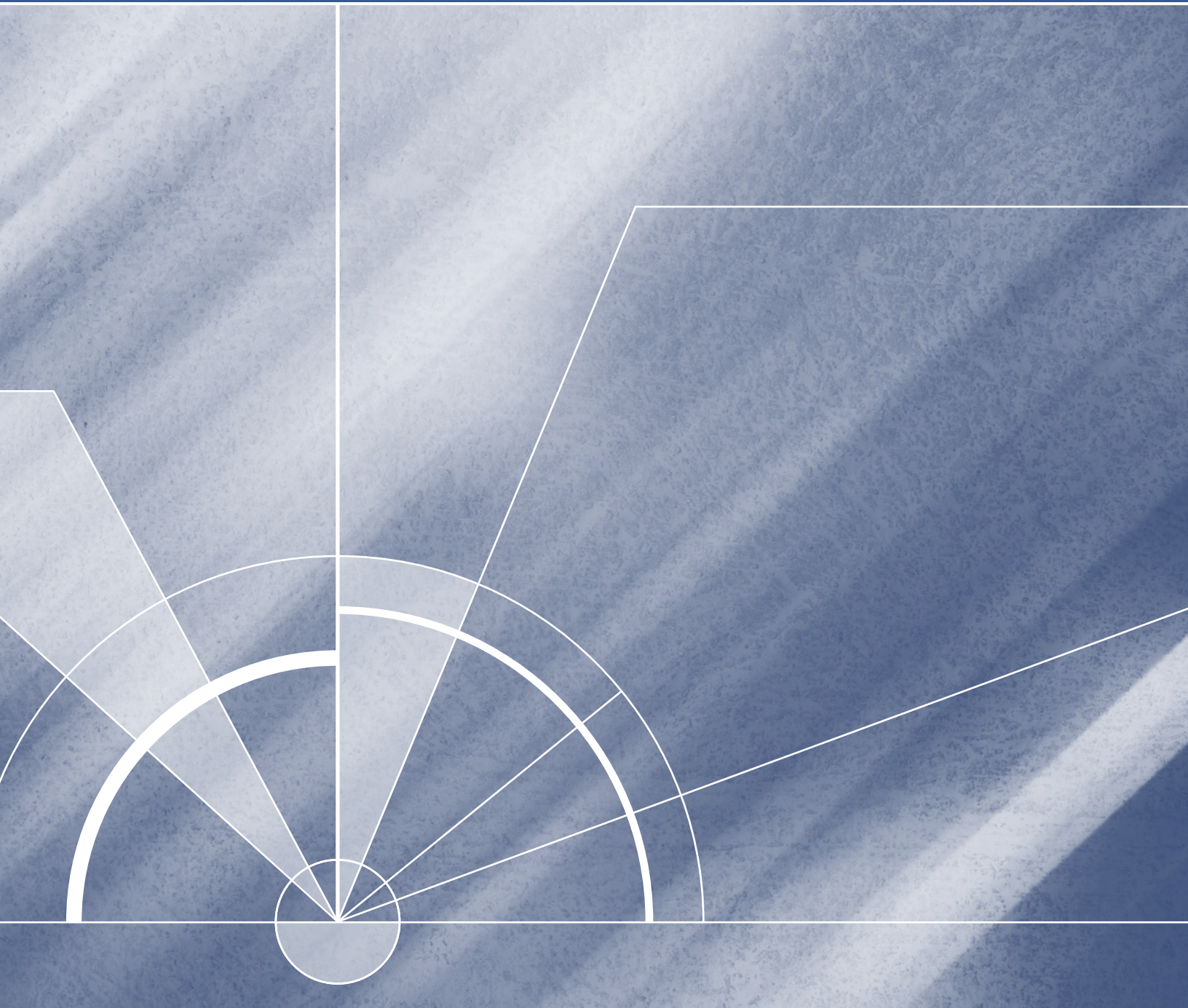


# 2019

Office of Personnel Management  
**Federal Employee Viewpoint Survey**  
*Empowering Employees. Inspiring Change.*

**Small Agency Management Report**  
Office of Navajo and Hopi Indian Relocation





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# About This Report

The 2019 OPM Federal Employee Viewpoint Survey (OPM FEVS) Small Agency Management Report (SAM) was designed to provide an overview of survey results, enabling agencies to easily identify issues and take action for improvement. The SAM can be helpful in providing a starting point for analysis of your agency's OPM FEVS results, acting as an agency overview before drilling down into specific components of the agency for a more in-depth analysis. This report also highlights important agency successes, which should be acknowledged. We encourage you to share both successes and areas for improvement with employees.

## ONHIR Response Rate

**52%** (14 out of 27 employees responded)

Field Period: May 23, 2019 – July 5, 2019

Overall 2018 Response Rate: 55%

Agency results have a margin of error of +/- 27%

## Sections of the SAM

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

The Employee Engagement Index (EEI), New IQ Index, and Global Satisfaction Index provide agencies with consistent metrics for measuring progress toward objectives. Benchmarks are included to provide insight into how your agency compares to others, and to encourage information sharing between agencies. For example, some of the top ranking agencies in the Employee Engagement Index may have suggestions on things that have and have not worked to engage their employees. Trends for all three indices are also displayed.

### Decision Aid

The Decision Aid is useful in easily identifying the most critical issues in your agency as well as recognizing where your agency has improved since 2018. The Decision Aid is divided into three sections to help you focus your attention on improvements and declines in your results since last year:

**Increases** contains items that increased since 2018

**Decreases** contains items that decreased since 2018

**No Change** contains items that did not change since 2018

### Appendices

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

**Appendix A** outlines the 2019 OPM FEVS item changes/improvements since 2018.

**Appendix B** shows how well your agency scored relative to other small agencies. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas.

**Appendix C** shows the breakdown of the 2018-2019 Partial Government Shutdown results.

**Appendix D** shows the breakdown of the Work-Life Program results.

**Appendix E** lists all agencies arranged by employee population size.

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



## About This Report (continued)

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### Understanding Your Results

When reviewing results, keep the guidelines below in mind. These guidelines were created to organize survey results in a way that is easier to digest and interpret.

#### Percent Positive

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

#### Percent Negative

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

#### Percent Neutral

The neutral category (e.g., Neither Agree nor Disagree)

### Identifying Strengths, Challenges, and Neutral Findings

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

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

**30 percent neutral or higher** suggests uncertainty, presenting an opportunity for communication between managers and staff

### Identifying Increases and Decreases

Movement up or down since the previous year is another important piece of information to consider when examining your results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within your agency and should be explored. Increases indicate positive change that should continue to be reinforced. Decreases, especially in areas considered mission critical, may call for appropriate action to initiate and support beneficial workplace improvements.

### Additional OPM FEVS Resources

#### Other Reports

#### Governmentwide Management Report

This report provides an overview of the governmentwide results. The report includes item results, index scores, information on who responded to the survey, survey updates, and other special topics.

#### All Levels, All Indices, All Items Report

The purpose of this report is to provide a comprehensive summary of all OPM FEVS items and index scores for subagencies with at least 10 respondents in a Microsoft® Excel® spreadsheet.

#### Subagency Comparison Report

This report provides the results of all the offices that report to the same “parent” office. This report is only created when there are two or more sub-offices that both have at least 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2019.

#### Subagency Breakout Report

This report displays survey results for a single office so long as it has at least 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2019.





## About This Report (continued)

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### **Occupational Series Reports**

This report allows for the comparison of occupational series and families at the agency and first level.

### **Annual Employee Survey (AES) Report**

This report is a Microsoft® Excel® spreadsheet with a breakdown of agency and first level results. It also includes trends from previous OPM FEVS administrations.

### **Websites**

#### **OPM FEVS website**

Agencies and the general public can access governmentwide data reports, as well as special topic reports produced from the OPM FEVS. This website includes results from the 2004 administration of the survey to the present. Access the OPM FEVS website at [www.opm.gov/FEVS](http://www.opm.gov/FEVS).

#### **Public Release Data File (PRDF)**

A public use data set is available for the OPM FEVS and can be requested by completing the form available at: [www.opm.gov/fevs/public-data-file](http://www.opm.gov/fevs/public-data-file). Note: The 2019 PRDF will be available in the winter.

#### **FedScope**

OPM's FedScope is an online publicly available tool which allows users to access and analyze HR data from OPM's Enterprise Human Resources Integration (EHRI). Access this site using the following link: [www.fedscope.opm.gov](http://www.fedscope.opm.gov).

#### **UnlockTalent**

A tool available to both the public and agencies for viewing comprehensive data visualizations with broad displays of OPM FEVS data. 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, videos, trainings, and other helpful resources can be found on the UnlockTalent Connect page. This site can be accessed at [www.unlocktalent.gov](http://www.unlocktalent.gov). Questions and feedback can be sent to [unlocktalent@opm.gov](mailto:unlocktalent@opm.gov).

#### **OPM FEVS Online Reporting and Analysis Tool**

A password protected tool for agency points of contact to access agency-specific and governmentwide reports. In addition, agency users can develop customized reports that may be useful for data analysis and action planning. Questions and feedback for this online tool can be sent to [EVS@opm.gov](mailto:EVS@opm.gov).

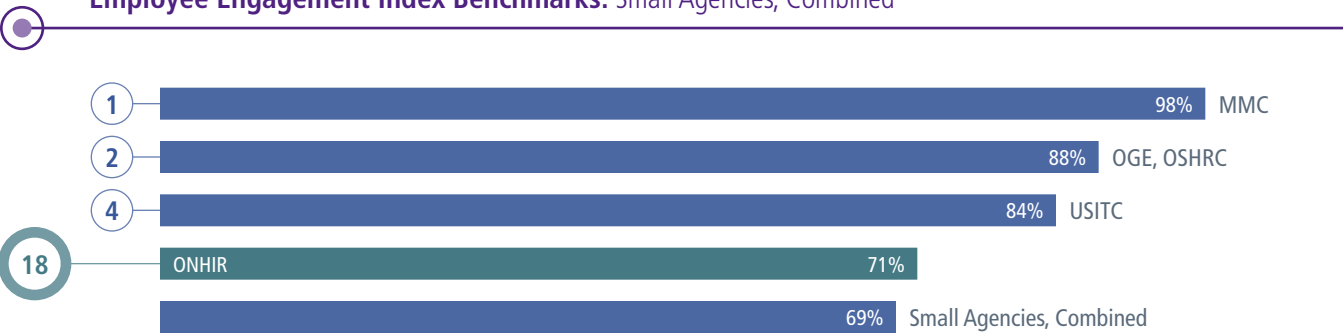


# Employee Engagement Index

Because the OPM FEVS is an assessment of organizational climate, the Employee Engagement Index (EEI) does not directly evaluate an employee’s level of engagement. Therefore, instead of measuring aspects of engagement such as focused attention and dedication to completing assignments, this index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals).

Below, you can see where your agency’s EEI score ranks (out of 42 small agencies with 10 or more respondents) and how it compares to the combined small agency average. The names of the highest-ranked small agencies are listed to facilitate the sharing of information, such as best practices. The U.S. Office of Personnel Management (OPM) has also created the UnlockTalent website ([www.unlocktalent.gov](http://www.unlocktalent.gov)) to share resources and help with interagency communication.

## Employee Engagement Index Benchmarks: Small Agencies, Combined



In addition to looking at your agency’s EEI results from a combined small agencies perspective, the figure below allows you to compare your EEI results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

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



To provide more information on employee engagement for your agency, the figures on the following page display the EEI score for the three engagement subindices and index trends back to 2016, as well as the combined small agency scores and trends for comparison.



## Employee Engagement Index (continued)

### Employee Engagement Index Subindex Scores

#### Leaders Lead

##### My Agency's Leadership

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

61%

#### Supervisors

##### My Supervisor

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

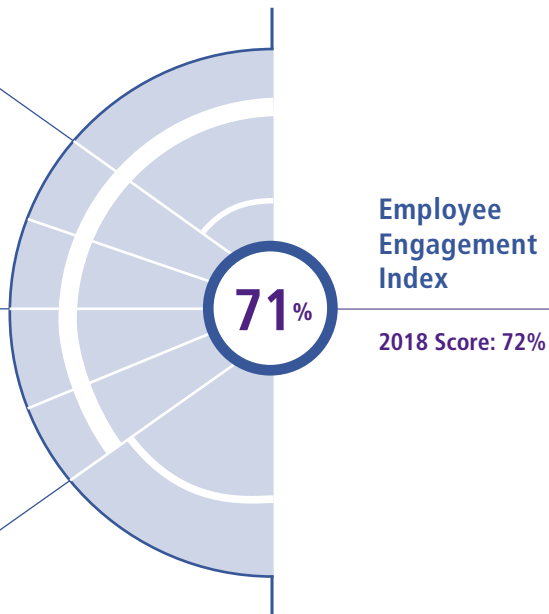
70%

#### Intrinsic Work Experience

##### As an Employee, I

- ...Feel encouraged to do better
- ...Feel accomplished
- ...Know what's expected of me
- ...Know how my job relates to agency goals

83%



### Employee Engagement Index Subindex Trends

Employee Engagement Index Trends				
Agency	2016	2017	2018	2019
Small Agencies, Combined	69	70	69	69
Office of Navajo and Hopi Indian Relocation	72	73	72	71
Leaders Lead	64	64	65	61
Supervisors	70	69	71	70
Intrinsic Work Experience	84	86	81	83

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

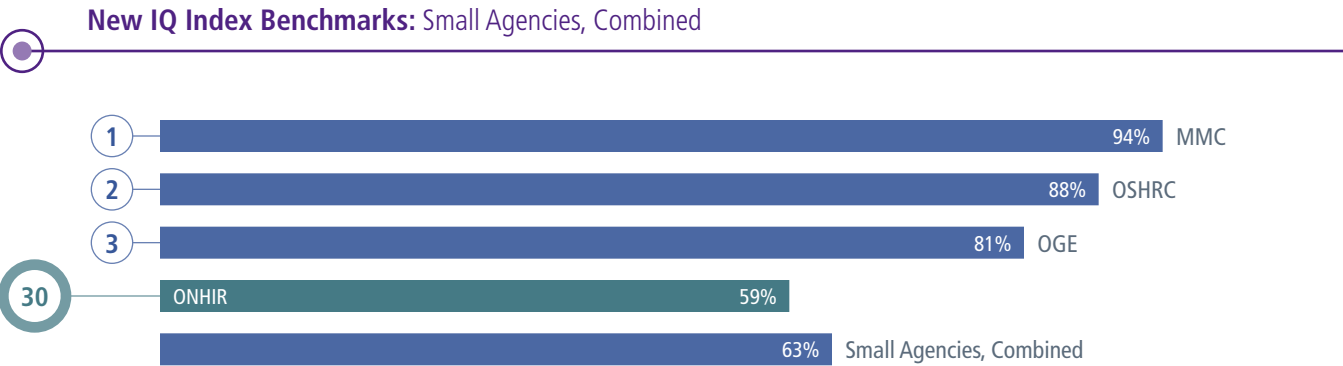
**Supervisors:** Interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q.47, 48, 49, 51, and 52)

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

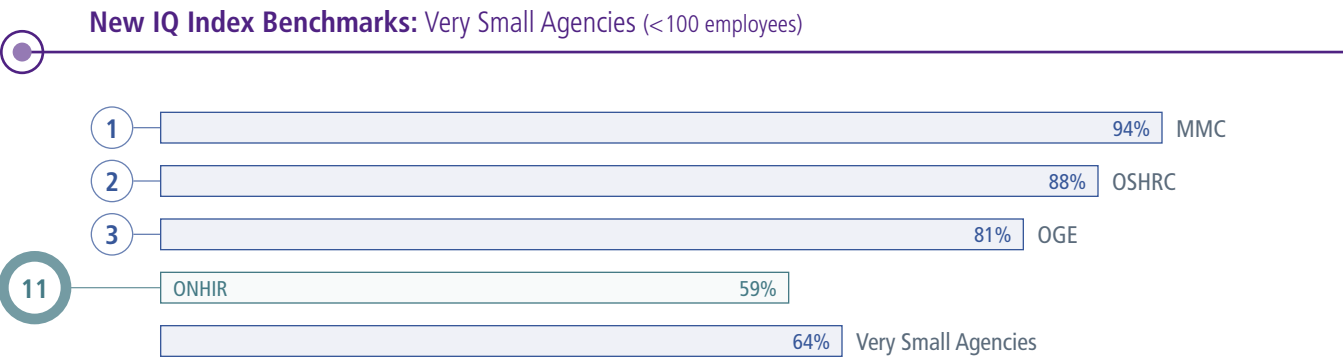


# New IQ Index

The New IQ stands for the New Inclusion Quotient. The New IQ is based on the concept that individual behaviors repeated over time will create habits necessary for inclusiveness. It consists of 20 questions that relate to inclusive work environments. These 20 questions are grouped into five Habits of Inclusion: Fair, Open, Cooperative, Supportive, and Empowering. The New IQ Index score for your agency, the highest scoring agencies, and the combined small agency average, are displayed below, along with your agency ranking (out of 42 small agencies with 10 or more respondents).



In addition to looking at your agency’s New IQ Index results from a combined small agencies perspective, the figure below allows you to compare your New IQ Index results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.



To provide more information on the New IQ for your agency, the figures on the following page display the New IQ score for all five habits of inclusion, and index trends back to 2016, as well as the combined small agency scores and trends for comparison.





## New IQ Index (continued)

### New IQ Index Subindex Scores

#### Fair

Are all employees treated equally?

46%

#### Open

Does management support diversity in all ways?

50%

#### Cooperative

Does management encourage communication and collaboration?

59%

#### Supportive

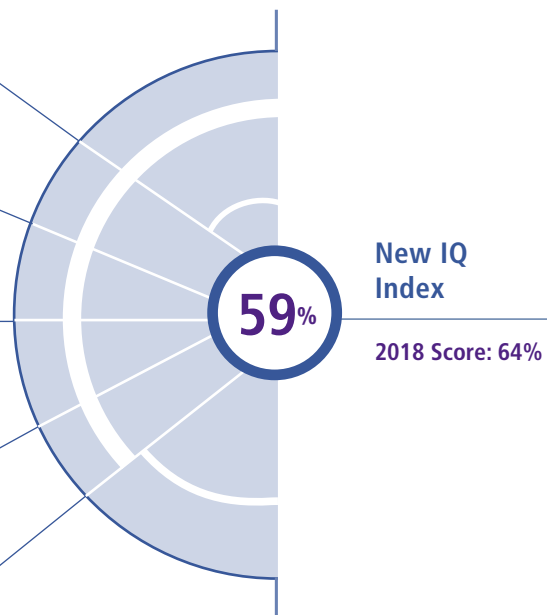
Do supervisors value employees?

74%

#### Empowering

Do employees have the resources and support needed to excel?

66%



### New IQ Index Subindex Trends

Agency	New IQ Index Trends			
	2016	2017	2018	2019
Small Agencies, Combined	62	64	63	63
Office of Navajo and Hopi Indian Relocation	64	62	64	59
Fair	50	48	60	46
Open	55	47	57	50
Cooperative	68	70	60	59
Supportive	70	69	70	74
Empowering	79	77	73	66

**Fair:** Are all employees treated equally? (Q.23, 24, 25, 37, and 38)

**Open:** Does management support diversity in all ways? (Q.32, 34, 45, and 55)

**Cooperative:** Does management encourage communication and collaboration? (Q.58 and 59)

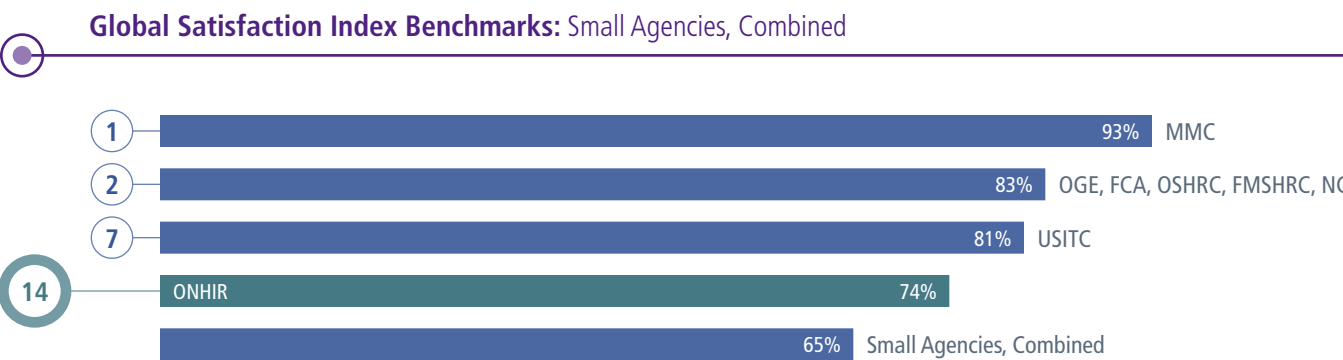
**Supportive:** Do supervisors value employees? (Q.42, 46, 48, 49, and 50)

**Empowering:** Do employees have the resources and support needed to excel? (Q.2, 3, 11, and 30)

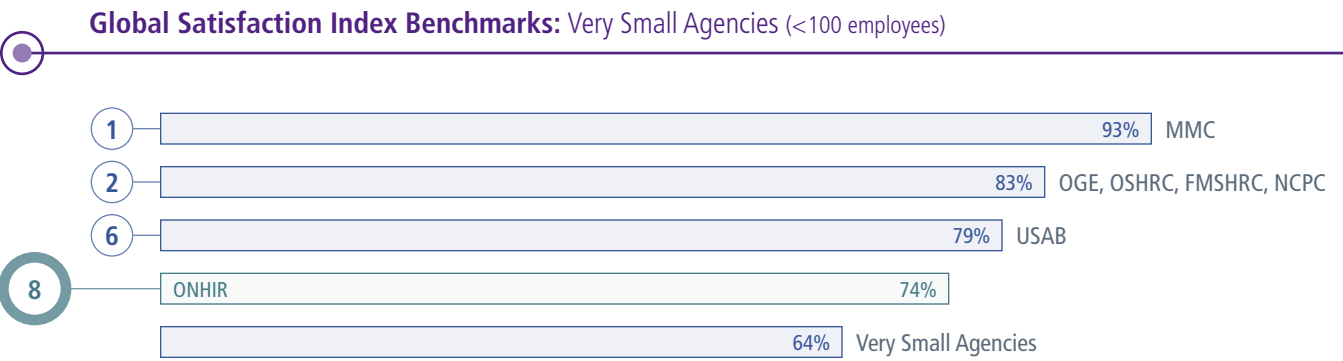


# Global Satisfaction Index

The Global Satisfaction Index is a combination of employees’ satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. Below, you can see where your agency’s Global Satisfaction Index score ranks (out of 42 small agencies with 10 or more respondents) and how it compares to the combined small agency average. The names of the highest-ranked small agencies are listed to facilitate the sharing of information, such as best practices. The U.S. Office of Personnel Management (OPM) has also created the UnlockTalent website ([www.unlocktalent.gov](http://www.unlocktalent.gov)) to share resources and help with interagency communication.



In addition to looking at your agency’s Global Satisfaction Index results from a combined small agencies perspective, the figure below allows you to compare your Global Satisfaction Index results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.



To provide more information on global satisfaction for your agency, the figures on the following page display the Global Satisfaction Index score for the four items and index trends back to 2016, as well as the combined small agency scores and trends for comparison.



## Global Satisfaction Index (continued)

### Global Satisfaction Index Item Scores

#### Job Satisfaction

Considering everything, how satisfied are you with your job?

78%

#### Pay Satisfaction

Considering everything, how satisfied are you with your pay?

78%

#### Organizational Satisfaction

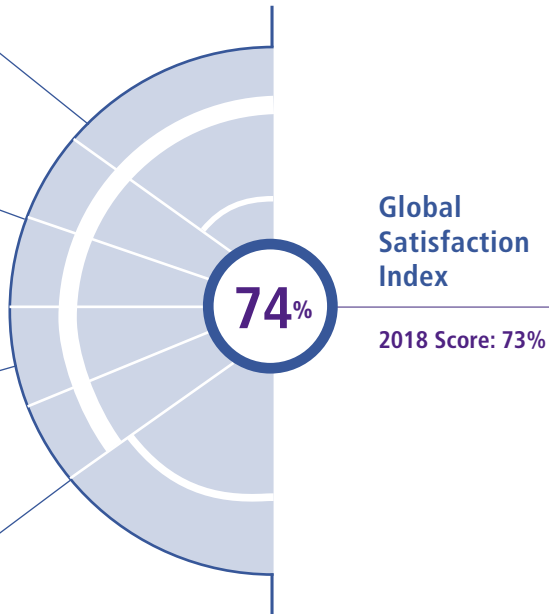
Considering everything, how satisfied are you with your organization?

63%

#### Recommend Organization

I recommend my organization as a good place to work.

77%



### Global Satisfaction Index Item Trends

Agency	Global Satisfaction Index Trends			
	2016	2017	2018	2019
Small Agencies, Combined	64	66	65	65
Office of Navajo and Hopi Indian Relocation	79	82	73	74
Job Satisfaction	87	91	74	78
Pay Satisfaction	71	80	70	78
Organization Satisfaction	75	80	74	63
Recommend Organization	83	80	74	77

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

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

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

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



# Decision Aid: Increases

## Identifying Increases Since 2018

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

## Using the Legend Icons

The legend icons provide context for interpreting these results. While these items have improved, some may still be considered challenges (35% or more negative) or others may have reached the 65% or more positive mark and become new strengths this year. The “Top Pos/Neg” icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

### 25 Items Increased Since 2018



#### 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 2019



#### Top Pos/Neg

These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
I am given a real opportunity to improve my skills in my organization. (Q. 1)	58	83	17	0	+25
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	67	80	13	6	+13
I know how my work relates to the agency's goals. (Q. 12)	88	+100	0	0	+12
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	53	64	13	-23	+11
My supervisor supports my need to balance work and other life issues. (Q. 42)	76	+87	13	0	+11
My supervisor treats me with respect. (Q. 49)	67	77	23	0	+10
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	67	77	23	0	+10
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	55	64	36	0	+9
I have trust and confidence in my supervisor. (Q. 51)	56	64	30	6	+8
Considering everything, how satisfied are you with your pay? (Q. 70)	70	78	7	15	+8
Employees in my work unit share job knowledge with each other. (Q. 26)	51	59	25	16	+8

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



## Decision Aid: Increases (continued)

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
I am constantly looking for ways to do my job better. (Q. 8)	93	+ 100	0	0	+7
How would you rate the overall quality of work done by your work unit? (Q. 28)	74	80	20	0	+6
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	40	46	38	16	+6
My work gives me a feeling of personal accomplishment. (Q. 4)	81	+ 87	7	6	+6
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	88	+ 94	0	6	+6
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	88	+ 94	6	0	+6
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	80	85	15	0	+5
Employees are protected from health and safety hazards on the job. (Q. 35)	74	79	21	0	+5
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	59	64	36	0	+5
Considering everything, how satisfied are you with your job? (Q. 69)	74	78	15	6	+4
Managers communicate the goals of the organization. (Q. 56)	60	64	28	8	+4
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	60	64	20	16	+4
I recommend my organization as a good place to work. (Q. 40)	74	77	17	6	+3
I am held accountable for achieving results. (Q. 16)	88	+ 89	11	0	+1



# Decision Aid: Decreases

## Identifying Decreases Since 2018

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

## Using the Legend Icons

The legend icons provide context for interpreting these results. When identifying the most critical decreases to focus on, it is important to check if these decreases are also identified as challenges (35% or more negative) or if they were previously identified as strengths that have fallen below the 65% or more positive threshold. The “Top Pos/Neg” icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

### 43 Items Decreased Since 2018



#### 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 2019



#### Top Pos/Neg

These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
The skill level in my work unit has improved in the past year. (Q. 27)	76	43	35	23	-33
My training needs are assessed. (Q. 18)	69	41	53	6	-28
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	52	29	51	19	-23
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	76	54	24	23	-22
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	62	42	43	14	-20
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	49	29	56	14	-20
Creativity and innovation are rewarded. (Q. 32)	51	33	50	17	-18
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	49	32	36	32	-17
My performance appraisal is a fair reflection of my performance. (Q. 15)	83	67	33	0	-16
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	45	29	48	23	-16

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





## Decision Aid: Decreases (continued)

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
I have a high level of respect for my organization's senior leaders. (Q. 61)	80	64	13	23	-16
Employees are recognized for providing high quality products and services. (Q. 31)	45	30	47	23	-15
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	65	50	27	23	-15
My organization has prepared employees for potential security threats. (Q. 36)	68	53	38	9	-15
My talents are used well in the workplace. (Q. 11)	83	69	25	6	-14
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	78	64	17	19	-14
Pay raises depend on how well employees perform their jobs. (Q. 33)	36	23	43	34	-13
My work unit is able to recruit people with the right skills. (Q. 21)	42	29	57	14	-13
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	81	69	17	14	-12
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	68	57	43	0	-11
Considering everything, how satisfied are you with your organization? (Q. 71)	74	63	30	7	-11
My agency is successful at accomplishing its mission. (Q. 39)	80	69	25	6	-11
Senior leaders demonstrate support for Work-Life programs. (Q. 62)	82	72	28	0	-10
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	67	57	29	14	-10
I like the kind of work I do. (Q. 5)	87	78	15	6	-9
Supervisors in my work unit support employee development. (Q. 47)	65	57	20	23	-8
How satisfied are you with the training you receive for your present job? (Q. 68)	62	54	40	6	-8
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	54	47	23	30	-7
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	72	65	29	6	-7
Supervisors work well with employees of different backgrounds. (Q. 55)	64	57	27	16	-7
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)	73	66	27	7	-7



## Decision Aid: Decreases (continued)

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	70	65	20	14	-5
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	67	62	15	23	-5
Promotions in my work unit are based on merit. (Q. 22)	39	35	48	17	-4
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	59	56	22	23	-3
My supervisor listens to what I have to say. (Q. 48)	88	85	15	0	-3
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	60	57	23	19	-3
I know what is expected of me on the job. (Q. 6)	96	+ 93	7	0	-3
The work I do is important. (Q. 13)	88	86	14	0	-2
Prohibited Personnel Practices are not tolerated. (Q. 38)	74	72	13	14	-2
I have enough information to do my job well. (Q. 2)	88	+ 87	7	6	-1
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	60	59	19	23	-1
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	60	59	25	16	-1



# Decision Aid: No Change

## Identifying Items That Have Not Changed Since 2018

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

## Using the Legend Icons

The legend icons provide context for interpreting results. While these items have not increased or decreased, they still may be causes for celebration or concern depending on the percent positive, negative, and neutral results. The “Top Pos/Neg” icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

### 3 Items Did Not Change Since 2018



#### Strength

These items are 65 percent positive or higher



#### Caution

These items are 30 percent neutral or higher





#### Challenge

These items are 35 percent negative or higher



#### Top Pos/Neg

These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Change Since 2018
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	92	 92	8	0	0
My workload is reasonable. (Q. 10)	81	 81	12	7	0
The people I work with cooperate to get the job done. (Q. 20)	63	63	20	16	0

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



## Appendix A: Item Change Summary

Some OPM FEVS items were modified slightly in 2019 to improve the interpretation or understanding of the items. These changes are outlined in this section.

New Item Text (2019)	Change	Old Item Text (2018)
72. Currently, in my work unit poor performers usually: <ul style="list-style-type: none"><li>• Remain in the work unit and improve their performance over time</li><li>• Remain in the work unit and continue to underperform</li><li>• Leave the work unit – removed or transferred</li><li>• Leave the work unit – quit</li><li>• There are no poor performers in my work unit</li><li>• Do not know</li></ul>	New item.	Not in 2018 OPM FEVS
73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 – January 25, 2019) on your working/pay status? <ul style="list-style-type: none"><li>• The shutdown had no impact on my working/pay status</li><li>• I did not work and did not receive pay until after the lapse ended</li><li>• I worked some of the shutdown but did not receive pay until after the lapse ended</li><li>• I worked for the entirety of the shutdown but did not receive pay until after the lapse ended</li><li>• Other, not listed above</li></ul>	New item.	Not in 2018 OPM FEVS
74. How was your everyday work impacted during (if you worked) or after the partial government shutdown? <ul style="list-style-type: none"><li>• It had no impact</li><li>• A slightly negative impact</li><li>• A moderately negative impact</li><li>• A very negative impact</li><li>• An extremely negative impact</li></ul>	New item.	Not in 2018 OPM FEVS
75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply) <ul style="list-style-type: none"><li>• Unmanageable workload</li><li>• Missed deadlines</li><li>• Unrecoverable loss of work</li><li>• Reduced customer service</li><li>• Delayed work</li><li>• Reduced work quality</li><li>• Cutback of critical work</li><li>• Time lost in restarting work</li><li>• Unmet statutory requirements</li><li>• Other</li></ul>	New item.	Not in 2018 OPM FEVS



## Appendix A: Item Change Summary (continued)

New Item Text (2019)	Change	Old Item Text (2018)
<p>76. Are you looking for another job because of the partial government shutdown?</p> <ul style="list-style-type: none"> <li>• I am looking for another job <b>specifically</b> because of the shutdown</li> <li>• I am looking for another job, but the shutdown is <b>only one</b> of the reasons</li> <li>• I am looking for another job, but the shutdown had <b>no influence</b> on that decision</li> <li>• I am <b>not</b> looking for another job currently</li> </ul>	New item.	Not in 2018 OPM FEVS
<p>77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.</p> <ul style="list-style-type: none"> <li>• Strongly Agree</li> <li>• Agree</li> <li>• Neither Agree nor Disagree</li> <li>• Disagree</li> <li>• Strongly Disagree</li> <li>• No support required</li> </ul>	New item.	Not in 2018 OPM FEVS
<p>79. How satisfied are you with the Telework program in your agency?</p> <ul style="list-style-type: none"> <li>• Very satisfied</li> <li>• Satisfied</li> <li>• Neither Satisfied nor Dissatisfied</li> <li>• Dissatisfied</li> <li>• Very Dissatisfied</li> <li>• I choose not to participate in this program</li> <li>• This program is not available to me</li> <li>• I am unaware of this program</li> </ul>	Different item text.	<p>73. How satisfied are you with the following Work/Life programs in your agency? Telework</p> <ul style="list-style-type: none"> <li>• Very satisfied</li> <li>• Satisfied</li> <li>• Neither Satisfied nor Dissatisfied</li> <li>• Dissatisfied</li> <li>• Very Dissatisfied</li> <li>• I choose not to participate in these programs</li> <li>• These programs are not available to me</li> <li>• I am unaware of these programs</li> </ul>
<p>80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):</p> <ul style="list-style-type: none"> <li>• Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)</li> <li>• Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, Health and wellness fair)</li> <li>• Employee Assistance Program – EAP (for example, short-term counseling, referral services, legal services, information services)</li> <li>• Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)</li> <li>• Elder Care Programs (for example, elder/adult care, support groups, resources)</li> <li>• None listed above</li> </ul>	New item.	Not in 2018 OPM FEVS



## Appendix A: Item Change Summary (continued)

New Item Text (2019)	Change	Old Item Text (2018)
<p>81-85. How satisfied are you with the following Work-Life programs in your agency?</p> <p>81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)</p> <p>83. Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services)</p> <p>84. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)</p> <p>85. Elder Care Programs (for example, elder/adult care, support groups, resources)</p>	Different item text.	<p>73-78. How satisfied are you with the following Work/Life programs in your agency?</p> <p>74. Alternative Work Schedules (AWS, for example, compressed work schedule or flexible work schedule)</p> <p>76. Employee Assistance Program (EAP, for example, short-term counseling, referral services, legal services, information services)</p> <p>77. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, flexible spending account)</p> <p>78. Elder Care Programs (for example, elder/adult care, support groups, speakers)</p>
<p>87. What is your supervisory status?</p> <ul style="list-style-type: none"> <li>• Senior Leader: You are the head of a department/ agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment, and typically is a member of the Senior Executive Service or equivalent.</li> <li>• Manager: You are in a management position and supervise one or more supervisors.</li> <li>• Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval.</li> <li>• Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.</li> <li>• Non-Supervisor: You do not supervise other employees.</li> </ul>	Response options reversed.	<p>80. What is your supervisory status?</p> <ul style="list-style-type: none"> <li>• Non-Supervisor: You do not supervise other employees.</li> <li>• Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.</li> <li>• Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval.</li> <li>• Manager: You are in a management position and supervise one or more supervisors.</li> <li>• Senior Leader: You are the head of a department/ agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment, and typically is a member of the Senior Executive Service or equivalent.</li> </ul>
<p>91. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?</p> <ul style="list-style-type: none"> <li>• Less than 1 year</li> <li>• 1 to 3 years</li> <li>• 4 to 5 years</li> <li>• 6 to 10 years</li> <li>• 11 to 14 years</li> <li>• 15 to 20 years</li> <li>• More than 20 years</li> </ul>	Different response options.	<p>87. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?</p> <ul style="list-style-type: none"> <li>• Less than 1 year</li> <li>• 1 to 3 years</li> <li>• 4 to 5 years</li> <li>• 6 to 10 years</li> <li>• 11 to 20 years</li> <li>• More than 20 years</li> </ul>
<p>94. Are you of Hispanic, Latino, or Spanish origin?</p> <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>	Different item text.	<p>82. Are you of Hispanic or Latino?</p> <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>



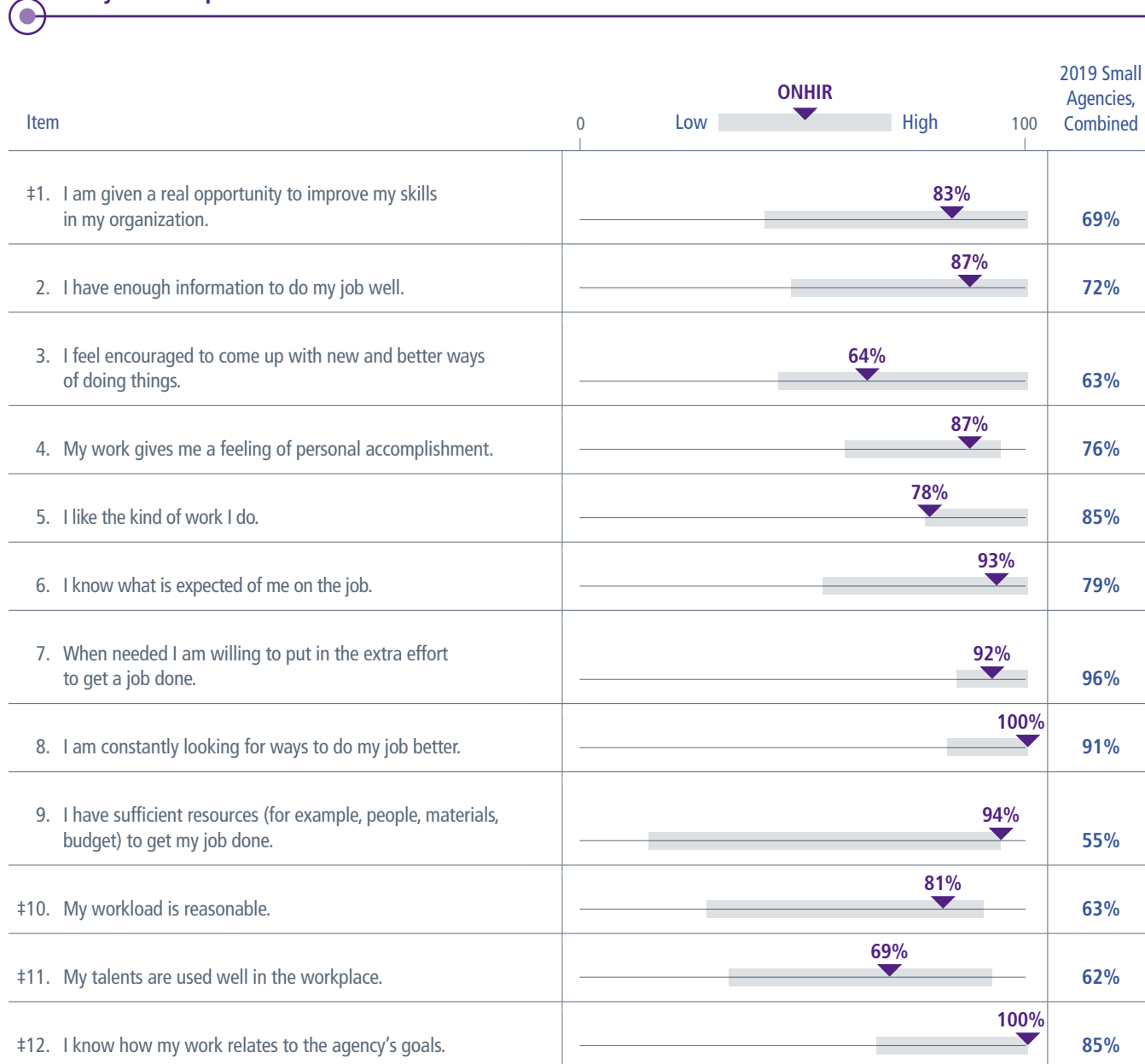


## Appendix B: Item Results and Benchmarks

For each item, your agency's percent positive results are shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 42 small agencies surveyed that had 10 or more respondents.

To understand how well your agency performed compared to other small agencies, focus on the location of the triangle within the gray bar. If the triangle is toward the right side of the bar, then your agency was above average on that item. If it is at the right edge of the bar, then you had the highest percent positive results for that item. Additionally, you can numerically compare your percent positive results to the combined small agency average, listed to the right of each item.

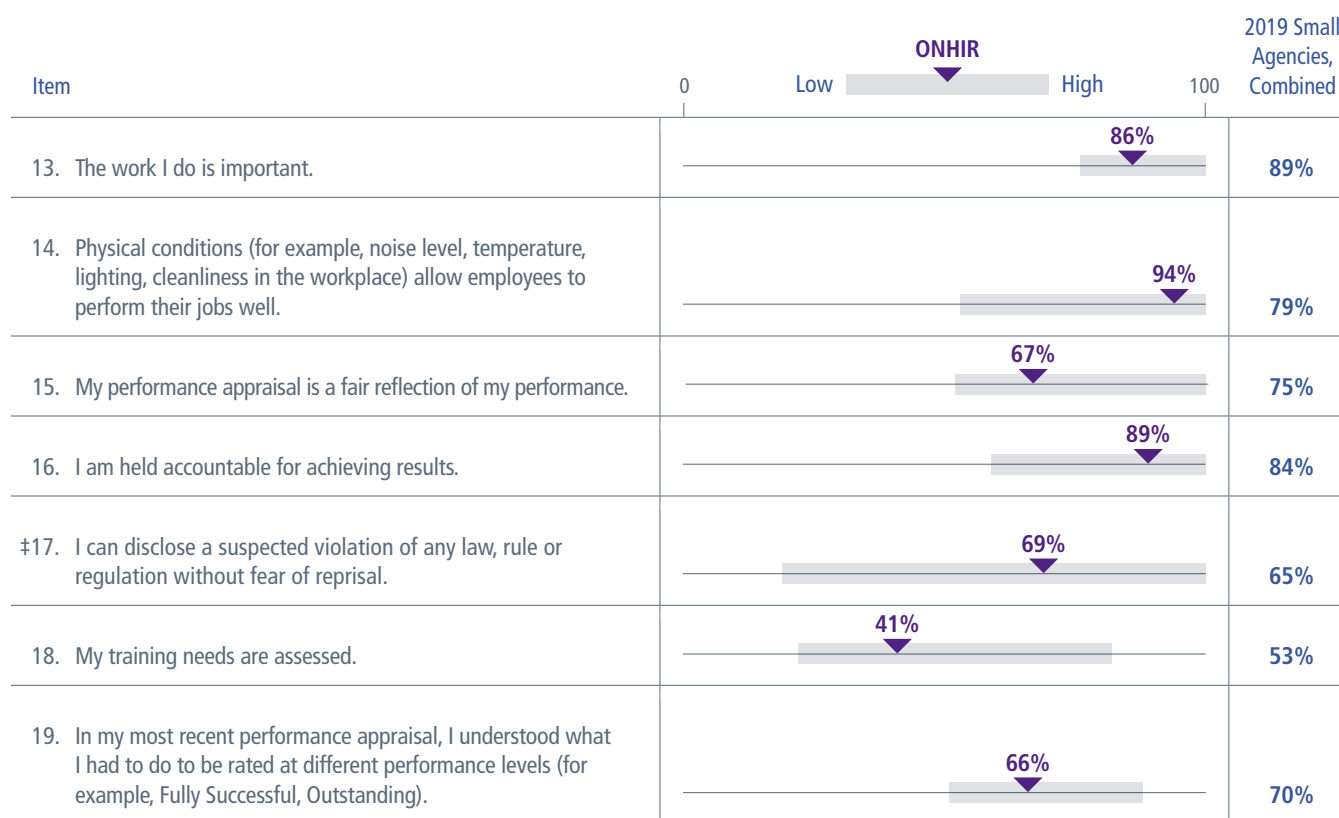
### My Work Experience



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

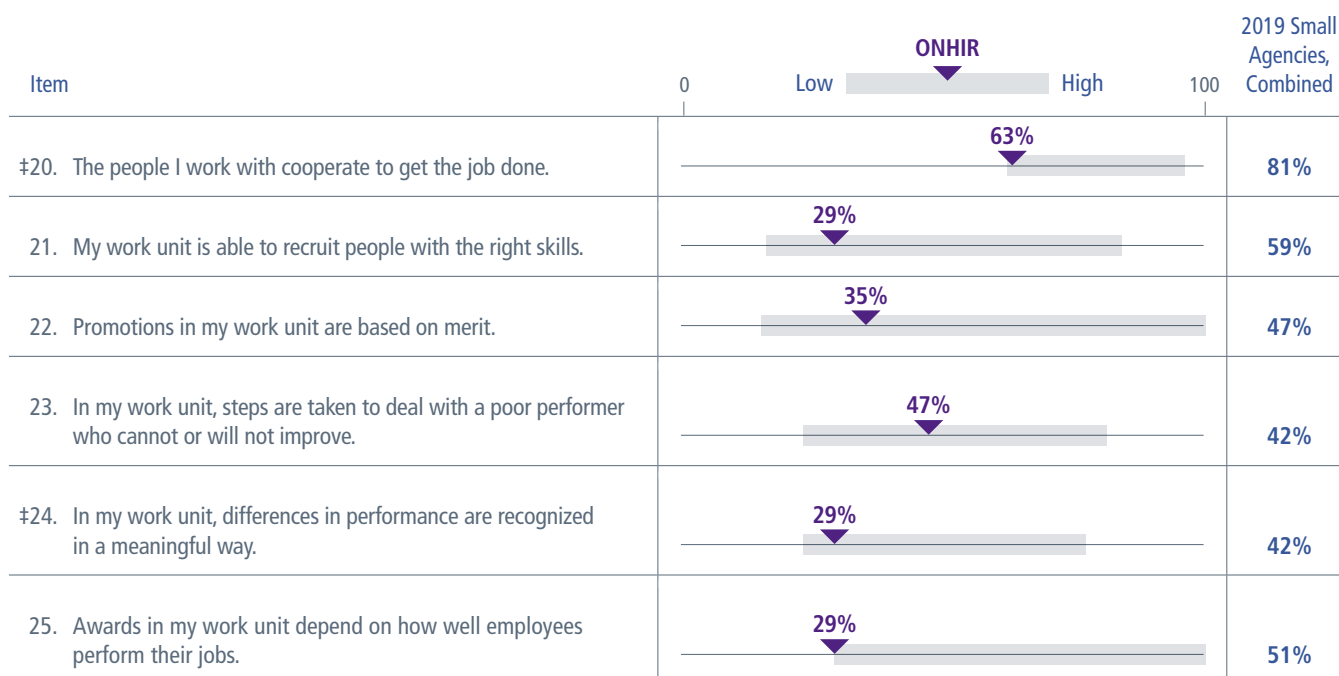


## Appendix B: Item Results and Benchmarks (continued)



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

## My Work Unit



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



## Appendix B: Item Results and Benchmarks (continued)



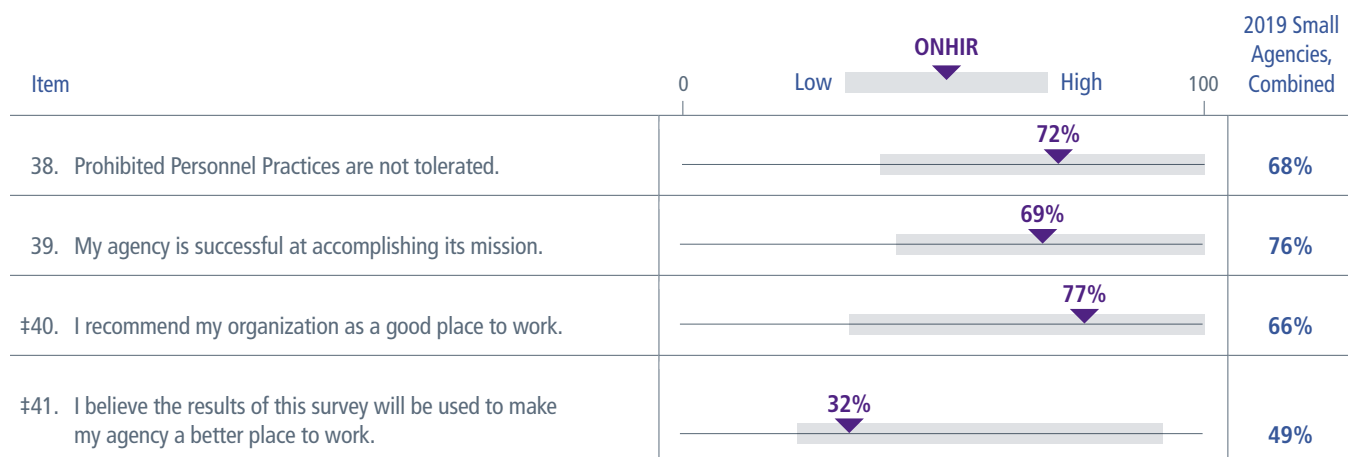
Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

### My Agency





## Appendix B: Item Results and Benchmarks (continued)



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

### My Supervisor





## Appendix B: Item Results and Benchmarks (continued)



### Leadership



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



## Appendix B: Item Results and Benchmarks (continued)

### My Satisfaction



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

### Performance

Item	2019 Agency	2019 Small Agencies, Combined
72. Currently, in my work unit poor performers usually:		
Remain in the work unit and improve their performance over time	22%	17%
Remain in the work unit and continue to underperform	57%	43%
Leave the work unit - removed or transferred	0%	9%
Leave the work unit - quit	0%	4%
There are no poor performers in my work unit	21%	27%

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





## Appendix B: Item Results and Benchmarks (continued)

### Partial Government Shutdown

73 - 77. (See Appendix C)

### Work-Life Programs

Item	ONHIR				2019 Small Agencies, Combined
	0	Low	High	100	
78. Please select the response below that BEST describes your current teleworking schedule. (See Appendix D)					
79. How satisfied are you with the Telework program in your agency?	<div><div></div><div>29%</div></div>				71%
80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (See Appendix D)					
81 - 85. How satisfied are you with the following Work-Life programs in your agency?					
81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)	<div><div></div><div>81%</div></div>				81%
82. Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR Training, health and wellness fair)	<div><div></div><div>84%</div></div>				72%
83. Employee Assistance Program– EAP (for example, short-term counseling, referral services, legal services, information services)	<div><div></div><div>61%</div></div>				48%
84. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)	<div><div></div><div>14%</div></div>				33%
85. Elder Care Programs (for example, elder/adult care, support groups, resources)	<div><div></div><div>38%</div></div>				23%



## Appendix C: Partial Government Shutdown Results

Several items addressing the 2018-2019 partial government shutdown were added to the 2019 OPM FEVS to provide agencies with the opportunity to assess how the partial government shutdown may have impacted employees. Your agency's results are listed in this section.

### Partial Government Shutdown Results

Item	2019 Percentages
73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 – January 25, 2019) on your working/pay status?	
The shutdown had no impact on my working/pay status	71
I did not work and did not receive pay until after the lapse ended	0
I worked some of the shutdown but did not receive pay until after the lapse ended	0
I worked for the entirety of the shutdown but did not receive pay until after the lapse ended	15
Other, not listed above	15
74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?	
It had no impact	71
A slightly negative impact	8
A moderately negative impact	15
A very negative impact	6
An extremely negative impact	0
75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)	
Unmanageable workload	28
Missed deadlines	0
Unrecoverable loss of work	0
Reduced customer service	51
Delayed work	23
Reduced work quality	28
Cutback of critical work	0
Time lost in restarting work	0
Unmet statutory requirements	0
Other	72

**If the response to item 74 was "It had no impact," item 75 was skipped.** Percents will add to more than 100% because respondents could choose more than one response option.

Note: The 2018-2019 partial government shutdown lasted 35 days from December 22, 2018 through January 25, 2019.

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



## Appendix C: Partial Government Shutdown Results (continued)

Item	2019 Percentages
76. Are you looking for another job because of the partial government shutdown?	
I am looking for another job <b>specifically</b> because of the shutdown	0
I am looking for another job, but the shutdown is <b>only one</b> of the reasons	0
I am looking for another job, but the shutdown had <b>no influence</b> on that decision	11
I am <b>not</b> looking for another job currently	89
77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.	
Strongly Agree	49
Agree	44
Neither Agree nor Disagree	0
Disagree	7
Strongly Disagree	0

Note: The 2018-2019 partial government shutdown lasted 35 days from December 22, 2018 through January 25, 2019.

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



## Appendix D: Work-Life Programs

Appendix D displays more detailed Work-Life Program results for your agency. Use the Work-Life results to gain an understanding of how your Work-Life Programs are used and rated.

### Telework Schedule

Item	2019 Percentages
Please select the response below that BEST describes your current teleworking schedule.	
I telework very infrequently, on an unscheduled or short-term basis	13
I telework, but only about 1 or 2 days per month	7
I telework 1 or 2 days per week	0
I telework 3 or 4 days per week	0
I telework every work day	0
I do not telework because I have to be physically present on the job (e.g. Law Enforcement Officers, Park Rangers, Security Personnel)	18
I do not telework because of technical issues (e.g. connectivity, inadequate equipment) that prevent me from teleworking	9
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	9
I do not telework because I choose not to telework	45

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

### Telework Satisfaction

Item	% Satisfaction	% All Responses
How satisfied are you with the Telework program in your agency?		
Very Satisfied	16	7
Satisfied	12	5
Neither Satisfied nor Dissatisfied	71	29
Dissatisfied	0	0
Very Dissatisfied	0	0
<b>Item Response Total</b>	<b>100</b>	<b>41</b>
I choose not to participate in this program	—	19
This program is not available to me	—	31
I am unaware of this program	—	8
<b>Total</b>	<b>100</b>	<b>100</b>

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



## Appendix D: Work-Life Programs (continued)

### Work-Life Program Participation

Item	2019 Percentages
Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):	
Alternative Work Schedules	33
Health and Wellness Programs	68
Employee Assistance Program – EAP	0
Child Care Programs	0
Elder Care Programs	0
None listed above	32

Note: Percents will add to more than 100% because respondents could choose more than one response option.

### Work-Life Program Satisfaction

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)		
Very Satisfied	28	21
Satisfied	53	40
Neither Satisfied nor Dissatisfied	19	14
Dissatisfied	0	0
Very Dissatisfied	0	0
<b>Item Response Total</b>	<b>100</b>	<b>75</b>
I choose not to participate in these programs	—	0
These programs are not available to me	—	16
I am unaware of these programs	—	8
<b>Total</b>	<b>100</b>	<b>100</b>

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



## Appendix D: Work-Life Programs (continued)

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)		
Very Satisfied	33	30
Satisfied	51	47
Neither Satisfied nor Dissatisfied	16	14
Dissatisfied	0	0
Very Dissatisfied	0	0
<b>Item Response Total</b>	<b>100</b>	<b>91</b>
I choose not to participate in these programs	—	0
These programs are not available to me	—	0
I am unaware of these programs	—	9
<b>Total</b>	<b>100</b>	<b>100</b>
How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program-EAP (for example, short-term counseling, referral services, legal services, information services)		
Very Satisfied	24	19
Satisfied	37	30
Neither Satisfied nor Dissatisfied	39	31
Dissatisfied	0	0
Very Dissatisfied	0	0
<b>Item Response Total</b>	<b>100</b>	<b>80</b>
I choose not to participate in these programs	—	0
These programs are not available to me	—	6
I am unaware of these programs	—	13
<b>Total</b>	<b>100</b>	<b>100</b>
How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)		
Very Satisfied	14	6
Satisfied	0	0
Neither Satisfied nor Dissatisfied	86	38
Dissatisfied	0	0
Very Dissatisfied	0	0
<b>Item Response Total</b>	<b>100</b>	<b>44</b>
I choose not to participate in these programs	—	23
These programs are not available to me	—	19
I am unaware of these programs	—	13
<b>Total</b>	<b>100</b>	<b>100</b>

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





Appendix D: Work-Life Programs (continued)

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)		
Very Satisfied	17	7
Satisfied	22	9
Neither Satisfied nor Dissatisfied	62	25
Dissatisfied	0	0
Very Dissatisfied	0	0
<b>Item Response Total</b>	<b>100</b>	<b>40</b>
I choose not to participate in these programs	—	25
These programs are not available to me	—	21
I am unaware of these programs	—	14
<b>Total</b>	<b>100</b>	<b>100</b>

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



# Appendix E: Participating Agencies by Employee Population Size Categories

## Very Large Agencies (>75,000 employees)

Department of Agriculture  
Department of Defense  
    Department of the Army  
    Department of the Navy  
    Department of the Air Force  
    OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)  
Department of Health and Human Services  
Department of Homeland Security  
Department of Justice  
Department of the Treasury

## Large Agencies (10,000–74,999 employees)

Department of Commerce  
Department of Energy  
Department of Labor  
Department of State  
Department of the Interior  
Department of Transportation  
Environmental Protection Agency  
General Services Administration  
National Aeronautics and Space Administration  
Social Security Administration

## Medium Agencies (1,000–9,999 employees)

Court Services and Offender Supervision Agency  
Department of Education  
Department of Housing and Urban Development  
Equal Employment Opportunity Commission  
Federal Communications Commission  
Federal Energy Regulatory Commission  
Federal Trade Commission  
National Archives and Records Administration  
National Credit Union Administration  
National Labor Relations Board  
National Science Foundation  
Nuclear Regulatory Commission  
Office of Personnel Management  
Securities and Exchange Commission  
Small Business Administration  
U.S. Agency for Global Media  
U.S. Agency for International Development

## Small Agencies (100–999 employees)

Commodity Futures Trading Commission  
Consumer Product Safety Commission  
Corporation for National and Community Service

Export-Import Bank of the United States  
Farm Credit Administration  
Federal Election Commission  
Federal Housing Finance Agency  
Federal Labor Relations Authority  
Federal Maritime Commission  
Federal Mediation and Conciliation Service  
Federal Retirement Thrift Investment Board  
International Boundary and Water Commission  
Merit Systems Protection Board  
National Endowment for the Arts  
National Endowment for the Humanities  
National Gallery of Art  
National Indian Gaming Commission  
National Transportation Safety Board  
Office of Management and Budget  
Office of the U.S. Trade Representative  
Overseas Private Investment Corporation  
Pension Benefit Guaranty Corporation  
Railroad Retirement Board  
Selective Service System  
Surface Transportation Board  
U.S. International Trade Commission  
U.S. Office of Special Counsel

## Very Small Agencies (<100 employees)

AbilityOne Commission  
African Development Foundation  
American Battle Monuments Commission  
Chemical Safety and Hazard Investigation Board  
Commission on Civil Rights  
Defense Nuclear Facilities Safety Board  
Farm Credit System Insurance Corporation  
Federal Mine Safety and Health Review Commission  
Institute of Museum and Library Services  
Inter-American Foundation  
John F. Kennedy Center for the Performing Arts  
Marine Mammal Commission  
National Capital Planning Commission  
National Mediation Board  
Occupational Safety and Health Review Commission  
Office of Navajo and Hopi Indian Relocation  
Postal Regulatory Commission  
U.S. Access Board  
U.S. Office of Government Ethics  
U.S. Trade and Development Agency

Note: All agencies listed in the Small and Very Small categories make up the Small Agencies, Combined benchmark category, with the exception of the Office of Management and Budget, Pension Benefit Guaranty Corporation, and Railroad Retirement Board.



United States  
Office of Personnel Management  
Office of Strategy and Innovation

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