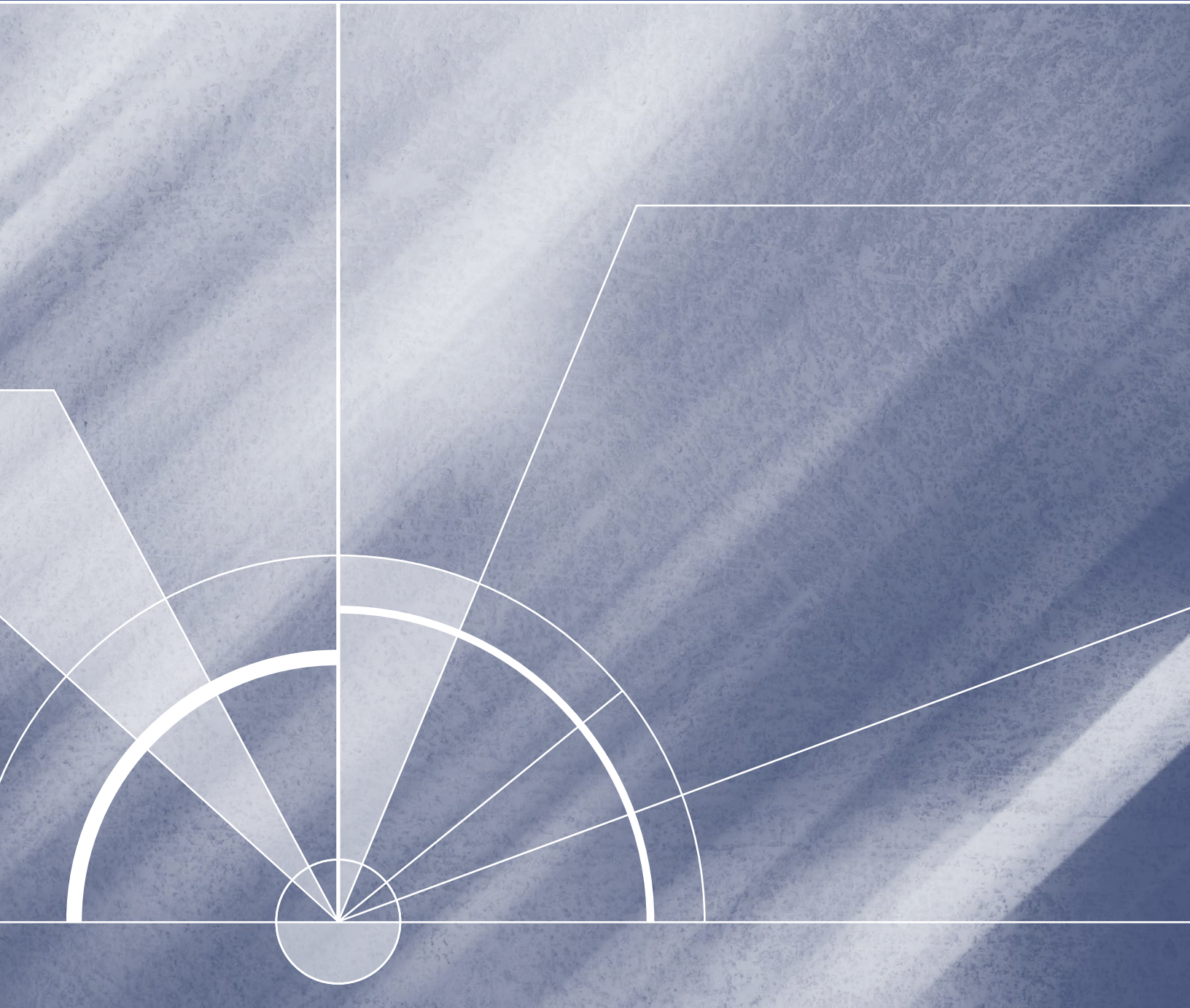


2019

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

Governmentwide Management Report





A Message from the Director

To My Colleagues in the Federal Government:

Please find within this document the results of the 2019 Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS). The OPM FEVS provides a snapshot in time of the self-reported perceptions of employees in the Federal government regarding their work experience, work unit, agency, supervisor, organizational leadership, and satisfaction with a variety of work-related components such as pay and recognition.

For 2019, the response rate was 42.6%, a slight improvement over 2018's rate of 40.6%. My thanks to our Federal government colleagues for their participation in this year's survey, as self-reported information from the OPM FEVS can certainly provide one part of the overall picture about human capital management in our workplaces.

There are some positive points to be made about this year's OPM FEVS results. Specifically, for 2019, you will note that respondents report they are willing to put in extra effort to get a job done, want to look for ways to do their job better, and believe that the work they do is important. These results continue the positive reporting trend for the previous five years.

On the other hand, some of the 2019 results raise concerns. Respondents continue a five-year trend of reporting concerns about the manner in which poor performance is addressed and, in particular, the perceived lack of proper application of merit principles to promotion and reward decisions. The 2019 results continue another troubling multi-year trend; only 41% of respondents agree that "the results of this survey will be used to make my agency a better place to work." The evidence is pretty clear that there are some things we need to address.

I believe that the agencies that are most successful are those who use the data as starting points for analysis and action. It's not about seeing percentages move but creating a more conducive environment for employment. I will look into these issues with the OPM FEVS results as data-based evidence prompting future action. I also think it is important to understand the broader picture; such as, how are an agency's scores on these items linked to other work-related outcomes such as productivity and performance-related metrics? By focusing on these areas for improvement, our goal is to show the Federal workforce that their responses will be used to make their agency a better place to work.

In closing, I once again thank you for your participation in this year's OPM FEVS survey. I assure all of our Federal government agencies that OPM is willing and eager to work collaboratively to build upon strengths and address workforce challenges in a meaningful and measurable manner to best serve the American taxpayers.

Dale Cabaniss
Director
U.S. Office of Personnel Management



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Federal Employees Speak: The 2019 OPM FEVS

Employee feedback on management priorities and practices is essential to effectively leading agencies toward successful delivery on goals and mission. There is only one governmentwide survey that provides a window into the opinions of Federal employees across agencies – the Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS). By collecting employee insights into the effectiveness of agency development strategies, the OPM FEVS is a valuable leadership tool for continuous improvements in the support of a high performing Federal workforce. This report presents an overview of the 2019 governmentwide OPM FEVS results.

Aligning with the focus in the President’s Management Agenda, features of the report include employee engagement and aspects of performance management that drive the potential for achieving workplace conditions supportive of engagement. The President’s Management Agenda Cross Agency Priority Goal 3¹ recognizes employee engagement and performance management as foundational to achieving active strategic management for building and sustaining the 21st century workforce.

New to the 2019 OPM FEVS were questions that asked employees to consider the impact of the partial government shutdown on aspects of their workplace and work. Results highlight these five items, providing important context for survey results overall.

Throughout the report, agency results are shown by size groupings, using employee populations as of October 2018. For more information and for a full listing of the agencies included in each category, see Appendix A. The five size categories are:



Background to Results

All eligible employees across the Federal government were included in the survey. Invitations were sent to 1,443,152 employees and 615,395 employees responded, for a response rate of 42.6%. Survey participants represent 83 agencies, ranging from department-level to large and small/independent agencies, across the Federal government. All full-time and part-time, permanent, non-seasonal employees were eligible to participate in the survey.

As in prior years, the 2019 OPM FEVS was a self-administered web survey. The survey was launched by agency in two waves with 6-week administration periods beginning May 13th and May 20th. See Appendix B for a description of methods used to analyze the data.

While core items remained the same in the 2018 and 2019 versions of the OPM FEVS, the survey included some new material including the five new items addressing the partial government shutdown. A work-life item also was added that asked about specific program participation. Response categories for three demographic items (supervisory status, agency tenure and ethnicity) were revised and demographic items were reordered and separated into two sections ‘employment demographics’ and ‘personal demographics’. See Appendix C for a summary of item changes.

1 <https://www.whitehouse.gov/wp-content/uploads/2018/03/Presidents-Management-Agenda.pdf>



Federal Employees Speak: The 2019 OPM FEVS (continued)

The 101-item survey includes 85 items that measure Federal employees' perceptions of ten broad topic areas, plus 16 demographic items. For detailed survey results see Appendices D, E, and F.

- Personal Work Experiences
- Work Unit
- Agency
- Supervisor
- Leadership
- Performance
- Partial Government Shutdown
- Work-Life Programs
- Satisfaction
- Demographics



At a Glance: OPM FEVS Highlights

Work and agency mission are clearly of utmost importance to the vast majority of employees. Shown by the percent positive scores on highlighted items, the Federal workforce is...

- Willing to put in extra effort to get a job done (96%)
- Looking for ways to do their job better (91%)
- Feel the work they do is important (90%)
- Know their work helps fulfill their agency goals (85%)

While some important performance items continue to show low scores, ongoing efforts to effectively manage performance across government have been met with positive change. Since 2017, three of the four items below increased three percentage points, while awards based on performance increased four percentage points since 2017.

- Promotions in my work unit are based on merit (39%)
- Awards depend on how well employees perform their jobs (48%)
- Differences in performance are recognized in a meaningful way (39%)
- Creativity and innovation are rewarded (44%)

Items with the Highest and Lowest Levels of Agreement

Highest Percentage Level of Agreement		Lowest Percentage Level of Agreement	
96%	When needed I am willing to put in the extra effort to get a job done. (Q. 7)	28%	Pay raises depend on how well employees perform their jobs. (Q. 33)
91%	I am constantly looking for ways to do my job better. (Q. 8)	34%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)
90%	The work I do is important. (Q. 13)	39%	Promotions in my work unit are based on merit. (Q. 22)
85%	I know how my work relates to the agency's goals. (Q. 12)	39%	In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)
84%	How would you rate the overall quality of work done by your work unit? (Q. 28)	41%	I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)
84%	My supervisor treats me with respect. (Q. 49)	41%	How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)
83%	I like the kind of work I do. (Q. 5)	44%	My work unit is able to recruit people with the right skills. (Q. 21)
83%	I am held accountable for achieving results. (Q. 16)	44%	Creativity and innovation are rewarded. (Q. 32)
82%	My supervisor supports my need to balance work and other life issues. (Q. 42)	45%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)
82%	In the last six months, my supervisor has talked with me about my performance. (Q. 50)	47%	How satisfied are you with the policies and practices of your senior leaders? (Q. 66)

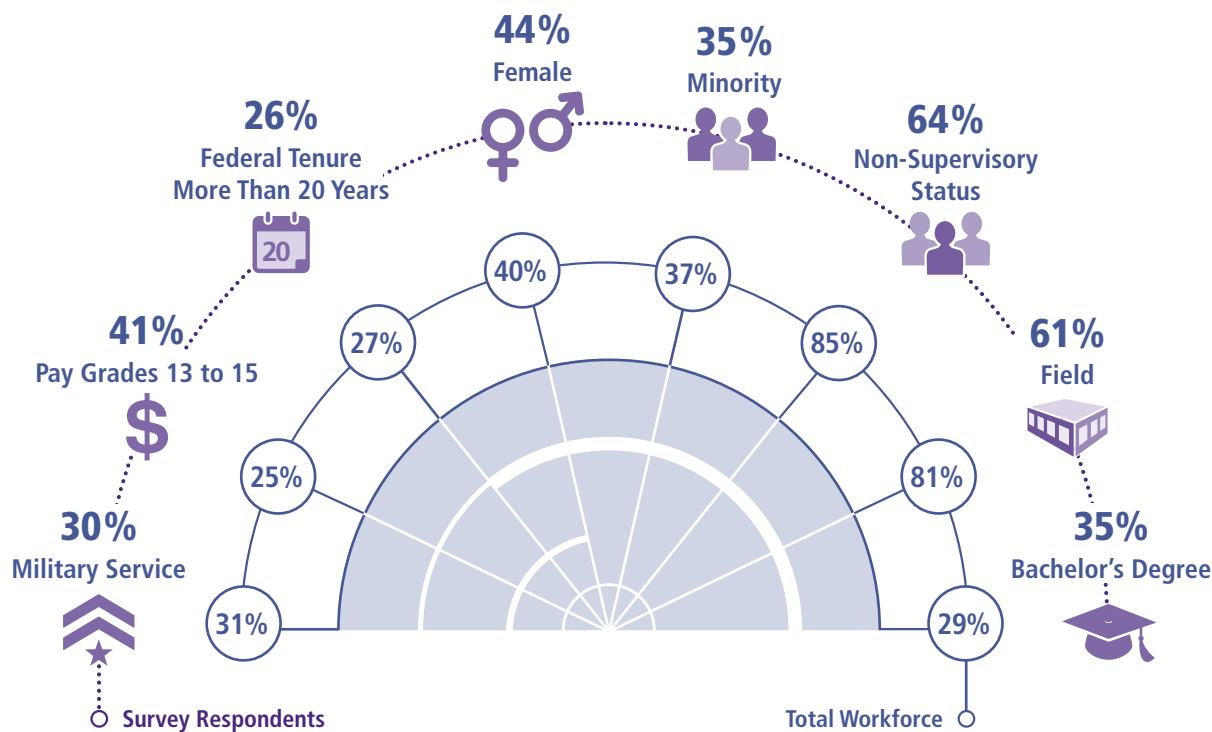
Notes: Weighting is done to ensure survey estimates accurately represent the survey population. See Appendix B for more information on survey methods and weighting. Results for items 1-71 are found in Appendix D.



At a Glance: OPM FEVS Highlights (continued)

Participant Overview

The first figure below shows a comparison between survey respondents and the total Federal workforce on selected demographic categories. The second figure presents a breakdown by generation, and a comparison of survey respondents to the total Federal workforce.



Survey Respondents	Generations	Total Workforce
<1%	Traditionalists (born 1945 or earlier)	<1%
35%	Baby Boomers (born 1946–1964)	31%
45%	Generation X (born 1965–1980)	44%
20%	Generation Y (born 1981–1996)	24%
<1%	Generation Z (born 1997 or later)	<1%

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

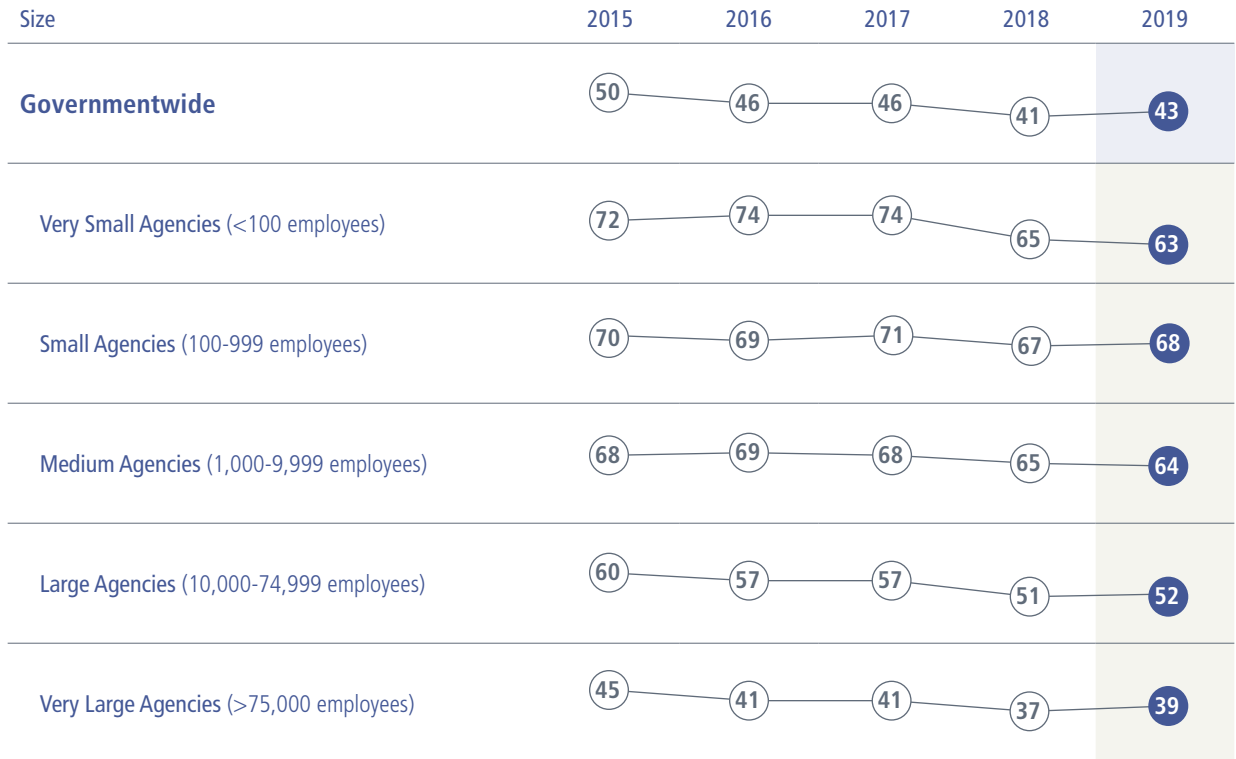


At a Glance: OPM FEVS Highlights (continued)

Response Rates

The table below reports governmentwide response rates for 2019 along with the response rates from the past four administrations of the OPM FEVS, broken down by agency size groupings.

Response Rate Trends





At a Glance: OPM FEVS Highlights (continued)

Top Response Rates

The agencies with the highest response rates are outlined below by agency size.

Top Response Rates


Very Small
(<100 employees)

100%
Marine Mammal
Commission


Small
(100–999 employees)

94%
U.S. International
Trade Commission


Medium
(1,000–9,999 employees)

86%
Federal Energy
Regulatory Commission


Large
(10,000–74,999 employees)

72%
Department of Energy


Very Large
(>75,000 employees)

72%
Department of Health
and Human Services

Top Response Rate Increases

The agencies with the greatest increase in response rate when compared to 2018 are featured below. While Very Small and Small Agencies have the greatest increases in response rates, it should be recognized that for larger agencies, increases of a few percentage points are often indicative of a meaningful change in response rates.

Response Rate Increases from 2018


Very Small
(<100 employees)

+11
U.S. Trade and
Development Agency


Small
(100–999 employees)

+25
Export-Import Bank
of the United States


Medium
(1,000–9,999 employees)

+26
National Credit Union
Administration


Large
(10,000–74,999 employees)

+13
Department
of State


Very Large
(>75,000 employees)

+15
Department of Health
and Human Services

Note: Agency size is based on the eligible employee population as of October 2018. For a full listing of the agencies included in each category, see Appendix A.



Creating an Engaging Agency Culture: Understanding the Employee Engagement Index

Assessing the Engagement Potential of Federal Workplaces: The Employee Engagement Index (EEI)

OPM defines engagement as: *An employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.*²

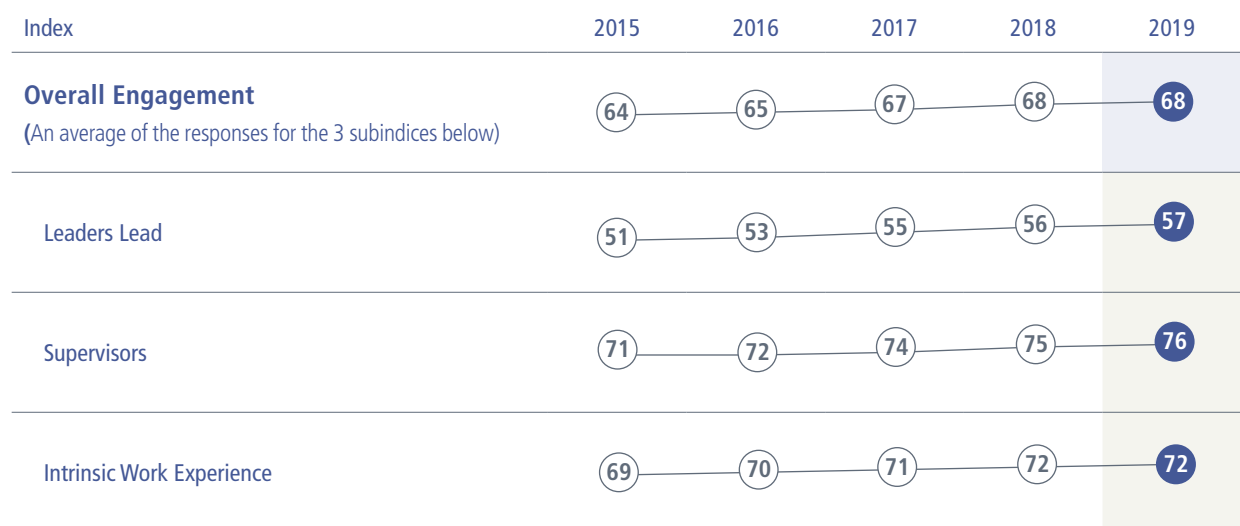
The OPM FEVS Employee Engagement Index (EEI) developed in 2010, uses questions from the survey to measure conditions that can lead to engagement. The OPM FEVS does not directly measure employee feelings of engagement such as passion, commitment, and involvement, but it does assess the critical conditions conducive for employee engagement – conditions which would be expected to lead to engaged employees (e.g., effective leadership, work which provides meaning to employees, the opportunity for employees to learn/grow on the job, etc.). Presenting assessments of the engagement potential of Federal workplaces provides leadership with leverage points for developing and sustaining work conditions capable of supporting employee engagement.

The framework used for developing the EEI assumes that organizational conditions lead to feelings of engagement. These feelings, in turn, lead to engagement behaviors (e.g., discretionary effort, persistence), and then to optimum organizational performance.

To assess the multiple aspects of engaging workplace environments, the EEI is comprised of three subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each subindex reflects a different aspect of an engaging work environment and each is assessed through questions on the OPM FEVS. Items in each subindex are listed below. For the wording of each item see Appendix D.

Leaders Lead	Supervisors	Intrinsic Work Experience
Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. (Q. 53, 54, 56, 60, and 61)	Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 47, 48, 49, 51, and 52)	Reflects the employees' feelings of motivation and competency relating to their roles in the workplace. (Q. 3, 4, 6, 11, and 12)

Employee Engagement Index Trends



Note: See Appendix G for the full Employee Engagement, Global Satisfaction, and New IQ Index Trends.

² *Engaging the Federal Workforce: How to Do It & Prove It.* OPM White Paper, September 2015. <https://www.fedmanager.com/featured/9-general-news/2333-opm-guide-engaging-federal-workforce>








Creating an Engaging Agency Culture: Understanding the Employee Engagement Index (continued)

Employee Engagement Index Results by Agency Size and Top Agency Scores

The first figure below reports overall EEI scores and subindex scores by agency size. Also displayed by agency size is the agency with the highest overall EEI score and the agency with the greatest increase in overall EEI score since 2018.

Employee Engagement Index Scores by Agency Size

Index	G'wide	 Very Small (<100)	 Small (100–999)	 Medium (1,000–9,999)	 Large (10,000–74,999)	 Very Large (>75,000)
Employee Engagement	68	69	70	71	70	68
Leaders Lead	57	58	57	59	57	57
Supervisors	76	77	79	80	78	76
Intrinsic Work Experience	72	73	74	74	73	72

Top Agency Employee Engagement Index Scores


Very Small
(<100 employees)

98%
Marine Mammal
Commission


Small
(100–999 employees)

84%
U.S. International
Trade Commission


Medium
(1,000–9,999 employees)

84%
Federal Trade Commission


Large
(10,000–74,999 employees)

83%
National Aeronautics
and Space Administration


Very Large
(>75,000 employees)

74%
Department of Health
and Human Services

Note: Agency size is based on the eligible employee population as of October 2018. For a full listing of the agencies included in each category, see Appendix A.



Creating an Engaging Agency Culture: Understanding the Employee Engagement Index (continued)

Top Agency Employee Engagement Index Score Percentage Point Increases




Very Small
(<100 employees)

+20
U.S. Access Board


Small
(100–999 employees)

+9
Selective Service System


Medium
(1,000–9,999 employees)

+2
National Credit Union
Administration
Equal Employment
Opportunity Commission
Office of Personnel
Management


Large
(10,000–74,999 employees)

+2
Department of
Commerce
General Services
Administration

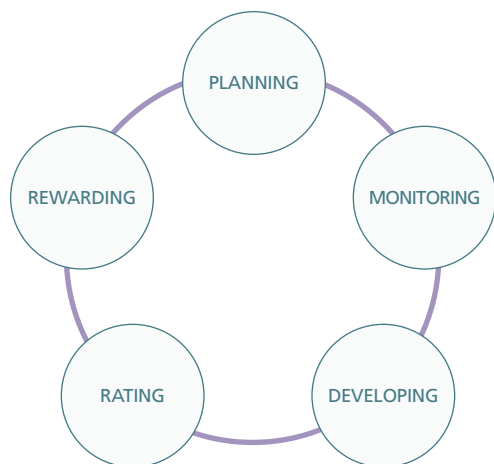

Very Large
(>75,000 employees)

+2
United States Department
of the Air Force
United States Department
of the Army
Department of
Homeland Security

What Powers Engagement? The Performance Management Drivers

The foundational connection outlined in the PMA between performance management and employee engagement is supported by OPM research on key drivers. A key driver is a composite of survey items that influence an outcome, such as employee engagement³. Analysis of OPM FEVS data have shown that managing according to the components outlined in the OPM performance management cycle influences employee engagement. Agencies that focus on key drivers have seen improvement in EEI scores.

Performance management is defined and modeled by OPM⁴ as a continuous cycle that involves:



Planning work in advance so that expectations and goals can be set;

Monitoring progress and performance continually, with an emphasis on the critical role of performance feedback in monitoring;

Developing the employee’s ability to perform through training and work assignments;

Rating periodically to summarize performance; and

Rewarding good performance.

³ See the following for detailed analysis: <https://www.opm.gov/fevs/reports/special-reports/report-the-key-to-unlocking-engagement-2016.pdf> and <https://www.opm.gov/fevs/reports/governmentwide-reports/governmentwide-management-report/governmentwide-report/2016/2016-governmentwide-management-report.pdf>.

⁴ <https://www.opm.gov/policy-data-oversight/performance-management/performance-management-cycle/#url=Overview>.



Creating an Engaging Agency Culture: Understanding the Employee Engagement Index (continued)

Engagement driver analysis was initiated specifically to address leadership questions about how to achieve the twin government goals of improving performance management and the engagement potential of Federal workplaces. Engagement drivers demonstrate points of leverage for achieving engagement that align with the performance management cycle. A focus on drivers can improve the performance and engagement capacity of agencies.

OPM’s analysis shows that key aspects of performance management—performance feedback and employee development—directly influence EEI overall. The figure below displays the OPM FEVS items related to the performance management cycle that influence employee engagement overall.

Key Drivers of Performance Management for Employee Engagement Overall

Driver	2015	2016	2017	2018	2019
Performance Feedback					
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	63	63	65	67	68
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	61	62	64	66	67
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	77	78	79	81	82
Training and Development					
I am given a real opportunity to improve my skills in my organization. (Q. 1)	61	63	64	66	67
My training needs are assessed. (Q. 18)	52	53	55	55	57

The EEI consists of three subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience. Unique drivers have been identified for two subindices, recognizing and rewarding for Leaders Lead, and performance rating for Intrinsic Work Experience. Analysis shows the two factors that directly impact overall EEI (Training & Development and Performance Feedback) also have a strong impact on specific EEI subindices as well.

Displayed on the next page are the OPM FEVS items related to the performance management cycle that influence subindices of the EEI.



Creating an Engaging Agency Culture: Understanding the Employee Engagement Index (continued)

Intrinsic Work Experience Subindex

Driver	2015	2016	2017	2018	2019
Performance Rating					
My performance appraisal is a fair reflection of my performance. (Q. 15)	69	70	71	71	71
I am held accountable for achieving results. (Q. 16)	81	82	83	83	83
In my most recent performance appraisal, I understood what I had to do to be rated at the next performance level (for example, Fully Successful, Outstanding). (Q. 19)	68	69	71	71	72

Leaders Lead Subindex

Driver	2015	2016	2017	2018	2019
Recognizing and Rewarding					
Promotions in my work unit are based on merit. (Q. 22)	33	34	36	37	39
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	28	29	31	32	34
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	33	34	36	38	39
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	40	41	44	46	48

Examining individual items comprising drivers provides practical information to guide Federal managers in taking productive actions for shaping engaging work environments. As an example, items within the feedback driver show that specific performance feedback-related actions can effectively support performance and engagement (e.g., performance feedback should include constructive suggestion for improving job performance).

The steady increase in scores showcases the strategic alignment between performance management and creating engaging agency conditions.



Evaluating Shutdown Consequences: Employee Experiences of the Partial Government Shutdown

In 2019 five new items were added to assess employee experience with the partial government shutdown (December 22, 2018 to January 25, 2019). These items provided employees with an opportunity to report how they and their work were impacted by the shutdown, whether their agency’s management provided the necessary support during the shutdown, as well as whether shutdown experiences had caused them to seek another job. Responses to the five items provide some insights into what the shutdown meant for mission achievement within agencies and across the Federal government. The governmentwide results for each item are displayed below as well as by agency size.

Just over half of respondents (54%) experienced no impact on their work or pay status during the partial government shutdown. However, for the 46% of respondents that did experience an impact, they worked for some/all of the shutdown without pay until after the lapse or did not work and were not paid until after the lapse.






Fewer than half of respondents (45%) indicated that the partial government shutdown had no effect on their everyday work. For the respondents that did report a negative impact on their work, delayed work was the most commonly selected negative outcome (67%), followed by reduced customer service (48%). This last part is particularly cause for concern given the customer service imperative for government outlined in the President’s Management Agenda.

OPM also assessed whether the partial government shutdown had any impact on respondent intent to leave, asking if the respondent was looking for another job because of the partial government shutdown. Ten percent of respondents indicated that the shutdown played some role in their desire to find a new position (a combination of ‘looking because of the shutdown’ and ‘looking but the shutdown is only one of the reasons’).

Finally most respondents agreed (64%; strongly agree and agree responses combined) that their agencies provided the support needed during the partial government shutdown.

Impact of Partial Government Shutdown on Working/Pay Status by Agency Size








Answer Option	G’wide	 Very Small (<100)	 Small (100–999)	 Medium (1,000–9,999)	 Large (10,000–74,999)	 Very Large (>75,000)
No Impact on Working/Pay Status	54	53	48	39	44	57
No work and no pay until after shutdown	18	28	36	42	32	14
Worked some but no pay until after shutdown	7	8	8	8	8	6
Worked entire shutdown but no pay until after	17	5	5	8	12	19
Other	4	6	4	3	4	4








Evaluating Shutdown Consequences: Employee Experiences of the Partial Government Shutdown (continued)

Impact on Everyday Work During or After Partial Government Shutdown by Agency Size

Answer Option	G'wide					
		Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (>75,000)
No impact	45	37	41	31	33	49
Slightly negative impact	16	19	17	17	16	16
Moderately negative impact	17	21	19	22	21	15
Very negative impact	12	12	14	16	17	11
Extremely negative impact	10	12	9	13	12	10

Negative Affects on Work by Agency Size






Answer Option	G'wide					
		Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (>75,000)
Unmanageable workload	30	29	32	35	34	28
Missed deadlines	46	59	55	56	59	41
Unrecoverable loss of work	21	19	22	23	29	18
Reduced customer service	48	40	38	49	53	46
Delayed work	67	81	79	80	77	62
Reduced work quality	32	24	25	27	32	32
Cutback of critical work	25	24	23	27	31	24
Time lost in restarting work	42	52	57	58	57	36
Unmet statutory requirements	12	19	14	14	13	12
Other	27	20	21	19	21	30

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








Evaluating Shutdown Consequences: Employee Experiences of the Partial Government Shutdown (continued)

Looking for Work Because of Partial Government Shutdown by Agency Size

Answer Option	G'wide	 Very Small (<100)	 Small (100–999)	 Medium (1,000–9,999)	 Large (10,000–74,999)	 Very Large (>75,000)
Looking specifically because of shutdown	2	<1	1	1	2	2
Looking but shutdown is only one reason	8	9	8	9	8	8
Looking but shutdown had no influence	20	17	18	16	15	21
Not currently looking	71	73	73	74	75	69

Agency Provided Support Needed During Partial Government Shutdown by Agency Size

Answer Option	G'wide	 Very Small (<100)	 Small (100–999)	 Medium (1,000–9,999)	 Large (10,000–74,999)	 Very Large (>75,000)
Strongly Agree	24	45	31	27	24	24
Agree	40	34	41	41	42	40
Neither Agree nor Disagree	22	12	18	19	20	23
Disagree	8	5	6	8	8	8
Strongly Disagree	6	3	4	5	6	6



Employee Experience Trends on Core Questions in Regulation

Congress requires all Executive Branch agencies to survey their employees each year by statute (NDAA 2004 SEC. 1128, EMPLOYEE SURVEYS 5 USC 7101), and items required for survey are included in regulation (5 CFR Part 250 Subpart C). All 16 of these Annual Employee Survey (AES) items are included in the OPM FEVS. The inclusion of these items on a governmentwide survey provides a common thread for trending. Trend results from 2015-2019 are included in the table below, results report the percentage of respondents who “Strongly Agree” or “Agree” with the statement in the item. The 16 AES item results are also shown by agency size.

16 AES Item Results: Trends

Item	2015	2016	2017	2018	2019
Leadership and Management Practices That Contribute to Agency Performance					
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	69	69	71	80	81
Managers communicate the goals of the organization. (Q. 56)	59	60	62	64	65
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	39	41	42	41	41
Employee Satisfaction with... Leadership Policies and Practices					
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	50	51	53	54	55
How satisfied are you with the information you receive from management on what is going on in your organization? (Q. 64)	47	48	50	51	52
Considering everything, how satisfied are you with your organization? (Q. 71)	56	57	60	60	61








Employee Experience Trends on Core Questions in Regulation (continued)

Item	2015	2016	2017	2018	2019
Employee Satisfaction with... Work Environment					
The people I work with cooperate to get the job done. (Q. 20)	73	73	75	76	77
My workload is reasonable. (Q. 10)	57	57	59	59	59
Considering everything, how satisfied are you with your job? (Q. 69)	65	66	68	68	69
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	61	62	64	66	67
Employee Satisfaction with... Rewards and Recognition					
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	33	34	36	38	39
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	47	48	50	52	53
Employee Satisfaction with... Opportunities for Professional Development and Growth					
I am given a real opportunity to improve my skills in my organization. (Q. 1)	61	63	64	66	67
My talents are used well in the workplace. (Q. 11)	58	58	60	60	61
Employee Satisfaction with... Opportunity to Contribute to Achieving Organizational Mission					
I know how my work relates to the agency's goals. (Q. 12)	82	83	84	85	85
I recommend my organization as a good place to work. (Q. 40)	63	64	66	66	67



Employee Experience Trends on Core Questions in Regulation (continued)

16 AES Item Results: By Agency Size

Item	G'wide					
		Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (>75,000)
Leadership and Management Practices That Contribute to Agency Performance						
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	81	83	85	83	82	80
Managers communicate the goals of the organization. (Q. 56)	65	65	65	68	68	64
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	41	48	51	47	45	40
Employee Satisfaction with... Leadership Policies and Practices						
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	55	57	58	56	56	55
How satisfied are you with the information you receive from management on what is going on in your organization? (Q. 64)	52	57	56	56	54	51
Considering everything, how satisfied are you with your organization? (Q. 71)	61	61	66	63	64	60
Employee Satisfaction with... Work Environment						
The people I work with cooperate to get the job done. (Q. 20)	77	79	82	81	79	77

Note: Agency size is based on the eligible employee population as of October 2018. For a full listing of the agencies included in each category, see Appendix A.



Employee Experience Trends on Core Questions in Regulation (continued)

Item	G'wide					
		Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (>75,000)
My workload is reasonable. (Q. 10)	59	61	63	60	55	60
Considering everything, how satisfied are you with your job? (Q. 69)	69	68	70	71	71	68
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	67	64	66	67	68	67
Employee Satisfaction with... Rewards and Recognition						
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	39	46	43	42	41	39
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	53	60	58	58	56	52
Employee Satisfaction with... Opportunities for Professional Development and Growth						
I am given a real opportunity to improve my skills in my organization. (Q. 1)	67	71	70	69	69	67
My talents are used well in the workplace. (Q. 11)	61	63	63	62	62	61
Employee Satisfaction with... Opportunity to Contribute to Achieving Organizational Mission						
I know how my work relates to the agency's goals. (Q. 12)	85	86	86	86	86	85
I recommend my organization as a good place to work. (Q. 40)	67	64	69	66	70	66



The Path Ahead: OPM FEVS Modernization

The 2019 OPM FEVS included a set of new items intended to address a current topic, the partial government shutdown. The items were developed in conjunction with other agencies and in response to leadership interest. Moving forward, OPM is committed to working with agencies and government leadership to identify other important topics in government. To be truly useful as tools for driving change toward performance, surveys must be continually improved to reflect not only advances in survey science and contemporary research, but also evolving conditions and contingencies in work environments. New research, new efforts, and new ideas are constantly reviewed for rethinking and reimagining the survey to serve the Federal government of the future.

OPM has made a commitment to improving the OPM FEVS. We continue to analyze and recommend changes based on the 2018 pilots of possible new items. In addition to shutdown items, the 2019 survey included several small but meaningful improvements to demographic items and a new performance item.

Moving toward the future, OPM will build on survey improvement efforts underway, working to keep the OPM FEVS a useful tool that provides timely, responsive, actionable data to support continuous workplace improvements in support of workforce performance. Our driving goal continues to focus on moving the survey into the 21st century, building on the strengths of the current survey program and improving the quality and strategic responsiveness of the OPM FEVS.

OPM continues to support data transparency and posts results and data on several platforms to ensure that they are widely available. Sources are listed here:

Additional OPM FEVS Resources

There are multiple OPM FEVS governmentwide resources and tools available. Each is described with links below for ease of access. For a list of additional governmentwide OPM FEVS reports available see Appendix B.

Websites

OPM FEVS website

Agencies and the general public can access governmentwide data reports, as well as special topic reports and infographics produced from the OPM FEVS. The website includes results from the 2004 administration of the survey to the present. Access the OPM FEVS website at www.opm.gov/FEVS. For any questions use the 'contact us' tab on the website.

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.

Data

Public Release Data File (PRDF)

A public release data file will be available for the OPM FEVS and can be downloaded at: <https://www.opm.gov/fevs/public-data-file>.



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

Agency	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,443,152	615,395	42.6%
Very Large Agencies (>75,000 employees)			
Department of Agriculture	72,108	36,529	50.7%
Department of Defense, Overall	603,075	199,723	33.1%
United States Department of the Air Force	136,316	31,348	23.0%
United States Department of the Army	194,513	85,639	44.0%
United States Department of the Navy	183,826	51,318	27.9%
OSD, Joint Staff, Defense Agencies, and Field Activities (4th Estate)	88,420	31,418	35.5%
Department of Health and Human Services	71,897	51,703	71.9%
Department of Homeland Security	181,599	76,883	42.3%
Department of Justice	105,191	28,199	26.8%
Department of the Treasury	76,305	41,771	54.7%
Large Agencies (10,000–74,999 employees)			
Department of Commerce	36,614	19,847	54.2%
Department of Energy	11,921	8,565	71.8%
Department of Labor	13,573	7,949	58.6%
Department of State	22,198	9,713	43.8%
Department of the Interior	46,261	26,815	58.0%
Department of Transportation	51,309	20,414	39.8%
Environmental Protection Agency	13,202	8,352	63.3%
General Services Administration	10,306	7,095	68.8%
National Aeronautics and Space Administration	16,778	10,789	64.3%
Social Security Administration	59,249	27,933	47.1%

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





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

Agency	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,443,152	615,395	42.6%
Medium Agencies (1,000–9,999 employees)			
Court Services and Offender Supervision Agency	1,085	528	48.7%
Department of Education	3,381	2,167	64.1%
Department of Housing and Urban Development	6,967	3,763	54.0%
Equal Employment Opportunity Commission	1,947	1,235	63.4%
Federal Communications Commission	1,360	535	39.3%
Federal Energy Regulatory Commission	1,349	1,162	86.1%
Federal Trade Commission	979	625	63.8%
National Archives and Records Administration	2,609	1,697	65.0%
National Credit Union Administration	1,060	891	84.1%
National Labor Relations Board	1,257	768	61.1%
National Science Foundation	1,215	865	71.2%
Nuclear Regulatory Commission	2,864	2,174	75.9%
Office of Personnel Management	5,237	3,049	58.2%
Securities and Exchange Commission	4,268	3,222	75.5%
Small Business Administration	2,006	1,388	69.2%
U.S. Agency for Global Media	1,322	765	57.9%
U.S. Agency for International Development	3,328	2,010	60.4%



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

Agency	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,443,152	615,395	42.6%
Small Agencies (100–999 employees)			
Commodity Futures Trading Commission	631	411	65.1%
Consumer Product Safety Commission	466	357	76.6%
Corporation for National and Community Service	385	268	69.6%
Export-Import Bank of the United States	344	278	80.8%
Farm Credit Administration	291	213	73.2%
Federal Election Commission	277	153	55.2%
Federal Housing Finance Agency	570	500	87.7%
Federal Labor Relations Authority	85	53	62.4%
Federal Maritime Commission	107	69	64.5%
Federal Mediation and Conciliation Service	206	163	79.1%
Federal Retirement Thrift Investment Board	262	190	72.5%
International Boundary and Water Commission	211	70	33.2%
Merit Systems Protection Board	193	127	65.8%
National Endowment for the Arts	100	60	60.0%
National Endowment for the Humanities	108	56	51.9%
National Gallery of Art	731	452	61.8%
National Indian Gaming Commission	105	62	59.0%
National Transportation Safety Board	370	259	70.0%
Office of Management and Budget	418	335	80.1%
Office of the U.S. Trade Representative	199	101	50.8%
Overseas Private Investment Corporation	212	140	66.0%
Pension Benefit Guaranty Corporation	854	585	68.5%
Railroad Retirement Board	809	346	42.8%
Selective Service System	96	73	76.0%
Surface Transportation Board	105	74	70.5%
U.S. International Trade Commission	338	317	93.8%
U.S. Office of Special Counsel	112	89	79.5%



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

Agency	Number Surveyed	Number Responded	Response Rate
Governmentwide	1,443,152	615,395	42.6%
Very Small Agencies (<100 employees)			
AbilityOne Commission	24	<10	—
African Development Foundation	22	12	54.5%
American Battle Monuments Commission	70	31	44.3%
Commission on Civil Rights	30	18	60.0%
Defense Nuclear Facilities Safety Board	82	58	70.7%
Farm Credit System Insurance Corporation	10	<10	—
Federal Mine Safety and Health Review Commission	43	11	25.6%
Institute of Museum and Library Services	57	45	78.9%
Inter-American Foundation	32	27	84.4%
John F. Kennedy Center for the Performing Arts	41	26	63.4%
Marine Mammal Commission	11	11	100.0%
National Capital Planning Commission	31	23	74.2%
National Mediation Board	28	13	46.4%
Occupational Safety and Health Review Commission	40	17	42.5%
Office of Navajo and Hopi Indian Relocation	27	14	51.9%
Postal Regulatory Commission	58	44	75.9%
U.S. Access Board	22	13	59.1%
U.S. Chemical Safety and Hazard Investigation Board	25	21	84.0%
U.S. Office of Government Ethics	59	47	79.7%
U.S. Trade and Development Agency	35	26	74.3%

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



Appendix B: Analytical Methods and Additional OPM FEVS Reports

Analytical Methods

The data collected from 2019 survey respondents are weighted to ensure survey estimates accurately represent the survey population. Use of unweighted data could produce biased estimates of population statistics. The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point. Demographic results are not weighted. OPM employed a number of grouping procedures to simplify presentation of data analysis results in this report. Most of the items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. In some instances, these responses are collapsed into one positive category (Strongly Agree and Agree), one negative category (Strongly Disagree and Disagree), and a neutral category (Neither Agree nor Disagree). For more information on OPM FEVS methods, including data weighting and analysis, see the OPM FEVS Technical Report at <https://www.opm.gov/fevs/reports/technical-reports>.

Other OPM FEVS Reports and Governmentwide Data Reports

In addition to the Governmentwide Management Report, there are three additional governmentwide data reports available on the OPM FEVS website under “Reports” (access the OPM FEVS website at <https://www.opm.gov/fevs/reports>).

Report by Agency

Displays question-by-question counts and percentages for each response option of the OPM FEVS by participating agency and also governmentwide. Reports are available as far back as 2004.

Report by Demographics

Displays question-by-question counts and percentages for each response option of the OPM FEVS by demographic groups and also governmentwide. Reports are available as far back as 2004.

Report on Demographic Questions by Agency (unweighted)

Displays counts and percentages by participating agencies’ demographic and workforce profile (e.g., work location, supervisory status, sex, age, pay category, intention to retire) of the OPM FEVS. Both respondent counts and percentage estimates are unweighted. Reports are available as far back as 2004.

Other OPM FEVS Related Data

For benchmarking purposes, results for the OPM FEVS Employee Engagement Index and items in regulation (5 USC, Part 250, Subpart C) from the U.S. Department of Veterans Affairs’ workforce survey are linked here: <https://www.va.gov/NCOD/VAworkforcesurveys.asp>.



Appendix C: Item Change Summary

Some OPM FEVS items were modified slightly in 2019 to improve the interpretation or understanding of the items, and several new items were added to the survey. 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"> • Remain in the work unit and improve their performance over time • Remain in the work unit and continue to underperform • Leave the work unit – removed or transferred • Leave the work unit – quit • There are no poor performers in my work unit • Do not know 	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"> • The shutdown had no impact on my working/pay status • I did not work and did not receive pay until after the lapse ended • I worked some of the shutdown but did not receive pay until after the lapse ended • I worked for the entirety of the shutdown but did not receive pay until after the lapse ended • Other, not listed above 	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"> • It had no impact • A slightly negative impact • A moderately negative impact • A very negative impact • An extremely negative impact 	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"> • Unmanageable workload • Missed deadlines • Unrecoverable loss of work • Reduced customer service • Delayed work • Reduced work quality • Cutback of critical work • Time lost in restarting work • Unmet statutory requirements • Other 	New item.	Not in 2018 OPM FEVS



Appendix C: 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"> • I am looking for another job specifically because of the shutdown • I am looking for another job, but the shutdown is only one of the reasons • I am looking for another job, but the shutdown had no influence on that decision • I am not looking for another job currently 	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"> • Strongly Agree • Agree • Neither Agree nor Disagree • Disagree • Strongly Disagree • No support required 	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"> • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • I choose not to participate in this program • This program is not available to me • I am unaware of this program 	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"> • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • I choose not to participate in these programs • These programs are not available to me • I am unaware of these programs
<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"> • Alternative Work Schedules (for example, compressed work schedule, flexible work schedule) • Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, Health and wellness fair) • Employee Assistance Program – EAP (for example, short-term counseling, referral services, legal services, information services) • Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account) • Elder Care Programs (for example, elder/adult care, support groups, resources) • None listed above 	New item.	Not in 2018 OPM FEVS



Appendix C: 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> <ul style="list-style-type: none"> 81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule) 83. Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services) 84. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account) 85. Elder Care Programs (for example, elder/adult care, support groups, resources) 	<p>Different item text.</p>	<p>73-78. How satisfied are you with the following Work/Life programs in your agency?</p> <ul style="list-style-type: none"> 74. Alternative Work Schedules (AWS, for example, compressed work schedule or flexible work schedule) 76. Employee Assistance Program (EAP, for example, short-term counseling, referral services, legal services, information services) 77. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, flexible spending account) 78. Elder Care Programs (for example, elder/adult care, support groups, speakers)
<p>87. What is your supervisory status?</p> <ul style="list-style-type: none"> • 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. • Manager: You are in a management position and supervise one or more supervisors. • Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval. • 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. • Non-Supervisor: You do not supervise other employees. 	<p>Response options reversed.</p>	<p>80. What is your supervisory status?</p> <ul style="list-style-type: none"> • Non-Supervisor: You do not supervise other employees. • 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. • Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval. • Manager: You are in a management position and supervise one or more supervisors. • 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.
<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"> • Less than 1 year • 1 to 3 years • 4 to 5 years • 6 to 10 years • 11 to 14 years • 15 to 20 years • More than 20 years 	<p>Different response options.</p>	<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"> • Less than 1 year • 1 to 3 years • 4 to 5 years • 6 to 10 years • 11 to 20 years • More than 20 years
<p>94. Are you of Hispanic, Latino, or Spanish origin?</p> <ul style="list-style-type: none"> • Yes • No 	<p>Different item text.</p>	<p>82. Are you of Hispanic or Latino?</p> <ul style="list-style-type: none"> • Yes • No



Appendix D: Trend Analysis

My Work Experience

Item	Percent Positive				
	2015	2016	2017	2018	2019
‡1. I am given a real opportunity to improve my skills in my organization.	61	63	64	66	67
2. I have enough information to do my job well.	70	70	71	71	72
3. I feel encouraged to come up with new and better ways of doing things.	56	58	59	61	62
4. My work gives me a feeling of personal accomplishment.	70	72	72	72	72
5. I like the kind of work I do.	83	83	83	83	83
6. I know what is expected of me on the job.	79	79	80	80	81
7. When needed I am willing to put in the extra effort to get a job done.	96	96	96	96	96
8. I am constantly looking for ways to do my job better.	90	91	91	91	91
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	46	47	47	47	49
‡10. My workload is reasonable.	57	57	59	59	59
‡11. My talents are used well in the workplace.	58	58	60	60	61
‡12. I know how my work relates to the agency's goals.	82	83	84	85	85
13. The work I do is important.	90	90	91	90	90
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	66	66	66	66	66
15. My performance appraisal is a fair reflection of my performance.	69	70	71	71	71
16. I am held accountable for achieving results.	81	82	83	83	83
‡17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	61	62	64	66	67
18. My training needs are assessed.	52	53	55	55	57
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	68	69	71	71	72

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

For an Excel version of Appendix D: Trend Analysis
click this link





Appendix D: Trend Analysis (continued)

My Work Unit

Item	Percent Positive				
	2015	2016	2017	2018	2019
‡20. The people I work with cooperate to get the job done.	73	73	75	76	77
21. My work unit is able to recruit people with the right skills.	42	43	42	42	44
22. Promotions in my work unit are based on merit.	33	34	36	37	39
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28	29	31	32	34
‡24. In my work unit, differences in performance are recognized in a meaningful way.	33	34	36	38	39
25. Awards in my work unit depend on how well employees perform their jobs.	40	41	44	46	48
26. Employees in my work unit share job knowledge with each other.	73	73	74	76	77
27. The skill level in my work unit has improved in the past year.	53	54	56	56	58
28. How would you rate the overall quality of work done by your work unit?	82	82	83	84	84
‡29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	69	69	71	80	81

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

My Agency

Item	Percent Positive				
	2015	2016	2017	2018	2019
30. Employees have a feeling of personal empowerment with respect to work processes.	43	45	47	49	50
31. Employees are recognized for providing high quality products and services.	47	48	51	53	54
32. Creativity and innovation are rewarded.	37	38	41	43	44
33. Pay raises depend on how well employees perform their jobs.	21	22	25	26	28
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	56	58	59	58	59
35. Employees are protected from health and safety hazards on the job.	76	76	77	77	77
36. My organization has prepared employees for potential security threats.	76	77	78	80	80
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	51	53	55	56	56



Appendix D: Trend Analysis (continued)

Item	Percent Positive				
	2015	2016	2017	2018	2019
38. Prohibited Personnel Practices are not tolerated.	66	67	69	70	70
39. My agency is successful at accomplishing its mission.	73	74	76	77	77
‡40. I recommend my organization as a good place to work.	63	64	66	66	67
‡41. I believe the results of this survey will be used to make my agency a better place to work.	39	41	42	41	41

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

My Supervisor

Item	Percent Positive				
	2015	2016	2017	2018	2019
42. My supervisor supports my need to balance work and other life issues.	78	78	80	81	82
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	65	66	67	70	71
44. Discussions with my supervisor about my performance are worthwhile.	63	63	65	67	68
45. My supervisor is committed to a workforce representative of all segments of society.	67	68	70	71	72
46. My supervisor provides me with constructive suggestions to improve my job performance.	61	62	64	66	67
47. Supervisors in my work unit support employee development.	64	66	68	70	71
48. My supervisor listens to what I have to say.	76	76	78	79	80
49. My supervisor treats me with respect.	81	81	82	84	84
50. In the last six months, my supervisor has talked with me about my performance.	77	78	79	81	82
51. I have trust and confidence in my supervisor.	67	67	69	71	72
52. Overall, how good a job do you feel is being done by your immediate supervisor?	70	70	72	73	74



Appendix D: Trend Analysis (continued)

My Leadership

Item	Percent Positive				
	2015	2016	2017	2018	2019
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	39	41	43	44	45
54. My organization's senior leaders maintain high standards of honesty and integrity.	50	52	54	55	56
55. Supervisors work well with employees of different backgrounds.	63	64	68	69	70
‡56. Managers communicate the goals of the organization.	59	60	62	64	65
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	59	60	62	63	64
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	51	52	55	56	58
59. Managers support collaboration across work units to accomplish work objectives.	54	56	59	60	61
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	57	58	60	61	63
61. I have a high level of respect for my organization's senior leaders.	51	53	56	56	57
62. Senior leaders demonstrate support for Work-Life programs.	53	55	57	58	59

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



Appendix D: Trend Analysis (continued)

My Satisfaction

Item	Percent Positive				
	2015	2016	2017	2018	2019
‡63. How satisfied are you with your involvement in decisions that affect your work?	50	51	53	54	55
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	47	48	50	51	52
‡65. How satisfied are you with the recognition you receive for doing a good job?	47	48	50	52	53
66. How satisfied are you with the policies and practices of your senior leaders?	41	42	45	46	47
67. How satisfied are you with your opportunity to get a better job in your organization?	35	36	37	38	41
68. How satisfied are you with the training you receive for your present job?	52	53	55	56	57
‡69. Considering everything, how satisfied are you with your job?	65	66	68	68	69
70. Considering everything, how satisfied are you with your pay?	57	58	61	63	63
‡71. Considering everything, how satisfied are you with your organization?	56	57	60	60	61

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

Performance

Item	2019 G-wide
72. Currently, in my work unit poor performers usually:	
Remain in the work unit and improve their performance over time	17%
Remain in the work unit and continue to underperform	56%
Leave the work unit - removed or transferred	8%
Leave the work unit - quit	2%
There are no poor performers in my work unit	17%

Note: The sum of percentages may not add to 100 due to rounding. No trending data available for Item 72; this item is new in 2019.



Appendix E: Work-Life Program Results

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	14
I telework, but only about 1 or 2 days per month	6
I telework 1 or 2 days per week	16
I telework 3 or 4 days per week	5
I telework every work day	2
I do not telework because I have to be physically present on the job (e.g., Law Enforcement Officers, Park Rangers, Security Personnel)	27
I do not telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	4
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	13
I do not telework because I choose not to telework	12

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	29	17
Satisfied	31	18
Neither Satisfied nor Dissatisfied	21	12
Dissatisfied	10	6
Very Dissatisfied	9	5
Item Response Total	100	59
I choose not to participate in this program	—	6
This program is not available to me	—	31
I am unaware of this program	—	5
Total	100	100

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

For an Excel version of Appendix E: Work-Life Program Satisfaction [click this link](#)





Appendix E: Work-Life Program Results (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	45
Health and Wellness Programs	28
Employee Assistance Program – EAP	7
Child Care Programs	3
Elder Care Programs	<1
None listed above	39

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	43	30
Satisfied	35	24
Neither Satisfied nor Dissatisfied	15	10
Dissatisfied	4	3
Very Dissatisfied	3	2
Item Response Total	100	69
I choose not to participate in these programs	—	12
These programs are not available to me	—	15
I am unaware of these programs	—	4
Total	100	100

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



Appendix E: Work-Life Program Results (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	24	16
Satisfied	42	28
Neither Satisfied nor Dissatisfied	27	18
Dissatisfied	5	3
Very Dissatisfied	3	2
Item Response Total	100	67
I choose not to participate in these programs	—	17
These programs are not available to me	—	8
I am unaware of these programs	—	8
Total	100	100
How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program-EAP (for example, short-term counseling, referral services, legal services, information services)		
Very Satisfied	15	7
Satisfied	31	15
Neither Satisfied nor Dissatisfied	49	24
Dissatisfied	3	2
Very Dissatisfied	2	1
Item Response Total	100	49
I choose not to participate in these programs	—	37
These programs are not available to me	—	3
I am unaware of these programs	—	11
Total	100	100

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



Appendix E: Work-Life Program Results (continued)

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)		
Very Satisfied	11	4
Satisfied	20	7
Neither Satisfied nor Dissatisfied	63	21
Dissatisfied	3	1
Very Dissatisfied	3	1
Item Response Total	100	33
I choose not to participate in these programs	—	42
These programs are not available to me	—	12
I am unaware of these programs	—	13
Total	100	100
How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)		
Very Satisfied	8	2
Satisfied	14	4
Neither Satisfied nor Dissatisfied	74	21
Dissatisfied	2	1
Very Dissatisfied	2	1
Item Response Total	100	28
I choose not to participate in these programs	—	41
These programs are not available to me	—	11
I am unaware of these programs	—	20
Total	100	100

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



Appendix F: Governmentwide Respondent Characteristics

Characteristic	Number Responded	Percentage
Work Location		
Headquarters	221,812	39%
Field	351,346	61%
Supervisory Status		
Senior Leader	9,779	2%
Manager	39,097	7%
Supervisor	77,415	13%
Team Leader	82,614	14%
Non-Supervisor	368,024	64%
Gender		
Male	311,968	56%
Female	248,170	44%
Ethnicity		
Hispanic/Latino/Spanish Origin	55,611	10%
Not Hispanic/Latino/Spanish Origin	507,436	90%
Race/National Origin		
American Indian or Alaska Native	13,148	2%
Asian	31,278	6%
Black or African American	79,695	15%
Native Hawaiian or Other Pacific Islander	3,992	1%
White	395,367	72%
Two or more races	23,610	4%

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





Appendix F: Governmentwide Respondent Characteristics (continued)

Characteristic	Number Responded	Percentage
Minority Status		
Minority	195,508	35%
Not Minority	357,231	65%
Age Group		
25 and under	7,269	1%
26–29 years old	17,065	3%
30–39 years old	112,776	20%
40–49 years old	146,440	26%
50–59 years old	193,304	34%
60 years or older	86,438	15%
Generations		
Traditionalists (born 1945 or earlier)	2,901	<1%
Baby Boomers (born 1946 to 1964)	214,585	35%
Generation X (born 1965 to 1980)	274,189	45%
Generation Y (born 1981 to 1996)	122,953	20%
Generation Z (born 1997 or later)	767	<1%
Pay Category		
Federal Wage System	19,958	3%
GS 1–6	24,754	4%
GS 7–12	243,706	42%
GS 13–15	233,657	41%
Senior Executive Service	5,438	1%
Senior Level (SL) or Scientific or Professional (ST)	2,136	<1%
Other	47,122	8%



Appendix F: Governmentwide Respondent Characteristics (continued)

Characteristic	Number Responded	Percentage
Federal Tenure		
Less than 1 year	10,877	2%
1 to 3 years	57,371	10%
4 to 5 years	44,089	8%
6 to 10 years	118,362	21%
11 to 14 years	95,082	17%
15 to 20 years	98,567	17%
More than 20 years	151,186	26%
Agency Tenure		
Less than 1 year	20,114	3%
1 to 3 years	86,608	15%
4 to 5 years	57,807	10%
6 to 10 years	122,046	21%
11 to 14 years	89,113	15%
15 to 20 years	88,876	15%
More than 20 years	110,957	19%
Turnover Plans		
No	381,939	66%
Yes, to retire	34,843	6%
Yes, to take another job within the Federal Government	108,494	19%
Yes, to take another job outside the Federal Government	23,857	4%
Yes, other	26,428	5%
Retirement Plans		
Within one year	22,072	4%
Between one and three years	59,345	10%
Between three and five years	64,759	11%
Five or more years	426,595	74%



Appendix F: Governmentwide Respondent Characteristics (continued)

Characteristic	Number Responded	Percentage
Transgender		
Yes	2,058	<1%
No	555,018	100%
Sexual Orientation		
Straight, that is not gay or lesbian	520,909	95%
Gay or Lesbian	12,083	2%
Bisexual	6,139	1%
Something else	10,708	2%
Military Service Status		
No Prior Military Service	402,865	70%
Currently in National Guard or Reserves	10,806	2%
Retired	76,674	13%
Separated or Discharged	86,158	15%
Disability Status		
With a Disability	80,102	14%
No Disability Indicated	485,786	86%
Highest Level of Education Completed		
Less than High School	491	<1%
High School Diploma/GED or Equivalent	24,515	4%
Trade or Technical Certificate	12,845	2%
Some College (no degree)	78,678	14%
Associate's Degree (e.g., AA, AS)	45,627	8%
Bachelor's Degree (e.g., BA, BS)	199,413	35%
Master's Degree (e.g., MA, MS, MBA)	150,841	26%
Doctoral/Professional Degree (e.g., PhD, MD, JD)	57,879	10%



Appendix G: OPM FEVS Indices

Employee Engagement Index – Governmentwide

Index	2015	2016	2017	2018	2019
Overall Employee Engagement	64	65	67	68	68
Leaders Lead	51	53	55	56	57
Supervisors	71	72	74	75	76
Intrinsic Work Experience	69	70	71	72	72

For Employee Engagement Index results by agency
click this link



New IQ Index – Governmentwide

Index	2015	2016	2017	2018	2019
Overall New IQ	57	58	60	61	62
Fair	43	45	47	48	49
Open	56	57	59	60	61
Cooperative	52	54	57	58	59
Supportive	75	75	77	78	79
Empowering	57	58	59	60	61

For New IQ Index results by agency
click this link



Global Satisfaction Index – Governmentwide

Index	2015	2016	2017	2018	2019
Overall Global Satisfaction	60	61	64	64	65

For Global Satisfaction Index results by agency
click this link





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