2012
Federal Employee Viewpoint Survey Results

EMPLOYEES INFLUENCING CHANGE

DEPARTMENT OF DEFENSE
AGENCY MANAGEMENT REPORT

Over **687,000** Federal Employees' Opinions

UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT

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ABOUT THIS REPORT

Understanding the views of Federal employees

Federal employees hold positions that are critical to the health, safety and welfare of our nation. It is important to have an in-depth understanding of employee views to ensure that the Federal Government is able to attract and retain the best, most talented employees to fill these key positions.

Assessing your agency's strengths and challenges

The Federal Employee Viewpoint Survey (FEVS) is a key tool in assessing which policies, programs and other aspects of the work environment are viewed positively by employees, as well as finding out which aspects are not working so well. This report is designed specifically to provide agency leadership with insight into the unique strengths and challenges of their individual employee populations.

Comparisons to past survey results and governmentwide averages are included throughout the report to ensure meaningful and action-oriented content. These comparisons highlight areas that have improved or declined, and provide benchmarks for interpreting the 2012 results.

Multiple perspectives of your agency's results

This report provides a broad but interconnected picture of your results, and includes…

- Strengths and Challenges: Results for the 10 survey items with the highest percent positive and highest percent negative responses;

- Increases and Decreases: Survey items that increased or decreased by 5 or more percentage points since 2011;

- Above and Below: Survey items where your agency leads and trails the Federal Government average by 5 or more percentage points;

- Indices:
  - Human Capital Assessment and Accessibility Framework
  - Employee Engagement
  - Global Satisfaction;

- Decision Aid: A summary table highlighting your agency's positive, neutral and negative results;

- Work/Life Programs: A breakdown of your agency's participation rates and satisfaction ratings of these programs;

- Diversity: Your agency's survey respondent characteristics;

- Appendices: A set of appendices that show results benchmarked against agency high/low results and percentile scores; unweighted demographic item results; a trend analysis of 2008, 2010, 2011 and 2012 results; HCAAF, employee engagement and global satisfaction results for each subagency; and a description of the survey methods.

What do the survey results represent?

The results represent a snapshot in time of the perceptions of the Federal workforce. Statisticians weighted returned survey data to adjust for differences between characteristics of the respondents and the population of Federal employees surveyed. The governmentwide results have a plus or minus one percent margin of error.

THE 2012 FEDERAL EMPLOYEE VIEWPOINT SURVEY

What did the survey measure?

The 98-item survey included 84 items that measured Federal employees' perceptions about how effectively agencies manage their workforce, as well as 14 demographic items. The survey was grouped into eight topic areas:

- Personal Work Experiences
- Work Unit
- Agency
- Supervisor/Team Leader
- Leadership
- Satisfaction
- Work/Life Programs
- Demographics

What's new?

More than 687,000 Federal employees participated in this survey.

Employees from 37 Departments/large agencies and 45 small/independent agencies, comprising 97 percent of the executive branch workforce, participated in this year's survey. Four new agencies that did not participate in the 2011 survey also chose to participate this year. The governmentwide response rate was 46.1 percent.

Expanded eligibility criteria

In past FEVS administrations, only full-time permanent employees were surveyed. In 2012, the eligibility criteria were expanded to include both full-time and part-time permanent, non-seasonal employees who were on board with their agencies as of October 2011.

New survey items

The demographic section measuring Federal workforce diversity was expanded in 2012 with the addition of three new items addressing gender identity and sexual orientation, disability status and veteran status.

When were employees surveyed?

Previous survey field periods were limited to approximately two months, but in 2012 OPM extended the field period to three months (April-June 2012) to accommodate surveying over 1.6 million Federal employees. Agency launch dates were staggered throughout this timeframe, and each agency was offered a 6 week administration period but could opt for a shorter administration period. The survey was administered electronically, with paper versions provided to employees without internet access.

RESULTS AT A GLANCE

Strengths & Increases

39 items had positive ratings of 65 percent or more (strengths)

1 item increased by 5 percentage points or more since the 2011 survey

Challenges & Decreases

5 items had negative ratings of 35 percent or more (challenges)

0 items decreased by 5 percentage points or more since the 2011 survey

Governmentwide Comparisons

3 items were 5 percentage points or more above the Governmentwide average

1 item was 5 percentage points or more below the Governmentwide average

Indices

64 percent positive on Global Satisfaction

67 percent positive on Employee Engagement

HCAAF Rankings Out of 37 Agencies

13th on Leadership & Knowledge Management (14th in 2011)

19th on Results-Oriented Performance Culture (18th in 2011)

15th on Talent Management (15th in 2011)

16th on Job Satisfaction (15th in 2011)

UNDERSTANDING YOUR RESULTS

When comparing to past survey results or governmentwide results, it is useful to apply rules of thumb to determine which findings are notable. Although significance tests could be run on each comparison, it is impractical to do so; even small differences will be significant when analyzing results of large agencies.

Positive ratings are the sum of the two positive categories (e.g., Strongly Agree / Agree or Very Satisfied / Satisfied), and negative ratings are the sum of the two negative categories (e.g., Strongly Disagree / Disagree or Very Dissatisfied / Dissatisfied).

- Items that are 65 percent or more positive are considered **strengths**

- Items that are 35 percent or more negative are considered **challenges**

- Items that are 30 percent or more neutral suggests uncertainty, presenting an opportunity for more agency communication

- A difference of 5 percentage points or more is considered notable

STRENGTHS

Focusing on challenges facing the workforce is critical, but it is equally important to acknowledge areas of strength. Examining positive employee feedback can lead to a better understanding of which programs, policies and other aspects of the organization are viewed favorably by employees. Your agency's 10 highest percent positive responses are displayed in Figure 1 below, along with the 2012 governmentwide percent positive for comparison.

FIGURE 1   MOST POSITIVE RESPONSE ITEMS FOR YOUR AGENCY

— 2012 G'wide   ■ 2012 DOD

Item	2012 G'wide	2012 DOD
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	96%	97%
I am constantly looking for ways to do my job better. (Q. 8)	91%	92%
The work I do is important. (Q. 13)	91%	91%
How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS) (Q. 80)	89%	89%
My organization has prepared employees for potential security threats. (Q. 36)	78%	85%
How would you rate the overall quality of work done by your work unit? (Q. 28)	83%	84%
I like the kind of work I do. (Q. 5)	84%	84%
I know how my work relates to the agency's goals and priorities. (Q. 12)	84%	84%
I am held accountable for achieving results. (Q. 16)	83%	84%
How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs) (Q. 81)	80%	82%

CHALLENGES

Examining the most negative responses and identifying potential themes is useful in determining aspects of your agency that may benefit from targeted action. Figure 2 below displays your agency's 10 highest percent negative responses, along with the 2012 governmentwide percent negative for comparison.

FIGURE 2 MOST NEGATIVE RESPONSE ITEMS FOR YOUR AGENCY

Legend: — 2012 G'wide ■ 2012 DOD

Item	2012 G'wide	2012 DOD
Pay raises depend on how well employees perform their jobs. (Q. 33)	50%	49%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	43%	42%
Promotions in my work unit are based on merit. (Q. 22)	37%	36%
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	37%	35%
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	35%	35%
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	35%	33%
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	34%	32%
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	28%	29%
Creativity and innovation are rewarded. (Q. 32)	32%	29%
My work unit is able to recruit people with the right skills. (Q. 21)	29%	29%

INCREASES AND DECREASES

Agency items that increased and decreased the most from 2011

Taking a look at survey items that have increased or decreased the most since 2011 can help you understand where your agency has made improvements and where future action may need to be focused. Table 1 displays the items that had the greatest changes (5 or more percentage points) in percent positive rating. If your agency had more than 10 items that changed by 5 percentage points or more, only the 10 items with the greatest changes are shown.

TABLE 1 GREATEST INCREASES AND DECREASES IN POSITIVE RESPONSES

	Percent Positive		
	2011	2012	Difference
Increased the Most			
How satisfied are you with the following Work/Life programs in your agency? Telework (Q. 79)	61	66	**+5**
Decreased the Most			
Your agency had no items that decreased by 5 percentage points or more since 2011.			

ABOVE AND BELOW

Agency items above and below the 2012 Governmentwide average

Table 2 allows you to see where your agency ratings are higher and lower than the governmentwide average, and only survey items that are 5 percentage points above or below the governmentwide average are displayed. If your agency had more than 10 items that differ from the average, only the 10 items with the greatest differences are shown.

TABLE 2   ITEMS ABOVE AND BELOW THE 2012 GOVERNMENTWIDE AVERAGE ON PERCENT POSITIVE

	Percent Positive		
	DOD	G'wide	Difference
Leading the Government			
My organization has prepared employees for potential security threats. (Q. 36)	85	78	+7
My agency is successful at accomplishing its mission. (Q. 39)	82	76	+6
Employees are protected from health and safety hazards on the job. (Q. 35)	82	77	+5
Trailing the Government			
How satisfied are you with the following Work/Life programs in your agency? Telework (Q. 79)	66	73	-7

INDICES

Human Capital Assessment and Accountability Framework (HCAAF)

The HCAAF indices were created to guide governmentwide efforts to support agency mission results with strong human capital strategies, and they provide consistent metrics for measuring progress toward HCAAF objectives. For more information on these metrics, refer to OPM's website: www.opm.gov/hcaaf_resource_center/assets/hcaaf_ssm.pdf.

Figure 3 shows your agency results with appropriate comparisons for the four HCAAF indices: *Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management and Job Satisfaction.*

| FIGURE 3 | HCAAF INDICES – POSITIVE RESPONSES |

Legend: — 2012 G'wide   ■ 2012 DOD ||| 2011 DOD

Leadership & Knowledge Management: 60% (2012 G'wide), 63% (2012 DOD), 64% (2011 DOD)

Results-Oriented Performance Culture: 52% (2012 G'wide), 54% (2012 DOD), 55% (2011 DOD)

Talent Management: 59% (2012 G'wide), 60% (2012 DOD), 61% (2011 DOD)

Job Satisfaction: 66% (2012 G'wide), 67% (2012 DOD), 68% (2011 DOD)
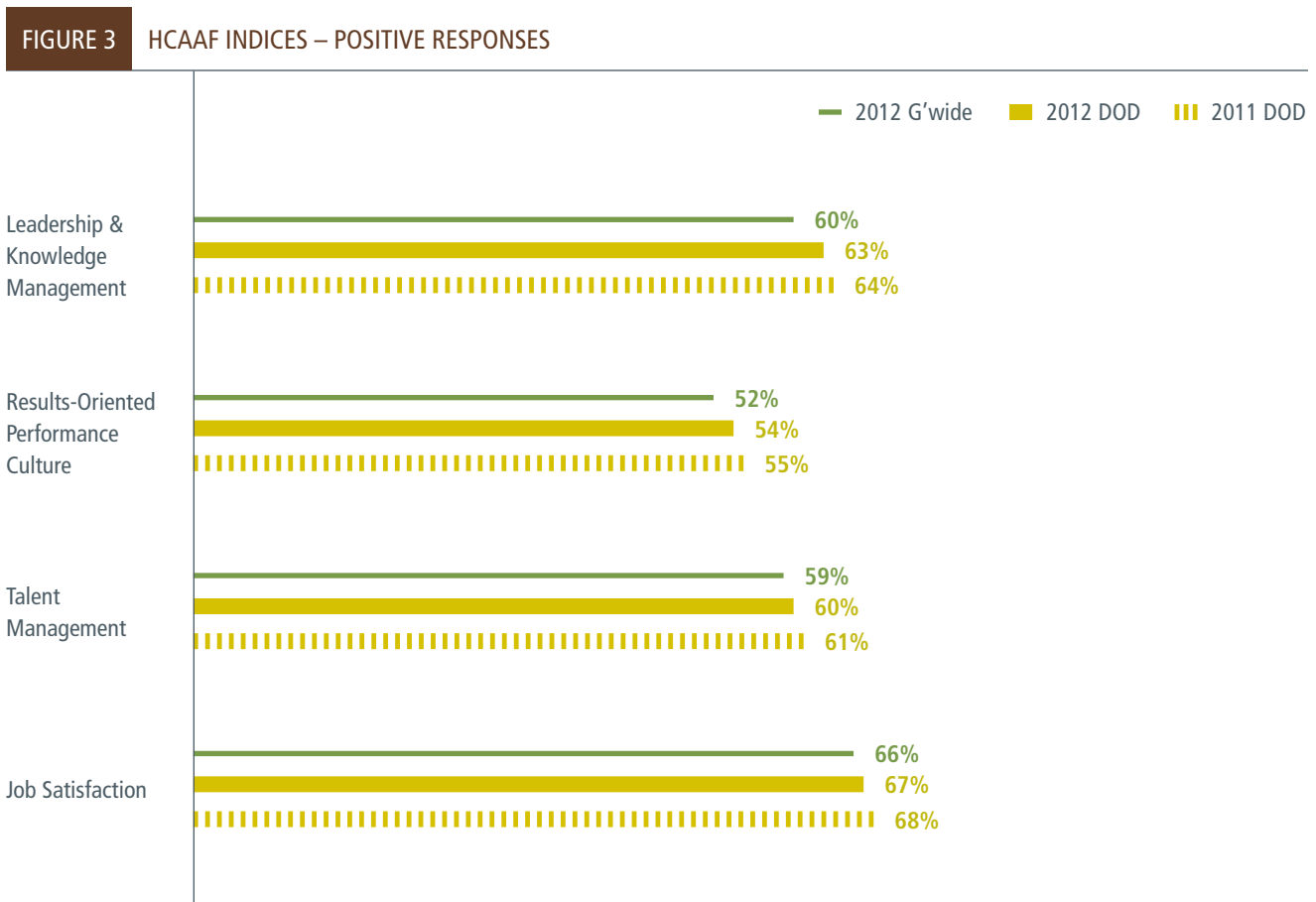
The **LEADERSHIP & KNOWLEDGE MANAGEMENT INDEX** indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of items 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64 and 66.

The **RESULTS-ORIENTED PERFORMANCE CULTURE INDEX** indicates the extent to which employees believe their organizational culture promotes improvement in processes, products and services and organizational outcomes. It is made up of items 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44 and 65.
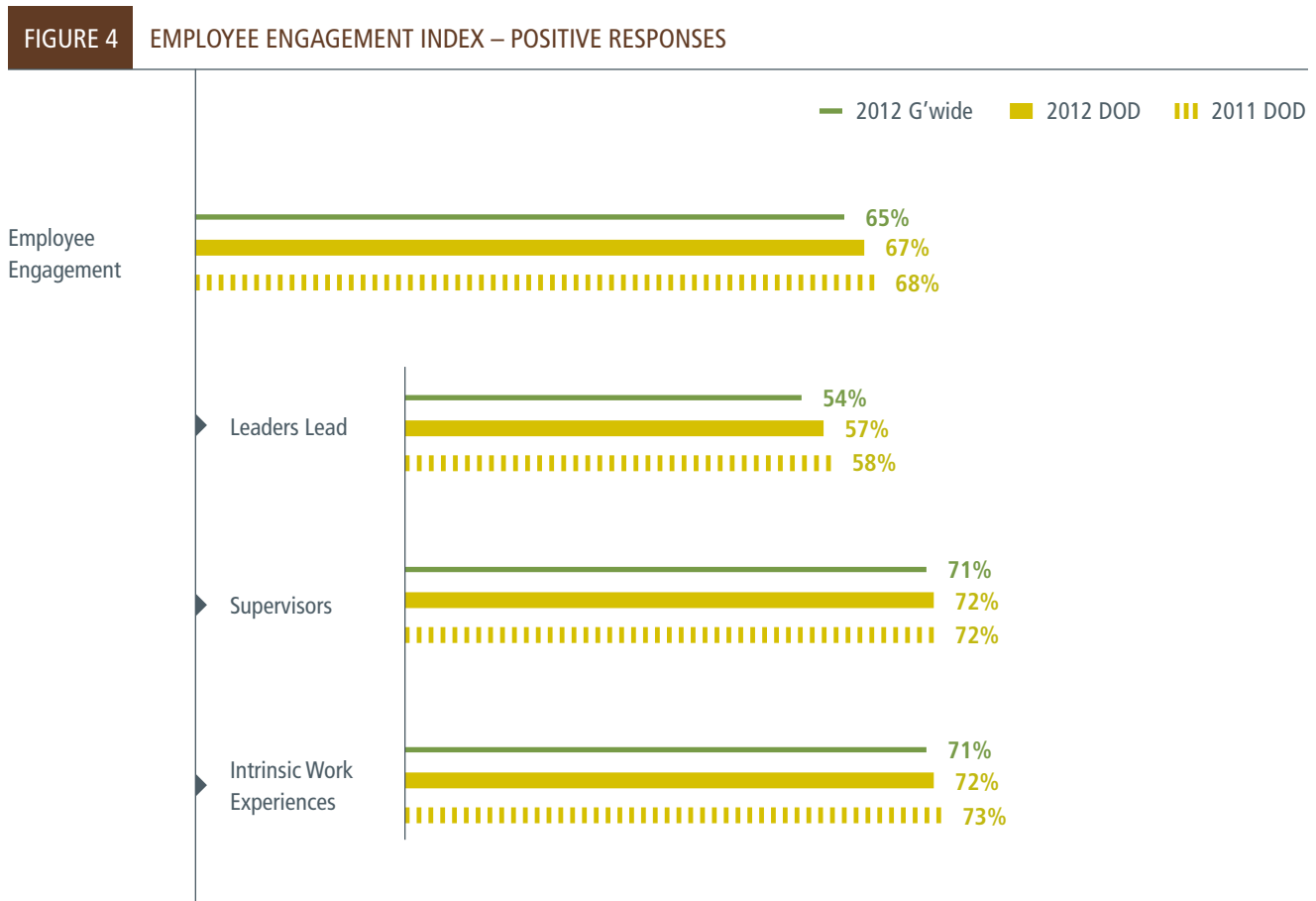
The **TALENT MANAGEMENT INDEX** indicates the extent to which employees think the organization has the talent necessary to achieve organizational goals. It is made up of items 1, 11, 18, 21, 29, 47 and 68.

The **JOB SATISFACTION INDEX** indicates the extent to which employees are satisfied with their jobs and various aspects thereof. It is made up of items 4, 5, 13, 63, 67, 69 and 70.

Employee Engagement

An engaged employee is seen as one who is immersed in the content of the job and energized to spend extra effort in job performance. The 2012 Federal Employee Viewpoint Survey does not contain direct measurements of employee engagement such as passion, commitment and involvement. However, it does include questions that cover most, if not all, of the conditions likely to lead to employee engagement (e.g., leadership, opportunity to use skills, etc.). OPM created an index using these items, and excluded any items measuring satisfaction in order to differentiate this index from a job satisfaction index.

Figure 4 shows your agency's results with appropriate comparisons on the Employee Engagement Index and its component indices: *Leaders Lead, Supervisors and Intrinsic Work Experiences.*

FIGURE 4 | EMPLOYEE ENGAGEMENT INDEX – POSITIVE RESPONSES

Legend: — 2012 G'wide ■ 2012 DOD ▦ 2011 DOD

Employee Engagement: 65% (2012 G'wide), 67% (2012 DOD), 68% (2011 DOD)

Leaders Lead: 54% (2012 G'wide), 57% (2012 DOD), 58% (2011 DOD)

Supervisors: 71% (2012 G'wide), 72% (2012 DOD), 72% (2011 DOD)

Intrinsic Work Experiences: 71% (2012 G'wide), 72% (2012 DOD), 73% (2011 DOD)

LEADERS LEAD reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. It is made up of items 53, 54, 56, 60 and 61.

SUPERVISORS reflects the interpersonal relationship between worker and supervisor, including trust, respect and support. It is made up of items 47, 48, 49, 51 and 52.
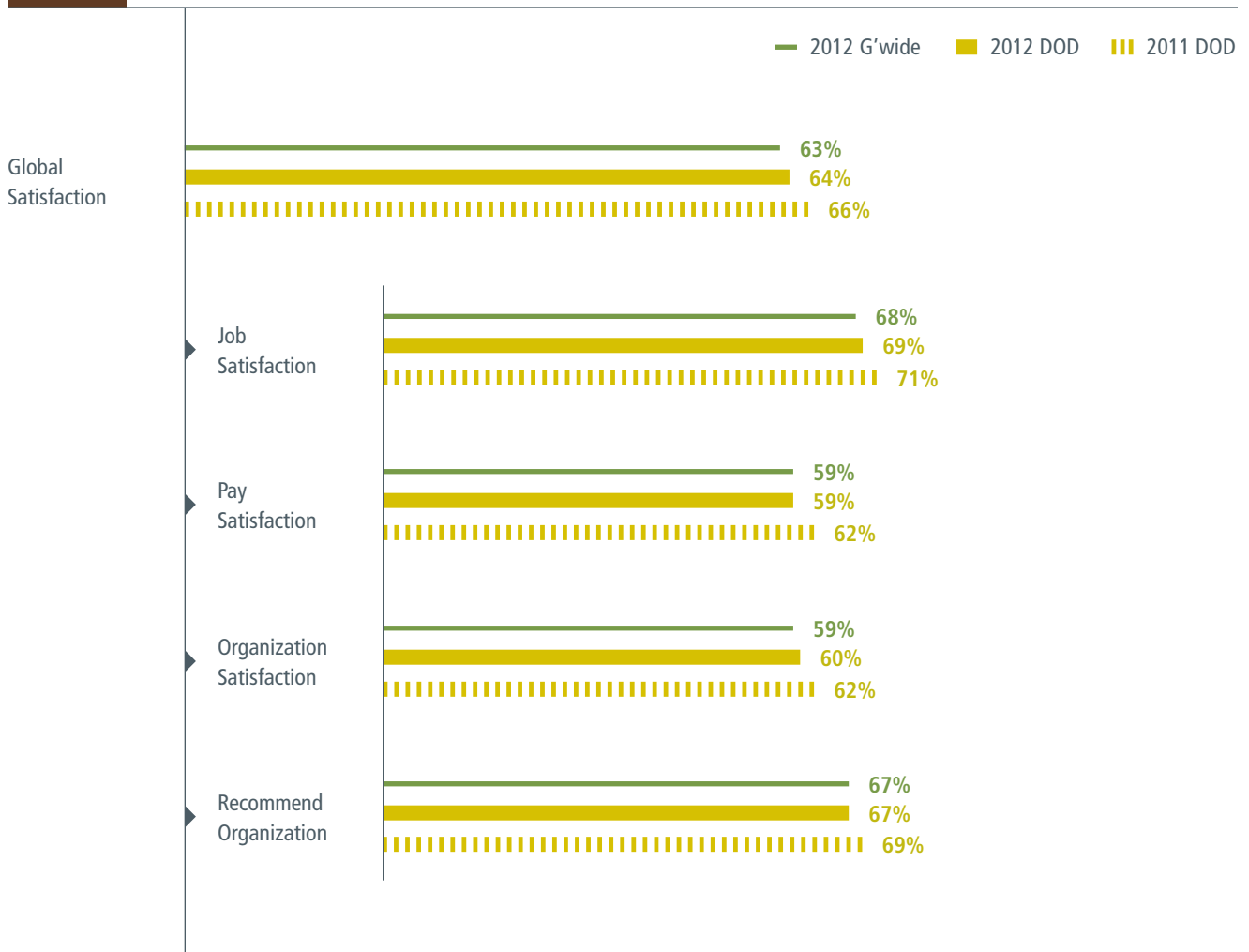
INTRINSIC WORK EXPERIENCES reflects the employees' feelings of motivation and competency relating to their role in the workplace. It is made up of items 3, 4, 6,11 and 12.

Global Satisfaction

OPM created the Global Satisfaction Index to provide a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay and their organization, plus their willingness to recommend their organization as a good place to work.

Figure 5 shows your agency's results with appropriate comparisons on the Global Satisfaction Index and the individual components of the index.

FIGURE 5 GLOBAL SATISFACTION INDEX – POSITIVE RESPONSES

Legend: — 2012 G'wide ■ 2012 DOD ||| 2011 DOD

Global Satisfaction: 63% (2012 G'wide), 64% (2012 DOD), 66% (2011 DOD)

Job Satisfaction: 68% (2012 G'wide), 69% (2012 DOD), 71% (2011 DOD)

Pay Satisfaction: 59% (2012 G'wide), 59% (2012 DOD), 62% (2011 DOD)

Organization Satisfaction: 59% (2012 G'wide), 60% (2012 DOD), 62% (2011 DOD)

Recommend Organization: 67% (2012 G'wide), 67% (2012 DOD), 69% (2011 DOD)

JOB SATISFACTION is item 69. Considering everything, how satisfied are you with your job?

PAY SATISFACTION is item 70. Considering everything, how satisfied are you with your pay?

ORGANIZATION SATISFACTION is item 71. Considering everything, how satisfied are you with your organization?

RECOMMEND ORGANIZATION is item 40. I recommend my organization as a good place to work.

DECISION AID

Transforming your results into action

To assist your agency in determining where to focus action planning efforts, Table 3 provides a straightforward way to identify strengths, challenges and neutral areas. You can also use the two comparison columns on the right to find out if your agency has made progress since 2011 and to compare your agency results to the 2012 governmentwide average.

Your 2012 results (first three columns)

GREEN SHADED CELL   The item is 65 percent positive or higher. This is an area of strength in your agency.

GOLD SHADED CELL   The item is 30 percent neutral or higher. This is an area for more communication in your agency.

BROWN SHADED CELL   The item is 35 percent negative or higher. This is an area of challenge in your agency.

Comparisons to % Positive (last two columns)

GREEN NUMBER Your 2012 percent positive was 5 or more percentage points higher than this number.

BROWN NUMBER Your 2012 percent positive was 5 or more percentage points lower than this number.

TABLE 3	DECISION AID

	2012 DOD %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 DOD	'12 G'wide Average
My Work Experience					
1. I am given a real opportunity to improve my skills in my organization.	66	16	18	67	63
2. I have enough information to do my job well.	73	14	13	74	72
3. I feel encouraged to come up with new and better ways of doing things.	62	18	20	63	58
4. My work gives me a feeling of personal accomplishment.	73	14	13	74	72
5. I like the kind of work I do.	84	11	6	84	84
6. I know what is expected of me on the job.	80	11	9	79	80
7. When needed I am willing to put in the extra effort to get a job done.	97	2	1	97	96
8. I am constantly looking for ways to do my job better.	92	7	1	92	91
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	49	17	33	49	48

TABLE 3   DECISION AID (cont'd)

	2012 DOD %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 DOD	'12 G'wide Average
10. My workload is reasonable.	62	16	22	61	59
11. My talents are used well in the workplace.	63	16	21	63	59
12. I know how my work relates to the agency's goals and priorities.	84	10	6	84	84
13. The work I do is important.	91	7	3	91	91
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	69	14	17	67	67
15. My performance appraisal is a fair reflection of my performance.	72	15	13	72	69
16. I am held accountable for achieving results.	84	11	5	84	83
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	64	19	17	65	61
18. My training needs are assessed.	56	23	22	56	53
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding)	68	16	16	68	68
My Work Unit					
20. The people I work with cooperate to get the job done.	74	14	12	76	73
21. My work unit is able to recruit people with the right skills.	44	28	29	46	43
22. Promotions in my work unit are based on merit.	34	30	36	36	34
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	29	42	31	29
24. In my work unit, differences in performance are recognized in a meaningful way.	35	30	35	37	34
25. Awards in my work unit depend on how well employees perform their jobs.	41	26	32	44	41
26. Employees in my work unit share job knowledge with each other.	72	15	13	73	72
27. The skill level in my work unit has improved in the past year.	56	28	16	57	55
28. How would you rate the overall quality of work done by your work unit?	84	13	3	83	83

TABLE 3   DECISION AID (cont'd)

	2012 DOD %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 DOD	'12 G'wide Average
My Agency					
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	73	17	10	74	72
30. Employees have a feeling of personal empowerment with respect to work processes.	49	26	25	52	45
31. Employees are recognized for providing high quality products and services.	51	24	24	53	48
32. Creativity and innovation are rewarded.	41	30	29	43	38
33. Pay raises depend on how well employees perform their jobs.	22	29	49	24	22
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	56	31	13	57	57
35. Employees are protected from health and safety hazards on the job.	82	12	7	81	**77**
36. My organization has prepared employees for potential security threats.	85	11	5	85	**78**
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	53	24	23	53	51
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	67	20	13	67	66
39. My agency is successful at accomplishing its mission.	82	14	5	83	**76**
40. I recommend my organization as a good place to work.	67	20	13	69	67
41. I believe the results of this survey will be used to make my agency a better place to work.	39	32	29	41	42
My Supervisor/Team Leader					
42. My supervisor supports my need to balance work and other life issues.	79	12	10	78	77
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	67	17	15	68	65
44. Discussions with my supervisor/team leader about my performance are worthwhile.	63	20	17	64	62

TABLE 3 DECISION AID (cont'd)

	2012 DOD %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 DOD	'12 G'wide Average
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	65	25	10	66	64
46. My supervisor team leader provides me with constructive suggestions to improve my job performance.	61	21	18	62	61
47. Supervisors/team leaders in my work unit support employee development.	67	18	15	68	65
48. My supervisor/team leader listens to what I have to say.	75	13	11	76	74
49. My supervisor/team leader treats me with respect.	80	11	9	80	79
50. In the last six months, my supervisor/team leader has talked with me about my performance.	73	12	15	73	77
51. I have trust and confidence in my supervisor.	67	17	16	68	66
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	69	19	12	70	68

Leadership

	Positive	Neutral	Negative	'11 DOD	'12 G'wide Average
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	46	27	27	47	43
54. My organization's leaders maintain high standards of honesty and integrity.	58	22	20	59	55
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	66	22	13	67	63
56. Managers communicate the goals and priorities of the organization.	62	20	17	64	62
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	62	24	14	64	62
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	56	23	21	57	53
59. Managers support collaboration across work units to accomplish work objectives.	60	23	17	61	57
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	60	24	16	59	58
61. I have a high level of respect for my organization's senior leaders.	58	23	20	59	54
62. Senior leaders demonstrate support for Work/Life programs.	58	26	16	59	54

TABLE 3   DECISION AID (cont'd)

	2012 DOD %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 DOD	'12 G'wide Average
My Satisfaction					
63. How satisfied are you with your involvement in decisions that affect your work?	55	24	21	57	52
64. How satisfied are you with the information you receive from management on what's going on in your organization?	50	24	26	52	48
65. How satisfied are you with the recognition you receive for doing a good job?	49	25	26	51	48
66. How satisfied are you with the policies and practices of your senior leaders?	47	29	24	48	43
67. How satisfied are you with your opportunity to get a better job in your organization?	36	29	35	39	36
68. How satisfied are you with the training you receive for your present job?	55	24	22	55	54
69. Considering everything, how satisfied are you with your job?	69	17	14	71	68
70. Considering everything, how satisfied are you with your pay?	59	18	23	62	59
71. Considering everything, how satisfied are you with your organization?	60	22	18	62	59

WORK/LIFE PROGRAMS

Work/Life programs provide employees with resources to effectively balance their responsibilities both inside and outside of the workplace. The Work/Life program participation and satisfaction results for your agency are displayed in this section, beginning with telework in Figure 6 below. Participation and satisfaction ratings for all other work/life programs are listed in Figures 8 and 9 on the following pages.

The Telework Enhancement Act of 2010 encouraged Federal agencies to expand their use of telework as a strategic management tool. Telework can be an important factor in attracting and retaining the best employees, improving morale and increasing the capacity to achieve agency mission and goals. This critical tool can also help reduce the cost of transit, in addition to providing flexibility in severe weather circumstances, emergencies, or other workplace disruptions. The telework figures below provide a snapshot of your agency's teleworking status, and are helpful in determining whether or not more effort should be focused on increasing telework in your agency.
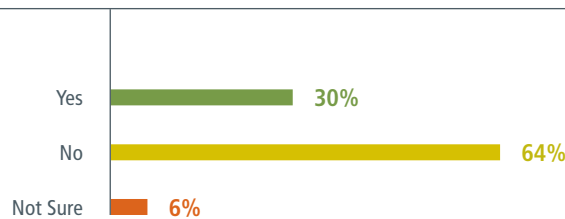
FIGURE 6	ELIGIBILITY TO TELEWORK (Question 72)

Yes	30%
No	64%
Not Sure	6%

FIGURE 7	TELEWORK STATUS (Question 73)

DOD		G'wide
	17% TELEWORK	
1%	I telework 3 or more days per week.	3%
4%	I telework 1 or 2 days per week.	8%
3%	I telework, but no more than 1 or 2 days per month.	4%
9%	I telework very infrequently, on an unscheduled or short-term basis.	10%

17% TELEWORK — **25%** TELEWORK

DOD		G'wide
33%	I do not telework because I have to be physically present on the job.	35%
8%	I do not telework because I have technical issues.	6%
28%	I do not telework because I did not receive approval, even though I have the kind of job where I can telework.	22%
15%	I do not telework because I choose not to telework.	13%

84% DO NOT TELEWORK — **76%** DO NOT TELEWORK

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

FIGURE 8 PARTICIPATION IN WORK/LIFE PROGRAMS (Questions 74-78)

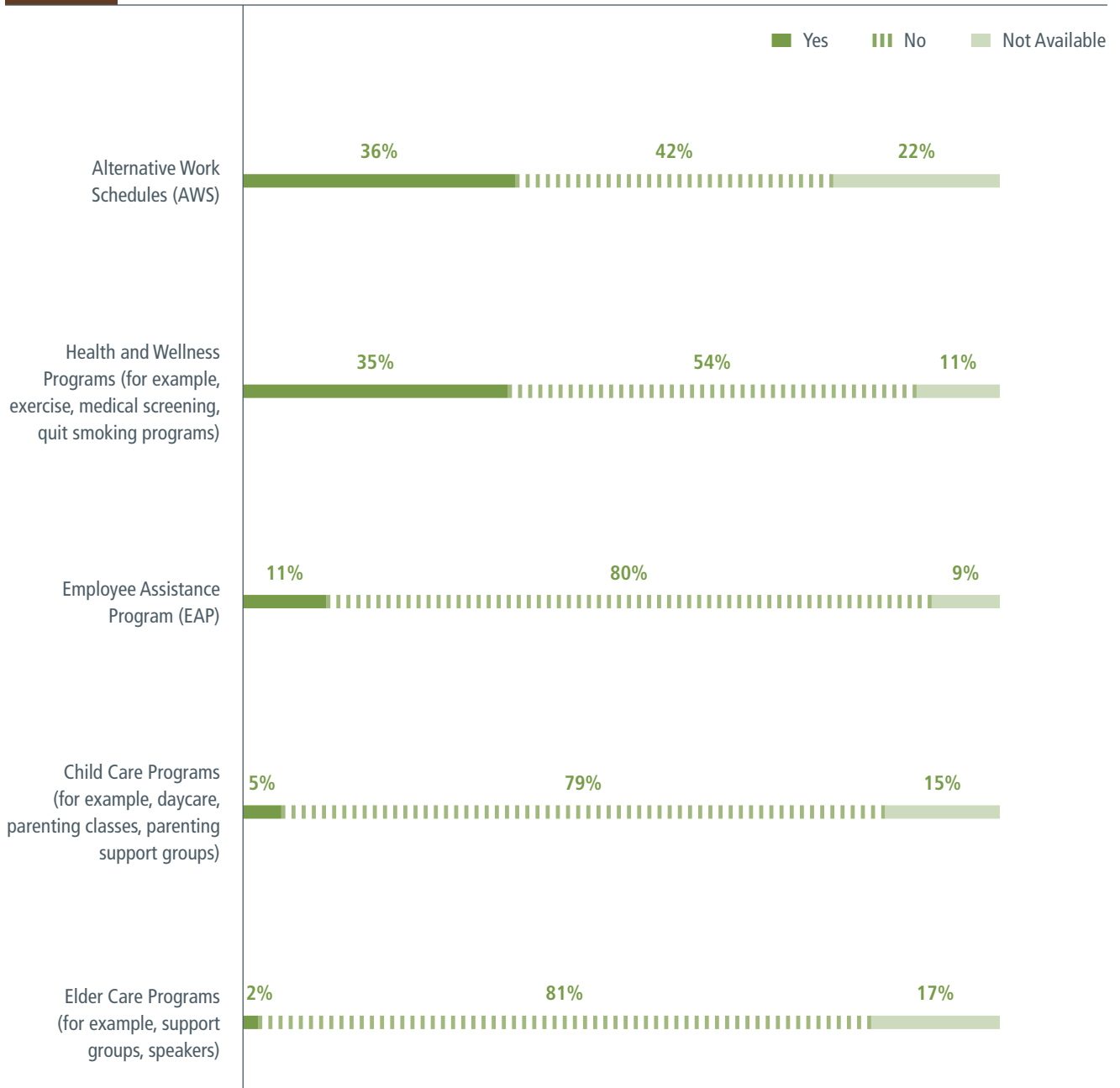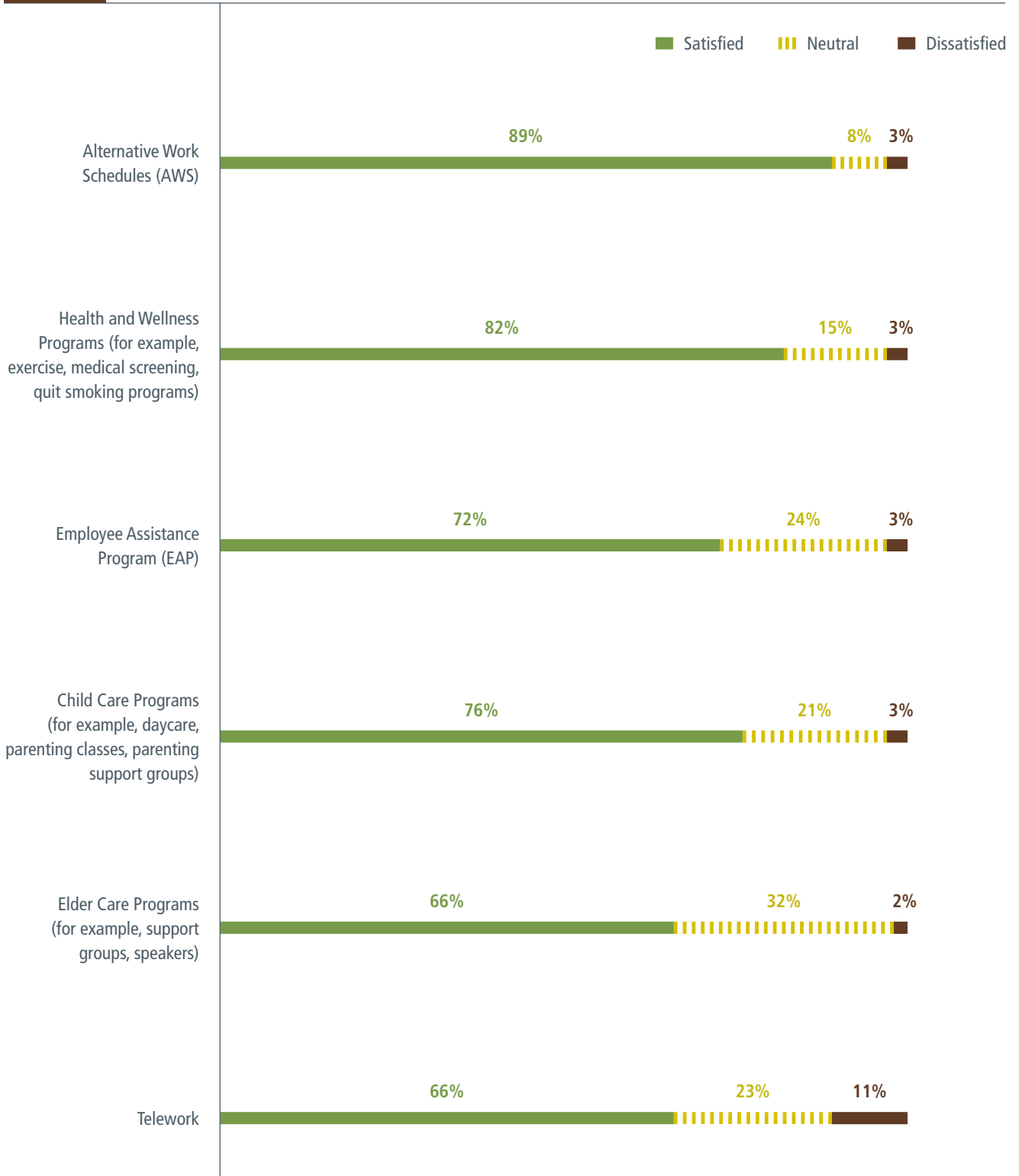■ Yes   ▌▌▌ No   ■ Not Available

Program	Yes	No	Not Available
Alternative Work Schedules (AWS)	36%	42%	22%
Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	35%	54%	11%
Employee Assistance Program (EAP)	11%	80%	9%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	5%	79%	15%
Elder Care Programs (for example, support groups, speakers)	2%	81%	17%

FIGURE 9 SATISFACTION WITH WORK/LIFE PROGRAMS (Questions 79-84)

Satisfied ▮ Neutral ▮▮▮ Dissatisfied ▮

Alternative Work Schedules (AWS)
89%   8%   3%

Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)
82%   15%   3%

Employee Assistance Program (EAP)
72%   24%   3%

Child Care Programs (for example, daycare, parenting classes, parenting support groups)
76%   21%   3%

Elder Care Programs (for example, support groups, speakers)
66%   32%   2%

Telework
66%   23%   11%

Note: Only respondents who reported participating in these programs were included in the results above.

DIVERSITY

Your agency's survey respondent characteristics

Figure 10 displays a few of the attributes of your agency's workforce. Understanding the characteristics of employees is a critical component of many organizational activities, such as workforce planning, recruiting, training and the availability of work/life programs and flexibilities.
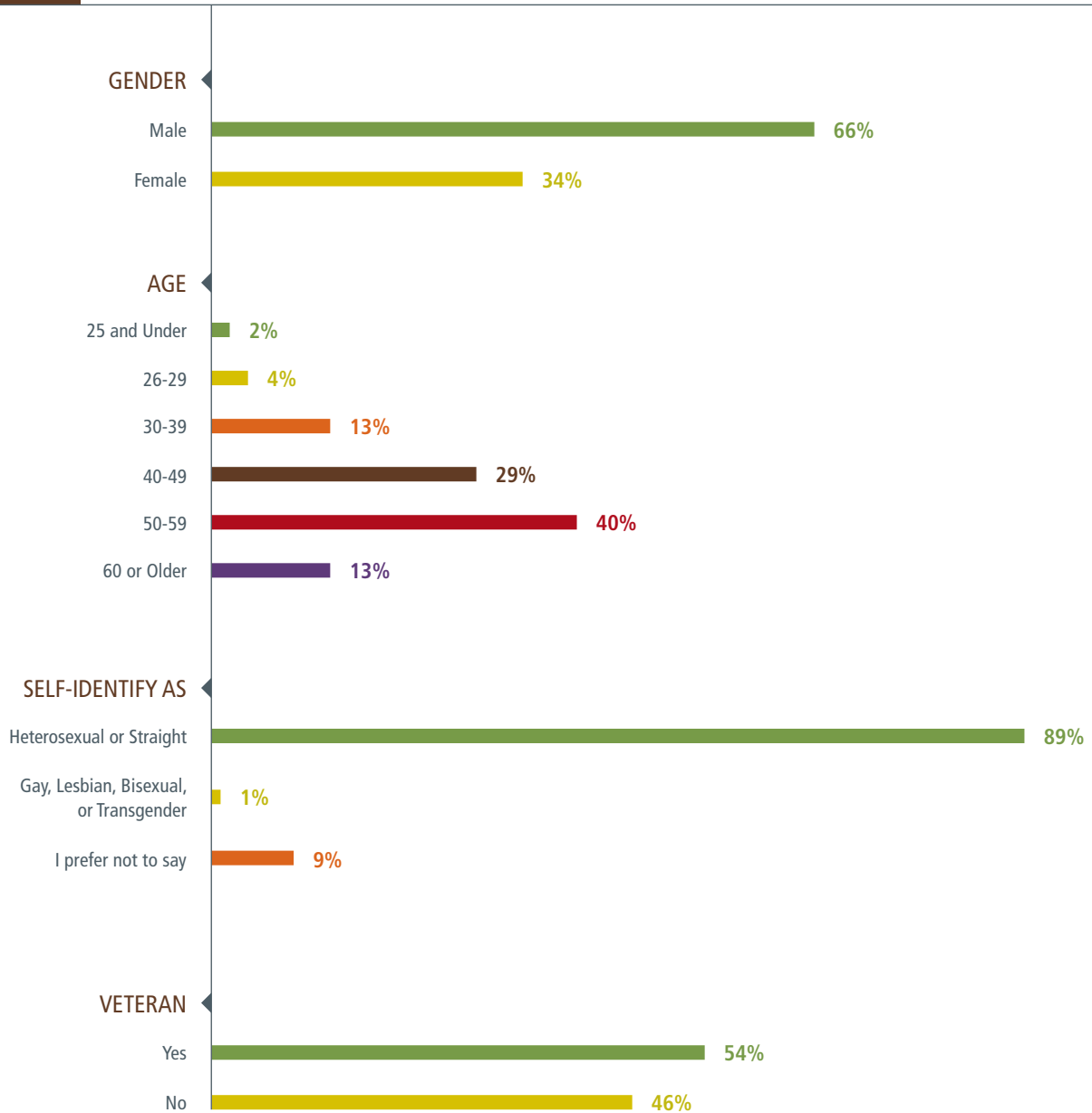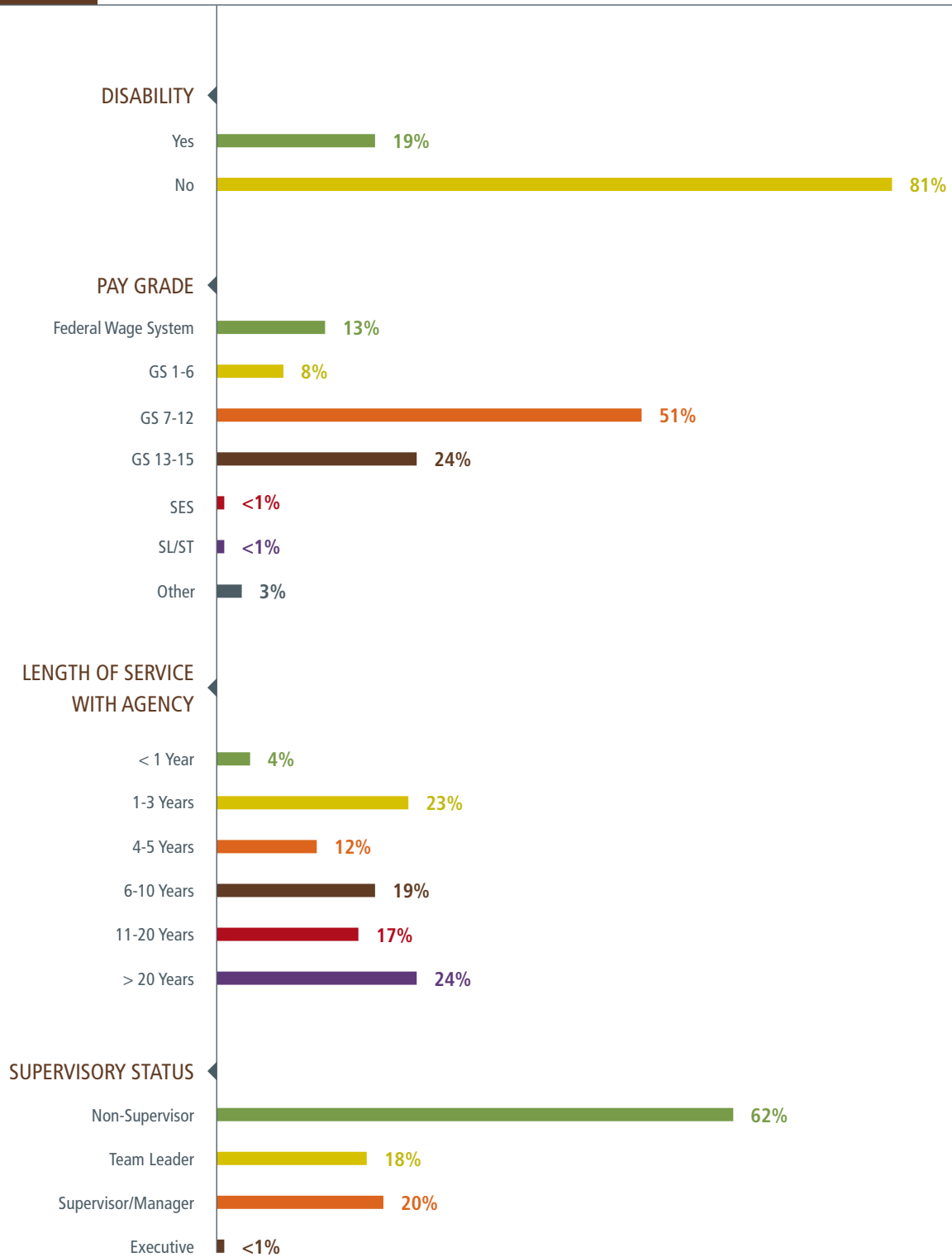
FIGURE 10 WORKFORCE DIVERSITY

GENDER
- Male 66%
- Female 34%

AGE
- 25 and Under 2%
- 26-29 4%
- 30-39 13%
- 40-49 29%
- 50-59 40%
- 60 or Older 13%

SELF-IDENTIFY AS
- Heterosexual or Straight 89%
- Gay, Lesbian, Bisexual, or Transgender 1%
- I prefer not to say 9%

VETERAN
- Yes 54%
- No 46%

FIGURE 10   WORKFORCE DIVERSITY (cont'd)

DISABILITY

Yes	19%
No	81%

PAY GRADE

Federal Wage System	13%
GS 1-6	8%
GS 7-12	51%
GS 13-15	24%
SES	<1%
SL/ST	<1%
Other	3%

LENGTH OF SERVICE WITH AGENCY

< 1 Year	4%
1-3 Years	23%
4-5 Years	12%
6-10 Years	19%
11-20 Years	17%
> 20 Years	24%

SUPERVISORY STATUS

Non-Supervisor	62%
Team Leader	18%
Supervisor/Manager	20%
Executive	<1%

APPENDIX A

Item results and benchmarks

Your agency's percent positive for each survey item is listed in the left column, and benchmarks are listed on the right for comparison purposes. The benchmark scores were compiled from the results for Departments and large agencies with 800 or more employees. Note that these benchmarks are based on 37 agencies where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps and Other Defense agencies/activities are rolled up into Department of Defense.

The following benchmark scores are listed to allow you to compare your agency's percent positive with the results of other agencies:

The highest and lowest percent positive scores

Represent the agency that scored the highest/lowest for that survey item.

The 90th, 50th, 10th percentiles

Compare your percent positive score with the percentile scores for each item. If your agency had a positive score of 83 percent for an item and the benchmark for the 90th percentile was 80 percent positive, then you can conclude that your agency is above the 90th percentile of agency scores for that item. In other words, your agency scored higher than at least 90 percent of the benchmark agencies.

	DOD % Positive	2012 FEVS Benchmarks % Positive				
				Percentile		
	2012	High	90th	50th	10th	Low
My Work Experiences						
‡1. I am given a real opportunity to improve my skills in my organization.	66	80	79	65	55	52
2. I have enough information to do my job well.	73	83	81	73	64	60
3. I feel encouraged to come up with new and better ways of doing things.	62	77	68	60	51	43
‡4. My work gives me a feeling of personal accomplishment.	73	82	80	74	69	63
‡5. I like the kind of work I do.	84	89	87	83	79	77
6. I know what is expected of me on the job.	80	86	84	79	72	70
7. When needed I am willing to put in the extra effort to get a job done.	97	99	98	97	95	94
8. I am constantly looking for ways to do my job better.	92	94	92	91	88	85
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	49	71	61	50	40	34
‡10. My workload is reasonable.	62	73	71	59	50	44
‡11. My talents are used well in the workplace.	63	69	68	59	52	48
‡12. I know how my work relates to the agency's goals and priorities.	84	90	89	85	79	75
‡13. The work I do is important.	91	95	94	90	87	81
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	69	85	81	70	61	55
‡15. My performance appraisal is a fair reflection of my performance.	72	82	76	67	62	51
16. I am held accountable for achieving results.	84	91	88	83	77	72
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	64	79	75	62	54	44
‡18. My training needs are assessed.	56	66	61	50	42	38
‡19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	68	81	73	66	58	41

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

	DOD % Positive	2012 FEVS Benchmarks % Positive				
				Percentile		
	2012	High	90th	50th	10th	Low
My Work Unit						
‡20. The people I work with cooperate to get the job done.	74	89	84	76	69	67
‡21. My work unit is able to recruit people with the right skills.	44	75	58	48	35	34
‡22. Promotions in my work unit are based on merit.	34	59	52	39	30	24
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	42	38	30	26	24
‡24. In my work unit, differences in performance are recognized in a meaningful way.	35	47	45	35	30	21
25. Awards in my work unit depend on how well employees perform their jobs.	41	58	55	44	37	31
26. Employees in my work unit share job knowledge with each other.	72	86	82	74	69	61
27. The skill level in my work unit has improved in the past year.	56	65	63	56	50	48
28. How would you rate the overall quality of work done by your work unit?	84	94	90	85	82	72
My Agency						
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	73	85	83	73	62	53
‡30. Employees have a feeling of personal empowerment with respect to work processes.	49	62	58	46	35	33
31. Employees are recognized for providing high quality products and services.	51	71	67	51	43	37
‡32. Creativity and innovation are rewarded.	41	63	53	41	31	26
‡33. Pay raises depend on how well employees perform their jobs.	22	43	38	25	17	13
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	56	77	67	59	50	47
‡35. Employees are protected from health and safety hazards on the job.	82	93	87	78	62	57
‡36. My organization has prepared employees for potential security threats.	85	86	83	76	69	53

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

	DOD % Positive	2012 FEVS Benchmarks % Positive				
				Percentile		
	2012	High	90th	50th	10th	Low
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	53	71	62	53	46	38
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	67	81	76	67	61	52
39. My agency is successful at accomplishing its mission.	82	89	84	77	68	55
40. I recommend my organization as a good place to work.	67	81	77	68	55	46
41. I believe the results of this survey will be used to make my agency a better place to work.	39	65	56	47	38	36
My Supervisor/Team Leader						
‡42. My supervisor supports my need to balance work and other life issues.	79	89	88	80	74	69
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	67	80	76	67	60	57
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	63	73	70	63	58	56
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	65	78	73	67	61	58
46. My supervisor team leader provides me with constructive suggestions to improve my job performance.	61	71	69	63	57	53
‡47. Supervisors/team leaders in my work unit support employee development.	67	81	75	68	61	56
48. My supervisor/team leader listens to what I have to say.	75	86	83	76	73	68
49. My supervisor/team leader treats me with respect.	80	88	86	81	77	75
50. In the last six months, my supervisor/team leader has talked with me about my performance.	73	91	89	82	73	62
‡51. I have trust and confidence in my supervisor.	67	78	73	67	62	58
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	69	83	77	70	66	60

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

	DOD % Positive	2012 FEVS Benchmarks % Positive				
				Percentile		
	2012	High	90th	50th	10th	Low
Leadership						
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	46	60	54	44	34	32
54. My organization's leaders maintain high standards of honesty and integrity.	58	75	70	56	48	40
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	66	79	73	65	58	52
‡56. Managers communicate the goals and priorities of the organization.	62	78	73	64	53	43
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	62	78	73	63	52	44
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	56	69	62	54	47	40
59. Managers support collaboration across work units to accomplish work objectives.	60	75	67	59	47	45
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	60	73	71	61	52	49
‡61. I have a high level of respect for my organization's senior leaders.	58	70	65	56	46	42
62. Senior leaders demonstrate support for Work/Life programs.	58	80	69	57	45	43
My Satisfaction						
‡63. How satisfied are you with your involvement in decisions that affect your work?	55	67	64	53	45	40
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	50	67	65	50	42	37
‡65. How satisfied are you with the recognition you receive for doing a good job?	49	65	63	51	42	40
‡66. How satisfied are you with the policies and practices of your senior leaders?	47	62	54	45	35	32
‡67. How satisfied are you with your opportunity to get a better job in your organization?	36	49	47	36	30	25
‡68. How satisfied are you with the training you receive for your present job?	55	71	62	54	44	42

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

	DOD % Positive	2012 FEVS Benchmarks % Positive				
		High	Percentile			Low
	2012	High	90th	50th	10th	Low
‡69. Considering everything, how satisfied are you with your job?	69	77	74	69	63	58
‡70. Considering everything, how satisfied are you with your pay?	59	71	68	61	56	50
71. Considering everything, how satisfied are you with your organization?	60	75	69	62	53	43

Work/Life Programs

72. Have you been notified that you are eligible to telework? (See page 18)						
73. Please select the response below that best describes your teleworking situation. (See page 18)						
74 - 78. Do you participate in the following Work/Life programs? (See page 19)						
79 - 84. How satisfied are you with the following Work/Life programs in your agency?*						
79. Telework	66	87	84	75	63	38
80. Alternative Work Schedules (AWS)	89	97	95	90	81	71
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	82	93	90	82	74	55
82. Employee Assistance Program (EAP)	72	91	86	78	72	62
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	76	94	85	73	54	0
84. Elder Care Programs (for example, support groups, speakers)	66	100	83	70	63	46

* The 2012 work/life program satisfaction results only include employees who indicated that they participated in the program.

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

APPENDIX B

This appendix displays your agency's unweighted survey respondent characteristics.

SURVEY RESPONDENT CHARACTERISTICS (Unweighted Data)

	2012 DOD Percentages
Demographic Characteristics	
85. Where do you work?	
Headquarters	42
Field	58
‡86. What is your supervisory status?	
Non-Supervisor	62
Team Leader	18
Supervisor	13
Manager	6
Executive	<1
‡87. Are you:	
Male	66
Female	34
‡88. Are you Hispanic or Latino?	
Yes	8
No	92
‡89. Are you:	
American Indian or Alaska Native	1
Asian	4
Black or African American	14
Native Hawaiian or Other Pacific Islander	1
White	75
Two or more races (not Hispanic or Latino)	4
90. What is your age group?	
25 and under	2
26-29	4
30-39	13
40-49	29
50-59	40
60 or older	13

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

		2012 DOD Percentages
91.	What is your pay category/grade?	
	Federal Wage System (ex. WB, WD, WG, WL, WM, WS, WY)	13
	GS 1-6	8
	GS 7-12	51
	GS 13-15	24
	Senior Executive Service	<1
	Senior Level (SL) or Scientific or Professional (ST)	<1
	Other	3
92.	How long have you been with the Federal Government (excluding military service)?	
	Less than 1 year	2
	1 to 3 years	19
	4 to 5 years	10
	6 to 10 years	18
	11 to 14 years	9
	15 to 20 years	7
	More than 20 years	33
93.	How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
	Less than 1 year	4
	1 to 3 years	23
	4 to 5 years	12
	6 to 10 years	19
	11 to 20 years	17
	More than 20 years	24
94.	Are you considering leaving your organization within the next year, and if so, why?	
	No	65
	Yes, to retire	7
	Yes, to take another job within the Federal Government	21
	Yes, to take another job outside the Federal Government	3
	Yes, other	5
95.	I am planning to retire:	
	Within one year	4
	Between one and three years	10
	Between three and five years	11
	Five or more years	75

	2012 DOD Percentages
96. Do you consider yourself to be one or more of the following?	
Heterosexual or Straight	89
Gay, Lesbian, Bisexual or Transgender	1
I Prefer Not to Say	9
97. Have you ever served on Active Duty in the US Armed Forces (Air Force, Army, Coast Guard, Marine Corps or Navy)?	
Yes	54
No	46
98. Are you an individual with a disability?	
Yes	19
No	81

APPENDIX C

Trend analysis: 2008 vs. 2010 vs. 2011 vs. 2012 results

Appendix C consists of a set of trend tables which displays your agency's positive results for each item for the last four survey administrations. The last column of the table indicates whether or not there were significant increases, decreases, or no changes in positive ratings from 2008 to 2010 (the first arrow), from 2010 to 2011 (the second arrow), and from 2011 to 2012 (the last arrow). Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, symbols ➔ ↗↗ indicate there was no significant change in positive ratings from 2008 to 2010, but there was a significant increase in positive ratings from 2010 to 2011, and from 2011 to 2012. Similarly, symbols ↘ ➔ ➔ indicate there was a significant decrease from 2008 to 2010, but there were no significant changes in positive ratings from 2010 to 2011 or from 2011 to 2012.

APPENDIX C	TREND ANALYSIS

	Percent Positive				Significant Trends		
	2008	2010	2011	2012			
‡1. I am given a real opportunity to improve my skills in my organization.	66	68	67	66	↗	↘	↘
2. I have enough information to do my job well.	73	74	74	73	➔	➔	↘
3. I feel encouraged to come up with new and better ways of doing things.	65	65	63	62	➔	↘	➔
‡4. My work gives me a feeling of personal accomplishment.	73	74	74	73	↗	➔	➔
‡5. I like the kind of work I do.	84	85	84	84	↗	➔	➔
6. I know what is expected of me on the job.	—	80	79	80	NA	↘	↗
7. When needed I am willing to put in the extra effort to get a job done.	—	97	97	97	NA	➔	➔
8. I am constantly looking for ways to do my job better.	—	92	92	92	NA	➔	➔
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	52	51	49	49	➔	↘	➔
‡10. My workload is reasonable.	62	62	61	62	➔	↘	↗
‡11. My talents are used well in the workplace.	65	64	63	63	↘	➔	➔
‡12. I know how my work relates to the agency's goals and priorities.	84	84	84	84	➔	➔	➔
‡13. The work I do is important.	90	91	91	91	↗	➔	➔
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	69	67	67	69	↘	➔	↗

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year or there were too few respondents to conduct trend analyses.

	Percent Positive				Significant Trends		
	2008	2010	2011	2012			
‡15. My performance appraisal is a fair reflection of my performance.	66	69	72	72	↗	↗	→
16. I am held accountable for achieving results.	83	85	84	84	↗	→	→
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	57	64	65	64	↗	→	→
‡18. My training needs are assessed.	56	56	56	56	→	→	→
‡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).	66	66	68	68	→	↗	→
‡20. The people I work with cooperate to get the job done.	85	77	76	74	↘	→	↘
‡21. My work unit is able to recruit people with the right skills.	45	46	46	44	→	→	↘
‡22. Promotions in my work unit are based on merit.	37	37	36	34	→	↘	↘
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31	32	31	29	→	↘	↘
‡24. In my work unit, differences in performance are recognized in a meaningful way.	34	38	37	35	↗	↘	↘
25. Awards in my work unit depend on how well employees perform their jobs.	43	44	44	41	→	→	↘
26. Employees in my work unit share job knowledge with each other.	74	72	73	72	↘	↗	↘
27. The skill level in my work unit has improved in the past year.	54	56	57	56	↗	↗	↘
28. How would you rate the overall quality of work done by your work unit?	84	84	83	84	→	→	↗
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	76	74	74	73	↘	→	→
‡30. Employees have a feeling of personal empowerment with respect to work processes.	48	52	52	49	↗	→	↘
31. Employees are recognized for providing high quality products and services.	—	54	53	51	NA	→	↘
‡32. Creativity and innovation are rewarded.	44	44	43	41	→	↘	↘
‡33. Pay raises depend on how well employees perform their jobs.	29	29	24	22	→	↘	↘
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	63	57	57	56	↘	→	↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year or there were too few respondents to conduct trend analyses.

	Percent Positive				Significant Trends		
	2008	2010	2011	2012			
‡35. Employees are protected from health and safety hazards on the job.	81	81	81	82	→	→	→
‡36. My organization has prepared employees for potential security threats.	81	83	85	85	↗	↗	→
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	53	54	53	53	→	→	→
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	67	67	67	67	→	→	→
39. My agency is successful at accomplishing its mission.	—	83	83	82	NA	→	↘
40. I recommend my organization as a good place to work.	66	70	69	67	↗	↘	↘
41. I believe the results of this survey will be used to make my agency a better place to work.	—	42	41	39	NA	→	↘
‡42. My supervisor supports my need to balance work and other life issues.	78	79	78	79	→	→	→
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	—	69	68	67	NA	↘	↘
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	58	64	64	63	↗	→	↘
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	—	66	66	65	NA	→	↘
46. My supervisor team leader provides me with constructive suggestions to improve my job performance.	—	62	62	61	NA	→	→
‡47. Supervisors/team leaders in my work unit support employee development.	67	68	68	67	↗	→	↘
48. My supervisor/team leader listens to what I have to say.	—	76	76	75	NA	→	→
49. My supervisor/team leader treats me with respect.	—	81	80	80	NA	→	→
50. In the last six months, my supervisor/team leader has talked with me about my performance.	—	74	73	73	NA	↘	→
‡51. I have trust and confidence in my supervisor.	66	68	68	67	↗	→	↘
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	70	70	69	↗	→	↘
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	44	48	47	46	↗	→	↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year or there were too few respondents to conduct trend analyses.

	Percent Positive				Significant Trends		
	2008	2010	2011	2012			
54. My organization's leaders maintain high standards of honesty and integrity.	55	58	59	58	↗	→	↘
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	69	66	67	66	↘	→	↘
‡56. Managers communicate the goals and priorities of the organization.	59	64	64	62	↗	→	↘
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	59	64	64	62	↗	→	↘
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	58	57	57	56	→	→	↘
59. Managers support collaboration across work units to accomplish work objectives.	—	61	61	60	NA	→	→
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	—	60	59	60	NA	→	↗
‡61. I have a high level of respect for my organization's senior leaders.	56	59	59	58	↗	→	↘
62. Senior leaders demonstrate support for Work/Life programs.	—	60	59	58	NA	→	↘
‡63. How satisfied are you with your involvement in decisions that affect your work?	57	58	57	55	↗	↘	↘
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	49	52	52	50	↗	→	↘
‡65. How satisfied are you with the recognition you receive for doing a good job?	51	53	51	49	↗	↘	↘
‡66. How satisfied are you with the policies and practices of your senior leaders?	45	49	48	47	↗	→	↘
‡67. How satisfied are you with your opportunity to get a better job in your organization?	38	42	39	36	↗	↘	↘
‡68. How satisfied are you with the training you receive for your present job?	55	56	55	55	↗	→	→
‡69. Considering everything, how satisfied are you with your job?	69	71	71	69	↗	→	↘
‡70. Considering everything, how satisfied are you with your pay?	60	65	62	59	↗	↘	↘
71. Considering everything, how satisfied are you with your organization?	58	63	62	60	↗	→	↘

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year or there were too few respondents to conduct trend analyses.

	Percent Positive				Significant Trends		
	2008	2010	2011	2012			
79 -84. How satisfied are you with the following Work/Life programs in your agency?*							
79. Telework	—	—	61	66	NA	NA	↗
80. Alternative Work Schedules (AWS)	—	—	90	89	NA	NA	→
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	—	—	83	82	NA	NA	→
82. Employee Assistance Program (EAP)	—	—	75	72	NA	NA	↘
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	—	—	77	76	NA	NA	→
84. Elder Care Programs (for example, support groups, speakers)	—	—	66	66	NA	NA	→

* The 2012 and 2011 work/life program satisfaction results only include employees who indicated that they participated in the program. Because participation questions were new in 2011, percentages from previous years are not displayed.

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡). An "NA" indicates that the item was not included in the survey that year or there were too few respondents to conduct trend analyses.

APPENDIX D

Human Capital Assessment and Accountability Framework ratings by subagency

To provide an in-depth understanding of your agency's HCAAF results, this appendix displays HCAAF results for each subagency. This targeted information is useful in highlighting notably high or low subagency results on each of the indices, and can be a starting point in information sharing across the agency. Subagencies that are strong in certain categories may be able to share their best practices with others that are encountering challenges in the same areas.

| APPENDIX D | HCAAF RATINGS |

	2012 Percentage			
	Leadership & Knowledge Management	Results-Oriented Performance	Talent Management	Job Satisfaction
Department of Defense	63	54	60	67
OSD, Agencies and Activities	62	53	59	65
United States Department of the Air Force	64	54	61	66
United States Department of the Army	62	54	60	67
United States Department of the Navy	63	54	60	67

APPENDIX E

Employee engagement index ratings by subagency

This appendix provides a detailed look at employee engagement in your agency. Each subagency's overall Employee Engagement Index score is listed in the column on the right, and scores for each of the component indices are broken out in the columns on the left. Examining subagency results is important in taking action to improve employee engagement, as it allows leadership to easily spot high or low results in specific parts of the agency.

APPENDIX E   EMPLOYEE ENGAGEMENT RATINGS

	2012 Percentage			
	Leaders Lead	Supervisors	Intrinsic Work Experiences	Employee Engagement Index
Department of Defense	57	72	72	67
OSD, Agencies and Activities	56	71	70	66
United States Department of the Air Force	58	72	72	67
United States Department of the Army	56	71	73	66
United States Department of the Navy	57	74	73	68

APPENDIX F

Global satisfaction index ratings by subagency

Analyzing Global Satisfaction by subagency will help your agency take targeted action in improving overall employee satisfaction. Each subagency's overall Global Satisfaction Index score is listed in the column on the right, and scores for each component of the index are broken out in the columns on the left.

APPENDIX F	GLOBAL SATISFACTION RATINGS				
	2012 Percentage				
	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization	Global Satisfaction Index
Department of Defense	69	59	60	67	64
OSD, Agencies and Activities	67	60	58	64	62
United States Department of the Air Force	69	60	60	67	64
United States Department of the Army	69	59	59	66	63
United States Department of the Navy	70	59	61	70	65

APPENDIX G

2012 Federal Employee Viewpoint Survey (FEVS) methods

The FEVS measures employees' perceptions of conditions within their agencies which contribute to their organization's success. The survey provides general indicators of how well the Federal Government manages personnel. OPM and agency managers use these indicators in developing policy and planning actions to improve agency performance and evaluate individual agencies' progress towards long-term goals.

Federal employees have an intimate knowledge of the workings of the government at every level. The FEVS gives them the voice they need to point out inefficiencies and jobs well done. Senior managers can then use this information to make government more effective, and more responsive to the needs of the American people. This year, the FEVS reaches deeper into the government than it has in previous survey administrations. Reports are now offered to help managers at lower levels, resulting in a greater potential to celebrate successes and identify opportunities for change across each agency.

Survey items

The 98-item survey included 14 demographic questions and 84 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 98 items in the questionnaire are grouped into eight topic areas that respondents see as they proceed through the survey: Personal Work Experiences, Work Unit, Agency, Supervisor/Team Leader, Leadership, Satisfaction, Work/Life and Demographics.

Survey sample

The 2012 survey was directed at full-time and part-time, permanent, non-seasonal employees. A total of 82 agencies participated in the survey effort, consisting of 37 Departments/large agencies and 45 small/independent agencies. Nearly all participating agencies chose to have the survey administered as a census, that is, they wanted all of their eligible employees to be invited to take the survey.

The sampling frame was based on lists of employees from all agencies participating in the survey. Employees were grouped into 1,754 sample subgroups corresponding to agency, subagency and supervisory status reporting requirements. A total of 1,622,375 employees were invited to participate from 82 agencies. These agencies comprise 97 percent of the executive branch workforce.

Data collection

Survey administration

The survey was administered from April-June 2012. Agency launch dates were staggered throughout this timeframe, and each agency was offered a six week administration period but could opt for a shorter administration period.

Survey mode

The 2012 FEVS was a self-administered Web survey. OPM distributed paper versions of the survey to components of agencies that did not have internet access (less than 1 percent).

Response rate

Of the 1,492,418 employees who received the FEVS, 687,687 completed the survey for a governmentwide response rate of 46.1 percent.

Data weighting

Data collected from the 2012 survey respondents were weighted to produce survey estimates that accurately represent the survey population. Unweighted data could produce biased estimates of population statistics. The weights developed for the 2012 FEVS take into account the variable probabilities of selection across the sample domains, nonresponse and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point.

Data analysis

In performing statistical analyses for this report, OPM employed a number of grouping procedures to simplify presentations. Most of the items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree and No Basis to Judge/Do Not Know. In some instances, these responses are collapsed into one positive category (Strongly Agree and Agree), one negative category (Strongly Disagree and Disagree) and a neutral category (Neither Agree nor Disagree). We conducted analyses on all survey items for the various demographic categories. More detailed survey statistics are available in the published Federal Employee Viewpoint Survey Data volumes for this survey and can be downloaded from OPM's Federal Employee Viewpoint Survey website: www.FedView.opm.gov.

"Do Not Know" and "No Basis to Judge" responses

Responses of Do Not Know/No Basis to Judge were removed before calculation of percentages. In 2006 and 2008, all responses were included in the calculations. To ensure comparability, data from previous years were recalculated, removing Do Not Know/No Basis to Judge responses, before any calculations with prior survey data were carried out.

Satisfaction with Work/Life Programs

In 2012, the work/life program satisfaction ratings only include employees who indicated that they participate in the specific work/life program. The 2011 work/life program satisfaction data were recalculated for comparison purposes.

Index development

The 2012 FEVS includes six indices: the four HCAAF (Human Capital Assessment and Accountability Framework) Indices, the Employee Engagement Index and the Global Satisfaction Index. These indices provide a dependable and consistent method for Federal agencies to assess different facets of the workforce.

HCAAF Indices

The HCAAF Indices were developed to help agencies meet the requirements of OPM's mandate under the Chief Human Capital Officers Act of 2002 to design systems, set standards and develop metrics for assessing the management of Federal employees. The FEVS provides supplementary information to evaluate Leadership and Knowledge Management, Results-Oriented Performance Culture and Talent Management, and provides an additional index on Job Satisfaction.

The Index scores were calculated by averaging the percent positive responses on the items within the Index. For example, if the item-level percent positive responses for a four-item Index were 20 percent, 40 percent, 60 percent and 80 percent, the HCAAF rating would be the average of these four percentages (20 + 40 + 60 + 80) divided by 4 = 50 percent.

Employee Engagement Index

The Employee Engagement Index was developed using a combination of theory and statistical analysis. Several items from the FEVS were selected based on a rationalization they would be representative of dimensions similar to other engagement "driver" measures. Items which used a satisfaction scale were excluded so as to differentiate between satisfaction and engagement.

An initial exploratory factor analysis revealed three factors consisting of sixteen items (Leadership, Supervision and Intrinsic Work Experience) with a single, underlying factor (Conditions Conducive to Employee Engagement). A confirmatory factor analysis was repeated with an independent dataset, which further supported the three-factor model. One item was removed for theoretical and statistical reasons, resulting in the fifteen-item, three-factor model.

Global Satisfaction Index

OPM created the Global Satisfaction Index to provide a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay and their organization, plus their willingness to recommend their organization as a good place to work.