



Office of
Human Capital



'19

NARA EVS Summary Report



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SECTION 1

SURVEY OVERVIEW

This report summarizes the results of NARA's 2019 Employee Viewpoint Survey (EVS) and fulfills 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 (**November 2, 2019**). 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 23, 2019 until July 5, 2019. The U.S. Office of Personnel Management (OPM) sent an email invitation to participate in the survey to all permanent NARA employees who were on board as of October 31, 2018. A communication campaign (including agency-wide and office-level emails, notices and web banners) were launched to encourage staff participation and notify all employees about the survey.

The EVS is an OPM tool that identifies employee's perceptions and satisfaction about their organizations and work experiences. Employee perceptions are measured by a series of 84 survey responses across 7 key categories.

KEY CATEGORIES	INFLUENCING FACTORS
Work Experience	Work duties and responsibilities, workload, resources
Work Unit	Promotions, awards, performance management
Agency	Innovation, diversity, policies and practices
Supervisor	Respect, communication, support
Leadership	Motivation, integrity, communication, collaboration
Satisfaction	Training, information-sharing from management, pay, recognition, opportunities within the organization
Work/Life	Flexible work schedules, telework, employee assistance program, child and elder care programs

SECTION 3

DESCRIPTION OF SAMPLE

All NARA permanent staff employed as of the end of October 2018 were invited to participate in the survey.

Number of employees surveyed, number responded, and representativeness of respondents: Of the 2,609 permanent employees who received the survey, 1,697 responded for an overall response rate of 65.0%.

NARA's 2019 response rate is greater than the 2018 rate (63.7%) by 1.3 percentage points. NARA's response rate continues to be greater than the government-wide rate of 42.6%.

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)

General Measures

- 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

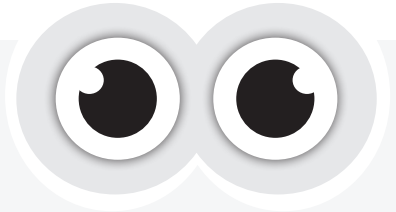
¹ Agency results have a margin of error of +/- 2%

SECTION 5

NARA'S OVERALL EVS PROGRESS

2019
SURVEY
RESULTS

NARA EVS RESULTS *at a glance*



37
ITEMS

had positive ratings of **65%** or more.

36 items were rated **65%** or higher in 2018 [Strengths]

07
ITEMS

had negative ratings of **35%** or more.

6 items had negative ratings of **35%** or higher in 2018 [Challenges]

00
ITEMS

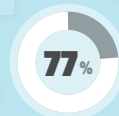
items increased ratings of **5%** or more.

In the 2018 results, **1** item had increased by **5%** or more.

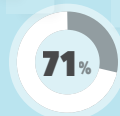
67% Employee Engagement INDEX SCORES



Leaders Lead



Supervisors



Work Experience



NARA's overall employee engagement score stayed consistent at 67 percent compared to last year. This score still exceeds the threshold that OPM considers positive.

NARA had 37 "strength" items (of 71 total items), characterized by a 65 percent or higher positive response rate compared to seven "challenge" items, characterized a 35 percent or higher negative response rate.

NOTE: Questions pertaining to Performance (72), the Government Shutdown (74-77), Telework (78), and Work/Life items (79-85) are excluded from these findings. OPM does not include these questions under significant increases or decreases because they do not fall under a scaled response (Likert scale) or are not based on responses from the entire population—only those that participate in those programs.

POSITIVE HIGHLIGHTS*

Highest % Positive Items

Select: Highest % Positive ▼



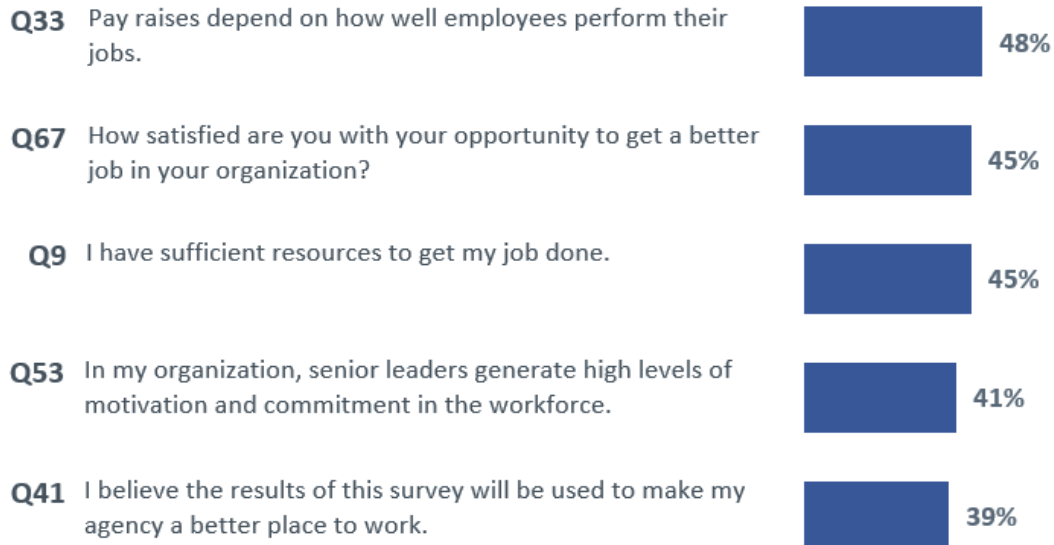
- Results indicate employees are still highly dedicated and focused on success the of their jobs. An overwhelming majority of employees (95%) continue to say they are willing to put in the extra effort required to their job done (steady at 95% since 2016) and 90% say they are constantly looking for ways to perform their job better (decrease of 1% from 2018).
- Employees (91%) consistently believe the mission of NARA and the work they complete is important.
- Supervision continues to be recognized by employee’s as a positive trait of NARA. Employee’s recognize their supervisor spoke with them about their performance (91%, consistent since 2017), supports their need to balance work and life (85%, comparable to 2018), and treats employee’s with respect (85%, consistent since 2017).
- The largest positive increase was 4 percentage points in staff feeling prepared for potential security threats (85%).

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

AREAS FOR IMPROVEMENT*

Highest % Negative Items

Select: Highest % Negative ▼



- While no significant decreases (5 or more percentage points) were present, there are still areas that consistently stand out as struggles and require improvements.
- Employees (48%) continue to feel that pay raises **do not** depend on job performance - an increase of 3 percentage points from 2018. Comparable to last year, employees (45%) also continue to express dissatisfaction with opportunities with career advancement.
- The lack of resources was expressed as a growing challenge for staff (45%) in completing their job - an increase of 3 percentage points from 2018 and 7 percentage points from 2017.
- Since 2016, employees (39%, increase of 9 percentage points, gradually, since 2016) have continued to express that the results generated from the EVS will not have an impact on making NARA a better place to work.
- Employees (40%) continually express dissatisfaction with senior leader's ability to motivate and generate a sense of commitment to the workforce. This score increased by 1 percentage point from last year, after increasing 6 percentage points from 2017.

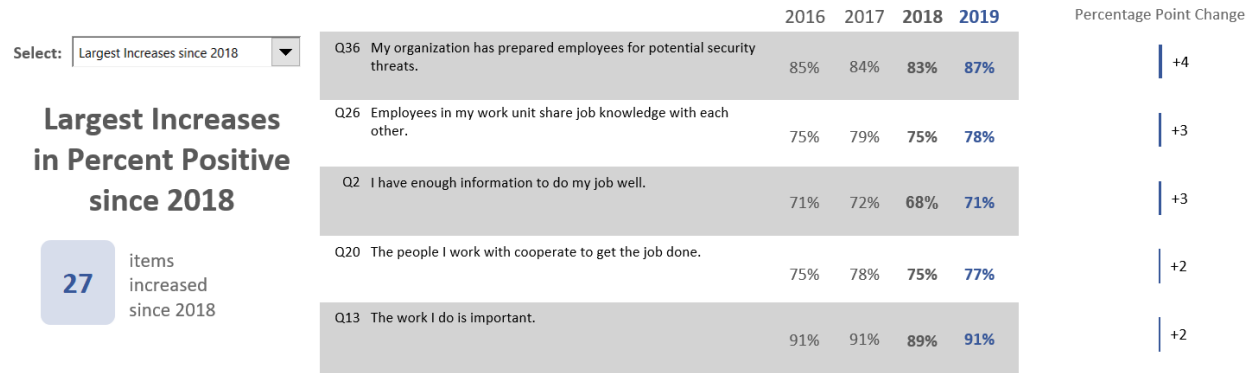
* Negative ratings (i.e., Strongly Disagree/Disagree)

INCREASES AND DECREASES

Increases

None of NARA's positive scores saw a significant increase (5 or more percentage points) compared to one from 2018. The following chart depicts the top five largest increases of the 27 items that saw some increase.

Chart 1. Largest Increases From 2018



Decreases

None of NARA's positive scores saw a significant decrease (5 or more percentage points) compared to fifteen from 2018. The following chart depicts the top five largest decreases of the 22 items that saw some decrease.

Chart 2. Largest Decreases From 2018



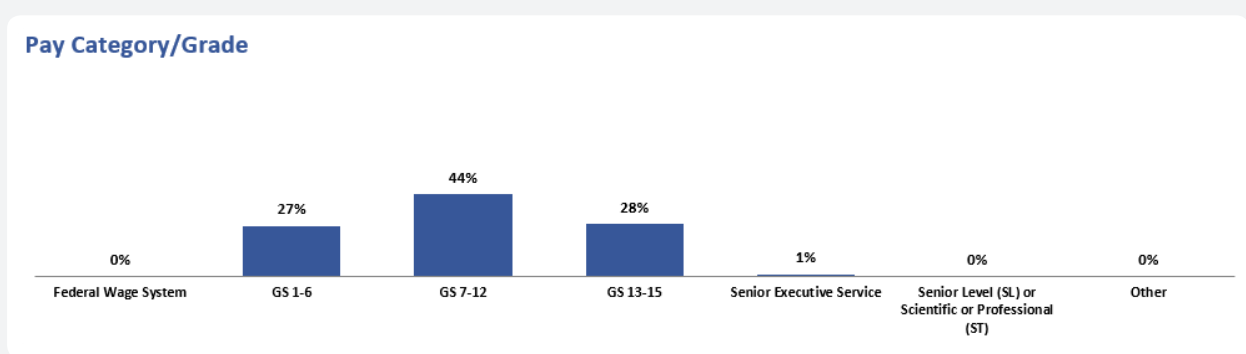
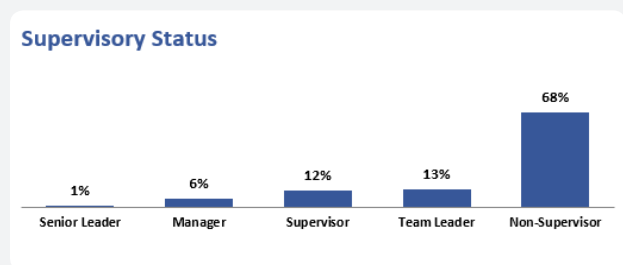
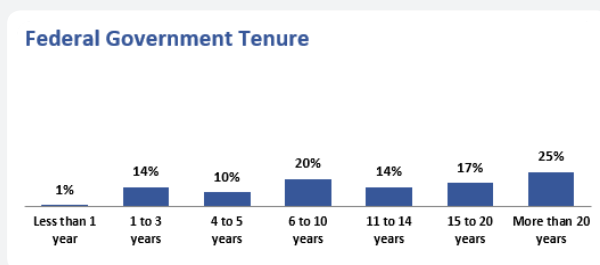
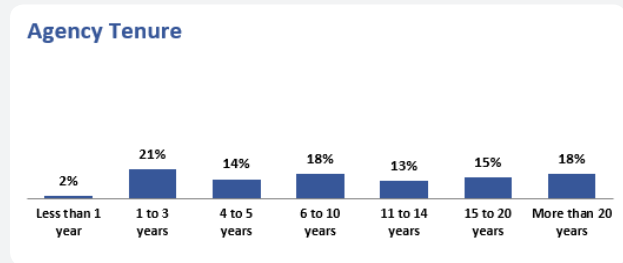
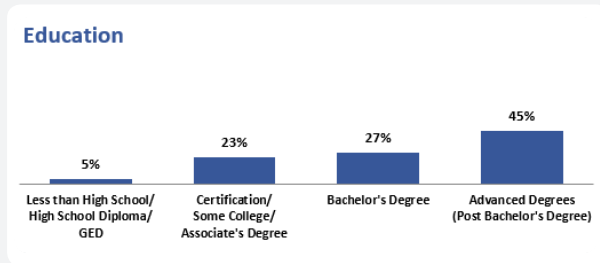
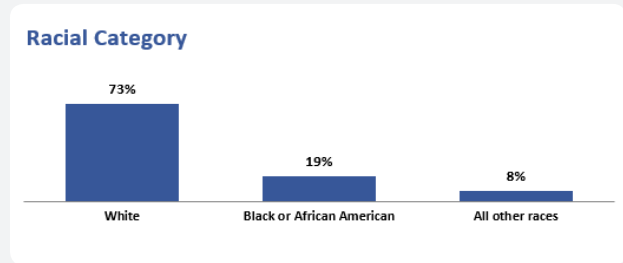
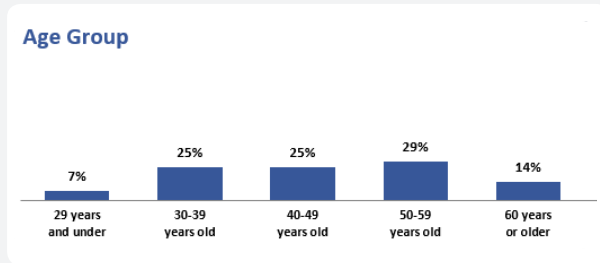
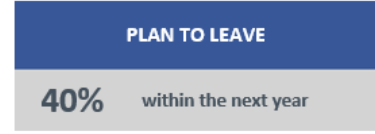
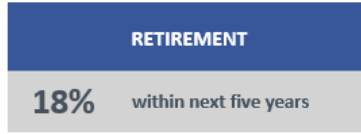
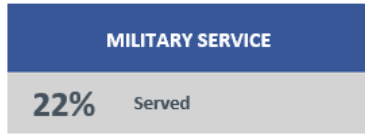
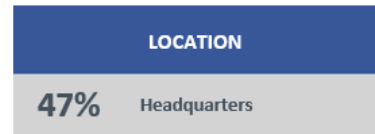
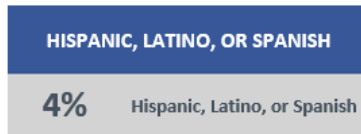
2016-2019 NARA EVS PROGRESS ANALYSIS

2016 - 2019 EVS Progress Analysis Scores by Indices & Category		NARA - National Archives And Records Administration							
Source	Indices or Category	2016	2017	2018	2019	Trends	Delta 2016 to 2017	Delta 2017 to 2018	Delta 2018 to 2019
EVS	Official Participation Rate	69.0%	67.6%	63.7%	65.0%		-1.4%	-3.9%	1.3%
NARA	Internal Communication	56%	58%	54%	56%		3%	-4%	2%
OPM	Employee Engagement: Overall	67%	69%	67%	67%		2%	-2%	0%
OPM	Employee Engagement: Leaders Lead	53%	56%	52%	53%		3%	-5%	1%
OPM	Employee Engagement: Supervisors	76%	78%	78%	77%		2%	0%	-1%
OPM	Employee Engagement: Intrinsic Work Experience	71%	74%	71%	71%		2%	-2%	0%
OPM	HCAAF: Leadership and Knowledge Management	63%	66%	62%	63%		3%	-3%	1%
OPM	HCAAF: Results-Oriented Performance Culture	56%	59%	57%	57%		2%	-2%	0%
OPM	HCAAF: Talent Management	60%	61%	61%	60%		1%	0%	-1%
OPM	HCAAF: Job Satisfaction	64%	67%	64%	64%		2%	-3%	0%
OPM	New IQ: Overall	61%	64%	61%	62%		3%	-2%	1%
OPM	New IQ: Fair	51%	53%	51%	52%		2%	-2%	0%
OPM	New IQ: Open	59%	63%	59%	60%		4%	-3%	1%
OPM	New IQ: Cooperative	55%	60%	56%	58%		4%	-3%	2%
OPM	New IQ: Supportive	81%	83%	82%	82%		2%	-1%	0%
OPM	New IQ: Empowered	59%	61%	58%	59%		3%	-3%	1%
OPM	Global Satisfaction	57%	61%	58%	57%		4%	-3%	-1%
PPS	Effective Leadership	57%	60%	57%	57%		3%	-3%	0%
PPS	Effective Leadership: Senior Leaders	49%	52%	46%	47%		3%	-6%	1%
PPS	Effective Leadership: Empowerment	48%	53%	48%	47%		5%	-5%	-1%
PPS	Effective Leadership: Fairness	58%	62%	60%	60%		3%	-2%	0%
PPS	Effective Leadership: Supervisors	72%	74%	73%	73%		2%	-1%	0%
PPS	Performance-Based Rewards and Advancement	50%	53%	50%	51%		3%	-3%	0%
PPS	Strategic Management	61%	62%	61%	60%		2%	-1%	-1%
PPS	Training and Development	62%	63%	60%	60%		1%	-3%	0%
PPS	Work-Life Balance	65%	64%	62%	62%		0%	-2%	0%
PPS	Innovation	65%	68%	65%	65%		3%	-3%	0%
PPS	Teamwork	68%	72%	68%	71%		4%	-4%	2%
PPS	Pay	51%	55%	56%	55%		4%	1%	-1%
PPS	Employee Skills-Mission Match	77%	79%	77%	78%		1%	-2%	1%
PPS	Support for Diversity	64%	68%	65%	66%		4%	-3%	1%
PPS	Best Places to Work*	59%	63%	59%	58%		4%	-4%	-1%
EVS Key Category	My Work Experience	73%	74%	72%	72%		1%	-2%	0%
	My Work Unit	58%	59%	57%	57%		1%	-2%	0%
	My Agency	57%	61%	58%	58%		3%	-3%	0%
	My Supervisor	76%	78%	77%	77%		2%	-1%	0%
	Leadership	57%	61%	57%	58%		4%	-4%	1%
	My Satisfaction	52%	55%	52%	51%		3%	-3%	0%

* Category similar to OPM's Global Satisfaction Index. This ranking is a combine average.

Note: PPS does not use a combine average, but rather calculates based on a proprietary weighted formula that looks at responses from three different EVS questions (40, 69, and 71). The more the question predicts intent to remain, the higher the weighting.

DEMOGRAPHICS



SECTION 6

CONCLUSION

NARA's Management Team and Office Engagement Point of Contacts (POCs) have been briefed on the results and trends.

In FY 2020, NARA implemented updates to the Managers and Supervisor's Critical Element #2 - Workplace Culture and morale to establish a greater level of accountability. Managers and supervisors are asked to partner with staff to create and sustain a high performing workforce that leads to improvements. NARA's Action Planning Process (illustrated below) outlines the four continuous phases that managers and supervisors will use to address and continually improve workplace culture.

NARA's Action Planning Process



Step 1: Assess the Workplace

- Collaborate with staff through listening sessions to identify and develop actionable solutions that lead to higher performance at all levels

Step 2: Develop Action Plans

- Utilize the Action Planning Template to document actions and implement, monitor, evaluate and report efforts

Step 3: Implement, Evaluate, and Revise

- Work to implement action plan and delegate responsibilities as needed
- Communicate, monitor, and revise the fluid action plan as needed

Step 4: Communicate and Assess Results

- Communicate progress against initiatives to help staff understand the linkage between their feedback (EVS, informal survey, focus group, RESOLVE, etc.), to include the actions being implemented, who is involved, and the predicted outcome
- Conduct ongoing pulse check to monitor external and internal drivers that may impact action plan effectiveness, adjust accordingly.

NARA EVS RESULTS *Summary* 2019

2019 Employee Viewpoint Survey Results Summary
October, 2019