2015 Employee Viewpoint Survey
Results Summary

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NATIONAL
ARCHIVES

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SECTION 1: SURVEY OVERVIEW

This report summarizes the results of NARA's 2015 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 May 4, 2015 until June 12, 2015. 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 2014. A communication campaign, including email notices and web banners, was launched to encourage staff participation and notify all employees about the survey.

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 2014 was invited to participate in the survey.

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

Of the 2,366 permanent employees who received the survey, 1,721 responded for an overall response rate of 72.7%.

NARA's 2015 response rate is higher than the 2014 rate (67.4%) by 5.3 percentage points and continues to be greater than the government-wide rate of 49.7%.

SECTION 4: INTERPRETATION OF RESULTS[1]

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

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

SECTION 5: NARA RESULTS AT A GLANCE

NARA Findings at a Glance:

- **27** items (up from 24 items in 2014) had positive ratings of 65 percent or more (strengths)
- **12** items (which significantly improved from 20 items in 2014) had negative ratings of 35 percent or more (challenges)
- **25** items (up from 1 item in 2014) increased by 5 percentage points or more since 2014
- **14** items increased by 2 or more percentage points between the 2013-2014 survey results AND 2 or more percentage points between the 2014-2015 survey results; compared to only 1 item in 2014
- **0** item decreased by 2 or more percentage points between the 2013-2014 survey results AND 2 or more percentage points between the 2014-2015 survey results; compared to 2 items in 2014

Note: Work/Life items (79-84) are excluded for these findings. OPM does not include work/life category items under significant increases or decreases because they are not based on responses from the entire population--only those that participate in those programs.

Positive Highlights*:

- Results indicate that employees are highly dedicated. An overwhelming majority of employees—94%, said they are willing to put in the effort it takes to get the job done, and another 88% said they are constantly looking for ways to do their jobs better.
- Employees have a positive outlook on the mission of the agency —89%feel the work they do is important.
- 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, 72% of employees believe their immediate supervisor is doing a good job, 82% said they were treated with respect, and 79% 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 74% indicating that the people they work with cooperate to get the job done, and 85% of employees believe their work unit produces quality work.

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

Areas for Improvement*:

- On the other end of the spectrum, employees expressed dissatisfaction with performance based rewards and advancement, 46% of employees expressed dissatisfaction with their opportunity to get a better job in their organization – slightly improving from 52% negative ratings in 2014, 54% felt pay raises **do not** depend on how well employees performed in their job – slightly improving from 58%, 37% felt creativity and innovation **are not** rewarded – slightly improving from 44%, and 41% believed promotions in their work unit **were not** based on merit – slightly improving from 46%. Also, only 36% said that differences in performance **are not** recognized in a meaningful way – slightly improving from 43%, and just 40% reported that steps **are not** taken to deal with a poor performer who cannot or will not improve – slightly improving from 44%.
- Leaders received low ratings from employees on a range of issues, including the ability to generate motivation and commitment (47%, compared to 48% in 2014) and promote communication among different work units (30%, compared to 36% in 2014), maintain high standard of honesty and integrity (34%, compared to 35% in 2015) and having high level of respect from employees (35%, compared to 36% in 2014).
- Considering the 2015 EVS results, progress is being made and NARA will continue to focus efforts on initiatives that will significantly improve these areas and others while ensuring agency accountability and transparency to all staff.

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

Increases and Decreases:

Increases

There are 25 areas in which NARA's positive scores increased significantly. The following chart lists the items and the corresponding positive (i.e., strongly agree, agree) percentage increase.

Table 1. Significant Increase

#	Increases in Percent Positive (i.e., strongly agree, agree)	2015 % Positive	2014 % Positive	Difference
1	I am given a real opportunity to improve my skills in my organization.	59.7%	50.6%	9.1%
47	Supervisors in my work unit support employee development.	69.6%	61.3%	8.3%

#	Increases in Percent Positive (i.e., strongly agree, agree)	2015 % Positive	2014 % Positive	Difference
18	My training needs are assessed.	48.5%	40.4%	8.1%
31	Employees are recognized for providing high quality products and services.	48.9%	41.7%	7.2%
34	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	50.7%	43.6%	7.1%
43	My supervisor provides me with opportunities to demonstrate my leadership skills.	67.3%	60.7%	6.6%
32	Creativity and innovation are rewarded.	35.8%	29.2%	6.6%
3	I feel encouraged to come up with new and better ways of doing things.	58.2%	51.7%	6.5%
68	How satisfied are you with the training you receive for your present job?	49.6%	43.2%	6.3%
67	How satisfied are you with your opportunity to get a better job in your organization?	29.1%	23.5%	5.6%
45	My supervisor is committed to a workforce representative of all segments of society.	69.9%	64.4%	5.5%
44	Discussions with my supervisor about my performance are worthwhile.	66.7%	61.2%	5.5%
60	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	59.1%	53.8%	5.3%
46	My supervisor provides me with constructive suggestions to improve my job performance.	64.9%	59.6%	5.3%
51	I have trust and confidence in my supervisor.	69.2%	64.0%	5.2%
48	My supervisor/team leader listens to what I have to say.	78.9%	73.7%	5.1%
11	My talents are used well in the workplace.	55.4%	50.5%	4.9%
57	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	58.1%	53.2%	4.9%
58	Managers promote communication among different work units (for example, about projects, goals, needed resources).	47.7%	42.9%	4.8%
65	How satisfied are you with the recognition you	49.6%	44.8%	4.8%

#	Increases in Percent Positive (i.e., strongly agree, agree)	2015 % Positive	2014 % Positive	Difference
	receive for doing a good job?			
52	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	72.2%	67.6%	4.6%
4	My work gives me a feeling of personal accomplishment.	74.5%	69.9%	4.6%
66	How satisfied are you with the policies and practices of your senior leaders?	36.1%	31.5%	4.6%
30	Employees have a feeling of personal empowerment with respect to work processes.	36.9%	32.4%	4.5%
62	Senior leaders demonstrate support for Work/Life programs.	56.1%	51.6%	4.5%

Decreases

None of the items decreased significantly in NARA's positive scores; compared to 3 items in 2014.

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 2015, and the scores for 2014 and 2013.

Table 2: Strengths

#	Most Positive Response Items (i.e., strongly agree, agree)	2015 % Positive	2014 % Positive	2013 % Positive
7	When needed I am willing to put in the extra effort to get a job done.	93.9%	93.7%	95.0%
13	The work I do is important.	89.2%	88.9%	88.0%
8	I am constantly looking for ways to do my job better.	88.2%	88.1%	87.1%
50	In the last six months, my supervisor has talked with me about my performance.	87.1%	84.0%	77.5%
28	How would you rate the overall quality of work done by your work unit?	84.7%	83.2%	80.2%
5	I like the kind of work I do.	83.1%	79.6%	79.7%

#	Most Positive Response Items (i.e., strongly agree, agree)	2015 % Positive	2014 % Positive	2013 % Positive
42	My supervisor supports my need to balance work and other life issues.	82.0%	78.5%	80.6%
49	My supervisor treats me with respect.	81.7%	77.5%	77.8%
16	I am held accountable for achieving results.	80.7%	79.6%	79.7%
36	My organization has prepared employees for potential security threats.	80.5%	76.7%	74.2%

Bottom Ten

The table below identifies the ten items on which NARA scored the highest percent negative (i.e., strongly disagree, disagree) responses in 2015.

Table 3: Bottom Ten

#	Most Negative Response Items (i.e., strongly disagree, disagree)	2015 % Negative	2014 % Negative	2013 % Negative
33	Pay raises depend on how well employees perform their jobs.	54.1%	58.2%	57.9%
53	In my organization, leaders generate high levels of Motivation and commitment in the workforce.	46.5%	48.4%	45.3%
67	How satisfied are you with your opportunity to get a better job in your organization?	46.0%	51.8%	52.1%
9	I have sufficient resources (for example, people, materials, budget) to get my job done.	43.3%	45.0%	44.0%
22	Promotions in my work unit are based on merit.	41.0%	46.4%	43.9%
23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	40.3%	44.2%	45.5%
41	I believe the results of this survey will be used to make my agency a better place to work.	39.5%	43.0%	41.4%
30	Employees have a feeling of personal empowerment with respect to work processes.	37.5%	42.8%	44.3%
32	Creativity and innovation are rewarded.	37.3%	44.1%	44.5%
24	In my work unit, differences in performance are recognized in a meaningful way.	36.3%	42.8%	44.8%

SECTION 5: CONCLUSION

The Office of the Archivist of the United States briefed the Management Team and Office Engagement Point of Contacts (POCs) on the results we have so far and will continue to do so as more results are made available. The teams will continue to review and solicit staff feedback (as appropriate) to determine areas of concentration for NARA-wide and office level improvements. NARA's managers and supervisors are accountable to create and sustain a high performing workforce that leads to improvements in the workplace culture and morale.

This may include implementing engagement driver actions such as:

- Engaging in constructive performance conversation
- Providing/supporting career development and training
- Supporting work/life balance
- Fostering an inclusive work environment
- Involving staff in decisions that affect their work
- Engaging staff in two-way communication

Demographics:

Table 5. Demographic Characteristics

Work Location		Supervisory Status		Gender		Hispanic or Latino	
Headquarters	46%	Non-Supervisor	67%	Male	47%	Yes	4%
Field	54%	Team Leader	14%	Female	53%	No	96%
		Supervisor	12%				
		Manager	6%				
		Executive	1%				

Race		Highest Degree/Education Level		Pay Grade		Age	
American Indian or Alaska Native	.4%	Less than High School	<.2%	Federal Wage System	1%	25 and Under	1%
Asian	2%	High School	9%	GS 1-6	26%	26-29	5%
Black or African American	20%	Trade/Technical	2%	GS 7-12	43%	30-39	19%
Native Hawaiian or Other Pacific Islander	1%	Some College	15%	GS 13-15	29%	40-49	27%
White	73%	Associate's	6%	SES	1%	50-59	33%
Two or more races	4%	Bachelor's	26%	SL/ST	<1%	60 or Older	16%
		Master's	38%	Other	.4%		
		Doctoral	4%				

Federal Tenure		Agency Tenure		Are You Considering Leaving Your Agency Within the Next Year?		Planning to Retire	
< 1 Year	1%	< 1 Year	3%	No	67%	Within one year	3%
1-3 Years	4%	1-3 Years	8%	Yes, to retire	4%	Between one and three years	8%
4-5 Years	11%	4-5 Years	13%	Yes, to take another job within the Federal Government	20%	Between three and five years	8%
6-10 Years	24%	6-10 Years	26%	Yes, to take another job outside the Federal Government	4%	Five or more years	82%
11-14 Years	16%	11-20 Years	28%	Yes, other	5%		
15-20 Years	13%	> 20 Years	23%				
> 20 Years	31%						

Self-Identify As		US Military Service Status		Individual with a Disability	
Heterosexual or Straight	79%	No Prior Military Service	77%	Yes	12%
Gay, Lesbian, Bisexual, or Transgender	4%	Currently National Guard/Reserves	1%	No	88%
I prefer not to say	17%	Retired	7%		
		Separated/ Discharged	14%		