

2013

Federal Employee Viewpoint Survey Results
Employees Influencing Change

Technical Report

United States Office of
Personnel Management

Table of Contents

Survey Introduction	1
Overview	1
2013 Survey Design Objectives	1
Uses of Survey Results	1
Sample Design and Selection	2
Sample Design	2
Survey Population Frame and Stratification Variables	4
Survey Population Size	4
Survey Instrument	6
Survey Mode	6
Survey Content	6
Data Collection	8
Field Period	8
Web-Based Data Collection Procedures	9
Survey Disposition Codes	9
Response Rates.....	13
Special Operations – Help Center	17
Types of Inquiries Received.....	20
Potential Future Web Application Feature Additions.....	21
Data Cleaning and Weighting	22
Data Cleaning / Editing	22
Weighting.....	22
Data Analysis	24
Frequency Distributions	24
Distributions of Positive, Negative, and Neutral Responses	24
Testing for Statistically Significant Differences Between FEVS Groups/Subgroups.....	24
Trend Analyses.....	25
Indices	25

Public-Release Data File	30
Procedures Undertaken to Produce the General Version of the PRDF	30
Procedures Undertaken to Produce the LGBT Version of the PRDF	31
Presentation of Results	32
Governmentwide Reports	34
Annual Employee Survey Reports	34
Agency Management Reports, Small Agency Management Reports and Employee Summary Feedback Reports.....	34
Subagency and Trend Reports.....	39
Agency Specific Item Reports	40
Other Web Reports/Tables	40
Delivery of Results, Reports and Ad Hoc Analyses – WesDaX.....	41
Summary of Quality Control Process.....	44
References	44
Appendix A: 2013 FEVS Sampling Rate	45
Appendix B: 2013 Federal Employee Viewpoint Survey.....	49
Appendix C: Sample Email Invitation	68

Survey Introduction

Overview

This report provides a description of the design, administration, analysis, and reporting procedures for the 2013 Federal Employee Viewpoint Survey (FEVS). The FEVS, formerly the Federal Human Capital Survey (FHCS), is conducted by the U.S. Office of Personnel Management (OPM). The FEVS is a tool that provides a snapshot of employees' perceptions of whether, and to what extent, conditions characterizing successful organization are present in their agencies. The survey is designed to provide agencies with the information critical for driving change across key areas of their work lives: areas which drive employee satisfaction, commitment, engagement, and ultimately retention in the workforce.

The 2013 FEVS marks the eighth time OPM administered the survey; prior administrations took place biennially from 2002-2010 and annually since that time. The findings from the 2013 survey offer Federal employees' perceptions of workforce management in their agencies. By looking at trends across different survey administrations, agency leaders are able to identify areas of improvement and where there is still room for improvement.

2013 Survey Design Objectives

OPM designed the 2013 FEVS to produce statistically reliable estimates of Federal employees' perceptions about how effectively agencies are managing their workforces. The survey results are calculated to ensure representative results are reported by agency/subagency and supervisory status (i.e., non-supervisors, supervisors, and executives) as well as the overall Federal workforce (governmentwide).

The 98-item survey covered the following eight topic areas:

- Personal Work Experiences,
- Work Unit,
- Agency,
- Supervisor/Team Leader,
- Leadership,
- Satisfaction,
- Work/Life, and
- Demographics.

Uses of Survey Results

Working with the information from the survey and other index measures (e.g., HCAAF, global satisfaction, employee engagement), agencies can make a thorough assessment of its own progress in its strategic goals and develop a plan of action for further improvement. The FEVS findings allow agencies to assess trends by comparing earlier results with the 2013 results, to compare agency results with the governmentwide results, to identify current strengths and challenges, and to focus on short-term and longer term action targets that will help agencies reach their strategic human capital management goals.

Sample Design and Selection

Sample Design

The sample design reflects OPM’s commitment to providing Federal agency leaders with representative information about their employees’ perceptions of the management of their workforces. The survey population for the 2013 FEVS included full- and part-time, permanent Federal employees. The sample included departments and large agencies as well as small and independent agencies. These agencies comprise approximately 97 percent of the executive branch workforce. For the 2013 FEVS administration, OPM developed a new sampling strategy for agencies providing organizational codes with the goal of maximizing the number of reports to be generated while minimizing the size of the workforce being surveyed. The broad objective was to maintain the reporting breadth achieved by the 2012 FEVS census, but with a reduced burden in terms of the time and financial costs a census would incur.

In previous years, the FEVS employed a single-stage stratified sample design. Sample sizes were determined by solving for a margin of error ($\pm 5\%$) on a 95% confidence interval while assuming a conservative 40% response rate. In the process of rethinking the sampling strategy to meet the current needs of the FEVS, it became clear that lower-level reporting capabilities were just as high of a priority as statistical precision targets. In response, the Graduated Proportional Sampling (GPS) plan was developed, which performs the following steps to select a sample for a particular agency:

1. Stratify individuals based on the lowest desired work unit or “level” to be identified using the organizational codes.
2. Identify strata with less than 10 individuals and roll these up into the next-highest applicable stratum. The reasoning here is that, even if a 100% response rate were achieved, the work unit would be too small to receive a report. If there was no applicable higher level within the agency structure, leave the stratum as is.
3. Place individuals in executive-type positions (e.g., SES) into a separate stratum.
4. Once the final stratification boundaries are set, the sampling proportion was based the size of the stratum and the goal of attaining at least ten respondents assuming a conservative 30% response rate. (The exceptions were any strata in small agencies and the SES strata, which were censused.) Note that the minimum sampling proportion was 25%; thus, each employee had at least a one in four chance of being selected to participate (see Table 1).
5. After the sample was drawn, examine the agency’s ratio of sampled employees to its population. If more than 75% or more of the workforce would be sampled, conduct a census instead.

TABLE 1 | Sampling Proportion Treatments

Work Unit Population Size	Treatment	Sample Size
<50	Census	1 to 50
51 to 75	75% Sample	38 to 56
76 to 150	50% Sample	38 to 75
>151	25% Sample	37+

* Excluding SES employees

For agencies that use a “Where Do You Work?” survey question or otherwise do not provide organizational codes, a census was conducted so long as there were fewer than 5,000 employees. Agencies above this threshold were required to conduct a sample, although the specific method employed was customized with input from the agency point of contact. Table 2 provides the listing of agencies and whether they were a sample of census.

Participating Agencies

Departments/Large Agencies

Broadcasting Board of Governors (BBG)
 Court Services and Offender Supervision Agency (CSOSA)
 Department of Agriculture (USDA)
 Department of Commerce (DOC)
 Department of Education (Educ)
 Department of Energy (DOE)
 Department of Health and Human Services (HHS)
 Department of Homeland Security (DHS)
 Department of Housing and Urban Development (HUD)
 Department of Justice (DOJ)
 Department of Labor (DOL)
 Department of State (State)
 Department of the Interior (DOI)
 Department of the Treasury (Treas)
 Department of Transportation (DOT)
 Department of Veterans Affairs (VA)
 Environmental Protection Agency (EPA)
 Equal Employment Opportunity Commission (EEOC)
 Federal Communications Commission (FCC)
 Federal Energy Regulatory Commission (FERC)
 Federal Trade Commission (FTC)
 General Services Administration (GSA)
 National Aeronautics and Space Administration (NASA)
 National Archives and Records Administration (NARA)
 National Credit Union Administration (NCUA)
 National Labor Relations Board (NLRB)
 National Science Foundation (NSF)
 Nuclear Regulatory Commission (NRC)
 Office of Management and Budget (OMB)
 Office of Personnel Management (OPM)
 Pension Benefit Guaranty Corporation (PBGC)
 Railroad Retirement Board (RRB)

Securities and Exchange Commission (SEC)
 Small Business Administration (SBA)
 Social Security Administration (SSA)
 U.S. Agency for International Development (USAID)

Department of Defense (DoD)

Department of the Air Force (Air Force)
 Department of the Army (Army)
 Department of the Navy (Navy)
 U.S. Army Corps of Engineers (USACE)
 U.S. Marine Corps (USMC)
 OSD, Joint Staff, Defense Agencies, & DoD Field Activities (DoD 4th Estate)

Small/Independent Agencies

Advisory Council on Historic Preservation (ACHP)
 African Development Foundation (USADF)
 American Battle Monuments Commission (AMBC)
 Chemical Safety and Hazard Investigation Board (CSB)
 Commission on Civil Rights (USCCR)
 Committee for Purchase from People Who Are Blind or Severely Disabled (CPPBSD)
 Commodity Futures Trading Commission (CFTC)
 Consumer Product Safety Commission (CPSC)
 Corporation for National and Community Service (CNCS)
 Defense Nuclear Facilities Safety Board (DNFSB)
 Export-Import Bank of the United States (EXIM)
 Federal Election Commission (FEC)
 Federal Housing Finance Agency (FHFA)
 Federal Labor Relations Authority (FLRA)
 Federal Maritime Commission (FMC)
 Federal Mediation and Conciliation Service (FMCS)
 Federal Retirement Thrift Investment Board (FRTIB)
 Institute of Museum and Library Services (IMLS)
 Inter-American Foundation (IAF)

International Boundary and Water Commission (IBWC)	Office of Navajo and Hopi Indian Relocation (ONHIR)
Marine Mammal Commission (MMC)	Office of the U.S. Trade Representative (USTR)
Merit Systems Protection Board (MSPB)	Overseas Private Investment Corporation (OPIC)
National Capital Planning Commission (NCPC)	Postal Regulatory Commission (PRC)
National Council on Disability (NCD)	Selective Service System (SSS)
National Endowment for the Arts (NEA)	Surface Transportation Board (STB)
National Endowment for the Humanities (NEH)	U.S. Access Board (USAB)
National Gallery of Art (NGA)	U.S. International Trade Commission (USITC)
National Indian Gaming Commission (NIGC)	U.S. Office of Government Ethics (OGE)
National Mediation Board (NMB)	U.S. Office of Special Counsel (OSC)
National Transportation Safety Board (NTSB)	U.S. Trade and Development Agency (USTDA)
Nuclear Waste Technical Review Board (NWTRB)	Woodrow Wilson International Center for Scholars (WWICS)
Occupational Safety and Health Review Commission (OSHRC)	

Survey Population Frame and Stratification Variables

The survey population frame is a list of all persons (or units) known to be eligible for selection for a survey. For the 2013 FEVS, the sampling frame included all full-time and part-time, permanent Federal employees in the agencies participating in the survey.¹ OPM statisticians stratified the sampling frame to select a sample of Federal employees. As noted in the previous section, agencies were the primary strata. For small agencies, information available to OPM about sub-agency structure (e.g., bureaus and offices) was used to create secondary strata. OPM requested from all the other agencies lists of employees that contained for each employee an organization code indicating the work unit to which the employee was assigned. When agencies provided such lists, the agency-provided organization code along with information about whether an employee was a Senior Executive was used to create secondary strata. For agencies that did not provide the requested lists, secondary strata were based on information available to OPM about sub-agency structure and about whether an employee is a Senior Executive.

Table 2 provides information on whether the agencies were a census or sampled. Appendix A provides information regarding the sample size, population size, and sampling rate for each participating agency.

Survey Population Size

The total survey population size was 831,811 employees; which was approximately half the size of the 2012 FEVS, which was mostly a census and had a total sample size of 1,622,375. This size was more than sufficient to ensure a 95 percent chance that the true population value would be between plus or minus 1 percent of any estimated percentage for the total Federal workforce.

¹ As with all employee lists in large agencies or organizations, the lists may contain persons who no longer work in the agency (and may work in another Federal agency) and may not include recently hired employees. The 2013 FEVS frame did include ineligible persons (some employees were identified as ineligible during data collection), and eligible employees may have been missing from the frame. If any ineligible employees were included in the sample and not identified as such during data collection and if eligible employees were missing, the potential exists for some sampling error and coverage bias in the estimates, but the extent of error from these sources is estimated to be low.

TABLE 2 | Sample Selection Status

Agency	Census/Sample
Department of Agriculture	Sample
Department of Commerce	Sample
Department of Defense (All)	Sample
Department of Education	Census
Department of Energy	Census
Department of Health and Human Services	Census
Department of Homeland Security	Sample
Department of Housing and Urban Development	Census
Department of Justice	Sample
Department of Labor	Sample
Department of State	Sample
Department of the Interior	Sample
Department of the Treasury	Census
Department of Transportation	Sample
Department of Veterans Affairs	Sample
Environmental Protection Agency	Sample
General Services Administration	Census
National Aeronautics and Space Administration	Census
National Science Foundation	Census
Office of Management and Budget	Census
Office of Personnel Management	Census
Small Business Administration	Census
Social Security Administration	Sample
U.S. Agency for International Development	Census
Large and Small/Independent Agencies	Census

Survey Instrument

Survey Mode

The 2013 FEVS was a Web-based, self-administered survey. In the past administrations, paper versions were available to a limited number of Federal employees without access to the survey via the Internet. Paper versions were not made available for the 2013 administration. When two different modes are used to administer a survey, mode effects on responses may be present, both in terms of response rates and biases. (Dillman, Smyth, & Christian, 2008; Schonlau, Fricker & Elliott, 2001). With the elimination of the survey in its paper form, we removed the potential mode effect for the 2013 administration.

Survey Content

The content of the 2013 FEVS reflects the overall goal of measuring how effectively agencies are managing their workforces in the Federal Government. The FEVS focuses on employee perceptions regarding critical work life areas that drive employee satisfaction, commitment, engagement, and ultimately, retention in the workforce. The survey results represent a snapshot in time of Federal workforce perceptions.

The 98-item survey included 14 demographic questions and 84 items that addressed human capital management systems in three areas – Leadership and Knowledge Management, Results-Oriented Performance Culture, and Talent Management. In all, the survey items covered eight topic areas (see Appendix B for a complete list of survey items):

Personal Work Experience

Questions 1–19 addressed employees' personal work experiences and opinions.

Work Unit

Questions 20–28 addressed employees' opinions regarding cooperation, recruitment, quality, and performance management in their work unit.

Agency

Questions 29–41 covered agency policies and practices related to job performance, performance appraisals, workplace diversity and fairness, as well as perceptions of employees' personal empowerment, safety and preparedness. This section also addresses employees' views of their agency.

Supervisor/Team Leader

Questions 42–52 addressed employees' perceptions of their supervisor/team leader. For instance, this section asked whether supervisors/team leaders support work life balance, provide opportunities to demonstrate leadership skills, and promote a workplace culture that supports staff development.

Leadership

Questions 53–62 asked about the effectiveness of the agency's senior managers overall, and in motivating employees, maintaining high ethical standards, communicating organizational policies, and generating respect.

Satisfaction

Questions 63–71 addressed employee satisfaction with various aspects of their jobs, including pay, job training, opportunities for advancement, recognition for work well done, and the policies and practices of senior leaders.

Work/Life

Questions 72–84 asked employees about teleworking and if they are satisfied with various employment benefits and work/life programs.

Demographics

Questions 85–98 covered employee information, such as location of employment (headquarters vs. field), supervisory status, gender, ethnicity/race, age, pay category/grade, Federal employment tenure, agency tenure, disability status, veteran status, and sexual orientation.

All the non-demographic items were in common between the 2011, 2012, and 2013 surveys, 77 non-demographic items were in common between the 2010 and 2013 surveys, 58 non-demographic items were in common between the 2008 and 2013 surveys and 57 non-demographic items were in common between the 2006 and 2013 surveys.

There were 98 core items in the 2013 survey and 50 agencies added extra items specific to their concerns. Thus, the actual survey length varied somewhat from agency to agency. Administration time for the survey was expected to be less than 30 minutes. Employees were allowed to complete the survey during official work hours.

Data Collection

Field Period

The data collection period for the 2013 FEVS was April 23rd to June 14th. To spread the workload more evenly over that period, OPM arranged for surveys to be released in two waves to groups of agencies (see Table 3). The survey administration period for most agencies was 6 weeks.

TABLE 3 | Survey Launch Date and Final Close-Out Date, by Agency

Agency	Launch Date	Close Date
Department of Agriculture	April 30	June 14
Department of Commerce	April 23	June 7
Department of Education	April 23	June 7
Department of Energy	April 23	June 7
Department of Health and Human Services	April 30	June 14
Department of Homeland Security	April 30	June 14
Department of Housing and Urban Development	April 23	June 7
Department of Justice	April 23	June 7
Department of Labor	April 23	June 7
Department of State	April 30	June 14
Department of the Interior	April 30	June 14
Department of the Treasury	April 30	June 14
Department of Transportation	April 30	June 14
Department of Veterans Affairs	April 30	June 14
Environmental Protection Agency	April 23	June 7
Federal Trade Commission	April 23	June 7
General Services Administration	April 23	June 7
National Aeronautics and Space Administration	April 30	June 14
National Archives and Records Administration	April 30	June 14
National Credit Union Administration	April 30	June 14
National Labor Relations Board	April 23	June 7
National Science Foundation	April 23	June 7
Nuclear Regulatory Commission	April 30	June 14
Office of Management and Budget	April 30	June 14

TABLE 3 | Survey Launch Date and Final Close-Out Date, by Agency (cont'd)

Agency (cont'd)	Launch Date	Close Date
Office of Personnel Management	April 30	June 14
Railroad Retirement Board	April 30	June 14
Small Business Administration	April 30	June 14
Social Security Administration	April 30	June 14
U.S. Agency for International Development	April 30	June 14
Department of Defense		
Department of the Air Force	April 23	June 7
Department of the Army	April 30	June 14
Department of the Navy	April 23	June 7
U.S. Army Corps of Engineers	April 30	June 14
U.S. Marine Corps	April 23	June 7
DoD 4th Estate	April 23	June 7
Small/Independent Agencies	April 23	June 7

Web-Based Data Collection Procedures

OPM sent emails to sampled employees inviting them to participate and providing instructions for accessing the survey (see Appendix C for sample email text). OPM also provided agencies with sample survey communication materials to use internally. To improve response rates, OPM sent reminder emails weekly to non-respondents.

Survey Disposition Codes

Two types of disposition codes were assigned to indicate the status of a survey case: interim disposition codes and final disposition codes. Descriptions of the codes and case counts by final disposition code are provided in this section. Final disposition codes are used when calculating survey response rates and survey analysis weights.

Interim Disposition Codes

Throughout data collection, each Web survey case was assigned a numeric interim disposition code if the case was not yet considered closed (see Table 4).

TABLE 4 | 2013 FEVS Interim Disposition Codes

Interim Disposition codes	Description
Pending	
00	Pending
Undeliverable	
11	1st Undeliverable
12	2nd Undeliverable
13	3rd Undeliverable
14	4th Undeliverable
15	5th Undeliverable
16	6th Undeliverable
17	7th Undeliverable
20	Wrong Email Address (reported by recipient)
NE	No Email Address
Out of Office	
41	1st Out of Office
42	2nd Out of Office
43	3rd Out of Office
44	4th Out of Office
45	5th Out of Office
46	6th Out of Office
47	7th Out of Office
48	8th Out of Office
49	9th or More Out of Office
Other	
30	Invitation Returned with Forwarding Information
50	Other Survey Notification Status
60	Other Survey Administration Status
70	Other Response Status
80	Refusal Conversion Attempt Made
RF	Refusal
DU	Duplicate entry

Translating Interim Codes to Final Disposition Codes

This section reviews the rules that were applied when translating interim to final disposition codes.

Survey Completes and Incompletes. All respondents who viewed the survey were considered an interim complete. However, to be considered a final complete (CO), a respondent had to provide at least 21 answers for the first 84 non-demographic items. That is, they needed to complete at least 25% of the survey. If the respondent answered 1 but less than 21 items of the first 84 items the respondent was coded as an Incomplete (IN). If the respondent did not respond to any of the first 84 items, they were coded as a No Response (NR).

Once the respondents were coded into completes or incompletes, the following rules were applied to the survey population in hierarchical order:

- **Refusals.** Once a case was designated as a refusal, it remained so even if the respondent completed the survey. On the other hand, respondents who completed a survey and were coded as a Refusal Conversion (code 80) (meaning they contacted us to refuse but we attempted to obtain their participation anyway) were considered a complete. Other than for refusals, a completed survey always remained coded as a complete.
- **Ineligibles.** Cases were coded as ineligible based on the following criteria; the person:
 - was retired,
 - was no longer with the agency,
 - was unavailable during the field period,
 - was determined to be active duty, activated military, a political appointee or a contractor;
 - was deceased;
 - was classified in OPM’s Central Personnel Database File as no longer employed with the agency in February 2013.
- **Out of Office Emails.** If the respondent’s out of office email indicated that they were out of the office during the entire field period, they were coded as unavailable (UA), and otherwise they were considered a non-response (NR). Westat help desk staff did not perform a full review of all the out of office emails in 2013 but only those that were not tagged as out of office and entered the main agency inbox.
- **Undeliverable Emails.** If a respondent had an undeliverable email bounce back, we counted the number of undeliverable messages received and this number provided the interim undeliverable code of 11 through 17 (i.e. 1 through 7 or more undeliverable messages). The following rule applied to determine the respondent’s UD status: if the total number of contacts with the respondent’s agency during the field period equaled at least $\frac{1}{2}$ the number of undeliverable bounce backs then the respondent was considered UD. Otherwise, if there was less than $\frac{1}{2}$ the number of undeliverable bounce backs, the case was designated as NR. For example, if OPM had 7 potential contacts (invitations or reminders), any OPM respondent with at least 4 (3.5 rounded up) interim undeliverable emails (codes 14 through 17) would be coded as UD, otherwise they would be designated NR.

Final Disposition Codes

Table 5 lists the final disposition codes that OPM assigned to Web and paper survey cases in the 2013 FEVS along with the number of cases per code. The Web codes correspond to the American Association of Public Opinion Research's (AAPOR) 2009 guidelines for Internet surveys of specifically named persons (AAPOR, 2009). OPM's criteria for determining whether a survey was complete or incomplete are described in the table.

TABLE 5 | 2013 FEVS Final Disposition Codes and Case Count per Disposition Code

Final Disposition codes	Description	No. of cases
CO	Complete – respondent answered at least 21 of the first 84 non-demographic items	376,577
IN	Incomplete – respondent answered at least 1 but less than 21 of the first 84 non-demographic items	8,952
RF	Refusal	104
NR	No response	395,414
IE	Ineligible (e.g., deceased or no longer with agency)	22,052
NE	No email address	21,047
UA	Unavailable during the fielding period	408
UD	Undeliverable electronic email	7,257
	Total	831,811

Analysis Data Set

Only cases with a 'Complete' disposition code were included in the 2013 analysis data set. All other cases were removed from the analysis data set.

Response Rates

Information about the final disposition code of each case is used to calculate and evaluate the outcomes of the survey. One type of outcome is the response rate. Westat calculated response rates in two ways for the 2013 FEVS. First, Westat calculated the standard or traditional formula that was used in previous administrations of the survey. Second, because the AAPOR-recommended standard disposition codes were used for the 2013 FEVS, Westat was also able to use AAPOR's Response Rate 3 formula to calculate the rates. The two formulas lead to different results because of differences in the distribution of final disposition codes among four main groups of survey cases:

- Eligible respondents (ER = surveyed and responded),
- Eligible nonrespondents (ENR = known eligible cases that did not return completed surveys),
- Unknown eligibility (UNK), and
- Ineligible cases (IE).

The distributions of final disposition codes among the four groups are summarized in Table 6. The agency response rates are presented in Table 7.

TABLE 6 | Case Assignment to Response Rate Groups, by the Traditional FEVS Method, and by the AAPOR Method (AAPOR 2009)

Response Rate (RR) Group	Traditional Method for Assignment of Cases	No. in RR Group (Traditional method)	AAPOR Method for Assignment of Cases	No. in RR Group (AAPOR method)
Eligible Respondents (ER)	CO	376,577	CO	376,577
Eligible Nonrespondents (ENR)	NR, RF, IN	404,470	UA, RF, IN	9,464
Unknown Eligibility (UNK)	---	---	UD, NR, NE	423,718
Ineligible (IE)	IE, UD, NE, UA	50,764	IE	22,052
Total		831,811		831,811

Using the numbers provided in the third column of Table 6 for the traditional FEVS response rate formula and the numbers in the last column for the AAPOR Response Rate 3 formula leads to the following results:

1. Traditional FEVS formula:

Number of eligible employees returning completed surveys / Number of eligible employees:

$$RR = ER / (ER + ENR) * 100$$

$$RR = 376,577 / (376,577 + 404,470) * 100$$

$$RR = 376,577 / 781,047 * 100$$

RR = 48.2 percent (up from 46 percent in 2012, down from 49 percent in 2011)

2. AAPOR Response Rate 3 formula:

Number of eligible employees returning completed surveys / (Number of known eligible employees + proportion of estimated eligible employees among cases of unknown eligibility):

$$RR3_{AAPOR} = ER / (ER + ENR + UNK_{elig}) * 100,$$

where UNK_{elig} = the estimated proportion of eligible cases (P_{elig}) among cases of unknown eligibility. It was calculated as follows:

$$P_{elig} = (ER + ENR) / (ER + ENR + IE)$$

$$P_{elig} = (376,577 + 9,464) / (376,577 + 9,464 + 22,052)$$

$$P_{elig} = 0.945963298$$

This proportion was applied to the cases of unknown eligibility to obtain an estimate of eligible cases among cases of unknown eligibility:

$$UNK_{elig} = P_{elig} * UNK = 0.945963298 * 423,718 = 400,822$$

Thus,

$$RR3_{AAPOR} = 376,577 / (376,577 + 9,464 + 400,822) * 100$$

$$RR3_{AAPOR} = 376,577 / 786,863 * 100$$

$$RR3_{AAPOR} = 47.9 \text{ percent}$$

TABLE 7 | 2013 FEVS Agency Response Rates

	Number of Completed Surveys	Response Rate
Governmentwide	376,577	48.2%
Departments/Large Agencies		
Broadcasting Board of Governors	1,156	74.0%
Court Services and Offender Supervision Agency	714	60.4%
Department of Agriculture	13,256	59.4%
Department of Commerce	9,447	56.7%
Department of Education	2,658	68.9%
Department of Energy	6,707	50.8%
Department of Health and Human Services	32,329	50.0%
Department of Homeland Security	39,090	47.7%
Department of Housing and Urban Development	3,741	46.8%
Department of Justice	17,004	42.3%

TABLE 7 | 2013 FEVS Agency Response Rates (cont'd)

	Number of Completed Surveys	Response Rate
Departments/Large Agencies (cont'd)		
Department of Labor	5,205	44.7%
Department of State	2,551	40.2%
Department of the Interior	18,396	51.9%
Department of the Treasury	50,010	55.6%
Department of Transportation	23,204	56.8%
Department of Veterans Affairs	29,893	37.9%
Environmental Protection Agency	3,924	55.0%
Equal Employment Opportunity Commission	1,180	55.0%
Federal Communications Commission	814	49.9%
Federal Energy Regulatory Commission	893	64.0%
Federal Trade Commission	565	55.3%
General Services Administration	8,429	71.9%
National Aeronautics and Space Administration	9,985	58.2%
National Archives and Records Administration	1,617	63.9%
National Credit Union Administration	799	71.9%
National Labor Relations Board	726	46.7%
National Science Foundation	888	75.1%
Nuclear Regulatory Commission	2,509	69.7%
Office of Management and Budget	314	73.9%
Office of Personnel Management	2,929	58.0%
Pension Benefit Guaranty Corporation	401	45.9%
Railroad Retirement Board	610	68.6%
Securities and Exchange Commission	2,422	66.1%
Small Business Administration	1,511	71.4%
Social Security Administration	8,345	53.3%
U.S. Agency for International Development	2,266	61.2%
Department of Defense	65,007	37.7%
United States Department of the Air Force	12,129	36.3%
United States Department of the Army	22,130	34.5%

TABLE 7 | 2013 FEVS Agency Response Rates (cont'd)

	Number of Completed Surveys	Response Rate
Departments/Large Agencies (cont'd)		
United States Department of the Navy	19,518	40.4%
United States Army Corps of Engineers	2,222	27.3%
United States Marine Corps	2,092	44.4%
DoD 4th Estate	11,230	41.8%
Small / Independent Agencies		
Advisory Council on Historic Preservation	20	62.5%
African Development Foundation	9	56.3%
American Battle Monuments Commission	15	55.6%
Chemical Safety and Hazard Investigation Board	30	85.7%
Commission on Civil Rights	18	72.0%
Committee for Purchase from People Who Are Blind or Severely Disabled	19	70.4%
Commodity Futures Trading Commission	355	55.4%
Consumer Product Safety Commission	306	63.0%
Corporation for National and Community Service	452	79.2%
Defense Nuclear Facilities Safety Board	82	75.2%
Export-Import Bank of the United States	228	65.9%
Federal Election Commission	237	74.3%
Federal Housing Finance Agency	424	79.5%
Federal Labor Relations Authority	96	83.5%
Federal Maritime Commission	95	83.3%
Federal Mediation and Conciliation Service	179	77.2%
Federal Retirement Thrift Investment Board	92	82.1%
Institute of Museum and Library Services	47	83.9%
Inter-American Foundation	34	89.5%
International Boundary and Water Commission	198	84.3%
Marine Mammal Commission	10	83.3%
Merit Systems Protection Board	135	75.0%
National Capital Planning Commission	21	63.6%
National Council on Disability	4	57.1%

TABLE 7 | 2013 FEVS Agency Response Rates (cont'd)

	Number of Completed Surveys	Response Rate
Small / Independent Agencies (cont'd)		
National Endowment for the Arts	98	73.7%
National Endowment for the Humanities	98	76.6%
National Gallery of Art	376	49.1%
National Indian Gaming Commission	61	70.9%
National Mediation Board	29	67.4%
National Transportation Safety Board	252	65.5%
Nuclear Waste Technical Review Board	3	42.9%
Occupational Safety and Health Review Commission	42	85.7%
Office of Navajo and Hopi Indian Relocation	29	80.6%
Office of the U.S. Trade Representative	107	62.6%
Overseas Private Investment Corporation	166	86.9%
Postal Regulatory Commission	62	87.3%
Selective Service System	89	80.2%
Surface Transportation Board	98	75.4%
U.S. Access Board	20	74.1%
U.S. International Trade Commission	258	85.1%
U.S. Office of Government Ethics	55	88.7%
U.S. Office of Special Counsel	82	86.3%
U.S. Trade and Development Agency	31	83.8%
Woodrow Wilson International Center for Scholars	20	62.5%

Special Operations – Help Center

A Help Center was set up to assist Federal employees with questions about the survey to ensure that all inquiries were handled promptly, accurately, and consistently. Utilizing a Help Center also helps achieve higher response rates during data collection. The Help Center served as a central point for coordinating and managing reported problems and issues. Employees could email their questions/concerns or call a toll-free number to contact Help Center staff. Thirty-one email accounts were set up, one for each of 29 large departments/agencies, one for the small/independent agencies, and one for the large independent agencies. Help Center staff included three trained Westat team staff members and one Help Center Supervisor; operations were overseen by the Data Collection Task Manager.

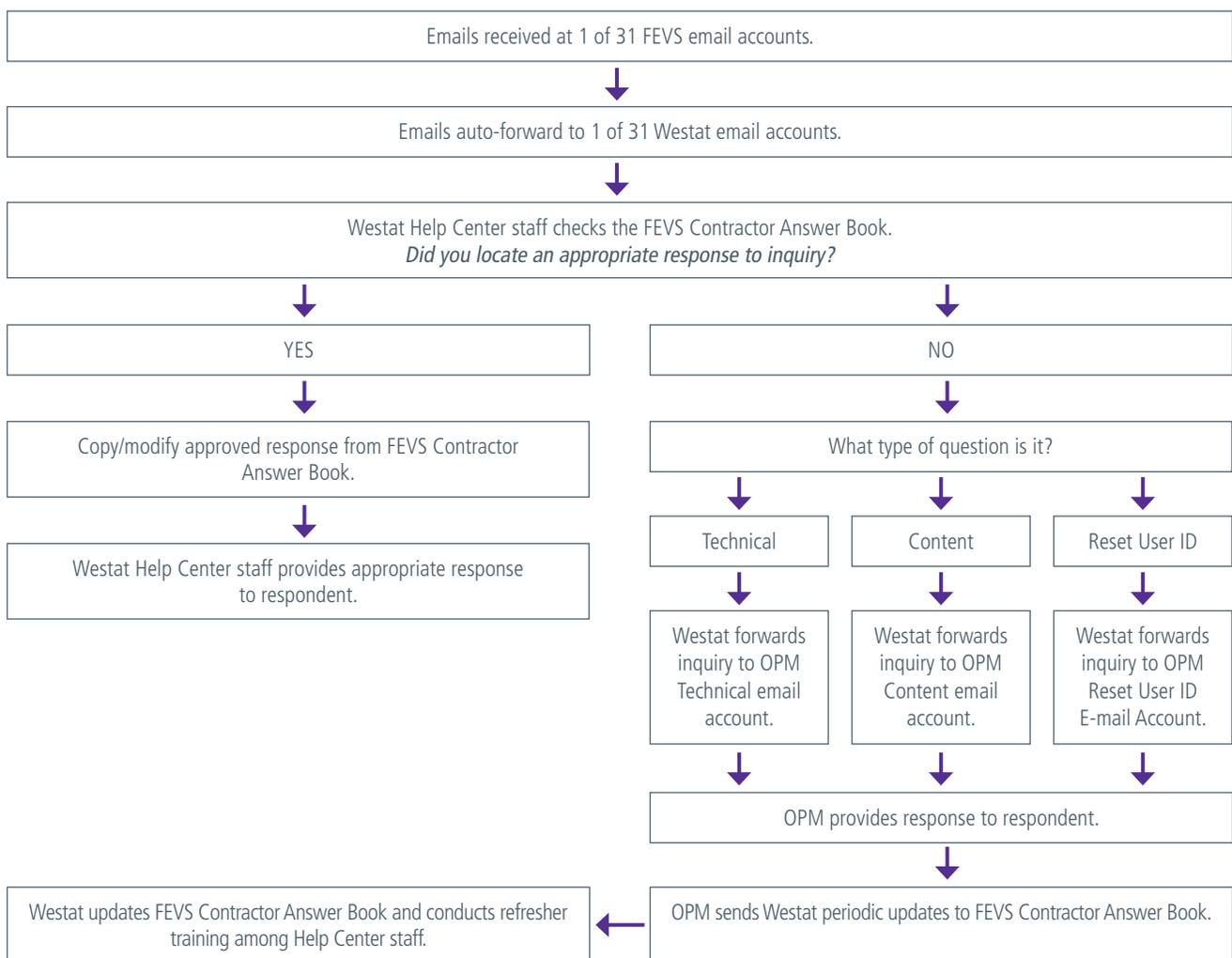
Help Center Staff Training

The Help Center Supervisor conducted a 3-hour staff training session which included an introduction to the project, a review of the 2013 FEVS Contractor Answer Book prepared by OPM, a review of frequently asked questions, a technical session on how to use the Web-based Help Center application (getting into email accounts, logging on to the survey, navigating, and using Word functions [searches, copying/pasting answers]), and procedures for handling toll-free calls from employees. After the technical session, all trainees used test accounts and cases that were set up within the Web-based application to apply what they had learned. The training closed with questions from interviewers.

Help Center Hours and Operational Procedure.

The Help Center opened with the launch of the first survey invitation on April 23, 2013. Hours of operation were 8:30 a.m. to 5 p.m. Eastern Time, Monday through Friday. The Help Center was located at the Westat campus in Rockville, Maryland. Figure 1 illustrates the operational procedures for handling emails at the center.

FIGURE 1 | 2013 FEVS Help Center Email Procedures



Help Center Emails. For 2013, the Help Center used the same Web-based application that was developed by Westat for the 2006 through 2011 administrations (in 2004, emails were handled within Microsoft Outlook), though additional functions and features were consistently added. Table 8 provides the number of emails the Help Center received across the 31 email accounts.

TABLE 8 | Number of Emails Handled by Help Center and OPM, by Agency

Agency	Inbox	Out of Office	Undeliverable	Sent Items	Total
Department of Agriculture	176	3,406	4,947	79	8,608
Department of Commerce	161	1,980	1,123	103	3,367
Department of Education	15	977	16	24	1,032
Department of Energy	68	2,591	222	52	2,933
Department of Health and Human Services	477	14,364	2,733	367	17,941
Department of Homeland Security	436	6,944	1,508	271	9,159
Department of Housing and Urban Development	60	2,016	504	53	2,633
Department of Justice	195	4,307	46	141	4,689
Department of Labor	43	2,464	17	36	2,560
Department of State	83	1,851	603	10	2,547
Department of the Interior	176	5,128	19,110	91	24,505
Department of the Treasury	306	1,220	1,009	292	2,827
Department of Transportation	207	4,409	2,707	176	7,499
Department of Veterans Affairs	146	2,379	6,493	120	9,138
Environmental Protection Agency	35	1,779	168	26	2,008
General Services Administration	87	1,828	0	89	2,004
Large Independent Agencies	114	2,759	2,599	106	5,578
National Aeronautics and Space Administration	62	2,212	36	69	2,379
National Science Foundation	22	263	85	13	383
Office of Management and Budget	8	127	50	1	186
Office of Personnel Management	24	775	693	27	1,519
Small Business Administration	39	554	0	43	636
Small Independent Agencies	50	1,088	339	34	1,511
Social Security Administration	44	1,239	73	40	1,396
U.S. Agency for International Development	76	2,227	334	26	2,663
Department of Defense					
Department of the Air Force	139	3,351	7,064	119	10,673
Department of the Army	281	10,017	18,903	122	29,323
Department of the Navy	152	9,012	7,621	119	16,904
U.S. Army Corps of Engineers	22	25	926	17	990
U.S. Marine Corps	33	945	784	28	1,790
DoD 4th Estate	181	3,377	14,678	80	18,316
Totals	3,918	95,614	95,391	2,774	197,697

Of the 197,697 emails received by the Help Center, 95,391 were undeliverable notifications, 95,614 were automated out of office replies to the original survey invitation and reminders, and 3,918 were inquiries or comments from individuals. Of the 95,391 undeliverable notifications, 15,845 were from unique respondents. Of the 95,614 automated out of office replies, OPM staff worked through 2,269 out of office emails from unique respondents to gather information to help assign final disposition codes to cases during survey closeout. Information from these emails helped to code a small percentage of the cases as “ineligible” or “unavailable during the field period”. Help Center staff reviewed all inquiries and comments in the inbox and determined that 2,774 of the 3,918 emails required a response (the other 1,144 emails consisted of comments from users that did not require a response, such as letting the Help Center know that the respondent intended to complete the survey or an out of office notification not caught by the key words). Of the 2,774 emails that required a response, 233 (5.95 percent of the total) were sent to the OPM Technical, OPM Content, or OPM Reset User ID email box for additional assistance from the client.

Help Center Toll-Free Calls. The Help Center staff also handled calls made to the project’s toll-free hotline by respondents with questions or comments about the survey. The toll-free number was set up to go directly to the Help Center. During the Help Center hours (8:30 a.m. to 5 p.m. Eastern Time, Monday through Friday), calls were answered as they came in by Help Center staff. A voicemail box was set up for calls received outside of regular Help Center hours. All voicemail messages were returned within 1 business day. A total of 1,083 calls were received during the field period. A daily telephone log was maintained to record all incoming calls received.

Types of Inquiries Received

Most of the inquiries fell into one of the following categories:

- Individuals reporting they were no longer Federal employees;
- Individuals verifying the survey was legitimate;
- Individuals who had lost their usernames/passwords;
- Individuals who were wondering where to find their password (no password was provided in the 2012 or 2013 administration);
- Individuals who had received a reminder from within their agency (not from OPM) asking for information on the survey, though they were not in the sample;
- Individuals unsure how to answer the where do you work question or what is your position questions when they did not find an applicable response options;
- Individuals with questions about confidentiality, particularly for members of small subgroups;
- Individuals who had no access to the Internet at work and were requesting paper surveys;
- Individuals reporting that they continued to get reminder emails when they had previously said they did not wish to participate; and
- Individuals having difficulty accessing the survey.

Help Center staff relied on the 2013 FEVS Contractor Answer Book to select appropriate answers for employee questions. At the beginning of the field period, the answer book contained 85 questions and answers used to reply to emails that came in through the Web application and calls to the toll-free line.

Potential Future Web Application Feature Additions

A few additional useful features and modifications that could be added to future administration of the FEVS have been identified. In regards to the call log, it would increase efficiency if the employee's name and an adjustable date and time stamp were pre-filled. OPM also provided some proposed improvements to the survey management system. First, rather than forwarding all emails from individuals wondering why they did not get a survey invitation or if they should have, they would provide a flowchart of questions and responses to ask to determine if the individual was eligible. The purpose of this would be to eliminate the back and forth between the help center and OPM for further review of eligibility statuses. OPM also proposes that each agency have a point of contact that would have access to real-time response rates for their agency. Currently, OPM periodically downloads these reports and sends them to the agencies.

Data Cleaning and Weighting

Data Cleaning / Editing

The data cleaning and editing process generally involves accounting for each case by assigning final disposition codes and rigorously inspecting the data for range, logic, and other errors. For this Web survey, programs to inspect the data for various response errors were built into the instrument; thus, data cleaning was a continuous operation throughout the data collection period.

Weighting

The process of weighting refers to the computation of analysis weights for each respondent to the 2013 FEVS. The weights are necessary to achieve the survey objective of making inferences regarding the perceptions of the population of Federal employees about workforce management in their agencies. Without the weights, two characteristics of the FEVS will result in biased population estimates. First, as referenced in Table 2, the 2013 FEVS was a census in some strata and a probability sample in other strata. Hence, an employee's probability of being invited to participate in the FEVS varied across agencies and agency subgroup. Because of the variable probabilities of selection across the subgroups, sample members in, say, subgroup A each represent X number of Federal employees, whereas sample members in subgroup B each represent Y number of employees. Weights are calculated to adjust for those differences.

Another survey characteristic that is a source of potential bias in the 2013 FEVS estimates is nonresponse. In an ideal world, all members of the survey sample receive the survey invitation and complete the survey. In the real world, however, some survey cases cannot be located (e.g., emails are undeliverable) and others who receive the surveys do not complete them. Undeliverable survey invitations as well as varying response rates across subgroups of employees were experienced during the 2013 FEVS. Thus, the analysis of data from the 2013 FEVS requires the use of weights to adjust not only for variable selection probabilities but also for survey nonresponse.

For the 2013 FEVS, information on the main population file and final disposition codes on the survey population file were used to develop the weights. The main population file contained one record for each employee in the agencies participating in the survey. Variables included in the population file indicated whether an employee was selected for the sample, which of the secondary strata the employee was selected from, and the values of employee demographic variables used in the weighting process. During the weighting process, the final disposition codes were used to determine whether each employee returned a completed questionnaire or if information was obtained indicating the employee was ineligible to participate in the FEVS.

Statisticians used a three-stage, industry-standard procedure to develop the weights. First, they calculated base weights for each employee (the base weight for an individual is equal to the reciprocal of an individual's selection probability). The calculated base weights were then assigned to all employees. Second, statisticians adjusted the base weights for nonresponse within subgroups of the agencies. Those adjustments weighted survey responses to represent all employees, including eligible respondents, known ineligible, and nonrespondents. Third, statisticians used raking procedures to match weighted distributions to known Federal employee population distributions to increase the precision of the survey estimates.

Full-sample versus Replicate Weights

For the 2004, 2006, and 2008 survey administrations, full-sample weights and Taylor series linearization were used to calculate standard errors and to perform statistical tests. For the 2010-2013 administration, full-sample weights and Taylor series linearization were still used for all analyses, except agency and governmentwide trend analyses. For these two types of analyses, replicate weights were used because these analyses were also available on the FEVS Online Analysis and Reporting Tool WesDaX®, Westat's online query and analysis system described in greater detail in a later section) which uses replicate weights. Replicate weights are calculated by assigning responding cases to groups based on the sampling strata. Each set of replicate weights corresponds to deleting one group and then recalculating the weights based on the remaining groups. The nonresponse and calibration adjustments are replicated in each set of replicate weights. Consequently, standard errors calculated by using the jackknife method correctly accounts for the effects of weight adjustment on sampling variability.

Data Analysis

As noted earlier, the analysis data set included all responses classified as complete (see Table 5 for definitions of these terms). A variety of analyses were conducted on this analysis dataset of 376,577 respondents.

Frequency Distributions

As in prior administrations, the primary data analysis in 2013 included calculating governmentwide, agency, and subagency frequency distributions for each survey question. In addition, frequency distributions were calculated for various demographic groups and select work-related characteristics.

Distributions of Positive, Negative, and Neutral Responses

Many of the FEVS item answer sets formed 5-point Likert-type response scales. Three such scales were used: (a) *Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree*; (b) *Very Satisfied, Satisfied, Neither Satisfied nor Dissatisfied, Dissatisfied, Very Dissatisfied*; and (c) *Very Good, Good, Fair, Poor, Very Poor*.

Analysts collapsed the positive and negative response options to facilitate managers' use of the data. Analysts produced Governmentwide, agency, subagency, and other subgroup estimates of the collapsed positive and negative responses.

For all questions using these response scales, the proportion of positive, neutral, and negative responses are defined as follows:

- **Percent Positive.** The combined percentages of respondents who answered Strongly Agree or Agree; Very Satisfied or Satisfied; or Very Good or Good, depending on the item's response categories.
- **Percent Neutral.** The percentage of respondents choosing the middle response option in the 5-point scale (Neither Agree nor Disagree, Neither Satisfied nor Dissatisfied, Fair).
- **Percent Negative.** The combined percentages of respondents answering Strongly Disagree or Disagree; Very Dissatisfied or Dissatisfied; or Very Poor or Poor, depending on the item's response categories.
- **Do Not Know and No Basis to Judge Responses.** For questions 9-19, 21-27, 29-39, 41-47, 53-62, and 79-84 of the survey, respondents had the additional option of answering Do Not Know or No Basis to Judge. The responses Do Not Know or No Basis to Judge were not included in the calculation of response percentages for those questions. When reporting survey data prior to 2011, all results were recalculated removing the Do Not Know or No Basis to Judge responses from the percentages.

Testing for Statistically Significant Differences Between FEVS Groups/Subgroups

Analysts tested for two types of statistically significant differences: differences between estimates for subgroups in 2013 and differences between estimates across survey administration years. The latter are described in the next section on trend analyses.

Subgroup estimates for all percent positive responses were calculated at the governmentwide and agency levels by age group, gender, race/ethnicity, disability status, previous military or veteran status, and workforce attributes (supervisor status and work location). Analysts calculated the standard errors for the collapsed percent positive estimates. They then used the standard error data to calculate Student's *t* statistics that test for significant differences between estimates for two comparison groups. The analysts performed statistical testing to identify statistically significant differences in responses across subgroups with *N*s larger than 30. To reduce the likelihood of incorrectly concluding that significant differences exist when there are multiple subgroup comparisons (such as supervisory status), analysts used SAS's Proc Multtest (the false discovery rate [FDR] method) to adjust the significance-test probability.

Trend Analyses

Trend analyses were conducted for 77 items that had percent positive calculations and that were included in at least 2 consecutive years of FEVS administration from 2010 to 2013. For each of these non-demographic items, analysts calculated the percent positive responses for each year and graphically displayed whether there were statistically significant increases or decreases, or no statistically significant changes, in positive responses from 2010 to 2011, from 2011 to 2012, and from 2012 to 2013. Table 9 presents a sample of the display. In the table, arrows slanting up (↗) indicate statistically significant increases, arrows slanting down (↘) indicate statistically significant decreases, and horizontal arrows (→) indicate no statistically significant changes. The first arrow in the last column of the table indicates changes status between 2010 and 2011, the second arrow indicates changes between 2011 and 2012, and the third arrow indicates changes between 2012 and 2013. Thus, for item 10, in Table 9, there was no statistically significant change in percent positive response from 2010 to 2011, but there were statistically significant increase from 2011 to 2012 and from 2012 to 2013.

TABLE 9 | Sample Trend Analysis Results

Trend Analysis	Percent Positive				Significant Trends
	2010	2011	2012	2013	
1. The people I work with cooperate to get the job done.	77	81	86	87	↗ ↗ →
10. How would you rate the overall quality of work done by your work group?	73	80	85	89	→ ↗ ↗
17. My workload is reasonable.	62	58	52	52	↘ ↘ →

Indices

Three main sets of indices were reported on for the 2013 FEVS: HCAAF indices, Global Satisfaction index, and the Employee Engagement indices. The next sections review these indices.

Human Capital Assessment and Accountability Framework (HCAAF)

To guide governmentwide efforts to support agency mission results with strong human capital strategies, OPM created the Human Capital Assessment and Accountability Framework (HCAAF). As required by the Chief Human Capital Officers Act of 2002, agencies are evaluated on their progress in meeting the HCAAF standards.

The results of the FEVS provide a single source of information for evaluating success in the three HCAAF implementation systems: Leadership and Knowledge Management, Results-Oriented Performance Culture, and Talent Management. OPM developed metrics for each of these systems, including four indices based on items in the FEVS:

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

The 2013 FEVS included the index scores as well as ranking on these index scores. The index scores were calculated by first determining the percent positive for each item in the index (see Table 10). Then the unrounded percent positives scores were averaged across the items in the index to get the index score. The index score was then rounded for reporting purposes.

TABLE 10 | FEVS HCAAF Index Items (39 items)

Leadership & Knowledge Management Index (12 items)	
10.	My workload is reasonable.
35.	Employees are protected from health and safety hazards on the job.
36.	My organization has prepared employees for potential security threats.
51.	I have trust and confidence in my supervisor.
52.	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?
53.	In my organization, leaders generate high levels of motivation and commitment in the workforce.
55.	Managers/supervisors/team leaders work well with employees of different backgrounds.
56.	Managers communicate the goals and priorities of the organization.
57.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.
61.	I have a high level of respect for my organization's senior leaders.
64.	How satisfied are you with the information you receive from management on what's going on in your organization?
66.	How satisfied are you with the policies and practices of your senior leaders?
Results-Oriented Performance Culture Index (13 items)	
12.	I know how my work relates to the agency's goals and priorities.
14.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.
15.	My performance appraisal is a fair reflection of my performance.
20.	The people I work with cooperate to get the job done.
22.	Promotions in my work unit are based on merit.
23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
24.	In my work unit, differences in performance are recognized in a meaningful way.
30.	Employees have a feeling of personal empowerment with respect to work processes.
32.	Creativity and innovation are rewarded.
33.	Pay raises depend on how well employees perform their jobs.
42.	My supervisor supports my need to balance work and other life issues.
44.	Discussions with my supervisor/team leader about my performance are worthwhile.
65.	How satisfied are you with the recognition you receive for doing a good job?

TABLE 10 | FEVS HCAAF Index Items (cont'd)

Talent Management Index (7 items)	
1.	I am given a real opportunity to improve my skills in my organization.
11.	My talents are used well in the workplace.
18.	My training needs are assessed.
21.	My work unit is able to recruit people with the right skills.
29.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
47.	Supervisors/team leaders in my work unit support employee development.
68.	How satisfied are you with the training you receive for your present job?
Job Satisfaction Index (7 items)	
4.	My work gives me a feeling of personal accomplishment.
5.	I like the kind of work I do.
13.	The work I do is important.
63.	How satisfied are you with your involvement in decisions that affect your work?
67.	How satisfied are you with your opportunity to get a better job in your organization?
69.	Considering everything, how satisfied are you with your job?
70.	Considering everything, how satisfied are you with your pay?

The rankings were based on 37 Federal agencies below. The rankings were calculated from the rounded percent positive results for the four indices, which allowed for ties. Each of the 37 agencies received its own ranking on the four indices. The rankings ranged from ‘1’ for the highest percent positive (even if there was a tie) to ‘37’ for the lowest percent positive (even if there was a tie). An agency can look at the various index items to get a richer understanding of the areas they are doing well and areas that need improvement.

The 37 Agencies Ranked on the Four HCAAF Indices

Departments/Large Agencies

- | | |
|--|---|
| Broadcasting Board of Governors | Department of Labor |
| Court Services & Offender Supervision Agency | Department of State |
| Department of Agriculture | Department of Transportation |
| Department of Commerce | Department of the Treasury |
| Department of Defense | Department of Veterans Affairs |
| Department of Education | Environmental Protection Agency |
| Department of Energy | Equal Employment Opportunity Commission |
| Department of Health and Human Services | Federal Communications Commission |
| Department of Homeland Security | Federal Energy Regulatory Commission |
| Department of Housing and Urban Development | Federal Trade Commission |
| Department of the Interior | General Services Administration |
| Department of Justice | 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 of International Development

Global Satisfaction Index

Global Satisfaction Index is a combination of employees’ satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work (see Table 11).

The Global Satisfaction Index scores were calculated by first determining the percent positive for each item in the index. Then the unrounded percent positives scores were averaged across the items in the index to get the index score. This index score is then rounded for reporting purposes.

The rankings were based on 37 Federal agencies (see page 27). The rankings were calculated from the rounded percent positive results for the index, which allowed for ties. Each of the 37 agencies received its own ranking on the index. The rankings ranged from ‘1’ for the highest percent positive (even if there was a tie) to ‘37’ for the lowest percent positive (even if there was a tie). An agency can look at the various index items to get a richer understanding of the areas they are doing well and areas that need improvement.

TABLE 11 | Global Satisfaction Index

Global Satisfaction (4 items)

40.	I recommend my organization as a good place to work.
69.	Considering everything, how satisfied are you with your job?
70.	Considering everything, how satisfied are you with your pay?
71.	Considering everything, how satisfied are you with your organization?

Employee Engagement Index

The Employee Engagement Index was developed using a combination of theory and statistical analysis. Several items from the FEVS were selected based on a rationalization that they would be representative of dimensions similar to other engagement “driver” measures. Items which used a satisfaction scale were excluded so as to differentiate between satisfaction and engagement.

An initial exploratory factor analysis revealed three factors consisting of 16 items (Leaders Lead, Supervisors, and Intrinsic Work Experiences) with a single, underlying factor (Conditions Conducive to Employee Engagement). A confirmatory factor analysis was repeated with an independent dataset, which further supported the three factor model. One item was removed for theoretical and statistical reasons, resulting in the 15-item, three-factor model (see Table 12).

The index scores were calculated by first determining the percent positive for each item in the subfactor indices. Then the unrounded percent positive scores were averaged across the items in the index to get the index score. This subfactor index score was then rounded for reporting purposes. To create the overall Employee Engagement Score, the unrounded subfactor index scores were averaged. This overall index score was then rounded for reporting purposes.

TABLE 12 | Final Conditions for Employee Engagement Items and Factors

Employee Engagement Index (3 Subfactor Indices)	
Leaders Lead (5 items)	
53.	In my organization, leaders generate high levels of motivation and commitment in the workforce.
54.	My organization’s leaders maintain high standards of honesty and integrity.
56.	Managers communicate the goals and priorities of the organization.
60.	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?
61.	I have a high level of respect for my organization’s senior leaders.
Supervisors (5 items)	
47.	Supervisors/team leaders in my work unit support employee development
48.	My supervisor/team leader listens to what I have to say.
49.	My supervisor/team-leader treats me with respect.
51.	I have trust and confidence in my supervisor.
52.	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?
Intrinsic Work Experience (5 items)	
3.	I feel encouraged to come up with new and better ways of doing things.
4.	My work gives me a feeling of personal accomplishment.
6.	I know what is expected of me on the job.
11.	My talents are used well in the workplace.
12.	I know how my work relates to the agency’s goals and priorities.

The rankings were based on 37 Federal agencies (see page 27). The rankings were calculated from the rounded percent positive results for the overall index, which allowed for ties. Each of the 37 agencies received its own ranking on the overall index. The rankings ranged from ‘1’ for the highest percent positive (even if there was a tie) to ‘37’ for the lowest percent positive (even if there was a tie). An agency can look at the various index items to get a richer understanding of the areas they are doing well and areas that need improvement.

Public-Release Data File

This section details measures taken to protect respondent confidentiality for the release of the 2013 FEVS general version of the public-release data file (PRDF) and the lesbian, gay, bisexual, and transgender (LGBT) version. It begins with a section discussing methods used to produce the PRDF, and follows with a section discussing the methods for the PRDF-LGBT.

Procedures Undertaken to Produce the General Version of the PRDF

When considering the level of work-unit detail that could safely be reflected in the raw survey responses in the file, the first obligation was to honor the wishes of participating agencies. Specifically, the agencies were consulted to determine whether and how many levels of the organizational structure to consider for inclusion. After removing obvious personal identifiers such as name and email address as well as certain highly sensitive demographics (e.g., the LGBT indicator variable), the next step was to address the relatively rare observable demographics. To facilitate this process, we utilized a proprietary SAS® macro that conducts a systematic, comprehensive sequence of cross-tabulations of these variables, flagging survey responses that appear unique with respect to a user-defined risk threshold. The traditional risk threshold used in prior FEVS administrations was 4, meaning that a respondent was flagged as a potential disclosure risk if its demographic profile was shared by fewer than 3 other respondents. A rare demographic profile with respect to the set of respondents, however, does not necessarily imply a rare demographic profile with the respect to the larger population. As such, the traditional threshold was deemed overly cautious and was modified to a weighted total of 4. Because the set of demographic variables from the sampling frame used in the weighting process aligns almost perfectly with the (observable) demographics from the survey instrument, this permits a more direct assessment of whether the particular demographic profile is truly rare in the population. In the end, if a particular demographic category had more than 25% of its cases flagged as a disclosure risk, the category was collapsed with a neighboring category or suppressed.

Once the coding structure of the demographic variables was finalized, attention was shifted to the level of work-unit detail that could safely remain identifiable in the file. Working from the lowest level of detail upwards, we utilized the same proprietary macro to identify cases posing a disclosure risk, using the same threshold of a weighted total of 4 and the following demographics:

- Telework frequency (Item 73)
- Supervisory status (Item 86)
- Gender (Item 87)
- Minority status (derived from Items 88 and 89)
- Age group (Item 90)
- Pay category (Item 91)
- Federal tenure (Item 92)
- Retirement horizon (Item 95)
- Disability status (Item 98)

For a work unit to be included, it required a minimum of 250 respondents and no more than 25% of its cases flagged as a disclosure risk, with the following exceptions:

- Small agencies that omitted the demographic section of the survey instrument were ignored.
- Agency code SI (small agencies with too few respondents collapsed together) was ignored.
- Work-units with greater than 2,000 respondents or with less than 25% of its population responding were ignored.

Work units not meeting these requirements were suppressed, and then the macro was run once again to identify cases that still posed a disclosure risk. Of the 376,577 respondents, approximately 10,000 were flagged. For the flagged cases, only one of the four core observable demographics – gender, age group, supervisory status, and minority status – was maintained. A randomized mechanism was employed to select this particular demographic, and the other three were suppressed.

Procedures Undertaken to Produce the LGBT Version of the PRDF

The coding structure of the demographic variables included in the general version of the PRDF served as the initial set of demographic variables and categorizations considered for inclusion in the LGBT version. To further protect respondent confidentiality and inhibit a user from linking it to the general version of the file, the following measures were taken:

- A separate, unique respondent identifier was created.
- Any work-unit information below the agency level was suppressed, and only large, cabinet-level agencies were made identifiable
- The core survey items' five-point response scales were collapsed to a three-point scale indicating only whether the response was positive, neutral, or negative (Do Not Know or No Basis to Judge responses were maintained).
- Certain observable demographic variables included in the general version of the PRDF were removed.

As with the general version of the PRDF, the proprietary SAS macro was employed to identify respondents who posed a disclosure risk. Roughly 100 cases were flagged, far fewer than with the general version. This was to be expected, considering the much coarser level of work-unit detail, fewer observable demographics included in the file, and the suppression procedures previously applied to the core observable demographics – namely, gender, age group, supervisory status, and minority status. For the roughly 100 cases flagged, all four of these core observable demographics were suppressed.

Presentation of Results

Many reports were created to present findings from the 2013 FEVS. OPM distributed survey findings in the following products:

- A set of four governmentwide reports;
- A series of 80 Annual Employee Survey (AES) reports;
- A series of 43 Agency Management Reports (AMR);
- A series of 41 Small Agency Management Reports (SAM);
- A series of agency/1st level Employee Summary Feedback (ESF) reports;
- A series of 1st, 2nd, 3rd, 4th, 5th, 6th and 7th level subagency comparison and breakout reports;
- A series of agency/1st level trend reports; and
- A series of agency-specific reports.

A listing of the products with the approximate number of reports that were produced is shown in Table 13. The governmentwide reports were posted on the 2013 FEVS public website (www.FedView.OPM.gov), and individual agency reports were distributed via the FEVS Online Analysis and Reporting Tool (WesDaX hosted by Westat) as well as also posted to proprietary 2013 FEVS websites hosted by OPM. These products and reports are described in more detail in the sections that follow.

TABLE 13 | FEVS Products and Data Files Delivered to OPM

Product	Number of Reports		
	2013	2012	2011
Governmentwide Reports (508 compliant)			
Governmentwide Management Report	1	1	1
Report by Agency	1	1	1
Report by Demographics	1	1	1
Unweighted Report by Demographics by Agency	1	1	1
Annual Employee Survey (AES) Report			
AES Report (Excel)	80	82	77
AES Report (PDF – 508 compliant)	—	82	77
Agency Management Reports (AMR) (508 compliant)	43	43	43
Small Agency Management Reports (508 compliant)	41	42	—
Employee Summary Feedback (ESF) Reports			
Agency ESF Reports (508 compliant)	78	79	76
1st level ESF Reports (508 compliant)	430	418	381

TABLE 13 | FEVS Products and Data Files Delivered to OPM (cont'd)

Product	Number of Reports		
	2013	2012	2011
Trend Reports			
Agency Trend Reports	82	82	83
1st level Trend Reports	547	387	416
Subagency Reports			
1st level comparison	46	44	33
1st level breakout	431	416	397
2nd level comparison	291	272	144
2nd level breakout	1,967	1,747	985
3rd level comparison	932	507	49
3rd level breakout	4,541	2,984	208
4th level comparison	974	443	49
4th level breakout	3,055	1,698	14
5th level comparison	570	342	—
5th level breakout	1,489	932	—
6th level comparison	254	30	—
6th level breakout	821	96	—
7th level comparison	324	3	—
7th level breakout	751	3	—
Agency Specific Item Reports	115	109	45
Web Tables			
Governmentwide	—	—	—
Individual agency	—	—	—
WesDaX	Unlimited	Unlimited	Unlimited
Public-Release Data File (SAS, SPSS and CSV)	—	3	3
Total	17,866	10,848	3,094

Governmentwide Reports

There are four 508 compliant governmentwide reports. The main governmentwide report (*Government Management Report*) includes results of the governmentwide survey findings broken out by themes: Response Rates, FEVS indices (HCAAF, Employee Engagement, and Global Satisfaction), Results-Oriented Performance Culture results, Results by Generations, Diversity, and actions by other agencies. The report has seven appendices providing the methods, trend analysis, respondent characteristics, participating agency response rates, and participating agency index trend results). Many of the appendices were also provide in Excel.

Three other governmentwide data reports were:

Report by Agency

Displays question-by-question counts and percentages for each response option for the 2013, 2012, and 2011 FEVS *by participating agency* and also governmentwide. Counts of respondents are unweighted, but the percentage estimates for each question are weighted.

Report by Demographics

Displays question-by-question counts and percentages for each response option for the 2013, 2012, and 2011 FEVS *by demographic groups* and also governmentwide. Counts of respondents are unweighted, but the percentage estimates for each response category are weighted.

Report on Demographic Questions by Agency (Unweighted)

Displays counts and percentages by participating agency's demographic and workforce profile (e.g., work location, supervisory status, sex, age, pay category, intention to retire) for 2013, 2012, and 2011. Both respondent counts and percentage estimates are unweighted.

Annual Employee Survey Reports

The Annual Employee Survey (AES) Reports provided weighted agency-specific data for all the items on the FEVS, with the AES items asterisked. These reports included the proportion of responses in each response category, the proportion of positive responses to each survey item, and the responses to the demographic questions. The AES reports also included background information such as the counts (unweighted), whether the agency frame was a census or sample, and the response rate for the agency. An AES report in Excel was produced for the 80 of the agencies participating in the FEVS that had at least 4 respondents (All DoD agencies received one overall DoD AES report).

Agency Management Reports, Small Agency Management Reports and Employee Summary Feedback Reports

For the 2013 FEVS, OPM's data presentation included:

- 43 Agency Management Reports for the Departments/large agencies
- 41 Small Agency Management Reports for the small and independent agencies
- Employee Summary Feedback reports for the agencies and 1st level subagencies.

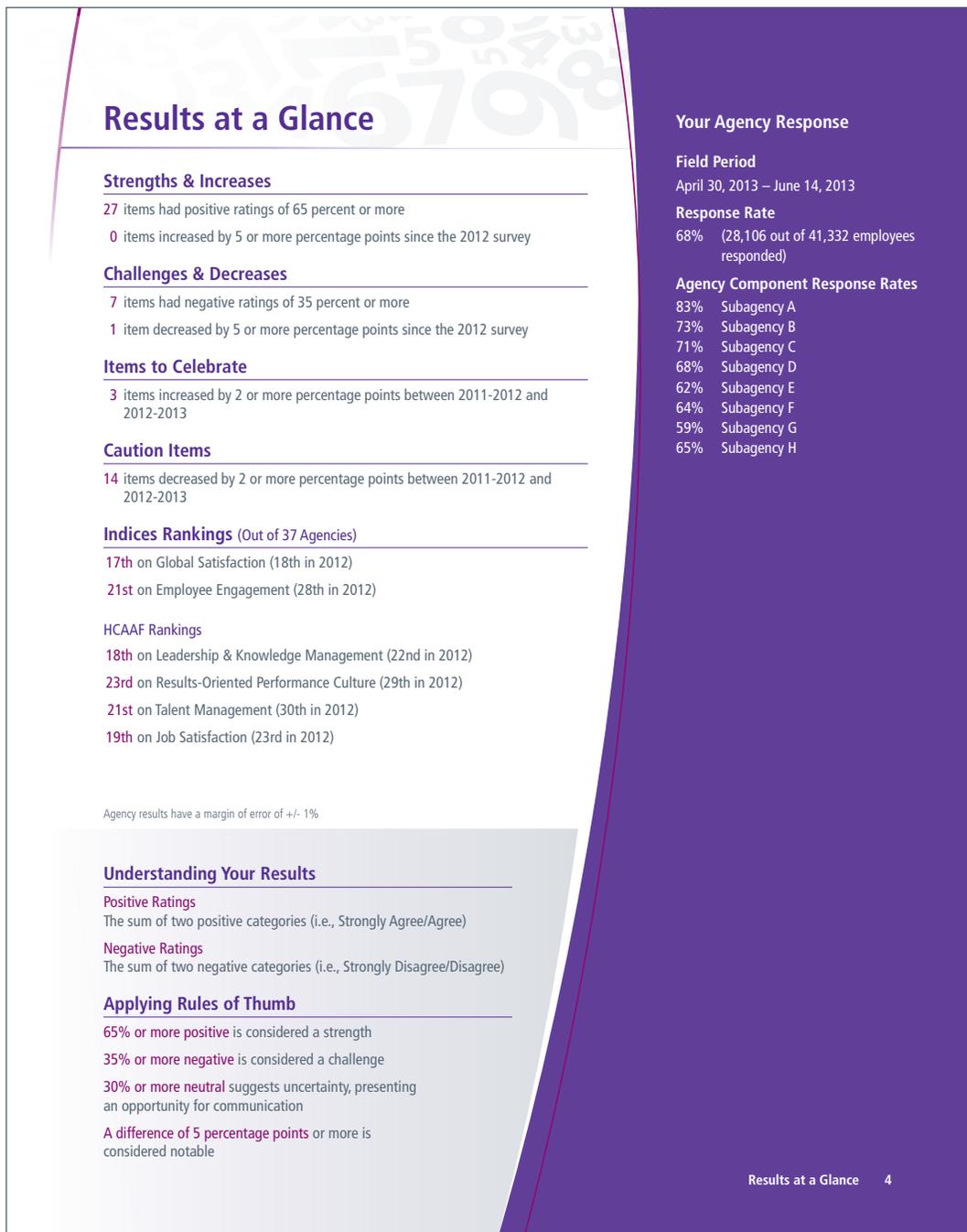
The Agency Management Report (AMR) and Small Agency Management (SAM) Reports provided similar content, the AMRs for large agencies and the SAMs for the small agencies. The Employee Summary Feedback Reports took a subset of the information from these reports and displayed it in a two-page format for all agencies. The following sections provide more information about these reports.

Agency Management Report (AMR)

The AMRs were designed to help agency directors and managers identify what they can do to improve human capital management in their agencies. The agency management reports included the following information:

- An introduction to the report and the FEVS, followed by a section entitled “Results at a Glance.” This section provides rules of thumb for reviewing and understanding the results, survey administration information (field period, sample size, agency and subagency response rates), and summaries of 2013 FEVS findings for the agency (See Figure 6 for a sample view);
- A series of tables showing key results and comparisons:
 - Results for the top 10 and bottom 10 survey items for the agency;
 - Results indicating which positive ratings for survey items increased or decreased by 5 or more percentage points since 2012;
 - Results indicating which positive ratings for survey items increased or decreased by 2 or more percentage points in 2011 and 2012;
 - Results for items where the agency leads and trails the Federal governmentwide average by 5 or more percentage points;
- A section displaying the results for the indices (HCAAF, Employee Engagement, and Global Satisfaction);
- A section on Work/Life programs including teleworking situation at the agency;
- A section presenting the agency’s respondent characteristics;
- A series of seven appendices that show results for all items, benchmarked against the 37 agencies’ (Of the 43 agencies receiving an AMR where Department of Defense agencies are rolled up into one agency) highest and lowest results, as well as scores for the 90th, 50th, and 10th percentiles; a trend analysis of 2011, 2012, and 2013 results; a Decision Aid, summarizing results for all survey items; results for the indices for each 1st level subagency within the agency; and a description of the FEVS methods.

FIGURE 6 | Sample AMR Page: Results at a Glance (Data is Fake)



Small Agency Management Report (SAMs)

The SAMs are almost identical to the AMRs but were designed for the small agencies, and provided comparisons to other small agencies, rather than the governmentwide averages. Further, since almost all the small agencies did not administer demographic or respondent characteristic questions nor had subagencies, those items and sections were not included in the SAMs. The SAMs included:

- An introduction to the report and the FEVS, followed by a section entitled “Results at a Glance.” This section provides rules of thumb for reviewing the results, survey administration information (field period, sample size, agency and subagency response rates), and summaries of 2013 FEVS findings for the agency.
- A series of tables showing key results and comparisons:
 - Results for the top 10 and bottom 10 survey items for the agency;
 - Results indicating which positive ratings for survey items increased or decreased by 5 or more percentage points since 2012;
 - Results indicating which items have increased or decreased two or more percentage points across each of the last several survey administrations;
 - Results for items where the agency leads and trails the combined small agency average by 5 or more percentage points;
- Five appendices that provide a listing of the participating small agencies; results for all items, benchmarked against the small agencies’ highest and lowest results, as well as scores for the 90th, 50th, and 10th percentiles; a trend analysis of 2011, 2012, and 2013 results; a Decision Aid, summarizing results for all survey items; and a description of the FEVS methods.

Employee Summary Feedback Reports (ESF)

A subset of the information that was included in the AMR and SAM was also included in a two-page summary for the agency level as well as the 1st level subagency. These employee summary feedback reports provided the following information:

- A brief introduction,
- Response rates or summary information,
- Top 5 or the most positively rated items and the Bottom 5 or the most negatively rated items,
- Top 5 increases and decreases since 2013,
- Employee Engagement Index results, and
- Global Satisfaction Index results.

Subagency and Trend Reports

Each agency and their subagencies (up to the 7th level subagency) also received separate reports showing the results for each item across the subagencies. These results included weighted percentage data for all survey questions and the unweighted demographic responses.

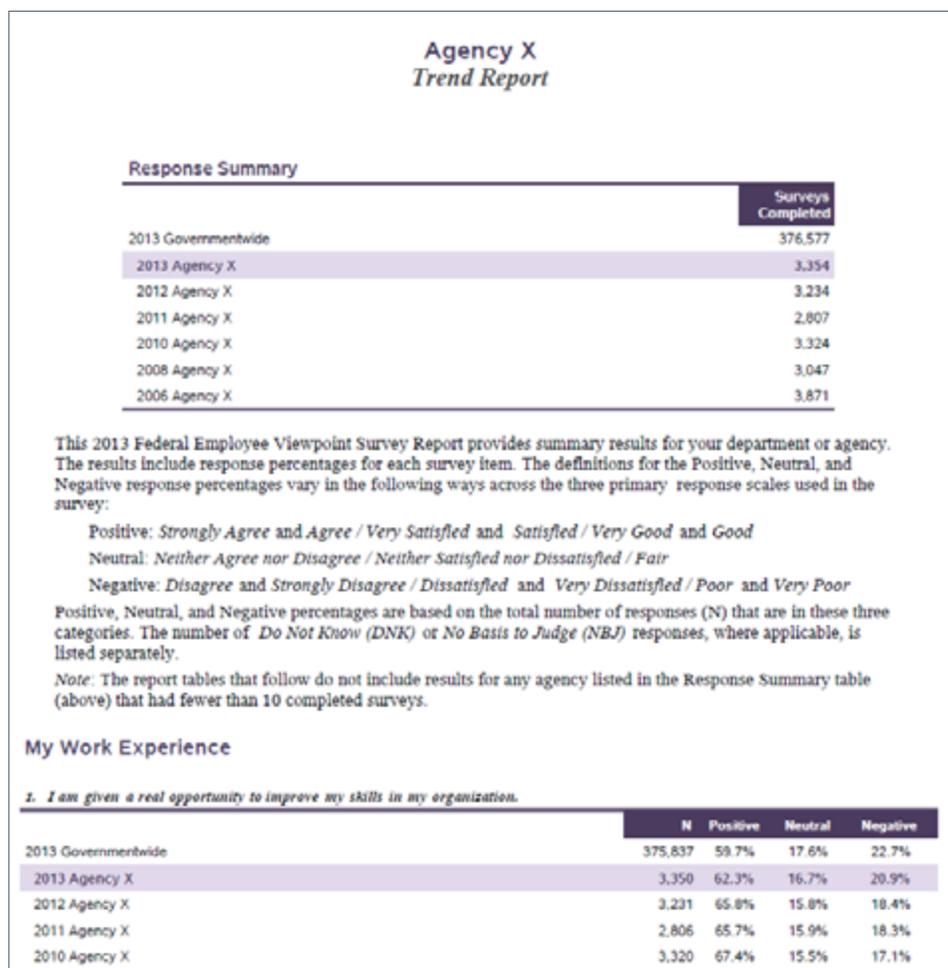
The subagency reports for each level (1st–7th) included both a comparison and a breakout report.

- The Comparison Reports provided the governmentwide, agency, and the specific level results (e.g., the 2nd level comparison had the governmentwide, agency, 1st level, and all 2nd level subagencies' results). Reports for the 4th level subagency and lower, the higher level results were dropped for simplicity.
- The Breakout Reports provided the governmentwide, agency, and one specific level result (e.g., the 2nd level Breakout report had the governmentwide, agency, 1st level, and one 2nd level subagency results). Reports for the 4th level subagency and lower, the higher level results (e.g., Governmentwide, agency) were dropped for simplicity.

Note: No reports for subagencies with fewer than 10 respondents was produced. Also, all DoD agencies were given their own report(s) as well as creating a DoD overall agency report.

The trend reports also provided weighted results for each item and demographic, and showed the results from 2006, 2008, 2010, 2011, 2012, and 2013 (see Figure8 for a sample report excerpt).

FIGURE 8 | Sample Trend Report Excerpt (Data is Fake)



Agency Specific Item Reports

In addition to administering the core FEVS, 50 agencies also administered items that were specific to their agency. These agencies received separate agency specific item reports. There were four general types of agency specific item reports:

- **Area of Emphasis Reports** – these reports provided the counts (N) and the percent positive, negative, and neutral for each survey item by each area of emphasis in the agency.
- **Occupation Reports**
 - 1st level – these reports provided the counts (N) and the percent positive, negative, and neutral for each survey item by each first level occupation category in the agency.
 - 2nd level – these reports provided the counts (N) and the percent positive, negative, and neutral for each survey item by each second level occupation category in the agency.
 - 3rd level – these reports provided the counts (N) and the percent positive, negative, and neutral for each survey item by each third level occupation category in the agency.
- **Agency Specific Work Location Reports** – these reports provided the counts (N) and the percent positive, negative, and neutral for each survey item by work location in the agency.
- **Agency Specific Question Reports** – these reports provided the counts (N) and the percent of respondents answering each response option for all agency specific questions.

The N's were all unweighted and the percentages were weighted for non-demographic type items only.

Other Web Reports/Tables

OPM posted other reports to the FEVS public website. This website provides the governmentwide reports, response percentages by question, response rates for each agency, trend analyses from 2011, 2012, and 2013, results for the AES items, and a series of demographic comparison results.

Governmentwide Web Reports

The governmentwide web reports showed the number and percentage of respondents who chose each response option to each survey item (see list on next page). The reports presented both weighted and unweighted FEVS results. The reports also showed governmentwide responses by the demographic variables. The Web reports allowed users to view the results of statistical significance tests demonstrating nonrandom or significant differences between demographic groups.

Agency Web Reports

The agency Web reports mirror the governmentwide reports but focused on a single agency with a section on subagency results, including a subagency trend analysis. The reports were posted on private agency-specific websites hosted by OPM.

Governmentwide web reports

Unweighted results of the survey

- Governmentwide response percentages by question
- Response rates for each agency

Weighted results of the survey

- Overall Results and Comparisons
 - Governmentwide response percentages by question
 - Items rank ordered by positive responses
 - FEVS to Private sector comparison
 - Trend analysis (2010 vs. 2011 vs. 2012)
 - Annual Employee Survey items
- Demographic Results
 - Age group comparison (%) by question
 - Gender comparison (%) by question
 - Hispanic comparison (%) by question
 - Race group comparison (%) by question
 - Supervisory status group comparison (%) by question
 - Disability status comparison (%) by question
 - Military veteran status comparison (%) by question

Delivery of Results, Reports and Ad Hoc Analyses – WesDaX

The FEVS Online Analysis and Reporting tool is run by Westat's Data Xplorer (WesDaX), and is an online query and analysis system, allows OPM and Federal agency users to view and download their reports by following the links as illustrated in Figure 9.

FIGURE 9 | FEVS Online Analysis and Reporting Tool – Main Menu



Governmentwide Reports ①

Users were able to view/download the following four published 508-compliant PDF reports: (a) Governmentwide Management Report, (b) Report by Agency, (c) Report by Demographics, and (d) Unweighted Report by Demographic Questions by Agency.

Agency Level Reports ②

Users were able to view/download their agency level reports. These included the

- Annual Employee Survey (AES) reports in Excel format,
- Agency Management Report (AMR), or Small Agency Management (SAM) Report,
- Agency Employee Summary Feedback (ESF) Report, and
- Agency Trend Report.

All agency level reports except the AES and Trend Report were 508 compliant.

1st Level Reports ③

Users were able to drill down and view/download, in PDF format, for any 1st level subagency reports provided. These included the:

- 1st Level Employee Summary Feedback (ESF) Report (508 compliant),
- 1st Level Response Rate Report,
- 1st Level Subagency Comparison and Breakout Reports, and
- 1st Level Trend Reports.

Lower Level Reports ④

Users were able to drill down and view/download, in PDF format, any applicable 2nd-7th level subagency comparison, breakout, and response rate reports.

Agency-Specific Item Reports ⑤

For the 50 agencies that added agency-specific items to the end of the core FEVS, users were able to view/download, in PDF format, the different types of agency specific item reports. If an agency did not have any agency-specific items, this option did not show on the menu.

Preconfigured Reports ⑥

Users were able to manually configure many of the preceding agency reports to several formats, including PDF, Excel, HTML, and RTF. These included 1st–7th level comparison and breakout reports, agency and 1st level trend reports, 1st–7th level response rate reports. Users were also able to create reports of the indices in the 2013 FEVS: Employee Engagement, Global Satisfaction, HCAAF, and Diversity & Inclusion – the New IQ indices (new in 2013).

Cart ⑦

Similar to online shopping carts, this feature allowed users to add multiple reports from the different report options (features 1-5 above) to a cart to download at one time. The feature zips all selected reports into one file for downloading to a location of the user's choice.

In addition to being able to view and download the above reports through WesDaX, users have access to Analysis on Demand feature:

Analysis on Demand

This feature allowed users to subset the data by year, select variables from a list and produce simple frequency distributions, two-way tables (cross-tabulation), three-way tables, and trend analysis, for the survey items of interest. New in 2013, two versions of Analysis on Demand are available: Lite and Full. Figure 10 provides the main menu for this feature. The Lite Version provides the most recent three years of survey data and does not allow statistical testing. However, this version is appropriate for users requesting descriptive statistics and who want quick runs. The Full Version provides all years of survey data (starting in 2004) and allows those in larger organizations to request statistical tests (e.g., *t*-tests), confidence intervals, and chi-square statistics.

In both versions, there is a Benchmark feature that allows users to compare results to the entire dataset or specific agencies (see Figure 11).

Users were able to tailor the type of analysis to their interests and download the analysis output.

FIGURE 10 | FEVS Online Analysis and Reporting Tool – Analysis on Demand Lite and Full Version Options

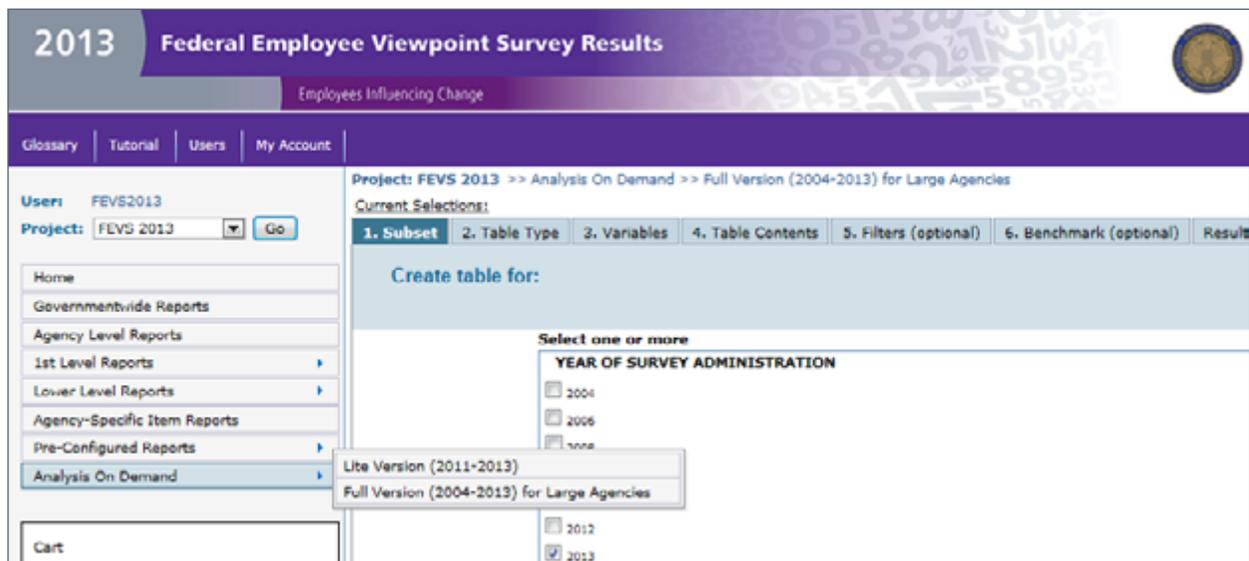
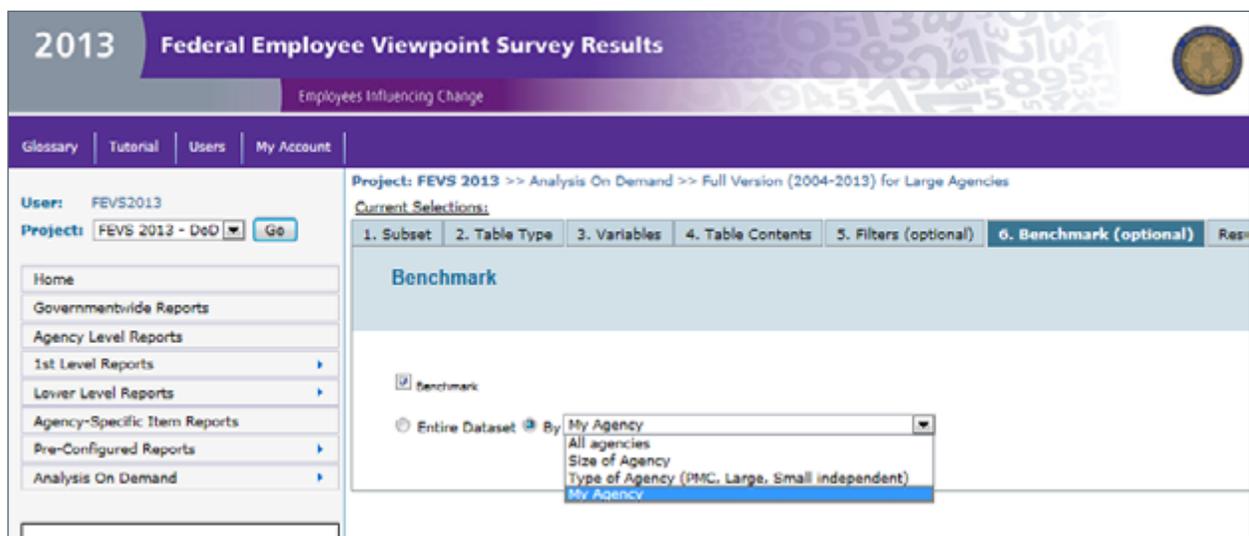


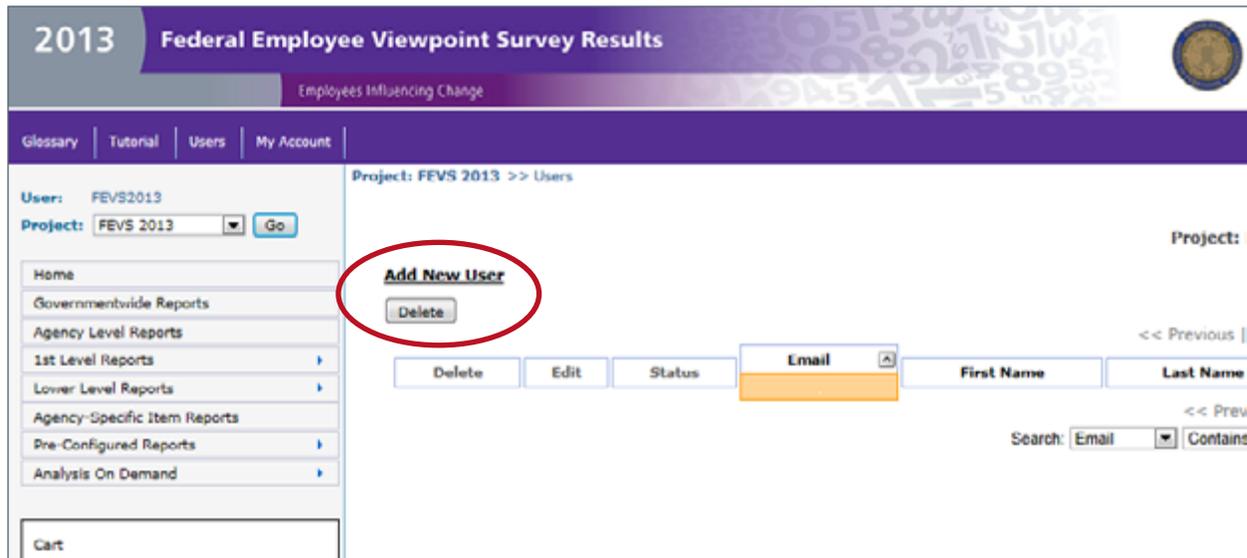
FIGURE 11 | FEVS Online Analysis and Reporting Tool – Analysis on Demand Benchmark Feature



Account Access

In 2013, agency points of contact had the capability to grant access to the online reporting tool to others in their agency. This access could be given for all agency results or to only certain 1st level subagencies. For 1st level access, the individual would only be able to view or review data for his/her 1st level subagency, the agency as a whole, and governmentwide results.

FIGURE 12 | FEVS Online Analysis and Reporting Tool – Account Access



Summary of Quality Control Process

In order to ensure the highest accuracy and validity of the data, each number within each report goes through several levels of quality control (QC). The first level of QC for the reports was the electronic quality control with the use of SAS. Two programmers created the numbers independently and electronically compared the numbers to ensure they matched. The second level of QC was performed by staff members who compare the input (SAS-produced results) to the output (the actual report with the data incorporated into it). Each type of report has a streamlined process for quality control checks to ensure the highest level of accuracy.

References

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Appendix A

APPENDIX A | 2013 FEVS Sampling Rate

Agency	Population	Sample Size	Portion Sampled/ Sampling Rate	Census (Yes or No)
President Management Council Agencies				
Department of Agriculture	77,621	24,703	31.8%	N
Department of Commerce	38,183	17,153	44.9%	N
Department of Defense	658,775	189,687	28.8%	N
Department of the Army	195,887	58,555	29.9%	N
Department of the Navy	175,023	49,611	28.3%	N
Department of the Air Force	143,703	37,054	25.8%	N
U.S. Army Corps of Engineers	32,403	8,544	26.4%	N
U.S. Marine Corps	18,520	5,173	27.9%	N
DoD 4th Estate	93,239	30,750	33.0%	N
Department of Education	3,975	3,975	100.0%	Y
Department of Energy	13,729	13,729	100.0%	Y
Department of Health and Human Services	68,082	68,082	100.0%	Y
Department of Homeland Security	183,105	86,261	47.1%	N
Department of Housing and Urban Development	8,382	8,382	100.0%	Y
Department of Justice	114,199	44,978	39.4%	N
Department of Labor	16,336	11,873	72.7%	N
Department of State	22,487	7,123	31.7%	N
Department of the Interior	54,076	38,712	71.6%	N
Department of the Treasury	93,276	93,276	100.0%	Y
Department of Transportation	55,868	42,457	76.0%	N
Department of Veterans Affairs	303,269	83,317	27.5%	N
Environmental Protection Agency	16,648	7,330	44.0%	N
General Services Administration	12,165	12,165	100.0%	Y
National Aeronautics and Space Administration	17,705	17,705	100.0%	Y
National Science Foundation	1,232	1,232	100.0%	Y
Office of Management and Budget	465	465	100.0%	Y

APPENDIX A | 2013 FEVS Sampling Rate (cont'd)

Agency	Population	Sample Size	Portion Sampled/ Sampling Rate	Census (Yes or No)
President Management Council Agencies (cont'd)				
Office of Personnel Management	5,298	5,298	100.0%	Y
Small Business Administration	2,243	2,243	100.0%	Y
Social Security Administration	63,489	16,056	25.3%	N
U.S. Agency for International Development	3,906	3,906	100.0%	Y
Large Agencies				
Broadcasting Board of Governors	1,622	1,622	100.0%	Y
Court Services and Offender Supervision Agency	1,219	1,219	100.0%	Y
Equal Employment Opportunity Commission	2,256	2,256	100.0%	Y
Federal Communications Commission	1,682	1,682	100.0%	Y
Federal Energy Regulatory Commission	1,435	1,435	100.0%	Y
Federal Trade Commission	1,075	1,075	100.0%	Y
National Archives and Records Administration	2,676	2,676	100.0%	Y
National Credit Union Administration	1,166	1,166	100.0%	Y
National Labor Relations Board	1,639	1,639	100.0%	Y
Nuclear Regulatory Commission	3,712	3,712	100.0%	Y
Pension Benefit Guaranty Corporation	912	912	100.0%	Y
Railroad Retirement Board	937	937	100.0%	Y
Securities and Exchange Commission	3,802	3,802	100.0%	Y
Independent/Small Agencies				
Advisory Council on Historic Preservation	33	33	100.0%	Y
African Development Foundation	17	17	100.0%	Y
American Battle Monuments Commission	27	27	100.0%	Y
Chemical Safety and Hazard Investigation Board	37	37	100.0%	Y
Commission on Civil Rights	25	25	100.0%	Y
Committee for Purchase from People Who Are Blind or Severely Disabled	27	27	100.0%	Y
Commodity Futures Trading Commission	674	674	100.0%	Y
Consumer Product Safety Commission	498	498	100.0%	Y
Corporation for National and Community Service	607	607	100.0%	Y
Defense Nuclear Facilities Safety Board	112	112	100.0%	Y

APPENDIX A | 2013 FEVS Sampling Rate (cont'd)

Agency	Population	Sample Size	Portion Sampled/ Sampling Rate	Census (Yes or No)
Independent/Small Agencies (cont'd)				
Export-Import Bank of the United States	386	386	100.0%	Y
Federal Retirement Thrift Investment Board	114	114	100.0%	Y
Federal Election Commission	339	339	100.0%	Y
Federal Housing Finance Agency	558	558	100.0%	Y
Federal Labor Relations Authority	126	126	100.0%	Y
Federal Maritime Commission	117	117	100.0%	Y
Federal Mediation and Conciliation Service	241	241	100.0%	Y
Institute of Museum and Library Services	62	62	100.0%	Y
Inter-American Foundation	39	39	100.0%	Y
International Boundary and Water Commission	248	248	100.0%	Y
Marine Mammal Commission	13	13	100.0%	Y
Merit Systems Protection Board	198	198	100.0%	Y
National Capital Planning Commission	37	37	100.0%	Y
National Council on Disability	9	9	100.0%	Y
National Endowment for the Arts	134	134	100.0%	Y
National Endowment for the Humanities	138	138	100.0%	Y
National Gallery of Art	800	800	100.0%	Y
National Indian Gaming Commission	94	94	100.0%	Y
National Mediation Board	44	44	100.0%	Y
National Transportation Safety Board	401	401	100.0%	Y
Nuclear Waste Technical Review Board	9	9	100.0%	Y
Occupational Safety and Health Review Commission	54	54	100.0%	Y
Office of Navajo and Hopi Indian Relocation	37	37	100.0%	Y
Office of the U.S. Trade Representative	191	191	100.0%	Y
Overseas Private Investment Corporation	211	211	100.0%	Y
Postal Regulatory Commission	71	71	100.0%	Y
Selective Service System	115	115	100.0%	Y
Surface Transportation Board	135	135	100.0%	Y

APPENDIX A | 2013 FEVS Sampling Rate (cont'd)

Agency	Population	Sample Size	Portion Sampled/ Sampling Rate	Census (Yes or No)
Independent/Small Agencies (cont'd)				
U.S. Access Board	28	28	100.0%	Y
U.S. Office of Government Ethics	68	68	100.0%	Y
U.S. Office of Special Counsel	98	98	100.0%	Y
U.S. International Trade Commission	325	325	100.0%	Y
U.S. Trade and Development Agency	38	38	100.0%	Y
Woodrow Wilson International Center for Scholars	35	35	100.0%	Y
Total	1,866,217	831,811	44.6%	—

Appendix B

2013 Federal Employee Viewpoint Survey

APPENDIX B | 2013 FEVS Question Text and Response Scales

1. I am given a real opportunity to improve my skills in my organization.
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
2. I have enough information to do my job well.
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
3. I feel encouraged to come up with new and better ways of doing things.
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
4. My work gives me a feeling of personal accomplishment.
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree
5. I like the kind of work I do.
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

7. When needed I am willing to put in the extra effort to get a job done.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

8. I am constantly looking for ways to do my job better.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

10. My workload is reasonable.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

11. My talents are used well in the workplace.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

13. The work I do is important.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

15. My performance appraisal is a fair reflection of my performance.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

16. I am held accountable for achieving results.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

18. My training needs are assessed.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

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).

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

No Basis to Judge

20. The people I work with cooperate to get the job done.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

21. My work unit is able to recruit people with the right skills.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

22. Promotions in my work unit are based on merit.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

24. In my work unit, differences in performance are recognized in a meaningful way.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

25. Awards in my work unit depend on how well employees perform their jobs.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

26. Employees in my work unit share job knowledge with each other.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

27. The skill level in my work unit has improved in the past year.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

28. How would you rate the overall quality of work done by your work unit?

Very Poor

Poor

Fair

Good

Very Good

29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

30. Employees have a feeling of personal empowerment with respect to work processes.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

31. Employees are recognized for providing high quality products and services.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

32. Creativity and innovation are rewarded.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

33. Pay raises depend on how well employees perform their jobs.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

35. Employees are protected from health and safety hazards on the job.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

36. My organization has prepared employees for potential security threats.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

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.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

39. My agency is successful at accomplishing its mission.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

40. I recommend my organization as a good place to work.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

41. I believe the results of this survey will be used to make my agency a better place to work.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

42. My supervisor supports my need to balance work and other life issues.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

44. Discussions with my supervisor/team leader about my performance are worthwhile.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

45. My supervisor/team leader is committed to a workforce representative of all segments of society.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

50. In the last six months, my supervisor/team leader has talked with me about my performance.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

51. I have trust and confidence in my supervisor.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

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

Very Poor

Poor

Fair

Good

Very Good

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

55. Managers/supervisors/team leaders work well with employees of different backgrounds.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

58. Managers promote communication among different work units (for example, about projects, goals, needed resources).

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

59. Managers support collaboration across work units to accomplish work objectives.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

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?

Very Poor

Poor

Fair

Good

Very Good

Do Not Know

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

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

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

62. Senior leaders demonstrate support for Work/Life programs.

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Do Not Know

63. How satisfied are you with your involvement in decisions that affect your work?

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

64. How satisfied are you with the information you receive from management on what's going on in your organization?

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

65. How satisfied are you with the recognition you receive for doing a good job?

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

66. How satisfied are you with the policies and practices of your senior leaders?

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

67. How satisfied are you with your opportunity to get a better job in your organization?

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

68. How satisfied are you with the training you receive for your present job?

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

69. Considering everything, how satisfied are you with your job?

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

70. Considering everything, how satisfied are you with your pay?

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

71. Considering everything, how satisfied are you with your organization?

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

72. Have you been notified that you are eligible to telework? Telework means working at a location other than your normal work site during your regular work hours (excludes travel).

Yes

No

73. Please select the response below that best describes your teleworking situation.

I telework 3 or more days per week.

I telework 1 or 2 days per week.

I telework, but no more than 1 or 2 days per month.

I telework very infrequently, on an unscheduled or short-term basis.

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 did not receive approval to do so, even though I have the kind of job where I can telework.

I do not telework because I choose not to telework.

74. Do you participate in . . . Alternative work schedules (AWS)

Yes

No

Not Available to Me

75. Do you participate in . . . Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)

Yes

No

Not Available to Me

76. Do you participate in . . . Employee Assistance Program (EAP)

Yes

No

Not Available to Me

77. Do you participate in . . . Child care programs (for example, daycare, parenting classes, parenting support groups)

Yes

No

Not Available to Me

78. Do you participate in . . . Elder care programs (for example, support groups, speakers)

Yes

No

Not Available to Me

79. How satisfied are you with... Telework

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

No Basis to Judge

80. How satisfied are you with... Alternative work schedules (AWS)

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

No Basis to Judge

81. How satisfied are you with... Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

No Basis to Judge

82. How satisfied are you with... Employee Assistance Program (EAP)

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

No Basis to Judge

83. How satisfied are you with... Child care programs (for example, daycare, parenting classes, parenting support groups)

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

No Basis to Judge

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

84. How satisfied are you with... Elder care programs (for example, support groups, speakers)

Very Dissatisfied

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Very Satisfied

No Basis to Judge

85. Where do you work?

Headquarters

Field

86. What is your supervisory status?

Non-Supervisor: You do not supervise other employees.

Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.

Supervisor: You are responsible for employees' performance appraisals and approval of their leave, but you do not supervise other supervisors.

Manager: You are in a management position and supervise one or more supervisors.

Executive: Member of Senior Executive Service or equivalent.

87. Are you: (male or female)

Male

Female

88. Are you Hispanic or Latino?

Yes

No

89. Please select the racial category or categories with which you most closely identify (mark as many as apply).

American Indian or Alaska Native

Asian

Black or African American

Native Hawaiian or Other Pacific Islander

White

90. What is your age group?

25 and under

26-29

30-39

40-49

50-59

60 or older

APPENDIX B | 2013 FEVS Question Text and Response Scales (cont'd)

91. What is your pay category/grade?

Federal Wage System (for example, WB, WD, WG, WL, WM, WS, WY)

GS 1-6

GS 7-12

GS 13-15

Senior Executive Service

Senior Level (SL) or Scientific or Professional (ST)

Other

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

Less than 1 year

1 to 3 years

4 to 5 years

6 to 10 years

11 to 14 years

15 to 20 years

More than 20 years

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

Less than 1 year

1 to 3 years

4 to 5 years

6 to 10 years

11 to 20 years

More than 20 years

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

No

Yes, to retire

Yes, to take another job within the Federal Government

Yes, to take another job outside the Federal Government

Yes, other

95. I am planning to retire:

Within one year

Between one and three years

Between three and five years

Five or more years

96. Do you consider yourself to be one or more of the following?: (mark as many as apply).

Heterosexual or Straight

Gay or Lesbian

Bisexual

Transgender

I prefer not to say

97. Veteran

No

Yes

98. Disability

Yes

No

Appendix C

Sample Email Invitation

Subject: 2013 Federal Employee Viewpoint Survey

Consistent findings from the Office of Personnel Management's Federal Employee Viewpoint Survey (FEVS) show that Federal employees are dedicated and committed to their work. As a dedicated Federal employee, your feedback about the workplace is essential in addressing areas of challenge and celebrating areas of strength in your agency.

This is your opportunity to drive change. The FEVS offers you the chance to express your thoughts and opinions regarding your job, agency, and the workforce as a whole.

Click Here to Access Your Survey

[Insert survey link here]

If the link does not take you directly to the survey, copy and paste the following into a browser window:

[<https://feedback.opm.gov/Community/se.ashx?s=xxxxxx>]

Please DO NOT forward this e-mail since it contains your personalized link to the survey. Answering the questions will take about 25 minutes, and you may use official time. While participation is voluntary, we hope you will respond. Your individual responses are confidential.

Please reply to this message if you have any questions or difficulties accessing the survey, or call the Survey Support Center toll free at: 1-855-OPM-FEVS (1-855-676-3387).

Thank you for taking the time to participate in the survey.



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