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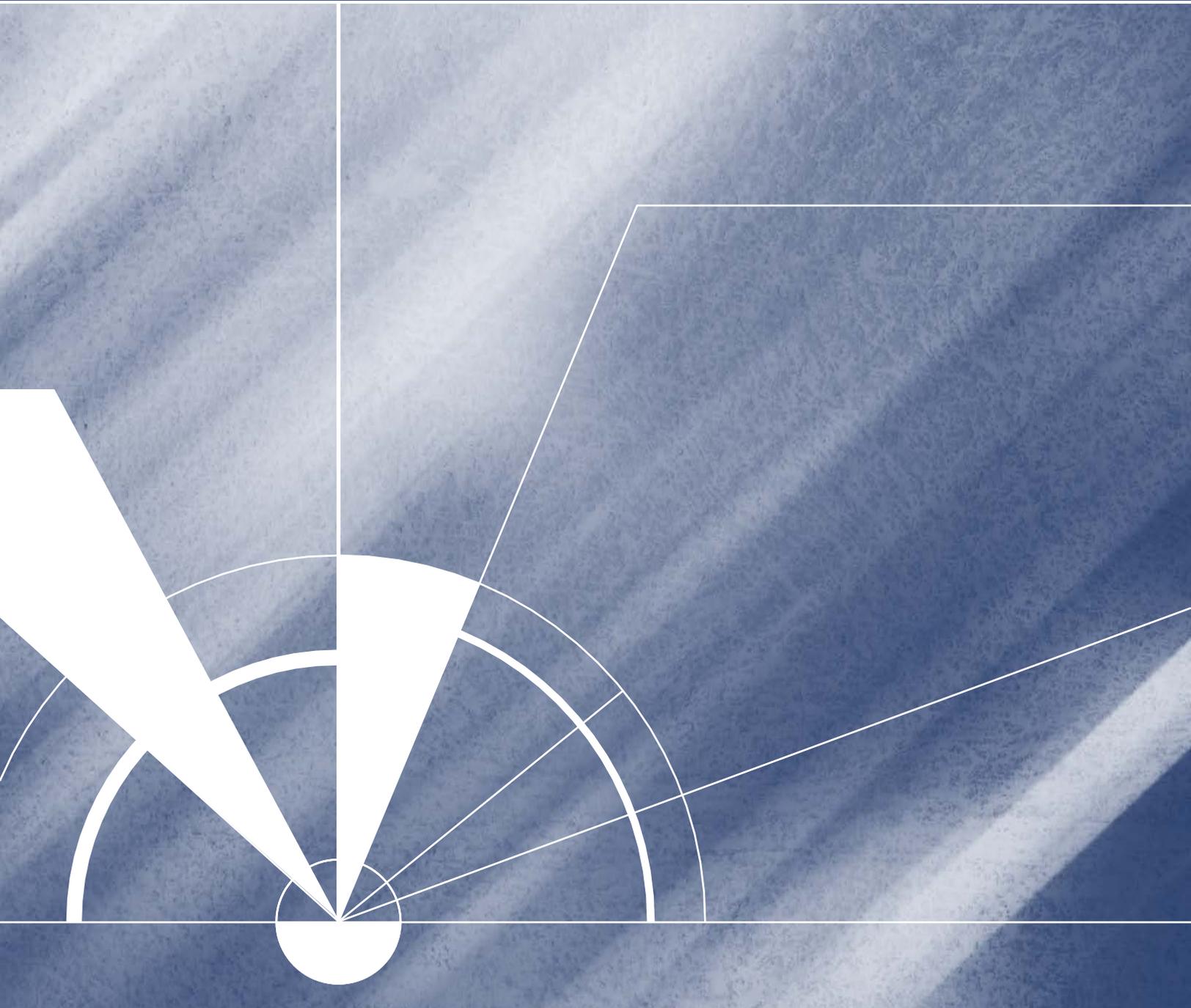
Federal Employee Viewpoint Survey

Empowering Employees. Inspiring Change.

Agency Management Report

Department of Defense

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About This Report

The 2017 Federal Employee Viewpoint Survey (FEVS) Agency Management Report (AMR) was designed to provide an overview of survey results, enabling agencies to identify issues and take action for improvement. The AMR 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.

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.

Understanding Your Results

Percent Positive

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

Percent Negative

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

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.

Your FEVS Results: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.

Moving from Results To Action

Review Results and Progress

Identify your FEVS team.

Use your AMR and other resources (reports, websites) to identify areas for improvement.

Monitor your progress.

Implement Actions

Implement your plan.

Continue to monitor your progress.

Communicate your plan and progress to employees.

Planning

Develop your goals for improvement.

Develop your plan for action.
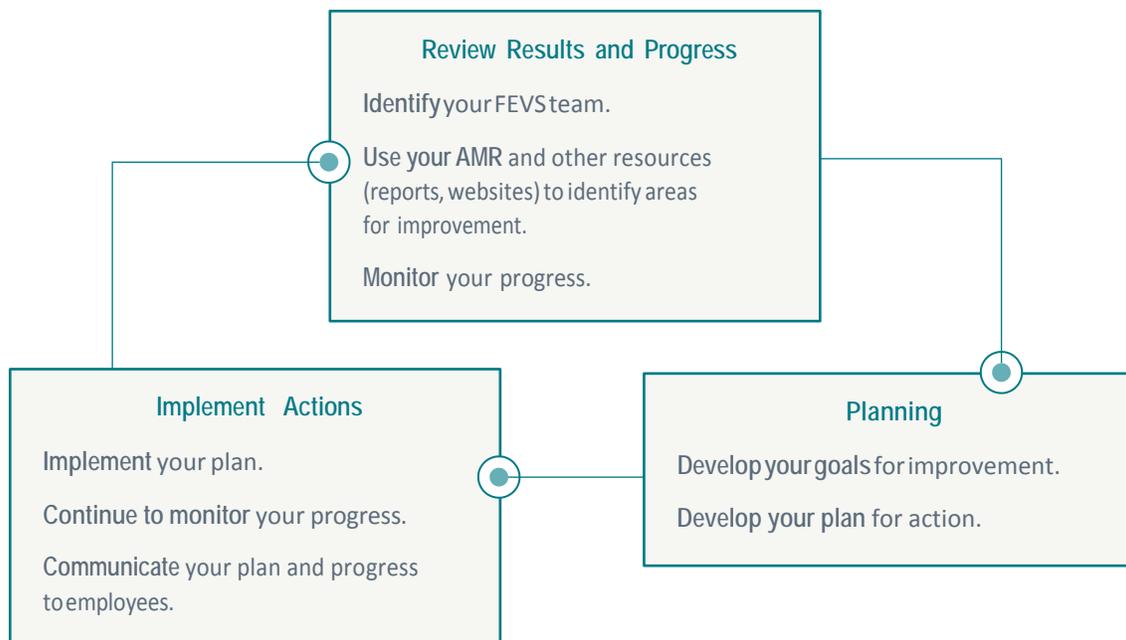
Getting Started

Agencies receive many FEVS reports each year, so it can be confusing to know where to start. One suggested starting point is to adopt a strategy based on an action planning framework. This involves looking for improvements you have made in previous years while also examining areas of decline. To help you get started, several steps are outlined below, including references to sections of the AMR and other resources that you may find useful to help you focus on the most critical issues.

Step 1: Identify and Establish a FEVS Action Team

This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2: Use Your AMR and Other Resources to Identify Areas for Improvement

Your agency has many available resources that present your FEVS results. The sections of the AMR as well as additional resources described below will help narrow your focus on the tools and results that may be most helpful to take action.

Sections of the AMR

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. This information can help inform and guide 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 and New IQ Index

The Employee Engagement Index (EEI) and New IQ 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 Engagement Index may have suggestions on things that have and have not worked to engage their employees. Trends for both indices are also displayed, going as far back as 2014 when available.

Employee Engagement Key Drivers

These groupings of FEVS items have been shown to influence the engagement potential of workplaces. While the EEI provides perspective on the conditions important to supporting engagement, the drivers can help you to more effectively target resources and actions needed to influence conditions and improve the engagement potential of your agency.

Decision Aid

The Decision Aid is useful in helping you easily identify the most critical issues in your agency as well as recognize where your agency has improved since 2016. 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 2016

Decreases contains items that decreased since 2016

No Change contains items that did not change since 2016

Appendices

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results. Appendix A shows how well your agency scored relative to others in the government. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas. Appendix B shows the breakdown of the Work/Life Program and demographic results. Appendix C is a list of agencies arranged by employee population size.

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

Additional FEVS Resources

Other Reports

Governmentwide Management Report

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

All Items/Indices All Levels Report

The purpose of this report is to provide a comprehensive summary of all FEVS items and index scores for all 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 ten responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2017.

Subagency Breakout Report

This report displays survey results for a single office so long as it has at least ten responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2017.

Occupational Series Reports

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

Demographic Comparison Reports

This report allows for the comparison of demographic subgroups at the agency 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 FEVS administrations.

Websites

FEVS website

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

Public Release Data File (PRDF)

A public use data set is available for the FEVS and can be requested by completing the form available at: www.fedview.opm.gov/2017/EVSDATA. Note: The 2017 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 for both the general public and agencies to view comprehensive data visualizations with broad displays of FEVS data and personnel data from the Enterprise Human Resource Integration (EHRI). These displays allow agencies to identify subcomponents for action to improve engagement, as well as resources agencies can apply to their action planning. This site can be accessed at www.unlocktalent.gov. Questions and feedback for the dashboard can be sent to unlocktalent@opm.gov.

FEVS Online Data 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.

Step 3: Develop Your Goals for Improvement

To develop your goals for improvement, you should consider issues that are most critical to your agency and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow SMART (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

Specific

  Goals need to be concrete and detailed enough to know when you meet with success.
  - What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop, plan, and build.
  - How are you going to do it? Describe which actions need to be taken by which employees and when.

Measurable

  What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

Attainable

  Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

Realistic

  Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

Time Specific

  Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 4: Develop Your Plan for Action

Once your team has identifi d its goals, you should develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your agency goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 5: Communicate the Implementation of Your Plan

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

## Step 6: Monitor and Communicate Your Progress

In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. *Communicating during the entire process provides transparency which can add to staff engagement.*

Respondent Overview

The Unique Characteristics of Department of Defense Respondents

The figures below provide a snapshot of your survey participants. Except for military service and race, the most frequently selected response choice for each demographic item is highlighted in the first figure. The second figure displays the total breakdown of 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.
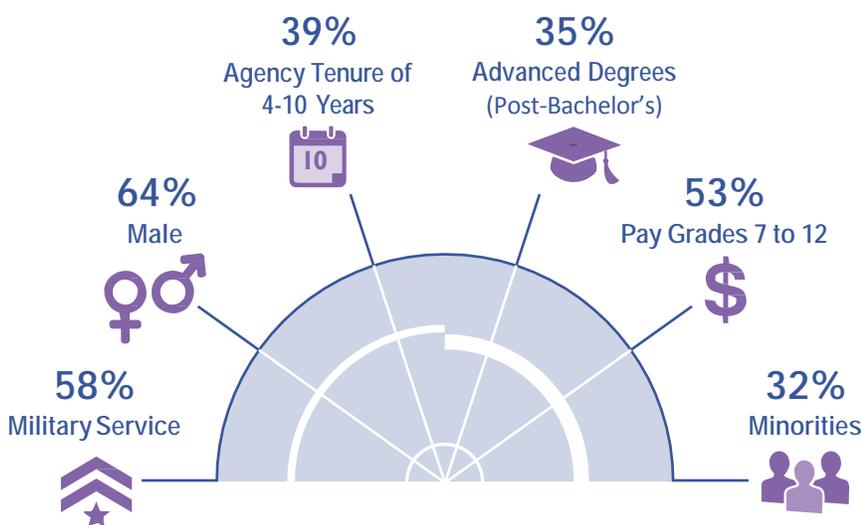
DOD Response Rate

30%
(70,693 out of 233,526 employees responded)

Field Period: May 2, 2017 – June 22, 2017
Overall 2016 Response Rate: **26%**

Component Response Rates

37% OSD, Joint Staff, Defense Agencies, and Field Activities

32% United States Department of the Army

30% United States Department of the Navy

25% United States Department of the Air Force

Agency results have a margin of error of less than +/- 1%

39%
Agency Tenure of
4-10 Years

35%
Advanced Degrees
(Post-Bachelor's)

64%
Male

53%
Pay Grades 7 to 12

58%
Military Service

32%
Minorities
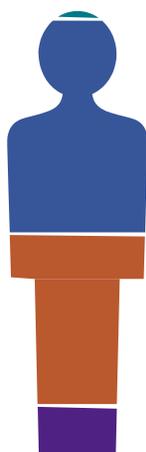
Generations

1%	Traditionalists	(born 1945 or earlier)
49%	Baby Boomers	(born 1946 – 1964)
39%	Generation X	(born 1965 – 1980)
12%	Generation Y	(born 1981 or later)

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

Note: For the full list of demographic item results, please see Appendix B.

Employee Engagement Index

Because the 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 37 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and DOD 4th Estate are rolled into Department of Defense) and how it compares to the governmentwide average. The names of agencies with the highest EEI scores are listed to facilitate the sharing of information, such as best pract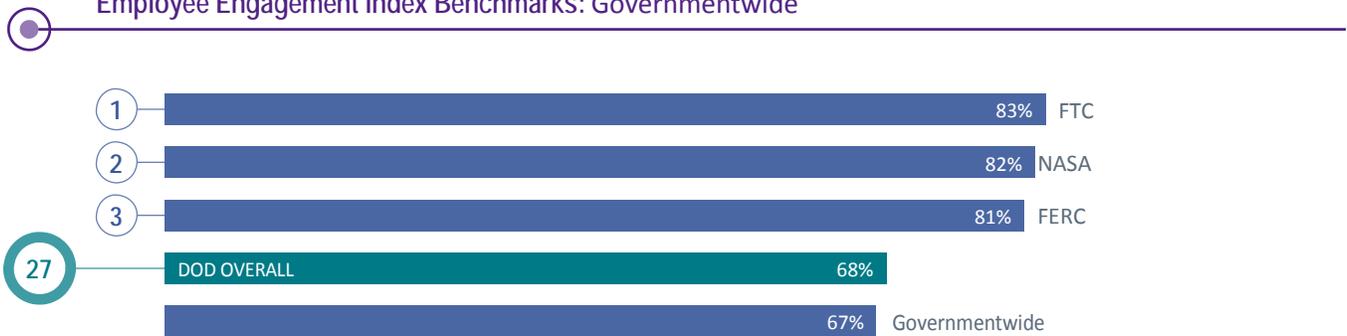ices. The U.S. Office of Personnel Management (OPM) has also created the UnlockTalent website (www.unlocktalent.gov) to share resources and help with interagency communication.

Employee Engagement Index Benchmarks: Governmentwide

Rank	Agency	Score
1	FTC	83%
2	NASA	82%
3	FERC	81%
27	DOD OVERALL	68%
	Governmentwide	67%

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

Employee Engagement Index Benchmarks: Very Large Agencies

Rank	Agency	Score
1	HHS	72%
2	Treas	68%
2	DOD OVERALL	68%
2	USDA, DOJ	68%
6	VA	62%
	Very Large Agencies	66%
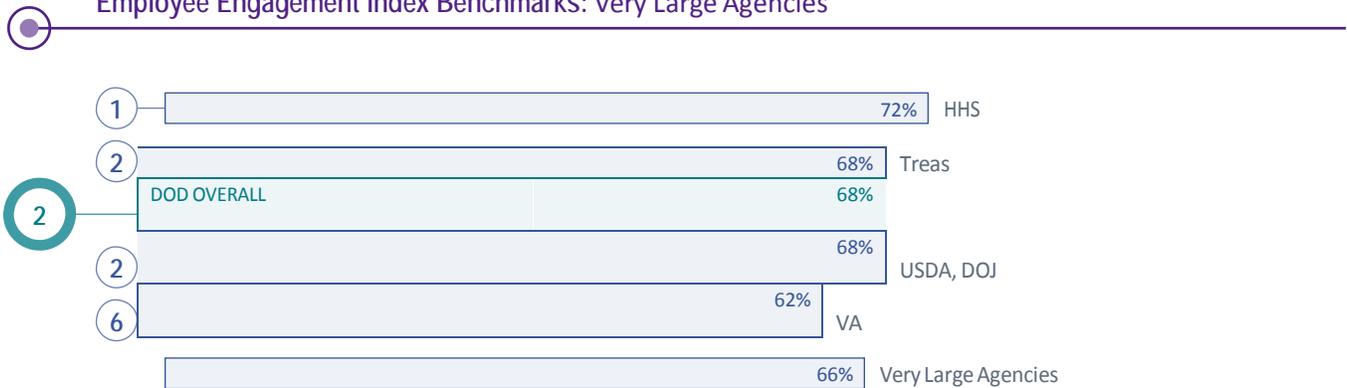
Employee Engagement Index Component Scores and Trends

	EEI Trends				2017 EEI Subfactors		
	2014	2015	2016	**2017**	Leaders Lead	Supervisors	Intrinsic Work Experience
Governmentwide	63	64	65	67	55	74	71
Department of Defense	64	65	66	68	58	74	72
United States Department of the Navy	65	66	67	69	59	77	73
United States Department of the Air Force	65	67	67	68	60	73	72
United States Department of the Army	63	64	64	68	57	73	72
OSD, Agencies and Activities	64	65	66	67	57	73	71

Employee Engagement Key Drivers

What is a Key Driver of the Employee Engagement Index?

The Employee Engagement Index (EEI) measures conditions that support employee engagement. "What actions can agency leadership take to influence those conditions and improve the engagement potential of workplaces?" is a question often asked. To help answer that question, OPM identified items on the FEVS that are key drivers of the EEI. Key drivers are groupings of FEVS items that influence the engagement potential of workplaces.

How Can Drivers Help Identify Effective Action?

Using the key drivers of the EEI and its subfactors, agencies can more effectively target resources to improve conditions that support engagement. Through a thorough review, OPM's Survey Analysis team found that a number of FEVS items align with topics shown to be important to both employee engagement and to overall effective management practices. Final item selection for EEI drivers was guided by three principles: 1) they align with prior research, 2) they are strongly related to the EEI and/or its subfactors, and 3) they are actionable because they indicate practices and behaviors that can influence an agency's engagement potential.

OPM examined the impact of nine different factors on the EEI. These nine factors were: 1) Collaborative/ Cooperative Management; 2) Training and Development; 3) Job Resources; 4) Merit System Principles; 5) Performance Feedback; 6) Performance Rating; 7) Performance Recognition and Reward; 8) Supportive Coworkers; and 9) Work/Life Balance. The figure on the following page identifies and ranks the key drivers in order of impact for your agency's overall EEI and subfactors. A '1' indicates the key driver with the greatest impact on the index or subfactor.

For an example of how to use EEI drivers, consider the driver labeled Performance Feedback. It is comprised of three FEVS items:

- Discussions with my supervisor about my performance are worthwhile. (Q.44)

- My supervisor provides me with constructive suggestions to improve my job performance. (Q.46)

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

Assume that a review of your agency's FEVS results shows low scores on one or more of the items under Performance Feedback. To improve the engagement potential of your workplace, actions could be taken to address priorities indicated by the wording of the items, such as ensuring feedback that provides worthwhile or constructive suggestions to improve performance, as well as timely feedback.

Note: OPM conducted regression analyses of 2014, 2015, 2016, and most recently 2017 FEVS data to identify the key drivers. Factors with statistically signifi standardized regression coefficients of 0.10 or above were identified as a "key driver." A detailed discussion of the methodology used to conduct all of the key driver analyses can be found at www.opm.gov/FEVS.

Employee Engagement Key Drivers

	Employee Engagement Index	Leaders Lead	Supervisors	Intrinsic Work Experience
Performance Feedback — Provide meaningful, worthwhile, and constructive performance conversations. (Q.44, 46, and 50)	1		1	
Collaborative/Cooperative Management — Promote and support collaborative communication and teamwork in accomplishing goals and objectives. (Q.58 and 59)	2	1		
Merit System Principles — Support fairness and protect employees from arbitrary actions, favoritism, political coercion, and reprisal. (Q.17, 37, and 38)	3	2	3	
Training and Development — Target opportunities for employees to improve skills and enhance professional development, including training needs assessments. (Q.1 and 18)	4			1
Work/Life Balance — Support employee needs to balance work and life responsibilities. (Q.42)	5		2	
Performance Recognition and Reward — Support and effective recognition and reward system in which supervisors/managers/leaders recognize outstanding actions. (Q.22, 23, 24, and 25)		3		
Performance Rating — Ensure employees are held accountable and performance is evaluated and rated. (Q.15, 16, and 19)				2
Job Resources — Allow sufficient materials, knowledge, personnel, skills, information and work distribution to complete the job. (Q.2, 9, and 10)				2
Supportive Co-workers — Refers to supportive coworker relationships that involve cooperation and information sharing to perform job. (Q.20 and 26)				

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 governmentwide average are displayed below, along with your agency ranking (out of 37 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and DOD 4th Estate are rolled into Department of Defense).

New IQ Index Benchmarks: Governmentwide

Rank	Agency	Score	
1		78%	FTC, NASA
3		74%	FERC
4		73%	OMB
29	DOD OVERALL	61%	
		60%	Governmentwide
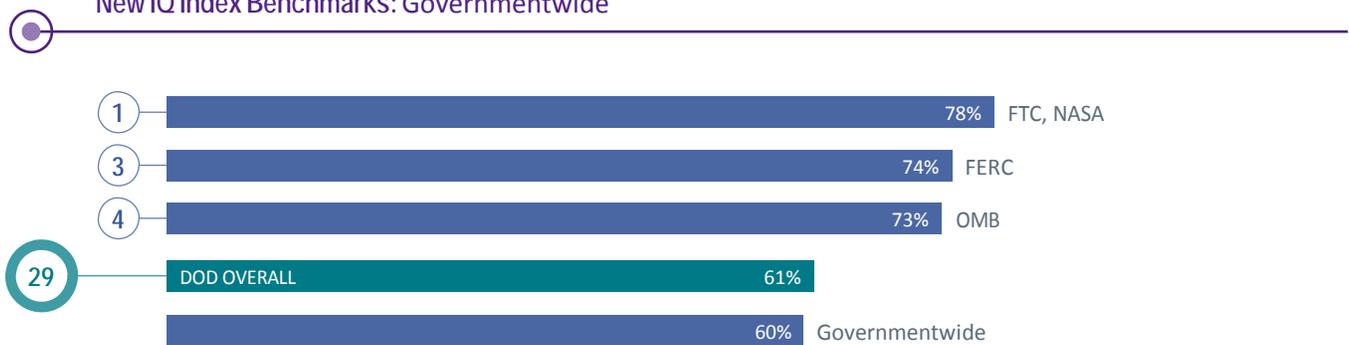
In addition to looking at your agency's New IQ Index results from a governmentwide perspective, the figure below allows you to compare your New IQ Index results to those from similar sized agencies. Appendix C contains a listing of agencies by size category for your reference.

New IQ Index Benchmarks: Very Large Agencies

Rank	Agency	Score	
1		66%	HHS
2		63%	USDA
3		62%	Treas
4	DOD OVERALL	61%	
		59%	Very Large Agencies
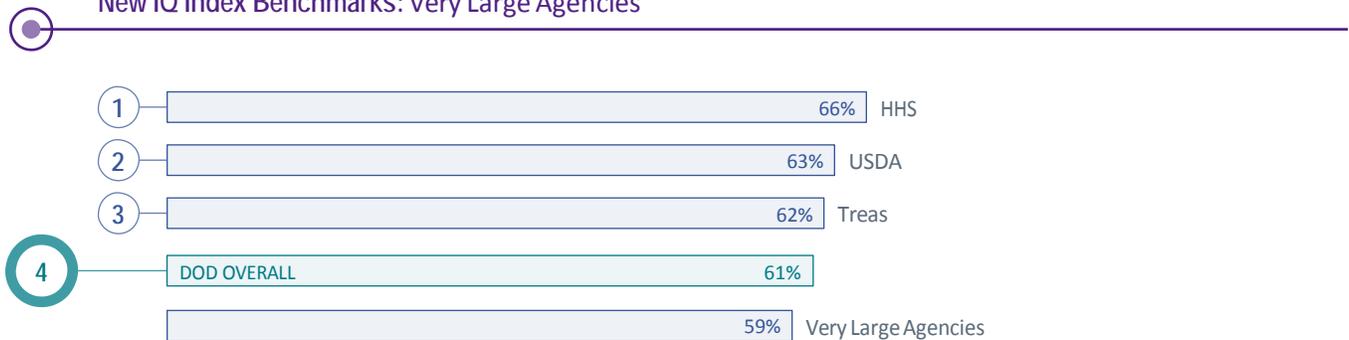
New IQ Index Component Scores and Trends

	New IQ Index Trends				2017 New IQ Index Subfactors				
	2014	2015	2016	**2017**	Fair	Open	Cooperative	Supportive	Empowering
Governmentwide	56	57	58	60	47	59	57	77	59
Department of Defense	57	58	59	61	48	61	59	77	62
United States Department of the Navy	57	58	59	62	49	62	60	78	62
United States Department of the Air Force	58	60	60	62	49	61	61	76	63
OSD, Agencies and Activities	57	58	59	61	48	61	58	76	60
United States Department of the Army	55	56	57	61	47	60	58	76	62

Decision Aid: Increases

Identifying Increases Since 2016

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.

65 Items Increased Since 2016

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 2017

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

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Increase Since 2016
Supervisors work well with employees of different backgrounds. (Q. 55)	66	71	19	11	+5
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	56	60	22	18	+4
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	45	49	29	22	+4
Employees are recognized for providing high quality products and services. (Q. 31)	50	54	22	24	+4
Considering everything, how satisfied are you with your organization? (Q. 71)	57	61	21	18	+4
I have a high level of respect for my organization's senior leaders. (Q. 61)	56	60	23	18	+4
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	48	52	23	25	+4
Pay raises depend on how well employees perform their jobs. (Q. 33)	22	26	29	45	+4
Creativity and innovation are rewarded. (Q. 32)	40	44	29	28	+4
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	54	57	21	21	+3

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

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Increase Since 2016
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	44	47	24	— 2 9	+3
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	42	45	25	— 30	+3
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	48	51	24	25	+3
How satisfied are you with the training you receive for your present job? (Q. 68)	52	55	23	22	+3
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	47	50	24	25	+3
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	58	61	21	18	+3
My training needs are assessed. (Q. 18)	53	56	22	21	+3
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	65	6 8	16	16	+3
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	60	63	23	14	+3
Managers communicate the goals and priorities of the organization. (Q. 56)	60	63	20	18	+3
Prohibited Personnel Practices are not tolerated. (Q. 38)	68	71	17	12	+3
I recommend my organization as a good place to work. (Q. 40)	64	6 7	20	14	+3
How satisfi are you with your involvement in decisions that affect your work? (Q. 63)	53	56	22	22	+3
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	34	37	29	— 34	+3
Considering everything, how satisfied are you with your pay? (Q. 70)	60	63	17	20	+3
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	58	61	24	15	+3
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	54	57	22	21	+3
Supervisors in my work unit support employee development. (Q. 47)	66	69	17	14	+3
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	62	6 5	18	17	+3
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	74	77	10	13	+3
I am given a real opportunity to improve my skills in my organization. (Q. 1)	64	6 7	15	18	+3

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Increase Since 2016
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	59	62	22	16	+3
Promotions in my work unit are based on merit. (Q. 22)	34	37	29	34	+3
The skill level in my work unit has improved in the past year. (Q. 27)	54	56	28	16	+2
How satisfi are you with your opportunity to get a better job in your organization? (Q. 67)	35	37	28	35	+2
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	61	63	17	20	+2
I have suffi resources (for example, people, materials, budget) to get my job done. (Q. 9)	47	49	16	35	+2
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	68	70	21	9	+2
My supervisor supports my need to balance work and other life issues. (Q. 42)	80	82	10	8	+2
I have trust and confidence in my supervisor. (Q. 51)	68	70	15	15	+2
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	70	72	16	12	+2
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)	69	71	14	15	+2
My supervisor listens to what I have to say. (Q. 48)	76	78	12	10	+2
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	29	31	28	41	+2
Considering everything, how satisfied are you with your job? (Q. 69)	66	68	17	15	+2
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	61	63	19	17	+2
My agency is successful at accomplishing its mission. (Q. 39)	79	81	14	5	+2
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	36	38	29	32	+2
My supervisor treats me with respect. (Q. 49)	81	83	9	8	+2
I am held accountable for achieving results. (Q. 16)	82	84	11	5	+2
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	70	72	17	11	+2
My performance appraisal is a fair reflection of my performance. (Q. 15)	72	74	14	12	+2

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Increase Since 2016
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	67	69	16	15	+2
My workload is reasonable. (Q. 10)	59	61	16	23	+2
I know how my work relates to the agency's goals and priorities. (Q. 12)	83	85	9	6	+2
The people I work with cooperate to get the job done. (Q. 20)	74	76	13	12	+2
How would you rate the overall quality of work done by your work unit? (Q. 28)	82	84	13	3	+2
My talents are used well in the workplace. (Q. 11)	60	61	16	22	+1
Employees in my work unit share job knowledge with each other. (Q. 26)	72	73	14	13	+1
I have enough information to do my job well. (Q. 2)	71	72	14	13	+1
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	58	59	28	13	+1
I know what is expected of me on the job. (Q. 6)	78	79	11	10	+1
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	65	66	14	20	+1
My organization has prepared employees for potential security threats. (Q. 36)	84	85	10	5	+1
The work I do is important. (Q. 13)	89	90	7	3	+1

Decision Aid: Decreases

Identifying Decreases Since 2016

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.

0 Items Decreased Since 2016

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

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2016

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 fi ding. 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 fi ding 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.

6 Items Did Not Change Since 2016

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

	2016 Positive	2017 Positive	2017 Neutral	2017 Negative	Change Since 2016
My work gives me a feeling of personal accomplishment. (Q. 4)	71	71	15	14	0
I like the kind of work I do. (Q. 5)	83	83	11	6	0
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	96	96	3	1	0
I am constantly looking for ways to do my job better. (Q. 8)	92	92	7	1	0
My work unit is able to recruit people with the right skills. (Q. 21)	42	42	26	32	0
Employees are protected from health and safety hazards on the job. (Q. 35)	81	81	11	8	0

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

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 37 departments and large agencies surveyed, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and DOD 4th Estate are rolled into Department of Defense.

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 governmentwide average listed to the right of each item.

Item	DOD / range	2017 G'wide
My Work Experience		
‡1. I am given a real opportunity to improve my skills in my organization.	67%	64%
2. I have enough information to do my job well.	72%	71%
3. I feel encouraged to come up with new and better ways of doing things.	63%	59%
4. My work gives me a feeling of personal accomplishment.	71%	72%
5. I like the kind of work I do.	83%	83%
6. I know what is expected of me on the job.	79%	80%
7. When needed I am willing to put in the extra effort to get a job done.	96%	96%
8. I am constantly looking for ways to do my job better.	92%	91%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	49%	47%
‡10. My workload is reasonable.	61%	59%
‡11. My talents are used well in the workplace.	61%	60%
‡12. I know how my work relates to the agency's goals and priorities.	85%	84%

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

		DOD	2017 G'wide
		0 Low —— High 100	
13.	The work I do is important.	90%	91%
14.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	66%	66%
15.	My performance appraisal is a fair refl of my performance.	74%	71%
16.	I am held accountable for achieving results.	84%	83%
‡17.	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	68%	64%
18.	My training needs are assessed.	56%	55%
19.	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	71%	71%

My Work Unit

		DOD	2017 G'wide
‡20.	The people I work with cooperate to get the job done.	76%	75%
21.	My work unit is able to recruit people with the right skills.	42%	42%
22.	Promotions in my work unit are based on merit.	37%	36%
23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31%	31%
‡24.	In my work unit, differences in performance are recognized in a meaningful way.	37%	36%
25.	Awards in my work unit depend on how well employees perform their jobs.	45%	44%
26.	Employees in my work unit share job knowledge with each other.	73%	74%
27.	The skill level in my work unit has improved in the past year.	56%	56%
28.	How would you rate the overall quality of work done by your work unit?	84%	83%

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

		DOD	2017 G'wide
		0 Low High 100	

My Agency

			2017 G'wide
‡29.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	72%	71%
30.	Employees have a feeling of personal empowerment with respect to work processes.	50%	47%
31.	Employees are recognized for providing high quality products and services.	54%	51%
32.	Creativity and innovation are rewarded.	44%	41%
33.	Pay raises depend on how well employees perform their jobs.	26%	25%
34.	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	59%	59%
35.	Employees are protected from health and safety hazards on the job.	81%	77%
36.	My organization has prepared employees for potential security threats.	85%	78%
37.	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	57%	55%
38.	Prohibited Personnel Practices are not tolerated.	71%	69%
39.	My agency is successful at accomplishing its mission.	81%	76%
‡40.	I recommend my organization as a good place to work.	67%	66%
‡41.	I believe the results of this survey will be used to make my agency a better place to work.	38%	42%

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

	DOD	2017 G'wide
My Supervisor		
42. My supervisor supports my need to balance work and other life issues.	82%	80%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	69%	67%
44. Discussions with my supervisor about my performance are worthwhile.	65%	65%
45. My supervisor is committed to a workforce representative of all segments of society.	70%	70%
46. My supervisor provides me with constructive suggestions to improve my job performance.	63%	64%
47. Supervisors in my work unit support employee development.	69%	68%
48. My supervisor listens to what I have to say.	78%	78%
49. My supervisor treats me with respect.	83%	82%
50. In the last six months, my supervisor has talked with me about my performance.	77%	79%
51. I have trust and confi in my supervisor.	70%	69%
52. Overall, how good a job do you feel is being done by your immediate supervisor?	72%	72%
Leadership		
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	47%	43%
54. My organization's senior leaders maintain high standards of honesty and integrity.	60%	54%
55. Supervisors work well with employees of different backgrounds.	71%	68%
‡56. Managers communicate the goals and priorities of the organization.	63%	62%

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

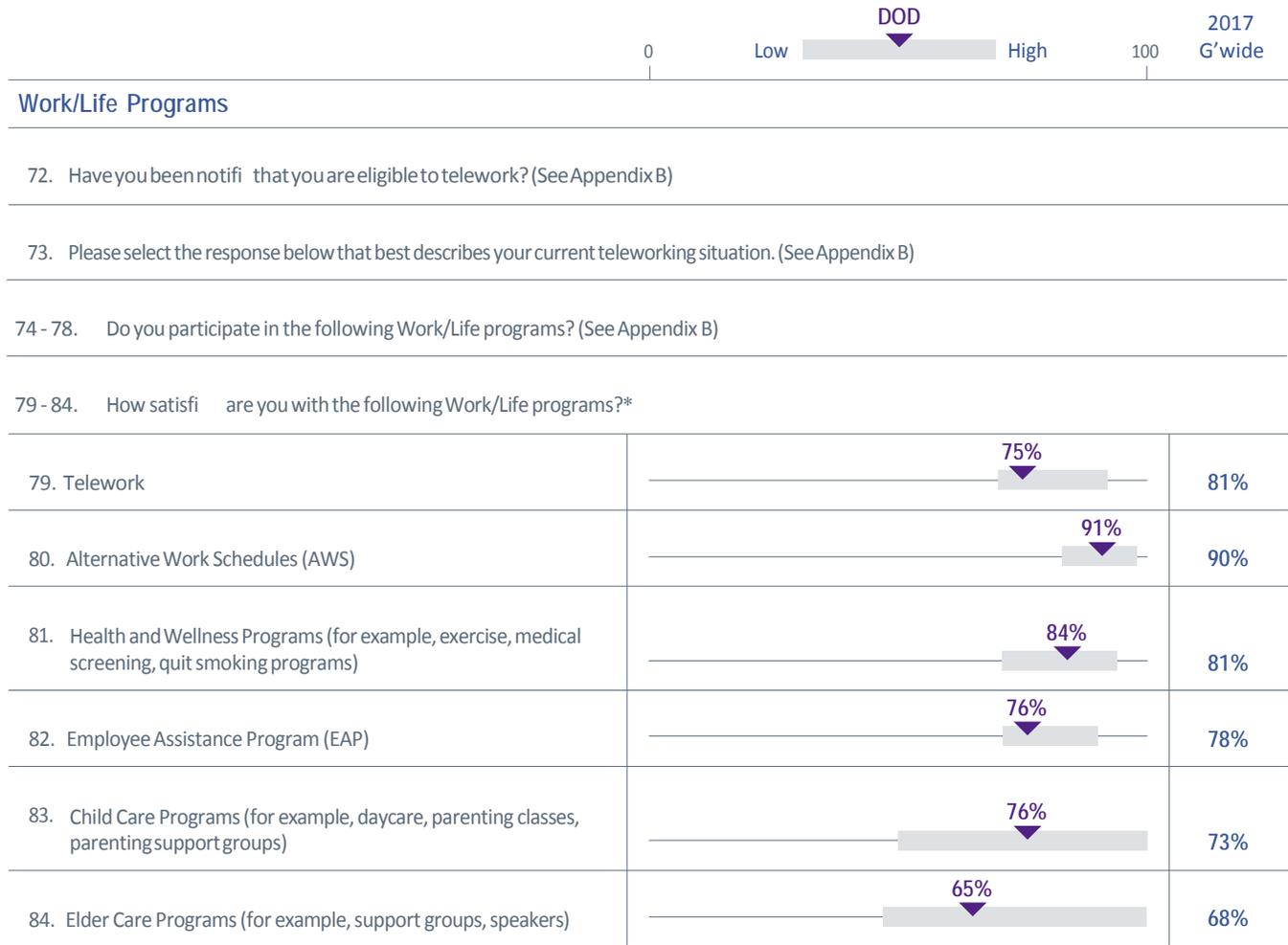|		DOD	2017 G'wide
		0 Low ▼ High 100	
57.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	63% ▼	62%
58.	Managers promote communication among different work units (for example, about projects, goals, needed resources).	57% ▼	55%
59.	Managers support collaboration across work units to accomplish work objectives.	61% ▼	59%
60.	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	62% ▼	60%
61.	I have a high level of respect for my organization's senior leaders.	60% ▼	56%
62.	Senior leaders demonstrate support for Work/Life programs.	61% ▼	57%

My Satisfaction

		DOD	2017 G'wide
‡63.	How satisfi are you with your involvement in decisions that affect your work?	56% ▼	53%
‡64.	How satisfi are you with the information you receive from management on what's going on in your organization?	52% ▼	50%
‡65.	How satisfi are you with the recognition you receive for doing a good job?	51% ▼	50%
66.	How satisfi are you with the policies and practices of your senior leaders?	49% ▼	45%
67.	How satisfi are you with your opportunity to get a better job in your organization?	37% ▼	37%
68.	How satisfi are you with the training you receive for your present job?	55% ▼	55%
‡69.	Considering everything, how satisfi are you with your job?	68% ▼	68%
70.	Considering everything, how satisfi are you with your pay?	63% ▼	61%
‡71.	Considering everything, how satisfi are you with your organization?	61% ▼	60%

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

		DOD		2017
0	Low	▼ High	100	G'wide

Work/Life Programs

72. Have you been notifi that you are eligible to telework? (See Appendix B)

73. Please select the response below that best describes your current teleworking situation. (See Appendix B)

74 - 78. Do you participate in the following Work/Life programs? (See Appendix B)

79 - 84. How satisfi are you with the following Work/Life programs?*

		2017 G'wide
79. Telework	75% ▼	81%
80. Alternative Work Schedules (AWS)	91% ▼	90%
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	84% ▼	81%
82. Employee Assistance Program (EAP)	76% ▼	78%
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	76% ▼	73%
84. Elder Care Programs (for example, support groups, speakers)	65% ▼	68%

* The Work/Life program satisfaction results (Q.79–84) include only employees who indicated that they participated in the program.

Appendix B: Work/Life Programs & Demographic Results

Appendix B 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.

	2017 Percentages
Work/Life Programs	
Have you been notified that you are eligible to telework?	
Yes, I was notifi that I was eligible to telework	38
Yes, I was notifi that I was not eligible to telework	23
No, I was not notifi of my telework eligibility	31
Not sure if I was notifi of my telework eligibility	9
Please select the response below that BEST describes your current teleworking situation.	
I telework 3 or more days per week	2
I telework 1 or 2 days per week	9
I telework, but no more than 1 or 2 days per month	4
I telework very infrequently, on an unscheduled or short-term basis	14
I do not telework because I have to be physically present on the job (e.g., Law Enforcement Offi , Park Rangers, Security Personnel)	27
I do not telework because I have technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	6
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	23
I do not telework because I choose not to telework	15
Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)	
Yes	39
No	43
Not Available to Me	18
Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	
Yes	31
No	57
Not Available to Me	11

	2017 Percentages
Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)	
Yes	10
No	84
Not Available to Me	6
Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Yes	5
No	82
Not Available to Me	13
Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Yes	2
No	84
Not Available to Me	14

	2017 Percentages
Demographic Results	
Where do you work?	
Headquarters	41
Field	59
What is your supervisory status?	
Non-Supervisor	62
Team Leader	16
Supervisor	14
Manager	6
Senior Leader	2
Are you:	
Male	64
Female	36
Are you Hispanic or Latino?	
Yes	8
No	92
Are you:	
American Indian or Alaska Native	1
Asian	4
Black or African American	14
Native Hawaiian or Other Pacifi Islander	1
White	74
Two or more races (not Hispanic or Latino)	5
What is the highest degree or level of education you have completed?	
Less than High School	<1
High School Diploma/GED or equivalent	4
Trade or Technical Certifi	2
Some College (no degree)	16
Associate's Degree (e.g., AA, AS)	11
Bachelor's Degree (e.g., BA, BS)	33
Master's Degree (e.g., MA, MS, MBA)	31
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	4

Note: Demographic results are unweighted.

	2017 Percentages
What is your pay category/grade?	
Federal Wage System	6
GS 1-6	6
GS 7-12	53
GS 13-15	32
Senior Executive Service	1
Senior Level (SL) or Scientifi or Professional (ST)	<1
Other	3
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	2
1 to 3 years	11
4 to 5 years	7
6 to 10 years	29
11 to 14 years	15
15 to 20 years	12
More than 20 years	24
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	5
1 to 3 years	19
4 to 5 years	10
6 to 10 years	29
11 to 20 years	22
More than 20 years	16
Are you considering leaving your organization within the next year, and if so, why?	
No	60
Yes, to retire	6
Yes, to take another job within the Federal Government	24
Yes, to take another job outside the Federal Government	3
Yes, other	5
I am planning to retire:	
Within one year	4
Between one and three years	10
Between three and fi years	13
Five or more years	73

Note: Demographic results are unweighted.

	2017 Percentages
Do you consider yourself to be one or more of the following?	
Heterosexual or Straight	87
Gay, Lesbian, Bisexual or Transgender	2
I Prefer Not to Say	11
What is your US military service status?	
No Prior Military Service	43
Currently in National Guard or Reserves	5
Retired	34
Separated or Discharged	19
Are you an individual with a disability?	
Yes	24
No	76
What is your age group?	
25 and under	1
26-29	2
30-39	15
40-49	23
50-59	43
60 or older	16

Note: Demographic results are unweighted.

Appendix C: 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

Department of Veterans Affairs

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)

Broadcasting Board of Governors

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

Offi of Personnel Management

Securities and Exchange Commission

Small Business Administration

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

Offi of Management and Budget

Offi of the U.S. Trade Representative

Overseas Private Investment Corporation

Pension Benefi Guaranty Corporation

Railroad Retirement Board

Selective Service System

Surface Transportation Board

U.S. International Trade Commission

U.S. Offi 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

Farm Credit System Insurance Corporation

Institute of Museum and Library Services

Inter-American Foundation

Marine Mammal Commission National

Capital Planning Commission National

Council on Disability National

Mediation Board

Occupational Safety and Health Review Commission

Offi of Navajo and Hopi Indian Relocation

Postal Regulatory Commission

U.S. Access Board

U.S. Offi of Government Ethics

U.S. Trade and Development Agency
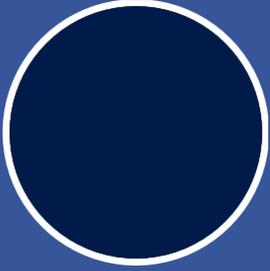
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