National Archives and Records Administration
2018 Employee Viewpoint Survey
Results Summary

Date of Report: *October 9, 2018*

Table of Contents

SECTION 1: SURVEY OVERVIEW

This report summarizes the results of NARA's 2018 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, 2018).** 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 8, 2018 until June 19, 2018. 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 2017. 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 20187were invited to participate in the survey.

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

Of the 2,738 permanent employees who received the survey, 1,743 responded for an overall response rate of 63.7%.

NARA's 2018 response rate is lower than the 2017 rate (67.6%) by 3.9 percentage points, however the response rate continues to be greater than the government-wide rate of 40.6%.

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

---

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

SECTION 5: NARA RESULTS AT A GLANCE
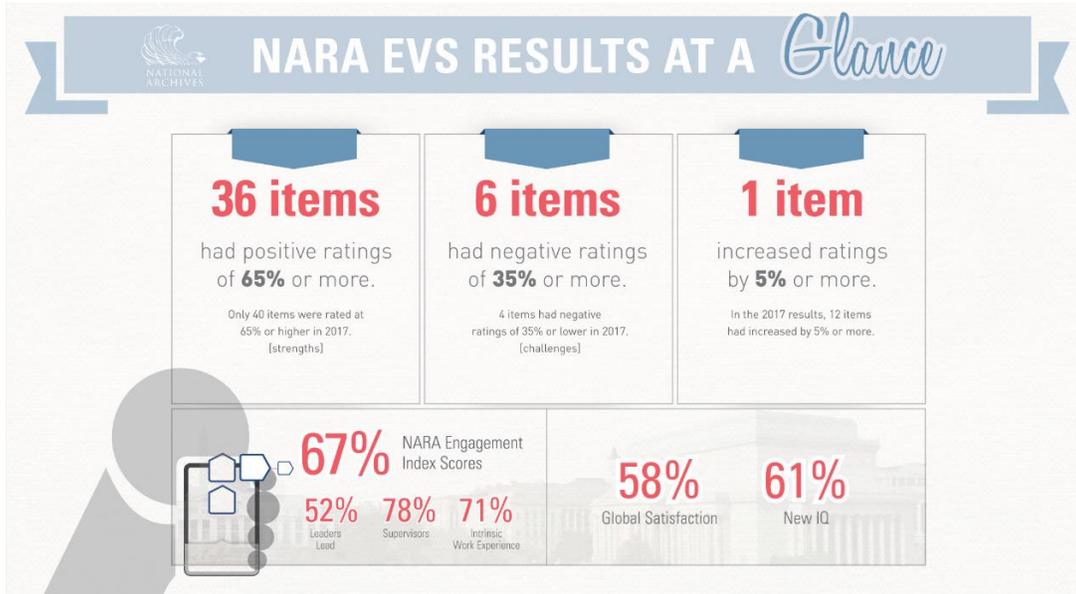
NARA's overall employee engagement score this year is 67 percent, down 3 points from last year. This score still exceed the threshold that OPM considers positive.

Note: Work/Life items (73-78) 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*:
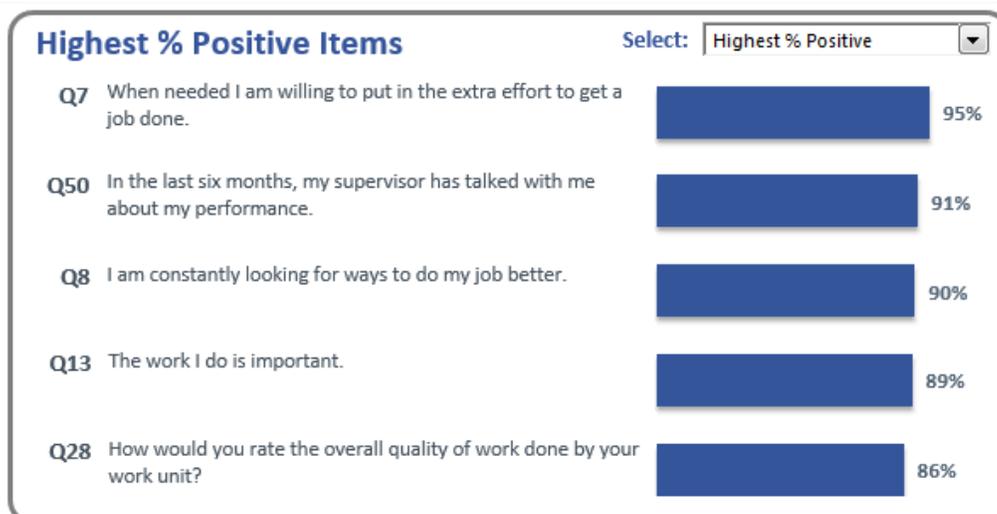
- Results indicate employees are highly dedicated. An overwhelming majority of employees (95%) said they are willing to put in the effort it takes to get the job done (comparable to 2017), and another 90% said they are constantly looking for ways to do their jobs better (decrease of 1% from 2017).
- Employees have a positive outlook on the mission of the agency —89% feel the work they do is important (decrease of 2% from 2017).
- 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 (comparable to 2017).
- Employees are positive on their perceptions of teamwork and the quality of work, 86% of employees believe their work unit produces quality work (decrease of 2% from 2017).

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

Areas for Improvement*:

Highest % Negative Items   Select: Highest % Negative

Q33	Pay raises depend on how well employees perform their jobs.	45%
Q67	How satisfied are you with your opportunity to get a better job in your organization?	43%
Q9	I have sufficient resources to get my job done.	42%
Q53	In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	40%
Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	36%

- 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.
- 45% felt pay raises **do not** depend on how well employees performed in their job – slight decline from 43% in 2017, while 43% of employees expressed dissatisfaction with their opportunity to get a better job in their organization –

slight decline from 41% negative ratings in 2017. 42% reported they have insufficient resources to get their job done – a slight decline from 38% in 2017.
- Senior leaders' scores declined from 2017. 40% of respondents expressed dissatisfaction with leaders' ability to generate motivation and commitment, compared to 35% in 2016. This score remains unacceptably low.
- 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.
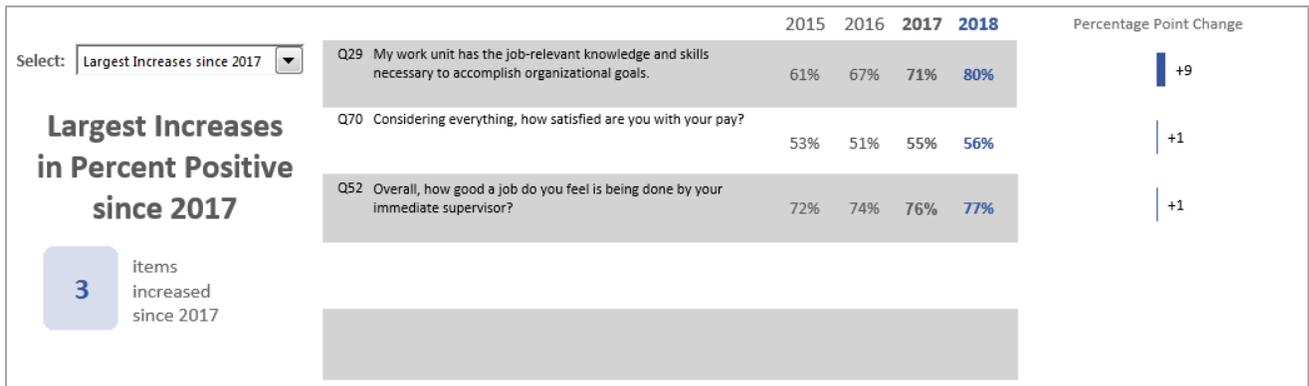
*Negative Ratings (i.e., Strongly Disagree/Disagree)

Increases and Decreases:

Increases
There is one area in which NARA's positive scores increased significantly (5% or more). The following chart shows the top positive (i.e., strongly agree, agree) percentage increase.

Chart 1. Largest Increases From 2017

		2015	2016	**2017**	**2018**	Percentage Point Change
Q29	My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	61%	67%	71%	80%	+9
Q70	Considering everything, how satisfied are you with your pay?	53%	51%	55%	56%	+1
Q52	Overall, how good a job do you feel is being done by your immediate supervisor?	72%	74%	76%	77%	+1

Select: Largest Increases since 2017

Largest Increases in Percent Positive since 2017

3 items increased since 2017

Decreases
Sixty items declined compared to five items last year. Fifteen items declined significantly (-5% or more) compared to one item in 2017.

Chart 1. Largest Decreases From 2017

		2015	2016	**2017**	**2018**	Percentage Point Change
Select: Largest Decreases since 2017 ▼	Q39 My agency is successful at accomplishing its mission.	58%	66%	73%	66%	-7
	Q66 How satisfied are you with the policies and practices of your senior leaders?	36%	43%	45%	38%	-7
Largest Decreases in Percent Positive since 2017	Q34 Policies and programs promote diversity in the workplace.	51%	55%	60%	53%	-7
62 items decreased since 2017	Q54 My organization's senior leaders maintain high standards of honesty and integrity.	43%	49%	53%	47%	-6
	Q57 Managers review and evaluate the organization's progress toward meeting its goals and objectives.	58%	66%	71%	65%	-6

SECTION 5: NARA's Overall EVS Progress (2015-2018)

2015 - 2018 EVS Progress Analysis *Scores by Indices & Category*		National Archives and Records Administration							
Source	**Indices or Category**	**2015**	**2016**	**2017**	**2018**	**Trends**	**Delta 2015 to 2016**	**Delta 2016 to 2017**	**Delta 2017 to 2018**
NARA	Internal Communication	49%	56%	59%	54%		6%	3%	-4%
OPM	Employee Engagement: Overall	63%	67%	69%	67%		4%	2%	-3%
OPM	Employee Engagement: Leaders Lead	47%	53%	56%	52%		7%	3%	-5%
OPM	Employee Engagement: Supervisors	74%	76%	78%	78%		2%	2%	0%
OPM	Employee Engagement: Intrinsic Work	69%	71%	74%	71%		2%	2%	-2%
OPM	HCAAF: Leadership and Knowledge	57%	63%	66%	62%		6%	3%	-3%
OPM	HCAAF: Results-Oriented Performance Culture	52%	57%	59%	57%		5%	2%	-2%
OPM	HCAAF: Talent Management	54%	60%	61%	61%		6%	1%	0%
OPM	HCAAF: Job Satisfaction	63%	64%	67%	64%		2%	2%	-3%
OPM	New IQ: Overall	56%	61%	64%	61%		5%	3%	-2%
OPM	New IQ: Fair	45%	51%	53%	51%		5%	2%	-2%
OPM	New IQ: Open	53%	58%	62%	59%		5%	4%	-3%
OPM	New IQ: Cooperative	49%	55%	60%	56%		6%	5%	-3%
OPM	New IQ: Supportive	79%	81%	83%	82%		2%	2%	0%
OPM	New IQ: Empowered	54%	59%	61%	58%		4%	3%	-3%
OPM	Global Satisfaction	53%	57%	61%	58%		4%	4%	-3%
PPS	Effective Leadership	52%	57%	60%	57%		5%	3%	-3%
PPS	Effective Leadership: Senior Leaders	42%	49%	52%	46%		7%	3%	-6%
PPS	Effective Leadership: Empowerment	42%	48%	53%	48%		6%	5%	-5%
PPS	Effective Leadership: Fairness	53%	58%	61%	60%		5%	3%	-2%
PPS	Effective Leadership: Supervisors	69%	72%	74%	73%		3%	2%	-1%
PPS	Performance-Based Rewards and Advancement	44%	50%	53%	50%		6%	2%	-2%
PPS	Strategic Management	52%	61%	62%	61%		9%	2%	-1%
PPS	Training and Development	56%	61%	63%	60%		5%	1%	-3%
PPS	Work-Life Balance	59%	65%	64%	62%		6%	0%	-2%
PPS	Innovation	61%	65%	67%	65%		4%	2%	-3%
PPS	Teamwork	65%	68%	72%	68%		4%	4%	-4%
PPS	Pay	53%	51%	55%	56%		-2%	4%	1%
PPS	Employee Skills-Mission Match	76%	77%	79%	77%		1%	1%	-2%
PPS	Support for Diversity	59%	64%	68%	65%		4%	4%	-3%
PPS	Best Places to Work*	53%	59%	63%	59%		6%	4%	-4%
EVS Key Category	My Work Experience	69%	73%	74%	72%		4%	1%	-2%
	My Work Unit	53%	58%	59%	57%		5%	1%	-3%
	My Agency	51%	57%	61%	58%		6%	3%	-3%
	My Supervisor	74%	76%	78%	77%		3%	2%	-1%
	Leadership	50%	57%	61%	57%		7%	4%	-4%
	My Satisfaction	47%	52%	55%	52%		5%	3%	-3%

*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.
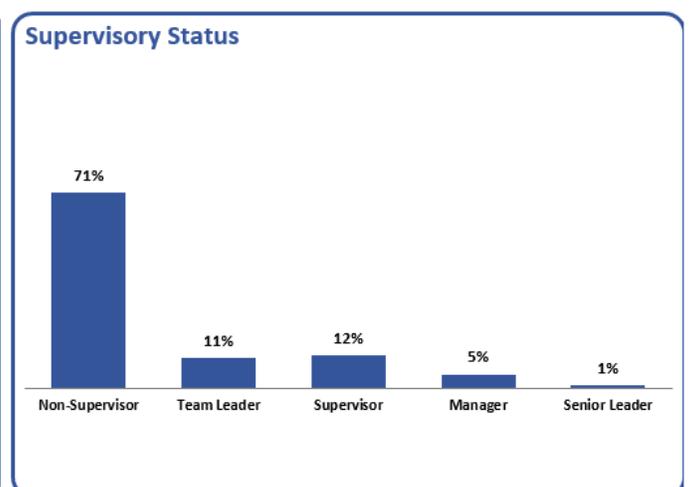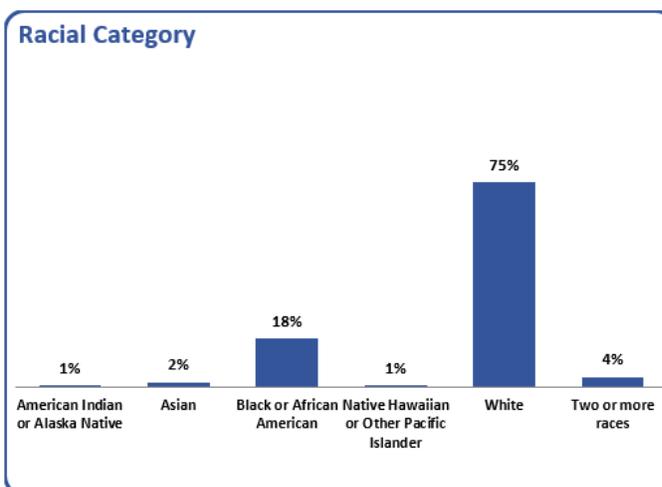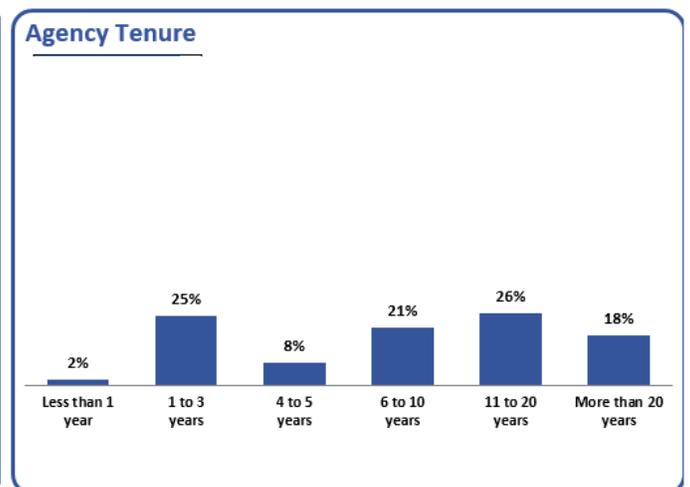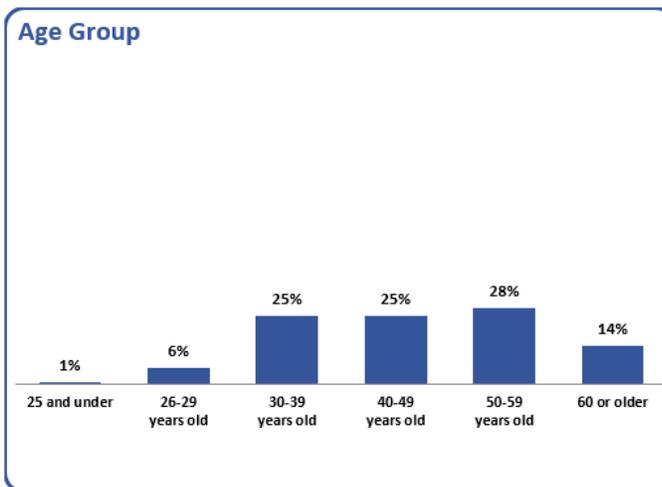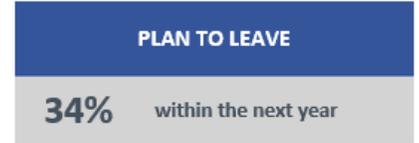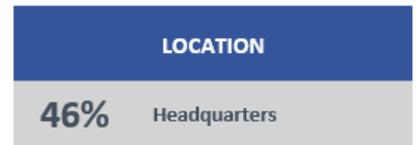
SECTION 6: CONCLUSION

NARA's Management Team and Office Engagement Point of Contacts (POCs) have been briefed on the results and trends. The Workplace Culture/Engagement Teams including managers and supervisors will conduct further analysis and solicit staff feedback to determine areas of concentration for FY 2019 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		LOCATION	
54%	Female	**5%**	Hispanic/ Latino	**46%**	Headquarters

MILITARY SERVICE		RETIREMENT		PLAN TO LEAVE	
22%	Served	**18%**	within next five years	**34%**	within the next year

Age Group

25 and under	26-29 years old	30-39 years old	40-49 years old	50-59 years old	60 or older
1%	6%	25%	25%	28%	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
2%	25%	8%	21%	26%	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%	2%	18%	1%	75%	4%

Supervisory Status

Non-Supervisor	Team Leader	Supervisor	Manager	Senior Leader
71%	11%	12%	5%	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
--	--	--	--	--	--	--	--

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
--	25%	45%	28%	1%	--	0%
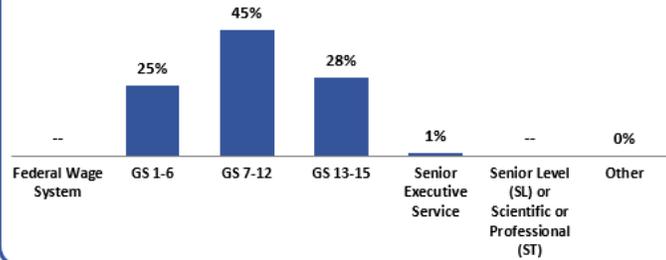
Note: All results are suppressed when any single demographic category has fewer than 4 responses.