



2011 Employee Viewpoint Survey Results Summary

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SECTION 1: SURVEY OVERVIEW

This report summarizes the results of NARA's 2011 Employee Viewpoint Survey (EVS) and complies with the U.S. Office of Personnel Management's (OPM) requirement that agencies analyze and provide a summary of their results within 120 days from the close of the survey collection period. The report is intended as an initial high-level summary of NARA's agency-wide results; additional trend analyses will be conducted over the next several weeks as additional data reports are received from OPM.

Agencies are required to administer an annual employee survey to assess employee satisfaction. NARA uses the EVS to satisfy this mandate. NARA utilizes the EVS as our primary indicator of employee engagement and job satisfaction. We analyze our survey results each year and use them to formulate action plans aimed at increasing employee engagement and job satisfaction at NARA. Action plans are formulated every other year in even years. In odd years, NARA uses the EVS results to monitor our progress on the goals of prior action plans and update those goals if results identify significant progress or newly emerging problems. This allows time for agency action plans to take effect and show results, while still providing NARA with meaningful information to improve management and employee engagement. Our approach is consistent with guidance issued by OMB and OPM, requiring agency action plans only in the even years instead of every year. Thus, the results from the 2011 EVS will be used to assist NARA offices in monitoring progress from their 2010 action plans and help them revise as appropriate.

SECTION 2: HOW THE SURVEY WAS CONDUCTED

The survey was administered by OPM from April 4, 2011 until May 27, 2011. An invitation to participate in the survey was sent by e-mail from OPM to NARA full-time, permanent staff employed as of September 30, 2010. A communication campaign, including voice and email notices and web banners, was launched to encourage staff participation and notify all employees about the survey.

All but nine of the EVS questions were prescribed by OPM. The items were designed to evaluate success in four essential areas: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. The nine items that were not prescribed by OPM addressed NARA's values and Transformational Outcomes. Demographic information was also collected. EVS questions were grouped by the following categories:

- My Work Experience
- My Work Unit
- My Agency
- My Supervisor/Team Leader
- Leadership
- My Satisfaction
- Work/Life
- Demographics

SECTION 3: DESCRIPTION OF SAMPLE

All NARA full-time permanent staff employed as of September 30, 2010 were invited to participate in the survey.

Number of employees surveyed, number responded, and representativeness of respondents:

Of the 2,538 full-time permanent employees who received the survey, 1,855 responded for an overall response rate of 73.1%

Demographics¹:

Where do you work?	N	Respondents (%)	Population (%)
Headquarters	853	48.0	42.1
Field	925	52.0	57.9
What is your supervisory status?	N	Respondents (%)	Population (%)
Non-supervisor	1,144	63.9	83.1
Team Leader	305	17.0	1.5
Supervisor	217	12.1	15.4
Manager	100	5.6	
Executive	25	1.4	-
Are you:	N	Respondents (%)	Population (%)
Male	823	46.0	48.1
Female	965	54.0	51.9
Are you: Hispanic or Latino	N	Respondents (%)	Population (%)
Yes	57	3.2	1.2
No	1,715	96.8	98.7

Please select the racial category or categories with which you most closely identify:	N	Respondents (%)	Population (%)
American Indian or Alaskan Native	9	0.5	0.3
Asian	41	2.4	2.2
Black or African American	372	21.4	26.3
Native Hawaiian or other Pacific Islander	6	0.3	0
White	1,260	72.4	69.0
Two or more races	53	3.0	0.9
What is your age group?	N	Respondents (%)	Population (%)
25 and under	32	1.8	2.9
26 – 29	116	6.5	5.8
30 – 39	305	17.2	16.9
40 – 49	493	27.8	27.7
50 – 59	589	33.3	32.7
60 or older	236	13.3	14.0
What is your pay category/grade?	N	Respondents (%)	Population (%)
Federal Wage System	9	0.5	–
GS 1 – 6	462	26.0	35.8
GS 7 – 12	808	45.5	40.6
GS 13 – 15	476	26.8	22.3
Senior Executive Service	15	0.8	1.3
Senior Level (SL) or Scientific or Professional (ST)	4	0.2	–
Other	3	0.2	–

How long have you been with the Federal Government (excluding military service)?	N	Respondents (%)	Population (%)
Less than 1 year	31	1.7	3.5
1 to 3 years	286	16.1	12.5
4 to 5 years	128	7.2	7.1
6 to 10 years	366	20.6	20.2
11 to 14 years	174	9.8	10.9
15 to 20 years	218	12.3	15.1
More than 20 years	573	32.3	30.6
How long have you been with your current agency?	N	Respondents (%)	Population (%)
Less than 1 year	50	2.8	–
1 to 3 years	377	21.2	–
4 to 5 years	166	9.3	–
6 to 10 years	386	21.7	–
11 to 20 years	367	20.6	–
More than 20 years	433	24.3	–
Are you considering leaving your organization with the next year, and if so why?	N	Respondents (%)	Population (%)
No	1,238	69.3	–
Yes, to retire	96	5.4	–
Yes, to take another job in the federal government	299	16.7	–
Yes, to take another job outside the federal government	74	4.1	–
Yes, other	79	4.4	–
I am planning to retire:	N	Respondents (%)	Population (%)
Within 1 year	53	55	–
Between 1 and 3 years	173	143	–
Between 3 and 5 years	188	150	–
Five or more years	1,499	1,409	–

SECTION 4: INTERPRETATION OF RESULTS

NARA's response rate for the 2011 survey was highly encouraging. 73.1% of eligible employees responded to the survey, exceeding the Government-wide response rate by 23.8 percentage points.

Overall, NARA's 2011 results are largely consistent with the results from previous years (2010, 2008, and 2006):

- The majority of NARA employees continue to believe the work they do is important (89.7%), like the work they do (81.4%), and know how their work relates to the agency's goals and priorities (80.5%).
- NARA continues to receive high marks in the area of performance management and awards. 74.3% of NARA staff agree that their performance appraisal is a fair reflection of their performance and 82.9% feel they are held accountable for achieving results. 74.2% of NARA employees indicated that in their most recent performance appraisal, they understood what was required of them to be rated at different performance levels (e.g., Fully Successful, Outstanding). This is approximately 5 percentage points higher than the government-wide average. Additionally, 51.5% of NARA employees indicated that awards in their work unit depend on how well employees perform their jobs – approximately 7 percentage points higher than the government-wide average.
- NARA staff continue to believe their supervisors understand staff's needs to balance work and family issues (80.0%) and feel they support employee development (64.0%). While most NARA staff express trust and confidence in their immediate supervisors (63.5%), they continue to respond less favorably to the statement, "In my organization, leaders generate high levels of motivation and commitment in the workforce" (only 35.5% responded positively).
- As in 2010, NARA employees express concern regarding their opportunities to get a better job in their organization (42.4% negative response rate). Positive responses to this question (30.4%) were approximately 10 percentage points below the government-wide average.

NARA Findings at a Glance²

- 22 items had positive responses of 65 percent or more (strengths)
- 7 items had negative responses of 35 percent or more (weaknesses)
- 9 items had neutral responses of 30 percent or more
- 3 items were 5 percentage points or more above the Government-wide average
- 34 items were 5 percentage points or more below the Government-wide average
- Ranked 33rd on Leadership and Knowledge Management*
- Ranked 23rd on Results-Oriented Performance Culture*
- Ranked 30th on Talent Management*
- Ranked 35th on Job Satisfaction*

*NARA Human Capital Assessment and Accountability Framework (HCAAF) Indices rankings out of 37 agencies.

There were two survey items on which NARA's positive response rates increased significantly from the 2010 survey.³

- Approximately 73% of NARA respondents indicated that the Agency has prepared employees for potential security threats and 46% are satisfied with NARA's telework programs. This represents increases of 12 and 5 percentage points respectively from the 2010 EVS results.

There are six areas in which NARA's positive response rates declined significantly since the 2010 survey. The following chart lists the items and their corresponding percentage decline.

EVS Item	2011 Percent Positive	2010 Percent Positive	Difference
80. How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	58	66	-8
83. How satisfied are you with the following Work/Life programs in your agency? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	20	26	-6
67. How satisfied are you with your opportunity to get a better job in your organization?	30	36	-6
40. I recommend my organization as a good place to work.	52	57	-5
82. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program (EAP)	40	45	-5
63. How satisfied are you with your involvement in decisions that affect your work?	45	50	-5

Additionally, there are areas where NARA continued to lag behind the rest of the Federal government, including:

Leadership and Knowledge Management. NARA's positive responses were 12 percentage points lower than the government-wide average on the item "I have a high level of respect for my organization's senior leaders." Also, on the items "Employees are protected from health and safety hazards on the job" and "Managers/supervisors/team leaders work well with employees of different backgrounds" NARA's positive responses were respectively 11 and 10 percentage points lower than the government-wide average.

Results-Oriented Performance Culture. NARA's positive answers to "Employees have a feeling of personal empowerment with respect to work processes" were 10 percentage points lower than other federal employees overall.

Overall Employee Satisfaction. While 52% of NARA employees recommend their organization as a good place to work, this trailed the government-wide average by 17 percentage points. Also, 49% of NARA staff responded positively to the question "Considering everything, how satisfied are you with your organization?" This percentage was 13 points lower than the government-wide average.

Other Measures: 46% of NARA respondents indicated that “Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). NARA positive responses were 13 percentage points lower than the government-wide average. In addition, NARA’s positive responses were 12 percentage points lower than the government-wide average on the item “Managers promote communication among different work units (for example, about projects, goals, needed resources).” Approximately 64% of NARA employees feel the agency “is successful at accomplishing its mission.” This response rate is lower than the government-wide average by approximately 15 percentage points. Lastly, NARA’s positive responses were 12 percentage points lower than the government-wide average on the item “Managers support collaboration across work units to accomplish work objectives.”

Employee Engagement

The EVS was developed to measure organizational climate, including job and organizational satisfaction, within Government agencies. Recently, there has been a movement towards measuring employee engagement, which emphasizes the passion, commitment, and involvement of employees. The current EVS does not contain direct measures of employee engagement; however, it does include questions that cover most, if not all, of the conditions likely to lead to having engaged employees. Using such questions, OPM developed an index that tapped the conditions that lead to employee engagement while excluding items that measured overall satisfaction. OPM labels this index “Conditions for Employee Engagement” and groups the corresponding EVS items into three categories: Leaders Lead, Supervisors, and Intrinsic Work Experiences.

The “Leaders Lead” category reflects employees’ perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. The “Supervisors” category reflects the interpersonal relationships between worker and supervisor, including trust, respect, and support. Lastly, the “Intrinsic Work Experiences” category reflects feelings of motivation and competency relating to employees’ role in the workplace.

This year, NARA’s positive responses for employee engagement were not significantly different from last year’s; we continued to slightly trail corresponding government-wide responses. The chart below lists our positive responses on the Conditions for Employee Engagement Index.

Chart 1: Employee Engagement Summary

Category	NARA 2011 Percent Positive	NARA 2010 Percent Positive	Government- wide 2011 Percent Positive
Overall Employee Engagement	62	63	67
Leaders Lead	47	49	56
Supervisors	69	70	72
Intrinsic Work Experiences	68	70	72

Top Ten and Bottom Ten

Top Ten

The table below identifies the ten top items on which NARA scored the highest percent positive responses in both 2011 and 2010, along with 2011 Government-wide average. The ten items listed are the same ones as in 2010, but their order is different.

Table 1: Top Ten

EVS Item	2011 NARA Percent Positive	2010 NARA Percent Positive	2011 Gov't- wide Average
7. When needed I am willing to put in the extra effort to get a job done.	96	96	97
13. The work I do is important.	90	91	92
8. I am constantly looking for ways to do my job better.	89	88	92
16. I am held accountable for achieving results.	83	83	84
28. How would you rate the overall quality of work done by your work unit?	82	82	82
5. I like the kind of work I do.	81	83	85
12. I know how my work relates to the agency's goals and priorities.	80	83	85
42. My supervisor supports my need to balance work and other life issues.	80	80	77
49. My supervisor/team leader treats me with respect.	79	79	80
6. I know what is expected of me on the job.	78	80	80

Bottom Ten

The table below identifies the ten items on which NARA scored the highest percent negative responses in 2011 along with the corresponding 2011 Government-wide negative averages. This year, two items no longer appear on the list: “How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs (for example, support groups, speakers)” and “How satisfied are you with the following Work/ Life programs in your agency? Child Care Programs (for example, daycare, parenting classes, parenting support groups).” In 2011, however, two new items were added to the Bottom Ten: “I have sufficient resources (for example, people, materials, budget) to get my job done” and “Managers promote communication among different work units (for example, about projects, goals, needed resources).”

Table 2: Bottom Ten

Survey Item	2011 NARA Percent Negative	2011 Gov't-wide Average Negative
33. Pay raises depend on how well employees perform their jobs.	46	47
67. How satisfied are you with your opportunity to get a better job in your organization?	42	32
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	38	41
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	37	28
30. Employees have a feeling of personal empowerment with respect to work processes.	37	26
22. Promotions in my work unit are based on merit.	37	35
32. Creativity and innovation are rewarded.	36	29
24. In my work unit, differences in performance are recognized in a meaningful way.	34	34
9. I have sufficient resources (for example, people, materials, budget) to get my job done	33	34
58. Managers promote communication among different work units (for example, about projects, goals, needed resources)	33	22

Items Trailing the Government and Decreases in Satisfaction: 2011 Trends and HCAAF Indices

Shown below are: 1) the top 10 items on which we scored lowest compared to the rest of the government, and 2) NARA's Human Capital Assessment and Accountability Framework (HCAAF) indices that scored at least 5 percentage points lower than the government-wide average.

Table 3: Trailing the Government

Survey Item	2011 NARA Percent Positive	2011 Gov't-wide Average
40. I recommend my organization as a good place to work.	52	69
39. My agency is successful at accomplishing its mission.	64	79
71. Considering everything, how satisfied are you with your organization?	49	62
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	46	59
59. Managers support collaboration across work units to accomplish work objectives.	46	58
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	43	55
61. I have a high level of respect for my organization's leaders.	45	57
35. Employees are protected from health and safety hazards on the job.	67	78
30. Employees have a feeling of personal empowerment with respect to work processes.	38	48
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	55	65

Table 4: HCAAF indices in which the agency scored significantly lower than the rest of the government.⁴

HCAAF Index	2011 NARA Percent Positive	2011 Gov't-wide Average	2010 NARA Percent Positive	2010 Gov't-wide Average
Leadership and Knowledge Management	55	62	56%	61%
Talent Management	55	60	56%	60%
Job Satisfaction	63	68	65%	69%

SECTION 5: CONCLUSION

NARA is encouraged by the fact that our participation rate (71.3 percent of eligible NARA staff) exceeded the Government-wide response rate by 23.8 percentage points. With such high participation, the 2011 results serve as a baseline with which to measure our progress moving forward following our recent transformation and reorganization. The EVS results can also help set the direction for further improvement at NARA.

OPM will provide the survey results for individual NARA program offices over the course of the next several weeks and additional trend analyses will be conducted. It is important to note that the 2011 EVS was administered prior to NARA's recent transformation. As a result, the program office data obtained from OPM may not perfectly align with our post-transformation organizational structure. Even so, program offices will be expected to share the results with their staff and engage staff in revising (as appropriate) their existing action plan for addressing results.

SECTION 6: ENDNOTES

¹ Population figures are sourced from Performance Measurement and Reporting System (PMRS) as of August 31, 2011 for all full-time permanent employees as of September 30, 2010.

² Finding at a Glance are as reported in OPM's Management Report. OPM applies the following rules of thumb to determine "notable" or "meaningful" results"

1. Items that are 65 percent or more positive are strengths
2. Items that are 35 percent or more negative are weaknesses
3. Items that are 30 percent or more neutral may indicate opportunities for more communication
4. A difference of 5 percentage points or more is notable

³OPM defines "significant" as +/- 5%.

⁴ The **Leadership & Knowledge Management Index** indicates the extent employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of the following twelve items: 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64, and 66.

The **Results-Oriented Performance Culture Index** indicates the extent employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. It is made up of the following thirteen items: 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, and 65.

The **Talent Management Index** indicates the extent employees think the organization has the talent necessary to achieve organizational goals. It is made up of the following seven items: 1, 11, 18, 21, 29, 47, and 68.

The **Job Satisfaction Index** indicates the extent employees are satisfied with their jobs and various aspects thereof. It is made up of the following seven items: 4, 5, 13, 63, 67, 69, and 70.