2023 Office of Personnel Management

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

Small Agency Management Report
Selective Service System

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About the 2023 OPM FEVS

The 2023 OPM Federal Employee Viewpoint Survey (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 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.

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

Percent Negative is the sum of two negative categories (e.g., Strongly Disagree/Disagree)

Percent Neutral is 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. The Decision Aid section of this report only includes 84 core items (items 1-12, 15, 17-38, 42-90) that carried over from the 2022 FEVS.

Updates to the 2023 Survey and Reports

FEVS content has advanced since 2019 under a multi-year FEVS Modernization Initiative. Goals for the initiative focus on: (1) maintaining data of the highest possible quality (e.g., reliable, valid) for guiding agency policies, (2) a responsive survey with content based in current survey research and design reflecting leadership priorities, and (3) agile reporting to support ease of interpretation and action within agencies. A major priority throughout this initiative has been to transform the survey into an integrated agency diagnostic tool with clear links between survey content and agency performance. Overall, the goal is to support interpretation of results to help agencies get to action.

FEVS content includes both indices and dimensions. An index is a collection of items that statistically cluster together and can be combined into a single score for interpretation and/or analysis. Indices speak to an aspect of employee perspectives and experiences and are indicators of effectiveness. Established FEVS measures such as the Employee Engagement Index (EEI), Global Satisfaction Index (GSI), Performance Confidence Index (PCI), and Diversity, Equity, Inclusion, and Accessibility (DEIA) remain key indicators of employee experience

About the 2023 OPM FEVS (continued)

over time and results by indices are displayed in FEVS reports. The Employee Experience Index (EXI) is new and measures the extent to which employees are engaged by their work and their organization. While the established EEI is a measure of the conditions for engagement (e.g., whether a workplace has the right environment to foster engaged employees) the new EXI assesses whether employees actually experience a state of engagement. It gives agencies another tool for assessing whether actions to improve engagement have had the intended effect.

Responding to government priorities and changing conditions, the FEVS Modernization Initiative supported the development of new performance related content, changes that facilitated the application of a diagnostic framework to the FEVS. This performance framework organizes survey content into meaningful collections of items, or dimensions, logically related to performance related approaches to management (e.g., employee-focused, goal-oriented). Dimensions are simply common characteristics of organizations defined by the way employees experience organizational policies and management practices. They support interpretation of results by combining employee perspectives on topics linked with work unit and organizational performance. The FEVS contains multiple dimensions, providing agencies with additional ways of assessing their workforces. The FEVS dimensions and descriptions can be found in Appendix C of this report.

Respondent Overview

The Unique Characteristics of Selective Service System Respondents

The figures below show a comparison between your survey respondents and your agency's total workforce on selected demographics. Your agency's most frequently selected response choice for each demographic item is displayed.

	Survey Respondents	Total Workforce
Men	**54%**	**65%**
Federal Tenure of 11+ Years	**50%**	**52%**
Bachelor's Degree	**38%**	**28%**
Pay Grades 7 to 12	**62%**	**41%**

Note: Results are suppressed when any single personal demographic category has fewer than 4 responses.

SSS Response Rate

81% (95 out of 117 employees responded)

Field Period: May 16, 2023–July 14, 2023
Overall 2022 Response Rate: **58%**

Component Response Rates

84% Operations Directorate (Agency Level)

Agency results have a margin of error of +/- 7%

Employee Engagement Index

The Employee Engagement Index (EEI) measures aspects of engagement that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals). The EEI is comprised of three subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each subindex is assessed through questions on the OPM FEVS as listed below.

Leaders Lead

Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. (Q. 57, 58, 59, 61, and 62)

Supervisors

Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 48, 50, 51, 52, and 54)

Intrinsic Work Experience

Reflects the employees' feelings of motivation and competency relating to their roles in the workplace. (Q. 2, 3, 4, 6, and 7)

Employee Engagement Index Component Scores and Trends

	EEI Index Trends				2023 EEI Subindices		
Agency	2020	2021	2022	**2023**	Leaders Lead	Supervisors	Intrinsic Work Experience
Small Agencies, Combined	75	76	75	74	62	84	76
Selective Service System	82	84	80	80	79	85	77
Operations Directorate (Agency Level)	—	79	77	78	76	86	72

Note: A "—" indicates there was not enough data to calculate a score or no trending data available.

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. The Global Satisfaction Index is an average of the scores of the four items below:

Job Satisfaction

Considering everything, how satisfied are you with your job? (Q. 70)

Pay Satisfaction

Considering everything, how satisfied are you with your pay? (Q. 71)

Organizational Satisfaction

Considering everything, how satisfied are you with your organization? (Q. 72)

Recommend Organization

I recommend my organization as a good place to work. (Q. 46)

Global Satisfaction Index Component Scores and Trends

| | GS Index Trends | | | | 2023 GS Index Items | | | |
Agency	2020	2021	2022	**2023**	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization
Small Agencies, Combined	72	70	67	67	70	61	65	70
Selective Service System	80	78	73	76	78	65	78	82
Operations Directorate (Agency Level)	—	74	70	74	76	63	76	82

Note: A "—" indicates there was not enough data to calculate a score or no trending data available.

Performance Confidence Index

The Performance Confidence Index is a combination of items assessing employees' perception of their work unit's ability to achieve goals and produce work at a high level, or workplace effectiveness. The Performance Confidence Index is an average of the responses for the four items below:

Met Needs of Customers

Employees in my work unit meet the needs of our customers. (Q. 20)

Contributed Positively to Agency Performance

Employees in my work unit contribute positively to my agency's performance. (Q. 21)

Produced High Quality Work

Employees in my work unit produce high-quality work. (Q. 22)

Adapted to Changing Priorities

Employees in my work unit adapt to changing priorities. (Q. 23)

Performance Confidence Index Component Scores and Trends

Agency	PC Index Trends				2023 PC Index Items			
	2020	2021	2022	**2023**	Met Needs	Contributed Positively	Quality Work	Adapted to Change
Small Agencies, Combined	92	91	90	90	91	92	90	86
Selective Service System	93	95	87	90	90	91	89	89
Operations Directorate (Agency Level)	—	91	84	90	91	91	93	86

Note: A "—" indicates there was not enough data to calculate a score or no trending data available.

Diversity, Equity, Inclusion, and Accessibility (DEIA) Index

This measure was specifically designed to align with Executive Order 14035 which features four distinct factors: diversity, equity, inclusion, and accessibility, included as subindices in the survey.

Diversity

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities. (Q. 73 and 74)

Equity

The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. (Q. 75, 76, and 77)

Inclusion

The recognition, appreciation, and use of the talents and skills of employees of all backgrounds. (Q. 78, 79, 80, 81, and 82)

Accessibility

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. (Q. 83, 84, and 85)

DEIA Index Component Scores and Trends

Agency	DEIA Index Trends		2023 DEIA Subindices			
	2022	2023	Diversity	Equity	Inclusion	Accessibility
Small Agencies, Combined	75	75	76	70	81	74
Selective Service System	80	79	80	72	83	80
Operations Directorate (Agency Level)	78	76	76	70	81	77

Employee Experience Index

The Employee Experience Index (EXI) is an outcome measure of employee engagement initially included on the 2022 FEVS.[1] It measures the extent to which employees are engaged by their work and their organization. The existing engagement measure on the FEVS, the Employee Engagement Index (EEI), is a measure of the conditions for engagement, e.g., whether a workplace has the right environment to foster engaged employees. The new measure assesses whether employees actually experience the state of engagement and gives agencies another tool for assessing whether actions to improve engagement have had the intended effect.

The EXI is comprised of five items that measure work engagement (2 items), organizational engagement (2 items), and public service motivation (1 item). Work engagement measures the relationship between an employee and their specific job, while organizational engagement measures the relationship between an employee and their workplace.[2] Public service motivation was also found to be a key component of engagement for public sector employees. The index was developed in conjunction with the Organization for Economic Co-operation and Development (OECD) through their Civil Service Surveys Group. Results enable agencies to benchmark against other government scores, released every two years through the OECD Government at a Glance publication.

Work Engagement

My job inspires me. (Q. 86)
The work I do gives me a sense of accomplishment. (Q. 87)

Organizational Engagement

I feel a strong personal attachment to my organization. (Q. 88)
I identify with the mission of my organization. (Q. 89)

Public Service Motivation

It is important to me that my work contribute to the common good. (Q. 90)

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1   Included on the survey under a section heading of Employee Experience in 2022 these were items 85-89. In 2023 the survey section had the same heading and these were items 86-90.

2   Government at a Glance 2023 https://doi.org/10.1787/3d5c5d31-en.

Employee Experience Index (continued)

Employee Experience Index Component Scores

Agency	EXI Index 2023	2023 EXI Index Items				
		Q. 86	Q. 87	Q. 88	Q. 89	Q. 90
Small Agencies, Combined	77	66	77	64	82	94
Selective Service System	76	71	76	63	80	92
Operations Directorate (Agency Level)	76	70	75	62	77	93

Telework & Remote Work Item Results

OPM distinguishes between telework and remote work with telework defined as "a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee's position…from an approved worksite other than the location from which the employee would otherwise work" codified at 5 U.S.C. 6501(3). Remote work is defined in OPM guidance as "an arrangement in which an employee, under a written remote work agreement, is scheduled to perform their work at an alternative worksite and is not expected to perform work at an agency worksite on a regular and recurring basis."

Telework Status

Item	2022	2023
Please select the response that BEST describes your current teleworking schedule. (Q. 91)		
I telework every work day (i.e., remote work agreement)	NA	9%
I have an approved remote work agreement (I am not expected to perform work at an agency worksite)	18%	NA
I telework 3 or 4 days per week	NA	63%
I telework 3 or more days per week	57%	NA
I telework 1 or 2 days per week	16%	19%
I telework, but only about 1 or 2 days per month	2%	0%
I telework very infrequently, on an unscheduled or short-term basis	1%	0%
I do not telework because I have to be physically present on the job (e.g., law enforcement officers, TSA agent, border patrol agent, security personnel)	2%	3%
I do not telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	0%	0%
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	0%	0%
I do not telework because I choose not to telework	3%	5%

Note: In 2023, the response options for Q91 (Telework) were slightly different than in previous years. To facilitate trending, all possible response options are shown and an "NA" is shown when the response option is not relevant for that given year.

Telework & Remote Work Item Results (continued)

Remote Work Status

Item	2022	2023
Only those who responded "I telework every work day," to Question 91 received Question 91a.		
What is your current remote work status? (Q. 91a)		
I do not have an approved remote work agreement	NA	**9%**
I have an approved remote work agreement and live **outside** the local commuting area (more than 50 miles away)	36%	**54%**
I have an approved remote work agreement and live **inside** the local commuting area (less than 50 miles away)	64%	**37%**
I do not know	NA	**0%**

Note: In 2023, the response options for Q91a (Remote Work) were slightly different than in previous years. To facilitate trending, all possible response options are shown and an "NA" is shown when the response option is not relevant for that given year.

Decision Aid: Increases

Identifying Increases Since 2022

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.

39 Items Increased Since 2022

○ 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 2023

⊡ Top Pos/Neg These items are in your top positive or top negative

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Increase Since 2022
I recommend my organization as a good place to work. (Q. 46)	67	82	9	9	**+15**
Employees in my work unit approach change as an opportunity. (Q. 31)	61	72	17	12	**+11**
My job inspires me. (Q. 86)	61	71	14	▬ 15	**+10**
I believe the results of this survey will be used to make my agency a better place to work. (Q. 47)	62	72	12	▬ 16	**+10**
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 61)	71	80	10	10	**+9**
Employees in my work unit incorporate new ideas into their work. (Q. 30)	68	77	10	13	**+9**
My supervisor provides me with performance feedback throughout the year. (Q. 56)	75	84	9	7	**+9**
Employees in my work unit consistently look for new ways to improve how they do their work. (Q. 29)	67	75	15	9	**+8**
My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). (Q. 27)	59	67	21	12	**+8**

Note: Only items that can be trended were included in the Decision Aid. For a full listing of item numbers, see 'Identifying Increases and Decreases' on Page 1.

Decision Aid: Increases (continued)

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Increase Since 2022
Employees in my work unit share job knowledge. (Q. 18)	78	86	6	9	**+8**
Employees in my work unit consistently look for ways to improve customer service. (Q. 33)	74	81	10	8	**+7**
My work gives me a feeling of personal accomplishment. (Q. 3)	69	76	12	12	**+7**
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 60)	71	78	11	12	**+7**
Employees in my work unit adapt to changing priorities. (Q. 23)	82	+ 89	6	5	**+7**
I know what my work unit's goals are. (Q. 26)	85	+ 91	5	4	**+6**
Management makes effective changes to address challenges facing our organization. (Q. 65)	71	77	8	15	**+6**
New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs. (Q. 24)	80	85	9	6	**+5**
My supervisor listens to what I have to say. (Q. 50)	82	86	5	9	**+4**
Employees are protected from health and safety hazards on the job. (Q. 36)	82	86	12	3	**+4**
I have a clear idea of how well I am doing my job. (Q. 12)	80	83	8	9	**+3**
Supervisors in my work unit support employee development. (Q. 48)	82	85	9	6	**+3**
Considering everything, how satisfied are you with your job? (Q. 70)	75	78	11	11	**+3**
My organization has prepared me for potential physical security threats. (Q. 43)	71	73	16	11	**+2**
Employees in my work unit produce high-quality work. (Q. 22)	87	+ 89	6	5	**+2**
My organization meets my accessibility needs. (Q. 85)	77	79	15	6	**+2**
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 55)	78	80	10	9	**+2**
Employees in my work unit contribute positively to my agency's performance. (Q. 21)	89	+ 91	5	4	**+2**
I can influence decisions in my work unit. (Q. 25)	74	76	16	8	**+2**

Decision Aid: Increases (continued)

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Increase Since 2022
My organization effectively adapts to changing government priorities. (Q. 42)	74	76	11	13	**+2**
Managers communicate the goals of the organization. (Q. 59)	82	83	9	8	**+1**
I can be successful in my organization being myself. (Q. 82)	80	81	7	12	**+1**
The work I do gives me a sense of accomplishment. (Q. 87)	75	76	12	12	**+1**
Employees in my work unit consider customer needs a top priority. (Q. 32)	83	84	5	11	**+1**
I am held accountable for the quality of work I produce. (Q. 11)	93	+ 94	2	4	**+1**
I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit. (Q. 75)	69	70	18	12	**+1**
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 58)	75	76	15	9	**+1**
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 57)	74	75	10	15	**+1**
Considering everything, how satisfied are you with your organization? (Q. 72)	77	78	10	13	**+1**
My supervisor holds me accountable for achieving results. (Q. 53)	94	+ 95	2	3	**+1**

Decision Aid: Decreases

Identifying Decreases Since 2022

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.

36 Items Decreased Since 2022

	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 2023	**Top Pos/Neg** These items are in your top positive or top negative

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Decrease Since 2022
I am given a real opportunity to improve my skills in my organization. (Q. 1)	83	75	11	14	**-8**
My supervisor supports my need to balance work and other life issues. (Q. 49)	95	87	6	7	**-8**
Considering everything, how satisfied are you with your pay? (Q. 71)	73	65	18	17	**-8**
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 19)	89	81	10	9	**-8**
In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements). (Q. 77)	78	71	11	18	**-7**
Management involves employees in decisions that affect their work. (Q. 66)	74	67	17	16	**-7**
I feel a strong personal attachment to my organization. (Q. 88)	70	63	21	16	**-7**
My work unit successfully manages disruptions to our work. (Q. 28)	78	72	18	11	**-6**
I feel encouraged to come up with new and better ways of doing things. (Q. 2)	77	71	14	15	**-6**

Note: Only items that can be trended were included in the Decision Aid. For a full listing of item numbers, see 'Identifying Increases and Decreases' on Page 1.

Decision Aid: Decreases (continued)

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Decrease Since 2022
My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development). (Q. 74)	86	81	15	4	**-5**
Senior leaders demonstrate support for Work-Life programs. (Q. 63)	91	86	11	3	**-5**
Employees are recognized for providing high quality products and services. (Q. 35)	80	75	12	13	**-5**
It is important to me that my work contribute to the common good. (Q. 90)	96	+ 92	6	2	**-4**
I know how my work relates to the agency's goals. (Q. 7)	90	86	7	7	**-4**
I have trust and confidence in my supervisor. (Q. 52)	86	82	9	9	**-4**
Management encourages innovation. (Q. 64)	77	73	14	14	**-4**
I receive the training I need to do my job well. (Q. 10)	77	73	16	11	**-4**
I have a high level of respect for my organization's senior leaders. (Q. 62)	84	80	13	6	**-4**
My supervisor treats me with respect. (Q. 51)	93	+ 90	4	6	**-3**
In my work unit, differences in performance are recognized in a meaningful way. (Q. 17)	65	62	19	– 19	**-3**
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 54)	87	84	8	8	**-3**
My talents are used well in the workplace. (Q. 6)	70	68	14	– 18	**-2**
I have a good understanding of my organization's priorities. (Q. 38)	80	78	11	11	**-2**
I can easily make a request of my organization to meet my accessibility needs. (Q. 83)	84	82	12	6	**-2**
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 68)	80	78	7	14	**-2**
In my work unit, people's differences are respected. (Q. 81)	85	83	10	6	**-2**
I identify with the mission of my organization. (Q. 89)	82	80	11	9	**-2**
My organization responds to my accessibility needs in a timely manner. (Q. 84)	79	78	15	7	**-1**
My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments). (Q. 76)	78	77	11	12	**-1**

Decision Aid: Decreases (continued)

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Decrease Since 2022
My workload is reasonable. (Q. 5)	74	73	12	15	**-1**
My organization has prepared me for potential cybersecurity threats. (Q. 44)	92	+ 91	7	2	**-1**
I have enough information to do my job well. (Q. 9)	82	81	5	14	**-1**
In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated. (Q. 45)	64	63	18	− 19	**-1**
I know what is expected of me on the job. (Q. 4)	83	82	4	14	**-1**
How satisfied are you with your involvement in decisions that affect your work? (Q. 67)	70	69	17	14	**-1**
Employees in my work unit meet the needs of our customers. (Q. 20)	91	+ 90	6	4	**-1**

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2022

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.

9 Items Did Not Change Since 2022

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	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Change Since 2022
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal. (Q. 8)	72	72	10	▬ 18	0
The people I work with cooperate to get the job done. (Q. 15)	85	85	5	10	0
Employees in my work unit support my need to balance my work and personal responsibilities. (Q. 34)	84	84	5	11	0
My organization is successful at accomplishing its mission. (Q. 37)	76	76	12	12	0
How satisfied are you with the recognition you receive for doing a good job? (Q. 69)	67	67	18	15	0
My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities). (Q. 73)	79	79	16	5	0
Employees in my work unit make me feel I belong. (Q. 78)	85	85	8	7	0

Note: Only items that can be trended were included in the Decision Aid. For a full listing of item numbers, see 'Identifying Increases and Decreases' on Page 1.

Decision Aid: No Change (continued)

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Change Since 2022
Employees in my work unit care about me as a person. (Q. 79)	86	86	8	6	**0**
I am comfortable expressing opinions that are different from other employees in my work unit. (Q. 80)	80	80	9	11	**0**

Appendix A: 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 45 small agencies surveyed that had 10 or more respondents.

To understand how well your agency performed compared to others, focus on the location of the triangle within the gray bar. If the triangle is toward the right side of the bar, then your agency was above average on that item. If it is at the right edge of the bar, then you had the highest percent positive 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

Item	SSS Low — High (0 to 100)	2023 Small Agencies, Combined
‡1. I am given a real opportunity to improve my skills in my organization.	75%	74%
2. I feel encouraged to come up with new and better ways of doing things.	71%	70%
3. My work gives me a feeling of personal accomplishment.	76%	78%
4. I know what is expected of me on the job.	82%	81%
‡5. My workload is reasonable.	73%	62%
‡6. My talents are used well in the workplace.	68%	67%
‡7. I know how my work relates to the agency's goals.	86%	86%
‡8. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	72%	71%
9. I have enough information to do my job well.	81%	75%

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

Item	SSS Low — High (0–100)	2023 Small Agencies, Combined
10. I receive the training I need to do my job well.	73%	67%
11. I am held accountable for the quality of work I produce.	94%	88%
12. I have a clear idea of how well I am doing my job.	83%	79%
13. I have the autonomy to decide how I do my job.	77%	74%
14. I can make decisions about my work without getting permission first.	64%	64%

My Work Unit

Item	SSS Low — High (0–100)	2023 Small Agencies, Combined
‡15. The people I work with cooperate to get the job done.	85%	87%
16. See Performance Section.		
‡17. In my work unit, differences in performance are recognized in a meaningful way.	62%	49%
18. Employees in my work unit share job knowledge.	86%	85%
‡19. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	81%	85%
20. Employees in my work unit meet the needs of our customers.	90%	91%
21. Employees in my work unit contribute positively to my agency's performance.	91%	92%
22. Employees in my work unit produce high-quality work.	89%	90%

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

Appendix A: Item Results and Benchmarks (continued)

Item	SSS Low–High	2023 Small Agencies, Combined
23. Employees in my work unit adapt to changing priorities.	89%	86%
24. New hires in my work unit (i.e., hired in the past year) have the right skills to do their jobs.	85%	75%
25. I can influence decisions in my work unit.	76%	76%
26. I know what my work unit's goals are.	91%	85%
27. My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).	67%	64%
28. My work unit successfully manages disruptions to our work.	72%	76%
29. Employees in my work unit consistently look for new ways to improve how they do their work.	75%	75%
30. Employees in my work unit incorporate new ideas into their work.	77%	76%
31. Employees in my work unit approach change as an opportunity.	72%	66%
32. Employees in my work unit consider customer needs a top priority.	84%	84%
33. Employees in my work unit consistently look for ways to improve customer service.	81%	75%
34. Employees in my work unit support my need to balance my work and personal responsibilities.	84%	82%

Appendix A: Item Results and Benchmarks (continued)

Performance

Item		2023 Agency	2023 Small Agencies, Combined
16.	In my work unit, poor performers usually (select all that apply):		
	Remain in the work unit and improve their performance over time	27%	**16%**
	Remain in the work unit and continue to underperform	25%	**28%**
	Leave the work unit — removed or transferred	3%	**7%**
	Leave the work unit — quit	3%	**7%**
	There are no poor performers in my work unit	33%	**31%**
	Do not know	19%	**22%**

Note: The sum of the percentages might not equal 100 because respondents could select more than one response.

My Organization

Item	SSS Low — High (0–100)	2023 Small Agencies, Combined
35. Employees are recognized for providing high quality products and services.	75%	**65%**
36. Employees are protected from health and safety hazards on the job.	86%	**83%**
37. My organization is successful at accomplishing its mission.	76%	**79%**
38. I have a good understanding of my organization's priorities.	78%	**76%**
39. My organization shares results (for example, town halls, email, distribution of reports) from the Federal Employee Viewpoint Survey (FEVS).	92%	**81%**
40. Information is openly shared in my organization.	72%	**58%**
41. The approval process in my organization allows timely delivery of my work.	66%	**54%**
42. My organization effectively adapts to changing government priorities.	76%	**65%**

Item	SSS Low—High (0–100)	2023 Small Agencies, Combined
43. My organization has prepared me for potential physical security threats.	73%	67%
44. My organization has prepared me for potential cybersecurity threats.	91%	87%
45. In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.	63%	55%
‡46. I recommend my organization as a good place to work.	82%	70%
‡47. I believe the results of this survey will be used to make my agency a better place to work.	72%	52%

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

My Supervisor

Item	SSS Low—High (0–100)	2023 Small Agencies, Combined
48. Supervisors in my work unit support employee development.	85%	84%
49. My supervisor supports my need to balance work and other life issues.	87%	88%
50. My supervisor listens to what I have to say.	86%	86%
51. My supervisor treats me with respect.	90%	88%
52. I have trust and confidence in my supervisor.	82%	81%
53. My supervisor holds me accountable for achieving results.	95%	90%
54. Overall, how good a job do you feel is being done by your immediate supervisor?	84%	82%

Item	SSS (Low — High, 0 to 100)	2023 Small Agencies, Combined
55. My supervisor provides me with constructive suggestions to improve my job performance.	80%	76%
56. My supervisor provides me with performance feedback throughout the year.	84%	78%

Leadership

Item	SSS (Low — High, 0 to 100)	2023 Small Agencies, Combined
57. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	75%	50%
58. My organization's senior leaders maintain high standards of honesty and integrity.	76%	62%
‡59. Managers communicate the goals of the organization.	83%	68%
60. Managers promote communication among different work units (for example, about projects, goals, needed resources).	78%	61%
61. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	80%	69%
62. I have a high level of respect for my organization's senior leaders.	80%	61%
63. Senior leaders demonstrate support for Work-Life programs.	86%	65%
64. Management encourages innovation.	73%	58%

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

Appendix A: Item Results and Benchmarks (continued)

Item		SSS Low [High] 0—100	2023 Small Agencies, Combined
65.	Management makes effective changes to address challenges facing our organization.	77%	54%
66.	Management involves employees in decisions that affect their work.	67%	49%

My Satisfaction

Item		SSS Low [High] 0—100	2023 Small Agencies, Combined
‡67.	How satisfied are you with your involvement in decisions that affect your work?	69%	55%
‡68.	How satisfied are you with the information you receive from management on what's going on in your organization?	78%	58%
‡69.	How satisfied are you with the recognition you receive for doing a good job?	67%	61%
‡70.	Considering everything, how satisfied are you with your job?	78%	70%
71.	Considering everything, how satisfied are you with your pay?	65%	61%
‡72.	Considering everything, how satisfied are you with your organization?	78%	65%

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

Appendix A: Item Results and Benchmarks (continued)

Diversity, Equity, Inclusion, and Accessibility

Item		2023 Small Agencies, Combined
73. My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).	79%	72%
74. My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).	81%	79%
75. I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.	70%	68%
76. My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).	77%	74%
77. In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).	71%	68%
78. Employees in my work unit make me feel I belong.	85%	83%
79. Employees in my work unit care about me as a person.	86%	83%
80. I am comfortable expressing opinions that are different from other employees in my work unit.	80%	80%
81. In my work unit, people's differences are respected.	83%	82%
82. I can be successful in my organization being myself.	81%	77%
83. I can easily make a request of my organization to meet my accessibility needs.	82%	76%

Appendix A: Item Results and Benchmarks (continued)

Item	SSS	2023 Small Agencies, Combined
84. My organization responds to my accessibility needs in a timely manner.	78%	**71%**
85. My organization meets my accessibility needs.	79%	**74%**

Employee Experience

Item	SSS	2023 Small Agencies, Combined
86. My job inspires me.	71%	**66%**
87. The work I do gives me a sense of accomplishment.	76%	**77%**
88. I feel a strong personal attachment to my organization.	63%	**64%**
89. I identify with the mission of my organization.	80%	**82%**
90. It is important to me that my work contribute to the common good.	92%	**94%**

Appendix A: Item Results and Benchmarks (continued)

Workplace Flexibilities

Item	2023 Agency	2023 Small Agencies, Combined
91. Please select the response that BEST describes your current remote work or teleworking schedule.		
I telework every work day (i.e., remote work agreement)	9%	**27%**
I telework 3 or 4 days per week	63%	**42%**
I telework 1 or 2 days per week	19%	**19%**
I telework, but only about 1 or 2 days per month	0%	**2%**
I telework very infrequently, on an unscheduled or short-term basis	0%	**3%**
I do not telework because I have to be physically present on the job (e.g., law enforcement officers, TSA agent, border patrol agent, security personnel)	3%	**4%**
I do not telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	0%	**<1%**
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	0%	**1%**
I do not telework because I choose not to telework	5%	**2%**

Only those who responded "I telework every work day," to Question 91 received Question 91a.
91a. What is your current remote work status?

Item	2023 Agency	2023 Small Agencies, Combined
I do not have an approved remote work agreement	9%	**7%**
I have an approved remote work agreement and live **outside** the local commuting area (more than 50 miles away)	54%	**35%**
I have an approved remote work agreement and live **inside** the local commuting area (less than 50 miles away)	37%	**52%**
I do not know	0%	**6%**

Note: The sum of percentages might not equal 100 due to rounding.

Appendix B: Index Benchmarks

Employee Engagement Index

Below, you can see where your agency's EEI score ranks (out of 45 small agencies with 10 or more respondents) and how it compares to the combined small agency average. The names of agencies with the highest EEI scores are listed to facilitate the sharing of information, such as best practices.

Employee Engagement Index Benchmarks: Small Agencies, Combined

Rank	Agency	Score
1		98% MMC
2		96% OSHRC
3		90% OGE, PRC
14	SSS	80%
		74% Small Agencies, Combined

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

Employee Engagement Index Benchmarks: Small Agencies (100–999 employees)

Rank	Agency	Score
1		89% NIGC
2		88% OSC
3		87% PBGC
8	SSS	80%
		75% Small Agencies

Appendix B: Index Benchmarks (continued)

Global Satisfaction Index

The Global Satisfaction 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 45 small agencies with 10 or more respondents).

Global Satisfaction Index Benchmarks: Small Agencies, Combined

Rank	Agency	Score
1	MMC, NIGC	91%
3	OSHRC	90%
4	NEH, FPISC, PRC	88%
15	SSS	76%
	Small Agencies, Combined	67%

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

Global Satisfaction Index Benchmarks: Small Agencies (100–999 employees)

Rank	Agency	Score
1	NIGC	91%
2	NEH	88%
3	PBGC	84%
8	SSS	76%
	Small Agencies	69%

Performance Confidence Index

The Performance Confidence 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 45 small agencies with 10 or more respondents).

Performance Confidence Index Benchmarks: Small Agencies, Combined

Rank		Score	Agencies
1		100%	MMC, OSC
3		99%	STB, NEA
5		97%	OSHRC, USTDA, NMB, OGE
24	SSS	90%	
		90%	Small Agencies, Combined

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

Performance Confidence Index Benchmarks: Small Agencies (100–999 employees)

Rank		Score	Agencies
1		100%	OSC
2		99%	STB, NEA
4		96%	NEH, PBGC, FLRA
16	SSS	90%	
		90%	Small Agencies

Diversity, Equity, Inclusion, and Accessibility (DEIA) Index

The DEIA score for your agency, the highest scoring agencies, and the combined small agency average are displayed below, along with your agency ranking (out of 45 small agencies with 10 or more respondents).

DEIA Index Benchmarks: Small Agencies, Combined

Rank	Agency	Score
1	FPISC	94%
2	MMC	92%
3	USTDA	91%
19	SSS	79%
	Small Agencies, Combined	75%

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

DEIA Index Benchmarks: Small Agencies (100–999 employees)

Rank	Agency	Score
1	OSC, PBGC	86%
3	FCA, NEH	84%
5	NIGC, DNFSB	81%
10	SSS	79%
	Small Agencies	76%
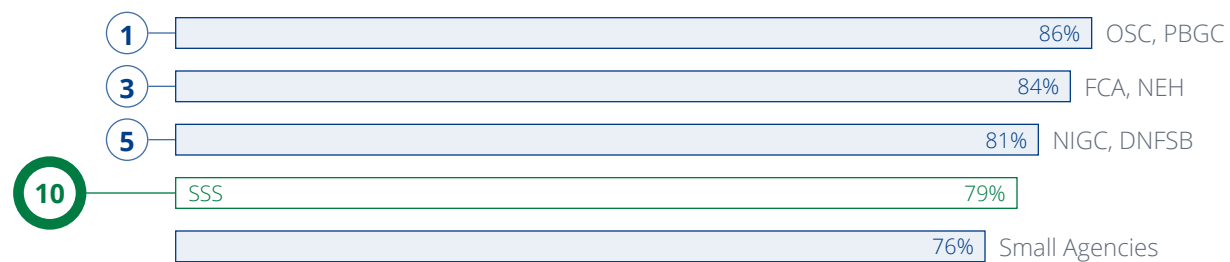
Diversity Subindex

Diversity Subindex Benchmarks: Small Agencies, Combined

Rank		Value	Agency
1		95%	OGE
2		93%	USADF, MMC
4		91%	OSHRC
16	SSS	80%	
		76%	Small Agencies, Combined

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

Diversity Subindex Benchmarks: Small Agencies (100–999 employees)

Rank		Value	Agency
1		87%	FCA
2		85%	PBGC
3		84%	NIGC
7	SSS	80%	
		76%	Small Agencies

Equity Subindex

Equity Subindex Benchmarks: Small Agencies, Combined

1	92%	FPISC
2	91%	MMC, PRC
4	87%	OSHRC, USTDA
25	SSS 72%	
	70%	Small Agencies, Combined

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

Equity Subindex Benchmarks: Small Agencies (100–999 employees)

1	86%	PBGC
2	82%	OSC
3	81%	NEH
17	SSS 72%	
	72%	Small Agencies

Inclusion Subindex

Inclusion Subindex Benchmarks: Small Agencies, Combined

1	99%	FPISC
2	98%	MMC
3	96%	OSHRC
25	SSS 83%	
	81%	Small Agencies, Combined

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

Inclusion Subindex Benchmarks: Small Agencies (100–999 employees)

1	88%	PBGC, STB, OSC
4	87%	NEA, FLRA, FEC
7	86%	FCA, OMB
15	SSS 83%	
	82%	Small Agencies

Accessibility Subindex

Accessibility Subindex Benchmarks: Small Agencies, Combined

Rank	Agency	%	Label
1		100%	FPISC, USCCR, USTDA
4		94%	OSC
5		90%	IAF
17	SSS	80%	
		74%	Small Agencies, Combined

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

Accessibility Subindex Benchmarks: Small Agencies (100–999 employees)

Rank	Agency	%	Label
1		94%	OSC
2		85%	FCA, NEH, FMC
5		83%	PBGC
9	SSS	80%	
		75%	Small Agencies

Employee Experience Index

The Employee Experience score for your agency, the highest scoring agencies, and the combined small agency average are displayed below, along with your agency ranking (out of 45 small agencies with 10 or more respondents).

Employee Experience Index Benchmarks: Small Agencies, Combined

Rank		Agency	Score
1		MMC	94%
2		OSHRC	90%
3		OSC	88%
27	SSS		76%
		Small Agencies, Combined	77%

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

Employee Experience Index Benchmarks: Small Agencies (100–999 employees)

Rank		Agency	Score
1		OSC	88%
2		NIGC, NEH	87%
4		Peace Corps	86%
16	SSS		76%
		Small Agencies	78%

Appendix C: Performance Dimensions

Employee-Focused Performance Dimension

Organizations are effective when policies and programs support the workforce. Hallmark dimensions assess whether workplace conditions include employee development, opportunities for employee voice in decision-making, and a focus on employee welfare and work-life needs. Characteristic dimensions assessed in the FEVS include:

Employee Development

The organization supports the development of employee skills through training, new assignments, etc. to encourage and strengthen high performance. (Q.1, 10)

Employee Voice

Employee input is sought to influence decisions, management practices and, in general, to feel heard in decision-making. (Q.25, 66, 67)
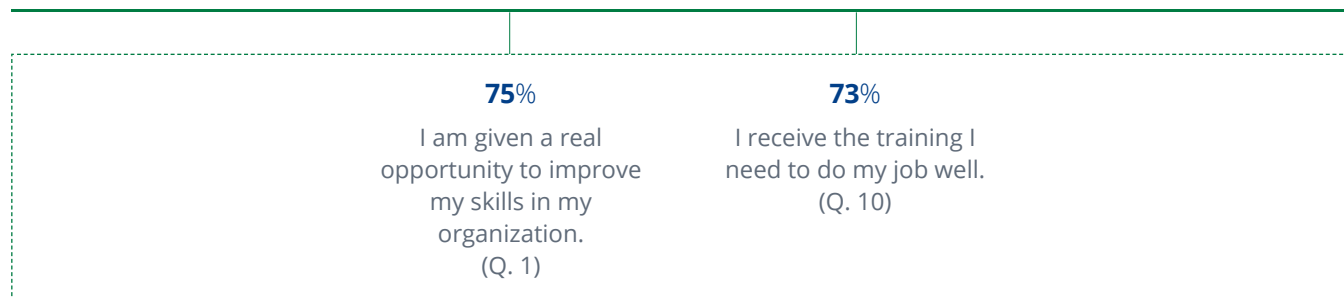
Employee Welfare

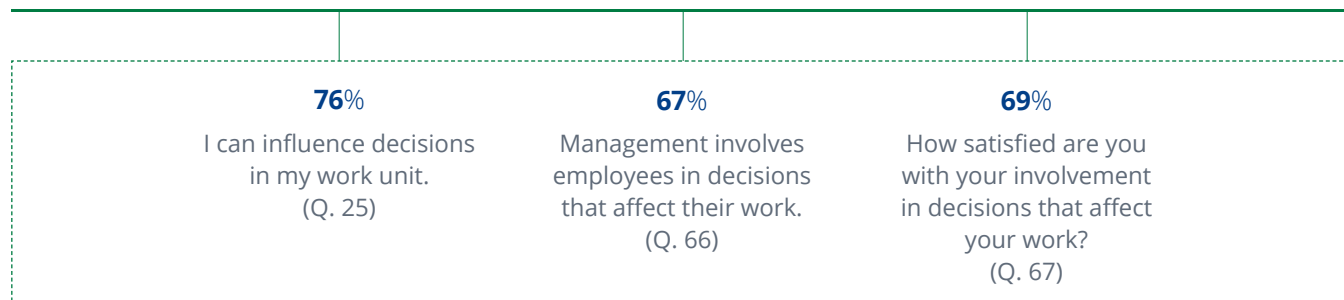The organization ensures the safety and security of its employees. (Q.36, 43, 44)

Work-Life Support

The organization supports a healthy balance of job and life responsibilities. (Q.5, 34, 49, 63)

EMPLOYEE DEVELOPMENT

75%	**73**%
I am given a real opportunity to improve my skills in my organization. (Q. 1)	I receive the training I need to do my job well. (Q. 10)

EMPLOYEE VOICE

76%	**67**%	**69**%
I can influence decisions in my work unit. (Q. 25)	Management involves employees in decisions that affect their work. (Q. 66)	How satisfied are you with your involvement in decisions that affect your work? (Q. 67)

Appendix C: Performance Dimensions (continued)

EMPLOYEE WELFARE

86%

Employees are protected from health and safety hazards on the job.
(Q. 36)

73%

My organization has prepared me for potential physical security threats.
(Q. 43)

91%

My organization has prepared me for potential cybersecurity threats.
(Q. 44)

WORK-LIFE SUPPORT

73%

My workload is reasonable.
(Q. 5)

84%

Employees in my work unit support my need to balance my work and personal responsibilities.
(Q. 34)

87%

My supervisor supports my need to balance work and other life issues.
(Q. 49)

86%

Senior leaders demonstrate support for Work-Life programs.
(Q. 63)

Agile Performance Dimension

Effective organizations sense and adapt rapidly to new information, requirements, or strategically relevant conditions. Agile workplaces are capable of pivoting to meet evolving priorities, respond effectively to disruptions, plus take advantage of emerging opportunities to perform. Agility has become particularly relevant to performance post-Covid and to the future of work. Characteristic dimensions are resilience, innovation, and employee autonomy.

Autonomy

Employees are provided with the freedom to make decisions about how to accomplish their work. (Q.13, 14)

Innovation

The organization supports the development and implementation of new ideas and approaches. (Q.27, 29, 30, 64)

Resilience

Individuals, work units, and the entire organization responds effectively to challenges confronting them, as well as adapt and take advantage of opportunities. (Q.28, 31, 42, 65)

Appendix C: Performance Dimensions (continued)

AUTONOMY

77%
I have the autonomy to decide how I do my job. (Q. 13)

64%
I can make decisions about my work without getting permission first. (Q. 14)

INNOVATION

67%
My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). (Q. 27)

75%
Employees in my work unit consistently look for new ways to improve how they do their work. (Q. 29)

77%
Employees in my work unit incorporate new ideas into their work. (Q. 30)

73%
Management encourages innovation. (Q. 64)

RESILIENCE

72%
My work unit successfully manages disruptions to our work. (Q. 28)

72%
Employees in my work unit approach change as an opportunity. (Q. 31)

76%
My organization effectively adapts to changing government priorities. (Q. 42)

77%
Management makes effective changes to address challenges facing our organization. (Q. 65)

Goal-Oriented Performance Dimension

Organizations are effective when focused on well-defined objectives with practices and policies that emphasize productivity, goal fulfillment, and performance management. Key dimensions include accountability, clarity about goals, performance feedback, and recognition.

Accountability

The organization emphasizes employee responsibility for their performance. (Q.11, 16, 53)

Appendix C: Performance Dimensions (continued)

Goal Clarity

The organization clearly defines its goals and priorities, and communicates them to employees. (Q.26, 38)
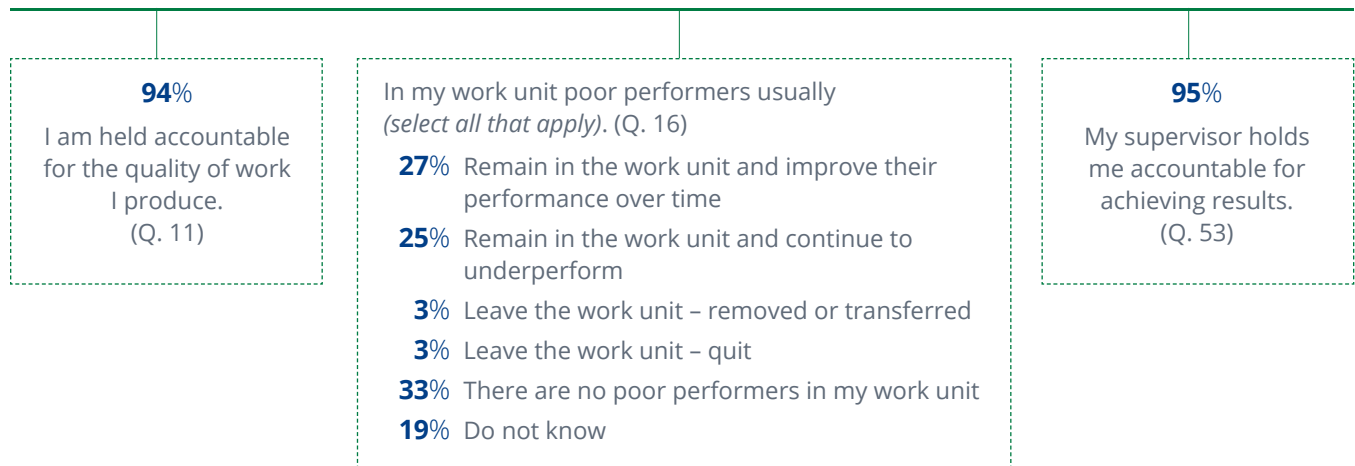
Performance Feedback

Employees participate in constructive discussions to guide and motivate goal achievement. (Q.12, 55, 56)
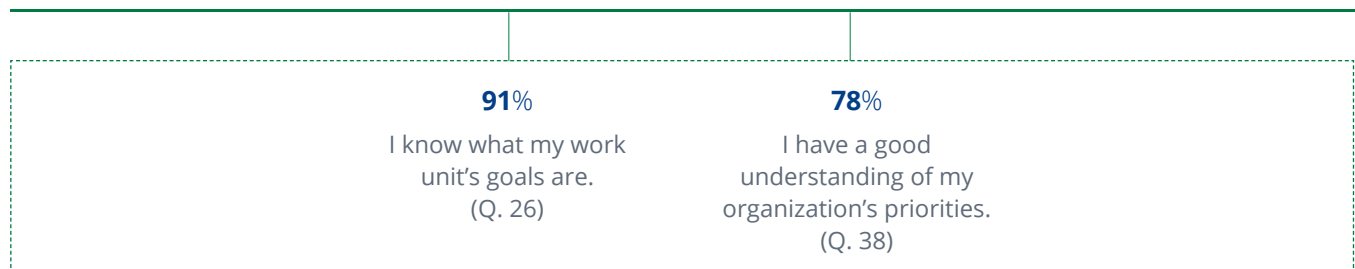
Recognition

Employees are acknowledged for their performance and contributions to the organization's mission. (Q.17, 35, 69)

ACCOUNTABILITY

94%
I am held accountable for the quality of work I produce.
(Q. 11)

In my work unit poor performers usually *(select all that apply)*. (Q. 16)

- **27**% Remain in the work unit and improve their performance over time
- **25**% Remain in the work unit and continue to underperform
- **3**% Leave the work unit – removed or transferred
- **3**% Leave the work unit – quit
- **33**% There are no poor performers in my work unit
- **19**% Do not know

95%
My supervisor holds me accountable for achieving results.
(Q. 53)

GOAL CLARITY

91%
I know what my work unit's goals are.
(Q. 26)

78%
I have a good understanding of my organization's priorities.
(Q. 38)

PERFORMANCE FEEDBACK

83%

I have a clear idea of how well I am doing my job.
(Q. 12)

80%

My supervisor provides me with constructive suggestions to improve my job performance.
(Q. 55)

84%

My supervisor provides me with performance feedback throughout the year.
(Q. 56)

RECOGNITION

62%

In my work unit, differences in performance are recognized in a meaningful way.
(Q. 17)

75%

Employees are recognized for providing high quality products and services.
(Q. 35)

67%

How satisfied are you with the recognition you receive for doing a good job?
(Q. 69)

Foundations Performance Dimension

Effective organizations have strong core policies, competencies, capabilities, and dedicate resources to support performance. The FEVS provides further assessments of an agency's potential to perform through key foundational dimensions including communication, cooperation, customer responsiveness, merit principles, and performance resources.

Communication

Management conveys relevant information to its employees. (Q.40, 60, 68)

Cooperation

Employees work together to achieve collective goals. (Q.15, 18)

Customer Responsiveness

The work unit prioritizes understanding and responding to customer needs. (Q.32, 33)

Merit Principles

The organization ensures that Federal personnel management practices support fairness and protect employees. (Q.8, 45)

Appendix C: Performance Dimensions (continued)

Performance Resources

The organization supports employees with the necessary resources (i.e., information, staff, skills) required for successful job performance. (Q.9, 19, 24)

COMMUNICATION

72%

Information is openly shared in my organization. (Q. 40)

78%

Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 60)

78%

How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 68)

COOPERATION

85%

The people I work with cooperate to get the job done. (Q. 15)

86%

Employees in my work unit share job knowledge. (Q. 18)

CUSTOMER RESPONSIVENESS

84%

Employees in my work unit consider customer needs a top priority. (Q. 32)

81%

Employees in my work unit consistently look for ways to improve customer service. (Q. 33)

Appendix C: Performance Dimensions (continued)

MERIT PRINCIPLES

72%

I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.
(Q. 8)

63%

In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.
(Q. 45)

PERFORMANCE RESOURCES

81%

I have enough information to do my job well.
(Q. 9)

81%

My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.
(Q. 19)

85%

New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs.
(Q. 24)

Appendix D: Demographic Item Results

Appendix D displays the demographic characteristics of your agency's survey respondents.

Employment Demographics

Item	2023 Percentages
Where do you work?	
Headquarters	38
Field	42
Full-time telework (e.g., home office, telecenter)	20
What is your supervisory status?	
Senior Leader	1
Manager	10
Supervisor	10
Team Leader	18
Non-Supervisor	61
What is your pay category/grade?	
Federal Wage System	0
GS 1-6	2
GS 7-12	62
GS 13-15	33
Senior Executive Service	0
Senior Level (SL) or Scientific or Professional (ST)	1
Other	1
What is your US military service status?	
No Prior Military Service	48
Currently in National Guard or Reserves	1
Retired	24
Separated or Discharged	27

Note: Demographic results are unweighted. The sum of percentages might not equal 100 due to rounding.

Appendix D: Demographic Item Results (continued)

Item	2023 Percentages
Are you:	
The spouse of a current active duty service member of the U.S. Armed Forces	0
The spouse of a service member who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent	7
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	0
None of the categories listed	93

If the response to the previous question on if you are a military spouse was "None of the categories listed," this item was skipped.
Have you been hired under the Military Spouse Non-Competitive Hiring Authority?

Yes	17
No	83

How long have you been with the Federal Government (excluding military service)?

Less than 1 year	2
1 to 3 years	14
4 to 5 years	10
6 to 10 years	23
11 to 14 years	13
15 to 20 years	14
More than 20 years	23

How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

Less than 1 year	8
1 to 3 years	33
4 to 5 years	16
6 to 10 years	25
11 to 14 years	7
15 to 20 years	2
More than 20 years	8

Are you considering leaving your organization within the next year, and if so, why?

No	56
Yes, to retire	10
Yes, to take another job within the Federal Government	26
Yes, to take another job outside the Federal Government	3
Yes, other	3

Note: Demographic results are unweighted. The sum of percentages might not equal 100 due to rounding.

Appendix D: Demographic Item Results (continued)

Item	2023 Percentages

If the response to the previous question on your intent to leave was "No," this item was skipped.
Has your work unit's telework or remote work options influenced your intent to leave?

Yes	24
No	76

I am planning to retire in:

Less than 1 year	2
1 year	3
2 years	6
3 years	6
4 years	1
5 years	12
More than 5 years	70

Personal Demographics

Item	2023 Percentages

Are you of Hispanic, Latino, or Spanish origin?

Yes	20
No	80

Are you:

White	62
Black or African American	27
All other races	11

What is your age group?

29 years and under	—
30-39 years old	—
40-49 years old	—
50-59 years old	—
60 years or older	—

Notes: Demographic results are unweighted. The sum of percentages might not equal 100 due to rounding. For confidentiality purposes, if there are fewer than 4 responses to a **single** personal demographic category, all results for that question are suppressed. If there are fewer than 4 responses in **multiple** personal demographic categories, only those are suppressed, and remaining data are displayed.

Appendix D: Demographic Item Results (continued)

Item	2023 Percentages
What is the highest degree or level of education you have completed?	
Less than High School/ High School Diploma/ GED	—
Certification/ Some College/ Associate's Degree	—
Bachelor's Degree	—
Advanced Degrees (Post Bachelor's Degree)	—
Are you an individual with a disability?	
Yes	24
No	76
Are you:	
Male	54
Female	46
Are you transgender?	
Yes	—
No	—
Which one of the following best represents how you think of yourself?	
Lesbian or gay	—
Straight, that is not lesbian or gay	94
Bisexual	—
I use a different term	—

Notes: Demographic results are unweighted. The sum of percentages might not equal 100 due to rounding. For confidentiality purposes, if there are fewer than 4 responses to a **single** personal demographic category, all results for that question are suppressed. If there are fewer than 4 responses in **multiple** personal demographic categories, only those are suppressed, and remaining data are displayed.

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
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
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
Defense Nuclear Facilities Safety Board
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
Peace Corps
Pension Benefit Guaranty Corporation
Railroad Retirement Board
Selective Service System
Surface Transportation Board
U.S. International Development Finance Corporation
U.S. International Trade Commission
U.S. Office of Special Counsel

Very Small Agencies (<100 employees)

AbilityOne Commission
Advisory Council on Historic Preservation
African Development Foundation
American Battle Monuments Commission
Commission on Civil Rights
Farm Credit System Insurance Corporation
Federal Permitting Improvement Steering Council
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 Council on Disability
National Mediation Board
Occupational Safety and Health Review Commission
Office of Navajo and Hopi Indian Relocation
Postal Regulatory Commission
Privacy and Civil Liberties Oversight Board
U.S. Access Board
U.S. Chemical Safety and Hazard Investigation 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.

Appendix F: 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 2023.

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 2023.

Occupational Series Reports

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

Demographic Comparison Reports

This report allows for the comparison of demographic subgroups 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.

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. Note: The 2023 PRDF will be available in the spring of 2023.

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.

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.