2020

Office of Personnel Management
Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

Small Agency Management Report
Selective Service System

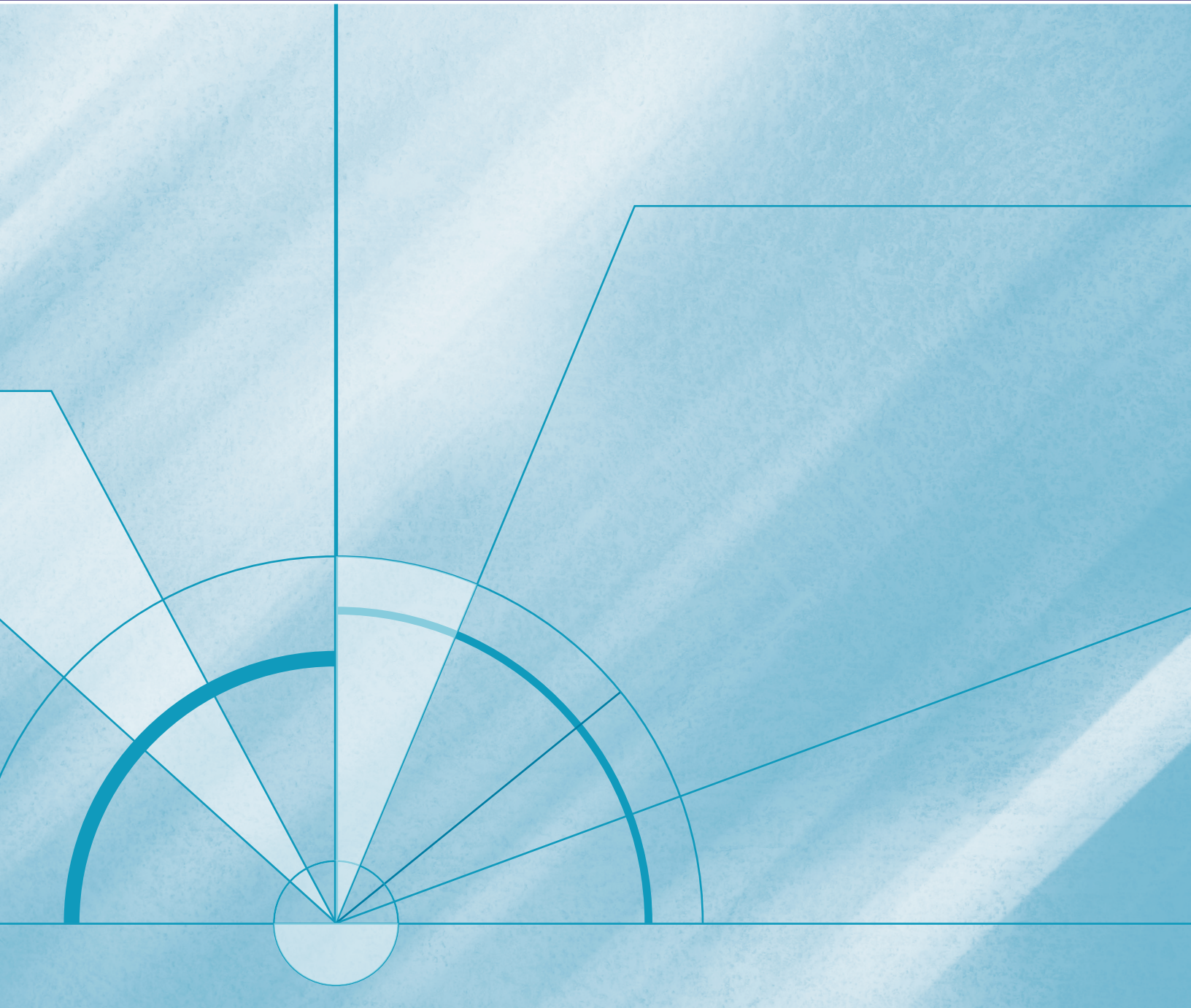# Table of Contents

About This Report

The 2020 OPM Federal Employee Viewpoint Survey (OPM FEVS) Small Agency Management Report (SAM) was designed to provide an overview of survey results, enabling agencies to easily identify issues and take action for improvement. The SAM can be helpful in providing a starting point for analysis of your agency's OPM FEVS results, acting as an agency overview before drilling down into specific components of the agency for a more in-depth analysis. This report also highlights important agency successes, which should be acknowledged. We encourage you to share both successes and areas for improvement with employees.

Changes to the 2020 Survey

The OPM FEVS looks a little different this year. In prior years, the survey included 71 standard core items, but the core items were reduced to 38 in 2020 for several reasons. Due to the COVID-19 pandemic, many agencies asked OPM to substantially shorten the 2020 survey to ease administrative burden and demonstrate sensitivity to employee situations. Congress and numerous agencies also asked OPM to include COVID-19 items to be responsive to changing conditions that might impact the needs of employees and agencies. Agency level results for the COVID-19 items can be found in Appendix B. The 2020 survey is the result of OPM's goal to be responsive to the needs of employees and agencies in this unprecedented pandemic.

Sections of the SAM

Respondent Overview

The Respondent Overview provides a snapshot of the characteristics of your employees who responded to the survey. Understanding who responded in your agency has a number of benefits. For example, this section allows you to better understand the ratio of seasoned employees who may be preparing for retirement to newer employees, which can be helpful in guiding your recruiting and retention efforts. It is important to keep in mind that this is a survey respondent overview, and these percentages may not match up exactly to your agency's total population characteristics.

Employee Engagement Index and Global Satisfaction Index

The Employee Engagement Index (EEI) and Global Satisfaction Index provide agencies with consistent metrics for measuring progress toward objectives. Benchmarks are included to provide insight into how your agency compares to others, and to encourage information sharing between agencies. For example, some of the top ranking agencies in the Employee Engagement Index may have suggestions on things that have and have not worked to engage their employees. Trends for the indices are also displayed.

Decision Aid

The Decision Aid is useful in easily identifying the most critical issues in your agency as well as recognizing where your agency has improved since 2019. The Decision Aid is divided into three sections to help you focus your attention on improvements and declines in your core item results since last year:

Increases contains items that increased since 2019

Decreases contains items that decreased since 2019

No Change contains items that did not change since 2019

Note: The Decision Aid only includes items 1-38, excluding item 11. See Appendix C for a breakdown of the Work-Life results for your agency.

Appendices

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results.

Appendix A shows how well your agency scored relative to other small agencies. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas.

Appendix B shows the COVID-19 Pandemic results for your agency.

Appendix C shows the Work-Life Program and demographic results for your agency.

Appendix D lists all agencies arranged by employee population size.

Understanding Your Results

When reviewing results, keep the guidelines below in mind. These guidelines were created to organize survey results in a way that is easier to digest and interpret.

Percent Positive is the sum of two positive categories (e.g., Strongly Agree/Agree)

Percent Negative is the sum of two negative categories (e.g., Strongly Disagree/Disagree)

Percent Neutral is the neutral category (e.g., Neither Agree nor Disagree)

Identifying Strengths, Challenges, and Neutral Findings

65 percent positive or higher is considered a strength

35 percent negative or higher is considered a challenge

30 percent neutral or higher suggests uncertainty, presenting an opportunity for communication between managers and staff

Identifying Increases and Decreases

Movement up or down since the previous year is another important piece of information to consider when examining your results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within your agency and should be explored. Increases indicate positive change that should continue to be reinforced. Decreases, especially in areas considered mission critical, may call for appropriate action to initiate and support beneficial workplace improvements.

Additional OPM FEVS Resources

Other Reports

Governmentwide Management Report
This report provides an overview of the governmentwide results. The report includes item results, index scores, information on who responded to the survey, survey updates, and other special topics.

All Levels, All Indices, All Items Report
The purpose of this report is to provide a comprehensive summary of all OPM FEVS items and index scores for subagencies with at least 10 respondents in a Microsoft® Excel® spreadsheet.

Subagency Comparison Report
This report provides the results of all the offices that report to the same "parent" office. This report is only created when there are two or more sub-offices that both have at least 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2020.

Subagency Breakout Report
This report displays survey results for a single office so long as it has at least 10 responses. Note: Subagency reports are only available for agencies that included organizational breakouts in 2020.

Occupational Series Reports
This report allows for the comparison of occupational series and families at the agency and first level.

Demographic Comparison Reports
This report allows for the comparison of demographic subgroups at the agency level.

Annual Employee Survey (AES) Report
This report is a Microsoft® Excel® spreadsheet with a breakdown of agency and first level results. It also includes trends from previous OPM FEVS administrations.

Websites

OPM FEVS Website
Agencies and the general public can access governmentwide data reports, as well as special topic reports produced from the OPM FEVS. This website includes results from the 2004 administration of the survey to the present. Access the OPM FEVS website at www.opm.gov/FEVS.

Public Release Data File (PRDF)
A public use data set is available for the OPM FEVS and can be requested by completing the form available at: www.opm.gov/fevs/public-data-file. Note: The 2020 PRDF will be available in the spring of 2021.

FedScope
OPM's FedScope is an online publicly available tool which allows users to access and analyze HR data from OPM's Enterprise Human Resources Integration (EHRI). Access this site using the following link: www.fedscope.opm.gov.

OPM FEVS Online Reporting and Analysis Tool
A password protected tool for agency points of contact to access agency-specific and governmentwide reports. In addition, agency users can develop customized reports that may be useful for data analysis and action planning. Questions and feedback for this online tool can be sent to EVS@opm.gov.

Respondent Overview

The Unique Characteristics of Selective Service System Respondents

The figures below provide a snapshot of your survey participants. The most frequently selected response choice for each demographic item is highlighted in the first figure. The second figure displays the total breakdown of OPM FEVS respondents by generation. Please be aware that these results are based on survey respondents, which may differ from the characteristics of the total employee population of your agency.

58%
**Federal Tenure of
11+ Years**

34%
**Agency Tenure
of Less Than 4 Years**

39%
**Certification/ Some College/
Associate's Degree**

55%
Male

66%
**Pay Grades
7 to 12**
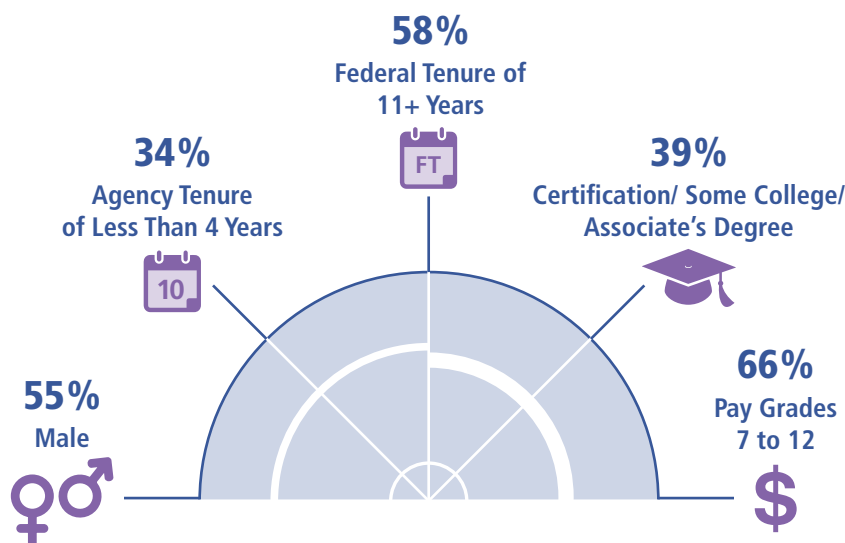
Generations

0%	Traditionalists	(born 1945 or earlier)
35%	Baby Boomers	(born 1946 – 1964)
45%	Generation X	(born 1965 – 1980)
20%	Generation Y	(born 1981 – 1996)
0%	Generation Z	(born 1997 or later)

Notes: The sum of percentages may not add to 100 due to rounding. For the full list of demographic item results, please see Appendix C.

Employee Engagement Index

Because the OPM FEVS is an assessment of organizational climate, the Employee Engagement Index (EEI) does not directly evaluate an employee's level of engagement. Therefore, instead of measuring aspects of engagement such as focused attention and dedication to completing assignments, this index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals).

Below, you can see where your agency's EEI score ranks (out of 42 small agencies with 10 or more respondents) and how it compares to the combined small agency average. The names of the highest-ranked small agencies are listed to facilitate the sharing of information, such as best practices.

Employee Engagement Index Benchmarks: Small Agencies, Combined

Rank		Score	Agency
1		96%	NCPC
2		95%	MMC
3		89%	OSHRC
12	SSS	82%	
		75%	Small Agencies, Combined

In addition to looking at your agency's EEI results from a combined small agencies perspective, the figure below allows you to compare your EEI results to those from similar sized agencies. Appendix D contains a listing of agencies by size category for your reference.

Employee Engagement Index Benchmarks: Small Agencies (100–999 employees)

Rank		Score	Agency
1		87%	OSC, USITC
3		84%	FCA, PBGC
5		83%	FMC
6	SSS	82%	
		75%	Small Agencies

This table displays the EEI score for each component in your agency as well as the scores for the three engagement subindices, which can facilitate information-sharing within your agency. To provide more information on engagement, the table also includes engagement trends back to 2017 for your components, as well as the combined small agency trends for comparison. Please note that depending on organizational structure in previous administrations, not all components may trend back to 2017.

Employee Engagement Index Component Scores and Trends

| | EEI Trends | | | | 2020 EEI Subindices | | |
Agency	2017	2018	2019	**2020**	Leaders Lead	Supervisors	Intrinsic Work Experience
Small Agencies, Combined	70	69	69	75	64	83	78
Selective Service System	57	62	71	82	76	86	84
National Headquarters	—	—	64	93	92	92	93
Operations	—	—	75	81	74	86	83

Leaders Lead: Employees' perceptions of leadership's integrity as well as leadership behaviors such as communication and workforce motivation. (Q.26, 27, 28, 30, and 31)

Supervisors: Interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q.21, 22, 23, 24, and 25)

Intrinsic Work Experience: Employees' feelings of motivation and competency relating to their role in the workplace. (Q.2, 3, 4, 6, and 7)

Global Satisfaction Index

The Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. Below, you can see where your agency's Global Satisfaction Index score ranks (out of 42 small agencies with 10 or more respondents) and how it compares to the combined small agency average. The names of the highest-ranked small agencies are listed to facilitate the sharing of information, such as best practices.

Global Satisfaction Index Benchmarks: Small Agencies, Combined

Rank		Score	Agency
1		94%	MMC
2		92%	OSHRC
3		89%	NCPC
12	SSS	80%	
		72%	Small Agencies, Combined

In addition to looking at your agency's Global Satisfaction Index results from a combined small agencies perspective, the figure below allows you to compare your Global Satisfaction Index results to those from similar sized agencies. Appendix D contains a listing of agencies by size category for your reference.

Global Satisfaction Index Benchmarks: Small Agencies (100–999 employees)

Rank		Score	Agency
1		85%	FCA
2		84%	OSC
3		82%	PBGC
6	SSS	80%	
		71%	Small Agencies

This table displays the Global Satisfaction index score for each component in your agency as well as the scores for the four items that make up the index. To provide more information on Global satisfaction, the table also includes trends back to 2017 for your components, as well as the combined small agency trends for comparison. Please note that depending on organizational structure in previous administrations, not all components may trend back to 2017.

Global Satisfaction Index Component Scores and Trends

Agency	GS Index Trends				2020 Global Satisfaction Index Items			
	2017	2018	2019	2020	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization
Small Agencies, Combined	66	65	65	72	75	68	70	73
Selective Service System	49	50	61	80	82	76	82	80
National Headquarters	—	—	48	88	95	81	95	81
Operations	—	—	68	80	81	77	80	81

Job Satisfaction: Considering everything, how satisfied are you with your job? (Q.36)

Pay Satisfaction: Considering everything, how satisfied are you with your pay? (Q.37)

Organization Satisfaction: Considering everything, how satisfied are you with your organization? (Q.38)

Recommend Organization: I recommend my organization as a good place to work. (Q.17)

Decision Aid: Increases

Identifying Increases Since 2019

The items in this section are sorted by greatest to smallest increase in percent positive results. The items are sorted to allow you to quickly and easily identify where your agency has made the greatest improvements since last year.

Using the Legend Icons

The legend icons provide context for interpreting these results. While these items have improved, some may still be considered challenges (35% or more negative) or others may have reached the 65% or more positive mark and become new strengths this year. The "Top Pos/Neg" icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

35 Items Increased Since 2019

Strength	Caution	Challenge	New Strength	Top Pos/Neg
These items are 65 percent positive or higher	These items are 30 percent neutral or higher	These items are 35 percent negative or higher	These items became a new strength in 2020	These items are in your top positive or top negative

Item	2019 Positive	2020 Positive	2020 Neutral	2020 Negative	Increase Since 2019
Employees are recognized for providing high quality products and services. (Q. 14)	49	77	11	12	+28
Considering everything, how satisfied are you with your organization? (Q. 38)	56	82	7	11	+26
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 34)	54	77	8	▬ 14	+23
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 27)	47	70	19	11	+23
My workload is reasonable. (Q. 5)	61	83	9	8	+22
Senior leaders demonstrate support for Work-Life programs. (Q. 32)	65	+ 87	11	2	+22
My agency is successful at accomplishing its mission. (Q. 16)	63	82	10	8	+19
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 26)	52	71	13	▬ 16	+19
I have a high level of respect for my organization's senior leaders. (Q. 31)	54	73	13	▬ 13	+19
I recommend my organization as a good place to work. (Q. 17)	61	80	13	7	+19

Notes: The Decision Aid only includes core items (items 1-38, excluding item 11) that carried over from the 2019 OPM FEVS. See Appendix C for a breakdown of the Work-Life results for your agency.

Item	2019 Positive	2020 Positive	2020 Neutral	2020 Negative	Increase Since 2019
Considering everything, how satisfied are you with your pay? (Q. 37)	58	76	15	9	+18
How satisfied are you with the recognition you receive for doing a good job? (Q. 35)	51	68	19	12	+17
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 30)	65	82	8	10	+17
In my work unit, differences in performance are recognized in a meaningful way. (Q. 12)	51	68	12	▬ 20	+17
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 10)	48	63	21	▬ 16	+15
How satisfied are you with your involvement in decisions that affect your work? (Q. 33)	62	77	12	11	+15
Managers communicate the goals of the organization. (Q. 28)	70	84	9	7	+14
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 29)	63	77	10	▬ 13	+14
Considering everything, how satisfied are you with your job? (Q. 36)	70	82	9	9	+12
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 8)	55	67	19	▬ 15	+12
I feel encouraged to come up with new and better ways of doing things. (Q. 2)	71	83	3	▬ 14	+12
I believe the results of this survey will be used to make my agency a better place to work. (Q. 18)	49	61	27	12	+12
I know what is expected of me on the job. (Q. 4)	77	+ 88	3	9	+11
I have trust and confidence in my supervisor. (Q. 24)	74	+ 85	6	9	+11
My talents are used well in the workplace. (Q. 6)	63	72	11	▬ 17	+9
My work gives me a feeling of personal accomplishment. (Q. 3)	72	81	9	10	+9
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 25)	78	+ 86	9	5	+8
I am given a real opportunity to improve my skills in my organization. (Q. 1)	73	81	6	▬ 13	+8
The people I work with cooperate to get the job done. (Q. 9)	84	+ 89	6	4	+5
Supervisors in my work unit support employee development. (Q. 21)	79	+ 84	7	9	+5
Employees are protected from health and safety hazards on the job. (Q. 15)	78	83	12	5	+5

Item	2019 Positive	2020 Positive	2020 Neutral	2020 Negative	Increase Since 2019
My supervisor listens to what I have to say. (Q. 22)	82	+ 87	7	6	+5
My supervisor supports my need to balance work and other life issues. (Q. 19)	89	+ 93	4	2	+4
I know how my work relates to the agency's goals. (Q. 7)	92	+ 94	5	1	+2
My supervisor is committed to a workforce representative of all segments of society. (Q. 20)	82	83	12	5	+1

Decision Aid: Decreases

Identifying Decreases Since 2019

The items in this section are sorted by greatest to smallest decrease in percent positive results. The items are sorted to allow you to quickly and easily identify where results have dropped since last year.

Using the Legend Icons

The legend icons provide context for interpreting these results. When identifying the most critical decreases to focus on, it is important to check if these decreases are also identified as challenges (35% or more negative) or if they were previously identified as strengths that have fallen below the 65% or more positive threshold. The "Top Pos/Neg" icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

1 Item Decreased Since 2019

Strength
These items are 65 percent positive or higher

Caution
These items are 30 percent neutral or higher

Challenge
These items are 35 percent negative or higher

Past Strength
These items are no longer a strength in 2020

Top Pos/Neg
These items are in your top positive or top negative

Item	2019 Positive	2020 Positive	2020 Neutral	2020 Negative	Decrease Since 2019
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 13)	84	82	8	10	**-2**

Note: The Decision Aid only includes core items (items 1-38, excluding item 11) that carried over from the 2019 OPM FEVS. See Appendix C for a breakdown of the Work-Life results for your agency.

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2019

Your percent positive results for these items have not changed since last year. These are items that your agency is maintaining, which can be either a positive, neutral, or negative finding. For example, an item with low percent positive results over several years is a strong indication of a need for focused action. You may also want to consider changing or updating your approach to addressing these issues if the item has been the focus of attention in the past. On the other hand, a trend of stable, high percent positive results is a finding that should be celebrated. Review each item carefully to determine whether there may be areas of concern for your agency.

Using the Legend Icons

The legend icons provide context for interpreting results. While these items have not increased or decreased, they still may be causes for celebration or concern depending on the percent positive, negative, and neutral results. The "Top Pos/Neg" icons highlight where an item is either in the top 10 positive items or top 10 negative items for your agency.

1 Item Did Not Change Since 2019

Strength
These items are
65 percent positive
or higher

Caution
These items are
30 percent neutral
or higher

Challenge
These items are
35 percent negative
or higher

Top Pos/Neg
These items are in
your top positive
or top negative

Item	2019 Positive	2020 Positive	2020 Neutral	2020 Negative	Change Since 2019
My supervisor treats me with respect. (Q. 23)	89	+ 89	7	4	**0**

Note: The Decision Aid only includes core items (items 1-38, excluding item 11) that carried over from the 2019 OPM FEVS. See Appendix C for a breakdown of the Work-Life results for your agency.

Appendix A: Item Results and Benchmarks

For each item, your agency's percent positive results are shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 42 small agencies surveyed that had 10 or more respondents.

To understand how well your agency performed compared to other small agencies, focus on the location of the triangle within the gray bar. If the triangle is toward the right side of the bar, then your agency was above average on that item. If it is at the right edge of the bar, then you had the highest percent positive results for that item. Additionally, you can numerically compare your percent positive results to the combined small agency average, listed to the right of each item.

My Work Experience

Item		2020 Small Agencies, Combined
‡1. I am given a real opportunity to improve my skills in my organization.	81%	74%
2. I feel encouraged to come up with new and better ways of doing things.	83%	71%
3. My work gives me a feeling of personal accomplishment.	81%	79%
4. I know what is expected of me on the job.	88%	84%
‡5. My workload is reasonable.	83%	68%
‡6. My talents are used well in the workplace.	72%	69%
‡7. I know how my work relates to the agency's goals.	94%	89%
‡8. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	67%	67%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

My Work Unit

Item	0	Low ___ High	100	2020 Small Agencies, Combined
‡9. The people I work with cooperate to get the job done.		89%		**87%**
10. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.		63%		**51%**
11. See Performance Section				
‡12. In my work unit, differences in performance are recognized in a meaningful way.		68%		**56%**
‡13. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.		82%		**86%**

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

Performance

Item	2020 Agency	2020 Small Agencies, Combined
11. In my work unit, poor performers usually:		
Remain in the work unit and improve their performance over time	28%	**20%**
Remain in the work unit and continue to underperform	26%	**35%**
Leave the work unit - removed or transferred	12%	**9%**
Leave the work unit - quit	1%	**4%**
There are no poor performers in my work unit	33%	**33%**

Note: The sum of percentages may not add to 100 due to rounding.

My Agency

Item		SSS (Low — High)	2020 Small Agencies, Combined
14.	Employees are recognized for providing high quality products and services.	77%	70%
15.	Employees are protected from health and safety hazards on the job.	83%	85%
16.	My agency is successful at accomplishing its mission.	82%	83%
‡17.	I recommend my organization as a good place to work.	80%	73%
‡18.	I believe the results of this survey will be used to make my agency a better place to work.	61%	54%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

My Supervisor

Item		SSS (Low — High)	2020 Small Agencies, Combined
19.	My supervisor supports my need to balance work and other life issues.	93%	89%
20.	My supervisor is committed to a workforce representative of all segments of society.	83%	82%
21.	Supervisors in my work unit support employee development.	84%	83%
22.	My supervisor listens to what I have to say.	87%	86%
23.	My supervisor treats me with respect.	89%	88%
24.	I have trust and confidence in my supervisor.	85%	79%
25.	Overall, how good a job do you feel is being done by your immediate supervisor?	86%	82%

Leadership

Item		SSS Low ▼ High	2020 Small Agencies, Combined
0		100	
26.	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	71% ▼	55%
27.	My organization's senior leaders maintain high standards of honesty and integrity.	70% ▼	62%
‡28.	Managers communicate the goals of the organization.	84% ▼	70%
29.	Managers promote communication among different work units (for example, about projects, goals, needed resources).	77% ▼	61%
30.	Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	82% ▼	69%
31.	I have a high level of respect for my organization's senior leaders.	73% ▼	63%
32.	Senior leaders demonstrate support for Work-Life programs.	87% ▼	74%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

My Satisfaction

Item	0 Low High 100	2020 Small Agencies, Combined
‡33. How satisfied are you with your involvement in decisions that affect your work?	77%	61%
‡34. How satisfied are you with the information you receive from management on what's going on in your organization?	77%	63%
‡35. How satisfied are you with the recognition you receive for doing a good job?	68%	64%
‡36. Considering everything, how satisfied are you with your job?	82%	75%
37. Considering everything, how satisfied are you with your pay?	76%	68%
‡38. Considering everything, how satisfied are you with your organization?	82%	70%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

COVID-19 Pandemic

39 - 57.   (See Appendix B)

Work-Life

Item		SSS Low ▬▬ High 0 — 100	2020 Small Agencies, Combined
58. How satisfied are you with the Telework program in your agency?		**92%** ▼	**84%**
59. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (See Appendix C)			
60 - 64. How satisfied are you with the following Work-Life programs in your agency?			
60. Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)		**77%** ▼	**86%**
61. Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR Training, health and wellness fair)		**81%** ▼	**72%**
62. Employee Assistance Program – EAP (for example, short-term counseling, referral services, legal services, education services)		**53%** ▼	**56%**
63. Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)		**40%** ▼	**42%**
64. Elder Care Programs (for example, elder/adult care, support groups, resources)		**38%** ▼	**31%**

Appendix B: COVID-19 Pandemic Results

Items addressing the COVID-19 Pandemic were added to the 2020 OPM FEVS in order to be responsive to the needs of agencies and to assess employee experiences and challenges during this unprecedented time. Your agency's results are listed in this section.

When responding to the questions in this section, respondents were asked to think of their experiences during the COVID-19 pandemic (for much of the Federal Government, pandemic responses began in March 2020), unless otherwise instructed.

Background

Item	2020 Percentages
39. During the COVID-19 pandemic, on average what percentage of your work time have you been **physically present** at your agency worksite (including headquarters, bureau, field offices, etc.)?	
100% of my work time	5
At least 75% but less than 100%	8
At least 50% but less than 75%	8
At least 25% but less than 50%	19
Less than 25%	39
I have not been physically present at my agency worksite during the pandemic	20

Note: The sum of percentages may not add to 100 due to rounding.

Item	Before	During Peak	As of Now
40. Please select the response that BEST describes **your teleworking schedule** (1) BEFORE the COVID-19 pandemic, (2) DURING the PEAK of the pandemic, and (3) AS OF the date you responded to this survey:			
I telework every work day	1	84	36
I telework 3 or 4 days per week	0	8	30
I telework 1 or 2 days per week	10	0	24
I telework, but only about 1 or 2 days per month	6	0	2
I telework very infrequently, on an unscheduled or short-term basis	10	0	0
I **do not** telework because I have to be physically present on the job (e.g., law enforcement officers, TSA agent, border patrol agent, security personnel)	8	3	6
I **do not** telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	28	1	1
I **do not** telework because I did not receive approval to do so, even though I have the kind of job where I can telework	22	3	0
I **do not** telework because I choose not to telework	14	1	1

Note: The sum of percentages may not add to 100 due to rounding.

Item	2020 Percentages
41. What type(s) of leave have you used **because of** the pandemic? (Mark all that apply)	
Leave under the Emergency Paid Sick Leave Act (part of the Families First Coronavirus Response Act)	1
Annual leave	36
Sick leave	28
Weather and safety leave	1
Administrative leave	12
Other paid leave (e.g., comp time, credit hours)	6
Unpaid leave (e.g., LWOP)	0
I have not used leave because of the pandemic	55

If the response to item 41 was "I have not used leave because of the pandemic", item 41a was skipped.

41a. During the COVID-19 pandemic, what percentage of your *total* work time have you used leave **because of** the pandemic?

Item	2020 Percentages
100% of my work time	3
At least 75% but less than 100%	0
At least 50% but less than 75%	9
At least 25% but less than 50%	3
Less than 25%	84

42. How have you changed your participation in alternative work schedules (AWS) **because of** the COVID-19 pandemic? Examples of AWS include compressed work and flexible work schedule.

Item	2020 Percentages
I **began** an alternative work schedule	5
I **ended** my usual alternative work schedule	2
No change because of the pandemic	93

Note: The sum of percentages may not add to 100 due to rounding. For item 41, the sum of the percentages will add to more than 100% because respondents could choose more than one response option.

Employee Supports

Item	Needed and **available** to me	Needed, but **not available** to me	Not needed by me now
43. How has your organization supported your **well-being** needs during the COVID-19 pandemic?			
Expanded telework	88	0	12
Expanded work schedule flexibilities	63	1	35
Expanded leave policies	42	4	54
More information on available leave policies	40	4	56
Expanded mental health resources (e.g., assistance with stress of COVID-19)	30	5	65
Expanded physical health resources (e.g., temperature checks, COVID-19 illness testing) at my agency worksite	41	12	47
Timely communication about possible COVID-19 illness at my agency worksite	60	22	18
Protection of employees at higher risk for severe illness from COVID-19 exposure	61	4	35
Limited access to my agency worksite buildings/facilities (e.g., closures, limits on activities with external visitors/groups)	62	4	34
Social distancing (e.g., limits on group size, reduced access to common areas) in my agency worksite	72	5	22
Rearranged workspaces to maximize social distancing	39	5	56
Encouraged use of personal protective equipment (PPE) or other safety equipment in my agency worksite	79	3	18
Cleaning and sanitizing supplies available to reduce risk of illness in my agency worksite	76	2	21
Training for all employees on health and safety protocols	56	13	31

Note: The sum of percentages may not add to 100 due to rounding.

During the COVID-19 Pandemic	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
44-46. My organization's senior leaders have...					
...demonstrated commitment to employee health and safety.	69	23	6	1	1
...supported policies and procedures to protect employee health and safety.	70	27	3	1	0
...provided effective communications about the pandemic.	60	25	7	8	0
47-49. My supervisor has...					
...shown concern for my health and safety.	71	29	0	0	0
...supported my efforts to stay healthy and safe while working.	73	27	0	0	0
...created an environment where I can voice my concerns about staying healthy and safe.	72	21	4	2	0

Notes: The sum of percentages may not add to 100 due to rounding. "No Basis to Judge" responses were removed from these results. To see a full breakdown of responses, please refer to the 2020 Annual Employee Survey (AES) report.

Work Supports

Item	Needed and available to me	Needed, but not available to me	Not needed by me now
50. How has your organization supported **your work** during the COVID-19 pandemic?			
Consistent communication (e.g., organizational status, what to expect)	86	10	4
Training for new/changed work or work processes because of the pandemic	63	8	30
Reallocation of resources (e.g., staffing, budget, materials) to support changes in work because of the pandemic	62	10	28
Help with commuting issues (e.g., alternatives to public transportation)	21	7	72
Options for work/business travel	22	2	76
Information on remote work policies, procedures, and expectations	84	5	11
Training on how to work remotely	72	3	26
Equipment and technology for working remotely (e.g., laptops, cell phone, Information Technology infrastructure)	91	3	6
Expanded collaboration tools (e.g., video conferencing, teleconferencing)	91	0	9
Expanded training for using remote work tools and applications	73	2	26
Expanded Information Technology (IT) support	85	2	14
Information about data security policies and procedures	80	4	16

Note: The sum of percentages may not add to 100 due to rounding.

Item	2020 Percentages
51. Does the type of work you do require you to be physically present at a worksite (e.g., border patrol agent, TSA agent, meat inspector)?	
Yes	13
No	80
Other	7

Note: The sum of percentages may not add to 100 due to rounding.

Work Effects

Item	2020 Percentages
52. How disruptive has the COVID-19 pandemic been to your ability to do your work?	
Extremely	4
Very	13
Somewhat	19
Slightly	26
Not at All	38
53. How have your work demands changed because of the COVID-19 pandemic?	
Greatly Increased	14
Somewhat Increased	31
About the Same	53
Somewhat Decreased	3
Greatly Decreased	0

Notes: The sum of percentages may not add to 100 due to rounding. "No Basis to Judge" responses were removed from these results. To see a full breakdown of responses, please refer to the 2020 Annual Employee Survey (AES) report.

Item	Always		Most of the Time		Sometimes		Rarely		Never	
	PRIOR	DURING	PRIOR	DURING	PRIOR	DURING	PRIOR	DURING	PRIOR	DURING
54-55. My Work Unit...										
...met / has met the needs of our customers.	75	60	25	35	0	5	0	0	0	0
…contributed / has contributed positively to my agency's performance.	76	72	23	20	2	8	0	0	0	0
...produced / has produced high-quality work.	72	70	22	22	6	5	0	3	0	0
...adapted / has adapted to changing priorities.	70	71	23	22	5	6	2	2	0	0
…successfully / has successfully collaborated.	71	71	19	20	8	8	2	2	0	0
…achieved / has achieved our goals.	71	69	25	26	4	2	0	3	0	0

Notes: The sum of percentages may not add to 100 due to rounding. "No Basis to Judge" responses were removed from these results. To see a full breakdown of responses, please refer to the 2020 Annual Employee Survey (AES) report.

Item	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
56. In the phased return of employees to the agency worksite (i.e., opening up government), my organization has made employee safety a top priority.	57	31	6	4	2
57. Based on my organization's handling of the COVID-19 pandemic, I believe my organization will respond effectively to future emergencies.	57	32	8	2	1

Notes: The sum of percentages may not add to 100 due to rounding. "No Basis to Judge" responses were removed from these results. To see a full breakdown of responses, please refer to the 2020 Annual Employee Survey (AES) report.

Work-Life

Item	2020 Percentages
58-64. Work-Life Programs (See Appendix C)	
65. Which of the following paid and unpaid **child care** arrangements have you used to perform your work responsibilities during the COVID-19 pandemic? (Mark all that apply)	
I do not have any child care responsibilities	72
No arrangements needed to manage child care responsibilities (e.g., older children)	10
Child care in my own home (e.g., other parent, relative, nanny, au pair)	9
Alternative work arrangement (e.g., telework, flexible work schedule)	12
Child care center	2
Paid leave	7
Unpaid leave	1
Child care in someone else's home (e.g., relative or neighbor, professional child care provider)	3
Respite care (temporary care of a sick or disabled child, providing relief for their usual caregiver)	1
Agency emergency back-up care program	0
Resource and referral services for dependent child care	0
Other services/arrangements	1
66. Which of the following paid and unpaid **elder/adult care** arrangements have you used to perform your work responsibilities during the COVID-19 pandemic? (Mark all that apply)	
I do not have any elder/adult care responsibilities	85
No arrangements needed to manage elder/adult care responsibilities (e.g., elder can manage tasks of everyday living)	6
Alternative work arrangement (e.g., telework, flexible work schedule)	6
Elder/adult day care center	0
Paid leave	1
Unpaid leave	2
Long-term care insurance	0
Respite care (temporary care of a sick or disabled adult/elder, providing relief for their usual caregiver)	0
Other services/arrangements	4

Note: The sum of the percentages will add to more than 100% because respondents could choose more than one response option.

Item	Extremely	Very	Somewhat	Slightly	Not at All
67. During the COVID-19 pandemic, how disruptive have school closures/ changes been to your ability to do your work?	25	7	18	27	23
68. During the COVID-19 pandemic, how disruptive have changes to your children's day care been to your ability to do your work?	42	8	28	0	23

Note: The sum of percentages may not add to 100 due to rounding. Percentages for "I do not have responsibility for school-aged children", "I do not have responsibility for children who need day care", and "Does Not Apply" are not included.

Appendix C: Work-Life Programs & Demographic Results

Appendix C displays more detailed Work-Life Program results for your agency. It also includes a more detailed look than the reported snapshot of the demographic characteristics of your agency's survey respondents. Use the Work-Life results to gain an understanding of how your Work-Life Programs are used and rated. The demographic results can be useful in planning, recruiting, and training activities in your agency.

Telework Status

40. Please select the response that BEST describes your teleworking schedule. (See Appendix B)

Telework Satisfaction

Item	% Satisfaction	% All Responses
58. How satisfied are you with the Telework program in your agency?		
Very Satisfied	69	68
Satisfied	23	23
Neither Satisfied or Dissatisfied	7	7
Dissatisfied	1	1
Very Dissatisfied	0	0
Item Response Total	**100**	**99**
I choose not to participate in this program	—	0
This program is not available to me	—	1
I am unaware of this program	—	0
Total	**100**	**100**

Note: The sum of percentages may not add to 100 due to rounding.

Work-Life Program Participation

Item	2020 Percentages
59. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply)	
Alternative Work Schedules	39
Health and Wellness Programs	52
Employee Assistance Program – EAP	5
Child Care Programs	3
Elder Care Programs	0
None listed above	30

Note: Percents will add to more than 100% because respondents could choose more than one response option.

⊙ **Work-Life Program Satisfaction**

Item	% Satisfaction	% All Responses
60. How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)		
Very Satisfied	57	39
Satisfied	19	13
Neither Satisfied or Dissatisfied	19	13
Dissatisfied	2	2
Very Dissatisfied	2	1
Item Response Total	**100**	**69**
I choose not to participate in these programs	—	27
These programs are not available to me	—	4
I am unaware of these programs	—	0
Total	**100**	**100**
61. How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)		
Very Satisfied	61	52
Satisfied	20	17
Neither Satisfied or Dissatisfied	14	12
Dissatisfied	1	1
Very Dissatisfied	4	3
Item Response Total	**100**	**86**
I choose not to participate in these programs	—	6
These programs are not available to me	—	3
I am unaware of these programs	—	5
Total	**100**	**100**
62. How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program — EAP (for example, short-term counseling, referral services, legal services, education services)		
Very Satisfied	36	20
Satisfied	17	10
Neither Satisfied or Dissatisfied	44	25
Dissatisfied	0	0
Very Dissatisfied	3	1
Item Response Total	**100**	**56**
I choose not to participate in these programs	—	36
These programs are not available to me	—	0
I am unaware of these programs	—	8
Total	**100**	**100**

Note: The sum of percentages may not add to 100 due to rounding.

Item	% Satisfaction	% All Responses
63. How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)		
Very Satisfied	35	14
Satisfied	6	2
Neither Satisfied or Dissatisfied	56	23
Dissatisfied	3	1
Very Dissatisfied	0	0
Item Response Total	**100**	**41**
I choose not to participate in these programs	—	35
These programs are not available to me	—	11
I am unaware of these programs	—	13
Total	**100**	**100**
64. How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)		
Very Satisfied	31	11
Satisfied	6	2
Neither Satisfied or Dissatisfied	62	22
Dissatisfied	0	0
Very Dissatisfied	0	0
Item Response Total	**100**	**35**
I choose not to participate in these programs	—	28
These programs are not available to me	—	11
I am unaware of these programs	—	26
Total	**100**	**100**

Note: The sum of percentages may not add to 100 due to rounding.

Employment Demographics

Item	2020 Percentages
Where do you work?	
Headquarters	25
Field	51
Full-time telework (e.g., home office, telecenter)	24
What is your supervisory status?	
Senior Leader	4
Manager	8
Supervisor	8
Team Leader	16
Non-Supervisor	63
What is your pay category/grade?	
Federal Wage System	0
GS 1-6	7
GS 7-12	66
GS 13-15	27
Senior Executive Service	0
Senior Level (SL) or Scientific or Professional (ST)	0
Other	0
What is your US military service status?	
No Prior Military Service	44
Currently in National Guard or Reserves	1
Retired	23
Separated or Discharged	32
Are you:	
The spouse of a current active duty service member of the U.S. Armed Forces	0
The spouse of a service member who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent	4
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	0
None of the categories listed	96

If the response to the previous question on if you are a military spouse was "None of the categories listed," this item was skipped.

Have you been hired under the Military Spouse Non-Competitive Hiring Authority?

Yes	0
No	100

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Item	2020 Percentages
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	0
1 to 3 years	16
4 to 5 years	7
6 to 10 years	19
11 to 14 years	22
15 to 20 years	7
More than 20 years	29
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	0
1 to 3 years	34
4 to 5 years	15
6 to 10 years	19
11 to 14 years	12
15 to 20 years	4
More than 20 years	15

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Intent to Leave

Item	Before Pandemic	Today
Are you considering leaving your organization within the next year, and if so, why?		
No	75	69
Yes, to retire	7	6
Yes, to take another job within the Federal Government	13	19
Yes, to take another job outside the Federal Government	1	3
Yes, other	3	3

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Item	2020 Percentages
If the response to your considering leaving your organization did not differ between "Before Pandemic" and "Today," this item was skipped. Has your intention to leave your organization within the next year changed **because of** the COVID-19 pandemic?	
Yes	18
No	82

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Retirement Plans

Item	Before Pandemic	Today
I am planning to retire:		
Less than 1 year	3	0
1 year	3	10
2 years	4	6
3 years	12	10
4 years	1	0
5 years	16	14
More than 5 years	61	59

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Item	2020 Percentages
If the response to your retirement plans did not differ between "Before Pandemic" and "Today," this item was skipped.	
Has your retirement plan changed **because of** the COVID-19 pandemic?	
Yes	50
No	50

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Personal Demographics

Item	2020 Percentages
Are you of Hispanic, Latino, or Spanish origin?	
Yes	23
No	77
Are you:	
White	59
Black or African American	26
All other races	15
What is your age group?	
29 years and under	—
30-39 years old	—
40-49 years old	—
50-59 years old	—
60 years or older	—
What is the highest degree or level of education you have completed?	
Less than High School/ High School Diploma/ GED	9
Certification/ Some College/ Associate's Degree	39
Bachelor's Degree	28
Advanced Degrees (Post Bachelor's Degree)	24
Are you an individual with a disability?	
Yes	25
No	75
Are you:	
Male	55
Female	45
Are you transgender?	
Yes	0
No	100
Which one of the following do you consider yourself to be?	
Straight, that is not gay or lesbian	96
Gay or Lesbian	—
Bisexual	—
Something else	—

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding. For confidentiality purposes, if there are fewer than 4 responses to a **single** personal demographic category, all results for that question are suppressed. If there are fewer than 4 responses in **multiple** personal demographic categories, only those are suppressed, and remaining data are displayed.

Appendix D: Participating Agencies by Employee Population Size Categories

Very Large Agencies (>75,000 employees)

Department of Agriculture
Department of Defense
    Department of the Army
    Department of the Navy
    Department of the Air Force
    OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)
Department of Health and Human Services
Department of Homeland Security
Department of Justice
Department of the Treasury

Large Agencies (10,000–74,999 employees)

Department of Commerce
Department of Energy
Department of Labor
Department of State
Department of the Interior
Department of Transportation
Environmental Protection Agency
General Services Administration
National Aeronautics and Space Administration
Social Security Administration

Medium Agencies (1,000–9,999 employees)

Court Services and Offender Supervision Agency
Department of Education
Department of Housing and Urban Development
Equal Employment Opportunity Commission
Federal Communications Commission
Federal Energy Regulatory Commission
Federal Trade Commission
National Archives and Records Administration
National Credit Union Administration
National Labor Relations Board
National Science Foundation
Nuclear Regulatory Commission
Office of Personnel Management
Small Business Administration
U.S. Agency for Global Media
U.S. Agency for International Development

Small Agencies (100–999 employees)

American Battle Monuments Commission
Commodity Futures Trading Commission
Consumer Product Safety Commission
Corporation for National and Community Service

Export-Import Bank of the United States
Farm Credit Administration
Federal Election Commission
Federal Housing Finance Agency
Federal Labor Relations Authority
Federal Maritime Commission
Federal Mediation and Conciliation Service
Federal Retirement Thrift Investment Board
International Boundary and Water Commission
Merit Systems Protection Board
National Endowment for the Arts
National Endowment for the Humanities
National Gallery of Art
National Indian Gaming Commission
National Transportation Safety Board
Office of Management and Budget
Office of the U.S. Trade Representative
Pension Benefit Guaranty Corporation
Railroad Retirement Board
Selective Service System
Surface Transportation Board
U.S. International Development Finance Corporation
U.S. International Trade Commission
U.S. Office of Special Counsel

Very Small Agencies (<100 employees)

AbilityOne Commission
African Development Foundation
Chemical Safety and Hazard Investigation Board
Commission on Civil Rights
Defense Nuclear Facilities Safety Board
Farm Credit System Insurance Corporation
Federal Mine Safety and Health Review Commission
Institute of Museum and Library Services
Inter-American Foundation
John F. Kennedy Center for the Performing Arts
Marine Mammal Commission
National Capital Planning Commission
National Mediation Board
Occupational Safety and Health Review Commission
Office of Navajo and Hopi Indian Relocation
Postal Regulatory Commission
U.S. Access Board
U.S. Office of Government Ethics
U.S. Trade and Development Agency

Note: All agencies listed in the Small and Very Small categories make up the Small Agencies, Combined benchmark category, with the exception of the Office of Management and Budget, Pension Benefit Guaranty Corporation, and Railroad Retirement Board.