



2013 Employee Viewpoint Survey Results Summary

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SECTION 1: SURVEY OVERVIEW

This report summarizes the results of NARA's 2013 Employee Viewpoint Survey (EVS) and complies with the U.S. Office of Personnel Management's (OPM) requirement that agencies analyze and provide a summary of their results within 120 days from the close of the survey collection period. The report is intended as an initial high-level summary of NARA's agency-wide results.

Agencies are required to administer an Annual Employee Survey to assess employee satisfaction. NARA uses the EVS to satisfy this mandate.

SECTION 2: HOW THE SURVEY WAS CONDUCTED

The survey was administered by OPM from April 30, 2013 until June 14, 2013. An invitation to participate in the survey was sent by e-mail from OPM to NARA permanent staff employed as of the end of October 2013. A communication campaign, including email notices and web banners, was launched to encourage staff participation and notify all employees about the survey.

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

The survey is grouped into eight topic areas:

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

SECTION 3: DESCRIPTION OF SAMPLE

All NARA permanent staff employed as of the end of October 2012 was invited to participate in the survey.

Number of employees surveyed, number responded, and representativeness of respondents:

Of the 2,531 permanent employees who received the survey, 1,617 responded for an overall response rate of 64%.

While the 2013 response rate is lower than 2012 (75%), it is greater than the government-wide rate of 48%.

SECTION 4: INTERPRETATION OF RESULTS¹

Understanding Your Results

Positive Ratings

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

Negative Ratings

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

Applying Rules of Thumb

- **65% or more positive** is considered strength
- **35% or more negative** is considered a challenge
- **30% or more neutral** suggests uncertainty, presenting an opportunity for communication
- **A difference of 5 percentage points** or more is considered notable

¹ Agency results have a margin of error of +/- 2%

SECTION 5: NARA RESULTS AT A GLANCE

NARA Findings at a Glance²:

- 25 items had positive ratings of 65 percent or more (strengths)
- 18 items had negative ratings of 35 percent or more (challenges)
- 1 item decreased by 5 percentage points or more since 2011
- 1 item increased by 2 or more percentage points between the 2011-2012 survey results and 2 or more percentage points between the 2012-2013 survey results
- 14 items decreased by 2 or more percentage points between the 2011-2012 survey results and 2 or more percentage points between the 2012-2013 survey results

Positive Highlights*:

- Employees have a positive outlook on the mission of the agency —88% feel the work they do is important.
- Results indicate that employees are highly dedicated. An overwhelming majority of employees—95%, said they are willing to put in the effort it takes to get the job done, and another 87% said they are constantly looking for ways to do their jobs better.
- Responses to survey items addressing employees' supervisors have been consistently positive over the last few surveys. A majority of employees give their supervisors positive responses on questions focusing on the interpersonal relationship between worker and supervisor, including trust, respect and support. For example, 67% of employees believe their immediate supervisor or team leader is doing a good job, 78% said they were treated with respect, and 75% reported their supervisor listened to what they had to say.
- Employees are positive on two survey items that measure their perceptions of teamwork and the quality of work, with 67% indicating that the people they work with cooperate to get the job done, and 80% of employees believe their work unit produces quality work.

*Positive Ratings (i.e., Strongly Agree/Agree)

² **New!** The "Celebration and Caution" category highlights the survey items that increased or decreased by 2 or more percentage points between the 2011-2012 survey results and the 2012-2013 survey results.

Areas for Improvement*:

- On the other end of the spectrum, employees expressed dissatisfaction with performance based rewards and advancement, 52% of employees expressed dissatisfaction with their opportunity to get a better job in their organization, 58% felt pay raises **do not** depend on how well employees performed in their job, 45% felt creativity and innovation **are not** rewarded, and 44% believed promotions in their work unit **were not** based on merit. Also, only 45% said that differences in performance **are not** recognized in a meaningful way, and just 46% reported that steps **are not** taken to deal with a poor performer who cannot or will not improve.
- Leaders received low ratings from employees on a range of issues, including the ability to generate motivation and commitment (45%) and promote empowerment (44%), satisfaction with their policies and practices (38%) and that the survey results will be used to make NARA a better place to work (41%).

*Negative Ratings (i.e., Strongly Disagree/Disagree)

Increases and Decreases:

Increases

NARA did not have any items that increased by 5 percentage points or more since 2012.

Decreases

There is 1 area in which NARA's positive response rates declined significantly compared to 22 areas back in 2012. The following chart lists the item and the corresponding positive (i.e., strongly agree, agree) percentage decline.

Table 1. Significant Decline

Decreases in Percent Positive (i.e., strongly agree, agree)	2013	2012	Difference
#41. I believe the results of this survey will be used to make my agency a better place to work.	34%	39%	5%

Top Ten Strengths and Challenges:

Top Ten Strengths

The table below identifies the ten top items on which NARA scored the highest percent positive (i.e., strongly agree, agree) responses in 2013, and the scores for 2012 and 2011.

Table 2: Strengths

Most Positive Response Items (i.e., strongly agree, agree)	2013	2012	2011
#7. When needed I am willing to put in the extra effort to get a job done.	95%	95%	96%
#13. The work I do is important.	88%	89%	90%
#8. I am constantly looking for ways to do my job better.	87%	88%	89%
#42. My supervisor supports my need to balance work and other life issues.	81%	80%	80%
#28. How would you rate the overall quality of work done by your work unit?	80%	82%	82%
#16. I am held accountable for achieving results.	80%	80%	83%
#5. I like the kind of work I do.	80%	80%	81%
#49. My supervisor/team leader treats me with respect.	78%	77%	79%
#50. In the last six months, my supervisor/team leader has talked with me about my performance.	78%	80%	75%
#12. I know how my work relates to the agency's goals and priorities.	77%	77%	80%

Note: Strengths category excludes Work/Life items due to reduction in sample size.

Bottom Ten

The table below identifies the ten items on which NARA scored the highest percent negative (i.e., strongly disagree, disagree) responses in 2013.

Table 3: Bottom Ten

Most Negative Response Items (i.e., strongly disagree, disagree)	2013	2012	2011
#33. Pay raises depend on how well employees perform their jobs.	58%	55%	46%
#67. How satisfied are you with your opportunity to	52%	49%	42%

Most Negative Response Items (i.e., strongly disagree, disagree)	2013	2012	2011
get a better job in your organization?			
#23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	46%	42%	39%
#53. In my organization, leaders generate high levels of Motivation and commitment in the workforce.	45%	43%	37%
#24. In my work unit, differences in performance are recognized in a meaningful way.	45%	40%	34%
#32. Creativity and innovation are rewarded.	45%	41%	36%
#30. Employees have a feeling of personal empowerment with respect to work processes.	44%	42%	37%
#9. I have sufficient resources (for example, people, materials, budget) to get my job done.	44%	41%	33%
#22. Promotions in my work unit are based on merit.	44%	43%	37%
#41. I believe the results of this survey will be used to make my agency a better place to work.	41%	39%	47%

New! Celebrate and Caution:

Items to Celebrate

There is 1 area in which NARA’s positive response rates increased by 2 or more percentage points across 2011 to 2012 and from 2012 to 2013). The following chart lists the item and the corresponding positive (i.e., strongly agree, agree) percentage increases.

Table 4. Items to Celebrate

Percent Positive (i.e., strongly agree, agree)	2013	2012	2011
#35. Employees are protected from health and safety hazards on the job.	71%	69%	67%

Caution Items

There are 5 areas in which NARA’s positive response rates decreased by 2 or more percentage points across each of the last several survey administrations (from 2011 to 2012 and from 2012 to 2013). Being aware of downward trends is critical in ensuring that items don’t continue to decrease over time. The following chart lists the items and their corresponding positive (i.e., strongly agree, agree) percentage increases.

Table 4. Items to Celebrate

Percent Positive (i.e., strongly agree, agree)	2013	2012	2011
#41. I believe the results of this survey will be used to make my agency a better place to work.	34%	39%	47%
#21. My work unit is able to recruit people with the right skills.	34%	38%	46%
#33. Pay raises depend on how well employees perform their jobs.	17%	20%	27%
#9. I have sufficient resources (for example, people, materials, budget) to get my job done.	40%	42%	50%
#27. The skill level in my work unit has improved in the past year.	46%	49%	55%

SECTION 5: CONCLUSION

The Human Capital Office briefed the [EVS Action Team](#) on the results we have so far and will continue do so as more results are made available. The team will continue to review staff input and partner with office level EVS POCs to determine areas of concentration for NARA-wide improvements. NARA’s managers and staff are also partnering to tackle their office level issues. Staff will receive more details and updates in the weeks ahead.

Demographics³:

Table 5. Demographic Characteristics

Work Location		Supervisory Status		Gender		Hispanic or Latino	
Headquarters	45%	Non-Supervisor	66%	Male	45%	Yes	4%
Field	55%	Team Leader	15%	Female	55%	No	96%
		Supervisor/ Manager	18%				
		Executive	1%				
Race		Age		Pay Grade		Federal Tenure	
American Indian or Alaska Native	1%	25 and Under	1%	Federal Wage System	<1%	< 1 Year	1%
Asian	2%	26-29	5%	GS 1-6	24%	1-3 Years	10%
Black or African American	17%	30-39	20%	GS 7-12	46%	4-5 Years	14%
Native Hawaiian or Other Pacific Islander	1%	40-49	29%	GS 13-15	27%	6-10 Years	18%
White	79%	50-59	30%	SES	1%	11-14 Years	16%
Two or more races (not Hispanic or Latino)	3%	60 or Older	15%	SL/ST	<1%	15-20 Years	11%
				Other	1%	> 20 Years	30%

³ Population figures are sourced from Performance Measurement and Reporting System (PMRS) for all for permanent employees as of September 30, 2011

Agency Tenure

< 1 Year	1%
1-3 Years	15%
4-5 Years	16%
6-10 Years	22%
11-20 Years	24%
> 20 Years	23%

Veteran

Yes	21%
No	79%

Are You Considering Leaving Your Agency Within the Next Year?

No	65%
Yes, to retire	5%
Yes, to take another job within the Federal Government	20%
Yes, to take another job outside the Federal Government	5%
Yes, other	5%

Disability

Yes	9%
No	91%

Planning to Retire

Within one year	3%
Between one and three years	7%
Between three and five years	9%
Five or more years	80%

Self-Identify As

Heterosexual or Straight	79%
Gay, Lesbian, Bisexual, or Transgender	4%
I prefer not to say	17%