8%	12.9%	8.0%
2013 INTERNAL REVENUE SERVICE	37,159	13.8%	7.8%	14.0%	8.4%
2012 INTERNAL REVENUE SERVICE	42,594	15.1%	8.1%	16.8%	8.9%
2011 INTERNAL REVENUE SERVICE	8,801	16.6%	10.1%	18.6%	9.0%
2010 INTERNAL REVENUE SERVICE	--	--	--	--	--

**This item was added to the survey in 2011. It is on a different response scale and is not included in the significance testing.*

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Work/Life (continued)

74. Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)

	N	Yes	No	Not Available To Me
2016 Governmentwide	391,178	33.4%	45.8%	20.8%
2016 Department of the Treasury	43,666	42.4%	49.8%	7.7%
2016 INTERNAL REVENUE SERVICE	34,864	41.2%	51.6%	7.2%
2015 INTERNAL REVENUE SERVICE	40,657	40.9%	51.2%	7.9%
2014 INTERNAL REVENUE SERVICE	39,711	41.1%	51.1%	7.8%
2013 INTERNAL REVENUE SERVICE	38,260	39.5%	52.8%	7.7%
2012 INTERNAL REVENUE SERVICE	44,429	33.9%	52.9%	13.1%
2011 INTERNAL REVENUE SERVICE	9,009	32.7%	55.2%	12.1%
2010 INTERNAL REVENUE SERVICE	--	--	--	--

**This item was added to the survey in 2011. It is on a different response scale and is not included in the significance testing.*

75. Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)

	N	Yes	No	Not Available To Me
2016 Governmentwide	390,233	26.8%	61.0%	12.1%
2016 Department of the Treasury	43,454	22.3%	67.9%	9.8%
2016 INTERNAL REVENUE SERVICE	34,679	21.1%	68.9%	10.0%
2015 INTERNAL REVENUE SERVICE	40,500	21.5%	68.4%	10.1%
2014 INTERNAL REVENUE SERVICE	39,527	22.5%	67.2%	10.3%
2013 INTERNAL REVENUE SERVICE	37,983	23.4%	66.8%	9.8%
2012 INTERNAL REVENUE SERVICE	44,179	22.8%	66.1%	11.1%
2011 INTERNAL REVENUE SERVICE	8,990	22.1%	66.7%	11.3%
2010 INTERNAL REVENUE SERVICE	--	--	--	--

**This item was added to the survey in 2011. It is on a different response scale and is not included in the significance testing.*

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Work/Life (continued)

76. Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)

	N	Yes	No	Not Available To Me
2016 Governmentwide	387,376	13.6%	81.0%	5.3%
2016 Department of the Treasury	43,093	16.7%	79.9%	3.4%
2016 INTERNAL REVENUE SERVICE	34,403	17.7%	79.2%	3.1%
2015 INTERNAL REVENUE SERVICE	40,005	17.9%	79.1%	3.0%
2014 INTERNAL REVENUE SERVICE	39,162	18.2%	78.9%	3.0%
2013 INTERNAL REVENUE SERVICE	37,768	19.0%	78.4%	2.7%
2012 INTERNAL REVENUE SERVICE	44,191	18.4%	78.5%	3.1%
2011 INTERNAL REVENUE SERVICE	8,981	17.9%	78.9%	3.2%
2010 INTERNAL REVENUE SERVICE	--	--	--	--

**This item was added to the survey in 2011. It is on a different response scale and is not included in the significance testing.*

77. Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)

	N	Yes	No	Not Available To Me
2016 Governmentwide	390,848	3.7%	79.1%	17.2%
2016 Department of the Treasury	43,538	2.1%	82.7%	15.2%
2016 INTERNAL REVENUE SERVICE	34,749	2.0%	83.1%	14.9%
2015 INTERNAL REVENUE SERVICE	40,566	2.2%	83.1%	14.8%
2014 INTERNAL REVENUE SERVICE	39,677	2.0%	83.2%	14.8%
2013 INTERNAL REVENUE SERVICE	38,186	2.5%	83.3%	14.2%
2012 INTERNAL REVENUE SERVICE	44,278	2.3%	83.5%	14.3%
2011 INTERNAL REVENUE SERVICE	8,966	1.4%	85.0%	13.6%
2010 INTERNAL REVENUE SERVICE	--	--	--	--

**This item was added to the survey in 2011. It is on a different response scale and is not included in the significance testing.*

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Work/Life (continued)

78. Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)

	N	Yes	No	Not Available To Me
2016 Governmentwide	391,248	2.3%	80.4%	17.2%
2016 Department of the Treasury	43,654	2.1%	83.0%	14.9%
2016 INTERNAL REVENUE SERVICE	34,861	1.9%	83.3%	14.8%
2015 INTERNAL REVENUE SERVICE	40,703	1.8%	83.4%	14.7%
2014 INTERNAL REVENUE SERVICE	39,794	1.8%	83.4%	14.8%
2013 INTERNAL REVENUE SERVICE	38,326	2.0%	83.7%	14.3%
2012 INTERNAL REVENUE SERVICE	44,318	1.8%	83.3%	14.9%
2011 INTERNAL REVENUE SERVICE	8,950	0.9%	84.6%	14.5%
2010 INTERNAL REVENUE SERVICE	--	--	--	--

**This item was added to the survey in 2011. It is on a different response scale and is not included in the significance testing.*

79. How satisfied are you with the following Work/Life programs in your agency? Telework

	N	Positive	Neutral	Negative	NBJ	Difference from previous year
2016 Governmentwide	204,775	78.9%	12.0%	9.1%	6,007	
2016 Department of the Treasury	27,640	89.0%	6.2%	4.7%	795	
2016 INTERNAL REVENUE SERVICE	21,547	90.8%	5.5%	3.7%	702	↗
2015 INTERNAL REVENUE SERVICE	24,160	90.2%	6.0%	3.8%	902	↗
2014 INTERNAL REVENUE SERVICE	23,703	88.2%	6.8%	4.9%	1,108	→
2013 INTERNAL REVENUE SERVICE	21,070	88.4%	7.7%	3.9%	1,244	↗
2012 INTERNAL REVENUE SERVICE	21,892	85.6%	9.2%	5.2%	1,928	↗
2011 INTERNAL REVENUE SERVICE	5,126	82.0%	11.7%	6.3%	268	--
2010 INTERNAL REVENUE SERVICE	--	--	--	--	--	

**This item was added to the survey in 2011. The results for this item only include employees who indicated that they participated in this program.*

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Work/Life (continued)

80. How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)

	N	Positive	Neutral	Negative	NBJ	Difference from previous year
2016 Governmentwide	148,859	89.7%	7.0%	3.3%	3,222	
2016 Department of the Treasury	18,029	93.2%	4.3%	2.5%	334	
2016 INTERNAL REVENUE SERVICE	13,897	93.2%	4.3%	2.5%	271	→
2015 INTERNAL REVENUE SERVICE	16,263	93.0%	4.1%	2.8%	253	↘
2014 INTERNAL REVENUE SERVICE	15,959	93.4%	4.1%	2.5%	267	↗
2013 INTERNAL REVENUE SERVICE	14,712	92.6%	4.5%	2.9%	279	→
2012 INTERNAL REVENUE SERVICE	14,625	92.4%	4.6%	2.9%	289	→
2011 INTERNAL REVENUE SERVICE	2,807	92.2%	4.5%	3.3%	11	--
2010 INTERNAL REVENUE SERVICE	--	--	--	--	--	

**This item was added to the survey in 2011. The results for this item only include employees who indicated that they participated in this program.*

81. How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)

	N	Positive	Neutral	Negative	NBJ	Difference from previous year
2016 Governmentwide	102,282	80.5%	15.7%	3.8%	7,335	
2016 Department of the Treasury	9,197	82.5%	14.4%	3.1%	827	
2016 INTERNAL REVENUE SERVICE	6,926	81.8%	15.1%	3.1%	660	→
2015 INTERNAL REVENUE SERVICE	8,132	81.0%	15.9%	3.1%	782	→
2014 INTERNAL REVENUE SERVICE	8,392	81.1%	15.8%	3.1%	728	→
2013 INTERNAL REVENUE SERVICE	8,444	80.6%	16.2%	3.3%	782	→
2012 INTERNAL REVENUE SERVICE	9,525	80.1%	16.3%	3.6%	838	→
2011 INTERNAL REVENUE SERVICE	2,087	82.8%	13.4%	3.9%	106	--
2010 INTERNAL REVENUE SERVICE	--	--	--	--	--	

**This item was added to the survey in 2011. The results for this item only include employees who indicated that they participated in this program.*

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Work/Life (continued)

82. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program (EAP)

	N	Positive	Neutral	Negative	NBJ	Difference from previous year
2016 Governmentwide	51,991	75.5%	20.1%	4.4%	8,067	
2016 Department of the Treasury	6,970	81.4%	15.6%	3.1%	849	
2016 INTERNAL REVENUE SERVICE	5,944	81.7%	15.3%	3.1%	640	→
2015 INTERNAL REVENUE SERVICE	7,048	80.9%	15.8%	3.4%	774	→
2014 INTERNAL REVENUE SERVICE	6,975	81.6%	15.1%	3.3%	694	→
2013 INTERNAL REVENUE SERVICE	6,997	81.7%	15.5%	2.9%	704	→
2012 INTERNAL REVENUE SERVICE	7,844	81.9%	15.2%	2.8%	624	↘
2011 INTERNAL REVENUE SERVICE	1,457	84.8%	11.9%	3.3%	68	--
2010 INTERNAL REVENUE SERVICE	--	--	--	--	--	

**This item was added to the survey in 2011. The results for this item only include employees who indicated that they participated in this program.*

83. How satisfied are you with the following Work/Life programs in your agency? Child Care Programs (for example, daycare, parenting classes, parenting support groups)

	N	Positive	Neutral	Negative	NBJ	Difference from previous year
2016 Governmentwide	10,701	72.2%	23.5%	4.3%	4,380	
2016 Department of the Treasury	842	64.0%	32.5%	3.5%	506	
2016 INTERNAL REVENUE SERVICE	641	63.0%	33.9%	3.0%	415	→
2015 INTERNAL REVENUE SERVICE	761	65.7%	30.0%	4.3%	456	→
2014 INTERNAL REVENUE SERVICE	716	65.0%	32.0%	3.0%	350	→
2013 INTERNAL REVENUE SERVICE	781	64.4%	31.8%	3.8%	475	→
2012 INTERNAL REVENUE SERVICE	875	65.5%	29.1%	5.4%	426	→
2011 INTERNAL REVENUE SERVICE	128	73.3%	24.5%	2.2%	56	--
2010 INTERNAL REVENUE SERVICE	--	--	--	--	--	

**This item was added to the survey in 2011. The results for this item only include employees who indicated that they participated in this program.*

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Work/Life (continued)

84. How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs (for example, support groups, speakers)

	N	Positive	Neutral	Negative	NBJ	Difference from previous year
2016 Governmentwide	7,399	67.6%	30.2%	2.2%	3,730	
2016 Department of the Treasury	811	69.0%	28.3%	2.7%	419	
2016 INTERNAL REVENUE SERVICE	611	68.3%	29.0%	2.6%	317	→
2015 INTERNAL REVENUE SERVICE	671	67.1%	30.1%	2.8%	287	→
2014 INTERNAL REVENUE SERVICE	630	68.4%	29.1%	2.5%	259	→
2013 INTERNAL REVENUE SERVICE	627	69.7%	27.9%	2.4%	311	→
2012 INTERNAL REVENUE SERVICE	705	66.9%	30.7%	2.3%	372	→
2011 INTERNAL REVENUE SERVICE	109	67.1%	29.5%	3.4%	55	--
2010 INTERNAL REVENUE SERVICE	--	--	--	--	--	--

**This item was added to the survey in 2011. The results for this item only include employees who indicated that they participated in this program.*

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Demographic Questions

Where do you work?

	N	%
Headquarters	9,184	27.5%
Field	24,187	72.5%

What is your supervisory status?

	N	%
Non-Supervisor	25,917	75.1%
Team Leader	3,070	8.9%
Supervisor	3,611	10.5%
Manager	1,334	3.9%
Senior Leader	583	1.7%

Are you:

	N	%
Male	12,592	37.7%
Female	20,814	62.3%

Are you Hispanic or Latino?

	N	%
Yes	3,287	10.0%
No	29,622	90.0%

Race

	N	%
American Indian or Alaska Native	356	1.1%
Asian	1,726	5.5%
Black or African American	6,519	20.7%
Native Hawaiian or Other Pacific Islander	164	0.5%
White	21,494	68.4%
Two or more races	1,178	3.7%

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Demographic Questions (continued)

What is the highest degree or level of education you have completed?

	N	%
Less than High School	50	0.1%
High School Diploma/GED or equivalent	2,847	8.4%
Trade or Technical Certificate	837	2.5%
Some College (no degree)	7,041	20.8%
Associate's Degree (e.g., AA, AS)	2,719	8.0%
Bachelor's Degree (e.g., BA, BS)	13,791	40.8%
Master's Degree (e.g., MA, MS, MBA)	5,627	16.6%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	886	2.6%

What is your pay category/grade?

	N	%
Federal Wage System	95	0.3%
GS 1-6	2,537	7.4%
GS 7-12	16,993	49.7%
GS 13-15	12,249	35.8%
Senior Executive Service	178	0.5%
Senior Level (SL) or Scientific or Professional (ST)	80	0.2%
Other	2,062	6.0%

How long have you been with the Federal Government (excluding military service)?

	N	%
Less than 1 year	36	0.1%
1 to 3 years	514	1.5%
4 to 5 years	1,035	3.0%
6 to 10 years	8,024	23.4%
11 to 14 years	3,936	11.5%
15 to 20 years	4,242	12.4%
More than 20 years	16,446	48.0%

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Demographic Questions (continued)

How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

	N	%
Less than 1 year	138	0.4%
1 to 3 years	994	2.9%
4 to 5 years	1,571	4.6%
6 to 10 years	9,123	26.9%
11 to 20 years	8,021	23.6%
More than 20 years	14,106	41.5%

Are you considering leaving your organization within the next year, and if so, why?

	N	%
No	24,656	72.2%
Yes, to retire	3,104	9.1%
Yes, to take another job within the Federal Government	4,217	12.3%
Yes, to take another job outside the Federal Government	970	2.8%
Yes, other	1,221	3.6%

I am planning to retire:

	N	%
Within one year	1,854	5.5%
Between one and three years	4,961	14.7%
Between three and five years	4,826	14.3%
Five or more years	22,194	65.6%

Self-Identify as:

	N	%
Heterosexual or Straight	25,967	81.5%
Gay, Lesbian, Bisexual, or Transgender	1,011	3.2%
I prefer not to say	4,882	15.3%

What is your US military service status?

	N	%
No Prior Military Service	29,343	88.0%
Currently in National Guard or Reserves	100	0.3%
Retired	921	2.8%
Separated or Discharged	2,986	9.0%

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Demographic Questions (continued)

Are you an individual with a disability?

	N	%
Yes	3,978	11.9%
No	29,566	88.1%

What is your age group?

	N	%
25 and under	16	0.0%
26-29	403	1.1%
30-39	4,700	12.9%
40-49	7,981	22.0%
50-59	15,988	44.0%
60 or older	7,269	20.0%