

# 2012

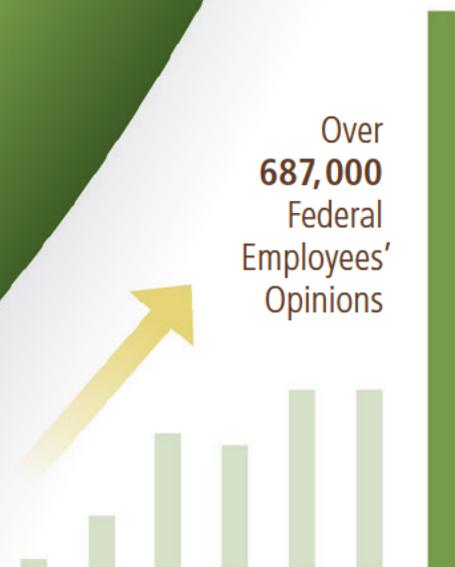
## Federal Employee Viewpoint Survey Results

EMPLOYEES INFLUENCING CHANGE

FEDERAL MEDIATION AND CONCILIATION SERVICE

SMALL AGENCY MANAGEMENT REPORT

UNITED STATES  
OFFICE OF PERSONNEL MANAGEMENT



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

# RESULTS AT A GLANCE

## Strengths & Increases

- 61 items had positive ratings of 65 percent or more (strengths)
- 36 items increased by 5 percentage points or more since the 2011 survey

## Challenges & Decreases

- 0 items had negative ratings of 35 percent or more (challenges)
- 1 item decreased by 5 percentage points or more since the 2011 survey

## Combined Small Agency Comparisons

- 60 items were 5 percentage points or more above the combined small agency average
- 1 item was 5 percentage points or more below the combined small agency average

## YOUR AGENCY RESPONSE

### Field Period

April 4, 2012 – May 16, 2012

### Response Rate

67% (157 out of 235 employees responded)

## UNDERSTANDING YOUR RESULTS

When comparing to past survey results or the combined small agency results, it is useful to apply rules of thumb to determine which findings are notable.

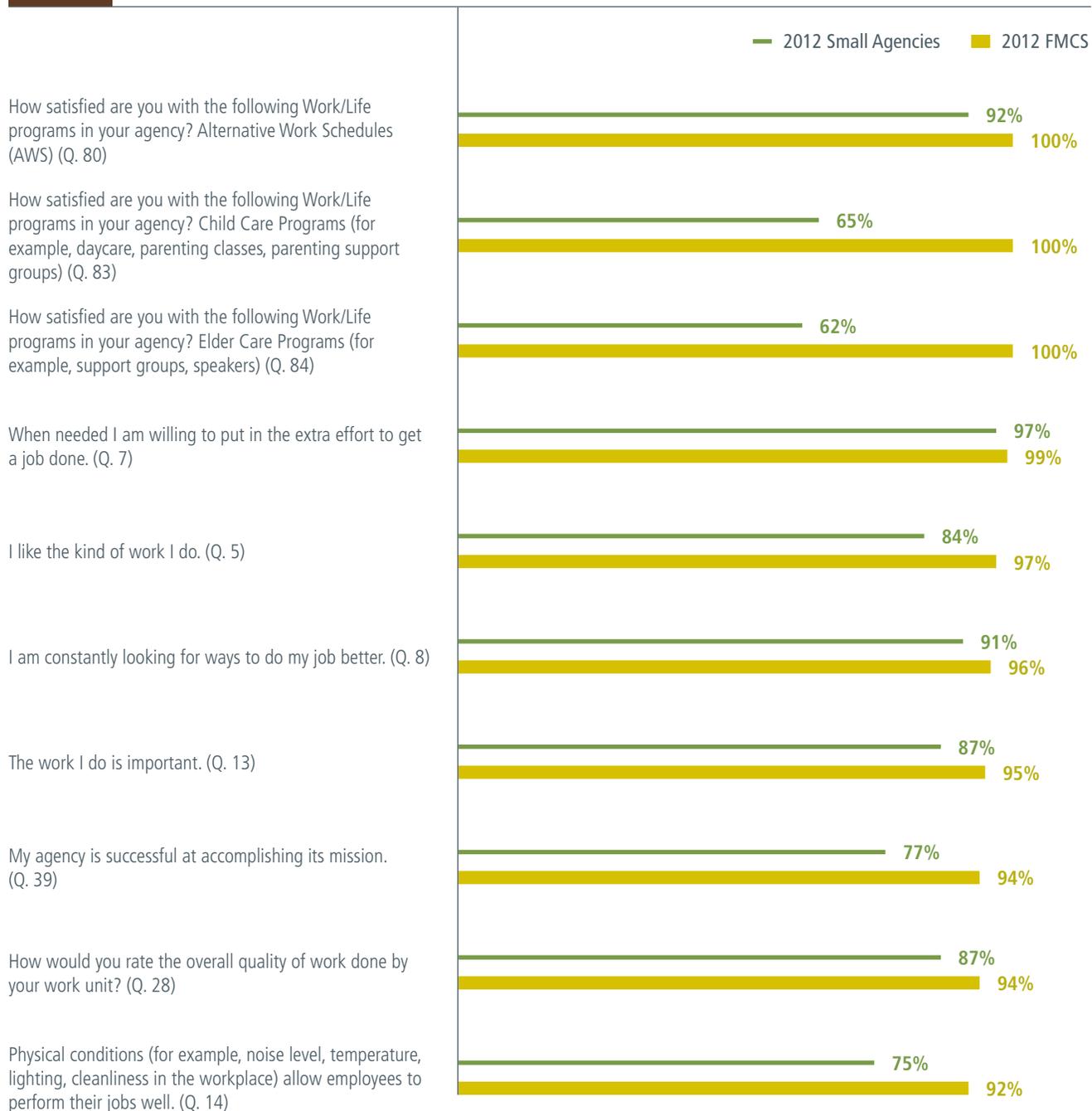
Positive ratings are the sum of the two positive categories (e.g., Strongly Agree/Agree or Very Satisfied/Satisfied), and negative ratings are the sum of the two negative categories (e.g., Strongly Disagree/Disagree or Very Dissatisfied/Dissatisfied)

- Items that are 65 percent or more positive are considered **strengths**
- Items that are 35 percent or more negative are considered **challenges**
- Items that are 30 percent or more neutral suggests a degree of uncertainty, presenting an opportunity for more agency communication
- A difference of 5 percentage points or more is considered notable

# STRENGTHS

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

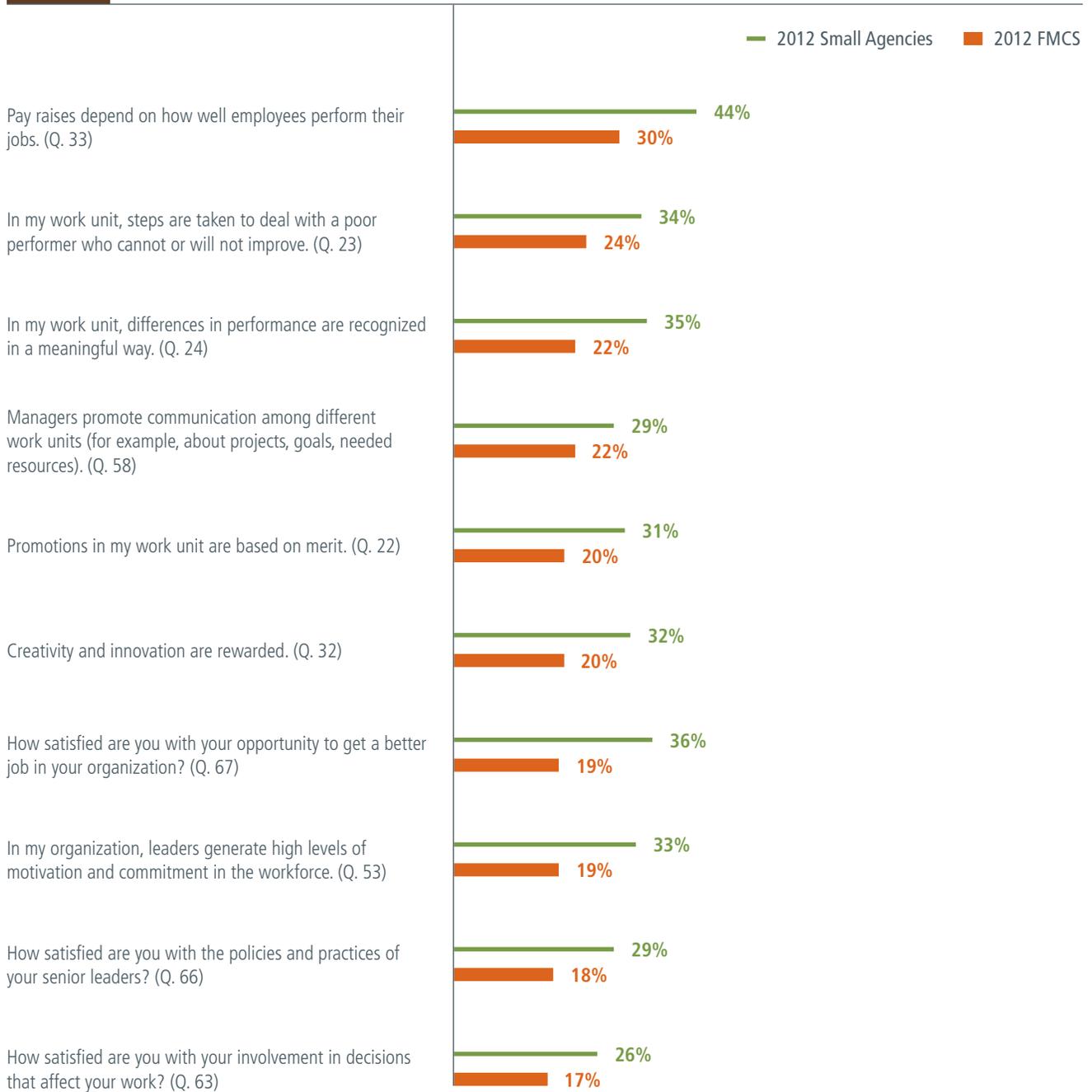
**FIGURE 1** MOST POSITIVE RESPONSE ITEMS FOR YOUR AGENCY



# CHALLENGES

Examining the highest percent negative responses and looking for themes among these items can be helpful in determining aspects of the organization that may benefit from targeted action or more in-depth research. Figure 2 below displays your agency's 10 highest percent negative responses, along with the 2012 combined small agency percent negative for comparison.

**FIGURE 2** MOST NEGATIVE RESPONSE ITEMS FOR YOUR AGENCY



# INCREASES AND DECREASES

## Agency items that increased and decreased the most from 2011

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

**TABLE 1** GREATEST INCREASES AND DECREASES IN POSITIVE RESPONSES

	Percent Positive		
	2011	2012	Difference
<b>Increased the Most</b>			
My performance appraisal is a fair reflection of my performance. (Q. 15)	68	82	+14
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	54	67	+13
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	68	80	+12
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	50	61	+11
In my organization, leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	55	66	+11
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	65	74	+9
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	68	77	+9
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	60	69	+9
Employees are recognized for providing high quality products and services. (Q. 31)	65	74	+9
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	38	47	+9
<b>Decreased the Most</b>			
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	79	74	-5

# ABOVE AND BELOW

## Items above and below the 2012 combined small agency average

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

**TABLE 2** ITEMS ABOVE AND BELOW THE 2012 COMBINED SMALL AGENCY AVERAGE ON PERCENT POSITIVE

	Percent Positive		
	FMCS	Small Agencies	Difference
<b>Leading the Small Agencies</b>			
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	80	51	+29
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	74	47	+27
My workload is reasonable. (Q. 10)	86	62	+24
In my organization, leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	66	43	+23
Employees are recognized for providing high quality products and services. (Q. 31)	74	52	+22
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	74	54	+20
How satisfied are you with the training you receive for your present job? (Q. 68)	71	51	+20
Considering everything, how satisfied are you with your job? (Q. 69)	88	68	+20
I recommend my organization as a good place to work. (Q. 40)	85	65	+20
My talents are used well in the workplace. (Q. 11)	79	60	+19
<b>Trailing the Small Agencies</b>			
My organization has prepared employees for potential security threats. (Q. 36)	58	66	-8

# DECISION AID

## Transforming your results into action

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

### Your 2012 results (first three columns)

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

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

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

### Comparisons to % Positive (last two columns)

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

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

TABLE 3 DECISION AID

	2012 FMCS %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 FMCS	'12 Small Agencies
<b>My Work Experience</b>					
1. I am given a real opportunity to improve my skills in my organization.	79	10	12	75	64
2. I have enough information to do my job well.	86	6	9	81	72
3. I feel encouraged to come up with new and better ways of doing things.	69	16	14	60	61
4. My work gives me a feeling of personal accomplishment.	90	6	4	90	73
5. I like the kind of work I do.	97	2	1	94	84
6. I know what is expected of me on the job.	89	5	6	83	77
7. When needed I am willing to put in the extra effort to get a job done.	99	0	1	97	97
8. I am constantly looking for ways to do my job better.	96	2	2	94	91
9. I have sufficient resources (for example, people, materials, budget) to get my job done.	80	9	11	68	51

**TABLE 3** DECISION AID (cont'd)

	2012 FMCS %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 FMCS	'12 Small Agencies
10. My workload is reasonable.	86	7	7	80	62
11. My talents are used well in the workplace.	79	10	10	72	60
12. I know how my work relates to the agency's goals and priorities.	91	6	3	86	83
13. The work I do is important.	95	3	1	93	87
14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	92	6	2	85	75
15. My performance appraisal is a fair reflection of my performance.	82	5	13	68	72
16. I am held accountable for achieving results.	90	4	6	83	83
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	67	23	11	62	61
18. My training needs are assessed.	65	19	15	61	48
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)	82	7	11	73	66
<b>My Work Unit</b>					
20. The people I work with cooperate to get the job done.	83	11	5	86	77
21. My work unit is able to recruit people with the right skills.	66	21	12	61	58
22. Promotions in my work unit are based on merit.	42	38	20	41	43
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	47	29	24	38	36
24. In my work unit, differences in performance are recognized in a meaningful way.	50	29	22	43	37
25. Awards in my work unit depend on how well employees perform their jobs.	55	28	17	52	46
26. Employees in my work unit share job knowledge with each other.	80	9	11	81	76
27. The skill level in my work unit has improved in the past year.	58	27	15	59	58
28. How would you rate the overall quality of work done by your work unit?	94	6	1	90	87

**TABLE 3** DECISION AID (cont'd)

	2012 FMCS %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 FMCS	'12 Small Agencies
<b>My Agency</b>					
29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	87	11	2	83	75
30. Employees have a feeling of personal empowerment with respect to work processes.	74	14	12	79	47
31. Employees are recognized for providing high quality products and services.	74	13	13	65	52
32. Creativity and innovation are rewarded.	60	21	20	56	43
33. Pay raises depend on how well employees perform their jobs.	36	33	30	31	27
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	64	22	14	60	57
35. Employees are protected from health and safety hazards on the job.	81	17	3	76	78
36. My organization has prepared employees for potential security threats.	58	28	14	51	66
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	62	22	15	61	53
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	79	14	8	75	68
39. My agency is successful at accomplishing its mission.	94	4	1	90	77
40. I recommend my organization as a good place to work.	85	9	6	85	65
41. I believe the results of this survey will be used to make my agency a better place to work.	59	25	16	51	46
<b>My Supervisor/Team Leader</b>					
42. My supervisor supports my need to balance work and other life issues.	79	9	12	82	82
43. My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	74	11	15	74	67
44. Discussions with my supervisor/team leader about my performance are worthwhile.	76	9	15	72	64

**TABLE 3** DECISION AID (cont'd)

	2012 FMCS %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 FMCS	'12 Small Agencies
45. My supervisor/team leader is committed to a workforce representative of all segments of society.	76	12	12	76	<b>69</b>
46. My supervisor team leader provides me with constructive suggestions to improve my job performance.	74	11	15	<b>68</b>	<b>62</b>
47. Supervisors/team leaders in my work unit support employee development.	78	10	12	<b>73</b>	<b>69</b>
48. My supervisor/team leader listens to what I have to say.	77	8	15	78	77
49. My supervisor/team leader treats me with respect.	81	9	10	82	81
50. In the last six months, my supervisor/team leader has talked with me about my performance.	88	6	6	<b>81</b>	<b>81</b>
51. I have trust and confidence in my supervisor.	73	10	17	72	<b>68</b>
52. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	75	14	12	74	71
<b>Leadership</b>					
53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	66	15	19	<b>55</b>	<b>43</b>
54. My organization's leaders maintain high standards of honesty and integrity.	72	14	14	68	<b>56</b>
55. Managers/supervisors/team leaders work well with employees of different backgrounds.	69	18	14	70	<b>63</b>
56. Managers communicate the goals and priorities of the organization.	74	15	12	<b>67</b>	<b>59</b>
57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	77	15	8	<b>68</b>	<b>60</b>
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	61	18	22	<b>54</b>	<b>49</b>
59. Managers support collaboration across work units to accomplish work objectives.	65	19	16	<b>59</b>	<b>55</b>
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	66	18	15	<b>61</b>	<b>58</b>
61. I have a high level of respect for my organization's senior leaders.	72	14	14	<b>64</b>	<b>53</b>
62. Senior leaders demonstrate support for Work/Life programs.	62	23	15	<b>57</b>	61

**TABLE 3** DECISION AID (cont'd)

	2012 FMCS %			Comparisons to % Positive	
	Positive	Neutral	Negative	'11 FMCS	'12 Small Agencies
<b>My Satisfaction</b>					
63. How satisfied are you with your involvement in decisions that affect your work?	65	18	17	59	53
64. How satisfied are you with the information you receive from management on what's going on in your organization?	67	18	15	54	50
65. How satisfied are you with the recognition you receive for doing a good job?	74	12	14	65	54
66. How satisfied are you with the policies and practices of your senior leaders?	61	21	18	50	44
67. How satisfied are you with your opportunity to get a better job in your organization?	48	33	19	49	33
68. How satisfied are you with the training you receive for your present job?	71	12	17	65	51
69. Considering everything, how satisfied are you with your job?	88	6	6	86	68
70. Considering everything, how satisfied are you with your pay?	75	11	14	75	56
71. Considering everything, how satisfied are you with your organization?	80	10	11	78	61