

2012

Federal Employee Viewpoint Survey Results

EMPLOYEES INFLUENCING CHANGE

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
AGENCY RESULTS

UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT



Over
687,000
Federal
Employees'
Opinions

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION 2012 FEDERAL EMPLOYEE VIEWPOINT SURVEY RESULTS

		Percent Positive	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
*1. I am given a real opportunity to improve my skills in my organization.	N		3,380	4,073	924	676	230	9,283	NA
	%	80.3	36.2	44.0	10.0	7.2	2.5	100.0	
2. I have enough information to do my job well.	N		2,778	4,766	948	605	158	9,255	NA
	%	81.6	29.8	51.8	10.2	6.4	1.8	100.0	
3. I feel encouraged to come up with new and better ways of doing things.	N		3,433	3,644	1,120	717	319	9,233	NA
	%	76.5	36.9	39.7	12.2	7.7	3.6	100.0	
*4. My work gives me a feeling of personal accomplishment.	N		3,563	3,891	1,008	543	257	9,262	NA
	%	80.3	38.0	42.3	11.0	5.9	2.8	100.0	
*5. I like the kind of work I do.	N		4,166	3,766	853	328	125	9,238	NA
	%	85.7	44.7	41.0	9.3	3.6	1.4	100.0	
6. I know what is expected of me on the job.	N		3,337	4,290	932	495	168	9,222	NA
	%	82.7	35.9	46.8	10.2	5.3	1.9	100.0	
7. When needed I am willing to put in the extra effort to get a job done.	N		6,773	2,329	110	33	21	9,266	NA
	%	98.2	72.7	25.5	1.3	0.4	0.2	100.0	
8. I am constantly looking for ways to do my job better.	N		5,024	3,633	528	57	21	9,263	NA
	%	93.4	53.7	39.7	5.8	0.6	0.2	100.0	
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	N		1,165	3,653	1,553	2,009	883	9,263	13
	%	52.0	12.4	39.6	16.9	21.6	9.5	100.0	
*10. My workload is reasonable.	N		1,360	4,792	1,390	1,238	459	9,239	12
	%	66.7	14.5	52.2	15.2	13.2	4.9	100.0	
*11. My talents are used well in the workplace.	N		2,122	4,207	1,257	1,045	498	9,129	28
	%	69.1	22.8	46.3	13.9	11.4	5.5	100.0	
*12. I know how my work relates to the agency's goals and priorities.	N		3,548	4,310	852	338	165	9,213	35
	%	84.9	37.9	47.0	9.4	3.8	1.9	100.0	
*13. The work I do is important.	N		4,238	3,818	815	215	94	9,180	26
	%	87.4	45.5	41.8	9.1	2.5	1.1	100.0	
*14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N		2,932	4,296	1,029	707	281	9,245	19
	%	78.1	31.5	46.7	11.2	7.6	3.0	100.0	
*15. My performance appraisal is a fair reflection of my performance.	N		3,062	3,985	1,124	611	355	9,137	124
	%	76.8	33.1	43.7	12.5	6.7	3.9	100.0	
16. I am held accountable for achieving results.	N		3,496	4,641	763	249	76	9,225	23
	%	87.9	37.4	50.6	8.4	2.8	0.9	100.0	

Survey Administration Period: May 15, 2012 to June 29, 2012

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* AES prescribed items

** Unweighted count of responses excluding 'Do Not Know' and 'No Basis to Judge'

Sample or Census: Census

Number of surveys completed: 9,296

Number of surveys administered: 17,114

Response Rate: 54.3%

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION 2012 FEDERAL EMPLOYEE VIEWPOINT SURVEY RESULTS

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17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N		3,393	3,379	1,222	526	433	8,953	303
	%	75.4	37.4	38.0	13.9	5.9	4.8	100.0	
*18. My training needs are assessed.	N		2,025	3,949	1,797	1,020	408	9,199	58
	%	64.9	21.7	43.2	19.6	11.0	4.5	100.0	
*19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	N		2,680	3,576	1,346	980	508	9,090	189
	%	68.5	29.0	39.6	15.0	10.9	5.6	100.0	
*20. The people I work with cooperate to get the job done.	N		3,452	4,491	805	428	103	9,279	NA
	%	85.6	37.0	48.6	8.7	4.6	1.1	100.0	
*21. My work unit is able to recruit people with the right skills.	N		1,095	3,530	1,998	1,734	707	9,064	218
	%	51.0	11.9	39.1	22.3	19.0	7.7	100.0	
*22. Promotions in my work unit are based on merit.	N		1,309	3,153	2,252	1,198	824	8,736	518
	%	50.5	14.4	36.1	26.2	13.7	9.6	100.0	
*23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N		732	2,487	2,539	1,649	912	8,319	940
	%	38.1	8.5	29.6	30.9	19.9	11.0	100.0	
*24. In my work unit, differences in performance are recognized in a meaningful way.	N		982	3,189	2,540	1,398	613	8,722	542
	%	47.2	10.8	36.4	29.5	16.2	7.1	100.0	
25. Awards in my work unit depend on how well employees perform their jobs.	N		1,434	3,658	1,991	1,045	597	8,725	523
	%	57.9	15.9	42.1	23.2	12.0	6.8	100.0	
26. Employees in my work unit share job knowledge with each other.	N		2,691	4,796	1,035	481	216	9,219	45
	%	81.2	28.8	52.4	11.2	5.2	2.3	100.0	
27. The skill level in my work unit has improved in the past year.	N		1,792	3,529	2,497	815	290	8,923	346
	%	59.1	19.5	39.6	28.5	9.1	3.3	100.0	
		Percent Positive	Very Good	Good	Fair	Poor	Very Poor	Item Response Total	Do Not Know/ No Basis to Judge
28. How would you rate the overall quality of work done by your work unit?	N		5,375	3,085	674	87	34	9,255	NA
	%	91.3	57.6	33.7	7.4	0.9	0.4	100.0	
		Percent Positive	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
*29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N		2,322	4,992	1,049	545	114	9,022	118
	%	81.1	25.6	55.5	11.6	6.0	1.2	100.0	

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*30. Employees have a feeling of personal empowerment with respect to work processes.	N		1,590	3,987	1,792	1,187	413	8,969	163
	%	62.1	17.5	44.5	20.2	13.1	4.7	100.0	
31. Employees are recognized for providing high quality products and services.	N		2,093	4,321	1,498	801	293	9,006	106
	%	71.0	22.9	48.0	16.8	9.0	3.3	100.0	
*32. Creativity and innovation are rewarded.	N		1,890	3,740	1,976	911	393	8,910	196
	%	62.9	20.8	42.1	22.4	10.3	4.5	100.0	
*33. Pay raises depend on how well employees perform their jobs.	N		699	2,090	2,557	1,910	1,241	8,497	603
	%	32.4	7.9	24.4	30.2	22.6	14.9	100.0	
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	N		2,731	3,938	1,437	371	250	8,727	384
	%	76.4	31.2	45.2	16.5	4.2	2.9	100.0	
*35. Employees are protected from health and safety hazards on the job.	N		4,280	4,204	429	125	39	9,077	46
	%	93.5	46.9	46.6	4.7	1.4	0.4	100.0	
*36. My organization has prepared employees for potential security threats.	N		2,916	4,793	945	260	78	8,992	116
	%	85.6	32.2	53.5	10.6	2.9	0.9	100.0	
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N		2,513	3,394	1,510	737	539	8,693	412
	%	67.8	28.5	39.3	17.6	8.5	6.2	100.0	
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	N		3,366	3,507	1,055	342	262	8,532	576
	%	80.4	39.1	41.3	12.6	4.0	3.0	100.0	
39. My agency is successful at accomplishing its mission.	N		2,851	4,266	1,197	480	206	9,000	109
	%	78.7	31.2	47.5	13.4	5.5	2.4	100.0	
40. I recommend my organization as a good place to work.	N		3,829	3,481	1,095	515	193	9,113	NA
	%	80.1	41.6	38.5	12.1	5.7	2.1	100.0	
41. I believe the results of this survey will be used to make my agency a better place to work.	N		1,700	2,744	2,261	1,112	626	8,443	686
	%	52.1	19.6	32.5	27.0	13.3	7.6	100.0	
*42. My supervisor supports my need to balance work and other life issues.	N		4,759	3,334	563	248	164	9,068	33
	%	89.4	52.4	37.0	6.1	2.7	1.8	100.0	
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	N		3,809	3,417	1,050	526	270	9,072	22
	%	79.6	41.7	37.9	11.7	5.7	3.0	100.0	
*44. Discussions with my supervisor/team leader about my performance are worthwhile.	N		3,182	3,400	1,397	633	391	9,003	68
	%	73.1	35.0	38.1	15.6	7.0	4.4	100.0	

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45. My supervisor/team leader is committed to a workforce representative of all segments of society.	N		3,302	3,258	1,432	216	192	8,400	670
	%	78.0	39.1	38.9	17.2	2.6	2.3	100.0	
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	N		2,796	3,572	1,575	719	361	9,023	45
	%	70.5	30.6	39.9	17.6	7.9	4.0	100.0	
*47. Supervisors/team leaders in my work unit support employee development.	N		3,588	3,680	1,047	396	282	8,993	87
	%	80.8	39.6	41.2	11.7	4.4	3.2	100.0	
48. My supervisor/team leader listens to what I have to say.	N		4,338	3,419	757	393	167	9,074	NA
	%	85.5	47.5	38.0	8.4	4.3	1.8	100.0	
49. My supervisor/team leader treats me with respect.	N		4,915	3,091	590	288	179	9,063	NA
	%	88.4	54.1	34.4	6.5	3.1	2.0	100.0	
50. In the last six months, my supervisor/team leader has talked with me about my performance.	N		4,253	3,692	534	449	131	9,059	NA
	%	87.8	46.8	41.0	5.9	4.9	1.4	100.0	
*51. I have trust and confidence in my supervisor.	N		4,044	2,979	1,163	509	373	9,068	NA
	%	77.4	44.3	33.0	12.9	5.6	4.1	100.0	
		Percent Positive	Very Good	Good	Fair	Poor	Very Poor	Item Response Total	Do Not Know/ No Basis to Judge
*52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	N		4,569	2,695	1,185	363	245	9,057	NA
	%	80.1	50.1	30.0	13.1	4.0	2.7	100.0	
		Percent Positive	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
*53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	N		1,678	3,649	1,981	1,142	502	8,952	48
	%	59.2	18.3	40.9	22.4	12.8	5.7	100.0	
54. My organization's leaders maintain high standards of honesty and integrity.	N		2,808	3,586	1,362	636	437	8,829	154
	%	72.4	31.5	40.8	15.6	7.2	4.9	100.0	
*55. Managers/supervisors/team leaders work well with employees of different backgrounds.	N		2,792	4,075	1,237	406	216	8,726	253
	%	78.6	31.8	46.8	14.3	4.6	2.5	100.0	
*56. Managers communicate the goals and priorities of the organization.	N		2,185	4,259	1,439	739	326	8,948	36
	%	71.7	24.0	47.7	16.4	8.3	3.7	100.0	
*57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N		2,061	3,980	1,609	645	270	8,565	397
	%	70.2	23.7	46.5	19.1	7.5	3.2	100.0	

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		Percent Positive	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	N		2,160	3,987	1,501	825	366	8,839	146
	%	69.4	24.1	45.3	17.1	9.3	4.1	100.0	
59. Managers support collaboration across work units to accomplish work objectives.	N		2,549	4,098	1,313	573	322	8,855	120
	%	75.0	28.5	46.5	14.9	6.4	3.7	100.0	
		Percent Positive	Very Good	Good	Fair	Poor	Very Poor	Item Response Total**	Do Not Know/ No Basis to Judge
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	N		2,928	3,249	1,624	540	336	8,677	308
	%	71.0	33.2	37.8	18.9	6.2	3.9	100.0	
		Percent Positive	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Item Response Total**	Do Not Know/ No Basis to Judge
*61. I have a high level of respect for my organization's senior leaders.	N		2,554	3,323	1,692	838	519	8,926	61
	%	65.6	28.1	37.5	19.3	9.4	5.8	100.0	
62. Senior leaders demonstrate support for Work/Life programs.	N		2,853	3,693	1,393	389	220	8,548	435
	%	76.7	33.1	43.5	16.3	4.5	2.5	100.0	
		Percent Positive	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Item Response Total	Do Not Know/ No Basis to Judge
*63. How satisfied are you with your involvement in decisions that affect your work?	N		2,091	3,909	1,528	1,081	343	8,952	NA
	%	67.0	23.0	44.0	17.2	12.0	3.9	100.0	
*64. How satisfied are you with the information you receive from management on what's going on in your organization?	N		1,959	3,967	1,600	1,091	336	8,953	NA
	%	65.9	21.5	44.4	18.1	12.2	3.8	100.0	
*65. How satisfied are you with the recognition you receive for doing a good job?	N		2,187	3,481	1,754	1,062	438	8,922	NA
	%	63.2	24.0	39.2	19.8	12.0	4.9	100.0	
*66. How satisfied are you with the policies and practices of your senior leaders?	N		1,520	3,525	2,197	1,196	485	8,923	NA
	%	56.2	16.6	39.6	25.0	13.4	5.5	100.0	
*67. How satisfied are you with your opportunity to get a better job in your organization?	N		1,530	2,806	2,466	1,399	731	8,932	NA
	%	48.1	16.7	31.4	27.7	15.9	8.3	100.0	
*68. How satisfied are you with the training you receive for your present job?	N		2,014	3,936	1,820	851	302	8,923	NA
	%	66.7	22.2	44.4	20.4	9.5	3.4	100.0	

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		Percent Positive	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Item Response Total	Do Not Know/ No Basis to Judge
*69. Considering everything, how satisfied are you with your job?	N		2,906	3,949	1,177	647	247	8,926	NA
	%	76.6	32.1	44.5	13.3	7.3	2.8	100.0	
*70. Considering everything, how satisfied are you with your pay?	N		2,331	3,936	1,355	960	359	8,941	NA
	%	69.7	25.7	44.0	15.4	10.9	4.1	100.0	
71. Considering everything, how satisfied are you with your organization?	N		2,366	3,890	1,473	865	338	8,932	NA
	%	69.8	25.9	43.9	16.7	9.8	3.8	100.0	

72. Have you been notified that you are eligible to telework? Telework means working at a location other than your normal work site during your regular work hours (excludes travel).

	N	%
Yes	7,573	84.8
No	955	10.7
Not sure	401	4.5
Total	8,929	100.0

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

	N	%
I telework 3 or more days per week.	121	1.4
I telework 1 or 2 days per week.	1,008	11.3
I telework, but no more than 1 or 2 days per month.	1,193	13.4
I telework very infrequently, on an unscheduled or short-term basis.	3,220	36.2
I do not telework because I have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel).	618	6.9
I do not telework because I have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking.	281	3.2
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework.	771	8.6
I do not telework because I choose not to telework.	1,690	18.9
Total	8,902	100.0

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

	N	%
Yes	2,825	31.3
No	5,581	63.2
Not available to me	496	5.5
Total	8,902	100.0

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

	N	%
Yes	4,550	50.9
No	4,258	48.0
Not available to me	97	1.1
Total	8,905	100.0

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

	N	%
Yes	1,432	15.9
No	7,372	83.3
Not available to me	66	0.7
Total	8,870	100.0

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

	N	%
Yes	526	5.9
No	7,997	90.0
Not available to me	380	4.1
Total	8,903	100.0

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

	N	%
Yes	276	3.0
No	8,078	91.1
Not available to me	541	5.9
Total	8,895	100.0

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		Percent Positive	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Item Response Total**	Do Not Know/ No Basis to Judge
79. How satisfied are you with the following Work/Life programs in your agency? Telework	N		2,266	2,205	652	206	52	5,381	190
	%	83.2	42.2	41.0	12.1	3.8	0.9	100.0	
80. How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	N		1,531	1,089	138	24	8	2,790	49
	%	93.9	54.7	39.2	4.9	0.8	0.3	100.0	
81. How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	N		1,827	2,197	352	67	10	4,453	112
	%	90.3	40.8	49.6	7.9	1.5	0.2	100.0	
82. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program (EAP)	N		613	629	148	17	4	1,411	89
	%	88.0	42.9	45.1	10.5	1.2	0.3	100.0	
83. How satisfied are you with the following Work/Life programs in your agency? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	N		232	165	62	9	1	469	97
	%	84.7	49.0	35.8	13.1	1.9	0.2	100.0	
84. How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs (for example, support groups, speakers)	N		69	113	61	2	1	246	76
	%	74.1	26.7	47.4	24.7	0.8	0.4	100.0	

Survey Administration Period: May 15, 2012 to June 29, 2012

The work/life satisfaction results only include employees who indicated that they participated in the program.

Percentages are weighted to represent the Agency's population.

** Unweighted count of responses excluding 'Do Not Know' and 'No Basis to Judge'

Sample or Census: Census

Number of surveys completed: 9,296

Number of surveys administered: 17,114

Response Rate: 54.3%

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION 2012 FEDERAL EMPLOYEE VIEWPOINT SURVEY RESULTS

85. Where do you work?	N	%
Headquarters	833	9.4
Field	8,067	90.6
Total	8,900	100.0

*86. What is your supervisory status?	N	%
Non-Supervisor	5,001	56.2
Team Leader	2,402	27.0
Supervisor	852	9.6
Manager	361	4.1
Executive	283	3.2
Total	8,899	100.0

*87. Are you:	N	%
Male	5,464	61.8
Female	3,374	38.2
Total	8,838	100.0

*88. Are you Hispanic or Latino?	N	%
Yes	586	6.7
No	8,157	93.3
Total	8,743	100.0

*89. Please select the racial category or categories with which you most closely identify.	N	%
American Indian or Alaska Native	89	1.0
Asian	485	5.7
Black or African American	916	10.7
Native Hawaiian or Other Pacific Islander	38	0.4
White	6,749	79.2
Two or more races	249	2.9
Total	8,526	100.0

Survey Administration Period: May 15, 2012 to June 29, 2012
 Percentages are weighted to represent the Agency's population.
 * AES prescribed items

Sample or Census: Census
 Number of surveys completed: 9,296
 Number of surveys administered: 17,114
 Response Rate: 54.3%

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION 2012 FEDERAL EMPLOYEE VIEWPOINT SURVEY RESULTS

90. What is your age group?

	N	%
25 and under	140	1.6
26-29	330	3.8
30-39	1,088	12.4
40-49	2,627	30.0
50-59	3,518	40.2
60 or older	1,044	11.9
Total	8,747	100.0

91. What is your pay category/grade?

	N	%
Federal Wage System	4	0.0
GS 1-6	44	0.5
GS 7-12	1,553	17.5
GS 13-15	6,932	78.3
Senior Executive Service	245	2.8
Senior Level (SL) or Scientific or Professional (ST)	58	0.7
Other	14	0.2
Total	8,850	100.0

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

	N	%
Less than 1 year	33	0.4
1 to 3 years	526	5.9
4 to 5 years	616	7.0
6 to 10 years	1,229	13.9
11 to 14 years	946	10.7
15 to 20 years	639	7.2
More than 20 years	4,866	55.0
Total	8,855	100.0

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION 2012 FEDERAL EMPLOYEE VIEWPOINT SURVEY RESULTS

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

	N	%
Less than 1 year	50	0.6
1 to 3 years	708	8.0
4 to 5 years	710	8.0
6 to 10 years	1,382	15.6
11 to 20 years	1,650	18.6
More than 20 years	4,350	49.2
Total	8,850	100.0

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

	N	%
No	6,830	77.1
Yes, to retire	491	5.5
Yes, to take another job within the Federal Government	825	9.3
Yes, to take another job outside the Federal Government	377	4.3
Yes, other	336	3.8
Total	8,859	100.0

95. I am planning to retire:

	N	%
Within one year	275	3.1
Between one and three years	802	9.1
Between three and five years	978	11.1
Five or more years	6,748	76.7
Total	8,803	100.0

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION 2012 FEDERAL EMPLOYEE VIEWPOINT SURVEY RESULTS

96. Self-Identify as:	N	%
Heterosexual or Straight	7,321	87.8
Gay, Lesbian, Bisexual, or Transgender	182	2.2
I prefer not to say	834	10.0
Total	8,337	100.0

97. Have you ever served on Active Duty in the US Armed Forces (Air Force, Army, Coast Guard, Marine Corps or Navy)?	N	%
Yes	1,241	14.1
No	7,574	85.9
Total	8,815	100.0

98. Are you an individual with a disability?	N	%
Yes	568	6.5
No	8,233	93.5
Total	8,801	100.0



United States
Office of Personnel Management
Planning and Policy Analysis

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