2013

Federal Employee Viewpoint Survey Results

Employees Influencing Change

Small Business Administration

Agency Management Report

United States Office of
Personnel Management

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About This Report

Resiliency in the Face of Challenge

Federal employees remain committed to the missions of their agencies despite a number of challenges, including continued pay freezes, agency furloughs, and a climate of uncertainty. Federal employees across government feel the effects of these challenges. The benefit of the Federal Employee Viewpoint Survey (FEVS) is the opportunity it provides employees to share their insights across all organizational levels and climates. Employee views are important throughout government, from hiring and retention to organizational effectiveness, because they present a broad diversity of opinions.

This management report enables agency leaders to identify both strengths and challenges by looking for patterns and themes in their results. Throughout the report we have highlighted areas for action as well as areas for celebration, allowing agencies to gain a better understanding of their employee views. This broad spectrum of employee perspectives is one reason why the FEVS is a powerful tool for change.

Multiple Perspectives of Your Agency's Results

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

Strengths & Challenges: Survey items with the highest percent positive and the highest percent negative responses.

Increases & Decreases: Survey items that increased or decreased by 5 or more percentage points since 2012.

Items to Celebrate & Caution Items: Survey items that increased or decreased by 2 or more percentage points between 2011-2012 and 2012-2013.

Above & Below: Survey items that lead or trail the Federal Government average by 5 or more percentage points.

Indices:

- Human Capital Assessment and Accountability Framework (HCAAF):
  measures of progress in meeting human capital strategy objectives
- Employee Engagement:
  measures of the conditions likely to lead to engagement
- Global Satisfaction:
  a comprehensive indicator of employees' overall work satisfaction

Work/Life Programs: A breakdown of participation rates and satisfaction ratings.

Diversity: Your agency's survey respondent characteristics.

Appendices: A set of appendices that show results benchmarked against agency high/low results and percentile scores; a trend analysis of results over time; a Decision Aid; three tables containing agency component scores on the HCAAF, Employee Engagement, and Global Satisfaction indices; and Frequently Asked Questions (FAQs) for the 2013 survey.

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 2013 results. This year, agency components with the highest and lowest scores are highlighted in the HCAAF, Employee Engagement and Global Satisfaction sections to encourage information sharing across the agency.

What do the Survey Results Represent?

The results represent a snapshot in time of the perceptions of the Federal workforce. Statisticians weighted 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.

Results at a Glance

Strengths & Increases

30 items had positive ratings of 65 percent or more

3 items increased by 5 or more percentage points since the 2012 survey

Challenges & Decreases

8 items had negative ratings of 35 percent or more

1 item decreased by 5 or more percentage points since the 2012 survey

Items to Celebrate

1 item increased by 2 or more percentage points between 2011-2012 and 2012-2013

Caution Items

1 item decreased by 2 or more percentage points between 2011-2012 and 2012-2013

Indices Rankings (Out of 37 Agencies)

18th on Global Satisfaction (28th in 2012)

20th on Employee Engagement (27th in 2012)

HCAAF Rankings

17th on Leadership & Knowledge Management (23rd in 2012)

14th on Results-Oriented Performance Culture (22nd in 2012)

29th on Talent Management (33rd in 2012)

12th on Job Satisfaction (22nd in 2012)

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

Understanding Your Results

Positive Ratings
The sum of two positive categories (i.e., Strongly Agree/Agree)

Negative Ratings
The sum of two negative categories (i.e., Strongly Disagree/Disagree)

Applying Rules of Thumb

65% or more positive is considered a strength

35% or more negative is considered a challenge

30% or more neutral suggests uncertainty, presenting an opportunity for communication

A difference of 5 percentage points or more is considered notable

Your Agency Response

Field Period

April 30, 2013 – June 14, 2013

Response Rate

71% (1,511 out of 2,116 employees responded)

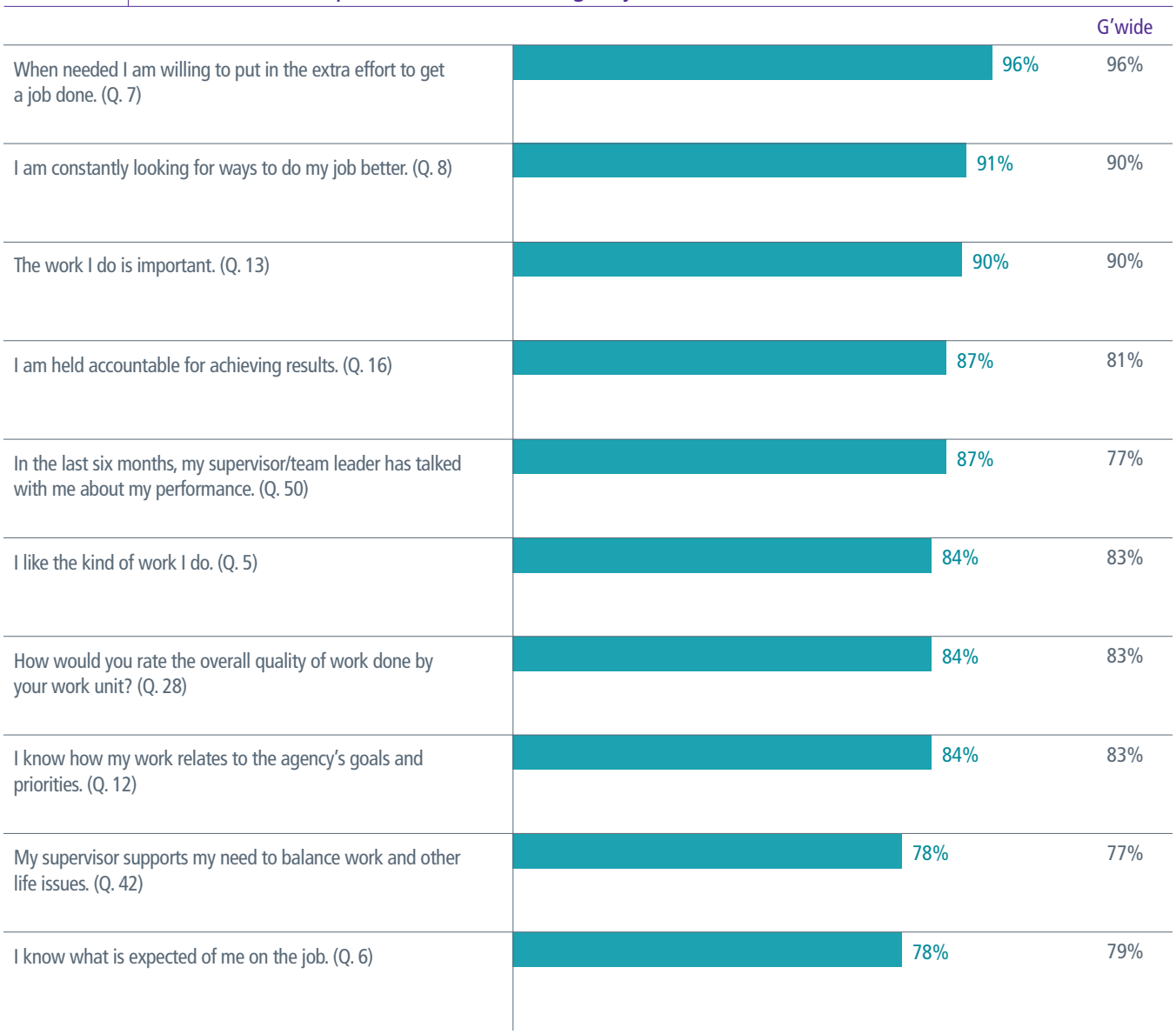
Agency Component Response Rates

100%	Office of Disaster Assistance
100%	Office of the National Ombudsman
100%	Office of Disaster Planning
93%	Office of General Counsel
89%	Office of Hearings & Appeals
86%	Office of EEO & CRC
81%	Office of Entrepreneurial Development
80%	Office of the Administrator
77%	Office of International Trade
75%	Office of Capital Access
75%	Congressional & Legislative Affairs
72%	Office of Field Operations
71%	Veterans Business Development
69%	Performance Management & Chief Financial Officer
67%	Office of Native American Affairs
63%	ADA/M & A
62%	Office of Communications & Public Liaison
62%	ADA/GC & BD
55%	Office of the Chief Information Officer
51%	Office of Investment & Innovation
50%	Office of Advocacy
48%	Office of the Inspector General

Strengths

Acknowledging the strengths that survey results reveal not only gives your agency cause for celebration, but also shows where organizational practices are most effective. Your agency's 10 highest percent positive responses are displayed in Figure 1, along with the 2013 governmentwide percent positive for comparison.

FIGURE 1 | Most Positive Response Items for Your Agency

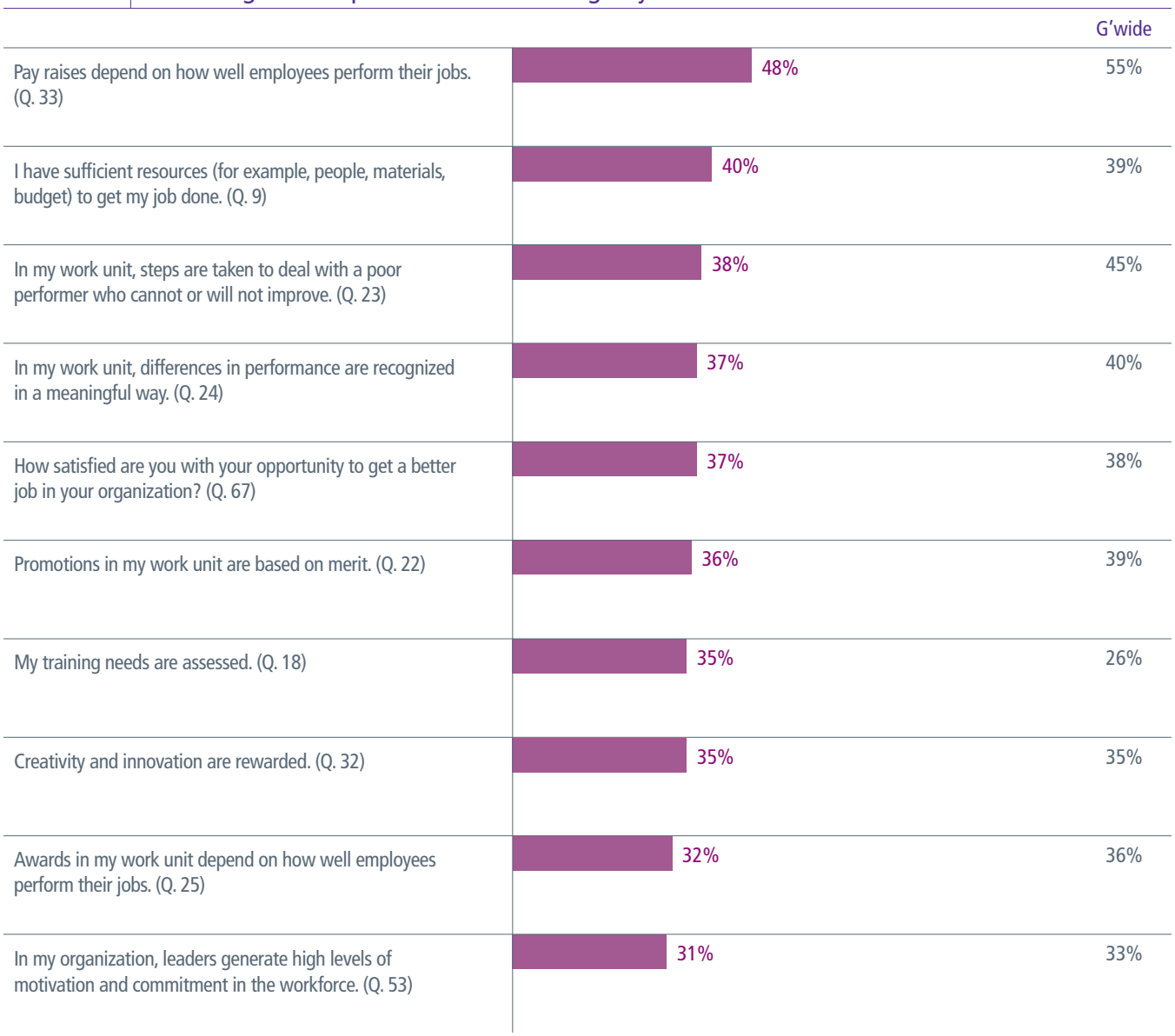


Challenges

Negative responses to survey items are powerful indicators of dissatisfaction. A review of your agency's challenges, in conjunction with strengths, presents a more comprehensive picture of emerging issues and themes in your agency which may aid in identifying areas to target in the action planning process.

Figure 2 displays your agency's 10 highest percent negative responses, along with the 2013 governmentwide percent negative for comparison.

FIGURE 2 | Most Negative Response Items for Your Agency



Increases & Decreases

Agency Items That Increased and Decreased the Most from 2012

Survey items with increasingly positive responses may indicate the success of agency initiatives or plans of action, while declining positive responses may signal areas in need of targeted action. Table 1 displays the items that had the largest 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 largest changes are shown.

TABLE 1 | Largest Increases and Decreases in Percent Positive

	Percent Positive		
	2012	2013	Difference
Increased the Most			
In the last six months, my supervisor/team leader has talked with me about my performance. (Q. 50)	82	87	+5
The skill level in my work unit has improved in the past year. (Q. 27)	50	55	+5
My workload is reasonable. (Q. 10)	50	55	+5
Decreased the Most			
My organization has prepared employees for potential security threats. (Q. 36)	80	75	-5

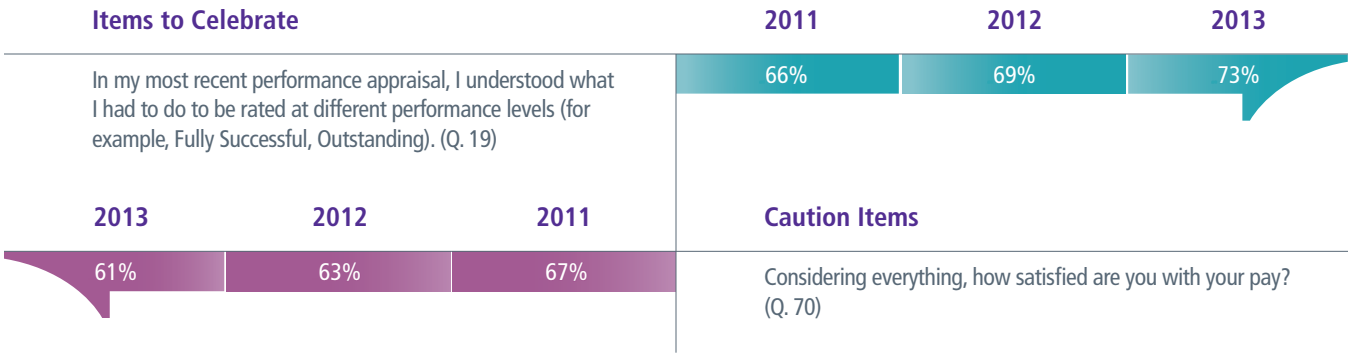
Items to Celebrate & Caution Items

Increases are often the direct result of an agency's specifically targeted action; however, sometimes increases or decreases may occur without direct intent. For example, leadership changes, new programs, or communication efforts may have an impact on survey results. Please review this section with those ideas in mind, and consider communicating any action planning successes with employees.

The "Items to Celebrate" section in Figure 3 highlights items that have increased by 2 or more percentage points across each of the last several survey administrations (from 2011 to 2012 and from 2012 to 2013).

"Caution Items" are highlighted as items that have decreased by 2 or more percentage points across the last several survey administrations (from 2011 to 2012 and from 2012 to 2013). Being aware of downward trends in your results is critical in ensuring that items don't continue to decrease over time.

FIGURE 3 | Percent Positive Increases and Decreases of Two or More Points from 2011-2012 and 2012-2013



Above & Below

Agency Items Above and Below the 2013 Governmentwide Average

Table 2 displays agency results that are 5 or more percentage points higher or lower than the governmentwide average, and may assist in highlighting areas of success as well as areas of concern. If your agency had more than 10 items that differ from the average, only the 10 items with the largest differences are shown.

TABLE 2 | Items Above and Below the 2013 Governmentwide Average on Percent Positive

	2013 Percent Positive		
	SBA	G'wide	Difference
Leading the Government			
In the last six months, my supervisor/team leader has talked with me about my performance. (Q. 50)	87	77	+10
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	46	38	+8
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	68	61	+7
Considering everything, how satisfied are you with your pay? (Q. 70)	61	54	+7
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	73	66	+7
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	60	54	+6
I am held accountable for achieving results. (Q. 16)	87	81	+6
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	51	45	+6
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)	73	68	+5
Trailing the Government			
My training needs are assessed. (Q. 18)	40	50	-10
I recommend my organization as a good place to work. (Q. 40)	55	63	-8
How satisfied are you with the training you receive for your present job? (Q. 68)	42	50	-8
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	65	70	-5

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 4 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. This year the agency components with the highest and lowest scores are highlighted to facilitate internal information sharing.

For your reference, Appendix D displays HCAAF Index results for each agency component.

FIGURE 4 | HCAAF Indices – Percent Positive

Leadership & Knowledge Management Index
Indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. Index made up of items: 10, 35, 36, 51, 52, 53, 55, 56, 57, 61, 64, 66.

Talent Management Index
Indicates the extent to which employees think the organization has the talent necessary to achieve organizational goals. Index made up of items: 1, 11, 18, 21, 29, 47, 68.

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. Index made up of items: 12, 14, 15, 20, 22, 23, 24, 30, 32, 33, 42, 44, 65.

Job Satisfaction Index
Indicates the extent to which employees are satisfied with their jobs and various aspects thereof. Index made up of items: 4, 5, 13, 63, 67, 69, 70.

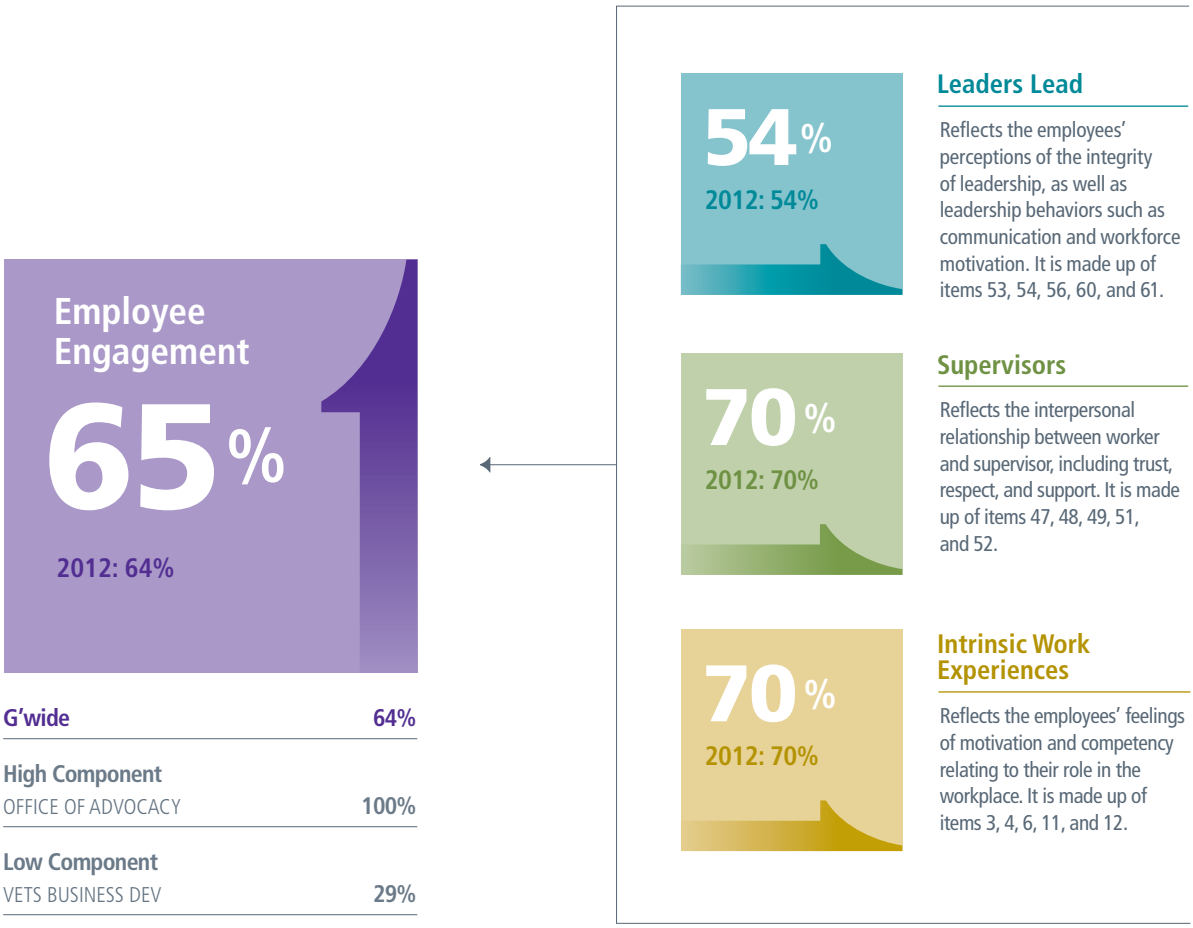
Employee Engagement

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 2013 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). 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 5 shows your agency's results with appropriate comparisons on the Employee Engagement Index and its subfactors: Leaders Lead, Supervisors, and Intrinsic Work Experiences. This year the agency components with the highest and lowest scores are highlighted to facilitate internal information sharing.

For your reference, Appendix E displays Employee Engagement Index results for each agency component.

FIGURE 5 | Employee Engagement Index – Percent Positive



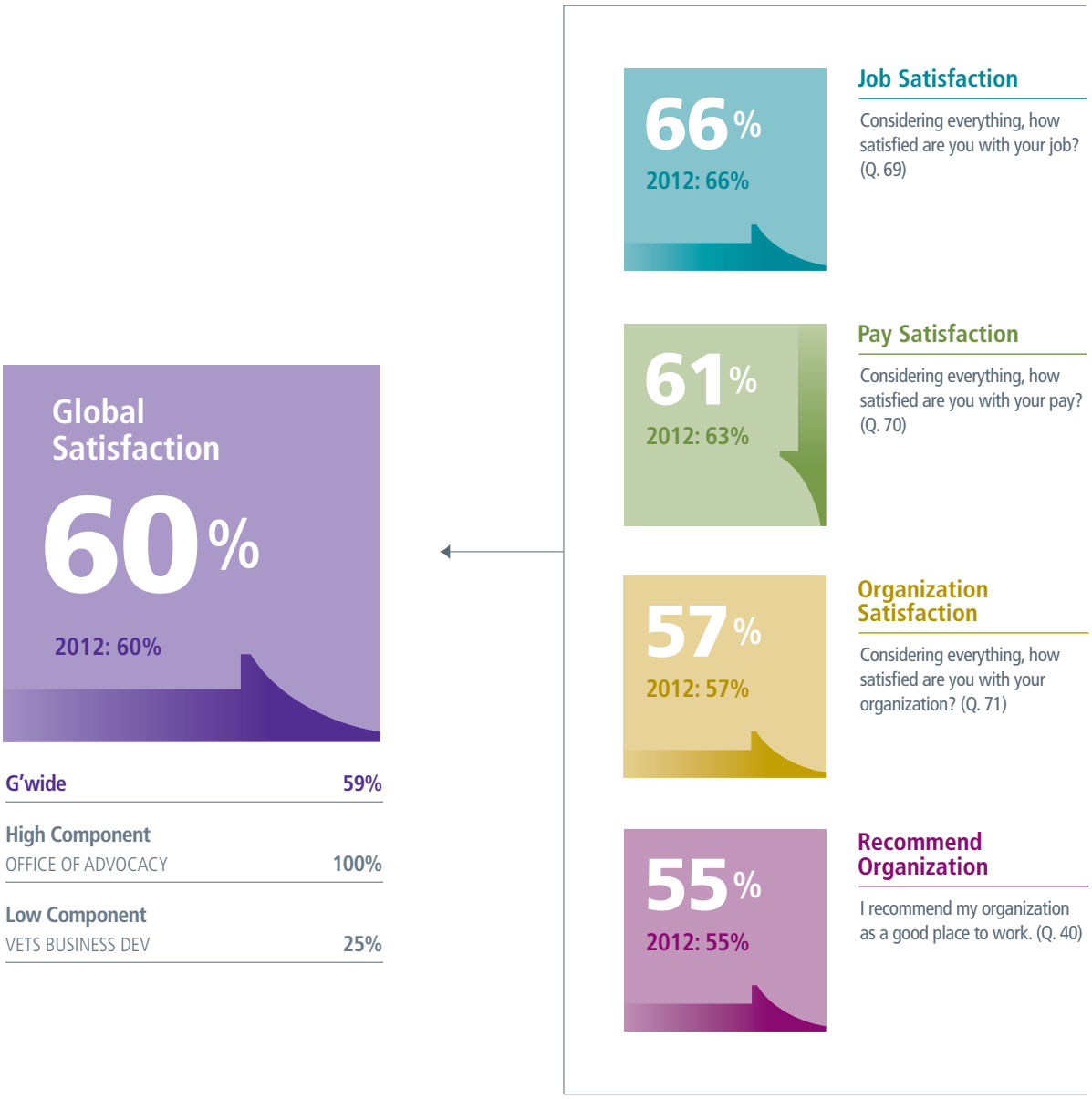
Global Satisfaction

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 jobs, their pay, and their organizations, plus their willingness to recommend their organizations as a good place to work.

Figure 6 shows your agency's results with appropriate comparisons on the Global Satisfaction Index and the items that make up the index. This year the agency components with the highest and lowest index scores are highlighted to facilitate internal information sharing.

For your reference, Appendix F displays Global Satisfaction Index results for each agency component.

FIGURE 6 | Global Satisfaction Index – Percent Positive



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 Figures 7 and 8. Participation and satisfaction ratings for all other work/life programs are listed in Tables 3 and 4.

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. Figures 7 and 8 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 7 | Eligibility to Telework

Yes	No	Not Sure
74%	22%	4%

FIGURE 8 | Telework Status

	SBA		G'wide	
52% Telework	2%	I telework 3 or more days per week.	3%	26% Telework
	20%	I telework 1 or 2 days per week.	9%	
	7%	I telework, but no more than 1 or 2 days per month.	4%	
	23%	I telework very infrequently, on an unscheduled or short-term basis.	10%	
48% Do Not Telework	7%	I do not telework because I have to be physically present on the job.	34%	73% Do Not Telework
	4%	I do not telework because I have technical issues.	6%	
	17%	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.	21%	
	20%	I do not telework because I choose not to telework.	12%	

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

TABLE 3 | Participation in Work/Life Programs

	Yes	No	Not Available
Alternative Work Schedules (AWS)	55%	39%	6%
Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	17%	63%	20%
Employee Assistance Program (EAP)	15%	82%	3%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	2%	76%	22%
Elder Care Programs (for example, support groups, speakers)	2%	76%	22%

TABLE 4 | Satisfaction with Work/Life Programs

	Satisfied	Neutral	Dissatisfied
Alternative Work Schedules (AWS)	95%	3%	2%
Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	77%	21%	2%
Employee Assistance Program (EAP)	67%	29%	4%
Child Care Programs (for example, daycare, parenting classes, parenting support groups)	43%	51%	5%
Elder Care Programs (for example, support groups, speakers)	61%	39%	0%
Telework	74%	15%	11%

Note: The Work/Life program satisfaction results include only employees who indicated that they participated in the program.

Diversity

Characteristics of Your Agency's Survey Respondents

Understanding the diverse characteristics of your employee population can aid workforce planning, recruiting, training, and the choice of work/life programs and flexibilities. Figure 9 displays a few of the attributes of your agency's workforce.

FIGURE 9 | Demographic Characteristics

Work Location	
Headquarters	32%
Field	68%

Supervisory Status	
Non-Supervisor	68%
Team Leader	11%
Supervisor/ Manager	19%
Executive	2%

Gender	
Male	45%
Female	55%

Hispanic or Latino	
Yes	14%
No	86%

Race	
American Indian or Alaska Native	1%
Asian	6%
Black or African American	22%
Native Hawaiian or Other Pacific Islander	1%
White	66%
Two or more races (not Hispanic or Latino)	3%

Age	
25 and Under	1%
26-29	3%
30-39	12%
40-49	25%
50-59	36%
60 or Older	23%

Pay Grade	
Federal Wage System	0%
GS 1-6	3%
GS 7-12	43%
GS 13-15	51%
SES	2%
SL/ST	<1%
Other	<1%

Federal Tenure	
< 1 Year	3%
1-3 Years	9%
4-5 Years	11%
6-10 Years	10%
11-14 Years	6%
15-20 Years	14%
> 20 Years	47%

Note: Demographic results are unweighted.

FIGURE 9 | Demographic Characteristics (continued)

Agency Tenure	
< 1 Year	5%
1-3 Years	15%
4-5 Years	13%
6 -10 Years	11%
11-20 Years	21%
> 20 Years	35%

Are You Considering Leaving Your Agency Within the Next Year?	
No	68%
Yes, to retire	8%
Yes, to take another job within the Federal Government	17%
Yes, to take another job outside the Federal Government	4%
Yes, other	3%

Planning to Retire	
Within one year	5%
Between one and three years	12%
Between three and five years	13%
Five or more years	71%

Self-Identify As	
Heterosexual or Straight	83%
Gay, Lesbian, Bisexual, or Transgender	2%
I prefer not to say	14%

Veteran	
Yes	20%
No	80%

Disability	
Yes	11%
No	89%

Note: Demographic results are unweighted.

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 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.

APPENDIX A | Item Results and Benchmarks

	SBA % Positive	2013 FEVS Benchmarks % Positive				
			Percentile			
	2013	High	90th	50th	10th	Low
My Work Experience						
‡1. I am given a real opportunity to improve my skills in my organization.	56	79	74	62	54	47
2. I have enough information to do my job well.	69	83	79	71	63	56
3. I feel encouraged to come up with new and better ways of doing things.	59	77	66	59	49	41
‡4. My work gives me a feeling of personal accomplishment.	74	80	77	72	69	60
‡5. I like the kind of work I do.	84	88	86	82	80	75
6. I know what is expected of me on the job.	78	85	84	78	72	69
7. When needed I am willing to put in the extra effort to get a job done.	96	99	98	96	94	92
8. I am constantly looking for ways to do my job better.	91	93	93	91	87	84
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	43	66	58	48	34	29
‡10. My workload is reasonable.	55	74	70	58	48	38
‡11. My talents are used well in the workplace.	57	69	63	58	53	46
‡12. I know how my work relates to the agency's goals and priorities.	84	91	89	84	77	74
‡13. The work I do is important.	90	95	93	89	86	81
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	73	87	81	70	60	52
‡15. My performance appraisal is a fair reflection of my performance.	68	81	76	68	62	55
16. I am held accountable for achieving results.	87	90	87	82	75	71
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	58	76	72	63	53	47
‡18. My training needs are assessed.	40	64	56	49	39	28
‡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).	73	80	75	66	57	43
‡20. The people I work with cooperate to get the job done.	74	87	85	76	68	62
‡21. My work unit is able to recruit people with the right skills.	43	72	59	45	32	25
‡22. Promotions in my work unit are based on merit.	36	56	49	37	29	22

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

	SBA % Positive	2013 FEVS Benchmarks % Positive				
			Percentile			
	2013	High	90th	50th	10th	Low
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31	42	39	31	24	22
‡24. In my work unit, differences in performance are recognized in a meaningful way.	35	46	43	32	28	24
25. Awards in my work unit depend on how well employees perform their jobs.	42	55	52	40	34	30
26. Employees in my work unit share job knowledge with each other.	71	85	82	73	68	64
27. The skill level in my work unit has improved in the past year.	55	62	61	54	48	45
28. How would you rate the overall quality of work done by your work unit?	84	91	90	85	80	75
My Agency						
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	65	85	82	71	65	55
‡30. Employees have a feeling of personal empowerment with respect to work processes.	44	63	55	42	34	31
31. Employees are recognized for providing high quality products and services.	44	70	61	48	41	35
‡32. Creativity and innovation are rewarded.	37	62	49	37	30	26
‡33. Pay raises depend on how well employees perform their jobs.	23	38	31	20	15	13
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	51	77	67	58	49	43
‡35. Employees are protected from health and safety hazards on the job.	77	93	87	78	62	56
‡36. My organization has prepared employees for potential security threats.	75	91	84	74	61	59
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	49	69	63	53	43	37
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.	62	82	77	67	58	52
39. My agency is successful at accomplishing its mission.	74	90	85	75	66	56
40. I recommend my organization as a good place to work.	55	81	78	65	52	43
41. I believe the results of this survey will be used to make my agency a better place to work.	46	58	56	43	34	32

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

	SBA % Positive	2013 FEVS Benchmarks % Positive				
			Percentile			
	2013	High	90th	50th	10th	Low
My Supervisor/Team Leader						
‡42. My supervisor supports my need to balance work and other life issues.	78	90	88	81	74	69
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	66	80	75	67	60	58
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	62	73	71	63	57	53
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	67	79	74	67	61	58
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	63	71	70	62	57	54
‡47. Supervisors/team leaders in my work unit support employee development.	64	81	75	67	61	56
48. My supervisor/team leader listens to what I have to say.	75	86	84	77	70	70
49. My supervisor/team leader treats me with respect.	77	89	87	81	77	75
50. In the last six months, my supervisor/team leader has talked with me about my performance.	87	92	89	83	72	63
‡51. I have trust and confidence in my supervisor.	65	79	76	68	61	58
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	81	78	70	64	61
Leadership						
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	44	63	54	43	32	30
54. My organization's leaders maintain high standards of honesty and integrity.	52	78	70	56	45	42
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	61	79	75	64	54	52
‡56. Managers communicate the goals and priorities of the organization.	65	75	73	63	52	47
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	68	74	72	62	51	44
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	55	70	64	54	46	40
59. Managers support collaboration across work units to accomplish work objectives.	59	76	68	59	49	44
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	57	74	71	60	53	47

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

	SBA % Positive	2013 FEVS Benchmarks % Positive				
			Percentile			
	2013	High	90th	50th	10th	Low
‡61. I have a high level of respect for my organization's senior leaders.	52	70	67	55	45	41
62. Senior leaders demonstrate support for Work/Life programs.	60	80	72	56	48	41
My Satisfaction						
‡63. How satisfied are you with your involvement in decisions that affect your work?	54	67	62	53	45	39
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	52	68	59	50	42	37
‡65. How satisfied are you with the recognition you receive for doing a good job?	51	64	60	49	43	37
‡66. How satisfied are you with the policies and practices of your senior leaders?	43	61	56	42	33	31
‡67. How satisfied are you with your opportunity to get a better job in your organization?	33	48	44	33	27	23
‡68. How satisfied are you with the training you receive for your present job?	42	65	59	51	42	27
‡69. Considering everything, how satisfied are you with your job?	66	76	74	66	62	55
‡70. Considering everything, how satisfied are you with your pay?	61	66	63	56	47	42
71. Considering everything, how satisfied are you with your organization?	57	74	71	57	47	42
Work/Life Programs						
72. Have you been notified that you are eligible to telework? (See page 13)						
73. Please select the response below that best describes your current teleworking situation. (See page 13)						
74 - 78. Do you participate in the following Work/Life programs? (See page 14)						
79 - 84. How satisfied are you with the following Work/Life programs in your agency?*						
79. Telework	74	88	85	76	66	42
80. Alternative Work Schedules (AWS)	95	97	96	90	79	71
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	77	92	91	82	74	72
82. Employee Assistance Program (EAP)	67	89	83	79	68	62
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	43	89	81	69	52	40
84. Elder Care Programs (for example, support groups, speakers)	61	83	80	66	57	41

* The Work/Life program satisfaction results include only 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

Trend Analysis: 2010 vs. 2011 vs. 2012 vs. 2013 Results

Appendix B consists of a set of trend tables displaying your agency's positive results for each item for the last four survey administrations. The last column indicates whether or not there were significant increases, deceases, or no changes in positive ratings from 2010 to 2011 (first arrow), from 2011 to 2012 (second arrow), and from 2012 to 2013 (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 2010 to 2011, but there was a significant increase in positive ratings from 2011 to 2012, and from 2012 to 2013. Similarly, symbols ↘ → → indicate there was a significant decrease from 2010 to 2011, but there were no significant changes in positive ratings from 2011 to 2012 or from 2012 to 2013.

APPENDIX B | Trend Analysis

	Percent Positive				
	2010	2011	2012	2013	Significant Trends
My Work Experience					
‡1. I am given a real opportunity to improve my skills in my organization.	54	58	55	56	↗ ↘ →
G'wide	66	65	63	60	→ ↘ ↘
2. I have enough information to do my job well.	65	66	65	69	→ → ↗
G'wide	73	73	72	70	→ ↘ ↘
3. I feel encouraged to come up with new and better ways of doing things.	55	56	58	59	→ → →
G'wide	60	59	58	56	→ ↘ ↘
‡4. My work gives me a feeling of personal accomplishment.	73	74	74	74	→ → →
G'wide	75	74	72	70	↘ ↘ ↘
‡5. I like the kind of work I do.	82	84	83	84	↗ → →
G'wide	86	85	84	83	↘ ↘ ↘
6. I know what is expected of me on the job.	78	76	77	78	↘ → →
G'wide	81	80	80	79	→ → ↘
‡7. When needed I am willing to put in the extra effort to get a job done.	97	97	97	96	→ → →
G'wide	97	97	96	96	→ ↘ ↘
8. I am constantly looking for ways to do my job better.	91	91	91	91	→ → →
G'wide	92	92	91	90	→ ↘ ↘
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	45	43	40	43	→ ↘ ↗
G'wide	50	48	48	44	↘ → ↘
‡10. My workload is reasonable.	53	53	50	55	→ ↘ ↗
G'wide	59	59	59	57	→ → ↘

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				
	2010	2011	2012	2013	Significant Trends
‡11. My talents are used well in the workplace.	56	58	57	57	→ → →
G'wide	60	61	59	57	→ ↘ ↘
‡12. I know how my work relates to the agency's goals and priorities.	80	83	82	84	↗ → ↗
G'wide	84	85	84	83	→ ↘ ↘
‡13. The work I do is important.	89	91	89	90	↗ → →
G'wide	92	92	91	90	→ ↘ ↘
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	72	72	71	73	→ → →
G'wide	67	67	67	66	→ → ↘
‡15. My performance appraisal is a fair reflection of my performance.	67	65	64	68	→ → ↗
G'wide	68	70	69	68	↗ ↘ ↘
16. I am held accountable for achieving results.	86	86	86	87	→ → →
G'wide	84	84	83	81	→ ↘ ↘
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	57	57	58	58	→ → →
G'wide	62	63	61	61	↗ ↘ ↘
‡18. My training needs are assessed.	39	41	42	40	→ → →
G'wide	54	54	53	50	→ ↘ ↘
‡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	69	73	→ ↗ ↗
G'wide	68	69	68	68	→ ↘ →
‡20. The people I work with cooperate to get the job done.	74	76	72	74	↗ ↘ →
G'wide	75	75	73	73	→ ↘ ↘
‡21. My work unit is able to recruit people with the right skills.	36	40	40	43	↗ → ↗
G'wide	46	46	43	40	→ ↘ ↘
‡22. Promotions in my work unit are based on merit.	35	35	36	36	→ → →
G'wide	35	36	34	32	→ ↘ ↘
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	30	31	31	31	→ → →
G'wide	31	31	29	28	→ ↘ ↘
‡24. In my work unit, differences in performance are recognized in a meaningful way.	36	37	35	35	→ → →
G'wide	36	36	34	31	→ ↘ ↘

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				
	2010	2011	2012	2013	Significant Trends
25. Awards in my work unit depend on how well employees perform their jobs.	45	47	42	42	↗ ↘ →
G'wide	44	44	41	38	→ ↘ ↘
26. Employees in my work unit share job knowledge with each other.	70	71	69	71	→ → ↗
G'wide	73	73	72	72	→ ↘ ↘
27. The skill level in my work unit has improved in the past year.	53	54	50	55	→ ↘ ↗
G'wide	56	57	55	52	↗ ↘ ↘
28. How would you rate the overall quality of work done by your work unit?	85	83	84	84	↘ → →
G'wide	82	82	83	83	→ ↗ ↘
My Agency					
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	63	64	62	65	→ ↘ ↗
G'wide	72	73	72	70	↗ ↘ ↘
‡30. Employees have a feeling of personal empowerment with respect to work processes.	43	45	43	44	→ → →
G'wide	48	48	45	43	↗ ↘ ↘
31. Employees are recognized for providing high quality products and services.	48	48	44	44	→ ↘ →
G'wide	51	51	48	46	→ ↘ ↘
‡32. Creativity and innovation are rewarded.	39	40	36	37	→ ↘ →
G'wide	41	41	38	35	→ ↘ ↘
‡33. Pay raises depend on how well employees perform their jobs.	27	26	25	23	→ ↘ →
G'wide	26	24	22	19	↘ ↘ ↘
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	49	49	49	51	→ → →
G'wide	58	59	57	55	→ ↘ ↘
‡35. Employees are protected from health and safety hazards on the job.	77	77	78	77	→ → →
G'wide	76	78	77	76	↗ ↘ ↘
‡36. My organization has prepared employees for potential security threats.	72	75	80	75	↗ ↗ ↘
G'wide	76	78	78	76	↗ → ↘
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	50	53	49	49	→ ↘ →
G'wide	51	52	51	51	↗ ↘ ↘

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		
	2010	2011	2012	2013			
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.	63	62	63	62	→	→	→
G'wide	66	67	66	65	↗	↘	↘
39. My agency is successful at accomplishing its mission.	68	73	73	74	↗	→	→
G'wide	78	79	76	74	↗	↘	↘
40. I recommend my organization as a good place to work.	54	54	55	55	→	→	→
G'wide	70	69	67	63	↘	↘	↘
41. I believe the results of this survey will be used to make my agency a better place to work.	47	53	47	46	↗	↘	→
G'wide	45	45	42	38	→	↘	↘
My Supervisor/Team Leader							
‡42. My supervisor supports my need to balance work and other life issues.	78	78	79	78	→	→	→
G'wide	76	77	77	77	↗	↘	↗
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	65	65	64	66	→	→	→
G'wide	66	67	65	65	↗	↘	↘
‡44. Discussions with my supervisor/team leader about my performance are worthwhile.	62	62	61	62	→	→	→
G'wide	62	63	62	61	↗	↘	↘
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	67	66	66	67	→	→	→
G'wide	65	66	64	65	→	↘	→
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	60	62	60	63	→	→	→
G'wide	61	62	61	60	↗	↘	↘
‡47. Supervisors/team leaders in my work unit support employee development.	61	64	63	64	↗	→	→
G'wide	66	67	65	64	↗	↘	↘
48. My supervisor/team leader listens to what I have to say.	73	75	75	75	↗	→	→
G'wide	75	75	74	74	→	↘	→
49. My supervisor/team leader treats me with respect.	78	79	78	77	→	→	→
G'wide	80	80	79	80	→	↘	↗
50. In the last six months, my supervisor/team leader has talked with me about my performance.	82	82	82	87	→	→	↗
G'wide	76	77	77	77	→	→	→

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		
	2010	2011	2012	2013			
‡51. I have trust and confidence in my supervisor.	65	66	64	65	→	→	→
G'wide	67	67	66	66	→	↘	→
‡52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	69	68	68	→	→	→
G'wide	68	69	68	68	↗	↘	→
Leadership							
‡53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	40	44	43	44	↗	→	→
G'wide	44	45	43	41	→	↘	↘
54. My organization's leaders maintain high standards of honesty and integrity.	50	54	53	52	↗	→	→
G'wide	56	57	55	54	↗	↘	↘
‡55. Managers/supervisors/team leaders work well with employees of different backgrounds.	61	64	62	61	↗	→	→
G'wide	64	65	63	63	↗	↘	↘
‡56. Managers communicate the goals and priorities of the organization.	64	66	63	65	↗	↘	↗
G'wide	64	64	62	61	→	↘	↘
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	66	69	66	68	↗	↘	↗
G'wide	64	64	62	61	→	↘	↘
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	53	56	55	55	↗	→	→
G'wide	54	55	53	52	↗	↘	↘
59. Managers support collaboration across work units to accomplish work objectives.	55	57	56	59	↗	→	↗
G'wide	58	58	57	56	→	↘	↘
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	54	58	58	57	↗	→	→
G'wide	57	58	58	57	→	→	↘
‡61. I have a high level of respect for my organization's senior leaders.	49	55	53	52	↗	→	→
G'wide	56	57	54	52	↗	↘	↘
62. Senior leaders demonstrate support for Work/Life programs.	52	58	61	60	↗	↗	→
G'wide	55	55	54	54	→	↘	↘
My Satisfaction							
‡63. How satisfied are you with your involvement in decisions that affect your work?	53	54	52	54	→	→	→
G'wide	55	53	52	50	↘	↘	↘

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		
	2010	2011	2012	2013			
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	48	53	49	52	↗	↘	↗
G'wide	51	51	48	48	→	↘	↘
‡65. How satisfied are you with the recognition you receive for doing a good job?	52	50	49	51	→	→	→
G'wide	52	51	48	45	↘	↘	↘
‡66. How satisfied are you with the policies and practices of your senior leaders?	41	46	43	43	↗	↘	→
G'wide	45	46	43	41	→	↘	↘
‡67. How satisfied are you with your opportunity to get a better job in your organization?	32	33	34	33	→	→	→
G'wide	42	40	36	34	↘	↘	↘
‡68. How satisfied are you with the training you receive for your present job?	39	44	42	42	↗	→	→
G'wide	56	55	54	50	→	↘	↘
‡69. Considering everything, how satisfied are you with your job?	67	67	66	66	→	→	→
G'wide	72	71	68	65	→	↘	↘
‡70. Considering everything, how satisfied are you with your pay?	72	67	63	61	↘	↘	↘
G'wide	66	62	59	54	↘	↘	↘
71. Considering everything, how satisfied are you with your organization?	57	58	57	57	→	→	→
G'wide	62	62	59	56	→	↘	↘
Work/Life Programs							
79-84. How satisfied are you with the following Work/Life programs in your agency?*							
79. Telework	—	74	76	74	NA	→	→
G'wide	—	70	73	76	NA	↗	↗
80. Alternative Work Schedules (AWS)	—	96	95	95	NA	→	→
G'wide	—	89	89	89	NA	↘	→
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	—	77	76	77	NA	→	→
G'wide	—	81	80	80	NA	↘	↘
82. Employee Assistance Program (EAP)	—	76	72	67	NA	→	→
G'wide	—	78	76	74	NA	↘	↘
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	—	63	54	43	NA	NA	NA
G'wide	—	73	72	70	NA	→	↘
84. Elder Care Programs (for example, support groups, speakers)	—	69	69	61	NA	NA	NA
G'wide	—	67	68	66	NA	→	↘

* The 2011-2013 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 2010 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 C

Decision Aid: Transforming Your Results into Action

Agency Results

The Decision Aid was designed to easily identify items that stand out in your agency's results. Items with a high percent positive, high percent negative, or high percent neutral are all equally important to acknowledge when looking through this section and determining where to focus action planning efforts in the future. The shaded cells will direct your attention to any 2013 results that stand out as strengths, challenges, or neutral areas in need of more communication.

Blue Cell

The item is 65 percent positive or higher.

Yellow Cell

The item is 30 percent neutral or higher.

Pink Cell

The item is 35 percent negative or higher.

Look at Your Comparisons

It's also important to compare your 2013 results with your 2012 results; as well as with the governmentwide average. These comparisons are listed in the two columns on the right. Differences of 5 percentage points, in either direction, are considered notable.

APPENDIX C | Decision Aid

	2013 SBA %			Comparison to % Positive	
	Positive	Neutral	Negative	2012 SBA	2013 G'wide
My Work Experience					
1. I am given a real opportunity to improve my skills in my organization.	56	18	26	55	60
2. I have enough information to do my job well.	69	15	17	65	70
3. I feel encouraged to come up with new and better ways of doing things.	59	18	23	58	56
4. My work gives me a feeling of personal accomplishment.	74	15	11	74	70
5. I like the kind of work I do.	84	11	5	83	83
6. I know what is expected of me on the job.	78	11	11	77	79
7. When needed I am willing to put in the extra effort to get a job done.	96	3	2	97	96
8. I am constantly looking for ways to do my job better.	91	8	1	91	90
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	43	17	40	40	44
10. My workload is reasonable.	55	17	29	50	57
11. My talents are used well in the workplace.	57	16	26	57	57
12. I know how my work relates to the agency's goals and priorities.	84	10	6	82	83

	2013 SBA %			Comparison to % Positive	
	Positive	Neutral	Negative	2012 SBA	2013 G'wide
13. The work I do is important.	90	7	3	89	90
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	73	13	14	71	66
15. My performance appraisal is a fair reflection of my performance.	68	13	18	64	68
16. I am held accountable for achieving results.	87	9	4	86	81
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	58	20	22	58	61
18. My training needs are assessed.	40	26	35	42	50
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).	73	11	16	69	68
My Work Unit					
20. The people I work with cooperate to get the job done.	74	13	13	72	73
21. My work unit is able to recruit people with the right skills.	43	27	30	40	40
22. Promotions in my work unit are based on merit.	36	28	36	36	32
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31	31	38	31	28
24. In my work unit, differences in performance are recognized in a meaningful way.	35	28	37	35	31
25. Awards in my work unit depend on how well employees perform their jobs.	42	26	32	42	38
26. Employees in my work unit share job knowledge with each other.	71	13	15	69	72
27. The skill level in my work unit has improved in the past year.	55	28	17	50	52
28. How would you rate the overall quality of work done by your work unit?	84	13	3	84	83
My Agency					
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	65	20	15	62	70
30. Employees have a feeling of personal empowerment with respect to work processes.	44	26	31	43	43
31. Employees are recognized for providing high quality products and services.	44	25	31	44	46
32. Creativity and innovation are rewarded.	37	28	35	36	35
33. Pay raises depend on how well employees perform their jobs.	23	29	48	25	19

	2013 SBA %			Comparison to % Positive	
	Positive	Neutral	Negative	2012 SBA	2013 G'wide
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	51	32	18	49	55
35. Employees are protected from health and safety hazards on the job.	77	16	7	78	76
36. My organization has prepared employees for potential security threats.	75	16	9	80	76
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	49	23	28	49	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.	62	20	18	63	65
39. My agency is successful at accomplishing its mission.	74	18	8	73	74
40. I recommend my organization as a good place to work.	55	25	20	55	63
41. I believe the results of this survey will be used to make my agency a better place to work.	46	27	27	47	38
My Supervisor/Team Leader					
42. My supervisor supports my need to balance work and other life issues.	78	11	10	79	77
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	66	17	17	64	65
44. Discussions with my supervisor/team leader about my performance are worthwhile.	62	18	19	61	61
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	67	22	11	66	65
46. My supervisor/team leader provides me with constructive suggestions to improve my job performance.	63	17	20	60	60
47. Supervisors/team leaders in my work unit support employee development.	64	19	17	63	64
48. My supervisor/team leader listens to what I have to say.	75	12	13	75	74
49. My supervisor/team leader treats me with respect.	77	12	11	78	80
50. In the last six months, my supervisor/team leader has talked with me about my performance.	87	6	7	82	77
51. I have trust and confidence in my supervisor.	65	17	18	64	66
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	18	14	68	68

	2013 SBA %			Comparison to % Positive	
	Positive	Neutral	Negative	2012 SBA	2013 G'wide
Leadership					
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	44	25	31	43	41
54. My organization's leaders maintain high standards of honesty and integrity.	52	24	24	53	54
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	61	24	15	62	63
56. Managers communicate the goals and priorities of the organization.	65	17	17	63	61
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	68	19	12	66	61
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	55	20	25	55	52
59. Managers support collaboration across work units to accomplish work objectives.	59	21	21	56	56
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	57	22	21	58	57
61. I have a high level of respect for my organization's senior leaders.	52	24	24	53	52
62. Senior leaders demonstrate support for Work/Life programs.	60	26	14	61	54
63. How satisfied are you with your involvement in decisions that affect your work?	54	22	24	52	50
64. How satisfied are you with the information you receive from management on what's going on in your organization?	52	23	25	49	48
65. How satisfied are you with the recognition you receive for doing a good job?	51	22	28	49	45
66. How satisfied are you with the policies and practices of your senior leaders?	43	30	28	43	41
67. How satisfied are you with your opportunity to get a better job in your organization?	33	30	37	34	34
68. How satisfied are you with the training you receive for your present job?	42	27	31	42	50
69. Considering everything, how satisfied are you with your job?	66	17	17	66	65
70. Considering everything, how satisfied are you with your pay?	61	18	21	63	54
71. Considering everything, how satisfied are you with your organization?	57	23	20	57	56

Appendix D

Human Capital Assessment and Accountability Framework Percent Positive by Agency Component

Appendix D displays HCAAF results for each component to encourage information sharing across the agency. For example, components that are strong in certain areas may be able to share best practices with others facing challenges in the same area.

APPENDIX D | HCAAF – Percent Positive

	2013 Percent Positive			
	Leadership & Knowledge Management	Results-Oriented Performance Culture	Talent Management	Job Satisfaction
Small Business Administration	**60**	**54**	**52**	**66**
ADA/GC & BD	57	55	54	67
ADA/M & A	38	36	32	56
Congressional & Legislative Affairs	77	83	68	67
Office of Advocacy	100	100	100	100
Office of Capital Access	58	51	50	64
Office of Communications & Public Liaison	46	37	45	61
Office of Disaster Assistance	84	83	78	83
Office of Disaster Planning	79	80	63	85
Office of EEO & CRC	68	70	73	74
Office of Entrepreneurial Development	72	69	69	77
Office of Field Operations	62	54	53	68
Office of General Counsel	74	64	62	68
Office of Hearings & Appeals	88	75	87	84
Office of International Trade	64	57	64	73
Office of Investment & Innovation	59	48	40	63
Office of Native American Affairs	38	31	57	50
Office of the Administrator	83	88	73	82
Office of the Chief Information Officer	37	34	22	48
Office of the Inspector General	60	56	63	64
Office of the National Ombudsman	71	64	66	60
Performance Management & Chief Financial Officer	52	48	50	65
Veterans Business Development	35	18	21	27

Appendix E

Employee Engagement Index Percent Positive by Agency Component

Appendix E displays employee engagement results for each component to encourage information sharing across the agency. For example, components that are strong in certain areas may be able to share best practices with others facing challenges in the same area. The overall engagement score is listed in the column on the right, and the scores on each of the subfactors that make up employee engagement are in the first three columns.

APPENDIX E | Employee Engagement – Percent Positive

	2013 Percent Positive			
	Leaders Lead	Supervisors	Intrinsic Work Experiences	Employee Engagement Index
Small Business Administration	**54**	**70**	**70**	**65**
ADA/GC & BD	50	71	73	64
ADA/M & A	32	56	57	48
Congressional & Legislative Affairs	77	84	66	76
Office of Advocacy	100	100	100	100
Office of Capital Access	53	68	68	63
Office of Communications & Public Liaison	27	61	59	49
Office of Disaster Assistance	81	89	87	86
Office of Disaster Planning	80	100	90	90
Office of EEO & CRC	50	95	90	79
Office of Entrepreneurial Development	70	89	86	82
Office of Field Operations	57	66	73	65
Office of General Counsel	67	92	78	79
Office of Hearings & Appeals	84	98	91	91
Office of International Trade	58	70	77	69
Office of Investment & Innovation	56	66	62	61
Office of Native American Affairs	13	70	60	48
Office of the Administrator	85	94	81	87
Office of the Chief Information Officer	23	55	46	41
Office of the Inspector General	51	71	67	63
Office of the National Ombudsman	62	94	83	79
Performance Management & Chief Financial Officer	37	69	66	57
Veterans Business Development	28	38	20	29

Appendix F

Global Satisfaction Percent Positive by Agency Component

Appendix F displays Global Satisfaction results for each component to encourage information sharing across the agency. For example, components that are strong in certain areas may be able to share best practices with others facing challenges in the same area. The overall index score is listed in the column on the right, and the scores on each of the items that make up Global Satisfaction are in the first four columns.

APPENDIX F | Global Satisfaction – Percent Positive

	2013 Percent Positive				
	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization	Global Satisfaction Index
Small Business Administration	**66**	**61**	**57**	**55**	**60**
ADA/GC & BD	71	52	57	57	59
ADA/M & A	44	62	23	14	36
Congressional & Legislative Affairs	68	32	68	100	67
Office of Advocacy	100	100	100	100	100
Office of Capital Access	61	58	58	57	59
Office of Communications & Public Liaison	65	61	40	43	52
Office of Disaster Assistance	84	68	85	85	80
Office of Disaster Planning	49	100	100	100	87
Office of EEO & CRC	84	84	84	49	75
Office of Entrepreneurial Development	77	69	66	66	70
Office of Field Operations	71	62	59	58	62
Office of General Counsel	77	55	66	59	64
Office of Hearings & Appeals	100	89	77	50	79
Office of International Trade	77	60	68	48	63
Office of Investment & Innovation	57	63	59	61	60
Office of Native American Affairs	50	50	50	50	50
Office of the Administrator	100	68	68	68	76
Office of the Chief Information Officer	32	46	13	12	26
Office of the Inspector General	59	68	59	56	61
Office of the National Ombudsman	45	100	45	45	59
Performance Management & Chief Financial Officer	60	66	47	53	57
Veterans Business Development	42	24	18	18	25

Appendix G

2013 Federal Employee Viewpoint Survey FAQs

What Types of Questions are Included in the Survey?

The 2013 survey is identical to the 2012 version. The 98-item survey includes 84 items that measure Federal employees' perceptions about how effectively agencies manage their workforce, as well as 14 demographic items.

The survey is grouped into eight topic areas:

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

Who Participated?

Full-time and part-time permanent, non-seasonal employees were eligible to participate in the survey.

How Many Employees Participated?

Employees from 37 departments/large agencies and 44 small/independent agencies, comprising 97 percent of the executive branch workforce, participated in this year's survey. More than 376,000 Federal employees participated in the survey, for a governmentwide response rate of 48.2 percent.

How Was the Survey Administered?

The survey was a self-administered Web survey.

When Were Employees Surveyed?

Agency launch dates were organized in two waves this year, with approximately 6-week administration periods beginning April 23rd and April 30th.

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