Empowering Employees. Inspiring Change.

Small Agency Management Report

Selective Service System

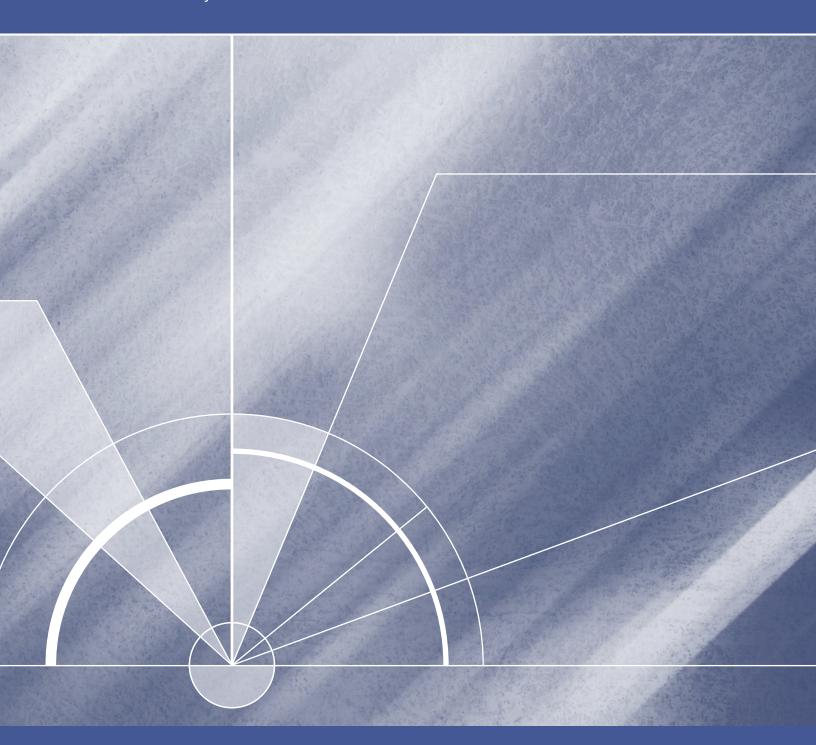




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About This Report

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

Sections of the SAM

Respondent Overview

The Respondent Overview provides a snapshot of the characteristics of your employees who responded to the survey. Understanding who responded in your agency has a number of benefits. For example, this section allows you to better understand the ratio of seasoned employees who may be preparing for retirement to newer employees, which can be helpful in guiding your recruiting and retention efforts. It is important to keep in mind that this is a survey respondent overview, and these percentages may not match up exactly to your agency's total population characteristics.

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

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

Decision Aid

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

Increases contains items that increased since 2018

Decreases contains items that decreased since 2018

No Change contains items that did not change since 2018

Appendices

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

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

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

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

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

Appendix E lists all agencies arranged by employee population size.

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

About This Report

About This Report (continued)

Understanding Your Results

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

Percent Positive

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

Percent Negative

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

Percent Neutral

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

Identifying Strengths, Challenges, and Neutral Findings

65 percent positive or higher is considered a strength

- 35 percent negative or higher is considered a challenge
- **30 percent neutral or higher** suggests uncertainty, presenting an opportunity for communication between managers and staff

Identifying Increases and Decreases

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

Additional OPM FEVS Resources

Other Reports

Governmentwide Management Report

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

All Levels, All Indices, All Items Report

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

Subagency Comparison Report

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

Subagency Breakout Report

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

About This Report 2



About This Report (continued)

Occupational Series Reports

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

Annual Employee Survey (AES) Report

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

Websites

OPM FEVS website

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

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 2019 PRDF will be available in the winter.

FedScope

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

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. Questions and feedback can be sent to unlocktalent@opm.gov.

OPM FEVS Online Reporting and Analysis Tool

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

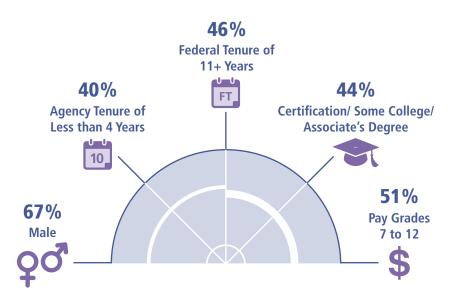
About This Report 3



Respondent Overview

The Unique Characteristics of Selective Service System Respondents

The figures below provide a snapshot of your survey participants. The most frequently selected response choice for each demographic item is highlighted in the first figure. The second figure displays the total breakdown of OPM FEVS respondents by generation. Please be aware that these results are based on survey respondents, which may differ from the characteristics of the total employee population of your agency.



SSS Response Rate

76% (73 out of 96 employees responded)

Field Period: May 23, 2019 – July 5, 2019 Overall 2018 Response Rate: **52**%

Component Response Rates

79% Operations

73% National Headquarters

Agency results have a margin of error of +/- 11%

Gener	ations	
0%	Traditionalists	(born 1945 or earlier)
42%	Baby Boomers	(born 1946–1964)
49%	Generation X	(born 1965–1980)
8%	Generation Y	(born 1981–1996)
0%	Generation Z	(born 1997 or later)

Notes: The sum of percentages may not add to 100 due to rounding. For the full list of demographic item results, please see Appendix D.

Respondent Overview 4



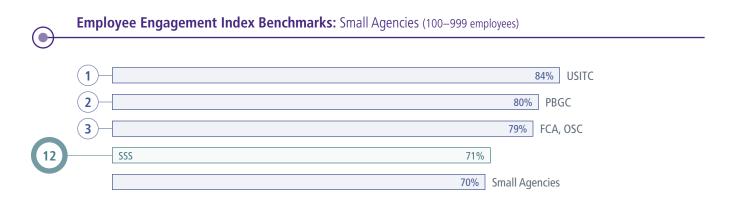
Employee Engagement Index

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

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

Employee Engagement Index Benchmarks: Small Agencies, Combined 98% MMC 2 88% OGE, OSHRC 4 84% USITC 18 555 71% 69% Small Agencies, Combined

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





Employee Engagement Index (continued)

This table displays the EEI score for each component in your agency as well as the scores for the three engagement subindices, which can facilitate information-sharing within your agency. To provide more information on engagement, the table also includes engagement trends back to 2016 for your components, as well as the combined small agency trends for comparison. Please note that depending on organizational structure in previous administrations, not all components may trend back to 2016.

Employee Engagement Index Component Scores and Trends

	EEI Trends			20	19 EEI Subindi	ces	
Agency	2016	2017	2018	2019	Leaders Lead	Supervisors	Intrinsic Work Experience
Small Agencies, Combined	69	70	69	69	55	79	73
Selective Service System	66	57	62	71	58	80	75
Operations	_	_	_	75	64	83	78
National Headquarters	_	_	_	64	45	77	70

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

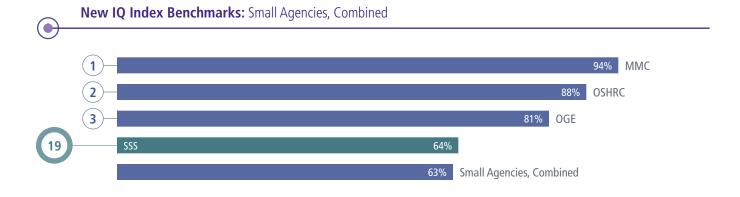
Supervisors: Interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q.47, 48, 49, 51, and 52)

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

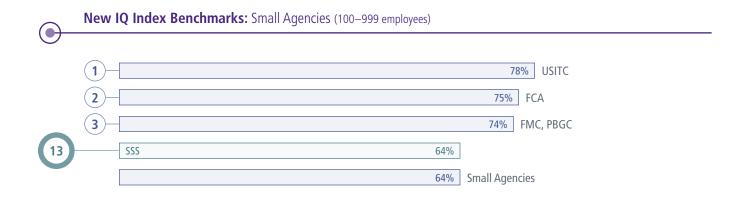


New IQ Index

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



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



New IQ Index 7



New IQ Index (continued)

This table shows the New IQ Index score for each component in your agency as well as the scores for all five habits of inclusion. To provide more information on the New IQ, the table also includes trends back to 2016 for your components, as well as combined small agency trends for comparison. Please note that depending on organizational structure in previous administrations, not all components may trend back to 2016.

New IQ Index Component Scores and Trends

	Nev	New IQ Index Trends				2019	New IQ In	dex Subind	lices
Agency	2016	2017	2018	2019	Fair	Open	Cooperative	Supportive	Empowering
Small Agencies, Combined	62	64	63	63	52	61	57	82	61
Selective Service System	57	51	55	64	48	64	65	82	62
Operations	_	_	_	68	55	68	66	85	66
National Headquarters	_	_	_	59	38	59	64	79	55

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

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

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

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

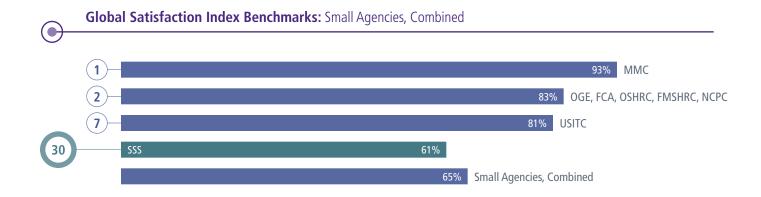
Empowering: Do employees have the resources and support needed to excel? (Q.2, 3, 11, and 30)

New IQ Index 8

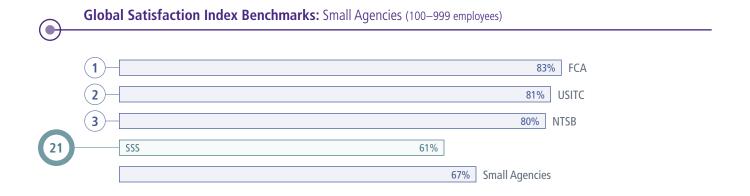


Global Satisfaction Index

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



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



Global Satisfaction Index 9



Global Satisfaction Index (continued)

This table displays the Global Satisfaction index score for each component in your agency as well as the scores for the four items that make up the index. To provide more information on Global satisfaction, the table also includes trends back to 2016 for your components, as well as the combined small agency trends for comparison. Please note that depending on organizational structure in previous administrations, not all components may trend back to 2016.

Global Satisfaction Index Component Scores and Trends

	G	GS Index Trends				ilobal Satis	faction Inde	x Items
Agency	2016	2017	2018	2019	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	
Small Agencies, Combined	64	66	65	65	69	64	63	66
Selective Service System	57	49	50	61	70	58	56	61
Operations	_	_	_	68	81	53	66	73
National Headquarters	_	_	_	48	50	69	36	37

Job Satisfaction: Considering everything, how satisfied are you with your job? (Q.69) **Pay Satisfaction:** Considering everything, how satisfied are you with your pay? (Q.70)

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

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

Global Satisfaction Index 10



Decision Aid: Increases

Identifying Increases Since 2018

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

Using the Legend Icons

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

(<u>•</u>)

65 Items Increased Since 2018



Strength

0

Caution



Challenge



New Strength



Top Pos/Neg

These items are 65 percent positive or higher These items are 30 percent neutral or higher These items are 35 percent negative or higher These items became a new strength in 2019

These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
My training needs are assessed. (Q. 18)	29	64	16	20	+35
My work unit is able to recruit people with the right skills. (Q. 21)	34	62	25	13	+28
How satisfied are you with the training you receive for your present job? (Q. 68)	33	60	23	17	+27
I recommend my organization as a good place to work. (Q. 40)		61	14	25	+23
I am given a real opportunity to improve my skills in my organization. (Q. 1)		73	15	12	+23
Supervisors in my work unit support employee development. (Q. 47)	57	79	14	7	+22
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	30	51	25	24	+21
My agency is successful at accomplishing its mission. (Q. 39)	42	63	30	7	+21
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)		76	13	11	+20
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	38	58	18	25	+20

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



Decision Aid: Increases (continued)

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	31	50	27	23	+19
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	59	78	13	10	+19
Senior leaders demonstrate support for Work-Life programs. (Q. 62)	47	65	22	13	+18
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	19	37	36	27	+18
Managers communicate the goals of the organization. (Q. 56)	52	70	18	13	+18
Creativity and innovation are rewarded. (Q. 32)	31	49	22	- 29	+18
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	37	54	22	24	+17
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	34	51	28	21	+17
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	46	62	20	17	+16
The skill level in my work unit has improved in the past year. (Q. 27)		69	22	9	+15
My talents are used well in the workplace. (Q. 11)	48	63	13	24	+15
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	67	82	11	7	+15
Pay raises depend on how well employees perform their jobs. (Q. 33)	11	24	41	- 34	+13
Employees are recognized for providing high quality products and services. (Q. 31)	36	49	18	- 33	+13
I am held accountable for achieving results. (Q. 16)	70	83	13	4	+13
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	32	45	27	- 28	+13
I know how my work relates to the agency's goals. (Q. 12)	79	+92	4	4	+13
Considering everything, how satisfied are you with your job? (Q. 69)	58	70	19	11	+12
My supervisor treats me with respect. (Q. 49)		+89	4	7	+11
My workload is reasonable. (Q. 10)	50	61	23	16	+11
Considering everything, how satisfied are you with your organization? (Q. 71)	45	56	25	19	+11
My supervisor supports my need to balance work and other life issues. (Q. 42)	78	+89	7	4	+11
I have enough information to do my job well. (Q. 2)	60	71	15	14	+11



Decision Aid: Increases (continued)

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
I have trust and confidence in my supervisor. (Q. 51)	63	74	15	11	+11
The people I work with cooperate to get the job done. (Q. 20)	73	+84	9	8	+11
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	63	73	18	8	+10
Employees in my work unit share job knowledge with each other. (Q. 26)	67	77	13	9	+10
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	56	66	20	14	+10
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	42	52	19	- 29	+10
My organization has prepared employees for potential security threats. (Q. 36)	70	80	11	9	+10
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	65	75	4	21	+10
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). (Q. 19)	49	59	18	23	+10
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)		65	19	16	+9
Promotions in my work unit are based on merit. (Q. 22)	38	47	28	24	+9
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	39	48	33	20	+9
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	46	55	16	30	+9
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	63	71	20	9	+8
Supervisors work well with employees of different backgrounds. (Q. 55)	60	68	22	11	+8
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	70	78	15	7	+8
My performance appraisal is a fair reflection of my performance. (Q. 15)	46	53	27	20	+7
How would you rate the overall quality of work done by your work unit? (Q. 28)		±91	9	0	+7
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)		43	29	- 28	+7
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	79	+ 84	10	5	+5



Decision Aid: Increases (continued)

Item		2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
The work I do is important. (Q. 13)	82	+87	10	3	+5
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	94	+99	1	0	+5
My work gives me a feeling of personal accomplishment. (Q. 4)	67	72	13	15	+5
I am constantly looking for ways to do my job better. (Q. 8)	94	+99	1	0	+5
My supervisor listens to what I have to say. (Q. 48)		82	12	6	+5
I know what is expected of me on the job. (Q. 6)		77	12	11	+5
Prohibited Personnel Practices are not tolerated. (Q. 38)	52	56	22	22	+4
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	46	49	23	- 28	+3
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)		63	21	16	+2
Employees are protected from health and safety hazards on the job. (Q. 35)		78	16	5	+2
Managers support collaboration across work units to accomplish work objectives. (Q. 59)		66	21	12	+2
I have a high level of respect for my organization's senior leaders. (Q. 61)	53	54	22	24	+1



Decision Aid: Decreases

Identifying Decreases Since 2018

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

Using the Legend Icons

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



4 Items Decreased Since 2018



Strength

These items are 65 percent positive or higher



Caution

These items are 30 percent neutral or higher



Challenge

These items are 35 percent negative or higher



Past Strength

These items are no longer a strength in 2019



Top Pos/Neg

These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)		57	21	22	-13
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)		34	23	43	-7
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)		47	19	34	-3
Considering everything, how satisfied are you with your pay? (Q. 70)	61	58	18	24	-3

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



Decision Aid: No Change

Identifying Items That Have Not Changed Since 2018

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

Using the Legend Icons

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



2 Items Did Not Change Since 2018



These items are 65 percent positive or higher



Caution

These items are 30 percent neutral or higher



O Challenge

These items are 35 percent negative or higher



Top Pos/Neg

These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Change Since 2018
I like the kind of work I do. (Q. 5)	86	+86	13	1	0
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	54	54	27	19	0

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

Decision Aid: No Change



Appendix A: Item Change Summary

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

New Item Text (2019)	Change	Old Item Text (2018)
 72. Currently, in my work unit poor performers usually: 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? 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? 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) • 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 A: Item Change Summary (continued)

New Item Text (2019)	Change	Old Item Text (2018)
 76. Are you looking for another job because of the partial government shutdown? 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
 77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown. Strongly Agree Agree Neither Agree nor Disagree Disagree Strongly Disagree No support required 	New item.	Not in 2018 OPM FEVS
79. How satisfied are you with the Telework program in your agency? • 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.	73. How satisfied are you with the following Work/Life programs in your agency? Telework • 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
 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): 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 A: Item Change Summary (continued)

New Item Text (2019)	Change	Old Item Text (2018)
 81-85. How satisfied are you with the following Work-Life programs in your agency? 81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule) 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) 	Different item text.	73-78. How satisfied are you with the following Work/Life programs in your agency? 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)
 87. What is your supervisory status? 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. 	Response options reversed.	 80. What is your supervisory status? 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.
91. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)? • 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	Different response options.	87. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)? • Less than 1 year • 1 to 3 years • 4 to 5 years • 6 to 10 years • 11 to 20 years • More than 20 years
94. Are you of Hispanic, Latino, or Spanish origin?YesNo	Different item text.	82. Are you of Hispanic or Latino? • Yes • No



Appendix B: Item Results and Benchmarks

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

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

My Work Experience



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





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

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My Work Unit



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





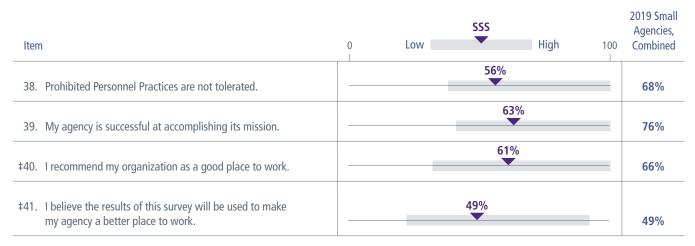
Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).



My Agency







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



My Supervisor





			SSS			2019 Small Agencies,
Item	0	Low		High	100	Combined
51. I have trust and confidence in my supervisor.				74%		74%
52. Overall, how good a job do you feel is being done by your immediate supervisor?				78%		77%

Leadership

lten	1	0	Low	SSS	High	100	2019 Small Agencies, Combined
53.	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.			52%			44%
54.	My organization's senior leaders maintain high standards of honesty and integrity.			47%			54%
55.	Supervisors work well with employees of different backgrounds.			6	58%		69%
‡ 56.	Managers communicate the goals of the organization.				70%		62%
57.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.				5%		61%
58.	Managers promote communication among different work units (for example, about projects, goals, needed resources).		_	63%	6		55%
59.	Managers support collaboration across work units to accomplish work objectives.		_	66	5%		59%
60.	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?			65	%		63%
61.	I have a high level of respect for my organization's senior leaders.			54%			53%
62.	Senior leaders demonstrate support for Work-Life programs.			65	%		63%

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





My Satisfaction



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



Performance

ltem	2019 Agency	2019 Small Agencies, Combined
72. Currently, in my work unit poor performers usually:		
Remain in the work unit and improve their performance over time	19%	17%
Remain in the work unit and continue to underperform	23%	43%
Leave the work unit - removed or transferred	11%	9%
Leave the work unit - quit	5%	4%
There are no poor performers in my work unit	42%	27%

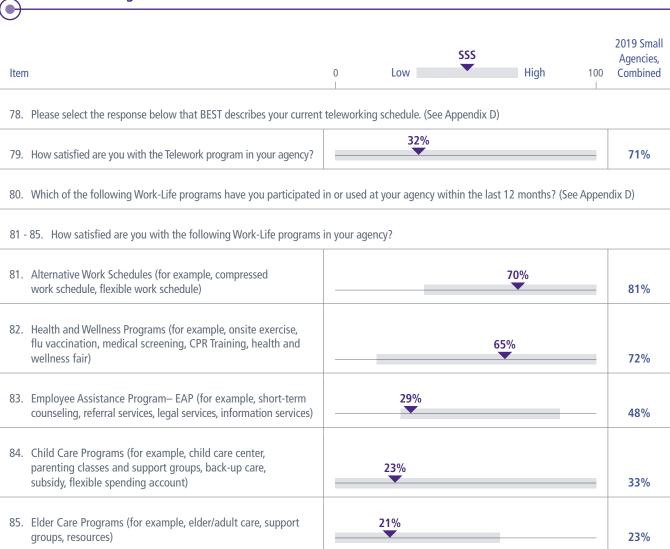


Partial Government Shutdown

73 - 77. (See Appendix C)

(<u>•</u>)

Work-Life Programs





Appendix C: Partial Government Shutdown Results

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

Partial Government Shutdown Results

Item	2019 Percentages
73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 – January 25, 2019) on your working/pay status?	
The shutdown had no impact on my working/pay status	11
I did not work and did not receive pay until after the lapse ended	80
I worked some of the shutdown but did not receive pay until after the lapse ended	1
I worked for the entirety of the shutdown but did not receive pay until after the lapse ended	3
Other, not listed above	4
74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?	
It had no impact	26
A slightly negative impact	19
A moderately negative impact	25
A very negative impact	14
An extremely negative impact	16
75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)	
Unmanageable workload	34
Missed deadlines	66
Unrecoverable loss of work	32
Reduced customer service	53
Delayed work	90
Reduced work quality	26
Cutback of critical work	32
Time lost in restarting work	62
Unmet statutory requirements	26
Other	16

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

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



Appendix C: Partial Government Shutdown Results (continued)

Item	2019 Percentages
76. Are you looking for another job because of the partial government shutdown?	
I am looking for another job <u>specifically</u> because of the shutdown	3
I am looking for another job, but the shutdown is <u>only one</u> of the reasons	12
I am looking for another job, but the shutdown had <u>no influence</u> on that decision	27
I am <u>not</u> looking for another job currently	58
77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.	
Strongly Agree	34
Agree	30
Neither Agree nor Disagree	22
Disagree	8
Strongly Disagree	6

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



Appendix D: Work-Life Programs & Demographic Results

Appendix D displays more detailed Work-Life Program results for your agency. It also includes a more detailed look than the reported snapshot of the demographic characteristics of your agency's survey respondents. Use the Work-Life results to gain an understanding of how your Work-Life Programs are used and rated. The demographic results can be useful in planning, recruiting, and training activities in your agency.

Telework Schedule

ltem	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	23
I telework, but only about 1 or 2 days per month	3
I telework 1 or 2 days per week	14
I telework 3 or 4 days per week	0
I telework every work day	0
I do not telework because I have to be physically present on the job (e.g. Law Enforcement Officers, Park Rangers, Security Personnel)	9
I do not telework because of technical issues (e.g. connectivity, inadequate equipment) that prevent me from teleworking	21
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	12
I do not telework because I choose not to telework	18

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	9	7
Satisfied	23	17
Neither Satisfied nor Dissatisfied	38	28
Dissatisfied	16	12
Very Dissatisfied	15	11
Item Response Total	100	75
I choose not to participate in this program	_	3
This program is not available to me	_	22
I am unaware of this program	_	0
Total	100	100





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	48
Health and Wellness Programs	44
Employee Assistance Program – EAP	1
Child Care Programs	0
Elder Care Programs	1
None listed above	28

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

Work-Life Program Satisfaction

ltem .	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)		
Very Satisfied	28	21
Satisfied	42	32
Neither Satisfied nor Dissatisfied	17	13
Dissatisfied	6	5
Very Dissatisfied	7	5
Item Response Total	100	76
I choose not to participate in these programs	_	22
These programs are not available to me	_	3
I am unaware of these programs	_	0
Total	100	100



ltem .	% 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	30	23
Satisfied	35	26
Neither Satisfied nor Dissatisfied	28	21
Dissatisfied	3	3
Very Dissatisfied	3	3
Item Response Total	100	76
I choose not to participate in these programs	_	18
These programs are not available to me	_	1
I am unaware of these programs	_	5
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	9	4
Satisfied	20	10
Neither Satisfied nor Dissatisfied	71	34
Dissatisfied	0	0
Very Dissatisfied	0	0
Item Response Total	100	48
I choose not to participate in these programs	_	45
These programs are not available to me	_	0
I am unaware of these programs	_	7
Total	100	100
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 acc	ount)	
Very Satisfied	12	4
Satisfied	11	4
Neither Satisfied nor Dissatisfied	77	27
Dissatisfied	0	0
Very Dissatisfied	0	0
Item Response Total	100	35
I choose not to participate in these programs	_	40
These programs are not available to me	_	10
I am unaware of these programs	_	14
Total	100	100



Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)		
Very Satisfied	12	4
Satisfied	8	3
Neither Satisfied nor Dissatisfied	79	27
Dissatisfied	0	0
Very Dissatisfied	0	0
Item Response Total	100	34
I choose not to participate in these programs	_	36
These programs are not available to me	_	12
I am unaware of these programs	_	18
Total	100	100

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



My Employment Demographics

Item	2019 Percentages
Where do you work?	
Headquarters	42
Field	58
What is your supervisory status?	
Senior Leader	6
Manager	6
Supervisor	9
Team Leader	7
Non-Supervisor	73
What is your pay category/grade?	
Federal Wage System	0
GS 1-6	16
GS 7-12	51
GS 13-15	29
Senior Executive Service	0
Senior Level (SL) or Scientific or Professional (ST)	0
Other	3

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



ltem .	2019 Percentages
What is your US military service status?	
No Prior Military Service	28
Currently in National Guard or Reserves	3
Retired	28
Separated or Discharged	41
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	1
1 to 3 years	22
4 to 5 years	12
6 to 10 years	19
11 to 14 years	16
15 to 20 years	10
More than 20 years	20
How long have you been with your current agency (for example, Department of Justice, Environmental	Protection Agency)?
Less than 1 year	3
1 to 3 years	37
4 to 5 years	12
6 to 10 years	25
11 to 14 years	6
15 to 20 years	6
More than 20 years	12
Are you considering leaving your organization within the next year, and if so, why?	
No	53
Yes, to retire	9
Yes, to take another job within the Federal Government	34
Yes, to take another job outside the Federal Government	4
Yes, other	0
I am planning to retire:	
Within one year	7
Between one and three years	13
Between three and five years	19
Five or more years	61

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



My Personal Demographics

Item	2019 Percentages
Are you of Hispanic, Latino, or Spanish origin?	
Yes	17
No	83
Are you:	
White	62
Black or African American	25
All other races	13
What is your age group?	
29 years and under	0
30-39 years old	11
40-49 years old	32
50-59 years old	42
60 years or older	15
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	67
Female	33
Are you transgender?	
Yes	0
No	100
Which one of the following do you consider yourself to be?	
Straight, that is not gay or lesbian	97
Gay or Lesbian	
Bisexual	
Something else	0

Note: Demographic results are unweighted. The sum of percentages may not add to 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

National Aeronautics and Space Administration

Social Security Administration

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

Court Services and Offender Supervision Agency

Department of Education

Department of Housing and Urban Development

Equal Employment Opportunity Commission

Federal Communications Commission

Federal Energy Regulatory Commission

Federal Trade Commission

National Archives and Records Administration

National Credit Union Administration

National Labor Relations Board

National Science Foundation

Nuclear Regulatory Commission

Office of Personnel Management

Securities and Exchange Commission

Small Business Administration

U.S. Agency for Global Media

U.S. Agency for International Development

Small Agencies (100–999 employees)

Commodity Futures Trading Commission

Consumer Product Safety Commission

Corporation for National and Community Service

Export-Import Bank of the United States

Farm Credit Administration

Federal Election Commission

Federal Housing Finance Agency

Federal Labor Relations Authority

Federal Maritime Commission

Federal Mediation and Conciliation Service

Federal Retirement Thrift Investment Board

International Boundary and Water Commission

Merit Systems Protection Board

National Endowment for the Arts

National Endowment for the Humanities

National Gallery of Art

National Indian Gaming Commission

National Transportation Safety Board

Office of Management and Budget

Office of the U.S. Trade Representative

Overseas Private Investment Corporation

Pension Benefit Guaranty Corporation

Railroad Retirement Board

Selective Service System

Surface Transportation Board

U.S. International Trade Commission

U.S. Office of Special Counsel

Very Small Agencies (<100 employees)

AbilityOne Commission

African Development Foundation

American Battle Monuments Commission

Chemical Safety and Hazard Investigation Board

Commission on Civil Rights

Defense Nuclear Facilities Safety Board

Farm Credit System Insurance Corporation

Federal Mine Safety and Health Review Commission

Institute of Museum and Library Services

Inter-American Foundation

John F. Kennedy Center for the Performing Arts

Marine Mammal Commission

National Capital Planning Commission

National Mediation Board

Occupational Safety and Health Review Commission

Office of Navajo and Hopi Indian Relocation

Postal Regulatory Commission

U.S. Access Board

U.S. Office of Government Ethics

U.S. Trade and Development Agency

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



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