Federal Employee Viewpoint Survey Results

Employees Influencing Change

U.S. Agency for International Development

2015 Agency Management Report

United States Office of Personnel Management OPM.GOV/FEVS #FEVS

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About This Report

The 2015 Federal Employee Viewpoint Survey (FEVS) provides employees with the opportunity to influence change in their agencies by submitting feedback about their work environment, leadership and many other aspects of the organization. The FEVS also provides agency leaders with unique insight into workforce issues and trends, and helps them to identify problem areas as well as maintain positive aspects of the agency.

The 2015 Agency Management Report (AMR) was designed to help agency leaders identify these issues and take action to improve them, and it also highlights agency successes that should be acknowledged. Please feel free to share these successes and areas for improvement with your employees.

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

Understanding Your Results

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

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

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

Identifying Strengths, Challenges and Neutral Findings

65 percent positive or higher is considered a strength

35 percent negative or higher is considered a challenge

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

Identifying Increases and Decreases

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

A Brief Guide to Using Your Agency Management Report

Th s section provides suggestions on how to use your FEVS results and includes examples for taking action to help your agency meet its strategic human capital management goals.

Getting Started

Agencies receive many FEVS reports each year, so it can be confusing to know where to start. One suggested starting point is to adopt a strategy based in an action planning framework. Th s means looking for improvements you have made in previous years while also examining areas of decline. To help you get started, several steps are outlined below, including references to sections of the Agency Management Report (AMR) that you may fi d useful in helping you to focus on the most critical issues.

Step 1: Use Your AMR to Identify Areas for Improvement

Your AMR provides the tools that can be useful in analyzing your results to fi d issues most critical to your agency. One way to identify issues is to compare your agency's 2015 results to last year. The Decision Aid - Decreases section provides a quick way to view all of your results that have decreased since 2014. There are many ways to look at your results, and the following sections of the AMR can be valuable resources in illustrating the state of your agency:

Respondent Overview

The Respondent Overview provides a quick snapshot of some interesting demographic results from the respondent population. It offers valuable insight into the makeup of who is responding in your agency and can help inform and guide your recruiting and retention efforts. For example, this section allows you to better understand the ratio of seasoned employees who may be preparing for retirement to newer employees. It is important to keep in mind that this is a survey respondent overview, and these percentages may not match up exactly to your agency's total population characteristics.

Top 10 Positive and Negative Items

Not only does this section display a brief overview of noteworthy results (for use in leadership briefi gs, agency communications, etc.), it also allows you to quickly determine if there are any underlying themes in the way employees responded to certain items. For example, your agency may want to prioritize issues around communication if multiple survey items related to this subject reside in the Top 10 Negative Items list.

Indices

The Engagement Index, Global Satisfaction Index, and New IQ provide agencies with consistent metrics for measuring progress toward objectives. Benchmarks are included to provide insight into how your agency compares to others, and to encourage information sharing between agencies. For example, some of the top ranking agencies in the Engagement Index may have suggestions on things that have and have not worked to engage their employees. Th s year, each index also includes a display of trends for each agency component, going as far back as 2012 when available.

Decision Aid

Th s section is useful in helping you easily identify the most critical issues in your agency as well as recognize where your agency has improved since 2014. The Decision Aid is divided into three sections to help you focus your attention on improvements and declines in your results since last year:

Increases: Contains all items that increased since 2014

Decreases: Contains all items that decreased since 2014

No Change: Contains all items that did not change since 2014

Appendix A and Appendix B

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results. Appendix A shows how well your agency scored relative to others in the government. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas. Appendix B shows a full breakdown of the Work/Life Program results as well as demographic items to provide a more in-depth summary than in the Respondent Overview and Work/Life sections.

Step 2: Develop Your Goals for Improvement

To develop your goals for improvement, you should consider issues that are most critical to your agency and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective.

Step 3: Identify Your FEVS Team

Th s is a crucial step, as your team can make or break your efforts to improve areas of concern and keep strengths strong. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff i terests, capabilities, and agency budget and resources.

Step 4: Develop Your Plan for Action

Once your team has identifi d its goals, you should develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff esponsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, and measurable milestones. Make sure you get approval for the actions you must take to achieve your agency goals. Remember that leadership buy-in, engagement, and communication is critical to your success.

Step 5: Implement Your Plan

There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff nd leadership are well-informed.

Step 6: Monitor and Evaluate the Results

In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and fi al outcomes. Communicating during the entire process provides transparency which can add to staff e gagement.

Respondent Overview

The Unique Characteristics of U.S. Agency for International Development Respondents

The figu es below provide a snapshot of your survey participants. Except for military status and race, the most frequently selected response choice for each demographic item is highlighted in the fi st figu e. The second figu e displays the total FEVS respondent breakdown by generation. Please be aware that these results are based on survey respondents, which may differ from the total employee population.

USAID Response Rate

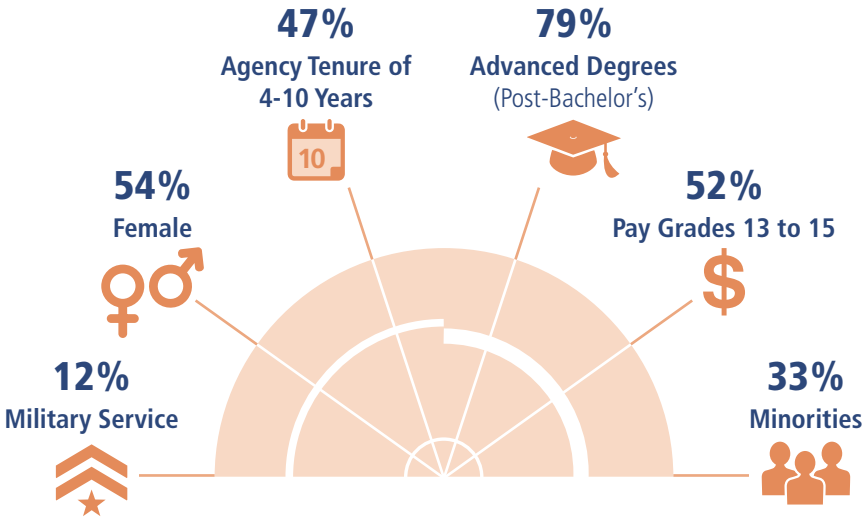
57% (2,004 out of 3,543 employees responded)

Field Period: April 27, 2015 – June, 5, 2015
Overall 2014 response rate: **56%**

Component Response Rates

62% Washington
48% Overseas

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



Generations

1%	Traditionalists	(born 1945 or earlier)
34%	Baby Boomers	(born 1946 – 1964)
50%	Generation X	(born 1965 – 1980)
14%	Generation Y	(born 1981 or later)

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

Please refer to Appendix B for the full list of demographic item results.

Top 10 Positive & Negative Items

The figu es below highlight the top 10 positive and negative results from the survey to help you quickly identify the most positive and most negative aspects of the organizational environment. Use this snapshot as a quick reference or overview of your FEVS results. For more in-depth analysis, use this section in conjunction with the Decision Aid to help you narrow down the most important areas to work on improving and/or maintaining in the coming year. The text box at the bottom of this page also contains some tips for taking action to improve negative items.

Highest Percent Positive Items

97%	When needed I am willing to put in the extra effort to get a job done. (Q. 7)
92%	I am constantly looking for ways to do my job better. (Q. 8)
87%	The work I do is important. (Q. 13)
85%	I know how my work relates to the agency's goals and priorities. (Q. 12)
83%	How would you rate the overall quality of work done by your work unit? (Q. 28)
83%	My supervisor treats me with respect. (Q. 49)
81%	My supervisor listens to what I have to say. (Q. 48)
80%	I like the kind of work I do. (Q. 5)
80%	My supervisor supports my need to balance work and other life issues. (Q. 42)
77%	The people I work with cooperate to get the job done. (Q. 20)

Highest Percent Negative Items

60%	Pay raises depend on how well employees perform their jobs. (Q. 33)
49%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)
43%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)
41%	In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)
40%	Promotions in my work unit are based on merit. (Q. 22)
38%	My workload is reasonable. (Q. 10)
35%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)
35%	I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)
34%	My training needs are assessed. (Q. 18)
33%	Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)

Tips for Taking Action

It can be difficult to know where to start when looking at items with high percent negative ratings. A helpful suggestion is to group items together with common themes and determine if there is a larger category you can target for improvement. For example, if you notice there are several high percent negative items related to communication with supervisors, understanding of job expectations, and fairness of performance appraisals, then it may be a good idea to target the performance management process as an area for improvement in your agency.

Engagement Index

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

Below, you can see where your agency's Engagement Index score ranks (out of 37 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense) and how it compares to the governmentwide average. The names of the highest-ranked agencies are listed to facilitate the sharing of information, such as best practices. The U.S. Offic of Personnel Management (OPM) has also created the Unlock Talent website (https://www.unlocktalent.gov) to share resources and help with interagency communication.

Engagement Benchmarks

Th s table displays the Engagement Index score for each component in your agency as well as the scores for the three engagement factors, which can facilitate information-sharing within your agency.

Engagement Component Scores

	Leaders Lead	Supervisors	Intrinsic Work Experiences	2015 Engagement Index
U.S. Agency for International Development	**54**	**76**	**70**	**67**
Washington	56	76	71	**68**
Overseas	51	75	69	**65**

Leaders Lead: Employees' perceptions of leadership's integrity as well as leadership behaviors such as communication and workforce motivation. (Q. 53, 54, 56, 60, and 61)
Supervisors: Interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 47, 48, 49, 51, and 52)
Intrinsic Work Experiences: Employees' feelings of motivation and competency relating to their role in the workplace. (Q. 3, 4, 6, 11, and 12)

To provide more information on employee engagement at lower levels, the table below includes engagement trends back to 2012 (if available) for your components, as well as the overall agency and governmentwide trends for comparison. Please note that depending on organizational structure in previous administrations not all components may trend back to 2012.

Engagement Trends

	Engagement Index			
	2012	2013	2014	2015
Governmentwide	65	64	63	64
U.S. Agency for International Development	67	66	64	67

Engagement Component Trends

	Engagement Index			
	2012	2013	2014	2015
Washington	67	66	64	68
Overseas	69	65	63	65

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 score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with your agency ranking (out of 37 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense).

Global Satisfaction Benchmarks

Th s table shows the Global Satisfaction Index score for each component in your agency as well as the scores for all four satisfaction factors.

Global Satisfaction Component Scores

	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization	2015 Global Satisfaction Index
U.S. Agency for International Development	**65**	**60**	**59**	**64**	**62**
Washington	66	62	61	65	**63**
Overseas	64	58	57	63	**60**

Job Satisfaction: Considering everything, how satisfied are you with your job? (Q. 69)
Pay Satisfaction: Considering everything, how satisfied are you with your pay? (Q. 70)
Organization Satisfaction: Considering everything, how satisfied are you with your organization? (Q. 71)
Recommend Organization: I recommend my organization as a good place to work. (Q. 40)

To provide more information on global satisfaction at lower levels, the table below includes trends back to 2012 (if available) for your components, as well as the overall agency and governmentwide trends for comparison. Please note that depending on organizational structure in previous administrations not all components may trend back to 2012.

Global Satisfaction Trends

	Global Satisfaction Index			
	2012	2013	2014	2015
Governmentwide	63	59	59	60
U.S. Agency for International Development	62	60	59	62

Global Satisfaction Component Trends

	Global Satisfaction Index			
	2012	2013	2014	2015
Washington	61	61	60	63
Overseas	63	60	57	60

The New IQ Index

The New IQ stands for the New Inclusion Quotient. The New IQ is based on the concept that individual behaviors repeated over time will create habits necessary for inclusiveness. It consists of 20 questions that relate to inclusive work environments. These 20 questions are grouped into five Habits of Inclusion: Fair, Open, Cooperative, Supportive, and Empowering. The New IQ Index score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with your agency ranking (out of 37 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/ activities are rolled into Department of Defense).

New IQ Benchmarks

Th s table shows the New IQ Index score for each component in your agency as well as the scores for all five habits of inclusion.

New IQ Component Scores

	Fair	Open	Cooperative	Supportive	Empowering	2015 New IQ Index
U.S. Agency for International Development	**47**	**62**	**58**	**76**	**58**	**60**
Washington	48	63	57	78	59	**61**
Overseas	47	61	59	73	57	**59**

Fair: Are all employees treated equally? (Q. 23, 24, 25, 37, and 38)
Open: Does management support diversity in all ways? (Q. 32, 34, 45, and 55)
Cooperative: Does management encourage communication and collaboration? (Q. 58 and 59)
Supportive: Do supervisors value employees? (Q. 42, 46, 48, 49, and 50)
Empowering: Do employees have the resources and support needed to excel? (Q. 2, 3, 11, and 30)

To provide more information on the New IQ at lower levels, the table below includes trends back to 2012 (if available) for your components, as well as the overall agency and governmentwide trends for comparison. Please note that depending on organizational structure in previous administrations not all components may trend back to 2012.

New IQ Trends

	New IQ Index			
	2012	2013	2014	2015
Governmentwide	57	56	56	57
U.S. Agency for International Development	60	59	58	60

New IQ Component Trends

	New IQ Index			
	2012	2013	2014	2015
Washington	59	59	58	61
Overseas	62	58	57	59

Decision Aid: Increases

Identifying Increases Since 2014

The items in this section are sorted by greatest to smallest increase in percent positive ratings. 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 legend icons help to highlight areas in need of continued focus and areas that have been successfully improved and should be celebrated.

60 Items Increased Since 2014

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 2015

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Increase Since 2014
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	36	43	30	27	**+7**
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	50	57	19	24	**+7**
Considering everything, how satisfied are you with your organization? (Q. 71)	53	59	21	20	**+6**
Prohibited Personnel Practices are not tolerated. (Q. 38)	70	75	14	11	**+5**
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	57	62	23	15	**+5**
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	51	56	24	20	**+5**
My agency is successful at accomplishing its mission. (Q. 39)	67	72	19	9	**+5**
My training needs are assessed. (Q. 18)	40	45	21	34	**+5**
Employees are recognized for providing high quality products and services. (Q. 31)	50	54	22	24	**+4**
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	50	54	22	24	**+4**

Decision Aid: Increases (continued)

	2014 Positive	**2015 Positive**	**2015 Neutral**	**2015 Negative**	Increase Since 2014
Creativity and innovation are rewarded. (Q. 32)	42	46	27	27	**+4**
I have trust and confidence in my supervisor. (Q. 51)	66	70	13	16	**+4**
My supervisor supports my need to balance work and other life issues. (Q. 42)	76	80	8	12	**+4**
I have a high level of respect for my organization's senior leaders. (Q. 61)	45	49	26	25	**+4**
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	40	44	23	33	**+4**
Considering everything, how satisfied are you with your job? (Q. 69)	61	65	18	17	**+4**
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	50	54	21	25	**+4**
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	52	56	21	23	**+4**
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	36	40	25	35	**+4**
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	51	55	24	21	**+4**
Supervisors in my work unit support employee development. (Q. 47)	70	73	15	12	**+3**
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	72	75	10	15	**+3**
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	38	41	28	31	**+3**
The skill level in my work unit has improved in the past year. (Q. 27)	59	62	25	14	**+3**
My talents are used well in the workplace. (Q. 11)	52	55	17	27	**+3**
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	57	60	12	27	**+3**
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	60	63	16	21	**+3**
My work gives me a feeling of personal accomplishment. (Q. 4)	70	73	14	13	**+3**
I know how my work relates to the agency's goals and priorities. (Q. 12)	82	85	8	6	**+3**
I know what is expected of me on the job. (Q. 6)	72	75	13	13	**+3**
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	61	64	17	20	**+3**
My workload is reasonable. (Q. 10)	44	47	15	38	**+3**

Decision Aid: Increases (continued)

	2014 Positive	**2015 Positive**	**2015 Neutral**	**2015 Negative**	Increase Since 2014
Pay raises depend on how well employees perform their jobs. (Q. 33)	15	17	23	60	**+2**
I have enough information to do my job well. (Q. 2)	69	71	13	16	**+2**
How satisfied are you with the training you receive for your present job? (Q. 68)	52	54	25	22	**+2**
My supervisor listens to what I have to say. (Q. 48)	79	81	9	10	**+2**
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	72	74	11	14	**+2**
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	69	71	17	12	**+2**
Managers communicate the goals and priorities of the organization. (Q. 56)	63	65	18	17	**+2**
I am given a real opportunity to improve my skills in my organization. (Q. 1)	67	69	15	15	**+2**
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	72	74	18	9	**+2**
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	58	60	21	19	**+2**
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	59	61	23	16	**+2**
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	66	68	17	15	**+2**
Considering everything, how satisfied are you with your pay? (Q. 70)	58	60	18	22	**+2**
My supervisor treats me with respect. (Q. 49)	81	83	9	8	**+2**
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	46	47	25	28	**+1**
The work I do is important. (Q. 13)	86	87	9	4	**+1**
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	59	60	18	22	**+1**
I recommend my organization as a good place to work. (Q. 40)	63	64	21	15	**+1**
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	40	41	24	35	**+1**
Supervisors work well with employees of different backgrounds. (Q. 55)	66	67	20	13	**+1**
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	60	61	22	17	**+1**

Decision Aid: Increases (continued)

	2014 Positive	**2015 Positive**	**2015 Neutral**	**2015 Negative**	Increase Since 2014
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	64	65	18	17	**+1**
My work unit is able to recruit people with the right skills. (Q. 21)	54	55	18	27	**+1**
My performance appraisal is a fair reflection of my performance. (Q. 15)	64	65	14	22	**+1**
I am held accountable for achieving results. (Q. 16)	74	75	15	11	**+1**
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	33	34	26	41	**+1**
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	43	44	24	33	**+1**
Promotions in my work unit are based on merit. (Q. 22)	33	34	26	40	**+1**

Decision Aid: Decreases

Identifying Decreases Since 2014

The items in this section are sorted by greatest to smallest decrease in percent positive ratings. 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 identifi d as challenges (35% or more negative) or if they were previously identifi d as strengths that have fallen below the 65% or more positive threshold.

3 Items Decreased Since 2014

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 2015

	2014 Positive	**2015 Positive**	**2015 Neutral**	**2015 Negative**	Decrease Since 2014
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)	58	56	16	28	**-2**
The people I work with cooperate to get the job done. (Q. 20)	78	77	11	12	**-1**
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	29	28	23	49	**-1**

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2014

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 fi ding. 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 ratings is a fi ding that should be celebrated. Look at these items individually to determine whether there may be areas of concern for your agency.

Using the Legend Icons

The legend icons provide context for interpreting these 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 ratings.

8 Items Did Not Change Since 2014

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

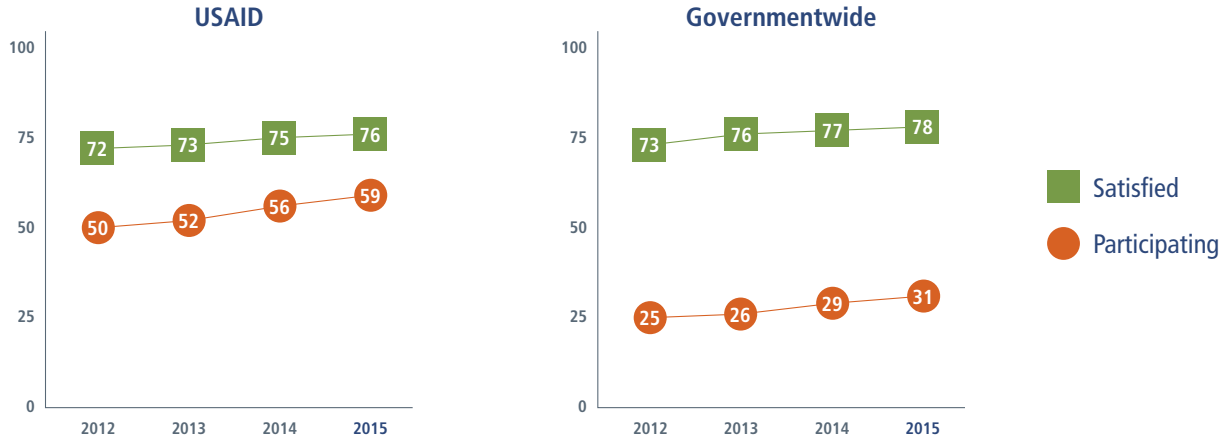
	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Change Since 2014
I like the kind of work I do. (Q. 5)	80	80	13	6	**0**
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	97	97	2	1	**0**
I am constantly looking for ways to do my job better. (Q. 8)	92	92	7	1	**0**
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	43	43	14	43	**0**
Employees in my work unit share job knowledge with each other. (Q. 26)	76	76	12	12	**0**
How would you rate the overall quality of work done by your work unit? (Q. 28)	83	83	14	3	**0**
Employees are protected from health and safety hazards on the job. (Q. 35)	75	75	14	12	**0**
My organization has prepared employees for potential security threats. (Q. 36)	75	75	14	11	**0**

Work/Life Programs

Employee Ratings of Workplace Flexibilities

Work/Life Programs are critical to ensuring employees can effectively balance the demands of the workplace with responsibilities in their personal lives. In addition to being an important recruitment and retention tool, effective work/life programs decrease the burden on employees and help them to focus on the important work they do. Your agency's work/life program participation and satisfaction results are displayed in the following figu es.

Telework Trends

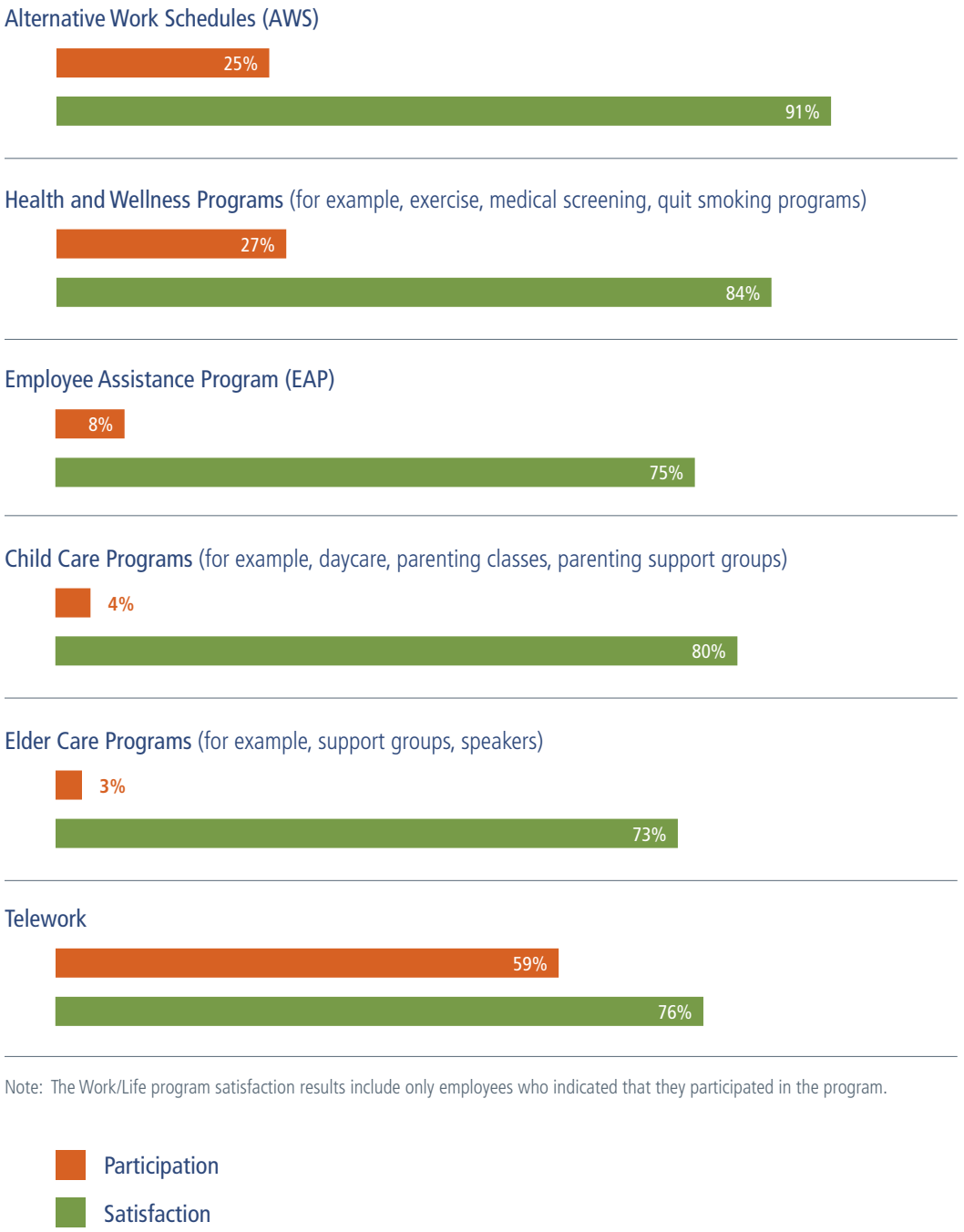


Telework Status

	USAID		G'wide	
59% Telework	2%	I telework 3 or more days per week	5%	31% Telework
	15%	I telework 1 or 2 days per week	11%	
	13%	I telework, but no more than 1 or 2 days per month	4%	
	29%	I telework very infrequently, on an unscheduled or short-term basis	11%	
41% Do Not Telework	9%	I do not telework because I have to be physically present on the job	32%	69% Do Not Telework
	2%	I do not telework because I have technical issues	5%	
	16%	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	20%	
	14%	I do not telework because I choose not to telework	12%	

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

Work/Life Program Participation and Satisfaction



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

Special Topic: Engagement

With the continued emphasis on employee engagement across the Federal Government, this section provides a more in-depth analysis of the conditions that lead to engagement. The Engagement Index is broken down by three demographic categories: generations, agency tenure, and the five most common occupational series in your agency in 2015. Th s year, trend results back to 2012 are also included. Th s section will help you determine if parts of your workforce are lacking the conditions needed for engagement, which can help guide attention to specific roups. For example, if newer employees have lower scores on the Engagement Index, you might consider the possibility that this group does not know what is expected of it on the job (Q. 6).

Generations

Note: The method of calculating generations was changed in 2015 and applied to previous years, which accounts for any discrepancies between previous results and those displayed here.

	Engagement Index			
	2012	2013	2014	2015
Traditionalists	74%	71%	69%	61%
Baby Boomers	69%	67%	65%	71%
Generation X	66%	64%	63%	65%
Generation Y	65%	66%	63%	64%

Agency Tenure

	Engagement Index			
	2012	2013	2014	2015
Less than 4 years	67%	64%	62%	69%
4 to 10 years	66%	65%	61%	63%
11 or more years	70%	69%	69%	71%

Occupational Series

	Engagement Index			
	2012	2013	2014	2015
Misc Administration & Prgm	68%	66%	63%	68%
Mgmt & Prgrm Analysis	63%	65%	62%	64%
Contracting	63%	61%	63%	69%
Public Health Prgm Specialist	70%	66%	63%	66%
Program Mgmt	80%	78%	76%	80%

Appendix A: Item Results and Benchmarks

For each item, your agency's percent positive response is 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 37 departments and large agencies surveyed, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense.

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 response for that item. Additionally, you can numerically compare your percent positive to the governmentwide average listed to the right of each item.

	USAID (0 Low – High 100)	2015 G'wide
My Work Experience		
‡1. I am given a real opportunity to improve my skills in my organization.	69%	61%
2. I have enough information to do my job well.	71%	70%
3. I feel encouraged to come up with new and better ways of doing things.	63%	56%
‡4. My work gives me a feeling of personal accomplishment.	73%	70%
5. I like the kind of work I do.	80%	83%
6. I know what is expected of me on the job.	75%	79%
7. When needed I am willing to put in the extra effort to get a job done.	97%	96%
8. I am constantly looking for ways to do my job better.	92%	90%
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	43%	46%
‡10. My workload is reasonable.	47%	57%
‡11. My talents are used well in the workplace.	55%	58%
‡12. I know how my work relates to the agency's goals and priorities.	85%	82%

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

	USAID (0 Low – High 100)	2015 G'wide
‡13. The work I do is important.	87%	90%
‡14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	60%	66%
‡15. My performance appraisal is a fair reflection of my performance.	65%	69%
16. I am held accountable for achieving results.	75%	81%
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	65%	61%
‡18. My training needs are assessed.	45%	52%
‡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).	56%	68%
My Work Unit		
‡20. The people I work with cooperate to get the job done.	77%	73%
‡21. My work unit is able to recruit people with the right skills.	55%	42%
‡22. Promotions in my work unit are based on merit.	34%	33%
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28%	28%
‡24. In my work unit, differences in performance are recognized in a meaningful way.	34%	33%
25. Awards in my work unit depend on how well employees perform their jobs.	44%	40%
26. Employees in my work unit share job knowledge with each other.	76%	73%
27. The skill level in my work unit has improved in the past year.	62%	53%
28. How would you rate the overall quality of work done by your work unit?	83%	82%

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

	USAID (0 Low – High 100)	2015 G'wide
My Agency		
‡29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	68%	69%
‡30. Employees have a feeling of personal empowerment with respect to work processes.	44%	43%
31. Employees are recognized for providing high quality products and services.	54%	47%
‡32. Creativity and innovation are rewarded.	46%	37%
‡33. Pay raises depend on how well employees perform their jobs.	17%	21%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	62%	56%
‡35. Employees are protected from health and safety hazards on the job.	75%	76%
‡36. My organization has prepared employees for potential security threats.	75%	76%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	57%	51%
38. Prohibited Personnel Practices are not tolerated.	75%	66%
39. My agency is successful at accomplishing its mission.	72%	73%
40. I recommend my organization as a good place to work.	64%	63%
41. I believe the results of this survey will be used to make my agency a better place to work.	41%	39%

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

Appendix A: Item Results and Benchmarks (continued)

	USAID (0 Low – 100 High)	2015 G'wide
My Supervisor		
‡42. My supervisor supports my need to balance work and other life issues.	80%	78%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	74%	65%
‡44. Discussions with my supervisor about my performance are worthwhile.	64%	63%
45. My supervisor is committed to a workforce representative of all segments of society.	74%	67%
46. My supervisor provides me with constructive suggestions to improve my job performance.	60%	61%
‡47. Supervisors in my work unit support employee development.	73%	64%
48. My supervisor listens to what I have to say.	81%	76%
49. My supervisor treats me with respect.	83%	81%
50. In the last six months, my supervisor has talked with me about my performance.	75%	77%
‡51. I have trust and confidence in my supervisor.	70%	67%
‡52. Overall, how good a job do you feel is being done by your immediate supervisor?	71%	70%
Leadership		
‡53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	40%	39%
54. My organization's senior leaders maintain high standards of honesty and integrity.	56%	50%
‡55. Supervisors work well with employees of different backgrounds.	67%	63%
‡56. Managers communicate the goals and priorities of the organization.	65%	59%

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

	USAID (0 Low – High 100)	2015 G'wide
‡57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	61%	59%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	56%	51%
59. Managers support collaboration across work units to accomplish work objectives.	60%	54%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	61%	57%
‡61. I have a high level of respect for my organization's senior leaders.	49%	51%
62. Senior leaders demonstrate support for Work/Life programs.	55%	53%
My Satisfaction		
‡63. How satisfied are you with your involvement in decisions that affect your work?	54%	50%
‡64. How satisfied are you with the information you receive from management on what's going on in your organization?	54%	47%
‡65. How satisfied are you with the recognition you receive for doing a good job?	47%	47%
‡66. How satisfied are you with the policies and practices of your senior leaders?	43%	41%
‡67. How satisfied are you with your opportunity to get a better job in your organization?	41%	35%
‡68. How satisfied are you with the training you receive for your present job?	54%	52%
‡69. Considering everything, how satisfied are you with your job?	65%	65%
‡70. Considering everything, how satisfied are you with your pay?	60%	57%
71. Considering everything, how satisfied are you with your organization?	59%	56%

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

	0 Low — USAID — High 100	2015 G'wide
Work/Life Programs		
72. Have you been notified that you are eligible to telework? (See Appendix B)		
73. Please select the response below that best describes your current teleworking situation. (See Work/Life section)		
74 - 78. Do you participate in the following Work/Life programs? (See Work/Life section and Appendix B)		
79 - 84. How satisfied are you with the following Work/Life programs?*		
79. Telework	76%	78%
80. Alternative Work Schedules (AWS)	91%	89%
81. Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	84%	80%
82. Employee Assistance Program (EAP)	75%	75%
83. Child Care Programs (for example, daycare, parenting classes, parenting support groups)	80%	72%
84. Elder Care Programs (for example, support groups, speakers)	73%	66%

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

Appendix B: Work/Life Programs & Demographic Results

Appendix B displays more detailed Work/Life Program results for your agency. It also includes the demographic characteristics of your agency's survey respondents. Use the Work/Life results to gain an understanding of how your Work/Life Programs are utilized and rated. The demographic results can be useful in planning, recruiting, and training activities in your agency.

	2015 Percentages
Work/Life Programs	
Have you been notified that you are eligible to telework?	
Yes, I was notified that I was eligible to telework	62
Yes, I was notified that I was not eligible to telework	12
No, I was not notified of my telework eligibility	18
Not sure if I was notified of my telework eligibility	8
Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)	
Yes	25
No	52
Not Available to Me	23
Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	
Yes	27
No	63
Not Available to Me	10
Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)	
Yes	8
No	80
Not Available to Me	12
Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Yes	4
No	76
Not Available to Me	20
Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Yes	3
No	79
Not Available to Me	18

	2015 Percentages
Demographic Results	
Where do you work?	
Headquarters	64
Field	36
What is your supervisory status?	
Non-Supervisor	43
Team Leader	14
Supervisor	24
Manager	13
Senior Leader	6
Are you:	
Male	46
Female	54
Are you Hispanic or Latino?	
Yes	6
No	94
Are you:	
American Indian or Alaska Native	1
Asian	6
Black or African American	19
Native Hawaiian or Other Pacific Islander	<1
White	72
Two or more races (not Hispanic or Latino)	3
What is the highest degree or level of education you have completed?	
Less than High School	<1
High School Diploma/GED or equivalent	1
Trade or Technical Certificate	<1
Some College (no degree)	5
Associate's Degree (e.g., AA, AS)	2
Bachelor's Degree (e.g., BA, BS)	14
Master's Degree (e.g., MA, MS, MBA)	61
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	18

Note: Demographic results are unweighted.

	2015 Percentages
What is your pay category/grade?	
Federal Wage System	1
GS 1-6	<1
GS 7-12	14
GS 13-15	52
Senior Executive Service	4
Senior Level (SL) or Scientific or Professional (ST)	1
Other	28
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	1
1 to 3 years	10
4 to 5 years	15
6 to 10 years	27
11 to 14 years	16
15 to 20 years	10
More than 20 years	21
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	3
1 to 3 years	17
4 to 5 years	21
6 to 10 years	26
11 to 20 years	20
More than 20 years	12
Are you considering leaving your organization within the next year, and if so, why?	
No	65
Yes, to retire	5
Yes, to take another job within the Federal Government	15
Yes, to take another job outside the Federal Government	9
Yes, other	6
I am planning to retire:	
Within one year	3
Between one and three years	7
Between three and five years	8
Five or more years	82

Note: Demographic results are unweighted.

	2015 Percentages
Do you consider yourself to be one or more of the following?	
Heterosexual or Straight	83
Gay, Lesbian, Bisexual or Transgender	6
I Prefer Not to Say	11
What is your US military service status?	
No Prior Military Service	87
Currently in National Guard or Reserves	1
Retired	3
Separated or Discharged	8
Are you an individual with a disability?	
Yes	7
No	93
What is your age group?	
25 and under	1
26-29	2
30-39	31
40-49	30
50-59	25
60 or older	11

Note: Demographic results are unweighted.

United States
Office of Personnel Management
Planning and Policy Analysis

1900 E Street, NW
Washington, DC 20415

www.opm.gov/FEVS