



2012 Employee Viewpoint Survey Results Summary

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SECTION 1: SURVEY OVERVIEW

This report summarizes the results of NARA's 2012 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; additional trend analyses will be conducted over the next several months as additional data reports are received from OPM.

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 15, 2012 until June 26, 2012. An invitation to participate in the survey was sent by e-mail from OPM to NARA permanent staff employed as of September 30, 2011. A communication campaign, including voice and email notices and web banners, was launched to encourage staff participation and notify all employees about the survey.

All but nine of the EVS questions were prescribed by OPM. The items were designed to evaluate success in four essential areas: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. The nine items that were not prescribed by OPM addressed NARA's values and Transformational Outcomes. Demographic information was also collected. EVS questions were grouped by the following categories:

- My Work Experience
- My Work Unit
- My Agency
- My Supervisor/Team Leader
- Leadership
- My Satisfaction
- Work/Life
- Demographics

SECTION 3: DESCRIPTION OF SAMPLE

All NARA permanent staff employed as of September 30, 2011 were invited to participate in the survey.

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

Of the 2,773 permanent employees who received the survey, 2,085 responded for an overall response rate of 75%.

Demographics¹:

Where do you work?	Number of Survey Respondents	Percentage of Survey Respondents (%)	NARA's Employee Population (%)
Headquarters	925	46.1	41
Field	1,082	53.9	59
What is your supervisory status?			
Non-supervisor	1,339	66.7	83.8
Team Leader	323	16.1	1.4
Supervisor	222	11.1	14.9
Manager	106	5.3	
Executive	19	.9	-
Are you:			
Male	932	46.8	47.3
Female	1,060	53.2	52.7
Are you: Hispanic or Latino			
Yes	67	3.4	1.3
No	1,904	96.6	98.7

¹ Population figures are sourced from Performance Measurement and Reporting System (PMRS) for all for permanent employees as of September 30, 2011

Please select the racial category or categories with which you most closely identify:	Number of Survey Respondents	Percentage of Survey Respondents (%)	NARA's Employee Population (%)
American Indian or Alaskan Native	14	.7	.3
Asian	50	2.6	2.5
Black or African American	399	20.8	25.5
Native Hawaiian or other Pacific Islander	5	.3	.07
White	1,399	72.9	69.2
Two or more races	52	2.7	.7
What is your age group?			
25 and under	42	2.1	4
26 – 29	115	5.9	6.2
30 – 39	378	19.3	17.1
40 – 49	544	27.8	26.8
50 – 59	593	30.3	30.8
60 or older	284	14.5	15
What is your pay category/grade?			
Federal Wage System	13	.7	-
GS 1 – 6	561	28.2	35.8
GS 7 – 12	897	45.1	41.2
GS 13 – 15	494	24.8	21.7
Senior Executive Service	16	.8	1.3
Senior Level (SL) or Scientific or Professional (ST)	2	.1	-
Other	8	.4	-

How long have you been with the Federal Government (excluding military service)?	Number of Survey Respondents	Percentage of Survey Respondents (%)	NARA's Employee Population (%)
Less than 1 year	17	.8	1.7
1 to 3 years	313	15.6	15
4 to 5 years	189	9.4	7.8
6 to 10 years	381	19.0	19.7
11 to 14 years	264	13.2	11.7
15 to 20 years	234	11.7	14.5
More than 20 years	603	30.1	29.5
How long have you been with your current agency?			
Less than 1 year	36	1.8	-
1 to 3 years	407	20.5	-
4 to 5 years	237	11.9	-
6 to 10 years	423	21.3	-
11 to 20 years	426	21.5	-
More than 20 years	457	23.0	-
Are you considering leaving your organization with the next year, and if so why?			
No	1,316	66.2	-
Yes, to retire	99	5.0	-
Yes, to take another job in the federal government	388	19.5	-
Yes, to take another job outside the federal government	78	3.9	-
Yes, other	108	5.4	-

I am planning to retire:	Number of Survey Respondents	Percentage of Survey Respondents (%)	NARA's Employee Population (%)
Within 1 year	62	3.2	-
Between 1 and 3 years	155	8.0	-
Between 3 and 5 years	169	8.7	-
Five or more years	1,561	80.2	-
Self identify as:			
Heterosexual	1,485	78.5	-
Gay, Lesbian, Bisexual, or Transgender	76	4.0	-
I prefer not to say	331	17.5	-
Have you ever served on Active Duty in the US Armed Forces (Air Force, Army, Coast Guard, Marine Corps or Navy)?			
Yes	404	20.3	-
No	1,587	79.7	-
Are you an individual with a disability?			
Yes	183	9.2	-
No	1,802	90.8	-

SECTION 4: INTERPRETATION OF RESULTS

NARA's response rate for the 2012 survey was highly encouraging. 75% of eligible employees responded to the survey, compared to the government-wide rate of 46.1%.

NARA Findings at a Glance²:

- 26 items had positive ratings of 65 percent or more (strengths)
- 14 items had negative ratings of 35 percent or more (challenges)
- 22 items decreased by 5 percentage points or more since 2011
- 1 item had a neutral rating of 30 percentage points or more

Positive Highlights:

- Employees have a positive outlook on the mission of the agency —89%—feeling that the work they do is important, with major strengths across work/life programs such as telework, alternative work schedules, and health and wellness programs.
- Results indicate that employees are highly dedicated, an overwhelming majority of employees —95%—said they are willing to put in the effort it takes to get the job done and another 88% said they are constantly looking for ways to do their jobs better.

² OPM applies the following rules of thumb to determine “notable” or meaningful” results”

1. Items that are 65 percent or more positive are strengths
2. Items that are 35 percent or more negative are weaknesses
3. Items that are 30 percent or more neutral may indicate opportunities for more communication
4. A difference of 5 percentage points or more is notable

- A majority of employees give their supervisors positive responses on questions focusing on the interpersonal relationship between worker and supervisor, including trust, respect and support. For example, 67% of employees believe their immediate supervisor or team leader is doing a good job, 77% said they were treated with respect, and 73% reported their supervisor listened to what they had to say.
- Employees are positive on two survey items that measure their perceptions of teamwork, with 69% indicating that the people they work with cooperate to get the job done, and 66% felt that employees in their work unit share job knowledge with each other.

Areas for Improvement:

- On the other end of the spectrum, employees expressed dissatisfaction with performance based rewards and advancement, only 25% of employees expressed satisfaction with their opportunity to get a better job in their organization, 20% felt pay raises depended on how well employees performed in their job, 31% felt creativity and innovation are rewarded, and 32% believed promotions in their work unit were based on merit. Also, only 31% said that differences in performance are recognized in a meaningful way, and just 29% reported that steps are 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 (33%) and promote empowerment (33%), satisfaction with their policies and practices (33%) and that the survey results will be used to make NARA a better place to work (39%).

Survey Items that increased significantly compared to 2011 results:

NARA did not have any EVS items that increased significantly³ from the 2011 survey. At first glance, it appears that there were 6 such questions (all under the Work/Life category). This year, however, OPM filtered the data before calculating the satisfaction results for the work/life programs, such as telework. As an example, OPM only calculated percentages from answers to the telework satisfaction question from employees who responded that they do telework. Before this year, the percentages were calculated on all responses. Because of this, 2012 results are not comparable with last year's on the work/life satisfaction items.

Survey Items that declined significantly compared to 2011 results:

There are 22 areas in which NARA's positive response rates declined significantly since the 2011 survey. The following chart lists the items and their corresponding percentage decline.

Table 1. Significant Decline

EVS Survey Item	2012 Percent Positive	2011 Percent Positive	Difference
# 2. I have enough information to do my job well.	62.8	68.0	-5.2
# 9. I have sufficient resources (for example, people, materials, budget) to get my job done.	42.2	49.7	-7.5
# 10. My workload is reasonable.	54.6	59.6	-5.0
# 15. My performance appraisal is a fair reflection of my performance.	63.3	74.3	-11.0
# 19. 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).	66.5	74.2	-7.7
# 21. My work unit is able to recruit people with the right skills.	38.0	46.1	-8.1
# 22. Promotions in my work unit are based on merit.	31.6	36.8	-5.2
# 24. In my work unit, differences in performance are recognized in a meaningful way.	30.8	37.6	-6.8
# 25. Awards in my work unit depend on how well employees perform their jobs.	43.2	51.5	-8.3
# 27. The skill level in my work unit has improved in the past year.	48.5	54.5	-6.0
# 30. Employees have a feeling of personal empowerment with respect to work processes.	32.9	37.9	-5.0
# 31. Employees are recognized for providing high quality products and services.	42.9	48.3	-5.4
# 32. Creativity and innovation are rewarded.	31.1	36.3	-5.2
# 33. Pay raises depend on how well employees perform their jobs.	20.4	27.0	-6.6

EVS Survey Item	2012 Percent Positive	2011 Percent Positive	Difference
# 40. I recommend my organization as a good place to work.	46.9	51.8	-4.9
# 41. I believe the results of this survey will be used to make my agency a better place to work.	38.8	47.3	-8.5
# 57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	51.9	56.7	-4.8
# 65. How satisfied are you with the recognition you receive for doing a good job?	44.5	49.4	-4.9
# 67. How satisfied are you with your opportunity to get a better job in your organization?	24.6	30.4	-5.8
#69. Considering everything, how satisfied are you with your job?	58.5	63.3	-4.8
# 70. Considering everything, how satisfied are you with your pay	49.9	55.9	-6.0
# 71. Considering everything, how satisfied are you with your organization?	42.9	49.5	-6.6

Top Ten and Bottom Ten:

Top Ten

The table below identifies the ten top items on which NARA scored the highest percent positive responses in 2012.

Table 2: Top Ten

EVS Survey Item	2012 Percent Positive	2011 Percent Positive
# 7. When needed I am willing to put in the extra effort to get a job done.	95	96.2
# 13. The work I do is important.	88.5	89.7
# 8. I am constantly looking for ways to do my job better.	87.7	88.5
# 80. How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	83.7	58.2

EVS Survey Item	2012 Percent Positive	2011 Percent Positive
# 28. How would you rate the overall quality of work done by your work unit?	82.3	82.1
# 5. I like the kind of work I do.	80.3	81.4
# 16. I am held accountable for achieving results.	79.9	82.9
# 42. My supervisor supports my need to balance work and other life issues.	79.6	80.0
# 50. In the last six months, my supervisor/team leader has talked with me about my performance.	79.5	75.1
# 81. 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)	78.9	51.8

Bottom Ten

The table below identifies the ten items on which NARA scored the highest percent negative responses in 2012.

Table 3: Bottom Ten

EVS Survey Item	2012 Percent Negative	2011 Percent Negative
# 33. Pay raises depend on how well employees perform their jobs.	55.3	45.8
# 67. How satisfied are you with your opportunity to get a better job in your organization?	48.8	42.4
# 22. Promotions in my work unit are based on merit.	43.1	36.9
# 53. In my organization, leaders generate high levels of motivation and commitment in the workforce.	43.0	37.2
# 23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	41.9	38.5
# 30. Employees have a feeling of personal empowerment with respect to work processes.	41.5	37.0
# 32. Creativity and innovation are rewarded.	41.2	36.2

EVS Survey Item	2012 Percent Negative	2011 Percent Negative
# 9. I have sufficient resources (for example, people, materials, budget) to get my job done.	41.3	33.3
# 24. In my work unit, differences in performance are recognized in a meaningful way.	40.0	33.9
#66. How satisfied are you with the policies and practices of your senior leaders?	38.3	32.5

SECTION 5: CONCLUSION

NARA is encouraged by the fact that our participation rate (75% of eligible NARA staff) exceeded the Government-wide response rate by 29%. With such a high participation rate, employees are demonstrating that they care about NARA and believe providing feedback is important.

The Human Capital Office briefed the Management Team on the results we have so far and will continue do so as more results are made available. NARA's Executives met and agreed to concentrate on three categories to improve our EVS scores. They are: leadership, employees' relationship with their supervisor, and employees' work experiences. NARA's Management Team and AFGE Council 260 are partnering to tackle the issues. Staff will receive more details and updates in the weeks ahead.