

AFGE Local 421

2012

**Federal Employee Viewpoint
(FEV) Survey Analysis**

December 2013

**Union analysis of differences in viewpoints of supervisory
and non-supervisory employees:**

All Federal Employees and FERC Employees

Primary Finding: Supervisors are significantly more positive about their FERC jobs than their non-supervisory employees.

Date: December 31, 2013

Author: Ron Rattey, President, AFGE Local 421

Table of Contents

Introduction	3
Big Picture – Distribution of Responses	4
Positive Conclusions?	5
Improvements Needed?.....	5
A look at some specific questions/items from the 2012 Survey.....	6
Survey Items	11
1. PERSONAL WORK EXPERIENCES:	12
2. WORK UNIT:	13
3. AGENCY:	14
4. SUPERVISOR/TEAM LEADER:	15
5. LEADERSHIP:	16
6. SATISFACTION:	17
7. WORK/LIFE:	18
HCAAF Indices.....	19
8. LEADERSHIP AND KNOWLEDGE MANAGEMENT:	20
9. RESULTS ORIENTED PERFORMANCE CULTURE:	21
10. TALENT MANAGEMENT:	22
11. JOB SATISFACTION:	23
Employee Engagement Index	24
12. LEADERS LEAD:	25
13. SUPERVISORS:	25
14. INTRINSIC WORK EXPERIENCES:	26
15. EMPLOYEE ENGAGEMENT:	26
Global Satisfaction Index.....	27
Comparisons with Other Agencies?.....	28
Leadership and Knowledge Management.....	29
Results-Oriented Performance Culture	30
Talent Management.....	31
Job Satisfaction	32

Introduction

The Federal Employee Viewpoint Survey is an annual survey of Federal employees asking their opinion on all aspects of the work of and their working for the Federal government. The Survey is conducted in the April-June period and the results are generated and released beginning in September of each year.

Until this year, the survey results were made available primarily in a series of analytical reports by OPM.¹ When the results were released for the 2013 survey, however, OPM also released the source data files (FedView Public Release Data Files) from its 2012 survey. This data set includes the individual employee responses to all questions along with certain demographic data. Of course, individuals are given coded IDs and, for any variable that had only a few responses for a category, data was aggregated so that individuals could not be identified.

The Union requested and obtained a copy of these data files. Once it obtained this data, the records of FERC employees were copied into a separate file for FERC-specific analyses. While the demographic data (i.e., characteristics of survey respondents) included for FERC employees could be used to evaluate differences in the viewpoints for different employee groupings (e.g., age, sex, race), our analysis focused on the supervisory status of employees. This demographic characteristic should provide a good representation of the difference between the bargaining unit employees² that the Union represents and non-bargaining unit employees. The basic question we addressed in our analyses is “Do supervisors (non-bargaining unit employees) and non-supervisors (bargaining unit employees) hold different views on work at FERC?”

During 2012, FERC had over 1450 employees.³ Slightly more than 50 percent of those employees responded to the survey. The total number of respondents was 748 employees. Of those, 566 employees said they were non-supervisory, 101 supervisory, and 81 undeclared. The analyses in this report focus on the difference in viewpoints of the 566 non-supervisory employees and the 101 supervisory employees.

The survey asks for responses to 98 items, including 14 demographic questions and 84 items that measure employee perceptions of their work experience. Seventy-seven (77) of the 84 non-demographic items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, or No Basis to Judge/Do Not Know. Responses of the latter group were removed before percentage calculations were made.

The primary metric used to evaluate employee opinions is the percent of positive responses to total responses for each question/item. In OPM’s analyses, individual responses are given weights

¹ Subsequent to these reports the non-partisan Partnership for Public Service analyzes the OPM results in more depth and combines them with information from other sources to create the Best Places to Work in the Federal Government rankings. Those results appear consistent with the instant study.

² A bargaining unit employee is a member of staff in a group of employees who share common interests and are represented by a labor union in their dealings with their management. One factor in defining the unit is that it guarantees the employees freedom in exercising their rights as guaranteed under the laws in the Federal Service Labor-Management Relations Statute. AFGE Local 421 is the exclusive representative for FERC’s bargaining unit employees.

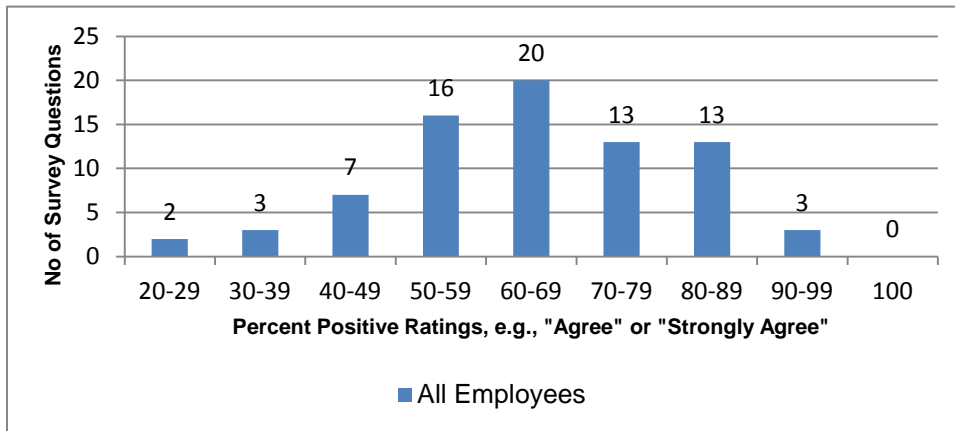
³ As of November 1, 2012, FERC employed about 1150 bargaining unit members and about 340 employees with non-bargaining unit status.

derived from demographic analyses designed to adjust the results to more accurately reflect the characteristics of the population. Because of the limitations in the use of Excel for the Union's analysis, the results presented in this report are based primarily on unweighted statistics. However, a comparison was made between the weighted and unweighted statistics for the All Federal Employee responses and the differences appear relatively modest save for a few questions/items.

Big Picture – Distribution of Responses

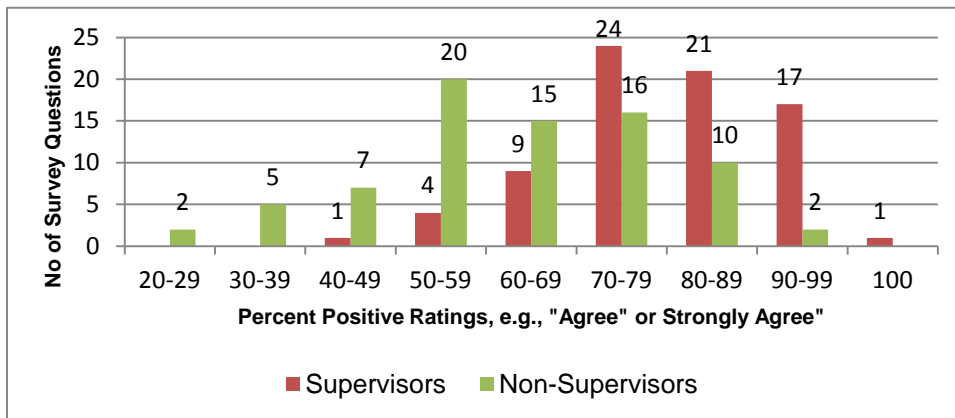
A comparison of the distribution of positive response percentages for the 77 questions in the 2012 FEV Survey shows that FERC supervisory employees generally gave more positive responses than the non-supervisory employees. The following two charts show the distribution of percent positive ratings for three groups of employees: all employees, supervisory employees, and non-supervisory employees. For example, all FERC employees gave a less than 30 percent positive rating to only two questions and gave a rating of 90 percent or more to three questions.

Distribution of Positive Response Rates to FEV Survey Questions: All FERC Employees



The chart below shows that while supervisors gave a percent positive response rate of 90 percent or more to 18 questions (including one at 100 percent), non-supervisors only responded that positively to two questions.

Distribution of Positive Response Rates to FEV Survey Questions: Supervisory and Non-Supervisory FERC Employees



The average FERC employee responded with less than a 50% positive rating for 12 of the 77 questions. Supervisory employees responded that way for only 1 question! Another way of seeing the difference between supervisors and non-supervisors is by visually noticing that for all employees, the distribution is almost a normal distribution whereas the distribution for supervisors is skewed to the right.

While the distribution for non-supervisors is closer to a normal distribution, it is skewed to the left in comparison to that of supervisors.

Positive Conclusions?

- Consistent with the results presented for FERC in the Government-wide survey results (which places FERC among the top-10 best agencies to work), both supervisory and non-supervisory FERC employees see a lot that is positive about working at FERC.
- For example, both groups are very positive in their response to the question “I like the kind of work that I do.” About 85% of FERC supervisors and 79% of non-supervisors say they “Agree” or “Strongly Agree” with the statement.
- The only other statements for which the two groups had strong agreement:
 - “When needed I am willing to put in the extra effort to get a job done.”
 - “I have sufficient resources to get my job done.”
 - “My workload is reasonable.”
 - “My work unit is able to recruit people with the right skills.”
 - “In the last 6 months, my supervisor/team leader has talked to me about my performance.”

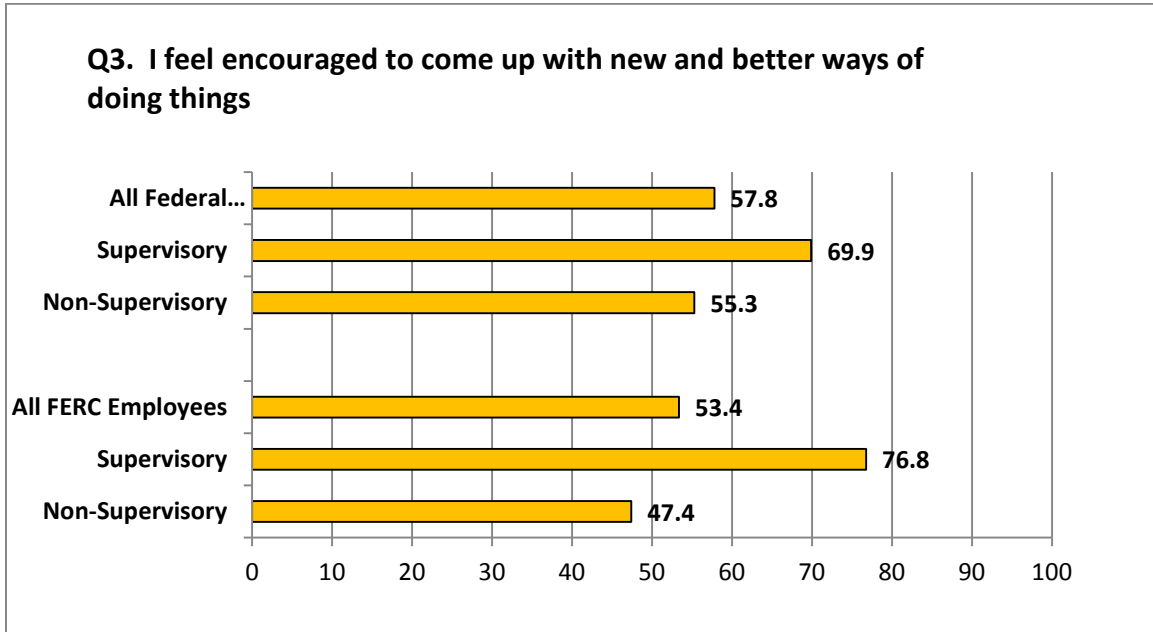
Improvements Needed?

The following results are the most noteworthy because they identify areas where the Union and Management can work together!

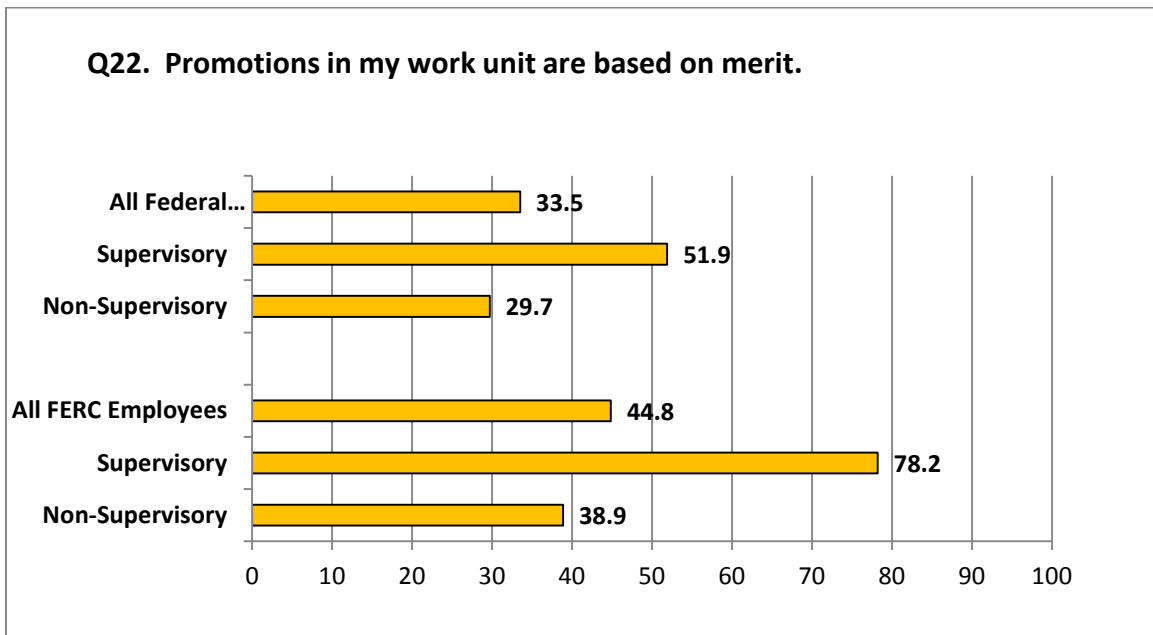
- **Less than 50% of non-supervisors responded positively to:**
 - “I feel encouraged to come up with new and better ways of doing things.”
 - “My training needs are assessed.”
 - “Employees have a feeling of personal empowerment with respect to work processes.”
 - “I believe the results of this survey will be used to make the agency a better place to work.”
 - “In my organization, leaders generate high levels of motivation and commitment in the workforce.”
 - “How satisfied are you with the information you receive from management on what’s going on in your organization?”
 - “How satisfied are you with the policies and practices of your senior leader?”
- **Less than 40% of non-supervisors responded positively to:**
 - “Promotions in my work unit are based on merit.”
 - “In my work unit, differences in performance are recognized in a meaningful way.”
 - “Awards in my work unit depend on how well employees perform their jobs.”
 - “Creativity and innovation are rewarded.”
 - “How satisfied are you with your opportunity to get a better job in your organization?”
- **Less than 30% of non-supervisors responded positively to:**
 - “In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.”
 - “Pay raises depend on how well employees perform their jobs.”

A look at some specific questions/items from the 2012 Survey

Less than 50 percent of non-supervisory FERC employees are encouraged to innovate compared to 77 percent of supervisory employees. This is a 30 percent gap between the two groups of FERC employees.



Almost twice as many supervisors than non-supervisors think promotions are based on merit.

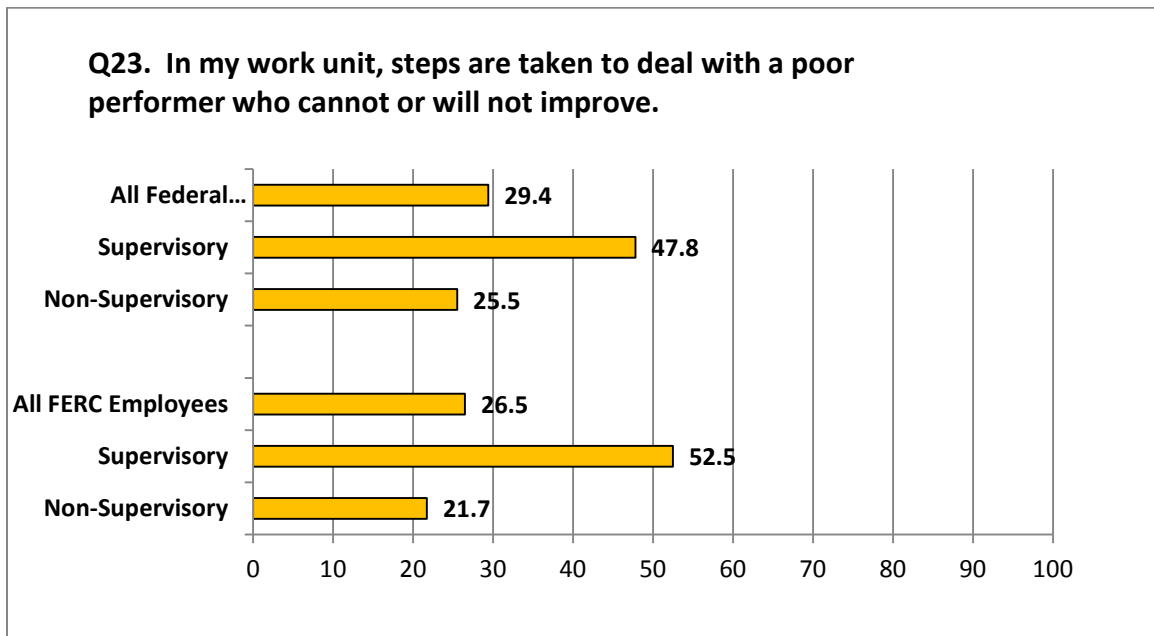


Supervisors appear to think they do a better job handling poor performers than non-supervisors do. More so than for most questions, FERC employees are very closely aligned with all Federal employees.

This is one of the most interesting (and controversial) items in the survey.⁴ At first blush, it seems counterintuitive to find that FERC’s non-supervisory employees are greater advocates of management doing something about poor performers than supervisory employees. A slightly different interpretation, but still somewhat non-obvious, is that non-supervisory employees are more critical of their supervisors ability to deal with poor performers.

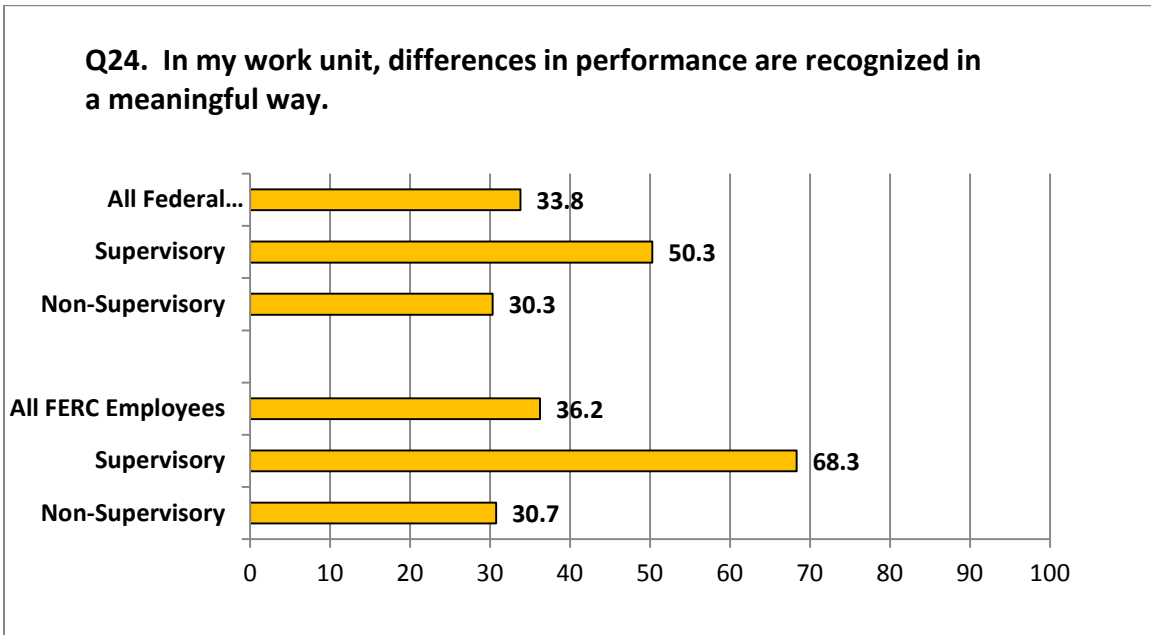
First, the views of FERC employees are very much in agreement with those of all Federal employees. The issue is not a FERC issue. Second, the fact that non-supervisory employees are more concerned than supervisory employees may suggest that the former are the more affected by poor performers with whom they have to share their workload. In general, no one likes to work with others that perform poorly. If you have to work harder because one of your colleagues is not doing their share, you may resent them and the supervisors that do nothing about them. Third, when supervisors treat their employees in disparate ways and give some more work or better than others, those employees may become resentful. This latter behavior of supervisors may simply be due to a desire to avoid conflict. There is something that explains the survey results. I doubt if it is an underlying desire to place more colleagues in the unemployment lines.

Finally, the recent proposed terminations are actually based on non-performance factors such as medical/disability issues even when they are purported to be about performance.

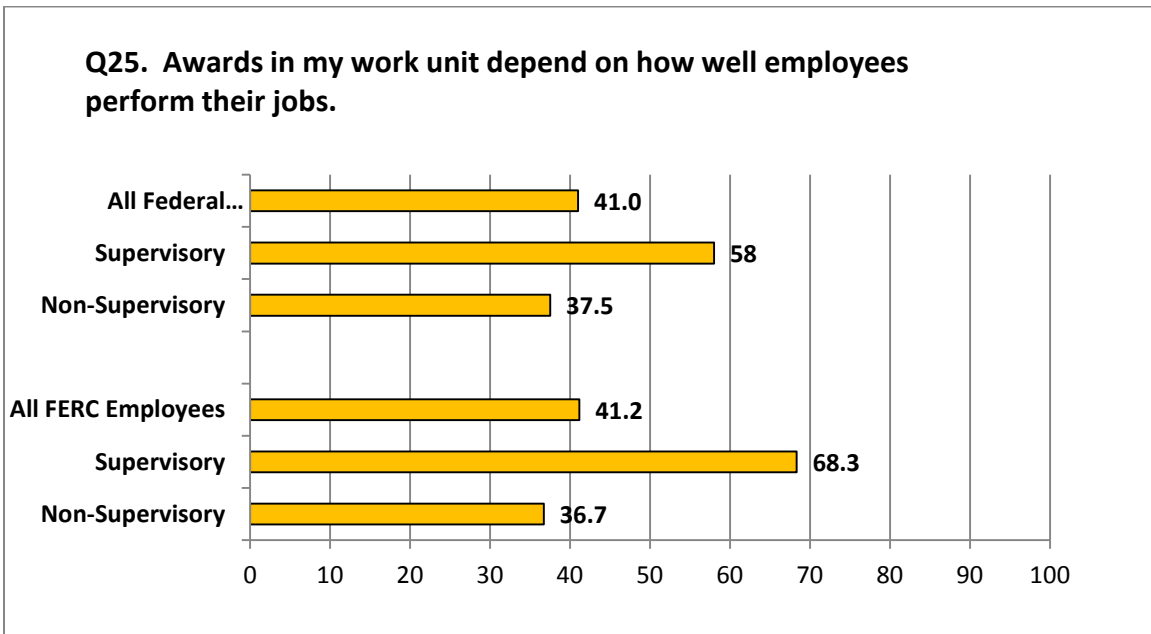


⁴ I presented preliminary results from my analysis to a representative from the National AFGE Office and to a few representatives of FERC’s HR management. Interestingly, both focused in on this item as having paramount importance over all others. Both also interpreted the statistics as indicating that non-supervisory employees were the greater advocates for firing employees that were not performing. One feared the results could embolden management to fire more employees. The other wanted the Union to help management better deal with poor performers.

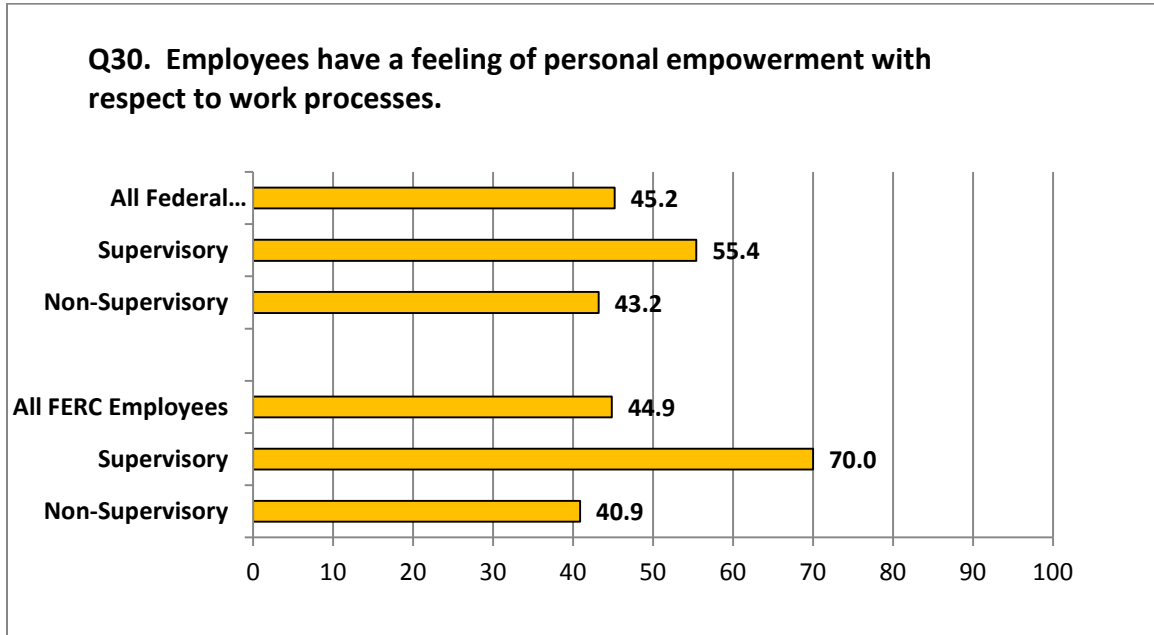
A big disconnect exists between FERC supervisors and non-supervisors on the issue of recognition for performance. Supervisors believe in FERC’s Performance Management system more than two to one over non-supervisors.



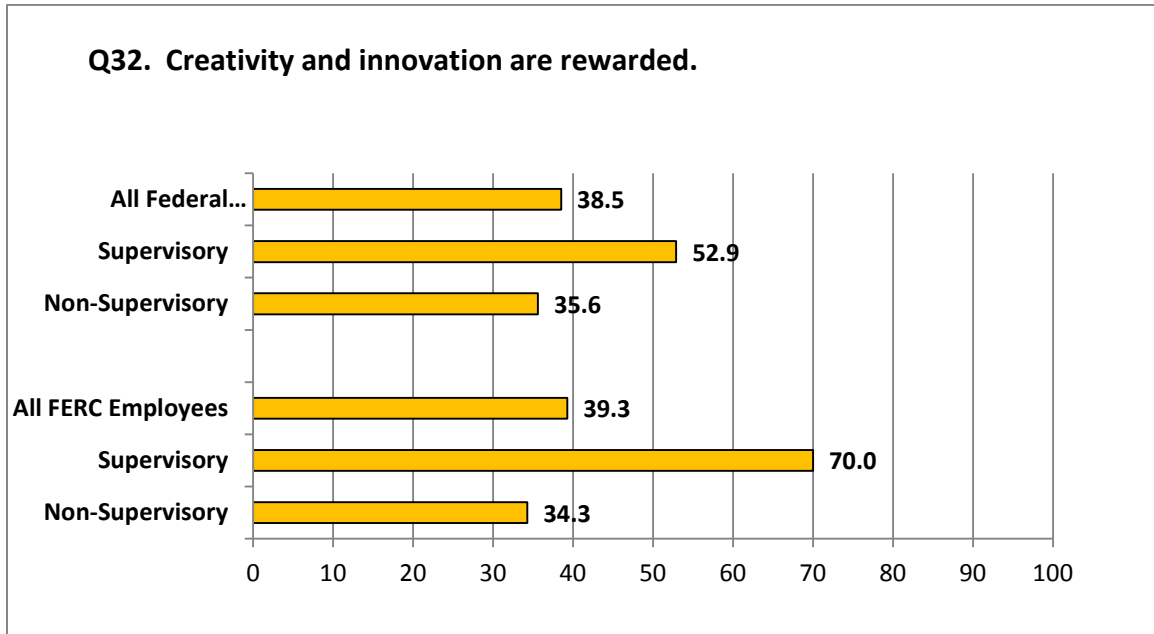
Consistent with the previous question, there is a big disconnect between supervisors and non-supervisors on the allocation of awards.



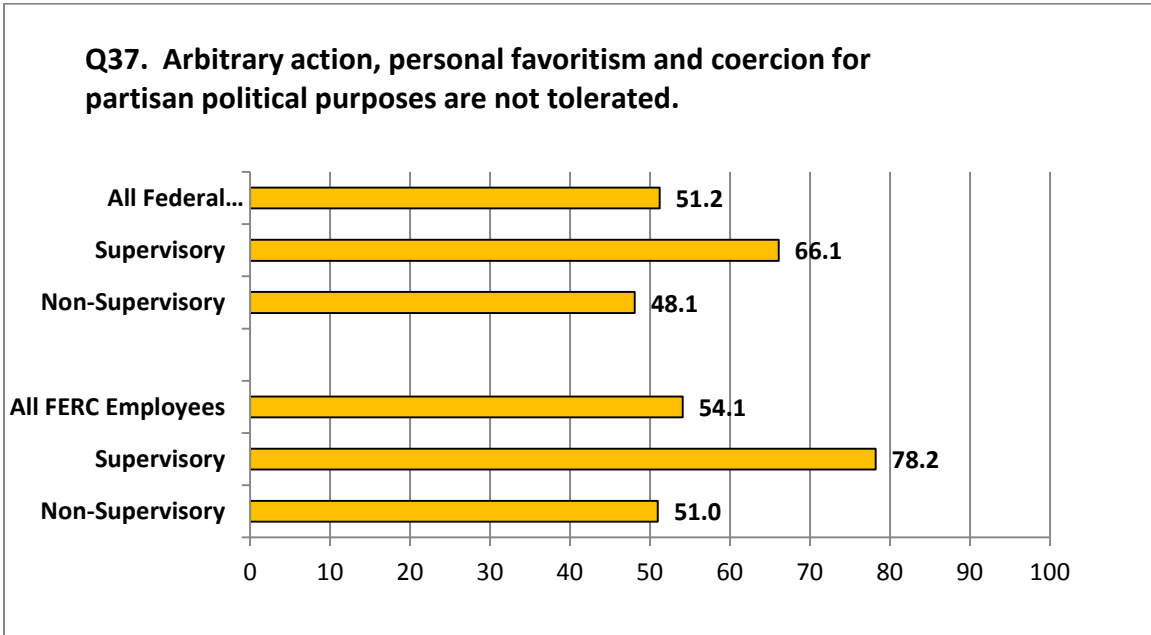
More so than for all Federal employees, FERC supervisors feel more empowered in their jobs than do FERC non-supervisors.



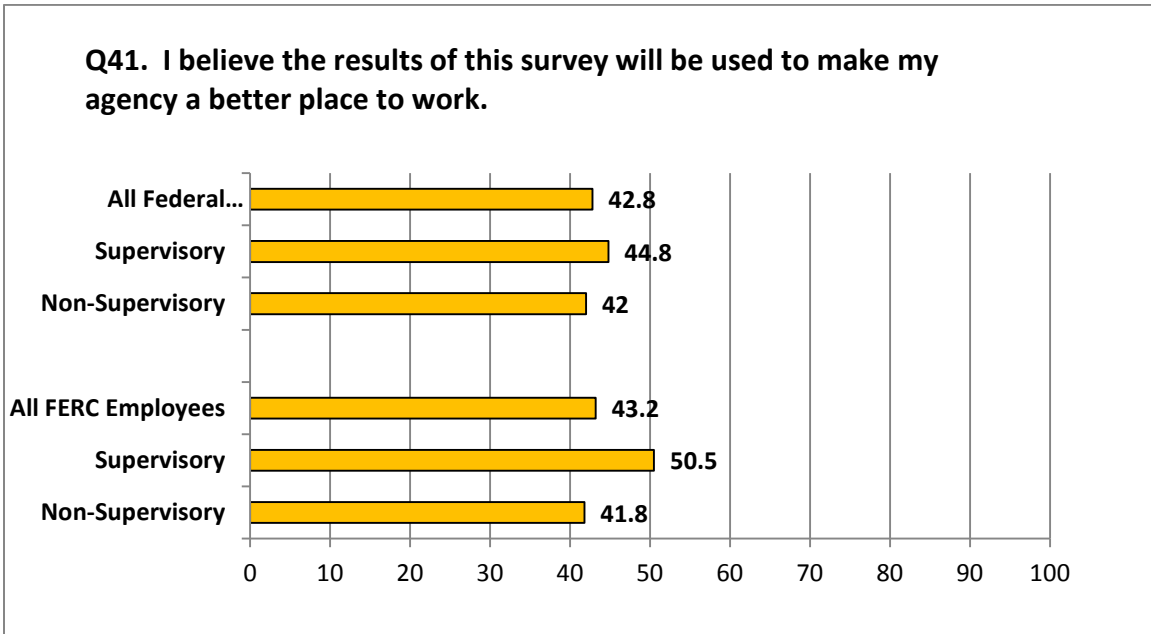
Not only do non-supervisory employees think their ideas are not wanted, most don't think they will be rewarded for their ideas.



Only about 50 percent of non-supervisory employees think biases in personnel decisions are not tolerated.



Significantly, in general, less than 50 percent of all employees think the FEV Survey will cause improvements in working conditions.



Survey Items

The 98-item survey included 14 demographic questions and 84 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 98 items in the questionnaire are grouped into eight topic areas that respondents see as they proceed through the survey: Personal Work Experiences, Work Unit, Agency, Supervisor/Team Leader, Leadership, Satisfaction, Work/Life, and Demographics.

The following seven charts present the results organized by topic area:

1. Personal Work Experiences
2. Work Unit
3. Agency
4. Supervisor/Team Leader
5. Leadership
6. Satisfaction
7. Work/Life

1. PERSONAL WORK EXPERIENCES:
employees' personal work experiences and opinions

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
	PERSONAL WORK EXPERIENCE	Percent "Agree" or "Strongly Agree"							
Q1	I am given a real opportunity to improve my skills in my organization.	63.2	73.7	61.1	12.6	69.5	86.1	65.8	20.3
Q2	I have enough information to do my job well.	71.9	77.1	70.9	6.2	77.5	90.0	75.4	14.6
Q3	I feel encouraged to come up with new and better ways of doing things.	57.8	69.9	55.3	14.6	53.4	76.8	47.4	29.4
Q4	My work gives me a feeling of personal accomplishment.	72.4	79.5	71	8.5	69.5	80.2	66.8	13.4
Q5	I like the kind of work I do.	83.8	88.6	83	5.6	80.1	85.0	79.1	5.9
Q6	I know what is expected of me on the job.	80.1	82	79.7	2.3	79.8	90.1	77.8	12.3
Q7	When needed I am willing to put in the extra effort to get a job done.	96.5	97.8	96.3	1.5	97.4	99.0	97.0	2.0
Q8	I am constantly looking for ways to do my job better.	91.4	94.9	90.6	4.3	90.1	94.1	88.7	5.4
Q9	I have sufficient resources (for example, people, materials, budget) to get my job done.	48.0	41.4	49.6	-8.2	67.1	68.3	67.1	1.2
Q10	My workload is reasonable.	58.9	52.4	60.6	-8.2	73.3	74.0	73.8	0.2
Q11	My talents are used well in the workplace.	59.5	69.5	57.5	12	58.0	73.0	53.9	19.1
Q12	I know how my work relates to the agency's goals and priorities.	83.7	88.7	82.8	5.9	82.6	90.1	81.0	9.1
Q13	The work I do is important.	91.2	94.5	90.6	3.9	83.2	91.0	81.1	9.9
Q14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67.5	74.7	66	8.7	81.1	89.1	79.9	9.2
Q15	My performance appraisal is a fair reflection of my performance.	68.8	73.1	68	5.1	68.6	78.0	66.7	11.3
Q16	I am held accountable for achieving results.	82.8	88.7	81.5	7.2	78.3	90.1	75.5	14.6
Q17	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	61.5	72	59.4	12.6	57.3	75.2	54.6	20.6
Q18	My training needs are assessed.	53.1	57.2	52.1	5.1	48.9	58.4	46.9	11.5
Q19	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).	67.5	70.8	66.9	3.9	61.2	78.2	58.4	19.8

2. WORK UNIT:

employees' opinions regarding cooperation, recruitment, quality and performance management in their work unit.

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
	WORK UNIT	Percent "Agree" or "Strongly Agree"							
Q20	The people I work with cooperate to get the job done.	72.8	80	71.6	8.4	81.7	93.1	80.0	13.1
Q21	My work unit is able to recruit people with the right skills.	43.5	47.8	42.5	5.3	61.4	65.3	60.5	4.9
Q22	Promotions in my work unit are based on merit.	33.5	51.9	29.7	22.2	44.8	78.2	38.9	39.3
Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29.4	47.8	25.5	22.3	26.5	52.5	21.7	30.7
Q24	In my work unit, differences in performance are recognized in a meaningful way.	33.8	50.3	30.3	20	36.2	68.3	30.7	37.6
Q25	Awards in my work unit depend on how well employees perform their jobs.	41.0	58	37.5	20.5	41.2	68.3	36.7	31.6
Q26	Employees in my work unit share job knowledge with each other.	72.3	80.5	70.9	9.6	78.2	92.1	76.5	15.6
Q27	The skill level in my work unit has improved in the past year.	54.7	65.8	52.3	13.5	57.4	74.3	54.5	19.7
		Percent "Good" or "Very Good"							
Q28	How would you rate the overall quality of work done by your work unit?	83.4	89.3	82.3	7	87.3	95.0	85.7	9.4

3. AGENCY:

employees' views of their agency; covered agency policies and practices related to job performance, performance appraisals, workplace diversity and fairness, as well as perceptions of employees' personal empowerment, safety and preparedness.

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
	AGENCY	Percent "Agree" or "Strongly Agree"							
Q29	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	71.6	76.4	70.6	5.8	80.9	87.0	78.9	8.1
Q30	Employees have a feeling of personal empowerment with respect to work processes.	45.2	55.4	43.2	12.2	44.9	70.0	40.9	29.1
Q31	Employees are recognized for providing high quality products and services.	48.4	63.1	45.4	17.7	54.3	77.0	50.4	26.6
Q32	Creativity and innovation are rewarded.	38.5	52.9	35.6	17.3	39.3	70.0	34.3	35.7
Q33	Pay raises depend on how well employees perform their jobs.	21.6	25.8	20.8	5	25.2	46.0	21.7	24.3
Q34	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	56.8	66.7	54.7	12	55.3	73.3	51.6	21.7
Q35	Employees are protected from health and safety hazards on the job.	76.9	86.1	75.1	11	82.7	91.1	81.4	9.6
Q36	My organization has prepared employees for potential security threats.	78.0	82.9	77.1	5.8	78.9	83.8	77.4	6.4
Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	51.2	66.1	48.1	18	54.1	78.2	51.0	27.2
Q38	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.	65.9	79.3	63.1	16.2	63.3	87.1	59.1	28.0
Q39	My agency is successful at accomplishing its mission.	76.4	82.9	75.2	7.7	79.3	90.1	76.8	13.3
Q40	I recommend my organization as a good place to work.	66.8	74.7	65.2	9.5	75.8	89.1	73.1	16.0
Q41	I believe the results of this survey will be used to make my agency a better place to work.	42.4	44.8	42	2.8	43.2	50.5	41.8	8.7

4. SUPERVISOR/TEAM LEADER:

employees’ perceptions of their supervisor/team leader, e.g., whether supervisors/team leaders support work life balance, provide opportunities to demonstrate leadership skills, and promote a workplace culture that supports staff development.

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
	SUPERVISOR/TEAM LEADER	Percent "Agree" or "Strongly Agree"							
Q42	My supervisor supports my need to balance work and other life issues.	76.7	80.1	76.2	3.9	87.1	93.1	86.0	7.0
Q43	My supervisor/team leader provides me with opportunities to demonstrate my leadership skills.	65.2	79.7	62.1	17.6	68.5	88.0	64.8	23.2
Q44	Discussions with my supervisor/team leader about my performance are worthwhile.	65.2	68.7	61	7.7	64.3	75.2	61.3	13.9
Q45	My supervisor/team leader is committed to a workforce representative of all segments of society.	64.5	74.4	62.4	12	60.1	82.2	56.1	26.1
Q46	My supervisor/team leader provides me with constructive suggestions to improve my job performance.	60.8	66.9	59.6	7.3	63.5	75.2	61.1	14.2
Q47	Supervisors/team leaders in my work unit support employee development.	65.1	75.8	63	12.8	71.5	92.1	67.1	24.9
Q48	My supervisor/team leader listens to what I have to say.	74.3	80.5	73.1	7.4	80.6	90.1	78.4	11.7
Q49	My supervisor/team leader treats me with respect.	79.4	83.6	78.6	5	85.7	93.1	84.3	8.7
Q50	In the last six months, my supervisor/team leader has talked with me about my performance.	76.8	78.5	76.6	1.9	86.8	87.1	86.7	0.4
Q51	I have trust and confidence in my supervisor.	65.8	72.7	64.5	8.2	73.0	84.2	70.8	13.3
		Percent "Good" or "Very Good"							
Q52	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68.4	74.2	67.3	6.9	77.0	87.1	74.7	12.4

5. LEADERSHIP:

the effectiveness of the agency’s senior managers overall, and in motivating employees, maintaining high ethical standards, communicating organizational policies, and generating respect.

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
	LEADERSHIP	Percent "Agree" or "Strongly Agree"							
Q53	In my organization, leaders generate high levels of motivation and commitment in the workforce.	42.9	52.5	40.9	11.6	49.0	69.3	44.9	24.4
Q54	My organization's leaders maintain high standards of honesty and integrity.	55.1	65.2	52.9	12.3	65.3	83.2	61.9	21.2
Q55	Managers/supervisors/team leaders work well with employees of different backgrounds.	63.4	74.7	61.1	13.6	67.8	85.1	65.5	19.7
Q56	Managers communicate the goals and priorities of the organization.	62.4	70.7	60.8	9.9	62.5	79.2	59.3	19.9
Q57	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	62.0	69.6	60.5	9.1	55.4	75.2	52.4	22.9
Q58	Managers promote communication among different work units (for example, about projects, goals, needed resources).	53.3	64.5	50.8	13.7	55.3	74.3	51.8	22.5
Q59	Managers support collaboration across work units to accomplish work objectives.	56.9	68	54.5	13.5	61.4	82.2	57.2	24.9
		Percent "Good" or "Very Good"							
Q60	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	57.9	64.6	56.5	8.1	66.7	79.2	64.6	14.6
		Percent "Agree" or "Strongly Agree"							
Q61	I have a high level of respect for my organization's senior leaders.	54.1	61.3	52.6	8.7	64.1	81.2	60.2	21.0
Q62	Senior leaders demonstrate SUPport for Work/Life programs.	54.0	61.5	52.5	9	61.9	79.2	59.6	19.6

6. SATISFACTION:

employee satisfaction with various aspects of their jobs, including pay, job training, opportunities for advancement, recognition for work well done, and the policies and practices of senior leaders.

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
	SATISFACTION	Percent "Satisfied" or "Very Satisfied"							
Q63	How satisfied are you with your involvement in decisions that affect your work?	51.6	64.5	48.8	15.7	55.1	79.2	50.4	28.9
Q64	How satisfied are you with the information you receive from management on what's going on in your organization?	48.4	60	45.9	14.1	52.7	82.2	46.5	35.7
Q65	How satisfied are you with the recognition you receive for doing a good job?	48.0	57.7	45.9	11.8	54.2	73.0	51.2	21.8
Q66	How satisfied are you with the policies and practices of your senior leaders?	43.4	52.6	41.5	11.1	49.2	66.3	45.1	21.2
Q67	How satisfied are you with your opportunity to get a better job in your organization?	36.4	49.1	33.7	15.4	39.2	59.4	35.6	23.8
Q68	How satisfied are you with the training you receive for your present job?	53.7	60.5	52.2	8.3	56.4	69.3	54.1	15.2
Q69	Considering everything, how satisfied are you with your job?	68.0	75.4	66.5	8.9	68.7	82.2	66.4	15.8
Q70	Considering everything, how satisfied are you with your pay?	58.8	67	57.2	9.8	59.3	69.0	58.5	10.5
Q71	Considering everything, how satisfied are you with your organization?	58.9	66.9	57.2	9.7	65.5	80.2	62.9	17.3

7. WORK/LIFE:

survey asked employees about teleworking and if they are satisfied with various employment benefits and work/life programs.

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
	WORK/LIFE	Percent "Satisfied" or "Very Satisfied"							
Q79	How satisfied are you with the following Work/Life programs in your agency? Telework	72.8	71.9	73.2	-1.3	74.4	71.9	74.5	-2.6
Q80	How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	88.5	89.5	88.4	1.1	95.0	98.6	94.3	4.4
Q81	How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	80.0	81.4	79.8	1.6	88.5	86.1	89.7	-3.6
Q82	How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program (EAP)	75.6	80.6	74.4	6.2	70.8	72.7	71.7	1.0
Q83	How satisfied are you with the following Work/Life programs in your agency? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	72.0	73	72	1	59.5	62.5	57.6	4.9
Q84	How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs (for example, support groups, speakers)	67.9	71.9	67.2	4.7	56.0	100.0	52.4	47.6

HCAAF Indices

OPM resorts the items in its FEVS survey in order to measure other aspects of the Federal employee experience. The **Human Capital Assessment and Accountability Framework (HCAAF)** indices provide consistent metrics for measuring progress toward HCAAF objectives. Using the same measurement indices across time provides an objective examination of progress in Government. A total of 39 items make up the four indices, which are:

- 8. Leadership & Knowledge Management
- 9. Results-Oriented Performance Culture
- 10. Talent Management
- 11. Job Satisfaction.

The following four charts present these indices along with the items on which they are based.

8. LEADERSHIP AND KNOWLEDGE MANAGEMENT: The **Leadership & Knowledge Management Index** indicates the extent employees hold their leadership in high regard, both overall and on specific facets of leadership.

2012 FERC FEV Survey Results
Unweighted - Percent Positive Responses

		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
Percent "Agree" or "Strongly Agree"									
Q10	My workload is reasonable.	58.9	52.4	60.6	-8.2	73.3	74.0	73.8	0.2
Q35	Employees are protected from health and safety hazards on the job.	76.9	86.1	75.1	11	82.7	91.1	81.4	9.6
Q36	My organization has prepared employees for potential security threats.	78.0	82.9	77.1	5.8	78.9	83.8	77.4	6.4
Q51	I have trust and confidence in my supervisor.	65.8	72.7	64.5	8.2	73.0	84.2	70.8	13.3
Q52	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68.4	74.2	67.3	6.9	77.0	87.1	74.7	12.4
Q53	In my organization, leaders generate high levels of motivation and commitment in the workforce.	42.9	52.5	40.9	11.6	49.0	69.3	44.9	24.4
Q55	Managers/supervisors/team leaders work well with employees of different backgrounds.	63.4	74.7	61.1	13.6	67.8	85.1	65.5	19.7
Q56	Managers communicate the goals and priorities of the organization.	62.4	70.7	60.8	9.9	62.5	79.2	59.3	19.9
Q57	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	62.0	69.6	60.5	9.1	55.4	75.2	52.4	22.9
Q61	I have a high level of respect for my organization's senior leaders.	54.1	61.3	52.6	8.7	64.1	81.2	60.2	21.0
Percent "Satisfied" or "Very Satisfied"									
Q64	How satisfied are you with the information you receive from management on what's going on in your organization?	48.4	60	45.9	14.1	52.7	82.2	46.5	35.7
Q66	How satisfied are you with the policies and practices of your senior leaders?	43.4	52.6	41.5	11.1	49.2	66.3	45.1	21.2
LEADERSHIP AND KNOWLEDGE MANAGEMENT		60	67.5	59.0	8.5	67	79.9	62.7	17.2

9. RESULTS ORIENTED PERFORMANCE CULTURE: The Results-Oriented Performance Culture Index indicates the extent employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes.

**2012 FERC FEV Survey Results
Unweighted - Percent Positive Responses**

		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
Percent "Agree" or "Strongly Agree"									
Q12	I know how my work relates to the agency's goals and priorities.	83.7	88.7	82.8	5.9	82.6	90.1	81.0	9.1
Q14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67.5	74.7	66.0	8.7	81.1	89.1	79.9	9.2
Q15	My performance appraisal is a fair reflection of my performance.	68.8	73.1	68.0	5.1	68.6	78.0	66.7	11.3
Q20	The people I work with cooperate to get the job done.	72.8	80.0	71.6	8.4	81.7	93.1	80.0	13.1
Q22	Promotions in my work unit are based on merit.	33.5	51.9	29.7	22.2	44.8	78.2	38.9	39.3
Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29.4	47.8	25.5	22.3	26.5	52.5	21.7	30.7
Q24	In my work unit, differences in performance are recognized in a meaningful way.	33.8	50.3	30.3	20.0	36.2	68.3	30.7	37.6
Q30	Employees have a feeling of personal empowerment with respect to work processes.	45.2	55.4	43.2	12.2	44.9	70.0	40.9	29.1
Q32	Creativity and innovation are rewarded.	38.5	52.9	35.6	17.3	39.3	70.0	34.3	35.7
Q33	Pay raises depend on how well employees perform their jobs.	21.6	25.8	20.8	5.0	25.2	46.0	21.7	24.3
Q42	My supervisor supports my need to balance work and other life issues.	76.7	80.1	76.2	3.9	87.1	93.1	86.0	7.0
Q44	Discussions with my supervisor/team leader about my performance are worthwhile.	65.2	68.7	61.0	7.7	64.3	75.2	61.3	13.9
Percent "Satisfied" or "Very Satisfied"									
Q65	How satisfied are you with the recognition you receive for doing a good job?	48.0	57.7	45.9	11.8	54.2	73.0	51.2	21.8
RESULTS ORIENTED PERFORMANCE CULTURE		52	62.1	50.5	11.6	58	75.1	53.4	21.7

10.TALENT MANAGEMENT: The **Talent Management Index** indicates the extent employees think the organization has the talent necessary to achieve its organizational goals.

**2012 FERC FEV Survey Results
Unweighted - Percent Positive Responses**

		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
Percent "Agree" or "Strongly Agree"									
Q1	I am given a real opportunity to improve my skills in my organization.	63.2	73.7	61.1	12.6	69.5	86.1	65.8	20.3
Q11	My talents are used well in the workplace.	59.5	69.5	57.5	12.0	58.0	73.0	53.9	19.1
Q18	My training needs are assessed.	53.1	57.2	52.1	5.1	48.9	58.4	46.9	11.5
Q21	My work unit is able to recruit people with the right skills.	43.5	47.8	42.5	5.3	61.4	65.3	60.5	4.9
Q29	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	71.6	76.4	70.6	5.8	80.9	87.0	78.9	8.1
Q47	Supervisors/team leaders in my work unit support employee development.	65.1	75.8	63.0	12.8	71.5	92.1	67.1	24.9
Percent "Satisfied" or "Very Satisfied"									
Q68	How satisfied are you with the training you receive for your present job?	53.7	60.5	52.2	8.3	56.4	69.3	54.1	15.2
TALENT MANAGEMENT		59	65.8	57.0	8.8	65	75.9	61.0	14.9

11.JOB SATISFACTION: The **Job Satisfaction Index** indicates the extent employees are satisfied with their jobs and various aspects thereof.

2012 FERC FEV Survey Results
Unweighted - Percent Positive Responses

		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
Percent "Agree" or "Strongly Agree"									
Q4	My work gives me a feeling of personal accomplishment.	72.4	79.5	71.0	8.5	69.5	80.2	66.8	13.4
Q5	I like the kind of work I do.	83.8	88.6	83.0	5.6	80.1	85.0	79.1	5.9
Q13	The work I do is important.	91.2	94.5	90.6	3.9	83.2	91.0	81.1	9.9
Percent "Satisfied" or "Very Satisfied"									
Q63	How satisfied are you with your involvement in decisions that affect your work?	51.6	64.5	48.8	15.7	55.1	79.2	50.4	28.9
Q67	How satisfied are you with your opportunity to get a better job in your organization?	36.4	49.1	33.7	15.4	39.2	59.4	35.6	23.8
Q69	Considering everything, how satisfied are you with your job?	68.0	75.4	66.5	8.9	68.7	82.2	66.4	15.8
Q70	Considering everything, how satisfied are you with your pay?	58.8	67.0	57.2	9.8	59.3	69.0	58.5	10.5
JOB SATISFACTION		66	74.1	64.4	9.7	65	78.0	62.6	15.4

Employee Engagement Index

According to OPM, engaged employees are passionate and dedicated to their job and organization. They are immersed in their work and energized to spend extra effort to do their jobs well. The 2012 FEVS does not contain direct measurements of employee engagement. However, the survey does cover most, if not all, of the conditions likely to lead to employee engagement (for example, effective leadership, work which provides meaning to employees, the opportunity for employees to learn/grow on the job, etc.).

The FEVS Employee Engagement Index is an overarching model comprised of three sub-factors, listed below, along with the aggregate Index:

- 12. Leaders Lead,
- 13. Supervisors, and
- 14. Intrinsic Work Experiences.
- 15. Employee Engagement Index

These indices are shown in the following charts.

12.LEADERS LEAD: LEADERS LEAD reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.

**2012 FERC FEV Survey Results
Unweighted - Percent Positive Responses**

		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
Percent "Agree" or "Strongly Agree"									
Q53	In my organization, leaders generate high levels of motivation and commitment in the workforce.	42.9	52.5	40.9	11.6	49.0	69.3	44.9	24.4
Q54	My organization's leaders maintain high standards of honesty and integrity.	55.1	65.2	52.9	12.3	65.3	83.2	61.9	21.2
Q56	Managers communicate the goals and priorities of the organization.	62.4	70.7	60.8	9.9	62.5	79.2	59.3	19.9
Percent "Good" or "Very Good"									
Q60	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor/team leader?	57.9	64.6	56.5	8.1	66.7	79.2	64.6	14.6
Percent "Satisfied" or "Very Satisfied"									
Q61	I have a high level of respect for my organization's senior leaders.	54.1	61.3	52.6	8.7	64.1	81.2	60.2	21.0
LEADERS LEAD		54	62.9	52.7	10.1	63	78.4	58.2	20.2

13.SUPERVISORS: SUPERVISORS reflects the interpersonal relationship between worker and supervisor, including trust, respect and support.

**2012 FERC FEV Survey Results
Unweighted - Percent Positive Responses**

		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
Percent "Agree" or "Strongly Agree"									
Q47	Supervisors/team leaders in my work unit support employee development.	65.1	75.8	63.0	12.8	71.5	92.1	67.1	24.9
Q48	My supervisor/team leader listens to what I have to say.	74.3	80.5	73.1	7.4	80.6	90.1	78.4	11.7
Q49	My supervisor/team leader treats me with respect.	79.4	83.6	78.6	5.0	85.7	93.1	84.3	8.7
Q51	I have trust and confidence in my supervisor.	65.8	72.7	64.5	8.2	73.0	84.2	70.8	13.3
Percent "Good" or "Very Good"									
Q52	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68.4	74.2	67.3	6.9	77.0	87.1	74.7	12.4
SUPERVISORS		71	77.4	69.3	8.1	78	89.3	75.1	14.2

14. INTRINSIC WORK EXPERIENCES: INTRINSIC WORK EXPERIENCES reflects the employees' feelings of motivation and competency relating to their role in the workplace.

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
Percent "Agree" or "Strongly Agree"									
Q3	I feel encouraged to come up with new and better ways of doing things.	57.8	69.9	55.3	14.6	53.4	76.8	47.4	29.4
Q4	My work gives me a feeling of personal accomplishment.	72.4	79.5	71.0	8.5	69.5	80.2	66.8	13.4
Q6	I know what is expected of me on the job.	80.1	82.0	79.7	2.3	79.8	90.1	77.8	12.3
Q11	My talents are used well in the workplace.	59.5	69.5	57.5	12.0	58.0	73.0	53.9	19.1
Q12	I know how my work relates to the agency's goals and priorities.	83.7	88.7	82.8	5.9	82.6	90.1	81.0	9.1
INTRINSIC WORK EXPERIENCES		71	77.9	69.3	8.7	69	82.0	65.4	16.7

15. EMPLOYEE ENGAGEMENT: The 2012 FEVS does not contain direct measurements of employee engagement. However, the survey does cover most, if not all, of the conditions likely to lead to employee engagement (for example, effective leadership, work which provides meaning to employees, the opportunity for employees to learn/grow on the job, etc.). The EMPLOYEE ENGAGEMENT INDEX assess the critical conditions conducive for employee engagement (e.g., effective leadership, work which provides meaning to employees, etc.).

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
	LEADERS LEAD	54	62.9	52.7	10.1	63	78.4	58.2	20.2
	SUPERVISORS	71	77.4	69.3	8.1	78	89.3	75.1	14.2
	INTRINSIC WORK EXPERIENCES	71	77.9	69.3	8.7	69	82.0	65.4	16.7
EMPLOYEE ENGAGEMENT		65	72.7	63.8	8.9	70	83.3	66.2	17.0

Global Satisfaction Index

This index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work.

2012 FERC FEV Survey Results Unweighted - Percent Positive Responses		All Federal Employees				FERC Employees			
		All Employees	Supervisory Employees	Non-Supervisory Employees	Difference	All FERC Employees	Supervisory Employees	Non-Supervisory Employees	Difference
		Percent "Agree" or "Strongly Agree"							
Q40	I recommend my organization as a good place to work.	66.8	74.7	65.2	9.5	75.8	89.1	73.1	16.0
		Percent "Satisfied" or "Very Satisfied"							
Q69	Considering everything, how satisfied are you with your job?	68.0	75.4	66.5	8.9	68.7	82.2	66.4	15.8
Q70	Considering everything, how satisfied are you with your pay?	58.8	67.0	57.2	9.8	59.3	69.0	58.5	10.5
Q71	Considering everything, how satisfied are you with your organization?	58.9	66.9	57.2	9.7	65.5	80.2	62.9	17.3
GLOBAL SATISFACTION		63	71.0	61.5	9.5	68	80.1	65.2	14.9

Comparisons with Other Agencies?

How does FERC compare with other agencies and departments of the government?

Leadership and Knowledge Management

This index indicates the extent employees hold their leadership in high regard, both overall and on specific facets of leadership.

FERC was ranked within the top five agencies with a positive response percent of 67%. This means that 67% of FERC employees “agreed” or “agreed strongly” on the quality of its leaders. However, the 67% was based on supervisors giving a positive response of 80% while non-supervisors had a positive response rate of only 63% or 17% lower than their supervisors.

Rankings and Scores by HCAAF Index				
HCAAF Index: Leadership and Knowledge Management				
Agency	Rank	Score	Sup	Non-Sup
Nuclear Regulatory Commission	1	74		
National Aeronautics and Space Administration	2	73		
Federal Trade Commission	3	72		
National Credit Union Administration	4	67		
Federal Energy Regulatory Commission	4	67	80	63
General Services Administration	6	66		
Department of State	6	66		
Department of Commerce	8	65		
Federal Communications Commission	8	65		
Office of Personnel Management	8	65		
Social Security Administration	8	65		
Department of the Treasury	8	65		
Pension Benefit Guaranty Corporation	13	63		
Railroad Retirement Board	13	63		
DoD - All of DoD Combined	13	63		
US Agency for International Development	16	62		
Department of Justice	16	62		
Environmental Protection Agency	16	62		
Office of Management and Budget	19	61		
Department of Energy	19	61		
Equal Employment Opportunity Commission	19	61		
Court Services & Offender Supervision Agency	19	61		
Department of Labor	23	60		
Department of Education	23	60		
Department of Health and Human Services	23	60		
Small Business Administration	23	60		
National Labor Relations Board	27	59		
Department of Transportation	27	59		
Department of Housing and Urban Development	29	57		
National Science Foundation	29	57		
Department of Agriculture	31	56		
Department of the Interior	31	56		
Securities And Exchange Commission	31	56		
Department of Veterans Affairs	31	56		
National Archives And Records Administration	35	53		
Department of Homeland Security	36	52		
Broadcasting Board of Governors	37	48		

Results-Oriented Performance Culture

This index indicates the extent employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes.

This index shows the greatest disparity in views between supervisors and non-supervisors – a 22% difference in the positive response percent between the perceptions of the former and the latter.

Rankings and Scores by HCAAF Index				
HCAAF Index: Results-Oriented Performance Culture				
Agency	Rank	Score	Sup	Non-Sup
Federal Trade Commission	1	66		
National Aeronautics and Space Administration	2	65		
Nuclear Regulatory Commission	3	64		
National Credit Union Administration	4	62		
Department of Commerce	5	61		
Office of Management and Budget	6	60		
Office of Personnel Management	7	59		
Department of State	8	58		
Federal Communications Commission	8	58		
Federal Energy Regulatory Commission	8	58	75	53
General Services Administration	8	58		
Department of the Treasury	12	57		
Pension Benefit Guaranty Corporation	12	57		
Court Services & Offender Supervision Agency	14	56		
Environmental Protection Agency	14	56		
National Science Foundation	14	56		
Railroad Retirement Board	14	56		
Department of Health and Human Services	18	55		
DoD - All of DoD Combined	19	54		
Department of Justice	19	54		
Equal Employment Opportunity Commission	19	54		
Department of Education	22	53		
Department of Energy	22	53		
Department of Labor	22	53		
Department of the Interior	22	53		
Small Business Administration	22	53		
US Agency for International Development	22	53		
Social Security Administration	28	52		
Department of Agriculture	29	51		
Department of Transportation	29	51		
National Labor Relations Board	29	51		
Department of Housing and Urban Development	32	50		
Department of Veterans Affairs	33	49		
National Archives And Records Administration	33	49		
Securities And Exchange Commission	35	48		
Broadcasting Board of Governors	36	46		
Department of Homeland Security	36	46		

Talent Management

This index indicates the extent employees think the organization has the talent necessary to achieve its organizational goals.

Scoring fifth highest in a tie with two other agencies, FERC employees had an overall positive rating of 65%, seven points below the leader.

If only FERC supervisor opinions were considered, FERC would have ranked first with a rating of 76% but non-supervisors brought the average down because they were much less positive (61%) regarding FERC's talent.

Rankings and Scores by HCAAF Index				
HCAAF Index: Talent Management				
Agency	Rank	Score	Sup	Non-Sup
Nuclear Regulatory Commission	1	72		
National Aeronautics and Space Administration	2	71		
Federal Trade Commission	3	70		
National Credit Union Administration	4	68		
Office of Management and Budget	5	65		
Federal Energy Regulatory Commission	5	65	76	61
Court Services & Offender Supervision Agency	5	65		
General Services Administration	8	64		
Department of State	9	63		
Pension Benefit Guaranty Corporation	9	63		
Department of Commerce	9	63		
Federal Communications Commission	12	61		
Office of Personnel Management	12	61		
Department of the Treasury	12	61		
US Agency for International Development	15	60		
Department of Justice	15	60		
National Science Foundation	15	60		
National Labor Relations Board	15	60		
DoD - All of DoD Combined	15	60		
Department of Energy	20	59		
Department of Health and Human Services	20	59		
Social Security Administration	20	59		
Department of Transportation	20	59		
Environmental Protection Agency	24	58		
Railroad Retirement Board	24	58		
Department of Education	26	57		
Department of the Interior	26	57		
Securities And Exchange Commission	26	57		
Department of Veterans Affairs	26	57		
Department of Agriculture	30	55		
Department of Labor	30	55		
Equal Employment Opportunity Commission	30	55		
Small Business Administration	33	52		
National Archives And Records Administration	34	51		
Department of Homeland Security	35	50		
Department of Housing and Urban Development	35	50		
Broadcasting Board of Governors	37	48		

Job Satisfaction

This index indicates the extent employees are satisfied with their jobs and various aspects thereof.

As with the above indices, non-supervisory employees were significantly less satisfied with their FERC jobs.

Rankings and Scores by HCAAF Index				
HCAAF Index: Job Satisfaction				
Agency	Rank	Score	Sup	Non-Sup
National Aeronautics and Space Administration	1	74		
Nuclear Regulatory Commission	2	73		
Office of Management and Budget	3	72		
National Credit Union Administration	3	72		
Department of State	5	71		
Federal Trade Commission	6	70		
General Services Administration	6	70		
Department of Commerce	8	69		
Office of Personnel Management	8	69		
Railroad Retirement Board	8	69		
Department of Transportation	8	69		
Department of Justice	12	68		
Environmental Protection Agency	12	68		
Court Services & Offender Supervision Agency	12	68		
Social Security Administration	12	68		
Pension Benefit Guaranty Corporation	16	67		
Equal Employment Opportunity Commission	16	67		
Department of Health and Human Services	16	67		
Department of the Interior	16	67		
Department of the Treasury	16	67		
DoD - All of DoD Combined	16	67		
US Agency for International Development	22	66		
Federal Communications Commission	22	66		
Small Business Administration	22	66		
Department of Agriculture	25	65		
Department of Labor	25	65		
Department of Energy	25	65		
Federal Energy Regulatory Commission	25	65	78	63
Department of Education	29	64		
National Science Foundation	29	64		
National Labor Relations Board	29	64		
Department of Veterans Affairs	29	64		
Department of Housing and Urban Development	33	63		
Securities And Exchange Commission	34	62		
Department of Homeland Security	35	61		
Broadcasting Board of Governors	35	61		
National Archives And Records Administration	37	59		