2019

Office of Personnel Management
Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

Small Agency Management Report
National Mediation Board

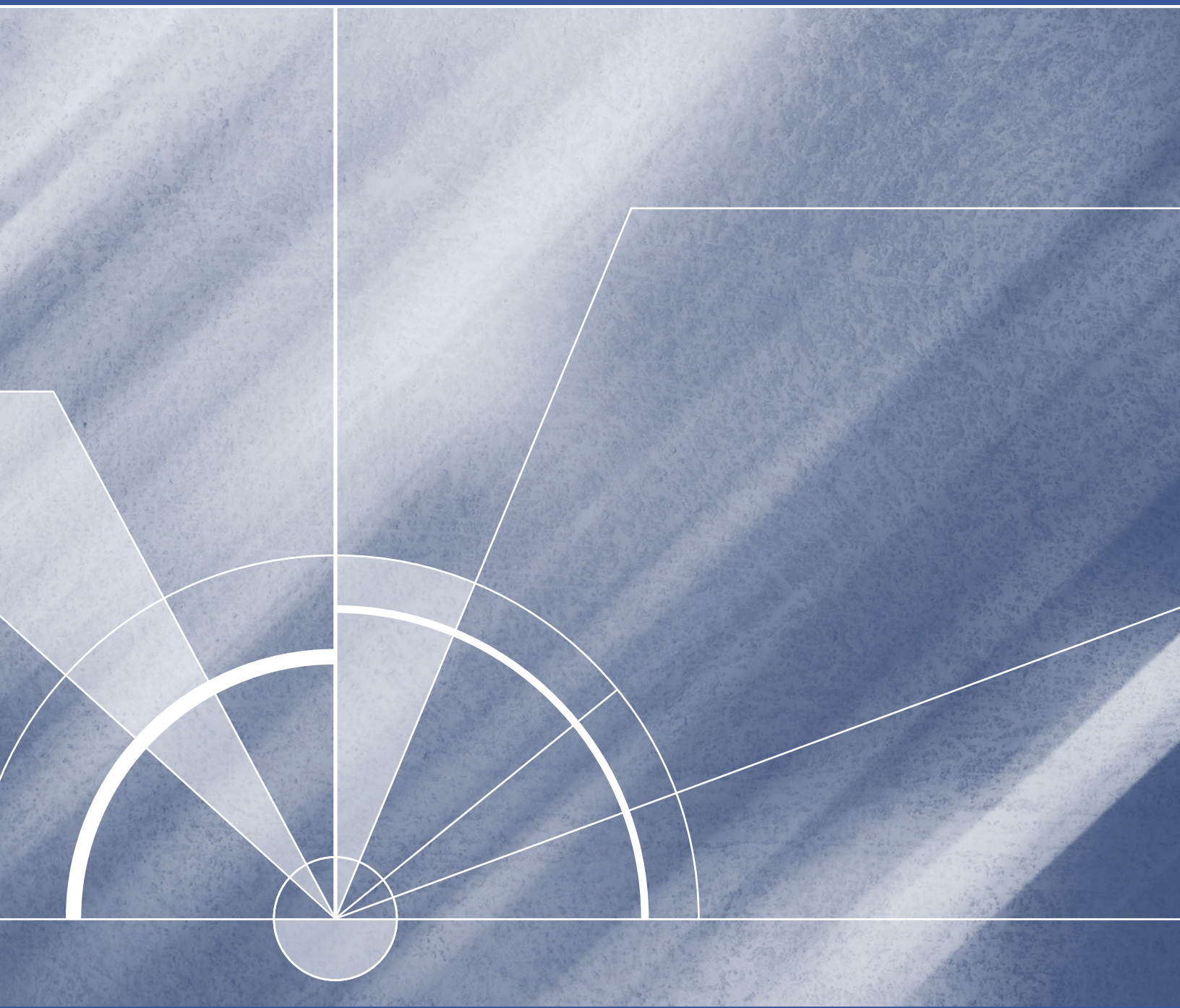# Table of Contents

About This Report

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

NMB Response Rate

46% (13 out of 28 employees responded)

Field Period: May 23, 2019 – July 5, 2019
Overall 2018 Response Rate: 70%

Agency results have a margin of error of +/- 29%

Sections of the SAM

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

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

Decision Aid

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

Increases contains items that increased since 2018
Decreases contains items that decreased since 2018
No Change contains items that did not change since 2018

Appendices

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

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

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

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

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

Appendix E lists all agencies arranged by employee population size.

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

Understanding Your Results

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

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

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

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

Identifying Strengths, Challenges, and Neutral Findings

65 percent positive or higher is considered a strength

35 percent negative or higher is considered a challenge

30 percent neutral or higher suggests uncertainty, presenting an opportunity for communication
   between managers and staff

Identifying Increases and Decreases

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

Additional OPM FEVS Resources

Other Reports

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

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

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

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

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

Annual Employee Survey (AES) Report
This report is a Microsoft® Excel® spreadsheet with a breakdown of agency and first level results. It also includes trends from previous OPM FEVS administrations.

Websites

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

Public Release Data File (PRDF)
A public use data set is available for the OPM FEVS and can be requested by completing the form available at: www.opm.gov/fevs/public-data-file. Note: The 2019 PRDF will be available in the winter.

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

UnlockTalent
A tool available to both the public and agencies for viewing comprehensive data visualizations with broad displays of OPM FEVS data. These displays allow agencies to identify subcomponents for action to improve engagement and overall satisfaction as well as highlight indicators that can contribute to a high performing organization. Agency specific case studies, best practices, videos, trainings, and other helpful resources can be found on the UnlockTalent Connect page. This site can be accessed at www.unlocktalent.gov. Questions and feedback can be sent to unlocktalent@opm.gov.

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

Employee Engagement Index

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

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

Employee Engagement Index Benchmarks: Small Agencies, Combined

Rank	Agency	Score
1	MMC	98%
2	OGE, OSHRC	88%
4	USITC	84%
39	NMB	57%
	Small Agencies, Combined	69%
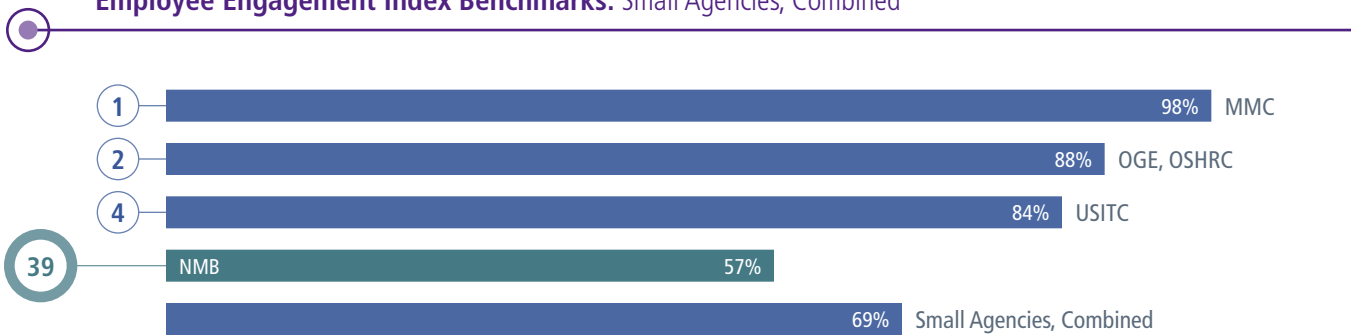
In addition to looking at your agency's EEI results from a combined small agencies perspective, the figure below allows you to compare your EEI results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

Employee Engagement Index Benchmarks: Very Small Agencies (<100 employees)

Rank	Agency	Score
1	MMC	98%
2	OGE, OSHRC	88%
4	NCPC	83%
15	NMB	57%
	Very Small Agencies	69%
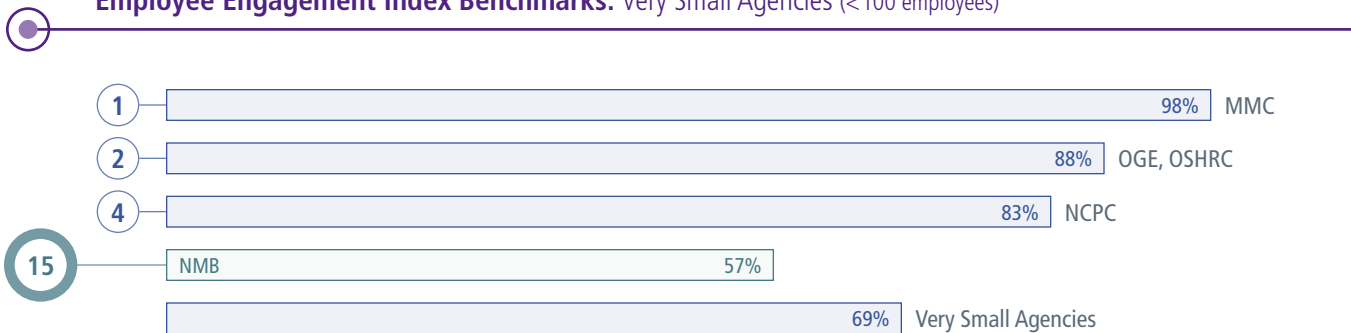
To provide more information on employee engagement for your agency, the figures on the following page display the EEI score for the three engagement subindices and index trends back to 2016, as well as the combined small agency scores and trends for comparison.

Employee Engagement Index Subindex Scores

Leaders Lead

My Agency's Leadership
...Fosters motivation and commitment
...Maintains high integrity
...Communicates the agency's goals
...Earns respect from employees

45%

Supervisors

My Supervisor
...Supports employee development
...Listens to me
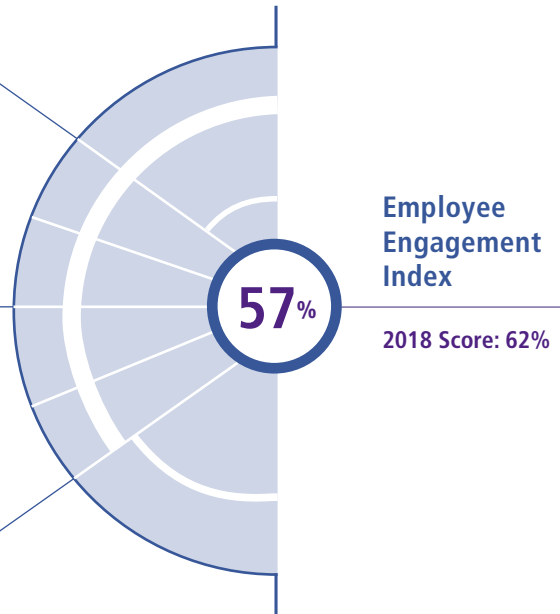...Treats me with respect
...Has my trust and confidence

54%

Intrinsic Work Experience

As an Employee, I
...Feel encouraged to do better
...Feel accomplished
...Know what's expected of me
...Know how my job relates to agency goals

73%

57%

Employee Engagement Index

2018 Score: 62%

Employee Engagement Index Subindex Trends

Agency	2016	2017	2018	**2019**
Small Agencies, Combined	**69**	**70**	**69**	**69**
National Mediation Board	**60**	**68**	**62**	**57**
Leaders Lead	49	60	49	45
Supervisors	70	74	73	54
Intrinsic Work Experience	61	70	64	73

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

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

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

New IQ Index

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

New IQ Index Benchmarks: Small Agencies, Combined

Rank		Score	Agency
1		94%	MMC
2		88%	OSHRC
3		81%	OGE
37	NMB	54%	
		63%	Small Agencies, Combined
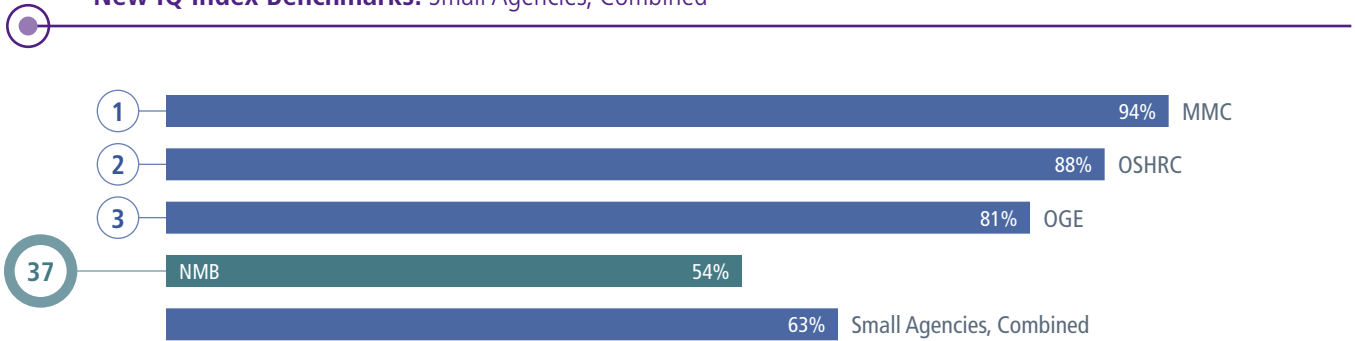
In addition to looking at your agency's New IQ Index results from a combined small agencies perspective, the figure below allows you to compare your New IQ Index results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

New IQ Index Benchmarks: Very Small Agencies (<100 employees)

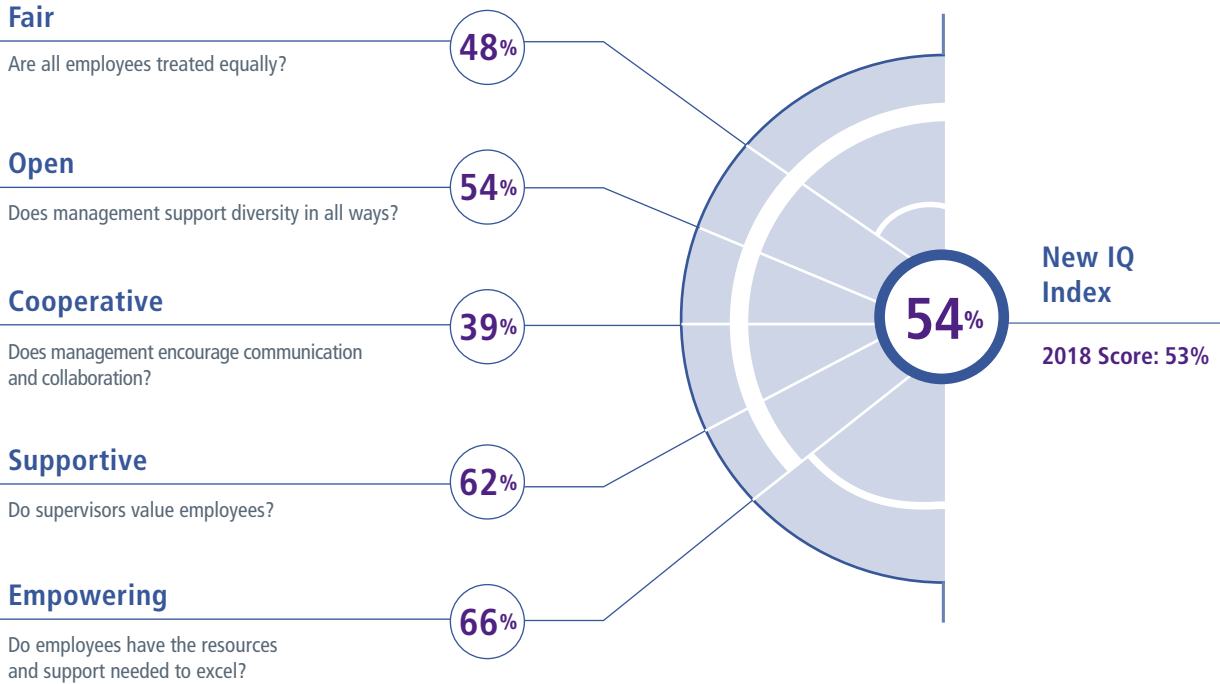| Rank		Score	Agency
1		94%	MMC
2		88%	OSHRC
3		81%	OGE
14	NMB	54%	
		64%	Very Small Agencies
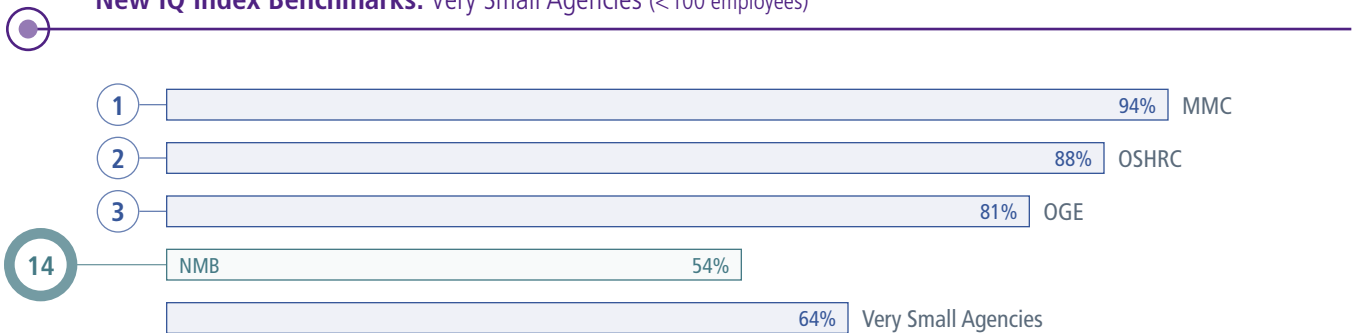
To provide more information on the New IQ for your agency, the figures on the following page display the New IQ score for all five habits of inclusion, and index trends back to 2016, as well as the combined small agency scores and trends for comparison.

New IQ Index Subindex Scores

Fair
Are all employees treated equally?

48%

Open
Does management support diversity in all ways?

54%

Cooperative
Does management encourage communication and collaboration?

39%

Supportive
Do supervisors value employees?

62%

Empowering
Do employees have the resources and support needed to excel?

66%

54%

New IQ Index

2018 Score: 53%

New IQ Index Subindex Trends

Agency	New IQ Index Trends			
	2016	2017	2018	**2019**
Small Agencies, Combined	62	64	63	63
National Mediation Board	53	63	53	54
Fair	47	51	41	48
Open	54	71	55	54
Cooperative	38	59	41	39
Supportive	72	78	74	62
Empowering	50	56	56	66

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

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

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

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

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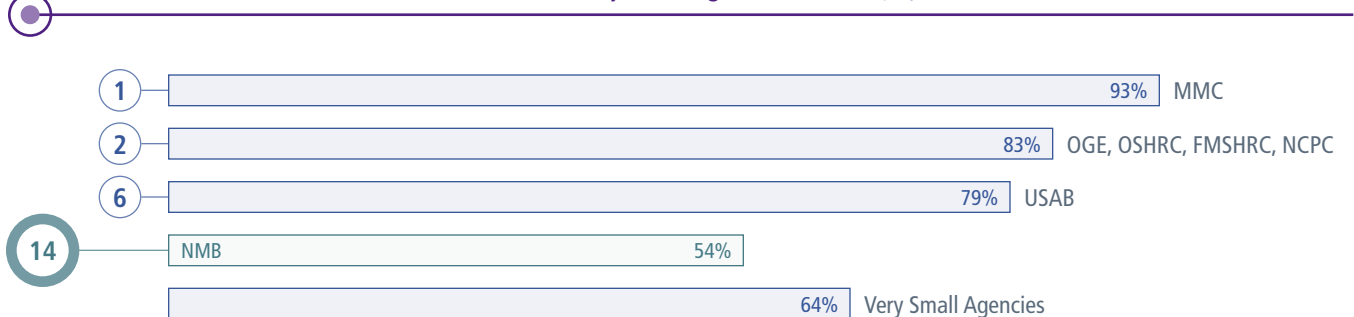
Global Satisfaction Index

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

Global Satisfaction Index Benchmarks: Small Agencies, Combined

Rank	Score	Agency
1	93%	MMC
2	83%	OGE, FCA, OSHRC, FMSHRC, NCPC
7	81%	USITC
36	54%	NMB
	65%	Small Agencies, Combined
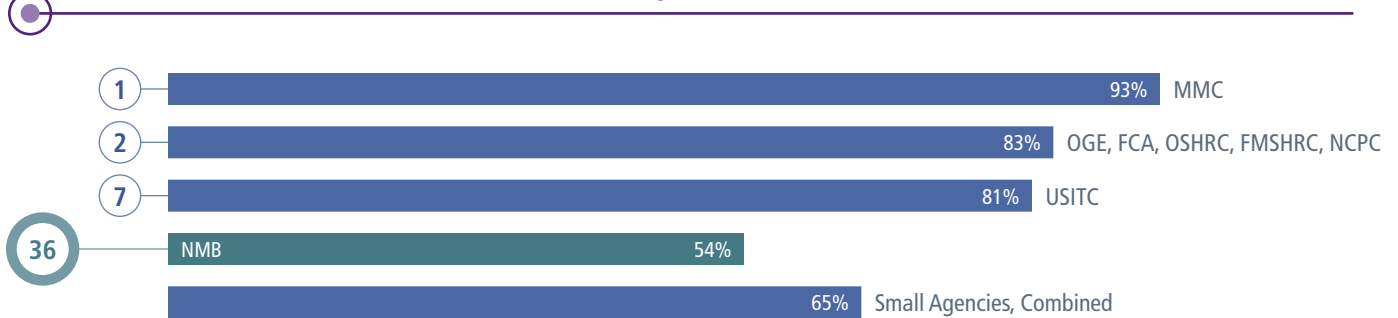
In addition to looking at your agency's Global Satisfaction Index results from a combined small agencies perspective, the figure below allows you to compare your Global Satisfaction Index results to those from similar sized agencies. Appendix E contains a listing of agencies by size category for your reference.

Global Satisfaction Index Benchmarks: Very Small Agencies (<100 employees)

Rank	Score	Agency
1	93%	MMC
2	83%	OGE, OSHRC, FMSHRC, NCPC
6	79%	USAB
14	54%	NMB
	64%	Very Small Agencies

To provide more information on global satisfaction for your agency, the figures on the following page display the Global Satisfaction Index score for the four items and index trends back to 2016, as well as the combined small agency scores and trends for comparison.

Global Satisfaction Index Item Scores

Job Satisfaction

Considering everything, how satisfied are you with your job?

61%

Pay Satisfaction

Considering everything, how satisfied are you with your pay?

54%

Organizational Satisfaction

Considering everything, how satisfied are you with your organization?

54%

Recommend Organization

I recommend my organization as a good place to work.

45%

Global Satisfaction Index

54%

2018 Score: 56%
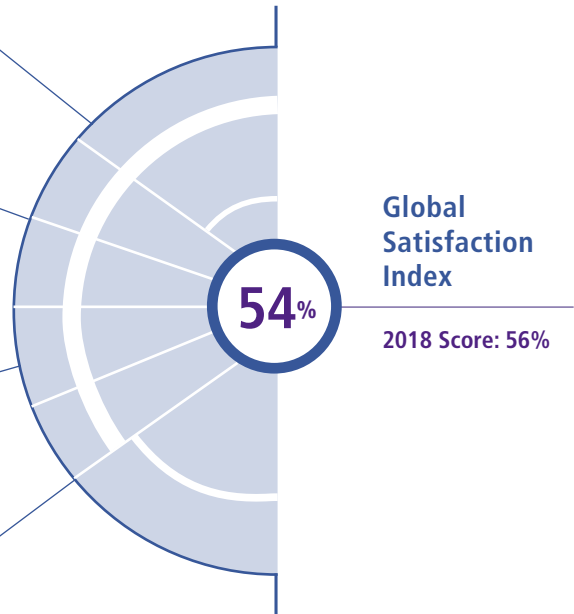
Global Satisfaction Index Item Trends

Agency	2016	2017	2018	2019
Small Agencies, Combined	**64**	**66**	**65**	**65**
National Mediation Board	**52**	**62**	**56**	**54**
Job Satisfaction	48	71	64	61
Pay Satisfaction	51	48	59	54
Organization Satisfaction	51	65	50	54
Recommend Organization	56	65	50	45

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

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

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

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

Decision Aid: Increases

Identifying Increases Since 2018

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

Using the Legend Icons

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

36 Items Increased Since 2018

Strength	**Caution**	**Challenge**	**New Strength**	**Top Pos/Neg**
These items are 65 percent positive or higher	These items are 30 percent neutral or higher	These items are 35 percent negative or higher	These items became a new strength in 2019	These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	49	+ 77	0	23	+28
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	25	50	0	− 50	+25
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	72	+ 92	0	8	+20
Pay raises depend on how well employees perform their jobs. (Q. 33)	14	32	7	− 61	+18
I know how my work relates to the agency's goals. (Q. 12)	68	+ 84	0	16	+16
My organization has prepared employees for potential security threats. (Q. 36)	69	+ 84	8	8	+15
I am constantly looking for ways to do my job better. (Q. 8)	77	+ 92	0	8	+15
Employees are protected from health and safety hazards on the job. (Q. 35)	73	+ 85	8	7	+12
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	37	49	17	33	+12
Employees are recognized for providing high quality products and services. (Q. 31)	47	58	0	42	+11

Notes: Your agency had few respondents, making your percent positive results less stable and may cause large differences to emerge between the scores. The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	49	60	8	31	**+11**
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	66	77	0	23	**+11**
The skill level in my work unit has improved in the past year. (Q. 27)	51	61	15	24	**+10**
I like the kind of work I do. (Q. 5)	83	92	0	8	**+9**
My work unit is able to recruit people with the right skills. (Q. 21)	45	54	22	24	**+9**
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	50	58	8	33	**+8**
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	50	58	0	42	**+8**
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	47	54	0	46	**+7**
My agency is successful at accomplishing its mission. (Q. 39)	78	84	16	0	**+6**
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	33	39	15	46	**+6**
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	56	62	0	38	**+6**
How satisfied are you with the training you receive for your present job? (Q. 68)	49	54	15	31	**+5**
Employees in my work unit share job knowledge with each other. (Q. 26)	72	77	7	16	**+5**
How would you rate the overall quality of work done by your work unit? (Q. 28)	72	77	15	8	**+5**
Supervisors in my work unit support employee development. (Q. 47)	57	62	0	38	**+5**
The work I do is important. (Q. 13)	87	92	8	0	**+5**
Considering everything, how satisfied are you with your organization? (Q. 71)	50	54	15	31	**+4**
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	35	39	7	53	**+4**
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	47	51	16	33	**+4**
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	55	58	16	25	**+3**
Creativity and innovation are rewarded. (Q. 32)	31	34	24	42	**+3**

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Increase Since 2018
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	75	77	7	16	+2
I have enough information to do my job well. (Q. 2)	67	69	0	31	+2
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	33	34	16	50	+1
Prohibited Personnel Practices are not tolerated. (Q. 38)	53	54	18	28	+1
I know what is expected of me on the job. (Q. 6)	76	77	0	23	+1

Decision Aid: Decreases

Identifying Decreases Since 2018

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

Using the Legend Icons

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

33 Items Decreased Since 2018

⬤ Strength	⬤ Caution	⬤ Challenge	⬜ Past Strength	⬚ Top Pos/Neg
These items are 65 percent positive or higher	These items are 30 percent neutral or higher	These items are 35 percent negative or higher	These items are no longer a strength in 2019	These items are in your top positive or top negative

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	75	46	(30)	23	**-29**
My supervisor listens to what I have to say. (Q. 48)	81	54	7	(39)	**-27**
I have trust and confidence in my supervisor. (Q. 51)	69	46	8	(45)	**-23**
My supervisor treats me with respect. (Q. 49)	81	62	0	(38)	**-19**
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	63	46	23	30	**-17**
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	63	47	7	(46)	**-16**
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	63	47	7	(46)	**-16**
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	76	(67)	0	33	**-9**
Supervisors work well with employees of different backgrounds. (Q. 55)	63	54	0	(46)	**-9**
My performance appraisal is a fair reflection of my performance. (Q. 15)	75	(67)	0	33	**-8**
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	55	47	15	(38)	**-8**

Notes: Your agency had few respondents, making your percent positive results less stable and may cause large differences to emerge between the scores. The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	54	46	15	38	-8
My supervisor supports my need to balance work and other life issues. (Q. 42)	77	70	0	30	-7
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	91	+ 84	0	16	-7
I am held accountable for achieving results. (Q. 16)	77	70	0	30	-7
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	48	42	17	41	-6
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	48	42	8	– 50	-6
Senior leaders demonstrate support for Work-Life programs. (Q. 62)	45	39	29	31	-6
Managers communicate the goals of the organization. (Q. 56)	60	54	15	30	-6
The people I work with cooperate to get the job done. (Q. 20)	67	62	0	38	-5
I recommend my organization as a good place to work. (Q. 40)	50	45	24	31	-5
Considering everything, how satisfied are you with your pay? (Q. 70)	59	54	23	23	-5
I have a high level of respect for my organization's senior leaders. (Q. 61)	43	39	15	46	-4
My training needs are assessed. (Q. 18)	57	54	7	39	-3
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	36	33	9	– 57	-3
I am given a real opportunity to improve my skills in my organization. (Q. 1)	64	61	0	39	-3
My workload is reasonable. (Q. 10)	62	59	16	25	-3
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	42	39	0	– 61	-3
Considering everything, how satisfied are you with your job? (Q. 69)	64	61	8	31	-3
Promotions in my work unit are based on merit. (Q. 22)	48	47	7	– 46	-1
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	40	39	0	– 61	-1
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). (Q. 19)	70	69	0	31	-1

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Decrease Since 2018
My talents are used well in the workplace. (Q. 11)	59	58	0	42	-1

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2018

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

Using the Legend Icons

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

2 Items Did Not Change Since 2018

Strength
These items are 65 percent positive or higher

Caution
These items are 30 percent neutral or higher

Challenge
These items are 35 percent negative or higher

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

Item	2018 Positive	2019 Positive	2019 Neutral	2019 Negative	Change Since 2018
My work gives me a feeling of personal accomplishment. (Q. 4)	68	68	16	16	**0**
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	33	33	9	57	**0**

Notes: Your agency had few respondents, making your percent positive results less stable and may cause large differences to emerge between the scores. The Decision Aid only includes items 1-71. See Appendix D for a breakdown of the Work-Life results for your agency.

Appendix A: Item Change Summary

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

New Item Text (2019)	Change	Old Item Text (2018)
72. Currently, in my work unit poor performers usually: • Remain in the work unit and improve their performance over time • Remain in the work unit and continue to underperform • Leave the work unit – removed or transferred • Leave the work unit – quit • There are no poor performers in my work unit • Do not know	New item.	Not in 2018 OPM FEVS
73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 – January 25, 2019) on your working/pay status? • The shutdown had no impact on my working/pay status • I did not work and did not receive pay until after the lapse ended • I worked some of the shutdown but did not receive pay until after the lapse ended • I worked for the entirety of the shutdown but did not receive pay until after the lapse ended • Other, not listed above	New item.	Not in 2018 OPM FEVS
74. How was your everyday work impacted during (if you worked) or after the partial government shutdown? • It had no impact • A slightly negative impact • A moderately negative impact • A very negative impact • An extremely negative impact	New item.	Not in 2018 OPM FEVS
75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply) • Unmanageable workload • Missed deadlines • Unrecoverable loss of work • Reduced customer service • Delayed work • Reduced work quality • Cutback of critical work • Time lost in restarting work • Unmet statutory requirements • Other	New item.	Not in 2018 OPM FEVS

New Item Text (2019)	Change	Old Item Text (2018)
76. Are you looking for another job because of the partial government shutdown? • I am looking for another job **specifically** because of the shutdown • I am looking for another job, but the shutdown is **only one** of the reasons • I am looking for another job, but the shutdown had **no influence** on that decision • I am **not** looking for another job currently	New item.	Not in 2018 OPM FEVS
77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown. • Strongly Agree • Agree • Neither Agree nor Disagree • Disagree • Strongly Disagree • No support required	New item.	Not in 2018 OPM FEVS
79. How satisfied are you with the Telework program in your agency? • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • I choose not to participate in this program • This program is not available to me • I am unaware of this program	Different item text.	73. How satisfied are you with the following Work/Life programs in your agency? Telework • Very satisfied • Satisfied • Neither Satisfied nor Dissatisfied • Dissatisfied • Very Dissatisfied • I choose not to participate in these programs • These programs are not available to me • I am unaware of these programs
80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply): • Alternative Work Schedules (for example, compressed work schedule, flexible work schedule) • Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, Health and wellness fair) • Employee Assistance Program – EAP (for example, short-term counseling, referral services, legal services, information services) • Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account) • Elder Care Programs (for example, elder/adult care, support groups, resources) • None listed above	New item.	Not in 2018 OPM FEVS

New Item Text (2019)	Change	Old Item Text (2018)

81-85. How satisfied are you with the following Work-Life programs in your agency?
    81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)
    83. Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services)
    84. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)
    85. Elder Care Programs (for example, elder/adult care, support groups, resources)
	Different item text.	73-78. How satisfied are you with the following Work/Life programs in your agency?
		    74. Alternative Work Schedules (AWS, for example, compressed work schedule or flexible work schedule)
		    76. Employee Assistance Program (EAP, for example, short-term counseling, referral services, legal services, information services)
		    77. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, flexible spending account)
		    78. Elder Care Programs (for example, elder/adult care, support groups, speakers)

87. What is your supervisory status? • Senior Leader: You are the head of a department/agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment, and typically is a member of the Senior Executive Service or equivalent. • Manager: You are in a management position and supervise one or more supervisors. • Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval. • Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals. • Non-Supervisor: You do not supervise other employees.	Response options reversed.	80. What is your supervisory status? • Non-Supervisor: You do not supervise other employees. • Team Leader: You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals. • Supervisor: You are a first-line supervisor who is responsible for employees' performance appraisals and leave approval. • Manager: You are in a management position and supervise one or more supervisors. • Senior Leader: You are the head of a department/agency or a member of the immediate leadership team responsible for directing the policies and priorities of the department/agency. May hold either a political or career appointment, and typically is a member of the Senior Executive Service or equivalent.
91. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)? • Less than 1 year • 1 to 3 years • 4 to 5 years • 6 to 10 years • 11 to 14 years • 15 to 20 years • More than 20 years	Different response options.	87. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)? • Less than 1 year • 1 to 3 years • 4 to 5 years • 6 to 10 years • 11 to 20 years • More than 20 years
94. Are you of Hispanic, Latino, or Spanish origin? • Yes • No	Different item text.	82. Are you of Hispanic or Latino? • Yes • No

Appendix B: Item Results and Benchmarks

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

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

My Work Experience

Item	Chart	2019 Small Agencies, Combined
‡1. I am given a real opportunity to improve my skills in my organization.	61%	69%
2. I have enough information to do my job well.	69%	72%
3. I feel encouraged to come up with new and better ways of doing things.	77%	63%
4. My work gives me a feeling of personal accomplishment.	68%	76%
5. I like the kind of work I do.	92%	85%
6. I know what is expected of me on the job.	77%	79%
7. When needed I am willing to put in the extra effort to get a job done.	84%	96%
8. I am constantly looking for ways to do my job better.	92%	91%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	51%	55%
‡10. My workload is reasonable.	59%	63%
‡11. My talents are used well in the workplace.	58%	62%
‡12. I know how my work relates to the agency's goals.	84%	85%

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

Item	0	NMB Low — High	100	2019 Small Agencies, Combined
13. The work I do is important.		92%		89%
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.		92%		79%
15. My performance appraisal is a fair reflection of my performance.		67%		75%
16. I am held accountable for achieving results.		70%		84%
‡17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.		58%		65%
18. My training needs are assessed.		54%		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).		69%		70%

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

My Work Unit

Item	0	NMB Low — High	100	2019 Small Agencies, Combined
‡20. The people I work with cooperate to get the job done.		62%		81%
21. My work unit is able to recruit people with the right skills.		54%		59%
22. Promotions in my work unit are based on merit.		47%		47%
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.		50%		42%
‡24. In my work unit, differences in performance are recognized in a meaningful way.		39%		42%
25. Awards in my work unit depend on how well employees perform their jobs.		54%		51%

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

Item			2019 Small Agencies, Combined
	NMB Low ▼ High 0 — 100		
26. Employees in my work unit share job knowledge with each other.	77% ▼		**80%**
27. The skill level in my work unit has improved in the past year.	61% ▼		**61%**
28. How would you rate the overall quality of work done by your work unit?	77% ▼		**88%**
‡29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	77% ▼		**85%**

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

My Agency

Item			2019 Small Agencies, Combined
	NMB Low ▼ High 0 — 100		
30. Employees have a feeling of personal empowerment with respect to work processes.	58% ▼		**49%**
31. Employees are recognized for providing high quality products and services.	58% ▼		**55%**
32. Creativity and innovation are rewarded.	34% ▼		**45%**
33. Pay raises depend on how well employees perform their jobs.	32% ▼		**32%**
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	60% ▼		**57%**
35. Employees are protected from health and safety hazards on the job.	85% ▼		**82%**
36. My organization has prepared employees for potential security threats.	84% ▼		**74%**
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	42% ▼		**55%**

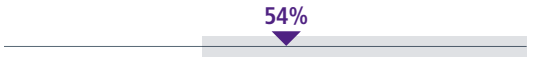| Item		NMB 0 Low ▬▬▬ High 100	2019 Small Agencies, Combined
38.	Prohibited Personnel Practices are not tolerated.	54% ▼	68%
39.	My agency is successful at accomplishing its mission.	84% ▼	76%
‡40.	I recommend my organization as a good place to work.	45% ▼	66%
‡41.	I believe the results of this survey will be used to make my agency a better place to work.	34% ▼	49%

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

My Supervisor

Item		NMB 0 Low ▬▬▬ High 100	2019 Small Agencies, Combined
42.	My supervisor supports my need to balance work and other life issues.	70% ▼	87%
43.	My supervisor provides me with opportunities to demonstrate my leadership skills.	46% ▼	74%
44.	Discussions with my supervisor about my performance are worthwhile.	47% ▼	69%
45.	My supervisor is committed to a workforce representative of all segments of society.	67% ▼	75%
46.	My supervisor provides me with constructive suggestions to improve my job performance.	47% ▼	69%
47.	Supervisors in my work unit support employee development.	62% ▼	75%
48.	My supervisor listens to what I have to say.	54% ▼	83%
49.	My supervisor treats me with respect.	62% ▼	85%
50.	In the last six months, my supervisor has talked with me about my performance.	77% ▼	84%

Item		0	Low	NMB	High	100	2019 Small Agencies, Combined
51. I have trust and confidence in my supervisor.				46%			74%
52. Overall, how good a job do you feel is being done by your immediate supervisor?				46%			77%

Leadership

Item		0	Low	NMB	High	100	2019 Small Agencies, Combined
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.				39%			44%
54. My organization's senior leaders maintain high standards of honesty and integrity.				47%			54%
55. Supervisors work well with employees of different backgrounds.				54%			69%
‡56. Managers communicate the goals of the organization.				54%			62%
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.				62%			61%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).				39%			55%
59. Managers support collaboration across work units to accomplish work objectives.				39%			59%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?				46%			63%
61. I have a high level of respect for my organization's senior leaders.				39%			53%
62. Senior leaders demonstrate support for Work-Life programs.				39%			63%

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

My Satisfaction

Item	0	Low	NMB	High	100	2019 Small Agencies, Combined
‡63. How satisfied are you with your involvement in decisions that affect your work?			42%			56%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?			33%			53%
‡65. How satisfied are you with the recognition you receive for doing a good job?			58%			56%
66. How satisfied are you with the policies and practices of your senior leaders?			33%			46%
67. How satisfied are you with your opportunity to get a better job in your organization?			49%			36%
68. How satisfied are you with the training you receive for your present job?			54%			56%
‡69. Considering everything, how satisfied are you with your job?			61%			69%
70. Considering everything, how satisfied are you with your pay?			54%			64%
‡71. Considering everything, how satisfied are you with your organization?			54%			63%

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

Performance

Item	2019 Agency	2019 Small Agencies, Combined
72. Currently, in my work unit poor performers usually:		
Remain in the work unit and improve their performance over time	17%	**17%**
Remain in the work unit and continue to underperform	83%	**43%**
Leave the work unit - removed or transferred	0%	**9%**
Leave the work unit - quit	0%	**4%**
There are no poor performers in my work unit	0%	**27%**

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

Partial Government Shutdown

73 - 77. (See Appendix C)

Work-Life Programs

Item	0	Low	NMB	High	100	2019 Small Agencies, Combined

78. Please select the response below that BEST describes your current teleworking schedule. (See Appendix D)

79. How satisfied are you with the Telework program in your agency?	50%	71%

80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (See Appendix D)

81 - 85.   How satisfied are you with the following Work-Life programs in your agency?

81. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)	51%	81%
82. Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR Training, health and wellness fair)	100%	72%
83. Employee Assistance Program— EAP (for example, short-term counseling, referral services, legal services, information services)	35%	48%
84. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)	42%	33%
85. Elder Care Programs (for example, elder/adult care, support groups, resources)	29%	23%

Appendix C: Partial Government Shutdown Results

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

Partial Government Shutdown Results

Item	2019 Percentages
73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 – January 25, 2019) on your working/pay status?	
The shutdown had no impact on my working/pay status	85
I did not work and did not receive pay until after the lapse ended	8
I worked some of the shutdown but did not receive pay until after the lapse ended	0
I worked for the entirety of the shutdown but did not receive pay until after the lapse ended	0
Other, not listed above	8
74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?	
It had no impact	39
A slightly negative impact	30
A moderately negative impact	8
A very negative impact	23
An extremely negative impact	0
75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)	
Unmanageable workload	0
Missed deadlines	37
Unrecoverable loss of work	12
Reduced customer service	24
Delayed work	64
Reduced work quality	13
Cutback of critical work	0
Time lost in restarting work	24
Unmet statutory requirements	36
Other	12

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

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

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

Item	2019 Percentages
76. Are you looking for another job because of the partial government shutdown?	
I am looking for another job **specifically** because of the shutdown	0
I am looking for another job, but the shutdown is **only one** of the reasons	15
I am looking for another job, but the shutdown had **no influence** on that decision	16
I am **not** looking for another job currently	69
77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.	
Strongly Agree	50
Agree	17
Neither Agree nor Disagree	0
Disagree	33
Strongly Disagree	0

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

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

Appendix D: Work-Life Programs

Appendix D displays more detailed Work-Life Program results for your agency. Use the Work-Life results to gain an understanding of how your Work-Life Programs are used and rated.

Telework Schedule

Item	2019 Percentages
Please select the response below that BEST describes your current teleworking schedule.	
I telework very infrequently, on an unscheduled or short-term basis	0
I telework, but only about 1 or 2 days per month	0
I telework 1 or 2 days per week	44
I telework 3 or 4 days per week	15
I telework every work day	0
I do not telework because I have to be physically present on the job (e.g. Law Enforcement Officers, Park Rangers, Security Personnel)	0
I do not telework because of technical issues (e.g. connectivity, inadequate equipment) that prevent me from teleworking	0
I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	24
I do not telework because I choose not to telework	17

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

Telework Satisfaction

Item	% Satisfaction	% All Responses
How satisfied are you with the Telework program in your agency?		
Very Satisfied	26	23
Satisfied	24	22
Neither Satisfied nor Dissatisfied	8	8
Dissatisfied	24	22
Very Dissatisfied	18	16
Item Response Total	**100**	**91**
I choose not to participate in this program	—	9
This program is not available to me	—	0
I am unaware of this program	—	0
Total	**100**	**100**

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

Work-Life Program Participation

Item	2019 Percentages
Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):	
Alternative Work Schedules	32
Health and Wellness Programs	15
Employee Assistance Program – EAP	0
Child Care Programs	0
Elder Care Programs	0
None listed above	60

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

Work-Life Program Satisfaction

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)		
Very Satisfied	22	17
Satisfied	29	23
Neither Satisfied nor Dissatisfied	38	29
Dissatisfied	0	0
Very Dissatisfied	11	8
Item Response Total	**100**	**77**
I choose not to participate in these programs	—	23
These programs are not available to me	—	0
I am unaware of these programs	—	0
Total	**100**	**100**

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

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)		
Very Satisfied	59	33
Satisfied	41	22
Neither Satisfied nor Dissatisfied	0	0
Dissatisfied	0	0
Very Dissatisfied	0	0
Item Response Total	**100**	**55**
I choose not to participate in these programs	—	38
These programs are not available to me	—	7
I am unaware of these programs	—	0
Total	**100**	**100**
How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program-EAP (for example, short-term counseling, referral services, legal services, information services)		
Very Satisfied	13	9
Satisfied	21	15
Neither Satisfied nor Dissatisfied	54	38
Dissatisfied	11	8
Very Dissatisfied	0	0
Item Response Total	**100**	**70**
I choose not to participate in these programs	—	30
These programs are not available to me	—	0
I am unaware of these programs	—	0
Total	**100**	**100**
How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)		
Very Satisfied	23	9
Satisfied	19	8
Neither Satisfied nor Dissatisfied	58	23
Dissatisfied	0	0
Very Dissatisfied	0	0
Item Response Total	**100**	**40**
I choose not to participate in these programs	—	29
These programs are not available to me	—	15
I am unaware of these programs	—	15
Total	**100**	**100**

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

Item	% Satisfaction	% All Responses
How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)		
Very Satisfied	29	9
Satisfied	0	0
Neither Satisfied nor Dissatisfied	71	23
Dissatisfied	0	0
Very Dissatisfied	0	0
Item Response Total	**100**	**33**
I choose not to participate in these programs	—	30
These programs are not available to me	—	15
I am unaware of these programs	—	22
Total	**100**	**100**

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

Appendix E: Participating Agencies by Employee Population Size Categories

Very Large Agencies (>75,000 employees)

Department of Agriculture
Department of Defense
    Department of the Army
    Department of the Navy
    Department of the Air Force
    OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)
Department of Health and Human Services
Department of Homeland Security
Department of Justice
Department of the Treasury

Large Agencies (10,000–74,999 employees)

Department of Commerce
Department of Energy
Department of Labor
Department of State
Department of the Interior
Department of Transportation
Environmental Protection Agency
General Services Administration
National Aeronautics and Space Administration
Social Security Administration

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

Court Services and Offender Supervision Agency
Department of Education
Department of Housing and Urban Development
Equal Employment Opportunity Commission
Federal Communications Commission
Federal Energy Regulatory Commission
Federal Trade Commission
National Archives and Records Administration
National Credit Union Administration
National Labor Relations Board
National Science Foundation
Nuclear Regulatory Commission
Office of Personnel Management
Securities and Exchange Commission
Small Business Administration
U.S. Agency for Global Media
U.S. Agency for International Development

Small Agencies (100–999 employees)

Commodity Futures Trading Commission
Consumer Product Safety Commission
Corporation for National and Community Service

Export-Import Bank of the United States
Farm Credit Administration
Federal Election Commission
Federal Housing Finance Agency
Federal Labor Relations Authority
Federal Maritime Commission
Federal Mediation and Conciliation Service
Federal Retirement Thrift Investment Board
International Boundary and Water Commission
Merit Systems Protection Board
National Endowment for the Arts
National Endowment for the Humanities
National Gallery of Art
National Indian Gaming Commission
National Transportation Safety Board
Office of Management and Budget
Office of the U.S. Trade Representative
Overseas Private Investment Corporation
Pension Benefit Guaranty Corporation
Railroad Retirement Board
Selective Service System
Surface Transportation Board
U.S. International Trade Commission
U.S. Office of Special Counsel

Very Small Agencies (<100 employees)

AbilityOne Commission
African Development Foundation
American Battle Monuments Commission
Chemical Safety and Hazard Investigation Board
Commission on Civil Rights
Defense Nuclear Facilities Safety Board
Farm Credit System Insurance Corporation
Federal Mine Safety and Health Review Commission
Institute of Museum and Library Services
Inter-American Foundation
John F. Kennedy Center for the Performing Arts
Marine Mammal Commission
National Capital Planning Commission
National Mediation Board
Occupational Safety and Health Review Commission
Office of Navajo and Hopi Indian Relocation
Postal Regulatory Commission
U.S. Access Board
U.S. Office of Government Ethics
U.S. Trade and Development Agency

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