

2011 Federal Employee Viewpoint Survey

Empowering Employees

inspiring change

Government Management Report

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



A MESSAGE FROM THE DIRECTOR

In his State of the Union address, President Barack Obama challenged Americans to “out-innovate, out-educate and out-build the rest of the world.” Federal leaders are working to empower our employees to do their part. This survey draws upon our employees’ wisdom and experiences to reveal their agencies’ strengths and uncover challenges. We use the knowledge gained to increase productivity and improve service for the American people.

The 2011 Federal Employee Viewpoint Survey drew responses from a record 266,000 respondents. One clear finding: Federal employees continue to be dedicated to their jobs and to accomplishing their missions. Employees are willing to give extra effort, are looking for ways to do their jobs better, and believe their work is important. They are results-oriented, accountable for achieving results and know how their work relates to their agency’s goals.

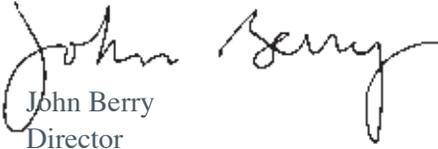
We have seen increases in satisfaction in the areas of telework, workforce skills, and safety and security. Employees continue to believe their agencies are successful and their approval of their supervisors remains high. Ratings of senior leaders have improved, but more work is needed in this area.

Agencies must remain focused on performance management, especially in dealing with poor performers and providing their employees with sufficient resources to get their job done. Performance management continues to persist as a problem area across government.

Our pledge at the conclusion of the last survey administration was to make the survey results more readily available to the public. In keeping with our goal of transparency, more detailed results of the 2011 Federal Employee Viewpoint Survey can be found on our survey website: www.FedView.opm.gov.

On behalf of President Obama, thank you to all Federal employees who participated, and to all our employees who bring passion, skill, and dedication to serving their fellow Americans every day.

Sincerely,



John Berry
Director

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EXECUTIVE SUMMARY

The 2011 Federal Employee Viewpoint Survey (FEVS) was designed to provide agencies with the information critical for driving change across key areas. With over 266,000 employees providing their views and a response rate of 49.3 percent, the FEVS results provide a comprehensive and valuable picture of the opinions of the Federal workforce.

High levels of satisfaction help to retain high performing employees in the Federal workforce.

Federal employees are notably positive about their agency and the work they do.

- Nearly 7 out of 10 Federal employees recommend their organization as a good place to work and nearly all (92 percent) report the work they do is important.

Over 80 percent of employees indicated that they:

- Like the work they do
- Know how their work relates to agency's goals and priorities
- Believe they are held accountable for achieving results
- Rate the quality of work done in their units as high
- Feel their supervisor treats them with respect

Opinions on leadership held steady from 2010:

- About two-thirds of employees believe their leaders work well with employees of different backgrounds, communicate goals and priorities of the organization, and review and evaluate work progress.
- Over 50 percent of employees have a high level of respect for their senior leaders and believe they are doing a good job. Employees also report their leaders maintain high honesty and integrity, promote communication, support collaboration, and demonstrate support for work/life programs.
- Fewer employees felt their leaders generated high level of motivation and commitment in the workforce and were satisfied with the policies and practices of their senior leaders.

Work/Life initiatives provide needed and appreciated flexibilities to the workforce.

Work/Life programs are utilized and satisfaction is high:

- Overall, 54 percent of employees report participating in at least one of the Work/Life programs (excluding telework programs).
- Over 75 percent of employees who participate in the Work/Life programs are positive about their experience.
- While 20 percent of employees Governmentwide report teleworking in some form, there are 15 Federal agencies with 50 percent or more of their employees who report teleworking.

Persistent issues remain regarding performance management across Government.

Governmentwide, performance management remains an ongoing problem. While 84 percent of employees feel they are personally held accountable for achieving results, sizable percentages believe:

- Pay raises do not depend on performance (47 percent)
- Poor performers are not dealt with (41 percent)
- Promotions are not based on merit (35 percent)

Federal employees took the time to express their opinions regarding their jobs, their supervisors, their leadership, and their agency. The message is clear. Federal employees are dedicated and motivated. Immediate supervisors are doing a good job. Leadership is getting better, but still has a ways to go. Performance management must improve.

These results are not a conclusion, but a beginning—each agency's leadership must carefully review their results, translate results to positive actions, embrace the results and move forward towards improvement.

INTRODUCTION

The Federal Employee Viewpoint Survey (FEVS) is a tool that provides a snapshot of employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. Survey results provide valuable insight into the challenges agency leaders face in ensuring the Federal Government has an effective civilian workforce. The FEVS was previously administered in 2002, 2004, 2006, 2008, and 2010. See Appendix A, Survey Methods, for detail information on the 2011 survey administration, data weighting, and data analysis.

More than 266,000 Federal employees responded to the survey this year, a response rate of 49.3 percent. Of the President's Management Council (PMC)/Large agency response rates, both the Department of Education and the Office of Personnel Management are new to the top five. Of the Small Independent agencies that participated in the survey, the Chemical Safety and Hazard Investigation Board had the highest response rate. The Federal Retirement Thrift Investment Board is the only small agency since 2010 that has remained in the top five. The complete list of agency response rates is available in Appendix B.

FIGURE 1 Top 5 Agency Response Rates

PMC/LARGE AGENCIES



SMALL INDEPENDENT AGENCIES



Of the 266,376 employees who responded to the survey:¹

- Over half of the respondents identified themselves as non-supervisors
- Respondents are more likely to be male (52 percent) than female (48 percent)
- Over three-fourths of respondents are 40 years or older, with 50-59 the largest age category
- Over one third (39 percent) of respondents have been with the Federal Government for more than 20 years, while 15 percent of respondents are new to the Federal Government (three years or less)

One way to assess the survey results across the Federal government is to compare current years' results with past years' results. Tracking results for items from the 2010 Federal Employee Viewpoint survey shows consistent findings. Positive results over time indicate strongly held attitudes in the workforce.

In this report, we present multiple perspectives allowing for a broad view of the state of the Federal workforce. Top performing and most improved agencies as well as private sector comparisons are also identified in various sections throughout this report. The survey results are presented in the following order:

- Viewpoints from the Federal Employee
- Managing the Workforce
- All About the Employees
- Human Capital Assessment and Accountability (HCAAF) Indices
- Conclusions and Next Steps

This report, along with reports by agency and demographics, is available on OPM's Federal Employee Viewpoint Survey website at www.FedView.opm.gov.

¹Survey respondents' demographic characteristics are unweighted percentages.

VIEWPOINTS FROM THE FEDERAL EMPLOYEE

The year 2011 has been challenging for the American public in general and particularly challenging for Federal employees. Federal employees are at the very center of the current national debate. Despite potentially adverse scenarios, for instance, shutdowns, pay freezes, furloughs, benefit reductions, budget cuts, and negative public perceptions, Federal employees' dedication and commitment remain high. Essential government services continue as Federal employees do their part to provide the best possible service to all Americans.

Overall Outcomes

While the economic and political environment has been personally challenging for Federal workers, results from the FEVS continue to show a motivated workforce with strongly positive views about their agency and the work they do.

The Federal government is still an employer of choice — **nearly 7 out of every 10** Federal employee recommend their organization as a good place to work.

Federal employees are resoundingly positive in the following areas:

- Feel the work they do is important (92 percent) and feel a personal sense of accomplishment from their work (74 percent)
- Like the work they do (85 percent)
- Know how their work relates to agency's goals and priorities (85 percent) and believe their agency is successful at accomplishing its mission (79 percent)
- Believe they are held accountable for achieving results (84 percent)
- Rate the quality of work done in their units as high (82 percent)
- Feel that coworkers cooperate to get the job done (75 percent)
- Say they have enough information to do their jobs' well (73 percent)
- Have confidence that their organizations foster a safe and secure environment (78 percent)

In areas where reactions were not as resoundingly favorable, but no less important, Federal employees:

- Feel they have opportunities to improve their skills at work (65 percent), but only about half believe their training needs are assessed (54 percent)
- Believe policies and programs promote diversity in the workplace (59 percent)
- Are less inclined to agree they have personal empowerment with respect to work processes (48 percent)

Conversely, areas employees viewed as the most unfavorable:²

- Pay raises are linked to performance (47 percent negative)
- Poor performers are addressed (41 percent negative)
- Promotions are based on merit (35 percent negative)
- Differences in performance are recognized (34 percent negative)
- Employees have sufficient resources to get job done (34 percent negative)

² Percent Negative (Unfavorable): the combined percentages of respondents answering Strongly Disagree or Disagree, or Very Dissatisfied or Dissatisfied, or Very Poor or Poor, depending on the response categories used for the item.

MANAGING THE WORKFORCE

Achieving the goals of government depends on each agency having an effective workforce. Managing and motivating employees depends on a competent and caring management team at all levels. Items relating to workforce management are reviewed across three critical areas: leadership, supervision, and performance evaluation.

Leadership

Competent, ethical, and dedicated senior leaders who foster the confidence and respect of the workforce are critical to agency success. Effective leaders motivate and communicate effectively with employees.

Overall, leadership findings remained consistent from 2010 (see Appendix C, Trend Analysis).

- Approximately two-thirds of employees believe their leaders work well with employees of different backgrounds, communicate goals and priorities of the organization, and review and evaluate work progress.
- Over 50 percent of employees have a high level of respect for their senior leaders and believe they are doing a good job. Employees also report their leaders maintain high honesty and integrity, support collaboration, and demonstrate support for Work/Life programs.
- Although approximately half of Federal employees report being satisfied with the information they receive from management on what's going on in their organization, this is 14 percentage points lower than their counterparts in the private sector (Appendix D, Comparison to Private Sector Results).
- Fewer employees (approximately 45 percent) felt their leaders generated high levels of motivation and commitment in the workforce and were satisfied with the policies and practices of their senior leaders. Both areas continue to be challenges.

There were notable gains from the 2008 survey results (see Appendix C, Trend Analysis).

- Employee perceptions of leadership standards of honesty and integrity improved by 6 percentage points (from 51 percent in 2008 to 57 percent in 2011).
- Leaders inspiring high levels of motivation and commitment was up 5 percentage points (from 40 to 45 percent).
- Respect for senior leaders increased 5 percentage points (from 52 to 57 percent).
- Leaders communicating goals and priorities of the organization increased 4 percentage points (from 60 to 64 percent) and satisfaction with leaders' policies and practices also increased by 4 percentage points (from 42 to 46 percent).

Supervision

The day-to-day interactions with immediate supervisors provide employees with the most direct support, guidance and direction. Responses to items relating to an employee's immediate supervisor were strongly positive and continue to show improvements.

Governmentwide there is a high level of satisfaction with supervisors. Three out of 4 employees indicate their supervisor:

- Treats them with respect
- Supports their need to balance work and other life issues
- Listens to what they have to say

In addition, 2 out of 3 employees agree their supervisor:

- Is committed to a representative workforce
- Provides them with leadership opportunities
- Supports employee development
- Inspires trust and confidence

Across Government, nearly 70 percent of employees strongly feel their immediate supervisor is doing a good job. These results parallel the private sector findings that 75 percent of employees report their supervisor is doing a good job.

Performance Evaluation

Performance evaluation systems are designed to provide employees with critical information they need to maintain acceptable performance levels as well as to address developmental needs. A transparent and easy-to-understand system, along with effective supervisory communication and direction, provides a framework for both helping employees to succeed and holding them accountable to performance standards.

Employees are generally very positive towards their personal experience with their supervisors' use of the performance appraisal system, and are generally satisfied with supervisory communication about performance. Well over half of employees agree their supervisor takes the time to talk about their performance, their discussions are both fair and worthwhile, and they receive constructive suggestions to improve performance.

Employees understand what actions they would need to take to be rated at different performance levels (69 percent), and understand they are held accountable for achieving results (84 percent). The five areas employees viewed as the most unfavorable:

- Pay raises do not depend on performance (47 percent)
- Poor performers are not dealt with (41 percent)
- Promotions are not based on merit (35 percent)
- Differences in performance are not recognized (34 percent)
- Awards are not dependent on job performance (31 percent)

ALL ABOUT THE EMPLOYEES

Creating an engaged and satisfied workforce involves more than just an understanding of the work to be done. World class employers recognize that to unlock the full potential of each employee, management policies and practices must include workplace flexibilities.

Work/Life Programs

Work/Life programs are the invisible safety net for Federal employees. When needed, these programs provide employees with the resources and tools to successfully manage both work and life demands. The investment in these Federal programs has proven beneficial to employees and a cost savings to government.

Overall, 54 percent of employees report participating in at least one of the Work/Life programs (excluding telework programs). Employees are more likely to report participating in Alternative Work Schedules and Health and Wellness Programs. Over 75 percent of employees who participate in the Work/Life programs are positive about their experience.

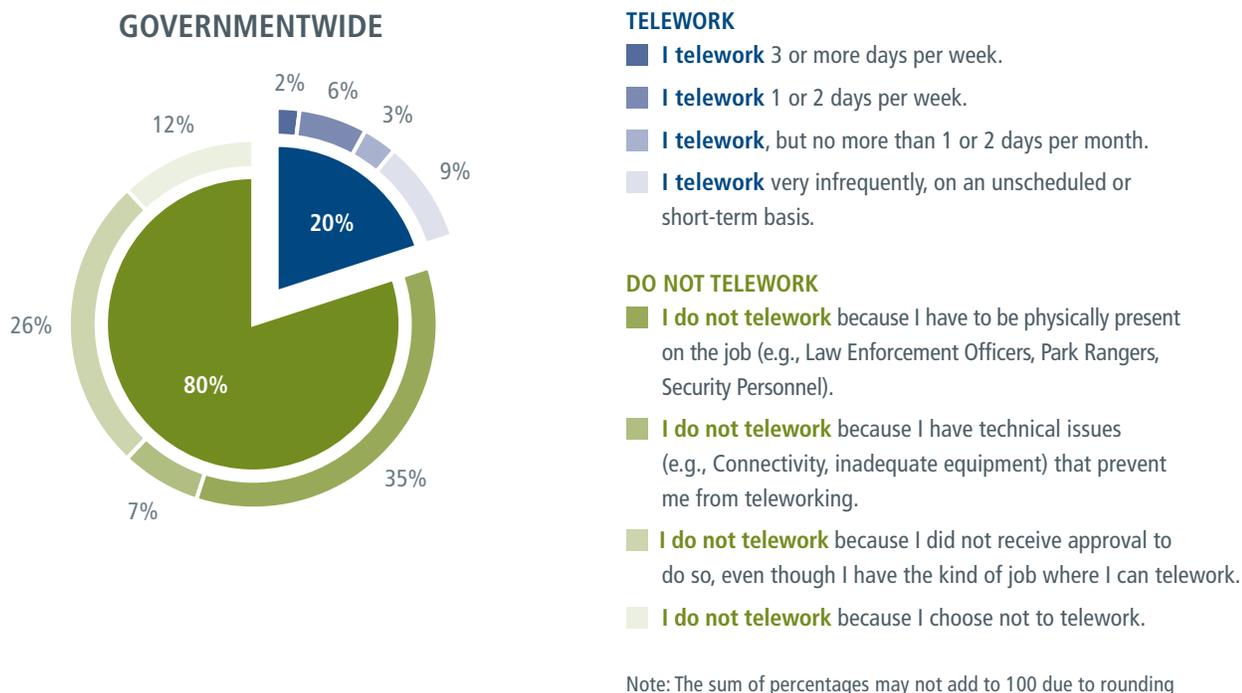
TABLE 1 Do You Participate In The Following Work/Life Programs?

Work/Life Program	Percent		
	Yes	No	Not Available to Me
Alternative Work Schedules (AWS)	33	47	20
Health and Wellness Programs	29	59	12
Employee Assistance Program (EAP)	13	81	6
Child Care Programs	3	81	16
Elder Care Programs	2	81	17

These results indicate employees view the Work/Life program initiative as a step in the right direction for the Federal government.

Telework

President Obama and Congress, through the Telework Enhancement Act of 2010, encouraged Federal agencies to expand their use of telework to ensure continuity of operations; find targeted productivity improvements and reduce overhead, real estate, environmental, and transit costs; and improve employees' ability to manage their work and life obligations. The benefits of telework are realized by Federal agencies only to the extent that employees are permitted to actively participate in these programs. While over one quarter (27 percent) of employees report being notified they are eligible to telework, 20 percent report actually teleworking in some form.

FIGURE 2 Telework Profile of FEVS Participants

Results indicate the agencies with the highest proportion of teleworkers are General Services Administration, National Science Foundation, Pension Benefit Guaranty Corporation and Office of Personnel Management; approximately 3 out of 4 employees report teleworking in some form.

Exercising telework options is a significant change for managers and employees alike. While the benefits of teleworking are evident, a teleworking environment drives changes in how managers supervise and how employees structure their work. For some jobs the physical presence of an employee is a requirement, however, for other Federal positions teleworking options are a realistic and practical alternative to the traditional office environment.

TABLE 2 Top Teleworking Agencies: Employees Reporting Teleworking In Some Form

	Percent Telework
Governmentwide	20%
General Services Administration	78%
National Science Foundation	76%
Pension Benefit Guaranty Corporation	74%
Office of Personnel Management	74%
Department of Education	69%
Securities and Exchange Commission	68%
Environmental Protection Agency	67%
Nuclear Regulatory Commission	63%
Federal Communications Commission	63%
National Credit Union Administration	59%
Federal Trade Commission	58%
National Aeronautics and Space Administration	57%
Small Agencies Combined	55%
Department of Housing and Urban Development	51%
Department of Commerce	50%

Global Satisfaction

Global satisfaction is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. These ratings have remained relatively steady since the previous year, after experiencing an increase in satisfaction between 2008 and 2010. In general, Federal employees are and remain satisfied.

A strong majority of employees reported satisfaction with their jobs (71 percent) and said they would recommend their organization as a good place to work (69 percent). Slightly fewer indicated satisfaction with their organization and their pay (62 percent for each). Federal employees' satisfaction with their jobs is on par with private sector ratings. However, Federal ratings of organization satisfaction are 10 percentage points lower than private sector ratings. See Appendix D for private sector comparisons.

The overall Governmentwide Global Satisfaction rating is 66 percent positive. The overall scores for the individual agencies ranged from a high of 80 percent positive for Nuclear Regulatory Commission to a low of 55 percent positive for National Archives and Records Administration. See Appendix E for a list of individual agencies' Global Satisfaction scores.

Relationship between Satisfaction and Retention

Thirty-five percentage points is the substantial difference in Global Satisfaction levels between those who intend to stay with their agency and those who intend to leave their agency for reasons other than retirement.³

- 75 percent: the average satisfaction rating of employees who intend to stay with their agency (“Stayers”)
- 40 percent: the average satisfaction rating of employees who intend to leave their agency (“Leavers”)
- Leavers are approximately 3 times more likely than stayers to report being dissatisfied

Retention of high-performing employees is crucial; recruitment and training are costly to organizations, unsatisfied employees are less productive and more likely to engage in counter-productive work behaviors and the loss of organizational knowledge and experience may be irreplaceable. In agencies where Global Satisfaction has diminished, prompt action may prevent the turnover of key employees.

FIGURE 3 Global Satisfaction



³For the purpose of this analysis, we consider only two types of respondents to the item “Are you considering leaving your organization within the next year, and if so why?” “Stayers” are employees who answered No to the item. “Leavers” are employees who answered Yes to the item. The analysis does not include employees who answered, “Yes to retire.”

Conditions for Employee Engagement Index

Engaged employees are passionate, energetic, and dedicated to their job and organization. The FEVS was developed to measure employees' experiences with their jobs and work environments, and not directly employee engagement. However, the survey does assess the critical conditions conducive for employee engagement – conditions which would be expected to lead to engaged employees (e.g., effective leadership, work which provides meaning to employees, the opportunity for employees to learn/grow on the job, etc.).

The theoretical framework for developing this index is that organizational conditions lead to feelings of engagement, which in turn lead to engagement behaviors (e.g. discretionary effort), and then to optimum organizational performance. See Index Development in Appendix A.

The FEVS Employee Engagement Index is an overarching model that is comprised of the three following subfactors (see Appendix F for the list of items in each subfactor):

- **Leaders Lead:** Employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.
- **Supervisors:** The interpersonal relationship between worker and supervisor, including trust, respect, and support.
- **Intrinsic Work Experiences:** Employees' feelings of motivation and competency relating to their role in the workplace.

FIGURE 4 Conditions for Employee Engagement Index – Positive Responses

EMPLOYEE ENGAGEMENT



LEADERS LEAD subfactor is made up of items 53, 54, 56, 60, and 61.

SUPERVISORS subfactor is made up of items 47, 48, 49, 51, and 52.

INTRINSIC WORK EXPERIENCES subfactor is made up of items 3, 4, 6, 11, and 12.

Overall, the majority of Federal employees indicate that positive conditions for engagement are evident in their agencies. The Governmentwide Conditions for Employee Engagement Index score is 67 percent positive (the average percent favorable responses to the three subfactors).

Engagement results among Federal agencies show:

- Scores ranging from a high of 79 percent to a low of 57 percent, a 22 percentage point spread
- Twenty-one agencies are at or above the Governmentwide average of 67 percent
- National Labor Relations Board, Office of Personnel Management, and Equal Employment Opportunity Commission Agency overall Employee Engagement Index scores increased by 3 percentage points from 2010 to 2011
- Office of Management & Budget and National Science Foundation had decreases of 3 and 4 percentage points, respectively, from 2010

See Appendix G for a list of individual agencies' Employee Engagement Index scores.

TABLE 3 Agencies with an Employee Engagement Index Score Over 70 Percent Positive

	Leaders Lead	Supervisors	Intrinsic Work Experiences	Employee Engagement Index
Nuclear Regulatory Commission	74	83	79	79
Federal Trade Commission	72	78	77	76
National Aeronautics & Space Administration	68	82	77	75
Department of State	65	77	76	72
Social Security Administration	66	73	76	72
Office of Personnel Management	63	78	73	72
Federal Energy Regulatory Commission	65	78	71	71
General Services Administration	62	76	74	71

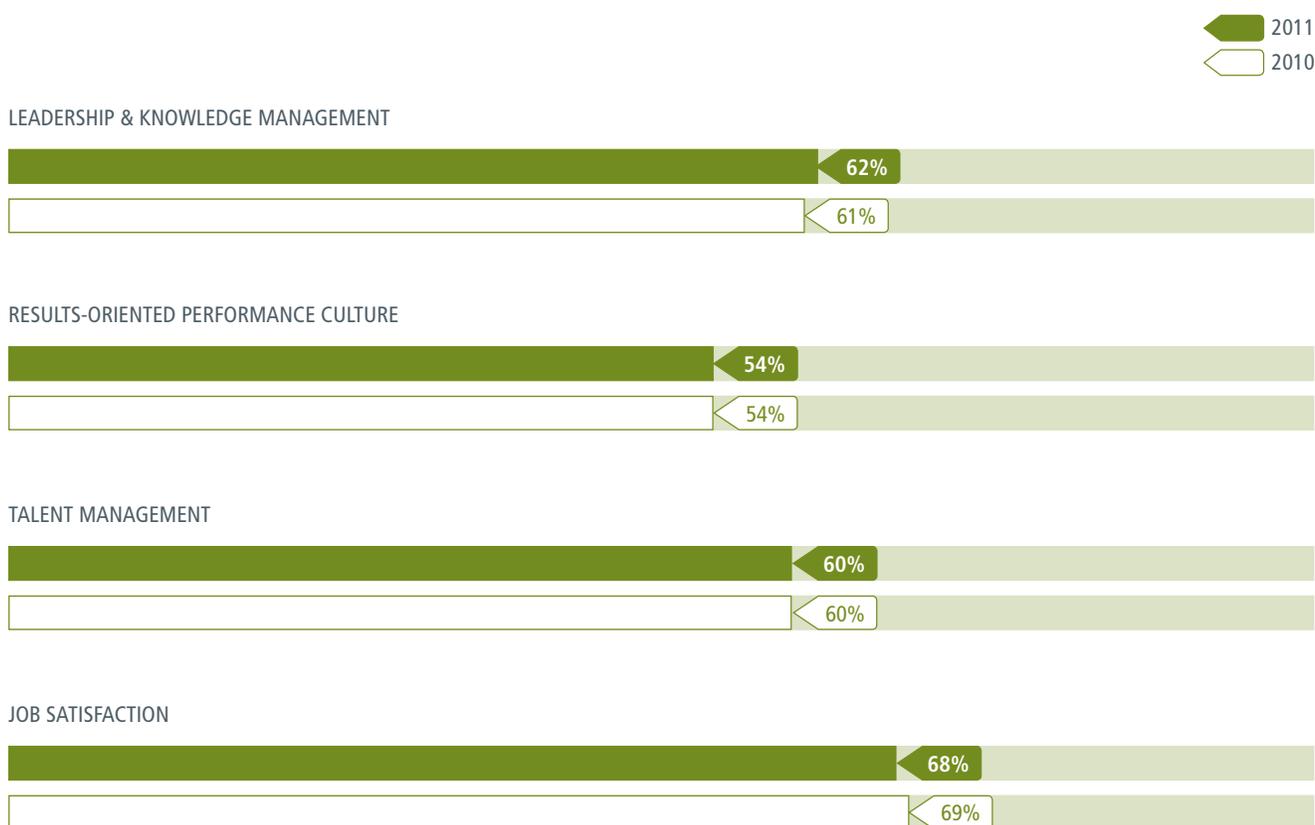
Note: The Employee Engagement Index was calculated using unrounded percentages for the three subfactors. Differences between the average of the subfactors and the Employee Engagement Index are due to rounding.

HCAAF INDICES

The Human Capital Assessment and Accountability Framework (HCAAF) establishes and defines five human capital systems that together provide a single, consistent definition of human capital management for the Federal government. Establishment of the HCAAF fulfills OPM's mandate under the Chief Human Capital Officers Act of 2002 (CHCO Act) to design systems and set standards, including appropriate metrics, for assessing the management of human capital by Federal Agencies. The FEVS provides one source of information for evaluating success in this framework.

The HCAAF indices provide consistent metrics for measuring progress toward HCAAF objectives. Using the same measurement indices across time provides an objective examination of progress in Government. A total of 39 items make up the four indices, which are: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. This section examines Governmentwide and agency performance on these indices.

FIGURE 5 HCAAF Indices – Positive Responses



The **LEADERSHIP & KNOWLEDGE MANAGEMENT INDEX** indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of items 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64, and 66.

The **RESULTS-ORIENTED PERFORMANCE CULTURE INDEX** indicates the extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. It is made up of items 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, and 65.

The **TALENT MANAGEMENT INDEX** indicates the extent to which employees think the organization has the talent necessary to achieve organizational goals. It is made up of items 1, 11, 18, 21, 29, 47, and 68.

The **JOB SATISFACTION INDEX** indicates the extent to which employees are satisfied with their jobs and various aspects thereof. It is made up of items 4, 5, 13, 63, 67, 69, and 70.

HCAAF Performance

Agencies differ noticeably on the four indices, and even the highest performing agencies have room to progress. For the individual agencies:

- Leadership and Knowledge Management ranged from a low of 49 percent positive to a high of 78 percent positive.
- Results-Oriented Performance Culture ranged from 47 percent positive to 68 percent positive.
- Talent Management ranged from 49 percent positive to 76 percent positive.
- Job Satisfaction ranged from 61 percent positive to 77 percent positive.
- Nuclear Regulatory Commission, Federal Trade Commission, and National Aeronautics and Space Administration were the top performing agencies across all four indices.
- Federal Energy Regulatory Commission, Department of State, Office of Personnel Management, and National Credit Union Administration were top performing agencies across three of the four indices. (See Appendix H for full list of agency scores)

TABLE 4 Top Performing Agencies on HCAAF Indices

Leadership & Knowledge Management	Results-Oriented Performance Culture	Talent Management	Job Satisfaction
Nuclear Regulatory Commission	Nuclear Regulatory Commission	Nuclear Regulatory Commission	Nuclear Regulatory Commission
Federal Trade Commission	Federal Trade Commission	National Aeronautics and Space Administration	National Aeronautics and Space Administration
National Aeronautics and Space Administration	National Aeronautics and Space Administration	Federal Trade Commission	Department of State
Social Security Administration	National Credit Union Administration	Court Services & Offender Supervision Agency	Social Security Administration
Federal Energy Regulatory Commission	Pension Benefit Guaranty Corporation	Pension Benefit Guaranty Corporation	National Credit Union Administration
Department of State	Department of Commerce	National Credit Union Administration	Office of Personnel Management
General Services Administration	Office of Personnel Management	Federal Energy Regulatory Commission	Federal Trade Commission
Federal Communications Commission	Federal Energy Regulatory Commission	Department of State	U.S. Army Corps of Engineers
Department of the Treasury	Federal Communications Commission	General Services Administration	Department of Justice
Office of Personnel Management	General Services Administration	U.S. Army Corps of Engineers	Court Services & Offender Supervision Agency
	Department of the Treasury	Office of Personnel Management	General Services Administration
		Department of the Treasury	Department of the Treasury
		Department of Commerce	

Note: The total number of top performing agencies identified in each HCAAF index varies due to ties in agency index scores.

HCAAF Improvement

An index is a more stable measure of a concept, but also a more difficult measure on which to show improvement. To increase an index score, an agency must improve scores on several of the items which make up the index. Because of the difficulty of improving an index score, only a few agencies had substantial increases of three or more percentage points.

Agencies that improved by 3 percentage points or more:

- Broadcasting Board of Governors and the Office of Personnel Management were the only agencies that showed improvement across 3 of 4 indices.
- National Labor Relations Board, National Credit Union Administration, U.S. Agency for International Development and Social Security Administration improved on the Leadership and Knowledge Management Index.
- Equal Employment Opportunity Commission, Small Business Administration, and Department of Housing and Urban Development showed improvement on the Leadership and Knowledge Management and the Talent Management Index.
- Department of Education also increased on the Talent Management index.
- No agency increased by 3 percentage points or more on the Job Satisfaction Index.

CONCLUSIONS AND NEXT STEPS

Over 266,000 Federal employees took the time to express their opinions regarding their jobs, their supervisors, their leadership, and their agency. However, the results presented in this report are only the beginning — each agency's leadership must carefully review their results and translate results into actions.

Governmentwide results reflect a workforce that is focused on achieving the mission and goals of their agencies, and produces high quality work. Employees feel their jobs are important and are willing to put in the extra effort to ensure their work is accomplished. Immediate supervisors are an integral part of the success of their agency, and 7 out of 10 employees feel their supervisor does a good job. This is the good news.

Strides have been made in the utilization of Work/Life programs. Fifty-four percent of employees report participating in at least one of the Work/Life programs, and 75 percent of those using these programs are satisfied or very satisfied. Governmentwide, 20 percent of employees telework in some form, and with the initiatives targeting increasing telework, these numbers may improve in the coming years.

A strong majority of employees are still satisfied with their jobs; however, sharp declines were seen in several agencies. Given the strong relationship between low job satisfaction and high intention to leave, agencies aware of these drops need to act quickly to avoid losing valued employees.

Survey results indicate several areas that still need to be addressed in order to continue to build an effective and efficient workforce. For example, while perceptions of senior leaders have become more positive over the past few years, still less than half of employees feel senior leaders inspire high levels of motivation and commitment and less than half are satisfied with the policies and practices of senior leaders. Although movement is in the right direction, there is still more that needs to be done.

Considerable problems exist in performance management. Awards and promotions are perceived as unrelated to job performance and employees feel that poor performers are not adequately addressed. These issues resurface in the results of each Governmentwide survey. We stand committed to searching for the right solutions to address these issues.

Private sector comparisons provide a different perspective. While Governmentwide ratings mirror private sector results in the areas of work and job satisfaction, the private sector outpaces the government in satisfaction with information from management, innovation, career opportunities and overall satisfaction with their agency.

This year has been challenging for Federal employees. The FEVS was disseminated during a time of significant uncertainty as the probability of a government shutdown loomed. Despite the circumstances, the message we received was clear. Federal employees are dedicated and motivated. Immediate supervisors are doing a good job. Leadership is getting better, but still has a ways to go and performance management must improve. The survey is only the measuring stick; the real work lies ahead as agencies embrace the results and move forward towards improvement.

APPENDIX A

2011 Federal Employee Viewpoint Survey (FEVS) methods

OPM conducted the 2011 FEVS to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. The FEVS is a tool that measures employees' perceptions of whether, and to what extent, conditions that characterize successful organizations are present in their agencies. This survey was administered for the first time in 2002 and then repeated in 2004, 2006, 2008, 2010, and most recently in April/May 2011. The survey provides general indicators of how well the Federal Government is running its human resources management systems. It also serves as a tool for OPM to assess individual agencies and their progress on strategic management of human capital, and gives senior managers critical information. OPM and agency managers will use the findings to develop policies and action plans for improving agency performance.

The survey

The 95-item survey included 11 demographic questions and 84 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 95 items in the questionnaire are grouped into eight topic areas that respondents see as they proceed through the survey: Personal Work Experiences, Work Unit, Agency, Supervisor/Team Leader, Leadership, Satisfaction, Work/Life, and Demographics. The demographic items include location of employment (headquarters vs. field), supervisory status, gender, ethnicity/race, age, pay category/grade, Federal employment tenure, and agency tenure. In addition, the survey includes items on intention to leave the organization, and plans to retire. There are 77 (non-demographic) items in common between the 2011 and 2010 surveys, 58 between the 2011 and 2008 surveys, and 57 between the 2011 and 2006 surveys.

The sample

As was the case for each of the previous administrations of the survey, the 2011 survey was directed at full-time, permanent employees. OPM extended an invitation to all small and independent agencies, and 54 chose to participate in the survey effort. The survey was administered as a census to most of the small/independent agencies, as well as 13 larger agencies, at the agencies' request.

The sample was designed to ensure representative survey results would be reported by agency/subagency and supervisory status (i.e., non-supervisors, supervisors, and executives) as well as for the overall Federal workforce.

Sample type

The sample was a probability sample; that is, each employee in the target population had a known, non-zero probability of selection. Probability sampling is a prerequisite to generalizing from survey respondents to the survey population.

Sampling frame

The sample was drawn from lists of employees from all agencies participating in the survey. Some agencies requested a census, that is, they wanted all of their employees invited to take the survey. The rest were sampled as described above. Employees were grouped into 1,114 sample subgroups corresponding to agency, subagency, and supervisory status reporting requirements. A total of 560,084 employees were invited to participate from 83 agencies. These agencies comprise 97 percent of the executive branch workforce.

Data collection

Mode/Method

The 2011 FEVS was a self-administered Web survey. OPM distributed paper versions of the survey to components of agencies that did not have electronic access.

Response rate

Of the 540,727 employees receiving surveys, 266,376 completed the survey for a Governmentwide response rate of 49.3 percent.

Data weighting

Data collected from 2011 survey respondents were weighted to produce survey estimates that accurately represent the survey population. Unweighted data are likely to produce biased estimates of population statistics. The weights developed for the 2011 FEVS take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point.

Reported data

The percentages presented throughout the report are weighted data that are representative of the survey population of Federal employees and your agency's employees. Appropriate domain weights were applied to the answers of each respondent. This process did not change any answers; rather, it gave accurate relative importance to a respondent's answers, adjusting for over- and under-represented groups of respondents.

Data analysis

In performing statistical analyses for this report, OPM employed a number of grouping procedures to simplify presentations. Most of the items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. In some instances, these responses are collapsed into one positive category (Strongly Agree and Agree), one negative category (Strongly Disagree and Disagree), and a neutral category (Neither Agree nor Disagree).

Six items were added to the 2011 survey. These six items (Q. 72, Q. 74, Q. 75, Q. 76, Q. 77, Q. 78) were added to the Work/Life section. In addition, more response choices were added for the telework item (Q. 73) for the 2011 survey. In the 2010 survey, this item (Q. 72) had fewer response choices with slightly different wording.

We conducted analyses on all survey items for the various demographic categories. More detailed survey statistics are available in the published Federal Employee Viewpoint Survey Data volume for this survey and can be downloaded from OPM's Federal Employee Viewpoint Survey website: www.FedView.OPM.gov.

"Do Not Know" and "No Basis to Judge" responses

Responses of Do Not Know/No Basis to Judge were removed before calculation of percentages. In 2006 and 2008, all responses were included in the calculations. To ensure comparability, data from previous years were recalculated, removing Do Not Know/No Basis to Judge responses, before any calculations with prior survey data were carried out.

Index development

The 2011 Employee Viewpoint Survey includes five indices: the four HCAAF (Human Capital Assessment and Accountability Framework) Indices and the revised Employee Engagement Index. These indices provide a dependable and consistent method for Federal agencies to assess different facets of the workforce.

HCAAF indices

The HCAAF Indices were developed to help agencies meet the requirements of OPM's mandate under the Chief Human Capital Officers Act of 2002 to design systems, set standards, and development metrics for assessing the management of Federal employees. The FEVS provides supplementary information to evaluate Leadership and Knowledge Management, Results-Oriented Performance Culture, and Talent Management, and provides an additional index on Job Satisfaction.

The Index scores were calculated by averaging the percent positive responses on the items within the Index. For example, if the item-level percent positive responses for a four-item Index were 20 percent, 40 percent, 60 percent, and 80 percent, the HCAAF rating would be the average of these four percentages (20 + 40 + 60 + 80) divided by 4 = 50 percent.

Conditions for Employee Engagement

The Conditions for Employee Engagement Index was developed using a combination of theory and statistical analysis, and expands on the 2010 Employee Engagement results.

Several items from the FEVS were selected based on a rationalization they would be representative of dimensions similar to other engagement “driver” measures. Items which used a satisfaction scale were excluded so as to differentiate between satisfaction and engagement. Thirty-two items were initially selected, and a review of the literature on engagement further reduced this number to twenty-six.

An exploratory factor analysis conducted with the data from the 2010 FEVS revealed three factors, and the model was substantiated with a confirmatory factor analysis. Results showed sixteen items remained, split between three factors (Leadership, Supervision, and Intrinsic Work Experience) with a single, underlying factor (Conditions Conducive to Employee Engagement).

The confirmatory factor analysis was repeated with the 2011 FEVS data, which further supported the three-factor model. One item was removed for theoretical and statistical reasons, resulting in the fifteen-item, three-factor model presented in Appendix F.

APPENDIX B

APPENDIX B Response Rates by Agency

	Percent Telework
Governmentwide	49.3
Departments and Large Agencies	
Broadcasting Board of Governors	67.0
Court Services and Offender Supervision Agency	45.7
Department of Agriculture	55.9
Department of Commerce	56.0
Department of Education	76.3
Department of Energy	39.3
Department of Health and Human Services	40.4
Department of Homeland Security	51.8
Department of Housing and Urban Development	64.6
Department of Justice	56.5
Department of Labor	50.2
Department of State	43.1
Department of the Interior	51.8
Department of the Treasury	66.4
Department of Transportation	68.8
Department of Veterans Affairs	46.5
Environmental Protection Agency	54.2
Equal Employment Opportunity Commission	54.5
Federal Communications Commission	50.7
Federal Energy Regulatory Commission	70.9
Federal Trade Commission	59.0
General Services Administration	53.2
National Aeronautics and Space Administration	55.4
National Archives and Records Administration	73.1
National Credit Union Administration	49.7
National Labor Relations Board	43.2
National Science Foundation	63.1
Nuclear Regulatory Commission	69.1
Office of Management and Budget	65.4
Office of Personnel Management	73.1
Pension Benefit Guaranty Corporation	63.8
Railroad Retirement Board	73.0
Securities and Exchange Commission	53.4

APPENDIX B Response Rates by Agency (cont'd)

	Percent Telework
Departments and Large Agencies (cont'd)	
Small Business Administration	72.0
Social Security Administration	55.0
U.S. Agency for International Development	40.0
Department of Defense	36.1
Department of the Air Force	34.6
Department of the Army	32.7
Department of the Navy	41.6
U.S. Army Corps of Engineers	28.9
U.S. Marine Corps	42.1
OSD, Joint Staff, Defense Agencies, & DoD Field Activities	38.7
Small/Independent Agencies	
Advisory Council on Historic Preservation	84.4
African Development Foundation	47.6
American Battle Monuments Commission	75.0
Chemical Safety and Hazard Investigation Board	91.7
Commission on Civil Rights	82.1
Committee for Purchase from People Who Are Blind or Severely Disabled	80.0
Commodity Futures Trading Commission	65.3
Consumer Product Safety Commission	53.7
Corporation for National and Community Service	71.9
Defense Nuclear Facilities Safety Board	85.7
Export-Import Bank	47.2
Federal Election Commission	50.0
Federal Housing Finance Agency	74.2
Federal Labor Relations Authority	74.6
Federal Maritime Commission	75.9
Federal Mediation and Conciliation Service	77.2
Federal Retirement Thrift Investment Board	86.6
Institute of Museum and Library Services	89.1
Inter-American Foundation	73.3
International Boundary and Water Commission: U.S. & Mexico	83.7
Marine Mammal Commission	76.9

APPENDIX B Response Rates by Agency (cont'd)

	Percent Telework
Small/Independent Agencies (cont'd)	
Merit Systems Protection Board	70.4
National Capital Planning Commission	82.1
National Council on Disability	50.0
National Endowment for the Arts	74.6
National Endowment for the Humanities	79.5
National Gallery of Art	51.3
National Indian Gaming Commission	76.0
National Mediation Board	56.8
National Transportation Safety Board	64.3
Nuclear Waste Technical Review Board	66.7
Occupational Safety and Health Review Commission	68.8
Office of Navajo and Hopi Indian Relocation	78.0
Office of the U.S. Trade Representative	44.4
Postal Regulatory Commission	80.3
Selective Service System	91.5
Surface Transportation Board	70.5
Trade and Development Agency	72.2
U.S. Access Board	84.0
U.S. International Trade Commission	54.0
Woodrow Wilson International Center for Scholars	64.7

APPENDIX C

Trend analysis: 2006 vs. 2008 vs. 2010 vs. 2011 results

Appendix C consists of a set of trend tables which displays the positive results for each item for the last four survey administrations. The last column of the table indicates whether or not there were significant increases, decreases, or no changes in positive ratings from 2006 to 2008 (the first arrow in the pair), from 2008 to 2010 (the second arrow), and from 2010 to 2011 (the last arrow). Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, symbols →↗↗ indicate there was no significant change in positive ratings from 2006 to 2008, but there was a significant increase in positive ratings from 2008 to 2010, and from 2010 to 2011. Similarly, symbols ↘→→ indicate there was a significant decrease from 2006 to 2008, but there no significant change in positive ratings from 2008 to 2010 or from 2010 to 2011.

APPENDIX C Trend Analysis

	Percent Positive				Significant Trends
	2006	2008	2010	2011	
‡1. I am given a real opportunity to improve my skills in my organization.	62.1	64.0	65.9	65.1	↗ ↗ →
2. I have enough information to do my job well.	72.4	73.4	72.9	73.2	→ → →
3. I feel encouraged to come up with new and better ways of doing things.	60.3	60.7	59.9	59.4	→ → →
‡4. My work gives me a feeling of personal accomplishment.	73.0	73.4	74.7	73.9	→ ↗ ↘
‡5. I like the kind of work I do.	83.4	83.8	85.6	85.0	→ ↗ ↘
6. I know what is expected of me on the job.	—	—	80.8	80.2	NA NA →
7. When needed I am willing to put in the extra effort to get a job done.	—	—	96.7	96.9	NA NA →
8. I am constantly looking for ways to do my job better.	—	—	91.7	91.8	NA NA →
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	48.1	51.6	50.1	47.8	↗ ↘ ↘
‡10. My workload is reasonable.	59.3	60.3	59.1	59.0	→ → →
‡11. My talents are used well in the workplace.	62.0	62.8	60.4	60.5	→ ↘ →
‡12. I know how my work relates to the agency's goals and priorities.	83.4	84.5	84.4	84.6	↗ → →
‡13. The work I do is important.	90.5	91.0	92.2	91.8	→ ↗ →
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67.1	67.5	67.0	67.3	→ → →
‡15. My performance appraisal is a fair reflection of my performance.	65.5	64.6	68.4	69.7	→ ↗ ↗
16. I am held accountable for achieving results.	79.7	82.4	84.0	84.0	↗ ↗ →
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	52.2	54.8	61.6	62.5	↗ ↗ ↗
‡18. My training needs are assessed.	51.9	54.2	53.8	54.0	↗ → →
‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	—	66.7	67.8	68.7	NA → →

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

APPENDIX C Trend Analysis (cont'd)

	Percent Positive				Significant Trends
	2006	2008	2010	2011	
‡20. The people I work with cooperate to get the job done.	83.3	83.9	74.7	74.6	→ ↓ →
‡21. My work unit is able to recruit people with the right skills.	45.1	46.2	45.8	45.5	↗ → →
‡22. Promotions in my work unit are based on merit.	35.2	36.9	35.4	35.6	↗ ↓ →
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	30.5	31.7	30.8	30.6	↗ ↓ →
‡24. In my work unit, differences in performance are recognized in a meaningful way.	31.0	32.8	36.2	35.9	↗ ↗ →
25. Awards in my work unit depend on how well employees perform their jobs.	41.4	43.4	43.5	43.5	↗ → →
26. Employees in my work unit share job knowledge with each other.	74.6	75.8	73.1	73.4	↗ ↓ →
27. The skill level in my work unit has improved in the past year.	52.2	54.1	55.7	57.0	↗ ↗ ↗
28. How would you rate the overall quality of work done by your work unit?	83.0	83.4	82.2	82.2	→ ↓ →
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	74.1	74.3	72.5	73.2	→ ↓ ↗
‡30. Employees have a feeling of personal empowerment with respect to work processes.	43.2	44.8	47.6	48.4	↗ ↗ ↗
31. Employees are recognized for providing high quality products and services.	—	—	51.1	51.5	NA NA →
‡32. Creativity and innovation are rewarded.	39.8	41.1	41.1	40.9	↗ → →
‡33. Pay raises depend on how well employees perform their jobs.	22.8	27.0	26.3	24.0	↗ → ↓
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	60.4	63.5	58.0	58.7	↗ ↓ →
‡35. Employees are protected from health and safety hazards on the job.	75.7	77.0	76.4	77.7	↗ → ↗
‡36. My organization has prepared employees for potential security threats.	73.6	75.1	76.3	78.1	↗ ↗ ↗
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	48.8	51.5	51.3	52.4	↗ → ↗
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	65.2	66.2	65.7	67.0	→ → ↗
39. My agency is successful at accomplishing its mission.	—	—	77.6	78.9	NA NA ↗
40. I recommend my organization as a good place to work.	63.5	65.5	69.7	68.9	↗ ↗ ↓
41. I believe the results of this survey will be used to make my agency a better place to work.	—	—	44.5	45.3	NA NA →
‡42. My supervisor supports my need to balance work and other life issues.	78.5	75.8	76.2	77.2	↓ → ↗

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

APPENDIX C Trend Analysis (cont'd)

	Percent Positive				Significant Trends
	2006	2008	2010	2011	
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	—	—	66.0	66.6	NA NA ↗
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	56.6	57.2	62.4	63.3	→ ↗ ↗
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	—	—	65.3	66.0	NA NA →
46. My supervisor team leader provides me with constructive suggestions to improve my job performance.	—	—	60.9	61.9	NA NA ↗
‡47. Supervisors/team leaders in my work unit support employee development.	64.6	65.1	65.9	66.9	→ → ↗
48. My supervisor/team leader listens to what I have to say.	—	—	74.8	75.2	NA NA →
49. My supervisor/team leader treats me with respect.	—	—	79.9	80.2	NA NA →
50. In the last six months, my supervisor/team leader has talked with me about my performance.	—	—	76.4	76.9	NA NA →
‡51. I have trust and confidence in my supervisor.	63.8	64.2	66.5	67.2	→ ↗ →
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66.2	66.2	68.4	69.3	→ ↗ ↗
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	31.8	40.2	44.5	45.0	↗ ↗ →
54. My organization's leaders maintain high standards of honesty and integrity.	50.3	51.1	55.7	57.0	→ ↗ ↗
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	65.6	67.4	63.5	65.3	↗ ↘ ↗
‡56. Managers communicate the goals and priorities of the organization.	58.7	60.2	64.2	64.4	↗ ↗ →
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	59.6	60.6	63.5	64.0	→ ↗ →
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	54.5	56.1	54.5	55.2	↗ ↘ ↗
59. Managers support collaboration across work units to accomplish work objectives.	—	—	57.5	58.4	NA NA →
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	—	—	57.3	57.6	NA NA →
‡61. I have a high level of respect for my organization's senior leaders.	49.5	52.1	55.6	56.6	↗ ↗ ↗
62. Senior leaders demonstrate support for Work/Life programs.	—	—	54.7	55.4	NA NA →
‡63. How satisfied are you with your involvement in decisions that affect your work?	53.7	53.4	54.8	53.4	→ → ↘
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	46.6	48.1	51.0	50.7	↗ ↗ →

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

	Percent Positive				Significant Trends
	2006	2008	2010	2011	
#65. How satisfied are you with the recognition you receive for doing a good job?	48.6	50.3	52.2	50.7	↗ ↗ ↘
#66. How satisfied are you with the policies and practices of your senior leaders?	40.9	42.3	45.1	45.6	↗ ↗ →
#67. How satisfied are you with your opportunity to get a better job in your organization?	36.5	39.0	41.7	39.7	↗ ↗ ↘
#68. How satisfied are you with the training you receive for your present job?	53.7	55.3	55.8	54.9	↗ → →
#69. Considering everything, how satisfied are you with your job?	67.5	68.5	71.5	70.7	→ ↗ →
#70. Considering everything, how satisfied are you with your pay?	61.3	60.4	65.8	62.5	→ ↗ ↘
71. Considering everything, how satisfied are you with your organization?	56.2	57.5	62.4	62.3	↗ ↗ →
79. Telework	38.6	39.9	35.4	38.2	↗ ↘ ↗
80. Alternative Work Schedules (AWS)	62.9	61.2	59.5	60.6	↘ ↘ ↗
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	—	—	51.2	52.5	NA NA ↗
82. Employee Assistance Program (EAP)	—	—	48.1	41.3	NA NA ↘
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	—	—	23.1	21.0	NA NA ↘
84. Elder Care Programs (for example, support groups, speakers)	—	—	19.9	16.0	NA NA ↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

APPENDIX D

APPENDIX D Comparison to Private Sector Results

	Percent Positive		
	Governmentwide	Private Sector	Difference
‡1. FEVS – I am given a real opportunity to improve my skills in my organization.			
Private Sector – I am given a real opportunity to improve my skills in the company.	65	63	+2
‡2. I have enough information to do my job well.	73	79	-6
‡3. I feel encouraged to come up with new and better ways of doing things.	59	71	-12
‡4. My work gives me a feeling of personal accomplishment.	74	75	-1
‡5. I like the kind of work I do.	85	87	-2
‡20. The people I work with cooperate to get the job done.	75	81	-6
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	69	75	-6
‡63. How satisfied are you with your involvement in decisions that affect your work?	53	59	-6
‡64. FEVS – How satisfied are you with the information you receive from management on what's going on in your organization?			
Private Sector – How satisfied are you with the information you receive from management on what's going on in the company?	51	65	-14
‡65. How satisfied are you with the recognition you receive for doing a good job?	51	57	-6
‡67. FEVS – How satisfied are you with your opportunity to get a better job in your organization?			
Private Sector – How satisfied are you with your opportunity to get a better job in this company?	40	53	-13
‡68. How satisfied are you with the training you receive for your present job?	55	65	-10
‡69. Considering everything, how satisfied are you with your job?	71	73	-2
‡71. FEVS – Considering everything, how satisfied are you with your organization?			
Private Sector – Considering everything, how would you rate your overall satisfaction with the company at the present time?	62	72	-10

Note: The percentages shown in the "Private Sector" column provides the percentage who responded favorable to the same questions collected from employees performing a wide range of jobs in a set of large private sector companies, primarily in the U.S. Four private sector items had slightly different wording than the Federal Employee Viewpoint Survey (FEVS). These differences are noted in the table.

APPENDIX E

APPENDIX E Global Satisfaction Ratings by Agency

	Global Satisfaction Percentage	
	2010	2011
Governmentwide	67	66
Departments and Large Agencies		
Broadcasting Board of Governors	55	57
Court Services and Offender Supervision Agency	73	70
Department of Agriculture	65	64
Department of Commerce	71	71
Department of Education	62	62
Department of Energy	67	63
Department of Health and Human Services	67	65
Department of Homeland Security	62	61
Department of Housing and Urban Development	62	60
Department of Justice	73	72
Department of Labor	66	63
Department of State	74	74
Department of the Interior	67	65
Department of the Treasury	70	70
Department of Transportation	63	63
Department of Veterans Affairs	65	64
Environmental Protection Agency	72	70
Equal Employment Opportunity Commission	62	64
Federal Communications Commission	71	69
Federal Energy Regulatory Commission	73	70
Federal Trade Commission	75	72
General Services Administration	74	73
National Aeronautics and Space Administration	77	75
National Archives and Records Administration	58	55
National Credit Union Administration	68	69
National Labor Relations Board	64	65
National Science Foundation	75	69
Nuclear Regulatory Commission	83	80

APPENDIX E Global Satisfaction Ratings by Agency (cont'd)

	Global Satisfaction Percentage	
	2010	2011
Departments and Large Agencies (cont'd)		
Office of Management and Budget	69	60
Office of Personnel Management	70	71
Pension Benefit Guaranty Corporation	71	67
Railroad Retirement Board	72	68
Securities and Exchange Commission	66	61
Small Business Administration	62	61
Social Security Administration	74	73
U.S. Agency for International Development	65	63
Department of Defense		
Department of Defense	67	66
Department of the Air Force	67	65
Department of the Army	66	66
Department of the Navy	68	67
U.S. Marine Corps	65	65
U.S. Army Corps of Engineers	73	70
OSD, Joint Staff, Defense Agencies, & DoD Field Activities	68	64

APPENDIX F

APPENDIX F Employee Engagement Index Items

LEADERS LEAD: Employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.

-
- 53. In my organization, leaders generate high levels of motivation and commitment in the workforce.

 - 54. My organization's leaders maintain high standards of honesty and integrity.

 - 56. Managers communicate the goals and priorities of the organization.

 - 60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?

 - 61. I have a high level of respect for my organization's senior leaders.

SUPERVISORS: The interpersonal relationship between worker and supervisor, including trust, respect, and support.

-
- 47. Supervisors/team leaders in my work unit support employee development

 - 48. My supervisor/team leader listens to what I have to say.

 - 49. My supervisor/team-leader treats me with respect.

 - 51. I have trust and confidence in my supervisor.

 - 52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

INTRINSIC WORK EXPERIENCE: Employees' feelings of motivation and competency relating to their role in the workplace.

-
- 3. I feel encouraged to come up with new and better ways of doing things.

 - 4. My work gives me a feeling of personal accomplishment.

 - 6. I know what is expected of me on the job.

 - 11. My talents are used well in the workplace.

 - 12. I know how my work relates to the agency's goals and priorities.

APPENDIX G

APPENDIX G Employee Engagement Index Ratings by Agency

	2011 Percentage			Employee Engagement Index
	Leaders Lead	Supervisors	Intrinsic Work Experiences	
Governmentwide	56	72	72	67
Departments and Large Agencies				
Broadcasting Board of Governors	43	63	66	57
Court Services and Offender Supervision Agency	64	74	74	70
Department of Agriculture	51	73	71	65
Department of Commerce	60	77	73	70
Department of Education	55	71	67	64
Department of Energy	51	71	68	63
Department of Health and Human Services	55	70	71	65
Department of Homeland Security	48	68	64	60
Department of Housing and Urban Development	53	67	65	61
Department of Justice	59	75	73	69
Department of Labor	54	70	68	64
Department of State	65	77	76	72
Department of the Interior	51	70	71	64
Department of the Treasury	61	77	73	70
Department of Transportation	48	70	69	63
Department of Veterans Affairs	54	67	73	65
Environmental Protection Agency	54	75	72	67
Equal Employment Opportunity Commission	55	70	71	65
Federal Communications Commission	61	78	69	69
Federal Energy Regulatory Commission	65	78	71	71
Federal Trade Commission	72	78	77	76
General Services Administration	62	76	74	71
National Aeronautics and Space Administration	68	82	77	75
National Archives and Records Administration	47	69	68	62
National Credit Union Administration	57	75	71	68
National Labor Relations Board	57	71	71	66
National Science Foundation	56	72	74	67
Nuclear Regulatory Commission	74	83	79	79
Office of Management and Budget	50	71	67	63

Note: The Employee Engagement Index was calculated using unrounded percentages for the three subfactors. Differences between the average of the subfactors and the Employee Engagement Index are due to rounding.

APPENDIX G Employee Engagement Index Ratings by Agency (cont'd)

	2011 Percentage			Employee Engagement Index
	Leaders Lead	Supervisors	Intrinsic Work Experiences	
Departments and Large Agencies (cont'd)				
Office of Personnel Management	63	78	73	72
Pension Benefit Guaranty Corporation	58	76	75	69
Railroad Retirement Board	57	70	71	66
Securities and Exchange Commission	47	70	65	61
Small Business Administration	56	70	69	65
Social Security Administration	66	73	76	72
U.S. Agency for International Development	56	72	67	65
Department of Defense				
Department of Defense	58	72	73	68
Department of the Air Force	57	72	72	67
Department of the Army	59	72	73	68
Department of the Navy	57	73	73	68
U.S. Marine Corps	54	72	74	67
U.S. Army Corps of Engineers	60	75	73	70
OSD, Joint Staff, Defense Agencies, & DoD Field Activities	56	72	70	66

Note: The Employee Engagement Index was calculated using unrounded percentages for the three subfactors. Differences between the average of the subfactors and the Employee Engagement Index are due to rounding.

APPENDIX H

APPENDIX H Human Capital Assessment and Accountability Framework Ratings by Agency

	2011 Percentage			
	Leadership & Knowledge Management	Results-Oriented Performance Culture	Talent Management	Job Satisfaction
Governmentwide	62	54	60	68
Departments and Large Agencies				
Broadcasting Board of Governors	49	48	50	64
Court Services and Offender Supervision Agency	65	58	69	70
Department of Agriculture	58	53	58	68
Department of Commerce	65	61	63	69
Department of Education	60	53	58	65
Department of Energy	60	53	58	65
Department of Health and Human Services	60	55	59	68
Department of Homeland Security	55	48	53	64
Department of Housing and Urban Development	57	49	49	63
Department of Justice	64	56	62	70
Department of Labor	61	53	54	66
Department of State	67	58	65	73
Department of the Interior	56	53	57	68
Department of the Treasury	66	59	63	70
Department of Transportation	57	49	57	68
Department of Veterans Affairs	59	52	60	68
Environmental Protection Agency	61	56	60	69
Equal Employment Opportunity Commission	60	55	56	68
Federal Communications Commission	67	59	61	67
Federal Energy Regulatory Commission	68	60	65	67
Federal Trade Commission	73	66	70	71
General Services Administration	67	59	65	70
National Aeronautics and Space Administration	72	64	70	74
National Archives and Records Administration	55	53	55	63
National Credit Union Administration	61	62	66	71
National Labor Relations Board	62	52	60	67
National Science Foundation	59	58	61	68
Nuclear Regulatory Commission	78	68	76	77

APPENDIX H HCAAF Ratings by Agency (cont'd)

	2011 Percentage			
	Leadership & Knowledge Management	Results-Oriented Performance Culture	Talent Management	Job Satisfaction
Departments and Large Agencies (cont'd)				
Office of Management and Budget	51	51	58	65
Office of Personnel Management	66	60	63	71
Pension Benefit Guaranty Corporation	65	61	67	69
Railroad Retirement Board	61	55	55	68
Securities and Exchange Commission	55	47	51	61
Small Business Administration	61	54	53	67
Social Security Administration	69	56	62	72
U.S. Agency for International Development	60	53	58	66
Department of Defense				
Department of Defense	64	55	61	68
Department of the Air Force	63	54	61	67
Department of the Army	64	56	62	69
Department of the Navy	64	55	61	69
U.S. Marine Corps	62	54	60	69
U.S. Army Corps of Engineers	65	57	64	70
OSD, Joint Staff, Defense Agencies, & DoD Field Activities	63	54	60	66



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