2013

Federal Employee Viewpoint Survey Results

Employees Influencing Change

National Endowment for the Humanities

Small Agency Management Report

United States Office of
Personnel Management

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About This Report

Resiliency in the Face of Challenge

Federal employees remain committed to the missions of their agencies despite a number of challenges, including continued pay freezes, agency furloughs, and a climate of uncertainty. Federal employees across government feel the effects of these challenges. The benefit of the Federal Employee Viewpoint Survey (FEVS) is the opportunity it provides employees to share their insights across all organizational levels and climates. Employee views are important throughout government, from hiring and retention to organizational effectiveness, because they present a broad diversity of opinions.

This report enables agency leaders to identify both strengths and challenges by looking for patterns and themes in their results. Throughout the report we have highlighted areas for action as well as areas for celebration, allowing agencies to gain a better understanding of their employee views. This broad spectrum of employee perspectives is one reason why the FEVS is a powerful tool for change.

It is Important to Make Comparisons

Comparisons to past survey results and the combined small agency averages are included throughout the report to ensure meaningful and action-oriented content. These comparisons highlight areas that have improved or declined, and provide benchmarks for interpreting the 2013 results. The combined small agency comparison group is made up of the 44 small/independent agencies that participated in the 2013 FEVS. Small/independent agencies are typically defined as having less than 800 employees, please see Appendix A for a full list of all agencies surveyed.

Multiple Perspectives of Your Agency's Results

This report provides a broad but interconnected picture of your results, and includes…

Strengths & Challenges: Survey items with the highest percent positive and the highest percent negative responses.

Increases & Decreases: Survey items that increased or decreased by 5 or more percentage points since 2012.

Items to Celebrate & Caution Items: Survey items that increased or decreased by 2 or more percentage points between 2011-2012 and 2012-2013.

Above & Below: Survey items that lead or trail the combined small agency average by 5 or more percentage points.

Indices:

- Human Capital Assessment and Accountability Framework (HCAAF):
  measures of progress in meeting human capital strategy objectives
- Employee Engagement:
  measures of the conditions likely to lead to engagement
- Global Satisfaction:
  a comprehensive indicator of employees' overall work satisfaction

Appendices: A set of appendices that show results benchmarked against agency high/low results and percentile scores; a trend analysis of results over time; a Decision Aid; and Frequently Asked Questions (FAQs) for the 2013 survey.

What do the Survey Results Represent?

The results represent a snapshot in time of the perceptions of the Federal workforce. Statisticians weighted survey data to adjust for differences between characteristics of the respondents and the population of Federal employees surveyed. The small/independent agency results have a plus or minus one percent margin of error.

Results at a Glance

Strengths & Increases

55 items had positive ratings of 65 percent or more

14 items increased by 5 or more percentage points since the 2012 survey

Challenges & Decreases

1 item had a negative rating of 35 percent or more

10 items decreased by 5 or more percentage points since the 2012 survey

Items to Celebrate

12 items increased by 2 or more percentage points between 2011-2012 and 2012-2013

Caution Items

0 items decreased by 2 or more percentage points between 2011-2012 and 2012-2013

Your Agency Response

Field Period

April 23, 2013 – June 7, 2013

Response Rate

77% (98 out of 128 employees responded)

Understanding Your Results

Positive Ratings
The sum of two positive categories (i.e., Strongly Agree/Agree)

Negative Ratings
The sum of two negative categories (i.e., Strongly Disagree/Disagree)

Applying Rules of Thumb

65% or more positive is considered a strength

35% or more negative is considered a challenge

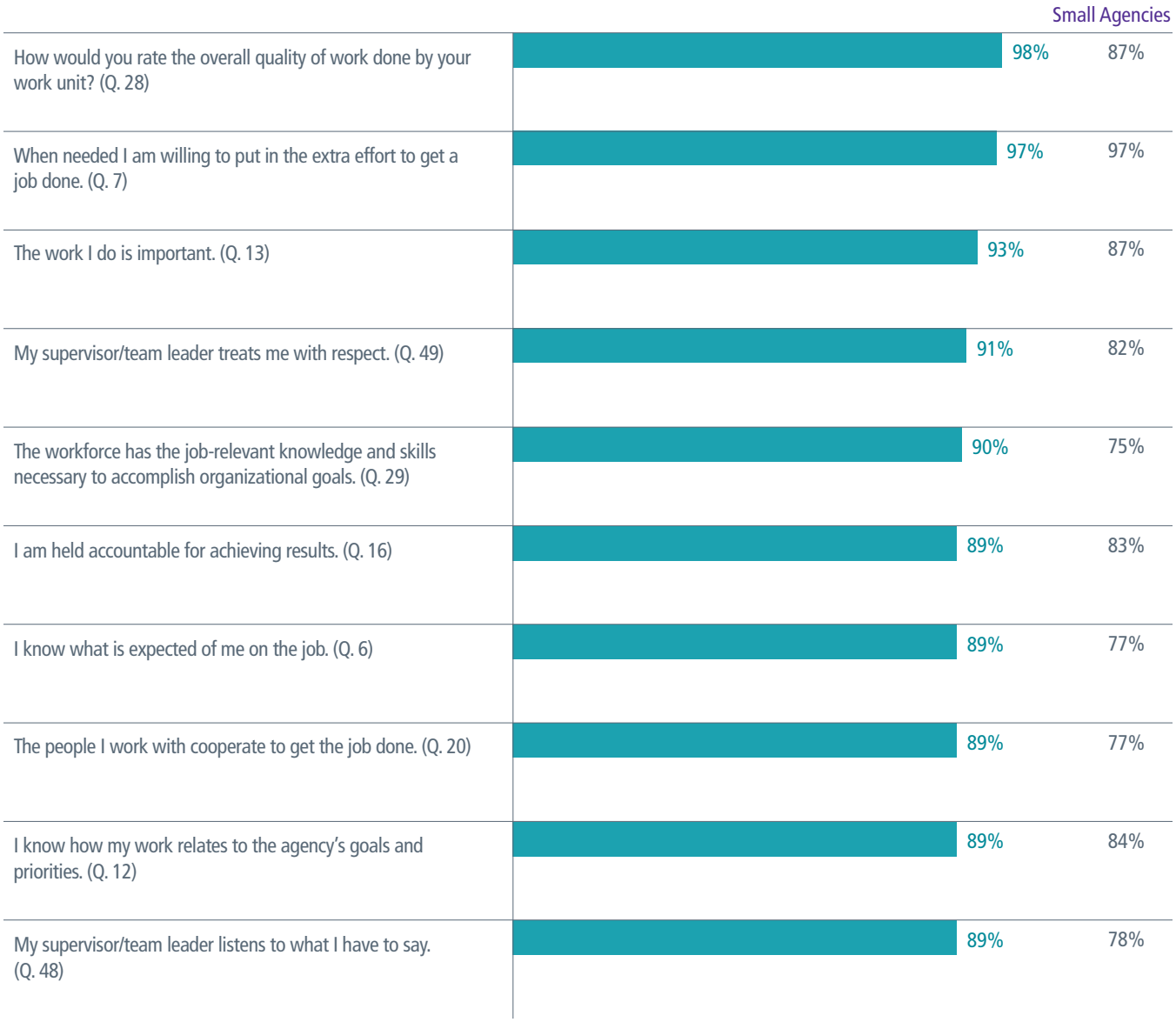
30% or more neutral suggests uncertainty, presenting an opportunity for communication

A difference of 5 percentage points or more is considered notable

Strengths

Acknowledging the strengths that survey results reveal not only gives your agency cause for celebration, but also shows where organizational practices are most effective. Your agency's 10 highest percent positive responses are displayed in Figure 1, along with the 2013 combined small agency percent positive for comparison.

FIGURE 1 | Most Positive Response Items for Your Agency



Challenges

Negative responses to survey items are powerful indicators of dissatisfaction. A review of your agency's challenges, in conjunction with strengths, presents a more comprehensive picture of emerging issues and themes in your agency which may aid in identifying areas to target in the action planning process.

Figure 2 displays your agency's 10 highest percent negative responses, along with the 2013 combined small agency percent negative for comparison.

FIGURE 2 | Most Negative Response Items for Your Agency

		Small Agencies
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	43%	15%
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	29%	38%
Pay raises depend on how well employees perform their jobs. (Q. 33)	28%	47%
My organization has prepared employees for potential security threats. (Q. 36)	23%	13%
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	21%	36%
My training needs are assessed. (Q. 18)	17%	31%
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	16%	29%
Employees are protected from health and safety hazards on the job. (Q. 35)	16%	9%
Considering everything, how satisfied are you with your pay? (Q. 70)	15%	30%
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	15%	29%

Increases & Decreases

Agency Items That Increased and Decreased the Most from 2012

Survey items with increasingly positive responses may indicate the success of agency initiatives or plans of action, while declining positive responses may signal areas in need of targeted action. Table 1 displays the items that had the largest changes (5 or more percentage points) in percent positive rating. If your agency had more than 10 items that changed by 5 percentage points or more, only the 10 items with the largest changes are shown.

TABLE 1 | Largest Increases and Decreases in Percent Positive

	Percent Positive		
	2012	2013	Difference
Increased the Most			
In the last six months, my supervisor/team leader has talked with me about my performance. (Q. 50)	74	85	+11
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	60	71	+11
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	50	58	+8
My supervisor/team leader provides me with opportunities to demonstrate my leadership skills. (Q. 43)	69	77	+8
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	55	62	+7
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	58	65	+7
I have a high level of respect for my organization's senior leaders. (Q. 61)	71	77	+6
Employees are protected from health and safety hazards on the job. (Q. 35)	55	61	+6
I recommend my organization as a good place to work. (Q. 40)	82	88	+6
Considering everything, how satisfied are you with your job? (Q. 69)	82	88	+6
Decreased the Most			
Pay raises depend on how well employees perform their jobs. (Q. 33)	49	38	-11
I am constantly looking for ways to do my job better. (Q. 8)	92	82	-10
Considering everything, how satisfied are you with your pay? (Q. 70)	73	65	-8
The skill level in my work unit has improved in the past year. (Q. 27)	75	67	-8
My agency is successful at accomplishing its mission. (Q. 39)	95	88	-7
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)	78	72	-6
I like the kind of work I do. (Q. 5)	89	83	-6
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	78	73	-5
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	49	44	-5
Overall, how good a job do you feel is being done by your immediate supervisor/team leader? (Q. 52)	92	87	-5

Items to Celebrate & Caution Items

Increases are often the direct result of an agency's specifically targeted action; however, sometimes increases or decreases may occur without direct intent. For example, leadership changes, new programs, or communication efforts may have an impact on survey results. Please review this section with those ideas in mind, and consider communicating any action planning successes with employees.

The "Items to Celebrate" section in Figure 3 highlights items that have increased by 2 or more percentage points across each of the last several survey administrations (from 2011 to 2012 and from 2012 to 2013).

"Caution Items" are highlighted as items that have decreased by 2 or more percentage points across the last several survey administrations (from 2011 to 2012 and from 2012 to 2013). Being aware of downward trends in your results is critical in ensuring that items don't continue to decrease over time.

FIGURE 3 | Percent Positive Increases and Decreases of Two or More Points from 2011-2012 and 2012-2013

Items to Celebrate	2011	2012	2013
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	50%	55%	62%
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	54%	61%	64%
I recommend my organization as a good place to work. (Q. 40)	79%	82%	88%
Managers/supervisors/team leaders work well with employees of different backgrounds. (Q. 55)	69%	74%	78%
My training needs are assessed. (Q. 18)	43%	47%	52%

2013	2012	2011	Caution Items
			Your agency had no items that met these criteria.

Above & Below

Agency Items Above and Below the 2013 Combined Small Agency Average

Table 2 displays agency results that are 5 or more percentage points higher or lower than the combined small agency average, and may assist in highlighting areas of success as well as areas of concern. If your agency had more than 10 items that differ from the average, only the 10 items with the largest differences are shown.

TABLE 2 | Items Above and Below the 2013 Combined Small Agency Average on Percent Positive

	2013 Percent Positive		
	NEH	Small Agencies	Difference
Leading the Small Agencies			
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	70	44	+26
I recommend my organization as a good place to work. (Q. 40)	88	64	+24
Promotions in my work unit are based on merit. (Q. 22)	66	42	+24
I have a high level of respect for my organization's senior leaders. (Q. 61)	77	54	+23
Employees are recognized for providing high quality products and services. (Q. 31)	74	51	+23
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/ team leader? (Q. 60)	83	60	+23
Creativity and innovation are rewarded. (Q. 32)	64	41	+23
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	71	49	+22
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	68	46	+22
Considering everything, how satisfied are you with your organization? (Q. 71)	81	60	+21
Trailing the Small Agencies			
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	31	74	-43
Employees are protected from health and safety hazards on the job. (Q. 35)	61	78	-17
My organization has prepared employees for potential security threats. (Q. 36)	56	68	-12
I am constantly looking for ways to do my job better. (Q. 8)	82	89	-7

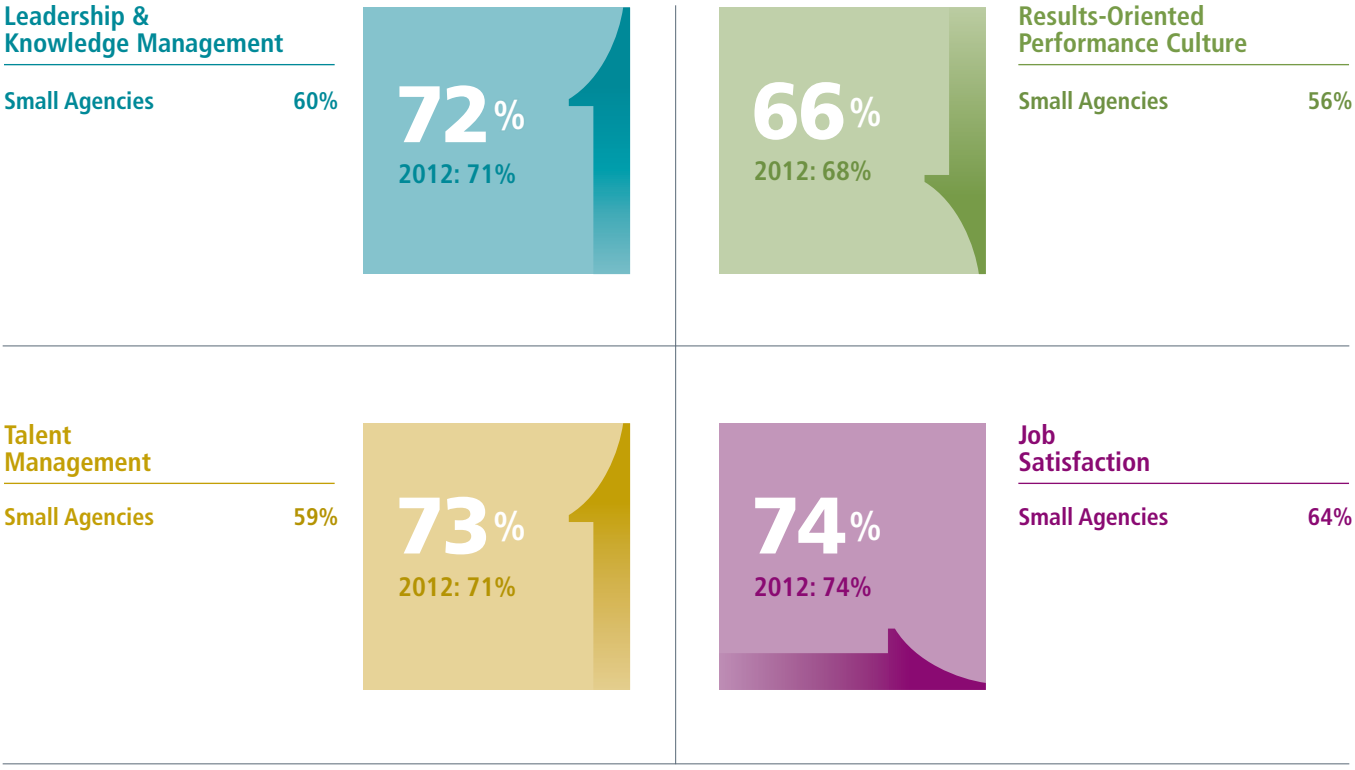
Indices

Human Capital Assessment and Accountability Framework (HCAAF)

The HCAAF indices were created to guide governmentwide efforts to support agency mission results with strong human capital strategies, and they provide consistent metrics for measuring progress toward HCAAF objectives. For more information on these metrics, refer to OPM's website: www.opm.gov/hcaaf_resource_center/assets/hcaaf_ssm.pdf.

Figure 4 shows your agency results with appropriate comparisons for the four HCAAF indices: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction.

FIGURE 4 | HCAAF Indices – Percent Positive



Leadership & Knowledge Management Index
Indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. Index made up of items: 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64, 66.

Talent Management Index
Indicates the extent to which employees think the organization has the talent necessary to achieve organizational goals. Index made up of items: 1, 11, 18, 21, 29, 47, 68.

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. Index made up of items: 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, 65.

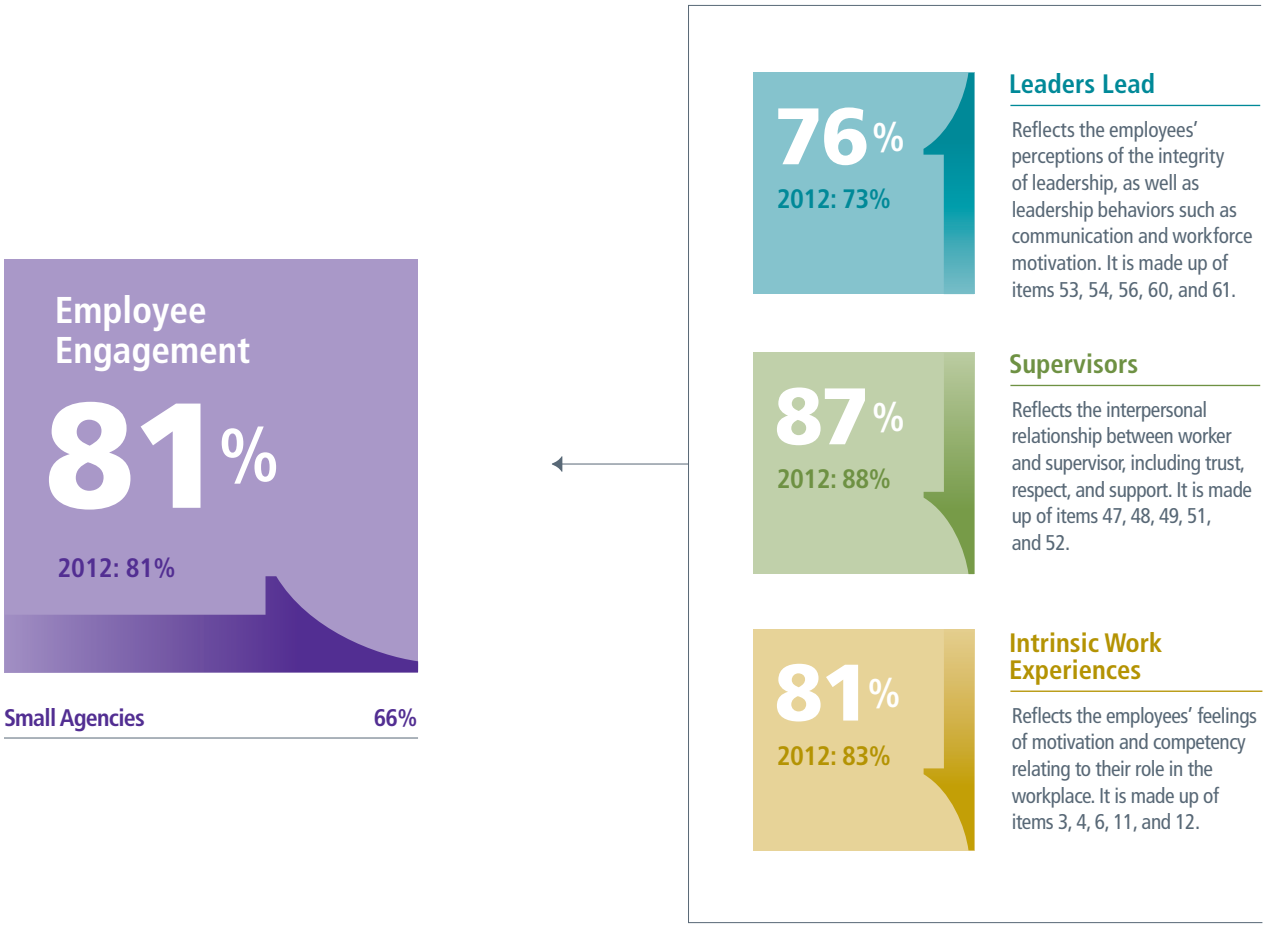
Job Satisfaction Index
Indicates the extent to which employees are satisfied with their jobs and various aspects thereof. Index made up of items: 4, 5, 13, 63, 67, 69, 70.

Employee Engagement

An engaged employee is seen as one who is immersed in the content of the job and energized to spend extra effort in job performance. The 2013 Federal Employee Viewpoint Survey does not contain direct measurements of employee engagement such as passion, commitment, and involvement. However, it does include questions that cover most, if not all, of the conditions likely to lead to employee engagement (e.g., leadership, opportunity to use skills). OPM created an index using these items and excluded any items measuring satisfaction in order to differentiate this index from a job satisfaction index.

Figure 5 shows your agency's results with appropriate comparisons on the Employee Engagement Index and its subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experiences.

FIGURE 5 | Employee Engagement Index – Percent Positive



Global Satisfaction

OPM created the Global Satisfaction Index to provide a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their jobs, their pay, and their organizations, plus their willingness to recommend their organizations as a good place to work.

Figure 6 shows your agency's results with appropriate comparisons on the Global Satisfaction Index and the items that make up the index.

FIGURE 6 | Global Satisfaction Index – Percent Positive

Appendix A

Agencies Surveyed

The Federal Employee Viewpoint Survey was administered to full-time and part-time permanent employees of Departments and large agencies and the small agencies that accepted an invitation to participate in the survey.

Departments/Large Agencies

Broadcasting Board of Governors

Court Services and Offender Supervision Agency

Department of Agriculture

Department of Commerce

Department of Education

Department of Energy

Department of Health and Human Services

Department of Homeland Security

Department of Housing and Urban Development

Department of Justice

Department of Labor

Department of State

Department of the Interior

Department of the Treasury

Department of Transportation

Department of Veterans Affairs

Environmental Protection Agency

Equal Employment Opportunity Commission

Federal Communications Commission

Federal Energy Regulatory Commission

Federal Trade Commission

General Services Administration

National Aeronautics and Space Administration

National Archives and Records Administration

National Credit Union Administration

National Labor Relations Board

National Science Foundation

Nuclear Regulatory Commission

Office of Management and Budget

Office of Personnel Management

Pension Benefit Guaranty Corporation

Railroad Retirement Board

Securities and Exchange Commission

Small Business Administration

Social Security Administration

U.S. Agency for International Development

Department of Defense

- Department of the Air Force
- Department of the Army
- Department of the Navy
- U.S. Army Corps of Engineers
- U.S. Marine Corps
- OSD, Joint Staff, Defense Agencies, & DOD Field Activities

Small/Independent Agencies

Advisory Council on Historic Preservation

African Development Foundation

American Battle Monuments Commission

Chemical Safety and Hazard Investigation Board

Commission on Civil Rights

Committee for Purchase from People Who Are Blind or Severely Disabled

Commodity Futures Trading Commission

Consumer Product Safety Commission

Corporation for National and Community Service

Defense Nuclear Facilities Safety Board

Export-Import Bank of the United States

Federal Election Commission

Federal Housing Finance Agency

Small/Independent Agencies (continued)

Federal Labor Relations Authority

Federal Maritime Commission

Federal Mediation and Conciliation Service

Federal Retirement Thrift Investment Board

Institute of Museum and Library Services

Inter-American Foundation

International Boundary and Water Commission

Marine Mammal Commission

Merit Systems Protection Board

National Capital Planning Commission

National Council on Disability

National Endowment for the Arts

National Endowment for the Humanities

National Gallery of Art

National Indian Gaming Commission

National Mediation Board

National Transportation Safety Board

Nuclear Waste Technical Review Board

Occupational Safety and Health Review Commission

Office of Navajo and Hopi Indian Relocation

Office of the U.S. Trade Representative

Overseas Private Investment Corporation

Postal Regulatory Commission

Selective Service System

Surface Transportation Board

U.S. Access Board

U.S. International Trade Commission

U.S. Office of Government Ethics

U.S. Office of Special Counsel

U.S. Trade and Development Agency

Woodrow Wilson International Center for Scholars

Appendix B

Item Results and Benchmarks

Your agency's percent positive for each survey item is listed in the left column, and benchmarks are listed on the right for comparison purposes. The benchmark scores were compiled from the results for the 44 small/ independent agencies that participated in the 2013 FEVS.

The following benchmark scores are listed to allow you to compare your agency's percent positive with the results of other small/independent agencies:

The Highest and Lowest Percent Positive Scores

Represent the small/independent agency that scored the highest/lowest for that survey item.

The 90th, 50th, 10th Percentiles

Compare your percent positive score with the percentile scores for each item. If your agency had a positive score of 83 percent for an item and the benchmark for the 90th percentile was 80 percent positive, then you can conclude that your agency is above the 90th percentile of small/ independent agency scores for that item. In other words, your agency scored higher than at least 90 percent of the benchmark small/independent agencies.

APPENDIX B | Item Results and Benchmarks

	NEH % Positive	2013 Small Agency Benchmarks % Positive				
			Percentile			
	2013	High	90th	50th	10th	Low
My Work Experience						
‡1. I am given a real opportunity to improve my skills in my organization.	82	83	81	61	48	35
2. I have enough information to do my job well.	88	100	89	72	54	47
3. I feel encouraged to come up with new and better ways of doing things.	74	90	74	59	40	34
‡4. My work gives me a feeling of personal accomplishment.	83	93	84	73	61	45
‡5. I like the kind of work I do.	83	96	91	84	73	66
6. I know what is expected of me on the job.	89	95	90	80	62	48
7. When needed I am willing to put in the extra effort to get a job done.	97	100	100	97	93	82
8. I am constantly looking for ways to do my job better.	82	98	95	89	84	77
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	71	82	73	50	28	12
‡10. My workload is reasonable.	76	85	76	62	43	24
‡11. My talents are used well in the workplace.	72	83	75	59	43	22
‡12. I know how my work relates to the agency's goals and priorities.	89	98	93	84	75	68
‡13. The work I do is important.	93	100	93	88	78	75
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	31	100	94	80	44	19
‡15. My performance appraisal is a fair reflection of my performance.	82	93	88	75	57	49
16. I am held accountable for achieving results.	89	97	92	84	73	50
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	69	89	80	62	42	31
‡18. My training needs are assessed.	52	71	64	46	30	11
‡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).	72	90	80	67	53	41
‡20. The people I work with cooperate to get the job done.	89	94	89	79	61	40
‡21. My work unit is able to recruit people with the right skills.	74	83	75	57	35	26
‡22. Promotions in my work unit are based on merit.	66	78	66	43	30	19

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

	NEH % Positive	2013 Small Agency Benchmarks % Positive				
			Percentile			
	2013	High	90th	50th	10th	Low
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	44	80	56	38	25	6
‡24. In my work unit, differences in performance are recognized in a meaningful way.	56	73	56	40	26	13
25. Awards in my work unit depend on how well employees perform their jobs.	70	85	63	45	30	19
26. Employees in my work unit share job knowledge with each other.	87	100	87	75	62	51
27. The skill level in my work unit has improved in the past year.	67	86	70	58	44	36
28. How would you rate the overall quality of work done by your work unit?	98	100	96	89	78	70
My Agency						
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	90	95	90	79	59	39
‡30. Employees have a feeling of personal empowerment with respect to work processes.	68	80	76	46	28	6
31. Employees are recognized for providing high quality products and services.	74	82	74	51	32	12
‡32. Creativity and innovation are rewarded.	64	90	63	43	26	12
‡33. Pay raises depend on how well employees perform their jobs.	38	61	50	26	13	6
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	60	90	68	56	42	32
‡35. Employees are protected from health and safety hazards on the job.	61	100	93	80	61	40
‡36. My organization has prepared employees for potential security threats.	56	100	87	66	55	28
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	71	100	72	53	38	16
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.	83	100	83	67	54	40
39. My agency is successful at accomplishing its mission.	88	100	90	81	57	24
40. I recommend my organization as a good place to work.	88	91	87	64	39	23
41. I believe the results of this survey will be used to make my agency a better place to work.	58	83	67	46	24	13

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

	NEH % Positive	2013 Small Agency Benchmarks % Positive				
			Percentile			
	2013	High	90th	50th	10th	Low
My Supervisor/Team Leader						
‡42. My supervisor supports my need to balance work and other life issues.	88	100	89	83	75	63
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	77	100	79	70	56	31
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	77	84	77	65	49	44
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	76	95	81	71	58	56
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	67	89	77	63	51	36
‡47. Supervisors/team leaders in my work unit support employee development.	80	89	82	69	57	37
48. My supervisor/team leader listens to what I have to say.	89	95	89	77	70	53
49. My supervisor/team leader treats me with respect.	91	95	89	82	76	53
50. In the last six months, my supervisor/team leader has talked with me about my performance.	85	100	90	81	64	41
‡51. I have trust and confidence in my supervisor.	85	95	82	68	56	44
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	87	90	85	73	60	43
Leadership						
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	64	74	66	44	21	13
54. My organization's leaders maintain high standards of honesty and integrity.	77	100	79	56	30	20
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	78	90	81	63	53	30
‡56. Managers communicate the goals and priorities of the organization.	79	97	80	62	43	27
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	71	100	83	65	44	28
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	62	87	71	49	34	23
59. Managers support collaboration across work units to accomplish work objectives.	62	94	75	56	40	30
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	83	85	81	63	38	24

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

	NEH % Positive	2013 Small Agency Benchmarks % Positive				
			Percentile			
	2013	High	90th	50th	10th	Low
‡61. I have a high level of respect for my organization's senior leaders.	77	90	78	54	31	0
62. Senior leaders demonstrate support for Work/Life programs.	73	100	85	66	46	20
My Satisfaction						
‡63. How satisfied are you with your involvement in decisions that affect your work?	72	82	73	54	40	28
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	65	82	76	49	30	13
‡65. How satisfied are you with the recognition you receive for doing a good job?	72	78	70	51	40	12
‡66. How satisfied are you with the policies and practices of your senior leaders?	64	79	68	44	25	0
‡67. How satisfied are you with your opportunity to get a better job in your organization?	34	58	50	32	20	9
‡68. How satisfied are you with the training you receive for your present job?	60	75	65	51	34	10
‡69. Considering everything, how satisfied are you with your job?	88	96	85	70	51	34
‡70. Considering everything, how satisfied are you with your pay?	65	79	69	54	39	28
71. Considering everything, how satisfied are you with your organization?	81	85	81	64	38	18

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

Appendix C

Trend Analysis: 2010 vs. 2011 vs. 2012 vs. 2013 Results

Appendix C consists of a set of trend tables displaying your agency's positive results for each item for the last four survey administrations. This appendix also displays the 2013 combined small agency percent positive for comparison.

APPENDIX C | Trend Analysis

	Percent Positive			
	2010	2011	2012	2013
My Work Experience				
‡1. I am given a real opportunity to improve my skills in my organization.	76	76	76	82
Small Agencies	68	65	64	63
2. I have enough information to do my job well.	81	81	90	88
Small Agencies	74	71	72	71
3. I feel encouraged to come up with new and better ways of doing things.	72	74	72	74
Small Agencies	64	61	61	59
‡4. My work gives me a feeling of personal accomplishment.	78	79	86	83
Small Agencies	76	73	73	73
‡5. I like the kind of work I do.	84	82	89	83
Small Agencies	85	84	84	83
6. I know what is expected of me on the job.	88	88	91	89
Small Agencies	81	80	77	77
‡7. When needed I am willing to put in the extra effort to get a job done.	100	98	98	97
Small Agencies	97	97	97	97
8. I am constantly looking for ways to do my job better.	89	88	92	82
Small Agencies	92	90	91	89
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	63	61	60	71
Small Agencies	57	50	51	49
‡10. My workload is reasonable.	66	68	77	76
Small Agencies	63	62	62	60
‡11. My talents are used well in the workplace.	64	66	73	72
Small Agencies	62	61	60	58
‡12. I know how my work relates to the agency's goals and priorities.	89	88	93	89
Small Agencies	85	85	83	84

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). A dash (—) indicates that the agency did not participate that year.

	Percent Positive			
	2010	2011	2012	2013
‡13. The work I do is important.	93	92	90	93
Small Agencies	89	88	87	87
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	41	33	34	31
Small Agencies	76	76	75	74
‡15. My performance appraisal is a fair reflection of my performance.	81	81	82	82
Small Agencies	74	74	72	72
16. I am held accountable for achieving results.	91	86	89	89
Small Agencies	86	84	83	83
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	62	63	73	69
Small Agencies	60	61	61	60
‡18. My training needs are assessed.	46	43	47	52
Small Agencies	50	45	48	44
‡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).	75	77	78	72
Small Agencies	70	69	66	65
‡20. The people I work with cooperate to get the job done.	79	92	92	89
Small Agencies	77	77	77	77
‡21. My work unit is able to recruit people with the right skills.	62	61	74	74
Small Agencies	60	57	58	56
‡22. Promotions in my work unit are based on merit.	48	61	61	66
Small Agencies	45	44	43	42
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	38	42	49	44
Small Agencies	39	39	36	37
‡24. In my work unit, differences in performance are recognized in a meaningful way.	40	57	58	56
Small Agencies	42	40	37	37
25. Awards in my work unit depend on how well employees perform their jobs.	63	69	69	70
Small Agencies	51	48	46	44
26. Employees in my work unit share job knowledge with each other.	70	85	83	87
Small Agencies	74	75	76	75
27. The skill level in my work unit has improved in the past year.	68	67	75	67
Small Agencies	60	59	58	57
28. How would you rate the overall quality of work done by your work unit?	95	96	99	98
Small Agencies	86	86	87	87

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). A dash (—) indicates that the agency did not participate that year.

	Percent Positive			
	2010	2011	2012	2013
My Agency				
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	84	81	91	90
Small Agencies	78	77	75	75
‡30. Employees have a feeling of personal empowerment with respect to work processes.	57	61	65	68
Small Agencies	52	51	47	46
31. Employees are recognized for providing high quality products and services.	69	72	75	74
Small Agencies	59	57	52	51
‡32. Creativity and innovation are rewarded.	45	61	64	64
Small Agencies	47	45	43	41
‡33. Pay raises depend on how well employees perform their jobs.	38	39	49	38
Small Agencies	36	32	27	26
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	45	53	57	60
Small Agencies	55	58	57	56
‡35. Employees are protected from health and safety hazards on the job.	45	54	55	61
Small Agencies	77	77	78	78
‡36. My organization has prepared employees for potential security threats.	54	52	60	56
Small Agencies	66	66	66	68
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	57	65	73	71
Small Agencies	53	54	53	52
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.	73	77	85	83
Small Agencies	68	68	68	67
39. My agency is successful at accomplishing its mission.	87	90	95	88
Small Agencies	78	78	77	78
40. I recommend my organization as a good place to work.	77	79	82	88
Small Agencies	69	67	65	64
41. I believe the results of this survey will be used to make my agency a better place to work.	49	51	50	58
Small Agencies	49	50	46	45

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). A dash (—) indicates that the agency did not participate that year.

	Percent Positive			
	2010	2011	2012	2013
My Supervisor/Team Leader				
‡42. My supervisor supports my need to balance work and other life issues.	87	88	91	88
Small Agencies	83	83	82	82
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	77	77	69	77
Small Agencies	70	69	67	69
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	74	74	74	77
Small Agencies	66	66	64	64
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	73	69	73	76
Small Agencies	69	69	69	69
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	62	65	66	67
Small Agencies	65	63	62	64
‡47. Supervisors/team leaders in my work unit support employee development.	79	78	79	80
Small Agencies	70	69	69	68
48. My supervisor/team leader listens to what I have to say.	89	81	90	89
Small Agencies	79	79	77	78
49. My supervisor/team leader treats me with respect.	90	85	94	91
Small Agencies	82	82	81	82
50. In the last six months, my supervisor/team leader has talked with me about my performance.	74	77	74	85
Small Agencies	81	81	81	81
‡51. I have trust and confidence in my supervisor.	76	78	85	85
Small Agencies	69	69	68	69
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	83	85	92	87
Small Agencies	72	72	71	72
Leadership				
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	57	60	60	64
Small Agencies	47	46	43	43
54. My organization's leaders maintain high standards of honesty and integrity.	65	73	75	77
Small Agencies	59	59	56	56
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	65	69	74	78
Small Agencies	64	66	63	64
‡56. Managers communicate the goals and priorities of the organization.	62	58	78	79
Small Agencies	61	61	59	61

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). A dash (—) indicates that the agency did not participate that year.

	Percent Positive			
	2010	2011	2012	2013
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	63	60	75	71
Small Agencies	63	61	60	61
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	49	50	55	62
Small Agencies	53	52	49	50
59. Managers support collaboration across work units to accomplish work objectives.	53	56	63	62
Small Agencies	57	56	55	55
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	69	76	81	83
Small Agencies	60	59	58	60
‡61. I have a high level of respect for my organization's senior leaders.	69	69	71	77
Small Agencies	57	56	53	54
62. Senior leaders demonstrate support for Work/Life programs.	56	64	78	73
Small Agencies	61	61	61	62
My Satisfaction				
‡63. How satisfied are you with your involvement in decisions that affect your work?	64	70	67	72
Small Agencies	57	55	53	54
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	51	57	58	65
Small Agencies	51	51	50	49
‡65. How satisfied are you with the recognition you receive for doing a good job?	71	68	71	72
Small Agencies	58	55	54	51
‡66. How satisfied are you with the policies and practices of your senior leaders?	54	54	61	64
Small Agencies	47	46	44	44
‡67. How satisfied are you with your opportunity to get a better job in your organization?	38	42	32	34
Small Agencies	36	35	33	31
‡68. How satisfied are you with the training you receive for your present job?	57	60	58	60
Small Agencies	54	50	51	49
‡69. Considering everything, how satisfied are you with your job?	84	80	82	88
Small Agencies	72	70	68	67
‡70. Considering everything, how satisfied are you with your pay?	72	71	73	65
Small Agencies	67	62	56	52
71. Considering everything, how satisfied are you with your organization?	80	76	81	81
Small Agencies	66	64	61	60

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). A dash (—) indicates that the agency did not participate that year.

Appendix D

Decision Aid: Transforming Your Results into Action

Agency Results

The Decision Aid was designed to easily identify items that stand out in your agency's results. Items with a high percent positive, high percent negative, or high percent neutral are all equally important to acknowledge when looking through this section and determining where to focus action planning efforts in the future. The shaded cells will direct your attention to any 2013 results that stand out as strengths, challenges, or neutral areas in need of more communication.

Blue Cell

The item is 65 percent positive or higher.

Yellow Cell

The item is 30 percent neutral or higher.

Pink Cell

The item is 35 percent negative or higher.

Look at Your Comparisons

It's also important to compare your 2013 results with your 2012 results; as well as with the combined small agency average. These comparisons are listed in the two columns on the right. Differences of 5 percentage points, in either direction, are considered notable.

APPENDIX D | Decision Aid

	2013 NEH %			Comparison to % Positive	
	Positive	Neutral	Negative	2012 NEH	2013 Small Agencies
My Work Experience					
1. I am given a real opportunity to improve my skills in my organization.	82	11	7	76	63
2. I have enough information to do my job well.	88	9	3	90	71
3. I feel encouraged to come up with new and better ways of doing things.	74	15	11	72	59
4. My work gives me a feeling of personal accomplishment.	83	11	5	86	73
5. I like the kind of work I do.	83	14	3	89	83
6. I know what is expected of me on the job.	89	9	2	91	77
7. When needed I am willing to put in the extra effort to get a job done.	97	2	1	98	97
8. I am constantly looking for ways to do my job better.	82	16	2	92	89
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	71	8	21	60	49
10. My workload is reasonable.	76	12	12	77	60
11. My talents are used well in the workplace.	72	15	13	73	58
12. I know how my work relates to the agency's goals and priorities.	89	6	5	93	84

	2013 NEH %			Comparison to % Positive	
	Positive	Neutral	Negative	2012 NEH	2013 Small Agencies
13. The work I do is important.	93	5	2	90	87
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	31	26	43	34	74
15. My performance appraisal is a fair reflection of my performance.	82	9	9	82	72
16. I am held accountable for achieving results.	89	8	3	89	83
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	69	20	10	73	60
18. My training needs are assessed.	52	31	17	47	44
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).	72	17	12	78	65
My Work Unit					
20. The people I work with cooperate to get the job done.	89	7	4	92	77
21. My work unit is able to recruit people with the right skills.	74	17	9	74	56
22. Promotions in my work unit are based on merit.	66	21	13	61	42
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	44	43	13	49	37
24. In my work unit, differences in performance are recognized in a meaningful way.	56	31	13	58	37
25. Awards in my work unit depend on how well employees perform their jobs.	70	20	9	69	44
26. Employees in my work unit share job knowledge with each other.	87	9	4	83	75
27. The skill level in my work unit has improved in the past year.	67	26	6	75	57
28. How would you rate the overall quality of work done by your work unit?	98	2	0	99	87
My Agency					
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	90	10	0	91	75
30. Employees have a feeling of personal empowerment with respect to work processes.	68	25	7	65	46
31. Employees are recognized for providing high quality products and services.	74	20	6	75	51
32. Creativity and innovation are rewarded.	64	25	11	64	41
33. Pay raises depend on how well employees perform their jobs.	38	35	28	49	26

	2013 NEH %			Comparison to % Positive	
	Positive	Neutral	Negative	2012 NEH	2013 Small Agencies
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	60	30	10	57	56
35. Employees are protected from health and safety hazards on the job.	61	24	16	55	78
36. My organization has prepared employees for potential security threats.	56	21	23	60	68
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	71	19	10	73	52
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.	83	16	1	85	67
39. My agency is successful at accomplishing its mission.	88	10	2	95	78
40. I recommend my organization as a good place to work.	88	11	1	82	64
41. I believe the results of this survey will be used to make my agency a better place to work.	58	32	10	50	45
My Supervisor/Team Leader					
42. My supervisor supports my need to balance work and other life issues.	88	10	2	91	82
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	77	17	6	69	69
44. Discussions with my supervisor/team leader about my performance are worthwhile.	77	16	7	74	64
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	76	17	7	73	69
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	67	24	9	66	64
47. Supervisors/team leaders in my work unit support employee development.	80	12	7	79	68
48. My supervisor/team leader listens to what I have to say.	89	7	4	90	78
49. My supervisor/team leader treats me with respect.	91	3	5	94	82
50. In the last six months, my supervisor/team leader has talked with me about my performance.	85	5	9	74	81
51. I have trust and confidence in my supervisor.	85	9	6	85	69
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	87	8	4	92	72

	2013 NEH %			Comparison to % Positive	
	Positive	Neutral	Negative	2012 NEH	2013 Small Agencies
Leadership					
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	64	27	9	60	43
54. My organization's leaders maintain high standards of honesty and integrity.	77	17	6	75	56
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	78	20	2	74	64
56. Managers communicate the goals and priorities of the organization.	79	14	7	78	61
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	71	24	5	75	61
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	62	26	11	55	50
59. Managers support collaboration across work units to accomplish work objectives.	62	27	10	63	55
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	83	15	2	81	60
61. I have a high level of respect for my organization's senior leaders.	77	13	10	71	54
62. Senior leaders demonstrate support for Work/Life programs.	73	25	2	78	62
63. How satisfied are you with your involvement in decisions that affect your work?	72	21	7	67	54
64. How satisfied are you with the information you receive from management on what's going on in your organization?	65	19	16	58	49
65. How satisfied are you with the recognition you receive for doing a good job?	72	14	14	71	51
66. How satisfied are you with the policies and practices of your senior leaders?	64	21	15	61	44
67. How satisfied are you with your opportunity to get a better job in your organization?	34	37	29	32	31
68. How satisfied are you with the training you receive for your present job?	60	29	11	58	49
69. Considering everything, how satisfied are you with your job?	88	9	3	82	67
70. Considering everything, how satisfied are you with your pay?	65	19	15	73	52
71. Considering everything, how satisfied are you with your organization?	81	13	6	81	60

Appendix E

2013 Federal Employee Viewpoint Survey FAQs

What Types of Questions are Included in the Survey?

The 2013 survey is identical to the 2012 version. The 98-item survey includes 84 items that measure Federal employees' perceptions about how effectively agencies manage their workforce, as well as 14 demographic items.

The survey is grouped into eight topic areas:

- Personal Work Experiences
- Work Unit
- Agency
- Supervisor/Team Leader
- Leadership
- Satisfaction
- Work/Life Programs
- Demographics[1]

Who Participated?

Full-time and part-time permanent, non-seasonal employees were eligible to participate in the survey.

How Many Employees Participated?

Employees from 37 departments/large agencies and 44 small/independent agencies, comprising 97 percent of the executive branch workforce, participated in this year's survey. More than 376,000 Federal Employees participated in the survey, for a governmentwide response rate of 48.2 percent.

How Was the Survey Administered?

The survey was a self-administered Web survey.

When Were Employees Surveyed?

Agency launch dates were organized in two waves this year, with approximately 6-week administration periods beginning April 23rd and April 30th.

[1] Agencies that have 50 or more eligible employees had the option to include the demographic section on the survey.

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