2022 U.S. Election Assistance Commission (EAC)
Annual Employee Survey (AES)
3-Year Results Comparison for 2022 vs. 2020/2019

March 2023

This following report outlines the results for the 2022 U.S. Election Assistance Commission Annual Employee Survey compared to the 2020 and 2019 results. 39 employees responded to the survey, for a final response rate of 83% (39/47).

United States Election Assistance Commission

2022 Annual Employee Survey (AES)
Changes for 2022

For the 2022 administration of the EAC AES, the survey underwent a few changes. Outlined below are the changes, with the primary change being an update to the dating and naming convention for the survey.

Dating and Naming Convention Changes

Historically, the naming convention for each administration of the AES has been based on the dates the perceptions were reflecting. For example, the 2017 AES report summarized data collected late 2017 and/or early 2018 to reflect 2017 perceptions. Similarly, the 2016 AES report summarized data collected late 2016 and/or early 2017 to reflect 2016 perceptions. During the COVID-19 pandemic, however, survey cycles were disrupted causing significant delays in the administration of both the official OPM Federal Employee Viewpoint Survey (OPM FEVS) and the EAC AES, and while the EAC AES timeline shifted substantially, the naming convention did not and stayed consistent with the chronological order of years rather than the perceptions they were reflecting. Thus, the surveys labeled 2020 and 2019 actually reflect 2021 perceptions and 2020 perceptions, respectively. To return to the historical naming convention, this AES report (2022), has been adjusted to be consistent with the time period reflected in the results (i.e., 2022 perceptions are reported in the 2022 report). For consistency with previous reports, previous years will remain labeled as they were labeled when administered. It should also be noted that there was not a lapse in the administration of the survey in 2021. The survey administration dates are outlined below.

Survey Administration Dates
2022: January 11, 2023 - February 10, 2023
2020: December 8, 2021 - January 10, 2022
2019: November 16, 2020 - December 29, 2020

Other Survey Changes

The 2022 survey remained relatively similar to the previous iterations of the AES; however, there was the addition of a new item ("I believe the results of this survey will be used to make my agency a better place to work") as well as updates to the telework items to be more consistent with EAC's current telework options. While no survey items were removed, items in the survey were reorganized to create more consistent themes within the sections.

United States Election Assistance Commission

2022 Annual Employee Survey (AES)

3-Year Results Comparison for 2022 vs. 2020/2019

This is a summary of changes in scores for 2022 vs the 2020/2019 U.S. Election Assistance Commission AES. The margin of error is ± 6.54 and is used to establish the meaningful difference criteria. Differences must be greater than the margin of error (at least 7 percentage points) to be considered meaningful (e.g., 85% vs. 92%).

Work Experiences (Items 1 - 8)

There were three notable increases in percent favorable for the work experiences items.

- ▲ Favorability increased by 8 percentage points for item 2: "I am given a real opportunity to improve my skills in my organization" since 2020 and 10 percentage points since 2019.
- ▲ Favorability increased by 10 percentage points for item 3: "My work gives me a feeling of personal accomplishment" since 2020.
- ▲ Favorability increased by 8 percentage points for item 4: "I like the kind of work I do" since 2020 and 9 percentage points since 2019.

Recruitment, Development, & Retention (Items 9 - 14)

There was one notable increase and one notable decrease in percent favorable scores for the recruitment, development, and retention items.

- ▲ Favorability increased by 8 percentage points for item 9: "The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals" since 2020.
- ▼ Favorability decreased by 9 percentage points for item 11: "Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring)" since 2020.

Performance Culture (Items 15 - 24)

There were three noteworthy increases in percent favorable scores for the performance culture items.

- ▲ Favorability increased by 7 percentage points for item 19: "In my work unit, differences in performance are recognized in a meaningful way" since 2020.
- ▲ Favorability increased by 11 percentage points for item 21: "My performance appraisal is a fair reflection of my performance" since 2020 and 25 percentage points since 2019.
- ▲ Favorability increased by 7 percentage points for item 24: "My supervisor supports my need to balance work and family issues" since 2020.

Leadership (Items 25 - 33)

There were three notable increases in percent favorable responses for the leadership items.

- ▲ Favorability increased by 8 percentage points for item 28: "I have trust and confidence in my supervisor" since 2020 and 14 percentage points since 2019.
- ▲ Favorability increased by 8 percentage points for item 29: "Overall, how good a job do you feel is being done by your immediate supervisor?" since 2020.
- ▲ Favorability increased by 8 percentage points for item 30: "I have a high level of respect for my organization's senior leaders (Commissioners, executive director, and legal counsel)" since 2020 and 15 percentage points since 2019.

United States Election Assistance Commission

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My Satisfaction (Items 34 - 42)

There were two marked decreases in percent favorable scores for the my satisfaction items.

- ▼ Favorability decreased by 9 percentage points for item 36: "How satisfied are you with your opportunity to get a better job in your organization?" since 2020, but is up 13 percentage points since 2019.
- ▼ Favorability decreased by 10 percentage points for item 39: "How satisfied are you with the training you receive for your present job?" since 2020.

My Agency (Items 43 - 49)

There were two notable increases in percent favorable responses and one noteworthy decrease for the my agency items.

- ▼ Favorability decreased by 13 percentage points for item 43: "I have sufficient resources (for example, people; materials; budget) to get my job done" since 2020 and 8 percentage points since 2019.
- ▲ Favorability increased by 10 percentage points for item 44: "Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well" since 2020 and 21 points since 2019.
- ▲ Favorability increased by 14 percentage points for item 47: "I can disclose a suspected violation of any law, rule or regulation without fear of reprisal" since 2020 and 23 points since 2019.

United States Election Assistance Commission

2022 Annual Employee Survey (AES)
Overall Results by Year

This is a comparison report of the U.S. Election Assistance Commission's 2022, 2020, and 2019 Annual Employee Survey results. This report displays results by Favorable, Neutral, and Unfavorable responses. "Favorable" is categroized by the sum of "Strongly Agree" and "Agree" response options, "Very Good" and "Good," or "Very Satisified" and "Satisfied," depending on the question. "Neutral" is categorized by the "Neither" or "Fair" response option, depending on the question. "Unfavorable" is categorized by the sum of the "Strongly Disagree" and "Disagree" response options, "Very Poor" and "Poor," or "Very Dissatisfied" and "Dissatisfied," depending on the question. All of the data in this report is considered unweighted.

Category	Item #	Item	Year	Favorable	Neutral	Unfavorable
Work Experiences	1	The people I work with cooperate to get the job done.	**2022**	95%	3%	3%
			2020	95%	3%	3%
			2019	94%	3%	3%
	2	I am given a real opportunity to improve my skills in my organization.	**2022**	85%	8%	8%
			2020	77%	13%	10%
			2019	74%	16%	10%
	3	My work gives me a feeling of personal accomplishment.	**2022**	87%	5%	8%
			2020	77%	18%	5%
			2019	90%	7%	3%
	4	I like the kind of work I do.	**2022**	92%	8%	0%
			2020	85%	13%	3%
			2019	83%	13%	3%
	5	My workload is reasonable.	**2022**	72%	15%	13%
			2020	76%	11%	13%
			2019	81%	10%	10%
	6	The work I do is important.	**2022**	97%	0%	3%
			2020	95%	5%	0%
			2019	90%	6%	3%
	7	Employees have a feeling of personal empowerment with respect to work processes.	**2022**	76%	5%	18%
			2020	81%	11%	8%
			2019	77%	6%	16%
	8	I know how my work relates to the agency's goals and priorities.	**2022**	95%	3%	3%
			2020	95%	5%	0%
			2019	90%	6%	3%
Recruitment, Development, & Retention	9	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	**2022**	90%	5%	5%
			2020	82%	11%	8%
			2019	90%	6%	3%
	10	My work unit is able to recruit people with the right skills.	**2022**	75%	17%	8%
			2020	79%	16%	5%
			2019	77%	13%	10%
	11	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women; training in awareness of diversity issues; mentoring).	**2022**	69%	20%	11%
			2020	78%	8%	14%
			2019	74%	4%	22%
	12	Supervisors in my work unit support employee development.	**2022**	79%	15%	5%
			2020	79%	10%	10%
			2019	87%	6%	6%
	13	My talents are used well in the workplace.	**2022**	79%	13%	8%
			2020	79%	5%	15%
			2019	77%	10%	13%
	14	My training needs are assessed.	**2022**	74%	18%	8%
			2020	71%	13%	16%
			2019	64%	21%	14%

United States Election Assistance Commission

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Category	Item #	Item	Year	Favorable	Neutral	Unfavorable
Performance Culture	15	Promotions in my work unit are based on merit.	**2022**	61%	29%	10%
			2020	62%	17%	21%
			2019	57%	26%	17%
	16	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	**2022**	56%	30%	15%
			2020	55%	34%	10%
			2019	52%	28%	20%
	17	Creativity and innovation are rewarded.	**2022**	80%	11%	9%
			2020	74%	14%	11%
			2019	69%	21%	10%
	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).	**2022**	64%	30%	6%
			2020	57%	38%	5%
			2019	41%	47%	12%
	19	In my work unit, differences in performance are recognized in a meaningful way.	**2022**	64%	30%	6%
			2020	56%	31%	13%
			2019	62%	19%	19%
	20	Pay raises depend on how well employees perform their jobs.	**2022**	48%	17%	34%
			2020	44%	26%	30%
			2019	52%	24%	24%
	21	My performance appraisal is a fair reflection of my performance.	**2022**	73%	21%	6%
			2020	62%	28%	10%
			2019	48%	38%	14%
	22	Discussions with my supervisor about my performance are worthwhile.	**2022**	74%	17%	9%
			2020	69%	22%	8%
			2019	63%	22%	15%
	23	Managers/supervisors work well with employees of different backgrounds.	**2022**	84%	11%	5%
			2020	82%	10%	8%
			2019	79%	14%	7%
	24	My supervisor supports my need to balance work and family issues.	**2022**	92%	5%	3%
			2020	85%	5%	10%
			2019	90%	6%	3%
Leadership	25	My supervisor listens to what I have to say.	**2022**	87%	8%	5%
			2020	85%	5%	10%
			2019	77%	13%	10%
	26	My supervisor treats me with respect.	**2022**	90%	5%	5%
			2020	87%	5%	8%
			2019	87%	3%	10%
	27	In the last six months, my supervisor has talked with me about my performance.	**2022**	74%	13%	13%
			2020	69%	15%	15%
			2019	57%	17%	27%
	28	I have trust and confidence in my supervisor.	**2022**	87%	8%	5%
			2020	79%	13%	8%
			2019	73%	17%	10%
	29	Overall, how good a job do you feel is being done by your immediate supervisor?	**2022**	90%	8%	3%
			2020	82%	13%	5%
			2019	84%	6%	10%
	30	I have a high level of respect for my organization's senior leaders (Commissioners, executive director, and legal counsel).	**2022**	92%	8%	0%
			2020	84%	5%	11%
			2019	77%	10%	13%
	31	In my organization, senior leaders (Commissioners, executive director, and legal counsel) generate high levels of motivation and commitment in the workforce.	**2022**	72%	26%	3%
			2020	78%	8%	14%
			2019	77%	7%	17%
	32	Managers (all EAC Directors) review and evaluate the organization's progress toward meeting its goals and objectives.	**2022**	83%	14%	3%
			2020	89%	9%	3%
			2019	80%	12%	8%
	33	Managers communicate the goals and priorities of the organization.	**2022**	86%	6%	8%
			2020	84%	11%	5%
			2019	71%	19%	10%

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Category	Item #	Item	Year	Favorable	Neutral	Unfavorable
My Satisifaction	34	How satisfied are you with the information you receive from management on what's going on in your organization?	**2022**	79%	10%	10%
			2020	82%	5%	13%
			2019	81%	10%	10%
	35	How satisfied are you with your involvement in decisions that affect your work?	**2022**	77%	8%	15%
			2020	77%	10%	13%
			2019	71%	19%	10%
	36	How satisfied are you with your opportunity to get a better job in your organization?	**2022**	49%	31%	21%
			2020	58%	26%	16%
			2019	35%	48%	16%
	37	How satisfied are you with the recognition you receive for doing a good job?	**2022**	74%	18%	8%
			2020	79%	13%	8%
			2019	81%	6%	13%
	38	How satisfied are you with the policies and practices of your senior leaders?	**2022**	77%	18%	5%
			2020	74%	13%	13%
			2019	60%	30%	10%
	39	How satisfied are you with the training you receive for your present job?	**2022**	67%	21%	13%
			2020	76%	16%	8%
			2019	63%	27%	10%
	40	Considering everything, how satisfied are you with your job?	**2022**	82%	15%	3%
			2020	82%	13%	5%
			2019	81%	16%	3%
	41	Considering everything, how satisfied are you with your pay?	**2022**	69%	13%	18%
			2020	72%	15%	13%
			2019	65%	19%	16%
	42	Considering everything, how satisfied are you with your organization?	**2022**	85%	8%	8%
			2020	82%	8%	10%
			2019	80%	13%	7%
My Agency	43	I have sufficient resources (for example, people; materials; budget) to get my job done.	**2022**	67%	13%	21%
			2020	79%	10%	10%
			2019	74%	10%	16%
	44	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	**2022**	82%	12%	6%
			2020	73%	27%	0%
			2019	62%	35%	4%
	45	Employees are protected from health and safety hazards on the job.	**2022**	88%	9%	3%
			2020	88%	12%	0%
			2019	75%	21%	4%
	46	My organization has prepared employees for potential security threats.	**2022**	86%	11%	3%
			2020	89%	8%	3%
			2019	90%	6%	3%
	47	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	**2022**	92%	3%	5%
			2020	78%	13%	9%
			2019	69%	17%	14%
	48	I recommend my organization as a good place to work.	**2022**	85%	13%	3%
			2020	85%	5%	10%
			2019	81%	10%	10%
	49	I believe the results of this survey will be used to make my agency a better place to work.	**2022**	70%	16%	14%
			2020	N/A	N/A	N/A
			2019	N/A	N/A	N/A
TW	51	How satisfied are you with the telework or remote options in your agency? (Pre-2022: How satisfied are you with the telework program in your agency?)	**2022**	89%	5%	5%
			2020	92%	8%	0%
			2019	87%	13%	0%

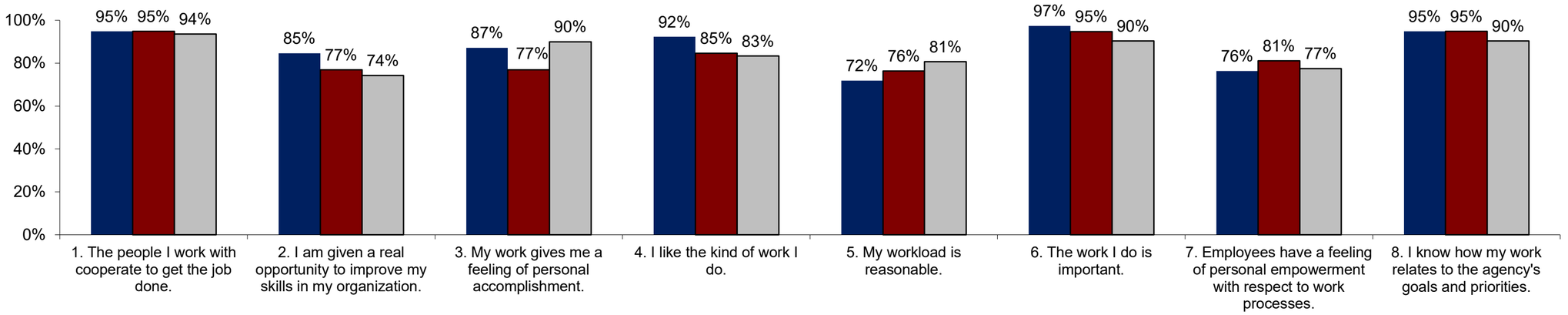
United States Election Assistance Commission

2022 Annual Employee Survey (AES)

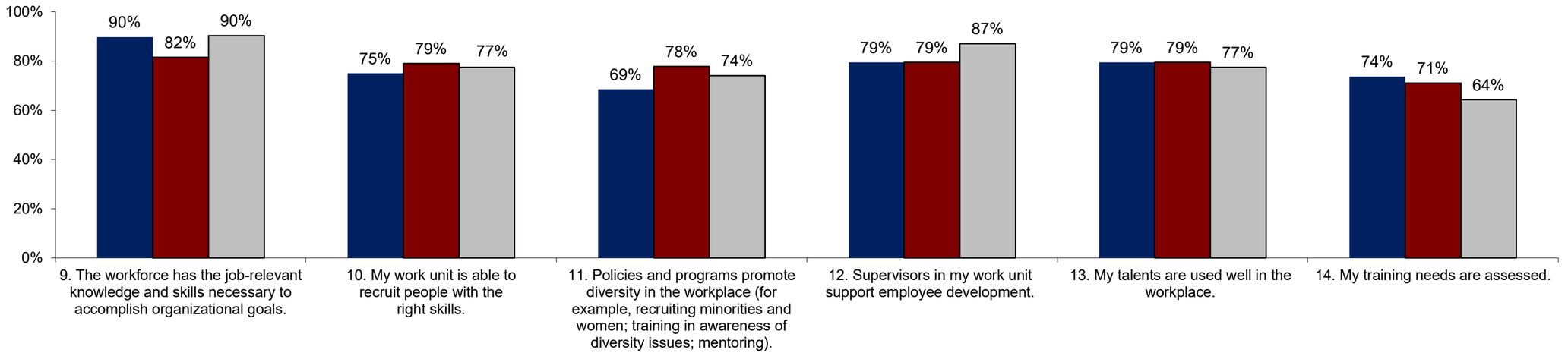
Percentage Favorable by Year

This is a comparison report of the 2022, 2020, and 2019 U.S. Election Assistance Commission's Annual Employee Survey results.
This report displays the % favorable for each item by year.
The data in this report are unweighted. Differences between 2022 and 2020/2019 need to be at least 7 percentage points to be considered meaningful (*e.g.* , 85% vs. 92%).

Work Experiences
Percentage Favorable



Recruitment, Development, & Retention
Percentage Favorable

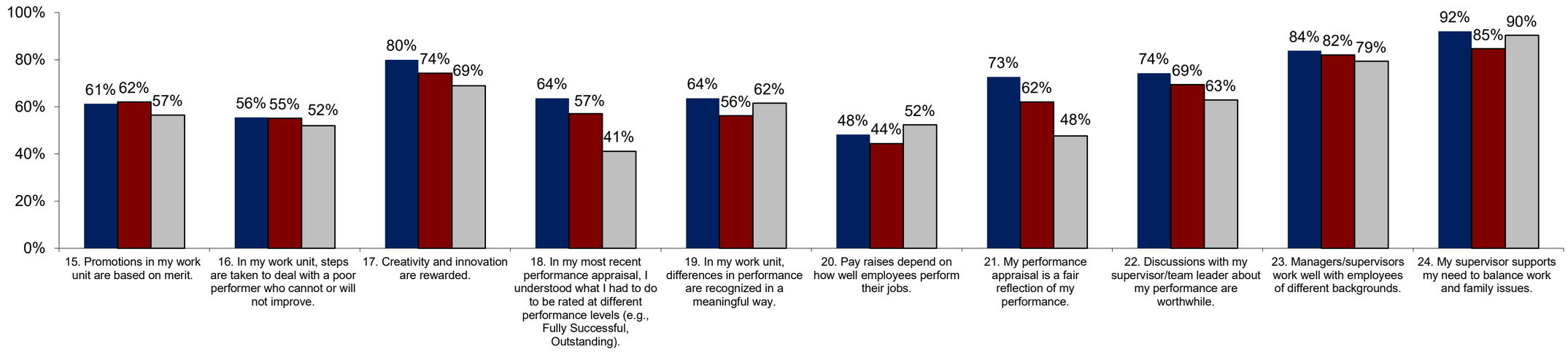


2022 2020 2019

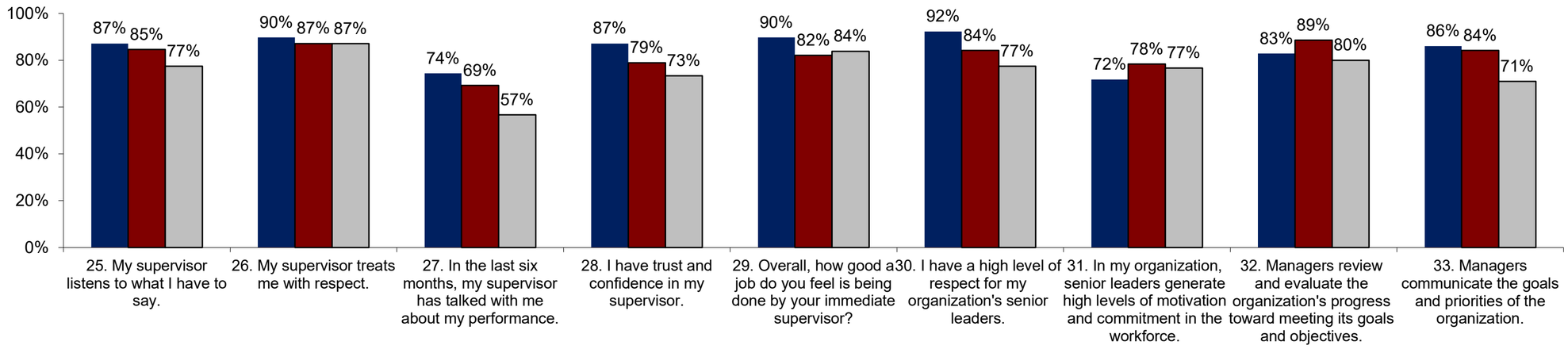
United States Election Assistance Commission

2022 Annual Employee Survey (AES)
Percentage Favorable by Year

Performance Culture
Percentage Favorable



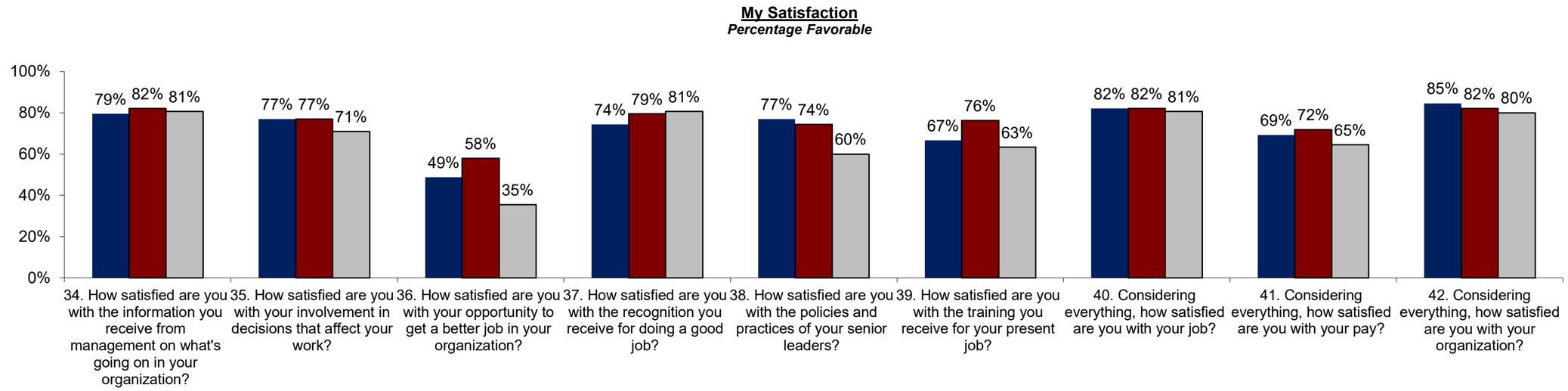
Leadership
Percentage Favorable

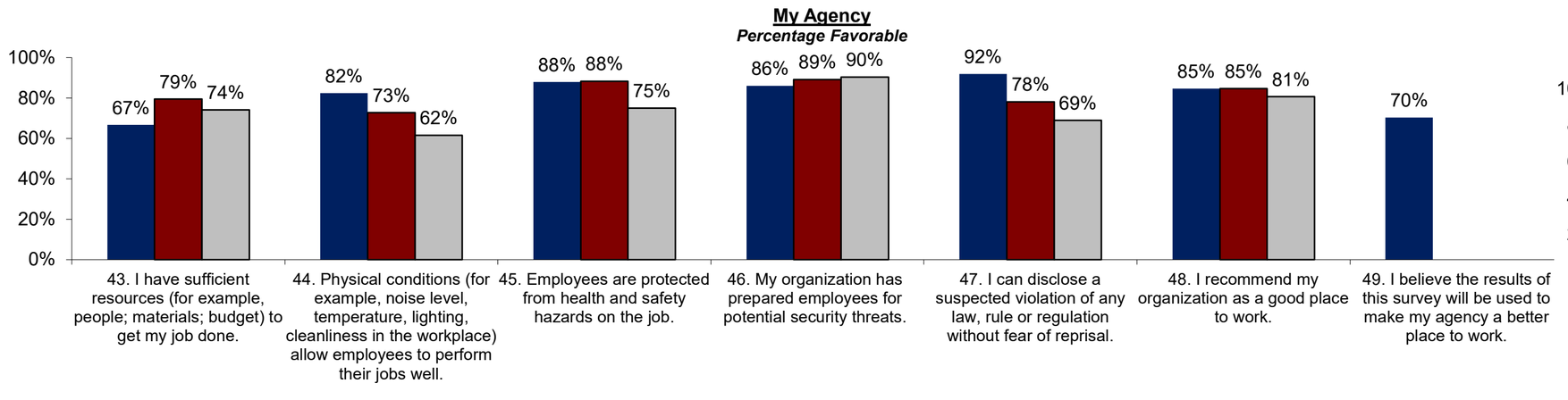


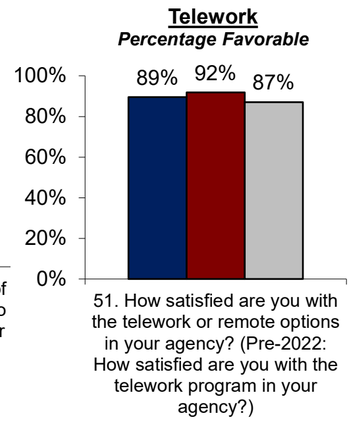
2022 **2020** **2019**

United States Election Assistance Commission

2022 Annual Employee Survey (AES)
Percentage Favorable by Year







2022 2020 2019

United States Election Assistance Commission

2022 Annual Employee Survey (AES)
Comment Summary

This is a summary of the open ended comments - what EAC is doing well and what EAC should change.

What EAC is doing well:

- A collaborative work environment including across divisions/departments; strong working relationships and personal rapport among EAC staff.
- Remote and telework options make it possible to recruit and retain strong candidates.
- Staff is focused on the mission and works dilligently to help the agency achieve the mission and strategic goals.
- EAC is forward focused and growing through its intiatives and goals; identifies opportunities where EAC can engage with stakeholders.
- Directors are given space and authority to ensure they can effectively manage their teams, while workers are alllowed independence including leeway to propose new or innovative ways of doing work.
- EAC demonstrates a commitment to building a workforce with the necessary expertise, and staff is knowledgeable and dedicated.

What EAC should change:

- More flexibility including schedules and ability to work remotely or return to the office if desired.
- More opportunities for employee development and training.
- Administrative and support roles are understaffed, and staff are overworked.
- Most operational units have just enough staff to manage the existing workload, and this poses risks for mistakes or errors as staff can be spread thin and subject to burnout.
- Communication needs to increase across the board ranging from high-level decisions down to job opening notifications.
- Possible increased pay to be consistent with similar government positions, but the pay cap for commissioners set by Congress impacts agency staff; pay makes it difficult to recruit and retain qualified talent.
- Concerns regarding approval processes including the time it takes and the approver's ability to have an adequate view of all operations when making decisions; would like to see it streamlined.
- Develop and deploy more standard operating procedures; close the gap between the official documented policies and what is actually enforced (e.g., onboarding/offboarding and addressing employee performance).