2018

Federal Employee Viewpoint Survey

Empowering Employees. Inspiring Change.

Small Agency Management Report
Inter-American Foundation
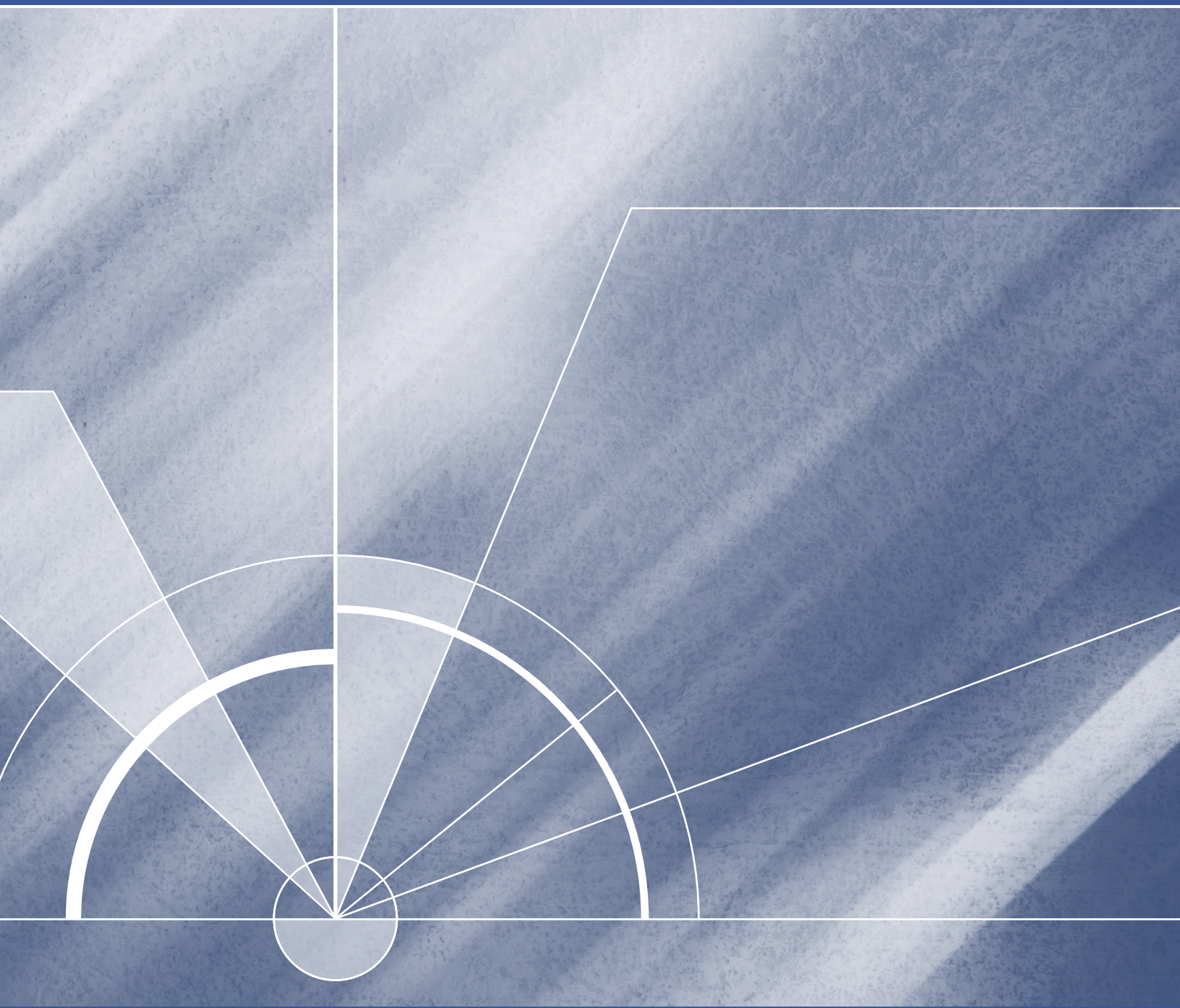
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About This Report

The 2018 Federal Employee Viewpoint Survey (FEVS) Small Agency Management Report (SAM) was designed to provide an overview of survey results, enabling agencies to easily 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.

Sections of the SAM

Employee Engagement Index, New IQ Index, and Global Satisfaction Index

The Employee Engagement Index (EEI), New IQ Index, and Global Satisfaction 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 Employee Engagement Index may have suggestions on things that have and have not worked to engage their employees. Trends for all three indices are also displayed.

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 2017. 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 2017

Decreases contains items that decreased since 2017

No Change contains items that did not change since 2017

Appendices

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results.

Appendix A outlines the 2018 FEVS item changes/improvements since 2017.

Appendix B 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 C shows the breakdown of the Work/Life Program results.

Appendix D lists all agencies arranged by employee population size.

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

Understanding Your Results

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.

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.

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 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2018.

Subagency Breakout Report
This report displays survey results for a single office so long as it has at least 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2018.

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.

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.opm.gov/fevs/public-data-file. Note: The 2018 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.

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. Questions and feedback for the dashboard can be sent to unlocktalent@opm.gov.

FEVS Online Reporting and 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.

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 41 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) to share resources and help with interagency communication.

Employee Engagement Index Benchmarks: Small Agencies, Combined

Rank	Agency	Score
1		89% OGE
2		85% FMCS
3		84% NCPC
24	IAF	67%
		69% Small Agencies, Combined
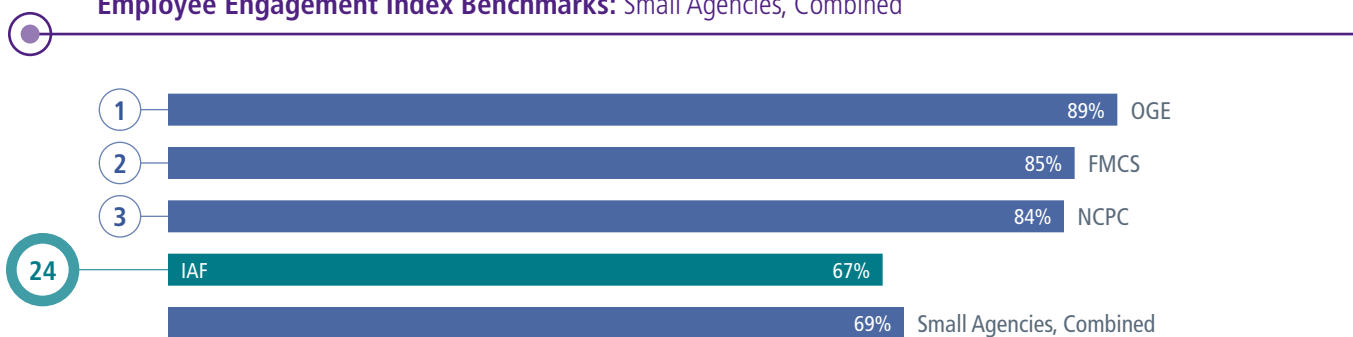
In addition to looking at your agency's EEI results from a combined small agencies perspective, the figure below allows you to compare your EEI results to those from similar sized agencies. Appendix D contains a listing of agencies by size category for your reference.

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

Rank	Agency	Score
1		89% OGE
2		84% NCPC
3		80% OSHRC
8	IAF	67%
		69% Very Small Agencies
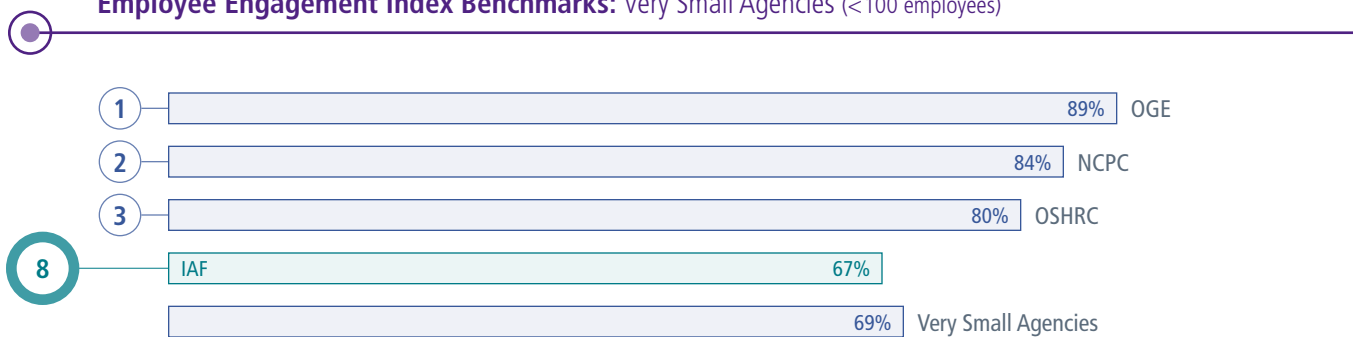
This table displays the EEI score for each component in your agency as well as the scores for the three engagement subindices, which can facilitate information-sharing within your agency. To provide more information on engagement, the table also includes engagement trends back to 2015 for your components, 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 2015.

Employee Engagement Index Component Scores and Trends

| | EEI Trends | | | | 2018 EEI Subindices | | |
	2015	2016	2017	**2018**	Leaders Lead	Supervisors	Intrinsic Work Experience
Small Agencies, Combined	67	69	70	69	56	78	73
Inter-American Foundation	53	55	67	67	64	66	72
Grants	—	—	60	48	42	43	60

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)

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 41 small agencies with 10 or more respondents).

New IQ Index Benchmarks: Small Agencies, Combined

Rank		Score	Agency
1		83%	OGE
2		82%	FMCS
3		78%	USITC
25	IAF	60%	
		63%	Small Agencies, Combined
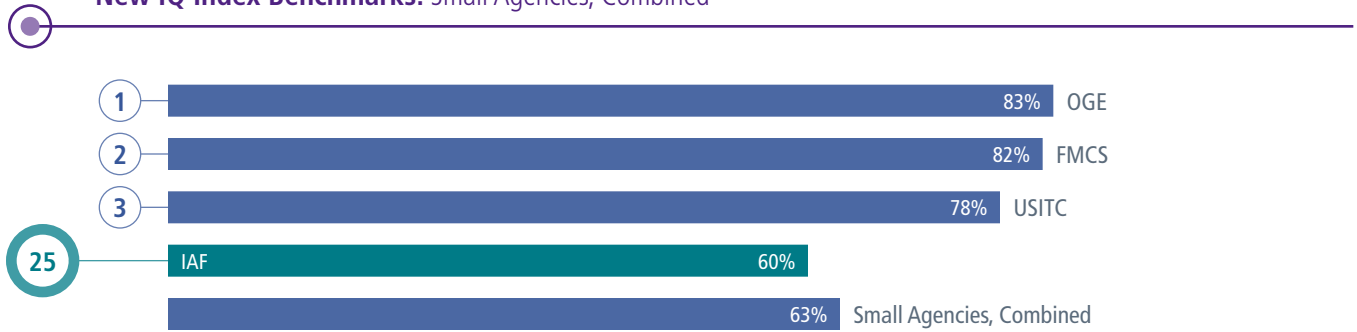
In addition to looking at your agency's New IQ Index results from a combined small agencies perspective, the figure below allows you to compare your New IQ Index results to those from similar sized agencies. Appendix D contains a listing of agencies by size category for your reference.

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

Rank		Score	Agency
1		83%	OGE
2		76%	NCPC
3		73%	PRC
8	IAF	60%	
		62%	Very Small Agencies
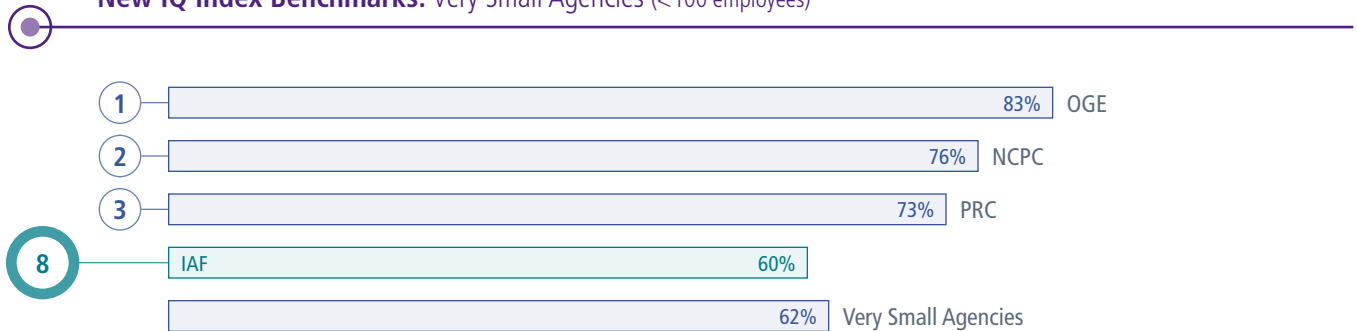
This table shows the New IQ Index score for each component in your agency as well as the scores for all five habits of inclusion. To provide more information on the New IQ, the table also includes trends back to 2015 for your components, as well as combined small agency trends for comparison. Please note that depending on organizational structure in previous administrations, not all components may trend back to 2015.

New IQ Index Component Scores and Trends

	New IQ Index Trends				2018 New IQ Index Subindices				
	2015	2016	2017	**2018**	Fair	Open	Cooperative	Supportive	Empowering
Small Agencies, Combined	60	62	64	63	52	61	58	81	62
Inter-American Foundation	53	57	62	60	60	60	56	72	53
Grants	—	—	50	38	44	27	39	51	27

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)

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. Below, you can see where your agency's Global Satisfaction Index score ranks (out of 41 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) to share resources and help with interagency communication.

Global Satisfaction Index Benchmarks: Small Agencies, Combined

Rank	Agency	Score
1		88% NIGC
2		87% FMCS
3		83% OGE, NCPC
16	IAF	68%
		65% Small Agencies, Combined
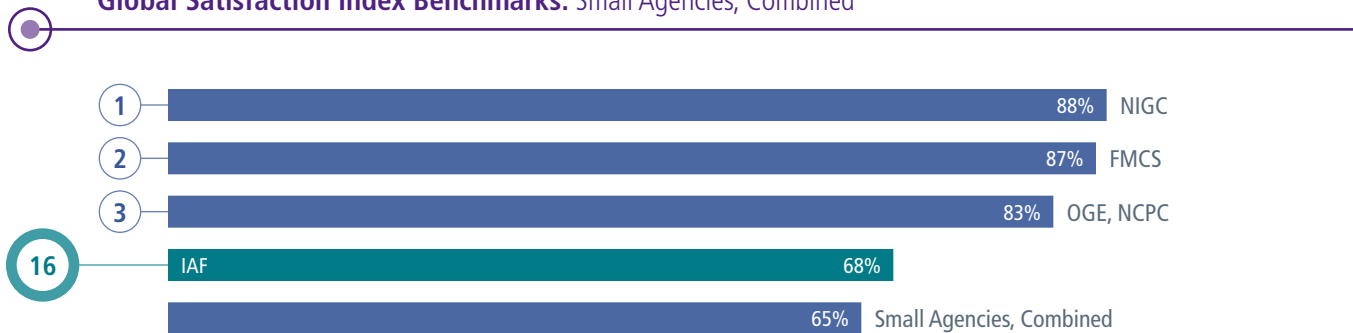
In addition to looking at your agency's Global Satisfaction Index results from a combined small agencies perspective, the figure below allows you to compare your Global Satisfaction Index results to those from similar sized agencies. Appendix D contains a listing of agencies by size category for your reference.

Global Satisfaction Index Benchmarks: Very Small Agencies (<100 employees)

Rank	Agency	Score
1		83% OGE, NCPC
3		76% OSHRC
4		75% PRC
7	IAF	68%
		63% Very Small Agencies
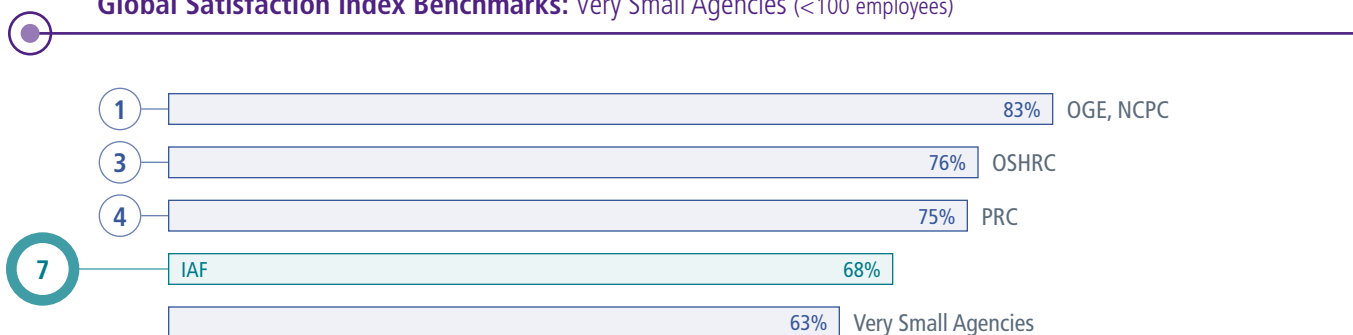
Global Satisfaction Index (continued)

This table displays the Global Satisfaction index score for each component in your agency as well as the scores for the four items that make up the index. To provide more information on Global satisfaction, the table also includes trends back to 2015 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 2015.

Global Satisfaction Index Component Scores and Trends

	GS Index Trends				2018 Global Satisfaction Index Items			
	2015	2016	2017	**2018**	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization
Small Agencies, Combined	62	64	66	65	69	62	63	67
Inter-American Foundation	54	66	75	68	75	57	72	69
Grants	—	—	80	50	55	47	57	41

Job Satisfaction: Considering everything, how satisfied are you with your job? (Q.69)
Pay Satisfaction: Considering everything, how satisfied are you with your pay? (Q.70)
Organization Satisfaction: Considering everything, how satisfied are you with your organization? (Q.71)
Recommend Organization: I recommend my organization as a good place to work. (Q.40)

Decision Aid: Increases

Identifying Increases Since 2017

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.

NEW THIS YEAR

The Decision Aid is now available for first level components of the agency. You can access it via the FEVS Online Reporting & Analysis Tool under the pre-configured reports option.

32 Items Increased Since 2017

Strength	Caution	Challenge	New Strength	Top Pos/Neg
These items are 65 percent positive or higher	These items are 30 percent neutral or higher	These items are 35 percent negative or higher	These items became a new strength in 2018	These items are in your top positive or top negative

	2017 Positive	2018 Positive	2018 Neutral	2018 Negative	Increase Since 2017
Promotions in my work unit are based on merit. (Q. 22)	44	63	20	18	**+19**
Pay raises depend on how well employees perform their jobs. (Q. 33)	27	44	32	24	**+17**
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	62	75	14	11	**+13**
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	53	65	16	18	**+12**
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	48	60	23	17	**+12**
My training needs are assessed. (Q. 18)	32	44	28	28	**+12**
My workload is reasonable. (Q. 10)	26	38	17	45	**+12**
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	61	72	10	18	**+11**
I like the kind of work I do. (Q. 5)	83	93	7	0	**+10**
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	60	69	13	18	**+9**

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

	2017 Positive	2018 Positive	2018 Neutral	2018 Negative	Increase Since 2017
I know how my work relates to the agency's goals. (Q. 12)	85	+ 93	7	0	+8
The work I do is important. (Q. 13)	88	+ 96	4	0	+8
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	47	54	7	– 39	+7
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	48	54	10	– 36	+6
I have a high level of respect for my organization's senior leaders. (Q. 61)	59	65	10	25	+6
I know what is expected of me on the job. (Q. 6)	66	72	21	7	+6
Employees are recognized for providing high quality products and services. (Q. 31)	63	69	13	18	+6
My performance appraisal is a fair reflection of my performance. (Q. 15)	62	67	10	22	+5
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	42	47	21	31	+5
Managers communicate the goals of the organization. (Q. 56)	64	69	17	14	+5
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	50	55	17	28	+5
The people I work with cooperate to get the job done. (Q. 20)	92	+ 96	0	4	+4
Supervisors in my work unit support employee development. (Q. 47)	71	75	7	18	+4
I am held accountable for achieving results. (Q. 16)	82	+ 86	6	7	+4
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	82	86	10	4	+4
Considering everything, how satisfied are you with your pay? (Q. 70)	53	57	25	18	+4
My organization has prepared employees for potential security threats. (Q. 36)	82	85	11	4	+3
Employees in my work unit share job knowledge with each other. (Q. 26)	86	+ 89	7	4	+3
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)	66	69	17	14	+3
My agency is successful at accomplishing its mission. (Q. 39)	88	+ 90	10	0	+2
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	54	55	11	– 34	+1
Supervisors work well with employees of different backgrounds. (Q. 55)	62	63	19	18	+1

Decision Aid: Decreases

Identifying Decreases Since 2017

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.

37 Items Decreased Since 2017

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 2018

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

	2017 Positive	2018 Positive	2018 Neutral	2018 Negative	Decrease Since 2017
The skill level in my work unit has improved in the past year. (Q. 27)	73	51	42	8	**-22**
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	60	43	17	40	**-17**
I recommend my organization as a good place to work. (Q. 40)	83	69	20	11	**-14**
My work unit is able to recruit people with the right skills. (Q. 21)	85	71	10	19	**-14**
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	50	37	24	39	**-13**
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	77	65	15	20	**-12**
My supervisor treats me with respect. (Q. 49)	80	69	7	25	**-11**
Considering everything, how satisfied are you with your organization? (Q. 71)	83	72	21	7	**-11**
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	100	89	4	7	**-11**
I have trust and confidence in my supervisor. (Q. 51)	68	58	17	25	**-10**

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

	2017 Positive	2018 Positive	2018 Neutral	2018 Negative	Decrease Since 2017
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	64	55	21	23	**-9**
Prohibited Personnel Practices are not tolerated. (Q. 38)	82	73	8	19	**-9**
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	69	61	17	22	**-8**
Considering everything, how satisfied are you with your job? (Q. 69)	82	75	14	11	**-7**
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	65	58	25	17	**-7**
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	65	58	15	28	**-7**
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	68	62	21	17	**-6**
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	71	65	20	15	**-6**
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	66	60	25	15	**-6**
My supervisor listens to what I have to say. (Q. 48)	71	65	10	25	**-6**
My talents are used well in the workplace. (Q. 11)	54	48	26	25	**-6**
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	56	51	21	28	**-5**
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	94	+ 89	11	0	**-5**
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	43	38	24	− 38	**-5**
Creativity and innovation are rewarded. (Q. 32)	54	49	17	− 34	**-5**
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	77	72	3	25	**-5**
I am given a real opportunity to improve my skills in my organization. (Q. 1)	69	65	14	21	**-4**
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	62	58	21	21	**-4**
How satisfied are you with the training you receive for your present job? (Q. 68)	47	44	27	28	**-3**
How would you rate the overall quality of work done by your work unit? (Q. 28)	88	85	15	0	**-3**
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	64	61	22	16	**-3**
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	68	66	10	23	**-2**

	2017 Positive	2018 **Positive**	2018 **Neutral**	2018 **Negative**	Decrease Since 2017
My work gives me a feeling of personal accomplishment. (Q. 4)	80	78	18	4	**-2**
Employees are protected from health and safety hazards on the job. (Q. 35)	85	83	7	10	**-2**
I am constantly looking for ways to do my job better. (Q. 8)	94	+ 93	7	0	**-1**
I have enough information to do my job well. (Q. 2)	59	58	10	▬ 32	**-1**
My supervisor supports my need to balance work and other life issues. (Q. 42)	80	79	13	7	**-1**

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2017

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.

NEW THIS YEAR

The Decision Aid is now available for first level components of the agency. You can access it via the FEVS Online Reporting & Analysis Tool under the pre-configured reports option.

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.

2 Items Did Not Change Since 2017

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

	2017 Positive	2018 Positive	2018 Neutral	2018 Negative	Change Since 2017
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	85	85	7	7	0
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	24	24	44	▬ 32	0

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

Appendix A: Item Change Summary

Some FEVS items were modified slightly in 2018 to improve the interpretation or understanding of the items. These changes are outlined in this section.

New Item Text (2018)	Change	Old Item Text (2017)	
12. I know how my work relates to the agency's goals.	Text change.	12. I know how my work relates to the agency's goals and priorities.	
29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Text change.	29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	
56. Managers communicate the goals of the organization.	Text change.	56. Managers communicate the goals and priorities of the organization.	
Item removed from 2018 FEVS	Item removed.	72. Have you been notified whether or not you are eligible to telework? • Yes, I was notified that I was eligible to telework • Yes, I was notified that I was not eligible to telework • No, I was not notified of my telework eligibility • Not sure if I was notified of my telework eligibility	
72. Please select the response below that BEST describes your current teleworking schedule. • I telework very infrequently, on an unscheduled or short-term basis • I telework, but only about 1 or 2 days per month • I telework 1 or 2 days per week • I telework 3 or 4 days per week • I telework every work day • I do not telework because I have to be physically present on the job (e.g. Law Enforcement Officers, Park Rangers, Security Personnel) • I do not telework because of technical issues (e.g. connectivity, inadequate equipment) that prevent me from teleworking • 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 • I do not telework because I choose not to telework	Response options modified.	73. Please select the response below that BEST describes your current teleworking situation. • I telework 3 or more days per week • I telework 1 or 2 days per week • I telework, but no more than 1 or 2 days per month • I telework very infrequently, on an unscheduled or short-term basis • I do not telework because I have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel) • I do not telework because I have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking • 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 • I do not telework because I choose not to telework	
73-78. How satisfied are you with the following Work/Life programs in your agency? Note: 2017 FEVS items 74-84 were combined (participation - satisfaction); new response scale for these items is displayed below item 78.	Questions combined.	74-78. Do you participate in the following Work/Life programs? Note: Response scale for these items is displayed below item 78.	79-84. How satisfied are you with the following Work/Life programs in your agency? Note: Response scale for these items is displayed below item 84.
73. Telework	Questions combined.	N/A	79. Telework
74. Alternative Work Schedules (AWS, for example, compressed work schedule or flexible work schedule)	Questions combined. Text change.	74. Alternative Work Schedules (AWS)	80. Alternative Work Schedules (AWS)

New Item Text (2018)	Change	Old Item Text (2017)	
75. Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR Training, health and wellness fair)	Questions combined. Text change.	75. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)
76. Employee Assistance Program (EAP, for example, short-term counseling, referral services, legal services, information services)	Questions combined.	76. Employee Assistance Program (EAP)	76. Employee Assistance Program (EAP)
77. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, flexible spending account)	Questions combined. Text change.	77. Child Care Programs (for example, daycare, parenting classes, par-enting support groups)	77. Child Care Programs (for example, daycare, parenting classes, par-enting support groups)
78. Elder Care Programs (for example, elder/adult care, support groups, speakers) • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • I choose not to participate in these programs • These programs are not available to me • I am unaware of these programs	Questions combined. Text change.	78. Elder Care Programs (for example, elder/adult care, support groups, speakers) • Yes • No • Not available to me	84. Elder Care Programs (for example, elder/adult care, support groups, speakers) • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • No Basis to Judge
90. Are you transgender? • Yes • No	New item.	Not a separate item in 2017 FEVS	
91. Which one of the following do you consider yourself to be? • Straight, that is not gay or lesbian • Gay or Lesbian • Bisexual • Something else	Response options modified.	96. Do you consider yourself to be one or more of the following? (Mark all that apply) • Heterosexual or Straight • Gay or Lesbian • Bisexual • Transgender • I prefer not to say	

Appendix B: 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 41 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.

		Small Agencies, Combined
My Work Experience		
‡1. I am given a real opportunity to improve my skills in my organization.	65%	**67%**
2. I have enough information to do my job well.	58%	**72%**
3. I feel encouraged to come up with new and better ways of doing things.	69%	**63%**
4. My work gives me a feeling of personal accomplishment.	78%	**75%**
5. I like the kind of work I do.	93%	**84%**
6. I know what is expected of me on the job.	72%	**80%**
7. When needed I am willing to put in the extra effort to get a job done.	89%	**96%**
8. I am constantly looking for ways to do my job better.	93%	**90%**
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	47%	**53%**
‡10. My workload is reasonable.	38%	**63%**
‡11. My talents are used well in the workplace.	48%	**62%**
‡12. I know how my work relates to the agency's goals.	93%	**86%**

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.	96%	89%
14.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	72%	79%
15.	My performance appraisal is a fair reflection of my performance.	67%	75%
16.	I am held accountable for achieving results.	86%	84%
‡17.	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	43%	65%
18.	My training needs are assessed.	44%	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).	69%	70%

My Work Unit

		IAF	Small Agencies, Combined
‡20.	The people I work with cooperate to get the job done.	96%	81%
21.	My work unit is able to recruit people with the right skills.	71%	56%
22.	Promotions in my work unit are based on merit.	63%	47%
23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	55%	42%
‡24.	In my work unit, differences in performance are recognized in a meaningful way.	38%	42%
25.	Awards in my work unit depend on how well employees perform their jobs.	61%	51%
26.	Employees in my work unit share job knowledge with each other.	89%	78%
27.	The skill level in my work unit has improved in the past year.	51%	61%

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

		IAF	Small Agencies, Combined
		0 Low ▬▬ ▼ ▬▬ High 100	
28.	How would you rate the overall quality of work done by your work unit?	85%	88%
‡29.	My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	85%	85%

My Agency

30.	Employees have a feeling of personal empowerment with respect to work processes.	37%	50%
31.	Employees are recognized for providing high quality products and services.	69%	56%
32.	Creativity and innovation are rewarded.	49%	44%
33.	Pay raises depend on how well employees perform their jobs.	44%	34%
34.	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	60%	58%
35.	Employees are protected from health and safety hazards on the job.	83%	82%
36.	My organization has prepared employees for potential security threats.	85%	73%
37.	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	72%	57%
38.	Prohibited Personnel Practices are not tolerated.	73%	70%
39.	My agency is successful at accomplishing its mission.	90%	76%
‡40.	I recommend my organization as a good place to work.	69%	67%
‡41.	I believe the results of this survey will be used to make my agency a better place to work.	61%	49%

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

	IAF 0 Low ———— High 100	Small Agencies, Combined

My Supervisor

		IAF	Small Agencies, Combined
42.	My supervisor supports my need to balance work and other life issues.	79%	86%
43.	My supervisor provides me with opportunities to demonstrate my leadership skills.	65%	72%
44.	Discussions with my supervisor about my performance are worthwhile.	58%	70%
45.	My supervisor is committed to a workforce representative of all segments of society.	66%	75%
46.	My supervisor provides me with constructive suggestions to improve my job performance.	58%	68%
47.	Supervisors in my work unit support employee development.	75%	73%
48.	My supervisor listens to what I have to say.	65%	82%
49.	My supervisor treats me with respect.	69%	84%
50.	In the last six months, my supervisor has talked with me about my performance.	89%	83%
51.	I have trust and confidence in my supervisor.	58%	74%
52.	Overall, how good a job do you feel is being done by your immediate supervisor?	62%	76%

Leadership

		IAF	Small Agencies, Combined
53.	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	54%	45%
54.	My organization's senior leaders maintain high standards of honesty and integrity.	55%	56%
55.	Supervisors work well with employees of different backgrounds.	63%	69%
‡56.	Managers communicate the goals of the organization.	69%	62%

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.		60%	61%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).		54%	55%
59. Managers support collaboration across work units to accomplish work objectives.		58%	60%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?		75%	63%
61. I have a high level of respect for my organization's senior leaders.		65%	56%
62. Senior leaders demonstrate support for Work/Life programs.		86%	65%

My Satisfaction

		IAF	Small Agencies, Combined
‡63. How satisfied are you with your involvement in decisions that affect your work?		51%	57%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?		65%	52%
‡65. How satisfied are you with the recognition you receive for doing a good job?		65%	56%
66. How satisfied are you with the policies and practices of your senior leaders?		55%	47%
67. How satisfied are you with your opportunity to get a better job in your organization?		24%	34%
68. How satisfied are you with the training you receive for your present job?		44%	54%
‡69. Considering everything, how satisfied are you with your job?		75%	69%
70. Considering everything, how satisfied are you with your pay?		57%	62%
‡71. Considering everything, how satisfied are you with your organization?		72%	63%

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. Please select the response below that BEST describes your current teleworking schedule. (See Appendix C)

73 - 78. How satisfied are you with the following Work/Life programs in your agency?

Item	IAF	Small Agencies, Combined
73. Telework	86%	76%
74. Alternative Work Schedules (AWS, for example, compressed work schedule or flexible work schedule)	80%	81%
75. Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR Training, health and wellness fair)	57%	72%
76. Employee Assistance Program (EAP, for example, short-term counseling, referral services, legal services, information services)	67%	55%
77. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, flexible spending account)	65%	34%
78. Elder Care Programs (for example, elder/adult care, support groups, speakers)	45%	27%

Appendix C: Work/Life Programs

Appendix C 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.

Telework Schedule

	2018 Percentages
Please select the response below that BEST describes your current teleworking schedule.	
I telework very infrequently, on an unscheduled or short-term basis	7
I telework, but only about 1 or 2 days per month	24
I telework 1 or 2 days per week	62
I telework 3 or 4 days per week	0
I telework every work day	0
I do not telework because I have to be physically present on the job (e.g. Law Enforcement Officers, Park Rangers, Security Personnel)	0
I do not telework because of 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	7

Work/Life Programs

	% Satisfaction	% All Responses
How satisfied are you with the following Work/Life programs in your agency? Telework		
Very Satisfied	42	40
Satisfied	44	42
Neither Satisfied or Dissatisfied	7	6
Dissatisfied	7	7
Very Dissatisfied	0	0
Item Response Total	**100**	**96**
I choose not to participate in these programs	—	4
These programs are not available to me	—	0
I am unaware of these programs	—	0
Total	**100**	**100**

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

	% Satisfaction	% All Responses

How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS, for example, compressed work schedule or flexible work schedule)

	% Satisfaction	% All Responses
Very Satisfied	49	34
Satisfied	30	21
Neither Satisfied or Dissatisfied	15	11
Dissatisfied	5	4
Very Dissatisfied	0	0
Item Response Total	**100**	**69**
I choose not to participate in these programs	—	17
These programs are not available to me	—	4
I am unaware of these programs	—	10
Total	**100**	**100**

How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)

	% Satisfaction	% All Responses
Very Satisfied	5	4
Satisfied	53	42
Neither Satisfied or Dissatisfied	29	23
Dissatisfied	9	7
Very Dissatisfied	5	4
Item Response Total	**100**	**80**
I choose not to participate in these programs	—	0
These programs are not available to me	—	3
I am unaware of these programs	—	17
Total	**100**	**100**

How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program (EAP, for example, short-term counseling, referral services, legal services, information services)

	% Satisfaction	% All Responses
Very Satisfied	8	7
Satisfied	59	51
Neither Satisfied or Dissatisfied	28	24
Dissatisfied	0	0
Very Dissatisfied	4	4
Item Response Total	**100**	**86**
I choose not to participate in these programs	—	4
These programs are not available to me	—	0
I am unaware of these programs	—	10
Total	**100**	**100**

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

	% Satisfaction	% All Responses

How satisfied are you with the following Work/Life programs in your agency? Child Care Programs
(for example, child care center, parenting classes and support groups, back-up care, flexible spending account)

	% Satisfaction	% All Responses
Very Satisfied	14	7
Satisfied	51	27
Neither Satisfied or Dissatisfied	35	18
Dissatisfied	0	0
Very Dissatisfied	0	0
Item Response Total	**100**	**52**
I choose not to participate in these programs	—	22
These programs are not available to me	—	8
I am unaware of these programs	—	18
Total	**100**	**100**

How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs
(for example, elder/adult care, support groups, speakers)

	% Satisfaction	% All Responses
Very Satisfied	8	4
Satisfied	36	16
Neither Satisfied or Dissatisfied	47	21
Dissatisfied	8	4
Very Dissatisfied	0	0
Item Response Total	**100**	**45**
I choose not to participate in these programs	—	21
These programs are not available to me	—	13
I am unaware of these programs	—	21
Total	**100**	**100**

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

Appendix D: Participating Agencies by Employee Population Size Categories

Very Large Agencies (>75,000 employees)

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

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
Federal Mine Safety and Health Review Commission
Institute of Museum and Library Services
Inter-American Foundation
Marine Mammal Commission
National Capital Planning Commission
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.