

2014

# Federal Employee Viewpoint Survey Results

Employees Influencing Change

Commodity Futures Trading Commission  
Small Agency Management Report

United States Office of  
Personnel Management

# Table of Contents

---

About This Report .....	2
A Brief Guide .....	3
Top 10 Positive & Negative Items .....	5
Engagement Index .....	6
Global Satisfaction Index .....	7
HCAAF Indices .....	8
Decision Aid .....	10
Appendix A: Item Results and Benchmarks .....	16
Appendix B: Participating Agencies .....	21

# About This Report

The 2014 Federal Employee Viewpoint Survey (FEVS) provides employees of the Federal workforce the opportunity to influence change by submitting feedback about their work environment, leadership, and many other aspects of the organization. Feedback from employees is critical to carrying out the mission of each agency, as it identifies what needs to change, what is working well and where there may be some uncertainty or downward trends. This year, the Small Agency Management Report (SAM) was designed to streamline and simplify the process of analyzing your results and identifying the most critical areas of concern in your agency.

## What's New in the SAM this Year?

Each section of the 2014 SAM was designed to help you analyze your FEVS results and quickly identify the most crucial areas of concern. One section, the Decision Aid, has been redesigned and is sorted by increases, decreases and items that have not changed since 2013, providing a straightforward way to quickly identify where your agency has improved or declined in the past year. Several other sections have also been streamlined or enhanced, and are outlined in the next section. The guidelines in the call out boxes below are important to keep in mind as you navigate through the SAM, as they help in understanding the way the results are displayed and highlighted in various sections of the report.

### Understanding Your SAM Results

#### Percent Positive

The sum of two positive categories  
(e.g., Strongly Agree/Agree)

#### Percent Negative

The sum of two negative categories  
(e.g., Strongly Disagree/Disagree)

### SAM Rules of Thumb

**65 percent positive or higher**  
is considered a strength

**35 percent negative or higher**  
is considered a challenge

**30 percent neutral or higher**  
suggests uncertainty, presenting an  
opportunity for communication

### What is Your Response Rate?

**63%** (397 out of 627  
employees responded)

### Field Period

May 6, 2014 – June 13, 2014

### Agency Component Response Rates

100%	Office of Commissioner O'Malia
83%	Office of the Executive Director
73%	Office of International Affairs
69%	Division of Swap Dealer and Intermediary Oversight
67%	Division of Market Oversight
61%	Office of Data and Technology
60%	Division of Enforcement
58%	Division of Clearing and Risk
49%	Office of General Counsel
25%	Office of the Chief Economist
9%	Office of the Chairman

# A Brief Guide to Using Your Small Agency Management Report

This section provides suggestions on how to use your FEVS results and includes examples for taking action to help your agency meet its strategic human capital management goals.

## Getting Started

Agencies receive many FEVS reports each year, so it can be confusing to know where to start. One suggested starting point is to adopt a strategy based in an action planning framework, which means looking for improvements you have made in the past year while also examining areas of decline. To help you get started, several steps are outlined below, including references to sections of the Small Agency Management Report (SAM) that you may find useful in helping you to focus on the most critical issues.

### Step 1: Use your SAM to identify issues.

Your SAM provides the tools that can be useful in analyzing your results to find issues most critical to your agency. One way to identify issues is to compare your agency's 2014 results to last year, and the Decision Aid- Decreases section provides a quick way to view all of your results that have decreased since 2013. There are many ways to look at your results, and the following sections of the SAM can be valuable resources in illustrating the state of your agency:

#### Top 10 Positive and Negative Items

Not only does this section display a brief overview of noteworthy results (for use in leadership briefings, agency communications, etc.), it also allows you to quickly determine if there are any underlying themes in the way employees responded to certain items. For example, your agency may want to prioritize issues around the workplace environment if multiple survey items related to this subject reside in the Top 10 Negative Items list.

#### Indices

The Engagement, Global Satisfaction and Human Capital Assessment and Accountability Framework (HCAAF) Indices provide agencies with consistent metrics for measuring progress toward objectives. This year, benchmarks were added to this section allowing for a more useful guide to understanding how your agency ranks compared to others and also promotes information sharing of best practices across agencies. For example, some of the top ranking agencies in the Engagement Index may have useful suggestions and insight into what has been most successful for their agency in terms of engaging the workforce.

#### Decision Aid

This section is useful in helping you easily identify the most critical issues in your agency as well as to recognize where your agency has improved since 2013. The Decision Aid has been redesigned into three sections this year to help you focus your attention on improvements and declines in your results since 2013:

**Increases:** Contains all items that increased since 2013

**Decreases:** Contains all items that decreased since 2013

**No Change:** Contains all items that did not change since 2013

#### Appendices

Appendix A shows how well your agency scored relative to other small agencies. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas. Appendix B provides a full list of the agencies surveyed.

## A Brief Guide to Using Your Small Agency Management Report (cont'd)

---

### **Step 2: Develop your goals for improvement.**

To develop your goals for improvement, you should consider issues that are most critical to your agency and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results and those that will require long-term perspective.

### **Step 3: Identify your team.**

This is a crucial step, as your team can make or break your efforts. It is important that each member of your team is actively engaged in the process. Identifying your team involves not only personnel selection, but identifying and pulling together your available resources while being aware of staff interests, capabilities and agency budget and resources.

### **Step 4: Develop your plan for action.**

Once you've identified your goals and your team, you should develop a list of actions that must be taken to reach your goals. Assign staff responsibilities for each action and keep in mind timeframes and start dates, end dates and measurable milestones. Make sure you get approval for the actions you must take to achieve your agency goals. Remember that leadership buy-in, engagement and communication is critical to your success.

### **Step 5: Implement your plan.**

There are many ways to publicize and communicate your intentions to employees, such as all hands meetings, announcements, intranet/web updates and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan.

### **Step 6: Monitor and evaluate the results.**

In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate both progress toward goals and final outcomes.

# Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the best and worst rated aspects of the organizational environment. Use this snapshot as a quick reference or overview of your FEVS results. For more in-depth analysis, use this section in conjunction with the Decision Aid to help you narrow down the most important areas to work on improving and/or maintaining in the coming year.

## Highest Percent Positive Items

**95%** When needed I am willing to put in the extra effort to get a job done. (Q. 7)

**88%** Employees are protected from health and safety hazards on the job. (Q. 35)

**88%** My supervisor supports my need to balance work and other life issues. (Q. 42)

**86%** I am constantly looking for ways to do my job better. (Q. 8)

**86%** In the last six months, my supervisor has talked with me about my performance. (Q. 50)

**84%** How would you rate the overall quality of work done by your work unit? (Q. 28)

**84%** Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)

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

**79%** My supervisor listens to what I have to say. (Q. 48)

**78%** The work I do is important. (Q. 13)

## Highest Percent Negative Items

**69%** Pay raises depend on how well employees perform their jobs. (Q. 33)

**69%** I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)

**61%** In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)

**57%** How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)

**54%** Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)

**54%** In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)

**52%** Considering everything, how satisfied are you with your pay? (Q. 70)

**50%** In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)

**48%** Awards in my work unit depend on how well employees perform their jobs. (Q. 25)

**47%** Promotions in my work unit are based on merit. (Q. 22)

# Engagement Index: Benchmarks & Component Scores

Because the FEVS is an assessment of organizational climate, the Engagement Index does not directly evaluate an employee's level of engagement. Therefore, instead of measuring "states" of engagement such as focused attention and dedication to completing assignments, this index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals). Below, you can see how your agency's Engagement Index score compares to the small agency average. The names of the highest-ranked small agencies are listed to facilitate the sharing of information, such as best practices.



This table displays the Engagement Index score for each component in your agency as well as the scores for the three engagement factors, which can facilitate information-sharing within your agency. Agency components with less than 10 respondents are not displayed in the table. A dash (—) indicates that there are no results for this agency component from 2013.

	2014 Percent Positive				2013 Percent Positive
	Leaders Lead	Supervisors	Intrinsic Work Experiences	Engagement Index	Engagement Index
<b>Commodity Futures Trading Commission</b>	<b>38</b>	<b>72</b>	<b>57</b>	<b>56</b>	<b>64</b>
Division of Clearing and Risk	60	80	71	70	—
Office of the Executive Director	46	81	79	69	—
Office of Data and Technology	50	69	66	62	—
Division of Enforcement	39	76	58	57	—
Division of Market Oversight	29	72	49	50	—
Office of General Counsel	30	65	46	47	—
Division of Swap Dealer and Intermediary Oversight	18	62	32	37	—

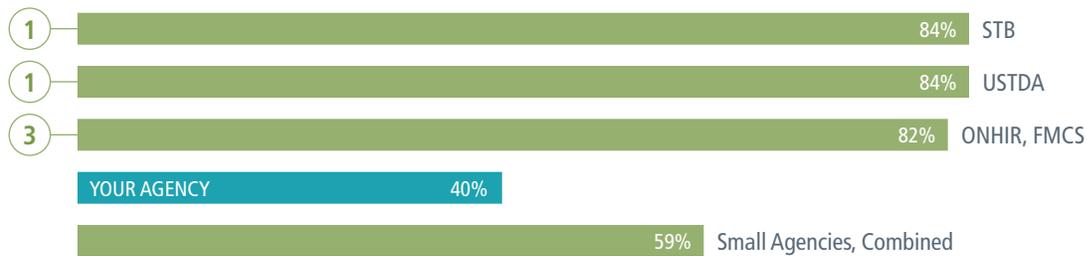
Leaders Lead: Employees' perceptions of leadership's integrity as well as leadership behaviors such as communication and workforce motivation. (Q. 53, 54, 56, 60, and 61)

Supervisors: Interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 47, 48, 49, 51, and 52)

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

# Global Satisfaction Index: Benchmarks & Component Scores

The Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organizations, plus their willingness to recommend their organization as a good place to work. These factors are measured by items 69, 70, 71, and 40, respectively. The Global Satisfaction Index score for your agency, the highest scoring small agencies, and the small agency average are displayed below.



This table shows the Global Satisfaction Index score for each component in your agency as well as the scores for all four satisfaction factors. Agency components with less than 10 respondents are not displayed in the table. A dash (—) indicates that there are no results for this agency component from 2013.

	2014 Percent Positive				Global Satisfaction Index	2013 Percent Positive
	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization		Global Satisfaction Index
<b>Commodity Futures Trading Commission</b>	<b>50</b>	<b>30</b>	<b>37</b>	<b>45</b>	<b>40</b>	<b>54</b>
Office of the Executive Director	71	67	69	64	68	—
Office of Data and Technology	62	44	55	57	55	—
Division of Clearing and Risk	66	19	47	48	45	—
Division of Enforcement	52	24	39	56	43	—
Office of General Counsel	51	28	25	16	30	—
Division of Market Oversight	34	24	19	33	28	—
Division of Swap Dealer and Intermediary Oversight	26	16	15	31	22	—

Job Satisfaction: Considering everything, how satisfied are you with your job? (Q. 69)

Pay Satisfaction: Considering everything, how satisfied are you with your pay? (Q. 70)

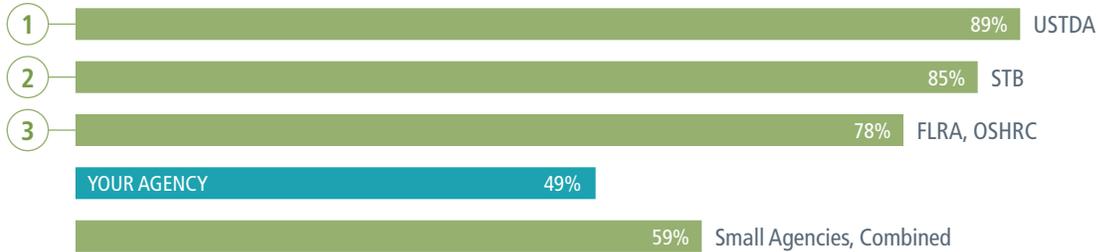
Organization Satisfaction: Considering everything, how satisfied are you with your organization? (Q. 71)

Recommend Organization: I recommend my organization as a good place to work. (Q. 40)

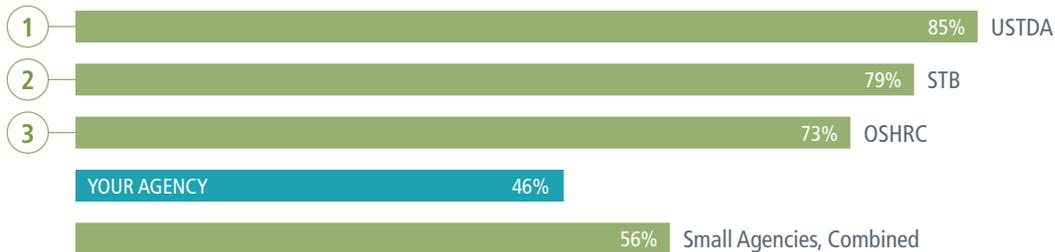
# HCAAF Indices: Benchmarks & Component Scores

The Human Capital Assessment and Accountability Framework (HCAAF) Indices measure progress toward governmentwide human capital objectives and represent different aspects of human capital management related to organizational effectiveness. More information can be found at <http://www.opm.gov/policy-data-oversight/human-capital-management/>. HCAAF Index scores for your agency, the highest scoring small agencies, and the small agency average are displayed below.

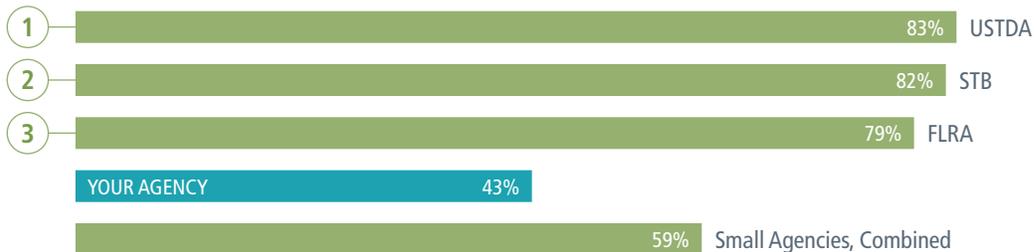
## Leadership & Knowledge Management



## Results-Oriented Performance Culture



## Talent Management



## Job Satisfaction



## HCAAF Indices: Benchmarks & Component Scores (cont'd)

The table below shows component-level results for all four HCAAF Indices. This table is sorted alphabetically; the first component listed is not necessarily ranked highest on any index. Agency components with less than 10 respondents are not displayed in the table.

	2014 Percent Positive			
	Leadership & Knowledge Management	Results-Oriented Performance Culture	Talent Management	Job Satisfaction
<b>Commodity Futures Trading Commission</b>	<b>49</b>	<b>46</b>	<b>43</b>	<b>50</b>
Division of Clearing and Risk	64	55	47	58
Division of Enforcement	48	45	44	50
Division of Market Oversight	41	40	34	41
Division of Swap Dealer and Intermediary Oversight	37	33	28	32
Office of Data and Technology	57	55	47	61
Office of General Counsel	41	35	34	50
Office of the Executive Director	58	60	69	70

Leadership & Knowledge Management: Extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. (Q. 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64, and 66)

Results-Oriented Performance Culture: Extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. (Q. 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, and 65)

Talent Management: Extent to which employees think the organization has the talent necessary to achieve organizational goals. (Q. 1, 11, 18, 21, 29, 47, and 68)

Job Satisfaction: Extent to which employees are satisfied with their jobs and various aspects thereof. (Q. 4, 5, 13, 63, 67, 69, and 70)

# Decision Aid: Increases

## Why is it Important to Look at Your Increases?

The items in this section are sorted by greatest to smallest increase in percent positive ratings. The items are sorted to allow you to quickly and easily identify where your agency has made improvements since 2013.

## How Should the Legend Icons be Used?

The legend icons provide helpful context for your list of items that have increased. For example, while an item may have increased five percentage points since 2013, it may still be considered a “challenge” if the percent negative is 35 percent or higher. These icons show you whether there is more work to be done as well as highlight celebration-worthy findings such as “new strengths.” New strengths are items that have crossed the 65 percent positive or higher threshold since the 2013 FEVS.

### 1 Item Increased Since 2013



#### Strength

These items are 65 percent positive or higher



#### Caution

These items are 30 percent neutral or higher



#### Challenge

These items are 35 percent negative or higher



#### New Strength

These items became a new strength in 2014

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Increase Since 2013
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	71	72	20	8	+1

# Decision Aid: Decreases

## Why is it Important to Look at Your Decreases?

The items in this section are sorted by greatest to smallest decrease in percent positive ratings. The items are sorted to allow you to easily and quickly identify where your results have dropped since 2013.

## How Should the Legend Icons be Used?

The legend icons provide helpful context for your list of items that have decreased. For example, an item that decreased by only two percentage points might not seem particularly noteworthy; however, if the item is also identified as a past strength or challenge, you may want to take action to prevent further decreases.

### 69 Items Decreased Since 2013



#### Strength

These items are 65 percent positive or higher



#### Caution

These items are 30 percent neutral or higher



#### Challenge

These items are 35 percent negative or higher



#### Past Strength

These items are no longer a strength in 2014

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
I recommend my organization as a good place to work. (Q. 40)	64	45	32	23	-19
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	53	35	31	34	-18
My agency is successful at accomplishing its mission. (Q. 39)	69	51	31	18	-18
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	64	46	22	32	-18
Considering everything, how satisfied are you with your organization? (Q. 71)	55	37	29	35	-18
Managers communicate the goals and priorities of the organization. (Q. 56)	54	36	27	37	-18
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	39	24	22	54	-15
I have a high level of respect for my organization's senior leaders. (Q. 61)	51	37	27	37	-14
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	45	31	32	37	-14
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	52	38	25	37	-14

## Decision Aid: Decreases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
Employees are recognized for providing high quality products and services. (Q. 31)	45	31	27	42	-14
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	56	43	31	27	-13
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	55	42	31	28	-13
My work unit is able to recruit people with the right skills. (Q. 21)	46	33	23	44	-13
Considering everything, how satisfied are you with your pay? (Q. 70)	43	30	18	52	-13
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	36	24	23	54	-12
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	39	27	30	43	-12
Creativity and innovation are rewarded. (Q. 32)	35	24	29	47	-11
My workload is reasonable. (Q. 10)	55	44	19	37	-11
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	42	31	25	44	-11
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	44	34	23	44	-10
I know how my work relates to the agency's goals and priorities. (Q. 12)	80	70	15	15	-10
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	57	47	20	33	-10
My organization has prepared employees for potential security threats. (Q. 36)	75	66	26	9	-9
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	65	56	25	19	-9
I am given a real opportunity to improve my skills in my organization. (Q. 1)	59	50	21	29	-9
Supervisors work well with employees of different backgrounds. (Q. 55)	66	57	26	17	-9
I know what is expected of me on the job. (Q. 6)	71	63	17	20	-8
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	27	19	12	69	-8
I have enough information to do my job well. (Q. 2)	62	54	18	28	-8
My talents are used well in the workplace. (Q. 11)	51	43	19	38	-8

## Decision Aid: Decreases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
My performance appraisal is a fair reflection of my performance. (Q. 15)	69	62	21	18	-7
I am held accountable for achieving results. (Q. 16)	79	72	17	11	-7
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	65	58	20	22	-7
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	48	41	24	35	-7
Considering everything, how satisfied are you with your job? (Q. 69)	56	50	25	25	-6
Prohibited Personnel Practices are not tolerated. (Q. 38)	70	64	21	15	-6
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	72	66	16	18	-6
Supervisors in my work unit support employee development. (Q. 47)	69	63	19	18	-6
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	25	19	20	61	-6
Pay raises depend on how well employees perform their jobs. (Q. 33)	18	12	19	69	-6
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	55	49	29	22	-6
My training needs are assessed. (Q. 18)	38	33	25	43	-5
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	39	34	26	40	-5
My supervisor treats me with respect. (Q. 49)	87	82	11	7	-5
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	66	61	17	21	-5
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). (Q. 19)	59	54	17	29	-5
Employees in my work unit share job knowledge with each other. (Q. 26)	72	67	15	18	-5
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	30	26	26	48	-4
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	57	53	31	17	-4
I have trust and confidence in my supervisor. (Q. 51)	71	67	16	17	-4

## Decision Aid: Decreases (cont'd)

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Decrease Since 2013
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	24	20	29	50	-4
My work gives me a feeling of personal accomplishment. (Q. 4)	66	62	13	25	-4
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	56	52	22	26	-4
I like the kind of work I do. (Q. 5)	76	72	16	12	-4
The work I do is important. (Q. 13)	82	78	14	8	-4
The skill level in my work unit has improved in the past year. (Q. 27)	51	48	29	23	-3
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	74	71	17	12	-3
Employees are protected from health and safety hazards on the job. (Q. 35)	90	88	10	2	-2
My supervisor listens to what I have to say. (Q. 48)	81	79	10	11	-2
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	88	86	7	7	-2
How satisfied are you with the training you receive for your present job? (Q. 68)	35	33	27	40	-2
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	21	19	23	57	-2
I am constantly looking for ways to do my job better. (Q. 8)	88	86	13	1	-2
The people I work with cooperate to get the job done. (Q. 20)	73	72	13	15	-1
My supervisor supports my need to balance work and other life issues. (Q. 42)	89	88	6	6	-1
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	85	84	9	7	-1
Promotions in my work unit are based on merit. (Q. 22)	31	30	23	47	-1
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	96	95	3	2	-1

# Decision Aid: No Change

## Why is it Important to Look at Items that Have Not Changed?

Your percent positive results for these items have not changed since 2013. These are items that your agency is maintaining, which can be either a positive, neutral or negative finding. For example, an item with low percent positive results over several years is a strong indication of a need for focused action. You may also want to consider changing or updating your approach to addressing these issues if the item has been the focus of attention in the past. On the other hand, a trend of stable, high percent positive ratings is a finding that should be celebrated. Look at these items individually to determine whether they may be areas of concern for your agency.

## How Should the Legend Icons be Used?

The legend icons provide helpful context for your list of items that have not changed. While these items have not increased or decreased, they still may be causes for celebration or concern depending on the percent positive, negative and neutral ratings.

### 1 Item Did Not Change Since 2013



#### Strength

These items are 65 percent positive or higher



#### Caution

These items are 30 percent neutral or higher



#### Challenge

These items are 35 percent negative or higher

	2013 Positive	2014 Positive	2014 Neutral	2014 Negative	Change Since 2013
How would you rate the overall quality of work done by your work unit? (Q. 28)	84	84	12	4	0

# Appendix A: Item Results and Benchmarks

For each item, your agency's percent positive response is shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 41 small independent agencies surveyed that had 10 or more respondents. To understand how well your agency performed compared to others, focus on the location of the triangle within the gray bar. If the triangle is toward the right side of the bar, then your agency was above average on that item. If it is at the right edge of the bar, then you had the highest percent positive response for that item. Additionally, you can numerically compare your percent positive to the small agency average, listed to the right of each item.

	0	Low	YOUR AGENCY	High	100	Small Agencies, Combined
<b>My Work Experience</b>						
‡1. I am given a real opportunity to improve my skills in my organization.						64%
2. I have enough information to do my job well.						70%
3. I feel encouraged to come up with new and better ways of doing things.						58%
‡4. My work gives me a feeling of personal accomplishment.						72%
‡5. I like the kind of work I do.						83%
6. I know what is expected of me on the job.						76%
7. When needed I am willing to put in the extra effort to get a job done.						96%
8. I am constantly looking for ways to do my job better.						89%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.						50%
‡10. My workload is reasonable.						59%
‡11. My talents are used well in the workplace.						57%
‡12. I know how my work relates to the agency's goals and priorities.						83%
‡13. The work I do is important.						87%

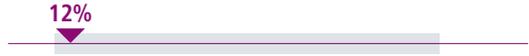
Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

## Appendix A: Item Results and Benchmarks (cont'd)

	0	Low	YOUR AGENCY	High	100	Small Agencies, Combined
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.						76%
‡15. My performance appraisal is a fair reflection of my performance.						71%
16. I am held accountable for achieving results.						81%
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.						59%
‡18. My training needs are assessed.						46%
‡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).						66%
<b>My Work Unit</b>						
‡20. The people I work with cooperate to get the job done.						77%
‡21. My work unit is able to recruit people with the right skills.						54%
‡22. Promotions in my work unit are based on merit.						42%
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.						37%
‡24. In my work unit, differences in performance are recognized in a meaningful way.						38%
25. Awards in my work unit depend on how well employees perform their jobs.						44%
26. Employees in my work unit share job knowledge with each other.						75%
27. The skill level in my work unit has improved in the past year.						55%
28. How would you rate the overall quality of work done by your work unit?						86%

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

## Appendix A: Item Results and Benchmarks (cont'd)

	0	Low	YOUR AGENCY	High	100	Small Agencies, Combined
<b>My Agency</b>						
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.						72%
‡30. Employees have a feeling of personal empowerment with respect to work processes.						44%
31. Employees are recognized for providing high quality products and services.						50%
‡32. Creativity and innovation are rewarded.						40%
‡33. Pay raises depend on how well employees perform their jobs.						25%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).						55%
‡35. Employees are protected from health and safety hazards on the job.						79%
‡36. My organization has prepared employees for potential security threats.						68%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.						51%
38. Prohibited Personnel Practices are not tolerated.						66%
39. My agency is successful at accomplishing its mission.						76%
40. I recommend my organization as a good place to work.						61%
41. I believe the results of this survey will be used to make my agency a better place to work.						45%

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

## Appendix A: Item Results and Benchmarks (cont'd)

	0	Low	YOUR AGENCY	High	100	Small Agencies, Combined
<b>My Supervisor</b>						
‡42. My supervisor supports my need to balance work and other life issues.						84%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.						68%
‡44. Discussions with my supervisor about my performance are worthwhile.						64%
45. My supervisor is committed to a workforce representative of all segments of society.						70%
46. My supervisor provides me with constructive suggestions to improve my job performance.						63%
‡47. Supervisors in my work unit support employee development.						68%
48. My supervisor listens to what I have to say.						78%
49. My supervisor treats me with respect.						81%
50. In the last six months, my supervisor has talked with me about my performance.						81%
‡51. I have trust and confidence in my supervisor.						69%
‡52. Overall, how good a job do you feel is being done by your immediate supervisor?						73%
<b>Leadership</b>						
‡53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.						40%
54. My organization's senior leaders maintain high standards of honesty and integrity.						53%
‡55. Supervisors work well with employees of different backgrounds.						63%
‡56. Managers communicate the goals and priorities of the organization.						56%

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

## Appendix A: Item Results and Benchmarks (cont'd)

	0	Low	YOUR AGENCY	High	100	Small Agencies, Combined
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.						58%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).						48%
59. Managers support collaboration across work units to accomplish work objectives.						53%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?						59%
‡61. I have a high level of respect for my organization's senior leaders.						51%
62. Senior leaders demonstrate support for Work/Life programs.						61%
<b>My Satisfaction</b>						
‡63. How satisfied are you with your involvement in decisions that affect your work?						52%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?						47%
‡65. How satisfied are you with the recognition you receive for doing a good job?						50%
‡66. How satisfied are you with the policies and practices of your senior leaders?						42%
‡67. How satisfied are you with your opportunity to get a better job in your organization?						30%
‡68. How satisfied are you with the training you receive for your present job?						50%
‡69. Considering everything, how satisfied are you with your job?						64%
‡70. Considering everything, how satisfied are you with your pay?						54%
71. Considering everything, how satisfied are you with your organization?						57%

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

## Appendix B: Participating Agencies

The Office of Personnel Management administered the 2014 Federal Employee Viewpoint Survey to full-time and part-time permanent employees from the following Departments/large agencies and small independent agencies that accepted an invitation to participate in the survey.

### Departments/Large Agencies

Broadcasting Board of Governors (BBG)  
Court Services and Offender Supervision Agency (CSOSA)  
Department of Agriculture (USDA)  
Department of Commerce (DOC)  
Department of Education (Educ)  
Department of Energy (DOE)  
Department of Health and Human Services (HHS)  
Department of Homeland Security (DHS)  
Department of Housing and Urban Development (HUD)  
Department of Justice (DOJ)  
Department of Labor (DOL)  
Department of State (State)  
Department of the Interior (DOI)  
Department of the Treasury (Treas)  
Department of Transportation (DOT)  
Department of Veterans Affairs (VA)  
Environmental Protection Agency (EPA)  
Equal Employment Opportunity Commission (EEOC)  
Federal Communications Commission (FCC)  
Federal Energy Regulatory Commission (FERC)  
Federal Trade Commission(FTC)

General Services Administration (GSA)  
National Aeronautics and Space Administration (NASA)  
National Archives and Records Administration (NARA)  
National Credit Union Administration (NCUA)  
National Labor Relations Board (NLRB)  
National Science Foundation (NSF)  
Nuclear Regulatory Commission (NRC)  
Office of Management and Budget (OMB)  
Office of Personnel Management (OPM)  
Pension Benefit Guaranty Corporation (PBGC)  
Railroad Retirement Board (RRB)  
Securities and Exchange Commission (SEC)  
Small Business Administration (SBA)  
Social Security Administration (SSA)  
U.S. Agency for International Development (USAID)

### Department of Defense (DOD)

Department of the Army (Army)  
U.S. Army Corps of Engineers (USACE)  
Department of the Navy (Navy)  
U.S. Marine Corps (USMC)  
Department of the Air Force (Air Force)  
OSD, Joint Staff, Defense Agencies, & DOD Field Activities (DOD 4th Estate)

## Appendix B: Participating Agencies (cont'd)

---

### Small/Independent Agencies

Advisory Council on Historic Preservation (ACHP)

African Development Foundation (USADF)

American Battle Monuments Commission (AMBC)

Chemical Safety and Hazard Investigation Board (CSB)

Commission on Civil Rights (USCCR)

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

Commodity Futures Trading Commission (CFTC)

Consumer Product Safety Commission (CPSC)

Corporation for National and Community Service (CNCS)

Defense Nuclear Facilities Safety Board (DNFSB)

Export-Import Bank of the United States (EXIM)

Farm Credit System Insurance Corporation (FCSIC)

Federal Election Commission (FEC)

Federal Housing Finance Agency (FHFA)

Federal Labor Relations Authority (FLRA)

Federal Maritime Commission (FMC)

Federal Mediation and Conciliation Service (FMCS)

Federal Retirement Thrift Investment Board (FRTIB)

Institute of Museum and Library Services (IMLS)

Inter-American Foundation (IAF)

International Boundary and Water Commission (IBWC)

Marine Mammal Commission (MMC)

Merit Systems Protection Board (MSPB)

National Capital Planning Commission (NCPC)

National Council on Disability (NCD)

National Endowment for the Arts (NEA)

National Endowment for the Humanities (NEH)

National Gallery of Art (NGA)

National Indian Gaming Commission (NIGC)

National Mediation Board (NMB)

National Transportation Safety Board (NTSB)

Nuclear Waste Technical Review Board (NWTRB)

Occupational Safety and Health Review Commission (OSHRC)

Office of Navajo and Hopi Indian Relocation (ONHIR)

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

Overseas Private Investment Corporation (OPIC)

Postal Regulatory Commission (PRC)

Selective Service System (SSS)

Surface Transportation Board (STB)

U.S. Access Board (USAB)

U.S. International Trade Commission (USITC)

U.S. Office of Government Ethics (OGE)

U.S. Office of Special Counsel (OSC)

U.S. Trade and Development Agency (USTDA)

Woodrow Wilson International Center for Scholars (WWICS)



United States  
Office of Personnel Management  
Planning and Policy Analysis

1900 E Street, NW  
Washington, DC 20415

[www.FedView.opm.gov](http://www.FedView.opm.gov)