



Federal Employee Viewpoint Survey 2013: Army Results

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Purpose

To update Army Senior Leaders on Army results from the 2013 Federal Employee Viewpoint Survey



Agenda

- Background
- OPM's Summary of Findings
- Results:
 - Human Capital Assessment and Accountability Framework
 - Employee Engagement
 - Global Satisfaction
- Generation Comparisons
- Work/Life Programs
- Veterans
- Becoming an Employer of Choice: Army Initiatives
- Way Ahead



Background

- OPM conducted federal-wide surveys since 2002.
- Army's participation rate this year: 35 percent, which included 34 subordinate commands/agencies (22,130 respondents).
- Findings presented here based on data from <http://www.fedview.opm.gov/2013/>, as well as Partnership for Public Service's "Best Places to Work" data
- Results reflect *perception* of employees on numerous aspects of the federal government as an employer.



OPM's Summary of Findings

The 2013 Federal Employee Viewpoint Survey results present two very clear conclusions (consistent in Army as well).



Good:

The Federal workforce remains resilient:

- willing to put in extra effort
- constantly looking for ways to do their job better
- feel their work is important



Not so good:

Significant drop in employee satisfaction:

- continued decreases in satisfaction with pay
- insufficient resources needed to get the job done
- fewer employees recommending their organizations as good places to work



Human Capital Assessment and Accountability Framework Results



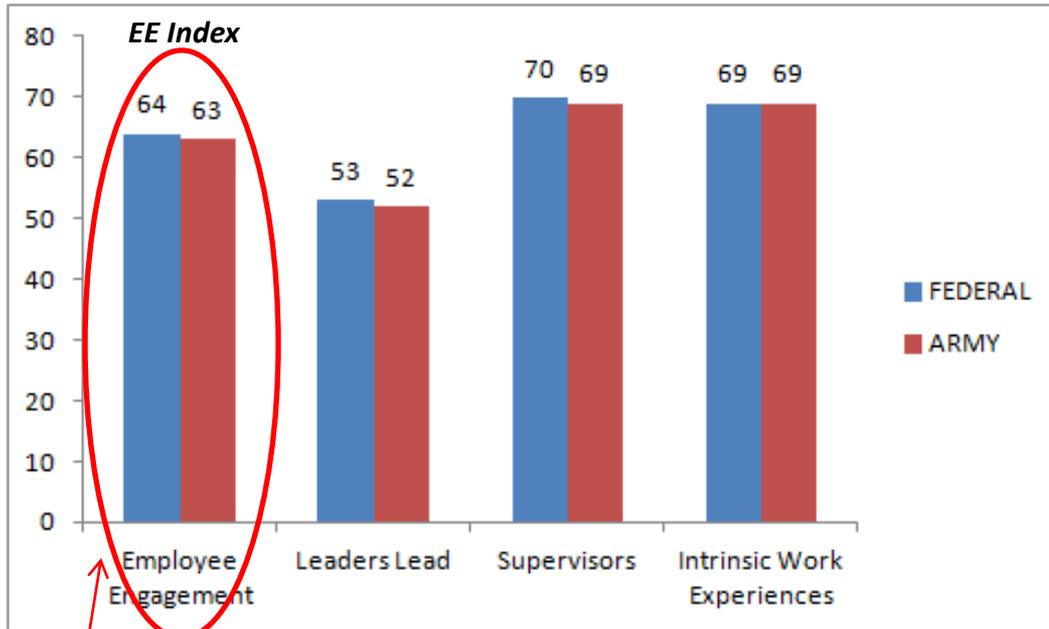
- Army compares well with Federal results.
- No scores reflect a strength, based on OPM's definition (>65).
- Note degree of Army's decline from last year's scores.

	FEDERAL	% chg	ARMY	% ch
Leadership and Knowledge Management	59	-1	59	-3
Results-Oriented Performance Culture	51	-1	50	-4
Talent Management	56	-3	54	-6
Job Satisfaction	64	-2	62	-5

Category descriptions provided in "Category Key" slide in backup



Employee Engagement Results



- Army compares well with Federal results.
- Scores are mostly positive and can be recognized as a strength (>65), with the exception of “Leaders lead”, which reflects the employees’ perceptions of the integrity of leadership.
- Note degree of Army’s decline from last year’s scores.

	FEDERAL	% chg	ARMY	% ch
Employee Engagement	64		63	
Leaders Lead	53	-1	52	-4
Supervisors	70	-1	69	-2
Intrinsic Work Experiences	69	-1	69	-4

Overall score, based on sub-categories

Category descriptions provided in “Category Key” slide in backup

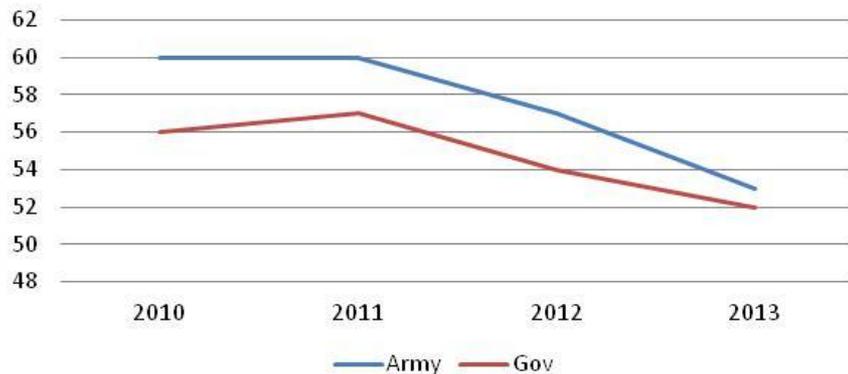


Leaders Lead: Concerns

Employee Engagement Index: Leaders Lead

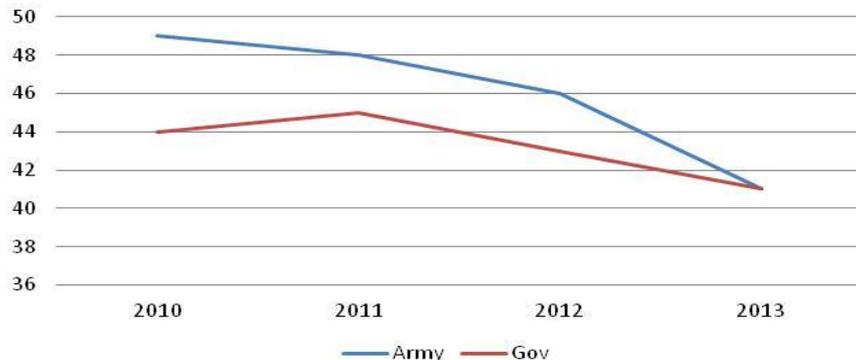
Reflects perceptions of leadership integrity, communication, and motivation

I have a high level of respect for my organization's senior leaders

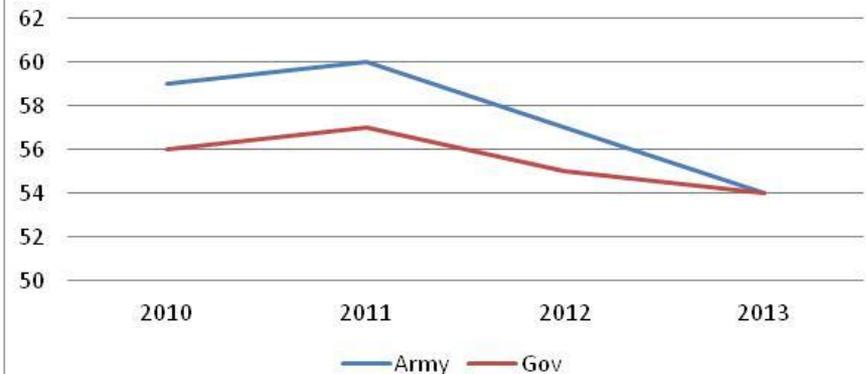


- Our concerns here should be less about the score and more about the continuing decline.
- Focusing on how to improve this category can reap benefits across other areas.
- Being “par” across the federal service should be a red flag, not a reason to be complacent, especially if our goal is to be an Employer of Choice.
- Negative responses regarding addressing poor performers may also be influencing these scores.

In my organization, leaders generate high levels of motivation and commitment in the workforce

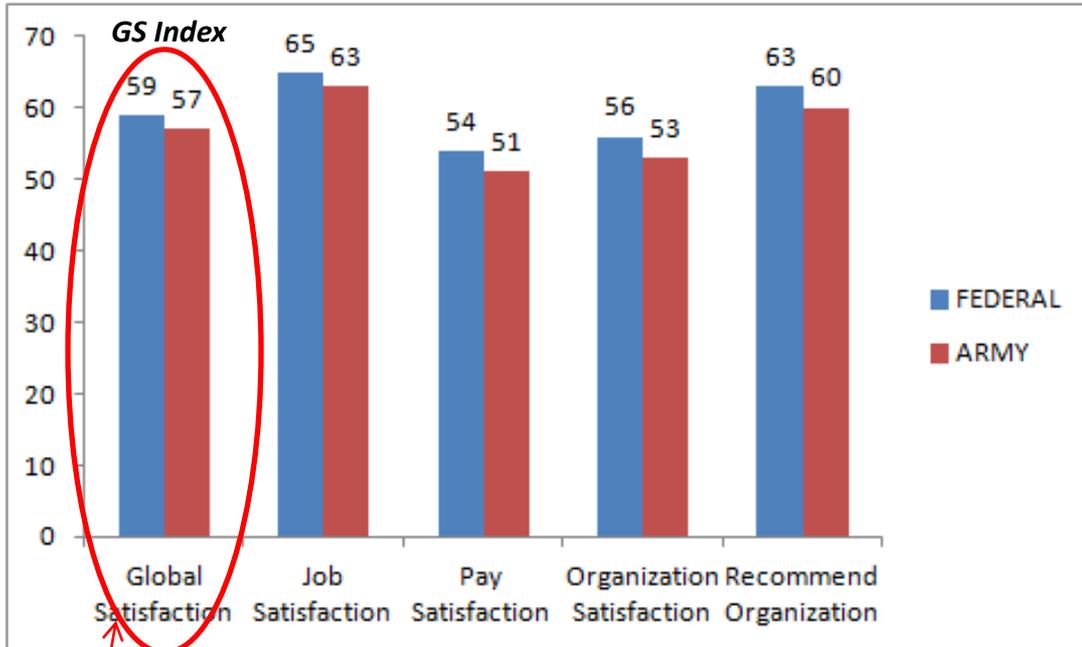


My organization's leaders maintain high standards of honesty and integrity





Global Satisfaction Results



- Army compares well with Federal results.
- These categories showed the most significant degrees of change.
- Over the past four years within Army, satisfaction with PAY has seen the fastest downward trend compared to all other categories.

	FEDERAL	% chg	ARMY	% ch
Global Satisfaction	59		57	
Job Satisfaction	65	-3	63	-6
Pay Satisfaction	54	-5	51	-8
Organization Satisfaction	56	-3	53	-6
Recommend Organization	63	-4	60	-6

Overall score,
on sub-categories

Category descriptions provided in "Category Key" slide in backup



Becoming an Employer of Choice: Army Initiatives

Ongoing Army initiatives targeting our Civilian workforce include:

- Civilian Workforce Transformation
- Senior Executive Talent Management
 - Numerous GS-14/15 opportunities for advancement
 - Assessing GS-13 and below talent management initiatives
- Army Career Tracker
- Refocus on the role of the FC/FCR in managing intern development
- Redefining On-Boarding and Acculturation to improve retention
- Competency management review and redesign, with enhanced services and web-based tools



Way Ahead

“Considering everything, how satisfied are you with your...”

	<i>% POSITIVE</i>	<i>% NEUTRAL</i>	<i>% NEGATIVE</i>	<i>% POSITIVE ARMY 2012</i>	<i>% POSITIVE FEDERAL 2013</i>
<i>JOB</i>	63	19	17	69	65
<i>PAY</i>	51	20	29	59	54
<i>ORGANIZATION</i>	53	24	22	59	56

- REGAIN CONFIDENCE:
 - With an approved budget, provide employees a more predictable fiscal environment; begin reinstating performance recognition through rewards and bonuses.
- REGAIN TRUST:
 - Utilize workforce input through surveys, focus groups, and open discussions, to heal relationships between Army leaders and its workforce.
- ADOPT BEST BUSINESS PRACTICES:
 - Actively participate in OMB’s FEVS Action Planning Community of Practice.



U.S. ARMY

QUESTIONS

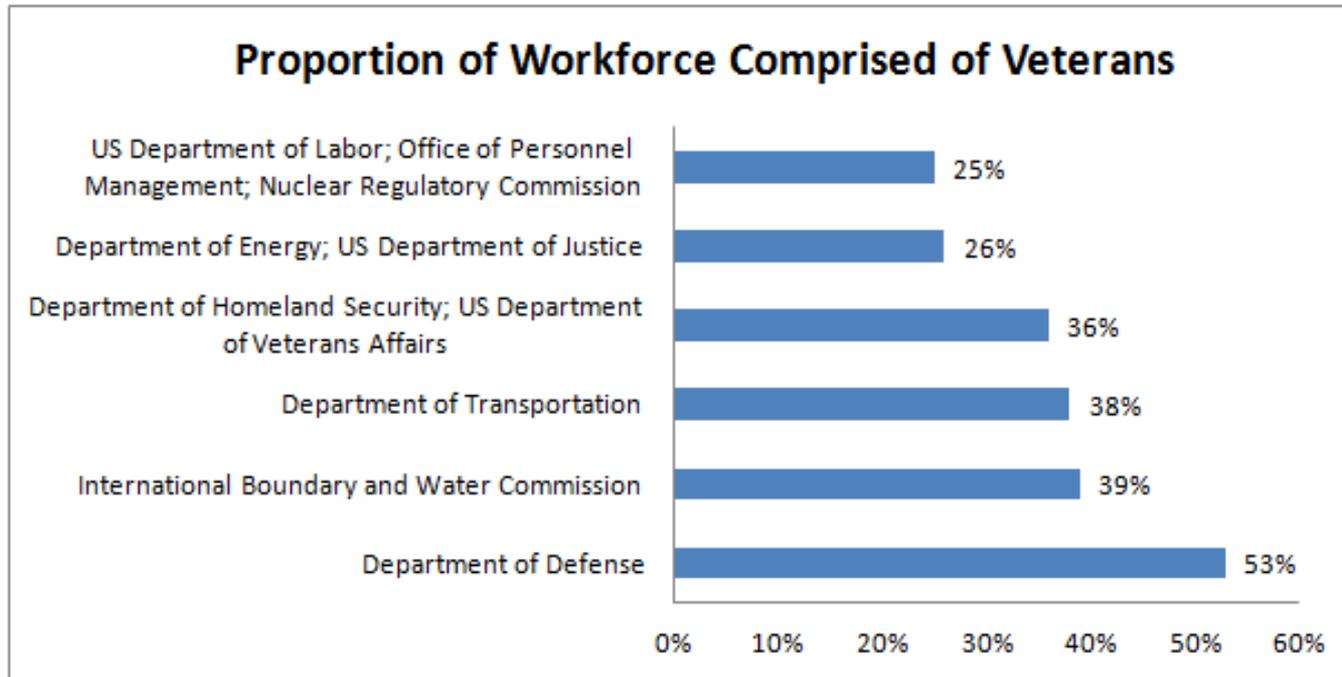


U.S. ARMY

BACKUP SLIDES



Veterans



- DoD still hosts the largest proportion of veterans in its workforce.
- Across federal agencies, 7% of non-veterans reported having a disability, as compared to 29% of veterans.
- 57% of our response population was identified as a veteran.

Ongoing Green Ceiling assessment, attempting to identify whether there exists perceptions of favoritism for veterans over non-veterans in Army hiring practices and other CHR actions.



Category Key

HCAAF:

- Ldrshp/KM: extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership
- R-O Perf Culture: extent to which employees believe their org'n'l culture promotes improvement in processes, products, and services, and org'n'l outcomes
- Talent Mgmt: extent to which employees think the org'n has the talent necessary to achieve org'n'l goals
- Job Sat: extent to which employees are satisfied with their jobs and various aspects thereof

Employee Engagement:

- Leaders lead: reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation
- Supervisors: reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support
- Intrinsic Work Experiences: reflects the employees' feelings of motivation and competency relating to their role in the workplace

Global Satisfaction:

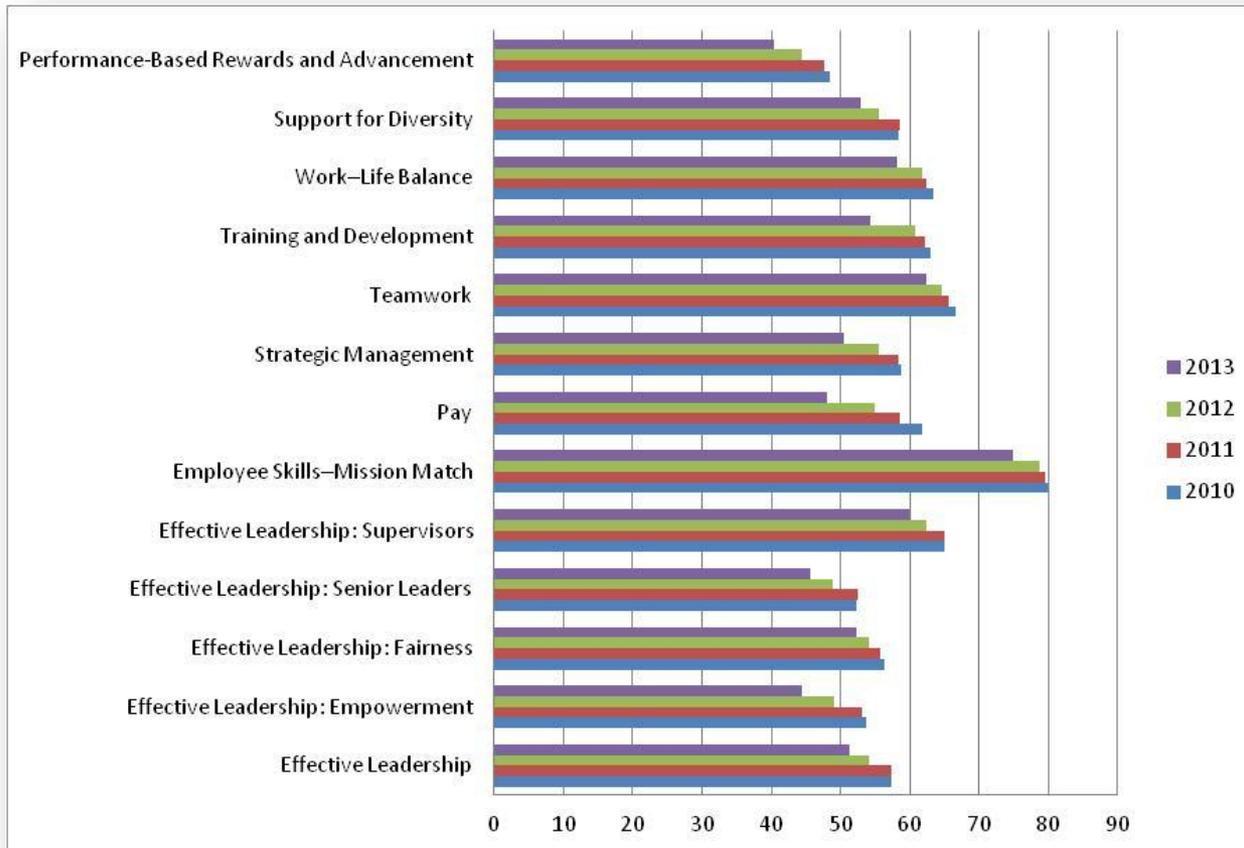
Considering everything, how satisfied are you with:

- Job
- Pay
- Organization

Would you recommend your organization?



Is this a major shift or a continuing trend?



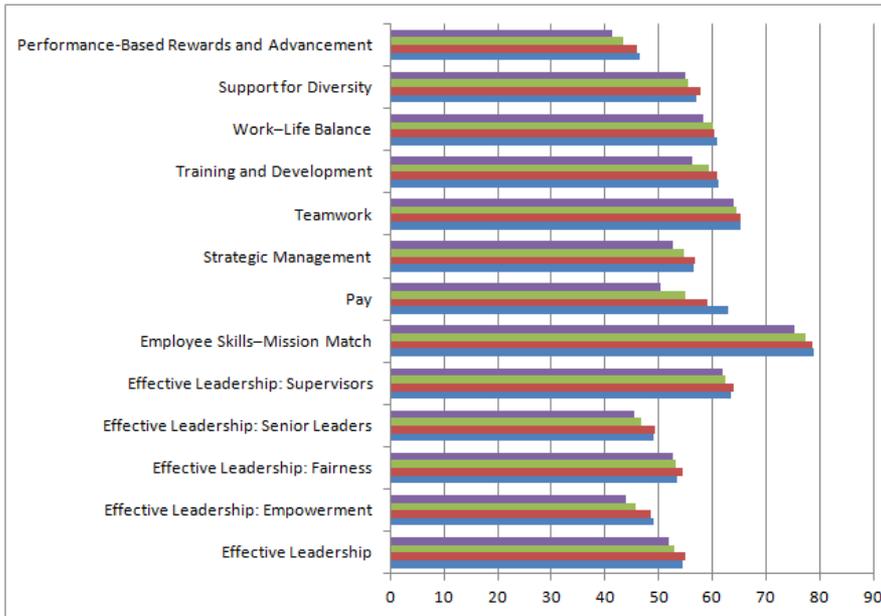
- Four years of Army response data supports that this is a continuing trend, perhaps driven by the political and fiscal concerns that have occurred during the same time period.
- Note the significant drop rate for the “PAY” category, where Army faced budget constraints and hiring/pay freezes.

TAKEN FROM BPTW BRIEFING

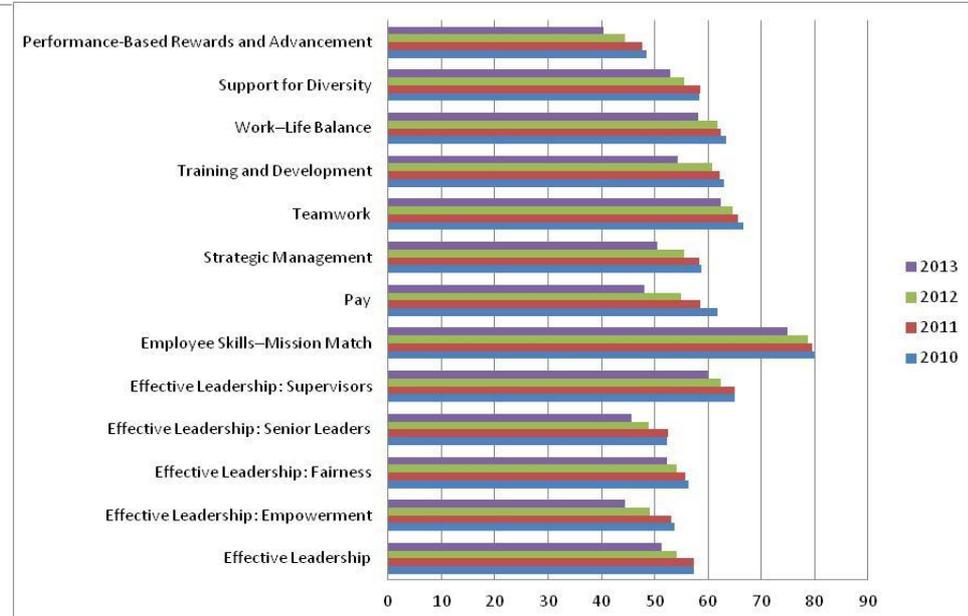


Are downward trends Government-wide across all dimensions?

ACROSS FEDERAL AGENCIES



ARMY



- Yes, with similar changes across the 4-year period.
- Given that dissatisfaction is across agencies, Army can benefit from other agency initiatives to determine whether it warrants consideration for implementation.

TAKEN FROM BPTW BRIEFING



Army Participants

Chief of the Natl Guard Bureau
Field Operating Offices of the Secretary
HQDA Field Op & Staff Support Agencies
Joint Activities
Joint Srvcs & Activities Suptd by Sec Army
Miscellaneous Field Operating Agencies
Office of the Chief of Staff of the Army
Office of the Secretary of the Army
U.S. Army Accession Command
U.S. Army Acquisition Support Center
U.S. Army Central
U.S. Army Criminal Investigation Command
U.S. Army Cyber Command
U.S. Army Element SHAPE
U.S. Army Forces Command
U.S. Army Installation Management Command
U.S. Army Intelligence and Security Command
U.S. Army Materiel Command

U.S. Army Medical Command
U.S. Army Military District of Washington
U.S. Army Network Enterprise Tech Command
U.S. Army North
U.S. Army Reserve Command
U.S. Army South
U.S. Army Space and Missile Defense Command
U.S. Army Test and Evaluation Command
U.S. Army Training and Doctrine Command
U.S. Army War College
U.S. Army, Europe
U.S. Army, Pacific
U.S. Military Academy
U.S. Military Entrance Processing Command
U.S. Special Operations Command, Army
United States Army Corps of Engineers



Field Operating Offices of the Secretary of the Army

Administrative Assistant to the Secretary of the Army (AASA)

- U.S. Army Center of Military History (CMH)

- U.S. Army Headquarters Services (AHS)

- U.S. Army Information Technology Agency (ITA)

- U.S. Army Resources and Programs Agency (RPA)

Assistant Secretary of the Army for Financial Management and Comptroller (ASA (FM&C))

- Cost and Economic Analysis Agency, MD

- Finance Command, VA

Assistant Secretary of the Army for Manpower & Reserve Affairs (ASA (M&RA))

- EEO Agency, DC

- EEO Compliance and Complaints Review Agency, VA

Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA (ALT))

- Army Contracting Agency (ACA)

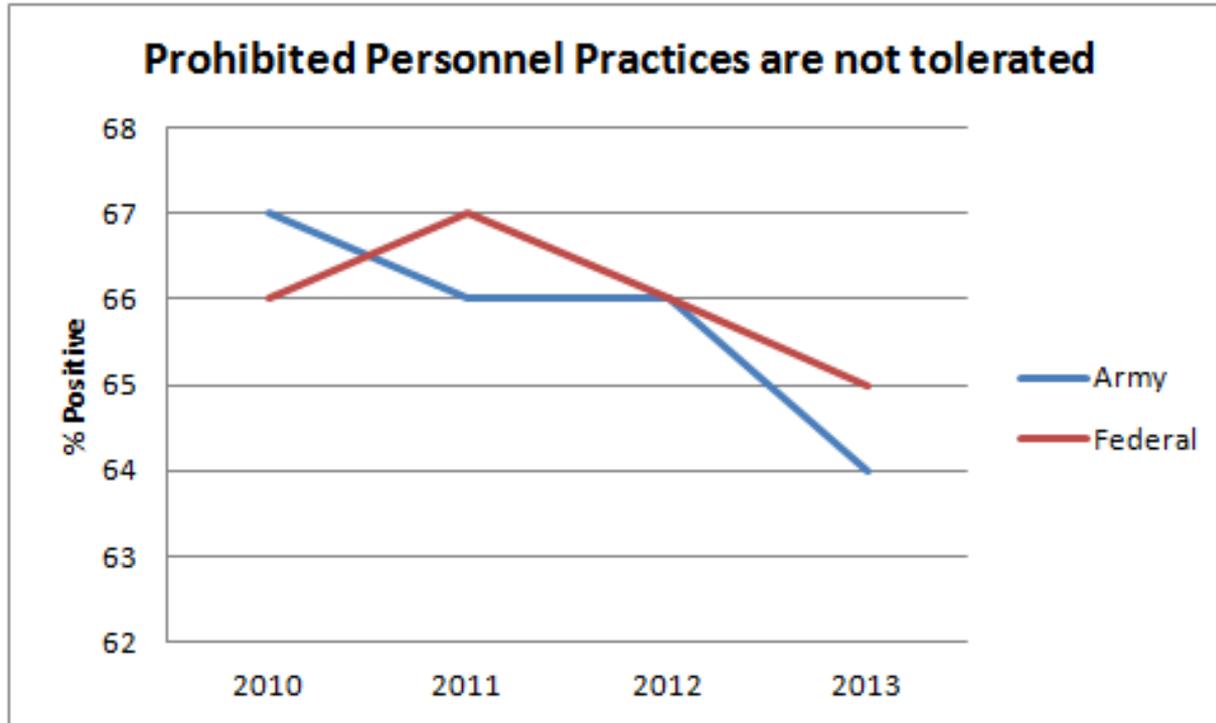


OPM Recommends...

- Focus on the results you believe are of particular importance to your agency.
- Compare your agency results to Government-wide survey results.
- If results are available for subcomponents within your agency, compare them to each other and to the overall agency average.
- Compare your agency to other agencies with similar missions and workforces.
- Track your agency's results over time to determine whether progress is being made overall and on specific survey items.
- Use the survey results as one source of information for tracking your agency's progress under the Human Capital Standards for Success.
- Be sure to probe for what lies behind the survey results.
- For further assistance in analyzing your survey results, contact OPM's Human Capital Officer for your agency.



Veterans vs. Non-Veterans: Fairness



- Regarding perception of fairness in organizational practices and relationships with supervisors, responses from Army fell below federal level.
- Delta between Army and federal response is only 1 percent, and still hovers just below OPM’s definition of a “positive” response.

Ongoing Green Ceiling assessment, attempting to identify whether there exists perceptions of favoritism for veterans over non-veterans in Army hiring practices and other CHR actions.



Diversity

- The range of survey responses based on differences in diversity factors vary significantly (>10%) in some groups.
- Gaps between positive responses to questions range as follows:
 - Veterans and Non-Veterans: 3-5%
 - LGBT and H/S: 6-7%
 - Disabled and those reporting no Disability: 7-13%
- Difficult to draw conclusions with this limited information. Requires further assessment once raw Army data is made available by OPM.



Generation Comparisons

Should we assume that generational differences are affecting responses?

- Data does not support this assumption; however, recognizing differences in values and understanding each category's priorities would be beneficial.

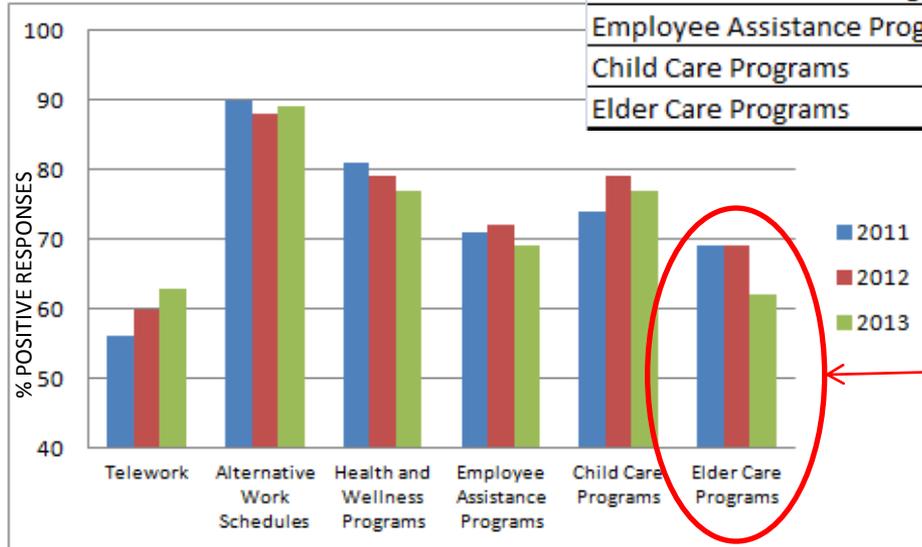
	<i>Baby Boomers</i>	<i>Generation X</i>	<i>Generation Y</i>	<i>Gov't wide</i>
<i>Born</i>	1946-1964	1965-1980	1981 or Later	
<i>Age</i>	49-67	33-48	32 and Under	
<i>Values</i>	Driven, Collaborative, Optimistic	Seek Work/Life Balance, Independent	Ambitious, Multitask, Team-Oriented	
<i>Percent of Federal Workforce</i>	48.0%	37.5%	12.8%	100.0%
<i>Global Satisfaction Score</i>	59%	59%	59%	59%
<i>Employee Engagement Score</i>	64%	64%	65%	64%

- Baby Boomers/older Generation X'ers: may be seeking programs that can better support their needs (i.e., caring for aging parents).
- Younger Generation X'ers/Generation Y: less likely to stay in one position/job for long periods of time; "jungle gym" mentality versus career "ladder".



Work/Life Programs

% PARTICIPATION IN WORK/LIFE PROGRAMS	YES	NO	NOT AVAILABLE
Alternative Work Schedules	34	43	24
Health and Wellness Programs	24	61	15
Employee Assistance Programs	11	79	9
Child Care Programs	6	78	16
Elder Care Programs	3	79	18



Need to assess why, if programs are available, employees are not participating?

- Slowly getting better on our telework policies and execution.
- Hugely successful AWS program!
- Note the drop in Elder Care Programs; possible evidence of the Generational assumptions regarding growing responsibilities of being care givers for aging parents.