2014

Federal Employee Viewpoint Survey Results
Employees Influencing Change

National Capital Planning Commission
Small Agency Management Report

United States Office of
Personnel Management

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About This Report

The 2014 Federal Employee Viewpoint Survey (FEVS) provides employees of the Federal workforce the opportunity to influence change by submitting feedback about their work environment, leadership, and many other aspects of the organization. Feedback from employees is critical to carrying out the mission of each agency, as it identifies what needs to change, what is working well and where there may be some uncertainty or downward trends. This year, the Small Agency Management Report (SAM) was designed to streamline and simplify the process of analyzing your results and identifying the most critical areas of concern in your agency.

What is Your Response Rate?

76% (26 out of 34 employees responded)

Field Period
May 6, 2014 – June 13, 2014

What's New in the SAM this Year?

Each section of the 2014 SAM was designed to help you analyze your FEVS results and quickly identify the most crucial areas of concern. One section, the Decision Aid, has been redesigned and is sorted by increases, decreases and items that have not changed since 2013, providing a straightforward way to quickly identify where your agency has improved or declined in the past year. Several other sections have also been streamlined or enhanced, and are outlined in the next section. The guidelines in the call out boxes below are important to keep in mind as you navigate through the SAM, as they help in understanding the way the results are displayed and highlighted in various sections of the report.

Understanding Your SAM Results

Percent Positive
The sum of two positive categories (e.g., Strongly Agree/Agree)

Percent Negative
The sum of two negative categories (e.g., Strongly Disagree/Disagree)

SAM Rules of Thumb

65 percent positive or higher
is considered a strength

35 percent negative or higher
is considered a challenge

30 percent neutral or higher
suggests uncertainty, presenting an opportunity for communication

A Brief Guide to Using Your Small Agency Management Report

This section provides suggestions on how to use your FEVS results and includes examples for taking action to help your agency meet its strategic human capital management goals.

Getting Started

Agencies receive many FEVS reports each year, so it can be confusing to know where to start. One suggested starting point is to adopt a strategy based in an action planning framework, which means looking for improvements you have made in the past year while also examining areas of decline. To help you get started, several steps are outlined below, including references to sections of the Small Agency Management Report (SAM) that you may find useful in helping you to focus on the most critical issues.

Step 1: Use your SAM to identify issues.

Your SAM provides the tools that can be useful in analyzing your results to find issues most critical to your agency. One way to identify issues is to compare your agency's 2014 results to last year, and the Decision Aid- Decreases section provides a quick way to view all of your results that have decreased since 2013. There are many ways to look at your results, and the following sections of the SAM can be valuable resources in illustrating the state of your agency:

Top 10 Positive and Negative Items

Not only does this section display a brief overview of noteworthy results (for use in leadership briefings, agency communications, etc.), it also allows you to quickly determine if there are any underlying themes in the way employees responded to certain items. For example, your agency may want to prioritize issues around the workplace environment if multiple survey items related to this subject reside in the Top 10 Negative Items list.

Indices

The Engagement, Global Satisfaction and Human Capital Assessment and Accountability Framework (HCAAF) Indices provide agencies with consistent metrics for measuring progress toward objectives. This year, benchmarks were added to this section allowing for a more useful guide to understanding how your agency ranks compared to others and also promotes information sharing of best practices across agencies. For example, some of the top ranking agencies in the Engagement Index may have useful suggestions and insight into what has been most successful for their agency in terms of engaging the workforce.

Decision Aid

This section is useful in helping you easily identify the most critical issues in your agency as well as to recognize where your agency has improved since 2013. The Decision Aid has been redesigned into three sections this year to help you focus your attention on improvements and declines in your results since 2013:

Increases: Contains all items that increased since 2013

Decreases: Contains all items that decreased since 2013

No Change: Contains all items that did not change since 2013

Appendices

Appendix A shows how well your agency scored relative to other small agencies. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas. Appendix B provides a full list of the agencies surveyed.

Step 2: Develop your goals for improvement.

To develop your goals for improvement, you should consider issues that are most critical to your agency and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results and those that will require long-term perspective.

Step 3: Identify your team.

This is a crucial step, as your team can make or break your efforts. It is important that each member of your team is actively engaged in the process. Identifying your team involves not only personnel selection, but identifying and pulling together your available resources while being aware of staff interests, capabilities and agency budget and resources.

Step 4: Develop your plan for action.

Once you've identified your goals and your team, you should develop a list of actions that must be taken to reach your goals. Assign staff responsibilities for each action and keep in mind timeframes and start dates, end dates and measurable milestones. Make sure you get approval for the actions you must take to achieve your agency goals. Remember that leadership buy-in, engagement and communication is critical to your success.

Step 5: Implement your plan.

There are many ways to publicize and communicate your intentions to employees, such as all hands meetings, announcements, intranet/web updates and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan.

Step 6: Monitor and evaluate the results.

In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate both progress toward goals and final outcomes.

Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the best and worst rated aspects of the organizational environment. Use this snapshot as a quick reference or overview of your FEVS results. For more in-depth analysis, use this section in conjunction with the Decision Aid to help you narrow down the most important areas to work on improving and/or maintaining in the coming year.

Highest Percent Positive Items

96% When needed I am willing to put in the extra effort to get a job done. (Q. 7)	**88%** Employees are protected from health and safety hazards on the job. (Q. 35)
96% I know how my work relates to the agency's goals and priorities. (Q. 12)	**88%** In the last six months, my supervisor has talked with me about my performance. (Q. 50)
92% I like the kind of work I do. (Q. 5)	**86%** Prohibited Personnel Practices are not tolerated. (Q. 38)
88% I am constantly looking for ways to do my job better. (Q. 8)	**84%** How would you rate the overall quality of work done by your work unit? (Q. 28)
88% Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	**84%** My agency is successful at accomplishing its mission. (Q. 39)

Highest Percent Negative Items

41% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	**33%** In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)
39% In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	**32%** How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)
37% Creativity and innovation are rewarded. (Q. 32)	**32%** How satisfied are you with the policies and practices of your senior leaders? (Q. 66)
36% How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	**31%** Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)
35% Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	**30%** I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)

Engagement Benchmarks & Index Scores

Because the FEVS is an assessment of organizational climate, the Engagement Index does not directly evaluate an employee's level of engagement. Therefore, instead of measuring "states" of engagement such as focused attention and dedication to completing assignments, this index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals). Below, you can see how your agency's Engagement Index score compares to the small agency average. The names of the highest-ranked small agencies are listed to facilitate the sharing of information, such as best practices.

1	89%	USTDA
2	87%	STB
3	82%	FLRA
YOUR AGENCY	66%	
	65%	Small Agencies, Combined

This figure displays the Engagement Index score for your agency as well as the scores for the three engagement factors.

Employee Engagement Index Scores

Leaders Lead

My Agency's Leadership
...Fosters motivation and commitment
...Maintains high integrity
...Communicates the agency's goals
...Earns respect from employees

56%

Supervisors

My Supervisor
...Supports employee development
...Listens to me
...Treats me with respect
...Has my trust and confidence

70%

Intrinsic Work Experience

As an Employee, I
...Feel encouraged to do better
...Feel accomplished
...Know what's expected of me
...Know how my job relates to agency goals

72%

66%
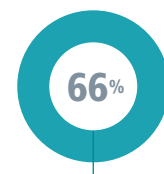
Employee Engagement

2013 Score: 73%

Leaders Lead: Employees' perceptions of leadership's integrity as well as leadership behaviors such as communication and workforce motivation. (Q. 53, 54, 56, 60, and 61)

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

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

Global Satisfaction Benchmarks & Index Scores

The Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organizations, plus their willingness to recommend their organization as a good place to work. These factors are measured by items 69, 70, 71, and 40, respectively. The Global Satisfaction Index score for your agency, the highest scoring small agencies, and the small agency average are displayed below.

1	84%	STB
1	84%	USTDA
3	82%	ONHIR, FMCS
	63%	YOUR AGENCY
	59%	Small Agencies, Combined

This figure displays the Global Satisfaction Index score for your agency as well as the scores for all four satisfaction factors.

Global Satisfaction Index Scores

Job Satisfaction

Considering everything, how satisfied are you with your job?

70%

Pay Satisfaction

Considering everything, how satisfied are you with your pay?

58%

Organizational Satisfaction

Considering everything, how satisfied are you with your organization?

61%

Recommend Organization

I recommend my organization as a good place to work.

64%

63%

Global Satisfaction

2013 Score: 71%

HCAAF Benchmarks & Index Scores

The Human Capital Assessment and Accountability Framework (HCAAF) Indices measure progress toward governmentwide human capital objectives and represent different aspects of human capital management related to organizational effectiveness. More information can be found at http://www.opm.gov/policy-data-oversight/human-capital-management/. HCAAF Index scores for your agency, the highest scoring small agencies, and the small agency average are displayed below.

Leadership & Knowledge Management
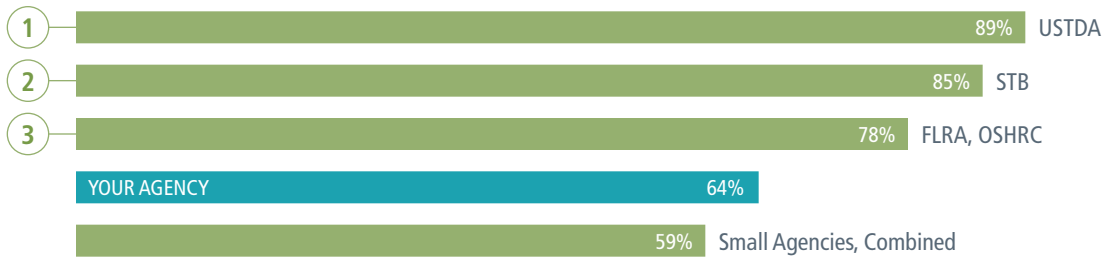
	Score	Agency
1	89%	USTDA
2	85%	STB
3	78%	FLRA, OSHRC
YOUR AGENCY	64%	
	59%	Small Agencies, Combined

Results-Oriented Performance Culture

	Score	Agency
1	85%	USTDA
2	79%	STB
3	73%	OSHRC
YOUR AGENCY	60%	
	56%	Small Agencies, Combined

Talent Management

	Score	Agency
1	83%	USTDA
2	82%	STB
3	79%	FLRA
YOUR AGENCY	65%	
	59%	Small Agencies, Combined

Job Satisfaction

	Score	Agency
1	83%	ONHIR
2	82%	USTDA
3	81%	STB
YOUR AGENCY	68%	
	63%	Small Agencies, Combined
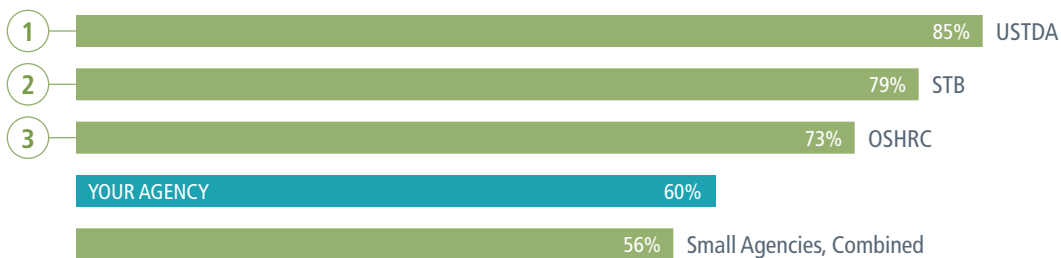
HCAAF Benchmarks & Index Scores (cont'd)

This figure displays your agency results for all four HCAAF Indices.

HCAAF Index Scores

Leadership & Knowledge Management

Extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership.

64%

Results-Oriented Performance Culture

Extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes.

60%

Talent Management

Extent to which employees think the organization has the talent necessary to achieve organizational goals.

65%

Job Satisfaction

Extent to which employees are satisfied with their jobs and various aspects thereof.

68%

Decision Aid: Increases

Why is it Important to Look at Your Increases?

The items in this section are sorted by greatest to smallest increase in percent positive ratings. The items are sorted to allow you to quickly and easily identify where your agency has made improvements since 2013.

How Should the Legend Icons be Used?

The legend icons provide helpful context for your list of items that have increased. For example, while an item may have increased five percentage points since 2013, it may still be considered a "challenge" if the percent negative is 35 percent or higher. These icons show you whether there is more work to be done as well as highlight celebration-worthy findings such as "new strengths." New strengths are items that have crossed the 65 percent positive or higher threshold since the 2013 FEVS.

13 Items Increased Since 2013

(+) Strength
These items are 65 percent positive or higher

(?) Caution
These items are 30 percent neutral or higher

(−) Challenge
These items are 35 percent negative or higher

New Strength
These items became a new strength in 2014

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Increase Since 2013
I know how my work relates to the agency's goals and priorities. (Q. 12)	84	96	0	4	+12
My work gives me a feeling of personal accomplishment. (Q. 4)	65	76	7	17	+11
I am given a real opportunity to improve my skills in my organization. (Q. 1)	60	69	20	11	+9
Employees in my work unit share job knowledge with each other. (Q. 26)	65	72	7	21	+7
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	61	66	3	30	+5
Prohibited Personnel Practices are not tolerated. (Q. 38)	81	86	4	10	+5
My training needs are assessed. (Q. 18)	46	49	32	19	+3
I like the kind of work I do. (Q. 5)	90	92	5	4	+2
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	70	72	12	17	+2
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	95	96	0	4	+1

NOTE: Your agency had few respondents, which makes your percent positive scores less stable. Large differences in your percent positive scores may be due to a small number of respondents.

Decision Aid: Increases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Increase Since 2013
My workload is reasonable. (Q. 10)	75	76	8	16	**+1**
Considering everything, how satisfied are you with your job? (Q. 69)	69	70	15	15	**+1**
Employees are recognized for providing high quality products and services. (Q. 31)	63	64	19	17	**+1**

NOTE: Your agency had few respondents, which makes your percent positive scores less stable. Large differences in your percent positive scores may be due to a small number of respondents.

Decision Aid: Decreases

Why is it Important to Look at Your Decreases?

The items in this section are sorted by greatest to smallest decrease in percent positive ratings. The items are sorted to allow you to easily and quickly identify where your results have dropped since 2013.

How Should the Legend Icons be Used?

The legend icons provide helpful context for your list of items that have decreased. For example, an item that decreased by only two percentage points might not seem particularly noteworthy; however, if the item is also identified as a past strength or challenge, you may want to take action to prevent further decreases.

57 Items Decreased Since 2013

(+) Strength
These items are
65 percent positive
or higher

(?) Caution
These items are
30 percent neutral
or higher

(−) Challenge
These items are
35 percent negative
or higher

Past Strength
These items are no
longer a strength
in 2014

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	56	24	42	33	**-32**
Pay raises depend on how well employees perform their jobs. (Q. 33)	55	24	46	30	**-31**
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	80	53	20	26	**-27**
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	90	64	28	8	**-26**
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	78	52	32	16	**-26**
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	61	38	28	35	**-23**
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	69	47	40	13	**-22**
Considering everything, how satisfied are you with your organization? (Q. 71)	81	61	15	24	**-20**
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	71	52	12	36	**-19**

NOTE: Your agency had few respondents, which makes your percent positive scores less stable. Large differences in your percent positive scores may be due to a small number of respondents.

Decision Aid: Decreases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	71	52	32	16	-19
Managers communicate the goals and priorities of the organization. (Q. 56)	81	63	26	12	-18
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	60	42	19	39	-18
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	69	52	30	18	-17
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	83	66	12	22	-17
My work unit is able to recruit people with the right skills. (Q. 21)	79	62	21	17	-17
Promotions in my work unit are based on merit. (Q. 22)	69	53	23	24	-16
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	84	68	16	16	-16
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	78	63	12	25	-15
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	64	49	26	26	-15
The skill level in my work unit has improved in the past year. (Q. 27)	63	48	31	21	-15
My supervisor listens to what I have to say. (Q. 48)	85	71	12	17	-14
Considering everything, how satisfied are you with your pay? (Q. 70)	71	58	23	20	-13
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	52	39	29	32	-13
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	100	88	4	8	-12
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	79	67	11	21	-12
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	64	53	15	32	-11
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	90	80	20	0	-10
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	75	65	16	19	-10
I am held accountable for achieving results. (Q. 16)	86	76	16	8	-10

NOTE: Your agency had few respondents, which makes your percent positive scores less stable. Large differences in your percent positive scores may be due to a small number of respondents.

Decision Aid: Decreases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
My supervisor supports my need to balance work and other life issues. (Q. 42)	89	79	12	9	**-10**
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	65	55	32	12	**-10**
The people I work with cooperate to get the job done. (Q. 20)	79	69	20	11	**-10**
Supervisors work well with employees of different backgrounds. (Q. 55)	78	68	17	15	**-10**
Creativity and innovation are rewarded. (Q. 32)	56	47	15	37	**-9**
I have trust and confidence in my supervisor. (Q. 51)	69	60	23	17	**-9**
I have enough information to do my job well. (Q. 2)	81	72	12	16	**-9**
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	95	88	3	9	**-7**
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	84	77	8	15	**-7**
The work I do is important. (Q. 13)	85	79	18	4	**-6**
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	47	41	18	41	**-6**
I know what is expected of me on the job. (Q. 6)	85	79	4	17	**-6**
My agency is successful at accomplishing its mission. (Q. 39)	90	84	16	0	**-6**
My talents are used well in the workplace. (Q. 11)	69	63	12	25	**-6**
My organization has prepared employees for potential security threats. (Q. 36)	85	80	11	9	**-5**
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	65	60	9	31	**-5**
I have a high level of respect for my organization's senior leaders. (Q. 61)	61	57	16	27	**-4**
My performance appraisal is a fair reflection of my performance. (Q. 15)	79	75	4	21	**-4**
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). (Q. 19)	75	71	4	25	**-4**
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	69	66	19	16	**-3**
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	75	72	11	17	**-3**

NOTE: Your agency had few respondents, which makes your percent positive scores less stable. Large differences in your percent positive scores may be due to a small number of respondents.

Decision Aid: Decreases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
My supervisor treats me with respect. (Q. 49)	79	76	8	17	**-3**
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	75	72	4	24	**-3**
How satisfied are you with the training you receive for your present job? (Q. 68)	61	59	26	15	**-2**
Employees are protected from health and safety hazards on the job. (Q. 35)	90	88	3	9	**-2**
I am constantly looking for ways to do my job better. (Q. 8)	90	88	8	4	**-2**
Supervisors in my work unit support employee development. (Q. 47)	74	72	11	17	**-2**
How would you rate the overall quality of work done by your work unit? (Q. 28)	85	84	16	0	**-1**

NOTE: Your agency had few respondents, which makes your percent positive scores less stable. Large differences in your percent positive scores may be due to a small number of respondents.

Decision Aid: No Change

Why is it Important to Look at Items that Have Not Changed?

Your percent positive results for these items have not changed since 2013. These are items that your agency is maintaining, which can be either a positive, neutral or negative finding. For example, an item with low percent positive results over several years is a strong indication of a need for focused action. You may also want to consider changing or updating your approach to addressing these issues if the item has been the focus of attention in the past. On the other hand, a trend of stable, high percent positive ratings is a finding that should be celebrated. Look at these items individually to determine whether they may be areas of concern for your agency.

How Should the Legend Icons be Used?

The legend icons provide helpful context for your list of items that have not changed. While these items have not increased or decreased, they still may be causes for celebration or concern depending on the percent positive, negative and neutral ratings.

1 Item Did Not Change Since 2013

+ Strength
These items are
65 percent positive
or higher

? Caution
These items are
30 percent neutral
or higher

− Challenge
These items are
35 percent negative
or higher

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Change Since 2013
I recommend my organization as a good place to work. (Q. 40)	64	64	19	17	0

NOTE: Your agency had few respondents, which makes your percent positive scores less stable. Large differences in your percent positive scores may be due to a small number of respondents.

Appendix A: Item Results and Benchmarks

For each item, your agency's percent positive response is shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 41 small independent agencies surveyed that had 10 or more respondents. To understand how well your agency performed compared to others, focus on the location of the triangle within the gray bar. If the triangle is toward the right side of the bar, then your agency was above average on that item. If it is at the right edge of the bar, then you had the highest percent positive response for that item. Additionally, you can numerically compare your percent positive to the small agency average, listed to the right of each item.
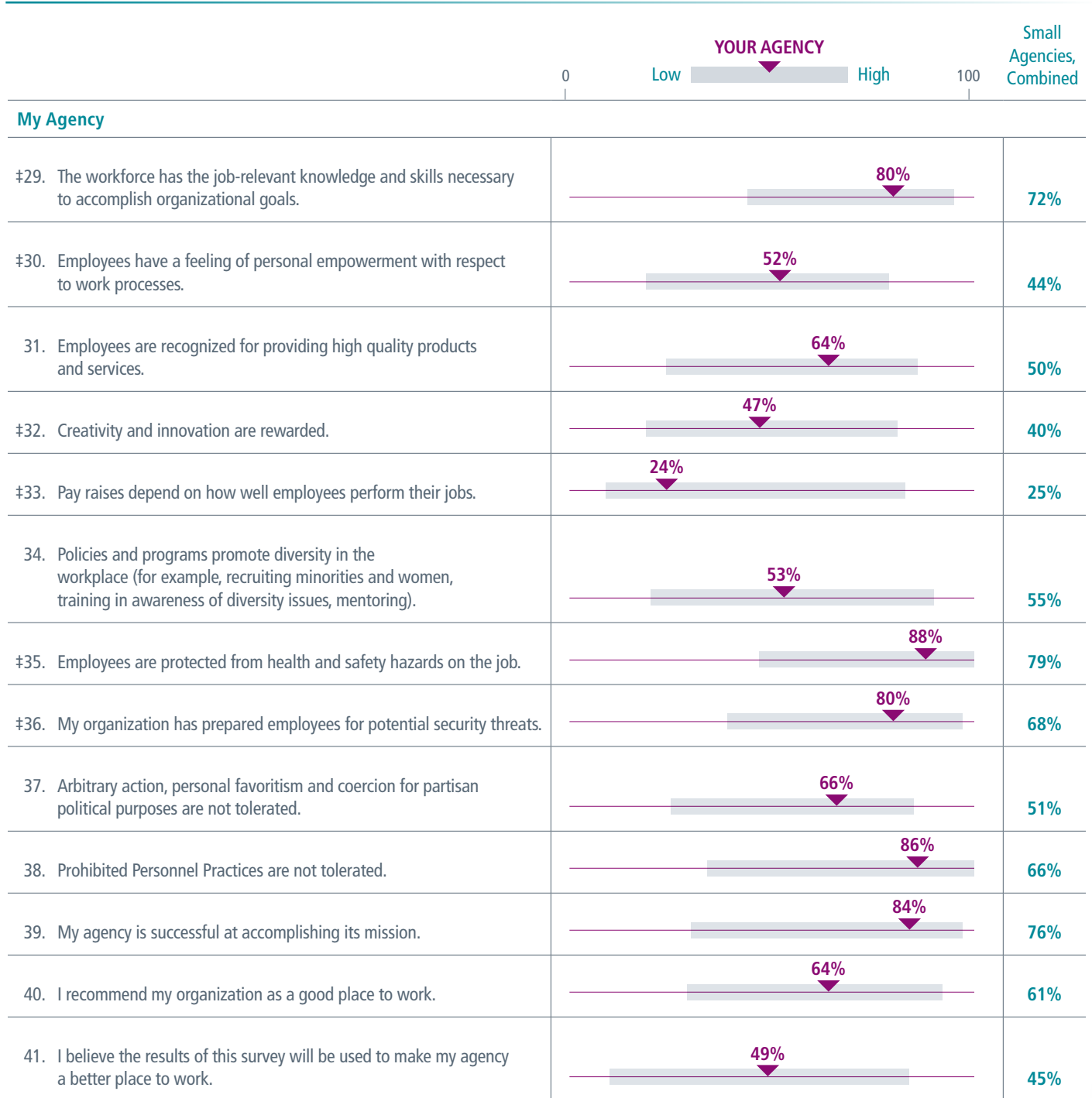
	YOUR AGENCY	Small Agencies, Combined
	0 Low High 100	
My Work Experience		
‡1. I am given a real opportunity to improve my skills in my organization.	69%	64%
2. I have enough information to do my job well.	72%	70%
3. I feel encouraged to come up with new and better ways of doing things.	47%	58%
‡4. My work gives me a feeling of personal accomplishment.	76%	72%
‡5. I like the kind of work I do.	92%	83%
6. I know what is expected of me on the job.	79%	76%
7. When needed I am willing to put in the extra effort to get a job done.	96%	96%
8. I am constantly looking for ways to do my job better.	88%	89%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	66%	50%
‡10. My workload is reasonable.	76%	59%
‡11. My talents are used well in the workplace.	63%	57%
‡12. I know how my work relates to the agency's goals and priorities.	96%	83%
‡13. The work I do is important.	79%	87%

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

Appendix A: Item Results and Benchmarks (cont'd)

		YOUR AGENCY	Small Agencies, Combined
‡14.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	88%	76%
‡15.	My performance appraisal is a fair reflection of my performance.	75%	71%
16.	I am held accountable for achieving results.	76%	81%
17.	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	52%	59%
‡18.	My training needs are assessed.	49%	46%
‡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).	71%	66%

My Work Unit

		YOUR AGENCY	Small Agencies, Combined
‡20.	The people I work with cooperate to get the job done.	69%	77%
‡21.	My work unit is able to recruit people with the right skills.	62%	54%
‡22.	Promotions in my work unit are based on merit.	53%	42%
‡23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41%	37%
‡24.	In my work unit, differences in performance are recognized in a meaningful way.	24%	38%
25.	Awards in my work unit depend on how well employees perform their jobs.	38%	44%
26.	Employees in my work unit share job knowledge with each other.	72%	75%
27.	The skill level in my work unit has improved in the past year.	48%	55%
28.	How would you rate the overall quality of work done by your work unit?	84%	86%

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

		YOUR AGENCY	Small Agencies, Combined
		0 Low [High] 100	
My Agency			
‡29.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	80%	72%
‡30.	Employees have a feeling of personal empowerment with respect to work processes.	52%	44%
31.	Employees are recognized for providing high quality products and services.	64%	50%
‡32.	Creativity and innovation are rewarded.	47%	40%
‡33.	Pay raises depend on how well employees perform their jobs.	24%	25%
34.	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	53%	55%
‡35.	Employees are protected from health and safety hazards on the job.	88%	79%
‡36.	My organization has prepared employees for potential security threats.	80%	68%
37.	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	66%	51%
38.	Prohibited Personnel Practices are not tolerated.	86%	66%
39.	My agency is successful at accomplishing its mission.	84%	76%
40.	I recommend my organization as a good place to work.	64%	61%
41.	I believe the results of this survey will be used to make my agency a better place to work.	49%	45%

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

		YOUR AGENCY	Small Agencies, Combined
		0 Low [High] 100	
My Supervisor			
‡42.	My supervisor supports my need to balance work and other life issues.	79%	84%
43.	My supervisor provides me with opportunities to demonstrate my leadership skills.	72%	68%
‡44.	Discussions with my supervisor about my performance are worthwhile.	63%	64%
45.	My supervisor is committed to a workforce representative of all segments of society.	77%	70%
46.	My supervisor provides me with constructive suggestions to improve my job performance.	72%	63%
‡47.	Supervisors in my work unit support employee development.	72%	68%
48.	My supervisor listens to what I have to say.	71%	78%
49.	My supervisor treats me with respect.	76%	81%
50.	In the last six months, my supervisor has talked with me about my performance.	88%	81%
‡51.	I have trust and confidence in my supervisor.	60%	69%
‡52.	Overall, how good a job do you feel is being done by your immediate supervisor?	72%	73%
Leadership			
‡53.	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	42%	40%
54.	My organization's senior leaders maintain high standards of honesty and integrity.	67%	53%
‡55.	Supervisors work well with employees of different backgrounds.	68%	63%
‡56.	Managers communicate the goals and priorities of the organization.	63%	56%

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

	YOUR AGENCY	Small Agencies, Combined
	0 Low High 100	
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64%	58%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	60%	48%
59. Managers support collaboration across work units to accomplish work objectives.	55%	53%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	52%	59%
‡61. I have a high level of respect for my organization's senior leaders.	57%	51%
62. Senior leaders demonstrate support for Work/Life programs.	68%	61%

My Satisfaction

	YOUR AGENCY	Small Agencies, Combined
‡63. How satisfied are you with your involvement in decisions that affect your work?	66%	52%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	52%	47%
‡65. How satisfied are you with the recognition you receive for doing a good job?	65%	50%
‡66. How satisfied are you with the policies and practices of your senior leaders?	53%	42%
‡67. How satisfied are you with your opportunity to get a better job in your organization?	39%	30%
‡68. How satisfied are you with the training you receive for your present job?	59%	50%
‡69. Considering everything, how satisfied are you with your job?	70%	64%
‡70. Considering everything, how satisfied are you with your pay?	58%	54%
71. Considering everything, how satisfied are you with your organization?	61%	57%

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

Appendix B: Participating Agencies

The Office of Personnel Management administered the 2014 Federal Employee Viewpoint Survey to full-time and part-time permanent employees from the following Departments/large agencies and small independent agencies that accepted an invitation to participate in the survey.

Departments/Large Agencies

Broadcasting Board of Governors (BBG)

Court Services and Offender Supervision Agency (CSOSA)

Department of Agriculture (USDA)

Department of Commerce (DOC)

Department of Education (Educ)

Department of Energy (DOE)

Department of Health and Human Services (HHS)

Department of Homeland Security (DHS)

Department of Housing and Urban Development (HUD)

Department of Justice (DOJ)

Department of Labor (DOL)

Department of State (State)

Department of the Interior (DOI)

Department of the Treasury (Treas)

Department of Transportation (DOT)

Department of Veterans Affairs (VA)

Environmental Protection Agency (EPA)

Equal Employment Opportunity Commission (EEOC)

Federal Communications Commission (FCC)

Federal Energy Regulatory Commission (FERC)

Federal Trade Commission(FTC)

General Services Administration (GSA)

National Aeronautics and Space Administration (NASA)

National Archives and Records Administration (NARA)

National Credit Union Administration (NCUA)

National Labor Relations Board (NLRB)

National Science Foundation (NSF)

Nuclear Regulatory Commission (NRC)

Office of Management and Budget (OMB)

Office of Personnel Management (OPM)

Pension Benefit Guaranty Corporation (PBGC)

Railroad Retirement Board (RRB)

Securities and Exchange Commission (SEC)

Small Business Administration (SBA)

Social Security Administration (SSA)

U.S. Agency for International Development (USAID)

Department of Defense (DOD)

Department of the Army (Army)

U.S. Army Corps of Engineers (USACE)

Department of the Navy (Navy)

U.S. Marine Corps (USMC)

Department of the Air Force (Air Force)

OSD, Joint Staff, Defense Agencies, & DOD Field Activities (DOD 4th Estate)

Small/Independent Agencies

Advisory Council on Historic Preservation (ACHP)

African Development Foundation (USADF)

American Battle Monuments Commission (AMBC)

Chemical Safety and Hazard Investigation Board (CSB)

Commission on Civil Rights (USCCR)

Committee for Purchase from People
   Who Are Blind or Severely Disabled (CPPBSD)

Commodity Futures Trading Commission (CFTC)

Consumer Product Safety Commission (CPSC)

Corporation for National and Community Service (CNCS)

Defense Nuclear Facilities Safety Board (DNFSB)

Export-Import Bank of the United States (EXIM)

Farm Credit System Insurance Corporation (FCSIC)

Federal Election Commission (FEC)

Federal Housing Finance Agency (FHFA)

Federal Labor Relations Authority (FLRA)

Federal Maritime Commission (FMC)

Federal Mediation and Conciliation Service (FMCS)

Federal Retirement Thrift Investment Board (FRTIB)

Institute of Museum and Library Services (IMLS)

Inter-American Foundation (IAF)

International Boundary and Water Commission (IBWC)

Marine Mammal Commission (MMC)

Merit Systems Protection Board (MSPB)

National Capital Planning Commission (NCPC)

National Council on Disability (NCD)

National Endowment for the Arts (NEA)

National Endowment for the Humanities (NEH)

National Gallery of Art (NGA)

National Indian Gaming Commission (NIGC)

National Mediation Board (NMB)

National Transportation Safety Board (NTSB)

Nuclear Waste Technical Review Board (NWTRB)

Occupational Safety and Health Review Commission
   (OSHRC)

Office of Navajo and Hopi Indian Relocation (ONHIR)

Office of the U.S. Trade Representative (USTR)

Overseas Private Investment Corporation (OPIC)

Postal Regulatory Commission (PRC)

Selective Service System (SSS)

Surface Transportation Board (STB)

U.S. Access Board (USAB)

U.S. International Trade Commission (USITC)

U.S. Office of Government Ethics (OGE)

U.S. Office of Special Counsel (OSC)

U.S. Trade and Development Agency (USTDA)

Woodrow Wilson International Center for Scholars
   (WWICS)