

2023 Office of Personnel Management

# Federal Employee Viewpoint Survey Results

*Empowering employees. Inspiring change.*

## **Small Agency Management Report**

National Transportation Safety Board

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# About the 2023 OPM FEVS

The 2023 OPM Federal Employee Viewpoint Survey (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 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.

## 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** is the sum of two positive categories (e.g., Strongly Agree/Agree)

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

**Percent Neutral** is 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. The Decision Aid section of this report only includes 84 core items (items 1-12, 15, 17-38, 42-90) that carried over from the 2022 FEVS.

## Updates to the 2023 Survey and Reports

FEVS content has advanced since 2019 under a multi-year FEVS Modernization Initiative. Goals for the initiative focus on: (1) maintaining data of the highest possible quality (e.g., reliable, valid) for guiding agency policies, (2) a responsive survey with content based in current survey research and design reflecting leadership priorities, and (3) agile reporting to support ease of interpretation and action within agencies. A major priority throughout this initiative has been to transform the survey into an integrated agency diagnostic tool with clear links between survey content and agency performance. Overall, the goal is to support interpretation of results to help agencies get to action.

FEVS content includes both indices and dimensions. An index is a collection of items that statistically cluster together and can be combined into a single score for interpretation and/or analysis. Indices speak to an aspect of employee perspectives and experiences and are indicators of effectiveness. Established FEVS measures such as the Employee Engagement Index (EEI), Global Satisfaction Index (GSI), Performance Confidence Index (PCI), and Diversity, Equity, Inclusion, and Accessibility (DEIA) remain key indicators of employee experience

## About the 2023 OPM FEVS (continued)





over time and results by indices are displayed in FEVS reports. The Employee Experience Index (EXI) is new and measures the extent to which employees are engaged by their work and their organization. While the established EEI is a measure of the conditions for engagement (e.g., whether a workplace has the right environment to foster engaged employees) the new EXI assesses whether employees actually experience a state of engagement. It gives agencies another tool for assessing whether actions to improve engagement have had the intended effect.

Responding to government priorities and changing conditions, the FEVS Modernization Initiative supported the development of new performance related content, changes that facilitated the application of a diagnostic framework to the FEVS. This performance framework organizes survey content into meaningful collections of items, or dimensions, logically related to performance related approaches to management (e.g., employee-focused, goal-oriented). Dimensions are simply common characteristics of organizations defined by the way employees experience organizational policies and management practices. They support interpretation of results by combining employee perspectives on topics linked with work unit and organizational performance. The FEVS contains multiple dimensions, providing agencies with additional ways of assessing their workforces. The FEVS dimensions and descriptions can be found in Appendix C of this report.

# Respondent Overview

## The Unique Characteristics of National Transportation Safety Board Respondents

The figures below show a comparison between your survey respondents and your agency's total workforce on selected demographics. Your agency's most frequently selected response choice for each demographic item is displayed.

	Survey Respondents	Total Workforce
 <b>Men</b>	<b>61%</b>	<b>60%</b>
 <b>Federal Tenure of 11+ Years</b>	<b>71%</b>	<b>79%</b>
 <b>Advanced Degrees (Post Bachelor's Degree)</b>	<b>47%</b>	<b>39%</b>
 <b>Pay Grades 13 to 15</b>	<b>87%</b>	<b>80%</b>

Note: Results are suppressed when any single personal demographic category has fewer than 4 responses.

### NTSB Response Rate

**84%** (318 out of 378 employees responded)

Field Period: May 16, 2023–July 14, 2023

Overall 2022 Response Rate: **73%**

### Component Response Rates

- 100% Office of the Chief Financial Officer
- 95% Office of Marine Safety
- 93% Office of Safety Recommendations and Communications
- 93% Office of the Chief Information Officer
- 88% Office of HCT
- 83% Office of Aviation Safety
- 82% Office of the Managing Director
- 81% Office of Highway Safety
- 80% Office of Research & Engineering
- 79% Office of Railroad, Pipeline, and Hazardous Materials Investigations
- 65% Staff Offices

Agency results have a margin of error of +/- 5%

# Employee Engagement Index

The Employee Engagement Index (EEI) measures aspects of engagement that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals). The EEI is comprised of three subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each subindex is assessed through questions on the OPM FEVS as listed below.

## Leaders Lead

Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. (Q. 57, 58, 59, 61, and 62)

## Supervisors

Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 48, 50, 51, 52, and 54)

## Intrinsic Work Experience

Reflects the employees' feelings of motivation and competency relating to their roles in the workplace. (Q. 2, 3, 4, 6, and 7)

## Employee Engagement Index Component Scores and Trends

Agency	EEI Index Trends				2023 EEI Subindices		
	2020	2021	2022	2023	Leaders Lead	Supervisors	Intrinsic Work Experience
<b>Small Agencies, Combined</b>	75	76	75	74	62	84	76
<b>National Transportation Safety Board</b>	81	76	72	71	55	82	76
Office of the Chief Financial Officer	—	—	—	83	73	92	83
Office of Research & Engineering	86	87	82	81	63	93	86
Office of Marine Safety	91	89	78	80	67	85	86
Office of the Managing Director	88	74	78	75	52	88	84
Ofc of Railroad, Pipeline, & Hazardous Mtrls Invtgtns	73	62	64	72	52	88	77
Office of the Chief Information Officer	81	77	71	72	59	77	80

Note: A "—" indicates there was not enough data to calculate a score or no trending data available.

# Employee Engagement Index (continued)

Agency	EEI Index Trends				2023 EEI Subindices		
	2020	2021	2022	2023	Leaders Lead	Supervisors	Intrinsic Work Experience
<b>National Transportation Safety Board</b>	81	76	72	71	55	82	76
Office of Highway Safety	82	73	59	72	56	81	79
Office of Safety Recommendations and Communications	87	93	83	68	45	90	68
Office of Aviation Safety	74	67	65	67	53	75	72
Office of HCT	84	85	76	62	45	69	71
Staff Offices	86	81	74	51	52	59	41

# 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. The Global Satisfaction Index is an average of the scores of the four items below:

## Job Satisfaction

Considering everything, how satisfied are you with your job? (Q. 70)

## Pay Satisfaction

Considering everything, how satisfied are you with your pay? (Q. 71)

## Organizational Satisfaction

Considering everything, how satisfied are you with your organization? (Q. 72)

## Recommend Organization

I recommend my organization as a good place to work. (Q. 46)

## Global Satisfaction Index Component Scores and Trends

Agency	GS Index Trends				2023 GS Index Items			
	2020	2021	2022	2023	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization
<b>Small Agencies, Combined</b>	72	70	67	67	70	61	65	70
<b>National Transportation Safety Board</b>	80	76	70	68	72	67	63	72
Office of Highway Safety	86	73	62	81	85	86	72	80
Office of Research & Engineering	86	89	82	78	86	63	80	83
Office of Marine Safety	92	90	68	77	84	67	72	84
Office of the Chief Financial Officer	—	—	—	77	73	78	73	83
Office of the Managing Director	85	73	82	75	79	70	71	82
Ofc of Railroad, Pipeline, & Hazardous Mtrls Invtgtns	73	59	71	73	69	77	67	79

Note: A "—" indicates there was not enough data to calculate a score or no trending data available.



## Global Satisfaction Index (continued)

Agency	GS Index Trends				2023 GS Index Items			
	2020	2021	2022	2023	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization
<b>National Transportation Safety Board</b>	80	76	70	68	72	67	63	72
Office of Safety Recommendations and Communications	91	95	83	65	72	82	48	56
Office of Aviation Safety	73	69	62	63	68	57	57	71
Office of the Chief Information Officer	74	68	66	60	67	54	62	57
Office of HCT	84	86	70	60	60	80	53	47
Staff Offices	84	75	64	34	29	32	38	38

# Performance Confidence Index

The Performance Confidence Index is a combination of items assessing employees' perception of their work unit's ability to achieve goals and produce work at a high level, or workplace effectiveness. The Performance Confidence Index is an average of the responses for the four items below:

## Met Needs of Customers

Employees in my work unit meet the needs of our customers. (Q. 20)

## Contributed Positively to Agency Performance

Employees in my work unit contribute positively to my agency's performance. (Q. 21)

## Produced High Quality Work

Employees in my work unit produce high-quality work. (Q. 22)

## Adapted to Changing Priorities

Employees in my work unit adapt to changing priorities. (Q. 23)

## Performance Confidence Index Component Scores and Trends

Agency	PC Index Trends				2023 PC Index Items			
	2020	2021	2022	2023	Met Needs	Contributed Positively	Quality Work	Adapted to Change
<b>Small Agencies, Combined</b>	92	91	90	90	91	92	90	86
<b>National Transportation Safety Board</b>	86	90	89	89	91	92	89	85
Office of Research & Engineering	98	99	99	99	100	100	97	97
Office of the Chief Financial Officer	—	—	—	98	100	100	100	93
Office of Safety Recommendations and Communications	98	100	97	98	100	100	94	96
Office of Marine Safety	96	94	93	97	100	100	100	89
Office of the Managing Director	98	93	98	96	96	96	96	93
Staff Offices	94	87	86	87	90	90	90	78

Note: A "—" indicates there was not enough data to calculate a score or no trending data available.

## Performance Confidence Index (continued)

Agency	PC Index Trends				2023 PC Index Items			
	2020	2021	2022	2023	Met Needs	Contributed Positively	Quality Work	Adapted to Change
<b>National Transportation Safety Board</b>	86	90	89	89	91	92	89	85
Office of Highway Safety	87	84	77	87	83	93	91	81
Office of Aviation Safety	71	85	85	86	88	89	88	80
Ofc of Railroad, Pipeline, & Hazardous Mtrls Invtgtns	73	86	82	82	82	83	76	84
Office of HCT	99	100	90	76	86	86	65	68
Office of the Chief Information Officer	95	87	86	75	77	82	69	71

# Diversity, Equity, Inclusion, and Accessibility (DEIA) Index

This measure was specifically designed to align with Executive Order 14035 which features four distinct factors: diversity, equity, inclusion, and accessibility, included as subindices in the survey.

## Diversity

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities. (Q. 73 and 74)

## Equity

The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. (Q. 75, 76, and 77)

## Inclusion

The recognition, appreciation, and use of the talents and skills of employees of all backgrounds. (Q. 78, 79, 80, 81, and 82)

## Accessibility

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. (Q. 83, 84, and 85)

## DEIA Index Component Scores and Trends

Agency	DEIA Index Trends		2023 DEIA Subindices			
	2022	2023	Diversity	Equity	Inclusion	Accessibility
<b>Small Agencies, Combined</b>	75	75	76	70	81	74
<b>National Transportation Safety Board</b>	76	78	77	72	84	77
Office of the Chief Financial Officer	—	88	90	87	94	78
Office of Marine Safety	86	83	84	80	95	75
Office of the Managing Director	86	83	86	75	91	81
Office of Research & Engineering	87	81	87	82	85	71

Note: A “—” indicates there was not enough data to calculate a score or no trending data available.

# DEIA Index (continued)

Agency	DEIA Index Trends		2023 DEIA Subindices			
	2022	2023	Diversity	Equity	Inclusion	Accessibility
<b>National Transportation Safety Board</b>	76	78	77	72	84	77
Office of Highway Safety	67	81	92	72	83	78
Office of the Chief Information Officer	75	81	83	72	82	86
Office of Safety Recommendations and Communications	91	79	71	81	88	78
Ofc of Railroad, Pipeline, & Hazardous Mtrls Invtgtns	74	79	75	79	77	83
Office of Aviation Safety	65	75	72	64	86	77
Office of HCT	82	63	54	60	75	61
Staff Offices	70	48	38	48	45	63

# Employee Experience Index

The Employee Experience Index (EXI) is an outcome measure of employee engagement initially included on the 2022 FEVS.<sup>1</sup> It measures the extent to which employees are engaged by their work and their organization. The existing engagement measure on the FEVS, the Employee Engagement Index (EEI), is a measure of the conditions for engagement, e.g., whether a workplace has the right environment to foster engaged employees. The new measure assesses whether employees actually experience the state of engagement and gives agencies another tool for assessing whether actions to improve engagement have had the intended effect.

The EXI is comprised of five items that measure work engagement (2 items), organizational engagement (2 items), and public service motivation (1 item). Work engagement measures the relationship between an employee and their specific job, while organizational engagement measures the relationship between an employee and their workplace.<sup>2</sup> Public service motivation was also found to be a key component of engagement for public sector employees. The index was developed in conjunction with the Organization for Economic Co-operation and Development (OECD) through their Civil Service Surveys Group. Results enable agencies to benchmark against other government scores, released every two years through the OECD Government at a Glance publication.

## Work Engagement

My job inspires me. (Q. 86)

The work I do gives me a sense of accomplishment. (Q. 87)

## Organizational Engagement

I feel a strong personal attachment to my organization. (Q. 88)

I identify with the mission of my organization. (Q. 89)

## Public Service Motivation

It is important to me that my work contribute to the common good. (Q. 90)

<sup>1</sup> Included on the survey under a section heading of Employee Experience in 2022 these were items 85-89. In 2023 the survey section had the same heading and these were items 86-90.

<sup>2</sup> Government at a Glance 2023 <https://doi.org/10.1787/3d5c5d31-en>.

## Employee Experience Index (continued)

### Employee Experience Index Component Scores

Agency	EXI Index	2023 EXI Index Items				
	2023	Q. 86	Q. 87	Q. 88	Q. 89	Q. 90
<b>Small Agencies, Combined</b>	77	66	77	64	82	94
<b>National Transportation Safety Board</b>	81	72	81	69	88	95
Office of Marine Safety	93	89	100	89	100	89
Office of the Chief Information Officer	86	76	85	79	96	96
Office of Research & Engineering	85	83	91	66	88	97
Office of Aviation Safety	84	77	85	73	90	95
Ofc of Railroad, Pipeline, & Hazardous Mtrls Invtgtns	83	75	79	81	86	96
Office of Highway Safety	82	74	78	71	92	96
Office of the Managing Director	79	71	82	68	78	96
Office of the Chief Financial Officer	76	66	83	50	88	94
Office of Safety Recommendations and Communications	76	54	70	70	84	100
Office of HCT	66	45	66	46	80	93
Staff Offices	48	29	29	19	71	91

# Telework & Remote Work Item Results

OPM distinguishes between telework and remote work with telework defined as “a work flexibility arrangement under which an employee performs the duties and responsibilities of such employee’s position...from an approved worksite other than the location from which the employee would otherwise work” codified at 5 U.S.C. 6501(3). Remote work is defined in OPM guidance as “an arrangement in which an employee, under a written remote work agreement, is scheduled to perform their work at an alternative worksite and is not expected to perform work at an agency worksite on a regular and recurring basis.”

## Telework Status

Item	2022	2023
Please select the response that BEST describes your current teleworking schedule. (Q. 91)		
I telework every work day (i.e., remote work agreement)	NA	21%
I have an approved remote work agreement (I am not expected to perform work at an agency worksite)	20%	NA
I telework 3 or 4 days per week	NA	41%
I telework 3 or more days per week	41%	NA
I telework 1 or 2 days per week	30%	30%
I telework, but only about 1 or 2 days per month	3%	3%
I telework very infrequently, on an unscheduled or short-term basis	3%	2%
I do not telework because I have to be physically present on the job (e.g., law enforcement officers, TSA agent, border patrol agent, security personnel)	1%	1%
I do not telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	0%	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	<1%	1%
I do not telework because I choose not to telework	2%	1%

Note: In 2023, the response options for Q91 (Telework) were slightly different than in previous years. To facilitate trending, all possible response options are shown and an “NA” is shown when the response option is not relevant for that given year.



## Telework & Remote Work Item Results (continued)

### Remote Work Status

Item	2022	2023
<i>Only those who responded "I telework every work day," to Question 91 received Question 91a.</i>		
What is your current remote work status? (Q. 91a)		
I do not have an approved remote work agreement	NA	0%
I have an approved remote work agreement and live <b>outside</b> the local commuting area (more than 50 miles away)	86%	80%
I have an approved remote work agreement and live <b>inside</b> the local commuting area (less than 50 miles away)	14%	14%
I do not know	NA	6%

Note: In 2023, the response options for Q91a (Remote Work) were slightly different than in previous years. To facilitate trending, all possible response options are shown and an "NA" is shown when the response option is not relevant for that given year.

# Decision Aid: Increases

## Identifying Increases Since 2022

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.

## 46 Items Increased Since 2022



### Strength

These items are 65 percent positive or higher



### Caution

These items are 30 percent neutral or higher



### Challenge

These items are 35 percent negative or higher



### New Strength

These items became a new strength in 2023



### Top Pos/Neg

These items are in your top positive or top negative

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Increase Since 2022
In my work unit, differences in performance are recognized in a meaningful way. (Q. 17)	47	59	23	18	+12
My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). (Q. 27)	54	63	21	17	+9
In my work unit, people’s differences are respected. (Q. 81)	78	86	8	6	+8
In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements). (Q. 77)	66	72	15	13	+6
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 55)	70	76	14	11	+6
Employees in my work unit approach change as an opportunity. (Q. 31)	57	62	23	15	+5
Employees in my work unit consistently look for ways to improve customer service. (Q. 33)	65	70	21	9	+5
My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments). (Q. 76)	71	76	11	13	+5

Note: Only items that can be trended were included in the Decision Aid. For a full listing of item numbers, see ‘Identifying Increases and Decreases’ on Page 1.

## Decision Aid: Increases (continued)

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Increase Since 2022
Employees in my work unit consider customer needs a top priority. (Q. 32)	76	81	13	6	+5
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 54)	77	82	12	7	+5
Employees in my work unit consistently look for new ways to improve how they do their work. (Q. 29)	72	77	15	8	+5
Employees in my work unit incorporate new ideas into their work. (Q. 30)	69	74	17	10	+5
My job inspires me. (Q. 86)	67	72	15	13	+5
Employees in my work unit care about me as a person. (Q. 79)	81	85	9	5	+4
I can influence decisions in my work unit. (Q. 25)	69	73	13	13	+4
I am comfortable expressing opinions that are different from other employees in my work unit. (Q. 80)	80	84	9	7	+4
I have trust and confidence in my supervisor. (Q. 52)	75	79	11	10	+4
Employees in my work unit make me feel I belong. (Q. 78)	83	+87	6	7	+4
I know what my work unit's goals are. (Q. 26)	80	84	10	7	+4
The people I work with cooperate to get the job done. (Q. 15)	85	+89	7	4	+4
Employees are recognized for providing high quality products and services. (Q. 35)	63	67	16	18	+4
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 60)	55	59	18	23	+4
I feel encouraged to come up with new and better ways of doing things. (Q. 2)	64	67	14	19	+3
My supervisor listens to what I have to say. (Q. 50)	79	82	8	10	+3
I can easily make a request of my organization to meet my accessibility needs. (Q. 83)	78	81	12	7	+3
Employees in my work unit support my need to balance my work and personal responsibilities. (Q. 34)	74	77	11	12	+3
My organization has prepared me for potential physical security threats. (Q. 43)	56	59	23	18	+3

## Decision Aid: Increases (continued)

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Increase Since 2022
Employees are protected from health and safety hazards on the job. (Q. 36)	86	+ 89	6	5	+3
My supervisor treats me with respect. (Q. 51)	83	86	6	8	+3
My supervisor provides me with performance feedback throughout the year. (Q. 56)	76	79	9	12	+3
I can be successful in my organization being myself. (Q. 82)	77	80	13	8	+3
My supervisor supports my need to balance work and other life issues. (Q. 49)	82	84	6	9	+2
I know what is expected of me on the job. (Q. 4)	81	83	8	9	+2
Employees in my work unit adapt to changing priorities. (Q. 23)	83	85	11	5	+2
My supervisor holds me accountable for achieving results. (Q. 53)	90	+ 92	6	2	+2
I am given a real opportunity to improve my skills in my organization. (Q. 1)	72	74	12	14	+2
My work unit successfully manages disruptions to our work. (Q. 28)	69	71	15	13	+2
My organization responds to my accessibility needs in a timely manner. (Q. 84)	73	75	17	8	+2
It is important to me that my work contribute to the common good. (Q. 90)	94	+ 95	3	2	+1
Employees in my work unit contribute positively to my agency's performance. (Q. 21)	91	+ 92	6	2	+1
Considering everything, how satisfied are you with your pay? (Q. 71)	66	67	12	21	+1
Employees in my work unit share job knowledge. (Q. 18)	84	85	10	5	+1
I have a clear idea of how well I am doing my job. (Q. 12)	80	81	12	7	+1
The work I do gives me a sense of accomplishment. (Q. 87)	80	81	9	10	+1
Considering everything, how satisfied are you with your job? (Q. 70)	71	72	12	16	+1
In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated. (Q. 45)	53	54	20	- 26	+1

# Decision Aid: Decreases

## Identifying Decreases Since 2022

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.

## 31 Items Decreased Since 2022



### 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



### Past Strength

These items are no longer a strength in 2023



### Top Pos/Neg

These items are in your top positive or top negative

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Decrease Since 2022
I have a high level of respect for my organization's senior leaders. (Q. 62)	67	55	21	■ 24	-12
My organization effectively adapts to changing government priorities. (Q. 42)	65	55	28	18	-10
Senior leaders demonstrate support for Work-Life programs. (Q. 63)	66	57	19	■ 24	-9
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 57)	50	41	23	■ 36	-9
I receive the training I need to do my job well. (Q. 10)	67	61	20	20	-6
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 58)	62	57	25	19	-5
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 68)	57	52	22	■ 26	-5
I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit. (Q. 75)	73	68	19	12	-5

Note: Only items that can be trended were included in the Decision Aid. For a full listing of item numbers, see 'Identifying Increases and Decreases' on Page 1.

## Decision Aid: Decreases (continued)

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Decrease Since 2022
Management involves employees in decisions that affect their work. (Q. 66)	47	42	20	-37	-5
Considering everything, how satisfied are you with your organization? (Q. 72)	67	63	17	19	-4
Management makes effective changes to address challenges facing our organization. (Q. 65)	52	48	28	-24	-4
My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities). (Q. 73)	80	76	16	8	-4
Management encourages innovation. (Q. 64)	57	53	27	20	-4
How satisfied are you with your involvement in decisions that affect your work? (Q. 67)	49	46	23	-31	-3
My organization is successful at accomplishing its mission. (Q. 37)	86	83	11	6	-3
I recommend my organization as a good place to work. (Q. 46)	74	72	14	14	-2
I feel a strong personal attachment to my organization. (Q. 88)	71	69	15	16	-2
I know how my work relates to the agency's goals. (Q. 7)	87	85	9	6	-2
My talents are used well in the workplace. (Q. 6)	68	66	16	19	-2
I have a good understanding of my organization's priorities. (Q. 38)	77	75	11	14	-2
My organization has prepared me for potential cybersecurity threats. (Q. 44)	86	84	11	5	-2
I have enough information to do my job well. (Q. 9)	76	74	13	13	-2
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 61)	65	63	17	19	-2
Employees in my work unit produce high-quality work. (Q. 22)	90	+89	10	1	-1
Managers communicate the goals of the organization. (Q. 59)	62	61	20	19	-1
My organization meets my accessibility needs. (Q. 85)	76	75	16	9	-1
Employees in my work unit meet the needs of our customers. (Q. 20)	92	+91	7	3	-1
I am held accountable for the quality of work I produce. (Q. 11)	91	+90	7	3	-1

## Decision Aid: Decreases (continued)

Item	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Decrease Since 2022
My work gives me a feeling of personal accomplishment. (Q. 3)	80	79	11	10	-1
How satisfied are you with the recognition you receive for doing a good job? (Q. 69)	62	61	19	20	-1
My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development). (Q. 74)	79	78	15	7	-1

# Decision Aid: No Change

## Identifying Items That Have Not Changed Since 2022

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.

## 7 Items Did Not Change Since 2022



### 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	2022 Positive	2023 Positive	2023 Neutral	2023 Negative	Change Since 2022
My workload is reasonable. (Q. 5)	56	56	14	31	0
I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal. (Q. 8)	72	72	13	15	0
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 19)	87	87	7	6	0
New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs. (Q. 24)	73	73	18	9	0
I believe the results of this survey will be used to make my agency a better place to work. (Q. 47)	47	47	21	32	0
Supervisors in my work unit support employee development. (Q. 48)	81	81	11	9	0
I identify with the mission of my organization. (Q. 89)	88	88	7	5	0

Note: Only items that can be trended were included in the Decision Aid. For a full listing of item numbers, see ‘Identifying Increases and Decreases’ on Page 1.



# Appendix A: Item Results and Benchmarks

For each item, your agency's percent positive results are shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 45 small agencies surveyed that had 10 or more respondents.

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

## My Work Experience

Item	0	Low	NTSB	High	100	2023 Small Agencies, Combined
‡1. I am given a real opportunity to improve my skills in my organization.			74%			74%
2. I feel encouraged to come up with new and better ways of doing things.			67%			70%
3. My work gives me a feeling of personal accomplishment.			79%			78%
4. I know what is expected of me on the job.			83%			81%
‡5. My workload is reasonable.			56%			62%
‡6. My talents are used well in the workplace.			66%			67%
‡7. I know how my work relates to the agency's goals.			85%			86%
‡8. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.			72%			71%
9. I have enough information to do my job well.			74%			75%

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

## Appendix A: Item Results and Benchmarks (continued)

Item	NTSB		2023 Small Agencies, Combined
	Low	High	
10. I receive the training I need to do my job well.	61%		67%
11. I am held accountable for the quality of work I produce.		90%	88%
12. I have a clear idea of how well I am doing my job.		81%	79%
13. I have the autonomy to decide how I do my job.		70%	74%
14. I can make decisions about my work without getting permission first.	61%		64%

### My Work Unit

Item	NTSB		2023 Small Agencies, Combined
	Low	High	
‡15. The people I work with cooperate to get the job done.		89%	87%
16. See Performance Section.			
‡17. In my work unit, differences in performance are recognized in a meaningful way.	59%		49%
18. Employees in my work unit share job knowledge.		85%	85%
‡19. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.		87%	85%
20. Employees in my work unit meet the needs of our customers.		91%	91%
21. Employees in my work unit contribute positively to my agency's performance.		92%	92%
22. Employees in my work unit produce high-quality work.		89%	90%

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

## Appendix A: Item Results and Benchmarks (continued)

Item	0 <span style="margin-left: 100px;">Low</span> <span style="margin-left: 100px;">NTSB</span> <span style="margin-left: 100px;">High</span> 100	2023 Small Agencies, Combined
23. Employees in my work unit adapt to changing priorities.		<b>86%</b>
24. New hires in my work unit (i.e., hired in the past year) have the right skills to do their jobs.		<b>75%</b>
25. I can influence decisions in my work unit.		<b>76%</b>
26. I know what my work unit's goals are.		<b>85%</b>
27. My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).		<b>64%</b>
28. My work unit successfully manages disruptions to our work.		<b>76%</b>
29. Employees in my work unit consistently look for new ways to improve how they do their work.		<b>75%</b>
30. Employees in my work unit incorporate new ideas into their work.		<b>76%</b>
31. Employees in my work unit approach change as an opportunity.		<b>66%</b>
32. Employees in my work unit consider customer needs a top priority.		<b>84%</b>
33. Employees in my work unit consistently look for ways to improve customer service.		<b>75%</b>
34. Employees in my work unit support my need to balance my work and personal responsibilities.		<b>82%</b>

## Appendix A: Item Results and Benchmarks (continued)

### Performance

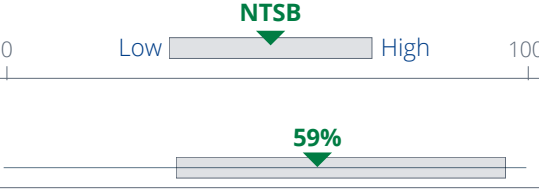

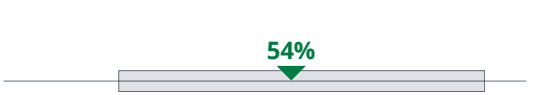

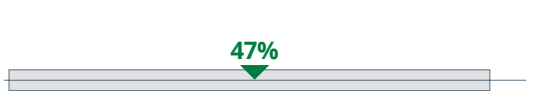
Item	2023 Agency	2023 Small Agencies, Combined
16. In my work unit, poor performers usually (select all that apply):		
Remain in the work unit and improve their performance over time	12%	<b>16%</b>
Remain in the work unit and continue to underperform	29%	<b>28%</b>
Leave the work unit — removed or transferred	7%	<b>7%</b>
Leave the work unit — quit	8%	<b>7%</b>
There are no poor performers in my work unit	35%	<b>31%</b>
Do not know	19%	<b>22%</b>

Note: The sum of the percentages might not equal 100 because respondents could select more than one response.

### My Organization

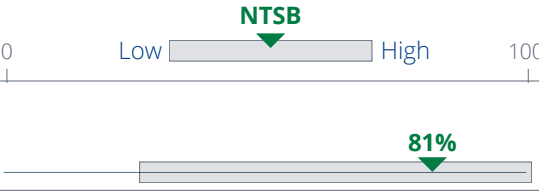





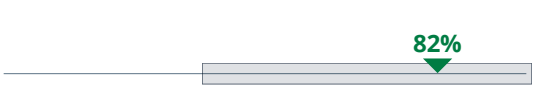
Item	0	Low	NTSB	High	100	2023 Small Agencies, Combined
35. Employees are recognized for providing high quality products and services.						<b>65%</b>
36. Employees are protected from health and safety hazards on the job.						<b>83%</b>
37. My organization is successful at accomplishing its mission.						<b>79%</b>
38. I have a good understanding of my organization's priorities.						<b>76%</b>
39. My organization shares results (for example, town halls, email, distribution of reports) from the Federal Employee Viewpoint Survey (FEVS).						<b>81%</b>
40. Information is openly shared in my organization.						<b>58%</b>
41. The approval process in my organization allows timely delivery of my work.						<b>54%</b>
42. My organization effectively adapts to changing government priorities.						<b>65%</b>

## Appendix A: Item Results and Benchmarks (continued)

Item	0	Low	NTSB	High	100	2023 Small Agencies, Combined
43. My organization has prepared me for potential physical security threats.						67%
44. My organization has prepared me for potential cybersecurity threats.						87%
45. In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.						55%
‡46. I recommend my organization as a good place to work.						70%
‡47. I believe the results of this survey will be used to make my agency a better place to work.						52%

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

### My Supervisor

Item	0	Low	NTSB	High	100	2023 Small Agencies, Combined
48. Supervisors in my work unit support employee development.						84%
49. My supervisor supports my need to balance work and other life issues.						88%
50. My supervisor listens to what I have to say.						86%
51. My supervisor treats me with respect.						88%
52. I have trust and confidence in my supervisor.						81%
53. My supervisor holds me accountable for achieving results.						90%
54. Overall, how good a job do you feel is being done by your immediate supervisor?						82%

## Appendix A: Item Results and Benchmarks (continued)

Item	NTSB		2023 Small Agencies, Combined
	Low	High	
55. My supervisor provides me with constructive suggestions to improve my job performance.			76%
56. My supervisor provides me with performance feedback throughout the year.			78%

### Leadership

Item	NTSB		2023 Small Agencies, Combined
	Low	High	
57. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.			50%
58. My organization's senior leaders maintain high standards of honesty and integrity.			62%
‡59. Managers communicate the goals of the organization.			68%
60. Managers promote communication among different work units (for example, about projects, goals, needed resources).			61%
61. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?			69%
62. I have a high level of respect for my organization's senior leaders.			61%
63. Senior leaders demonstrate support for Work-Life programs.			65%
64. Management encourages innovation.			58%

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

## Appendix A: Item Results and Benchmarks (continued)

Item	0	Low	NTSB	High	100	2023 Small Agencies, Combined
65. Management makes effective changes to address challenges facing our organization.			48%			54%
66. Management involves employees in decisions that affect their work.			42%			49%

### My Satisfaction

Item	0	Low	NTSB	High	100	2023 Small Agencies, Combined
‡67. How satisfied are you with your involvement in decisions that affect your work?			46%			55%
‡68. How satisfied are you with the information you receive from management on what's going on in your organization?			52%			58%
‡69. How satisfied are you with the recognition you receive for doing a good job?			61%			61%
‡70. Considering everything, how satisfied are you with your job?			72%			70%
71. Considering everything, how satisfied are you with your pay?			67%			61%
‡72. Considering everything, how satisfied are you with your organization?			63%			65%

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

## Appendix A: Item Results and Benchmarks (continued)

### Diversity, Equity, Inclusion, and Accessibility

Item	0 <span style="margin-left: 100px;">Low</span> <span style="margin-left: 100px;">NTSB</span> <span style="margin-left: 100px;">High</span> 100	2023 Small Agencies, Combined
73. My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).		72%
74. My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).		79%
75. I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.		68%
76. My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).		74%
77. In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).		68%
78. Employees in my work unit make me feel I belong.		83%
79. Employees in my work unit care about me as a person.		83%
80. I am comfortable expressing opinions that are different from other employees in my work unit.		80%
81. In my work unit, people's differences are respected.		82%
82. I can be successful in my organization being myself.		77%
83. I can easily make a request of my organization to meet my accessibility needs.		76%



## Appendix A: Item Results and Benchmarks (continued)

Item	0	Low	NTSB	High	100	2023 Small Agencies, Combined
84. My organization responds to my accessibility needs in a timely manner.						71%
85. My organization meets my accessibility needs.						74%

### Employee Experience

Item	0	Low	NTSB	High	100	2023 Small Agencies, Combined
86. My job inspires me.						66%
87. The work I do gives me a sense of accomplishment.						77%
88. I feel a strong personal attachment to my organization.						64%
89. I identify with the mission of my organization.						82%
90. It is important to me that my work contribute to the common good.						94%

## Appendix A: Item Results and Benchmarks (continued)

### Workplace Flexibilities

Item	2023 Agency	2023 Small Agencies, Combined
91. Please select the response that BEST describes your current remote work or teleworking schedule.		
I telework every work day (i.e., remote work agreement)	21%	<b>27%</b>
I telework 3 or 4 days per week	41%	<b>42%</b>
I telework 1 or 2 days per week	30%	<b>19%</b>
I telework, but only about 1 or 2 days per month	3%	<b>2%</b>
I telework very infrequently, on an unscheduled or short-term basis	2%	<b>3%</b>
I do not telework because I have to be physically present on the job (e.g., law enforcement officers, TSA agent, border patrol agent, security personnel)	1%	<b>4%</b>
I do not telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	0%	<b>&lt;1%</b>
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	1%	<b>1%</b>
I do not telework because I choose not to telework	1%	<b>2%</b>
<i>Only those who responded "I telework every work day," to Question 91 received Question 91a.</i>		
91a. What is your current remote work status?		
I do not have an approved remote work agreement	0%	<b>7%</b>
I have an approved remote work agreement and live <b>outside</b> the local commuting area (more than 50 miles away)	80%	<b>35%</b>
I have an approved remote work agreement and live <b>inside</b> the local commuting area (less than 50 miles away)	14%	<b>52%</b>
I do not know	6%	<b>6%</b>

Note: The sum of percentages might not equal 100 due to rounding.

# Appendix B: Index Benchmarks

## Employee Engagement Index

Below, you can see where your agency's EEI score ranks (out of 45 small agencies with 10 or more respondents) and how it compares to the combined small agency average. The names of agencies with the highest EEI scores are listed to facilitate the sharing of information, such as best practices.

### Employee Engagement Index Benchmarks: Small Agencies, Combined



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

### Employee Engagement Index Benchmarks: Small Agencies (100–999 employees)



## Appendix B: Index Benchmarks (continued)

### Global Satisfaction Index

The Global Satisfaction 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 45 small agencies with 10 or more respondents).

#### Global Satisfaction Index Benchmarks: Small Agencies, Combined

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In addition to looking at your agency's Global Satisfaction Index results from a combined small agency perspective, the figure below allows you to compare your Global Satisfaction Index results to those from similar sized agencies. Appendix E contains a list of agencies by size category for your reference.

#### Global Satisfaction Index Benchmarks: Small Agencies (100–999 employees)

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## Appendix B: Index Benchmarks (continued)

### Performance Confidence Index

The Performance Confidence 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 45 small agencies with 10 or more respondents).

#### Performance Confidence Index Benchmarks: Small Agencies, Combined



In addition to looking at your agency's Performance Confidence Index results from a combined small agency perspective, the figure below allows you to compare your Performance Confidence Index results to those from similar sized agencies. Appendix E contains a list of agencies by size category for your reference.

#### Performance Confidence Index Benchmarks: Small Agencies (100–999 employees)



## Appendix B: Index Benchmarks (continued)

### Diversity, Equity, Inclusion, and Accessibility (DEIA) Index

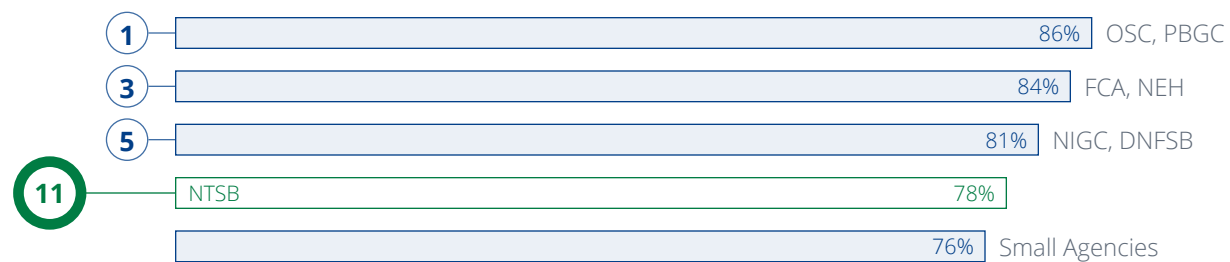
The DEIA score for your agency, the highest scoring agencies, and the combined small agency average are displayed below, along with your agency ranking (out of 45 small agencies with 10 or more respondents).

#### DEIA Index Benchmarks: Small Agencies, Combined



In addition to looking at your agency's DEIA results from a combined small agency perspective, the figure below allows you to compare your DEIA Index results to those from similar sized agencies. Appendix E contains a list of agencies by size category for your reference.

#### DEIA Index Benchmarks: Small Agencies (100–999 employees)



## Appendix B: Index Benchmarks (continued)

### Diversity Subindex

#### Diversity Subindex Benchmarks: Small Agencies, Combined

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In addition to looking at your agency's Diversity results from a combined small agency perspective, the figure below allows you to compare your Diversity Subindex results to those from similar sized agencies. Appendix E contains a list of agencies by size category for your reference.

#### Diversity Subindex Benchmarks: Small Agencies (100–999 employees)

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## Appendix B: Index Benchmarks (continued)

### Equity Subindex

#### Equity Subindex Benchmarks: Small Agencies, Combined

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In addition to looking at your agency's Equity results from a combined small agency perspective, the figure below allows you to compare your Equity Subindex results to those from similar sized agencies. Appendix E contains a list of agencies by size category for your reference.

#### Equity Subindex Benchmarks: Small Agencies (100–999 employees)

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## Appendix B: Index Benchmarks (continued)

### Inclusion Subindex

#### Inclusion Subindex Benchmarks: Small Agencies, Combined



In addition to looking at your agency's Inclusion results from a combined small agency perspective, the figure below allows you to compare your Inclusion Subindex results to those from similar sized agencies. Appendix E contains a list of agencies by size category for your reference.

#### Inclusion Subindex Benchmarks: Small Agencies (100–999 employees)



## Appendix B: Index Benchmarks (continued)

### Accessibility Subindex

#### Accessibility Subindex Benchmarks: Small Agencies, Combined



In addition to looking at your agency's Accessibility results from a combined small agency perspective, the figure below allows you to compare your Accessibility Subindex results to those from similar sized agencies. Appendix E contains a list of agencies by size category for your reference.

#### Accessibility Subindex Benchmarks: Small Agencies (100–999 employees)



## Appendix B: Index Benchmarks (continued)

### Employee Experience Index

The Employee Experience score for your agency, the highest scoring agencies, and the combined small agency average are displayed below, along with your agency ranking (out of 45 small agencies with 10 or more respondents).

#### Employee Experience Index Benchmarks: Small Agencies, Combined



In addition to looking at your agency's Employee Experience results from a combined small agency perspective, the figure below allows you to compare your Employee Experience Index results to those from similar sized agencies. Appendix E contains a list of agencies by size category for your reference.

#### Employee Experience Index Benchmarks: Small Agencies (100–999 employees)



# Appendix C: Performance Dimensions

## Employee-Focused Performance Dimension

Organizations are effective when policies and programs support the workforce. Hallmark dimensions assess whether workplace conditions include employee development, opportunities for employee voice in decision-making, and a focus on employee welfare and work-life needs. Characteristic dimensions assessed in the FEVS include:

### Employee Development

The organization supports the development of employee skills through training, new assignments, etc. to encourage and strengthen high performance. (Q.1, 10)

### Employee Voice

Employee input is sought to influence decisions, management practices and, in general, to feel heard in decision-making. (Q.25, 66, 67)

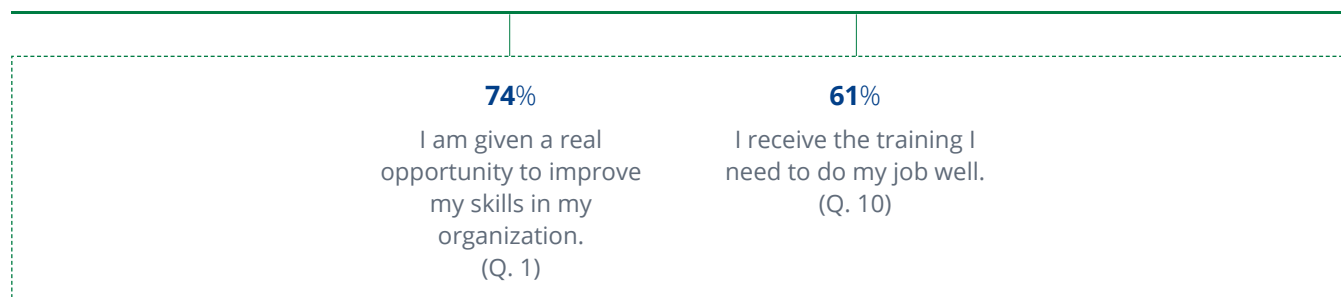
### Employee Welfare

The organization ensures the safety and security of its employees. (Q.36, 43, 44)

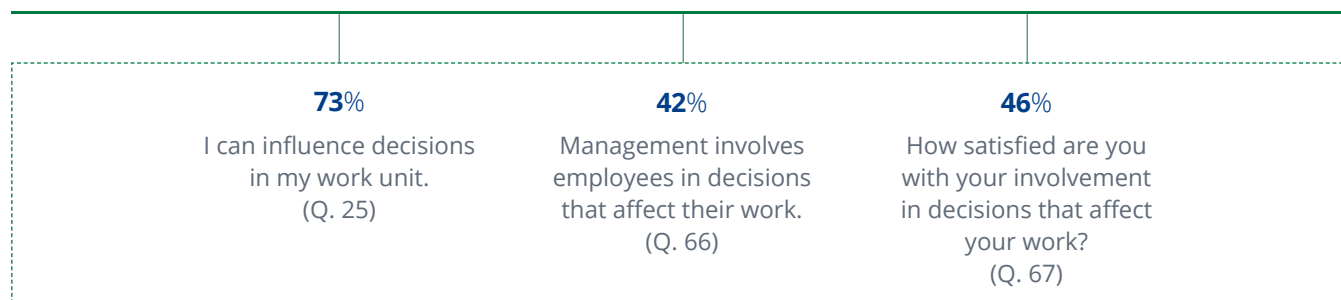
### Work-Life Support

The organization supports a healthy balance of job and life responsibilities. (Q.5, 34, 49, 63)

## EMPLOYEE DEVELOPMENT



## EMPLOYEE VOICE



## Appendix C: Performance Dimensions (continued)

### EMPLOYEE WELFARE

<b>89%</b> Employees are protected from health and safety hazards on the job. (Q. 36)	<b>59%</b> My organization has prepared me for potential physical security threats. (Q. 43)	<b>84%</b> My organization has prepared me for potential cybersecurity threats. (Q. 44)
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### WORK-LIFE SUPPORT

<b>56%</b> My workload is reasonable. (Q. 5)	<b>77%</b> Employees in my work unit support my need to balance my work and personal responsibilities. (Q. 34)	<b>84%</b> My supervisor supports my need to balance work and other life issues. (Q. 49)	<b>57%</b> Senior leaders demonstrate support for Work-Life programs. (Q. 63)
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### Agile Performance Dimension

Effective organizations sense and adapt rapidly to new information, requirements, or strategically relevant conditions. Agile workplaces are capable of pivoting to meet evolving priorities, respond effectively to disruptions, plus take advantage of emerging opportunities to perform. Agility has become particularly relevant to performance post-Covid and to the future of work. Characteristic dimensions are resilience, innovation, and employee autonomy.

#### Autonomy

Employees are provided with the freedom to make decisions about how to accomplish their work. (Q.13, 14)

#### Innovation

The organization supports the development and implementation of new ideas and approaches. (Q.27, 29, 30, 64)

#### Resilience

Individuals, work units, and the entire organization responds effectively to challenges confronting them, as well as adapt and take advantage of opportunities. (Q.28, 31, 42, 65)

## Appendix C: Performance Dimensions (continued)

### AUTONOMY

<b>70%</b>	<b>61%</b>
I have the autonomy to decide how I do my job. (Q. 13)	I can make decisions about my work without getting permission first. (Q. 14)

### INNOVATION

<b>63%</b>	<b>77%</b>	<b>74%</b>	<b>53%</b>
My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). (Q. 27)	Employees in my work unit consistently look for new ways to improve how they do their work. (Q. 29)	Employees in my work unit incorporate new ideas into their work. (Q. 30)	Management encourages innovation. (Q. 64)

### RESILIENCE

<b>71%</b>	<b>62%</b>	<b>55%</b>	<b>48%</b>
My work unit successfully manages disruptions to our work. (Q. 28)	Employees in my work unit approach change as an opportunity. (Q. 31)	My organization effectively adapts to changing government priorities. (Q. 42)	Management makes effective changes to address challenges facing our organization. (Q. 65)

### Goal-Oriented Performance Dimension

Organizations are effective when focused on well-defined objectives with practices and policies that emphasize productivity, goal fulfillment, and performance management. Key dimensions include accountability, clarity about goals, performance feedback, and recognition.

#### Accountability

The organization emphasizes employee responsibility for their performance. (Q.11, 16, 53)

## Appendix C: Performance Dimensions (continued)

### Goal Clarity

The organization clearly defines its goals and priorities, and communicates them to employees. (Q.26, 38)

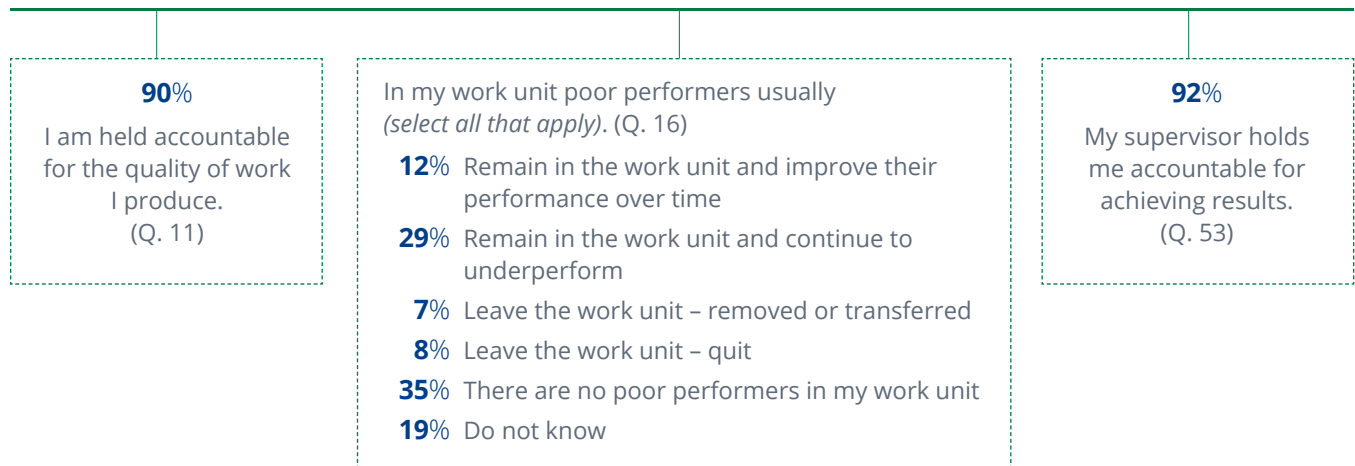
### Performance Feedback

Employees participate in constructive discussions to guide and motivate goal achievement. (Q.12, 55, 56)

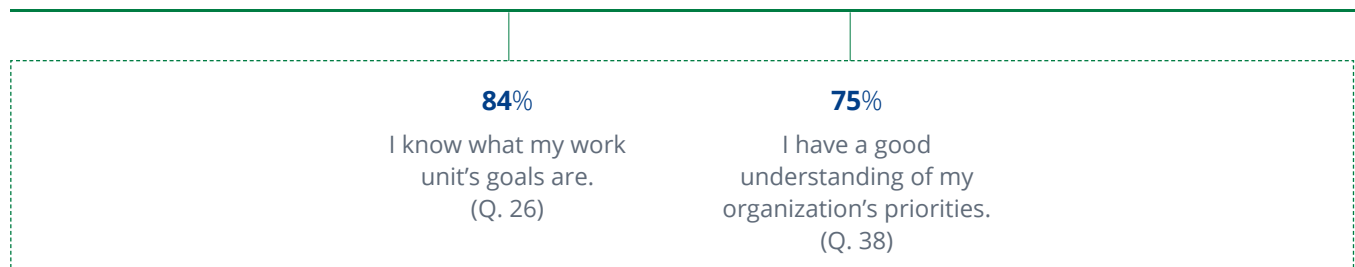
### Recognition

Employees are acknowledged for their performance and contributions to the organization's mission. (Q.17, 35, 69)

## ACCOUNTABILITY



## GOAL CLARITY



## Appendix C: Performance Dimensions (continued)

### PERFORMANCE FEEDBACK

<b>81%</b> I have a clear idea of how well I am doing my job. (Q. 12)	<b>76%</b> My supervisor provides me with constructive suggestions to improve my job performance. (Q. 55)	<b>79%</b> My supervisor provides me with performance feedback throughout the year. (Q. 56)
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### RECOGNITION

<b>59%</b> In my work unit, differences in performance are recognized in a meaningful way. (Q. 17)	<b>67%</b> Employees are recognized for providing high quality products and services. (Q. 35)	<b>61%</b> How satisfied are you with the recognition you receive for doing a good job? (Q. 69)
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### Foundations Performance Dimension

Effective organizations have strong core policies, competencies, capabilities, and dedicate resources to support performance. The FEVS provides further assessments of an agency's potential to perform through key foundational dimensions including communication, cooperation, customer responsiveness, merit principles, and performance resources.

#### Communication

Management conveys relevant information to its employees. (Q.40, 60, 68)

#### Cooperation

Employees work together to achieve collective goals. (Q.15, 18)

#### Customer Responsiveness

The work unit prioritizes understanding and responding to customer needs. (Q.32, 33)

#### Merit Principles

The organization ensures that Federal personnel management practices support fairness and protect employees. (Q.8, 45)



## Appendix C: Performance Dimensions (continued)

### Performance Resources

The organization supports employees with the necessary resources (i.e., information, staff, skills) required for successful job performance. (Q.9, 19, 24)

#### COMMUNICATION

<b>52%</b> Information is openly shared in my organization. (Q. 40)	<b>59%</b> Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 60)	<b>52%</b> How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 68)
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#### COOPERATION

<b>89%</b> The people I work with cooperate to get the job done. (Q. 15)	<b>85%</b> Employees in my work unit share job knowledge. (Q. 18)
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#### CUSTOMER RESPONSIVENESS

<b>81%</b> Employees in my work unit consider customer needs a top priority. (Q. 32)	<b>70%</b> Employees in my work unit consistently look for ways to improve customer service. (Q. 33)
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## Appendix C: Performance Dimensions (continued)

### MERIT PRINCIPLES

<b>72%</b> I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal. (Q. 8)	<b>54%</b> In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated. (Q. 45)
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### PERFORMANCE RESOURCES

<b>74%</b> I have enough information to do my job well. (Q. 9)	<b>87%</b> My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 19)	<b>73%</b> New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs. (Q. 24)
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# Appendix D: Demographic Item Results

Appendix D displays the demographic characteristics of your agency's survey respondents.

## Employment Demographics

Item	2023 Percentages
<b>Where do you work?</b>	
Headquarters	71
Field	9
Full-time telework (e.g., home office, telecenter)	20
<b>What is your supervisory status?</b>	
Senior Leader	3
Manager	5
Supervisor	14
Team Leader	7
Non-Supervisor	71
<b>What is your pay category/grade?</b>	
Federal Wage System	0
GS 1-6	0
GS 7-12	9
GS 13-15	87
Senior Executive Service	2
Senior Level (SL) or Scientific or Professional (ST)	1
Other	1
<b>What is your US military service status?</b>	
No Prior Military Service	78
Currently in National Guard or Reserves	<1
Retired	9
Separated or Discharged	13

Note: Demographic results are unweighted. The sum of percentages might not equal 100 due to rounding.

## Appendix D: Demographic Item Results (continued)

Item	2023 Percentages
Are you:	
The spouse of a current active duty service member of the U.S. Armed Forces	1
The spouse of a service member who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent	2
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	0
None of the categories listed	98
<i>If the response to the previous question on if you are a military spouse was "None of the categories listed," this item was skipped.</i>	
Have you been hired under the Military Spouse Non-Competitive Hiring Authority?	
Yes	14
No	86
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	3
1 to 3 years	6
4 to 5 years	5
6 to 10 years	13
11 to 14 years	14
15 to 20 years	22
More than 20 years	36
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	6
1 to 3 years	18
4 to 5 years	10
6 to 10 years	13
11 to 14 years	14
15 to 20 years	13
More than 20 years	27
Are you considering leaving your organization within the next year, and if so, why?	
No	68
Yes, to retire	5
Yes, to take another job within the Federal Government	14
Yes, to take another job outside the Federal Government	6
Yes, other	7

Note: Demographic results are unweighted. The sum of percentages might not equal 100 due to rounding.

## Appendix D: Demographic Item Results (continued)

Item	2023 Percentages
<i>If the response to the previous question on your intent to leave was "No," this item was skipped.</i>	
Has your work unit's telework or remote work options influenced your intent to leave?	
Yes	50
No	50
I am planning to retire in:	
Less than 1 year	4
1 year	1
2 years	5
3 years	5
4 years	3
5 years	8
More than 5 years	74

### Personal Demographics

Item	2023 Percentages
Are you of Hispanic, Latino, or Spanish origin?	
Yes	5
No	95
Are you:	
White	73
Black or African American	15
All other races	13
What is your age group?	
29 years and under	2
30-39 years old	17
40-49 years old	26
50-59 years old	36
60 years or older	19

Notes: Demographic results are unweighted. The sum of percentages might not equal 100 due to rounding. For confidentiality purposes, if there are fewer than 4 responses to a **single** personal demographic category, all results for that question are suppressed. If there are fewer than 4 responses in **multiple** personal demographic categories, only those are suppressed, and remaining data are displayed.

## Appendix D: Demographic Item Results (continued)

Item	2023 Percentages
What is the highest degree or level of education you have completed?	
Less than High School/ High School Diploma/ GED	2
Certification/ Some College/ Associate's Degree	12
Bachelor's Degree	40
Advanced Degrees (Post Bachelor's Degree)	47
Are you an individual with a disability?	
Yes	11
No	89
Are you:	
Male	61
Female	39
Are you transgender?	
Yes	—
No	—
Which one of the following best represents how you think of yourself?	
Lesbian or gay	3
Straight, that is not lesbian or gay	92
Bisexual	2
I use a different term	3

Notes: Demographic results are unweighted. The sum of percentages might not equal 100 due to rounding. For confidentiality purposes, if there are fewer than 4 responses to a **single** personal demographic category, all results for that question are suppressed. If there are fewer than 4 responses in **multiple** personal demographic categories, only those are suppressed, and remaining data are displayed.

# 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  
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  
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  
Defense Nuclear Facilities Safety Board  
Export-Import Bank of the United States  
Farm Credit Administration

Federal Election Commission  
Federal Housing Finance Agency  
Federal Labor Relations Authority  
Federal Maritime Commission  
Federal Mediation and Conciliation Service  
Federal Retirement Thrift Investment Board  
International Boundary and Water Commission  
Merit Systems Protection Board  
National Endowment for the Arts  
National Endowment for the Humanities  
National Gallery of Art  
National Indian Gaming Commission  
National Transportation Safety Board  
Office of Management and Budget  
Office of the U.S. Trade Representative  
Peace Corps  
Pension Benefit Guaranty Corporation  
Railroad Retirement Board  
Selective Service System  
Surface Transportation Board  
U.S. International Development Finance Corporation  
U.S. International Trade Commission  
U.S. Office of Special Counsel

## Very Small Agencies (<100 employees)

AbilityOne Commission  
Advisory Council on Historic Preservation  
African Development Foundation  
American Battle Monuments Commission  
Commission on Civil Rights  
Farm Credit System Insurance Corporation  
Federal Permitting Improvement Steering Council  
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 Council on Disability  
National Mediation Board  
Occupational Safety and Health Review Commission  
Office of Navajo and Hopi Indian Relocation  
Postal Regulatory Commission  
Privacy and Civil Liberties Oversight Board  
U.S. Access Board  
U.S. Chemical Safety and Hazard Investigation 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.

# Appendix F: 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 2023.

### 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 2023.

### Occupational Series Reports

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

### Demographic Comparison Reports

This report allows for the comparison of demographic subgroups 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](http://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](http://www.opm.gov/fevs/public-data-file). Note: The 2023 PRDF will be available in the spring of 2023.

### 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](http://www.fedscope.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](mailto:EVS@opm.gov).





**United States Office of Personnel Management  
Workforce Policy and Innovation/Strategic Workforce Planning**

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