



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

Friday, January 24, 2014

MEMORANDUM FOR: Human Resources Directors

FROM: Joseph Kennedy
Associate Director

Subject: Taking Action on Federal Employee Viewpoint Survey Results

The 2013 Federal Employee Viewpoint Survey (FEVS) results are now available. They show a marked decrease in scores from the 2012 survey. Sequestration, furloughs, pay freezes, and budget reductions all likely contributed to this downturn, but as Federal Human Capital leaders we must do what we can to address these issues.

OPM's Human Resources Solutions (HRS) has the expertise to help your agency achieve measureable improvement on important metrics, including employee engagement and the Human Capital Assessment and Accountability Framework (HCAAF) indexes agencies are ranked on annually.

Using survey results to drive sustained organizational change is a proven strategy. Surveys can capture important information about attitudes of the workforce and the climate at individual units. Using survey results to improve the conditions that influence attitudes is an investment with a potential for high returns.

As an example, several years ago the Coast Guard requested OPM's help in improving its work environment to maximize its mission success. OPM had been developing an Organizational Assessment Survey (OAS) that reflected best practices in surveys of climate and attitudes; with some customization to capture the salient aspects of the Coast Guard's work environment, OPM administered the OAS, analyzed the results, and recommended specific changes in communication and leadership strategies.

In subsequent years, OPM's HR Solutions partnered with the Coast Guard to further focus the assessment, re-analyze the work environment biannually, and refine its recommendations as problems were solved and new issues arose. Most importantly, HRS helped the Coast Guard develop a bottom-up strategy for deploying the results, providing actionable information to line units where improvements can be made quickly in the context of existing leadership and management practices.

The results are clear. Since 2002, the percentage of Coast Guard employees who are satisfied with their jobs increased from 60% to 66%. Likewise, the percentage of employees who said the Coast Guard is a good place to work rose from 42% to 59%.

Your FEVS results have the potential to provide a similar opportunity for improvement. HRS can help you realize the benefits of that opportunity by helping you quickly identify and address issues revealed by your agency's FEVS results, and focusing those improvement efforts on the right level of your organization. If you have questions, or are interested in learning more about what we can do for you, please contact Bernard Nickels at Bernard.Nickels@opm.gov or 202-553-1224.

For more information about HRS and its capabilities, view us on the web at:
<http://www.opm.gov/HRS>

cc: Performance Improvement Council and Equal Employment Opportunity Directors