

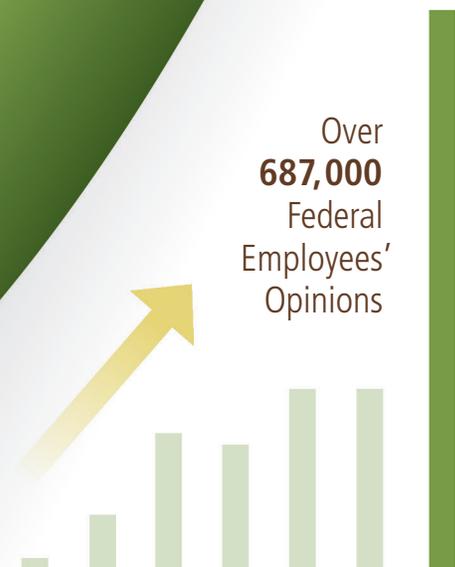
# 2012

## Federal Employee Viewpoint Survey Results

EMPLOYEES INFLUENCING CHANGE

GOVERNMENTWIDE MANAGEMENT REPORT

UNITED STATES  
OFFICE OF PERSONNEL MANAGEMENT



Over  
**687,000**  
Federal  
Employees'  
Opinions



# A MESSAGE FROM THE DIRECTOR

In the spring of 2012, OPM asked 1.6 million Federal employees to provide their perspective on the business of Government, and to tell us about their experience – what they see working, and what needs to be fixed. Over 687,000 answered the call, more than twice as many as any previous survey.

For the first time since it began as the Federal Human Capital Survey, the Federal Employee Viewpoint Survey attempted to reach every full- or part-time, permanent, civilian Government employee, with very few exceptions. Such a large data collection presents the opportunity to get the views of employees, making this the most inclusive survey to date.

At the broadest level, employees continue to believe their work is important and are willing to contribute extra effort to get the job done. At the governmentwide level, telework opportunities show a clear positive impact, with clearly higher engagement and satisfaction scores among teleworkers at all pay levels. Telework-eligible employees also grew as a population, from one out of four to one out of three Federal employees.

However, stresses on public servants – including continued tight budgets and pay freezes – are reflected in our Global Satisfaction indicator, even while more than two-thirds of employees recommend their organization as a good place to work.

At the agency level, the greater volume of responses collected this year will enable a closer look at their results. For the first time, agencies can dive deeper into their data and create customized reports. The real value in the FEVS is how it is used by agencies to improve services for the American people. I encourage managers and leaders at every agency to use the greater granularity offered in this year's report to identify and learn from successful groups within their agency.

OPM continues to work to make employee viewpoint survey information more readily available. As always, many results are available at our survey website: [www.FedView.opm.gov](http://www.FedView.opm.gov).

On behalf of President Obama, I want to thank the many participating Federal employees for sharing their insights on the survey, and for their continued dedication and service to America.

Sincerely,

A handwritten signature in black ink that reads "John Berry". The signature is written in a cursive, flowing style.

John Berry  
Director



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# EXECUTIVE SUMMARY

The 2012 Federal Employee Viewpoint Survey (FEVS) attempted to reach every permanent civilian Government employee in the Executive branch with very few exceptions. A record breaking 687,687 employees made their voices heard. This is the largest number of participants since the survey was first administered in 2002, and more than double the number of respondents from any previous employee viewpoint survey. This year results will be provided to a greater number of components within agencies. This broader response and increased reporting provides agencies with more information to assess performance and drive improvements than ever before.

The 2012 FEVS indicates the Federal workforce remains resilient – hardworking, motivated and mission-focused even amidst the many challenges facing Government today.

## The Federal workforce remains mission-focused and hardworking

- Nearly all Federal employees report that their work is important, they are constantly looking for ways to do their job better, and they are willing to put in the extra effort to get the job done. This finding is consistent across the 82 Federal agencies that participated in the 2012 FEVS.
- Eight out of 10 employees like the work they do, understand how their work relates to the agency's goals and priorities, and rate the overall quality of the work done by their work unit as high.

## Employee Engagement remains strong

- Employee Engagement scores are relatively consistent with the 2010 levels. Approximately two out of three employees report positive conditions for engagement still exist in their agencies.

## Federal employees' satisfaction with their jobs, pay and organizations are areas of continued risk

- This year employee responses were down two percentage points when recommending their organization as a good place to work (67 percent) and down three percentage points with their satisfaction with their job (68 percent) and organization (59 percent).
- Satisfaction with pay (59 percent) had the greatest impact on the Global Satisfaction scores, as it decreased by four percentage points. This is pay satisfaction's lowest level since the 2004 survey administration.
- Two out of 10 employees feel pay raises are related to their job performance.
- Three out of 10 employees feel that their performance is recognized in a meaningful way and that promotions are based on merit.

Though some areas trended downward, results vary by agency and subcomponents within agencies. The FEVS presents an opportunity for agency leadership to make improvements. The real value in the FEVS is how it is used by agencies to improve services for the American people.

# INTRODUCTION

The Federal Employee Viewpoint Survey (FEVS) is a tool that provides a snapshot of employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. Survey results provide valuable insight into the challenges agency leaders face in ensuring the Federal Government has an effective civilian workforce.

## Largest Response to a Federal Survey Ever!

Views from the 2012 FEVS came from more than 687,000 Federal employees – the largest and most diverse response to the FEVS to date.

## But, beyond the calculations and percentages, who are these employees?

Respondents to the FEVS represent 82 Federal agencies. Employees in agencies as large as the Department of Defense and as small as Marine Mammal Commission voiced their opinions. Not all of these employees were in headquarters locations; nearly two-thirds of respondents were field employees, across the United States and worldwide. Full-time and (new in 2012) part-time, non-seasonal employees were eligible to participate, covering all Federal occupations including nurses, air traffic controllers, border patrol specialists, nuclear physicists, teachers, linguists, food inspectors, engineers, and psychologists, to name a few. Opinions were shared by those of all races and ages, from entry level to Senior Executive positions, military veterans, persons with disabilities, and employees in the lesbian, gay, bisexual and transgender (LGBT) community. The results of this survey truly represent the diverse opinions of the Federal workforce. See Appendix A for the Governmentwide Respondent Characteristics.

## Response Rates

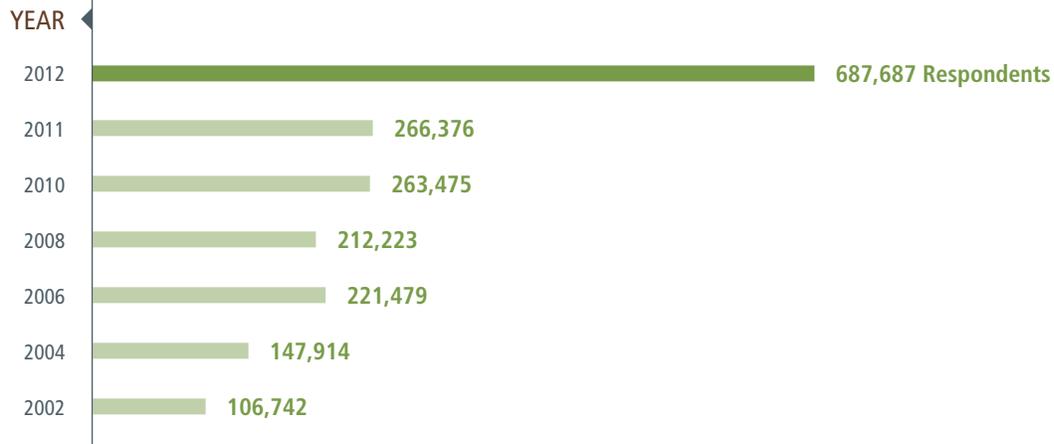
As shown in Figure 1, the 2012 FEVS had the largest number of respondents participating since the survey was first administered in 2002. This year more than 687,000 Federal employees responded to the survey, for a response rate of 46 percent. Of the 82 agencies participating in the survey, 67 agencies had a response rate of 50 percent or higher. Four Departments/ Large agencies are new to the top five response rates: the Office of Management and Budget, the Nuclear Regulatory Commission, the Securities and Exchange Commission, and the National Science Foundation (see Figure 2). The National Archives and Records Administration is the only agency from 2011 still in the top five response rates. Of the Small/Independent agencies that participated in the survey, the Chemical Safety and Hazard Investigation Board had the highest response rate in 2012 and is the only small agency that remained in the top five from 2011. The complete list of agency response rates is available in Appendix B.

### INCREASING RESPONSE RATES

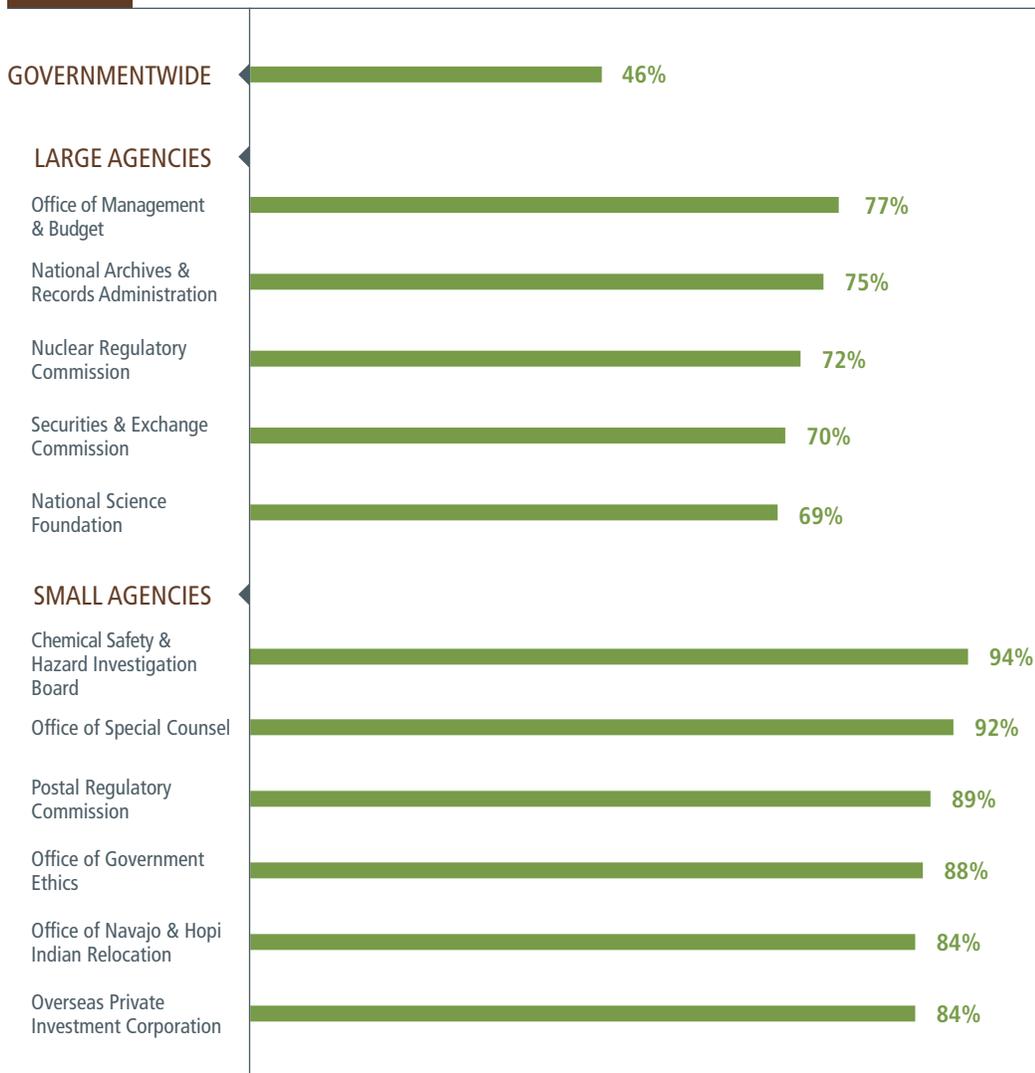
*At the U.S. Securities and Exchange Commission, we achieved a record high response rate to the 2012 Federal Employee Viewpoint Survey by building participation through successive communications throughout the survey administration period. Importantly, we had support from the highest levels in our agency. To kick off the survey, the Chairman of the SEC, Mary Schapiro, sent out a communication encouraging all employees to participate. As weekly reports on participation came in from OPM, we sent updates to the Chairman and all the Division Directors. We worked with Division Directors to draft personal messages that they sent to their staff members and we collaborated with our Union who also encouraged participation. In addition, we put periodic notes into SEC Today, the daily electronic newsletter that goes to all SEC staff.*

LACEY DINGMAN  
Director, Office of Human Resources, SEC

**FIGURE 1** NUMBER OF SURVEY RESPONDENTS BY YEAR



**FIGURE 2** HIGHEST RESPONSE RATE BY LARGE AND SMALL AGENCIES



Three Departments/Large agencies, the U.S. Agency for International Development, the National Credit Union Administration, and the Securities and Exchange Commission had the highest increase in response rates from 2011: 22 percentage point, 16 percentage point, and 16 percentage point increases, respectively. Among the Small/Independent agencies, the Office of the U.S. Trade Representative, the Occupational Safety and Health Review Commission, and the National Mediation Board had the highest increase in response rates from 2011: 16 percentage point, 13 percentage point, and 12 percentage point increases, respectively.

## Governmentwide snapshot

Throughout this report, we acknowledge the downward trend of many of the survey items. After experiencing an upward trend over the last few survey administrations, some items have dropped to pre-2010 levels. These results suggest that the continued tight budgets, salary freezes and general public opinion of Federal service are beginning to take a toll on even the most committed employees. However, findings still indicate that Federal employees remain hardworking, motivated and mission-focused.

Even faced with difficult and uncertain times, nearly all Federal employees (90 percent or more) report the work they do is important, are constantly looking for ways to better do their jobs and are willing to put in the extra effort to get the job done.

Over 80 percent of employees like the work they do, understand how their work relates to their agency's goals and priorities, and rate the overall quality of the work done by their work unit as high. Employees feel they are held accountable for achieving results and know what is expected of them. Nearly three out of four employees believe their agency is successful at accomplishing its mission, feel that their coworkers cooperate to get the job done, and feel they have enough information to do their job well.

Areas in Government that have historically been low – linking pay and promotions to performance, recognizing differences in performance, dealing with poor performers, and having sufficient resources to get the job done – continue to be rated as challenges by one out of every three employees. For the first time, half of Federal employees report that pay raises do not depend on performance, while only 22 percent agree that performance and pay are linked.

The remainder of this report will focus on multiple perspectives describing the broad and varied view of the Federal workforce. The top performing and most improved agencies will be identified throughout various sections of this report. The survey results are presented in the following order:

- Federal Employee Viewpoint Survey (FEVS) Indices
  - Human Capital Assessment and Accountability Framework Index
  - Global Satisfaction Index
  - Employee Engagement Index
- Supervision
- Leadership
- Special Topics
- Conclusions

This and other reports are available on OPM's Federal Employee Viewpoint Survey website at: [www.FedView.opm.gov](http://www.FedView.opm.gov). Detailed information on the 2012 FEVS Methods and item-by-item results can be found in Appendix C and D, respectively.

# FEVS INDICES

## Human Capital Assessment and Accountability Framework Index

The Human Capital Assessment and Accountability Framework (HCAAF) establishes and defines five human capital systems that together provide a single, consistent definition of human capital management for the Federal Government. Establishment of the HCAAF fulfills OPM's mandate under the Chief Human Capital Officers Act of 2002 (CHCO Act) to design systems and set standards, including appropriate metrics, for assessing the management of human capital by Federal agencies. The FEVS provides one source of information for evaluating success in this framework.

The HCAAF indices provide consistent metrics for measuring progress toward HCAAF objectives. Using the same measurement indices across time provides an objective examination of progress in Government. A total of 39 items make up the four indices, which are: Leadership & Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. This section examines governmentwide and agency performance on these indices.

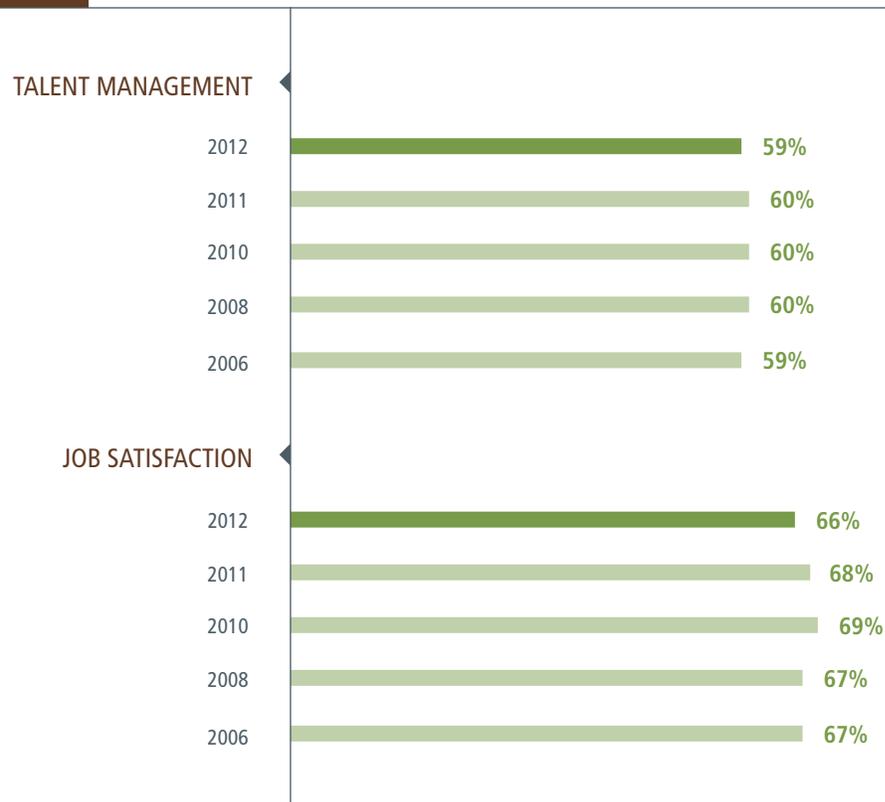
### Governmentwide HCAAF Performance

All governmentwide HCAAF index scores show declines from 2011; two percentage points lower for Leadership & Knowledge Management, Results-Oriented Performance Culture, and Job Satisfaction (see Figure 3). Talent Management remained relatively steady with a one percentage point decrease from 2011.

FIGURE 3 HCAAF INDEX SCORE TRENDS 2006-2012



**FIGURE 3** HCAAF INDEX SCORE TRENDS 2006-2012 (cont'd)



Findings from 2006 indicate similar HCAAF trends, with stable indices and very little movement from year to year and over time. The Leadership & Knowledge Management index increased two percentage points since 2006, while the Performance Culture and Job Satisfaction indices dropped one percentage point. The Talent Management index remained unchanged since 2006.

### Agency HCAAF Performance

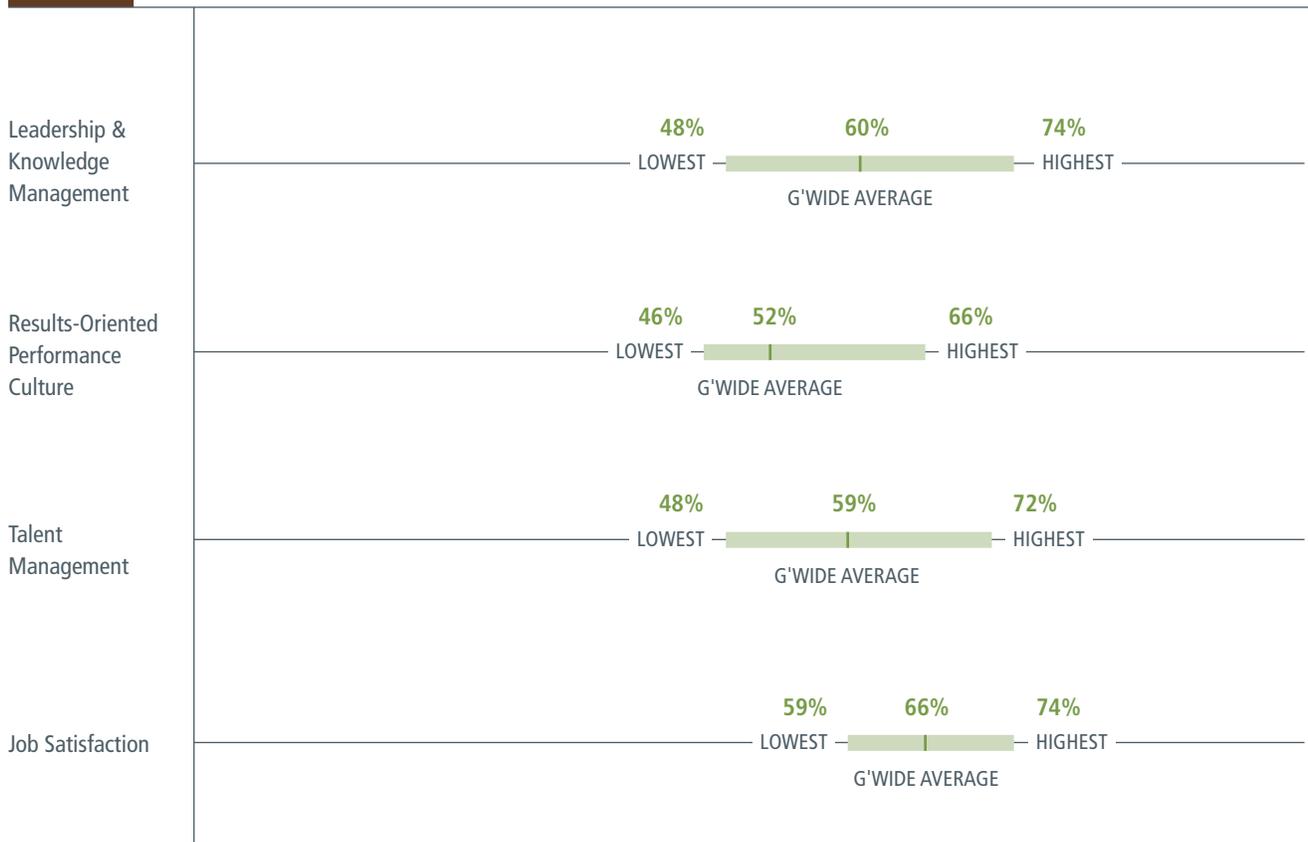
While the governmentwide HCAAF index results are relatively stable, agencies differ noticeably on the four indices. As shown in Figure 4, agency HCAAF index ranges were the largest for the Leadership & Knowledge Management index, with a 26 percentage point difference between the high and low score, followed by Talent Management (24 percentage point range), Result-Oriented Performance Culture (20 percentage point range), and Job Satisfaction (15 percentage point range).

- Leadership & Knowledge Management ranged from a low of 48 percent positive (Broadcasting Board of Governors) to a high of 74 percent positive (Nuclear Regulatory Commission).
- Results-Oriented Performance Culture ranged from 46 percent positive (Broadcasting Board of Governors and Department of Homeland Security) to 66 percent positive (Federal Trade Commission).

- Talent Management ranged from 48 percent positive (Broadcasting Board of Governors) to 72 percent positive (Nuclear Regulatory Commission).
- Job Satisfaction ranged from 59 percent positive (National Archives and Records Administration) to 74 percent positive (National Aeronautics and Space Administration).

See Appendix E for a full list of HCAAF agency scores and trends from 2006.

**FIGURE 4** HCAAF RATINGS - HIGHEST, LOWEST AND GOVERNMENTWIDE



The National Credit Union Administration joined the Nuclear Regulatory Commission and the National Aeronautics and Space Administration as the top performing agencies across all four indices. Both the Nuclear Regulatory Commission and National Aeronautics and Space Administration were top performing agencies in all indices in 2011. The Federal Trade Commission was also a top performing agency across three of the four indices, as shown in Table 1.

**TABLE 1 TOP PERFORMING AGENCIES BY HCAAF INDEX, 2012**

	2012 Index Score
<b>Leadership &amp; Knowledge Management</b>	
Governmentwide	60
Nuclear Regulatory Commission	74
National Aeronautics and Space Administration	73
Federal Trade Commission	72
National Credit Union Administration	67
Federal Energy Regulatory Commission	67
<b>Results-Oriented Performance Culture</b>	
Governmentwide	52
Federal Trade Commission	66
National Aeronautics and Space Administration	65
Nuclear Regulatory Commission	64
National Credit Union Administration	62
Department of Commerce	61
<b>Talent Management</b>	
Governmentwide	59
Nuclear Regulatory Commission	72
National Aeronautics and Space Administration	71
Federal Trade Commission	70
National Credit Union Administration	68
Office of Management and Budget	65
Federal Energy Regulatory Commission	65
Court Services and Offender Supervision Agency	65
<b>Job Satisfaction</b>	
Governmentwide	66
National Aeronautics and Space Administration	74
Nuclear Regulatory Commission	73
Office of Management and Budget	72
National Credit Union Administration	72
Department of State	71

## Agency HCAAF Improvement

An index is a more stable measure of a concept, but also a more difficult measure on which to show improvement. To increase an index score, an agency must improve scores on several of the items which make up the index. Because of the difficulty of improving an index score, only a few agencies had substantial increases of three or more percentage points. See Appendix E for a full listing of agency HCAAF index trend scores.

### Highest Increase in HCAAF Scores Since 2011

- As shown in Table 2, the Office of Management and Budget had the largest increases across every HCAAF index: 10 percentage points in Leadership & Knowledge Management; nine percentage points in Results-Oriented Performance Culture; and seven percentage points in both Talent Management and Job Satisfaction.
- The National Credit Union Administration improved six percentage points in Leadership & Knowledge Management.
- The Securities and Exchange Commission increased six percentage points in Talent Management.

### Highest Increase in HCAAF Scores Since 2006: Agency Trends

It is difficult to demonstrate improvement in an index from year to year, so we have taken a closer look at top performing agency HCAAF improvement scores over the last six years. We are using the survey administration from 2006 as the baseline for HCAAF trending because all survey items are consistent from that point forward.

## INCREASING HCAAF SCORES

*Every day, OMB urges Federal agencies to use data to find out what is working and what isn't. In Government, as in business, we know that careful analysis of data can lead to stronger performance and increased productivity. OPM's annual Federal Employee Viewpoint Survey provides managers with critical data for managing their workplaces. At OMB, we take the FEVS very seriously and across the last year every one of our managers has discussed the results with their staff to identify opportunities for improvement. We are very pleased with this year's results. It reflects the dedicated efforts of OMB managers and employees to make improvements in areas that the FEVS highlighted. We plan to continue these efforts in the coming year and encourage all agency leaders to do the same.*

JEFFREY D. ZIENTS  
Deputy Director of Management, OMB

TABLE 2 TOP AGENCY HCAAF INDEX SCORE INCREASES 2011-2012

	2011	2012	Increase
<b>Leadership &amp; Knowledge Management</b>			
Office of Management and Budget	51	61	+10
National Credit Union Administration	61	67	+6
<b>Results-Oriented Performance Culture</b>			
Office of Management and Budget	51	60	+9
<b>Talent Management</b>			
Office of Management and Budget	58	65	+7
Security and Exchange Commission	51	57	+6
<b>Job Satisfaction</b>			
Office of Management and Budget	65	72	+7

- The Small Business Administration and Department of Transportation had the largest increases in Leadership & Knowledge Management since 2006, both increasing nine percentage points; Railroad Retirement Board and the National Credit Union Administration each had seven percentage point increases. See Table 3.
- The Office of Personnel Management and the Department of Transportation had the largest increases in the Results-Oriented Performance Culture index, six and five percentage points, respectively.
- Under Talent Management, the Office of Personnel Management increased nine percentage points since 2006. The Small Business Administration increased six percentage points. Up five percentage points over the same period were the Department of Transportation, Railroad Retirement Board, and Equal Employment Opportunity Commission.
- The highest Job Satisfaction score increases came from the Office of Personnel Management and the Small Business Administration (five percentage points) and Railroad Retirement Board, Department of Transportation, and Court Services and Offender Supervision Agency (four percentage points).
- Since 2006, the Department of Transportation is the only agency with top improvement scores in each of the four HCAAF indices.

**TABLE 3** TOP AGENCY HCAAF INDEX SCORE INCREASES 2006-2012

	2006	2008	2010	2011	2012	Overall Increase
<b>Leadership &amp; Knowledge Management</b>						
Small Business Administration	51	60	59	61	60	+9
Department of Transportation	50	51	55	57	59	+9
Railroad Retirement Board	56	59	60	61	63	+7
National Credit Union Administration	60	56	58	61	67	+7
<b>Results-Oriented Performance Culture</b>						
Office of Personnel Management	53	57	58	60	59	+6
Department of Transportation	46	47	49	49	51	+5
<b>Talent Management</b>						
Office of Personnel Management	52	58	60	63	61	+9
Small Business Administration	46	55	50	53	52	+6
Department of Transportation	54	54	57	57	59	+5
Railroad Retirement Board	53	55	57	55	58	+5
Equal Employment Opportunity Commission	50	51	52	56	55	+5
<b>Job Satisfaction</b>						
Office of Personnel Management	64	67	70	71	69	+5
Small Business Administration	61	66	67	67	66	+5
Court Services and Offender Supervision Agency	64	70	73	70	68	+4
Department of Transportation	65	63	69	68	69	+4
Railroad Retirement Board	65	68	69	68	69	+4

## Global Satisfaction Index

Global Satisfaction is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. As shown in Figure 5, the overall governmentwide Global Satisfaction rating is 63 percent, down three percentage points from 2011.

**FIGURE 5** GLOBAL SATISFACTION



The overall gains experienced between 2008 and 2011 have disappeared. All four items have decreased from 2011. This year employee responses were down two percentage points when recommending their organization as a good place to work (67 percent), and down three percentage points with their satisfaction with their job (68 percent) and their organization (59 percent). Satisfaction with pay (59 percent) had the greatest impact on the Global Satisfaction scores, decreasing by four percentage points. This is pay satisfaction's lowest level since the 2004 survey administration. See Appendix D (Q.70).

Agency level Global Satisfaction scores have shown variation over the years. While many agency scores are still relatively high, the overwhelming majority of agencies' scores declined from 2011 to 2012, and approximately 40 percent are at or below 2008 levels (see Appendix F for full list of agency Global Satisfaction scores).

Individual agency scores ranged from a high of 75 percent positive for Nuclear Regulatory Commission to a low of 50 percent positive for National Archives and Records Administration. To illustrate this overall downward trend, although Nuclear Regulatory Commission retained their top spot in 2012, their score is down five percentage points from 2011. Table 4 shows the agencies with Global Satisfaction scores over 70 percent.

**TABLE 4** AGENCIES WITH A GLOBAL SATISFACTION INDEX SCORE OVER 70 PERCENT

	2012 Percent
<b>Governmentwide</b>	63
Nuclear Regulatory Commission	75
National Aeronautics and Space Administration	74
Department of State	72
Office of Management and Budget	71
National Credit Union Administration	71
General Services Administration	71

### Employee Engagement Index

Engaged employees are passionate and dedicated to their job and organization. They are immersed in their work and energized to spend extra effort to do their jobs well. The 2012 FEVS does not contain direct measurements of employee engagement. However, the survey does cover most, if not all, of the conditions likely to lead to employee engagement (for example, effective leadership, work which provides meaning to employees, the opportunity for employees to learn/grow on the job, etc.).

The FEVS Employee Engagement Index is an overarching model comprised of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experiences. See Appendix G for the list of subfactor scores by agency.

As shown in Figure 6, Employee Engagement scores are relatively consistent with the 2010 levels. Approximately two out of three employees report positive conditions for engagement still exist in their agencies. The individual subfactors that make up the Employee Engagement Index have also remained consistent over time. The Leaders Lead subfactor score (54 percent) is 17 percentage points lower than the Supervisors and the Intrinsic Work Experiences subfactors (71 percent), respectively. Engagement scores across agencies ranged from a high of 76 percent to a low of 56 percent. The 2012 range is slightly lower than the high and low scores for 2011. Table 5 shows the agencies with engagement scores over 70 percent.

Since 2010, National Aeronautics and Space Administration, Nuclear Regulatory Commission, and Federal Trade Commission have been the three highest scoring agencies for engagement (see Appendix G). However, Office of Management and Budget and National Credit Union Administration had the largest one and two year increases in overall engagement. Over the last year, Office of Management and Budget and National Credit Union Administration scores increased 10 and five percentage points respectively, and both had seven percentage point increases since 2010.

**FIGURE 6** EMPLOYEE ENGAGEMENT



**Employee Engagement is down 2 percentage points from 2011.**

2010	2011	2012
66%	67%	65%

**TABLE 5** AGENCIES WITH AN EMPLOYEE ENGAGEMENT INDEX SCORE OVER 70 PERCENT

	2012 Percent			
	Leaders Lead	Supervisors	Intrinsic Work Experiences	Employee Engagement Index
<b>Governmentwide</b>	54	71	71	65
National Aeronautics and Space Administration	68	82	79	76
Nuclear Regulatory Commission	69	81	77	76
Federal Trade Commission	70	76	77	74
Office of Management and Budget	62	82	75	73
National Credit Union Administration	65	79	75	73
Office of Personnel Management	62	77	73	71
Department of State	63	76	74	71

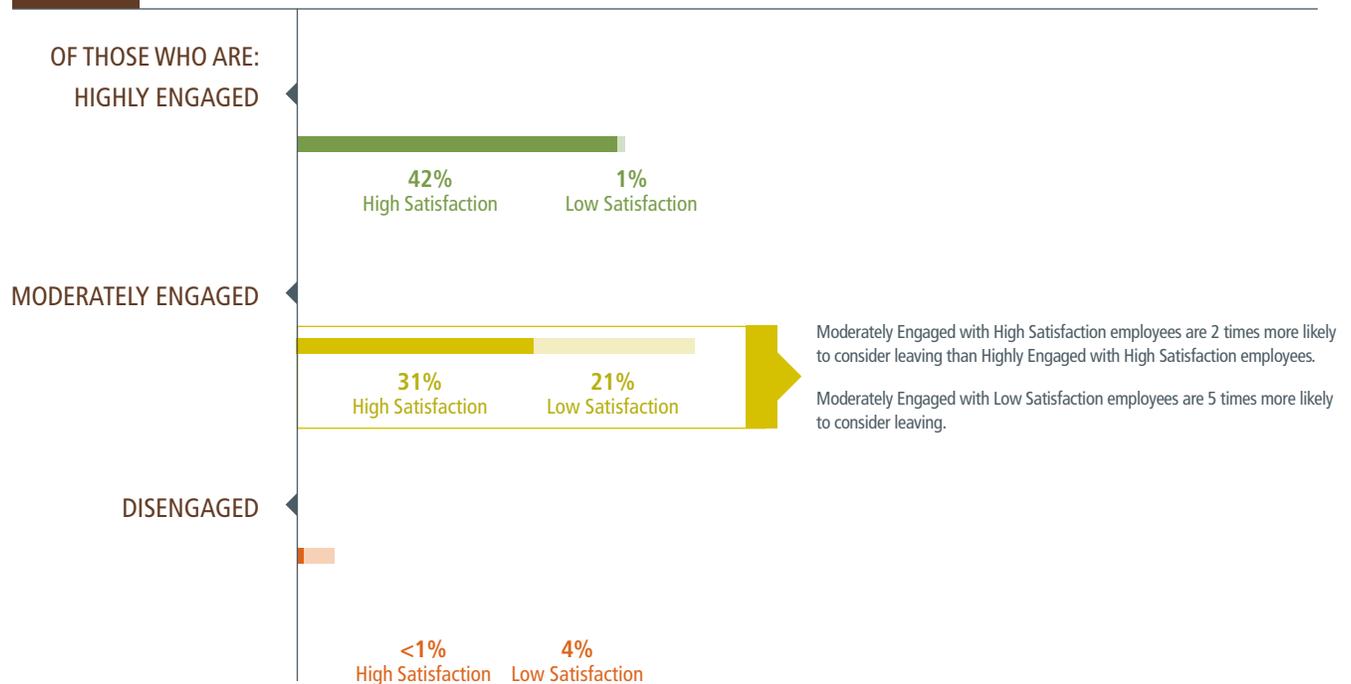
## Impact of satisfaction and engagement on employees' leaving intentions

Individually, Global Satisfaction and Employee Engagement do not provide the entire picture. The components of Employee Engagement – Leaders Lead, Supervisors, and Intrinsic Work Experiences – and Global Satisfaction combine to create a dynamic relationship that drives results.

Our analysis of the interaction between Employee Engagement and Global Satisfaction indicates that 42 percent of employees are highly engaged and highly satisfied (see Figure 7). Another 31 percent of employees are classified as moderately engaged, with high satisfaction. The moderately engaged and low satisfied group of respondents makeup 21 percent of the Employee Engagement/satisfaction continuum.

When examining employee intentions to leave in relation to their levels of engagement and satisfaction an interesting picture emerges. Employees classified as moderately engaged with high satisfaction are twice as likely as highly engaged with high satisfaction employees to report they are considering leaving their organization within the next year, for reasons other than retirement. The moderately engaged with low satisfaction group is five times more likely than the highly engaged with high satisfaction group to consider leaving their organization.

**FIGURE 7** ENGAGEMENT, SATISFACTION, AND LEAVING INTENTIONS OF THE FEDERAL WORKFORCE



# SUPERVISION

The supervisor is the organization’s personal representative to the employee and has the most immediate effect on an employee’s work environment. Employees’ day-to-day interactions with their supervisors are important driver of engagement and satisfaction, as well as a recognized influence on employee turnover. Responses to survey items addressing employees’ supervisors, although slightly down in 2012, have been consistently strong over the last few survey administrations.

## Governmentwide focus

Governmentwide, employees are satisfied with their supervisors. As shown in Table 6, employees rate their supervisors highly on items relating to effective supervision. Approximately three out of four employees indicate that their supervisor:

- Treats them with respect,
- Has talked with them about their performance,
- Supports their need to balance work and other life issues, and
- Listens to what they have to say.

In addition, about two out of three employees agree that:

- Their supervisor is doing a good job overall,
- They have trust and confidence in their supervisor,
- Their supervisor provides opportunity to demonstrate leadership skills,
- Their supervisor is committed to the workforce, and
- Their supervisor supports employee development.

**TABLE 6** SUPERVISION ITEM RESULTS

	Percent Positive		
	2010	2011	2012
My supervisor/team leader treats me with respect.	80	80	79
In the last six months, my supervisor/team leader has talked with me about my performance.	76	77	77
My supervisor supports my need to balance work and other life issues.	76	77	77
My supervisor/team leader listens to what I have to say.	75	75	74
Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	69	68
I have trust and confidence in my supervisor.	67	67	66
My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	66	67	65
Supervisors/team leaders in my work unit support employee development.	66	67	65
My supervisor/team leader is committed to a workforce representative of all segments of society.	65	66	64
Discussions with my supervisor/team leader about my performance are worthwhile.	62	63	62
My supervisor/team leader provides me with constructive suggestions to improve my job performance.	61	62	61

## Agency focus

Although governmentwide results regarding Supervision were fairly consistent over the last two years, there were some notable improvements in the 2012 results for specific agencies. Overall, nine agencies improved on five or more items. Three agencies improved on 10 or more items: the Office of Management and Budget, the National Credit Union Administration, and the Railroad Retirement Board.

- The Office of Management and Budget showed significant improvement on all 11 Supervision items from 2011 to 2012. The largest improvements were in:
  - Supervisor/employee performance discussion (up 24 percentage points)
  - Supervisor support of work and life balance (up 19 percentage points)
  - Overall supervisor approval (up 16 percentage points)
- The National Credit Union Administration also showed significant improvement in 11 Supervision items from 2011 to 2012. The largest improvements were:
  - Supervisor/employee performance discussion (up six percentage points)
  - Employee empowerment (up five percentage points)
  - Worthwhile discussions about performance between supervisor and employee, supervisor listening to employee, supervisor supporting employee development, and overall supervisor approval (up four percentage points)
- The Railroad Retirement Board showed significant improvement from 2011 to 2012 in 10 Supervision items. The largest increases in positive responses were:
  - Supervisors supporting employee development and listening to employees (up four percentage points)
  - Supervisors showing commitment to a representative workforce, providing opportunities for leadership, and having worthwhile performance discussions with employees, as well as employee trust and confidence in supervisors (up three percentage points).

# LEADERSHIP

Today's Federal leaders are facing significant challenges in keeping the workforce motivated and engaged in light of frozen salaries, slashed budgets, and recent public sentiment toward Federal employees. Research tells us that while money is important, it is not the deciding factor in how engaged an employee will be. Is the employee's job providing an opportunity for success, growth, and recognition? Is the employee's work meaningful and is that employee personally valued by the organization? The answer lies in an effective senior leadership cadre that can inspire employees through the toughest of challenges.

## Governmentwide focus

Over the years, leadership results have gradually increased with many items at benchmark highs in 2011. However, the majority of FEVS items addressing leadership for 2012 show a modest downward trend, with no items showing a notable increase (see Table 7). Considering what Federal employees have weathered over the past survey administrations, and continue to weather in this evolving climate, declines in leadership results are not surprising. Now more than ever, the leadership support of the Federal workforce is of critical importance.

**TABLE 7** LEADERSHIP ITEM RESULTS

	Percent Positive		
	2010	2011	2012
Managers/supervisors/team leaders work well with employees of different backgrounds.	64	65	63
Managers communicate the goals and priorities of the organization.	64	64	62
Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64	64	62
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/ team leader.	57	58	58
Managers support collaboration across work units to accomplish work objectives.	58	58	57
My organization's leaders maintain high standards of honesty and integrity.	56	57	55
Managers promote communication among different work units (for example, about projects, goals, needed resources).	54	55	53
I have a high level of respect for my organization's senior leaders.	56	57	54
Senior leaders demonstrate support for Work/Life programs.	55	55	54
How satisfied are you with the policies and practices of your senior leaders?	45	46	43
In my organization, leaders generate high levels of motivation and commitment in the workforce.	44	45	43

While results show declines, nearly two out of every three employees report that managers:

- Communicate the goals and priorities of the organization,
- Review and evaluate the organization's progress towards meeting goals and objectives, and
- Work well with employees of different backgrounds.

Over half of employees:

- Have a high level of respect for senior leaders,
- Feel senior leaders support Work/Life programs, and
- Believe senior leaders maintain high standards of honesty and integrity.

However, only four out of 10 employees report satisfaction with senior leaders' policies and practices and agree that their leaders generate high levels of motivation and commitment in the workforce.

## Agency focus

While governmentwide results showed a slight downward trend, some agencies had considerable leadership gains in 2012. Both the Office of Management and Budget and the National Credit Union Administration experienced gains on each of the leadership items.

- Office of Management and Budget's ratings increased by at least nine percentage points, including a 25 percentage point jump on senior leaders supporting Work/Life programs.
- National Credit Union Administration's increases ranged from two to 10 percentage points, with eight items increasing by five or more percentage points.
- When asked about the performance of their managers directly above their immediate supervisors, employee ratings at National Labor Relations Board were eight percentage points higher in 2012 than in 2011. The Securities and Exchange Commission, U.S. Agency for International Development, and Department of Energy all saw five percentage point increases for this item.
- Fifteen agencies showed increases of at least two percentage points on leadership supporting Work/Life programs.

## INCREASING LEADERSHIP SCORES

*When I became NCUA Chairman, I set a goal for NCUA to be an employer of choice and reliable partner with elected labor representatives, understanding that employees are our most important asset. It is essential for employees to trust that management is eager to listen and respond to their concerns. All managers are held accountable for improving communications with their direct reports. And as the agency head, I traveled to each office and met with employees; held quarterly webinars so employees could express their concerns and get direct answers to their questions; entered into partnership with NTEU so that difficult workplace issues could be resolved together at the earliest time; created an Internal Communications Working Group; introduced a weekly internal e-mail newsletter; and, most important, responded to issues raised by employees. Most recently, in response to the Federal pay freeze, the NCUA Board approved an enhanced benefits package for all employees including a 401(K) plan to supplement the TSP.*

DEBBIE MATZ  
Chairman, NCUA

# SPECIAL TOPICS

The Federal Employee Viewpoint Survey (FEVS) provides the opportunity to more fully understand and appreciate the issues and concerns faced by Federal employees. Topics of special interest follow:

## Telework

Emerging evidence has shown that employees who telework are as productive as, if not more productive than, those who do not. For employers, telework has been shown to reduce operating costs, reduce the number of sick days taken, increase employee motivation, and increase workforce flexibility in scheduling. Additionally, there are social and environmental benefits such as a reduction in the number of cars on the road. This cuts down on air pollution and eases rush hour traffic, which benefits commuters.

The Telework Act of 2010 paved the way for agencies to develop telework policies and procedures. With the requirement that employees be notified of their telework eligibility, the Act served to increase agency and employee awareness of offsite working options. An employee's teleworking situation can range from unscheduled/short-term telework to working offsite several days per week. Any report of teleworking – of short or long duration – was considered teleworking in our analysis.

Governmentwide, teleworking has increased since 2011. One out of three employees were notified they were eligible to telework in 2012 (up from one out of four employees last year) and almost a quarter of the Federal workforce reported teleworking in some form.

Telework participation varies by agency. The General Services Administration and Pension Benefit Guaranty Corporation both top the participation list, with more than eight out of 10 employees reporting they telework. Both of these agencies also report high levels of telework on a consistent basis, with more than six out of 10 employees teleworking at least once or twice a month. The National Science Foundation, Department of Education, and Office of Personnel Management results all indicate that approximately three out of four of their employees telework in some form. The Office of Management and Budget had the greatest increase in teleworking, with participation rates increasing over 30 percentage points from 2011.

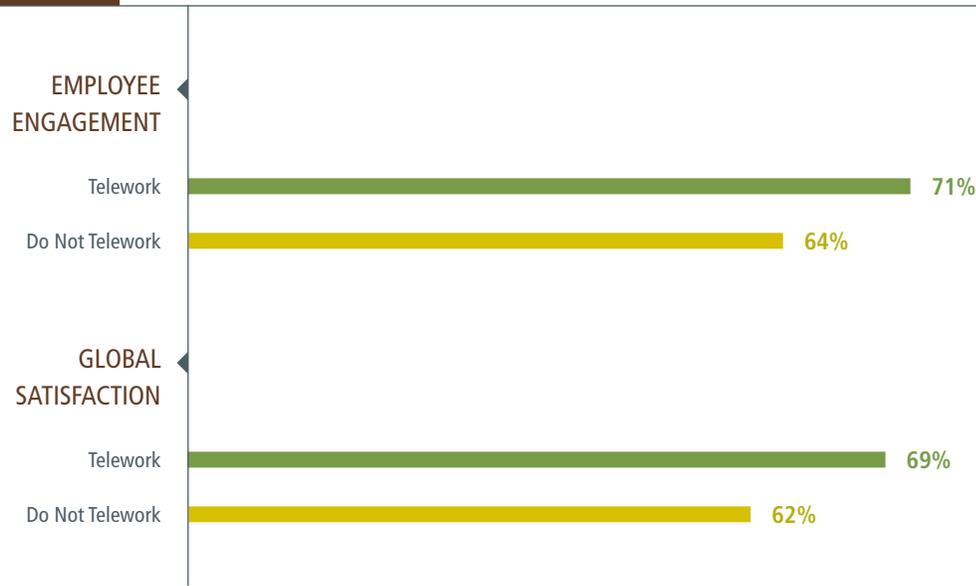
As shown in Figure 8, the ability to telework has an effect on an employee's Global Satisfaction as well as Employee Engagement scores. Governmentwide, employees who teleworked had higher Global Satisfaction and Employee Engagement scores when compared to those reporting that they did not telework, a difference of seven percentage points in both cases.

## INCREASING TELEWORK OPPORTUNITIES

*GSA is accelerating the pace of telework for Federal Government employees and is leading by example. GSA's telework activities have been successful in reducing highway traffic congestion and associated vehicle emissions. GSA's senior leadership fully embraces telework by actively communicating telework, advocating technology to support a mobile work environment, and endorsing training to emphasize the benefits. GSA launched mandatory training to educate employees to the changing culture at GSA and to emphasize the benefits of working successfully in a mobile work environment. Through senior leadership engagement and commitment, telework at GSA has provided greater balance for work and life responsibilities for employees.*

ANTHONY COSTA  
Chief Human Capital Officer, GSA

**FIGURE 8** EMPLOYEE ENGAGEMENT AND GLOBAL SATISFACTION BY TELEWORK STATUS



Differences in Employee Engagement and Global Satisfaction for teleworkers are even more pronounced in the context of pay. As shown in Table 8, employees at the lowest pay categories who telework show the greatest increases (12 percentage points) in Employee Engagement and Global Satisfaction.

For jobs where telework is an option for the employee, agencies should give serious consideration to expanding opportunities for all eligible workers.

**TABLE 8** EMPLOYEE ENGAGEMENT AND GLOBAL SATISFACTION BY TELEWORK STATUS AND PAY GRADE

	Telework	Do Not Telework	Difference
<b>Employee Engagement</b>			
GS 1-6	66	54	12
GS 7-12	67	62	5
GS 13-15	70	67	3
SES	80	77	3
<b>Global Satisfaction</b>			
GS 1-6	74	62	12
GS 7-12	70	64	6
GS 13-15	71	67	4
SES	86	82	4

## New demographics in the 2012 FEVS

Prior to the 2011 Federal Employee Viewpoint Survey administration, OPM received several requests from Federal agencies, as well as outside groups, requesting the inclusion of additional demographics on the governmentwide survey. Historically, the FEVS has limited the number of demographic questions to only the most commonly used categories for research, in an effort to provide protections for certain groups. However, proponents of expanding the demographic base indicate that because we have not included protected groups in the collection of data, we do not have hard evidence of the potential challenges these groups face in Government service.

As part of the 2011 FEVS, a pilot study was conducted to test several new demographics in a few agencies in order to evaluate privacy issues, robustness of responses, and the potential research value in including these questions. The pilot questions added were:

1. Have you ever served on Active Duty in the US Armed Forces (Army, Marine Corps, Navy, Air Force or Coast Guard)?
  - a. Yes
  - b. No
2. Are you an individual with a disability?
  - a. Yes
  - b. No
3. Do you consider yourself to be:
  - a. Heterosexual or Straight
  - b. Lesbian or Gay
  - c. Bisexual
  - d. Transgender

Promoting diversity in the broadest sense is an Office of Personnel Management and governmentwide commitment. After an analysis of the 2011 pilot results, a determination was made to include these additional demographic items on the 2012 FEVS, with one slight change: the response category, “I Prefer Not To Say”, was included on Question 3. The Office of Personnel Management adheres to its strict practice of not releasing or reporting data that would compromise the privacy of any group.

2012 results for these items indicate:

- Approximately one third of respondents served on Active Duty;
- 13 percent of respondents shared they had a disability; and
- Responses from the lesbian, gay, bisexual and transgender (LGBT) community were just over two percent.

This survey administration will serve as a baseline year for future analyses. A comparison of the major FEVS index scores by group yielded some notable findings (see Table 9). While differences in Veteran Status and part-time/full-time work schedule had no discernible differences in scores on any index, considerable differences were noted across disability status and the LGBT-inclusion item. Employees who indicated having a disability responded substantially less positive across all index scores. Similar findings are evident for those employees who self-identified as a member of the LGBT community.

The Office of Personnel Management will continue to look at these and other demographics in relation to survey results when creating potential new HR policies and procedures.

**TABLE 9** INDEX SCORE SUMMARY FOR NEW DEMOGRAPHICS

	Work Schedule		Veteran Status		Disability Status		Orientation	
	Full Time	Part Time	Veteran	Non Veteran	Disabled	Not Disabled	LGBT	Not LGBT
<b>Human Capital Assessment &amp; Accountability Framework</b>								
Leadership & Knowledge Management	60	61	60	61	56	61	56	62
Results-Oriented Performance Culture	52	51	52	53	49	53	50	54
Talent Management	58	60	58	59	53	60	55	60
Job Satisfaction	66	65	66	66	62	67	62	67
<b>Employee Engagement</b>	65	65	65	66	61	66	62	67
Leaders Lead	54	55	54	55	50	55	50	56
Supervisors	71	72	70	71	65	72	68	72
Intrinsic Work Experiences	71	69	71	71	67	72	67	72
<b>Global Satisfaction</b>	63	62	62	64	57	64	59	65

## Part-time employees

In response to requests from agencies that the FEVS be more inclusive, more than 33,000 part-time employees were invited to take the FEVS for the first time. Of these employees, approximately 11,000 responded. The largest number of responses from part-timers came from the Department of Homeland Security (43 percent), the Social Security Administration (6 percent), and the Department of the Treasury (6 percent).

Part-time and full-time employee responses to non-demographic items were similar in many ways, but there were some striking differences in their demographic makeup.

More part-time than full-time employees:

- were female (67 vs. 56 percent)
- worked for the Federal Government 10 years or fewer (65 vs. 45 percent)
- worked in the field rather than headquarters (76 vs. 64 percent)
- were under 50 years of age (65 vs. 52 percent)

More full-time than part-time employees:

- had been with their agency six years or more (66 vs. 53 percent)
- were supervisors, managers or executives (20 vs. 3 percent)
- worked in the General Schedule (GS) pay plan rather than Wage Grade or other pay plans (86 vs. 63 percent)
- had served in the U.S. Armed Forces (33 vs. 13 percent)
- were disabled (13 vs. 7 percent)

For the most part, part-time and full-time employees answered the survey's attitude items the same way. Many of the differences could be traced to the nature of part-time work, such as benefits that are available to full-time employees but not to part-time employees. There were other differences, however.

More part-time than full-time employees said that:

- their workload was reasonable (64 vs. 59 percent)
- their training needs were assessed (59 vs. 53 percent)
- pay raises depended on performance (26 vs. 22 percent)
- they believed the survey results would be used to improve their agency (49 vs. 42 percent)

More full-time than part-time employees said that:

- they felt encouraged to innovate (58 vs. 51 percent)
- creativity and innovation were rewarded (39 vs. 34 percent)
- the people they worked with cooperated to get the job done (73 vs. 68 percent)
- employees were protected from hazards on the job (77 vs. 72 percent)

- their supervisors supported their need to balance work and other life issues (77 vs. 72 percent)
- they were satisfied with their pay (59 vs. 53 percent)
- they had been notified that they were eligible to telework (37 vs. 24 percent)\*

\*Note: 47 percent of part-time employees said that they did not telework because they had to be physically present on their job, whereas only 35 percent of full-time employees said the same thing.

When governmentwide index scores (HCAAF, Global Satisfaction, and Employee Engagement) were compared for part-time and full-time employees, there were no notable differences (see Table 9).

# CONCLUSIONS

Each Federal Employee Viewpoint Survey (FEVS) administration provides a snapshot of Federal employees' candid opinions about their work, their agencies and their leaders. Over the past 10 years we have seen a steady and considerable improvement in governmentwide results in all these areas. The FEVS continues to document the strong work commitment of Federal employees, their steadfast view that the work they do for America is important, and personal commitment to put in the extra effort when necessary to get a job done. The Federal workforce's deep dedication remains unchanged.

However, this year the steady trend of improvement has changed; governmentwide scores have dropped on every index, and 36 items decreased between two and five percentage points from 2011 to 2012. While the Federal workforce still holds strong and positive views on many critical items, the combined voices of more than 687,000 employees cannot be dismissed.

Many will speculate about the reasons for this drop – current environment of salary freezes, threats of shutdowns, continued tight budgets, public opinion of Government work – however, effective solutions may be harder to formulate. The Federal Government is still an employer of choice, attracting the best and the brightest to Government service, but the time to carefully consider the message of the FEVS is now. A complete review of results will take place in every agency, and effective action planning is more important than ever. Federal leadership must focus on renewing and re-energizing their workforce.

# APPENDIX A

## APPENDIX A GOVERNMENTWIDE RESPONDENT CHARACTERISTICS (UNWEIGHTED)

	Count	Percentage
<b>Work Location</b>		
Headquarters	230,860	36.2
Field	406,847	63.8
<b>Supervisory Status</b>		
Non-Supervisor	421,305	65.5
Team Leader	92,344	14.3
Supervisor	83,457	13.0
Manager	40,003	6.2
Executive	6,511	1.0
<b>Gender</b>		
Male	354,840	55.5
Female	284,301	44.5
<b>Ethnicity</b>		
Hispanic/Latino	58,230	9.2
Not Hispanic/Latino	575,073	90.8
<b>Race or National Origin</b>		
American Indian or Alaska Native	12,252	2.0
Asian	28,623	4.7
Black or African American	95,166	15.5
Native Hawaiian or Other Pacific Islander	5,115	0.8
White	452,573	73.6
Two or more races	21,499	3.5
<b>Age Group</b>		
25 and under	9,618	1.5
26-29	28,276	4.5
30-39	109,125	17.2
40-49	183,138	28.9
50-59	225,003	35.5
60 or older	79,028	12.5

**APPENDIX A GOVERNMENTWIDE RESPONDENT CHARACTERISTICS (UNWEIGHTED) (cont'd)**

	Count	Percentage
<b>Pay Category</b>		
Federal Wage System	40,469	6.3
GS 1-6	38,315	6.0
GS 7-12	304,719	47.6
GS 13-15	205,488	32.1
Senior Executive Service	4,660	0.7
Senior Level (SL) or Scientific or Professional (ST)	1,561	0.2
Other	45,444	7.1
<b>Federal Tenure</b>		
Less than 1 year	10,056	1.6
1 to 3 years	95,532	14.9
4 to 5 years	64,152	10.0
6 to 10 years	123,381	19.2
11 to 14 years	70,478	11.0
15 to 20 years	59,965	9.3
More than 20 years	217,789	34.0
<b>Agency Tenure</b>		
Less than 1 year	17,021	2.7
1 to 3 years	121,641	19.0
4 to 5 years	76,864	12.0
6 to 10 years	133,883	20.9
11 to 20 years	128,489	20.1
More than 20 years	161,501	25.3
<b>Planning to Leave</b>		
No	442,364	69.1
Yes, to retire	39,267	6.1
Yes, to take another job within the Federal Government	109,900	17.2
Yes, to take another job outside the Federal Government	20,353	3.2
Yes, Other	28,393	4.4

**APPENDIX A** GOVERNMENTWIDE RESPONDENT CHARACTERISTICS (UNWEIGHTED) (cont'd)

	Count	Percentage
<b>Planning to Retire</b>		
Within one year	23,421	3.7
Between one and three years	61,187	9.7
Between three and five years	64,375	10.2
Five or more years	482,676	76.4
<b>Sexual Orientation</b>		
Heterosexual or Straight	529,860	87.0
Gay, Lesbian, Bisexual, or Transgender	13,579	2.2
I prefer not to say	65,562	10.8
<b>Veteran Status</b>		
Veteran	206,903	32.4
Not a veteran	431,695	67.6
<b>Disability Status</b>		
Disabled	83,306	13.1
Not disabled	553,909	86.9

# APPENDIX B

## APPENDIX B PARTICIPATING AGENCIES AND RESPONSE RATES

	Response Rate
<b>Governmentwide</b>	46.1
Departments/Large Agencies	
Broadcasting Board of Governors	53.0
Court Services and Offender Supervision Agency	47.7
Department of Agriculture	56.8
Department of Commerce	58.6
Department of Education	64.8
Department of Energy	47.3
Department of Health and Human Services	48.9
Department of Homeland Security	46.5
Department of Housing and Urban Development	57.1
Department of Justice	37.3
Department of Labor	49.6
Department of State	47.9
Department of the Interior	53.1
Department of the Treasury	59.4
Department of Transportation	62.3
Department of Veterans Affairs	30.9
Environmental Protection Agency	52.7
Equal Employment Opportunity Commission	54.7
Federal Communications Commission	42.6
Federal Energy Regulatory Commission	53.4
Federal Trade Commission	54.9
General Services Administration	54.2
National Aeronautics and Space Administration	54.3
National Archives and Records Administration	75.2
National Credit Union Administration	65.3
National Labor Relations Board	48.9
National Science Foundation	68.5
Nuclear Regulatory Commission	71.7

**APPENDIX B PARTICIPATING AGENCIES AND RESPONSE RATES (cont'd)**

	Response Rate
<b>Governmentwide</b>	46.1
<b>Departments/Large Agencies</b>	
Office of Management and Budget	77.4
Office of Personnel Management	62.2
Pension Benefit Guaranty Corporation	65.1
Railroad Retirement Board	65.8
Securities and Exchange Commission	69.6
Small Business Administration	65.2
Social Security Administration	63.4
U.S. Agency for International Development	61.7
Department of Defense	38.3
United States Department of the Army	34.2
United States Army Corps of Engineers	32.9
United States Department of the Navy	40.2
United States Marine Corps	46.8
United States Department of the Air Force	40.7
OSD, Joint Staff, Defense Agencies, and Field Activities	42.5
<b>Small/Independent Agencies</b>	
Advisory Council on Historic Preservation	77.4
African Development Foundation	56.3
American Battle Monuments Commission	48.1
Chemical Safety and Hazard Investigation Board	94.3
Commission on Civil Rights	68.0
Committee for Purchase from People Who Are Blind or Severely Disabled	70.4
Commodity Futures Trading Commission	57.3
Consumer Product Safety Commission	53.3
Corporation for National and Community Service	61.6
Defense Nuclear Facilities Safety Board	82.5
Export-Import Bank of the United States	46.4
Federal Election Commission	44.1
Federal Housing Finance Agency	67.5
Federal Labor Relations Authority	74.8

**APPENDIX B PARTICIPATING AGENCIES AND RESPONSE RATES (cont'd)**

	Response Rate
<b>Governmentwide</b>	46.1
Small/Independent Agencies	
Federal Maritime Commission	77.7
Federal Mediation and Conciliation Service	66.8
Federal Retirement Thrift Investment Board	66.7
Institute of Museum and Library Services	80.3
Inter-American Foundation	77.4
International Boundary and Water Commission: U.S. and Mexico	70.8
Kennedy Center	55.6
Marine Mammal Commission	83.3
Merit Systems Protection Board	69.3
National Capital Planning Commission	82.9
National Council on Disability	55.6
National Endowment for the Arts	62.3
National Endowment for the Humanities	70.9
National Gallery of Art	44.2
National Indian Gaming Commission	74.7
National Mediation Board	69.0
National Transportation Safety Board	66.4
Nuclear Waste Technical Review Board	36.4
Occupational Safety and Health Review Commission	82.0
Office of Navajo and Hopi Indian Relocation	84.2
Office of the U.S. Trade Representative	60.3
Overseas Private Investment Corporation	83.7
Postal Regulatory Commission	89.1
Selective Service System	81.7
Surface Transportation Board	70.4
Trade and Development Agency	73.5
U.S. International Trade Commission	44.3
U.S. Office of Government Ethics	88.1
U.S. Office of Special Counsel	92.1
US Access Board	79.3
Woodrow Wilson International Center for Scholars	64.7

# APPENDIX C

## 2012 Federal Employee Viewpoint Survey (FEVS) methods

The FEVS measures employees' perceptions of conditions within their agencies which contribute to their organization's success. The survey provides general indicators of how well the Federal Government manages personnel. OPM and agency managers use these indicators in developing policy and planning actions to improve agency performance and evaluate individual agencies' progress towards long-term goals.

Federal employees have an intimate knowledge of the workings of the Government at every level. The FEVS gives them the voice they need to point out inefficiencies and jobs well done. Senior managers can then use this information to make Government more effective, and more responsive to the needs of the American people. This year, the FEVS reaches deeper into the Government than it has in previous survey administrations. Reports are now offered to help managers at lower levels, resulting in a greater potential to celebrate successes and identify opportunities for change across each agency.

### Survey items

The 98-item survey included 14 demographic questions and 84 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 98 items in the questionnaire are grouped into eight topic areas that respondents see as they proceed through the survey: Personal Work Experiences, Work Unit, Agency, Supervisor/Team Leader, Leadership, Satisfaction, Work/Life, and Demographics.

### Survey sample

The 2012 survey was directed at full-time and part-time, permanent, non-seasonal employees. A total of 82 agencies participated in the survey effort, consisting of 37 Departments/large agencies and 45 small/independent agencies. Nearly all participating agencies chose to have the survey administered as a census, that is, they wanted all of their eligible employees to be invited to take the survey.

The sampling frame was based on lists of employees from all agencies participating in the survey. Employees were grouped into 1,754 sample subgroups corresponding to agency, subagency, and supervisory status reporting requirements. A total of 1,622,375 employees were invited to participate from 82 agencies. These agencies comprise 97 percent of the Executive branch workforce.

### Data collection

#### Survey administration

The survey was administered from April-June 2012. Agency launch dates were staggered throughout this timeframe, and each agency was offered a six week administration period but could opt for a shorter administration period.

#### Survey mode

The 2012 FEVS was a self-administered Web survey. OPM distributed paper versions of the survey to components of agencies that did not have internet access (less than 1 percent).

## Response rate

Of the 1,492,418 employees receiving the FEVS, 687,687 completed the survey for a governmentwide response rate of 46.1 percent.

## Data weighting

Data collected from the 2012 survey respondents were weighted to produce survey estimates that accurately represent the survey population. Unweighted data could produce biased estimates of population statistics. The weights developed for the 2012 FEVS take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point.

## Data analysis

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

## "Do Not Know" and "No Basis to Judge" responses

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

## Satisfaction with Work/Life programs

In 2012, the work/life program satisfaction ratings only include employees who indicated that they participate in the specific work/life program. The 2011 work/life program satisfaction data were recalculated for comparison purposes.

## Index development

The 2012 FEVS includes six indices: the four HCAAF (Human Capital Assessment and Accountability Framework) Indices, the Employee Engagement Index, and the Global Satisfaction Index. These indices provide a dependable and consistent method for Federal agencies to assess different facets of the workforce.

## **HCAAF Indices**

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

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

## **Employee Engagement Index**

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

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

## **Global Satisfaction Index**

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

# APPENDIX D

## Trend analysis: 2008 vs. 2010 vs. 2011 vs. 2012 results

Appendix D consists of a set of trend tables which displays governmentwide positive results for each item for the last four survey administrations. The last column of the table indicates whether or not there were significant increases, decreases, or no changes in positive ratings from 2008 to 2010 (the first arrow), from 2010 to 2011 (the second arrow), and from 2011 to 2012 (the 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 2008 to 2010, but there was a significant increase in positive ratings from 2010 to 2011, and from 2011 to 2012. Similarly, symbols ↘→→ indicate there was a significant decrease from 2008 to 2010, but there were no significant changes in positive ratings from 2010 to 2011 or from 2011 to 2012.

### APPENDIX D TREND ANALYSIS

	Percent Positive				Significant Trends
	2008	2010	2011	2012	
‡1. I am given a real opportunity to improve my skills in my organization.	64.0	65.9	65.1	63.2	↗ → ↘
2. I have enough information to do my job well.	73.4	72.9	73.2	71.9	→ → ↘
3. I feel encouraged to come up with new and better ways of doing things.	60.7	59.9	59.4	57.8	→ → ↘
‡4. My work gives me a feeling of personal accomplishment.	73.4	74.7	73.9	72.4	↗ ↘ ↘
‡5. I like the kind of work I do.	83.8	85.6	85.0	83.8	↗ ↘ ↘
6. I know what is expected of me on the job.	—	80.8	80.2	80.1	NA → →
7. When needed I am willing to put in the extra effort to get a job done.	—	96.7	96.9	96.5	NA → ↘
8. I am constantly looking for ways to do my job better.	—	91.7	91.8	91.4	NA → ↘
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	51.6	50.1	47.8	48.0	↘ ↘ →
‡10. My workload is reasonable.	60.3	59.1	59.0	58.9	→ → →
‡11. My talents are used well in the workplace.	62.8	60.4	60.5	59.5	↘ → ↘
‡12. I know how my work relates to the agency's goals and priorities.	84.5	84.4	84.6	83.7	→ → ↘
‡13. The work I do is important.	91.0	92.2	91.8	91.2	↗ → ↘
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67.5	67.0	67.3	67.5	→ → →

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

**APPENDIX D TREND ANALYSIS (cont'd)**

	Percent Positive				Significant Trends
	2008	2010	2011	2012	
‡15. My performance appraisal is a fair reflection of my performance.	64.6	68.4	69.7	68.8	↗ ↗ ↘
16. I am held accountable for achieving results.	82.4	84.0	84.0	82.8	↗ → ↘
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	54.8	61.6	62.5	61.5	↗ ↗ ↘
‡18. My training needs are assessed.	54.2	53.8	54.0	53.1	→ → ↘
‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	66.7	67.8	68.7	67.5	→ → ↘
‡20. The people I work with cooperate to get the job done.	83.9	74.7	74.6	72.8	↘ → ↘
‡21. My work unit is able to recruit people with the right skills.	46.2	45.8	45.5	43.5	→ → ↘
‡22. Promotions in my work unit are based on merit.	36.9	35.4	35.6	33.5	↘ → ↘
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31.7	30.8	30.6	29.4	↘ → ↘
‡24. In my work unit, differences in performance are recognized in a meaningful way.	32.8	36.2	35.9	33.8	↗ → ↘
25. Awards in my work unit depend on how well employees perform their jobs.	43.4	43.5	43.5	41.0	→ → ↘
26. Employees in my work unit share job knowledge with each other.	75.8	73.1	73.4	72.3	↘ → ↘
27. The skill level in my work unit has improved in the past year.	54.1	55.7	57.0	54.7	↗ ↗ ↘
28. How would you rate the overall quality of work done by your work unit?	83.4	82.2	82.2	83.4	↘ → ↗
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	74.3	72.5	73.2	71.6	↘ → ↘
‡30. Employees have a feeling of personal empowerment with respect to work processes.	44.9	47.6	48.4	45.2	↗ ↗ ↘
31. Employees are recognized for providing high quality products and services.	—	51.1	51.5	48.4	NA → ↘
‡32. Creativity and innovation are rewarded.	41.1	41.1	40.9	38.5	→ → ↘
‡33. Pay raises depend on how well employees perform their jobs.	27.0	26.3	24.0	21.6	→ ↘ ↘
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	63.5	58.0	58.7	56.8	↘ → ↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

**APPENDIX D TREND ANALYSIS (cont'd)**

	Percent Positive				Significant Trends
	2008	2010	2011	2012	
‡35. Employees are protected from health and safety hazards on the job.	77.0	76.4	77.7	76.9	→ ↑ ↓
‡36. My organization has prepared employees for potential security threats.	75.1	76.3	78.1	78.0	↑ ↑ →
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	51.5	51.3	52.4	51.2	→ ↑ ↓
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	66.2	65.7	67.1	65.9	→ ↑ ↓
39. My agency is successful at accomplishing its mission.	—	77.6	78.9	76.4	NA → ↓
40. I recommend my organization as a good place to work.	65.5	69.7	68.9	66.8	↑ ↓ ↓
41. I believe the results of this survey will be used to make my agency a better place to work.	—	44.5	45.3	42.4	NA → ↓
‡42. My supervisor supports my need to balance work and other life issues.	75.8	76.2	77.2	76.7	→ ↑ ↓
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	—	66.0	66.6	65.2	NA ↑ ↓
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	57.2	62.4	63.3	62.2	↑ ↑ ↓
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	—	65.3	66.0	64.5	NA → ↓
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	—	60.9	61.9	60.8	NA ↑ ↓
‡47. Supervisors/team leaders in my work unit support employee development.	65.1	65.9	66.9	65.1	→ ↑ ↓
48. My supervisor/team leader listens to what I have to say.	—	74.8	75.2	74.3	NA → ↓
49. My supervisor/team leader treats me with respect.	—	79.9	80.2	79.4	NA → ↓
50. In the last six months, my supervisor/team leader has talked with me about my performance.	—	76.4	76.9	76.8	NA → →
‡51. I have trust and confidence in my supervisor.	64.2	66.5	67.2	65.8	↑ → ↓
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66.2	68.4	69.3	68.4	↑ ↑ ↓
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	40.2	44.5	45.0	42.9	↑ → ↓

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

**APPENDIX D TREND ANALYSIS (cont'd)**

	Percent Positive				Significant Trends
	2008	2010	2011	2012	
54. My organization's leaders maintain high standards of honesty and integrity.	51.1	55.7	57.0	55.1	↗ ↗ ↘
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	67.4	63.5	65.3	63.4	↘ ↗ ↘
‡56. Managers communicate the goals and priorities of the organization.	60.2	64.2	64.4	62.5	↗ → ↘
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	60.6	63.5	64.0	62.0	↗ → ↘
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	56.1	54.5	55.2	53.3	↘ ↗ ↘
59. Managers support collaboration across work units to accomplish work objectives.	—	57.5	58.4	56.9	NA → ↘
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	—	57.3	57.6	57.9	NA → →
‡61. I have a high level of respect for my organization's senior leaders.	52.1	55.6	56.6	54.1	↗ ↗ ↘
62. Senior leaders demonstrate support for Work/Life programs.	—	54.7	55.4	54.0	NA → ↘
‡63. How satisfied are you with your involvement in decisions that affect your work?	53.4	54.8	53.4	51.6	→ ↘ ↘
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	48.1	51.0	50.7	48.4	↗ → ↘
‡65. How satisfied are you with the recognition you receive for doing a good job?	50.3	52.2	50.7	48.0	↗ ↘ ↘
‡66. How satisfied are you with the policies and practices of your senior leaders?	42.3	45.1	45.6	43.4	↗ → ↘
‡67. How satisfied are you with your opportunity to get a better job in your organization?	39.0	41.7	39.7	36.4	↗ ↘ ↘
‡68. How satisfied are you with the training you receive for your present job?	55.3	55.8	54.9	53.7	→ → ↘
‡69. Considering everything, how satisfied are you with your job?	68.5	71.5	70.7	68.0	↗ → ↘
‡70. Considering everything, how satisfied are you with your pay?	60.4	65.8	62.5	58.8	↗ ↘ ↘
71. Considering everything, how satisfied are you with your organization?	57.5	62.4	62.3	58.9	↗ → ↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

**APPENDIX D** TREND ANALYSIS (cont'd)

	Percent Positive				Significant Trends		
	2008	2010	2011	2012			
79 -84. How satisfied are you with the following Work/Life programs in your agency?*							
79. Telework	—	—	69.7	72.9	NA	NA	↗
80. Alternative Work Schedules (AWS)	—	—	89.4	88.5	NA	NA	↘
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	—	—	81.4	80.0	NA	NA	↘
82. Employee Assistance Program (EAP)	—	—	78.2	75.6	NA	NA	↘
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	—	—	72.8	72.0	NA	NA	→
84. Elder Care Programs (for example, support groups, speakers)	—	—	66.6	67.9	NA	NA	→

\* The 2012 and 2011 work/life program satisfaction results only include employees who indicated that they participated in the program. Because participation questions were new in 2011, percentages from previous years are not displayed.

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year.

# APPENDIX E

## APPENDIX E1 HCAAF INDEX TRENDS: LEADERSHIP & KNOWLEDGE MANAGEMENT

	2006	2008	2010	2011	2012
Governmentwide	58	59	61	62	60
Broadcasting Board of Governors	42	41	46	49	48
Court Services and Offender Supervision Agency	56	63	63	65	61
Department of Agriculture	58	57	57	58	56
Department of Commerce	59	63	64	65	65
Department of Defense	60	62	64	64	63
Department of Education	55	58	59	60	60
Department of Energy	60	61	61	60	61
Department of Health and Human Services	58	59	60	60	60
Department of Homeland Security	47	53	55	55	52
Department of Housing and Urban Development	56	56	54	57	57
Department of Justice	60	61	63	64	62
Department of Labor	60	60	61	61	60
Department of State	62	64	66	67	66
Department of the Interior	52	53	56	56	56
Department of the Treasury	59	60	64	66	65
Department of Transportation	50	51	55	57	59
Department of Veterans Affairs	57	59	58	59	56
Environmental Protection Agency	58	61	61	61	62
Equal Employment Opportunity Commission	56	56	56	60	61
Federal Communications Commission	—	57	67	67	65
Federal Energy Regulatory Commission	65	69	67	68	67
Federal Trade Commission	66	70	73	73	72
General Services Administration	63	63	66	67	66
National Aeronautics and Space Administration	67	69	72	72	73
National Archives and Records Administration	54	55	56	55	53
National Credit Union Administration	60	56	58	61	67
National Labor Relations Board	61	58	57	62	59
National Science Foundation	67	69	64	59	57
Nuclear Regulatory Commission	70	76	78	78	74

**APPENDIX E1 HCAAF INDEX TRENDS: LEADERSHIP & KNOWLEDGE MANAGEMENT (cont'd)**

	2006	2008	2010	2011	2012
Governmentwide	58	59	61	62	60
Office of Management and Budget	63	66	54	51	61
Office of Personnel Management	59	62	63	66	65
Pension Benefit Guaranty Corporation	—	62	66	65	63
Railroad Retirement Board	56	59	60	61	63
Securities and Exchange Commission	65	61	57	55	56
Small Business Administration	51	60	59	61	60
Social Security Administration	62	63	66	69	65
U.S. Agency for International Development	58	62	57	60	62

The **LEADERSHIP & KNOWLEDGE MANAGEMENT INDEX** indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of items:

- 10. My workload is reasonable.
- 35. Employees are protected from health and safety hazards on the job.
- 36. My organization has prepared employees for potential security threats.
- 51. I have trust and confidence in my supervisor.
- 52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?
- 53. In my organization, leaders generate high levels of motivation and commitment in the workforce.
- 55. Managers/supervisors/team leaders work well with employees of different backgrounds.
- 56. Managers communicate the goals and priorities of the organization.
- 57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.
- 61. I have a high level of respect for my organization's senior leaders.
- 64. How satisfied are you with the information you receive from management on what's going on in your organization?
- 66. How satisfied are you with the policies and practices of your senior leaders?

**APPENDIX E2 HCAAF INDEX TRENDS: RESULTS-ORIENTED PERFORMANCE CULTURE**

	2006	2008	2010	2011	2012
Governmentwide	53	54	54	54	52
Broadcasting Board of Governors	44	42	45	48	46
Court Services and Offender Supervision Agency	58	62	61	58	56
Department of Agriculture	52	52	51	53	51
Department of Commerce	58	61	60	61	61
Department of Defense	55	55	56	55	54
Department of Education	50	53	52	53	53
Department of Energy	54	55	54	53	53
Department of Health and Human Services	55	56	56	55	55
Department of Homeland Security	43	47	49	48	46
Department of Housing and Urban Development	53	50	49	49	50
Department of Justice	53	54	55	56	54
Department of Labor	56	56	54	53	53
Department of State	56	58	58	58	58
Department of the Interior	51	52	54	53	53
Department of the Treasury	56	56	57	59	57
Department of Transportation	46	47	49	49	51
Department of Veterans Affairs	49	52	51	52	49
Environmental Protection Agency	56	58	56	56	56
Equal Employment Opportunity Commission	52	53	52	55	54
Federal Communications Commission	—	54	59	59	58
Federal Energy Regulatory Commission	60	64	61	60	58
Federal Trade Commission	64	66	68	66	66
General Services Administration	57	57	60	59	58
National Aeronautics and Space Administration	63	65	64	64	65
National Archives and Records Administration	53	54	54	53	49
National Credit Union Administration	60	58	59	62	62
National Labor Relations Board	54	50	51	52	51
National Science Foundation	65	67	61	58	56
Nuclear Regulatory Commission	62	67	69	68	64
Office of Management and Budget	60	63	57	51	60
Office of Personnel Management	53	57	58	60	59

APPENDIX E2 HCAAF INDEX TRENDS: RESULTS-ORIENTED PERFORMANCE CULTURE (cont'd)

	2006	2008	2010	2011	2012
Governmentwide	53	54	54	54	52
Pension Benefit Guaranty Corporation	—	59	63	61	57
Railroad Retirement Board	55	55	55	55	56
Securities and Exchange Commission	60	53	50	47	48
Small Business Administration	50	54	53	54	53
Social Security Administration	53	54	54	56	52
U.S. Agency for International Development	59	58	54	53	53

The RESULTS-ORIENTED PERFORMANCE CULTURE INDEX indicates the extent to which employees believe their organizational culture promotes improvement in processes, products and services and organizational outcomes. It is made up of items:

- 12. I know how my work relates to the agency's goals and priorities.
- 14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.
- 15. My performance appraisal is a fair reflection of my performance.
- 20. The people I work with cooperate to get the job done.
- 22. Promotions in my work unit are based on merit.
- 23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- 24. In my work unit, differences in performance are recognized in a meaningful way.
- 30. Employees have a feeling of personal empowerment with respect to work processes.
- 32. Creativity and innovation are rewarded.
- 33. Pay raises depend on how well employees perform their jobs.
- 42. My supervisor supports my need to balance work and other life issues.
- 44. Discussions with my supervisor/team leader about my performance are worthwhile.
- 65. How satisfied are you with the recognition you receive for doing a good job?

**APPENDIX E3 HCAAF INDEX TRENDS: TALENT MANAGEMENT**

	2006	2008	2010	2011	2012
Governmentwide	59	60	60	60	59
Broadcasting Board of Governors	45	42	46	50	48
Court Services and Offender Supervision Agency	64	70	70	69	65
Department of Agriculture	59	59	57	58	55
Department of Commerce	62	64	62	63	63
Department of Defense	61	61	62	61	60
Department of Education	55	59	54	58	57
Department of Energy	59	62	60	58	59
Department of Health and Human Services	59	60	61	59	59
Department of Homeland Security	49	54	54	53	50
Department of Housing and Urban Development	49	49	46	49	50
Department of Justice	62	61	62	62	60
Department of Labor	57	57	55	54	55
Department of State	62	65	66	65	63
Department of the Interior	56	57	58	57	57
Department of the Treasury	61	60	62	63	61
Department of Transportation	54	54	57	57	59
Department of Veterans Affairs	58	62	58	60	57
Environmental Protection Agency	61	62	60	60	58
Equal Employment Opportunity Commission	50	51	52	56	55
Federal Communications Commission	—	60	63	61	61
Federal Energy Regulatory Commission	65	67	65	65	65
Federal Trade Commission	66	69	72	70	70
General Services Administration	64	65	66	65	64
National Aeronautics and Space Administration	68	71	71	70	71
National Archives and Records Administration	55	57	56	55	51
National Credit Union Administration	70	67	66	66	68
National Labor Relations Board	62	57	58	60	60
National Science Foundation	68	71	64	61	60
Nuclear Regulatory Commission	72	76	77	76	72
Office of Management and Budget	65	69	63	58	65
Office of Personnel Management	52	58	60	63	61

APPENDIX E3 HCAAF INDEX TRENDS: TALENT MANAGEMENT (cont'd)

	2006	2008	2010	2011	2012
Governmentwide	59	60	60	60	59
Pension Benefit Guaranty Corporation	—	64	68	67	63
Railroad Retirement Board	53	55	57	55	58
Securities and Exchange Commission	62	59	53	51	57
Small Business Administration	46	55	50	53	52
Social Security Administration	59	59	61	62	59
U.S. Agency for International Development	58	60	56	58	60

The TALENT MANAGEMENT INDEX indicates the extent to which employees think the organization has the talent necessary to achieve organizational goals. It is made up of items:

- 1. I am given a real opportunity to improve my skills in my organization.
- 11. My talents are used well in the workplace.
- 18. My training needs are assessed.
- 21. My work unit is able to recruit people with the right skills.
- 29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.
- 47. Supervisors/team leaders in my work unit support employee development.
- 68. How satisfied are you with the training you receive for your present job?

**APPENDIX E4 HCAAF INDEX TRENDS: JOB SATISFACTION**

	2006	2008	2010	2011	2012
Governmentwide	67	67	69	68	66
Broadcasting Board of Governors	59	59	62	64	61
Court Services and Offender Supervision Agency	64	70	73	70	68
Department of Agriculture	68	67	68	68	65
Department of Commerce	66	68	70	69	69
Department of Defense	67	67	70	68	67
Department of Education	61	64	65	65	64
Department of Energy	66	67	68	65	65
Department of Health and Human Services	66	67	70	68	67
Department of Homeland Security	58	63	65	64	61
Department of Housing and Urban Development	64	64	64	63	63
Department of Justice	70	69	72	70	68
Department of Labor	67	67	67	66	65
Department of State	70	71	74	73	71
Department of the Interior	66	66	69	68	67
Department of the Treasury	67	66	70	70	67
Department of Transportation	65	63	69	68	69
Department of Veterans Affairs	67	68	69	68	64
Environmental Protection Agency	68	69	70	69	68
Equal Employment Opportunity Commission	66	67	68	68	67
Federal Communications Commission	—	59	68	67	66
Federal Energy Regulatory Commission	66	70	70	67	65
Federal Trade Commission	67	68	73	71	70
General Services Administration	69	69	72	70	70
National Aeronautics and Space Administration	72	72	75	74	74
National Archives and Records Administration	63	64	65	63	59
National Credit Union Administration	70	68	71	71	72
National Labor Relations Board	66	63	67	67	64
National Science Foundation	71	73	72	68	64
Nuclear Regulatory Commission	74	78	79	77	73
Office of Management and Budget	74	78	71	65	72
Office of Personnel Management	64	67	70	71	69

APPENDIX E4 HCAAF INDEX TRENDS: JOB SATISFACTION (cont'd)

	2006	2008	2010	2011	2012
Governmentwide	67	67	69	68	66
Pension Benefit Guaranty Corporation	—	67	72	69	67
Railroad Retirement Board	65	68	69	68	69
Securities and Exchange Commission	68	65	64	61	62
Small Business Administration	61	66	67	67	66
Social Security Administration	69	70	73	72	68
U.S. Agency for International Development	69	70	69	66	66

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

- 4. My work gives me a feeling of personal accomplishment.
- 5. I like the kind of work I do.
- 13. The work I do is important.
- 63. How satisfied are you with your involvement in decisions that affect your work?
- 67. How satisfied are you with your opportunity to get a better job in your organization?
- 69. Considering everything, how satisfied are you with your job?
- 70. Considering everything, how satisfied are you with your pay?

# APPENDIX F

## APPENDIX F GLOBAL SATISFACTION INDEX TRENDS

	2008	2010	2011	2012
Governmentwide	63	67	66	63
Broadcasting Board of Governors	48	55	57	53
Court Services and Offender Supervision Agency	66	73	70	67
Department of Agriculture	61	65	64	60
Department of Commerce	66	71	71	69
Department of Defense	63	67	66	64
Department of Education	59	62	62	60
Department of Energy	64	67	63	62
Department of Health and Human Services	63	67	65	65
Department of Homeland Security	57	62	61	56
Department of Housing and Urban Development	61	62	60	59
Department of Justice	68	73	72	68
Department of Labor	64	66	63	61
Department of State	67	74	74	72
Department of the Interior	62	67	65	64
Department of the Treasury	63	70	70	66
Department of Transportation	54	63	63	66
Department of Veterans Affairs	64	65	64	59
Environmental Protection Agency	69	72	70	69
Equal Employment Opportunity Commission	59	62	64	64
Federal Communications Commission	58	71	69	67
Federal Energy Regulatory Commission	71	73	70	68
Federal Trade Commission	69	75	72	70
General Services Administration	67	74	73	71
National Aeronautics and Space Administration	72	77	75	74
National Archives and Records Administration	56	58	55	50
National Credit Union Administration	62	68	69	71
National Labor Relations Board	58	64	65	59
National Science Foundation	76	75	69	63

**APPENDIX F** GLOBAL SATISFACTION INDEX TRENDS (cont'd)

	2008	2010	2011	2012
Governmentwide	63	67	66	63
Nuclear Regulatory Commission	80	83	80	75
Office of Management and Budget	77	69	60	71
Office of Personnel Management	65	70	71	69
Pension Benefit Guaranty Corporation	63	71	67	63
Railroad Retirement Board	67	72	68	68
Securities and Exchange Commission	67	66	61	59
Small Business Administration	59	62	61	60
Social Security Administration	68	74	73	69
U.S. Agency for International Development	67	65	63	62

The GLOBAL SATISFACTION INDEX is made up of items:

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

# APPENDIX G

## APPENDIX G1 EMPLOYEE ENGAGEMENT INDEX TRENDS

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

**APPENDIX G1** EMPLOYEE ENGAGEMENT INDEX TRENDS (cont'd)

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

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

**APPENDIX G2 EMPLOYEE ENGAGEMENT INDEX TRENDS: LEADERS LEAD**

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

**APPENDIX G2** EMPLOYEE ENGAGEMENT INDEX TRENDS: LEADERS LEAD (cont'd)

	2010	2011	2012
Governmentwide	55	56	54
Pension Benefit Guaranty Corporation	58	58	57
Railroad Retirement Board	55	57	58
Securities and Exchange Commission	50	47	49
Small Business Administration	52	56	54
Social Security Administration	64	66	62
U.S. Agency for International Development	52	56	59
Department of Homeland Security	68	68	66
Department of Housing and Urban Development	64	67	68

LEADERS LEAD reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. It is made up of items:

- 53. In my organization, leaders generate high levels of motivation and commitment in the workforce.
- 54. My organization's leaders maintain high standards of honesty and integrity.
- 56. Managers communicate the goals and priorities of the organization.
- 60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?
- 61. I have a high level of respect for my organization's senior leaders.

**APPENDIX G3 EMPLOYEE ENGAGEMENT INDEX TRENDS: SUPERVISORS**

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

**APPENDIX G3** EMPLOYEE ENGAGEMENT INDEX TRENDS: SUPERVISORS (cont'd)

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

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

- 47. Supervisors/team leaders in my work unit support employee development.
- 48. My supervisor/team leader listens to what I have to say.
- 49. My supervisor/team-leader treats me with respect.
- 51. I have trust and confidence in my supervisor.
- 52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

**APPENDIX G4 EMPLOYEE ENGAGEMENT INDEX TRENDS: INTRINSIC WORK EXPERIENCES**

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

**APPENDIX G4** EMPLOYEE ENGAGEMENT INDEX TRENDS: INTRINSIC WORK EXPERIENCES (cont'd)

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

INTRINSIC WORK EXPERIENCES reflects the employees' feelings of motivation and competency relating to their role in the workplace. It is made up of items:

- 3. I feel encouraged to come up with new and better ways of doing things.
- 4. My work gives me a feeling of personal accomplishment.
- 6. I know what is expected of me on the job.
- 11. My talents are used well in the workplace.
- 12. I know how my work relates to the agency's goals and priorities.





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