



2014 Employee Viewpoint Survey Results Summary

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SECTION 1: SURVEY OVERVIEW

This report summarizes the results of NARA's 2014 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 6, 2014 until June 13, 2014. 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 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 2013 was invited to participate in the survey.

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

Of the 2,500 permanent employees who received the survey, 1,686 responded for an overall response rate of 67%.

NARA's 2014 response rate is higher than 2013 (64%) by 3 percentage points and greater than the government-wide rate of 47%.

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 Glance:

- 24 items had positive ratings of 65 percent or more (strengths)
- 20 items had negative ratings of 35 percent or more (challenges)
- 1 item increased by 5 percentage points or more since 2013
- 2 items increased by 2 or more percentage points between the 2012-2013 survey results and 2 or more percentage points between the 2013-2014 survey results
- 2 items decreased by 2 or more percentage points between the 2012-2013 survey results and 2 or more percentage points between the 2013-2014 survey results

Positive Highlights*:

- Employees have a positive outlook on the mission of the agency —89% feel the work they do is important.
- 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.
- 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, 68% of employees believe their immediate supervisor is doing a good job, 78% said they were treated with respect, and 74% 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 70% indicating that the people they work with cooperate to get the job done, and 83% 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, 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, 44% felt creativity and innovation **are not** rewarded, and 46% believed promotions in their work unit **were not** based on merit. Also, only 43% said that differences in performance **are not** recognized in a meaningful way, and just 44% 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 (48%) and promote communication among different work units (36%), maintain high standard of honesty and integrity (35%) and having high level of respect from employees (36%).

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

Increases and Decreases:

Increases

There is 1 area in which NARA's positive response rates increased significantly. The following chart lists the item and the corresponding positive (i.e., strongly agree, agree) percentage increase.

Table 1. Significant Increase

| Increases in Percent Positive (i.e., strongly agree, agree) | 2014 | 2013 | Difference |
|---|-------------|-------------|-------------------|
| #50. In the last six months, my supervisor has talked with me about my performance. | 84% | 78% | 6.5% |

Decreases

There are 3 areas in which NARA's positive response rates decreased significantly compared to 1 area in 2013. The following chart lists the item and the corresponding positive (i.e., strongly agree, agree) percentage decrease.

Table 2. Significant Decrease

| Decreases in Percent Positive (i.e., strongly agree, agree) | 2014 | 2013 | Difference |
|--|-------------|-------------|-------------------|
| #81. How satisfied are you with the following Work/Life programs in your agency? | 75% | 82% | -6.5% |
| #83. How satisfied are you with the following Work/Life programs in your agency? Child Care Programs (for example, daycare, parenting classes, parenting support groups) | 57% | 64% | -6.7% |
| #84. How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs (for example, support groups, speakers) | 55% | 65% | -9.6% |

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 2014, and the scores for 2013 and 2012.

Table 2: Strengths

| Most Positive Response Items (i.e., strongly agree, agree) | 2014 | 2013 | 2012 |
|---|-------------|-------------|-------------|
| #7. When needed I am willing to put in the extra effort to get a job done. | 94% | 95% | 95% |
| #13. The work I do is important. | 89% | 88% | 89% |
| #8. I am constantly looking for ways to do my job better. | 88% | 87% | 88% |
| #50. In the last six months, my supervisor has talked with me about my performance. | 84% | 78% | 80% |
| #28. How would you rate the overall quality of work done by your work unit? | 83% | 80% | 82% |
| #5. I like the kind of work I do. | 80% | 80% | 80% |
| #16. I am held accountable for achieving results. | 80% | 80% | 80% |
| #42. My supervisor supports my need to balance work and other life issues. | 79% | 81% | 80% |
| #49. My supervisor treats me with respect. | 78% | 78% | 77% |
| #12. I know how my work relates to the agency's goals and priorities. | 77% | 77% | 77% |

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 2014.

Table 3: Bottom Ten

| Most Negative Response Items (i.e., strongly disagree, disagree) | 2014 | 2013 | 2012 |
|--|-------------|-------------|-------------|
| #33. Pay raises depend on how well employees perform their jobs. | 58% | 58% | 55% |
| #67. How satisfied are you with your opportunity to get a better job in your organization? | 52% | 52% | 49% |
| #53. In my organization, leaders generate high levels of Motivation and commitment in the workforce. | 48% | 45% | 43% |
| #22. Promotions in my work unit are based on merit. | 46% | 44% | 43% |
| #9. I have sufficient resources (for example, people, materials, budget) to get my job done. | 45% | 44% | 41% |
| #23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 44% | 46% | 42% |
| #32. Creativity and innovation are rewarded. | 44% | 45% | 41% |
| #41. I believe the results of this survey will be used to make my agency a better place to work. | 43% | 41% | 39% |
| #24. In my work unit, differences in performance are recognized in a meaningful way. | 43% | 45% | 40% |
| #30. Employees have a feeling of personal empowerment with respect to work processes. | 43% | 44% | 42% |

SECTION 5: CONCLUSION

The Human Capital Office briefed the [EVS Action Team](#) on the results we have so far and will continue to 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 supervisors are encouraged to:

- Continue to partner with staff to tackle office specific issues (Office-Level Action Plans).
- Continue to support the need to balance work and other life issues. Talk to your employees to see what kind of support they need.
- Continue to support employee development. Take time to develop yourself, and provide opportunities for your staff to enhance their skills.
- Talk to your people, and make sure that they have the opportunity to talk to you. Promote an open flow of information and closer working relationships.

Demographics:

Table 5. Demographic Characteristics

| Work Location | | Supervisory Status | | Gender | | Hispanic or Latino | |
|---------------|-----|--------------------|-----|--------|-----|--------------------|-----|
| Headquarters | 45% | Non-Supervisor | 67% | Male | 46% | Yes | 4% |
| Field | 55% | Team Leader | 15% | Female | 54% | No | 96% |
| | | Supervisor | 12% | | | | |
| | | Manager | 5% | | | | |
| | | Executive | 1% | | | | |

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

| Federal Tenure | | Agency Tenure | | Are You Considering Leaving Your Agency Within the Next Year? | | Planning to Retire | |
|-----------------------|-----|----------------------|-----|--|-----|------------------------------|-----|
| < 1 Year | 1% | < 1 Year | 1% | No | 61% | Within one year | 4% |
| 1-3 Years | 5% | 1-3 Years | 10% | Yes, to retire | 6% | Between one and three years | 8% |
| 4-5 Years | 15% | 4-5 Years | 18% | Yes, to take another job within the Federal Government | 22% | Between three and five years | 8% |
| 6-10 Years | 22% | 6-10 Years | 24% | Yes, to take another job outside the Federal Government | 5% | Five or more years | 80% |
| 11-14 Years | 17% | 11-20 Years | 25% | Yes, other | 6% | | |
| 15-20 Years | 11% | > 20 Years | 22% | | | | |
| > 20 Years | 30% | | | | | | |

| Self-Identify As | | US Military Service Status | | Veteran | | Disability | |
|--|-----|-----------------------------------|-----|----------------|-----|-------------------|-----|
| Heterosexual or Straight | 78% | No Prior | 78% | Yes | 21% | Yes | 9% |
| Gay, Lesbian, Bisexual, or Transgender | 4% | Currently National Guard/Reserves | 1% | No | 79% | No | 91% |
| I prefer not to say | 18% | Retired | 7% | | | | |
| | | Separated/ Discharged | 14% | | | | |