National Archives and Records Administration
2017 Employee Viewpoint Survey
Results Summary

Date of Report: *September 5, 2017*

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SECTION 1: SURVEY OVERVIEW

This report summarizes the results of NARA's 2017 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 **(October 20, 2017).** 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 9, 2017 until June 20, 2017. An invitation to participate in the survey was sent by e-mail from OPM to NARA permanent staff employed as of the end of October 2016. 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 77 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 2016 were invited to participate in the survey.

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

Of the 2,751 permanent employees who received the survey, 1,861 responded for an overall response rate of 67.6%.

NARA's 2017 response rate is slightly lower than the 2016 rate (69.0%) by 1.4 percentage points, however the response rate continues to be greater than the government-wide rate of 45.5%.

SECTION 4: INTERPRETATION OF RESULTS[1]

Understanding Your Results

Positive Ratings
The sum of two positive categories (i.e., Strongly Agree/Agree)

Negative Ratings
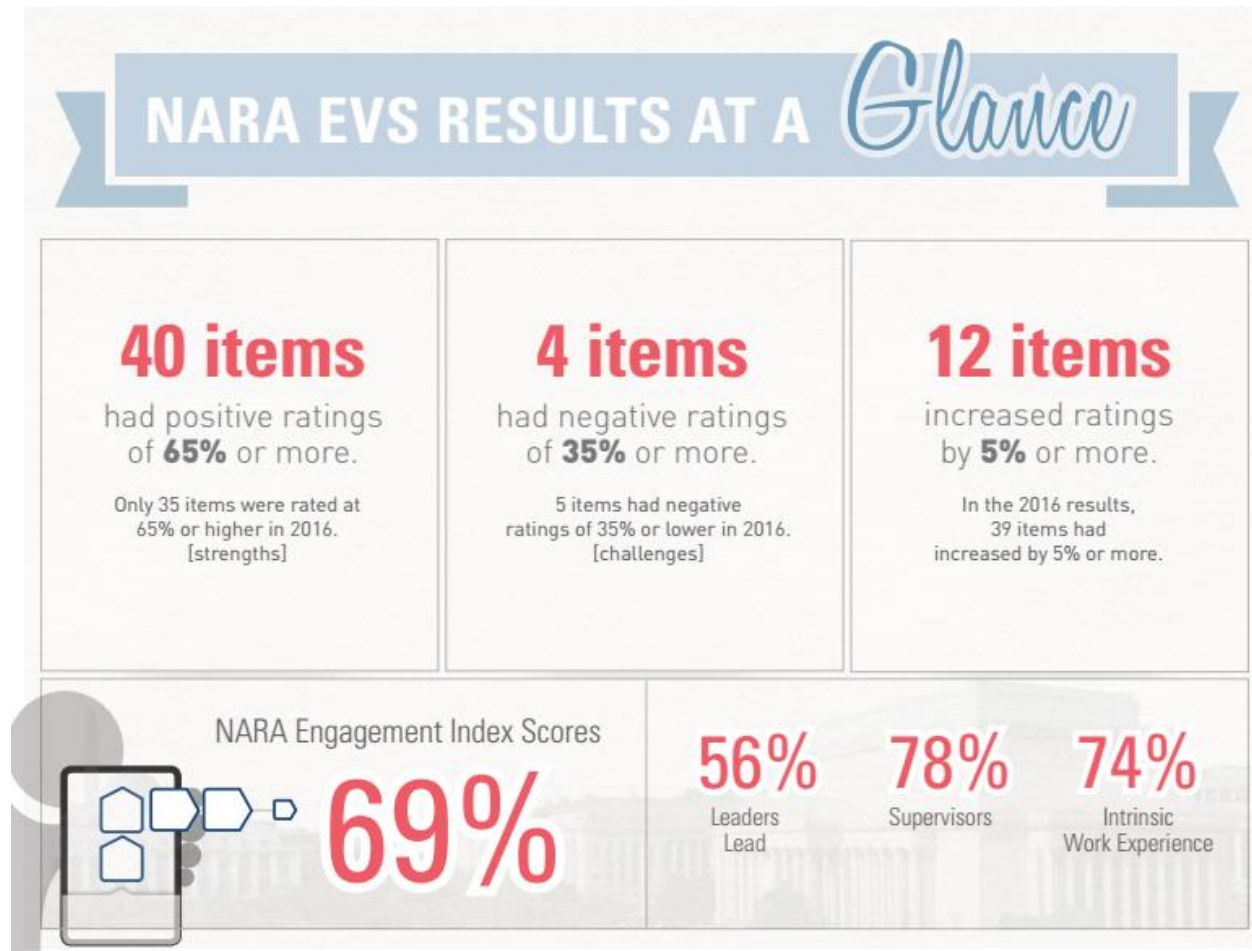The sum of two negative categories (i.e., Strongly Disagree/Disagree)

Applying Rules of Thumb

- **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

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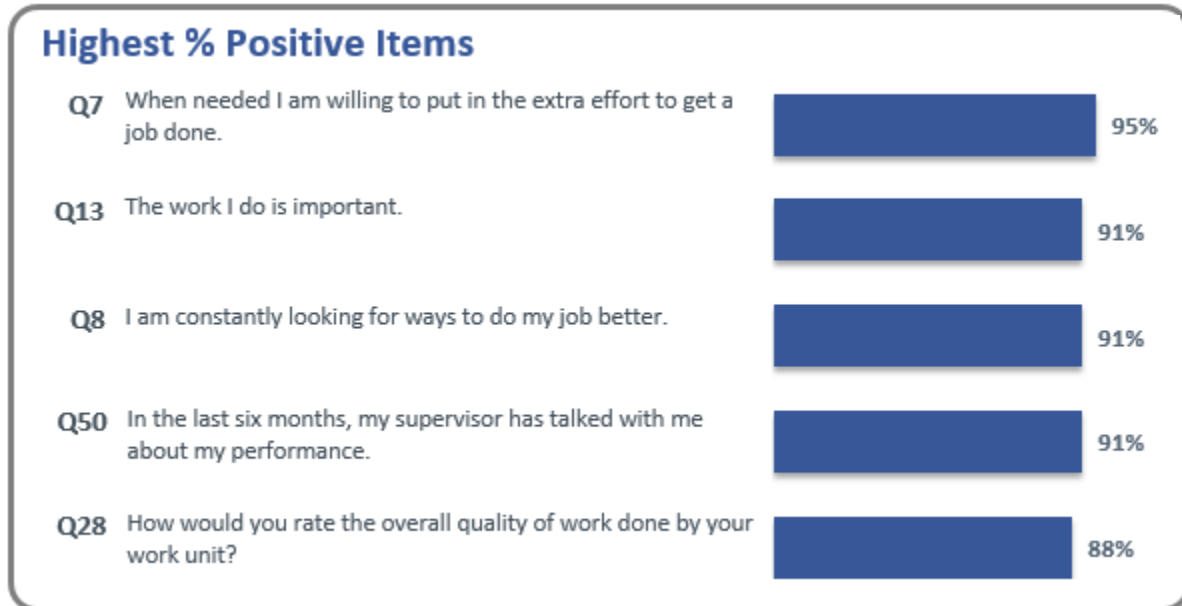[1] Agency results have a margin of error of +/- 2%

SECTION 5: NARA RESULTS AT A GLANCE

NARA EVS RESULTS AT A *Glance*

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

Only 35 items were rated at 65% or higher in 2016. [strengths]

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

5 items had negative ratings of 35% or lower in 2016. [challenges]

12 items
increased ratings by **5%** or more.

In the 2016 results, 39 items had increased by 5% or more.

NARA Engagement Index Scores

69%

56% Leaders Lead

78% Supervisors

74% Intrinsic Work Experience

NARA's overall employee engagement score this year is 69 percent, up 2 points from last year. We have increased this score by nine points over the past three years, exceeding the threshold that OPM considers positive.

Note: Work/Life items (79-84) are excluded from these findings. OPM does not include work/life category items under significant increases or decreases because they are not based on responses from the entire population--only those that participate in those programs.
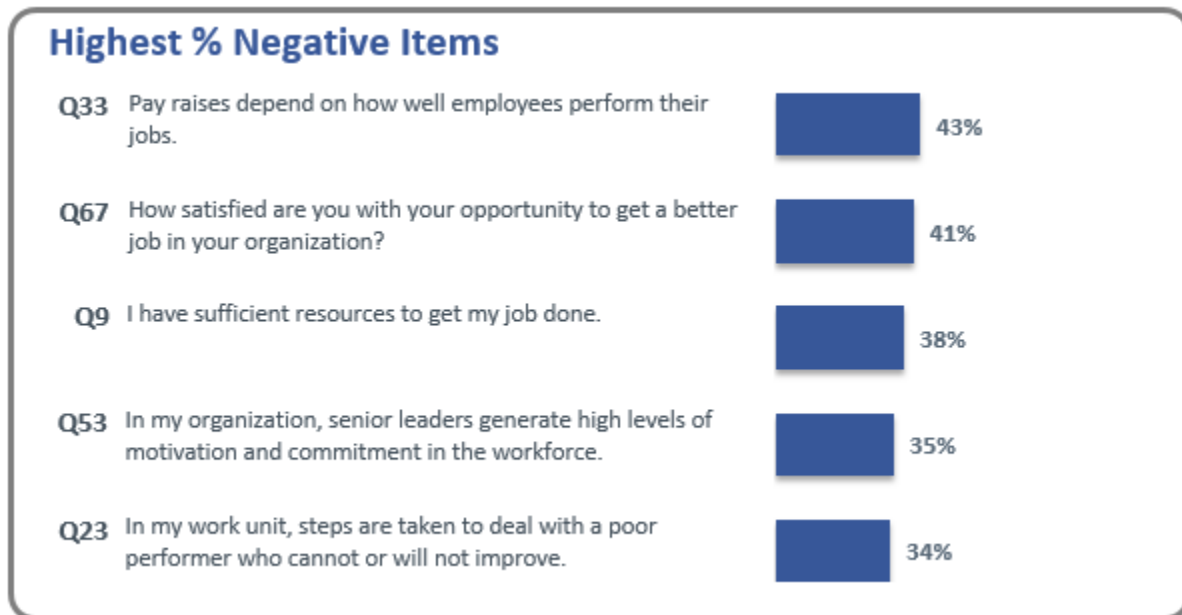
Positive Highlights*:

Highest % Positive Items

Q7	When needed I am willing to put in the extra effort to get a job done.	95%
Q13	The work I do is important.	91%
Q8	I am constantly looking for ways to do my job better.	91%
Q50	In the last six months, my supervisor has talked with me about my performance.	91%
Q28	How would you rate the overall quality of work done by your work unit?	88%

- Results indicate 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 (comparable to 2016), and another 91% said they are constantly looking for ways to do their jobs better (increase of 1% from 2016).
- Employees have a positive outlook on the mission of the agency —91% feel the work they do is important (comparable to 2016).
- Responses to survey items addressing employees' supervisors have been consistently positive over the last few surveys. A majority of employees give their supervisors positive responses on questions focusing on the interpersonal relationship between employee and supervisor, including trust, respect and support. For example, 91% of employees appreciate the level of engagement and communications as it relates to an employee's performance (increase of 2% from 2016).
- Employees are positive on their perceptions of teamwork and the quality of work, 88% of employees believe their work unit produces quality work (increase of 2% from 2016).

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

Areas for Improvement*:

Highest % Negative Items

Q33	Pay raises depend on how well employees perform their jobs.	43%
Q67	How satisfied are you with your opportunity to get a better job in your organization?	41%
Q9	I have sufficient resources to get my job done.	38%
Q53	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	35%
Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	34%

- On the other end of the spectrum, employees continue to give low ratings on questions relating to pay raises, career advancement, leadership, and sufficient resources.
- 43% felt pay raises **do not** depend on how well employees performed in their job – slightly improving from 45% in 2016, while 41% of employees expressed dissatisfaction with their opportunity to get a better job in their organization – slight decline from 40% negative ratings in 2016. 38% reported they have insufficient resources to get their job done – a slight decline from 37% in 2016.
- Senior leaders' scores improved from 2016. 35% of respondents expressed dissatisfaction with leaders' ability to generate motivation and commitment, an improvement from 38% in 2016. However, this score remains unacceptably low.
- NARA's 2017 EVS results continue to reflect positive progress. We will continue to focus efforts on initiatives that will significantly improve these areas and others while ensuring agency accountability and transparency to all staff.
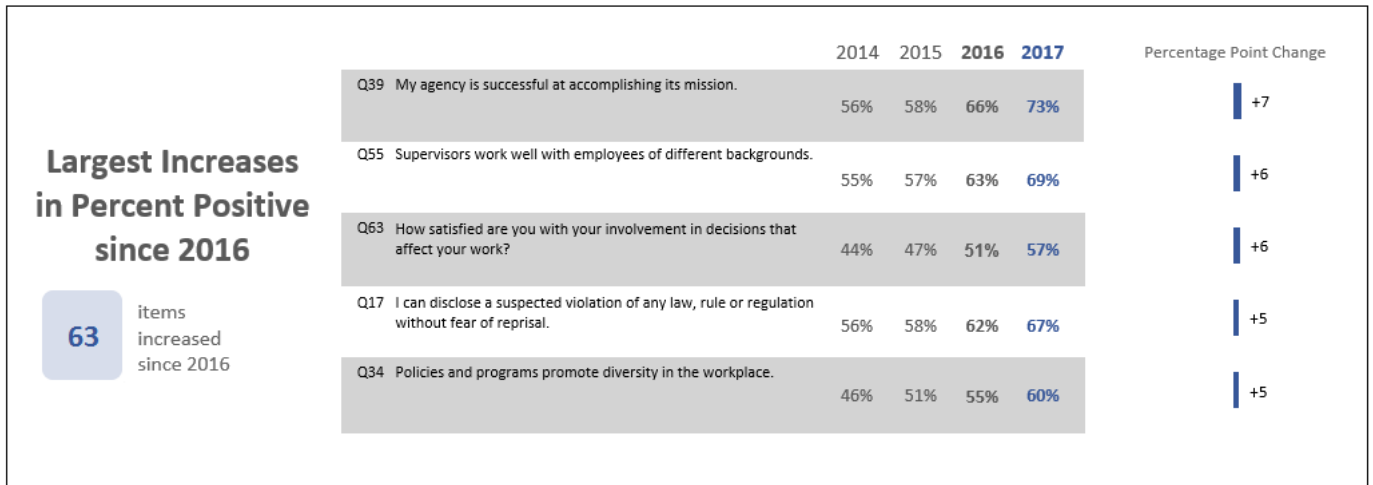
*Negative Ratings (i.e., Strongly Disagree/Disagree)

Increases and Decreases:

Increases

There are fourteen areas in which NARA's positive scores increased significantly (5% or more). The following chart shows the top five positive (i.e., strongly agree, agree) percentage increase.

Chart 1. Largest Increases From 2016

Decreases

Five items declined compared to two items last year. One item declined significantly (-5% or more) compared to zero item in 2016.

Chart 1. Largest Decreases From 2016

SECTION 5: NARA's Overall EVS Progress (2014-2017)

2014 - 2017 EVS Progress Analysis Scores by Indices & Category		National Archives Overall							
Source	Indices or Category	2014	2015	2016	2017	Trends	Delta 2014 to 2015	Delta 2015 to 2016	Delta 2016 to 2017
NARA	Internal Communication	46%	49%	56%	58%		4%	6%	3%
OPM	Employee Engagement: Overall	60%	63%	67%	69%		4%	4%	2%
OPM	Employee Engagement: Leaders Lead	45%	47%	53%	56%		1%	7%	3%
OPM	Employee Engagement: Supervisors	69%	74%	76%	78%		5%	2%	2%
OPM	Employee Engagement: Intrinsic Work Experience	65%	69%	71%	74%		4%	2%	2%
OPM	HCAAF: Leadership and Knowledge Management	56%	57%	63%	66%		1%	6%	3%
OPM	HCAAF: Results-Oriented Performance Culture	49%	52%	57%	59%		3%	5%	2%
OPM	HCAAF: Talent Management	49%	54%	60%	61%		6%	6%	1%
OPM	HCAAF: Job Satisfaction	59%	63%	64%	67%		3%	2%	2%
OPM	New IQ: Overall	52%	56%	61%	64%		4%	5%	3%
OPM	New IQ: Fair	42%	45%	51%	53%		3%	5%	2%
OPM	New IQ: Open	48%	53%	58%	63%		5%	5%	4%
OPM	New IQ: Cooperative	44%	49%	55%	60%		5%	6%	4%
OPM	New IQ: Supportive	75%	79%	81%	83%		4%	2%	2%
OPM	New IQ: Empowered	49%	54%	59%	61%		5%	4%	3%
OPM	Global Satisfaction	49%	53%	57%	61%		4%	4%	4%
PPS	Effective Leadership	48%	52%	57%	60%		4%	5%	3%
PPS	Effective Leadership: Senior Leaders	39%	42%	49%	52%		3%	7%	3%
PPS	Effective Leadership: Empowerment	38%	42%	48%	53%		4%	6%	5%
PPS	Effective Leadership: Fairness	50%	53%	58%	62%		3%	5%	4%
PPS	Effective Leadership: Supervisors	63%	69%	72%	74%		6%	3%	2%
PPS	Performance-Based Rewards and Advancement	39%	44%	50%	53%		5%	6%	2%
PPS	Strategic Management	51%	52%	61%	62%		1%	9%	1%
PPS	Training and Development	49%	56%	61%	63%		7%	5%	1%
PPS	Work-Life Balance	56%	59%	65%	64%		3%	6%	0%
PPS	Innovation	56%	61%	65%	68%		4%	4%	3%
PPS	Teamwork	60%	65%	68%	72%		4%	4%	4%
PPS	Pay	49%	53%	51%	55%		3%	-2%	4%
PPS	Employee Skills-Mission Match	73%	76%	77%	79%		3%	1%	1%
PPS	Support for Diversity	54%	59%	64%	68%		5%	4%	4%
PPS	Best Places to Work*	49%	53%	59%	63%		4%	6%	4%
EVS Key Category	My Work Experience	66%	69%	73%	74%		3%	4%	1%
	My Work Unit	49%	53%	58%	59%		3%	5%	1%
	My Agency	47%	51%	57%	61%		4%	6%	3%
	My Supervisor	68%	74%	76%	78%		5%	3%	2%
	Leadership	49%	50%	57%	61%		2%	7%	4%
	My Satisfaction	43%	47%	52%	55%		4%	5%	3%

Key:

Items that are 65 percent or more positive are consider strengths

*Category similar to OPM's Global Satisfaction Index. This ranking is a combined average. **Note:** PPS does not combine average but rather calculate using a proprietary weighted formula that looks at responses to three different EVS questions (Q. 40, Q. 69, & Q. 71). The more the question predicts intent to remain, the higher the weighting.
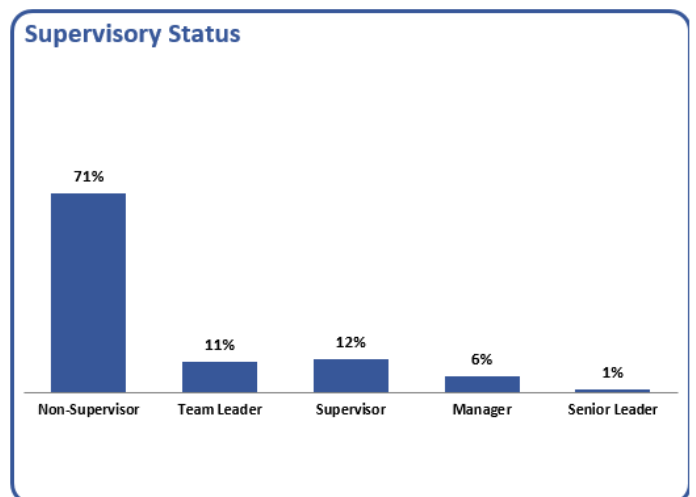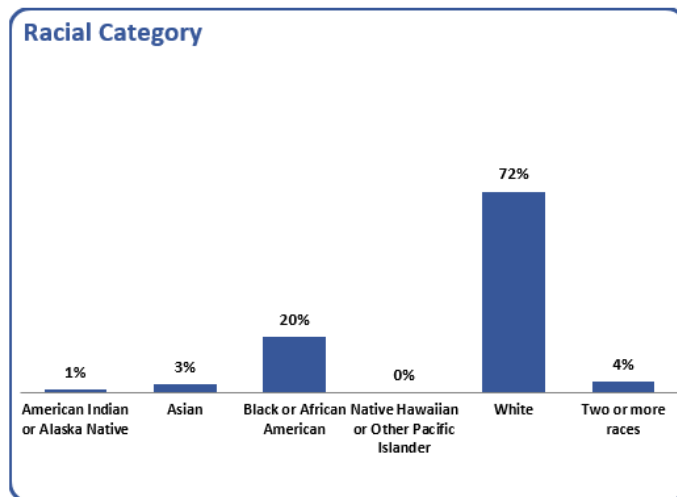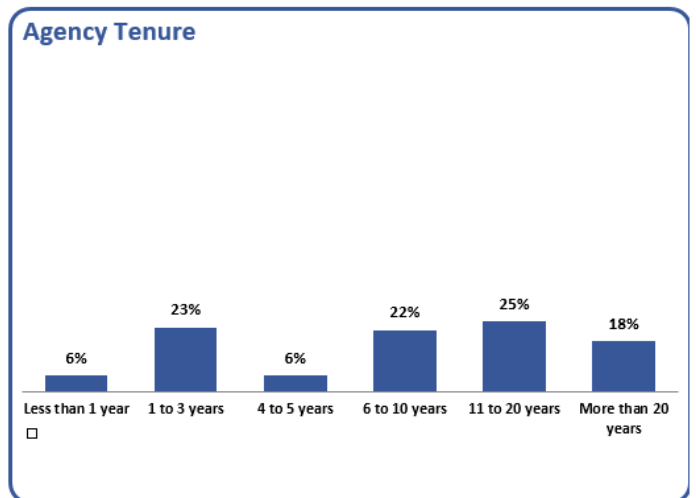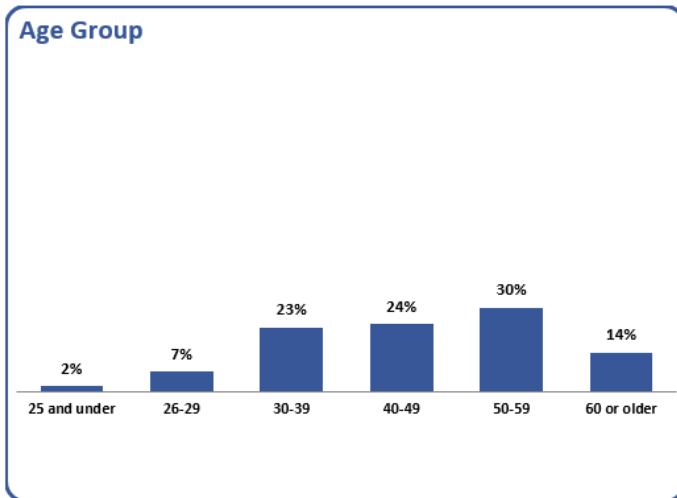
SECTION 6: CONCLUSION

NARA's Management Team and Office Engagement Point of Contacts (POCs) have been briefed on the results and trends. The Engagement teams including managers and supervisors will conduct further analysis and solicit staff feedback to determine areas of concentration for FY 2018 Office Level Action Plan. NARA's managers and supervisors are accountable for creating and sustaining a high performing workforce that leads to improvements in the workplace culture and morale.

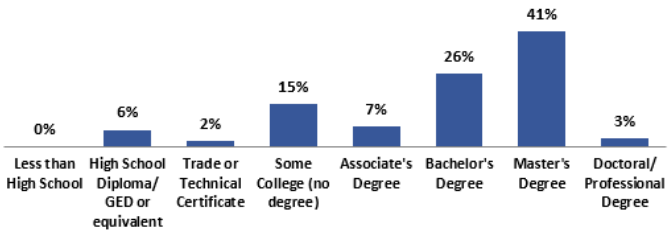This may include implementing engagement driver actions such as:

- Engaging in constructive performance conversation

- Providing/supporting career development and training

- Supporting work/life balance

- Fostering an inclusive work environment

- Involving staff in decisions that affect their work

- Engaging staff in two-way communication

Demographics Characteristics:

GENDER	HISPANIC/LATINO	DISABILITY STATUS	SEXUAL ORIENTATION / GENDER IDENTITY
53% Female	**5%** Hispanic/ Latino	**14%** with a disability	**4%** Gay, Lesbian, Bisexual, or Transgender

LOCATION	MILITARY SERVICE	RETIREMENT	PLAN TO LEAVE
46% Headquarters	**23%** Served	**18%** within next five years	**32%** within the next year

Age Group

25 and under	26-29	30-39	40-49	50-59	60 or older
2%	7%	23%	24%	30%	14%

Agency Tenure

Less than 1 year	1 to 3 years	4 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
6%	23%	6%	22%	25%	18%

Racial Category

American Indian or Alaska Native	Asian	Black or African American	Native Hawaiian or Other Pacific Islander	White	Two or more races
1%	3%	20%	0%	72%	4%

Supervisory Status

Non-Supervisor	Team Leader	Supervisor	Manager	Senior Leader
71%	11%	12%	6%	1%

Education

Less than High School	High School Diploma/ GED or equivalent	Trade or Technical Certificate	Some College (no degree)	Associate's Degree	Bachelor's Degree	Master's Degree	Doctoral/ Professional Degree
0%	6%	2%	15%	7%	26%	41%	3%

Pay Category/Grade

Federal Wage System	GS 1-6	GS 7-12	GS 13-15	Senior Executive Service	Senior Level (SL) or Scientific or Professional (ST)	Other
0%	29%	42%	27%	1%	0%	0%