

GOVERNMENT-WIDE ANALYSIS

Overall Findings and Private Sector Comparison

Government-wide scores increase for the second consecutive year

When President-elect Donald Trump takes the oath of office in January 2017, he will inherit a federal workforce that experienced fluctuations in employee engagement during the past eight years of the Obama administration. The first two years showed marked government-wide improvement, reaching an all-time high Best Places to Work score of 65.0 out of 100 in 2010. This was followed by a four-year downward cycle prompted in part by across-the-board budget cuts, pay and hiring freezes, a partial government shutdown and employee furloughs.

As some of the political headwinds began to ebb in late 2014, the Obama administration directed agencies to place a greater emphasis on strengthening the workforce and improving employee engagement. These efforts helped lead to increases in employee engagement at agencies across the government in 2015 and 2016 as well as improvements in the employee scores for all 10 workplace categories examined by the Partnership for Public Service and Deloitte.

The 2016 Best Places to Work data show a 1.3-point jump in federal employee engagement compared to 2015, for a score of 59.4 out of 100. This builds on the 1.2-point increase registered in 2015. By employee engagement, we are referring to the satisfaction and commitment of the employees and their willingness to put forth discretionary effort to achieve results.

Among individual federal organizations, 72.3 percent saw their overall employee engagement scores increase in 2016, compared to 70.4 percent in 2015 and 43.1 percent in 2014. Specifically, 77.8 percent of large agencies, 72 percent of midsize agencies, 57.1 percent of small agencies and 73.4 percent of the subcomponents experienced an increase in employee engagement in 2016.

Government lags behind the private sector


While there have been gains during the past two years, there is an urgent need for additional progress, especially when comparing the government to the private sector.


According to Sirota, a survey research organization, the 2016 employee engagement score for private sector employees is 77.1 out of 100, representing a 17.7-point gap with the federal government. Only 12 federal agencies scored above the private sector average this year.

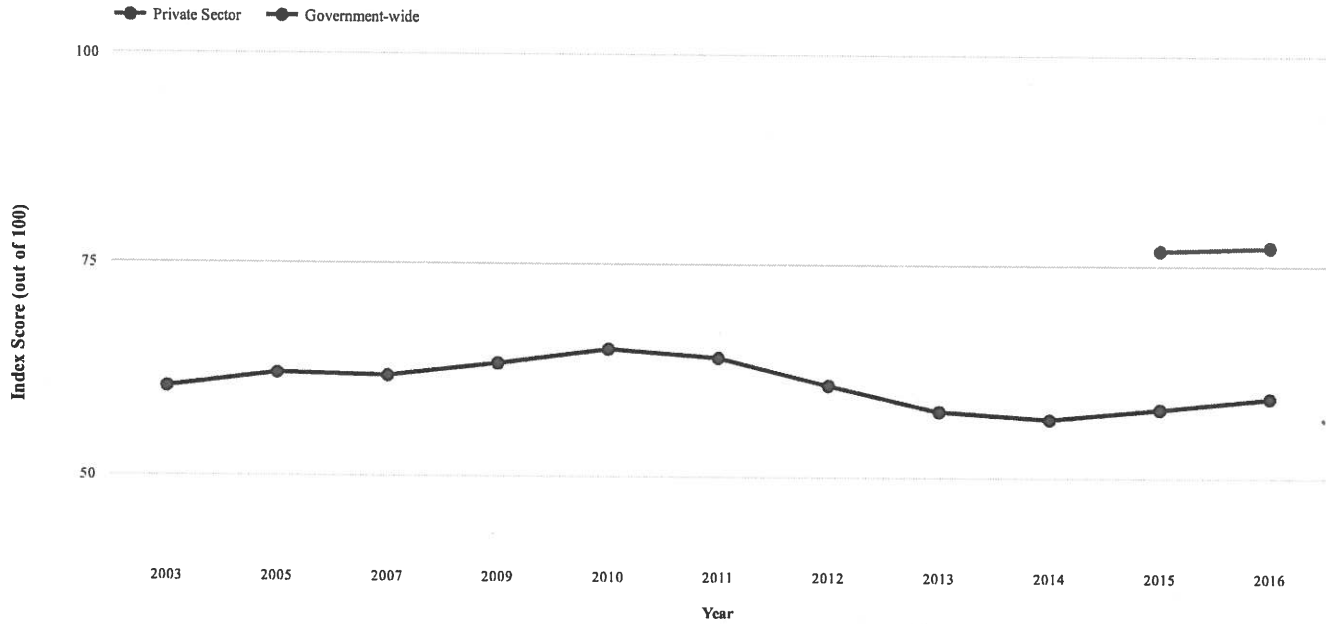
Best in class private-sector organizations understand that improved employee engagement leads to better performance and improved outcomes. The new administration should aspire to meet the private sector standard by placing a focus on supporting the federal workforce and improving the workplace culture.

The private sector data is based on nearly 4.7 million employee survey responses at more than 120 organizations around the world in a wide variety of industries. The Best Places to Work data is based on the views of more than 420,000 civil servants across the federal government who participated in employee surveys.

Index Scores (out of 100)

Sector	Federal Government
Change (2015-16)	1.3 
2016	59.4
2015	58.1
2014	56.9
2013	57.8
2012	60.8
2011	64.0
2010	65.0
2009	63.3
2007	61.8
2005	62.1
2003	60.5

Sector	Private Sector
Change (2015-16)	0.4 
2016	77.1
2015	76.7
2014	Ø
2013	Ø
2012	Ø
2011	Ø
2010	Ø
2009	Ø
2007	Ø
2005	Ø
2003	Ø



sector.

The gap is less stark in the area of supervisor-employee communication. The private sector exceeds the federal government by only about four points when it comes to employees feeling that their supervisors listen to what they have to say.

In addition, 68 percent of employees in the private sector and 62.5 percent in the federal government believe their organizations give them the opportunity to improve their skills, but just 56.4 percent of federal employees reported that their talents are used well in the workplace, compared to 78 percent in the private sector.

Another critical area where the results clearly reveal room for the federal government to improve is performance management. Employees in the private sector and the federal government have similar views regarding the annual performance appraisal itself: more than two-thirds of employees in both sectors agree their reviews are fair. However, only 60.1 percent of government employees say they receive constructive feedback compared with 75 percent of employees in the private sector, a 15-point difference. There is an even larger gap of 22.2 points on the question of recognition and rewards. In the private sector, 68 percent of employees believe they are rewarded for great performance, while only 45.8 percent of government employees feel they are recognized for high quality work.

Many organizations in both the private and public sectors are reevaluating how they assess and promote high performance. There is growing evidence that frequent and constructive feedback from managers can be more helpful, motivating and engaging for employees than annual performance reviews. These trends, along with our findings of big differences on feedback and recognition, suggest that federal agencies should consider new ways to improve performance conversations between managers and employees, and to honor employees for outstanding work.

SORT: DIFFERENCE ↑ ▾

Question	My supervisor listens to what I have to say
Best Places Category	N/A
Gov't-wide	73.8
Private Sector	78
Difference	-4.2

Question	I am given a real opportunity to improve my skills in my organization
Best Places Category	Training and Development
Gov't-wide	62.5
Private Sector	68
Difference	-5.5

Question	I know how my work relates to the agency's goals and priorities
Best Places Category	Employee Skills-Mission Match
Gov't-wide	82.1
Private Sector	88
Difference	-5.9
Question	My performance appraisal is a fair reflection of my performance
Best Places Category	Performance-Based Rewards and Advancement
Gov't-wide	68.0
Private Sector	74
Difference	-6.0
Question	My supervisor supports my need to balance work and other life issues
Best Places Category	Work-Life Balance
Gov't-wide	75.7
Private Sector	82
Difference	-6.3
Question	My supervisor treats me with respect
Best Places Category	N/A
Gov't-wide	78.6
Private Sector	85
Difference	-6.4
Question	My work gives me a feeling of personal accomplishment
Best Places Category	Employee Skills-Mission Match
Gov't-wide	71.0
Private Sector	78
Difference	-7.0
Question	How satisfied are you with the information you receive from management on what's going on in your organization?
Best Places Category	Effective Leadership
Gov't-wide	45.6
Private Sector	53
Difference	-7.4

AGENCY REPORT

Federal Highway Administration (DOT)



Best Places to Work Rank
out of 305 Agency Subcomponents

25

2016 Index Score

77.9

Change from 2015

0.2 ↑

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- Workforce Size and Demographics
- Frequently Asked Questions ▾

Parent Agency

[Department of Transportation](#) (Index Score: 63.4)

Mission

To improve mobility on our nation's highways through national leadership, innovation and program delivery.

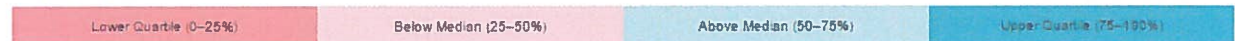
Website

<http://www.fhwa.dot.gov/>

SCORES AND RANKINGS

Overall Index Score			Scores by Category				Index Scores by Demographic				Index Scores by Occupation	
Rank	Change (2015-16)	2016	2015	2014	2013	2012	2011	2010	2009	2007	2005	
25 of 305	0.2 ↑	77.9	77.7	77.6	79.4	78.0	76.1	75.2	70.4	71.9	73.1	

QUARTILE KEY



AGENCY REPORT

Kennedy Space Center (NASA)

Best Places to Work Rank
out of 305 Agency Subcomponents

34

2016 Index Score




76.5

Change from 2015

3.5 



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Parent Agency

National Aeronautics and Space Administration (Index Score: 78.6)

Mission

To handle multiple space shuttles, military and commercial launches for missions around the Earth and beyond.

Website

<http://www.nasa.gov/centers/kennedy/home/#.VGsoPJTF8jw>

SCORES AND RANKINGS

Overall Index Score			Scores by Category				Index Scores by Demographic				Index Scores by Occupation	
Rank	Change (2015-16)	2016	2015	2014	2013	2012	2011	2010	2009	2007	2005	
34 of 305	3.5 	76.5	73.0	70.6	72.1	70.2	72.2	74.8	69.4	78.3	77.6	

QUARTILE KEY



AGENCY REPORT

U.S. Fish and Wildlife Service (DOI)



Best Places to Work Rank
out of 305 Agency Subcomponents

99

2016 Index Score

68.0

Change from 2015

2.6

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Parent Agency

Department of the Interior (Index Score: 81.0)

Mission

To work with others to conserve, protect and enhance fish, wildlife and plants and their habitats for the continuing benefit of the American people.

Website

<http://www.fws.gov/>

SCORES AND RANKINGS

Overall Index Score			Scores by Category			Index Scores by Demographic					Index Scores by Occupation	
Rank	Change (2015-16)	2016	2015	2014	2013	2012	2011	2010	2009	2007	2005	
99 of 305	2.6	68.0	65.4	63.0	65.3	69.3	70.9	72.2	66.7	64.1	68.0	

QUARTILE KEY



AGENCY REPORT

U.S. Army Corps of Engineers (Army)



Best Places to Work Rank
out of 305 Agency Subcomponents

111

2016 Index Score

67.0

Change from 2015

2.8

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Parent Agency
Department of the Army (Index Score: 57.8)

Mission
To deliver vital public and military engineering services; to partner in peace and war to strengthen our nation's security, energize the economy and reduce risks from disasters.

Website
<http://www.usace.army.mil/>

SCORES AND RANKINGS

Overall Index Score		Scores by Category			Index Scores by Demographic					Index Scores by Occupation		
Rank	Change (2015-16)	2016	2015	2014	2013	2012	2011	2010	2009	2007	2005	
111 of 305	2.8	67.0	64.2	59.0	58.2	65.6	69.5	71.8	65.4	63.3	65.8	



AGENCY REPORT

National Oceanic and Atmospheric Administration (Commerce)



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Best Places to Work Rank
out of 305 Agency Subcomponents

131

2016 Index Score

63.9

Change from 2015

1.9 ↑

Parent Agency
Department of Commerce (Index Score: 67.9)

Mission
To understand and predict changes in climate, weather, oceans and coasts; share that knowledge and information with others; and to conserve and manage coastal and marine ecosystems and resources.

Website
<http://www.noaa.gov/>

SCORES AND RANKINGS

Overall Index Score			Scores by Category				Index Scores by Demographic				Index Scores by Occupation	
Rank	Change (2015-16)	2016	2015	2014	2013	2012	2011	2010	2009	2007	2005	
131 of 305	1.9 ↑	63.9	62.0	62.1	58.5	63.6	66.2	68.4	69.8	67.8	69.8	

QUARTILE KEY

Lower Quartile (0-25%)	Below Median (25-50%)	Above Median (50-75%)	Upper Quartile (75-100%)
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AGENCY REPORT Forest Service (USDA)

Best Places to Work Rank
out of 305 Agency Subcomponents

225

2016 Index Score





57.6

Change from 2015

3.9 



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Parent Agency
[Department of Agriculture](#) (Index Score: 83.1)

Mission
To sustain the health, diversity and productivity of the nation's forests and grasslands to meet the needs of present and future generations.

Website
<http://www.fs.fed.us/>

SCORES AND RANKINGS

Overall Index Score		Scores by Category		Index Scores by Demographic						Index Scores by Occupation		
Rank	Change (2015-16)	2016	2015	2014	2013	2012	2011	2010	2009	2007	2005	
225 of 305	3.9 	57.6	53.7	51.9	49.0	53.4	58.1	56.3	53.3	59.9	57.9	

QUARTILEKEY



AGENCY REPORT

Bureau of Land Management (DOI)



Best Places to Work Rank
out of 305 Agency Subcomponents

240

2016 Index Score

55.8

Change from 2015

0.4

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Parent Agency

[Department of the Interior](#) (Index Score: 61.0)

Mission

To sustain the health, diversity, and productivity of America's public lands for the use and enjoyment of present and future generations.

Website

<http://www.blm.gov/nhp/>

SCORES AND RANKINGS

Overall Index Score			Scores by Category				Index Scores by Demographic				Index Scores by Occupation			
Rank	Change (2015-16)	2016	2015	2014	2013	2012	2011	2010	2009	2007	2005			
240 of 305	0.4	55.8	55.4	54.3	58.6	61.8	61.2	63.1	61.0	58.4	62.8			

QUARTILE KEY



AGENCY REPORT

National Park Service (DOI)

Best Places to Work Rank
out of 305 Agency Subcomponents

262

2016 Index Score

53.8

Change from 2015

0.7 



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Parent Agency

Department of the Interior (Index Score: 61.0)


Mission

To preserve the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations.

Website

<http://www.nps.gov/>

SCORES AND RANKINGS

Overall Index Score		Scores by Category		Index Scores by Demographic						Index Scores by Occupation			
Rank		Change (2015-16)		2016	2015	2014	2013	2012	2011	2010	2009	2007	2005
Index Score	262 of 305	0.7		53.8	53.1	53.7	55.1	61.3	61.0	63.7	59.8	58.2	62.5

QUARTILE KEY

Lower Quartile (0-25%)	Below Median (25-50%)	Above Median (50-75%)	Upper Quartile (75-100%)
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