

Statement of the Congressional Research Employees Association (CREA)

Committee on House Administration

Subcommittee on Modernization

Hearing on the

“The Path Toward a More Modern and Effective Congressional Research Service”

April 26, 2023

Chairwoman Bice, Ranking Member Kilmer, and Members of the Modernization Subcommittee. Thank you for allowing the Congressional Research Employees Association (CREA) to provide a statement for the record. The mission of CREA is to ensure that the perspectives of Congressional Research Service (CRS) employees are solicited, heard, and considered when CRS leaders evaluate how to serve Congress. We represent the perspectives, collective voice, and deep expertise of more than 500 CRS employees. CREA is strictly nonpartisan and works for effective and fair policies, procedures, and practices that improve the agency’s service to Congress.

CRS employees strongly believe in the CRS mission: to assist Members in their legislative duties by providing authoritative, nonpartisan, objective, confidential, and timely information and analysis to all Members and Committees of Congress. Unfortunately, due to CRS senior leaders’ persistent mismanagement of our agency’s people and technology, CRS’s service to Congress has suffered. We have extensive data that illustrates these issues.

A number of troubling trends in CRS employees’ views of CRS senior leadership were revealed by the 2022 U.S. Office of Personnel Management Federal Employee Viewpoint Survey (FEVS) and further expanded on in a CREA survey. Regrettably, many of these issues are not new and were identified in a 2019 oversight hearing held by this Committee. The FEVS data shows that these problems have only worsened in recent years.

Some of the most pressing concerns raised by the FEVS results and CREA’s survey include unprecedented attrition, deteriorating morale, poor communication by CRS leadership, a lack of a commitment to diversity and inclusion, mismanagement of our technology, and an overall lack of confidence and trust in CRS senior leaders. Problematic personnel practices in CRS also underlie these results. A CREA-authored report analyzing the results of the FEVS data is attached to this statement as an appendix.

Attrition and Morale

CRS's most valuable resource is its people. Unfortunately, an increasing number of them are choosing to leave the Service. In FY2022, there were 44 non-retirement voluntary separations (excluding those employees who moved to other areas of the Library of Congress). This is more than double the rate observed between FY2009 and FY2021, where the average number of annual separations was 21, and a 42% increase above the previous single-year high during that period. When CRS loses experienced and knowledgeable staff so rapidly, the agency's ability to serve Congress suffers. Ultimately, CRS adds value to the legislative process by providing Congress with expert-level knowledge and experience about complex policies. If CRS cannot recruit and retain personnel with expert-level knowledge, then CRS will be of less and less use to Congress.

While there are a number of factors that impact attrition rates, we have found that the main driver of attrition is plummeting morale. The FEVS reveals dramatic drops in various measures of CRS employees' morale between 2018 and 2022. These sharp decreases in satisfaction are not seen in the Library of Congress as a whole. Moreover, the Library-wide results include the responses of CRS employees, meaning that the divergence between the Library excluding CRS and CRS are generally understated in these comparisons. While Library employees' stated satisfaction "considering everything" actually *increased* between 2018 and 2022, overall satisfaction for CRS employees dropped by almost 25 percent. Similarly, CRS employees' satisfaction with their involvement in decisions that affected their work dropped from 54.3% in 2018 to just 34.8% in 2022.

Evidence of the degraded morale at CRS was especially pronounced when CRS employees were asked about CRS senior leaders. In 2018, a majority of CRS employees (57.6%) agreed that senior leaders generated high levels of motivation and commitment in 2018. By 2022, that number had more than halved (23.5%). Strikingly, the number of CRS employees who *disagreed* with this statement nearly quadrupled between 2018 and 2022 (from 14.9% to 59.4%). The comparable measures for all Library employees remained roughly stable, suggesting the morale drop and loss of motivation from senior leaders is limited—and attributable—to CRS senior leaders.

It's difficult to overstate the seriousness of the morale crisis at CRS. Some of the decline is due to burnout as a direct result of losing highly experienced colleagues, combined with a hiring process that can take upwards of nine months to replace them. CREA's survey reveals that many employees felt that increased attrition had left CRS "short staffed," contributed to burnout, created "extra work ... [for] those who have given CRS a chance and stayed," and opened "major gaps in our subject matter expertise." As several employees noted in their responses, "[FEVS] confirms what many of us expected—there are systemic and widespread morale

problems.” Others observed that “This survey illustrates a failure of leadership;” “If employee dissatisfaction is already at this point, then senior leadership has already failed;” and “The FEVs results are a no-confidence vote.”

Inadequate and Ineffective Communication

CRS employees are generally dissatisfied with communications from management. In 2018, about half (50.3%) of CRS employees were satisfied with the information they received from management about their service unit. By 2022, CRS employee satisfaction with management’s communication fell to 33.0%, with a plurality (43.5%) expressing dissatisfaction with CRS management’s communication.

CRS senior leadership does not regularly or effectively communicate with staff in general, seek input from employees before making major decisions, or effectively communicate about the rationales for its decisions. Effective communication in an agency like CRS necessitates genuine two-way communication and learning instead of pro forma efforts or defensiveness, but that is not how things operate under CRS’s leadership. Overwhelmingly, 75.1% of respondents to CREA’s survey considered improved communication by management as a key area that senior management should address. CREA believes this should include listening, engaging with, and respectfully considering CRS employees’ views and perspectives. Employees criticized what they viewed as “generally disrespectful,” “disconnected,” or “openly dismissive” communications from management. Several noted that it was “deeply troubling” that there “is little dialogue here at CRS between our top management and staff.”

This deficient communication results in ad hoc, poorly considered, and parochial practices across the Service. In no area is this clearer than in onboarding of new staff. Often, a new CRS employee’s success in serving Congress is determined by the willingness of their peers to provide support and helpful advice. If you as a new employee at CRS are mentored in how to brief a congressional audience, tailor concise writing to the needs of clients, and make initial contact with a staffer within 24 hours, you are lucky. Yet CRS makes no effort to identify its best mentors and scale up those practices. If best practices in a particular Division or across the Service are identified, they are not reinforced with regular training. After-action reports on efforts that work and those that do not are rarely conducted, and excellence in onboarding new colleagues is viewed as ancillary in annual appraisals of employee job performance.

It is unsurprising that with limited and poor communication from management, many CRS staff expressed their lack of confidence that decisions are being made in a way that prioritizes Congress’s needs.

Lack of Confidence and Trust in CRS Senior Leadership

Many CRS employees lack confidence that CRS senior leadership makes decisions in a manner that prioritizes the needs of Congress. Senior leadership has pressed forward with personnel practices and policies that seem to be at odds with the Service's mission. Senior leadership rarely solicits, accepts offers of, or acts on input into its decision making, when hundreds of CRS staff are interacting directly with CRS's clients and have valuable insights and expertise to offer.

A recent example of how CRS mismanagement will degrade the agency's service to Congress is CRS leadership's plan to impose uniform, quantitative output quotas for legislative attorneys. In the spring of 2022, CRS and the American Law Division's (ALD's) new management team proposed changing the job performance appraisal process for legislative attorneys to require attorneys to perform an across-the-board, quantitative amount of output to obtain a fully successful performance rating: e.g., answer a certain number of Congressional phone calls; send a certain number of emails; do a certain number of seminars; and write or update a certain number of short and long written products in order to be classified as "fully successful." Failure to meet the one-size-fits-all quotas means an attorney could lose their job.

A uniform, quantitative approach with quotas assumes all attorney subject area portfolios behave the same way. Under this practice, CRS management will be arbitrarily dictating how legislative attorneys are serving Congress, as opposed to the attorneys being responsive to the actual needs and requests made by Congress. For example, if a legislative attorney is not meeting the writing quota, CRS management believes that the attorney should stop or minimize handling congressional requests and instead write more, even if it's not in their subject area, to "meet the numbers." Furthermore, across-the-board quotas are not sensitive to changes in Congressional demand for services, which ebb and flow over time.

The result will be waste if employees perform unrequested or unneeded work in order to "meet the numbers." CRS leadership is effectively telling employees to allocate less time to actual Congressional demand in order to meet the quotas and keep their jobs. More generally, CREA has continued to communicate that CRS's value to Congress cannot be measured only by numerical quotas—instead it is rooted in the value our clients derive from the information and analysis they request. These quotas do not capture that value and would have unintended negative consequences for CRS and Congress. Attorneys would face strong incentives to spend more of their time engaged in wasteful, unrequested activities and less of their time being responsive to actual Congressional requests. While CREA continues to bargain, CRS management has made clear that they intend to implement these quotas in the spring of 2023. Ill-considered, across-the-board quotas like these threaten CRS's ability to serve Congress and will drive further attrition in staff. CREA requests that in the FY2024 appropriations process, Congress direct CRS to pause the plans for these one-size-fits all quotas until they have been

thoroughly evaluated by an independent, third party, including for their impact on service to Congress and the quality and integrity of CRS products and services.

More broadly, the response of senior leadership often seems designed to give the appearance of action rather than to actually address problems, and, perhaps as a result, they consistently fail to meet the moment. CRS's leaders regularly convene working groups on various issues with little to show for them. CRS employees regularly commit their time to working groups with the stated purpose of creating successful and sustained strategies to improve diversity and inclusion at CRS, modernizing our product types, or addressing the technology needs of staff. These efforts, however, appear to be "checking the box" exercises. CRS leadership appears reluctant to engage in meaningful dialogue with CRS staff and take actions that actually solve our agency's very real problems, which would make CRS a better place to work, and ultimately improve our service to Congress.

Mismanagement of Technology

CRS analysts, attorneys, and librarians provide a knowledge service to Congress. This service relies on information technology (IT) in order to research congressional inquiries, collaborate with colleagues, develop analyses, and write memoranda and reports for Congress. This technology is also essential to communicate with congressional staff, via phone, email, and video conferencing applications like Zoom and Microsoft Teams. CRS's IT is often unreliable, disrupting the ability of CRS employees to serve Congress.

Several years ago, CRS's technology was merged with the Library's IT services. Since that time, CRS staff have routinely experienced IT problems like drive failures, emails that fail to reach congressional staff, and lack of access to key websites (e.g., Congress.gov and FederalRegister.gov). CRS employees have lost tens of thousands of hours to repeated and extended outages of servers and other hardware and software that had approached the end of their working life. In addition, CRS staff often experience delays in getting access to routine updates of analytical tools that we need to be able to do our work.

Many CRS staff have expressed deep frustration with these technological failures: 62.7% of respondents to CREA's survey cited improving the quality and reliability of technology as among the most important issues that management should address. As one employee observed, CRS's technology issues "extend beyond mere intermittent interruptions and inconveniences. It is not uncommon for analysts/attorneys to be locked out of their computers" for long stretches of time, disrupting CRS employees' ability to serve Congress in a timely manner. CRS employees have also reported losing work due to network outages and other issues.

Some of these problems are related to legacy technology failures of the Library, which now effectively controls and maintains CRS technology. But some are also due to persistent failures of CRS leadership to effectively understand and prioritize CRS' technological needs, including when advocating with the Library for appropriate configurations and practices around our technology and for timely resolutions to these issues. In short, CRS leadership doesn't listen to its own employees about what we need from our technology in order to best serve Congress and so fails to effectively advocate for these needs with the Library.

CRS's IT systems are in desperate need of modernization, but CRS leadership has failed in its management of the \$20 million, multi-year IRIS project announced in FY2018 to modernize the agency's legacy systems. There are three dedicated CRS staffers tasked with overseeing CRS's technology who work in the information systems business office (ISBO) at CRS. They are often overwhelmed with addressing ongoing technological failures from the Library's legacy systems (discussed above), greatly limiting their ability to successfully manage the IRIS project.

To date, CRS has yet to provide a single new tool or product to employees from the IRIS project. For example, efforts to update our authoring tool failed in 2021, after several years of CRS staff testing. Feedback from CRS employees who volunteered as testers in 2017 suggested that there were problems with the selected software from the outset. For example, the application was not compatible with Microsoft Word, even though Microsoft Office is the productivity suite used by both the House and Senate. As a result of this failure, we are still using a version of Microsoft Office that is almost a decade old and two generations out of date.

In addition, the CRS website is notoriously difficult to navigate. The website's deficient search capabilities make it difficult for Congress to locate the information and experts they need. We know many congressional staff instead use the public website (crsreports.congress.gov) along with Google to find this information. CRS management is planning to deploy a new crs.gov website in 2023 without updated and improved search functionality. But they have yet to explain how this decision prioritizes what would provide the greatest benefit to the approximately 15,000 staffers in Congress.

Most problematic, and entirely within the control of CRS leadership, is the failure to systematically and routinely gather feedback from Congressional staff and CRS employees regarding our technology. CRS does not regularly conduct focus groups, surveys, or have a program to frequently engage with all stakeholders so that as needs and expectations change, our technology evolves and improves. CRS does not systematically measure the performance and satisfaction with its products and services. If a new feature or product is created or made available on crs.gov, there is no objective way for CRS to assess whether staff like it, how it serves Congress, or how it could be improved. This failure leaves us blind to the changing needs

and expectations of Congress and makes it extremely difficult for CRS to effectively prioritize and manage our agency's technology needs.

Diversity and Inclusion

CRS employees' high level of dissatisfaction with senior leadership extends to other important areas, including diversity and inclusion. Library employees strongly believe that management practices promote diversity, with about three times as many Library employees agreeing than disagreeing with that statement (58.9% to 19.6%). In contrast, only a plurality (43.7%) of CRS employees agree that management practices promote diversity, with almost a third disagreeing. Perhaps relatedly, the percentage of CRS employees who agreed that arbitrary action and favoritism were not tolerated at the Library fell from 61.9% to 50.2% between 2018 and 2022. A majority of respondents to CREA's survey (58.8%) considered greater diversity in CRS as among the most important issues that management should address. In CREA's view, troubling comments by CRS employees underscore that the Service has far to go on these issues. Senior leaders, in particular, need to do more to support diversity, equity, and inclusion in the Service. One employee stated that "CRS Senior Management is not committed to creating a diverse and inclusive environment. They say they are, but the results of CRS hiring are not reflective of the U.S. population." Another employee felt "less safe because of the lack of diversity at CRS," noting that they "haven't met an analyst or specialist or someone in management that looks like me or that I can relate to because we are of the same ethnicity and cultural background." Still another employee found troubling disparities "in subtle but noticed ways . . . between work from women and minority analysts vs. white male analysts (whose work often gets through review with less questions and more easily)."

In CREA's survey, some employees singled out the CRS Director and senior leadership for insufficiently supporting diversity, equity, and inclusion at CRS. One observed that "[r]epeated comments by top leadership regarding diversity and equity at CRS reveal pervasive, systemic issues that have caused me and many others to question whether we can continue serving at this agency in good conscience, having heard the way our director speaks about these issues."

Conclusion

The problems described above and highlighted by the FEVS results are specific to CRS senior leadership. CRS employees' views of senior management are not seen in the comparable questions about their other colleagues and direct supervisors. On the contrary, CRS employees had strongly positive views of their immediate supervisors: 82.8% felt that their supervisor was doing a good or very good job; 87.6% felt their supervisor treated them with respect; and 88.7% felt their supervisor supported their work-life balance. As for their co-workers, about 90% of CRS employees had positive views and 94.1% felt their co-workers produced high-quality work.

In sum, CRS employees retained strongly positive views of their colleagues and supervisors (but not senior leaders) in 2022, while Library employees on the whole had starkly more positive views of their senior leaders. The negative results for CRS senior leadership are due to the performance of senior leadership, not some wider circumstance (e.g., the stresses of the COVID-19 pandemic).

It is especially notable that CRS was the only legislative support agency to not be ranked in the top 10 of its size class in 2022 as one of the best places to work in the federal government based on FEVS results. By contrast, the Government Accountability Office (GAO) and the Congressional Budget Office (CBO), our sister agencies, were ranked number one in their respective size classes. The Library (which includes CRS) was only ranked 15 out of 27 in midsize agencies; were CRS ranked separately, it would have almost certainly ranked even lower.

CRS is a special institution with a singular mission. CREA is deeply concerned that the problems described here and discussed in the 2019 Committee on House Administration hearing are impeding the agency's ability to fulfill that mission. As one survey respondent wrote, "This is a five-alarm fire that requires intervention."

We appreciate your willingness to solicit input from CRS employees. We believe in the CRS mission and welcome robust and thoughtful oversight of CRS, in addition to any corrective actions that will ensure Congress receives the high quality service it needs and deserves. We stand ready to assist you in that regard.

2022 FEVS Survey Results

Congressional Research Service Employees Association

April 24, 2023

Introduction

The Federal Employee Viewpoint Survey (FEVS) is designed to identify employees' perception of the success of a federal government agency. Recent years for which the FEVS was conducted at the Library include 2016, 2018, and 2022. In 2022, the FEVS was made available to Library employees between July 27 and August 19. The Library response rate in 2022 was 57%, which was almost double the average response rate of other agencies.

The Library provided CREA with results from the FEVS that were aggregated to the Library and CRS level. Using these data we were able to compare not just responses over time (i.e., between 2018 and 2022) but also responses across service units (i.e., CRS versus the entire Library). Our goal in this analysis was to identify the areas where the Library is doing well and to identify where the Library could improve. The results show that CRS employees have mostly positive views of their colleagues, immediate supervisors, and division management. This is true across a variety of different measures. However, the results show that, among CRS employees, opinions of senior leadership have soured dramatically between 2018 and 2022. There are a number of concerning trends in these data, which we strongly urge the Library and CRS to address. Doing so will enhance the well-being and work environment of CRS employees *and* their ability to serve congressional clients.

Part I: Co-Workers, Immediate Supervisors, and Division Management

The FEVS data indicate that CRS employees have a **strongly positive** view of their colleagues and their immediate supervisors (section heads and section research managers (SRMs)). About **9 out of 10** CRS survey respondents in 2022 had **positive** views of their colleagues (FEVS Q15); **85.3%** felt that their colleagues shared job knowledge (FEVS Q17); **94.1%** felt that they and their colleagues produced high quality work (FEVS Q21); **94.8%** felt their work met clients' needs (FEVS Q19); **87.4%** felt they and their colleagues were able to adapt to changing needs (FEVS Q22); and **87.7%** of CRS employees in 2022 felt that their colleagues treated them as a valued member of the team (FEVS Q76).

CRS employees also have a **strongly positive** view of their immediate supervisors. For example, in 2022, **84.2%** of CRS employees felt their supervisor supported their professional development (FEVS Q46); **80.1%** felt their supervisor was committed to supporting a diverse and representative workforce (FEVS Q45); **88.7%** felt their supervisor supported their work/life balance (FEVS Q47); **91.0%** felt their supervisor supported their efforts to stay healthy and safe on the job

(FEVS Q96); **85.1%** felt their supervisor listened to what they had to say (FEVS Q48); **87.6%** felt their supervisor treated them with respect (FEVS Q49); **87.4%** felt their supervisor held them accountable for producing high quality work (FEVS Q51); **78.6%** had trust and confidence in their supervisor (FEVS Q50); and **82.8%** felt that their supervisor was doing a “Good” or “Very Good” job (FEVS Q52).

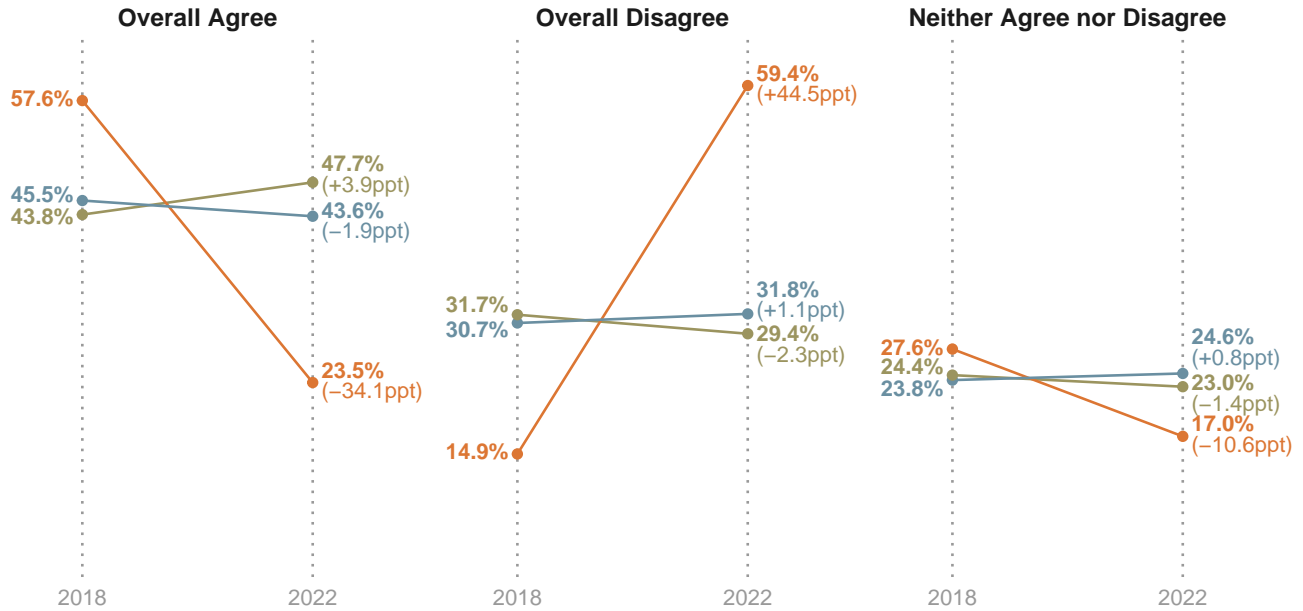
There are very few questions in the FEVS that directly or indirectly reference division management (for most CRS employees, their Assistant Directors or Deputy Assistant Directors). In one of the questions where division management is directly referenced, **63.2%** of respondents indicated that their division management was doing a “Good” or “Very Good” job (FEVS Q59). This percentage is almost unchanged from where it was in 2018.

Part II: Senior Leadership

The FEVS data indicate that CRS employees have a very negative view of their senior leadership, which is a significant divergence from how Library employees overall view their leadership. Although CRS and Library employees had broadly similar views of senior leaders in 2018, by 2022 CRS employees viewed their leadership much more negatively than other Library employees. This leads CRS employees to have a more negative view of the Library. Just as we identified areas where the Library is doing a good job, it is also important to identify areas for improvement. In this section we provide a detailed look at some of these areas. Many of the charts in this section are what are called “**slope charts**.” An important note regarding these charts is that each panel (i.e. “Overall Agree” is one panel) shares the same y-axis. This means that the scale and limits are the same for each panel. The lower limit of the scale for every slope chart in this report is zero. The upper limit varies by chart, but will in every case be between 3 to 5 percentage points greater than the maximum value displayed on that chart. Only responses from the 2022 FEVS are included in the **bar charts**. This is due to the lack of data for preceding years for these questions. For **every** chart, responses specific to **CRS** employees will be identified with the color **orange**. Responses that were provided by **all Library of Congress (LOC)** employees will be identified with the color **blue-gray**. The average of responses provided by **employees across all executive agencies** will be identified with the color **olive**.

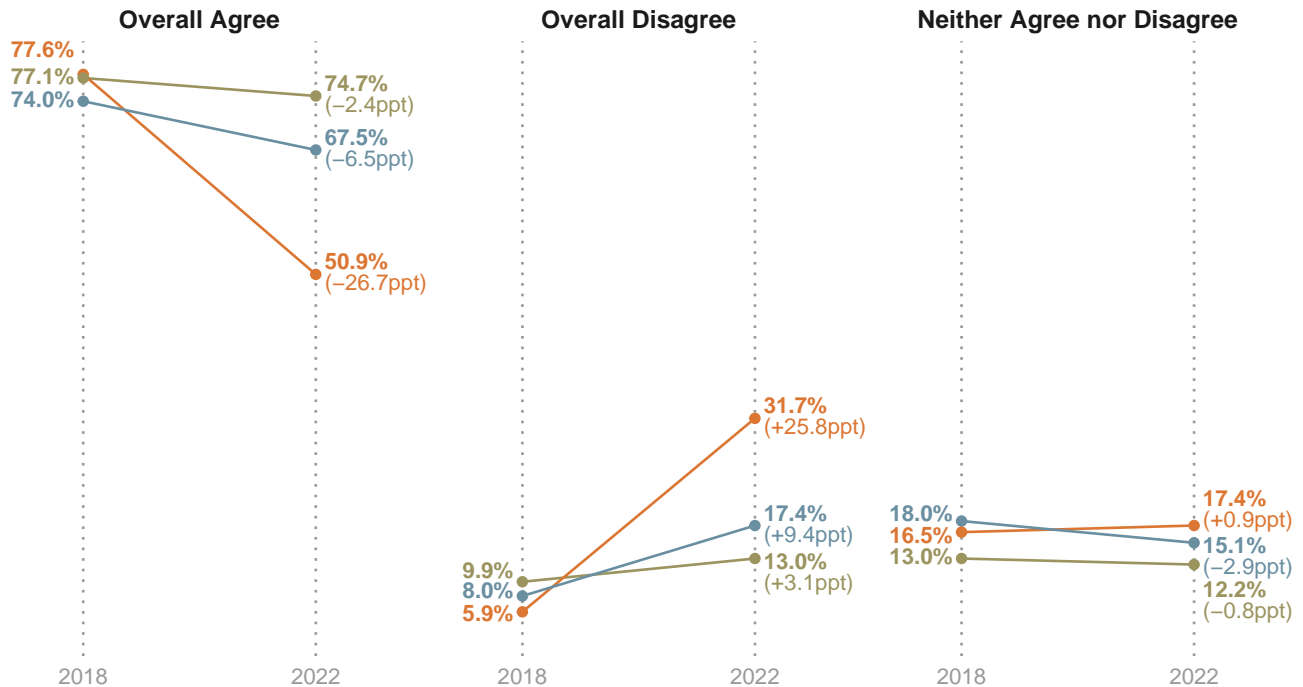
The share of **CRS** employees that believe senior leadership generates high levels of motivation **declined sharply**, compared to only a *slight decline* across the **entire Library** and a *slight increase* across **all executive agencies**.

55. In my service unit, senior leaders generate high levels of motivation and commitment in the workforce.



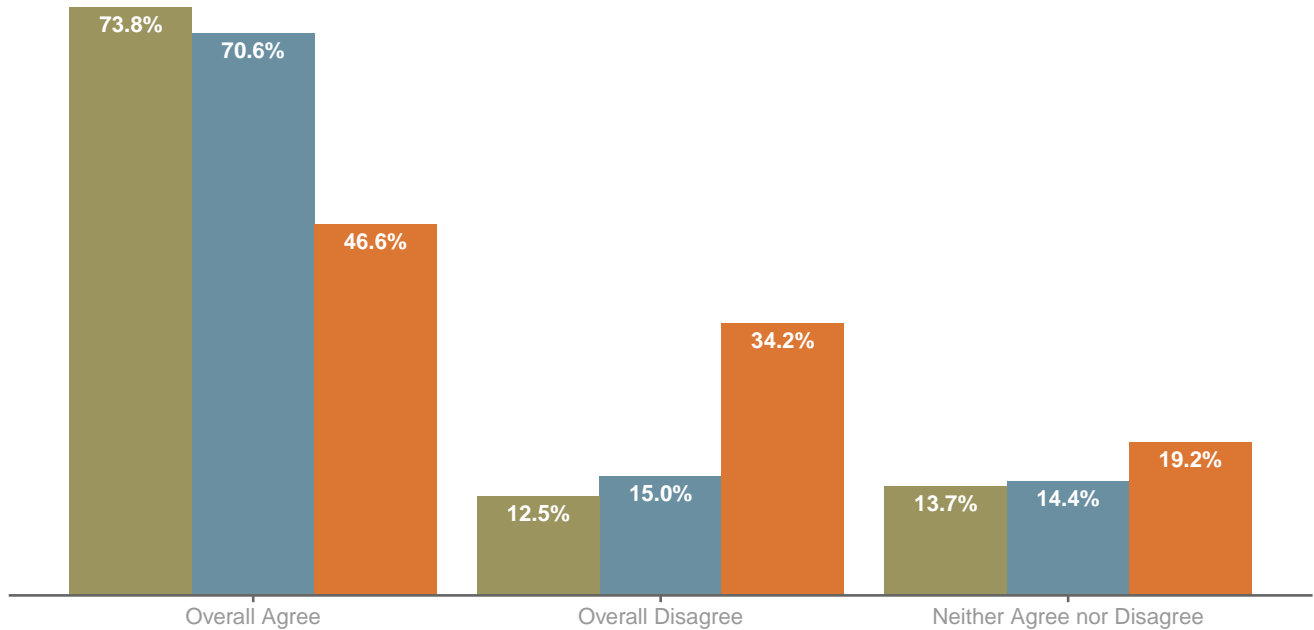
The share of **CRS** employees who feel safe on the job has **declined sharply**, compared to a *smaller decline* for the **entire Library** and **all executive agencies**.

36. Library employees are protected from health and safety hazards on the job.



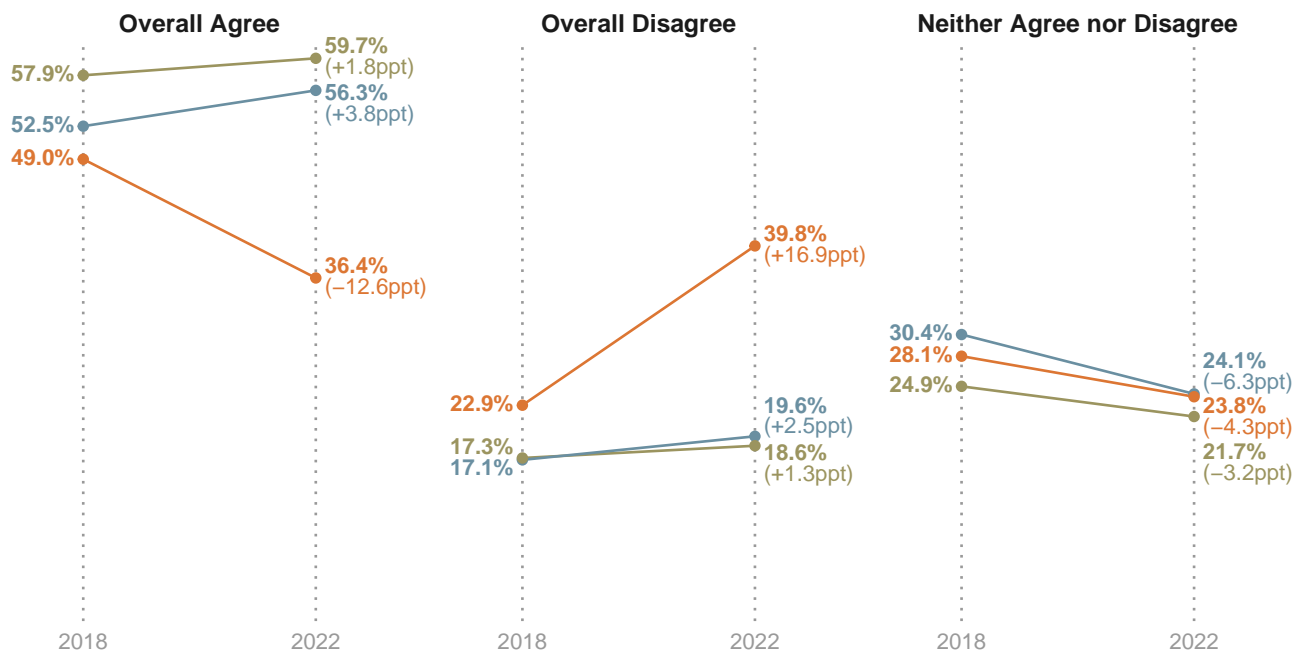
CRS employees are **much less likely** to believe that senior leaders support policies that keep them safe, compared to employees across the **entire Library** and **all executive agencies**.

94. The senior leaders at the Library support policies and procedures to protect employee health and safety.



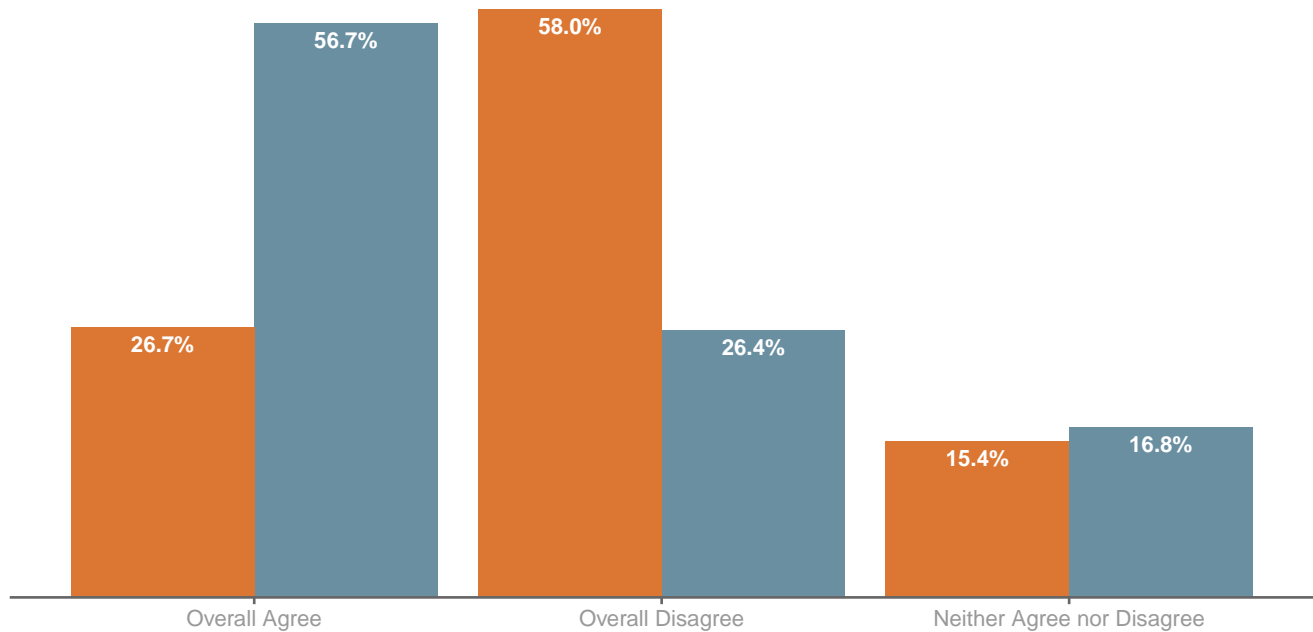
The share of **CRS** employees that believe that senior leaders support Work–Life programs has **declined sharply**, while *modestly increasing* across the **entire Library** and **all executive agencies**.

61. The Library's senior leaders demonstrate support for Work–Life programs.



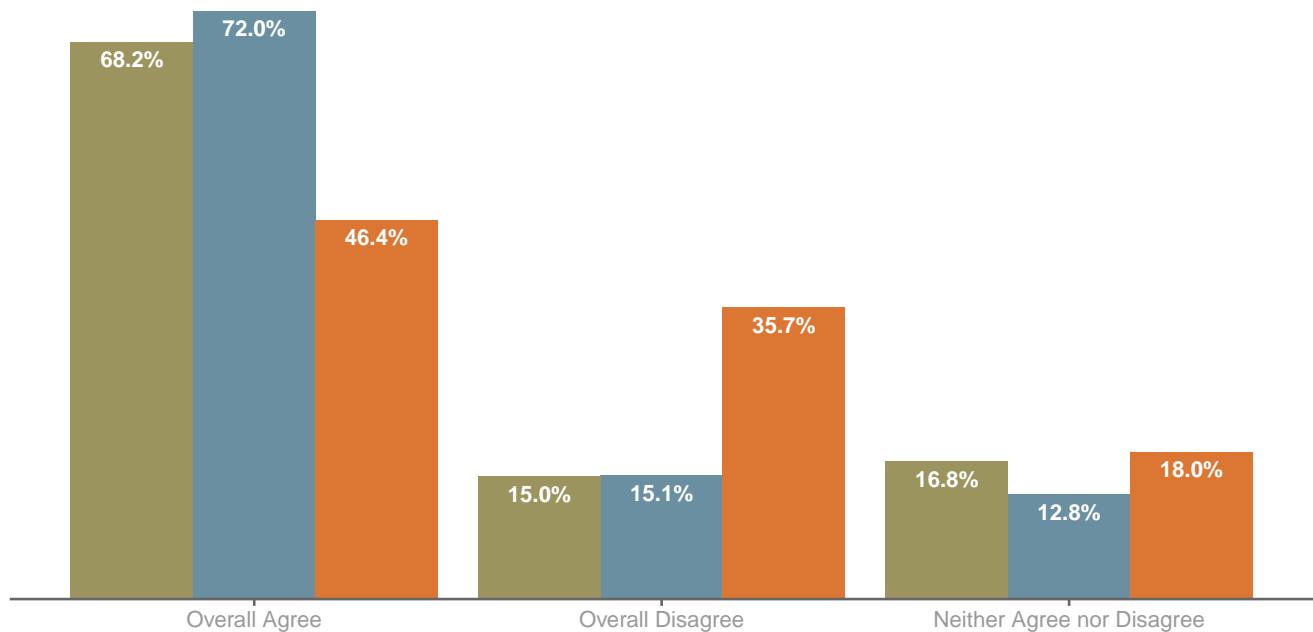
A majority of **CRS** employees **do not** think that the Library's hybrid work arrangement takes into account their needs. The *opposite* is true for employees across the **entire Library**.

92. The hybrid work arrangements at the Library are fair in accounting for the diverse needs and situations of employees.



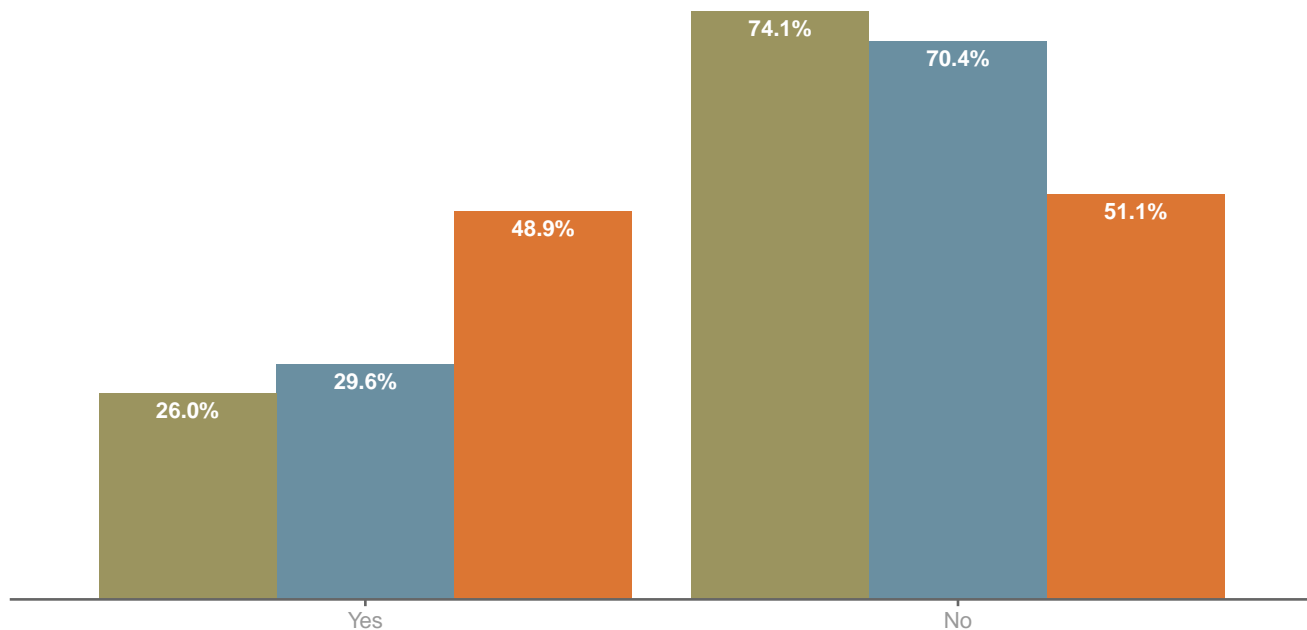
CRS employees are **much less likely** than employees across the **entire Library** and **all executive agencies** to agree that senior leadership provided effective communication about the return to onsite operations.

95. The senior leaders at the Library provided effective communications about what to expect with the return to onsite operations.



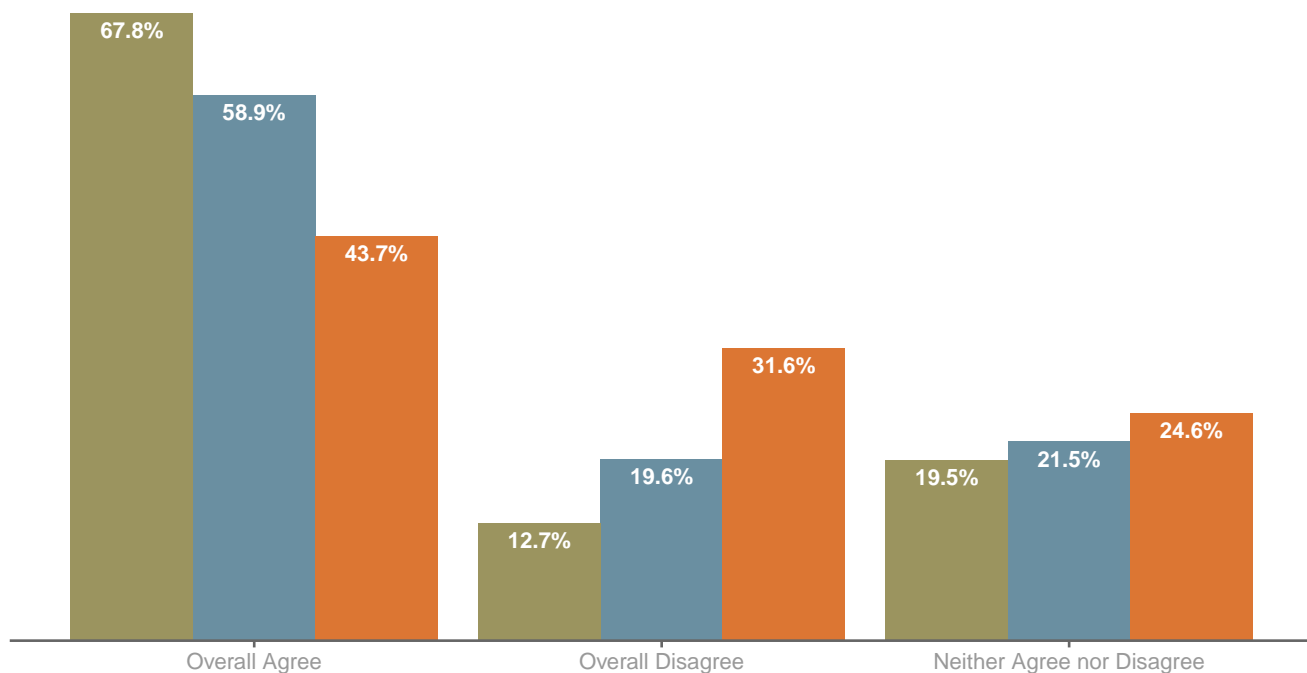
Almost **half** of all **CRS** employees indicated that they were considering leaving the agency because of their position's telework options. This figure was **less than a third** for employees across the **entire Library** and **all executive agencies**.

91. Based on the current telework options of your position, are you considering leaving your position, and if so, why?



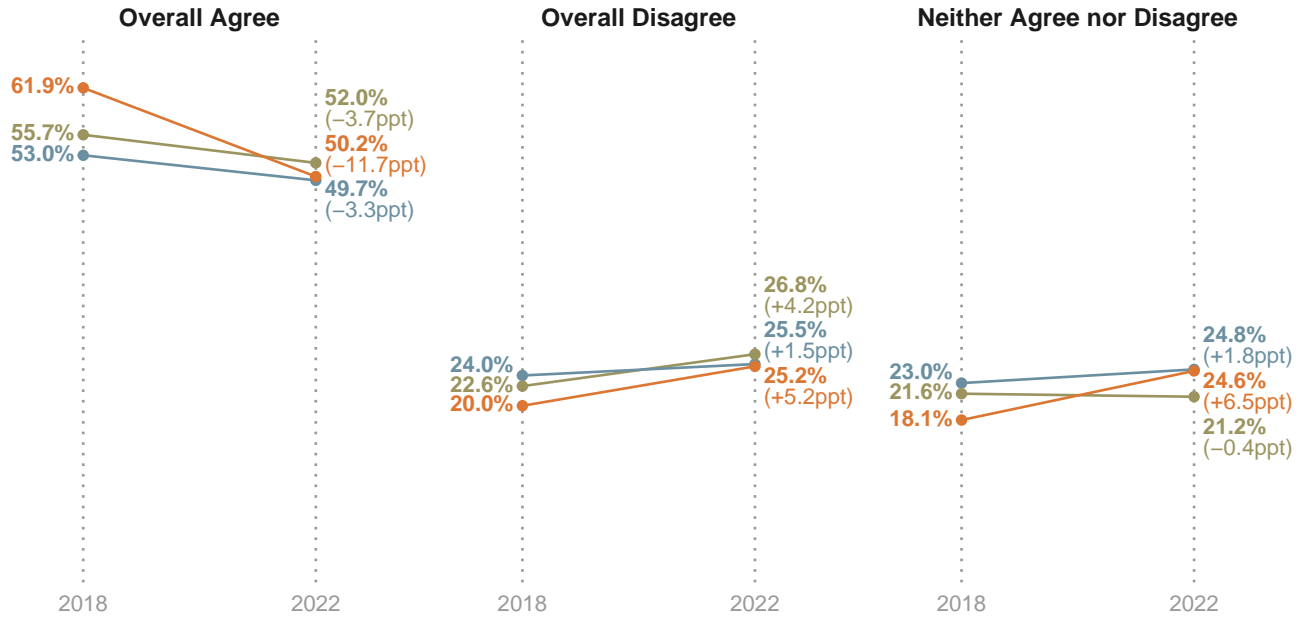
CRS employees are **much less likely** to believe that management practices promote diversity, when compared the **entire Library** and **all executive agencies**.

71. The practices of Library management promote diversity (e.g., outreach, recruitment, promotion opportunities).



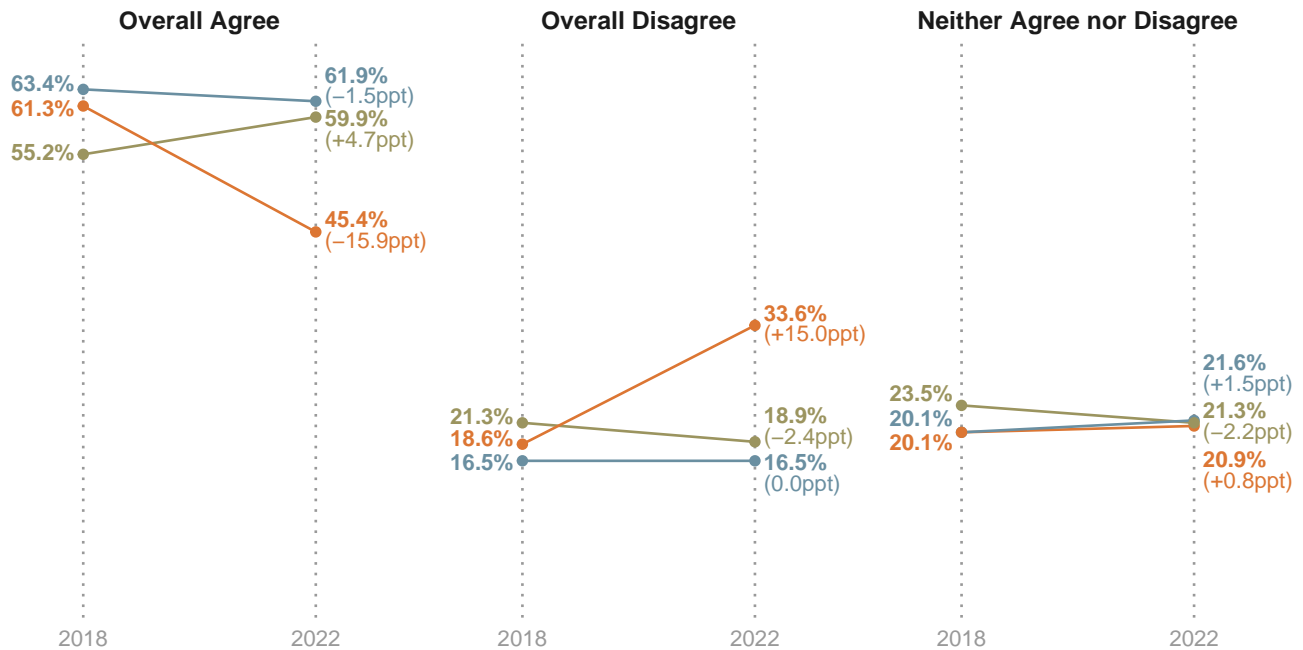
The share of **CRS** employees who believe that arbitrary actions and coercion are not tolerated has **declined sharply**, with *smaller declines* across the **entire Library** and **all executive agencies**.

42. In the Library, arbitrary action, personal favoritism and/or political coercion are not tolerated.



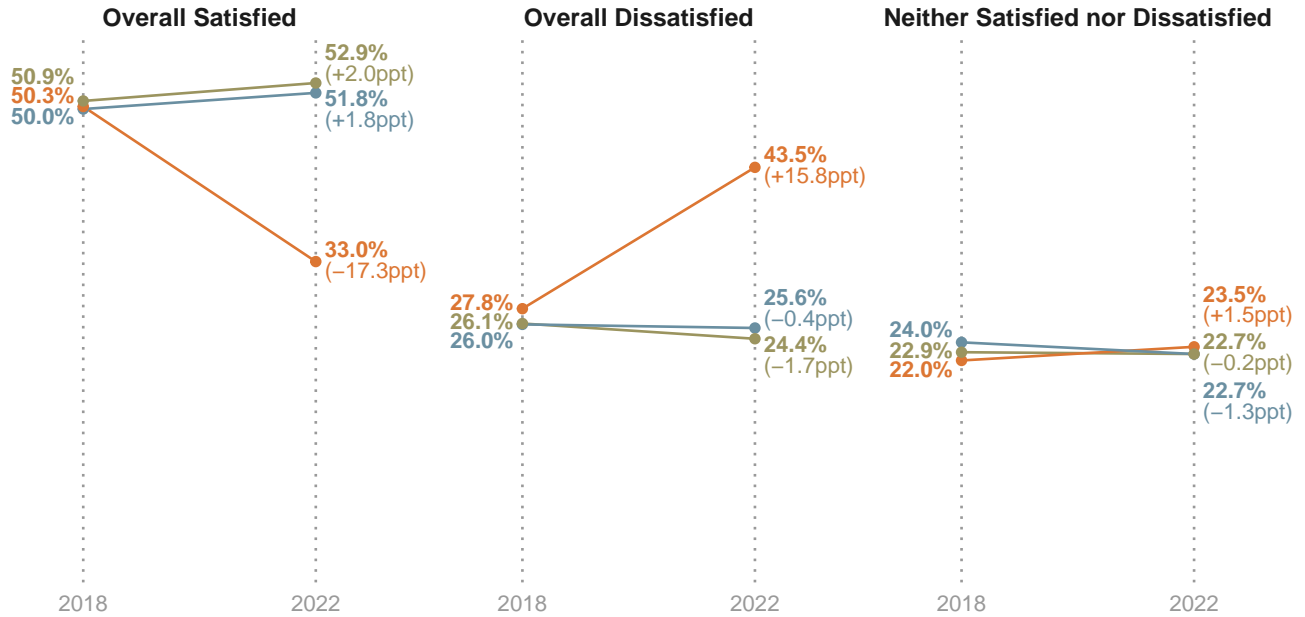
The share of **CRS** employees who believe that senior leaders maintain high standards of honesty and integrity has **declined sharply**, compared to a *slight decline* across the **entire Library** and a *slight increase* for **all executive agencies**.

56. My service unit's senior leaders maintain high standards of honesty and integrity.



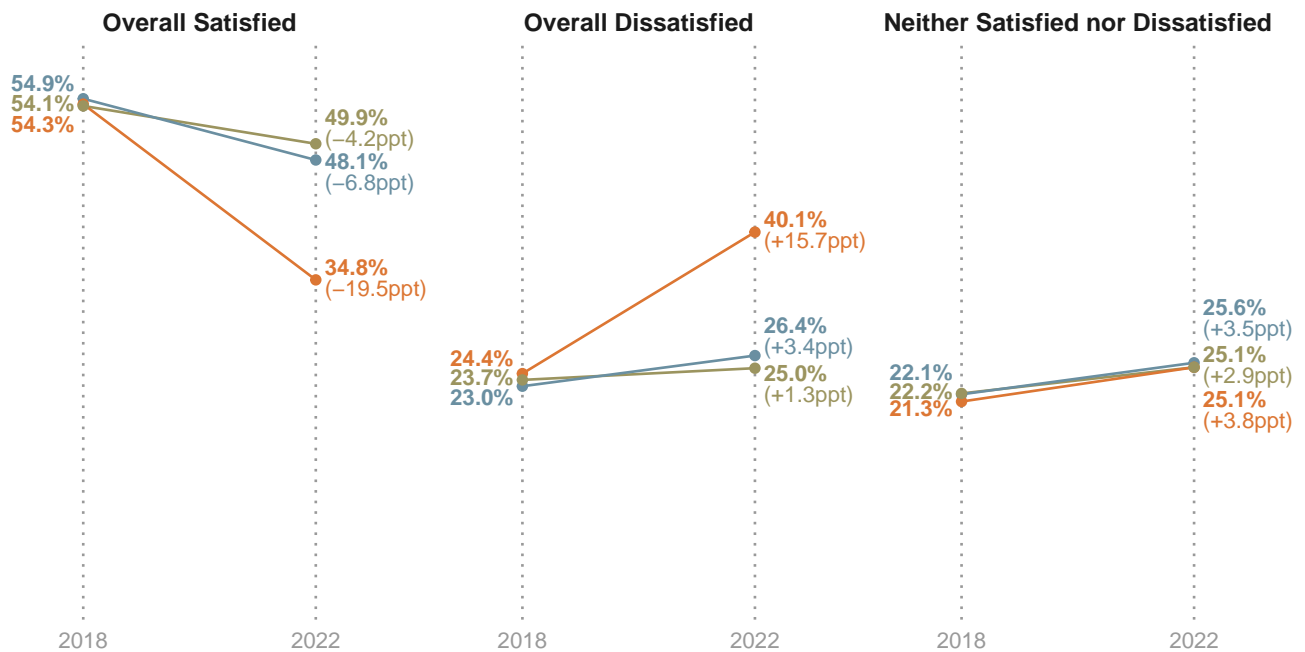
The share of **CRS** employees who are satisfied with management communication has **declined sharply**, in contrast to *slight increases* across the **entire Library** and **all executive agencies**.

66. How satisfied are you with the information you receive from management on what's going on in your service unit?



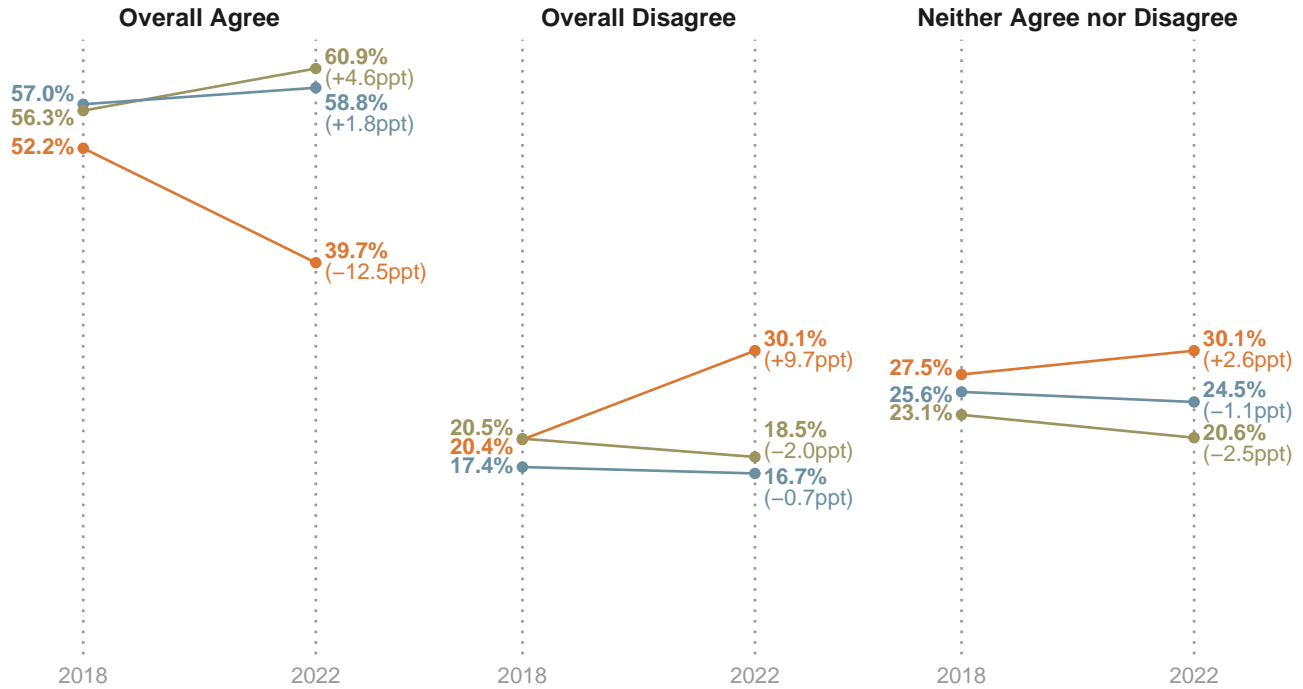
The share of **CRS** employees who feel they are involved in decisions that affect their work has **declined sharply**, compared to *smaller declines* across the **entire Library** and **all executive agencies**.

65. How satisfied are you with your involvement in decisions that affect your work?



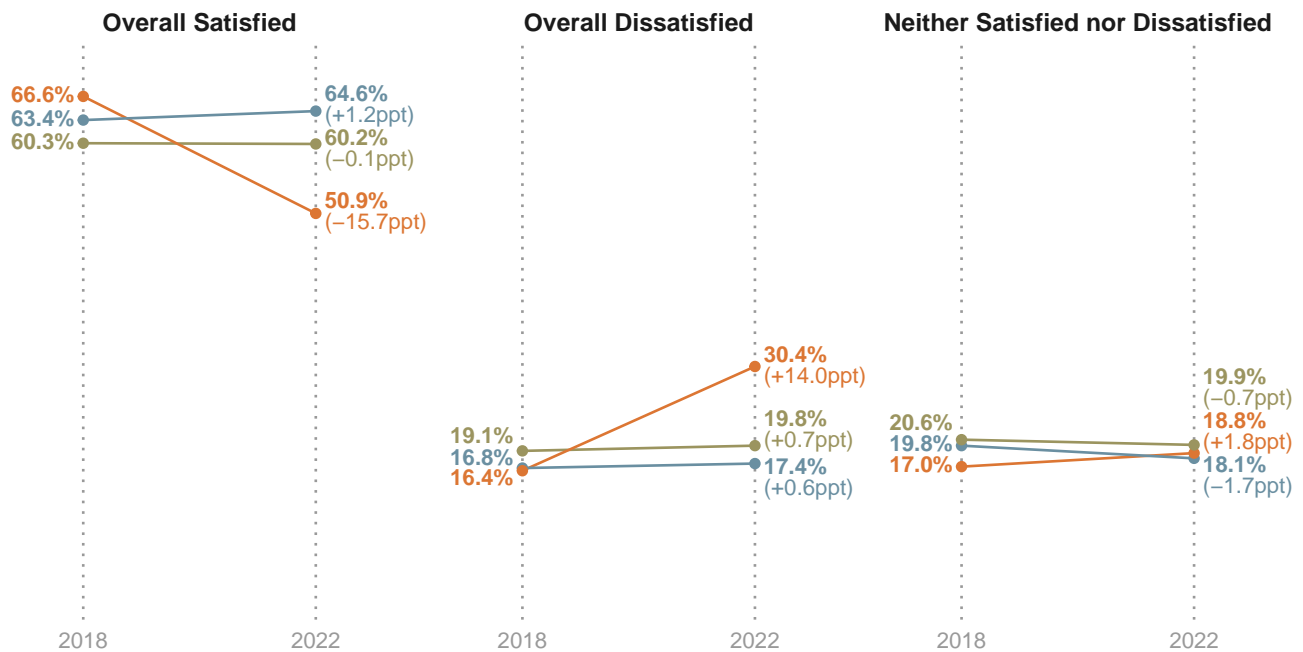
The share of **CRS** employees who respect senior leaders **dropped significantly**, in contrast to a *modest increase* across the **entire Library** and **all executive agencies**.

60. I have a high level of respect for the Library's senior leaders.



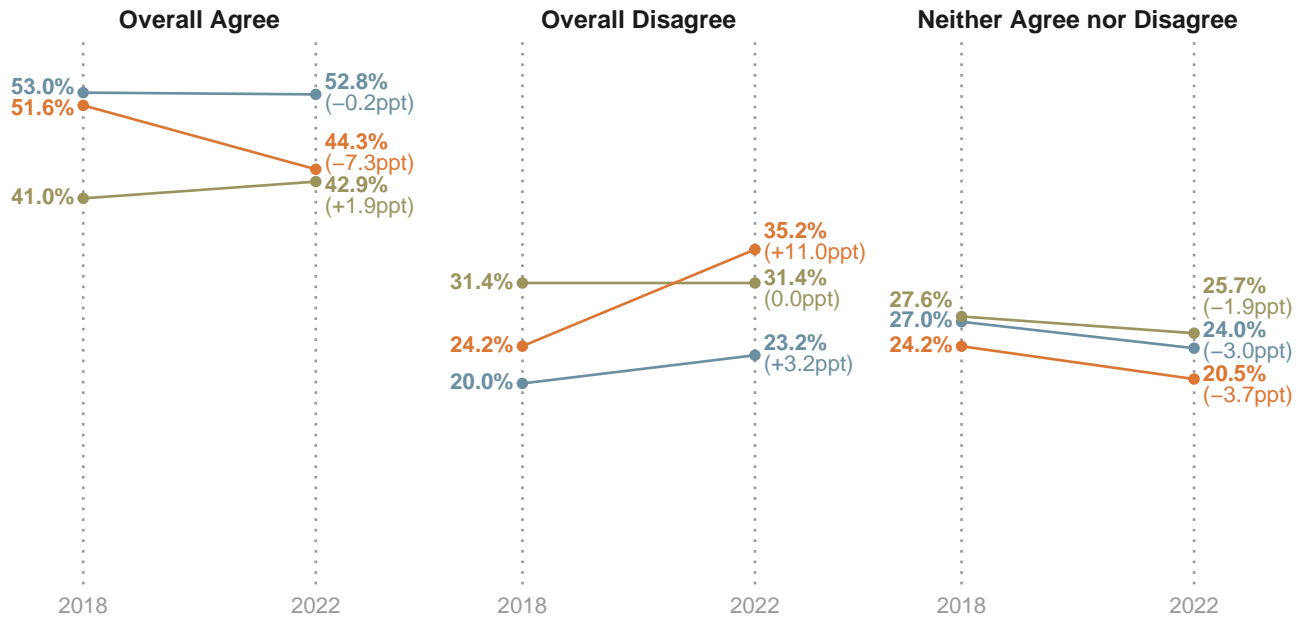
The share of **CRS** employees who are satisfied with CRS has **declined sharply**, compared to *modest increases* in satisfaction across the **entire Library** and *slight decreases* for **all executive agencies**, within their respective service units.

70. Considering everything, how satisfied are you with your service unit?



The share of **CRS** employees who believe that the results of FEVS will be used to improve the agency has **declined sharply**, while being virtually *unchanged* across the **entire Library** and *slightly increasing* for **all executive agencies**.

44. I believe the results of this survey will be used to make the Library a better place to work.



Appendix

There is no value for the average of all executive agencies in the visual for Question 92 due to a difference in the wording of the questions for the executive agencies versus CRS. The version executive agency employees were asked was “my agency’s re-entry arrangements are fair in accounting for employees’ diverse needs and situations.” The version CRS employees were asked was “the Library’s hybrid work arrangements are fair in accounting for employees’ diverse needs and situations.” It was determined that the discrepancy in this wording was too great for the average executive agency responses to be compared to the CRS and LOC responses in the visual for Question 92.

Due to issues rendering this document as a PDF, certain questions in plot subtitles (the grey text beneath the plot title) had to be reworded. Specifically, in *some* questions with apostrophes, the apostrophe was being rendered as an ellipsis. The questions were reworded only to **avoid the rendering of the ellipsis**. The questions that were altered in the subtitle were 71, 91, 92, 94, and 95. Below is a table of the original wording of the question along with the reworded version rendered in the visual.

Original Question	Modified Question
71. The Library’s management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).	71. The practices of Library management promote diversity (e.g., outreach, recruitment, promotion opportunities).

Original Question	Modified Question
91. Based on your position's current telework options, are you considering leaving your position, and if so, why?	91. Based on the current telework options of your position, are you considering leaving your position, and if so, why?
92. The Library's hybrid work arrangements are fair in accounting for employees' diverse needs and situations.	92. The hybrid work arrangements at the Library are fair in accounting for the diverse needs and situations of employees.
94. The Library's senior leaders support policies and procedures to protect employee health and safety.	94. The senior leaders at the Library support policies and procedures to protect employee health and safety.
95. The Library's senior leaders provided effective communications about what to expect with the return to onsite operations.	95. The senior leaders at the Library provided effective communications about what to expect with the return to onsite operations.
