

2014

Federal Employee Viewpoint Survey Results

Employees Influencing Change

Governmentwide Management Report

United States Office of Personnel Management

OPM.GOV/FEVS

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A Message from the Director

OPM's annual Federal Employee Viewpoint Survey is a valuable and powerful tool for government leaders, supervisors and managers as they work to make sure the Federal workforce feels engaged, supported and motivated. In that way, agency leaders can help this dedicated workforce continue to provide excellent service to the American people each and every day.

One of the best ways for managers to know whether they are living up to their responsibility to create a workplace culture that is engaged and inclusive is by listening to and acting on feedback from their employees. I want to personally thank the 392,752 people who took the time to provide us with their candid and unfiltered opinions on all aspects of their work life, from job satisfaction to prospects for advancement to relationships with colleagues and supervisors.

This year, the two strongest results of the 2014 FEVS reveal that more than 90 percent of Federal employees are willing to put in the extra effort necessary to get the job done, and that they consistently look for ways to do better.

We have made some progress since 2013. Employee satisfaction increased one or more percentage points on a number of the survey questions. And the previous drops in employee satisfaction slowed to about one percentage point in most instances.

I was pleased to see that employee satisfaction with immediate supervisors either increased or remained consistent. Declines related to the performance of senior leaders and managers may in part be due to the clarification of the senior leader definition; however, any decline should be reviewed and as agency leaders we need to respond appropriately.

We take employee input seriously. Managers and supervisors will use the insights they get from the FEVS to improve their organizations and working conditions. To help leaders and managers better use the valuable information the FEVS provides, OPM is providing training, tools and support to Federal leaders.

We have created a digital dashboard, called UnlockTalent.gov, which offers managers the kind of customized employee engagement data that will guide them in their efforts to strengthen and improve their workplace cultures. This dashboard includes detailed analyses from the FEVS survey, and it is a place for managers across government to share examples of best practices.

As part of the People and Culture plank of the President's Management Agenda, we are piloting other workforce approaches that can help make agencies more engaging places to work.

Our GovConnect project gives employees a chance to work on initiatives that go beyond their normal daily responsibilities. This enables our talented workers to develop new skills, and it helps agencies foster greater collaboration among employees. OPM is also supporting a government-wide Mentoring Hub, which helps bring together mentors and mentees in relationships that support growth and development.

While the Federal workforce continues to face challenges, there are great opportunities for the talented employees who come to work every day prepared to do their very best to provide the service the American people deserve.

Their ongoing focus and effort is an inspiration to me. I thank them for their feedback and for the incredible service Federal employees throughout the nation provide to the American people.



Katherine Archuleta
Director
U.S. Office of Personnel Management

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About This Report

The Federal Employee Viewpoint Survey (FEVS) calls on the Federal workforce to provide their straightforward opinions on all aspects of their Federal employment experience – from views on their job and agency, through views on their immediate supervisors, managers and ultimately, senior leaders.

This year, 392,752 Federal employees took the time to respond to the survey. These employees included both full and part time workers, relatively new hires to long time employees, and the vast array of occupations that make up our Federal workforce. A total of 82 agencies participated in the survey effort, consisting of 37 Departments/Large Agencies and 45 Small/Independent Agencies.

The 2014 survey instrument was very similar to the 2013 survey; new to the 2014 was a question on education attainment, the response categories for veterans status and telework eligibility questions were expanded, and revised the definition for senior leaders. The clarification of the senior leader definition should be taken into consideration when comparing the 2014 results regarding employees' views of senior leaders with the same items from previous years.

Data collected from the 2014 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 2014 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. Demographic results are not weighted.

In this report you will receive an overview of the governmentwide results, as well as agency results of special note. Trends for the various indices will be presented, as well as results for OPM's new Diversity & Inclusion index, the "New IQ". Expanding upon the traditional FEVS results, this year's report also contains a number of special topics including Employee Engagement & Global Satisfaction, Education, Telework & Work/Life, and Millennials. The survey methods used for the 2014 FEVS can be found in Appendix A, and this and other reports are available on OPM's Federal Employee Viewpoint Survey website at: www.opm.gov/FEVS.

Did You Know?

The FEVS aggregates results for over 48,000 offices across 82 agencies.

Results at a Glance

Strengths & Challenges

27 items identified as strengths
(65% positive or higher)

Most positively rated item

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

9 items identified as challenges
(35% negative or higher)

Most negatively rated item

Pay raises depend on how well employees perform their jobs. (54% negative)

Increases & Decreases*

1 Year Trend (2013 to 2014)

 **10** items increased from 2013

(0 items increased by 5 percentage points or more)

Largest increase: Considering everything, how satisfied are you with your pay? (+2 percentage points)

 **35** items decreased from 2013

(0 items decreased by 5 percentage points or more)

Largest decrease: My organization's senior leaders maintain high standards of honesty and integrity. (-4 percentage points)

2 Year Trend (2012 to 2014)

 **4** items increased from 2012

(0 items increased by 5 percentage points or more)

Largest increase: My supervisor is committed to a workforce representative of all segments of society. (+2 percentage points)

 **60** items decreased from 2012

(3 items decreased by 5 percentage points or more)

Largest decrease: My organization's senior leaders maintain high standards of honesty and integrity. (-5 percentage points)

3 Year Trend (2011 to 2014)

 **0** items increased from 2011

(0 items increased by 5 percentage points or more)

Largest increase: N/A

 **64** items decreased from 2011

(26 items decreased by 5 percentage points or more)

Largest decrease: Eight items tied at -7 percentage points

* For trend analysis of results for 2011 to 2014, see Appendix B (items 1–71). Work/Life Program items (72–84) are excluded.

Index Highlights

Employee Engagement

63% (↘ 1 percentage point from 2013)

Global Satisfaction

59% (no change from 2013)

New IQ Index

56% (no change from 2013)

Human Capital Assessment and Accountability Framework (HCAAF)

58% Leadership and Knowledge Management (↘ 1 percentage point from 2013)

51% Results Oriented Performance Culture (no change from 2013)

55% Talent Management (↘ 1 percentage point from 2013)

63% Job Satisfaction (↘ 1 percentage point from 2013)

Top Departments/Large Agencies Across All Indices

National Aeronautics and Space Administration

Top Small/Independent Agencies Across All Indices

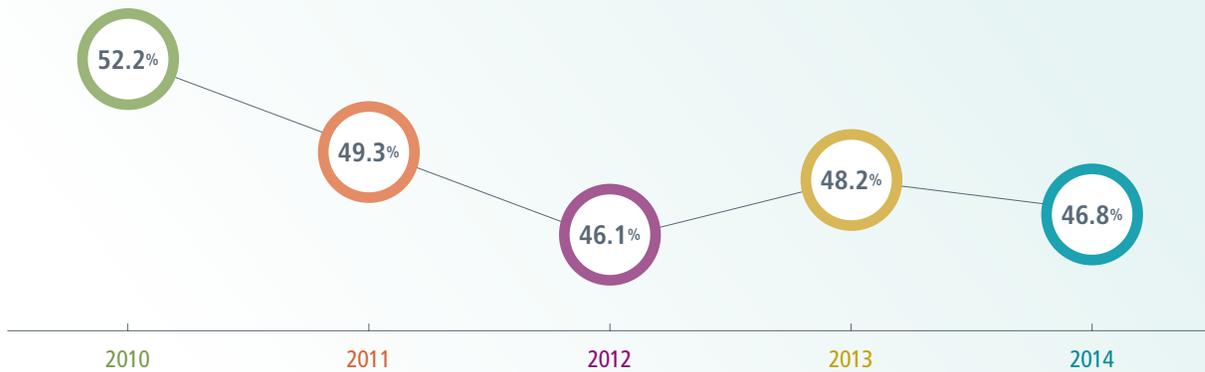
U.S. Trade and Development Agency

Respondent Overview

Employees are the most important resource in the Federal Government and an engaged and satisfied workforce is central to achieving agency goals. Responding to the FEVS is the most direct way that thousands of employees across the government can let their leadership know in what areas things are going well and where things should be changed. This year, over 392,700 employees provided their feedback to leadership via the survey.

For Departments/Large Agencies, the National Science Foundation and the Office of Management and Budget continue to have the highest employee response rates, as they have since 2012. This year, the Office of Personnel Management, General Services Administration, and Department of Labor are also among the top five. Of the Small/Independent Agencies the Inter-American Foundation and the U.S. Office of Government Ethics remain in the top five, and are joined this year by the Chemical Safety and Hazard Investigations Board, Office of Navajo and Hopi Indian Relocation and U.S. International Trade Commission. A complete list of all agency response rates is available in Appendix C.

Governmentwide Response Rate by Year



Top Governmentwide Response Rates

Departments/Large Agencies

	Response Rate
National Science Foundation	77.3%
Office of Management and Budget	76.2%
General Services Administration	75.9%
Office of Personnel Management	73.6%
Department of Labor	71.7%

Small/Independent Agencies

	Response Rate
Inter-American Foundation	100.0%
Chemical Safety and Hazard Investigations Board	94.1%
Office of Navajo and Hopi Indian Relocation	93.9%
Office of Government Ethics	93.0%
U.S. International Trade Commission	92.9%

Response Rates by Key Demographics

As the table below shows, response rates can vary markedly between demographic groups. Of all demographic groups, senior leaders respond at higher rates when compared to supervisors and non-supervisors. Those with the longest Federal tenure (>20 years) have higher response rates than the other tenure groups. Response rates by age indicates a distinctly downward trend, with older employees responding at higher rates, and each age group below responding at lower levels, with a range of over 18 percentage points between the oldest and youngest employees. For a listing of respondent characteristics, see Appendix D.

Response Rates by Demographic Characteristics

	Number Surveyed	Number Responded	Response Rate
Gender			
Male	454,351	201,496	44.3%
Female	385,437	191,256	49.6%
Supervisory Status			
SES or Equivalent	9,096	5,353	58.9%
Supervisor	112,294	60,332	53.7%
Non-Supervisor	718,398	327,067	45.5%
Federal Tenure			
< 3 Years	46,432	21,042	45.3%
4–5 Years	117,748	53,817	45.7%
6–10 Years	175,105	78,116	44.6%
11–20 Years	209,918	96,996	46.2%
>20 Years	290,585	142,781	49.1%
Age			
25 and Under	9,312	2,981	32.0%
26–29 Years	35,776	13,357	37.3%
30–39 Years	163,396	67,827	41.5%
40–49 Years	232,185	106,928	46.1%
50–59 Years	281,241	142,261	50.6%
60 and Older	117,878	59,398	50.4%
Minority Status			
Minority	301,683	126,933	42.1%
Non-Minority	538,105	265,819	49.4%
Overall	839,788	392,752	46.8%

Federal Employee Viewpoint Survey Indices

The Federal Employee Viewpoint Survey encompasses several index measures. These are:

- Employee Engagement Index
- Global Satisfaction Index
- New Inclusion Quotient (New IQ)
- Human Capital Assessment and Accountability Framework (HCAAF)

Using Indices

Individual survey items provide very specific information on a particular subject. However, an index can provide more comprehensive information on a wider topic area; an index combines several items that refer to different facets of a broader area of consideration.

The advantage to using an index is that the results are more stable than results from a single item. A single item is sensitive to changes that affect the smaller area it measures. However, an index, because it is made up of several items, requires many respondents to change opinions on several items to yield a change in the overall index result.

Using both item and index data provides a more complete view of an agency's results. For a complete listing of agency index scores, see Appendices E1 through H4.

Employee Engagement Index

Employee engagement is the employees' sense of purpose that is evident in their display of dedication, persistence and effort in their work or overall attachment to their organization and its mission. A successful agency fosters an engaged working environment to ensure each employee can reach his or her potential, and contribute to the success of their agency and ultimately the entire Federal Government.

The FEVS Employee Engagement Index is a measure of the engagement potential of an agency's work environment – the conditions that lead to engagement. This index includes three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each of the subfactors reflects a different aspect of the engaged environment.

In 2014, two of the three subfactors of Engagement decreased. While ratings of Leaders Lead and Intrinsic Work Experience went down, ratings for Supervisors increased by one percentage point. The noticeable decrease of three percentage points in the subfactor of Leaders Lead indicates a cautionary note that leaders governmentwide should consider going forward.

Employee Engagement Index



63% Employee Engagement

2013: 64% Highest Department/
Large Agency
NASA **77%**

Highest Small/
Independent Agency
U.S. Trade and
Development Agency **89%**



50% Leaders Lead

2013: 53% Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. (Q. 53, 54, 56, 60, and 61.)



71% Supervisors

2013: 70% Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 47, 48, 49, 51, and 52.)



68% Intrinsic Work Experience

2013: 69% Reflects the employees' feelings of motivation and competency relating to their role in the workplace. (Q. 3, 4, 6, 11, and 12.)

Top Agency Employee Engagement Performance

Four of the five highest scoring Departments/Large Agencies for Engagement in 2013 were again top performers in 2014. The Office of Management and Budget has joined the top five agencies in Engagement this year. All five agencies increased their scores from 2013 to 2014. For a complete listing of Employee Engagement agency scores and trends, see Appendices E1 through E4.

Two of the highest scoring Small/Independent Agencies for Engagement in 2013 were top performers again in 2014. New to the list are the Federal Labor Relations Authority (7 percentage point increase) and the Occupational Safety and Health Review Commission (3 percentage point increase).

Top Agency Employee Engagement Performance

Departments/Large Agencies

	% Positive
National Aeronautics and Space Administration	77%
Federal Trade Commission	76%
Nuclear Regulatory Commission	75%
Federal Energy Regulatory Commission	74%
Office of Management and Budget	73%

Small/Independent Agencies

	% Positive
U.S. Trade and Development Agency	89%
Surface Transportation Board	87%
Federal Labor Relations Authority	82%
Occupational Safety and Health Review Commission	81%

Did You Know?

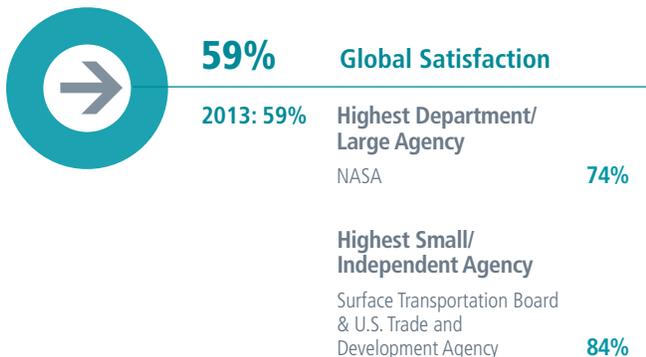
The Small Agency with the greatest increase from 2013 was the Commission on Civil Rights (+19 percentage points).

Global Satisfaction Index

Employee turnover is expensive. Some estimates suggest that agencies might spend 30 percent of an entry-level employee's annual salary to bring a replacement up to speed, or 400 percent of a top executive's salary. The costs of turnover can include lost productivity, additional time lost on recruitment and on-boarding processes, and lower customer satisfaction¹. Keeping good employees satisfied and in their jobs is cost-effective. Satisfied employees have the potential to be not only more productive but more likely to stay. Measuring employee satisfaction can be complex; however it can be determined by considering several different factors. The Global Satisfaction Index captures four aspects of employee contentment: their job, their pay, their organization, and if they would recommend their organization as a good place to work.

The overall Global Satisfaction Index did not change from 2013, but three of the four items that comprise the index did decrease by one percentage point. However, the two percentage point increase in pay satisfaction offset the declines. Although all factors are still several percentage points below the 2012 results, more than half of Federal employees still indicated that they are satisfied with their job, their pay, and their organization, and would recommend their organization to others.

Global Satisfaction Index



¹ Retrieved on October 12, 2011 from <http://www.webpronews.com/employee-retention-what-employee-turnover-really-costs-your-company-2006-07>.

Top Agency Global Satisfaction Performance

Global Satisfaction scores ranged from 48 to 74. The agencies with the top index scores this year also had the highest scores in 2013. New to the top agencies this year are the Departments of State and Commerce. The agencies with the largest improvements from last year were the Office of Management and Budget and the National Credit Union Administration, increasing their scores 10 and 7 percentage points respectively. For a full list of Global Satisfaction scores for departments and agencies, see Appendix F.

There is one new agency in the list of top small agencies with respect to Global Satisfaction this year, the U.S. Trade and Development Agency. Scores for small agencies ranged from 38 to 84. The small agencies with the largest improvements from last year were the Office of the U.S. Trade Representative and the Institute of Museum and Library Services, increasing their scores 19 and 16 percentage points respectively.

Top Agency Global Satisfaction Performance

Departments/Large Agencies

	% Positive
National Aeronautics and Space Administration	74%
Nuclear Regulatory Commission	73%
Federal Energy Regulatory Commission	71%
Department of State	
Department of Commerce	
Federal Trade Commission	69%
Office of Personnel Management	

Small/Independent Agencies

	% Positive
Surface Transportation Board	84%
U.S. Trade and Development Agency	
Office of Navajo and Hopi Indian Relocation	82%
Federal Mediation and Conciliation Service	
National Endowment for the Humanities	81%

Did You Know?

17 Departments/Large Agencies increased in Global Satisfaction.

New Inclusion Quotient (The New IQ)

The New IQ is built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. Workplace inclusion is a contributing factor to employee engagement and organizational performance.

The New IQ consists of 20 questions that are related to inclusive environments. These 20 questions are grouped into “5 Habits of Inclusion” – Fair, Open, Cooperative, Supportive, and Empowering.

The New IQ



Top Agency New IQ Performance

The New IQ Index is reported for the first time this year. However, the items that comprise the New IQ have been on the FEVS in previous years, and trends have been calculated.

Four of the six top performing agencies were also ranked in the top five last year. New to this year's list are National Credit Union Administration with a two percentage point increase from 2013 and the Office of Management and Budget with a five percentage point increase.

Four of the five highest scoring Small/Independent Agencies were also ranked in the top five in 2013. The Federal Labor Relations Authority increased five percentage points from 2013 to move into the top scoring ranking. For a full listing of agency New IQ scores, see Appendices G1 through G6.

Top Agency New IQ Performance

Departments/Large Agencies

	% Positive
National Aeronautics and Space Administration	73%
Nuclear Regulatory Commission	69%
Federal Trade Commission	68%
Federal Energy Regulatory Commission	66%
National Credit Union Administration	
Office of Management and Budget	

Small/Independent Agencies

	% Positive
U.S. Trade and Development Agency	86%
Surface Transportation Board	82%
Advisory Council on Historic Preservation	74%
Federal Labor Relations Authority	
Federal Mediation and Conciliation Service	

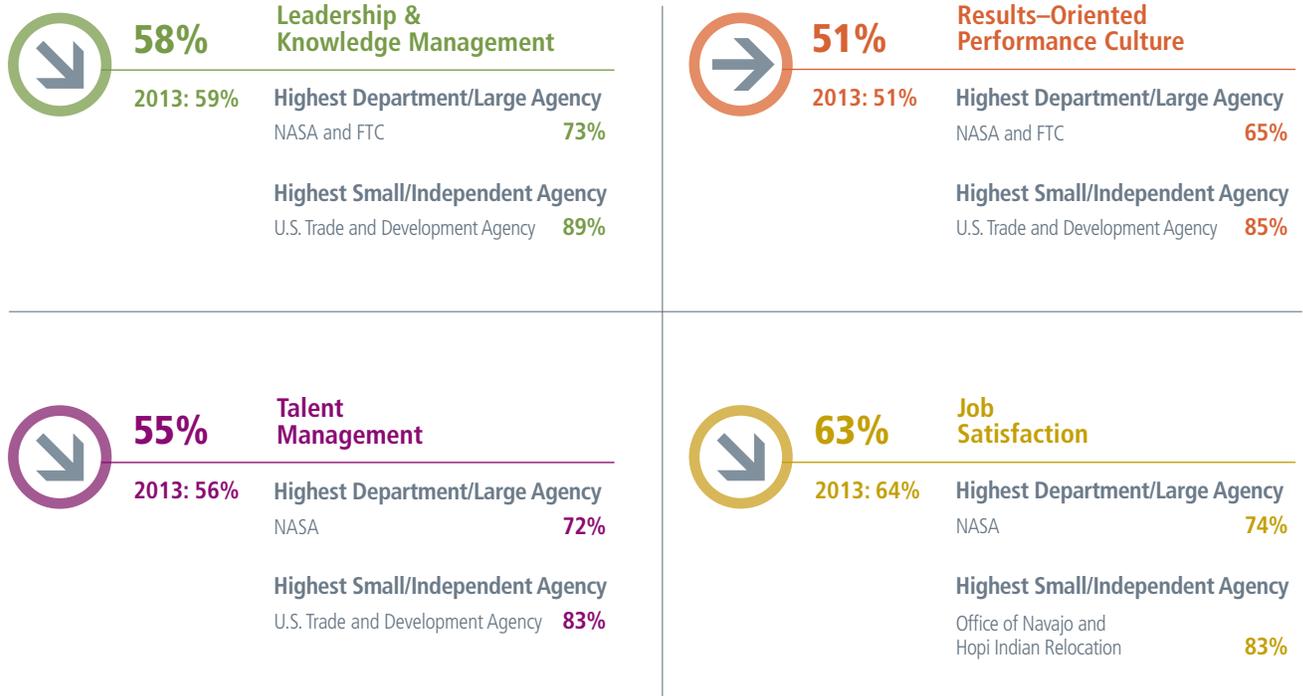
Human Capital Assessment and Accountability Framework (HCAAF)

The Human Capital Assessment and Accountability Framework (HCAAF) identifies five human capital systems that together provide a consistent, comprehensive representation of human capital management for the Federal Government (5 U.S.C. 1103(c)).

The HCAAF indices were created to help guide agencies in building high-performing organizations by providing consistent metrics for measuring progress toward HCAAF objectives. This section provides 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. More information can be found at <http://www.opm.gov/policy-data-oversight/human-capital-management>.

For a full listing of agency HCAAF scores, see Appendices H1 through H4.

Governmentwide HCAAF Performance



Leadership & Knowledge Management Index

Indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. (Q. 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64, and 66.)

Talent Management Index

Indicates the extent to which employees think the organization has the talent necessary to achieve organizational goals. (Q. 1, 11, 18, 21, 29, 47, and 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. (Q. 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, and 65.)

Job Satisfaction Index

Indicates the extent to which employees are satisfied with their jobs and various aspects thereof. (Q. 4, 5, 13, 63, 67, 69, and 70.)

Special Topics

This year the FEVS report looks more closely at several special topics: Employee Engagement & Global Satisfaction, Education, Workplace Flexibilities & Work/Life Programs, and Millennials.

Interest in Employee Engagement and Global Satisfaction has continued to grow across the Federal Government. Engagement and Satisfaction results are examined across agencies with regard to an employee's work location (headquarters or field), agency tenure, and critical occupations, along with a geographic look at Engagement in the Federal workforce by state.

A well-educated workforce helps the Federal Government to meet the needs of the American people. A new demographic question was included on the FEVS regarding educational attainment. Education is presented across all indices on the FEVS as well as a variety of comparisons across demographics.

Workplace Flexibilities and Work/Life Programs are examined in light of the Presidential Memorandum of June 23, 2014. President Obama emphasized work schedule and workplace flexibilities in ensuring that the Federal workforce is engaged and empowered to deliver exceptional and efficient service to the American public while meeting family and other needs at home. This section displays results relative to some of these flexibilities, such as Telework and alternate work schedules, as well as other Work/Life Programs.

Millennials, the latest generation to enter the workforce, are the future of the Federal Government. This section looks at the differences and similarities between this group and those generations that came before them, as well as issues in attracting, recruiting and retaining Millennials.

Special Topics in the Federal Workforce



63%

**Employee
Engagement**



34%

Education
Master's degree
or higher



29%

Telework



11%

Millennials
33 years
and younger

Employee Engagement and Global Satisfaction in the Federal Government

Both engagement and employee satisfaction are critical components for agency success.

- **Employee Engagement** is employees' emotional response to their job – do all employees feel they are personally part of their agencies' overall mission? Do they feel empowered and encouraged to make suggestions, voice opinions, and make decisions (within appropriate scope)? Do employees feel their contributions are considered and appreciated by their supervisors? Do employees feel they know what's going on in their organization?
- **Employee Satisfaction** is how happy or content employees are with their jobs, their pay and their organization.

Achieving an engaged workforce is not an easy or straightforward process. Setting the conditions for employee engagement to thrive in an organization involves the interaction of elements such as: 1) ensuring agency senior leadership clearly communicates the goals and priorities of the organization and maintains the highest levels of honesty and integrity (Leaders Lead); 2) ensuring all levels of agency leadership support employee development and listen/respect their subordinates (Supervisors); and 3) making the work itself compelling and giving employees the ability to use their talents do to their job well (Intrinsic Work Experience). Responses in 2014 reflect a general downward trend since 2010 in all but the Supervisors category, which has remained relatively stable.

Global Satisfaction is made up of three satisfaction elements (job, organization, and pay) plus whether the employee would recommend the organization as a good place to work, all of which are important to recruiting and retention. Each of these has seen a decline of about eight percentage points since 2010 with one exception: pay satisfaction rebounded by two percentage points in 2014 after falling 12 percentage points during the pay freeze of the previous several years.

Employee Engagement and Global Satisfaction Index Trends

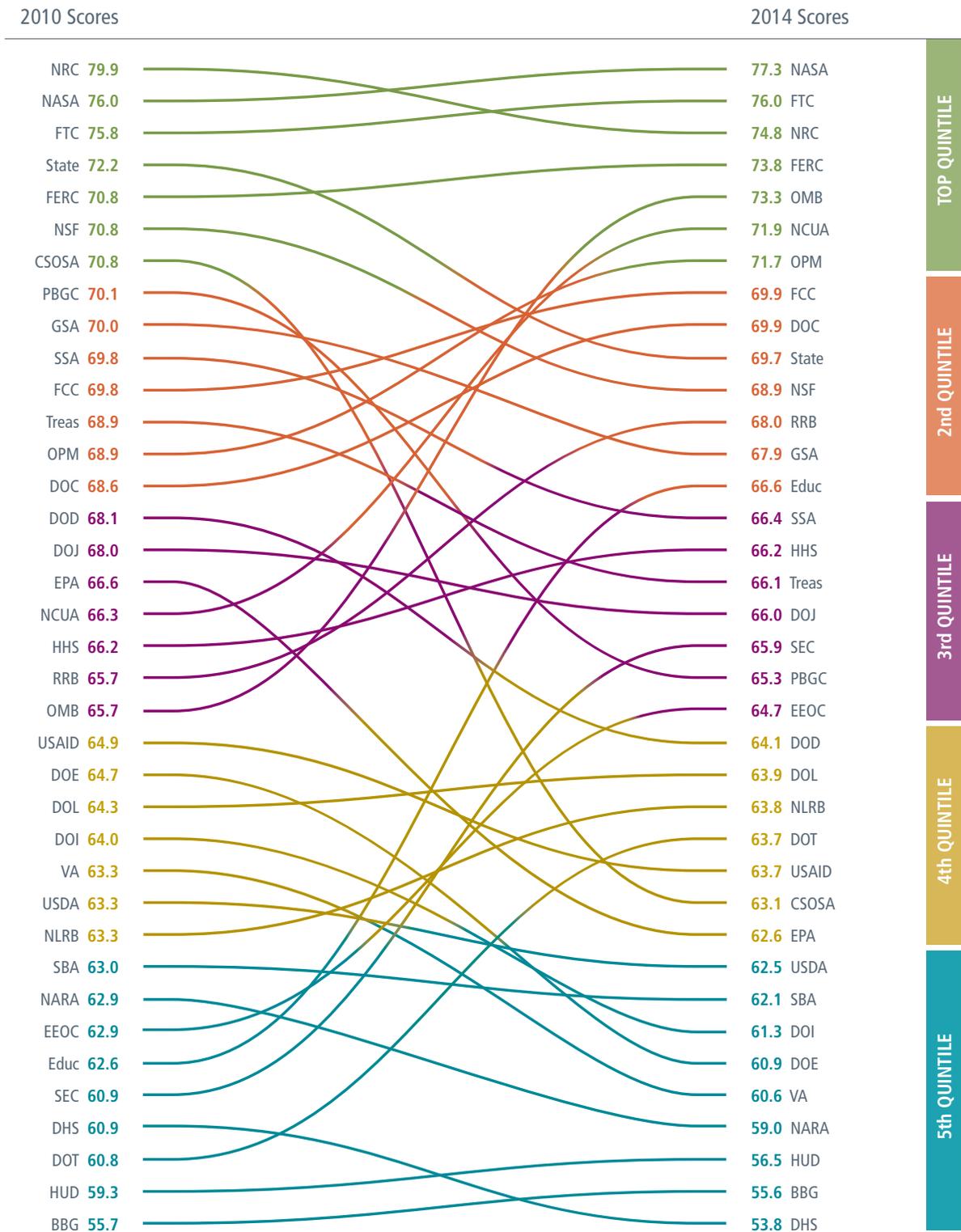
	2010	2011	2012	2013	2014
Employee Engagement Index	66%	67%	65%	64%	63%
Leaders Lead	55%	56%	54%	53%	50%
Supervisors	71%	72%	71%	70%	71%
Intrinsic Work Experience	72%	72%	71%	69%	68%
Global Satisfaction Index	67%	66%	63%	59%	59%
Job Satisfaction	72%	71%	68%	65%	64%
Pay Satisfaction	66%	62%	59%	54%	56%
Organization Satisfaction	62%	62%	59%	56%	55%
Would Recommend Organization	70%	69%	67%	63%	62%

Engagement by Agency

The figure below shows the relative movement in Engagement scores for departments and large agencies from 2010 to 2014. For a full listing of Engagement scores, see Appendices E1 through E4.

Engagement Scores by Departments/Large Agencies

(Click here for Engagement Index)



Engagement and Global Satisfaction by Key Demographics

Because the Federal Government has emphasized the importance of employee engagement in recent years, this section provides a more in-depth analysis of the conditions that lead to engagement. The Engagement Index results are broken out by four demographic categories: generations, work location, agency tenure, and five mission-critical occupations governmentwide.

Some interesting findings for Employee Engagement and Global Satisfaction:

- Millennials and all other generations were equal on employee engagement scores. Only a two percentage point difference was noted on Global Satisfaction, with Millennials scoring lower.
- Headquarters employees score higher on both engagement and global satisfaction.
- Employees who have been with their agency four to ten years tend to score somewhat lower on these indices than the other two tenure groups
- Considering mission critical occupations, Auditors scored highest on the two indices, whereas Information Technology Specialist scored the lowest on both.

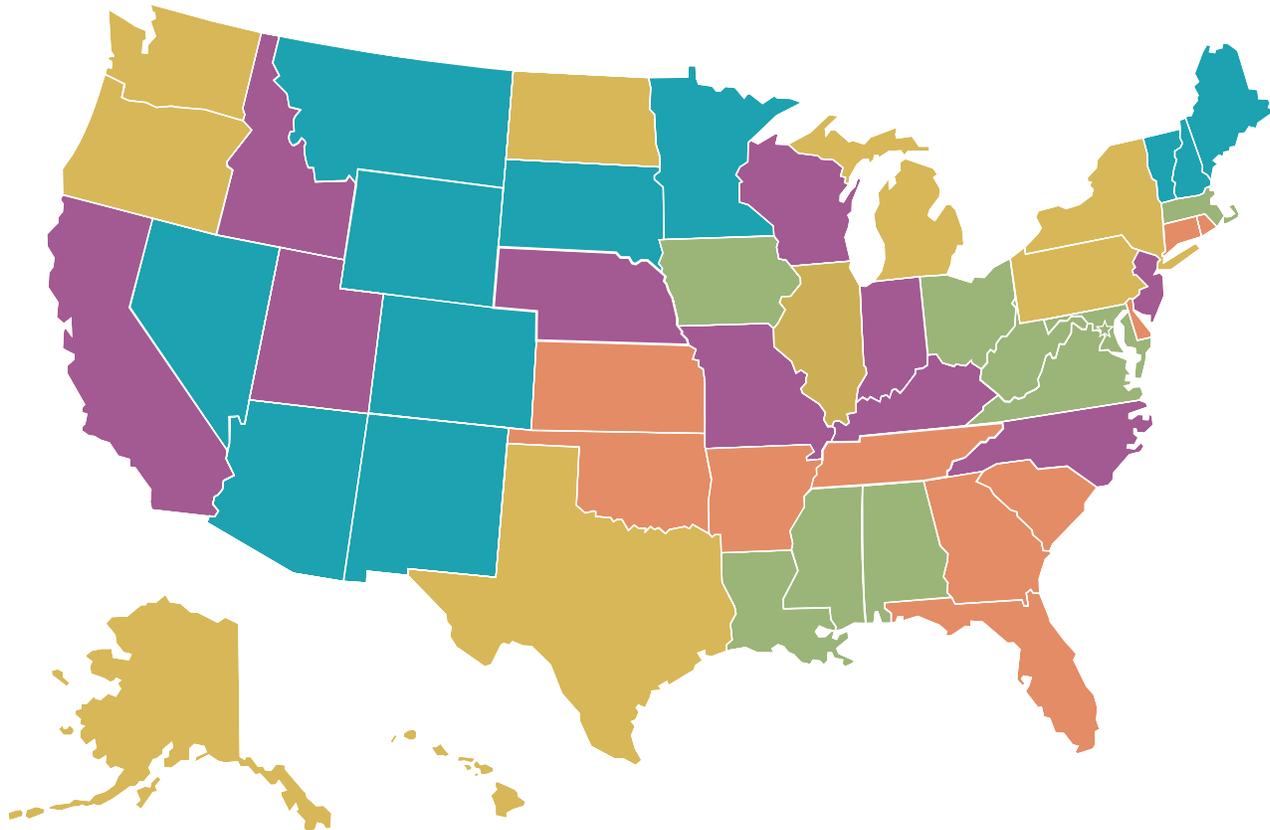
Engagement and Global Satisfaction by Key Demographics

	Employee Engagement Index	Global Satisfaction Index
Generations		
Millennials	63%	57%
All Others	63%	59%
Work Location		
Headquarters	65%	61%
Field	62%	58%
Agency Tenure		
Less than 4 years	67%	62%
4 to 10 years	62%	57%
>10 years	63%	60%
Mission Critical Occupations		
Economist	68%	64%
HR Specialist	66%	63%
Auditor	69%	66%
Contract Specialist	64%	60%
Information Technology Specialist	63%	59%

Engagement by State

Federal employees work in every state in the nation. The map below shows the differences in Federal Employee Engagement scores by state and the District of Columbia.

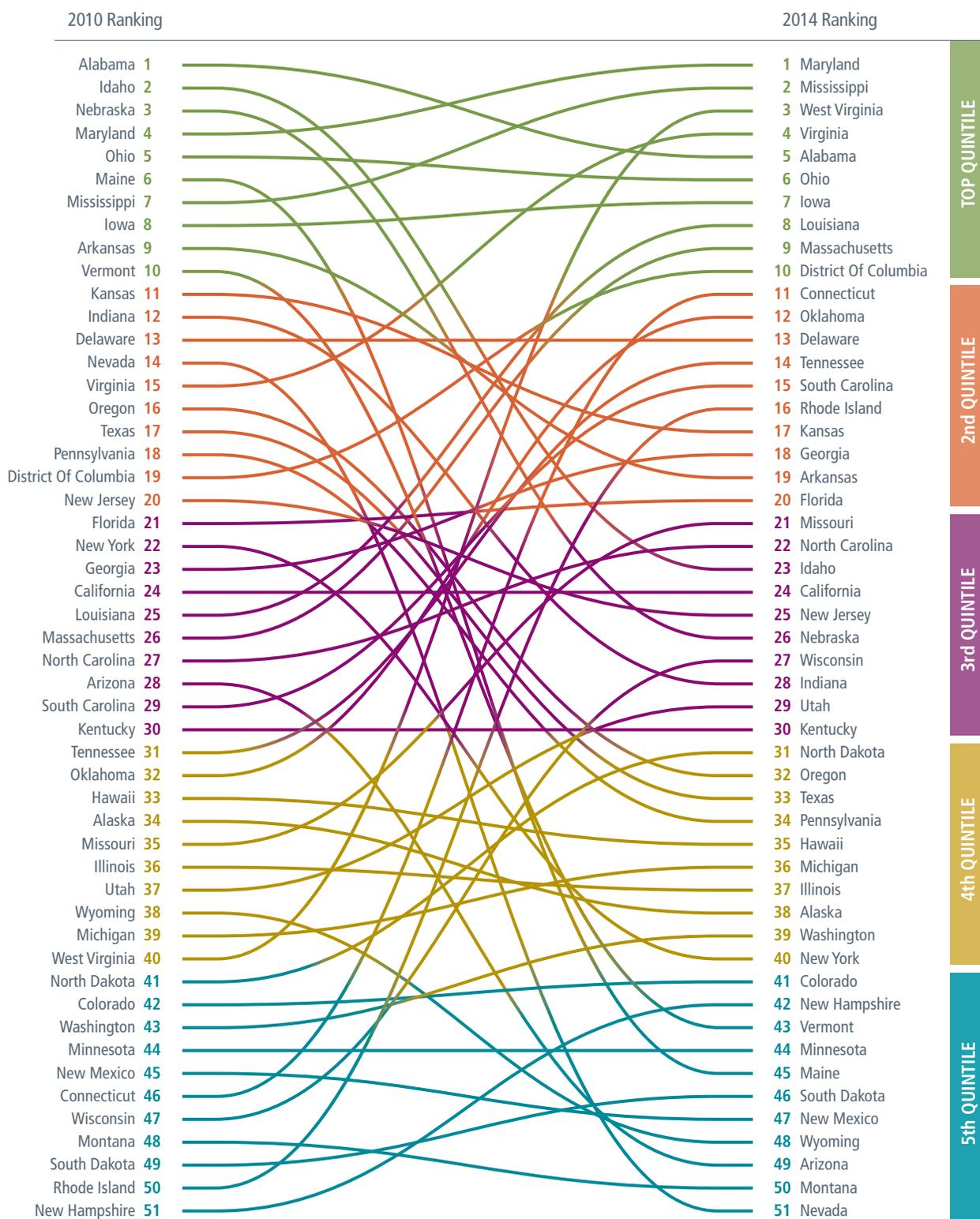
2014 Engagement by State



TOP QUINTILE	2nd QUINTILE	3rd QUINTILE	4th QUINTILE	5th QUINTILE
66.7% Maryland	64.1% Connecticut	63.1% Missouri	62.0% North Dakota	60.7% Colorado
66.6% Mississippi	63.4% Oklahoma	62.9% North Carolina	61.7% Oregon	60.5% New Hampshire
66.3% West Virginia	63.4% Delaware	62.7% Idaho	61.6% Texas	59.5% Vermont
65.7% Virginia	63.3% Tennessee	62.6% California	61.6% Pennsylvania	59.5% Minnesota
65.5% Alabama	63.3% South Carolina	62.5% New Jersey	61.5% Hawaii	58.8% Maine
65.2% Ohio	63.3% Rhode Island	62.5% Nebraska	61.5% Michigan	58.7% South Dakota
65.1% Iowa	63.3% Kansas	62.5% Wisconsin	61.4% Illinois	58.2% New Mexico
65.0% Louisiana	63.2% Georgia	62.3% Indiana	61.2% Alaska	58.0% Wyoming
64.8% Massachusetts	63.2% Arkansas	62.2% Utah	61.0% Washington	57.9% Arizona
64.3% District Of Columbia	63.2% Florida	62.1% Kentucky	60.9% New York	57.1% Montana
				57.1% Nevada

The figure below shows the movement in Engagement by state from 2010 to 2014. In some cases there was little change (Delaware, California, Kentucky), and in other cases there were noticeable shifts (Connecticut, Nevada).

2010 and 2014 Engagement Ranking by State

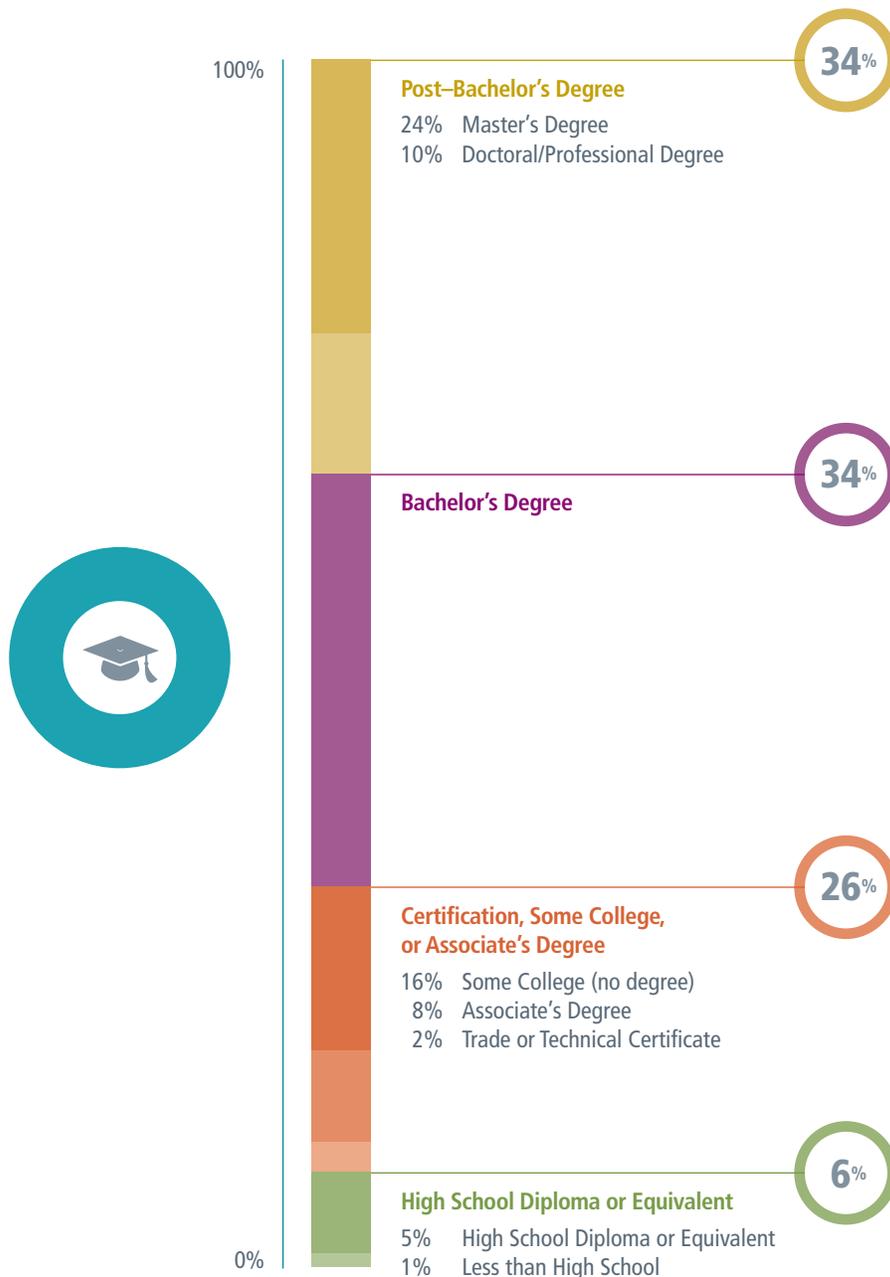


Education in the Federal Government

The Federal Government faces many challenges in its service to the public, and education plays a major role in meeting these challenges by helping to provide an effective workforce across a tremendous diversity of occupations. As one of the nation's largest employers, the hiring and retention of qualified employees for the Federal Government is paramount to continuing the quality of work that is done.

This year's FEVS included a new demographic item asking employees to indicate their highest level of education. Most survey respondents indicated having at least some level of college education, with 68 percent indicating having a Bachelor's Degree or higher. This is in contrast to data from the 2013 Current Population Survey (U.S. Bureau of Labor Statistics) which indicated 37 percent of the civilian labor force had a Bachelor's Degree or higher.

Education in the Federal Government



Index Scores by Education Level

In general, employees in each of the education groups score about the same, with a notable exception of employees in the Certification, Some College, or Associate's Degree group who scored lower than the other three education groups on all seven indices (Overall Employee Engagement, Global Satisfaction, overall New IQ, HCAAF subfactors).

Looking further into the differences between those in the Certification, Some College, or Associate's Degree group and the rest, we see considerably lower percent positives on items regarding personnel issues and employee development, such as promotions based on merit, arbitrary action and personal favoritism, prohibited personnel practices, support and opportunities for employee development, and senior leader honesty and integrity. Further investigation into these issues should be a part of each agency's action planning strategy.

Index Scores by Education Level

	High School Diploma or equivalent	Certification, Some College, or Associate's Degree	Bachelor's Degree	Post-Bachelor's Degree
Employee Engagement Index	65	61	64	65
Leaders Lead	53	47	51	53
Supervisors	70	67	72	74
Intrinsic Work Experience	73	68	68	69
Global Satisfaction Index	62	57	60	61
New IQ Index	57	53	57	58
Fair	44	39	44	46
Open	54	50	57	59
Cooperative	53	49	53	54
Supportive	73	71	76	77
Empowering	61	55	56	57
HCAAF Indices				
Leadership and Knowledge Management	60	55	59	60
Results-Oriented Performance Culture	52	48	52	53
Talent Management	59	53	56	57
Job Satisfaction	67	62	63	64

Demographics by Education Level

Examining the four education levels by other demographics gives us a better picture of the survey respondents.

- Millennials have more Bachelor’s degrees and the second–highest proportion of Post–Bachelor’s degrees.
- Minorities reported having fewer Bachelor’s and post Bachelor’s than non–minorities; 20 percent reported having Some College, 9 percent reported having an Associate’s Degree, and 2 percent with a Trade or Technical Certificate.
- Differences between men and women for Post–Bachelor’s degrees were small; 23 percent of women compared to 25 percent of men reported having a Master’s Degree, and 9.5 percent of women compared to 10.5 percent of men reported having a Doctorate/Professional Degree.
- Nearly 9 in 10 Senior Leaders reported having a Bachelor’s degree or higher.
- The highest proportion of employees with a Post–Bachelor’s degree are found within the SES and the SL/ST pay categories. More than half of GS 13–15 employees report the same.

Demographics by Education Level

	High School Diploma or Equivalent	Certification, Some College, or Associate’s Degree	Bachelor’s Degree	Post–Bachelor’s Degree
Generations				
Traditionalists	8%	27%	23%	41%
Baby Boomers	7%	30%	32%	32%
Generation X	5%	25%	35%	35%
Millennials/Gen Y	2%	15%	44%	39%
Minority				
Minority	6%	31%	33%	30%
Non–Minority	5%	24%	35%	36%
Gender				
Male	4%	24%	37%	35%
Female	7%	29%	32%	32%

Demographics by Education Level (cont'd)

	High School Diploma or Equivalent	Certification, Some College, or Associate's Degree	Bachelor's Degree	Post-Bachelor's Degree
Supervisor Status				
Non-Supervisor	6%	29%	35%	31%
Team Leader	4%	25%	34%	37%
Supervisor	5%	22%	35%	39%
Manager	3%	18%	35%	44%
Senior Leader	2%	11%	26%	60%
Pay Category				
Fed Wage System	17%	63%	14%	6%
GS 1-6	15%	57%	22%	3%
GS 7-12	7%	33%	37%	23%
GS 13-15	2%	12%	37%	51%
SES	0%	2%	23%	74%
SL/ST	1%	4%	14%	82%
Other	6%	28%	30%	37%

Workplace Flexibilities and Work/Life Programs

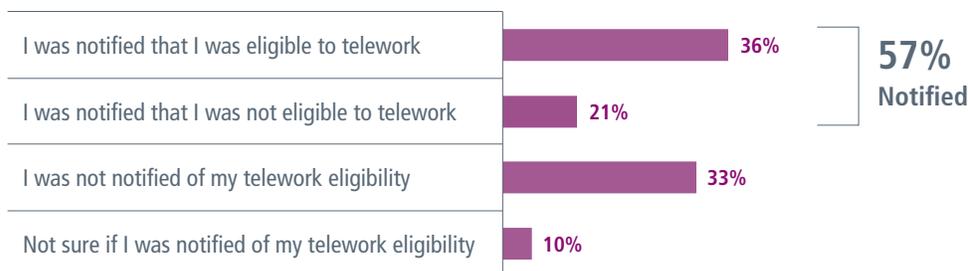
The Presidential Memorandum of June 23, 2014 emphasizes that the Federal Government can help to empower the workforce with programs that enable employees to balance responsibilities at work and at home. The FEVS tracks participation in, and satisfaction with, flexibilities such as Telework and Alternate Work Schedules, as well as programs that are aimed at helping employees with challenges such as child and elder care, and helping them achieve better health.

Telework

Work/Life programs are designed to help support employees in balancing the typical demands of the traditional workplace. Many employees find that the telework option allows them more flexibility in scheduling and assists them in meeting the needs of the agency. In addition, agencies have found that telework is both an attractive option when attempting to recruit and retain the best employees and an important agency tool that can be utilized to address work space issues and transit costs.

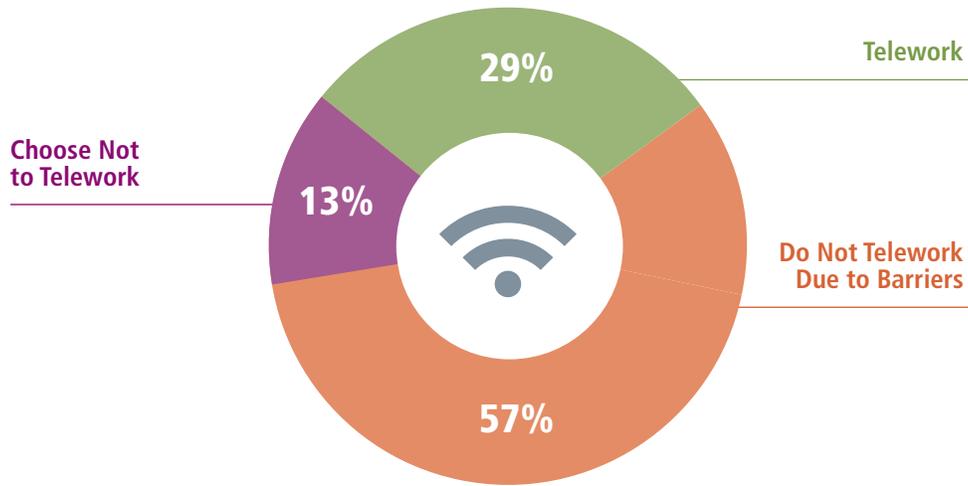
The telework eligibility results have been clarified this year by adding an additional response option. Now respondents can state that they were notified, and whether the notification was that they were, or were not, eligible to telework.

Notification of Telework Eligibility



In 2014, the trend toward teleworking more days per week continued, and use of unscheduled telework increased. Declines continued in all categories of non-participation except one: those employees who choose not to telework.

Overall 2014 Telework Participation



Overall Telework Trends

	2011	2012	2013	2014
Telework				
I telework 3 or more days per week.	2%	3%	3%	4%
I telework 1 or 2 days per week.	2%	8%	9%	10%
I telework, but no more than 1 or 2 days per month.	6%	4%	4%	4%
I telework very infrequently, on an unscheduled or short-term basis.	9%	10%	10%	11%
Do Not Telework Due to Barriers				
I do not telework because I have to be physically present on the job.	35%	35%	34%	32%
I do not telework because I have technical issues that prevent me from teleworking.	7%	6%	6%	5%
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework.	26%	22%	21%	20%
Choose Not to Telework				
I do not telework because I choose not to telework.	12%	13%	13%	13%

Work/Life Programs

The Federal Government offers an array of Work/Life programs that enhance employees' flexibilities in meeting demands both at work and at home. These programs can improve quality of life and may help retain valued employees.

The tables below show the extent to which FEVS participants reported using these programs as well as their satisfaction with the programs. The Alternative Work Schedule (AWS) is the most popular work/life flexibility program, with one third of employees participating. Of those who do, satisfaction was highest of all programs – 89 percent positive. All programs reported high levels of satisfaction from participants, with well over two-thirds or more indicating satisfaction with the programs.

Participation in Work/Life Programs

	Yes	No	Not Available
Alternative Work Schedules (AWS)	33%	45%	22%
Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	28%	60%	12%
Employee Assistance Program (EAP)	14%	80%	5%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	4%	79%	17%
Elder Care Programs (for example, support groups, speakers)	3%	80%	18%

Satisfaction with Work/Life Programs

	Satisfied	Neutral	Dissatisfied
Alternative Work Schedules (AWS)	89%	8%	3%
Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	79%	17%	4%
Employee Assistance Program (EAP)	74%	22%	4%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	72%	24%	4%
Elder Care Programs (for example, support groups, speakers)	68%	30%	3%
Telework	77%	14%	9%

Note: The Work/Life program satisfaction results include only employees who indicated that they participated in the program.

Millennials in the Workforce

Defining Millennials

The millennial generation (also known as Generation Y) have been described as those born after 1980 (approximately 33 years old and younger). This new generation over time will come to define the workplace; by the year 2025, it is projected that Millennials will make up about 75 percent of the workforce.* This cohort is characterized by a desire to work for an innovative organization that has a positive work culture, is focused on achieving a positive and clear goal (“work for a cause”), and can provide job flexibility and a work/life balance. Training is a priority and many may desire to be future organizational leaders.

The challenge for the Federal Government is how to best attract, retain, and inspire this generation.

Millennials in Government

Eleven percent (n=43,949) of those responding to the 2014 FEVS were categorized as “Millennials,” ranging in age from 18 to 33 years of age. Some notable differences were found when comparing results from Millennials to all other respondents on the survey.

Overall, Millennials rated 24 of 71 items two percentage points or more higher than all other generations combined. These items tended to address their satisfaction with their immediate supervisor, their workload, and managers/senior leaders. However, Millennials rated 19 of 71 items two or more percentage points lower than all other generations combined. These items included overall satisfaction with their pay, their jobs and their organizations. This group rated the following four items as five or more percentage points lower than the other generations combined.

Comparison of Survey Results for Millennials & Non-Millennials

	Millennials	All Other Generations	Difference
My work gives me a feeling of personal accomplishment.	63%	71%	-8%
I like the kind of work I do.	75%	83%	-8%
I am held accountable for achieving results.	77%	82%	-5%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	24%	29%	-5%

* Brookings Institute. Brookings Data Now: 75 Percent of 2025 Workforce Will Be Millennials. Retrieved on July 25, 2014 from: <http://www.brookings.edu/blogs/brookings-now/posts/2014/07/millennials-will-be-75-percent-of-2025-workforce-brookings-data-now>

Millennial's satisfaction with and view of their supervisors and leaders tend to be higher than all other generations. Differences were also noted in some index scores as well.

In light of the governmentwide focus of attracting and retaining a world class workforce, consideration must be given to the elements important to all generations. This will ensure that the best and the brightest will continue their service to the American people.

Millennials in Government

	Millennials	All Other Generations
Employee Engagement Index	63%	63%
Leaders Lead	51%	50%
Supervisors	73%	70%
Intrinsic Work Experience	65%	69%
Global Satisfaction Index	57%	59%
New IQ Index	56%	56%
Fair	42%	43%
Open	56%	55%
Cooperative	52%	52%
Supportive	77%	74%
Empowering	53%	56%
HCAAF Indices		
Leadership and Knowledge Management	59%	58%
Results–Oriented Performance Culture	50%	51%
Talent Management	56%	55%
Job Satisfaction	60%	64%

Supporting Diversity

America draws strength from its diverse population and the promise of equal opportunity. Similarly, the Federal Government best addresses its mission of serving the American people through embracing and supporting diversity in the Federal workforce. Embracing and supporting diversity enables employees, and, through them, the Federal Government to achieve this mission. The FEVS can help by measuring the extent to which diverse groups feel that their work is valued and they are appreciated.

This section provides an overview of findings for, and comparisons within, each of the three diversity categories that were identified starting with the 2012 FEVS: Veteran Status; Lesbian, Gay, Bisexual, Transgender (LGBT); and People with Disabilities. Below is an overview of these groups in the Federal workforce. Key items with the largest differences are highlighted to bring attention to potential areas of concern and to encourage agencies to explore these findings at the agency level.

Diversity in the Federal Workforce

Veterans in FEVS



2012 2013 2014*

32.4% 27.6% 28.6%

LGBT in FEVS



2012 2013 2014

2.2% 2.7% 2.8%

People with Disabilities in FEVS



2012 2013 2014

13.1% 13.0% 13.5%

* Survey item changed in 2014 to expand military options.

Veterans

Most veteran respondents are male, 50 years old or older, and have a Federal Tenure of 6 years or more. Nearly two-thirds serve in a non-supervisory capacity.

2014 Profile for Veterans

28.6%

Veterans



Gender

Male	80%
Female	20%

Age

25 and Under	<1%
26 – 29 Years	1%
30 – 39 Years	12%
40 – 49 Years	29%
50 – 59 Years	40%
60 or Older	19%

Federal Tenure

< 1 Year	1%
1 – 3 Years	12%
4 – 5 Years	15%
6 – 10 Years	24%
11 – 14 Years	15%
15 – 20 Years	12%
> 20 Years	21%

Supervisory Status

Non-Supervisor	63%
Team Leader	15%
Supervisor	14%
Manager	7%
Senior Leader	2%

When compared to Non-Veterans, Veterans were less positive about interactions with their supervisors and about opportunities to develop and advance in their careers. They were strikingly less positive than Non-Veterans on whether the survey results would be used to improve their workplace. In the table below are the items with the greatest difference between Veterans and Non-Veterans in 2014.

Comparison of Survey Results for Veterans & Non-Veterans

		2012	2013	2014
I believe the results of this survey will be used to make my agency a better place to work.	Veterans	39%	34%	34%
	Non-Veterans	45%	41%	41%
Promotions in my work unit are based on merit.	Veterans	31%	29%	29%
	Non-Veterans	35%	34%	34%
Prohibited Personnel Practices are not tolerated.	Veterans	64%	63%	63%
	Non-Veterans	68%	67%	67%
Supervisors in my work unit support employee development.	Veterans	64%	62%	61%
	Non-Veterans	66%	65%	65%
In the last six months, my supervisor has talked with me about my performance.	Veterans	74%	74%	75%
	Non-Veterans	79%	79%	79%

Lesbian, Gay, Bisexual and Transgender

Respondents who identified themselves as LGBT reported much the same demographic characteristics in 2014 as in previous years.

2014 Profile for LGBT



Gender

Male	58%
Female	43%

Age

25 and Under	1%
26 – 29 Years	5%
30 – 39 Years	22%
40 – 49 Years	29%
50 – 59 Years	34%
60 or Older	9%

Federal Tenure

< 1 Year	1%
1 – 3 Years	11%
4 – 5 Years	14%
6 – 10 Years	22%
11 – 14 Years	14%
15 – 20 Years	11%
> 20 Years	27%

Supervisory Status

Non-Supervisor	64%
Team Leader	14%
Supervisor	13%
Manager	7%
Senior Leader	3%

When compared to Heterosexual/Straight respondents, LGBT respondents were less positive about resources and physical conditions, about support within the organization for employee collaboration and communication across work units, and about senior leaders. Overall, LGBT respondents were less satisfied with their organization. In the table below are the items with the greatest difference between LGBT and Heterosexual/Straight respondents in 2014.

Comparison of Survey Results for LGBT & Heterosexual/Straight Respondents

		2012	2013	2014
Physical conditions allow employees to perform their jobs well.	LGBT	61%	62%	59%
	Non-LGBT	69%	68%	67%
I have a high level of respect for my organization's senior leaders.	LGBT	48%	48%	45%
	Non-LGBT	56%	54%	52%
Managers support collaboration across work units to accomplish work objectives.	LGBT	53%	51%	49%
	Non-LGBT	58%	58%	55%
Senior leaders demonstrate support for Work/Life programs.	LGBT	48%	49%	48%
	Non-LGBT	55%	55%	54%
I have sufficient resources to get my job done.	LGBT	42%	39%	40%
	Non-LGBT	49%	45%	46%
Employees have a feeling of personal empowerment with respect to work processes.	LGBT	39%	39%	38%
	Non-LGBT	47%	45%	44%
Managers promote communication among different work units.	LGBT	48%	47%	46%
	Non-LGBT	55%	54%	52%
Considering everything, how satisfied are you with your organization?	LGBT	54%	53%	51%
	Non-LGBT	61%	58%	57%

People with Disabilities

The tenure of people with disabilities has declined in the one to three year category, especially since 2012, while increasing by small amounts in categories from four to twenty years. The proportion of male to female people with disabilities has shifted slightly toward females since 2012. The age reported by people with disabilities has remained relatively stable, although there are slightly fewer in their 40s and slightly more in their 50s and 60s. Supervisory status has remained stable since 2012.

2014 Profile for People with Disabilities

13.5%
People
with Disabilities



Gender

Male	65%
Female	35%

Age

25 and Under	<1%
26 – 29 Years	1%
30 – 39 Years	11%
40 – 49 Years	26%
50 – 59 Years	43%
60 or Older	19%

Federal Tenure

< 1 Year	1%
1 – 3 Years	12%
4 – 5 Years	14%
6 – 10 Years	22%
11 – 14 Years	14%
15 – 20 Years	10%
> 20 Years	27%

Supervisory Status

Non-Supervisor	70%
Team Leader	13%
Supervisor	11%
Manager	5%
Senior Leader	1%

When compared to people who did not indicate a disability on the survey, people with disabilities were less positive on several questions relating to development and promotion. They also were much less positive on the question of tolerating prohibited personnel practices, which, given their much less positive responses about disclosing suspected violations of laws, may be a cause for concern. In the table below are the items with the greatest difference between those respondents with disabilities and those respondents without disabilities in 2014.

Comparison of Survey Results for People With & Without Disabilities

		2012	2013	2014
Prohibited Personnel Practices are not tolerated.	With Disabilities	55%	55%	55%
	Without Disabilities	68%	68%	67%
My supervisor provides me with opportunities to demonstrate my leadership skills.	With Disabilities	58%	57%	57%
	Without Disabilities	67%	66%	66%
Supervisors in my work unit support employee development.	With Disabilities	58%	58%	57%
	Without Disabilities	67%	65%	65%
Supervisors work well with employees of different backgrounds.	With Disabilities	57%	57%	57%
	Without Disabilities	65%	64%	65%
Promotions in my work unit are based on merit.	With Disabilities	27%	26%	26%
	Without Disabilities	35%	33%	34%
I am given a real opportunity to improve my skills in my organization.	With Disabilities	56%	53%	53%
	Without Disabilities	65%	61%	61%
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	With Disabilities	55%	56%	54%
	Without Disabilities	63%	63%	62%

Conclusion

Federal employees are given an opportunity, through the Federal Employee Viewpoint Survey, to express their opinions about their jobs, their workplaces, their supervisors and their leadership. Each individual voice is important, but together, the power of more than 392,000 voices speaking as one provides deep insights and a clear understanding of what it means to be part of our world-class Federal workforce.

The results of the 2014 survey illustrate the dedication and commitment of the Federal workforce. The vast majority of Federal employees feel their work is important, put in the extra effort to get their jobs done, and actively look for ways to do their jobs better. Items showing an increase from last year included satisfaction with an employee's immediate supervisor, as well as in the areas of recruiting new employees with the right skills and having sufficient resources for doing their jobs.

A diverse Federal workforce helps achieve an agency's mission. Results continue to show differences in satisfaction levels across many aspects of an employee's work environment; this is especially noticeable when comparing subpopulations of the workforce. When compared to non-veterans, veterans reported being less satisfied with their interaction with their supervisor; employees who self-identified as LGBT reported being less satisfied with the support within their organizations for employee collaboration and communication across work units; and employees with disabilities are consistently less satisfied—and the magnitude of differences are larger—than employees without disabilities across the majority of the survey questions.

The snapshot of differences highlighted throughout this report should allow leaders to continue to identify and address concerns in their agencies and help all employees feel valued, supported and fairly treated.

While some decreases were noted on questions directed at the performance of managers and senior leaders, this year's changes in definition of the leadership categories to increase clarity may play a role in these changes. The results of 2015 FEVS will provide a better gauge of the impact of the clarified leadership definitions.

Federal leaders are encouraged to use the detailed and comprehensive results of the 2014 Federal Employment Viewpoint Survey to build on the successes of the past and to work on areas that need improvement. This report's results provide overall trends, agency trends on employee engagement and global satisfaction, a glimpse of results by the different generations, telework participation, and, new for 2014, results by educational level, and location.

Improvement across government depends on agencies translating these results into action. Through these efforts, the Federal workforce will continue to prosper and Federal employment will become more attractive to future generations.

Appendix A

2014 Federal Employee Viewpoint Survey Methods

What Types of Questions are Included in the Survey?

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
- Leadership
- Satisfaction
- Work/Life Programs
- Demographics

The 2014 survey is very similar to the 2013 version; however a few changes are noted:

- Telework Notification item responses revised to increase understandability
- Items which referenced "Supervisor/Team Leader" were simplified to "Supervisor"
- Items referencing "Executive" or "Leaders" were revised to state "Senior Leaders"
- Definitions of leadership levels were revised and clarified for increased understanding
- Veteran's status (demographic item) response options were expanded
- Education (demographic item) was new for 2014

Who Participated?

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

How Many Employees Participated?

Employees from 82 agencies, 37 departments/large agencies and 45 small/independent agencies, participated in this year's survey. Of the 839,788 employees who received the FEVS, 392,752 completed the survey for a governmentwide response rate of 46.8 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 29th and May 6th.

Data Weighting

Data collected from the 2014 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 2014 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.opm.gov/FEVS.

"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 2014 FEVS includes seven indices: the four HCAAF (Human Capital Assessment and Accountability Framework) Indices, the Employee Engagement Index, the Global Satisfaction Index and the New Inclusion Quotient (The New IQ). 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 develop 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 Experience) 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.

New Inclusion Quotient (The New IQ)

The New IQ is built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. The New IQ consists of 20 questions that are related to inclusive environments. These 20 questions are grouped into "5 Habits of inclusion" – Fair, Open, Cooperative, Supportive, and Empowering.

Trend Analysis: 2011 vs. 2012 vs. 2013 vs. 2014 Results

Appendix B 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, decreases, or no changes in positive ratings from 2011 to 2012 (first arrow), from 2012 to 2013 (second arrow), and from 2013 to 2014 (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 2011 to 2012, but there was a significant increase in positive ratings from 2012 to 2013, and from 2013 to 2014. Similarly, symbols ↘→→ indicate there was a significant decrease from 2011 to 2012, but there were no significant changes in positive ratings from 2012 to 2013 or from 2013 to 2014.

Appendix B: Trend Analysis

	Percent Positive				Significant Trends
	2011	2012	2013	2014	
My Work Experience					
#1. I am given a real opportunity to improve my skills in my organization.	65	63	60	59	↘ ↘ ↘
2. I have enough information to do my job well.	73	72	70	69	↘ ↘ ↘
3. I feel encouraged to come up with new and better ways of doing things.	59	58	56	55	↘ ↘ ↘
#4. My work gives me a feeling of personal accomplishment.	74	72	70	70	↘ ↘ ↘
#5. I like the kind of work I do.	85	84	83	82	↘ ↘ ↘
6. I know what is expected of me on the job.	80	80	79	79	→ ↘ ↘
7. When needed I am willing to put in the extra effort to get a job done.	97	96	96	96	↘ ↘ →
8. I am constantly looking for ways to do my job better.	92	91	90	90	↘ ↘ ↘
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	48	48	44	45	→ ↘ ↗
#10. My workload is reasonable.	59	59	57	56	→ ↘ ↘
#11. My talents are used well in the workplace.	61	59	57	57	↘ ↘ ↘
#12. I know how my work relates to the agency's goals and priorities.	85	84	83	82	↘ ↘ ↘
#13. The work I do is important.	92	91	90	90	↘ ↘ ↘

Appendix B: Trend Analysis (cont'd)

	Percent Positive				Significant Trends
	2011	2012	2013	2014	
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67	67	66	66	→ ↓ ↓
‡15. My performance appraisal is a fair reflection of my performance.	70	69	68	68	↓ ↓ ↓
16. I am held accountable for achieving results.	84	83	81	81	↓ ↓ ↓
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	63	61	61	60	↓ ↓ ↓
‡18. My training needs are assessed.	54	53	50	50	↓ ↓ →
‡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).	69	68	68	67	↓ → ↓
‡20. The people I work with cooperate to get the job done.	75	73	73	72	↓ ↓ ↓
‡21. My work unit is able to recruit people with the right skills.	46	43	40	41	↓ ↓ ↗
‡22. Promotions in my work unit are based on merit.	36	34	32	32	↓ ↓ ↗
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31	29	28	28	↓ ↓ ↗
‡24. In my work unit, differences in performance are recognized in a meaningful way.	36	34	31	32	↓ ↓ →
25. Awards in my work unit depend on how well employees perform their jobs.	44	41	38	38	↓ ↓ ↗
26. Employees in my work unit share job knowledge with each other.	73	72	72	72	↓ ↓ →
27. The skill level in my work unit has improved in the past year.	57	55	52	51	↓ ↓ ↓
28. How would you rate the overall quality of work done by your work unit?	82	83	83	82	↗ ↓ ↓

Appendix B: Trend Analysis (cont'd)

	Percent Positive				Significant Trends
	2011	2012	2013	2014	
My Agency					
#29. The workforce has the job–relevant knowledge and skills necessary to accomplish organizational goals.	73	72	70	69	↓ ↓ ↓
#30. Employees have a feeling of personal empowerment with respect to work processes.	48	45	43	42	↓ ↓ ↓
31. Employees are recognized for providing high quality products and services.	51	48	46	45	↓ ↓ ↓
#32. Creativity and innovation are rewarded.	41	38	35	35	↓ ↓ ↓
#33. Pay raises depend on how well employees perform their jobs.	24	22	19	20	↓ ↓ ↗
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	59	57	55	55	↓ ↓ →
#35. Employees are protected from health and safety hazards on the job.	78	77	76	76	↓ ↓ →
#36. My organization has prepared employees for potential security threats.	78	78	76	76	→ ↓ →
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	52	51	51	50	↓ ↓ ↓
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.	67	66	65	65	↓ ↓ →
39. My agency is successful at accomplishing its mission.	79	76	74	73	↓ ↓ ↓
40. I recommend my organization as a good place to work.	69	67	63	62	↓ ↓ ↓
41. I believe the results of this survey will be used to make my agency a better place to work.	45	42	38	38	↓ ↓ →
My Supervisor					
#42. My supervisor supports my need to balance work and other life issues.	77	77	77	77	↓ ↗ →
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	67	65	65	64	↓ ↓ ↓
#44. Discussions with my supervisor about my performance are worthwhile.	63	62	61	62	↓ ↓ →
45. My supervisor is committed to a workforce representative of all segments of society.	66	64	65	66	↓ → ↗

Appendix B: Trend Analysis (cont'd)

	Percent Positive				Significant Trends
	2011	2012	2013	2014	
46. My supervisor provides me with constructive suggestions to improve my job performance.	62	61	60	61	↘ ↘ →
#47. Supervisors in my work unit support employee development.	67	65	64	63	↘ ↘ ↘
48. My supervisor listens to what I have to say.	75	74	74	75	↘ → ↗
49. My supervisor treats me with respect.	80	79	80	80	↘ ↗ ↗
50. In the last six months, my supervisor has talked with me about my performance.	77	77	77	77	→ → ↗
#51. I have trust and confidence in my supervisor.	67	66	66	65	↘ → ↘
#52. Overall, how good a job do you feel is being done by your immediate supervisor?	69	68	68	69	↘ → ↗
Leadership					
#53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	45	43	41	38	↘ ↘ ↘
54. My organization's senior leaders maintain high standards of honesty and integrity.	57	55	54	50	↘ ↘ ↘
#55. Supervisors work well with employees of different backgrounds.	65	63	63	63	↘ ↘ →
#56. Managers communicate the goals and priorities of the organization.	64	62	61	58	↘ ↘ ↘
#57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64	62	61	58	↘ ↘ ↘
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	55	53	52	50	↘ ↘ ↘
59. Managers support collaboration across work units to accomplish work objectives.	58	57	56	53	↘ ↘ ↘
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	58	58	57	56	→ ↘ ↘
#61. I have a high level of respect for my organization's senior leaders.	57	54	52	50	↘ ↘ ↘
62. Senior leaders demonstrate support for Work/Life programs.	55	54	54	52	↘ ↘ ↘

Appendix B: Trend Analysis (cont'd)

	Percent Positive				Significant Trends
	2011	2012	2013	2014	
My Satisfaction					
#63. How satisfied are you with your involvement in decisions that affect your work?	53	52	50	48	↘ ↘ ↘
#64. How satisfied are you with the information you receive from management on what's going on in your organization?	51	48	48	46	↘ ↘ ↘
#65. How satisfied are you with the recognition you receive for doing a good job?	51	48	45	45	↘ ↘ ↘
#66. How satisfied are you with the policies and practices of your senior leaders?	46	43	41	40	↘ ↘ ↘
#67. How satisfied are you with your opportunity to get a better job in your organization?	40	36	34	33	↘ ↘ ↘
#68. How satisfied are you with the training you receive for your present job?	55	54	50	50	↘ ↘ →
#69. Considering everything, how satisfied are you with your job?	71	68	65	64	↘ ↘ ↘
#70. Considering everything, how satisfied are you with your pay?	62	59	54	56	↘ ↘ ↗
71. Considering everything, how satisfied are you with your organization?	62	59	56	55	↘ ↘ ↘
Work/Life Programs					
79–84. How satisfied are you with the following Work/Life programs in your agency?*					
79. Telework	70	73	76	77	↗ ↗ ↗
80. Alternative Work Schedules (AWS)	89	89	89	89	↘ → ↗
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	81	80	80	79	↘ ↘ →
82. Employee Assistance Program (EAP)	78	76	74	74	↘ ↘ →
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	73	72	70	72	→ ↘ ↗
84. Elder Care Programs (for example, support groups, speakers)	67	68	66	68	→ ↘ →

* The 2011–2014 Work/Life program satisfaction results only include employees who indicated that they participated in the program.

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

Appendix C: Participating Agencies and Response Rates

	Number Surveyed	Number Responded	Response Rate
Departments/Large Agencies			
Governmentwide	839,788	392,752	46.8
Broadcasting Board of Governors (BBG)	1,530	1,051	68.7
Court Services and Offender Supervision Agency (CSOSA)	1,163	722	62.1
Department of Agriculture (USDA)	29,296	20,162	68.8
Department of Commerce (DOC)	17,402	9,892	56.8
Department of Education (Educ)	3,816	2,415	63.3
Department of Energy (DOE)	12,976	6,515	50.2
Department of Health and Human Services (HHS)	70,752	32,806	46.4
Department of Homeland Security (DHS)	93,375	42,798	45.8
Department of Housing and Urban Development (HUD)	7,558	3,890	51.5
Department of Justice (DOJ)	43,077	17,213	40.0
Department of Labor (DOL)	15,284	10,953	71.7
Department of State (State)	7,549	3,776	50.0
Department of the Interior (DOI)	34,719	18,384	53.0
Department of the Treasury (Treas)	86,790	51,038	58.8
Department of Transportation (DOT)	23,624	11,673	49.4
Department of Veterans Affairs (VA)	84,862	27,639	32.6
Environmental Protection Agency (EPA)	7,172	3,863	53.9
Equal Employment Opportunity Commission (EEOC)	2,049	1,129	55.1
Federal Communications Commission (FCC)	1,639	702	42.8
Federal Energy Regulatory Commission (FERC)	1,351	896	66.3
Federal Trade Commission (FTC)	1,037	518	50.0

Appendix C: Participating Agencies and Response Rates (cont'd)

	Number Surveyed	Number Responded	Response Rate
Departments/Large Agencies (cont'd)			
Governmentwide	839,788	392,752	46.8
General Services Administration (GSA)	11,287	8,567	75.9
National Aeronautics and Space Administration (NASA)	17,330	9,430	54.4
National Archives and Records Administration (NARA)	2,500	1,686	67.4
National Credit Union Administration (NCUA)	1,190	809	68.0
National Labor Relations Board (NLRB)	1,446	696	48.1
National Science Foundation (NSF)	1,187	917	77.3
Nuclear Regulatory Commission (NRC)	3,624	2,467	68.1
Office of Management and Budget (OMB)	399	304	76.2
Office of Personnel Management (OPM)	4,886	3,596	73.6
Pension Benefit Guaranty Corporation (PBGC)	899	481	53.5
Railroad Retirement Board (RRB)	874	526	60.2
Securities and Exchange Commission (SEC)	3,931	2,472	62.9
Small Business Administration (SBA)	2,201	1,395	63.4
Social Security Administration (SSA)	17,569	9,540	54.3
U.S. Agency for International Development (USAID)	3,654	2,045	56.0
Department of Defense (DOD)	212,516	75,025	35.3
United States Department of the Army (Army)	61,898	22,414	36.2
United States Army Corps of Engineers (USACE)	7,869	2,433	30.9
United States Department of the Navy (Navy)	50,934	17,745	34.8
United States Marine Corps (USMC)	4,891	1,716	35.1
United States Department of the Air Force (Air Force)	63,703	19,168	30.1
OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)	31,090	13,982	45.0

Appendix C: Participating Agencies and Response Rates (cont'd)

	Number Surveyed	Number Responded	Response Rate
Small/Independent Agencies			
Small Agencies, Combined	7,274	4,761	65.5
Advisory Council on Historic Preservation (ACHP)	34	21	61.8
African Development Foundation (USADF)	26	10	38.5
American Battle Monuments Commission (AMBC)	59	37	62.7
Chemical Safety and Hazard Investigations Board (CSB)	34	32	94.1
Commission on Civil Rights (USCCR)	24	14	58.3
Committee for Purchase from People Who Are Blind or Severely Disabled (CPPBSD)	26	23	88.5
Commodity Futures Trading Commission (CFTC)	627	397	63.3
Consumer Product Safety Commission (CPSC)	478	303	63.4
Corporation for National and Community Service (CNCS)	596	418	70.1
Defense Nuclear Facilities Safety Board (DNFSB)	100	73	73.0
Export–Import Bank of the United States (EXIM)	376	185	49.2
Farm Credit System Insurance Corporation (FCSIC)	10	8	80.0
Federal Election Commission (FEC)	303	194	64.0
Federal Housing Finance Agency (FHFA)	568	393	69.2
Federal Labor Relations Authority (FLRA)	109	90	82.6
Federal Maritime Commission (FMC)	106	86	81.1
Federal Mediation and Conciliation Service (FMCS)	223	128	57.4
Federal Retirement Thrift Investment Board (FRTIB)	160	133	83.1
Institute of Museum and Library Services (IMLS)	59	47	79.7
Inter–American Foundation (IAF)	36	36	100.0
International Boundary and Water Commission (IBWC)	228	150	65.8
Marine Mammal Commission (MMC)	9	7	77.8

Appendix C: Participating Agencies and Response Rates (cont'd)

	Number Surveyed	Number Responded	Response Rate
Small/Independent Agencies (cont'd)			
Small Agencies, Combined	7,274	4,761	65.5
Merit Systems Protection Board (MSPB)	180	124	68.9
National Capital Planning Commission (NCPC)	34	26	76.5
National Council on Disability (NCD)	8	6	75.0
National Endowment for the Arts (NEA)	130	73	56.2
National Endowment for the Humanities (NEH)	124	71	57.3
National Gallery of Art (NGA)	770	323	41.9
National Indian Gaming Commission (NIGC)	95	61	64.2
National Mediation Board (NMB)	40	17	42.5
National Transportation Safety Board (NTSB)	385	245	63.6
Nuclear Waste Technical Review Board (NWTRB)	10	5	50.0
Occupational Safety and Health Review Commission (OSHRC)	50	41	82.0
Office of Navajo and Hopi Indian Relocation (ONHIR)	33	31	93.9
Office of the U.S. Trade Representative (USTR)	167	107	64.1
Overseas Private Investment Corporation (OPIC)	193	157	81.3
Postal Regulatory Commission (PRC)	61	40	65.6
Selective Service System (SSS)	110	73	66.4
Surface Transportation Board (STB)	123	78	63.4
U.S. Access Board (USAB)	28	22	78.6
U.S. International Trade Commission (USITC)	311	289	92.9
U.S. Office of Government Ethics (OGE)	57	53	93.0
U.S. Office of Special Counsel (OSC)	99	84	84.8
U.S. Trade and Development Agency (USTDA)	40	34	85.0
Woodrow Wilson International Center for Scholars (WWICS)	35	16	45.7

Appendix D

(For Excel version click here)

Appendix D: Governmentwide Respondent Characteristics (unweighted)

	Number Responded	Percentage
Work Location		
Headquarters	14,3285	39
Field	222,953	61
Supervisory Status		
Non-Supervisor	241,872	66
Team Leader	49,716	13
Supervisor	48,765	13
Manager	21,660	6
Senior Leader	7,067	2
Gender		
Male	189,274	52
Female	175,554	48
Ethnicity		
Hispanic/Latino	30,883	9
Not Hispanic/Latino	330,143	91
Race or National Origin		
American Indian or Alaska Native	7,577	2
Asian	17,141	5
Black or African American	56,300	16
Native Hawaiian or Other Pacific Islander	2,341	1
White	253,714	72
Two or More Races	13,096	4

Appendix D: Governmentwide Respondent Characteristics (unweighted) (cont'd)

	Number Responded	Percentage
Education		
Less than High School	399	<1
High School Diploma/GED or equivalent	19,164	5
Trade or Technical Certificate	9,051	2
Some College (no degree)	58,195	16
Associate's Degree (e.g., AA, AS)	29,614	8
Bachelor's Degree (e.g., BA, BS)	125,441	34
Master's Degree (e.g., MA, MS, MBA)	87,859	24
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	36,745	10
Pay Category		
Federal Wage System	12,342	3
GS 1–6	22,150	6
GS 7–12	158,450	43
GS 13–15	144,482	39
Senior Executive Service	4,898	1
Senior Level (SL) or Scientific or Professional (ST)	1,389	<1
Other	23,155	6
Federal Tenure		
Less than One Year	3,168	1
One to Three Years	32,951	9
Four to Five Years	43,467	12
Six to Ten Years	73,650	20
Eleven to Fourteen Years	51,551	14
Fifteen to Twenty Years	40,174	11
More than Twenty Years	122,611	33

Appendix D: Governmentwide Respondent Characteristics (unweighted) (cont'd)

	Number Responded	Percentage
Agency Tenure		
Less than One Year	6,530	2
One to Three Years	50,029	14
Four to Five Years	51,982	14
Six to Ten Years	81,254	22
Eleven to Twenty Years	86,738	24
More than Twenty Years	89,795	25
Planning to Leave		
No	241,409	66
Yes, to Retire	23,188	6
Yes, to Take Another Job Within the Federal Government	68,414	19
Yes, to Take Another Job Outside the Federal Government	15,667	4
Yes, Other	18,139	5
Planning to Retire		
Within One Year	14,049	4
Between One and Three Years	36,553	10
Between Three and Five Years	39,870	11
Five or More Years	272,820	75
Sexual Orientation		
Heterosexual or Straight	295,418	85
Lesbian, Gay, Bisexual, Transgender	9,850	3
I Prefer Not to Say	44,016	13

Appendix D: Governmentwide Respondent Characteristics (unweighted) (cont'd)

	Number Responded	Percentage
Veteran Status		
No Prior Military Service	258,956	71
Currently in National Guard or Reserves	6,549	2
Retired	41,829	12
Separated or Discharged	55,384	15
Disability Status		
Disabled	49,270	14
Not Disabled	314,424	86
Age Group		
25 and Under	2,805	1
26–29 Years	12,992	3
30–39 Years	67,623	17
40–49 Years	104,987	27
50–59 Years	142,599	37
60 or Older	58,860	15

Appendix E

Appendix E1: Engagement Index Trends

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	66	67	65	64	63
Broadcasting Board of Governors	56	57	56	58	56
Court Services and Offender Supervision Agency	71	70	67	65	63
Department of Agriculture	63	65	63	63	63
Department of Commerce	69	70	70	70	70
Department of Defense Combined	68	68	67	65	64
Department of Education	63	64	65	66	67
Department of Energy	65	63	65	64	61
Department of Health and Human Services	66	65	66	66	66
Department of Homeland Security	61	60	58	56	54
Department of Housing and Urban Development	59	61	62	57	57
Department of Justice	68	69	67	66	66
Department of Labor	64	64	64	62	64
Department of State	72	72	71	69	70
Department of the Interior	64	64	64	62	61
Department of the Treasury	69	70	69	67	66
Department of Transportation	61	63	64	65	64
Department of Veterans Affairs	63	65	62	63	61
Environmental Protection Agency	67	67	68	64	63
Equal Employment Opportunity Commission	63	65	67	65	65
Federal Communications Commission	70	69	69	73	70
Federal Energy Regulatory Commission	71	71	70	73	74

Appendix E1: Engagement Index Trends (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	66	67	65	64	63
Federal Trade Commission	76	76	74	75	76
General Services Administration	70	71	69	69	68
National Aeronautics and Space Administration	76	75	76	77	77
National Archives and Records Administration	63	62	59	60	59
National Credit Union Administration	66	68	73	70	72
National Labor Relations Board	63	66	65	64	64
National Science Foundation	71	67	65	68	69
Nuclear Regulatory Commission	80	79	76	75	75
Office of Management and Budget	66	63	73	68	73
Office of Personnel Management	69	72	71	72	72
Pension Benefit Guaranty Corporation	70	69	67	64	65
Railroad Retirement Board	66	66	68	69	68
Securities and Exchange Commission	61	61	62	62	66
Small Business Administration	63	65	64	65	62
Social Security Administration	70	72	69	67	66
U.S. Agency for International Development	65	65	67	66	64
Small/Independent Agencies					
Small Agencies, Combined	68	67	66	66	65
Advisory Council on Historic Preservation	76	75	77	84	73
African Development Foundation	–	74	–	–	57
American Battle Monuments Commission	60	69	47	57	65
Chemical Safety and Hazard Investigations Board	58	50	63	52	55

Appendix E1: Engagement Index Trends (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	68	67	66	66	65
Commission on Civil Rights	37	51	44	41	60
Committee for Purchase From People Who Are Blind or Severely Disabled	89	81	85	74	72
Commodity Futures Trading Commission	72	73	68	64	56
Consumer Product Safety Commission	65	69	69	70	64
Corporation for National and Community Service	72	69	67	68	67
Defense Nuclear Facilities Safety Board	77	82	76	55	49
Export–Import Bank of the United States	–	63	63	60	58
Federal Election Commission	64	62	60	61	60
Federal Housing Finance Agency	59	57	59	62	60
Federal Labor Relations Authority	76	80	79	75	82
Federal Maritime Commission	75	65	48	54	56
Federal Mediation and Conciliation Service	73	72	77	81	79
Federal Retirement Thrift Investment Board	73	75	77	72	74
Institute of Museum and Library Services	59	69	64	63	69
Inter–American Foundation	63	54	43	42	45
International Boundary and Water Commission	55	55	60	62	59
Marine Mammal Commission	–	87	87	77	–
Merit Systems Protection Board	73	71	68	68	62
National Capital Planning Commission	77	73	70	73	66
National Endowment for the Arts	75	65	68	70	70
National Endowment for the Humanities	75	76	81	81	79

Appendix E1: Engagement Index Trends (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	68	67	66	66	65
National Gallery of Art	65	64	62	65	65
National Indian Gaming Commission	64	55	51	52	59
National Mediation Board	71	68	67	56	53
National Transportation Safety Board	68	68	66	64	63
Occupational Safety and Health Review Commission	80	89	75	78	81
Office of Navajo and Hopi Indian Relocation	80	88	81	82	79
Office of the U.S. Trade Representative	66	57	48	54	66
Overseas Private Investment Corporation	–	–	77	75	77
Postal Regulatory Commission	76	67	73	71	69
Selective Service System	57	65	69	70	63
Surface Transportation Board	85	88	81	83	87
U.S. Access Board	71	62	67	60	60
U.S. International Trade Commission	69	67	65	69	71
U.S. Office of Government Ethics	–	–	68	66	76
U.S. Office of Special Counsel	–	–	76	73	69
U.S. Trade and Development Agency	82	90	87	84	89
Woodrow Wilson International Center for Scholars	81	65	68	60	61

NOTE: A dash (–) indicates no data available.

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 Experience.

Appendix E2: Engagement Index Trends: Leaders Lead

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	55	56	54	53	50
Broadcasting Board of Governors	41	43	41	43	39
Court Services and Offender Supervision Agency	63	64	58	54	50
Department of Agriculture	50	51	49	48	46
Department of Commerce	57	60	59	60	58
Department of Defense Combined	58	58	57	54	52
Department of Education	53	55	54	56	55
Department of Energy	53	51	53	52	46
Department of Health and Human Services	55	55	56	56	55
Department of Homeland Security	49	48	46	43	39
Department of Housing and Urban Development	49	53	53	45	43
Department of Justice	59	59	57	57	55
Department of Labor	54	54	55	52	53
Department of State	63	65	63	60	59
Department of the Interior	50	51	51	48	45
Department of the Treasury	58	61	60	57	53
Department of Transportation	45	48	50	52	49
Department of Veterans Affairs	52	54	50	51	47
Environmental Protection Agency	54	54	56	50	47
Equal Employment Opportunity Commission	50	55	56	54	53
Federal Communications Commission	61	61	60	66	61
Federal Energy Regulatory Commission	64	65	63	66	67
Federal Trade Commission	70	72	70	70	73
General Services Administration	62	62	59	58	56

Appendix E2: Engagement Index Trends: Leaders Lead (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	55	56	54	53	50
National Aeronautics and Space Administration	68	68	68	70	68
National Archives and Records Administration	49	47	44	45	43
National Credit Union Administration	54	57	65	61	63
National Labor Relations Board	52	57	55	53	53
National Science Foundation	61	56	52	55	57
Nuclear Regulatory Commission	76	74	69	68	66
Office of Management and Budget	50	50	62	59	63
Office of Personnel Management	60	63	62	63	61
Pension Benefit Guaranty Corporation	58	58	57	51	51
Railroad Retirement Board	55	57	58	60	59
Securities and Exchange Commission	50	47	49	49	55
Small Business Administration	52	56	54	54	48
Social Security Administration	64	66	62	59	57
U.S. Agency for International Development	52	56	59	54	51
Small/Independent Agencies					
Small Agencies, Combined	57	56	54	55	52
Advisory Council on Historic Preservation	67	65	71	75	60
African Development Foundation	–	73	–	–	47
American Battle Monuments Commission	54	55	24	45	50
Chemical Safety and Hazard Investigations Board	33	20	39	22	26
Commission on Civil Rights	18	33	19	23	43
Committee for Purchase From People Who Are Blind or Severely Disabled	91	75	82	69	63

Appendix E2: Engagement Index Trends: Leaders Lead (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	57	56	54	55	52
Commodity Futures Trading Commission	63	64	59	51	38
Consumer Product Safety Commission	52	56	56	59	51
Corporation for National and Community Service	63	57	55	57	54
Defense Nuclear Facilities Safety Board	71	79	74	47	29
Export-Import Bank of the United States	–	45	49	43	39
Federal Election Commission	46	45	45	45	40
Federal Housing Finance Agency	45	44	44	52	43
Federal Labor Relations Authority	77	80	76	73	83
Federal Maritime Commission	63	50	32	35	41
Federal Mediation and Conciliation Service	59	63	70	78	72
Federal Retirement Thrift Investment Board	67	69	68	67	69
Institute of Museum and Library Services	32	54	55	49	54
Inter-American Foundation	47	44	41	27	28
International Boundary and Water Commission	36	39	43	47	39
Marine Mammal Commission	–	90	89	78	–
Merit Systems Protection Board	67	62	54	53	44
National Capital Planning Commission	71	69	64	70	56
National Endowment for the Arts	66	44	50	58	53
National Endowment for the Humanities	64	67	73	76	74
National Gallery of Art	52	52	49	53	55
National Indian Gaming Commission	52	38	36	38	56
National Mediation Board	54	54	59	42	38
National Transportation Safety Board	57	60	53	49	45

Appendix E2: Engagement Index Trends: Leaders Lead (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	57	56	54	55	52
Occupational Safety and Health Review Commission	76	85	78	76	75
Office of Navajo and Hopi Indian Relocation	71	83	73	74	68
Office of the U.S. Trade Representative	58	41	24	28	59
Overseas Private Investment Corporation	–	–	70	67	71
Postal Regulatory Commission	71	58	61	60	67
Selective Service System	41	62	63	63	53
Surface Transportation Board	79	88	79	78	82
U.S. Access Board	68	51	53	51	43
U.S. International Trade Commission	58	54	48	59	59
U.S. Office of Government Ethics	–	–	58	63	67
U.S. Office of Special Counsel	–	–	64	59	56
U.S. Trade and Development Agency	76	90	86	83	87
Woodrow Wilson International Center for Scholars	88	59	58	49	48

NOTE: A dash (–) indicates no data available.

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, senior leaders generate high levels of motivation and commitment in the workforce.

54. My organization's senior 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?

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

Appendix E3: Engagement Index Trends: Supervisors

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	71	72	71	70	71
Broadcasting Board of Governors	62	63	63	64	63
Court Services and Offender Supervision Agency	74	74	71	69	71
Department of Agriculture	71	73	72	72	73
Department of Commerce	76	77	77	78	78
Department of Defense Combined	73	72	72	71	71
Department of Education	69	71	73	75	75
Department of Energy	72	71	72	72	71
Department of Health and Human Services	70	70	70	71	71
Department of Homeland Security	68	68	66	65	64
Department of Housing and Urban Development	64	67	68	65	66
Department of Justice	72	75	71	72	72
Department of Labor	70	70	70	69	71
Department of State	78	77	76	76	77
Department of the Interior	70	70	70	69	70
Department of the Treasury	75	77	76	76	76
Department of Transportation	69	70	72	74	74
Department of Veterans Affairs	65	67	65	67	66
Environmental Protection Agency	74	75	76	74	74
Equal Employment Opportunity Commission	69	70	72	71	70
Federal Communications Commission	78	78	78	81	77
Federal Energy Regulatory Commission	77	78	78	80	81
Federal Trade Commission	79	78	76	78	79
General Services Administration	74	76	75	76	77

Appendix E3: Engagement Index Trends: Supervisors (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	71	72	71	70	71
National Aeronautics and Space Administration	81	82	82	83	84
National Archives and Records Administration	70	69	68	70	69
National Credit Union Administration	73	75	79	77	79
National Labor Relations Board	69	71	71	71	72
National Science Foundation	74	72	72	75	76
Nuclear Regulatory Commission	83	83	81	81	82
Office of Management and Budget	75	71	82	78	83
Office of Personnel Management	75	78	77	78	81
Pension Benefit Guaranty Corporation	75	76	72	70	72
Railroad Retirement Board	70	70	72	72	72
Securities and Exchange Commission	69	70	72	71	74
Small Business Administration	69	70	70	70	69
Social Security Administration	70	73	71	70	71
U.S. Agency for International Development	72	72	74	74	73
Small/Independent Agencies					
Small Agencies, Combined	74	74	73	74	74
Advisory Council on Historic Preservation	83	78	75	90	80
African Development Foundation	–	77	–	–	64
American Battle Monuments Commission	56	75	54	60	70
Chemical Safety and Hazard Investigations Board	67	63	79	75	74
Commission on Civil Rights	41	61	59	49	78
Committee for Purchase From People Who Are Blind or Severely Disabled	92	85	86	75	77

Appendix E3: Engagement Index Trends: Supervisors (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	74	74	73	74	74
Commodity Futures Trading Commission	79	81	77	77	72
Consumer Product Safety Commission	74	78	78	78	73
Corporation for National and Community Service	76	76	73	75	76
Defense Nuclear Facilities Safety Board	84	87	79	63	68
Export-Import Bank of the United States	–	72	68	69	69
Federal Election Commission	77	76	70	74	74
Federal Housing Finance Agency	73	68	73	72	73
Federal Labor Relations Authority	73	81	84	75	81
Federal Maritime Commission	85	78	58	67	67
Federal Mediation and Conciliation Service	78	76	77	81	81
Federal Retirement Thrift Investment Board	76	78	79	72	77
Institute of Museum and Library Services	71	77	75	72	81
Inter-American Foundation	73	59	38	51	49
International Boundary and Water Commission	60	58	67	67	68
Marine Mammal Commission	–	92	84	77	–
Merit Systems Protection Board	73	75	74	74	71
National Capital Planning Commission	75	79	76	75	70
National Endowment for the Arts	80	79	78	77	80
National Endowment for the Humanities	84	81	88	87	82
National Gallery of Art	70	68	66	71	69
National Indian Gaming Commission	71	74	63	62	64
National Mediation Board	77	73	69	67	59
National Transportation Safety Board	70	69	73	72	74

Appendix E3: Engagement Index Trends: Supervisors (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	74	74	73	74	74
Occupational Safety and Health Review Commission	83	90	73	76	86
Office of Navajo and Hopi Indian Relocation	81	86	79	82	79
Office of the U.S. Trade Representative	72	66	59	71	73
Overseas Private Investment Corporation	–	–	84	85	83
Postal Regulatory Commission	79	71	77	81	70
Selective Service System	61	64	73	72	67
Surface Transportation Board	88	88	83	87	92
U.S. Access Board	73	70	79	64	67
U.S. International Trade Commission	76	74	74	76	78
U.S. Office of Government Ethics	–	–	70	71	84
U.S. Office of Special Counsel	–	–	89	86	83
U.S. Trade and Development Agency	88	91	88	83	91
Woodrow Wilson International Center for Scholars	78	71	75	74	65

NOTE: A dash (–) indicates no data available.

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

- 47. Supervisors in my work unit support employee development.
- 48. My supervisor listens to what I have to say.
- 49. My supervisor 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?

Appendix E4: Engagement Index Trends: Intrinsic Work Experience

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	72	72	71	69	68
Broadcasting Board of Governors	64	66	63	67	64
Court Services and Offender Supervision Agency	76	74	73	71	69
Department of Agriculture	69	71	69	68	69
Department of Commerce	73	73	73	73	74
Department of Defense Combined	74	73	72	69	69
Department of Education	66	67	67	69	69
Department of Energy	70	68	69	68	66
Department of Health and Human Services	73	71	72	72	72
Department of Homeland Security	65	64	62	60	58
Department of Housing and Urban Development	65	65	65	60	61
Department of Justice	73	73	71	71	71
Department of Labor	68	68	68	66	67
Department of State	75	76	74	72	74
Department of the Interior	72	71	71	69	69
Department of the Treasury	73	73	73	70	69
Department of Transportation	68	69	71	69	68
Department of Veterans Affairs	73	73	70	71	69
Environmental Protection Agency	72	72	72	68	68
Equal Employment Opportunity Commission	70	71	71	70	71
Federal Communications Commission	70	69	71	73	72
Federal Energy Regulatory Commission	72	71	69	72	73
Federal Trade Commission	78	77	77	77	76
General Services Administration	74	74	74	72	70

Appendix E4: Engagement Index Trends: Intrinsic Work Experience (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	72	72	71	69	68
National Aeronautics and Space Administration	78	77	79	79	80
National Archives and Records Administration	70	68	66	65	65
National Credit Union Administration	72	71	75	71	74
National Labor Relations Board	69	71	70	67	67
National Science Foundation	77	74	71	73	74
Nuclear Regulatory Commission	81	79	77	76	76
Office of Management and Budget	72	67	75	68	73
Office of Personnel Management	72	73	73	74	74
Pension Benefit Guaranty Corporation	77	75	73	71	73
Railroad Retirement Board	72	71	73	74	73
Securities and Exchange Commission	64	65	65	67	69
Small Business Administration	68	69	70	70	69
Social Security Administration	75	76	73	71	71
U.S. Agency for International Development	71	67	69	69	67
Small/Independent Agencies					
Small Agencies, Combined	74	72	71	70	69
Advisory Council on Historic Preservation	79	82	83	87	78
African Development Foundation	–	71	–	–	59
American Battle Monuments Commission	70	75	63	65	73
Chemical Safety and Hazard Investigations Board	75	66	72	58	65
Commission on Civil Rights	53	58	55	53	60
Committee for Purchase From People Who Are Blind or Severely Disabled	85	84	87	77	75

Appendix E4: Engagement Index Trends: Intrinsic Work Experience (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	74	72	71	70	69
Commodity Futures Trading Commission	74	73	68	65	57
Consumer Product Safety Commission	69	72	72	73	68
Corporation for National and Community Service	77	73	72	71	71
Defense Nuclear Facilities Safety Board	77	80	74	55	49
Export-Import Bank of the United States	–	71	70	68	67
Federal Election Commission	69	66	64	63	66
Federal Housing Finance Agency	60	59	60	63	64
Federal Labor Relations Authority	76	80	77	77	82
Federal Maritime Commission	77	68	53	60	59
Federal Mediation and Conciliation Service	82	78	84	85	84
Federal Retirement Thrift Investment Board	76	79	84	76	77
Institute of Museum and Library Services	73	76	64	67	73
Inter-American Foundation	70	60	51	48	57
International Boundary and Water Commission	69	70	70	71	69
Marine Mammal Commission	–	78	88	75	–
Merit Systems Protection Board	77	77	76	76	71
National Capital Planning Commission	84	71	69	74	72
National Endowment for the Arts	78	73	75	76	77
National Endowment for the Humanities	78	79	83	81	81
National Gallery of Art	73	70	72	71	69
National Indian Gaming Commission	69	53	54	55	59
National Mediation Board	83	77	72	59	64
National Transportation Safety Board	77	74	72	71	70

Appendix E4: Engagement Index Trends: Intrinsic Work Experience (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	74	72	71	70	69
Occupational Safety and Health Review Commission	81	91	75	83	84
Office of Navajo and Hopi Indian Relocation	89	93	91	91	90
Office of the U.S. Trade Representative	68	64	62	64	66
Overseas Private Investment Corporation	–	–	76	74	76
Postal Regulatory Commission	76	73	81	73	69
Selective Service System	69	69	73	76	69
Surface Transportation Board	86	89	82	85	88
U.S. Access Board	73	65	69	64	69
U.S. International Trade Commission	73	74	71	74	76
U.S. Office of Government Ethics	–	–	77	64	78
U.S. Office of Special Counsel	–	–	75	75	68
U.S. Trade and Development Agency	83	90	87	85	89
Woodrow Wilson International Center for Scholars	76	64	69	57	69

NOTE: A dash (–) indicates no data available.

Intrinsic Work Experience 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 F: Global Satisfaction Index Trends

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	67	66	63	59	59
Broadcasting Board of Governors	55	57	53	54	50
Court Services and Offender Supervision Agency	73	70	67	61	61
Department of Agriculture	65	64	60	57	58
Department of Commerce	71	71	69	68	69
Department of Defense Combined	67	66	64	58	59
Department of Education	62	62	60	60	62
Department of Energy	67	63	62	60	57
Department of Health and Human Services	67	65	65	63	64
Department of Homeland Security	62	61	56	51	48
Department of Housing and Urban Development	62	60	59	49	51
Department of Justice	73	72	68	66	66
Department of Labor	66	63	61	57	60
Department of State	74	74	72	69	71
Department of the Interior	67	65	64	60	60
Department of the Treasury	70	70	66	59	60
Department of Transportation	63	63	66	63	62
Department of Veterans Affairs	65	64	59	59	57
Environmental Protection Agency	72	70	69	60	60
Equal Employment Opportunity Commission	62	64	64	59	61
Federal Communications Commission	71	69	67	71	67
Federal Energy Regulatory Commission	73	70	68	70	71

Appendix F: Global Satisfaction Index Trends (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	67	66	63	59	59
Federal Trade Commission	75	72	70	68	69
General Services Administration	74	73	71	65	65
National Aeronautics and Space Administration	77	75	74	74	74
National Archives and Records Administration	58	55	50	49	49
National Credit Union Administration	68	69	71	61	68
National Labor Relations Board	64	65	59	58	58
National Science Foundation	75	69	63	62	66
Nuclear Regulatory Commission	83	80	75	72	73
Office of Management and Budget	69	60	71	56	66
Office of Personnel Management	70	71	69	69	69
Pension Benefit Guaranty Corporation	71	67	63	58	60
Railroad Retirement Board	72	68	68	68	67
Securities and Exchange Commission	66	61	59	60	65
Small Business Administration	62	61	60	60	57
Social Security Administration	74	73	69	65	66
U.S. Agency for International Development	65	63	62	60	59
Small/Independent Agencies					
Small Agencies, Combined	69	66	62	61	59
Advisory Council on Historic Preservation	74	70	73	81	78
African Development Foundation	–	56	–	–	49
American Battle Monuments Commission	75	72	61	71	64
Chemical Safety and Hazard Investigations Board	62	42	55	41	38

Appendix F: Global Satisfaction Index Trends (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	69	66	62	61	59
Commission on Civil Rights	27	34	33	33	45
Committee for Purchase From People Who Are Blind or Severely Disabled	86	77	82	68	65
Commodity Futures Trading Commission	78	75	70	54	40
Consumer Product Safety Commission	67	69	65	67	61
Corporation for National and Community Service	69	66	58	60	55
Defense Nuclear Facilities Safety Board	85	89	79	48	38
Export–Import Bank of the United States	–	53	57	49	46
Federal Election Commission	58	55	50	46	44
Federal Housing Finance Agency	57	57	53	62	60
Federal Labor Relations Authority	72	76	75	70	79
Federal Maritime Commission	70	61	40	43	43
Federal Mediation and Conciliation Service	85	81	82	82	82
Federal Retirement Thrift Investment Board	69	72	75	72	72
Institute of Museum and Library Services	61	66	58	52	68
Inter–American Foundation	61	52	44	31	39
International Boundary and Water Commission	51	55	59	60	54
Marine Mammal Commission	–	78	77	65	–
Merit Systems Protection Board	74	73	63	65	63
National Capital Planning Commission	77	76	71	71	63
National Endowment for the Arts	77	69	65	67	70
National Endowment for the Humanities	78	76	80	80	81

Appendix F: Global Satisfaction Index Trends (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	69	66	62	61	59
National Gallery of Art	66	63	62	63	62
National Indian Gaming Commission	72	49	53	52	65
National Mediation Board	71	66	62	56	52
National Transportation Safety Board	78	71	70	65	66
Occupational Safety and Health Review Commission	78	82	71	71	74
Office of Navajo and Hopi Indian Relocation	84	87	88	88	82
Office of the U.S. Trade Representative	59	49	36	29	48
Overseas Private Investment Corporation	–	–	67	64	66
Postal Regulatory Commission	69	57	59	64	61
Selective Service System	53	63	59	64	51
Surface Transportation Board	86	87	82	80	84
U.S. Access Board	73	65	68	60	50
U.S. International Trade Commission	66	60	57	65	67
U.S. Office of Government Ethics	–	–	66	58	66
U.S. Office of Special Counsel	–	–	71	64	65
U.S. Trade and Development Agency	80	88	78	73	84
Woodrow Wilson International Center for Scholars	68	68	62	49	42

NOTE: A dash (–) indicates no data available.

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?

Appendix G

Appendix G1: New IQ Index Trends

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	58	59	57	56	56
Broadcasting Board of Governors	47	50	48	49	47
Court Services and Offender Supervision Agency	65	64	60	56	55
Department of Agriculture	57	58	57	56	57
Department of Commerce	62	64	64	64	64
Department of Defense Combined	60	60	59	57	57
Department of Education	54	56	57	59	60
Department of Energy	59	58	59	57	55
Department of Health and Human Services	59	58	58	58	59
Department of Homeland Security	53	52	49	48	46
Department of Housing and Urban Development	51	52	54	49	49
Department of Justice	59	61	58	58	58
Department of Labor	56	56	56	55	56
Department of State	64	65	63	62	62
Department of the Interior	57	57	57	55	55
Department of the Treasury	62	63	62	60	60
Department of Transportation	54	56	57	58	58
Department of Veterans Affairs	54	57	54	55	53
Environmental Protection Agency	60	61	61	58	57
Equal Employment Opportunity Commission	54	57	57	55	56
Federal Communications Commission	62	63	62	65	60
Federal Energy Regulatory Commission	65	64	62	65	66

Appendix G1: New IQ Index Trends (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	58	59	57	56	56
Federal Trade Commission	69	68	67	67	68
General Services Administration	64	64	64	62	62
National Aeronautics and Space Administration	71	71	72	73	73
National Archives and Records Administration	55	54	51	51	52
National Credit Union Administration	61	63	67	64	66
National Labor Relations Board	52	54	53	53	53
National Science Foundation	63	61	59	60	62
Nuclear Regulatory Commission	75	74	70	68	69
Office of Management and Budget	63	56	66	61	66
Office of Personnel Management	60	63	63	64	64
Pension Benefit Guaranty Corporation	65	64	62	59	61
Railroad Retirement Board	59	59	59	61	60
Securities and Exchange Commission	52	50	53	54	58
Small Business Administration	56	58	57	58	56
Social Security Administration	61	63	60	58	58
U.S. Agency for International Development	59	58	60	59	58
Small/Independent Agencies					
Small Agencies, Combined	61	60	59	59	58
Advisory Council on Historic Preservation	75	68	69	81	74
African Development Foundation	–	56	–	–	49
American Battle Monuments Commission	57	60	40	49	53
Chemical Safety and Hazard Investigations Board	52	45	58	45	47

Appendix G1: New IQ Index Trends (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	61	60	59	59	58
Commission on Civil Rights	37	43	35	38	53
Committee for Purchase From People Who Are Blind or Severely Disabled	79	75	78	69	61
Commodity Futures Trading Commission	64	64	61	56	48
Consumer Product Safety Commission	57	63	61	60	56
Corporation for National and Community Service	65	63	60	60	59
Defense Nuclear Facilities Safety Board	71	76	71	54	50
Export-Import Bank of the United States	–	53	52	49	46
Federal Election Commission	60	59	56	55	54
Federal Housing Finance Agency	52	51	51	54	54
Federal Labor Relations Authority	66	71	72	69	74
Federal Maritime Commission	67	58	42	47	49
Federal Mediation and Conciliation Service	66	65	69	73	74
Federal Retirement Thrift Investment Board	62	65	65	65	70
Institute of Museum and Library Services	50	57	59	55	61
Inter-American Foundation	57	45	44	43	42
International Boundary and Water Commission	48	50	52	54	53
Marine Mammal Commission	–	79	86	73	–
Merit Systems Protection Board	66	66	61	61	55
National Capital Planning Commission	68	71	67	73	61
National Endowment for the Arts	67	59	61	65	60
National Endowment for the Humanities	62	66	70	71	71

Appendix G1: New IQ Index Trends (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	61	60	59	59	58
National Gallery of Art	57	55	55	57	57
National Indian Gaming Commission	54	43	42	44	49
National Mediation Board	62	58	56	52	45
National Transportation Safety Board	62	62	62	58	58
Occupational Safety and Health Review Commission	73	84	68	72	72
Office of Navajo and Hopi Indian Relocation	70	81	75	71	67
Office of the U.S. Trade Representative	61	54	45	49	53
Overseas Private Investment Corporation	–	–	71	69	70
Postal Regulatory Commission	71	64	67	66	62
Selective Service System	49	59	61	60	54
Surface Transportation Board	79	83	77	78	82
U.S. Access Board	59	53	54	46	48
U.S. International Trade Commission	63	60	57	62	65
U.S. Office of Government Ethics	–	–	62	58	70
U.S. Office of Special Counsel	–	–	67	65	60
U.S. Trade and Development Agency	75	83	82	81	86
Woodrow Wilson International Center for Scholars	66	60	59	52	52

NOTE: A dash (–) indicates no data available.

The **New IQ** Index indicates the degree to which an environment is inclusive. Although this is a new index, the items that comprise the New IQ have been on the FEVS in previous years, making trend calculation possible.

Appendix G2: New IQ Index Trends – Fair

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	46	46	44	43	43
Broadcasting Board of Governors	34	37	37	36	33
Court Services and Offender Supervision Agency	53	52	46	40	40
Department of Agriculture	44	45	43	42	43
Department of Commerce	54	54	54	55	56
Department of Defense Combined	47	46	45	43	43
Department of Education	43	43	44	45	47
Department of Energy	45	44	45	44	41
Department of Health and Human Services	46	46	45	44	46
Department of Homeland Security	40	39	37	35	34
Department of Housing and Urban Development	39	40	41	36	35
Department of Justice	45	47	44	43	43
Department of Labor	46	45	45	42	45
Department of State	51	50	50	48	50
Department of the Interior	46	46	45	43	44
Department of the Treasury	49	52	51	48	49
Department of Transportation	42	42	43	42	44
Department of Veterans Affairs	42	44	41	42	41
Environmental Protection Agency	45	45	46	43	42
Equal Employment Opportunity Commission	42	45	44	40	41
Federal Communications Commission	47	49	47	50	47
Federal Energy Regulatory Commission	53	51	50	51	54
Federal Trade Commission	57	56	57	54	56
General Services Administration	52	50	49	47	47

Appendix G2: New IQ Index Trends – Fair (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	46	46	44	43	43
National Aeronautics and Space Administration	57	57	58	58	59
National Archives and Records Administration	46	46	43	41	42
National Credit Union Administration	50	52	56	53	55
National Labor Relations Board	42	41	41	42	43
National Science Foundation	48	46	45	43	47
Nuclear Regulatory Commission	62	61	55	54	52
Office of Management and Budget	55	51	56	51	57
Office of Personnel Management	50	52	52	51	54
Pension Benefit Guaranty Corporation	52	51	48	44	47
Railroad Retirement Board	48	49	48	49	49
Securities and Exchange Commission	38	34	37	38	41
Small Business Administration	45	46	44	44	45
Social Security Administration	47	48	45	43	42
U.S. Agency for International Development	47	45	47	45	45
Small/Independent Agencies					
Small Agencies, Combined	51	50	48	47	47
Advisory Council on Historic Preservation	67	61	61	72	67
African Development Foundation	–	42	–	–	28
American Battle Monuments Commission	57	53	41	38	38
Chemical Safety and Hazard Investigations Board	53	41	50	40	37
Commission on Civil Rights	28	30	23	35	37
Committee for Purchase From People Who Are Blind or Severely Disabled	68	56	65	54	49

Appendix G2: New IQ Index Trends – Fair (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	51	50	48	47	47
Commodity Futures Trading Commission	54	52	48	41	34
Consumer Product Safety Commission	44	51	51	48	45
Corporation for National and Community Service	56	53	48	46	47
Defense Nuclear Facilities Safety Board	63	68	63	49	43
Export–Import Bank of the United States	–	43	41	41	38
Federal Election Commission	45	47	44	39	43
Federal Housing Finance Agency	43	42	38	44	43
Federal Labor Relations Authority	56	66	63	65	68
Federal Maritime Commission	55	41	30	32	35
Federal Mediation and Conciliation Service	57	54	59	62	62
Federal Retirement Thrift Investment Board	55	62	55	58	58
Institute of Museum and Library Services	43	55	58	47	59
Inter–American Foundation	46	46	36	34	29
International Boundary and Water Commission	39	41	42	47	47
Marine Mammal Commission	–	75	84	74	–
Merit Systems Protection Board	57	59	51	50	46
National Capital Planning Commission	63	70	65	66	51
National Endowment for the Arts	56	46	49	52	53
National Endowment for the Humanities	54	62	67	65	66
National Gallery of Art	46	45	45	48	47
National Indian Gaming Commission	45	28	31	30	39
National Mediation Board	54	44	46	37	34
National Transportation Safety Board	53	55	52	47	49

Appendix G2: New IQ Index Trends – Fair (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	51	50	48	47	47
Occupational Safety and Health Review Commission	60	80	63	66	63
Office of Navajo and Hopi Indian Relocation	59	75	77	60	53
Office of the U.S. Trade Representative	46	38	33	36	43
Overseas Private Investment Corporation	–	–	57	56	55
Postal Regulatory Commission	57	51	54	53	55
Selective Service System	41	46	47	46	38
Surface Transportation Board	67	71	64	64	72
U.S. Access Board	47	41	43	37	34
U.S. International Trade Commission	48	45	45	49	50
U.S. Office of Government Ethics	–	–	52	45	53
U.S. Office of Special Counsel	–	–	63	57	50
U.S. Trade and Development Agency	72	68	68	67	83
Woodrow Wilson International Center for Scholars	50	55	50	42	35

NOTE: A dash (–) indicates no data available.

The **New IQ – Fair** indicates if all employees are treated equitably. It is made up of items:

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.

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

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

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.

Appendix G3: New IQ Index Trends – Open

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	57	58	56	55	55
Broadcasting Board of Governors	45	48	48	47	46
Court Services and Offender Supervision Agency	64	64	61	56	55
Department of Agriculture	57	58	57	56	57
Department of Commerce	61	62	63	63	63
Department of Defense Combined	58	58	57	55	55
Department of Education	52	55	56	58	59
Department of Energy	58	56	57	55	53
Department of Health and Human Services	57	57	57	57	58
Department of Homeland Security	52	52	48	47	47
Department of Housing and Urban Development	49	51	51	46	46
Department of Justice	59	60	58	57	58
Department of Labor	53	54	54	52	54
Department of State	65	65	64	63	63
Department of the Interior	54	55	55	53	53
Department of the Treasury	61	63	61	58	58
Department of Transportation	51	53	53	54	56
Department of Veterans Affairs	52	56	52	53	52
Environmental Protection Agency	61	61	61	59	57
Equal Employment Opportunity Commission	54	57	57	54	56
Federal Communications Commission	61	63	61	64	59
Federal Energy Regulatory Commission	62	63	60	63	64
Federal Trade Commission	68	66	65	66	67
General Services Administration	62	62	61	59	59

Appendix G3: New IQ Index Trends – Open (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	57	58	56	55	55
National Aeronautics and Space Administration	73	73	74	74	75
National Archives and Records Administration	51	50	48	47	49
National Credit Union Administration	62	66	69	64	67
National Labor Relations Board	49	52	51	53	53
National Science Foundation	62	61	56	59	60
Nuclear Regulatory Commission	76	74	71	69	70
Office of Management and Budget	64	56	64	60	63
Office of Personnel Management	58	61	61	62	62
Pension Benefit Guaranty Corporation	64	64	60	58	60
Railroad Retirement Board	56	56	57	57	57
Securities and Exchange Commission	52	49	51	53	58
Small Business Administration	54	55	53	54	53
Social Security Administration	60	61	57	54	56
U.S. Agency for International Development	63	61	64	61	59
Small/Independent Agencies					
Small Agencies, Combined	58	59	58	58	57
Advisory Council on Historic Preservation	76	71	70	82	81
African Development Foundation	–	53	–	–	53
American Battle Monuments Commission	56	59	39	46	51
Chemical Safety and Hazard Investigations Board	50	41	48	44	44
Commission on Civil Rights	31	48	33	39	59
Committee for Purchase From People Who Are Blind or Severely Disabled	79	71	79	64	64

Appendix G3: New IQ Index Trends – Open (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	58	59	58	58	57
Commodity Futures Trading Commission	62	65	61	57	51
Consumer Product Safety Commission	60	64	60	60	57
Corporation for National and Community Service	68	65	65	60	59
Defense Nuclear Facilities Safety Board	64	74	73	54	47
Export–Import Bank of the United States	–	54	48	46	44
Federal Election Commission	59	60	56	53	50
Federal Housing Finance Agency	52	51	51	55	55
Federal Labor Relations Authority	59	63	68	62	71
Federal Maritime Commission	64	59	37	45	44
Federal Mediation and Conciliation Service	61	65	67	73	74
Federal Retirement Thrift Investment Board	57	61	63	64	70
Institute of Museum and Library Services	44	57	55	56	63
Inter–American Foundation	60	48	34	45	37
International Boundary and Water Commission	38	44	48	48	48
Marine Mammal Commission	–	86	91	77	–
Merit Systems Protection Board	62	64	63	61	56
National Capital Planning Commission	62	68	71	74	61
National Endowment for the Arts	62	60	62	68	59
National Endowment for the Humanities	57	63	67	70	69
National Gallery of Art	53	50	51	54	53
National Indian Gaming Commission	53	47	41	42	51
National Mediation Board	61	61	55	52	43
National Transportation Safety Board	57	61	63	61	61

Appendix G3: New IQ Index Trends – Open (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	58	59	58	58	57
Occupational Safety and Health Review Commission	72	81	67	70	66
Office of Navajo and Hopi Indian Relocation	59	75	66	61	54
Office of the U.S. Trade Representative	60	53	42	46	50
Overseas Private Investment Corporation	–	–	71	70	71
Postal Regulatory Commission	70	65	68	64	64
Selective Service System	48	55	62	58	52
Surface Transportation Board	77	81	73	75	80
U.S. Access Board	63	53	60	51	46
U.S. International Trade Commission	58	57	53	58	60
U.S. Office of Government Ethics	–	–	58	63	68
U.S. Office of Special Counsel	–	–	64	58	57
U.S. Trade and Development Agency	70	88	83	84	90
Woodrow Wilson International Center for Scholars	57	51	57	57	46

NOTE: A dash (–) indicates no data available.

The **New IQ – Open** asks if management supports diversity in all ways. It is made up of items:

32. Creativity and innovation are rewarded.

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

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

55. Supervisors work well with employees of different backgrounds.

Appendix G4: New IQ Index Trends – Cooperative

(For Excel version click [here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	56	57	55	54	52
Broadcasting Board of Governors	40	45	42	45	41
Court Services and Offender Supervision Agency	63	64	54	51	48
Department of Agriculture	53	54	53	52	50
Department of Commerce	57	60	59	60	58
Department of Defense Combined	59	59	58	56	53
Department of Education	51	54	53	55	56
Department of Energy	55	54	55	54	49
Department of Health and Human Services	56	56	56	57	56
Department of Homeland Security	48	47	44	42	39
Department of Housing and Urban Development	49	52	54	49	48
Department of Justice	58	59	56	56	54
Department of Labor	54	53	53	51	52
Department of State	61	63	61	60	58
Department of the Interior	51	52	52	51	48
Department of the Treasury	60	61	61	59	56
Department of Transportation	48	52	54	57	57
Department of Veterans Affairs	51	53	50	51	48
Environmental Protection Agency	56	56	57	54	51
Equal Employment Opportunity Commission	49	53	52	52	52
Federal Communications Commission	63	64	62	66	58
Federal Energy Regulatory Commission	64	65	61	66	64
Federal Trade Commission	67	69	63	66	67
General Services Administration	65	65	65	64	62

Appendix G4: New IQ Index Trends – Cooperative (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	56	57	55	54	52
National Aeronautics and Space Administration	72	72	72	73	72
National Archives and Records Administration	46	44	44	45	44
National Credit Union Administration	54	61	64	61	64
National Labor Relations Board	47	48	48	47	46
National Science Foundation	63	60	57	57	59
Nuclear Regulatory Commission	76	74	70	68	69
Office of Management and Budget	60	51	63	59	63
Office of Personnel Management	57	61	60	61	61
Pension Benefit Guaranty Corporation	62	62	61	59	61
Railroad Retirement Board	55	56	57	58	55
Securities and Exchange Commission	45	45	50	51	54
Small Business Administration	54	56	56	57	51
Social Security Administration	63	67	62	59	58
U.S. Agency for International Development	55	56	60	57	55
Small/Independent Agencies					
Small Agencies, Combined	55	54	52	53	50
Advisory Council on Historic Preservation	72	65	61	74	61
African Development Foundation	–	48	–	–	39
American Battle Monuments Commission	57	48	10	50	47
Chemical Safety and Hazard Investigations Board	20	24	59	27	29
Commission on Civil Rights	38	32	20	36	43
Committee for Purchase From People Who Are Blind or Severely Disabled	81	84	76	73	58

Appendix G4: New IQ Index Trends – Cooperative (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	55	54	52	53	50
Commodity Futures Trading Commission	53	56	54	48	36
Consumer Product Safety Commission	49	57	52	51	50
Corporation for National and Community Service	56	56	50	54	52
Defense Nuclear Facilities Safety Board	72	75	73	51	47
Export–Import Bank of the United States	–	39	46	34	32
Federal Election Commission	55	53	50	51	47
Federal Housing Finance Agency	43	43	40	44	41
Federal Labor Relations Authority	75	74	71	69	72
Federal Maritime Commission	65	50	37	40	47
Federal Mediation and Conciliation Service	56	56	63	66	67
Federal Retirement Thrift Investment Board	48	52	56	61	70
Institute of Museum and Library Services	39	35	46	42	43
Inter–American Foundation	45	29	64	42	40
International Boundary and Water Commission	42	41	43	45	43
Marine Mammal Commission	–	63	84	65	–
Merit Systems Protection Board	64	60	51	52	43
National Capital Planning Commission	61	67	53	65	58
National Endowment for the Arts	62	45	50	59	47
National Endowment for the Humanities	51	53	59	62	63
National Gallery of Art	52	53	50	54	56
National Indian Gaming Commission	39	29	30	38	47
National Mediation Board	37	46	48	49	28
National Transportation Safety Board	56	59	52	49	44

Appendix G4: New IQ Index Trends – Cooperative (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	55	54	52	53	50
Occupational Safety and Health Review Commission	77	86	66	74	69
Office of Navajo and Hopi Indian Relocation	77	83	70	70	67
Office of the U.S. Trade Representative	60	56	37	43	44
Overseas Private Investment Corporation	–	–	72	70	70
Postal Regulatory Commission	79	65	65	65	59
Selective Service System	38	62	57	60	49
Surface Transportation Board	81	85	81	83	81
U.S. Access Board	54	47	43	34	31
U.S. International Trade Commission	66	53	52	62	67
U.S. Office of Government Ethics	–	–	53	55	73
U.S. Office of Special Counsel	–	–	50	55	50
U.S. Trade and Development Agency	70	90	88	90	87
Woodrow Wilson International Center for Scholars	73	55	61	42	49

NOTE: A dash (–) indicates no data available.

The **New IQ – Cooperative** asks if management encourages communication and collaboration. It is made up of items:

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

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

Appendix G5: New IQ Index Trends – Supportive

(For Excel version click [here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	74	74	74	74	74
Broadcasting Board of Governors	66	67	66	68	66
Court Services and Offender Supervision Agency	78	78	77	74	77
Department of Agriculture	75	77	77	77	79
Department of Commerce	79	79	80	81	82
Department of Defense Combined	74	74	74	73	74
Department of Education	74	75	77	80	80
Department of Energy	76	76	77	78	76
Department of Health and Human Services	75	73	74	74	75
Department of Homeland Security	71	71	70	69	69
Department of Housing and Urban Development	68	69	72	68	70
Department of Justice	74	77	74	75	75
Department of Labor	75	76	75	75	77
Department of State	79	78	78	78	78
Department of the Interior	74	74	74	73	74
Department of the Treasury	78	80	79	79	79
Department of Transportation	73	75	76	79	79
Department of Veterans Affairs	68	71	69	70	69
Environmental Protection Agency	78	78	79	79	79
Equal Employment Opportunity Commission	72	75	77	75	75
Federal Communications Commission	79	79	81	83	79
Federal Energy Regulatory Commission	81	82	81	82	84
Federal Trade Commission	82	82	80	81	81
General Services Administration	77	79	78	80	81

Appendix G5: New IQ Index Trends – Supportive (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	74	74	74	74	74
National Aeronautics and Space Administration	83	83	84	85	85
National Archives and Records Administration	74	73	73	74	75
National Credit Union Administration	76	77	81	80	82
National Labor Relations Board	70	71	72	72	72
National Science Foundation	76	73	75	79	79
Nuclear Regulatory Commission	85	86	84	84	85
Office of Management and Budget	73	67	82	78	81
Office of Personnel Management	79	82	81	83	85
Pension Benefit Guaranty Corporation	79	80	78	75	78
Railroad Retirement Board	75	74	76	77	77
Securities and Exchange Commission	75	74	76	77	79
Small Business Administration	74	75	75	76	76
Social Security Administration	75	78	75	75	77
U.S. Agency for International Development	72	71	74	74	73
Small/Independent Agencies					
Small Agencies, Combined	78	78	76	77	77
Advisory Council on Historic Preservation	86	74	79	92	86
African Development Foundation	–	70	–	–	80
American Battle Monuments Commission	56	77	66	69	70
Chemical Safety and Hazard Investigations Board	74	70	80	76	76
Commission on Civil Rights	52	59	66	50	82
Committee for Purchase From People Who Are Blind or Severely Disabled	89	90	91	80	79

Appendix G5: New IQ Index Trends – Supportive (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	78	78	76	77	77
Commodity Futures Trading Commission	83	85	81	82	79
Consumer Product Safety Commission	76	81	80	81	76
Corporation for National and Community Service	79	80	78	80	81
Defense Nuclear Facilities Safety Board	86	86	80	69	73
Export–Import Bank of the United States	–	72	70	72	69
Federal Election Commission	81	81	76	79	79
Federal Housing Finance Agency	75	71	76	77	79
Federal Labor Relations Authority	76	84	87	79	85
Federal Maritime Commission	85	82	67	72	72
Federal Mediation and Conciliation Service	81	78	80	84	84
Federal Retirement Thrift Investment Board	82	82	77	72	81
Institute of Museum and Library Services	73	79	80	74	79
Inter–American Foundation	79	62	53	63	64
International Boundary and Water Commission	69	66	70	72	72
Marine Mammal Commission	–	92	90	83	–
Merit Systems Protection Board	77	81	78	78	77
National Capital Planning Commission	79	83	83	85	77
National Endowment for the Arts	87	84	82	83	80
National Endowment for the Humanities	81	79	83	84	80
National Gallery of Art	74	71	69	73	72
National Indian Gaming Commission	72	74	64	70	65
National Mediation Board	81	79	73	74	68
National Transportation Safety Board	77	75	78	76	78

Appendix G5: New IQ Index Trends – Supportive (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	78	78	76	77	77
Occupational Safety and Health Review Commission	82	88	77	79	85
Office of Navajo and Hopi Indian Relocation	78	86	79	78	77
Office of the U.S. Trade Representative	76	70	63	71	75
Overseas Private Investment Corporation	–	–	85	85	85
Postal Regulatory Commission	81	76	79	83	71
Selective Service System	66	72	78	75	75
Surface Transportation Board	90	90	86	87	92
U.S. Access Board	69	70	75	64	73
U.S. International Trade Commission	81	78	76	79	80
U.S. Office of Government Ethics	–	–	76	71	84
U.S. Office of Special Counsel	–	–	90	89	86
U.S. Trade and Development Agency	87	87	90	81	90
Woodrow Wilson International Center for Scholars	79	78	71	75	69

NOTE: A dash (–) indicates no data available.

The New IQ – Supportive asks if supervisors value employees. It is made up of items:

- 42. My supervisor supports my need to balance work and other life issues.
- 46. My supervisor provides me with constructive suggestions to improve my job performance.
- 48. My supervisor listens to what I have to say.
- 49. My supervisor treats me with respect.
- 50. In the last six months, my supervisor has talked with me about my performance.

Appendix G6: New IQ Index Trends – Empowering

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	60	60	59	56	56
Broadcasting Board of Governors	48	52	48	51	49
Court Services and Offender Supervision Agency	65	63	62	57	55
Department of Agriculture	56	58	55	54	54
Department of Commerce	62	63	62	62	62
Department of Defense Combined	64	63	62	58	58
Department of Education	53	54	54	56	57
Department of Energy	60	58	59	57	54
Department of Health and Human Services	61	60	60	59	60
Department of Homeland Security	52	51	48	46	44
Department of Housing and Urban Development	48	50	51	45	46
Department of Justice	61	63	60	59	59
Department of Labor	55	55	54	52	53
Department of State	65	65	63	62	63
Department of the Interior	60	60	59	56	56
Department of the Treasury	60	61	60	56	55
Department of Transportation	55	55	58	57	57
Department of Veterans Affairs	57	59	56	56	55
Environmental Protection Agency	62	62	62	55	54
Equal Employment Opportunity Commission	55	57	57	56	57
Federal Communications Commission	60	60	61	62	60
Federal Energy Regulatory Commission	63	61	59	63	65
Federal Trade Commission	72	70	69	68	70
General Services Administration	65	65	64	61	59

Appendix G6: New IQ Index Trends – Empowering (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	60	60	59	56	56
National Aeronautics and Space Administration	72	71	72	73	74
National Archives and Records Administration	55	54	50	49	49
National Credit Union Administration	62	60	65	61	64
National Labor Relations Board	55	57	54	53	52
National Science Foundation	67	63	60	61	63
Nuclear Regulatory Commission	75	74	70	68	68
Office of Management and Budget	63	56	66	57	64
Office of Personnel Management	58	61	61	62	60
Pension Benefit Guaranty Corporation	66	64	60	57	60
Railroad Retirement Board	60	59	59	62	59
Securities and Exchange Commission	50	50	51	52	56
Small Business Administration	55	56	56	57	55
Social Security Administration	61	64	59	57	57
U.S. Agency for International Development	58	56	57	56	55
Small/Independent Agencies					
Small Agencies, Combined	63	61	60	58	57
Advisory Council on Historic Preservation	74	70	72	83	74
African Development Foundation	–	65	–	–	47
American Battle Monuments Commission	60	64	47	43	59
Chemical Safety and Hazard Investigations Board	64	48	55	41	49
Commission on Civil Rights	36	43	36	30	47
Committee for Purchase From People Who Are Blind or Severely Disabled	78	75	79	74	57

Appendix G6: New IQ Index Trends – Empowering (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	63	61	60	58	57
Commodity Futures Trading Commission	65	63	59	52	42
Consumer Product Safety Commission	58	61	61	60	53
Corporation for National and Community Service	65	60	58	58	58
Defense Nuclear Facilities Safety Board	70	75	69	45	40
Export–Import Bank of the United States	–	56	56	50	49
Federal Election Commission	59	55	53	51	52
Federal Housing Finance Agency	48	47	48	52	52
Federal Labor Relations Authority	66	70	70	68	72
Federal Maritime Commission	67	58	39	45	45
Federal Mediation and Conciliation Service	77	73	77	81	80
Federal Retirement Thrift Investment Board	66	69	76	70	70
Institute of Museum and Library Services	52	60	54	55	61
Inter–American Foundation	55	39	32	29	41
International Boundary and Water Commission	51	57	57	56	54
Marine Mammal Commission	–	77	80	68	–
Merit Systems Protection Board	70	69	64	63	56
National Capital Planning Commission	76	67	64	74	59
National Endowment for the Arts	67	59	62	64	63
National Endowment for the Humanities	68	70	75	75	75
National Gallery of Art	60	57	59	58	58
National Indian Gaming Commission	60	40	42	40	44
National Mediation Board	77	60	57	50	53
National Transportation Safety Board	67	63	63	59	57

Appendix G6: New IQ Index Trends – Empowering (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	63	61	60	58	57
Occupational Safety and Health Review Commission	75	86	70	74	76
Office of Navajo and Hopi Indian Relocation	78	88	83	86	84
Office of the U.S. Trade Representative	61	56	50	52	54
Overseas Private Investment Corporation	–	–	68	66	67
Postal Regulatory Commission	70	64	70	63	62
Selective Service System	52	58	61	62	54
Surface Transportation Board	81	87	79	81	85
U.S. Access Board	63	54	51	46	54
U.S. International Trade Commission	65	65	59	64	67
U.S. Office of Government Ethics	–	–	69	58	72
U.S. Office of Special Counsel	–	–	67	66	60
U.S. Trade and Development Agency	75	83	80	81	81
Woodrow Wilson International Center for Scholars	69	60	59	47	63

NOTE: A dash (–) indicates no data available.

The New IQ – Empowering asks if employees have the resources and support needed to excel. It is made up of items:

- 2. I have enough information to do my job well.
- 3. I feel encouraged to come up with new and better ways of doing things.
- 11. My talents are used well in the workplace.
- 30. Employees have a feeling of personal empowerment with respect to work processes.

Appendix H

Appendix H1: HCAAF Trends – Leadership and Knowledge Management Index [\(For Excel version click here\)](#)

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	61	62	60	59	58
Broadcasting Board of Governors	46	49	48	49	46
Court Services and Offender Supervision Agency	63	65	61	57	55
Department of Agriculture	57	58	56	55	55
Department of Commerce	64	65	65	65	65
Department of Defense Combined	64	64	63	61	60
Department of Education	59	60	60	61	61
Department of Energy	61	60	61	60	56
Department of Health and Human Services	60	60	60	60	60
Department of Homeland Security	55	55	52	50	48
Department of Housing and Urban Development	54	57	57	52	51
Department of Justice	63	64	62	62	62
Department of Labor	61	61	60	59	60
Department of State	66	67	66	64	64
Department of the Interior	56	56	56	54	53
Department of the Treasury	64	66	65	63	61
Department of Transportation	55	57	59	60	59
Department of Veterans Affairs	58	59	56	57	54
Environmental Protection Agency	61	61	62	59	56
Equal Employment Opportunity Commission	56	60	61	59	59
Federal Communications Commission	67	67	65	71	66
Federal Energy Regulatory Commission	67	68	67	70	72

Appendix H1: HCAAF Trends – Leadership and Knowledge Management Index (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	61	62	60	59	58
Federal Trade Commission	73	73	72	72	73
General Services Administration	66	67	66	64	63
National Aeronautics and Space Administration	72	72	73	73	73
National Archives and Records Administration	56	55	53	54	53
National Credit Union Administration	58	61	67	63	65
National Labor Relations Board	57	62	59	59	59
National Science Foundation	64	59	57	60	62
Nuclear Regulatory Commission	78	78	74	73	72
Office of Management and Budget	54	51	61	57	60
Office of Personnel Management	63	66	65	66	65
Pension Benefit Guaranty Corporation	66	65	63	59	61
Railroad Retirement Board	60	61	63	64	64
Securities and Exchange Commission	57	55	56	57	61
Small Business Administration	59	61	60	60	58
Social Security Administration	66	69	65	62	62
U.S. Agency for International Development	57	60	62	60	57
Small/Independent Agencies					
Small Agencies, Combined	61	61	60	60	59
Advisory Council on Historic Preservation	69	66	70	75	63
African Development Foundation	–	70	–	–	53
American Battle Monuments Commission	60	62	43	57	57
Chemical Safety and Hazard Investigations Board	42	34	49	34	41

Appendix H1: HCAAF Trends – Leadership and Knowledge Management Index (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	61	61	60	60	59
Commission on Civil Rights	33	45	31	36	56
Committee for Purchase From People Who Are Blind or Severely Disabled	84	77	78	69	67
Commodity Futures Trading Commission	67	68	63	59	49
Consumer Product Safety Commission	58	60	60	62	56
Corporation for National and Community Service	65	63	61	61	60
Defense Nuclear Facilities Safety Board	75	81	76	54	48
Export–Import Bank of the United States	–	51	53	48	46
Federal Election Commission	58	56	56	55	53
Federal Housing Finance Agency	54	54	54	60	56
Federal Labor Relations Authority	71	76	78	73	78
Federal Maritime Commission	70	60	44	48	53
Federal Mediation and Conciliation Service	64	65	72	78	76
Federal Retirement Thrift Investment Board	63	68	69	71	71
Institute of Museum and Library Services	47	58	60	56	63
Inter–American Foundation	60	51	42	37	34
International Boundary and Water Commission	44	46	53	55	51
Marine Mammal Commission	–	81	84	71	–
Merit Systems Protection Board	69	66	60	61	54
National Capital Planning Commission	71	75	72	75	64
National Endowment for the Arts	64	54	55	61	57
National Endowment for the Humanities	62	64	71	72	71

Appendix H1: HCAAF Trends – Leadership and Knowledge Management Index (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	61	61	60	60	59
National Gallery of Art	56	57	54	57	58
National Indian Gaming Commission	57	52	50	46	58
National Mediation Board	60	63	61	53	48
National Transportation Safety Board	62	63	60	57	56
Occupational Safety and Health Review Commission	77	84	74	78	78
Office of Navajo and Hopi Indian Relocation	73	85	78	77	74
Office of the U.S. Trade Representative	56	46	34	40	54
Overseas Private Investment Corporation	–	–	75	73	74
Postal Regulatory Commission	69	63	65	69	71
Selective Service System	51	64	67	67	59
Surface Transportation Board	82	87	80	79	85
U.S. Access Board	65	59	61	62	53
U.S. International Trade Commission	65	61	58	65	68
U.S. Office of Government Ethics	–	–	62	63	70
U.S. Office of Special Counsel	–	–	65	62	60
U.S. Trade and Development Agency	76	87	83	81	89
Woodrow Wilson International Center for Scholars	74	62	60	58	52

NOTE: A dash (–) indicates no data available.

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?
- 53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.
- 55. Supervisors 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 H2: HCAAF Trends – Results–Oriented Performance Culture Index (For Excel version click here)

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	54	54	52	51	51
Broadcasting Board of Governors	45	48	46	46	44
Court Services and Offender Supervision Agency	61	58	56	51	50
Department of Agriculture	51	53	51	50	50
Department of Commerce	60	61	61	61	61
Department of Defense Combined	56	55	54	51	51
Department of Education	52	53	53	54	56
Department of Energy	54	53	53	52	50
Department of Health and Human Services	56	55	55	54	55
Department of Homeland Security	49	48	46	44	43
Department of Housing and Urban Development	49	49	50	45	46
Department of Justice	55	56	54	53	53
Department of Labor	54	53	53	51	53
Department of State	58	58	58	56	57
Department of the Interior	54	53	53	51	51
Department of the Treasury	57	59	57	55	55
Department of Transportation	49	49	51	51	51
Department of Veterans Affairs	51	52	49	49	48
Environmental Protection Agency	56	56	56	53	51
Equal Employment Opportunity Commission	52	55	54	51	52
Federal Communications Commission	59	59	58	60	57
Federal Energy Regulatory Commission	61	60	58	60	62
Federal Trade Commission	68	66	66	64	65
General Services Administration	60	59	58	55	55

Appendix H2: HCAAF Trends – Results–Oriented Performance Culture Index (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	54	54	52	51	51
National Aeronautics and Space Administration	64	64	65	64	65
National Archives and Records Administration	54	53	49	49	49
National Credit Union Administration	59	62	62	58	63
National Labor Relations Board	51	52	51	51	51
National Science Foundation	61	58	56	56	59
Nuclear Regulatory Commission	69	68	64	62	62
Office of Management and Budget	57	51	60	54	60
Office of Personnel Management	58	60	59	60	61
Pension Benefit Guaranty Corporation	63	61	57	54	56
Railroad Retirement Board	55	55	56	56	55
Securities and Exchange Commission	50	47	48	49	52
Small Business Administration	53	54	53	54	53
Social Security Administration	54	56	52	50	50
U.S. Agency for International Development	54	53	53	51	51
Small/Independent Agencies					
Small Agencies, Combined	60	59	57	56	56
Advisory Council on Historic Preservation	72	68	68	69	68
African Development Foundation	–	55	–	–	51
American Battle Monuments Commission	64	58	51	47	52
Chemical Safety and Hazard Investigations Board	61	50	60	50	52
Commission on Civil Rights	35	40	40	37	48
Committee for Purchase From People Who Are Blind or Severely Disabled	78	71	74	65	58

Appendix H2: HCAAF Trends – Results–Oriented Performance Culture Index (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	60	59	57	56	56
Commodity Futures Trading Commission	64	63	58	52	46
Consumer Product Safety Commission	57	63	59	59	56
Corporation for National and Community Service	61	58	54	54	54
Defense Nuclear Facilities Safety Board	67	71	63	48	46
Export–Import Bank of the United States	–	52	49	46	45
Federal Election Commission	58	57	53	52	53
Federal Housing Finance Agency	52	50	49	55	55
Federal Labor Relations Authority	65	71	70	66	71
Federal Maritime Commission	67	57	45	47	47
Federal Mediation and Conciliation Service	65	64	68	69	71
Federal Retirement Thrift Investment Board	64	65	64	65	65
Institute of Museum and Library Services	55	59	59	55	62
Inter–American Foundation	60	50	35	40	38
International Boundary and Water Commission	48	49	49	54	52
Marine Mammal Commission	–	79	83	70	–
Merit Systems Protection Board	66	66	60	59	57
National Capital Planning Commission	71	70	70	72	60
National Endowment for the Arts	62	56	56	58	58
National Endowment for the Humanities	61	65	68	66	67
National Gallery of Art	55	53	53	55	56
National Indian Gaming Commission	57	43	47	44	47
National Mediation Board	69	63	57	50	46
National Transportation Safety Board	64	63	62	58	60

Appendix H2: HCAAF Trends – Results–Oriented Performance Culture Index (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	60	59	57	56	56
Occupational Safety and Health Review Commission	67	78	67	70	73
Office of Navajo and Hopi Indian Relocation	67	79	78	67	63
Office of the U.S. Trade Representative	55	50	44	46	49
Overseas Private Investment Corporation	–	–	64	63	63
Postal Regulatory Commission	69	65	65	66	62
Selective Service System	53	58	59	57	50
Surface Transportation Board	76	80	75	75	79
U.S. Access Board	61	54	55	51	51
U.S. International Trade Commission	62	59	58	59	61
U.S. Office of Government Ethics	–	–	66	59	66
U.S. Office of Special Counsel	–	–	68	65	60
U.S. Trade and Development Agency	78	82	77	76	85
Woodrow Wilson International Center for Scholars	62	59	53	53	50

NOTE: A dash (–) indicates no data available.

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 about my performance are worthwhile.
- 65. How satisfied are you with the recognition you receive for doing a good job?

Appendix H3: HCAAF Trends – Talent Management Index

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	60	60	59	56	55
Broadcasting Board of Governors	46	50	48	48	45
Court Services and Offender Supervision Agency	70	69	65	60	59
Department of Agriculture	57	58	55	54	55
Department of Commerce	62	63	63	62	63
Department of Defense Combined	62	61	60	56	55
Department of Education	54	58	57	58	59
Department of Energy	60	58	59	57	54
Department of Health and Human Services	61	59	59	59	59
Department of Homeland Security	54	53	50	48	46
Department of Housing and Urban Development	46	49	50	44	46
Department of Justice	62	62	60	58	58
Department of Labor	55	54	55	52	53
Department of State	66	65	63	62	63
Department of the Interior	58	57	57	52	53
Department of the Treasury	62	63	61	56	54
Department of Transportation	57	57	59	57	57
Department of Veterans Affairs	58	60	57	58	56
Environmental Protection Agency	60	60	58	51	50
Equal Employment Opportunity Commission	52	56	55	52	54
Federal Communications Commission	63	61	61	63	62
Federal Energy Regulatory Commission	65	65	65	65	68
Federal Trade Commission	72	70	70	69	70
General Services Administration	66	65	64	59	60

Appendix H3: HCAAF Trends – Talent Management Index (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	60	60	59	56	55
National Aeronautics and Space Administration	71	70	71	70	72
National Archives and Records Administration	56	55	51	48	49
National Credit Union Administration	66	66	68	66	68
National Labor Relations Board	58	60	60	58	56
National Science Foundation	64	61	60	60	64
Nuclear Regulatory Commission	77	76	72	68	70
Office of Management and Budget	63	58	65	53	61
Office of Personnel Management	60	63	61	61	60
Pension Benefit Guaranty Corporation	68	67	63	60	63
Railroad Retirement Board	57	55	58	58	58
Securities and Exchange Commission	53	51	57	60	63
Small Business Administration	50	53	52	52	50
Social Security Administration	61	62	59	55	57
U.S. Agency for International Development	56	58	60	58	57
Small/Independent Agencies					
Small Agencies, Combined	63	61	61	59	59
Advisory Council on Historic Preservation	64	59	65	64	61
African Development Foundation	–	61	–	–	45
American Battle Monuments Commission	69	63	58	62	58
Chemical Safety and Hazard Investigations Board	62	51	58	49	53
Commission on Civil Rights	24	31	35	36	48
Committee for Purchase From People Who Are Blind or Severely Disabled	85	74	74	54	53

Appendix H3: HCAAF Trends – Talent Management Index (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	63	61	61	59	59
Commodity Futures Trading Commission	68	63	57	52	43
Consumer Product Safety Commission	63	65	62	62	59
Corporation for National and Community Service	62	58	57	56	55
Defense Nuclear Facilities Safety Board	74	82	75	53	50
Export–Import Bank of the United States	–	53	53	50	49
Federal Election Commission	61	58	58	53	57
Federal Housing Finance Agency	61	59	59	61	62
Federal Labor Relations Authority	63	66	70	72	79
Federal Maritime Commission	70	61	45	44	46
Federal Mediation and Conciliation Service	74	70	75	77	78
Federal Retirement Thrift Investment Board	70	71	74	75	76
Institute of Museum and Library Services	57	64	64	54	66
Inter–American Foundation	53	44	27	31	36
International Boundary and Water Commission	45	48	56	52	50
Marine Mammal Commission	–	79	75	66	–
Merit Systems Protection Board	70	63	64	61	63
National Capital Planning Commission	69	66	71	68	65
National Endowment for the Arts	63	58	59	61	61
National Endowment for the Humanities	67	67	71	73	71
National Gallery of Art	62	58	58	61	59
National Indian Gaming Commission	56	50	49	45	52
National Mediation Board	76	67	64	56	42
National Transportation Safety Board	61	61	63	59	63

Appendix H3: HCAAF Trends – Talent Management Index (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	63	61	61	59	59
Occupational Safety and Health Review Commission	74	84	72	69	72
Office of Navajo and Hopi Indian Relocation	69	86	75	71	67
Office of the U.S. Trade Representative	50	46	47	46	48
Overseas Private Investment Corporation	–	–	73	69	69
Postal Regulatory Commission	67	65	70	73	64
Selective Service System	47	55	58	60	54
Surface Transportation Board	81	79	73	76	82
U.S. Access Board	53	46	47	33	38
U.S. International Trade Commission	67	62	63	67	69
U.S. Office of Government Ethics	–	–	71	60	75
U.S. Office of Special Counsel	–	–	68	66	60
U.S. Trade and Development Agency	78	82	79	76	83
Woodrow Wilson International Center for Scholars	64	54	52	50	51

NOTE: A dash (–) indicates no data available.

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 in my work unit support employee development.
68. How satisfied are you with the training you receive for your present job?

Appendix H4: HCAAF Trends – Job Satisfaction Index

(For Excel version [click here](#))

	2010	2011	2012	2013	2014
Departments/Large Agencies					
Governmentwide	69	68	66	64	63
Broadcasting Board of Governors	62	64	61	63	61
Court Services and Offender Supervision Agency	73	70	68	64	64
Department of Agriculture	68	68	65	64	64
Department of Commerce	70	69	69	68	69
Department of Defense Combined	70	68	67	63	63
Department of Education	65	65	64	64	65
Department of Energy	68	65	65	64	61
Department of Health and Human Services	70	68	67	66	66
Department of Homeland Security	65	64	61	57	55
Department of Housing and Urban Development	64	63	63	56	59
Department of Justice	72	70	68	66	67
Department of Labor	67	66	65	62	64
Department of State	74	73	71	69	71
Department of the Interior	69	68	67	64	64
Department of the Treasury	70	70	67	63	63
Department of Transportation	69	68	69	67	65
Department of Veterans Affairs	69	68	64	65	63
Environmental Protection Agency	70	69	68	62	62
Equal Employment Opportunity Commission	68	68	67	64	67
Federal Communications Commission	68	67	66	68	66
Federal Energy Regulatory Commission	70	67	65	67	69
Federal Trade Commission	73	71	70	68	69
General Services Administration	72	70	70	67	66

Appendix H4: HCAAF Trends – Job Satisfaction Index (cont'd)

	2010	2011	2012	2013	2014
Departments/Large Agencies (cont'd)					
Governmentwide	69	68	66	64	63
National Aeronautics and Space Administration	75	74	74	73	74
National Archives and Records Administration	65	63	59	59	59
National Credit Union Administration	71	71	72	66	70
National Labor Relations Board	67	67	64	63	64
National Science Foundation	72	68	64	65	67
Nuclear Regulatory Commission	79	77	73	71	72
Office of Management and Budget	71	65	72	61	69
Office of Personnel Management	70	71	69	68	69
Pension Benefit Guaranty Corporation	72	69	67	62	64
Railroad Retirement Board	69	68	69	68	67
Securities and Exchange Commission	64	61	62	63	65
Small Business Administration	67	67	66	66	65
Social Security Administration	73	72	68	66	66
U.S. Agency for International Development	69	66	66	65	63
Small/Independent Agencies					
Small Agencies, Combined	69	67	65	64	63
Advisory Council on Historic Preservation	73	71	75	75	73
African Development Foundation	–	70	–	–	59
American Battle Monuments Commission	75	75	74	68	70
Chemical Safety and Hazard Investigations Board	74	60	67	56	59
Commission on Civil Rights	50	47	53	51	52
Committee for Purchase From People Who Are Blind or Severely Disabled	85	79	85	70	67

Appendix H4: HCAAF Trends – Job Satisfaction Index (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	69	67	65	64	63
Commodity Futures Trading Commission	72	69	65	56	50
Consumer Product Safety Commission	67	68	66	68	64
Corporation for National and Community Service	69	66	62	62	61
Defense Nuclear Facilities Safety Board	81	82	78	54	50
Export–Import Bank of the United States	–	60	62	59	57
Federal Election Commission	64	61	56	55	56
Federal Housing Finance Agency	58	59	57	64	62
Federal Labor Relations Authority	70	74	72	71	75
Federal Maritime Commission	71	65	50	54	55
Federal Mediation and Conciliation Service	81	78	80	82	80
Federal Retirement Thrift Investment Board	69	73	76	73	73
Institute of Museum and Library Services	65	69	60	59	68
Inter–American Foundation	67	61	50	47	53
International Boundary and Water Commission	64	64	65	68	64
Marine Mammal Commission	–	70	76	68	–
Merit Systems Protection Board	72	71	68	68	66
National Capital Planning Commission	75	68	66	72	68
National Endowment for the Arts	71	67	65	65	66
National Endowment for the Humanities	73	74	74	74	74
National Gallery of Art	67	63	64	64	64
National Indian Gaming Commission	70	56	60	54	60
National Mediation Board	75	73	66	55	60
National Transportation Safety Board	75	72	70	70	68

Appendix H4: HCAAF Trends – Job Satisfaction Index (cont'd)

	2010	2011	2012	2013	2014
Small/Independent Agencies (cont'd)					
Small Agencies, Combined	69	67	65	64	63
Occupational Safety and Health Review Commission	74	81	70	73	73
Office of Navajo and Hopi Indian Relocation	84	87	90	86	83
Office of the U.S. Trade Representative	63	59	51	52	58
Overseas Private Investment Corporation	–	–	68	66	65
Postal Regulatory Commission	67	63	64	62	62
Selective Service System	64	66	68	68	58
Surface Transportation Board	80	82	77	75	81
U.S. Access Board	70	69	65	61	60
U.S. International Trade Commission	65	62	61	64	67
U.S. Office of Government Ethics	–	–	70	63	69
U.S. Office of Special Counsel	–	–	69	65	65
U.S. Trade and Development Agency	75	80	73	73	82
Woodrow Wilson International Center for Scholars	62	64	62	55	44

NOTE: A dash (–) indicates no data available.

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?



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