2013

Federal Employee Viewpoint Survey Results

Employees Influencing Change

Governmentwide Management Report

United States Office of
Personnel Management

A Message from the Director

Since 2002, OPM has called on Federal employees to provide their candid opinions on all aspects of their Federal employment – their supervisors, their work experience, their agency and their senior leaders. This year, 376,577 employees provided their input to the Federal Employee Viewpoint Survey (FEVS) to influence change at their agencies.

The 2013 Federal Employee Viewpoint Survey results present two very clear conclusions.

First, the Federal workforce remains resilient in the face of historic challenges. Over 90 percent continue to be willing to put in extra effort, are constantly looking for ways to do their job better, and feel their work is important. Their levels of engagement are generally holding steady despite declining satisfaction.

Second, despite the tremendous strengths and dedication shown by Federal employees, the 2013 responses demonstrate a significant drop in employee satisfaction and continue last year's declines across the majority of questions, which are cause for concern. In addition to continued decreases in satisfaction with pay, one of the biggest drops this year was whether employees had sufficient resources needed to get their jobs done. This drop contributed to fewer employees recommending their organizations as good places to work. Any employer seeing this meaningful level of decline would be very concerned.

Factors such as an unprecedented 3-year pay freeze, automatic reductions from sequester that included furloughs for hundreds of thousands of employees, and reductions in training and other areas are clearly taking their toll on the Federal workforce – and this survey was administered prior to the recent Government shutdown. The survey results serve as an important warning about the long-term consequences of the sequestration and budget uncertainty. Without a more predictable and responsible budget situation, we risk losing our most talented employees, as well as hurting our ability to recruit top talent for the future.

Finally, in addition to providing information on broad trends, the FEVS is also an important management tool that allows leaders and managers to receive feedback from their employees and to take actions to increase satisfaction and engagement with the ultimate goal of improving services to the American public. This year, agencies will receive even more granular survey results at manager levels that will allow them to identify challenges and to take specific actions.

Together, Federal employees at all levels face challenges, uncertainties, and changes. Nonetheless, we strongly believe that our agencies are good places to work and that our employees will continue to be dedicated to doing their work, serving the public in the best and most effective way.

I thank all the employees who took the time to make their voices heard and their opinions known. In doing so, they have expressed an ongoing belief in the future of a dedicated and effective Federal workforce.

Katherine Archuleta
Director

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Introduction

The Federal Employee Viewpoint Survey (FEVS) is a tool that allows employees to share their perceptions in many critical areas including their work experiences, their agency, and leadership. The results of the survey provide agency leaders insight into areas where improvement has been made, as well as areas where improvements are needed. Agencies are encouraged to share innovative ideas and practices with one another in order to meet the challenges faced by the Federal Government.

Many respondents voiced concerns that the 2013 FEVS was administered during a less than ideal time. The pay freeze was extended, employee reductions and furloughs were being implemented in many agencies, medical insurance premiums, payroll tax, and employee pension contributions all increased while it appears that the public opinion of the Federal Government is on the decline.

The 2013 FEVS documents the Federal workforce's resilience and strong commitment to government – employees are willing to put in extra effort to get the job done, find ways to do their job better, and emphasize the importance and quality of their work. However, while still strong, governmentwide results have markedly decreased from 2012. The challenges faced in past years continue to be challenges: insufficient resources, recognition of performance differences, dealing with poor performers, the opportunity to get a better job in the organization, and pay satisfaction.

In a time when agencies have to do more with less, innovation and creativity are critical. Knowledge is a fundamental resource that agencies can share. Sharing successes, as well as lessons learned, with other similar agencies can help develop new programs and policies designed to target issues and increase employee satisfaction.

Change cannot happen overnight, which is why it is extremely important to continue capturing employees' views. Even less than optimal results tell a story, helping us to understand the past and formulate a plan and direction for the future.

This report will focus on multiple perspectives describing the diverse views of the Federal workforce. The top performing and most improved agencies will be identified throughout various sections of this report.

This and other reports are available on OPM's Federal Employee Viewpoint Survey website at: **www.FedView.opm.gov**. Detailed information on the 2013 FEVS Methods and item-by-item trend results can be found in Appendix A and B.

Did You Know?

The FEVS was first administered in 2002 as the Federal Human Capital Survey.

Results at a Glance

Strengths & Challenges*

29 items identified as strengths (>65% positive)

Most positively rated item: When needed I am willing to put in the extra effort to get a job done. (96% positive)

8 items identified as challenges (>35% negative)

Most negatively rated item: Pay raises depend on how well employees perform their jobs. (55% negative)

Increases & Decreases*

1 Year Trend (2012 to 2013)

↗ **2** items increased from 2012

(0 items increased by 5 percentage points or more)

Greatest increase: My supervisor is committed to a workforce representative of all segments of society *and* My supervisor treats me with respect. (+1 percentage points)

↘ **53** items decreased from 2012

(1 item decreased by 5 percentage points or more)

Greatest decrease: Considering everything, how satisfied are you with your pay? (-5 percentage points)

2 Year Trend (2011 to 2013)

↗ **1** item increased from 2011

(0 items increased by 5 percentage points or more)

Greatest increase: How would you rate the overall quality of work done by your work unit? (+1 percentage points)

↘ **67** items decreased from 2011

(20 items decreased by 5 percentage points or more)

Greatest decrease: Considering everything, how satisfied are you with your pay? (-8 percentage points)

* Work/Life Program Items (72-84) are excluded.

Index Highlights

Human Capital Assessment and Accountability Framework (HCAAF)
59% Leadership and Knowledge Management (↘ 1 percentage point from 2012)
51% Results Oriented Performance Culture (↘ 1 percentage point from 2012)
56% Talent Management (↘ 3 percentage points from 2012)
64% Job Satisfaction (↘ 2 percentage points from 2012)

Employee Engagement
64% (↘ 1 percentage points from 2012)

Global Satisfaction
59% (↘ 4 percentage points from 2012)

Top Agency Performers Across the Indices

Department/Large Agencies
National Aeronautics and Space Administration

Small/Independent Agencies
U.S. Trade and Development Agency
Office of Navajo and Hopi Relocation

Who Responded?

Over 376,500 employees gave their feedback and made their opinions heard for a response rate of 48.2 percent. Survey respondents include Federal employees from over 80 agencies, both Departments/Large agencies, and Small/Independent agencies. Respondents include full- and part-time, permanent, non-seasonal employees throughout the United States and worldwide. The survey provides employees of different backgrounds and across all organizational levels the opportunity to share their views and influence change in their agencies and the Federal Government. See Appendix C for the Governmentwide Respondent Characteristics.

Governmentwide and Agency Response Rates

The governmentwide response rate increased by two percentage points since 2012 (see Figure 1). Two Departments/Large agencies remain among the top five response rates since 2012: the Office of Management and Budget and the National Science Foundation. Of the Small/Independent agencies that participated in the survey the Inter-American Foundation had the highest response rate and was the only small agency new to the top five response rates since 2012. See Figures 2 and 3 for the top Department/Large agency and Small/Independent agency response rates in 2013. The complete list of agency response rates is available in Appendix D.

FIGURE 1 | Governmentwide Response Rate by Year

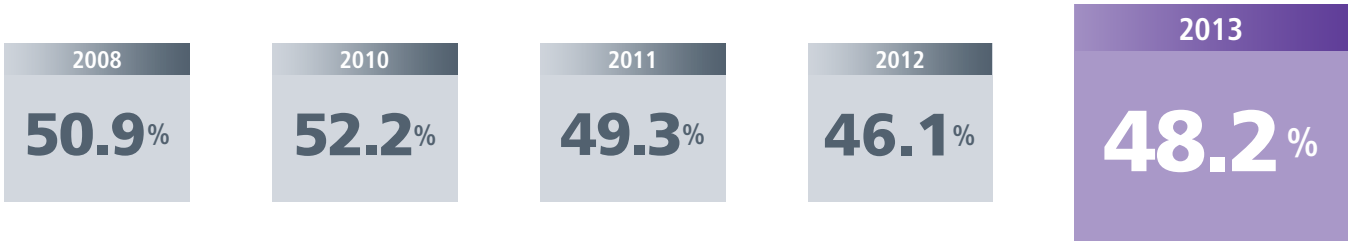


FIGURE 2 | Top 2013 Department/Large Agency Response Rates

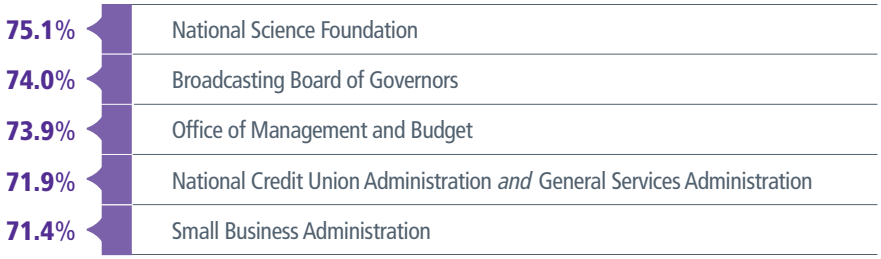
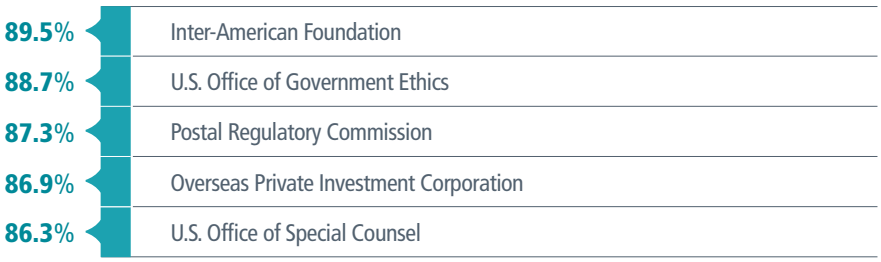


FIGURE 3 | Top 2013 Small/Independent Agency Response Rates



Response Rates by Key Demographics

As shown in Table 1, survey respondents vary in their rates of participation. Findings indicate that females are more likely to respond than males. In addition, supervisors and senior leaders respond at higher rates than non-supervisors. While the differences in participation rates are smaller across Federal tenure levels, those employees who have the shortest and longest tenure were more likely to respond to the survey than others. Examining participation rate across age ranges show that the older workforce respond in larger numbers than those in the other age ranges, particularly more so than the youngest employees. Lastly, non-minorities responded at greater rates than those in the minority population.

TABLE 1 | Response Rate by Key Demographics

Gender	Number Surveyed	Number Responded	Response Rate
Male	418,881	191,818	**45.8%**
Female	362,166	184,759	**51.0%**
Supervisory Status			
SES or Equivalent	8,066	4,626	**57.4%**
Supervisor	104,286	56,964	**54.6%**
Non-Supervisor	668,695	314,987	**47.1%**
Federal Tenure			
≤ 3 Years	55,301	27,010	**48.8%**
4-5 Years	110,345	51,670	**46.8%**
6-10 Years	155,304	72,344	**46.6%**
11-20 Years	174,671	83,183	**47.6%**
>20 Years	285,426	140,170	**49.1%**
Age			
25 and Under	10,893	3,729	**34.2%**
26-29 Years	36,210	14,142	**39.1%**
30-39 Years	148,372	63,859	**43.0%**
40-49 Years	218,434	104,371	**47.8%**
50-59 Years	260,969	135,910	**52.1%**
60 and Older	106,169	54,566	**51.4%**
Minority Status			
Minority	278,976	121,481	**43.5%**
Non-Minority	502,071	255,096	**50.8%**
Overall	781,047	376,577	**48.2%**

Indices

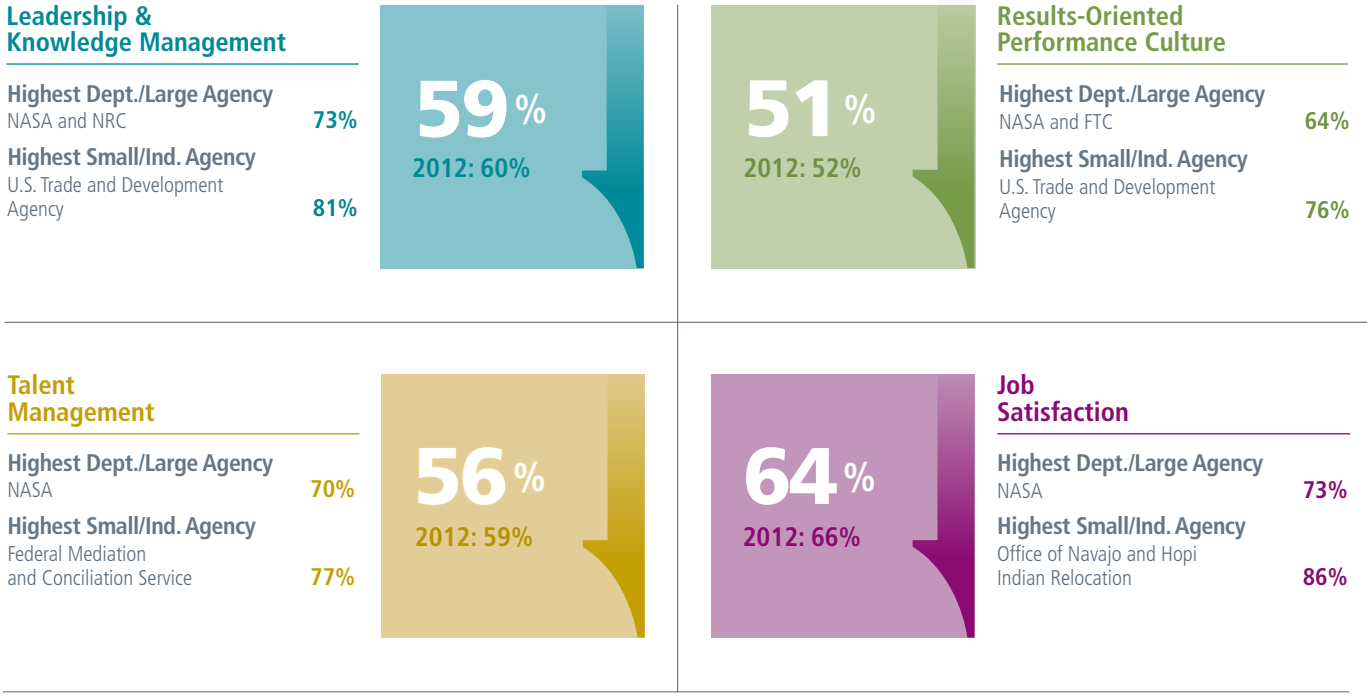
Human Capital Assessment and Accountability Framework (HCAAF)

The HCAAF indices were created to guide agencies in building high-performing organizations by providing consistent metrics for measuring progress toward HCAAF objectives. The FEVS offers one source of information for agencies to evaluate and measure the success in this framework. This section examines governmentwide and agency performance on all four indices that make up the HCAAF: Leadership & Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction.

Governmentwide HCAAF Performance

All four HCAAF indices decreased from 2012. Talent Management had the greatest decrease, followed by Job Satisfaction. Figure 4 shows the 2013 governmentwide results with comparisons to 2012 on all four HCAAF indices. This year the Department/Large agency and Small/Independent agency with the highest scores are highlighted to facilitate information sharing across agencies.

FIGURE 4 | HCAAF Indices – Percent Positive



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

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

Results-Oriented Performance Culture Index
Indicates the extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. Index made up of items: 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, 65.

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

Agency HCAAF Performance

The HCAAF allows agencies the ability to benchmark their performance over time and compare their performance to other agencies within each of the four indices. The National Aeronautics and Space Administration (NASA) was the top performing Department/Large agency on all four indices. NASA, the Nuclear Regulatory Commission and Federal Trade Commission were the top three agencies in three of the four indices (Figure 5). See Appendix E for a full list of HCAAF index agency scores and trends from 2008.

The U.S. Trade and Development Agency was the top performing Small/Independent agency on two indices and the Surface Transportation Board scored among the top on all four indices. The top performing Small/Independent agencies are displayed in Figure 6.

FIGURE 5 | Top 2013 Department/Large Agency HCAAF Scores – Percent Positive

Leadership & Knowledge Management		Results-Oriented Performance Culture		Talent Management		Job Satisfaction	
National Aeronautics and Space Administration	73%	**National Aeronautics and Space Administration**	64%	**National Aeronautics and Space Administration**	70%	**National Aeronautics and Space Administration**	73%
Nuclear Regulatory Commission		**Federal Trade Commission**		Federal Trade Commission	69%	Nuclear Regulatory Commission	71%
Federal Trade Commission	72%	Nuclear Regulatory Commission	62%	Nuclear Regulatory Commission	68%	Department of State	69%
Federal Communications Commission	71%	Department of Commerce	61%				

FIGURE 6 | Top 2013 Small/Independent Agency HCAAF Scores – Percent Positive

Leadership & Knowledge Management		Results-Oriented Performance Culture		Talent Management		Job Satisfaction	
U.S. Trade and Development Agency	81%	**U.S. Trade and Development Agency**	76%	**Federal Mediation and Conciliation Service**	77%	**Office of Navajo and Hopi Indian Relocation**	86%
Surface Transportation Board	79%	Surface Transportation Board	75%	Surface Transportation Board	76%	Federal Mediation and Conciliation Service	82%
Occupational Safety and Health Review Commission	78%	National Capital Planning Commission	72%	U.S. Trade and Development Agency		Surface Transportation Board	75%
Federal Mediation and Conciliation Service				Federal Retirement Thrift Investment Board	75%	Advisory Council on Historic Preservation	

Did You Know?

The Federal Communication Commission had the greatest increase of the Department/Large agencies on any HCAAF Index (Leadership and Knowledge Management +6 percentage points).

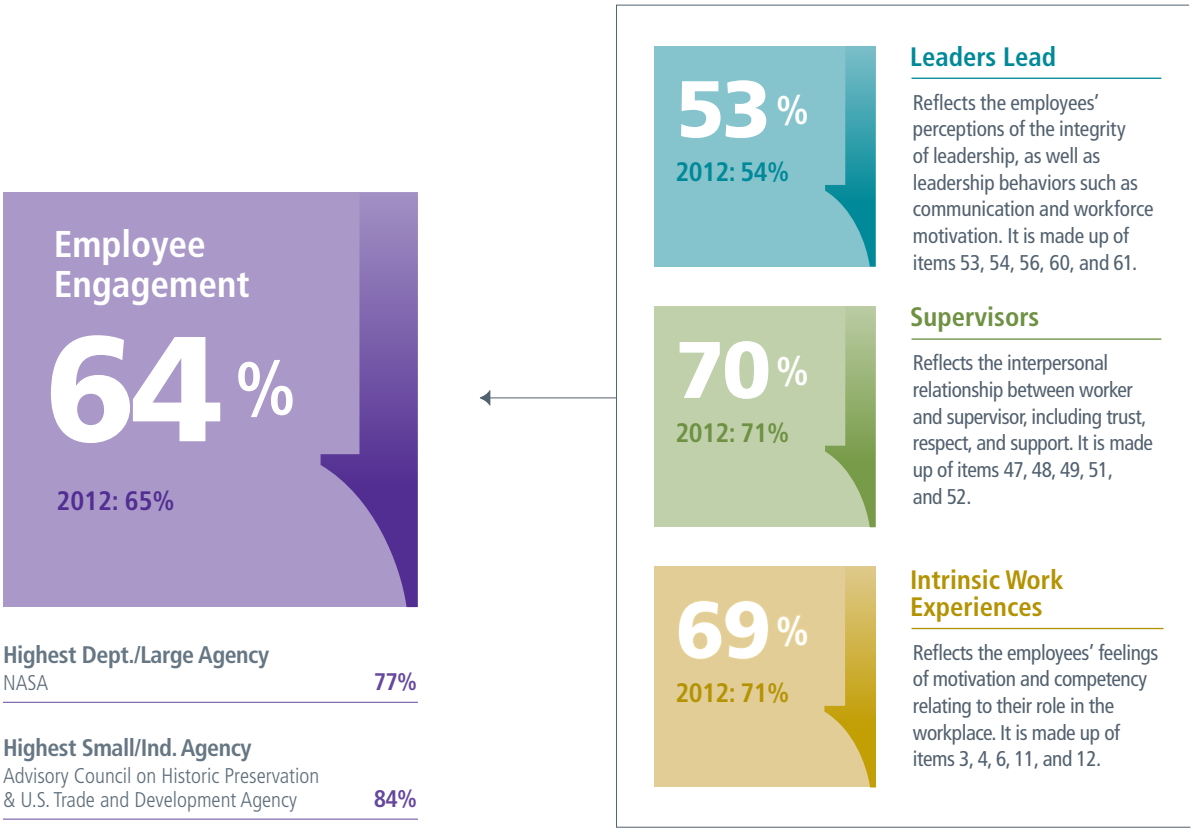
Employee Engagement Index

The FEVS Employee Engagement Index is an overarching model comprised of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experiences (see Appendix F for the list of subfactor scores by agency). The survey does not directly measure employee engagement. It does, however, cover most, if not all, of the conditions likely to lead to employee engagement. This index provides a guide to the critical components/areas that agencies can focus on to create an engaged workforce. Engaged employees are passionate, energetic, and dedicated to their job and organization, which leads to optimum organizational performance.

Governmentwide Employee Engagement Performance

As seen in Figure 7, there were slight decreases on all three subfactors of Employee Engagement. Even with these decreases, Supervisors and Intrinsic Work Experiences subfactors remain strong. This year the Department/Large agency and Small/Independent agency with the highest scores are highlighted to facilitate information sharing across agencies.

FIGURE 7 | Employee Engagement Index – Percent Positive



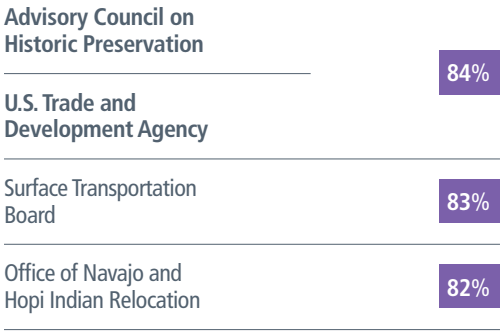
Agency Employee Engagement Performance

While 19 of the 37 Department/Large agencies' scores decreased, 13 agencies' scores increased from 2012. The Federal Communications Commission had the greatest increase (four percentage points) and the Department of Housing and Urban Development had the greatest decrease (five percentage points). The top performing Department/Large agencies are displayed in Figure 8. For a full list of Employee Engagement agency scores and trends from 2008 see Appendix F.

The Advisory Council on Historic Preservation and the U.S. Trade and Development Agency had the highest Employee Engagement Index score (see Figure 9). The Advisory Council on Historic Preservation had a seven percentage point increase from 2012 (77% to 84%).

FIGURE 8 | Top 2013 Department/Large Agency Employee Engagement Scores – Percent Positive

FIGURE 9 | Top 2013 Small/Independent Agency Employee Engagement Scores – Percent Positive



Did You Know?

The Small agency with the greatest increase from 2012 was the American Battle Monuments Commission (+10 percentage points).

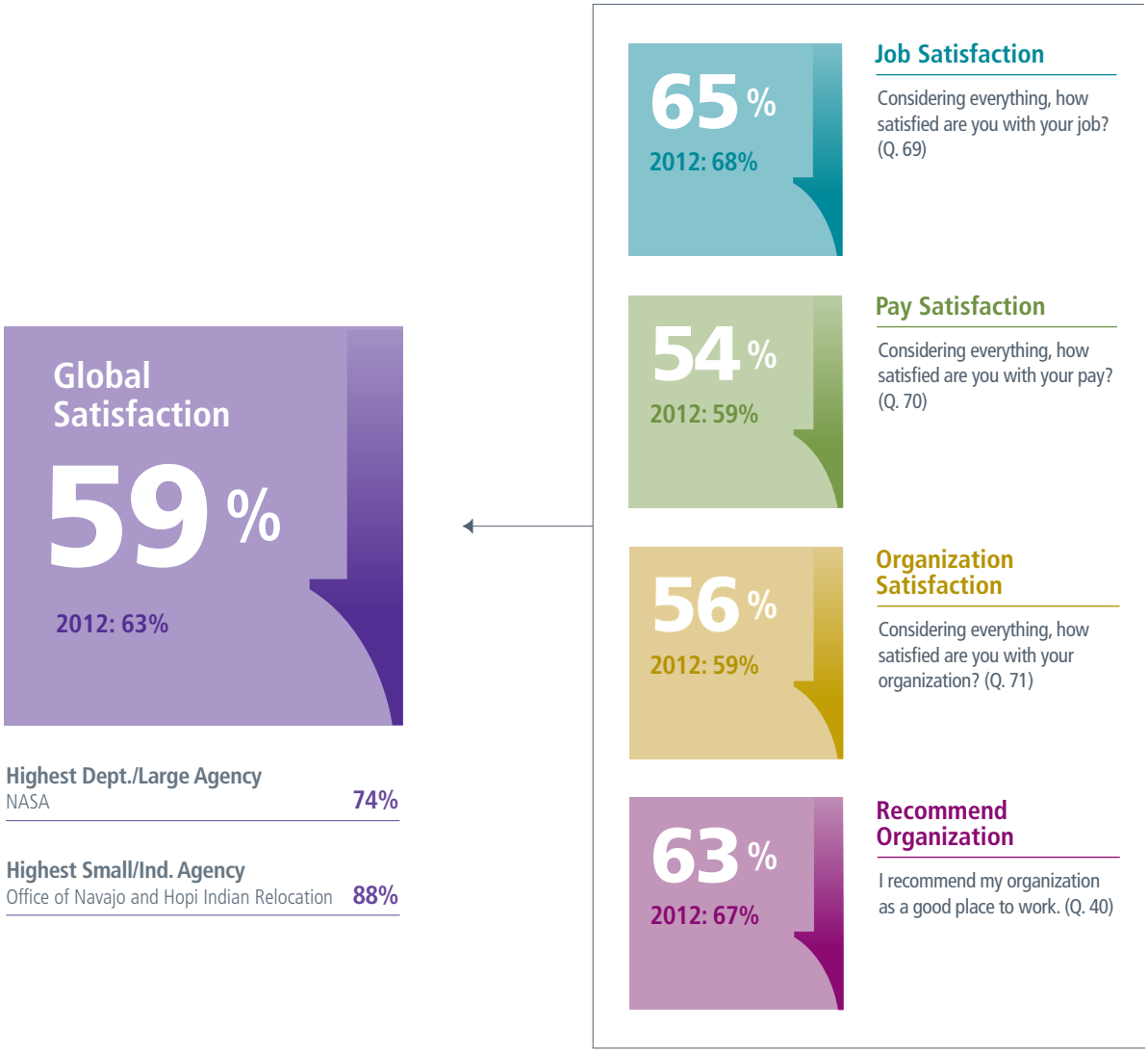
Global Satisfaction Index

Global Satisfaction is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The Global Satisfaction Index provides a comprehensive measure of employees' overall work satisfaction. The components of this index provide the building blocks for retaining employees through inspiring a more committed workforce.

Governmentwide Global Satisfaction Performance

Overall, all four items that make up the Global Satisfaction Index have decreased by at least three percentage points since 2012 (see Figure 10). The item with the greatest decrease was pay satisfaction followed by employees recommending their organization as a good place to work. Even with these decreases, nearly two-thirds of employees report being satisfied with their jobs and recommend their organization as a good place to work. This year the Department/Large agency and Small/Independent agency with the highest scores are highlighted to facilitate information sharing across agencies.

FIGURE 10 | Global Satisfaction Index – Percent Positive



Agency Global Satisfaction Performance

Department/Large agency scores ranged from a high of 74 percent positive at the National Aeronautics and Space Administration to a low of 49 percent positive at the Department of Housing and Urban Development and the National Archives and Records. For a full list of Global Satisfaction agency scores and trends from 2008 see Appendix G.

Small/Independent agency scores ranged from a high of 88 percent positive at the Office of Navajo and Hopi Indian Relocation to a low of 29 percent positive at the Office of the U.S. Trade Representative.

Figures 11 and 12 display the top Global Satisfaction scores for both Department/Large and Small/Independent agencies.

FIGURE 11 | Top 2013 Department/Large Agency Global Satisfaction Scores – Percent Positive

National Aeronautics and Space Administration	**74%**
Nuclear Regulatory Commission	72%
Federal Communications Commission	71%

FIGURE 12 | Top 2013 Small/Independent Agency Global Satisfaction Scores – Percent Positive

Office of Navajo and Hopi Indian Relocation	**88%**
Federal Mediation and Conciliation Service	82%
Advisory Council on Historic Preservation	81%

Did You Know?

Four Department/Large agencies increased in Global Satisfaction:
- Federal Communications Commission
- Broadcasting Board of Governors
- Federal Energy Regulatory Commission
- Securities and Exchange Commission

Leveraging Results-Oriented Performance Culture

Performance culture is one key component of organizational success. It evolves out of the policies and practices of the agency, the organization's leadership at every level, and management decisions that shape the work environment. These elements impact every employee, every day. An effective performance culture encourages and motivates employees to put forth their best effort possible, while weathering changes of an uncertain environment.

This section explores the HCAAF Results-Oriented Performance Culture Index by looking at results for each item since 2012. Performance culture is a multi-dimensional concept. To identify specific areas for improvement the items that make up this index have been broadly grouped into five categories: recognition, supervision, safety, work connection, and performance. Table 2 below displays the year-to-year comparison.

TABLE 2 | Results-Oriented Performance Culture Index Items

Recognition	2012	2013	Difference
In my work unit, differences in performance are recognized in a meaningful way.	34	31	-3
Creativity and innovation are rewarded.	38	35	-3
How satisfied are you with the recognition you receive for doing a good job?	48	45	-3
Supervision			
My supervisor supports my need to balance work and other life issues.	77	77	0
Discussions with my supervisor/team leader about my performance are worthwhile.	62	61	-1
Safety			
Physical conditions allow employees to perform their jobs well.	67	66	-1
Work Connection			
The people I work with cooperate to get the job done.	73	73	0
I know how my work relates to the agency's goals and priorities.	84	83	-1
Employees have a feeling of personal empowerment with respect work process.	45	43	-2
Performance			
My performance appraisal is a fair reflection of my performance.	69	68	-1
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	28	-1
Promotions in my work unit are based on merit.	34	32	-2
Pay raises depend on how well employees perform their jobs.	22	19	-3

Of the 13 items in the Results-Oriented Performance Culture Index, 11 items decreased. The recognition category showed the greatest decreases with all three items decreasing by three percentage points from 2012.

What Can Federal Managers Do?

Reversing these declining trends and making improvements in Results-Oriented Performance Culture will take time. Communicating to employees what they are doing well and what changes need to be made is one critical action that can drive effective performance management and recognition. The value of feedback is time-sensitive. Feedback, either positive or constructive when provided immediately to an employee has the most impact. The traditional mid-year and year-end reviews should hold no surprises, as these are for summarizing the day-to-day feedback provided, and mapping out a plan for continuous improvement.

Generations in the Workforce

Defining Generations

As older generations extend their tenures in the workforce and younger generations enter the workforce four different generations are working together: Traditionalists, Baby Boomers, Generation X, and Generation Y. The impact of different life experiences, historical events and where you are in your career influences values and work ethics. The values displayed below are not mutually exclusive but are traits that are commonly associated with particular generations. Understanding the core values of each generation facilitates effective communication and engagement within work units. This section uses governmentwide administrative data to group employees into each generation based on age (see Table 3).

TABLE 3 | Generation Profiles*

	Traditionalists	Baby Boomers	Generation X	Generation Y
Born	1945 or Earlier	1946 -1964	1965 -1980	1981 or Later
Age	68 and Over	49 - 67	33 - 48	32 and Under
Values	Hardworking, Dedicated, Loyal	Driven, Collaborative Optimistic	Seek Work/Life Balance, Independent	Ambitious, Multitask, Team-Oriented
Percent of Federal Workforce	1.7%	48.0%	37.5%	12.8%
Department/Large Agency with Highest Population	Broadcasting Board of Governors 6.8%	Railroad Retirement Board 62.1%	Securities and Exchange Commission 57.1%	Office of Management and Budget 25.4%
Small/Independent Agency with Highest Population	Nuclear Waste Technical Review Board & National Council on Disability 11.1%	Postal Regulatory Commission 97.2%	National Council on Disability 66.7%	Chemical Safety and Hazard Investigation Board 32.4%

Baby Boomers comprise almost half (48 percent) of the Federal population followed by Generation X which makes up over a third (37.5 percent). As the newest generation to enter the workforce, Generation Y is approximately 13 percent of the Federal population and as the oldest generation in the workforce, Traditionalists are less than two percent of the Federal population.

Generation Y employees are approximately a quarter of the employees at the Office of Management and Budget, which is the Department/Large agency that has the highest population of this generation. The population at the Postal Regulatory Commission is over 97 percent of Baby Boomers.

*Data from this table is from OPM's Enterprise Human Resources Integration (EHRI) and can be accessed through www.fedscope.opm.gov.

Generation Comparison

As a way to gain a better understanding of the differences and the similarities of each generation, Table 4 highlights key survey results for each of the four generations with governmentwide results as a comparison.

Traditionalists had the highest Global Satisfaction score (67 percent positive) and the highest Employee Engagement score (70 percent positive). Traditionalists also had the highest percent positive rating for most survey items including recognition, sufficient resources, and satisfaction with training, while Generation X had the lowest percent positive rating for these items. Consistent with Generation X's value for work/life balance and the idea that Baby Boomers may be caregivers for their aging parents both generations had the highest percent of employees report that they telework (27 percent). While Generation Y did not report the highest telework participation, they are the generation most satisfied (78 percent positive) with telework.

It is important for agencies to know their generational breakdown in order to create a work environment that allows each generation to use their skills effectively. It is also necessary for agencies to encourage the different generations to work and communicate with each other to improve knowledge transfer and make their agency a better place to work.

TABLE 4 | Generation Comparisons

	Traditionalists	Baby Boomers	Generation X	Generation Y	Governmentwide
Recognition for Products and Services[1]	53%	46%	45%	46%	46%
Sufficient Resources[2]	54%	44%	42%	47%	44%
Satisfaction with Training[3]	58%	50%	49%	51%	50%
Telework Participation[4]	23%	27%	27%	25%	27%
Satisfaction with Telework[5]	74%	75%	76%	78%	76%
Global Satisfaction Score	67%	59%	59%	59%	59%
Employee Engagement Score	70%	64%	64%	65%	64%

Satisfaction by Generation: What Drives Employee Satisfaction?

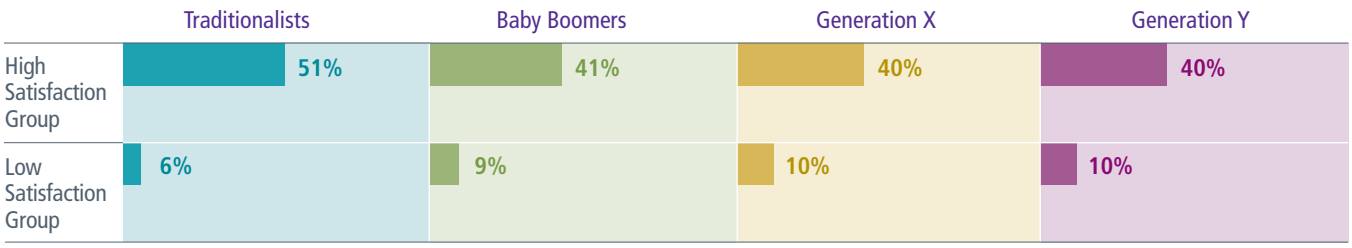
Satisfied and engaged employees are in high demand, as satisfied employees are more likely to enjoy the work they do and are more willing to put in extra effort to get the job done. With shrinking budgets and limited resources all during a time of uncertainty, agencies are looking for alternative approaches to help them decide where to focus their attention with the overall goal of increasing employee morale.

By taking a deeper look at the Global Satisfaction Index, this section will identify the key drivers or items that distinguish employees with high satisfaction from those with low satisfaction. This distinction will reveal the satisfaction gap, which will help agencies identify areas where they can make improvements to increase satisfaction.

[1] Employees are recognized for providing high quality products and services.
[2] I have sufficient resources (for example, people, materials, budget) to get my job done.
[3] How satisfied are you with the training you receive for your present job?
[4] Please select the response below that BEST describes your current teleworking situation.
[5] How satisfied are you with the following Work/Life programs in your agency? Telework.

First, this section looks at the difference between the generation groups. Using the Global Satisfaction Index two distinct groups were identified in each generation – a high satisfaction group and a low satisfaction group.* Figure 13 below displays the percentage of survey respondents for each generational group that fell into these two satisfaction groups. Traditionalists have the highest percent of employees that fall into the high satisfaction group. As the generations get younger the percentage of employees falling into the high satisfaction group decreases.

FIGURE 13 | Satisfaction Group by Generation



Next, this section will explore what drives the satisfaction gap, or the difference between the two groups, by calculating a gap score for each survey item. The gap score was calculated for each item by subtracting the percent positive scores of the high satisfaction group from the scores of the low satisfaction group. Large gaps reveal areas of challenge within the agency that keep employees from achieving maximum satisfaction.

Table 5 displays the top five items with the highest gap score for each generation. When examining the satisfaction gap by the four generations, we find involvement in decisions that affect their work to be the biggest influence that differentiates those with high satisfaction from those with low satisfaction for Traditionalists, Baby Boomers, and Generation X. Generation Y's greatest difference lies with being given the opportunity to improve their skills.

Identifying the greatest gap provides agencies the ability to better define areas where they should focus their attention toward making improvements to increase satisfaction. Overall, we find three factors that differentiate employees with high satisfaction from those with low satisfaction: Partnership—relationship between employees and their agency, Leadership—employees willingness to follow you during these uncertain times, and Development—investing in the potential of your employees. The five largest distinguishing survey items for the Federal workforce are:

- Satisfaction with involvement in decisions that affect their work (Partnership)
- Level of respect for senior leaders (Leadership)
- Opportunity to improve their skills in organization (Development)
- Organizations leaders honesty and integrity (Leadership)
- Their talents are being used in the workplace (Partnership)

Agencies can use this information to appropriately plan an approach to decrease the satisfaction gaps within their workforce. Potentially, a multidimensional approach may prove most beneficial as what works best for one generation may not work for another.

* The satisfaction groups were determined by summing the scores for each item in the global satisfaction index (5=Very Satisfied, 4=Satisfied, 3=Neither Satisfied nor Dissatisfied, 2=Dissatisfied, 1=Very Dissatisfied), only respondents who answered all four items in the index were included. The high satisfaction group are respondents who scored 16 or higher and the low satisfaction group are respondents who scored 8 or lower. Note, respondents who scored between 8 and 16 were not included.

TABLE 5 | Top 2013 Items with Greatest Gap by Generation – Percent Positive

Traditionalists	High Sat. Group	Low Sat. Group	Gap
How satisfied are you with your involvement in decisions that affect your work?	82%	2%	80
I have a high level of respect for my organization's senior leaders.	84%	6%	79
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	87%	8%	79
I am given a real opportunity to improve my skills in my organization.	88%	8%	78
How satisfied are you with the information you receive from management on what's going on in your organization?	80%	3%	77

Generation X	High Sat. Group	Low Sat. Group	Gap
How satisfied are you with your involvement in decisions that affect your work?	80%	6%	74
I have a high level of respect for my organization's senior leaders.	81%	8%	73
I am given a real opportunity to improve my skills in my organization.	86%	13%	73
My organization's leaders maintain high standards of honesty and integrity.	81%	9%	72
My talents are used well in the workplace.	84%	13%	71

Baby Boomers	High Sat. Group	Low Sat. Group	Gap
How satisfied are you with your involvement in decisions that affect your work?	81%	5%	76
I have a high level of respect for my organization's senior leaders.	81%	7%	74
My organization's leaders maintain high standards of honesty and integrity.	82%	9%	73
I am given a real opportunity to improve my skills in my organization.	86%	13%	73
My talents are used well in the workplace.	86%	13%	73

Generation Y	High Sat. Group	Low Sat. Group	Gap
I am given a real opportunity to improve my skills in my organization.	88%	14%	74
I have a high level of respect for my organization's senior leaders.	83%	11%	72
My work gives me a feeling of personal accomplishment.	90%	18%	72
My organization's leaders maintain high standards of honesty and integrity.	84%	12%	72
My agency is successful at accomplishing its mission.	95%	25%	70

Supporting Diversity

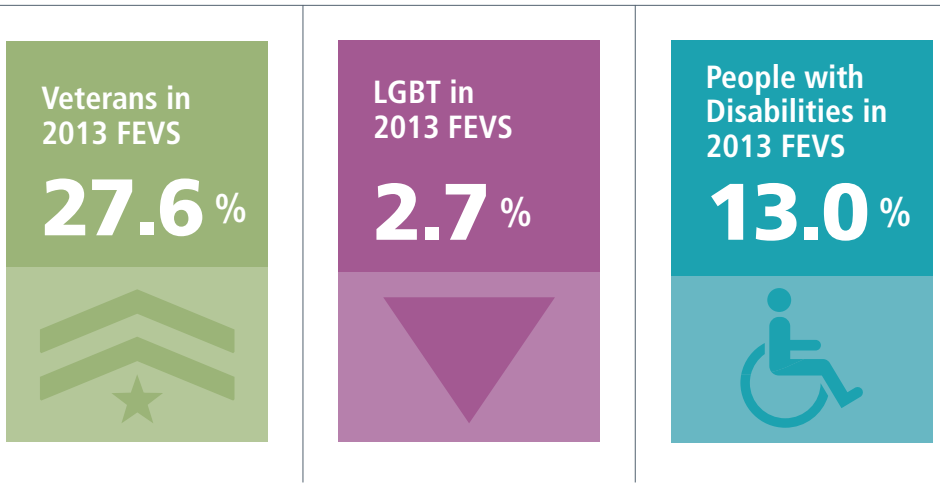
The actions of the Federal Government—promoting an inclusive workforce offering a multitude of unique employee experiences, perspectives and knowledge—demonstrates that it values, emphasizes, and supports diversity in the broadest sense. Historically, diversity was viewed through a narrow lens focusing primarily on physical characteristics such as gender, race and age; recently the lens has expanded focusing on other types of diversity in addition to traditional demographic characteristics. Beginning in 2012 and carried forward into 2013, three new demographic items were added to the Federal Employee Viewpoint Survey (FEVS); Veteran Status, the Lesbian, Gay, Bisexual, Transgender (LGBT) Community, and People with Disabilities.

This section provides an overview of findings for and comparisons within each of the three diversity groups (veterans and non-veterans; LGBT and heterosexual/straight; people with disabilities and people without disabilities). Key items with the largest differences are highlighted throughout. These items are displayed with the intention of bringing attention to potential areas of concern and to encourage agencies to explore these findings at the agency level.

Why Is It Important to Examine Diversity?

Hiring initiatives, executive orders, court rulings and the press have recently put veterans, the LGBT community, and people with disabilities in the spotlight. As a result there is an increasing need to better understand these three diversity groups. In order to meet this challenge it is critical that the Federal Government as well as the FEVS continuously evolve. Figure 14 displays an overview of these groups in the Federal workforce, followed by more in-depth findings for each group.

FIGURE 14 | Snapshot of Diversity in the Federal Workforce



Veterans

In support of the veteran hiring and retention initiatives, such as Executive Order 13518[6] signed in 2010, the FEVS started collecting data on veterans status. Understanding the unique characteristics of the veteran population is critical in developing and maintaining effective policies and programs that meet the needs of veterans. With this ongoing focus on veterans in the workforce and the encouragement of agencies across government to ensure fair treatment and equal opportunity, this section offers a snapshot of who these veterans are, where they work, and how their opinions may differ from non-veterans in the workforce.

As shown in Figure 15, the majority of veterans are between 40-50 years old, male, and non-supervisors. Veterans' Federal tenure is more evenly distributed, with the highest percentage reporting tenure of more than 20 years.

FIGURE 15 | Demographic Profile for Veterans in the 2013 FEVS

Federal Tenure

< 1 Year	2%
1 - 3 Years	15%
4 - 5 Years	14%
6 - 10 Years	22%
11 - 14 Years	14%
15 - 20 Years	11%
> 20 Years	24%

Age

25 and Under	1%
26 - 29 Years	1%
30 - 39 Years	12%
40 - 49 Years	29%
50 - 59 Years	39%
60 or Older	18%

Gender

Male	81%
Female	19%

Supervisory Status

Non-Supervisor	64%
Team Leader	15%
Supervisor	13%
Manager	7%
Executive	1%

Did You Know?

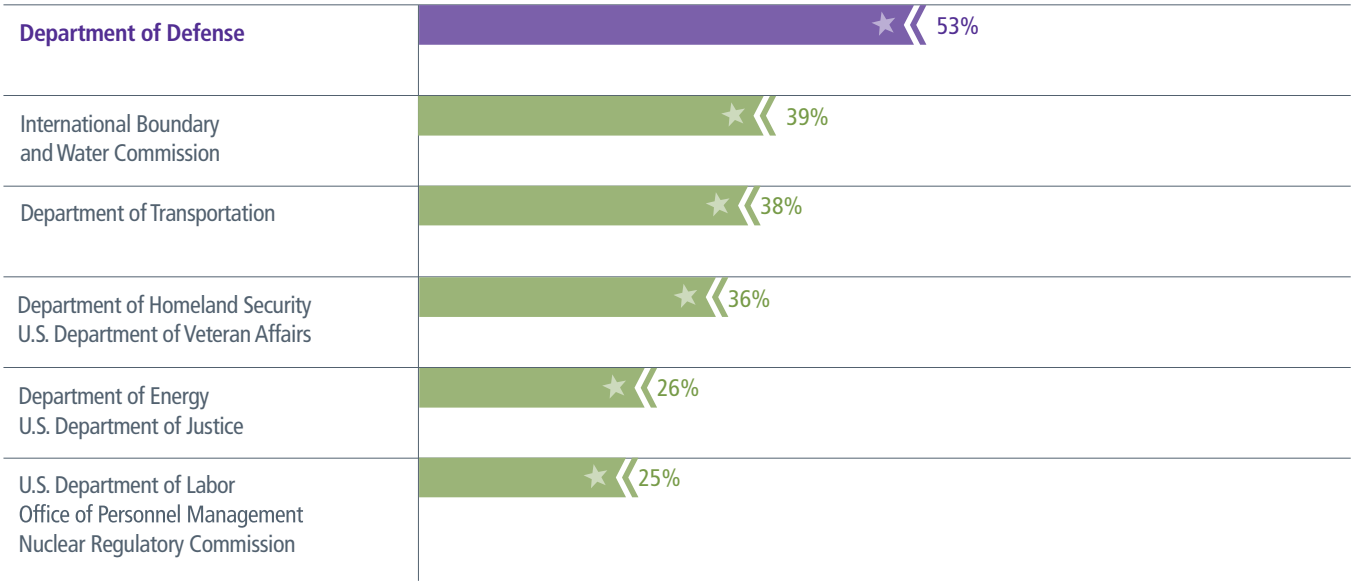
The percentage of veterans in the Federal workforce is very similar in both the 2013 FEVS results (28%) and findings from Feds Hire Vets[7] (27%).

[6] More detailed information on Executive Order 13518 can be found: http://www.whitehouse.gov/the-press-office/executive-order-veterans-employment-initiative

[7] More detailed information on Feds Hire Vets can be found: http://www.fedshirevets.gov

Figure 16 displays the top five non-defense agencies with the highest proportion of veteran employees. These five agencies vary greatest in size and mission. The Department of Defense is presented for comparison.

FIGURE 16 | Non-Defense Agencies with the Highest Percentage of Veteran Employees*



Several of the items with the greatest differences in percent positive results between veterans and non-veterans are listed in Table 6. Some of the greatest differences were found in items related to the fairness of organizational practices and relationships with supervisors, with veterans' results consistently lower than non-veterans' results. Lower results surrounding a specific theme suggest a potential area for improvement, and in this case the results show that veterans' perceptions of fairness in organizational practices and their relationships with supervisors are areas that could be improved. When compared to non-veterans, 53 items were lower for the veterans group.

TABLE 6 | Comparison of Survey Results for Veterans & Non-Veterans – Percent Positive

	Veterans	Non-Veterans	Difference
Promotions in my work unit are based on merit.	29%	34%	-5%
In the last six months, my supervisor/team leader has talked with me about my performance.	74%	79%	-5%
Prohibited Personnel Practices are not tolerated.	63%	67%	-4%
Policies and programs promote diversity in the workplace.	53%	57%	-4%
Managers communicate the goals and priorities of the organization.	59%	63%	-4%
Supervisors/team leaders in my work unit support employee development.	62%	65%	-3%

Did You Know?

29 percent of veterans reported having a disability, as opposed to only 7 percent of non-veterans.

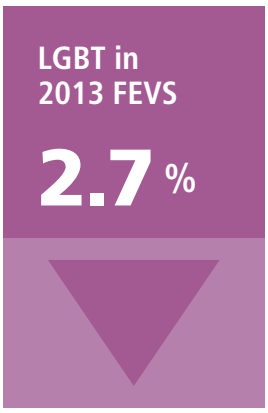
*Small agencies that have 50 or more eligible employees had the option to include the demographic section on the survey.

Lesbian, Gay, Bisexual or Transgender

In June of 2013, the Supreme Court of the United States ruled Section 3 of the Defense of Marriage Act unconstitutional[8]; thereby extending more than 1,100 Federal benefits[9] and rights to legally married gay and lesbian couples. With this ruling, and attention surrounding issues such as "Don't Ask, Don't Tell" and Proposition 8, the time has never been more compelling to listen to the voices of the Federal LGBT community.

The FEVS asked employees if they identify as lesbian, gay, bisexual, or transgender (LGBT), or as heterosexual/straight. In addition, respondents were given the option to respond "I prefer not to say." This year, almost 9,000 Federal employees identified as LGBT, representing approximately three percent of the Federal workforce. The highest percentage of those who identified as LGBT have been in the Federal Government for more than 20 years and nearly two-thirds of these employees are between the ages of 40-59 (see Figure 17).

FIGURE 17 | Demographic Profile for LGBT



Federal Tenure

< 1 Year	2%
1 - 3 Years	13%
4 - 5 Years	14%
6 - 10 Years	19%
11 - 14 Years	13%
15 - 20 Years	10%
> 20 Years	29%

Age

25 and Under	2%
26 - 29 Years	6%
30 - 39 Years	20%
40 - 49 Years	32%
50 - 59 Years	33%
60 or Older	8%

Gender

Male	57%
Female	43%

Supervisory Status

Non-Supervisor	64%
Team Leader	14%
Supervisor	13%
Manager	7%
Executive	2%

[8] More information on the Defense of Marriage Act ruling can be found: http://www.supremecourt.gov/opinions/12pdf/12-307_6j37.pdf

[9] More details can be found in the GAO-04-353R Defense of Marriage Act Report: http://www.gpo.gov/fdsys/pkg/GAOREPORTS-GAO-04-353R/pdf/GAOREPORTS-GAO-04-353R.pdf

Table 7 displays several of the items with the greatest differences in percent positive results between LGBT employees and heterosexual/straight respondents. These items present a clear picture of the potential areas of concern for this group. People who identified as LGBT were less likely than heterosexual respondents to positively rate items related to perceptions of leadership, job satisfaction, and feeling empowered on the job. Of note, 69 items were lower for the LGBT community, mirroring the findings for the veteran population.

TABLE 7 | Comparison of Survey Results for LGBT & Heterosexual/Straight – Percent Positive

	LGBT	Heterosexual/ Straight	Difference
Managers promote communication among different work units.	47%	54%	-7%
I have a high level of respect for my organization's senior leaders.	48%	54%	-7%
Managers support collaboration across work units to accomplish work objectives.	51%	58%	-7%
Considering everything, how satisfied are you with your job?	61%	67%	-6%
Senior leaders demonstrate support for Work/Life programs.	49%	55%	-6%
Employees have a feeling of personal empowerment with respect to work processes.	39%	45%	-6%

Did You Know?

Results for those who identify as LGBT were 5 percentage points lower than for those who identified as Heterosexual/Straight on both the Employee Engagement and Job Satisfaction Indices, and 4 points lower on the Global Satisfaction Index.

People with Disabilities

In 2010, President Obama signed Executive Order 13548[10], designed to reduce discrimination against those with disabilities, eliminate stigma, and encourage those with disabilities to actively seek employment with the Federal Government. In turn, the Federal Government is becoming the model on how to effectively recruit, hire and retain people with disabilities. During this year's FEVS administration, 13 percent of employees indicated they have a disability (see Figure 18). Now that the Federal Government has reaffirmed its commitment to hiring people with disabilities and has moved towards its goal of non-discriminatory methods in hiring, it is important to acknowledge this population of employees and their opinions and characteristics.

FIGURE 18 | Demographic Profile for People with Disabilities

People with Disabilities in 2013 FEVS

13.0 %

Federal Tenure

< 1	Year	2%
1 - 3	Years	14%
4 - 5	Years	13%
6 - 10	Years	20%
11 - 14	Years	13%
15 - 20	Years	10%
> 20	Years	28%

Age

25 and Under		<1%
26 - 29	Years	2%
30 - 39	Years	11%
40 - 49	Years	28%
50 - 59	Years	41%
60 or Older		18%

Gender

Male	64%
Female	36%

Supervisory Status

Non-Supervisor	71%
Team Leader	13%
Supervisor	11%
Manager	5%
Executive	1%

[10] More detailed information on Executive Order 13548 can be found: http://www.gpo.gov/fdsys/pkg/FR-2010-07-30/pdf/2010-18988.pdf

Key survey items with the largest differences between people with disabilities and those who did not report a disability are presented in Table 8. These items revolve around the themes of fairness in organizational practices and opportunities for employee development. Several of the employee development items were nearly ten percentage points lower for people with disabilities, strongly indicating a perceived deficiency in this area. Following the same pattern found for veterans and the LGBT community, most results for people with disabilities were lower than the comparison group (69 items).

TABLE 8 | Comparison of Survey Results for People with & without Disabilities – Percent Positive

	People with Disabilities	People Who Did Not Indicate a Disability	Difference
Prohibited Personnel Practices are not tolerated.	55%	68%	-13%
My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	57%	66%	-9%
I am given a real opportunity to improve my skills in my organization.	53%	61%	-8%
Supervisors/team leaders in my work unit support employee development.	58%	65%	-7%
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	45%	52%	-7%
Managers/supervisors/team leaders work well with employees of different backgrounds.	57%	64%	-7%

Evolving Diversity in the Federal Government

Although these three groups appear to be very different, the results reveal that there are themes both within the groups and across all three groups. The items in each comparison section were chosen based on the magnitude of the difference in the item percent positive scores between people who identified as a member of the group and those who did not.

Common themes that emerged among all groups were perceptions of leadership and support from managers/supervisors. Agency leaders should take note of these findings, especially given the effort to increase hiring and retention across all groups. Understanding the perspective and feedback from all diversity groups is critical in meeting the needs of employees and ensuring that the Federal Government is a workplace of choice for all people.

Did You Know?

The greatest differences of all three diversity groups were found when comparing results for people with disabilities and people who did not indicate a disability.

Employees Influencing Change

Employees are the most valuable asset in the Federal Government. Their thoughts and opinions need to be heard. The FEVS is a useful tool for gathering information, empowering employees, and inspiring change, however, this tool is only as effective as the actions agencies take based on the survey results. Agencies must listen to what their employees are saying, implement action plans to improve performance, and convey to their employees the connection between the survey results and the positive actions made by their agency.

This section starts the process of the sharing of information and practices between agencies. Innovative and creative ideas based on survey results will help agencies to improve policies and practices, retain valued employees, and improve the Federal Government as a whole.

Change Into Action

Agencies have shared the practices or actions they took to improve several areas based on their FEVS results. Highlighted below are two agencies that have used employee feedback to create and implement actions in order to make their agency a better place to work. Table 9 and Table 10 display the targeted areas where action was taken to make improvements. Also, displayed are survey items related to the targeted area.

TABLE 9 | National Aeronautics and Space Administration (NASA)

Targeted Area	Action	Outcome	Related Survey Items
Leadership Support for Work/Life Balance	• Rebranded telework as "Work from Anywhere." • Created an educational messaging approach touching all layers of the organization.	• Leadership and employees have shared understanding of the scope of telework/ "Work from Anywhere." • Noteworthy increase in employee perceptions of senior leadership support for work/life issues.	My supervisor supports my need to balance work and other life issues.
			Senior leaders demonstrate support for work/life programs.
			Have you been notified that you are eligible to Telework?
Using Employee Input	• Targeted communication to all levels of leadership regarding connecting improvements made to specific survey results. • Supervisors and managers discuss the value of employee input from surveys, and explain to employees how the survey results were used to make agency-wide improvements.	• Employees are more engaged and feel a part of agency change.	I believe the results of this survey will be used to make my agency a better place to work.
			How satisfied are you with your involvement in decisions that affect your work?

The actions NASA implemented were successful toward making improvements within the agency; in each area NASA targeted there was a positive increase from 2012 to 2013 in related survey items. NASA was most successful in the targeted area of utilizing employee input. As a result, positive responses about "survey results will be used to make the agency better" increased by four percentage points, compared to the governmentwide average this item decreased by four percentage points.

USDA's actions targeted toward leadership support for Work/Life balance were successful; there was a 13 percentage point increase from 2012 in the number of employees who reported they had been notified they were eligible to telework. While employee positive responses at USDA remained consistent from 2012 regarding diversity this is noteworthy particularly when compared to the governmentwide average which decreased two percentage points.

TABLE 10 | Department of Agriculture (USDA)

Targeted Area	Action	Outcome	Related Survey Items
Leadership Support for Telework	• "Let's Talk Telework" a webinar series for supervisors on how to implement telework. • Supervisory training on overcoming biases related to telework and how to manage employees who are teleworking.	• Increase in the percentage of employees indicating telework eligibility. • Increase in employees participating in regular and recurring telework.	My supervisor supports my need to balance work and other life issues.
			Have you been notified that you are eligible to Telework?
			Please select the response below that BEST describes your current teleworking situation.
Recruiting a Diverse Workforce	• Strategies for improving diversity and inclusion agency-wide. • Training for recruiters and hiring managers emphasizing the value of a diverse and inclusive workforce. • Diversity and inclusion incorporated into the performance standards for leadership.	• An increase in the hiring of veterans and minorities, as measured by agency hiring data.	My supervisor is committed to a workforce representative of all segment of society.
			Policies and programs promote diversity in the workplace.

The actions outlined in this section are just a sampling of the many successful actions agencies across the Federal Government have taken to improve their work environments. In a time when resources are limited, the need for agencies to communicate and share practices with one another is critical. Working smarter by learning from other agencies and adapting innovative ideas throughout government will help all agencies achieve a more engaged workforce.

Does your agency have any practices to share? If so, please send an email to **evs@opm.gov**.

Conclusion

Employees Influencing Change – this is the core purpose of the Federal Employee Viewpoint Survey. From 2002 to 2013, Federal employees in all occupations and at all organizational levels have provided their opinions to leadership. The survey is a powerful tool for evaluating issues and driving success inside an agency, as well as a springboard for the sharing of ideas, practices and innovative methods with other agencies. The results of the survey enable agencies to identify areas where problems have been addressed, as well as areas where improvements are needed. Agencies can look across the years to better understand how internal and external forces have affected their workforce.

This year, the survey results continued the gradual slide first signaled by the 2012 results. All four HCAAF indices, the Employee Engagement Index, and Global Satisfaction index have declined from 2012 to 2013. Ongoing budget cuts, pay freezes and the threats of government shutdown stoke a future of uncertainty that affects each and every Federal employee. In this environment, what is most positive is that overall results have not declined precipitously. The Federal workforce is strong and resolute in their belief that the work they do is important. Federal employees continue to put in the extra effort to get the job done and remain committed to the missions of their organizations. They hold fast to their belief in serving the American public to the best of their abilities.

The items that had notable governmentwide increases dealt with workplace flexibilities and respect from supervisors. Specifically, supervisory support for balancing work and other life issues, employees feeling respected by their managers, and employee satisfaction with telework programs were the only items showing improvement at a govermentwide level. While managers are limited in their ability to provide financial awards and incentives to employees, efforts to support employees using levers under their control such as workplace flexibilities is notable.

In summary, the 2013 FEVS shows a strong and resolute group of employees, who are devoted to their agency and country, but are growing weary due to current policies and practices affecting agency operations and resources.

Appendix A

2013 Federal Employee Viewpoint Survey Methods

What Types of Questions are Included in the Survey?

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

The survey is grouped into eight topic areas:

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

Who Participated?

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

How Many Employees Participated?

Employees from 81 agencies, 37 departments/large agencies and 44 small/independent agencies, participated in this year's survey. Of the 781,047 employees who received the FEVS, 376,577 completed the survey for a governmentwide response rate of 48.2 percent.

How Was the Survey Administered?

The survey was a self-administered Web survey.

When Were Employees Surveyed?

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

Data Weighting

Data collected from the 2013 survey respondents were weighted to produce survey estimates that accurately represent the survey population. Unweighted data could produce biased estimates of population statistics. The weights developed for the 2013 FEVS take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point.

Data Analysis

In performing statistical analyses for this report, OPM employed a number of grouping procedures to simplify presentations. Most of the items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. In some instances, these responses are collapsed into one positive category (Strongly Agree and Agree), one negative category (Strongly Disagree and Disagree), and a neutral category (Neither Agree nor Disagree). We conducted analyses on all survey items for the various demographic categories. More detailed survey statistics are available in the published Federal Employee Viewpoint Survey Data volumes for this survey and can be downloaded from OPM's Federal Employee Viewpoint Survey website: **www.FedView.opm.gov**.

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

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

Index Development

The 2013 FEVS includes six indices: the four HCAAF (Human Capital Assessment and Accountability Framework) Indices, the Employee Engagement Index, and the Global Satisfaction Index. These indices provide a dependable and consistent method for Federal agencies to assess different facets of the workforce.

HCAAF Indices

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

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

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 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, Supervision, 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.

Global Satisfaction Index

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

Appendix B (For Excel version click here)

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

Appendix D consists of a set of trend tables displaying the governmentwide percent positive results for each item for the last four survey administrations. The last column indicates whether or not there were significant increases, deceases, or no changes in positive ratings from 2010 to 2011 (first arrow), from 2011 to 2012 (second arrow), and from 2012 to 2013 (last arrow). Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, symbols → ↗ ↗ indicate there was no significant change in positive ratings from 2010 to 2011, but there was a significant increase in positive ratings from 2011 to 2012, and from 2012 to 2013. Similarly, symbols ↘ → → indicate there was a significant decrease from 2010 to 2011, but there were no significant changes in positive ratings from 2011 to 2012 or from 2012 to 2013.

APPENDIX B | Trend Analysis

	Percent Positive				
	2010	2011	2012	2013	Significant Trends
My Work Experience					
‡1. I am given a real opportunity to improve my skills in my organization.	66	65	63	60	→ ↘ ↘
2. I have enough information to do my job well.	73	73	72	70	→ ↘ ↘
3. I feel encouraged to come up with new and better ways of doing things.	60	59	58	56	→ ↘ ↘
‡4. My work gives me a feeling of personal accomplishment.	75	74	72	70	↘ ↘ ↘
‡5. I like the kind of work I do.	86	85	84	83	↘ ↘ ↘
6. I know what is expected of me on the job.	81	80	80	79	→ → ↘
‡7. When needed I am willing to put in the extra effort to get a job done.	97	97	96	96	→ ↘ ↘
8. I am constantly looking for ways to do my job better.	92	92	91	90	→ ↘ ↘
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	50	48	48	44	↘ → ↘
‡10. My workload is reasonable.	59	59	59	57	→ → ↘
‡11. My talents are used well in the workplace.	60	61	59	57	→ ↘ ↘
‡12. I know how my work relates to the agency's goals and priorities.	84	85	84	83	→ ↘ ↘
‡13. The work I do is important.	92	92	91	90	→ ↘ ↘
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67	67	67	66	→ → ↘
‡15. My performance appraisal is a fair reflection of my performance.	68	70	69	68	↗ ↘ ↘
16. I am held accountable for achieving results.	84	84	83	81	→ ↘ ↘
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	62	63	61	61	↗ ↘ ↘
‡18. My training needs are assessed.	54	54	53	50	→ ↘ ↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year or there were too few respondents to conduct trend analyses.

	Percent Positive				Significant Trends		
	2010	2011	2012	2013			
‡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).	68	69	68	68	→	↘	→
‡20. The people I work with cooperate to get the job done.	75	75	73	73	→	↘	↘
‡21. My work unit is able to recruit people with the right skills.	46	46	43	40	→	↘	↘
‡22. Promotions in my work unit are based on merit.	35	36	34	32	→	↘	↘
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31	31	29	28	→	↘	↘
‡24. In my work unit, differences in performance are recognized in a meaningful way.	36	36	34	31	→	↘	↘
25. Awards in my work unit depend on how well employees perform their jobs.	44	44	41	38	→	↘	↘
26. Employees in my work unit share job knowledge with each other.	73	73	72	72	→	↘	↘
27. The skill level in my work unit has improved in the past year.	56	57	55	52	↗	↘	↘
28. How would you rate the overall quality of work done by your work unit?	82	82	83	83	→	↗	↘
My Agency							
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	72	73	72	70	↗	↘	↘
‡30. Employees have a feeling of personal empowerment with respect to work processes.	48	48	45	43	↗	↘	↘
31. Employees are recognized for providing high quality products and services.	51	51	48	46	→	↘	↘
‡32. Creativity and innovation are rewarded.	41	41	38	35	→	↘	↘
‡33. Pay raises depend on how well employees perform their jobs.	26	24	22	19	↘	↘	↘
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	58	59	57	55	→	↘	↘
‡35. Employees are protected from health and safety hazards on the job.	76	78	77	76	↗	↘	↘
‡36. My organization has prepared employees for potential security threats.	76	78	78	76	↗	→	↘
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	51	52	51	51	↗	↘	↘
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.	66	67	66	65	↗	↘	↘
39. My agency is successful at accomplishing its mission.	78	79	76	74	↗	↘	↘
40. I recommend my organization as a good place to work.	70	69	67	63	↘	↘	↘
41. I believe the results of this survey will be used to make my agency a better place to work.	45	45	42	38	→	↘	↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year or there were too few respondents to conduct trend analyses.

	Percent Positive				
	2010	2011	2012	2013	Significant Trends
My Supervisor/Team Leader					
‡42. My supervisor supports my need to balance work and other life issues.	76	77	77	77	↗ ↘ ↗
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	66	67	65	65	↗ ↘ ↘
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	62	63	62	61	↗ ↘ ↘
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	65	66	64	65	→ ↘ →
46. My supervisor team leader provides me with constructive suggestions to improve my job performance.	61	62	61	60	↗ ↘ ↘
‡47. Supervisors/team leaders in my work unit support employee development.	66	67	65	64	↗ ↘ ↘
48. My supervisor/team leader listens to what I have to say.	75	75	74	74	→ ↘ →
49. My supervisor/team leader treats me with respect.	80	80	79	80	→ ↘ ↗
50. In the last six months, my supervisor/team leader has talked with me about my performance.	76	77	77	77	→ → →
‡51. I have trust and confidence in my supervisor.	67	67	66	66	→ ↘ →
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	69	68	68	↗ ↘ →
Leadership					
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	44	45	43	41	→ ↘ ↘
54. My organization's leaders maintain high standards of honesty and integrity.	56	57	55	54	↗ ↘ ↘
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	64	65	63	63	↗ ↘ ↘
‡56. Managers communicate the goals and priorities of the organization.	64	64	62	61	→ ↘ ↘
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64	64	62	61	→ ↘ ↘
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	54	55	53	52	↗ ↘ ↘
59. Managers support collaboration across work units to accomplish work objectives.	58	58	57	56	→ ↘ ↘
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	57	58	58	57	→ → ↘
‡61. I have a high level of respect for my organization's senior leaders.	56	57	54	52	↗ ↘ ↘
62. Senior leaders demonstrate support for Work/Life programs.	55	55	54	54	→ ↘ ↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year or there were too few respondents to conduct trend analyses.

	Percent Positive				Significant Trends		
	2010	2011	2012	2013			
My Satisfaction							
‡63. How satisfied are you with your involvement in decisions that affect your work?	55	53	52	50	↘	↘	↘
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	51	51	48	48	→	↘	↘
‡65. How satisfied are you with the recognition you receive for doing a good job?	52	51	48	45	↘	↘	↘
‡66. How satisfied are you with the policies and practices of your senior leaders?	45	46	43	41	→	↘	↘
‡67. How satisfied are you with your opportunity to get a better job in your organization?	42	40	36	34	↘	↘	↘
‡68. How satisfied are you with the training you receive for your present job?	56	55	54	50	→	↘	↘
‡69. Considering everything, how satisfied are you with your job?	72	71	68	65	→	↘	↘
‡70. Considering everything, how satisfied are you with your pay?	66	62	59	54	↘	↘	↘
71. Considering everything, how satisfied are you with your organization?	62	62	59	56	→	↘	↘
Work/Life Programs							
79-84. How satisfied are you with the following Work/Life programs in your agency?*							
79. Telework	—	70	73	76	NA	↗	↗
80. Alternative Work Schedules (AWS)	—	89	89	89	NA	↘	→
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	—	81	80	80	NA	↘	↘
82. Employee Assistance Program (EAP)	—	78	76	74	NA	↘	↘
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	—	73	72	70	NA	→	↘
84. Elder Care Programs (for example, support groups, speakers)	—	67	68	66	NA	→	↘

* The 2011-2013 work/life program satisfaction results only include employees who indicated that they participated in the program. Because participation questions were new in 2011, percentages from 2010 are not displayed.

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year or there were too few respondents to conduct trend analyses.

Appendix C (For Excel version click here)

APPENDIX C | Governmentwide Respondent Characteristics (unweighted)

	Number Responded	Percentage
Work Location		
Headquarters	137,468	39
Field	212,187	61
Supervisory Status		
Non-Supervisor	233,579	66
Team Leader	47,593	14
Supervisor	44,633	13
Manager	21,376	6
Executive	5,408	2
Gender		
Male	179,660	52
Female	169,181	49
Ethnicity		
Hispanic/Latino	28,904	8
Not Hispanic/Latino	316,530	92
Race or National Origin		
American Indian or Alaska Native	7,805	2
Asian	16,310	5
Black or African American	54,014	16
Native Hawaiian or Other Pacific Islander	2,357	1
White	242,974	73
Two or More Races	11,645	4
Age Group		
25 and Under	3,469	1
26-29 Years	12,972	4
30-39 Years	58,747	17
40-49 Years	96,647	28
50-59 Years	124,996	36
60 or Older	48,009	14

APPENDIX C | Governmentwide Respondent Characteristics (unweighted) (cont'd)

	Number Responded	Percentage
Pay Category		
Federal Wage System	13,376	4
GS 1-6	22,323	6
GS 7-12	145,690	42
GS 13-15	136,334	39
Senior Executive Service	4,434	1
Senior Level (SL) or Scientific or Professional (ST)	1,229	<1
Other	26,516	8
Federal Tenure		
Less than 1 Year	4,715	1
1 to 3 Years	39,498	11
4 to 5 Years	39,493	11
6 to 10 Years	64,577	18
11 to 14 Years	44,943	13
15 to 20 Years	35,272	10
More than 20 Years	121,915	35
Agency Tenure		
Less than 1 Year	8,820	3
1 to 3 Years	55,330	16
4 to 5 Years	47,850	14
6 to 10 Years	70,560	20
11 to 20 Years	77,172	22
More than 20 Years	89,485	26
Planning to Leave		
No	239,405	68
Yes, to Retire	21,566	6
Yes, to Take Another Job Within the Federal Government	56,900	16
Yes, to Take Another Job Outside the Federal Government	15,663	4
Yes, Other	16,496	5

APPENDIX C | Governmentwide Respondent Characteristics (unweighted) (cont'd)

	Number Responded	Percentage
Planning to Retire		
Within One Year	12,717	4
Between One and Three Years	34,635	10
Between Three and Five Years	36,551	11
Five or More Years	261,831	76
Sexual Orientation		
Heterosexual or Straight	282,463	85
Gay, Lesbian, Bisexual, or Transgender	8,959	3
I Prefer Not to Say	41,185	12
Veteran Status		
Veteran	96,194	28
Not a Veteran	252,391	72
Disability Status		
Disabled	45,276	13
Not Disabled	302,706	87

Appendix D (For Excel version click here)

APPENDIX D | Participating Agencies and Response Rates

	Number Surveyed	Number Responded	Response Rate
Governmentwide	**781,047**	**376,577**	**48.2**
Departments/Large Agencies			
Broadcasting Board of Governors (BBG)	1,563	1,156	74.0
Court Services and Offender Supervision Agency (CSOSA)	1,183	714	60.4
Department of Agriculture (USDA)	22,331	13,256	59.4
Department of Commerce (DOC)	16,659	9,447	56.7
Department of Education (Educ)	3,855	2,658	68.9
Department of Energy (DOE)	13,193	6,707	50.8
Department of Health and Human Services (HHS)	64,618	32,329	50.0
Department of Homeland Security (DHS)	81,983	39,090	47.7
Department of Housing and Urban Development (HUD)	7,990	3,741	46.8
Department of Justice (DOJ)	40,241	17,004	42.3
Department of Labor (DOL)	11,653	5,205	44.7
Department of State (State)	6,349	2,551	40.2
Department of the Interior (DOI)	35,434	18,396	51.9
Department of the Treasury (Treas)	89,995	50,010	55.6
Department of Transportation (DOT)	40,831	23,204	56.8
Department of Veterans Affairs (VA)	78,818	29,893	37.9
Environmental Protection Agency (EPA)	7,133	3,924	55.0
Equal Employment Opportunity Commission (EEOC)	2,146	1,180	55.0
Federal Communications Commission (FCC)	1,631	814	49.9
Federal Energy Regulatory Commission (FERC)	1,395	893	64.0
Federal Trade Commission (FTC)	1,022	565	55.3
General Services Administration (GSA)	11,729	8,429	71.9
National Aeronautics and Space Administration (NASA)	17,148	9,985	58.2
National Archives and Records Administration (NARA)	2,531	1,617	63.9
National Credit Union Administration (NCUA)	1,111	799	71.9
National Labor Relations Board (NLRB)	1,556	726	46.7

APPENDIX D | Participating Agencies and Response Rates (cont'd)

	Number Surveyed	Number Responded	Response Rate
Governmentwide	**781,047**	**376,577**	**48.2**
Departments/Large Agencies			
National Science Foundation (NSF)	1,183	888	75.1
Nuclear Regulatory Commission (NRC)	3,599	2,509	69.7
Office of Management and Budget (OMB)	425	314	73.9
Office of Personnel Management (OPM)	5,052	2,929	58.0
Pension Benefit Guaranty Corporation (PBGC)	874	401	45.9
Railroad Retirement Board (RRB)	889	610	68.6
Securities and Exchange Commission (SEC)	3,665	2,422	66.1
Small Business Administration (SBA)	2,116	1,511	71.4
Social Security Administration (SSA)	15,647	8,345	53.3
U.S. Agency for International Development (USAID)	3,703	2,266	61.2
Department of Defense (DOD)	172,632	65,007	37.7
United States Department of the Army (Army)	64,102	22,130	34.5
United States Army Corps of Engineers (USACE)	8,128	2,222	27.3
United States Department of the Navy (Navy)	43,556	17,426	40.0
United States Marine Corps (USMC)	4,707	2,092	44.4
United States Department of the Air Force (Air Force)	33,389	12,129	36.3
OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)	26,878	11,230	41.8
Small/Independent Agencies			
Advisory Council on Historic Preservation (ACHP)	32	20	62.5
African Development Foundation (USADF)	16	9	56.3
American Battle Monuments Commission (AMBC)	27	15	55.6
Chemical Safety and Hazard Investigation Board (CSB)	35	30	85.7
Commission on Civil Rights (USCCR)	25	18	72.0
Committee for Purchase from People Who Are Blind or Severely Disabled (CPPBSD)	27	19	70.4
Commodity Futures Trading Commission (CFTC)	641	355	55.4
Consumer Product Safety Commission (CPSC)	486	306	63.0
Corporation for National and Community Service (CNCS)	571	452	79.2
Defense Nuclear Facilities Safety Board (DNFSB)	109	82	75.2
Export-Import Bank of the United States (EXIM)	346	228	65.9

APPENDIX D | Participating Agencies and Response Rates (cont'd)

	Number Surveyed	Number Responded	Response Rate
Governmentwide	**781,047**	**376,577**	**48.2**
Small/Independent Agencies			
Federal Election Commission (FEC)	319	237	74.3
Federal Housing Finance Agency (FHFA)	533	424	79.5
Federal Labor Relations Authority (FLRA)	115	96	83.5
Federal Maritime Commission (FMC)	114	95	83.3
Federal Mediation and Conciliation Service (FMCS)	232	179	77.2
Federal Retirement Thrift Investment Board (FRTIB)	112	92	82.1
Institute of Museum and Library Services (IMLS)	56	47	83.9
Inter-American Foundation (IAF)	38	34	89.5
International Boundary and Water Commission (IBWC)	235	198	84.3
Marine Mammal Commission (MMC)	12	10	83.3
Merit Systems Protection Board (MSPB)	180	135	75.0
National Capital Planning Commission (NCPC)	33	21	63.6
National Council on Disability (NCD)	7	4	57.1
National Endowment for the Arts (NEA)	133	98	73.7
National Endowment for the Humanities (NEH)	128	98	76.6
National Gallery of Art (NGA)	766	376	49.1
National Indian Gaming Commission (NIGC)	86	61	70.9
National Mediation Board (NMB)	43	29	67.4
National Transportation Safety Board (NTSB)	385	252	65.5
Nuclear Waste Technical Review Board (NWTRB)	7	3	42.9
Occupational Safety and Health Review Commission (OSHRC)	49	42	85.7
Office of Navajo and Hopi Indian Relocation (ONHIR)	36	29	80.6
Office of the U.S. Trade Representative (USTR)	171	107	62.6
Overseas Private Investment Corporation (OPIC)	191	166	86.9
Postal Regulatory Commission (PRC)	71	62	87.3
Selective Service System (SSS)	111	89	80.2
Surface Transportation Board (STB)	130	98	75.4

APPENDIX D | Participating Agencies and Response Rates (cont'd)

	Number Surveyed	Number Responded	Response Rate
Governmentwide	**781,047**	**376,577**	**48.2**
Small/Independent Agencies			
U.S. Access Board (USAB)	27	20	74.1
U.S. International Trade Commission (USITC)	303	258	85.1
U.S. Office of Government Ethics (OGE)	62	55	88.7
U.S. Office of Special Counsel (OSC)	95	82	86.3
U.S. Trade and Development Agency (USTDA)	37	31	83.8
Woodrow Wilson International Center for Scholars (WWICS)	32	20	62.5

Appendix E

APPENDIX E1 | HCAAF Index Trends: Leadership & Knowledge Management

(For Excel version click here)

	2008	2010	2011	2012	2013
Governmentwide	**59**	**61**	**62**	**60**	**59**
Broadcasting Board of Governors	41	46	49	48	49
Court Services and Offender Supervision Agency	63	63	65	61	57
Department of Agriculture	57	57	58	56	55
Department of Commerce	63	64	65	65	65
Department of Defense	62	64	64	63	61
Department of Education	58	59	60	60	61
Department of Energy	61	61	60	61	60
Department of Health and Human Services	59	60	60	60	60
Department of Homeland Security	53	55	55	52	50
Department of Housing and Urban Development	56	54	57	57	52
Department of Justice	61	63	64	62	62
Department of Labor	60	61	61	60	59
Department of State	64	66	67	66	64
Department of the Interior	53	56	56	56	54
Department of the Treasury	60	64	66	65	63
Department of Transportation	51	55	57	59	60
Department of Veterans Affairs	59	58	59	56	57
Environmental Protection Agency	61	61	61	62	59
Equal Employment Opportunity Commission	56	56	60	61	59
Federal Communications Commission	57	67	67	65	71
Federal Energy Regulatory Commission	69	67	68	67	70
Federal Trade Commission	70	73	73	72	72
General Services Administration	63	66	67	66	64
National Aeronautics and Space Administration	69	72	72	73	73
National Archives and Records Administration	55	56	55	53	54
National Credit Union Administration	56	58	61	67	63
National Labor Relations Board	58	57	62	59	59
National Science Foundation	69	64	59	57	60

APPENDIX E1 | HCAAF Index Trends: Leadership & Knowledge Management (cont'd)

	2008	2010	2011	2012	2013
Governmentwide	**59**	**61**	**62**	**60**	**59**
Nuclear Regulatory Commission	76	78	78	74	73
Office of Management and Budget	66	54	51	61	57
Office of Personnel Management	62	63	66	65	66
Pension Benefit Guaranty Corporation	62	66	65	63	59
Railroad Retirement Board	59	60	61	63	64
Securities and Exchange Commission	61	57	55	56	57
Small Business Administration	60	59	61	60	60
Social Security Administration	63	66	69	65	62
U.S. Agency for International Development	62	57	60	62	60

The **Leadership & Knowledge Management** Index indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of items:

10. 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?

APPENDIX E2 | HCAAF Index Trends: Results-Oriented Performance Culture

(For Excel version click here)

	2008	2010	2011	2012	2013
Governmentwide	**54**	**54**	**54**	**52**	**51**
Broadcasting Board of Governors	42	45	48	46	46
Court Services and Offender Supervision Agency	62	61	58	56	51
Department of Agriculture	52	51	53	51	50
Department of Commerce	61	60	61	61	61
Department of Defense	55	56	55	54	51
Department of Education	53	52	53	53	54
Department of Energy	55	54	53	53	52
Department of Health and Human Services	56	56	55	55	54
Department of Homeland Security	47	49	48	46	44
Department of Housing and Urban Development	50	49	49	50	45
Department of Justice	54	55	56	54	53
Department of Labor	56	54	53	53	51
Department of State	58	58	58	58	56
Department of the Interior	52	54	53	53	51
Department of the Treasury	56	57	59	57	55
Department of Transportation	47	49	49	51	51
Department of Veterans Affairs	52	51	52	49	49
Environmental Protection Agency	58	56	56	56	53
Equal Employment Opportunity Commission	53	52	55	54	51
Federal Communications Commission	54	59	59	58	60
Federal Energy Regulatory Commission	64	61	60	58	60
Federal Trade Commission	66	68	66	66	64
General Services Administration	57	60	59	58	55
National Aeronautics and Space Administration	65	64	64	65	64
National Archives and Records Administration	54	54	53	49	49
National Credit Union Administration	58	59	62	62	58
National Labor Relations Board	50	51	52	51	51
National Science Foundation	67	61	58	56	56
Nuclear Regulatory Commission	67	69	68	64	62
Office of Management and Budget	63	57	51	60	54
Office of Personnel Management	57	58	60	59	60

APPENDIX E2 | HCAAF Index Trends: Results-Oriented Performance Culture (cont'd)

	2008	2010	2011	2012	2013
Governmentwide	**54**	**54**	**54**	**52**	**51**
Pension Benefit Guaranty Corporation	59	63	61	57	54
Railroad Retirement Board	55	55	55	56	56
Securities and Exchange Commission	53	50	47	48	49
Small Business Administration	54	53	54	53	54
Social Security Administration	54	54	56	52	50
U.S. Agency for International Development	58	54	53	53	51

The Results-Oriented Performance Culture Index indicates the extent to which employees believe their organizational culture promotes improvement in processes, products and services and organizational outcomes. It is made up of items:

12. 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?

APPENDIX E3 | HCAAF Index Trends: Talent Management

(For Excel version click here)

	2008	2010	2011	2012	2013
Governmentwide	**60**	**60**	**60**	**59**	**56**
Broadcasting Board of Governors	42	46	50	48	48
Court Services and Offender Supervision Agency	70	70	69	65	60
Department of Agriculture	59	57	58	55	54
Department of Commerce	64	62	63	63	62
Department of Defense	61	62	61	60	56
Department of Education	59	54	58	57	58
Department of Energy	62	60	58	59	57
Department of Health and Human Services	60	61	59	59	59
Department of Homeland Security	54	54	53	50	48
Department of Housing and Urban Development	49	46	49	50	44
Department of Justice	61	62	62	60	58
Department of Labor	57	55	54	55	52
Department of State	65	66	65	63	62
Department of the Interior	57	58	57	57	52
Department of the Treasury	60	62	63	61	56
Department of Transportation	54	57	57	59	57
Department of Veterans Affairs	62	58	60	57	58
Environmental Protection Agency	62	60	60	58	51
Equal Employment Opportunity Commission	51	52	56	55	52
Federal Communications Commission	60	63	61	61	63
Federal Energy Regulatory Commission	67	65	65	65	65
Federal Trade Commission	69	72	70	70	69
General Services Administration	65	66	65	64	59
National Aeronautics and Space Administration	71	71	70	71	70
National Archives and Records Administration	57	56	55	51	48
National Credit Union Administration	67	66	66	68	66
National Labor Relations Board	57	58	60	60	58
National Science Foundation	71	64	61	60	60
Nuclear Regulatory Commission	76	77	76	72	68
Office of Management and Budget	69	63	58	65	53
Office of Personnel Management	58	60	63	61	61

APPENDIX E3 | HCAAF Index Trends: Talent Management (cont'd)

	2008	2010	2011	2012	2013
Governmentwide	**60**	**60**	**60**	**59**	**56**
Pension Benefit Guaranty Corporation	64	68	67	63	60
Railroad Retirement Board	55	57	55	58	58
Securities and Exchange Commission	59	53	51	57	60
Small Business Administration	55	50	53	52	52
Social Security Administration	59	61	62	59	55
U.S. Agency for International Development	60	56	58	60	58

The Talent Management Index indicates the extent to which employees think the organization has the talent necessary to achieve organizational goals. It is made up of items:

1. 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?

APPENDIX E4 | HCAAF Index Trends: Job Satisfaction

(For Excel version click here)

	2008	2010	2011	2012	2013
Governmentwide	**67**	**69**	**68**	**66**	**64**
Broadcasting Board of Governors	59	62	64	61	63
Court Services and Offender Supervision Agency	70	73	70	68	64
Department of Agriculture	67	68	68	65	64
Department of Commerce	68	70	69	69	68
Department of Defense	67	70	68	67	63
Department of Education	64	65	65	64	64
Department of Energy	67	68	65	65	64
Department of Health and Human Services	67	70	68	67	66
Department of Homeland Security	63	65	64	61	57
Department of Housing and Urban Development	64	64	63	63	56
Department of Justice	69	72	70	68	66
Department of Labor	67	67	66	65	62
Department of State	71	74	73	71	69
Department of the Interior	66	69	68	67	64
Department of the Treasury	66	70	70	67	63
Department of Transportation	63	69	68	69	67
Department of Veterans Affairs	68	69	68	64	65
Environmental Protection Agency	69	70	69	68	62
Equal Employment Opportunity Commission	67	68	68	67	64
Federal Communications Commission	59	68	67	66	68
Federal Energy Regulatory Commission	70	70	67	65	67
Federal Trade Commission	68	73	71	70	68
General Services Administration	69	72	70	70	67
National Aeronautics and Space Administration	72	75	74	74	73
National Archives and Records Administration	64	65	63	59	59
National Credit Union Administration	68	71	71	72	66
National Labor Relations Board	63	67	67	64	63
National Science Foundation	73	72	68	64	65
Nuclear Regulatory Commission	78	79	77	73	71
Office of Management and Budget	78	71	65	72	61
Office of Personnel Management	67	70	71	69	68

APPENDIX E4 | HCAAF Index Trends: Job Satisfaction (cont'd)

	2008	2010	2011	2012	2013
Governmentwide	**67**	**69**	**68**	**66**	**64**
Pension Benefit Guaranty Corporation	67	72	69	67	62
Railroad Retirement Board	68	69	68	69	68
Securities and Exchange Commission	65	64	61	62	63
Small Business Administration	66	67	67	66	66
Social Security Administration	70	73	72	68	66
U.S. Agency for International Development	70	69	66	66	65

The **Job Satisfaction** Index indicates the extent to which employees are satisfied with their jobs and various aspects thereof. It is made up of items:

4. 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?

Appendix F

APPENDIX F1 | Employee Engagement Index Trends

(For Excel version click here)

	2010	2011	2012	2013
Governmentwide	**66**	**67**	**65**	**64**
Broadcasting Board of Governors	56	57	56	58
Court Services and Offender Supervision Agency	71	70	67	65
Department of Agriculture	63	65	63	63
Department of Commerce	69	70	70	70
Department of Defense	68	68	67	65
Department of Education	63	64	65	66
Department of Energy	65	63	65	64
Department of Health and Human Services	66	65	66	66
Department of Homeland Security	61	60	58	56
Department of Housing and Urban Development	59	61	62	57
Department of Justice	68	69	67	66
Department of Labor	64	64	64	62
Department of State	72	72	71	69
Department of the Interior	64	64	64	62
Department of the Treasury	69	70	69	67
Department of Transportation	61	63	64	65
Department of Veterans Affairs	63	65	62	63
Environmental Protection Agency	67	67	68	64
Equal Employment Opportunity Commission	63	65	67	65
Federal Communications Commission	70	69	69	73
Federal Energy Regulatory Commission	71	71	70	73
Federal Trade Commission	76	76	74	75
General Services Administration	70	71	69	69
National Aeronautics and Space Administration	76	75	76	77
National Archives and Records Administration	63	62	59	60
National Credit Union Administration	66	68	73	70

APPENDIX F1 | Employee Engagement Index Trends (cont'd)

	2010	2011	2012	2013
National Labor Relations Board	63	66	65	64
National Science Foundation	71	67	65	68
Nuclear Regulatory Commission	80	79	76	75
Office of Management and Budget	66	63	73	68
Office of Personnel Management	69	72	71	72
Pension Benefit Guaranty Corporation	70	69	67	64
Railroad Retirement Board	66	66	68	69
Securities and Exchange Commission	61	61	62	62
Small Business Administration	63	65	64	65
Social Security Administration	70	72	69	67
U.S. Agency for International Development	65	65	67	66

The **Employee Engagement** Index assesses the critical conditions conducive for employee engagement (e.g., effective leadership, work which provides meaning to employees, etc.). It is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experiences.

APPENDIX F2 | Employee Engagement Index Trends: Leaders Lead

	2010	2011	2012	2013
Governmentwide	**55**	**56**	**54**	**53**
Broadcasting Board of Governors	41	43	41	43
Court Services and Offender Supervision Agency	63	64	58	54
Department of Agriculture	50	51	49	48
Department of Commerce	57	60	59	60
Department of Defense	58	58	57	54
Department of Education	53	55	54	56
Department of Energy	53	51	53	52
Department of Health and Human Services	55	55	56	56
Department of Homeland Security	49	48	46	43
Department of Housing and Urban Development	49	53	53	45
Department of Justice	59	59	57	57
Department of Labor	54	54	55	52
Department of State	63	65	63	60
Department of the Interior	50	51	51	48
Department of the Treasury	58	61	60	57
Department of Transportation	45	48	50	52
Department of Veterans Affairs	52	54	50	51
Environmental Protection Agency	54	54	56	50
Equal Employment Opportunity Commission	50	55	56	54
Federal Communications Commission	61	61	60	66
Federal Energy Regulatory Commission	64	65	63	66
Federal Trade Commission	70	72	70	70
General Services Administration	62	62	59	58
National Aeronautics and Space Administration	68	68	68	70
National Archives and Records Administration	49	47	44	45
National Credit Union Administration	54	57	65	61
National Labor Relations Board	52	57	55	53
National Science Foundation	61	56	52	55
Nuclear Regulatory Commission	76	74	69	68
Office of Management and Budget	50	50	62	59
Office of Personnel Management	60	63	62	63

APPENDIX F2 | Employee Engagement Index Trends: Leaders Lead (cont'd)

	2010	2011	2012	2013
Pension Benefit Guaranty Corporation	58	58	57	51
Railroad Retirement Board	55	57	58	60
Securities and Exchange Commission	50	47	49	49
Small Business Administration	52	56	54	54
Social Security Administration	64	66	62	59
U.S. Agency for International Development	52	56	59	54

Leaders Lead reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. It is made up of 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.

APPENDIX F3 | Employee Engagement Index Trends: Supervisors

	2010	2011	2012	2013
Governmentwide	**71**	**72**	**71**	**70**
Broadcasting Board of Governors	62	63	63	64
Court Services and Offender Supervision Agency	74	74	71	69
Department of Agriculture	71	73	72	72
Department of Commerce	76	77	77	78
Department of Defense	73	72	72	71
Department of Education	69	71	73	75
Department of Energy	72	71	72	72
Department of Health and Human Services	70	70	70	71
Department of Homeland Security	68	68	66	65
Department of Housing and Urban Development	64	67	68	65
Department of Justice	72	75	71	72
Department of Labor	70	70	70	69
Department of State	78	77	76	76
Department of the Interior	70	70	70	69
Department of the Treasury	75	77	76	76
Department of Transportation	69	70	72	74
Department of Veterans Affairs	65	67	65	67
Environmental Protection Agency	74	75	76	74
Equal Employment Opportunity Commission	69	70	72	71
Federal Communications Commission	78	78	78	81
Federal Energy Regulatory Commission	77	78	78	80
Federal Trade Commission	79	78	76	78
General Services Administration	74	76	75	76
National Aeronautics and Space Administration	81	82	82	83
National Archives and Records Administration	70	69	68	70
National Credit Union Administration	73	75	79	77
National Labor Relations Board	69	71	71	71
National Science Foundation	74	72	72	75
Nuclear Regulatory Commission	83	83	81	81
Office of Management and Budget	75	71	82	78
Office of Personnel Management	75	78	77	78

APPENDIX F3 | Employee Engagement Index Trends: Supervisors (cont'd)

	2010	2011	2012	2013
Governmentwide	**71**	**72**	**71**	**70**
Pension Benefit Guaranty Corporation	75	76	72	70
Railroad Retirement Board	70	70	72	72
Securities and Exchange Commission	69	70	72	71
Small Business Administration	69	70	70	70
Social Security Administration	70	73	71	70
U.S. Agency for International Development	72	72	74	74

Supervisors reflects the interpersonal relationship between worker and supervisor, including trust, respect and support. It is made up of 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?

APPENDIX F4 | Employee Engagement Index Trends: Intrinsic Work Experiences

	2010	2011	2012	2013
Governmentwide	**72**	**72**	**71**	**69**
Broadcasting Board of Governors	64	66	63	67
Court Services and Offender Supervision Agency	76	74	73	71
Department of Agriculture	69	71	69	68
Department of Commerce	73	73	73	73
Department of Defense	74	73	72	69
Department of Education	66	67	67	69
Department of Energy	70	68	69	68
Department of Health and Human Services	73	71	72	72
Department of Homeland Security	65	64	62	60
Department of Housing and Urban Development	65	65	65	60
Department of Justice	73	73	71	71
Department of Labor	68	68	68	66
Department of State	75	76	74	72
Department of the Interior	72	71	71	69
Department of the Treasury	73	73	73	70
Department of Transportation	68	69	71	69
Department of Veterans Affairs	73	73	70	71
Environmental Protection Agency	72	72	72	68
Equal Employment Opportunity Commission	70	71	71	70
Federal Communications Commission	70	69	71	73
Federal Energy Regulatory Commission	72	71	69	72
Federal Trade Commission	78	77	77	77
General Services Administration	74	74	74	72
National Aeronautics and Space Administration	78	77	79	79
National Archives and Records Administration	70	68	66	65
National Credit Union Administration	72	71	75	71
National Labor Relations Board	69	71	70	67
National Science Foundation	77	74	71	73
Nuclear Regulatory Commission	81	79	77	76
Office of Management and Budget	72	67	75	68
Office of Personnel Management	72	73	73	74

APPENDIX F4 | Employee Engagement Index Trends: Intrinsic Work Experiences (cont'd)

	2010	2011	2012	2013
Governmentwide	**72**	**72**	**71**	**69**
Pension Benefit Guaranty Corporation	77	75	73	71
Railroad Retirement Board	72	71	73	74
Securities and Exchange Commission	64	65	65	67
Small Business Administration	68	69	70	70
Social Security Administration	75	76	73	71
U.S. Agency for International Development	71	67	69	69

Intrinsic Work Experiences reflects the employees' feelings of motivation and competency relating to their role in the workplace. It is made up of 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.

Appendix G

APPENDIX G | Global Satisfaction Index Trends

(For Excel version click here)

	2010	2011	2012	2013
Governmentwide	**67**	**66**	**63**	**59**
Broadcasting Board of Governors	55	57	53	54
Court Services and Offender Supervision Agency	73	70	67	61
Department of Agriculture	65	64	60	57
Department of Commerce	71	71	69	68
Department of Defense	67	66	64	58
Department of Education	62	62	60	60
Department of Energy	67	63	62	60
Department of Health and Human Services	67	65	65	63
Department of Homeland Security	62	61	56	51
Department of Housing and Urban Development	62	60	59	49
Department of Justice	73	72	68	66
Department of Labor	66	63	61	57
Department of State	74	74	72	69
Department of the Interior	67	65	64	60
Department of the Treasury	70	70	66	59
Department of Transportation	63	63	66	63
Department of Veterans Affairs	65	64	59	59
Environmental Protection Agency	72	70	69	60
Equal Employment Opportunity Commission	62	64	64	59
Federal Communications Commission	71	69	67	71
Federal Energy Regulatory Commission	73	70	68	70
Federal Trade Commission	75	72	70	68
General Services Administration	74	73	71	65
National Aeronautics and Space Administration	77	75	74	74
National Archives and Records Administration	58	55	50	49
National Credit Union Administration	68	69	71	61
National Labor Relations Board	64	65	59	58
National Science Foundation	75	69	63	62
Nuclear Regulatory Commission	83	80	75	72

APPENDIX G | Global Satisfaction Index Trends (cont'd)

	2010	2011	2012	2013
Governmentwide	**67**	**66**	**63**	**59**
Office of Management and Budget	69	60	71	56
Office of Personnel Management	70	71	69	69
Pension Benefit Guaranty Corporation	71	67	63	58
Railroad Retirement Board	72	68	68	68
Securities and Exchange Commission	66	61	59	60
Small Business Administration	62	61	60	60
Social Security Administration	74	73	69	65
U.S. Agency for International Development	65	63	62	60

The Global Satisfaction Index is made up of 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?

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