

**2013**

# **Federal Employee Viewpoint Survey Results**

Employees Influencing Change

**National Science Foundation**  
Agency Management Report

United States Office of  
Personnel Management

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# About This Report

## Resiliency in the Face of Challenge

Federal employees remain committed to the missions of their agencies despite a number of challenges, including continued pay freezes, agency furloughs, and a climate of uncertainty. Federal employees across government feel the effects of these challenges. The benefit of the Federal Employee Viewpoint Survey (FEVS) is the opportunity it provides employees to share their insights across all organizational levels and climates. Employee views are important throughout government, from hiring and retention to organizational effectiveness, because they present a broad diversity of opinions.

This management report enables agency leaders to identify both strengths and challenges by looking for patterns and themes in their results. Throughout the report we have highlighted areas for action as well as areas for celebration, allowing agencies to gain a better understanding of their employee views. This broad spectrum of employee perspectives is one reason why the FEVS is a powerful tool for change.

## Multiple Perspectives of Your Agency's Results

This report provides a broad but interconnected picture of your results, and includes...

**Strengths & Challenges:** Survey items with the highest percent positive and the highest percent negative responses.

**Increases & Decreases:** Survey items that increased or decreased by 5 or more percentage points since 2012.

**Items to Celebrate & Caution Items:** Survey items that increased or decreased by 2 or more percentage points between 2011-2012 and 2012-2013.

**Above & Below:** Survey items that lead or trail the Federal Government average by 5 or more percentage points.

### Indices:

- Human Capital Assessment and Accountability Framework (HCAAF): measures of progress in meeting human capital strategy objectives
- Employee Engagement: measures of the conditions likely to lead to engagement
- Global Satisfaction: a comprehensive indicator of employees' overall work satisfaction

**Work/Life Programs:** A breakdown of participation rates and satisfaction ratings.

**Diversity:** Your agency's survey respondent characteristics.

**Appendices:** A set of appendices that show results benchmarked against agency high/low results and percentile scores; a trend analysis of results over time; a Decision Aid; three tables containing agency component scores on the HCAAF, Employee Engagement, and Global Satisfaction indices; and Frequently Asked Questions (FAQs) for the 2013 survey.

Comparisons to past survey results and governmentwide averages are included throughout the report to ensure meaningful and action-oriented content. These comparisons highlight areas that have improved or declined, and provide benchmarks for interpreting the 2013 results. This year, agency components with the highest and lowest scores are highlighted in the HCAAF, Employee Engagement and Global Satisfaction sections to encourage information sharing across the agency.

## What do the Survey Results Represent?

The results represent a snapshot in time of the perceptions of the Federal workforce. Statisticians weighted survey data to adjust for differences between characteristics of the respondents and the population of Federal employees surveyed. The governmentwide results have a plus or minus one percent margin of error.

# Results at a Glance

## Strengths & Increases

- 35 items had positive ratings of 65 percent or more
- 10 items increased by 5 or more percentage points since the 2012 survey

## Challenges & Decreases

- 8 items had negative ratings of 35 percent or more
- 4 items decreased by 5 or more percentage points since the 2012 survey

## Items to Celebrate

- 4 items increased by 2 or more percentage points between 2011-2012 and 2012-2013

## Caution Items

- 5 items decreased by 2 or more percentage points between 2011-2012 and 2012-2013

## Indices Rankings (Out of 37 Agencies)

- 15th on Global Satisfaction (23rd in 2012)
- 12th on Employee Engagement (23rd in 2012)

## HCAAF Rankings

- 17th on Leadership & Knowledge Management (29th in 2012)
- 9th on Results-Oriented Performance Culture (14th in 2012)
- 10th on Talent Management (15th in 2012)
- 17th on Job Satisfaction (29th in 2012)

Agency results have a margin of error of +/- 2%

## Understanding Your Results

### Positive Ratings

The sum of two positive categories (i.e., Strongly Agree/Agree)

### Negative Ratings

The sum of two negative categories (i.e., Strongly Disagree/Disagree)

## Applying Rules of Thumb

- 65% or more positive is considered a strength
- 35% or more negative is considered a challenge
- 30% or more neutral suggests uncertainty, presenting an opportunity for communication
- A difference of 5 percentage points or more is considered notable

## Your Agency Response

### Field Period

April 23, 2013 – June 7, 2013

### Response Rate

75% (888 out of 1,183 employees responded)

### Agency Component Response Rates

|     |   |
|-----|---|
| 86% | National Science Board  |
| 82% | Directorate for Computer & Information Sciences & Engineering |
| 81% | Office of Information & Resource Management                   |
| 78% | Office of the Director  |
| 77% | Office of Budget, Finance, and Award Management               |
| 76% | Directorate for Engineering                                   |
| 76% | Office of the Inspector General                               |
| 75% | Directorate for Social, Behavioral & Economic Sciences        |
| 71% | Directorate for Geosciences                                   |
| 70% | Directorate for Biological Sciences                           |
| 67% | Directorate for Mathematical & Physical Sciences              |
| 67% | Directorate for Education & Human Resources                   |



# Strengths

Acknowledging the strengths that survey results reveal not only gives your agency cause for celebration, but also shows where organizational practices are most effective. Your agency's 10 highest percent positive responses are displayed in Figure 1, along with the 2013 governmentwide percent positive for comparison.

**FIGURE 1** | Most Positive Response Items for Your Agency

|  |     | G'wide |
|--|-----|--------|
| When needed I am willing to put in the extra effort to get a job done. (Q. 7)                      | 97% | 96%    |
| I am constantly looking for ways to do my job better. (Q. 8)                                       | 93% | 90%    |
| The work I do is important. (Q. 13)  | 91% | 90%    |
| How would you rate the overall quality of work done by your work unit? (Q. 28)                     | 88% | 83%    |
| I know how my work relates to the agency's goals and priorities. (Q. 12)                           | 87% | 83%    |
| In the last six months, my supervisor/team leader has talked with me about my performance. (Q. 50) | 87% | 77%    |
| My agency is successful at accomplishing its mission. (Q. 39)                                      | 87% | 74%    |
| Employees are protected from health and safety hazards on the job. (Q. 35)                         | 85% | 76%    |
| I am held accountable for achieving results. (Q. 16)   | 84% | 81%    |
| My supervisor/team leader treats me with respect. (Q. 49)  | 83% | 80%    |

# Challenges

Negative responses to survey items are powerful indicators of dissatisfaction. A review of your agency’s challenges, in conjunction with strengths, presents a more comprehensive picture of emerging issues and themes in your agency which may aid in identifying areas to target in the action planning process.

Figure 2 displays your agency’s 10 highest percent negative responses, along with the 2013 governmentwide percent negative for comparison.

**FIGURE 2** | Most Negative Response Items for Your Agency

|   |     | G'wide |
|---|-----|--------|
| Pay raises depend on how well employees perform their jobs. (Q. 33)   | 51% | 55%    |
| In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)                  | 43% | 45%    |
| In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)                                 | 43% | 40%    |
| How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)                           | 41% | 38%    |
| I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)                         | 38% | 39%    |
| In my organization, leaders generate high levels of motivation and commitment in the workforce. (Q. 53)                 | 36% | 33%    |
| Awards in my work unit depend on how well employees perform their jobs. (Q. 25)   | 36% | 36%    |
| My workload is reasonable. (Q. 10)  | 35% | 26%    |
| How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64) | 33% | 28%    |
| Promotions in my work unit are based on merit. (Q. 22)  | 33% | 39%    |

# Increases & Decreases

## Agency Items That Increased and Decreased the Most from 2012

Survey items with increasingly positive responses may indicate the success of agency initiatives or plans of action, while declining positive responses may signal areas in need of targeted action. Table 1 displays the items that had the largest changes (5 or more percentage points) in percent positive rating. If your agency had more than 10 items that changed by 5 percentage points or more, only the 10 items with the largest changes are shown.

**TABLE 1** | Largest Increases and Decreases in Percent Positive

|  | Percent Positive |      | Difference |
|--|------------------|------|------------|
|  | 2012             | 2013 |            |
| <b>Increased the Most</b>  |                  |      |            |
| My performance appraisal is a fair reflection of my performance. (Q. 15)   | 67               | 75   | +8         |
| My workload is reasonable. (Q. 10)   | 44               | 52   | +8         |
| Discussions with my supervisor/team leader about my performance are worthwhile. (Q. 44)  | 59               | 66   | +7         |
| In the last six months, my supervisor/team leader has talked with me about my performance. (Q. 50)   | 82               | 87   | +5         |
| My supervisor/team leader provides me with constructive suggestions to improve my job performance. (Q. 46)   | 57               | 62   | +5         |
| My supervisor/team leader is committed to a workforce representative of all segments of society. (Q. 45)   | 67               | 72   | +5         |
| My supervisor/team leader provides me with opportunities to demonstrate my leadership skills. (Q. 43)  | 67               | 72   | +5         |
| I have a high level of respect for my organization's senior leaders. (Q. 61)   | 51               | 56   | +5         |
| 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) | 62               | 67   | +5         |
| Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader? (Q. 60)   | 57               | 62   | +5         |
| <b>Decreased the Most</b>  |                  |      |            |
| Awards in my work unit depend on how well employees perform their jobs. (Q. 25)  | 42               | 35   | -7         |
| Pay raises depend on how well employees perform their jobs. (Q. 33)  | 27               | 21   | -6         |
| Considering everything, how satisfied are you with your pay? (Q. 70)   | 59               | 54   | -5         |
| In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)  | 35               | 30   | -5         |

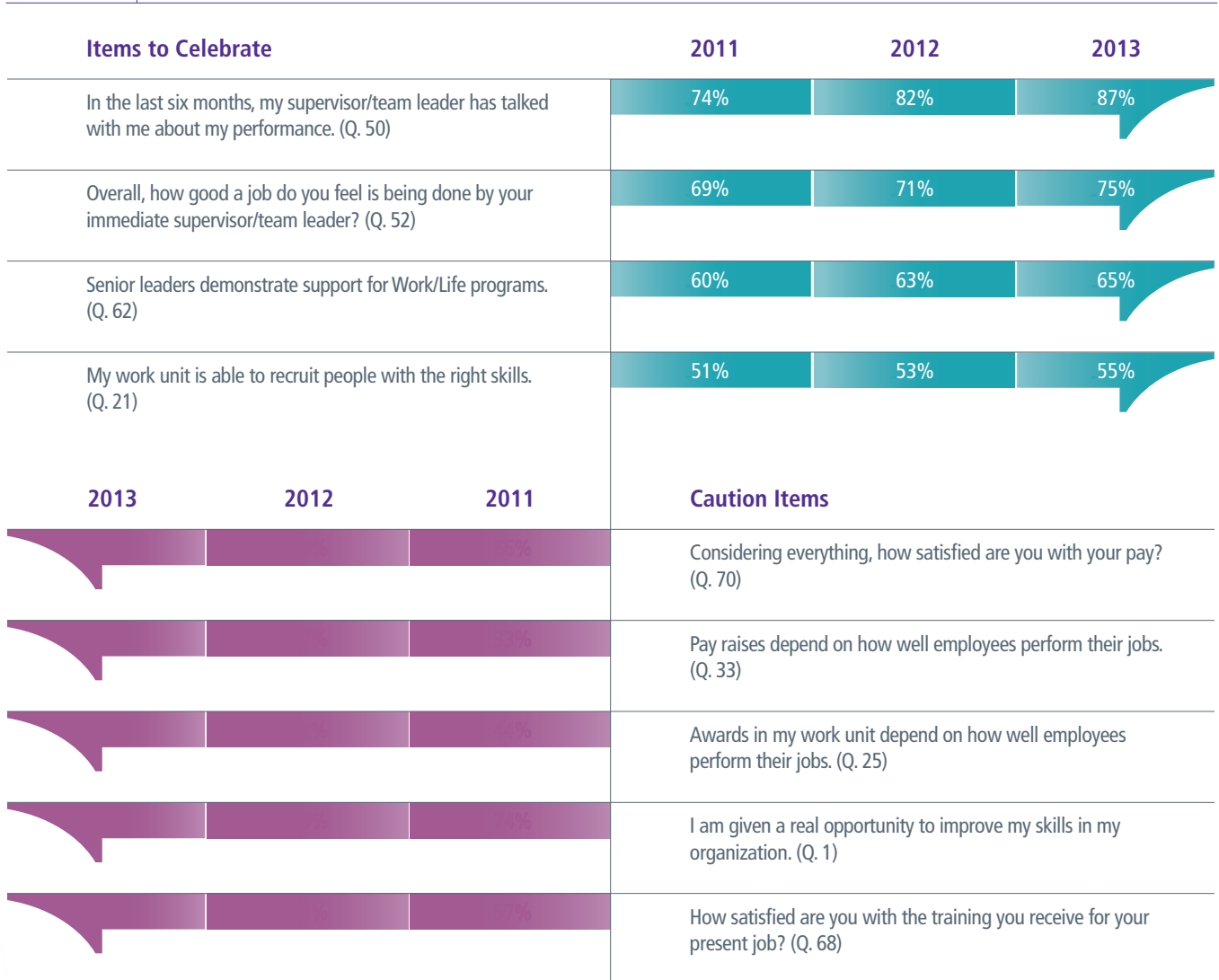
# Items to Celebrate & Caution Items

Increases are often the direct result of an agency’s specifically targeted action; however, sometimes increases or decreases may occur without direct intent. For example, leadership changes, new programs, or communication efforts may have an impact on survey results. Please review this section with those ideas in mind, and consider communicating any action planning successes with employees.

The “Items to Celebrate” section in Figure 3 highlights items that have increased by 2 or more percentage points across each of the last several survey administrations (from 2011 to 2012 and from 2012 to 2013).

“Caution Items” are highlighted as items that have decreased by 2 or more percentage points across the last several survey administrations (from 2011 to 2012 and from 2012 to 2013). Being aware of downward trends in your results is critical in ensuring that items don’t continue to decrease over time.

**FIGURE 3** | Percent Positive Increases and Decreases of Two or More Points from 2011-2012 and 2012-2013



# Above & Below

## Agency Items Above and Below the 2013 Governmentwide Average

Table 2 displays agency results that are 5 or more percentage points higher or lower than the governmentwide average, and may assist in highlighting areas of success as well as areas of concern. If your agency had more than 10 items that differ from the average, only the 10 items with the largest differences are shown.

**TABLE 2** | Items Above and Below the 2013 Governmentwide Average on Percent Positive

|   | 2013 Percent Positive |        |            |
|---|-----------------------|--------|------------|
|   | NSF                   | G'wide | Difference |
| <b>Leading the Government</b>   |                       |        |            |
| Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14) | 81                    | 66     | +15        |
| My work unit is able to recruit people with the right skills. (Q. 21)   | 55                    | 40     | +15        |
| My agency is successful at accomplishing its mission. (Q. 39)   | 87                    | 74     | +13        |
| I feel encouraged to come up with new and better ways of doing things. (Q. 3)   | 67                    | 56     | +11        |
| Senior leaders demonstrate support for Work/Life programs. (Q. 62)  | 65                    | 54     | +11        |
| In the last six months, my supervisor/team leader has talked with me about my performance. (Q. 50)  | 87                    | 77     | +10        |
| I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)   | 48                    | 38     | +10        |
| Employees are protected from health and safety hazards on the job. (Q. 35)  | 85                    | 76     | +9         |
| Creativity and innovation are rewarded. (Q. 32)   | 44                    | 35     | +9         |
| Promotions in my work unit are based on merit. (Q. 22)  | 40                    | 32     | +8         |
| <b>Trailing the Government</b>  |                       |        |            |
| My training needs are assessed. (Q. 18)   | 44                    | 50     | -6         |
| My workload is reasonable. (Q. 10)  | 52                    | 57     | -5         |

# Indices

## Human Capital Assessment and Accountability Framework (HCAAF)

The HCAAF indices were created to guide governmentwide efforts to support agency mission results with strong human capital strategies, and they provide consistent metrics for measuring progress toward HCAAF objectives. For more information on these metrics, refer to OPM's website: [www.opm.gov/hcaaf\\_resource\\_center/assets/hcaaf\\_ssm.pdf](http://www.opm.gov/hcaaf_resource_center/assets/hcaaf_ssm.pdf).

Figure 4 shows your agency results with appropriate comparisons for the four HCAAF indices: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. This year the agency components with the highest and lowest scores are highlighted to facilitate internal information sharing.

For your reference, Appendix D displays HCAAF Index results for each agency component.

**FIGURE 4** | HCAAF Indices – Percent Positive



### Leadership & Knowledge Management Index

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

### Talent Management Index

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

### Results-Oriented Performance Culture Index

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

### Job Satisfaction Index

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

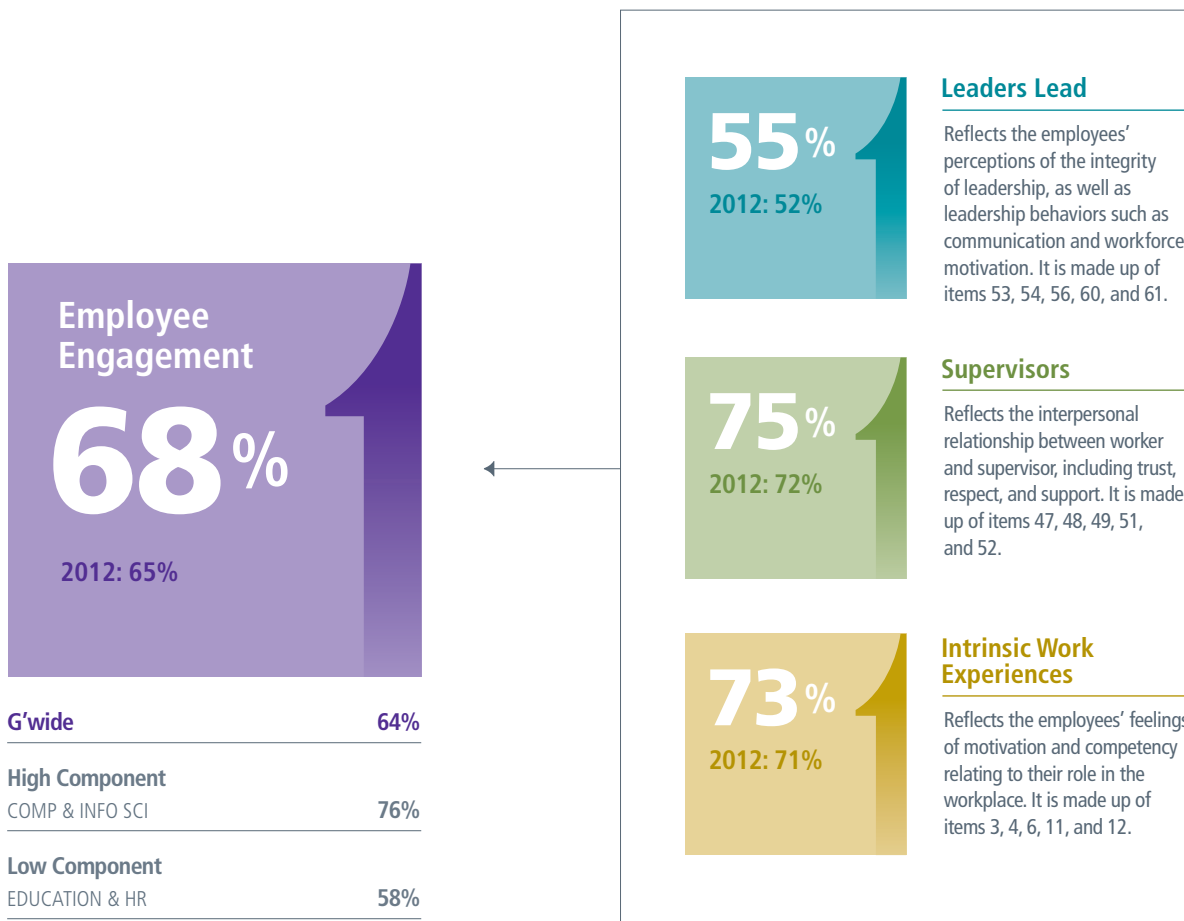
## Employee Engagement

An engaged employee is seen as one who is immersed in the content of the job and energized to spend extra effort in job performance. The 2013 Federal Employee Viewpoint Survey does not contain direct measurements of employee engagement such as passion, commitment, and involvement. However, it does include questions that cover most, if not all, of the conditions likely to lead to employee engagement (e.g., leadership, opportunity to use skills). OPM created an index using these items and excluded any items measuring satisfaction in order to differentiate this index from a job satisfaction index.

Figure 5 shows your agency’s results with appropriate comparisons on the Employee Engagement Index and its subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experiences. This year the agency components with the highest and lowest scores are highlighted to facilitate internal information sharing.

For your reference, Appendix E displays Employee Engagement Index results for each agency component.

**FIGURE 5** | Employee Engagement Index – Percent Positive



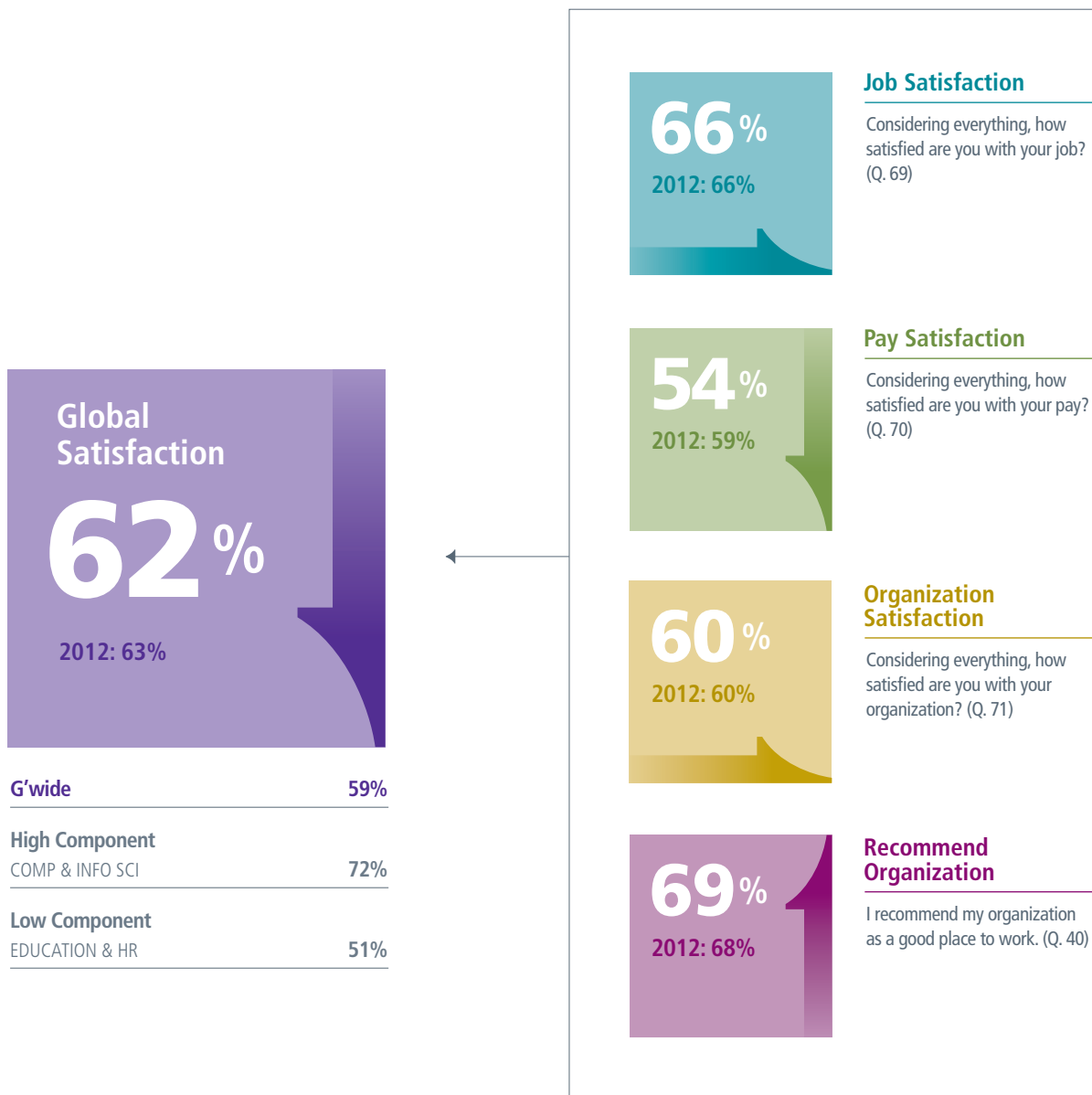
## Global Satisfaction

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 jobs, their pay, and their organizations, plus their willingness to recommend their organizations as a good place to work.

Figure 6 shows your agency's results with appropriate comparisons on the Global Satisfaction Index and the items that make up the index. This year the agency components with the highest and lowest index scores are highlighted to facilitate internal information sharing.

For your reference, Appendix F displays Global Satisfaction Index results for each agency component.

**FIGURE 6** | Global Satisfaction Index – Percent Positive





# Work/Life Programs

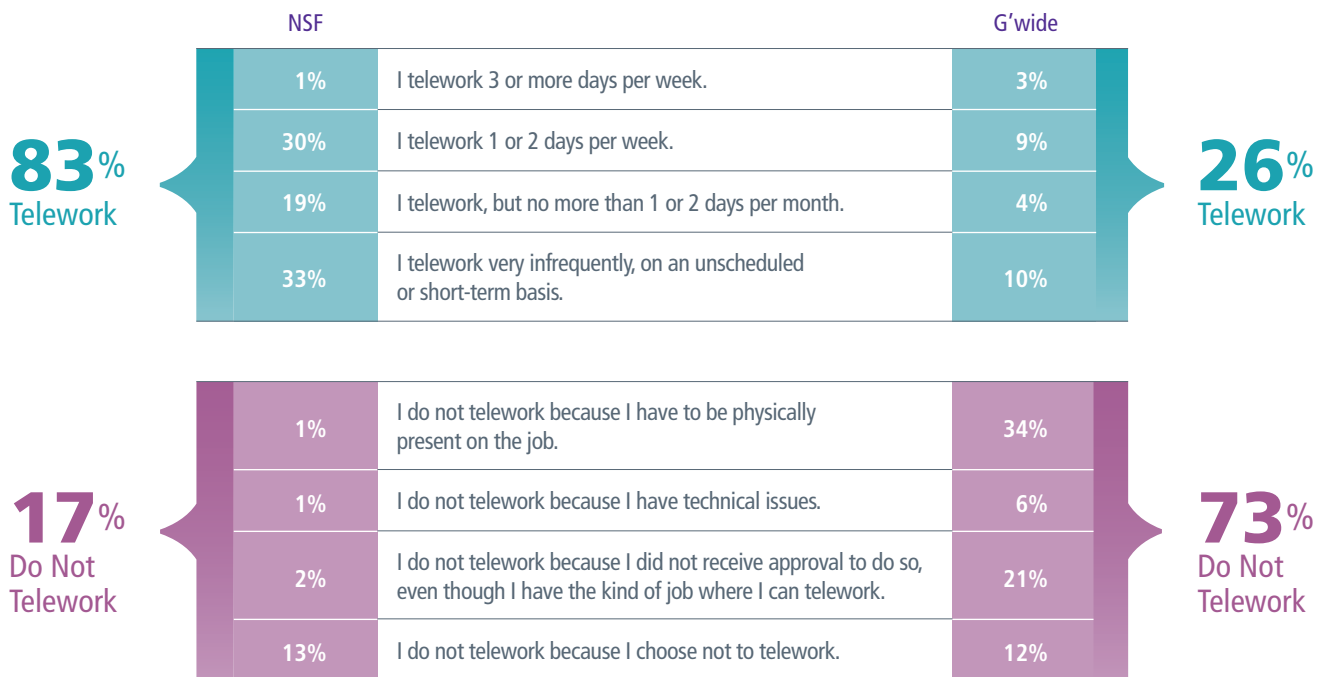
Work/Life programs provide employees with resources to effectively balance their responsibilities both inside and outside of the workplace. The Work/Life program participation and satisfaction results for your agency are displayed in this section, beginning with telework in Figures 7 and 8. Participation and satisfaction ratings for all other work/life programs are listed in Tables 3 and 4.

The Telework Enhancement Act of 2010 encouraged Federal agencies to expand their use of telework as a strategic management tool. Telework can be an important factor in attracting and retaining the best employees, improving morale and increasing the capacity to achieve agency mission and goals. This critical tool can also help reduce the cost of transit, in addition to providing flexibility in severe weather circumstances, emergencies, or other workplace disruptions. Figures 7 and 8 provide a snapshot of your agency's teleworking status and are helpful in determining whether or not more effort should be focused on increasing telework in your agency.

**FIGURE 7** | Eligibility to Telework

| Yes | No | Not Sure |
|-----|----|----------|
| 97% | 2% | <1%      |

**FIGURE 8** | Telework Status



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

**TABLE 3** | Participation in Work/Life Programs

|  | Yes | No  | Not Available |
|--|-----|-----|---------------|
| Alternative Work Schedules (AWS)   | 16% | 73% | 12%           |
| Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs) | 38% | 60% | 3%            |
| Employee Assistance Program (EAP)  | 12% | 86% | 2%            |
| Child Care Programs (for example, daycare, parenting classes, parenting support groups)        | 5%  | 91% | 4%            |
| Elder Care Programs (for example, support groups, speakers)                                    | 3%  | 91% | 6%            |

**TABLE 4** | Satisfaction with Work/Life Programs

|  | Satisfied | Neutral | Dissatisfied |
|--|-----------|---------|--------------|
| Alternative Work Schedules (AWS)   | 89%       | 7%      | 5%           |
| Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs) | 90%       | 7%      | 3%           |
| Employee Assistance Program (EAP)  | 83%       | 13%     | 4%           |
| Child Care Programs (for example, daycare, parenting classes, parenting support groups)        | 84%       | 11%     | 5%           |
| Elder Care Programs (for example, support groups, speakers)                                    | 82%       | 13%     | 4%           |
| Telework   | 81%       | 11%     | 9%           |

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

# Diversity

## Characteristics of Your Agency's Survey Respondents

Understanding the diverse characteristics of your employee population can aid workforce planning, recruiting, training, and the choice of work/life programs and flexibilities. Figure 9 displays a few of the attributes of your agency's workforce.

**FIGURE 9** | Demographic Characteristics

| Work Location |     | Supervisory Status     |     | Gender |     | Hispanic or Latino |     |
|---------------|-----|------------------------|-----|--------|-----|--------------------|-----|
| Headquarters  | 98% | Non-Supervisor         | 61% | Male   | 37% | Yes                | 5%  |
| Field         | 2%  | Team Leader            | 19% | Female | 63% | No                 | 95% |
|               |     | Supervisor/<br>Manager | 13% |        |     |                    |     |
|               |     | Executive              | 7%  |        |     |                    |     |

| Race   |     | Age          |     | Pay Grade           |     | Federal Tenure |     |
|--|-----|--------------|-----|---------------------|-----|----------------|-----|
| American Indian<br>or Alaska Native              | <1% | 25 and Under | 2%  | Federal Wage System | 1%  | < 1 Year       | 1%  |
| Asian  | 5%  | 26-29        | 3%  | GS 1-6              | 1%  | 1-3 Years      | 7%  |
| Black or<br>African American                     | 23% | 30-39        | 13% | GS 7-12             | 26% | 4-5 Years      | 8%  |
| Native Hawaiian or<br>Other Pacific Islander     | <1% | 40-49        | 30% | GS 13-15            | 41% | 6-10 Years     | 21% |
| White  | 69% | 50-59        | 33% | SES                 | 7%  | 11-14 Years    | 13% |
| Two or more races<br>(not Hispanic<br>or Latino) | 3%  | 60 or Older  | 21% | SL/ST               | 6%  | 15-20 Years    | 13% |
|  |     |              |     | Other               | 18% | > 20 Years     | 37% |

Note: Demographic results are unweighted.

**FIGURE 9** | Demographic Characteristics (continued)

| Agency Tenure |     | Are You Considering Leaving Your Agency Within the Next Year? |     | Planning to Retire           |     | Self-Identify As                       |     |
|---------------|-----|---|-----|------------------------------|-----|--|-----|
| < 1 Year      | 3%  | No  | 65% | Within one year              | 4%  | Heterosexual or Straight               | 82% |
| 1-3 Years     | 15% | Yes, to retire  | 6%  | Between one and three years  | 11% | Gay, Lesbian, Bisexual, or Transgender | 4%  |
| 4-5 Years     | 12% | Yes, to take another job within the Federal Government        | 19% | Between three and five years | 10% | I prefer not to say                    | 15% |
| 6-10 Years    | 25% | Yes, to take another job outside the Federal Government       | 5%  | Five or more years           | 74% |  |     |
| 11-20 Years   | 23% | Yes, other  | 5%  |                              |     |  |     |
| > 20 Years    | 23% |   |     |                              |     |  |     |

| Veteran |     | Disability |     |
|---------|-----|------------|-----|
| Yes     | 10% | Yes        | 7%  |
| No      | 90% | No         | 93% |

Note: Demographic results are unweighted.

# Appendix A

## Item Results and Benchmarks

Your agency's percent positive for each survey item is listed in the left column, and benchmarks are listed on the right for comparison purposes. The benchmark scores were compiled from the results for Departments and large agencies with 800 or more employees. Note that these benchmarks are based on 37 agencies where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense.

The following benchmark scores are listed to allow you to compare your agency's percent positive with the results of other agencies:

### The Highest and Lowest Percent Positive Scores

Represent the agency that scored the highest/lowest for that survey item.

### The 90th, 50th, 10th Percentiles

Compare your percent positive score with the percentile scores for each item. If your agency had a positive score of 83 percent for an item and the benchmark for the 90th percentile was 80 percent positive, then you can conclude that your agency is above the 90th percentile of agency scores for that item. In other words, your agency scored higher than at least 90 percent of the benchmark agencies.

## APPENDIX A | Item Results and Benchmarks

|   | NSF<br>% Positive | 2013 FEVS Benchmarks<br>% Positive |      |      |      |      |
|---|-------------------|------------------------------------|------|------|------|------|
|   |                   | Percentile                         |      |      |      |      |
|   |                   | 2013                               | High | 90th | 50th | 10th |
| <b>My Work Experience</b>   |                   |                                    |      |      |      |      |
| #1. I am given a real opportunity to improve my skills in my organization.  | 67                | 79                                 | 74   | 62   | 54   | 47   |
| 2. I have enough information to do my job well.   | 72                | 83                                 | 79   | 71   | 63   | 56   |
| 3. I feel encouraged to come up with new and better ways of doing things.   | 67                | 77                                 | 66   | 59   | 49   | 41   |
| #4. My work gives me a feeling of personal accomplishment.  | 76                | 80                                 | 77   | 72   | 69   | 60   |
| #5. I like the kind of work I do.   | 82                | 88                                 | 86   | 82   | 80   | 75   |
| 6. I know what is expected of me on the job.  | 78                | 85                                 | 84   | 78   | 72   | 69   |
| 7. When needed I am willing to put in the extra effort to get a job done.   | 97                | 99                                 | 98   | 96   | 94   | 92   |
| 8. I am constantly looking for ways to do my job better.  | 93                | 93                                 | 93   | 91   | 87   | 84   |
| 9. I have sufficient resources (for example, people, materials, budget) to get my job done.   | 49                | 66                                 | 58   | 48   | 34   | 29   |
| #10. My workload is reasonable.   | 52                | 74                                 | 70   | 58   | 48   | 38   |
| #11. My talents are used well in the workplace.   | 58                | 69                                 | 63   | 58   | 53   | 46   |
| #12. I know how my work relates to the agency's goals and priorities.   | 87                | 91                                 | 89   | 84   | 77   | 74   |
| #13. The work I do is important.  | 91                | 95                                 | 93   | 89   | 86   | 81   |
| #14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.                  | 81                | 87                                 | 81   | 70   | 60   | 52   |
| #15. My performance appraisal is a fair reflection of my performance.   | 75                | 81                                 | 76   | 68   | 62   | 55   |
| 16. I am held accountable for achieving results.  | 84                | 90                                 | 87   | 82   | 75   | 71   |
| 17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.   | 62                | 76                                 | 72   | 63   | 53   | 47   |
| #18. My training needs are assessed.  | 44                | 64                                 | 56   | 49   | 39   | 28   |
| #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). | 67                | 80                                 | 75   | 66   | 57   | 43   |
| #20. The people I work with cooperate to get the job done.  | 77                | 87                                 | 85   | 76   | 68   | 62   |
| #21. My work unit is able to recruit people with the right skills.  | 55                | 72                                 | 59   | 45   | 32   | 25   |
| #22. Promotions in my work unit are based on merit.   | 40                | 56                                 | 49   | 37   | 29   | 22   |

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

**APPENDIX A** | Item Results and Benchmarks (continued)

|  | NSF<br>% Positive | 2013 FEVS Benchmarks<br>% Positive |      |      |      |      |
|--|-------------------|------------------------------------|------|------|------|------|
|  |                   | Percentile                         |      |      |      |      |
|  |                   | 2013                               | High | 90th | 50th | 10th |
| ‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.  | 31                | 42                                 | 39   | 31   | 24   | 22   |
| ‡24. In my work unit, differences in performance are recognized in a meaningful way.   | 30                | 46                                 | 43   | 32   | 28   | 24   |
| 25. Awards in my work unit depend on how well employees perform their jobs.  | 35                | 55                                 | 52   | 40   | 34   | 30   |
| 26. Employees in my work unit share job knowledge with each other.   | 73                | 85                                 | 82   | 73   | 68   | 64   |
| 27. The skill level in my work unit has improved in the past year.   | 51                | 62                                 | 61   | 54   | 48   | 45   |
| 28. How would you rate the overall quality of work done by your work unit?   | 88                | 91                                 | 90   | 85   | 80   | 75   |
| <b>My Agency</b>   |                   |                                    |      |      |      |      |
| ‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.   | 76                | 85                                 | 82   | 71   | 65   | 55   |
| ‡30. Employees have a feeling of personal empowerment with respect to work processes.  | 46                | 63                                 | 55   | 42   | 34   | 31   |
| 31. Employees are recognized for providing high quality products and services.   | 49                | 70                                 | 61   | 48   | 41   | 35   |
| ‡32. Creativity and innovation are rewarded.   | 44                | 62                                 | 49   | 37   | 30   | 26   |
| ‡33. Pay raises depend on how well employees perform their jobs.   | 21                | 38                                 | 31   | 20   | 15   | 13   |
| 34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).   | 61                | 77                                 | 67   | 58   | 49   | 43   |
| ‡35. Employees are protected from health and safety hazards on the job.  | 85                | 93                                 | 87   | 78   | 62   | 56   |
| ‡36. My organization has prepared employees for potential security threats.  | 76                | 91                                 | 84   | 74   | 61   | 59   |
| 37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.  | 54                | 69                                 | 63   | 53   | 43   | 37   |
| 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                | 82                                 | 77   | 67   | 58   | 52   |
| 39. My agency is successful at accomplishing its mission.  | 87                | 90                                 | 85   | 75   | 66   | 56   |
| 40. I recommend my organization as a good place to work.   | 69                | 81                                 | 78   | 65   | 52   | 43   |
| 41. I believe the results of this survey will be used to make my agency a better place to work.  | 48                | 58                                 | 56   | 43   | 34   | 32   |

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

**APPENDIX A | Item Results and Benchmarks (continued)**

|  | NSF<br>% Positive | 2013 FEVS Benchmarks<br>% Positive |      |      |      |      |
|--|-------------------|------------------------------------|------|------|------|------|
|  |                   | Percentile                         |      |      |      |      |
|  |                   | 2013                               | High | 90th | 50th | 10th |
| <b>My Supervisor/Team Leader</b>   |                   |                                    |      |      |      |      |
| ‡42. My supervisor supports my need to balance work and other life issues.   | 82                | 90                                 | 88   | 81   | 74   | 69   |
| 43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.                          | 72                | 80                                 | 75   | 67   | 60   | 58   |
| ‡44. Discussions with my supervisor/team leader about my performance are worthwhile.                                       | 66                | 73                                 | 71   | 63   | 57   | 53   |
| 45. My supervisor/team leader is committed to a workforce representative of all segments of society.                       | 72                | 79                                 | 74   | 67   | 61   | 58   |
| 46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.                     | 62                | 71                                 | 70   | 62   | 57   | 54   |
| ‡47. Supervisors/team leaders in my work unit support employee development.  | 69                | 81                                 | 75   | 67   | 61   | 56   |
| 48. My supervisor/team leader listens to what I have to say.   | 79                | 86                                 | 84   | 77   | 70   | 70   |
| 49. My supervisor/team leader treats me with respect.  | 83                | 89                                 | 87   | 81   | 77   | 75   |
| 50. In the last six months, my supervisor/team leader has talked with me about my performance.                             | 87                | 92                                 | 89   | 83   | 72   | 63   |
| ‡51. I have trust and confidence in my supervisor.   | 68                | 79                                 | 76   | 68   | 61   | 58   |
| ‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?                           | 75                | 81                                 | 78   | 70   | 64   | 61   |
| <b>Leadership</b>  |                   |                                    |      |      |      |      |
| ‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.                       | 43                | 63                                 | 54   | 43   | 32   | 30   |
| 54. My organization's leaders maintain high standards of honesty and integrity.  | 58                | 78                                 | 70   | 56   | 45   | 42   |
| ‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.                                  | 60                | 79                                 | 75   | 64   | 54   | 52   |
| ‡56. Managers communicate the goals and priorities of the organization.  | 59                | 75                                 | 73   | 63   | 52   | 47   |
| ‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.                     | 57                | 74                                 | 72   | 62   | 51   | 44   |
| 58. Managers promote communication among different work units (for example, about projects, goals, needed resources).      | 53                | 70                                 | 64   | 54   | 46   | 40   |
| 59. Managers support collaboration across work units to accomplish work objectives.  | 61                | 76                                 | 68   | 59   | 49   | 44   |
| 60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader? | 62                | 74                                 | 71   | 60   | 53   | 47   |

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



**APPENDIX A** | Item Results and Benchmarks (continued)

|  | NSF<br>% Positive | 2013 FEVS Benchmarks<br>% Positive |      |      |      |      |
|--|-------------------|------------------------------------|------|------|------|------|
|  |                   | Percentile                         |      |      |      |      |
|  |                   | 2013                               | High | 90th | 50th | 10th |
| ‡61. I have a high level of respect for my organization’s senior leaders.  | 56                | 70                                 | 67   | 55   | 45   | 41   |
| 62. Senior leaders demonstrate support for Work/Life programs.   | 65                | 80                                 | 72   | 56   | 48   | 41   |
| <b>My Satisfaction</b>   |                   |                                    |      |      |      |      |
| ‡63. How satisfied are you with your involvement in decisions that affect your work?                                 | 56                | 67                                 | 62   | 53   | 45   | 39   |
| ‡64. How satisfied are you with the information you receive from management on what’s going on in your organization? | 48                | 68                                 | 59   | 50   | 42   | 37   |
| ‡65. How satisfied are you with the recognition you receive for doing a good job?                                    | 52                | 64                                 | 60   | 49   | 43   | 37   |
| ‡66. How satisfied are you with the policies and practices of your senior leaders?                                   | 42                | 61                                 | 56   | 42   | 33   | 31   |
| ‡67. How satisfied are you with your opportunity to get a better job in your organization?                           | 32                | 48                                 | 44   | 33   | 27   | 23   |
| ‡68. How satisfied are you with the training you receive for your present job?                                       | 51                | 65                                 | 59   | 51   | 42   | 27   |
| ‡69. Considering everything, how satisfied are you with your job?  | 66                | 76                                 | 74   | 66   | 62   | 55   |
| ‡70. Considering everything, how satisfied are you with your pay?  | 54                | 66                                 | 63   | 56   | 47   | 42   |
| 71. Considering everything, how satisfied are you with your organization?  | 60                | 74                                 | 71   | 57   | 47   | 42   |
| <b>Work/Life Programs</b>  |                   |                                    |      |      |      |      |
| 72. Have you been notified that you are eligible to telework? (See page 13)  |                   |                                    |      |      |      |      |
| 73. Please select the response below that best describes your current teleworking situation. (See page 13)           |                   |                                    |      |      |      |      |
| 74 - 78. Do you participate in the following Work/Life programs? (See page 14)                                       |                   |                                    |      |      |      |      |
| 79 - 84. How satisfied are you with the following Work/Life programs in your agency?*                                |                   |                                    |      |      |      |      |
| 79. Telework   | 81                | 88                                 | 85   | 76   | 66   | 42   |
| 80. Alternative Work Schedules (AWS)   | 89                | 97                                 | 96   | 90   | 79   | 71   |
| 81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)                   | 90                | 92                                 | 91   | 82   | 74   | 72   |
| 82. Employee Assistance Program (EAP)  | 83                | 89                                 | 83   | 79   | 68   | 62   |
| 83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)                          | 84                | 89                                 | 81   | 69   | 52   | 40   |
| 84. Elder Care Programs (for example, support groups, speakers)  | 82                | 83                                 | 80   | 66   | 57   | 41   |

\* The Work/Life program satisfaction results include only employees who indicated that they participated in the program.  
 Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

# Appendix B

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

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

### APPENDIX B | Trend Analysis

|   | Percent Positive |      |      |      | Significant Trends |
|---|------------------|------|------|------|--------------------|
|   | 2010             | 2011 | 2012 | 2013 |                    |
| <b>My Work Experience</b>   |                  |      |      |      |                    |
| #1. I am given a real opportunity to improve my skills in my organization.                  | 74               | 74   | 69   | 67   | → ↘ →              |
| G'wide  | 66               | 65   | 63   | 60   | → ↘ ↘              |
| 2. I have enough information to do my job well.   | 79               | 77   | 71   | 72   | → ↘ →              |
| G'wide  | 73               | 73   | 72   | 70   | → ↘ ↘              |
| 3. I feel encouraged to come up with new and better ways of doing things.                   | 71               | 67   | 66   | 67   | ↘ → →              |
| G'wide  | 60               | 59   | 58   | 56   | → ↘ ↘              |
| #4. My work gives me a feeling of personal accomplishment.                                  | 79               | 77   | 73   | 76   | → ↘ →              |
| G'wide  | 75               | 74   | 72   | 70   | ↘ ↘ ↘              |
| #5. I like the kind of work I do.   | 85               | 83   | 79   | 82   | → ↘ ↗              |
| G'wide  | 86               | 85   | 84   | 83   | ↘ ↘ ↘              |
| 6. I know what is expected of me on the job.  | 82               | 78   | 74   | 78   | ↘ ↘ ↗              |
| G'wide  | 81               | 80   | 80   | 79   | → → ↘              |
| #7. When needed I am willing to put in the extra effort to get a job done.                  | 98               | 99   | 97   | 97   | → ↘ →              |
| G'wide  | 97               | 97   | 96   | 96   | → ↘ ↘              |
| 8. I am constantly looking for ways to do my job better.                                    | 94               | 93   | 92   | 93   | → → →              |
| G'wide  | 92               | 92   | 91   | 90   | → ↘ ↘              |
| 9. I have sufficient resources (for example, people, materials, budget) to get my job done. | 54               | 52   | 47   | 49   | → ↘ →              |
| G'wide  | 50               | 48   | 48   | 44   | ↘ → ↘              |
| #10. My workload is reasonable.   | 52               | 45   | 44   | 52   | ↘ → ↗              |
| G'wide  | 59               | 59   | 59   | 57   | → → ↘              |

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

**APPENDIX B** | Trend Analysis (continued)

|   | Percent Positive |      |      |      | Significant Trends |
|---|------------------|------|------|------|--------------------|
|   | 2010             | 2011 | 2012 | 2013 |                    |
| ‡11. My talents are used well in the workplace.   | 63               | 58   | 56   | 58   | ↘ → →              |
| G'wide  | 60               | 61   | 59   | 57   | → ↘ ↘              |
| ‡12. I know how my work relates to the agency's goals and priorities.   | 91               | 89   | 85   | 87   | → ↘ ↗              |
| G'wide  | 84               | 85   | 84   | 83   | → ↘ ↘              |
| ‡13. The work I do is important.  | 92               | 91   | 90   | 91   | → → →              |
| G'wide  | 92               | 92   | 91   | 90   | → ↘ ↘              |
| ‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.                  | 81               | 80   | 77   | 81   | → ↘ ↗              |
| G'wide  | 67               | 67   | 67   | 66   | → → ↘              |
| ‡15. My performance appraisal is a fair reflection of my performance.   | 79               | 72   | 67   | 75   | ↘ ↘ ↗              |
| G'wide  | 68               | 70   | 69   | 68   | ↗ ↘ ↘              |
| 16. I am held accountable for achieving results.  | 88               | 85   | 83   | 84   | → → →              |
| G'wide  | 84               | 84   | 83   | 81   | → ↘ ↘              |
| 17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.   | 64               | 64   | 59   | 62   | → ↘ ↗              |
| G'wide  | 62               | 63   | 61   | 61   | ↗ ↘ ↘              |
| ‡18. My training needs are assessed.  | 50               | 44   | 44   | 44   | ↘ → →              |
| G'wide  | 54               | 54   | 53   | 50   | → ↘ ↘              |
| ‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). | 68               | 63   | 62   | 67   | ↘ → ↗              |
| G'wide  | 68               | 69   | 68   | 68   | → ↘ →              |
| ‡20. The people I work with cooperate to get the job done.  | 75               | 75   | 76   | 77   | → → →              |
| G'wide  | 75               | 75   | 73   | 73   | → ↘ ↘              |
| ‡21. My work unit is able to recruit people with the right skills.  | 53               | 51   | 53   | 55   | → → →              |
| G'wide  | 46               | 46   | 43   | 40   | → ↘ ↘              |
| ‡22. Promotions in my work unit are based on merit.   | 45               | 41   | 41   | 40   | ↘ → →              |
| G'wide  | 35               | 36   | 34   | 32   | → ↘ ↘              |
| ‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.   | 31               | 28   | 33   | 31   | ↘ ↗ →              |
| G'wide  | 31               | 31   | 29   | 28   | → ↘ ↘              |
| ‡24. In my work unit, differences in performance are recognized in a meaningful way.  | 39               | 34   | 35   | 30   | ↘ → ↘              |
| G'wide  | 36               | 36   | 34   | 31   | → ↘ ↘              |

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

**APPENDIX B** | Trend Analysis (continued)

|  | Percent Positive |      |      |      | Significant Trends |
|--|------------------|------|------|------|--------------------|
|  | 2010             | 2011 | 2012 | 2013 |                    |
| 25. Awards in my work unit depend on how well employees perform their jobs.  | 48               | 44   | 42   | 35   | ↘ → ↘              |
| G'wide   | 44               | 44   | 41   | 38   | → ↘ ↘              |
| 26. Employees in my work unit share job knowledge with each other.   | 69               | 71   | 72   | 73   | → → →              |
| G'wide   | 73               | 73   | 72   | 72   | → ↘ ↘              |
| 27. The skill level in my work unit has improved in the past year.   | 51               | 51   | 52   | 51   | → → →              |
| G'wide   | 56               | 57   | 55   | 52   | ↗ ↘ ↘              |
| 28. How would you rate the overall quality of work done by your work unit?   | 86               | 86   | 88   | 88   | → → →              |
| G'wide   | 82               | 82   | 83   | 83   | → ↗ ↘              |
| <b>My Agency</b>   |                  |      |      |      |                    |
| ‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.   | 76               | 77   | 75   | 76   | → → →              |
| G'wide   | 72               | 73   | 72   | 70   | ↗ ↘ ↘              |
| ‡30. Employees have a feeling of personal empowerment with respect to work processes.  | 57               | 49   | 46   | 46   | ↘ ↘ →              |
| G'wide   | 48               | 48   | 45   | 43   | ↗ ↘ ↘              |
| 31. Employees are recognized for providing high quality products and services.   | 65               | 58   | 50   | 49   | ↘ ↘ →              |
| G'wide   | 51               | 51   | 48   | 46   | → ↘ ↘              |
| ‡32. Creativity and innovation are rewarded.   | 55               | 52   | 44   | 44   | → ↘ →              |
| G'wide   | 41               | 41   | 38   | 35   | → ↘ ↘              |
| ‡33. Pay raises depend on how well employees perform their jobs.   | 34               | 33   | 27   | 21   | → ↘ ↘              |
| G'wide   | 26               | 24   | 22   | 19   | ↘ ↘ ↘              |
| 34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). | 61               | 62   | 57   | 61   | → ↘ ↗              |
| G'wide   | 58               | 59   | 57   | 55   | → ↘ ↘              |
| ‡35. Employees are protected from health and safety hazards on the job.  | 86               | 85   | 82   | 85   | → ↘ ↗              |
| G'wide   | 76               | 78   | 77   | 76   | ↗ ↘ ↘              |
| ‡36. My organization has prepared employees for potential security threats.  | 78               | 71   | 75   | 76   | ↘ ↗ →              |
| G'wide   | 76               | 78   | 78   | 76   | ↗ → ↘              |
| 37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.  | 56               | 56   | 52   | 54   | → ↘ →              |
| G'wide   | 51               | 52   | 51   | 51   | ↗ ↘ ↘              |

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

**APPENDIX B** | Trend Analysis (continued)

|  | Percent Positive |      |      |      | Significant Trends |
|--|------------------|------|------|------|--------------------|
|  | 2010             | 2011 | 2012 | 2013 |                    |
| 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. | 68               | 68   | 63   | 66   | → ↓ ↗              |
| G'wide   | 66               | 67   | 66   | 65   | ↗ ↓ ↓              |
| 39. My agency is successful at accomplishing its mission.  | 90               | 89   | 84   | 87   | → ↓ ↗              |
| G'wide   | 78               | 79   | 76   | 74   | ↗ ↓ ↓              |
| 40. I recommend my organization as a good place to work.   | 80               | 75   | 68   | 69   | ↓ ↓ →              |
| G'wide   | 70               | 69   | 67   | 63   | ↓ ↓ ↓              |
| 41. I believe the results of this survey will be used to make my agency a better place to work.  | 57               | 51   | 47   | 48   | ↓ ↓ →              |
| G'wide   | 45               | 45   | 42   | 38   | → ↓ ↓              |
| <b>My Supervisor/Team Leader</b>   |                  |      |      |      |                    |
| ‡42. My supervisor supports my need to balance work and other life issues.   | 80               | 79   | 81   | 82   | → → →              |
| G'wide   | 76               | 77   | 77   | 77   | ↗ ↓ ↗              |
| 43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.  | 73               | 69   | 67   | 72   | ↓ → ↗              |
| G'wide   | 66               | 67   | 65   | 65   | ↗ ↓ ↓              |
| ‡44. Discussions with my supervisor/team leader about my performance are worthwhile.   | 63               | 60   | 59   | 66   | → → ↗              |
| G'wide   | 62               | 63   | 62   | 61   | ↗ ↓ ↓              |
| 45. My supervisor/team leader is committed to a workforce representative of all segments of society.   | 70               | 70   | 67   | 72   | → → ↗              |
| G'wide   | 65               | 66   | 64   | 65   | → ↓ →              |
| 46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.   | 59               | 57   | 57   | 62   | → → ↗              |
| G'wide   | 61               | 62   | 61   | 60   | ↗ ↓ ↓              |
| ‡47. Supervisors/team leaders in my work unit support employee development.  | 71               | 70   | 68   | 69   | → → →              |
| G'wide   | 66               | 67   | 65   | 64   | ↗ ↓ ↓              |
| 48. My supervisor/team leader listens to what I have to say.   | 79               | 76   | 75   | 79   | → → ↗              |
| G'wide   | 75               | 75   | 74   | 74   | → ↓ →              |
| 49. My supervisor/team leader treats me with respect.  | 82               | 81   | 80   | 83   | → → ↗              |
| G'wide   | 80               | 80   | 79   | 80   | → ↓ ↗              |
| 50. In the last six months, my supervisor/team leader has talked with me about my performance.   | 78               | 74   | 82   | 87   | ↓ ↗ ↗              |
| G'wide   | 76               | 77   | 77   | 77   | → → →              |

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

**APPENDIX B | Trend Analysis** (continued)

|  | Percent Positive |      |      |      | Significant Trends |
|--|------------------|------|------|------|--------------------|
|  | 2010             | 2011 | 2012 | 2013 |                    |
| #51. I have trust and confidence in my supervisor.   | 67               | 64   | 64   | 68   | → → →              |
| G'wide   | 67               | 67   | 66   | 66   | → ↓ →              |
| #52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?                           | 71               | 69   | 71   | 75   | → → ↗              |
| G'wide   | 68               | 69   | 68   | 68   | ↗ ↓ →              |
| <b>Leadership</b>  |                  |      |      |      |                    |
| #53. In my organization, leaders generate high levels of motivation and commitment in the workforce.                       | 53               | 44   | 40   | 43   | ↓ ↓ ↗              |
| G'wide   | 44               | 45   | 43   | 41   | → ↓ ↓              |
| 54. My organization's leaders maintain high standards of honesty and integrity.  | 65               | 58   | 56   | 58   | ↓ → →              |
| G'wide   | 56               | 57   | 55   | 54   | ↗ ↓ ↓              |
| #55. Managers/supervisors/team leaders work well with employees of different backgrounds.                                  | 63               | 60   | 58   | 60   | ↓ → →              |
| G'wide   | 64               | 65   | 63   | 63   | ↗ ↓ ↓              |
| #56. Managers communicate the goals and priorities of the organization.  | 65               | 59   | 56   | 59   | ↓ → →              |
| G'wide   | 64               | 64   | 62   | 61   | → ↓ ↓              |
| #57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.                     | 68               | 59   | 56   | 57   | ↓ → →              |
| G'wide   | 64               | 64   | 62   | 61   | → ↓ ↓              |
| 58. Managers promote communication among different work units (for example, about projects, goals, needed resources).      | 59               | 55   | 52   | 53   | ↓ → →              |
| G'wide   | 54               | 55   | 53   | 52   | ↗ ↓ ↓              |
| 59. Managers support collaboration across work units to accomplish work objectives.  | 67               | 64   | 62   | 61   | ↓ → →              |
| G'wide   | 58               | 58   | 57   | 56   | → ↓ ↓              |
| 60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader? | 61               | 59   | 57   | 62   | → → ↗              |
| G'wide   | 57               | 58   | 58   | 57   | → → ↓              |
| #61. I have a high level of respect for my organization's senior leaders.  | 63               | 58   | 51   | 56   | ↓ ↓ ↗              |
| G'wide   | 56               | 57   | 54   | 52   | ↗ ↓ ↓              |
| 62. Senior leaders demonstrate support for Work/Life programs.   | 66               | 60   | 63   | 65   | ↓ ↗ →              |
| G'wide   | 55               | 55   | 54   | 54   | → ↓ ↓              |
| <b>My Satisfaction</b>   |                  |      |      |      |                    |
| #63. How satisfied are you with your involvement in decisions that affect your work?                                       | 61               | 56   | 52   | 56   | ↓ ↓ ↗              |
| G'wide   | 55               | 53   | 52   | 50   | ↓ ↓ ↓              |

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

**APPENDIX B** | Trend Analysis (continued)

|  | Percent Positive |      |      |      | Significant Trends |
|--|------------------|------|------|------|--------------------|
|  | 2010             | 2011 | 2012 | 2013 |                    |
| ‡64. How satisfied are you with the information you receive from management on what's going on in your organization? | 55               | 50   | 46   | 48   | ↘ ↘ →              |
| G'wide   | 51               | 51   | 48   | 48   |                    |
| ‡65. How satisfied are you with the recognition you receive for doing a good job?                                    | 67               | 58   | 52   | 52   | ↘ ↘ →              |
| G'wide   | 52               | 51   | 48   | 45   |                    |
| ‡66. How satisfied are you with the policies and practices of your senior leaders?                                   | 52               | 44   | 40   | 42   | ↘ ↘ →              |
| G'wide   | 45               | 46   | 43   | 41   |                    |
| ‡67. How satisfied are you with your opportunity to get a better job in your organization?                           | 41               | 35   | 30   | 32   | ↘ ↘ →              |
| G'wide   | 42               | 40   | 36   | 34   |                    |
| ‡68. How satisfied are you with the training you receive for your present job?                                       | 61               | 57   | 54   | 51   | ↘ → ↘              |
| G'wide   | 56               | 55   | 54   | 50   |                    |
| ‡69. Considering everything, how satisfied are you with your job?  | 73               | 70   | 66   | 66   | → ↘ →              |
| G'wide   | 72               | 71   | 68   | 65   |                    |
| ‡70. Considering everything, how satisfied are you with your pay?  | 74               | 66   | 59   | 54   | ↘ ↘ ↘              |
| G'wide   | 66               | 62   | 59   | 54   |                    |
| 71. Considering everything, how satisfied are you with your organization?  | 71               | 66   | 60   | 60   | ↘ ↘ →              |
| G'wide   | 62               | 62   | 59   | 56   |                    |

**Work/Life Programs**

| 79-84. How satisfied are you with the following Work/Life programs in your agency?*                |   |    |    |    |          |
|--|---|----|----|----|----------|
| 79. Telework   | — | 76 | 79 | 81 | NA → →   |
| G'wide   | — | 70 | 73 | 76 | NA ↗     |
| 80. Alternative Work Schedules (AWS)   | — | 89 | 91 | 89 | NA → →   |
| G'wide   | — | 89 | 89 | 89 | NA ↘     |
| 81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs) | — | 92 | 89 | 90 | NA → →   |
| G'wide   | — | 81 | 80 | 80 | NA ↘     |
| 82. Employee Assistance Program (EAP)  | — | 86 | 86 | 83 | NA → →   |
| G'wide   | — | 78 | 76 | 74 | NA ↘     |
| 83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)        | — | 79 | 69 | 84 | NA → →   |
| G'wide   | — | 73 | 72 | 70 | NA →     |
| 84. Elder Care Programs (for example, support groups, speakers)                                    | — | 65 | 66 | 82 | NA NA NA |
| G'wide   | — | 67 | 68 | 66 | NA →     |

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

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

# Appendix C

## Decision Aid: Transforming Your Results into Action

### Agency Results

The Decision Aid was designed to easily identify items that stand out in your agency's results. Items with a high percent positive, high percent negative, or high percent neutral are all equally important to acknowledge when looking through this section and determining where to focus action planning efforts in the future. The shaded cells will direct your attention to any 2013 results that stand out as strengths, challenges, or neutral areas in need of more communication.

#### Blue Cell

The item is 65 percent positive or higher.

#### Yellow Cell

The item is 30 percent neutral or higher.

#### Pink Cell

The item is 35 percent negative or higher.

### Look at Your Comparisons

It's also important to compare your 2013 results with your 2012 results; as well as with the governmentwide average. These comparisons are listed in the two columns on the right. Differences of 5 percentage points, in either direction, are considered notable.

## APPENDIX C | Decision Aid

|   | 2013 NSF % |         |          | Comparison to % Positive |             |
|---|------------|---------|----------|--------------------------|-------------|
|   | Positive   | Neutral | Negative | 2012 NSF                 | 2013 G'wide |
| <b>My Work Experience</b>   |            |         |          |                          |             |
| 1. I am given a real opportunity to improve my skills in my organization.                   | 67         | 14      | 19       | 69                       | 60          |
| 2. I have enough information to do my job well.   | 72         | 12      | 16       | 71                       | 70          |
| 3. I feel encouraged to come up with new and better ways of doing things.                   | 67         | 15      | 18       | 66                       | 56          |
| 4. My work gives me a feeling of personal accomplishment.                                   | 76         | 12      | 12       | 73                       | 70          |
| 5. I like the kind of work I do.  | 82         | 12      | 6        | 79                       | 83          |
| 6. I know what is expected of me on the job.  | 78         | 11      | 11       | 74                       | 79          |
| 7. When needed I am willing to put in the extra effort to get a job done.                   | 97         | 2       | 1        | 97                       | 96          |
| 8. I am constantly looking for ways to do my job better.                                    | 93         | 6       | 1        | 92                       | 90          |
| 9. I have sufficient resources (for example, people, materials, budget) to get my job done. | 49         | 13      | 38       | 47                       | 44          |
| 10. My workload is reasonable.  | 52         | 13      | 35       | 44                       | 57          |
| 11. My talents are used well in the workplace.  | 58         | 15      | 27       | 56                       | 57          |
| 12. I know how my work relates to the agency's goals and priorities.                        | 87         | 7       | 6        | 85                       | 83          |



**APPENDIX C** | Decision Aid (continued)

|  | 2013 NSF % |         |          | Comparison to % Positive |             |
|--|------------|---------|----------|--------------------------|-------------|
|  | Positive   | Neutral | Negative | 2012 NSF                 | 2013 G'wide |
| 13. The work I do is important.  | 91         | 6       | 3        | 90                       | 90          |
| 14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.                  | 81         | 9       | 10       | 77                       | 66          |
| 15. My performance appraisal is a fair reflection of my performance.   | 75         | 9       | 16       | 67                       | 68          |
| 16. I am held accountable for achieving results.   | 84         | 10      | 6        | 83                       | 81          |
| 17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.  | 62         | 18      | 19       | 59                       | 61          |
| 18. My training needs are assessed.  | 44         | 26      | 30       | 44                       | 50          |
| 19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). | 67         | 13      | 20       | 62                       | 68          |
| <b>My Work Unit</b>  |            |         |          |                          |             |
| 20. The people I work with cooperate to get the job done.  | 77         | 9       | 15       | 76                       | 73          |
| 21. My work unit is able to recruit people with the right skills.  | 55         | 20      | 26       | 53                       | 40          |
| 22. Promotions in my work unit are based on merit.   | 40         | 27      | 33       | 41                       | 32          |
| 23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.   | 31         | 26      | 43       | 33                       | 28          |
| 24. In my work unit, differences in performance are recognized in a meaningful way.  | 30         | 27      | 43       | 35                       | 31          |
| 25. Awards in my work unit depend on how well employees perform their jobs.  | 35         | 29      | 36       | 42                       | 38          |
| 26. Employees in my work unit share job knowledge with each other.   | 73         | 13      | 14       | 72                       | 72          |
| 27. The skill level in my work unit has improved in the past year.   | 51         | 30      | 19       | 52                       | 52          |
| 28. How would you rate the overall quality of work done by your work unit?   | 88         | 10      | 2        | 88                       | 83          |
| <b>My Agency</b>   |            |         |          |                          |             |
| 29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.  | 76         | 13      | 11       | 75                       | 70          |
| 30. Employees have a feeling of personal empowerment with respect to work processes.   | 46         | 23      | 31       | 46                       | 43          |
| 31. Employees are recognized for providing high quality products and services.   | 49         | 22      | 29       | 50                       | 46          |
| 32. Creativity and innovation are rewarded.  | 44         | 24      | 32       | 44                       | 35          |
| 33. Pay raises depend on how well employees perform their jobs.  | 21         | 28      | 51       | 27                       | 19          |

**APPENDIX C** | Decision Aid (continued)

|  | 2013 NSF % |         |          | Comparison to % Positive |             |
|--|------------|---------|----------|--------------------------|-------------|
|  | Positive   | Neutral | Negative | 2012 NSF                 | 2013 G'wide |
| 34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).   | 61         | 21      | 17       | 57                       | 55          |
| 35. Employees are protected from health and safety hazards on the job.   | 85         | 11      | 4        | 82                       | 76          |
| 36. My organization has prepared employees for potential security threats.   | 76         | 14      | 10       | 75                       | 76          |
| 37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.  | 54         | 20      | 26       | 52                       | 51          |
| 38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated. | 66         | 18      | 16       | 63                       | 65          |
| 39. My agency is successful at accomplishing its mission.  | 87         | 9       | 4        | 84                       | 74          |
| 40. I recommend my organization as a good place to work.   | 69         | 17      | 14       | 68                       | 63          |
| 41. I believe the results of this survey will be used to make my agency a better place to work.  | 48         | 24      | 28       | 47                       | 38          |
| <b>My Supervisor/Team Leader</b>   |            |         |          |                          |             |
| 42. My supervisor supports my need to balance work and other life issues.  | 82         | 9       | 9        | 81                       | 77          |
| 43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.  | 72         | 12      | 16       | 67                       | 65          |
| 44. Discussions with my supervisor/team leader about my performance are worthwhile.  | 66         | 17      | 17       | 59                       | 61          |
| 45. My supervisor/team leader is committed to a workforce representative of all segments of society.   | 72         | 17      | 11       | 67                       | 65          |
| 46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.   | 62         | 19      | 19       | 57                       | 60          |
| 47. Supervisors/team leaders in my work unit support employee development.   | 69         | 16      | 14       | 68                       | 64          |
| 48. My supervisor/team leader listens to what I have to say.   | 79         | 8       | 13       | 75                       | 74          |
| 49. My supervisor/team leader treats me with respect.  | 83         | 8       | 9        | 80                       | 80          |
| 50. In the last six months, my supervisor/team leader has talked with me about my performance.   | 87         | 5       | 8        | 82                       | 77          |
| 51. I have trust and confidence in my supervisor.  | 68         | 14      | 18       | 64                       | 66          |
| 52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?  | 75         | 14      | 11       | 71                       | 68          |

|  | 2013 NSF % |         |          | Comparison to % Positive |             |
|--|------------|---------|----------|--------------------------|-------------|
|  | Positive   | Neutral | Negative | 2012 NSF                 | 2013 G'wide |
| <b>Leadership</b>  |            |         |          |                          |             |
| 53. In my organization, leaders generate high levels of motivation and commitment in the workforce.                        | 43         | 21      | 36       | 40                       | 41          |
| 54. My organization's leaders maintain high standards of honesty and integrity.  | 58         | 21      | 22       | 56                       | 54          |
| 55. Managers/supervisors/team leaders work well with employees of different backgrounds.                                   | 60         | 21      | 19       | 58                       | 63          |
| 56. Managers communicate the goals and priorities of the organization.   | 59         | 18      | 23       | 56                       | 61          |
| 57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.                      | 57         | 22      | 21       | 56                       | 61          |
| 58. Managers promote communication among different work units (for example, about projects, goals, needed resources).      | 53         | 20      | 26       | 52                       | 52          |
| 59. Managers support collaboration across work units to accomplish work objectives.  | 61         | 18      | 21       | 62                       | 56          |
| 60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader? | 62         | 20      | 18       | 57                       | 57          |
| 61. I have a high level of respect for my organization's senior leaders.   | 56         | 17      | 27       | 51                       | 52          |
| 62. Senior leaders demonstrate support for Work/Life programs.   | 65         | 22      | 14       | 63                       | 54          |
| 63. How satisfied are you with your involvement in decisions that affect your work?  | 56         | 17      | 27       | 52                       | 50          |
| 64. How satisfied are you with the information you receive from management on what's going on in your organization?        | 48         | 20      | 33       | 46                       | 48          |
| 65. How satisfied are you with the recognition you receive for doing a good job?   | 52         | 20      | 29       | 52                       | 45          |
| 66. How satisfied are you with the policies and practices of your senior leaders?  | 42         | 26      | 32       | 40                       | 41          |
| 67. How satisfied are you with your opportunity to get a better job in your organization?                                  | 32         | 28      | 41       | 30                       | 34          |
| 68. How satisfied are you with the training you receive for your present job?  | 51         | 27      | 21       | 54                       | 50          |
| 69. Considering everything, how satisfied are you with your job?   | 66         | 16      | 18       | 66                       | 65          |
| 70. Considering everything, how satisfied are you with your pay?   | 54         | 17      | 29       | 59                       | 54          |
| 71. Considering everything, how satisfied are you with your organization?  | 60         | 19      | 21       | 60                       | 56          |

# Appendix D

## Human Capital Assessment and Accountability Framework Percent Positive by Agency Component

Appendix D displays HCAAF results for each component to encourage information sharing across the agency. For example, components that are strong in certain areas may be able to share best practices with others facing challenges in the same area.

### APPENDIX D | HCAAF – Percent Positive

|  | 2013 Percent Positive             |                                      |                   |                  |
|--|-----------------------------------|--------------------------------------|-------------------|------------------|
|  | Leadership & Knowledge Management | Results-Oriented Performance Culture | Talent Management | Job Satisfaction |
| <b>National Science Foundation</b>               | <b>60</b>                         | <b>56</b>                            | <b>60</b>         | <b>65</b>        |
| Dir Comp & Info Sciences & Engineering           | 66                                | 66                                   | 69                | 71               |
| Dir Social, Behavioral & Economic Sciences       | 66                                | 60                                   | 65                | 71               |
| Directorate for Biological Sciences              | 56                                | 60                                   | 61                | 66               |
| Directorate for Education & Human Resources      | 45                                | 43                                   | 51                | 59               |
| Directorate for Engineering                      | 64                                | 59                                   | 63                | 69               |
| Directorate for Geosciences                      | 51                                | 52                                   | 55                | 63               |
| Directorate for Mathematical & Physical Sciences | 59                                | 54                                   | 59                | 63               |
| National Science Board                           | 61                                | 57                                   | 71                | 54               |
| Office of Budget, Finance, and Award Management  | 68                                | 61                                   | 69                | 68               |
| Office of Information & Resource Management      | 62                                | 58                                   | 57                | 64               |
| Office of the Director                           | 60                                | 55                                   | 56                | 64               |
| Office of the Inspector General                  | 58                                | 52                                   | 54                | 63               |

# Appendix E

## Employee Engagement Index Percent Positive by Agency Component

Appendix E displays employee engagement results for each component to encourage information sharing across the agency. For example, components that are strong in certain areas may be able to share best practices with others facing challenges in the same area. The overall engagement score is listed in the column on the right, and the scores on each of the subfactors that make up employee engagement are in the first three columns.

### APPENDIX E | Employee Engagement – Percent Positive

|  | 2013 Percent Positive |             |                            | Employee Engagement Index |
|--|-----------------------|-------------|----------------------------|---------------------------|
|  | Leaders Lead          | Supervisors | Intrinsic Work Experiences |                           |
| <b>National Science Foundation</b>               | <b>55</b>             | <b>75</b>   | <b>73</b>                  | <b>68</b>                 |
| Dir Comp & Info Sciences & Engineering           | 67                    | 80          | 80                         | 76                        |
| Dir Social, Behavioral & Economic Sciences       | 61                    | 86          | 75                         | 74                        |
| Directorate for Biological Sciences              | 55                    | 73          | 77                         | 69                        |
| Directorate for Education & Human Resources      | 43                    | 65          | 65                         | 58                        |
| Directorate for Engineering                      | 65                    | 75          | 79                         | 73                        |
| Directorate for Geosciences                      | 44                    | 69          | 71                         | 61                        |
| Directorate for Mathematical & Physical Sciences | 59                    | 78          | 75                         | 71                        |
| National Science Board                           | 49                    | 87          | 71                         | 69                        |
| Office of Budget, Finance, and Award Management  | 65                    | 81          | 76                         | 74                        |
| Office of Information & Resource Management      | 50                    | 78          | 69                         | 66                        |
| Office of the Director                           | 52                    | 65          | 71                         | 63                        |
| Office of the Inspector General                  | 53                    | 64          | 71                         | 63                        |

# Appendix F

## Global Satisfaction Percent Positive by Agency Component

Appendix F displays Global Satisfaction results for each component to encourage information sharing across the agency. For example, components that are strong in certain areas may be able to share best practices with others facing challenges in the same area. The overall index score is listed in the column on the right, and the scores on each of the items that make up Global Satisfaction are in the first four columns.

### APPENDIX F | Global Satisfaction – Percent Positive

|  | 2013 Percent Positive |                  |                           |                        | Global Satisfaction Index |
|--|-----------------------|------------------|---------------------------|------------------------|---------------------------|
|  | Job Satisfaction      | Pay Satisfaction | Organization Satisfaction | Recommend Organization |                           |
| <b>National Science Foundation</b>               | <b>66</b>             | <b>54</b>        | <b>60</b>                 | <b>69</b>              | <b>62</b>                 |
| Dir Comp & Info Sciences & Engineering           | 76                    | 59               | 73                        | 78                     | 72                        |
| Dir Social, Behavioral & Economic Sciences       | 73                    | 61               | 68                        | 77                     | 70                        |
| Directorate for Biological Sciences              | 63                    | 57               | 60                        | 71                     | 63                        |
| Directorate for Education & Human Resources      | 50                    | 54               | 43                        | 57                     | 51                        |
| Directorate for Engineering                      | 79                    | 51               | 66                        | 76                     | 68                        |
| Directorate for Geosciences                      | 63                    | 51               | 50                        | 61                     | 56                        |
| Directorate for Mathematical & Physical Sciences | 64                    | 44               | 67                        | 71                     | 62                        |
| National Science Board                           | 70                    | 33               | 62                        | 85                     | 63                        |
| Office of Budget, Finance, and Award Management  | 70                    | 54               | 68                        | 78                     | 68                        |
| Office of Information & Resource Management      | 63                    | 56               | 56                        | 64                     | 60                        |
| Office of the Director                           | 68                    | 54               | 55                        | 65                     | 61                        |
| Office of the Inspector General                  | 57                    | 65               | 59                        | 58                     | 60                        |

# Appendix G

## 2013 Federal Employee Viewpoint Survey FAQs

### What Types of Questions are Included in the Survey?

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

The survey is grouped into eight topic areas:

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

### Who Participated?

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

### How Many Employees Participated?

Employees from 37 departments/large agencies and 44 small/independent agencies, comprising 97 percent of the executive branch workforce, participated in this year's survey. More than 376,000 Federal employees participated in the survey, for a governmentwide response rate of 48.2 percent.

### How Was the Survey Administered?

The survey was a self-administered Web survey.

### When Were Employees Surveyed?

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



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