<h1 style="text-align:center">2022 Customer Service Survey (CSS) Questions</h1>

Participating Operating Units (OUs) and Functions:
Participating OUs/Functions are listed below under "Specific Questions". New to the 2022 survey are the Critical Coordination Structure (CCS); Diversity, Equity, Inclusion, and Accessibility Unit (DEIA); and Respectful, Inclusive, and Safe Environments (RISE). In addition, USAID is asking overarching questions related to Agency priorities of all staff on climate change, DEIA, and sludge.

Rating Scale
Seven-Point Likert Scale: Except for where otherwise noted, all questions use the following seven-point Likert scale:

> 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat Disagree; 4 = Neither Agree nor Disagree;
> 5 = Somewhat Agree; 6 = Agree; 7 = Strongly Agree and a N/A option.

Federal Benchmarking
Each year, the General Services Administration (GSA) and Office of Management and Budget (OMB) conduct a separate survey for federal benchmarking purposes. To reduce survey fatigue and USAID staff effort, the CSS incorporates questions from the benchmarking survey so that General Services Administration (GSA) does not survey USAID staff again. All benchmarking questions have **(GSA)** next to the question and cannot be edited.

[GSA includes additional supplemental questions related to government priorities which are not yet available, but will be incorporated into the survey before launch and shared via Information Memo.]

Question Organization
- CSS begins with **demographic questions.** Staff responses help direct them to relevant parts of the survey, such as directing staff to answer questions intended for a specific category of respondent, e.g., field staff, Foreign Service Nationals (FSNs), Contracting Officer's Representatives (CORs), etc. These categories are noted below in brackets.
- Each year, CSS updates **Agency-wide questions** related to USAID priorities, which will be asked of all staff at the beginning or end of the survey, as noted in the brackets next to each subject.
- Respondents will select OUs from which they have received services or partners, and answer **common questions** and **OU-specific questions.**

Anonymity and Demographic Questions
Reporting of CSS data is anonymized and demographic data limited and masked to ensure the anonymity of the respondents. The CSS team scrubs all comments and qualitative data for personally identifiable information prior to sharing comments with OUs/functions.

Common Questions for the CSS
The survey will ask the following questions of all OUs/functions; except for the open comment boxes, these questions are aligned with the GSA benchmarking survey and cannot be edited:

1. [XXX] serves as a strategic partner, by providing decision support and helping me with relevant activities.

2. I find it easy to work with [XXX].
3. My inquiries to [XXX] are resolved within a reasonable time frame.
4. Overall, I am satisfied with the quality of support and solutions from [XXX].
5. After any OU-specific questions, there are two open comment boxes for any written feedback from the respondent.

Agency-wide Questions for the CSS
This year, the CSS will ask all staff several questions related to Agency priorities:

DEIA [beginning of survey]
1. Diversity, Equity, Inclusion, and Accessibility (DEIA) are key priorities for my leadership (Mission Director/Deputy Mission Director, Assistant Administrator/Deputy Assistant Administrator [AA/DAA], Independent Office Director/Deputies).
2. I am aware of actions taken by my leadership to improve DEIA within my Mission/Bureau/Independent Office (M/B/IO).
3. My M/B/IO has a DEIA council or workgroup that is actively engaged to advance DEIA priorities and actions.
4. What suggestions do you have for your M/B/IO to improve DEIA, or do you have anything else to add? [open comment]

Climate Change [beginning of survey]
1. To what extent do you feel your Bureau/Independent Office/Mission leadership prioritizes climate change action in USAID work in all sectors and operations?
2. To what extent do you feel your USAID Office-level leadership encourages and supports you with time, space, and other resources to contribute to USAID's climate objectives as part of your job function?
3. What specific actions could USAID leadership take to prioritize climate change action in USAID's work and encourage and support you with time, space, and other resources to contribute to climate objectives as part of your job function? [open comment]

Future of Work/Reentry [beginning of survey]
1. Separate from the Agency's ongoing efforts to finalize the Future of Work initiative, I am satisfied with the Agency's preparations and resources related to the phased reentry plan announced in December 2021.
2. [Washington] I am satisfied with the USAID's COVID-19 workforce safety measures.
3. I am satisfied with the processes established to ensure that all employees have submitted proof of COVID-19 vaccination, except for limited circumstances where the law requires an exception.
   a. USAID policy
   b. My personal experience
4. Do you have suggestions to improve the phased reentry or COVID-19 workforce safety measures? [open comment]

Bureaucratic Inefficiencies (Sludge) [beginning of survey]
1. What Agency process improvement(s) have you appreciated most this past year? [open comment]

2. What sludge (work that is low value, time consuming, outdated, or does not directly contribute to USAID's mission) prevents you from doing your work well? Please limit your response to the top three.
3. Do you have suggestions for improvement? [open comment]

Survey [close of survey]
1. What work-process improvement would be of most benefit to you?   [open comment]
2. I find the Customer Service Survey (the survey I am currently taking) helpful in offering an opportunity to provide feedback to participating units.
3. What are the top three factors that lead you to take the survey this year? Select your top three.
    a. Leadership prompts
    b. Value the opportunity to give feedback
    c. General communications (Tip of the Day, Agency Notice, etc.)
    d. Race to 100
    e. Incentive from leadership (early release)
    f. Calendar invitation from Deputy Administrator Adams-Allen
    g. Peers
    h. Opportunity to raise a specific pain point or frustration
    i. Other factors not listed [open comment]
4. Please provide comments on how this survey can be improved for field staff next year. [open comment]

OU-Specific Questions
In addition to the common questions, participating OUs/functions develop questions specific to their operations. Respondents provide feedback on OUs/functions with which they have interacted.

Administrator's Action Alliance on Preventing Sexual Misconduct
1. I am satisfied with the information and services I receive in support of fulfilling my responsibilities under USAID's policies for preventing sexual misconduct in the Agency's workplace and programs.

Administrative Management Services Officers
1. [Direct Hire] I am satisfied with the quality of recruiting and hiring services provided by AMS. (**GSA**)

Office of Budget and Resource Management (BRM)
1. I am satisfied with the representation that BRM provides in the interagency.
2. Based on experience working directly with BRM, I am satisfied with the quality of formulation services for the Program Budget that BRM provides. (**GSA**)
3. Based on experience working directly with BRM, I am satisfied with the quality of execution services for the Program Budget that BRM provides.   (**GSA**)
4. I am satisfied with the level of communication that BRM provides in budget planning and decision-making.
5. I am satisfied with the level of transparency that BRM provides in budget planning and decision-making.

Country Desk Officers
1. I am satisfied with Country Desk Officer (CDO)-specific support and services:
   a. managing Washington inquiries, including tasks from Congress and the National Security Council (NSC)
   b. representing Mission / Bureau positions in intra-agency forums
   c. representing Mission / Bureau positions in interagency forums/inquiries
   d. supporting budget discussions such as Bureau Resource Requests (BRRs), 653a, strawman, quarterly or annual budget reviews, etc.
   e. supporting Senior Obligation Alignment Review (SOAR) clearances
   f. representing the Mission portfolio within Regional Bureaus
   g. proactively engaging with field priorities
   h. proactively engaging with Washington priorities
2. Please comment on CDO knowledge of country programs, context to do their jobs well, and what you think holds them back from higher levels of performance. [open comment]
3. Please comment on time/Level of Effort (LOE) issues faced by CDOs, including any suggestions to better align time to priorities and improve service levels. [open comment]

Diversity Equity, Inclusion, and Accessibility Unit (DEIA)
1. USAID's DEIA unit is making progress to advance DEIA at the Agency.
2. The goals of USAID's DEIA Strategic Plan will advance DEIA at the Agency.
3. [Supervisors], I am satisfied with OCRD's technical assistance and consultative services and support for my responsibilities in promoting diversity, equity, and inclusion prior to the creation of the Office of the Chief DEIA Officer.

Office of the Executive Secretariat (ES)
1. I am satisfied with ES's support to the Agency (Use of classified systems, correspondence, and secure room support) throughout the COVID-19 pandemic.
2. I am satisfied with ES Operations' services provided to our office (travel, security, budgetary, motorpool, IT and inventory, space, and office management).
3. I am satisfied with ES's responsiveness to correspondence and administrative questions and requests for guidance.
4. I am satisfied with ES's training sessions for staff tasked with preparing briefing materials and correspondence for the Agency's Principals.
5. I am satisfied with the ongoing guidance and examples ES provides to support the preparation of briefing materials and correspondence for the Agency's Principals.

General Counsel (GC)
1. I am satisfied with GC's presentations (including ethics training).
2. Please provide feedback on the actionability of GC's legal advice for your work purposes. Specifics about how GC could improve its legal advice from your perspective are appreciated. [open comment]
   Field Resident Legal Offices (RLOs)
   1. [Field] I am satisfied with RLOs' presentations (including ethics training).
   2. [Field] Please provide feedback on the actionability of RLOs' legal advice for your work purposes. Specifics about how the RLOs could improve their legal advice from your perspective are appreciated. [open comment]

Office of Human Capital and Talent Management (HCTM)

1. I receive timely communications and information from HCTM.
2. I am satisfied with the following:
    a. [U.S. direct-hire] The user experience of LaunchPad as a self-service tool for my Human Resources (HR) needs (e.g., finding the information I need, viewing my personnel data, submitting a request, viewing the status of my HR requests, etc.).
    b. The quality and accuracy of HCTM responses to my HR requests.
3. [U.S. direct-hire] The quality of recruiting and hiring services **(GSA)**
4. The quality of HCTM's training and development services. **(GSA)**
5. The quality of systems from HCTM. **(GSA)**
6. The quality of work-life support services. **(GSA)**
7. Work-life support services are important for helping me accomplish my job responsibilities and objectives. **(GSA)**
8. I am satisfied with the quality of solutions and supportive engagement from HCTM on inquiries and matters related to Foreign Service Nationals.

HCTM is continuously working to improve the features and functionality of LaunchPad. Please provide comments on:
9. The LaunchPad feature(s), tool(s), and/or functionality that you find helpful.
10. The LaunchPad feature(s), tool(s), and/or functionality you would like to change or improve. (Please be specific and provide as much detail as possible.)
11. Please provide comments on: HCTM's ability and capacity to support your HR needs.

Bureau for Legislative and Public Affairs (LPA)
1. LPA's support and guidance enhances engagement with Members of Congress and their staff.
2. LPA's external communications efforts build USAID's brand and raise USAID's profile through press, events, social media, videos, and storytelling.
3. LPA effectively engages target audiences to tell USAID's story.
4. LPA's external communications efforts provide B/IO and Mission communicators with guidance on Agency priorities.
5. The following channels are effective means of disseminating information on the Agency's priorities:
    a. External Website
    b. USAID Newsletter
    c. USAID Facebook
    d. USAID Instagram
    e. USAID Twitter
    f. Administrator Power's Twitter
6. The following Internal Communications events and products keep me effectively informed and engaged:
    a. All-Agency Town Halls
    b. 60th Anniversary Event
    c. Informational Video Products
    d. MyUSAID (The Agency's Intranet)

Office of the Chief Financial Officer in the Bureau for Management (M/CFO)
1. [Washington] I am satisfied with the following services and support received from M/CFO:
    a. Accounting

b. Audit Management
　　　c. Bill Collection **(GSA)**
　　　d. Bill Payments **(GSA)**
　　　e. Central Accounting
　　　f. Financial Analysis **(GSA)**
　　　g. Internal Controls
　　　h. Risk Management **(GSA)**
　　　i. Voucher Processing
　　　j. Payroll Assistance **(GSA)**

Field Controllers/Financial-Management (FM) Offices
　1. [Field] I am satisfied with the following services and support received from FM:
　　 (i.e., help provided to resolve an issue or meet a work need)
　　　a. Accruals
　　　b. Audit Management
　　　c. Bill Collection **(GSA)**
　　　d. Bill Payments **(GSA)**
　　　e. Financial Analysis **(GSA)**
　　　f. Internal Controls
　　　g. Risk Management **(GSA)**
　　　h. Voucher Processing and Allowances
　　　i. Accounting and Fund Control

Office of the Chief Information Officer in the Bureau for Management (M/CIO)
　1. I am satisfied with the ability of USAID's computer networks to support quick and reliable access to:
　　　a. Network needs via internet-only (Google Suite, web-based Agency applications)
　　　b. Network needs in the office (AIDNet)
　　　c. Network needs in remote Virtual Desktop Infrastructure (VDI)
　2. I am satisfied with the ability of USAID's computer networks to support my:
　　　a. Daily storage needs in internet-only access (Google Suite, web-based Agency applications)
　　　b. Daily storage needs in the office (AIDNet)
　　　c. Daily storage needs in Virtual Desktop Infrastructure (VDI) Remote Network access
　3. I am satisfied with the quality of Information Technology (IT) equipment provided by M/CIO:
　　　a. Mobile phones
　　　b. Deskphones
　　　c. Desktop computers, laptops, and docking stations
　　　d. Monitors
　　　e. PIV/PIV-A card
　　　f. Printers, scanners, and fax machines
　　　g. RSA token
　　　h. Tablets
　　　i. Other
　4. I am satisfied with the quality of IT communications and collaboration services offered by M/CIO:
　　　a. AIDNet Applications (e.g., Enterprise Reporting, GLAAS, Phoenix, DIS, ASIST,

HRConnect, E2)
   b. Google Workspace (i.e., Gmail, Calendar, Drive, Docs, Sheets, Groups, etc.)
   c. Remote Access and Virtual Desktop Infrastructure (VDI) (via Citrix WorkSpace application)
   d. Google Meet
   e. Webex
5. The support services provided by the M/CIO Service Desk meet my needs:
   a. Hardware Assistance
   b. Software Assistance
   c. Printer Assistance
   d. Password Reset
6. I am satisfied with the products and services offered by the USAID M/CIO Data Services team:
   a. Data science and analytics expertise and services
   b. Custom data analytics products (e.g., dashboards, reports, aidscape.usaid.gov, analytical platforms or pilots, etc.)
   c. Commercial data analytics products (e.g., Tableau, ArcGIS, SAS, SPSS, Stata)
7. I have helpful IT tools that facilitate my work with our implementing partners and others outside of USAID.
8. Please rate your satisfaction with the quality of future efforts and solutions for IT Development, Modernization, and Enhancement (DM&E) services I received from M/CIO (e.g., Service Central Portal, Development Information Solution). **(GSA)**
9. Please rate your satisfaction with the quality of support solutions, reliability, and upgrades of IT operations and maintenance (O&M) services. **(GSA)**

Office of Management Policy, Budget and Performance in the Bureau for Management (M/MPBP)
1. I am satisfied with the quality of formulation services for the Operating Expense (OE) budget provided by the M/MPBP OE Budget team. **(GSA)**
2. I am satisfied with the quality of execution services for the OE budget provided by M/MPBP. **(GSA)**
3. The OE Budget Team in M/MPBP serves as a strategic partner, by providing decision support and helping me with relevant activities.
4. I am satisfied with the quality of support and solutions from the OE Budget Team in M/MPBP.
5. I am satisfied with the quality of updates to budget systems including:
   a. Phoenix upgrades (i.e., user interface)
   b. The Performance Budgeting module (SB Tracker)
   c. The Performance Budgeting module (Spend Plans)
6. What additional budget system tools would most improve your ability to improve OE budget management? [open comment]
7. Please tell us your specific recommendation(s) to improve your use of the ADS to support your implementation of the Agency's operational policies and procedures? [open comment]
8. Please provide feedback on the Compliance Division's coordination of suspension and debarment actions for your work purposes. Specifics about how Compliance could

improve its outreach to the Missions and B/IOs to increase awareness about suspension and debarment are appreciated. [open comment]

Office of Management Services in the Bureau for Management (M/MS)
1. I am satisfied with the training, support, and services provided for my records management responsibilities.
2. I am satisfied with support and services from M/MS on:
    a. emergency management
    b. safety and health
    c. the print shop
    d. space planning
    e. shuttles
    f. mail
3. I am satisfied with travel support and services provided by M/MS including:
    a. E2 Help Desk
    b. travel
    c. passports/visas

    Field EXO Offices
    1. [Field] I am satisfied with the following services and support received from my EXO Office: (i.e., help provided to resolve an issue or meet a work need)
        a. Leadership on interagency issues
        b. Business analysis and improvement
        c. Records-management
        d. Human resources:
            ● Performance-management (all hiring categories: U.S. direct-hires (USDH), Foreign Service Nationals/ Cooperating Country Nationals (FSN/CCNs), Personal Service Contractors (PSCs), Eligible Family Members (EFMs))
            ● Awards and Recognition (all hiring categories: USDH, FSN/CCNs, PSCs, EFMs)
            ● Recruitment of FSN/CCNs and PSCs
            ● Overall management of human resources
        e. Coordination of training
        f. Information technology
        g. Travel (excluding vouchering)
        h. EXO administrative and programmatic procurement/ purchasing

    EXO Backstop - Note: The following questions are intended only for Foreign Service Officers in the Executive Officer Backstop. There will be a demographic question identifying only appropriate staff to see the questions.
1. [Field EXOs] I am satisfied with support and services for Executive Officers (EXOs) from M/MS including:
    a. International Cooperative Administrative Support Services (ICASS)
    b. overseas property
    c. EXO Policy Help Desk
    d. EXO guidance and backstop support

Office of Acquisition and Assistance in the Bureau for Management (M/OAA)

1. [Washington] I am satisfied with the following services and support received from M/OAA for: **(GSA)**
     a. Purchase Card Management
     b. Pre-Award Activity
     c. Contract Administration
2. I am satisfied with the ability of the COs/AOs with whom I work to be part of the design team and to develop implementation mechanisms for acquisition and assistance (A&A) that meet programmatic needs.
3. I am satisfied with the support offered by the CO/AOs with whom I work in pursuing work that reflects A&A priorities - i.e., *the Acquisition and Assistance Strategy*.
4. I am satisfied with the tools and resources provided to support the Agency's shared goal of increasing the use of co-creation, as informed by Effective Partnering and Procurement Reform.
5. I am satisfied that my Operating Unit/Mission has sufficient CO/AO coverage for the current and planned portfolio?
6. What are one or two procurement reforms you would like the Agency to pursue immediately? [open comment]
   Field Offices of Acquisition and Assistance (OAA)
1. [Field] I am satisfied with the following services and support received from OAA for: **(GSA)**
     a. Purchase Card Management
     b. Pre-Award Activity
     c. Contract Administration
2. I am satisfied with the extent to which A&A policies, processes, and systems meet local needs.
3. I am satisfied with my Mission A&A team's adaptation and response to feedback they have received.
4. I am satisfied with mechanisms for giving feedback to my Mission's A&A team.
5. I am satisfied that my Operating Unit/Mission has sufficient CO/AO coverage for the current and planned portfolio.
6. I am satisfied with the ability of the COs/AOs with whom I work to be part of the design team and to develop implementation mechanisms for acquisition and assistance (A&A) that meet programmatic needs.
7. I am satisfied with the support offered by the CO/AOs with whom I work in pursuing work that reflects A&A priorities - i.e., *the Acquisition and Assistance Strategy*.
8. I am satisfied with the tools and resources provided to support the Agency's shared goal of increasing the use of co-creation, as informed by Effective Partnering and Procurement Reform.
9. What are one or two procurement reforms you would like the Agency to pursue immediately? [open comment]

Office of Civil Rights and Diversity (OCRD)
1. I am satisfied with OCRD response and assistance received in the following areas: (only respond if you directly received the service)
     a. Information on joining or creating an Employee Resource Group
     b. Data reports on workforce demographics and No Fear Act
     c. The process for filing discrimination complaints
     d. The process for reporting harassment allegations

2. [Supervisors] I am satisfied with OCRD's technical assistance, consultative services, and support for my responsibilities:
    a. Cooperating with Equal Employment Opportunity (EEO) complaints
    b. Reporting harassment allegations
3. OCRD staff are subject matter experts in technical assistance and consultation related to diversity, equity, and inclusion.

Office of Small and Disadvantaged Business Utilization (OSDBU)
1. I am satisfied with the support OSDBU provides to help identify small businesses in support of my Bureau, Independent Office or Mission program objectives.
2. I am satisfied with OSDBU's virtual small-business training modules.
3. I am satisfied with the guidance OSDBU provides concerning the submission of subcontracting plans.

Office of Security (SEC)
1. I am satisfied with SEC's efforts to ensure my security-related training needs are met.
2. I am satisfied with SEC's efforts to support USAIDs overseas physical security needs.
3. I am satisfied with SEC technical support to your Mission's Partner Liaison Security Office (PLSO) operation.
4. I am satisfied with SEC's response, assistance, and support during the COVID-19 pandemic environment.
5. When the background investigation was initiated with USAID, the representatives from SEC were professional and able to address my questions and/or concerns in a timely fashion. (Note: SEC conducts background checks on new hires and current employees in Administratively Determined, Civil Service, Foreign Service, and USPSC positions, and those staff that require access to USAID facilities - HSPD-12 access).
6. Please comment on your experience with the background investigation process as conducted by USAID. [open comment]

Bureau of Policy, Planning, and Learning (PPL)
1. Overall, I am satisfied with the guidance, tools, and resources that PPL provides to implement the Program Cycle and ADS 201.
2. Overall, I am satisfied with Program Cycle support (i.e. virtual and TDY) provided by PPL.
   Field Program Offices
   1. Overall, I am satisfied with the guidance and support provided by the Program Office as it pertains to: Project/Activity Design
   2. Overall, I am satisfied with the guidance and support provided by the Program Office as it pertains to: COR/AOR
   3. Overall, I am satisfied with the guidance and support provided by the Program Office as it pertains to: Monitoring, Evaluation and Learning (MEL)
   4. Overall, I am satisfied with the guidance and support provided by the Program Office as it pertains to: Strategy Development

Respectful, Inclusive, and Safe Environments (RISE)
1. The information and services I receive from the RISE team supports respectful, inclusive and safe environments in USAID's workplace and programs.
2. The RISE platform effectively supports:

       a. Agency needs for training on diversity, equity, inclusion, and access (DEIA).
       b. Staff wellness, safety, and security.
3. How can the RISE platform [virtual series, events, leadership seminar, resources] be more effective? [open comment]

Field Missions
- Mission EXO, FMO, OAA, PO, and RLO support offices will receive feedback from the local Mission staff about their service delivery via the questions identified above under their backstop home B/IOs.

Regional Platforms
Note: In addition to the below questions, Regional Platform EXO, FMO, OAA, PO, and RLO support offices will also receive feedback from the Missions they serve using the questions identified above under their backstop home B/IOs.

1. Overall, I am satisfied with staff gap-filling (back-up) support provided by Regional platforms.
2. I am satisfied with the design and implementation of transnational programs provided by Regional Platforms.
3. I am satisfied with the procedures for requesting services from Regional Platforms.
4. I am satisfied with the quality and timeliness of the virtual staffing provided by Regional Platforms.
5. What are one or two areas of improvement that you would like to see your Regional Platform(s) pursue? [open comment]

Field Technical Assistance Questions (AAFS)
Note: The same questions will be used for Technical Bureaus (Bureaus for Humanitarian Assistance; Conflict Prevention and Stabilization; Development, Democracy, and Innovation; Global Health; Policy, Planning, and Learning; and Resilience and Food Security) and Regional Bureaus.

Please answer the following questions based on your experience requesting technical assistance from [Bureau]. For the purposes of this survey, we are defining technical assistance as a request for in person or virtual support related to the Program Cycle.

1. I find it easy to work and coordinate with [Bureau] when requesting technical assistance (please think about the totality of your experience with the Bureau).
2. [Bureau] provides high-quality technical assistance deliverables that meet my needs.
3. Responses to my requests for technical assistance are timely.
4. [Bureau] is available for in-person TDY or virtual technical assistance (not coverage related) when my Mission needs it.
5. When [Bureau] is not available for in-person TDY technical assistance, they provide quality options and alternatives to help meet my need(s).
6. [Bureau] is a strategic partner and supports my Mission's strategies and priorities when providing technical assistance.
7. Is there anything else you want to let [Bureau] know about their technical assistance? [open comment]
8. Please identify areas for improvements to encourage adoption in your Mission of the UTRAMS platform.

a. Additional training about how to use the system (i.e., mechanics of system).
b. Additional training on how the system relates to Agency Approach to Field Services (AAFS).
c. Additional training on how the system relates to my work.
d. Communication from leadership about why I need to use UTRAMS.
e. Additional help documents (in addition to AAFS Toolkit).
f. Other [write-in]