

# 2023 Mission Support Customer Satisfaction Survey

## Methodology

Office of Shared Solutions and Performance Improvement  
Office of Government-wide Policy  
General Services Administration

## About the Mission-Support Customer Satisfaction Survey

The Mission-Support Customer Satisfaction Survey (CSS) is an annual, voluntary survey led by the Office of Management and Budget (OMB) and managed by the General Services Administration (GSA). The CSS began in 2015 as part of the Obama Administration's [President's Management Agenda \(PMA\)](#). The CSS is a census survey; administered to *all* federal civilian of the [24 CFO Act agencies](#), while the Department of Defense (DOD) only makes senior supervisors available for the survey.\*

The CSS asks federal employees to rate how satisfied they are with mission-support functions and services, how important specific mission-support services are to achieving outcomes, and whether a function serves as an effective strategic partner. Employees are asked to rate their perception of satisfaction, importance, and strategic partnership for 24 service areas on a seven-point Likert Scale within the following four support functions (functions are in bold):

- **Contracting:** Pre-Award Activities; Contract Administration; Purchase Card Management
- **Finance:** Budget Formulation; Budget Execution; Financial Management Information & Analysis; Bill Payments; Bill Collections; Financial Risk Management
- **Human Capital:** Recruiting & Hiring; Training & Development; Work/Life Support; Employee Relations; Labor Relations; Performance & Recognition Management; Workforce Planning & Succession; Time & Attendance Management; Benefits Management; Retirement Planning & Processing
- **Information Technology:** IT Support; IT Communications & Collaboration; IT Equipment; Operations & Maintenance (O&M); Development, Modernization & Enhancement (DM&E)

For more information about functions and services, please see the Functions and Services section.

GS-13 through 15 and SES (and their equivalents in other federal pay systems) with supervisory status at the 24 CFO Act Agencies are asked to answer all questions for

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functions and services. The rationale for this is that this population is most likely to interact with a majority of the administrative support services. All other employees are surveyed only on their experience with the IT Function and IT commodity services (e.g., Support, Communications and Collaboration, Equipment).

\*For the purposes of this survey, a supervisor is someone who officially supervises one or more employees and conducts their official performance reviews. Senior supervisors are supervisors at the GS-13 pay scale or above (including SES, SL, and their equivalents in other federal pay scales). For more information on all of the federal compensation systems, see the Office of Personnel Management's [overview](#) of federal pay systems.

## Functions and Service - Definitions

Functional Area	Service	Definition
Contracting		<p>The Contracting function develops and implements plans for procurement of supplies and services. Contracting begins at the point when agency needs are established and includes the description of requirements to satisfy agency needs, solicitation and selection of sources (pre-award activities), award of contracts, contract financing, contract performance, contract administration, and technical and management functions directly related to the process of fulfilling agency needs by contract. For this survey, the Contracting function also includes purchase card management activities.</p>
Contracting	Pre-award Activities	<p>Pre-award Activities are the procurement activities that occur prior to contract award, such as the processes for buyers to produce solicitations, sellers to prepare offers, and engagement of vendors. During the Pre-Award phase, agencies identify potential vendors to satisfy customer requirements, develop schedules and milestones for procurement action, and work with their contracting office on special requirements (e.g., evaluation criteria factors) for the procurement. Vendor engagement involves specific actions by the contracting office that generate interactions between federal agencies and vendors that generally lead to better procurement outcomes. Such activities include conducting market research, issuing requests for information, holding industry days, meeting with vendors, and providing briefings after contract award.</p>
Contracting	Contract Administration	<p>Contract Administration involves procurement activities that occur after contract award. These activities require the contracting office to work with the program office to ensure that the contractor meets the terms of the contract as well as with vendors to execute any modifications to the contract that may become necessary concerning delivery,</p>

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production, quality, inspection, and other pertinent matters.

Contracting	Purchase Card Management	Purchase Card Management refers to measures taken by an agency to not only provide and monitor employee purchase cards, but also establish and maintain safeguards and internal controls that prevent and address fraudulent, improper, and abusive issues and uses of purchase cards.
Financial Management		The Financial Management function is responsible for providing operational and maintenance services related to agency strategic planning, policies, procedures, controls, federal cash management, and risk management. Service Area activities, which must comply with federal financial management regulations and statutes, include: managing the agency-wide budget; financial accounting and reporting; intragovernmental and commercial bill payments and collections; audit support; risk and internal controls; performance management; asset management
Financial Management	Budget Formulation	Budget Formulation involves preparing budget estimates, projections, and budget justifications based on guidelines provided by Congress and the Office of Management and Budget (OMB); helping agencies forecast the impact of new programs and changes to existing programs on future financial liabilities monitoring performance against budgetary goals; tracking apportionments and budgetary authority allocations; and setting agency discretionary fee levels.
Financial Management	Budget Execution	Budget execution involves developing spending plans and obligating funds; monitoring and managing funding resources and ensuring they are allocated appropriately; monitoring and reporting on spending of obligated funds; developing spending projections

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and alternative spending patterns and plans; and monitoring revenue attainment against estimates.

Financial Management	Financial Management Information and Analysis	Financial Management Information and Analysis involves analyzing financial and budgetary data to support fact-based decision making by program managers; providing reliable cost information for efficiency assessments and identification of cost savings opportunities; and incorporating agency goals, OMB guidance, and Congressional input into financial plans and analyses. Activities include general ledger management, financial reconciliation, financial/performance reporting, and cost management.
Financial Management	Bill Payments	Bill Payments are transfers of money at both the intragovernmental and commercial level. This involves all activities included in payable management, payee set-up and maintenance, and obligation management. It also includes payment processing, disbursement, confirmation and issue resolution, and reporting.
Financial Management	Financial Risk Management	Financial Risk Management involves providing support and solutions for enterprise financial risks, including clear assessment criteria and risk management standards; quantifying the impact of risks (e.g., estimating the cost of potential risks); developing and implementing mitigation strategies; and integrating risk management into existing agency financial management processes.

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Human Capital		<p>The Human Capital function develops and manages innovative human capital business practices to help supervisors/managers and employees deliver results-focused outcomes that support agency missions and strategic goals. The function's objective is to increase employees' competencies, job satisfaction, engagement, and overall performance. Service Areas include: planning and implementing strategies and processes for recruiting and hiring; training and development; work-life support; employee and labor relations; performance and recognition management; workforce and succession planning; time and attendance management; benefits management; and retirement planning and processing.</p>
Human Capital	Recruiting and Hiring	<p>Recruiting and Hiring involves establishing procedures for attracting, recruiting, assessing, and selecting high-quality, productive employees with the right skills and competencies, from all segments of society, in accordance with merit system principles. Activities within this service area include: talent acquisition management, candidate sourcing and recruitment, candidate assessment and selection, background investigation and adjudication, and new hire in-processing and on-boarding.</p>
Human Capital	Training and Development	<p>Training and Development involves working with agency leadership to create and deliver a comprehensive training approach and talent development planning strategy to ensure that agency employees have the right competencies and skills for current and future work assignments. Activities include conducting training needs assessments, designing training programs, administering and delivering training programs, and evaluating the overall effectiveness of the agency's training approach.</p>
Human Capital	Work-life Support	<p>Work-Life Support is intended to create a flexible, supportive environment that engages employees and maximizes organizational performance. This support provides worksite health and wellness, workplace</p>

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flexibilities, telework, elder and dependent care, and Employee Assistance Programs.

Human Capital	Employee Relations	Management of Employee Relations involves the design, development, and implementation of programs to support mission effectiveness through employee accountability.
Human Capital	Labor Relations	Labor Relations manage the relationship between the agency and the respective management associations and unions.
Human Capital	Performance and Recognition Management	Performance Management is the process by which an agency sets standards and appraisals for its employees that improve organizational effectiveness and help accomplish agency mission and goals. This also includes the Performance Appraisal System Certification for the Senior Executive Service (SES), Senior-Level (SL), and Scientific and Professional (ST) employees. Recognition Management involves defining appropriate types of recognition (e.g., cash, non-monetary, honor awards) and analyzing current recognition and reward programs and practices to ensure that they are aligned to organizational, business, and people strategies.
Human Capital	Workforce and Succession Planning	Workforce and Succession Planning is the process of identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow to strengthen current and future leadership capacity. Specific outputs of this process will inform the formulation of a budget justification, personnel investigation and vetting forecasting, and the design/implementation and monitoring of agencies' human capital strategies to enable the organization to be agile, resilient, and able to respond to current and future impacts.

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Human Capital	Time and Attendance Management	Management of Time and Attendance systems involves the design, development, and implementation of leave and work schedule policies and programs that attract, retain, and meet the work-life needs of employees in accordance with law and regulations. Time and Attendance systems must develop and implement policies in support of agency missions and goals as well as accurate and timely benefits for employees.
Human Capital	Benefits Management	Benefits Management is a collaborative process of establishing and maintaining a quality and competitive portfolio of insurance and tax-saving benefits for federal employees, retirees, and their families. The portfolio of benefits includes health insurance, life insurance, dental and vision insurance, long-term care insurance, and flexible spending accounts. Management includes administering and negotiating various contracts and oversight of day-to-day program activities, contract performance, customer service, and conducting Open Season. Program quality, competition, and innovation are maintained and improved through a continuous review and development of effective strategies, goals, and policies.
Human Capital	Retirement Planning and Processing	Retirement Planning and Processing includes retirement counseling between the HR department and the prospective retiree and retirement application processing (which includes input from the prospective retiree, HR, and payroll).
IT		The IT function is responsible for implementing strategies that improve the efficiency, reliability, and performance of agency IT systems and business processes in alignment with agency strategic goals. Service Area activities, which must adhere to government-wide guidelines, include: providing IT support and services; communication and collaboration tools; hardware and software maintenance; establishing policies and procedures to govern the use of IT at an agency; and ensuring security and integrity of the agency's IT systems, data, and records management.

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IT	IT Support	IT Support diagnoses and responds to end-user device and software support needs over the phone, in-person, or online. This includes resolving issues with accessing or using the features and functionality of your organization's IT hardware, software, and applications. Services also include IT Help Desk (managing and resolving tickets); support for employee on-boarding, departure, and re-assignments; and responsiveness to feedback, deskside support, and equipment repair.
IT	IT Communications and Collaboration	IT Communications and Collaboration provides users the ability to access, store, edit, deliver, and receive information. This includes email, calendars, video conferencing, instant messaging, desktop sharing, online communities, secure file transfers, knowledge management, and productivity/office suite.
IT	IT Equipment	IT Equipment includes hardware and operating systems, such as desktops, laptops, mobile phones, printers, scanners, and network printers.
IT	Development, Modernization, and Enhancement (DM&E)	Development, Modernization, and Enhancement (DM&E) involves projects and activities that lead to new IT capabilities, as well as projects and activities that change or modify existing IT solutions to substantially improve capability or performance, implement legislative or regulatory requirements, or meet an agency leadership request. This service area includes the continuous enhancement of applications, data services, and network.
IT	Operations and Maintenance (O&M)	Operations and Maintenance (O&M) involves operating and maintaining IT services at an appropriate and predictable level of performance that meets the needs of users within the agency. This involves communications related to ongoing maintenance, updates, and outages. This also includes projects and activities needed to sustain IT services such as compute resources, connectivity, network, storage, application services, data services, and operations.

### Survey Mode and Distribution

Survey respondents participate via self-administered web surveys. The CSS is distributed through email and responses are collected through an online survey platform. Each email sent contains a unique link to take the survey. Email contacts are obtained through the Office of Personnel Management's (OPM) Enterprise Human Resources Integration-Statistical Data Mart (EHRI-SDM). The EHRI-SDM is an information system that supports statistical analyses of federal personnel management programs. Agencies submit data from their personnel systems to the EHRI-SDM.

Agencies may choose to supplement or edit the EHRI-SDM email list for the purposes of this survey. In addition, DOD has historically provided a list outside of EHRI.

Survey reminders are sent once per week to those who have not yet taken the survey starting 7 days after the initial launch date until the closing of the survey. The survey is typically open for 6 to 8 weeks.

In addition, USAID administers the CSS questions as part of an internal annual survey process and submits the data to GSA for inclusion in the survey exercise.

### Privacy

Survey responses remain anonymous and confidential. Once the survey is closed, all personal identifiable information (PII) is stripped from the data to protect respondents' privacy. To preserve respondents' anonymity on the public dashboard, metrics are excluded where the number of responses is fewer than ten.

### Response Rate

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Partial responses are included in calculating the survey response rate. If the respondents answered either Q3.2 (IT Frequency question which is the first question for Non-Supervisors) or Q6.2 (Contracting frequency question which is the first question for Supervisors) even if they did not submit the survey will be counted as a complete response. Please review the attached questionnaires below for more information.

	Overall Response Rate	Surveys Completed	Employees Contacted
Government-wide	18.50%	273,438	1,475,749

### Response Rate by Agency

Agency	Agency Response Rate	Surveys Completed - All Employees	Total Agency Employees Contacted	Supervisors - Surveys Completed
Department of Agriculture	28.10%	23,739	84,450	9,671
Department of Commerce	19.20%	8,801	45,843	4,361
Department of Defense	16.10%	19,006	117,709	117,709
Department of Education	36.80%	1,431	3,888	677
Department of Energy	25.20%	3,750	14,908	2,311
Department of Homeland Security	18.20%	37,549	206,252	8,587
Department of Justice	10.30%	11,852	115,477	20,933
Department of Labor	20.70%	2,952	14,248	1,368

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Department of State	21.40%	6,031	28,221	13,813
Department of the Interior	19.20%	12,037	62,754	2,776
Department of the Treasury	22.40%	20,321	90,584	5,077
Department of Transportation	23.20%	12,320	53,192	6,764
Department of Veterans Affairs	14.20%	61,738	434,804	6,958
Environmental Protection Agency	36.80%	5,415	14,697	1,395
General Services Administration	31.70%	3,719	11,744	1,083
Department of Health and Human Services	18.60%	14,958	80,529	2,120
Department of Housing and Urban Development	22.80%	1,739	7,626	2,231
National Aeronautics and Space Administration	22.10%	3,954	17,873	2,340
National Science Foundation	35.00%	648	1,853	269
Nuclear Regulatory Commission	31.40%	869	2,770	351
Office of Personnel Management	26.00%	692	2,661	384
Small Business Administration	26.30%	1,572	5,987	601
Social Security Administration	31.80%	18,345	57,679	4,099



# 2023 Customer Satisfaction Survey

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## Welcome to the 2023 Mission-Support Customer Satisfaction Survey!

The objective of this survey is to gather customer feedback on your organization's mission-support services. This annual survey, which has been conducted each year since 2015, is part of a project led by the Office of Management and Budget and the General Services Administration to measure the performance of mission-support services across Executive departments and agencies.

We greatly appreciate your time and insight. There is no substitute for direct customer feedback. If you have any questions or concerns, please email [MissionSupportCSS@research.gsa.gov](mailto:MissionSupportCSS@research.gsa.gov).

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**Survey Roadmap** First, you will be asked to answer a brief set of demographic questions. Next, you will rate your overall interactions with certain mission-support functions. Then, you will rate your interactions with service areas within those functions. In the final section you will answer additional demographic questions. Rest assured that your responses are completely confidential and will be shared only in an aggregate format. Read our [Privacy Notice](#) to learn more. Your responses should reflect your satisfaction with the services provided, whether they are provided by staff members within your organization or by a centralized function within your agency.

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## Demographic Questions

These questions are included for statistical purposes only and your responses to them are strictly confidential.

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Select your Agency and Organization (dynamic drop-down for each based on provided agency-bureau structure)

Agency

Organization

Sub-Organization

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Please indicate your official supervisory status, as per your position description.

Please note: for the purposes of this survey, a supervisor is defined as someone who officially supervises one or more employees and conducts their official performance reviews.

- I am a supervisor (1)  
I am not a supervisor (2)
- 

Select your Grade Level or Grade Level Equivalent.

▼ GS-1 ... Other

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Where do you work?

- Headquarters (1)  
Other (2)
- 



Please enter your Agency Worksite Zip Code \_\_\_\_\_

**Note:** Agency worksite is defined as the regular worksite for your position of record; the physical address or place where you would work if not teleworking. Zip Codes should be in either a 5 digit format (XXXXX) or a Zip Code + 4 code format (XXXXX-XXXX).

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How many years have you worked for the Federal Government?

▼ <1 (51) ... 60+ (63)

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*Display This Question:*

*If How many years have you worked for the Federal Government? = <1*

Since you have worked for the Federal Government for less than 1 year, please specify the numbers of months you have worked for the Federal Government below.

▼ 1 (51) ... 11 (73)

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*Display This Question:*

*If How many years have you worked for the Federal Government? != <1*

How many years have you worked for your current Agency?

▼ <1 (1) ... 60+ (61)

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*Display This Question:*

*If How many years have you worked for your current Agency? = <1*

Since you have worked for your Agency for less than 1 year, please specify the number of months you have worked for your current agency below.

▼ <1 (1) ... 11 (73)

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## 2023 Mission Support CSS Questionnaire

Please select your age.

▼ 16 (1) ... I prefer not to answer (87)

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What is the highest degree or level of education you have completed?

- Less than High School (1)
  - High School Diploma, GED, or Equivalent (2)
  - Trade/Technical Certificate (8)
  - Some College (no degree) (9)
  - Associate's Degree (3)
  - Bachelor's Degree (4)
  - Master's Degree (5)
  - Doctoral/Professional Degree (6)
  - I prefer not to say (10)
- 

Are you considering leaving your organization within the next year? (Response Required)

- No (1)
  - Yes - to retire (2)
  - Yes - to take another job within the Federal Government (3)
  - Yes - to take another job outside of the Federal Government (5)
  - Yes - Other (4)
- 

On average, how many days per month do you telework?

▼ 0 (1) ... 31 (32)

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## 2023 Mission Support CSS Questionnaire

What is your military service status? (Response Required)

- Military Service (1)
  - No Prior Military Service (2)
  - I prefer not to say (4)
- 

Please select the racial category or categories with which you most closely identify. (Mark all that apply)  
(Response Required)

- American Indian or Alaska Native (6)
  - Asian (3)
  - Black or African American (7)
  - Native Hawaiian or Other Pacific Islander (8)
  - White (9)
  - Other (4)
  - I prefer not to say (5)
- 

Are you of Hispanic, Latino, or of Spanish origin? (Response Required)

- Yes (1)
  - No (2)
  - I prefer not to say (3)
- 

Are you an individual with a disability? Office of Personnel Management (OPM) defines a disability as a “physical or mental impairment which substantially limits one or more major life activities; the record of such impairment; or the perception of such impairment by others.” (Response Required)

- Yes (1)
  - No (2)
  - I prefer not to say (3)
-

## 2023 Mission Support CSS Questionnaire

Are you: (Mark all that apply) (Response Required)

- Male (1)
- Female (2)
- Transgender, non-binary, or another gender (3)
- I prefer not to say (4)

What is your sexual orientation? (Response Required)

- Straight/Heterosexual (1)
- Gay or Lesbian (2)
- Bisexual (3)
- Queer (4)
- I use another term (5)
- I prefer not to say (6)

### NOTE

[All respondents who selected “I am a supervisor” on the supervisory status question AND “GS-13” or higher on the Grade Level question proceeded to answer questions about all four mission support functions after finishing the demographics question section. All other respondents only answered the IT function questions after the demographic questions block.]

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### Contracting Function

[Respondents who reported being a supervisor and in the GS-13 pay grade level or higher (or their equivalents) receive these questions. Everyone else is routed to the IT function section.]

**Definition:** The Contracting function develops and implements plans for procurement of supplies and services. Contracting begins at the point when agency needs are established and includes the description of requirements to satisfy agency needs, solicitation and selection of sources (pre-award activities), award of contracts, contract financing, contract performance, contract administration, and technical and management functions directly related to the process of fulfilling agency needs by contract. For this survey, the Contracting function also includes purchase card management activities.

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## 2023 Mission Support CSS Questionnaire

How frequently have you interacted with the *Contracting* function during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: End of Block If How frequently have you interacted with the Contracting function during the last 12 months? = None*

Please select the answer choice that best reflects your opinion of the *Contracting* function within the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
<p>I am satisfied with the quality of support and solutions I received.</p>							
<p>The Contracting function serves as a strategic partner, providing decision support and helping me with activities such as planning and resource allocation.</p>							

End of Block: Contracting Function

Start of Block: Financial Management Function

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### Financial Management Function

[Respondents who reported being a supervisor and in the GS-13 pay grade level or higher (or their equivalents) receive these questions. Everyone else is routed to the IT function section.]

**Definition:** The Financial Management function is responsible for providing operational and maintenance services related to agency strategic planning, policies, procedures, controls, federal cash management, and risk management.

Service area activities, which must comply with federal financial management regulations and statutes, include:

- Managing the agency-wide budget
- Financial accounting and reporting
- Intragovernmental and commercial bill payments and collections
- Audit support
- Risk and internal controls
- Performance management Asset management

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How frequently have you interacted with the *Financial Management* function during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: End of Block If How frequently have you interacted with the Financial Management function during the last 12 months? = None*

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## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of the *Financial Management* function within the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of support and solutions I received.							
The Financial Management function serves as a strategic partner, providing decision support and helping me with activities such as planning and resource allocation.							

End of Block: Financial Management Function

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Start of Block: Human Capital Function

### Human Capital Function

[Respondents who reported being a supervisor and in the GS-13 pay grade level or higher (or their equivalents) receive these questions. Everyone else is routed to the IT function section.]

**Definition:** The Human Capital function develops and manages innovative human capital business practices to help supervisors/managers and employees deliver results-focused outcomes that support agency missions and strategic goals. The function's objective is to increase employees' competencies,

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job satisfaction, engagement, and overall performance.

Service areas include:

- Planning and implementing strategies and processes for recruiting and hiring
  - Training and development
  - Work-life support
  - Employee and labor relations
  - Performance and recognition management
  - Workforce and succession planning
  - Time and attendance
  - Benefits management
  - Retirement planning and processing
- 

How frequently have you interacted with the *Human Capital* function during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: End of Block If How frequently have you interacted with the Human Capital function during the last 12 months? = None*

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## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of the *Human Capital* function in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of support and solutions I received.							
I am satisfied with the quality of systems I used.							
The Human Capital function serves as a strategic partner, providing decision support and helping me with activities such as planning and resource allocation.							

End of Block: Human Capital Function

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Start of Block: IT Function

### Information Technology (IT) Function

[All respondents answer these questions]

**Definition:** The IT function is responsible for implementing strategies that improve the efficiency, reliability, and performance of agency IT systems and business processes in alignment with agency

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strategic goals.

Service area activities, which must adhere to government-wide guidelines, include:

- Providing IT support and services
- Communication and collaboration tools
- Hardware and software maintenance
- Establishing policies and procedures to govern the use of IT at an agency
- Ensuring security and integrity of the agency's IT systems, data, and records management

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How frequently have you interacted with the *IT* function during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: End of Block If How frequently have you interacted with the IT function during the last 12 months? = None*

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Please select the answer choice that best reflects your opinion of the *IT* function in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of support and solutions I received. The IT function serves as a strategic partner, providing decision support and helping me with activities such as planning and resource allocation.							

End of Block: IT Function

### Start of Block: Contracting Service Area Questions

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the frequency of interaction question in this function.*

*Display This Question:*

*If How frequently have you interacted with the Contracting function during the last 12 months? != None*

### Contracting Service Area Questions    Contracting Service Area #1: Pre-Award Activities

**Definition:** Pre-award Activities are the procurement activities that occur prior to contract award, such as the processes for buyers to produce solicitations, sellers to prepare offers, and engagement of vendors. During the Pre-Award phase, agencies identify potential vendors to satisfy customer requirements, develop schedules and milestones for procurement action, and work with their contracting office on special requirements (e.g., evaluation criteria factors) for the procurement. Vendor engagement involves specific actions by the contracting office that generate interactions between federal agencies and vendors that generally lead to better procurement outcomes. Such activities include conducting market research,

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issuing requests for information, holding industry days, meeting with vendors, and providing briefings after contract award.

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Contracting function during the last 12 months? != None*

How frequently have you engaged with *Pre-Award Activity* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q11.4 If How frequently have you engaged with Pre-Award Activity services during the last 12 months? = None*

*Display This Question:*

*If How frequently have you interacted with the Contracting function during the last 12 months? != None*

Please select the answer choice that best reflects your opinion of *Pre-Award Activity* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of Pre-Award Activity services. Pre-Award Activity services are important for helping me accomplish my job responsibilities and objectives.							

*Display This Question:*

*If How frequently have you interacted with the Contracting function during the last 12 months? != None*

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### Contracting Service Area #2: Contract Administration

**Definition:** Contract Administration involves procurement activities that occur after contract award. These activities require the contracting office to work with the program office to ensure that the contractor meets the terms of the contract as well as with vendors to execute any modifications to the contract that may become necessary concerning delivery, production, quality, inspection, and other pertinent matters.

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Contracting function during the last 12 months? != None

How frequently have you engaged with *Contract Administration* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

Skip To: Q11.7 If How frequently have you engaged with *Contract Administration* services during the last 12 months? = None

Display This Question:

If How frequently have you interacted with the Contracting function during the last 12 months? != None

Please select the answer choice that best reflects your opinion of *Contract Administration* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of Contract Administration services. Contract Administration services are important for helping me accomplish my job responsibilities and objectives.							

## 2023 Mission Support CSS Questionnaire

*Display This Question:*

*If How frequently have you interacted with the Contracting function during the last 12 months? != None*

### **Contracting Service Area #3: Purchase Card Management**

**Definition:** Purchase Card Management refers to measures taken by an agency to not only provide and monitor employee purchase cards, but also establish and maintain safeguards and internal controls that prevent and address fraudulent, improper, and abusive issues and uses of purchase cards.

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*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Contracting function during the last 12 months? != None*

How frequently have you engaged with *Purchase Card Management* during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

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*Skip To: End of Block If How frequently have you engaged with Purchase Card Management during the last 12 months? = None*

*Display This Question:*

*If How frequently have you interacted with the Contracting function during the last 12 months? != None*

## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of *Purchase Card Management* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of Purchase Card Management services. Purchase Card Management services are important for helping me accomplish my job responsibilities and objectives.							

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### End of Block: Contracting Service Area Questions

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### Start of Block: Human Capital Service Area Questions

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

### Human Capital Service Area Questions    Human Capital Service Area #1: Recruiting and Hiring

**Definition:** Recruiting and Hiring involves establishing procedures for attracting, recruiting, assessing, and selecting high-quality, productive employees with the right skills and competencies, from all segments of society, in accordance with merit system principles. Activities within this service area include: talent acquisition management, candidate sourcing and recruitment, candidate assessment and selection, background investigation and adjudication, and new hire in-processing and on-boarding.

---

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

## 2023 Mission Support CSS Questionnaire

How frequently have you interacted with *Recruiting and Hiring* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q13.4 If How frequently have you interacted with Recruiting and Hiring services during the last 12 months? = None*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

Please select the answer choice that best reflects your opinion of *Recruiting and Hiring* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of Recruiting and Hiring services. Recruiting and Hiring services are important for helping me accomplish my job responsibilities and objectives.							

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

### **Human Capital Service Area #2: Training and Development**

**Definition:** Training and Development involves working with agency leadership to create and deliver a comprehensive training approach and talent development planning strategy to ensure that agency employees have the right competencies and skills for current and future work assignments. Activities include conducting training needs assessments, designing training programs, administering and delivering training programs, and evaluating the overall effectiveness of the agency's training approach.

## 2023 Mission Support CSS Questionnaire

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

How frequently have you interacted with *Training and Development* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

Skip To: Q13.7 If How frequently have you interacted with *Training and Development* services during the last 12 mont... = None

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

Please select the answer choice that best reflects your opinion of *Training and Development* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of Training and Development services. Training and Development services are important for helping me accomplish my job responsibilities and objectives.							

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

## 2023 Mission Support CSS Questionnaire

### Human Capital Service Area #3: *Work-Life Support*

**Definition:** Work-Life Support is intended to create a flexible, supportive environment that engages employees and maximizes organizational performance. This support provides worksite health and wellness, workplace flexibilities, telework, elder and dependent care, and Employee Assistance Programs.

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

How frequently have you interacted with *Work-Life Support* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q13.10 If How frequently have you interacted with Work-Life Support services during the last 12 months? = None*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

Please select the answer choice that best reflects your opinion of *Work-Life Support* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of Work-Life Support services. Work-Life Support services are important for helping me accomplish my job responsibilities and objectives.							

## 2023 Mission Support CSS Questionnaire

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*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

### **Human Capital Service Area #4: Employee Relations**

**Definition:** Management of Employee Relations involves the design, development, and implementation of programs to support mission effectiveness through employee accountability.

---

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

How frequently have you interacted with *Employee Relations* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q13.13 If How frequently have you interacted with Employee Relations services during the last 12 months? = None*

---

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of *Employee Relations* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of Employee Relations services. Employee Relations services are important for helping me accomplish my job responsibilities and objectives.							

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

### Human Capital Service Function #5: Labor Relations

**Definition:** Labor Relations manages the relationship between the agency and the respective management associations and unions.

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

How frequently have you interacted with *Labor Relations* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

## 2023 Mission Support CSS Questionnaire

Skip To: Q13.16 If How frequently have you interacted with Labor Relations services during the last 12 months? = None

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

Please select the answer choice that best reflects your opinion of *Labor Relations* in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of Labor Relations services. Labor Relations services are important for helping me accomplish my job responsibilities and objectives.							

## 2023 Mission Support CSS Questionnaire

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

### **Human Capital Service Function #6: Performance and Recognition Management**

**Definition:** Performance Management is the process by which an agency sets standards and appraisals for its employees that improve organizational effectiveness and help accomplish agency mission and goals. This also includes the Performance Appraisal System Certification for Senior Executive Service (SES), Senior-Level (SL), and Scientific and Professional (ST) employees. Recognition Management involves defining appropriate types of recognition (e.g., cash, non-monetary, honor awards) and analyzing current recognition and reward programs and practices to ensure that they are aligned to organizational, business, and people strategies.

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

How frequently have you interacted with *Performance and Recognition Management* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q13.19 If How frequently have you interacted with Performance and Recognition Management services during th... = None*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of *Performance and Recognition Management* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of Performance and Recognition Management services. Performance and Recognition Management services are important for helping me accomplish my job responsibilities and objectives.							

## 2023 Mission Support CSS Questionnaire

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

### **Human Capital Service Function #7: Workforce and Succession Planning**

**Definition:** Workforce and Succession Planning is the process of identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow to strengthen current and future leadership capacity. Specific outputs of this process will inform the formulation of a budget justification, personnel investigation and vetting forecasting, and the design/implementation and monitoring of agencies' human capital strategies to enable the organization to be agile, resilient, and able to respond to current and future impacts.

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

How frequently have you interacted with *Workforce and Succession Planning* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q13.22 If How frequently have you interacted with Workforce and Succession Planning services during the las... = None*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of *Workforce and Succession Planning* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of Workforce and Succession Planning services. Workforce and Succession Planning services are important for helping me accomplish my job responsibilities and objectives.							

## 2023 Mission Support CSS Questionnaire

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

### **Human Capital Service Function #8: Time and Attendance Management**

**Definition:** Management of Time and Attendance systems involves the design, development, and implementation of leave and work schedule policies and programs that attract, retain, and meet the work-life needs of employees in accordance with law and regulations. Time and Attendance systems must develop and implement policies in support of agency missions and goals as well as accurate and timely benefits for employees.

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

How frequently have you interacted with *Time and Attendance Management* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q13.25 If How frequently have you interacted with Time and Attendance Management services during the last 1... = None*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of *Time and Attendance Management* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of Time and Attendance Management services. Time and Attendance Management services are important for helping me accomplish my job responsibilities and objectives.							

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

### Human Capital Service Function #9: Benefits Management

**Definition:** Benefits Management is a collaborative process of establishing and maintaining a quality and competitive portfolio of insurance and tax-saving benefits for federal employees, retirees, and their families. The portfolio of benefits includes health insurance, life insurance, dental and vision insurance, long-term care insurance, and flexible spending accounts. Management includes administering and negotiating various contracts and oversight of day-to-day program activities, contract performance, customer service, and conducting Open Season. Program quality, competition, and innovation are maintained and improved through a continuous review and development of effective strategies, goals, and policies.

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

## 2023 Mission Support CSS Questionnaire

How frequently have you interacted with *Benefits Management* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q13.28 If How frequently have you interacted with Benefits Management services during the last 12 months? = None*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

Please select the answer choice that best reflects your opinion of *Benefits Management* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of Benefits Management services. Benefits Management services are important for helping me accomplish my job responsibilities and objectives.							

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Human Capital function during the last 12 months? != None*

### **Human Capital Service Function #10: Retirement Planning and Processing**

**Definition:** Retirement Planning and Processing includes retirement counseling between the HR department and the prospective retiree and retirement application processing (which includes input from the prospective retiree, HR, and payroll).

## 2023 Mission Support CSS Questionnaire

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

How frequently have you interacted with *Retirement Planning and Processing* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

Skip To: End of Block If How frequently have you interacted with Retirement Planning and Processing services during the la... = None

Display This Question:

If How frequently have you interacted with the Human Capital function during the last 12 months? != None

Please select the answer choice that best reflects your opinion of *Retirement Planning and Processing* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of Retirement Planning and Processing services. Retirement Planning and Processing services are important for helping me accomplish my job responsibilities and objectives.							

End of Block: Human Capital Service Area Questions

Start of Block: Financial Management Service Area Questions

## 2023 Mission Support CSS Questionnaire

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

### Financial Management Service Area Questions    Financial Management Service Area #1: Budget Formulation

**Definition:** Budget Formulation involves preparing budget estimates, projections, and budget justifications based on guidelines provided by Congress and the Office of Management and Budget (OMB); helping agencies forecast the impact of new programs and changes to existing programs on future financial liabilities; monitoring performance against budgetary goals; tracking apportionments and budgetary authority allocations; and setting agency discretionary fee levels.

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

How frequently have you interacted with *Budget Formulation* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

Skip To: Q12.4 If How frequently have you interacted with Budget Formulation services during the last 12 months? = None

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of *Budget Formulation* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of Budget Formulation services. Budget Formulation services are important for helping me accomplish my job responsibilities and objectives.							

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

### Financial Management Service Area #2: Budget Execution

**Definition:** Budget Execution involves developing spending plans and obligating funds; monitoring and managing funding resources and ensuring they are allocated appropriately; monitoring and reporting on spending of obligated funds; developing spending projections and alternative spending patterns and plans; and monitoring revenue attainment against estimates.

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

## 2023 Mission Support CSS Questionnaire

How frequently have you interacted with *Budget Execution* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q12.7 If How frequently have you interacted with Budget Execution services during the last 12 months? = None*

*Display This Question:*

*If How frequently have you interacted with the Financial Management function during the last 12 months? != None*

Please select the answer choice that best reflects your opinion of *Budget Execution* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of Budget Execution services. Budget Execution services are important for helping me accomplish my job responsibilities and objectives.							

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Financial Management function during the last 12 months? != None*

### **Financial Management Service Area #3: Financial Management Information and Analysis**

**Definition:** Financial Management Information and Analysis involves analyzing financial and budgetary data to support fact-based decision making by program managers; providing reliable cost information for efficiency assessments and identification of cost savings opportunities; and incorporating agency goals,

## 2023 Mission Support CSS Questionnaire

OMB guidance, and Congressional input into financial plans and analyses. Activities include general ledger management, financial reconciliation, financial/performance reporting, and cost management.

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*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Financial Management function during the last 12 months? != None*

How frequently have you interacted with *Financial Management Information and Analysis* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q12.10 If How frequently have you interacted with Financial Management Information and Analysis services du... = None*

---

*Display This Question:*

*If How frequently have you interacted with the Financial Management function during the last 12 months? != None*

## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of *Financial Management Information and Analysis* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of Financial Management Information and Analysis services. Financial Management Information and Analysis services are important for helping me accomplish my job responsibilities and objectives.							

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

### Financial Management Service Area #4: Bill Payments

**Definition:** Bill Payments are transfers of money at both the intragovernmental and commercial level. This involves all activities included in payable management, payee set-up and maintenance, and obligation management. It also includes payment processing, disbursement, confirmation and issue resolution, and reporting.

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

## 2023 Mission Support CSS Questionnaire

How frequently have you interacted with *Bill Payment* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: Q12.13 If How frequently have you interacted with Bill Payment services during the last 12 months? = None*

*Display This Question:*

*If How frequently have you interacted with the Financial Management function during the last 12 months? != None*

Please select the answer choice that best reflects your opinion of *Bill Payment* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of Bill Payment services. Bill Payment services are important for helping me accomplish my job responsibilities and objectives.							

*Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.*

*Display This Question:*

*If How frequently have you interacted with the Financial Management function during the last 12 months? != None*

### **Financial Management Service Area #5: Bill Collections**

**Definition:** Bill Collections involve the activities included in both receivable and reimbursable management. Receivable management concerns public set-up and maintenance, billing invoicing, receipt processing, monitoring and maintenance, and collection reporting. Because receivable management involves public debt, delinquent debt management activities (collection, write-off, close-out, and reporting) also apply to this category. Reimbursable management concerns intragovernmental set-up and maintenance, invoicing, receipt processing, reconciliation, closeout, and reporting.

## 2023 Mission Support CSS Questionnaire

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

How frequently have you interacted with *Bill Collection* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

Skip To: Q12.16 If How frequently have you interacted with *Bill Collection* services during the last 12 months? = None

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

Please select the answer choice that best reflects your opinion of *Bill Collection* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of <i>Bill Collection</i> services. <i>Bill Collection</i> services are important for helping me accomplish my job responsibilities and objectives.							

## 2023 Mission Support CSS Questionnaire

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

### **Financial Management Service Area #6: Financial Risk Management**

**Definition:** Financial Risk Management involves providing support and solutions for enterprise financial risks, including clear assessment criteria and risk management standards; quantifying the impact of risks (e.g., estimating the cost of potential risks); developing and implementing mitigation strategies; and integrating risk management into existing agency financial management processes.

Only respondents who reported being a supervisor and in the GS-13 pay grade or higher (or their equivalents) received the screener question below.

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

How frequently have you interacted with *Financial Risk Management* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

Skip To: End of Block If How frequently have you interacted with Financial Risk Management services during the last 12 mon... = None

Display This Question:

If How frequently have you interacted with the Financial Management function during the last 12 months? != None

## 2023 Mission Support CSS Questionnaire

Please select the answer choice that best reflects your opinion of *Financial Risk Management* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of Financial Risk Management services. Financial Risk Management services are important for helping me accomplish my job responsibilities and objectives.							

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**End of Block: Financial Management Service Area Questions**

**Start of Block: IT Service Area questions**

*Display This Question:*

*If How frequently have you interacted with the IT function during the last 12 months? None IS NOT selected*

### **IT Management Service Area Questions**     **IT Service Area #1: IT Support**

**Definition:** IT Support diagnoses and responds to end-user device and software support needs over the phone, in-person, or online. This includes resolving issues with accessing or using the features and functionality of your organization’s IT hardware, software, and applications. Services also include IT Help Desk (managing and resolving tickets); support for employee on-boarding, departure, and re-assignments; and responsiveness to feedback, deskside support, and equipment repair.

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*Display This Question:*

*If How frequently have you interacted with the IT function during the last 12 months? None IS NOT selected*

How frequently have you interacted with *IT Support* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

## 2023 Mission Support CSS Questionnaire

Skip To: Q5.4 If How frequently have you interacted with IT Support services during the last 12 months? = None

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? None IS NOT selected

Please select the answer choice that best reflects your opinion of *IT Support* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of IT Support services. (1) IT Support services are important for helping me accomplish my job responsibilities and objectives. (2)							

## 2023 Mission Support CSS Questionnaire

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? != None IS NOT selected

### IT Service Area #2: IT Communications and Collaboration

**Definition:** IT Communications and Collaboration provides users the ability to access, store, edit, deliver, and receive information. This includes email, calendars, video conferencing, instant messaging, desktop sharing, online communities, secure file transfers, knowledge management, and productivity/office suite.

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? != None IS NOT selected

How frequently have you interacted with *IT Communications and Collaboration* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

Skip To: Q5.7 If How frequently have you interacted with IT Communications and Collaboration services during the last 12 months? = None

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? != None IS NOT selected

Please select the answer choice that best reflects your opinion of *IT Communications and Collaboration* services in the last 12 months.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
I am satisfied with the quality of IT Communications and Collaboration services. (1)							
IT Communications and Collaboration services are important for helping me accomplish my job responsibilities and objectives. (2)							

## 2023 Mission Support CSS Questionnaire

*Display This Question:*

*If How frequently have you interacted with the IT function during the last 12 months? != None IS NOT selected*

### **IT Service Area #3: IT Equipment**

**Definition:** IT Equipment includes hardware and operating systems, such as desktops, laptops, mobile phones, printers, scanners, and network printers.

*Display This Question:*

*If How frequently have you interacted with the IT function during the last 12 months? != None IS NOT selected*

How frequently have you interacted with *IT Equipment* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

*Skip To: End of Block If How frequently have you interacted with IT Equipment services during the last 12 months? = None*

*Display This Question:*

*If How frequently have you interacted with the IT function during the last 12 months? != None IS NOT selected*

Please select the answer choice that best reflects your opinion of *IT Equipment* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of IT Equipment services. (1) IT Equipment services are important for helping me accomplish my job responsibilities and objectives. (2)							

## 2023 Mission Support CSS Questionnaire

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? != None

### IT Service Area #4: Development, Modernization, and Enhancement (DM&E)

**Definition:** Development, Modernization, and Enhancement (DM&E) involves projects and activities that lead to new IT capabilities, as well as projects and activities that change or modify existing IT solutions to substantially improve capability or performance, implement legislative or regulatory requirements, or meet an agency leadership request. This service area includes the continuous enhancement of applications, data services, and network.

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? != None

How frequently have you interacted with *DM&E* services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

Skip To: Q14.4 If How frequently have you interacted with *DM&E* services during the last 12 months? = None

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? != None

Please select the answer choice that best reflects your opinion of *Development, Modernization, and Enhancement (DM&E)* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of IT DM&E services. DM&E is important for helping me accomplish my job responsibilities and objectives.							

## 2023 Mission Support CSS Questionnaire

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? != None

### IT Service Area #5: Operations and Maintenance (O&M)

**Definition:** Operations and Maintenance (O&M) involves operating and maintaining IT services at an appropriate and predictable level of performance that meets the needs of users within the agency. This involves communications related to ongoing maintenance, updates, and outages. This also includes projects and activities needed to sustain IT services such as computer resources, connectivity, network, storage, application services, data services, and operations.

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? != None

How frequently have you interacted with O&M services during the last 12 months?

- None (1)
- Occasionally (2)
- Regularly (3)

Skip To: End of Block If How frequently have you interacted with O&M services during the last 12 months? = None

Display This Question:

If How frequently have you interacted with the IT function during the last 12 months? != None

Please select the answer choice that best reflects your opinion with *IT Operations and Maintenance (O&M)* services in the last 12 months.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I am satisfied with the quality of O&M services. O&M services are important for helping me accomplish my job responsibilities and objectives.							

End of Block: IT Service Area questions