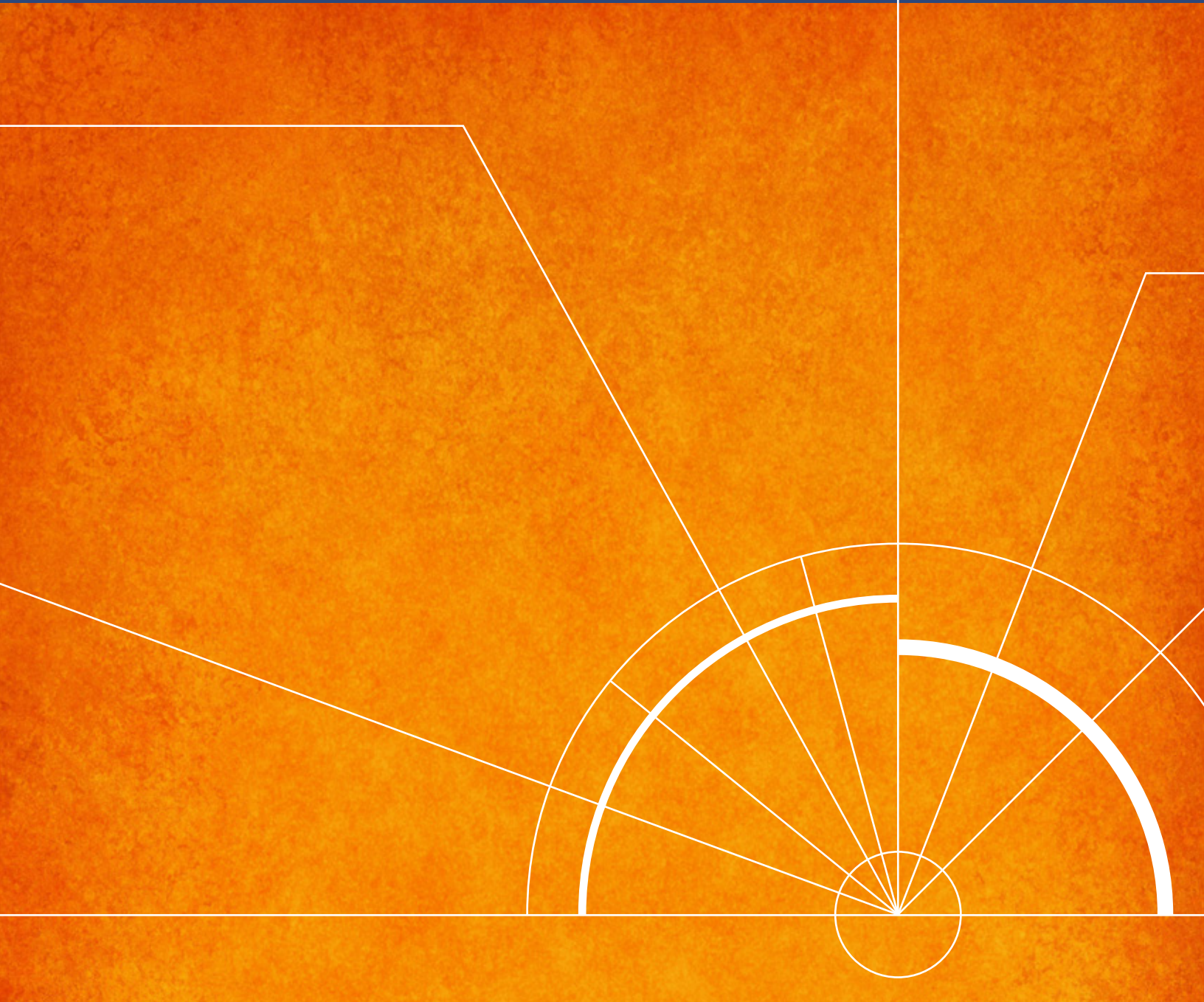




Federal Employee Viewpoint Survey Results

Employees Influencing Change

Governmentwide Management Report





A Message from the Director

In 2015, more than 400,000 employees participated in the Federal Employee Viewpoint Survey (FEVS). I am grateful for your willingness to devote your time to an undertaking so important to our goals of supporting excellence in government. Employee feedback on key performance metrics captured in the FEVS is singularly important to realizing OPM's mission to maintain and enhance our talented, engaged, and diverse Federal workforce. The feedback you provide enables each agency to develop effective strategies and tools for driving continuous improvement.

Agency leadership has actively responded to feedback from prior years and these enhanced efforts are clearly reflected in FEVS results. Compared with 2014, more employees in 2015 perceive their agency conditions as conducive to engagement, describe their workplaces as inclusive, and report satisfaction with their jobs. On a government-wide basis, the Employee Engagement Index increased by 1 percentage point; however, that seemingly modest increase is supported by broad-based improvements — 27 of the 37 large, independent agencies increased by 1 percent or more and 10 agencies increased by 3 percent or more.

Agency leaders and managers have responded to the President's Management Agenda on People and Culture by taking active steps to improve how employees engage with their jobs, organizations, and missions. Some examples I have seen as co-chair of the People and Culture plank include: better internal communication from leaders to employees, greater input from employees in how their agencies operate, increased training opportunities, and more explicit recognition for a job well done.

Results continue to indicate a highly motivated workforce — over 90 percent of survey participants are willing to commit extra effort when necessary and consistently seek out ways to improve. Overall, scores on almost three-quarters of the survey items showed an increase government-wide from 2014 (53 of the 71 core items), and no items decreased.

Results also point to important topics to consider for improvement in the upcoming year. A number of occupations have been identified as critical to the achievement of agency missions, including IT specialists. When compared with other mission-critical occupations, items related to employee recruitment, development and retention are rated lower among IT specialists, suggesting an important focus for future strategic initiatives.

While there is work to do, together we are making a difference. The gains realized this year will continue to grow so long as all of us — leaders, managers, supervisors, and employees — focus on improving the way we work together at every level to improve performance. The FEVS continues to be essential to assessing our progress and pointing the way forward.

I personally want to thank you for your feedback, as well as your service and commitment to the American people and to your country. I am honored to work in the company of such talented, motivated, and hardworking people.



Beth Cobert
Acting Director
U.S. Office of Personnel Management



Table of Contents

About This Report	2
Participant Overview	3
Results at a Glance	4
Federal Employee Viewpoint Survey Indices.....	5
Engagement Index	6
Global Satisfaction Index	9
The New IQ Index.....	12
Engagement by Key Employee Characteristics	15
A Look at Occupations in the Federal Government.....	17
Conclusion	24
Appendix A: 2015 FEVS Methods.....	25
Appendix B: Trend Analysis	28
Appendix C: Response Rates.....	32
Appendix D: Governmentwide Respondent Characteristics	36
Appendix E: Governmentwide Demographic Response Rates.....	40
Appendix F: Engagement Index Trends.....	43
F1: Engagement Index Trends	43
F2: Leaders Lead	47
F3: Supervisors.....	51
F4: Intrinsic Work Experience	55
Appendix G: Global Satisfaction Index Trends.....	59
Appendix H: New IQ Index Trends.....	63
H1: New IQ Index Trends.....	63
H2: Fair.....	67
H3: Open.....	71
H4: Cooperative	75
H5: Supportive	79
H6: Empowered.....	83



About This Report

The Federal Employee Viewpoint Survey (FEVS) provides government employees with the opportunity to candidly share their perceptions of their work experiences, their agencies, and their leaders. For 2015, 421,748 employees responded to the survey. These individuals constitute full- and part-time and headquarters and field employees; veterans and non-veterans; individuals living with disabilities; individuals with varying educational backgrounds; and members of LGBT communities and multiple racial and ethnic groups—all who work in a vast array of occupations that make up our Federal workforce. Survey participants represent 82 agencies—37 Departments/Large Agencies and 45 Small/Independent Agencies.

The 2015 survey instrument remained unchanged from the 2014 survey. The data collected from 2015 survey respondents were weighted to ensure survey estimates accurately represent the survey population.¹ The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point. Demographic results are not weighted.

This report presents an overview of the governmentwide results, highlighting notable agency findings. Particular attention has been devoted to the Engagement, Global Satisfaction, and New IQ indices, highlighting top performing and most improved agencies since 2014. The report also examines scores on the Engagement Index across five demographic categories: agency tenure, generation, disability status, supervisory status, and telework status. The section called “A Look at Occupations in the Federal Government” explores the experiences of employees working in mission-critical occupations (MCOs), and Science, Technology, Engineering and Mathematics (STEM) occupations.

Detailed information on the 2015 FEVS Methods and item-by-item results may be found in the appendices. This and other reports are available on OPM’s Federal Employee Viewpoint Survey website at: www.opm.gov/FEVS.

Resources

The figure below provides links and additional information about available resources. Some resources are publicly available and others are restricted access.

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) Three types of public use data sets are available for the FEVS: (1) a full data extract excluding the LGBT variable, (2) a separate data extract containing the LGBT variable, and (3) a data extract for trend analysis combining the public use files from 2004 up to the current year. To request a public use data file, complete the form available at: <http://www.fedview.opm.gov/2014/EVSDATA/>. NOTE: The 2015 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-Statistical Data Mart (EHRI-SDM). Access this site using the following link: <http://www.fedscope.opm.gov/>.

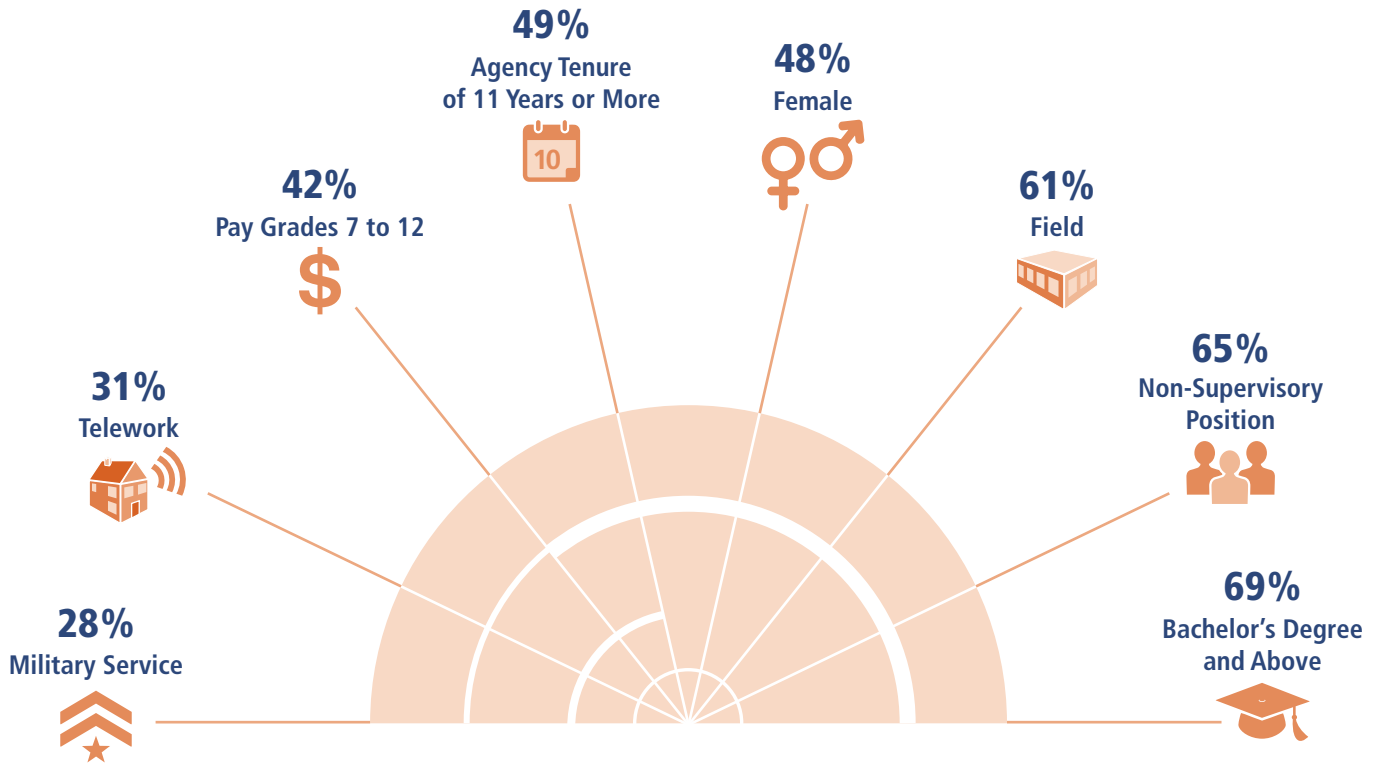
Unlock Talent A tool for both the general public and agencies to view comprehensive data visualizations with broad displays of FEVS data. These displays allow agencies to identify subcomponents for action to improve engagement, as well as resources agencies can apply to their action planning. This site can be accessed at <https://www.unlocktalent.gov/>. Questions and feedback for the dashboard can be sent to unlocktalent@opm.gov.

FEVS Online Data Analysis Tool A password protected tool for agency points of contact to access agency specific and governmentwide reports. In addition, agency users can develop customized reports that may be useful for data analysis and action planning. Questions and feedback for this online tool can be sent to EVS@opm.gov.

¹ Because unweighted data may produce biased estimates of population statistics, as done in previous years, data collected from this year’s survey respondents were weighted to generate survey estimates that accurately represent the survey population. The weights developed for the 2015 FEVS take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population.

Participant Overview

The Federal workforce is a model of diversity. Participants come from all walks of life, and do their work in a variety of ways. Selected response choices for each demographic item are highlighted in the first figure below. The second figure displays the total FEVS respondent breakdown by generation.



Generations

1%	Traditionalists	(born 1945 or earlier)
49%	Baby Boomers	(born 1946–1964)
39%	Generation X	(born 1965–1980)
11%	Millennials	(born 1981 or later)

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

Results at a Glance

Response Rates

Governmentwide



Top Response Rates

Departments/Large Agencies

Office of Management and Budget	80.7%
National Science Foundation	77.7%
Department of Labor	76.5%

Small/Independent Agencies

Chemical Safety and Hazard Investigation Board	100%
Inter-American Foundation	94.3%
Postal Regulatory Commission	89.8%

Top Increases from 2014

Departments/Large Agencies

Department of Housing and Urban Development	+22.0
Pension Benefit Guaranty Corporation	+19.1
Department of Energy	+18.2

Small/Independent Agencies

Postal Regulatory Commission	+24.2
National Gallery of Art	+23.6
Federal Mediation and Conciliation Service	+23.4

Increases & Decreases*

1 Year Trend (2014 to 2015)

53 items increased from 2014

Largest increase: 11 items tied at +2 percentage points

0 items decreased from 2014

Largest decrease: N/A

2 Year Trend (2013 to 2015)

29 items increased from 2013

Largest increase: Considering everything, how satisfied are you with your pay? (+3 percentage points)

13 items decreased from 2013

Largest decrease: My organization's senior leaders maintain high standards of honesty and integrity. (-4 percentage points)

3 Year Trend (2012 to 2015)

8 items increased from 2012

Largest increase: My supervisor is committed to a workforce representative of all segments of society. (+3 percentage points)

52 items decreased from 2012

Largest decrease: My organization's senior leaders maintain high standards of honesty and integrity. (-5 percentage points)

Index Highlights

Engagement Index

64%

(increased 1 percentage point from 2014)

Top large: FTC, NASA, OMB – **78%**
Top small: USTDA – **87%**

Global Satisfaction Index

60%

(increased 1 percentage point from 2014)

Top large: NASA – **76%**
Top small: FMCS – **86%**

New IQ Index

57%

(increased 1 percentage point from 2014)

Top large: NASA – **74%**
Top small: USTDA – **80%**

* Trend analysis of results for 2011 to 2014, see Appendix B (items 1–71). Work/Life Program items (72–84) are excluded.



Federal Employee Viewpoint Survey Indices

An index combines several items that refer to different facets of a broader area of consideration, providing a more consistent and robust metric for measuring progress toward objectives. The Federal Employee Viewpoint Survey encompasses three important index measures. These are:

- Engagement Index
- Global Satisfaction Index
- New Inclusion Quotient (New IQ)

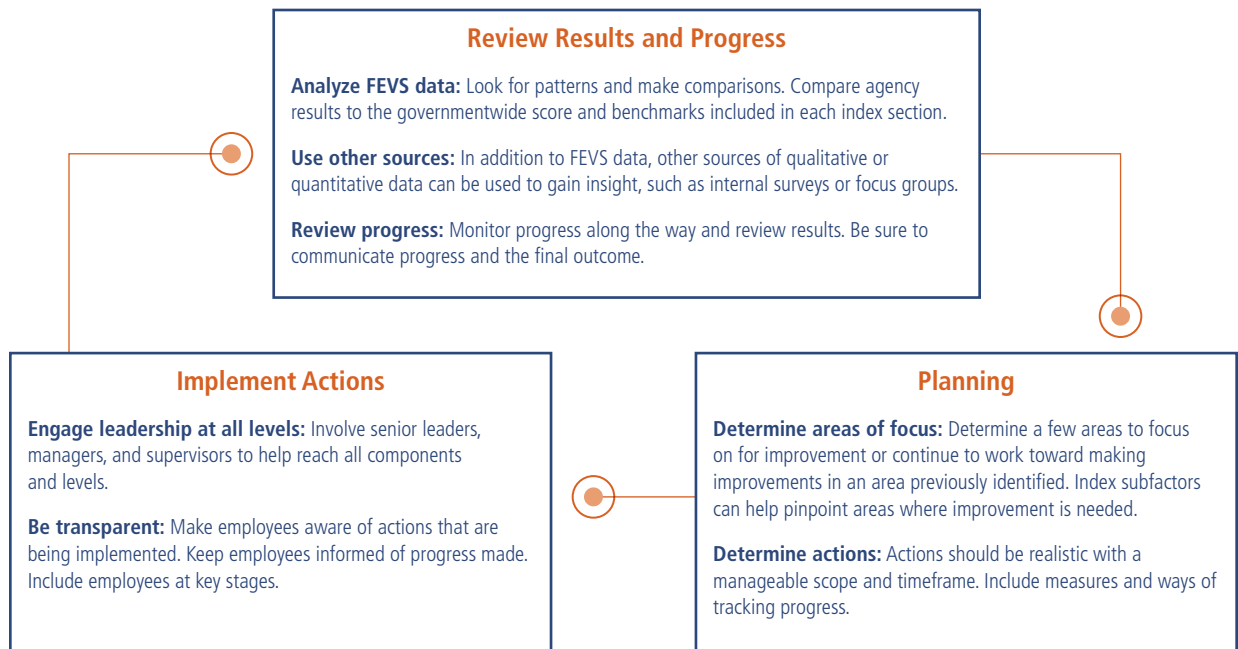
Using Indices

Reviewing both individual item results and index data provides a more complete perspective on an agency's results. Agencies can use an index to measure and track progress toward improving a specific area, and to pinpoint areas where change is needed. Improvement takes time and is an ongoing process.

The figure below outlines a process for how an agency can use both item and index results to inform actions taken to improve a specific aspect of an organization. This process can be adapted to existing practices.

For a complete listing of agency index scores, see Appendices F through H.

Process for Implementing Indices Into Action



For each index, the following sections provide the governmentwide trends from 2012 to 2015 for the overall index as well as the index subfactors. Several benchmarks are included for each index; these include the top performing agencies and agencies with the most improved index score since 2014. Benchmarks are included to provide insight and promote information-sharing across the Federal Government.



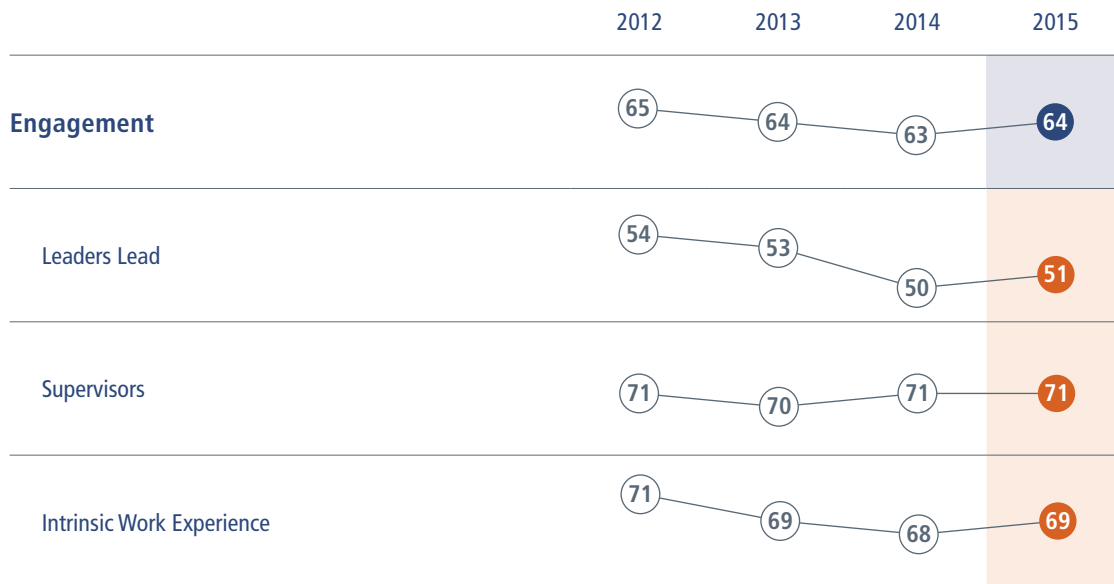
Engagement Index

The FEVS Engagement Index is a measure of the conditions conducive to engagement, that is the engagement potential of an agency’s work environment. The index is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experience.² Each subfactor reflects a different aspect of an engaging work environment.

Employee engagement is the employee’s sense of purpose. It is evident in their display of dedication, persistence, and effort in their work or overall commitment to their organization and its mission. An agency that engages its employees ensures a work environment where each employee can reach his or her potential, while contributing to the success of the agency. Individual agency performance contributes to success for the entire Federal Government.

In 2015, two of the subfactors, Leaders Lead and Intrinsic Work Experience, increased by one percentage point each; Supervisors had no change from 2014. This improvement from 2014 indicates agencies focused efforts on this key metric are paying off.

Engagement Trends



² The **Engagement Index** is comprised of the following subfactors and items:

Leaders Lead: Reflects the employees’ perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation (Q 53, 54, 56, 60, & 61)

Supervisors: Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support (Q 47, 48, 49, 51, & 52)

Intrinsic Work Experience: Reflects the employees’ feelings of motivation and competency relating to their role in the workplace (Q 3, 4, 6, 11, & 12)

Top Agency Engagement Performance

All five top scoring Departments/Large Agencies for 2015 had top scores in 2014 as well. In 2014 National Aeronautics and Space Administration (NASA) was the highest scoring agency. This year, the Federal Trade Commission and the Office of Management and Budget moved into the top engagement performers with NASA. All top scoring Departments/Large Agencies had scores that either increased or remained the same. For a complete listing of agency engagement scores and trends, see Appendices F1 through F4.

Three of the top scoring Small/Independent Agencies for 2015 also had top scores in 2014, U.S. Trade and Development Agency, the Federal Labor Relations Authority, and the Surface Transportation Board. New to the top performers in 2015 are the Federal Mediation and Conciliation Service, the Overseas Private Investment Corporation, and the U.S. Office of Government Ethics. Of the top six, the Federal Mediation and Conciliation Service had the largest increase, five percentage points, from 2014.

 **Top Agency Engagement Performance**

Departments/Large Agencies	% Positive
Federal Trade Commission	78%
National Aeronautics and Space Administration	
Office of Management and Budget	
Federal Energy Regulatory Commission	76%
Nuclear Regulatory Commission	75%

Small/Independent Agencies	% Positive
U.S. Trade and Development Agency	87%
Federal Labor Relations Authority	86%
Federal Mediation and Conciliation Service	84%
Overseas Private Investment Corporation	81%
U.S. Office of Government Ethics	80%
Surface Transportation Board	

Agencies with Largest Increase in Engagement

Below are the agencies with the largest increase in overall engagement score since 2014. Increases in agency scores are highlighted to support information-sharing across agencies regarding actions that have been most effective. Identified promising practices can be adapted across agencies to improve engagement at the Federal level. Agencies are encouraged to reach out to those who have increased their scores. Since 2014, a total of 27 agencies have increased their overall Engagement score. The three Departments/Large Agencies with the largest increase were the Department of Housing and Urban Development, the Court Services and Offender Supervision Agency, and the Office of Management and Budget (5 percentage point increase).

The two Small/Independent Agencies with the largest increase from 2014 were the Defense Nuclear Facilities Safety Board and the Merit Systems Protection Board, increasing their scores 14 and 12 percentage points respectively.

 **Agencies with Largest Increase in Engagement**

Departments/Large Agencies	Increase
Court Services and Offender Supervision Agency	+5
Department of Housing and Urban Development	
Office of Management and Budget	
National Archives and Records Administration	+4
National Labor Relations Board	
Pension Benefit Guaranty Corporation	
Department of Energy	+3
Department of Labor	
U.S. Agency for International Development	

Small/Independent Agencies	Increase
Defense Nuclear Facilities Safety Board	+14
Merit Systems Protection Board	+12
Export-Import Bank of the United States	+10
Inter-American Foundation	+9
National Capital Planning Commission	

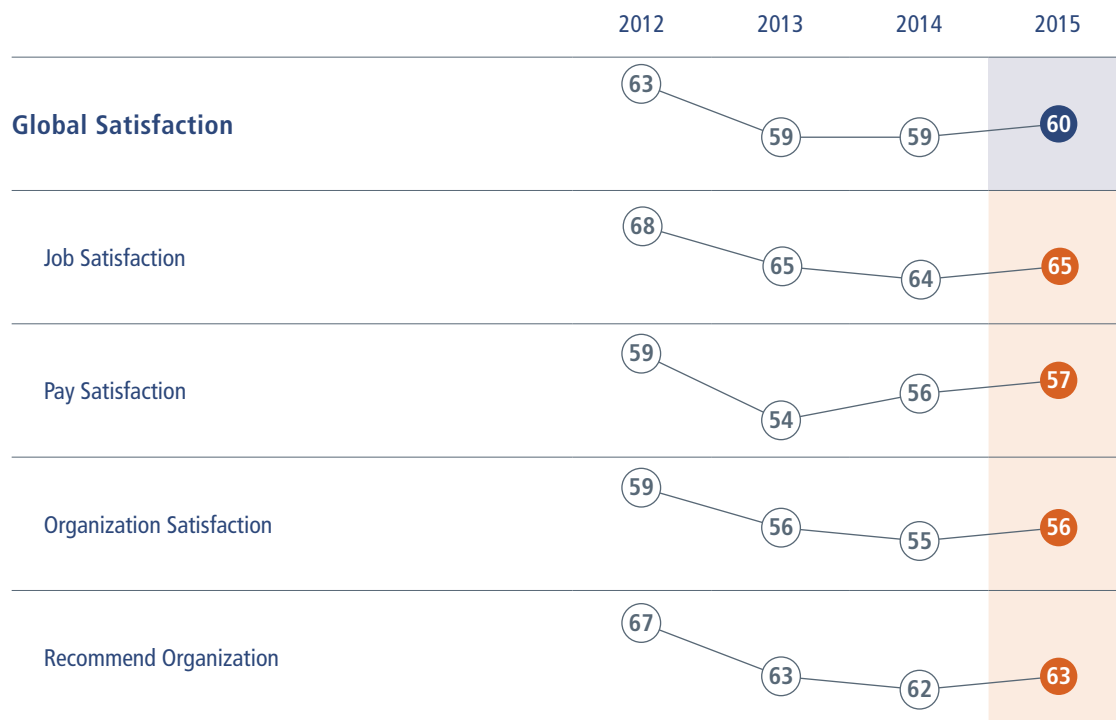


Global Satisfaction Index

The Global Satisfaction Index³ measures employee satisfaction about four aspects related to their work: their job, their pay, their organization, and whether they would recommend their organization as a good place to work. Understanding employee satisfaction along these four dimensions can help reduce costs in the long run. Satisfied employees are more likely to stay in their jobs, reducing turnover. The effects of turnover are costly, not only in recruitment and on-boarding processes, but also in terms of lost productivity and lower customer satisfaction. Estimates suggest that the cost of bringing a new employee up to speed can range anywhere from 90 to 200 percent of an employee's annual salary, depending on whether they are entry-level or a top executive.⁴

The overall Global Satisfaction Index, and its subfactors, all increased by one percentage point from 2014. These scores also show either an increase or no change from 2013 but are still two to four percentage points below 2012 scores.

Global Satisfaction Trends



3 The **Global Satisfaction Index** is comprised of the following survey items:
Considering everything, how satisfied are you with your job? (Q. 69)
Considering everything, how satisfied are you with your pay? (Q. 70)
Considering everything, how satisfied are you with your organization? (Q. 71)
I recommend my organization as a good place to work. (Q. 40)

4 *Retaining Talent: A Guide to Analyzing and Managing Employee Turnover*, Society for Human Resource Management (2008)

Global Satisfaction Index (continued)

Top Agency Global Satisfaction Performance

New to the Departments/Large Agencies top performers for Global Satisfaction are the National Credit Union Administration and the Office of Management and Budget. The remaining top scoring Departments/Large Agencies were also top performers in 2014. For a complete listing of agency Global Satisfaction scores and trends, see Appendix G.

The Federal Labor Relations Authority and the Overseas Private Investment Corporation are new to the top performers in 2015 for Small/Independent Agencies. Of the top five, the Overseas Private Investment Corporation had the largest increase, nine percentage points, from 2014.

Top Agency Global Satisfaction Performance



Departments/Large Agencies	% Positive
National Aeronautics and Space Administration	76%
Office of Management and Budget	75%
Federal Energy Regulatory Commission	74%
Nuclear Regulatory Commission	
National Credit Union Administration	72%

Small/Independent Agencies	% Positive
Federal Mediation and Conciliation Service	86%
Federal Labor Relations Authority	85%
National Endowment for the Humanities	78%
Surface Transportation Board	77%
Overseas Private Investment Corporation	75%
Office of Navajo and Hopi Indian Relocation	

Global Satisfaction Index (continued)

Agencies with Largest Increase in Global Satisfaction

An index, because it is made up of several items, requires many respondents to change opinions on several items to yield a change in the overall index result. Since 2014, 30 Departments/ Large Agencies increased their Global Satisfaction score by at least one percentage point. The Office of Management and Budget had the largest increase (9 percentage points), followed by the Department of Housing and Urban Development (6 percentage point increase).

Of the Small/Independent Agencies, the Defense Nuclear Facilities Safety Board had the largest increase (17 percent points). The U.S. Access Board had a 16 percentage point increase since 2014.

Agencies with Largest Increase in Global Satisfaction

Departments/Large Agencies	Increase
Office of Management and Budget	+9
Department of Housing and Urban Development	+6
National Labor Relations Board	+5
Department of Labor	+4
National Archives and Records Administration	
National Credit Union Administration	

Small/Independent Agencies	Increase
Defense Nuclear Facilities Safety Board	+17
U.S. Access Board	+16
Inter-American Foundation	+15
Federal Maritime Commission	+14
Merit Systems Protection Board	+10



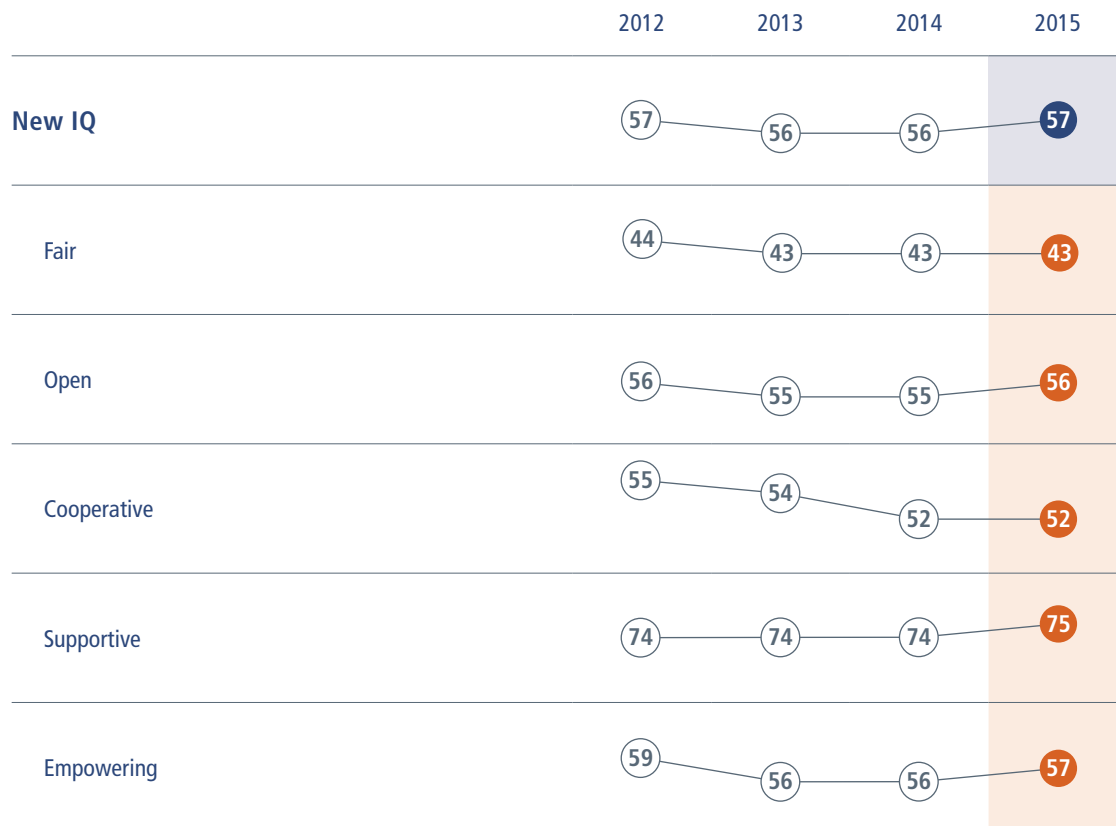
The New IQ Index

The New IQ identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behaviors will create positive habits among team members and managers. Behaviors included in the New IQ can be learned, practiced, and developed. Consequently, all members of an organization can improve their inclusive intelligence. Workplace inclusion is a contributing factor to both employee engagement and organizational performance.

The New IQ is made up of 20 questions that relate to inclusive workplace environments. The 20 questions are grouped into “Five Habits of Inclusion” – Fair, Open, Cooperative, Supportive, and Empowering.⁵

Compared with 2014, New IQ scores in 2015 either stayed the same or increased by a percentage point. Both overall scores and subfactor scores have remained relatively steady since 2012, with the exception of the Empowering and Cooperative subfactors. These have decreased two and three percentage points respectively since 2012. The continued decline in scores for the Cooperative subfactor indicates an area that leaders governmentwide should pay particular attention to in the future.

New IQ Trends



⁵ The **New IQ** is comprised of the following subfactors and items:
Fair: Are all employees treated equitably? (Q 23, 24, 25, 37, & 38)
Open: Does management support diversity in all ways? (Q 32, 34, 45, & 55)
Cooperative: Does management encourage communication and collaboration? (Q 58 & 59)
Supportive: Do supervisors value employees? (Q 42, 46, 48, 49, & 50)
Empowering: Do employees have the resources and support needed to excel? (Q 2, 3, 11, & 30)

Top Agency New IQ Performance

New IQ agency level scores ranged from 25 to 93 governmentwide for 2015. The top performers for Departments/Large Agencies in 2015 were also top performers in 2014. Since 2014, four of the top scoring agencies increased their scores; the Nuclear Regulatory Commission’s score remained steady. For a complete listing of agency New IQ scores and trends, see Appendices H1 to H6.

New to the top performers for Small/Independent Agencies in 2015 is the Overseas Private Investment Corporation. This agency also has the largest increase among top performers for Small/Independent agencies with six percentage points.

 **Top Agency New IQ Performance**

Departments/Large Agencies	% Positive
National Aeronautics and Space Administration	74%
Federal Trade Commission	70%
Federal Energy Regulatory Commission	
Nuclear Regulatory Commission	69%
Office of Management and Budget	

Small/Independent Agencies	% Positive
U.S. Trade and Development Agency	80%
Federal Labor Relations Authority	79%
Federal Mediation and Conciliation Service	78%
Overseas Private Investment Corporation	76%
Surface Transportation Board	73%

Agencies with Largest Increase in New IQ

Since 2014, 27 agencies have increased their New IQ score by at least one percentage point. The Department of Housing and Urban Development had the largest increase (5 percentage points). The National Archives and Records Administration and the Court Services and Offender Supervision Agency both increased by four percentage points.

Three Small/Independent Agencies increased by 12 percentage points: the Defense Nuclear Facilities Safety Board, the Export-Import Bank, and the Merit Systems Protection Board.



Agencies with Largest Increase in New IQ

Departments/Large Agencies	Increase
Department of Housing and Urban Development	+5
Court Services and Offender Supervision Agency	+4
National Archives and Records Administration	
Department of Labor	+3
Federal Energy Regulatory Commission	
National Labor Relations Board	
Office of Management and Budget	

Small/Independent Agencies	Increase
Export-Import Bank of the United States	+12
Defense Nuclear Facilities Safety Board	
Merit Systems Protection Board	
Inter-American Foundation	+11
American Battle Monuments Commission	+10
Federal Maritime Commission	

Engagement by Key Employee Characteristics

While examining governmentwide trends is useful, it is also important to understand engagement within different groups that make up the workforce. The table below contains the Engagement Index scores for selected employee characteristics: agency tenure, generation, disability status, supervisory status, and telework participation.

Engagement trends show an increase from 2014 for nearly all employee characteristics. In particular:

- Individuals with agency tenure of less than four years consistently have higher engagement scores than those with longer agency tenure.
- Traditionalists have higher engagement scores compared to the other three generations.
- Despite an increase from 2014, engagement scores for individuals with a disability remained substantially lower than those in other demographic categories.
- Individuals who telework consistently have higher engagement scores than those who do not.

Engagement by Key Characteristics

	2012	2013	2014	2015	Change from 2014
Agency Tenure					
< 4 years	69%	68%	67%	69%	+2
4–10 years	63%	62%	62%	63%	+1
> 10 years	65%	64%	63%	64%	+1
Generations					
Millennials	66%	65%	63%	65%	+2
Generation X	65%	64%	62%	63%	+1
Baby Boomers	65%	64%	63%	64%	+1
Traditionalists	69%	70%	68%	68%	0
Disability Status					
With Disabilities	61%	60%	59%	60%	+1
Without Disabilities	66%	65%	64%	65%	+1

Engagement by Key Employee Characteristics (continued)

	2012	2013	2014	2015	Change from 2014
Supervisory Status					
Non-Supervisor	64%	63%	62%	62%	0
Supervisor/Management	72%	71%	69%	71%	+2
Senior Executive	82%	81%	81%	82%	+1
Telework Status					
Telework	71%	69%	68%	69%	+1
Do not telework	64%	63%	61%	62%	+1



A Look at Occupations in the Federal Government

OPM and the Chief Human Capital Officer Council examined mission-critical occupations (MCOs) for staffing gaps and identified six occupation areas of concern: information technology/cybersecurity, contract specialist/acquisitions, economist, human resource specialist, auditor, and the Science, Technology, Engineering, and Mathematics (STEM) functional community.⁶ These are occupations where staffing gaps could affect the ability of agencies across the government to carry out their mission.

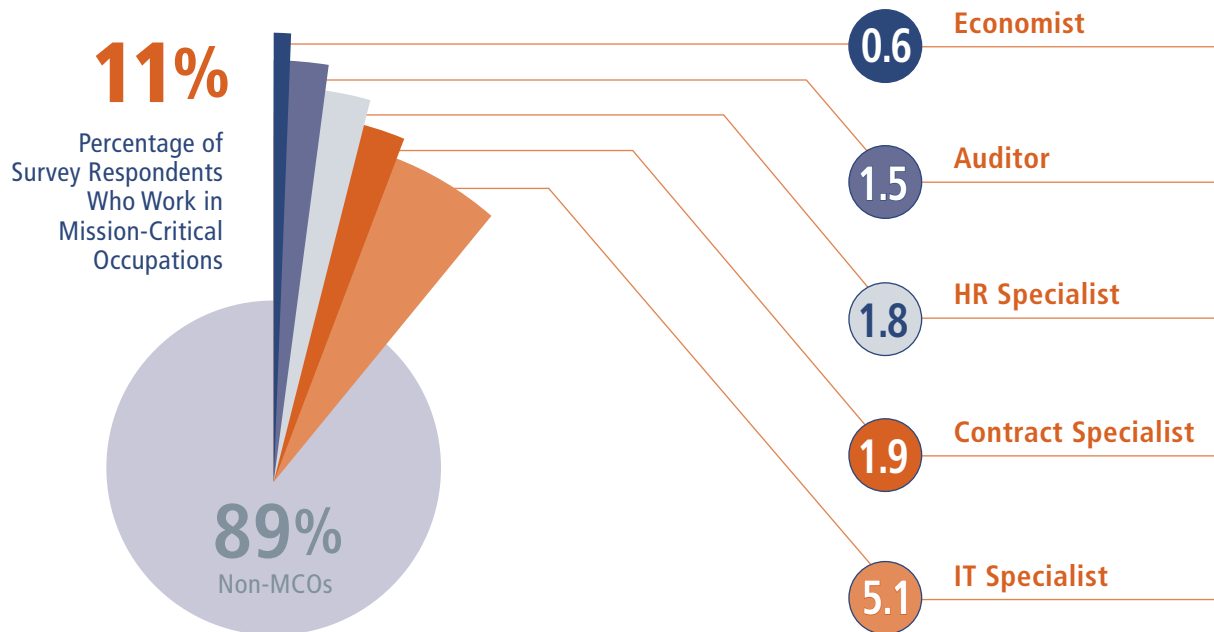
This section will first look at five mission-critical occupations followed by STEM occupations.

Mission-Critical Occupations


With the exception of a handful of special commissions, MCOs can be found in every government agency. With over a third (37%) of its occupations falling under this categorization, the Federal Retirement Thrift Investment Board has the greatest percentage of MCOs among Federal agencies.

MCOs reflect a range of skills and educational backgrounds, as highlighted in the profile below.

2015 MCO Breakdown




2015 Profile of MCOs

47%  are women

38%  are minorities

12%  are Millennials

78%  have a Bachelor's degree or higher

⁶ <http://www.gao.gov/products/GAO-15-223>

A Look at Occupations in the Federal Government (continued)

The table below contains the Engagement Index scores for MCOs. Index trends show an increase from 2014 for all occupation categories, Economist showed the greatest increase with a jump of four percentage points.

Engagement Scores by Mission-Critical Occupations

	2012	2013	2014	2015	Change from 2014
Economists	70%	69%	69%	73%	+4
Auditor	71%	69%	69%	70%	+1
HR Specialist	67%	67%	66%	67%	+1
Contract Specialist	68%	67%	65%	66%	+1
IT Specialist	65%	63%	63%	64%	+1

A Look at Occupations in the Federal Government (continued)

To examine MCO staffing gaps, agencies should look at their efforts in four focus areas: recruitment, retention, employee development, and knowledge management. We examined a select set of FEVS items related to each focus area for five MCOs as compared to all other occupations. MCO scores are generally higher compared to non-MCO occupations. Economist scores are generally higher than all other MCOs. IT specialists may require additional attention as their scores are lower in most areas than other occupations.

Comparison of Survey Results for MCOs and Non-MCO Occupations

	Economist	Auditor	HR Specialist	Contract Specialist	IT Specialist	MCO Occupations	Non-MCO Occupations
Recruitment							
Work unit is able to recruit people with the right skills	56%	53%	47%	44%	37%	43%	41%
Policies and programs promote diversity	65%	63%	70%	59%	59%	61%	56%
Prohibited Personnel Practices are not tolerated	81%	70%	73%	67%	67%	68%	65%
Retention							
I recommend my organization as a good place to work	72%	63%	65%	61%	60%	61%	63%
Senior leaders generate high levels of commitment	47%	45%	48%	41%	40%	42%	39%
Planning to stay with their organization	67%	58%	68%	59%	63%	62%	67%
Employee Development							
I am given opportunity to improve my skills	73%	67%	71%	71%	61%	65%	61%
Supervisors support employee development	78%	70%	74%	72%	66%	69%	64%
Satisfied with training received for present job	58%	54%	63%	60%	46%	52%	52%
Knowledge Management							
I have enough information to do my job well	77%	72%	75%	70%	64%	68%	70%
Coworkers share job knowledge with each other	83%	76%	78%	77%	70%	74%	73%
Workforce has job-relevant knowledge and skills	78%	70%	76%	67%	64%	67%	69%

Values shown are the percent positive for each category.

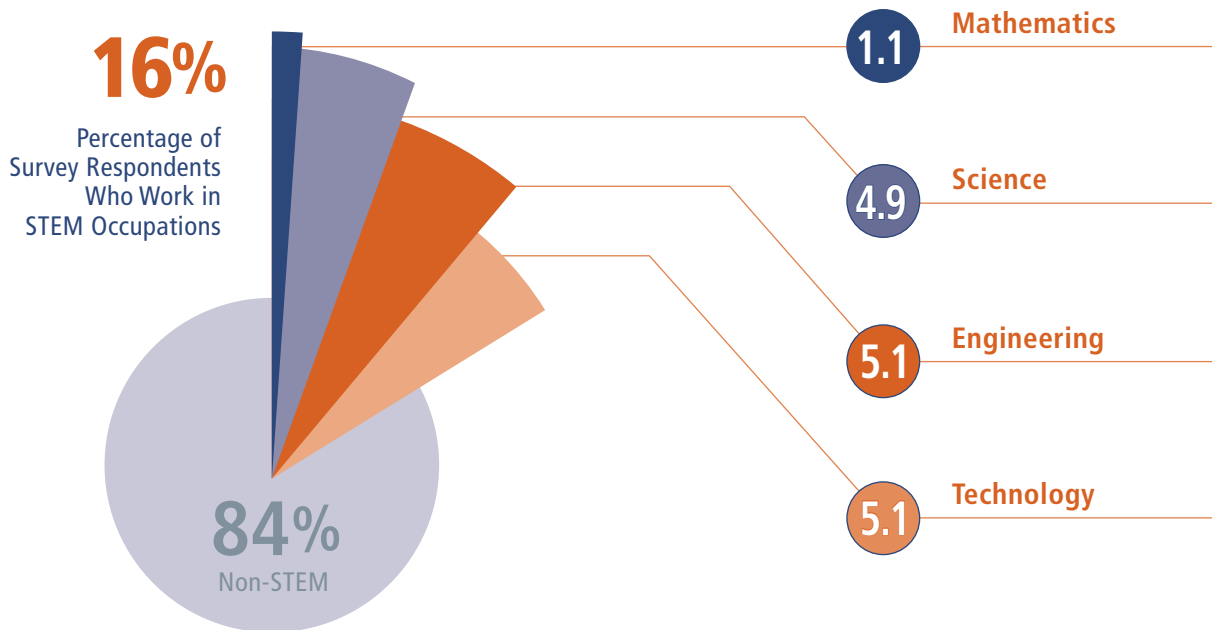
Highest percent positive score for each item shown in orange.

A Look at Occupations in the Federal Government (continued)

STEM

Over the past decade, the number of employees in STEM occupations has increased by 30,000 and at a rate faster than Non-STEM occupations. Shown in the profile below, the majority of employees in STEM occupations are male (69%) and ten percent are Millennials.

2015 STEM Breakdown



2015 Profile of STEM Occupations



A Look at Occupations in the Federal Government (continued)

The table below contains the Engagement Index scores for STEM occupations. Since 2014, Index trends show an increase of one percentage point for Science, Technology, and Mathematics. Engineering's Index score is unchanged.

Engagement Scores by STEM Occupations



	2012	2013	2014	2015	Change from 2014
Science	65%	63%	63%	64%	+1
Technology	65%	63%	63%	64%	+1
Engineering	69%	68%	67%	67%	0
Mathematics	69%	66%	68%	69%	+1

A Look at Occupations in the Federal Government (continued)

In general, STEM occupations have higher ratings on items related to recruitment, retention, employee development, and knowledge management than those in non-STEM occupations. Among the STEM occupations, employees in technology occupations tend to provide fewer positive ratings on these items than their counterparts in science, engineering, or math. Math generally had the highest ratings.

Comparison of Survey Results for STEM Occupations

	Science	Technology	Engineering	Mathematics	All STEM Occupations	Non-STEM Occupations
Recruitment						
Work unit is able to recruit people with the right skills	40%	37%	41%	47%	40%	42%
Policies and programs promote diversity	62%	59%	65%	66%	63%	55%
Prohibited Personnel Practices are not tolerated	73%	67%	77%	77%	73%	64%
Retention						
I recommend my organization as a good place to work	66%	60%	67%	67%	65%	62%
Senior leaders generate high levels of commitment	32%	40%	38%	44%	38%	39%
Planning to stay with their organization	72%	63%	71%	70%	69%	66%
Employee Development						
I am given opportunity to improve my skills	66%	61%	70%	71%	66%	60%
Supervisors support employee development	68%	66%	74%	74%	71%	63%
Satisfied with training received for present job	52%	46%	53%	55%	51%	52%
Knowledge Management						
I have enough information to do my job well	70%	64%	72%	70%	69%	70%
Coworkers share job knowledge with each other	77%	70%	79%	78%	76%	72%
Workforce has job-relevant knowledge and skills	70%	64%	71%	72%	69%	69%

Values shown are the percent positive for each category.

Highest percent positive score for each item shown in orange.

Mission-Critical Occupations and STEM

In addition to examining the areas of recruitment, retention, employee development, and knowledge management we also considered workload and resource availability as assessed in the FEVS. When compared to other occupations, those in MCOs or STEM occupations are slightly less likely to feel they have a reasonable workload or that they have sufficient resources to get their job done. These are factors that may have an impact on retention efforts, affecting efforts to close identified skills gaps identified for MCOs and STEM occupations.

Comparison of Survey Results for Workload and Resources



My Workload Is Reasonable



I Have Sufficient Resources to Get My Job Done



- Mission Critical and STEM Occupations
- All Other Occupations



Conclusion

Through participation in the annual Federal Employee Viewpoint Survey (FEVS), Federal Government employees are given the opportunity to share their experiences and provide feedback about all aspects of their work life. For 2015, more than 421,000 employees, representing various demographic groups at all organizational levels, voiced their opinions about working in the Federal Government. By revealing what is working and what is not, FEVS results provide a guide to evaluation and action planning efforts to support and strengthen a culture of employee engagement and organizational performance.

Similar to previous years, results from the 2015 FEVS continue to document the unwavering dedication and devotion of the Federal workforce.

Ninety percent or more of Federal employees:

- view their work as important
- are willing to commit extra effort when necessary to get their jobs done
- consistently seek out ways to do better

Progress is shown since 2014:

- approximately 75 percent of the survey items increased
- more Federal employees report being satisfied with their jobs
- scores on three key indices — Engagement, Global Satisfaction, and New IQ — have increased

What continues to remain strong in 2015:

- employees' relationships with their supervisors
- satisfaction with telework and alternative work schedules

Areas where improvement should still be made:

- dealing with poor performers
- recognizing differences in performance within the work unit

Federal Government employees are strong, resolute, and committed. The 2015 FEVS results show employee experiences are improving. While this improvement is a cause for celebration, additional work remains especially in the areas of performance management.

The survey is only the measuring stick; the real work lies ahead as agencies embrace survey results and move forward towards identifying and implementing improvement initiatives or sustaining success. Through the President's Management Agenda plank on People and Culture, agencies have galvanized their resources behind strategies to improve employee engagement, which is a precursor to improved performance and productivity. With 27 of 37 large agencies increasing by one percentage point or more on the Engagement Index, the 2015 FEVS results provide an inkling of the return on investment that is possible when organizations focus on engagement.

Throughout the report, resources and processes are highlighted to assist agencies in next steps. Agencies are encouraged to start conversations with one another to address challenging issues and share best practices to accomplish complex change tasks. Working together we can provide positive experiences for employees and the public they serve.



Appendix A: 2015 FEVS Methods

2015 Federal Employee Viewpoint Survey Methods

What Types of Questions are Included in the Survey?

The 98-item survey includes 84 items that measure Federal employees' perceptions about how effectively agencies manage their workforce, as well as 14 demographic items.

The survey is grouped into eight topic areas:

- Personal Work Experiences
- Work Unit
- Agency
- Supervisor
- Leadership
- Satisfaction
- Work/Life Programs
- Demographics

Who Participated?

Full-time and part-time permanent, non-seasonal employees were eligible to participate in the survey.

How Many Employees Participated?

Employees from 82 agencies, 37 departments/large agencies and 45 small/independent agencies, participated in this year's survey. Of the 848,237 employees who received the FEVS, 421,748 completed the survey for a governmentwide response rate of 49.7 percent.

How Was the Survey Administered?

The survey was a self-administered Web survey.

When Were Employees Surveyed?

Agency launch dates were organized in two waves this year, with approximately 6-week administration periods beginning April 27th and May 4th.

Data Weighting

Data collected from the 2015 survey respondents were weighted to produce survey estimates that accurately represent the survey population. Unweighted data could produce biased estimates of population statistics. The weights developed for the 2015 FEVS take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point.

Data Analysis

In performing statistical analyses for this report, OPM employed a number of grouping procedures to simplify presentations. Most of the items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. In some instances, these responses are collapsed into one positive category (Strongly Agree and Agree), one negative category (Strongly Disagree and Disagree), and a neutral category (Neither Agree nor Disagree). We conducted analyses on all survey items for the various demographic categories. More detailed survey statistics are available in the published Federal Employee Viewpoint Survey Data volumes for this survey and can be downloaded from OPM's Federal Employee Viewpoint Survey website: www.opm.gov/FEVS.

Index Development

The 2015 FEVS includes seven indices: the Engagement Index, the Global Satisfaction Index, the New Inclusion Quotient (The New IQ), and the four HCAAF (Human Capital Assessment and Accountability Framework) Indices. These indices provide a dependable and consistent method for Federal agencies to assess different facets of the workforce.

Engagement Index

The Engagement Index was developed using a combination of social science theory and statistical analysis. Several items from the FEVS were selected based on a rationalization they would be representative of dimensions similar to other engagement “driver” measures. Items which used a satisfaction scale were excluded so as to differentiate between satisfaction and engagement.

An initial exploratory factor analysis revealed three factors consisting of 16 items (Leaders Lead, Supervision, and Intrinsic Work Experience) with a single, underlying factor (Conditions Conducive to Employee Engagement). A confirmatory factor analysis was repeated with an independent dataset, which further supported the three-factor model. One item was removed for theoretical and statistical reasons, resulting in the 15-item, three-factor model.

Global Satisfaction Index

OPM created the Global Satisfaction Index to provide a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work.

New Inclusion Quotient (The New IQ)

The New IQ is built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. The New IQ consists of 20 questions that are related to inclusive environments. These 20 questions are grouped into “5 Habits of inclusion” – Fair, Open, Cooperative, Supportive, and Empowering.

HCAAF Indices

The HCAAF Indices were developed to help agencies meet the requirements of OPM's mandate under the Chief Human Capital Officers Act of 2002 to design systems, set standards, and develop metrics for assessing the management of Federal employees. The FEVS provides supplementary information to evaluate Leadership & Knowledge Management, Results-Oriented Performance Culture, and Talent Management, and provides an additional index on Job Satisfaction. Agencies can access their 2015 HCAAF scores on the Online Reporting and Analysis Tool.

The Index scores were calculated by averaging the percent positive responses on the items within the Index. For example, if the item-level percent positive responses for a four-item Index were 20 percent, 40 percent, 60 percent, and 80 percent, the HCAAF rating would be the average of these four percentages $(20 + 40 + 60 + 80) \div 4 = 50$ percent.

Appendix B: Trend Analysis

Trend Analysis: 2012 vs. 2013 vs. 2014 vs. 2015 Results

Appendix B consists of a set of trend tables displaying the governmentwide percent positive results for each item for the last four survey administrations. The last column indicates whether or not there were significant increases, decreases, or no changes in positive ratings from 2012 to 2013 (first arrow), from 2013 to 2014 (second arrow), and from 2014 to 2015 (last arrow). Arrows slanting up (↗) indicate a statistically significant increase, and arrows slanting down (↘) indicate a statistically significant decrease. Horizontal arrows (→) indicate the change was not statistically significant. For example, symbols indicate there was no significant change in positive ratings from 2012 to 2013, but there was a significant increase in positive ratings from 2013 to 2014, and from 2014 to 2015. Similarly, symbols indicate there was a significant decrease from 2012 to 2013, but there were no significant changes in positive ratings from 2013 to 2014 or from 2014 to 2015.

	Percent Positive				Significant Trends
	2012	2013	2014	2015	
My Work Experience					
‡1. I am given a real opportunity to improve my skills in my organization.	63	60	59	61	↘ ↘ ↗
2. I have enough information to do my job well.	72	70	69	70	↘ ↘ ↗
3. I feel encouraged to come up with new and better ways of doing things.	58	56	55	56	↘ ↘ ↗
‡4. My work gives me a feeling of personal accomplishment.	72	70	70	70	↘ ↘ ↗
‡5. I like the kind of work I do.	84	83	82	83	↘ ↘ ↗
6. I know what is expected of me on the job.	80	79	79	79	↘ ↘ →
7. When needed I am willing to put in the extra effort to get a job done.	96	96	96	96	↘ → →
8. I am constantly looking for ways to do my job better.	91	90	90	90	↘ ↘ ↗
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	48	44	45	46	↘ ↗ ↗
‡10. My workload is reasonable.	59	57	56	57	↘ ↘ ↗
‡11. My talents are used well in the workplace.	59	57	57	58	↘ ↘ ↗
‡12. I know how my work relates to the agency's goals and priorities.	84	83	82	82	↘ ↘ ↗
‡13. The work I do is important.	91	90	90	90	↘ ↘ ↗
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67	66	66	66	↘ ↘ →
‡15. My performance appraisal is a fair reflection of my performance.	69	68	68	69	↘ ↘ ↗
16. I am held accountable for achieving results.	83	81	81	81	↘ ↘ →
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	61	61	60	61	↘ ↘ ↗
‡18. My training needs are assessed.	53	50	50	52	↘ → ↗

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

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Appendix B: Trend Analysis (continued)

	Percent Positive				Significant Trends
	2012	2013	2014	2015	
‡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).	68	68	67	68	→ ↓ ↗
‡20. The people I work with cooperate to get the job done.	73	73	72	73	↓ ↓ ↗
‡21. My work unit is able to recruit people with the right skills.	43	40	41	42	↓ ↗ ↗
‡22. Promotions in my work unit are based on merit.	34	32	32	33	↓ ↗ ↗
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	28	28	28	↓ ↗ →
‡24. In my work unit, differences in performance are recognized in a meaningful way.	34	31	32	33	↓ → ↗
25. Awards in my work unit depend on how well employees perform their jobs.	41	38	38	40	↓ ↗ ↗
26. Employees in my work unit share job knowledge with each other.	72	72	72	73	↓ → ↗
27. The skill level in my work unit has improved in the past year.	55	52	51	53	↓ ↓ ↗
28. How would you rate the overall quality of work done by your work unit?	83	83	82	82	↓ ↓ →

My Agency

‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	72	70	69	69	↓ ↓ ↗
‡30. Employees have a feeling of personal empowerment with respect to work processes.	45	43	42	43	↓ ↓ ↗
31. Employees are recognized for providing high quality products and services.	48	46	45	47	↓ ↓ ↗
‡32. Creativity and innovation are rewarded.	38	35	35	37	↓ ↓ ↗
‡33. Pay raises depend on how well employees perform their jobs.	22	19	20	21	↓ ↗ ↗
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	57	55	55	56	↓ → ↗
‡35. Employees are protected from health and safety hazards on the job.	77	76	76	76	↓ → →
‡36. My organization has prepared employees for potential security threats.	78	76	76	76	↓ → →
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	51	51	50	51	↓ ↓ ↗
38. Prohibited Personnel Practices are not tolerated.	66	65	65	66	↓ → ↗
39. My agency is successful at accomplishing its mission.	76	74	73	73	↓ ↓ →
40. I recommend my organization as a good place to work.	67	63	62	63	↓ ↓ ↗
41. I believe the results of this survey will be used to make my agency a better place to work.	42	38	38	39	↓ → ↗

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

Appendix B: Trend Analysis (continued)

	Percent Positive				Significant Trends
	2012	2013	2014	2015	
My Supervisor					
‡42. My supervisor supports my need to balance work and other life issues.	77	77	77	78	↗ → ↗
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	65	65	64	65	↘ ↘ ↗
‡44. Discussions with my supervisor about my performance are worthwhile.	62	61	62	63	↘ → ↗
45. My supervisor is committed to a workforce representative of all segments of society.	64	65	66	67	→ ↗ ↗
46. My supervisor provides me with constructive suggestions to improve my job performance.	61	60	61	61	↘ → ↗
‡47. Supervisors in my work unit support employee development.	65	64	63	64	↘ ↘ ↗
48. My supervisor listens to what I have to say.	74	74	75	76	→ ↗ ↗
49. My supervisor treats me with respect.	79	80	80	81	↗ ↗ ↗
50. In the last six months, my supervisor has talked with me about my performance.	77	77	77	77	→ ↗ →
‡51. I have trust and confidence in my supervisor.	66	66	65	67	→ ↘ ↗
‡52. Overall, how good a job do you feel is being done by your immediate supervisor?	68	68	69	70	→ ↗ ↗
Leadership					
‡53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	43	41	38	39	↘ ↘ ↗
54. My organization's senior leaders maintain high standards of honesty and integrity.	55	54	50	50	↘ ↘ ↗
‡55. Supervisors work well with employees of different backgrounds.	63	63	63	63	↘ → →
‡56. Managers communicate the goals and priorities of the organization.	62	61	58	59	↘ ↘ ↗
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	62	61	58	59	↘ ↘ ↗
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	53	52	50	51	↘ ↘ ↗
59. Managers support collaboration across work units to accomplish work objectives.	57	56	53	54	↘ ↘ ↗
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	58	57	56	57	↘ ↘ ↗
‡61. I have a high level of respect for my organization's senior leaders.	54	52	50	51	↘ ↘ ↗
62. Senior leaders demonstrate support for Work/Life programs.	54	54	52	53	↘ ↘ ↗

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

Appendix B: Trend Analysis (continued)


	Percent Positive				Significant Trends
	2012	2013	2014	2015	
My Satisfaction					
‡63. How satisfied are you with your involvement in decisions that affect your work?	52	50	48	50	↘ ↘ ↗
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	48	48	46	47	↘ ↘ ↗
‡65. How satisfied are you with the recognition you receive for doing a good job?	48	45	45	47	↘ ↘ ↗
‡66. How satisfied are you with the policies and practices of your senior leaders?	43	41	40	41	↘ ↘ ↗
‡67. How satisfied are you with your opportunity to get a better job in your organization?	36	34	33	35	↘ ↘ ↗
‡68. How satisfied are you with the training you receive for your present job?	54	50	50	52	↘ → ↗
‡69. Considering everything, how satisfied are you with your job?	68	65	64	65	↘ ↘ ↗
‡70. Considering everything, how satisfied are you with your pay?	59	54	56	57	↘ ↗ ↗
‡71. Considering everything, how satisfied are you with your organization?	59	56	55	56	↘ ↘ ↗
Work/Life Programs					
79 – 84. How satisfied are you with the following Work/Life programs in your agency?*					
79. Telework.	73	76	77	78	↗ ↗ ↗
80. Alternative Work Schedules (AWS).	89	89	89	89	→ ↗ →
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs).	80	80	79	80	↘ → →
82. Employee Assistance Program (EAP).	76	74	74	75	↘ → →
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups).	72	70	72	72	↘ ↗ →
84. Elder Care Programs (for example, support groups, speakers).	68	66	68	66	↘ → →

* The 2012–2015 Work/Life program satisfaction results only include employees who indicated that they participated in the program.

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

Appendix C: Response Rates

Department/Large Agencies	Number Surveyed	Number Responded	Response Rate
Governmentwide	848,237	421,748	49.7%
Broadcasting Board of Governors (BBG)	1,484	1,102	74.3%
Court Services and Offender Supervision Agency (CSOSA)	1,107	648	58.5%
Department of Agriculture (USDA)	31,135	20,624	66.2%
Department of Commerce (DOC)	17,515	10,129	57.8%
Department of Education (Educ)	3,717	2,701	72.7%
Department of Energy (DOE)	12,388	8,469	68.4%
Department of Health and Human Services (HHS)	69,008	36,772	53.3%
Department of Homeland Security (DHS)	91,425	43,090	47.1%
Department of Housing and Urban Development (HUD)	7,348	5,404	73.5%
Department of Justice (DOJ)	44,712	20,218	45.2%
Department of Labor (DOL)	14,848	11,359	76.5%
Department of State (State)	7,670	4,060	52.9%
Department of the Interior (DOI)	45,898	26,366	57.4%
Department of the Treasury (Treas)	84,043	51,700	61.5%
Department of Transportation (DOT)	29,298	15,598	53.2%
Department of Veterans Affairs (VA)	89,428	32,236	36.0%
Environmental Protection Agency (EPA)	7,193	4,456	61.9%
Equal Employment Opportunity Commission (EEOC)	2,047	1,247	60.9%
Federal Communications Commission (FCC)	1,573	573	36.4%
Federal Energy Regulatory Commission (FERC)	1,357	996	73.4%
Federal Trade Commission (FTC)	1,034	626	60.5%
General Services Administration (GSA)	10,477	7,874	75.2%
National Aeronautics and Space Administration (NASA)	16,771	9,936	59.2%
National Archives and Records Administration (NARA)	2,366	1,721	72.7%

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Appendix C: Response Rates (continued)

Department/Large Agencies	Number Surveyed	Number Responded	Response Rate
Governmentwide	848,237	421,748	49.7%
National Credit Union Administration (NCUA)	1,160	777	67.0%
National Labor Relations Board (NLRB)	1,426	902	63.3%
National Science Foundation (NSF)	1,159	900	77.7%
Nuclear Regulatory Commission (NRC)	3,590	2,675	74.5%
Office of Management and Budget (OMB)	378	305	80.7%
Office of Personnel Management (OPM)	4,695	3,378	71.9%
Pension Benefit Guaranty Corporation (PBGC)	868	630	72.6%
Railroad Retirement Board (RRB)	862	481	55.8%
Securities and Exchange Commission (SEC)	2,675	1,921	71.8%
Small Business Administration (SBA)	2,072	1,303	62.9%
Social Security Administration (SSA)	18,066	10,527	58.3%
U.S. Agency for International Development (USAID)	3,543	2,004	56.6%
Department of Defense (DOD)	206,707	72,919	35.3%
United States Department of the Army (Army)	56,636	21,003	37.1%
United States Department of the Navy (Navy)	51,295	17,891	34.9%
United States Department of the Air Force (Air Force)	66,549	18,776	28.2%
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	32,227	15,249	47.3%
Small/Independent Agencies			
Small Agencies, Combined	7,194	5,121	71.2%
Advisory Council on Historic Preservation (ACHP)	35	28	80.0%
African Development Foundation (AFD)	24	13	54.2%
American Battle Monuments Commission (ABMC)	24	14	58.3%
Chemical Safety and Hazard Investigations Board (CSB)	31	31	100.0%
Committee for Purchase from People Who Are Blind or Severely Disabled (CPPBSD)	24	11	45.8%
Commission on Civil Rights (USCCR)	24	19	79.2%

Appendix C: Response Rates (continued)

Small/Independent Agencies	Number Surveyed	Number Responded	Response Rate
Small Agencies, Combined	7,194	5,121	71.2%
Commodity Futures Trading Commission (CFTC)	617	488	79.1%
Consumer Product Safety Commission (CPSC)	467	299	64.0%
Corporation For National And Community Service (CNCS)	591	492	83.2%
Defense Nuclear Facilities Safety Board (DNFS)	97	81	83.5%
Export-Import Bank of the United States (EXIM)	360	217	60.3%
Farm Credit Administration (FCA)	258	225	87.2%
Farm Credit System Insurance Corporation (FCSIC)	11	9	81.8%
Federal Retirement Thrift Investment Board (FRTIB)	170	142	83.5%
Federal Election Commission (FEC)	294	163	55.4%
Federal Housing Finance Agency (FHFA)	482	350	72.6%
Federal Labor Relations Authority (FLRA)	117	98	83.8%
Federal Maritime Commission (FMC)	98	77	78.6%
Federal Mediation And Conciliation Service (FMCS)	203	164	80.8%
Institute Of Museum And Library Services (IMLS)	59	46	78.0%
Inter-American Foundation (IAF)	35	33	94.3%
Internat Boundary and Water Commission (IBWC)	205	104	50.7%
Marine Mammal Commission (MMC)	10	8	80.0%
Merit Systems Protection Board (MSPB)	192	138	71.9%
National Capital Planning Commission (NCPC)	28	24	85.7%
National Endowment For The Arts (NEA)	95	58	61.1%
National Endowment For The Humanities (NEH)	115	74	64.3%
National Gallery of Art (NGA)	696	456	65.5%
National Indian Gaming Commission (NIGC)	88	67	76.1%
National Mediation Board (NMB)	35	16	45.7%
National Transportation Safety Board (NTSB)	384	228	59.4%
Nuclear Waste Technical Review Board (NWTRB)	10	4	40.0%

Appendix C: Response Rates (continued)

Small/Independent Agencies	Number Surveyed	Number Responded	Response Rate
Small Agencies, Combined	7,194	5,121	71.2%
Occupational Safety and Health Review Commission (OSHRC)	47	32	68.1%
Office of Navajo And Hopi Indian Relocation (ONHIR)	33	27	81.8%
Office of The U.S. Trade Representative (USTR)	178	82	46.1%
Overseas Private Investment Corporation (OPIC)	197	148	75.1%
Postal Regulatory Commission (PRC)	59	53	89.8%
Selective Service System (SSS)	103	80	77.7%
Surface Transportation Board (STB)	119	78	65.5%
U.S. Access Board (USAB)	26	16	61.5%
U.S. International Trade Commission (USITC)	317	280	88.3%
U.S. Office of Government Ethics (OGE)	60	47	78.3%
U.S. Office of Special Counsel (OSC)	106	65	61.3%
U.S. Trade And Development Agency (USTDA)	39	28	71.8%
Woodrow Wilson International Center For Scholars (WWICS)	31	8	25.8%



Appendix D: Governmentwide Respondent Characteristics

	Number Responded	Percentage
Work Location		
Headquarters	156,969	39%
Field	241,047	61%
Supervisory Status		
Non-Supervisor	262,018	65%
Team Leader	53,511	13%
Supervisor	52,669	13%
Manager	24,425	6%
Senior Leader	8,076	2%
Gender		
Male	205,866	52%
Female	189,512	48%
Ethnicity		
Hispanic/Latino	34,074	9%
Not Hispanic/Latino	357,460	91%
Race/National Origin		
American Indian or Alaska Native	8,403	2%
Asian	18,755	5%
Black or African American	60,497	16%
Native Hawaiian or Other Pacific Islander	2,486	1%
White	274,753	72%
Two or more races	14,519	4%

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Appendix D: Governmentwide Respondent Characteristics (continued)

	Number Responded	Percentage
Highest Level of Education Completed		
Less than High School	415	0%
High School Diploma/GED or equivalent	19,471	5%
Trade or Technical Certificate	9,624	2%
Some College (no degree)	60,499	15%
Associate's Degree (e.g., AA, AS)	31,501	8%
Bachelor's Degree (e.g., BA, BS)	136,286	34%
Master's Degree (e.g., MA, MS, MBA)	98,552	25%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	41,166	10%
Pay Category		
Federal Wage System	12,724	3%
GS 1–6	22,098	6%
GS 7–12	167,199	42%
GS 13–15	162,989	41%
Senior Executive Service	5,728	1%
Senior Level (SL) or Scientific or Professional (ST)	1,546	0%
Other	25,733	6%
Time in Federal Government		
Less than 1 year	6,061	2%
1 to 3 years	28,371	7%
4 to 5 years	41,255	10%
6 to 10 years	88,183	22%
11 to 14 years	57,014	14%
15 to 20 years	49,014	12%
More than 20 years	128,964	32%

Appendix D: Governmentwide Respondent Characteristics (continued)

	Number Responded	Percentage
Time in Agency		
Less than 1 year	11,949	3%
1 to 3 years	44,739	11%
4 to 5 years	50,132	13%
6 to 10 years	96,231	24%
11 to 20 years	99,483	25%
More than 20 years	95,066	24%
Planning to Leave		
No	264,648	66%
Yes, to retire	24,265	6%
Yes, to take another job within the Federal Government	73,802	19%
Yes, to take another job outside the Federal Government	15,924	4%
Yes, other	19,417	5%
Retirement Plans		
Within one year	14,955	4%
Between one and three years	40,208	10%
Between three and five years	43,732	11%
Five or more years	295,987	75%
Sexual Orientation		
Heterosexual or Straight	319,320	84%
Gay, Lesbian, Bisexual, or Transgender	11,094	3%
I prefer not to say	48,390	13%

Appendix D: Governmentwide Respondent Characteristics (continued)

	Number Responded	Percentage
Military Service		
No Prior Military Service	282,727	72%
Currently in National Guard or Reserves	7,028	2%
Retired	43,542	11%
Separated or Discharged	59,884	15%
Disability Status		
With Disabilities	53,817	14%
Without Disabilities	340,571	86%
Age Group		
25 and under	2,779	1%
26-29	12,786	3%
30-39	75,052	18%
40-49	111,172	26%
50-59	152,977	36%
60 or older	65,201	16%



Appendix E: Governmentwide Demographic Response Rates

	Number Surveyed	Number Responded	Response Rate
Work Location			
Headquarters	651,533	307,205	47.2%
Field	196,704	114,543	58.2%
Supervisory Status			
Non-Supervisor	722,775	349,564	48.4%
Supervisor	116,408	66,121	56.8%
Executive	9,054	6,063	67.0%
Gender			
Male	461,467	217,139	47.1%
Female	386,770	204,609	52.9%
Ethnicity			
Hispanic	67,671	30,432	45.0%
Non-Hispanic	780,566	391,316	50.1%
Minority Status			
Non-Minority	542,180	284,228	52.4%
Minority	304,816	136,925	44.9%
Highest Level of Education Completed			
Up to High School Diploma or Equivalent	189,415	80,285	42.4%
Some College or Associate's Degree	185,591	83,246	44.9%
Bachelor's Degree	240,477	127,928	53.2%
Post-Bachelor's Degree	223,638	125,919	56.3%

NOTE: The demographic counts in Appendix E may not match precisely with comparable demographic counts reported previously in this report because they are based on administrative information from the sampling frame rather than what the respondent indicated on the survey instrument.

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Appendix E: Governmentwide Demographic Response Rates (continued)

	Number Surveyed	Number Responded	Response Rate
Pay Category			
GS 1–6	63,580	24,128	37.9%
GS 7–12	336,265	166,819	49.6%
GS 13–15	240,669	143,415	59.6%
All Other Payplans	207,723	87,386	42.1%
Time in Federal Government			
Less than 1 year	10,078	5,355	53.1%
1 to 3 years	55,030	26,494	48.1%
4 to 5 years	77,036	38,127	49.5%
6 to 10 years	188,383	89,422	47.5%
11 to 14 years	127,330	61,394	48.2%
15 to 20 years	100,874	50,046	49.6%
More than 20 years	289,506	150,910	52.1%
Military Service			
No Prior Military Service	601,012	309,610	51.5%
Prior Military Service	238,249	107,832	45.3%
Disability Status			
Without Disabilities	724,947	355,822	49.1%
With Disabilities	114,287	61,604	53.9%

Appendix E: Governmentwide Demographic Response Rates (continued)

	Number Surveyed	Number Responded	Response Rate
Age Group			
25 and under	7,436	2,791	37.5%
26–29	31,319	12,884	41.1%
30–39	168,562	75,439	44.8%
40–49	228,297	111,644	48.9%
50–59	290,826	153,491	52.8%
60 or older	121,797	65,499	53.8%



Appendix F: Engagement Index Trends

F1: Engagement Index Trends

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	67	65	64	63	64
Broadcasting Board of Governors	57	56	58	56	58
Court Services and Offender Supervision Agency	70	67	65	63	68
Department of Agriculture	65	63	63	63	64
Department of Commerce	70	70	70	70	68
Department of Defense, Combined	68	67	65	64	65
Department of the Army	68	66	63	63	64
Department of the Navy	68	68	66	65	66
Department of the Air Force	67	67	66	65	67
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	66	66	65	64	65
Department of Education	64	65	66	67	68
Department of Energy	63	65	64	61	64
Department of Health and Human Services	65	66	66	66	68
Department of Homeland Security	60	58	56	54	53
Department of Housing and Urban Development	61	62	57	57	62
Department of Justice	69	67	66	66	68
Department of Labor	64	64	62	64	67
Department of State	72	71	69	70	70
Department of the Interior	64	64	62	61	62
Department of the Treasury	70	69	67	66	66
Department of Transportation	63	64	65	64	66
Department of Veterans Affairs	65	62	63	61	61
Environmental Protection Agency	67	68	64	63	63
Equal Employment Opportunity Commission	65	67	65	65	67

The **Engagement Index** assesses the critical conditions conducive for employee engagement (e.g., effective leadership, work which provides meaning to employees, etc.). It is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experience.

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Appendix F: Engagement Index Trends (continued)

F1: Engagement Index Trends (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	67	65	64	63	64
Federal Communications Commission	69	69	73	70	66
Federal Energy Regulatory Commission	71	70	73	74	76
Federal Trade Commission	76	74	75	76	78
General Services Administration	71	69	69	68	69
National Aeronautics and Space Administration	75	76	77	77	78
National Archives and Records Administration	62	59	60	59	63
National Credit Union Administration	68	73	70	72	72
National Labor Relations Board	66	65	64	64	68
National Science Foundation	67	65	68	69	70
Nuclear Regulatory Commission	79	76	75	75	75
Office of Management and Budget	63	73	68	73	78
Office of Personnel Management	72	71	72	72	71
Pension Benefit Guaranty Corporation	69	67	64	65	69
Railroad Retirement Board	66	68	69	68	69
Securities and Exchange Commission	61	62	62	66	68
Small Business Administration	65	64	65	62	60
Social Security Administration	72	69	67	66	68
U.S. Agency for International Development	65	67	66	64	67

Small/Independent Agencies

Small Agencies Combined	67	66	66	65	67
Advisory Council on Historic Preservation	75	77	84	73	73
African Development Foundation	74	–	–	57	46
American Battle Monuments Commission	69	47	57	65	68

NOTE: A dash (–) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F1: Engagement Index Trends (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	67	66	66	65	67
Chemical Safety and Hazard Investigation Board	50	63	52	55	44
Commission on Civil Rights	51	44	41	60	51
Committee for Purchase From People Who Are Blind or Severely Disabled	81	85	74	72	72
Commodity Futures Trading Commission	73	68	64	56	60
Consumer Product Safety Commission	69	69	70	64	66
Corporation for National and Community Service	69	67	68	67	70
Defense Nuclear Facilities Safety Board	82	76	55	49	63
Export-Import Bank of the United States	63	63	60	58	68
Farm Credit Administration	–	–	–	–	72
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	62	60	61	60	55
Federal Housing Finance Agency	57	59	62	60	64
Federal Labor Relations Authority	80	79	75	82	86
Federal Maritime Commission	65	48	54	56	64
Federal Mediation and Conciliation Service	72	77	81	79	84
Federal Retirement Thrift Investment Board	75	77	72	74	74
Institute of Museum and Library Services	69	64	63	69	53
Inter-American Foundation	54	43	42	45	53
International Boundary and Water Commission	55	60	62	59	57
Marine Mammal Commission	87	87	77	–	–
Merit Systems Protection Board	71	68	68	62	74
National Capital Planning Commission	73	70	73	66	75
National Endowment for the Arts	65	68	70	70	71
National Endowment for the Humanities	76	81	81	79	76

NOTE: A dash (–) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F1: Engagement Index Trends (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	67	66	66	65	67
National Gallery of Art	64	62	65	65	61
National Indian Gaming Commission	55	51	52	59	63
National Mediation Board	68	67	56	53	58
National Transportation Safety Board	68	66	64	63	66
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	89	75	78	81	77
Office of Navajo and Hopi Indian Relocation	88	81	82	79	73
Office of the U.S. Trade Representative	57	48	54	66	69
Overseas Private Investment Corporation	–	77	75	77	81
Postal Regulatory Commission	67	73	71	69	71
Selective Service System	65	69	70	63	67
Surface Transportation Board	88	81	83	87	80
U.S. Access Board	62	67	60	60	60
U.S. International Trade Commission	67	65	69	71	73
U.S. Office of Government Ethics	–	68	66	76	80
U.S. Office of Special Counsel	–	76	73	69	61
U.S. Trade and Development Agency	90	87	84	89	87
Woodrow Wilson International Center for Scholars	65	68	60	61	–

NOTE: A dash (–) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F2: Engagement Index Trends – Leaders Lead

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	56	54	53	50	51
Broadcasting Board of Governors	43	41	43	39	43
Court Services and Offender Supervision Agency	64	58	54	50	56
Department of Agriculture	51	49	48	46	47
Department of Commerce	60	59	60	58	56
Department of Defense, Combined	58	57	54	52	54
Department of the Army	59	56	52	50	52
Department of the Navy	57	57	56	52	53
Department of the Air Force	57	58	56	54	58
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	56	56	55	53	54
Department of Education	55	54	56	55	56
Department of Energy	51	53	52	46	49
Department of Health and Human Services	55	56	56	55	57
Department of Homeland Security	48	46	43	39	38
Department of Housing and Urban Development	53	53	45	43	49
Department of Justice	59	57	57	55	58
Department of Labor	54	55	52	53	57
Department of State	65	63	60	59	59
Department of the Interior	51	51	48	45	45
Department of the Treasury	61	60	57	53	54
Department of Transportation	48	50	52	49	52
Department of Veterans Affairs	54	50	51	47	47

Leaders Lead reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. It is made up of the following survey items:

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

My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)

Managers communicate the goals and priorities of the organization. (Q. 56)

Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)

I have a high level of respect for my organization's senior leaders. (Q. 61)

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Appendix F: Engagement Index Trends (continued)

F2: Engagement Index Trends – Leaders Lead (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	56	54	53	50	51
Environmental Protection Agency	54	56	50	47	47
Equal Employment Opportunity Commission	55	56	54	53	56
Federal Communications Commission	61	60	66	61	56
Federal Energy Regulatory Commission	65	63	66	67	70
Federal Trade Commission	72	70	70	73	75
General Services Administration	62	59	58	56	56
National Aeronautics and Space Administration	68	68	70	68	69
National Archives and Records Administration	47	44	45	43	47
National Credit Union Administration	57	65	61	63	64
National Labor Relations Board	57	55	53	53	59
National Science Foundation	56	52	55	57	58
Nuclear Regulatory Commission	74	69	68	66	66
Office of Management and Budget	50	62	59	63	69
Office of Personnel Management	63	62	63	61	59
Pension Benefit Guaranty Corporation	58	57	51	51	57
Railroad Retirement Board	57	58	60	59	60
Securities and Exchange Commission	47	49	49	55	57
Small Business Administration	56	54	54	48	46
Social Security Administration	66	62	59	57	60
U.S. Agency for International Development	56	59	54	51	54
Small/Independent Agencies					
Small Agencies Combined	56	54	55	52	54
Advisory Council on Historic Preservation	65	71	75	60	64

NOTE: A dash (-) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F2: Engagement Index Trends – Leaders Lead (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	56	54	55	52	54
African Development Foundation	73	–	–	47	20
American Battle Monuments Commission	55	24	45	50	56
Chemical Safety and Hazard Investigation Board	20	39	22	26	15
Commission on Civil Rights	33	19	23	43	26
Committee for Purchase From People Who Are Blind or Severely Disabled	75	82	69	63	66
Commodity Futures Trading Commission	64	59	51	38	44
Consumer Product Safety Commission	56	56	59	51	52
Corporation for National and Community Service	57	55	57	54	55
Defense Nuclear Facilities Safety Board	79	74	47	29	36
Export-Import Bank of the United States	45	49	43	39	53
Farm Credit Administration	–	–	–	–	60
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	45	45	45	40	33
Federal Housing Finance Agency	51	51	54	54	58
Federal Labor Relations Authority	80	76	73	83	87
Federal Maritime Commission	50	32	35	41	52
Federal Mediation and Conciliation Service	63	70	78	72	78
Federal Retirement Thrift Investment Board	69	68	67	69	65
Institute of Museum and Library Services	54	55	49	54	31
Inter-American Foundation	44	41	27	28	37
International Boundary and Water Commission	39	43	47	39	38
Marine Mammal Commission	90	89	78	–	–
Merit Systems Protection Board	62	54	53	44	62
National Capital Planning Commission	69	64	70	56	68

NOTE: A dash (–) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F2: Engagement Index Trends – Leaders Lead (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	56	54	55	52	54
National Endowment for the Arts	44	50	58	53	59
National Endowment for the Humanities	67	73	76	74	68
National Gallery of Art	52	49	53	55	48
National Indian Gaming Commission	38	36	38	56	60
National Mediation Board	54	59	42	38	45
National Transportation Safety Board	60	53	49	45	50
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	85	78	76	75	76
Office of Navajo and Hopi Indian Relocation	83	73	74	68	61
Office of the U.S. Trade Representative	41	24	28	59	65
Overseas Private Investment Corporation	–	70	67	71	76
Postal Regulatory Commission	58	61	60	67	66
Selective Service System	62	63	63	53	49
Surface Transportation Board	88	79	78	82	76
U.S. Access Board	51	53	51	43	48
U.S. International Trade Commission	54	48	59	59	61
U.S. Office of Government Ethics	–	58	63	67	74
U.S. Office of Special Counsel	–	64	59	56	46
U.S. Trade and Development Agency	90	86	83	87	85
Woodrow Wilson International Center for Scholars	59	58	49	48	–

NOTE: A dash (–) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F3: Engagement Index Trends – Supervisors

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	72	71	70	71	71
Broadcasting Board of Governors	63	63	64	63	65
Court Services and Offender Supervision Agency	74	71	69	71	76
Department of Agriculture	73	72	72	73	74
Department of Commerce	77	77	78	78	77
Department of Defense, Combined	72	72	71	71	72
Department of the Army	72	71	69	69	70
Department of the Navy	73	74	73	73	74
Department of the Air Force	72	72	72	73	74
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	72	71	71	71	72
Department of Education	71	73	75	75	77
Department of Energy	71	72	72	71	73
Department of Health and Human Services	70	70	71	71	73
Department of Homeland Security	68	66	65	64	65
Department of Housing and Urban Development	67	68	65	66	71
Department of Justice	75	71	72	72	74
Department of Labor	70	70	69	71	73
Department of State	77	76	76	77	76
Department of the Interior	70	70	69	70	71
Department of the Treasury	77	76	76	76	76
Department of Transportation	70	72	74	74	75
Department of Veterans Affairs	67	65	67	66	67

Supervisors reflects the interpersonal relationship between worker and supervisor, including trust, respect and support. It is made up of the following survey items:

- Supervisors in my work unit support employee development. (Q. 47)
- My supervisor listens to what I have to say. (Q. 48)
- My supervisor treats me with respect. (Q. 49)
- I have trust and confidence in my supervisor. (Q. 51)
- Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)

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Appendix F: Engagement Index Trends (continued)

F3: Engagement Index Trends – Supervisors (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	72	71	70	71	71
Environmental Protection Agency	75	76	74	74	74
Equal Employment Opportunity Commission	70	72	71	70	72
Federal Communications Commission	78	78	81	77	75
Federal Energy Regulatory Commission	78	78	80	81	84
Federal Trade Commission	78	76	78	79	80
General Services Administration	76	75	76	77	78
National Aeronautics and Space Administration	82	82	83	84	85
National Archives and Records Administration	69	68	70	69	74
National Credit Union Administration	75	79	77	79	79
National Labor Relations Board	71	71	71	72	74
National Science Foundation	72	72	75	76	76
Nuclear Regulatory Commission	83	81	81	82	82
Office of Management and Budget	71	82	78	83	86
Office of Personnel Management	78	77	78	81	80
Pension Benefit Guaranty Corporation	76	72	70	72	76
Railroad Retirement Board	70	72	72	72	73
Securities and Exchange Commission	70	72	71	74	76
Small Business Administration	70	70	70	69	68
Social Security Administration	73	71	70	71	73
U.S. Agency for International Development	72	74	74	73	76
Small/Independent Agencies					
Small Agencies Combined	74	73	74	74	75
Advisory Council on Historic Preservation	78	75	90	80	74

NOTE: A dash (-) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F3: Engagement Index Trends – Supervisors (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	74	73	74	74	75
African Development Foundation	77	–	–	64	61
American Battle Monuments Commission	75	54	60	70	76
Chemical Safety and Hazard Investigation Board	63	79	75	74	60
Commission on Civil Rights	61	59	49	78	70
Committee for Purchase From People Who Are Blind or Severely Disabled	85	86	75	77	74
Commodity Futures Trading Commission	81	77	77	72	75
Consumer Product Safety Commission	78	78	78	73	75
Corporation for National and Community Service	76	73	75	76	79
Defense Nuclear Facilities Safety Board	87	79	63	68	87
Export-Import Bank of the United States	72	68	69	69	76
Farm Credit Administration	–	–	–	–	84
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	76	70	74	74	71
Federal Housing Finance Agency	68	73	72	73	74
Federal Labor Relations Authority	81	84	75	81	87
Federal Maritime Commission	78	58	67	67	70
Federal Mediation and Conciliation Service	76	77	81	81	86
Federal Retirement Thrift Investment Board	78	79	72	77	79
Institute of Museum and Library Services	77	75	72	81	62
Inter-American Foundation	59	38	51	49	58
International Boundary and Water Commission	58	67	67	68	65
Marine Mammal Commission	92	84	77	–	–
Merit Systems Protection Board	75	74	74	71	80
National Capital Planning Commission	79	76	75	70	79

NOTE: A dash (–) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F3: Engagement Index Trends – Supervisors (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	74	73	74	74	75
National Endowment for the Arts	79	78	77	80	79
National Endowment for the Humanities	81	88	87	82	83
National Gallery of Art	68	66	71	69	65
National Indian Gaming Commission	74	63	62	64	65
National Mediation Board	73	69	67	59	70
National Transportation Safety Board	69	73	72	74	73
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	90	73	76	86	73
Office of Navajo and Hopi Indian Relocation	86	79	82	79	71
Office of the U.S. Trade Representative	66	59	71	73	73
Overseas Private Investment Corporation	–	84	85	83	85
Postal Regulatory Commission	71	77	81	70	75
Selective Service System	64	73	72	67	78
Surface Transportation Board	88	83	87	92	82
U.S. Access Board	70	79	64	67	69
U.S. International Trade Commission	74	74	76	78	79
U.S. Office of Government Ethics	–	70	71	84	85
U.S. Office of Special Counsel	–	89	86	83	75
U.S. Trade and Development Agency	91	88	83	91	93
Woodrow Wilson International Center for Scholars	71	75	74	65	–

NOTE: A dash (–) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F4: Engagement Index Trends – Intrinsic Work Experience

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	72	71	69	68	69
Broadcasting Board of Governors	66	63	67	64	66
Court Services and Offender Supervision Agency	74	73	71	69	71
Department of Agriculture	71	69	68	69	70
Department of Commerce	73	73	73	74	72
Department of Defense, Combined	73	72	69	69	70
Department of the Army	73	73	69	69	70
Department of the Navy	73	73	70	70	70
Department of the Air Force	72	72	69	69	71
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	70	70	69	68	69
Department of Education	67	67	69	69	71
Department of Energy	68	69	68	66	68
Department of Health and Human Services	71	72	72	72	73
Department of Homeland Security	64	62	60	58	57
Department of Housing and Urban Development	65	65	60	61	66
Department of Justice	73	71	71	71	73
Department of Labor	68	68	66	67	70
Department of State	76	74	72	74	73
Department of the Interior	71	71	69	69	69
Department of the Treasury	73	73	70	69	69
Department of Transportation	69	71	69	68	70
Department of Veterans Affairs	73	70	71	69	69

Intrinsic Work Experience reflects the employees' feelings of motivation and competency relating to their role in the workplace. It is made up of the following survey items:

I feel encouraged to come up with new and better ways of doing things. (Q. 3)

My work gives me a feeling of personal accomplishment. (Q. 4)

I know what is expected of me on the job. (Q. 6)

My talents are used well in the workplace. (Q. 11)

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

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Appendix F: Engagement Index Trends (continued)

F4: Engagement Index Trends – Intrinsic Work Experience (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	72	71	69	68	69
Environmental Protection Agency	72	72	68	68	69
Equal Employment Opportunity Commission	71	71	70	71	73
Federal Communications Commission	69	71	73	72	67
Federal Energy Regulatory Commission	71	69	72	73	75
Federal Trade Commission	77	77	77	76	80
General Services Administration	74	74	72	70	71
National Aeronautics and Space Administration	77	79	79	80	81
National Archives and Records Administration	68	66	65	65	69
National Credit Union Administration	71	75	71	74	73
National Labor Relations Board	71	70	67	67	71
National Science Foundation	74	71	73	74	76
Nuclear Regulatory Commission	79	77	76	76	77
Office of Management and Budget	67	75	68	73	77
Office of Personnel Management	73	73	74	74	73
Pension Benefit Guaranty Corporation	75	73	71	73	75
Railroad Retirement Board	71	73	74	73	74
Securities and Exchange Commission	65	65	67	69	71
Small Business Administration	69	70	70	69	67
Social Security Administration	76	73	71	71	73
U.S. Agency for International Development	67	69	69	67	70
Small/Independent Agencies					
Small Agencies Combined	72	71	70	69	72
Advisory Council on Historic Preservation	82	83	87	78	80

NOTE: A dash (-) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F4: Engagement Index Trends – Intrinsic Work Experience (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	72	71	70	69	72
African Development Foundation	71	–	–	59	57
American Battle Monuments Commission	75	63	65	73	70
Chemical Safety and Hazard Investigation Board	66	72	58	65	57
Commission on Civil Rights	58	55	53	60	58
Committee for Purchase From People Who Are Blind or Severely Disabled	84	87	77	75	77
Commodity Futures Trading Commission	73	68	65	57	60
Consumer Product Safety Commission	72	72	73	68	70
Corporation for National and Community Service	73	72	71	71	75
Defense Nuclear Facilities Safety Board	80	74	55	49	65
Export-Import Bank of the United States	71	70	68	67	76
Farm Credit Administration	–	–	–	–	73
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	66	64	63	66	61
Federal Housing Finance Agency	59	60	63	64	68
Federal Labor Relations Authority	80	77	77	82	83
Federal Maritime Commission	68	53	60	59	68
Federal Mediation and Conciliation Service	78	84	85	84	88
Federal Retirement Thrift Investment Board	79	84	76	77	78
Institute of Museum and Library Services	76	64	67	73	65
Inter-American Foundation	60	51	48	57	64
International Boundary and Water Commission	70	70	71	69	68
Marine Mammal Commission	78	88	75	–	–
Merit Systems Protection Board	77	76	76	71	79
National Capital Planning Commission	71	69	74	72	78

NOTE: A dash (–) indicates no data available.

Appendix F: Engagement Index Trends (continued)

F4: Engagement Index Trends – Intrinsic Work Experience (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	72	71	70	69	72
National Endowment for the Arts	73	75	76	77	75
National Endowment for the Humanities	79	83	81	81	78
National Gallery of Art	70	72	71	69	69
National Indian Gaming Commission	53	54	55	59	64
National Mediation Board	77	72	59	64	58
National Transportation Safety Board	74	72	71	70	73
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	91	75	83	84	82
Office of Navajo and Hopi Indian Relocation	93	91	91	90	85
Office of the U.S. Trade Representative	64	62	64	66	68
Overseas Private Investment Corporation	–	76	74	76	82
Postal Regulatory Commission	73	81	73	69	73
Selective Service System	69	73	76	69	73
Surface Transportation Board	89	82	85	88	83
U.S. Access Board	65	69	64	69	63
U.S. International Trade Commission	74	71	74	76	79
U.S. Office of Government Ethics	–	77	64	78	81
U.S. Office of Special Counsel	–	75	75	68	63
U.S. Trade and Development Agency	90	87	85	89	82
Woodrow Wilson International Center for Scholars	64	69	57	69	–

NOTE: A dash (–) indicates no data available.



Appendix G: Global Satisfaction Index Trends

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	66	63	59	59	60
Broadcasting Board of Governors	57	53	54	50	52
Court Services and Offender Supervision Agency	70	67	61	61	63
Department of Agriculture	64	60	57	58	61
Department of Commerce	71	69	68	69	67
Department of Defense, Combined	66	64	58	59	61
Department of the Army	66	63	57	57	59
Department of the Navy	67	65	60	60	61
Department of the Air Force	65	64	58	59	62
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	64	62	59	60	61
Department of Education	62	60	60	62	64
Department of Energy	63	62	60	57	60
Department of Health and Human Services	65	65	63	64	65
Department of Homeland Security	61	56	51	48	47
Department of Housing and Urban Development	60	59	49	51	57
Department of Justice	72	68	66	66	69
Department of Labor	63	61	57	60	64
Department of State	74	72	69	71	69
Department of the Interior	65	64	60	60	61
Department of the Treasury	70	66	59	60	58
Department of Transportation	63	66	63	62	64
Department of Veterans Affairs	64	59	59	57	57
Environmental Protection Agency	70	69	60	60	61
Equal Employment Opportunity Commission	64	64	59	61	64

The **Global Satisfaction Index** is made up of the following survey items:

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

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Appendix G: Global Satisfaction Index Trends (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	66	63	59	59	60
Federal Communications Commission	69	67	71	67	61
Federal Energy Regulatory Commission	70	68	70	71	74
Federal Trade Commission	72	70	68	69	71
General Services Administration	73	71	65	65	66
National Aeronautics and Space Administration	75	74	74	74	76
National Archives and Records Administration	55	50	49	49	53
National Credit Union Administration	69	71	61	68	72
National Labor Relations Board	65	59	58	58	63
National Science Foundation	69	63	62	66	67
Nuclear Regulatory Commission	80	75	72	73	74
Office of Management and Budget	60	71	56	66	75
Office of Personnel Management	71	69	69	69	69
Pension Benefit Guaranty Corporation	67	63	58	60	63
Railroad Retirement Board	68	68	68	67	69
Securities and Exchange Commission	61	59	60	65	68
Small Business Administration	61	60	60	57	53
Social Security Administration	73	69	65	66	69
U.S. Agency for International Development	63	62	60	59	62
Small/Independent Agencies					
Small Agencies Combined	66	62	61	59	62
Advisory Council on Historic Preservation	70	73	81	78	73
African Development Foundation	56	–	–	49	18
American Battle Monuments Commission	72	61	71	64	67

NOTE: A dash (–) indicates no data available.

Appendix G: Global Satisfaction Index Trends (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	66	62	61	59	62
Chemical Safety and Hazard Investigation Board	42	55	41	38	36
Commission on Civil Rights	34	33	33	45	49
Committee for Purchase From People Who Are Blind or Severely Disabled	77	82	68	65	70
Commodity Futures Trading Commission	75	70	54	40	46
Consumer Product Safety Commission	69	65	67	61	64
Corporation for National and Community Service	66	58	60	55	60
Defense Nuclear Facilities Safety Board	89	79	48	38	55
Export-Import Bank of the United States	53	57	49	46	55
Farm Credit Administration	–	–	–	–	68
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	55	50	46	44	43
Federal Housing Finance Agency	57	53	62	60	64
Federal Labor Relations Authority	76	75	70	79	85
Federal Maritime Commission	61	40	43	43	57
Federal Mediation and Conciliation Service	81	82	82	82	86
Federal Retirement Thrift Investment Board	72	75	72	72	73
Institute of Museum and Library Services	66	58	52	68	51
Inter-American Foundation	52	44	31	39	54
International Boundary and Water Commission	55	59	60	54	53
Marine Mammal Commission	78	77	65	–	–
Merit Systems Protection Board	73	63	65	63	73
National Capital Planning Commission	76	71	71	63	69
National Endowment for the Arts	69	65	67	70	70
National Endowment for the Humanities	76	80	80	81	78
National Gallery of Art	63	62	63	62	57

NOTE: A dash (–) indicates no data available.

Appendix G: Global Satisfaction Index Trends (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	66	62	61	59	62
National Indian Gaming Commission	49	53	52	65	64
National Mediation Board	66	62	56	52	53
National Transportation Safety Board	71	70	65	66	70
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	82	71	71	74	73
Office of Navajo and Hopi Indian Relocation	87	88	88	82	75
Office of the U.S. Trade Representative	49	36	29	48	53
Overseas Private Investment Corporation	–	67	64	66	75
Postal Regulatory Commission	57	59	64	61	58
Selective Service System	63	59	64	51	56
Surface Transportation Board	87	82	80	84	77
U.S. Access Board	65	68	60	50	66
U.S. International Trade Commission	60	57	65	67	70
U.S. Office of Government Ethics	–	66	58	66	74
U.S. Office of Special Counsel	–	71	64	65	57
U.S. Trade and Development Agency	88	78	73	84	72
Woodrow Wilson International Center for Scholars	68	62	49	42	–

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends

H1: New IQ Index Trends

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	59	57	56	56	57
Broadcasting Board of Governors	50	48	49	47	49
Court Services and Offender Supervision Agency	64	60	56	55	59
Department of Agriculture	58	57	56	57	58
Department of Commerce	64	64	64	64	63
Department of Defense, Combined	60	59	57	57	58
Department of the Army	60	59	55	55	56
Department of the Navy	60	60	58	57	58
Department of the Air Force	60	60	57	58	60
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	58	58	57	57	58
Department of Education	56	57	59	60	61
Department of Energy	58	59	57	55	57
Department of Health and Human Services	58	58	58	59	60
Department of Homeland Security	52	49	48	46	45
Department of Housing and Urban Development	52	54	49	49	54
Department of Justice	61	58	58	58	60
Department of Labor	56	56	55	56	59
Department of State	65	63	62	62	62
Department of the Interior	57	57	55	55	56
Department of the Treasury	63	62	60	60	59
Department of Transportation	56	57	58	58	59
Department of Veterans Affairs	57	54	55	53	53
Environmental Protection Agency	61	61	58	57	57
Equal Employment Opportunity Commission	57	57	55	56	58
Federal Communications Commission	63	62	65	60	59

The **New IQ Index** indicates the degree to which an environment is inclusive. Although this is a new index, the items that comprise the New IQ have been on the FEVS in previous years, making trend calculation possible.

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Appendix H: New IQ Index Trends (continued)

H1: New IQ Index Trends (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	59	57	56	56	57
Federal Energy Regulatory Commission	64	62	65	66	69
Federal Trade Commission	68	67	67	68	70
General Services Administration	64	64	62	62	62
National Aeronautics and Space Administration	71	72	73	73	74
National Archives and Records Administration	54	51	51	52	56
National Credit Union Administration	63	67	64	66	67
National Labor Relations Board	54	53	53	53	56
National Science Foundation	61	59	60	62	63
Nuclear Regulatory Commission	74	70	68	69	69
Office of Management and Budget	56	66	61	66	69
Office of Personnel Management	63	63	64	64	64
Pension Benefit Guaranty Corporation	64	62	59	61	62
Railroad Retirement Board	59	59	61	60	61
Securities and Exchange Commission	50	53	54	58	60
Small Business Administration	58	57	58	56	53
Social Security Administration	63	60	58	58	60
U.S. Agency for International Development	58	60	59	58	60
Small/Independent Agencies					
Small Agencies Combined	60	59	59	58	60
Advisory Council on Historic Preservation	68	69	81	74	67
African Development Foundation	56	–	–	49	40
American Battle Monuments Commission	60	40	49	53	63
Chemical Safety and Hazard Investigation Board	45	58	45	47	40

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H1: New IQ Index Trends (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	60	59	59	58	60
Commission on Civil Rights	43	35	38	53	41
Committee for Purchase From People Who Are Blind or Severely Disabled	75	78	69	61	68
Commodity Futures Trading Commission	64	61	56	48	51
Consumer Product Safety Commission	63	61	60	56	58
Corporation for National and Community Service	63	60	60	59	61
Defense Nuclear Facilities Safety Board	76	71	54	50	62
Export-Import Bank of the United States	53	52	49	46	58
Farm Credit Administration	–	–	–	–	65
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	59	56	55	54	51
Federal Housing Finance Agency	51	51	54	54	58
Federal Labor Relations Authority	71	72	69	74	79
Federal Maritime Commission	58	42	47	49	59
Federal Mediation and Conciliation Service	65	69	73	74	78
Federal Retirement Thrift Investment Board	65	65	65	70	68
Institute of Museum and Library Services	57	59	55	61	47
Inter-American Foundation	45	44	43	42	53
International Boundary and Water Commission	50	52	54	53	48
Marine Mammal Commission	79	86	73	–	–
Merit Systems Protection Board	66	61	61	55	67
National Capital Planning Commission	71	67	73	61	69
National Endowment for the Arts	59	61	65	60	65
National Endowment for the Humanities	66	70	71	71	69
National Gallery of Art	55	55	57	57	53

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H1: New IQ Index Trends (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	60	59	59	58	60
National Indian Gaming Commission	43	42	44	49	53
National Mediation Board	58	56	52	45	54
National Transportation Safety Board	62	62	58	58	59
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	84	68	72	72	69
Office of Navajo and Hopi Indian Relocation	81	75	71	67	60
Office of the U.S. Trade Representative	54	45	49	53	56
Overseas Private Investment Corporation	–	71	69	70	76
Postal Regulatory Commission	64	67	66	62	66
Selective Service System	59	61	60	54	60
Surface Transportation Board	83	77	78	82	73
U.S. Access Board	53	54	46	48	53
U.S. International Trade Commission	60	57	62	65	68
U.S. Office of Government Ethics	–	62	58	70	72
U.S. Office of Special Counsel	–	67	65	60	59
U.S. Trade and Development Agency	83	82	81	86	80
Woodrow Wilson International Center for Scholars	60	59	52	52	–

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H2: New IQ Index Trends – Fair

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	46	44	43	43	43
Broadcasting Board of Governors	37	37	36	33	36
Court Services and Offender Supervision Agency	52	46	40	40	43
Department of Agriculture	45	43	42	43	44
Department of Commerce	54	54	55	56	54
Department of Defense, Combined	46	45	43	43	44
Department of the Army	47	44	41	40	42
Department of the Navy	47	46	44	44	45
Department of the Air Force	46	46	43	45	47
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	45	44	43	44	45
Department of Education	43	44	45	47	47
Department of Energy	44	45	44	41	44
Department of Health and Human Services	46	45	44	46	48
Department of Homeland Security	39	37	35	34	32
Department of Housing and Urban Development	40	41	36	35	41
Department of Justice	47	44	43	43	45
Department of Labor	45	45	42	45	46
Department of State	50	50	48	50	49
Department of the Interior	46	45	43	44	44
Department of the Treasury	52	51	48	49	48
Department of Transportation	42	43	42	44	45
Department of Veterans Affairs	44	41	42	41	41

The **New IQ – Fair** indicates if all employees are treated equitably. It is made up of the following survey items:

- In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)
- In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)
- Awards in my work unit depend on how well employees perform their jobs. (Q. 25)
- Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)
- Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated. (Q. 38)

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Appendix H: New IQ Index Trends (continued)

H2: New IQ Index Trends – Fair (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	46	44	43	43	43
Environmental Protection Agency	45	46	43	42	42
Equal Employment Opportunity Commission	45	44	40	41	44
Federal Communications Commission	49	47	50	47	46
Federal Energy Regulatory Commission	51	50	51	54	58
Federal Trade Commission	56	57	54	56	57
General Services Administration	50	49	47	47	49
National Aeronautics and Space Administration	57	58	58	59	61
National Archives and Records Administration	46	43	41	42	45
National Credit Union Administration	52	56	53	55	55
National Labor Relations Board	41	41	42	43	43
National Science Foundation	46	45	43	47	48
Nuclear Regulatory Commission	61	55	54	52	54
Office of Management and Budget	51	56	51	57	59
Office of Personnel Management	52	52	51	54	53
Pension Benefit Guaranty Corporation	51	48	44	47	47
Railroad Retirement Board	49	48	49	49	52
Securities and Exchange Commission	34	37	38	41	44
Small Business Administration	46	44	44	45	42
Social Security Administration	48	45	43	42	46
U.S. Agency for International Development	45	47	45	45	47
Small/Independent Agencies					
Small Agencies Combined	50	48	47	47	49
Advisory Council on Historic Preservation	61	61	72	67	65

NOTE: A dash (-) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H2: New IQ Index Trends – Fair (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	50	48	47	47	49
African Development Foundation	42	–	–	28	29
American Battle Monuments Commission	53	41	38	38	51
Chemical Safety and Hazard Investigation Board	41	50	40	37	31
Commission on Civil Rights	30	23	35	37	25
Committee for Purchase From People Who Are Blind or Severely Disabled	56	65	54	49	56
Commodity Futures Trading Commission	52	48	41	34	37
Consumer Product Safety Commission	51	51	48	45	48
Corporation for National and Community Service	53	48	46	47	51
Defense Nuclear Facilities Safety Board	68	63	49	43	54
Export-Import Bank of the United States	43	41	41	38	46
Farm Credit Administration	–	–	–	–	51
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	47	44	39	43	41
Federal Housing Finance Agency	42	38	44	43	50
Federal Labor Relations Authority	66	63	65	68	78
Federal Maritime Commission	41	30	32	35	42
Federal Mediation and Conciliation Service	54	59	62	62	64
Federal Retirement Thrift Investment Board	62	55	58	58	59
Institute of Museum and Library Services	55	58	47	59	47
Inter-American Foundation	46	36	34	29	38
International Boundary and Water Commission	41	42	47	47	42
Marine Mammal Commission	75	84	74	–	–
Merit Systems Protection Board	59	51	50	46	58
National Capital Planning Commission	70	65	66	51	60

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H2: New IQ Index Trends – Fair (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	50	48	47	47	49
National Endowment for the Arts	46	49	52	53	58
National Endowment for the Humanities	62	67	65	66	65
National Gallery of Art	45	45	48	47	43
National Indian Gaming Commission	28	31	30	39	43
National Mediation Board	44	46	37	34	42
National Transportation Safety Board	55	52	47	49	46
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	80	63	66	63	67
Office of Navajo and Hopi Indian Relocation	75	77	60	53	46
Office of the U.S. Trade Representative	38	33	36	43	47
Overseas Private Investment Corporation	–	57	56	55	62
Postal Regulatory Commission	51	54	53	55	58
Selective Service System	46	47	46	38	48
Surface Transportation Board	71	64	64	72	62
U.S. Access Board	41	43	37	34	45
U.S. International Trade Commission	45	45	49	50	52
U.S. Office of Government Ethics	–	52	45	53	59
U.S. Office of Special Counsel	–	63	57	50	48
U.S. Trade and Development Agency	68	68	67	83	70
Woodrow Wilson International Center for Scholars	55	50	42	35	–

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H3: New IQ Index Trends – Open

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	58	56	55	55	56
Broadcasting Board of Governors	48	48	47	46	47
Court Services and Offender Supervision Agency	64	61	56	55	58
Department of Agriculture	58	57	56	57	59
Department of Commerce	62	63	63	63	61
Department of Defense, Combined	58	57	55	55	57
Department of the Army	59	56	53	53	55
Department of the Navy	59	58	56	57	58
Department of the Air Force	57	57	54	56	59
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	57	56	56	57	57
Department of Education	55	56	58	59	60
Department of Energy	56	57	55	53	55
Department of Health and Human Services	57	57	57	58	59
Department of Homeland Security	52	48	47	47	45
Department of Housing and Urban Development	51	51	46	46	52
Department of Justice	60	58	57	58	60
Department of Labor	54	54	52	54	56
Department of State	65	64	63	63	62
Department of the Interior	55	55	53	53	54
Department of the Treasury	63	61	58	58	57
Department of Transportation	53	53	54	56	57
Department of Veterans Affairs	56	52	53	52	52
Environmental Protection Agency	61	61	59	57	57

The **New IQ – Open** asks if management supports diversity in all ways. It is made up of the following survey items:

Creativity and innovation are rewarded. (Q. 32)

Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)

My supervisor is committed to a workforce representative of all segments of society. (Q. 45)

Supervisors work well with employees of different backgrounds. (Q. 55)

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Appendix H: New IQ Index Trends (continued)

H3: New IQ Index Trends – Open (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	58	56	55	55	56
Equal Employment Opportunity Commission	57	57	54	56	58
Federal Communications Commission	63	61	64	59	59
Federal Energy Regulatory Commission	63	60	63	64	68
Federal Trade Commission	66	65	66	67	69
General Services Administration	62	61	59	59	60
National Aeronautics and Space Administration	73	74	74	75	76
National Archives and Records Administration	50	48	47	49	53
National Credit Union Administration	66	69	64	67	68
National Labor Relations Board	52	51	53	53	57
National Science Foundation	61	56	59	60	61
Nuclear Regulatory Commission	74	71	69	70	69
Office of Management and Budget	56	64	60	63	64
Office of Personnel Management	61	61	62	62	62
Pension Benefit Guaranty Corporation	64	60	58	60	61
Railroad Retirement Board	56	57	57	57	60
Securities and Exchange Commission	49	51	53	58	60
Small Business Administration	55	53	54	53	50
Social Security Administration	61	57	54	56	59
U.S. Agency for International Development	61	64	61	59	62
Small/Independent Agencies					
Small Agencies Combined	59	58	58	57	59
Advisory Council on Historic Preservation	71	70	82	81	68
African Development Foundation	53	–	–	53	37

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H3: New IQ Index Trends – Open (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	59	58	58	57	59
American Battle Monuments Commission	59	39	46	51	58
Chemical Safety and Hazard Investigation Board	41	48	44	44	43
Commission on Civil Rights	48	33	39	59	45
Committee for Purchase From People Who Are Blind or Severely Disabled	71	79	64	64	68
Commodity Futures Trading Commission	65	61	57	51	53
Consumer Product Safety Commission	64	60	60	57	60
Corporation for National and Community Service	65	65	60	59	59
Defense Nuclear Facilities Safety Board	74	73	54	47	63
Export-Import Bank of the United States	54	48	46	44	56
Farm Credit Administration	–	–	–	–	67
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	60	56	53	50	45
Federal Housing Finance Agency	51	51	55	55	57
Federal Labor Relations Authority	63	68	62	71	77
Federal Maritime Commission	59	37	45	44	59
Federal Mediation and Conciliation Service	65	67	73	74	79
Federal Retirement Thrift Investment Board	61	63	64	70	72
Institute of Museum and Library Services	57	55	56	63	45
Inter-American Foundation	48	34	45	37	48
International Boundary and Water Commission	44	48	48	48	47
Marine Mammal Commission	86	91	77	–	–
Merit Systems Protection Board	64	63	61	56	65
National Capital Planning Commission	68	71	74	61	75
National Endowment for the Arts	60	62	68	59	63

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H3: New IQ Index Trends – Open (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	59	58	58	57	59
National Endowment for the Humanities	63	67	70	69	67
National Gallery of Art	50	51	54	53	49
National Indian Gaming Commission	47	41	42	51	54
National Mediation Board	61	55	52	43	52
National Transportation Safety Board	61	63	61	61	62
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	81	67	70	66	65
Office of Navajo and Hopi Indian Relocation	75	66	61	54	50
Office of the U.S. Trade Representative	53	42	46	50	55
Overseas Private Investment Corporation	–	71	70	71	75
Postal Regulatory Commission	65	68	64	64	61
Selective Service System	55	62	58	52	58
Surface Transportation Board	81	73	75	80	69
U.S. Access Board	53	60	51	46	61
U.S. International Trade Commission	57	53	58	60	66
U.S. Office of Government Ethics	–	58	63	68	71
U.S. Office of Special Counsel	–	64	58	57	59
U.S. Trade and Development Agency	88	83	84	90	83
Woodrow Wilson International Center for Scholars	51	57	57	46	–

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H4: New IQ Index Trends – Cooperative

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	57	55	54	52	52
Broadcasting Board of Governors	45	42	45	41	43
Court Services and Offender Supervision Agency	64	54	51	48	54
Department of Agriculture	54	53	52	50	51
Department of Commerce	60	59	60	58	56
Department of Defense, Combined	59	58	56	53	55
Department of the Army	60	58	55	52	53
Department of the Navy	59	58	57	53	54
Department of the Air Force	61	59	58	56	58
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	56	56	55	54	54
Department of Education	54	53	55	56	56
Department of Energy	54	55	54	49	52
Department of Health and Human Services	56	56	57	56	57
Department of Homeland Security	47	44	42	39	37
Department of Housing and Urban Development	52	54	49	48	53
Department of Justice	59	56	56	54	57
Department of Labor	53	53	51	52	56
Department of State	63	61	60	58	60
Department of the Interior	52	52	51	48	48
Department of the Treasury	61	61	59	56	56
Department of Transportation	52	54	57	57	58
Department of Veterans Affairs	53	50	51	48	48
Environmental Protection Agency	56	57	54	51	50

The **New IQ – Cooperative** asks if management encourages communication and collaboration. It is made up of the following survey items:

Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)

Managers support collaboration across work units to accomplish work objectives. (Q. 59)

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Appendix H: New IQ Index Trends (continued)

H4: New IQ Index Trends – Cooperative (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	57	55	54	52	52
Equal Employment Opportunity Commission	53	52	52	52	54
Federal Communications Commission	64	62	66	58	56
Federal Energy Regulatory Commission	65	61	66	64	67
Federal Trade Commission	69	63	66	67	69
General Services Administration	65	65	64	62	61
National Aeronautics and Space Administration	72	72	73	72	72
National Archives and Records Administration	44	44	45	44	49
National Credit Union Administration	61	64	61	64	65
National Labor Relations Board	48	48	47	46	51
National Science Foundation	60	57	57	59	62
Nuclear Regulatory Commission	74	70	68	69	69
Office of Management and Budget	51	63	59	63	68
Office of Personnel Management	61	60	61	61	58
Pension Benefit Guaranty Corporation	62	61	59	61	59
Railroad Retirement Board	56	57	58	55	57
Securities and Exchange Commission	45	50	51	54	56
Small Business Administration	56	56	57	51	48
Social Security Administration	67	62	59	58	61
U.S. Agency for International Development	56	60	57	55	58
Small/Independent Agencies					
Small Agencies Combined	54	52	53	50	53
Advisory Council on Historic Preservation	65	61	74	61	58
African Development Foundation	48	–	–	39	24

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H4: New IQ Index Trends – Cooperative (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	54	52	53	50	53
American Battle Monuments Commission	48	10	50	47	60
Chemical Safety and Hazard Investigation Board	24	59	27	29	18
Commission on Civil Rights	32	20	36	43	26
Committee for Purchase From People Who Are Blind or Severely Disabled	84	76	73	58	61
Commodity Futures Trading Commission	56	54	48	36	39
Consumer Product Safety Commission	57	52	51	50	48
Corporation for National and Community Service	56	50	54	52	54
Defense Nuclear Facilities Safety Board	75	73	51	47	51
Export-Import Bank of the United States	39	46	34	32	52
Farm Credit Administration	–	–	–	–	58
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	53	50	51	47	44
Federal Housing Finance Agency	43	40	44	41	47
Federal Labor Relations Authority	74	71	69	72	78
Federal Maritime Commission	50	37	40	47	58
Federal Mediation and Conciliation Service	56	63	66	67	76
Federal Retirement Thrift Investment Board	52	56	61	70	60
Institute of Museum and Library Services	35	46	42	43	27
Inter-American Foundation	29	64	42	40	54
International Boundary and Water Commission	41	43	45	43	37
Marine Mammal Commission	63	84	65	–	–
Merit Systems Protection Board	60	51	52	43	60
National Capital Planning Commission	67	53	65	58	63
National Endowment for the Arts	45	50	59	47	57

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H4: New IQ Index Trends – Cooperative (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	54	52	53	50	53
National Endowment for the Humanities	53	59	62	63	62
National Gallery of Art	53	50	54	56	50
National Indian Gaming Commission	29	30	38	47	47
National Mediation Board	46	48	49	28	52
National Transportation Safety Board	59	52	49	44	49
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	86	66	74	69	69
Office of Navajo and Hopi Indian Relocation	83	70	70	67	63
Office of the U.S. Trade Representative	56	37	43	44	54
Overseas Private Investment Corporation	–	72	70	70	79
Postal Regulatory Commission	65	65	65	59	63
Selective Service System	62	57	60	49	49
Surface Transportation Board	85	81	83	81	72
U.S. Access Board	47	43	34	31	45
U.S. International Trade Commission	53	52	62	67	69
U.S. Office of Government Ethics	–	53	55	73	75
U.S. Office of Special Counsel	–	50	55	50	54
U.S. Trade and Development Agency	90	88	90	87	83
Woodrow Wilson International Center for Scholars	55	61	42	49	–

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H5: New IQ Index Trends – Supportive

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	74	74	74	74	75
Broadcasting Board of Governors	67	66	68	66	69
Court Services and Offender Supervision Agency	78	77	74	77	80
Department of Agriculture	77	77	77	79	79
Department of Commerce	79	80	81	82	81
Department of Defense, Combined	74	74	73	74	75
Department of the Army	74	73	72	72	73
Department of the Navy	75	75	74	75	75
Department of the Air Force	73	74	73	76	76
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	75	74	74	74	75
Department of Education	75	77	80	80	81
Department of Energy	76	77	78	76	78
Department of Health and Human Services	73	74	74	75	76
Department of Homeland Security	71	70	69	69	69
Department of Housing and Urban Development	69	72	68	70	74
Department of Justice	77	74	75	75	76
Department of Labor	76	75	75	77	78
Department of State	78	78	78	78	78
Department of the Interior	74	74	73	74	75
Department of the Treasury	80	79	79	79	79
Department of Transportation	75	76	79	79	79
Department of Veterans Affairs	71	69	70	69	70

The **New IQ – Supportive** asks if supervisors value employees. It is made up of the following survey items:

- My supervisor supports my need to balance work and other life issues. (Q. 42)
- My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)
- My supervisor listens to what I have to say. (Q. 48)
- My supervisor treats me with respect. (Q. 49)
- In the last six months, my supervisor has talked with me about my performance. (Q. 50)

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Appendix H: New IQ Index Trends (continued)

H5: New IQ Index Trends – Supportive (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	74	74	74	74	75
Environmental Protection Agency	78	79	79	79	80
Equal Employment Opportunity Commission	75	77	75	75	76
Federal Communications Commission	79	81	83	79	78
Federal Energy Regulatory Commission	82	81	82	84	86
Federal Trade Commission	82	80	81	81	83
General Services Administration	79	78	80	81	81
National Aeronautics and Space Administration	83	84	85	85	86
National Archives and Records Administration	73	73	74	75	79
National Credit Union Administration	77	81	80	82	83
National Labor Relations Board	71	72	72	72	75
National Science Foundation	73	75	79	79	80
Nuclear Regulatory Commission	86	84	84	85	86
Office of Management and Budget	67	82	78	81	82
Office of Personnel Management	82	81	83	85	84
Pension Benefit Guaranty Corporation	80	78	75	78	80
Railroad Retirement Board	74	76	77	77	78
Securities and Exchange Commission	74	76	77	79	80
Small Business Administration	75	75	76	76	74
Social Security Administration	78	75	75	77	78
U.S. Agency for International Development	71	74	74	73	76
Small/Independent Agencies					
Small Agencies Combined	78	76	77	77	78
Advisory Council on Historic Preservation	74	79	92	86	74

NOTE: A dash (-) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H5: New IQ Index Trends – Supportive (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	78	76	77	77	78
African Development Foundation	70	–	–	80	72
American Battle Monuments Commission	77	66	69	70	78
Chemical Safety and Hazard Investigation Board	70	80	76	76	65
Commission on Civil Rights	59	66	50	82	69
Committee for Purchase From People Who Are Blind or Severely Disabled	90	91	80	79	82
Commodity Futures Trading Commission	85	81	82	79	81
Consumer Product Safety Commission	81	80	81	76	78
Corporation for National and Community Service	80	78	80	81	82
Defense Nuclear Facilities Safety Board	86	80	69	73	89
Export-Import Bank of the United States	72	70	72	69	77
Farm Credit Administration	–	–	–	–	86
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	81	76	79	79	77
Federal Housing Finance Agency	71	76	77	79	77
Federal Labor Relations Authority	84	87	79	85	87
Federal Maritime Commission	82	67	72	72	75
Federal Mediation and Conciliation Service	78	80	84	84	87
Federal Retirement Thrift Investment Board	82	77	72	81	83
Institute of Museum and Library Services	79	80	74	79	69
Inter-American Foundation	62	53	63	64	71
International Boundary and Water Commission	66	70	72	72	67
Marine Mammal Commission	92	90	83	–	–
Merit Systems Protection Board	81	78	78	77	83
National Capital Planning Commission	83	83	85	77	78

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H5: New IQ Index Trends – Supportive (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	78	76	77	77	78
National Endowment for the Arts	84	82	83	80	81
National Endowment for the Humanities	79	83	84	80	82
National Gallery of Art	71	69	73	72	68
National Indian Gaming Commission	74	64	70	65	67
National Mediation Board	79	73	74	68	74
National Transportation Safety Board	75	78	76	78	77
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	88	77	79	85	74
Office of Navajo and Hopi Indian Relocation	86	79	78	77	67
Office of the U.S. Trade Representative	70	63	71	75	66
Overseas Private Investment Corporation	–	85	85	85	88
Postal Regulatory Commission	76	79	83	71	80
Selective Service System	72	78	75	75	85
Surface Transportation Board	90	86	87	92	84
U.S. Access Board	70	75	64	73	66
U.S. International Trade Commission	78	76	79	80	81
U.S. Office of Government Ethics	–	76	71	84	86
U.S. Office of Special Counsel	–	90	89	86	78
U.S. Trade and Development Agency	87	90	81	90	90
Woodrow Wilson International Center for Scholars	78	71	75	69	–

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H6: New IQ Index Trends – Empowered

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	60	59	56	56	57
Broadcasting Board of Governors	52	48	51	49	50
Court Services and Offender Supervision Agency	63	62	57	55	59
Department of Agriculture	58	55	54	54	56
Department of Commerce	63	62	62	62	60
Department of Defense, Combined	63	62	58	58	59
Department of the Army	64	62	57	57	59
Department of the Navy	63	62	59	58	59
Department of the Air Force	64	63	59	59	62
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	59	58	57	56	58
Department of Education	54	54	56	57	59
Department of Energy	58	59	57	54	56
Department of Health and Human Services	60	60	59	60	61
Department of Homeland Security	51	48	46	44	43
Department of Housing and Urban Development	50	51	45	46	51
Department of Justice	63	60	59	59	61
Department of Labor	55	54	52	53	56
Department of State	65	63	62	63	62
Department of the Interior	60	59	56	56	57
Department of the Treasury	61	60	56	55	55
Department of Transportation	55	58	57	57	59
Department of Veterans Affairs	59	56	56	55	55

The **New IQ – Empowering** asks if employees have the resources and support needed to excel. It is made up of the following survey items:

- I have enough information to do my job well. (Q. 2)
- I feel encouraged to come up with new and better ways of doing things. (Q. 3)
- My talents are used well in the workplace. (Q. 11)
- Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)

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Appendix H: New IQ Index Trends (continued)

H6: New IQ Index Trends – Empowered (continued)

Department/Large Agencies	2011	2012	2013	2014	2015
Governmentwide	60	59	56	56	57
Environmental Protection Agency	62	62	55	54	56
Equal Employment Opportunity Commission	57	57	56	57	58
Federal Communications Commission	60	61	62	60	57
Federal Energy Regulatory Commission	61	59	63	65	68
Federal Trade Commission	70	69	68	70	73
General Services Administration	65	64	61	59	61
National Aeronautics and Space Administration	71	72	73	74	75
National Archives and Records Administration	54	50	49	49	54
National Credit Union Administration	60	65	61	64	63
National Labor Relations Board	57	54	53	52	55
National Science Foundation	63	60	61	63	65
Nuclear Regulatory Commission	74	70	68	68	69
Office of Management and Budget	56	66	57	64	70
Office of Personnel Management	61	61	62	60	60
Pension Benefit Guaranty Corporation	64	60	57	60	61
Railroad Retirement Board	59	59	62	59	60
Securities and Exchange Commission	50	51	52	56	59
Small Business Administration	56	56	57	55	52
Social Security Administration	64	59	57	57	58
U.S. Agency for International Development	56	57	56	55	58
Small/Independent Agencies					
Small Agencies Combined	61	60	58	57	60
Advisory Council on Historic Preservation	70	72	83	74	70
African Development Foundation	65	–	–	47	38

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H6: New IQ Index Trends – Empowered (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	61	60	58	57	60
American Battle Monuments Commission	64	47	43	59	67
Chemical Safety and Hazard Investigation Board	48	55	41	49	43
Commission on Civil Rights	43	36	30	47	41
Committee for Purchase From People Who Are Blind or Severely Disabled	75	79	74	57	73
Commodity Futures Trading Commission	63	59	52	42	48
Consumer Product Safety Commission	61	61	60	53	56
Corporation for National and Community Service	60	58	58	58	61
Defense Nuclear Facilities Safety Board	75	69	45	40	55
Export-Import Bank of the United States	56	56	50	49	61
Farm Credit Administration	–	–	–	–	62
Farm Credit System Insurance Corporation	–	–	–	–	–
Federal Election Commission	55	53	51	52	46
Federal Housing Finance Agency	47	48	52	52	56
Federal Labor Relations Authority	70	70	68	72	78
Federal Maritime Commission	58	39	45	45	61
Federal Mediation and Conciliation Service	73	77	81	80	83
Federal Retirement Thrift Investment Board	69	76	70	70	67
Institute of Museum and Library Services	60	54	55	61	48
Inter-American Foundation	39	32	29	41	51
International Boundary and Water Commission	57	57	56	54	49
Marine Mammal Commission	77	80	68	–	–
Merit Systems Protection Board	69	64	63	56	70
National Capital Planning Commission	67	64	74	59	69
National Endowment for the Arts	59	62	64	63	64

NOTE: A dash (–) indicates no data available.

Appendix H: New IQ Index Trends (continued)

H6: New IQ Index Trends – Empowered (continued)

Small/Independent Agencies	2011	2012	2013	2014	2015
Small Agencies Combined	61	60	58	57	60
National Endowment for the Humanities	70	75	75	75	69
National Gallery of Art	57	59	58	58	56
National Indian Gaming Commission	40	42	40	44	52
National Mediation Board	60	57	50	53	49
National Transportation Safety Board	63	63	59	57	63
Nuclear Waste Technical Review Board	–	–	–	–	–
Occupational Safety and Health Review Commission	86	70	74	76	70
Office of Navajo and Hopi Indian Relocation	88	83	86	84	72
Office of the U.S. Trade Representative	56	50	52	54	58
Overseas Private Investment Corporation	–	68	66	67	75
Postal Regulatory Commission	64	70	63	62	68
Selective Service System	58	61	62	54	59
Surface Transportation Board	87	79	81	85	76
U.S. Access Board	54	51	46	54	47
U.S. International Trade Commission	65	59	64	67	72
U.S. Office of Government Ethics	–	69	58	72	71
U.S. Office of Special Counsel	–	67	66	60	55
U.S. Trade and Development Agency	83	80	81	81	73
Woodrow Wilson International Center for Scholars	60	59	47	63	–

NOTE: A dash (–) indicates no data available.

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