



**Peace  
Corps**

Office of Strategic Information,  
Research, and Planning

# 2023 Host Country Staff Survey Results

## Global Tabular Report

December 2023

### **About the Office of Strategic Information, Research, and Planning (OSIRP)**

OSIRP advances evidence-based management at the Peace Corps by guiding agency strategic planning; monitoring and evaluating agency-level performance and programs; conducting research to generate new insights in the fields of international development, cultural exchange, and Volunteer service; enhancing the stewardship and governance of agency data; and helping to shape agency engagement on high-level, governmentwide initiatives.

### **About the Peace Corps**

The Peace Corps brings together skilled, committed Volunteers with welcoming host communities for service opportunities in more than 60 countries. Volunteers live and work side by side with community members on locally prioritized projects, building relationships, exchanging cultures and knowledge, and helping transform lives for generations. The Peace Corps Mission is to promote world peace and friendship by fulfilling three goals:

- Goal 1: *Strengthen Local Capacity*. Partner with the people of interested countries in meeting their need for trained individuals.
- Goal 2: *Sharing America with the World*. Promote a better understanding of Americans on the part of the peoples served.
- Goal 3: *Bringing the World Back Home*. Promote a better understanding of other peoples on the part of Americans.

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# Introduction

The Host Country Staff Survey (HCSS) is a brief survey designed to tap into the enormous wealth of experience of a critically important segment of the Peace Corps family: host country staff. The survey helps Peace Corps leadership better understand what staff around the world think about their jobs and provides insight into staff perceptions on training needs, workload sustainability, motivation, inclusiveness, and team dynamics at Peace Corps Posts.

The HCSS is distributed to a multicultural and multilingual community of respondents. All Post staff who are hired as foreign service nationals (FSNs) or personal services contractors (PSCs) are eligible to participate in the HCSS, regardless of whether they are nationals of the host country, the United States, or a third country.

The survey consists of questions covering the following topics related to staff experiences working for the Peace Corps:

- Satisfaction and Motivation
- Job Training and Workload
- Confidence in Responding to Incidents
- Diversity and Inclusion
- Team Dynamics
- Areas of Improvement
- Teleworking

A new "Pulse Survey" section was also added in 2023, consisting of five questions that help provide a quick, general overview of the work culture at Posts. These pulse survey questions will also be administered as a stand-alone questionnaire, separate from the HCSS, periodically each year.

## Method

The 2023 Host Country Staff Survey was conducted online using a self-administered questionnaire that was available from August 21 to September 22, 2023 through a direct link specific to the respondent. A total of 1,637 Peace Corps host country staff members participated out of an eligible population of 2,301 (a 71% overall response rate). Out of these participants, 1,618 staff members completed the entire survey (70%). Geographically, the results represent all 59 Posts where eligible staff worked while the survey was open. A detailed description of the survey methodology is available in the *Survey Methodology and Limitations* section of this report.

## About this Report

This Global Tabular Report consists primarily of tables presenting distributions of responses to quantitative survey questions and charts showing the change in average rating for each question over time. Each table and chart in the report contains reference numbers that match the corresponding questions in the survey questionnaire (see appendix). The tables in each section show the percentage of respondents who selected each answer choice and the total number of respondents who answered the question. Figures in each section show the change in average ratings for questions over the last five years with response options converted into a numerical scale of one (lowest) to five (highest).

# 2023 Host Country Staff Survey Executive Summary

The Host Country Staff Survey (HCSS) is a brief survey that helps Peace Corps leadership better understand what host country staff around the world think about their experience working for Peace Corps. The 2023 HCSS was conducted from August 21 to September 22, 2023 and had a 71% overall response rate, with respondents representing all 59 Posts with eligible staff at the time. Overall, questions related to promoting/managing diversity as well as satisfaction with Peace Corps as a place to work had among the highest levels of positive sentiment. Questions related to workload and morale generally ranked among the lowest. Staff confidence in reporting major incidents saw some of the largest positive increases in average scores between 2022 and 2023, while sentiments regarding morale and collaboration were among the largest downturns in average scores.

## Questions with Highest and Lowest Positive Responses

Highest Percentage Level of Positive Responses		Lowest Percentage Level of Positive Responses	
<b>94%</b>	(Q5.3) I feel confident in my ability to support Volunteers with diverse identities.	<b>69%</b>	(Q3.6) I have enough time with my supervisor to develop professionally.
<b>90%</b>	(Q5.1) Peace Corps policies and programs promote workplace diversity.	<b>68%</b>	(Q3.5) I have enough time to perform my secondary job duties.
<b>88%</b>	(Q1.1) Overall, I am satisfied with my Peace Corps post as a place of work.	<b>63%</b>	(Q6.5) Morale, or the overall feeling of confidence and enthusiasm at work, among staff at my post is very high.

Percentages represent the sum of rounded subtotals for "Strongly Agree" and "Agree" responses to each question.

## Questions with the Greatest Change in Average Rating; 2022-2023

Percent Change Avg. Rating 2022-23	Question	2022 Avg. Rating	2023 Avg. Rating
<b>+ 4.3%</b>	(Q3.2) I receive the training I need to do my job well. *	3.76	3.92
<b>+ 4.0%</b>	(Q4.1) Confidence responding to...Volunteer security incidents (crimes), other than sexual assault and sexual harassment.	4.03	4.19
<b>+ 3.8%</b>	(Q4.2) Confidence responding to...Volunteer sexual assault and sexual harassment situations.	4.00	4.15
<b>- 2.7%</b>	(Q6.5) Morale, or the overall feeling of confidence and enthusiasm at work, among staff at my post is very high.	3.77	3.67
<b>- 3.9%</b>	(Q2.3) I feel protected from health and safety hazards on the job. *	4.31	4.14
<b>- 6.0%</b>	(Q6.4) There is strong collaboration between different teams at my post. *	4.18	3.93

\*The wording for these questions were altered between 2022 and 2023. While the topics covered remained the same, these changes could explain some of the variation in average ratings for these question from 2022 to 2023.

## Section 1: Pulse Survey Questions

A new "Pulse Survey" section was added to the Host Country Staff Survey (HCSS) in 2023 to provide a quick, general overview of the work culture at Posts. These five questions will also be administered as a stand-alone questionnaire, separate from the HCSS, periodically each year.

### Key Findings

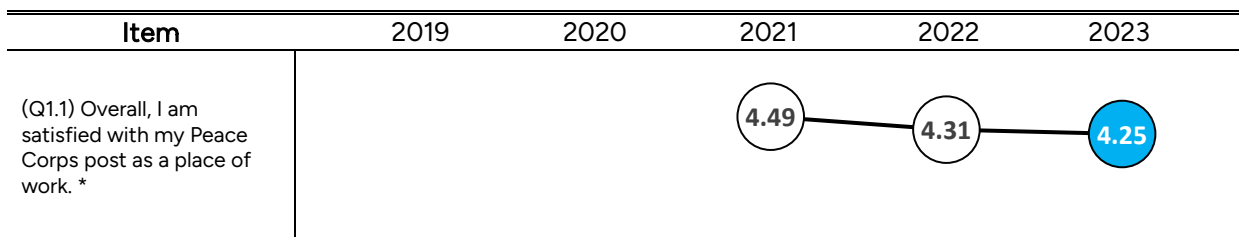
- Nearly nine out of every ten respondents (88%) feel satisfied with their Peace Corps post as a place of work. This was the highest positive sentiment out of the five pulse survey questions, and the third highest of the entire HCSS.
- Workload sustainability had the lowest level of positive sentiment out of the five pulse survey questions. About 3/4<sup>th</sup> of respondents (77%) agree or strongly agree that their workload is sustainable; only 8% disagree, while the remaining 15% express neutral sentiments.
- The average satisfaction with Peace Corps as a place of work saw a very slight decrease (by 1.4%) from 2022.

Table 1. Pulse Survey Questions - Response Distributions

How strongly do you agree or disagree with each of the following statements?	Average Rating	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	NA / Don't Know	Number of Responses
(Q1.1) Overall, I am satisfied with my Peace Corps post as a place of work.	4.25	1%	3%	9%	45%	43%	< 0.5%	1628
(Q1.2) I feel motivated, inspired, and valued at my post.	4.01	2%	6%	14%	46%	32%	< 0.5%	1623
(Q1.3) I have the opportunity to learn and grow in my role.	4.02	1%	6%	14%	46%	33%	< 0.5%	1623
(Q1.4) My workload is sustainable.	3.91	2%	6%	15%	53%	24%	< 0.5%	1619
(Q1.5) I feel a sense of inclusion and belonging at my post.	4.03	2%	5%	13%	48%	32%	< 0.5%	1622

Average Rating: 1 = Strongly Disagree; 5 = Strongly Agree.  
Totals for response distribution may not add up to 100% due to rounding.

Figure 1. Pulse Survey Questions – Avg. Rating over Time



\* The wording for this question was altered between 2022 and 2023. While the topic covered remained the same, this change could explain some of the variation from 2022 to 2023. Question 1.1. is also the only question from the pulse survey section that was asked in previous years. All other questions in this section were introduced to the HCSS in 2023.

## Section 2: Satisfaction and Motivation

### Key Findings

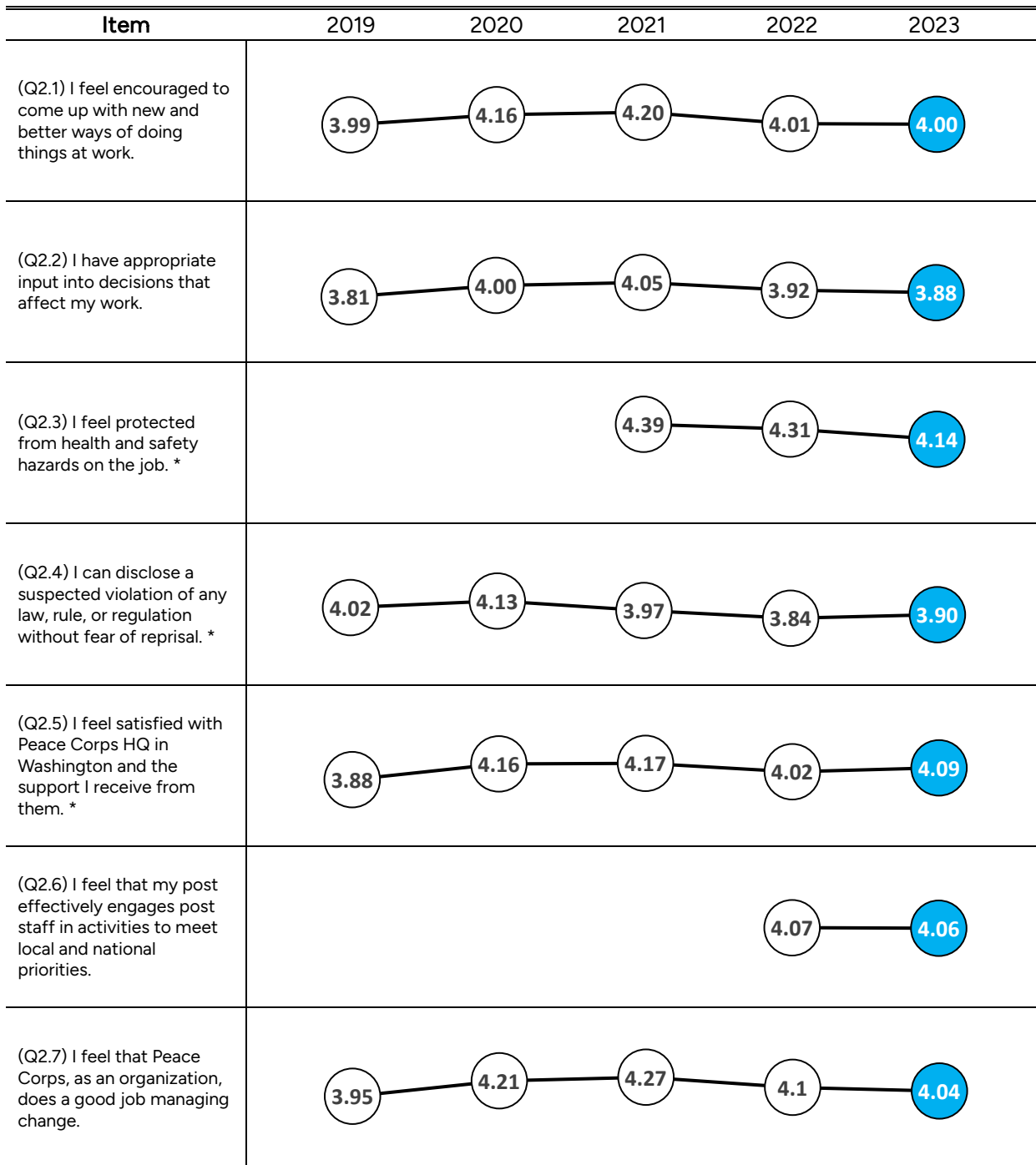
- Roughly four out of every five respondents (83%) feel protected from health and safety hazards on the job. While this represents the highest level of positive sentiment reported in Section 2, the average rating for this question saw one of the largest decreases (-3.9%) from last year out of all the questions on the HCSS.
- The lowest levels of positive sentiments regarding satisfaction/motivation were related to respondents' capacity to provide input into decisions that affect their work and to disclose suspected violations without fear of reprisal. 72-73% of respondents expressed positive sentiment in these areas, while 8-9% expressed negative sentiment.
- The average rating of how strongly respondents feel protected from health and safety hazards on the job decreased by 3.9% from last year. Note: the wording of this question was altered between 2022 and 2023, which may explain some of the variation from the year prior. The average scores for all other questions in Section 2 remained about the same as in 2022 (within +/- 2% of their averages for 2022).

Table 2. Satisfaction and Motivation Questions – Response Distributions

How strongly do you agree or disagree with each of the following statements?	Average Rating	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	NA / Don't Know	Number of Responses
(Q2.1) I feel encouraged to come up with new and better ways of doing things at work.	4.00	1%	5%	15%	49%	30%	< 0.5%	1618
(Q2.2) I have appropriate input into decisions that affect my work.	3.88	2%	6%	18%	49%	24%	< 0.5%	1619
(Q2.3) I feel protected from health and safety hazards on the job.	4.14	1%	3%	12%	47%	36%	< 0.5%	1616
(Q2.4) I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	3.90	3%	6%	18%	43%	29%	2%	1617
(Q2.5) I feel satisfied with Peace Corps HQ in Washington and the support I receive from them.	4.09	< 0.5%	3%	16%	47%	32%	2%	1618
(Q2.6) I feel that my post effectively engages post staff in activities to meet local and national priorities.	4.06	1%	4%	14%	50%	31%	< 0.5%	1616
(Q2.7) I feel that Peace Corps, as an organization, does a good job managing change.	4.04	1%	4%	15%	49%	30%	< 0.5%	1616

Average Rating: 1 = Strongly Disagree; 5 = Strongly Agree.  
Totals for response distribution may not add up to 100% due to rounding.

Figure 2. Satisfaction and Motivation Questions – Avg. Rating over Time



\* The wording for these questions were altered between 2022 and 2023. While the topic covered remained the same, this change could explain some of the variation from 2022 to 2023.



## Section 3: Job Training and Workload

### Key Findings

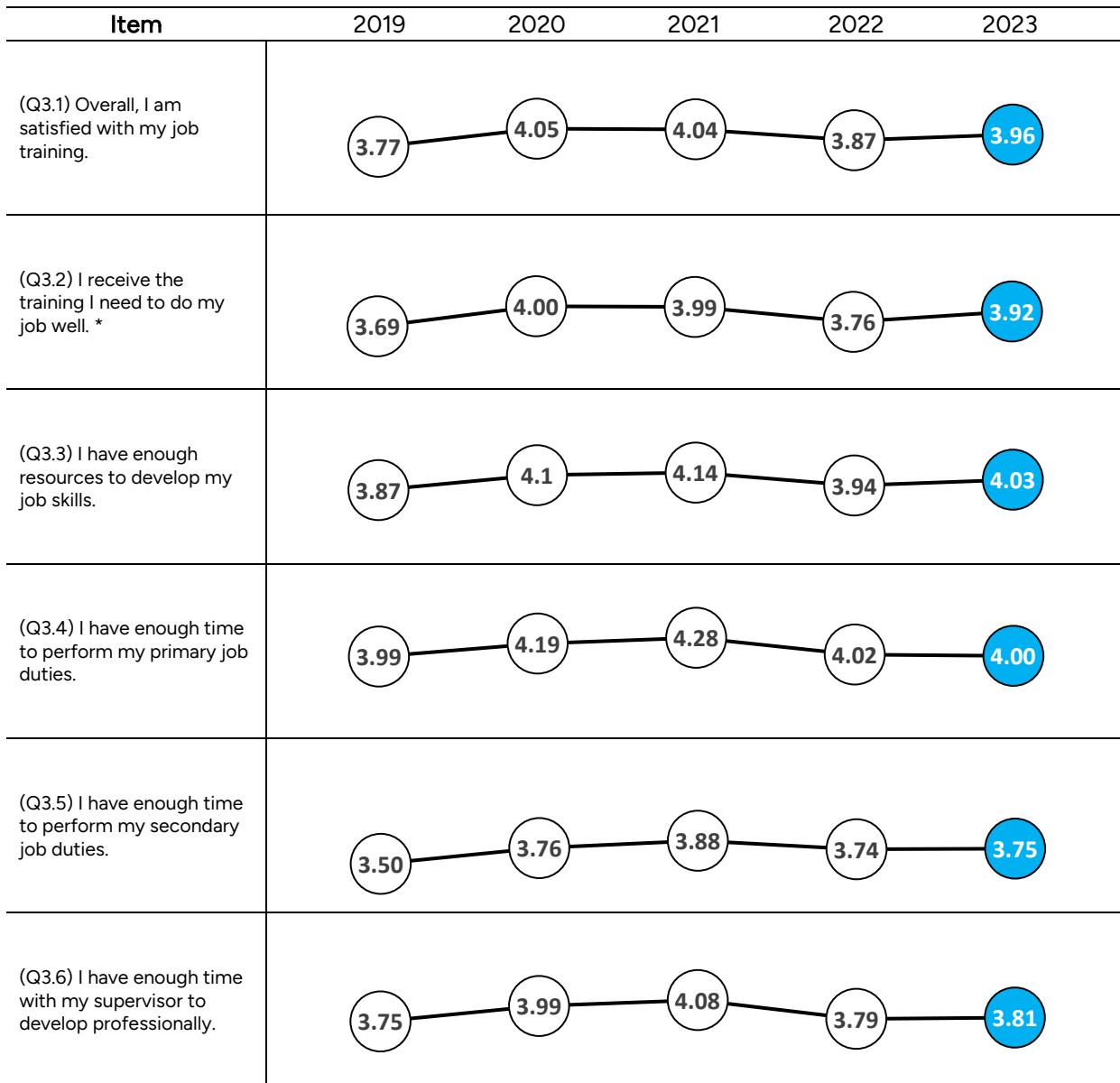
- Positive sentiments on job training and workload, in general, were among the lowest of all HCSS topics. Scores for all six training/workload questions ranked in the bottom 50% of average ratings for all questions in the survey. Two of the three HCCS questions with the lowest positive sentiment were also related to workload (Q3.5 and Q3.6).
- In terms of workload, about four out of every five respondents agreed or strongly agreed that they have enough time to perform their primary duties (82%) and to develop their job skills (80%). However, respondents felt less strongly about having enough time to perform their secondary duties (68%) and having enough time with their supervisors to develop professionally (69%).
- The average rating for whether or not respondents receive the training needed to do their job well (Q3.2) saw the greatest positive change from 2022 (+4.3%) of any question on the HCSS. Note: the wording of this question was altered between 2022 and 2023, which may explain some of the variation from the year prior. The average scores for all other questions in the section remained about the same as last year (within +/- 2.5% of their averages for 2022).

Table 3. Job Training and Workload Questions – Response Distributions

How strongly do you agree or disagree with each of the following statements?	Average Rating	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	NA / Don't Know	Number of Responses
(Q3.1) Overall, I am satisfied with my job training.	3.96	1%	6%	14%	52%	26%	1%	1615
(Q3.2) I receive the training I need to do my job well.	3.92	1%	7%	18%	48%	26%	1%	1615
(Q3.3) I have enough resources to develop my job skills.	4.03	1%	5%	15%	51%	29%	< 0.5%	1610
(Q3.4) I have enough time to perform my primary job duties.	4.00	1%	6%	11%	57%	25%	< 0.5%	1614
(Q3.5) I have enough time to perform my secondary job duties.	3.75	2%	9%	21%	50%	18%	1%	1613
(Q3.6) I have enough time with my supervisor to develop professionally.	3.81	2%	8%	20%	45%	24%	< 0.5%	1612

Average Rating: 1 = Strongly Disagree; 5 = Strongly Agree.  
Totals for response distribution may not add up to 100% due to rounding.

Figure 3. Job Training and Workload Questions – Avg. Rating over Time



\* The wording for this question was altered between 2022 and 2023. While the topic covered remained the same, this change could explain some of the variation from 2022 to 2023.

## Section 4: Incident Response

### Key Findings

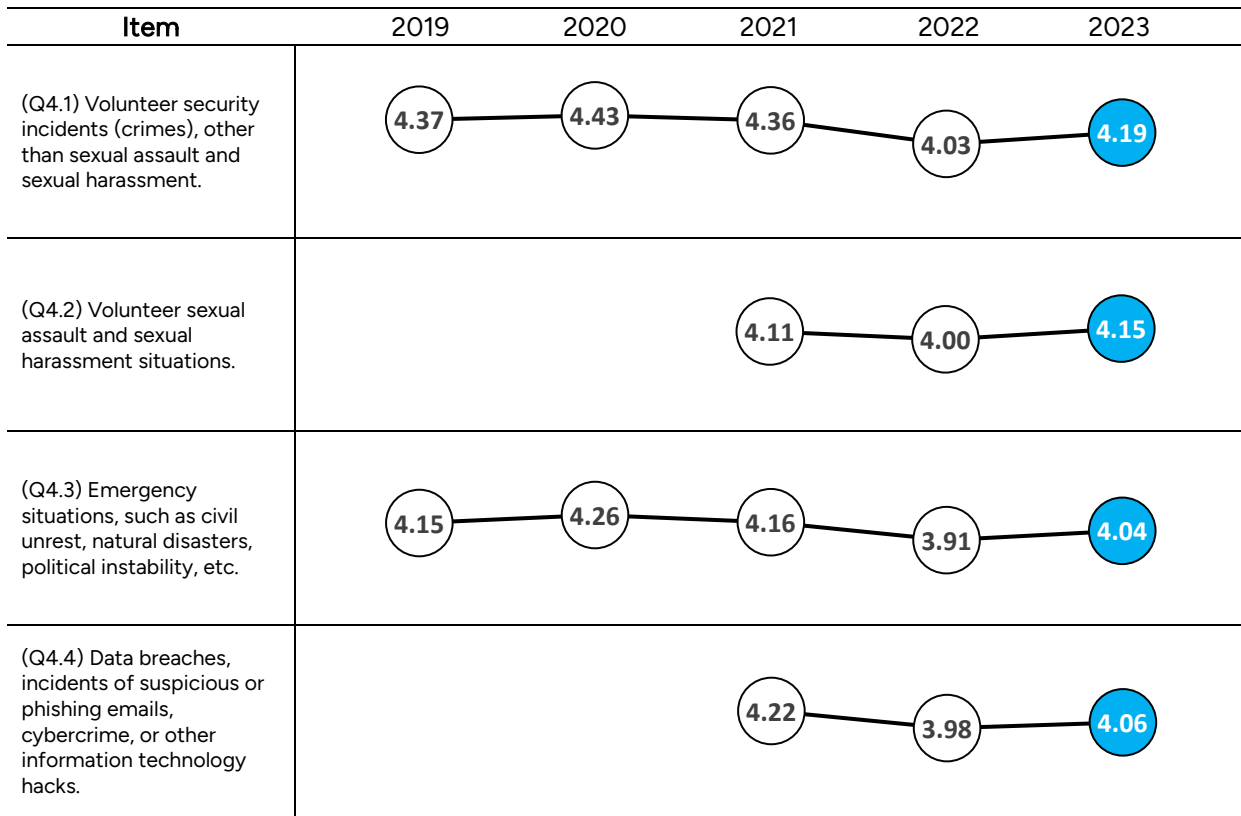
- About four out of five respondents feel confident responding to significant incidents at their post (i.e. crimes, Volunteer sexual assault/harassment, emergency situations, and/or data breaches). Sentiments range from 87% to 80% that feel confident responding to such events.
- Overall, staff confidence in responding to significant incidents has increased since 2022 in all areas measured. Average ratings for all questions range from 2% higher (Q4.4) to 4% higher (Q4.1) than their scores in 2022.

Table 4. Incident Response Questions – Response Distributions

To what degree do you feel confident responding to the following issues?	Average Rating	Very Unconfident (1)	Unconfident (2)	Neither Confident nor Unconfident (3)	Confident (4)	Very Confident (5)	NA / Don't Know	Number of Responses
(Q4.1) Volunteer security incidents (crimes), other than sexual assault and sexual harassment.	4.19	< 0.5%	1%	10%	54%	33%	2%	1609
(Q4.2) Volunteer sexual assault and sexual harassment situations.	4.15	1%	2%	11%	53%	32%	2%	1607
(Q4.3) Emergency situations, such as civil unrest, natural disasters, political instability, etc.	4.04	1%	3%	15%	52%	28%	1%	1609
(Q4.4) Data breaches, incidents of suspicious or phishing emails, cybercrime, or other information technology hacks.	4.06	< 0.5%	2%	15%	55%	26%	1%	1606

Average Rating: 1 = Very Unconfident; 5 = Very Confident.  
Totals for response distribution may not add up to 100% due to rounding.

Figure 4. Incident Response Questions – Avg. Rating over Time



## Section 5: Diversity and Inclusion

### Key Findings

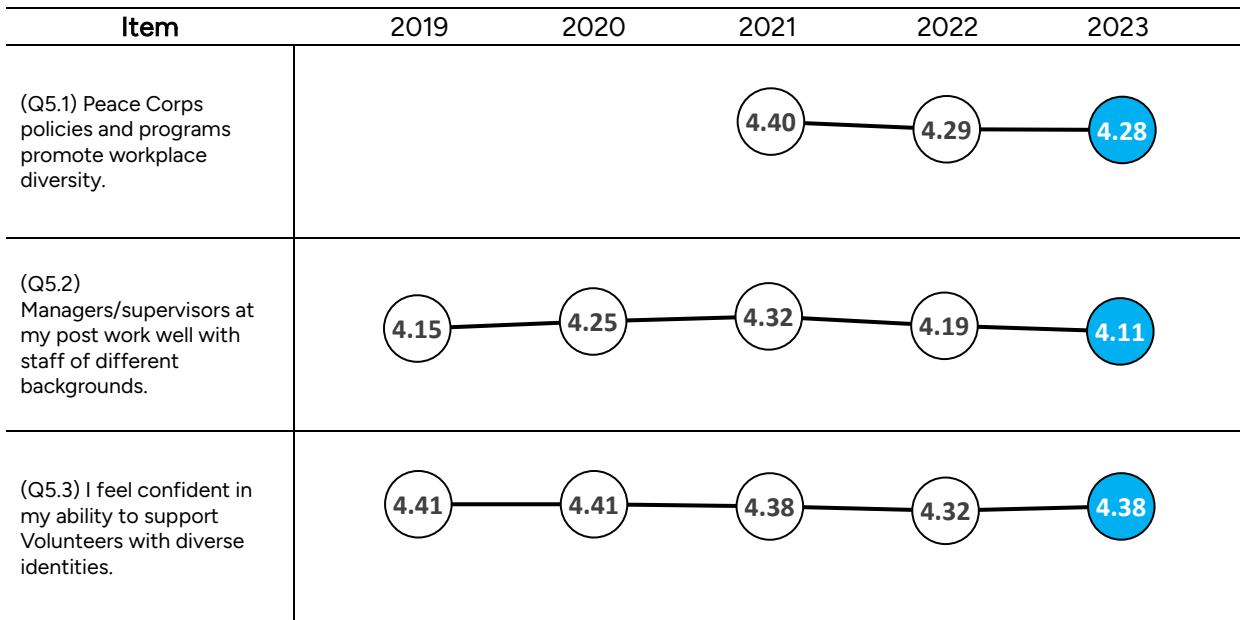
- Nine out of every ten respondents (94%) feel confident in their ability to support Volunteers with diverse identities. Another nine out of ten (90%) also feel that Peace Corps policies and programs promote workplace diversity. Sentiments for these two questions were among the top three highest of all 2023 HCSS questions.
- Average ratings for all three questions related to diversity/inclusion stayed about the same as their respective scores in 2022 (within +/- 2%).

Table 5. Incident Response Questions – Response Distributions

How strongly do you agree or disagree with each of the following statements?	Average Rating	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	NA / Don't Know	Number of Responses
(Q5.1) Peace Corps policies and programs promote workplace diversity.	4.28	< 0.5%	2%	7%	49%	41%	< 0.5%	1612
(Q5.2) Managers/supervisors at my post work well with staff of different backgrounds.	4.11	1%	4%	11%	47%	35%	< 0.5%	1612
(Q5.3) I feel confident in my ability to support Volunteers with diverse identities.	4.38	< 0.5%	1%	6%	48%	46%	< 0.5%	1612

Average Rating: 1 = Strongly Disagree; 5 = Strongly Agree.  
Totals for response distribution may not add up to 100% due to rounding.

Figure 5. Diversity and Inclusion Questions – Avg. Rating over Time



## Section 6: Team Dynamics

### Key Findings

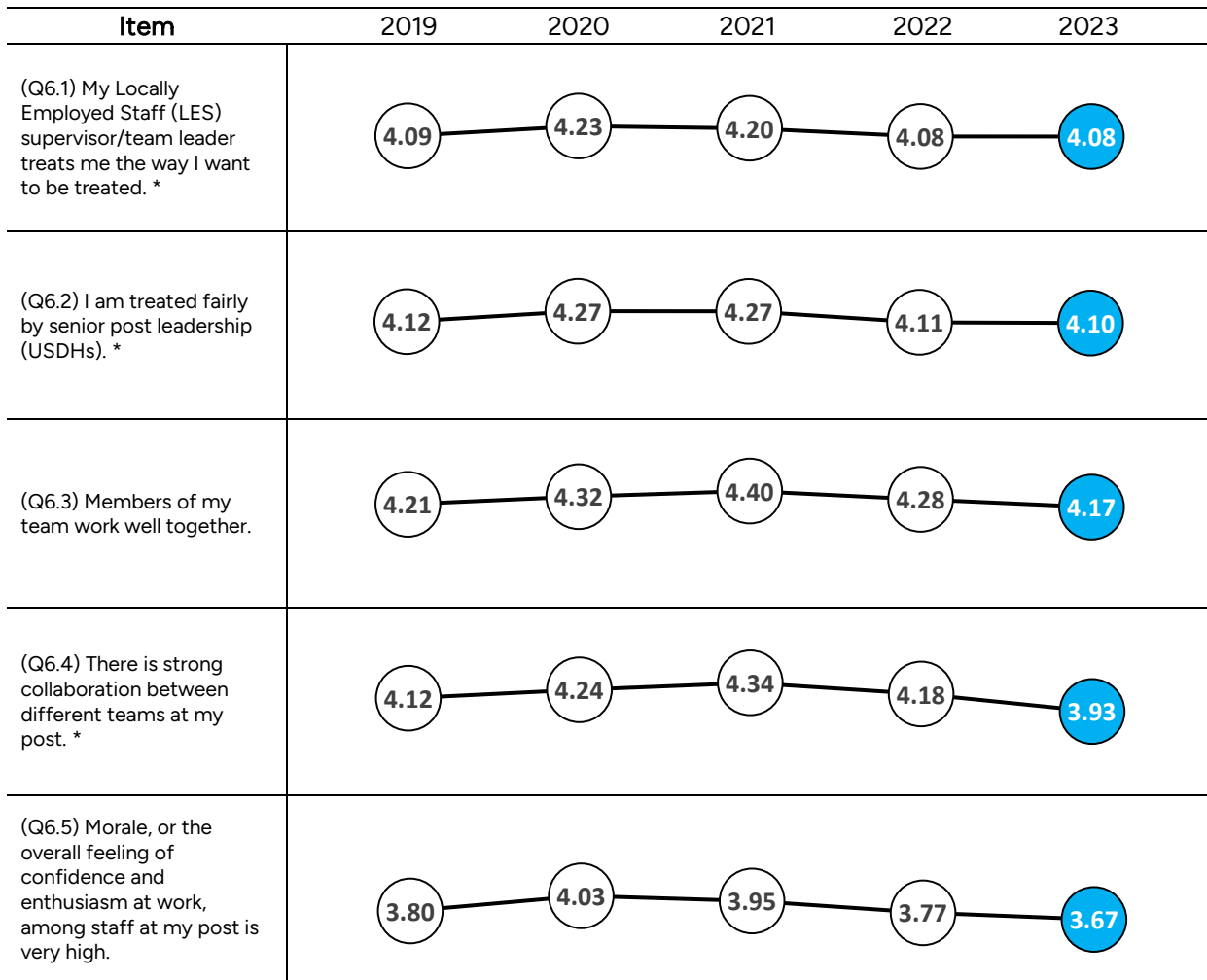
- Four out of five respondents (81%) feel that they are treated fairly by senior leadership at their post. Four out of five (80%) also feel that members of their team work well together.
- Only 63% of respondents felt that morale among staff at their post was very high. This question had the lowest percentage of positive sentiment among all questions on the 2023 HCSS.
- Respondent sentiment on collaboration between different teams at their post saw the largest decrease in average rating from 2022 among all question on the 2023 HCSS. Note: the wording of this question was altered between 2022 and 2023, which may explain some of the variation from the year prior.

Table 6. Team Dynamics Questions – Response Distributions

How strongly do you agree or disagree with each of the following statements?	Average Rating	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	NA / Don't Know	Number of Responses
(Q6.1) My Locally Employed Staff (LES) supervisor/team leader treats me the way I want to be treated.	4.08	2%	3%	12%	42%	32%	9%	1604
(Q6.2) I am treated fairly by senior post leadership (USDHs).	4.10	2%	4%	12%	45%	36%	< 0.5%	1607
(Q6.3) Members of my team work well together.	4.17	1%	3%	11%	47%	37%	1%	1604
(Q6.4) There is strong collaboration between different teams at my post.	3.93	2%	6%	17%	49%	26%	< 0.5%	1604
(Q6.5) Morale, or the overall feeling of confidence and enthusiasm at work, among staff at my post is very high.	3.67	4%	10%	22%	43%	20%	< 0.5%	1603

Average Rating: 1 = Strongly Disagree; 5 = Strongly Agree.  
 Totals for response distribution may not add up to 100% due to rounding.

Figure 6. Team Dynamics Questions – Avg. Rating over Time



\* The wording for these questions were altered between 2022 and 2023. While the topic covered remained the same, this change could explain some of the variation from 2022 to 2023.

## Section 7: Areas of Improvement

### Key Findings

- Roughly three out of ten respondents (29%) in 2023 indicated that improvements to *benefits, incentives, and work-life balance* would make operations run more smoothly at their post. This had nearly twice as many responses as the next highest area of improvement, *staff training/development*, which 15% of respondents chose.
- *Volunteer-related improvements and program management* were the least selected response options for areas of improvement, chosen by just 2% and 3% of respondents, respectively.

Figure 7. Areas of Improvement; 2023 compared to 2022

### Q7. What do you (respondent) think would make operations run more effectively at your post? -Single Selection-



n for 2023 = 1,599

n for 2022 = 1,556

Responses may not total 100% due to rounding.



## Section 8: Teleworking

### Key Findings

- One out of three respondents (34%) report that they telework to some degree. Of those who do telework, 66% report that they are able to perform with no issues. 82% also indicated that their supervisor has been able to manage staff well during telework.
- Better wi-fi/internet connections and ensuring IT support when needed were the top two selections from respondents in 2023 for what can be done to make telework more effective. Each were selected by about 1/3 of respondents. Providing laptops (14%) and holding weekly zoom calls (12%) were the least selected options in 2023.
- The top three selected areas for improving telework effectiveness are consistent between 2022 and 2023 (“Better wi-fi and internet connection”, “Ensuring IT support when needed”, “Better work space at home). “Weakly Zoom calls to keep team informed” dropped from being the joint 4<sup>th</sup> most selected area for improving telework effectiveness in 2022 to the least selected in 2023.

Table 7. Telework status

	Yes	No	Number of Responses
(Q8) Do you telework?	34%	66%	1610

Table 8. Telework Performance

	No, I cannot perform my job	Yes, I can perform my job, but have many issues	Yes, I can perform my job with minimal issues	Yes, I can perform my job with no issues	Number of Responses
(Q9) While teleworking, are you able to perform your job?	< 0.5%	2%	32%	66%	541

Totals for response distribution does not add up to 100% due to rounding.

Table 9. Management During Telework

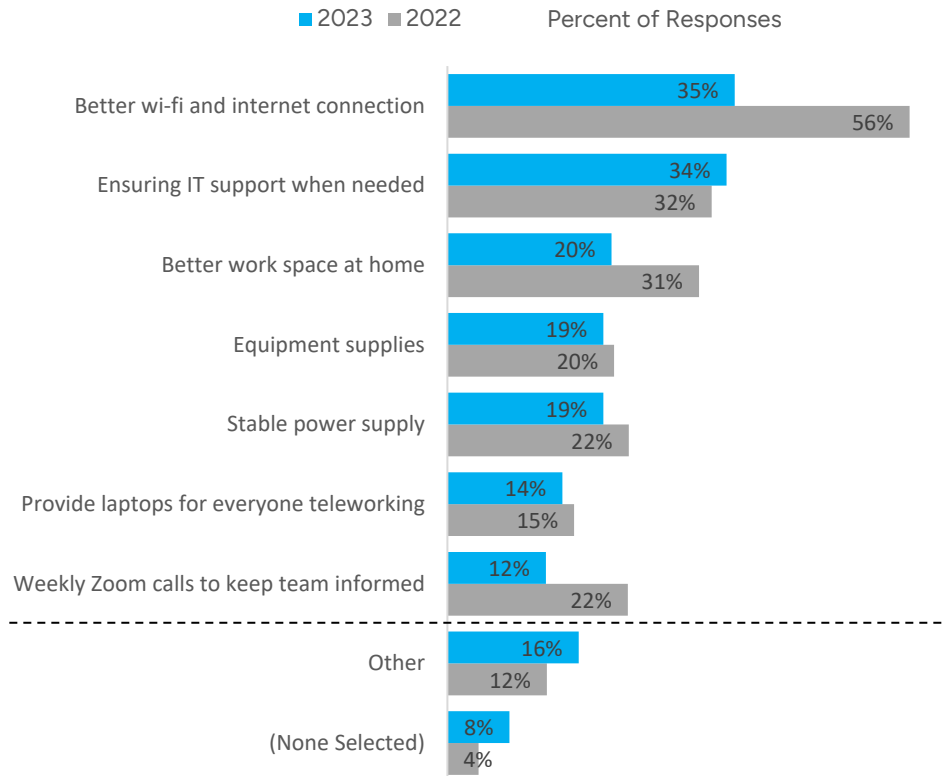
	Has not been able to manage staff	Has had many issues and a difficult time managing staff	Has had some issues, but can manage staff reasonably well	Has been able to manage well	Number of Responses
(Q10) How has your supervisor managed staff during telework?	1%	1%	17%	82%	540

Totals for response distribution does not add up to 100% due to rounding.

Figure 8. Teleworking improvements; 2023 compared to 2022

**Q11. What do you (respondent) think would make your telework more effective?**

**-Select all that apply-**



n for 2023 = 542

n for 2022 = 842

Q11 was only presented to survey participants that indicated in Q8 that they telework. The percentage of respondents in Figure #8 therefore excludes survey participants that do not telework or did not answer Q8. Response totals do not equal 100% as respondents were able to select multiple options. Note that 2022 data shown in Figure 8 differs from previously published 2022 reporting due to corrections in calculation methodology.

# Participant Profile

## Key Findings

- The demographic composition of survey participants was relatively similar to the population of eligible staff overall (within 5%) in terms of administrative region, management level, and work department. In total, 1,637 Peace Corps host country staff members participated out of an eligible population of 2,301 (a 71% overall response rate).
- Roughly half of respondents (45%) work at Posts within *Africa* region, with the rest split almost evenly between *Europe, Mediterranean, and Asia* region (28%) and *Inter-America and Pacific* region (27%). About one in five respondents (19%) are supervisors with staff that report to them, and about half (46%) work in Programs and Training.

Table 10. Peace Corps Administrative Region

	Survey Participants	Total Population
Africa (AF)	45%	50%
Europe, Mediterranean, and Asia (EMA)	28%	27%
Inter-America and Pacific (IAP)	27%	24%

Table 11. Management Level

	Survey Participants	Total Population
Non-supervisory	81%	84%
Supervisory	19%	16%

Respondents were categorized as "supervisory" if they were listed as the manager for any other host country staff as of August 1, 2023; otherwise, respondents were categorized as "non-supervisory."

Table 12. Work Department

	Survey Participants	Total Population
Programs and Training	46%	43%
Admin	21%	18%
General Services	16%	21%
Medical	12%	11%
Safety and Security	6%	7%

Respondents were categorized by the work department in which their job function most closely aligned. Categories were Admin (Administrative), P&T (Programs and Training), S&S (Safety and Security), General Services, and Medical. General Services consist of any staff listed as "General Services" in Peace Corps PTS or in support roles such as drivers, maintenance, cooks, etc. A small percentage of survey participants / total population (0.2% and 0.5%, respectively) listed as interns were not included in Table 12.

## Survey Methodology and Limitations

The 2023 Host Country Staff Survey (HCSS) was conducted online using a self-administered questionnaire that was available from August 21 to September 22, 2023 through a direct link specific to each respondent. All staff employed as foreign service nationals (FSN) and personal services contractors (PSC) were eligible to take the survey. Staff employed as U.S. Direct-Hires (USDHs) were not eligible to take the survey. Personalized HCSS links were sent via email to all active staff members listed as FSN and PSC staff who had a peacecorps.gov email address in Peace Corps' Personnel Tracking System (PTS) as of Aug. 1, 2023. In total, 1,637 Peace Corps host country staff members participated out of an eligible population of 2,301 (a 71% overall response rate). Out of these participants, 1,618 staff members completed the entire survey (70%). Geographically, the results represent all 59 Posts where eligible staff worked while the survey was in the field.

Respondents were able to take the HCSS in English, Spanish, or French. All questions were voluntary, and all responses are confidential. The survey was designed to be mobile-friendly and could be completed in multiple sessions. Data was collected using Qualtrics and analyzed using Microsoft Excel and Power BI. The distribution process and analysis was centrally managed by the Peace Corps' Office of Strategic Information, Research, and Planning (OSIRP).

### Limitations

The findings reported in this publication are based on survey responses from participating staff members who represent a high percentage of, but not all, Peace Corps host country staff (71% took the survey; 70% completed it). Nothing is known about the sentiments of the 29% that did not participate in the survey, but it can be concluded that, at the global level, the majority of host country staff were aligned with the sentiments in this report.

Although the Office of Strategic Information, Research, and Planning (OSIRP) used all of the tools available to its research team to increase the validity of the HCSS data, some logistical and intercultural limitations persist. The most notable limitation relates to the potential impact of nonresponse bias, which is an issue across all survey methodologies. While the group that responded to the survey are, at face value, relatively similar to the population of eligible staff members as a whole, significant levels of variation may still exist between survey respondents and nonrespondents. Extrapolating HCSS results to the eligible staff who did not participate in the survey in order to make inferences about the population as a whole should therefore be avoided.

A second notable limitation relates to challenges with cross-cultural interpretation of the HCSS questionnaire. The HCSS was originally designed as an extension of the Federal Employee Viewpoint Survey (FEVS) and closely reflects several questions from that survey. The FEVS was originally designed for a very specific population: English-speaking federal employees, who are typically well-acquainted with U.S. cultural and governmental norms. The issue of cross-cultural comparability is also compounded by the survey's translation into multiple languages and by imperfect coverage of the languages spoken at Posts. As a result, the nature and extent of the effects of intercultural interpretation of the terms used in the survey is unknown.

Given these noted limitations, the data in this report is best used as a touchpoint for further inquiry, rather than a conclusive statement of staff perception.

# Appendix: 2023 Host Country Staff Survey Questionnaire



## Questionnaire for the 2023 Host Country Staff Survey

We are very pleased to offer you the opportunity to participate in the Peace Corps' 2023 Host Country Staff Survey!

The confidential feedback that you provide through this brief 15-minute survey helps Peace Corps leadership to better understand what host country staff around the world think about their jobs and what impact our programs have in the countries where we work. This year we will also have a section that seeks your thoughts on telework.

Your responses will be combined with those of other host country staff to create reports that will help Peace Corps leaders make informed decisions on agency policies and procedures that will further strengthen our operations.

We value your opinions and want to encourage input from all staff members, but your participation in the survey is optional. All of your responses to the Host Country Staff Survey are confidential — results will not be provided in ways that make you personally identifiable.

Thank you for sharing your opinions about your Peace Corps workplace!

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**To begin, we would like to ask you a set of questions that will help provide a general overview of the work culture at your post. You may see these same five questions again in the future as a potential “pulse survey” conducted on a regular basis.**

### **Q1. To what extent do you agree or disagree with the following statements?**

*[Scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree; Do not know/Not applicable]*

1. Overall, I am satisfied with my Peace Corps post as a place of work.	SCALE
2. I feel motivated, inspired, and valued at my post.	SCALE
3. I have the opportunity to learn and grow in my role.	SCALE
4. My workload is sustainable.	SCALE
5. I feel a sense of inclusion and belonging at my post.	SCALE

Now, we would like to explore these same areas in greater detail. Please tell us what it is like working for the Peace Corps by answering the questions that follow.

**Satisfaction and Motivation**

**Q2. To what extent do you agree or disagree with the following statements?**

*[Scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree; Do not know/Not applicable]*

1. I feel encouraged to come up with new and better ways of doing things at work.	SCALE
2. I have appropriate input into decisions that affect my work.	SCALE
3. I feel protected from health and safety hazards on the job.	SCALE
4. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	SCALE
5. I feel satisfied with Peace Corps HQ in Washington and the support I receive from them.	SCALE
6. I feel that my post effectively engages post staff in activities to meet local and national priorities.	SCALE
7. I feel that Peace Corps, as an organization, does a good job managing change.	SCALE

**Job Training and Workload**

**Q3. To what extent do you agree or disagree with the following statements?**

*[Scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree; Do not know/Not applicable]*

1. Overall, I am satisfied with my job training.	SCALE
2. I receive the training I need to do my job well	SCALE
3. I have enough resources to develop my job skills.	SCALE
4. I have enough time to perform my primary job duties.	SCALE
5. I have enough time to perform my secondary job duties.	SCALE
6. I have enough time with my supervisor to develop professionally.	SCALE

**Incident Response**

**Q4. To what degree do you feel confident responding to the following issues?**

*[Scale: Very confident, Confident, Neither confident nor unconfident, unconfident, Very unconfident; Do not know/Not applicable]*

1. Volunteer security incidents (crimes), other than sexual assault and sexual harassment.	SCALE
2. Volunteer sexual assault and sexual harassment situations.	SCALE
3. Emergency situations, such as civil unrest, natural disasters, political instability, etc.	SCALE
4. Data breaches, incidents of suspicious or phishing emails, cybercrime, or other information technology hacks.	SCALE

## **Diversity and Inclusion**

*The terms “diversity” and “diverse identities” in the next questions refer to a collection of individual attributes that include, but are not limited to, characteristics such as race, color, ethnicity, disability, sex, age, religion, sexual orientation, gender identity/expression, or socioeconomic status.*

### **Q5. To what extent do you agree or disagree with the following statements?**

*[Scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree; Do not know/Not applicable]*

1. Peace Corps policies and programs promote workplace diversity.	SCALE
2. Managers/supervisors at my post work well with staff of different backgrounds.	SCALE
3. I feel confident in my ability to support Volunteers with diverse identities.	SCALE

## **Team Dynamics**

### **Q6. To what extent do you agree or disagree with the following statements?**

*[Scale: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree; Do not know/Not applicable]*

1. My Locally Employed Staff (LES) supervisor/team leader treats me the way I want to be treated.	SCALE
2. I am treated fairly by senior post leadership (USDHs).	SCALE
3. Members of my team work well together.	SCALE
4. There is strong collaboration between different teams at my post.	SCALE
5. Morale, or the overall feeling of confidence and enthusiasm at work, among staff at my post is very high.	SCALE

## **Areas of Improvement**

### **Q7. Please select one topic for improvement that you think would make operations run more effectively at your post. [MULTIPLE CHOICE, SINGLE SELECTION]**

- a. Leadership
- b. Staff Training/development
- c. Operations management (for example, resource allocation, process improvements, position management)
- d. Program management
- e. Communication
- f. Teamwork/team-building
- g. Volunteer-related improvements
- h. Benefits/incentives/work-life balance
- i. Inter-cultural understanding of post leadership
- j. Other: [TEXT BOX: 350 Characters of less]

## **Telework**

### **Q8. Do you telework?**

- a. Yes
- b. No

***Questions 9 – 11 will only be asked if respondent answered “YES” to question 8]***

### **Q9. While teleworking, are you able to perform your job?**

- a. Yes, I can perform my job with no issues
- b. Yes, I can perform my job with minimal issues
- c. Yes, I can perform my job but have many issues
- d. No, I cannot perform my job

### **Q10. How has your supervisor managed staff during telework?**

- a. Has been able to manage staff well
- b. Has had some issues but can manage staff reasonably well
- c. Has had many issues and a difficult time managing staff
- d. Has not been able to manage staff

### **Q11. Please select topics that you think would make your telework more effective, select all that apply.**

- a. Better Wi-Fi and internet connection
- b. Weekly Zoom calls to keep team informed
- c. Stable power supply
- d. Equipment supplies such as headphones, keyboard, etc.
- e. Ensuring IT support when needed
- f. Provide laptops for everyone teleworking
- g. Better workspace at home
- h. Other: [TEXT BOX: 350 Character or less]

**Thank you for your participation!**

**[End of survey]**