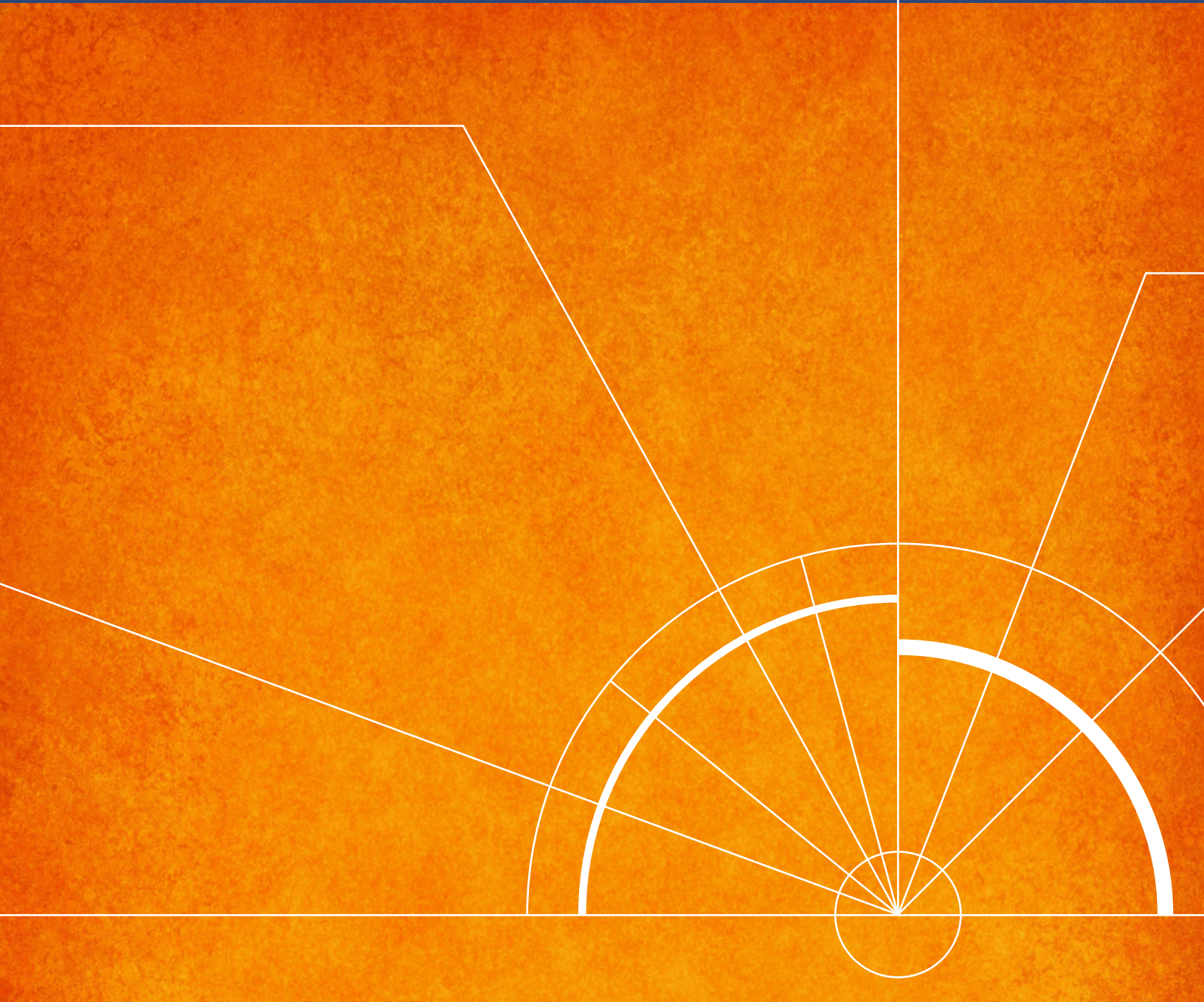# Federal Employee Viewpoint Survey Results

Employees Influencing Change

Inter-American Foundation

2015 Small Agency Management Report

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About This Report

The 2015 Federal Employee Viewpoint Survey (FEVS) provides employees with the opportunity to influence change in their agencies by submitting feedback about their work environment, leadership and many other aspects of the organization. The FEVS also provides agency leaders with unique insight into workforce issues and trends, and helps them to identify problem areas as well as maintain positive aspects of the agency.

The 2015 Small Agency Management Report (SAM) was designed to help agency leaders identify these issues and take action to improve them, and it also highlights agency successes that should be acknowledged. Please feel free to share these successes and areas for improvement with your employees.

When reviewing your results, please keep the guidelines below in mind. These guidelines were created to organize your 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 the agency and should be examined. Increases indicate positive change that should continue to be reinforced. Decreases, especially in areas considered mission critical, may call for appropriate action to prevent further decline.

IAF Response Rate

94% (33 out of 35 employees responded)

Field Period: May 4, 2015 – June 12, 2015
Overall 2014 response rate: **100%**

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

A Brief Guide to Using Your Small 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. This means 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 Small Agency Management Report (SAM) that you may find useful in helping you to focus on the most critical issues.

Step 1: Use Your SAM to Identify Areas for Improvement

Your SAM 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 2015 results to last year. The Decision Aid - Decreases section provides a quick way to view all of your results that have decreased since 2014. There are many ways to look at your results, and the following sections of the SAM can be valuable resources in illustrating the state of your agency:

Results at a Glance

The Results at a Glance is new in 2015. This section provides an overview of selected FEVS results including agency strengths and challenges, areas that have increased and decreased over time, and overall index highlights. This information allows the agency to get valuable insight into their results.

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 communication if multiple survey items related to this subject reside in the Top 10 Negative Items list.

Indices

The Engagement Index, Global Satisfaction Index, and New IQ 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. This year, each index also includes a display of trends for the overall agency, going as far back as 2012 when available.

Decision Aid

This section is useful in helping you easily identify the most critical issues in your agency as well as recognizing where your agency has improved since 2014. 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 all items that increased since 2014

Decreases: Contains all items that decreased since 2014

No Change: Contains all items that did not change since 2014

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 others 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 a full breakdown of the Work/Life program results. Appendix C lists all agencies that participated in the 2015 FEVS.

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 FEVS Team

This is a crucial step, as your team can make or break your efforts to improve areas of concern and keep strengths strong. 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 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, 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. Communicating early and often ensures staff and leadership are well-informed.

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 progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.

Results at a Glance

Strengths & Challenges*

15 items identified as strengths (65% positive or higher)

20 items identified as challenges (35% negative or higher)

Most positively rated item:
When needed I am willing to put in the extra effort to get a job done. (94% positive)

Most negatively rated item:
2 items were tied at 57%. Refer to Top 10 Percent Negative section for more detail.

Increases & Decreases*

1 Year Trend (2014 to 2015)

67 items increased from 2014

(52 items increased by 5 percentage points or more)

3 items decreased from 2014

(1 items decreased by 5 percentage points or more)

2 Year Trend (2013 to 2015)

57 items increased from 2013

(50 items increased by 5 percentage points or more)

14 items decreased from 2013

(4 items decreased by 5 percentage points or more)

3 Year Trend (2012 to 2015)

52 items increased from 2012

(42 items increased by 5 percentage points or more)

19 items decreased from 2012

(11 items decreased by 5 percentage points or more)

Index Highlights

Engagement Index

53%

(increased 8 percentage points from 2014)

Global Satisfaction Index

54%

(increased 15 percentage points from 2014)

New IQ Index

53%

(increased 11 percentage points from 2014)

* Work/Life Program items (72-84) are excluded.

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 most positive and most negative 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. The text box at the bottom of this page also contains some tips for taking action to improve negative items.

Highest Percent Positive Items

94% When needed I am willing to put in the extra effort to get a job done. (Q. 7)

77% I know how my work relates to the agency's goals and priorities. (Q. 12)

91% In the last six months, my supervisor has talked with me about my performance. (Q. 50)

72% My supervisor supports my need to balance work and other life issues. (Q. 42)

90% The work I do is important. (Q. 13)

72% I am held accountable for achieving results. (Q. 16)

87% I am constantly looking for ways to do my job better. (Q. 8)

72% My supervisor treats me with respect. (Q. 49)

78% I like the kind of work I do. (Q. 5)

69% Employees in my work unit share job knowledge with each other. (Q. 26)

Highest Percent Negative Items

57% I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)

48% My training needs are assessed. (Q. 18)

57% My workload is reasonable. (Q. 10)

46% Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)

56% Pay raises depend on how well employees perform their jobs. (Q. 33)

46% How satisfied are you with the policies and practices of your senior leaders? (Q. 66)

54% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)

44% In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)

54% How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)

42% In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)

Tips for Taking Action

It can be difficult to know where to start when looking at items with high percent negative ratings. A helpful suggestion is to group items together with common themes and determine if there is a larger category you can target for improvement. For example, if you notice there are several high percent negative items related to communication with supervisors, understanding of job expectations, and fairness of performance appraisals, then it may be a good idea to target the performance management process as an area for improvement in your agency.
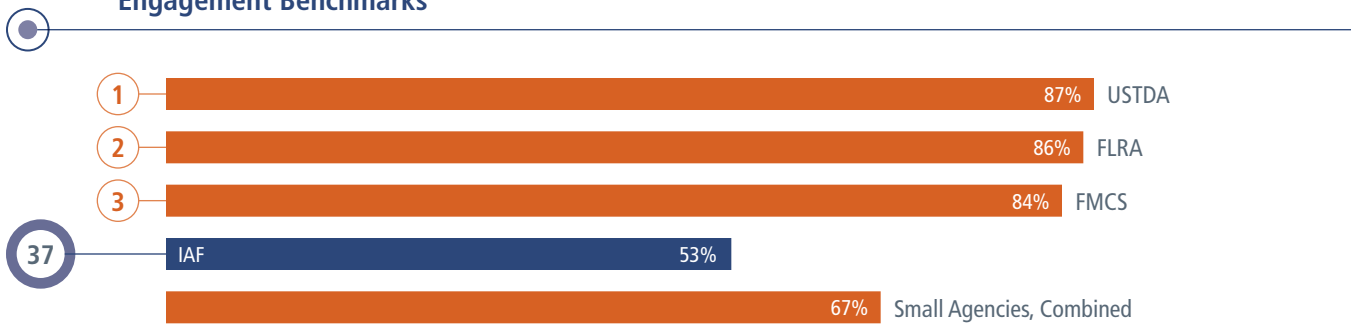
Engagement Index

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 compares to the 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 Unlock Talent website (https://www.unlocktalent.gov) to share resources and help with interagency communication.

Engagement Benchmarks

Rank	Agency	Score
1	USTDA	87%
2	FLRA	86%
3	FMCS	84%
37	IAF	53%
	Small Agencies, Combined	67%

This figure displays the Engagement Index score for your agency as well as the scores for the three engagement factors.
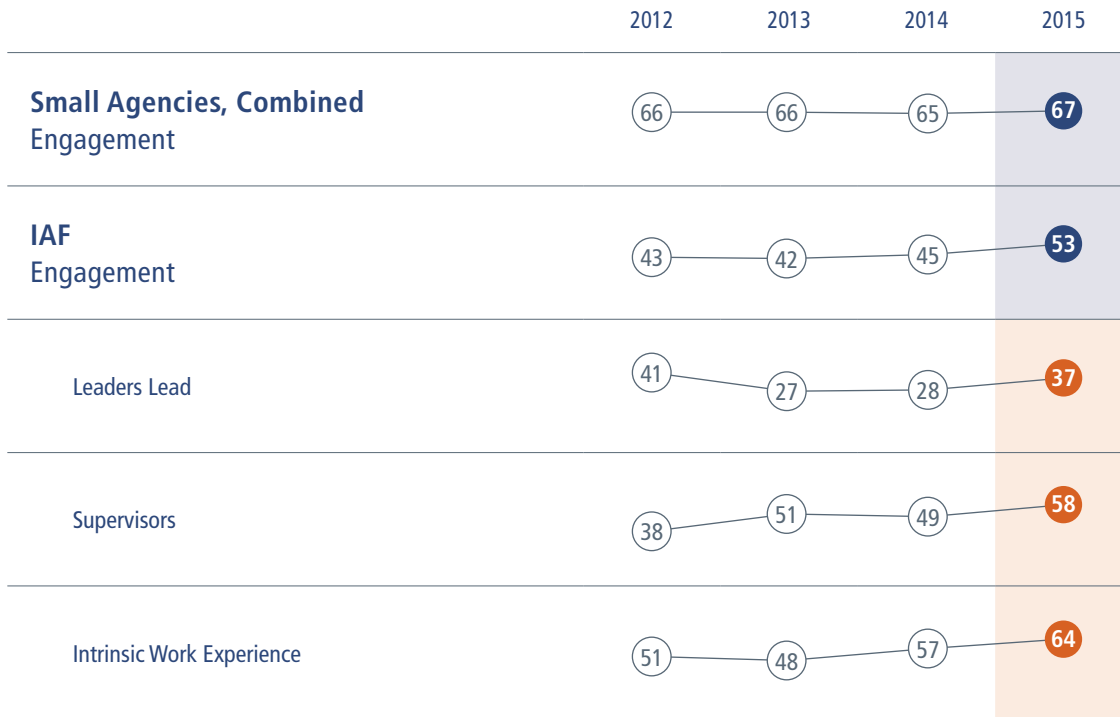
Engagement Subfactor Scores

Leaders Lead — 37%

My Agency's Leadership
...Fosters motivation and commitment
...Maintains high integrity
...Communicates the agency's goals
...Earns respect from employees

Supervisors — 58%

My Supervisor
...Supports employee development
...Listens to me
...Treats me with respect
...Has my trust and confidence

Intrinsic Work Experience — 64%

As an Employee, I
...Feel encouraged to do better
...Feel accomplished
...Know what's expected of me
...Know how my job relates to agency goals

Engagement Index
53%
2014 Score: 45%

To provide more information on employee engagement for your agency, the figure below includes engagement index trends back to 2012 (if available), as well as the small agency combined trends for comparison. The trend scores for the three engagement factors are also included.

Engagement Index Trends

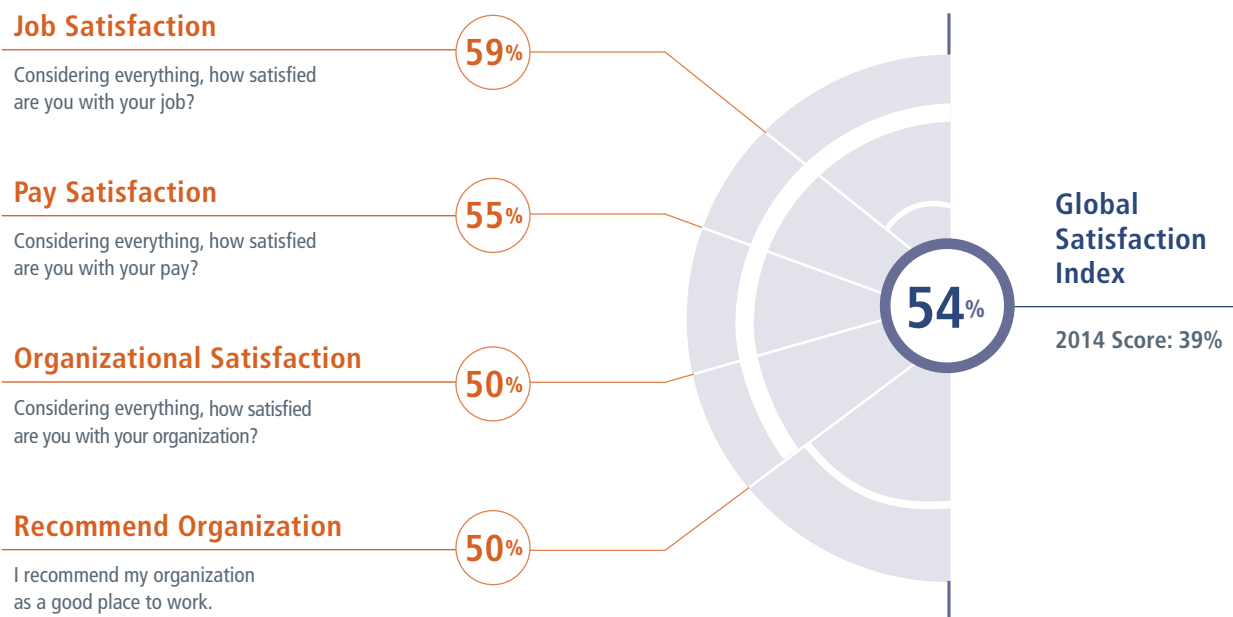|	2012	2013	2014	2015
Small Agencies, Combined Engagement	66	66	65	67
IAF Engagement	43	42	45	53
Leaders Lead	41	27	28	37
Supervisors	38	51	49	58
Intrinsic Work Experience	51	48	57	64

Global Satisfaction Index

The Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The Global Satisfaction Index score for your agency, the highest scoring small agencies, and the small agency average are displayed below.

Global Satisfaction Benchmarks

Rank	Agency	Score
1	FMCS	86%
2	FLRA	85%
3	NEH	78%
32	IAF	54%
	Small Agencies, Combined	62%
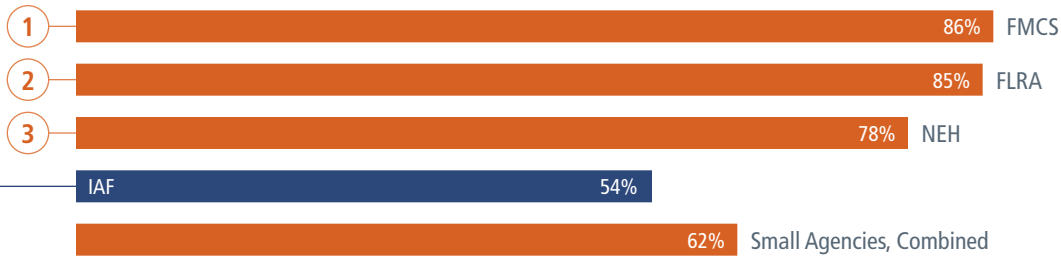
This figure displays the Global Satisfaction Index score for your agency as well as the scores for all four satisfaction factors.
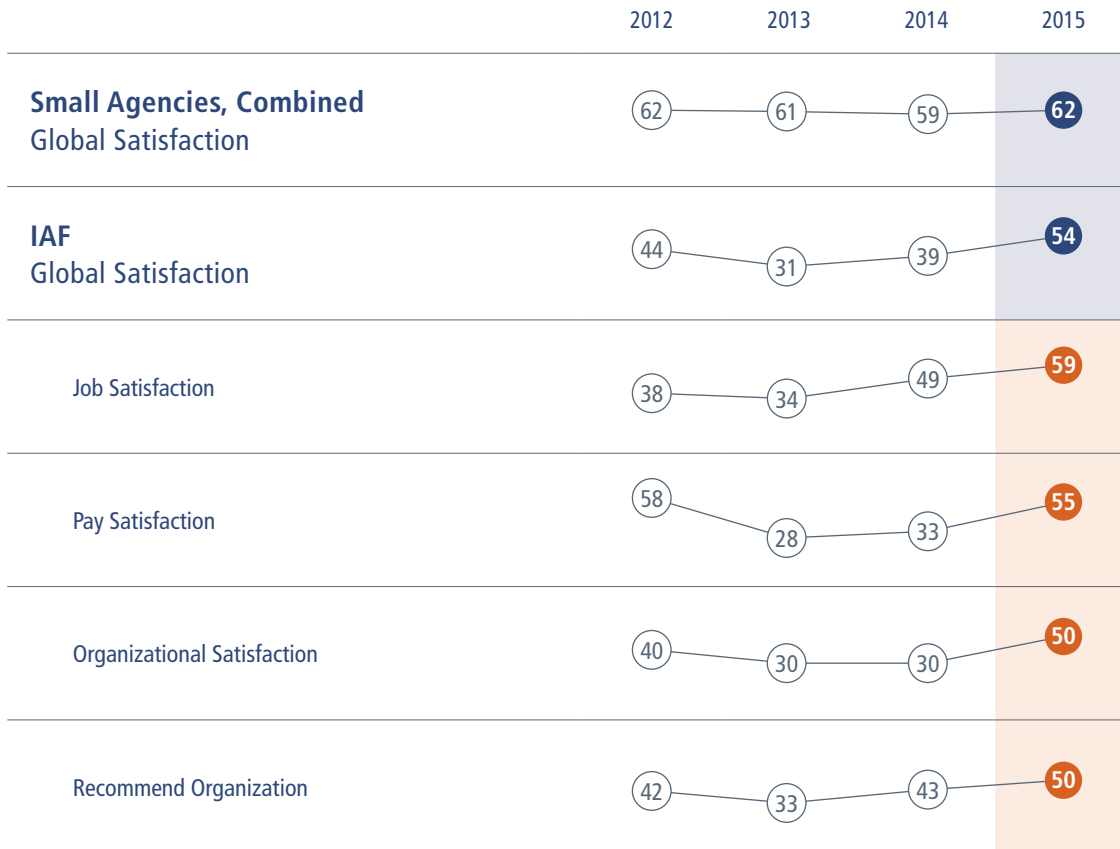
Global Satisfaction Subfactor Scores

Job Satisfaction
Considering everything, how satisfied are you with your job?
59%

Pay Satisfaction
Considering everything, how satisfied are you with your pay?
55%

Organizational Satisfaction
Considering everything, how satisfied are you with your organization?
50%

Recommend Organization
I recommend my organization as a good place to work.
50%

Global Satisfaction Index
54%
2014 Score: 39%

To provide more information on global satisfaction for your agency, the figure below includes index trends back to 2012 (if available), as well as the small agency combined trends for comparison. The trend scores for all four satisfaction factors are also included.

Global Satisfaction Index Trends

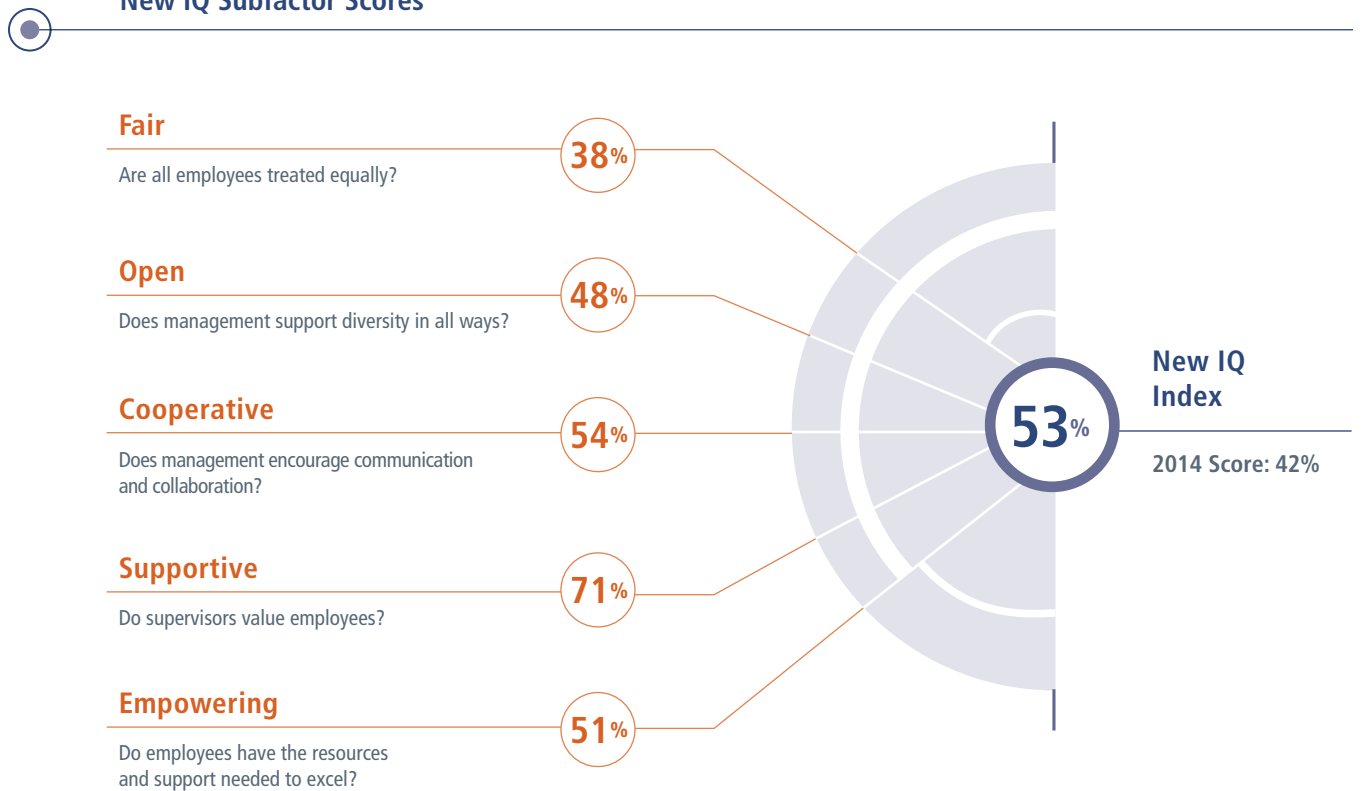|	2012	2013	2014	2015
Small Agencies, Combined Global Satisfaction	62	61	59	62
IAF Global Satisfaction	44	31	39	54
Job Satisfaction	38	34	49	59
Pay Satisfaction	58	28	33	55
Organizational Satisfaction	40	30	30	50
Recommend Organization	42	33	43	50

The 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 small agencies, and the small agency average are displayed below.

New IQ Benchmarks

Rank		Score	Agency
1		80%	USTDA
2		79%	FLRA
3		78%	FMCS
31	IAF	53%	
		60%	Small Agencies, Combined
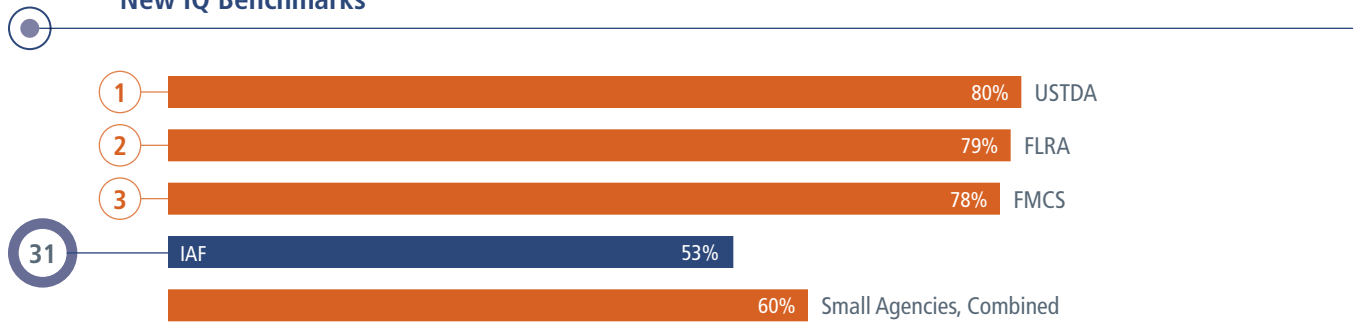
This figure displays the New IQ Index score for your agency as well as the scores for all five habits of inclusion.

New IQ Subfactor Scores

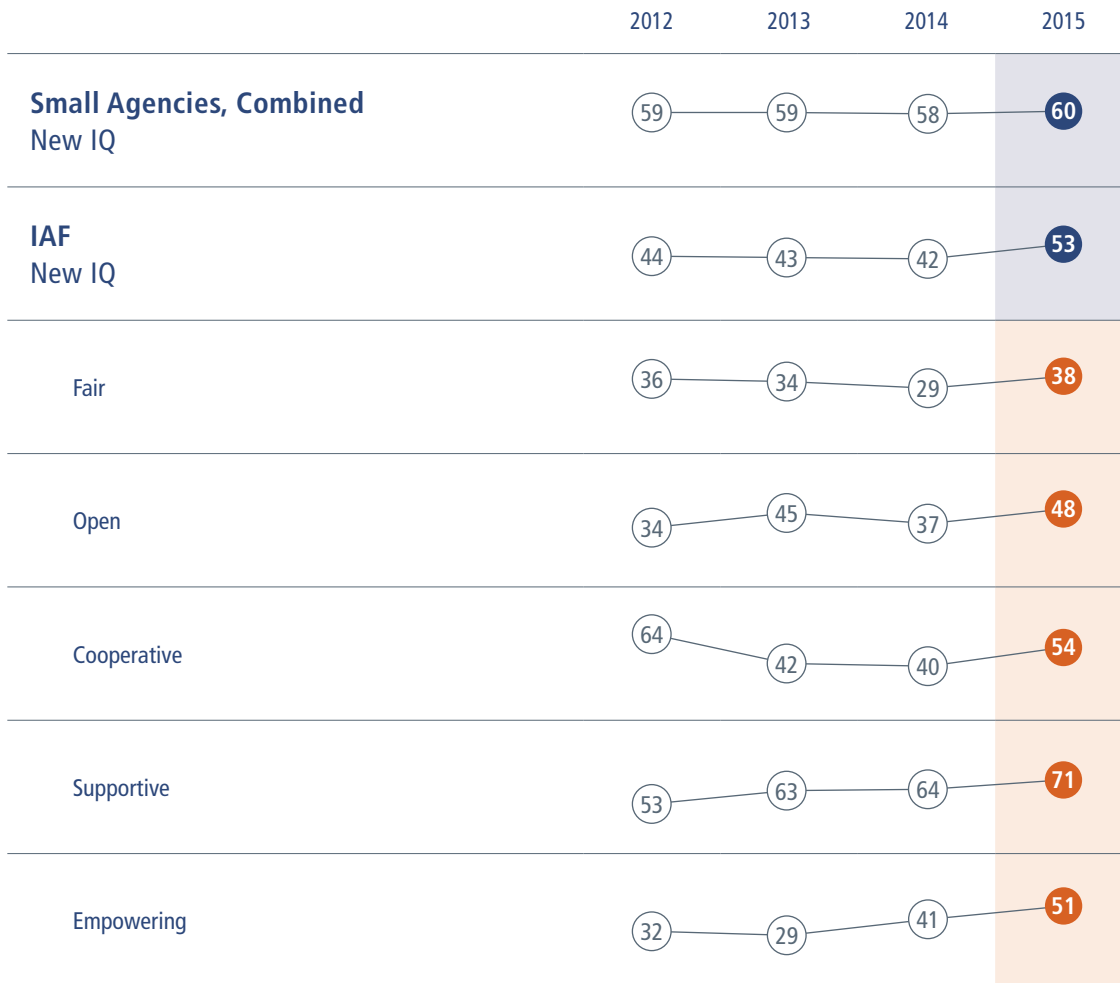**Fair**
Are all employees treated equally?
38%

Open
Does management support diversity in all ways?
48%

Cooperative
Does management encourage communication and collaboration?
54%

Supportive
Do supervisors value employees?
71%

Empowering
Do employees have the resources and support needed to excel?
51%

New IQ Index
53%
2014 Score: 42%

To provide more information on the New IQ for your agency, the figure below includes index trends back to 2012 (if available), as well as the small agency combined trends for comparison. The trend scores for the five habits of inclusion are also included.

New IQ Index Trends

	2012	2013	2014	2015
Small Agencies, Combined New IQ	59	59	58	60
IAF New IQ	44	43	42	53
Fair	36	34	29	38
Open	34	45	37	48
Cooperative	64	42	40	54
Supportive	53	63	64	71
Empowering	32	29	41	51

Decision Aid: Increases

Identifying Increases Since 2014

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 the greatest improvements since last year. Work/Life Program survey items (72-84) are excluded.

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 legend icons help to highlight areas in need of continued focus and areas that have been successfully improved and should be celebrated.

67 Items Increased Since 2014

+ 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 2015

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Increase Since 2014
My training needs are assessed. (Q. 18)	8	38	14	48	**+30**
Pay raises depend on how well employees perform their jobs. (Q. 33)	9	34	10	56	**+25**
Considering everything, how satisfied are you with your pay? (Q. 70)	33	55	7	38	**+22**
Considering everything, how satisfied are you with your organization? (Q. 71)	30	50	21	28	**+20**
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	47	67	6	26	**+20**
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	35	53	13	35	**+18**
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	29	46	23	31	**+17**
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	25	41	29	30	**+16**
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	42	58	12	29	**+16**
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	40	56	16	28	**+16**
My performance appraisal is a fair reflection of my performance. (Q. 15)	44	60	12	28	**+16**

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Increase Since 2014
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	22	37	17	46	**+15**
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	32	47	27	27	**+15**
Employees in my work unit share job knowledge with each other. (Q. 26)	55	69	15	15	**+14**
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	47	61	15	23	**+14**
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	43	57	21	22	**+14**
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	39	52	23	24	**+13**
The skill level in my work unit has improved in the past year. (Q. 27)	32	45	26	29	**+13**
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	27	40	25	35	**+13**
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	78	91	3	6	**+13**
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	42	55	23	22	**+13**
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	45	57	15	28	**+12**
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	24	36	32	31	**+12**
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	17	28	29	42	**+11**
The work I do is important. (Q. 13)	79	90	4	7	**+11**
Supervisors in my work unit support employee development. (Q. 47)	39	50	16	35	**+11**
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	19	30	23	46	**+11**
Managers communicate the goals and priorities of the organization. (Q. 56)	30	41	30	29	**+11**
Employees are recognized for providing high quality products and services. (Q. 31)	39	50	16	34	**+11**
How satisfied are you with the training you receive for your present job? (Q. 68)	28	39	20	41	**+11**
I have trust and confidence in my supervisor. (Q. 51)	40	50	24	26	**+10**

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Increase Since 2014
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)	51	61	20	19	+10
Considering everything, how satisfied are you with your job? (Q. 69)	49	59	19	22	+10
My organization has prepared employees for potential security threats. (Q. 36)	45	55	29	16	+10
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	34	44	30	26	+10
Promotions in my work unit are based on merit. (Q. 22)	23	32	28	40	+9
I have enough information to do my job well. (Q. 2)	50	59	15	25	+9
My supervisor treats me with respect. (Q. 49)	63	72	6	22	+9
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	18	26	20	54	+8
I know what is expected of me on the job. (Q. 6)	55	63	9	28	+8
Creativity and innovation are rewarded. (Q. 32)	31	39	24	37	+8
My talents are used well in the workplace. (Q. 11)	50	58	16	26	+8
Employees are protected from health and safety hazards on the job. (Q. 35)	62	69	28	3	+7
I am constantly looking for ways to do my job better. (Q. 8)	80	87	7	6	+7
I recommend my organization as a good place to work. (Q. 40)	43	50	25	25	+7
I am given a real opportunity to improve my skills in my organization. (Q. 1)	50	56	15	29	+6
Supervisors work well with employees of different backgrounds. (Q. 55)	36	42	25	33	+6
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	88	94	3	3	+6
My workload is reasonable. (Q. 10)	28	34	10	57	+6
How would you rate the overall quality of work done by your work unit? (Q. 28)	63	68	16	16	+5
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	57	62	10	29	+5
My supervisor listens to what I have to say. (Q. 48)	60	65	13	22	+5
The people I work with cooperate to get the job done. (Q. 20)	53	57	18	24	+4

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Increase Since 2014
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	17	21	35	44	+4
My work unit is able to recruit people with the right skills. (Q. 21)	32	36	23	41	+4
I have a high level of respect for my organization's senior leaders. (Q. 61)	39	43	23	34	+4
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	35	39	24	37	+4
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	17	21	25	54	+4
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	49	52	16	31	+3
My agency is successful at accomplishing its mission. (Q. 39)	58	61	29	9	+3
My work gives me a feeling of personal accomplishment. (Q. 4)	63	66	11	23	+3
I know how my work relates to the agency's goals and priorities. (Q. 12)	75	77	7	16	+2
I am held accountable for achieving results. (Q. 16)	70	72	16	12	+2
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	26	28	15	57	+2
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	36	38	32	30	+2
Prohibited Personnel Practices are not tolerated. (Q. 38)	41	42	34	24	+1
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	51	52	27	21	+1

Decision Aid: Decreases

Identifying Decreases Since 2014

The items in this section are sorted by greatest to smallest decrease in percent positive ratings. The items are sorted to allow you to quickly and easily identify where results have dropped since last year. Work/Life Program survey items (72-84) are excluded.

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.

3 Items Decreased Since 2014

(+) 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 2015

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Decrease Since 2014
I like the kind of work I do. (Q. 5)	83	78	9	13	**-5**
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	44	40	23	38	**-4**
My supervisor supports my need to balance work and other life issues. (Q. 42)	74	72	16	13	**-2**

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2014

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 ratings is a finding that should be celebrated. Look at these items individually to determine whether there may be areas of concern for your agency. Work/Life Program survey items (72-84) are excluded.

Using the Legend Icons

The legend icons provide context for interpreting these 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 ratings.

1 Item Did Not Change Since 2014

+ 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

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Change Since 2014
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	46	46	28	27	0

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 41 small independent agencies surveyed that had 10 or more respondents.

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 small agency average, listed to the right of each item.

	IAF	Small Agencies, Combined
My Work Experience	0 — Low — High — 100	
‡1. I am given a real opportunity to improve my skills in my organization.	56%	67%
2. I have enough information to do my job well.	59%	72%
3. I feel encouraged to come up with new and better ways of doing things.	58%	61%
‡4. My work gives me a feeling of personal accomplishment.	66%	74%
5. I like the kind of work I do.	78%	84%
6. I know what is expected of me on the job.	63%	79%
7. When needed I am willing to put in the extra effort to get a job done.	94%	96%
8. I am constantly looking for ways to do my job better.	87%	90%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	28%	53%
‡10. My workload is reasonable.	34%	61%
‡11. My talents are used well in the workplace.	58%	61%
‡12. I know how my work relates to the agency's goals and priorities.	77%	83%

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

		IAF	Small Agencies, Combined
		0 Low High 100	
‡13.	The work I do is important.	90%	87%
‡14.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	61%	79%
‡15.	My performance appraisal is a fair reflection of my performance.	60%	72%
16.	I am held accountable for achieving results.	72%	83%
17.	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	39%	61%
‡18.	My training needs are assessed.	38%	51%
‡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).	61%	67%

My Work Unit

		IAF	Small Agencies, Combined
‡20.	The people I work with cooperate to get the job done.	57%	78%
‡21.	My work unit is able to recruit people with the right skills.	36%	59%
‡22.	Promotions in my work unit are based on merit.	32%	44%
‡23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	21%	37%
‡24.	In my work unit, differences in performance are recognized in a meaningful way.	28%	39%
25.	Awards in my work unit depend on how well employees perform their jobs.	53%	47%
26.	Employees in my work unit share job knowledge with each other.	69%	77%
27.	The skill level in my work unit has improved in the past year.	45%	61%
28.	How would you rate the overall quality of work done by your work unit?	68%	87%

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

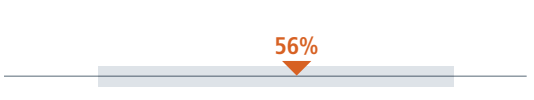|		IAF	Small Agencies, Combined
		0 Low [====] High 100	
My Agency			
‡29.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	46%	75%
‡30.	Employees have a feeling of personal empowerment with respect to work processes.	30%	47%
31.	Employees are recognized for providing high quality products and services.	50%	53%
‡32.	Creativity and innovation are rewarded.	39%	42%
‡33.	Pay raises depend on how well employees perform their jobs.	34%	29%
34.	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	44%	59%
‡35.	Employees are protected from health and safety hazards on the job.	69%	80%
‡36.	My organization has prepared employees for potential security threats.	55%	66%
37.	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	47%	53%
38.	Prohibited Personnel Practices are not tolerated.	42%	69%
39.	My agency is successful at accomplishing its mission.	61%	77%
40.	I recommend my organization as a good place to work.	50%	64%
41.	I believe the results of this survey will be used to make my agency a better place to work.	38%	46%
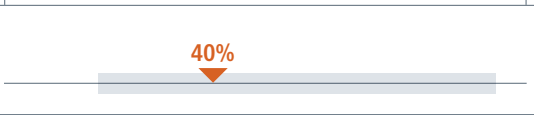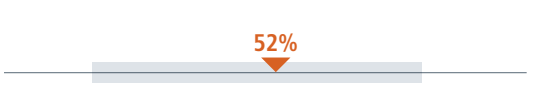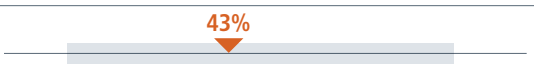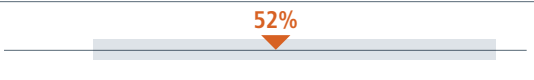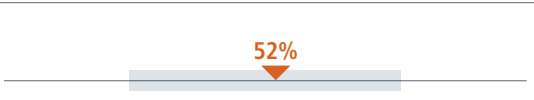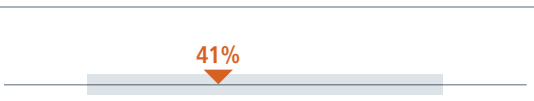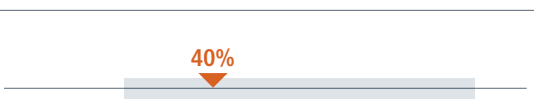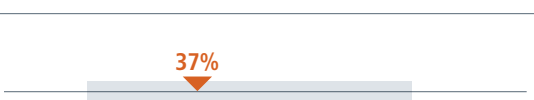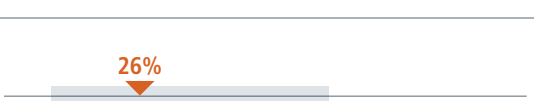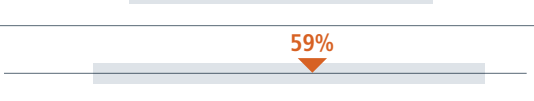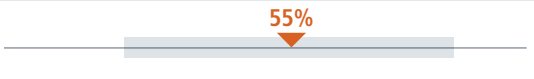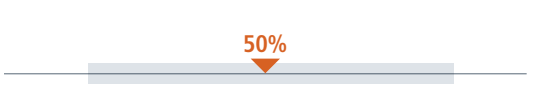
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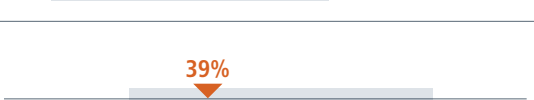
	IAF	Small Agencies, Combined
	0 Low High 100	

My Supervisor

		Small Agencies, Combined
‡42. My supervisor supports my need to balance work and other life issues.	72%	84%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	62%	70%
‡44. Discussions with my supervisor about my performance are worthwhile.	57%	66%
45. My supervisor is committed to a workforce representative of all segments of society.	67%	71%
46. My supervisor provides me with constructive suggestions to improve my job performance.	57%	65%
‡47. Supervisors in my work unit support employee development.	50%	71%
48. My supervisor listens to what I have to say.	65%	79%
49. My supervisor treats me with respect.	72%	83%
50. In the last six months, my supervisor has talked with me about my performance.	91%	81%
‡51. I have trust and confidence in my supervisor.	50%	70%
‡52. Overall, how good a job do you feel is being done by your immediate supervisor?	55%	73%

Leadership

		Small Agencies, Combined
‡53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	21%	43%
54. My organization's senior leaders maintain high standards of honesty and integrity.	46%	55%
‡55. Supervisors work well with employees of different backgrounds.	42%	64%
‡56. Managers communicate the goals and priorities of the organization.	41%	59%

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

		IAF		Small Agencies, Combined
		0 Low High 100		
‡57.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	40%		60%
58.	Managers promote communication among different work units (for example, about projects, goals, needed resources).	52%		51%
59.	Managers support collaboration across work units to accomplish work objectives.	56%		56%
60.	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	36%		61%
‡61.	I have a high level of respect for my organization's senior leaders.	43%		53%
62.	Senior leaders demonstrate support for Work/Life programs.	52%		62%

My Satisfaction

‡63.	How satisfied are you with your involvement in decisions that affect your work?	52%		54%
‡64.	How satisfied are you with the information you receive from management on what's going on in your organization?	41%		52%
‡65.	How satisfied are you with the recognition you receive for doing a good job?	40%		53%
‡66.	How satisfied are you with the policies and practices of your senior leaders?	37%		45%
‡67.	How satisfied are you with your opportunity to get a better job in your organization?	26%		33%
‡68.	How satisfied are you with the training you receive for your present job?	39%		54%
‡69.	Considering everything, how satisfied are you with your job?	59%		67%
‡70.	Considering everything, how satisfied are you with your pay?	55%		56%
71.	Considering everything, how satisfied are you with your organization?	50%		60%

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

	IAF	Small Agencies, Combined
0 Low High 100		

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?*

			Small Agencies, Combined
79.	Telework	82%	77%
80.	Alternative Work Schedules (AWS)	100%	90%
81.	Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)		82%
82.	Employee Assistance Program (EAP)	54%	77%
83.	Child Care Programs (for example, daycare, parenting classes, parenting support groups)		59%
84.	Elder Care Programs (for example, support groups, speakers)	0%	68%

* The Work/Life program satisfaction results include only employees who indicated that they participated in the program. If there is no agency score displayed, your agency did not have any employees who participated in the program and answered the item.

Appendix B: Work/Life Programs

Appendix B displays your agency's Work/Life program participation and satisfaction results. Use the Work/Life results to gain an understanding of how your Work/Life programs are utilized and rated.

	2015 Percentages
Work/Life Programs	
Have you been notified that you are eligible to telework?	
Yes, I was notified that I was eligible to telework	97
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	3
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	38
I telework, but no more than 1 or 2 days per month	26
I telework very infrequently, on an unscheduled or short-term basis	20
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	3
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	10
Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)	
Yes	15
No	71
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	0
No	61
Not Available to Me	39

	2015 Percentages
Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)	
Yes	6
No	72
Not Available to Me	22
Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Yes	0
No	61
Not Available to Me	39
Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Yes	0
No	63
Not Available to Me	37

Appendix C: Participating Agencies

The Office of Personnel Management administered the 2015 Federal Employee Viewpoint Survey to full-time and part-time permanent employees from the following Departments/large agencies and small independent agencies that accepted an invitation to participate in the survey.

Departments/Large Agencies

Broadcasting Board of Governors (BBG)

Court Services and Offender Supervision Agency (CSOSA)

Department of Agriculture (USDA)

Department of Commerce (DOC)

Department of Education (Educ)

Department of Energy (DOE)

Department of Health and Human Services (HHS)

Department of Homeland Security (DHS)

Department of Housing and Urban Development (HUD)

Department of Justice (DOJ)

Department of Labor (DOL)

Department of State (State)

Department of the Interior (DOI)

Department of the Treasury (Treas)

Department of Transportation (DOT)

Department of Veterans Affairs (VA)

Environmental Protection Agency (EPA)

Equal Employment Opportunity Commission (EEOC)

Federal Communications Commission (FCC)

Federal Energy Regulatory Commission (FERC)

Federal Trade Commission(FTC)

General Services Administration (GSA)

National Aeronautics and Space Administration (NASA)

National Archives and Records Administration (NARA)

National Credit Union Administration (NCUA)

National Labor Relations Board (NLRB)

National Science Foundation (NSF)

Nuclear Regulatory Commission (NRC)

Office of Management and Budget (OMB)

Office of Personnel Management (OPM)

Pension Benefit Guaranty Corporation (PBGC)

Railroad Retirement Board (RRB)

Securities and Exchange Commission (SEC)

Small Business Administration (SBA)

Social Security Administration (SSA)

U.S. Agency for International Development (USAID)

Department of Defense (DOD)

Department of the Army (Army)

U.S. Army Corps of Engineers (USACE)

Department of the Navy (Navy)

U.S. Marine Corps (USMC)

Department of the Air Force (Air Force)

OSD, Joint Staff, Defense Agencies, & DOD Field Activities (DOD 4th Estate)

Small/Independent Agencies

Advisory Council on Historic Preservation (ACHP)

African Development Foundation (USADF)

American Battle Monuments Commission (AMBC)

Chemical Safety and Hazard Investigation Board (CSB)

Commission on Civil Rights (USCCR)

Committee for Purchase from People Who Are Blind or Severely Disabled (CPPBSD)

Commodity Futures Trading Commission (CFTC)

Consumer Product Safety Commission (CPSC)

Corporation for National and Community Service (CNCS)

Defense Nuclear Facilities Safety Board (DNFSB)

Export-Import Bank of the United States (EXIM)

Farm Credit Administration (FCA)

Farm Credit System Insurance Corporation (FCSIC)

Federal Election Commission (FEC)

Federal Housing Finance Agency (FHFA)

Federal Labor Relations Authority (FLRA)

Federal Maritime Commission (FMC)

Federal Mediation and Conciliation Service (FMCS)

Federal Retirement Thrift Investment Board (FRTIB)

Institute of Museum and Library Services (IMLS)

Inter-American Foundation (IAF)

International Boundary and Water Commission (IBWC)

Marine Mammal Commission (MMC)

Merit Systems Protection Board (MSPB)

National Capital Planning Commission (NCPC)

National Endowment for the Arts (NEA)

National Endowment for the Humanities (NEH)

National Gallery of Art (NGA)

National Indian Gaming Commission (NIGC)

National Mediation Board (NMB)

National Transportation Safety Board (NTSB)

Nuclear Waste Technical Review Board (NWTRB)

Occupational Safety and Health Review Commission (OSHRC)

Office of Navajo and Hopi Indian Relocation (ONHIR)

Office of the U.S. Trade Representative (USTR)

Overseas Private Investment Corporation (OPIC)

Postal Regulatory Commission (PRC)

Selective Service System (SSS)

Surface Transportation Board (STB)

U.S. Access Board (USAB)

U.S. International Trade Commission (USITC)

U.S. Office of Government Ethics (OGE)

U.S. Office of Special Counsel (OSC)

U.S. Trade and Development Agency (USTDA)

Woodrow Wilson International Center for Scholars (WWICS)

United States
Office of Personnel Management
Planning and Policy Analysis

1900 E Street, NW
Washington, DC 20415

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