

A New Day for the Civil Service

Federal Employee Viewpoint Survey

2010



RESULTS FROM THE 2010 FEDERAL EMPLOYEE VIEWPOINT SURVEY



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

A MESSAGE FROM THE DIRECTOR

President Obama has made it clear: the Federal government needs to deliver results for the taxpayers. Our civil servants are the people who deliver those results, and we at the U.S. Office of Personnel Management (OPM) are doing everything we can to make them the best, most productive workers in the world.

The Federal Employee Viewpoint Survey (formerly the Federal Human Capital Survey) has been updated to gather more useful data that will help us improve our workplaces and increase productivity. The survey, now done annually, helps us listen to our employees and focus on employee perceptions that drive job satisfaction, commitment, engagement, and ultimately contribute to the accomplishment of agency missions.

Publishing the results of the survey is only the beginning. The next step is to develop a “Blueprint for Results.” That’s why OPM will provide customized support to help agencies use their survey data to drive organizational change.

Over a quarter-million government employees responded to the survey this year, and there is much good news to report. Employees are more confident in their leaders, and have increased respect for their honesty and integrity. They are proud to work for the Government and feel an increased sense of personal accomplishment. The vast majority believe their agency is accomplishing its missions and would recommend it as a good place to work. We hope to build on these results to increase employee engagement in improving agency operations.

Identifying and exposing problem areas, while at times uncomfortable, is essential to improving government operations. Performance management, including the management of poor performers, and the promotion process are areas of concern. We've added a new section on Work/Life to better understand the impact of these programs. They should be given extra consideration; significant room for improvement is possible.

In keeping with the Obama administration’s commitment to Open Government, transparency, and accountability, we will make the survey data more readily available to the public. OPM’s goal is to make the Federal government the model employer for the 21st century.

On behalf of President Obama, I’d like to extend our gratitude to all employees who participated, and our deepest appreciation for the work our people do each day for the American people.



John Berry
Director

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EXECUTIVE SUMMARY

The 2010 Federal Employee Viewpoint Survey focuses on employee perceptions that drive employee satisfaction, commitment, and engagement, which ultimately contribute to the mission of agencies. This survey is the fifth in a series of surveys starting in 2002 and reflects responses from over 250,000 full-time permanent Government employees.

Highlights

The 2010 Federal Employee Viewpoint survey shows that employees felt good about their organization and job.

- Seventy-eight percent believed that their agency was successful at accomplishing its mission (Q.39).
- Seventy percent recommended their organization as a good place to work (Q.40).
- Sixty-two percent were satisfied with their organization (Q.71), up 5 percentage points since 2008.
- Ninety-two percent thought their work was important (Q.13), 86 percent liked the work they did (Q.5) and 84 percent knew how their work related to their agencies' goals and priorities (Q.12).

Favorability toward agency leadership increased.

- Five-percentage-point increase in belief that organizations' leaders maintain high standards of honesty and integrity (Q.54).
- Four-percentage-point increase in having high level of respect for organization's senior leaders (Q.61).
- Four-percentage-point increase in feeling that leaders generate high levels of motivation and commitment (Q.53), but scores on this item are still below 50 percent favorability.

Performance management continues as an issue, but there are some encouraging signs.

- Less than half of respondents thought that promotions were based on merit (Q.22), that pay raises were connected with job performance (Q.33) or that steps were taken to deal with poor performers (Q.23).
- There are three- to five-point percentage increases, however, in supervisor performance discussions seen as worthwhile (Q.44), perceptions that performance appraisals are fair (Q.15) and differences in performance are recognized (Q.24).

Work/life programs were reportedly supported by supervisors, but individual programs left room for improvement (percents exclude those indicating “No basis to judge”).

- Seventy-six percent thought supervisors supported work/life balance (Q.42).
- About one half of respondents were satisfied with alternate work schedules (Q.74), health and wellness programs (Q.75) and employee assistance programs (Q.76).
- Thirty-five percent were satisfied with telework (Q.73).
- Only twenty-three percent were satisfied with child care programs (Q.77) and 20 percent with elder care programs (Q.78). Both these questions had very high numbers of people indicating that they had no basis to judge.
- Ten percent indicated that they teleworked at least one day a week while another 12 percent said they teleworked infrequently (Q.72).

Diversity was still a strength, but had some slippage.

- Almost two-thirds believed that supervisors were committed to workforce representativeness (Q.45).
- Sixty-four percent believed managers and supervisors worked well with employees of different backgrounds (Q.55), but this is a four-percentage-point decrease since 2008.
- Fifty-eight percent thought policies and programs promoted diversity, but this is a five-percentage-point decrease since 2008 (Q.34).

Results show the need to capitalize on increasingly favorable views towards leadership in moving organizations toward positive growth.

Federal employees:

- Believe their work is important; it gives them a feeling of personal accomplishment, and they know what is expected of them.
- Have increasingly favorable attitudes towards supervisors and top leadership.
- Believe increasingly that performance appraisals are fair, performance discussions are worthwhile and differences in performance are recognized. However, employees still have a problem seeing that promotions are based on merit or that appropriate action is taken with poor performers.
- Think work/life programs could be improved, since one-half or fewer are satisfied with individual programs.

Compared to the private sector, the survey shows Federal employees as equivalent on employees liking their work, feeling a sense of personal accomplishment and having an opportunity to improve skills. But responses are much lower than private sector on information from management, opportunity for a better job, and training received.

INTRODUCTION

This is the fifth time OPM has conducted the Federal Employee Viewpoint Survey (FedView), formerly the Federal Human Capital Survey. The survey was first conducted in 2002, and then again in 2004, 2006, 2008 and 2010. Survey questions address employees' experiences with their jobs and work environments. This year a new section on work/life programs was added. In 2010, more than 260,000 Federal employees responded to the survey, a response rate of 52 percent.

This report incorporates the Human Capital Assessment and Accountability Framework (HCAAF), whose five human capital systems define the standards and metrics for effective human capital management in the Federal Government.¹

The HCAAF guides Governmentwide efforts to support agency mission results with strong human capital strategies, as required by the Chief Human Capital Officers Act of 2002.² The FedView survey provides one source of information for evaluating success in the three HCAAF implementation systems:

- Leadership and Knowledge Management,
- Results-Oriented Performance Culture, and
- Talent Management.

For each of these systems, an employee perspective index based on items in the FedView survey is used to measure agency effectiveness in this key component of human capital management. The Governmentwide metrics that monitor HCAAF implementation include these three employee perspective indices in addition to a job satisfaction index. These employee perspective indices are used to organize the 2010 results presented in this report and help gauge the Government's progress in its human capital transformation. (Appendix A provides additional information on the methodology used to design, administer, and analyze the results of the FedView Survey.)

The findings from the 2010 survey offer a snapshot of Federal employees' perceptions of workforce management in their agencies today. By looking at trends across the surveys, agency leaders will see how far they have come and what remains to be done. (Appendix D shows a trend analysis of Governmentwide results across the three most recent administrations of the survey, noting significant increases and decreases on each item over the past 4 years.) The Governmentwide results have a 1 percent margin of error, meaning the final results are accurate estimates of Federal employees' perceptions within plus or minus 1 percentage point.

This report and reports by agency and demographics are available on OPM's FedView survey website located at www.FedView.opm.gov.

¹ More information on the Human Capital Assessment and Accountability Framework is available on the OPM website at: apps.opm.gov/HumanCapital/tool/index.cfm.

² For more information on these metrics, refer to OPM's website at: http://www.opm.gov/hcaaf_resource_center/assets/hcaaf_ssm.pdf.

Human Capital Accountability and the FedView Survey

Historically, OPM has administered a Governmentwide survey every two years to measure progress in the HCAAF and other related areas. Starting in 2007, agencies were required to administer all of the items in the HCAAF indices as part of the Federal Government's Annual Employee Survey (AES). Appendix B's listing of the survey items includes the AES items denoted by an asterisk.

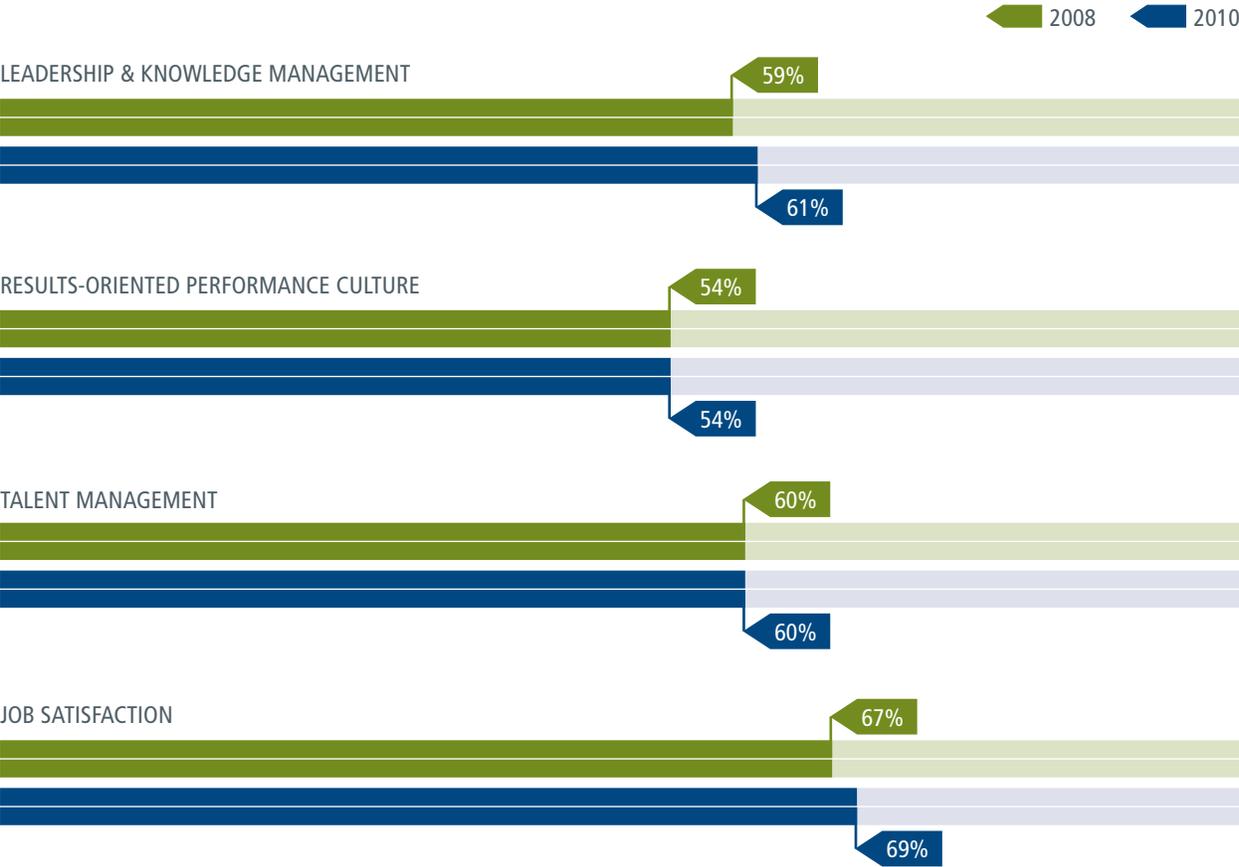
Beginning in 2011, OPM will administer the FedView survey annually, thus meeting agencies' yearly AES commitment. As in 2008 and 2010, agencies are still required to post the OPM-provided results to their agency website, along with a results summary. In addition, agencies will assess their performance on other HCAAF metrics, as required by the Chief Human Capital Officers Act of 2002.

HCAAF INDICES

Human Capital Assessment and Accountability Framework (HCAAF)

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. The four indices are Leadership and Knowledge Management Index, Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index. A total of 39 FedView items make up the HCAAF indices. This section examines Governmentwide performance on the four HCAAF indices, and provides a more in-depth look at trends, strengths, and challenges in the specific areas measured by each index.

FIGURE 1 HCAAF Indices – Positive Responses



The **LEADERSHIP & KNOWLEDGE MANAGEMENT INDEX** indicates the extent 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 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 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 employees are satisfied with their jobs and various aspects thereof. It is made up of items 4, 5, 13, 63, 67, 69, and 70.

Note: Results from previous surveys have been recalculated excluding the Do Not Know/No Basis to Judge responses in computing percentages, to make them comparable to 2010 calculations

This graph shows Governmentwide results for the four HCAAF indices. See Appendix B for the results of the individual items that make up the HCAAF indices.

Results show increases in two of the four indices. The Job Satisfaction Index continues to be the highest rated of the four HCAAF indices. In addition to the Job Satisfaction Index, the Leadership and Knowledge Management Index increased by 2 percentage points since 2008. Government agencies continue to receive moderate ratings on bringing in and retaining talent, including talented leadership needed to meet the mission. Of the HCAAF indices, the Government continues to receive the lowest marks on creating a culture that instills a results orientation and that rewards employees for performance. Item level results for each index are examined in more detail in the sections that follow.

Leadership and Knowledge Management Index

Effective leadership provides both the firm foundation and motivational energy for highly successful agencies. Sound leadership principles drive positive results in employee performance, satisfaction and engagement. Ongoing efforts to attract leaders from outside of the Government as well as developmental efforts inside the Government are critical. While respect, motivation and communication continue to improve, ratings of working well with employees of diverse backgrounds dropped this year. Governmentwide results for the Leadership and Knowledge Management System of the HCAAF are displayed in the table below, followed by a discussion of trends, strengths and challenges.

TABLE 1 Item Results for the Leadership and Knowledge Management Index

	2010 Governmentwide %			Change in % Positive '08 to '10
	Positive	Neutral	Negative	
10. My workload is reasonable.	59	16	25	-1
35. Employees are protected from health and safety hazards on the job.	76	14	10	-1
36. My organization has prepared employees for potential security threats.	76	15	9	+1
51. I have trust and confidence in my supervisor.	67	17	16	+3
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	19	13	+2
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	44	27	29	+4
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	64	23	13	-3
56. Managers communicate the goals and priorities of the organization.	64	20	16	+4
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64	23	13	+3
61. I have a high level of respect for my organization's senior leaders.	56	23	21	+4
64. How satisfied are you with the information you receive from management on what's going on in your organization?	51	23	26	+3
66. How satisfied are you with the policies and practices of your senior leaders?	45	29	26	+3

Note: Results from previous surveys have been recalculated excluding the Do Not Know/No Basis to Judge responses in computing percentages, to make them comparable to 2010 calculations

Trends

- Nine of 12 items that make up the Leadership and Knowledge Management Index have increased since 2008.
- Since 2008, items with the greatest increase (4 percentage points) focused on leadership motivation and commitment (Q.53), managers communicating goals and priorities of the organization (Q.56), and respect for leadership (Q.61).
- Several other notable increases (3 percentage points) in the area of leadership/management were: employees have trust and confidence in their supervisor (Q.51), managers review and evaluate progress toward meeting organizational goals (Q.57), satisfaction with information received about the organization (Q.64), and satisfaction with policies and practices of senior leaders (Q.66).
- The perception that managers/supervisors work well with employees of different backgrounds (Q.55) decreased by three percentage points, the most of any item in the Leadership and Knowledge Management Index, since 2008.

Strengths & Challenges

Supervision in the Federal Government remains strong.

- A majority of employees (two-thirds) have trust and confidence in their supervisors (Q.51) and feel their immediate supervisor is doing a good job (Q.52).
- Almost two-thirds (64 percent) of employees believe their managers:
 - work well with employees of different backgrounds (Q.55),
 - communicate the goals and priorities of the organization (Q.56), and
 - review and evaluate the organization's progress toward meeting its goals and objectives (Q.57).

The Federal Government continues to show improvement in establishing a more effective leadership corps.

Four items with notable increases since 2008 still have room for improvement in the Federal Government:

- Just over half of employees have a high level of respect for senior leaders (Q.61) and are satisfied with the information received from management (Q.51).
- Less than half of employees: believe their leaders generate high levels of motivation and commitment to the workforce (Q.53), and are satisfied with the policies and practices of their senior leaders.

Agencies ensure employee safety on the job.

Results continue to be strong in the area of safety, with about three-fourths of Federal employees indicating they are protected from health and safety hazards (Q.35), and their organization has prepared them for potential security threats (Q.36). These results are consistent with findings from 2008.

Results-Oriented Performance Culture Index

Results-oriented performance culture addresses the employees' perspective of the agency's fairness and responsiveness to employee needs. Are the resources available to do their job effectively? Are employees rewarded for good work and are poor performers addressed? Do employees see their role in the performance of the agency as a whole? Responsiveness to employee needs is the hallmark of an agency considered a good place to work. Ratings in this index show varied results. The performance appraisal process appears to be improving; however, employees do not view superior performance as translating into pay or advancement.

Governmentwide results for the Results-Oriented Performance Culture System of the HCAAF are displayed in the table below, followed by a discussion of trends, strengths and challenges in creating a culture focused on results.

TABLE 2 Item Results for the Results-Oriented Performance Culture Index

	2010 Governmentwide %			Change in % Positive '08 to '10
	Positive	Neutral	Negative	
12. I know how my work relates to the agency's goals and priorities.	84	10	6	0
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67	15	18	-1
15. My performance appraisal is a fair reflection of my performance.	68	15	17	+3
20. The people I work with cooperate to get the job done.	75	13	12	-9
22. Promotions in my work unit are based on merit.	35	28	37	-2
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31	28	41	-1
24. In my work unit, differences in performance are recognized in a meaningful way.	36	29	35	+3
30. Employees have a feeling of personal empowerment with respect to work processes.	48	26	26	+3
32. Creativity and innovation are rewarded.	41	29	30	0
33. Pay raises depend on how well employees perform their jobs.	26	29	45	-1
42. My supervisor supports my need to balance work and other life issues.	76	13	11	0
44. Discussions with my supervisors/team leader about my performance are worthwhile.	62	19	19	+5
65. How satisfied are you with the recognition you receive for doing a good job?	52	22	26	+2

Note: Results from previous surveys have been recalculated excluding the Do Not Know/No Basis to Judge responses in computing percentages, to make them comparable to 2010 calculations

Trends

- Trend results for Performance Culture since 2008 are mixed: 5 items increased, 5 items decreased, and 3 items remained unchanged.
- The employee rating that increased most, 5 percentage points, in the area of performance discussion and appraisals, was worthwhile performance discussions with supervisors (Q.44).
- Another item in the performance area, differences in performance are recognized in a meaningful way (Q.24), showed a 3 percentage point improvement since 2008.
- Employee feelings of personal empowerment (Q.30) and satisfaction with recognition for doing a good job (Q.65) also showed positive improvement (3 and 2 percentage points, respectively).
- Of the items that decreased since 2008, four were within 1 or two percentage points; however, cooperation to get the job done (Q.20) showed a 9 percentage point drop from the last survey.

Strengths and Challenges

Results-oriented performance cultures focus on a diverse, high-performing workforce supported by a performance management system that effectively plans, monitors, develops and rewards employee performance while maintaining a work/life balance and proper physical conditions. The Federal Government does well in these areas.

- Nearly 85 percent of employees believe they are held accountable for achieving results (Q.16) and agree that they know how their work relates to agency goals and priorities (Q.12).
- Two-thirds of employees feel that supervisors support a balance of work and life issues (Q.42) and believe there is cooperation in the workplace (Q.20), yet there is a noticeable downward trend in this item, 9 percentage points, from 2008.
- Two-thirds of employees feel their physical work conditions allow them to perform their jobs well (Q.14).

Employees are satisfied with feedback on performance.

- Sixty-eight percent of employees agree their performance appraisals are fair (Q.15). Although a few percentage points lower, 62 percent of employees believe performance feedback from their supervisors/team leaders is worthwhile (Q.44).

Federal employees are dissatisfied with the way they are recognized and rewarded, and they do not see the link between how well they perform and either their pay, rewards, or advancement.

Items measuring rewards and recognition show mixed results in improvement, but continue to be among the lowest rated on the survey.

- About half of Federal employees are satisfied with the recognition they receive for doing a good job (Q.65).

- Slightly less than half feel empowered with respect to work processes (Q.30) and only about four in 10 employees believe creativity and innovation are rewarded (Q.32).
- Only about one-third of the workforce sees differences in performance recognized in a meaningful way (Q.24), poor performance addressed (Q.23), or merit-based promotions (Q.22). Over one-third of the workforce do not see these practices in their organizations.
- About one-fourth of employees agree pay raises depend on how well employees perform their jobs (Q.33). This has consistently been the lowest rated survey item, with 45 percent in 2010, indicating raises are not tied to performance.

Talent Management Index

The right person in the right job with the right skills is critical for both agency success and employee achievement. While employees feel they have the opportunity to improve their skills, there is room to better utilize employee talents to the fullest.

Governmentwide results for the Talent Management System of the HCAAF are displayed in the table below, followed by a discussion of trends, strengths and challenges that agencies face in managing talent.

TABLE 3 Item Results for the Talent Management Index

	2010 Governmentwide %			Change in % Positive '08 to '10
	Positive	Neutral	Negative	
1. I am given a real opportunity to improve my skills in my organization.	66	16	18	+2
11. My talents are used well in the workplace.	60	17	23	-3
18. My training needs are assessed.	54	24	22	0
21. My work unit is able to recruit people with the right skills.	46	27	27	0
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	72	17	11	-2
47. Supervisors/team leaders in my work unit support employee development.	66	19	15	+1
68. How satisfied are you with the training you receive for your present job?	56	23	21	+1

Note: Results from previous surveys have been recalculated excluding the Do Not Know/No Basis to Judge responses in computing percentages, to make them comparable to 2010 calculations

Trends

- Data trends of these items show few differences. Since 2008, three items went up slightly, two items dropped slightly, and two remained unchanged.
- Small increases were seen in employees given an opportunity to improve their skills (Q.1), up 2 percentage points.
- Talents used well in the workplace (Q.11) and the workforce having the job-relevant knowledge and skills to accomplish organizational goals (Q.29) decreased 3 and 2 percentage points, respectively, since the last survey.

Strengths & Challenges

Most Federal employees are confident their organizations have the talent and skills necessary to achieve organizational goals but remain concerned that recruitment efforts are insufficient to continue to attract employees with the right skills.

- Over 70 percent of Federal employees feel the workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals (Q.29).
- A majority (60 percent) believe their talents are used well in the workplace (Q.11).
- Showing no change since 2008, less than half of the employees believe their work units are finding people with the skills they need (Q.21).

Managers continue to support and provide growth and training opportunities and have made positive gains towards systematic training needs assessments across the Government.

- Two-thirds of employees feel that their supervisors support employee development (Q.47) and that employees are given a real opportunity to improve their skills (Q.1).
- Over half (56 percent) of employees continue to be satisfied with the training they receive for their current jobs (Q.68).
- Fifty-four percent say their training needs are assessed (Q.18).

Job Satisfaction Index

Job satisfaction is a critical factor in the retention of employees. Federal employees almost universally believe the work they do is important, and most derive a feeling of personal accomplishment from their Government service. Satisfaction with Federal employment continues to be at an all time high.

Governmentwide results for the Job Satisfaction Index, a metric of the HCAAF Talent Management System, are displayed in the table below, followed by a discussion of trends, strengths and challenges.

TABLE 4 Item Results for the Job Satisfaction Index

	2010 Governmentwide %			Change in % Positive '08 to '10
	Positive	Neutral	Negative	
4. My work gives me a feeling of personal accomplishment.	75	14	11	+2
5. I like the kind of work I do.	86	10	4	+2
13. The work I do is important.	92	6	2	+1
63. How satisfied are you with your involvement in decisions that affect your work?	55	23	22	+2
67. How satisfied are you with your opportunity to get a better job in your organization?	42	27	31	+3
69. Considering everything, how satisfied are you with your job?	72	16	12	+3
70. Considering everything, how satisfied are you with your pay?	66	16	18	+6

Note: Results from previous surveys have been recalculated excluding the Do Not Know/No Basis to Judge responses in computing percentages, to make them comparable to 2010 calculations

Trends

- Trend analyses comparing changes from 2008 show improvement in all of the items on the Job Satisfaction Index.
- Satisfaction with pay (Q.70), the job (Q.69), and job opportunities (Q.67) showed the greatest increases since the last survey.
- Increasing by 2 percentage points were the items, I like the kind of work I do (Q.5), my work gives me a feeling of personal accomplishment (Q.4), and employees' satisfaction with their involvement in decisions that affect their work (Q.63).

Strengths & Challenges

The overwhelming majority of Federal employees feel their work is important. Most are satisfied with their jobs and find a sense of accomplishment from their service to the public.

- Seventy-two percent of Federal employees are satisfied with their jobs (Q.69).
- Pay satisfaction (Q.70) continues to increase, with a rating of 66 percent, 6 percentage points higher than 2008.
- A clear majority of employees:
 - Like the kind of work they do (Q.5)
 - Believe their work is important (Q.13) and
 - Get a measure of personal accomplishment from their work (Q.4).
- These are among the highest rated items on the survey, especially “The work I do is important” (Q.13), with 92 percent of Federal employees in agreement.

Employees want increased advancement opportunities and involvement in work decisions.

- Only a little more than half of employees (55 percent) are satisfied with their level of involvement in work decisions (Q.63).
- Only, 42 percent of employees are satisfied with their opportunity to get a better job in their organization (Q.67).

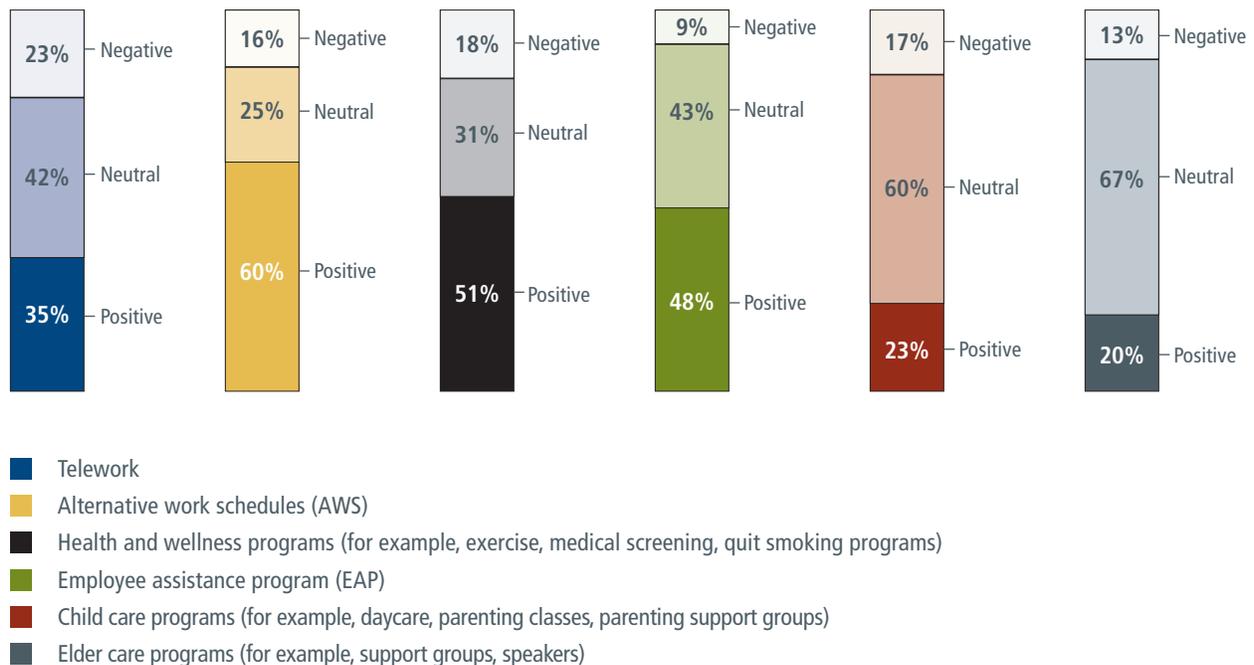
WORK/LIFE PROGRAMS

Work/Life programs and policies are designed to create more flexible, responsive work environments supportive of commitments to community, home, and loved ones. As the nation’s largest employer, with a workforce committed to safeguarding the health, security, and well-being of all Americans, the Federal Government recognizes that great work/life policies, programs, and practices make good business sense. We strive to create a diverse, effective, engaged workforce, ready to meet the needs of the American public, by enabling Federal employees to be committed to their own healthy careers, families, and communities.

A variety of work/life programs are available to Federal employees: telework, alternative work schedules, health and wellness programs, the Employee Assistance Program, child care programs, and elder care programs. Three-quarters of employees said that their supervisors support work/life balance (Q.42). While not every employee will have the need to use every program available, these programs are a valuable resource for ensuring a healthy and responsive environment for employees.

Of those expressing an opinion, half or more gave positive ratings about alternative work schedules, health and wellness programs and the employee assistance program. Less popular were telework, child care programs, and elder care programs, receiving positive ratings of about a third or less. By far the majority of survey respondents overall said they had no basis to judge child care or elder care programs, and of those who did express an opinion, most said they were neither satisfied nor dissatisfied.

FIGURE 2 Satisfaction with Work/Life Programs

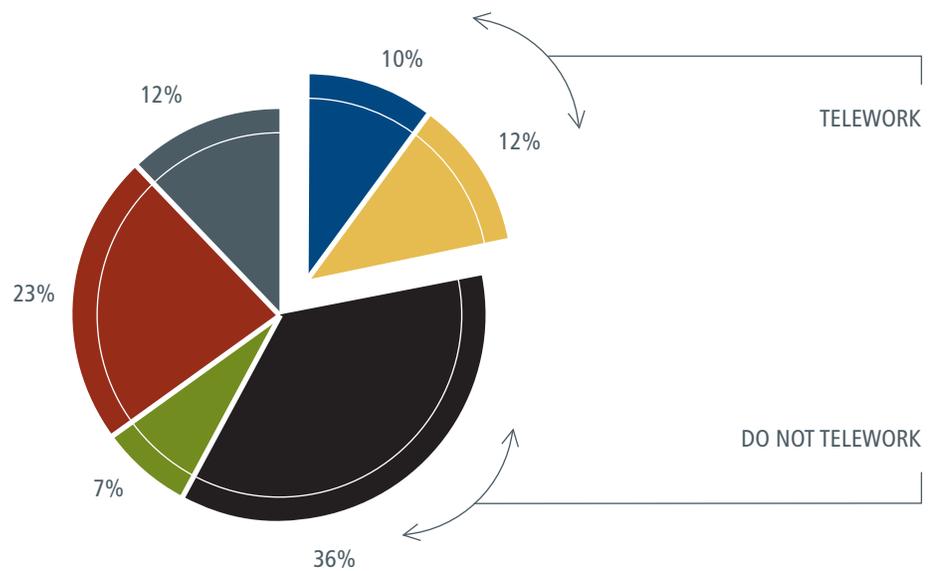


Telework

Telework is important to agency operations and employee well-being. For example, Telework can play a valuable role if physical travel to the workplace is inadvisable, during emergencies such as pandemics or inclement weather, and can be a key component of continuity-of-operations planning. Telework is a valuable tool for establishing green workplaces by reducing pollution from commuting, and by reducing the need for physical office space. Telework programs also help individual employees successfully balance the responsibilities of work and family, and can help to attract and retain new employees.

Figure 3 shows the profile of survey participants indicating what best described their telework situation (N = 247,268). While 22 percent already telework to some extent and 36 percent report that telework is not possible because their physical presence is required at the worksite, another 42 percent potentially could consider teleworking if barriers to participation were removed.

FIGURE 3 Telework Profile of FedView Survey Participants



- I telework on a regular basis (at least one entire work day a week).
- I telework infrequently (less than one entire work day a week).
- I DO NOT telework because I have to be physically present on the job (e.g., Law enforcement officers, park rangers, security personnel).
- I DO NOT telework because I have technical issues (e.g., Connectivity, inadequate equipment) that prevent me from teleworking.
- I DO NOT telework because I am not allowed to, even though I have the kind of job where I can telework.
- I DO NOT telework because I choose not to telework.

ENGAGING EMPLOYEES

Conditions for Engaging Employees

The FedView survey was developed to measure organizational climate within Government agencies, including job and organizational satisfaction. During the past several years, there has been movement towards measuring employee engagement rather than job satisfaction, although this distinction is not universally accepted and their measurements appear highly correlated. When this distinction is made, surveys of employee engagement emphasize the measurement of the passion, commitment and involvement of employees. 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.

One of the biggest challenges of measuring employee engagement is to differentiate the concept from similar organizational constructs like satisfaction and commitment. Compounding the difficulty is that the conditions leading to engagement and the conditions leading to satisfaction may be very similar or identical. The commonly found drivers of employee engagement are basically the same as those found in measures of job satisfaction; namely leadership, supervision, interest in the work itself and the opportunity to experience personal and professional growth.

The current FedView survey does not contain direct measurements of employee feelings of 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. Therefore OPM developed an index that tapped the conditions that lead to engaged employees. To differentiate this index from a job satisfaction index, survey items that asked respondents “how satisfied” were excluded but included were items measuring the common drivers of employee engagement such as leadership, opportunity to use skills, etc.. After an initial set of 26 items was selected, statistical exploratory and confirmatory factor analysis reduced the number to 16 items measuring the factors of leadership, supervision, and intrinsic work experience. A final review was conducted to identify the most actionable items covering the 3 component factors. A final review was conducted to identify the most actionable items covering the 3 component factors. This review identified 8 items comprising the Conditions for Employee Engagement Index.

FIGURE 4 Conditions for Employee Engagement



The index is computed as the average percent favorable response to the following eight items.

- Q3. I feel encouraged to come up with new and better ways of doing things
- Q4. My work gives me a feeling of personal accomplishment
- Q6. I know what is expected of me on the job
- Q11. My talents are used well in the workplace
- Q47. Supervisors/team leaders in my work unit support employee development
- Q48. My supervisor/team leader listens to what I have to say
- Q53. In my organization, leaders generate high levels of motivation and commitment in the workforce
- Q56. Managers communicate the goals and priorities of the organization

Because two of the eight items were not included in previous surveys, it is not possible to show any trend in this index.

ACTION PLANNING

Translating survey results to action

Collecting and analyzing survey results is just the first step in moving agencies towards greater effectiveness. Taking action on the results is the most important step in the process. To decide priority areas and what actions to implement, agencies should follow an action planning process with these steps.

Review the survey results, gather additional information and decide priority for actions. Supplemental information may be obtained using interviews and focus groups of employees and other stakeholders. Identify areas for improvement that are important for the agency and that you believe the agency can positively influence. Separate out areas that need top management attention from those best addressed at lower levels. Communicate to employees the survey results and issues to be addressed.

Develop the Action Plan. Identify the visible actions that can be quickly implemented compared to the more complex issues, which will take more effort and time to address. The written action plan will state the objectives, action to be taken, outcome measures, accountable personnel and improvement targets, and will describe how progress will be tracked.

Implement actions, provide periodic updates to employees on the status of the actions and link these actions back to the survey results. Continual use of survey results can help assess the effectiveness of implemented actions and can allow agencies to continuously update their action plans.

Agencies that experienced the greatest improvement between the 2006 and 2008 survey administrations highlighted the importance of the following:

- Getting top agency leadership support and commitment
- Involving employees at all steps in the process
- Implementing actions and introducing accountability
- Communicating actions and highlighting success stories

CONCLUSIONS AND NEXT STEPS

The 2010 FedView survey results show substantial improvements compared to 2008 in many areas. In such a large-scale survey it is difficult to move items more than one or two percentage points, but many items in the survey increased four or more percentage points between 2008 and 2010.

Overall satisfaction with the organization and recommending their organization as a good place to work increased. This indicates an overall positive feeling about Government agencies and the potential for high levels of commitment in doing a good job.

Federal employees continue to believe their work is important, and it gives them a feeling of personal accomplishment. This has remained a strength over the course of these surveys. Also, employees know what is expected from them and are willing to put in the extra effort to get the job done.

A notable increase was seen in attitudes toward leadership. Results showed an increase in trust and confidence in supervisors and even more of an increase in positive attitudes towards top leadership. There were meaningful increases in the belief that organizations' leaders maintain high standards of honesty and integrity, and the level of respect for organization's senior leaders is climbing. Effective leaders create effective agencies and Federal leaders must continue to manage in ways that generate employee commitment and respect.

The results across the HCAAF indices were mixed, with increases from 2008 evident in Leadership and Knowledge Management and Job Satisfaction indexes, but a level trend for Results-Oriented Performance Culture and Talent Management. Employees failed to see that promotions are based on merit and that appropriate steps are taken to deal with poor performers. Aspects of the performance appraisal system, the building block for effective performance management systems, do show improvement. There was an increase in thinking that performance discussions are worthwhile, differences in performance are being recognized and that the performance appraisal fairly reflects actual performance.

The Federal Government recognizes that great work/life policies, programs, and practices make good business sense as well as support employee needs. The 2010 survey contained more targeted questions on work/life than were in past surveys. While most supervisors were seen as supporting work/life programs, there were mixed feelings about these programs. Respondents were generally satisfied with alternate work schedules (60 percent), health and wellness programs (51 percent) and employee assistance programs (48 percent), but smaller percentages were satisfied with telework, child care programs and elder care programs.

Continuing improvement across the Government depends on agencies translating results into action. While Governmentwide results provide overall trends, specific agency and agency component results provide the necessary detail to target specific actions.

APPENDIX A

Survey Methodology

OPM conducted the 2010 Federal Employee Viewpoint Survey (FedView: formerly the Federal Human Capital Survey) to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. The FedView survey 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, and most recently in February/March of 2010. The survey provides general indicators of how well the Federal Government is running 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 89-item survey included 11 demographic questions and 78 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 89 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 58 items in common between the 2010 and 2008 surveys, 57 between the 2010 and 2006 surveys, and 55 between the 2010 and 2004 surveys. Fourteen of the questions also are used in private sector surveys and enable comparisons of Government employees' perceptions with those of private sector counterparts.

The Sample

As was the case for each of the previous administrations of the survey, the 2010 survey was directed at full-time, permanent employees. OPM extended an invitation to all small and independent agencies, and 53 chose to participate. The survey was administered as a census to these agencies. The survey was also administered as a census to 13 Departments/large agencies, at the agencies' request. Appendix C contains a list of the agencies surveyed. These agencies comprise approximately 97 percent of the executive branch workforce.

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

Sampling Frame. The sampling frame was the 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 1066 sample subgroups corresponding to agency, subagency, and supervisory status reporting requirements. A total of 549,124 employees were invited to participate from 82 agencies.

Data Collection

Mode/Method. The 2010 FedView survey 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 504,609 employees receiving surveys, 263,475 completed the survey for a Governmentwide response rate of 52 percent.

Data Weighting

Data collected from FedView 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 2010 Federal Employee Viewpoint Survey 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 the Federal workforce. 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

This year, responses of "No Basis to Judge/Do Not Know" were removed before scoring. Previously all responses were included in the calculations. To ensure comparability, data from previous years were recalculated, removing "No Basis to Judge/Do Not Know" responses, before trend calculations were carried out.

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).

Five items from the 2008 survey were reworded for the 2010 survey. The wording for one of these was close enough to allow comparison with previous years (Q.28), but the other four were so different that they could not be included in trend analyses (Q.31, Q.43, Q.45, and Q.46).

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.

Survey Respondents

Characteristics of the 263,475 survey respondents are shown in the figures below. Over one half of respondents work in the field (Q.79). Respondents are more likely to be male than female (Q.81). Almost three-quarters of the respondents are non-supervisory (non-supervisors and team leaders) (Q.80). More than three-fourths of the respondents are over 40 years old, with 50-59 the largest single age category among the respondents (Q.84). Over half of the respondents have worked with the Federal Government for at least 15 years (Q.86). Survey respondents are predominantly white (Q.83) and non-Hispanic (Q.82). More extensive results are available on OPM's Federal Employee Viewpoint Survey website: www.FedView.opm.gov.

FIGURE 5 Survey Respondent Characteristics

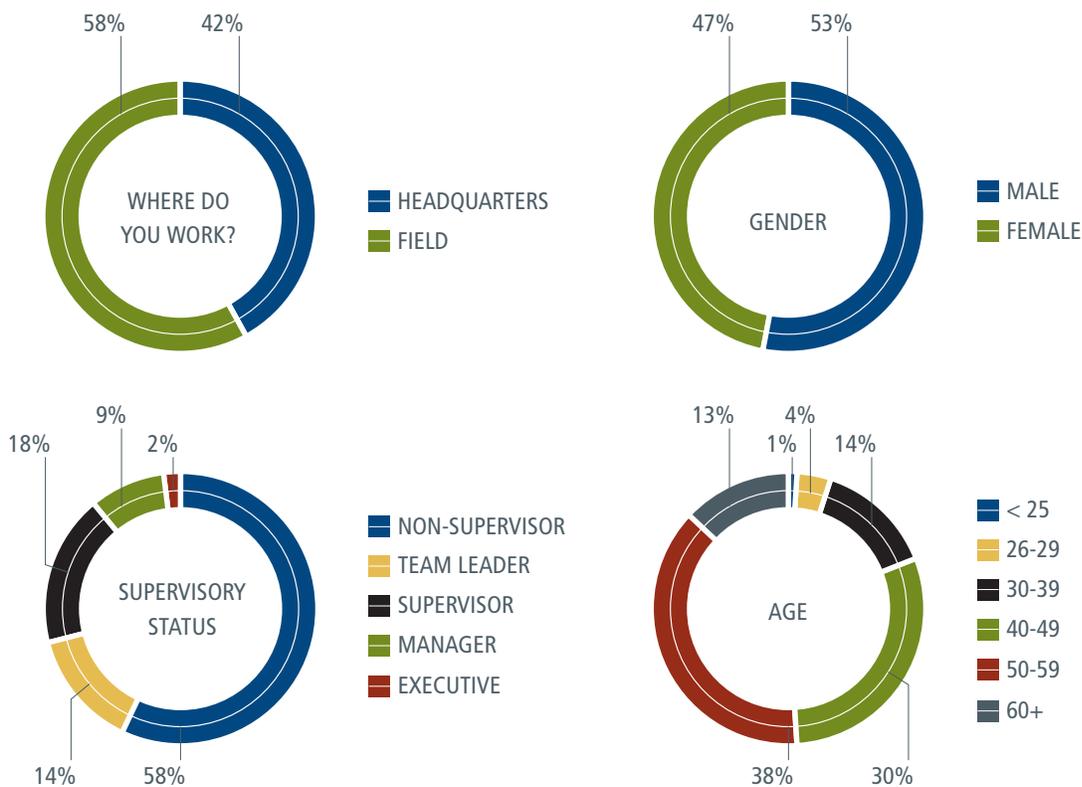
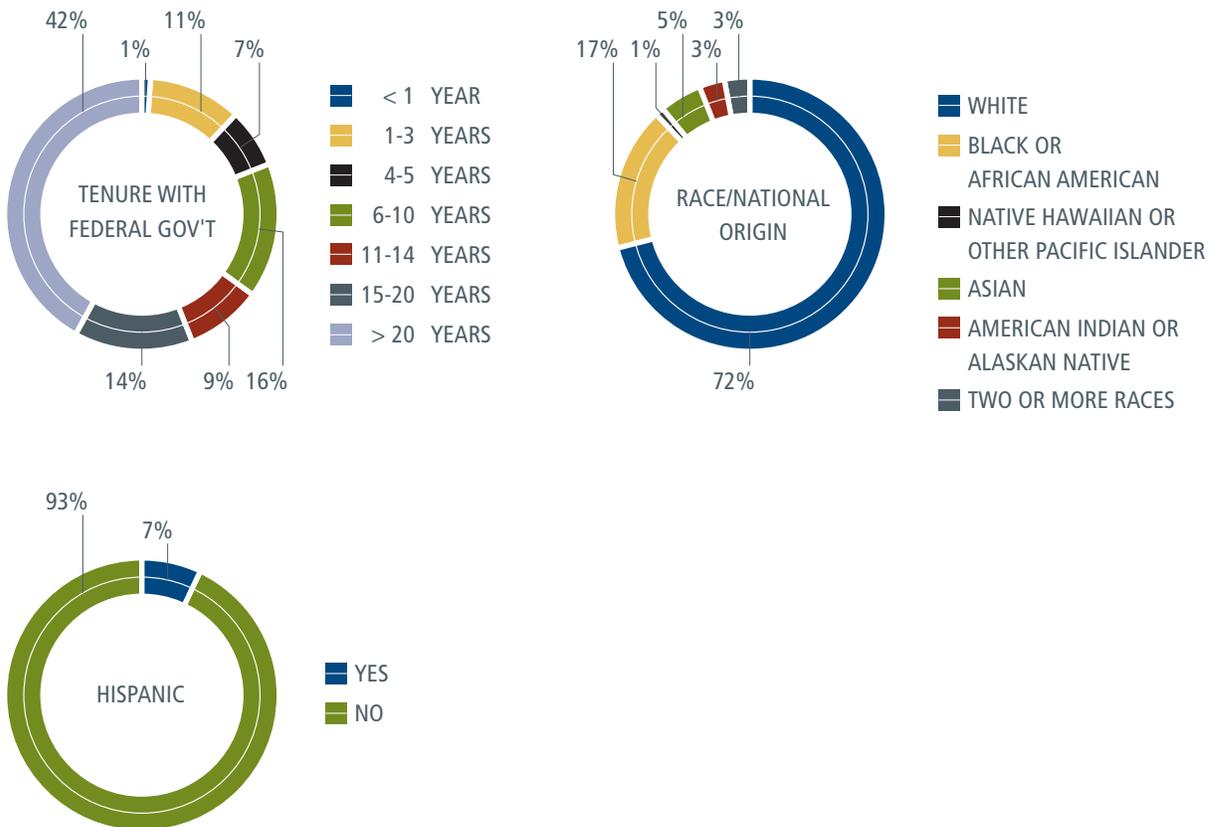


FIGURE 5 Survey Respondent Characteristics (cont'd)



APPENDIX B

APPENDIX B Survey Questionnaire

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know
My Work Experiences						
*1. I am given a real opportunity to improve my skills in my organization.	19.8%	46.1%	15.9%	13.2%	5.0%	
2. I have enough information to do my job well.	17.9%	55.0%	14.1%	10.5%	2.5%	
3. I feel encouraged to come up with new and better ways of doing things.	20.8%	39.1%	18.3%	15.2%	6.6%	
*4. My work gives me a feeling of personal accomplishment.	29.0%	45.6%	13.5%	8.0%	3.9%	
*5. I like the kind of work I do.	41.0%	44.6%	9.6%	3.5%	1.3%	
6. I know what is expected of me on the job.	31.1%	49.6%	10.8%	6.2%	2.2%	
7. When needed I am willing to put in the extra effort to get a job done.	63.8%	33.0%	2.2%	0.6%	0.5%	
8. I am constantly looking for ways to do my job better.	48.0%	43.6%	6.9%	1.0%	0.4%	
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	11.1%	39.0%	16.5%	21.6%	11.7%	850
*10. My workload is reasonable.	10.8%	48.3%	16.4%	15.8%	8.6%	612
*11. My talents are used well in the workplace.	16.5%	44.0%	16.8%	14.2%	8.5%	1,613
*12. I know how my work relates to the agency's goals and priorities.	29.8%	54.6%	10.0%	3.7%	1.9%	1,097
*13. The work I do is important.	50.7%	41.4%	5.7%	1.3%	0.8%	788
*14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	22.2%	44.8%	14.5%	12.0%	6.4%	1,032
*15. My performance appraisal is a fair reflection of my performance.	23.6%	44.8%	14.5%	9.3%	7.8%	3,296
16. I am held accountable for achieving results.	28.8%	55.1%	11.3%	3.2%	1.6%	1,132
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	22.0%	39.6%	19.6%	9.4%	9.4%	12,270
*18. My training needs are assessed.	12.8%	41.0%	23.5%	14.5%	8.3%	3,506
*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).	23.7%	44.1%	14.0%	10.9%	7.3%	3,813

Note: No Basis to Judge and Do Not Know responses are not included in percentages. Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX B Survey Questionnaire (Cont'd)

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know
My Work Unit						
*20. The people I work with cooperate to get the job done.	23.5%	51.2%	13.2%	9.4%	2.7%	
*21. My work unit is able to recruit people with the right skills.	8.6%	37.2%	26.9%	18.2%	9.1%	8,804
*22. Promotions in my work unit are based on merit.	8.0%	27.4%	28.4%	19.2%	17.0%	14,914
*23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	5.6%	25.2%	27.5%	22.8%	18.9%	21,290
*24. In my work unit, differences in performance are recognized in a meaningful way.	6.6%	29.6%	28.7%	20.8%	14.3%	13,517
25. Awards in my work unit depend on how well employees perform their jobs.	9.8%	33.7%	24.1%	17.3%	15.1%	13,526
26. Employees in my work unit share job knowledge with each other.	20.5%	52.6%	14.5%	7.8%	4.7%	1,480
27. The skill level in my work unit has improved in the past year?	15.0%	40.6%	28.0%	10.3%	6.1%	9,299
	Very Good	Good	Fair	Poor	Very Poor	
28. How would you rate the overall quality of work done by your work unit?	40.5%	41.7%	14.8%	2.3%	0.7%	
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know
My Agency						
*29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	14.4%	58.1%	16.9%	8.1%	2.5%	4,104
*30. Employees have a feeling of personal empowerment with respect to work processes.	8.9%	38.7%	26.0%	17.9%	8.5%	6,181
31. Employees are recognized for providing high quality products and services.	11.3%	39.9%	23.4%	16.7%	8.8%	4,674
*32. Creativity and innovation are rewarded.	9.5%	31.6%	28.9%	19.0%	11.1%	7,479
*33. Pay raises depend on how well employees perform their jobs.	5.5%	20.8%	28.9%	26.3%	18.6%	14,814
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	14.7%	43.3%	28.0%	7.5%	6.5%	16,123

Note: No Basis to Judge and Do Not Know responses are not included in percentages. Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX B Survey Questionnaire (Cont'd)

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know
*35. Employees are protected from health and safety hazards on the job.	20.8%	55.6%	13.7%	6.2%	3.7%	3,676
*36. My organization has prepared employees for potential security threats.	20.2%	56.1%	14.8%	6.0%	2.9%	4,197
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	15.0%	36.3%	24.5%	12.4%	11.8%	14,196
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.	22.0%	43.7%	20.3%	6.5%	7.5%	19,348
39. My agency is successful at accomplishing its mission.	22.9%	54.7%	15.6%	4.4%	2.4%	4,142
40. I recommend my organization as a good place to work	28.1%	41.6%	18.8%	7.6%	3.9%	
41. I believe the results of this survey will be used to make my agency a better place to work.	14.1%	30.4%	29.8%	14.4%	11.3%	23,296
My Supervisor/Team Leader						
*42. My supervisor supports my need to balance work and other life issues.	32.3%	43.9%	12.8%	5.8%	5.2%	1,745
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	25.0%	40.9%	17.7%	9.6%	6.7%	1,253
*44. Discussions with my supervisor/team leader about my performance are worthwhile.	23.2%	39.2%	19.2%	10.5%	7.8%	2,809
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	24.2%	41.0%	24.0%	5.6%	5.1%	19,679
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	21.3%	39.6%	20.7%	11.3%	7.2%	1,456
*47. Supervisors/team leaders in my work unit support employee development.	24.0%	41.9%	18.6%	8.6%	6.9%	3,158
48. My supervisor/team leader listens to what I have to say.	32.5%	42.4%	13.2%	7.7%	4.2%	
49. My supervisor/team leader treats me with respect.	37.6%	42.3%	10.7%	5.6%	3.7%	

Note: No Basis to Judge and Do Not Know responses are not included in percentages.
Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX B Survey Questionnaire (Cont'd)

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know
50. In the last six months, my supervisor/team leader has talked with me about my performance.	30.1%	46.4%	10.9%	8.7%	4.0%	
*51. I have trust and confidence in my supervisor.	31.9%	34.6%	17.1%	8.9%	7.4%	
	Very Good	Good	Fair	Poor	Very Poor	
*52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	36.3%	32.1%	19.1%	7.2%	5.2%	
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know
Leadership						
*53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	10.2%	34.2%	27.0%	18.2%	10.3%	2,944
54. My organization's leaders maintain high standards of honesty and integrity.	16.4%	39.3%	23.7%	11.5%	9.1%	8,613
*55. Managers/supervisors/team leaders work well with employees of different backgrounds.	16.6%	46.9%	22.5%	8.2%	5.8%	9,918
*56. Managers communicate the goals and priorities of the organization.	15.2%	48.9%	19.9%	9.9%	6.1%	2,293
*57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	15.5%	48.0%	23.2%	8.4%	4.9%	13,560
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	13.2%	41.3%	23.2%	13.6%	8.6%	6,513
59. Managers support collaboration across work units to accomplish work objectives.	14.1%	43.4%	23.4%	11.3%	7.8%	6,760
	Very Good	Good	Fair	Poor	Very Poor	Do Not Know
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	20.2%	37.1%	25.1%	9.2%	8.4%	9,176
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know
*61. I have a high level of respect for my organization's senior leaders.	20.3%	35.4%	22.8%	12.1%	9.4%	2,468
62. Senior leaders demonstrate support for Work/Life programs.	17.8%	36.9%	26.9%	10.1%	8.4%	21,420

Note: No Basis to Judge and Do Not Know responses are not included in percentages. Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX B Survey Questionnaire (Cont'd)

	Very Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Very Dissatisfied
My Satisfaction					
*63. How satisfied are you with your involvement in decisions that affect your work?	14.1%	40.7%	23.0%	16.9%	5.3%
*64. How satisfied are you with the information you receive from management on what's going on in your organization?	11.7%	39.3%	23.3%	19.4%	6.3%
*65. How satisfied are you with the recognition you receive for doing a good job?	15.5%	36.7%	21.8%	17.0%	9.0%
*66. How satisfied are you with the policies and practices of your senior leaders?	10.6%	34.4%	28.8%	18.5%	7.6%
*67. How satisfied are you with your opportunity to get a better job in your organization?	11.2%	30.5%	27.0%	18.9%	12.5%
*68. How satisfied are you with the training you receive for your present job?	14.6%	41.3%	22.8%	14.8%	6.6%
*69. Considering everything, how satisfied are you with your job?	24.0%	47.5%	16.4%	8.6%	3.5%
*70. Considering everything, how satisfied are you with your pay?	20.6%	45.2%	15.7%	12.8%	5.7%
71. Considering everything, how satisfied are you with your organization?	17.5%	44.9%	20.8%	11.7%	5.1%
Work/Life					
72. Please select the response below that best describes your teleworking situation.					% Selected
I telework...					
a) on a regular basis (at least one entire work day a week).					9.7%
b) infrequently (less than one entire work day a week).					11.6%
I do not telework because I...					
c) have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel).					36.1%
d) have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking.					7.3%
e) am not allowed to, even though I have the kind of job where I can telework.					23.0%
f) choose not to telework.					12.3%

Note: No Basis to Judge and Do Not Know responses are not included in percentages.
Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX B Survey Questionnaire (Cont'd)

	Very Satisfied	Satisfied	Neither Satisfied Nor Dissatisfied	Dissatisfied	Very Dissatisfied	No Basis to Judge
73-78. How satisfied are you with the following Work/Life programs in your agency?						
73. Telework	13.1%	22.2%	41.8%	12.7%	10.2%	80,124
74. Alternative Work Schedules (AWS)	25.6%	33.9%	24.8%	8.1%	7.5%	49,250
75. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	15.0%	36.3%	31.2%	10.1%	7.5%	52,428
76. Employee Assistance Program (EAP)	12.4%	35.6%	43.1%	4.8%	4.0%	99,806
77. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	6.9%	16.3%	60.0%	8.1%	8.7%	154,397
78. Elder Care Programs (for example, support groups, speakers)	5.0%	14.9%	66.7%	6.5%	7.0%	159,106

Note: No Basis to Judge and Do Not Know responses are not included in percentages. Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX B Demographic Characteristics (Unweighted Data)

79. Where do you work?

Headquarters	42%
Field	58%

*80. What is your supervisory status?

Non-Supervisor	58%
Team Leader	14%
Supervisor	18%
Manager	9%
Executive	2%

*81. Are you:

Male	53%
Female	47%

*82. Are you Hispanic or Latino?

Yes	7%
No	93%

*83. Are you:

American Indian or Alaska Native	3%
Asian	5%
Black or African American	17%
Native Hawaiian or Other Pacific Islander	1%
White	72%
Two or more races (Not Hispanic or Latino)	3%

84. What is your age group?

25 and under	1%
26-29	4%
30-39	14%
40-49	30%
50-59	38%
60 or older	13%

85. What is your pay category/grade?

Federal Wage System (ex. WB, WD, WG, WL, WM, WS, WY)	4%
GS 1-6	5%
GS 7-12	40%
GS 13-15	43%
Senior Executive Service	2%
Senior Level (SL) or Scientific or Professional (ST)	0%
Other	7%

Note: Percentages may not add to 100 due to rounding.
Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX B Demographic Characteristics (Unweighted Data) (Cont'd)

86. How long have you been with the Federal Government (excluding military service)?

Less than 1 year	1%
1 to 3 years	11%
4 to 5 years	7%
6 to 10 years	16%
11 to 14 years	9%
15 to 20 years	14%
More than 20 years	42%

87. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

Less than 1 year	2%
1 to 3 years	16%
4 to 5 years	9%
6 to 10 years	19%
11 to 20 years	24%
More than 20 years	30%

88. Are you considering leaving your organization within the next year, and if so, why?

No	72%
Yes, to retire	6%
Yes, to take another job within the Federal Government	17%
Yes, to take another job outside the Federal Government	2%
Yes, other	3%

89. I am planning to retire:

Within one year	4%
Between one and three years	11%
Between three and five years	12%
Five or more years	73%

Note: Percentages may not add to 100 due to rounding.
Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX C

Agencies Surveyed

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

Departments/Large Agencies

Department of Agriculture
Department of Commerce
Department of Defense

- Department of the Army
- Department of the Navy
- Department of the Air Force
- U.S. Army Corps of Engineers
- U.S. Marine Corps

Department of Education
Department of Energy
Department of Health and Human Services
Department of Homeland Security
Department of Housing and Urban Development
Department of the Interior
Department of Justice
Department of Labor
Department of State
Department of Transportation
Department of the Treasury
Department of Veterans Affairs
U.S. Agency for International Development
Environmental Protection Agency
General Services Administration
National Aeronautics and Space Administration
National Science Foundation
Office of Management and Budget
Office of Personnel Management
Small Business Administration
Social Security Administration

Small/Independent Agencies

U.S. Access Board
Advisory Council on Historic Preservation
African Development Foundation
American Battle Monuments Commission
Broadcasting Board of Governors
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
Court Services and Offender Supervision Agency
Defense Nuclear Facilities Safety Board
Equal Employment Opportunity Commission
Federal Communications Commission
Federal Election Commission
Federal Energy Regulatory Commission
Federal Housing Finance Agency
Federal Labor Relations Authority
Federal Maritime Commission
Federal Mediation and Conciliation Service
Federal Retirement Thrift Investment Board
Federal Trade Commission
Institute of Museum and Library Services
Inter-American Foundation
International Boundary and Water Commission
Marine Mammal Commission

Small/Independent Agencies (continued)

Merit Systems Protection Board

National Archives and Records Administration

National Capital Planning Commission

National Council on Disability

National Credit Union Administration

National Endowment for the Arts

National Endowment for the Humanities

National Gallery of Art

National Indian Gaming Commission

National Labor Relations Board

National Mediation Board

National Transportation Safety Board

Nuclear Regulatory Commission

Nuclear Waste Technical Review Board

Occupational Safety and Health Review Commission

Office of Navajo and Hopi Indian Relocation

Office of U.S. Trade Representative

Pension Benefit Guaranty Corporation

Postal Regulatory Commission

Railroad Retirement Board

Securities and Exchange Commission

Selective Service System

Surface Transportation Board

Trade and Development Agency

U.S. International Trade Commission

Woodrow Wilson International Center for Scholars

APPENDIX D

APPENDIX D Trend Analysis

	Year of Survey Administration			Significant Trends
	2006	2008	2010	
*1. I am given a real opportunity to improve my skills in my organization	62.1%	64.0%	65.9%	↗↗
2. I have enough information to do my job well.	72.4%	73.4%	72.9%	→→
3. I feel encouraged to come up with new and better ways of doing things	60.3%	60.7%	59.9%	→→
*4. My work gives me a feeling of personal accomplishment.	73.0%	73.4%	74.7%	→↗
*5. I like the kind of work I do.	83.4%	83.8%	85.6%	→↗
6. I know what is expected of me on the job.	—	—	80.8%	NA
7. When needed I am willing to put in the extra effort to get a job done.	—	—	96.7%	NA
8. I am constantly looking for ways to do my job better.	—	—	91.7%	NA
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	48.1%	51.6%	50.1%	↗↘
*10. My workload is reasonable.	59.3%	60.3%	59.1%	→→
*11. My talents are used well in the workplace.	62.0%	62.8%	60.4%	→↘
*12. I know how my work relates to the agency's goals and priorities.	83.4%	84.5%	84.4%	↗→
*13. The work I do is important.	90.5%	91.0%	92.2%	→↗
*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%	→→
*15. My performance appraisal is a fair reflection of my performance.	65.5%	64.6%	68.4%	→↗
16. I am held accountable for achieving results.	79.7%	82.4%	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%	↗↗
*18. My training needs are assessed.	51.9%	54.2%	53.8%	↗→
*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%	NA →
*20. The people I work with cooperate to get the job done.	83.3%	83.9%	74.7%	→↘
*21. My work unit is able to recruit people with the right skills.	45.1%	46.2%	45.8%	↗→
*22. Promotions in my work unit are based on merit.	35.2%	36.9%	35.4%	↗↘
*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%	↗↘

Note: No Basis to Judge and Do Not Know responses are not included in percentages. Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX D Trend Analysis (Cont'd)

	Year of Survey Administration			Significant Trends
	2006	2008	2010	
*24. In my work unit, differences in performance are recognized in a meaningful way.	31.0%	32.8%	36.2%	↗↗
25. Awards in my work unit depend on how well employees perform their jobs.	41.4%	43.4%	43.5%	↗→
26. Employees in my work unit share job knowledge with each other.	74.6%	75.8%	73.1%	↗↘
27. The skill level in my work unit has improved in the past year.	52.2%	54.1%	55.7%	↗↗
28. How would you rate the overall quality of work done by your work unit?	83.0%	83.4%	82.2%	→↘
*29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	74.1%	74.3%	72.5%	→↘
*30. Employees have a feeling of personal empowerment with respect to work processes.	43.2%	44.8%	47.6%	↗↗
31. Employees are recognized for providing high quality products and services.	—	—	51.1%	NA
*32. Creativity and innovation are rewarded.	39.8%	41.1%	41.1%	↗→
*33. Pay raises depend on how well employees perform their jobs.	22.8%	27.0%	26.3%	↗→
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%	↗↘
*35. Employees are protected from health and safety hazards on the job.	75.7%	77.0%	76.4%	↗→
*36. My organization has prepared employees for potential security threats.	73.6%	75.1%	76.3%	↗↗
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	48.8%	51.5%	51.3%	↗→
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%	→→
39. My agency is successful at accomplishing its mission.	—	—	77.6%	NA
40. I recommend my organization as a good place to work.	63.5%	65.5%	69.7%	↗↗
41. I believe the results of this survey will be used to make my agency a better place to work.	—	—	44.5%	NA
*42. My supervisor supports my need to balance work and other life issues.	78.5%	75.8%	76.2%	↘→
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	—	—	66.0%	NA
*44. Discussions with my supervisor/team leader about my performance are worthwhile.	56.6%	57.2%	62.4%	→↗
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	—	—	65.3%	NA

Note: No Basis to Judge and Do Not Know responses are not included in percentages. Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX D Trend Analysis (Cont'd)

	Year of Survey Administration			Significant Trends
	2006	2008	2010	
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	—	—	60.9%	NA
*47. Supervisors/team leaders in my work unit support employee development	64.6%	65.1%	65.9%	→→
48. My supervisor/team leader listens to what I have to say.	—	—	74.8%	NA
49. My supervisor/team leader treats me with respect.	—	—	79.9%	NA
50. In the last six months, my supervisor/team leader has talked with me about my performance.	—	—	76.4%	NA
*51. I have trust and confidence in my supervisor.	63.8%	64.2%	66.5%	→↗
*52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66.2%	66.2%	68.4%	→↗
*53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	38.1%	40.2%	44.5%	↗↗
54. My organization's leaders maintain high standards of honesty and integrity.	50.3%	51.1%	55.7%	→↗
*55. Managers/supervisors/team leaders work well with employees of different backgrounds.	65.6%	67.4%	63.5%	↗↘
*56. Managers communicate the goals and priorities of the organization.	58.7%	60.2%	64.2%	↗↗
*57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	59.6%	60.6%	63.5%	→↗
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	54.5%	56.1%	54.5%	↗↘
59. Managers support collaboration across work units to accomplish work objectives.	—	—	57.5%	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%	NA
*61. I have a high level of respect for my organization's senior leaders.	49.5%	52.1%	55.6%	↗↗
62. Senior leaders demonstrate support for Work/Life programs.	—	—	54.7%	
*63. How satisfied are you with your involvement in decisions that affect your work?	53.7%	53.4%	54.8%	→→
*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%	↗↗
*65. How satisfied are you with the recognition you receive for doing a good job?	48.6%	50.3%	52.2%	↗↗
*66. How satisfied are you with the policies and practices of your senior leaders?	40.9%	42.3%	45.1%	↗↗
*67. How satisfied are you with your opportunity to get a better job in your organization?	36.5%	39.0%	41.7%	↗↗
*68. How satisfied are you with the training you receive for your present job?	53.7%	55.3%	55.8%	↗→
*69. Considering everything, how satisfied are you with your job?	67.5%	68.5%	71.5%	→↗

Note: No Basis to Judge and Do Not Know responses are not included in percentages. Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX D Trend Analysis (Cont'd)

	Year of Survey Administration			Significant Trends
	2006	2008	2010	
*70. Considering everything, how satisfied are you with your pay?	61.3%	60.4%	65.8%	→↗
71. Considering everything, how satisfied are you with your organization?	56.2%	57.5%	62.4%	↗↗
73. How satisfied are you with the following Work/Life programs in your agency... Telework?	38.6%	39.9%	35.4%	↗↘
74. How satisfied are you with the following Work/Life programs in your agency... Alternative Work Schedules (AWS)?	62.9%	61.2%	59.5%	↘↘
75. How satisfied are you with the following Work/Life programs in your agency... Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)?	—	—	51.2%	NA
76. How satisfied are you with the following Work/Life programs in your agency... Employee Assistance Program (EAP)?	—	—	48.1%	NA
77. How satisfied are you with the following Work/Life programs in your agency... Child Care Programs (for example, daycare, parenting classes, parenting support groups)?	—	—	23.1%	NA
78. How satisfied are you with the following Work/Life programs in your agency... Elder Care Programs (for example, support groups, speakers)?	—	—	19.9%	NA

Note: No Basis to Judge and Do Not Know responses are not included in percentages. Items included in the Annual Employee Survey are noted by an asterisk (*).

APPENDIX E

Comparison to Private Sector Results

APPENDIX E Private Sector Comparison – Positive Responses

	Percent Positive		
	G'wide	Private Sector	Difference
1. FedView – 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.	66	65	+1
2. I have enough information to do my job well.	73	77	-4
3. I feel encouraged to come up with new and better ways of doing things.	60	73	-13
4. My work gives me a feeling of personal accomplishment.	75	76	-1
5. I like the kind of work I do.	86	86	0
20. The people I work with cooperate to get the job done.	75	82	-7
52. Overall, how good a job do you feel is being done by your immediate supervisor/ team leader?	68	74	-6
63. How satisfied are you with your involvement in decisions that affect your work?	55	58	-3
64. FedView – 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?	52	55	-3
67. FedView – 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?	42	53	-11
68. How satisfied are you with the training you receive for your present job?	56	66	-10
69. Considering everything, how satisfied are you with your job?	72	75	-3
71. FedView – 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	71	-9

APPENDIX F

Impact Items

What determines employee satisfaction?

Results from this year and previous surveys were used to identify those survey elements that really make a difference in whether people want to come and stay in an organization and contribute to their fullest. The following eleven items were strongly associated with employees' satisfaction and intent to stay in their jobs over the past three survey administrations.

APPENDIX F Combined Predictors of Satisfaction and Intent to Leave

	Percent Positive	
	2010	Difference from 2008
4. My work gives me a feeling of personal accomplishment.	75	+2
5. I like the kind of work I do.	86	+2
11. My talents are used well in the workplace.	60	-2
30. Employees have a feeling of personal empowerment with respect to work processes.	48	+4
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	+2
61. I have a high level of respect for my organization's senior leaders.	56	+4
63. How satisfied are you with your involvement in decisions that affect your work?	55	+2
65. How satisfied are you with the recognition you receive for doing a good job?	52	+2
66. How satisfied are you with the policies and practices of your senior leaders?	45	+3
67. How satisfied are you with your opportunity to get a better job in your organization?	42	+3
68. How satisfied are you with the training you receive for your present job?	56	+1

Note: Results from previous surveys have been recalculated excluding the Do Not Know/No Basis to Judge responses in computing percentages, to make them comparable to 2010 calculations



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