

2014

Federal Employee Viewpoint Survey Results

Employees Influencing Change

Department of Labor
Agency Management Report

United States Office of
Personnel Management

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About This Report

The 2014 Federal Employee Viewpoint Survey (FEVS) provides employees of the Federal workforce the opportunity to influence change by submitting feedback about their work environment, leadership, and many other aspects of the organization. Feedback from employees is critical to carrying out the mission of each agency, as it identifies what needs to change, what is working well and where there may be some uncertainty or downward trends. This year, the Agency Management Report (AMR) was designed to streamline and simplify the process of analyzing your results and identifying the most critical areas of concern in your agency.

What's New in the AMR this Year?

Each section of the 2014 AMR was designed to help you analyze your FEVS results and quickly identify the most crucial areas of concern. One section, the Decision Aid, has been redesigned and is sorted by increases, decreases, and items that have not changed since 2013, providing a straightforward way to quickly identify where your agency has improved or declined in the past year. Several other sections have also been streamlined or enhanced, and are outlined in the next section. The guidelines in the call-out boxes below are important to keep in mind as you navigate through the AMR, as they help in understanding the way the results are displayed and highlighted in various sections of the report.

Understanding Your AMR Results

Percent Positive

The sum of two positive categories
(e.g., Strongly Agree/Agree)

Percent Negative

The sum of two negative categories
(e.g., Strongly Disagree/Disagree)

AMR Rules of Thumb

65 percent positive or higher
is considered a strength

35 percent negative or higher
is considered a challenge

30 percent neutral or higher
suggests uncertainty, presenting an
opportunity for communication

A Brief Guide to Using Your Agency Management Report

This section provides suggestions on how to use your FEVS results and includes examples for taking action to help your agency meet its strategic human capital management goals.

Getting Started

Agencies receive many FEVS reports each year, so it can be confusing to know where to start. One suggested starting point is to adopt a strategy based in an action planning framework, which means looking for improvements you have made in the past year while also examining areas of decline. To help you get started, several steps are outlined below, including references to sections of the Agency Management Report (AMR) that you may find useful in helping you to focus on the most critical issues.

Step 1: Use your AMR to identify issues.

Your AMR provides the tools that can be useful in analyzing your results to find issues most critical to your agency. One way to identify issues is to compare your agency's 2014 results to last year, and the Decision Aid- Decreases section provides a quick way to view all of your results that have decreased since 2013. There are many ways to look at your results, and the following sections of the AMR can be valuable resources in illustrating the state of your agency:

Respondent Overview

The Respondent Overview provides a quick snapshot of some interesting demographic results from the respondent population. It offers valuable insight into the makeup of who is responding in your agency and can help inform and guide your recruiting and retention efforts. For example, this section allows you to better understand the ratio of newer employees to seasoned employees who may be preparing for retirement. It is important to keep in mind that this is a survey respondent overview, and these percentages may not match up exactly to your agency's total population characteristics.

Top 10 Positive and Negative Items

Not only does this section display a brief overview of noteworthy results (for use in leadership briefings, agency communications, etc.), it also allows you to quickly determine if there are any underlying themes in the way employees responded to certain items. For example, your agency may want to prioritize issues around the workplace environment if multiple survey items related to this subject reside in the Top 10 Negative Items list.

Indices

The Engagement Index, Global Satisfaction and Human Capital Assessment and Accountability Framework (HCAAF) Indices provide agencies with consistent metrics for measuring progress toward objectives. This year, benchmarks were added to this section allowing for a more useful guide to understanding how your agency ranks compared to others and also promotes information sharing of best practices across agencies. For example, some of the top ranking agencies in the Engagement Index may have useful suggestions and insight into what has been most successful for their agency in terms of engaging the workforce. Similarly, your agency components are listed in each index section to allow you to look across your own agency and determine whether some components are scoring much higher than others.

A Brief Guide to Using Your Agency Management Report (cont'd)

Decision Aid

This section is useful in helping you easily identify the most critical issues in your agency as well as recognize where your agency has improved since 2013. The Decision Aid has been redesigned into three sections this year to help you focus your attention on improvements and declines in your results since 2013:

Increases: Contains all items that increased since 2013

Decreases: Contains all items that decreased since 2013

No Change: Contains all items that did not change since 2013

Appendix A and Appendix B

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results. Appendix A shows how well your agency scored relative to others in the government. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas. Appendix B shows a full breakdown of the survey's demographic items, providing a more in-depth summary than the Respondent Overview.

Step 2: Develop your goals for improvement.

To develop your goals for improvement, you should consider issues that are most critical to your agency and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective.

Step 3: Identify your team.

This is a crucial step, as your team can make or break your efforts. It is important that each member of your team is actively engaged in the process. Identifying your team involves not only personnel selection, but identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 4: Develop your plan for action.

Once you've identified your goals and your team, you should develop a list of actions that must be taken to reach your goals. Assign staff responsibilities for each action and keep in mind timeframes and start dates, end dates, and measurable milestones. Make sure you get approval for the actions you must take to achieve your agency goals. Remember that leadership buy-in, engagement, and communication is critical to your success.

Step 5: Implement your plan.

There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan.

Step 6: Monitor and evaluate the results.

In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate both progress toward goals and final outcomes.

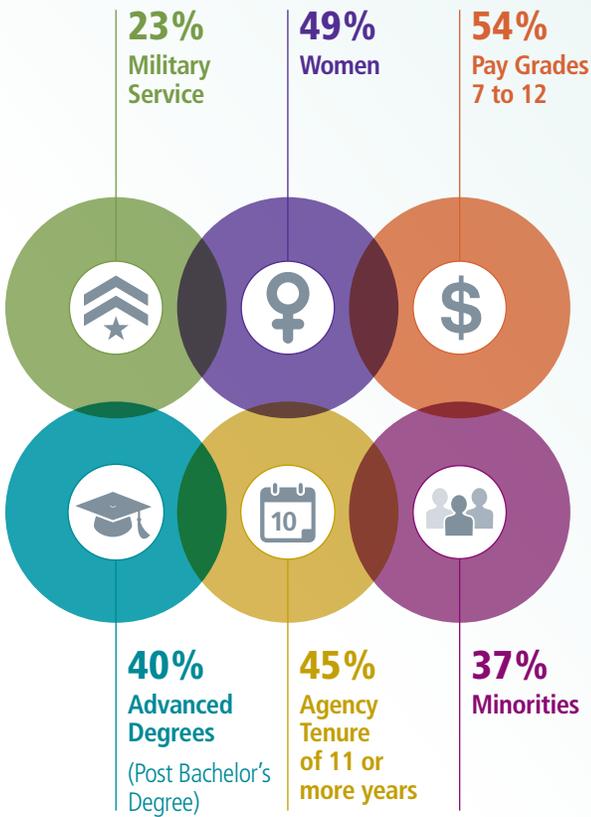
Respondent Overview

What is Your Response Rate?

72% (10,953 out of 15,284 employees responded)

What are the Unique Characteristics of Your Respondents?

The figures below provide an overview of who responded to the survey. This snapshot in time focuses on respondents who have served in the military, women and minorities, and those who have earned an advanced degree to name a few. There is also a view of your respondents broken down by generations, ranging from “Traditionalists” to “Generation Y.”



Generations

1%	Traditionalists	(69 and older)
46%	Baby Boomers	(50-68)
38%	Generation X	(34-49)
14%	Generation Y	(33 and younger)

Note: The sum of percentages may not add to 100 due to rounding.

Field Period

April 29, 2014 – June, 6, 2014

Agency Component Response Rates

- 100% Office of Public Affairs
- 100% Office of Congressional and Intergovernmental Affairs
- 84% Bureau of International Labor Affairs
- 83% Women's Bureau
- 81% Veterans' Employment and Training Service
- 79% Employee Benefits Security Administration
- 78% Office of Disability Employment Policy
- 77% Occupational Safety and Health Administration
- 76% Office of the Solicitor
- 75% Administrative Review Board
- 75% Office of Labor-Management Standards
- 74% Employment and Training Administration
- 73% Office of the Secretary
- 72% Mine Safety and Health Administration
- 71% Office of the Inspector General
- 70% Office of Federal Contract Compliance Programs
- 69% Office of Workers' Compensation Programs
- 69% Office of Administrative Law Judges
- 68% Office of the Assistant Secretary for Administration and Management
- 68% Wage and Hour Division
- 66% Bureau of Labor Statistics
- 65% Office of the Assistant Secretary for Policy
- 65% Employees' Compensation Appeals Board
- 57% Benefits Review Board
- 57% Office of the Chief Financial Officer

Agency results have a margin of error of less than +/- 1%

Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the best and worst rated aspects of the organizational environment. Use this snapshot as a quick reference or overview of your FEVS results. For more in-depth analysis, use this section in conjunction with the Decision Aid to help you narrow down the most important areas to work on improving and/or maintaining in the coming year.

Highest Percent Positive Items

96% When needed I am willing to put in the extra effort to get a job done. (Q. 7)

90% The work I do is important. (Q. 13)

88% I am constantly looking for ways to do my job better. (Q. 8)

86% I am held accountable for achieving results. (Q. 16)

84% I know how my work relates to the agency's goals and priorities. (Q. 12)

84% In the last six months, my supervisor has talked with me about my performance. (Q. 50)

83% How would you rate the overall quality of work done by your work unit? (Q. 28)

82% I like the kind of work I do. (Q. 5)

81% My supervisor treats me with respect. (Q. 49)

80% My supervisor supports my need to balance work and other life issues. (Q. 42)

Highest Percent Negative Items

47% Pay raises depend on how well employees perform their jobs. (Q. 33)

40% I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)

39% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)

38% In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)

38% How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)

37% Creativity and innovation are rewarded. (Q. 32)

36% In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)

35% Promotions in my work unit are based on merit. (Q. 22)

33% Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)

32% My training needs are assessed. (Q. 18)

Engagement Index: Benchmarks & Component Scores

Because the FEVS is an assessment of organizational climate, the Engagement Index does not directly evaluate an employee’s level of engagement. Therefore, instead of measuring “states” of engagement such as focused attention and dedication to completing assignments, this index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals). Below, you can see where your agency’s Engagement Index score ranks (out of 37 departments/large agencies) and how it compares to the governmentwide average. The names of the highest-ranked agencies are listed to facilitate the sharing of information, such as best practices.



This table displays the Engagement Index score for each component in your agency as well as the scores for the three engagement factors, which can facilitate information-sharing within your agency.

	2014 Percent Positive				2013 Percent Positive
	Leaders Lead	Supervisors	Intrinsic Work Experiences	Engagement Index	Engagement Index
Department of Labor	53	71	67	64	62
Employees’ Compensation Appeals Board	61	85	78	75	79
Office of the Solicitor	64	76	75	72	68
Bureau of Labor Statistics	62	80	72	71	70
Office of the Secretary	66	75	72	71	69
Benefits Review Board	68	70	69	69	72
Employee Benefits Security Administration	58	76	68	68	62
Office of Public Affairs	50	77	72	66	54

Leaders Lead: Employees’ perceptions of leadership’s integrity as well as leadership behaviors such as communication and workforce motivation. (Q. 53, 54, 56, 60, and 61)

Supervisors: Interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 47, 48, 49, 51, and 52)

Intrinsic Work Experiences: Employees’ feelings of motivation and competency relating to their role in the workplace. (Q. 3, 4, 6, 11, and 12)

Engagement Index: Benchmarks & Component Scores (cont'd)

	2014 Percent Positive				2013 Percent Positive
	Leaders Lead	Supervisors	Intrinsic Work Experiences	Engagement Index	Engagement Index
Department of Labor	53	71	67	64	62
Office of Administrative Law Judges	49	73	75	66	61
Mine Safety and Health Administration	53	75	69	66	61
Veterans' Employment and Training Service	50	77	69	65	62
Office of the Assistant Secretary for Policy	56	68	68	64	52
Occupational Safety and Health Administration	53	69	68	64	61
Ofc of the Assistant Secretary for Admin and Mgmt	52	69	70	63	59
Office of Labor-Management Standards	54	66	65	62	66
Employment and Training Administration	49	67	65	60	56
Wage and Hour Division	48	66	65	60	63
Office of Workers' Compensation Programs	48	66	62	59	61
Office of the Inspector General	39	71	66	58	61
Office of Disability Employment Policy	44	70	58	57	53
Office of the Chief Financial Officer	47	59	63	56	64
Office of Federal Contract Compliance Programs	46	64	59	56	53
Women's Bureau	43	60	60	54	42
Bureau of International Labor Affairs	31	63	54	49	56

Global Satisfaction Index: Benchmarks & Component Scores

The Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organizations, plus their willingness to recommend their organization as a good place to work. The Global Satisfaction Index score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with agency ranking (out of 37 departments/large agencies).



This table shows the Global Satisfaction Index score for each component in your agency as well as the scores for all four satisfaction factors.

	2014 Percent Positive				2013 Percent Positive
	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization	Global Satisfaction Index
Department of Labor	65	59	56	61	60
Office of the Secretary	75	65	79	75	74
Office of the Assistant Secretary for Policy	82	59	71	73	71
Bureau of Labor Statistics	69	59	66	73	67
Employees' Compensation Appeals Board	75	50	69	72	66
Office of the Solicitor	72	49	68	75	66
Benefits Review Board	72	45	62	79	64
Mine Safety and Health Administration	73	53	60	68	63
Occupational Safety and Health Administration	66	60	58	65	62

Job Satisfaction: Considering everything, how satisfied are you with your job? (Q. 69)

Pay Satisfaction: Considering everything, how satisfied are you with your pay? (Q. 70)

Organization Satisfaction: Considering everything, how satisfied are you with your organization? (Q. 71)

Recommend Organization: I recommend my organization as a good place to work. (Q. 40)

Global Satisfaction Index: Benchmarks & Component Scores (cont'd)

	2014 Percent Positive				2013 Percent Positive
	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization	Global Satisfaction Index
Department of Labor	65	59	56	61	60
Veterans' Employment and Training Service	67	69	55	57	62
Employee Benefits Security Administration	67	58	60	63	62
Office of the Inspector General	64	72	48	55	60
Office of Public Affairs	70	58	55	55	59
Wage and Hour Division	62	61	54	59	59
Office of Labor-Management Standards	62	63	55	55	59
Office of Workers' Compensation Programs	59	66	48	49	56
Office of Administrative Law Judges	65	51	47	57	55
Ofc of the Assistant Secretary for Admin and Mgmt	60	58	51	48	54
Employment and Training Administration	58	62	46	48	53
Bureau of International Labor Affairs	49	67	35	46	49
Office of Federal Contract Compliance Programs	52	60	41	40	48
Office of Disability Employment Policy	53	59	32	36	45
Office of the Chief Financial Officer	47	53	37	41	44
Women's Bureau	50	46	32	29	39

HCAAF Indices: Benchmarks & Component Scores

The Human Capital Assessment and Accountability Framework (HCAAF) Indices measure progress toward governmentwide human capital objectives and represent different aspects of human capital management related to organizational effectiveness. More information can be found at <http://www.opm.gov/policy-data-oversight/human-capital-management/>. HCAAF Index scores and rankings (out of 37 departments/large agencies) for your agency are displayed below.

Leadership & Knowledge Management



Results-Oriented Performance Culture



Talent Management



Job Satisfaction



HCAAF Indices: Benchmarks & Component Scores (cont'd)

The table below shows component-level results for all four HCAAF Indices. This table is sorted alphabetically; the first component listed is not necessarily ranked highest on any index.

	2014 Percent Positive			
	Leadership & Knowledge Management	Results-Oriented Performance Culture	Talent Management	Job Satisfaction
Department of Labor	60	53	53	64
Benefits Review Board	70	53	50	61
Bureau of International Labor Affairs	41	42	42	57
Bureau of Labor Statistics	68	60	63	64
Employee Benefits Security Administration	65	57	58	66
Employees' Compensation Appeals Board	68	61	59	66
Employment and Training Administration	56	49	46	61
Mine Safety and Health Administration	60	53	55	68
Occupational Safety and Health Administration	60	52	52	66
Ofc of the Assistant Secretary for Admin and Mgmt	59	55	52	63
Office of Administrative Law Judges	56	52	47	64
Office of Disability Employment Policy	50	43	47	59
Office of Federal Contract Compliance Programs	53	47	43	57
Office of Labor-Management Standards	61	55	49	60
Office of Public Affairs	59	64	63	67
Office of the Assistant Secretary for Policy	63	53	58	67
Office of the Chief Financial Officer	53	45	51	56

Leadership & Knowledge Management: Extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. (Q. 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64, and 66)

Results-Oriented Performance Culture: Extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. (Q. 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, and 65)

Talent Management: Extent to which employees think the organization has the talent necessary to achieve organizational goals. (Q. 1, 11, 18, 21, 29, 47, and 68)

Job Satisfaction: Extent to which employees are satisfied with their jobs and various aspects thereof. (Q. 4, 5, 13, 63, 67, 69, and 70)

HCAAF Indices: Benchmarks & Component Scores (cont'd)

	2014 Percent Positive			
	Leadership & Knowledge Management	Results-Oriented Performance Culture	Talent Management	Job Satisfaction
Department of Labor	60	53	53	64
Office of the Inspector General	53	54	50	65
Office of the Secretary	68	61	57	71
Office of the Solicitor	65	54	62	67
Office of Workers' Compensation Programs	55	46	43	60
Veterans' Employment and Training Service	59	55	57	66
Wage and Hour Division	55	50	50	64
Women's Bureau	49	45	40	54

Decision Aid: Increases

Why is it Important to Look at Your Increases?

The items in this section are sorted by greatest to smallest increase in percent positive ratings. The items are sorted to allow you to quickly and easily identify where your agency has made improvements since 2013.

How Should the Legend Icons be Used?

The legend icons provide helpful context for your list of items that have increased. For example, while an item may have increased five percentage points since 2013, it may still be considered a “challenge” if the percent negative is 35 percent or higher. These icons show you whether there is more work to be done as well as highlight celebration-worthy findings such as “new strengths.” New strengths are items that have crossed the 65 percent positive or higher threshold since the 2013 FEVS.

52 Items Increased Since 2013



Strength

These items are 65 percent positive or higher



Caution

These items are 30 percent neutral or higher



Challenge

These items are 35 percent negative or higher



New Strength

These items became a new strength in 2014

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Increase Since 2013
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	35	45	28	27	+10
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	36	42	26	32	+6
Considering everything, how satisfied are you with your pay? (Q. 70)	54	59	18	23	+5
Pay raises depend on how well employees perform their jobs. (Q. 33)	20	25	28	47	+5
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	29	33	28	38	+4
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	44	48	23	29	+4
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	53	56	27	17	+3
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	68	71	17	12	+3
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	55	58	23	19	+3
Creativity and innovation are rewarded. (Q. 32)	30	33	30	37	+3

Decision Aid: Increases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Increase Since 2013
Employees are recognized for providing high quality products and services. (Q. 31)	43	46	23	30	+3
Considering everything, how satisfied are you with your job? (Q. 69)	62	65	18	17	+3
My training needs are assessed. (Q. 18)	40	43	25	32	+3
My supervisor listens to what I have to say. (Q. 48)	74	77	11	12	+3
My supervisor treats me with respect. (Q. 49)	78	81	9	10	+3
My work gives me a feeling of personal accomplishment. (Q. 4)	68	71	15	15	+3
I have trust and confidence in my supervisor. (Q. 51)	64	67	17	17	+3
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	31	33	28	38	+2
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	66	68	22	10	+2
Promotions in my work unit are based on merit. (Q. 22)	37	39	27	35	+2
Prohibited Personnel Practices are not tolerated. (Q. 38)	63	65	19	16	+2
Supervisors work well with employees of different backgrounds. (Q. 55)	60	62	22	16	+2
How satisfied are you with the training you receive for your present job? (Q. 68)	42	44	25	31	+2
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	47	49	24	27	+2
Considering everything, how satisfied are you with your organization? (Q. 71)	54	56	23	21	+2
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	62	64	18	18	+2
The people I work with cooperate to get the job done. (Q. 20)	72	74	14	13	+2
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	37	39	25	36	+2
My talents are used well in the workplace. (Q. 11)	53	55	18	27	+2
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	49	51	20	29	+2
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	61	63	18	20	+2
I recommend my organization as a good place to work. (Q. 40)	59	61	21	19	+2

Decision Aid: Increases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Increase Since 2013
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	30	32	29	39	+2
I like the kind of work I do. (Q. 5)	80	82	12	6	+2
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	39	40	30	29	+1
I have a high level of respect for my organization's senior leaders. (Q. 61)	51	52	24	23	+1
Employees in my work unit share job knowledge with each other. (Q. 26)	73	74	13	13	+1
My performance appraisal is a fair reflection of my performance. (Q. 15)	64	65	15	20	+1
My work unit is able to recruit people with the right skills. (Q. 21)	42	43	28	29	+1
My organization has prepared employees for potential security threats. (Q. 36)	74	75	15	9	+1
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	62	63	18	19	+1
My supervisor supports my need to balance work and other life issues. (Q. 42)	79	80	10	10	+1
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). (Q. 19)	64	65	14	21	+1
I am held accountable for achieving results. (Q. 16)	85	86	10	4	+1
Supervisors in my work unit support employee development. (Q. 47)	61	62	20	19	+1
The work I do is important. (Q. 13)	89	90	7	3	+1
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	46	47	24	29	+1
I know how my work relates to the agency's goals and priorities. (Q. 12)	83	84	10	6	+1
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	95	96	3	2	+1
I know what is expected of me on the job. (Q. 6)	76	77	12	11	+1
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	83	84	7	9	+1
My agency is successful at accomplishing its mission. (Q. 39)	74	75	17	8	+1

Decision Aid: Decreases

Why is it Important to Look at Your Decreases?

The items in this section are sorted by greatest to smallest decrease in percent positive ratings. The items are sorted to allow you to easily and quickly identify where your results have dropped since 2013.

How Should the Legend Icons be Used?

The legend icons provide helpful context for your list of items that have decreased. For example, an item that decreased by only two percentage points might not seem particularly noteworthy; however, if the item is also identified as a past strength or challenge, you may want to take action to prevent further decreases.

5 Items Decreased Since 2013



Strength

These items are 65 percent positive or higher



Caution

These items are 30 percent neutral or higher



Challenge

These items are 35 percent negative or higher



Past Strength

These items are no longer a strength in 2014

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
My workload is reasonable. (Q. 10)	56	54	17	29	-2
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	70	69	18	13	-1
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	68	67	20	13	-1
I have enough information to do my job well. (Q. 2)	66	65	17	18	-1
Managers communicate the goals and priorities of the organization. (Q. 56)	65	64	18	18	-1

Decision Aid: No Change

Why is it Important to Look at Items that Have Not Changed?

Your percent positive results for these items have not changed since 2013. These are items that your agency is maintaining, which can be either a positive, neutral, or negative finding. For example, an item with low percent positive results over several years is a strong indication of a need for focused action. You may also want to consider changing or updating your approach to addressing these issues if the item has been the focus of attention in the past. On the other hand, a trend of stable, high percent positive ratings is a finding that should be celebrated. Look at these items individually to determine whether they may be areas of concern for your agency.

How Should the Legend Icons be Used?

The legend icons provide helpful context for your list of items that have not changed. While these items have not increased or decreased, they still may be causes for celebration or concern depending on the percent positive, negative, and neutral ratings.

14 Items Did Not Change Since 2013



Strength

These items are 65 percent positive or higher



Caution

These items are 30 percent neutral or higher



Challenge

These items are 35 percent negative or higher

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Change Since 2013
I am given a real opportunity to improve my skills in my organization. (Q. 1)	54	54	20	26	0
I am constantly looking for ways to do my job better. (Q. 8)	88	88	10	2	0
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	43	43	17	40	0
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	70	70	14	16	0
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	59	59	21	21	0
The skill level in my work unit has improved in the past year. (Q. 27)	53	53	30	17	0
How would you rate the overall quality of work done by your work unit? (Q. 28)	83	83	14	3	0
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	41	41	25	33	0
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	52	52	28	19	0

Decision Aid: No Change (cont'd)

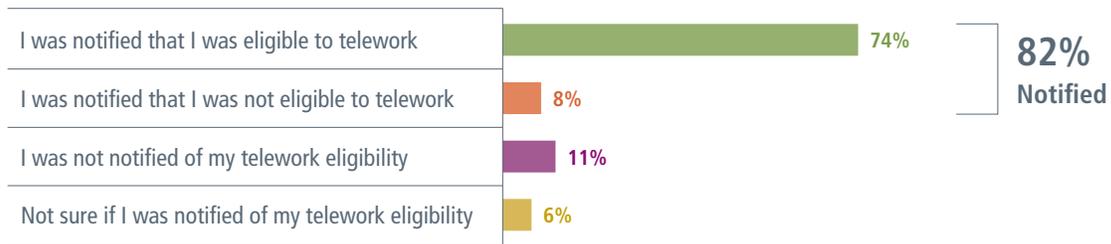
	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Change Since 2013
Employees are protected from health and safety hazards on the job. (Q. 35)	78	78	14	8	0
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	50	50	22	27	0
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	51	51	25	24	0
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	50	50	22	28	0
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	53	53	22	25	0

Work/Life Programs

How do Employees Rate Your Workplace Flexibilities?

Work/Life programs are designed to help support employees in balancing the typical demands of the traditional workplace. Many employees find that the telework option allows them more flexibility in scheduling and assists them in meeting the needs of the agency. In addition, agencies have found that telework is both an attractive option when attempting to recruit and retain the best employees and an important tool that can be utilized by the agency to address work space issues and the cost of transit. Your agency's work/life program participation and satisfaction results are displayed in the following figures.

Notification of Telework Eligibility



Telework Status

	Your Agency		G'wide	
62% Telework	6%	I telework 3 or more days per week.	4%	29% Telework
	26%	I telework 1 or 2 days per week.	10%	
	9%	I telework, but no more than 1 or 2 days per month.	4%	
38% Do Not Telework	21%	I telework very infrequently, on an unscheduled or short-term basis.	11%	70% Do Not Telework
	10%	I do not telework because I have to be physically present on the job.	32%	
	3%	I do not telework because I have technical issues.	5%	
	11%	I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework.	20%	
	14%	I do not telework because I choose not to telework.	13%	

Note: The sum of percentages may not add to 100 due to rounding.

Work/Life Programs (cont'd)

Participation in Work/Life Programs

	Yes	No	Not Available
Alternative Work Schedules (AWS)	26%	56%	17%
Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	24%	67%	9%
Employee Assistance Program (EAP)	16%	80%	4%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	5%	84%	11%
Elder Care Programs (for example, support groups, speakers)	3%	86%	11%

Satisfaction with Work/Life Programs

	Satisfied	Neutral	Dissatisfied
Alternative Work Schedules (AWS)	88%	9%	3%
Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	79%	17%	4%
Employee Assistance Program (EAP)	80%	17%	3%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	77%	23%	1%
Elder Care Programs (for example, support groups, speakers)	70%	29%	1%
Telework	78%	12%	10%

Note: The Work/Life program satisfaction results include only employees who indicated that they participated in the program.

Special Topic: Employee Engagement

Since the Federal Government has emphasized the importance of employee engagement in recent years, this section provides a more in-depth analysis of the conditions that lead to engagement. The Engagement Index is broken down by three demographic categories: generations, agency tenure, and the five most common occupational families in your agency. This section will help you determine if parts of your workforce are lacking the conditions needed for engagement, which can help guide attention to specific groups. For example, if newer employees have lower scores on the Engagement Index, you might consider the possibility that this group does not know what is expected of it on the job (Q. 6). Essentially, you should look at breakdowns of each item in the index if groups have substantially different scores. Please refer to the Engagement Index section of this report for additional information.

Generations

		Engagement Index
Traditionalists	(69 and older)	69%
Baby Boomers	(50-68)	64%
Generation X	(34-49)	64%
Generation Y	(33 and younger)	65%

Agency Tenure

		Engagement Index
Less than 4 years		69%
4 to 10 years		62%
11 or more years		64%

Occupational Family

		Engagement Index
Investigation		64%
General Admin, Clerical, and Office Svcs		62%
Legal and Kindred		63%
Social Science, Psychology, and Welfare		69%
Miscellaneous Occupations		65%

Appendix A: Item Results and Benchmarks

For each item, your agency's percent positive response is shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 37 departments and large agencies surveyed, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense. To understand how well your agency performed compared to others, focus on the location of the triangle within the gray bar. If the triangle is toward the right side of the bar, then your agency was above average on that item. If it is at the right edge of the bar, then you had the highest percent positive response for that item. Additionally, you can numerically compare your percent positive to the governmentwide average listed to the right of each item.

	0	Low	YOUR AGENCY	High	100	2014 G'wide
My Work Experience						
‡1. I am given a real opportunity to improve my skills in my organization.						59%
2. I have enough information to do my job well.						69%
3. I feel encouraged to come up with new and better ways of doing things.						55%
‡4. My work gives me a feeling of personal accomplishment.						70%
‡5. I like the kind of work I do.						82%
6. I know what is expected of me on the job.						79%
7. When needed I am willing to put in the extra effort to get a job done.						96%
8. I am constantly looking for ways to do my job better.						90%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.						45%
‡10. My workload is reasonable.						56%
‡11. My talents are used well in the workplace.						57%
‡12. I know how my work relates to the agency's goals and priorities.						82%
‡13. The work I do is important.						90%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A: Item Results and Benchmarks (cont'd)

		2014 G'wide
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	70%	66%
‡15. My performance appraisal is a fair reflection of my performance.	65%	68%
16. I am held accountable for achieving results.	86%	81%
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	59%	60%
‡18. My training needs are assessed.	43%	50%
‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	65%	67%
My Work Unit		
‡20. The people I work with cooperate to get the job done.	74%	72%
‡21. My work unit is able to recruit people with the right skills.	43%	41%
‡22. Promotions in my work unit are based on merit.	39%	32%
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	32%	28%
‡24. In my work unit, differences in performance are recognized in a meaningful way.	33%	32%
25. Awards in my work unit depend on how well employees perform their jobs.	42%	38%
26. Employees in my work unit share job knowledge with each other.	74%	72%
27. The skill level in my work unit has improved in the past year.	53%	51%
28. How would you rate the overall quality of work done by your work unit?	83%	82%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A: Item Results and Benchmarks (cont'd)

		2014 G'wide
My Agency		
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	69%	69%
‡30. Employees have a feeling of personal empowerment with respect to work processes.	41%	42%
31. Employees are recognized for providing high quality products and services.	46%	45%
‡32. Creativity and innovation are rewarded.	33%	35%
‡33. Pay raises depend on how well employees perform their jobs.	25%	20%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	52%	55%
‡35. Employees are protected from health and safety hazards on the job.	78%	76%
‡36. My organization has prepared employees for potential security threats.	75%	76%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	50%	50%
38. Prohibited Personnel Practices are not tolerated.	65%	65%
39. My agency is successful at accomplishing its mission.	75%	73%
40. I recommend my organization as a good place to work.	61%	62%
41. I believe the results of this survey will be used to make my agency a better place to work.	45%	38%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A: Item Results and Benchmarks (cont'd)

	0	Low	YOUR AGENCY	High	100	2014 G'wide
My Supervisor						
‡42. My supervisor supports my need to balance work and other life issues.						77%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.						64%
‡44. Discussions with my supervisor about my performance are worthwhile.						62%
45. My supervisor is committed to a workforce representative of all segments of society.						66%
46. My supervisor provides me with constructive suggestions to improve my job performance.						61%
‡47. Supervisors in my work unit support employee development.						63%
48. My supervisor listens to what I have to say.						75%
49. My supervisor treats me with respect.						80%
50. In the last six months, my supervisor has talked with me about my performance.						77%
‡51. I have trust and confidence in my supervisor.						65%
‡52. Overall, how good a job do you feel is being done by your immediate supervisor?						69%
Leadership						
‡53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.						38%
54. My organization's senior leaders maintain high standards of honesty and integrity.						50%
‡55. Supervisors work well with employees of different backgrounds.						63%
‡56. Managers communicate the goals and priorities of the organization.						58%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A: Item Results and Benchmarks (cont'd)

	0 Low YOUR AGENCY High 100	2014 G'wide
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	67%	58%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	50%	50%
59. Managers support collaboration across work units to accomplish work objectives.	53%	53%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	58%	56%
‡61. I have a high level of respect for my organization's senior leaders.	52%	50%
62. Senior leaders demonstrate support for Work/Life programs.	56%	52%
My Satisfaction		
‡63. How satisfied are you with your involvement in decisions that affect your work?	49%	48%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	47%	46%
‡65. How satisfied are you with the recognition you receive for doing a good job?	48%	45%
‡66. How satisfied are you with the policies and practices of your senior leaders?	40%	40%
‡67. How satisfied are you with your opportunity to get a better job in your organization?	33%	33%
‡68. How satisfied are you with the training you receive for your present job?	44%	50%
‡69. Considering everything, how satisfied are you with your job?	65%	64%
‡70. Considering everything, how satisfied are you with your pay?	59%	56%
71. Considering everything, how satisfied are you with your organization?	56%	55%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A: Item Results and Benchmarks (cont'd)

	0	Low	YOUR AGENCY	High	100	2014 G'wide
Work/Life Programs						
72. Have you been notified that you are eligible to telework? (See Work/Life section)						
73. Please select the response below that best describes your current teleworking situation. (See Work/Life section)						
74 - 78. Do you participate in the following Work/Life programs? (See Work/Life section)						
79 - 84. How satisfied are you with the following Work/Life programs in your agency?*						
79. Telework						77%
80. Alternative Work Schedules (AWS)						89%
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)						79%
82. Employee Assistance Program (EAP)						74%
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)						72%
84. Elder Care Programs (for example, support groups, speakers)						68%

* The Work/Life program satisfaction results include only employees who indicated that they participated in the program.

Appendix B: Demographic Characteristics

Appendix B below displays the demographic characteristics of your agency's survey respondents. Understanding the attributes of your workforce can aid planning, recruiting, training, and help to understand which work/life programs and flexibilities are most relevant.

2014
Percentages

Where do you work?	
Headquarters	37
Field	63
What is your supervisory status?	
Non-Supervisor	71
Team Leader	9
Supervisor	13
Manager	6
Senior Leader	2
Are you:	
Male	51
Female	49
Are you Hispanic or Latino?	
Yes	10
No	90
Are you:	
American Indian or Alaska Native	1
Asian	5
Black or African American	19
Native Hawaiian or Other Pacific Islander	1
White	71
Two or more races (not Hispanic or Latino)	3
What is the highest degree or level of education you have completed?	
Less than High School	<1
High School Diploma/GED or equivalent	5
Trade or Technical Certificate	2
Some College (no degree)	13
Associate's Degree (e.g., AA, AS)	6
Bachelor's Degree (e.g., BA, BS)	35
Master's Degree (e.g., MA, MS, MBA)	27
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	13

Note: Demographic results are unweighted.

Appendix B: Demographic Characteristics (cont'd)

2014
Percentages

	2014 Percentages
What is your pay category/grade?	
Federal Wage System (ex. WB, WD, WG, WL, WM, WS, WY)	<1
GS 1-6	4
GS 7-12	54
GS 13-15	40
Senior Executive Service	1
Senior Level (SL) or Scientific or Professional (ST)	<1
Other	<1
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	1
1 to 3 years	11
4 to 5 years	12
6 to 10 years	20
11 to 14 years	13
15 to 20 years	12
More than 20 years	31
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	1
1 to 3 years	18
4 to 5 years	14
6 to 10 years	22
11 to 20 years	24
More than 20 years	21
Are you considering leaving your organization within the next year, and if so, why?	
No	65
Yes, to retire	6
Yes, to take another job within the Federal Government	20
Yes, to take another job outside the Federal Government	5
Yes, other	5
I am planning to retire:	
Within one year	4
Between one and three years	10
Between three and five years	9
Five or more years	77

Note: Demographic results are unweighted.

Appendix B: Demographic Characteristics (cont'd)

2014
Percentages

Do you consider yourself to be one or more of the following?

Heterosexual or Straight	85
Gay, Lesbian, Bisexual or Transgender	3
I Prefer Not to Say	12

What is your US military service status?

No Prior Military Service	76
Currently in National Guard or Reserves	1
Retired	7
Separated or Discharged	15

Are you an individual with a disability?

Yes	15
No	85

What is your age group?

25 and under	1
26-29	5
30-39	19
40-49	26
50-59	33
60 or older	17

Note: Demographic results are unweighted.



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