

2015 Federal Employee Viewpoint Survey

Survey Analysis and Benchmarking Report



Department of the Army

A Framework For Member Conversations

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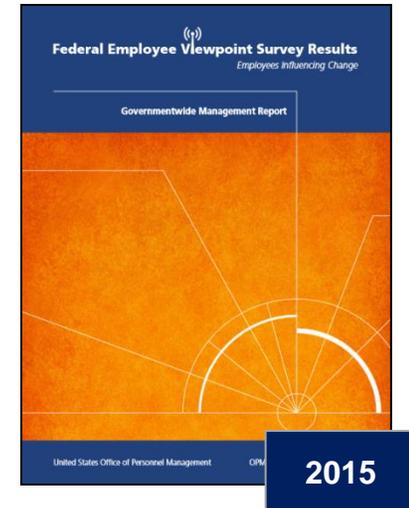
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INTRODUCING THE 2015 FEVS BENCHMARKING REPORT

The FEVS Survey Analysis and Benchmarking Report is intended to provide you with a comprehensive analysis of your organization's Federal Employee Viewpoint Survey (FEVS) results and enable immediate action on issues that matter most to employee productivity and organizational performance.

The following analysis orients on those areas where your organization has been most successful or challenged relative to benchmark and identifies specific emerging growth or risk areas. The interpretation of any survey results and subsequent action planning should be founded on three principles:



Focus on Areas that Drive Engagement

Not all questions are “created equal” – some matter more than others because of their disproportionate influence on engagement, and, consequently, mission success.

Prioritize Actions Relative to Benchmark

The “gap to goal” is useful to help prioritize areas for improvement. If benchmarks indicate that an organization is underperforming in a critical area, that item/area should be prioritized.

Hone in on Actionable Measures

Target engagement inputs—measures that you can actually influence through effective action planning—as opposed to outcomes, such as discretionary effort, intent to stay, and satisfaction.

In addition to understanding the results of the FEVS, this report will help you drive results by defining action oriented plans that target high priority areas. Focus not only on development areas but also build on the current strengths of your organization.

This report is intended to help you effectively analyze your organization's engagement survey results and empower you to quickly act on addressing key areas of need.

ANALYTIC CHALLENGES LIMIT ACTION PLANNING IMPACT

EVS Action Planning Challenges

Too Much Data to Consume Quickly

Unclear Decision Implications

Limited Implementation

How Report Alleviates Action Planning Challenges

- Focus report on the questions with the largest impact on employee engagement
- Organize questions by key talent outcomes
- Visualize data to make interpretation easier
- Contextualize data with government trends
- Segment responses by demographic groups to uncover most acute risk areas
- Omit questions with unclear decision implications from analysis
- Understand best practices
- Define actionable steps

Supporting Resources

Research:

- ❑ [Talent Analytics Research Brief \(HR\)](#)

Tools:

- ❑ [HR Metrics Benchmarking Tool \(HR\)](#)

Engagement is a critical element the best organizations focus on to improve employee performance and productivity.

ENGAGEMENT – A CRITICAL ELEMENT THAT DRIVES PERFORMANCE

CEB's Clear Advantage Framework



- **Engagement**—Employees' pride, energy, and optimism that fuels their discretionary effort and intent to stay.
- **Alignment**—The connection between employees' work and goals with those of the company overall.
- **Agility**—The organization's ability to sense and respond to change.

Supporting Resources

Research:

- ❑ [Workforce Measurement Beyond Engagement \(HR\)](#)
- ❑ [Building Engagement Capital \(HR\)](#)

Tools:

- ❑ [Business Case for Employee Engagement \(HR\)](#)
- ❑ [Employee Engagement Database \(HR\)](#)

Higher levels of employee engagement are also associated with higher:

- ✓ **Employee performance** – Every 10% improvement in engagement can increase an employee's effort level by 6%, which can improve an employee's performance by 2%.
- ✓ **Employee retention** – Every 10% improvement in engagement can decrease an employee's probability of departure by 9%.
- ✓ **Customer satisfaction** – Customers of organizations with high levels of employee engagement are 9% more satisfied than customers of organizations with low levels of employee engagement.

HOW TO USE THE REPORT

The report is laid out to provide detail on the importance of each engagement measure, your organization's benchmarked results, and clear action steps for moving forward to strengthen the engagement focus area at your organization.

1 Each page highlights the **desired end-state** from focusing on the engagement topic addressed on the slide.

2 Pages include specific, **tangible actions** you can take to strengthen an aspect of employee engagement

3 On each page you'll find **CEB supporting resources** — tools and templates, case studies, and research — to help you take action on your key priorities.

Throughout the report, resources marked:

- **(HR)** are accessible with CLC Human Resources subscription
- **(L&D)** are accessible with CLC Learning and Development subscription
- **(R)** are accessible with Recruiting subscription

The most common response to the rising complexity in today's work environment is to simplify employees' work. Instead, the best organizations focus on helping employees navigate role complexities.

To Improve Role Navigation:

- Help managers advise and facilitate, not filter information
- Utilize work shadow programs to build a broader understanding of work flow
- Leverage enabled communication to drive action

Supporting Resources

Case Studies:

- [Event-Based Network Learning Case Profile \(L&D\)](#)

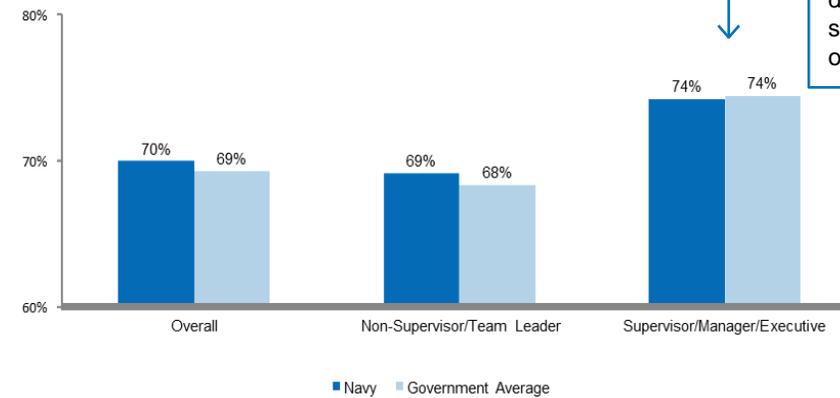
Tools:

- [Identify Your Peer Network Employee Guide \(HR\)](#)
- [Onboarding Checklist \(R\)](#)

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CONNECT EMPLOYEES WITH THE RIGHT INFORMATION

Q2: I Have Enough Information to Do My Job Well.
Percentage of Employees Who Agree or Strongly Agree.

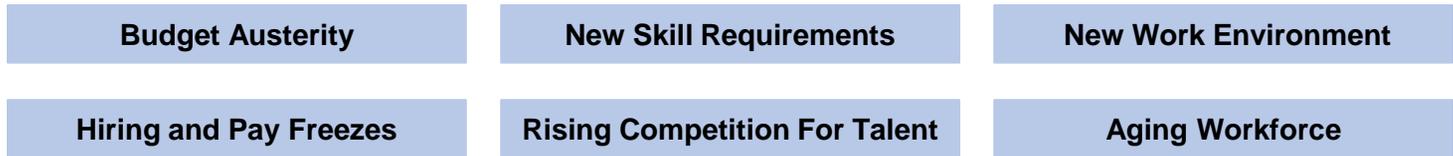


Your agency's results are benchmarked against the Federal Government average, as well as against numerous demographic measures, such as seniority in the organization.

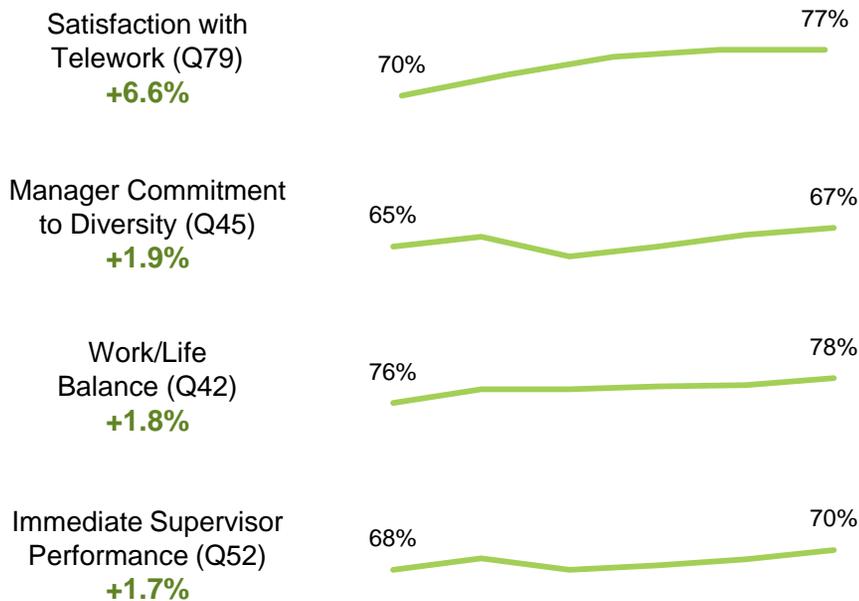
SETTING THE STAGE: 2010-2015 FEDERAL TRENDS

Interpret your agency's trends within the context of broader government.

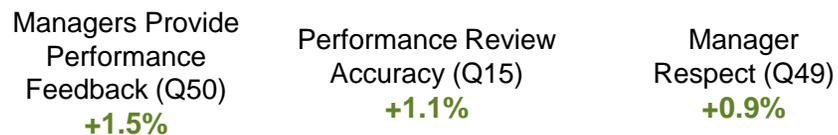
Changes in the Federal operating environment create opportunities and risks that impact mission success



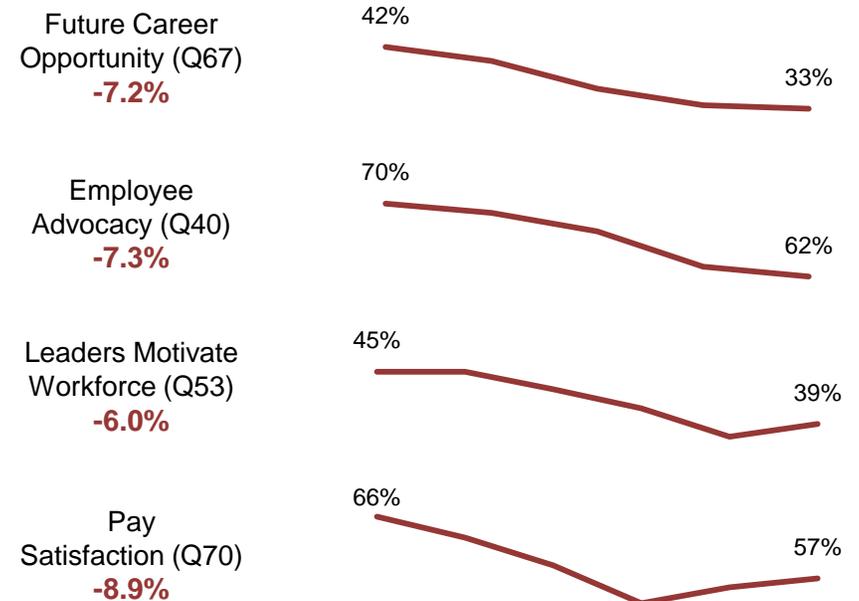
Positive Trends



Other Highlights



Negative Trends



Other Highlights

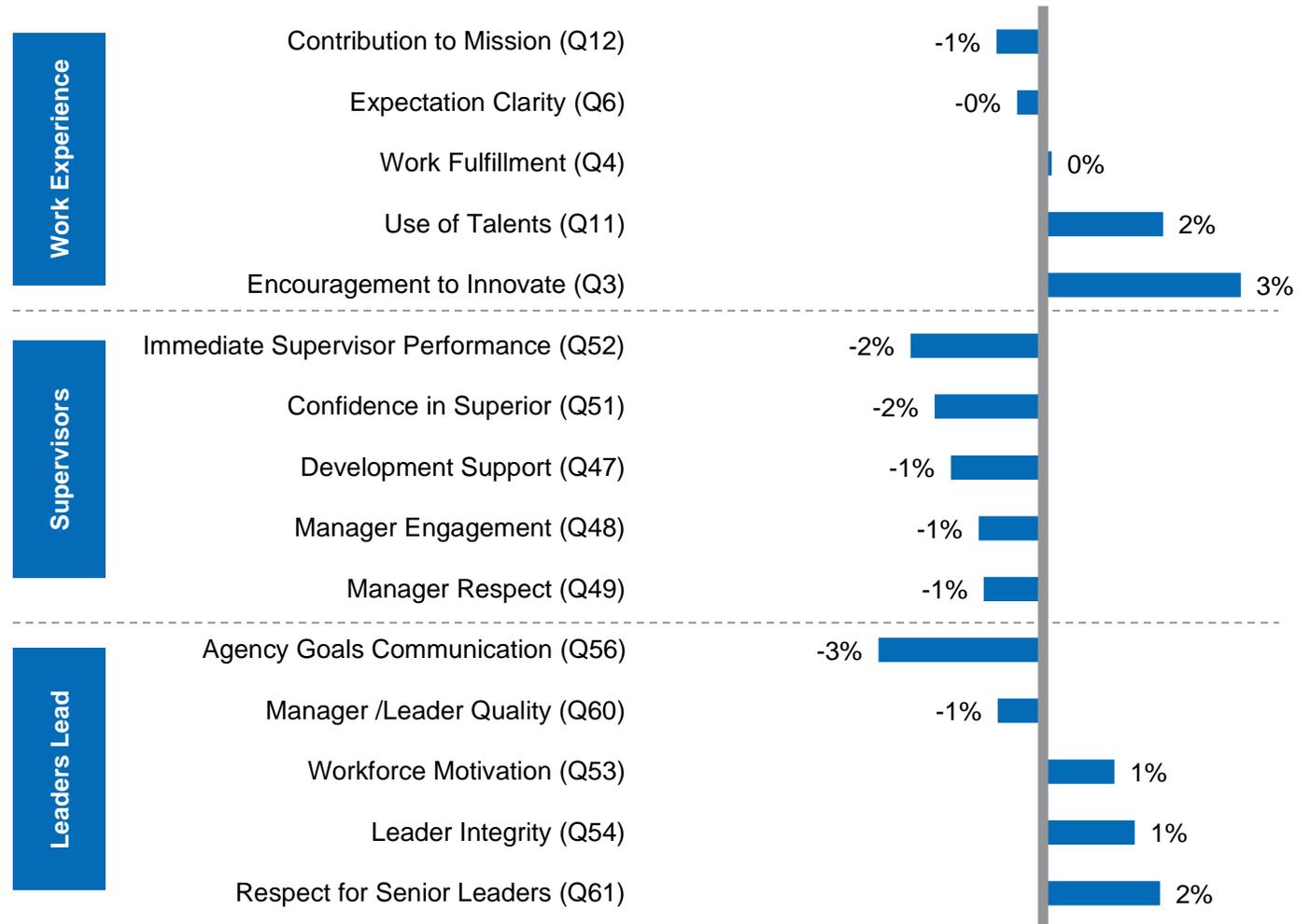


Assess the components of the OPM Engagement Index to understand your agency's acute issue areas.

OPM ENGAGEMENT INDEX AT A GLANCE

Scores Relative to the Government Average

Difference in Positive Response Rate Between Agency Scores and the Government Average



Source: Federal Employee Viewpoint Survey 2015.

To review the full question format series for OPM Engagement Index, please refer to slide 66.

Supporting Resources

Research:

- [Talent Analytics Research Brief \(HR\)](#)

Tools:

- [HR Metrics Benchmarking Tool \(HR\)](#)

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YOUR RESULTS: CORE STRENGTHS



These are the measures where your organization's scores exceeded the **federal average** by the widest margin.

1 Performance Review Accuracy

Benchmark against Federal average: **+6.2%**

*Question 15 - My performance appraisal is a fair reflection of my performance. [Slide 32]
(Raw score: 75.3%)*

Performance feedback is one of the most important opportunities that managers have to drive employee engagement and enterprise contribution. However, many managers fail to accurately assess their direct reports' performance.

To Improve Performance Review Accuracy:

1. Clearly Articulate Performance Expectations
2. Enable Managers to Diagnose Performance Challenges in the Moment
3. Conduct Routine Informal and Formal Performance Conversations
4. Integrate Self-Input into Performance Process
5. Conduct Two-Way Appraisal Discussions

2 Encouragement to Innovate

Benchmark against Federal average: **+3.0%**

*Question 3 - I feel encouraged to come up with new and better ways of doing things. [Slide 45]
(Raw score: 59.5%)*

Despite the increased importance of innovation during a downturn, managers are less likely to encourage employees to try new things. Encourage deliberate risks to drive innovation across the organization.

To Improve Innovation:

1. Provide Guidelines for Innovation, Not Mandates
2. Celebrate Incremental Successes and Productive Collaboration
3. Celebrate Learning by Acknowledging Failure in Addition to Success

3 Use of Talents

Benchmark against Federal average: **+1.8%**

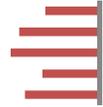
*Question 11 - My talents are used well in the workplace. [Slide 55]
(Raw score: 59.5%)*

Employees who are aligned to positions that reflect their strengths perform up to 29% better and show higher engagement capital levels. To maximize use of talents, progressive agencies align rising leaders with the future roles that not only fit the needs of the organization but also match the individual's career aspirations and strengths.

To Improve Job-Skill Alignment:

1. Assess Candidates on the Most Important Competencies
2. Account for Dynamic Shifts of Role Needs
3. Balance Career Interests with Current Capabilities

YOUR RESULTS: DEVELOPMENT AREAS



These are the measures where your organization's scores were below the **federal average** by the widest margin.

1 Performance Feedback

Benchmark against Federal average: **-4.6%**

Question 50 - In the last six months, my supervisor/team leader has talked with me about my performance. [Slide 31]
(Raw score: 72.9%)

Of all the interactions managers can have with their employees, informal feedback has the greatest impact on employee performance. However, to be impactful, performance conversations need to happen at least once per month.

To Improve Informal Feedback:

1. Set Expectations for More Routine Performance Discussions
2. Help Managers Diagnose Performance Challenges
3. Provide Managers with Tools to Facilitate Effective Conversations

2 Survey Results Use

Benchmark against Federal average: **-4.4%**

Question 41 - I believe the results of this survey will be used to make my agency a better place to work. [Slide 61]
(Raw score: 34.6%)

The FEVS is one of the best opportunities for employees to provide management with targeted feedback. However, when managers and executives fail to communicate how the feedback will be used to improve agency conditions, employee expectations wane. The best organizations treat engagement as an ongoing initiative instead of an event - and continually communicate action to employees.

To Demonstrate a Focus on Employee Engagement:

1. Define a Framework to Formally Manage Engagement
2. Build Action Plans to Improve Engagement
3. Hold Leaders, Managers and Employees Accountable for Engagement Outcomes
4. Communicate Action to Employees

3 Peers Share Knowledge

Benchmark against Federal average: **-3.7%**

Question 26 - Employees in my work unit share job knowledge with each other. [Slide 27]
(Raw score: 69.0%)

In today's new work environment, successful employees have to work with others more than ever to drive organizational success. The best organizations facilitate sharing job knowledge through building employee networks and breaking down barriers to collaboration.

To Increase Job Knowledge Sharing:

1. Build Peer Networks through Workflow Shadowing
2. Orient Job Roles Based on Key Relationships, Not Just Tasks
3. Set Group, Not Individual, Expectation

YOUR RESULTS: UPWARD TRENDS AND EMERGING RISKS

Upward Trends

These are the measures where your organization's **2015** scores most significantly exceeded **2014** results.



1 Pay Satisfaction

Year-over-Year
Change:
+3.7%

Question 70 - Considering everything, how satisfied are you with your pay? [Slide 16] (2015 raw score: 57.5%)

2 Opportunity to Improve Skills

Year-over-Year
Change:
+3.2%

Question 1 - I am given a real opportunity to improve my skills in my organization. [Slide 41] (2015 raw score: 60.6%)

3 Survey Results Use

Year-over-Year
Change:
+3.0%

Question 41 - I believe the results of this survey will be used to make my agency a better place to work. [Slide 61] (2015 raw score: 34.6%)

Emerging Risks

These are the measures where your organization's **2015** scores declined most significantly from **2014**.



No measures under observation decreased from 2014 to 2015.

Robust talent management depends on the integration of critical activities across the employee lifecycle.

- One-third of the variation between effective and ineffective talent management practices can be explained by the level of integration across objectives and program activities.

FOCUS ON INTEGRATED TALENT MANAGEMENT

CEB's Integrated Talent Management Framework



Supporting Resources

Research:

- ❑ [Creating an Integrated Talent Management Strategy \(HR\)](#)
- ❑ [Integrated Talent Management Webinar \(HR\)](#)

Tools:

- ❑ [Prioritized Talent Management Connections Case Profile \(HR\)](#)

ROAD MAP FOR THE PRESENTATION

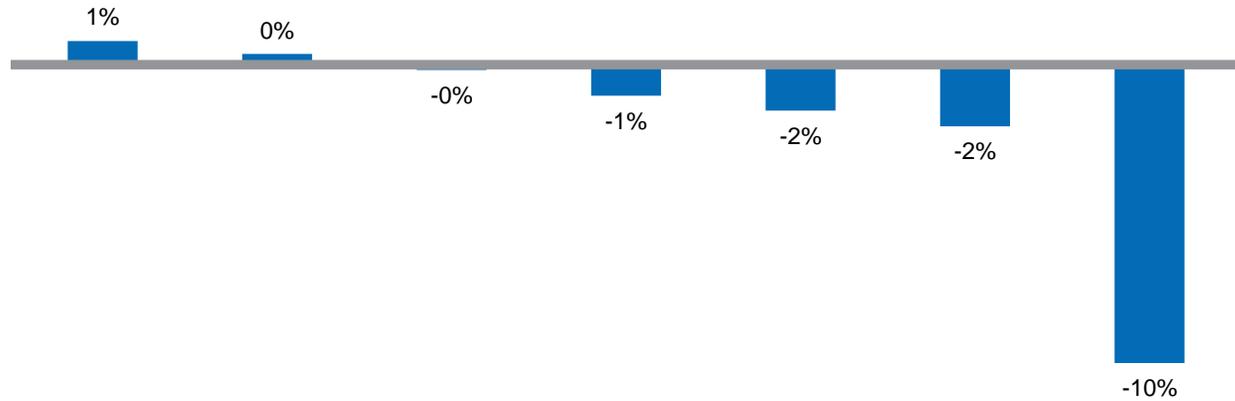


Attract critical talent by strengthening the employment value proposition (EVP) and improving recruitment skills and processes.

SCORECARD—ATTRACT CRITICAL TALENT

Scores Relative to the Government Average

Difference in Positive Response Rate Between Agency Scores and the Government Average



Work/Life Balance (Q42) Pay Satisfaction (Q70) Managers Well with Diverse Employees (Q55) Manager Commitment to Diversity (Q45) Employee Advocacy (Q40) Quality of Hire (Q21) Satisfaction with Telework (Q79)

Supporting Resources

Research:

- [Global Workforce Insights for Government \(2014\) \(HR\)](#)
- [Navigating the New Realities of Recruiting \(R\)](#)
- [Realizing Recruiting Success in a Complex Environment \(R\)](#)

The most effective organizations craft their employment brand to speak to areas that candidates care about most.

To Align Your Employment-Value Proposition with Critical Talent Preferences:

- Identify critical talent
- Understand preferences of different talent segments
- Tailor your EVP for different talent segments
- Deliver on EVP promises

Supporting Resources

Research:

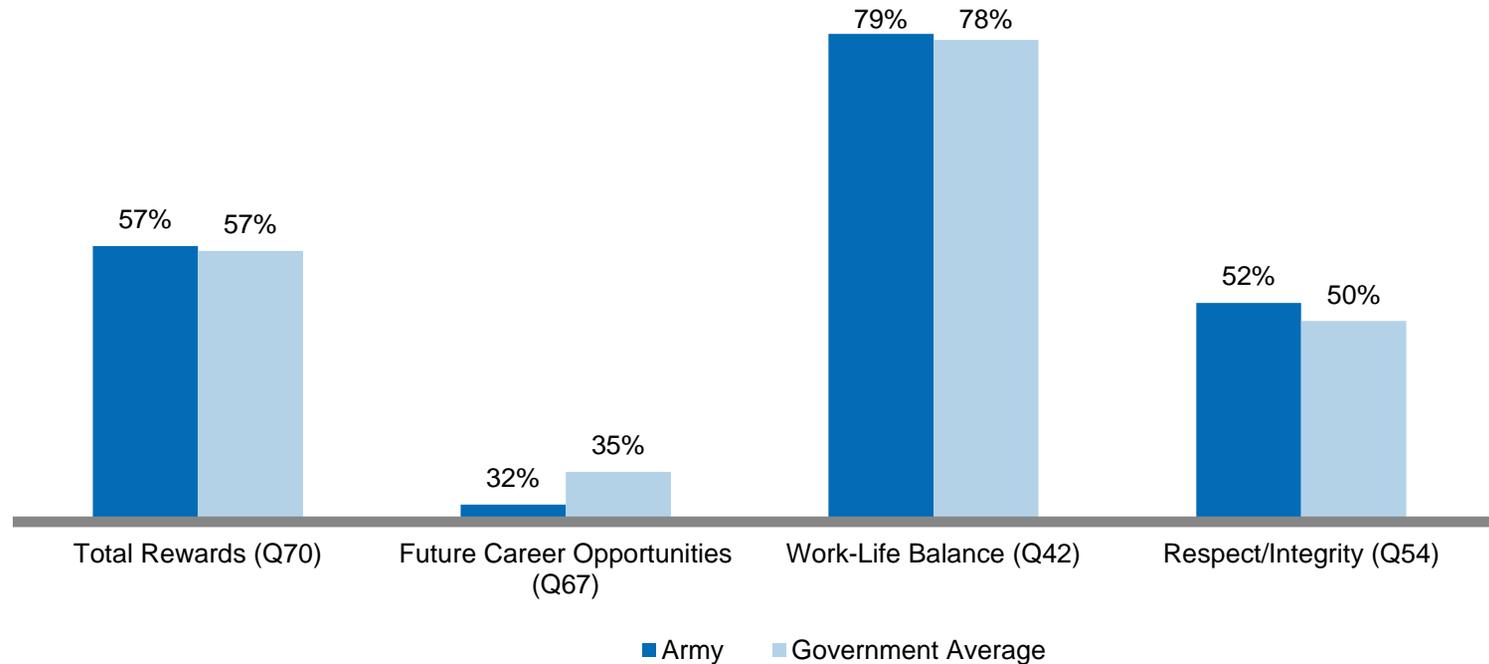
- ❑ [Building a Strong Employment Value Proposition Webinar \(HR\)](#)
- ❑ [Government Employee Workforce Insights Report \(HR\)](#)

Tools:

- ❑ [EVP Design Action Toolkit \(HR\)](#)

TARGET CRITICAL DRIVERS OF ATTRACTION

Employee Perceptions Regarding Top Drivers of Employee Attraction
Percentage of Employees Who Agree or Strongly Agree.



Despite perceptions of a “buyer’s market,” a significant percentage of supervisors are concerned about the fit and quality of new hires.

To Improve Quality of Hire:

- Understand better what your hiring manager needs
- Identify how competencies manifest themselves in candidates
- Share information with candidates to ensure mutual fit
- Hire less for culture fit, more for network fit

Supporting Resources

Research:

- [Measuring Recruiting Effectiveness \(HR\)](#)
- [Understanding Your Role as a Hiring Manager \(R\)](#)

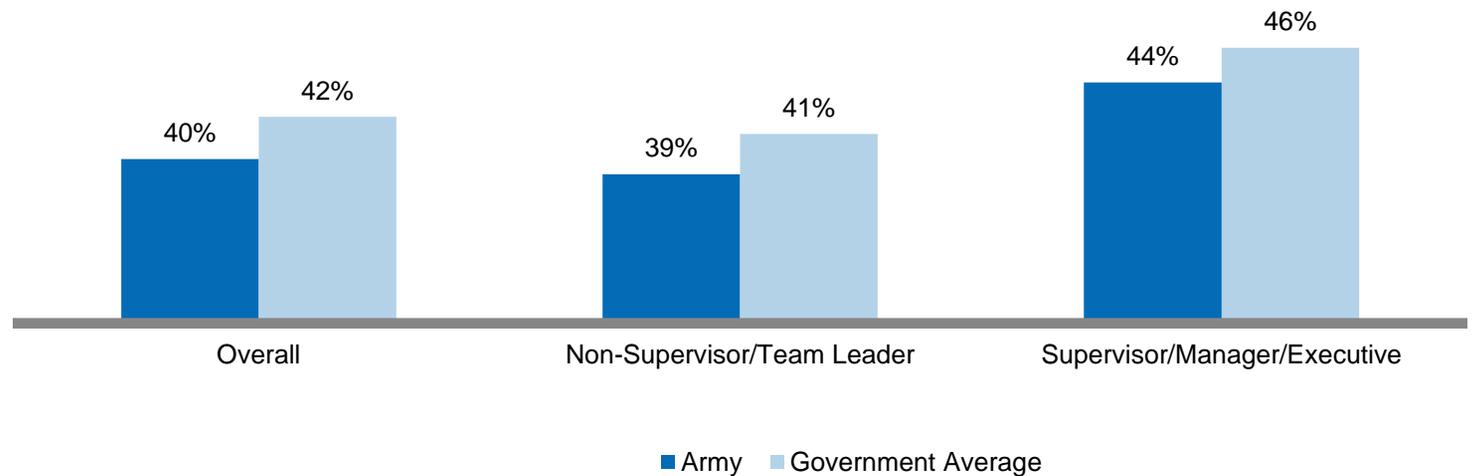
Academy:

- [Recruiter Effectiveness Academy \(R\)](#)

TRACK QUALITY OF HIRE, NOT JUST HIRING SPEED

Q21: My Work Unit Is Able to Recruit People with the Right Skills.

Percentage of Employees Who Agree or Strongly Agree



Progressive organizations are streamlining the hiring workflow to drive sustainable improvements in hiring speed that do not compromise quality of hire.

STRATEGY FOR ACCELERATING RECRUITING



Rationale for Change:

- Time to fill has increased substantially over the past five years (median of 68 business days in 2015 compared to 42 in 2010).
- Quality of hire has remained flat during the same period.
- Current approaches (e.g., adding additional recruiting head count, providing standards and tools to help recruiters navigate complexity, introducing new information and stakeholders to hiring decisions) negligibly impact time to fill.

Supporting Resources

Research:

- ❑ [Accelerating Recruiting: Achieving Quality at Speed \(R\)](#)

Organizations with high satisfaction across their workforce should leverage their employees to help attract strong talent.

- A candidate's most trusted source for information about employers are current employees.
- On average, personally referred employees cost 30% less to source, perform 5% better and intend to stay 16% longer than non-referred candidates.

Supporting Resources

Research:

- [Optimizing Employee Referral Programs \(HR\)](#)
- [Turning Employees into Advocates \(HR\)](#)

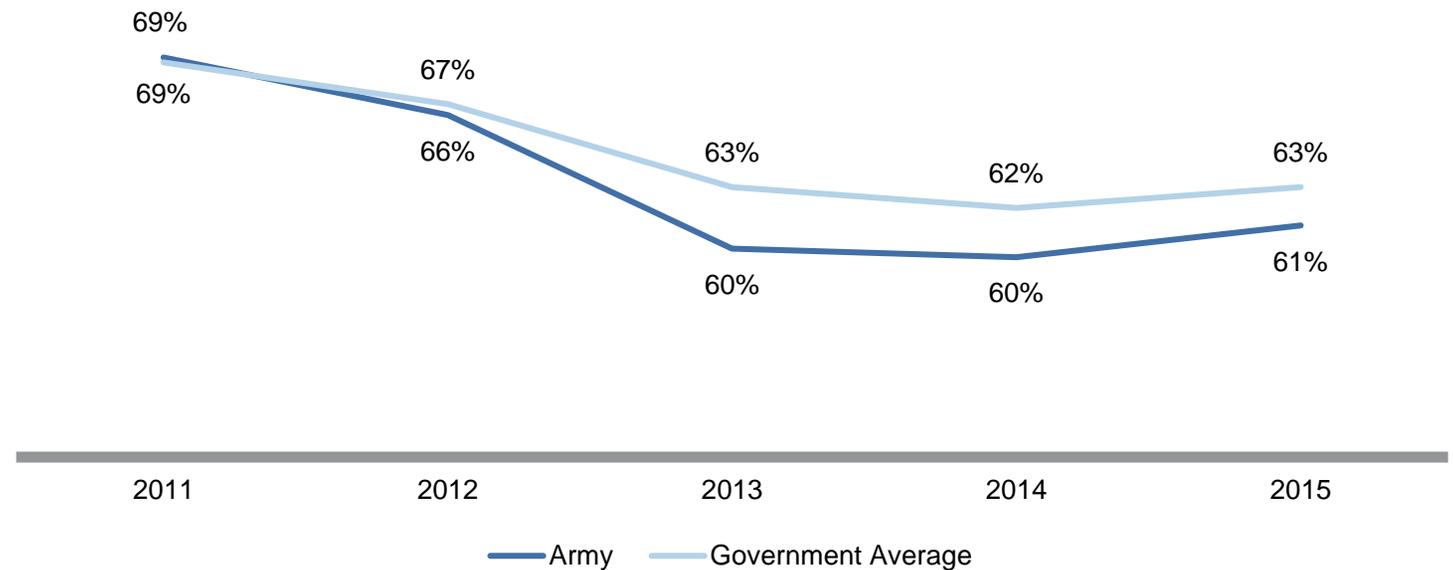
Tools:

- [Employee Referral Program Action Toolkit \(R\)](#)

LEVERAGE EMPLOYEE ADVOCATES

Q40: I Recommend My Organization as a Good Place to Work.

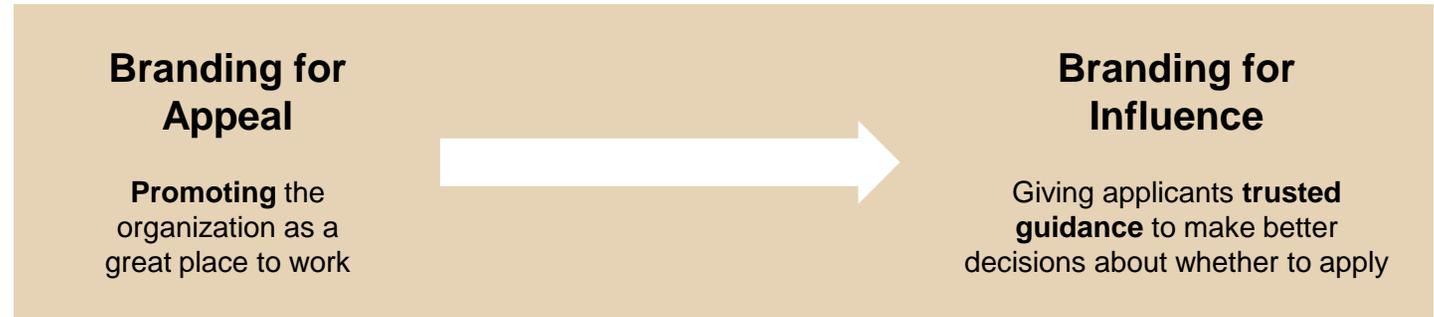
Percentage of Employees Who Agree or Strongly Agree.



Branding for influence gives applicants the trusted guidance they need in today's information-rich labor market.

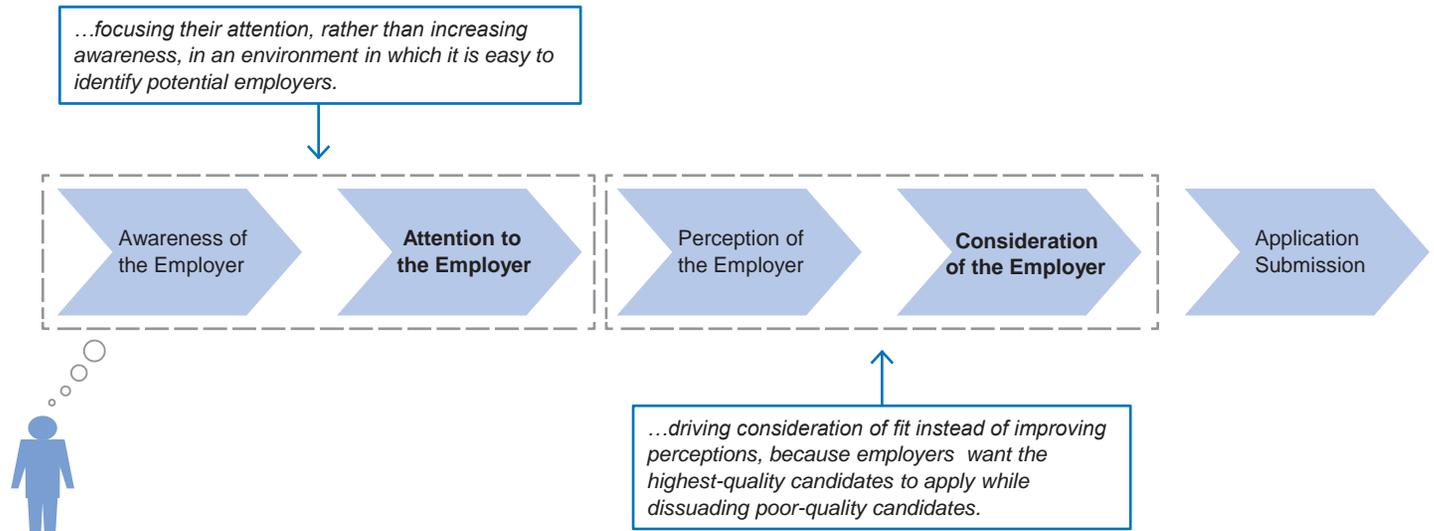
PERSUADE THE BEST, DEFLECT THE REST

Strategic Employment Branding Shift Required Today



Key Trade-Offs of a Branding for Influence Strategy

Influential Brands Help Applicants Make Better Decisions By...



Supporting Resources

Research:

- ☐ [Branding for Influence \(R\)](#)

Commitment to diversity is a top driver of employee engagement. Diverse and inclusive agencies report significantly higher levels of discretionary effort and reported intent to stay.

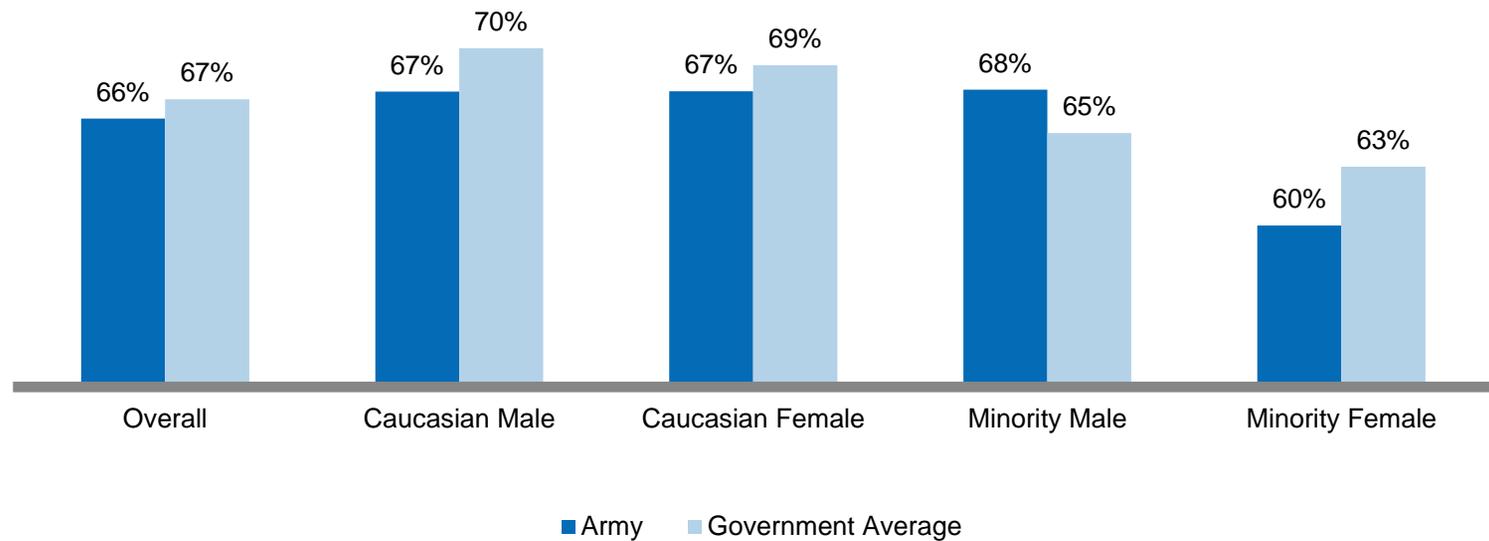
To Promote Diversity & Inclusion:

- Target trusted career influencers to expand your diverse talent pool
- Hire employees that display inclusive behaviors
- Include inclusion in onboarding
- Support managers to exercise inclusive behaviors
- Reinforce inclusion over the employee lifecycle

WORKFORCE DIVERSITY A PRIMARY FOCUS

Q45: My Supervisor/Team Leader Is Committed to a Workforce Representative of All Segments of Society.

Percentage of Employees Who Agree or Strongly Agree



Supporting Resources

Research:

- [Diversity Recruiting Strategies \(HR\)](#)

Case Studies:

- [Diversity Branding Tactics \(R\)](#)
- [Diversity Sourcing Channel Report \(R\)](#)

While commitment to diversity is critical, diversity alone is not enough. The most progressive organizations focus on building a culture of inclusion, which is key to sustaining engagement and retention across all diversity segments.

To Build & Maintain Inclusion Across Your Agency:

- Hire Employees Who Display Inclusive Behaviors
- Embed Inclusion in Onboarding
- Support Managers to Exercise Inclusive Behaviors
- Reinforce Inclusion over Employee Lifecycle

Supporting Resources

Research:

- [Fostering an Inclusive Organizational Culture \(HR\)](#)
- [Engaging Recruiters in Diversity and Inclusion \(R\)](#)

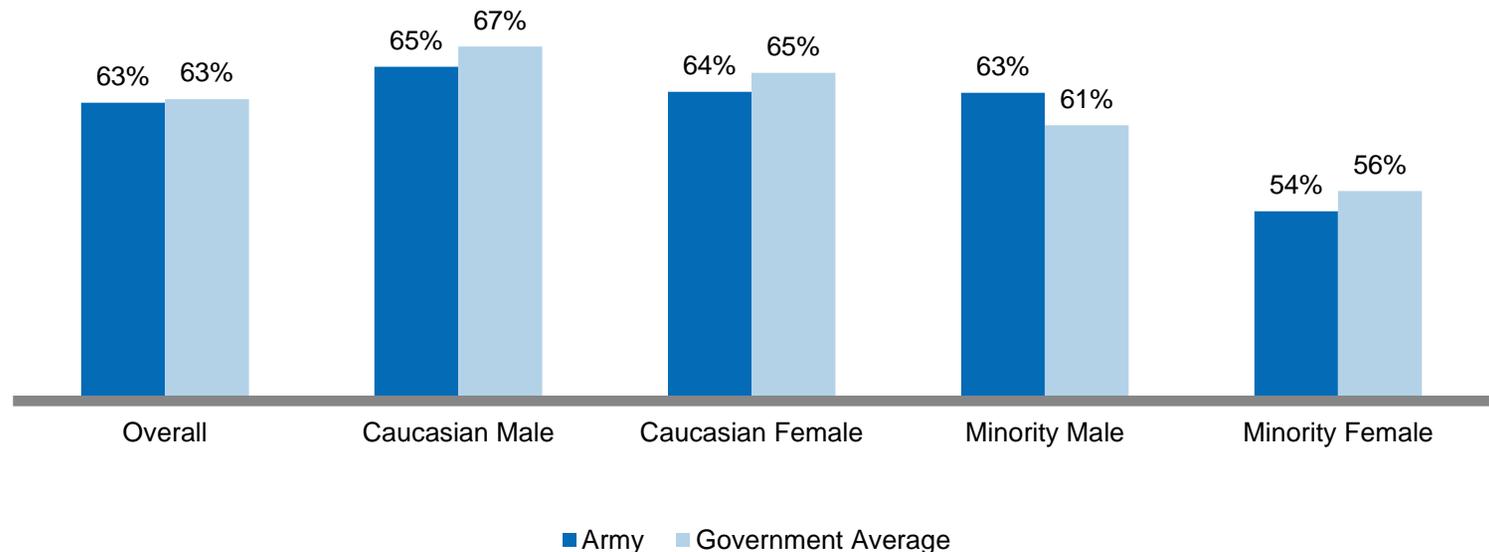
Case Studies:

- [Manager Guide to Improving Inclusion \(HR\)](#)
- [Measuring Diversity and Inclusion Case Profile \(HR\)](#)
- [Inclusion Recruiting Case Study \(R\)](#)

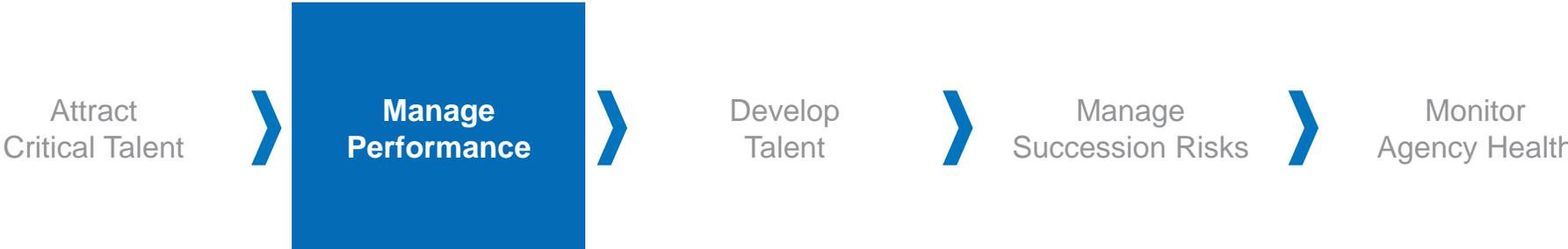
WITHOUT INCLUSION, A VICIOUS CYCLE

Q55: Managers/Supervisors/Team Leaders Work Well with Employees of Different Backgrounds.

Percentage of Employees Who Agree or Strongly Agree.



ROAD MAP FOR THE PRESENTATION



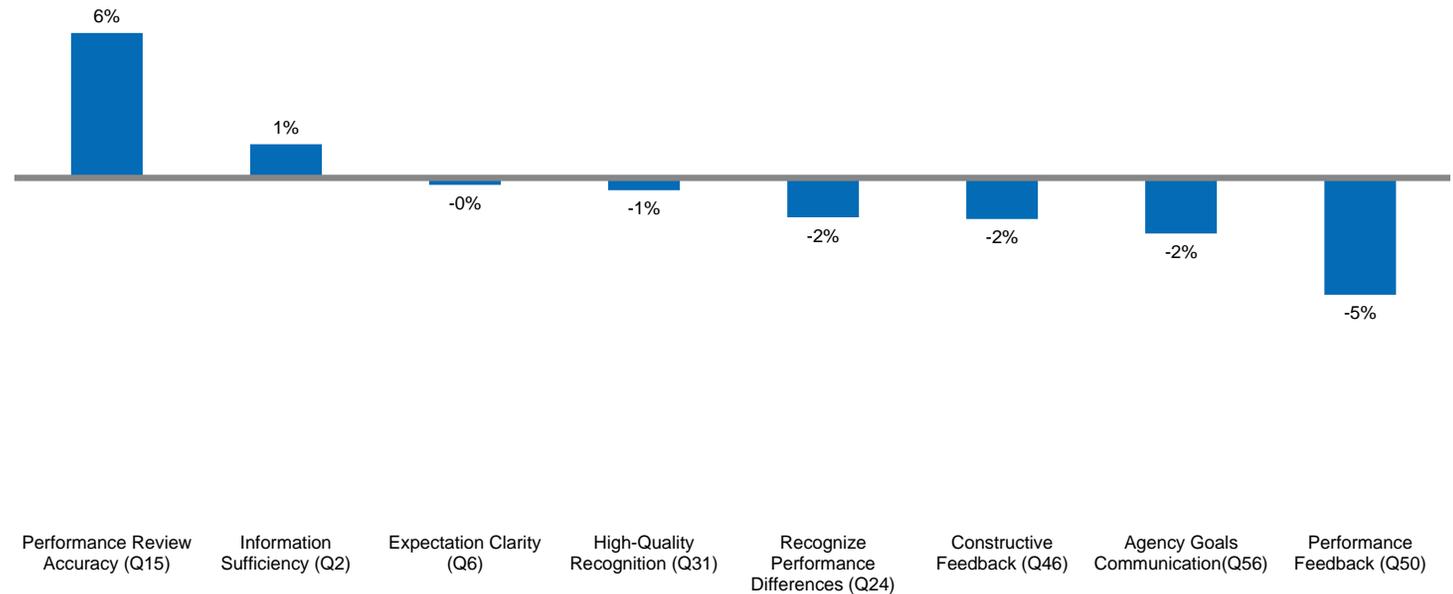
Agencies can improve performance management by focusing on five key activities:

1. Setting clear expectations
2. Monitor performance
3. Communicate performance feedback regularly
4. Identify opportunities to improve
5. Recognize and reward good performance

SCORECARD—MANAGE PERFORMANCE

Performance Management Scores Relative to the Government-Wide Average

Difference in Positive Response Rate Between Agency Scores and the Government-Wide Average.



Supporting Resources

Research:

- [Benchmarking the High-Performance Workforce \(HR\)](#)
- [Driving Performance in the Downturn \(HR\)](#)
- [Realizing the Full Value of Rising Talent \(HR\)](#)

Make performance goals explicit, and link goals to agency strategy and priorities.

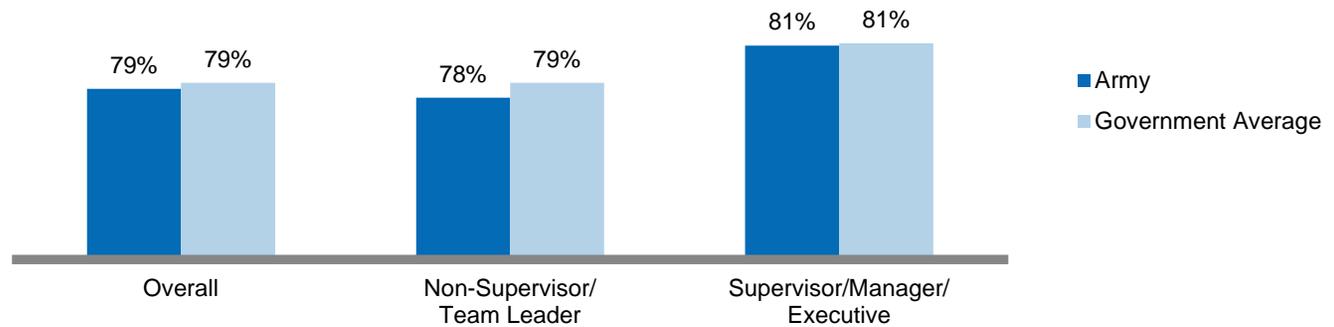
To Clarify Expectations:

- Design roles around relationships, not just tasks
- Set SMART goals for direct reports
- Use a targeted group of advocates to share critical expertise
- Clarify opportunities for greater impact
- Help direct reports navigate complex roles

CASCADE CLEAR AND PURPOSEFUL GOALS

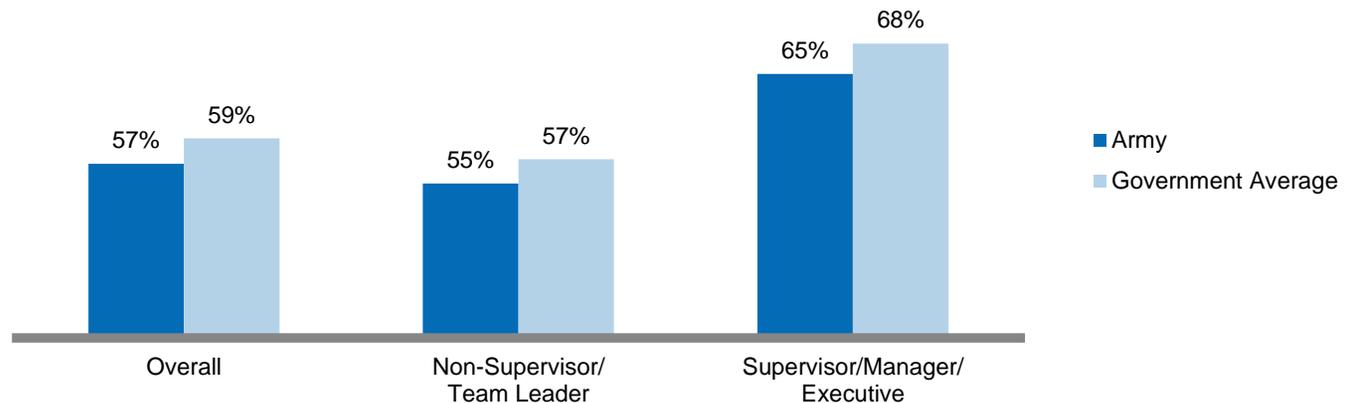
Q6: I Know What is Expected of Me on the Job.

Percentage of Employees Who Agree or Strongly Agree.



Q56: Managers Communicate the Goals and Priorities of the Organization.

Percentage of Employees Who Agree or Strongly Agree.



Supporting Resources

Tools:

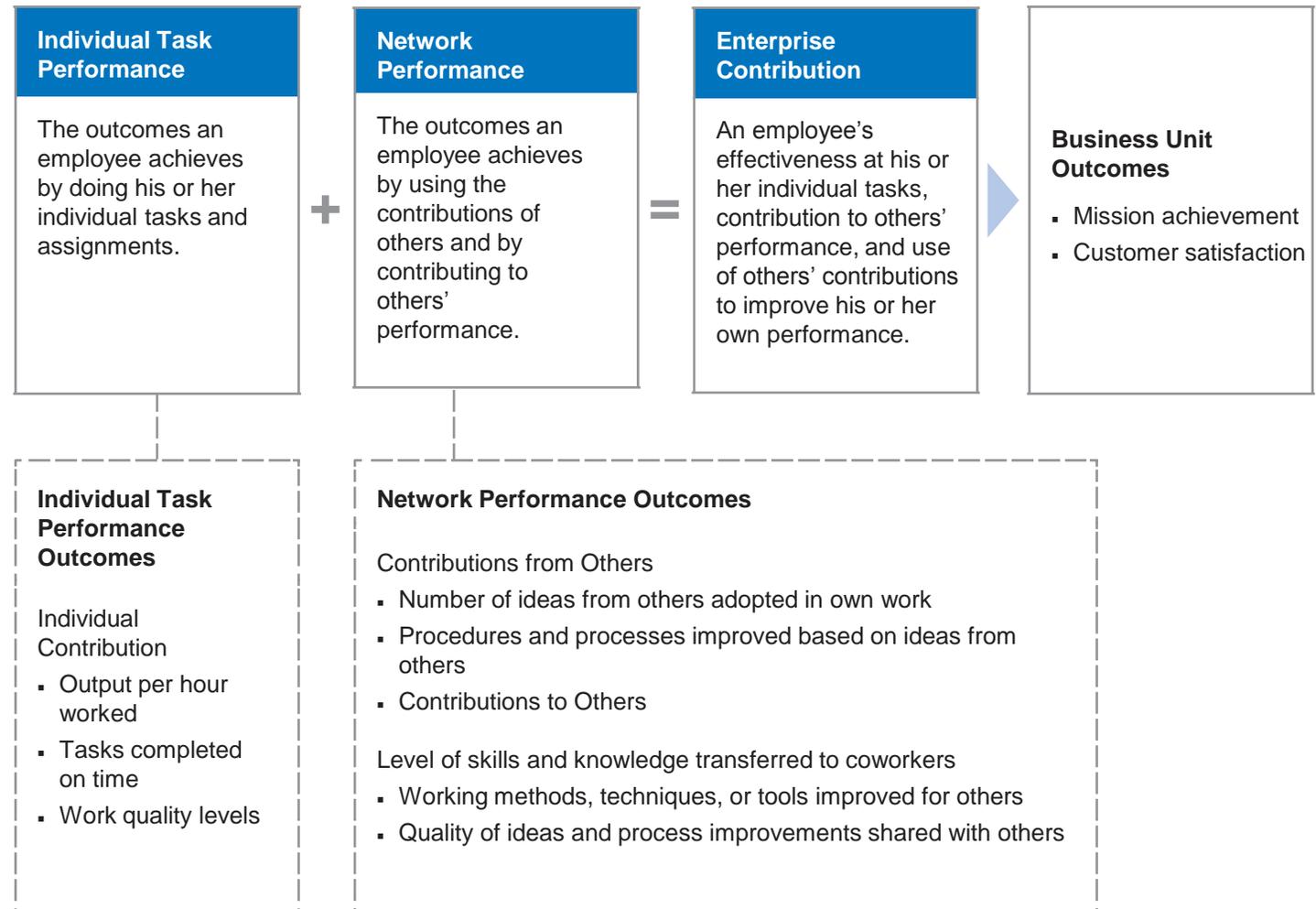
- ❑ [Connecting Employees to Agency Mission \(HR\)](#)
- ❑ [Guide to Connecting Employees to the Organization \(HR\)](#)
- ❑ [Key Manager Questions for Objective-Setting \(HR\)](#)

Help employees support the performance of their network, not just their own individual tasks.

INDIVIDUAL PERFORMANCE IS NOT SUFFICIENT

Employee Performance

Organizational Performance



Supporting Resources

Research:

- ❑ [Driving Breakthrough Performance in the New Work Environment \(HR\)](#)

Organizations drive both individual task performance and network performance can almost double the impact on performance outcomes.

To Build a Collaborative Work Environment:

- Set group, not just individual, expectations
- Show employees how collaboration drives success
- Help employees identify the right collaborators
- Recognize enterprise contribution through the performance process

Supporting Resources

Research:

- [The Performance Transformation \(HR\)](#)

Case Studies:

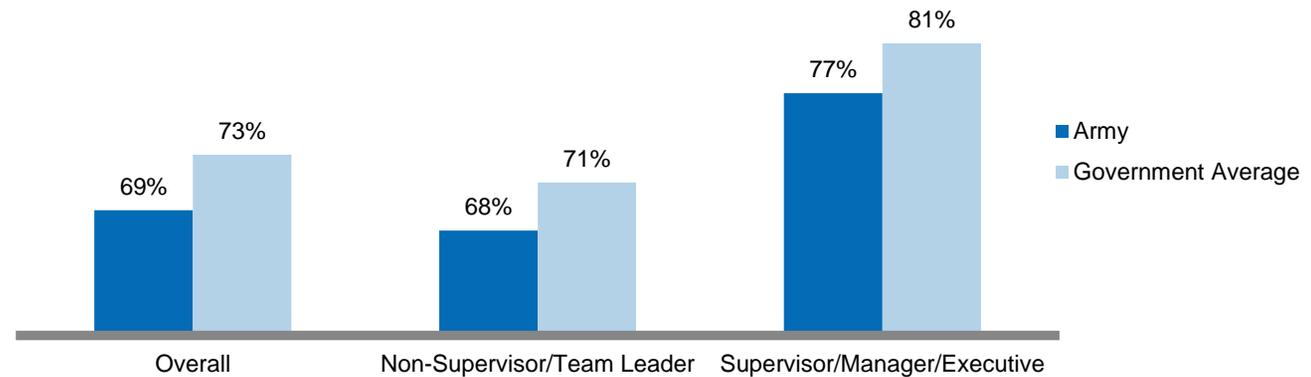
- [The Lab @ OPM \(HR\)](#)

Tools:

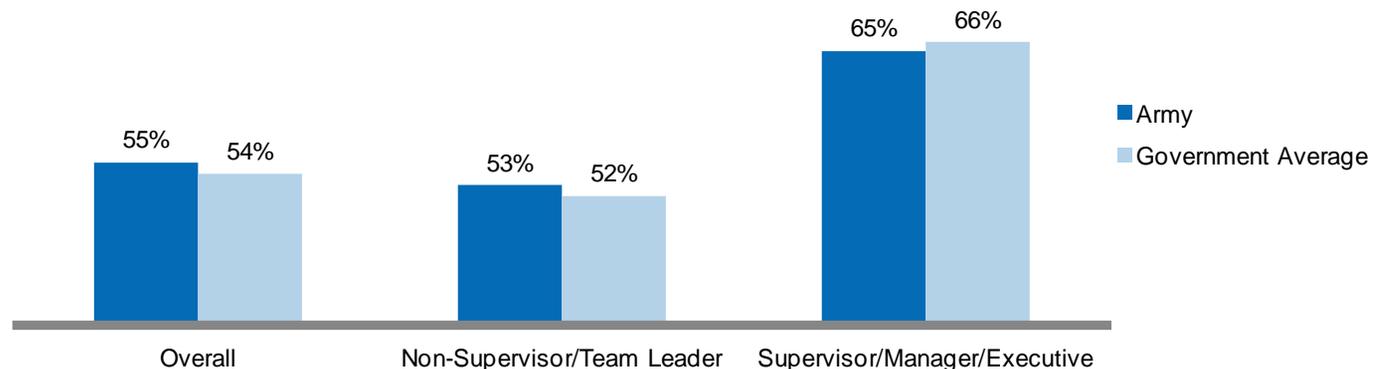
- [Manager Guide for Managing Enterprise Contribution \(HR\)](#)

DRIVE STRONG ENTERPRISE CONTRIBUTION THROUGH COLLABORATION

Q26: Employees in My Work Unit Share Knowledge with Each Other.
Percentage of Employees Who Agree or Strongly Agree.



Q59: Managers Support Collaboration Across Work Units To Accomplish Work Objectives.
Percentage of Employees Who Agree or Strongly Agree.



67% of employees report an increase in the amount of work that requires collaboration. To increase effective team cooperation, the best organizations break down barriers to collaboration.

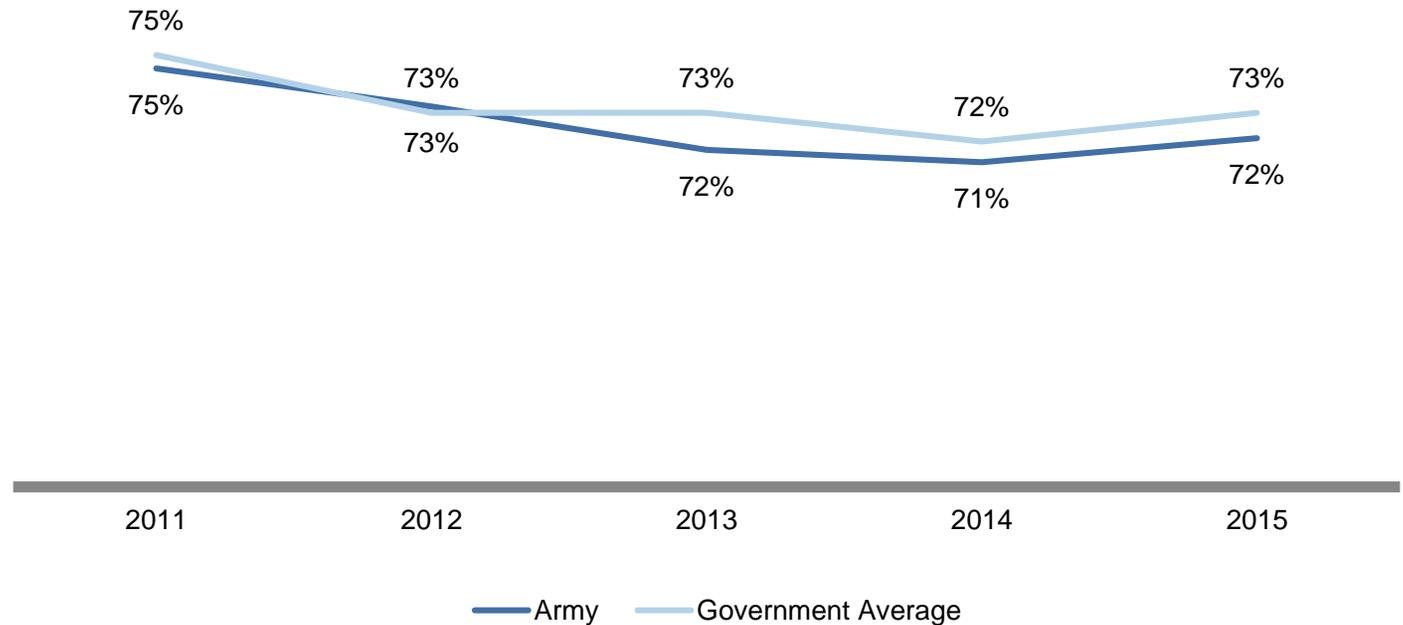
To Improve Team Cooperation:

- Set group, not just individual, expectations
- Shadow workflow, not individuals
- Build interdependent partnerships

REINVIGORATE TEAMWORK

Q20: The People I Work with Cooperate to Get the Job Done.

Percentage of Employees Who Agree or Strongly Agree.



Supporting Resources

Research:

- ❑ [Fostering Informal Peer Feedback \(HR\)](#)
- ❑ [Building an Environment of Collaboration \(HR\)](#)
- ❑ [Building Collaborative Relationships E-Learning \(L&D\)](#)

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The most common response to the rising complexity in today's work environment is to simplify employees' work. Instead, the best organizations focus on helping employees navigate role complexities.

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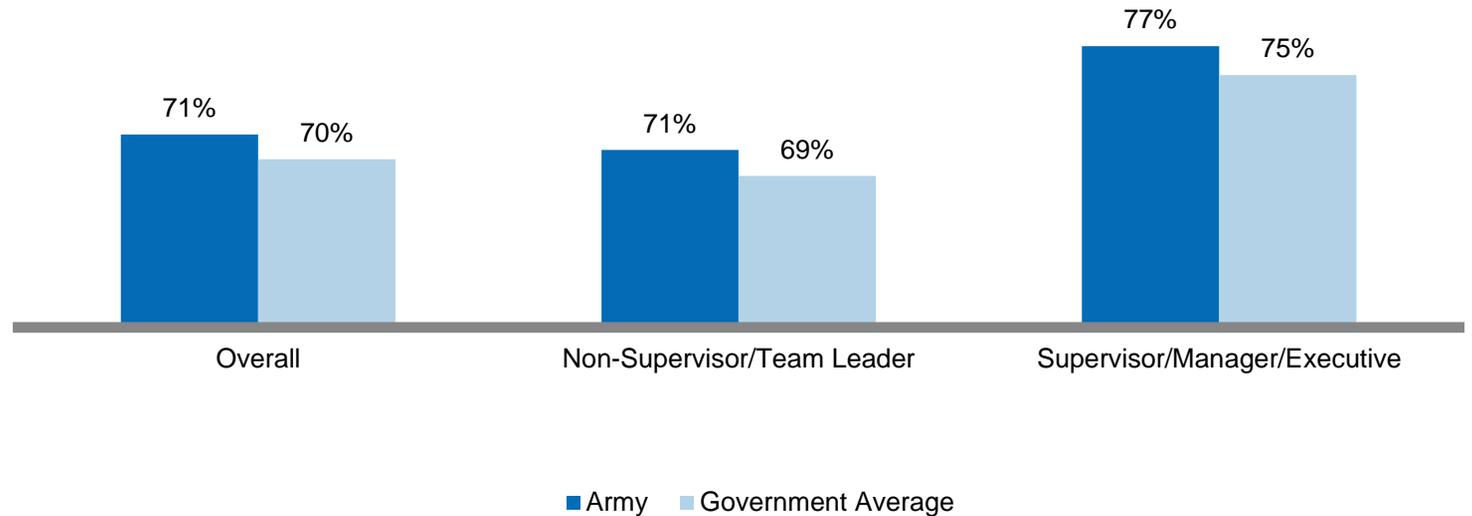
Tools:

- ❑ [Identify Your Peer Network Employee Guide \(HR\)](#)
- ❑ [Onboarding Checklist \(R\)](#)

CONNECT EMPLOYEES WITH THE RIGHT INFORMATION

Q2: I Have Enough Information to Do My Job Well.

Percentage of Employees Who Agree or Strongly Agree.



To meet their objectives, organizations are relying on a 20% improvement in employee performance. To achieve objectives while managing staffing and resource limitations, the best organizations maximize enterprise contribution.

To Build a Workforce of Enterprise Contributors:

- Identify competencies and design roles to maximize enterprise contribution
- Show employees how enterprise contributors win
- Help employees navigate role complexities
- Measure and reward enterprise contribution

Supporting Resources

Research:

- [Identify Causes of Performance Issues Webinar \(L&D\)](#)

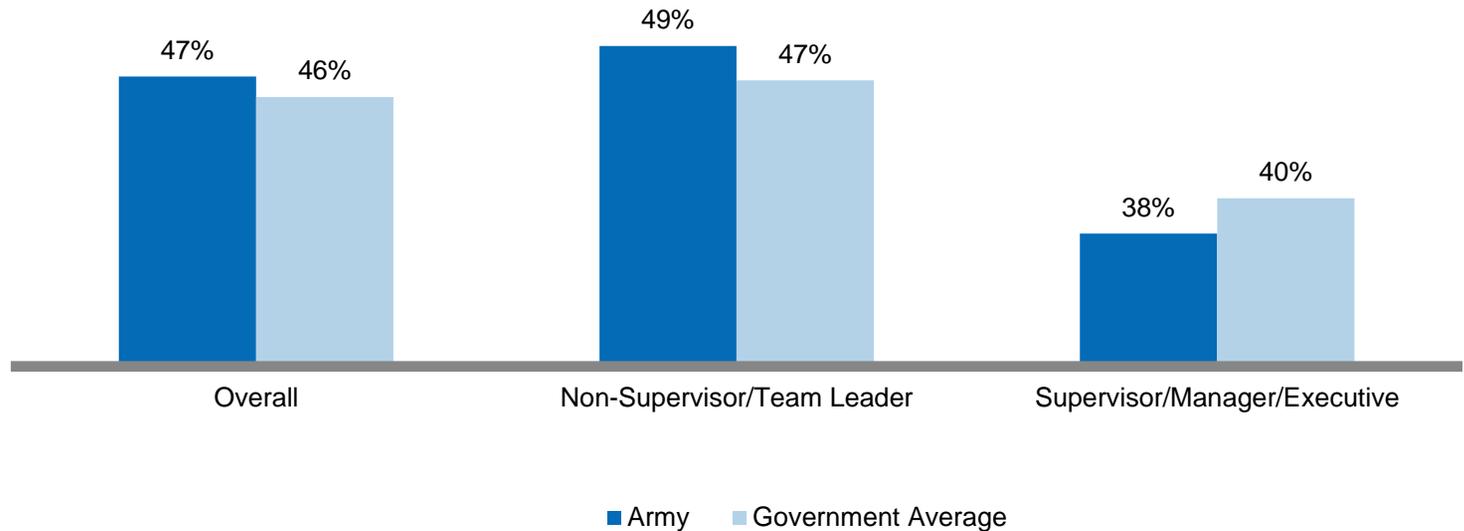
Tools:

- [Performance Issue Root Cause Diagnostic \(L&D\)](#)

LAY THE GROUNDWORK FOR SUCCESS

Q9: I Have Sufficient Resources (for Example, People, Materials, Budget) to Do My Job Well.

Percentage of Employees Who Agree or Strongly Agree.



Performance conversations improve overall engagement, but for many employees, these conversations rarely occur.

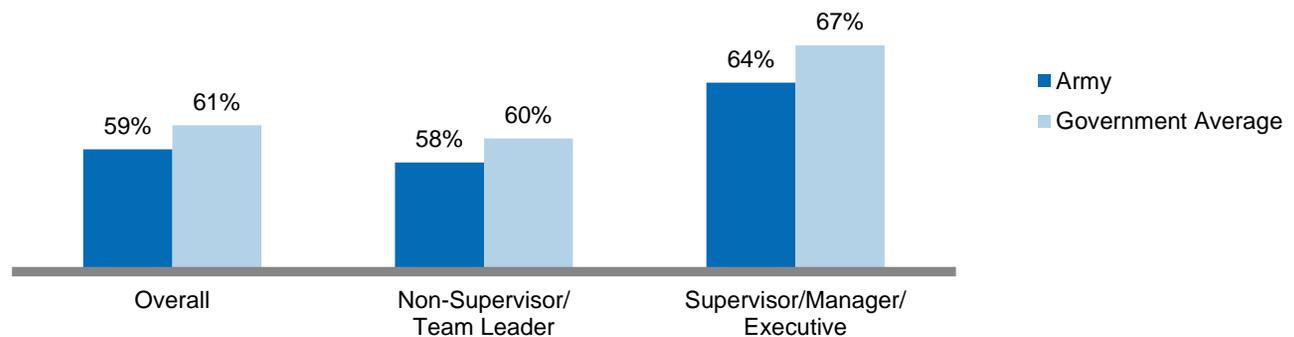
To Improve Informal Feedback:

- Set expectations for more routine performance discussions
- Help managers diagnose performance challenges
- Provide managers with tools to facilitate effective conversations

QUALITY AND FREQUENCY OF FEEDBACK IS KEY

Q46: My Supervisor/Team Leader Provides Me with Constructive Suggestions to Improve My Job Performance.

Percentage of Employees Who Agree or Strongly Agree.



Supporting Resources

Research:

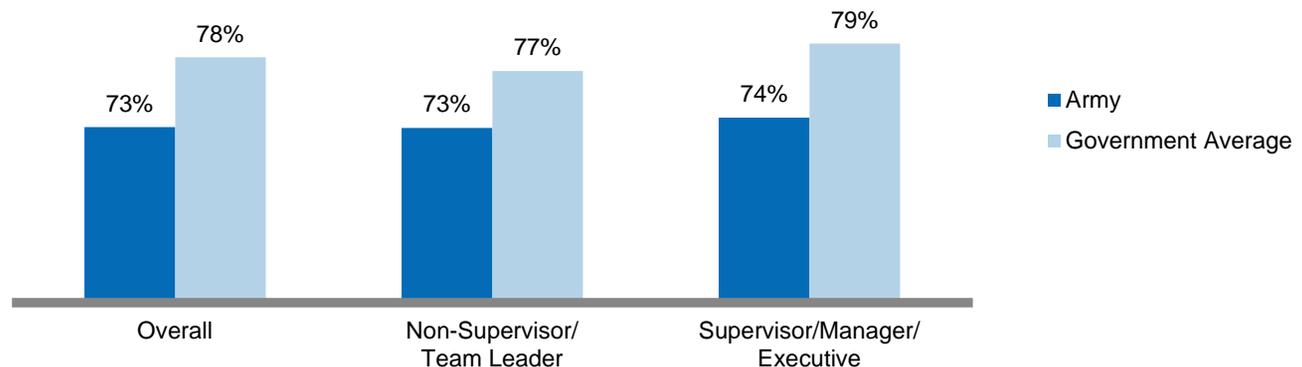
- [Improve Engagement with Informal Peer Feedback \(HR\)](#)
- [Driving Employee Engagement Through Performance Reviews \(HR\)](#)
- [Delivering Performance Reviews E-Learning Module \(HR\)](#)

Tools:

- [Managing Reactions to Formal Feedback \(HR\)](#)

Q50: In the Last Six Months, My Supervisor/Team Leader Has Talked with Me About My Performance.

Percentage of Employees Who Agree or Strongly Agree.



Performance feedback is one of the most important opportunities that managers have to drive employee engagement. However, many managers fail to accurately assess their direct reports' performance.

To Improve Performance Review Accuracy:

- Clearly articulate performance expectations
- Enable managers to diagnose performance challenges in the moment
- Conduct routine informal and formal performance conversations
- Integrate self-input into performance process
- Conduct two-way appraisal discussions

Supporting Resources

Research:

- [Minimize Negative Reactions to Informal Feedback \(HR\)](#)

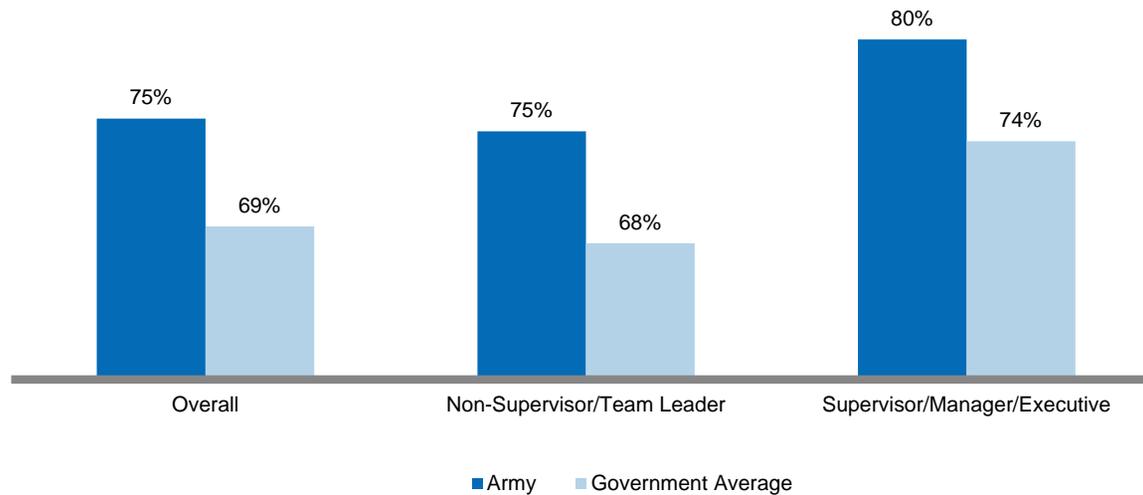
Case Studies:

- [Juniper Networks: Reimagined Performance Management \(HR\)](#)

DELIVER FORWARD-LOOKING PERFORMANCE REVIEWS

Q15: My Performance Appraisal is a Fair Reflection of My Performance.

Percentage of Employees Who Agree or Strongly Agree.



To manage poor performers, organizations must address performance gaps in a timely manner. To accomplish this, the most progressive organizations hold managers accountable for underperformance and empower peers to provide informal feedback.

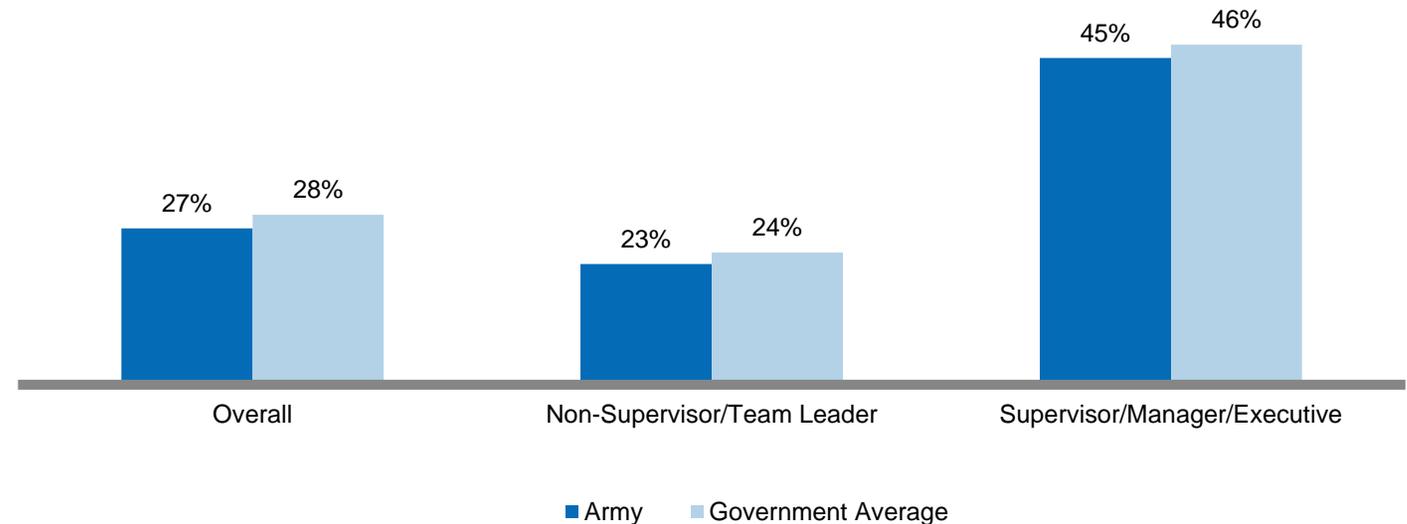
To Address Poor Performance:

- Hold managers accountable for underperformance
- Help managers to hold effective performance conversations
- Empower peers to provide non-confrontational feedback

DIVERGENT VIEWS ON POOR PERFORMANCE

Q23: In My Work Unit, Steps Are Taken to Deal with a Poor Performer Who Cannot or Will Not Improve.

Percentage of Employees Who Agree or Strongly Agree.



Supporting Resources

Research:

- [Managing Poor Performers \(HR\)](#)
- [Managing Poor Performers in the Public Sector \(HR\)](#)

Tools:

- [Poor Performer Manager Guide \(HR\)](#)

Recognizing differences in performance has the dual effect of engaging the recipient while creating an example for others to emulate.

To Differentiate and Recognize High Performance:

- Clearly articulate performance criteria and standards
- Assess employees against standards to designate high performance
- Use recognition to model high impact performance
- Engage managers to talk to employees about performance

Supporting Resources

Research:

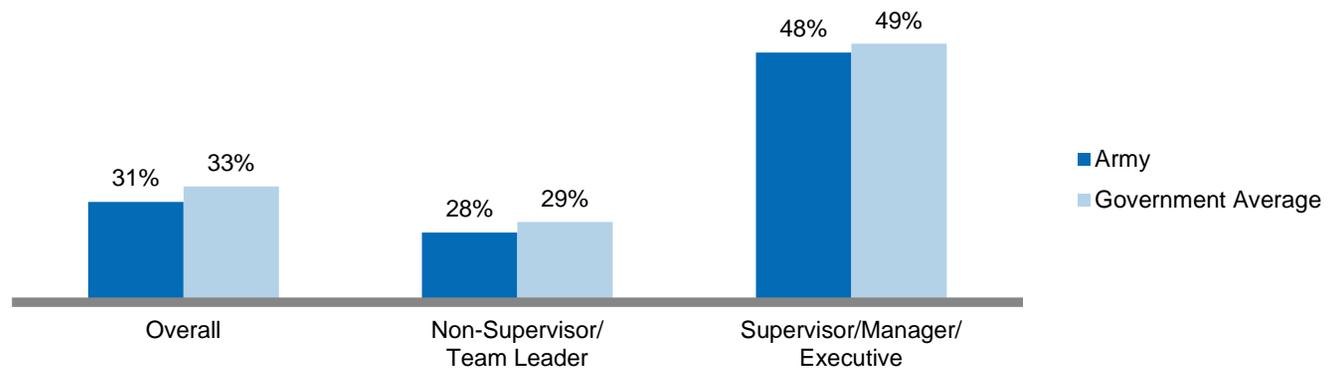
- [Low- and No- Cost Recognition Tactics \(HR\)](#)
- [Rewards and Recognition Manager Guide \(HR\)](#)
- [Benchmarking Rewards and Recognition Programs \(HR\)](#)
- [Cash and Non-Cash Total Award Components \(HR\)](#)

Tools:

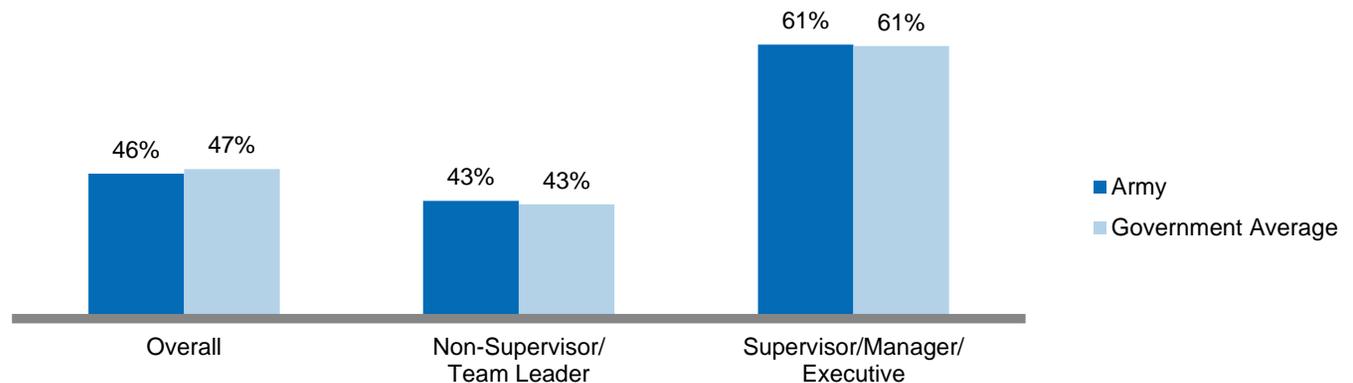
- [Create an Effective Rewards and Recognition Program \(HR\)](#)

MERITOCRACY DEPENDS ON PERFORMANCE DIFFERENTIATION

Q24: In My Work Unit, Differences in Performance Are Recognized in a Meaningful Way.
Percentage of Employees Who Agree or Strongly Agree.



Q31: Employees Are Recognized for Providing High Quality Products and Services.
Percentage of Employees Who Agree or Strongly Agree.



The relationship between managers and their direct reports is the foundation of employee engagement.

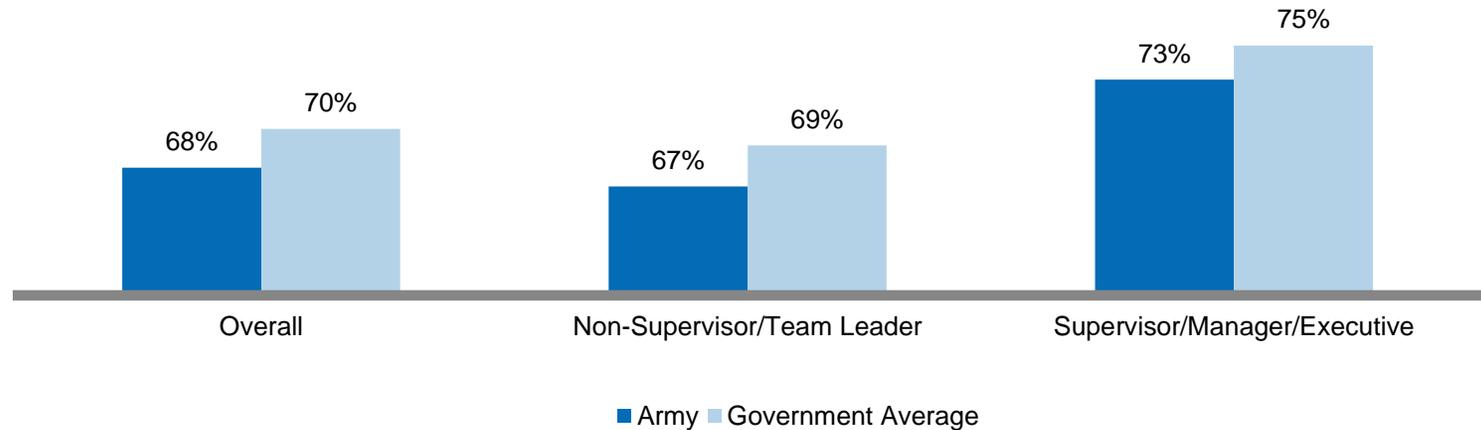
To Improve Manager Performance, Empower Managers to:

- Link employees to agency mission
- Focus on manager-led development
- Identify and connect employees with peers and leaders

STRONG PERFORMANCE MANAGEMENT IMPROVES MANAGER QUALITY

Q52: Overall, How Good a Job Do You Feel is Being Done By Your Immediate Supervisor/Team Leader?

Percentage of Employees Who Agree or Strongly Agree.



Supporting Resources

Research:

- [Manager Resource Portal \(HR\)](#)
- [Managing for High Performance \(HR\)](#)

Resource Center:

- [Manager Excellence Resource Center \(L&D\)](#)

ROAD MAP FOR THE PRESENTATION

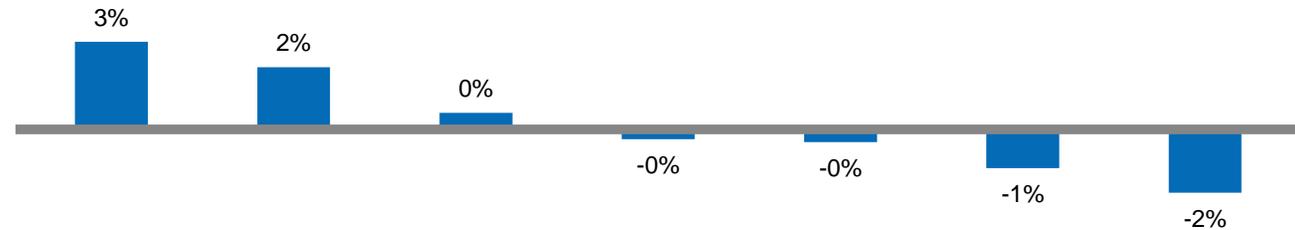


Agencies can maximize learning effectiveness by prioritizing critical learning needs, extending learning beyond the classroom, and instilling a culture of learning.

SCORECARD—DEVELOP TALENT

Development Scores Relative to the Government Average

Difference in Positive Response Rate Between Agency Scores and the Government Average.



Encouragement to Innovate (Q3)

Employees Possess Necessary Skills (Q29)

Effort to Work Better (Q8)

Training Needs Assessed (Q18)

Opportunity to Improve Skills (Q1)

Managers Support Development (Q47)

Training Satisfaction (Q68)

Supporting Resources

Research:

- [Building Capability in the New Work Environment \(L&D\)](#)
- [Train the Trainer: Videoconference Series \(L&D\)](#)
- [Rethinking Needs Analysis \(L&D\)](#)

Effective manager-led development improves performance by up to 25%, but simply creating a development plan is not enough. Help managers commit to and deliver on employee development objectives.

To Improve Manager Support of Employee Development:

- Help managers set clear development objectives
- Make the most of on-the-job learning
- Align development with growth opportunities, not career paths

Supporting Resources

Research:

- [Mentoring Implementation Toolkit \(HR\)](#)
- [Employee Development Manager Guide \(L&D\)](#)

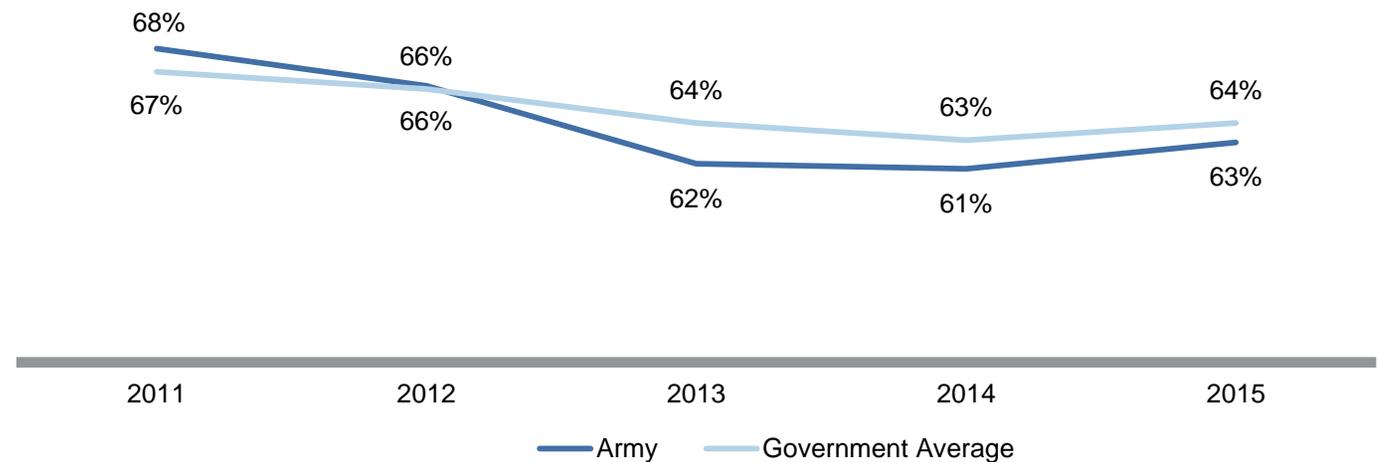
Tools:

- [Engaging Managers to Drive Employee Development \(L&D\)](#)

BUILD A CULTURE OF LEARNING

Q47: Supervisors/Team Leaders in My Work Unit Support Employee Development.

Percentage of Employees Who Agree or Strongly Agree.



Give employees the opportunity to develop the skills required for their role to ensure high employee performance and engagement.

To Assess and Fill Learning Needs:

- Assess vertical and horizontal learning needs
- Prioritize learning investments using strategic criteria
- Focus on on-the-job learning to fill learning needs at little cost
- Build a cycle of learning into day-to-day work

Supporting Resources

Research:

- [Maximizing Your Impact on Needs Analysis \(L&D\)](#)

Case Studies:

- [Portfolio Prioritization Engine \(L&D\)](#)

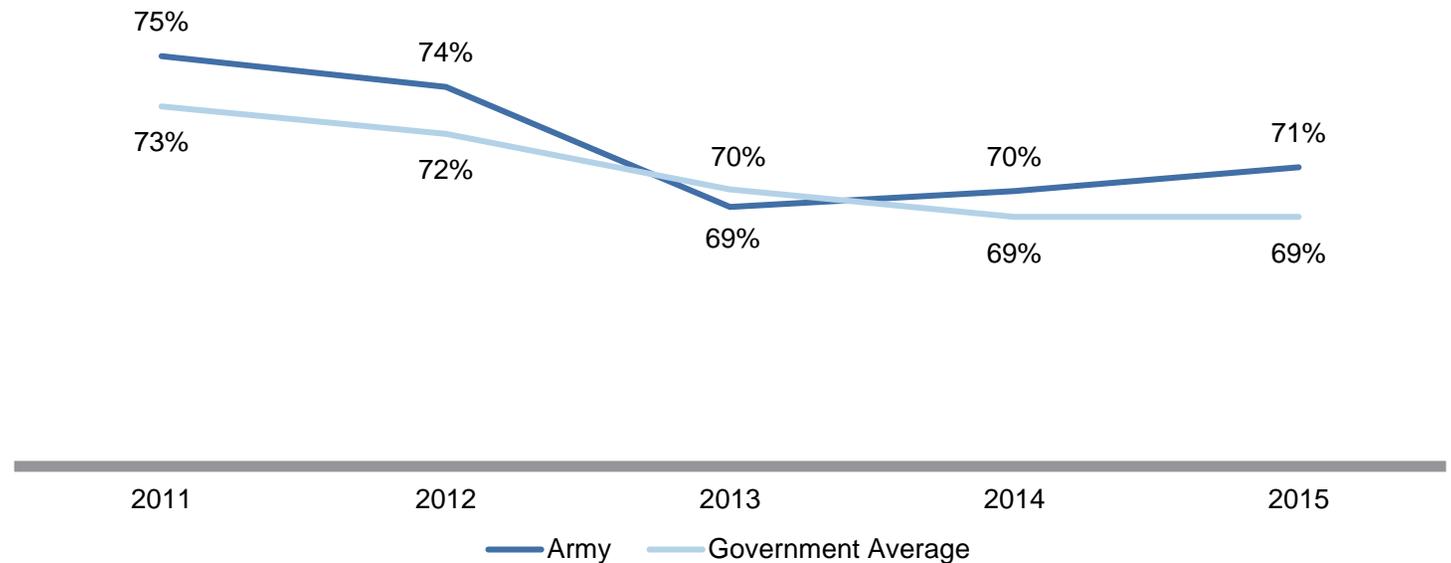
Tools:

- [Creating and Updating Competency Models \(HR\)](#)

PRIORITIZE CRITICAL COMPETENCIES

Q29: The Workforce Has the Job-Relevant Knowledge and Skills Necessary to Accomplish Organizational Goals.

Percentage of Employees Who Agree or Strongly Agree.



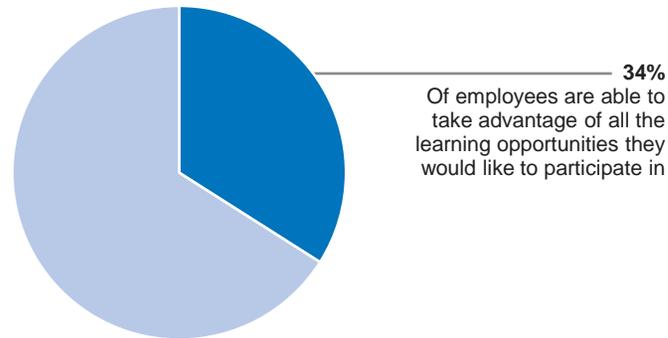
Employees are overwhelmed with opportunities, yet few find existing opportunities relevant.

- Only 34% of employees are able to take full advantage of learning opportunities.
- Still, only a third of employees feel that available opportunities, both formal and informal, are relevant to their needs.

MORE OPPORTUNITY ≠ THE RIGHT OPPORTUNITY

Employees Are Overwhelmed with Learning Opportunities.

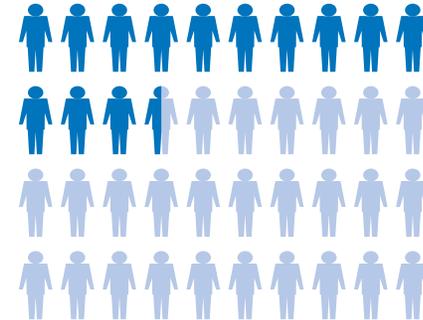
Percentage of Employees



n = 23,764.
Source: CEB 2014 Learning Culture Survey.

Employees Do Not Feel That Available Learning Opportunities Are Relevant.

Percentage of Employees



Only 33%

of employees agree or strongly agree that the available learning opportunities suit their development needs.

n = 23,764.
Source: CEB 2014 Learning Culture Survey.

Supporting Resources

Research:

- ❑ [Building a Productive Learning Culture: More Learning Through Less Learning \(L&D\)](#)

Learning in the workplace happens every day. The best organizations complement formal learning with experiential learning to deliberately build the skills required to drive performance outcomes.

To Improve Experiential Learning:

- Define manager's role in employee development
- Actively, informally, and routinely evaluate employees' training needs
- Create opportunities to build skills through projects and details
- Create shared accountability for learning outcomes

Supporting Resources

Research:

- [Training and Development Standard Metrics \(HR\)](#)
- [Measure and Communicate L&D Performance \(L&D\)](#)

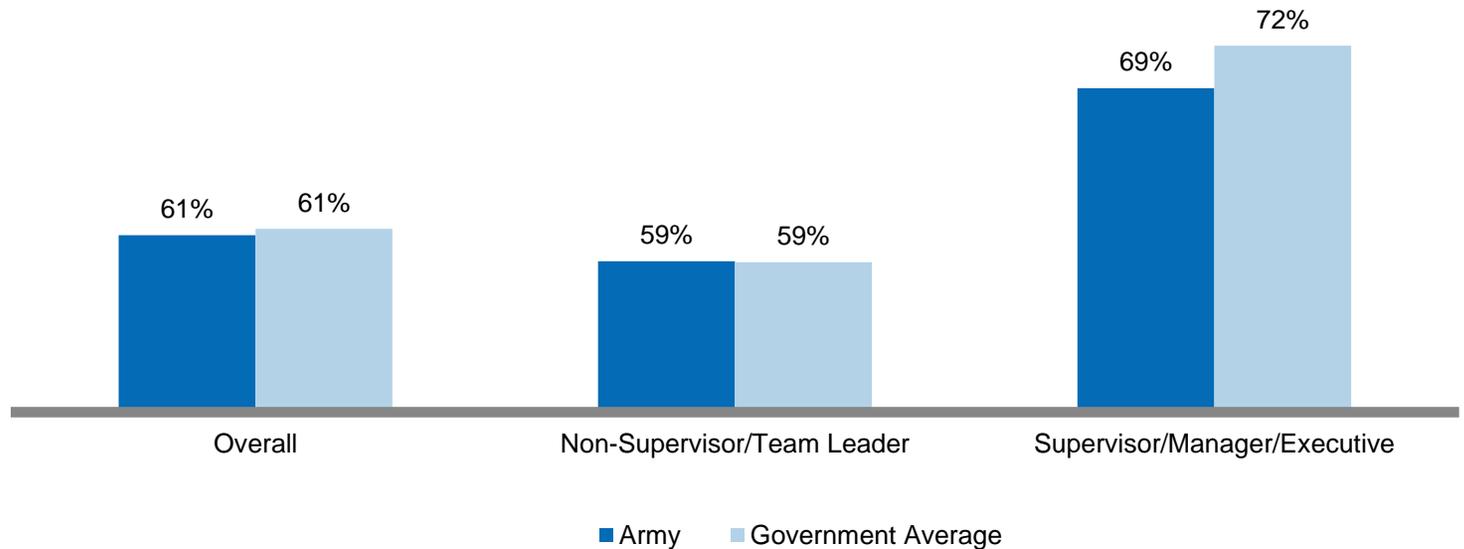
Tools:

- [Training Effectiveness Dashboard \(L&D\)](#)

LEVERAGE MULTIPLE DEVELOPMENT CHANNELS

Q1: I Am Given a Real Opportunity to Improve My Skills in My Organization.

Percentage of Employees Who Agree or Strongly Agree.

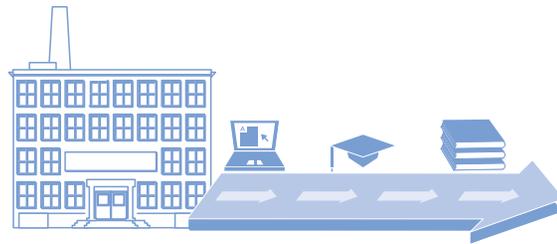


Transitioning to an L&D franchise business model has significant benefits, including streamlining L&D inventory, standardizing processes, and delivering a single brand.

FROM SUPPLIER OF LEARNING TO FRANCHISOR OF LEARNING

Best-in-Class Supplier of Learning

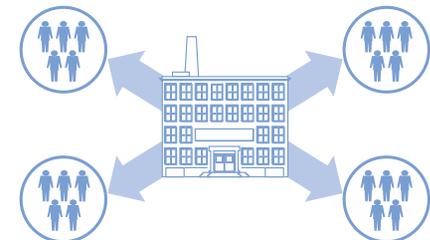
Deliver Value by Improving Effectiveness of the L&D Function



- 1. Improve L&D's Supply of Learning:** Manage the quantity and quality of the content offered by the L&D function.
- 2. Create Learning Standards for the Function:** Establish learning standards for the L&D function to ensure consistency and quality.
- 3. Invest in Marketing the L&D Function:** Build a strong L&D brand by communicating the value of L&D's services.

Franchisor of Learning

Deliver Value by Enfranchising the Learning Community



Streamline Inventory

- 1. Expand Partnerships to Manage Hidden L&D Supply:** Partner with the learning community to identify and reduce redundancy across the organization.

Standardize Processes

- 2. Increase Ownership of L&D Standards:** Enable learning partners to participate in creating enterprise-wide L&D standards.

Deliver a Single Brand

- 3. Extend L&D Capabilities:** Improve all suppliers' capabilities to deliver high-quality learning.

Supporting Resources

Research:

- ❑ [Building the Next Generation L&D Function \(L&D\)](#)

Evaluate learning programs in terms of learning application and performance improvement - not learner satisfaction.

To Improve Training Needs Assessment:

- Assess vertical and horizontal learning needs
- Prioritize learning investments using strategic criteria
- Focus on on-the-job learning to fill learning needs at little cost
- Build a cycle of learning into day-to-day work

Supporting Resources

Research:

- [Trends in Determining Training ROI \(HR\)](#)
- [Program Analysis \(L&D\)](#)

Tools:

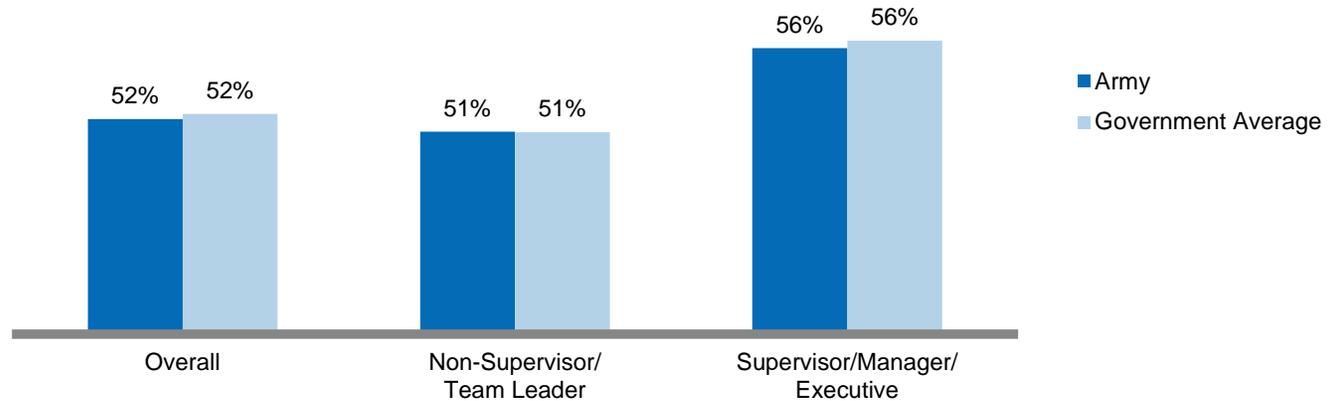
- [L&D Program Evaluation Template \(L&D\)](#)

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MANY MEASURES FOR TRAINING EFFECTIVENESS

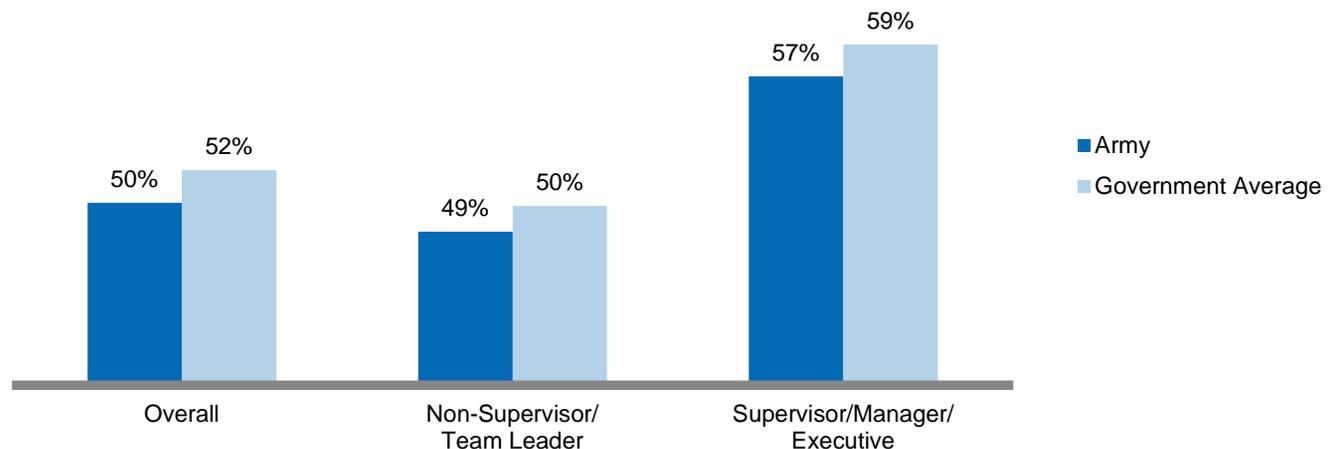
Q18: My Training Needs Are Assessed.

Percentage of Employees Who Agree or Strongly Agree.



Q68: How Satisfied Are You with the Training You Receive for Your Present Job?

Percentage of Employees Who are Satisfied or Very Satisfied.



Employees are often the best source of innovative ideas to improve productivity. However, disengaged workers are less likely to suggest new approaches. Help managers safely empower employees to drive improvements.

To Empower Employees:

- Utilize focused communication to help employees contextualize the work
- Help managers self assess empowering behaviors
- Provide managers with ideas to drive empowerment and innovation
- Recognize innovation across the workplace

Supporting Resources

Research:

- ❑ [Embedding Innovation in the Workplace \(HR\)](#)
- ❑ [Driving Transformative Innovation \(HR\)](#)

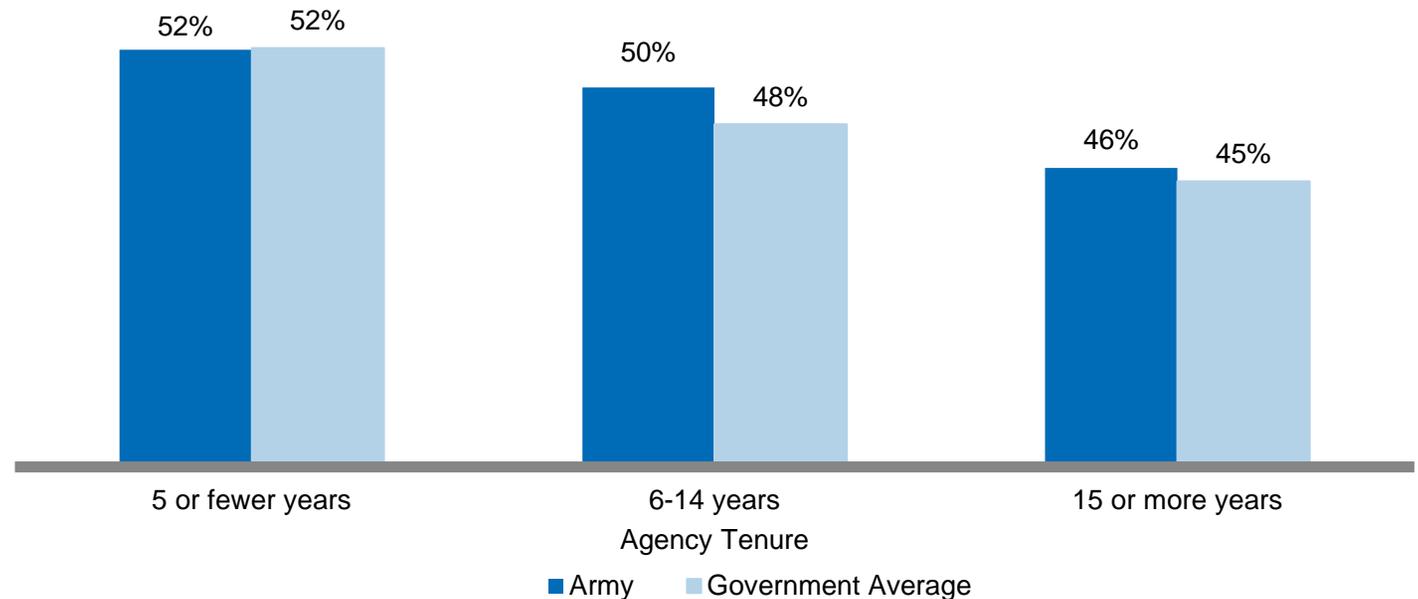
Tools:

- ❑ [Generating Implementable Ideas Employee Guide \(HR\)](#)

ENABLE INNOVATION TO TEST SKILLS

Q8: I Am Constantly Looking for Ways to Do My Job Better.

Percentage of Employees Who Strongly Agree by Employee Tenure.



Despite the increased importance of innovation, managers are less likely to encourage employees to try new things. Encourage deliberate risks to drive innovation.

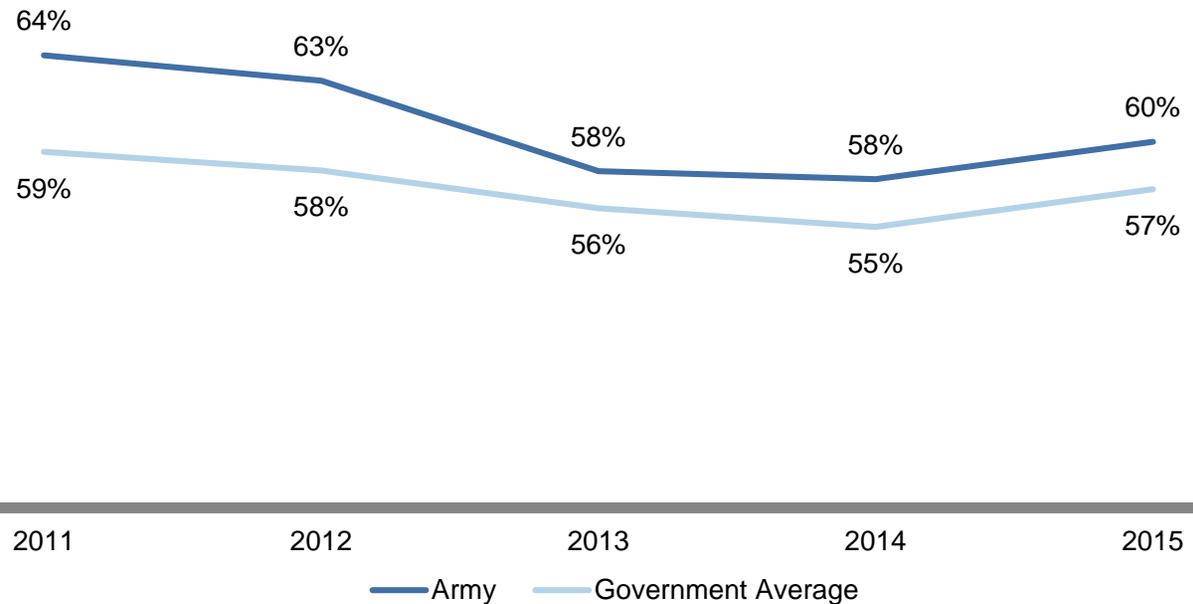
To Improve Innovation:

- Provide guidelines for innovation, not mandates
- Celebrate incremental successes and productive collaboration
- Celebrate learning by acknowledging failure in addition to success

EMPOWER EMPLOYEES TO APPLY SKILLS

Q3: I Feel Encouraged to Come Up with New and Better Ways of Doing Things.

Percentage of Employees Who Agree or Strongly Agree.

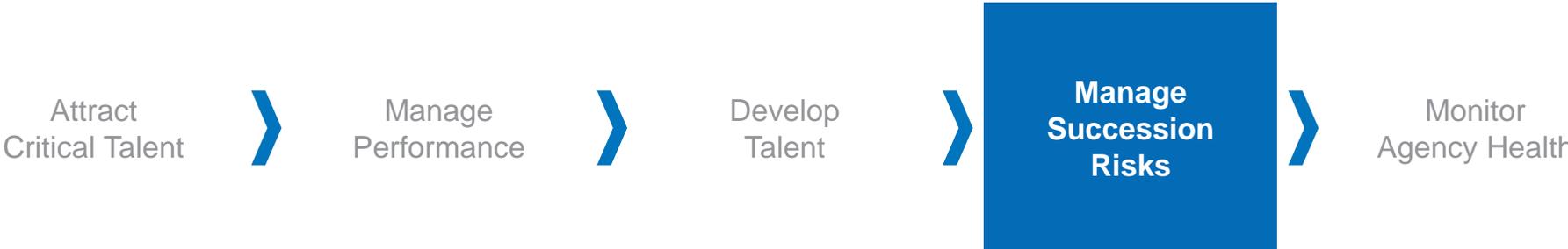


Supporting Resources

Research:

- ❑ [Driving Workforce Agility in the Public Sector \(HR\)](#)

ROAD MAP FOR THE PRESENTATION



Utilize a portfolio approach to succession management to prepare and support leaders to execute current and future business strategies.

- Identify Investment and Disinvestment Priorities Through Demand-Driven Planning
- Use Broad-Based Sourcing to Identify Specific Investments for the Portfolio
- Diversify the Portfolio to Improve Versatility and Manage Risks
- Recalibrate the Portfolio to Ensure Long-Term Returns

Supporting Resources

Research:

- ❑ [Succession Strategies for the New Work Environment \(HR\)](#)

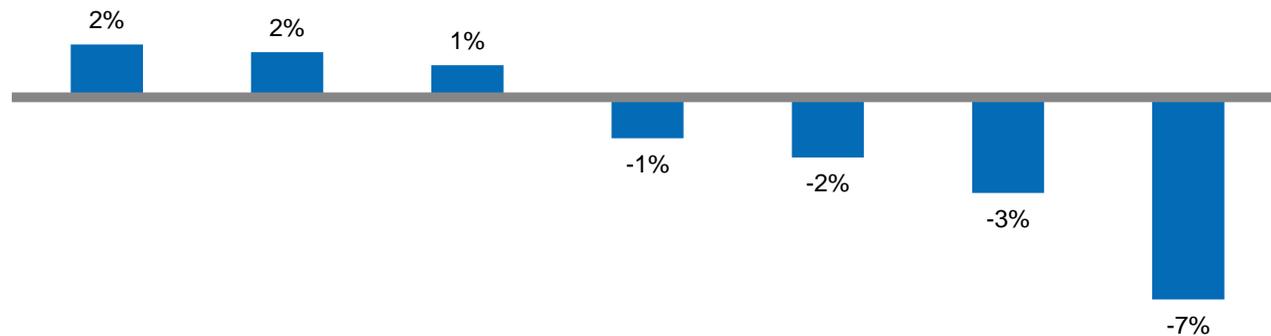
Tools:

- ❑ [Succession Management Playbook \(HR\)](#)
- ❑ [Creating a High-Impact Succession Plan Toolkit \(HR\)](#)

SCORECARD—MITIGATE SUCCESSION RISKS

Succession Scores Relative to the Government Average

Difference in Positive Response Rate Between Agency and Government Average.



Leader Integrity (Q54)

Talents are Used Well (Q11)

Leaders Motivate Workforce (Q53)

Opportunity for Leadership (Q43)

Merit-based Promotion (Q22)

Future Career Opportunity (Q67)

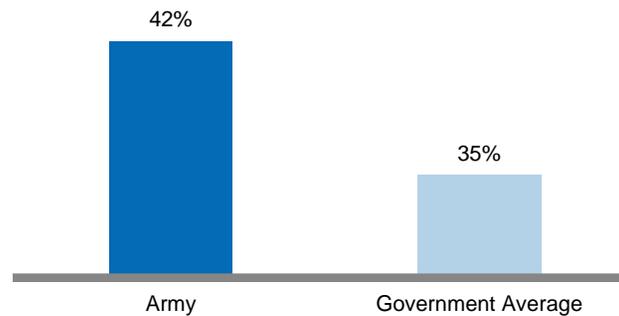
Intent to Stay

Approximately 30% of managers and executives are considering leaving their agency in the next year.

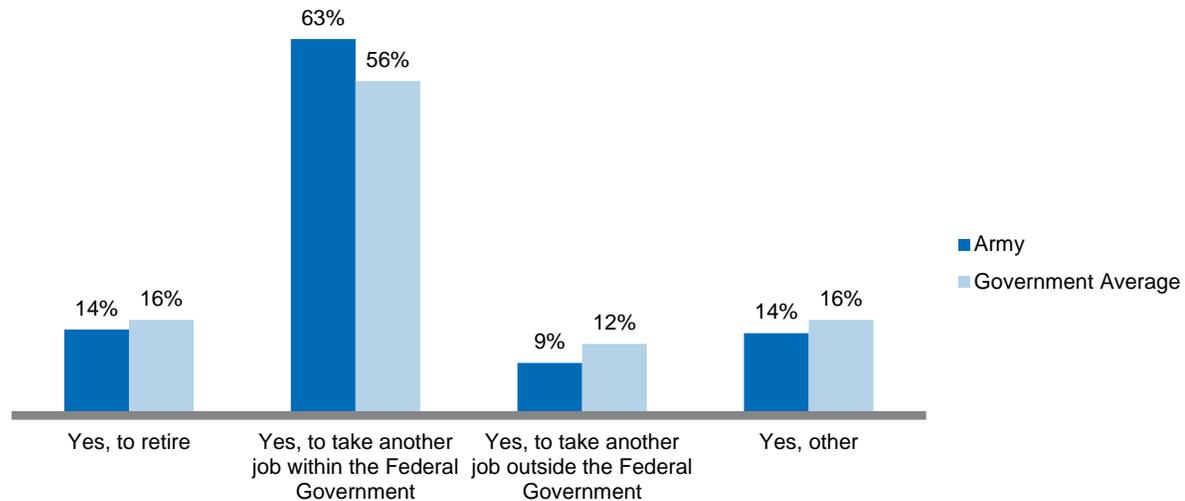
SAFEGUARD CRITICAL AGENCY CAPABILITIES

Are You Planning to Leave Your Agency?
Employees Responses According to Intent to Stay.

Yes, I Plan to Leave



Reasons for Leaving



Supporting Resources

Research:

- [Tools for Identifying Critical Talent Segments \(HR\)](#)
- [Safeguard Critical Capabilities \(HR\)](#)

Tools:

- [High-Impact Succession Planning Action Toolkit \(HR\)](#)

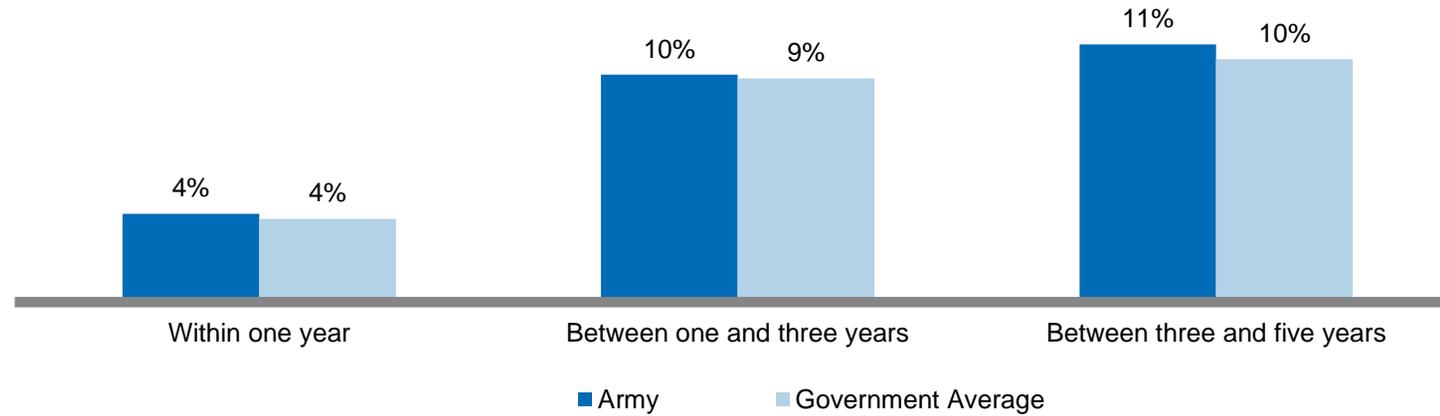
34% of federal managers and executives plan to retire within the next five years.

- According to OPM projections, more than 50% of senior executives in place at the beginning of 2011 will have left government by 2015.

ANTICIPATE THE RETIREMENT WAVE

Are You Planning to Retire Within the Next....

Percentage of Employees Who Expect to Retire



Supporting Resources

Research:

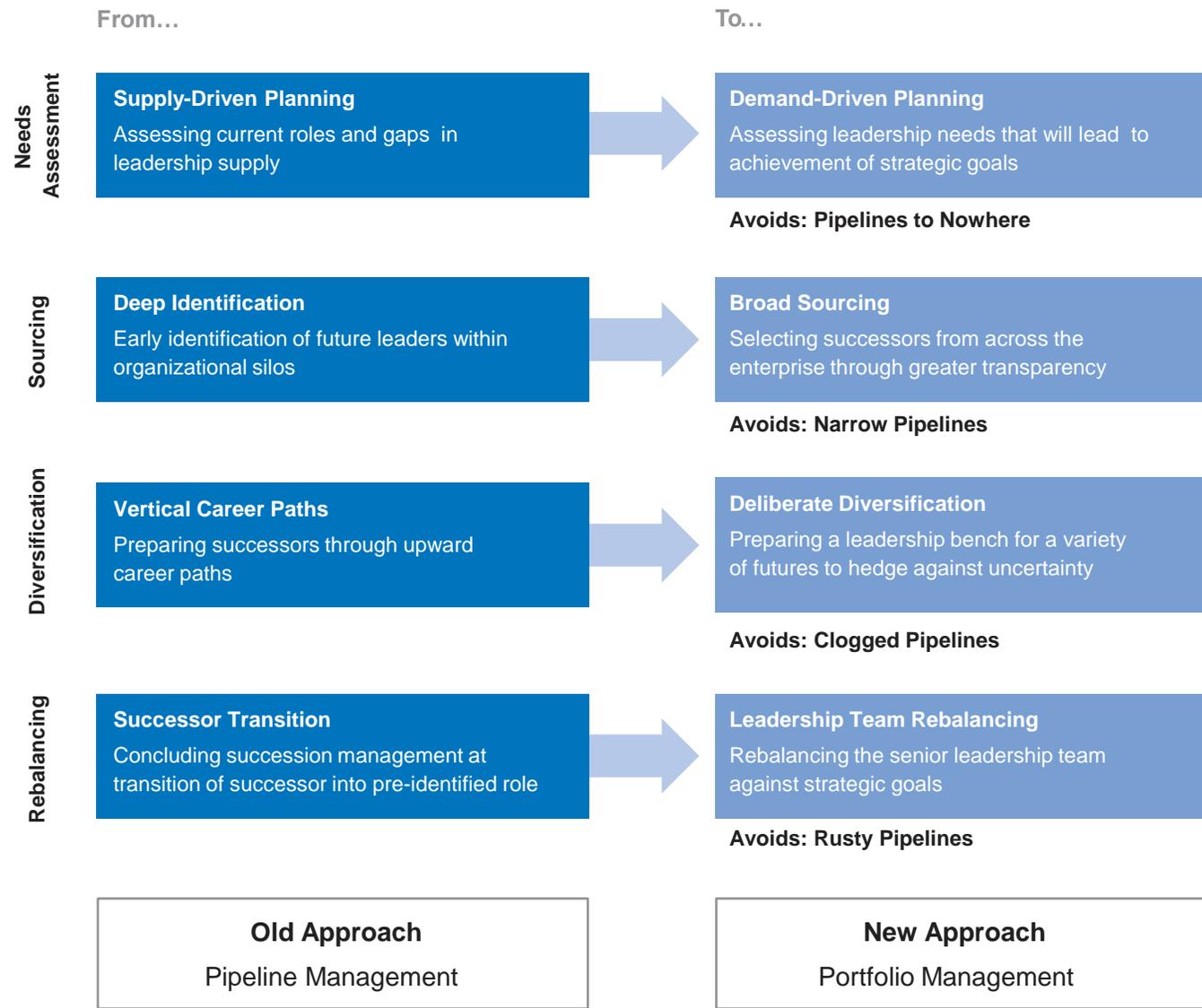
- [Support Division-Level Planning \(HR\)](#)
- [Design and Manage a Phased Retirement Program \(HR\)](#)

Case Studies:

- [Knowledge Transfer Process Case Profile \(HR\)](#)

Organizations need to make four shifts in their current succession process to adjust with the organization's changing needs and to avoid key pipeline breaks.

FOUR SHIFTS FOR EFFECTIVE SUCCESSION MANAGEMENT IN THE NEW WORK ENVIRONMENT



Supporting Resources

Research:

- [Tools for Identifying Critical Talent Segments \(HR\)](#)
- [Safeguard Critical Capabilities \(HR\)](#)

Tools:

- [High-Impact Succession Planning Action Toolkit \(HR\)](#)

Source: CEB analysis.

Prepare and engage rising leaders for future roles by providing stretch roles and coaching to refine their leadership skills.

To Encourage Opportunities to Demonstrate Leadership Skills:

- Include leadership skills in employee development plans
- Empower managers to recognize stretch opportunities in daily work
- Reward high performance with additional leadership opportunities

Supporting Resources

Research:

- ❑ [Coaching in the New Work Environment \(L&D\)](#)
- ❑ [Overcoming Common Executive Development Challenges \(L&D\)](#)
- ❑ [Anatomy of an Effective Leadership Development Strategy \(L&D\)](#)

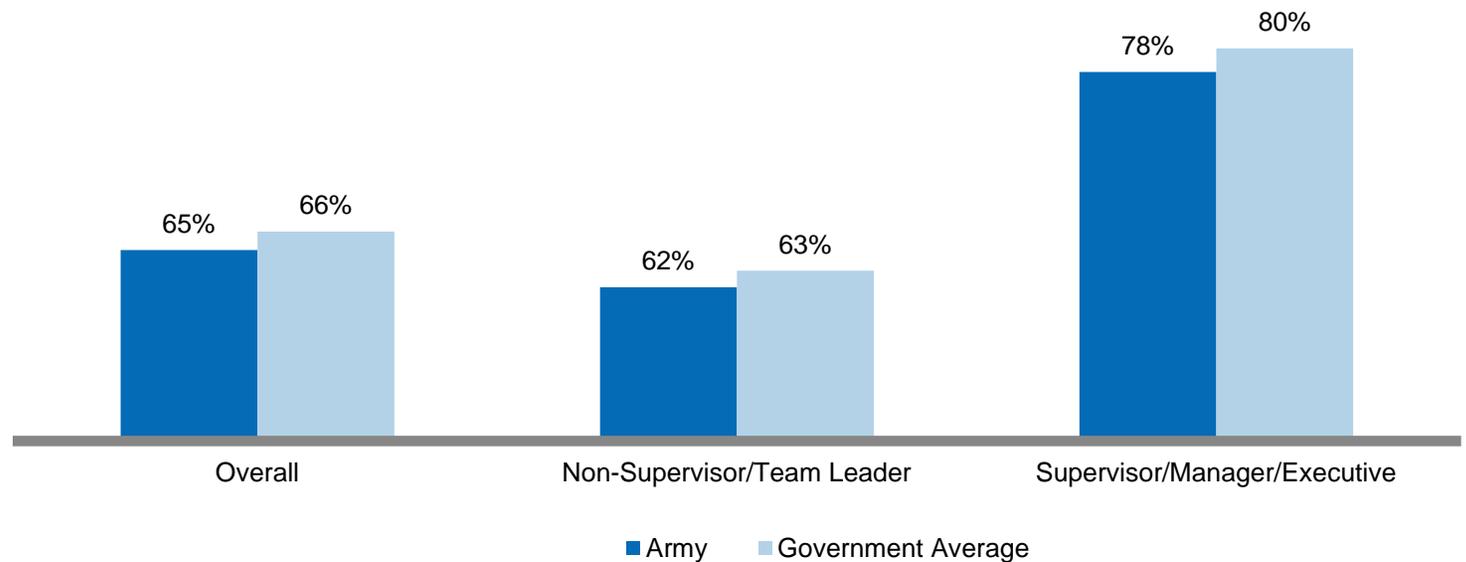
Tools:

- ❑ [Implementing a HIPO Mentoring Program Action Toolkit \(HR\)](#)

ENABLE SUCCESSOR PREPAREDNESS

Q43: My Supervisor/Team Leader Provides Me with Opportunities to Demonstrate My Leadership Skills.

Percentage of Employees Who Agree or Strongly Agree.



Lack of career opportunities is the top driver attrition, yet only 20% of workers believe their organization can meet their career needs. Create a compelling and realizable career paths through a growth-based, not promotion-based, approach.

To Increase Future Career Opportunity Satisfaction:

- Match employee aspirations to growth opportunities, not career paths
- Increase awareness of growth opportunities
- Align managers' performance goals with employees' growth needs
- Increase employee competitiveness for internal jobs

Supporting Resources

Research:

- [High-Impact Leadership Transitions Webinar \(HR\)](#)
- [Navigating Leaders Across Critical Upward Transitions \(L&D\)](#)

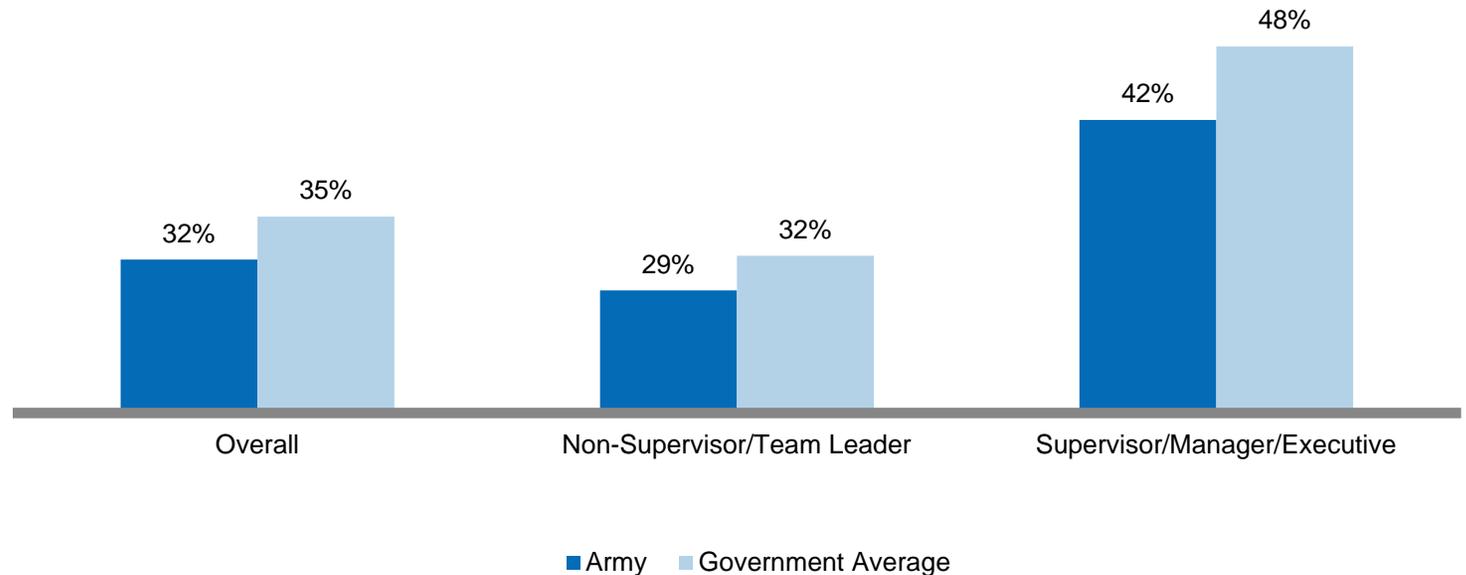
Tools:

- [Making the Transition to a New Managerial Role \(L&D\)](#)

DEVELOP REALISTIC CAREER PATHS

Q67: How Satisfied Are You with Your Opportunity to Get a Better Job in the Organization?

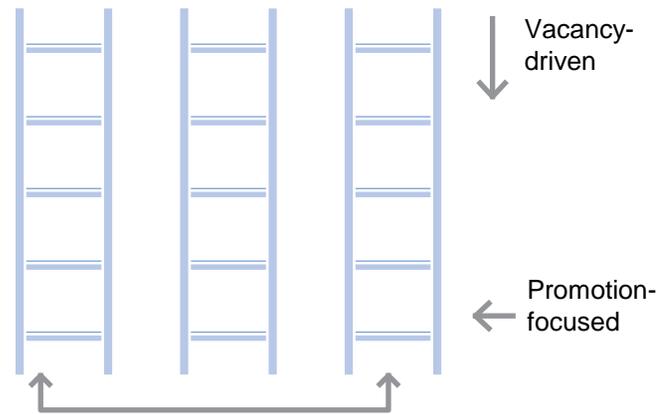
Percentage of Employees Who Agree or Strongly Agree.



Progressive organizations are helping employees progress in their careers by obtaining new experience that build their skills, and moving between different parts of the organization.

GROWTH-BASED CAREERS PRIORITIZE EXPERIENCES OVER PROMOTION RATE

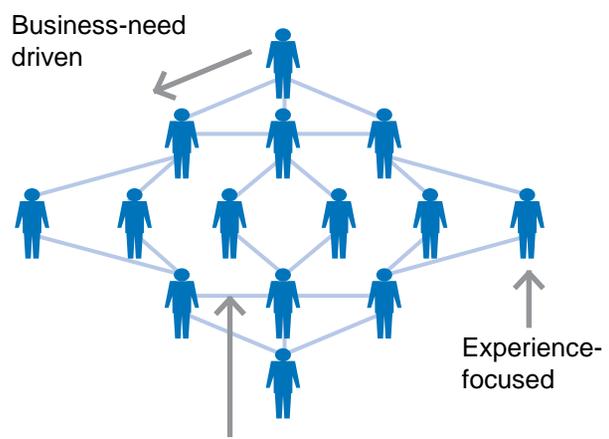
Promotion-Based Career Culture



Lateral moves driven by dissatisfaction and facilitated individually

- Employees focus on the next promotion
- Employees typically stay within a functional or organizational silo
- Career moves are driven by career dissatisfaction
- Opportunities are the result of vacancies

Growth-Based Career Culture



Lateral moves driven by organizational capability needs and employee aspiration

- Employees focus on obtaining new experiences that build their skills
- Employees move between different parts the organization
- Career moves are driven by growth opportunities
- Opportunities are the result of business need

Supporting Resources

Research:

- ❑ [The New Path Forward: Create Compelling Careers for Employees and Organizations \(HR\)](#)

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Promoting employees who've excelled in their role and have the competencies to succeed in more senior roles is critical to creating a high performance culture. The best organizations focus on increasing clarity around the meritocratic process.

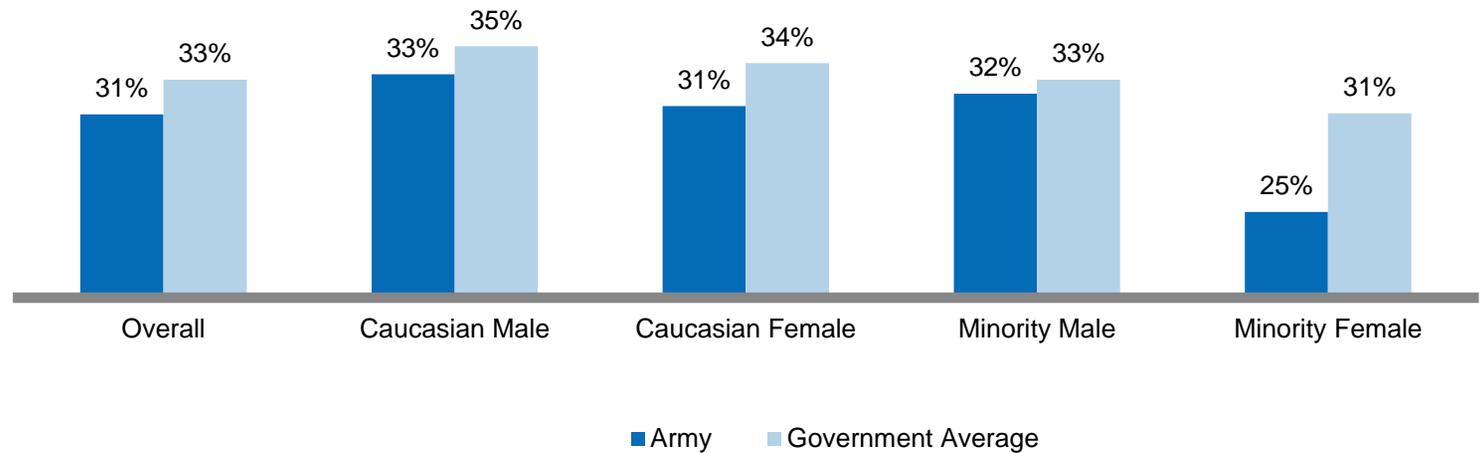
To Improve Promotions Clarity:

- Clearly communicate promotion criteria
- Conduct future focused performance conversations
- Empower managers to differentiate performance

PROMOTE EMPLOYEES FOR THE RIGHT REASONS

Q22: Promotions in My Work Unit Are Based on Merit.

Percentage of Employees Who Agree or Strongly Agree.



Supporting Resources

Research:

- [Position-Specific Capabilities Diagnostic \(HR\)](#)
- [Sample High Potential Criteria \(HR\)](#)

Tools:

- [Candidate Interview Guide \(HR\)](#)

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Employees deployed to roles that align with their strengths and interest will do better. To maximize use of talent, progressive agencies match the interests of individuals with organizational need.

To Improve Job-Skill Alignment:

- Assess candidates on the most important competencies
- Account for dynamic shifts of role needs
- Balance career interests with current capabilities

Supporting Resources

Research:

- [Developing Leadership Competency Models \(HR\)](#)

Case Studies:

- [Future-Focused Leadership Deployment Case Profile \(HR\)](#)

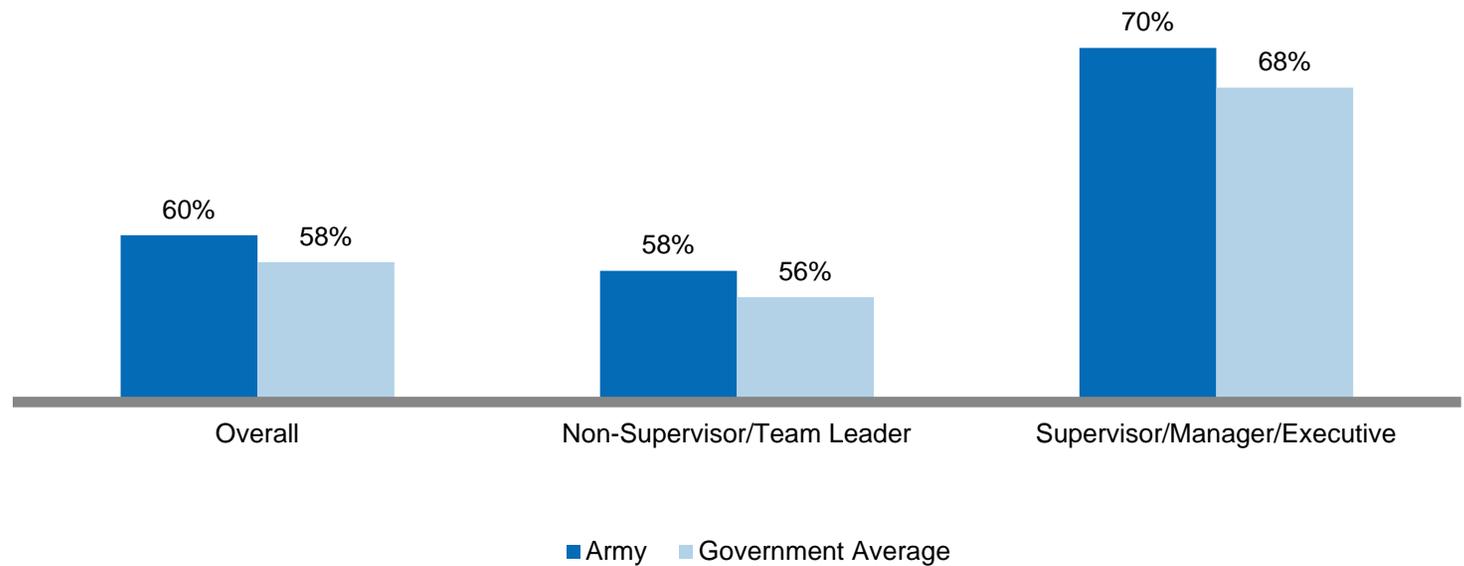
Tools:

- [Leadership Competency Inventory Tool \(L&D\)](#)

MAXIMIZE USE OF STRATEGIC TALENT

Q11: My Talents Are Used Well in the Workplace.

Percentage of Employees Who Agree or Strongly Agree.



Employees look to senior executives to lead by example. Strong organizations are led by executives who are open to new ideas and demonstrate high standards of integrity.

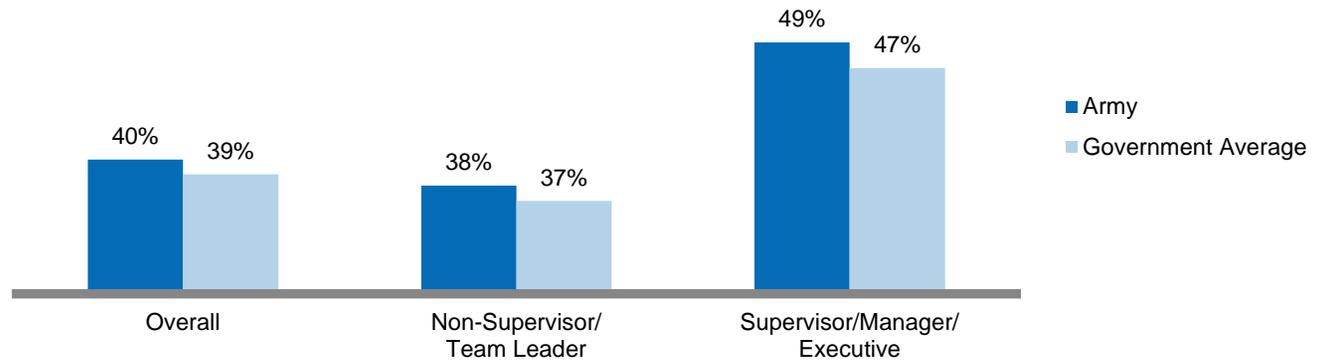
To Drive Commitment and Motivation through Leadership:

- Connect with employees through storytelling
- Choose effective communication methods
- Connect employees with leaders through mentoring and upward feedback

SUSTAIN LEADERSHIP QUALITY

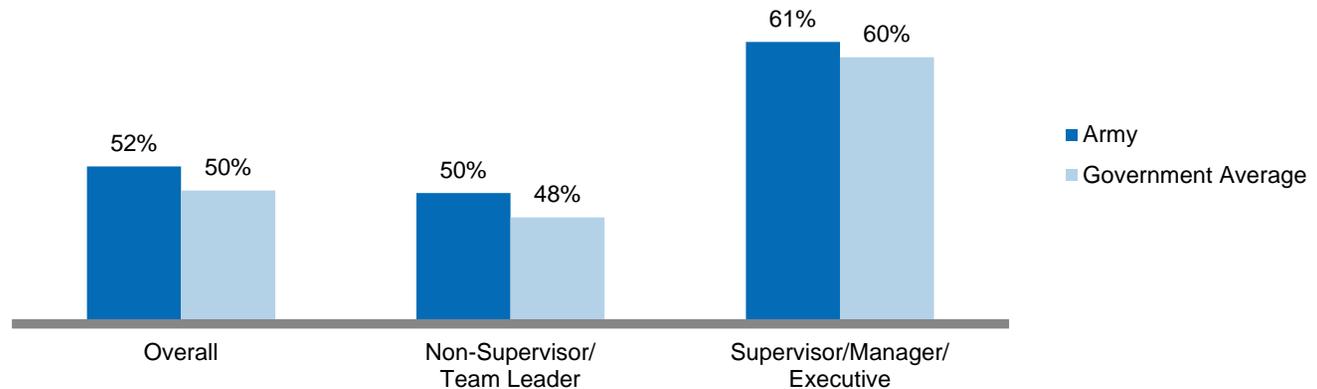
Q53: In My Organization, Leaders Generate High Levels of Motivation and Commitment in the Workforce.

Percentage of Employees Who Agree or Strongly Agree.



Q54: My Organization's Leaders Maintain High Standards of Honesty and Integrity.

Percentage of Employees Who Agree or Strongly Agree.



Supporting Resources

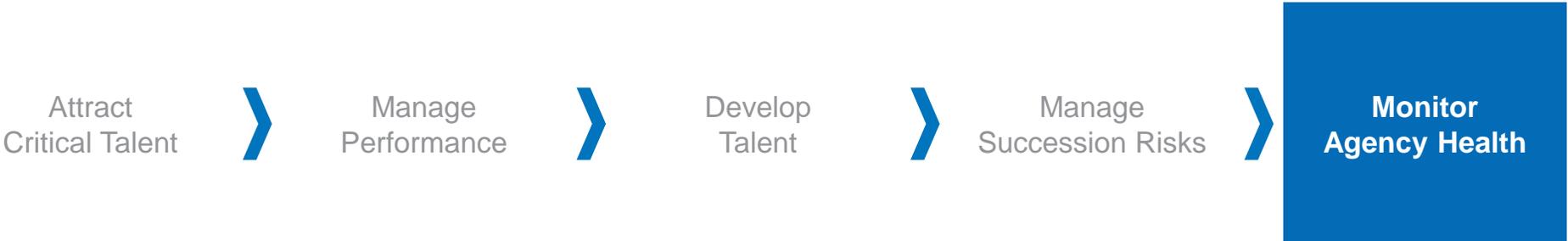
Research:

- [Evaluating Leadership Bench Strength \(HR\)](#)
- [Improving Returns on Leadership Investments \(HR\)](#)

Case Studies:

- [Leadership Effectiveness Analysis Case Profile \(HR\)](#)

ROAD MAP FOR THE PRESENTATION

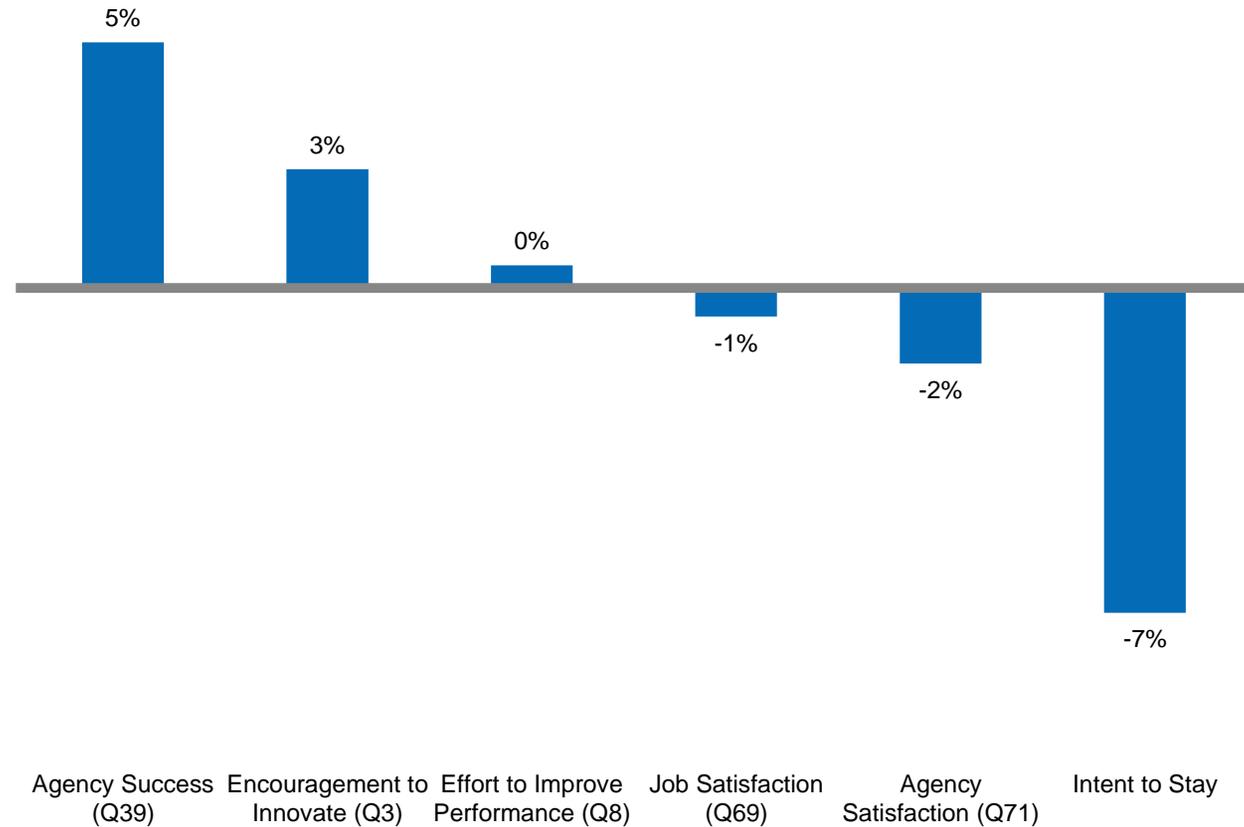


To sustain agency success: monitor current agency health, evaluate talent needs, and develop strategies that bridge both short-term and long-term talent gaps.

SCORECARD—MONITOR AGENCY HEALTH

Agency Health Scores Relative to the Government Average

Difference in Positive Response Rate Between Agency Scores and the Government Average.



Supporting Resources

Research:

- [Identifying and Responding to Strategic Talent Needs \(HR\)](#)
- [Action Plan for Strategic Workforce Planning \(HR\)](#)

Tools:

- [Diagnosing Workforce Planning Execution Risks \(HR\)](#)

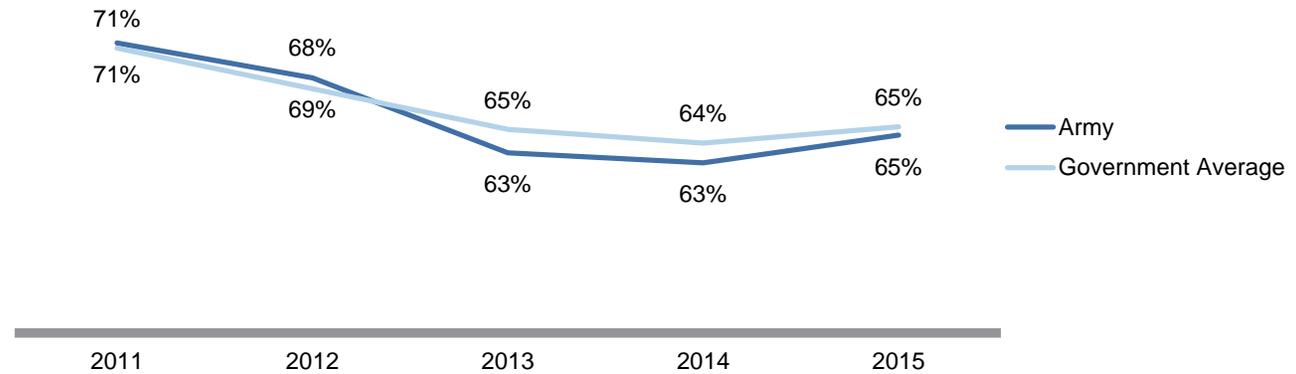
Employee engagement goes beyond satisfaction. Focus engagement measures and actions on drivers that enhance productivity and intent to stay.

- Employee engagement levels explain 46% of variation in employee performance.

SATISFACTION ONE OF SEVERAL IMPORTANT OUTCOMES

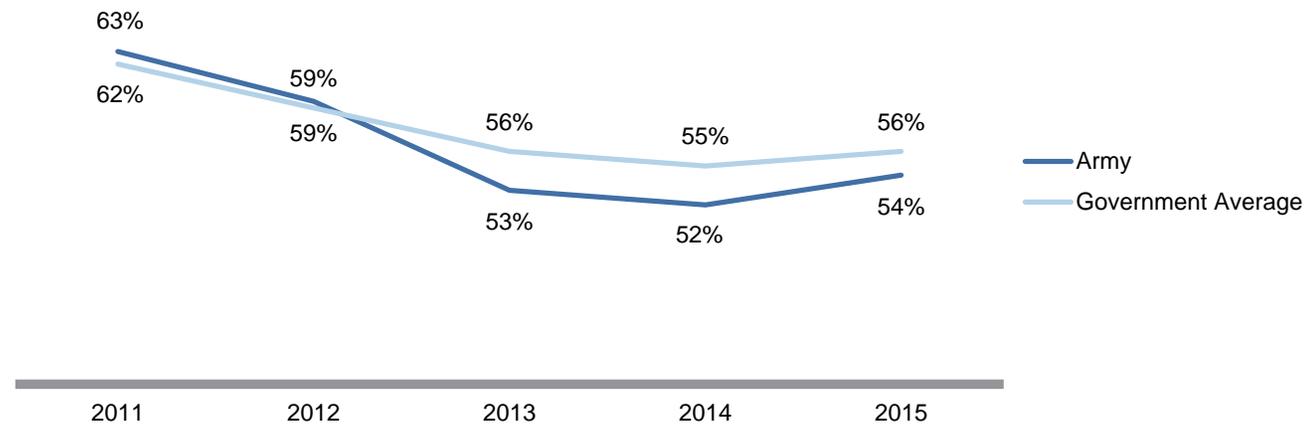
Q69: Considering everything, how satisfied are you with your job?

Percentage of Employees Who Are Satisfied or Very Satisfied.



Q71: Considering everything, how satisfied are you with your organization?

Percentage of Employees Who Are Satisfied or Very Satisfied.



Supporting Resources

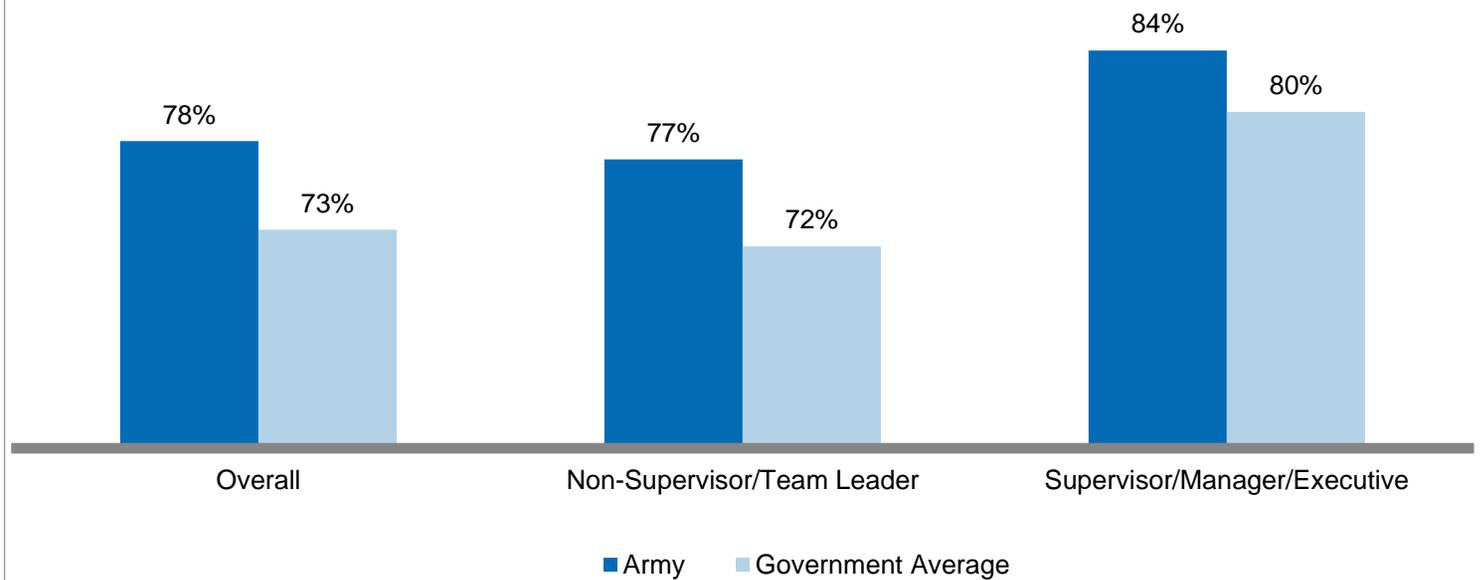
Research:

- [Driving Performance in the Downturn \(HR\)](#)
- [Driving a High Performance Culture \(HR\)](#)
- [Building Engagement Capital \(HR\)](#)

Balance short-term and long-term talent needs to sustain mission success.

MISSION SUCCESS IS THE AGENCY'S BOTTOM LINE

Q39: My Agency is Successful at Accomplishing Its Mission.
Percentage of Employees Who Agree or Strongly Agree.



Supporting Resources

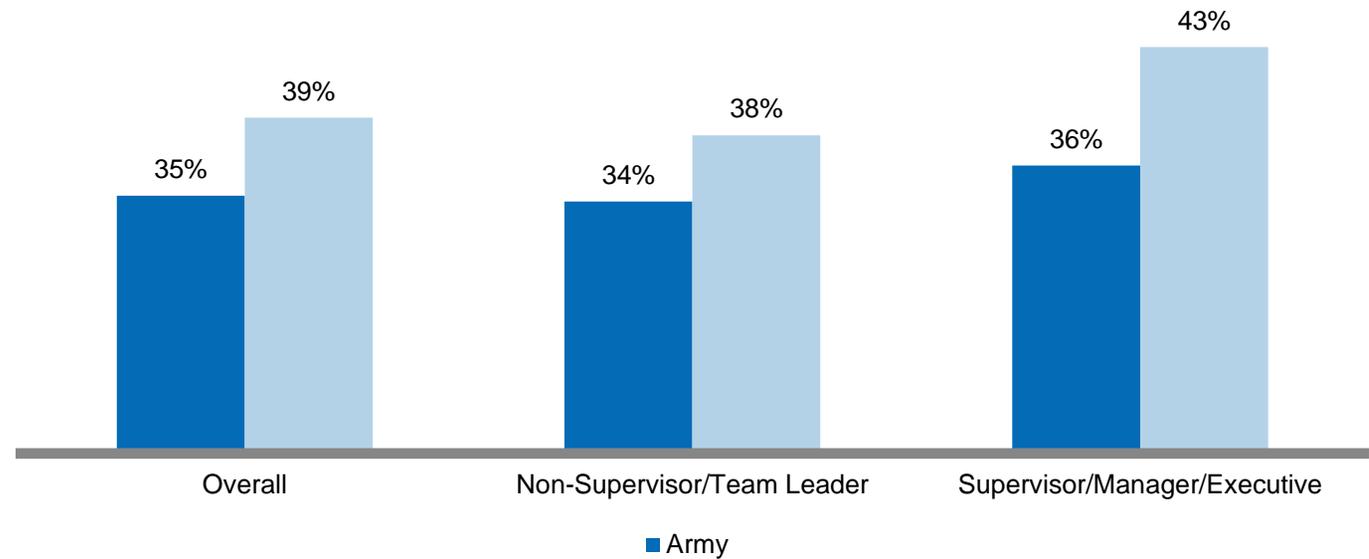
Tools:

- [Success Root Cause Analysis Tool \(L&D\)](#)

Use survey results to inform action plans and communicate these plans to the broader workforce.

USE SURVEY RESULTS TO INFORM INTERVENTION

Q41: I Believe the Results of This Survey Will Be Used to Make My Agency a Better Place to Work.
Percentage of Employees Who Agree or Strongly Agree.



Supporting Resources

Research:

- [Inform Action Planning Using Survey Results Webinar \(HR\)](#)
- [FEVS Communication Case Profile \(HR\)](#)

Tools:

- [Manager Toolkit for Change Management \(HR\)](#)

CONTACT US FOR ADDITIONAL SUPPORT

CEB's Government Practice can provide additional support throughout the analysis and action planning process through the resources provided and direct consultation.

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AGENCY SCORES



#	Category	FEVS Question	Agency Score	Government Average	Difference from Government Benchmark	Top Engagement Driver?
1	My Work Experience	I am given a real opportunity to improve my skills in my organization.	60.6%	61.3%	-0.67%	X
2		I have enough information to do my job well.	71.5%	69.9%	1.57%	X
3		I feel encouraged to come up with new and better ways of doing things.	59.5%	56.5%	3.04%	X
4		My work gives me a feeling of personal accomplishment.	70.5%	70.4%	0.13%	
5		I like the kind of work I do.	84.1%	82.9%	1.23%	
6		I know what is expected of me on the job.	78.7%	79.1%	-0.40%	X
7		When needed I am willing to put in the extra effort to get a job done.	95.4%	95.6%	-0.22%	
8		I am constantly looking for ways to do my job better.	91.5%	90.5%	0.98%	X
9		I have sufficient resources (for example, people, materials, budget) to get my job done.	47.2%	46.1%	1.12%	X
10		My workload is reasonable.	58.2%	57.0%	1.17%	
11		My talents are used well in the workplace.	59.5%	57.7%	1.84%	X
12		I know how my work relates to the agency's goals and priorities.	81.8%	82.5%	-0.72%	
13		The work I do is important.	89.8%	90.0%	-0.19%	
14		Physical conditions allow employees to perform their jobs well.	68.1%	65.8%	2.28%	
15		My performance appraisal is a fair reflection of my performance.	75.3%	69.1%	6.24%	X
16		I am held accountable for achieving results.	81.7%	81.3%	0.42%	
17		I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	63.3%	61.2%	2.12%	
18		My training needs are assessed.	51.7%	51.7%	0.01%	X
19		In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	73.0%	68.1%	4.94%	
20	My Work Unit	The people I work with cooperate to get the job done.	72.1%	72.7%	-0.59%	X
21		My work unit is able to recruit people with the right skills.	39.5%	41.6%	-2.07%	X
22		Promotions in my work unit are based on merit.	30.9%	32.9%	-1.97%	X
23		In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	26.6%	28.2%	-1.64%	X
24		In my work unit, differences in performance are recognized in a meaningful way.	31.3%	32.8%	-1.53%	X
25		Awards in my work unit depend on how well employees perform their jobs.	37.1%	40.1%	-3.00%	
26		Employees in my work unit share job knowledge with each other.	69.0%	72.7%	-3.70%	X
27		The skill level in my work unit has improved in the past year.	50.0%	52.5%	-2.45%	
28		How would you rate the overall quality of work done by your work unit?	81.4%	82.0%	-0.55%	

AGENCY SCORES (CONTINUED)



#	Category	FEVS Question	Agency Score	Government Average	Difference from Government Benchmark	Top Engagement Driver?
29	My Agency	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	70.8%	69.0%	1.80%	X
30		Employees have a feeling of personal empowerment with respect to work processes.	45.0%	43.0%	1.98%	X
31		Employees are recognized for providing high quality products and services.	46.5%	46.5%	-0.04%	X
32		Creativity and innovation are rewarded.	36.7%	36.7%	0.01%	X
33		Pay raises depend on how well employees perform their jobs.	20.5%	21.1%	-0.60%	
34		Policies and programs promote diversity in the workplace.	53.7%	56.5%	-2.84%	
35		Employees are protected from health and safety hazards on the job.	79.4%	75.9%	3.46%	
36		My organization has prepared employees for potential security threats.	82.0%	75.9%	6.09%	
37		Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	50.8%	50.7%	0.09%	
38		Prohibited Personnel Practices are not tolerated.	64.9%	65.6%	-0.67%	
39		My agency is successful at accomplishing its mission.	78.3%	73.2%	5.06%	
40		I recommend my organization as a good place to work.	61.2%	62.7%	-1.55%	
41		I believe the results of this survey will be used to make my agency a better place to work.	34.6%	39.0%	-4.41%	X
42	My Supervisor / Team Leader	My supervisor supports my need to balance work and other life issues.	78.6%	77.8%	0.79%	X
43		My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	64.6%	65.5%	-0.91%	X
44		Discussions with my supervisor/team leader about my performance are worthwhile.	61.0%	62.5%	-1.55%	
45		My supervisor/team leader is committed to a workforce representative of all segments of society.	65.9%	66.9%	-1.05%	X
46		My supervisor/team leader provides me with constructive suggestions to improve my job performance.	59.2%	61.4%	-2.20%	X
47		Supervisors/team leaders in my work unit support employee development.	62.9%	64.3%	-1.42%	X
48		My supervisor/team leader listens to what I have to say.	74.7%	75.7%	-0.99%	
49		My supervisor/team leader treats me with respect.	80.0%	80.9%	-0.91%	X
50		In the last six months, my supervisor/team leader has talked with me about my performance.	72.9%	77.5%	-4.61%	X
51		I have trust and confidence in my supervisor.	64.8%	66.5%	-1.67%	
52		Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	67.7%	69.7%	-2.04%	X

AGENCY SCORES (CONTINUED)



#	Category	FEVS Question	Agency Score	Government Average	Difference from Government Benchmark	Top Engagement Driver?
53	Leadership	In my organization, leaders generate high levels of motivation and commitment in the workforce.	40.1%	39.0%	1.10%	X
54		My organization's leaders maintain high standards of honesty and integrity.	51.8%	50.4%	1.41%	X
55		Managers/supervisors/team leaders work well with employees of different backgrounds.	62.7%	62.9%	-0.18%	X
56		Managers communicate the goals and priorities of the organization.	56.6%	59.1%	-2.54%	X
57		Managers review and evaluate the organization's progress toward meeting its goals and objectives.	57.1%	58.8%	-1.66%	
58		Managers promote communication among different work units.	50.4%	50.5%	-0.10%	
59		Managers support collaboration across work units to accomplish work objectives.	55.0%	54.2%	0.83%	X
60		Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	56.1%	56.8%	-0.70%	
61		I have a high level of respect for my organization's senior leaders.	53.2%	51.4%	1.80%	
62		Senior leaders demonstrate support for Work/Life programs.	53.7%	53.4%	0.33%	
63	My Satisfaction	How satisfied are you with your involvement in decisions that affect your work?	50.7%	49.6%	1.12%	
64		How satisfied are you with the information you receive from management on what's going on in your organization?	46.1%	46.8%	-0.72%	
65		How satisfied are you with the recognition you receive for doing a good job?	45.1%	46.6%	-1.54%	
66		How satisfied are you with the policies and practices of your senior leaders?	42.2%	40.8%	1.38%	
67		How satisfied are you with your opportunity to get a better job in your organization?	31.7%	34.8%	-3.09%	X
68		How satisfied are you with the training you receive for your present job?	50.2%	51.6%	-1.43%	X
69		Considering everything, how satisfied are you with your job?	64.6%	65.2%	-0.62%	
70		Considering everything, how satisfied are you with your pay?	57.5%	57.1%	0.35%	X
71		Considering everything, how satisfied are you with your organization?	54.4%	55.7%	-1.32%	
72	Work / Life	Have you been notified that you are eligible to telework?	46.3%	78.2%	-31.94%	
73		Please select the response below that BEST describes your current teleworking situation.	17.5%	37.6%	-20.14%	
74		Do you participate in the Alternative Work Schedules (AWS)?	34.5%	31.3%	3.17%	
75		Do you participate in the Health and Wellness Programs?	23.6%	33.1%	-9.49%	
76		Do you participate in the Employee Assistance Program (EAP)?	11.7%	27.4%	-15.72%	
77		Do you participate in the Child Care Programs?	6.2%	13.9%	-7.69%	
78		Do you participate in the Elder Care Programs?	2.6%	3.8%	-1.21%	
79		How satisfied are you with the Telework program in your agency?	68.0%	78.2%	-10.18%	X
80		How satisfied are you with the Alternative Work Schedules (AWS) program in your agency?	88.1%	89.0%	-0.85%	
81		How satisfied are you with the Health and Wellness Programs in your agency?	76.3%	79.9%	-3.62%	
82		How satisfied are you with the Employee Assistance Program (EAP) in your agency?	69.8%	74.8%	-4.99%	
83		How satisfied are you with the Child Care Programs in your agency?	76.5%	71.6%	4.95%	
84		How satisfied are you with the Elder Care Programs in your agency?	65.4%	66.3%	-0.86%	

OPM ENGAGEMENT INDEX QUESTIONS



	#	Full Question
Work Experience	3	I feel encouraged to come up with new and better ways of doing things.
	4	My work gives me a feeling of personal accomplishment.
	6	I know what is expected of me on the job.
	11	My talents are used well in the workplace.
	12	I know how my work relates to the agency's goals and priorities.
Supervisors	47	Supervisors/team leaders in my work unit support employee development.
	48	My supervisor/team leader listens to what I have to say.
	49	My supervisor/team leader treats me with respect.
	51	I have trust and confidence in my supervisor.
	52	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?
Leaders Lead	53	In my organization, leaders generate high levels of motivation and commitment in the workforce.
	54	My organization's leaders maintain high standards of honesty and integrity.
	56	Managers communicate the goals and priorities of the organization.
	60	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?
	61	I have a high level of respect for my organization's senior leaders.

