2016

Federal Employee Viewpoint Survey

Empowering Employees. Inspiring Change.

Governmentwide Management Report

United States Office of Personnel Management

OPM.GOV/FEVS

#FEVS

A Message from the Director

Each year leaders in the Federal Government use the Federal Employee Viewpoint Survey (FEVS) as a management tool to drive change and increase employee engagement in the federal workforce. The use of that data continues to translate into better service for the American people.

Our FEVS data is only as good as the feedback we receive from the Federal workforce. In 2016, more than 400,000 employees participated in the survey. I am grateful for your willingness to devote your time to provide the feedback we need to help us improve employee engagement. Employee feedback on key performance metrics captured in the FEVS is singularly important for each agency to realize its mission and to develop effective strategies and tools for guiding improvement.

Agency leaders have taken active steps to improve how employees engage with their jobs, organizations, and missions. The success of those actions is clearly reflected in current FEVS results. Overall, scores on almost three quarters of the survey items showed an increase government-wide from 2015. For 2016, more employees agreed that their work gives them a feeling of personal accomplishment, that they are held accountable for results, and their agency is successful at accomplishing its mission.

Scores on the Employee Engagement Index (EEI) continue to rise steadily across government, with a one percentage point increase government-wide in 2016's overall score compared with the 2015 FEVS. This increase reflects the efforts of agencies across government, an effort that has resulted in higher EEI scores among 52 agencies. Of those 52, seven agencies had increases of 10 or more percentage points. The New IQ index also increased a percentage point from 2015, demonstrating that employees generally feel their agencies are becoming more fair, open, cooperative, and supportive.

FEVS results make it clear that agency leaders and managers have responded to the "People & Culture Cross Agency Goal" of the President's Management Agenda (PMA) by taking active steps to improve how employees engage with their jobs, organizations, and missions.

I personally want to thank you for taking the time to provide your feedback. Your dedicated service and commitment to the American people shines through in the work that you do. I am honored to work in the company of such talented, motivated, and hardworking people. Thank you for all that you do!

Beth Cobert
Acting Director
U.S. Office of Personnel Management

Table of Contents

About This Report 1

A Brief Guide 3

Participant Overview 5

Results at a Glance 6

Employee Engagement Index 8

- EEI Breakout by Agency Size 9
- Top Agency Engagement Performance and Largest Increases 10

The Keys to Unlocking Employee Engagement 15

Employee Engagement: Promising Practices 18

- Promising Practices to Drive Employee Engagement 18

New IQ Index 24

- New IQ Breakout by Agency Size 25
- Top Agency New IQ Performance and Largest Increases 26

Conclusion and Next Steps 36

Appendix A: Participating Agencies by Employee Population Size Categories 37

Appendix B: Trend Analysis 38

Appendix C: Work/Life Programs: Participation & Satisfaction 42

Appendix D: Response Rates 45

Appendix E: Governmentwide Respondent Characteristics 49

Appendix F: Governmentwide Demographic Response Rates 52

Appendix G: FEVS Indices 54

About This Report

This report presents an overview of the 2016 governmentwide Federal Employee Viewpoint Survey (FEVS) results, with highlights of notable agency achievements. For this year, much of the report is devoted to the topic of Engagement. In addition to the Employee Engagement Index, the newly developed Key Drivers of Engagement is considered, as well as practices that help foster engagement. When employees experience workplaces as inclusive they tend to be more engaged. The New IQ index provides insights into employee perceptions of the inclusivity of their agencies and results for the index are also examined in this report.

The FEVS provides government employees with the opportunity to candidly share their perceptions of their work experiences, their agencies, and their leaders. This year, 407,789 employees responded to the survey out of the 889,590 to whom it was sent, for a response rate of 45.8%. Survey participants represent 80 agencies across the Federal Government. Full–time and part–time permanent, non–seasonal employees were eligible to participate in the survey.

New to the report this year is a breakout comparison of agencies by size. Recognizing that agencies may encounter different challenges or opportunities based on their size and the resources available to them, these categories were created to further aid interagency communication and sharing of promising practices. The agency size is based on the eligible employee population for the FEVS as of March 2016, for more information and for a full listing of the agencies included in each category, see Appendix A.

The five size categories are:

Very Small
(<100 employees)

Small
(100–999 employees)

Medium
(1,000–9,999 employees)

Large
(10,000–74,999 employees)

Very Large
(>75,000 employees)

The survey was a self–administered Web survey. Agency launch dates were organized in two waves this year, with 6–week administration periods beginning April 26th and May 3rd.

The 2016 survey instrument remained unchanged from the 2015 survey. The 98–item survey includes 84 items that measure Federal employees' perceptions about how effectively agencies manage their workforce, plus 14 demographic items.

Survey items are grouped into eight topic areas:

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

Analytical Methods

The data collected from 2016 survey respondents were weighted to ensure survey estimates accurately represent the survey population. Use of unweighted data could produce biased estimates of population statistics. 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.

OPM employed a number of grouping procedures to simplify presentation of data analysis results in this report. 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).

For more information on FEVS methods, including data weighting and analysis, see the FEVS Technical Report at https://www.fedview.opm.gov/2015FILES/2015_OPM_Technical_Report.pdf.

A Brief Guide

This report provides an overview of results from the governmentwide FEVS and highlights agencies. Appendices are included to provide governmentwide trends as well as trends of individual agency results. This section provides insight on how the information in this report can be used to influence action. Agencies have implemented actions to improve specific areas within their agency. These improvements at the agency level can also be seen at the governmentwide level. For example, since 2014 the governmentwide Employee Engagement Index score has increased two percentage points. Agencies have been sharing and implementing promising practices to improve engagement and these practices at the agency level are reflected in the governmentwide engagement score.

The different sections of this report provide a pulse of the Federal workforce; to understand the state of the workforce in 2016, acknowledge areas of improvement, and identify challenge areas. Using the new breakout comparison by size, agencies can use this report to inform their action planning process by benchmarking scores against other agencies of similar size. These benchmarks facilitate information-sharing across agencies with the potential for gaining insights into actions that can be adapt to fit specific needs.

Agencies have many resources available to them to assist in their action planning efforts, including the resources and tools described on the next page. In addition, the figure below outlines a process on how to move from results to action. This process can be adapted to existing practices.

Moving from Results To Action

Review Results and Progress

Identify action planning team: Teams can be composed of leadership, employees, or both. It is important that each member is actively engaged in the process and supports its goals.

Analyze the data: Use FEVS reports and other resources to identify areas for improvement.

Monitor progress and communicate progress with employees.

Planning

Develop goals for improvement.

Develop a plan for action: Remember to be realistic with a manageable scope and timeframe. Include measures and ways of tracking progress.

Implement Actions

Implement the plan: Involve senior leaders, managers, and front-line supervisors to help reach employees in all components and levels.

Continue to monitor and evaluate your progress: be transparent and make employees aware of the actions being implemented, as well as informed of progress being made. Communicate.

Note: The breakout comparison of agencies by size includes five categories: Very Large Agencies (>75,000), Large Agencies (10,000–74,999), Medium Agencies (1,000–9,999), Small Agencies (100–999), Very Small Agencies (<100). For more information and a full listing of agencies by size see Appendix A.

Additional Resources for Supporting Agency Improvement

Websites

FEVS website

Agencies and the general public can access governmentwide data reports, as well as special topic reports produced from the FEVS. This website includes results from the 2004 administration of the survey to the present. Access the FEVS website at www.opm.gov/FEVS. Questions and feedback for the site can be sent to evs@opm.gov.

Public Release Data File (PRDF)

Three types of public use data sets are available for the FEVS: 1) a full data extract excluding the LGBT variable, 2) a separate data extract containing the LGBT variable, and 3) a data extract for trend analysis combining the public use files from 2004 up to the current year. To request a public use data file, complete the form available at: www.fedview.opm.gov/2015/EVSDATA. Note: The 2016 PRDF will be available in the winter.

FedScope

OPM's FedScope is an online publicly available tool which allows users to access and analyze HR data from OPM's Enterprise Human Resources Integration-Statistical Data Mart (EHRI-SDM). Access this site using the following link: www.fedscope.opm.gov.

Unlock Talent

A tool for both the general public and agencies to view comprehensive data visualizations with broad displays of FEVS data. These displays allow agencies to identify subcomponents for action to improve engagement, as well as resources agencies can apply to their action planning. This site can be accessed at www.unlocktalent.gov. Questions and feedback for the dashboard can be sent to unlocktalent@opm.gov.

FEVS Online Data Analysis Tool

A password protected tool for agency points of contact to access agency specific and governmentwide reports. In addition, agency users can develop customized reports that may be useful for data analysis and action planning. Questions and feedback for this online tool can be sent to EVS@opm.gov.

Other Reports

Governmentwide Data Reports

In addition to the Governmentwide Management Report, there are three additional governmentwide data reports available on the FEVS website under published reports (access the FEVS website at www.opm.gov/FEVS):

Report by Agency

Displays question-by-question counts and percentages for each response option for the 2016, 2015, and 2014 FEVS *by participating agency* and also governmentwide.

Report by Demographics

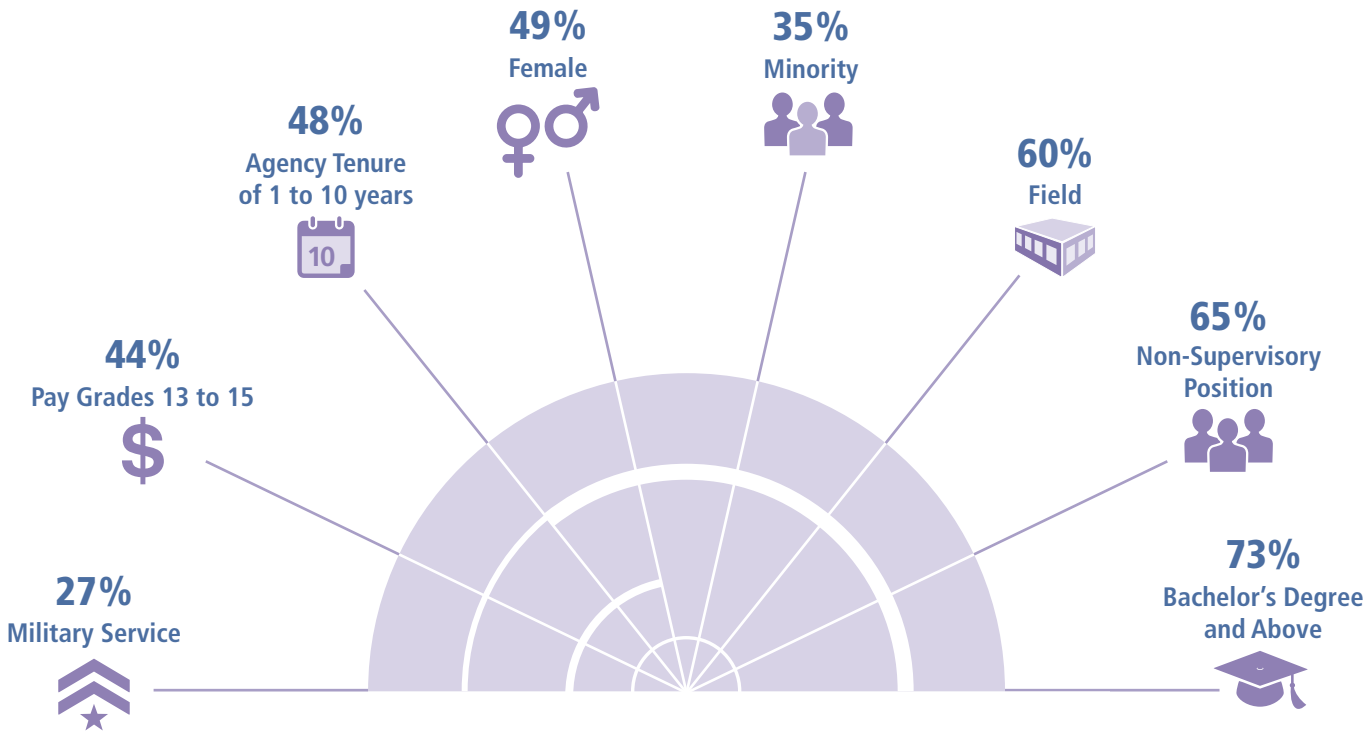
Displays question-by-question counts and percentages for each response option for the 2016, 2015, and 2014 FEVS by demographic groups and also governmentwide.

Report on Demographic Questions by Agency (unweighted)

Displays counts and percentages by participating agencies' demographic and workforce profile (e.g., work location, supervisory status, sex, age, pay category, intention to retire) for 2016, 2015, and 2014. Both respondent counts and percentage estimates are unweighted.

Participant Overview

The Federal workforce is a model of diversity. Participants come from all walks of life, and do their work in a variety of ways. Selected response choices for each demographic item are highlighted in the first figure below. The second figure displays the total FEVS respondent breakdown by generation.



Generations

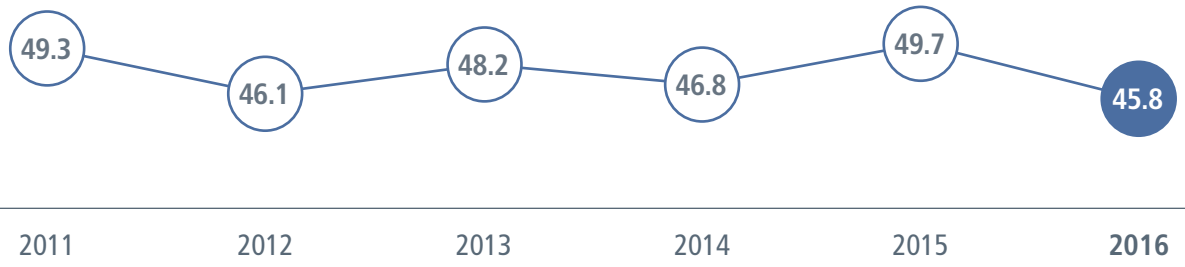
1%	Traditionalists	(born 1945 or earlier)
46%	Baby Boomers	(born 1946 – 1964)
41%	Generation X	(born 1965 – 1980)
12%	Generation Y	(born 1981 or later)

Note: The sum of percentages may not add to 100 due to rounding.

Results at a Glance

Response Rates

Governmentwide Response Rate by Year



Top Response Rates

Very Small (<100 employees)	Small (100–999 employees)	Medium (1,000–9,999 employees)	Large (10,000–74,999 employees)	Very Large (>75,000 employees)
92%	92%	82%	75%	61%
Chemical Safety and Hazard Investigation Board	Office of Special Counsel	Federal Energy Regulatory Commission	Department of Labor	Department of Agriculture

Item Score Increases & Decreases

1 Year Trend (2015 to 2016)

52 items increased from 2015

0 items decreased from 2015

2 Year Trend (2014 to 2016)

64 items increased from 2014

0 items decreased from 2014

3 Year Trend (2013 to 2016)

51 items increased from 2013

5 items decreased from 2013

Note: For more information and a full listing of agencies by size see Appendix A. Trend analysis of results for 2012 to 2016, see Appendix B (items 1–71). Work/Life Program items (72–84) are excluded.

Index Highlights

Employee Engagement

65% increased 1 percentage point from 2015

TOP AGENCIES			LARGEST INCREASES	
Department of Justice	68	Very Large >75,000	+3	Department of Homeland Security
National Aeronautics and Space Administration	80	Large 10,000–74,999	+4	Department of Energy Environmental Protection Agency
Federal Trade Commission	82	Medium 1,000–9,999	+5	Securities and Exchange Commission
Federal Labor Relations Authority	84	Small 100–999	+12	Office of Special Counsel National Endowment for the Arts International Boundary and Water Commission
Marine Mammal Commission	92	Very Small <100	+18	African Development Foundation

New IQ

58% increased 1 percentage point from 2015

TOP AGENCIES			LARGEST INCREASES	
Department of the Air Force Department of Justice Department of Agriculture Department of the Treasury	60	Very Large >75,000	+3	Department of Homeland Security
National Aeronautics and Space Administration	76	Large 10,000–74,999	+4	Department of Energy Government Services Administration
Federal Trade Commission	75	Medium 1,000–9,999	+5	National Archives and Records Administration Federal Trade commission
Federal Labor Relations Authority	77	Small 100–999	+15	International Boundary and Water Commission
Marine Mammal Commission	89	Very Small <100	+16	Occupational Safety and Health Review Commission

Note: For more information and a full listing of agencies by size see Appendix A. Trend analysis of results for 2012 to 2016, see Appendix B (items 1–71). Work/Life Program items (72–84) are excluded.

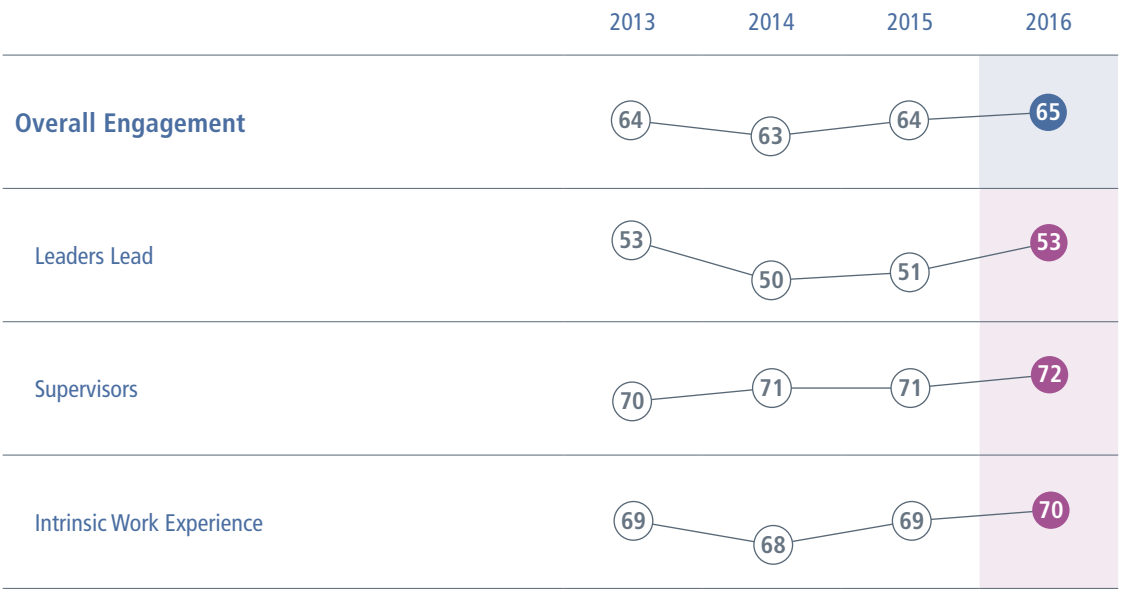
Employee Engagement Index

The FEVS Employee Engagement Index (EEI) is a measure of the conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experience.

Each subfactor reflects a different aspect of an engaging work environment. OPM has developed a definition which describes employee engagement as the employee's sense of purpose. It is evident in their display of dedication, persistence, and effort in their work or overall commitment to their organization and its mission. An agency that engages its employees ensures a work environment where each employee contributes to the success of the agency while reaching his or her full potential. The success of the entire Federal Government is based in the performance of individual agencies — the whole is greater than the sum of its parts.

Since 2015, the overall EEI increased one percentage point governmentwide for an overall Engagement score of 65 percent. This is the highest overall EEI score since 2012, which was also 65 percent. Increases in all three subfactors are also seen. Leaders Lead increased two percentage points, while Supervisors and Intrinsic Work Experience both increased one percentage point. This improvement from 2015 indicates the focused efforts made by agencies on this key metric are paying off.

Engagement Trends



The **Engagement Index** is comprised of the following subfactors and items:

Leaders Lead: 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)

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

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

Note: For more information about OPM's definition of Employee Engagement, see **Engaging the Federal Workforce: How To Do It & Prove It**: https://unlocktalent.gov/files/Engaging%20the%20Federal%20Workforce.pdf.

EEI Breakout by Agency Size

New this year is a breakout comparison of agencies by their size. While Small and Very Small Agencies have the greatest increases in their Engagement scores, it should be recognized that for larger agencies, increases of a few percentage points are often indicative of meaningful change since tens of thousands of employees are affected.

Shown below for each agency size category are the overall 2016 Engagement and subfactor scores.

Employee Engagement Performance by Agency Size

	G'wide	< 100 Employees Very Small	100–999 Employees Small	1,000–9,999 Employees Medium	10,000–74,999 Employees Large	> 75,000 Employees Very Large
Employee Engagement	65	71	69	69	68	64
Leaders Lead	53	63	58	58	57	52
Supervisors	72	77	78	77	75	71
Intrinsic Work Experience	70	74	73	72	73	69

Top Agency Engagement Performance and Largest Increases

The top scoring agencies for the overall EEI and its subfactors are identified for each size category. Also included for each size category are the agencies with the largest increase in scores since 2015. The top three agency scores are shown for each. Displays of increases for each subfactor are new to the report this year. Showing the increases for subfactors highlights the important work needed in all areas that comprise the EEI.

Agencies are encouraged to reach out to those who have increased their scores to discuss possible actions for developing successful engagement strategies. Since 2015, a total of 54 agencies have increased their overall Engagement score, some by 10 or more percentage points. This is nearly double the number of agencies from 2015 that have increased their overall Engagement score.

Note: The agency size is based on the eligible employee population for the FEVS as of March 2016, for a full listing of the agencies included in each category, see Appendix A.

Very Large Agencies

The Department of Justice leads Very Large Agencies for the overall EEI and all subfactors with the exception of Supervisors. The Supervisors subfactor is led by the Department of the Treasury.

Leading the increase for Very Large Agencies in overall Engagement and two of the three subfactors for 2016 is the Department of Homeland Security (DHS). The Department of Agriculture also shows increases across the board, often tying with DHS.

Very Large Agencies (> 75,000 employees)

Employee Engagement Index

TOP AGENCIES	
Department of Justice	68
Department of the Treasury Department of the Air Force Department of the Navy	67
Department of Agriculture OSD, Joint Staff, Defense Agencies, and Field Activities	66

LARGEST INCREASES	
+3	Department of Homeland Security
+2	Department of Agriculture
+1	Department of Veterans Affairs Department of the Treasury OSD, Joint Staff, Defense Agencies, and Field Activities Department of the Navy

EEI: Leaders Lead

TOP AGENCIES	
Department of Justice Department of the Air Force	58
OSD, Joint Staff, Defense Agencies, and Field Activities	56
Department of the Navy Department of the Treasury	55

LARGEST INCREASES	
+4	Department of Agriculture
+2	Department of Homeland Security OSD, Joint Staff, Defense Agencies, and Field Activities Department of the Navy
+1	Department of Veterans Affairs Department of the Treasury

EEI: Supervisors

TOP AGENCIES	
Department of the Treasury	77
Department of Agriculture	76
Department of the Navy	74

LARGEST INCREASES	
+2	Department of Homeland Security Department of Agriculture
+1	Department of Veterans Affairs Department of the Treasury

EEI: Intrinsic Work Experience

TOP AGENCIES	
Department of Justice Department of Agriculture	72
Department of the Air Force Department of the Navy	71
Department of Veterans Affairs Department of the Army	70

LARGEST INCREASES	
+3	Department of Homeland Security
+2	Department of Agriculture
+1	Department of Veterans Affairs OSD, Joint Staff, Defense Agencies, and Field Activities Department of the Navy

Large Agencies

National Aeronautics and Space Administration leads the Large Agencies in top scores for the overall EEI and all subfactors. General Services Administration is also a top scoring agency for each subfactor and the overall EEI.

The Department of Energy leads for increases in overall Engagement and all subfactors for Large Agencies. The Environmental Protection Agency and General Services Administration also show marked increases, often matching those seen in the Department of Energy.

Large Agencies (10,000–74,999 employees)

Employee Engagement Index

TOP AGENCIES	
National Aeronautics and Space Administration	80
General Services Administration	72
Department of State Department of Health and Human Services	70

LARGEST INCREASES	
+4	Department of Energy Environmental Protection Agency
+3	General Services Administration
+2	Department of Labor Department of Health and Human Services National Aeronautics and Space Administration

EEI: Leaders Lead

TOP AGENCIES	
National Aeronautics and Space Administration	71
General Services Administration	61
Department of State Department of Health and Human Services	60

LARGEST INCREASES	
+6	Department of Energy
+5	Environmental Protection Agency General Services Administration
+3	Department of Health and Human Services

EEI: Supervisors

TOP AGENCIES	
National Aeronautics and Space Administration	86
General Services Administration	81
Department of Commerce	78

LARGEST INCREASES	
+4	Department of Energy
+3	Environmental Protection Agency General Services Administration
+2	Department of Labor Department of Health and Human Services

EEI: Intrinsic Work Experience

TOP AGENCIES	
National Aeronautics and Space Administration	82
Department of Health and Human Services	75
General Services Administration	74

LARGEST INCREASES	
+4	Department of Energy
+3	General Services Administration Environmental Protection Agency
+2	Department of Labor Department of Health and Human Services Department of the Interior Department of Transportation

Medium Agencies

The Federal Trade Commission had the top scores for all subfactors and the overall EEI among Medium Agencies. The Federal Energy Regulatory Commission also ranks among the top scores for all areas.

The greatest increases for Medium Agencies is led by Securities and Exchange Commission, showing the greatest increase in overall Engagement and all subfactors.

Medium Agencies (1,000–9,999 employees)

TOP AGENCIES			LARGEST INCREASES	
Federal Trade Commission	82	Employee Engagement Index	+5	Securities and Exchange Commission
Federal Energy Regulatory Commission	77		+4	Department of Housing and Urban Development National Archives and Records Administration Equal Employment Opportunity Commission Federal Trade Commission
Nuclear Regulatory Commission	74		+3	National Science Foundation Small Business Administration

TOP AGENCIES			LARGEST INCREASES	
Federal Trade Commission	79	EEI: Leaders Lead	+6	Securities and Exchange Commission National Archives and Records Administration
Federal Energy Regulatory Commission	71		+5	Department of Housing and Urban Development U.S. Agency for International Development
Nuclear Regulatory Commission	66		+4	Federal Trade Commission Equal Employment Opportunity Commission

TOP AGENCIES			LARGEST INCREASES	
Federal Trade Commission Federal Energy Regulatory Commission	84	EEI: Supervisors	+5	Securities and Exchange Commission Equal Employment Opportunity Commission
Securities and Exchange Commission	81		+4	Federal Trade Commission
Office of Personnel Management Nuclear Regulatory Commission	80		+3	Small Business Administration Department of Housing and Urban Development National Science Foundation

TOP AGENCIES			LARGEST INCREASES	
Federal Trade Commission	82	EEI: Intrinsic Work Experience	+4	Securities and Exchange Commission
National Science Foundation	77		+3	Department of Housing and Urban Development
Nuclear Regulatory Commission Federal Energy Regulatory Commission	76		+2	National Archives and Records Administration Equal Employment Opportunity Commission Small Business Administration Federal Communications Commission Federal Trade Commission National Credit Union Administration

Small Agencies

The top scoring Small Agency for overall EEI is the Federal Labor Relations Authority (FLRA). FLRA is also a top scorer in Leaders Lead and Intrinsic Work Experience. The National Endowment for the Arts is also a top scoring agency for overall EEI as well as two out of three subfactors, Supervisors and Intrinsic Work Experience.

Some of the largest increases in scores are seen among Small Agencies. National Endowment for the Arts has the greatest increase in overall Engagement and two of the three subfactors, Supervisors and Intrinsic Work Experience. International Boundary and Water Commission and Office of Special Counsel also show increases in all subfactors and overall Engagement.

Small Agencies (100–999 employees)

Employee Engagement Index

TOP AGENCIES	
Federal Labor Relations Authority	84
Overseas Private Investment Corporation National Endowment for the Arts	83
Federal Mediation and Conciliation Service	82

LARGEST INCREASES	
+12	National Endowment for the Arts Office of Special Counsel International Boundary and Water Commission
+5	Federal Maritime Commission Commodity Futures Trading Commission
+4	Consumer Product Safety Commission U.S. International Trade Commission

EEI: Leaders Lead

TOP AGENCIES	
Federal Labor Relations Authority	85
Overseas Private Investment Corporation	81
Federal Mediation and Conciliation Service	76

LARGEST INCREASES	
+17	International Boundary and Water Commission
+15	Office of Special Counsel
+10	National Endowment for the Arts

EEI: Supervisors

TOP AGENCIES	
National Endowment for the Arts	90
Federal Mediation and Conciliation Service	86
Overseas Private Investment Corporation Office of Special Counsel	85

LARGEST INCREASES	
+11	National Endowment for the Arts International Boundary and Water Commission
+10	Office of Special Counsel
+8	Federal Maritime Commission

EEI: Intrinsic Work Experience

TOP AGENCIES	
National Endowment for the Arts	90
Federal Mediation and Conciliation Service	85
Federal Labor Relations Authority Overseas Private Investment Corporation	83

LARGEST INCREASES	
+15	National Endowment for the Arts
+11	Office of Special Counsel
+7	Commodity Futures Trading Commission

Very Small Agencies

With the exception of the Intrinsic Work Experience subfactor, the Marine Mammal Commission is the top scoring Very Small Agency for overall EEI and its subfactors. Occupational Safety and Health Review Commission and Trade and Development Agency are also top scoring agencies for the overall EEI and all subfactors.

Marked increases are seen in Very Small Agencies, particularly for the Leaders Lead subfactor. In particular, African Development Foundation shows pronounced increases in all areas of the EEI.

Very Small Agencies (<100 employees)

Employee Engagement Index

TOP AGENCIES	
Marine Mammal Commission	92
Occupational Safety and Health Review Commission Trade and Development Agency	90
Office of Government Ethics	82

LARGEST INCREASES	
+18	African Development Foundation
+14	Chemical Safety and Hazard Investigation Board
+13	Occupational Safety and Health Review Commission

EEI: Leaders Lead

TOP AGENCIES	
Marine Mammal Commission	95
Occupational Safety and Health Review Commission	91
Trade and Development Agency	90

LARGEST INCREASES	
+37	African Development Foundation
+27	Chemical Safety and Hazard Investigation Board
+15	Occupational Safety and Health Review Commission

EEI: Supervisors

TOP AGENCIES	
Marine Mammal Commission	95
Trade and Development Agency	93
Occupational Safety and Health Review Commission Office of Government Ethics	88

LARGEST INCREASES	
+15	Occupational Safety and Health Review Commission
+11	Postal Regulatory Commission
+9	African Development Foundation Chemical Safety and Hazard Investigation Board

EEI: Intrinsic Work Experience

TOP AGENCIES	
Occupational Safety and Health Review Commission	91
Marine Mammal Commission Trade and Development Agency	87
Office of Navajo and Hopi Indian Relocation	84

LARGEST INCREASES	
+9	Occupational Safety and Health Review Commission American Battle Monuments Commission
+8	Postal Regulatory Commission African Development Foundation
+5	Trade and Development Agency Chemical Safety and Hazard Investigation Board

The Keys to Unlocking Employee Engagement

In continued support of agencies' efforts to improve employee engagement, OPM conducted a key driver analysis using composites of FEVS questions to identify what drives and sustains employee engagement. Agencies looking for the keys to unlock and strengthen engagement can use this section to determine specific areas in which action can be taken to help drive improvements in Employee Engagement.

What is a "Key Driver" of the Employee Engagement Index (EEI)?

A key driver is a composite of FEVS items that have been shown through analysis to influence an outcome, in this case, the Employee Engagement Index (EEI). OPM conducted a key driver analysis to identify and better understand what drives and sustains employee engagement. Identifying key driving factors for the EEI and its subfactors can help agencies more effectively target resources to increase levels of employee engagement.

How were the Drivers Identified?

The selection of FEVS items for inclusion in the key driver analysis was guided by three principles: 1) they aligned with prior research, 2) they were strongly related to the EEI and/or its sub-factors, and 3) they were actionable, because they indicate practices and behaviors that can influence an agency's engagement potential.

OPM conducted a thorough review of organizational factors shown to be critical to employee engagement and successful management practice. A number of items from the FEVS corresponded with these topics and their analysis provided a number of key factors. Altogether, OPM examined the impact of nine different factors on the EEI, its subfactors, and for six subsets of Federal employees. These nine factors were: 1) Collaborative/Cooperative Management; 2) Employee Training and Development; 3) Job Resources; 4) Merit System Principles; 5) Performance Feedback; 6) Performance Rating; 7) Performance Recognition and Reward; 8) Supportive Coworkers; and 9) Work/Life Balance.

The findings point to the same conclusion: Performance Feedback, Collaborative/Cooperative Management, Merit System Principles, Employee Training & Development, and Work/Life Balance were the top five key drivers. While the ranking of the drivers may have differed across groups, these same five drivers were key across generations, supervisory status, military service, agency tenure, telework status, and mission-critical occupations. In addition, for the three years examined (2013 through 2015), the top five key drivers were identical.

The figure on the following page identifies, defines, and ranks the key drivers in order of impact on the EEI and its subfactors at the governmentwide level. A '1' denotes the key driver with the greatest impact on the index or subfactor.

Note: OPM conducted multiple regression analyses of 2013, 2014, 2015, and the most recent 2016 FEVS data to identify the key drivers. Small/Independent Agencies, due to the small number of employees in each, were included as a single combined group, rather than 43 separate agencies. Factors with statistically significant standardized regression coefficients of 0.10 or above were identified as a "key driver." Additional information can be found in the Engagement Key Drivers Technical Report. A detailed discussion of the methodology used to conduct all of the key driver analyses can be found at www.opm.gov/FEVS.

Governmentwide Employee Engagement Key Drivers

	Employee Engagement Index	Leaders Lead	Supervisors	Intrinsic Work Experience
Performance Feedback	1			1
Collaborative Management	2	1	5	
Merit System Principles	3	2	4	
Training and Development	4		1	
Work/Life Balance				2
Performance Recognition and Reward		3		
Performance Rating			3	
Job Resources			2	
Supportive Co-workers				

Performance Feedback: Provide meaningful, worthwhile, and constructive performance conversations. (Q.44, 46, and 50)

Collaborative/Cooperative Management: Promote and support collaborative communication and teamwork in accomplishing goals and objectives. (Q.58 and 59)

Merit System Principles: Support fairness and protect employees from arbitrary actions, favoritism, political coercion, and reprisal. (Q.17, 37, and 38)

Training and Development: Target opportunities for employees to improve skills and enhance professional development, including training needs assessments. (Q.1 and 18)

Work/Life Balance: Support employee needs to balance work and life responsibilities. (Q.42)

Performance Recognition and Reward: Support and effective recognition and reward system in which supervisors/managers/leaders recognize outstanding actions. (Q.22, 23, 24, and 25)

Performance Rating: Ensure employees are held accountable and performance is evaluated and rated. (Q.15, 16, and 19)

Job Resources: Allow sufficient materials, knowledge, personnel, skills, information and work distribution to complete the job. (Q.2, 9, and 10)

Supportive Coworkers: Refers to supportive coworker relationships that involve cooperation and information sharing to perform job. (Q.20 and 26)

How Can Drivers Translate into Effective Action?

Agencies can improve conditions that lead to an engaged workforce by targeting resources on the key drivers of the EEI and its sub-factors. For an example of how to use EEI drivers, consider the driver labeled Performance Feedback. It is comprised of three FEVS items:

- Discussions with my supervisor about my performance are worthwhile. (Q.44)
- My supervisor provides me with constructive suggestions to improve my job performance. (Q.46)
- In the last six months, my supervisor has talked with me about my performance. (Q.50)

Assume that a review of your agency's FEVS results shows low scores on one or more of the items under Performance Feedback. To improve the engagement potential of your workplace, actions could be taken to address priorities indicated by the wording of the items, such as ensuring that supervisory feedback on employee performance is timely and provides actionable, constructive suggestions for improvement.

Employee Engagement: Promising Practices

Promising Practices to Drive Employee Engagement

This section describes promising practices that can be leveraged to maximize the conditions that drive employee engagement. Promising practices are successful actions which agencies have taken to improve different facets of engagement. These practices are presented within the framework of the employee engagement drivers discussed in the previous section. These drivers are: Performance Feedback, Collaborative/Cooperative Management, Merit System Principles, Employee Training & Development, Work/Life Balance, Performance Recognition & Reward, Job Resources, and Performance Ratings. Each driver and associated promising practices will be discussed. These practices are a starting point and should be adapted to best fit your agency.

Performance Feedback

Specific, actionable, and prompt guidance and feedback are critical to productive supervisor–employee communication and teamwork. Frequent and "light check-ins" (outside of formal performance appraisals) provide timely and worthwhile feedback. Frequent check-ins also ensure that both members of the supervisor–employee team are up-to-date on work progress. As a rule, meaningful performance feedback can never be a "check-the-box" activity.

The following are specific actions you can take to help promote effective performance feedback in your agency:

- Ensure all employees are aware of and understand goals, objectives, and expectations.
- Connect performance standards with agency mission, values, and goals.
- Conduct and promote regular performance meetings to provide feedback.
- Recognize supervisors who successfully coach employees.
- Obtain buy-in from each level of leadership regarding open performance conversations—from the first-level supervisor to the Director.

Additional information can be found in OPM's guidance on Performance Management at https://www.chcoc.gov/content/performance-management-guidance-end-fiscal-year-2015-and-beginning-fiscal-year-2016.

Collaborative/Cooperative Management

Managers and supervisors should create a culture of communication and collaboration across units—both from the top-down and bottom-up. Cultivating an open work environment will build trust and a sense of community throughout the agency.

Actions you can take to promote collaborative/cooperative management include:

- Train senior leaders and managers to be effective communicators and active listeners.
- Conduct listening sessions to solicit employee input.
- Create a suggestions box on intranet pages or through email accounts.
- Bring a large number of employees (and leadership) together to brainstorm ideas and develop solutions to problems.
- Conduct short, frequent pulse surveys to better understand how well implemented initiatives function and whether course corrections are needed.
- Share information about what is going on in the organization with employees and the impact events might have on their jobs in a timely manner.

Remember, the input and suggestions you receive must drive needed changes. As these changes are implemented, there must be formal and frequent communication that the actions taken are a direct result of the collaborative management process.

USCB Best Practice Example: Culture of Communication

The U.S. Census Bureau (USCB) launched an internal, interactive campaign on the USCB Intranet site called Future On, which engages Census Bureau employees on the new direction of the agency. The Future On blog gives employees the opportunity to comment and engage in discussions with colleagues and all levels of management. USCB is actively promoting changes through employee communications. On the USCB Intranet, in emails, and on monitors throughout the building, Future On is now an integral part of the USCB culture.

NASA Best Practice Example: Communication and Culture

The need to be genuine and sincere in communications with employees has been expressed to senior leadership through development of a strategic communications plan. Specifically, the following actions were taken:

- Created a toolkit for senior leaders to talk about the culture strategy that began in 2013.
- Had senior leaders make routine visits to NASA centers.
- Conducted 360 assessments for top leadership tailored to effective leadership behaviors.
- Developed a culture that viewed employees as number one.

Merit System Principles

Merit Systems Principles drive the ethics and fairness of practices in the Federal government. Managers and supervisors must enact Merit Systems Principles in the management of their employees. Effective implementation requires strong leadership support and oversight and clear follow-up responses to any violation of principles.

The following actions can be used to foster effective implementation of Merit Systems Principles in your agency:

- Train senior leaders and managers on Merit Systems Principles at http://www.mspb.gov/training.htm.
- Promote a diverse and inclusive workplace by building teams of individuals with different backgrounds, skills, and experiences.
- Demonstrate how a diverse team generates better ideas, solutions, and customer services.
- Hire, manage, and promote employees in accordance with Merit Systems Principles.
- Protect employees against arbitrary actions, personnel favoritism, political coercion, and reprisal.
- Advise employees of their rights and actions that can be taken if they feel their rights have been violated.

Employee Training and Development

Training and development opportunities are a key component for the engagement and satisfaction of employees. Investing in an employee's professional development showcases an agency's commitment to each individual and his or her future in Federal government work. In addition, the agency greatly benefits from a more highly skilled and productive workforce.

Actions you can take to train and develop your workforce include:

- Support individual development plans and 360 degree assessments.
- Maximize the use of HR University (HRU) (https://hru.gov/index.aspx) and other internal and external training opportunities, either virtual or in-person.
- Ensure employees have access to a mentor or coach.
- Develop competency models at each career level to provide a roadmap for career development.
- Assess workforce skill gaps and fund training needs accordingly.

USDA Best Practice Example: 360 Assessment

To establish a coordinated approach to fostering SES continual learning at USDA, the USDA Virtual University developed a policy and a 360 degree multi-rater assessment based on the Executive Core Qualifications (ECQs). They also developed the tools and mechanisms to support the 360 degree assessment, such as instructions for the participant and raters, feedback reports, and training for feedback facilitators. The assessment results are used by individual SES as input to help them with their Executive Development Plan.

Work/Life Balance

The Federal government is a leader in promoting work/life balance for its workforce. Supervisors must be supportive of workers' needs to balance work and life priorities. Without such a balance, the consequences to the workforce may include stressed and disgruntled employees, negative health outcomes, burnout, diminished productivity, and costly turnover.

The following are specific actions you can take to help promote work/life balance in your agency:

- Expand the availability and use of work/life programs and flexibilities (https://www.whitehouse.gov/the-press-office/2014/06/23/presidential-memorandum-enhancing-workplace-flexibilities-and-work-life-):
  - Alternative work schedules
  - Telework
  - Dependent care programs
  - Employee Assistance Programs
  - Worksite health and wellness programs
- Encourage all employees to take the Introduction to Leave, Workplace Flexibilities, and Work/Life Training on HRU at http://hru.gov/Course_Catalog.aspx?cid=229.
- Encourage front-line managers and employees to take advantage of flexible work arrangements and work/life policies.

State Best Practice Example: Work/Life Initiatives

The Department of State's workforce said it wanted work/life supports, so their agency approached engagement by maximizing the availability and use of work/life programs. Through strategic partnerships among senior leaders, employee affinity groups, and unions, they've achieved progressive outcomes, such as the establishment of a back-up dependent care program, new lactation rooms, and the launch of a leave bank.

Performance Recognition and Reward

Employee recognition is crucial in helping promote and maintain an engaged, motivated workforce. Managers should make time to recognize and reward the contributions of their employees; even a few words of appreciation are long remembered.

The following are specific actions you can take to help promote effective performance recognition and reward in your agency:

- Make available a variety of award types (monetary and non-monetary) to recognize employee achievements.
- Take time to routinely recognize and personally thank those who are providing exemplary service and/or going above the call of duty.
- Establish a public space to display photos of employee's who have received recognition, include a short description of why they received the recognition.
- Have senior leaderships write personal notes to employees deserving recognition.
- Promote an on-going culture of gratitude among work teams (e.g., recognize the contributions of employees in staff meetings.)

Job Resources

Managers and supervisors should ensure employees have the resources they need to do their jobs. Having the necessary job resources helps foster employee motivation, task performance, and goal accomplishment.

Specific actions you can take to help ensure sufficient job resources are available in your agency include:

- Ask employees what resources they need to complete their jobs.
- Prioritize needed resources and communicate with employees what resources are feasible and which ones are not; for those that are infeasible, explain why.
- Provide and/or ensure employees are aware of training and professional development opportunities that align with the resources available.
- Involve employees in determining how their work is performed in light of resource constraints.

Performance Rating

The official performance review process should be more than just a yearly exercise. Managers and supervisors should communicate performance ratings with their employees and hold employees accountable for their performance. Ratings should be made in accordance with the performance management process within your agency.

The following are specific actions you can take to promote effective performance ratings in your agency:

- Train employees to document performance accomplishments, results, and milestones.
- Require supervisors to discuss and document accomplishments, results, milestones, and value added by each employee.
- Educate supervisors on how to lead their employees to greater performance levels.
- Communicate/clarify performance expectations and discuss any performance problems throughout the performance lifecycle.
- Provide a reasonable time period to improve performance once corrective feedback is provided.

Critical Considerations for Implementing Best Practices

These promising practices are meant to serve as a starting point for agencies. No two agencies are alike, and what works in one agency may not have the same impact in another. It is important to understand that there is no quick-fix nor one-size-fits-all solution to creating an engaged workforce; promoting employee engagement is a long-term and on-going process that requires continued interactions and efforts over time to improve and maintain. Cultivating engagement also involves continuous input and action from all levels of the organization (e.g., senior leaders, managers/supervisors, employees). For additional information on engagement best practices, visit the UnlockTalent Community of Practice page at https://unlocktalent.gov/community-of-practice.

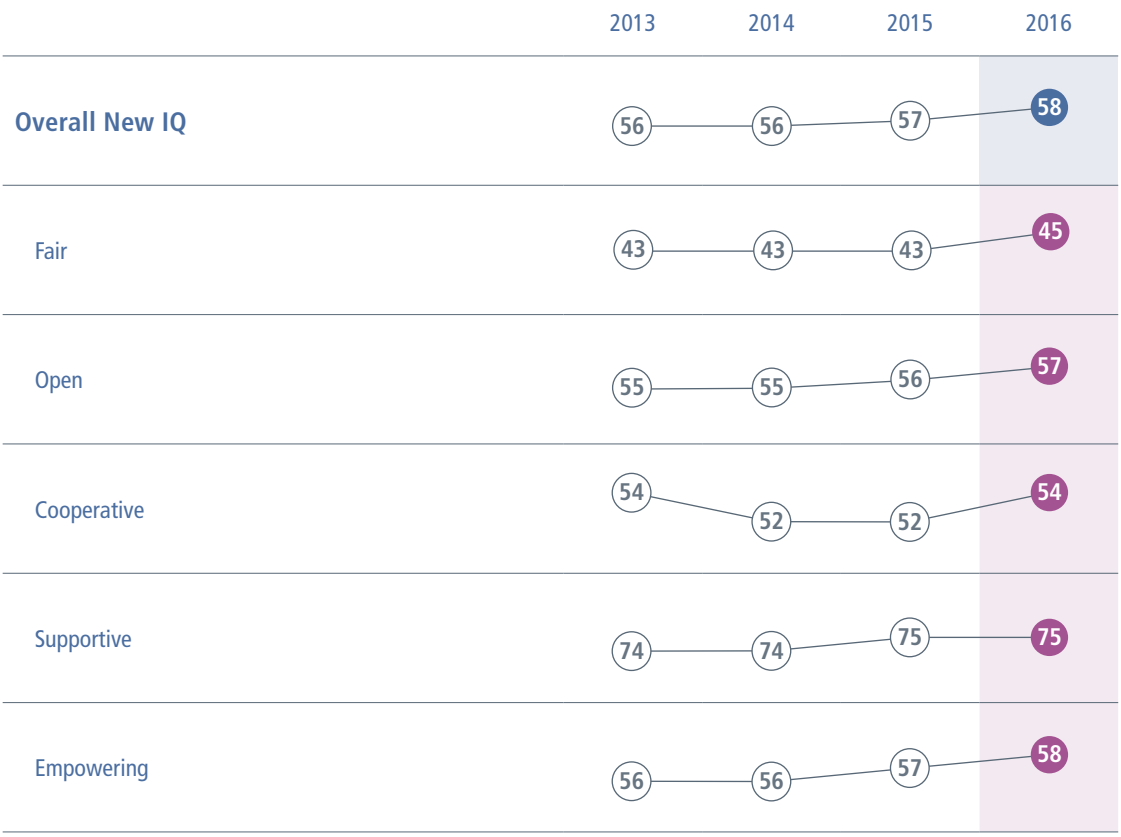
New IQ Index

The New IQ identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behaviors will create positive habits among team members and managers. Behaviors included in the New IQ can be learned, practiced, and developed. Consequently, all members of an organization can improve their inclusive intelligence. Workplace inclusion is a contributing factor to both employee engagement and organizational performance.

The New IQ is made up of 20 questions that relate to inclusive workplace environments. The 20 questions are grouped into five "Habits of Inclusion" – Fair, Open, Cooperative, Supportive, and Empowering.

Overall, the New IQ index score increased one percentage point since 2015. The biggest increases among the five Habits of Inclusion were Fair and Cooperative, both increasing two percentage points. Open and Empowering both increased one percentage point, whereas, Supportive remained unchanged since 2015. All New IQ scores are at or above the results from 2013. Like employee engagement scores, improvements in New IQ scores suggest dedicated efforts made by agencies on this metric.

New IQ Trends



The **New IQ** is comprised of the following subfactors and items:

Fair: Are all employees treated equitably? (Q.23, 24, 25, 37, and 38)

Open: Does management support diversity in all ways? (Q.32, 34, 45, and 55)

Cooperative: Does management encourage communication and collaboration? (Q.58 and 59)

Supportive: Do supervisors value employees? (Q.42, 46, 48, 49, and 50)

Empowering: Do employees have the resources and support needed to excel? (Q.2, 3, 11, and 30)

New IQ Breakout by Agency Size

As seen throughout the report, the new breakout comparison of agencies by size is also included in this section.

Shown below for each agency size category are the overall 2016 New IQ and each Habit of Inclusion score. Typical scores for Very Small Agencies are higher than other agency categories; the lone exception is the Habit of Inclusion, Supportive where higher scores were seen by Small Agencies, Medium Agencies, and Large Agencies.

New IQ Performance by Agency Size

	G'wide	< 100 Employees Very Small	100–999 Employees Small	1,000–9,999 Employees Medium	10,000–74,999 Employees Large	> 75,000 Employees Very Large
New IQ	58	65	62	62	62	57
Fair	45	56	51	49	49	44
Open	57	65	62	61	60	56
Cooperative	54	61	57	59	58	52
Supportive	75	78	81	80	79	74
Empowering	58	64	62	60	61	57

Top Agency New IQ Performance and Largest Increases

The top scoring agencies for the New IQ and each Habit of Inclusion are identified for each size category. Also included for each category are the agencies with the largest increase in scores since 2015. The top three scores are shown for each. Showing the increases for each Habit of Inclusion highlights the important work needed in all areas that comprise the New IQ.

Since 2015, a total of 53 agencies have increased their overall New IQ score, some by 10 or more percentage points. Agencies are encouraged to reach out to those who have increased their scores to discuss strategies focused on creating an inclusive work environment.

Note: The agency size is based on the eligible employee population for the FEVS as of March 2016, for a full listing of the agencies included in each category, see Appendix A.

Very Large Agencies

Although the Department of the Air Force shares the distinction of having the highest New IQ score for Very Large Agencies, it is the only agency that at the same time holds top scores in each of the Five Habits of Inclusion.

The Department of Homeland Security has the largest increase in New IQ score, while displaying increases in each of the five Habits of Inclusion. Similarly, the Department of Agriculture also has one of the largest increases in New IQ score, and notable increases in each of the Habits of Inclusion with the exception of Supportive.

Very Large Agencies (>75,000 employees)

TOP AGENCIES			LARGEST INCREASES	
Department of the Air Force Department of Agriculture Department of Justice Department of the Treasury	60	New IQ Index	+3	Department of Homeland Security
			+2	Department of Agriculture
OSD, Joint Staff, Defense Agencies, and Field Activities Department of the Navy	59		+1	Department of the Army OSD, Joint Staff, Defense Agencies, and Field Activities Department of the Navy Department of Treasury Department of Veterans Affairs
Department of the Army	57			

TOP AGENCIES			LARGEST INCREASES	
Department of the Treasury	49	New IQ: Fair	+3	Department of Agriculture Department of Homeland Security
Department of the Air Force Department of Agriculture	47			
OSD, Joint Staff, Defense Agencies, and Field Activities Department of the Navy	46			

TOP AGENCIES			LARGEST INCREASES	
Department of Agriculture	61	New IQ: Open	+3	Department of Homeland Security
Department of Justice Department of the Navy	60		+2	Department of Agriculture OSD, Joint Staff, Defense Agencies, and Field Activities Department of the Navy
Department of the Air Force OSD, Joint Staff, Defense Agencies, and Field Activities	59		+1	Department of the Army Department of the Treasury Department of Veterans Affairs

Very Large Agencies (continued)

TOP AGENCIES			LARGEST INCREASES	
Department of the Air Force	58	New IQ Cooperative	+4	Department of Agriculture
Department of Justice Department of the Treasury	57		+3	Department of Homeland Security
OSD, Joint Staff, Defense Agencies, and Field Activities Department of the Navy	56		+2	OSD, Joint Staff, Defense Agencies, and Field Activities Department of the Navy

TOP AGENCIES			LARGEST INCREASES	
Department of Agriculture Department of the Treasury	80	New IQ: Supportive	+2	Department of Veterans Affairs
Department of Justice Department of the Navy	76		+1	Department of Homeland Security Department of the Navy Department of the Treasury
Department of the Air Force	75			

TOP AGENCIES			LARGEST INCREASES	
Department of the Air Force Department of Justice	61	New IQ: Empowering	+3	Department of Agriculture
Department of the Navy	60		+2	Department of Homeland Security
Department of Agriculture Department of the Army	59		+1	Department of the Navy Department of the Treasury Department of Veterans Affairs

Large Agencies

Similar to 2015, the National Aeronautics and Space Administration continues to lead the Large Agencies in top scores for the New IQ and the five Habits of Inclusion. General Services Administration is also a top scoring agency for each of the five Habits of Inclusion and the overall New IQ.

The Department of Energy leads the Large Agencies in increases in overall New IQ score, and all five Habits of Inclusion.

Large Agencies (10,000 – 74,999 employees)

New IQ Index

TOP AGENCIES	
National Aeronautics and Space Administration	76
General Services Administration	66
Department of Commerce	63

LARGEST INCREASES	
+4	Department of Energy General Services Administration
+3	Environmental Protection Agency
+2	Department of Labor Department of Transportation Department of Health and Human Services National Aeronautics and Space Administration

New IQ: Fair

TOP AGENCIES	
National Aeronautics and Space Administration	63
Department of Commerce	55
General Services Administration	53

LARGEST INCREASES	
+4	Department of Energy Environmental Protection Agency General Services Administration
+3	Department of Labor
+2	Department of Health and Human Services Department of the Interior National Aeronautics and Space Administration Department of Transportation

New IQ: Open

TOP AGENCIES	
National Aeronautics and Space Administration	78
General Services Administration	64
Department of Commerce	62

LARGEST INCREASES	
+4	Department of Labor Department of Energy General Services Administration
+3	Environmental Protection Agency
+2	Department of Health and Human Services Department of the Interior National Aeronautics and Space Administration Department of Transportation

Large Agencies (continued)

New IQ Cooperative

TOP AGENCIES	
National Aeronautics and Space Administration	74
General Services Administration	65
Department of Health and Human Services	60

LARGEST INCREASES	
+5	Department of Energy Environmental Protection Agency
+4	General Services Administration
+3	Department of Health and Human Services

New IQ: Supportive

TOP AGENCIES	
National Aeronautics and Space Administration	87
General Services Administration	83
Department of Commerce	82

LARGEST INCREASES	
+3	Department of Energy
+2	Department of Labor General Services Administration
+1	Department of Commerce Environmental Protection Agency Department of Health and Human Services Department of the Interior National Aeronautics and Space Administration

New IQ: Empowering

TOP AGENCIES	
National Aeronautics and Space Administration	77
General Services Administration	65
Department of Health and Human Services	64

LARGEST INCREASES	
+5	Department of Energy
+4	Department of Labor General Services Administration
+3	Environmental Protection Agency Department of Health and Human Services

Medium Agencies

The Federal Trade Commission (FTC) leads all Medium Agencies with the top New IQ score in 2016. FTC also leads all other similar sized agencies with high scores in each Habit of Inclusion, with the exception of the Supportive score, where it posts the second highest score. The Federal Energy Regulatory Commission is also recognized as having one of the top overall New IQ scores, and for having high scores in each of the five Habits of Inclusion.

The greatest increases for Medium sized agencies is led by the Federal Trade Commission and the National Archives and Records Administration, both increased by five percentage points since 2015.

Medium Agencies (1,000 – 9,999 employees)

New IQ Index

TOP AGENCIES	
Federal Trade Commission	75
Federal Energy Regulatory Commission	70
Nuclear Regulatory Commission	68

LARGEST INCREASES	
+5	Federal Trade Commission National Archives and Records Administration
+4	Equal Employment Opportunity Commission Department of Housing and Urban Development Securities and Exchange Commission
+3	Small Business Administration

New IQ: Fair

TOP AGENCIES	
Federal Trade Commission	63
Federal Energy Regulatory Commission	57
National Credit Union Administration	55

LARGEST INCREASES	
+6	Federal Trade Commission National Archives and Records Administration
+4	Department of Housing and Urban Development Securities and Exchange Commission
+2	Equal Employment Opportunity Commission Broadcasting Board of Governors National Science Foundation National Labor Relations Board Small Business Administration

New IQ: Open

TOP AGENCIES	
Federal Trade Commission	74
National Credit Union Administration	70
Federal Energy Regulatory Commission	69

LARGEST INCREASES	
+5	Equal Employment Opportunity Commission Federal Trade Commission National Archives and Records Administration
+4	Department of Housing and Urban Development National Science Foundation Securities and Exchange Commission
+3	Small Business Administration

Medium Agencies (continued)

TOP AGENCIES			LARGEST INCREASES	
Federal Trade Commission	77	New IQ Cooperative	+8	Federal Trade Commission
Federal Energy Regulatory Commission	71		+6	National Archives and Records Administration Securities and Exchange Commission
Nuclear Regulatory Commission	66		+5	Equal Employment Opportunity Commission

TOP AGENCIES			LARGEST INCREASES	
Federal Energy Regulatory Commission	86	New IQ: Supportive	+4	Equal Employment Opportunity Commission
Federal Trade Commission Nuclear Regulatory Commission Office of Personnel Management	85		+3	National Labor Relations Board Securities and Exchange Commission
Securities and Exchange Commission	83		+2	Federal Trade Commission Department of Housing and Urban Development National Science Foundation National Archives and Records Administration Small Business Administration

TOP AGENCIES			LARGEST INCREASES	
Federal Trade Commission	76	New IQ: Empowering	+6	Securities and Exchange Commission
Federal Energy Regulatory Commission National Science Foundation Nuclear Regulatory Commission	67		+5	Department of Housing and Urban Development National Archives and Records Administration
National Credit Union Administration	66		+4	Equal Employment Opportunity Commission

Small Agencies

The top scoring Small Agency for the New IQ is the Federal Labor Relations Authority. This agency also has top scores in four of the five Habits of Inclusion, with the exception of Open. Similarly, the Federal Mediation and Conciliation Service, a top scoring agency in 2016, also scored highly on all Habits of Inclusion, with the exception of Cooperative.

This year, the International Boundary and Water Commission (IBWC) lead all agencies in the Small category. IBWC has the largest increase in overall New IQ score (15 percentage points), and also has large increases in each of the five Habits of Inclusion, increases ranging from 11 to 21 percentage points.

Small Agencies (100 – 999 employees)

TOP AGENCIES			LARGEST INCREASES	
Federal Labor Relations Authority	77	New IQ Index	+15	International Boundary and Water Commission
Federal Mediation and Conciliation Service Overseas Private Investment Corporation	76		+9	Office of Special Counsel
National Endowment for the Arts	73		+8	National Endowment for the Arts

TOP AGENCIES			LARGEST INCREASES	
Federal Labor Relations Authority	72	New IQ: Fair	+15	Federal Maritime Commission
National Endowment for the Humanities	67		+14	International Boundary and Water Commission
Federal Mediation and Conciliation Service	65		+8	Office of Special Counsel

TOP AGENCIES			LARGEST INCREASES	
Overseas Private Investment Corporation	78	New IQ: Open	+12	International Boundary and Water Commission
Federal Labor Relations Authority Federal Mediation and Conciliation Service	75		+7	National Endowment for the Arts
National Endowment for the Arts	70		+6	Office of Management and Budget Office of Special Counsel Federal Housing Finance Agency Federal Maritime Commission

Small Agencies (continued)

TOP AGENCIES			LARGEST INCREASES	
Overseas Private Investment Corporation	80	New IQ Cooperative	+21	International Boundary and Water Commission
Federal Labor Relations Authority	77		+13	Office of Special Counsel
Office of Management and Budget U.S. International Trade Commission	72		+9	National Endowment for the Arts

TOP AGENCIES			LARGEST INCREASES	
National Endowment for the Arts	90	New IQ: Supportive	+11	International Boundary and Water Commission
Office of Special Counsel	88		+10	Office of Special Counsel
Federal Labor Relations Authority Federal Mediation and Conciliation Service	87		+9	National Endowment for the Arts

TOP AGENCIES			LARGEST INCREASES	
Federal Mediation and Conciliation Service	81	New IQ: Empowering	+16	National Endowment for the Arts
National Endowment for the Arts	80		+13	International Boundary and Water Commission
Federal Labor Relations Authority Overseas Private Investment Corporation	77		+9	Commodity Futures Trading Commission

Very Small Agencies

This year, the Marine Mammal Commission (MMC) was the top scoring Very Small Agency for the New IQ. Along with being recognized as a top scorer, MMC and the Trade and Development Agency had top scores in each of the five Habits of Inclusion.

Among the Very Small Agencies, the Occupational Safety and Health Review Commission had the largest increase in overall New IQ score (16 percentage points). This increase is underscored by marked increases in the Habits of Fair (17 percentage points), Open (21 percentage points), Empowering (18 percentage points), and Supportive (14 percentage points). The Chemical Safety and Hazard Investigation Board also showed one of the largest overall New IQ increases, in addition to a notable increase in the Habit of Inclusion, Cooperative (27 percentage points).

Very Small Agencies (<100 employees)

TOP AGENCIES			LARGEST INCREASES	
Marine Mammal Commission	89	New IQ Index	+16	Occupational Safety and Health Review Commission
Trade and Development Agency	86		+13	African Development Foundation
Occupational Safety and Health Review Commission	85		+11	Chemical Safety and Hazard Investigation Board

TOP AGENCIES			LARGEST INCREASES	
Occupational Safety and Health Review Commission	84	New IQ: Fair	+20	African Development Foundation
Marine Mammal Commission	78		+17	Occupational Safety and Health Review Commission
Trade and Development Agency	73		+13	Inter-American Foundation

TOP AGENCIES			LARGEST INCREASES	
Marine Mammal Commission	93	New IQ: Open	+21	Occupational Safety and Health Review Commission
Trade and Development Agency	92		+17	African Development Foundation Marine Mammal Commission
Occupational Safety and Health Review Commission	86		+10	Institute of Museum and Library Services Chemical Safety and Hazard Investigation Board

Very Small Agencies (continued)

TOP AGENCIES		New IQ Cooperative	LARGEST INCREASES	
Trade and Development Agency	94		+27	Chemical Safety and Hazard Investigation Board
Marine Mammal Commission	86		+16	Institute of Museum and Library Services
Occupational Safety and Health Review Commission	80		+15	National Indian Gaming Commission

TOP AGENCIES		New IQ: Supportive	LARGEST INCREASES	
Marine Mammal Commission	96		+14	Occupational Safety and Health Review Commission
Trade and Development Agency	90		+9	Postal Regulatory Commission
Postal Regulatory Commission	89		+6	National Capital Planning Commission

TOP AGENCIES		New IQ: Empowering	LARGEST INCREASES	
Marine Mammal Commission	92		+18	Occupational Safety and Health Review Commission
Occupational Safety and Health Review Commission	88		+10	African Development Foundation
Trade and Development Agency	82		+9	Trade and Development Agency

Conclusion and Next Steps

The Federal Employee Viewpoint Survey (FEVS) is a powerful tool that is utilized by both employees and agency leadership. The FEVS allows employees to inspire change in their agency by giving them the opportunity to express opinions about their jobs, their agency, and their leadership. The results of the survey enable agencies to identify areas where problems have been addressed, as well as areas where improvements are needed. Agency leadership can use the survey to evaluate issues and drive success inside their agency, as well as a foundation for the sharing of ideas, practices, and innovative initiatives with other agencies. In 2016, agency leaders have actively responded to feedback from prior years and their hard work and collaboration is clearly reflected in the FEVS results. All measures of the Employee Engagement Index have increased since 2015, with the largest increase in the 'Leadership' subfactor (2 percentage points). Not a single survey item score decreased from 2015, while almost three-quarters of 2016 FEVS items showed an increase.

Results overall point to the hard work and collaborative efforts among agencies. It is important to keep this momentum through agency actions designed to:

- Share results with employees.
- Review progress and determine areas of focus.
- Involve employee feedback in the action planning process.
- Engage leadership at all levels and across all components.
- Exhibit transparency by communicating actions to employees and keeping them informed of progress.
- Celebrate success.

Agencies should celebrate their successes and also think about next steps. Agency leaders need to continually inform employees of actions that have been taken as well as those that are planned as a result of the FEVS, and inform employees of any outcomes, whether effective or ineffective. Continuous updates give employees confidence that their feedback is being used by the agency and helps build trust which, in turn, supports future survey participation, willingness of employees to provide input, and greater agency success.

Bottom line: Continuous communication with employees is essential. Ongoing and constant two-way communication in particular empowers employees and inspires positive change.

Appendix A: Participating Agencies by Employee Population Size Categories

Very Large Agencies (>75,000 employees)

Department of Agriculture
Department of Defense
- Department of the Army
- Department of the Navy
- Department of the Air Force
- OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)

Department of Homeland Security
Department of Justice
Department of the Treasury
Department of Veterans Affairs

Large Agencies (10,000–74,999 employees)

Department of Commerce
Department of Energy
Department of Health and Human Services
Department of Labor
Department of State
Department of the Interior
Department of Transportation
Environmental Protection Agency
General Services Administration
National Aeronautics and Space Administration
Social Security Administration

Medium Agencies (1,000–9,999 employees)

Broadcasting Board of Governors
Court Services and Offender Supervision Agency for the District of Columbia
Department of Education
Department of Housing and Urban Development
Equal Employment Opportunity Commission
Federal Communications Commission
Federal Energy Regulatory Commission
Federal Trade Commission
National Archives and Records Administration
National Credit Union Administration
National Labor Relations Board
National Science Foundation
Nuclear Regulatory Commission
Office of Personnel Management
Securities and Exchange Commission
Small Business Administration
U.S. Agency for International Development

Note: The agency size is based on the eligible employee population for the FEVS as of March 2016.

Small Agencies (100–999 employees)

Commodity Futures Trading Commission
Consumer Product Safety Commission
Corporation for National and Community Service
Defense Nuclear Facilities Safety Board
Export-Import Bank of the United States
Farm Credit Administration
Federal Election Commission
Federal Housing Finance Agency
Federal Labor Relations Authority
Federal Maritime Commission
Federal Mediation and Conciliation Service
Federal Retirement Thrift Investment Board
International Boundary and Water Commission: United States and Mexico
Merit Systems Protection Board
National Endowment for the Arts
National Endowment for the Humanities
National Gallery of Art
National Transportation Safety Board
Office of Management and Budget
Office of Special Counsel
Office of the U.S. Trade Representative
Overseas Private Investment Corporation
Pension Benefit Guaranty Corporation
Railroad Retirement Board
Selective Service System
Surface Transportation Safety Board
U.S. International Trade Commission

Very Small Agencies (<100 employees)

AbilityOne Commission
African Development Foundation
American Battle Monuments Commission
Chemical Safety and Hazard Investigation Board
Commission on Civil Rights
Farm Credit System Insurance Corporation
Institute of Museum and Library Services
Inter-American Foundation
Marine Mammal Commission
National Capital Planning Commission
National Mediation Board
National Indian Gaming Commission
Nuclear Waste Technical Review Board
Occupational Safety and Health Review Commission
Office of Government Ethics
Office of Navajo and Hopi Indian Relocation
Postal Regulatory Commission
Trade and Development Agency
U.S. Access Board

Appendix B: Trend Analysis

Trend Analysis: 2012 vs. 2013 vs. 2014 vs. 2015 vs. 2016 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, deceases, or no changes in positive ratings from 2012 to 2013 (first arrow), from 2013 to 2014 (second arrow), from 2014 to 2015 (third arrow), and from 2015 to 2016 (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 2012 to 2013, but there was a significant increase in positive ratings from 2013 to 2014, and from 2014 to 2015. Similarly, symbols indicate there was a significant decrease from 2012 to 2013, but there were no significant changes in positive ratings from 2013 to 2014 or from 2014 to 2015.

	Percent Positive					Significant Trends
	2012	2013	2014	2015	2016	
My Work Experience						
‡1. I am given a real opportunity to improve my skills in my organization.	63	60	59	61	63	↘ ↘ ↗ ↗
2. I have enough information to do my job well.	72	70	69	70	70	↘ ↘ ↗ ↗
3. I feel encouraged to come up with new and better ways of doing things.	58	56	55	56	58	↘ ↘ ↗ ↗
‡4. My work gives me a feeling of personal accomplishment.	72	70	70	70	72	↘ ↘ ↗ ↗
‡5. I like the kind of work I do.	84	83	82	83	83	↘ ↘ ↗ ↗
6. I know what is expected of me on the job.	80	79	79	79	79	↘ ↘ → ↗
7. When needed I am willing to put in the extra effort to get a job done.	96	96	96	96	96	↘ → → →
8. I am constantly looking for ways to do my job better.	91	90	90	90	91	↘ ↘ ↗ ↗
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	48	44	45	46	47	↘ ↗ ↗ ↗
‡10. My workload is reasonable.	59	57	56	57	57	↘ ↘ ↗ ↗
‡11. My talents are used well in the workplace.	59	57	57	58	58	↘ ↘ ↗ ↗
‡12. I know how my work relates to the agency's goals and priorities.	84	83	82	82	83	↘ ↘ ↗ ↗
‡13. The work I do is important.	91	90	90	90	90	↘ ↘ ↗ ↗
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67	66	66	66	66	↘ ↘ → →
‡15. My performance appraisal is a fair reflection of my performance.	69	68	68	69	70	↘ ↘ ↗ ↗
16. I am held accountable for achieving results.	83	81	81	81	82	↘ ↘ → ↗
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	61	61	60	61	62	↘ ↘ ↗ ↗
‡18. My training needs are assessed.	53	50	50	52	53	↘ → ↗ ↗

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

For an Excel version of Appendix B: Trend Analysis click here

	Percent Positive					Significant Trends
	2012	2013	2014	2015	2016	
‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	68	68	67	68	69	→ ↘ ↗ ↗
‡20. The people I work with cooperate to get the job done.	73	73	72	73	73	↘ ↘ ↗ ↗
‡21. My work unit is able to recruit people with the right skills.	43	40	41	42	43	↘ ↗ ↗ ↗
‡22. Promotions in my work unit are based on merit.	34	32	32	33	34	↘ ↗ ↗ ↗
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	28	28	28	29	↘ ↗ → ↗
‡24. In my work unit, differences in performance are recognized in a meaningful way.	34	31	32	33	34	↘ → ↗ ↗
25. Awards in my work unit depend on how well employees perform their jobs.	41	38	38	40	41	↘ ↗ ↗ ↗
26. Employees in my work unit share job knowledge with each other.	72	72	72	73	73	↘ → ↗ ↗
27. The skill level in my work unit has improved in the past year.	55	52	51	53	54	↘ ↘ ↗ ↗
My Agency						
28. How would you rate the overall quality of work done by your work unit?	83	83	82	82	82	↘ ↘ → ↗
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	72	70	69	69	69	↘ ↘ ↗ ↗
‡30. Employees have a feeling of personal empowerment with respect to work processes.	45	43	42	43	45	↘ ↘ ↗ ↗
31. Employees are recognized for providing high quality products and services.	48	46	45	47	48	↘ ↘ ↗ ↗
‡32. Creativity and innovation are rewarded.	38	35	35	37	38	↘ ↘ ↗ ↗
‡33. Pay raises depend on how well employees perform their jobs.	22	19	20	21	22	↘ ↗ ↗ ↗
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	57	55	55	56	58	↘ → ↗ ↗
‡35. Employees are protected from health and safety hazards on the job.	77	76	76	76	76	↘ → → →
‡36. My organization has prepared employees for potential security threats.	78	76	76	76	77	↘ → → ↗
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	51	51	50	51	53	↘ ↘ ↗ ↗
38. Prohibited Personnel Practices are not tolerated.	66	65	65	66	67	↘ → ↗ ↗
39. My agency is successful at accomplishing its mission.	76	74	73	73	74	↘ ↘ → ↗
40. I recommend my organization as a good place to work.	67	63	62	63	64	↘ ↘ ↗ ↗
41. I believe the results of this survey will be used to make my agency a better place to work.	42	38	38	39	41	↘ → ↗ ↗

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

	Percent Positive					Significant Trends
	2012	2013	2014	2015	2016	
My Supervisor						
‡42. My supervisor supports my need to balance work and other life issues.	77	77	77	78	78	↗ → ↗ ↗
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	65	65	64	65	66	↘ ↘ ↗ ↗
‡44. Discussions with my supervisor about my performance are worthwhile.	62	61	62	63	63	↘ → ↗ ↗
45. My supervisor is committed to a workforce representative of all segments of society.	64	65	66	67	68	→ ↗ ↗ ↗
46. My supervisor provides me with constructive suggestions to improve my job performance.	61	60	61	61	62	↘ → ↗ ↗
‡47. Supervisors in my work unit support employee development.	65	64	63	64	66	↘ ↘ ↗ ↗
48. My supervisor listens to what I have to say.	74	74	75	76	76	→ ↗ ↗ ↗
49. My supervisor treats me with respect.	79	80	80	81	81	↗ ↗ ↗ ↗
50. In the last six months, my supervisor has talked with me about my performance.	77	77	77	77	78	→ ↗ → →
‡51. I have trust and confidence in my supervisor.	66	66	65	67	67	→ ↘ ↗ ↗
‡52. Overall, how good a job do you feel is being done by your immediate supervisor?	68	68	69	70	70	→ ↗ ↗ ↗
Leadership						
‡53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	43	41	38	39	41	↘ ↘ ↗ ↗
54. My organization's senior leaders maintain high standards of honesty and integrity.	55	54	50	50	52	↘ ↘ ↗ ↗
‡55. Supervisors work well with employees of different backgrounds.	63	63	63	63	64	↘ → → ↗
‡56. Managers communicate the goals and priorities of the organization.	62	61	58	59	60	↘ ↘ ↗ ↗
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	62	61	58	59	60	↘ ↘ ↗ ↗
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	53	52	50	51	52	↘ ↘ ↗ ↗
59. Managers support collaboration across work units to accomplish work objectives.	57	56	53	54	56	↘ ↘ ↗ ↗
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	58	57	56	57	58	↘ ↘ ↗ ↗
‡61. I have a high level of respect for my organization's senior leaders.	54	52	50	51	53	↘ ↘ ↗ ↗
62. Senior leaders demonstrate support for Work/Life programs.	54	54	52	53	55	↘ ↘ ↗ ↗

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

	Percent Positive					Significant Trends
	2012	2013	2014	2015	2016	
My Satisfaction						
‡63. How satisfied are you with your involvement in decisions that affect your work?	52	50	48	50	51	↘ ↘ ↗ ↗
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	48	48	46	47	48	↘ ↘ ↗ ↗
‡65. How satisfied are you with the recognition you receive for doing a good job?	48	45	45	47	48	↘ ↘ ↗ ↗
‡66. How satisfied are you with the policies and practices of your senior leaders?	43	41	40	41	42	↘ ↘ ↗ ↗
‡67. How satisfied are you with your opportunity to get a better job in your organization?	36	34	33	35	36	↘ ↘ ↗ ↗
‡68. How satisfied are you with the training you receive for your present job?	54	50	50	52	53	↘ → ↗ ↗
‡69. Considering everything, how satisfied are you with your job?	68	65	64	65	66	↘ ↘ ↗ ↗
‡70. Considering everything, how satisfied are you with your pay?	59	54	56	57	58	↘ ↗ ↗ ↗
71. Considering everything, how satisfied are you with your organization?	59	56	55	56	57	↘ ↘ ↗ ↗
Work/Life Programs						
79 – 84. How satisfied are you with the following Work/Life programs in your agency?*						
79. Telework	73	76	77	78	79	↗ ↗ ↗ ↗
80. Alternative Work Schedules (AWS)	89	89	89	89	90	→ ↗ → ↗
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	80	80	79	80	81	↘ → → ↗
82. Employee Assistance Program (EAP)	76	74	74	75	75	↘ → → →
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	72	70	72	72	72	↘ ↗ → →
84. Elder Care Programs (for example, support groups, speakers)	68	66	68	66	68	↘ → → →

* The 2012–2016 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: Work/Life Programs: Participation & Satisfaction

	2016 Percentages
72. Have you been notified whether or not you are eligible to telework?	
Yes, I was notified that I was eligible to telework	40
Yes, I was notified that I was not eligible to telework	22
No, I was not notified of my telework eligibility	29
Not sure if I was notified of my telework eligibility	9
73. Please select the response below that BEST describes your current teleworking situation.	
I telework 3 or more days per week	6
I telework 1 or 2 days per week	12
I telework, but no more than 1 or 2 days per month	5
I telework very infrequently, on an unscheduled or short-term basis	12
I do not telework because I have to be physically present on the job	30
I do not telework because I have technical issues that prevent me from teleworking	4
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	19
I do not telework because I choose not to telework	12
74. Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)	
Yes	33
No	46
Not Available to Me	21
75. Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	
Yes	27
No	61
Not Available to Me	12
76. Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)	
Yes	14
No	81
Not Available to Me	5
77. Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Yes	4
No	79
Not Available to Me	17

For an Excel version of Appendix C: Work/Life Programs: Participation & Satisfaction click here

	2016 Percentages
78. Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Yes	2
No	80
Not Available to Me	17
79. Satisfaction with the following Work/Life programs? Telework	
Very Satisfied	38
Satisfied	37
Neither Satisfied nor Dissatisfied	11
Dissatisfied	6
Strongly Dissatisfied	3
No Basis to Judge (N)	6,007
80. Satisfaction with the following Work/Life programs? Alternative Work Schedules (AWS)	
Very Satisfied	48
Satisfied	40
Neither Satisfied nor Dissatisfied	7
Dissatisfied	2
Strongly Dissatisfied	1
No Basis to Judge (N)	3,222
81. Satisfaction with the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	
Very Satisfied	28
Satisfied	47
Neither Satisfied nor Dissatisfied	14
Dissatisfied	3
Strongly Dissatisfied	1
No Basis to Judge (N)	7,335
82. Satisfaction with the following Work/Life programs? Employee Assistance Program (EAP)	
Very Satisfied	23
Satisfied	41
Neither Satisfied nor Dissatisfied	17
Dissatisfied	2
Strongly Dissatisfied	1
No Basis to Judge (N)	8,067

Note: The Work/Life program satisfaction results only include employees who indicated that they participated in the program. The "No Basis to Judge (N)" responses are not included in percentage calculations and are not expressed as a percentage.

	2016 Percentages
83. Satisfaction with the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Very Satisfied	24
Satisfied	28
Neither Satisfied nor Dissatisfied	17
Dissatisfied	2
Strongly Dissatisfied	1
No Basis to Judge (N)	4,380
84. Satisfaction with the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Very Satisfied	20
Satisfied	25
Neither Satisfied nor Dissatisfied	20
Dissatisfied	1
Strongly Dissatisfied	0
No Basis to Judge (N)	3,730

Note: The Work/Life program satisfaction results only include employees who indicated that they participated in the program. The "No Basis to Judge (N)" responses are not included in percentage calculations and are not expressed as a percentage.

Appendix D: Response Rates

	Number Surveyed	Number Responded	Response Rate
Governmentwide	**889,590**	**407,789**	**45.8%**
Very Large Agencies (>75,000 employees)			
Department of Agriculture	37,310	22,878	61.3%
Department of Homeland Security	93,709	46,991	50.1%
Department of Justice	44,231	16,501	37.3%
Department of the Treasury	81,402	45,497	55.9%
Department of Veterans Affairs	88,848	30,313	34.1%
Department of Defense Overall	224,733	58,630	26%
Department of the Air Force	67,994	15,586	22.9%
Department of the Army	68,574	17,086	24.9%
Department of the Navy	51,650	12,361	23.9%
DoD 4th Estate	36,515	13,597	37.2%
Large Agencies (10,000–74,999 employees)			
Department of Commerce	18,963	9,784	51.6%
Department of Energy	12,508	8,075	64.6%
Department of Health and Human Services	72,993	40,345	55.3%
Department of Labor	15,089	11,262	74.6%
Department of State	10,881	5,256	48.3%
Department of the Interior	46,106	23,098	50.1%
Department of Transportation	29,868	14,871	49.8%
Environmental Protection Agency	14,054	10,156	72.3%
General Services Administration	10,518	7,081	67.3%
National Aeronautics and Space Administration	16,509	11,202	67.9%
Social Security Administration	18,192	8,907	49.0%

For an Excel version of Appendix D: Response Rates click here

	Number Surveyed	Number Responded	Response Rate
Governmentwide	**889,590**	**407,789**	**45.8%**
Medium Agencies (1,000–9,999 employees)			
Broadcasting Board of Governors	1,427	904	63.4%
Court Services and Offender Supervision Agency	1,125	618	54.9%
Department of Education	3,755	2,862	76.2%
Department of Housing and Urban Development	7,096	5,464	77.0%
Equal Employment Opportunity Commission	2,150	1,510	70.2%
Federal Communications Commission	1,552	648	41.8%
Federal Energy Regulatory Commission	1,398	1,150	82.3%
Federal Trade Commission	1,052	641	60.9%
National Archives and Records Administration	2,709	1,870	69.0%
National Credit Union Administration	1,155	661	57.2%
National Labor Relations Board	1,498	882	58.9%
National Science Foundation	1,152	854	74.1%
Nuclear Regulatory Commission	3,482	2,152	61.8%
Office of Personnel Management	4,699	3,196	68.0%
Securities and Exchange Commission	4,218	3,213	76.2%
Small Business Administration	2,044	1,383	67.7%
U.S. Agency for International Development	3,544	2,285	64.5%

	Number Surveyed	Number Responded	Response Rate
Governmentwide	**889,590**	**407,789**	**45.8%**
Small Agencies (100–999 employees)			
Commodity Futures Trading Commission	692	505	73.0%
Consumer Product Safety Commission	490	317	64.7%
Corporation for National and Community Service	586	494	84.3%
Export Import Bank	370	231	62.4%
Farm Credit Administration	267	217	81.3%
Fed Retirement Thrift Investment Board	216	179	82.9%
Federal Election Commission	302	155	51.3%
Federal Housing Finance Agency	532	364	68.4%
Federal Labor Relations Authority	118	98	83.1%
Federal Maritime Commission	113	80	70.8%
Federal Mediation and Conciliation Service	210	169	80.5%
International Boundary and Water Commission	204	157	77.0%
Merit Systems Protection Board	200	141	70.5%
National Endowment for the Arts	109	53	48.6%
National Endowment for the Humanities	119	76	63.9%
National Gallery of Art	723	527	72.9%
National Transportation Safety Board	384	270	70.3%
Office of Management and Budget	428	351	82.0%
Office of Special Counsel	111	102	91.9%
Office of the U.S. Trade Representative	184	98	53.3%
Overseas Private Investment Corporation	218	191	87.6%
Pension Benefit Guaranty Corporation	878	569	64.8%
Railroad Retirement Board	843	320	38.0%
Surface Transportation Board	134	71	53.0%
U.S. International Trade Commission	320	272	85.0%

	Number Surveyed	Number Responded	Response Rate
Governmentwide	**889,590**	**407,789**	**45.8%**
Very Small Agencies (<100 employees)			
AbilityOne Commission	22	7	31.8%
African Development Foundation	30	23	76.7%
American Battle Monuments Commission	22	11	50.0%
Chemical Safety and Hazard Investigation Board	36	33	91.7%
Commission on Civil Rights	26	23	88.5%
Defense Nuclear Facilities Safety Board	96	81	84.4%
Farm Credit System Insurance Corporation	10	8	80.0%
Institute of Museum and Library Services	52	45	86.5%
Inter-American Foundation	32	29	90.6%
Marine Mammal Commission	13	10	76.9%
National Capital Planning Commission	31	23	74.2%
National Indian Gaming Commission	94	67	71.3%
National Mediation Board	38	28	73.7%
Nuclear Waste Technical Review Board	12	4	33.3%
Occupational Safety and Health Review Commission	45	26	57.8%
Office of Government Ethics	58	45	77.6%
Office of Navajo and Hopi Indian Relocation	33	24	72.7%
Postal Regulatory Commission	60	50	83.3%
Selective Service System	99	67	67.7%
Trade and Development Agency	37	26	70.3%
U.S. Access Board	23	12	52.2%

Appendix E: Governmentwide Respondent Characteristics

	Number Responded	Percentage
Work Location		
Headquarters	156,217	40%
Field	230,420	60%
Supervisory Status		
Non-Supervisor	254,037	65%
Team Leader	49,646	13%
Supervisor	52,424	13%
Manager	24,799	6%
Senior Leader	8,135	2%
Gender		
Male	197,330	51%
Female	185,965	49%
Ethnicity		
Hispanic/Latino	33,693	9%
Not Hispanic/Latino	345,673	91%
Race/National Origin		
American Indian or Alaska Native	7,857	2%
Asian	19,608	5%
Black or African American	58,284	16%
Native Hawaiian or Other Pacific Islander	2,222	1%
White	265,148	72%
Two or more races	14,428	4%
Minority Status		
Minority	129,692	35%
Not Minority	241,754	65%

For an Excel version of Appendix E: Governmentwide Respondent Characteristics click here

	Number Responded	Percentage
Age Group		
25 and under	2,851	1%
26–29	11,506	3%
30–39	76,410	19%
40–49	106,349	26%
50–59	146,355	36%
60 or older	63,031	16%
Generations		
Traditionalists (born 1945 or earlier)	3,966	1%
Baby Boomers (born 1946 to 1964)	185,774	46%
Generation X (born 1965 to 1980)	166,189	41%
Generation Y (born 1981 or later)	50,573	12%
Pay Category		
Federal Wage System	9,626	2%
GS 1–6	18,806	5%
GS 7–12	154,061	40%
GS 13–15	170,276	44%
Senior Executive Service	5,797	2%
Senior Level (SL) or Scientific or Professional (ST)	1,577	0%
Other	25,971	7%
Federal Tenure		
Less than 1 year	6,879	2%
1 to 3 years	30,039	8%
4 to 5 years	30,231	8%
6 to 10 years	92,218	24%
11 to 14 years	55,156	14%
15 to 20 years	52,035	13%
More than 20 years	120,359	31%
Agency Tenure		
Less than 1 year	13,226	3%
1 to 3 years	47,899	12%
4 to 5 years	38,308	10%
6 to 10 years	98,560	26%
11 to 20 years	99,286	26%
More than 20 years	88,305	23%

	Number Responded	Percentage
Turnover Plans		
No	260,738	68%
Yes, to retire	22,459	6%
Yes, to take another job within the Federal Government	71,018	18%
Yes, to take another job outside the Federal Government	13,849	4%
Yes, other	18,106	5%
Retirement Plans		
Within one year	13,670	4%
Between one and three years	38,283	10%
Between three and five years	42,478	11%
Five or more years	289,035	75%
Sexual Orientation		
Heterosexual or Straight	308,340	84%
Lesbian, Gay, Bisexual, or Transgender	11,386	3%
I prefer not to say	47,303	13%
Military Service Status		
No Prior Military Service	279,262	73%
Currently in National Guard or Reserves	6,183	2%
Retired	39,860	10%
Separated or Discharged	56,048	15%
Disability Status		
With a Disability	51,961	14%
No Disability Indicated	330,567	86%
Highest Level of Education Completed		
Less than High School	365	0%
High School Diploma/GED or equivalent	16,379	4%
Trade or Technical Certificate	8,242	2%
Some College (no degree)	53,094	14%
Associate's Degree (e.g., AA, AS)	27,978	7%
Bachelor's Degree (e.g., BA, BS)	132,809	34%
Master's Degree (e.g., MA, MS, MBA)	102,209	27%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	44,336	12%

Appendix F: Governmentwide Demographic Response Rates

	Number Surveyed	Number Responded	Response Rate
Minority Status			
Non-Minority	566,639	273,683	48.3%
Minority	319,834	132,766	41.5%
Ethnicity			
Hispanic	71,297	29,706	41.7%
Non-Hispanic	818,293	378,083	46.2%
Disability Status			
Without Disabilities	752,543	339,727	45.1%
With Disabilities	118,967	58,809	49.4%
Military Service			
No Prior Military Service	618,608	300,051	48.5%
Prior Military Service	252,927	98,496	38.9%
Highest Level of Education Completed			
Up to High School Diploma or Equivalent	193,443	70,275	36.3%
Some College or Associate's Degree	188,258	74,680	39.7%
Bachelor's Degree	249,725	123,530	49.5%
Post-Bachelor's Degree	239,935	129,998	54.2%
Pay Category			
GS 1–6	66,293	20,650	31.1%
GS 7–12	346,380	152,221	43.9%
GS 13–15	255,624	149,299	58.4%
All Other Payplans	221,293	85,619	38.7%
Supervisory Status			
Non-Supervisor	758,619	336,623	44.4%
Supervisor	122,216	65,188	53.3%
Executive	8,755	5,978	68.3%

Note: The demographic counts in Appendix F may not match precisely with comparable demographic counts reported previously in this report because they are based on administrative information from the sampling frame rather than what the respondent indicated on the survey instrument.

For an Excel version of Appendix F: Governmentwide Demographic Response Rates click here

	Number Surveyed	Number Responded	Response Rate
Time in Federal Government			
Less than 1 year with Government	11,916	5,781	48.5%
1 to 3 years with Government	62,763	28,053	44.7%
4 to 5 years with Government	63,569	28,550	44.9%
6 to 10 years with Government	205,245	90,573	44.1%
11 to 14 years with Government	137,183	60,746	44.3%
15 to 20 years with Government	116,340	53,295	45.8%
More than 20 years with Government	292,574	140,791	48.1%
Work Location			
Headquarters	682,282	289,268	42.4%
Field	207,308	118,521	57.2%
Gender			
Male	485,570	207,871	42.8%
Female	404,015	199,916	49.5%
Age Group			
25 and Under	8,035	2,856	35.5%
26–29	29,945	11,551	38.6%
30–39	181,591	76,703	42.2%
40–49	234,742	106,670	45.4%
50–59	304,179	146,753	48.2%
60 +	131,098	63,256	48.3%

Note: The demographic counts in Appendix F may not match precisely with comparable demographic counts reported previously in this report because they are based on administrative information from the sampling frame rather than what the respondent indicated on the survey instrument.

Appendix G: FEVS Indices

Employee Engagement Index

	2012	2013	2014	2015	**2016**
Overall Employee Engagement Index	65	64	63	64	**65**
Leaders Lead	54	53	50	51	**53**
Supervisors	71	70	71	71	**72**
Intrinsic Work Experience	71	69	68	69	**70**

For Employee Engagement Index results by agency click here

New IQ Index

	2012	2013	2014	2015	**2016**
Overall New IQ Index	57	56	56	57	**58**
Fair	44	43	43	43	**45**
Open	56	55	55	56	**57**
Cooperative	55	54	52	52	**54**
Supportive	74	74	74	75	**75**
Empowered	59	56	56	57	**58**

For New IQ Index results by agency click here

Global Satisfaction Index

	2012	2013	2014	2015	**2016**
Overall Global Satisfaction	63	59	59	60	**61**

For Global Satisfaction Index results by agency click here

Human Capital Assessment and Accountability Framework (HCAAF)

	2012	2013	2014	2015	**2016**
Leadership and Knowledge Management	60	59	58	59	**60**
Results-Oriented Performance Culture	52	51	51	52	**53**
Talent Management	59	56	55	57	**58**
Job Satisfaction	66	64	63	64	**65**

For HCAAF results by agency click here

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