

5.3 *Morale*

Employees were asked to rate the current state of *their* morale at work. Individual morale amongst employees seems to have remained fairly consistent since the 2000 survey. While it has not improved by any great degree, it has not decreased either. In total, 72% of employees rated their current state of morale as good to excellent, in comparison to 71% in 2000. Morale remains higher than reported in the 1998 survey when 64% rated their morale as good to excellent.

When asked specifically if their own morale in the workplace has improved, worsened or remained the same in the last two years, 31% of employees indicated that it worsened, 26% felt that it had improved, and 42% reported that it had remained the same. This is a very subjective question and is interpreted based on the state of employee morale two years ago. An employee who may have had very high morale two years ago, could report a decrease in morale and still be experiencing a higher level of morale than a colleague reporting an increase in their morale. The morale two years ago is the key part of the equation. In general, most employees felt that their morale has remained the same as it was two years ago, supporting the finding that overall morale has largely remained consistent with 2000.

Employees rated morale better at their Post or Division than they did in the Department in general. Sixty-five percent (65%) of employees indicated that the current state of morale at their Post or Division was good to excellent, while just less than half of employees (48%) felt the current state of morale at the Department was good to excellent.

Morale differed by employee category. As shown in **Exhibit 9**, EXs – whether they were located at Headquarters or Post - were more likely than other employees to rate the state of *their* morale as good to excellent. This result is similar to what was reported in the 2000 survey. COs at Headquarters were the least likely to see the state of their morale at work as good to excellent. This represents a slight change from the 2000 survey, where FS were least likely to report that their morale was good to excellent.