



The Best Places to Work

IN THE FEDERAL GOVERNMENT

2007 RANKINGS



PARTNERSHIP FOR PUBLIC SERVICE



INSTITUTE for the STUDY of
PUBLIC POLICY IMPLEMENTATION
SCHOOL of PUBLIC AFFAIRS

HOLDING STEADY IN 2007

CREATING A HIGH-PERFORMING ORGANIZATION requires a relentless focus on ensuring a great work environment. When employees are enthusiastic about where they work and engaged in what they do, obstacles seem smaller, difficult problems give way to innovative solutions and exceeding expectations happens with exceptional regularity.

The first *Best Places to Work in the Federal Government* rankings in 2003 created much-needed institutional incentives for federal agencies to focus on workforce issues. The rankings also provided government managers and leaders with a roadmap for boosting employee engagement. In 2005, the second *Best Places* rankings revealed clear trends in employee attitudes, and those trends were distinctly positive. Overall employee engagement in the federal government rose between 2003 and 2005, with three out of four agencies enjoying a ratings increase.

If the key finding in 2005 was that agencies were making progress toward improving worker engagement, the main conclusion of this third iteration is that our federal government has maintained these gains. The government-wide *Best Places* index score remained essentially the same even though individual federal organizations moved up or down in the rankings.

Agencies such as the National Aeronautics and Space Administration, the Nuclear Regulatory Commission, the Office of Management and Budget, the Department of State and the Government Accountability Office again top the charts in 2007. Two large agencies, the Social Security Administration and the Department of Justice, experienced significant gains in employee engagement and moved into the top 10.

While the top-ranked agencies and subcomponents vary in size, mission and types of employees, they are similar in that their employees express a level of job satisfaction and engagement that exceeds the norm. The variety of these high-flying agencies demonstrates that with the right talent, leadership and strategy, every federal organization can be a best place to work.

One of the core questions raised by the rankings is, “What drives employee engagement?” The 2007 rankings reveal that employee engagement is driven primarily by effective leadership and a good match between employee skills and the mission of the organization. This is consistent with results from both the 2003 and 2005 rankings.

This year’s results also show a dramatic increase in the number of agencies and employees participating in the survey. The 2007 rankings include 283 federal organizations that participated in the government-wide survey of federal employees, up from 248 organizations in 2005, and 228 in 2003. Because of the greater agency participation, this year’s rankings reflect the views of more than 221,000 federal workers, almost a 50 percent increase from 2005. Moreover, employee response rates have increased from 51 percent in 2003 to 57 percent in the latest survey.

All of these trends demonstrate a growing awareness of the value of asking for, and receiving, employee feedback on the work environment.

FAST FACTS

- ★ The government-wide *Best Places to Work* score is virtually unchanged (down 0.4 percent) from 2005.
- ★ Overall, employee satisfaction increased (from 2005) in 41 percent of all federal organizations: 37 percent of large agencies, 31 percent of small agencies, and 42 percent of subcomponents.
- ★ Among racial/ethnic groups, Asians scored highest in overall employee satisfaction, with Hispanics second.
- ★ Women are slightly more satisfied than men, and employees under the age of 40 have higher satisfaction scores than those over 40.
- ★ The highest-scoring Best in Class workplace categories are, in order, employee skills/mission match, teamwork, pay and benefits, and work/life balance.
- ★ In 2007, two categories — performance-based rewards and advancement, and employee skills/mission match — had higher scores than in 2005.
- ★ The 2007 *Best Places* rankings include 283 federal organizations (30 large federal agencies, 31 small agencies and 222 subcomponents) and are based on the responses of more than 221,000 employees. In 2005, the rankings covered 248 organizations and 150,000 employees.

THE TOP 5 MOST IMPROVED AGENCIES (PERCENTAGE GAIN SINCE 2005)

17.7% FEDERAL HOUSING FINANCE BOARD



17.3% EXPORT-IMPORT BANK

9.9% CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

9.8% SOCIAL SECURITY ADMINISTRATION

9.2% FEDERAL DEPOSIT INSURANCE CORPORATION

LARGE AGENCY RANKINGS

RANK	AGENCY
1	Nuclear Regulatory Commission
2	Government Accountability Office
3	Securities and Exchange Commission
4	National Aeronautics and Space Administration
5	Department of Justice
6	Department of State
7	Social Security Administration
8	General Services Administration
9	Environmental Protection Agency
10	Department of the Army
11	Department of the Air Force
12	Department of Commerce
13	Department of Defense
14	Department of the Treasury
15	Department of Labor (TIE)
15	Department of Veterans Affairs (TIE)
17	Department of Agriculture
18	Department of Health and Human Services
19	Department of the Navy
20	Department of Energy
21	Federal Deposit Insurance Corporation
22	Department of the Interior
23	Department of Housing and Urban Development
24	Equal Employment Opportunity Commission
25	National Archives and Records Administration (TIE)
25	Office of Personnel Management (TIE)
27	Department of Transportation
28	Department of Education
29	Department of Homeland Security
30	Small Business Administration

BEST IN CLASS

EMPLOYEE SKILLS / MISSION MATCH	
1	Nuclear Regulatory Commission
2	Equal Employment Opportunity Commission
3	Department of Veterans Affairs
STRATEGIC MANAGEMENT	
1	Nuclear Regulatory Commission
2	Securities and Exchange Commission
3	General Services Administration
EFFECTIVE LEADERSHIP	
1	Nuclear Regulatory Commission
2	National Aeronautics and Space Administration
3	Department of State
WORK / LIFE BALANCE	
1	Nuclear Regulatory Commission
2	Securities and Exchange Commission
3	General Services Administration
PAY AND BENEFITS	
1	Federal Deposit Insurance Corporation
2	Nuclear Regulatory Commission
3	Securities and Exchange Commission

BY DEMOGRAPHIC

AFRICAN-AMERICANS	
1	Nuclear Regulatory Commission
2	Government Accountability Office
3	Social Security Administration
HISPANICS	
1	National Aeronautics and Space Administration
2	Government Accountability Office
3	Social Security Administration
WOMEN	
1	Department of State
2	Government Accountability Office
3	Securities and Exchange Commission
YOUNG PEOPLE (UNDER 40)	
1	Nuclear Regulatory Commission
2	Government Accountability Office
3	National Aeronautics and Space Administration

View the complete Best in Class and Demographic rankings at www.bestplacetowork.org.

SMALL AGENCY RANKINGS

RANK	AGENCY
1	Federal Mediation and Conciliation Service
2	Merit Systems Protection Board
3	Office of Management and Budget
4	National Science Foundation
5	Millennium Challenge Corporation
6	Federal Trade Commission
7	Export-Import Bank
8	Federal Energy Regulatory Commission
9	National Credit Union Administration
10	Pension Benefit Guaranty Corporation
11	National Transportation Safety Board
12	Defense Nuclear Facilities Safety Board
13	National Labor Relations Board
14	International Trade Commission
15	Corporation for National and Community Service
16	Federal Housing Finance Board
17	Railroad Retirement Board
18	Commodity Futures Trading Commission
19	National Endowment for the Arts
20	International Boundary and Water Commission
21	United States Agency for International Development
22	Farm Credit Administration
23	Federal Maritime Commission
24	Consumer Product Safety Commission
25	National Endowment for the Humanities
26	Court Services and Offender Supervision Agency
27	Selective Service System
28	Federal Election Commission
29	Holocaust Memorial Museum
30	Broadcasting Board of Governors
31	Federal Labor Relations Authority

BEST IN CLASS

EMPLOYEE SKILLS / MISSION MATCH	
1	Federal Mediation and Conciliation Service
2	Merit Systems Protection Board
3	Office of Management and Budget
4	Millennium Challenge Corporation
5	Corporation for National and Community Service
STRATEGIC MANAGEMENT	
1	Merit Systems Protection Board
2	Federal Mediation and Conciliation Service
3	Office of Management and Budget
4	Export-Import Bank
5	National Credit Union Administration
EFFECTIVE LEADERSHIP	
1	Defense Nuclear Facilities Safety Board
2	Federal Mediation and Conciliation Service
3	Millennium Challenge Corporation
4	Merit Systems Protection Board
5	Office of Management and Budget
WORK / LIFE BALANCE	
1	Defense Nuclear Facilities Safety Board
2	Merit Systems Protection Board
3	Federal Mediation and Conciliation Service
4	Federal Maritime Commission
5	Federal Housing Finance Board
PAY AND BENEFITS	
1	Federal Housing Finance Board
2	Defense Nuclear Facilities Safety Board
3	Farm Credit Administration
4	National Endowment for the Arts
5	Commodity Futures Trading Commission
TEAMWORK	
1	Office of Management and Budget
2	Federal Trade Commission
3	National Credit Union Administration
4	Federal Energy Regulatory Commission
5	Merit Systems Protection Board

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AGENCY SUBCOMPONENT RANKINGS

RANK	AGENCY
1	Office of the Inspector General (Treasury)
2	Environment and Natural Resources Division (Justice)
3	Region 9 - San Francisco (EPA)
4	Office of the Comptroller of Currency (Treasury)
5	John F. Kennedy Space Center (NASA)
6	Lyndon B. Johnson Space Center (NASA)
7	Region 10 - Seattle (EPA)
8	Office of the Inspector General (OPM)
9	Executive Staff Offices (OPM)
10	Alcohol and Tobacco Tax and Trade Bureau (Treasury)
11	John C. Stennis Space Center (NASA)
12	George C. Marshall Space Flight Center (NASA)
13	Civil Division (Justice)
14	Army National Guard Units (Army)
15	Bureau of Alcohol, Tobacco, Firearms, and Explosives (Justice)
16	Executive Office of U.S. Attorneys and U.S. Attorneys (Justice)
17	Anti-Trust Division (Justice)
18	Drug Enforcement Administration (Justice) (TIE)
18	Veterans Health Administration (VA) (TIE)
20	Office of the Inspector General for Tax Administration (Treasury) (TIE)
20	Region 1 - Boston (EPA) (TIE)
22	Federal Highway Administration (DOT)
23	Bureau of the Public Debt (Treasury)
24	National Institute of Standards and Technology (Commerce)
25	Federal Bureau of Investigation (Justice)
26	U.S. Army Acquisition Support Center (Army)
27	Strategic Human Resources Policy (OPM) (TIE)
27	Tax Division (Justice) (TIE)
27	National Agricultural Statistics Service (USDA) (TIE)
30	U.S. Visit (DHS)

View the complete rankings for all 222 agency subcomponents at www.bestplacestowork.org.

BEST IN CLASS

EMPLOYEE SKILLS / MISSION MATCH	
1	Office of the Inspector General (Treasury)
2	Veterans Health Administration (VA)
3	Office of the Inspector General (OPM)
4	Army National Guard Units (Army)
5	Region 9 - San Francisco (EPA)
STRATEGIC MANAGEMENT	
1	Executive Staff Offices (OPM)
2	Office of the Comptroller of Currency (Treasury) (TIE)
2	Strategic Human Resources Policy (OPM) (TIE)
4	John F. Kennedy Space Center (NASA)
5	U.S. Visit (DHS)
EFFECTIVE LEADERSHIP	
1	Executive Staff Offices (OPM)
2	Lyndon B. Johnson Space Center (NASA)
3	John F. Kennedy Space Center (NASA)
4	Office of the Inspector General (Treasury)
5	Office of the Inspector General (OPM)
WORK / LIFE BALANCE	
1	Office of the Inspector General (Treasury)
2	Anti-Trust Division (Justice)
3	Office of the Inspector General for Tax Administration (Treasury)
4	Executive Staff Offices (OPM) (TIE)
4	John F. Kennedy Space Center (NASA) (TIE)
PAY AND BENEFITS	
1	Office of the Inspector General (OPM)
2	Human Capital Leadership and Merit System Accountability (OPM)
3	Strategic Human Resources Policy (OPM)
4	Office of the Comptroller of Currency (Treasury)
5	Office of the Inspector General for Tax Administration (Treasury)
TEAMWORK	
1	Office of the Inspector General (Treasury)
2	John F. Kennedy Space Center (NASA)
3	Lyndon B. Johnson Space Center (NASA)
4	George C. Marshall Space Flight Center (NASA)
5	U.S. Visit (DHS)

View the complete Best in Class and Demographic rankings at www.bestplacetowork.org.

FIND MORE ONLINE

Visit www.bestplacestowork.org to access the complete 2007 rankings, the most comprehensive review and comparison of what federal employees say about their workplaces.

Here is what you will find online:

- ★ The complete rankings for the 30 largest cabinet departments and independent agencies, 31 small agencies, and more than 200 organizations within those agencies, with insightful profiles of each.
- ★ “Best in Class” rankings focused on 10 topics that matter to you, like effective leadership, work/life balance, pay and benefits, and support for diversity.
- ★ Worker satisfaction rankings broken down by demographic areas including age, gender and minority status.
- ★ An in-depth “For Job Seekers” section with the information you need to understand the federal hiring process, find the right job, and make your application count.
- ★ Insightful analysis of what the rankings mean, with trend data to help you understand where the agencies stand and where they are going.

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The Best Places to Work

IN THE FEDERAL GOVERNMENT 2007

The Best Places to Work rankings — the most comprehensive and authoritative rating of employee satisfaction in the federal government — are produced by the Partnership for Public Service and American University's Institute for the Study of Public Policy Implementation (ISPP).

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BEST IN CLASS

- Index Scores
- Employee Skills/Mission Match
- Strategic Management
- Teamwork
- Effective Leadership
- Performance Based Rewards and Advancement
- Training and Development
- Support for Diversity
- Pay and Benefits
- Family Friendly Culture and Benefits
- Work/Life Balance

SCORES BY DEMOGRAPHIC

- Female

Index Scores

The index score rates the performance of agencies and agency subcomponents related to employee satisfaction.

LARGE AGENCIES		SMALL AGENCIES	AGENCY SUBCOMPONENTS		
Rank	Agency Name		Current Score	Previous Score	Percent Change
1	Nuclear Regulatory Commission		76.2	74.8	1.9%
2	Government Accountability Office		72.1	74.6	-3.4%
3	Security and Exchange Commission		71.9	73.1	-1.6%
4	National Aeronautics and Space Administration		69.7	69.9	-0.3%
5	Department of Justice		69.0	64.5	7.0%
6	Department of State		67.9	66.6	2.0%
7	Social Security Administration		66.6	60.6	9.7%
8	General Services Administration		65.7	69.6	-5.6%
9	Environmental Protection Agency		65.5	67.8	-3.4%
10	Department of the Army		64.8	64.9	-0.2%
11	Department of the Air Force		63.8	62.6	1.9%
12	Department of Commerce		63.5	64.0	-0.8%
13	All Department of Defense		62.9	63.1	-0.3%
14	Department of the Treasury		62.7	58.6	7.0%
15	Department of Veteran Affairs		61.9	66.2	-6.5%
15	Department of Labor		61.0	61.4	-0.8%

ABOUT BEST PLACES TO WORK

The *Best Places to Work* rankings — the most comprehensive and authoritative rating of employee satisfaction and engagement in the federal government — are produced by the Partnership for Public Service and American University's Institute for the Study of Public Policy Implementation (ISPPi).

The Partnership for Public Service is a nonpartisan, nonprofit organization working to revitalize our federal government by inspiring a new generation to serve and transforming the way government works. Partnership programs include awareness-raising activities, campus outreach, public-private partnerships, legislative advocacy and policy research. To learn more, visit www.ourpublicservice.org.

American University's Public Sector Executive Education program is composed of The Institute for the Study of Public Policy Implementation (ISPPi) and the Key Executive Leadership MPA and Certificate programs. ISPPi conducts research and facilitates dialogue among the critical stakeholders in the public policy implementation process: members of Congress, political appointees, career executives, union leaders, academics and consultants. The Key Executive Leadership MPA and Certificate Programs focus on increasing leadership capacity among public sector leaders. The Public Sector Executive Education program is part of the American University's School of Public Affairs which offers public affairs education in the graduate, undergraduate and executive levels in the fields of public administration, public policy, political science and justice.

METHODOLOGY

The *Best Places to Work* rankings are based on the Office of Personnel Management's (OPM) Federal Human Capital Survey, which included responses from more than 221,000 civil servants. Working with the technical consulting company Hay Group, the Partnership for Public Service and ISPPi created a statistical model to transform this raw survey data into an overall measure of workplace satisfaction and engagement, and 10 workplace environment indices. This information was then used to calculate the results for each organization, as well as demographic groups within these organizations. Small agencies are those independent agencies that have at least 100 but less than 2,000 full-time, permanent employees. Large agencies are those independent agencies or Cabinet departments with 2,000 or more full-time, permanent employees. Finally, statistical analysis was performed to determine the relationship between the 10 workplace satisfaction dimensions and the overall *Best Places* index score.

“THE AMERICAN PEOPLE DESERVE THE VERY BEST from our public servants and our federal government. *The Best Places to Work* rankings hold agencies accountable and help draw into service new heroes, people of the highest quality and integrity.”

*U.S. Senator Joseph I. Lieberman
Chairman, Homeland Security and Governmental Affairs Committee*

“BY MEASURING THE JOB SATISFACTION OF FEDERAL EMPLOYEES, *Best Places* offers a powerful incentive for managers to create better workplaces and, consequently, a government that is more responsive to the needs of the public.”

U.S. Senator Barack Obama

“AS BEST PLACES TO WORK RECOGNIZES, federal employees represent the government’s most valuable asset. Therefore, we should listen carefully to what they have to say and use it to continuously improve government’s economy, efficiency, effectiveness and responsiveness for the benefit of the American people.”

U.S. Comptroller General David M. Walker

“ONE OF THE BEST WAYS TO ENSURE PROGRESS is to measure it. *The Best Places to Work* rankings are an invaluable measuring stick for the federal government in its quest to become a world-class employer.”

*U.S. Representative Tom Davis
Ranking Member, House Committee on Oversight and Government Reform*

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