



The Federal Employee Viewpoint Survey:

Recent & Future Developments

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History of the Survey

The 2015 FEVS marks the **tenth time** OPM administered the survey; prior to 2010 the survey was administered biennially and annually thereafter.

2002

- 1st Federal Human Capital Survey administered

2006

- Section 1128 of the National Defense Authorization Act for Fiscal Year 2004 - requires agencies to conduct an annual survey of their employees

2010

- Name change: Federal Employee Viewpoint Survey
- OPM annual administration
- Employee Engagement Index developed

2012

- 1st ever census, 1.6M employees
- Part-time employees
- LGBT, Veterans, & Disability questions added
- FEVS Online Reporting & Analysis Tool

2013

- Disseminated results to more than 13,000 agency components and offices

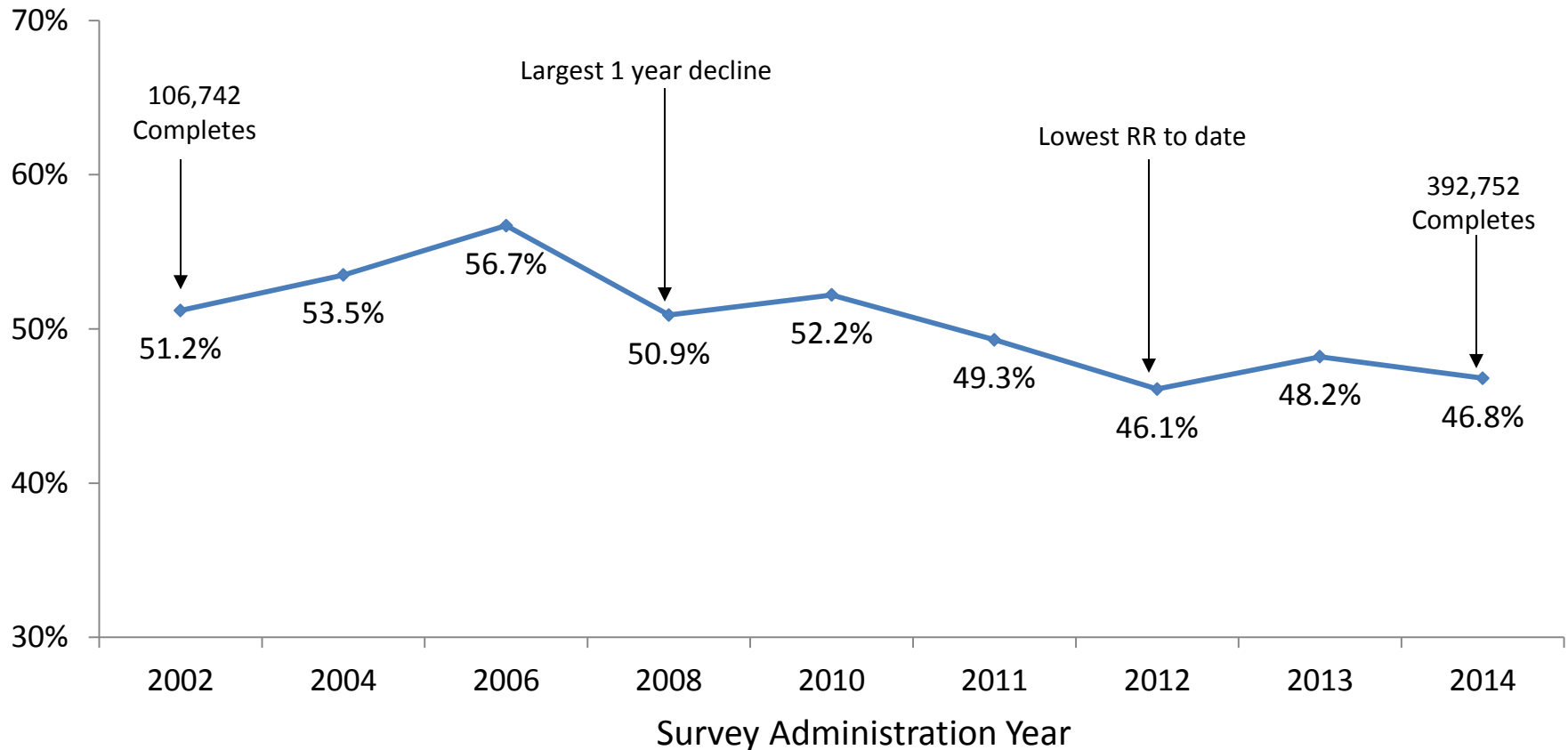
2014

- Included educational attainment question
- UnlockTalent.gov Dashboard



Response Rates Trends

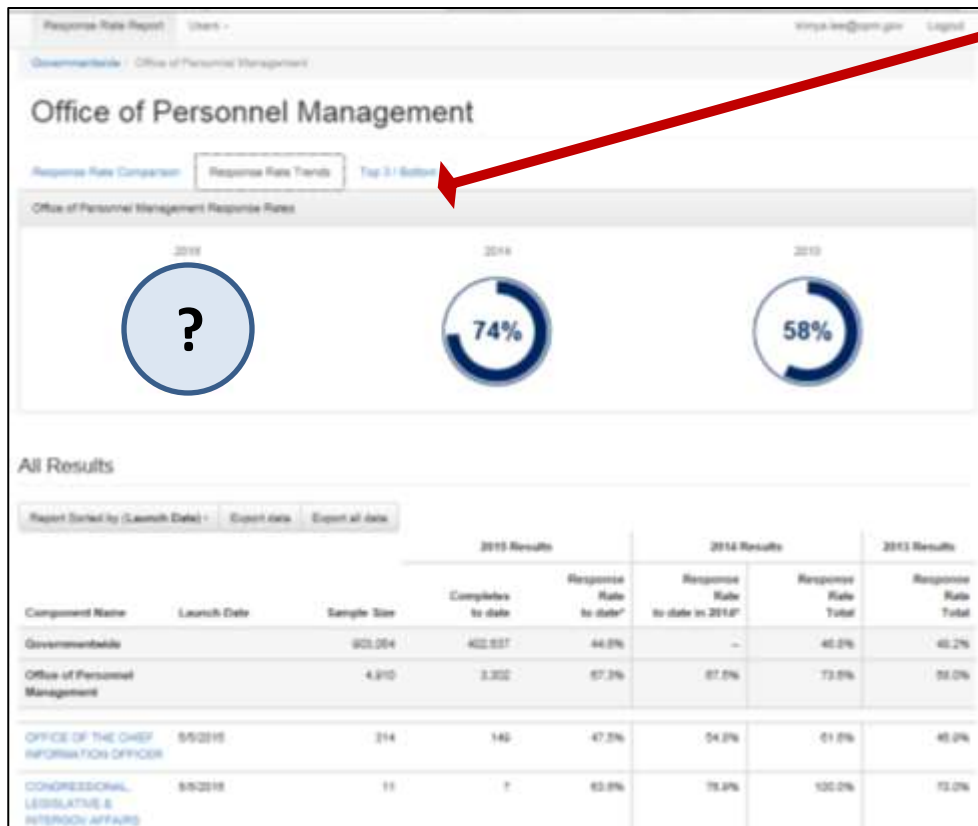
Like many other survey efforts in the U.S. and abroad, we are dealing with declining response rates





2015 Response Rate Sneak Preview

Promising preliminary evidence of increase Government-wide response rates



| Component Name | Sample Size | 2015 Results | | 2014 Results | | 2013 Results | |
|--|-------------|-------------------|------------------------|--------------------------------|---------------------|---------------------|---------------------|
| | | Completes to date | Response Rate to date* | Response Rate to date in 2014* | Response Rate Total | Response Rate Total | Response Rate Total |
| 2015 Component Response Rate - Top 5 | | | | | | | |
| OFFICE OF DIVERSITY AND INCLUSION | 0 | 0 | 0.0% | 0.0% | 0.0% | 65.7% | |
| SAFETY SYSTEM ALERT & COMPLIANCE | 87 | 74 | 70.3% | 87.0% | 70.0% | 72.0% | |
| OFFICE OF THE CHIEF FINANCIAL OFFICER | 102 | 90 | 70.2% | 60.0% | 70.4% | 70.2% | |
| 2014 Component Response Rate - Bottom 5 | | | | | | | |
| OFFICE OF THE CHIEF INFORMATION OFFICER | 314 | 140 | 47.8% | 64.0% | 61.0% | 46.0% | |
| EQUAL EMPLOYMENT OPPORTUNITY OFFICE | 0 | 0 | 0.0% | 77.0% | 100.0% | 87.1% | |
| RETIREMENT SERVICES | 394 | 462 | 82.0% | 95.0% | 91.2% | 91.1% | |

1. Real-time **RR website**
2. Weekly **CHCO council RR reports.**
3. More **timely** administrative data we use to identify nonrespondents who were ineligible for the survey.
4. Embedded an **experiment testing** whether we could use response patterns observed during the field period to optimize impact of reminders.



Sampling Strategy

- ❑ Graduated Proportional Sampling (GPS) method
 - **Why:** In the process of updating the sampling strategy to meet the modern needs of the FEVS, it became clear that lower-level reporting capabilities were just as high of a priority as statistical precision targets.
 - **Goal:** maximize the number of reports to be generated while minimizing the size of the workforce being surveyed. This allows the FEVS to maintain the reporting breadth achieved by the 2012 FEVS census, but with a reduced burden in terms of the time and financial costs a census would incur.



Sampling Strategy

Previous method

- Survey administrations prior to 2012 employed a single-stage stratified sample design.
- Sample sizes were determined by solving for a margin of error ($\pm 5\%$) on a 95% confidence interval while assuming a conservative 40% response rate.

GPS method

- Stratify individuals based on the lowest work unit
- Identify strata with less than 10 individuals and roll these up into the next-highest stratum.
- Place individuals in executive-type positions (e.g., SES) into a separate (certainty) stratum
- Once the final stratification boundaries are set, the sampling proportion is based on the size of the stratum and the goal of attaining at least ten respondents assuming a conservative 30% response rate.
- After the sample is drawn, examine the agency's ratio of sampled employees to its population. If 75% or more of the workforce would be sampled, conduct a census instead.

| Component Population Size* | Treatment | Sample Size |
|----------------------------|------------|-------------|
| < 50 | Census | 1 to 50 |
| 51 to 75 | 75% Sample | 38 to 56 |
| 76 to 150 | 50% Sample | 38 to 75 |
| > 151 | 25% Sample | 37+ |

*Excluding SES employees



Building the FEVS Sampling Frame

Source:

- Rich personnel database maintained by OPM (goes by acronym EHRI-SDM http://www.fedscope.opm.gov/datadefn/ae_hri_sdm.asp)
- Contains plethora of demographic information and personnel actions

Federal Employee Viewpoint Survey Eligibility:

- All permanent, non-seasonal, full- and part-time employees
- On-board as of October 31st of prior calendar year

Additional Information Received from Agencies:

- Email address
- Organizational code



Increased Use of Administrative Data

Benefits of Pre-populated Organization Code Information:

- No need to build a complex, branching question asking employees to identify their work-unit
- More accurate, since not all employees are fully aware of where their work-unit falls within the larger organization
- Grants us ability to report response rates at lower levels

Benefits of Pre-populated Demographic Information:

- Adds analytic breadth without additional respondent burden, as there is no need to lengthen the demographic section of the survey instrument.
- Stopped explicitly asking for a respondent's age in FEVS 2014; instead, we use DOB information to create the traditional age brackets as well as a generational cohort variable (e.g., Gen X, Gen Y, Millennial)
- We append information available regarding the employee's occupation (e.g., Actuary, Budget Analyst, Patent Examiner) to our online analysis tool

We must still remain cognizant of employees concerns for data confidentiality, and properly inform them upfront in a Privacy Act statement that their responses may be linked to other data sources.



Reports & Products



Governmentwide Management Report
 An overview of the governmentwide results with special topic and area-of-interest sections. The report includes Index scores, trends of results, and information on who responded to the survey.
Intended Audience: general public, press, Federal agencies



Agency Management Report (AMR)
 Highlights agency results, trends, comparisons to other agencies' and governmentwide results.
Intended Audience: Departments and large agencies



Trend Reports
 Agency and first-level results for current and previous survey administrations, and indicates whether the year-over-year differences were statistically significant or not.
Intended audience: Agency and subagency leadership

Subagency Comparison Report
 A report for components with at least two subcomponents underneath it. Provides the lists all of the subcomponents and their results together to allow for easy comparison.
Intended audience: Agency and subagency leadership



Subagency Breakout Reports
 Displays results for an individual component and the components it reports to.
Intended audience: Subagency managers/supervisors



Annual Employee Survey (AES) Report
 AES regulations (5 CFR Part 250; Subpart C-Employee Surveys) require that each agency make the AES results available to the public by posting results on the agency website no later than 120 days after the agency completes survey administration. This report contains most of the information required; however each agency must also write a paragraph evaluating their survey results and post this on their website along with the report. The AES report is only available in Excel.
Intended audience: Agency leadership

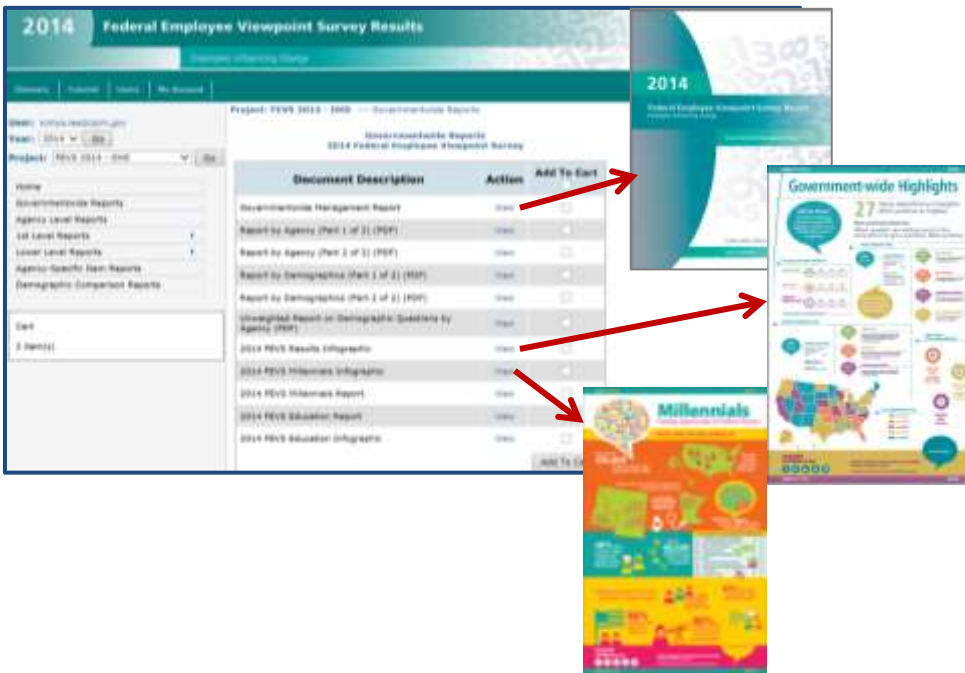
| Agency | Survey Period | Response Rate | Overall Score | Customer Service | Employee Satisfaction | Agency Effectiveness | Agency Leadership | Agency Communication | Agency Transparency |
|----------|---------------|---------------|---------------|------------------|-----------------------|----------------------|-------------------|----------------------|---------------------|
| Agency A | 2014-2015 | 85% | 4.2 | 4.5 | 4.0 | 4.3 | 4.1 | 4.4 | 4.2 |
| Agency B | 2014-2015 | 78% | 3.8 | 4.1 | 3.9 | 4.0 | 3.7 | 4.2 | 3.8 |
| Agency C | 2014-2015 | 92% | 4.5 | 4.6 | 4.4 | 4.5 | 4.3 | 4.6 | 4.4 |



Tools Designed for Agencies

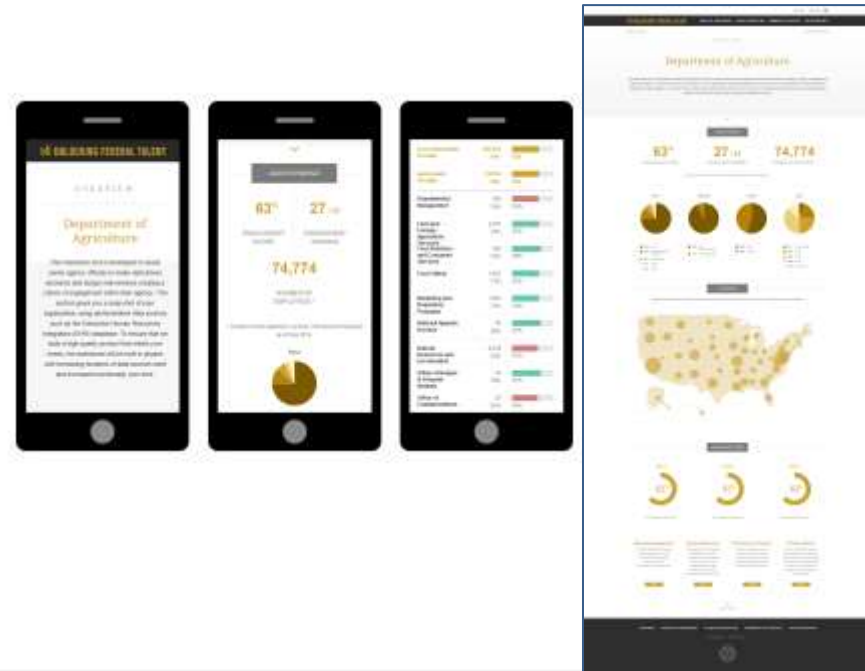
FEVS Online Reporting & Analysis Tool

- Web-based capability developed to enable agencies to run online analyses and display various types of reports in real time from a standard web browser.



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- Comprehensive data visualization dashboard to help leadership make data-driven decisions and design initiatives to increase employee engagement.





Online Reporting & Analysis Tool

Home | Tutorial | Users | My Account

Project: FEVS 2014 >> Home

Welcome to the Federal Employee Viewpoint Survey (FEVS) Online Reporting

At the left, you can select the different types of reports you would like to view and/or "Pre-Configured Reports" allow you to produce a customized report that matches your own analyses and create your own

- Home
- Pre-Configured Reports
 - Diversity & Inclusion - The New IQ Index Reports
 - Employee Engagement Index Reports
 - Employee Engagement Index All Levels Reports
 - Global Satisfaction Index Reports
 - HCAAF Indices Reports
 - Index Creation Reports
 - Agency Index Creation Report
 - 1st Level Index Creation Report
 - Occupational Series Reports
 - Response Rate Reports
 - Subagency Breakout Reports
 - Subagency Comparison Reports
 - Trend Reports
 - Usage Reports
 - User Account Reports
- Analysis On Demand

Project: FEVS 2014 >> Pre-Configured Reports >> Index Creation Reports >> Agency Index Creation Report

Agency Index Creation Report
2014 Federal Employee Viewpoint Survey

| Document Description | Action |
|------------------------------|--------|
| Agency Index Creation Report | View |

Output as: PDF, Select One, Excel, HTML, PDF, RTP

Agency: Office of Personnel Management

Name Your Own Index: Workforce Quality

Survey Item:

- Q11 Given opportunity to improve skills
- Q12 Enough info to do job well
- Q13 New and better ways to do things
- Q14 Feeling of personal accomplishment
- Q15 Like work I do
- Q16 Know what's expected of me
- Q17 Willing to put in extra effort
- Q18 Looking for ways to do job better
- Q19 Have sufficient resources
- Q20 Workload is reasonable
- Q21 Tasks are well varied
- Q22 Know how work relates to agency goals
- Q23 Work I do is important
- Q24 Physical conditions allow perform job well
- Q25 Perf. appraisal is reflection of perf.
- Q26 Held accountable for results
- Q27 Can tolerate suggested evaluation without reprisal

Office of Personnel Management
2014 Federal Employee Viewpoint Survey: Workforce Quality

| | OPM | Governmentwide |
|---|------------|----------------|
| Workforce Quality – Percent Positive | 67% | 62% |
| 1. I am given a real opportunity to improve my skills in my organization. | 62% | 59% |
| 2. I have enough information to do my job well. | 70% | 69% |
| 3. I feel encouraged to come up with new and better ways of doing things. | 60% | 55% |
| 9. I have sufficient resources (for example, people, materials, budget) to get my job done. | 54% | 45% |
| 16. I am held accountable for achieving results. | 90% | 81% |



Online Reporting & Analysis Tool

2014 Federal Employee Viewpoint Survey Results

Employees Influencing Change

Glossary | Tutorial | Users | My Account | Logout

User: kimya.lee@opm.gov
 Year: 2014 Go
 Project: FEVS 2014 Go

Home
 Pre-Configured Reports
 Analysis On Demand

Project: FEVS 2014 >> Analysis On Demand >> Full Version (2004-2014) for Large Agencies

Current Selections:
 1. Subset 2. Table Type 3. Variables 4. Table Contents 5. Filters (optional) 6. Benchmark (optional) Results Saved Queries Start Over

Create table for: [NEXT STEP] [SHOW RESULTS]

Select one or more
 YEAR OF SURVEY ADMINISTRATION

- 2004
- 2006
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014

[Select All] [Clear All]

1. Subset 2. Table Type 3. Variables 4. Table Contents 5. Filters (optional) 6. Benchmark (optional) Results Saved Queries Start Over

Specify the variable
 Click to highlight a variable in the list, then click the arrow button below to indicate where you want to place it.

Search [] Go

Variable List:

- Pos Q1) Given opport. to improve skills
- Pos Q2) Enough info to do job well
- Pos Q3) New and better ways to do things
- Pos Q4) Feeling of personal accomp.
- Pos Q5) Like work I do
- Pos Q6) Know what's expected of me
- Pos Q7) Willing to put in extra effort
- Pos Q8) Looking for ways to do job better
- Pos Q9) Have sufficient resources
- Pos Q10) Workload is reasonable
- Pos Q11) Talents are well used
- Pos Q12) Know how work relates to agency goals
- Pos Q13) Work I do is important
- Pos Q14) Physical conditions allow perform job well
- Pos Q15) Perf. appraisal is reflection of perf.
- Pos Q16) Held accountable for results

Column:
 Gender
 Select Multiple
 Collapse Categories

Row:
 Pos Q1) Given opport. to...
 Pos Q2) Enough info to...
 Pos Q3) New and better...
 Pos Q9) Have sufficient...
 Pos Q16) Held...
 Select Multiple

[Clear All]



Online Reporting & Analysis Tool

Project: FEVS 2014 -> Analysis On Display -> Live Version (2011-2014)

Current Selections: 5 variables selected > Gender

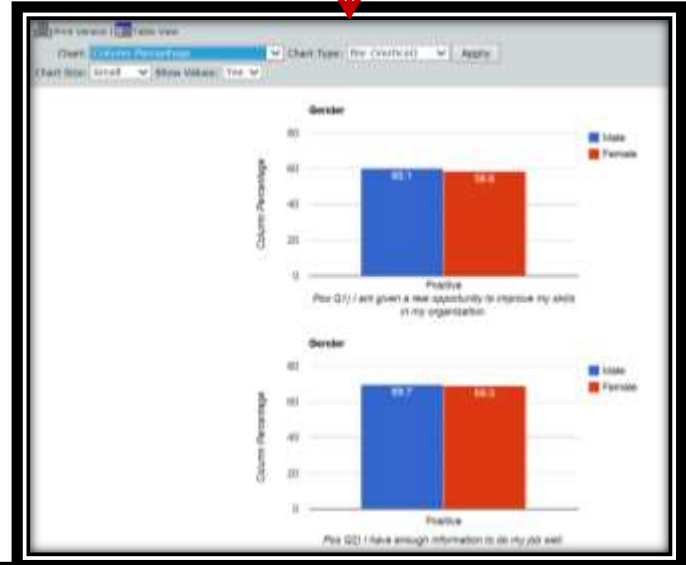
1. Subset 2. Table Type 3. Variables 4. Table Contents 5. Filters (optional) 6. Benchmark (optional) Results Saved Queries Start Over

2014 Federal Employee Viewpoint Survey

Date in table for: Year of survey administration: 2014

| Col Pos | | Gender (DSEX) | | |
|---------|---|---------------|--------|-------|
| | | Male | Female | Total |
| Pos Q1 | I am given a real opportunity to improve my skills in my organization. (Q1_pos) | 60.1% | 58.8% | 59.5% |
| Pos Q2 | I have enough information to do my job well. (Q2_pos) | 60.7% | 60.2% | 60.6% |
| Pos Q3 | I feel encouraged to come up with new and better ways of doing things. (Q3_pos) | 55.0% | 56.3% | 55.5% |
| Pos Q9 | I have sufficient resources (for example, people, materials, budget) to get my job done. (Q9_pos) | 43.0% | 47.5% | 44.0% |
| Pos Q16 | I am held accountable for achieving results. (Q16_pos) | 79.4% | 83.5% | 81.2% |

FEVS 2014 Dataset, 01/07/2015 09:36:54



2014 Federal Employee Viewpoint Survey

Date in table for: Year of survey administration: 2012, 2013, 2014

Controlling For Gender (DSEX) = Male

| Col Pos | | Year of survey administration (YEAR) | | | |
|---------|---|--------------------------------------|-------|-------|-------|
| | | 2012 | 2013 | 2014 | Total |
| Pos Q1 | I am given a real opportunity to improve my skills in my organization. (Q1_pos) | 64.3% | 60.7% | 60.1% | 61.7% |
| Pos Q2 | I have enough information to do my job well. (Q2_pos) | 73.3% | 69.2% | 69.7% | 70.8% |
| Pos Q3 | I feel encouraged to come up with new and better ways of doing things. (Q3_pos) | 57.7% | 55.2% | 55.0% | 56.0% |
| Pos Q9 | I have sufficient resources (for example, people, materials, budget) to get my job done. (Q9_pos) | 46.5% | 41.0% | 43.0% | 43.7% |
| Pos Q16 | I am held accountable for achieving results. (Q16_pos) | 81.5% | 79.0% | 79.4% | 80.3% |



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DEMOGRAPHIC DATA

Number of Non-Seasonal, Full-time, Permanent Employees as of November 2014 by location.

- OVERALL
- AGE
- RACE
- GENDER
- ETHNICITY
- PAY LEVEL
- RETIREMENT ELIGIBILITY
- VETERAN STATUS

Quick Stats

Total Number of Employees

75,210

States with Employees

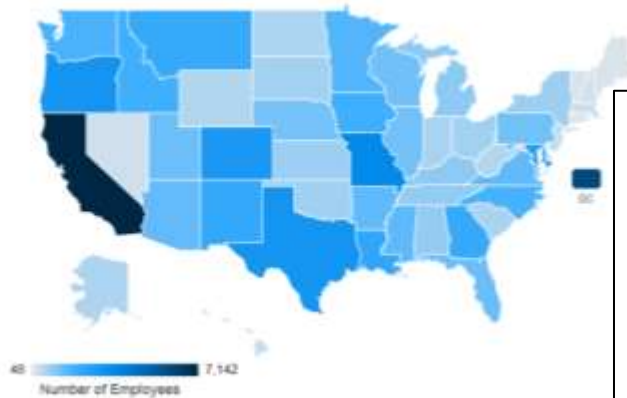
51

Top 5 States

1. California (7,142)
2. District Of Columbia (5,884)
3. Missouri (3,318)
4. Texas (3,252)
5. Oregon (3,038)

Overall Groups by Location

Click on the map to see the number of employees by overall group and location. Select a overall group to see where the distribution of that group are in the U.S.



Number of Non-Seasonal, Full-time, Permanent Employees as of November 2014 by location.

- OVERALL
- AGE
- RACE
- GENDER
- ETHNICITY
- PAY LEVEL
- RETIREMENT ELIGIBILITY
- VETERAN STATUS

All Employees

Distribution of employees by retirement eligibility group.

- 10% (7,521) Eligible
- 90% (67,689) Not Eligible

Retirement Eligibility Groups by Location

Click on the map to see the number of employees by retirement eligibility group and location. Select a retirement eligibility group to see where the distribution of that group are in the U.S.

Eligible

| DISTRICT OF COLUMBIA | |
|-------------------------|-------|
| All Retirement Eligible | 5,884 |
| Eligible (10%) | 614 |
| Not Eligible (90%) | 5,270 |



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Agencywide Engagement

Agencywide - This section contains the overall engagement score for the agency, as well as the scores by sub-factors of the Engagement Index (Leaders Lead, Supervision, Intrinsic Work Experience), the total number of responses and the response rate.

Results By Demographic - This section includes a variety of filters that you can apply to the data - for example, if you choose "Federal Tenure", you will see a breakdown of the engagement score (both overall and the three sub-factors) federal tenure (the number of years of service in the government).

AGENCYWIDE RESULTS BY DEMOGRAPHIC

Below governmentwide average Above governmentwide average



Component Engagement

The below table contains the breakdown of the Employee Engagement Index Score by office within the agency component chosen above. Data displayed includes number of responses for each office, the response rate for that office and the overall engagement index score for that office, as well as the scores by subfactors of the Engagement Index (Leaders Lead, Supervisors, Intrinsic Work Exp).

Below governmentwide average Above governmentwide average

| Sub-AGENCY OFFICE | # OF RESPONSES | RESPONSE RATE | OVERALL | LEADERS LEAD | SUPERVISORS | INTRINSIC WORK EXP |
|--|----------------|---------------|---------|--------------|-------------|--------------------|
| Governmentwide Average | 25,162 | 87% | 63% | 46% | 73% | 69% |
| Agencywide Average | 25,162 | 87% | 63% | 46% | 73% | 69% |
| Departmental Management | 200 | 75% | 58% | 42% | 70% | 65% |
| Farm and Foreign Agriculture Services | 2,576 | 75% | 65% | 48% | 75% | 70% |
| Food Nutrition and Consumer Services | 1,000 | 75% | 65% | 48% | 75% | 70% |
| Food Safety | 1,800 | 75% | 65% | 48% | 75% | 70% |
| Marketing and Regulatory Programs | 1,900 | 75% | 65% | 48% | 75% | 70% |
| National Appeals Division | 40 | 80% | 65% | 48% | 75% | 70% |
| Natural Resources and Environment | 6,200 | 65% | 58% | 42% | 70% | 65% |
| Office of Budget & Program Analysis | 24 | 75% | 65% | 48% | 75% | 70% |
| Office of Communications | 50 | 65% | 58% | 42% | 70% | 65% |
| Office of the Assistant Secretary for Civil Rights | 40 | 75% | 58% | 42% | 70% | 65% |
| Office of the Chief Economist | 24 | 75% | 65% | 48% | 75% | 70% |
| Office of the Chief Financial Officer | 224 | 75% | 65% | 48% | 75% | 70% |



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MAIN PROMISING PRACTICES KEY ENABLERS AND BARRIERS MEASURES AND INCENTIVES WHAT IS ENGAGEMENT

Welcome to the Employee Engagement Community of Practice. Here you can find case studies, videos, training, research, best practices and other helpful resources to help create an engaged federal workforce. This community is designed to offer the tools needed to create strategies that lead to an inclusive work environment where a diverse federal workforce is fully engaged and energized to put forth its best effort, achieve their agency's mission, and remain committed to public service.

Featured Resources



PROMISING PRACTICES SES Leadership Event

View segments and full panel discussions from the SES Leadership Event



PROMISING PRACTICES Federal Employee Engagement Forum

View segments and full panel discussions from the Federal Employee Engagement Forum, held at the White House on November 03, 2014.



PROMISING PRACTICES Speed of Trust: FDIC's Culture Change

View segments and full panel discussions on how FDIC moved up from #23 to #1 in the EYS scores ranking.

Share With The Community



Should you come across information you would like included in this community, please send an email to: unlocktalent@opm.gov

Latest Resources

PROMISING PRACTICES SES Leadership Event

May 10, 2015

PROMISING PRACTICES Federal Employee Engagement Forum

May 10, 2015

PROMISING PRACTICES Speed of Trust: FDIC's Culture Change

May 10, 2015

60,760 VIEWS

SES Leadership Event

View segments and full panel discussions from the SES Leadership Event.

Promising Practices Blog

May 10, 2015

Federal Employee Engagement Forum

May 10, 2015

Speed of Trust: FDIC's Culture Change

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Future Developments

Partnering with Academic Researchers:

- We are developing research partnership with a number of universities

Posting Comprehensive Bibliography:

- Fernandez and colleagues identified over 40 peer-reviewed journal articles featuring FEVS data
- Ongoing initiative in our office to enumerate all peer-reviewed works inclusive of other literatures such as industrial/organizational psychology and survey methodology.
- We plan to post this list to our public page, with an automated mechanism for webpage visitors to notify the FEVS team of additional qualifying works.

Panel data set:

- Intriguing idea presented in the paper is the call for OPM to release a panel data set amenable to longitudinal data analyses.
- We recently released a consolidated public use file containing responses all the way back to 2004 coded forward to 2014 (see <http://www.fedview.opm.gov/2014/EVSDATA/>), but the same respondent is not uniquely identified across years.
- Perhaps a more efficient method would be to retroactively compile such a data set. This would be challenging since not all agencies are a census and it is unlikely the same sets of individuals respond year in and year out.

Synthetic data

- Methods pioneered by Dr. Jerome Reiter and colleagues from Duke University could be a fruitful avenue to creatively accomplish this task while protecting the confidentiality of survey respondents.



Just The Numbers

392,752 employees

48,774 offices

87 agencies

454 variables

76,788,944 data points*



Resources

- ❑ General Inquiries
EVS@opm.gov

- ❑ FEVS Public Website
<http://www.fedview.opm.gov/>

- ❑ Direct link to request Public Release Data Files
<http://www.fedview.opm.gov/2014/EVSDATA/>

- ❑ Unlocking Federal Talent Dashboard Press Release
<http://www.opm.gov/news/releases/2014/07/opm-releases-unlocktalentgov-dashboard/>