2014

Federal Employee Viewpoint Survey Results

Employees Influencing Change

Department of Agriculture

Agency Management Report

United States Office of
Personnel Management

Table of Contents

About This Report 2

A Brief Guide 3

Respondent Overview 5

Top 10 Positive & Negative Items 6

Engagement Index 7

Global Satisfaction Index 9

HCAAF Indices 11

Decision Aid 14

Work/Life Programs 21

Special Topic 23

Appendix A: Item Results and Benchmarks 24

Appendix B: Demographic Characteristics 30

About This Report

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

What's New in the AMR this Year?

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

Understanding Your AMR Results

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

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

AMR Rules of Thumb

65 percent positive or higher
is considered a strength

35 percent negative or higher
is considered a challenge

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

A Brief Guide to Using Your Agency Management Report

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

Getting Started

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

Step 1: Use your AMR to identify issues.

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

Respondent Overview

The Respondent Overview provides a quick snapshot of some interesting demographic results from the respondent population. It offers valuable insight into the makeup of who is responding in your agency and can help inform and guide your recruiting and retention efforts. For example, this section allows you to better understand the ratio of newer employees to seasoned employees who may be preparing for retirement. 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.

Top 10 Positive and Negative Items

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

Indices

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

Decision Aid

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

Increases: Contains all items that increased since 2013

Decreases: Contains all items that decreased since 2013

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

Appendix A and Appendix B

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results. Appendix A 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 B shows a full breakdown of the survey's demographic items, providing a more in-depth summary than the Respondent Overview.

Step 2: Develop your goals for improvement.

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

Step 3: Identify your team.

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

Step 4: Develop your plan for action.

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

Step 5: Implement your plan.

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

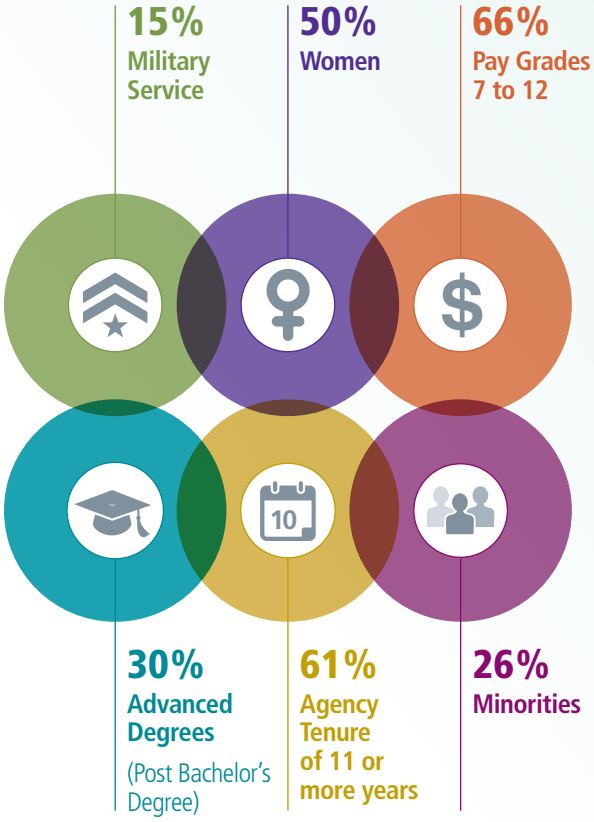
Step 6: Monitor and evaluate the results.

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

Respondent Overview

What are the Unique Characteristics of Your Respondents?

The figures below provide an overview of who responded to the survey. This snapshot in time focuses on respondents who have served in the military, women and minorities, and those who have earned an advanced degree to name a few. There is also a view of your respondents broken down by generations, ranging from "Traditionalists" to "Generation Y."



Generations

1%	Traditionalists	(69 and older)
52%	Baby Boomers	(50-68)
36%	Generation X	(34-49)
10%	Generation Y	(33 and younger)

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

What is Your Response Rate?

69% (20,162 out of 29,296 employees responded)

Field Period

May 6, 2014 – June 13, 2014

Agency Component Response Rates

98%	National Appeals Division
87%	Office of the General Counsel
79%	Rural Development
79%	Farm and Foreign Agriculture Services
79%	Office of Budget & Program Analysis
76%	Office of the Assistant Secretary for Civil Rights
76%	Departmental Management
75%	Food Nutrition and Consumer Services
74%	Office of the Chief Economist
73%	Food Safety
72%	Research Education and Economics
70%	Office of the Chief Financial Officer
70%	Marketing and Regulatory Programs
65%	Office of Communications
63%	Natural Resources and Environment
59%	Office of the Secretary
58%	Office of the Inspector General

Agency results have a margin of error of +/- 1%

Top 10 Positive & Negative Items

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

Highest Percent Positive Items

96%	When needed I am willing to put in the extra effort to get a job done. (Q. 7)
90%	I am constantly looking for ways to do my job better. (Q. 8)
89%	The work I do is important. (Q. 13)
86%	In the last six months, my supervisor has talked with me about my performance. (Q. 50)
84%	I like the kind of work I do. (Q. 5)
83%	My supervisor supports my need to balance work and other life issues. (Q. 42)
83%	I am held accountable for achieving results. (Q. 16)
83%	My supervisor treats me with respect. (Q. 49)
83%	How would you rate the overall quality of work done by your work unit? (Q. 28)
81%	I know how my work relates to the agency's goals and priorities. (Q. 12)

Highest Percent Negative Items

56%	Pay raises depend on how well employees perform their jobs. (Q. 33)
46%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)
45%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)
41%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)
41%	In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)
38%	My work unit is able to recruit people with the right skills. (Q. 21)
38%	Promotions in my work unit are based on merit. (Q. 22)
37%	How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)
37%	Creativity and innovation are rewarded. (Q. 32)
36%	Awards in my work unit depend on how well employees perform their jobs. (Q. 25)

Engagement Index: Benchmarks & Component Scores

Because the FEVS is an assessment of organizational climate, the Engagement Index does not directly evaluate an employee's level of engagement. Therefore, instead of measuring "states" of engagement such as focused attention and dedication to completing assignments, this index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals). Below, you can see where your agency's Engagement Index score ranks (out of 37 departments/large agencies) and how it compares to the governmentwide average. The names of the highest-ranked agencies are listed to facilitate the sharing of information, such as best practices.

This table displays the Engagement Index score for each component in your agency as well as the scores for the three engagement factors, which can facilitate information-sharing within your agency. A dash (—) indicates that there are no results for this agency component from 2013.

	2014 Percent Positive				2013 Percent Positive
	Leaders Lead	Supervisors	Intrinsic Work Experiences	Engagement Index	Engagement Index
Department of Agriculture	**46**	**73**	**69**	**63**	**63**
Office of the Chief Economist	83	92	87	**87**	91
Office of the Secretary	86	83	82	**84**	—
Food Nutrition and Consumer Services	55	74	74	**68**	71
Office of the General Counsel	45	83	74	**67**	62
National Appeals Division	61	62	78	**67**	75
Office of Budget & Program Analysis	57	81	63	**67**	—
Research Education and Economics	49	75	73	**66**	67

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

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

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

Engagement Index: Benchmarks & Component Scores (cont'd)

	2014 Percent Positive				2013 Percent Positive
	Leaders Lead	Supervisors	Intrinsic Work Experiences	Engagement Index	Engagement Index
Department of Agriculture	**46**	**73**	**69**	**63**	**63**
Office of the Inspector General	54	73	70	**66**	70
Office of the Chief Financial Officer	53	70	72	**65**	—
Marketing and Regulatory Programs	49	73	69	**63**	63
Farm and Foreign Agriculture Services	48	73	69	**63**	65
Food Safety	49	72	68	**63**	65
Rural Development	46	71	69	**62**	62
Departmental Management	51	69	67	**62**	—
Natural Resources and Environment	42	74	67	**61**	61
Office of the Assistant Secretary for Civil Rights	44	68	70	**61**	50
Office of Communications	44	72	65	**60**	62

Global Satisfaction Index: Benchmarks & Component Scores

The Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organizations, plus their willingness to recommend their organization as a good place to work. The Global Satisfaction Index score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with agency ranking (out of 37 departments/large agencies).

This table shows the Global Satisfaction Index score for each component in your agency as well as the scores for all four satisfaction factors. A dash (—) indicates that there are no results for this agency component from 2013.

	2014 Percent Positive					2013 Percent Positive
	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization	Global Satisfaction Index	Global Satisfaction Index
Department of Agriculture	**65**	**57**	**51**	**61**	**58**	**57**
Office of the Chief Economist	90	64	86	87	**82**	81
National Appeals Division	85	59	74	73	**73**	66
Office of the Inspector General	68	79	56	68	**68**	71
Office of the Chief Financial Officer	72	62	63	72	**67**	—
Office of the Secretary	83	26	79	79	**67**	—
Office of the General Counsel	72	58	60	66	**64**	60
Food Safety	69	59	56	64	**62**	63
Food Nutrition and Consumer Services	67	59	58	64	**62**	69

Job Satisfaction: Considering everything, how satisfied are you with your job? (Q. 69)

Pay Satisfaction: Considering everything, how satisfied are you with your pay? (Q. 70)

Organization Satisfaction: Considering everything, how satisfied are you with your organization? (Q. 71)

Recommend Organization: I recommend my organization as a good place to work. (Q. 40)

Global Satisfaction Index: Benchmarks & Component Scores (cont'd)

	2014 Percent Positive					2013 Percent Positive
	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization	Global Satisfaction Index	Global Satisfaction Index
Department of Agriculture	**65**	**57**	**51**	**61**	**58**	**57**
Marketing and Regulatory Programs	67	55	55	63	**60**	58
Research Education and Economics	68	54	54	61	**59**	59
Farm and Foreign Agriculture Services	64	60	51	58	**58**	59
Departmental Management	59	65	51	57	**58**	—
Rural Development	64	57	51	56	**57**	52
Natural Resources and Environment	64	56	48	60	**57**	56
Office of Communications	70	62	36	52	**55**	65
Office of the Assistant Secretary for Civil Rights	54	57	35	35	**45**	43
Office of Budget & Program Analysis	44	60	39	29	**43**	—

HCAAF Indices: Benchmarks & Component Scores

The Human Capital Assessment and Accountability Framework (HCAAF) Indices measure progress toward governmentwide human capital objectives and represent different aspects of human capital management related to organizational effectiveness. More information can be found at http://www.opm.gov/policy-data-oversight/human-capital-management/. HCAAF Index scores and rankings (out of 37 departments/large agencies) for your agency are displayed below.

Leadership & Knowledge Management

Results-Oriented Performance Culture

Talent Management

Job Satisfaction

HCAAF Indices: Benchmarks & Component Scores (cont'd)

The table below shows component-level results for all four HCAAF Indices. This table is sorted alphabetically; the first component listed is not necessarily ranked highest on any index.

	2014 Percent Positive			
	Leadership & Knowledge Management	Results-Oriented Performance Culture	Talent Management	Job Satisfaction
Department of Agriculture	**55**	**50**	**55**	**64**
Departmental Management	57	54	52	63
Farm and Foreign Agriculture Services	56	50	49	65
Food Nutrition and Consumer Services	59	54	57	67
Food Safety	56	50	55	66
Marketing and Regulatory Programs	58	53	58	64
National Appeals Division	63	57	72	72
Natural Resources and Environment	53	49	55	63
Office of Budget & Program Analysis	59	51	53	59
Office of Communications	49	50	44	65
Office of the Assistant Secretary for Civil Rights	54	45	49	62
Office of the Chief Economist	85	71	85	86
Office of the Chief Financial Officer	58	53	57	67
Office of the General Counsel	56	54	60	66
Office of the Inspector General	61	55	62	66
Office of the Secretary	82	68	72	73
Research Education and Economics	58	55	57	65

Leadership & Knowledge Management: Extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. (Q. 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64, and 66)

Results-Oriented Performance Culture: Extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. (Q. 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, and 65)

Talent Management: Extent to which employees think the organization has the talent necessary to achieve organizational goals. (Q. 1, 11, 18, 21, 29, 47, and 68)

Job Satisfaction: Extent to which employees are satisfied with their jobs and various aspects thereof. (Q. 4, 5, 13, 63, 67, 69, and 70)

HCAAF Indices: Benchmarks & Component Scores (cont'd)

	2014 Percent Positive			
	Leadership & Knowledge Management	Results-Oriented Performance Culture	Talent Management	Job Satisfaction
Department of Agriculture	**55**	**50**	**55**	**64**
Rural Development	54	47	48	63

Decision Aid: Increases

Why is it Important to Look at Your Increases?

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

How Should the Legend Icons be Used?

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

35 Items Increased Since 2013

Strength
These items are 65 percent positive or higher

Caution
These items are 30 percent neutral or higher

Challenge
These items are 35 percent negative or higher

New Strength
These items became a new strength in 2014

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Increase Since 2013
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	68	72	21	7	+4
Considering everything, how satisfied are you with your pay? (Q. 70)	53	57	18	25	+4
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	34	37	30	33	+3
How satisfied are you with the training you receive for your present job? (Q. 68)	47	50	26	25	+3
Promotions in my work unit are based on merit. (Q. 22)	30	33	30	38	+3
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	23	26	28	46	+3
My work unit is able to recruit people with the right skills. (Q. 21)	32	34	28	38	+2
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	61	63	21	17	+2
My training needs are assessed. (Q. 18)	48	50	25	25	+2
My supervisor listens to what I have to say. (Q. 48)	76	78	12	10	+2

Decision Aid: Increases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Increase Since 2013
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	62	64	19	17	+2
My supervisor supports my need to balance work and other life issues. (Q. 42)	81	83	9	8	+2
Supervisors in my work unit support employee development. (Q. 47)	66	68	18	14	+2
My supervisor treats me with respect. (Q. 49)	81	83	10	8	+2
My organization has prepared employees for potential security threats. (Q. 36)	70	71	18	11	+1
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	69	70	19	11	+1
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	37	38	17	45	+1
The people I work with cooperate to get the job done. (Q. 20)	73	74	13	12	+1
I am given a real opportunity to improve my skills in my organization. (Q. 1)	60	61	17	21	+1
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	68	69	17	14	+1
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	54	55	20	25	+1
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	28	29	30	41	+1
Pay raises depend on how well employees perform their jobs. (Q. 33)	15	16	27	56	+1
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	33	34	29	37	+1
The skill level in my work unit has improved in the past year. (Q. 27)	47	48	33	20	+1
Prohibited Personnel Practices are not tolerated. (Q. 38)	68	69	18	13	+1
Employees in my work unit share job knowledge with each other. (Q. 26)	72	73	14	13	+1
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	37	38	26	36	+1
I recommend my organization as a good place to work. (Q. 40)	60	61	23	17	+1
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	63	64	24	12	+1
Supervisors work well with employees of different backgrounds. (Q. 55)	63	64	24	12	+1
I have trust and confidence in my supervisor. (Q. 51)	67	68	16	16	+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)	64	65	14	21	+1

Decision Aid: Increases (cont'd)

	2013 Positive	**2014 Positive**	**2014 Neutral**	**2014 Negative**	Increase Since 2013
I am held accountable for achieving results. (Q. 16)	82	83	12	5	**+1**
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	69	70	15	16	**+1**

Decision Aid: Decreases

Why is it Important to Look at Your Decreases?

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

How Should the Legend Icons be Used?

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

17 Items Decreased Since 2013

Strength
These items are 65 percent positive or higher

Caution
These items are 30 percent neutral or higher

Challenge
These items are 35 percent negative or higher

Past Strength
These items are no longer a strength in 2014

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	49	44	30	26	-5
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	34	31	28	41	-3
Managers communicate the goals and priorities of the organization. (Q. 56)	58	56	24	20	-2
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	55	53	25	22	-2
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	57	55	28	17	-2
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	49	47	26	27	-2
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	65	64	21	15	-1
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	34	33	34	33	-1
Employees are recognized for providing high quality products and services. (Q. 31)	42	41	27	32	-1
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	45	44	26	30	-1

Decision Aid: Decreases (cont'd)

	2013 Positive	**2014 Positive**	**2014 Neutral**	**2014 Negative**	Decrease Since 2013
The work I do is important. (Q. 13)	90	89	8	3	**-1**
Creativity and innovation are rewarded. (Q. 32)	32	31	33	37	**-1**
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	42	41	26	33	**-1**
I have a high level of respect for my organization's senior leaders. (Q. 61)	45	44	28	28	**-1**
I know how my work relates to the agency's goals and priorities. (Q. 12)	82	81	12	7	**-1**
I have enough information to do my job well. (Q. 2)	67	66	17	17	**-1**
My workload is reasonable. (Q. 10)	49	48	18	34	**-1**

Decision Aid: No Change

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

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

How Should the Legend Icons be Used?

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

19 Items Did Not Change Since 2013

Strength
These items are 65 percent positive or higher

Caution
These items are 30 percent neutral or higher

Challenge
These items are 35 percent negative or higher

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Change Since 2013
My work gives me a feeling of personal accomplishment. (Q. 4)	71	71	15	13	0
I like the kind of work I do. (Q. 5)	84	84	10	5	0
I know what is expected of me on the job. (Q. 6)	78	78	13	10	0
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	96	96	3	1	0
I am constantly looking for ways to do my job better. (Q. 8)	90	90	8	1	0
My talents are used well in the workplace. (Q. 11)	57	57	18	24	0
My performance appraisal is a fair reflection of my performance. (Q. 15)	66	66	16	18	0
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	58	58	21	21	0
How would you rate the overall quality of work done by your work unit? (Q. 28)	83	83	14	3	0
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	38	38	28	34	0

Decision Aid: No Change (cont'd)

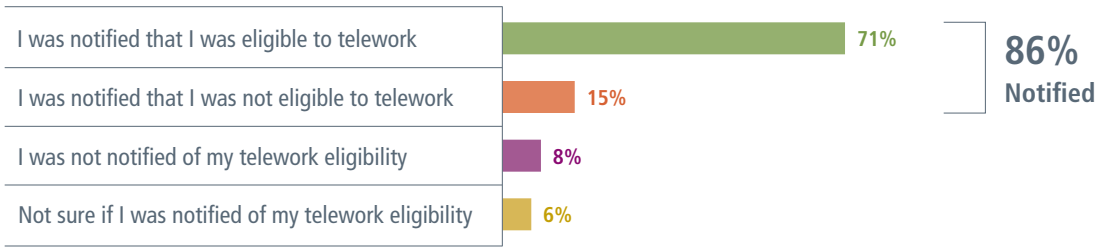
	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Change Since 2013
Employees are protected from health and safety hazards on the job. (Q. 35)	79	79	13	8	**0**
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	54	54	24	23	**0**
My agency is successful at accomplishing its mission. (Q. 39)	69	69	21	10	**0**
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	86	86	7	7	**0**
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	53	53	28	19	**0**
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	55	55	30	15	**0**
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	48	48	25	27	**0**
Considering everything, how satisfied are you with your job? (Q. 69)	65	65	19	16	**0**
Considering everything, how satisfied are you with your organization? (Q. 71)	51	51	24	24	**0**

Work/Life Programs

How do Employees Rate Your Workplace Flexibilities?

Work/Life programs are designed to help support employees in balancing the typical demands of the traditional workplace. Many employees find that the telework option allows them more flexibility in scheduling and assists them in meeting the needs of the agency. In addition, agencies have found that telework is both an attractive option when attempting to recruit and retain the best employees and an important tool that can be utilized by the agency to address work space issues and the cost of transit. Your agency's work/life program participation and satisfaction results are displayed in the following figures.

Notification of Telework Eligibility



Telework Status

	Your Agency		G'wide	
50% Telework	5%	I telework 3 or more days per week.	4%	29% Telework
	16%	I telework 1 or 2 days per week.	10%	
	7%	I telework, but no more than 1 or 2 days per month.	4%	
	22%	I telework very infrequently, on an unscheduled or short-term basis.	11%	
50% Do Not Telework	19%	I do not telework because I have to be physically present on the job.	32%	70% Do Not Telework
	5%	I do not telework because I have technical issues.	5%	
	7%	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.	20%	
	19%	I do not telework because I choose not to telework.	13%	

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

Participation in Work/Life Programs

	Yes	No	Not Available
Alternative Work Schedules (AWS)	42%	45%	13%
Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	30%	55%	14%
Employee Assistance Program (EAP)	19%	78%	3%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	2%	75%	23%
Elder Care Programs (for example, support groups, speakers)	2%	76%	22%

Satisfaction with Work/Life Programs

	Satisfied	Neutral	Dissatisfied
Alternative Work Schedules (AWS)	91%	7%	2%
Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	84%	14%	3%
Employee Assistance Program (EAP)	78%	18%	4%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	67%	30%	3%
Elder Care Programs (for example, support groups, speakers)	68%	29%	3%
Telework	75%	15%	9%

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

Special Topic: Employee Engagement

Since the Federal Government has emphasized the importance of employee engagement in recent years, this section provides a more in-depth analysis of the conditions that lead to engagement. The Engagement Index is broken down by three demographic categories: generations, agency tenure, and the five most common occupational families in your agency. This section will help you determine if parts of your workforce are lacking the conditions needed for engagement, which can help guide attention to specific groups. For example, if newer employees have lower scores on the Engagement Index, you might consider the possibility that this group does not know what is expected of it on the job (Q. 6). Essentially, you should look at breakdowns of each item in the index if groups have substantially different scores. Please refer to the Engagement Index section of this report for additional information.

Generations

		Engagement Index
Traditionalists	(69 and older)	72%
Baby Boomers	(50-68)	62%
Generation X	(34-49)	62%
Generation Y	(33 and younger)	64%

Agency Tenure

	Engagement Index
Less than 4 years	69%
4 to 10 years	62%
11 or more years	62%

Occupational Family

	Engagement Index
Natural Resources Mgmt & Bio Sci Group	62%
Business and Industry	63%
General Admin, Clerical, and Office Svcs	65%
Investigation	63%
Information Technology	61%

Appendix A: Item Results and Benchmarks

For each item, your agency's percent positive response is shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 37 departments and large agencies surveyed, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities 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 response for that item. Additionally, you can numerically compare your percent positive to the governmentwide average listed to the right of each item.

	YOUR AGENCY (0 Low – High 100)	2014 G'wide
My Work Experience		
‡1. I am given a real opportunity to improve my skills in my organization.	61%	59%
2. I have enough information to do my job well.	66%	69%
3. I feel encouraged to come up with new and better ways of doing things.	55%	55%
‡4. My work gives me a feeling of personal accomplishment.	71%	70%
‡5. I like the kind of work I do.	84%	82%
6. I know what is expected of me on the job.	78%	79%
7. When needed I am willing to put in the extra effort to get a job done.	96%	96%
8. I am constantly looking for ways to do my job better.	90%	90%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	38%	45%
‡10. My workload is reasonable.	48%	56%
‡11. My talents are used well in the workplace.	57%	57%
‡12. I know how my work relates to the agency's goals and priorities.	81%	82%
‡13. The work I do is important.	89%	90%

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

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

	YOUR AGENCY (0 Low – High 100)	2014 G'wide
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	70%	66%
‡15. My performance appraisal is a fair reflection of my performance.	66%	68%
16. I am held accountable for achieving results.	83%	81%
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	58%	60%
‡18. My training needs are assessed.	50%	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).	65%	67%
My Work Unit		
‡20. The people I work with cooperate to get the job done.	74%	72%
‡21. My work unit is able to recruit people with the right skills.	34%	41%
‡22. Promotions in my work unit are based on merit.	33%	32%
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	26%	28%
‡24. In my work unit, differences in performance are recognized in a meaningful way.	29%	32%
25. Awards in my work unit depend on how well employees perform their jobs.	38%	38%
26. Employees in my work unit share job knowledge with each other.	73%	72%
27. The skill level in my work unit has improved in the past year.	48%	51%
28. How would you rate the overall quality of work done by your work unit?	83%	82%

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

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

	YOUR AGENCY (0 Low – High 100)	2014 G'wide
My Agency		
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	64%	69%
‡30. Employees have a feeling of personal empowerment with respect to work processes.	38%	42%
31. Employees are recognized for providing high quality products and services.	41%	45%
‡32. Creativity and innovation are rewarded.	31%	35%
‡33. Pay raises depend on how well employees perform their jobs.	16%	20%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	64%	55%
‡35. Employees are protected from health and safety hazards on the job.	79%	76%
‡36. My organization has prepared employees for potential security threats.	71%	76%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	54%	50%
38. Prohibited Personnel Practices are not tolerated.	69%	65%
39. My agency is successful at accomplishing its mission.	69%	73%
40. I recommend my organization as a good place to work.	61%	62%
41. I believe the results of this survey will be used to make my agency a better place to work.	37%	38%

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

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

	YOUR AGENCY (0 Low – High 100)	2014 G'wide
My Supervisor		
‡42. My supervisor supports my need to balance work and other life issues.	83%	77%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	69%	64%
‡44. Discussions with my supervisor about my performance are worthwhile.	64%	62%
45. My supervisor is committed to a workforce representative of all segments of society.	72%	66%
46. My supervisor provides me with constructive suggestions to improve my job performance.	63%	61%
‡47. Supervisors in my work unit support employee development.	68%	63%
48. My supervisor listens to what I have to say.	78%	75%
49. My supervisor treats me with respect.	83%	80%
50. In the last six months, my supervisor has talked with me about my performance.	86%	77%
‡51. I have trust and confidence in my supervisor.	68%	65%
‡52. Overall, how good a job do you feel is being done by your immediate supervisor?	70%	69%
Leadership		
‡53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	31%	38%
54. My organization's senior leaders maintain high standards of honesty and integrity.	44%	50%
‡55. Supervisors work well with employees of different backgrounds.	64%	63%
‡56. Managers communicate the goals and priorities of the organization.	56%	58%

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

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

	YOUR AGENCY (0 Low – High 100)	2014 G'wide
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	55%	58%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	47%	50%
59. Managers support collaboration across work units to accomplish work objectives.	53%	53%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	53%	56%
‡61. I have a high level of respect for my organization's senior leaders.	44%	50%
62. Senior leaders demonstrate support for Work/Life programs.	55%	52%
My Satisfaction		
‡63. How satisfied are you with your involvement in decisions that affect your work?	48%	48%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	41%	46%
‡65. How satisfied are you with the recognition you receive for doing a good job?	44%	45%
‡66. How satisfied are you with the policies and practices of your senior leaders?	33%	40%
‡67. How satisfied are you with your opportunity to get a better job in your organization?	34%	33%
‡68. How satisfied are you with the training you receive for your present job?	50%	50%
‡69. Considering everything, how satisfied are you with your job?	65%	64%
‡70. Considering everything, how satisfied are you with your pay?	57%	56%
71. Considering everything, how satisfied are you with your organization?	51%	55%

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

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

	YOUR AGENCY (0 Low – High 100)	2014 G'wide
Work/Life Programs		
72. Have you been notified that you are eligible to telework? (See Work/Life section)		
73. Please select the response below that best describes your current teleworking situation. (See Work/Life section)		
74 - 78. Do you participate in the following Work/Life programs? (See Work/Life section)		
79 - 84. How satisfied are you with the following Work/Life programs in your agency?*		
79. Telework	75%	77%
80. Alternative Work Schedules (AWS)	91%	89%
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	84%	79%
82. Employee Assistance Program (EAP)	78%	74%
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	67%	72%
84. Elder Care Programs (for example, support groups, speakers)	68%	68%

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

Appendix B: Demographic Characteristics

Appendix B below displays the demographic characteristics of your agency's survey respondents. Understanding the attributes of your workforce can aid planning, recruiting, training, and help to understand which work/life programs and flexibilities are most relevant.

	2014 Percentages
Where do you work?	
Headquarters	33
Field	67
What is your supervisory status?	
Non-Supervisor	59
Team Leader	12
Supervisor	20
Manager	7
Senior Leader	2
Are you:	
Male	50
Female	50
Are you Hispanic or Latino?	
Yes	7
No	93
Are you:	
American Indian or Alaska Native	2
Asian	3
Black or African American	11
Native Hawaiian or Other Pacific Islander	<1
White	80
Two or more races (not Hispanic or Latino)	4
What is the highest degree or level of education you have completed?	
Less than High School	<1
High School Diploma/GED or equivalent	6
Trade or Technical Certificate	2
Some College (no degree)	15
Associate's Degree (e.g., AA, AS)	7
Bachelor's Degree (e.g., BA, BS)	41
Master's Degree (e.g., MA, MS, MBA)	20
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	10

Note: Demographic results are unweighted.

Appendix B: Demographic Characteristics (cont'd)

	2014 Percentages
What is your pay category/grade?	
Federal Wage System (ex. WB, WD, WG, WL, WM, WS, WY)	1
GS 1-6	5
GS 7-12	66
GS 13-15	26
Senior Executive Service	1
Senior Level (SL) or Scientific or Professional (ST)	<1
Other	<1
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	<1
1 to 3 years	5
4 to 5 years	8
6 to 10 years	16
11 to 14 years	15
15 to 20 years	12
More than 20 years	44
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	1
1 to 3 years	8
4 to 5 years	10
6 to 10 years	19
11 to 20 years	25
More than 20 years	36
Are you considering leaving your organization within the next year, and if so, why?	
No	68
Yes, to retire	7
Yes, to take another job within the Federal Government	15
Yes, to take another job outside the Federal Government	5
Yes, other	5
I am planning to retire:	
Within one year	4
Between one and three years	12
Between three and five years	12
Five or more years	72

Note: Demographic results are unweighted.

Appendix B: Demographic Characteristics (cont'd)

	2014 Percentages
Do you consider yourself to be one or more of the following?	
Heterosexual or Straight	84
Gay, Lesbian, Bisexual or Transgender	2
I Prefer Not to Say	13
What is your US military service status?	
No Prior Military Service	86
Currently in National Guard or Reserves	1
Retired	4
Separated or Discharged	10
Are you an individual with a disability?	
Yes	10
No	90
What is your age group?	
25 and under	1
26-29	3
30-39	16
40-49	25
50-59	40
60 or older	15

Note: Demographic results are unweighted.

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