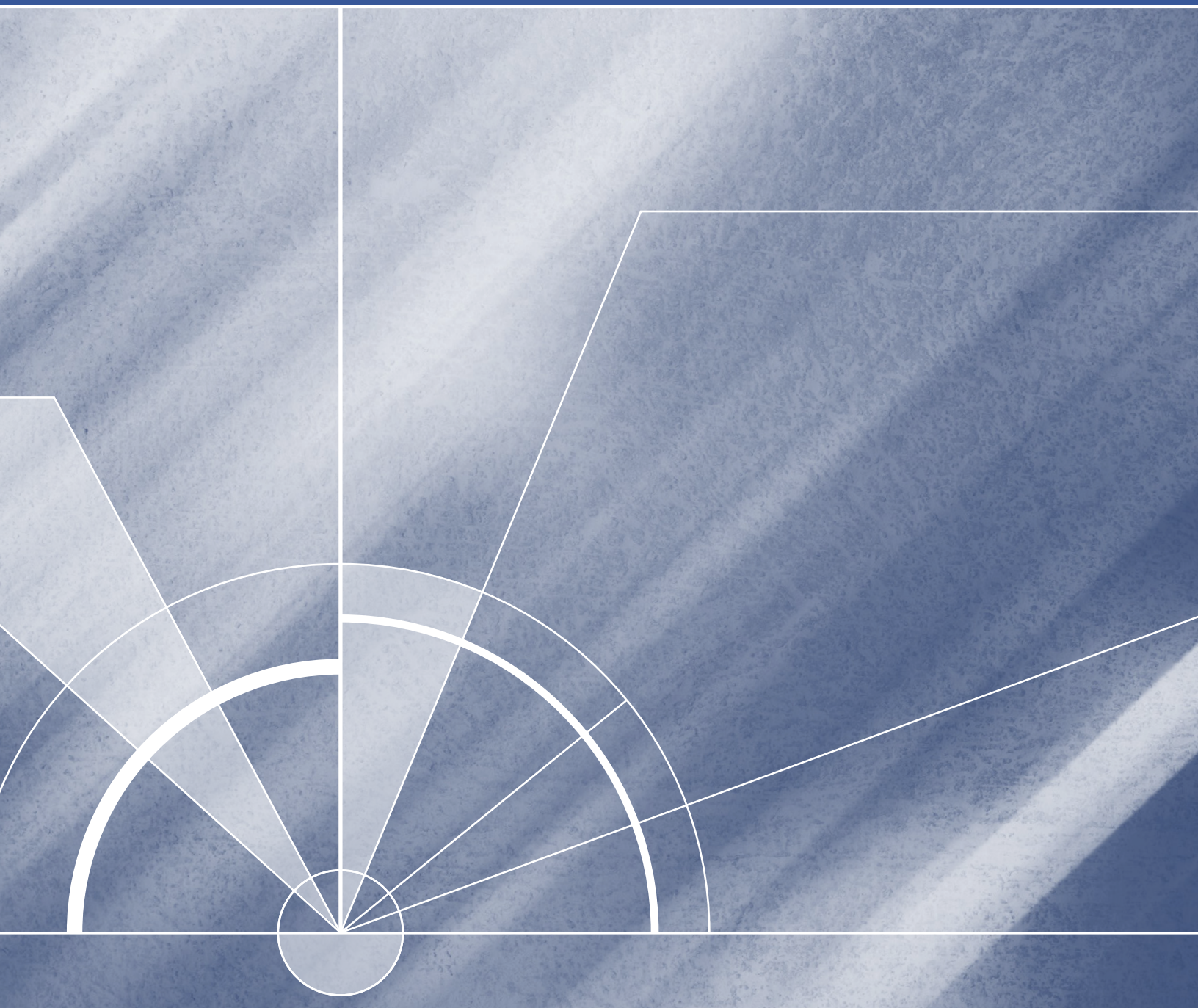


2017

  
**Federal Employee Viewpoint Survey**  
*Empowering Employees. Inspiring Change.*

**Small Agency Management Report**  
Inter-American Foundation





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# About This Report

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The 2017 Federal Employee Viewpoint Survey (FEVS) Small Agency Management Report (SAM) was designed to provide an overview of survey results, enabling agencies to identify issues and take action for improvement. The SAM can be helpful in providing a starting point for analysis of your agency's 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.

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.

## Understanding Your 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)

### 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.

### IAF Response Rate

**97%** (35 out of 36 employees responded)

Field Period: May 9, 2017 – June 20, 2017  
Overall 2016 Response Rate: 91%

### Component Response Rates

100% Grants

Agency results have a margin of error of +/- 6%



# Your FEVS Results: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.

## Moving from Results To Action



## 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 on an action planning framework. This involves looking for improvements you have made in previous years while also examining areas of decline. To help you get started, several steps are outlined below, including references to sections of the SAM and other resources that you may find useful to help you focus on the most critical issues.

### Step 1: Identify and Establish a FEVS Action Team

This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

### Step 2: Use Your SAM and Other Resources to Identify Areas for Improvement

Your agency has many available resources that present your FEVS results. The sections of the SAM as well as additional resources described below will help narrow your focus on the tools and results that may be most helpful to take action.



### Sections of the SAM

#### Employee Engagement Index and New IQ Index

The Employee Engagement Index (EEI) and New IQ 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 Engagement Index may have suggestions on things that have and have not worked to engage their employees. Trends for both indices are also displayed, going as far back as 2014 when available.

#### Employee Engagement Key Drivers

These groupings of FEVS items have been shown to influence the engagement potential of workplaces. While the EEI provides perspective on the conditions important to supporting engagement, the drivers can help you to more effectively target resources and actions needed to influence conditions and improve the engagement potential of your agency.

#### Decision Aid

The Decision Aid is useful in helping you easily identify the most critical issues in your agency as well as recognize where your agency has improved since 2016. 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 2016

**Decreases** contains items that decreased since 2016

**No Change** contains items that did not change since 2016

#### Appendices

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 other small agencies. 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 the breakdown of the Work/Life Program results. Appendix C is a list of agencies arranged by employee population size.

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



## Your FEVS Results: Taking Action (continued)

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### Additional FEVS Resources

#### Other Reports

##### **Governmentwide Management Report**

This report provides an overview of the governmentwide results. The report includes item results, index scores, trends, and information on who responded to the survey.

##### **All Items/Indices All Levels Report**

The purpose of this report is to provide a comprehensive summary of all FEVS items and index scores for all 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 ten responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2017.

##### **Subagency Breakout Report**

This report displays survey results for a single office so long as it has at least ten responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2017.

##### **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 FEVS administrations.

#### Websites

##### **FEVS website**

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

##### **Public Release Data File (PRDF)**

A public use data set is available for the FEVS and can be requested by completing the form available at: [www.fedview.opm.gov/2017/EVSDATA](http://www.fedview.opm.gov/2017/EVSDATA). Note: The 2017 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](http://www.fedscope.opm.gov).

##### **UnlockTalent**

A tool for both the general public and agencies to view comprehensive data visualizations with broad displays of FEVS data and personnel data from the Enterprise Human Resources Integration (EHRI). These displays allow agencies to identify subcomponents for action to improve engagement, as well as resources agencies can apply to their action planning. This site can be accessed at [www.unlocktalent.gov](http://www.unlocktalent.gov). Questions and feedback for the dashboard can be sent to [unlocktalent@opm.gov](mailto:unlocktalent@opm.gov).

##### **FEVS Online Data 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](mailto:EVS@opm.gov).



### Step 3: 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. Keep in mind that you are more likely to show and achieve improvements if you follow SMART (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

#### Specific

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop, plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

#### Measurable

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

#### Attainable

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

#### Realistic

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

#### Time Specific

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

### Step 4: Develop Your Plan for Action

Once your team has identified its goals, you should develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your agency goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

### Step 5: Communicate the Implementation of 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. Communicating early and often ensures staff and leadership are well-informed.

### Step 6: Monitor and Communicate Your Progress

In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. *Communicating during the entire process provides transparency which can add to staff engagement.*

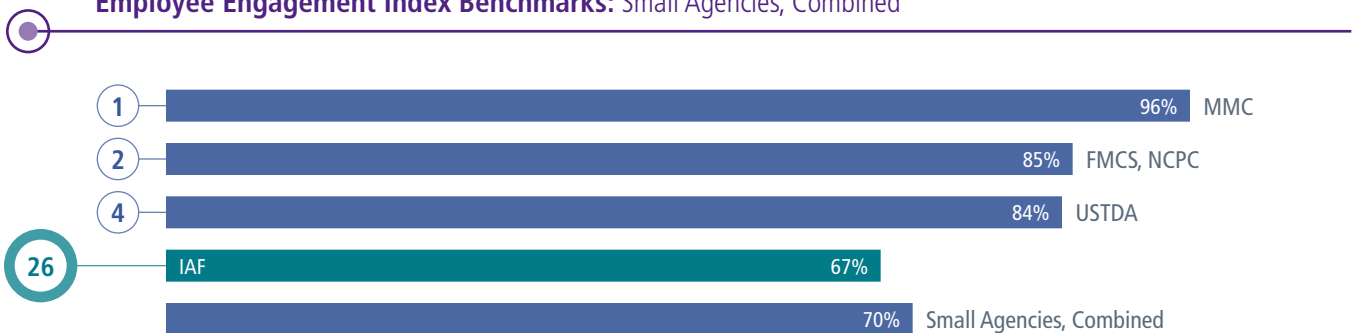


# Employee Engagement Index

Because the 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).

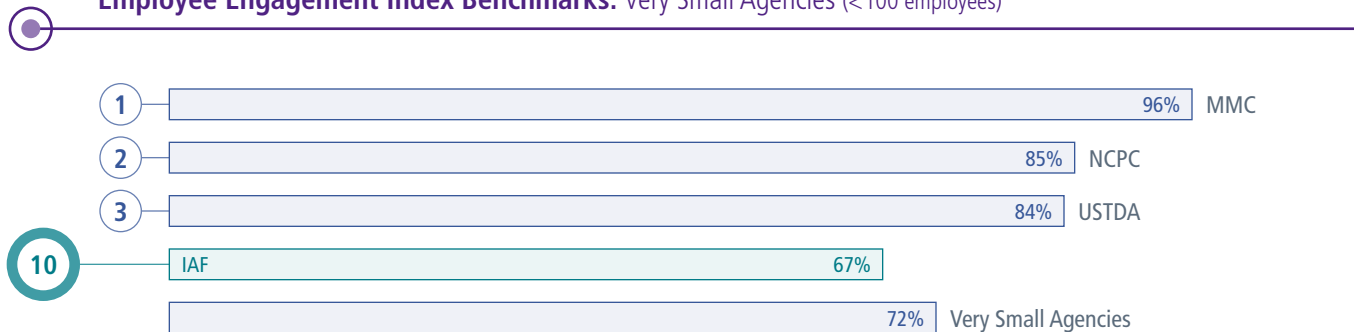
Below, you can see where your agency's EEI score ranks (out of 40 small agencies with 10 or more respondents) and how it compares to the combined small agency average. The names of the highest-ranked small agencies are listed to facilitate the sharing of information, such as best practices. The U.S. Office of Personnel Management (OPM) has also created the UnlockTalent website ([www.unlocktalent.gov](http://www.unlocktalent.gov)) to share resources and help with interagency communication.

## Employee Engagement Index Benchmarks: Small Agencies, Combined



In addition to looking at your agency's EEI results from a combined small agencies perspective, the figure below allows you to compare your EEI results to those from similar sized agencies. Appendix C contains a listing of agencies by size category for your reference.

## Employee Engagement Index Benchmarks: Very Small Agencies (<100 employees)







## Employee Engagement Index (continued)

This table displays the EEI score for each component in your agency as well as the scores for the three engagement subfactors, which can facilitate information-sharing within your agency. To provide more information on engagement, the table also includes engagement trends back to 2014 for your components, as well as the combined small agency trends for comparison. Please note that depending on organizational structure in previous administrations, not all components may trend back to 2014.

### Employee Engagement Index Component Scores and Trends

	EEI Trends				2017 EEI Subfactors		
	2014	2015	2016	2017	Leaders Lead	Supervisors	Intrinsic Work Experience
<b>Small Agencies, Combined</b>	65	67	69	70	58	78	74
<b>Inter-American Foundation</b>	45	53	55	67	59	72	69
Grants	—	—	—	60	51	59	70

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



# Employee Engagement Key Drivers

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## What is a Key Driver of the Employee Engagement Index?

The Employee Engagement Index (EEI) measures conditions that support employee engagement. “What actions can agency leadership take to influence those conditions and improve the engagement potential of workplaces?” is a question often asked. To help answer that question, OPM identified items on the FEVS that are key drivers of the EEI. Key drivers are groupings of FEVS items that influence the engagement potential of workplaces.

## How Can Drivers Help Identify Effective Action?

Using the key drivers of the EEI and its subfactors, agencies can more effectively target resources to improve conditions that support engagement. Through a thorough review, OPM’s Survey Analysis team found that a number of FEVS items align with topics shown to be important to both employee engagement and to overall effective management practices. Final item selection for EEI drivers was guided by three principles: 1) they align with prior research, 2) they are strongly related to the EEI and/or its subfactors, and 3) they are actionable because they indicate practices and behaviors that can influence an agency’s engagement potential.

OPM examined the impact of nine different factors on the EEI. These nine factors were: 1) Collaborative/Cooperative Management; 2) Training and Development; 3) Job Resources; 4) Merit System Principles; 5) Performance Feedback; 6) Performance Rating; 7) Performance Recognition and Reward; 8) Supportive Coworkers; and 9) Work/Life Balance. The figure on the following page identifies and ranks the key drivers of the overall EEI and subfactors in order of impact for all of the small agencies combined. A ‘1’ indicates the key driver with the greatest impact on the index or subfactor.

For an example of how to use EEI drivers, consider the driver labeled Performance Feedback. It is comprised of three FEVS items:

- Discussions with my supervisor about my performance are worthwhile. (Q.44)
- My supervisor provides me with constructive suggestions to improve my job performance. (Q.46)
- In the last six months, my supervisor has talked with me about my performance. (Q.50)

Assume that a review of your agency’s FEVS results shows low scores on one or more of the items under Performance Feedback. To improve the engagement potential of your workplace, actions could be taken to address priorities indicated by the wording of the items, such as ensuring feedback that provides worthwhile or constructive suggestions to improve performance, as well as timely feedback.

Note: OPM conducted regression analyses of 2014, 2015, 2016, and most recently 2017 FEVS data to identify the key drivers. Small Agencies, due to the small number of employees in each, were included as a single combined group, rather than 43 separate agencies. Factors with statistically significant standardized regression coefficients of 0.10 or above were identified as a “key driver.” A detailed discussion of the methodology used to conduct all of the key driver analyses can be found at [www.opm.gov/FEVS](http://www.opm.gov/FEVS).



## Employee Engagement Key Drivers (continued)

### Employee Engagement Key Drivers: Small Agencies, Combined

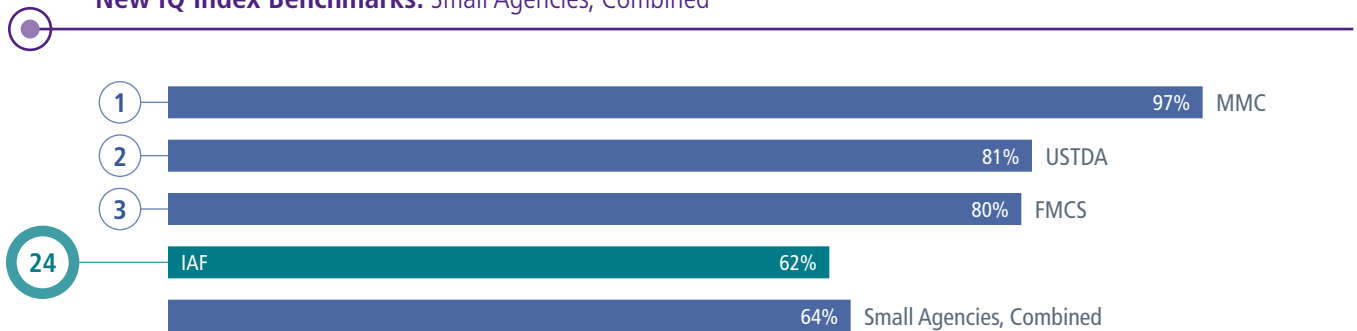
	Employee Engagement Index	Leaders Lead	Supervisors	Intrinsic Work Experience
<b>Performance Feedback</b> Provide meaningful, worthwhile, and constructive performance conversations. (Q.44, 46, and 50)	1		1	
<b>Collaborative/Cooperative Management</b> Promote and support collaborative communication and teamwork in accomplishing goals and objectives. (Q.58 and 59)	2	1		4
<b>Merit System Principles</b> Support fairness and protect employees from arbitrary actions, favoritism, political coercion, and reprisal. (Q.17, 37, and 38)	3	2		5
<b>Training and Development</b> Target opportunities for employees to improve skills and enhance professional development, including training needs assessments. (Q.1 and 18)	4			1
<b>Work/Life Balance</b> Support employee needs to balance work and life responsibilities. (Q.42)	5		2	
<b>Performance Recognition and Reward</b> Support and effective recognition and reward system in which supervisors/managers/leaders recognize outstanding actions. (Q.22, 23, 24, and 25)				
<b>Performance Rating</b> Ensure employees are held accountable and performance is evaluated and rated. (Q.15, 16, and 19)				2
<b>Job Resources</b> Allow sufficient materials, knowledge, personnel, skills, information and work distribution to complete the job. (Q.2, 9, and 10)				2
<b>Supportive Co-workers</b> Refers to supportive coworker relationships that involve cooperation and information sharing to perform job. (Q.20 and 26)				



# New IQ Index

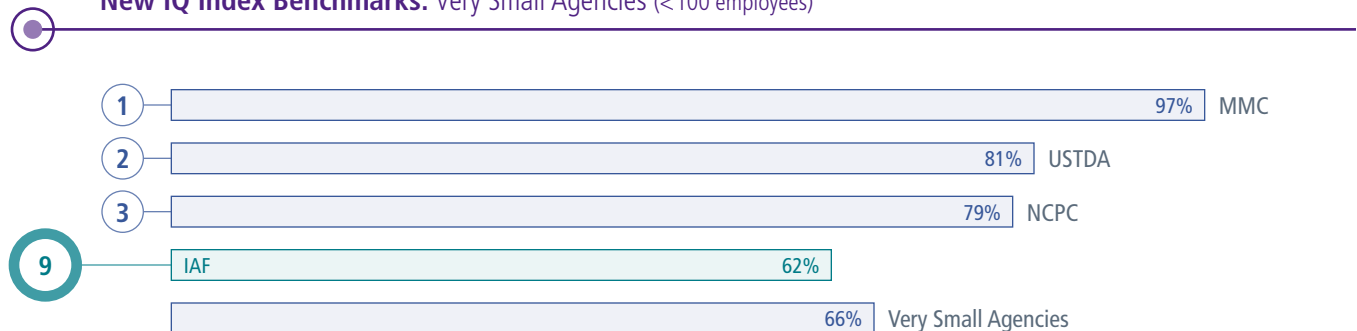
The New IQ stands for the New Inclusion Quotient. The New IQ is based on the concept that individual behaviors repeated over time will create habits necessary for inclusiveness. It consists of 20 questions that relate to inclusive work environments. These 20 questions are grouped into five Habits of Inclusion: Fair, Open, Cooperative, Supportive, and Empowering. The New IQ Index score for your agency, the highest scoring agencies, and the combined small agency average, are displayed below, along with your agency ranking (out of 40 small agencies with 10 or more respondents).

## New IQ Index Benchmarks: Small Agencies, Combined



In addition to looking at your agency's New IQ Index results from a combined small agencies perspective, the figure below allows you to compare your New IQ Index results to those from similar sized agencies. Appendix C contains a listing of agencies by size category for your reference.

## New IQ Index Benchmarks: Very Small Agencies (<100 employees)





## New IQ Index (continued)

This table shows the New IQ Index score for each component in your agency as well as the scores for all five habits of inclusion. To provide more information on the New IQ, the table also includes trends back to 2014 for your components, as well as combined small agency trends for comparison. Please note that depending on organizational structure in previous administrations, not all components may trend back to 2014.

### New IQ Index Component Scores and Trends

	New IQ Index Trends					2017 New IQ Index Subfactors			
	2014	2015	2016	2017	Fair	Open	Cooperative	Supportive	Empowering
<b>Small Agencies, Combined</b>	58	60	62	64	52	63	59	81	63
<b>Inter-American Foundation</b>	42	53	57	62	64	58	56	79	56
Grants	—	—	—	50	47	39	49	70	43

**Fair:** Are all employees treated equally? (Q.23, 24, 25, 37, and 38)

**Open:** Does management support diversity in all ways? (Q.32, 34, 45, and 55)

**Cooperative:** Does management encourage communication and collaboration? (Q.58 and 59)

**Supportive:** Do supervisors value employees? (Q.42, 46, 48, 49, and 50)

**Empowering:** Do employees have the resources and support needed to excel? (Q.2, 3, 11, and 30)



# Decision Aid: Increases

## Identifying Increases Since 2016

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.

### 54 Items Increased Since 2016



#### 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 2017



#### Top Pos/Neg

These items are in your top positive or top negative

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Increase Since 2016
The people I work with cooperate to get the job done. (Q. 20)	61	<b>+ 92</b>	6	3	<b>+31</b>
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	34	62	25	13	<b>+28</b>
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	50	<b>77</b>	9	15	<b>+27</b>
My work unit is able to recruit people with the right skills. (Q. 21)	59	<b>85</b>	4	12	<b>+26</b>
I have a high level of respect for my organization's senior leaders. (Q. 61)	34	59	26	15	<b>+25</b>
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	23	48	15	<b>- 38</b>	<b>+25</b>
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	61	<b>+ 85</b>	6	9	<b>+24</b>
Employees are recognized for providing high quality products and services. (Q. 31)	42	63	22	15	<b>+21</b>
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	43	64	19	17	<b>+21</b>
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	29	50	<b>30</b>	21	<b>+21</b>

Notes: The Decision Aid only includes items 1-71. See Appendix B for a breakdown of the Work/Life results for your agency. Your agency had few respondents in 2016, making your percent positive results less stable and may cause large differences to emerge between the scores.



## Decision Aid: Increases (continued)

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Increase Since 2016
Managers communicate the goals and priorities of the organization. (Q. 56)	43	64	15	21	+21
Prohibited Personnel Practices are not tolerated. (Q. 38)	61	82	12	6	+21
The skill level in my work unit has improved in the past year. (Q. 27)	53	73	24	3	+20
I recommend my organization as a good place to work. (Q. 40)	65	83	3	15	+18
Considering everything, how satisfied are you with your organization? (Q. 71)	66	83	9	9	+17
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	60	77	12	12	+17
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	47	64	27	9	+17
I have trust and confidence in my supervisor. (Q. 51)	52	68	17	14	+16
Employees in my work unit share job knowledge with each other. (Q. 26)	72	+86	8	6	+14
I know how my work relates to the agency's goals and priorities. (Q. 12)	71	85	9	6	+14
My supervisor supports my need to balance work and other life issues. (Q. 42)	66	80	11	9	+14
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	55	68	20	12	+13
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	56	69	22	9	+13
Considering everything, how satisfied are you with your job? (Q. 69)	71	82	6	12	+11
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	71	82	15	3	+11
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	39	50	33	17	+11
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	49	60	25	15	+11
Supervisors in my work unit support employee development. (Q. 47)	60	71	15	15	+11
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	90	+100	0	0	+10
My supervisor listens to what I have to say. (Q. 48)	62	71	12	17	+9
I am held accountable for achieving results. (Q. 16)	73	82	15	3	+9
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	58	65	21	15	+7



## Decision Aid: Increases (continued)

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Increase Since 2016
Supervisors work well with employees of different backgrounds. (Q. 55)	55	62	26	11	+7
How satisfied are you with the training you receive for your present job? (Q. 68)	41	47	29	23	+6
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	36	42	8	-49	+6
I am constantly looking for ways to do my job better. (Q. 8)	89	+94	6	0	+5
My agency is successful at accomplishing its mission. (Q. 39)	83	+88	6	6	+5
How would you rate the overall quality of work done by your work unit? (Q. 28)	83	+88	12	0	+5
My work gives me a feeling of personal accomplishment. (Q. 4)	75	80	6	14	+5
Creativity and innovation are rewarded. (Q. 32)	49	54	22	25	+5
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	61	65	17	18	+4
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	39	43	22	-35	+4
I am given a real opportunity to improve my skills in my organization. (Q. 1)	65	69	12	20	+4
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	62	66	22	13	+4
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	68	71	9	20	+3
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	22	24	27	-49	+2
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	60	62	20	17	+2
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	55	56	17	-26	+1
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	93	+94	6	0	+1
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	60	61	14	25	+1
I know what is expected of me on the job. (Q. 6)	65	66	23	11	+1
My talents are used well in the workplace. (Q. 11)	53	54	17	-29	+1
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	53	54	16	-30	+1
I like the kind of work I do. (Q. 5)	82	83	9	8	+1





# Decision Aid: Decreases

## Identifying Decreases Since 2016

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.


### 16 Items Decreased Since 2016









 **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 2017

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

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Decrease Since 2016
My performance appraisal is a fair reflection of my performance. (Q. 15)	75	62	24	14	-13
My training needs are assessed. (Q. 18)	42	32	 32	 37	-10
Considering everything, how satisfied are you with your pay? (Q. 70)	63	53	24	23	-10
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	70	60	23	17	-10
Pay raises depend on how well employees perform their jobs. (Q. 33)	33	27	 35	 38	-6
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)	72	 66	12	21	-6
Promotions in my work unit are based on merit. (Q. 22)	49	44	 35	21	-5
My workload is reasonable. (Q. 10)	31	26	23	 51	-5
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	53	48	28	24	-5
My organization has prepared employees for potential security threats. (Q. 36)	87	 82	9	9	-5

Notes: The Decision Aid only includes items 1-71. See Appendix B for a breakdown of the Work/Life results for your agency. Your agency had few respondents in 2016, making your percent positive results less stable and may cause large differences to emerge between the scores.



## Decision Aid: Decreases (continued)

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Decrease Since 2016
I have enough information to do my job well. (Q. 2)	64	59	20	20	-5
The work I do is important. (Q. 13)	93	+ 88	9	3	-5
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	51	47	32	21	-4
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	55	53	30	17	-2
Employees are protected from health and safety hazards on the job. (Q. 35)	87	+ 85	12	3	-2
My supervisor treats me with respect. (Q. 49)	81	80	12	8	-1



# Decision Aid: No Change


## Identifying Items That Have Not Changed Since 2016

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.

### 1 Item Did Not Change Since 2016

 **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

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Change Since 2016
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	68	68	19	13	0

Notes: The Decision Aid only includes items 1-71. See Appendix B for a breakdown of the Work/Life results for your agency. Your agency had few respondents in 2016, making your percent positive results less stable and may cause large differences to emerge between the scores.



# Appendix A: 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 40 small agencies surveyed that had 10 or more respondents.

To understand how well your agency performed compared to other small agencies, 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 combined small agency average, listed to the right of each item.

	0	Low	IAF	High	100	Small Agencies, Combined
<b>My Work Experience</b>						
‡1. I am given a real opportunity to improve my skills in my organization.						70%
2. I have enough information to do my job well.						74%
3. I feel encouraged to come up with new and better ways of doing things.						64%
4. My work gives me a feeling of personal accomplishment.						75%
5. I like the kind of work I do.						85%
6. I know what is expected of me on the job.						81%
7. When needed I am willing to put in the extra effort to get a job done.						96%
8. I am constantly looking for ways to do my job better.						91%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.						55%
‡10. My workload is reasonable.						65%
‡11. My talents are used well in the workplace.						63%
‡12. I know how my work relates to the agency's goals and priorities.						86%

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



## Appendix A: Item Results and Benchmarks (continued)

	0	Low	IAF	High	100	Small Agencies, Combined
13. The work I do is important.						89%
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.						78%
15. My performance appraisal is a fair reflection of my performance.						76%
16. I am held accountable for achieving results.						85%
‡17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.						66%
18. My training needs are assessed.						53%
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).						72%
<b>My Work Unit</b>						
‡20. The people I work with cooperate to get the job done.						80%
21. My work unit is able to recruit people with the right skills.						58%
22. Promotions in my work unit are based on merit.						48%
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.						40%
‡24. In my work unit, differences in performance are recognized in a meaningful way.						42%
25. Awards in my work unit depend on how well employees perform their jobs.						51%
26. Employees in my work unit share job knowledge with each other.						78%
27. The skill level in my work unit has improved in the past year.						62%
28. How would you rate the overall quality of work done by your work unit?						88%

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



## Appendix A: Item Results and Benchmarks (continued)

	0	Low	IAF	High	100	Small Agencies, Combined
<b>My Agency</b>						
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.			85%			78%
30. Employees have a feeling of personal empowerment with respect to work processes.			50%			53%
31. Employees are recognized for providing high quality products and services.			63%			57%
32. Creativity and innovation are rewarded.			54%			46%
33. Pay raises depend on how well employees perform their jobs.			27%			35%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).			48%			61%
35. Employees are protected from health and safety hazards on the job.			85%			82%
36. My organization has prepared employees for potential security threats.			82%			73%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.			77%			58%
38. Prohibited Personnel Practices are not tolerated.			82%			71%
39. My agency is successful at accomplishing its mission.			88%			80%
‡40. I recommend my organization as a good place to work.			83%			68%
‡41. I believe the results of this survey will be used to make my agency a better place to work.			69%			50%

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



## Appendix A: Item Results and Benchmarks (continued)

	0	Low	IAF	High	100	Small Agencies, Combined
<b>My Supervisor</b>						
42. My supervisor supports my need to balance work and other life issues.						86%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.						73%
44. Discussions with my supervisor about my performance are worthwhile.						70%
45. My supervisor is committed to a workforce representative of all segments of society.						76%
46. My supervisor provides me with constructive suggestions to improve my job performance.						69%
47. Supervisors in my work unit support employee development.						73%
48. My supervisor listens to what I have to say.						82%
49. My supervisor treats me with respect.						85%
50. In the last six months, my supervisor has talked with me about my performance.						85%
51. I have trust and confidence in my supervisor.						74%
52. Overall, how good a job do you feel is being done by your immediate supervisor?						77%
<b>Leadership</b>						
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.						47%
54. My organization's senior leaders maintain high standards of honesty and integrity.						58%
55. Supervisors work well with employees of different backgrounds.						71%
‡56. Managers communicate the goals and priorities of the organization.						64%

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



## Appendix A: Item Results and Benchmarks (continued)

	0	Low	IAF	High	100	Small Agencies, Combined
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.						65%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).						57%
59. Managers support collaboration across work units to accomplish work objectives.						60%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?						65%
61. I have a high level of respect for my organization's senior leaders.						58%
62. Senior leaders demonstrate support for Work/Life programs.						65%

### My Satisfaction

‡63. How satisfied are you with your involvement in decisions that affect your work?						58%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?						56%
‡65. How satisfied are you with the recognition you receive for doing a good job?						57%
66. How satisfied are you with the policies and practices of your senior leaders?						49%
67. How satisfied are you with your opportunity to get a better job in your organization?						37%
68. How satisfied are you with the training you receive for your present job?						56%
‡69. Considering everything, how satisfied are you with your job?						71%
70. Considering everything, how satisfied are you with your pay?						61%
‡71. Considering everything, how satisfied are you with your organization?						65%

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





## Appendix A: Item Results and Benchmarks (continued)



### Work/Life Programs

72. Have you been notified that you are eligible to telework? (See Appendix B)

73. Please select the response below that best describes your current teleworking situation. (See Appendix B)

74 - 78. Do you participate in the following Work/Life programs? (See Appendix B)

79 - 84. How satisfied are you with the following Work/Life programs?\*

79. Telework	82%	79%
80. Alternative Work Schedules (AWS)	88%	91%
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	90%	85%
82. Employee Assistance Program (EAP)	100%	79%
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	100%	63%
84. Elder Care Programs (for example, support groups, speakers)	100%	68%

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



## Appendix B: Work/Life Programs

Appendix B displays more detailed Work/Life Program results for your agency. Use the Work/Life results to gain an understanding of how your Work/Life Programs are used and rated.

	2017 Percentages
<b>Work/Life Programs</b>	
Have you been notified that you are eligible to telework?	
Yes, I was notified that I was eligible to telework	100
Yes, I was notified that I was not eligible to telework	0
No, I was not notified of my telework eligibility	0
Not sure if I was notified of my telework eligibility	0
Please select the response below that BEST describes your current teleworking situation.	
I telework 3 or more days per week	0
I telework 1 or 2 days per week	59
I telework, but no more than 1 or 2 days per month	21
I telework very infrequently, on an unscheduled or short-term basis	14
I do not telework because I have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel)	3
I do not telework because I have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	0
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	0
I do not telework because I choose not to telework	3
Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)	
Yes	24
No	61
Not Available to Me	15
Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	
Yes	27
No	56
Not Available to Me	18



## Appendix B: Work/Life Programs (continued)

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2017  
Percentages

Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)	
Yes	26
No	68
Not Available to Me	6
Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Yes	6
No	67
Not Available to Me	27
Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Yes	6
No	73
Not Available to Me	21



# Appendix C: Participating Agencies by Employee Population Size Categories

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## Very Large Agencies (>75,000 employees)

Department of Agriculture  
Department of Defense  
    Department of the Air Force  
    Department of the Army  
    Department of the Navy  
    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  
Department of Veterans Affairs

## 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)

Broadcasting Board of Governors  
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 International Development

## Small Agencies (100–999 employees)

Commodity Futures Trading Commission  
Consumer Product Safety Commission

Corporation for National and Community Service  
Defense Nuclear Facilities Safety Board  
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  
Farm Credit System Insurance Corporation  
Institute of Museum and Library Services  
Inter-American Foundation  
Marine Mammal Commission  
National Capital Planning Commission  
National Council on Disability  
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

Note: All agencies listed in the Small and Very Small categories make up the Small Agencies, Combined benchmark category, with the exception of the Office of Management and Budget, Pension Benefit Guaranty Corporation, and Railroad Retirement Board.



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