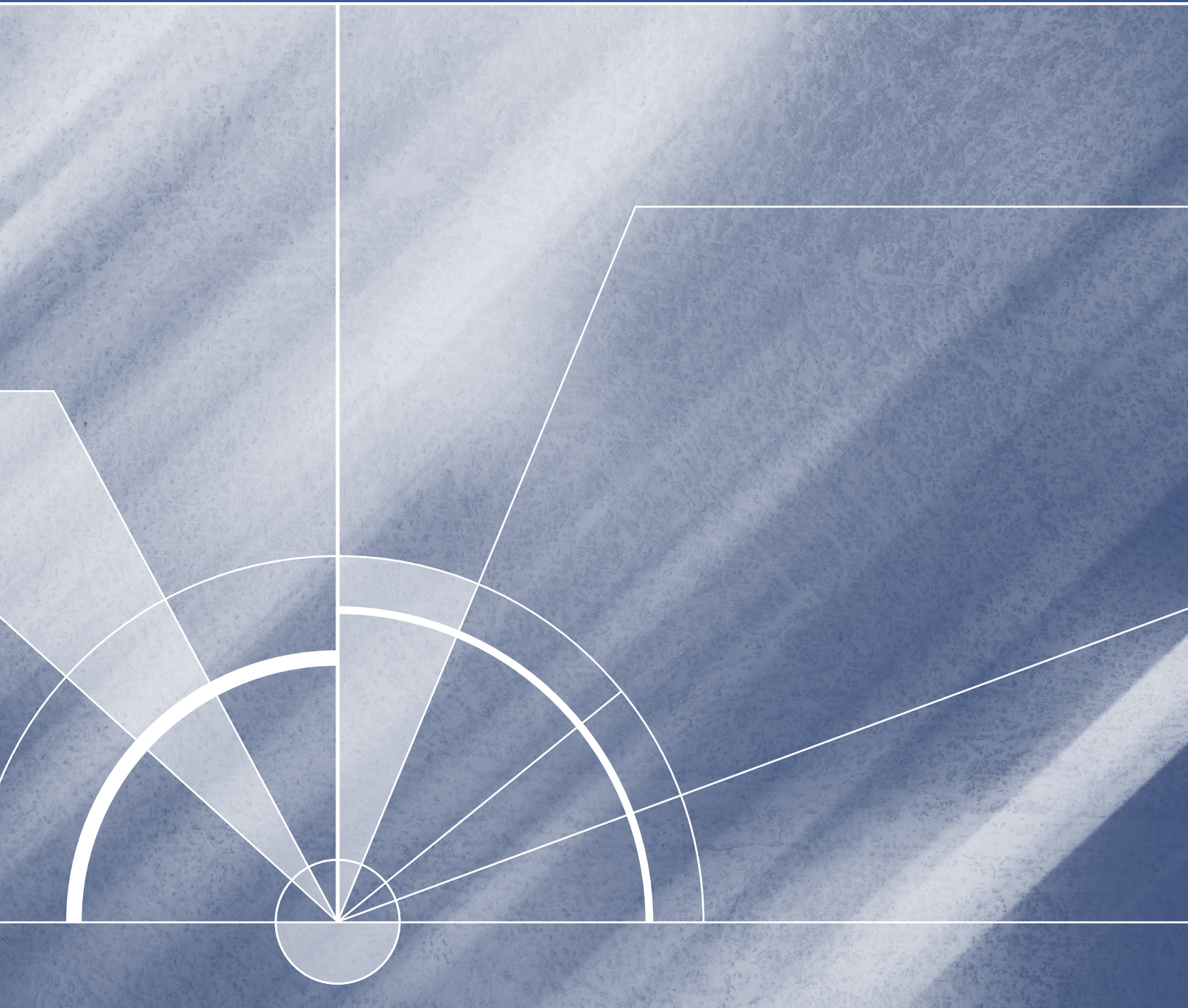


2017


Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

Governmentwide Management Report





A Message from the Director

The Federal Employee Viewpoint Survey (FEVS) continues to be a valuable tool for assessing the state of Federal workplaces. The workforce is the backbone of the government and employee opinions shared through the survey provide an essential catalyst to achieving effective government.

This year more than 485,000 employees participated in the FEVS, showing their commitment to improving the Federal government. Employee feedback builds upon and supports agency improvement efforts while providing an important baseline for new initiatives.

I am pleased to report that overall 2017 Governmentwide FEVS results show that Federal employees have a positive perspective of their workplaces. Overall Employee Engagement is at 67, the highest level since 2011. The New IQ (the Diversity and Inclusion index) is at 60, the highest level since the index was first reported.

Across the core FEVS items, nearly 100% remained the same or increased from last year, with the largest increases found in supervisory relationships, management communication among work units, and organizational satisfaction. The highest positively rated items continue to highlight employees' perceptions from last year, including willingness to exert extra effort to get the job done, looking for ways to do a job better, and a belief that their work is important.

While 2017 FEVS results are very positive, survey responses also show several key aspects of Federal workplaces could be improved. Based on employee perspectives, agencies would be more effective to the extent that leaders are able to address insufficient resources, recruit for the right skills, recognize employee performance, and generate commitment and motivation in the workforce.

The results of the survey tell an important story. While multiple aspects of Federal workplaces support effective government, there are always opportunities for improvement. FEVS results point the way to stronger workplaces. The ongoing actions of Federal leadership and employees are key to ensuring that we build on the positive gains we have made over the last few years, while addressing areas in need of improvement.

In close, I offer my thanks to the men and women of the Federal workforce. Your dedication to your mission and commitment to providing high quality services continue to enrich the lives of the American people.

Kathleen M. McGettigan
Acting Director
U.S. Office of Personnel Management



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About This Report

The Federal Employee Viewpoint Survey (FEVS) allows government employees to share their opinions about what matters most to them, and gives them the opportunity to let their leadership know how they feel about their jobs, their supervisors, and their agencies. This report presents the results the 2017 governmentwide FEVS, highlights agency improvements, and provides an overview of what employees had to say. The main focus of this report is Employee Engagement and the New Inclusion Quotient (New IQ), with highlights of notable agency achievements.

This report displays results using a breakout comparison of agencies by size. These size categories allow for better comparisons to be made recognizing that agencies may encounter different challenges and opportunities based on their size. The agency size is based on the agency employee population as of March 2017, for more information and for a full listing of the agencies included in each category, see Appendix A.

The five size categories are:



This year, 486,105 employees responded to the survey out of the 1,068,151 to whom it was sent, for a response rate of 45.5%. Survey participants represent 80 agencies, from Departments to Large and Small/Independent agencies, across the Federal Government. Full-time and part-time permanent, non-seasonal employees were eligible to participate in the survey.

The survey was a self-administered Web survey. Agency launch dates were organized in two waves with 6-week administration periods beginning May 2nd and May 9th.

The 2017 survey instrument remained unchanged from the 2016 survey. The 98-item survey includes 84 items that measure Federal employees' perceptions about how effectively agencies manage their workforce, plus 14 demographic items.

Survey items are grouped into eight topic areas:

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



Analytical Methods

The data collected from 2017 survey respondents were weighted to ensure survey estimates accurately represent the survey population. Use of unweighted data could produce biased estimates of population statistics. 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. OPM employed a number of grouping procedures to simplify presentation of data analysis results in this report. 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). For more information on FEVS methods, including data weighting and analysis, see the FEVS Technical Report at https://www.fedview.opm.gov/2016FILES/2016_FEVS_Technical_Report.pdf.

Additional FEVS Resources

In addition to this report there are multiple governmentwide resources and tools available, each is described below.

Websites

FEVS website

Agencies and the general public can access governmentwide data reports, as well as special topic reports and infographics 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. Questions and feedback for the site can be sent to evs@opm.gov.

UnlockTalent

A tool for both the general public and agencies to view comprehensive data visualizations with broad displays of FEVS data, as well as HR data from OPM's Enterprise Human Resources Integration (EHRI). These displays allow agencies to identify subcomponents for action to improve engagement and overall satisfaction as well as highlight indicators that can contribute to a high performing organization. Agency specific case studies, best practices, and other helpful resources can be found on the Community of Practice page. This site can be accessed at www.unlocktalent.gov. Questions and feedback can be sent to unlocktalent@opm.gov.

Public Release Data File (PRDF)

A public release data file will be available for the FEVS. To request a public use data file, complete the form available at: www.fedview.opm.gov/2017/EVSDATA. Note: The 2017 PRDF will be available in the fall.

Other FEVS Reports

Governmentwide Data Reports

In addition to the Governmentwide Management Report, there are three additional governmentwide data reports available on the FEVS website under reports (access the FEVS website at www.opm.gov/FEVS):

Report by Agency

Displays question-by-question counts and percentages for each response option for the 2017, 2016, and 2015 FEVS by *participating agency* and also governmentwide.

Report by Demographics

Displays question-by-question counts and percentages for each response option for the 2017, 2016, and 2015 FEVS by *demographic groups* and also governmentwide.

Report on Demographic Questions by Agency (unweighted)

Displays counts and percentages by participating agencies' demographic and workforce profile (e.g., work location, supervisory status, sex, age, pay category, intention to retire) for 2017, 2016, and 2015. Both respondent counts and percentage estimates are unweighted.

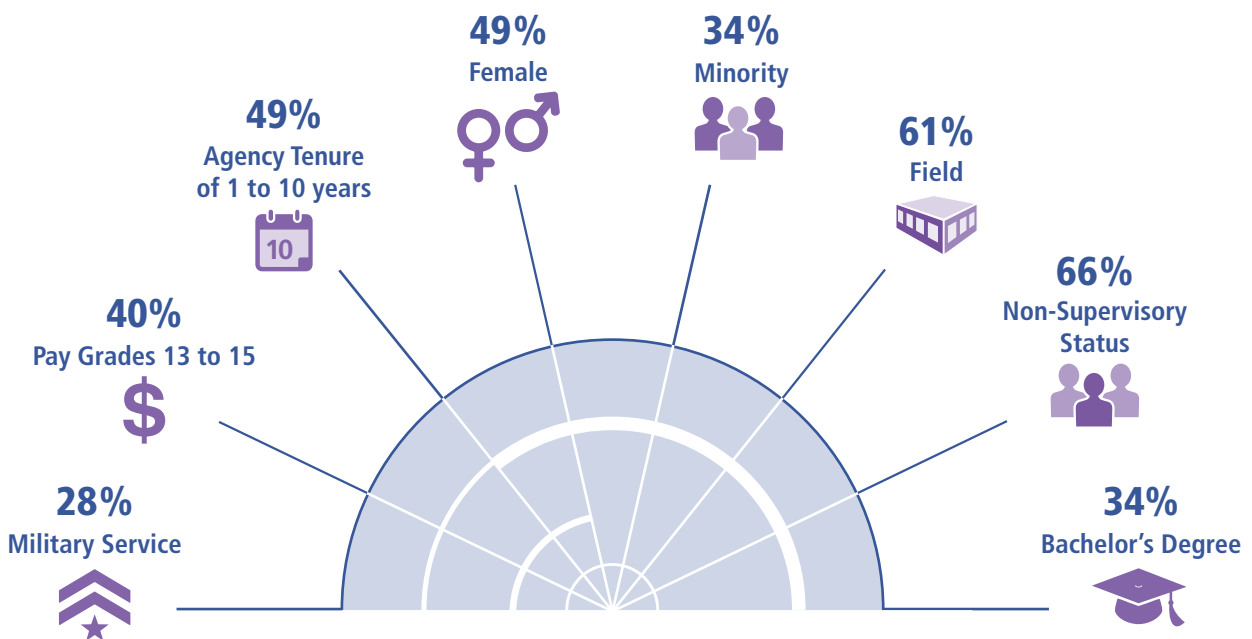


Survey Findings

Each year Federal employees at all levels of an organization, at different locations, and who do their work in a variety of different ways respond to the request to voice their opinions through the FEVS. This section will provide an overview of who Federal employees are, how many responded, and their views by highlighting specific item scores.

Participant Overview

To help gain an understanding of our diverse workforce, selected response choices for each demographic item are displayed in the first figure below. The second figure displays the total FEVS respondent breakdown by generation.



Generations

1%	Traditionalists	(born 1945 or earlier)
43%	Baby Boomers	(born 1946–1964)
42%	Generation X	(born 1965–1980)
14%	Generation Y	(born 1981 or later)

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

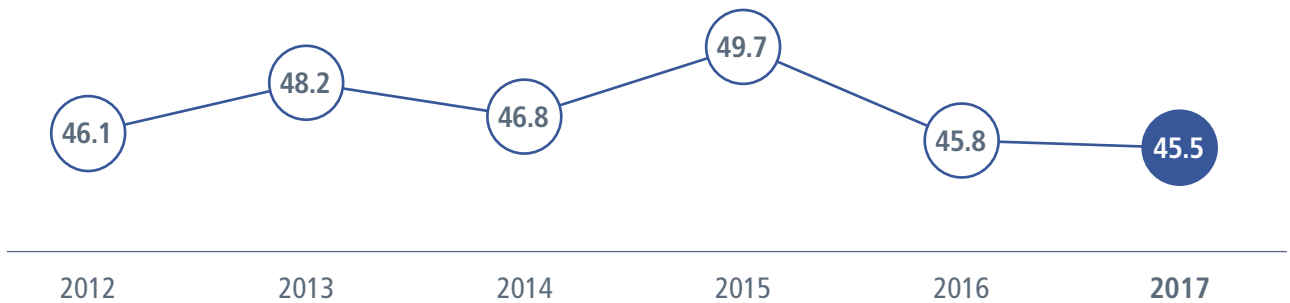


Survey Findings (continued)

Response Rates

Employee input is invaluable. This input allows agency leadership to use the results from the FEVS to make improvements and help achieve the agency’s goals and mission. This year more than 485,000 employees responded, shown below is the response rate for 2017 along with the response rates from the past five administrations of the FEVS for comparison.

Governmentwide Response Rate by Year



Top Response Rates

Agencies work hard to create communication campaigns to inform employees of the upcoming survey and to motivate participation. The agencies with the highest response rates are outlined below by agency size category.

Top Response Rates





Survey Findings (continued)

Top Response Rate Increases

Highlighted below are those agencies with the greatest increase in response rate when compared to 2016. While Very Small and Small Agencies have the greatest increases in response rates, it should be recognized that for larger agencies, increases of few percentage points are often indicative of meaningful change.

Top Response Rate Increases


Very Small
(<100 employees)

+27%
U.S. Access Board


Small
(100–999 employees)

+37%
Surface
Transportation Board


Medium
(1,000–9,999 employees)

+14%
Nuclear Regulatory
Commission


Large
(10,000–74,999 employees)

+5.8%
Department
of Transportation


Very Large
(>75,000 employees)

+7.1%
Department of
the Army

Note: For more information and a full listing of agencies by size see Appendix A. Trend analysis of results for 2013 to 2017, see Appendix B (items 1–71). Work/Life Program items (72–84) are excluded.



Survey Findings (continued)

Item Scores

What did employees say? Employee responses to the survey are increasingly positive. The majority of survey items increased from 2016 to 2017 and only one item decreased (Q21. My work unit is able to recruit people with the right skills).

Increases and Decreases

1 Year Trend (2016 to 2017)

 **64** items increased from 2016

 **1** item decreased from 2016

2 Year Trend (2015 to 2017)

 **67** items increased from 2015

 **0** items decreased from 2015

3 Year Trend (2014 to 2017)

 **69** items increased from 2014

 **0** items decreased from 2014

Top Positive and Negative Items

Displayed below are the items or areas employees rated as most positive and those items or areas where employees feel improvements are needed. Themes can be pulled from these items to show where strengths exist among agencies (for example, supervisory support), as well as where efforts could be focused to make improvements in the future.

Top Positive and Negative Items

Highest Percent Positive

96% When needed I am willing to put in the extra effort to get a job done. (Q. 7)

91% I am constantly looking for ways to do my job better. (Q. 8)

91% The work I do is important. (Q. 13)

84% I know how my work relates to the agency's goals and priorities. (Q. 12)

83% I like the kind of work I do. (Q. 5)

83% I am held accountable for achieving results. (Q. 16)

83% How would you rate the overall quality of work done by your work unit? (Q. 28)

82% My supervisor treats me with respect. (Q. 49)

80% I know what is expected of me on the job. (Q. 6)

80% My supervisor supports my need to balance work and other life issues. (Q. 42)

Highest Percent Negative

47% Pay raises depend on how well employees perform their jobs. (Q. 33)

42% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)

37% I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)

36% Promotions in my work unit are based on merit. (Q. 22)

36% In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)

35% How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)

32% My work unit is able to recruit people with the right skills. (Q. 21)

32% In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)

31% Awards in my work unit depend on how well employees perform their jobs. (Q. 25)

31% Creativity and innovation are rewarded. (Q. 32)

31% I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)

Notes: Results for all items, see Appendix B (items 1-71). Work/Life Program items (72-84) are excluded.



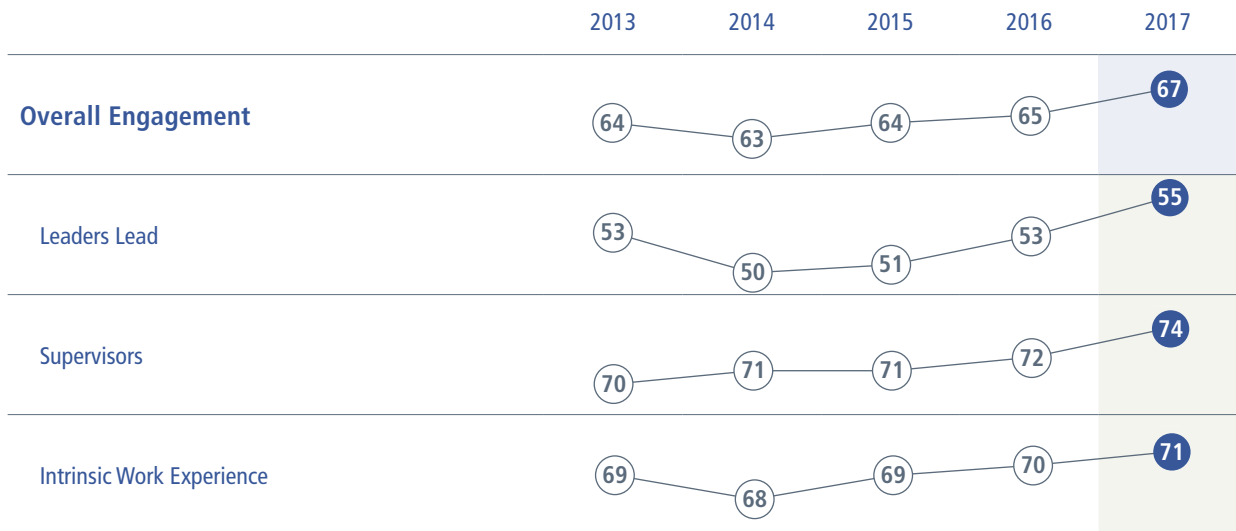
Employee Engagement Index

The Employee Engagement Index (EEI) on the FEVS is a measure of an agency’s work environment — the conditions that lead to engagement. The index is made up of three subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experience. The Engagement Index is comprised of the following subfactors and items:

Leaders Lead	Supervisors	Intrinsic Work Experience
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, and 61)	Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 47, 48, 49, 51, and 52)	Reflects the employees’ feelings of motivation and competency relating to their roles in the workplace. (Q. 3, 4, 6, 11, and 12)

Since 2016, the overall EEI score increased two percentage points governmentwide for an overall Engagement score of 67 percent. All three subfactors also show increases from 2016. Over the past several years, engagement has been an area of focus for many agencies, the improvements agencies have implemented are paying off as the overall Engagement score has increased steadily since 2014.

Employee Engagement Trends





Survey Findings (continued)






Employee Engagement Agency Findings

Below are the overall 2017 Engagement and subfactor scores for each agency size category.

Also shown on the following page for each agency size category is the agency with the highest EEI score, as well as the agency that had the largest increase or improvement in overall EEI score since 2016.

While Very Small Agencies have the greatest increases in their Engagement scores, it should be recognized that for larger agencies, increases of a few percentage points are often indicative of meaningful change.

Employee Engagement Performance by Agency Size

	G'wide	 Very Small (<100)	 Small (100–999)	 Medium (1,000–9,999)	 Large (10,000–74,999)	 Very Large (>75,000)
Employee Engagement	67	72	71	71	69	66
Leaders Lead	55	63	59	61	57	55
Supervisors	74	77	79	79	77	73
Intrinsic Work Experience	71	76	74	74	74	71



Survey Findings (continued)

Top Agency Employee Engagement Scores


Very Small
(<100 employees)

96%
Marine Mammal
Commission


Small
(100–999 employees)

85%
Federal Mediation
and Conciliation Service


Medium
(1,000–9,999 employees)

83%
Federal Trade Commission


Large
(10,000–74,999 employees)

82%
National Aeronautics
and Space Administration


Very Large
(>75,000 employees)

72%
Department of Health
and Human Services

Top Agency Employee Engagement Increases


Very Small
(<100 employees)

+21%
Chemical Safety
and Hazard
Investigation Board


Small
(100–999 employees)

+7%
Corporation for National
and Community Service


Medium
(1,000–9,999 employees)

+4%
Federal Energy Regulatory
Commission
National Labor
Relations Board
Securities and
Exchange Commission
Small Business
Administration


Large
(10,000–74,999 employees)

+4%
General Services
Administration


Very Large
(>75,000 employees)

+4%
Department of
Homeland Security
United States
Department of the Army

Note: The agency size is based on the eligible employee population for the FEVS as of March 2017, for a full listing of the agencies included in each category, see Appendix A.



Survey Findings (continued)

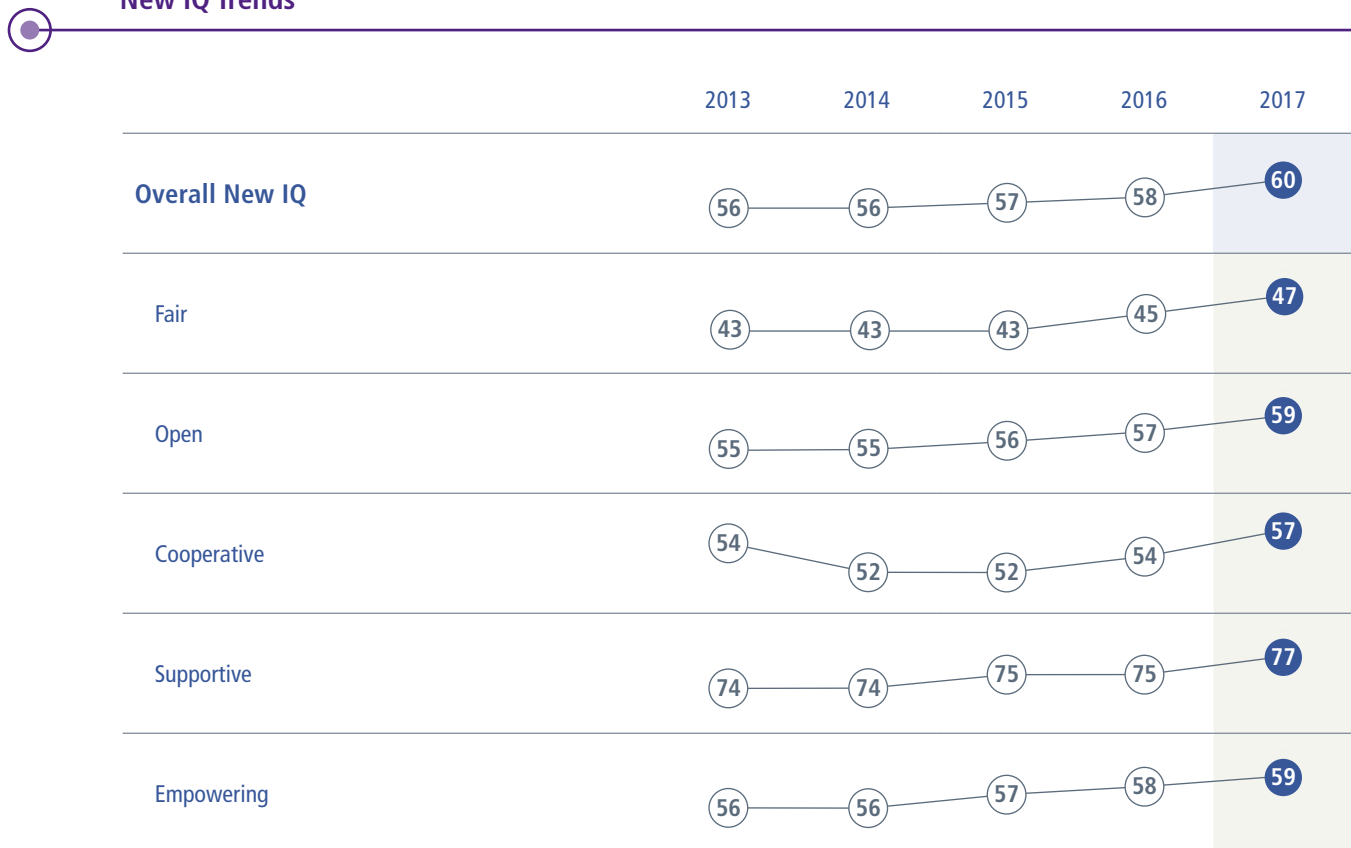
New Inclusion Quotient (The New IQ)

The New IQ is built on the concept that individual behaviors, repeated over time, form habits that create an inclusive work environment. The New IQ consists of 20 questions grouped into 5 Habits of Inclusion: Fair, Open, Cooperative, Supportive, and Empowering. The New IQ is comprised of the following subfactors and items:

Fair	Open	Cooperative	Supportive	Empowering
Are all employees treated equitably? (Q. 23, 24, 25, 37, and 38)	Does management support diversity in all ways? (Q. 32, 34, 45, and 55)	Does management encourage communication and collaboration? (Q. 58 and 59)	Do supervisors value employees? (Q. 42, 46, 48, 49, and 50)	Do employees have the resources and support needed to excel? (Q. 2, 3, 11, and 30)

The overall New IQ score increased two percentage points since 2016. Each of the 5 Habits of Inclusion have also increased since 2016, the largest increase was Cooperative (3 percentage point increase).

New IQ Trends





Survey Findings (continued)

New IQ Agency Findings






The figure below shows the overall 2017 New IQ score and the score for each of the 5 Habits of Inclusion broken out by agency size category.

Also shown on the following page for each agency size category is the agency with the highest New IQ score and the agency that had improved their overall New IQ score the most since 2016.

It is important to remember that typically scores for Very Small Agencies are higher than other agency categories; with the exception of Supportive. While Very Small Agencies have the greatest increases in their scores, it should be recognized that for larger agencies, increases of a few percentage points are often indicative of meaningful change.

New IQ Performance by Agency Size



	G'wide	 Very Small (<100)	 Small (100–999)	 Medium (1,000–9,999)	 Large (10,000–74,999)	 Very Large (>75,000)
New IQ	60	66	65	65	64	59
Fair	47	56	53	51	51	46
Open	59	66	64	64	63	59
Cooperative	57	62	60	63	62	56
Supportive	77	80	82	82	81	76
Empowering	59	66	64	62	62	59

Note: The agency size is based on the eligible employee population for the FEVS as of March 2017, for a full listing of the agencies included in each category, see Appendix A.

Survey Findings (continued)

Top Agency New IQ Scores


Very Small
 (<100 employees)

97%
 Marine Mammal
 Commission


Small
 (100–999 employees)

80%
 Federal Mediation and
 Conciliation Service


Medium
 (1,000–9,999 employees)

78%
 Federal Trade Commission


Large
 (10,000–74,999 employees)

78%
 National Aeronautics
 and Space Administration


Very Large
 (>75,000 employees)

66%
 Department of Health
 and Human Services

Top Agency New IQ Increases


Very Small
 (<100 employees)

+21%
 Chemical Safety
 and Hazard
 Investigation Board


Small
 (100–999 employees)

+7%
 Corporation for National
 and Community Service


Medium
 (1,000–9,999 employees)

+5%
 Securities and
 Exchange Commission
 National Labor
 Relations Board


Large
 (10,000–74,999 employees)

+5%
 Environmental
 Protection Agency


Very Large
 (>75,000 employees)

+4%
 Department of
 Homeland Security
 Department of Health
 and Human Services
 United States
 Department of the Army

Note: The agency size is based on the eligible employee population for the FEVS as of March 2017, for a full listing of the agencies included in each category, see Appendix A.



Conclusions and Next Steps

Conclusions from the 2017 FEVS

Providing Federal employees with the opportunity to share their experiences about all aspects of their workplaces affords agency leaders the impetus for identifying, driving and sustaining performance in the Federal government. Employee participation in the Federal Employee Viewpoint Survey (FEVS) facilitates change by identifying aspects of agency workplaces that positively influence agency performance as well as policies and practices which may be in need of strengthening.

More than 485,000 employees in over 80 Federal agencies participated in the 2017 FEVS. Results were up in nearly every survey item and index. Of the FEVS indices, Global Satisfaction showed the greatest increase with a score of 64, up 3 percentage points from last year. Both Employee Engagement and the New IQ indices increased 2 percentage points. Employee Engagement attained a score of 67 and the New IQ index reached its highest score, 60, since the measure was introduced. All FEVS index results can be found in Appendix F. Nearly every survey item improved by at least 1 percentage point from the 2016 survey and over 50% of the items increased by 2 percentage points or more. These findings are an indication that the sustained efforts agencies have made to improve engagement, and employee satisfaction and inclusion are being recognized by the Federal workforce.

New Directions – Innovating the FEVS

OPM has a long history of assessing the opinions of Federal employees. Most employees are familiar with the current FEVS, which is a successor to the prior instrument, the Federal Human Capital Survey (FHCS), administered from 2002 to 2010. (OPM previously had administered employee surveys in the late 1970s/early 1980s and again in the early 1990s and late 1990s.)

The goal of each survey has been consistent – to give employees the opportunity to express their opinions about their jobs, their agency, and their leadership, thus enabling Federal leaders to identify and address aspects of their organizations that might impede productive and effective workplaces.

As important as it is to gain an understanding of employees' perceptions to inform Federal policies and procedures, it is equally important to continually assess the instrument used to collect this information. New developments in survey research require updating questionnaire topics and survey item wording as well as sampling and analytical methods. Dating back to 1979, when OPM administered the first Federal Employee Attitude Survey, every survey instrument has gone through rigorous development and testing to ensure the results collected and reported are reliable, comparable, and actionable.



Conclusions and Next Steps (continued)

This process of survey improvement continues today. OPM has long sought to be more responsive to agencies on topical areas of interest, such as cybersecurity, and innovations related to human capital management. The most recent change in OPM regulations (5 CFR Part 250, subpart C) will allow flexibility and responsiveness to be built into the FEVS process. The existing FEVS is comprised of 84 items plus demographics. Before the regulation change, 45 of these items were required to be on the survey. By reducing the number of required survey items from 45 to 16, OPM now has the flexibility to update the FEVS through collaboration with agencies. This change strengthens the employee survey process by enabling OPM to administer a survey that is responsive to the current policies and programs of agencies, while maintaining trends for key survey items related to human capital management.

A plan is underway to build on the strengths of the current survey program. What does this mean for the current FEVS? Any changes to the current FEVS will:

- Have input from agencies and relevant stakeholder groups,
- Maintain professional standards for high quality data,
- Address timely and actionable performance topics,
- Support continuous governmentwide performance improvements, and
- Provide for comparable findings across agencies.

A rigorous assessment of the current research of best survey practices, as well as input from our agency stakeholders, is underway. OPM is committed to vetting any survey changes with our stakeholders and pilot testing survey revisions. We do not wish to change the survey for the sake of change, but to ensure data resulting from survey changes are actionable, reliable, and responsive to the needs voiced to us by agencies.



Appendix A: Participating Agency Response Rates by Employee Population Size Categories

	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,068,151	486,105	45.5%
Very Large Agencies (>75,000 employees)			
Department of Agriculture	76,964	48,953	63.6%
Department of Defense Overall	233,526	70,693	30.3%
Department of the Air Force	68,379	16,899	24.7%
Department of the Army	68,348	21,850	32.0%
Department of the Navy	53,386	16,022	30.0%
OSD, Joint Staff, Defense Agencies, and Field Activities (DoD 4th Estate)	43,413	15,922	36.7%
Department of Health and Human Services	73,708	43,086	58.5%
Department of Homeland Security	96,776	47,414	49.0%
Department of Justice	46,003	16,126	35.1%
Department of the Treasury	79,744	46,368	58.1%
Department of Veterans Affairs	209,853	64,394	30.7%
Large Agencies (10,000–74,999 employees)			
Department of Commerce	19,473	10,480	53.8%
Department of Energy	12,575	8,589	68.3%
Department of Labor	14,779	8,837	59.8%
Department of State	13,658	4,294	31.4%
Department of the Interior	47,367	25,867	54.6%
Department of Transportation	30,272	16,835	55.6%
Environmental Protection Agency	14,066	9,414	66.9%
General Services Administration	10,749	7,532	70.1%
National Aeronautics and Space Administration	16,599	11,814	71.2%
Social Security Administration	18,371	8,501	46.3%

For an Excel version of Appendix A: Participating Agency Response Rates by Employee Population Size Categories [click this link](#)





Appendix A:
Participating Agency Response Rates by Employee Population Size Categories (continued)

	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,068,151	486,105	45.5%
Medium Agencies (1,000–9,999 employees)			
Broadcasting Board of Governors	1,427	1,070	75.0%
Court Services and Offender Supervision Agency	1,116	542	48.6%
Department of Education	3,820	2,831	74.1%
Department of Housing and Urban Development	6,982	4,960	71.0%
Equal Employment Opportunity Commission	2,001	1,416	70.8%
Federal Communications Commission	1,462	715	48.9%
Federal Energy Regulatory Commission	1,360	1,070	78.7%
Federal Trade Commission	1,025	612	59.7%
National Archives and Records Administration	2,751	1,861	67.6%
National Credit Union Administration	1,144	665	58.1%
National Labor Relations Board	1,379	850	61.6%
National Science Foundation	1,192	910	76.3%
Nuclear Regulatory Commission	3,223	2,442	75.8%
Office of Personnel Management	4,966	2,914	58.7%
Securities and Exchange Commission	4,429	3,526	79.6%
Small Business Administration	2,045	1,512	73.9%
U.S. Agency for International Development	3,585	2,087	58.2%



Appendix A: Participating Agency Response Rates by Employee Population Size Categories (continued)

	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,068,151	486,105	45.5%
Small Agencies (100–999 employees)			
Commodity Futures Trading Commission	686	508	74.1%
Consumer Product Safety Commission	491	407	82.9%
Corporation for National and Community Service	544	434	79.8%
Defense Nuclear Facilities Safety Board	101	90	89.1%
Export-Import Bank of the United States	413	257	62.2%
Farm Credit Administration	285	238	83.5%
Federal Election Commission	297	144	48.5%
Federal Housing Finance Agency	559	359	64.2%
Federal Labor Relations Authority	115	76	66.1%
Federal Maritime Commission	100	75	75.0%
Federal Mediation and Conciliation Service	211	152	72.0%
Federal Retirement Thrift Investment Board	238	190	79.8%
International Boundary and Water Commission: United States and Mexico	214	118	55.1%
Merit Systems Protection Board	193	138	71.5%
National Endowment for the Arts	98	56	57.1%
National Endowment for the Humanities	117	51	43.6%
National Gallery of Art	755	537	71.1%
National Indian Gaming Commission	98	62	63.3%
National Transportation Safety Board	392	291	74.2%
Office of Management and Budget	421	343	81.5%
Office of the U.S. Trade Representative	189	111	58.7%
Overseas Private Investment Corporation	240	216	90.0%
Pension Benefit Guaranty Corporation	888	610	68.7%
Railroad Retirement Board	870	449	51.6%
Selective Service System	95	73	76.8%
Surface Transportation Board	120	108	90.0%
U.S. International Trade Commission	327	294	89.9%
U.S. Office of Special Counsel	125	109	87.2%



Appendix A:
Participating Agency Response Rates by Employee Population Size Categories (continued)

	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,068,151	486,105	45.5%
Very Small Agencies (<100 employees)			
AbilityOne Commission	22	11	50.0%
African Development Foundation	29	22	75.9%
American Battle Monuments Commission	—	—	—
Chemical Safety and Hazard Investigation Board	36	32	88.9%
Commission on Civil Rights	22	16	72.7%
Farm Credit System Insurance Corporation	—	—	—
Institute Of Museum and Library Services	54	42	77.8%
Inter-American Foundation	36	35	97.2%
Marine Mammal Commission	13	12	92.3%
National Capital Planning Commission	30	26	86.7%
National Council on Disability	—	—	—
National Mediation Board	34	20	58.8%
Occupational Safety and Health Review Commission	48	25	52.1%
Office of Navajo and Hopi Indian Relocation	31	20	64.5%
Postal Regulatory Commission	61	51	83.6%
U.S. Access Board	24	19	79.2%
U.S. Office of Government Ethics	62	44	71.0%
U.S. Trade and Development Agency	42	32	76.2%

Note: Agencies with fewer than 10 responses are indicated with “—”.



Appendix B: Trend Analysis

Trend Analysis: 2013 vs. 2014 vs. 2015 vs. 2016 vs. 2017 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 2013 to 2014 (first arrow), from 2014 to 2015 (second arrow), from 2015 to 2016 (third arrow), and from 2016 to 2017 (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 2013 to 2014, but there was a significant increase in positive ratings from 2014 to 2015, and from 2015 to 2016. Similarly, symbols indicate there was a significant decrease from 2013 to 2014, but there were no significant changes in positive ratings from 2014 to 2015 or from 2015 to 2016.

	Percent Positive					Significant Trends
	2013	2014	2015	2016	2017	
My Work Experience						
‡1. I am given a real opportunity to improve my skills in my organization.	60	59	61	63	64	↘ ↗ ↗ ↗
2. I have enough information to do my job well.	70	69	70	70	71	↘ ↗ ↗ ↗
3. I feel encouraged to come up with new and better ways of doing things.	56	55	56	58	59	↘ ↗ ↗ ↗
4. My work gives me a feeling of personal accomplishment.	70	70	70	72	72	↘ ↗ ↗ →
5. I like the kind of work I do.	83	82	83	83	83	↘ ↗ ↗ ↗
6. I know what is expected of me on the job.	79	79	79	79	80	↘ → ↗ ↗
7. When needed I am willing to put in the extra effort to get a job done.	96	96	96	96	96	→ → → →
8. I am constantly looking for ways to do my job better.	90	90	90	91	91	↘ ↗ ↗ →
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	44	45	46	47	47	↗ ↗ ↗ ↗
‡10. My workload is reasonable.	57	56	57	57	59	↘ ↗ ↗ ↗
‡11. My talents are used well in the workplace.	57	57	58	58	60	↘ ↗ ↗ ↗
‡12. I know how my work relates to the agency's goals and priorities.	83	82	82	83	84	↘ ↗ ↗ ↗
13. The work I do is important.	90	90	90	90	91	↘ ↗ ↗ ↗
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	66	66	66	66	66	↘ → → ↗
15. My performance appraisal is a fair reflection of my performance.	68	68	69	70	71	↘ ↗ ↗ ↗
16. I am held accountable for achieving results.	81	81	81	82	83	↘ → ↗ ↗
‡17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	61	60	61	62	64	↘ ↗ ↗ ↗
18. My training needs are assessed.	50	50	52	53	55	→ ↗ ↗ ↗

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

For an Excel version of Appendix B: Trend Analysis  [click this link](#)



Appendix B: Trend Analysis (continued)

	Percent Positive					Significant Trends
	2013	2014	2015	2016	2017	
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	67	68	69	71	↘ ↗ ↗ ↗
My Work Unit						
‡20. The people I work with cooperate to get the job done.	73	72	73	73	75	↘ ↗ ↗ ↗
21. My work unit is able to recruit people with the right skills.	40	41	42	43	42	↗ ↗ ↗ ↘
22. Promotions in my work unit are based on merit.	32	32	33	34	36	↗ ↗ ↗ ↗
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28	28	28	29	31	↗ → ↗ ↗
‡24. In my work unit, differences in performance are recognized in a meaningful way.	31	32	33	34	36	→ ↗ ↗ ↗
25. Awards in my work unit depend on how well employees perform their jobs.	38	38	40	41	44	↗ ↗ ↗ ↗
26. Employees in my work unit share job knowledge with each other.	72	72	73	73	74	→ ↗ ↗ ↗
27. The skill level in my work unit has improved in the past year.	52	51	53	54	56	↘ ↗ ↗ ↗
28. How would you rate the overall quality of work done by your work unit?	83	82	82	82	83	↘ → ↗ ↗
My Agency						
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	70	69	69	69	71	↘ ↗ ↗ ↗
30. Employees have a feeling of personal empowerment with respect to work processes.	43	42	43	45	47	↘ ↗ ↗ ↗
31. Employees are recognized for providing high quality products and services.	46	45	47	48	51	↘ ↗ ↗ ↗
32. Creativity and innovation are rewarded.	35	35	37	38	41	↘ ↗ ↗ ↗
33. Pay raises depend on how well employees perform their jobs.	19	20	21	22	25	↗ ↗ ↗ ↗
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	55	55	56	58	59	→ ↗ ↗ ↗
35. Employees are protected from health and safety hazards on the job.	76	76	76	76	77	→ → → ↗
36. My organization has prepared employees for potential security threats.	76	76	76	77	78	→ → ↗ ↗
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	51	50	51	53	55	↘ ↗ ↗ ↗
38. Prohibited Personnel Practices are not tolerated.	65	65	66	67	69	→ ↗ ↗ ↗
39. My agency is successful at accomplishing its mission.	74	73	73	74	76	↘ → ↗ ↗
‡40. I recommend my organization as a good place to work.	63	62	63	64	66	↘ ↗ ↗ ↗
‡41. I believe the results of this survey will be used to make my agency a better place to work.	38	38	39	41	42	→ ↗ ↗ ↗

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



Appendix B: Trend Analysis (continued)

	Percent Positive					Significant Trends
	2013	2014	2015	2016	2017	
My Supervisor						
42. My supervisor supports my need to balance work and other life issues.	77	77	78	78	80	→ ↗ ↗ ↗
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	65	64	65	66	67	↘ ↗ ↗ ↗
44. Discussions with my supervisor about my performance are worthwhile.	61	62	63	63	65	→ ↗ ↗ ↗
45. My supervisor is committed to a workforce representative of all segments of society.	65	66	67	68	70	↗ ↗ ↗ ↗
46. My supervisor provides me with constructive suggestions to improve my job performance.	60	61	61	62	64	→ ↗ ↗ ↗
47. Supervisors in my work unit support employee development.	64	63	64	66	68	↘ ↗ ↗ ↗
48. My supervisor listens to what I have to say.	74	75	76	76	78	↗ ↗ ↗ ↗
49. My supervisor treats me with respect.	80	80	81	81	82	↗ ↗ ↗ ↗
50. In the last six months, my supervisor has talked with me about my performance.	77	77	77	78	79	↗ → → ↗
51. I have trust and confidence in my supervisor.	66	65	67	67	69	↘ ↗ ↗ ↗
52. Overall, how good a job do you feel is being done by your immediate supervisor?	68	69	70	70	72	↗ ↗ ↗ ↗
Leadership						
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	41	38	39	41	43	↘ ↗ ↗ ↗
54. My organization's senior leaders maintain high standards of honesty and integrity.	54	50	50	52	54	↘ ↗ ↗ ↗
55. Supervisors work well with employees of different backgrounds.	63	63	63	64	68	→ → ↗ ↗
‡56. Managers communicate the goals and priorities of the organization.	61	58	59	60	62	↘ ↗ ↗ ↗
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	61	58	59	60	62	↘ ↗ ↗ ↗
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	52	50	51	52	55	↘ ↗ ↗ ↗
59. Managers support collaboration across work units to accomplish work objectives.	56	53	54	56	59	↘ ↗ ↗ ↗
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	57	56	57	58	60	↘ ↗ ↗ ↗
61. I have a high level of respect for my organization's senior leaders.	52	50	51	53	56	↘ ↗ ↗ ↗
62. Senior leaders demonstrate support for Work/Life programs.	54	52	53	55	57	↘ ↗ ↗ ↗

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



Appendix B: Trend Analysis (continued)

	Percent Positive					Significant Trends
	2013	2014	2015	2016	2017	
My Satisfaction						
#63. How satisfied are you with your involvement in decisions that affect your work?	50	48	50	51	53	↘ ↗ ↗ ↗
#64. How satisfied are you with the information you receive from management on what's going on in your organization?	48	46	47	48	50	↘ ↗ ↗ ↗
#65. How satisfied are you with the recognition you receive for doing a good job?	45	45	47	48	50	↘ ↗ ↗ ↗
66. How satisfied are you with the policies and practices of your senior leaders?	41	40	41	42	45	↘ ↗ ↗ ↗
67. How satisfied are you with your opportunity to get a better job in your organization?	34	33	35	36	37	↘ ↗ ↗ ↗
68. How satisfied are you with the training you receive for your present job?	50	50	52	53	55	→ ↗ ↗ ↗
#69. Considering everything, how satisfied are you with your job?	65	64	65	66	68	↘ ↗ ↗ ↗
70. Considering everything, how satisfied are you with your pay?	54	56	57	58	61	↗ ↗ ↗ ↗
#71. Considering everything, how satisfied are you with your organization?	56	55	56	57	60	↘ ↗ ↗ ↗
Work/Life Programs						
79 – 84. How satisfied are you with the following Work/Life programs in your agency?*						
79. Telework	76	77	78	79	81	↗ ↗ ↗ ↗
80. Alternative Work Schedules (AWS)	89	89	89	90	90	↗ → ↗ ↗
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	80	79	80	81	81	→ → ↗ ↗
82. Employee Assistance Program (EAP)	74	74	75	75	78	→ → → ↗
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	70	72	72	72	73	↗ → → →
84. Elder Care Programs (for example, support groups, speakers)	66	68	66	68	68	→ → → →

* The 2013–2017 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: Work/Life Programs: Participation & Satisfaction

2017
Percentages

72. Have you been notified whether or not you are eligible to telework?	
Yes, I was notified that I was eligible to telework	43
Yes, I was notified that I was not eligible to telework	22
No, I was not notified of my telework eligibility	27
Not sure if I was notified of my telework eligibility	9
73. Please select the response below that BEST describes your current teleworking situation.	
I telework 3 or more days per week	6
I telework 1 or 2 days per week	13
I telework, but no more than 1 or 2 days per month	5
I telework very infrequently, on an unscheduled or short-term basis	12
I do not telework because I have to be physically present on the job	30
I do not telework because I have technical issues that prevent me from teleworking	4
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	18
I do not telework because I choose not to telework	12
74. Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)	
Yes	34
No	47
Not Available to Me	19
75. Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	
Yes	26
No	62
Not Available to Me	12
76. Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)	
Yes	13
No	82
Not Available to Me	5
77. Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Yes	3
No	80
Not Available to Me	17

Note: The Work/Life program satisfaction results only include employees who indicated that they participated in the program. The "No Basis to Judge" responses are not included in percentage calculations.

For an Excel version of Appendix C: Work/Life Programs: Participation & Satisfaction [click this link](#)





Appendix C: Work/Life Programs: Participation & Satisfaction (continued)

	2017 Percentages
78. Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Yes	2
No	81
Not Available to Me	17
79. Satisfaction with the following Work/Life programs? Telework	
Very Satisfied	43
Satisfied	38
Neither Satisfied nor Dissatisfied	11
Dissatisfied	6
Strongly Dissatisfied	2
No Basis to Judge (N)	6,455
80. Satisfaction with the following Work/Life programs? Alternative Work Schedules (AWS)	
Very Satisfied	50
Satisfied	40
Neither Satisfied nor Dissatisfied	7
Dissatisfied	2
Strongly Dissatisfied	1
No Basis to Judge (N)	3,366
81. Satisfaction with the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	
Very Satisfied	32
Satisfied	50
Neither Satisfied nor Dissatisfied	15
Dissatisfied	3
Strongly Dissatisfied	1
No Basis to Judge (N)	7,694
82. Satisfaction with the following Work/Life programs? Employee Assistance Program (EAP)	
Very Satisfied	29
Satisfied	48
Neither Satisfied nor Dissatisfied	18
Dissatisfied	3
Strongly Dissatisfied	1
No Basis to Judge (N)	7,854

Note: The Work/Life program satisfaction results only include employees who indicated that they participated in the program. The “No Basis to Judge” responses are not included in percentage calculations.



Appendix C: Work/Life Programs: Participation & Satisfaction (continued)

	2017 Percentages
83. Satisfaction with the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Very Satisfied	34
Satisfied	39
Neither Satisfied nor Dissatisfied	22
Dissatisfied	3
Strongly Dissatisfied	2
No Basis to Judge (N)	4,915
84. Satisfaction with the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Very Satisfied	30
Satisfied	38
Neither Satisfied nor Dissatisfied	29
Dissatisfied	2
Strongly Dissatisfied	1
No Basis to Judge (N)	4,560

Note: The Work/Life program satisfaction results only include employees who indicated that they participated in the program. The “No Basis to Judge” responses are not included in percentage calculations.



Appendix D: Governmentwide Respondent Characteristics

	Number Responded	Percentages
Work Location		
Headquarters	178,953	39%
Field	280,817	61%
Supervisory Status		
Non-Supervisor	304,620	66%
Team Leader	57,968	13%
Supervisor	63,162	14%
Manager	28,765	6%
Senior Leader	8,184	2%
Gender		
Male	233,670	51%
Female	222,083	49%
Ethnicity		
Hispanic/Latino	39,793	9%
Not Hispanic/Latino	411,449	91%
Race/National Origin		
American Indian or Alaska Native	9,408	2%
Asian	22,173	5%
Black or African American	64,809	15%
Native Hawaiian or Other Pacific Islander	2,765	1%
White	319,770	73%
Two or more races	18,760	4%
Minority Status		
Minority	149,824	34%
Not Minority	292,347	66%

For an Excel version of Appendix D: Governmentwide Respondent Characteristics [click this link](#)





Appendix D: Governmentwide Respondent Characteristics (continued)

	Number Responded	Percentage
Age Group		
25 and under	3,897	1%
26–29	13,132	3%
30–39	91,851	19%
40–49	124,127	26%
50–59	172,679	36%
60 or older	79,326	16%
Generations		
Traditionalists (born 1945 or earlier)	3,951	1%
Baby Boomers (born 1946 to 1964)	208,915	43%
Generation X (born 1965 to 1980)	202,101	42%
Generation Y (born 1981 or later)	70,045	14%
Pay Category		
Federal Wage System	13,172	3%
GS 1–6	27,667	6%
GS 7–12	193,943	42%
GS 13–15	185,312	40%
Senior Executive Service	5,707	1%
Senior Level (SL) or Scientific or Professional (ST)	2,018	0%
Other	31,375	7%
Federal Tenure		
Less than 1 year	9,042	2%
1 to 3 years	45,504	10%
4 to 5 years	30,330	7%
6 to 10 years	109,299	24%
11 to 14 years	64,222	14%
15 to 20 years	66,740	14%
More than 20 years	135,145	29%
Agency Tenure		
Less than 1 year	16,541	4%
1 to 3 years	70,161	15%
4 to 5 years	38,042	8%
6 to 10 years	114,406	25%
11 to 20 years	119,221	26%
More than 20 years	100,411	22%



Appendix D: Governmentwide Respondent Characteristics (continued)

	Number Responded	Percentage
Turnover Plans		
No	317,645	69%
Yes, to retire	28,737	6%
Yes, to take another job within the Federal Government	71,128	15%
Yes, to take another job outside the Federal Government	19,504	4%
Yes, other	22,304	5%
Retirement Plans		
Within one year	17,266	4%
Between one and three years	47,569	10%
Between three and five years	51,613	11%
Five or more years	340,157	74%
Sexual Orientation		
Heterosexual or Straight	366,754	84%
Lesbian, Gay, Bisexual, or Transgender	13,633	3%
I prefer not to say	57,205	13%
Military Service Status		
No Prior Military Service	327,038	72%
Currently in National Guard or Reserves	7,450	2%
Retired	50,110	11%
Separated or Discharged	69,204	15%
Disability Status		
With a Disability	69,863	15%
No Disability Indicated	385,300	85%
Highest Level of Education Completed		
Less than High School	445	0%
High School Diploma/GED or equivalent	19,622	4%
Trade or Technical Certificate	10,861	2%
Some College (no degree)	63,049	14%
Associate's Degree (e.g., AA, AS)	35,731	8%
Bachelor's Degree (e.g., BA, BS)	155,748	34%
Master's Degree (e.g., MA, MS, MBA)	119,940	26%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	53,039	12%



Appendix E: Governmentwide Demographic Response Rates

	Number Surveyed	Number Responded	Response Rate
Minority Status			
Non-Minority	680,824	331,354	48.7%
Minority	381,808	152,898	40.0%
Ethnicity			
Hispanic	84,090	34,421	40.9%
Non-Hispanic	984,061	451,684	45.9%
Disability Status			
Without Disabilities	888,952	398,918	44.9%
With Disabilities	153,958	74,848	48.6%
Military Service			
No Prior Military Service	730,225	349,470	47.9%
Prior Military Service	312,697	124,304	39.8%
Highest Level of Education Completed			
Up to High School Diploma or Equivalent	218,149	81,928	37.6%
Some College or Associate's Degree	240,925	93,819	38.9%
Bachelor's Degree	288,625	142,801	49.5%
Post-Bachelor's Degree	294,939	155,131	52.6%
Pay Category			
GS 1–6	95,068	30,226	31.8%
GS 7–12	422,127	189,826	45.0%
GS 13–15	272,415	159,438	58.5%
All Other Payplans	278,541	106,615	38.3%
Supervisory Status			
Non-Supervisor	916,862	403,964	44.1%
Supervisor	142,240	76,231	53.6%
Executive	9,049	5,910	65.3%

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.

For an Excel version of Appendix E: Governmentwide Demographic Response Rates [click this link](#)





Appendix E: Governmentwide Demographic Response Rates (continued)

	Number Surveyed	Number Responded	Response Rate
Time in Federal Government			
Less than 1 year with Government	17,555	8,089	46.1%
1 to 3 years with Government	92,237	40,502	43.9%
4 to 5 years with Government	65,600	27,675	42.2%
6 to 10 years with Government	254,254	110,989	43.7%
11 to 14 years with Government	162,332	71,330	43.9%
15 to 20 years with Government	149,219	68,391	45.8%
More than 20 years with Government	326,954	159,129	48.7%
Work Location			
Headquarters	854,209	362,844	42.5%
Field	213,942	123,261	57.6%
Gender			
Male	573,659	246,422	43.0%
Female	494,424	239,667	48.5%
Age Group			
25 and Under	11,195	3,903	34.9%
26–29	34,498	13,171	38.2%
30–39	220,723	92,088	41.7%
40–49	277,745	124,393	44.8%
50–59	358,745	173,022	48.2%
60 +	165,245	79,528	48.1%

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.



Appendix F: FEVS Indices

Employee Engagement Index – Governmentwide

	2013	2014	2015	2016	2017
Overall Employee Engagement	64	63	64	65	67
Leaders Lead	53	50	51	53	55
Supervisors	70	71	71	72	74
Intrinsic Work Experience	69	68	69	70	71

For Employee Engagement Index results by agency
click this link



New IQ Index – Governmentwide

	2013	2014	2015	2016	2017
Overall New IQ	56	56	57	58	60
Fair	43	43	43	45	47
Open	55	55	56	57	59
Cooperative	54	52	52	54	57
Supportive	74	74	75	75	77
Empowered	56	56	57	58	59

For New IQ Index results by agency
click this link





Appendix F: FEVS Indices (continued)

Global Satisfaction Index – Governmentwide

	2013	2014	2015	2016	2017
Overall Global Satisfaction	59	59	60	61	64

For Global Satisfaction Index results by agency
click this link



Human Capital Assessment and Accountability Framework (HCAAF) – Governmentwide

	2013	2014	2015	2016	2017
Leadership and Knowledge Management	59	58	59	60	62
Results-Oriented Performance Culture	51	51	52	53	54
Talent Management	56	55	57	58	59
Job Satisfaction	64	63	64	65	66

For HCAAF results by agency
click this link





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