



American Battle Monuments Commission 2022 Climate Survey Report



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Executive Summary

Introduction and Methods

The American Battle Monuments Commission (ABMC) contracted with Pacific Research and Evaluation (PRE) to design and implement an organizational climate survey across more than 200 of its staff. To support inclusion of staff across ABMC's many sites worldwide, the 2022 ABMC Climate Survey was available in English, Dutch, French, Italian, and Tagalog. The objectives ABMC set forth for the Climate Survey included identifying strengths, weaknesses, and areas for improvement. As the broadest staff survey effort ABMC has undertaken to date, the primary focus of the survey was to understand ABMC's overall organizational climate and highlight trends among ABMC's many locations, teams, and roles.

In total, out of 204 invited ABMC leaders and staff, 164 participated in the survey—an 80.4% response rate. To protect confidentiality of all participants, all survey design, data collection, and data analyses were conducted independently by PRE with final approval by ABMC's Secretary. In accordance with the approved Data and Confidentiality Plan, all data gathered from the Climate Survey are confidential and are presented in this report only in ways that do not allow any individual participant's identity to be known or tied to their responses. All raw, unaggregated data are securely maintained by PRE and have not been shared with anyone at ABMC.

The 2022 ABMC Climate Survey achieved an

80%

total response rate across all invited ABMC leaders and staff.

This report provides an overview of the relevant background and scope, survey design process, participation results, data analysis, and key findings of the Climate Survey. The report concludes with a summary of climate development opportunities to inform future steps.

Key Findings

Analysis of the data generated through quantitative survey questions (i.e., close-ended, multiple choice-style questions with response options typically ranging from 1 ["Strongly Disagree"] to 5 ["Strongly Agree"]) and qualitative survey questions (i.e., open-ended questions) identified six overall key themes, which are detailed in the main body of this report and summarized below:

- 1 **Mission and Meaningfulness:** Employees share deep connection and commitment to the mission and meaningfulness of ABMC's work. These factors were the most positively rated of any across the 2022 ABMC Climate Survey. Employees feel their work serves a greater purpose and feel proud to tell others they work at ABMC.
- 2 **The Work Itself:** Employees enjoy the work they do, and most are satisfied with their jobs. They value the variety, autonomy, opportunities to learn new skills, and multidisciplinary and multicultural nature of their work. Cemetery staff consistently reported they find meaning in their interactions with visitors and each other. Senior leaders feel their work is valuable but are experiencing notably higher levels of burnout.
- 3 **Well-Being:** Employees generally reported sufficient work-life balance and relatively low job stress; however, chiefs, directors, and deputies reported less balance, more stress, and more emotionally demanding work than other groups. Regarding potential serious issues or incidents at work, the majority of employees shared they know where to go and feel a report would be taken seriously.





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Cohesion and Collaboration: Team-level cohesion and collaboration is generally very strong at ABMC. Teams and sites reported doing excellent work and that they can count on their coworkers for support. Agency-level cohesion and collaboration presents one of the most impactful opportunities for ABMC to further develop its organizational climate. Employees described several agency-level divisions in organizational climate, with the most commonly discussed divide being between Headquarters and Overseas Operations. Many groups expressed a desire to continue to feel heard by ABMC. Cemetery staff, in particular, expressed a desire to become increasingly integrated into ABMC's agencywide culture and decision-making processes.

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Leadership: ABMC's supervisory staff generally demonstrate high-quality leadership, and most staff have positive relationships with their supervisors. Perceptions of senior leaders are more variable, and most employees reported that top leaders could work together more effectively. Nearly half of staff and leaders shared that conflict between top leaders impacts their feelings about their jobs, and more than one-third shared it impacts their ability to do their day-to-day work.

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Diversity, Equity, Inclusion, and Belonging: Most staff believe ABMC strives to have a diverse workforce. Employees feel connected to the multicultural and multidisciplinary nature of the work and enjoy interacting with diverse visitors, community members, and coworkers. Employees' identities are generally respected, with some remaining opportunity to continue to build a climate that supports diversity, equity, inclusion, and a strong sense of belonging at ABMC.

Climate Development Opportunities

The high rate of participation in ABMC's 2022 Climate Survey reflects employees' interest in and willingness to share their experiences and voice their opinions and ideas. Results show that employees feel committed and connected to ABMC's mission, and the information shared by employees offers several opportunities for ABMC to continue to build on its strengths to improve its workplace within groups and across the entire agency. The following opportunities are identified:

- ◆ Build upon employees' deep personal and professional connection to ABMC's mission, vision, and values, as well as the meaningfulness of ABMC's work.
- ◆ Continue to support employees' ability to effectively carry out the work of the agency, centering the enjoyment staff feel for the work they do in support of ABMC's mission.
- ◆ Provide more and varied opportunities for all employees to give and receive feedback about workplace experiences.
- ◆ Invest in programs, activities, and opportunities to support cultural cohesion within and across specific departments, teams, and other subcultural units.
- ◆ Invest in leadership, managerial, and supervisory development to increase consistency and effectiveness in support of employees and ABMC as a whole.
- ◆ Continue to invest in opportunities to support development and sustainment of a diverse workforce, with equitable treatment across all employees.

Introduction

Background and Scope

The American Battle Monuments Commission (ABMC) is made up of approximately 500 total staff who work at Headquarters in Arlington, Virginia, the Overseas Operations Office in Paris, France, and in the 26 permanent American burial grounds located in 11 countries (including four sites in the U.S.). As a global agency, less than 20% of ABMC's staff are U.S. citizens. The remainder are foreign service national (FSN) employees working overseas. As an agency of the U.S. Federal Government, ABMC takes part annually in the Office of Personnel Management's Federal Employee Viewpoint Survey (FEVS); however, as FSN employees, more than 80% of ABMC's total staff does not receive invitations to participate in FEVS.

In June 2022, following a competitive bid process, Pacific Research and Evaluation (PRE) was awarded a contract to conduct an organizational climate survey with the objectives of supporting ABMC's identification of strengths, weaknesses, and areas for improvement within organizational policies and procedures. The identified scope was limited to U.S. employees worldwide, foreign service national (FSN) employees, Overseas Operations Office employees, and cemetery superintendents, associates, foremen, and visitor center personnel. ABMC limited the scope of the survey to only those staff with ABMC-provided email addresses, for a total of 204 total ABMC staff—more than twice the number of employees invited to take the FEVS. To support inclusivity of FSN employees working overseas, the scope included translation of the survey to four languages beyond English: Dutch, French, Italian, and Tagalog.

Approach

To support ABMC's objectives of identifying strengths, weaknesses, and areas for improvement, the PRE team designed the 2022 ABMC Climate Survey to provide a current snapshot of ABMC's organizational climate. As the broadest staff survey effort ABMC has undertaken to date, the primary focus of the survey was to understand ABMC's overall organizational climate and highlight trends across ABMC's many locations, teams, and roles. A secondary focus of the survey was to allow comparison across groups to highlight key similarities and differences in experience (e.g., between locations, roles, or leadership statuses). These similarities and differences between groups are highlighted throughout the report wherever they are most relevant and informative.



Methods

Participant Privacy and Data Management

Participant privacy is of the utmost importance; this is particularly true in a workplace setting. Privacy allows participants to share their experiences, perceptions, and opinions openly and truthfully, reduces or eliminates fear about participating and providing candid information, and facilitates scientifically valid results. Prior to beginning information gathering efforts, a Data and Confidentiality Plan was developed by PRE and reviewed and approved by ABMC's Secretary and Chief Human Resources Officer. The plan outlined confidentiality, privacy, and data management practices for the Climate Survey.

In accordance with the approved plan, all data gathered from the Climate Survey are confidential and are presented in this report only in ways that do not allow any individual participant's identity to be known or tied to their responses. As such, quantitative data (i.e., responses to close-ended questions using Likert scales or multiple choice-style options) are reported in aggregate. Qualitative data (i.e., responses to open-ended questions) presented in this report are de-identified, meaning direct quotes containing information that could allow individuals to be identified or named specific individuals have been paraphrased or redacted where necessary.

Additionally, although some survey questions asked about the effectiveness and impact of specific leaders at ABMC, responses to these items are not presented in this report to protect individuals. Results specific to these items have been shared confidentially with the respective individuals. All participants were informed that the Climate Survey was not a replacement for the formal complaint processes, like Equal Employment Opportunity (EEO) complaints, administrative grievances, and Merit Systems Protection Board (MSPB) appeals. All data were gathered, analyzed, and maintained by PRE. No ABMC leader or staff member had access to disaggregated data at any time.

Background Information Gathering

Following approval of the Data and Confidentiality Plan, PRE conducted informational interviews with 12 ABMC leaders and staff members. All meetings were held virtually or via phone. To protect confidentiality, results of these interviews are not presented in this report and were used only to inform survey development and provide background and contextual information relevant to ABMC's organizational climate.

Climate Survey Development

Following informational interviews, PRE developed a list of key topics and associated draft survey questions. ABMC's Secretary reviewed and approved all questions. Per ABMC's request, no other ABMC leaders or personnel were involved in development and review of survey questions. Where possible, the survey adapted previously validated measures (references found in Appendix 1). When previously validated measures could not be used, PRE developed items for use in the survey.

Response options for most questions ranged from 1 ("Strongly Disagree") to 5 ("Strongly Agree"); however, it is important to note that higher scores do not always correspond to more positive or desirable results.

The majority of the survey was made up of quantitative questions using Likert scales, most often ranging from scores of 1 ('Strongly Disagree') to 5 ('Strongly Agree'). It is important to note that higher scores do not always correspond to more positive or desirable results. For example, although a score of 5 ('Strongly Agree') on the item "I find my work to be very meaningful" represents a desirable response from an

organizational climate perspective, a score of 5 ('Strongly Agree') on the item "When I interact with others at work, I often feel like I have to hide (fake) what I am really feeling" is not a desirable response from an organizational climate perspective.

Five additional open-ended questions were developed to provide qualitative data from survey participants. Responses are presented in de-identified form throughout the report and have been paraphrased and edited for spelling and grammar where necessary. Non-English responses were translated to English and are presented in English throughout the report to further protect participant identities.

The 2022 ABMC Climate Survey achieved an **80%** total response rate across all invited ABMC leaders and staff.

Procedures

The survey was developed by PRE in a secure online survey platform (Alchemer). Prior to distribution, PRE translated the survey to four additional languages (i.e., Dutch, French, Italian, and Tagalog), as determined by ABMC. To support equitable access to the survey, participants were able to select a language or view the survey in low-vision mode at any time. At the start of the survey, participants received information about confidentiality and data security.

Participants

In total, 164 ABMC leaders and staff participated in the survey. With 204 total invitations, that represents an 80.4% response rate and indicates that the results contained in this report are highly representative of experiences across the full pool of invited ABMC leaders and staff. Participants ranged in organizational tenure from 0.1 years to over 40 years. The average organizational tenure was 9.9 years (standard deviation = 9.3 years). Table 1 below presents additional information about participants' roles and locations.

Table 1. Participants

Organizational Role		Work Location		Organizational Function	
Role	n (% of total)	Location	n (% of total)	Function	n (% of total)
Non-supervisory Staff	87 (53.0%)	Arlington, Virginia (U.S.)	27 (16.5%)	Headquarters	44 (26.8%)
Supervisor or Manager	16 (9.8%)	Paris, France	43 (26.2%)	Overseas Operations	16 (9.8%)
Cemetery Superintendent/ Assistant Superintendent	26 (15.9%)	Other	94 (57.3%)	Cemetery Operations	104 (63.4%)
Chief, Director, Deputy, or Secretary	35 (21.3%)				

Data Analysis

The overall Climate Survey design and analytic approach utilized a 'mixed methods' strategy, meaning multiple types of data (i.e., quantitative and qualitative). Quantitative data include responses to approximately 100 questions. Results are reported using the mean and standard deviation for each item, as well as the frequency or percentage of participants who selected a given response. All response scales ranged from 1 = Strongly Disagree to 5 = Strongly Agree, unless otherwise indicated. Qualitative data

include 564 total responses to a total of 5 open-ended questions. Qualitative data were coded (i.e., categorized) based on topics that emerged in each question and response. These codes, and all comments associated with each code, were then organized into six key themes, listed below. All data, both quantitative and qualitative, are organized around these six themes throughout this report.

- ◆ Theme 1: Mission & Meaningfulness
- ◆ Theme 2: The Work Itself
- ◆ Theme 3: Well-Being
- ◆ Theme 4: Cohesion & Collaboration
- ◆ Theme 5: Leadership
- ◆ Theme 6: Diversity, Equity, Inclusion, & Belonging

Theme 1: Mission & Meaningfulness

Section Summary

- 1** ABMC staff consistently expressed their connection and commitment to ABMC’s mission.
- 2** Questions about the mission and meaningfulness of ABMC’s work were the highest and most positively rated questions on the entire survey.
- 3** Nearly all participants agreed or strongly agreed their work is meaningful and serves a greater purpose, and that they are proud to tell others they work at ABMC.
- 4** Approximately 75% of staff shared that the agency’s mission and/or the meaningfulness of the agency’s work is what they like most about working for ABMC.

The most consistent theme identified in ABMC’s 2022 Climate Survey data was the meaningfulness of ABMC’s mission and work. In both quantitative data (i.e., responses to multiple choice questions) and qualitative data (i.e., responses to open-ended questions), ABMC employees across levels, locations, functions, and roles shared the strong connection and attachment they felt to ABMC’s mission.

Mission	The American Battle Monuments Commission, the preeminent guardian of America’s commemorative military cemeteries and memorials worldwide, honors the achievements of the U.S. armed forces by preserving their legacy of service and by seeking new and innovative ways of reflecting the evolving nature of sacrifice.
Vision	ABMC is the premier agency for commemorating and venerating American military service, sacrifice, and achievements, fulfilling the promise of General of the Armies John J. Pershing that “Time will not dim the glory of their deeds.”
Values	<ul style="list-style-type: none"> ◆ Honor: We memorialize and commemorate the service of America’s armed forces. ◆ Respect: We extol the unique value and individual sacrifice of each service member. ◆ Excellence: We dedicate ourselves to being the preeminent standard of excellence for maintaining America’s military cemeteries and memorials. ◆ Stewardship: We are responsible guardians of the sacred mission entrusted to our care. ◆ Commitment: We are dedicated to professional service to our nation, our allies and partners, our communities, and our workforce.

Quantitative survey data showed very positive responses about meaningfulness of work and emotional connection to ABMC. On a scale from 1 to 5, with 5 indicating strong agreement, the average and standard deviation (i.e., a measure of variation there was among responses) across all responses are presented in Table 2, while Figure 1 provides a visual representation of the distribution of responses. Results show that among ABMC employees nearly all agree that their work is meaningful and serves a greater purpose, and that they are proud to tell others they work at ABMC. Responses were remarkably consistent and positive, with very low or nonexistent rates of disagreement. Participants also expressed high emotional attachment to their work. Responses varied slightly more for this item than items related

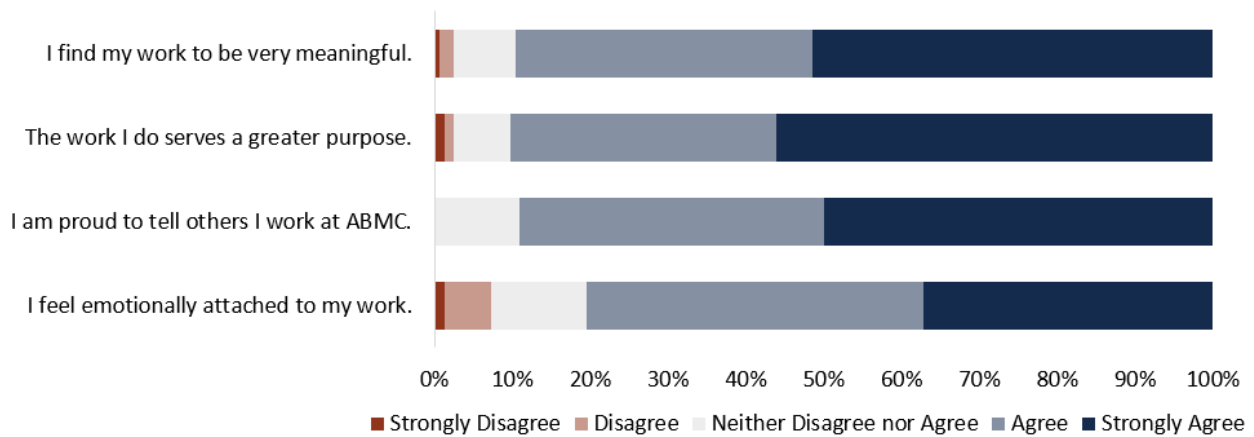
to meaningfulness and pride in the work but were still very positive, with approximately four out of every five ABMC employees agreeing or strongly agreeing they felt emotionally attached to their work.

Table 2

Item	Mean	SD	N
I find my work to be very meaningful.	4.4	0.8	163
The work I do serves a greater purpose.	4.4	0.8	164
I am proud to tell others I work at ABMC.	4.4	0.7	164
I feel emotionally attached to ABMC.	4.1	0.9	164

Figure 1

Mission & Meaningfulness Item Distributions



Employees’ feelings about the meaningfulness of ABMC’s work and the pride and connection they feel toward the mission and work of the agency were also expressed directly by staff and leaders alike. When asked what they enjoyed most about working for ABMC, one staff member said, “Meeting the relatives of the ones buried, hearing their stories, and getting to tell their stories to other visitors, that makes me proud to be working here.” Another shared, “What I like most is the human aspect. To see the emotion in visitors’ eyes when they come to visit our site, especially next of kin, all the work and effort is for them.”

Similar sentiments were reflected across the vast majority of employees who responded to open-ended questions on the survey. Out of 139 participants who answered what they enjoy most about working for ABMC, 102 participants (73.4%) explicitly mentioned ABMC’s mission or the meaningfulness of the agency’s work—by far the most common response. Similarly, 31 participants (22%) stated that interacting with visitors, next of kin, or the community is what they enjoy most about working for ABMC.

Connection to ABMC’s mission thus represents an exceptional strength of ABMC as an organization. Participants described the mission as something to rally around, with many sharing that the meaningfulness of the mission and work of ABMC is what keeps them committed to ABMC as an organization, even during challenges or difficulties. For example, one individual in a leadership role said, “The ABMC mission is—to me—what grounds me and gets me through the tough days. It is an honorable and important role to keep the promise to families of the fallen.”

Theme 2: The Work Itself

Section Summary

- 1** ABMC employees enjoy the work they do, and most are satisfied with their jobs. They value the variety, autonomy, opportunities to learn new skills, and multidisciplinary and multicultural nature of their work.
- 2** Although ABMC employees enjoy their work and have positive feelings toward many aspects of their jobs, senior leaders are experiencing higher rates of burnout and are at increased risk of turnover.

The second key theme in the 2022 ABMC Climate Survey was enjoyment of the work itself. Quantitative and qualitative data showed that participants enjoy many aspects of their work at ABMC, from their day-to-day tasks to the multicultural and multidisciplinary nature of their work.

Throughout the survey, employees reflected on characteristics of their jobs, as well as their attitudes toward and feelings about their jobs. Average responses to relevant quantitative items are presented in Table 3 on a scale from 1 to 5, with 5 indicating strong agreement. Two additional items with a unique response scale (1 = “Never” to 5 = “Very Frequently”) are presented in Table 4. Both tables also include the standard deviation for each item (i.e., a measure of how much variation there was among responses, with a higher standard deviation indicating more variation).

Table 3

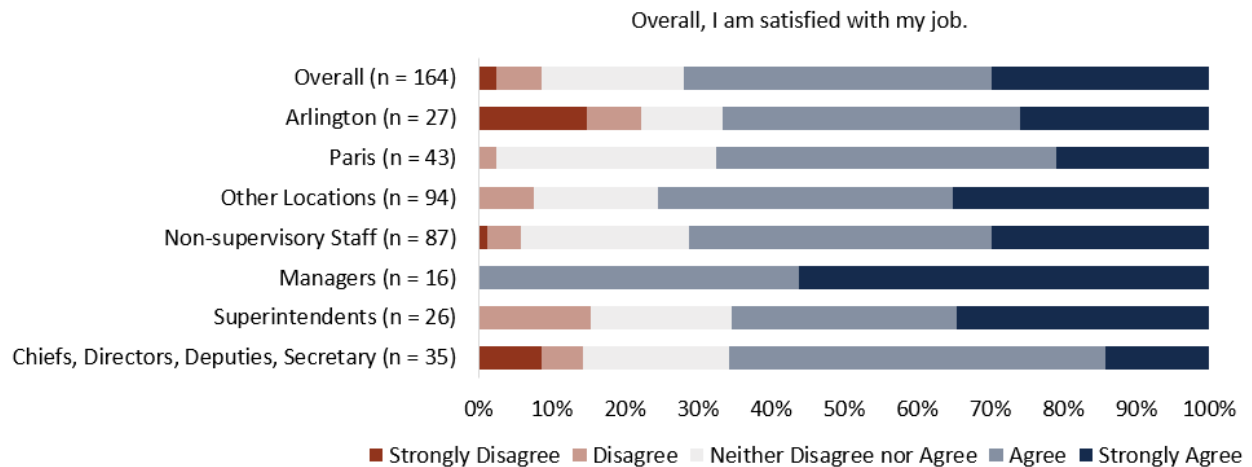
Item	Mean	SD	N
Overall, I am satisfied with my job.	3.9	1.0	164
I am in a position to mostly do work that I really like.	3.9	0.8	164
I have a clear understanding of what is expected of me in my job.	3.9	1.0	163
I am in a job that offers me the chance to learn new skills.	3.8	0.9	164
I have the resources I need to do my job effectively (e.g., equipment, training, information, technical support).	3.6	1.2	163
My job offers enough opportunity for advancement.	2.7	1.2	164
My job offers enough opportunity for personal and professional growth.	3.3	1.1	164
My job offers enough recognition for good work.	3.4	1.2	164
I am receiving positive feedback about my performance.	4.0	0.9	164
The meetings I am involved in at work are effective.	3.4	0.9	163
My job allows me to make a lot of decisions on my own.	3.6	1.2	164
I have a lot of say about what happens on my job.	3.6	1.1	164
I have a heavy workload with lots to do.	3.8	0.9	163
The future of my job is stable.	3.6	1.1	164

Table 4

Item	Mean	SD	N
In the past year, how often have you seriously considered leaving your current job?	2.5	1.3	164
Feelings of burnout occur when an individual feels emotionally exhausted, cynical, and feels a lack of personal accomplishment. In the past month, how often have you experienced feelings of burnout?	2.4	1.3	164
1 = Never; 2 = Rarely; 3 = Occasionally; 4 = Frequently; 5 = Very frequently			

Average responses to quantitative survey questions related to job characteristics and attitudes about work were generally positive. One of the most positively rated items, on average, was job satisfaction (“Overall, I am satisfied with my job.”) with an average rating of 3.9 out of 5. Figure 2 presents job satisfaction ratings by location and job role. Of all participants, nearly 75% agreed or strongly agreed they are satisfied with their jobs—a high rate of job satisfaction. Although ratings on the positive end of the spectrum (i.e., “Agree” or “Strongly Agree”) were relatively equivalent across Arlington and Paris and totaled approximately two-thirds of participants in each location, there was a notable difference in ratings on the negative end of the spectrum (i.e., “Disagree” or “Strongly Disagree”), with participants in Arlington selecting negative responses substantially more frequently than participants in Paris or other locations. Similarly, more chiefs, directors, and deputies expressed strong disagreement about their satisfaction with their jobs than any other group. Note, there is a substantial overlap between the groups of participants who are (1) located in Arlington, and (2) directors, chiefs, and deputies.

Figure 2



Other items with high average responses included enjoyment of the work (“I am in a position to mostly do work that I really like”), role clarity (“I have a clear understanding of what is expected of me in my job”), opportunity to learn (“I am in a job that offers me the chance to learn new skills”), and positive feedback (“I am receiving positive feedback about my performance”). On average, each of these items received a rating of 3.8 to 4 out of 5, indicating a high rate of agreement and generally positive experiences across participants.

Responses to qualitative questions reinforced several positive takeaways from the quantitative data. First, out of 139 total responses to the question, “What do you enjoy most about working for ABMC?” a total of

23% of the responses (n=32) specifically mentioned the work itself. For example, one participant said, “I find my job very interesting, and I have the liberty to choose the projects I want to work on.” Another shared, “I enjoy my job specifically. I am doing what I was trained to do and have spent my career doing. It allows me to do the work I love as a profession and has afforded me some exceptional opportunities.”

“I enjoy learning about the history of ABMC, the cemetery where I work, and the stories of the individuals. If we do not remember their stories, then they will be forgotten. I am passionate about sharing the stories of the cooks or grounds crew with visitors to ensure that ‘Time will not dim the glory of their deeds.’”

— Climate Survey Participant

Other qualitative responses shared specific aspects of the work that are appreciated by ABMC employees, including the beauty of the physical environment in the cemeteries, the variety of tasks employees get to carry out, interactions with visitors in the cemeteries, autonomy, and the multicultural and multidisciplinary nature of ABMC’s work. Example quotes related to each topic are presented in Table 5 below.

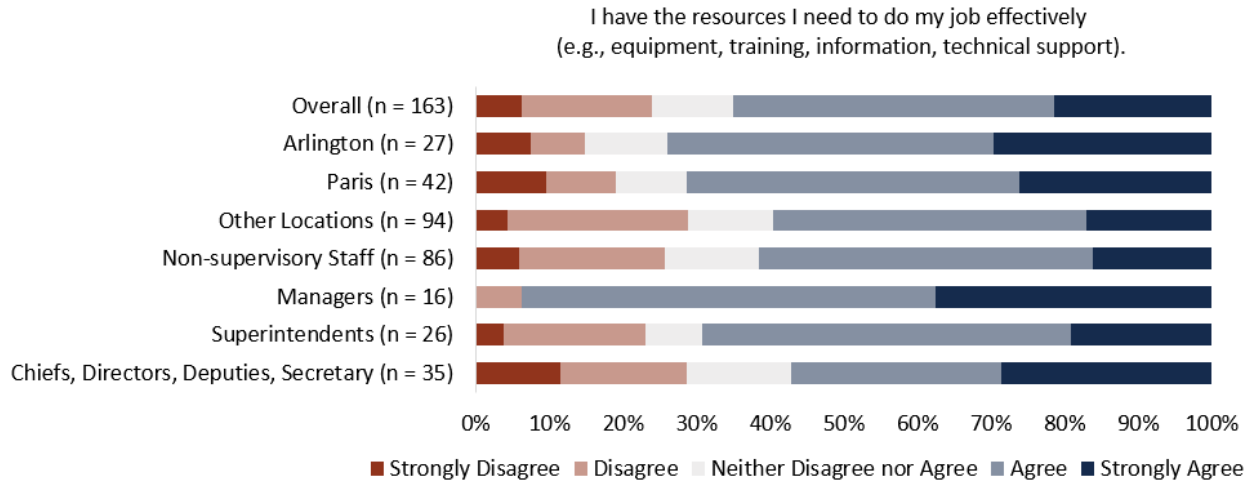
Table 5

Item	Mean
Beauty and the Physical Environment	“ABMC has an unquestionably noble mission. We build and maintain the most beautiful sites belonging to the U.S. Government period and probably the best maintained sites anywhere. I do not know of a better and more fitting tribute to the service and sacrifice of the U.S. armed forces.”
Task Variety	“We have the opportunity to plan our own workday tasks and are able to work on historical and preservation projects that bring a lot of value to our commitment.”
Interactions with Visitors	“It’s greeting and escorting family members to the grave location of their loved one. Preparing the next of kin packet and putting together information about the service member they are looking for. Taking time to talk with them about the service member and sharing information. Meeting World War II Veterans. Doing research on service members buried at my site and finding a picture to be able to tell their stories.”
Autonomy	“The amount of responsibility and decision-making power I’m given and being involved in projects from inception until completion.”
Multicultural and Multidisciplinary Work	<p>“The multicultural aspect and its dynamism.”</p> <p>“Multiple areas to learn and work on (horticulture, engineering, noble materials, interpretation, etc).”</p> <p>“I appreciate the wide variety of disciplines that all work together, such as visitor services, preservation, and F&P. It makes every project very interesting to cross and share objectives with each project owner.”</p>

In addition to the several very positively rated items presented above, some quantitative items received moderate or mixed responses. One such item related to access to resources. Figure 3 shows responses to the statement, “I have the resources I need to do my job effectively (e.g., equipment, training, information, technical support).” Overall, approximately two-thirds of participants agreed or strongly agreed they have the resources they need. Based on location, participants outside of Arlington and Paris (i.e., other locations) expressed lower access to resources. Arlington participants rated access to resources most positively of any location, as may be expected based on access to Headquarters and executive leaders.

Although more than half of every group agreed they have access to the resources they need, the job roles that perceived less access to resources were (1) non-supervisory staff and (2) chiefs, directors, and deputies.

Figure 3



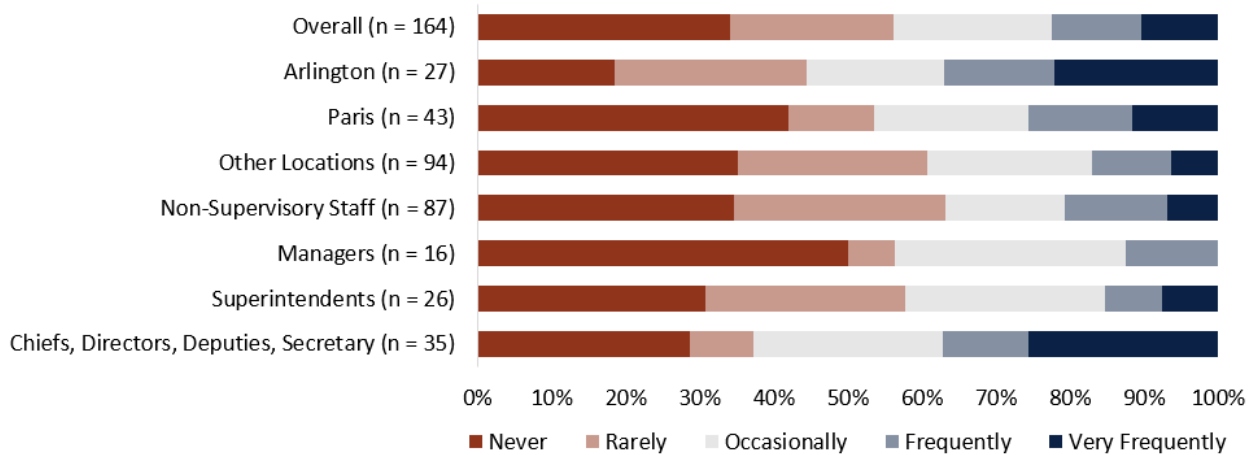
A few items related to job characteristics and feelings about work at ABMC present opportunities for further consideration or growth. First, the average score for opportunity for advancement (“My job offers enough opportunity for advancement”) was 2.7 out of 5, which was noticeably lower than other items. As a small government agency with many sites to maintain, it is likely that participants do not have as much opportunity to advance as employees may have in larger agencies. However, it may be that ABMC could consider additional ways to provide opportunities for advancement as part of future organizational structure evaluations.

Second, the average score for job demands (“I have a heavy workload with lots to do”) was 3.8 out of 5, indicating many participants agreed or strongly agreed that they have a heavy workload. When considered in the context of ratings related to access to resources (presented above), it may be that ABMC staff workloads could be more evenly distributed or improved by additional access to resources.

Third, participants shared how often in the last month they had feelings of burnout (i.e., feeling emotionally exhausted, cynical, or a lack of personal accomplishment). Figure 4 shows responses across locations and roles. There is a notable difference among groups that may point to the need for additional support. Compared to the overall totals across all participants (i.e., the top bar in Figure 4), participants in Arlington experienced feelings of burnout substantially more frequently, with over 20% of Arlington-based participants indicating that they felt burnout very frequently in the past month. Similarly, participants who were chiefs, directors, and deputies indicated feelings of burnout at a substantially higher rate than any other job role, with more than 60% of chiefs, directors, and deputies sharing they experienced feelings of burnout at least occasionally within the last month.

Figure 4

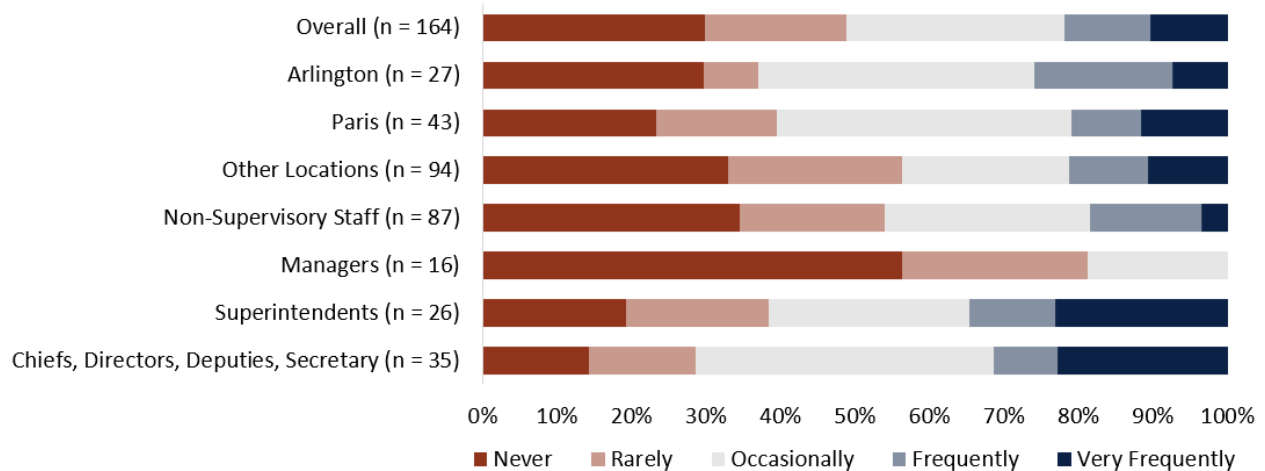
In the past month, how often have you experienced feelings of burnout?



Finally, ratings related to turnover intentions (“In the past year, how often have you seriously considered leaving your current job?”) averaged 2.5 on a scale from 1 = “Never” to 5 = “Very Frequently.” Results are shown in Figure 5. Less than 5% of non-supervisory staff had considered leaving their jobs “very frequently” in the past year, compared to nearly 25% of (1) superintendents, and (2) chiefs, directors, and deputies. Only approximately one-quarter of chiefs, directors, and deputies had “never” or “rarely” considered leaving in the last year. Taken together, these results indicate that although participants enjoy their work and have positive feelings toward many aspects of their jobs, senior leaders are experiencing higher rates of burnout and are at increased risk of turnover.

Figure 5

In the past year, how often have you seriously considered leaving your current job?



Theme 3: Well-being

Section Summary

- 1** ABMC employees generally experience sufficient work-life balance and low job stress.
- 2** Chiefs, directors, and deputies report less work-life balance and more emotionally demanding work than other groups.
- 3** Most employees know how to report serious issues at work and feel their reports would be taken seriously, but some employees feel hesitancy surrounding reports, as is typical in most organizations. Reminders to ABMC employees about how reports are handled could further support employees' comfort.

A set of questions included in the Climate Survey asked employees to think about their well-being and treatment at work. These questions addressed the intersection between employees' work and personal lives, including perceptions of stress, as well as feelings regarding reporting issues at work. The full list of questions about this topic, including average scores and standard deviations, can be found in Table 6, with the scale ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree").

Table 6

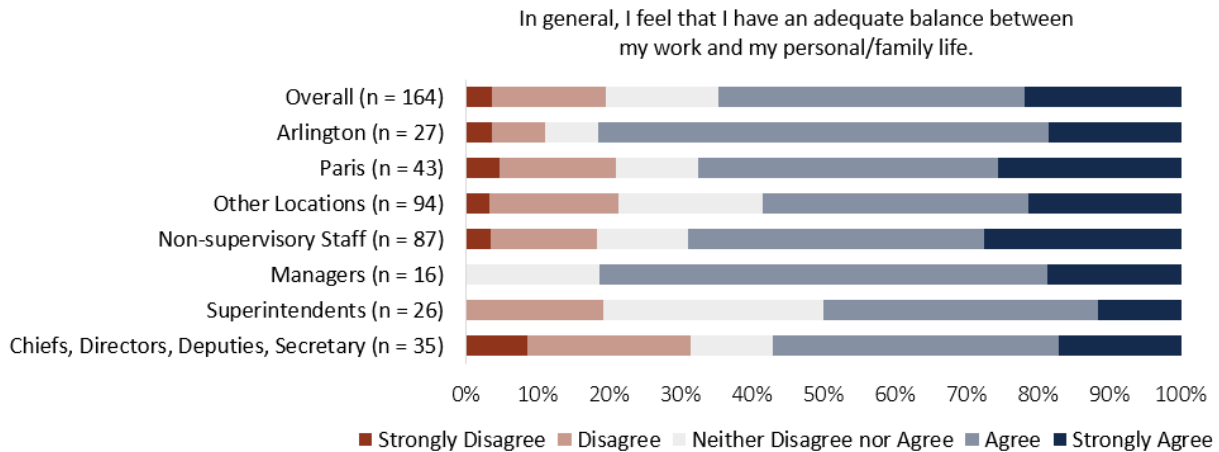
Item	Mean	SD	N
In general, I feel that I have an adequate balance between my work and my personal/family life.	3.6	1.1	164
My job offers enough choice over when I begin and end work each day.	3.4	1.3	164
My job offers enough choice over where I perform my work each day.	3.2	1.2	164
I find my job stressful.	3.0	1.0	164
My work is emotionally demanding.	3.2	1.1	164
I find myself thinking about bad things that happened at work.	3.1	1.3	164
I can disclose a suspected violation of a law, rule, or regulation without fear of reprisal.	3.1	1.1	161
If I needed to report a serious issue or incident at work, I would know where to go.	3.7	1.0	161
If I were to report a serious issue or incident at work, my report would be taken seriously.	3.5	1.1	161
If I were to report a serious issue or incident at work, my report would be followed up on.	3.4	1.0	161

Generally, employees reported fairly high levels of personal well-being, with quantitative data showing that, on average, ABMC staff feel they are able to achieve work-life balance and have enough choice over when and where they work.¹ One of the highest rated items was work-life balance ("In general, I feel that I have an adequate balance between my work and my personal/family life"), with an average rating of 3.6 out of 5, and over 62% of ABMC employees either agreeing or strongly agreeing with the statement.

¹ Please note these data were collected prior to the telework policy clarification instituted in August 2022, which primarily impacted staff who report through ABMC's Headquarters Office but are stationed in Paris. As such, result specific to telework may not reflect perceptions of the current telework arrangement.

Figure 6 presents responses by location and job role. Despite generally positive ratings, there was some variation in responses among job roles, with managers reporting the best work-life balance (all responses ranged from neutral to strong agreement), while chiefs, directors, and deputies reported the most difficulty in maintaining a balance (31.5% disagreed that they have an adequate balance). Nevertheless, over 55% of executives agreed that they were able to achieve a balance between their work and personal lives. Among locations, Arlington respondents noted the most positive work-life balance, while locations outside of Arlington and Paris (i.e., other locations—primarily cemeteries) reported slightly more neutral and negative experiences with balancing the two.

Figure 6



Qualitative responses did not heavily focus on this topic; however, some responses to open-ended questions did note positive experiences with flexibility and an ability to maintain work-life balance. For example, when asked about strengths of ABMC, one employee wrote, “Being able to work fairly independently, feeling that my contribution and work knowledge are appreciated, having the possibility of a good balance between work and personal life,” while another shared, “The varied nature of the work; the

The majority of ABMC employees report having adequate work-life balance and flexibility around when and how they work.

“Being able to work fairly independently, feeling that my contribution and work knowledge are appreciated, having the possibility of a good balance between work and personal life.”

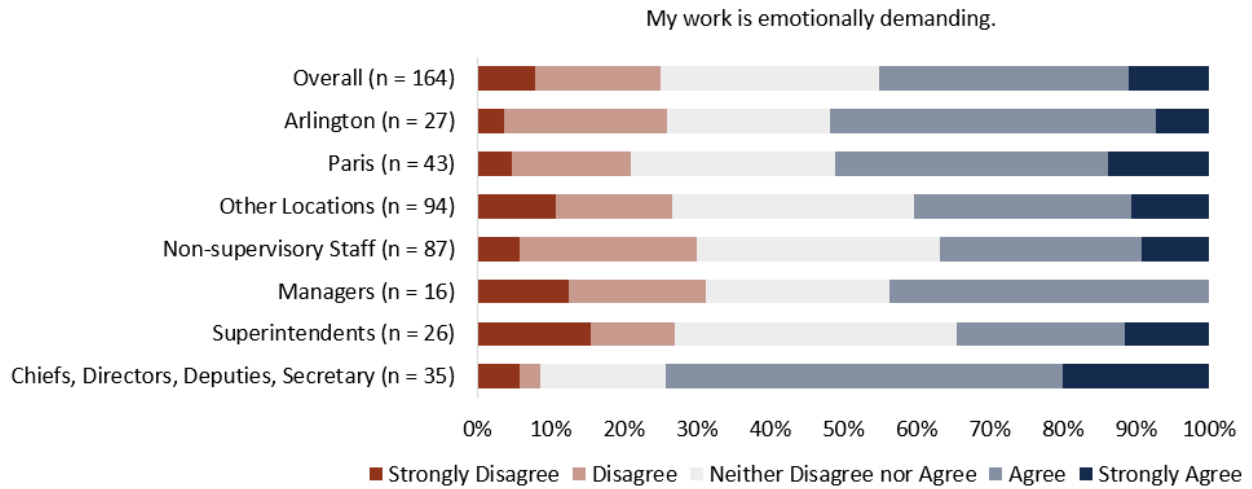
— Climate Survey Participant when asked what they most enjoy about working for ABMC

relative flexibility and lack of bureaucracy of a small government agency; the opportunity to make an impact in service of a beautiful mission.”

In terms of job stress, as a whole, employees did not report that their jobs are particularly stressful, emotionally demanding, or that they ruminate about work after hours. The average scores to these three items hovered closely to the neutral point (i.e., a score of 3 on a 5-point scale). Of note is the item, “My work is emotionally demanding,” as employees gave this a slightly higher average rating than job stress or rumination, with a 3.2 out of 5. Figure 7 presents this item broken down by location and job role. Chiefs, directors, and deputies rated this item substantially

higher than other groups, with 74% agreeing that their work is emotionally demanding. Within managers, there was no strong endorsement of this item (i.e., a rating of ‘Strongly Agree’) and 13% strongly disagreed. Among locations, Arlington and Paris respondents reported slightly more emotionally demanding work than other locations, with approximately 15% of Paris-based respondents expressing strong agreement that their work is emotionally demanding.

Figure 7



Four questions about reporting were included in the Climate Survey (e.g., “If I were to report a serious issue or incident at work, my report would be taken seriously”). Quantitative data showed that employees generally know how to report incidents and believe they will be taken seriously and followed-up on; however, results also showed there is some hesitancy to make reports. The distribution of responses to the items “If I needed to report a serious issue or incident at work, I would know where to go” and “I can disclose a suspected violation of a law, rule, or regulation without fear of reprisal” are displayed in Figures 8 and 9. Of note is the strong consistency in responses in terms of knowing how to report an incident – 75% of overall respondents are confident in their knowledge of proper protocols.

Figure 8

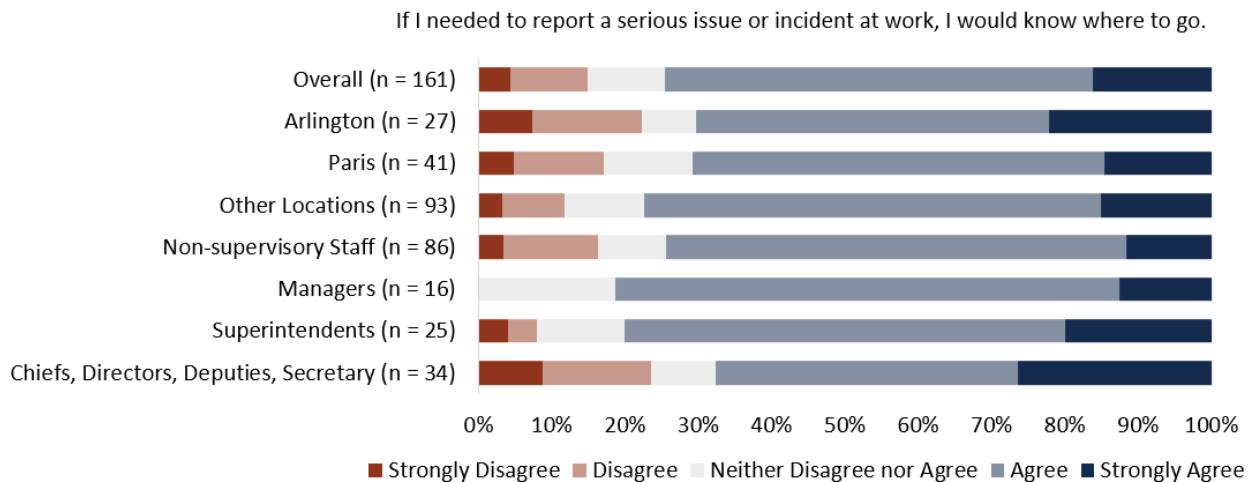
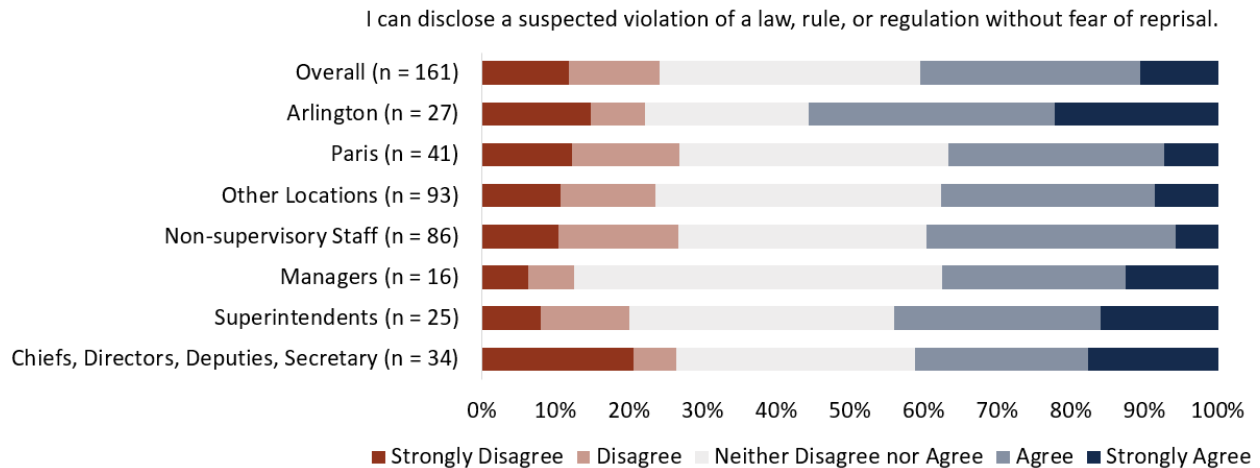


Figure 9



When comparing Figure 8 and Figure 9, however, ratings differ, with an increase in neutral ratings and a decrease in affirmative ratings for the item, "I can disclose a suspected violation of a law, rule, or regulation without fear of reprisal." A total of 40% of all respondents agreed they can disclose a suspected violation without fear of reprisal, and another 35% neither agreed nor disagreed (i.e., provided a neutral response). For comparison, only 11% of respondents selected the neutral category when asked if they knew how to report an issue. It is critical to note that the discrepancy between knowing how to report an issue/incident and feeling one can make a report without fear of reprisal is very common in organizations across both public and private sectors. That said, additional steps can be taken to help employees feel comfortable making reports when needed.

Although most responses regarding reporting at work followed a similar pattern among locations and job roles, Arlington respondents showed substantially more agreement about their ability to disclose suspected violations without fear of reprisal, indicating more comfort in reporting. Nevertheless, uncertainty as to potential negative impact regarding reports of suspected violations represents an opportunity for ABMC to clarify and more clearly outline how they protect individuals who disclose suspected violations.

Theme 4: Cohesion & Collaboration

Section Summary

- 1

There are notable differences between team-level experiences and agency-level experiences surrounding cohesion and collaboration at ABMC. Generally, team-level experiences are quite positive; however, agency-level cohesion and collaboration presents a key opportunity for ABMC to further develop its organizational climate.
- 2

ABMC employees describe several divisions across the agency that sometimes take the form of an “us versus them” climate. Perhaps the most consistently discussed division is that between Headquarters and Overseas Operations.
- 3

Many groups within ABMC hope to feel heard, included, and understood as ABMC continues to develop its organizational climate. Cemetery staff, in particular, seek opportunities to become better integrated into ABMC’s agencywide culture and decision-making processes.

Cohesion and collaboration at both the workgroup and agency level emerged as the fourth theme in the 2022 ABMC Climate Survey. Through quantitative and qualitative data, participants reported strong cohesion, collaboration, and effectiveness within their immediate teams. At the agency level, however, staff responses indicate divisions that negatively impact employee experiences and ABMC’s organizational climate.

Team Cohesion and Collaboration

Average responses for questions about team-level dynamics are presented in Tables 7 and 8, accompanied by standard deviations (i.e., an indicator of variance in responses) and sample sizes. Items listed in Table 7 focus on team effectiveness, team inclusion, team task-related conflicts, team psychological safety climate, and coworker support. Responses range from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”).

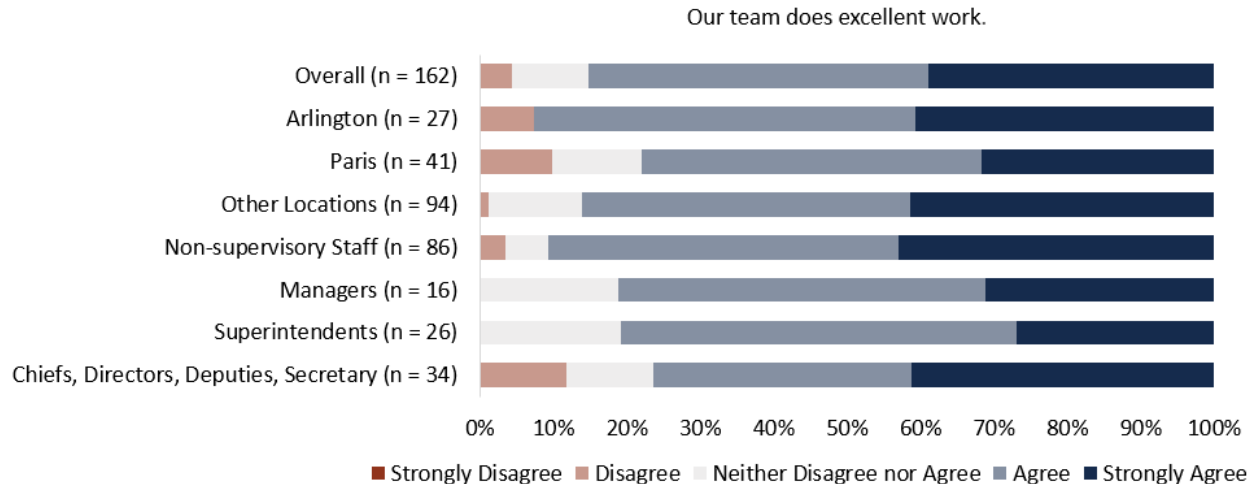
Table 7

Item	Mean	SD	N
Our team does excellent work.	4.2	0.8	162
Our team meets or exceeds expectations.	4.1	0.9	161
My work group members share relevant work-related information with me.	3.8	1.0	162
People I work with often disagree about how we should work together to accomplish our work.	2.6	1.1	162
Members of this team are able to bring up problems and tough issues.	3.6	1.1	161
If you make a mistake on this team, it is often held against you.	2.4	1.2	160
I can count on my coworkers/work colleagues for support when I need it.	4.0	1.0	162
The people I work with care about the success of ABMC as a whole, not just one team or group.	3.7	1.0	162

Responses to items presented in Table 7 were quite positive, on average. For example, the average response to both team effectiveness items (“Our team does excellent work” and “Our team meets or exceeds expectations”) were among the highest presented in this report. A detailed view of responses to

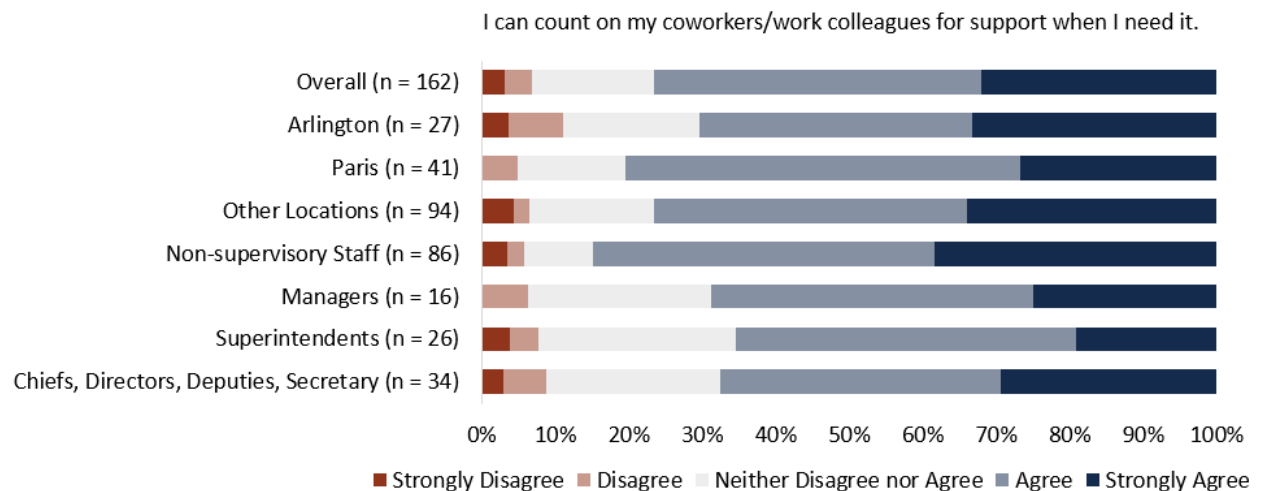
the first item is shown in Figure 10. Nearly 40% of all respondents strongly agreed their team does excellent work, and a further 35% agreed. Paris-based respondents and chiefs, directors, and deputies expressed the highest disagreement—but only approximately 10% of each group.

Figure 10



Other positively rated aspects of team dynamics indicated positive experiences, on average, with team-level inclusion (“My work group members share relevant work-related information with me”) and coworker support (“I can count on my coworkers/work colleagues for support when I need it”). Detailed responses about coworker support are shown in Figure 11. More than 75% of all ABMC staff feel they can count on their coworkers for support. Non-supervisory staff showed even more positive experiences, with more than 80% agreeing or strongly agreeing they can count on being supported when needed. Leaders at all levels, including managers, superintendents, and chiefs, directors, and deputies, had slightly less positive views of coworker support, but, even so, nearly 70% of each group agreed or strongly agreed. These results indicate team-level cohesion and support among coworkers are strengths of ABMC’s organizational climate that can continue to be built upon over time. Qualitative responses supported this conclusion, as numerous staff shared that their teammates, colleagues, and coworkers were what they enjoyed most about working for ABMC.

Figure 11



“I enjoy working with my direct colleagues. They are a great support and the ones who truly care about the mission every day of the year. I also enjoy collaborating with my fellow associates. There is a great bond that has been created between us, and we can rely on each other.”

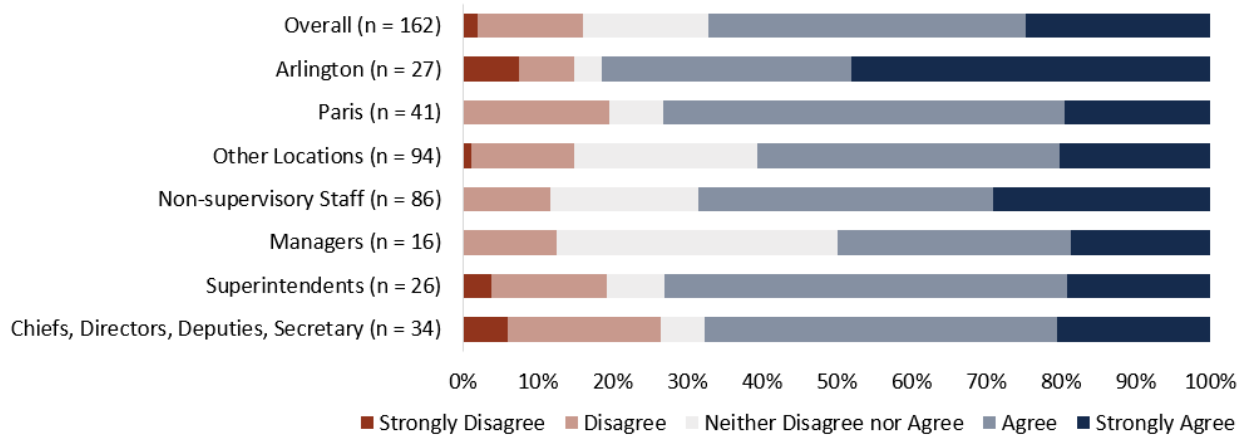
— Climate Survey Participant

Questions about the extent to which work groups disagree about how to work together, are able to bring up problems and tough issues, and feel mistakes are held against staff were generally positive but were more neutral and showed wider variability than other responses about team dynamics. It is likely that experiences in these areas are tied more to leadership than coworkers, so there is some room for growth in helping ABMC staff to feel comfortable coming to consensus about how to work together, bringing up problems, and making reasonable mistakes.

A final item asked about the extent to which ABMC employees’ coworkers care about the success of ABMC as a whole, rather than the success of only one team or group. Distributions of responses by location and job role are shown in Figure 12. Overall, nearly 70% of respondents agreed or strongly agreed that the people they work with care about the success of the entire agency. Arlington-based participants showed the highest rate of agreement, while participants outside of Arlington or Paris (i.e., “other locations”) showed a slightly lower rate of agreement. Approximately 20% of Paris-based participants disagreed that the people they work with care about agencywide success. Taken together, these results indicate that most teams feel they are working toward the success of ABMC as a whole, with some opportunity for further unification (see agency-level results below).

Figure 12

The people I work with care about the success of ABMC as a whole, not just one team or group.



Items listed in Table 8 focus on the frequency with which ABMC employees experience negative treatment and interpersonal conflict at work. Responses range from 1 (“Never”) to 5 (“Very Frequently”). It is important to note that lower average responses (i.e., lower frequencies on average) are more desirable for these items. Averages ranged from 1.8 to 2.2, indicating the average response was “rarely.” These results indicate that the majority of ABMC employees are not having regular experiences of being put down at work, talked to in a condescending manner, addressed in unprofessional terms, or witnessing interpersonal conflict. The relatively high standard deviations, however, indicate that there is room for growth with respect to the treatment of colleagues, as higher values indicate more variability in responses.

Table 8

Item	Mean	SD	N
During the past year, have you been in a situation where people you work with at ABMC put you down or were condescending to you in some way.	2.1	1.2	161
During the past year, have you been in a situation where people you work with at ABMC addressed you in unprofessional terms, either privately or publicly.	1.8	1.1	161
In the past year how often was there interpersonal conflict among the people you work with?	2.2	1.1	162
1 = Never; 2 = Rarely; 3 = Occasionally; 4 = Frequently; 5 = Very Frequently			

Agency Cohesion and Collaboration

To better understand ABMC employees' experiences with agency-level dynamics, an additional set of items focused on agencywide cohesion and collaboration. This topic was a key issue raised during informational interviews and informed development of the Climate Survey. Items are listed in Table 9 with average responses, standard deviations, and sample sizes. The first four items focus on sharing common goals as an agency and effectively working together to achieve ABMC's mission. The remaining items focus on bureaucracy in decision-making, workplace politics, and agencywide cooperation.

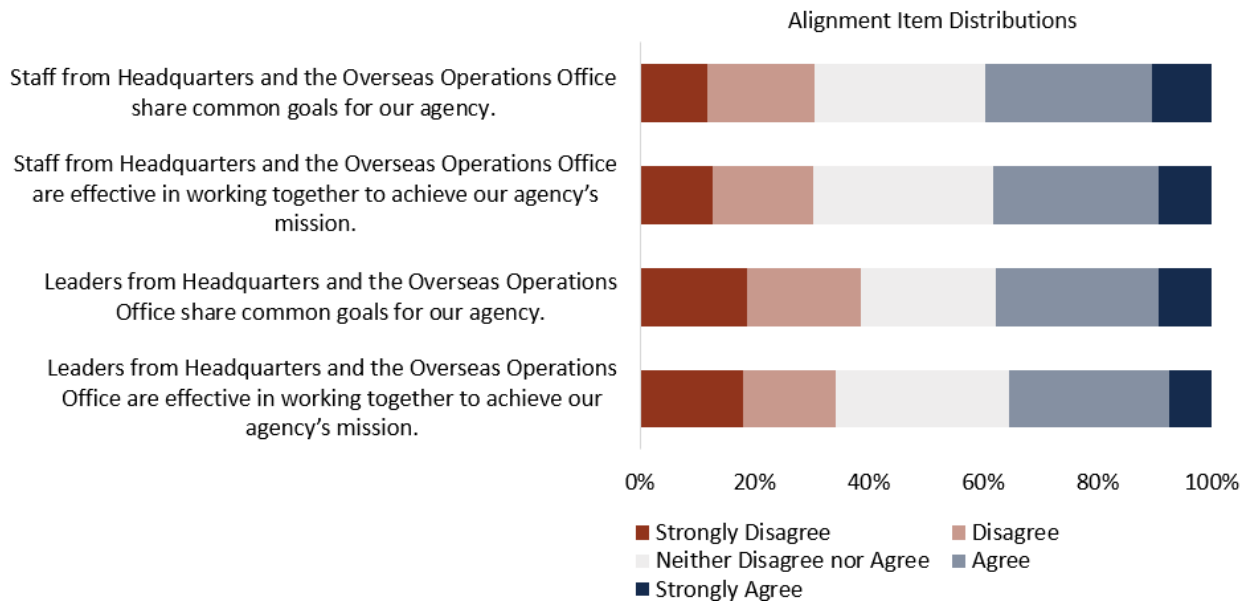
Table 9

Item	Mean	SD	N
Staff from Headquarters and the Overseas Operations Office share common goals for our agency.	3.1	1.2	161
Staff from Headquarters and the Overseas Operations Office are effective in working together to achieve our agency's mission.	3.1	1.2	159
Leaders from Headquarters and the Overseas Operations Office share common goals for our agency.	2.9	1.3	161
Leaders from Headquarters and the Overseas Operations Office are effective in working together to achieve our agency's mission.	2.9	1.2	161
ABMC has a lot of bureaucracy; every decision has to be approved by someone higher up.	3.7	1.1	161
People at ABMC attempt to build themselves up by tearing others down.	2.9	1.2	161
At ABMC, sometimes it is easier to remain quiet than to fight the system.	3.8	1.1	161
At ABMC, telling others what they want to hear is sometimes better than telling the truth.	3.4	1.1	161
Even though ABMC employees are located all over the world, we work effectively together.	3.3	1.1	161
At ABMC, people work together cooperatively to achieve work goals.	3.4	1.0	161
ABMC has a cohesive culture across the organization.	3.0	1.1	161

Overall distributions of employees' feelings about the extent to which the Headquarters and Overseas Operations offices share common goals and work together to achieve ABMC's mission are presented in Figure 13. Responses varied substantially. There is a slight but systematic difference between rates of disagreement on staff-focused items and leader-focused items, with somewhat more ABMC employees disagreeing or strongly disagreeing that Headquarters and Overseas Operations Office leaders share goals and work together to achieve the mission, compared to Headquarters and Overseas Operations

Office staff. In other words, participants perceive less cohesion and collaboration among leaders than staff. The same pattern is seen in rates of agreement, with fewer respondents agreeing that leaders share common goals and work together effectively. As a whole, results indicate this is a key opportunity for ABMC to further develop its organizational climate, as only 35-40% of ABMC employees agreed or strongly agreed that Headquarters and Overseas Operations offices share goals and effectively work together to achieve ABMC’s mission.

Figure 13

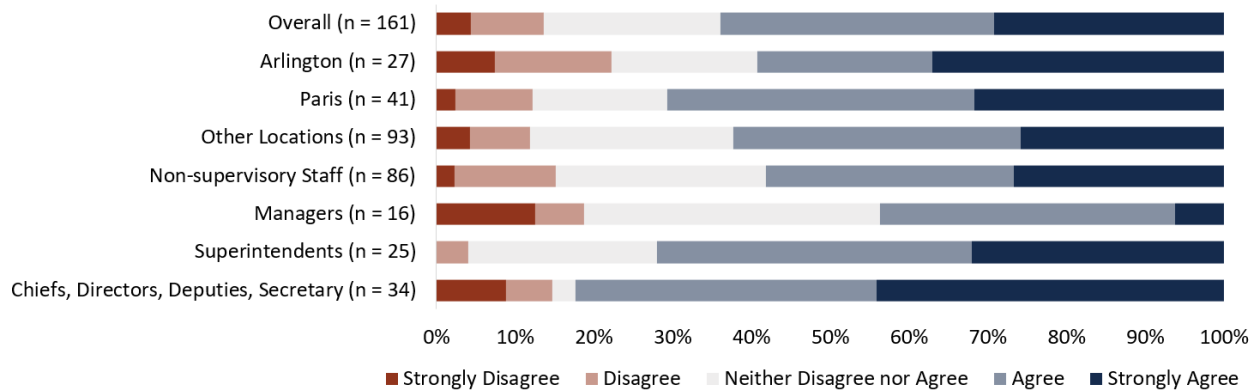


Agency-level bureaucracy in decision-making and workplace politics also showed opportunities for ABMC to further improve its organizational climate. Responses to the item “ABMC has a lot of bureaucracy; every decision has to be approved by someone higher up” showed high rates of agreement, with an average score across all respondents of 3.7 on a scale of 1 to 5. Experiences of workplace politics across the agency were also moderate, with some staff agreeing that people at ABMC attempt to build themselves up by tearing others down (average of 2.9 out of 5), and even more agreeing with the statements that it is sometimes easier to remain quiet than “fight the system” (average of 3.8 out of 5) and that telling others what they want to hear is sometimes better than telling the truth (average of 3.4 out of 5).

Detailed distributions of responses to one of these items (“At ABMC, sometimes it is easier to remain quiet than to fight the system”) are presented in Figure 14. Overall, approximately two-thirds of ABMC employees agreed or strongly agreed that it is sometimes easier to remain quiet than to “fight the system.” Agreement was noticeably higher for Paris-based participants, superintendents, and chiefs, directors, and deputies. In total, nearly 85% of chiefs, directors, and deputies agreed or strongly agreed that it is sometimes easier to remain quiet. These results suggest that many leaders may not feel empowered to make positive changes at ABMC—an opportunity for growth in ABMC’s organizational climate.

Figure 14

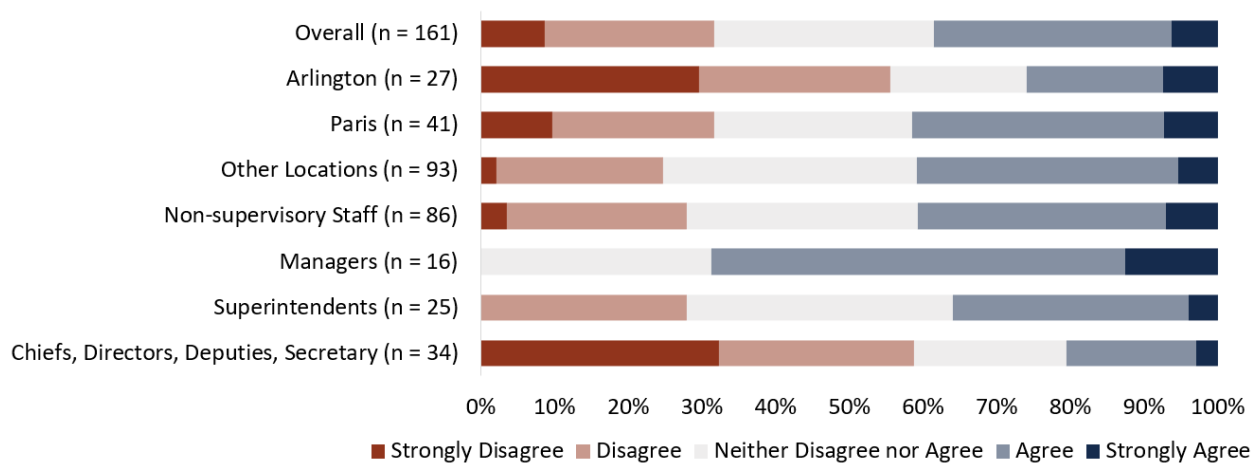
At ABMC, sometimes it is easier to remain quiet than to fight the system.



Finally, a set of three items focused on positive experiences of working effectively together across ABMC’s globally distributed staff and creating a cooperative, cohesive culture. Responses were moderate, on average, further showing that agencywide culture, cohesion, and collaboration are key areas for ABMC to continue to build. Figure 15 shows responses by location and job role to the item “ABMC has a cohesive culture.” Across all participants, nearly 40% agreed ABMC has a cohesive culture. More than half of Arlington-based participants disagreed or strongly disagreed, and the same was true for chiefs, directors, and deputies. Participants based outside of Arlington showed slightly more positive feelings about ABMC’s cultural cohesion. Results across nearly all groups show that creating a unified culture across the agency could be a key focal point of any future efforts ABMC undertakes regarding further organizational development.

Figure 15

ABMC has a cohesive culture across the organization.



Qualitative comments from staff served to further support the themes presented in the quantitative data above. Cohesion and collaboration across the agency were by far the most commonly raised topics in open-ended survey responses. One representative example is from a participant who said, “I would like to see a sense of cohesiveness and that we are all on the same team. I would also like to see open and transparent communication.”

Qualitative data also provided opportunities to explore aspects of agencywide cohesion and collaboration that were not immediately apparent in quantitative data. Three other key themes emerged from these data that have not yet been discussed: (1) many staff and leaders working at ABMC's cemeteries feel disconnected and under-supported by Headquarters and Overseas Operations Office leaders and staff; (2) Foreign Service National employees (i.e., employees who are not U.S. citizens) experience unique issues and concerns that warrant further consideration; and (3) ABMC's internal support functions could be better integrated and supported. Each theme will be described in greater detail, with example comments.

Connection with ABMC's Cemeteries

First, numerous comments provided by cemetery-based leaders and staff indicated that ABMC's sites desire substantially better integration into ABMC as a whole. One participant shared, "Real connection and communication between Headquarters, Overseas Operations, and actual sites (cemeteries/monuments) is necessary. We often feel like we are not fulfilling the same mission, that we are disconnected from the offices' vision, priorities, and decisions, and that they have no idea of what we do daily." Cemetery staff frequently and consistently expressed that they do not feel that Headquarters and Overseas Operations Office leaders—and at times, non-leadership personnel—understand their roles or day-to-day experiences.

Many superintendents share these perceptions, and several noted inconsistencies related to their role that substantially impact their experiences of working for ABMC (e.g., frequent location changes, inconsistent application of policies, grades and pay of their staff).

The desire for improvements in support of cemeteries was shared numerous times. For example, when asked if there was anything they would like to see improved or changed about working for ABMC, one participant said, "Better support to the field—a better understanding of what life is like at the superintendent level down to the cemetery worker. There is a HUGE disconnect between the Paris office and the field, and the difference between HQ and the field is beyond measure." Several staff from cemeteries that are located outside of Europe expressed that they feel their cemeteries are not given the same consideration as other cemeteries. In line with these statements, many cemetery-based staff and leaders requested opportunities to get to meet and share experiences with colleagues from Headquarters, Overseas Operations, and other cemetery sites. Although many staff enjoy the autonomy and variety of their work, there is a consistent desire for cemetery staff to feel more heard, connected, understood, and valued. Some staff suggested having virtual meetings and better utilizing technology in order to include cemetery staff as a very practical and realistic way to feel more included and supported.

Foreign Service Nationals

ABMC employees who are not U.S. citizens (i.e., FSN/LES employees) shared several concerns specific to their roles within the agency. Several requested consideration of grades and pay or additional training, such as one employee who said, "Provide adequate training for LES and grant them educational scholarships so that they can be better employees at the site." Others expressed that they hoped ABMC could eliminate divisions in climate that impact FSN/LES staff, such as one participant who said, "There is a pervasive feeling that LES staff are not trusted. There is a 'them and us' culture - HQ vs OO; US vs LES; OO vs Cemeteries."

Many cemetery staff shared their desire to be more connected to ABMC as a whole.

"Real connection and communication between Headquarters, Overseas Operations, and actual sites (cemeteries/monuments) is necessary. We often feel like we are not fulfilling the same mission, that we are disconnected from the offices' vision, priorities, and decisions, and that they have no idea of what we do daily."

— Climate Survey Participant

Others requested review of workspaces and additional support for hybrid/telework arrangements—an issue that has likely been at least partially addressed by recent changes in ABMC’s application of telework policies across the agency. For example, when asked if there was anything they would like to see improved or changed about working for ABMC, one participant shared, “Telework policy. Improve the situation for people who cannot walk to work and must commute. Many ABMC LES staff cannot afford accommodation in Paris, and therefore have to spend significant amounts of time commuting. Telework is beneficial, creates less stress, less commuting, less traffic/pollution, and increases morale and trust in employees.”

ABMC’s Internal Support Functions

Several comments described aspects of cohesion and collaboration that involve ABMC’s internal support functions. These comments were complex and multifaceted, indicating that ABMC’s internal support functions feel a lack of respect as professionals from others across ABMC and, at the same time, that others across ABMC do not feel sufficiently connected to internal support functions. Several examples of actionable opportunities for further support between ABMC’s internal support functions and cemeteries are provided below.

One respondent said, “Pay equal attention to each of the sites and the various facets of the mission they represent. This includes how much ‘exposure’ is given on ABMC’s public-facing and social media channels. There can be a tendency to lean a bit too much towards a specific geographical location or towards a specific conflict or specific aspects of a conflict that we ‘tell the story’ for. But this is not limited to publicity—this also can spill over into setting policies and/or procedures and how it ultimately trickles down to various sites and affects those individual situations on the ground. A policy that might work well for one site might not work as well (or won’t be applicable at all) to another. In the end, the attention paid to specific sites or aspects of the mission has an impact on how effectively the ABMC job is done, and the morale of the people tasked with doing that job.”

Another participant said, “Support from OO, and by association HQ. They need to listen much more. They need to explain themselves better, as many decisions seem contrary to what is happening in the real world of the field. ABMC works top down, rather than bottom up. For example, some IT systems work fine in urban areas, but fall apart in the field, at cemeteries. These systems should be made to work in the field first and foremost. What works at remote cemeteries will definitely work at OO and HQ. Also, cemeteries get new systems installed, but there is little input from IT in OO. They are all personally helpful, but it is so hard when IT staff are not on site when contractors install new systems that need to be networked and explain how to use the new software. It leads to upgrades that are not used properly.”

As a final example, another participant shared, “There is a lack of respect for the Field (superintendents) at high levels of ABMC, especially at the HQ and HR levels. HQ has an attitude that the cemeteries run themselves, so it’s clear that HQ spends little time at our sites to understand the leadership and work required to ensure the sites look the way they do.”

It is important to note that participants who work within internal support functions expressed particularly negative experiences regarding the climate across ABMC—and particularly outside of Headquarters. Connection between internal support functions and the agency as a whole represents a critical opportunity for development in the cohesion and collaboration of the agency.

Theme 5: Leadership

Section Summary

- 1** Results differed substantially when comparing participants’ experiences with their direct supervisors to experiences with senior leadership.
- 2** ABMC’s supervisory staff demonstrate high quality leadership in the majority of cases; most ABMC staff shared positive experiences with their direct supervisors, with some variation and room for continued growth and development.
- 3** Many staff feel that ABMC’s top leaders do not work together effectively. Results indicate relationships and collaboration among top leaders represent a key area for improvement in ABMC’s organizational climate and effectiveness.

One of the most common topics that arose from informational interviews conducted during the survey design and development process was that of leadership. As such, questions about leadership from multiple perspectives and levels of ABMC, including direct supervisors and top leaders, were included in the survey.

Direct Supervisors

The first set of questions focused on participants’ experiences with their direct supervisors. Averages across all participants for supervisor-related items are presented in Table 10, accompanied by standard deviations—a measure of how much variability there were in responses, with higher standard deviations indicating more variability—and sample sizes.

Table 10

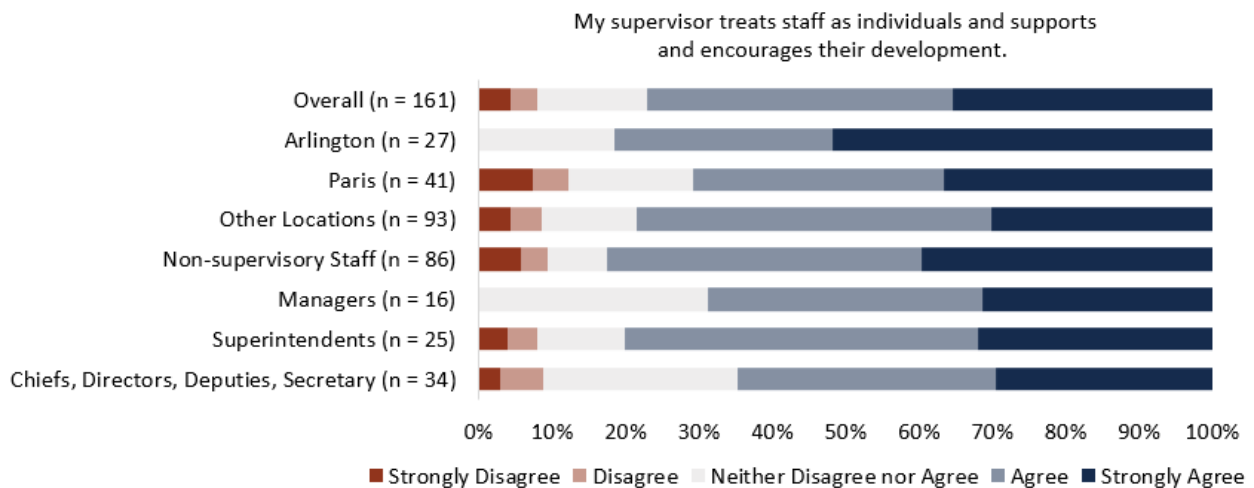
Item	Mean	SD	N
My supervisor treats staff as individuals and supports and encourages their development.	4.0	1.0	161
My supervisor fosters trust, involvement, and cooperation among team members.	3.9	1.1	160
My supervisor instills pride and respect in others and inspires me by being highly competent.	3.8	1.1	160
I can count on my supervisor for support when I need it.	4.0	1.1	161
My supervisor really does care about my well-being.	4.1	1.1	161
My supervisor is generally respectful and polite when discussing work-related issues with me.	4.3	0.8	159
My supervisor promptly and adequately addresses issues that I present.	3.7	1.1	161
My supervisor explains decisions that affect me and my work in a thorough and timely way.	3.6	1.1	161
My supervisor makes sure that their decisions are made fairly and ethically based on accurate information and unbiased procedures.	3.8	1.1	161
My supervisor makes sure that opportunities and rewards are distributed fairly.	3.6	1.2	160

Direct supervisors play a particularly critical role in the employee experience and typically have a substantial impact on employees’ day-to-day work and feelings about their jobs. Three items in the quantitative survey data measured the concept of transformational leadership—a type of leadership that has a very positive impact on employees by creating change in organizations and in day-to-day experiences. These items included (1) “My supervisor treats staff as individuals and supports and encourages their development,” (2) “My supervisor fosters trust, involvement, and cooperation among team members,” and (3) “My supervisor instills pride and respect in others and inspires me by being highly competent.” Average ratings on these items were among the most positive of any topic included in the survey, ranging from 3.8 to 4.0 out of 5.

Figure 16 shows distributions of responses to one transformational leadership item across all respondents and within locations and job levels. Overall, more than 75% of respondents agreed or strongly agreed that their supervisor treats staff as individuals and supports and encourages their development. This indicates that ABMC’s supervisory staff are functioning very well in the majority of cases. Less than 10% of all ABMC staff who participated in the Climate Survey disagreed or strongly disagreed that their supervisor exhibited this transformational leadership behavior.

Upon examination of differences across location and job role, it is clear that Arlington-based survey participants have the most positive experiences with their supervisors in terms of transformational leadership. Paris-based participants responded with the lowest rate of agreement that their supervisor treats staff as individuals and supports and encourages development, but even so, more than 70% of Paris-based participants selected affirmative responses. Responses across job roles showed similar variation. Managers reported the most positive experiences, followed by non-supervisory staff and superintendents. Chiefs, directors, and deputies had the lowest rate of agreement that their supervisor treats staff as individuals and supports and encourages their development—a point that is further emphasized in examination of responses about top leadership that are presented below, given that the direct supervisors of chiefs, directors, and deputies are top leaders at ABMC. Although these results present some opportunities for improvement and further consideration, the overall pattern of results indicates the majority of supervisors at ABMC are engaging in transformational leadership behaviors.

Figure 16



Other quantitative survey data show positive responses, on average, to items about supervisor support, supervisor collaborative conflict management, and supervisor-focused fairness and workplace treatment items. Responses indicate some opportunity for improvement in communication from supervisors to

supervisees, shown in responses about the extent to which supervisors promptly and adequately address issues (average of 3.7 out of 5), explain decisions in a thorough and timely way (average of 3.6 out of 5), make sure decisions are made fairly and ethically (average of 3.8 out of 5), and make sure opportunities and rewards are distributed fairly (average of 3.6 out of 5).

It is important to note that the averages for supervisor-focused items indicate most staff agreed or strongly agreed their supervisors treat them fairly and well; however, some ABMC staff are experiencing less positive relationships with their supervisors. Variation in quality of supervisory relationships is common and typical in organizations, but these relationships have substantial impact on employee morale, well-being, motivation, performance, and ultimately on organizational climate. Additional support to continue to grow from the generally high quality of supervisory relationships at ABMC would help ABMC build upon this strength and increase consistency across employee experiences.

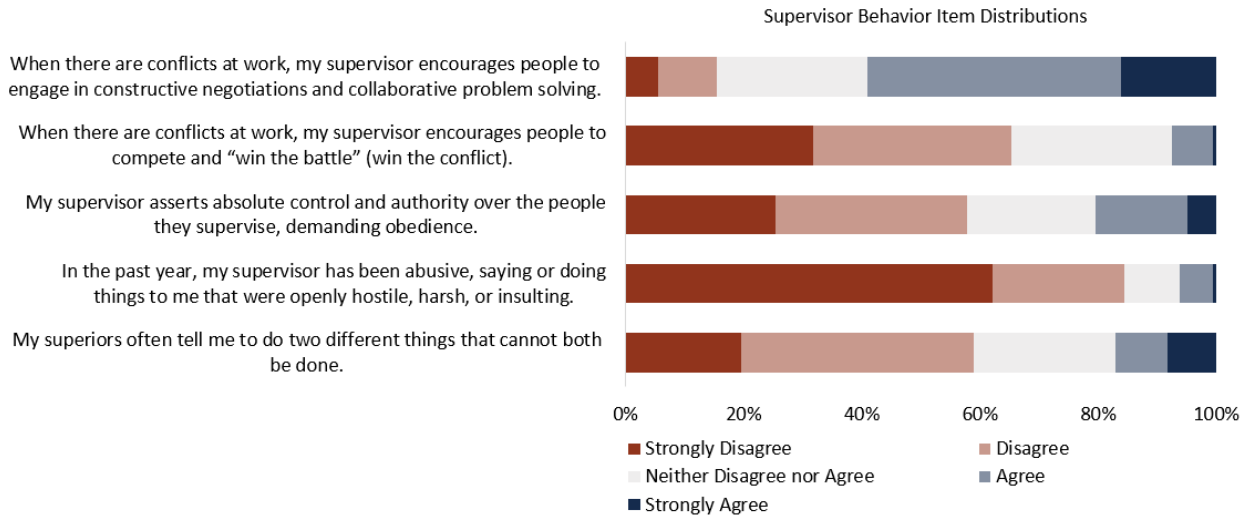
The finding that supervisor relationships are generally strong at ABMC, with some variation and exception, was corroborated by qualitative data. Several staff specifically mentioned their relationship with their supervisor as something they like most about their work at ABMC. Other participants indicated that ABMC’s effectiveness and efficiency would benefit from additional decision-making authority being provided to supervisors

To further examine the impact of supervisors, the Climate Survey included two items about conflict management and three items about detrimental supervisor behaviors. Averages and standard deviations for these items are shown in Table 11, and distributions of responses across all survey participants are shown in Figure 17. Regarding supervisors’ handling of conflicts at work, results were largely positive. Only approximately 15% of staff disagreed that their supervisor encourages people to engage in constructive negotiations and collaborative problem solving; similarly, very few agreed that their supervisor encourages people to compete in or win conflicts. Regarding negative supervisor behaviors, such as “asserting absolute control and authority,” “saying or doing things that are openly hostile, harsh, or insulting,” and providing conflicting instructions, results were also largely very positive, indicating the majority of supervisors are not engaging in authoritarian or abusive behaviors. Responses to the item, “My supervisor asserts absolute control and authority over the people they supervise, demanding obedience” indicate there is some room for change in the organizational climate surrounding leadership behaviors at ABMC.

Table 11

Item	Mean	SD	N
When there are conflicts at work, my supervisor encourages people to engage in constructive negotiations and collaborative problem solving.	3.5	1.1	161
When there are conflicts at work, my supervisor encourages people to compete and “win the battle” (win the conflict).	2.1	1.0	161
My supervisor asserts absolute control and authority over the people they supervise, demanding obedience.	2.4	1.2	161
In the past year, my supervisor has been abusive, saying or doing things to me that were openly hostile, harsh, or insulting.	1.6	0.9	161
My superiors often tell me to do two different things that cannot both be done.	2.5	1.1	158

Figure 17



Top Leaders

An additional set of items focused on the role of top leaders at ABMC. Several items referenced specific leaders or leadership groups; however, as stated in the Methods section on page 7 of this report, results regarding individual leaders are not included in this report to protect privacy. Three survey items focused on the relationships among top leaders. Averages and standard deviations for each item are included in Table 12.

Table 12

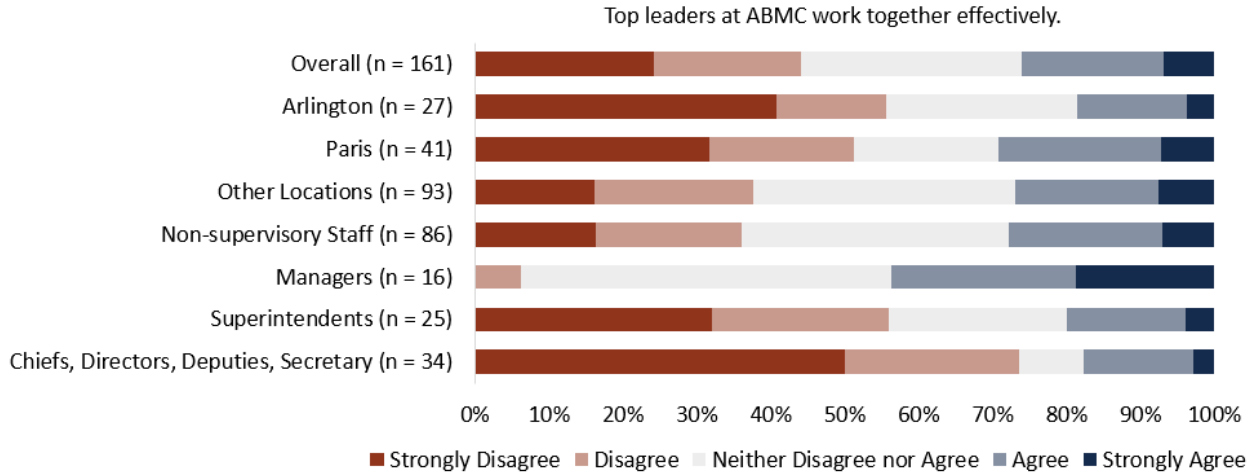
Item	Mean	SD	N
Top leaders at ABMC work together effectively.	2.6	1.2	161
When there are conflicts between top leaders, it impacts my ability to do my day-to-day work.	3.3	1.1	161
When there are conflicts between top leaders, it impacts my feelings about my job.	3.4	1.2	160

One key item asked how much participants agreed that top leaders at ABMC work together effectively. Results of this item across locations and job levels are shown in Figure 18. Responses showed substantial variation, with a high degree of disagreement and strong disagreement. Across all 161 participants, nearly 50% disagreed or strongly disagreed that top leaders at ABMC work together effectively; in comparison, only approximately 25% agreed or strongly agreed. Results also differed by location and job role. Responses were most negative for Arlington-based staff, where more than 40% strongly disagreed top leaders work together effectively, followed by Paris-based staff, where more than 30% strongly disagreed. Responses were more neutral in locations outside of Arlington and Paris, perhaps due to more limited opportunity to observe the effectiveness of top leaders’ collaboration.

Perceptions of the effectiveness of top leaders’ work together differed substantially by job role. While nearly 45% of managers agreed or strongly agreed top leaders at ABMC work together effectively, less than 20% of superintendents and chiefs, directors, and deputies agreed or strongly agreed. In fact, approximately one-third of superintendents and half of chiefs, directors, and deputies expressed strong disagreement that top leaders work together effectively. Because superintendents, chiefs, directors, and

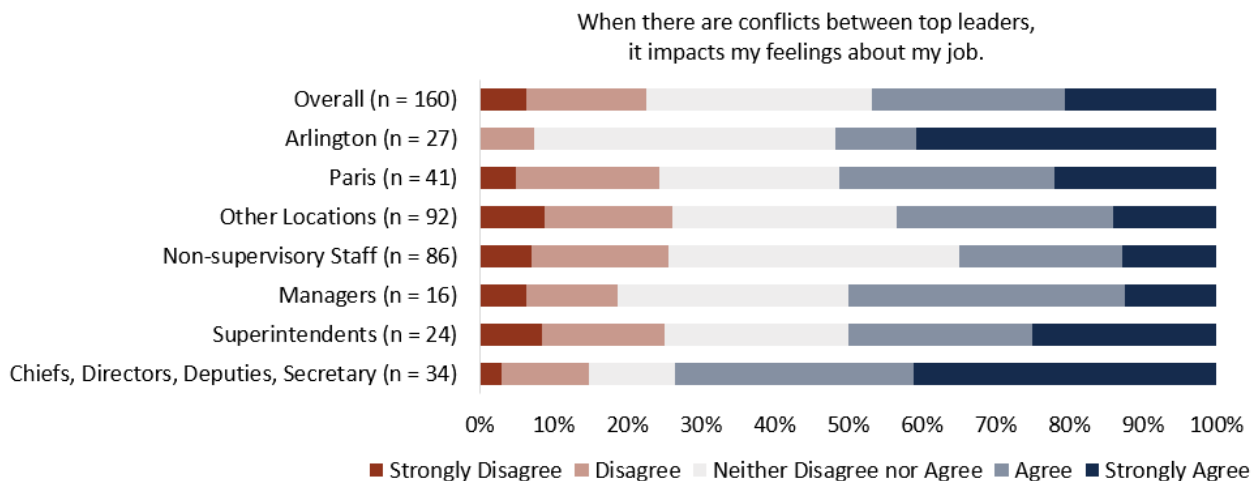
deputies work most closely with top leaders at ABMC, these results indicate relationships and collaboration among top leaders represent a key area for improvement in ABMC’s organizational climate and effectiveness.

Figure 18



Two further questions asked employees to share the extent to which conflicts between top leaders impact their work and their feelings about their jobs. Results in Figure 19 show that nearly half of respondents agreed or strongly agreed that conflicts between top leaders impact their feelings about their jobs. While half of Arlington-based and Paris-based participants’ feelings about their jobs are impacted by conflicts between top leaders, sentiments were particularly strong for Arlington-based employees, as almost 40% strongly agreed. As expected, chiefs, directors, and deputies felt the strongest impacts among job roles, with three-quarters of this group agreeing or strongly agreeing conflicts between top leaders impact their feelings about their jobs.

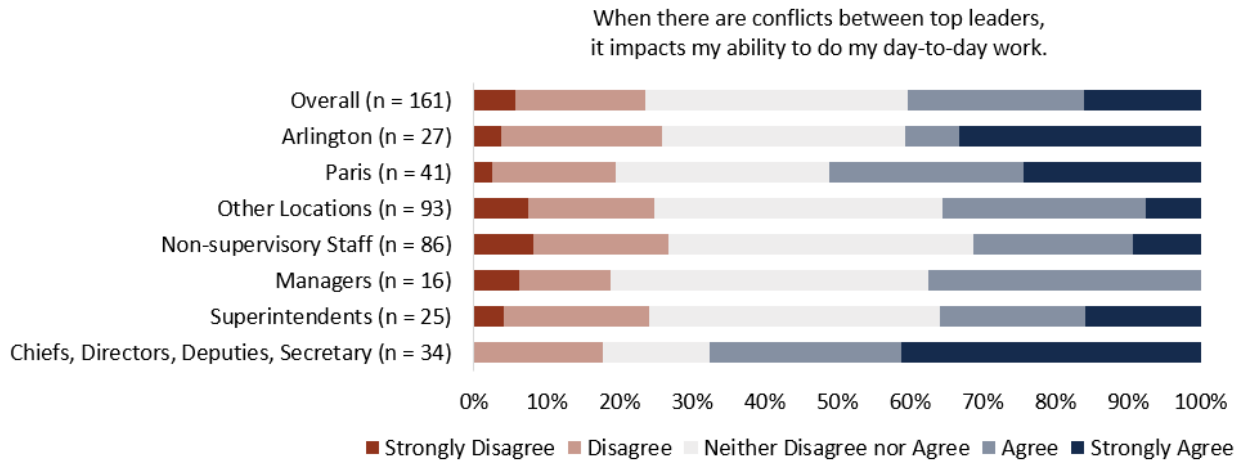
Figure 19



Shown in Figure 20, nearly 40% of all participants feel conflicts between top leaders impact their ability to do their day-to-day work. Results differed slightly from those related to the impact of conflicts on feelings about work, particularly for Paris-based employees. More Paris employees agreed overall that conflicts between top leaders impact their ability to do their day-to-day work (approximately 50% agreed or

strongly agreed) than did employees in Arlington or other locations—though Arlington-based participants still had the highest rate of strong agreement (approximately 35%). Taken together, these results clearly show that conflicts between top leaders substantially impact ABMC employees’ experiences, feelings, and ability to carry out their work.

Figure 20



Findings about top leadership were confirmed in qualitative data from the Climate Survey. Comments focused heavily on the divide between Headquarters and Overseas Operations offices, as well as on cemetery-based leaders and staff members’ desires for more inclusion and support from top leaders. For example, one participant shared, “ABMC’s climate has changed considerably in the past 5 years, and not for the best. Changes made are NOT in the best interest of the employee. Changes to bring us in line with other agencies have only been ones that did not benefit the employees. Written policies and verbal threats to constantly make you fearful of losing your job are not a good way to lead. Micromanaging is ridiculous now! Control is necessary, but our current conditions are unbearable.” Another said, “Senior leadership attempts to weaponize employees, often appears to enjoy creating conflicts exacerbating hostilities between HQ and OO. There is very much an ‘us versus them’ mentality. Senior leadership creates an environment where staff are unable to feel comfortable. I believe this is intended to motivate employees. However, it creates stress, competition and conflict among employees.”

Theme 6: Diversity, Equity, Inclusion, & Belonging

Section Summary

- 1 The majority of staff believe ABMC strives to have a diverse workforce and enjoy the multicultural and multidisciplinary nature of ABMC's work. Some opportunity remains to continue to build a stronger climate for supporting diversity.
- 2 Findings indicated that employees' identities are generally respected at ABMC, with some room for additional growth—most commonly, in respect for professional background.

The sixth and final key theme in the 2022 ABMC Climate Survey was diversity, equity, inclusion, and belonging. In general, participants reported that ABMC sets high standards and expectations for treating employees with respect. Respondents also expressed feeling a strong sense of belonging at ABMC and that different parts of their identity are generally well-respected at work.

Throughout the survey, both quantitative and qualitative questions asked participants to reflect on their experiences of belonging and perception of diversity, equity, and inclusion within the workplace at ABMC. Average responses are presented in Table 13, with response options ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Standard deviations (i.e., a measure of variation within responses) are also presented in Table 13. Note that the last four items listed in Table 13 are phrased such that a lower score represents a more desirable response; for example, for the item "There are times when my nationality, ethnicity, or cultural heritage is not respected at ABMC," the average score of 1.9 out of 5 indicates that, on average, participants disagreed that their nationality, ethnicity, or cultural heritage is not respected at ABMC—a desirable result. Participants were also given the opportunity to write in a response sharing additional information following the multiple-choice questions about experiences of identity at work.

Table 13

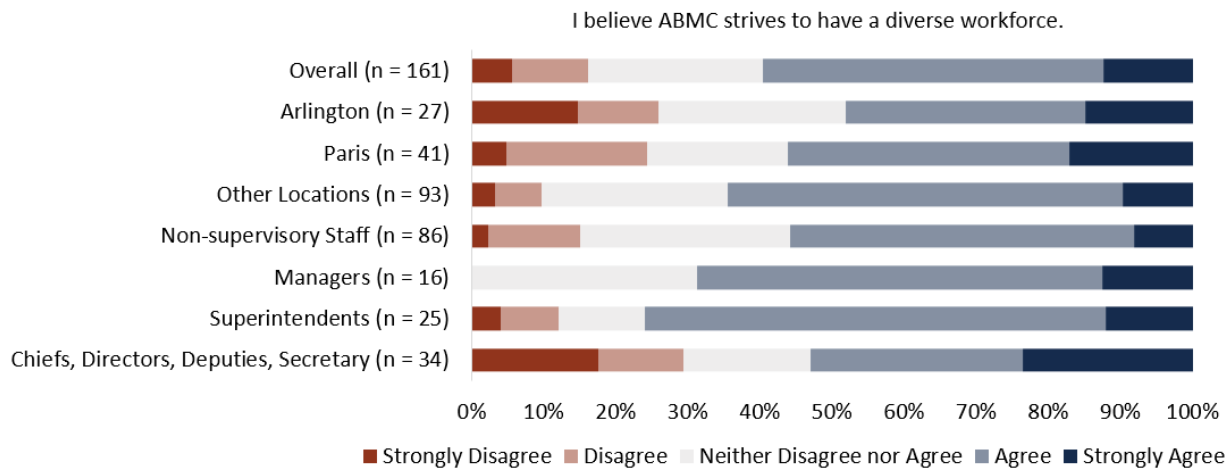
Item	Mean	SD	N
ABMC values diverse perspectives.	3.2	1.0	161
ABMC maintains a diversity-friendly work environment.	3.4	1.0	161
I believe ABMC strives to have a diverse workforce.	3.5	1.0	161
ABMC makes sure the opinions and input of employees from different backgrounds are heard.	3.1	1.1	161
ABMC expects employees to treat one another with respect.	4.0	0.9	161
There are times when my nationality, ethnicity, or cultural heritage is not respected at ABMC.	1.9	1.0	161
There are times when my gender identity is not respected at ABMC.	1.9	1.1	161
There are times when my age is not respected at ABMC.	1.9	1.1	161
There are times when my professional background is not respected at ABMC.	2.4	1.4	161

Responses to three quantitative survey questions about diversity were generally positive, with opportunities for further growth and development of a diversity-supportive organizational climate. Average scores ranged from 3.2 to 3.5 out of 5 for the items (1) "ABMC values diverse perspectives," (2) "ABMC maintains a diversity-friendly work environment," and (3) "I believe ABMC strives to have a diverse

workforce.” A closer analysis of the item, “I believe ABMC strives to have a diverse workforce” is shown in Figure 21. Overall, approximately 60% of responding staff agreed or strongly agreed that ABMC strives to have a diverse workforce. As anticipated, participants based outside the U.S. (i.e., Paris and Other Locations) rated this item higher than Arlington participants; these staff are likely to interact with other ABMC employees from different countries and cultural backgrounds on a more frequent basis. Among job roles, chiefs, directors, and deputies expressed both the strongest agreement (24% strongly agreed) and disagreement (18% strongly disagreed), which may reflect varied experiences with different offices.

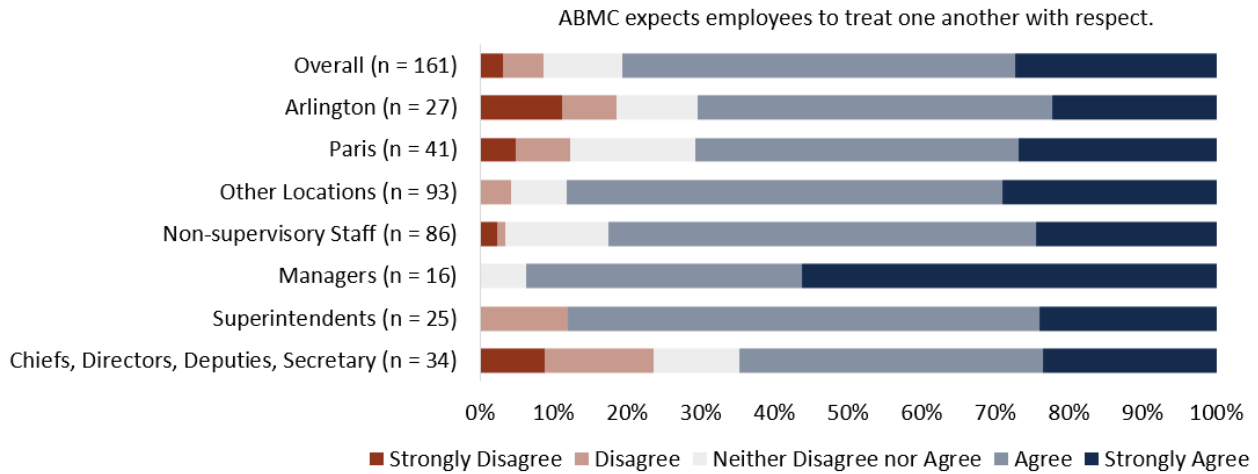
Participants shared that they value their colleagues and having a diverse workforce in qualitative comments as well. For example, when asked “What do you enjoy most about working for ABMC?” one participant said, “The diverse yet welcoming environment of our team.” As reported in Theme 2 (“The Work Itself”) on page 14, enjoyment of the multicultural and multidisciplinary nature of much of ABMC’s work was a frequently mentioned facet of what staff enjoy most about working for ABMC.

Figure 21



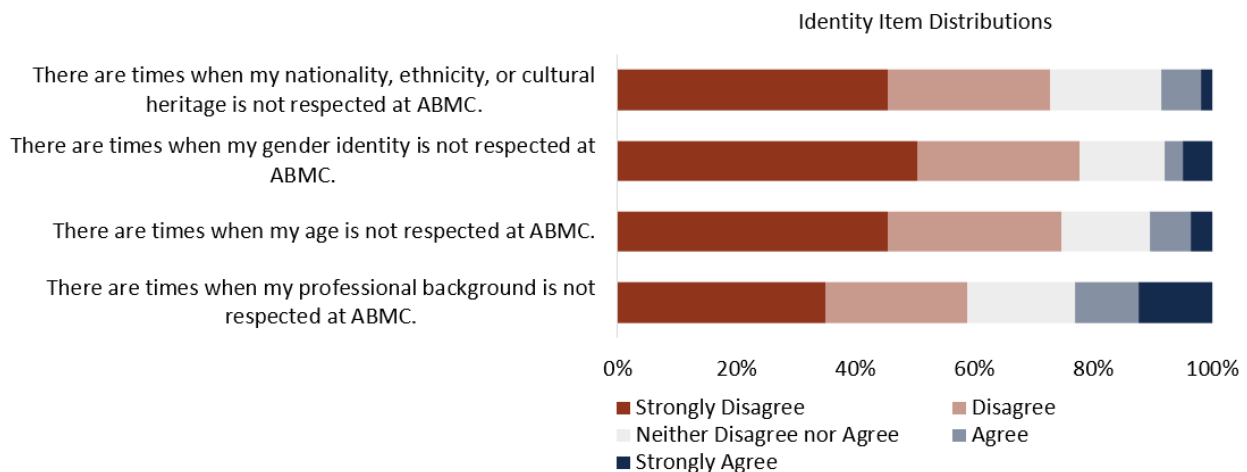
In addition to diversity, the Climate Survey also addressed equity through a series of questions focused on treatment and opportunities at ABMC. One of the most positively rated items was around respectful treatment (“ABMC expects employees to treat one another with respect.”), which scored an average rating of 4.0 out of 5, indicating very strong agreement across the organization. Figure 22 displays the distribution of responses to this item by location and role. Managers, in particular, expressed strong agreement with this sentiment (56% strongly agreed). There was little disagreement with this item, but of note is that the strongest dissent came from participants who are (1) located in Arlington and (2) chiefs, directors, and deputies.

Figure 22



Other questions related to equity focused on respect for different aspects of one’s identity (i.e., nationality, ethnicity, and cultural heritage; gender; age; and professional background). Note that with the phrasing of these specific identity-related items a lower score indicates a more desirable result (e.g., “There are times when my gender identity is not respected at ABMC”). The items inquiring about nationality, gender, and age all received average scores of 1.9 out of 5, meaning that those parts of employees’ identities are generally well-respected. Figure 23 shows distributions of responses to these items. It is important to note that although fewer than 10% of participants agreed or strongly agreed there are times when their nationality, ethnicity, cultural heritage, gender identity, or age are not respected at ABMC, experiencing times when these aspects of identity are not respected can have a substantial impact on well-being, morale, and experience at work.

Figure 23

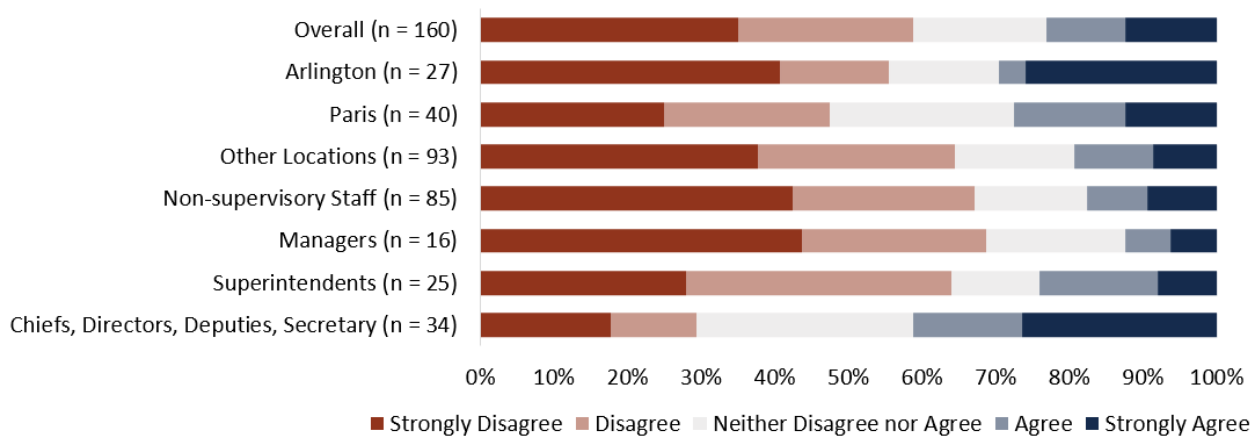


Responses to the question of professional background were slightly less desirable, with an average overall score of 2.4 out of 5. Figure 24 shows this item in more detail, broken down by location and job role. Participants from Arlington, as well as chiefs, directors, and deputies most commonly reported that their professional background was not respected. Responses to open-ended questions provided additional detail about which aspects of professional background may not always be respected. One participant

shared, “Regarding respecting professional background, this is epidemic in the Agency. If your professional advice is what senior leaders want to hear, then you're a genius. If it's not, you're an idiot and let's go find someone else to give me a better answer. This has been my experience, but it's not just me. This is true for nearly all ABMC experts.” Others described divisions in ABMC’s organizational culture based on history of military service or background with other agencies, such as the U.S. National Park Service. Additionally, several superintendents shared that they do not feel respected by Headquarters or Overseas Operations offices, such as one who said, “Superintendents are not respected as a group. In general, those hired before 2014 - 2015 are also not respected for their knowledge, experience, and ability.”

Figure 24

There are times when my professional background is not respected at ABMC.



The 2022 Climate Survey also asked a series of questions around inclusion, or the feeling of being welcomed, supported, and having a voice. These items are displayed in Table 14 below, accompanied by average ratings on a scale from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”) and the standard deviation.

Table 14

Item	Mean	SD	N
People in my work group listen to what I say.	4.0	0.9	162
My work group members make me feel a part of decisions.	3.7	1.0	162
People I work with make an effort to take the perspective of other people at work, actively seeking out opportunities to understand their viewpoints.	3.4	1.1	161
When I interact with others at work, I often feel like I have to hide (fake) what I am really feeling.	2.8	1.2	161
I feel very much a part of my organization.	3.8	1.1	161
ABMC makes me frequently feel left out.	2.5	1.2	160
ABMC values and cares for its employees.	3.3	1.1	160
ABMC values my contribution to its success.	3.4	1.0	161

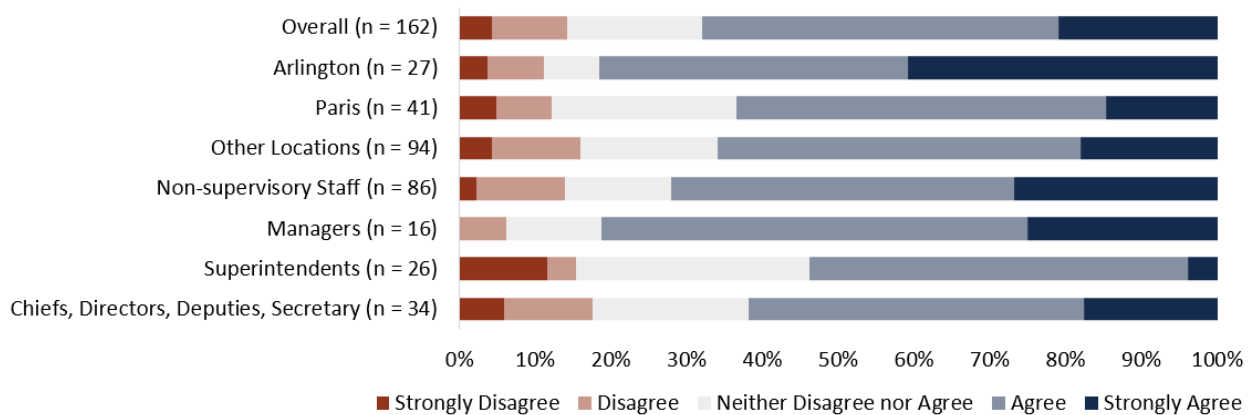
Although the overall average scores for these items were fairly positive, some items present opportunities for future consideration. One of the most positively rated items was feeling included in decision-making processes within one’s work group, which had an average overall score of 3.7 out of 5. Figure 25 shows the full distribution of responses. Compared to overall ratings, superintendents expressed less agreement

(4% strongly agreed) and more disagreement (12% strongly disagreed), indicating they feel less included in ABMC’s decision-making process than other staff.

Through qualitative responses, participants in cemeteries also expressed the desire for more inclusion in decision-making and to have their voices heard. For example, one participant said, “It is a real privilege to work for ABMC. Issues [I have] noticed have more to do with collaboration between services. The cemeteries’ requests/comments are sometimes not heard, giving, from time to time, the feeling that the cemeteries’ voice does not count.” These responses present an opportunity for ABMC to provide better communication with staff outside of headquarters to explain decisions and allow for their input as well.

Figure 25

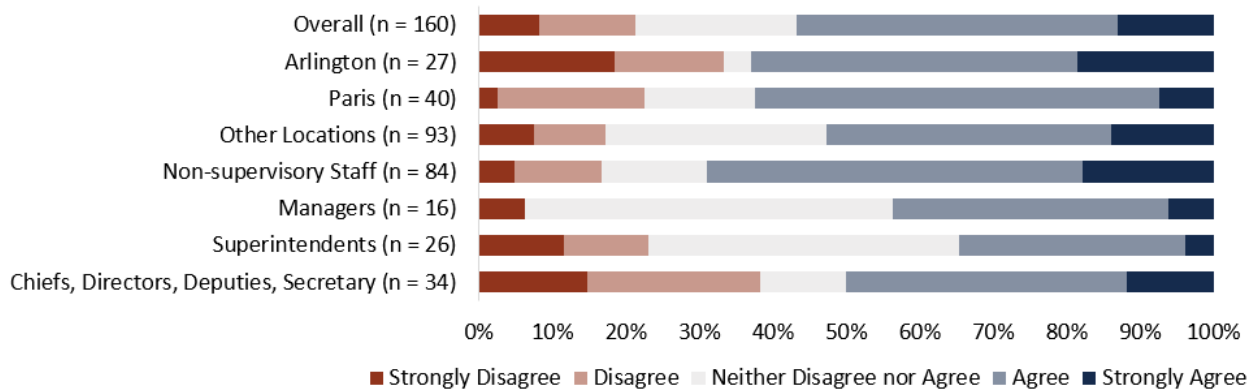
My work group members make me feel a part of decisions.



Participants also shared their opinions on how well staff actively try to understand their points of view (“People I work with make an effort to take the perspective of other people at work, actively seeking out opportunities to understand their viewpoints.”). Overall, participants tended to express agreement with this item, rating it 3.4 out of 5. Figure 26 presents this item by location and job role. While nearly 70% of non-supervisory staff agreed that others actively seek out the viewpoints of others, a substantially smaller percentage of superintendents and managers shared this opinion. Nearly 40% of chiefs, directors, and deputies disagreed or strongly disagreed that people they work with engage in perspective-taking efforts. These results indicate that, like any organization, ABMC can continue to work towards helping every employee feel a strong sense of inclusion and that their voice matters and is heard by others at ABMC. Since the 2022 ABMC Climate Survey was conducted, ABMC has hired a Chief Diversity Officer to continue to better understand the nuances of staff experiences and further support ABMC in its commitment to diversity, equity, and inclusion.

Figure 26

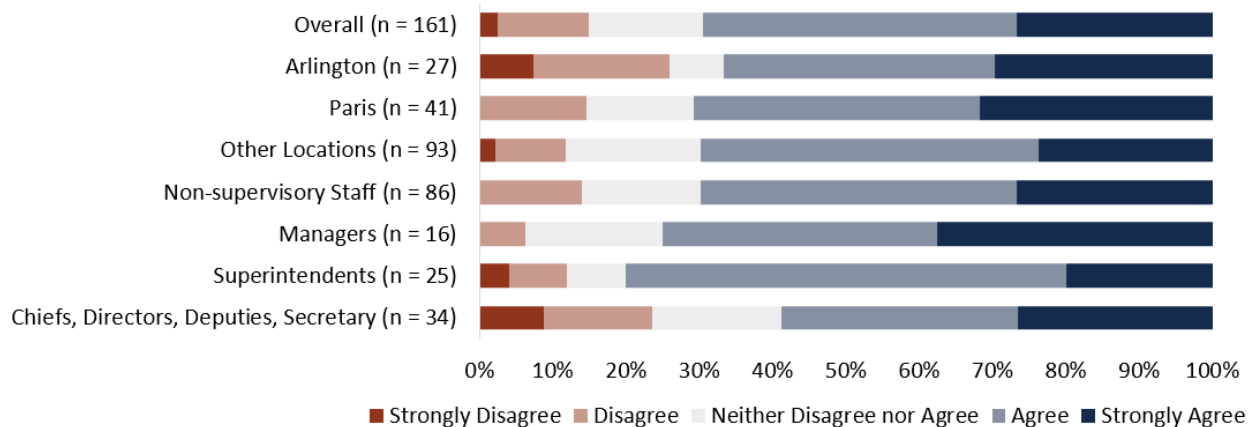
People I work with make an effort to take the perspective of other people at work, actively seeking out opportunities to understand their viewpoints.



Despite opportunities to continue to grow, quantitative data show that employees feel a strong sense of belonging at ABMC. Overall average ratings of the item, “I feel very much a part of my organization,” were 3.8 out of 5. Figure 27 shows this item and responses in more detail. More than 70% of respondents agreed or strongly agreed that they feel very much a part of ABMC. This overall sense of belonging is closely tied to both positive relationships at work (see Theme 4) and a strong connection to the mission of ABMC (see Theme 1). Qualitative responses reiterated these sentiments. In response to the question, “What do you enjoy most about working for ABMC?” one participant said, “I work with people who share the same values and goals as me. I am also in an environment where I believe I am challenged and acknowledged.”

Figure 27

I feel very much a part of my organization.



Climate Development Opportunities

The high level of employee participation in ABMC's 2022 Climate Survey reflects an interest in and willingness of employees to share their experiences and voice their opinions and ideas. A healthy, mission-driven workplace helps employees feel valued and respected in the jobs they perform and creates a work environment that allows everyone to do their best work serving each other and the public. Information shared by employees and the resulting insights provide an opportunity for ABMC to continue to build on its strengths to improve its workplace within work groups and across the entire agency.

Results and each of the key themes summarized in this report point to opportunities for organizational climate development within ABMC. The following table highlights some of those potential opportunities ABMC could undertake to build upon its existing strengths and continue to improve outcomes over the months and years to come.

Key Theme	Related Organizational Climate Development Opportunities
1: Mission & Meaningfulness	Build upon employees' deep personal and professional connection to ABMC's mission, vision, and values, as well as the meaningfulness of ABMC's work.
2: The Work Itself	Continue to support employees' ability to effectively carry out the work of the agency, centering the enjoyment staff feel for the work they do in support of ABMC's mission.
3: Employee Well-Being	Provide more and varied opportunities for all employees to give and receive feedback about workplace experiences.
4: Cohesion & Collaboration	Invest in programs, activities, and opportunities to support cultural cohesion within and across specific departments, teams, and other subcultural units.
5: Leadership	Invest in leadership, managerial, and supervisory development to increase consistency and effectiveness in support of employees and ABMC as a whole.
6: Diversity, Equity, Inclusion, & Belonging	Continue to invest in opportunities to support development and sustainment of a diverse workforce, with equitable treatment across all employees.

Appendix 1

Item	Reference
I find my work to be very meaningful.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
The work I do serves a greater purpose.	Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). <i>Journal of Career Assessment</i> , 20(3), 322-337. http://dx.doi.org/10.1177/1069072711436160
I am proud to tell others I work at ABMC.	Item developed by PRE.
I feel emotionally attached to ABMC.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
Overall, I am satisfied with my job.	Fisher, G. G., Matthews, R. A., & Gibbons, A. M. (2016). Developing and investigating the use of single-item measures in organizational research. <i>Journal of Occupational Health Psychology</i> , 21(1), 3-23. http://dx.doi.org/10.1037/a0039139
I am in a position to mostly do work that I really like.	Item developed by PRE.
I have a clear understanding of what is expected of me in my job.	Fisher, G. G., Matthews, R. A., & Gibbons, A. M. (2016). Developing and investigating the use of single-item measures in organizational research. <i>Journal of Occupational Health Psychology</i> , 21(1), 3-23. http://dx.doi.org/10.1037/a0039139
I am in a job that offers me the chance to learn new skills.	Item developed by PRE.
I have the resources I need to do my job effectively (e.g., equipment, training, information, technical support).	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
My job offers enough opportunity for advancement.	Item developed by PRE.
My job offers enough opportunity for personal and professional growth.	Item developed by PRE.
My job offers enough recognition for good work.	Item developed by PRE.
I am receiving positive feedback about my performance.	Item developed by PRE.
The meetings I am involved in at work are effective.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
My job allows me to make a lot of decisions on my own.	Smith, C. A., Tisak, J., Hahn, S. E., & Schmieder, R. A. (1997). The measurement of job control. <i>Journal of Organizational Behavior</i> , 18(3), 225-237. <a href="http://dx.doi.org/10.1002/(SICI)1099-1379(199705)18:3<225::AID-JOB797>3.0.CO;2-E">http://dx.doi.org/10.1002/(SICI)1099-1379(199705)18:3<225::AID-JOB797>3.0.CO;2-E
I have a lot of say about what happens on my job.	Smith, C. A., Tisak, J., Hahn, S. E., & Schmieder, R. A. (1997). The measurement of job control. <i>Journal of Organizational Behavior</i> , 18(3), 225-237. <a href="http://dx.doi.org/10.1002/(SICI)1099-1379(199705)18:3<225::AID-JOB797>3.0.CO;2-E">http://dx.doi.org/10.1002/(SICI)1099-1379(199705)18:3<225::AID-JOB797>3.0.CO;2-E
I have a heavy workload with lots to do.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3

Item	Reference
The future of my job is stable.	Item developed by PRE.
In the past year, how often have you seriously considered leaving your current job?	Adapted from Spector, P. E., Dwyer, D. J., & Jex, S. M. (1988). Relation of job stressors to affective, health, and performance outcomes: A comparison of multiple data sources. <i>Journal of Applied Psychology</i> , 73(1), 11-19. http://dx.doi.org/10.1037/0021-9010.73.1.11
Feelings of burnout occur when an individual feels emotionally exhausted, cynical, and feels a lack of personal accomplishment. In the past month, how often have you experienced feelings of burnout?	Fisher, G. G., Matthews, R. A., & Gibbons, A. M. (2016). Developing and investigating the use of single-item measures in organizational research. <i>Journal of Occupational Health Psychology</i> , 21(1), 3-23. http://dx.doi.org/10.1037/a0039139
In general, I feel that I have an adequate balance between my work and my personal/family life.	Fisher, G. G., Matthews, R. A., & Gibbons, A. M. (2016). Developing and investigating the use of single-item measures in organizational research. <i>Journal of Occupational Health Psychology</i> , 21(1), 3-23. http://dx.doi.org/10.1037/a0039139
My job offers enough choice over when I begin and end work each day.	Item developed by PRE.
My job offers enough choice over where I perform my work each day.	Item developed by PRE.
I find my job stressful.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
My work is emotionally demanding.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
I find myself thinking about bad things that happened at work.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
I can disclose a suspected violation of a law, rule, or regulation without fear of reprisal.	Item developed by PRE.
If I needed to report a serious issue or incident at work, I would know where to go.	Item developed by PRE.
If I were to report a serious issue or incident at work, my report would be taken seriously.	Item developed by PRE.
If I were to report a serious issue or incident at work, my report would be followed up on.	Item developed by PRE.
Our team does excellent work.	Item developed by PRE.
Our team meets or exceeds expectations.	Douglas, C. & Ammeter, A. P. (2004). An examination of leader political skill and its effect on ratings of leader effectiveness. <i>The Leadership Quarterly</i> , 15(1), 537-550. http://dx.doi.org/10.1016/j.leafqua.2004.05.006
My work group members share relevant work-related information with me.	Adapted from Mor-Barak, M. W., & Cherin, D. A. (1998). A tool to expand organizational understanding of workforce diversity: Exploring a measure of inclusion-exclusion. <i>Administration in Social Work</i> , 22(1), 47-64. http://dx.doi.org/10.1300/J147v22n01_04
People I work with often disagree about how we should work together to accomplish our work.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
Members of this team are able to bring up problems and tough issues.	Edmondson, A. (1999). Psychological safety and learning behavior in work teams. <i>Administrative Science Quarterly</i> , 44(2), 350-383. http://dx.doi.org/10.2307/2666999

Item	Reference
If you make a mistake on this team, it is often held against you.	Edmondson, A. (1999). Psychological safety and learning behavior in work teams. <i>Administrative Science Quarterly</i> , 44(2), 350-383. http://dx.doi.org/10.2307/2666999
I can count on my coworkers/work colleagues for support when I need it.	Fisher, G. G., Matthews, R. A., & Gibbons, A. M. (2016). Developing and investigating the use of single-item measures in organizational research. <i>Journal of Occupational Health Psychology</i> , 21(1), 3-23. http://dx.doi.org/10.1037/a0039139
The people I work with care about the success of ABMC as a whole, not just one team or group.	Item developed by PRE.
During the past year, have you been in a situation where people you work with at ABMC put you down or were condescending to you in some way.	Adapted from Cortina, L. M., Magley, V. J., Wililams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: Incidence and impact. <i>Journal of Occupational Health Psychology</i> , 6(1), 64-80.
During the past year, have you been in a situation where people you work with at ABMC addressed you in unprofessional terms, either privately or publicly.	Adapted from Cortina, L. M., Magley, V. J., Wililams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: Incidence and impact. <i>Journal of Occupational Health Psychology</i> , 6(1), 64-80.
In the past year how often was there interpersonal conflict among the people you work with?	Adapted from Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
Staff from Headquarters and the Overseas Operations Office share common goals for our agency.	Item developed by PRE.
Staff from Headquarters and the Overseas Operations Office are effective in working together to achieve our agency's mission.	Item developed by PRE.
Leaders from Headquarters and the Overseas Operations Office share common goals for our agency.	Item developed by PRE.
Leaders from Headquarters and the Overseas Operations Office are effective in working together to achieve our agency's mission.	Item developed by PRE.
ABMC has a lot of bureaucracy; every decision has to be approved by someone higher up.	Adapted from Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
People at ABMC attempt to build themselves up by tearing others down.	Adapted from Kacmar, K. M., & Carlson, D. S. (1997). Further validation of the perceptions of politics scale (POPS): A multiple sample investigation. <i>Journal of Management</i> , 23(5), 627-658. http://dx.doi.org/10.1016/S0149-2063(97)90019-2
At ABMC, sometimes it is easier to remain quiet than to fight the system.	Adapted from Kacmar, K. M., & Carlson, D. S. (1997). Further validation of the perceptions of politics scale (POPS): A multiple sample investigation. <i>Journal of Management</i> , 23(5), 627-658. http://dx.doi.org/10.1016/S0149-2063(97)90019-2
At ABMC, telling others what they want to hear is sometimes better than telling the truth.	Adapted from Kacmar, K. M., & Carlson, D. S. (1997). Further validation of the perceptions of politics scale (POPS): A multiple sample investigation. <i>Journal of Management</i> , 23(5), 627-658. http://dx.doi.org/10.1016/S0149-2063(97)90019-2
Even though ABMC employees are located all over the world, we work effectively together.	Item developed by PRE.
At ABMC, people work together cooperatively to achieve work goals.	Adapted from Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3

Item	Reference
ABMC has a cohesive culture across the organization.	Item developed by PRE.
My supervisor treats staff as individuals and supports and encourages their development.	Item developed by PRE.
My supervisor fosters trust, involvement, and cooperation among team members.	Item developed by PRE.
My supervisor instills pride and respect in others and inspires me by being highly competent.	Item developed by PRE.
I can count on my supervisor for support when I need it.	Fisher, G. G., Matthews, R. A., & Gibbons, A. M. (2016). Developing and investigating the use of single-item measures in organizational research. <i>Journal of Occupational Health Psychology, 21</i> (1), 3-23. http://dx.doi.org/10.1037/a0039139
My supervisor really does care about my well-being.	Item developed by PRE.
My supervisor is generally respectful and polite when discussing work-related issues with me.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology, 37</i> , 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
My supervisor promptly and adequately addresses issues that I present.	Item developed by PRE.
My supervisor explains decisions that affect me and my work in a thorough and timely way.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology, 37</i> , 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
My supervisor makes sure that their decisions are made fairly and ethically based on accurate information and unbiased procedures.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology, 37</i> , 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
My supervisor makes sure that opportunities and rewards are distributed fairly.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology, 37</i> , 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
When there are conflicts at work, my supervisor encourages people to engage in constructive negotiations and collaborative problem solving.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology, 37</i> , 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
When there are conflicts at work, my supervisor encourages people to compete and “win the battle” (win the conflict).	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology, 37</i> , 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
My supervisor asserts absolute control and authority over the people they supervise, demanding obedience.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology, 37</i> , 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
In the past year, my supervisor has been abusive, saying or doing things to me that were openly hostile, harsh, or insulting.	Adapted from Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology, 37</i> , 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
My superiors often tell me to do two different things that cannot both be done.	Item developed by PRE.
Top leaders at ABMC work together effectively.	Item developed by PRE.

Item	Reference
When there are conflicts between top leaders, it impacts my ability to do my day-to-day work.	Item developed by PRE.
When there are conflicts between top leaders, it impacts my feelings about my job.	Item developed by PRE.
ABMC values diverse perspectives.	Item developed by PRE.
ABMC maintains a diversity-friendly work environment.	Item developed by PRE.
I believe ABMC strives to have a diverse workforce.	Item developed by PRE.
ABMC makes sure the opinions and input of employees from different backgrounds are heard.	Item developed by PRE.
ABMC expects employees to treat one another with respect.	Adapted from Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
There are times when my nationality, ethnicity, or cultural heritage is not respected at ABMC.	Item developed by PRE.
There are times when my gender identity is not respected at ABMC.	Item developed by PRE.
There are times when my age is not respected at ABMC.	Item developed by PRE.
There are times when my professional background is not respected at ABMC.	Item developed by PRE.
People in my work group listen to what I say.	Adapted from Mor-Barak, M. W., & Cherin, D. A. (1998). A tool to expand organizational understanding of workforce diversity: Exploring a measure of inclusion-exclusion. <i>Administration in Social Work</i> , 22(1), 47-64. http://dx.doi.org/10.1300/J147v22n01_04
My work group members make me feel a part of decisions.	Adapted from Mor-Barak, M. W., & Cherin, D. A. (1998). A tool to expand organizational understanding of workforce diversity: Exploring a measure of inclusion-exclusion. <i>Administration in Social Work</i> , 22(1), 47-64. http://dx.doi.org/10.1300/J147v22n01_04
People I work with make an effort to take the perspective of other people at work, actively seeking out opportunities to understand their viewpoints.	Adapted from Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
When I interact with others at work, I often feel like I have to hide (fake) what I am really feeling.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
I feel very much a part of my organization.	Stamper, C. L., & Masterson, S. S. (2002). Insider or outsider? How employee perceptions of insider status affect their work behavior. <i>Journal of Organizational Behavior</i> , 23(8), 875-894. http://dx.doi.org/10.1002/job.175
ABMC makes me frequently feel left out.	Stamper, C. L., & Masterson, S. S. (2002). Insider or outsider? How employee perceptions of insider status affect their work behavior. <i>Journal of Organizational Behavior</i> , 23(8), 875-894. http://dx.doi.org/10.1002/job.175
ABMC values and cares for its employees.	Matthews, R. A., Pineault, L., & Hong, Y. H. (2022). Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology. <i>Journal of Business and Psychology</i> , 37, 639-673. http://dx.doi.org/10.1007/s10869-022-09813-3
ABMC values my contribution to its success.	Item developed by PRE.