2019
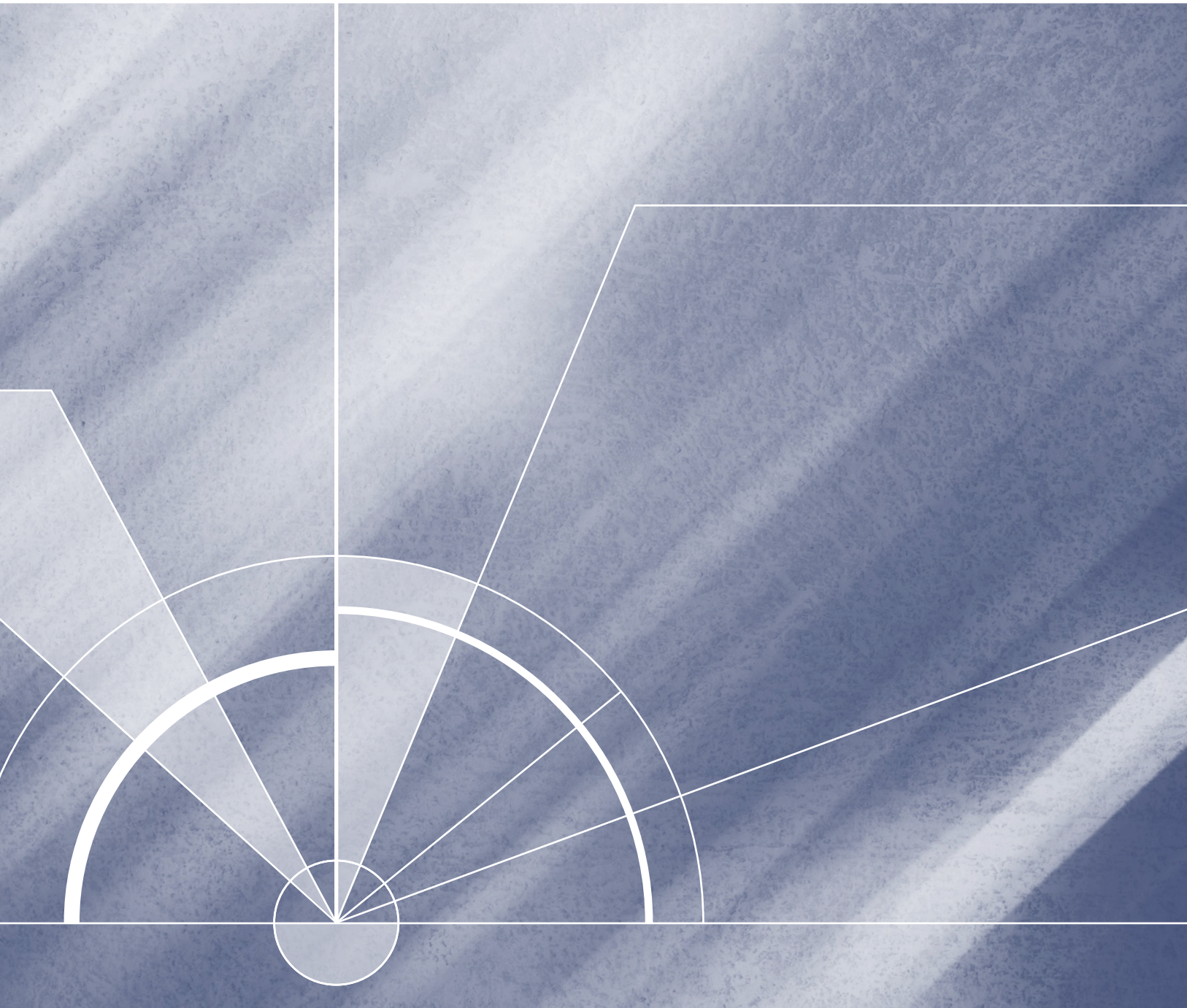
Office of Personnel Management
Federal Employee Viewpoint Survey

Empowering Employees. Inspiring Change.

Agency Management Report
National Science Foundation

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About This Report

The 2019 OPM Federal Employee Viewpoint Survey (OPM FEVS) Agency Management Report (AMR) was designed to provide an overview of survey results, enabling agencies to easily identify issues and take action for improvement. The AMR can be helpful in providing a starting point for analysis of your agency's OPM FEVS results, acting as an agency overview before drilling down into specific components of the agency for a more in-depth analysis. This report also highlights important agency successes, which should be acknowledged. We encourage you to share both successes and areas for improvement with employees.

Sections of the AMR

Respondent Overview

The Respondent Overview provides a snapshot of the characteristics of your employees who responded to the survey. Understanding who responded in your agency has a number of benefits. For example, this section allows you to better understand the ratio of seasoned employees who may be preparing for retirement to newer employees, which can be helpful in guiding your recruiting and retention efforts. It is important to keep in mind that this is a survey respondent overview, and these percentages may not match up exactly to your agency's total population characteristics.

Employee Engagement Index, New IQ Index, and Global Satisfaction Index

The Employee Engagement Index (EEI), New IQ Index, and Global Satisfaction Index provide agencies with consistent metrics for measuring progress toward objectives. Benchmarks are included to provide insight into how your agency compares to others, and to encourage information sharing between agencies. For example, some of the top ranking agencies in the Employee Engagement Index may have suggestions on things that have and have not worked to engage their employees. Trends for all three indices are also displayed.

Decision Aid

The Decision Aid is useful in easily identifying the most critical issues in your agency as well as recognizing where your agency has improved since 2018. The Decision Aid is divided into three sections to help you focus your attention on improvements and declines in your results since last year:

Increases contains items that increased since 2018

Decreases contains items that decreased since 2018

No Change contains items that did not change since 2018

Appendices

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results.

Appendix A outlines the 2019 OPM FEVS item changes/improvements since 2018.

Appendix B shows how well your agency scored relative to others in the government. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas.

Appendix C shows the breakdown of the 2018-2019 Partial Government Shutdown results.

Appendix D shows the breakdown of the Work-Life Program and demographic results.

Appendix E lists all agencies arranged by employee population size.

Note: The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Understanding Your Results

When reviewing results, keep the guidelines below in mind. These guidelines were created to organize survey results in a way that is easier to digest and interpret.

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)

Percent Neutral
The neutral category (e.g., Neither Agree nor Disagree)

Identifying Strengths, Challenges and Neutral Findings

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 between managers and staff

Identifying Increases and Decreases

Movement up or down since the previous year is another important piece of information to consider when examining your results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within your agency and should be explored. Increases indicate positive change that should continue to be reinforced. Decreases, especially in areas considered mission critical, may call for appropriate action to initiate and support beneficial workplace improvements.

Additional OPM FEVS Resources

Other Reports

Governmentwide Management Report
This report provides an overview of the governmentwide results. The report includes item results, index scores, information on who responded to the survey, survey updates, and other special topics.

All Levels, All Indices, All Items Report
The purpose of this report is to provide a comprehensive summary of all OPM FEVS items and index scores for subagencies with at least 10 respondents in a Microsoft® Excel® spreadsheet.

Subagency Comparison Report
This report provides the results of all the offices that report to the same "parent" office. This report is only created when there are two or more sub-offices that both have at least 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2019.

Subagency Breakout Report
This report displays survey results for a single office so long as it has at least 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2019.

Occupational Series Reports
This report allows for the comparison of occupational series and families at the agency level.

Annual Employee Survey (AES) Report
This report is a Microsoft® Excel® spreadsheet with a breakdown of agency and first level results. It also includes trends from previous OPM FEVS administrations.

Websites

OPM FEVS website
Agencies and the general public can access governmentwide data reports, as well as special topic reports produced from the OPM FEVS. This website includes results from the 2004 administration of the survey to the present. Access the OPM FEVS website at www.opm.gov/FEVS.

Public Release Data File (PRDF)
A public use data set is available for the OPM FEVS and can be requested by completing the form available at: www.opm.gov/fevs/public-data-file. Note: The 2019 PRDF will be available in the winter.

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

UnlockTalent
A tool available to both the public and agencies for viewing comprehensive data visualizations with broad displays of OPM FEVS data. These displays allow agencies to identify subcomponents for action to improve engagement and overall satisfaction as well as highlight indicators that can contribute to a high performing organization. Agency specific case studies, best practices, videos, trainings, and other helpful resources can be found on the UnlockTalent Connect page. This site can be accessed at www.unlocktalent.gov. Questions and feedback can be sent to unlocktalent@opm.gov.

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

Respondent Overview

The Unique Characteristics of National Science Foundation Respondents

The figures below provide a snapshot of your survey participants. Except for military service and race, the most frequently selected response choice for each demographic item is highlighted in the first figure. The second figure displays the total breakdown of OPM FEVS respondents by generation. Please be aware that these results are based on survey respondents, which may differ from the characteristics of the total employee population of your agency.
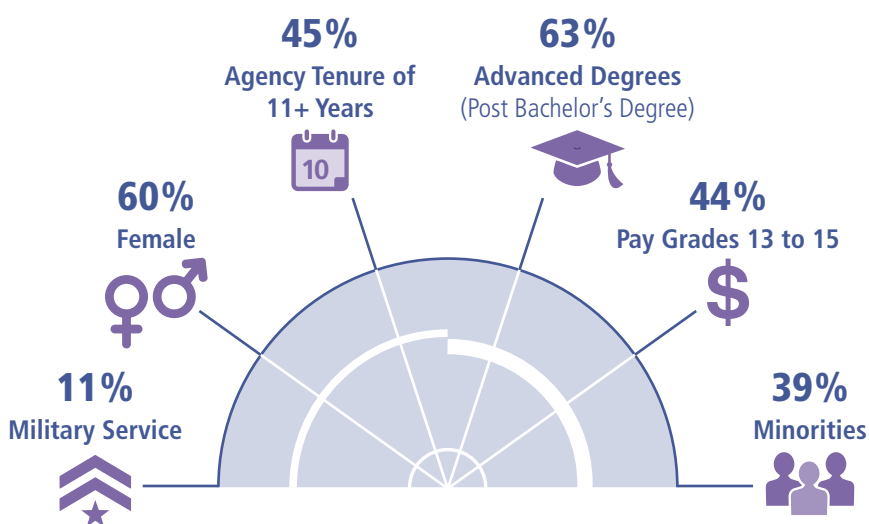
NSF Response Rate

71% (865 out of 1,215 employees responded)

Field Period: May 21, 2019 – July 2, 2019
Overall 2018 Response Rate: **76%**

Component Response Rates

100% National Science Board
84% Office of the Inspector General
84% Directorate for Social, Behavioral, and Economic Sciences
81% Directorate for Biological Sciences
78% Office of Budget, Finance and Award Management
77% Directorate for Computer and Information Science and Engineering
69% Directorate for Mathematical and Physical Sciences
68% Directorate for Engineering
65% Office of Information and Resource Management
64% Office of the Director
62% Directorate for Education and Human Resources
60% Directorate for Geosciences

Agency results have a margin of error of +/- 3%

45%
Agency Tenure of 11+ Years

63%
Advanced Degrees
(Post Bachelor's Degree)

60%
Female

44%
Pay Grades 13 to 15

11%
Military Service

39%
Minorities

Generations

2%	Traditionalists	(born 1945 or earlier)
39%	Baby Boomers	(born 1946–1964)
40%	Generation X	(born 1965–1980)
19%	Generation Y	(born 1981–1996)
<1%	Generation Z	(born 1997 or later)

Notes: The sum of percentages may not add to 100 due to rounding. For the full list of demographic item results, please see Appendix D.

Employee Engagement Index

Because the OPM FEVS is an assessment of organizational climate, the Employee Engagement Index (EEI) does not directly evaluate an employee's level of engagement. Therefore, instead of measuring aspects 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 where your agency's EEI score ranks (out of 36 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and DOD 4th Estate are rolled into Department of Defense) and how it compares to the governmentwide average. The names of agencies with the highest EEI scores are listed to facilitate the sharing of information, such as best practices. The U.S. Office of Personnel Management (OPM) has also created the UnlockTalent website (www.unlocktalent.gov) to share resources and help with interagency communication.

Employee Engagement Index Benchmarks: Governmentwide

Rank		Score	Agency
1		84%	FTC
2		83%	NASA
3		82%	FERC
6	NSF	77%	
		68%	Governmentwide
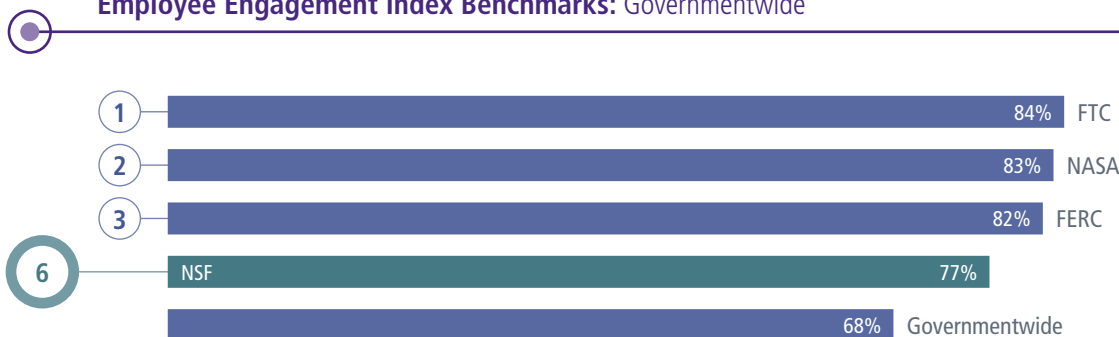
In addition to looking at your agency's EEI results from a governmentwide perspective, the figure below allows you to compare your EEI results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

Employee Engagement Index Benchmarks: Medium-Sized Agencies

Rank		Score	Agency
1		84%	FTC
2		82%	FERC
3	NSF	77%	
		71%	Medium-Sized Agencies
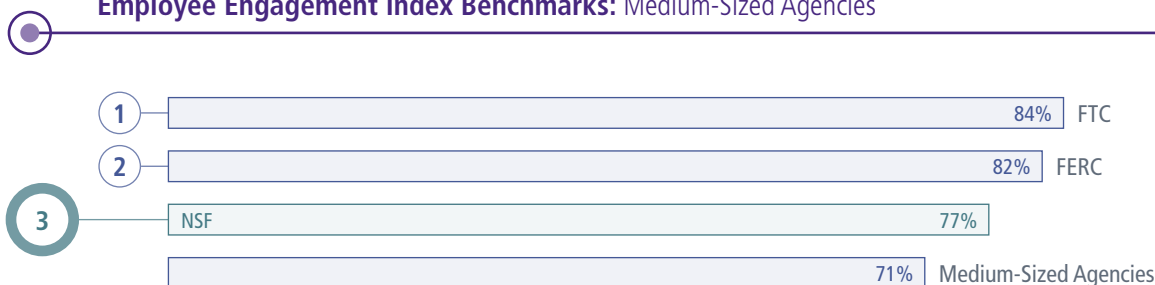
Employee Engagement Index Component Scores and Trends

Agency	EEI Trends				2019 EEI Subindices		
	2016	2017	2018	**2019**	Leaders Lead	Supervisors	Intrinsic Work Experience
Governmentwide	65	67	68	68	57	76	72
National Science Foundation	73	75	76	77	70	82	80
National Science Board	79	81	86	88	85	86	93
Directorate for Biological Sciences	75	73	80	83	78	89	82
Office of Information and Resource Management	72	76	76	81	78	84	81
Office of the Inspector General	72	76	85	81	75	84	84
Dir for Comp & Information Science & Engineering	84	79	78	80	77	83	81
Directorate for Engineering	79	75	77	79	72	81	84
Directorate for Education and Human Resources	66	75	76	77	71	79	82
Office of Budget, Finance and Award Management	77	77	74	76	66	84	79
Directorate for Social, Behavioral, and Economic Sciences	68	73	71	76	68	83	78
Office of the Director	71	73	75	73	67	78	76
Directorate for Mathematical and Physical Sciences	73	75	78	73	61	81	77
Directorate for Geosciences	63	67	67	69	56	76	75

New IQ Index

The New IQ stands for the New Inclusion Quotient. The New IQ is based on the concept that individual behaviors repeated over time will create habits necessary for inclusiveness. It consists of 20 questions that relate to inclusive work environments. These 20 questions are grouped into five Habits of Inclusion: Fair, Open, Cooperative, Supportive, and Empowering. The New IQ Index score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with your agency ranking (out of 36 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and DOD 4th Estate are rolled into Department of Defense).

New IQ Index Benchmarks: Governmentwide

Rank	Agency	Score
1	NASA	79%
2	FTC	78%
3	FERC	76%
7	NSF	70%
	Governmentwide	62%
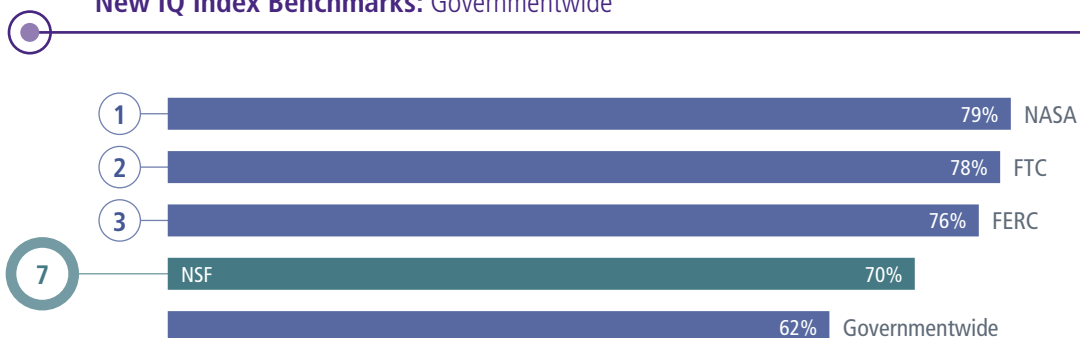
In addition to looking at your agency's New IQ Index results from a governmentwide perspective, the figure below allows you to compare your New IQ Index results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

New IQ Index Benchmarks: Medium-Sized Agencies

Rank	Agency	Score
1	FTC	78%
2	FERC	76%
3	NSF	70%
	Medium-Sized Agencies	65%
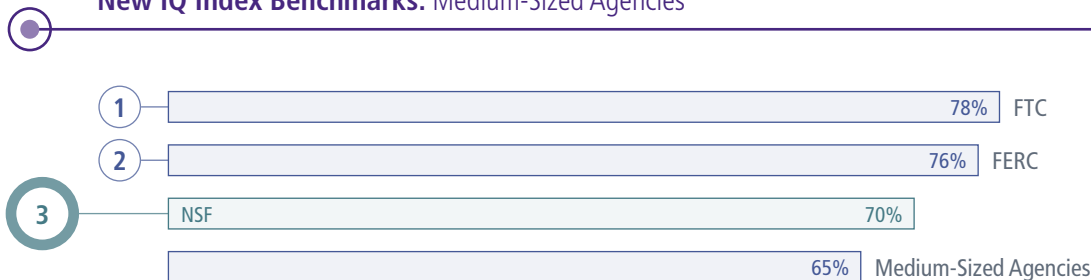
New IQ Index Component Scores and Trends

Agency	New IQ Index Trends				2019 New IQ Index Subindices				
	2016	2017	2018	**2019**	Fair	Open	Cooperative	Supportive	Empowering
Governmentwide	58	60	61	62	49	61	59	79	61
National Science Foundation	65	68	69	70	56	70	68	84	72
National Science Board	75	71	80	83	65	87	85	87	93
Directorate for Biological Sciences	65	67	72	76	66	72	76	88	77
Office of the Inspector General	65	69	78	75	63	74	73	88	77
Dir for Comp & Information Science & Engineering	75	74	72	74	59	70	77	89	74
Office of Information and Resource Management	66	69	70	73	58	73	75	87	74
Directorate for Engineering	73	66	70	73	56	77	74	82	78
Office of Budget, Finance and Award Management	70	73	68	70	57	71	64	86	72
Office of the Director	67	68	72	69	56	73	70	80	68
Directorate for Social, Behavioral, and Economic Sciences	59	64	64	68	55	70	60	84	72
Directorate for Education and Human Resources	58	69	68	68	48	67	69	82	72
Directorate for Mathematical and Physical Sciences	66	69	69	67	57	67	60	86	64
Directorate for Geosciences	54	57	61	61	47	59	55	78	65

Global Satisfaction Index

The Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The Global Satisfaction Index score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with your agency ranking (out of 36 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense).

Global Satisfaction Index Benchmarks: Governmentwide

Rank		Score	Agency
1		81%	NASA, FERC
3		78%	PBGC
4		77%	GSA, FTC
6	NSF	76%	
		65%	Governmentwide

In addition to looking at your agency's Global Satisfaction Index results from a governmentwide perspective, the figure below allows you to compare your Global Satisfaction Index results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

Global Satisfaction Index Benchmarks: Medium-Sized Agencies

Rank		Score	Agency
1		81%	FERC
2		77%	FTC
3	NSF	76%	
		67%	Medium-Sized Agencies

Global Satisfaction Index Component Scores and Trends

Agency	GS Index Trends				2019 Global Satisfaction Index Items			
	2016	2017	2018	**2019**	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization
Governmentwide	61	64	64	65	69	63	61	67
National Science Foundation	70	74	74	76	76	70	75	82
Directorate for Education and Human Resources	69	81	78	83	84	75	90	84
Directorate for Biological Sciences	73	78	76	81	83	66	86	91
Directorate for Engineering	77	73	74	80	82	72	81	86
Office of the Inspector General	76	80	90	79	74	78	78	86
Office of Information and Resource Management	70	72	73	79	80	71	79	84
Directorate for Social, Behavioral, and Economic Sciences	70	77	72	76	78	72	74	81
National Science Board	70	73	78	75	86	49	71	93
Office of Budget, Finance and Award Management	73	76	70	74	75	74	70	79
Dir for Comp & Information Science & Engineering	85	77	72	74	79	54	76	86
Office of the Director	65	73	76	73	72	75	70	75
Directorate for Geosciences	59	67	68	70	68	70	67	74
Directorate for Mathematical and Physical Sciences	69	70	76	68	67	61	68	78

Decision Aid: Increases

Identifying Increases Since 2018

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

Using the Legend Icons

The legend icons provide context for interpreting these results. While these items have improved, some may still be considered challenges (35% or more negative) or others may have reached the 65% or more positive mark and become new strengths this year. The "Top Pos/Neg" icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

49 Items Increased Since 2018

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 2019

Top Pos/Neg
These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
Senior leaders demonstrate support for Work-Life programs. (Q. 62)	72	78	11	12	**+6**
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	55	60	21	− 19	**+5**
Creativity and innovation are rewarded. (Q. 32)	55	59	23	17	**+4**
Prohibited Personnel Practices are not tolerated. (Q. 38)	74	78	12	10	**+4**
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	64	68	16	16	**+4**
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	41	45	25	− 29	**+4**
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	69	73	14	13	**+4**
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	61	65	18	17	**+4**
My organization has prepared employees for potential security threats. (Q. 36)	76	80	13	8	**+4**
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	68	72	15	13	**+4**

Note: The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	70	74	15	11	+4
I like the kind of work I do. (Q. 5)	83	87	8	5	+4
Promotions in my work unit are based on merit. (Q. 22)	50	53	24	▬ 22	+3
I have a high level of respect for my organization's senior leaders. (Q. 61)	66	69	18	13	+3
Pay raises depend on how well employees perform their jobs. (Q. 33)	37	40	28	▬ 31	+3
Employees in my work unit share job knowledge with each other. (Q. 26)	78	81	9	10	+3
Considering everything, how satisfied are you with your pay? (Q. 70)	67	70	13	17	+3
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	71	74	16	11	+3
My agency is successful at accomplishing its mission. (Q. 39)	90	+ 92	6	2	+2
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	62	64	17	19	+2
Supervisors work well with employees of different backgrounds. (Q. 55)	71	73	17	10	+2
Employees are recognized for providing high quality products and services. (Q. 31)	63	65	18	16	+2
I recommend my organization as a good place to work. (Q. 40)	80	82	12	6	+2
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	74	76	12	13	+2
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	77	79	10	11	+2
My supervisor supports my need to balance work and other life issues. (Q. 42)	86	+ 88	5	7	+2
Supervisors in my work unit support employee development. (Q. 47)	80	82	11	8	+2
My training needs are assessed. (Q. 18)	62	64	19	17	+2
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	70	72	14	15	+2
How would you rate the overall quality of work done by your work unit? (Q. 28)	91	+ 93	6	2	+2
I have enough information to do my job well. (Q. 2)	80	82	9	9	+2

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
I am given a real opportunity to improve my skills in my organization. (Q. 1)	79	81	9	10	+2
The people I work with cooperate to get the job done. (Q. 20)	84	86	7	7	+2
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	63	64	18	18	+1
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	78	79	14	7	+1
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	57	58	25	17	+1
Considering everything, how satisfied are you with your job? (Q. 69)	75	76	12	11	+1
The work I do is important. (Q. 13)	91	+ 92	5	3	+1
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	50	51	23	− 26	+1
My work gives me a feeling of personal accomplishment. (Q. 4)	80	81	10	8	+1
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	77	78	10	12	+1
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	41	42	32	− 26	+1
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	65	66	17	18	+1
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)	78	79	8	13	+1
I know what is expected of me on the job. (Q. 6)	84	85	7	8	+1
My workload is reasonable. (Q. 10)	56	57	14	− 30	+1
How satisfied are you with the training you receive for your present job? (Q. 68)	70	71	20	9	+1
My supervisor treats me with respect. (Q. 49)	86	87	8	6	+1
I have trust and confidence in my supervisor. (Q. 51)	75	76	12	12	+1

Decision Aid: Decreases

Identifying Decreases Since 2018

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

Using the Legend Icons

The legend icons provide context for interpreting these results. When identifying the most critical decreases to focus on, it is important to check if these decreases are also identified as challenges (35% or more negative) or if they were previously identified as strengths that have fallen below the 65% or more positive threshold. The "Top Pos/Neg" icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

9 Items Decreased Since 2018

○ **Strength**	○ **Caution**	○ **Challenge**	▢ **Past Strength**	**Top Pos/Neg**
These items are 65 percent positive or higher	These items are 30 percent neutral or higher	These items are 35 percent negative or higher	These items are no longer a strength in 2019	These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	57	54	25	– 21	**-3**
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	94	+ 91	4	4	**-3**
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	61	59	15	– 27	**-2**
My talents are used well in the workplace. (Q. 11)	68	66	16	18	**-2**
The skill level in my work unit has improved in the past year. (Q. 27)	61	59	28	12	**-2**
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	67	66	16	18	**-1**
My work unit is able to recruit people with the right skills. (Q. 21)	64	63	19	18	**-1**
I am constantly looking for ways to do my job better. (Q. 8)	94	+ 93	5	2	**-1**
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	98	+ 97	1	1	**-1**

Note: The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2018

Your percent positive results for these items have not changed since last year. 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 results is a finding that should be celebrated. Review each item carefully to determine whether there may be areas of concern for your agency.

Using the Legend Icons

The legend icons provide context for interpreting results. 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 results. The "Top Pos/Neg" icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

13 Items Did Not Change Since 2018

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

Top Pos/Neg
These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Change Since 2018
I know how my work relates to the agency's goals. (Q. 12)	91	+ 91	5	4	**0**
My performance appraisal is a fair reflection of my performance. (Q. 15)	82	82	7	11	**0**
I am held accountable for achieving results. (Q. 16)	88	+ 88	8	4	**0**
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	39	39	29	− 32	**0**
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	88	+ 88	7	5	**0**
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	69	69	20	11	**0**
Employees are protected from health and safety hazards on the job. (Q. 35)	86	86	10	5	**0**
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	74	74	13	14	**0**

Note: The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Change Since 2018
My supervisor listens to what I have to say. (Q. 48)	84	84	8	8	**0**
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	81	81	12	7	**0**
Managers communicate the goals of the organization. (Q. 56)	73	73	15	12	**0**
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	71	71	17	13	**0**
Considering everything, how satisfied are you with your organization? (Q. 71)	75	75	14	10	**0**

Appendix A: Item Change Summary

Some OPM FEVS items were modified slightly in 2019 to improve the interpretation or understanding of the items. These changes are outlined in this section.

New Item Text (2019)	Change	Old Item Text (2018)
72. Currently, in my work unit poor performers usually: • Remain in the work unit and improve their performance over time • Remain in the work unit and continue to underperform • Leave the work unit – removed or transferred • Leave the work unit – quit • There are no poor performers in my work unit • Do not know	New item.	Not in 2018 OPM FEVS
73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 – January 25, 2019) on your working/pay status? • The shutdown had no impact on my working/pay status • I did not work and did not receive pay until after the lapse ended • I worked some of the shutdown but did not receive pay until after the lapse ended • I worked for the entirety of the shutdown but did not receive pay until after the lapse ended • Other, not listed above	New item.	Not in 2018 OPM FEVS
74. How was your everyday work impacted during (if you worked) or after the partial government shutdown? • It had no impact • A slightly negative impact • A moderately negative impact • A very negative impact • An extremely negative impact	New item.	Not in 2018 OPM FEVS
75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply) • Unmanageable workload • Missed deadlines • Unrecoverable loss of work • Reduced customer service • Delayed work • Reduced work quality • Cutback of critical work • Time lost in restarting work • Unmet statutory requirements • Other	New item.	Not in 2018 OPM FEVS

New Item Text (2019)	Change	Old Item Text (2018)
76. Are you looking for another job because of the partial government shutdown? • I am looking for another job **specifically** because of the shutdown • I am looking for another job, but the shutdown is **only one** of the reasons • I am looking for another job, but the shutdown had **no influence** on that decision • I am **not** looking for another job currently	New item.	Not in 2018 OPM FEVS
77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown. • Strongly Agree • Agree • Neither Agree nor Disagree • Disagree • Strongly Disagree • No support required	New item.	Not in 2018 OPM FEVS
79. How satisfied are you with the Telework program in your agency? • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • I choose not to participate in this program • This program is not available to me • I am unaware of this program	Different item text.	73. How satisfied are you with the following Work/Life programs in your agency? Telework • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • I choose not to participate in these programs • These programs are not available to me • I am unaware of these programs
80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply): • Alternative Work Schedules (for example, compressed work schedule, flexible work schedule) • Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, Health and wellness fair) • Employee Assistance Program – EAP (for example, short-term counseling, referral services, legal services, information services) • Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account) • Elder Care Programs (for example, elder/adult care, support groups, resources) • None listed above	New item.	Not in 2018 OPM FEVS

New Item Text (2019)	Change	Old Item Text (2018)

81-85. How satisfied are you with the following Work-Life programs in your agency?
   81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)
   83. Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services)
   84. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)
   85. Elder Care Programs (for example, elder/adult care, support groups, resources)
	Different item text.	73-78. How satisfied are you with the following Work/Life programs in your agency?
		   74. Alternative Work Schedules (AWS, for example, compressed work schedule or flexible work schedule)
		   76. Employee Assistance Program (EAP, for example, short-term counseling, referral services, legal services, information services)
		   77. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, flexible spending account)
		   78. Elder Care Programs (for example, elder/adult care, support groups, speakers)

87. What is your supervisory status?
  • Senior Leader: You are the head of a department/agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment, and typically is a member of the Senior Executive Service or equivalent.
  • Manager: You are in a management position and supervise one or more supervisors.
  • Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval.
  • Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
  • Non-Supervisor: You do not supervise other employees.
	Response options reversed.	80. What is your supervisory status?
		  • Non-Supervisor: You do not supervise other employees.
		  • Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
		  • Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval.
		  • Manager: You are in a management position and supervise one or more supervisors.
		  • Senior Leader: You are the head of a department/agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment, and typically is a member of the Senior Executive Service or equivalent.

91. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?
  • Less than 1 year
  • 1 to 3 years
  • 4 to 5 years
  • 6 to 10 years
  • 11 to 14 years
  • 15 to 20 years
  • More than 20 years
	Different response options.	87. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?
		  • Less than 1 year
		  • 1 to 3 years
		  • 4 to 5 years
		  • 6 to 10 years
		  • 11 to 20 years
		  • More than 20 years

94. Are you of Hispanic, Latino, or Spanish origin?
  • Yes
  • No
	Different item text.	82. Are you of Hispanic or Latino?
		  • Yes
		  • No

Appendix B: Item Results and Benchmarks

For each item, your agency's percent positive results are 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 36 departments and large agencies surveyed, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and DOD 4th Estate are rolled into Department of Defense.

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 results for that item. Additionally, you can numerically compare your percent positive results to the governmentwide average listed to the right of each item.

My Work Experience

Item	NSF	2019 G'wide
‡1. I am given a real opportunity to improve my skills in my organization.	81%	67%
2. I have enough information to do my job well.	82%	72%
3. I feel encouraged to come up with new and better ways of doing things.	76%	62%
4. My work gives me a feeling of personal accomplishment.	81%	72%
5. I like the kind of work I do.	87%	83%
6. I know what is expected of me on the job.	85%	81%
7. When needed I am willing to put in the extra effort to get a job done.	97%	96%
8. I am constantly looking for ways to do my job better.	93%	91%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	59%	49%
‡10. My workload is reasonable.	57%	59%
‡11. My talents are used well in the workplace.	66%	61%
‡12. I know how my work relates to the agency's goals.	91%	85%

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

Item	NSF	2019 G'wide
13. The work I do is important.	92%	90%
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	79%	66%
15. My performance appraisal is a fair reflection of my performance.	82%	71%
16. I am held accountable for achieving results.	88%	83%
‡17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	73%	67%
18. My training needs are assessed.	64%	57%
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).	79%	72%

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

My Work Unit

Item	NSF	2019 G'wide
‡20. The people I work with cooperate to get the job done.	86%	77%
21. My work unit is able to recruit people with the right skills.	63%	44%
22. Promotions in my work unit are based on merit.	53%	39%
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	39%	34%
‡24. In my work unit, differences in performance are recognized in a meaningful way.	45%	39%
25. Awards in my work unit depend on how well employees perform their jobs.	51%	48%

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

Item	0	NSF Low ⬇ High	100	2019 G'wide
26. Employees in my work unit share job knowledge with each other.		81% ⬇		77%
27. The skill level in my work unit has improved in the past year.		59% ⬇		58%
28. How would you rate the overall quality of work done by your work unit?		93% ⬇		84%
‡29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.		88% ⬇		81%

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

My Agency

Item	0	NSF Low ⬇ High	100	2019 G'wide
30. Employees have a feeling of personal empowerment with respect to work processes.		65% ⬇		50%
31. Employees are recognized for providing high quality products and services.		65% ⬇		54%
32. Creativity and innovation are rewarded.		59% ⬇		44%
33. Pay raises depend on how well employees perform their jobs.		40% ⬇		28%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).		69% ⬇		59%
35. Employees are protected from health and safety hazards on the job.		86% ⬇		77%
36. My organization has prepared employees for potential security threats.		80% ⬇		80%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.		68% ⬇		56%

Item	NSF Low — High (0-100)	2019 G'wide
38. Prohibited Personnel Practices are not tolerated.	78%	70%
39. My agency is successful at accomplishing its mission.	92%	77%
‡40. I recommend my organization as a good place to work.	82%	67%
‡41. I believe the results of this survey will be used to make my agency a better place to work.	54%	41%

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

My Supervisor

Item	NSF Low — High (0-100)	2019 G'wide
42. My supervisor supports my need to balance work and other life issues.	88%	82%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	78%	71%
44. Discussions with my supervisor about my performance are worthwhile.	74%	68%
45. My supervisor is committed to a workforce representative of all segments of society.	79%	72%
46. My supervisor provides me with constructive suggestions to improve my job performance.	72%	67%
47. Supervisors in my work unit support employee development.	82%	71%
48. My supervisor listens to what I have to say.	84%	80%
49. My supervisor treats me with respect.	87%	84%
50. In the last six months, my supervisor has talked with me about my performance.	91%	82%

Item	0	NSF Low ▼ High	100	2019 G'wide
51. I have trust and confidence in my supervisor.		76% ▼		72%
52. Overall, how good a job do you feel is being done by your immediate supervisor?		81% ▼		74%

⬤ Leadership

Item	0	NSF Low ▼ High	100	2019 G'wide
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.		60% ▼		45%
54. My organization's senior leaders maintain high standards of honesty and integrity.		72% ▼		56%
55. Supervisors work well with employees of different backgrounds.		73% ▼		70%
‡56. Managers communicate the goals of the organization.		73% ▼		65%
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.		74% ▼		64%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).		66% ▼		58%
59. Managers support collaboration across work units to accomplish work objectives.		71% ▼		61%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?		74% ▼		63%
61. I have a high level of respect for my organization's senior leaders.		69% ▼		57%
62. Senior leaders demonstrate support for Work-Life programs.		78% ▼		59%

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

My Satisfaction

Item		2019 G'wide
‡63. How satisfied are you with your involvement in decisions that affect your work?	66%	55%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	64%	52%
‡65. How satisfied are you with the recognition you receive for doing a good job?	64%	53%
66. How satisfied are you with the policies and practices of your senior leaders?	58%	47%
67. How satisfied are you with your opportunity to get a better job in your organization?	42%	41%
68. How satisfied are you with the training you receive for your present job?	71%	57%
‡69. Considering everything, how satisfied are you with your job?	76%	69%
70. Considering everything, how satisfied are you with your pay?	70%	63%
‡71. Considering everything, how satisfied are you with your organization?	75%	61%

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

Performance

Item	2019 Agency	2019 G'wide
72. Currently, in my work unit poor performers usually:		
Remain in the work unit and improve their performance over time	20%	17%
Remain in the work unit and continue to underperform	47%	56%
Leave the work unit - removed or transferred	10%	8%
Leave the work unit - quit	2%	2%
There are no poor performers in my work unit	20%	17%

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

Partial Government Shutdown

73 - 77.   (See Appendix C)

Work-Life Programs

Item	0	NSF Low ▼ High 100	2019 G'wide
78. Please select the response below that BEST describes your current teleworking schedule. (See Appendix D)			
79. How satisfied are you with the Telework program in your agency?		83% ▼	**60%**
80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (See Appendix D)			
81 - 85. How satisfied are you with the following Work-Life programs in your agency?			
81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)		80% ▼	**78%**
82. Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR Training, health and wellness fair)		86% ▼	**66%**
83. Employee Assistance Program— EAP (for example, short-term counseling, referral services, legal services, information services)		67% ▼	**45%**
84. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)		51% ▼	**31%**
85. Elder Care Programs (for example, elder/adult care, support groups, resources)		46% ▼	**22%**

Appendix C: Partial Government Shutdown Results

Several items addressing the 2018-2019 partial government shutdown were added to the 2019 OPM FEVS to provide agencies with the opportunity to assess how the partial government shutdown may have impacted employees. Your agency's results are listed in this section.

Partial Government Shutdown Results

Item	2019 Percentages
73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 – January 25, 2019) on your working/pay status?	
The shutdown had no impact on my working/pay status	6
I did not work and did not receive pay until after the lapse ended	81
I worked some of the shutdown but did not receive pay until after the lapse ended	6
I worked for the entirety of the shutdown but did not receive pay until after the lapse ended	3
Other, not listed above	4
74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?	
It had no impact	9
A slightly negative impact	15
A moderately negative impact	29
A very negative impact	28
An extremely negative impact	19
75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)	
Unmanageable workload	49
Missed deadlines	79
Unrecoverable loss of work	35
Reduced customer service	54
Delayed work	89
Reduced work quality	32
Cutback of critical work	30
Time lost in restarting work	74
Unmet statutory requirements	15
Other	13

If the response to item 74 was "It had no impact," item 75 was skipped. Percents will add to more than 100% because respondents could choose more than one response option.

Note: The 2018-2019 partial government shutdown lasted 35 days from December 22, 2018 through January 25, 2019.

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

Item	2019 Percentages
76. Are you looking for another job because of the partial government shutdown?	
I am looking for another job SPECIFICALLY because of the shutdown	2
I am looking for another job, but the shutdown is ONLY ONE of the reasons	11
I am looking for another job, but the shutdown had NO INFLUENCE on that decision	17
I am NOT looking for another job currently	70
77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.	
Strongly Agree	40
Agree	42
Neither Agree nor Disagree	12
Disagree	5
Strongly Disagree	2

Note: The 2018-2019 partial government shutdown lasted 35 days from December 22, 2018 through January 25, 2019.

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

Appendix D: Work-Life Programs & Demographic Results

Appendix D displays more detailed Work-Life Program results for your agency. It also includes a more detailed look than the reported snapshot of the demographic characteristics of your agency's survey respondents. Use the Work-Life results to gain an understanding of how your Work-Life Programs are used and rated. The demographic results can be useful in planning, recruiting, and training activities in your agency.

Telework Schedule

Item	2019 Percentages
Please select the response below that BEST describes your current teleworking schedule.	
I telework very infrequently, on an unscheduled or short-term basis	22
I telework, but only about 1 or 2 days per month	11
I telework 1 or 2 days per week	51
I telework 3 or 4 days per week	9
I telework every work day	1
I do not telework because I have to be physically present on the job (e.g. Law Enforcement Officers, Park Rangers, Security Personnel)	<1
I do not telework because of technical issues (e.g. connectivity, inadequate equipment) that prevent me from teleworking	<1
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	1
I do not telework because I choose not to telework	5

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

Telework Satisfaction

Item	% Satisfaction	% All Responses
How satisfied are you with the Telework program in your agency?		
Very Satisfied	46	45
Satisfied	37	36
Neither Satisfied or Dissatisfied	9	9
Dissatisfied	6	6
Very Dissatisfied	2	2
Item Response Total	**100**	**97**
I choose not to participate in this program	—	2
This program is not available to me	—	1
I am unaware of this program	—	0
Total	**100**	**100**

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

Work-Life Program Participation

Item	2019 Percentages
Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):	
Alternative Work Schedules	30
Health and Wellness Programs	46
Employee Assistance Program – EAP	14
Child Care Programs	6
Elder Care Programs	1
None listed above	37

Note: Percents will add to more than 100% because respondents could choose more than one response option.

Work-Life Program Satisfaction

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)		
Very Satisfied	39	24
Satisfied	40	24
Neither Satisfied or Dissatisfied	16	9
Dissatisfied	2	1
Very Dissatisfied	3	2
Item Response Total	**100**	**61**
I choose not to participate in these programs	—	27
These programs are not available to me	—	6
I am unaware of these programs	—	6
Total	**100**	**100**

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

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)		
Very Satisfied	42	34
Satisfied	44	36
Neither Satisfied or Dissatisfied	13	10
Dissatisfied	1	1
Very Dissatisfied	1	1
Item Response Total	**100**	**81**
I choose not to participate in these programs	—	16
These programs are not available to me	—	1
I am unaware of these programs	—	2
Total	**100**	**100**
How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program-EAP (for example, short-term counseling, referral services, legal services, information services)		
Very Satisfied	32	16
Satisfied	35	18
Neither Satisfied or Dissatisfied	30	15
Dissatisfied	1	1
Very Dissatisfied	1	1
Item Response Total	**100**	**51**
I choose not to participate in these programs	—	45
These programs are not available to me	—	1
I am unaware of these programs	—	4
Total	**100**	**100**
How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)		
Very Satisfied	29	9
Satisfied	22	7
Neither Satisfied or Dissatisfied	45	14
Dissatisfied	2	1
Very Dissatisfied	2	1
Item Response Total	**100**	**31**
I choose not to participate in these programs	—	58
These programs are not available to me	—	5
I am unaware of these programs	—	6
Total	**100**	**100**

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

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)		
Very Satisfied	24	7
Satisfied	22	6
Neither Satisfied or Dissatisfied	53	15
Dissatisfied	0	0
Very Dissatisfied	1	<1
Item Response Total	**100**	**29**
I choose not to participate in these programs	—	60
These programs are not available to me	—	3
I am unaware of these programs	—	8
Total	**100**	**100**

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

My Employment Demographics

Item	2019 Percentages
Where do you work?	
Headquarters	97
Field	3
What is your supervisory status?	
Senior Leader	5
Manager	4
Supervisor	11
Team Leader	15
Non-Supervisor	65
What is your pay category/grade?	
Federal Wage System	<1
GS 1-6	1
GS 7-12	20
GS 13-15	44
Senior Executive Service	7
Senior Level (SL) or Scientific or Professional (ST)	6
Other	20

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Item	2019 Percentages
What is your US military service status?	
No Prior Military Service	89
Currently in National Guard or Reserves	0
Retired	4
Separated or Discharged	7
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	1
1 to 3 years	8
4 to 5 years	9
6 to 10 years	21
11 to 14 years	14
15 to 20 years	18
More than 20 years	29
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	3
1 to 3 years	17
4 to 5 years	13
6 to 10 years	22
11 to 14 years	13
15 to 20 years	15
More than 20 years	17
Are you considering leaving your organization within the next year, and if so, why?	
No	67
Yes, to retire	5
Yes, to take another job within the Federal Government	16
Yes, to take another job outside the Federal Government	7
Yes, other	6
I am planning to retire:	
Within one year	3
Between one and three years	12
Between three and five years	9
Five or more years	75

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

My Personal Demographics

Item	2019 Percentages
Are you of Hispanic, Latino, or Spanish origin?	
Yes	6
No	94
Are you:	
White	67
Black or African American	23
All other races	10
What is your age group?	
29 years and under	6
30-39 years old	17
40-49 years old	21
50-59 years old	33
60 years or older	23
What is the highest degree or level of education you have completed?	
Less than High School/ High School Diploma/ GED	2
Certification/ Some College/ Associate's Degree	12
Bachelor's Degree	22
Advanced Degrees (Post Bachelor's Degree)	63
Are you an individual with a disability?	
Yes	8
No	92
Are you:	
Male	40
Female	60
Are you transgender?	
Yes	1
No	99
Which one of the following do you consider yourself to be?	
Straight, that is not gay or lesbian	93
Gay or Lesbian	3
Bisexual	2
Something else	2

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Appendix E: Participating Agencies by Employee Population Size Categories

Very Large Agencies (>75,000 employees)

Department of Agriculture
Department of Defense
    Department of the Army
    Department of the Navy
    Department of the Air Force
    OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)
Department of Health and Human Services
Department of Homeland Security
Department of Justice
Department of the Treasury

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

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

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

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

Small Agencies (100–999 employees)

Commodity Futures Trading Commission
Consumer Product Safety Commission
Corporation for National and Community Service

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

Very Small Agencies (<100 employees)

AbilityOne Commission
African Development Foundation
American Battle Monuments Commission
Chemical Safety and Hazard Investigation Board
Commission on Civil Rights
Defense Nuclear Facilities Safety Board
Farm Credit System Insurance Corporation
Federal Mine Safety and Health Review Commission
Institute of Museum and Library Services
Inter-American Foundation
John F. Kennedy Center for the Performing Arts
Marine Mammal Commission
National Capital Planning Commission
National Mediation Board
Occupational Safety and Health Review Commission
Office of Navajo and Hopi Indian Relocation
Postal Regulatory Commission
U.S. Access Board
U.S. Office of Government Ethics
U.S. Trade and Development Agency