



Department of Energy

Bonneville Power Administration
P.O. Box 3621
Portland, Oregon 97208-3621

FREEDOM OF INFORMATION ACT PROGRAM

December 8, 2023

In reply refer to: BPA-2024-00321-F

SENT VIA EMAIL ONLY TO: [REDACTED]

Sydney Reader

(b) (6) [REDACTED]

Dear Ms. Reader,

The Bonneville Power Administration (BPA) has received your request for agency records made under the Freedom of Information Act, 5 U.S.C. § 552 (FOIA). The agency received your request on November 4, 2023, and assigned tracking number BPA-2024-00321-F to your request. Please use that tracking number in any correspondence with the agency regarding your FOIA request. This communication is the agency's formal acknowledgment and response to your information request.

Request

"Annual FEVS report results for the last five years of the following orgs: TFH, TFHQ, TFHM, TETQ."

Response

BPA searched for and gathered records responsive to your request. BPA collected 164 pages of responsive records from knowledgeable agency personnel in the Culture Office. The Culture Office maintains the annual FEVS report results for the last four years. The 164 pages of records accompany this communication, released in full with no redactions applied.

We collected records for organizations TFH, TFHQ, and TET. Organizations must have at least 10 respondents to receive a results report at the workgroup level. TEHM and TETQ did not meet the minimum threshold for the years requested. TFHM results are part of the TFH report and TETQ results are part of the TET report.

Fees

There are no fees associated with processing your FOIA request.

Certification

Pursuant to 10 C.F.R. § 1004.7, I am the individual responsible for the records search and information described above. Your FOIA request BPA-2024-00321-F is now closed with the responsive agency information provided.

Appeal

Note that the records release certified above is final. Pursuant to 10 C.F.R. § 1004.8, you may appeal the adequacy of the records search, and the completeness of this final records release, within 90 calendar days from the date of this communication. Appeals should be addressed to:

Director, Office of Hearings and Appeals
HG-1, L'Enfant Plaza
U.S. Department of Energy
1000 Independence Avenue, S.W.
Washington, D.C. 20585-1615

The written appeal, including the envelope, must clearly indicate that a FOIA appeal is being made. You may also submit your appeal by e-mail to OHA.filings@hq.doe.gov, including the phrase "Freedom of Information Appeal" in the subject line. (The Office of Hearings and Appeals prefers to receive appeals by email.) The appeal must contain all the elements required by 10 C.F.R. § 1004.8, including a copy of the determination letter. Thereafter, judicial review will be available to you in the Federal District Court either (1) in the district where you reside, (2) where you have your principal place of business, (3) where DOE's records are situated, or (4) in the District of Columbia.

Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road-OGIS
College Park, Maryland 20740-6001
E-mail: ogis@nara.gov
Phone: 202-741-5770
Toll-free: 1-877-684-6448
Fax: 202-741-5769

Questions about this communication may be directed to the FOIA Public Liaison James King at jjking@bpa.gov or 503-230-7621. Questions may also be directed to Case Coordinator Brian Roth at bsroth@bpa.gov or 503-230-4383. Thank you for your interest in the Bonneville Power Administration.

Sincerely,

Rachel L. Hull
Freedom of Information/Privacy Act Officer

Responsive agency information accompanies this communication.

Organizational Management Report (OMR) Summary

2018 Federal Employee Viewpoint Survey (FEVS) Results

COMMISSIONING AND TESTING



U.S. DEPARTMENT OF
ENERGY

Created Exclusively by the
Office of the Chief Human
Capital Officer

About This Organizational Management Report (OMR) Summary

The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM) to federal employees in agencies of the executive branch. The government-wide survey is a tool that is useful for identifying and comparing agency trends in organizational climate. Specifically, the FEVS measures employee perceptions about the factors that influence employees wanting to join, stay, and help their agency meet its mission.

The FEVS was distributed to 12,499 DOE federal employees on May 3, 2018 and the survey closed on June 14, 2018. A total of 8,624 employees completed their surveys. DOE experienced a 69% response rate and is well above the government-wide rate of 41%.

The Office of the Chief Human Capital Officer (HC) analyzed the FEVS results to help managers to identify challenges and prioritize actions to improve the workplace experience. HC has created the 2018 OMR Summary as a tool to help individual work units (over 613) within the Department to translate their FEVS results into a format that provides a better understanding of specific organizational strengths, uncertainties, and challenges.

The "Taking Action" section on the following page provides a six-step action/impact approach to using your OMR to help strengthen your work unit by addressing key focus areas. Using the OMR along with this approach will help to translate your FEVS results into useful information that facilitates communication and action at all levels in the organization.

You will find three different types of analyses in the 2018 OMR Summary:

- ▶ **Strength Analysis** (*Objective Measure*) – As a rule of thumb, OPM considers it a strength when at least two out of three employees (≥65%) give a positive response indicating agreement that the desired condition in a FEVS question is present within the organization.
- ▶ **Trend Analysis** (*Historical Measure*) – This analysis tracks your work unit's survey results over a five-year time period results including 2014, 2015, 2016, 2017, and 2018 when available.
- ▶ **Comparative Analysis** (*Relative Measure*) – This analysis compares your work unit's current results with the same year results for up to three organizations, which are the next higher levels of organization within your work unit's reporting structure. The comparative data comes from your work unit's breakout report. The labels used in this report correspond to the organizational names for your work unit and its comparison organizations:

<u>Label</u>	<u>Organization Name</u>
3Up =	POWER MARKETING ADMINISTRATIONS
2Up =	TRANSMISSION SERVICES
1Up =	ENGINEERING AND TECHNICAL SVCS
Unit =	COMMISSIONING AND TESTING

Identifying Increases and Decreases

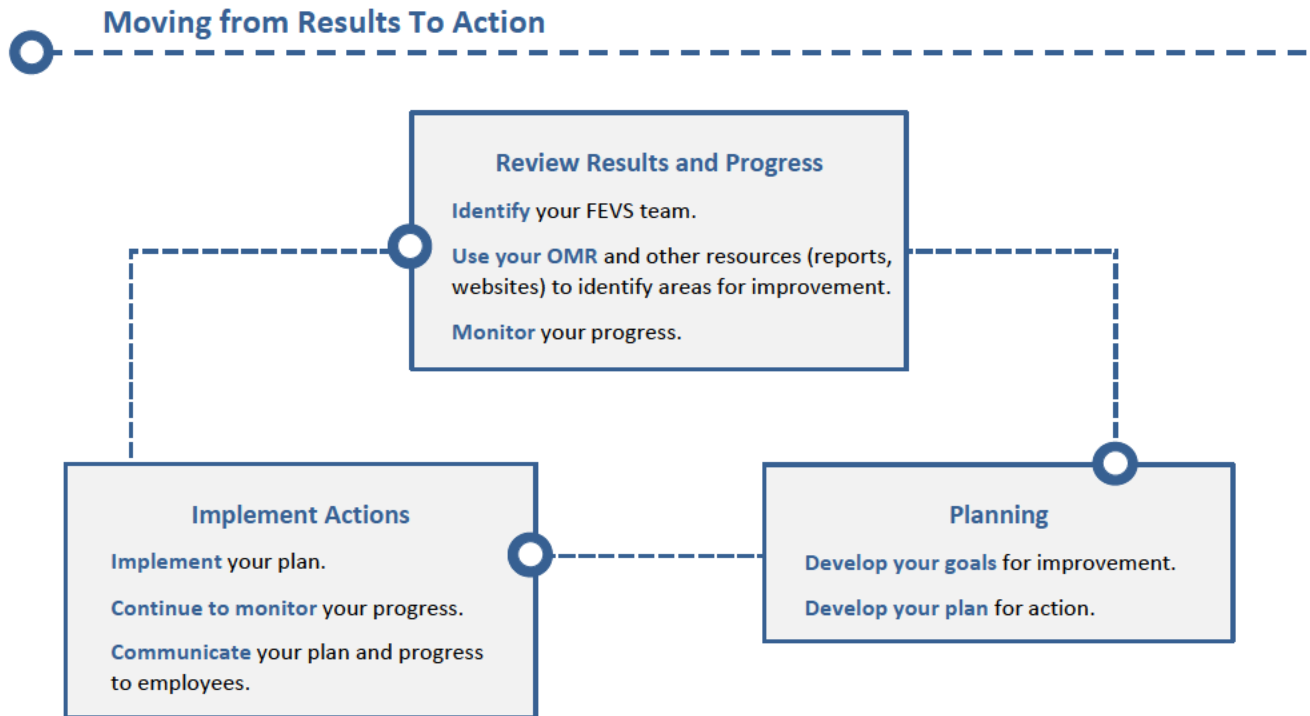
Movement up or down since the previous year is another important piece of information to consider when examining your results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within your organization 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.

In all OMR Summary graphs and data tables, the dark blue data columns and bars represent the current year's survey results for your work unit. The gold dotted lines represent the OPM standard for organizational strength as achieving 65 percent or higher in positive responses. These formatting conventions are consistent throughout the report and allow you to identify more easily the patterns evident in your trending and comparisons.

For support, please contact the DOE Office of the Chief Human Capital Officer at FEVS@hq.doe.gov. Online resources are available and updated on HCnet <https://hcnet.doe.gov/fevs>.

YOUR FEVS RESULTS: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.



Step 1:

Identify and Establish a FEVS Action Team

- This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2:

Use Your OMR to Identify Areas for Improvement

- The Global Satisfaction Index, Employee Engagement Index, Effective Communications Index, and the New IQ Index provide organizations with consistent metrics for measuring progress toward objectives.
- Use the strength, trend, and comparative analyses in this OMR Summary to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 5) is designed to support this work. For instance, these sections will help you to identify whether a strength, challenge, or uncertainty is specific to your work unit this year.

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- To develop your goals for improvement, you should consider issues that are most critical to your organization and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow **S.M.A.R.T** (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

- **Specific**

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

- **Measurable**

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

- **Attainable**

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

- **Realistic**

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

- **Time Specific**

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 3:

Develop Your Goals for Improvement

Step 4:

Develop Your Plan for Action

- Once your team has identified goals, develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your organization goals. Remember that leadership buy-in, involvement, and communication is critical to your success.
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Step 5:

Communicate the Implementation of Your Plan

- There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.
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Step 6:

Monitor and Communicate Your Progress

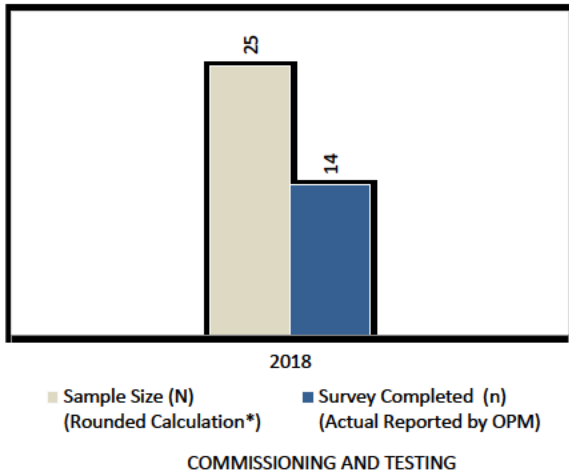
- In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.
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OVERVIEW OF FEVS RESPONSE RATE

Response Rate Comparisons



Sample Size Trends

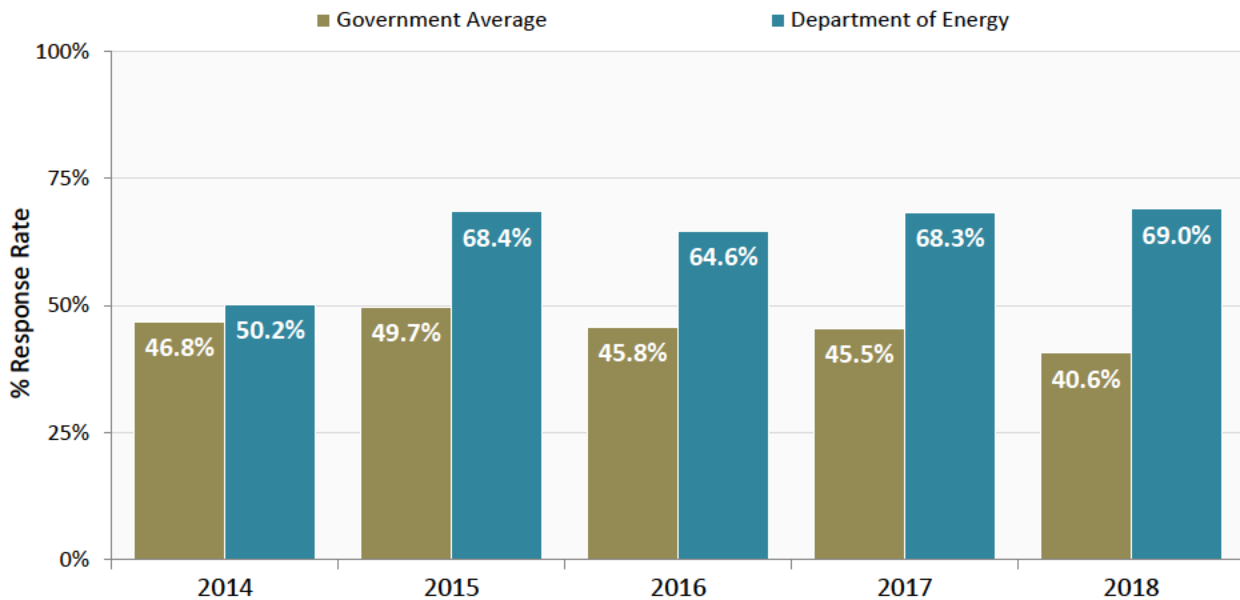


Sample Size Comparisons

	POWER MARKETING ADMINISTRATIONS	TRANSMISSION SERVICES	ENGINEERING AND TECHNICAL SVCS	COMMISSIONING AND TESTING
Sample Size (N) (Rounded Calculation*)	4,404	1,560	313	25
Survey Completed (n) (Actual Reported by OPM)	2,884	901	235	14

* Sample size is calculated from the "actual survey completed reported by OPM" divided by the "rounded response rate reported by OPM," so larger sample sizes may have a very small $\pm 0.05\%$ margin of error due to rounding.

Response Rates for Department of Energy 2014 - 2018



YOUR FEVS RESULTS: Positive, Neutral, and Negative Responses for 2018

COMMISSIONING AND TESTING		2017	Δ Since	Work Unit 2018 Results		
		Positive	Last Year	Positive	Neutral	Negative
My Work Experience	1: Given opportunity to improve my skills			✓ 85.5%	7.3%	7.3%
	2: Enough info to do my job well			✓ 87.1%	7.0%	5.9%
	3: New and better ways to do things			✓ 72.3%	15.6%	12.0%
	4: Feeling of personal accomplishment			✓ 100.0%	0.0%	0.0%
	5: I like the work I do			✓ 85.5%	5.9%	8.6%
	6: Know what's expected of me			✓ 100.0%	0.0%	0.0%
	7: Willing to put in extra effort			✓ 100.0%	0.0%	0.0%
	8: Looking for ways to do job better			✓ 100.0%	0.0%	0.0%
	9: Have sufficient resources			30.2%	27.8%	✗ 42.0%
	10: Workload is reasonable			✓ 84.2%	8.6%	7.2%
	11: Talents are well used			✓ 84.4%	9.3%	6.3%
	12: Know how work relates to agency goals			✓ 87.1%	7.0%	5.9%
	13: Work I do is important			✓ 86.4%	13.6%	0.0%
	14: Physical conditions allow perform job well			✓ 83.8%	16.2%	0.0%
	15: Appraisal fairly reflects my performance			✓ 90.7%	9.3%	0.0%
	16: I am held accountable for results			✓ 94.1%	0.0%	5.9%
	17: Can disclose suspected violation w/out reprisal			✓ 87.5%	0.0%	12.5%
	18: Training needs are assessed			49.8%	37.0%	13.1%
	19: Understood how to get rated at diff. perf. Levels			✓ 84.1%	15.9%	0.0%
My Work Unit	20: People cooperate to do job			✓ 94.1%	0.0%	5.9%
	21: Unit able to recruit people with right skills			13.5%	20.5%	✗ 66.0%
	22: Promotions based on merit			50.5%	25.3%	✗ 24.2%
	23: Poor performers are dealt with			56.0%	22.2%	21.8%
	24: Perf. differences recognized			52.2%	16.3%	31.5%
	25: Awards depend on employee performance			40.8%	38.5%	20.7%
	26: Employees share job knowledge			✓ 94.1%	0.0%	5.9%
	27: Skill in unit has improved			30.1%	23.1%	✗ 46.8%
	28: Overall quality of work in unit			✓ 100.0%	0.0%	0.0%
My Agency	29: Employees have skills to accomplish goals			✓ 93.7%	6.3%	0.0%
	30: Employees feel empowered			63.1%	29.4%	7.4%
	31: Employees recognized for high quality			✓ 66.6%	0.0%	33.4%
	32: Creativity rewarded			40.2%	34.5%	25.3%
	33: Pay raises performance dependent			7.1%	51.0%	✗ 41.9%
	34: Policies promote diversity			✓ 77.9%	22.1%	0.0%
	35: Protected from hazards			✓ 93.8%	6.2%	0.0%
	36: Prepared for security threats			✓ 83.3%	16.7%	0.0%
	37: Favoritism not tolerated			✓ 68.0%	32.0%	0.0%
	38: Prohibited practices not tolerated			✓ 92.9%	7.1%	0.0%
	39: Agency successful at mission			✓ 79.8%	13.6%	6.6%
	40: Recommend organization			✓ 90.8%	9.2%	0.0%
My Supervisor	41: Survey used to improve agency			46.2%	30.3%	23.4%
	42: Supervisor supports work/life			✓ 90.8%	0.0%	9.2%
	43: Supervisor provides opp. to demo leadership			✓ 92.3%	7.7%	0.0%
	44: Discussions about perf. worthwhile			✓ 74.9%	25.1%	0.0%
	45: Supervisor committed to representative workforce			✓ 84.3%	15.7%	0.0%
	46: Supervisor provides constructive suggestions			✓ 81.7%	9.2%	9.2%
	47: Supervisors support development			✓ 68.4%	14.8%	16.9%
	48: Supervisor listens			✓ 100.0%	0.0%	0.0%
	49: Supervisor treats with respect			✓ 100.0%	0.0%	0.0%
	50: Supervisor talked w/me about my performance			✓ 90.8%	9.2%	0.0%
Leadership	51: Trust my supervisor			✓ 90.8%	9.2%	0.0%
	52: Overall job of immediate supervisor			✓ 90.8%	9.2%	0.0%
	53: Leaders generate motivation			47.2%	37.0%	15.7%
	54: Leaders have standards of honesty			52.2%	38.7%	9.2%
	55: Supervisors work well with diff. backgrounds			✓ 90.8%	9.2%	0.0%
	56: Managers communicate goals			✓ 93.4%	0.0%	6.6%
	57: Managers review progress toward goals			✓ 91.8%	8.2%	0.0%
	58: Managers promote communication			✓ 75.1%	18.3%	6.6%
	59: Managers support collaboration			✓ 90.1%	9.9%	0.0%
	60: Overall job of manager above supervisor			✓ 93.4%	0.0%	6.6%
	61: Have respect for senior leaders			53.0%	40.4%	6.6%
	62: Senior leaders support work/life programs			✓ 69.0%	21.8%	9.2%
My Satisfaction	63: Satisfaction with involvement			✓ 83.4%	7.4%	9.2%
	64: Satisfaction with info received			52.7%	34.6%	12.7%
	65: Satisfaction with recognition			50.6%	32.8%	16.6%
	66: Satisfaction with senior leaders			52.5%	31.7%	15.7%
	67: Satisfaction with opp. for a better job			58.7%	24.5%	16.9%
	68: Satisfaction with training			59.4%	15.2%	25.4%
	69: Job satisfaction			✓ 90.8%	0.0%	9.2%
	70: Satisfaction w/pay			34.5%	40.4%	25.1%
	71: Organizational satisfaction			✓ 100.0%	0.0%	0.0%

Response Rate: 56.0%

Legend:

Your Top Ten Results

- 2017 Top Ten Positive Scores
- 2018 Top Ten Positive Scores
- 2018 Top Ten Neutral Scores
- 2018 Top Ten Negative Scores

OPM Rules of Thumb

- ✓ ≥65.0% = Strength Threshold
- ≥30.0% = Uncertainty Threshold
- ✗ ≥35.0% = Challenge Threshold

New Strength

Interpretation:

1. Identify whether your "Top Ten" are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present in your work unit.
2. Identify whether your "Top Ten Positive" are higher or lower than last year scores.
3. Compare your "2018 Positive Scores" with "2017 Positive Scores." This will help you to recognize an increased and decreased area.
4. Identify your new strengths. This will help you to recognize improved area. (*Note: Your work unit might not have new strength this year.*)
5. The categories with high numbers of positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

The Office of Personnel Management (OPM) organizes each agency's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their agency meet its mission:

- ▶ Global Satisfaction Index
- ▶ Employee Engagement Index
- ▶ The New Inclusion Quotient (New IQ)

79.0%

Global Satisfaction

Measures employee satisfaction about four aspects related to their work: **their job, their pay, their organization**, and whether they would **recommend their organization** as a good place to work.
(Q 69, 70, 71, and 40)

82.2%

Employee Engagement

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three subfactors: **Leaders Lead, Supervisors, and Intrinsic Work Experience.**

77.5%

The New IQ

Identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behavior will create positive habits among team members and managers. The new IQ are grouped into "Five Habits of Inclusion": **Fair; Open; Cooperative; Supportive; and Empowering.**

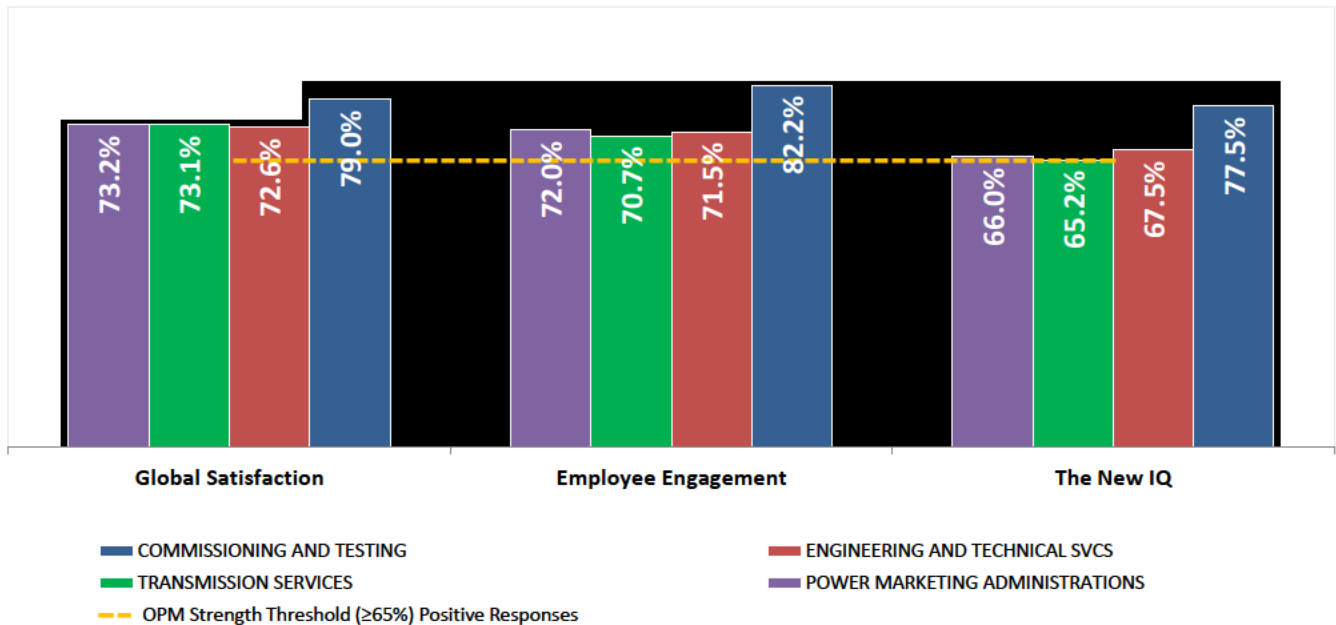
2018 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices

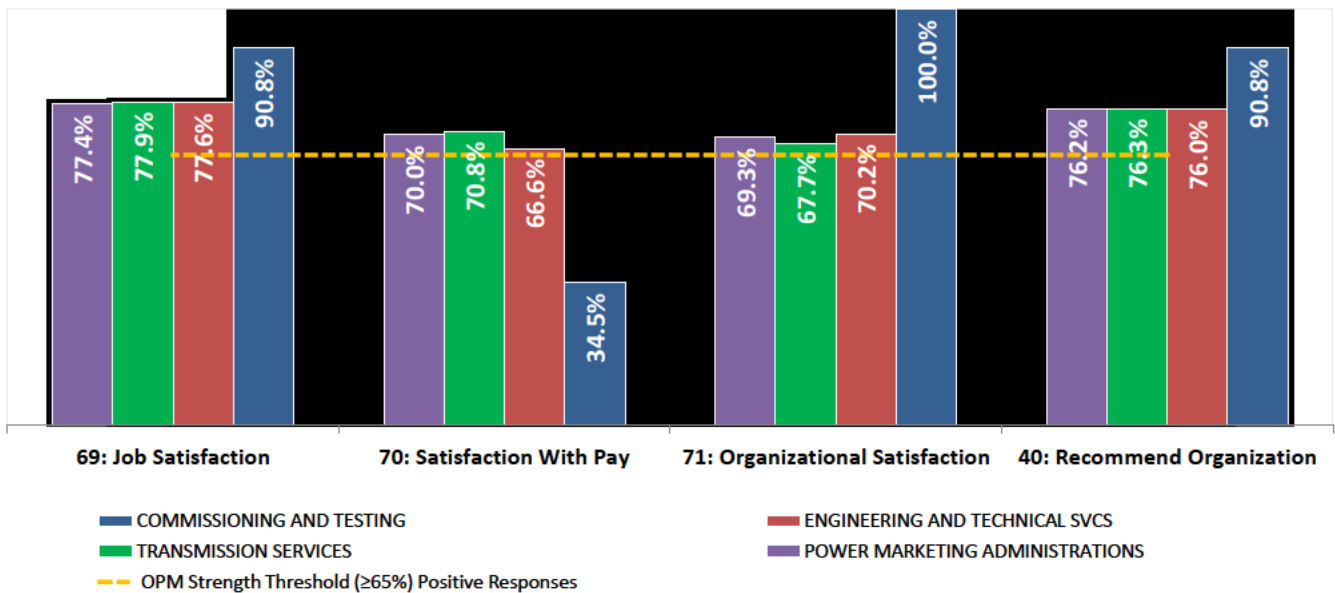


GLOBAL SATISFACTION INDEX

The Global Satisfaction Index provides a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The four questions that make up the Global satisfaction Index are:



Comparisons for Global Satisfaction Questions



YOUR ENGAGEMENT INDEX

The Employee Engagement Index measures factors that lead to an engaged workforce (e.g., leaders communicate goals; supervisors support employee development; and employees have a sense of personal accomplishment). The index is made up of three subfactors:

- ▶ Leaders Lead
- ▶ Supervisors
- ▶ Intrinsic Work Experience

Each subfactor reflects a different aspect of an engaging work environment.

67.9%

Leaders Lead



Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as **communication** and **workforce motivation**.
(Q 53, 54, 56, 60, and 61)

90.0%

Supervisors



Reflects the interpersonal relationship between worker and supervisor, including **trust**, **respect**, and **support**.
(Q 47, 48, 49, 51, and 52)

88.8%

Intrinsic Work Experience



Reflects the employees' **feelings of motivation** and **competency** relating to their role in the workplace.
(Q 3, 4, 6, 11, and 12)

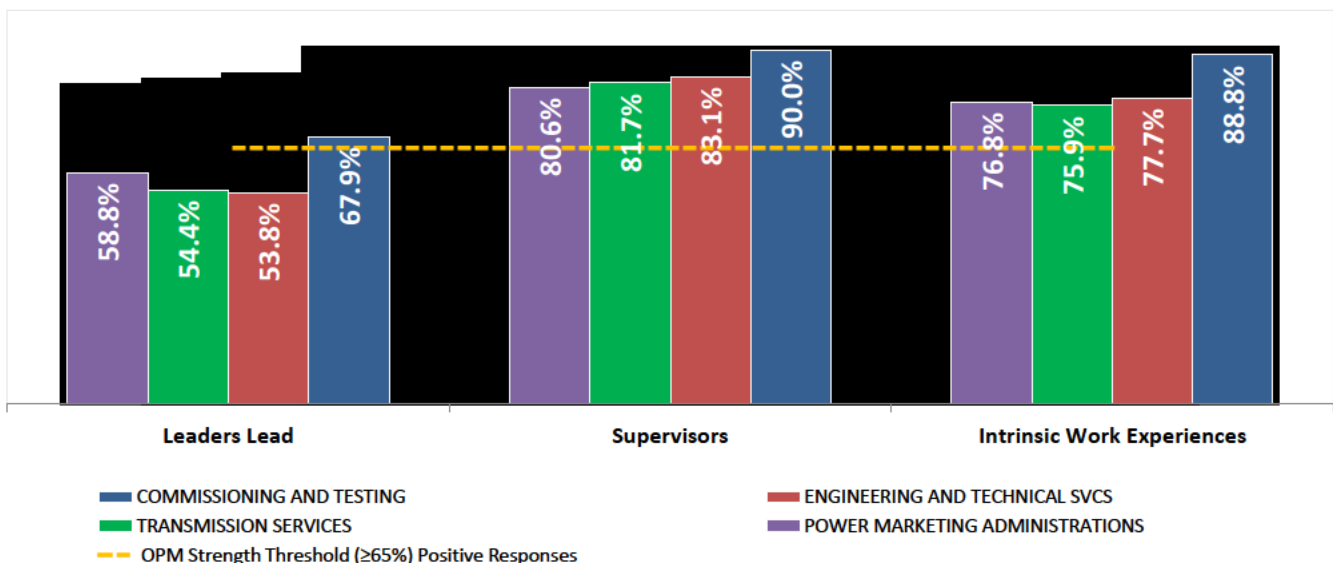
2018 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for Engagement Index



THE NEW INCLUSION QUOTIENT (THE "NEW IQ")

The New IQ is based on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. The New IQ is grouped into Five Behaviors/Habits of Inclusion:

62.0%

Fair

Fairness relates to the sense of impartiality in your organization. It answers the question: Are all employees **treated equitably**?
(Q 23, 24, 25, 37, and 38)

73.3%

Open

Openness relates to the sense of diversity found in your organization. It answers the question: Does management **support diversity** in all ways?
(Q 32, 34, 45, and 55)

82.6%

Cooperative

A cooperative environment is one that fosters communication and collaboration. The cooperative aspect of your organization is measured by asking the question: Does management **encourage communication and collaboration**?
(Q 58, and 59)

92.7%

Supportive

A supportive environment is one that values employees. This aspect of your organization is measured by asking the question: Do supervisors **value employees**?
(Q 42, 46, 48, 49, and 50)

76.8%

Empowered

The empowered aspect of your organization is measured by asking the question: Do **employees have the resources and support** needed to excel?
(Q 2, 3, 11, and 30)

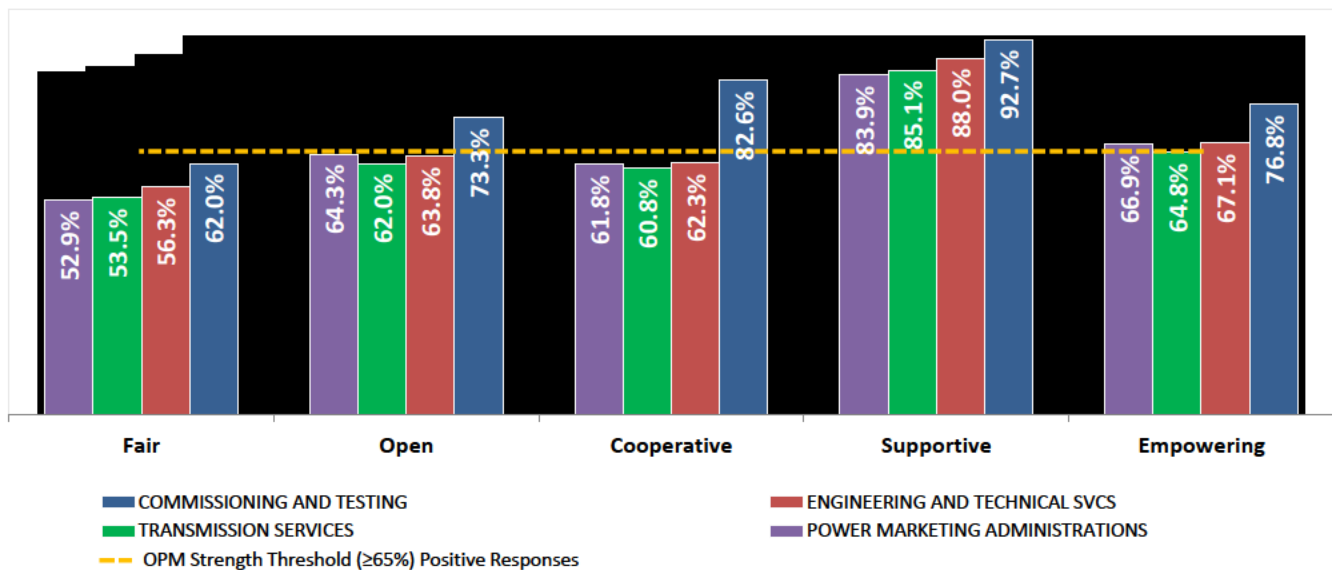
2018 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for The New IQ



OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

(Continued)

In addition to the index scores measured by OPM, the Department of Energy has highlighted and measuring additional index items to include:

- ▶ Effective Communications Index
- ▶ Training and Development Index
- ▶ Workplace Safety Index
- ▶ Creativity and Innovation Index

82.6%

Effective Communications

Measures employee satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include: **Employee and Supervisor**, and **Leader/Manager/Organizational**.

58.6%

Training and Development

Measure employees satisfaction with opportunities to **improve skills, assess training needs, and enhance professional development**. (Q 1, 18, 27, 47, and 68)

87.6%

Workplace Safety

Measure whether employees feel the workplace is safe. Their **workload is reasonable, physical conditions allow them perform job well, and safety conditions exist in their work place**. (Q 10, 14, 17, 35, 36, and 38)

70.8%

Creativity and Innovation

Measures the extent to which employees feel their **innovative contributions to their workplace**. (Q 3, 8, and 32)

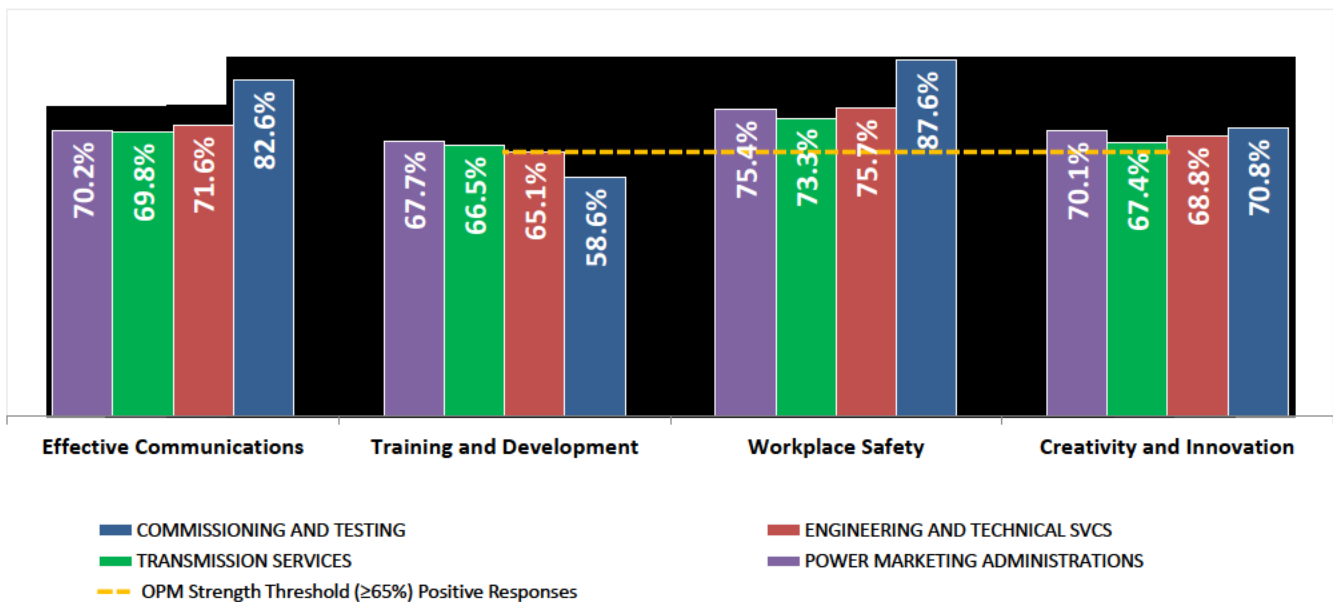
2018 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices



YOUR COMMUNICATION INDEX

The Effective Communications Index measure employee' satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include:

- ▶ Employee and Supervisor
- ▶ Leader/Manager/Organizational

90.1%

Employee and Supervisor



Measures the **employee's** satisfaction with the **authentic communications** with his/her **first-line supervisor**.
(Q 19, 44, 48, 49, 50, and 51)

75.1%

Leader/Manager/Organizational

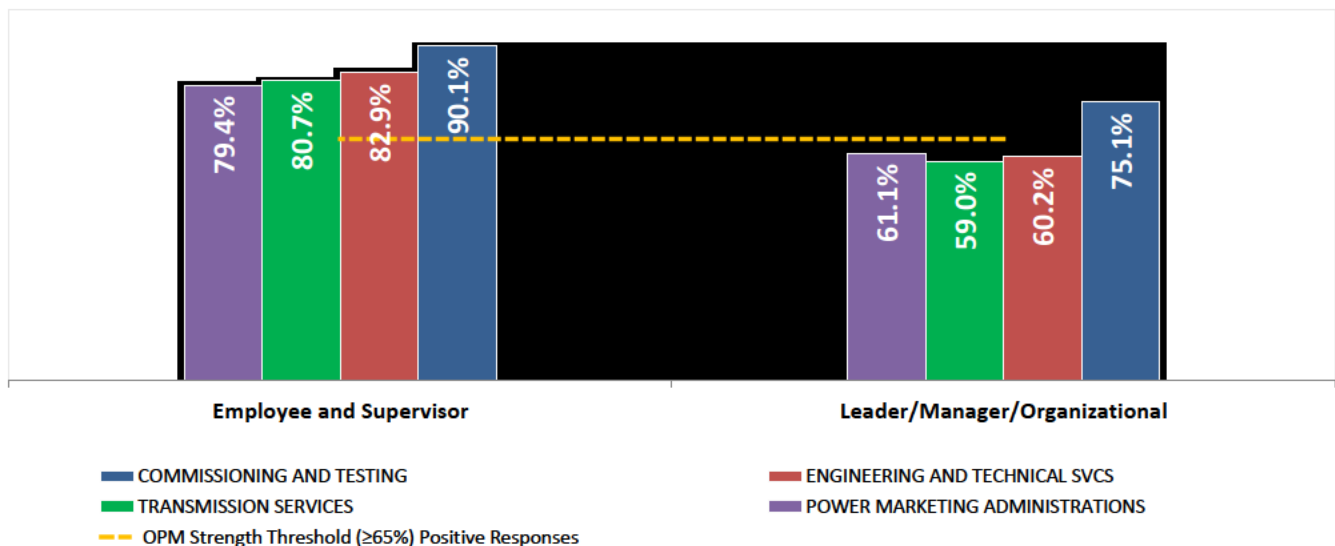


Measures the **employee's** satisfaction with the **leaders communicating authentically** about the **organizational goals and information**.
(Q 53, 56, 57, 58, 59, and 64)

2018 Percent Positive Scores =



Comparisons for Communication Index



TOP TEN STRENGTHS: Your Organization's Most Positive Responses

Positive Response Choices: Strongly Agree & Agree | Very Satisfied & Satisfied | Very Good & Good

COMMISSIONING AND TESTING		Work Unit Trends			Comparison Orgs This Yr		
Rank	Q#: Summary			2018	1Up	2Up	3Up
1	4: Feeling of personal accomplishment			100.0%	80.6%	80.7%	78.7%
2	6: Know what's expected of me			100.0%	80.0%	81.3%	81.3%
3	7: Willing to put in extra effort			100.0%	94.8%	95.7%	96.4%
4	8: Looking for ways to do job better			100.0%	92.9%	90.1%	92.5%
5	28: Overall quality of work in unit			100.0%	90.2%	90.8%	90.2%
6	48: Supervisor listens			100.0%	88.0%	84.4%	83.4%
7	49: Supervisor treats with respect			100.0%	92.4%	88.6%	87.2%
8	71: Organizational satisfaction			100.0%	70.2%	67.7%	69.3%
9	16: I am held accountable for results			94.1%	85.8%	84.4%	84.4%
10	20: People cooperate to do job			94.1%	85.5%	84.8%	83.2%

Identifying strengths: Large value indicates a *Strength*. Percentages represent the proportion of positive responses (e.g., agreement that the desired condition exists).

% = Top Ten on Trends and Comparisons

% = Your Top Ten Strengths

TOP TEN UNCERTAINTIES: Your Organization's Most Neutral Responses

Neutral Response Choices: Neither Agree nor Disagree | Neither Satisfied nor Dissatisfied | Fair

COMMISSIONING AND TESTING		Work Unit Trends			Comparison Orgs This Yr		
Rank	Q#: Summary			2018	1Up	2Up	3Up
1	33: Pay raises performance dependent			51.0%	33.6%	36.9%	33.9%
2	70: Satisfaction w/pay			40.4%	16.1%	14.4%	14.6%
3	61: Have respect for senior leaders			40.4%	24.7%	27.1%	25.1%
4	54: Leaders have standards of honesty			38.7%	30.1%	28.1%	25.5%
5	25: Awards depend on employee performance			38.5%	26.6%	26.4%	27.7%
6	53: Leaders generate motivation			37.0%	21.3%	27.7%	26.4%
7	18: Training needs are assessed			37.0%	21.5%	20.9%	22.4%
8	64: Satisfaction with info received			34.6%	22.9%	25.1%	22.8%
9	32: Creativity rewarded			34.5%	32.9%	30.9%	29.2%
10	65: Satisfaction with recognition			32.8%	23.4%	22.3%	21.4%

Identifying uncertainty: Large Value indicates *uncertainty*. Percentages represent the proportion of neutral responses (e.g., neither agreement nor disagreement that the desired condition exists). For large shifts in uncertainty, review the changes in percentages of positive and negative responses to see whether perceptions have become more positive or negative.

% = Top Ten on Trends and Comparisons

% = Your Top Ten Uncertainties

TOP TEN CHALLENGES: Your Organization's Most Negative Responses

Negative Response Choices: Strongly Disagree or Disagree | Very Dissatisfied or Dissatisfied | Very Poor or Poor

COMMISSIONING AND TESTING		Work Unit Trends			Comparison Orgs This Yr		
Rank	Q#: Summary			2018	1Up	2Up	3Up
1	21: Unit able to recruit people with right skills			66.0%	44.7%	41.0%	33.1%
2	27: Skill in unit has improved			46.8%	17.0%	13.8%	11.9%
3	9: Have sufficient resources			42.0%	38.3%	39.0%	33.2%
4	33: Pay raises performance dependent			41.9%	46.4%	48.2%	45.3%
5	31: Employees recognized for high quality			33.4%	20.9%	20.7%	19.2%
6	24: Perf. differences recognized			31.5%	28.1%	28.6%	28.5%
7	68: Satisfaction with training			25.4%	21.2%	20.0%	16.5%
8	32: Creativity rewarded			25.3%	24.7%	25.1%	23.3%
9	70: Satisfaction w/pay			25.1%	17.3%	14.8%	15.4%
10	22: Promotions based on merit			24.2%	29.4%	31.6%	28.9%

A counterintuitive measure: Large value indicates greater negativity and a potential challenge area. Percentages represent the proportion of *negative responses* (e.g., disagreement that the desired condition exists).

% = Top Ten on Trends and Comparisons

% = Your Top Ten Challenges



U.S. DEPARTMENT OF
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HC/Corporate Workforce Engagement and Effectiveness Division

1000 Independence Avenue, SW, 4E-084
Washington, DC 20585-1000

Learn more at:

<https://hcnet.doe.gov/fevs>

<https://hcnet.doe.gov/introduction-employee-engagement>

Email: FEVS@HQ.DOE.GOV

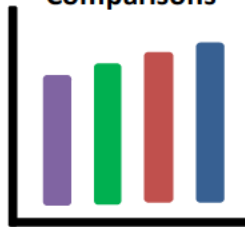
Organizational Management Report (OMR) Summary

2019 Federal Employee Viewpoint Survey (FEVS) Results

COMMISSIONING AND TESTING (TET)

2019 FEVS Organizational Management Report

Comparisons

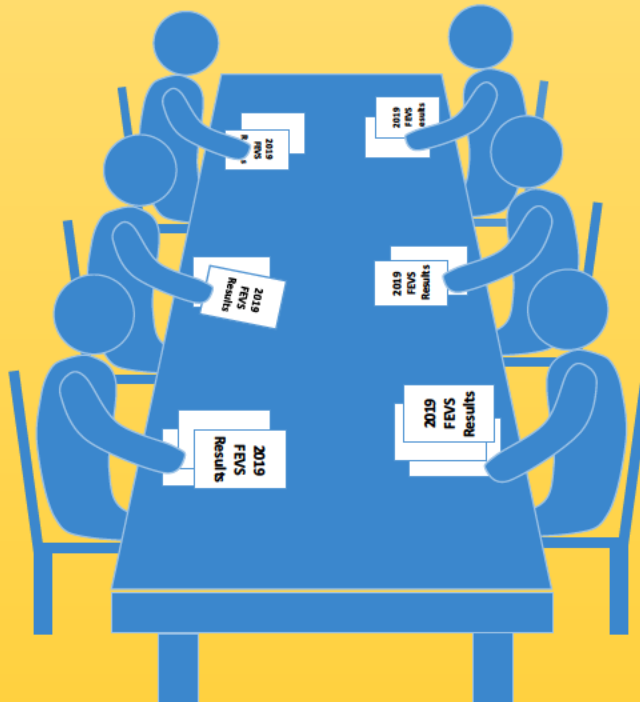


- Employee Engagement Index
- Global Satisfaction Index
- New IQ Index
- Top Strengths and Challenges

Trends



- Workplace Safety Index
- Creativity and Innovation Index
- Effective Communications Index
- Training and Development Index



U.S. DEPARTMENT OF
ENERGY

Created Exclusively by the
Office of the Chief Human
Capital Officer

About This Organizational Management Report (OMR) Summary

Congress requires that all Executive Branch agencies survey their employees (5 CFR Part 250 Subpart C). The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM). The FEVS allows government employees to share their opinions about what matters most to them.

This year, the FEVS was administered as a census, meaning that all eligible employees were surveyed across the Department. 11,921 eligible employees were sent an invitation to participate and 8,565 employees responded. All full-time and part-time, permanent, non-seasonal employees were eligible to participate in the survey. As in prior years, the 2019 FEVS was a self-administered Web based survey. The Department's launch date was May 16, 2019 with 6-week administration period ending June 27, 2019. DOE experienced a 71.8% response rate and was well above the government-wide response rate of 42.6%.

HC created the 2019 OMR Summary as a tool to help individual work units translate FEVS results into a format that provides a better understanding of specific organizational strengths, uncertainties, and challenges.

The "Taking Action" section on the next page provides a six-step process to improve Employee Engagement. Using the OMR along with this approach will help to translate the FEVS results into useful information that facilitates communication and action at all levels in the organization.

There are three different types of analyses in the 2019 OMR Summary:

- ▶ **Strength Analysis** (*Objective Measure*) – As a rule of thumb, OPM considers it a strength when at least two out of three employees (≥65%) give a positive response indicating agreement that the desired condition in a FEVS question is present within the organization.
- ▶ **Trend Analysis** (*Historical Measure*) – This analysis tracks your work unit's survey results over a five-year time period results including 2015, 2016, 2017, 2018, and 2019 when available.
- ▶ **Comparative Analysis** (*Relative Measure*) – This analysis compares your work unit's current results with the same year results for up to three organizations, which are the next higher levels of organization within your work unit's reporting structure. The comparative data comes from your work unit's breakout report. The labels used in this report correspond to the organizational names for your work unit and its comparison organizations:

<u>Label</u>	<u>Organization Name</u>
3Up =	CHIEF OPERATING OFFICER (K)
2Up =	TRANSMISSION SERVICES (T)
1Up =	ENGINEERING AND TECHNICAL SVCS (TE)
Unit =	COMMISSIONING AND TESTING (TET)

Identifying Increases and Decreases

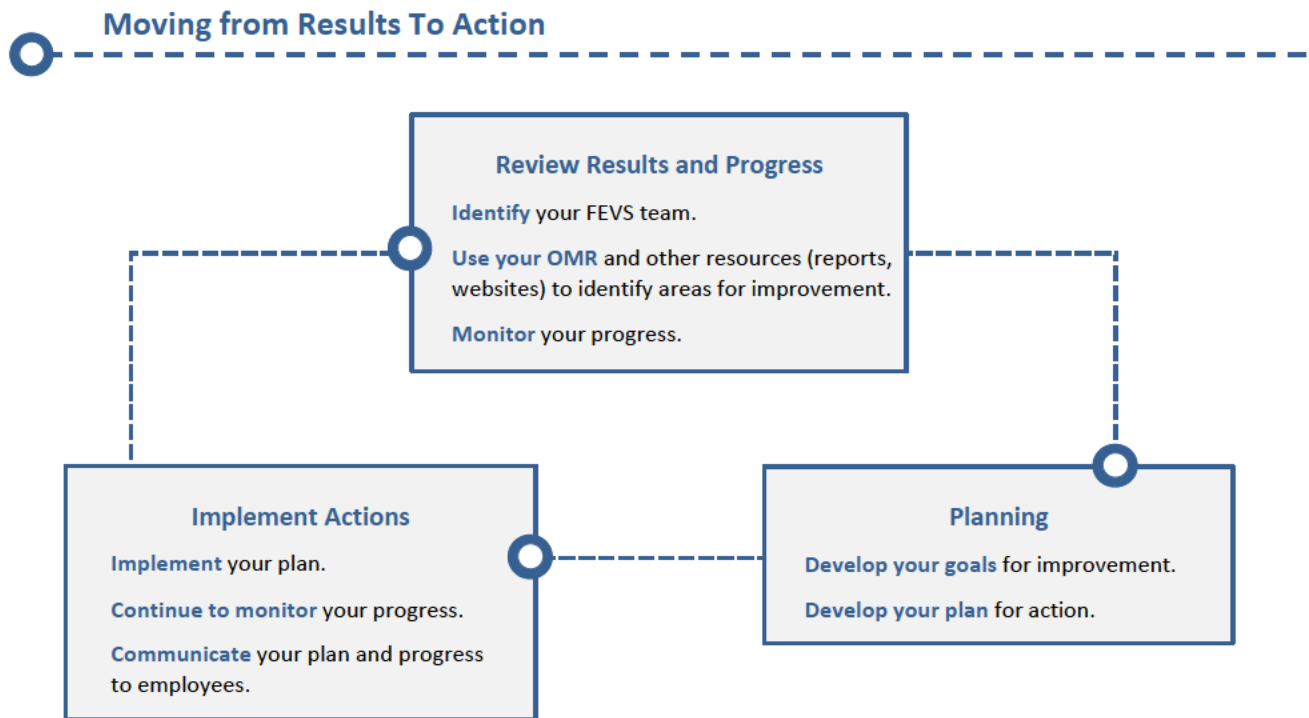
Movement up or down since the previous year is another important piece of information to consider when examining the results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within the organization 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.

In all OMR Summary graphs and data tables, the dark blue data columns and bars represent the current year's survey results for your work unit. The gold dotted lines represent the OPM standard for organizational strength as achieving 65 percent or higher in positive responses. These formatting conventions are consistent throughout the report and allow you to identify more easily the patterns evident in your trending and comparisons.

For support, please contact the DOE Office of the Chief Human Capital Officer at FEVS@hq.doe.gov. Online resources are available and updated on HCnet <https://hcnet.doe.gov/fevs>.

YOUR FEVS RESULTS: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.



Step 1:

Identify and Establish a FEVS Action Team

- This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2:

Use Your OMR to Identify Areas for Improvement

- The Global Satisfaction Index, Employee Engagement Index, and the New IQ Index provide organizations with consistent metrics for measuring progress toward objectives.
- Use the strength, trend, and comparative analyses in this OMR Summary to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 5) is designed to support this work. For instance, these sections will help you to identify whether a strength, challenge, or uncertainty is specific to your work unit this year.

-
- To develop your goals for improvement, you should consider issues that are most critical to your organization and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow **S.M.A.R.T** (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

- **Specific**

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

- **Measurable**

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

- **Attainable**

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

- **Realistic**

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

- **Time Specific**

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 3:

Develop Your Goals for Improvement

Step 4:

Develop Your Plan for Action

- Once your team has identified goals, develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your organization goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 5:

Communicate the Implementation of Your Plan

- There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

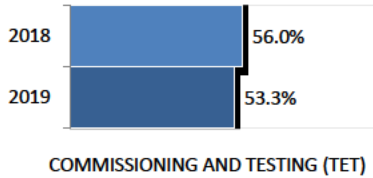
Step 6:

Monitor and Communicate Your Progress

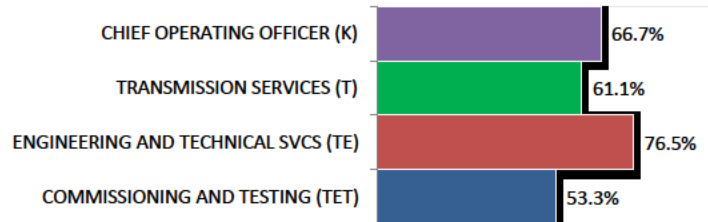
- In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.
-

OVERVIEW OF FEVS RESPONSE RATES

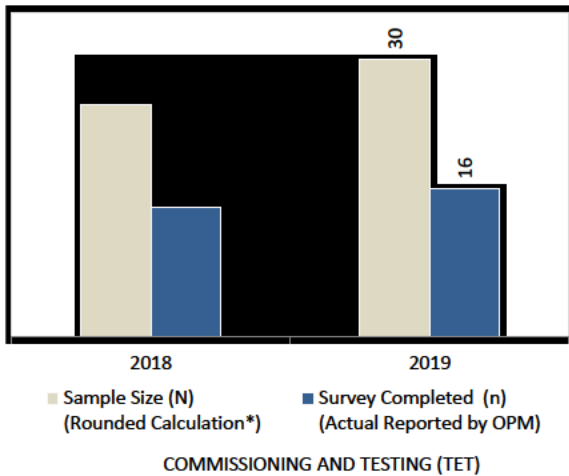
Response Rate Trends



2019 Response Rate Comparisons



Sample Size Trends

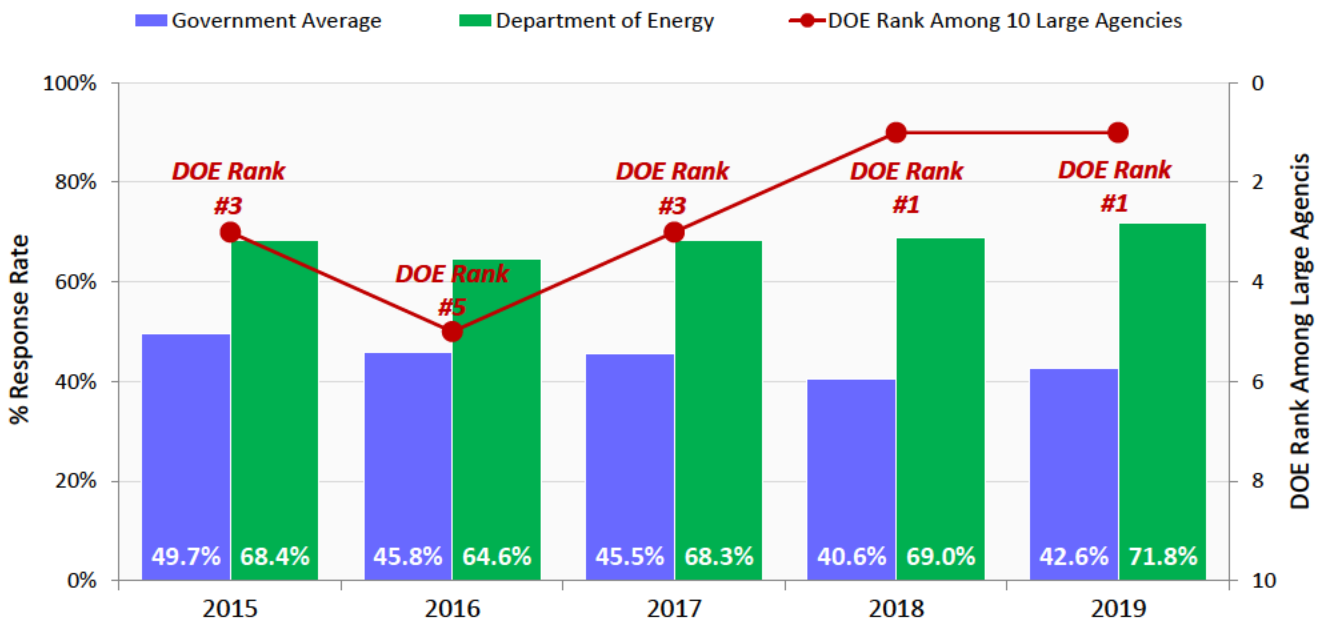


2019 Sample Size Comparisons

	CHIEF OPERATING OFFICER (K)	TRANSMISSION SERVICES (T)	ENGINEERING AND TECHNICAL SVCS (TE)	COMMISSIONING AND TESTING (TET)
Sample Size (N) (Rounded Calculation*)	1,947	1,495	298	30
Survey Completed (n) (Actual Reported by OPM)	1,299	913	228	16

* Sample size is calculated from the "actual survey completed reported by OPM" divided by the "rounded response rate reported by OPM," so larger sample sizes may have a very small $\pm 0.05\%$ margin of error due to rounding.

Response Rates and Participation Rankings for Department of Energy 2015 - 2019



YOUR FEVS RESULTS: Positive, Neutral, and Negative Responses for 2019

COMMISSIONING AND TESTING (TET)		2018	Δ Since	Work Unit 2019 Results		
		Positive	Last Year	Positive	Neutral	Negative
My Work Experience	1: Given opportunity to improve my skills	85.5%	+0.5%	86.0%	0.0%	14.0%
	2: Enough info to do my job well	87.1%	-0.1%	87.0%	6.1%	6.8%
	3: New and better ways to do things	72.3%	+20.8%	93.1%	6.9%	0.0%
	4: Feeling of personal accomplishment	100.0%	-18.6%	81.4%	18.6%	0.0%
	5: I like the work I do	85.5%	+7.6%	93.2%	6.8%	0.0%
	6: Know what's expected of me	100.0%	+0.0%	100.0%	0.0%	0.0%
	7: Willing to put in extra effort	100.0%	+0.0%	100.0%	0.0%	0.0%
	8: Looking for ways to do job better	100.0%	+0.0%	100.0%	0.0%	0.0%
	9: Have sufficient resources	30.2%	+40.0%	70.1%	11.5%	18.3%
	10: Workload is reasonable	84.2%	-17.8%	66.5%	21.5%	12.1%
	11: Talents are well used	84.4%	+1.5%	86.0%	0.0%	14.0%
	12: Know how work relates to agency goals	87.1%	-11.9%	75.2%	24.8%	0.0%
	13: Work I do is important	86.4%	+6.9%	93.3%	6.7%	0.0%
	14: Physical conditions allow perform job well	83.8%	-13.8%	70.1%	23.5%	6.4%
	15: Appraisal fairly reflects my performance	90.7%	-22.5%	68.3%	18.5%	13.3%
	16: I am held accountable for results	94.1%	-0.5%	93.6%	6.4%	0.0%
	17: Can disclose suspected violation w/out reprisal	87.5%	+6.1%	93.6%	6.4%	0.0%
	18: Training needs are assessed	49.8%	+18.2%	68.1%	19.7%	12.3%
	My Work Unit	19: Understood how to get rated at diff. perf. Levels	84.1%	+2.4%	86.5%	6.7%
20: People cooperate to do job		94.1%	-12.5%	81.7%	13.3%	5.1%
21: Unit able to recruit people with right skills		13.5%	+23.9%	37.4%	37.3%	25.3%
22: Promotions based on merit		50.5%	-14.5%	36.1%	38.4%	25.5%
23: Poor performers are dealt with		56.0%	-7.7%	48.3%	24.8%	26.9%
24: Perf. differences recognized		52.2%	-4.8%	47.4%	27.1%	25.5%
25: Awards depend on employee performance		40.8%	+19.7%	60.5%	5.2%	34.2%
26: Employees share job knowledge		94.1%	-0.8%	93.3%	6.7%	0.0%
27: Skill in unit has improved		30.1%	+42.7%	72.8%	19.5%	7.7%
28: Overall quality of work in unit		100.0%	+0.0%	100.0%	0.0%	0.0%
My Agency	29: My work unit has skills to accomplish goals	93.7%	-6.9%	86.7%	6.4%	6.8%
	30: Employees feel empowered	63.1%	-5.3%	57.8%	20.7%	21.5%
	31: Employees recognized for high quality	66.6%	-16.6%	50.1%	19.5%	30.4%
	32: Creativity rewarded	40.2%	+5.8%	46.0%	33.9%	20.1%
	33: Pay raises performance dependent	7.1%	+23.9%	31.0%	32.2%	36.8%
	34: Policies promote diversity	77.9%	+10.6%	88.5%	11.5%	0.0%
	35: Protected from hazards	93.8%	-12.0%	81.8%	11.8%	6.4%
	36: Prepared for security threats	83.3%	+2.9%	86.1%	6.7%	7.2%
	37: Favoritism not tolerated	68.0%	+0.4%	68.4%	18.0%	13.6%
	38: Prohibited practices not tolerated	92.9%	-27.4%	65.5%	26.7%	7.7%
	39: Agency successful at mission	79.8%	-8.0%	71.8%	23.1%	5.1%
	40: Recommend organization	90.8%	-4.4%	86.5%	13.5%	0.0%
My Supervisor	41: Survey used to improve agency	46.2%	-3.0%	43.2%	25.0%	31.7%
	42: Supervisor supports work/life	90.8%	+9.2%	100.0%	0.0%	0.0%
	43: Supervisor provides opp. to demo leadership	92.3%	-6.3%	86.0%	7.2%	6.8%
	44: Discussions about perf. worthwhile	74.9%	+11.1%	86.0%	7.2%	6.8%
	45: Supervisor committed to representative workforce	84.3%	+2.5%	86.7%	6.8%	6.4%
	46: Supervisor provides constructive suggestions	81.7%	+0.2%	81.9%	4.9%	13.3%
	47: Supervisors support development	68.4%	+17.6%	86.0%	0.0%	14.0%
	48: Supervisor listens	100.0%	-6.8%	93.2%	0.0%	6.8%
	49: Supervisor treats with respect	100.0%	+0.0%	100.0%	0.0%	0.0%
	50: Supervisor talked w/me about my performance	90.8%	+2.0%	92.8%	7.2%	0.0%
Leadership	51: Trust my supervisor	90.8%	+2.3%	93.2%	6.8%	0.0%
	52: Overall job of immediate supervisor	90.8%	+9.2%	100.0%	0.0%	0.0%
	53: Leaders generate motivation	47.2%	+3.7%	50.9%	25.5%	23.6%
	54: Leaders have standards of honesty	52.2%	+17.4%	69.6%	25.5%	4.9%
	55: Supervisors work well with diff. backgrounds	90.8%	-15.7%	75.1%	24.9%	0.0%
	56: Managers communicate goals	93.4%	-6.3%	87.2%	12.8%	0.0%
	57: Managers review progress toward goals	91.8%	-16.1%	75.7%	24.3%	0.0%
	58: Managers promote communication	75.1%	+12.9%	88.1%	0.0%	11.9%
	59: Managers support collaboration	90.1%	-8.5%	81.7%	6.4%	11.9%
	60: Overall job of manager above supervisor	93.4%	-10.2%	83.2%	6.8%	10.0%
My Satisfaction	61: Have respect for senior leaders	53.0%	+23.0%	76.0%	17.2%	6.8%
	62: Senior leaders support work/life programs	69.0%	+6.4%	75.4%	18.1%	6.4%
	63: Satisfaction with involvement	83.4%	-20.2%	63.2%	11.5%	25.3%
	64: Satisfaction with info received	52.7%	+16.3%	69.0%	19.7%	11.3%
	65: Satisfaction with recognition	50.6%	+10.9%	61.4%	24.6%	14.0%
	66: Satisfaction with senior leaders	52.5%	+10.6%	63.2%	25.1%	11.7%
	67: Satisfaction with opp. for a better job	58.7%	+4.1%	62.7%	18.3%	18.9%
	68: Satisfaction with training	59.4%	+13.3%	72.7%	13.3%	14.0%
	69: Job satisfaction	90.8%	-4.1%	86.7%	13.3%	0.0%
	70: Satisfaction with pay	34.5%	+33.4%	67.8%	7.2%	25.0%
	71: Organizational satisfaction	100.0%	-18.1%	81.9%	18.1%	0.0%

Response Rate: 53.3%

Legend:

Your Top Ten Results

2018 Top Ten Positive Scores
2019 Top Ten Positive Scores
2019 Top Ten Neutral Scores
2019 Top Ten Negative Scores

OPM Rules of Thumb

- ≥65.0% = Strength Threshold
- ≥30.0% = Uncertainty Threshold
- ≥35.0% = Challenge Threshold

New Strength

Interpretation:

- Identify whether your "Top Ten" are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present in your work unit.
- Identify whether your "Top Ten Positive" are higher or lower than last year scores.
- Compare your "2019 Positive Scores" with "2018 Positive Scores." This will help you to recognize an increased or decreased area.
- Identify your new strengths. This will help you to recognize improved area. (Note: Your work unit might not have new strength this year).
- The categories with high numbers of positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

The Office of Personnel Management (OPM) organizes each agency's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their agency meet its mission:

- ▶ Global Satisfaction Index
- ▶ Employee Engagement Index
- ▶ New Inclusion Quotient (New IQ) Index

80.7%

↑ Increased 1.7% points from last year

Global Satisfaction

Measures employee satisfaction about four aspects related to their work: **their job, their pay, their organization**, and whether they would **recommend their organization** as a good place to work.
(Q 69, 70, 71, and 40)

85.0%

↑ Increased 2.8% points from last year

Employee Engagement

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three subfactors: **Leaders Lead, Supervisors, and Intrinsic Work Experience.**

78.3%

↑ Increased 0.8% points from last year

New Inclusion Quotient

Identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behavior will create positive habits among team members and managers. The new IQ are grouped into "Five Habits of Inclusion": **Fair; Open; Cooperative; Supportive; and Empowering.**

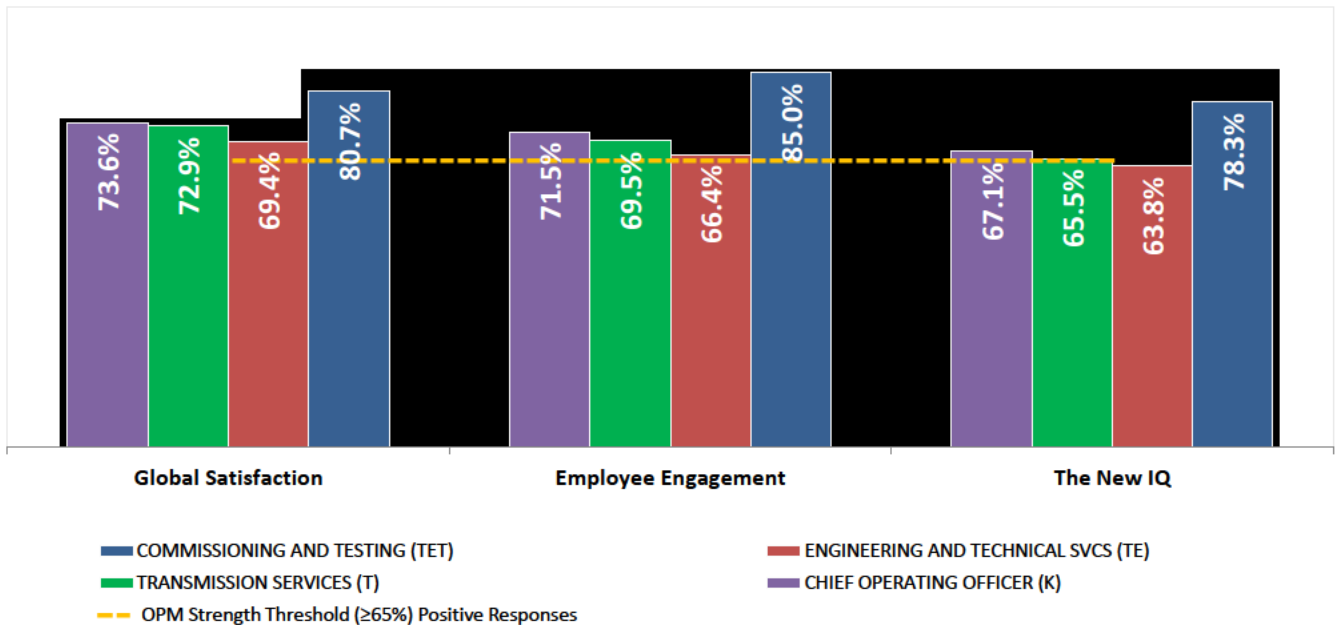
2019 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices

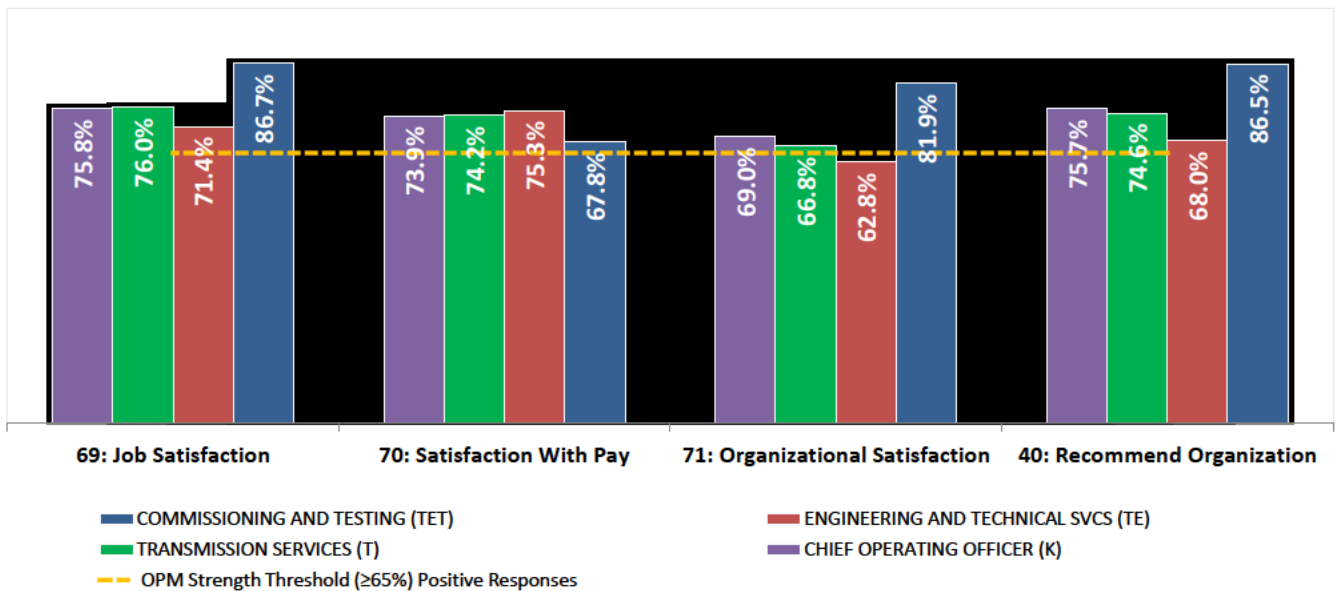


GLOBAL SATISFACTION INDEX

The Global Satisfaction Index provides a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The four questions that make up the Global satisfaction Index are:



Comparisons for Global Satisfaction Questions

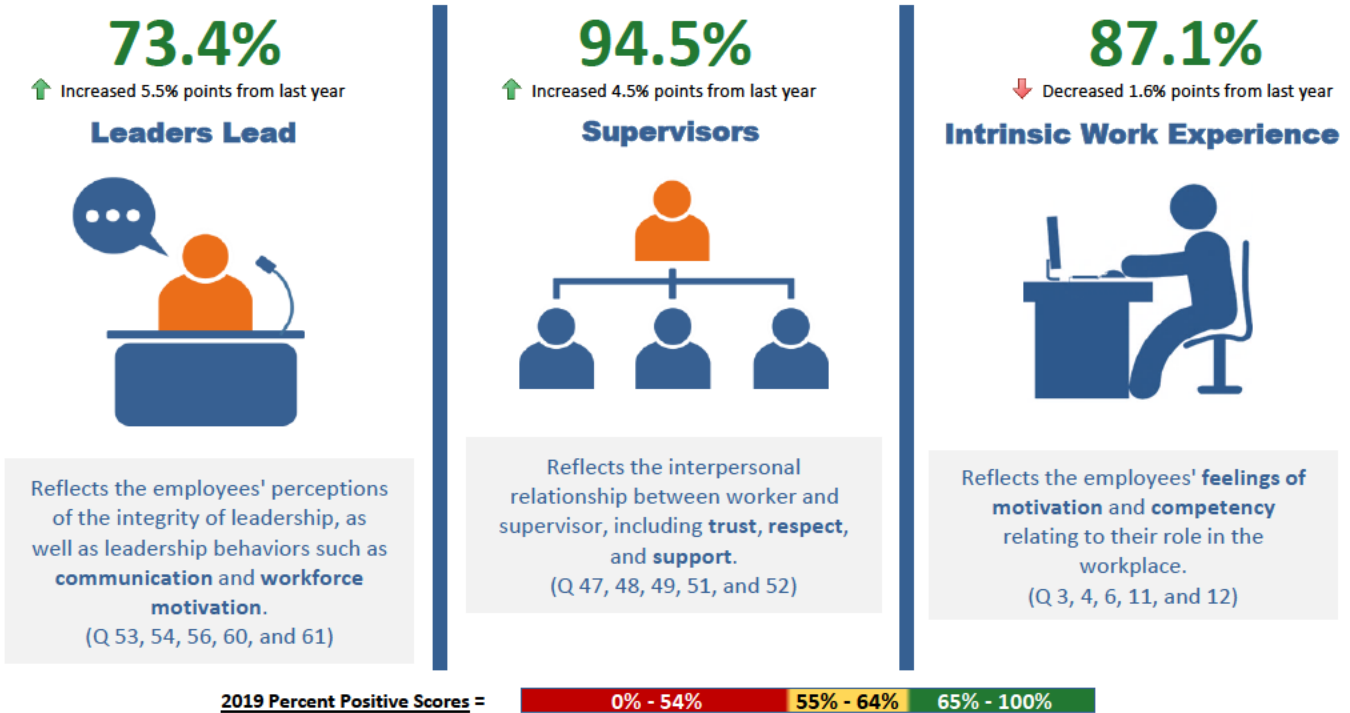


YOUR ENGAGEMENT INDEX

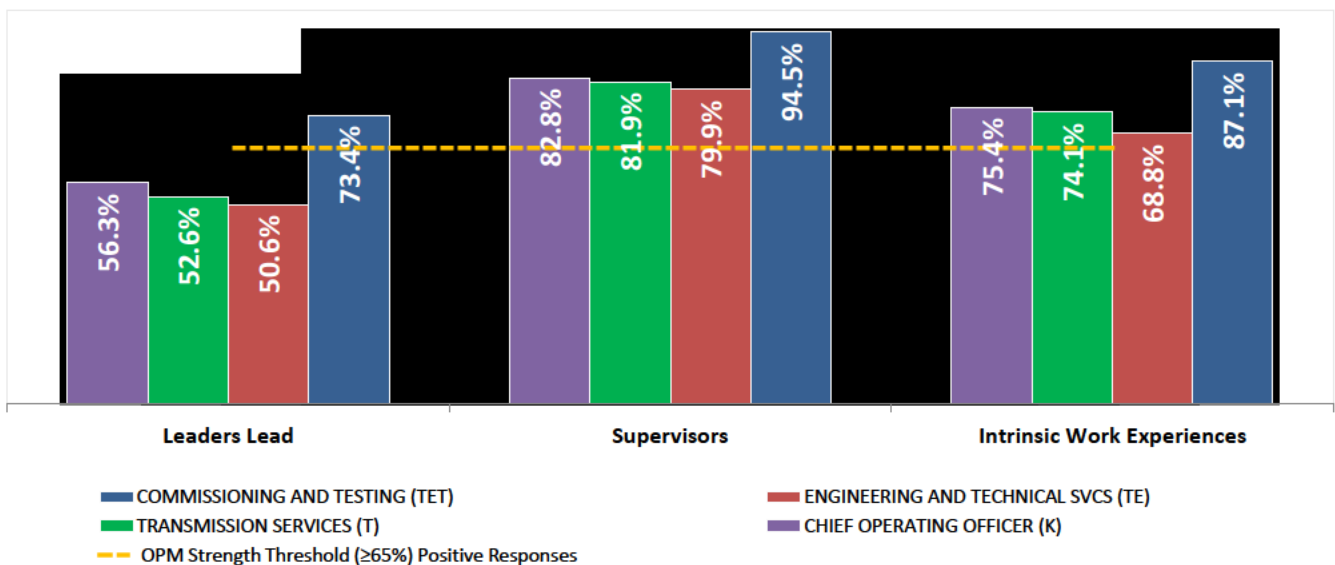
The Employee Engagement Index measures factors that lead to an engaged workforce (e.g., leaders communicate goals; supervisors support employee development; and employees have a sense of personal accomplishment). The index is made up of three subfactors:

- ▶ Leaders Lead
- ▶ Supervisors
- ▶ Intrinsic Work Experience

Each subfactor reflects a different aspect of an engaging work environment.



Comparisons for Engagement Index



THE NEW INCLUSION QUOTIENT (THE "NEW IQ")

The New IQ is based on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. The New IQ is grouped into Five Behaviors/Habits of Inclusion:

58.0%

↓ Decreased 4.0% points from last year

Fair

Fairness relates to the sense of impartiality in your organization. It answers the question: Are all employees **treated equitably**? (Q 23, 24, 25, 37, and 38)

74.1%

↑ Increased 0.8% points from last year

Open

Openness relates to the sense of diversity found in your organization. It answers the question: Does management **support diversity** in all ways? (Q 32, 34, 45, and 55)

84.9%

↑ Increased 2.2% points from last year

Cooperative

A cooperative environment is one that fosters communication and collaboration. The cooperative aspect of your organization is measured by asking the question: Does management **encourage communication and collaboration**? (Q 58, and 59)

93.6%

↑ Increased 0.9% points from last year

Supportive

A supportive environment is one that values employees. This aspect of your organization is measured by asking the question: Do supervisors **value employees**? (Q 42, 46, 48, 49, and 50)

81.0%

↑ Increased 4.2% points from last year

Empowered

The empowered aspect of your organization is measured by asking the question: Do **employees have the resources and support** needed to excel? (Q 2, 3, 11, and 30)

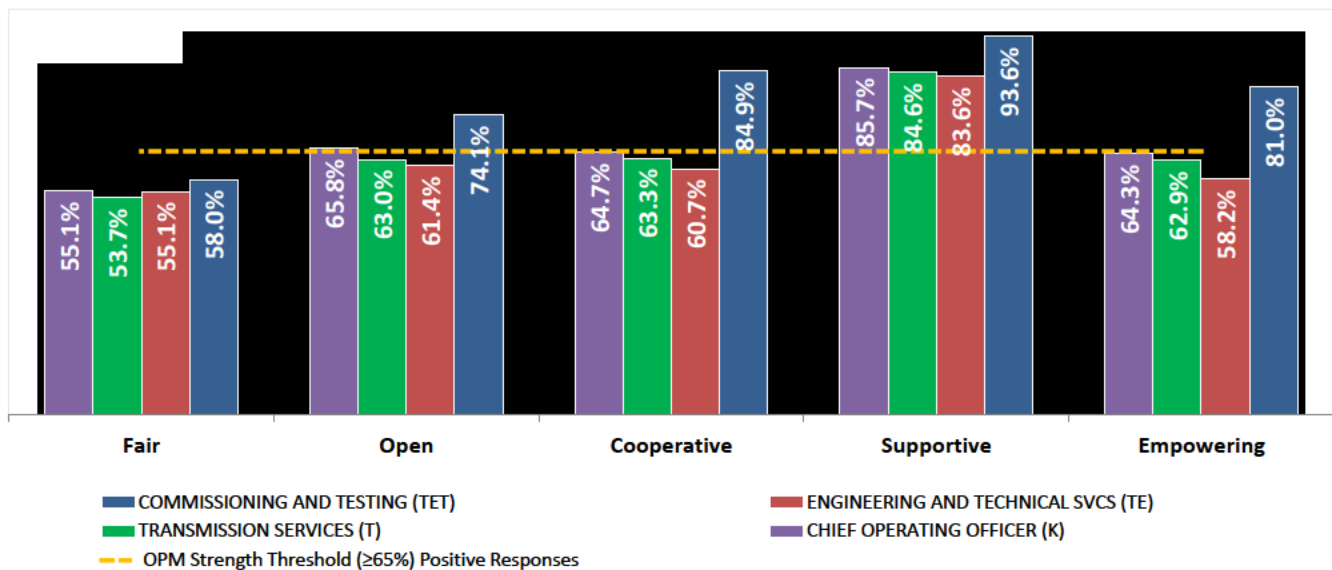
2019 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for The New IQ



OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

(Continued)

In addition to the index scores measured by OPM, the Department of Energy has highlighted and measuring additional index items to include:

- ▶ Effective Communications Index
- ▶ Training and Development Index
- ▶ Workplace Safety Index
- ▶ Creativity and Innovation Index

83.7%

↑ Increased 1.1% points from last year

Effective Communications

Measures employee satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include: **Employee and Supervisor**, and **Leader/Manager/Organizational**.

77.1%

↑ Increased 18.5% points from last year

Training and Development

Measure employees satisfaction with opportunities to **improve skills, assess training needs, and enhance professional development**. (Q 1, 18, 27, 47, and 68)

77.3%

↓ Decreased 10.3% points from last year

Workplace Safety

Measure whether employees feel the workplace is safe. Their **workload is reasonable, physical conditions allow them perform job well, and safety conditions exist in their work place**. (Q 10, 14, 17, 35, 36, and 38)

79.7%

↑ Increased 8.9% points from last year

Creativity and Innovation

Measures the extent to which employees feel their **innovative contributions to their workplace**. (Q 3, 8, and 32)

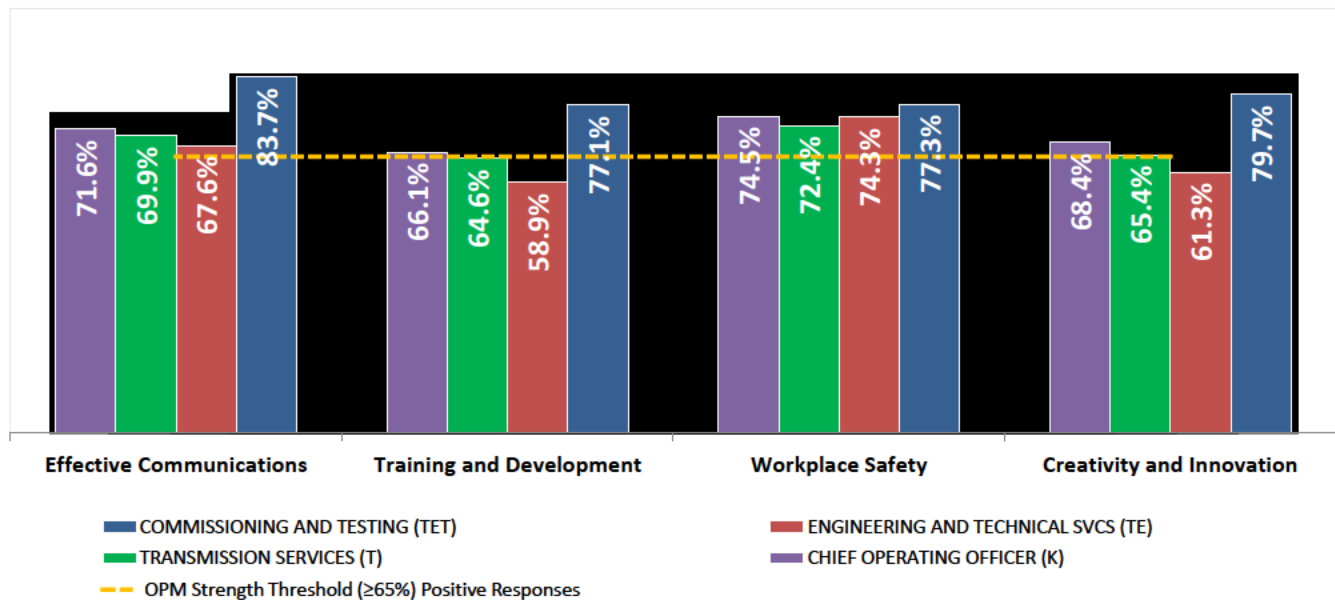
2019 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices



YOUR COMMUNICATION INDEX

The Effective Communications Index measure employee' satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include:

- ▶ Employee and Supervisor
- ▶ Leader/Manager/Organizational

91.9%

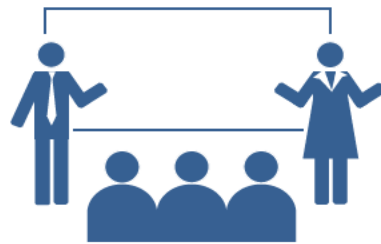
↑ Increased 1.8% points from last year
Employee and Supervisor



Measures the **employee's satisfaction** with the **authentic communications** with his/her **first-line supervisor**.
(Q 19, 44, 48, 49, 50, and 51)

75.4%

↑ Increased 0.3% points from last year
Leader/Manager/Organizational

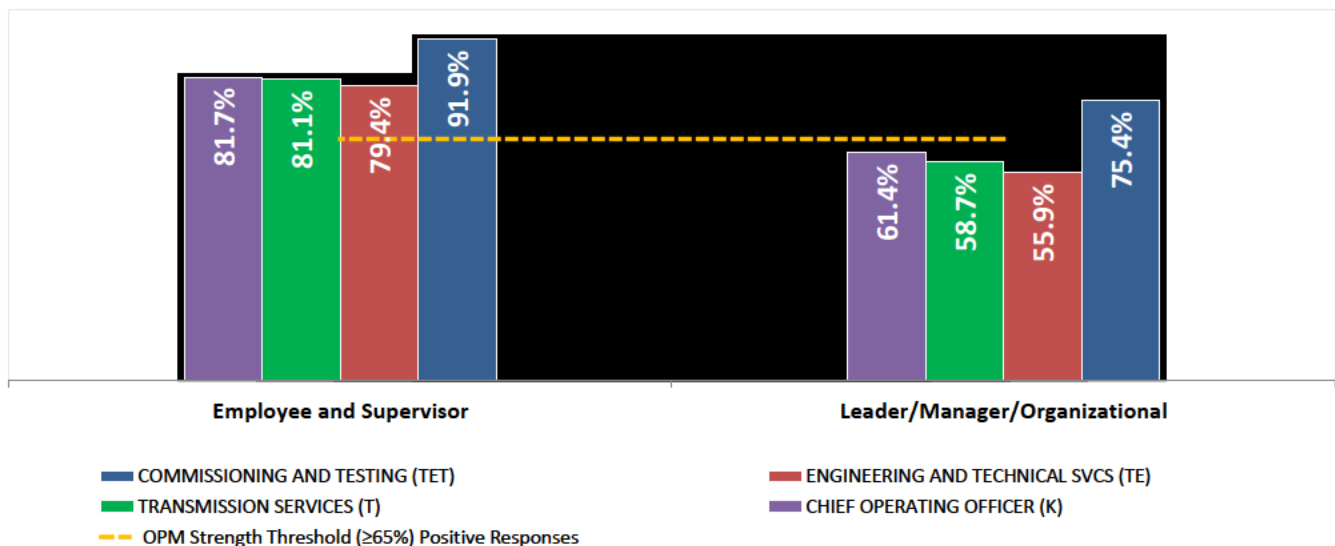


Measures the **employee's satisfaction** with the **leaders communicating authentically** about the **organizational goals and information**.
(Q 53, 56, 57, 58, 59, and 64)

2019 Percent Positive Scores =



Comparisons for Communication Index



TOP TEN STRENGTHS: Your Organization's Most Positive Responses

Positive Response Choices: Strongly Agree & Agree | Very Satisfied & Satisfied | Very Good & Good

COMMISSIONING AND TESTING (TET)		Work Unit Trends		Comparison Orgs This Yr.		
Rank	Q#: Summary	2018	2019	1Up	2Up	3Up
1	6: Know what's expected of me	100.0%	100.0%	75.6%	81.8%	82.6%
2	7: Willing to put in extra effort	100.0%	100.0%	95.4%	95.9%	96.7%
3	8: Looking for ways to do job better	100.0%	100.0%	89.2%	89.2%	90.4%
4	28: Overall quality of work in unit	100.0%	100.0%	88.8%	90.4%	90.5%
5	42: Supervisor supports work/life	90.8%	100.0%	86.3%	89.0%	90.1%
6	49: Supervisor treats with respect	100.0%	100.0%	88.6%	88.5%	89.5%
7	52: Overall job of immediate supervisor	90.8%	100.0%	77.2%	79.6%	79.9%
8	16: I am held accountable for results	94.1%	93.6%	83.6%	84.3%	84.5%
9	17: Can disclose suspected violation w/out reprisal	87.5%	93.6%	69.5%	68.3%	70.4%
10	13: Work I do is important	86.4%	93.3%	86.5%	91.9%	91.1%

Identifying strengths: Large value indicates a *Strength*. Percentages represent the proportion of positive responses (e.g., agreement that the desired condition exists).

% = Top Ten on Trends and Comparisons

% = Your Top Ten Strengths

TOP TEN UNCERTAINTIES: Your Organization's Most Neutral Responses

Neutral Response Choices: Neither Agree nor Disagree | Neither Satisfied nor Dissatisfied | Fair

COMMISSIONING AND TESTING (TET)		Work Unit Trends		Comparison Orgs This Yr.		
Rank	Q#: Summary	2018	2019	1Up	2Up	3Up
1	22: Promotions based on merit	25.3%	38.4%	30.9%	29.5%	28.3%
2	21: Unit able to recruit people with right skills	20.5%	37.3%	24.2%	24.2%	23.0%
3	32: Creativity rewarded	34.5%	33.9%	38.2%	31.6%	28.3%
4	33: Pay raises performance dependent	51.0%	32.2%	34.0%	34.1%	33.0%
5	24: Perf. differences recognized	16.3%	27.1%	34.7%	31.6%	31.6%
6	38: Prohibited practices not tolerated	7.1%	26.7%	13.6%	16.7%	14.9%
7	53: Leaders generate motivation	37.0%	25.5%	27.2%	28.3%	27.1%
8	54: Leaders have standards of honesty	38.7%	25.5%	25.7%	28.3%	26.5%
9	66: Satisfaction with senior leaders	31.7%	25.1%	29.9%	31.5%	30.8%
10	41: Survey used to improve agency	30.3%	25.0%	26.9%	30.0%	29.2%

Identifying uncertainty: Large Value indicates *uncertainty*. Percentages represent the proportion of neutral responses (e.g., neither agreement nor disagreement that the desired condition exists). For large shifts in uncertainty, review the changes in percentages of positive and negative responses to see whether perceptions have become more positive or negative.

% = Top Ten on Trends and Comparisons

% = Your Top Ten Uncertainties

TOP TEN CHALLENGES: Your Organization's Most Negative Responses

Negative Response Choices: Strongly Disagree or Disagree | Very Dissatisfied or Dissatisfied | Very Poor or Poor

COMMISSIONING AND TESTING (TET)		Work Unit Trends		Comparison Orgs This Yr.		
Rank	Q#: Summary	2018	2019	1Up	2Up	3Up
1	33: Pay raises performance dependent	41.9%	36.8%	44.1%	47.2%	45.3%
2	25: Awards depend on employee performance	20.7%	34.2%	20.3%	22.2%	21.4%
3	41: Survey used to improve agency	23.4%	31.7%	38.6%	35.7%	34.5%
4	31: Employees recognized for high quality	33.4%	30.4%	24.2%	20.9%	19.5%
5	23: Poor performers are dealt with	21.8%	26.9%	23.9%	30.1%	30.3%
6	22: Promotions based on merit	24.2%	25.5%	32.5%	29.1%	27.3%
7	24: Perf. differences recognized	31.5%	25.5%	25.0%	26.3%	26.4%
8	21: Unit able to recruit people with right skills	66.0%	25.3%	38.9%	36.3%	32.6%
9	63: Satisfaction with involvement	9.2%	25.3%	28.8%	22.3%	20.8%
10	70: Satisfaction with pay	25.1%	25.0%	13.6%	12.3%	13.2%

A counterintuitive measure: Large value indicates greater negativity and a potential challenge area. Percentages represent the proportion of *negative responses* (e.g., disagreement that the desired condition exists).

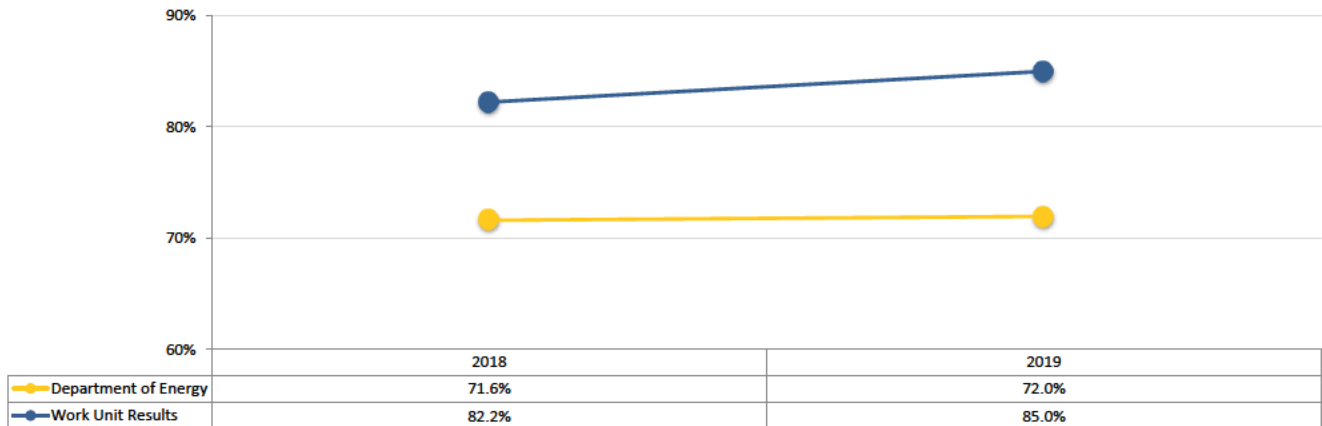
% = Top Ten on Trends and Comparisons

% = Your Top Ten Challenges

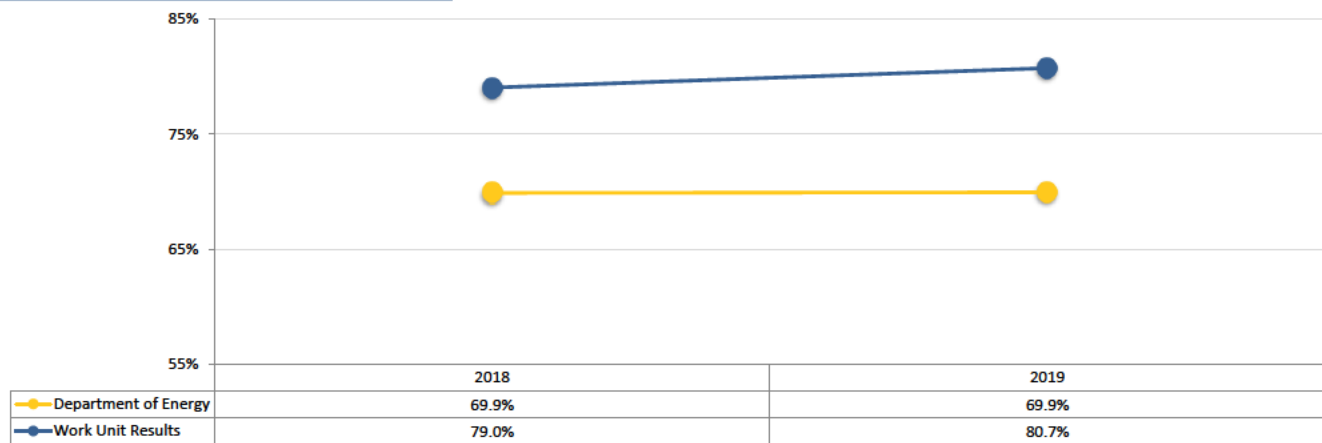
FEVS INDEX TRENDS: Work Unit Vs. Department of Energy

The graphs below display the FEVS indices trend data results for the last five years. The graph indicates the Work Unit's yearly results as compared to Department of Energy results. Additionally, the graphs provide the Work Unit with an opportunity to analyze the yearly performance in each indices.

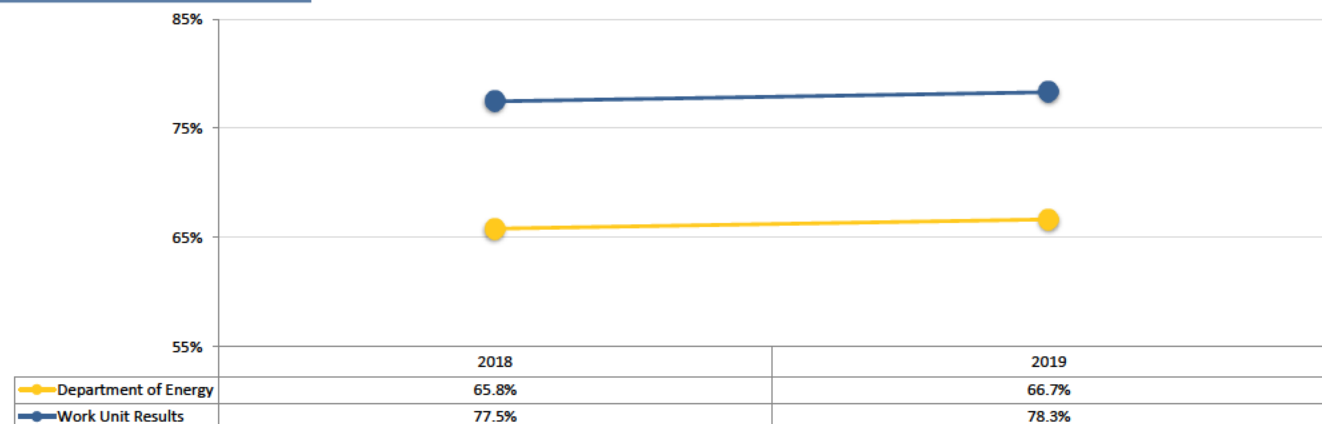
Trends for Employee Engagement Index



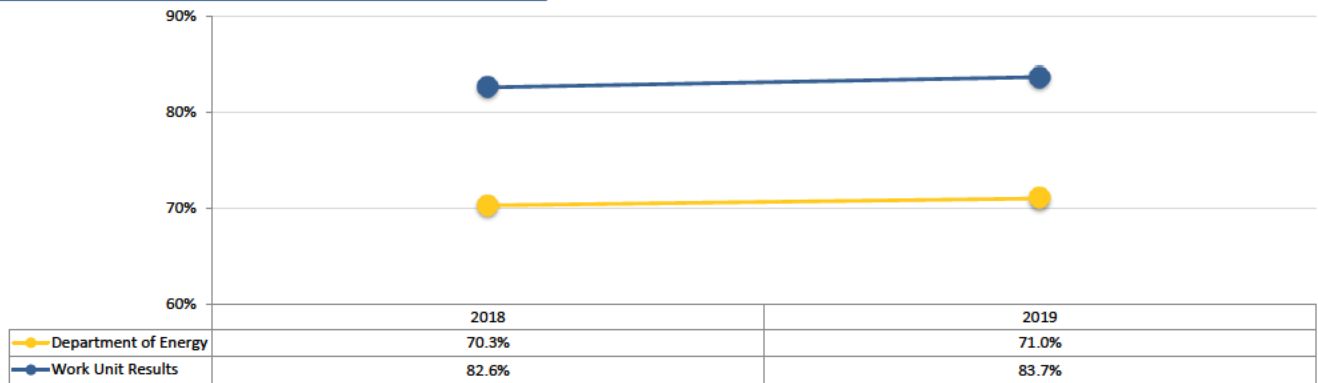
Trends for Global Satisfaction Index



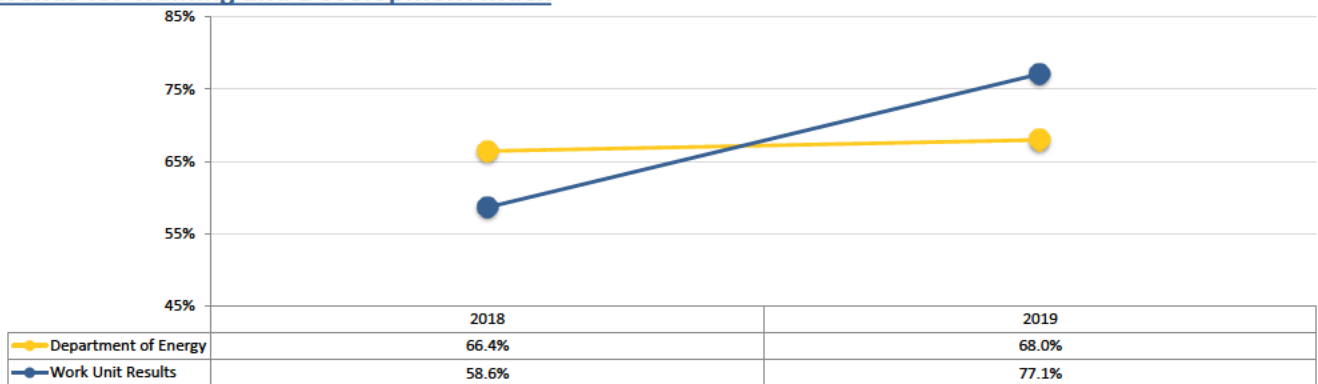
Trends for New IQ Index



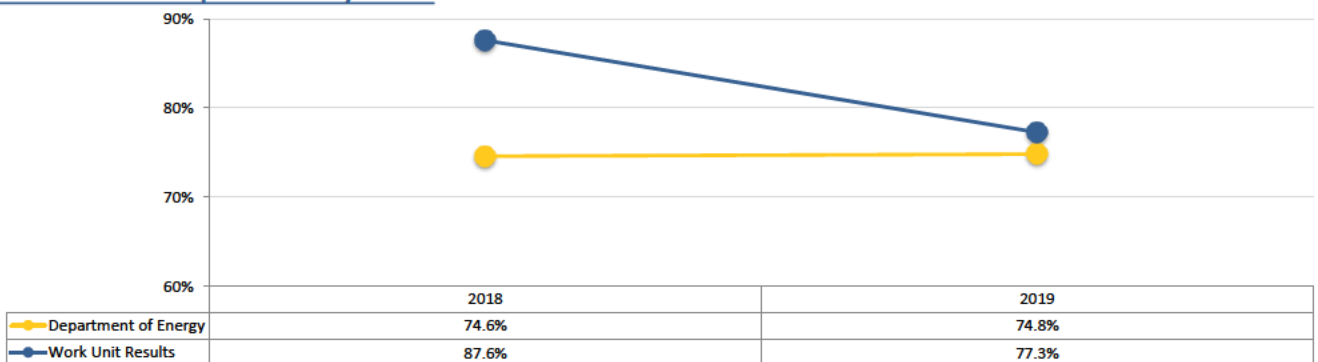
Trends for Effective Communications Index



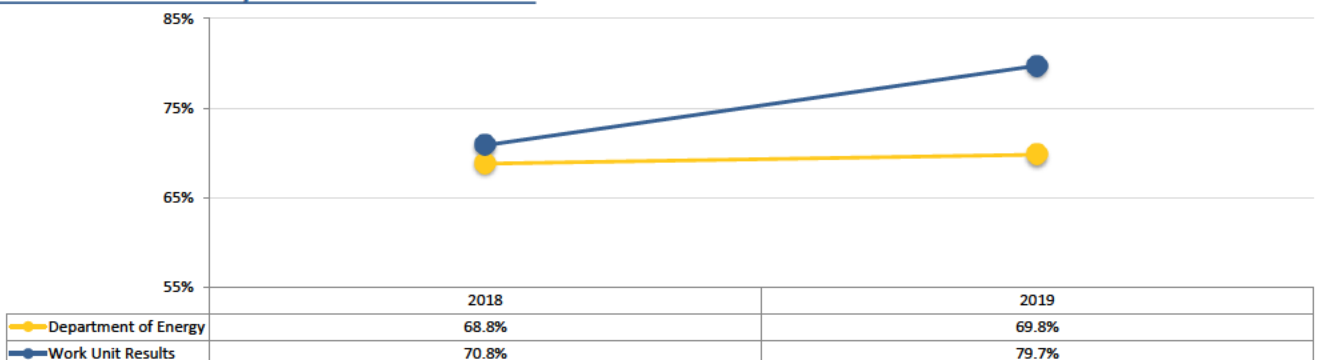
Trends for Training and Development Index



Trends for Workplace Safety Index



Trends for Creativity and Innovation Index

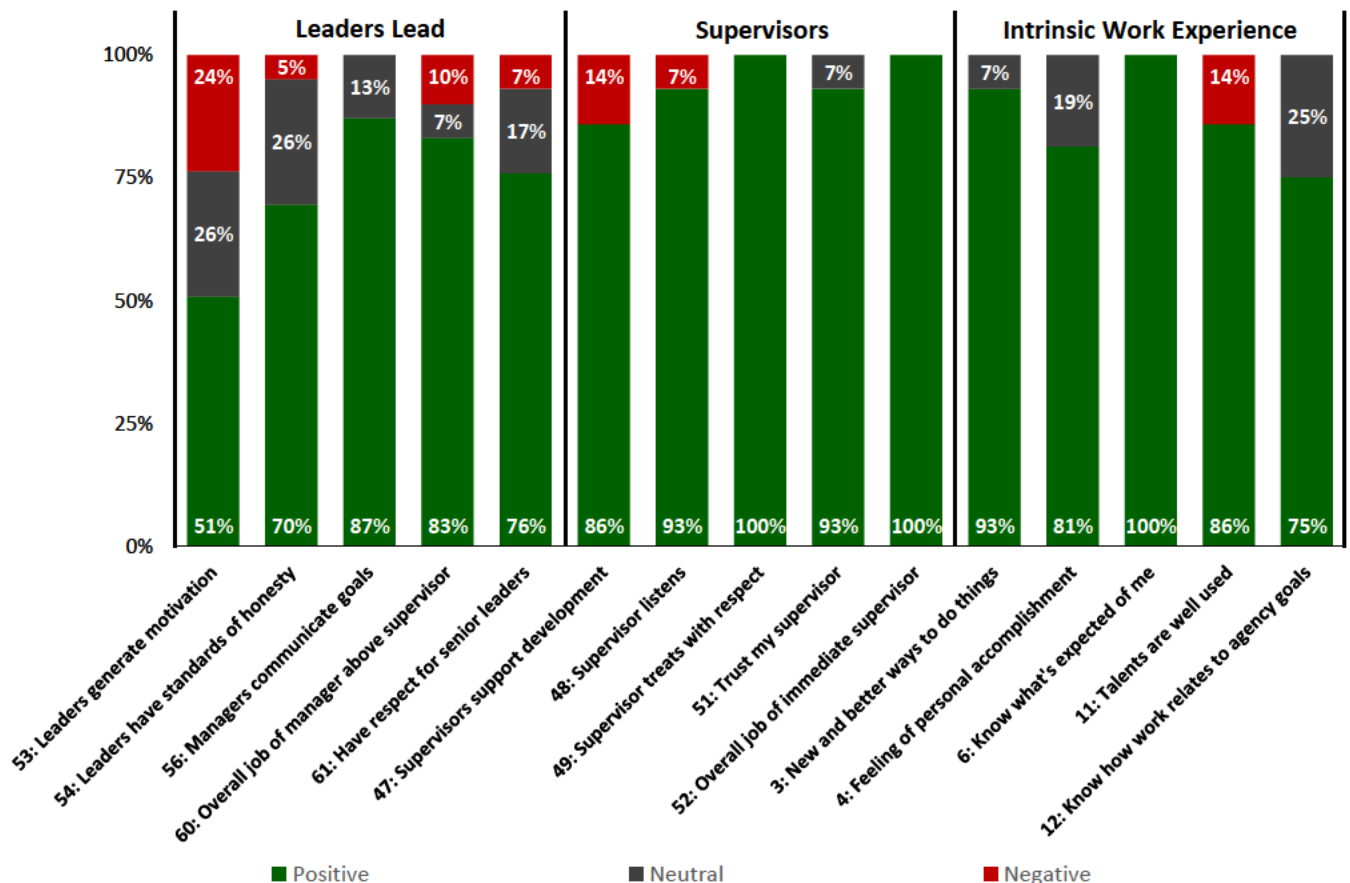


EMPLOYEE ENGAGEMENT INDEX QUESTIONS

Fifteen FEVS questions that make up the Employee Engagement Index: Leaders Lead (Q 53, 54, 56, 60, and 61). Supervisor (Q 47, 48, 49, 51, and 52). Intrinsic Work Experience (Q 3, 4, 6, 11, and 12)

COMMISSIONING AND TESTING (TET)		2018 Positive	2019 Positive	Decrease ←	Change from 2018 - 2019	Increase →
Leaders Lead	53: Leaders generate motivation	47.2%	50.9%			+3.7%
	54: Leaders have standards of honesty	52.2%	69.6%			+17.4%
	56: Managers communicate goals	93.4%	87.2%	-6.3%		
	60: Overall job of manager above supervisor	93.4%	83.2%	-10.2%		
	61: Have respect for senior leaders	53.0%	76.0%			+23.0%
Supervisors	47: Supervisors support development	68.4%	86.0%			+17.6%
	48: Supervisor listens	100.0%	93.2%	-6.8%		
	49: Supervisor treats with respect	100.0%	100.0%			+0.0%
	51: Trust my supervisor	90.8%	93.2%			+2.3%
	52: Overall job of immediate supervisor	90.8%	100.0%			+9.2%
Intrinsic Work Experience	3: New and better ways to do things	72.3%	93.1%			+20.8%
	4: Feeling of personal accomplishment	100.0%	81.4%	-18.6%		
	6: Know what's expected of me	100.0%	100.0%			+0.0%
	11: Talents are well used	84.4%	86.0%			+1.5%
	12: Know how work relates to agency goals	87.1%	75.2%	-11.9%		

Employee Engagement Index Questions: Positive, Neutral, and Negative Responses





U.S. DEPARTMENT OF
ENERGY

HC/Corporate Workforce Engagement and Effectiveness Division

1000 Independence Avenue, SW, 4E-084
Washington, DC 20585-1000

Learn more at:

<https://hcnet.doe.gov/fevs>

<https://hcnet.doe.gov/introduction-employee-engagement>

Email: FEVS@HQ.DOE.GOV

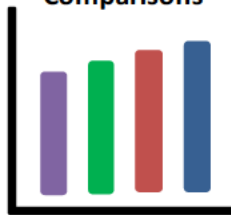
Organizational Management Report (OMR) Summary

2020 Federal Employee Viewpoint Survey (FEVS) Results

TET - COMMISSIONING AND TESTING

2020 FEVS Organizational Management Report

Comparisons

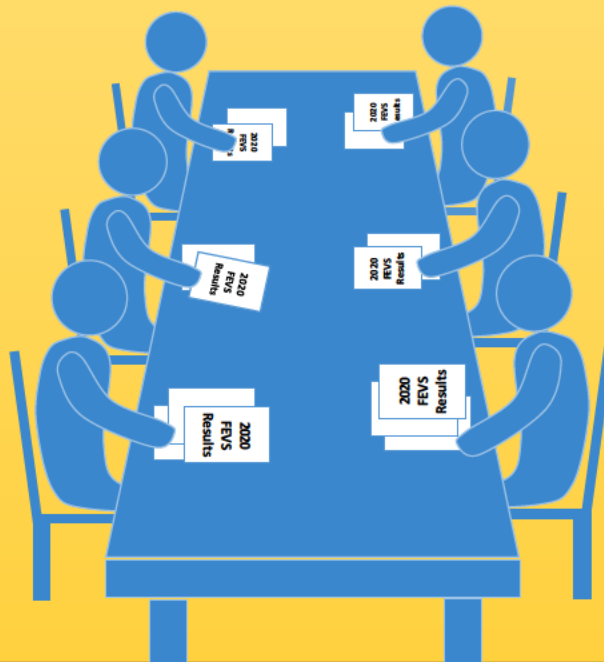


Trends



- Employee Engagement Index
- Global Satisfaction Index

- COVID-19 Questions
- Top Strengths and Challenges



U.S. DEPARTMENT OF
ENERGY

Created Exclusively by the
Office of the Chief Human
Capital Officer

About This Organizational Management Report (OMR) Summary

Congress requires that all Executive Branch agencies survey their employees (5 CFR Part 250 Subpart C). The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM). The FEVS allows government employees to share their opinions about what matters most to them.

This year, the FEVS was administered as a census, meaning that all eligible employees were surveyed across the Department. 11,579 eligible employees were sent an invitation to participate and 8,904 employees responded. All full-time and part-time, permanent, non-seasonal employees were eligible to participate in the survey. As in prior years, the 2020 FEVS was a self-administered Web based survey. The Department's launch date was September 17, 2020 with 6 week administration period ending October 29, 2020. DOE experienced a 76.9% response rate and was well above the government-wide response rate of 44.4%.

Due to the COVID-19 pandemic, OPM revised the 2020 FEVS by streamlining the core set of standard items and adding items to assess the impact of the pandemic. This year's OMR has been modified to reflect the changes to the Survey. The OMR still contains analysis of trends and FEVS Indices but only those available based on the questions included in the 2020 Survey.

HC created the 2020 OMR Summary as a tool to help individual work units translate FEVS results into a format that provides a better understanding of specific organizational strengths, uncertainties, and challenges.

The "Taking Action" section on the next page provides a six-step process to improve Employee Engagement. Using the OMR along with this approach will help to translate the FEVS results into useful information that facilitates communication and action at all levels in the organization.

There are three different types of analyses in the 2020 OMR Summary:

- ▶ **Strength Analysis** (*Objective Measure*) – As a rule of thumb, OPM considers it a strength when at least two out of three employees (≥65%) give a positive response indicating agreement that the desired condition in a FEVS question is present within the organization.
- ▶ **Trend Analysis** (*Historical Measure*) – This analysis tracks your work unit 's survey results over a five-year time period results including 2016, 2017, 2018, 2019, and 2020 when available.
- ▶ **Comparative Analysis** (*Relative Measure*) – This analysis compares your work unit's current results with the same year results for up to three organizations, which are the next higher levels of organization within your work unit's reporting structure. The comparative data comes from your work unit's breakout report. The labels used in this report correspond to the organizational names for your work unit and its comparison organizations:

<u>Label</u>	<u>Organization Name</u>
3Up =	K - CHIEF OPERATING OFFICER
2Up =	T - TRANSMISSION SERVICES
1Up =	TE - ENGINEERING AND TECHNICAL SVCS
Unit =	TET - COMMISSIONING AND TESTING

Identifying Increases and Decreases

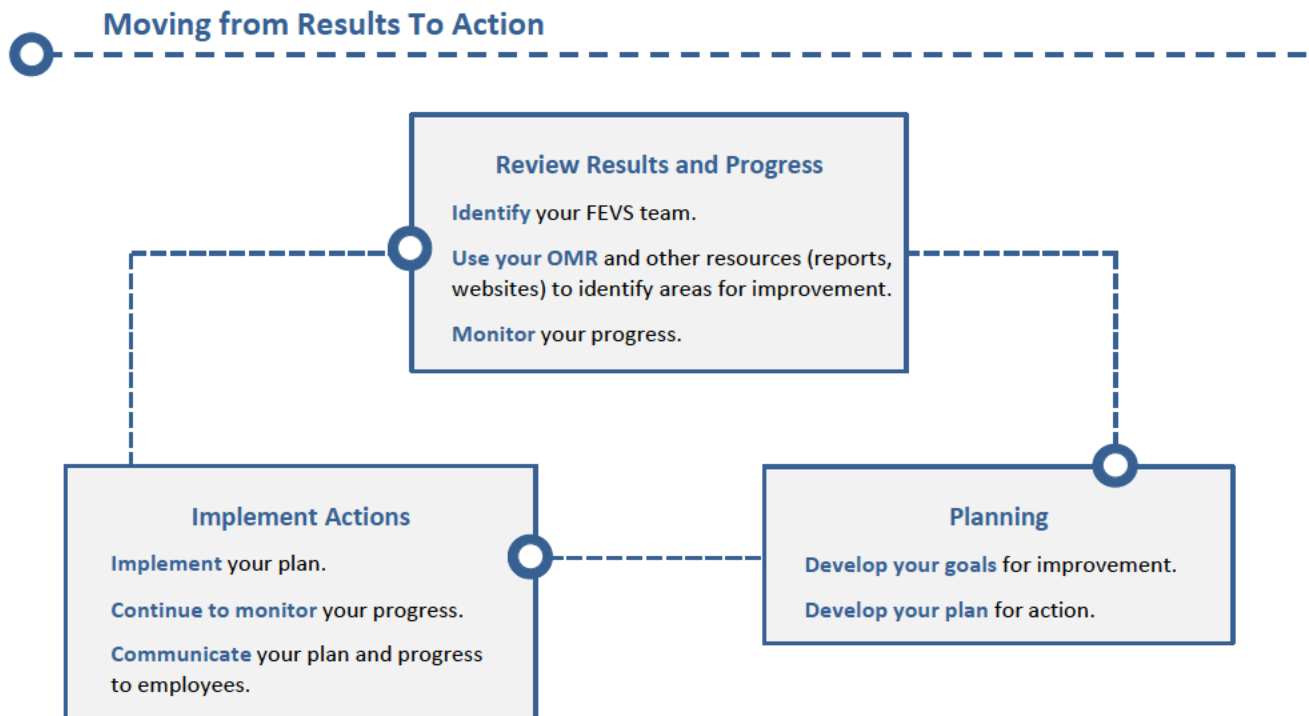
Movement up or down since the previous year is another important piece of information to consider when examining the results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within the organization 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.

In all OMR Summary graphs and data tables, the dark blue data columns and bars represent the current year's survey results for your work unit. The gold dotted lines represent the OPM standard for organizational strength as achieving 65 percent or higher in positive responses. These formatting conventions are consistent throughout the report and allow you to identify more easily the patterns evident in your trending and comparisons.

For support, please contact the DOE Office of the Chief Human Capital Officer at FEVS@hq.doe.gov. Online resources are available and updated on HCnet <https://hcnet.doe.gov/fevs>.

YOUR FEVS RESULTS: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.



Step 1:

Identify and Establish a FEVS Action Team

- This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2:

Use Your OMR to Identify Areas for Improvement

- The Global Satisfaction Index, and Employee Engagement Index provide organizations with consistent metrics for measuring progress toward objectives.
- Use the strength, trend, and comparative analyses in this OMR Summary to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 5) is designed to support this work. For instance, these sections will help you to identify whether a strength, challenge, or uncertainty is specific to your work unit this year.

- To develop your goals for improvement, you should consider issues that are most critical to your organization and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow **S.M.A.R.T** (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

- **Specific**

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

- **Measurable**

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

- **Attainable**

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

- **Realistic**

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

- **Time Specific**

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 3:

Develop Your Goals for Improvement

- Once your team has identified goals, develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your organization goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 4:

Develop Your Plan for Action

- There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

Step 5:

Communicate the Implementation of Your Plan

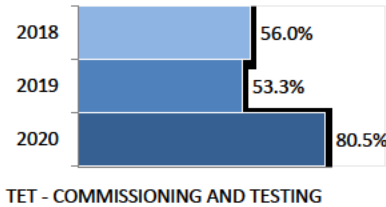
- In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.

Step 6:

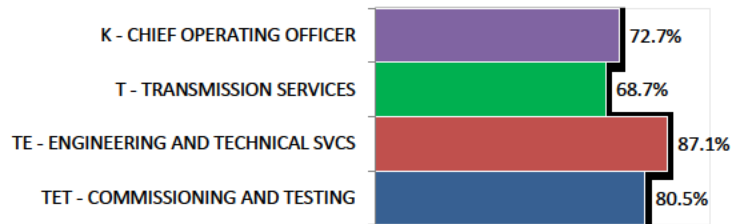
Monitor and Communicate Your Progress

OVERVIEW OF FEVS RESPONSE RATES

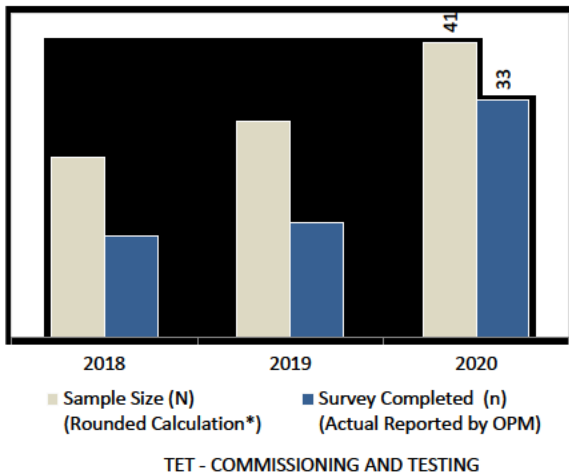
Response Rate Trends



2020 Response Rate Comparisons



Sample Size Trends

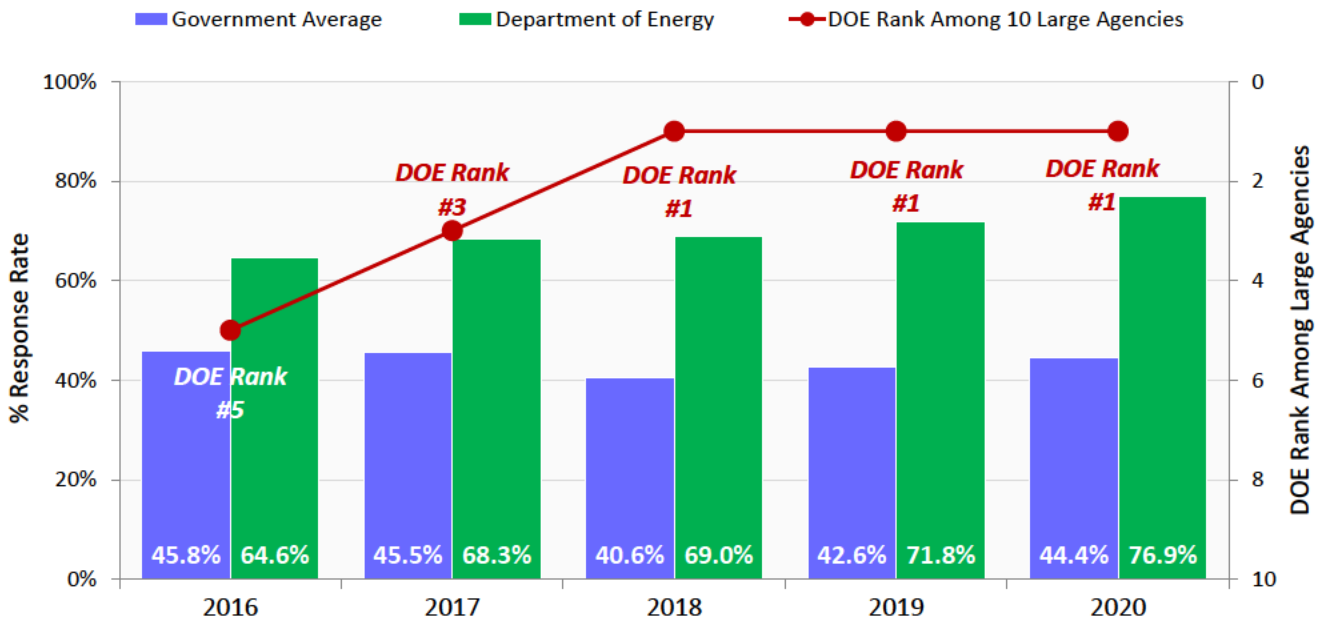


2020 Sample Size Comparisons

	K - CHIEF OPERATING OFFICER	T - TRANSMISSION SERVICES	TE - ENGINEERING AND TECHNICAL SVCS	TET - COMMISSIONING AND TESTING
Sample Size (N) (Rounded Calculation*)	1,908	1,452	295	41
Survey Completed (n) (Actual Reported by OPM)	1,387	997	257	33

* Sample size is calculated from the "actual survey completed reported by OPM" divided by the "rounded response rate reported by OPM," so larger sample sizes may have a very small $\pm 0.05\%$ margin of error due to rounding.

Response Rates and Participation Rankings for Department of Energy 2016 - 2020



YOUR FEVS RESULTS: Positive, Neutral, and Negative Responses for 2020

TET - COMMISSIONING AND TESTING		2019	Δ Since Last Year	Work Unit 2020 Results		
		Positive		Positive	Neutral	Negative
My Work Experience	1: Given opportunity to improve my skills	86.0%	+1.8%	87.8%	5.7%	6.5%
	2: Enough info to do my job well	87.0%				
	3: New and better ways to do things	93.1%	-8.5%	84.6%	15.4%	0.0%
	4: Feeling of personal accomplishment	81.4%	+12.2%	93.6%	6.4%	0.0%
	5: I like the work I do	93.2%				
	6: Know what's expected of me	100.0%	+0.0%	100.0%	0.0%	0.0%
	7: Willing to put in extra effort	100.0%				
	8: Looking for ways to do job better	100.0%				
	9: Have sufficient resources	70.1%				
	10: Workload is reasonable	66.5%	+30.3%	96.8%	3.2%	0.0%
	11: Talents are well used	86.0%	-1.3%	84.7%	8.8%	6.5%
	12: Know how work relates to agency goals	75.2%	+15.5%	90.7%	9.3%	0.0%
	13: Work I do is important	93.3%				
	14: Physical conditions allow perform job well	70.1%				
	15: Appraisal fairly reflects my performance	68.3%				
	16: I am held accountable for results	93.6%				
	17: Can disclose suspected violation w/out reprisal	93.6%	-14.8%	78.8%	12.6%	8.6%
	18: Training needs are assessed	68.1%				
	19: Understood how to get rated at diff. perf. Levels	86.5%				
My Work Unit	20: People cooperate to do job	81.7%	+12.0%	93.7%	6.3%	0.0%
	21: Unit able to recruit people with right skills	37.4%				
	22: Promotions based on merit	36.1%				
	23: Poor performers are dealt with	48.3%	+15.2%	63.5%	30.0%	6.5%
	24: Perf. differences recognized	47.4%	+25.1%	72.4%	20.9%	6.7%
	25: Awards depend on employee performance	60.5%				
	26: Employees share job knowledge	93.3%				
	27: Skill in unit has improved	72.8%				
	28: Overall quality of work in unit	100.0%				
My Agency	29: My work unit has skills to accomplish goals	86.7%	+7.0%	93.7%	0.0%	6.3%
	30: Employees feel empowered	57.8%				
	31: Employees recognized for high quality	50.1%	+25.4%	75.5%	18.8%	5.7%
	32: Creativity rewarded	46.0%				
	33: Pay raises performance dependent	31.0%				
	34: Policies promote diversity	88.5%				
	35: Protected from hazards	81.8%	-6.3%	75.5%	12.6%	11.8%
	36: Prepared for security threats	86.1%				
	37: Favoritism not tolerated	68.4%				
	38: Prohibited practices not tolerated	65.5%				
	39: Agency successful at mission	71.8%	+0.5%	72.3%	27.7%	0.0%
40: Recommend organization	86.5%	-1.2%	85.3%	14.7%	0.0%	
41: Survey used to improve agency	43.2%	+23.3%	66.6%	23.0%	10.4%	
My Supervisor	42: Supervisor supports work/life	100.0%	+0.0%	100.0%	0.0%	0.0%
	43: Supervisor provides opp. to demo leadership	86.0%				
	44: Discussions about perf. worthwhile	86.0%				
	45: Supervisor committed to representative workforce	86.7%	+0.8%	87.5%	12.5%	0.0%
	46: Supervisor provides constructive suggestions	81.9%				
	47: Supervisors support development	86.0%	+7.9%	93.9%	2.9%	3.2%
	48: Supervisor listens	93.2%	+6.8%	100.0%	0.0%	0.0%
	49: Supervisor treats with respect	100.0%	+0.0%	100.0%	0.0%	0.0%
	50: Supervisor talked w/me about my performance	92.8%				
	51: Trust my supervisor	93.2%	+1.1%	94.2%	5.8%	0.0%
52: Overall job of immediate supervisor	100.0%	+0.0%	100.0%	0.0%	0.0%	
Leadership	53: Leaders generate motivation	50.9%	+6.1%	57.0%	30.5%	12.5%
	54: Leaders have standards of honesty	69.6%	-0.4%	69.2%	24.5%	6.3%
	55: Supervisors work well with diff. backgrounds	75.1%				
	56: Managers communicate goals	87.2%	-9.3%	77.8%	15.5%	6.7%
	57: Managers review progress toward goals	75.7%				
	58: Managers promote communication	88.1%	-8.7%	79.3%	14.2%	6.5%
	59: Managers support collaboration	81.7%				
	60: Overall job of manager above supervisor	83.2%	-1.7%	81.5%	15.3%	3.2%
	61: Have respect for senior leaders	76.0%	-9.5%	66.5%	31.0%	2.5%
62: Senior leaders support work/life programs	75.4%	+2.6%	78.0%	19.0%	3.0%	
My Satisfaction	63: Satisfaction with involvement	63.2%	+12.3%	75.4%	11.9%	12.7%
	64: Satisfaction with info received	69.0%	+6.1%	75.2%	12.2%	12.7%
	65: Satisfaction with recognition	61.4%	+11.2%	72.6%	21.0%	6.3%
	66: Satisfaction with senior leaders	63.2%				
	67: Satisfaction with opp. for a better job	62.7%				
	68: Satisfaction with training	72.7%				
	69: Job satisfaction	86.7%	+6.8%	93.6%	3.2%	3.2%
	70: Satisfaction with pay	67.8%	+9.3%	77.1%	9.8%	13.1%
	71: Organizational satisfaction	81.9%	-0.1%	81.8%	8.7%	9.6%

Response Rate: 80.5%

Legend:

Your Top Five Results

2019 Top Five Positive Scores

2020 Top Five Positive Scores

2020 Top Five Neutral Scores

2020 Top Five Negative Scores

OPM Rules of Thumb

≥65.0% = Strength Threshold

≥30.0% = Uncertainty Threshold

≥35.0% = Challenge Threshold

New Strength

Interpretation:

1. Identify whether your "Top Five" are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present in your work unit.
2. Identify whether your "Top Five Positive" are higher or lower than last year scores.
3. Compare your "2020 Positive Scores" with "2019 Positive Scores." This will help you to recognize an increased or decreased area.
4. Identify your new strengths. This will help you to recognize improved area. (Note: Your work unit may not have new strength this year).
5. The categories with high numbers of positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

The Office of Personnel Management (OPM) organizes each agency's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their agency meet its mission:

- ▶ Global Satisfaction Index
- ▶ Employee Engagement Index
- ▶ New Inclusion Quotient (New IQ) Index

84.4%

↑ Increased 3.7% points from last year

Global Satisfaction

Measures employee satisfaction about four aspects related to their work: **their job, their pay, their organization**, and whether they would **recommend their organization** as a good place to work.
(Q 69, 70, 71, and 40)

86.2%

↑ Increased 1.3% points from last year

Employee Engagement

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three subfactors: **Leaders Lead, Supervisors, and Intrinsic Work Experience.**

Due to the changes to the 2020 FEVS, made to accommodate questions related to the COVID-19 Pandemic, the New IQ Index will not be calculated for 2020 OMR.

New Inclusion Quotient

Identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behavior will create positive habits among team members and managers. The new IQ are grouped into "Five Habits of Inclusion": **Fair; Open; Cooperative; Supportive; and Empowering.**

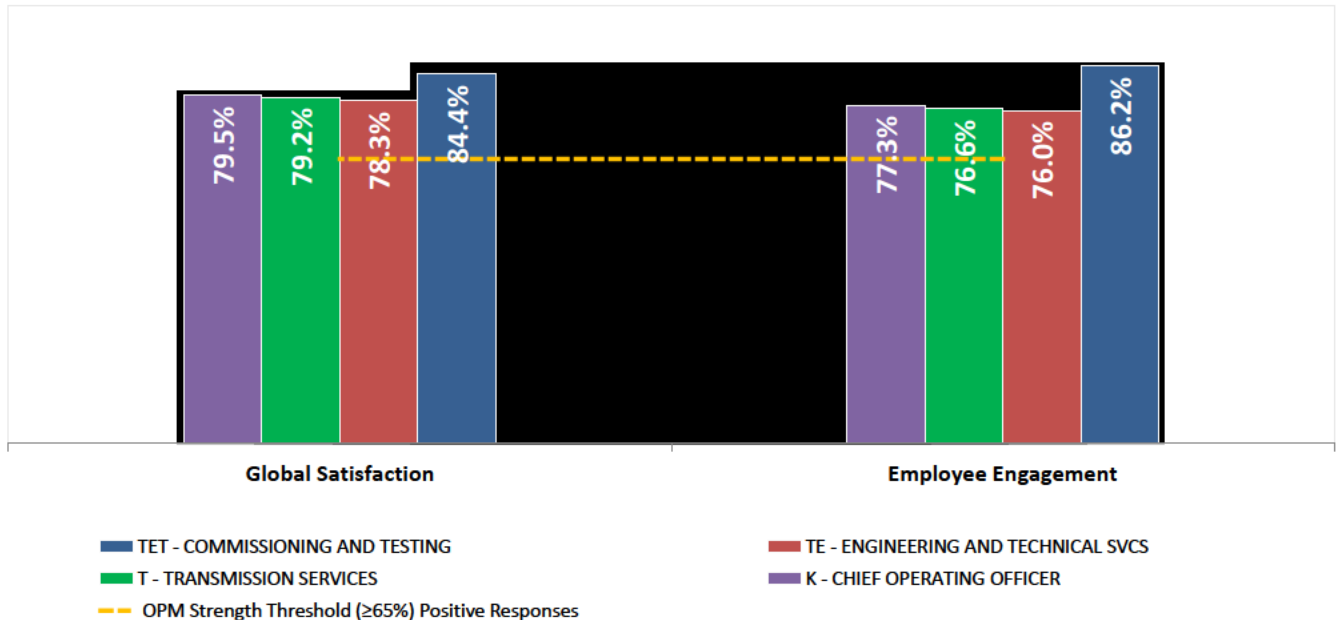
2020 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices

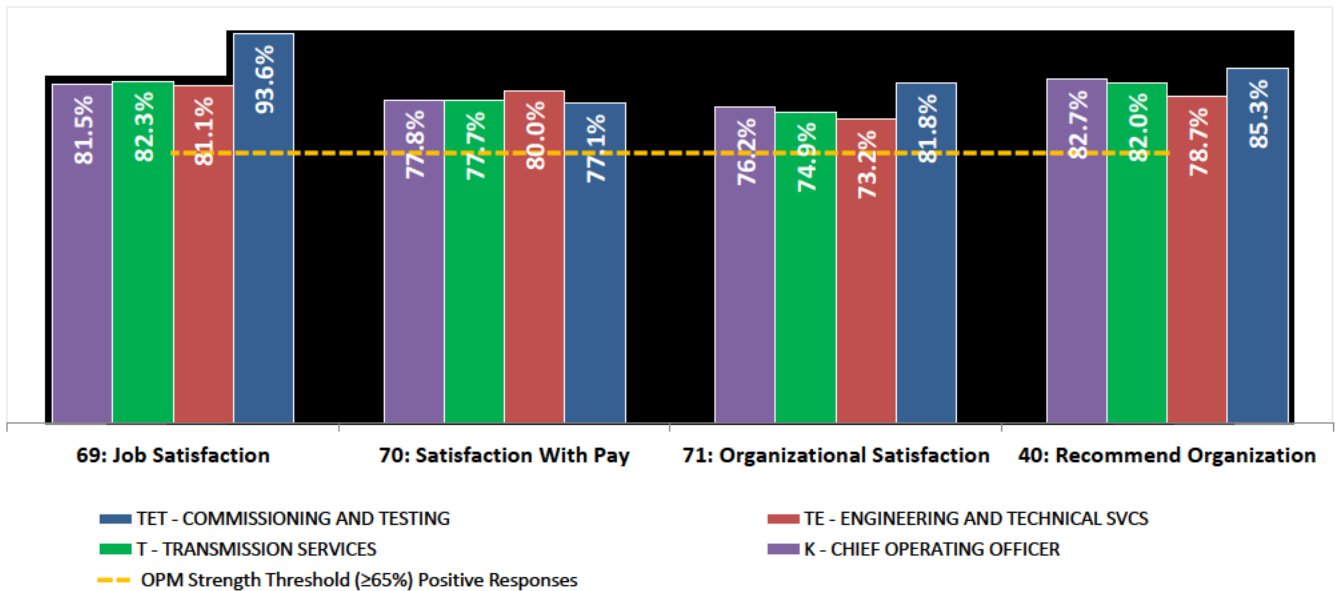


GLOBAL SATISFACTION INDEX

The Global Satisfaction Index provides a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The four questions that make up the Global satisfaction Index are:



Comparisons for Global Satisfaction Questions

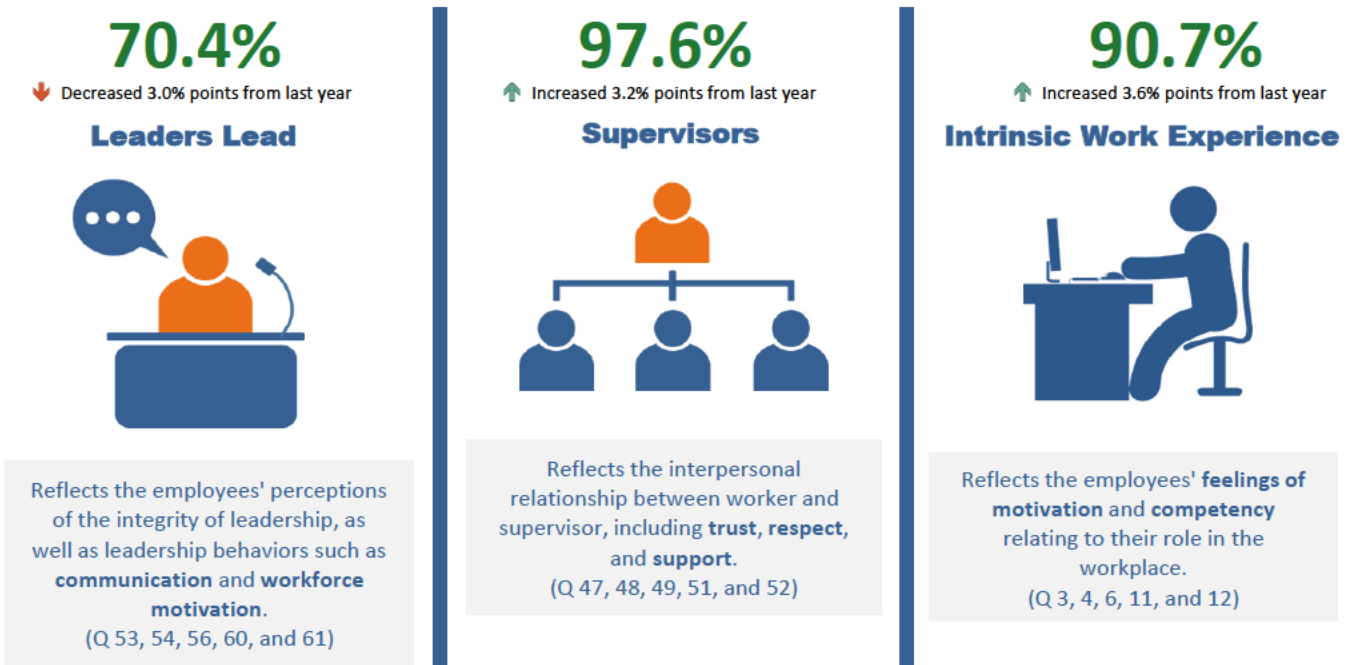


YOUR ENGAGEMENT INDEX

The Employee Engagement Index measures factors that lead to an engaged workforce (e.g., leaders communicate goals; supervisors support employee development; and employees have a sense of personal accomplishment). The index is made up of three subfactors:

- ▶ Leaders Lead
- ▶ Supervisors
- ▶ Intrinsic Work Experience

Each subfactor reflects a different aspect of an engaging work environment.



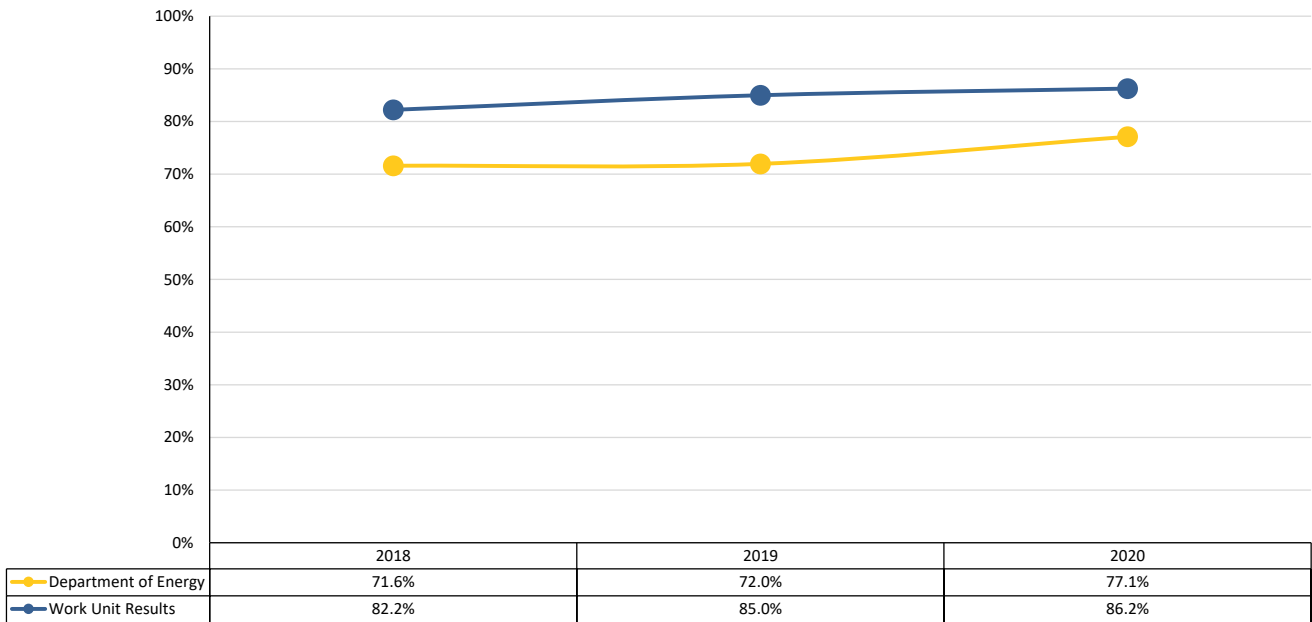
Comparisons for Engagement Index



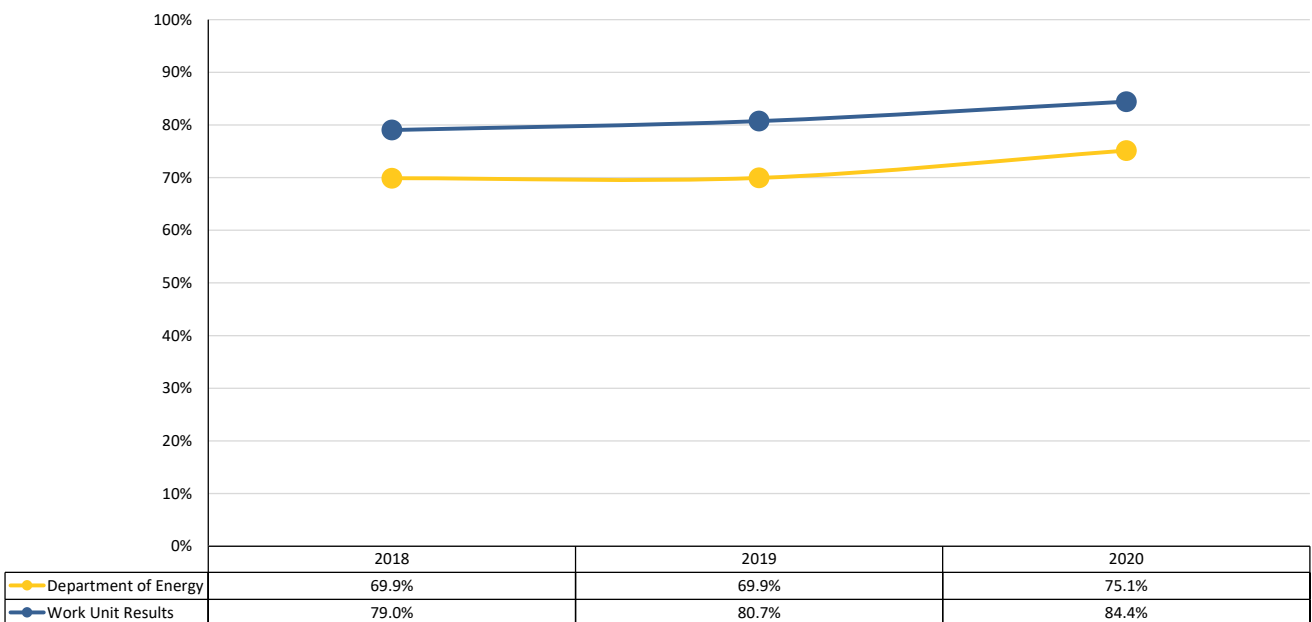
FEVS INDEX TRENDS: Work Unit Vs. Department of Energy

The graphs below display the FEVS indices trend data results for the last five years. The graph indicates the Work Unit's yearly results as compared to Department of Energy results. Additionally, the graphs provide the Work Unit with an opportunity to analyze the yearly performance in each indices.

Trends for Employee Engagement Index



Trends for Global Satisfaction Index

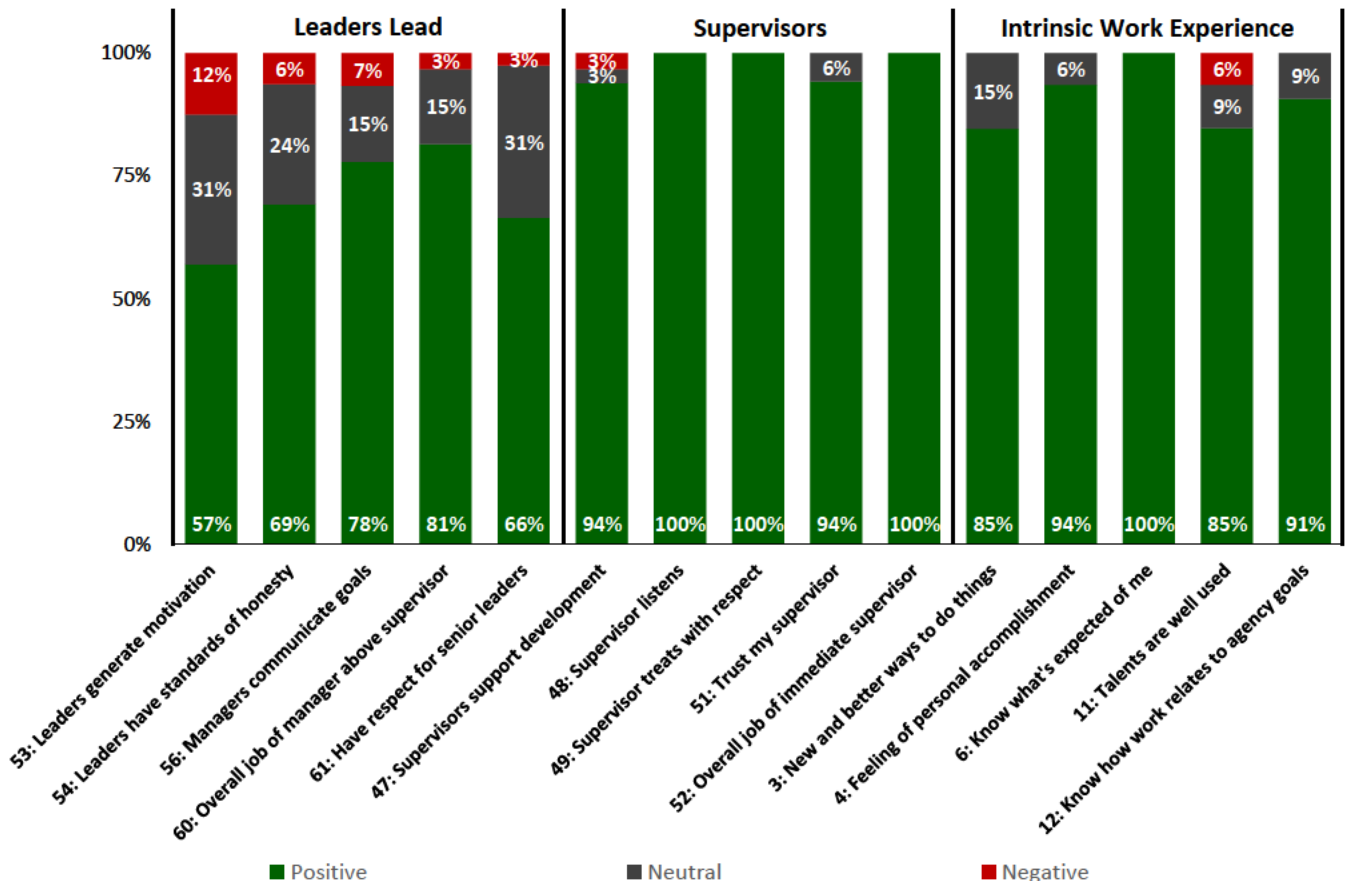


EMPLOYEE ENGAGEMENT INDEX QUESTIONS

Fifteen FEVS questions make up the Employee Engagement Index: Leaders Lead (Q 53, 54, 56, 60, and 61); Supervisor (Q 47, 48, 49, 51, and 52); Intrinsic Work Experience (Q 3, 4, 6, 11, and 12).

TET - COMMISSIONING AND TESTING		2019 Positive	2020 Positive	Decrease ←	Change from 2019 - 2020	Increase →
Leaders Lead	53: Leaders generate motivation	50.9%	57.0%			+6.1%
	54: Leaders have standards of honesty	69.6%	69.2%	-0.4%		
	56: Managers communicate goals	87.2%	77.8%	-9.3%		
	60: Overall job of manager above supervisor	83.2%	81.5%	-1.7%		
	61: Have respect for senior leaders	76.0%	66.5%	-9.5%		
Supervisors	47: Supervisors support development	86.0%	93.9%			+7.9%
	48: Supervisor listens	93.2%	100.0%			+6.8%
	49: Supervisor treats with respect	100.0%	100.0%			
	51: Trust my supervisor	93.2%	94.2%			+1.1%
	52: Overall job of immediate supervisor	100.0%	100.0%			
Intrinsic Work Experience	3: New and better ways to do things	93.1%	84.6%	-8.5%		
	4: Feeling of personal accomplishment	81.4%	93.6%			+12.2%
	6: Know what's expected of me	100.0%	100.0%			
	11: Talents are well used	86.0%	84.7%	-1.3%		
	12: Know how work relates to agency goals	75.2%	90.7%			+15.5%

Employee Engagement Index Questions: Positive, Neutral, and Negative Responses



FEVS COVID-19 PANDEMIC QUESTIONS: Senior Leaders, Supervisor, and Work Unit

TET - COMMISSIONING AND TESTING	Work Unit 2020 Results		
	Positive	Neutral	Negative
During the COVID-19 pandemic my organization's senior leaders have...			
demonstrated commitment to employee health and safety.	✔ 87.5%	9.4%	3.1%
supported policies and procedures to protect employee health and safety.	✔ 84.4%	9.3%	6.3%
provided effective communications about the pandemic.	✔ 84.8%	8.8%	6.3%
During the COVID-19 pandemic my supervisor has...			
shown concern for my health and safety.	✔ 96.8%	0.0%	3.2%
supported my efforts to stay healthy and safe while working.	✔ 96.8%	0.0%	3.2%
created an environment where I can voice my concerns about staying healthy and safe.	✔ 96.8%	0.0%	3.2%
During the COVID-19 pandemic my work unit has...			
met the needs of our customers.	✔ 84.1%	9.3%	6.7%
contributed positively to my agency's performance.	✔ 87.2%	12.8%	0.0%
produced high-quality work.	✔ 88.0%	12.0%	0.0%
has adapted to changing priorities.	✔ 93.7%	6.3%	0.0%
successfully collaborated.	✔ 87.3%	12.7%	0.0%
achieved our goals.	✔ 89.8%	10.2%	0.0%

FEVS COVID-19 PANDEMIC QUESTIONS: Work Effects

TET - COMMISSIONING AND TESTING	Work Unit 2020 Results		
	Positive	Neutral	Negative
I am able to do my work during the COVID-19 pandemic without disruption.	21.3%	38.4%	✘ 40.3%
My work demands increased because of the COVID-19 pandemic.	23.9%	47.6%	28.4%
In the phased return, my organization has made employee safety a top priority.	✔ 83.7%	9.8%	6.6%
I believe my organization will respond effectively to future emergencies.	✔ 86.8%	6.7%	6.6%

FEVS EMPLOYEE TELEWORK STATUS: Before and during the pandemic

TET - COMMISSIONING AND TESTING	Before the COVID-19 pandemic	During the peak of the pandemic	As of the date took this Survey
Infrequently	24.4%	3.2%	9.6%
1-2 Days per Month	0.0%	3.2%	3.2%
1-2 Days per Week	3.2%	6.5%	0.0%
3-4 Days per Week	0.0%	3.2%	15.6%
Every Work Day	0.0%	77.7%	46.7%
Must be Physically Present	34.3%	6.2%	21.9%
Technical Issues	6.0%	0.0%	3.1%
Not Approved	9.0%	0.0%	0.0%
Choose Not To	23.1%	0.0%	0.0%



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Office of the Chief Human Capital Officer

Office of Talent Management/Workforce And Organization Development Division

1000 Independence Avenue, SW, 4E-084
Washington, DC 20585-1000

Learn more at:

<https://hcnet.doe.gov/fevs>

<https://hcnet.doe.gov/documents/employee-engagement-playbook>

Email: FEVS@HQ.DOE.GOV

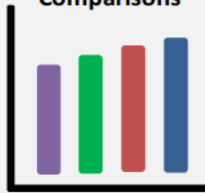
Organizational Management Report (OMR) Summary

2018 Federal Employee Viewpoint Survey (FEVS) Results

CONSTRUCTION & MAINTENANCE SVCS

2018 FEVS Organizational Management Report

Comparisons

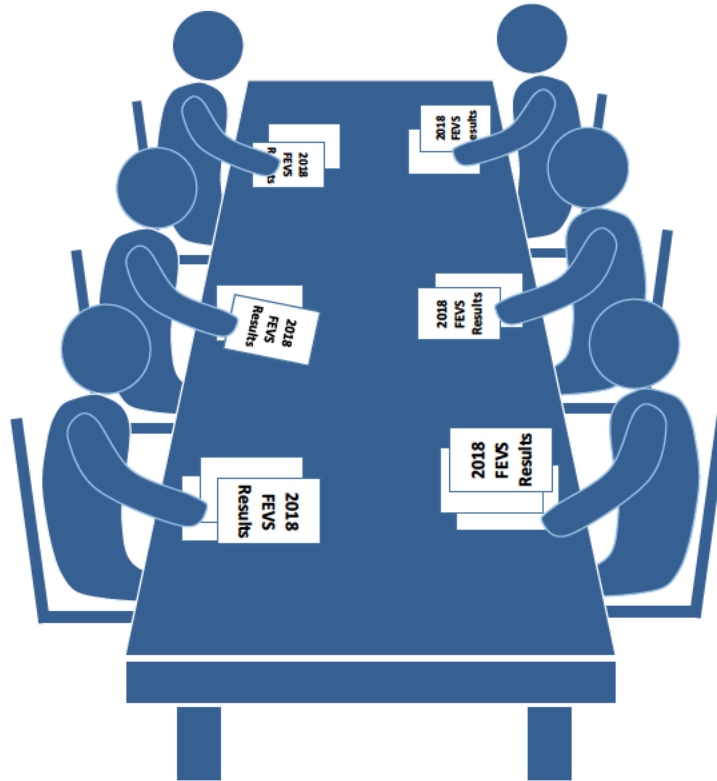


- Global Satisfaction Index
- The New IQ
- Workplace Flexibilities

Trends



- Employee Engagement Index
- Work/Life Programs



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Office of the Chief Human
Capital Officer

About This Organizational Management Report (OMR) Summary

The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM) to federal employees in agencies of the executive branch. The government-wide survey is a tool that is useful for identifying and comparing agency trends in organizational climate. Specifically, the FEVS measures employee perceptions about the factors that influence employees wanting to join, stay, and help their agency meet its mission.

The FEVS was distributed to 12,499 DOE federal employees on May 3, 2018 and the survey closed on June 14, 2018. A total of 8,624 employees completed their surveys. DOE experienced a 69% response rate and is well above the government-wide rate of 41%.

The Office of the Chief Human Capital Officer (HC) analyzed the FEVS results to help managers to identify challenges and prioritize actions to improve the workplace experience. HC has created the 2018 OMR Summary as a tool to help individual work units (over 613) within the Department to translate their FEVS results into a format that provides a better understanding of specific organizational strengths, uncertainties, and challenges.

The "Taking Action" section on the following page provides a six-step action/impact approach to using your OMR to help strengthen your work unit by addressing key focus areas. Using the OMR along with this approach will help to translate your FEVS results into useful information that facilitates communication and action at all levels in the organization.

You will find three different types of analyses in the 2018 OMR Summary:

- ▶ **Strength Analysis** (*Objective Measure*) – As a rule of thumb, OPM considers it a strength when at least two out of three employees (≥65%) give a positive response indicating agreement that the desired condition in a FEVS question is present within the organization.
- ▶ **Trend Analysis** (*Historical Measure*) – This analysis tracks your work unit's survey results over a five-year time period results including 2014, 2015, 2016, 2017, and 2018 when available.
- ▶ **Comparative Analysis** (*Relative Measure*) – This analysis compares your work unit's current results with the same year results for up to three organizations, which are the next higher levels of organization within your work unit's reporting structure. The comparative data comes from your work unit's breakout report. The labels used in this report correspond to the organizational names for your work unit and its comparison organizations:

<u>Label</u>	<u>Organization Name</u>
3Up =	POWER MARKETING ADMINISTRATIONS
2Up =	TRANSMISSION SERVICES
1Up =	TRANSMISSION FIELD SERVICES
Unit =	CONSTRUCTION & MAINTENANCE SVCS

Identifying Increases and Decreases

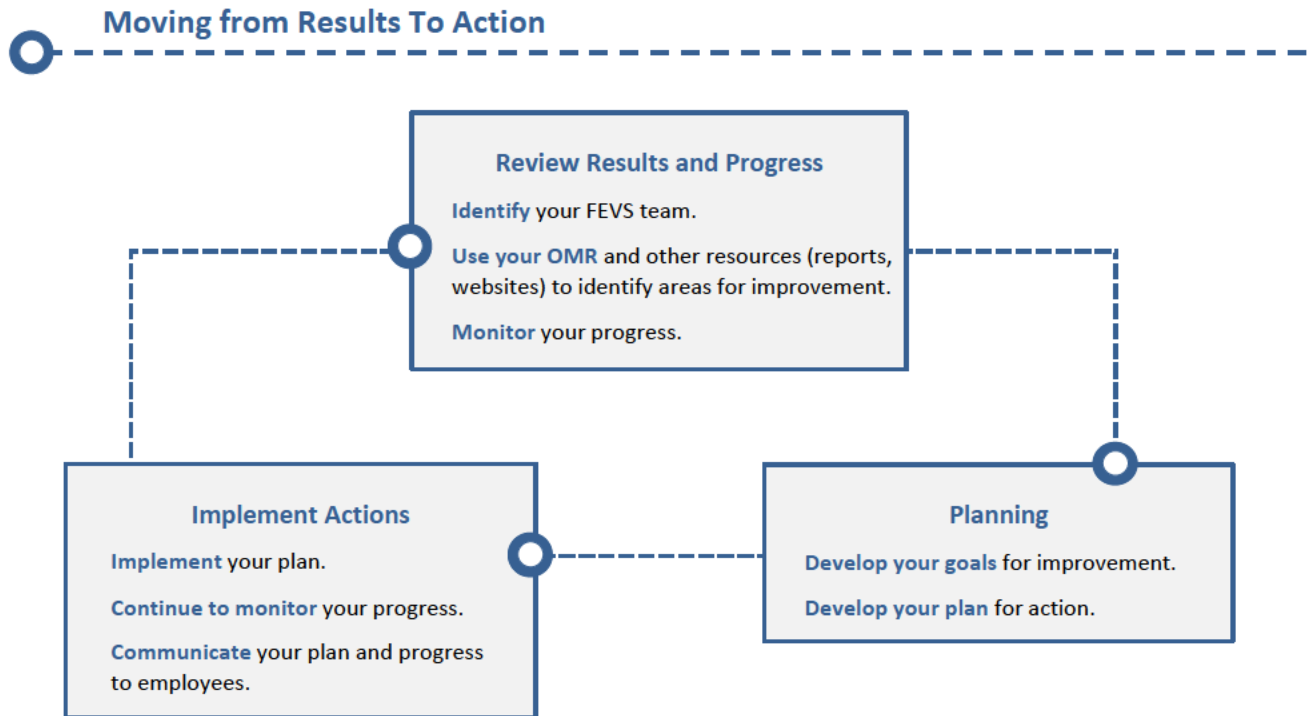
Movement up or down since the previous year is another important piece of information to consider when examining your results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within your organization 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.

In all OMR Summary graphs and data tables, the dark blue data columns and bars represent the current year's survey results for your work unit. The gold dotted lines represent the OPM standard for organizational strength as achieving 65 percent or higher in positive responses. These formatting conventions are consistent throughout the report and allow you to identify more easily the patterns evident in your trending and comparisons.

For support, please contact the DOE Office of the Chief Human Capital Officer at FEVS@hq.doe.gov. Online resources are available and updated on HCnet <https://hcnet.doe.gov/fevs>.

YOUR FEVS RESULTS: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.



Step 1:

Identify and Establish a FEVS Action Team

- This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2:

Use Your OMR to Identify Areas for Improvement

- The Global Satisfaction Index, Employee Engagement Index, Effective Communications Index, and the New IQ Index provide organizations with consistent metrics for measuring progress toward objectives.
- Use the strength, trend, and comparative analyses in this OMR Summary to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 5) is designed to support this work. For instance, these sections will help you to identify whether a strength, challenge, or uncertainty is specific to your work unit this year.

-
- To develop your goals for improvement, you should consider issues that are most critical to your organization and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow **S.M.A.R.T** (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

- **Specific**

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

- **Measurable**

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

- **Attainable**

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

- **Realistic**

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

- **Time Specific**

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 3:

Develop Your Goals for Improvement

Step 4:

Develop Your Plan for Action

- Once your team has identified goals, develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your organization goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 5:

Communicate the Implementation of Your Plan

- There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

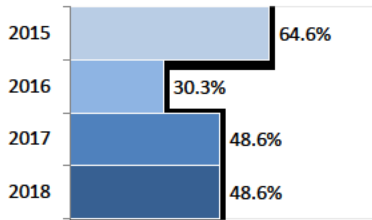
Step 6:

Monitor and Communicate Your Progress

- In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.
-

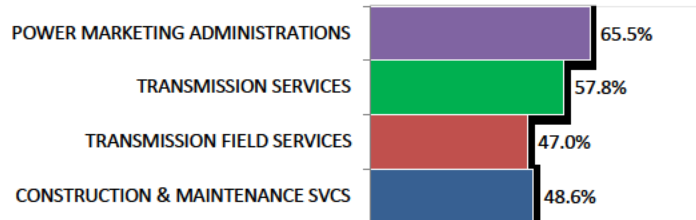
OVERVIEW OF FEVS RESPONSE RATE

Response Rate Trends

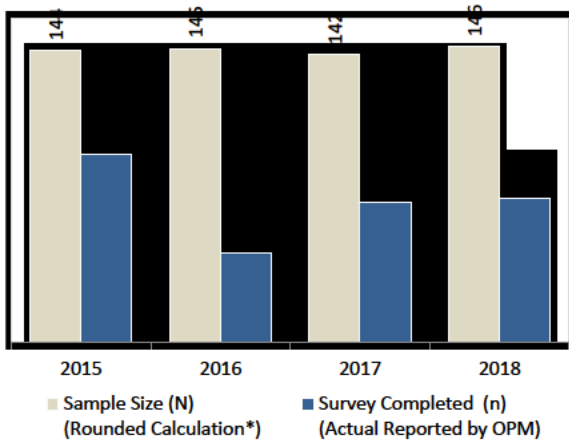


CONSTRUCTION & MAINTENANCE SVCS

Response Rate Comparisons



Sample Size Trends



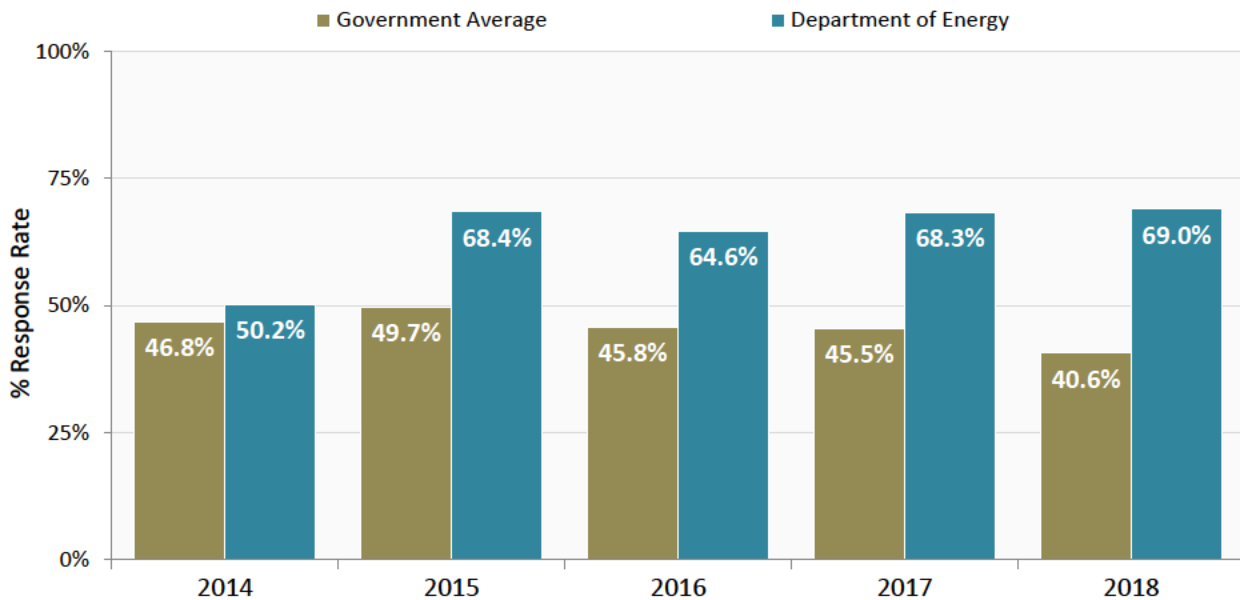
CONSTRUCTION & MAINTENANCE SVCS

Sample Size Comparisons

	POWER MARKETING ADMINISTRATIONS	TRANSMISSION SERVICES	TRANSMISSION FIELD SERVICES	CONSTRUCTION & MAINTENANCE SVCS
Sample Size (N) (Rounded Calculation*)	4,404	1,560	777	146
Survey Completed (n) (Actual Reported by OPM)	2,884	901	365	71

* Sample size is calculated from the "actual survey completed reported by OPM" divided by the "rounded response rate reported by OPM," so larger sample sizes may have a very small $\pm 0.05\%$ margin of error due to rounding.

Response Rates for Department of Energy 2014 - 2018



YOUR FEVS RESULTS: Positive, Neutral, and Negative Responses for 2018

CONSTRUCTION & MAINTENANCE SVCS		2017	Δ Since	Work Unit 2018 Results		
		Positive	Last Year	Positive	Neutral	Negative
My Work Experience	1: Given opportunity to improve my skills	52.4%	+9.3%	61.8%	16.5%	21.7%
	2: Enough info to do my job well	48.1%	+10.1%	58.3%	24.6%	17.2%
	3: New and better ways to do things	59.0%	-10.1%	49.0%	28.4%	22.7%
	4: Feeling of personal accomplishment	65.6%	+11.6%	77.2%	11.8%	11.0%
	5: I like the work I do	87.8%	+2.5%	90.3%	5.2%	4.5%
	6: Know what's expected of me	72.9%	+7.6%	80.5%	9.1%	10.4%
	7: Willing to put in extra effort	91.5%	+5.4%	96.9%	1.6%	1.5%
	8: Looking for ways to do job better	85.5%	-1.0%	84.5%	12.5%	2.9%
	9: Have sufficient resources	39.7%	-9.3%	30.4%	20.7%	48.9%
	10: Workload is reasonable	63.6%	+11.7%	75.3%	13.9%	10.8%
	11: Talents are well used	56.9%	+1.9%	58.8%	19.5%	21.7%
	12: Know how work relates to agency goals	70.6%	-2.1%	68.5%	19.2%	12.2%
	13: Work I do is important	88.3%	-5.0%	83.3%	12.0%	4.6%
	14: Physical conditions allow perform job well	64.1%	-8.7%	55.4%	24.7%	19.9%
	15: Appraisal fairly reflects my performance	51.1%	+0.7%	51.8%	22.4%	25.7%
	16: I am held accountable for results	76.8%	-4.2%	72.6%	19.1%	8.3%
	17: Can disclose suspected violation w/out reprisal	49.1%	-4.8%	44.3%	16.8%	38.9%
	18: Training needs are assessed	41.3%	-0.2%	41.0%	24.8%	34.1%
	19: Understood how to get rated at diff. perf. Levels	48.4%	+6.2%	54.6%	12.7%	32.8%
My Work Unit	20: People cooperate to do job	72.8%	-4.0%	68.9%	15.3%	15.9%
	21: Unit able to recruit people with right skills	29.7%	-12.6%	17.1%	21.4%	61.5%
	22: Promotions based on merit	28.4%	-8.8%	19.5%	33.2%	47.3%
	23: Poor performers are dealt with	21.3%	-1.6%	19.7%	23.1%	57.2%
	24: Perf. differences recognized	19.5%	+4.8%	24.3%	39.6%	36.2%
	25: Awards depend on employee performance	21.1%	+4.9%	26.0%	36.1%	37.9%
	26: Employees share job knowledge	71.5%	+4.6%	76.1%	11.6%	12.3%
	27: Skill in unit has improved	41.9%	+7.6%	49.5%	19.1%	31.4%
	28: Overall quality of work in unit	77.8%	+11.8%	89.7%	7.2%	3.1%
	29: Employees have skills to accomplish goals	56.1%	+17.9%	74.0%	15.8%	10.1%
My Agency	30: Employees feel empowered	37.1%	-4.3%	32.8%	34.3%	32.8%
	31: Employees recognized for high quality	46.8%	-11.4%	35.4%	25.8%	38.8%
	32: Creativity rewarded	32.5%	-15.8%	16.6%	41.7%	41.7%
	33: Pay raises performance dependent	4.8%	+1.6%	6.4%	46.1%	47.5%
	34: Policies promote diversity	46.9%	-8.2%	38.7%	45.1%	16.2%
	35: Protected from hazards	73.7%	-2.5%	71.2%	17.3%	11.5%
	36: Prepared for security threats	74.2%	+0.7%	74.9%	16.4%	8.7%
	37: Favoritism not tolerated	43.6%	-10.0%	33.6%	35.8%	30.7%
	38: Prohibited practices not tolerated	56.8%	-5.5%	51.2%	26.4%	22.4%
	39: Agency successful at mission	65.2%	-1.1%	64.1%	23.7%	12.1%
	40: Recommend organization	59.9%	+7.7%	67.6%	15.8%	16.6%
	41: Survey used to improve agency	30.8%	-4.5%	26.3%	39.7%	34.0%
	42: Supervisor supports work/life	70.6%	+4.3%	74.9%	16.0%	9.1%
My Supervisor	43: Supervisor provides opp. to demo leadership	62.9%	+0.5%	63.3%	22.8%	13.9%
	44: Discussions about perf. worthwhile	52.7%	+11.0%	63.7%	14.2%	22.1%
	45: Supervisor committed to representative workforce	47.3%	-1.1%	46.2%	37.1%	16.6%
	46: Supervisor provides constructive suggestions	48.2%	+0.4%	48.6%	29.6%	21.7%
	47: Supervisors support development	55.4%	-1.9%	53.5%	24.3%	22.3%
	48: Supervisor listens	60.3%	+5.1%	65.4%	18.2%	16.4%
	49: Supervisor treats with respect	64.2%	+8.0%	72.2%	14.2%	13.6%
	50: Supervisor talked w/me about my performance	77.4%	-7.7%	69.7%	15.8%	14.5%
	51: Trust my supervisor	56.9%	+3.2%	60.1%	21.1%	18.8%
	52: Overall job of immediate supervisor	55.9%	+10.9%	66.8%	17.1%	16.1%
Leadership	53: Leaders generate motivation	39.6%	-12.7%	26.9%	30.0%	43.0%
	54: Leaders have standards of honesty	41.1%	-8.5%	32.6%	27.5%	39.9%
	55: Supervisors work well with diff. backgrounds	55.3%	-7.7%	47.7%	34.1%	18.3%
	56: Managers communicate goals	56.9%	-2.3%	54.6%	24.7%	20.7%
	57: Managers review progress toward goals	63.1%	-15.7%	47.3%	33.8%	18.8%
	58: Managers promote communication	46.3%	-1.7%	44.6%	29.4%	26.0%
	59: Managers support collaboration	57.5%	-8.6%	48.9%	28.0%	23.1%
	60: Overall job of manager above supervisor	61.2%	-5.5%	55.7%	26.4%	17.9%
	61: Have respect for senior leaders	41.0%	-6.7%	34.3%	29.7%	36.0%
	62: Senior leaders support work/life programs	48.5%	-9.9%	38.6%	32.9%	28.5%
My Satisfaction	63: Satisfaction with involvement	50.1%	-4.8%	45.2%	20.2%	34.6%
	64: Satisfaction with info received	46.9%	-9.9%	36.9%	34.8%	28.3%
	65: Satisfaction with recognition	42.0%	-9.0%	33.0%	37.5%	29.5%
	66: Satisfaction with senior leaders	36.4%	-0.4%	36.0%	34.5%	29.5%
	67: Satisfaction with opp. for a better job	34.0%	-2.8%	31.2%	31.2%	37.6%
	68: Satisfaction with training	44.7%	-1.3%	43.4%	28.7%	27.9%
	69: Job satisfaction	60.9%	+7.8%	68.7%	19.7%	11.6%
	70: Satisfaction w/pay	77.2%	-1.5%	75.7%	16.9%	7.4%
	71: Organizational satisfaction	55.0%	-3.5%	51.5%	22.1%	26.3%

Response Rate: 48.6%

Legend:

Your Top Ten Results

2017 Top Ten Positive Scores
2018 Top Ten Positive Scores
2018 Top Ten Neutral Scores
2018 Top Ten Negative Scores

OPM Rules of Thumb

- ≥65 0% = Strength Threshold
- ≥30 0% = Uncertainty Threshold
- ≥35 0% = Challenge Threshold

New Strength

Interpretation:

1. Identify whether your "Top Ten" are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present in your work unit.
2. Identify whether your "Top Ten Positive" are higher or lower than last year scores.
3. Compare your "2018 Positive Scores" with "2017 Positive Scores." This will help you to recognize an increased and decreased area.
4. Identify your new strengths. This will help you to recognize improved area. (Note: Your work unit might not have new strength this year).
5. The categories with high numbers of positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

The Office of Personnel Management (OPM) organizes each agency's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their agency meet its mission:

- ▶ Global Satisfaction Index
- ▶ Employee Engagement Index
- ▶ The New Inclusion Quotient (New IQ)

65.9%

↑ Increased 2.6% points from last year

Global Satisfaction

Measures employee satisfaction about four aspects related to their work: **their job, their pay, their organization**, and whether they would **recommend their organization** as a good place to work.
(Q 69, 70, 71, and 40)

57.1%

↓ Decreased 0.1% points from last year

Employee Engagement

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three subfactors: **Leaders Lead, Supervisors, and Intrinsic Work Experience.**

46.2%

↓ Decreased 2.7% points from last year

The New IQ

Identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behavior will create positive habits among team members and managers. The new IQ are grouped into "Five Habits of Inclusion": **Fair; Open; Cooperative; Supportive; and Empowering.**

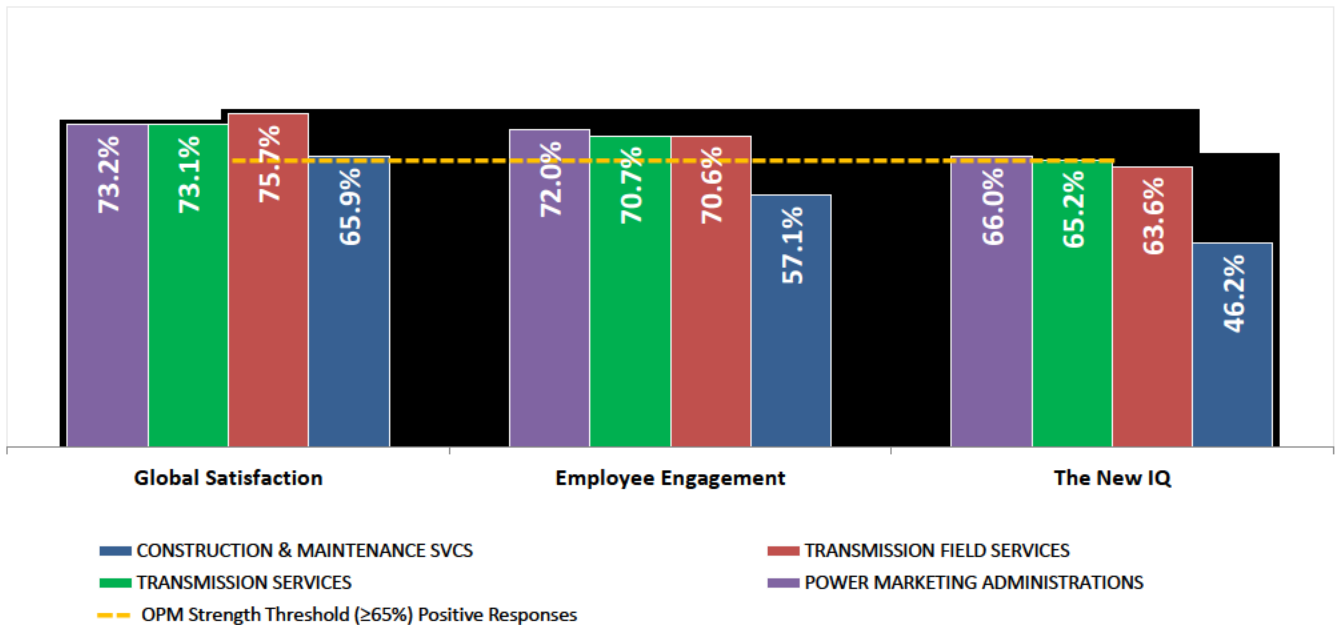
2018 Percent Positive Scores =

0% - 54%

55% - 64%

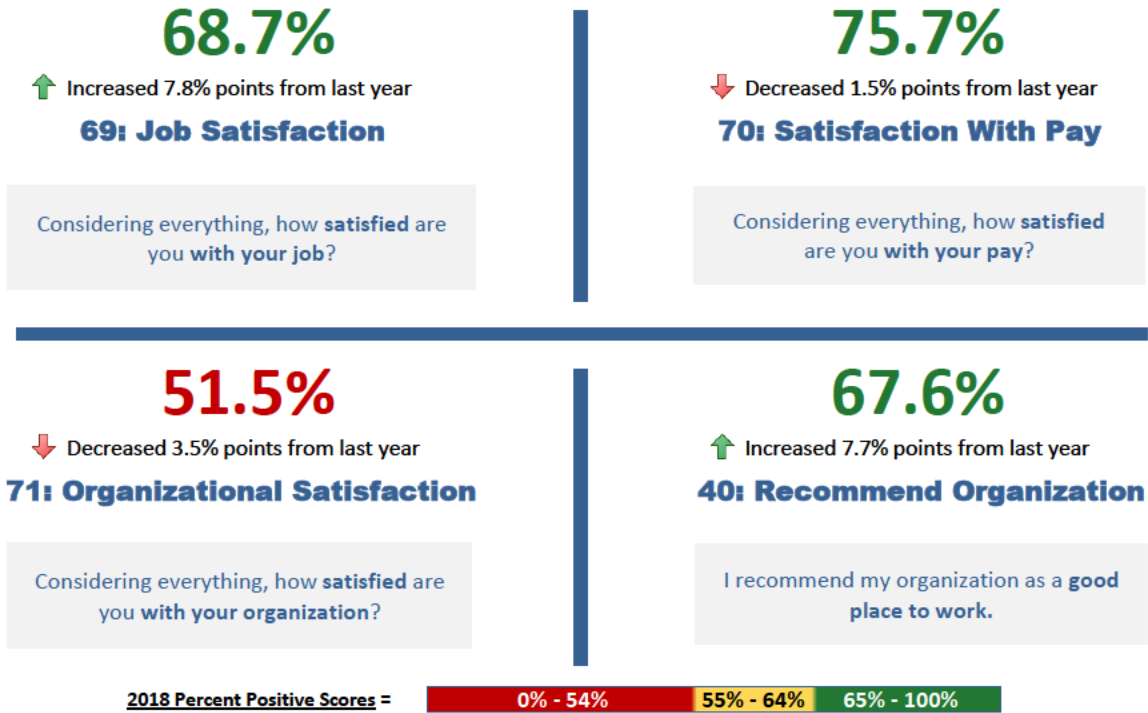
65% - 100%

Comparisons for FEVS Indices

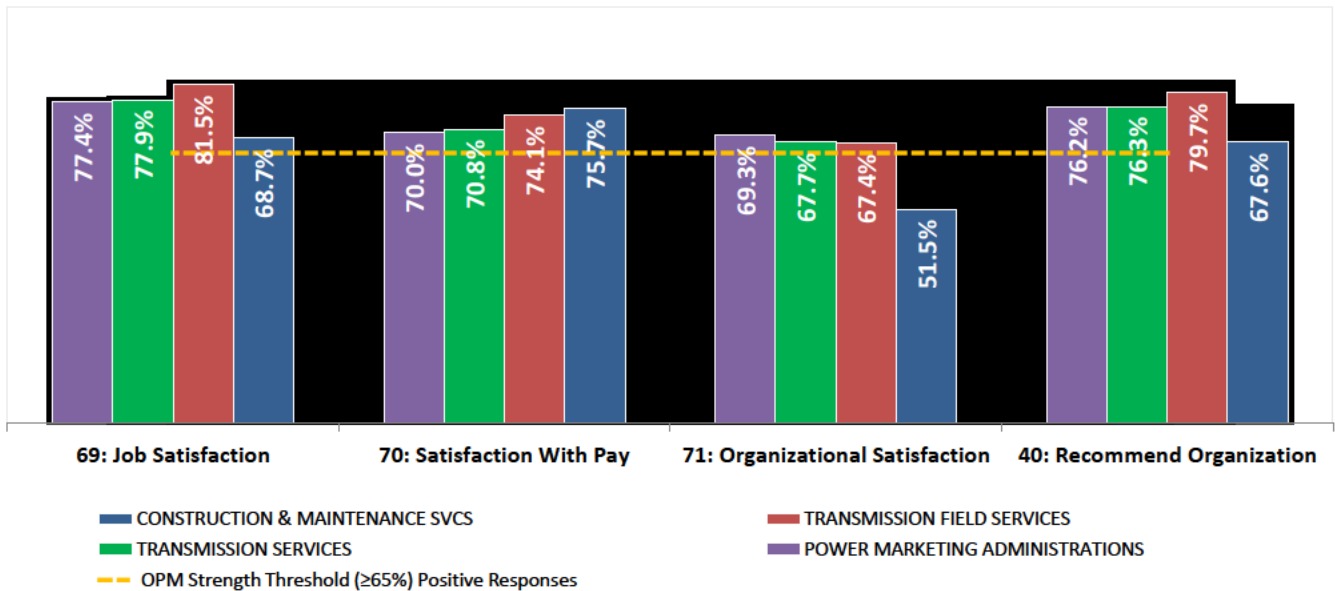


GLOBAL SATISFACTION INDEX

The Global Satisfaction Index provides a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The four questions that make up the Global satisfaction Index are:



Comparisons for Global Satisfaction Questions

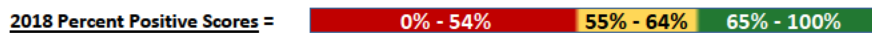
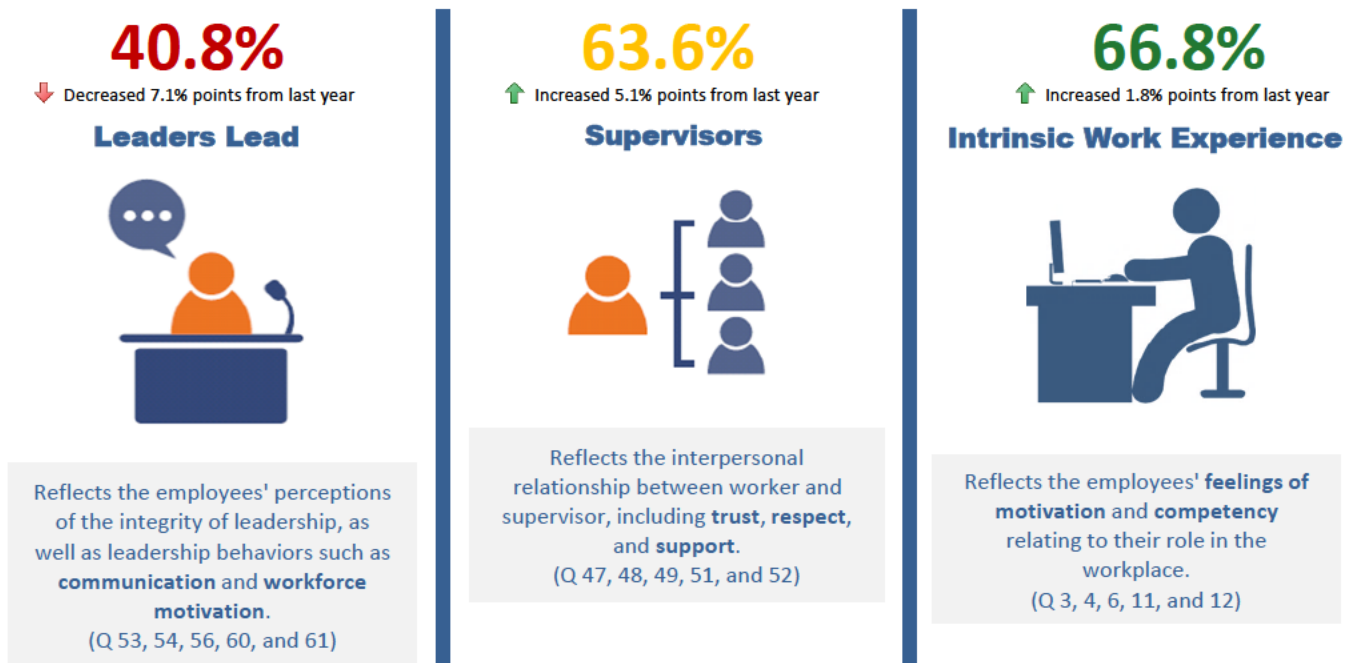


YOUR ENGAGEMENT INDEX

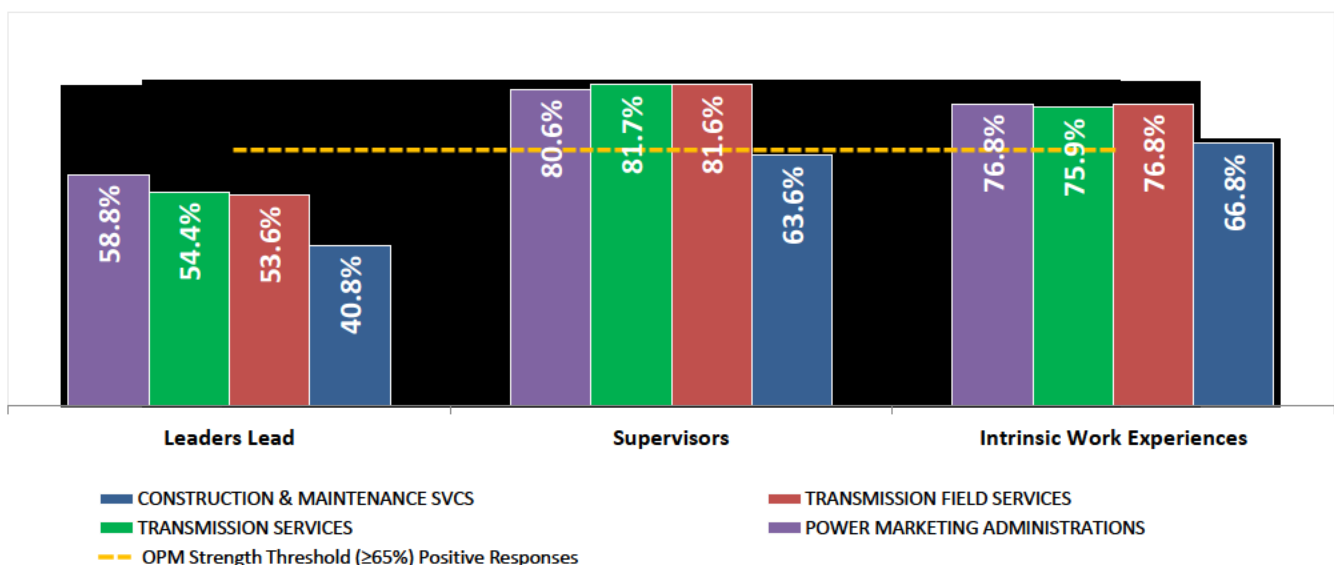
The Employee Engagement Index measures factors that lead to an engaged workforce (e.g., leaders communicate goals; supervisors support employee development; and employees have a sense of personal accomplishment). The index is made up of three subfactors:

- ▶ Leaders Lead
- ▶ Supervisors
- ▶ Intrinsic Work Experience

Each subfactor reflects a different aspect of an engaging work environment.



Comparisons for Engagement Index



THE NEW INCLUSION QUOTIENT (THE "NEW IQ")

The New IQ is based on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. The New IQ is grouped into Five Behaviors/Habits of Inclusion:

30.9%

↓ Decreased 1.5% points from last year

Fair

Fairness relates to the sense of impartiality in your organization. It answers the question: Are all employees **treated equitably**? (Q 23, 24, 25, 37, and 38)

37.3%

↓ Decreased 8.2% points from last year

Open

Openness relates to the sense of diversity found in your organization. It answers the question: Does management **support diversity** in all ways? (Q 32, 34, 45, and 55)

46.7%

↓ Decreased 5.2% points from last year

Cooperative

A cooperative environment is one that fosters communication and collaboration. The cooperative aspect of your organization is measured by asking the question: Does management **encourage communication and collaboration**? (Q 58, and 59)

66.2%

↑ Increased 2.0% points from last year

Supportive

A supportive environment is one that values employees. This aspect of your organization is measured by asking the question: Do supervisors **value employees**? (Q 42, 46, 48, 49, and 50)

49.7%

↓ Decreased 0.6% points from last year

Empowered

The empowered aspect of your organization is measured by asking the question: Do **employees have the resources and support** needed to excel? (Q 2, 3, 11, and 30)

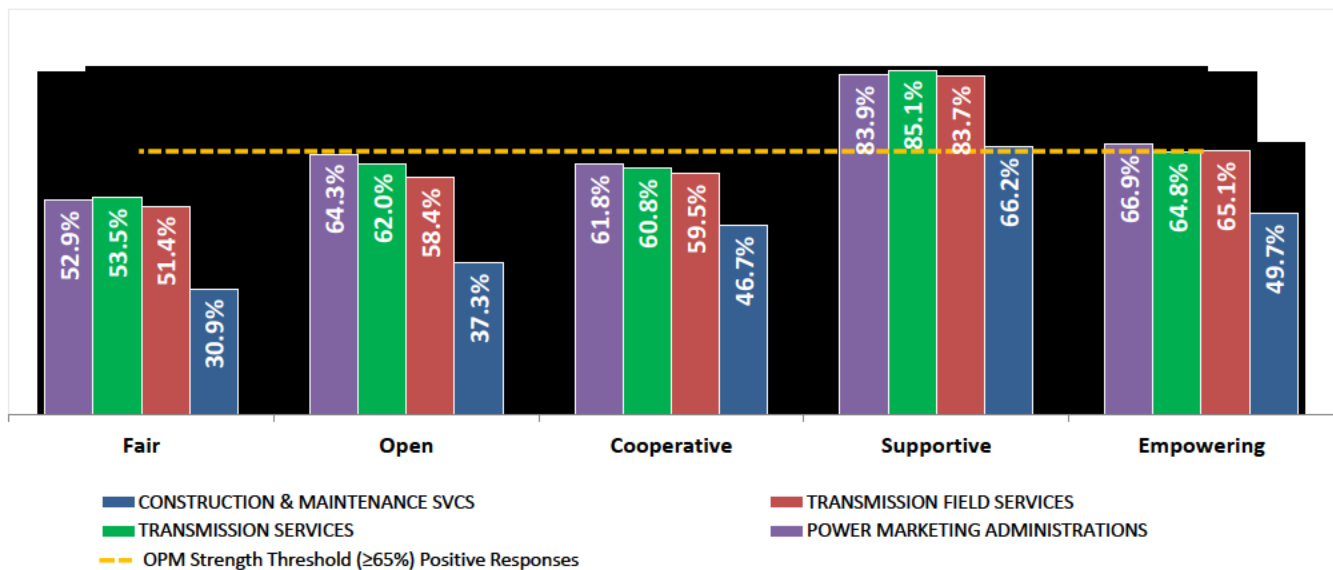
2018 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for The New IQ



OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

(Continued)

In addition to the index scores measured by OPM, the Department of Energy has highlighted and measuring additional index items to include:

- ▶ Effective Communications Index
- ▶ Training and Development Index
- ▶ Workplace Safety Index
- ▶ Creativity and Innovation Index

53.8%

↓ Decreased 2.1% points from last year

Effective Communications

Measures employee satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include: **Employee and Supervisor**, and **Leader/Manager/Organizational**.

49.8%

↑ Increased 2.7% points from last year

Training and Development

Measure employees satisfaction with opportunities to **improve skills, assess training needs, and enhance professional development**. (Q 1, 18, 27, 47, and 68)

62.1%

↓ Decreased 1.5% points from last year

Workplace Safety

Measure whether employees feel the workplace is safe. Their **workload is reasonable, physical conditions allow them perform job well, and safety conditions exist in their work place**. (Q 10, 14, 17, 35, 36, and 38)

50.0%

↓ Decreased 9.0% points from last year

Creativity and Innovation

Measures the extent to which employees feel their **innovative contributions to their workplace**. (Q 3, 8, and 32)

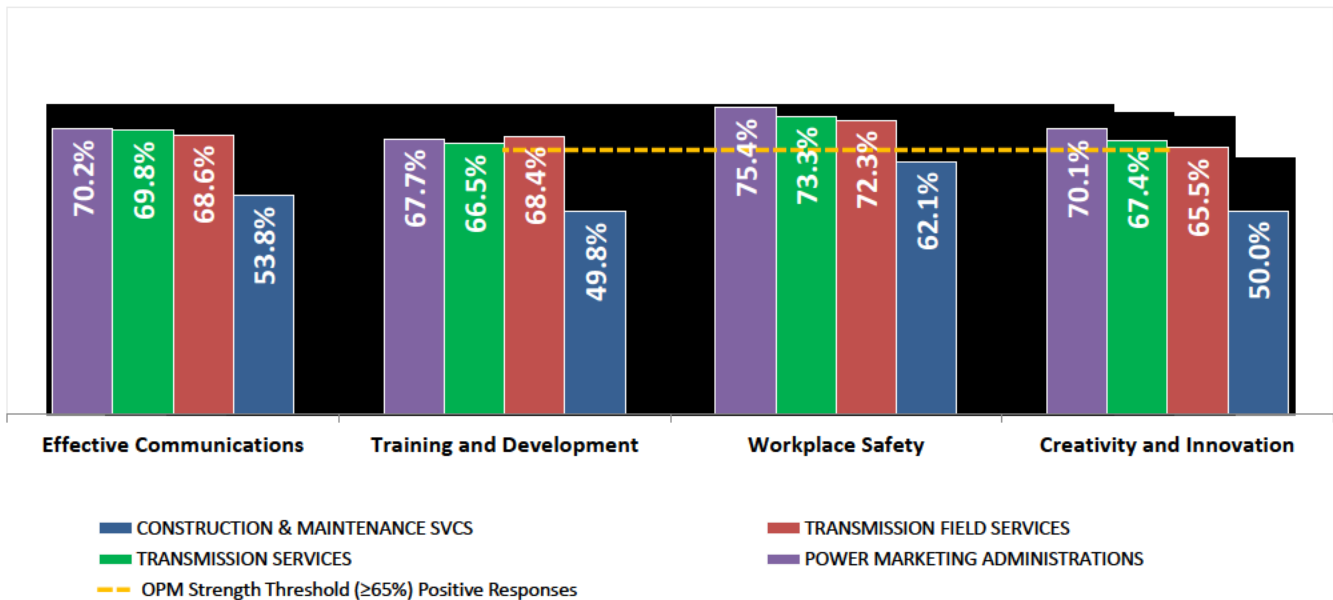
2018 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices



YOUR COMMUNICATION INDEX

The Effective Communications Index measure employee' satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include:

- ▶ Employee and Supervisor
- ▶ Leader/Manager/Organizational

64.3%

↑ Increased 4.3% points from last year
Employee and Supervisor



Measures the **employee's satisfaction** with the **authentic communications** with his/her **first-line supervisor**.
(Q 19, 44, 48, 49, 50, and 51)

43.2%

↓ Decreased 8.5% points from last year
Leader/Manager/Organizational

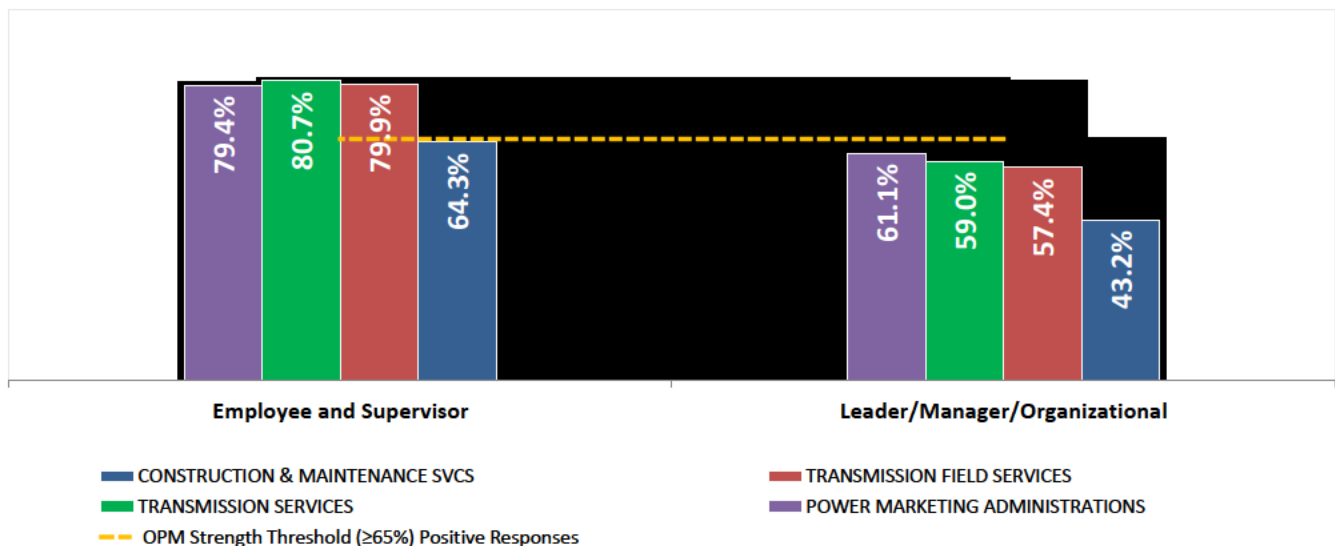


Measures the **employee's satisfaction** with the **leaders communicating authentically** about the **organizational goals and information**.
(Q 53, 56, 57, 58, 59, and 64)

2018 Percent Positive Scores =



Comparisons for Communication Index



TOP TEN STRENGTHS: Your Organization's Most Positive Responses

Positive Response Choices: Strongly Agree & Agree | Very Satisfied & Satisfied | Very Good & Good

CONSTRUCTION & MAINTENANCE SVCS		Work Unit Trends				Comparison Orgs This Yr		
Rank	Q#: Summary	2015	2016	2017	2018	1Up	2Up	3Up
1	7: Willing to put in extra effort	87.3%	87.3%	91.5%	96.9%	96.0%	95.7%	96.4%
2	5: I like the work I do	84.3%	84.5%	87.8%	90.3%	90.6%	87.7%	86.8%
3	28: Overall quality of work in unit	81.5%	83.8%	77.8%	89.7%	92.8%	90.8%	90.2%
4	8: Looking for ways to do job better	87.5%	83.8%	85.5%	84.5%	89.2%	90.1%	92.5%
5	13: Work I do is important	74.3%	88.9%	88.3%	83.3%	94.1%	92.4%	92.0%
6	6: Know what's expected of me	62.4%	75.0%	72.9%	80.5%	84.3%	81.3%	81.3%
7	4: Feeling of personal accomplishment	55.2%	79.0%	65.6%	77.2%	84.4%	80.7%	78.7%
8	26: Employees share job knowledge	71.5%	75.1%	71.5%	76.1%	86.7%	86.6%	83.9%
9	70: Satisfaction w/pay	71.7%	64.3%	77.2%	75.7%	74.1%	70.8%	70.0%
10	10: Workload is reasonable	41.4%	58.4%	63.6%	75.3%	66.1%	59.1%	62.4%

Identifying strengths: Large value indicates a *Strength*. Percentages represent the proportion of positive responses (e.g., agreement that the desired condition exists).

 % = Top Ten on Trends and Comparisons

 % = Your Top Ten Strengths

TOP TEN UNCERTAINTIES: Your Organization's Most Neutral Responses

Neutral Response Choices: Neither Agree nor Disagree | Neither Satisfied nor Dissatisfied | Fair

CONSTRUCTION & MAINTENANCE SVCS		Work Unit Trends				Comparison Orgs This Yr		
Rank	Q#: Summary	2015	2016	2017	2018	1Up	2Up	3Up
1	33: Pay raises performance dependent	21.2%	39.2%	33.8%	46.1%	39.4%	36.9%	33.9%
2	34: Policies promote diversity	34.3%	41.2%	34.4%	45.1%	31.7%	28.6%	26.2%
3	32: Creativity rewarded	24.0%	40.0%	20.0%	41.7%	32.9%	30.9%	29.2%
4	41: Survey used to improve agency	23.6%	41.2%	30.0%	39.7%	33.6%	30.6%	28.3%
5	24: Perf. differences recognized	19.5%	31.2%	29.5%	39.6%	31.9%	29.8%	30.4%
6	65: Satisfaction with recognition	26.0%	33.7%	26.6%	37.5%	24.7%	22.3%	21.4%
7	45: Supervisor committed to representative workforce	41.8%	45.8%	40.3%	37.1%	21.2%	21.4%	20.2%
8	25: Awards depend on employee performance	17.9%	29.8%	41.6%	36.1%	29.0%	26.4%	27.7%
9	37: Favoritism not tolerated	18.8%	21.4%	27.5%	35.8%	25.1%	22.8%	21.7%
10	64: Satisfaction with info received	19.0%	24.9%	28.2%	34.8%	28.4%	25.1%	22.8%

Identifying uncertainty: Large Value indicates *uncertainty*. Percentages represent the proportion of neutral responses (e.g., neither agreement nor disagreement that the desired condition exists). For large shifts in uncertainty, review the changes in percentages of positive and negative responses to see whether perceptions have become more positive or negative.

 % = Top Ten on Trends and Comparisons

 % = Your Top Ten Uncertainties

TOP TEN CHALLENGES: Your Organization's Most Negative Responses

Negative Response Choices: Strongly Disagree or Disagree | Very Dissatisfied or Dissatisfied | Very Poor or Poor

CONSTRUCTION & MAINTENANCE SVCS		Work Unit Trends				Comparison Orgs This Yr		
Rank	Q#: Summary	2015	2016	2017	2018	1Up	2Up	3Up
1	21: Unit able to recruit people with right skills	61.5%	47.9%	42.1%	61.5%	41.1%	41.0%	33.1%
2	23: Poor performers are dealt with	59.9%	53.8%	53.4%	57.2%	32.7%	31.6%	31.7%
3	9: Have sufficient resources	55.5%	36.6%	37.3%	48.9%	36.1%	39.0%	33.2%
4	33: Pay raises performance dependent	73.0%	53.4%	61.4%	47.5%	52.8%	48.2%	45.3%
5	22: Promotions based on merit	62.8%	49.0%	45.4%	47.3%	33.5%	31.6%	28.9%
6	53: Leaders generate motivation	73.8%	40.0%	38.1%	43.0%	33.7%	33.4%	27.2%
7	32: Creativity rewarded	62.0%	43.2%	47.6%	41.7%	26.9%	25.1%	23.3%
8	54: Leaders have standards of honesty	70.0%	38.5%	28.9%	39.9%	26.0%	19.6%	17.4%
9	17: Can disclose suspected violation w/out reprisal	63.2%	45.2%	26.9%	38.9%	17.4%	17.0%	15.1%
10	31: Employees recognized for high quality	55.1%	43.0%	35.7%	38.8%	21.6%	20.7%	19.2%

A counterintuitive measure: Large value indicates greater negativity and a potential challenge area. Percentages represent the proportion of *negative responses* (e.g., disagreement that the desired condition exists).

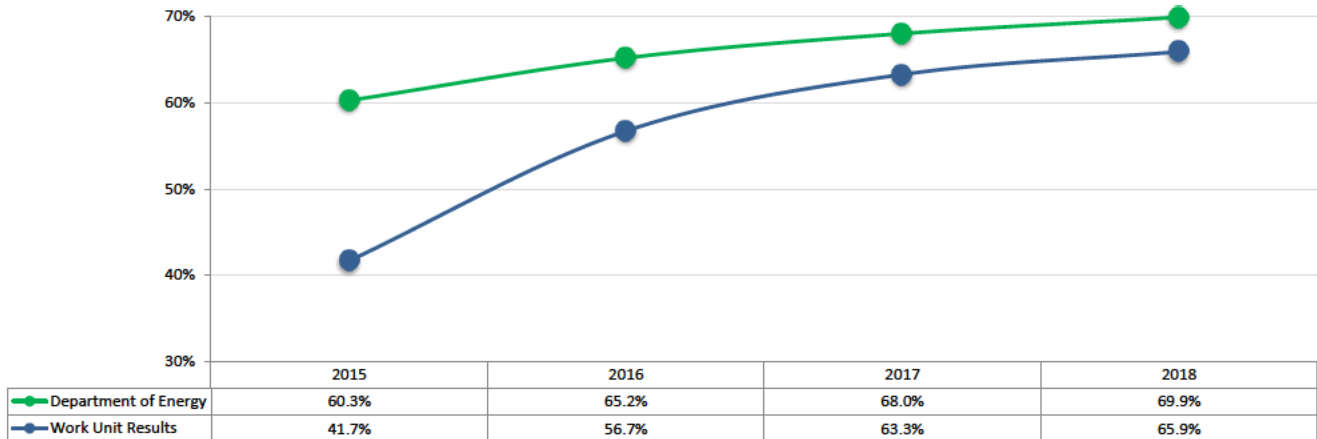
 % = Top Ten on Trends and Comparisons

 % = Your Top Ten Challenges

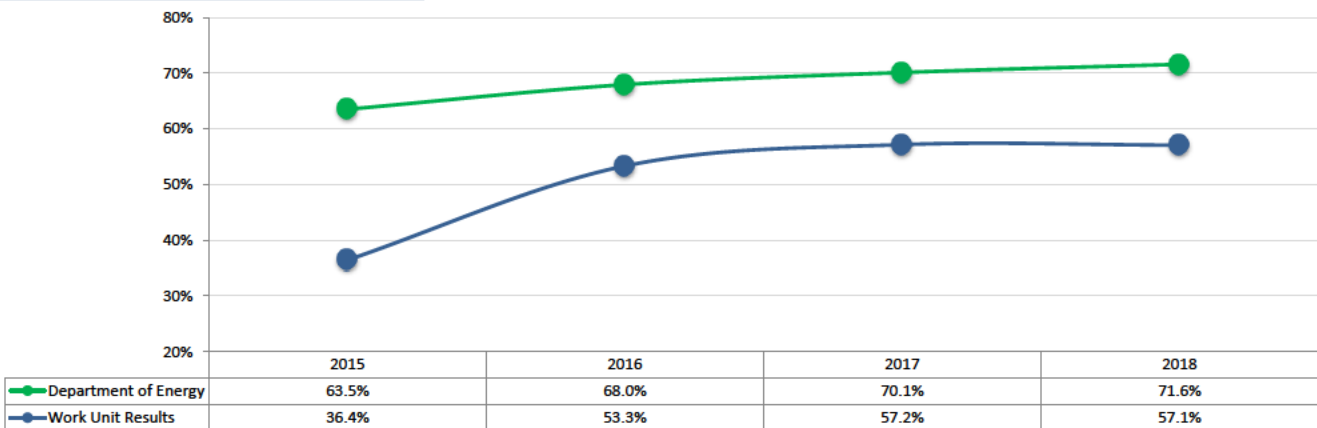
FEVS INDEX TRENDS: Work Unit Vs. Department of Energy

The graphs below display the FEVS indices trend data results for the last five years. The graph indicates the Work Unit's yearly results as compared to Department of Energy results. Additionally, the graphs provide the Work Unit with an opportunity to analysis its yearly performance in each indices.

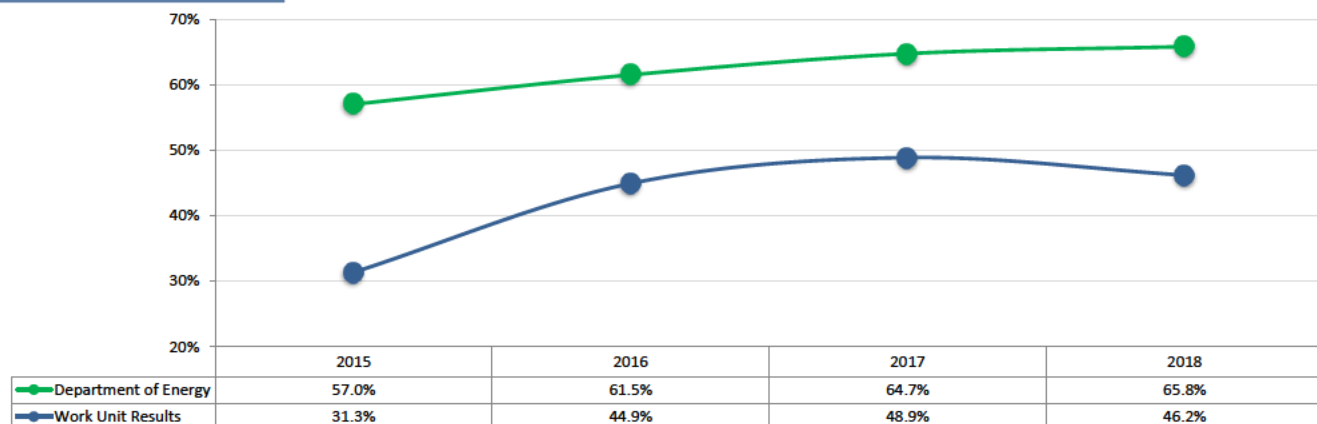
Trends for Global Satisfaction



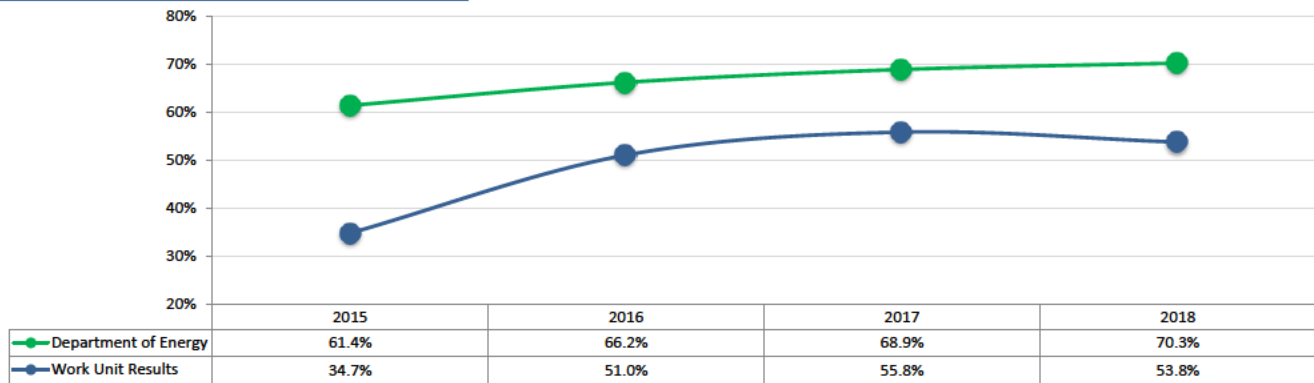
Trends for Employee Engagement



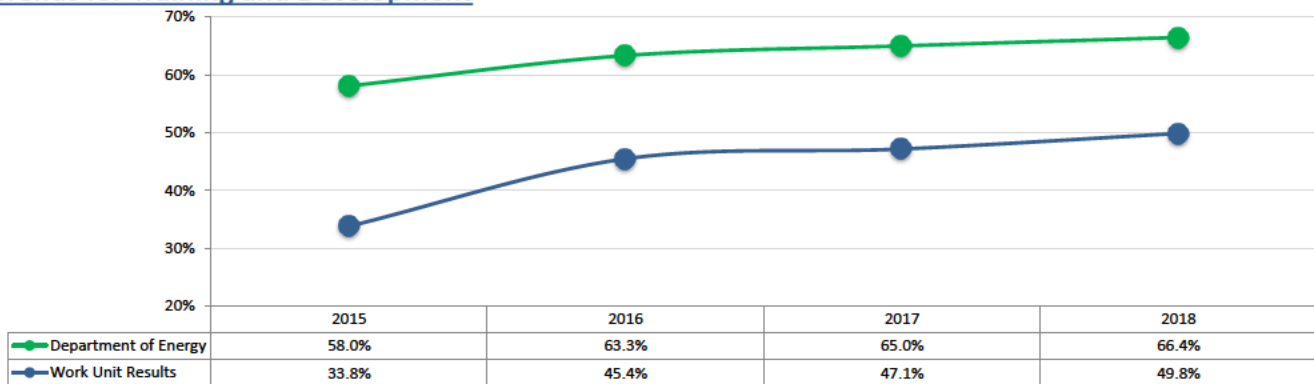
Trends for The New IQ



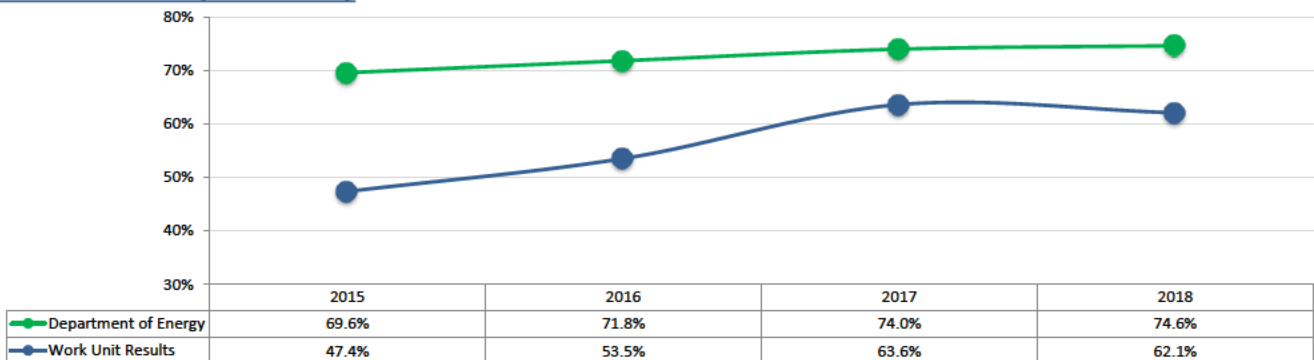
Trends for Effective Communications



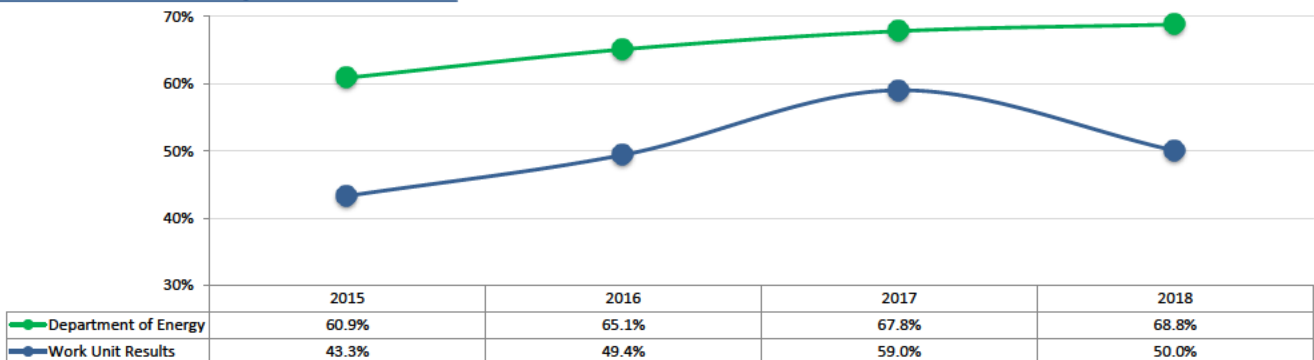
Trends for Training and Development



Trends for Workplace Safety



Trends for Creativity and Innovation





U.S. DEPARTMENT OF
ENERGY

HC/Corporate Workforce Engagement and Effectiveness Division

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Learn more at:

<https://hcnet.doe.gov/fevs>

<https://hcnet.doe.gov/introduction-employee-engagement>

Email: FEVS@HQ.DOE.GOV



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results

TET - Commissioning And Testing (820TETA000)



U.S. DEPARTMENT OF
ENERGY

Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results

About this Organizational Management Report (OMR)

This report provides four key metrics from the Federal Employee Viewpoint Survey (FEVS): Employee Engagement Index and its three subindices, the Global Satisfaction Index, the Performance Confidence Index, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) Index. We also include trends over time and comparisons with other organizations, where available. Research shows that employee satisfaction is highly correlated with attrition: unsatisfied employees are more likely to leave, which increases costs, decreases efficiency, and disrupts organizations.

Overview of the 2022 FEVS¹:

- Survey Open Period: May 31 to July 15, 2022.
- Content changes:
 - Seven Agency Specific Items (ASIs) to learn about employees' experiences related to harassment, discrimination, and retaliation.
 - A new Diversity, Equity, Inclusion, and Accessibility (DEIA) Index to align with Executive Order 14035, using questions tested on the 2021 survey.
 - Several questions to understand ongoing responses to the pandemic and return to the worksite.
 - Test items to assess, among others, customer experience and autonomy.
- Survey Population: All Federal employees onboard as of November 2021. Political appointees and contractors/non-Federal employees remained ineligible.
- Reporting: Breakout reports will be available to all organizations who have at least ten responses. **Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.**

DOE FEVS Response Rates

For the fifth year in a row, DOE had the highest response rate among large agencies (large agencies have 10,000-74,999 Federal employees). A total of 12,378 DOE Federal employees received the survey and 8,587 completed it, for a response rate of **69%**, compared to **46%** for large agencies and **35%** government-wide.

The following are the final response rates for DOE's major portfolios:

- Office of the Under Secretary for Infrastructure (S3): 81%
- Office of the Under Secretary for Science and Innovation (S4): 73%
- Office of the Secretary, Deputy Secretary, and Direct Reports (S1/S2/DR): 72%
- Power Marketing Administrations (PMAs): 68%
- National Nuclear Security Administration (NNSA): 65%

¹ Congress requires that all Executive Branch agencies survey their employees (5 CFR Part 250 Subpart C). The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM). This year, the FEVS was administered via census, meaning that all employees were surveyed across the Department.



Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results

About this Organizational Management Report (OMR)

FEVS RESULTS

Four FEVS indices are used to measure our progress in: (a) strengthening employee engagement; (b) improving employee satisfaction; (c) increasing employees' perceptions of workplace effectiveness; and (d) improving diversity, equity, inclusion, and accessibility to align with Executive Order 14035.

- a) **Global Satisfaction Index (GSI):** Is an average of the scores of four items: their job, their pay, and their departmental element as well as employees' willingness to recommend their organization as a good place to work. **DOE's 2022 GSI remains unchanged from the previous year at 72%.**
- b) **Employee Engagement Index (EEI):** Measures employees' perceptions of the conditions that can lead to engagement. **DOE's 2022 EEI is 78%, an increase of 1 percentage point from 2021.**
EEI includes three subindices:
 - **Leaders Lead:** Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.
 - **Supervisors:** Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support.
 - **Intrinsic Work Experience:** Reflects the employees' feelings of motivation and competency relating to their roles in the workplace.
- c) The **Performance Confidence Index (PCI):** Is an average of the scores of the five items assessing employees' perception of their organization's ability to achieve goals and produce work at a high level (workplace effectiveness). **DOE's 2022 PCI remains unchanged from the previous year at 91%.**
- d) **Diversity, Equity, Inclusion, and Accessibility (DEIA) Index:** This year, OPM aligned FEVS content with Executive Order 14035 on Diversity, Equity, Inclusion, and Accessibility, based on the DEIA items tested on 2021 FEVS. **DOE's 2022 DEIA Index is 78%.** The DEIA Index is comprised of four subindices: Diversity, Equity, Inclusion, and Accessibility.
 - **Diversity:** The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.
 - **Equity:** The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.
 - **Inclusion:** The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.
 - **Accessibility:** The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.

Note: This section reflects the DOE FEVS data only.



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Created by the Office of the Chief
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for the Department of Energy

Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results

About this Organizational Management Report (OMR)

OMR Interpretation

There are two different types of analysis in the OMR.

- Strength Analysis (Objective Measure) – As a rule of thumb, OPM considers it a strength when at least two out of three employees ($\geq 65\%$) give a positive response.
- Trend Analysis (Historical Measure) – This analysis tracks your organization's survey results over a four-year period (2019-2022), when available. Any increase or decrease (especially of 3 or more percentage points) should be explored.

FEVS Scores Interpretation

- Identify whether your top scores are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present.
- Identify whether your top scores "✔" are higher or lower than the 2020 scores.
- Compare your 2020 and 2022 Positive Scores to analyze performance trends.
- **OPM did not report data below the Department Elements for 2021. Trend analysis should be completed using the 2020 FEVS data for your organization.**
- Identify new strengths. This will help you to recognize improved area(s).
- Categories with high positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

Note: Response percentages are rounded to the nearest whole number. Some scores may not add up to 100%.

YOUR FEVS RESULTS: Next Steps

Managers are highly encouraged to collaborate with the Office of the Chief Human Capital Officer (HC) FEVS Team to prepare an Employee Engagement Action Plan. Reference the [DOE Employee Engagement Playbook](#) for specific guidance. Together, we can design a plan using the insights into employees' evolving wants and needs, utilizing the FEVS data and other key information to build a great work experience that is fair and welcoming to all employees. For support, please contact the Office of the Chief Human Capital Officer at: FEVS@hq.doe.gov. Online resources including the Employee Engagement Curriculum are available and updated on HCnet: [HCnet | Federal Employee Viewpoint Survey](#).

THIS OMR EDITION AND THE FUTURE OF FEVS RESULTS

This OMR edition is formatted to reflect the look and feel of the upcoming FEVS dashboard. The Office of the Chief Human Capital Officer (HC) will communicate information on how to access and use the dashboard, which is expected to launch in 2023.



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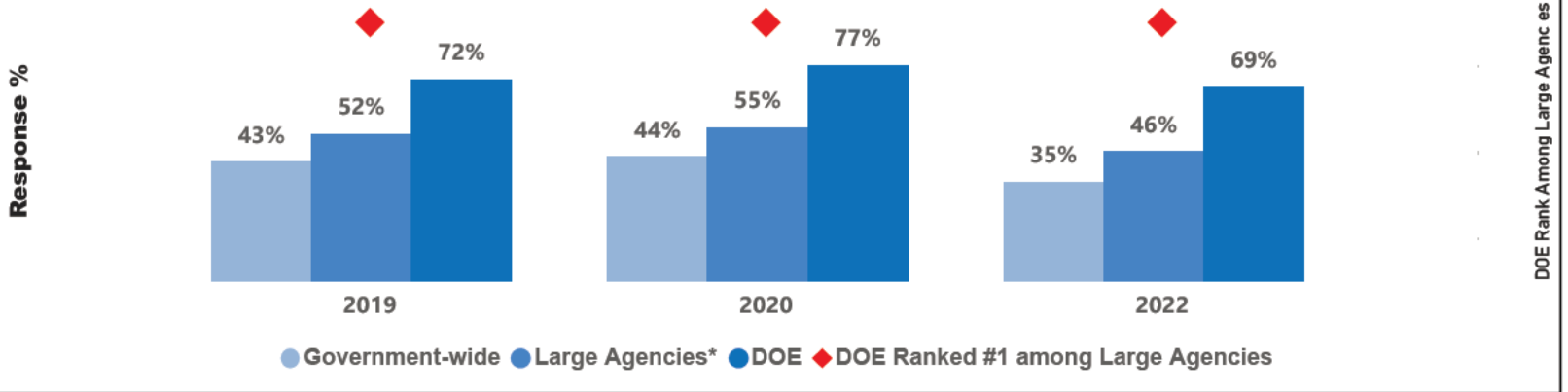
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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Response Rates & Indices

TET - Commissioning And Testing (820TETA000)

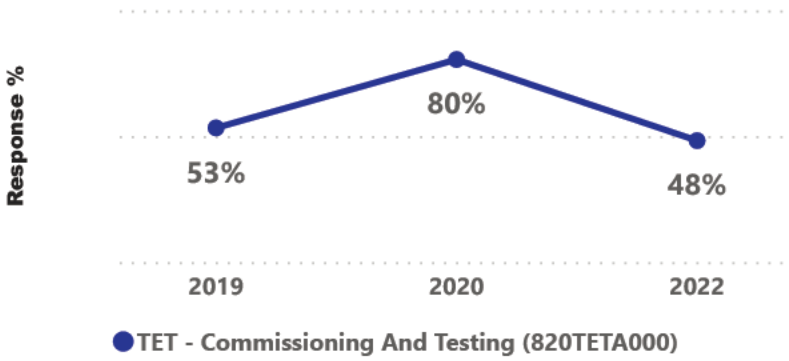
DOE, Large Agencies, & Government-wide Response Rate



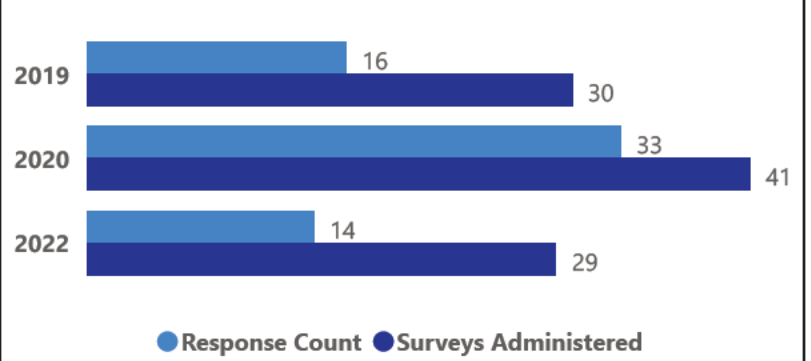
*Large Agency Category 10,000-74,999 Federal employees (defined by OPM)

TET - Commissioning And Testing (820TETA000)

Response Rate Trends



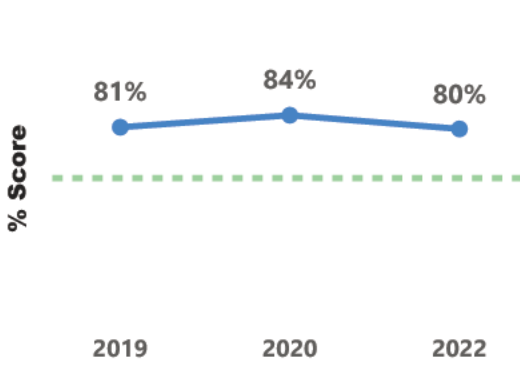
Sample Size Trends



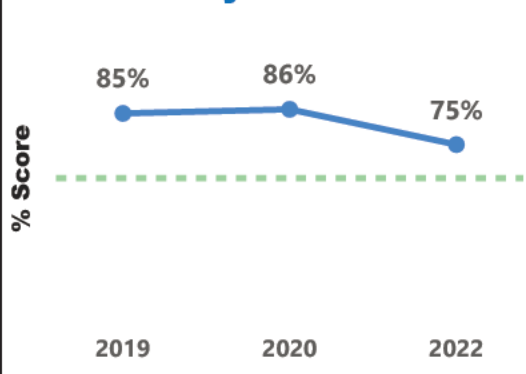
Index Score Trends

OPM Strength Threshold (≥ 65%)

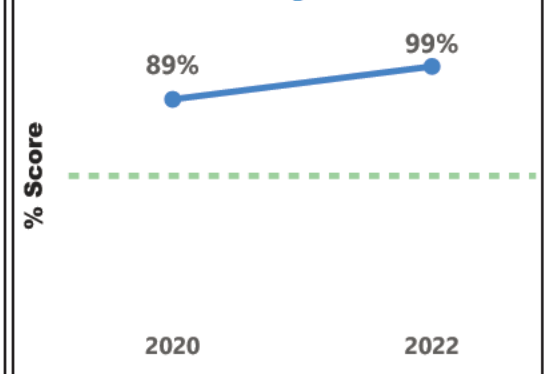
Global Satisfaction Score by Year



Employee Engagement Score by Year



Performance Confidence Score by Year



Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Top Five

TET - Commissioning And Testing (820TETA000)

Top 5 Strengths, Uncertainties, and Challenges (2022)

Top 5 Strengths: Your Organization's Most Positive Responses

FEVS Question	2022
Employees in my work unit contribute positively to my agency's performance.	100%
Employees in my work unit meet the needs of our customers.	100%
Employees in my work unit produce high-quality work.	100%
Employees in my work unit share job knowledge with each other.	100%
I know what my work unit's goals are.	100%

Top 5 Uncertainties: Your Organization's Most Neutral Responses

FEVS Question	2022
Management encourages innovation.	55%
Management makes effective changes to address challenges facing our organization.	53%
My organization meets my accessibility needs.	47%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	38%
Employees in my work unit are typically under too much pressure to meet work goals.	37%

Top 5 Challenges: Your Organization's Most Negative Responses

FEVS Question	2022
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	54%
I have a high level of respect for my organization's senior leaders.	43%
Management makes effective changes to address challenges facing our organization.	32%
Management involves employees in decisions that affect their work.	30%
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	29%



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Indices Trends

TET - Commissioning And Testing (820TETA000)

2022 FEVS Index Scores

The Office of Personnel Management (OPM) organizes each Departmental Element's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their organization meet its mission.

DOE FEVS Index Scores

Global Satisfaction

72%

Employee Engagement

78%

Performance Confidence

91%

DEIA

78%

TET - Commissioning And Testing (820TETA000)

FEVS Index Scores

GSI Score

80%

Δ from 2020

↓ -4.2%

GSI measures employee satisfaction about four aspects related to their work: their **job**, their **pay**, their **organization**, and whether they would **recommend** their organization as a good place to work. (Page 7)

EEI Score

75%

Δ from 2020

↓ -10.9%

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three sub-indices: **Leaders Lead, Supervisors**, and **Intrinsic Work Experience**. (Pages 8-9)

PCI Score

99%

Δ from 2020

↑ 10.1%

Established in 2021, the Performance Confidence Index (PCI) measures a combination of five items how employees perceive their work unit's ability to: **meet customer needs, contribute, achieve goals, produce high quality work**, and **adapt to priorities**. (Page 10)

DEIA Score

77%

New in 2022

Measures employee experience regarding four indices: **Diversity, Equity, Inclusion**, and **Accessibility**. (Pages 11-14)

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - GSI

TET - Commissioning And Testing (820TETA000)

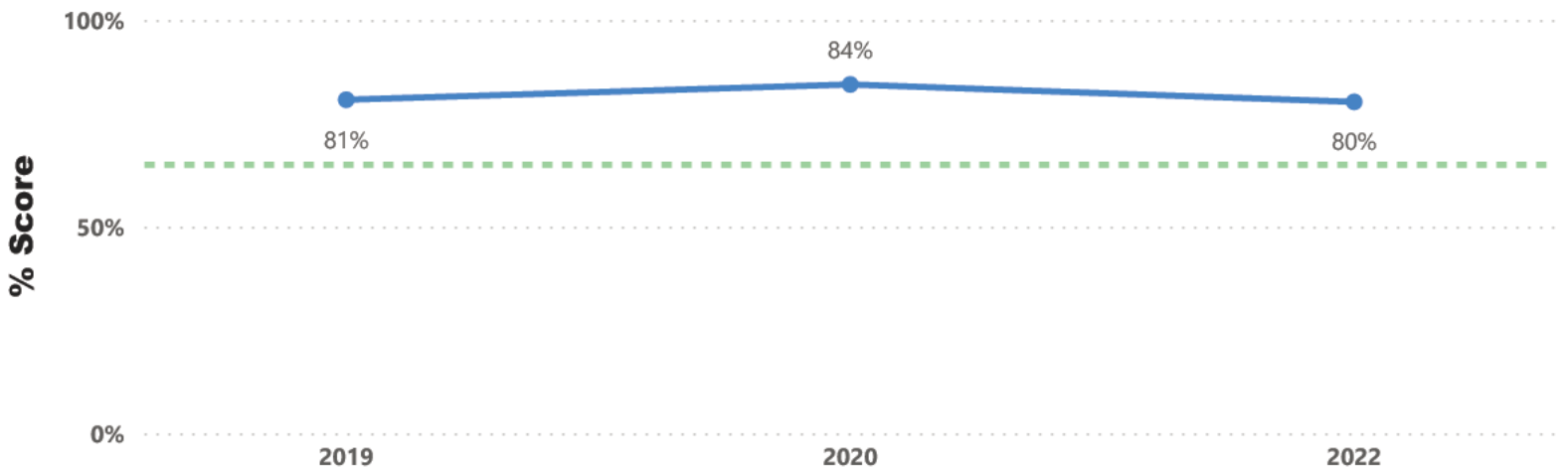
2022 GSI Score

OPM Strength Threshold (≥ 65%)

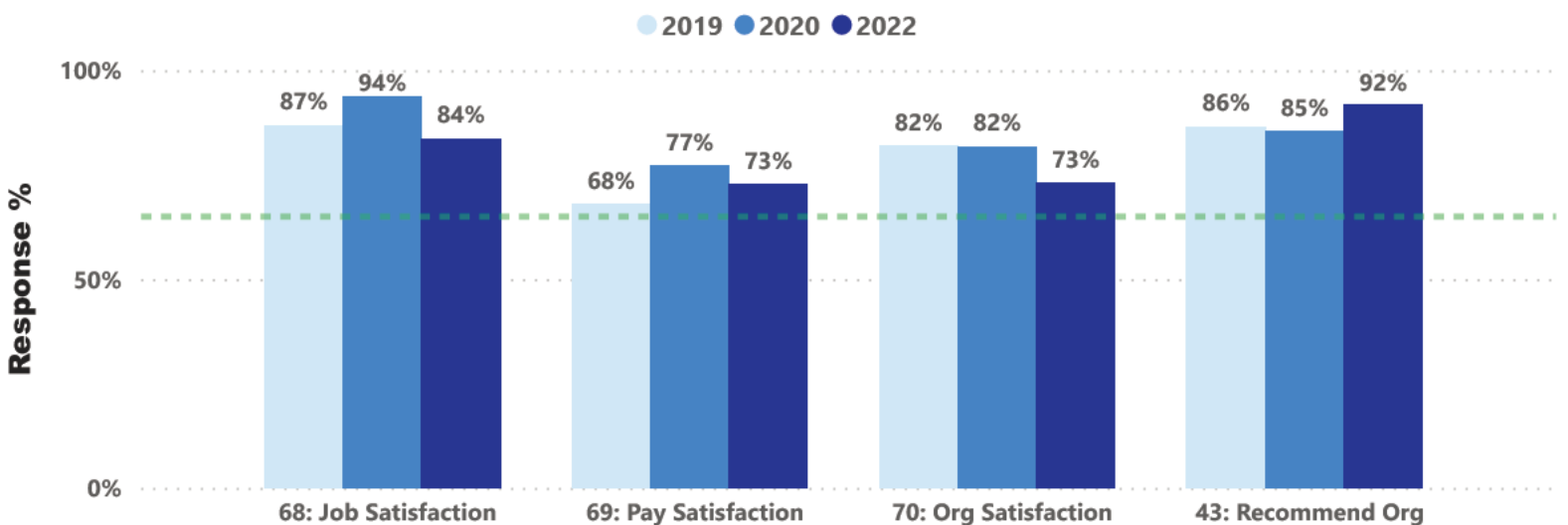
80%

Measures employee satisfaction about four items related to their work: their **job**, their **pay**, their **organization**, and whether they would **recommend** their organization as a good place to work.

GSI Scores by Year



GSI Positive Scores by Year



*Note: Horizontal line indicates the OPM guideline for scores that are "low" and need to be addressed.

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - EEI (1)

TET - Commissioning And Testing (820TETA000)

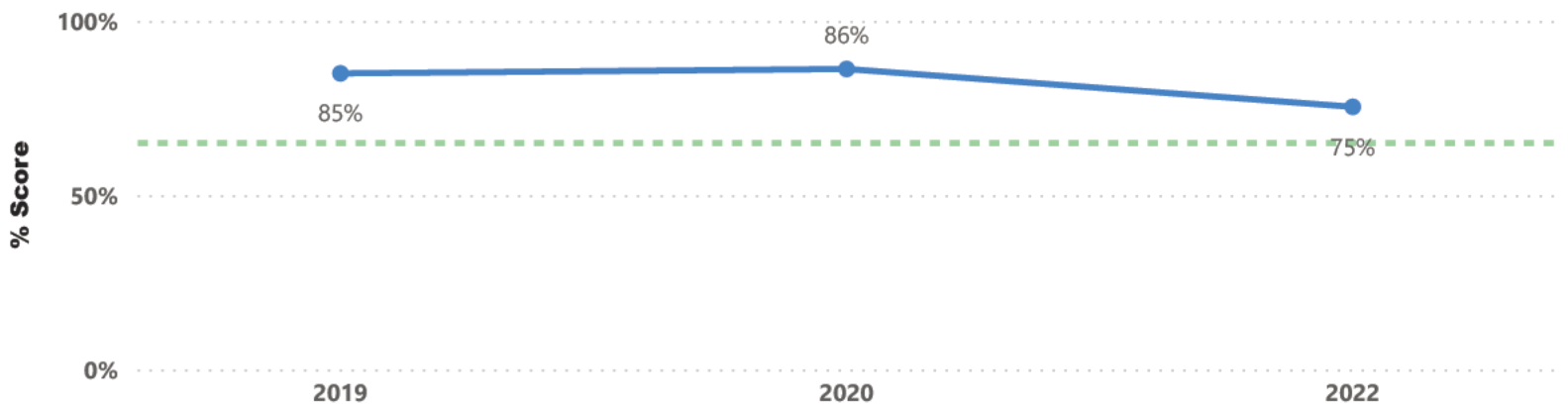
2022 EEI Score

OPM Strength Threshold (≥ 65%)

75%

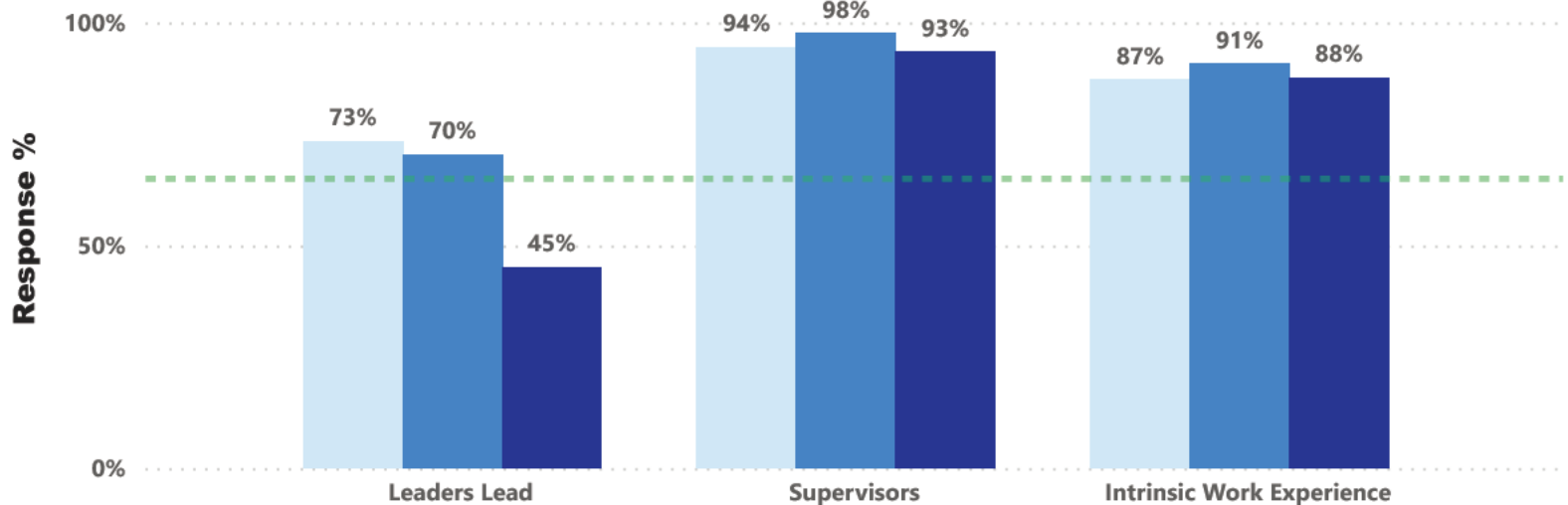
The Employee Engagement Index (EEI) measures conditions conducive to engagement, that is the engagement potential of an organization's work environment. The index is made up of three subindices: **Leaders Lead**, **Supervisors**, and **Intrinsic Work Experience**, all comprised of FEVS questions.

EEI Scores by Year



EEI Subindices by Year

2019 2020 2022



*Note: Horizontal line indicates the OPM guideline for scores that are "low" and need to be addressed.

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - EEI (2)

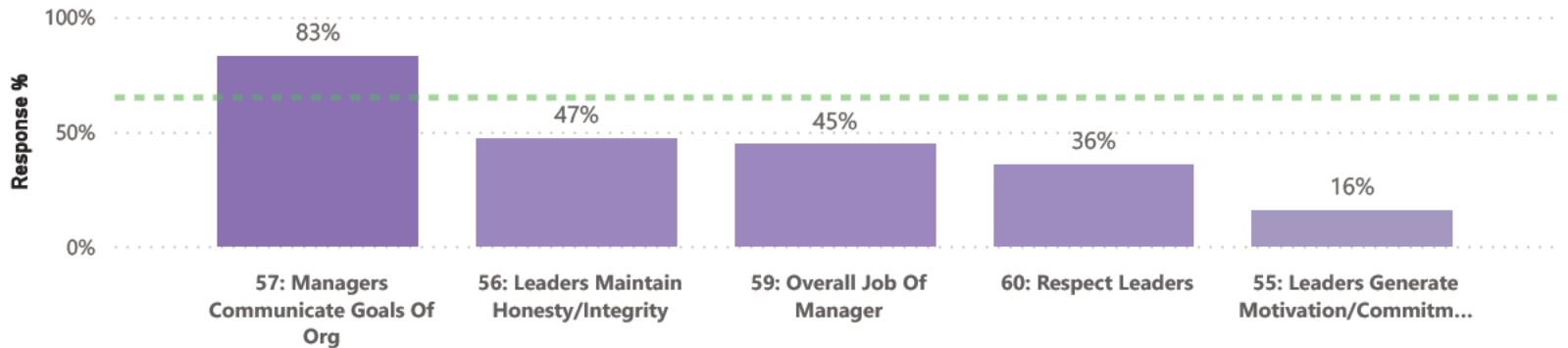
TET - Commissioning And Testing (820TETA000)

OPM Strength Threshold (≥ 65%)

2022 EEI Subindices Positive Scores

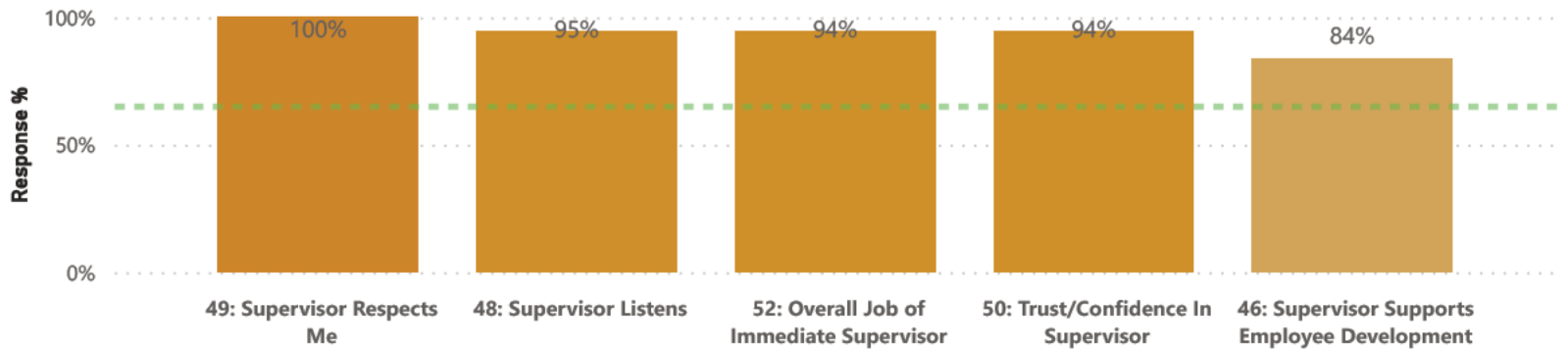
Leaders Lead

Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.



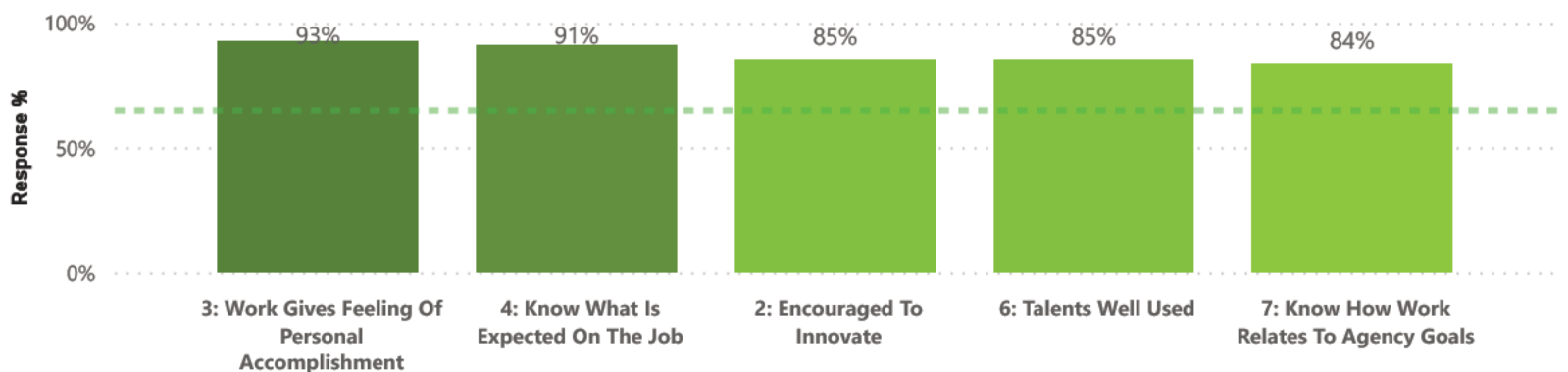
Supervisors

Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support.



Intrinsic Work Experience

Reflects the employees' feelings of motivation and competency relating to their role in the workplace.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - PCI

TET - Commissioning And Testing (820TETA000)

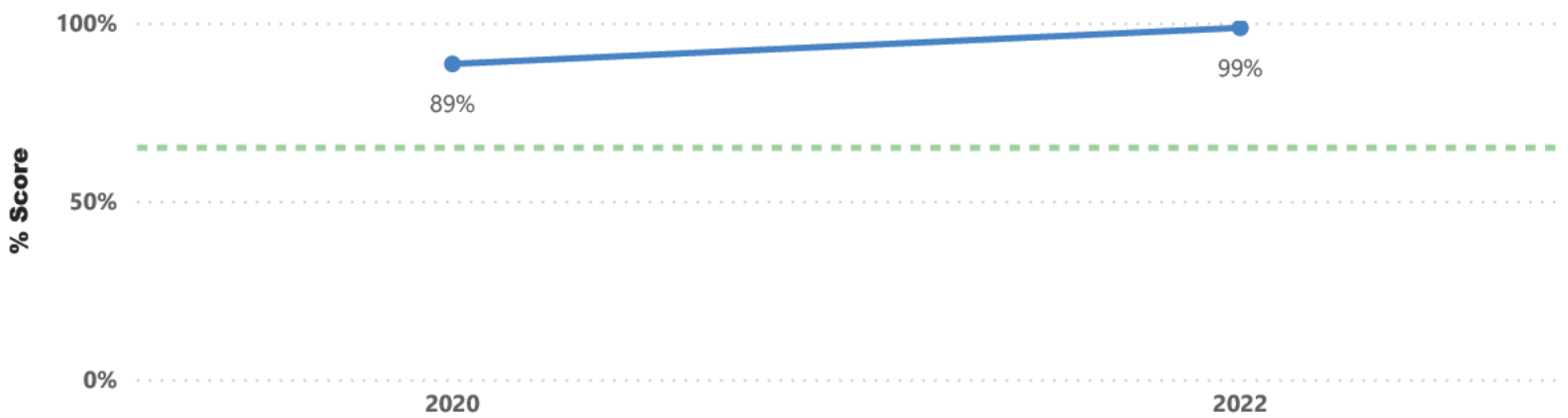
2022 PCI Score

OPM Strength Threshold (≥ 65%)

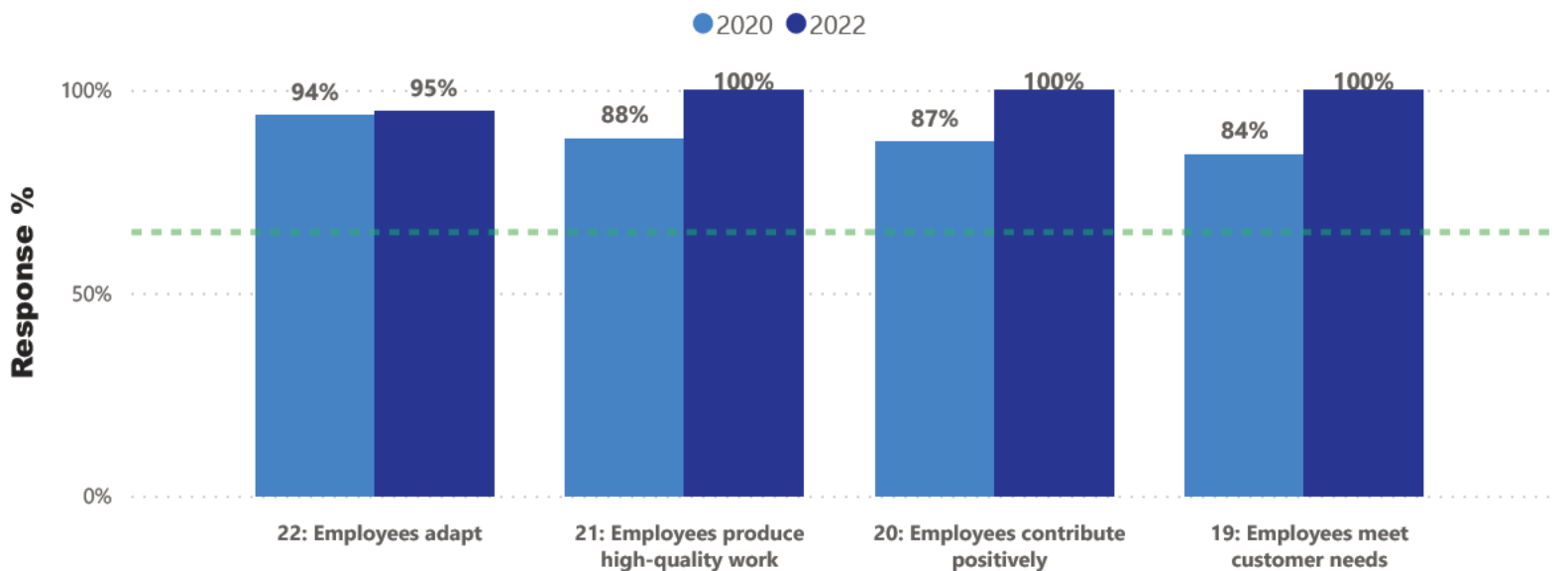
99%

The Performance Confidence Index (PCI) measures a combination of five items how employees perceive their work unit's ability to: **meet customer needs, contribute, achieve goals, produce high quality work, and adapt to priorities.**

PCI Scores by Year



PCI Positive Scores by Year



*Note: Horizontal line indicates the OPM guideline for scores that are "low" and need to be addressed.

Note: In 2022, "Employees achieve goals" was removed from PCI sub-factors.

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - DEIA (1)

TET - Commissioning And Testing (820TETA000)

OPM Strength Threshold (≥ 65%)

Diversity, Equity, Inclusion, and Accessibility (DEIA) (New in 2022)

Measures employee experience regarding four subindices: **Diversity, Equity, Inclusion, and Accessibility**.
Please refer to Page 18 to view your DEIA Positive, Neutral, and Negative Responses.

DOE DEIA Subindices Scores

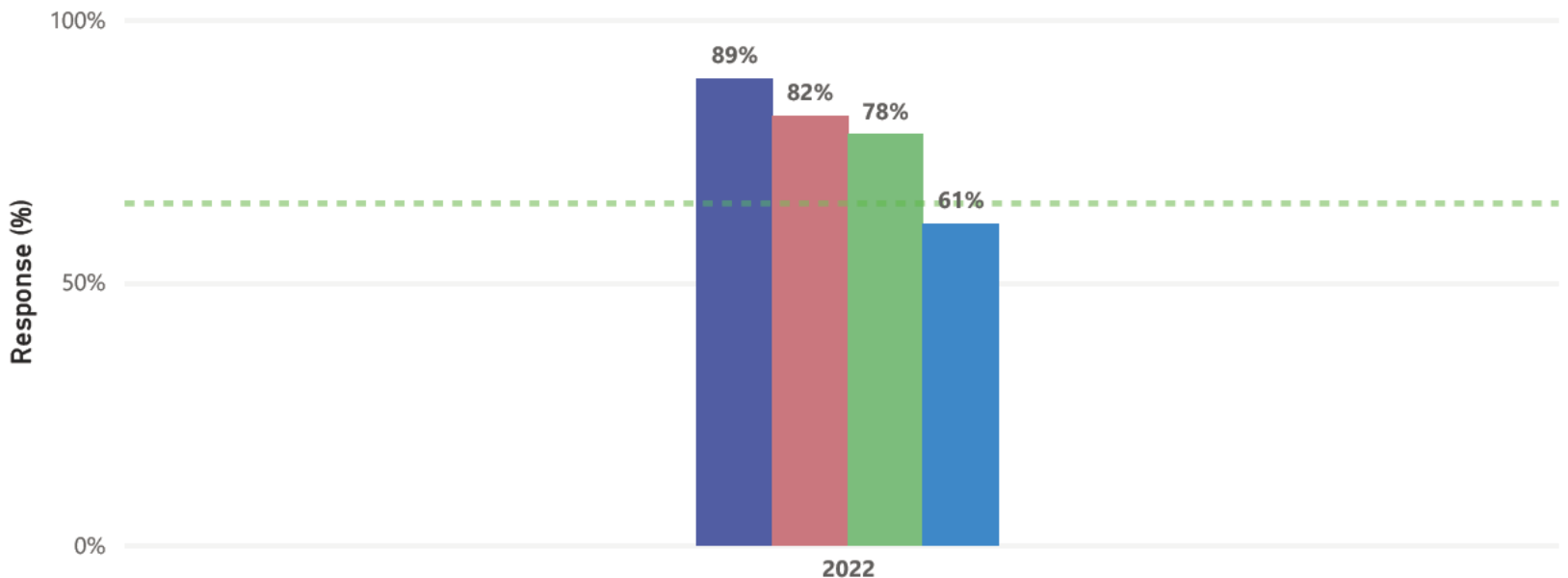
Overall DEIA Score	Diversity Score	Equity Score	Inclusion Score	Accessibility Score
78%	77%	74%	81%	78%

Your 2022 Overall DEIA Score

77%

2022 DEIA Subindices

● Diversity ● Equity ● Inclusion ● Accessibility



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2022 Federal Employee Viewpoint Survey (FEVS) Results - DEIA (2)

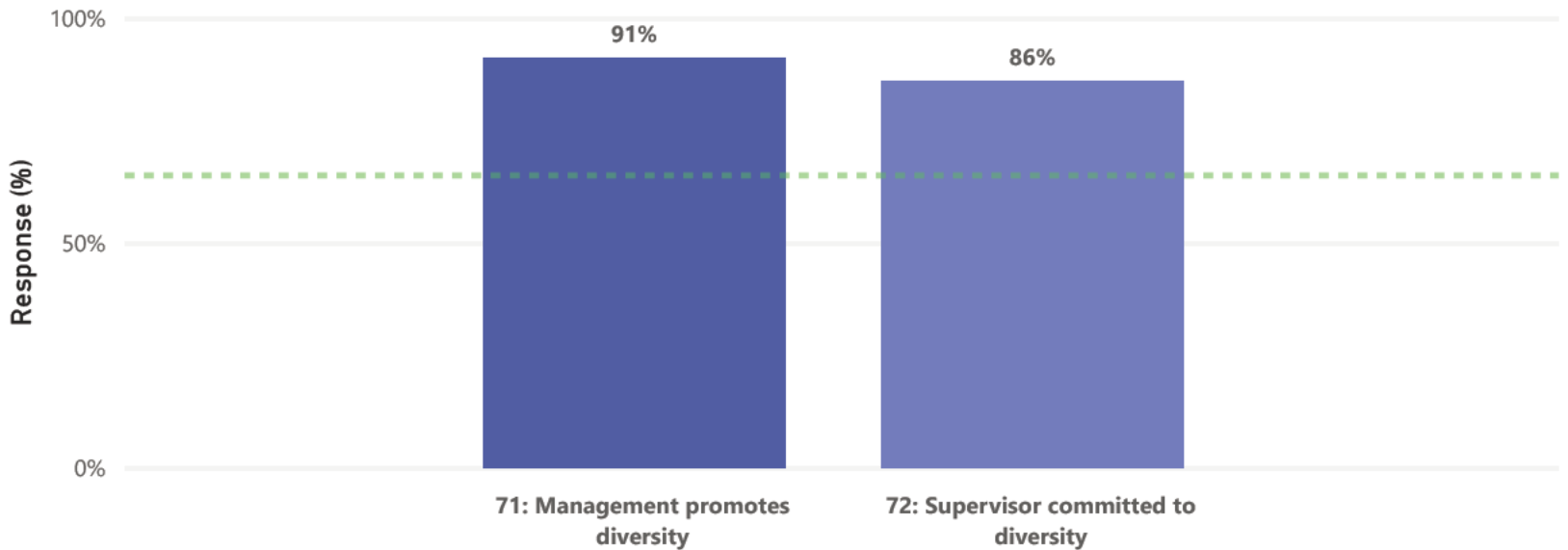
TET - Commissioning And Testing (820TETA000)

OPM Strength Threshold (≥ 65%)

DEIA Positive Scores

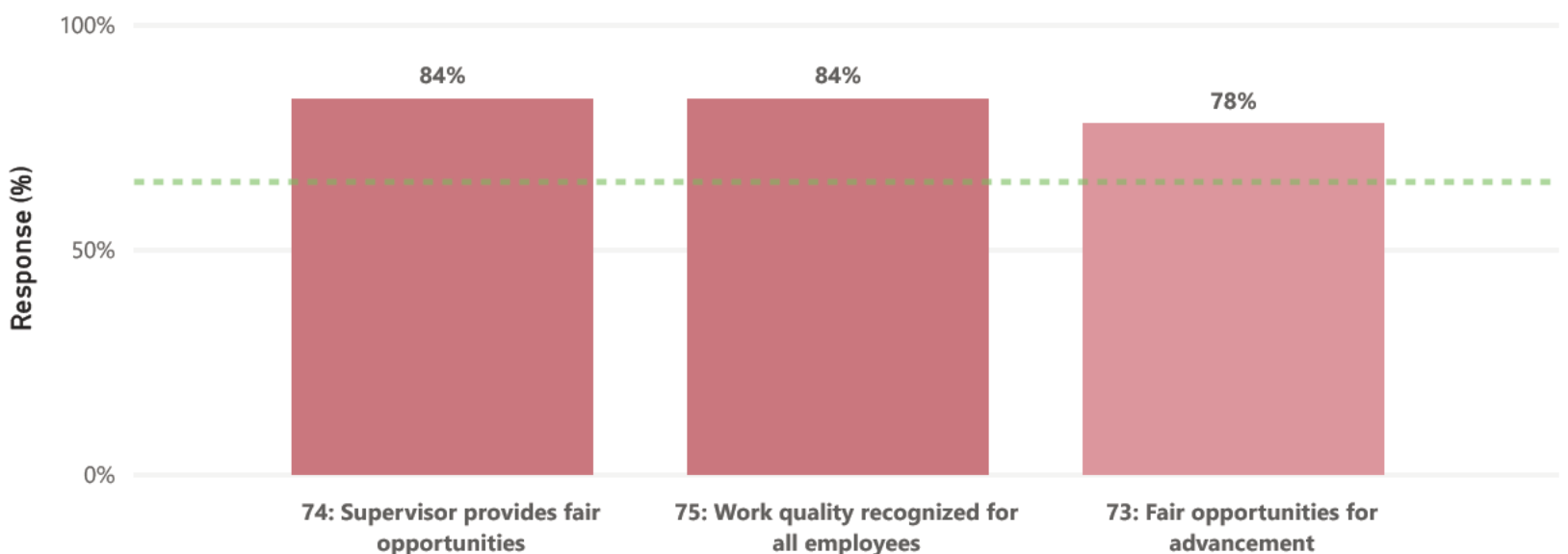
DEIA: Diversity

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.



DEIA: Equity

The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - DEIA (3)

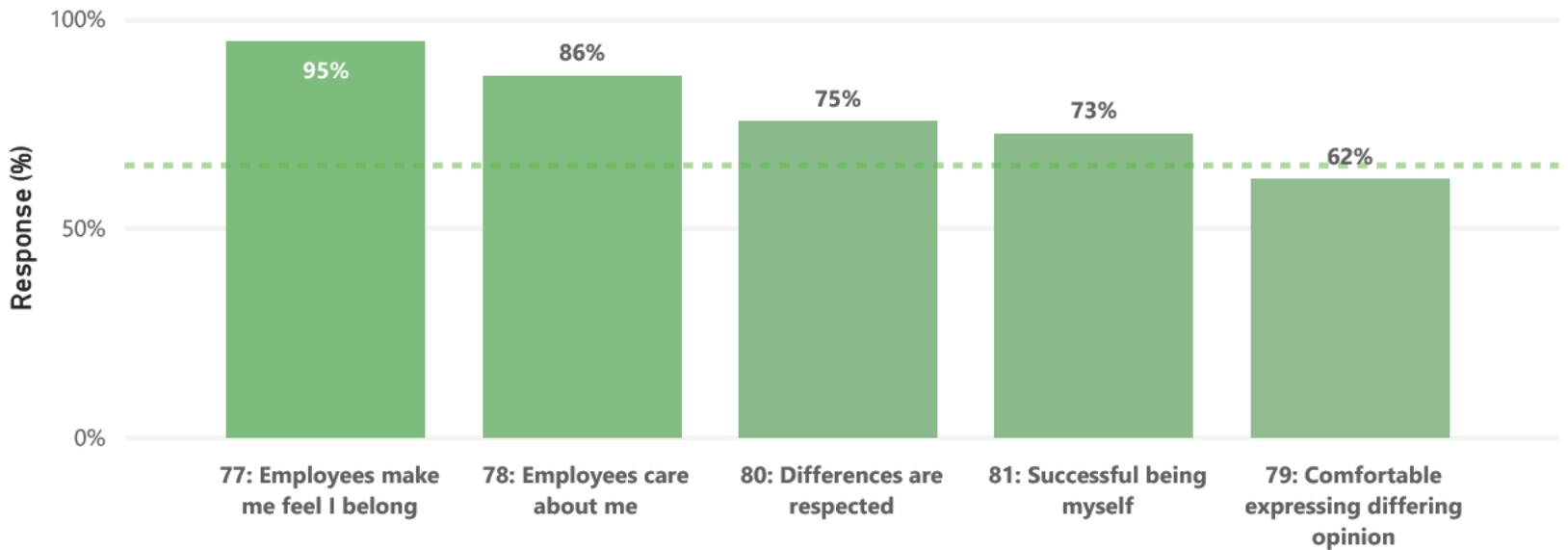
TET - Commissioning And Testing (820TETA000)

OPM Strength Threshold (≥ 65%)

DEIA Positive Scores

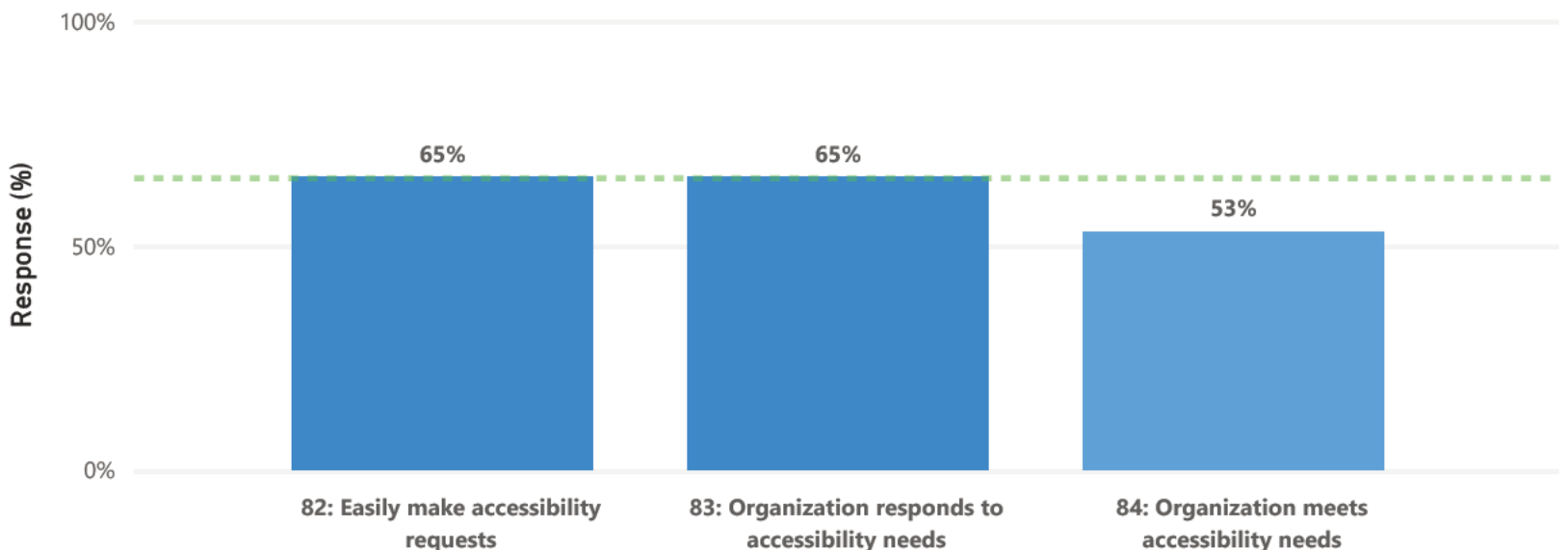
DEIA: Inclusion

The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.



DEIA: Accessibility

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (1)

TET - Commissioning And Testing (820TETA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

48%

2022 Response Rate

**Positive Strength
Threshold (≥ 65%)**



**Neutral Uncertainty
Threshold (≥ 30%)**



**Negative Challenge
Threshold (≥ 35%)**



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
Work Experience				
01: Given opportunity to improve my skills	88%	✓ 76%	7%	16%
02: New and better ways to do things	85%	✓ 85%	0%	15%
03: Feeling of personal accomplishment	94%	✓ 93%	7%	0%
04: Know what's expected of me	100%	✓ 91%	0%	9%
05: Workload is reasonable	97%	✓ 78%	14%	8%
06: Talents are well used	85%	✓ 85%	6%	9%
07: Know how work relates to agency goals	91%	✓ 84%	8%	8%
08: Can disclose suspected violation w/out reprisal	79%	✓ 78%	8%	14%
09: Have enough info to do job		✓ 86%	6%	8%
10: Receive training needed		✓ 75%	8%	16%
11: Held accountable for work quality		✓ 92%	8%	0%
12: Changing priorities effect quality		51%	24%	25%
13: Clear idea of performance		✓ 92%	8%	0%

Note: FEVS question numbers change from year to year. Visit HCnet for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.

Note: Q12: Question is negatively worded. Percentages should be interpreted with caution. OPM has flagged this item for review in 2023.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (2)

TET - Commissioning And Testing (820TETA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

Positive Strength
Threshold (≥ 65%)



Neutral Uncertainty
Threshold (≥ 30%)



Negative Challenge
Threshold (≥ 35%)



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
My Work Unit				
14: People cooperate to do job	94%	✓ 100%	0%	0%
16: Perf. differences recognized	72%	✓ 92%	0%	8%
17: Employees share knowledge		✓ 100%	0%	0%
18: Employees have skills to accomplish goals	94%	✓ 92%	0%	8%
19: Employees meet customer needs		✓ 100%	0%	0%
20: Employees contribute		✓ 100%	0%	0%
21: Produce high-quality work		✓ 100%	0%	0%
22: Employees adapt		✓ 95%	5%	0%
23: New hires have necessary skills		61%	17%	22%
24: Can influence decisions		✓ 71%	12%	16%
25: Know what goals are		✓ 100%	0%	0%
26: Commit resources to new ideas		63%	21%	16%
27: Work unit manages disruptions		✓ 83%	9%	9%
28: Employees look to improve efficiency		✓ 86%	14%	0%
29: Employees incorporate new ideas		✓ 81%	19%	0%
30: Employees view change positively		✓ 73%	12%	15%
31: Employees put customer needs first		✓ 91%	9%	0%
32: Employees improve customer service		✓ 86%	14%	0%
33: Employees support work-life balance		✓ 94%	6%	0%
34: Employees under too much pressure		36%	! 37%	27%

Note: FEVS question numbers change from year to year. Visit HCnet for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.

Note: Q34: Question is negatively worded. Percentages should be interpreted with caution. OPM has flagged this item for review in 2023.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (3)

TET - Commissioning And Testing (820TETA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

Positive Strength
Threshold (≥ 65%)



Neutral Uncertainty
Threshold (≥ 30%)



Negative Challenge
Threshold (≥ 35%)



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
My Agency				
35: Employees recognized for high quality	75%	✓ 74%	17%	9%
36: Protected from hazards	76%	✓ 79%	7%	14%
37: Agency successful at mission	72%	✓ 92%	0%	8%
38: Understand organization priorities		✓ 84%	7%	8%
39: Organization adapts to changing priorities		57%	! 35%	8%
40: Prepared for physical security threats		✓ 70%	13%	16%
41: Prepared for cybersecurity threats		✓ 93%	7%	0%
42: Favoritism is not tolerated		54%	29%	16%
43: Recommend organization	85%	✓ 92%	0%	8%
44: Survey used to improve agency	67%	51%	! 30%	19%
Supervisor/Team Leader				
45: Supervisor committed to representative workforce	88%	✓ 94%	0%	6%
46: Supervisors support development	94%	✓ 84%	0%	16%
47: Supervisor supports work/life	100%	✓ 100%	0%	0%
48: Supervisor listens	100%	✓ 95%	5%	0%
49: Supervisor treats with respect	100%	✓ 100%	0%	0%
50: Trust my supervisor	94%	✓ 94%	6%	0%
51: Supervisor holds accountability		✓ 100%	0%	0%
52: Overall job of immediate supervisor	100%	✓ 94%	6%	0%
53: Supervisor provides constructive feedback		✓ 100%	0%	0%
54: Supervisor provides performance feedback		✓ 100%	0%	0%

Note: FEVS question numbers change from year to year. Visit HCnet for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (4)

TET - Commissioning And Testing (820TETA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

Positive Strength
Threshold (≥ 65%)



Neutral Uncertainty
Threshold (≥ 30%)



Negative Challenge
Threshold (≥ 35%)



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
Leadership				
55: Leaders generate motivation	57%	16%	⚠️ 30%	⊗ 54%
56: Leaders have standards of honesty and integrity	69%	47%	⚠️ 37%	16%
57: Managers communicate goals	78%	✅ 83%	8%	9%
58: Managers promote communication	79%	46%	⚠️ 38%	16%
59: Overall job of manager above supervisor	81%	45%	27%	29%
60: Have respect for senior leaders	66%	36%	21%	⊗ 43%
61: Senior leaders support work/life programs	78%	✅ 74%	19%	7%
62: Management encourages innovation.		31%	⚠️ 55%	14%
63: Management addresses challenges		16%	⚠️ 53%	32%
64: Management involves employees		37%	⚠️ 33%	30%
My Satisfaction				
65: Satisfaction with involvement	75%	✅ 73%	5%	22%
66: Satisfaction with info received	75%	✅ 70%	21%	8%
67: Satisfaction with recognition	73%	✅ 70%	8%	22%
68: Job satisfaction	94%	✅ 84%	8%	8%
69: Pay satisfaction	77%	✅ 73%	14%	14%
70: Organizational satisfaction	82%	✅ 73%	11%	16%

Note: FEVS question numbers change from year to year. Visit HCnet for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (5)

TET - Commissioning And Testing (820TETA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

Positive Strength
Threshold (≥ 65%)



Neutral Uncertainty
Threshold (≥ 30%)



Negative Challenge
Threshold (≥ 35%)



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
DEIA				
71: Management promotes diversity		✓ 91%	0%	9%
72: Supervisor committed to diversity		✓ 86%	8%	6%
73: Fair opportunities for advancement		✓ 78%	6%	16%
74: Supervisor provides fair opportunities		✓ 84%	8%	8%
75: Work quality recognized for all employees		✓ 84%	8%	8%
76: Employees treat me well		✓ 92%	8%	0%
77: Employees make me feel I belong		✓ 95%	5%	0%
78: Employees care about me		✓ 86%	14%	0%
79: Comfortable expressing differing opinion		62%	11%	28%
80: Differences are respected		✓ 75%	19%	5%
81: Successful being myself		✓ 73%	19%	8%
82: Easily make accessibility requests		✓ 65%	24%	10%
83: Organization responds to accessibility needs		✓ 65%	24%	10%
84: Organization meets accessibility needs		53%	! 47%	0%
Employee Experience				
85: Job inspires me		✓ 71%	21%	8%
86: Work give sense of accomplishment		✓ 94%	6%	0%
87: Strong attachment to organization		✓ 76%	7%	16%
88: Identify with organization mission		✓ 84%	8%	8%
89: Important that work is meaningful		✓ 85%	15%	0%

Note: FEVS question numbers change from year to year. Visit [HCnet](#) for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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Human Capital Officer exclusively
for the Department of Energy

Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Performance

TET - Commissioning And Testing (820TETA000)

FEVS Work Unit Question:

15: Currently, in my work unit poor performers usually:

Organization vs. DOE, Large Agencies (LA)*, and Government-wide (GW)

TET - Commissioning And Testing (820TETA000)		DOE	LA*	GW
Currently, in my work unit poor performers usually:	2022	2022	2022	2022
...Remain In Work Unit And Improve Over Time	8%	16%	15%	16%
...Remain In Work Unit And Continue To Underperform	21%	30%	37%	42%
...No Poor Performers In Work Unit	5%	29%	21%	19%
...Leave Work Unit - Removed or Transferred	44%	9%	8%	10%
...Leave Work Unit - Quit	20%	5%	6%	6%

*Large Agency Category 10,000-74,999 Federal employees (defined by OPM)



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Telework

TET - Commissioning And Testing (820TETA000)

FEVS Pandemic Questions (2020-2022)

TET - Commissioning And Testing (820TETA000)

On average what percentage of your work time have you been physically present at your agency worksite (including headquarters, bureau, field offices, etc.)?

Response	2020	2022
Not Been Physically Present	26%	0%
1-24%	40%	11%
25-49%	3%	6%
50-74%	12%	0%
75-99%	12%	32%
100%	6%	51%

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.

DOE, Government-wide, Large Agency

On average what percentage of your work time have you been physically present at your agency worksite (including headquarters, bureau, field offices, etc.)?

Organization	2020	2021	2022
Department of Energy			
Not Been Physically Present	52%	45%	27%
1-24%	27%	29%	28%
25-49%	5%	5%	13%
50-74%	5%	4%	13%
75-99%	6%	8%	9%
100%	5%	9%	11%
Governmentwide			
Not Been Physically Present	30%		18%
1-24%	24%		15%
25-49%	7%		9%
50-74%	8%		9%
75-99%	14%		13%
100%	17%		36%

Organization	2020	2021	2022
Large Agencies			
Not Been Physically Present	48%	43%	27%
1-24%	25%	25%	22%
25-49%	5%	6%	11%
50-74%	5%	5%	10%
75-99%	8%	10%	13%
100%	8%	11%	16%

*Large Agency Category 10,000-74,999 Federal employees (defined by OPM)



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Pandemic

TET - Commissioning And Testing (820TETA000)

2022 FEVS Pandemic Questions

Re-entry equity:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
My agency's re-entry arrangements are fair in accounting for employees' diverse needs and situations	25%	35%	18%	16%	6%

How employees currently report to work:

	All employees physically present	Some employees physically present	No employees physically present	Other
Please select the response that BEST describes how employees in your work unit currently report to work	51%	49%	0%	0%

My organization's senior leaders...

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
...provide effective communications about what to expect with the return to the physical worksite	19%	43%	14%	16%	8%
...have supported policies and procedures to protect employee health and safety	29%	39%	7%	25%	0%

My supervisor...

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
...has created an environment where I can voice my concerns about staying healthy and safe	64%	25%	5%	6%	0%
...has supported my efforts to stay healthy and safe while working	64%	36%	0%	0%	0%





INTEGRITY - INNOVATION - COLLABORATION - ACCOUNTABILITY - RESPECT - EXCELLENCE

Office of the Chief Human Capital Officer

Office of Talent Management/Workforce And Organization Development Division

1000 Independence Avenue, SW, 4E-084
Washington, DC 20585-1000

Learn more at:

<https://hcnet.doe.gov/fevs>

<https://hcnet.doe.gov/documents/employee-engagement-playbook>

Email: FEVS@hq.doe.gov



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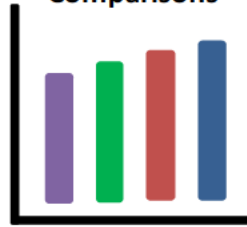
Organizational Management Report (OMR) Summary

2019 Federal Employee Viewpoint Survey (FEVS) Results

CONSTRUCTION & MAINTENANCE SVCS (TFH)

2019 FEVS Organizational Management Report

Comparisons

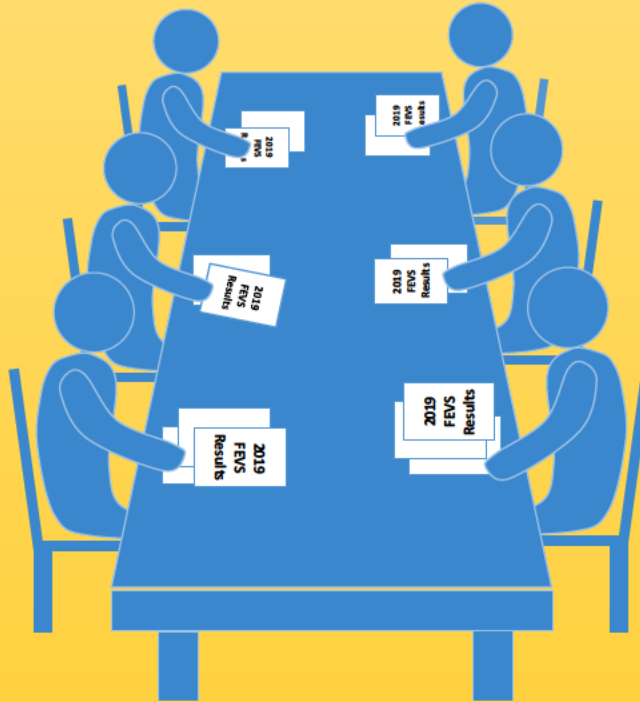


- Employee Engagement Index
- Global Satisfaction Index
- New IQ Index
- Top Strengths and Challenges

Trends



- Workplace Safety Index
- Creativity and Innovation Index
- Effective Communications Index
- Training and Development Index



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About This Organizational Management Report (OMR) Summary

Congress requires that all Executive Branch agencies survey their employees (5 CFR Part 250 Subpart C). The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM). The FEVS allows government employees to share their opinions about what matters most to them.

This year, the FEVS was administered as a census, meaning that all eligible employees were surveyed across the Department. 11,921 eligible employees were sent an invitation to participate and 8,565 employees responded. All full-time and part-time, permanent, non-seasonal employees were eligible to participate in the survey. As in prior years, the 2019 FEVS was a self-administered Web based survey. The Department's launch date was May 16, 2019 with 6-week administration period ending June 27, 2019. DOE experienced a 71.8% response rate and was well above the government-wide response rate of 42.6%.

HC created the 2019 OMR Summary as a tool to help individual work units translate FEVS results into a format that provides a better understanding of specific organizational strengths, uncertainties, and challenges.

The "Taking Action" section on the next page provides a six-step process to improve Employee Engagement. Using the OMR along with this approach will help to translate the FEVS results into useful information that facilitates communication and action at all levels in the organization.

There are three different types of analyses in the 2019 OMR Summary:

- ▶ **Strength Analysis** (*Objective Measure*) – As a rule of thumb, OPM considers it a strength when at least two out of three employees (≥65%) give a positive response indicating agreement that the desired condition in a FEVS question is present within the organization.
- ▶ **Trend Analysis** (*Historical Measure*) – This analysis tracks your work unit's survey results over a five-year time period results including 2015, 2016, 2017, 2018, and 2019 when available.
- ▶ **Comparative Analysis** (*Relative Measure*) – This analysis compares your work unit's current results with the same year results for up to three organizations, which are the next higher levels of organization within your work unit's reporting structure. The comparative data comes from your work unit's breakout report. The labels used in this report correspond to the organizational names for your work unit and its comparison organizations:

<u>Label</u>	<u>Organization Name</u>
3Up =	CHIEF OPERATING OFFICER (K)
2Up =	TRANSMISSION SERVICES (T)
1Up =	TRANSMISSION FIELD SERVICES (TF)
Unit =	CONSTRUCTION & MAINTENANCE SVCS (TFH)

Identifying Increases and Decreases

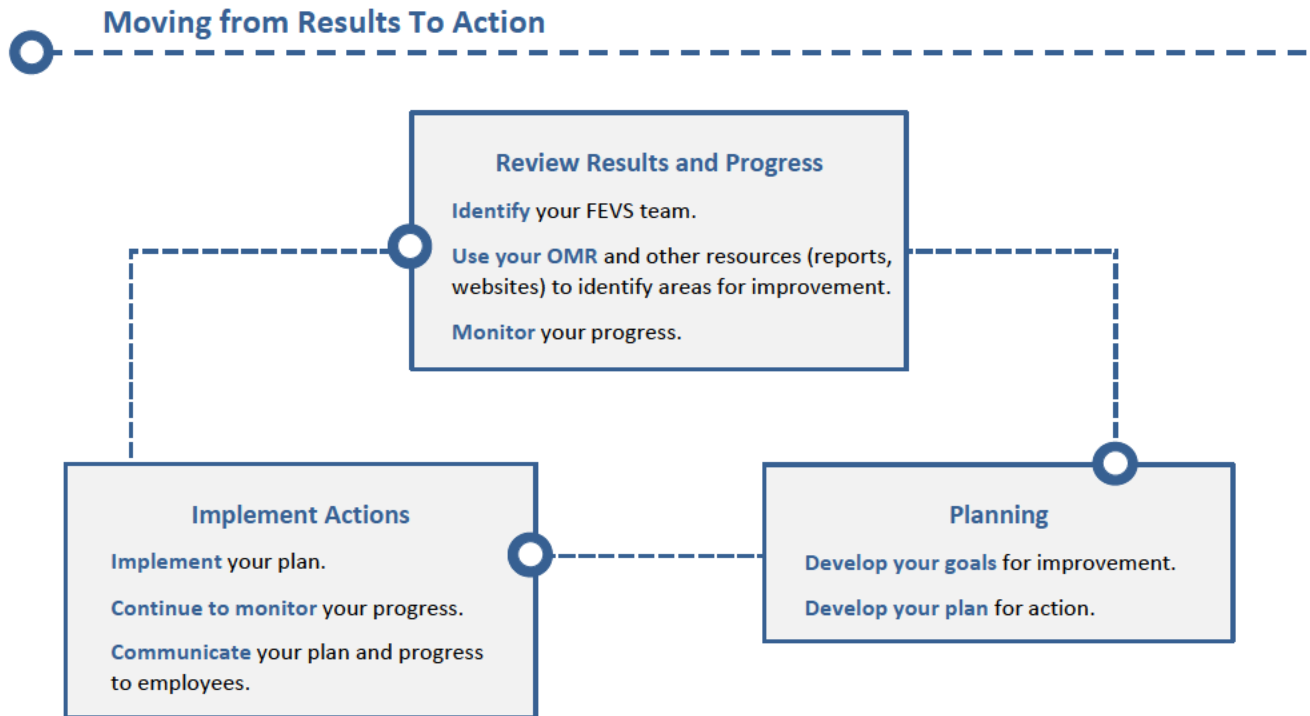
Movement up or down since the previous year is another important piece of information to consider when examining the results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within the organization 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.

In all OMR Summary graphs and data tables, the dark blue data columns and bars represent the current year's survey results for your work unit. The gold dotted lines represent the OPM standard for organizational strength as achieving 65 percent or higher in positive responses. These formatting conventions are consistent throughout the report and allow you to identify more easily the patterns evident in your trending and comparisons.

For support, please contact the DOE Office of the Chief Human Capital Officer at FEVS@hq.doe.gov. Online resources are available and updated on HCnet <https://hcnet.doe.gov/fevs>.

YOUR FEVS RESULTS: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.



Step 1:

Identify and Establish a FEVS Action Team

- This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2:

Use Your OMR to Identify Areas for Improvement

- The Global Satisfaction Index, Employee Engagement Index, and the New IQ Index provide organizations with consistent metrics for measuring progress toward objectives.
- Use the strength, trend, and comparative analyses in this OMR Summary to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 5) is designed to support this work. For instance, these sections will help you to identify whether a strength, challenge, or uncertainty is specific to your work unit this year.

-
- To develop your goals for improvement, you should consider issues that are most critical to your organization and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow **S.M.A.R.T** (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

- **Specific**

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

- **Measurable**

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

- **Attainable**

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

- **Realistic**

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

- **Time Specific**

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 3:

Develop Your Goals for Improvement

Step 4:

Develop Your Plan for Action

- Once your team has identified goals, develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your organization goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 5:

Communicate the Implementation of Your Plan

- There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

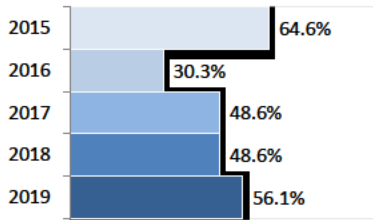
Step 6:

Monitor and Communicate Your Progress

- In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.
-

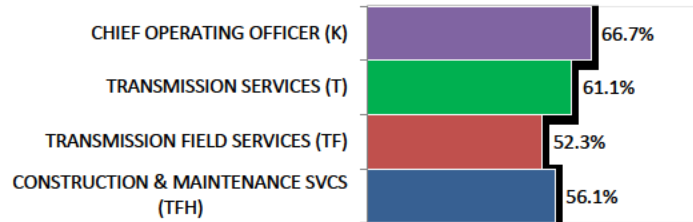
OVERVIEW OF FEVS RESPONSE RATES

Response Rate Trends

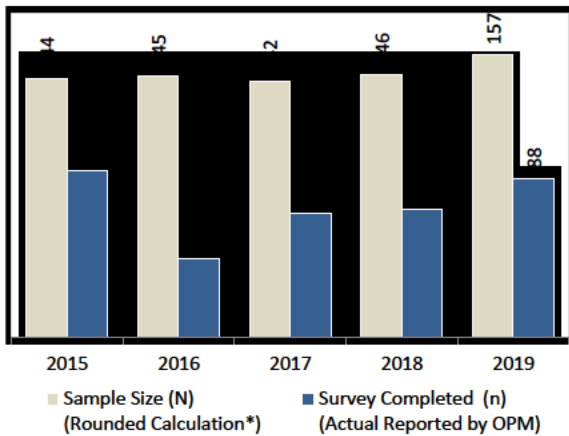


CONSTRUCTION & MAINTENANCE SVCS (TFH)

2019 Response Rate Comparisons



Sample Size Trends



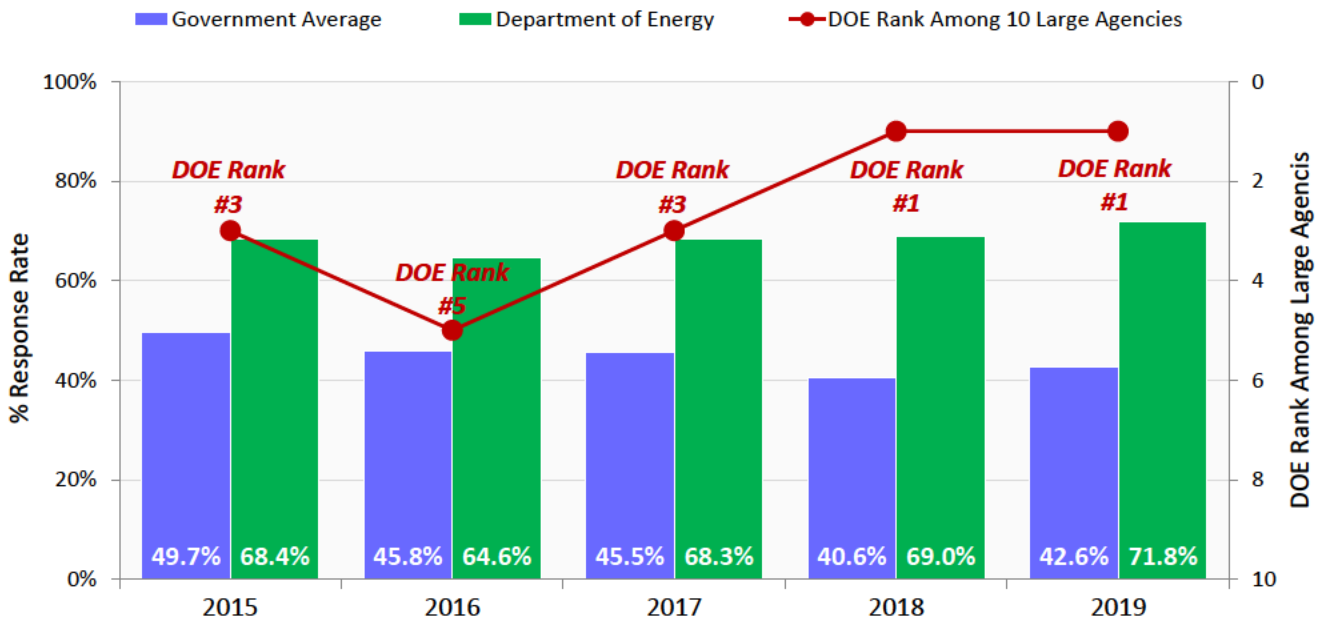
CONSTRUCTION & MAINTENANCE SVCS (TFH)

2019 Sample Size Comparisons

	CHIEF OPERATING OFFICER (K)	TRANSMISSION SERVICES (T)	TRANSMISSION FIELD SERVICES (TF)	CONSTRUCTION & MAINTENANCE SVCS (TFH)
Sample Size (N) (Rounded Calculation*)	1,947	1,495	736	157
Survey Completed (n) (Actual Reported by OPM)	1,299	913	385	88

* Sample size is calculated from the "actual survey completed reported by OPM" divided by the "rounded response rate reported by OPM," so larger sample sizes may have a very small $\pm 0.05\%$ margin of error due to rounding.

Response Rates and Participation Rankings for Department of Energy 2015 - 2019



YOUR FEVS RESULTS: Positive, Neutral, and Negative Responses for 2019

CONSTRUCTION & MAINTENANCE SVCS (TFH)		2018	Δ Since	Work Unit 2019 Results		
		Positive	Last Year	Positive	Neutral	Negative
My Work Experience	1: Given opportunity to improve my skills	61.8%	-3.8%	58.0%	14.8%	27.3%
	2: Enough info to do my job well	58.3%	+0.4%	58.7%	16.8%	24.6%
	3: New and better ways to do things	49.0%	-3.4%	45.6%	25.5%	28.9%
	4: Feeling of personal accomplishment	77.2%	+0.7%	77.9%	12.7%	9.4%
	5: I like the work I do	90.3%	+1.8%	92.1%	4.2%	3.7%
	6: Know what's expected of me	80.5%	+2.0%	82.5%	7.1%	10.3%
	7: Willing to put in extra effort	96.9%	-3.0%	93.9%	3.7%	2.4%
	8: Looking for ways to do job better	84.5%	+2.5%	87.0%	9.4%	3.6%
	9: Have sufficient resources	30.4%	+7.3%	37.7%	15.4%	46.8%
	10: Workload is reasonable	75.3%	-7.6%	67.7%	12.9%	19.4%
	11: Talents are well used	58.8%	+2.3%	61.1%	17.6%	21.2%
	12: Know how work relates to agency goals	68.5%	+0.3%	68.9%	17.6%	13.5%
	13: Work I do is important	83.3%	+11.7%	95.1%	3.6%	1.3%
	14: Physical conditions allow perform job well	55.4%	+6.7%	62.1%	20.2%	17.6%
	15: Appraisal fairly reflects my performance	51.8%	+9.1%	61.0%	11.9%	27.2%
	16: I am held accountable for results	72.6%	+10.4%	83.0%	9.6%	7.4%
	17: Can disclose suspected violation w/out reprisal	44.3%	+9.3%	53.6%	17.7%	28.8%
	18: Training needs are assessed	41.0%	+5.2%	46.2%	28.6%	25.1%
	19: Understood how to get rated at diff. perf. Levels	54.6%	+8.7%	63.3%	11.0%	25.7%
My Work Unit	20: People cooperate to do job	68.9%	+6.4%	75.2%	10.6%	14.1%
	21: Unit able to recruit people with right skills	17.1%	+12.8%	30.0%	27.8%	42.3%
	22: Promotions based on merit	19.5%	+12.5%	32.1%	32.8%	35.1%
	23: Poor performers are dealt with	19.7%	+18.7%	38.4%	19.0%	42.6%
	24: Perf. differences recognized	24.3%	+5.8%	30.1%	27.8%	42.1%
	25: Awards depend on employee performance	26.0%	+11.4%	37.4%	26.4%	36.2%
	26: Employees share job knowledge	76.1%	+6.1%	82.2%	9.4%	8.3%
	27: Skill in unit has improved	49.5%	+14.4%	63.9%	18.8%	17.3%
	28: Overall quality of work in unit	89.7%	-3.5%	86.2%	13.8%	0.0%
	29: My work unit has skills to accomplish goals	74.0%	+5.3%	79.3%	14.0%	6.7%
My Agency	30: Employees feel empowered	32.8%	+13.8%	46.6%	21.2%	32.2%
	31: Employees recognized for high quality	35.4%	+13.8%	49.3%	19.1%	31.7%
	32: Creativity rewarded	16.6%	+20.1%	36.7%	28.3%	35.0%
	33: Pay raises performance dependent	6.4%	+2.3%	8.7%	41.3%	50.0%
	34: Policies promote diversity	38.7%	+13.2%	51.9%	33.2%	14.9%
	35: Protected from hazards	71.2%	-5.9%	65.3%	18.3%	16.4%
	36: Prepared for security threats	74.9%	-4.9%	70.0%	18.3%	11.8%
	37: Favoritism not tolerated	33.6%	+9.7%	43.2%	20.9%	35.9%
	38: Prohibited practices not tolerated	51.2%	+5.9%	57.2%	21.5%	21.3%
	39: Agency successful at mission	64.1%	+2.2%	66.3%	19.3%	14.4%
	40: Recommend organization	67.6%	-1.1%	66.5%	15.1%	18.4%
	41: Survey used to improve agency	26.3%	+4.5%	30.8%	33.7%	35.4%
	42: Supervisor supports work/life	74.9%	+5.2%	80.1%	10.2%	9.8%
My Supervisor	43: Supervisor provides opp. to demo leadership	63.3%	+15.4%	78.8%	8.1%	13.1%
	44: Discussions about perf. worthwhile	63.7%	+7.0%	70.7%	11.7%	17.7%
	45: Supervisor committed to representative workforce	46.2%	+16.7%	62.9%	19.4%	17.7%
	46: Supervisor provides constructive suggestions	48.6%	+20.0%	68.6%	8.0%	23.5%
	47: Supervisors support development	53.5%	+13.6%	67.1%	13.9%	19.0%
	48: Supervisor listens	65.4%	+9.3%	74.8%	8.4%	16.8%
	49: Supervisor treats with respect	72.2%	+2.1%	74.3%	6.5%	19.1%
	50: Supervisor talked w/me about my performance	69.7%	+0.3%	70.0%	15.6%	14.5%
	51: Trust my supervisor	60.1%	+10.0%	70.1%	8.6%	21.2%
	52: Overall job of immediate supervisor	66.8%	+3.2%	70.1%	14.8%	15.1%
Leadership	53: Leaders generate motivation	26.9%	-3.1%	23.9%	35.3%	40.8%
	54: Leaders have standards of honesty	32.6%	+3.6%	36.2%	27.1%	36.7%
	55: Supervisors work well with diff. backgrounds	47.7%	-2.8%	44.9%	36.4%	18.7%
	56: Managers communicate goals	54.6%	-4.9%	49.8%	22.7%	27.6%
	57: Managers review progress toward goals	47.3%	-0.4%	46.9%	36.5%	16.6%
	58: Managers promote communication	44.6%	-3.8%	40.8%	31.7%	27.5%
	59: Managers support collaboration	48.9%	+1.7%	50.6%	30.6%	18.8%
	60: Overall job of manager above supervisor	55.7%	-2.3%	53.3%	23.6%	23.1%
	61: Have respect for senior leaders	34.3%	-0.6%	33.7%	33.4%	32.9%
	62: Senior leaders support work/life programs	38.6%	+3.3%	41.9%	34.1%	24.1%
My Satisfaction	63: Satisfaction with involvement	45.2%	+5.6%	50.8%	21.0%	28.2%
	64: Satisfaction with info received	36.9%	+6.0%	43.0%	27.5%	29.5%
	65: Satisfaction with recognition	33.0%	+15.8%	48.8%	21.0%	30.3%
	66: Satisfaction with senior leaders	36.0%	-7.2%	28.8%	35.6%	35.6%
	67: Satisfaction with opp. for a better job	31.2%	+7.2%	38.4%	31.7%	29.9%
	68: Satisfaction with training	43.4%	+0.8%	44.1%	20.1%	35.8%
	69: Job satisfaction	68.7%	+0.5%	69.2%	19.0%	11.7%
	70: Satisfaction with pay	75.7%	-7.1%	68.6%	21.1%	10.3%
	71: Organizational satisfaction	51.5%	+4.5%	56.1%	25.0%	18.9%

Response Rate: 56.1%

Legend:

Your Top Ten Results

2018 Top Ten Positive Scores
2019 Top Ten Positive Scores
2019 Top Ten Neutral Scores
2019 Top Ten Negative Scores

OPM Rules of Thumb

≥65 0%	= Strength Threshold
≥30 0%	= Uncertainty Threshold
≥35 0%	= Challenge Threshold
New Strength	

Interpretation:

1. Identify whether your "Top Ten" are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present in your work unit.
2. Identify whether your "Top Ten Positive" are higher or lower than last year scores.
3. Compare your "2019 Positive Scores" with "2018 Positive Scores." This will help you to recognize an increased or decreased area.
4. Identify your new strengths. This will help you to recognize improved area. (Note: Your work unit might not have new strength this year).
5. The categories with high numbers of positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

The Office of Personnel Management (OPM) organizes each agency's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their agency meet its mission:

- ▶ Global Satisfaction Index
- ▶ Employee Engagement Index
- ▶ New Inclusion Quotient (New IQ) Index

65.1%

↓ Decreased 0.8% points from last year

Global Satisfaction

Measures employee satisfaction about four aspects related to their work: **their job, their pay, their organization**, and whether they would **recommend their organization** as a good place to work.
(Q 69, 70, 71, and 40)

59.3%

↑ Increased 2.2% points from last year

Employee Engagement

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three subfactors: **Leaders Lead, Supervisors, and Intrinsic Work Experience.**

52.5%

↑ Increased 6.4% points from last year

New Inclusion Quotient

Identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behavior will create positive habits among team members and managers. The new IQ are grouped into "Five Habits of Inclusion": **Fair; Open; Cooperative; Supportive; and Empowering.**

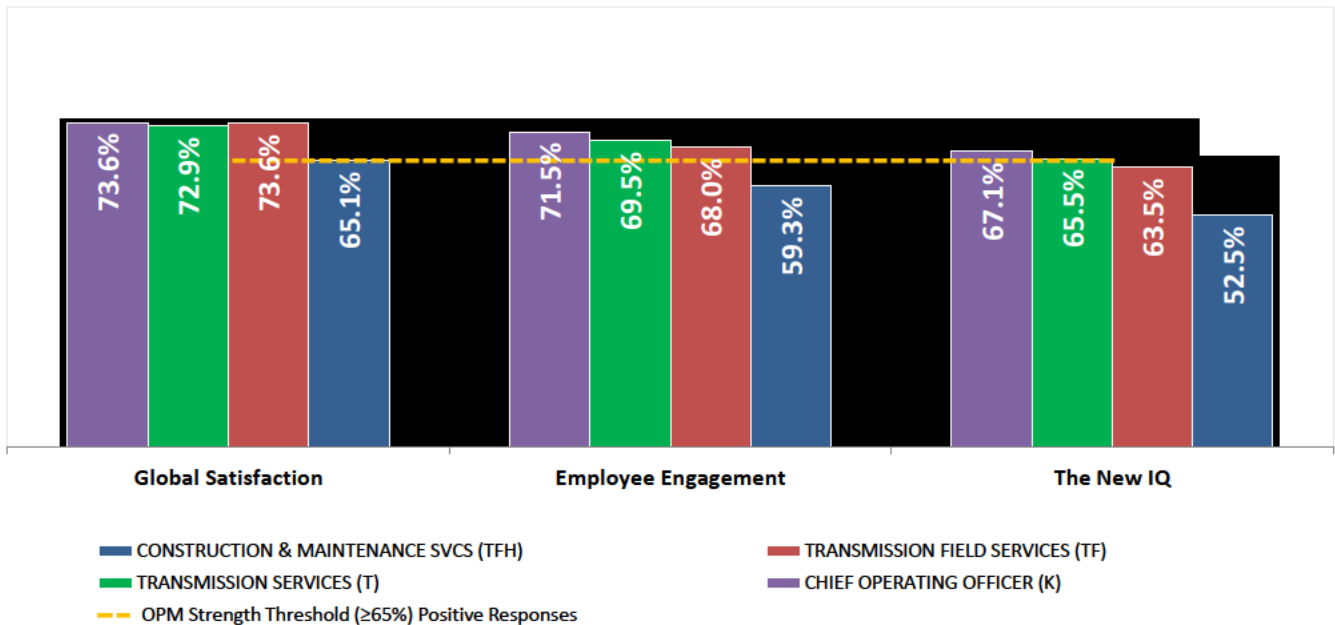
2019 Percent Positive Scores =

0% - 54%

55% - 64%

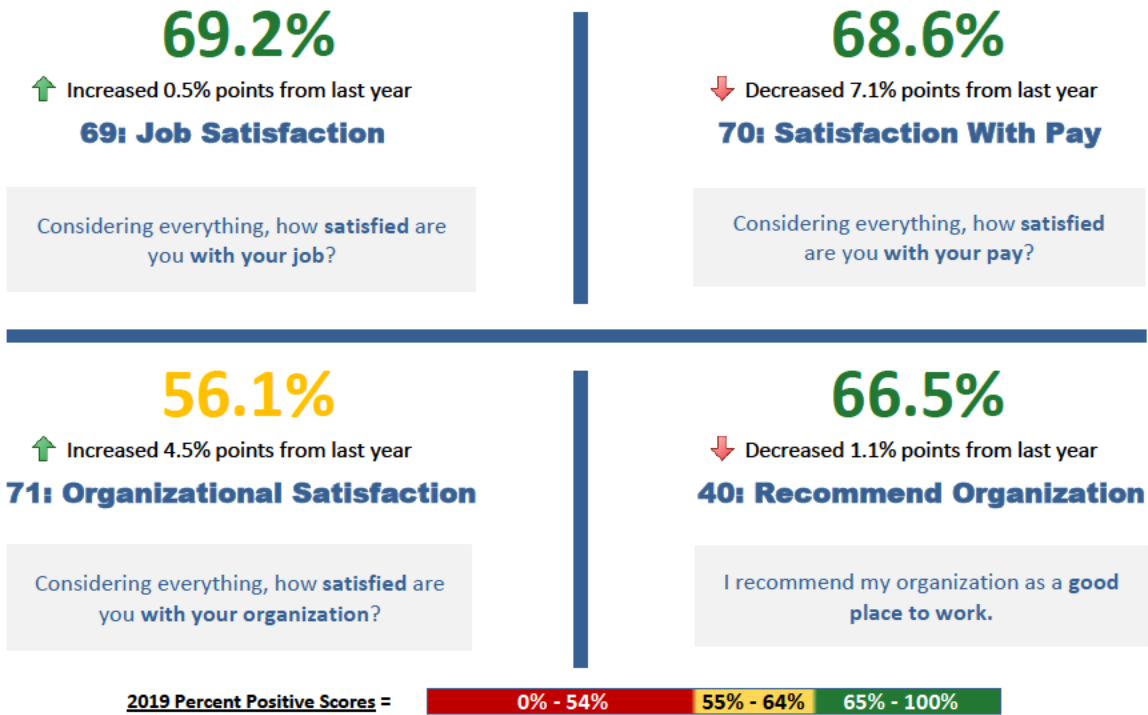
65% - 100%

Comparisons for FEVS Indices

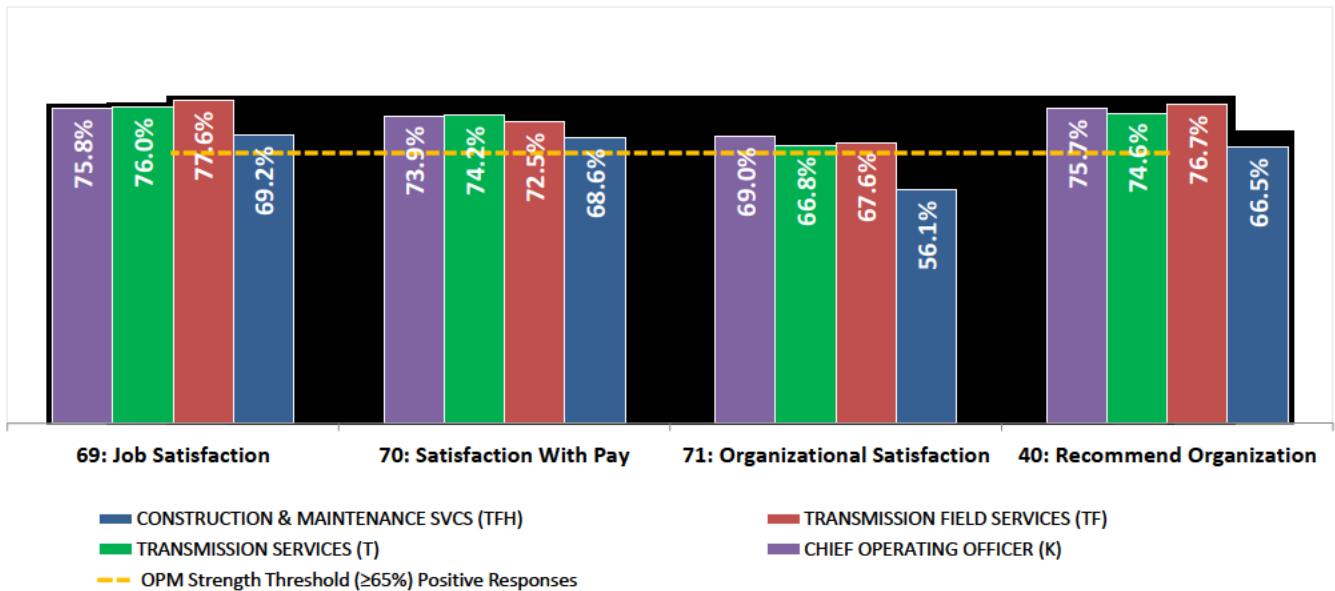


GLOBAL SATISFACTION INDEX

The Global Satisfaction Index provides a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The four questions that make up the Global satisfaction Index are:



Comparisons for Global Satisfaction Questions

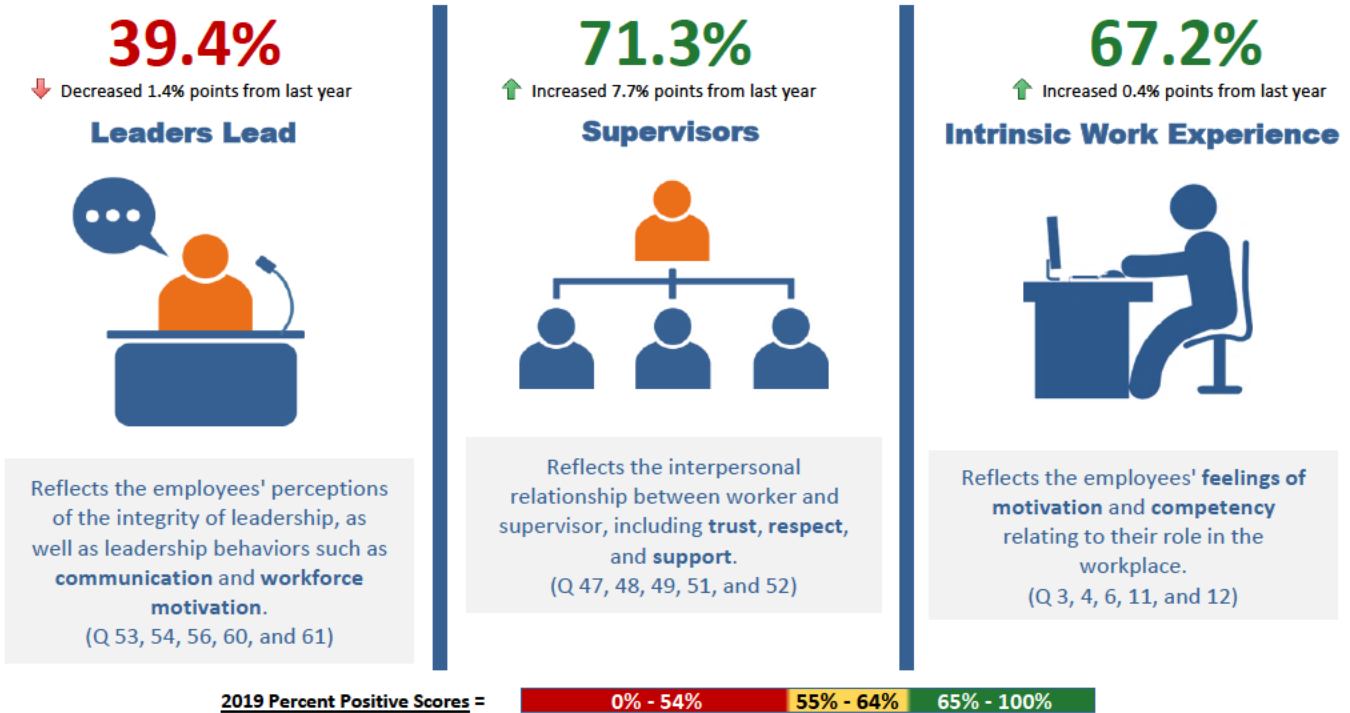


YOUR ENGAGEMENT INDEX

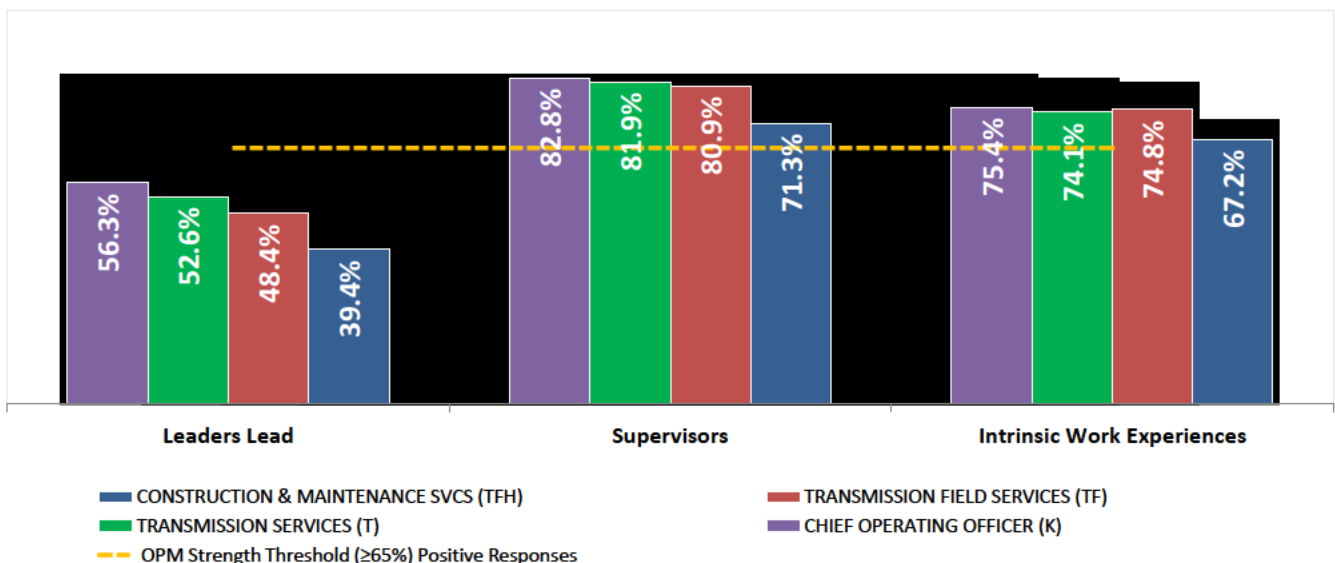
The Employee Engagement Index measures factors that lead to an engaged workforce (e.g., leaders communicate goals; supervisors support employee development; and employees have a sense of personal accomplishment). The index is made up of three subfactors:

- ▶ Leaders Lead
- ▶ Supervisors
- ▶ Intrinsic Work Experience

Each subfactor reflects a different aspect of an engaging work environment.



Comparisons for Engagement Index



THE NEW INCLUSION QUOTIENT (THE "NEW IQ")

The New IQ is based on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. The New IQ is grouped into Five Behaviors/Habits of Inclusion:

41.3%

↑ Increased 10.3% points from last year

Fair

Fairness relates to the sense of impartiality in your organization. It answers the question: Are all employees **treated equitably**? (Q 23, 24, 25, 37, and 38)

49.1%

↑ Increased 11.8% points from last year

Open

Openness relates to the sense of diversity found in your organization. It answers the question: Does management **support diversity** in all ways? (Q 32, 34, 45, and 55)

45.7%

↓ Decreased 1.0% points from last year

Cooperative

A cooperative environment is one that fosters communication and collaboration. The cooperative aspect of your organization is measured by asking the question: Does management **encourage communication and collaboration**? (Q 58, and 59)

73.5%

↑ Increased 7.4% points from last year

Supportive

A supportive environment is one that values employees. This aspect of your organization is measured by asking the question: Do supervisors **value employees**? (Q 42, 46, 48, 49, and 50)

53.0%

↑ Increased 3.3% points from last year

Empowered

The empowered aspect of your organization is measured by asking the question: Do **employees have the resources and support** needed to excel? (Q 2, 3, 11, and 30)

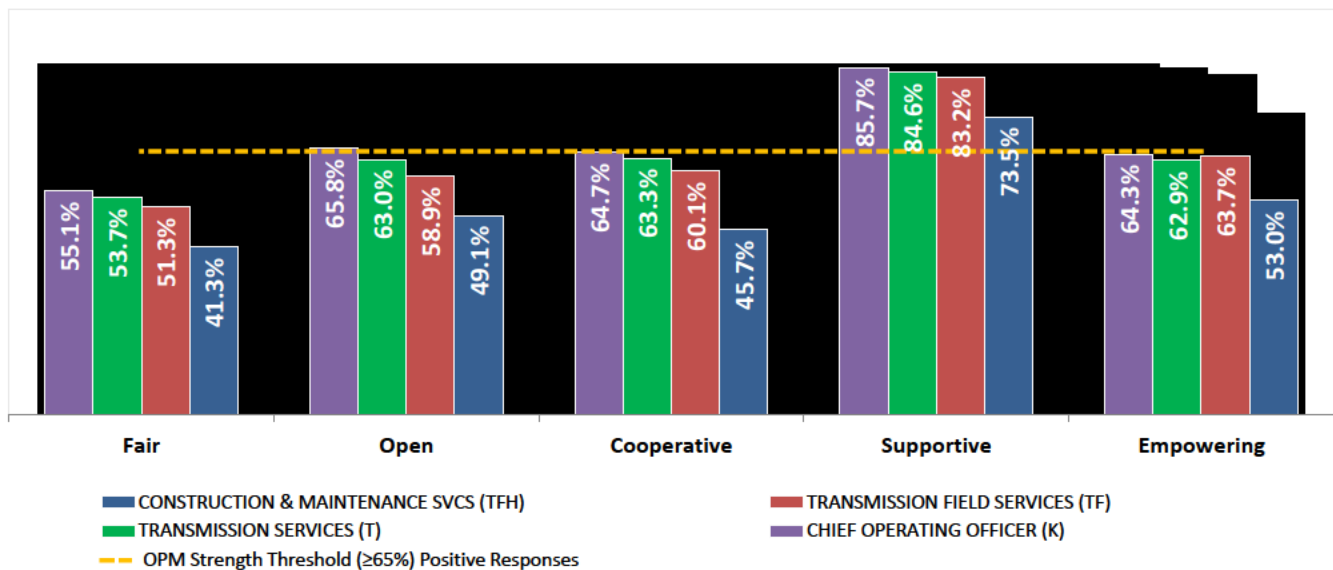
2019 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for The New IQ



OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

(Continued)

In addition to the index scores measured by OPM, the Department of Energy has highlighted and measuring additional index items to include:

- ▶ Effective Communications Index
- ▶ Training and Development Index
- ▶ Workplace Safety Index
- ▶ Creativity and Innovation Index

56.5%

↑ Increased 2.7% points from last year

Effective Communications

Measures employee satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include: **Employee and Supervisor**, and **Leader/Manager/Organizational**.

55.9%

↑ Increased 6.0% points from last year

Training and Development

Measure employees satisfaction with opportunities to **improve skills, assess training needs, and enhance professional development**. (Q 1, 18, 27, 47, and 68)

62.6%

↑ Increased 0.6% points from last year

Workplace Safety

Measure whether employees feel the workplace is safe. Their **workload is reasonable, physical conditions allow them perform job well, and safety conditions exist in their work place**. (Q 10, 14, 17, 35, 36, and 38)

56.4%

↑ Increased 6.4% points from last year

Creativity and Innovation

Measures the extent to which employees feel their **innovative contributions to their workplace**. (Q 3, 8, and 32)

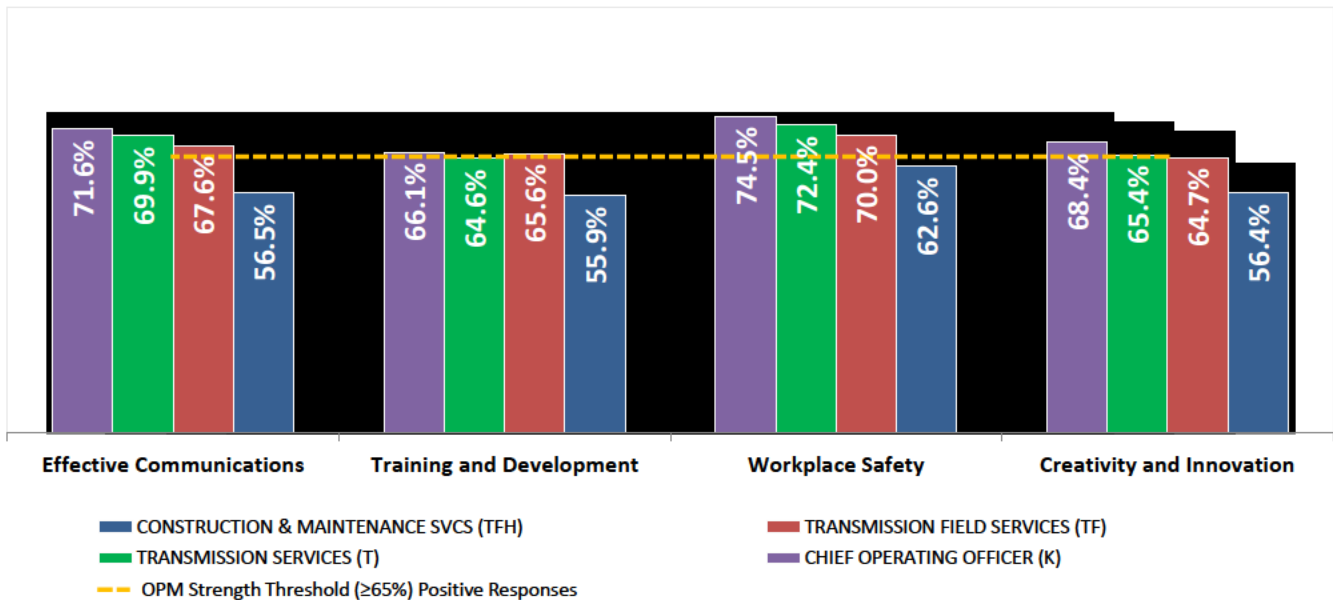
2019 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices



YOUR COMMUNICATION INDEX

The Effective Communications Index measure employee' satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include:

- ▶ Employee and Supervisor
- ▶ Leader/Manager/Organizational

70.5%

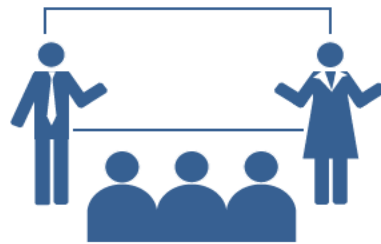
↑ Increased 6.2% points from last year
Employee and Supervisor



Measures the **employee's satisfaction** with the **authentic communications** with his/her **first-line supervisor**.
(Q 19, 44, 48, 49, 50, and 51)

42.5%

↓ Decreased 0.7% points from last year
Leader/Manager/Organizational

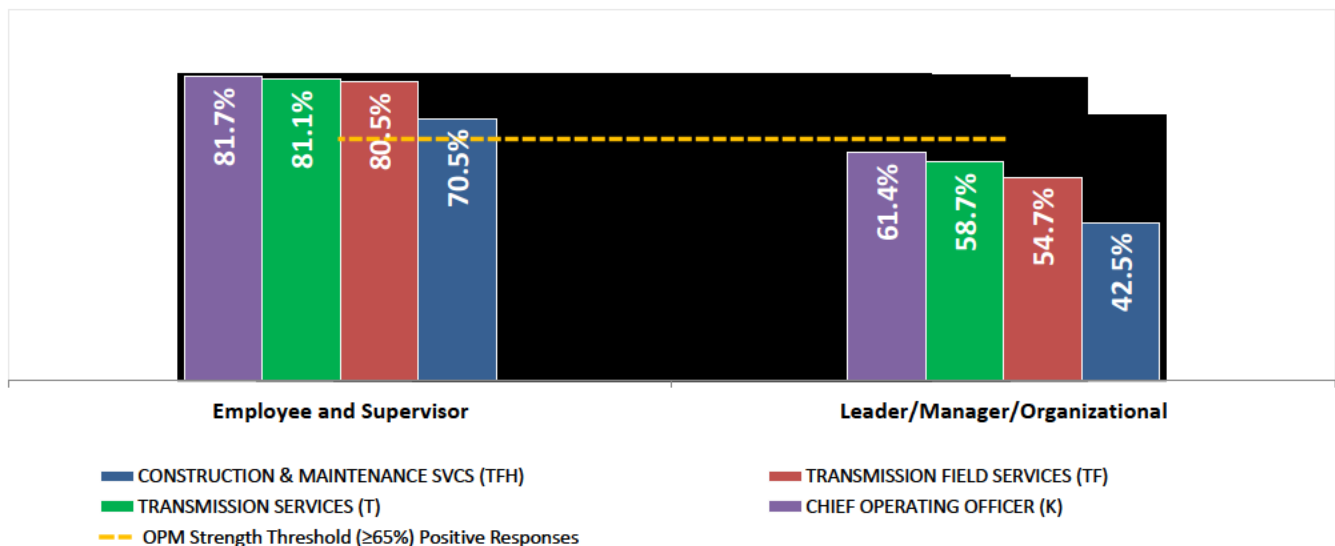


Measures the **employee's satisfaction** with the **leaders communicating authentically** about the **organizational goals and information**.
(Q 53, 56, 57, 58, 59, and 64)

2019 Percent Positive Scores =



Comparisons for Communication Index



TOP TEN STRENGTHS: Your Organization's Most Positive Responses

Positive Response Choices: Strongly Agree & Agree | Very Satisfied & Satisfied | Very Good & Good

CONSTRUCTION & MAINTENANCE SVCS (TFH)		Work Unit Trends				Comparison Orgs This Yr.		
Rank	Q#: Summary	2016	2017	2018	2019	1Up	2Up	3Up
1	13: Work I do is important	88.9%	88.3%	83.3%	95.1%	94.2%	91.9%	91.1%
2	7: Willing to put in extra effort	87.3%	91.5%	96.9%	93.9%	94.7%	95.9%	96.7%
3	5: I like the work I do	84.5%	87.8%	90.3%	92.1%	91.7%	87.6%	86.2%
4	8: Looking for ways to do job better	83.8%	85.5%	84.5%	87.0%	87.8%	89.2%	90.4%
5	28: Overall quality of work in unit	83.8%	77.8%	89.7%	86.2%	90.8%	90.4%	90.5%
6	16: I am held accountable for results	72.9%	76.8%	72.6%	83.0%	85.9%	84.3%	84.5%
7	6: Know what's expected of me	75.0%	72.9%	80.5%	82.5%	85.1%	81.8%	82.6%
8	26: Employees share job knowledge	75.1%	71.5%	76.1%	82.2%	84.6%	86.2%	86.1%
9	42: Supervisor supports work/life	64.4%	70.6%	74.9%	80.1%	87.7%	89.0%	90.1%
10	29: My work unit has skills to accomplish goals	63.8%	56.1%	74.0%	79.3%	85.0%	84.3%	84.9%

Identifying strengths: Large value indicates a *Strength*. Percentages represent the proportion of positive responses (e.g., agreement that the desired condition exists).

 % = Top Ten on Trends and Comparisons

 % = Your Top Ten Strengths


TOP TEN UNCERTAINTIES: Your Organization's Most Neutral Responses

Neutral Response Choices: Neither Agree nor Disagree | Neither Satisfied nor Dissatisfied | Fair

CONSTRUCTION & MAINTENANCE SVCS (TFH)		Work Unit Trends				Comparison Orgs This Yr.		
Rank	Q#: Summary	2016	2017	2018	2019	1Up	2Up	3Up
1	33: Pay raises performance dependent	39.2%	33.8%	46.1%	41.3%	36.8%	34.1%	33.0%
2	57: Managers review progress toward goals	34.4%	25.8%	33.8%	36.5%	28.8%	24.6%	22.1%
3	55: Supervisors work well with diff. backgrounds	35.8%	26.2%	34.1%	36.4%	26.0%	21.3%	20.4%
4	66: Satisfaction with senior leaders	37.0%	36.3%	34.5%	35.6%	33.5%	31.5%	30.8%
5	53: Leaders generate motivation	25.5%	22.3%	30.0%	35.3%	29.1%	28.3%	27.1%
6	62: Senior leaders support work/life programs	25.5%	27.2%	32.9%	34.1%	32.7%	25.0%	22.2%
7	41: Survey used to improve agency	41.2%	30.0%	39.7%	33.7%	30.4%	30.0%	29.2%
8	61: Have respect for senior leaders	29.8%	27.7%	29.7%	33.4%	31.2%	27.9%	27.5%
9	34: Policies promote diversity	41.2%	34.4%	45.1%	33.2%	31.6%	25.9%	24.6%
10	22: Promotions based on merit	27.3%	26.2%	33.2%	32.8%	34.5%	29.5%	28.3%

Identifying uncertainty: Large Value indicates *uncertainty*. Percentages represent the proportion of neutral responses (e.g., neither agreement nor disagreement that the desired condition exists). For large shifts in uncertainty, review the changes in percentages of positive and negative responses to see whether perceptions have become more positive or negative.

 % = Top Ten on Trends and Comparisons

 % = Your Top Ten Uncertainties

TOP TEN CHALLENGES: Your Organization's Most Negative Responses

Negative Response Choices: Strongly Disagree or Disagree | Very Dissatisfied or Dissatisfied | Very Poor or Poor

CONSTRUCTION & MAINTENANCE SVCS (TFH)		Work Unit Trends				Comparison Orgs This Yr.		
Rank	Q#: Summary	2016	2017	2018	2019	1Up	2Up	3Up
1	33: Pay raises performance dependent	53.4%	61.4%	47.5%	50.0%	52.3%	47.2%	45.3%
2	9: Have sufficient resources	36.6%	37.3%	48.9%	46.8%	37.5%	40.0%	38.6%
3	23: Poor performers are dealt with	53.8%	53.4%	57.2%	42.6%	30.1%	30.1%	30.3%
4	21: Unit able to recruit people with right skills	47.9%	42.1%	61.5%	42.3%	42.5%	36.3%	32.6%
5	24: Perf. differences recognized	44.5%	51.0%	36.2%	42.1%	28.2%	26.3%	26.4%
6	53: Leaders generate motivation	40.0%	38.1%	43.0%	40.8%	40.8%	36.6%	33.5%
7	54: Leaders have standards of honesty	38.5%	28.9%	39.9%	36.7%	27.4%	22.0%	18.8%
8	25: Awards depend on employee performance	43.7%	37.3%	37.9%	36.2%	24.0%	22.2%	21.4%
9	37: Favoritism not tolerated	42.7%	28.9%	30.7%	35.9%	18.5%	17.3%	16.3%
10	68: Satisfaction with training	33.4%	30.8%	27.9%	35.8%	21.6%	21.0%	18.3%

A counterintuitive measure: Large value indicates greater negativity and a potential challenge area. Percentages represent the proportion of *negative responses* (e.g., disagreement that the desired condition exists).

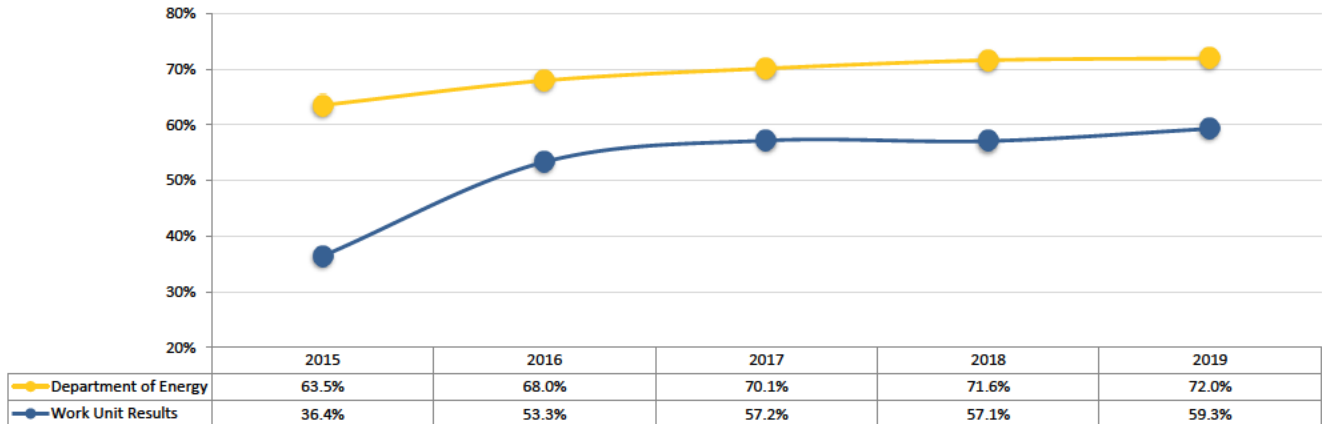
 % = Top Ten on Trends and Comparisons

 % = Your Top Ten Challenges

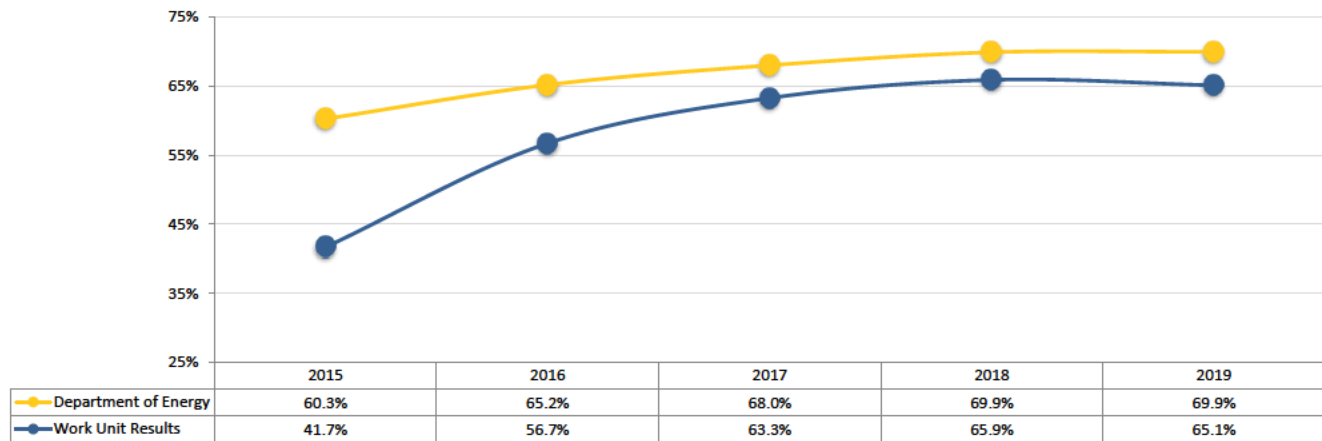
FEVS INDEX TRENDS: Work Unit Vs. Department of Energy

The graphs below display the FEVS indices trend data results for the last five years. The graph indicates the Work Unit's yearly results as compared to Department of Energy results. Additionally, the graphs provide the Work Unit with an opportunity to analyze the yearly performance in each indices.

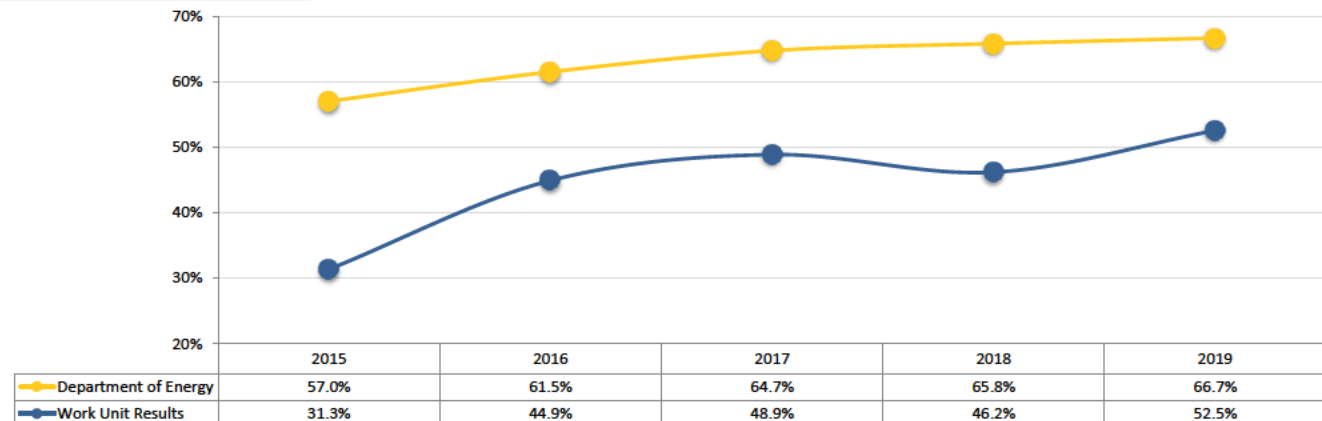
Trends for Employee Engagement Index



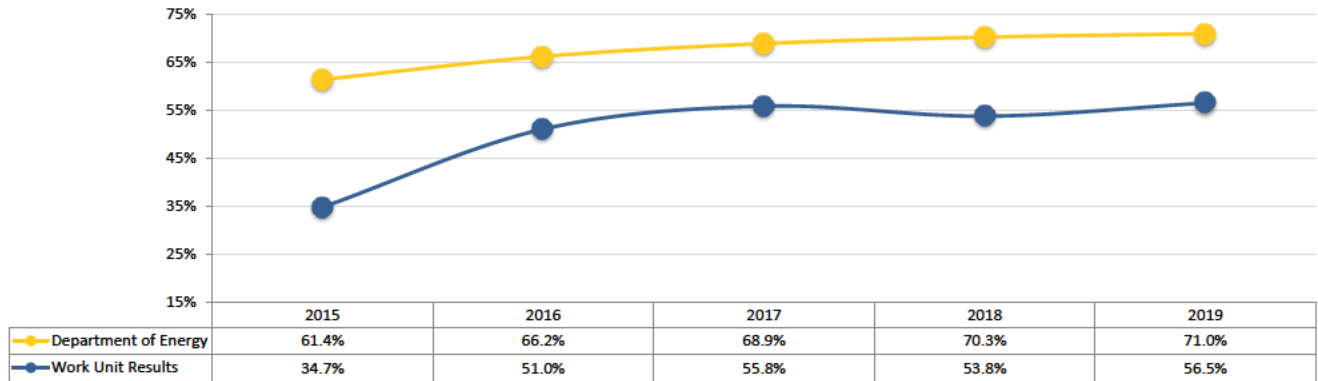
Trends for Global Satisfaction Index



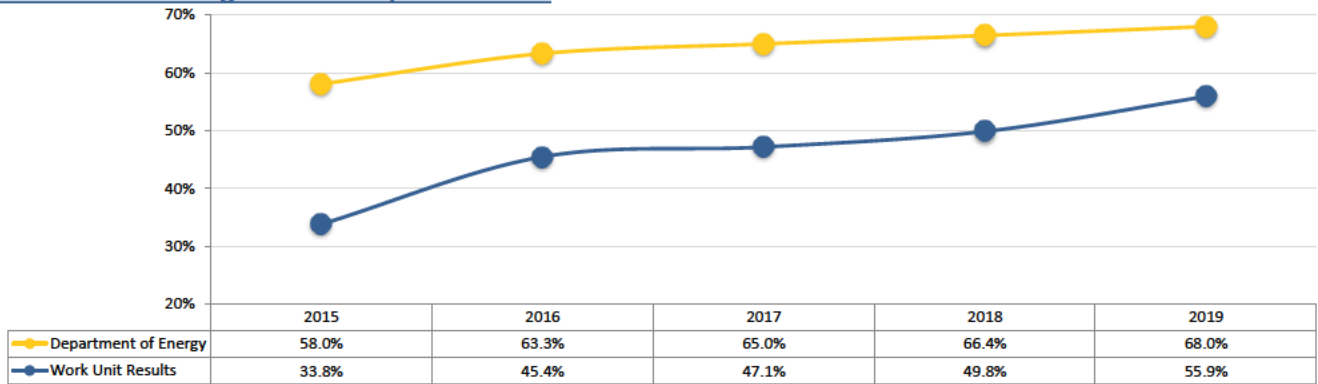
Trends for New IQ Index



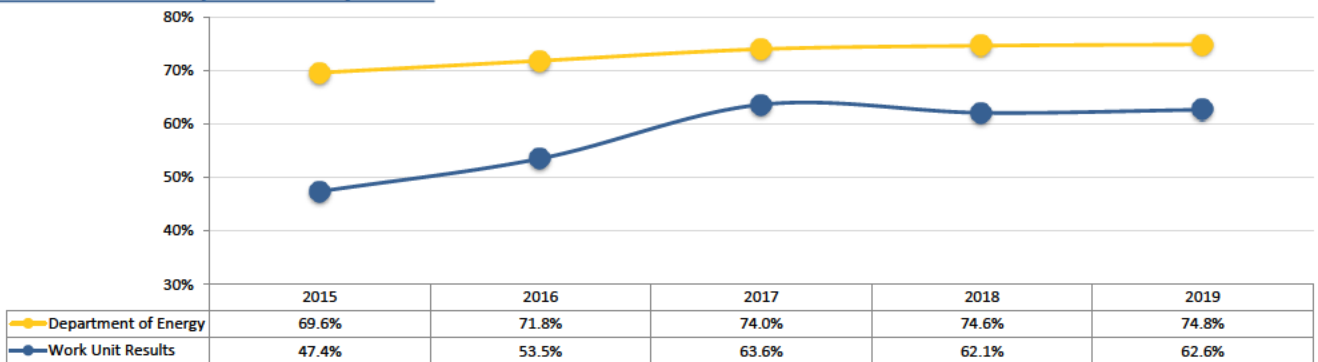
Trends for Effective Communications Index



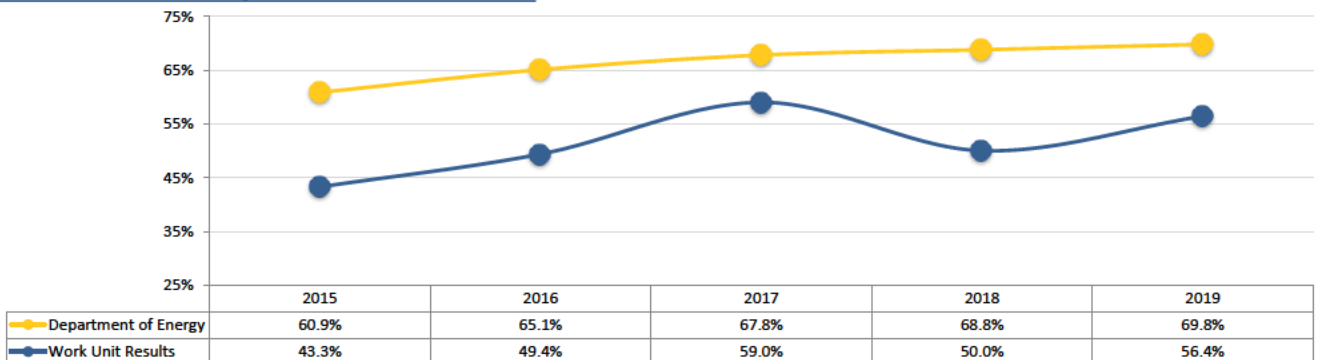
Trends for Training and Development Index



Trends for Workplace Safety Index



Trends for Creativity and Innovation Index

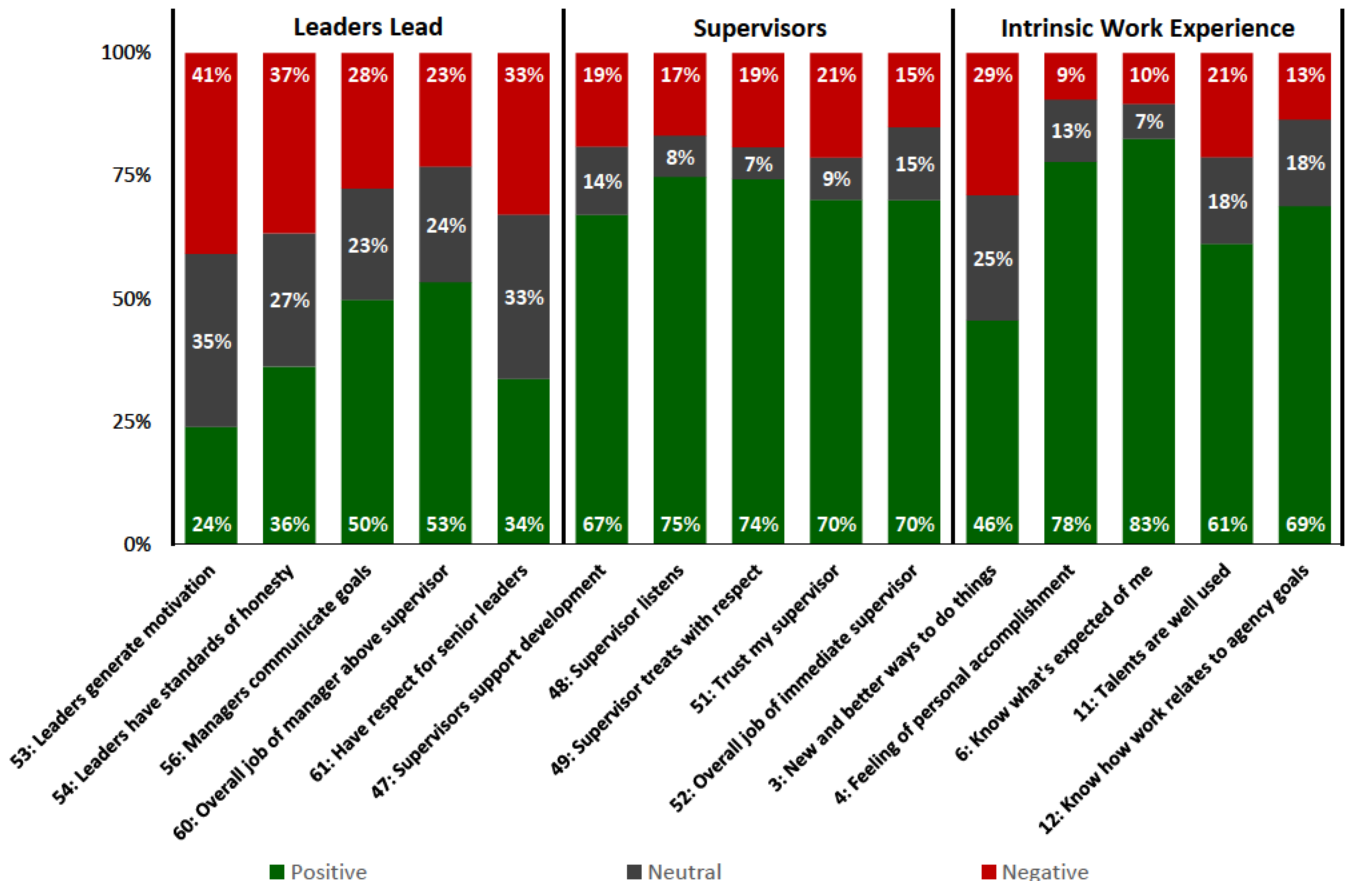


EMPLOYEE ENGAGEMENT INDEX QUESTIONS

Fifteen FEVS questions that make up the Employee Engagement Index: Leaders Lead (Q 53, 54, 56, 60, and 61). Supervisor (Q 47, 48, 49, 51, and 52). Intrinsic Work Experience (Q 3, 4, 6, 11, and 12)

CONSTRUCTION & MAINTENANCE SVCS (TFH)		2018 Positive	2019 Positive	Decrease ←	Change from 2018 - 2019	Increase →
Leaders Lead	53: Leaders generate motivation	26.9%	23.9%	-3.1%		
	54: Leaders have standards of honesty	32.6%	36.2%			+3.6%
	56: Managers communicate goals	54.6%	49.8%	-4.9%		
	60: Overall job of manager above supervisor	55.7%	53.3%	-2.3%		
	61: Have respect for senior leaders	34.3%	33.7%	-0.6%		
Supervisors	47: Supervisors support development	53.5%	67.1%			+13.6%
	48: Supervisor listens	65.4%	74.8%			+9.3%
	49: Supervisor treats with respect	72.2%	74.3%			+2.1%
	51: Trust my supervisor	60.1%	70.1%			+10.0%
	52: Overall job of immediate supervisor	66.8%	70.1%			+3.2%
Intrinsic Work Experience	3: New and better ways to do things	49.0%	45.6%	-3.4%		
	4: Feeling of personal accomplishment	77.2%	77.9%			+0.7%
	6: Know what's expected of me	80.5%	82.5%			+2.0%
	11: Talents are well used	58.8%	61.1%			+2.3%
	12: Know how work relates to agency goals	68.5%	68.9%			+0.3%

Employee Engagement Index Questions: Positive, Neutral, and Negative Responses





U.S. DEPARTMENT OF
ENERGY

HC/Corporate Workforce Engagement and Effectiveness Division

1000 Independence Avenue, SW, 4E-084
Washington, DC 20585-1000

Learn more at:

<https://hcnet.doe.gov/fevs>

<https://hcnet.doe.gov/introduction-employee-engagement>

Email: FEVS@HQ.DOE.GOV

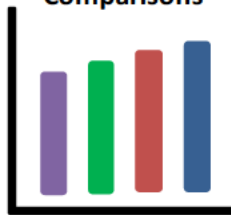
Organizational Management Report (OMR) Summary

2020 Federal Employee Viewpoint Survey (FEVS) Results

TFH - CONSTRUCTION & MAINTENANCE SVCS

2020 FEVS Organizational Management Report

Comparisons

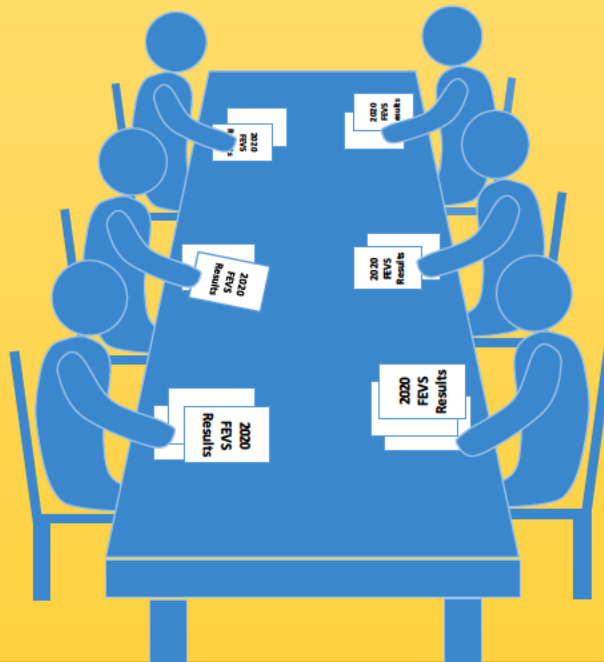


Trends



- Employee Engagement Index
- Global Satisfaction Index

- COVID-19 Questions
- Top Strengths and Challenges



U.S. DEPARTMENT OF
ENERGY

Created Exclusively by the
Office of the Chief Human
Capital Officer

About This Organizational Management Report (OMR) Summary

Congress requires that all Executive Branch agencies survey their employees (5 CFR Part 250 Subpart C). The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM). The FEVS allows government employees to share their opinions about what matters most to them.

This year, the FEVS was administered as a census, meaning that all eligible employees were surveyed across the Department. 11,579 eligible employees were sent an invitation to participate and 8,904 employees responded. All full-time and part-time, permanent, non-seasonal employees were eligible to participate in the survey. As in prior years, the 2020 FEVS was a self-administered Web based survey. The Department's launch date was September 17, 2020 with 6 week administration period ending October 29, 2020. DOE experienced a 76.9% response rate and was well above the government-wide response rate of 44.4%.

Due to the COVID-19 pandemic, OPM revised the 2020 FEVS by streamlining the core set of standard items and adding items to assess the impact of the pandemic. This year's OMR has been modified to reflect the changes to the Survey. The OMR still contains analysis of trends and FEVS Indices but only those available based on the questions included in the 2020 Survey.

HC created the 2020 OMR Summary as a tool to help individual work units translate FEVS results into a format that provides a better understanding of specific organizational strengths, uncertainties, and challenges.

The "Taking Action" section on the next page provides a six-step process to improve Employee Engagement. Using the OMR along with this approach will help to translate the FEVS results into useful information that facilitates communication and action at all levels in the organization.

There are three different types of analyses in the 2020 OMR Summary:

- ▶ **Strength Analysis** (*Objective Measure*) – As a rule of thumb, OPM considers it a strength when at least two out of three employees (≥65%) give a positive response indicating agreement that the desired condition in a FEVS question is present within the organization.
- ▶ **Trend Analysis** (*Historical Measure*) – This analysis tracks your work unit 's survey results over a five-year time period results including 2016, 2017, 2018, 2019, and 2020 when available.
- ▶ **Comparative Analysis** (*Relative Measure*) – This analysis compares your work unit's current results with the same year results for up to three organizations, which are the next higher levels of organization within your work unit's reporting structure. The comparative data comes from your work unit's breakout report. The labels used in this report correspond to the organizational names for your work unit and its comparison organizations:

<u>Label</u>	<u>Organization Name</u>
3Up =	K - CHIEF OPERATING OFFICER
2Up =	T - TRANSMISSION SERVICES
1Up =	TF - TRANSMISSION FIELD SERVICES
Unit =	TFH - CONSTRUCTION & MAINTENANCE SVCS

Identifying Increases and Decreases

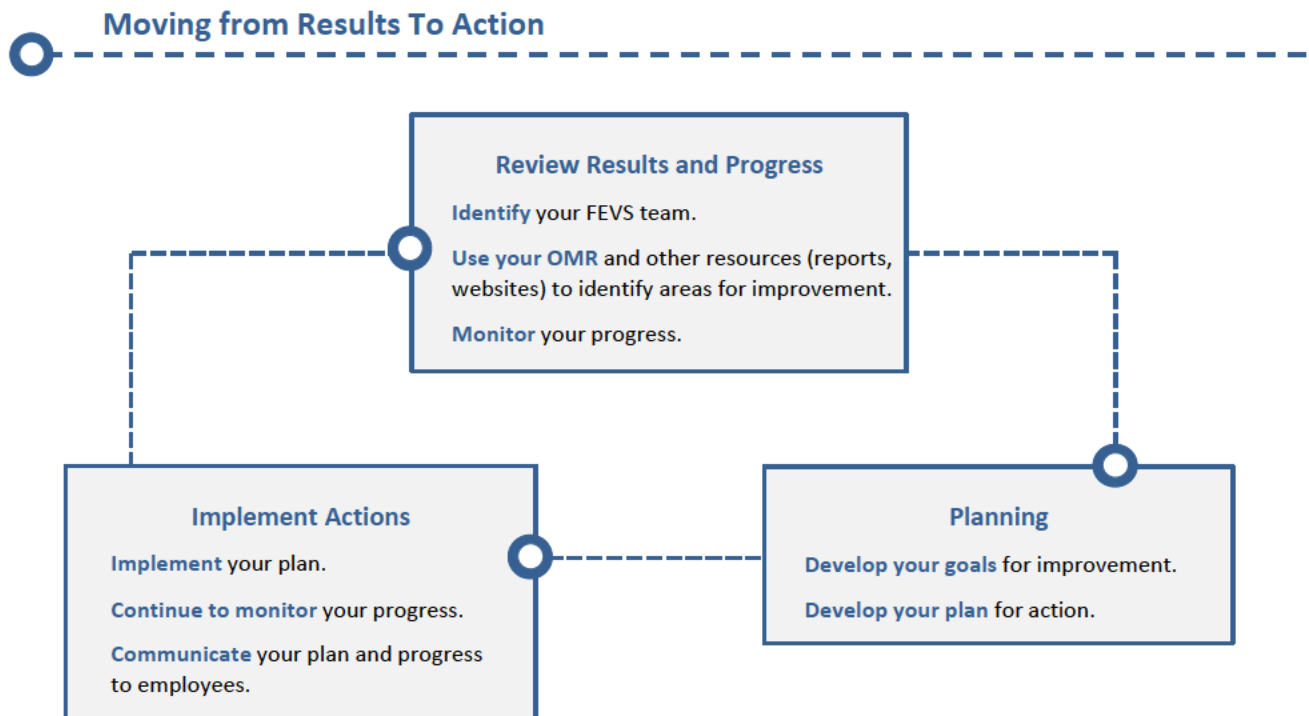
Movement up or down since the previous year is another important piece of information to consider when examining the results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within the organization 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.

In all OMR Summary graphs and data tables, the dark blue data columns and bars represent the current year's survey results for your work unit. The gold dotted lines represent the OPM standard for organizational strength as achieving 65 percent or higher in positive responses. These formatting conventions are consistent throughout the report and allow you to identify more easily the patterns evident in your trending and comparisons.

For support, please contact the DOE Office of the Chief Human Capital Officer at FEVS@hq.doe.gov. Online resources are available and updated on HCnet <https://hcnet.doe.gov/fevs>.

YOUR FEVS RESULTS: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.



Step 1:

Identify and Establish a FEVS Action Team

- This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2:

Use Your OMR to Identify Areas for Improvement

- The Global Satisfaction Index, and Employee Engagement Index provide organizations with consistent metrics for measuring progress toward objectives.
- Use the strength, trend, and comparative analyses in this OMR Summary to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 5) is designed to support this work. For instance, these sections will help you to identify whether a strength, challenge, or uncertainty is specific to your work unit this year.

- To develop your goals for improvement, you should consider issues that are most critical to your organization and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow **S.M.A.R.T** (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

- **Specific**

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

- **Measurable**

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

- **Attainable**

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

- **Realistic**

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

- **Time Specific**

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 3:

Develop Your Goals for Improvement

Step 4:

Develop Your Plan for Action

- Once your team has identified goals, develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your organization goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 5:

Communicate the Implementation of Your Plan

- There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

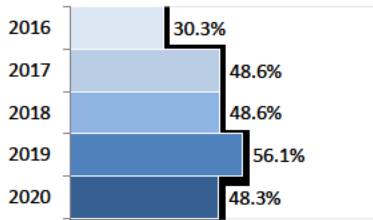
Step 6:

Monitor and Communicate Your Progress

- In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.

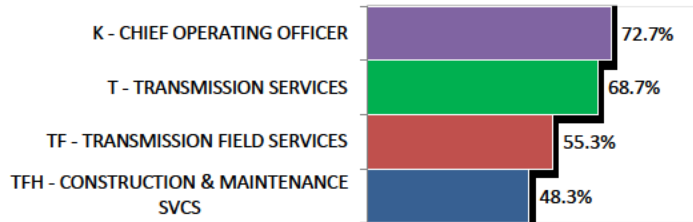
OVERVIEW OF FEVS RESPONSE RATES

Response Rate Trends

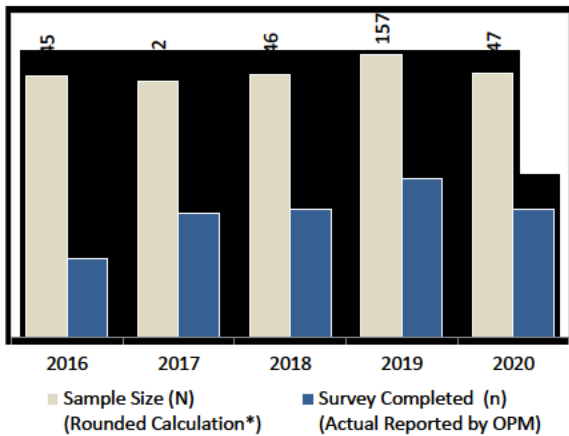


TFH - CONSTRUCTION & MAINTENANCE SVCS

2020 Response Rate Comparisons



Sample Size Trends



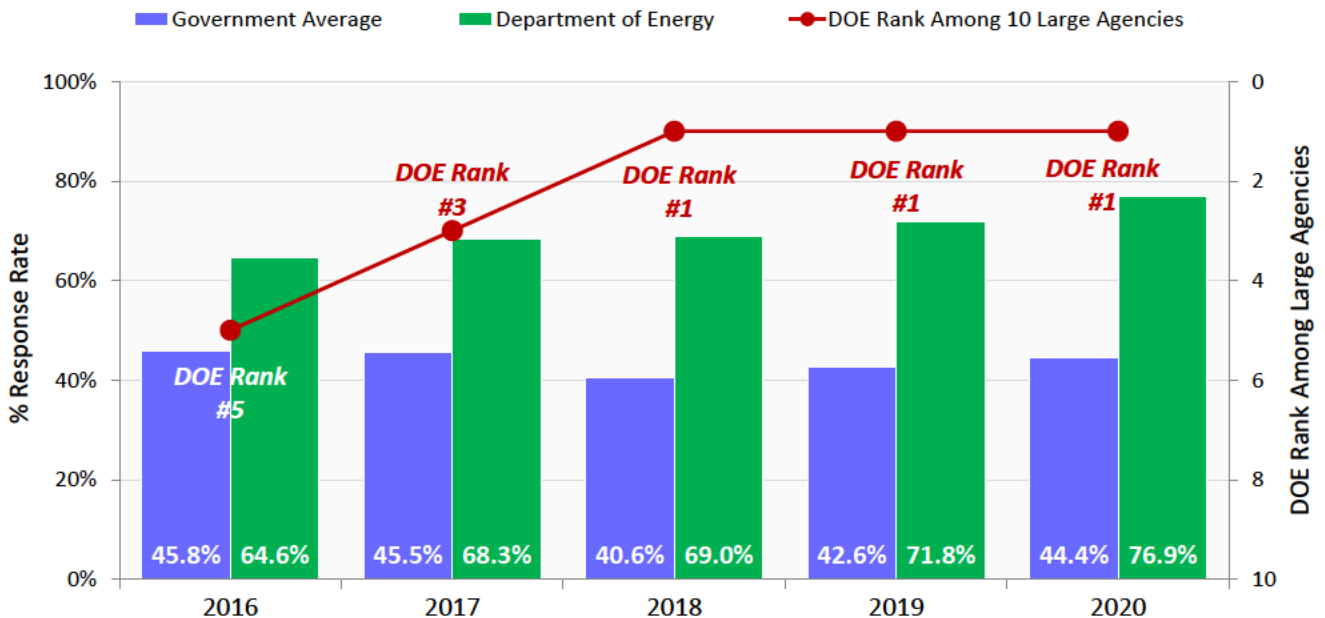
TFH - CONSTRUCTION & MAINTENANCE SVCS

2020 Sample Size Comparisons

	K - CHIEF OPERATING OFFICER	T - TRANSMISSION SERVICES	TF - TRANSMISSION FIELD SERVICES	TFH - CONSTRUCTION & MAINTENANCE SVCS
Sample Size (N) (Rounded Calculation*)	1,908	1,452	696	147
Survey Completed (n) (Actual Reported by OPM)	1,387	997	385	71

* Sample size is calculated from the "actual survey completed reported by OPM" divided by the "rounded response rate reported by OPM," so larger sample sizes may have a very small $\pm 0.05\%$ margin of error due to rounding.

Response Rates and Participation Rankings for Department of Energy 2016 - 2020



YOUR FEVS RESULTS: Positive, Neutral, and Negative Responses for 2020

TFH - CONSTRUCTION & MAINTENANCE SVCS		2019	Δ Since	Work Unit 2020 Results		
		Positive	Last Year	Positive	Neutral	Negative
My Work Experience	1: Given opportunity to improve my skills	58.0%	+13.8%	71.8%	12.4%	15.8%
	2: Enough info to do my job well	58.7%				
	3: New and better ways to do things	45.6%	+19.8%	65.4%	11.4%	23.2%
	4: Feeling of personal accomplishment	77.9%	+10.7%	88.6%	2.8%	8.5%
	5: I like the work I do	92.1%				
	6: Know what's expected of me	82.5%	+5.0%	87.5%	5.5%	7.0%
	7: Willing to put in extra effort	93.9%				
	8: Looking for ways to do job better	87.0%				
	9: Have sufficient resources	37.7%				
	10: Workload is reasonable	67.7%	+13.5%	81.2%	8.5%	10.3%
	11: Talents are well used	61.1%	+11.5%	72.7%	11.4%	15.9%
	12: Know how work relates to agency goals	68.9%	+14.1%	83.0%	14.1%	3.0%
	13: Work I do is important	95.1%				
	14: Physical conditions allow perform job well	62.1%				
	15: Appraisal fairly reflects my performance	61.0%				
	16: I am held accountable for results	83.0%				
	17: Can disclose suspected violation w/out reprisal	53.6%	+6.8%	60.3%	19.3%	20.4%
	18: Training needs are assessed	46.2%				
	19: Understood how to get rated at diff. perf. Levels	63.3%				
My Work Unit	20: People cooperate to do job	75.2%	+14.4%	89.7%	4.4%	5.9%
	21: Unit able to recruit people with right skills	30.0%				
	22: Promotions based on merit	32.1%				
	23: Poor performers are dealt with	38.4%	+3.1%	41.5%	26.8%	31.8%
	24: Perf. differences recognized	30.1%	+22.0%	52.1%	32.0%	15.9%
	25: Awards depend on employee performance	37.4%				
	26: Employees share job knowledge	82.2%				
	27: Skill in unit has improved	63.9%				
	28: Overall quality of work in unit	86.2%				
My Agency	29: My work unit has skills to accomplish goals	79.3%	+6.5%	85.9%	6.7%	7.4%
	30: Employees feel empowered	46.6%				
	31: Employees recognized for high quality	49.3%	+7.8%	57.0%	24.2%	18.8%
	32: Creativity rewarded	36.7%				
	33: Pay raises performance dependent	8.7%				
	34: Policies promote diversity	51.9%				
	35: Protected from hazards	65.3%	+13.1%	78.4%	8.4%	13.2%
	36: Prepared for security threats	70.0%				
	37: Favoritism not tolerated	43.2%				
	38: Prohibited practices not tolerated	57.2%				
	39: Agency successful at mission	66.3%	+14.8%	81.1%	13.0%	5.8%
40: Recommend organization	66.5%	+11.2%	77.7%	8.4%	13.9%	
41: Survey used to improve agency	30.8%	+5.3%	36.2%	36.7%	27.1%	
My Supervisor	42: Supervisor supports work/life	80.1%	+7.5%	87.6%	8.0%	4.4%
	43: Supervisor provides opp. to demo leadership	78.8%				
	44: Discussions about perf. worthwhile	70.7%				
	45: Supervisor committed to representative workforce	62.9%	+4.1%	67.0%	23.0%	10.0%
	46: Supervisor provides constructive suggestions	68.6%				
	47: Supervisors support development	67.1%	+7.8%	74.9%	12.2%	12.9%
	48: Supervisor listens	74.8%	+2.8%	77.5%	11.2%	11.3%
	49: Supervisor treats with respect	74.3%	+9.1%	83.4%	9.8%	6.8%
	50: Supervisor talked w/me about my performance	70.0%				
	51: Trust my supervisor	70.1%	+4.4%	74.5%	11.4%	14.1%
Leadership	52: Overall job of immediate supervisor	70.1%	+5.7%	75.8%	13.0%	11.2%
	53: Leaders generate motivation	23.9%	+13.0%	36.8%	33.5%	29.7%
	54: Leaders have standards of honesty	36.2%	+14.3%	50.4%	24.2%	25.4%
	55: Supervisors work well with diff. backgrounds	44.9%				
	56: Managers communicate goals	49.8%	+6.4%	56.2%	25.4%	18.4%
	57: Managers review progress toward goals	46.9%				
	58: Managers promote communication	40.8%	+10.1%	50.9%	24.8%	24.3%
	59: Managers support collaboration	50.6%				
	60: Overall job of manager above supervisor	53.3%	+7.8%	61.1%	19.8%	19.1%
	61: Have respect for senior leaders	33.7%	+12.7%	46.4%	25.3%	28.3%
My Satisfaction	62: Senior leaders support work/life programs	41.9%	+19.9%	61.7%	26.8%	11.4%
	63: Satisfaction with involvement	50.8%	+5.9%	56.7%	17.0%	26.3%
	64: Satisfaction with info received	43.0%	+5.1%	48.0%	28.8%	23.2%
	65: Satisfaction with recognition	48.8%	+14.0%	62.8%	13.5%	23.7%
	66: Satisfaction with senior leaders	28.8%				
	67: Satisfaction with opp. for a better job	38.4%				
	68: Satisfaction with training	44.1%				
	69: Job satisfaction	69.2%	+7.9%	77.2%	11.5%	11.4%
	70: Satisfaction with pay	68.6%	+7.8%	76.5%	15.1%	8.4%
	71: Organizational satisfaction	56.1%	+11.4%	67.5%	15.9%	16.6%

Response Rate: 48.3%

Legend:

Your Top Five Results

2019 Top Five Positive Scores

2020 Top Five Positive Scores

2020 Top Five Neutral Scores

2020 Top Five Negative Scores

OPM Rules of Thumb

≥65.0% = Strength Threshold

≥30.0% = Uncertainty Threshold

≥35.0% = Challenge Threshold

New Strength

Interpretation:

1. Identify whether your "Top Five" are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present in your work unit.
2. Identify whether your "Top Five Positive" are higher or lower than last year scores.
3. Compare your "2020 Positive Scores" with "2019 Positive Scores." This will help you to recognize an increased or decreased area.
4. Identify your new strengths. This will help you to recognize improved area. (Note: Your work unit may not have new strength this year).
5. The categories with high numbers of positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

The Office of Personnel Management (OPM) organizes each agency's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their agency meet its mission:

- ▶ Global Satisfaction Index
- ▶ Employee Engagement Index
- ▶ New Inclusion Quotient (New IQ) Index

74.7%

↑ Increased 9.6% points from last year

Global Satisfaction

Measures employee satisfaction about four aspects related to their work: **their job, their pay, their organization**, and whether they would **recommend their organization** as a good place to work.
(Q 69, 70, 71, and 40)

69.0%

↑ Increased 9.7% points from last year

Employee Engagement

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three subfactors: **Leaders Lead, Supervisors, and Intrinsic Work Experience.**

Due to the changes to the 2020 FEVS, made to accommodate questions related to the COVID-19 Pandemic, the New IQ Index will not be calculated for 2020 OMR.

New Inclusion Quotient

Identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behavior will create positive habits among team members and managers. The new IQ are grouped into "Five Habits of Inclusion": **Fair; Open; Cooperative; Supportive; and Empowering.**

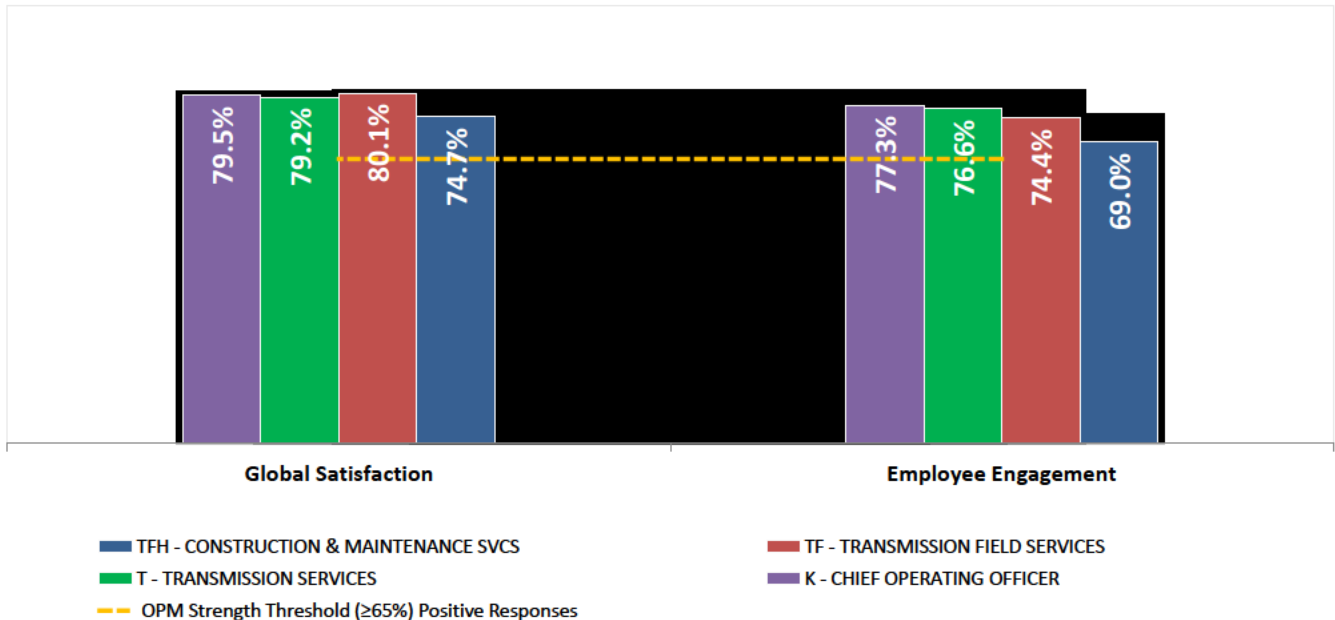
2020 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices

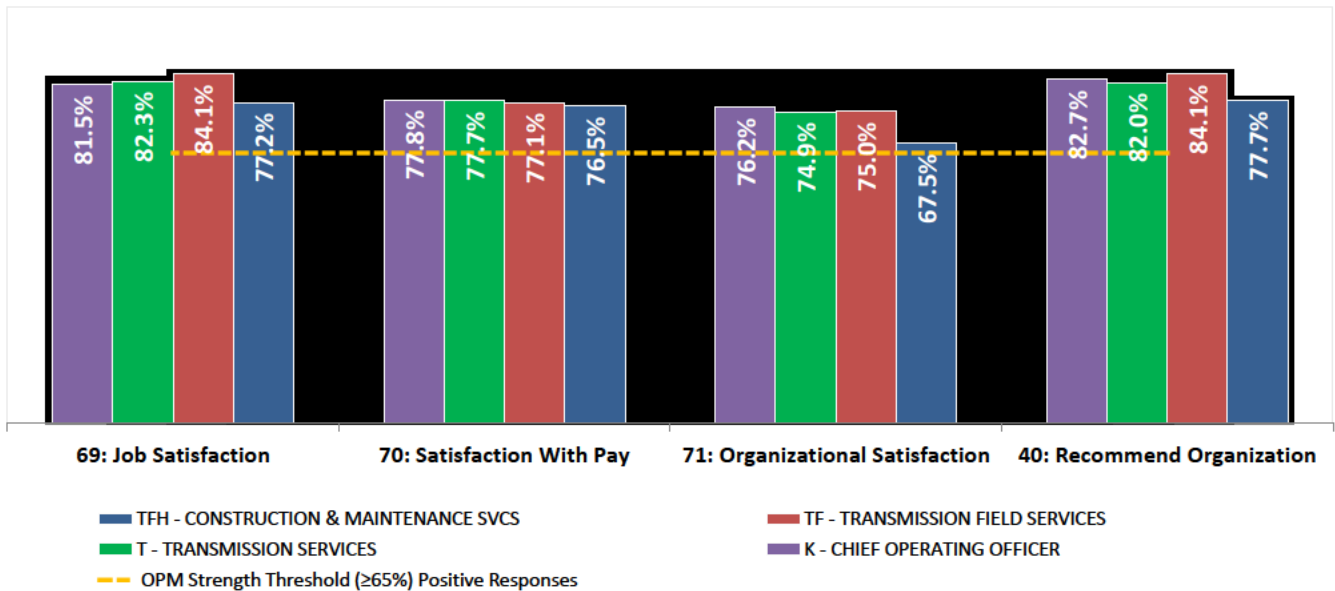


GLOBAL SATISFACTION INDEX

The Global Satisfaction Index provides a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The four questions that make up the Global satisfaction Index are:



Comparisons for Global Satisfaction Questions

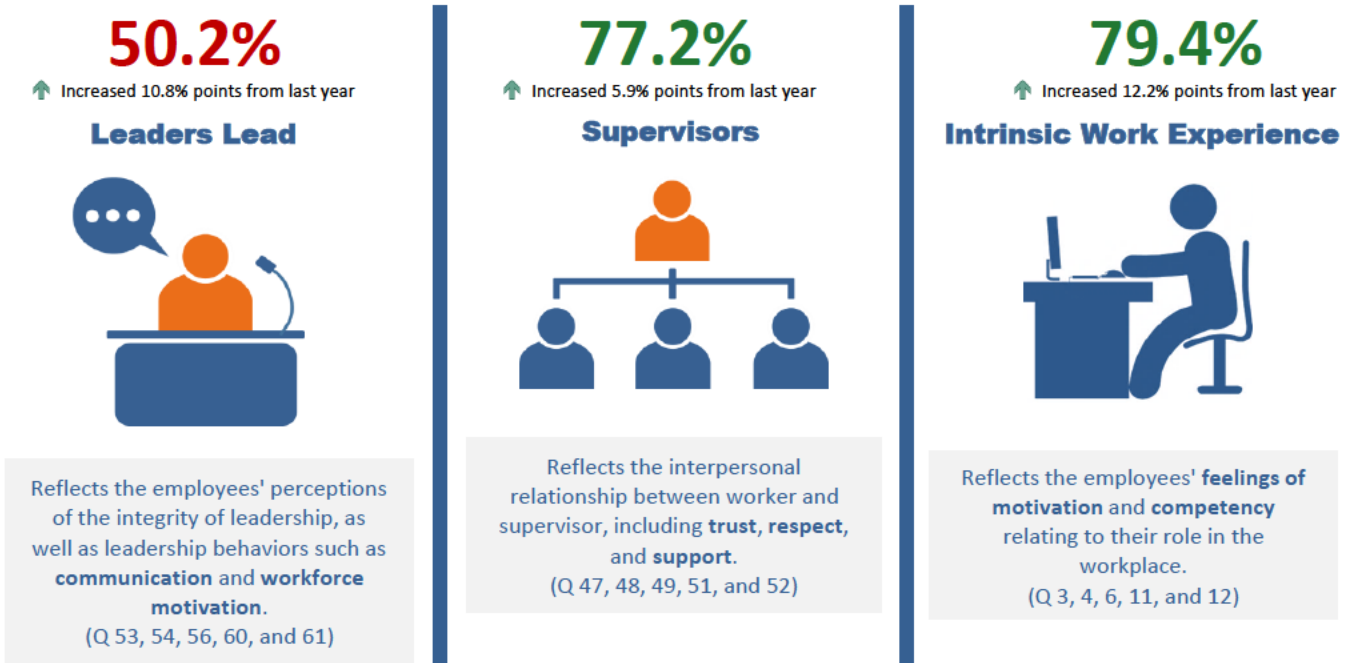


YOUR ENGAGEMENT INDEX

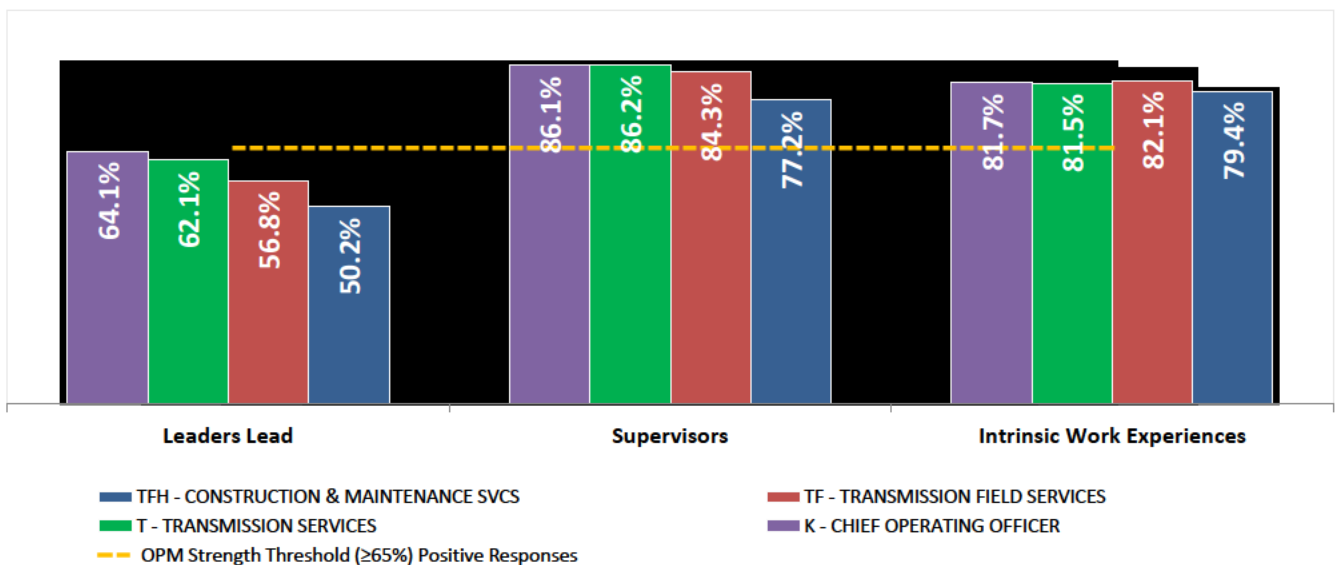
The Employee Engagement Index measures factors that lead to an engaged workforce (e.g., leaders communicate goals; supervisors support employee development; and employees have a sense of personal accomplishment). The index is made up of three subfactors:

- ▶ Leaders Lead
- ▶ Supervisors
- ▶ Intrinsic Work Experience

Each subfactor reflects a different aspect of an engaging work environment.



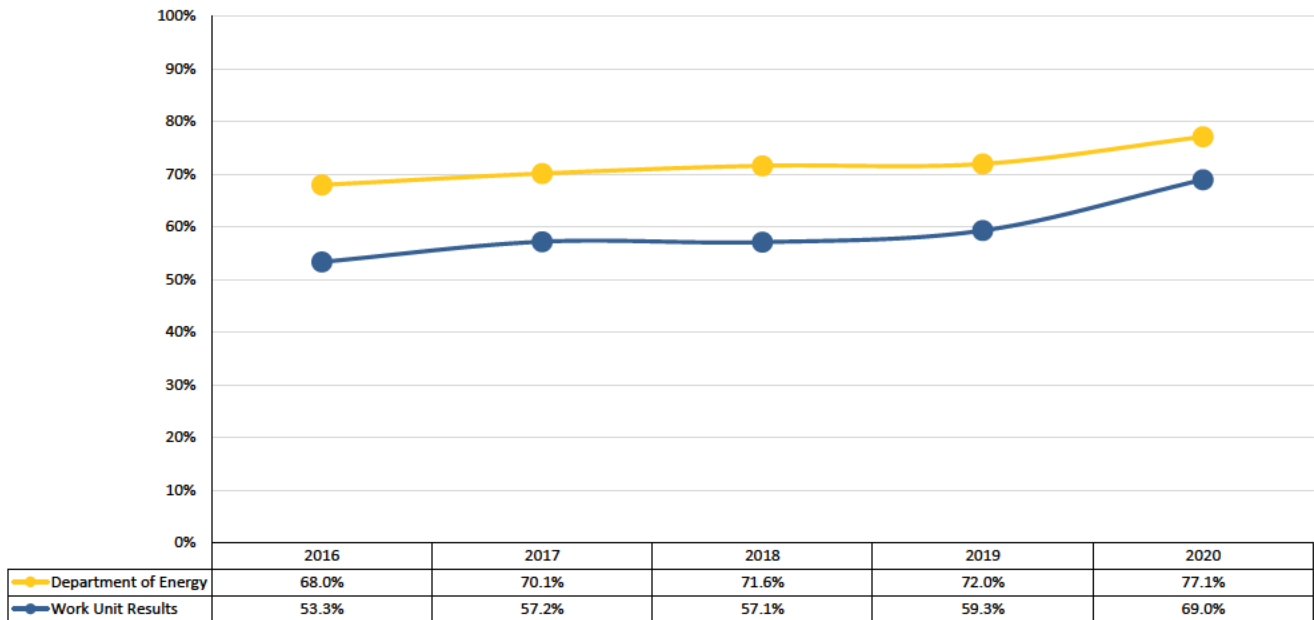
Comparisons for Engagement Index



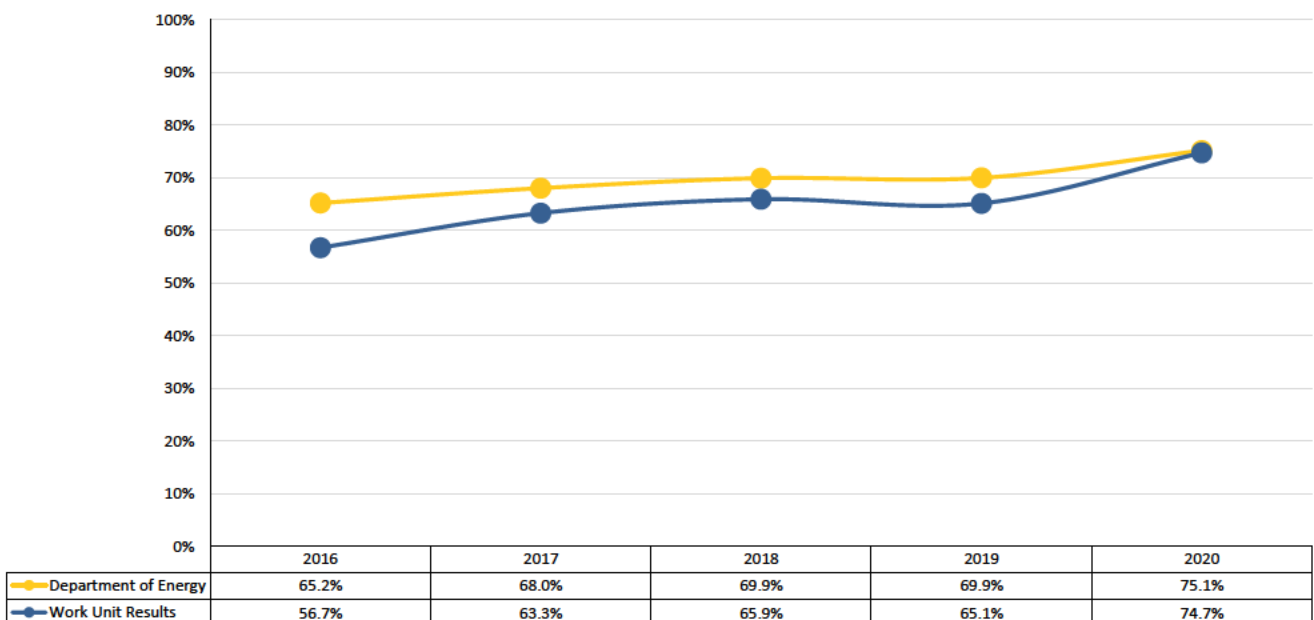
FEVS INDEX TRENDS: Work Unit Vs. Department of Energy

The graphs below display the FEVS indices trend data results for the last five years. The graph indicates the Work Unit's yearly results as compared to Department of Energy results. Additionally, the graphs provide the Work Unit with an opportunity to analyze the yearly performance in each indices.

Trends for Employee Engagement Index



Trends for Global Satisfaction Index

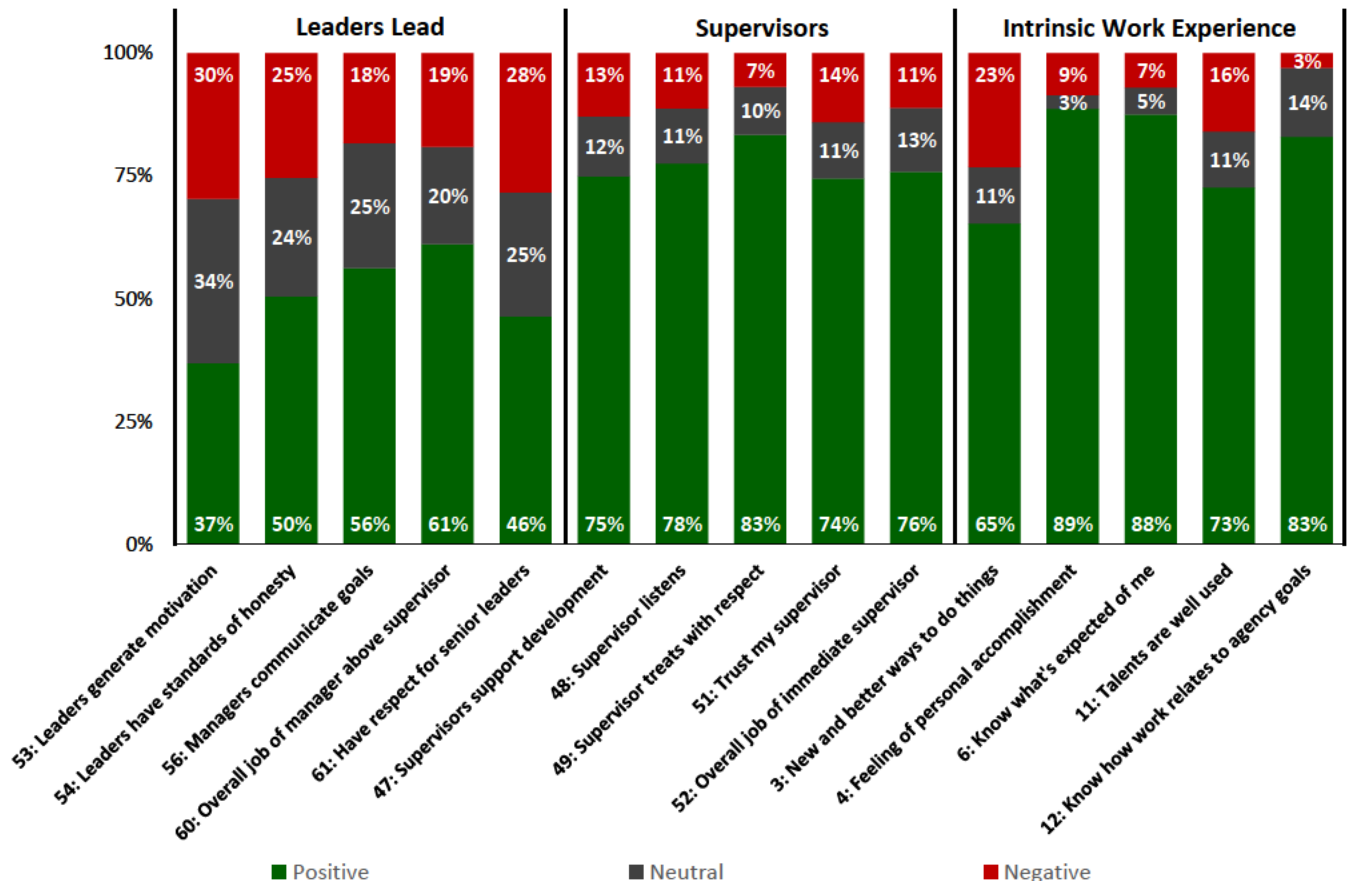


EMPLOYEE ENGAGEMENT INDEX QUESTIONS

Fifteen FEVS questions make up the Employee Engagement Index: Leaders Lead (Q 53, 54, 56, 60, and 61); Supervisor (Q 47, 48, 49, 51, and 52); Intrinsic Work Experience (Q 3, 4, 6, 11, and 12).

TFH - CONSTRUCTION & MAINTENANCE SVCS		2019 Positive	2020 Positive	Decrease ←	Change from 2019 - 2020	Increase →
Leaders Lead	53: Leaders generate motivation	23.9%	36.8%			+13.0%
	54: Leaders have standards of honesty	36.2%	50.4%			+14.3%
	56: Managers communicate goals	49.8%	56.2%			+6.4%
	60: Overall job of manager above supervisor	53.3%	61.1%			+7.8%
	61: Have respect for senior leaders	33.7%	46.4%			+12.7%
Supervisors	47: Supervisors support development	67.1%	74.9%			+7.8%
	48: Supervisor listens	74.8%	77.5%			+2.8%
	49: Supervisor treats with respect	74.3%	83.4%			+9.1%
	51: Trust my supervisor	70.1%	74.5%			+4.4%
	52: Overall job of immediate supervisor	70.1%	75.8%			+5.7%
Intrinsic Work Experience	3: New and better ways to do things	45.6%	65.4%			+19.8%
	4: Feeling of personal accomplishment	77.9%	88.6%			+10.7%
	6: Know what's expected of me	82.5%	87.5%			+5.0%
	11: Talents are well used	61.1%	72.7%			+11.5%
	12: Know how work relates to agency goals	68.9%	83.0%			+14.1%

Employee Engagement Index Questions: Positive, Neutral, and Negative Responses



FEVS COVID-19 PANDEMIC QUESTIONS: Senior Leaders, Supervisor, and Work Unit

TFH - CONSTRUCTION & MAINTENANCE SVCS	Work Unit 2020 Results		
	Positive	Neutral	Negative
During the COVID-19 pandemic my organization's senior leaders have...			
demonstrated commitment to employee health and safety.	✔ 83.6%	9.0%	7.4%
supported policies and procedures to protect employee health and safety.	✔ 80.8%	12.0%	7.2%
provided effective communications about the pandemic.	✔ 76.4%	10.9%	12.8%
During the COVID-19 pandemic my supervisor has...			
shown concern for my health and safety.	✔ 77.6%	16.3%	6.2%
supported my efforts to stay healthy and safe while working.	✔ 77.6%	17.8%	4.6%
created an environment where I can voice my concerns about staying healthy and safe.	✔ 71.3%	16.9%	11.8%
During the COVID-19 pandemic my work unit has...			
met the needs of our customers.	✔ 87.1%	9.7%	3.2%
contributed positively to my agency's performance.	✔ 87.1%	8.1%	4.7%
produced high-quality work.	✔ 89.6%	8.7%	1.6%
has adapted to changing priorities.	✔ 91.0%	4.3%	4.7%
successfully collaborated.	✔ 80.0%	15.4%	4.6%
achieved our goals.	✔ 84.2%	12.7%	3.1%

FEVS COVID-19 PANDEMIC QUESTIONS: Work Effects

TFH - CONSTRUCTION & MAINTENANCE SVCS	Work Unit 2020 Results		
	Positive	Neutral	Negative
I am able to do my work during the COVID-19 pandemic without disruption.	19.6%	24.3%	✘ 56.1%
My work demands increased because of the COVID-19 pandemic.	51.7%	40.5%	7.8%
In the phased return, my organization has made employee safety a top priority.	✔ 73.4%	15.6%	10.9%
I believe my organization will respond effectively to future emergencies.	64.6%	20.5%	15.0%

FEVS EMPLOYEE TELEWORK STATUS: Before and during the pandemic

TFH - CONSTRUCTION & MAINTENANCE SVCS	Before the COVID-19 pandemic	During the peak of the pandemic	As of the date took this Survey
Infrequently	12.1%	6.9%	7.0%
1-2 Days per Month	6.2%	0.0%	0.0%
1-2 Days per Week	10.1%	0.0%	2.8%
3-4 Days per Week	2.6%	7.0%	5.4%
Every Work Day	2.9%	47.3%	31.8%
Must be Physically Present	55.3%	35.9%	48.8%
Technical Issues	1.5%	1.5%	1.5%
Not Approved	4.0%	1.5%	1.5%
Choose Not To	5.3%	0.0%	1.3%



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Office of the Chief Human Capital Officer

Office of Talent Management/Workforce And Organization Development Division

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Washington, DC 20585-1000

Learn more at:

<https://hcnet.doe.gov/fevs>

<https://hcnet.doe.gov/documents/employee-engagement-playbook>

Email: FEVS@HQ.DOE.GOV

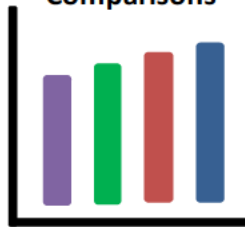
Organizational Management Report (OMR) Summary

2019 Federal Employee Viewpoint Survey (FEVS) Results

CONSTRUCTION MGMT & INSPECTION (TFHQ)

2019 FEVS Organizational Management Report

Comparisons

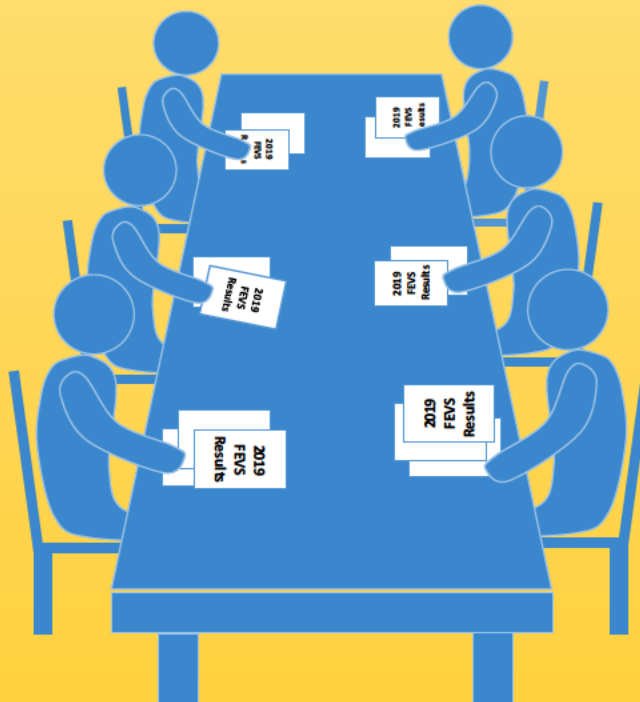


- Employee Engagement Index
- Global Satisfaction Index
- New IQ Index
- Top Strengths and Challenges

Trends



- Workplace Safety Index
- Creativity and Innovation Index
- Effective Communications Index
- Training and Development Index



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Office of the Chief Human
Capital Officer

About This Organizational Management Report (OMR) Summary

Congress requires that all Executive Branch agencies survey their employees (5 CFR Part 250 Subpart C). The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM). The FEVS allows government employees to share their opinions about what matters most to them.

This year, the FEVS was administered as a census, meaning that all eligible employees were surveyed across the Department. 11,921 eligible employees were sent an invitation to participate and 8,565 employees responded. All full-time and part-time, permanent, non-seasonal employees were eligible to participate in the survey. As in prior years, the 2019 FEVS was a self-administered Web based survey. The Department's launch date was May 16, 2019 with 6-week administration period ending June 27, 2019. DOE experienced a 71.8% response rate and was well above the government-wide response rate of 42.6%.

HC created the 2019 OMR Summary as a tool to help individual work units translate FEVS results into a format that provides a better understanding of specific organizational strengths, uncertainties, and challenges.

The "Taking Action" section on the next page provides a six-step process to improve Employee Engagement. Using the OMR along with this approach will help to translate the FEVS results into useful information that facilitates communication and action at all levels in the organization.

There are three different types of analyses in the 2019 OMR Summary:

- ▶ **Strength Analysis** (*Objective Measure*) – As a rule of thumb, OPM considers it a strength when at least two out of three employees (≥65%) give a positive response indicating agreement that the desired condition in a FEVS question is present within the organization.
- ▶ **Trend Analysis** (*Historical Measure*) – This analysis tracks your work unit's survey results over a five-year time period results including 2015, 2016, 2017, 2018, and 2019 when available.
- ▶ **Comparative Analysis** (*Relative Measure*) – This analysis compares your work unit's current results with the same year results for up to three organizations, which are the next higher levels of organization within your work unit's reporting structure. The comparative data comes from your work unit's breakout report. The labels used in this report correspond to the organizational names for your work unit and its comparison organizations:

<u>Label</u>	<u>Organization Name</u>
3Up =	TRANSMISSION SERVICES (T)
2Up =	TRANSMISSION FIELD SERVICES (TF)
1Up =	CONSTRUCTION & MAINTENANCE SVCS (TFH)
Unit =	CONSTRUCTION MGMT & INSPECTION (TFHQ)

Identifying Increases and Decreases

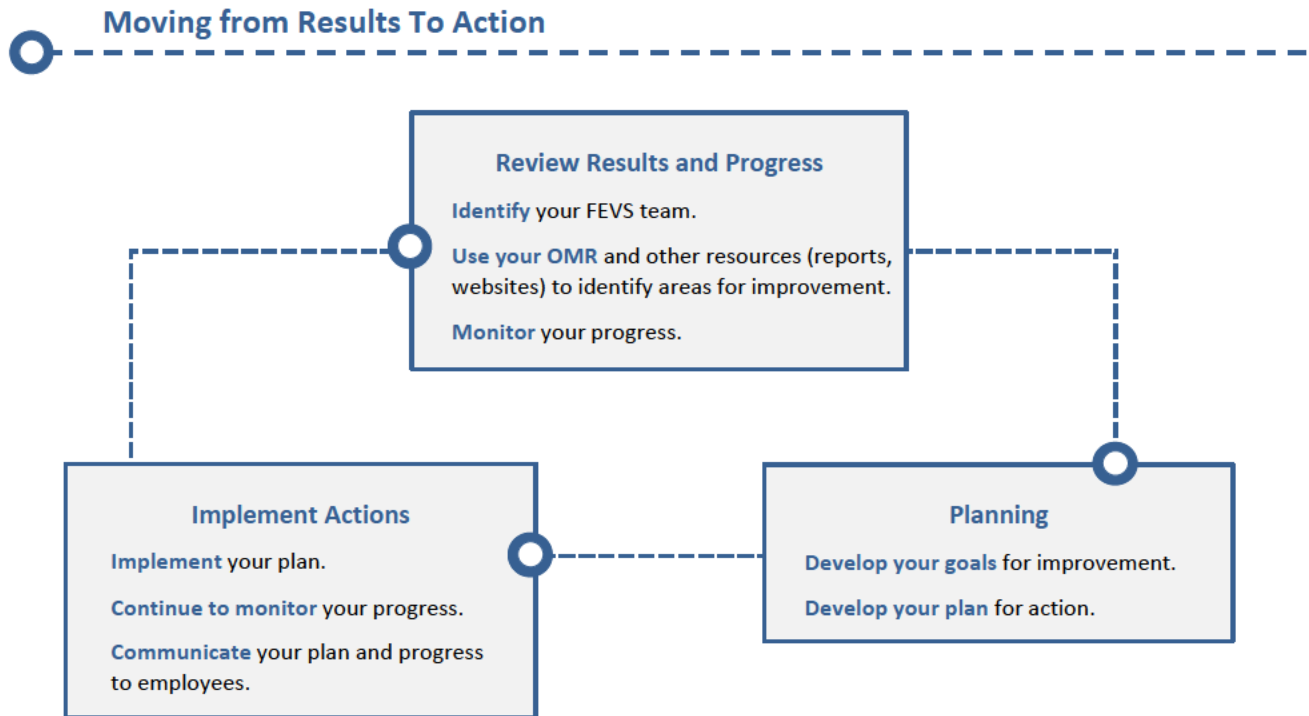
Movement up or down since the previous year is another important piece of information to consider when examining the results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within the organization 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.

In all OMR Summary graphs and data tables, the dark blue data columns and bars represent the current year's survey results for your work unit. The gold dotted lines represent the OPM standard for organizational strength as achieving 65 percent or higher in positive responses. These formatting conventions are consistent throughout the report and allow you to identify more easily the patterns evident in your trending and comparisons.

For support, please contact the DOE Office of the Chief Human Capital Officer at FEVS@hq.doe.gov. Online resources are available and updated on HCnet <https://hcnet.doe.gov/fevs>.

YOUR FEVS RESULTS: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.



Step 1:

Identify and Establish a FEVS Action Team

- This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2:

Use Your OMR to Identify Areas for Improvement

- The Global Satisfaction Index, Employee Engagement Index, and the New IQ Index provide organizations with consistent metrics for measuring progress toward objectives.
- Use the strength, trend, and comparative analyses in this OMR Summary to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 5) is designed to support this work. For instance, these sections will help you to identify whether a strength, challenge, or uncertainty is specific to your work unit this year.

-
- To develop your goals for improvement, you should consider issues that are most critical to your organization and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow **S.M.A.R.T** (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

- **Specific**

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

- **Measurable**

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

- **Attainable**

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

- **Realistic**

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

- **Time Specific**

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 3:

Develop Your Goals for Improvement

Step 4:

Develop Your Plan for Action

- Once your team has identified goals, develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your organization goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 5:

Communicate the Implementation of Your Plan

- There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

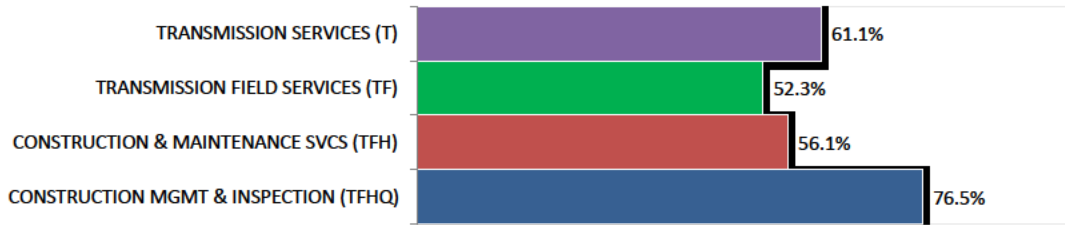
Step 6:

Monitor and Communicate Your Progress

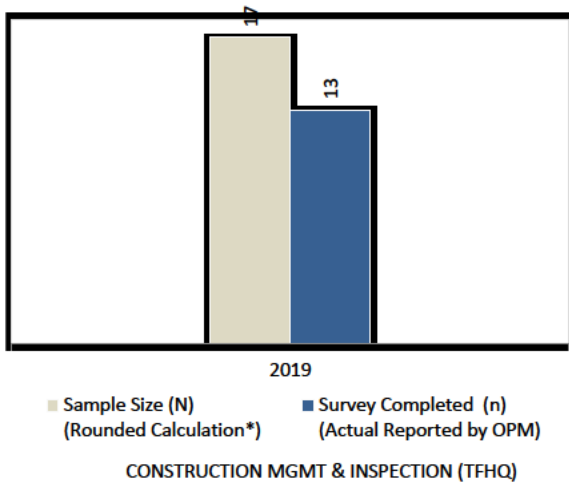
- In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.
-

OVERVIEW OF FEVS RESPONSE RATES

2019 Response Rate Comparisons



Sample Size

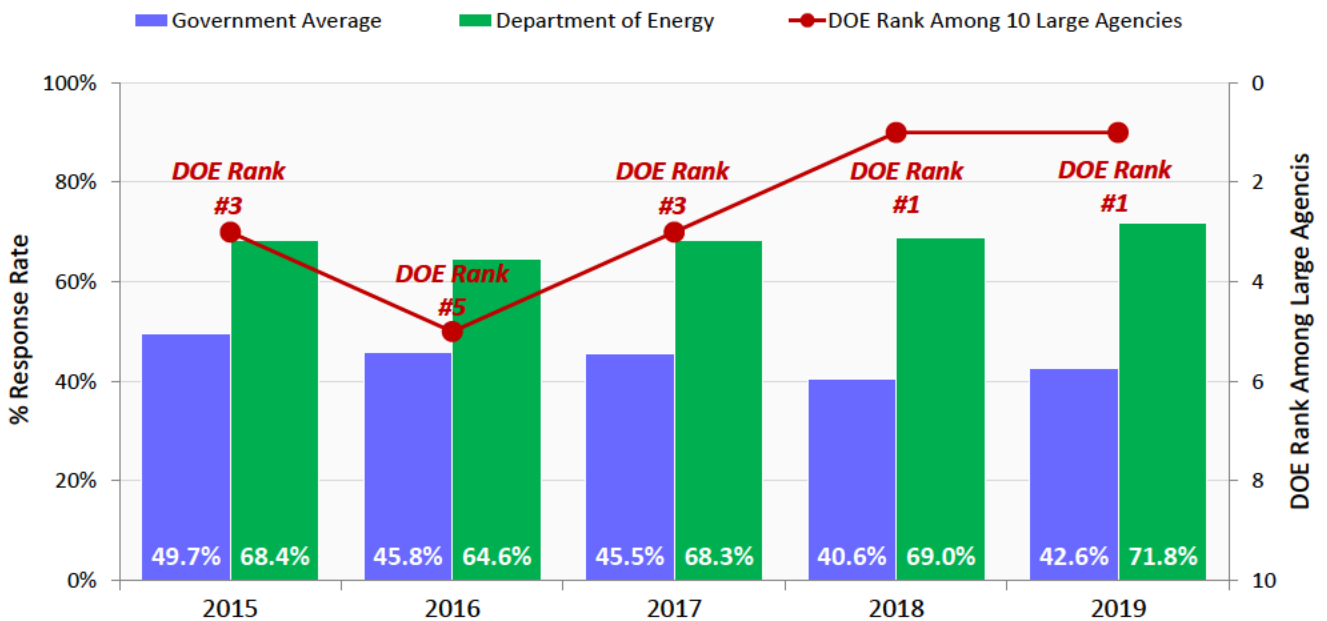


2019 Sample Size Comparisons

	TRANSMISSION SERVICES (T)	TRANSMISSION FIELD SERVICES (TF)	CONSTRUCTION & MAINTENANCE SVCS (TFH)	CONSTRUCTION MGMT & INSPECTION (TFHQ)
Sample Size (N) (Rounded Calculation*)	1,495	736	157	17
Survey Completed (n) (Actual Reported by OPM)	913	385	88	13

* Sample size is calculated from the "actual survey completed reported by OPM" divided by the "rounded response rate reported by OPM," so larger sample sizes may have a very small $\pm 0.05\%$ margin of error due to rounding.

Response Rates and Participation Rankings for Department of Energy 2015 - 2019



YOUR FEVS RESULTS: Positive, Neutral, and Negative Responses for 2019

CONSTRUCTION MGMT & INSPECTION (TFHQ)		2018	Δ Since	Work Unit 2019 Results		
		Positive	Last Year	Positive	Neutral	Negative
My Work Experience	1: Given opportunity to improve my skills			✓ 91.5%	0.0%	8.5%
	2: Enough info to do my job well			✓ 93.3%	6.7%	0.0%
	3: New and better ways to do things			✓ 85.1%	14.9%	0.0%
	4: Feeling of personal accomplishment			✓ 100.0%	0.0%	0.0%
	5: I like the work I do			✓ 100.0%	0.0%	0.0%
	6: Know what's expected of me			✓ 100.0%	0.0%	0.0%
	7: Willing to put in extra effort			✓ 100.0%	0.0%	0.0%
	8: Looking for ways to do job better			✓ 100.0%	0.0%	0.0%
	9: Have sufficient resources			60.5%	8.9%	30.6%
	10: Workload is reasonable			✓ 84.4%	15.6%	0.0%
	11: Talents are well used			✓ 92.1%	7.9%	0.0%
	12: Know how work relates to agency goals			✓ 100.0%	0.0%	0.0%
	13: Work I do is important			✓ 100.0%	0.0%	0.0%
	14: Physical conditions allow perform job well			✓ 78.1%	21.9%	0.0%
	15: Appraisal fairly reflects my performance			✓ 92.1%	0.0%	7.9%
	16: I am held accountable for results			✓ 83.1%	16.9%	0.0%
	17: Can disclose suspected violation w/out reprisal			✓ 100.0%	0.0%	0.0%
	18: Training needs are assessed			✓ 83.6%	7.9%	8.5%
	19: Understood how to get rated at diff. perf. Levels			✓ 91.8%	8.2%	0.0%
My Work Unit	20: People cooperate to do job			✓ 86.0%	14.0%	0.0%
	21: Unit able to recruit people with right skills			✓ 92.1%	7.9%	0.0%
	22: Promotions based on merit			✓ 80.6%	9.8%	9.6%
	23: Poor performers are dealt with			✓ 82.9%	8.4%	8.7%
	24: Perf. differences recognized			✓ 74.2%	17.1%	8.7%
	25: Awards depend on employee performance			✓ 100.0%	0.0%	0.0%
	26: Employees share job knowledge			✓ 100.0%	0.0%	0.0%
	27: Skill in unit has improved			✓ 100.0%	0.0%	0.0%
	28: Overall quality of work in unit			✓ 100.0%	0.0%	0.0%
My Agency	29: My work unit has skills to accomplish goals			✓ 100.0%	0.0%	0.0%
	30: Employees feel empowered			✓ 86.3%	13.7%	0.0%
	31: Employees recognized for high quality			✓ 94.0%	6.0%	0.0%
	32: Creativity rewarded			✓ 78.7%	21.3%	0.0%
	33: Pay raises performance dependent			46.9%	43.5%	9.6%
	34: Policies promote diversity			✓ 94.0%	6.0%	0.0%
	35: Protected from hazards			✓ 86.3%	13.7%	0.0%
	36: Prepared for security threats			✓ 86.3%	13.7%	0.0%
	37: Favoritism not tolerated			64.9%	25.7%	9.4%
	38: Prohibited practices not tolerated			✓ 94.0%	6.0%	0.0%
	39: Agency successful at mission			✓ 86.0%	14.0%	0.0%
	40: Recommend organization			✓ 100.0%	0.0%	0.0%
	41: Survey used to improve agency			53.6%	37.5%	8.9%
My Supervisor	42: Supervisor supports work/life			✓ 100.0%	0.0%	0.0%
	43: Supervisor provides opp. to demo leadership			✓ 100.0%	0.0%	0.0%
	44: Discussions about perf. worthwhile			✓ 100.0%	0.0%	0.0%
	45: Supervisor committed to representative workforce			✓ 100.0%	0.0%	0.0%
	46: Supervisor provides constructive suggestions			✓ 100.0%	0.0%	0.0%
	47: Supervisors support development			✓ 100.0%	0.0%	0.0%
	48: Supervisor listens			✓ 100.0%	0.0%	0.0%
	49: Supervisor treats with respect			✓ 100.0%	0.0%	0.0%
	50: Supervisor talked w/me about my performance			✓ 100.0%	0.0%	0.0%
	51: Trust my supervisor			✓ 100.0%	0.0%	0.0%
	52: Overall job of immediate supervisor			✓ 100.0%	0.0%	0.0%
	Leadership	53: Leaders generate motivation			47.0%	46.3%
54: Leaders have standards of honesty				✓ 71.1%	28.9%	0.0%
55: Supervisors work well with diff. backgrounds				✓ 71.1%	28.9%	0.0%
56: Managers communicate goals				✓ 91.8%	8.2%	0.0%
57: Managers review progress toward goals				✓ 70.2%	29.8%	0.0%
58: Managers promote communication				✓ 70.2%	29.8%	0.0%
59: Managers support collaboration				✓ 70.2%	29.8%	0.0%
60: Overall job of manager above supervisor				✓ 85.3%	14.7%	0.0%
61: Have respect for senior leaders				✓ 68.3%	25.0%	6.7%
62: Senior leaders support work/life programs				✓ 83.9%	16.1%	0.0%
My Satisfaction	63: Satisfaction with involvement			✓ 92.1%	7.9%	0.0%
	64: Satisfaction with info received			✓ 92.1%	7.9%	0.0%
	65: Satisfaction with recognition			✓ 100.0%	0.0%	0.0%
	66: Satisfaction with senior leaders			✓ 68.5%	14.7%	16.8%
	67: Satisfaction with opp. for a better job			✓ 69.9%	21.6%	8.5%
	68: Satisfaction with training			✓ 76.0%	7.6%	16.4%
	69: Job satisfaction			✓ 100.0%	0.0%	0.0%
	70: Satisfaction with pay			✓ 78.7%	6.0%	15.2%
	71: Organizational satisfaction			✓ 92.1%	7.9%	0.0%

Response Rate: **76.5%**

Legend:

Your Top Ten Results

2018 Top Ten Positive Scores
2019 Top Ten Positive Scores
2019 Top Ten Neutral Scores
2019 Top Ten Negative Scores

OPM Rules of Thumb

✓ ≥65.0% = Strength Threshold
— ≥30.0% = Uncertainty Threshold
✗ ≥35.0% = Challenge Threshold
New Strength

Interpretation:

1. Identify whether your "Top Ten" are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present in your work unit.
2. Identify whether your "Top Ten Positive" are higher or lower than last year scores.
3. Compare your "2019 Positive Scores" with "2018 Positive Scores." This will help you to recognize an increased or decreased area.
4. Identify your new strengths. This will help you to recognize improved area. (Note: Your work unit might not have new strength this year).
5. The categories with high numbers of positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

The Office of Personnel Management (OPM) organizes each agency's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their agency meet its mission:

- ▶ Global Satisfaction Index
- ▶ Employee Engagement Index
- ▶ New Inclusion Quotient (New IQ) Index

92.7%

Global Satisfaction

Measures employee satisfaction about four aspects related to their work: **their job, their pay, their organization**, and whether they would **recommend their organization** as a good place to work.
(Q 69, 70, 71, and 40)

89.4%

Employee Engagement

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three subfactors: **Leaders Lead, Supervisors, and Intrinsic Work Experience.**

85.7%

New Inclusion Quotient

Identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behavior will create positive habits among team members and managers. The new IQ are grouped into "Five Habits of Inclusion": **Fair; Open; Cooperative; Supportive; and Empowering.**

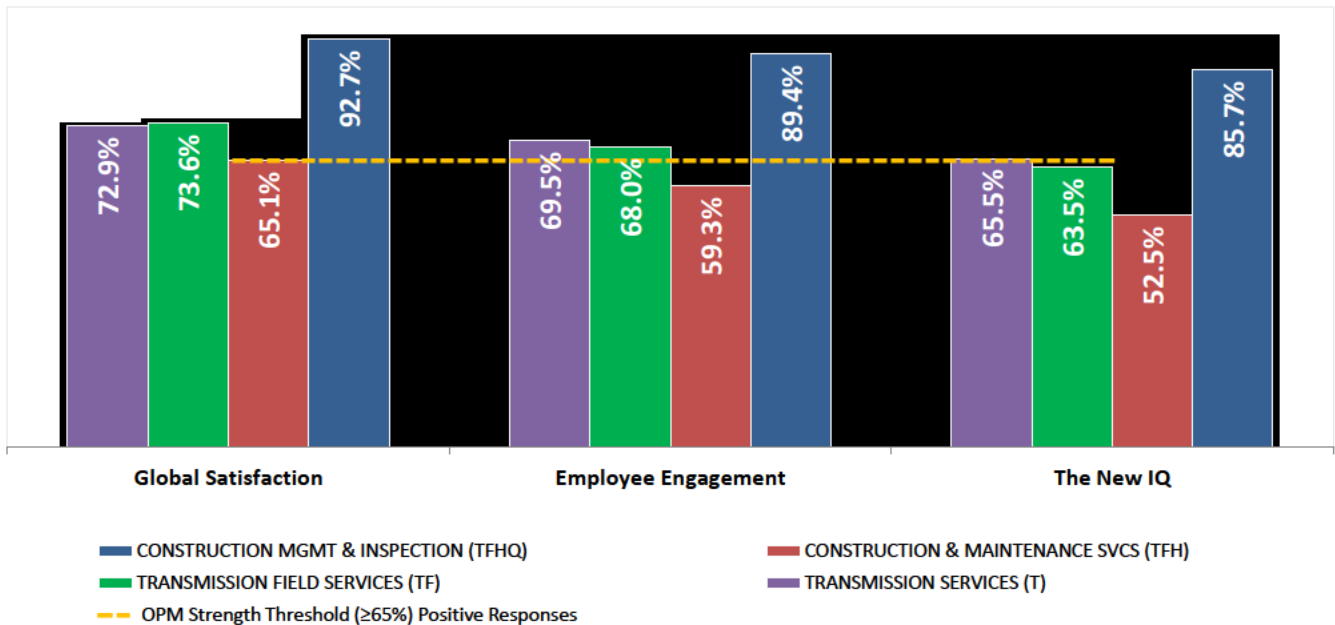
2019 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices

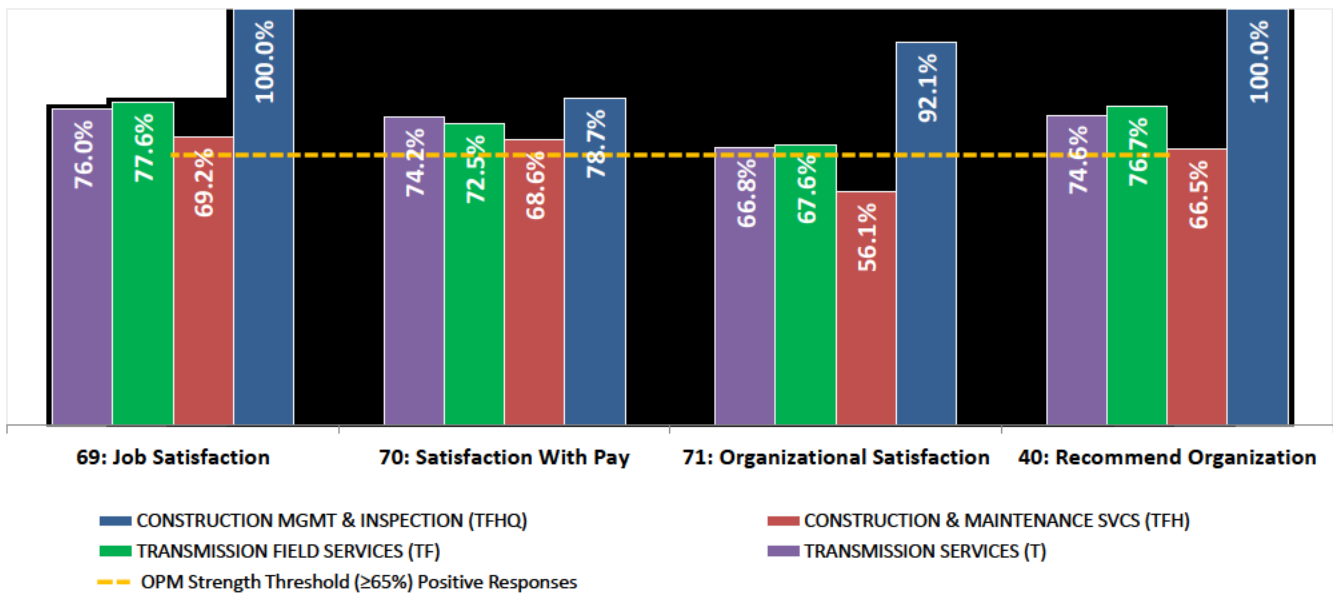


GLOBAL SATISFACTION INDEX

The Global Satisfaction Index provides a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The four questions that make up the Global satisfaction Index are:



Comparisons for Global Satisfaction Questions



YOUR ENGAGEMENT INDEX

The Employee Engagement Index measures factors that lead to an engaged workforce (e.g., leaders communicate goals; supervisors support employee development; and employees have a sense of personal accomplishment). The index is made up of three subfactors:

- ▶ Leaders Lead
- ▶ Supervisors
- ▶ Intrinsic Work Experience

Each subfactor reflects a different aspect of an engaging work environment.

72.7%

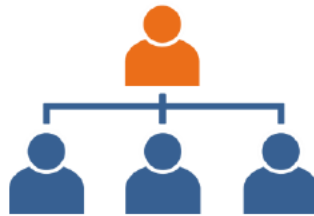
Leaders Lead



Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as **communication** and **workforce motivation**.
(Q 53, 54, 56, 60, and 61)

100.0%

Supervisors



Reflects the interpersonal relationship between worker and supervisor, including **trust**, **respect**, and **support**.
(Q 47, 48, 49, 51, and 52)

95.4%

Intrinsic Work Experience



Reflects the employees' **feelings of motivation** and **competency** relating to their role in the workplace.
(Q 3, 4, 6, 11, and 12)

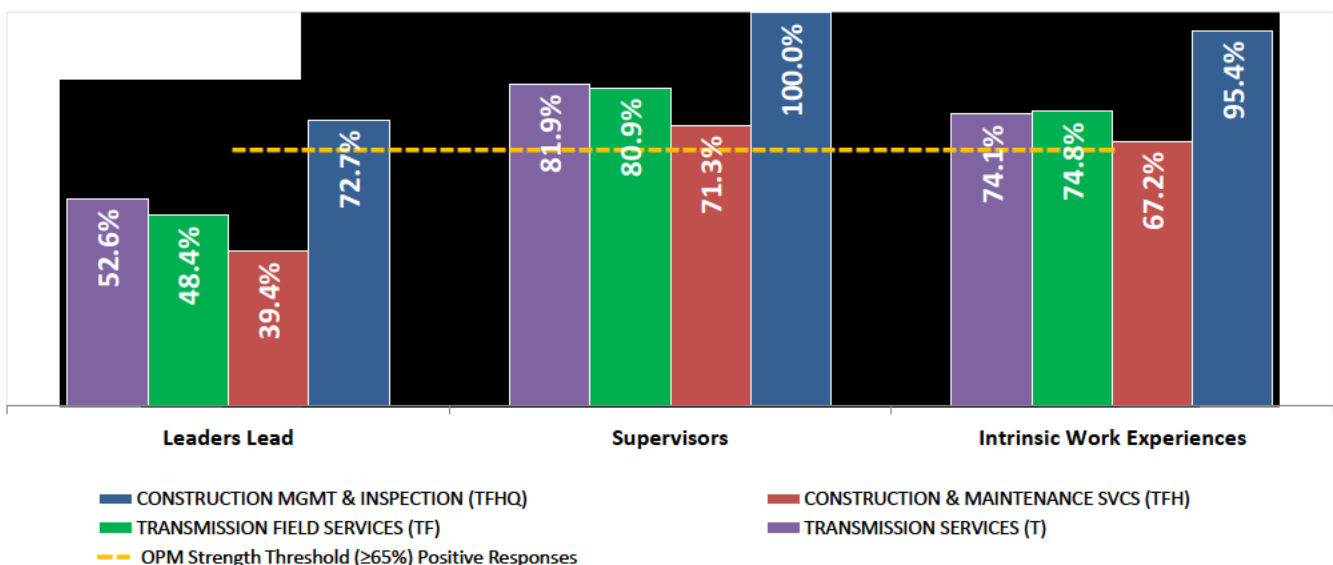
2019 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for Engagement Index



THE NEW INCLUSION QUOTIENT (THE "NEW IQ")

The New IQ is based on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. The New IQ is grouped into Five Behaviors/Habits of Inclusion:

83.2%

Fair

Fairness relates to the sense of impartiality in your organization. It answers the question: Are all employees **treated equitably**?
(Q 23, 24, 25, 37, and 38)

85.9%

Open

Openness relates to the sense of diversity found in your organization. It answers the question: Does management **support diversity** in all ways?
(Q 32, 34, 45, and 55)

70.2%

Cooperative

A cooperative environment is one that fosters communication and collaboration. The cooperative aspect of your organization is measured by asking the question: Does management **encourage communication and collaboration**?
(Q 58, and 59)

100.0%

Supportive

A supportive environment is one that values employees. This aspect of your organization is measured by asking the question: Do supervisors **value employees**?
(Q 42, 46, 48, 49, and 50)

89.2%

Empowered

The empowered aspect of your organization is measured by asking the question: Do **employees have the resources and support** needed to excel?
(Q 2, 3, 11, and 30)

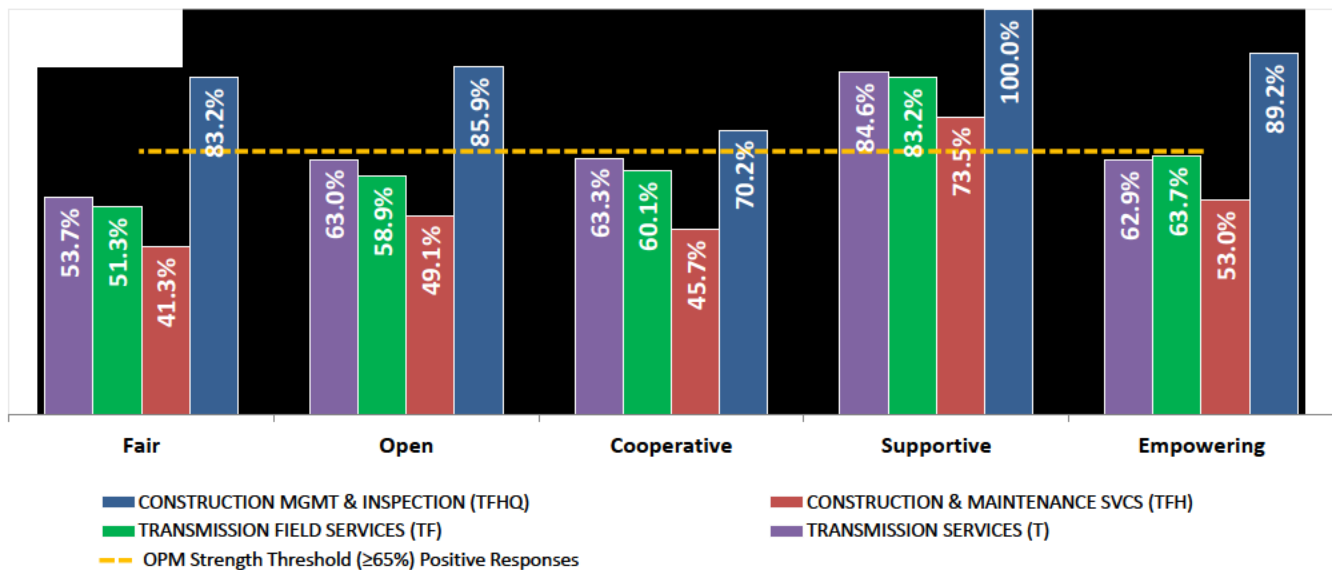
2019 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for The New IQ



OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

(Continued)

In addition to the index scores measured by OPM, the Department of Energy has highlighted and measuring additional index items to include:

- ▶ Effective Communications Index
- ▶ Training and Development Index
- ▶ Workplace Safety Index
- ▶ Creativity and Innovation Index

86.1%

Effective Communications

Measures employee satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include: **Employee and Supervisor**, and **Leader/Manager/Organizational**.

90.2%

Training and Development

Measure employees satisfaction with opportunities to **improve skills, assess training needs, and enhance professional development**. (Q 1, 18, 27, 47, and 68)

88.2%

Workplace Safety

Measure whether employees feel the workplace is safe. Their **workload is reasonable, physical conditions allow them perform job well, and safety conditions exist in their work place**. (Q 10, 14, 17, 35, 36, and 38)

87.9%

Creativity and Innovation

Measures the extent to which employees feel their **innovative contributions to their workplace**. (Q 3, 8, and 32)

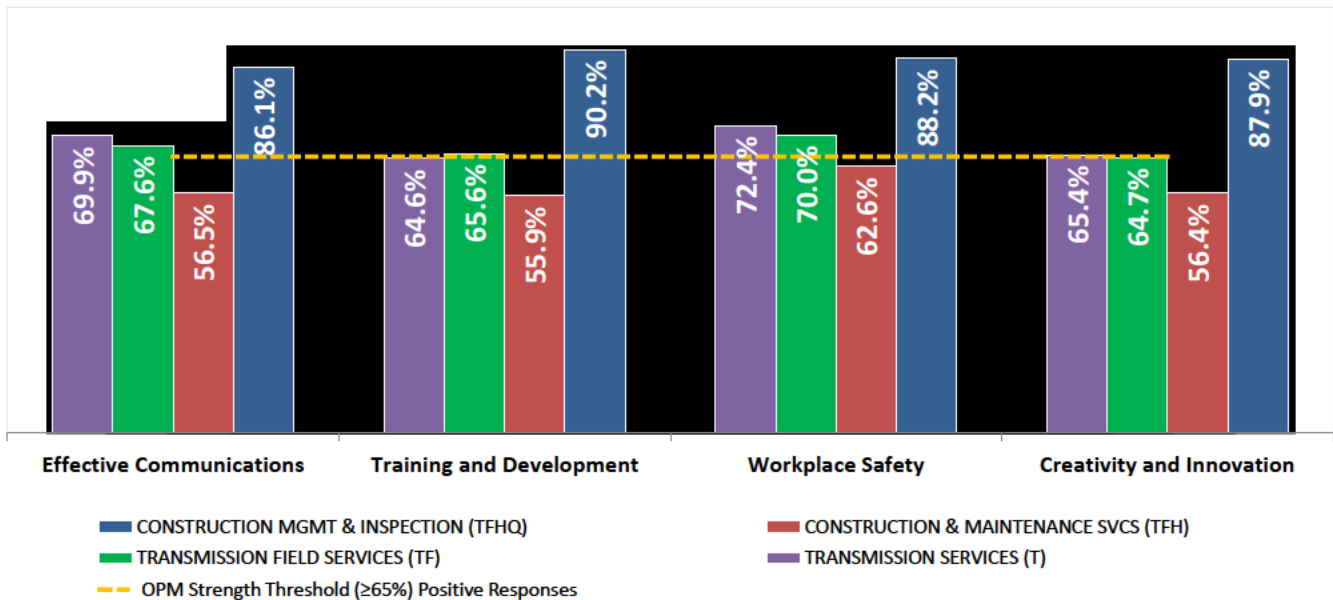
2019 Percent Positive Scores =

0% - 54%

55% - 64%

65% - 100%

Comparisons for FEVS Indices



YOUR COMMUNICATION INDEX

The Effective Communications Index measure employee' satisfaction with the frequency, depth, and quality of communication in and across their organization. The subfactors include:

- ▶ Employee and Supervisor
- ▶ Leader/Manager/Organizational

98.6%

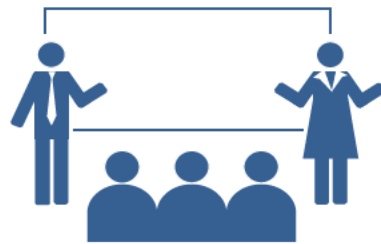
Employee and Supervisor



Measures the **employee's satisfaction** with the **authentic communications** with his/her **first-line supervisor**.
(Q 19, 44, 48, 49, 50, and 51)

73.6%

Leader/Manager/Organizational

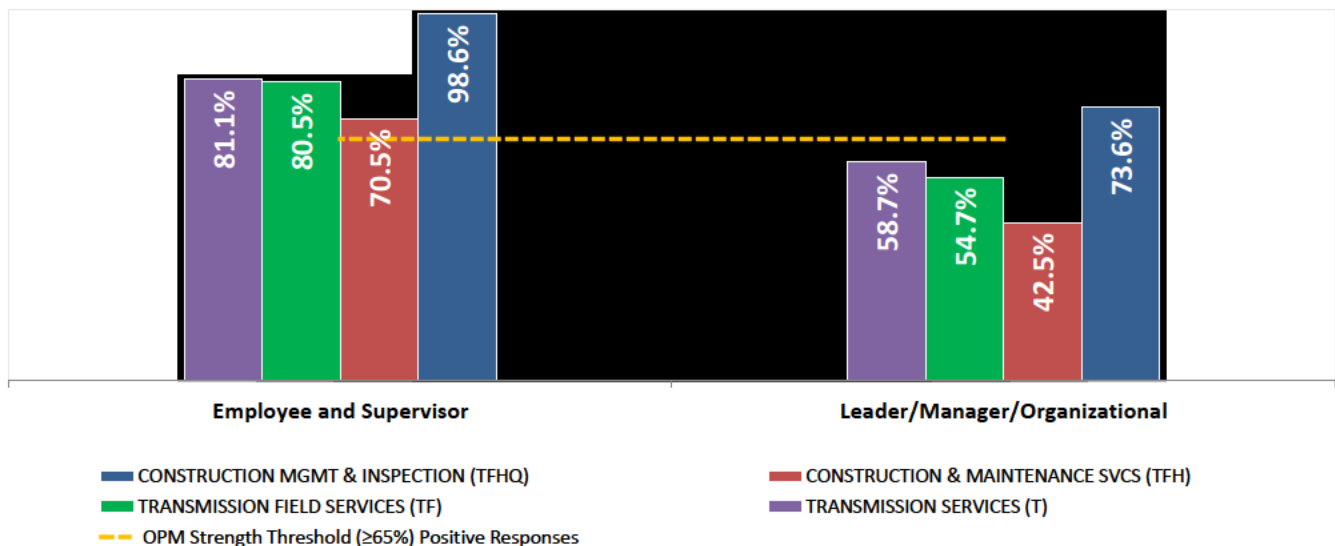


Measures the **employee's satisfaction** with the **leaders communicating authentically** about the **organizational goals and information**.
(Q 53, 56, 57, 58, 59, and 64)

2019 Percent Positive Scores =



Comparisons for Communication Index



TOP TEN STRENGTHS: Your Organization's Most Positive Responses

Positive Response Choices: Strongly Agree & Agree | Very Satisfied & Satisfied | Very Good & Good

CONSTRUCTION MGMT & INSPECTION (TFHQ)		Work Unit Trends			Comparison Orgs This Yr.		
Rank	Q#: Summary			2019	1Up	2Up	3Up
1	4: Feeling of personal accomplishment			100.0%	77.9%	81.6%	79.9%
2	5: I like the work I do			100.0%	92.1%	91.7%	87.6%
3	6: Know what's expected of me			100.0%	82.5%	85.1%	81.8%
4	7: Willing to put in extra effort			100.0%	93.9%	94.7%	95.9%
5	8: Looking for ways to do job better			100.0%	87.0%	87.8%	89.2%
6	12: Know how work relates to agency goals			100.0%	68.9%	76.6%	79.8%
7	13: Work I do is important			100.0%	95.1%	94.2%	91.9%
8	17: Can disclose suspected violation w/out reprisal			100.0%	53.6%	66.5%	68.3%
9	25: Awards depend on employee performance			100.0%	37.4%	48.7%	51.0%
10	26: Employees share job knowledge			100.0%	82.2%	84.6%	86.2%

Identifying strengths: Large value indicates a *Strength*. Percentages represent the proportion of positive responses (e.g., agreement that the desired condition exists).

% = Top Ten on Trends and Comparisons

% = Your Top Ten Strengths

TOP TEN UNCERTAINTIES: Your Organization's Most Neutral Responses

Neutral Response Choices: Neither Agree nor Disagree | Neither Satisfied nor Dissatisfied | Fair

CONSTRUCTION MGMT & INSPECTION (TFHQ)		Work Unit Trends			Comparison Orgs This Yr.		
Rank	Q#: Summary			2019	1Up	2Up	3Up
1	53: Leaders generate motivation			46.3%	35.3%	29.1%	28.3%
2	33: Pay raises performance dependent			43.5%	41.3%	36.8%	34.1%
3	41: Survey used to improve agency			37.5%	33.7%	30.4%	30.0%
4	57: Managers review progress toward goals			29.8%	36.5%	28.8%	24.6%
5	58: Managers promote communication			29.8%	31.7%	22.1%	19.5%
6	59: Managers support collaboration			29.8%	30.6%	20.2%	18.5%
7	54: Leaders have standards of honesty			28.9%	27.1%	31.0%	28.3%
8	55: Supervisors work well with diff. backgrounds			28.9%	36.4%	26.0%	21.3%
9	37: Favoritism not tolerated			25.7%	20.9%	24.9%	21.5%
10	61: Have respect for senior leaders			25.0%	33.4%	31.2%	27.9%

Identifying uncertainty: Large Value indicates *uncertainty*. Percentages represent the proportion of neutral responses (e.g., neither agreement nor disagreement that the desired condition exists). For large shifts in uncertainty, review the changes in percentages of positive and negative responses to see whether perceptions have become more positive or negative.

% = Top Ten on Trends and Comparisons

% = Your Top Ten Uncertainties

TOP TEN CHALLENGES: Your Organization's Most Negative Responses

Negative Response Choices: Strongly Disagree or Disagree | Very Dissatisfied or Dissatisfied | Very Poor or Poor

CONSTRUCTION MGMT & INSPECTION (TFHQ)		Work Unit Trends			Comparison Orgs This Yr.		
Rank	Q#: Summary			2019	1Up	2Up	3Up
1	9: Have sufficient resources			30.6%	46.8%	37.5%	40.0%
2	66: Satisfaction with senior leaders			16.8%	35.6%	30.0%	26.7%
3	68: Satisfaction with training			16.4%	35.8%	21.6%	21.0%
4	70: Satisfaction with pay			15.2%	10.3%	13.0%	12.3%
5	22: Promotions based on merit			9.6%	35.1%	29.7%	29.1%
6	33: Pay raises performance dependent			9.6%	50.0%	52.3%	47.2%
7	37: Favoritism not tolerated			9.4%	35.9%	18.5%	17.3%
8	41: Survey used to improve agency			8.9%	35.4%	36.0%	35.7%
9	23: Poor performers are dealt with			8.7%	42.6%	30.1%	30.1%
10	24: Perf. differences recognized			8.7%	42.1%	28.2%	26.3%

A counterintuitive measure: Large value indicates greater negativity and a potential challenge area. Percentages represent the proportion of *negative responses* (e.g., disagreement that the desired condition exists).

% = Top Ten on Trends and Comparisons

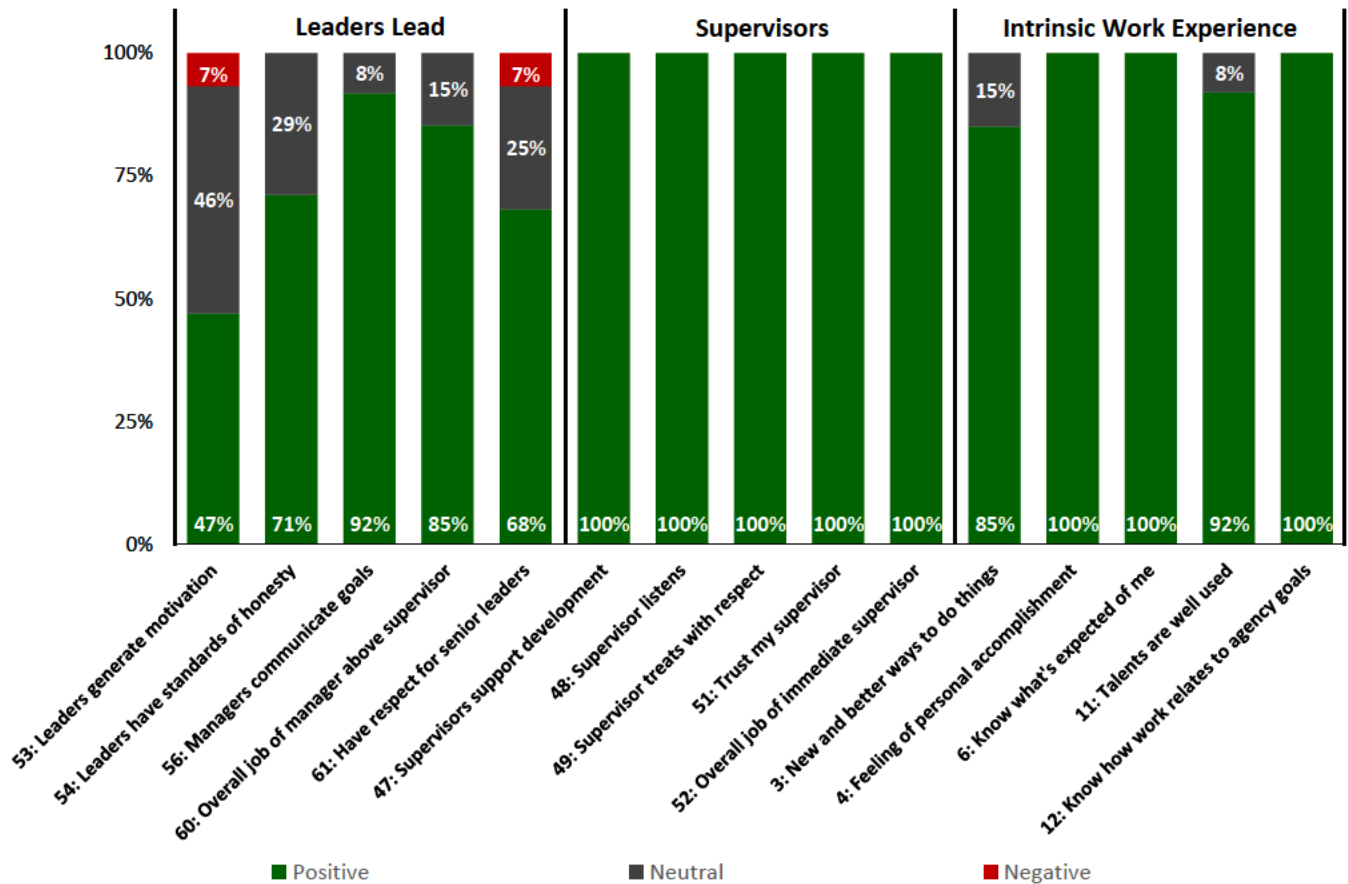
% = Your Top Ten Challenges

EMPLOYEE ENGAGEMENT INDEX QUESTIONS

Fifteen FEVS questions that make up the Employee Engagement Index: Leaders Lead (Q 53, 54, 56, 60, and 61). Supervisor (Q 47, 48, 49, 51, and 52). Intrinsic Work Experience (Q 3, 4, 6, 11, and 12)

CONSTRUCTION MGMT & INSPECTION (TFHQ)		2018 Positive	2019 Positive	Decrease ←	Change from 2018 - 2019	Increase →
Leaders Lead	53: Leaders generate motivation		47.0%			
	54: Leaders have standards of honesty		71.1%			
	56: Managers communicate goals		91.8%			
	60: Overall job of manager above supervisor		85.3%			
	61: Have respect for senior leaders		68.3%			
Supervisors	47: Supervisors support development		100.0%			
	48: Supervisor listens		100.0%			
	49: Supervisor treats with respect		100.0%			
	51: Trust my supervisor		100.0%			
	52: Overall job of immediate supervisor		100.0%			
Intrinsic Work Experience	3: New and better ways to do things		85.1%			
	4: Feeling of personal accomplishment		100.0%			
	6: Know what's expected of me		100.0%			
	11: Talents are well used		92.1%			
	12: Know how work relates to agency goals		100.0%			

Employee Engagement Index Questions: Positive, Neutral, and Negative Responses





HC/Corporate Workforce Engagement and Effectiveness Division

1000 Independence Avenue, SW, 4E-084
Washington, DC 20585-1000

Learn more at:

<https://hcnet.doe.gov/fevs>
<https://hcnet.doe.gov/introduction-employee-engagement>

Email: FEVS@HQ.DOE.GOV



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results

TFH - Construction & Maintenance Svcs (820TFHA000)



U.S. DEPARTMENT OF
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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results

About this Organizational Management Report (OMR)

This report provides four key metrics from the Federal Employee Viewpoint Survey (FEVS): Employee Engagement Index and its three subindices, the Global Satisfaction Index, the Performance Confidence Index, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) Index. We also include trends over time and comparisons with other organizations, where available. Research shows that employee satisfaction is highly correlated with attrition: unsatisfied employees are more likely to leave, which increases costs, decreases efficiency, and disrupts organizations.

Overview of the 2022 FEVS¹:

- Survey Open Period: May 31 to July 15, 2022.
- Content changes:
 - Seven Agency Specific Items (ASIs) to learn about employees' experiences related to harassment, discrimination, and retaliation.
 - A new Diversity, Equity, Inclusion, and Accessibility (DEIA) Index to align with Executive Order 14035, using questions tested on the 2021 survey.
 - Several questions to understand ongoing responses to the pandemic and return to the worksite.
 - Test items to assess, among others, customer experience and autonomy.
- Survey Population: All Federal employees onboard as of November 2021. Political appointees and contractors/non-Federal employees remained ineligible.
- Reporting: Breakout reports will be available to all organizations who have at least ten responses. **Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.**

DOE FEVS Response Rates

For the fifth year in a row, DOE had the highest response rate among large agencies (large agencies have 10,000-74,999 Federal employees). A total of 12,378 DOE Federal employees received the survey and 8,587 completed it, for a response rate of **69%**, compared to **46%** for large agencies and **35%** government-wide.

The following are the final response rates for DOE's major portfolios:

- Office of the Under Secretary for Infrastructure (S3): 81%
- Office of the Under Secretary for Science and Innovation (S4): 73%
- Office of the Secretary, Deputy Secretary, and Direct Reports (S1/S2/DR): 72%
- Power Marketing Administrations (PMAs): 68%
- National Nuclear Security Administration (NNSA): 65%

¹ Congress requires that all Executive Branch agencies survey their employees (5 CFR Part 250 Subpart C). The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM). This year, the FEVS was administered via census, meaning that all employees were surveyed across the Department.



Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results

About this Organizational Management Report (OMR)

FEVS RESULTS

Four FEVS indices are used to measure our progress in: (a) strengthening employee engagement; (b) improving employee satisfaction; (c) increasing employees' perceptions of workplace effectiveness; and (d) improving diversity, equity, inclusion, and accessibility to align with Executive Order 14035.

- a) **Global Satisfaction Index (GSI):** Is an average of the scores of four items: their job, their pay, and their departmental element as well as employees' willingness to recommend their organization as a good place to work. **DOE's 2022 GSI remains unchanged from the previous year at 72%.**
- b) **Employee Engagement Index (EEI):** Measures employees' perceptions of the conditions that can lead to engagement. **DOE's 2022 EEI is 78%, an increase of 1 percentage point from 2021.**
EEI includes three subindices:
- **Leaders Lead:** Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.
 - **Supervisors:** Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support.
 - **Intrinsic Work Experience:** Reflects the employees' feelings of motivation and competency relating to their roles in the workplace.
- c) The **Performance Confidence Index (PCI):** Is an average of the scores of the five items assessing employees' perception of their organization's ability to achieve goals and produce work at a high level (workplace effectiveness). **DOE's 2022 PCI remains unchanged from the previous year at 91%.**
- d) **Diversity, Equity, Inclusion, and Accessibility (DEIA) Index:** This year, OPM aligned FEVS content with Executive Order 14035 on Diversity, Equity, Inclusion, and Accessibility, based on the DEIA items tested on 2021 FEVS. **DOE's 2022 DEIA Index is 78%.** The DEIA Index is comprised of four subindices: Diversity, Equity, Inclusion, and Accessibility.
- **Diversity:** The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.
 - **Equity:** The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.
 - **Inclusion:** The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.
 - **Accessibility:** The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.

Note: This section reflects the DOE FEVS data only.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results

About this Organizational Management Report (OMR)

OMR Interpretation

There are two different types of analysis in the OMR.

- Strength Analysis (Objective Measure) – As a rule of thumb, OPM considers it a strength when at least two out of three employees ($\geq 65\%$) give a positive response.
- Trend Analysis (Historical Measure) – This analysis tracks your organization's survey results over a four-year period (2019-2022), when available. Any increase or decrease (especially of 3 or more percentage points) should be explored.

FEVS Scores Interpretation

- Identify whether your top scores are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present.
- Identify whether your top scores "✔" are higher or lower than the 2020 scores.
- Compare your 2020 and 2022 Positive Scores to analyze performance trends.
- **OPM did not report data below the Department Elements for 2021. Trend analysis should be completed using the 2020 FEVS data for your organization.**
- Identify new strengths. This will help you to recognize improved area(s).
- Categories with high positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

Note: Response percentages are rounded to the nearest whole number. Some scores may not add up to 100%.

YOUR FEVS RESULTS: Next Steps

Managers are highly encouraged to collaborate with the Office of the Chief Human Capital Officer (HC) FEVS Team to prepare an Employee Engagement Action Plan. Reference the [DOE Employee Engagement Playbook](#) for specific guidance. Together, we can design a plan using the insights into employees' evolving wants and needs, utilizing the FEVS data and other key information to build a great work experience that is fair and welcoming to all employees. For support, please contact the Office of the Chief Human Capital Officer at: FEVS@hq.doe.gov. Online resources including the Employee Engagement Curriculum are available and updated on HCnet: [HCnet | Federal Employee Viewpoint Survey](#).

THIS OMR EDITION AND THE FUTURE OF FEVS RESULTS

This OMR edition is formatted to reflect the look and feel of the upcoming FEVS dashboard. The Office of the Chief Human Capital Officer (HC) will communicate information on how to access and use the dashboard, which is expected to launch in 2023.



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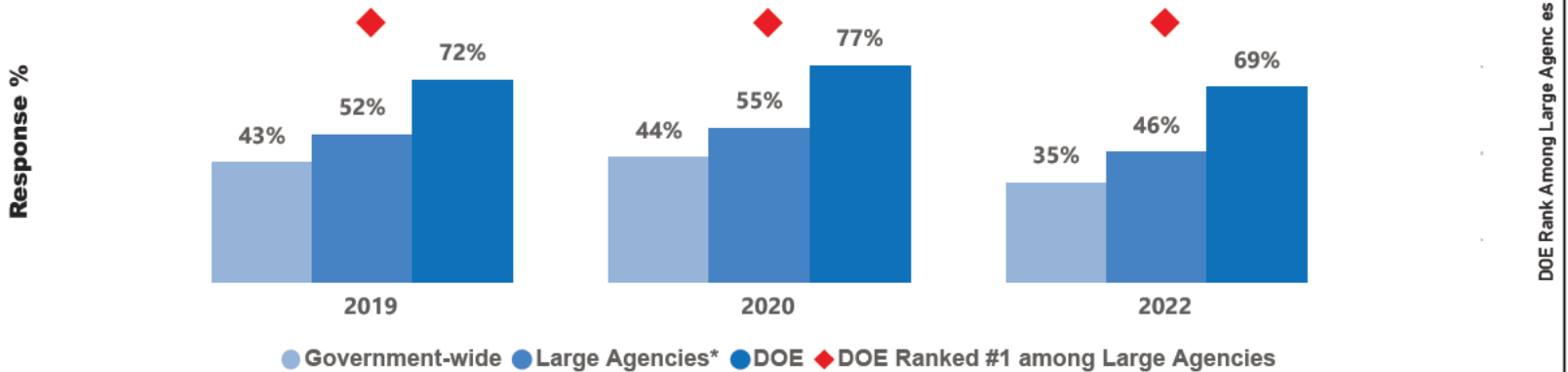
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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Response Rates & Indices

TFH - Construction & Maintenance Svcs (820TFHA000)

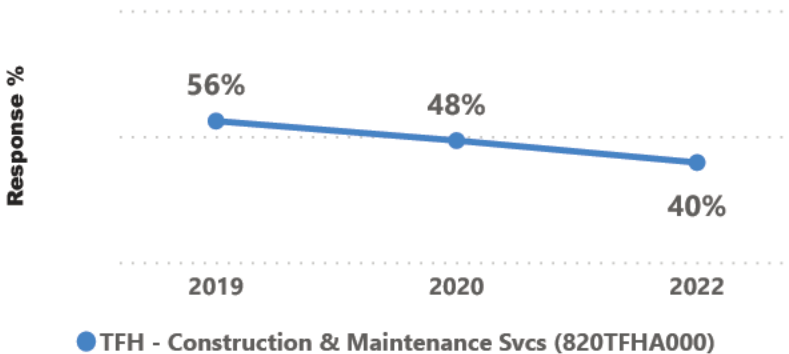
DOE, Large Agencies, & Government-wide Response Rate



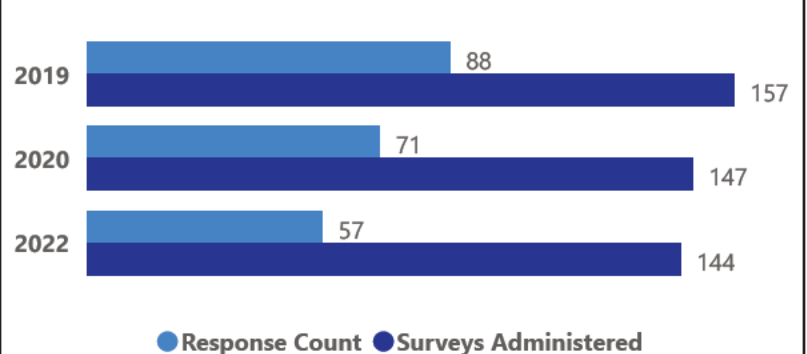
*Large Agency Category 10,000-74,999 Federal employees (defined by OPM)

TFH - Construction & Maintenance Svcs (820TFHA000)

Response Rate Trends



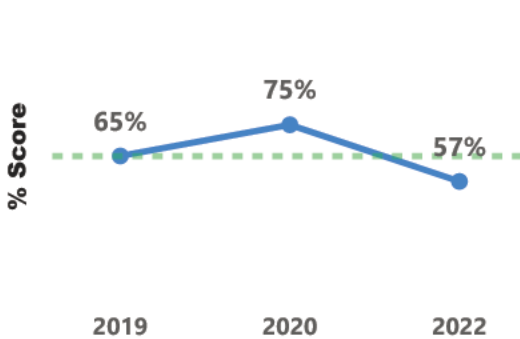
Sample Size Trends



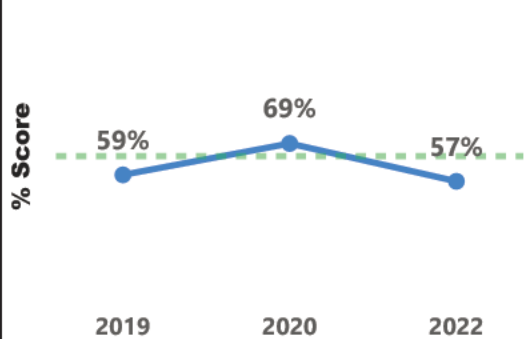
Index Score Trends

OPM Strength Threshold (≥ 65%)

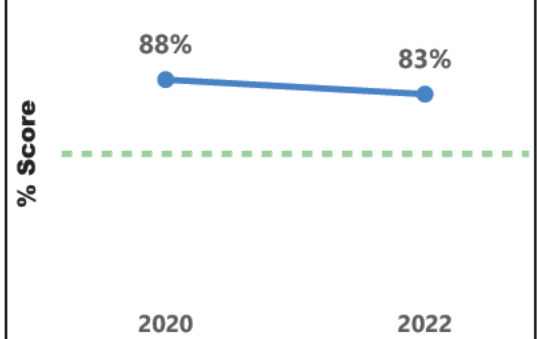
Global Satisfaction Score by Year



Employee Engagement Score by Year



Performance Confidence Score by Year



Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Top Five

TFH - Construction & Maintenance Svcs (820TFHA000)

Top 5 Strengths, Uncertainties, and Challenges (2022)

Top 5 Strengths: Your Organization's Most Positive Responses

FEVS Question	2022
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	89%
My supervisor supports my need to balance work and other life issues.	87%
Employees in my work unit produce high-quality work.	86%
It is important to me that my work contribute to the common good.	85%
Employees in my work unit meet the needs of our customers.	84%

Top 5 Uncertainties: Your Organization's Most Neutral Responses

FEVS Question	2022
Employees in my work unit are typically under too much pressure to meet work goals.	53%
Managers communicate the goals of the organization.	42%
Managers promote communication among different work units (for example, about projects, goals, needed resources).	42%
Employees in my work unit consistently look for ways to improve customer service.	41%
In my work unit, differences in performance are recognized in a meaningful way.	38%

Top 5 Challenges: Your Organization's Most Negative Responses

FEVS Question	2022
Management involves employees in decisions that affect their work.	55%
I believe the results of this survey will be used to make my agency a better place to work.	55%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	42%
Management encourages innovation.	42%
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	41%



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Indices Trends

TFH - Construction & Maintenance Svcs (820TFHA000)

2022 FEVS Index Scores

The Office of Personnel Management (OPM) organizes each Departmental Element's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their organization meet its mission.

DOE FEVS Index Scores

Global Satisfaction

72%

Employee Engagement

78%

Performance Confidence

91%

DEIA

78%

TFH - Construction & Maintenance Svcs (820TFHA000)

FEVS Index Scores

GSI Score

57%

Δ from 2020

↓ -17.4%

GSI measures employee satisfaction about four aspects related to their work: their **job**, their **pay**, their **organization**, and whether they would **recommend** their organization as a good place to work. (Page 7)

E EI Score

57%

Δ from 2020

↓ -11.7%

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three sub-indices: **Leaders Lead**, **Supervisors**, and **Intrinsic Work Experience**. (Pages 8-9)

PCI Score

83%

Δ from 2020

↓ -4.5%

Established in 2021, the Performance Confidence Index (PCI) measures a combination of five items how employees perceive their work unit's ability to: **meet customer needs**, **contribute**, **achieve goals**, **produce high quality work**, and **adapt to priorities**. (Page 10)

DEIA Score

59%

New in 2022

Measures employee experience regarding four indices: **Diversity**, **Equity**, **Inclusion**, and **Accessibility**. (Pages 11-14)

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - GSI

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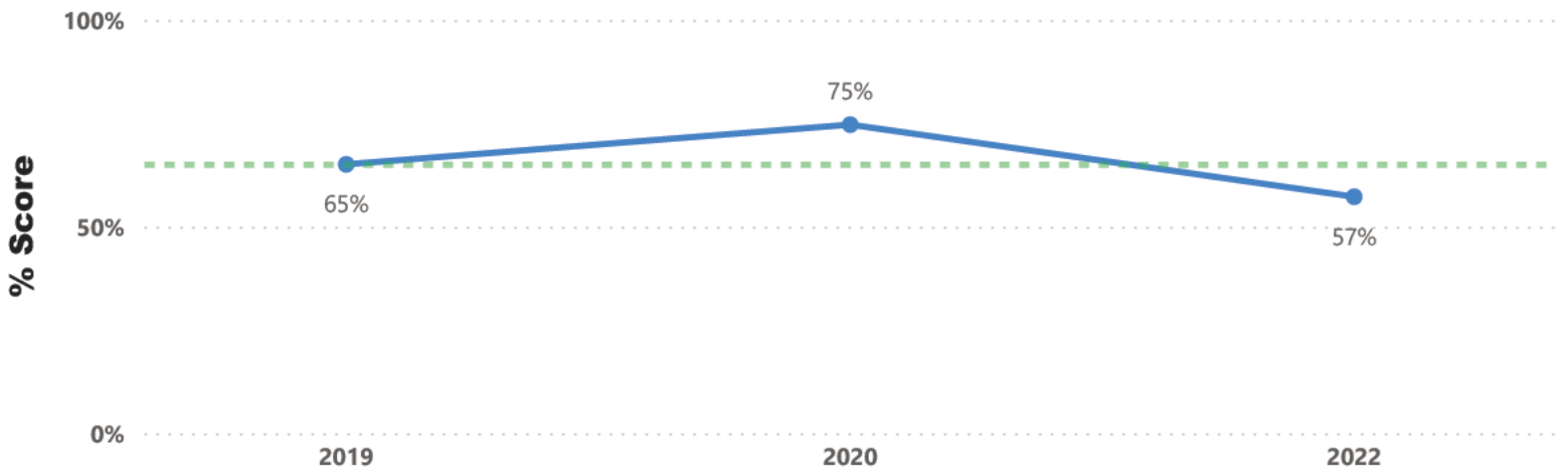
2022 GSI Score

OPM Strength Threshold (≥ 65%)

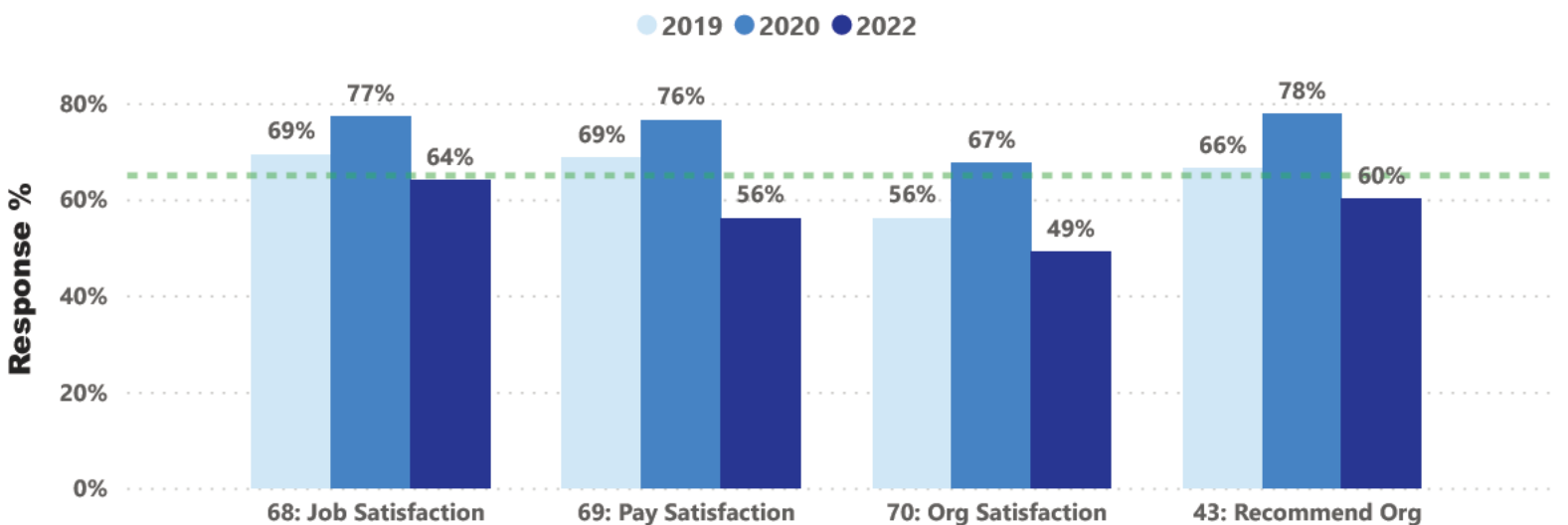
57%

Measures employee satisfaction about four items related to their work: their **job**, their **pay**, their **organization**, and whether they would **recommend** their organization as a good place to work.

GSI Scores by Year



GSI Positive Scores by Year



*Note: Horizontal line indicates the OPM guideline for scores that are "low" and need to be addressed.

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - EEI (1)

TFH - Construction & Maintenance Svcs (820TFHA000)

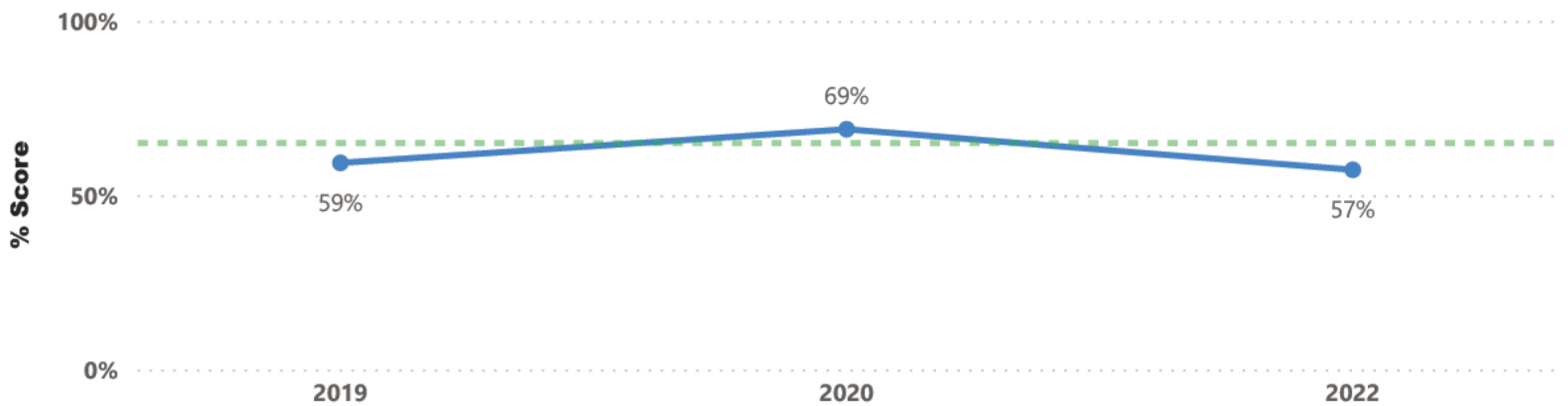
2022 EEI Score

OPM Strength Threshold (≥ 65%)

57%

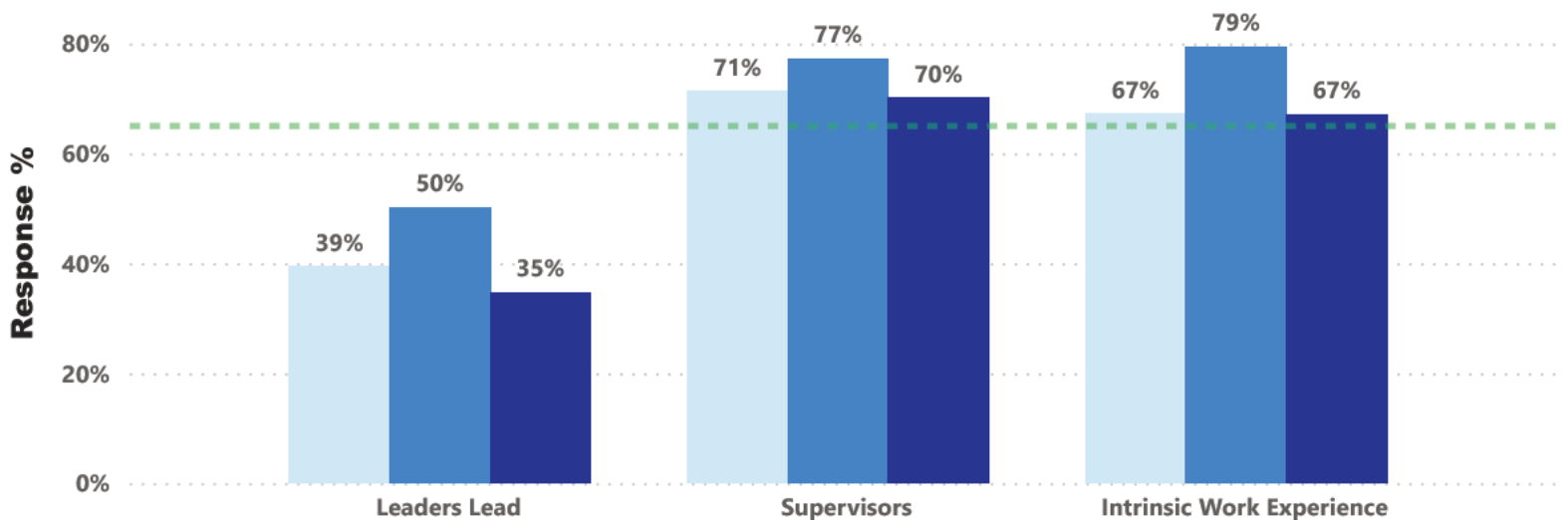
The Employee Engagement Index (EEI) measures conditions conducive to engagement, that is the engagement potential of an organization's work environment. The index is made up of three subindices: **Leaders Lead**, **Supervisors**, and **Intrinsic Work Experience**, all comprised of FEVS questions.

EEI Scores by Year



EEI Subindices by Year

2019 2020 2022



*Note: Horizontal line indicates the OPM guideline for scores that are "low" and need to be addressed.

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - EEI (2)

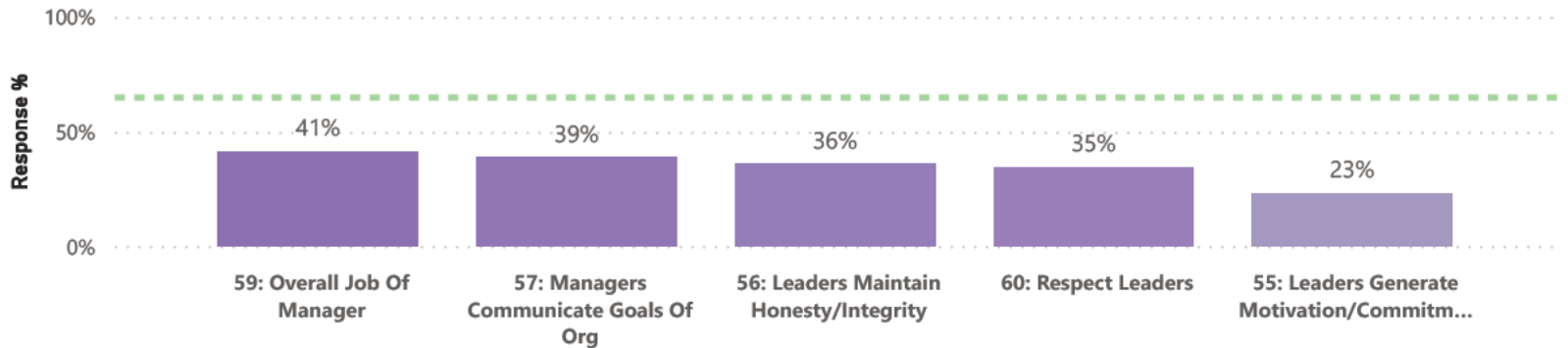
TFH - Construction & Maintenance Svcs (820TFHA000)

OPM Strength Threshold (≥ 65%)

2022 EEI Subindices Positive Scores

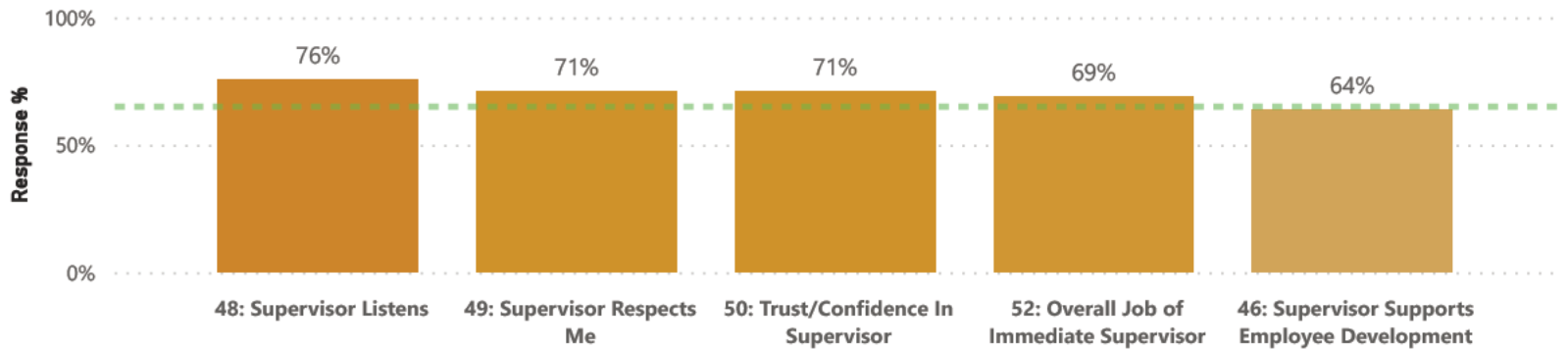
Leaders Lead

Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation.



Supervisors

Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support.



Intrinsic Work Experience

Reflects the employees' feelings of motivation and competency relating to their role in the workplace.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - PCI

TFH - Construction & Maintenance Svcs (820TFHA000)

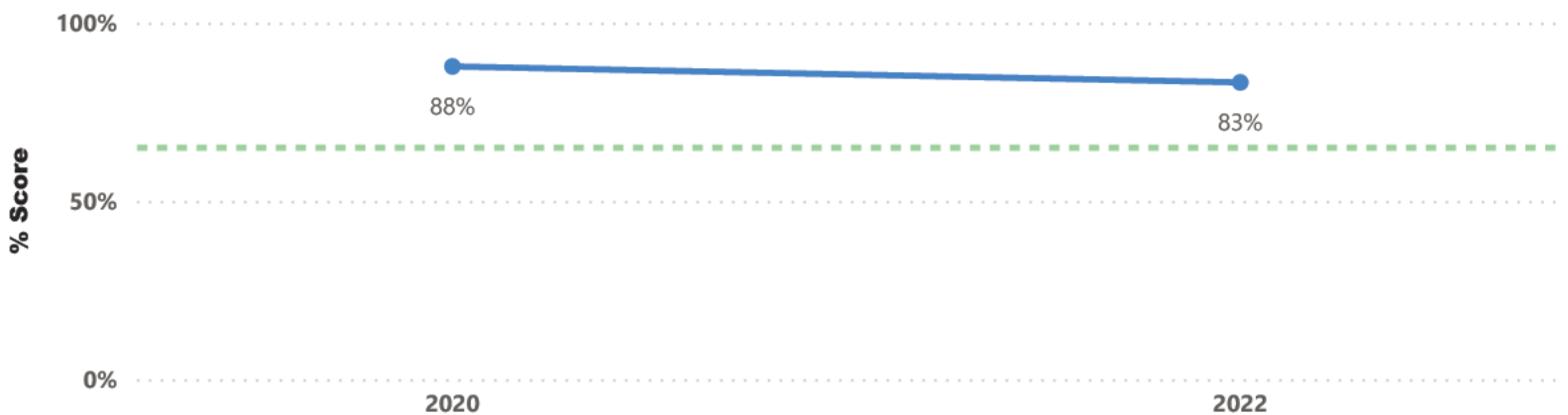
2022 PCI Score

OPM Strength Threshold (≥ 65%)

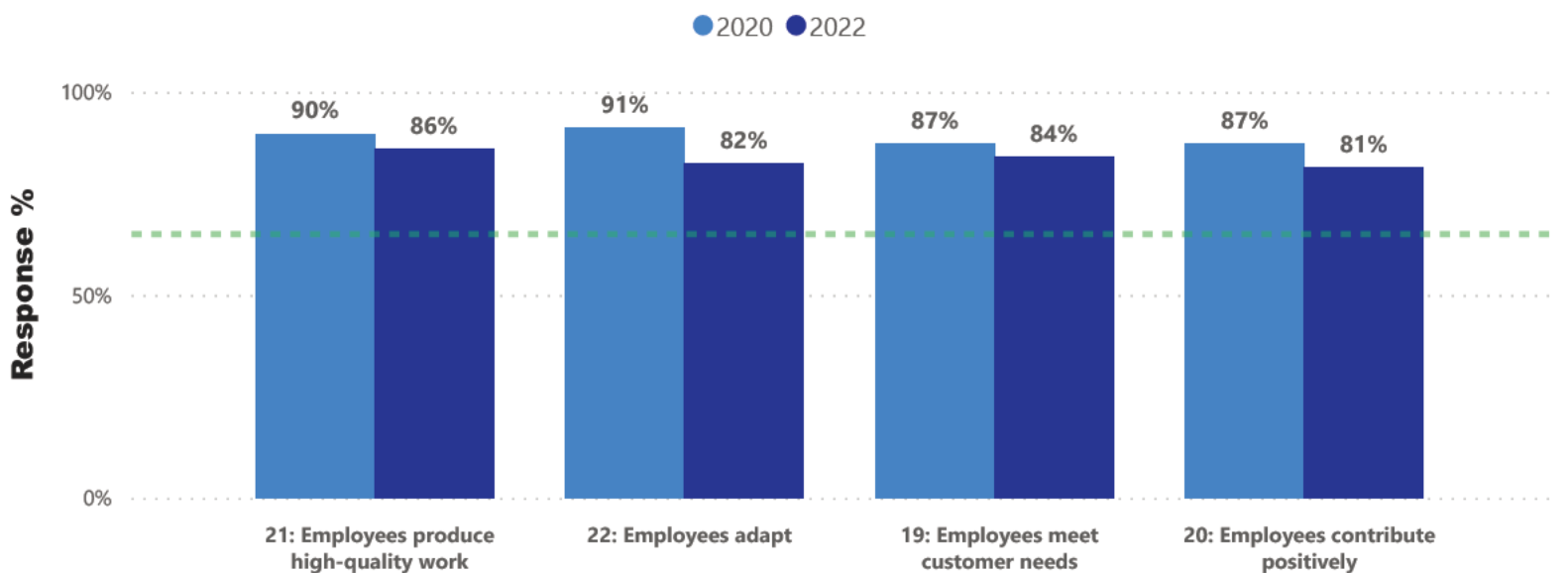
83%

The Performance Confidence Index (PCI) measures a combination of five items how employees perceive their work unit's ability to: **meet customer needs, contribute, achieve goals, produce high quality work, and adapt to priorities.**

PCI Scores by Year



PCI Positive Scores by Year



*Note: Horizontal line indicates the OPM guideline for scores that are "low" and need to be addressed.

Note: In 2022, "Employees achieve goals" was removed from PCI sub-factors.

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - DEIA (1)

TFH - Construction & Maintenance Svcs (820TFHA000)

— OPM Strength Threshold (≥ 65%)

Diversity, Equity, Inclusion, and Accessibility (DEIA) (New in 2022)

Measures employee experience regarding four subindices: **Diversity, Equity, Inclusion, and Accessibility**.
Please refer to Page 18 to view your DEIA Positive, Neutral, and Negative Responses.

DOE DEIA Subindices Scores

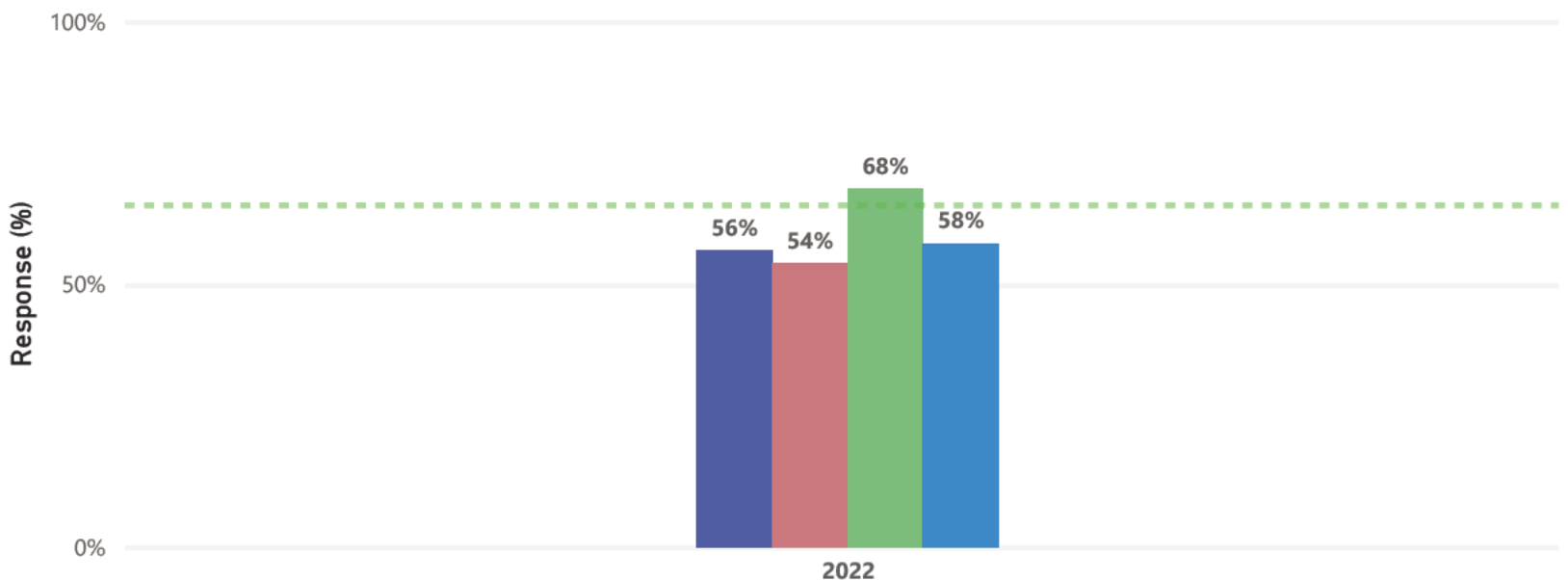
Overall DEIA Score	Diversity Score	Equity Score	Inclusion Score	Accessibility Score
78%	77%	74%	81%	78%

Your 2022 Overall DEIA Score

59%

2022 DEIA Subindices

● Diversity ● Equity ● Inclusion ● Accessibility



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2022 Federal Employee Viewpoint Survey (FEVS) Results - DEIA (2)

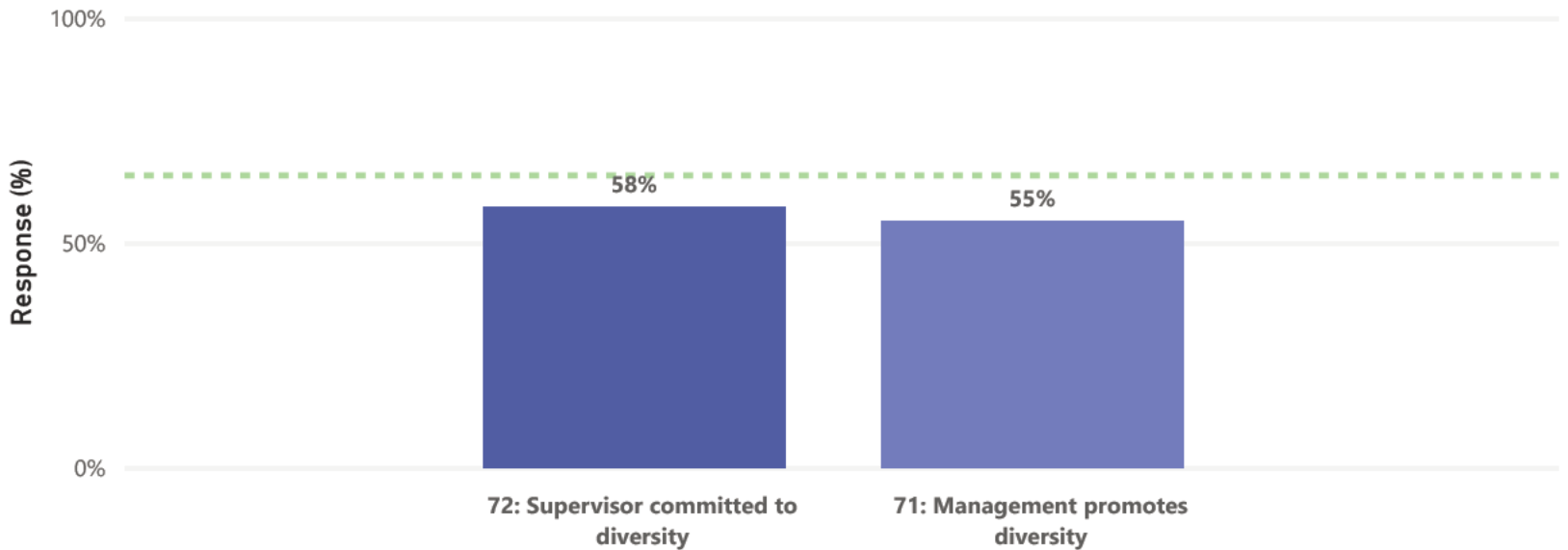
TFH - Construction & Maintenance Svcs (820TFHA000)

OPM Strength Threshold ($\geq 65\%$)

DEIA Positive Scores

DEIA: Diversity

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.



DEIA: Equity

The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - DEIA (3)

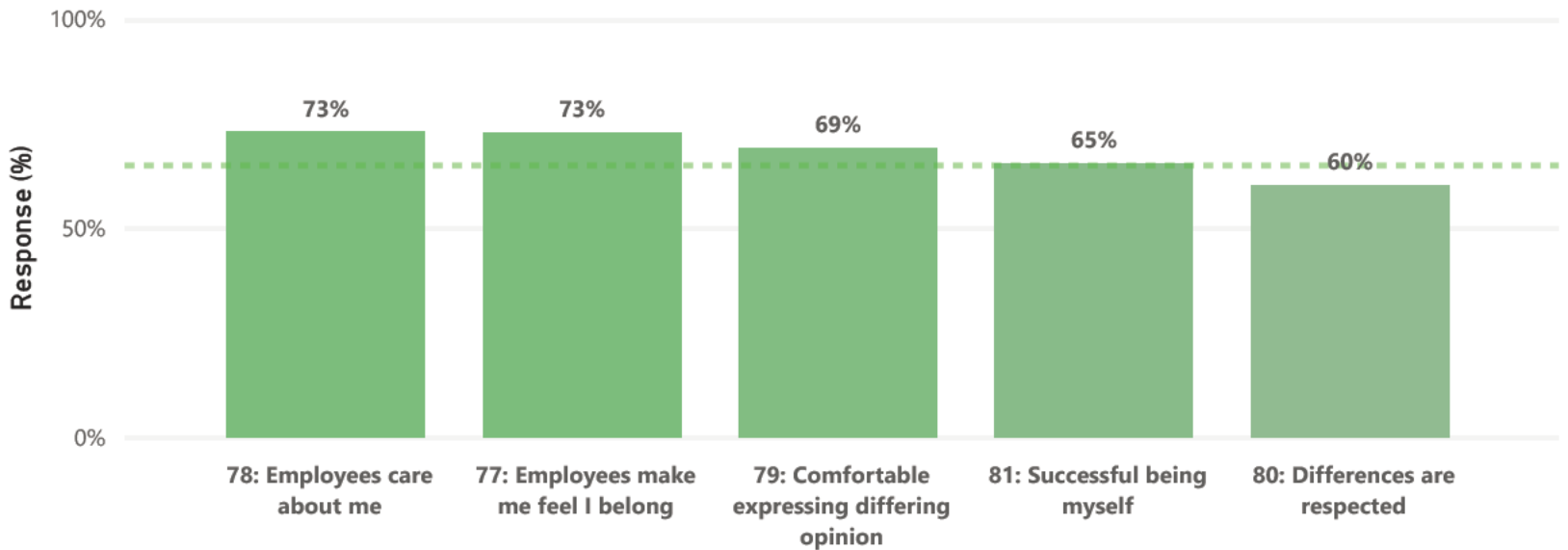
TFH - Construction & Maintenance Svcs (820TFHA000)

OPM Strength Threshold (≥ 65%)

DEIA Positive Scores

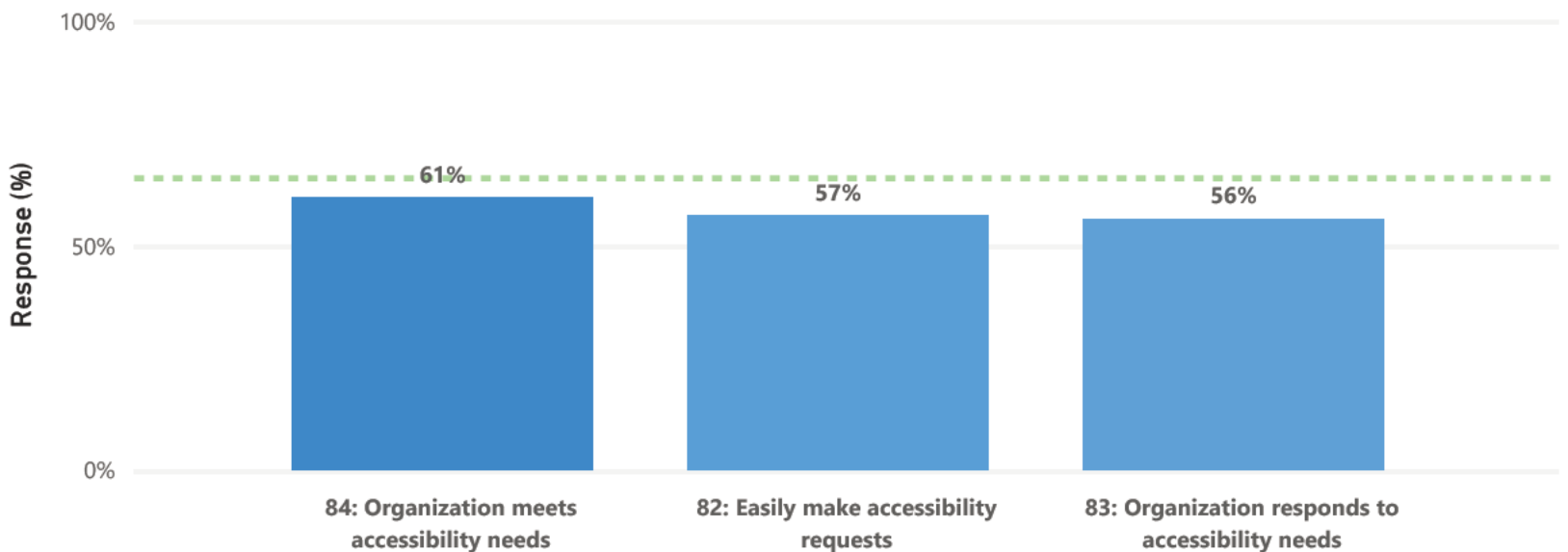
DEIA: Inclusion

The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.



DEIA: Accessibility

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (1)

TFH - Construction & Maintenance Svcs (820TFHA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

40%

2022 Response Rate

**Positive Strength
Threshold (≥ 65%)**



**Neutral Uncertainty
Threshold (≥ 30%)**



**Negative Challenge
Threshold (≥ 35%)**



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
Work Experience				
01: Given opportunity to improve my skills	72%	52%	21%	27%
02: New and better ways to do things	65%	49%	19%	32%
03: Feeling of personal accomplishment	89%	✓ 66%	21%	12%
04: Know what's expected of me	88%	✓ 76%	11%	12%
05: Workload is reasonable	81%	✓ 65%	21%	13%
06: Talents are well used	73%	✓ 66%	14%	20%
07: Know how work relates to agency goals	83%	✓ 78%	10%	12%
08: Can disclose suspected violation w/out reprisal	60%	48%	16%	✗ 35%
09: Have enough info to do job		✓ 71%	12%	17%
10: Receive training needed		50%	27%	23%
11: Held accountable for work quality		✓ 81%	9%	10%
12: Changing priorities effect quality		30%	29%	✗ 41%
13: Clear idea of performance		✓ 72%	16%	12%

Note: FEVS question numbers change from year to year. Visit HCnet for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.

Note: Q12: Question is negatively worded. Percentages should be interpreted with caution. OPM has flagged this item for review in 2023.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (2)

TFH - Construction & Maintenance Svcs (820TFHA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

Positive Strength
Threshold (≥ 65%)



Neutral Uncertainty
Threshold (≥ 30%)



Negative Challenge
Threshold (≥ 35%)



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
My Work Unit				
14: People cooperate to do job	90%	✓ 74%	13%	12%
16: Perf. differences recognized	52%	28%	! 38%	34%
17: Employees share knowledge		✓ 74%	8%	18%
18: Employees have skills to accomplish goals	86%	✓ 89%	3%	8%
19: Employees meet customer needs		✓ 84%	14%	2%
20: Employees contribute		✓ 81%	17%	2%
21: Produce high-quality work		✓ 86%	11%	4%
22: Employees adapt		✓ 82%	11%	7%
23: New hires have necessary skills		46%	27%	27%
24: Can influence decisions		57%	24%	19%
25: Know what goals are		✓ 74%	13%	13%
26: Commit resources to new ideas		51%	28%	22%
27: Work unit manages disruptions		✓ 66%	16%	18%
28: Employees look to improve efficiency		✓ 67%	19%	14%
29: Employees incorporate new ideas		52%	! 30%	18%
30: Employees view change positively		59%	21%	20%
31: Employees put customer needs first		✓ 68%	22%	10%
32: Employees improve customer service		48%	! 41%	11%
33: Employees support work-life balance		62%	26%	12%
34: Employees under too much pressure		33%	! 53%	14%

Note: FEVS question numbers change from year to year. Visit HCnet for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.

Note: Q34: Question is negatively worded. Percentages should be interpreted with caution. OPM has flagged this item for review in 2023.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (3)

TFH - Construction & Maintenance Svcs (820TFHA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

**Positive Strength
Threshold (≥ 65%)**



**Neutral Uncertainty
Threshold (≥ 30%)**



**Negative Challenge
Threshold (≥ 35%)**



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
My Agency				
35: Employees recognized for high quality	57%	43%	29%	28%
36: Protected from hazards	78%	✓ 74%	10%	17%
37: Agency successful at mission	81%	✓ 69%	23%	8%
38: Understand organization priorities		61%	21%	18%
39: Organization adapts to changing priorities		45%	! 30%	25%
40: Prepared for physical security threats		✓ 66%	9%	25%
41: Prepared for cybersecurity threats		✓ 84%	9%	7%
42: Favoritism is not tolerated		42%	17%	✗ 41%
43: Recommend organization	78%	60%	24%	16%
44: Survey used to improve agency	36%	31%	14%	✗ 55%
Supervisor/Team Leader				
45: Supervisor committed to representative workforce	67%	✓ 71%	11%	18%
46: Supervisors support development	75%	64%	19%	17%
47: Supervisor supports work/life	88%	✓ 87%	8%	6%
48: Supervisor listens	78%	✓ 76%	5%	19%
49: Supervisor treats with respect	83%	✓ 71%	15%	14%
50: Trust my supervisor	74%	✓ 71%	11%	19%
51: Supervisor holds accountability		✓ 82%	15%	3%
52: Overall job of immediate supervisor	76%	✓ 69%	18%	13%
53: Supervisor provides constructive feedback		60%	21%	18%
54: Supervisor provides performance feedback		✓ 78%	11%	11%

Note: FEVS question numbers change from year to year. Visit HCnet for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (4)

TFH - Construction & Maintenance Svcs (820TFHA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

Positive Strength
Threshold (≥ 65%)



Neutral Uncertainty
Threshold (≥ 30%)



Negative Challenge
Threshold (≥ 35%)



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
Leadership				
55: Leaders generate motivation	37%	23%	⚠ 35%	⊗ 42%
56: Leaders have standards of honesty and integrity	50%	36%	28%	⊗ 36%
57: Managers communicate goals	56%	39%	⚠ 42%	19%
58: Managers promote communication	51%	30%	⚠ 42%	28%
59: Overall job of manager above supervisor	61%	41%	25%	34%
60: Have respect for senior leaders	46%	35%	27%	⊗ 38%
61: Senior leaders support work/life programs	62%	42%	25%	32%
62: Management encourages innovation.		33%	25%	⊗ 42%
63: Management addresses challenges		29%	⚠ 35%	⊗ 36%
64: Management involves employees		23%	22%	⊗ 55%
My Satisfaction				
65: Satisfaction with involvement	57%	45%	24%	31%
66: Satisfaction with info received	48%	37%	⚠ 36%	27%
67: Satisfaction with recognition	63%	50%	28%	22%
68: Job satisfaction	77%	64%	22%	14%
69: Pay satisfaction	76%	56%	17%	27%
70: Organizational satisfaction	67%	49%	21%	30%

Note: FEVS question numbers change from year to year. Visit HCnet for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - Core Results (5)

TFH - Construction & Maintenance Svcs (820TFHA000)

YOUR FEVS RESULTS: FEVS Question Responses by Year

Positive Strength
Threshold (≥ 65%)



Neutral Uncertainty
Threshold (≥ 30%)



Negative Challenge
Threshold (≥ 35%)



FEVS Category/Question	2020 Pos	2022		
		Pos	Neu	Neg
DEIA				
71: Management promotes diversity		55%	29%	16%
72: Supervisor committed to diversity		58%	29%	13%
73: Fair opportunities for advancement		50%	19%	31%
74: Supervisor provides fair opportunities		60%	17%	23%
75: Work quality recognized for all employees		52%	28%	20%
76: Employees treat me well		✓ 79%	14%	7%
77: Employees make me feel I belong		✓ 73%	20%	7%
78: Employees care about me		✓ 73%	16%	11%
79: Comfortable expressing differing opinion		✓ 69%	14%	16%
80: Differences are respected		60%	24%	15%
81: Successful being myself		✓ 65%	18%	17%
82: Easily make accessibility requests		57%	25%	18%
83: Organization responds to accessibility needs		56%	27%	17%
84: Organization meets accessibility needs		61%	20%	19%
Employee Experience				
85: Job inspires me		49%	! 34%	17%
86: Work give sense of accomplishment		✓ 77%	14%	9%
87: Strong attachment to organization		45%	! 37%	19%
88: Identify with organization mission		60%	27%	13%
89: Important that work is meaningful		✓ 85%	9%	5%

Note: FEVS question numbers change from year to year. Visit HCnet for the [2022 FEVS Question Crosswalk](#).

Note: Blank fields represent 2022 FEVS questions that were not asked in prior year(s).

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.



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2022 Federal Employee Viewpoint Survey (FEVS) Results - Performance

TFH - Construction & Maintenance Svcs (820TFHA000)

FEVS Work Unit Question:

15: Currently, in my work unit poor performers usually:

Organization vs. DOE, Large Agencies (LA)*, and Government-wide (GW)

TFH - Construction & Maintenance Svcs (820TFHA000)		DOE	LA*	GW
Currently, in my work unit poor performers usually:	2022	2022	2022	2022
...Remain In Work Unit And Improve Over Time	8%	16%	15%	16%
...Remain In Work Unit And Continue To Underperform	47%	30%	37%	42%
...No Poor Performers In Work Unit	25%	29%	21%	19%
...Leave Work Unit - Removed or Transferred	5%	9%	8%	10%
...Leave Work Unit - Quit	3%	5%	6%	6%

*Large Agency Category 10,000-74,999 Federal employees (defined by OPM)



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2022 Federal Employee Viewpoint Survey (FEVS) Results - Telework

TFH - Construction & Maintenance Svcs (820TFHA000)

FEVS Pandemic Questions (2020-2022)

TFH - Construction & Maintenance Svcs (820TFHA000)

On average what percentage of your work time have you been physically present at your agency worksite (including headquarters, bureau, field offices, etc.)?

Response	2020	2022
Not Been Physically Present	15%	10%
1-24%	23%	21%
25-49%	9%	2%
50-74%	20%	2%
75-99%	26%	5%
100%	7%	59%

Note: OPM limited results to the Departmental Element level in the 2021 FEVS; therefore, trend data is not available for 2021.

DOE, Government-wide, Large Agency

On average what percentage of your work time have you been physically present at your agency worksite (including headquarters, bureau, field offices, etc.)?

Organization	2020	2021	2022
Department of Energy			
Not Been Physically Present	52%	45%	27%
1-24%	27%	29%	28%
25-49%	5%	5%	13%
50-74%	5%	4%	13%
75-99%	6%	8%	9%
100%	5%	9%	11%
Governmentwide			
Not Been Physically Present	30%		18%
1-24%	24%		15%
25-49%	7%		9%
50-74%	8%		9%
75-99%	14%		13%
100%	17%		36%

Organization	2020	2021	2022
Large Agencies			
Not Been Physically Present	48%	43%	27%
1-24%	25%	25%	22%
25-49%	5%	6%	11%
50-74%	5%	5%	10%
75-99%	8%	10%	13%
100%	8%	11%	16%

*Large Agency Category 10,000-74,999 Federal employees (defined by OPM)



U.S. DEPARTMENT OF
ENERGY

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Human Capital Officer exclusively
for the Department of Energy

Organizational Management Report (OMR)

2022 Federal Employee Viewpoint Survey (FEVS) Results - Pandemic

TFH - Construction & Maintenance Svcs (820TFHA000)

2022 FEVS Pandemic Questions

Re-entry equity:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
My agency's re-entry arrangements are fair in accounting for employees' diverse needs and situations	18%	26%	34%	10%	12%

How employees currently report to work:

	All employees physically present	Some employees physically present	No employees physically present	Other
Please select the response that BEST describes how employees in your work unit currently report to work	56%	40%	2%	2%

My organization's senior leaders...

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
...have supported policies and procedures to protect employee health and safety	18%	46%	20%	8%	7%
...provide effective communications about what to expect with the return to the physical worksite	22%	40%	24%	7%	6%

My supervisor...

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
...has created an environment where I can voice my concerns about staying healthy and safe	35%	33%	17%	9%	6%
...has supported my efforts to stay healthy and safe while working	34%	44%	9%	9%	4%





INTEGRITY - INNOVATION - COLLABORATION - ACCOUNTABILITY - RESPECT - EXCELLENCE

Office of the Chief Human Capital Officer

Office of Talent Management/Workforce And Organization Development Division

1000 Independence Avenue, SW, 4E-084
Washington, DC 20585-1000

Learn more at:

<https://hcnet.doe.gov/fevs>

<https://hcnet.doe.gov/documents/employee-engagement-playbook>

Email: FEVS@hq.doe.gov

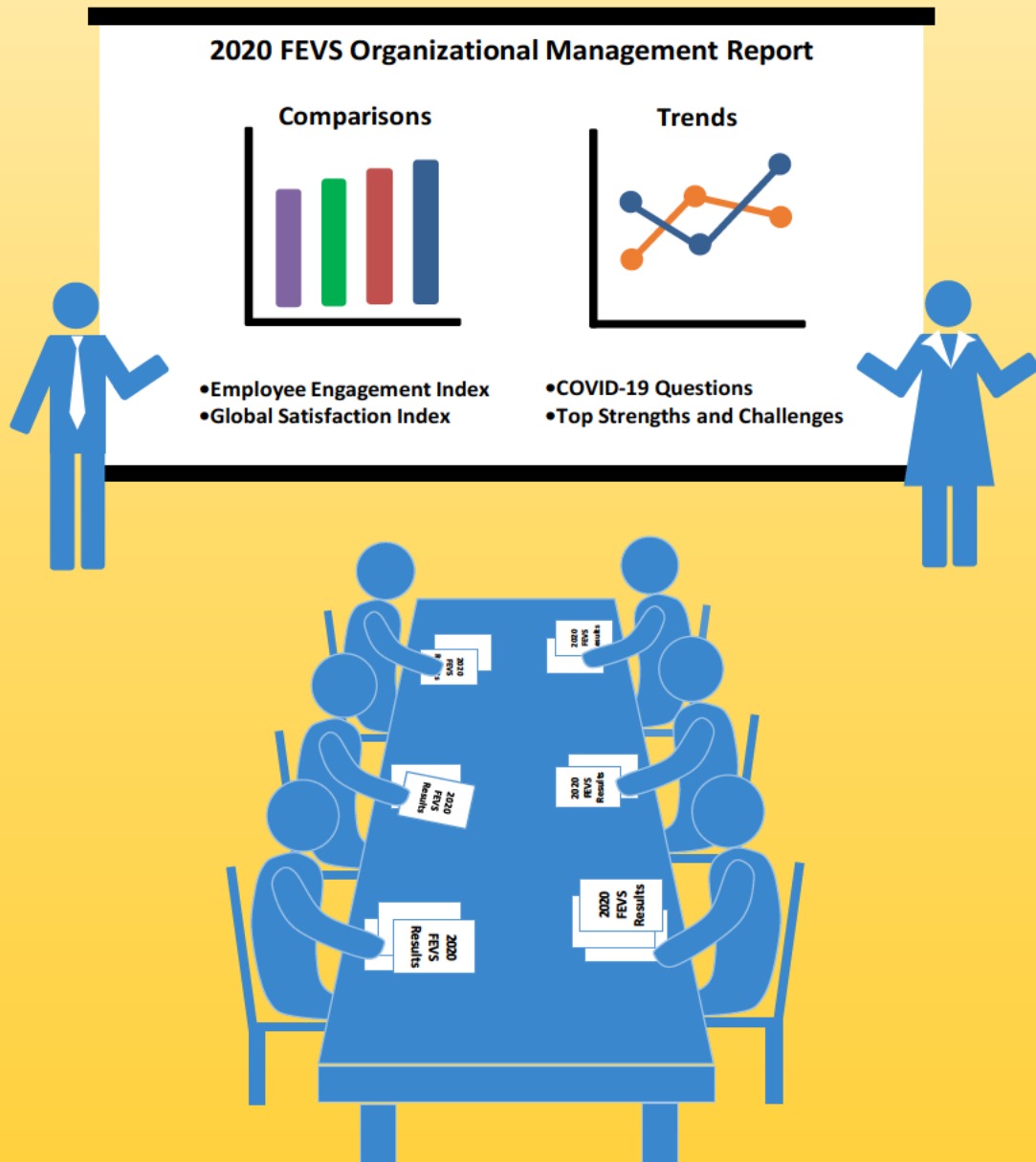


U.S. DEPARTMENT OF
ENERGY

Organizational Management Report (OMR) Summary

2020 Federal Employee Viewpoint Survey (FEVS) Results

TFHQ - CONSTRUCTION MGMT & INSPECTION



U.S. DEPARTMENT OF
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About This Organizational Management Report (OMR) Summary

Congress requires that all Executive Branch agencies survey their employees (5 CFR Part 250 Subpart C). The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM). The FEVS allows government employees to share their opinions about what matters most to them.

This year, the FEVS was administered as a census, meaning that all eligible employees were surveyed across the Department. 11,579 eligible employees were sent an invitation to participate and 8,904 employees responded. All full-time and part-time, permanent, non-seasonal employees were eligible to participate in the survey. As in prior years, the 2020 FEVS was a self-administered Web based survey. The Department's launch date was September 17, 2020 with 6 week administration period ending October 29, 2020. DOE experienced a 76.9% response rate and was well above the government-wide response rate of 44.4%.

Due to the COVID-19 pandemic, OPM revised the 2020 FEVS by streamlining the core set of standard items and adding items to assess the impact of the pandemic. This year's OMR has been modified to reflect the changes to the Survey. The OMR still contains analysis of trends and FEVS Indices but only those available based on the questions included in the 2020 Survey.

HC created the 2020 OMR Summary as a tool to help individual work units translate FEVS results into a format that provides a better understanding of specific organizational strengths, uncertainties, and challenges.

The "Taking Action" section on the next page provides a six-step process to improve Employee Engagement. Using the OMR along with this approach will help to translate the FEVS results into useful information that facilitates communication and action at all levels in the organization.

There are three different types of analyses in the 2020 OMR Summary:

- ▶ **Strength Analysis** (*Objective Measure*) – As a rule of thumb, OPM considers it a strength when at least two out of three employees (≥65%) give a positive response indicating agreement that the desired condition in a FEVS question is present within the organization.
- ▶ **Trend Analysis** (*Historical Measure*) – This analysis tracks your work unit 's survey results over a five-year time period results including 2016, 2017, 2018, 2019, and 2020 when available.
- ▶ **Comparative Analysis** (*Relative Measure*) – This analysis compares your work unit's current results with the same year results for up to three organizations, which are the next higher levels of organization within your work unit's reporting structure. The comparative data comes from your work unit's breakout report. The labels used in this report correspond to the organizational names for your work unit and its comparison organizations:

<u>Label</u>	<u>Organization Name</u>
3Up =	T - TRANSMISSION SERVICES
2Up =	TF - TRANSMISSION FIELD SERVICES
1Up =	TFH - CONSTRUCTION & MAINTENANCE SVCS
Unit =	TFHQ - CONSTRUCTION MGMT & INSPECTION

Identifying Increases and Decreases

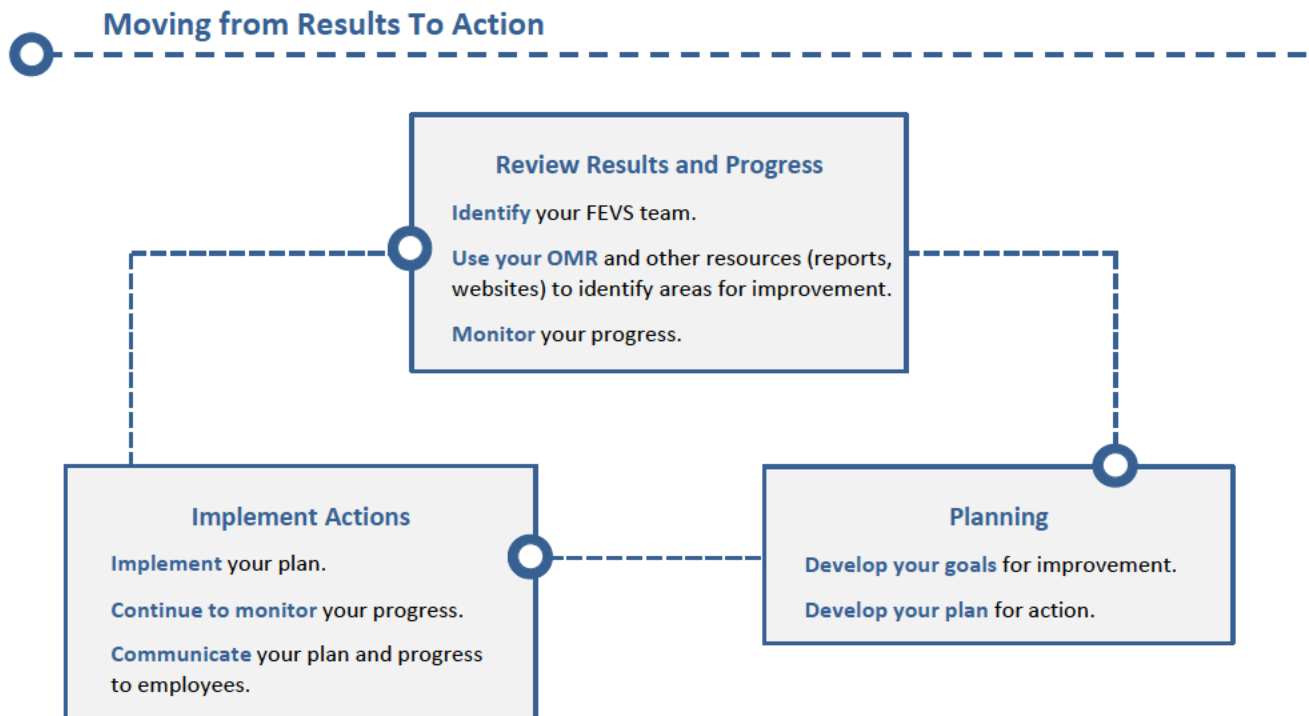
Movement up or down since the previous year is another important piece of information to consider when examining the results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within the organization 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.

In all OMR Summary graphs and data tables, the dark blue data columns and bars represent the current year's survey results for your work unit. The gold dotted lines represent the OPM standard for organizational strength as achieving 65 percent or higher in positive responses. These formatting conventions are consistent throughout the report and allow you to identify more easily the patterns evident in your trending and comparisons.

For support, please contact the DOE Office of the Chief Human Capital Officer at FEVS@hq.doe.gov. Online resources are available and updated on HCnet <https://hcnet.doe.gov/fevs>.

YOUR FEVS RESULTS: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines outlined in the following pages.



Step 1:

Identify and Establish a FEVS Action Team

- This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2:

Use Your OMR to Identify Areas for Improvement

- The Global Satisfaction Index, and Employee Engagement Index provide organizations with consistent metrics for measuring progress toward objectives.
- Use the strength, trend, and comparative analyses in this OMR Summary to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 5) is designed to support this work. For instance, these sections will help you to identify whether a strength, challenge, or uncertainty is specific to your work unit this year.

- To develop your goals for improvement, you should consider issues that are most critical to your organization and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow **S.M.A.R.T** (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

- **Specific**

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

- **Measurable**

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

- **Attainable**

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

- **Realistic**

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

- **Time Specific**

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 3:

Develop Your Goals for Improvement

- Once your team has identified goals, develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your organization goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 4:

Develop Your Plan for Action

- There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

Step 5:

Communicate the Implementation of Your Plan

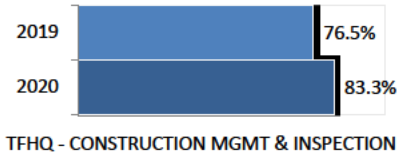
- In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.

Step 6:

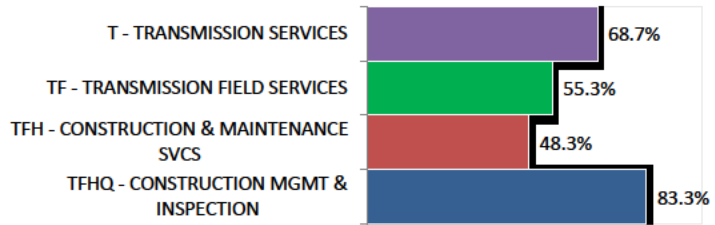
Monitor and Communicate Your Progress

OVERVIEW OF FEVS RESPONSE RATES

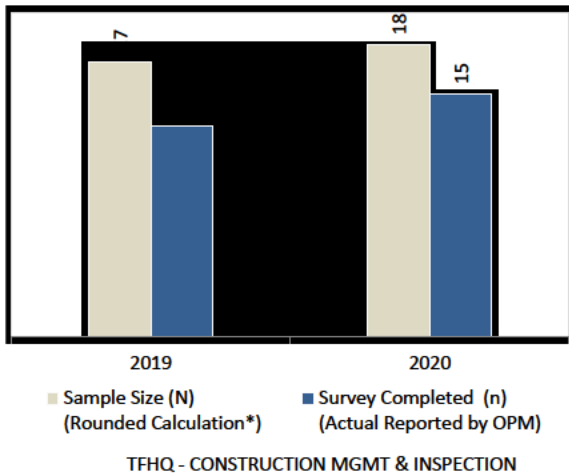
Response Rate Trends



2020 Response Rate Comparisons



Sample Size Trends

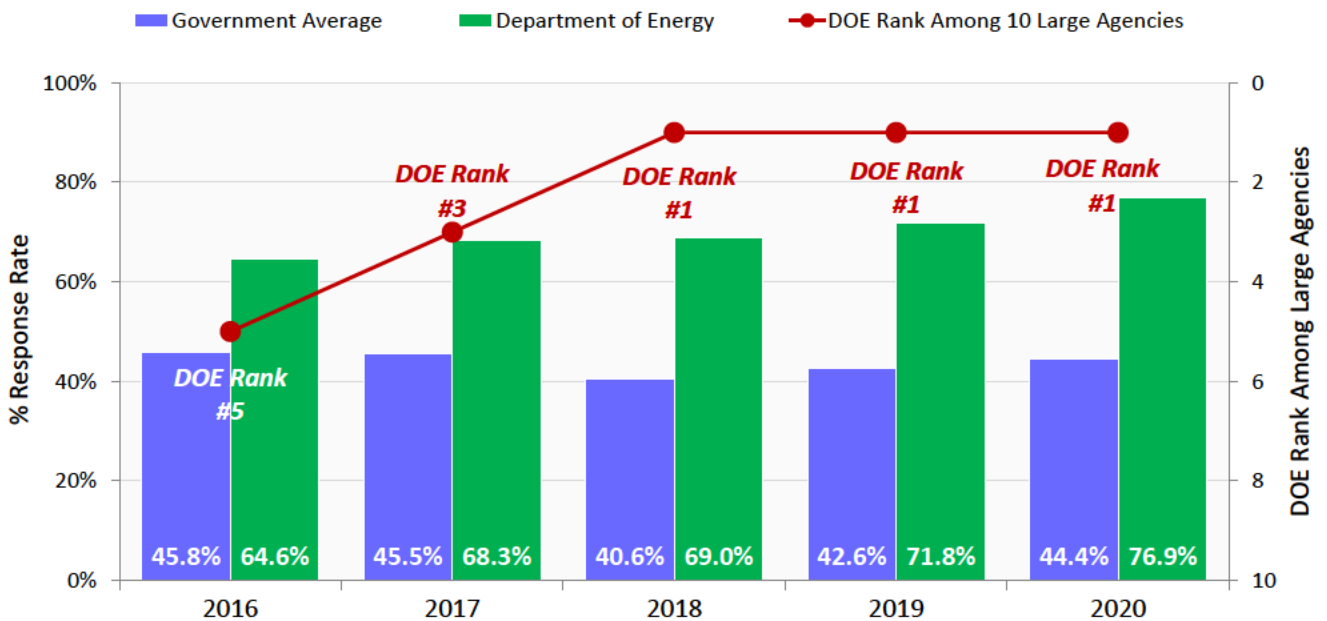


2020 Sample Size Comparisons

	T - TRANSMISSION SERVICES	TF - TRANSMISSION FIELD SERVICES	TFH - CONSTRUCTION & MAINTENANCE SVCS	TFHQ - CONSTRUCTION MGMT & INSPECTION
Sample Size (N) (Rounded Calculation*)	1,452	696	147	18
Survey Completed (n) (Actual Reported by OPM)	997	385	71	15

* Sample size is calculated from the "actual survey completed reported by OPM" divided by the "rounded response rate reported by OPM," so larger sample sizes may have a very small ± 0.05% margin of error due to rounding.

Response Rates and Participation Rankings for Department of Energy 2016 - 2020



YOUR FEVS RESULTS: Positive, Neutral, and Negative Responses for 2020

TFHQ - CONSTRUCTION MGMT & INSPECTION		2019	Δ Since Last Year	Work Unit 2020 Results		
		Positive		Positive	Neutral	Negative
My Work Experience	1: Given opportunity to improve my skills	91.5%	+1.6%	93.1%	6.9%	0.0%
	2: Enough info to do my job well	93.3%				
	3: New and better ways to do things	85.1%	+9.2%	94.3%	5.7%	0.0%
	4: Feeling of personal accomplishment	100.0%	+0.0%	100.0%	0.0%	0.0%
	5: I like the work I do	100.0%				
	6: Know what's expected of me	100.0%	-7.0%	93.0%	7.0%	0.0%
	7: Willing to put in extra effort	100.0%				
	8: Looking for ways to do job better	100.0%				
	9: Have sufficient resources	60.5%				
	10: Workload is reasonable	84.4%	+3.2%	87.7%	6.8%	5.6%
	11: Talents are well used	92.1%	-13.1%	79.0%	6.9%	14.1%
	12: Know how work relates to agency goals	100.0%	-7.0%	93.0%	0.0%	7.0%
	13: Work I do is important	100.0%				
	14: Physical conditions allow perform job well	78.1%				
	15: Appraisal fairly reflects my performance	92.1%				
	16: I am held accountable for results	83.1%				
	17: Can disclose suspected violation w/out reprisal	100.0%	-21.1%	78.9%	14.1%	7.0%
	18: Training needs are assessed	83.6%				
	19: Understood how to get rated at diff. perf. Levels	91.8%				
My Work Unit	20: People cooperate to do job	86.0%	+7.0%	93.0%	0.0%	7.0%
	21: Unit able to recruit people with right skills	92.1%				
	22: Promotions based on merit	80.6%				
	23: Poor performers are dealt with	82.9%	-0.3%	82.6%	8.5%	8.9%
	24: Perf. differences recognized	74.2%	+11.5%	85.7%	14.3%	0.0%
	25: Awards depend on employee performance	100.0%				
	26: Employees share job knowledge	100.0%				
	27: Skill in unit has improved	100.0%				
	28: Overall quality of work in unit	100.0%				
My Agency	29: My work unit has skills to accomplish goals	100.0%	-7.0%	93.0%	0.0%	7.0%
	30: Employees feel empowered	86.3%				
	31: Employees recognized for high quality	94.0%	-11.8%	82.2%	17.8%	0.0%
	32: Creativity rewarded	78.7%				
	33: Pay raises performance dependent	46.9%				
	34: Policies promote diversity	94.0%				
	35: Protected from hazards	86.3%	+13.7%	100.0%	0.0%	0.0%
	36: Prepared for security threats	86.3%				
	37: Favoritism not tolerated	64.9%				
	38: Prohibited practices not tolerated	94.0%				
	39: Agency successful at mission	86.0%	+7.0%	93.0%	0.0%	7.0%
	40: Recommend organization	100.0%	-7.0%	93.0%	0.0%	7.0%
My Supervisor	41: Survey used to improve agency	53.6%	-0.9%	52.7%	40.2%	7.1%
	42: Supervisor supports work/life	100.0%	+0.0%	100.0%	0.0%	0.0%
	43: Supervisor provides opp. to demo leadership	100.0%				
	44: Discussions about perf. worthwhile	100.0%				
	45: Supervisor committed to representative workforce	100.0%	-7.3%	92.7%	7.3%	0.0%
	46: Supervisor provides constructive suggestions	100.0%				
	47: Supervisors support development	100.0%	+0.0%	100.0%	0.0%	0.0%
	48: Supervisor listens	100.0%	+0.0%	100.0%	0.0%	0.0%
	49: Supervisor treats with respect	100.0%	+0.0%	100.0%	0.0%	0.0%
	50: Supervisor talked w/me about my performance	100.0%				
	51: Trust my supervisor	100.0%	+0.0%	100.0%	0.0%	0.0%
Leadership	52: Overall job of immediate supervisor	100.0%	+0.0%	100.0%	0.0%	0.0%
	53: Leaders generate motivation	47.0%	-12.4%	34.6%	58.1%	7.3%
	54: Leaders have standards of honesty	71.1%	+8.3%	79.5%	20.5%	0.0%
	55: Supervisors work well with diff. backgrounds	71.1%				
	56: Managers communicate goals	91.8%	-13.1%	78.7%	14.1%	7.2%
	57: Managers review progress toward goals	70.2%				
	58: Managers promote communication	70.2%	-10.8%	59.4%	28.1%	12.5%
	59: Managers support collaboration	70.2%				
	60: Overall job of manager above supervisor	85.3%	-5.3%	80.0%	13.0%	7.0%
	61: Have respect for senior leaders	68.3%	-2.1%	66.2%	19.4%	14.4%
My Satisfaction	62: Senior leaders support work/life programs	83.9%	+2.2%	86.0%	14.0%	0.0%
	63: Satisfaction with involvement	92.1%	-13.4%	78.7%	7.2%	14.1%
	64: Satisfaction with info received	92.1%	-20.1%	71.9%	21.0%	7.0%
	65: Satisfaction with recognition	100.0%	-12.8%	87.2%	12.8%	0.0%
	66: Satisfaction with senior leaders	68.5%				
	67: Satisfaction with opp. for a better job	69.9%				
	68: Satisfaction with training	76.0%				
	69: Job satisfaction	100.0%	-7.0%	93.0%	0.0%	7.0%
	70: Satisfaction with pay	78.7%	+7.8%	86.5%	6.8%	6.8%
	71: Organizational satisfaction	92.1%	-6.2%	85.9%	7.1%	7.0%

Response Rate: **83.3%**

Legend:

Your Top Five Results

2019 Top Five Positive Scores
2020 Top Five Positive Scores
2020 Top Five Neutral Scores
2020 Top Five Negative Scores

OPM Rules of Thumb

- ≥65.0% = Strength Threshold
- ≥30.0% = Uncertainty Threshold
- ≥35.0% = Challenge Threshold

New Strength

Interpretation:

1. Identify whether your "Top Five" are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present in your work unit.
2. Identify whether your "Top Five Positive" are higher or lower than last year scores.
3. Compare your "2020 Positive Scores" with "2019 Positive Scores." This will help you to recognize an increased or decreased area.
4. Identify your new strengths. This will help you to recognize improved area. (Note: Your work unit may not have new strength this year).
5. The categories with high numbers of positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

OVERVIEW OF FEVS INDEX DEFINITIONS AND SCORES

The Office of Personnel Management (OPM) organizes each agency's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their agency meet its mission:

- ▶ Global Satisfaction Index
- ▶ Employee Engagement Index
- ▶ New Inclusion Quotient (New IQ) Index

89.6%

↓ Decreased 3.1% points from last year

Global Satisfaction

Measures employee satisfaction about four aspects related to their work: **their job, their pay, their organization**, and whether they would **recommend their organization** as a good place to work.
(Q 69, 70, 71, and 40)

86.5%

↓ Decreased 2.8% points from last year

Employee Engagement

Measures conditions conducive to engagement, that is the engagement potential of an agency's work environment. The index is made up of three subfactors: **Leaders Lead, Supervisors, and Intrinsic Work Experience.**

Due to the changes to the 2020 FEVS, made to accommodate questions related to the COVID-19 Pandemic, the New IQ Index will not be calculated for 2020 OMR.

New Inclusion Quotient

Identifies behaviors that help create an inclusive environment and is built on the concept that repetition of inclusive behavior will create positive habits among team members and managers. The new IQ are grouped into "Five Habits of Inclusion": **Fair; Open; Cooperative; Supportive; and Empowering.**

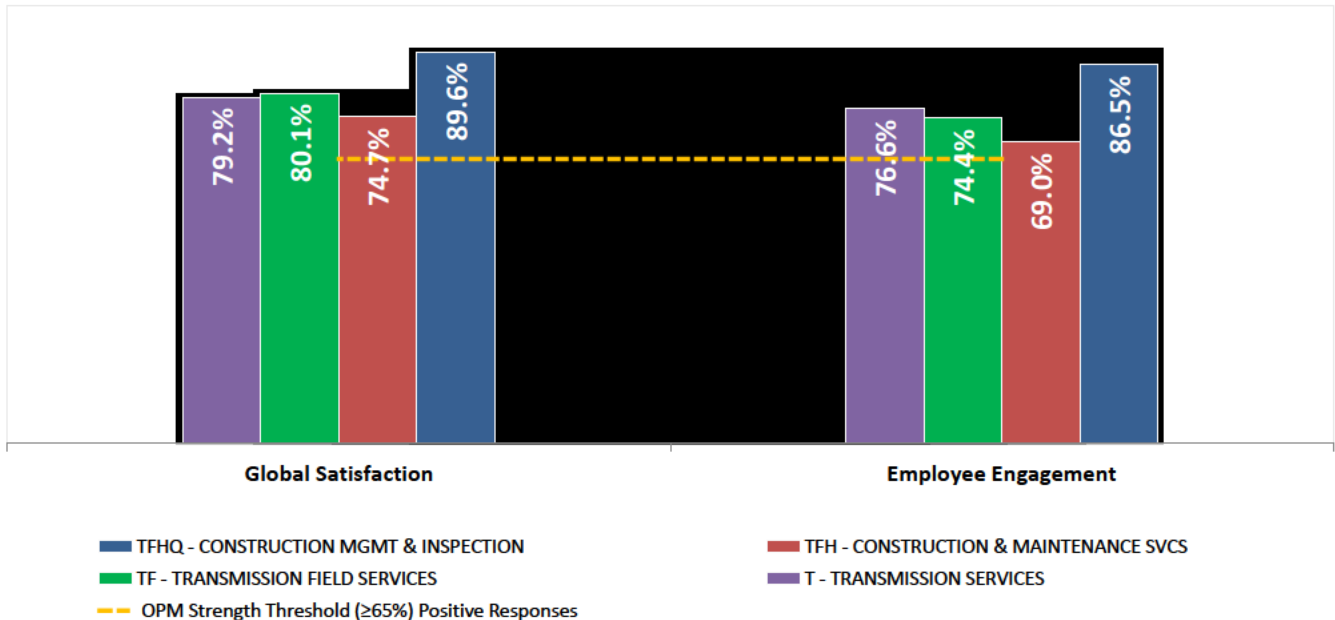
2020 Percent Positive Scores =

0% - 54%

55% - 64%

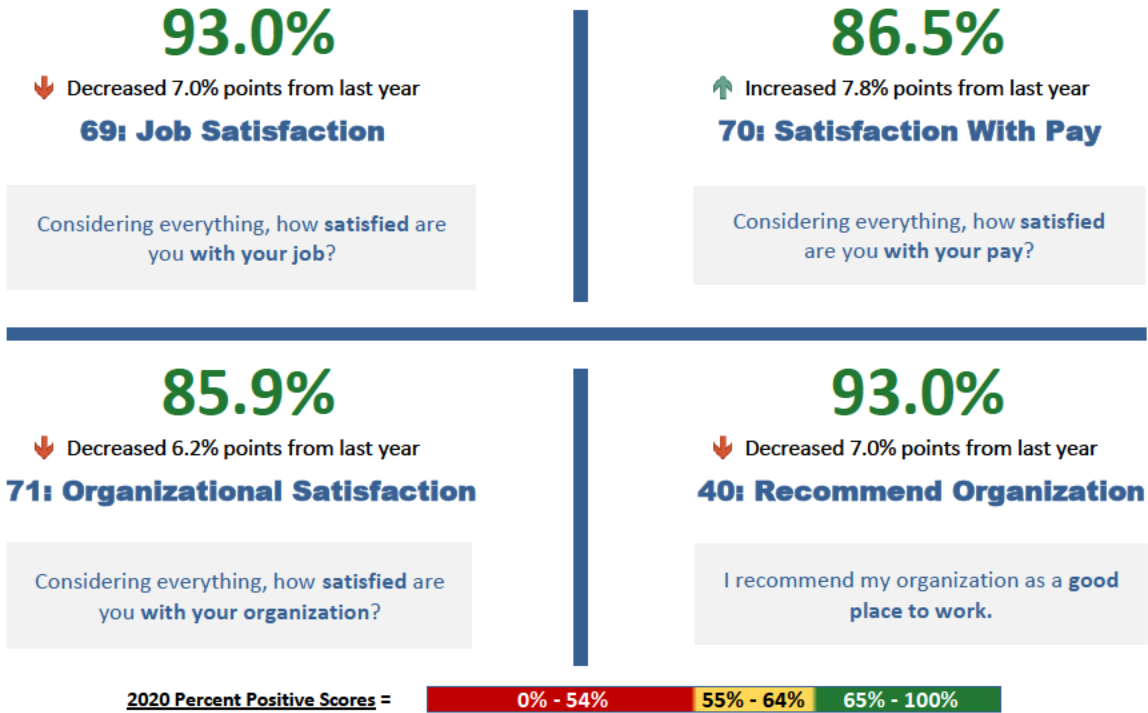
65% - 100%

Comparisons for FEVS Indices

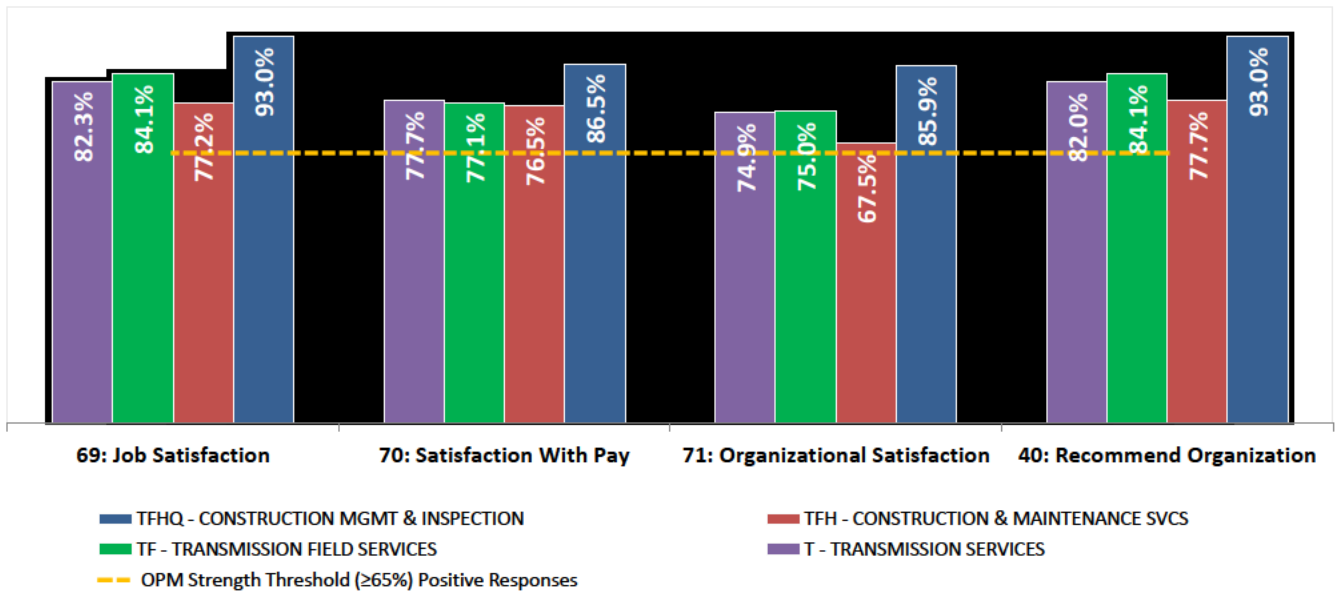


GLOBAL SATISFACTION INDEX

The Global Satisfaction Index provides a more comprehensive indicator of employees' overall work satisfaction. The index is a combination of employees' satisfaction with their job, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The four questions that make up the Global satisfaction Index are:



Comparisons for Global Satisfaction Questions

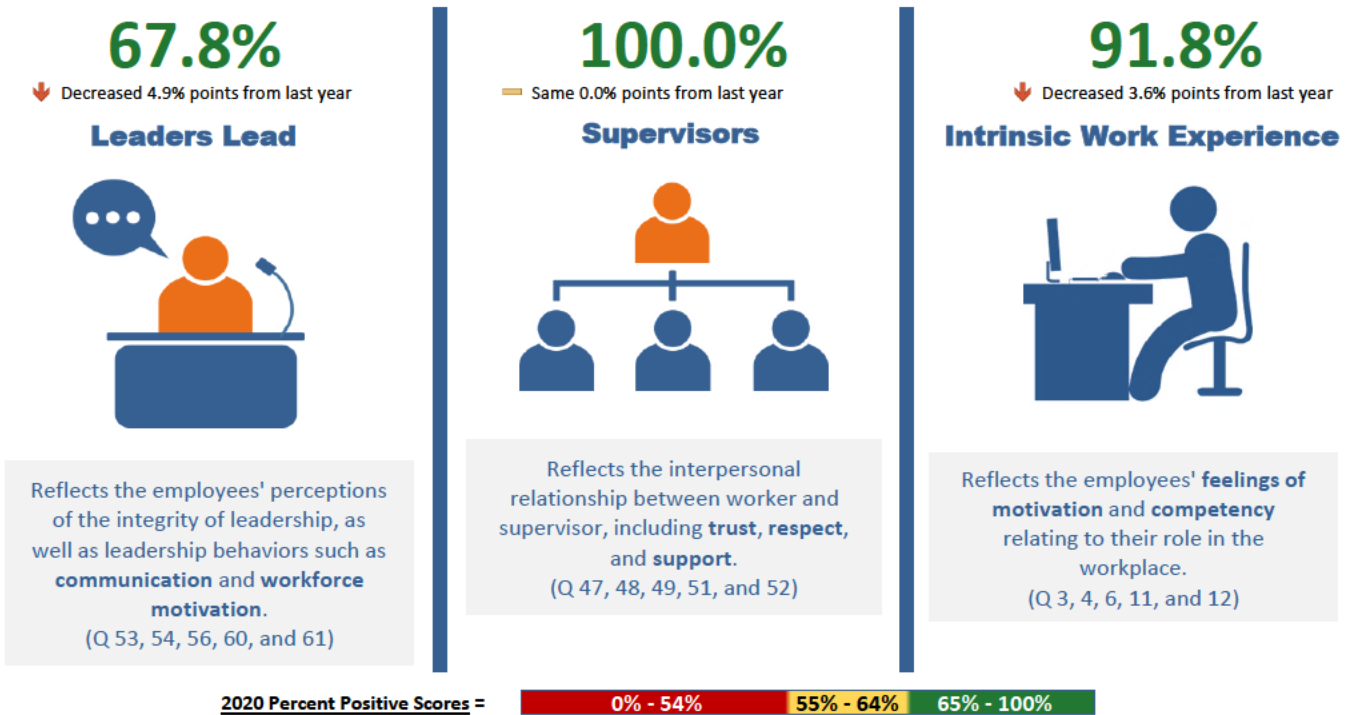


YOUR ENGAGEMENT INDEX

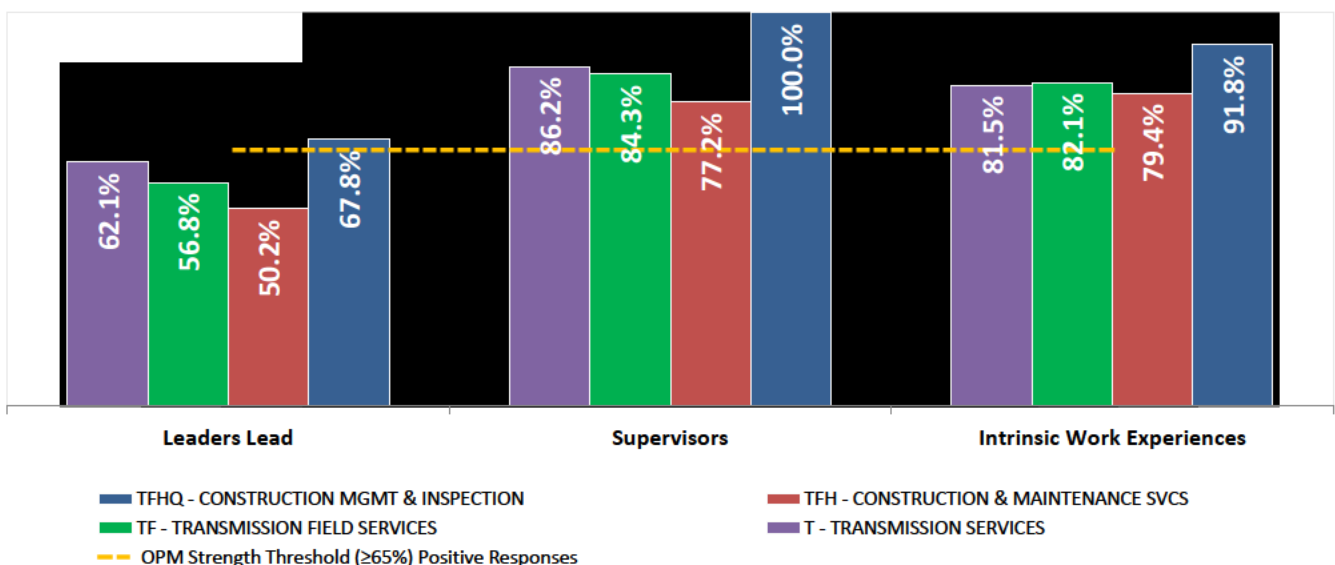
The Employee Engagement Index measures factors that lead to an engaged workforce (e.g., leaders communicate goals; supervisors support employee development; and employees have a sense of personal accomplishment). The index is made up of three subfactors:

- ▶ Leaders Lead
- ▶ Supervisors
- ▶ Intrinsic Work Experience

Each subfactor reflects a different aspect of an engaging work environment.



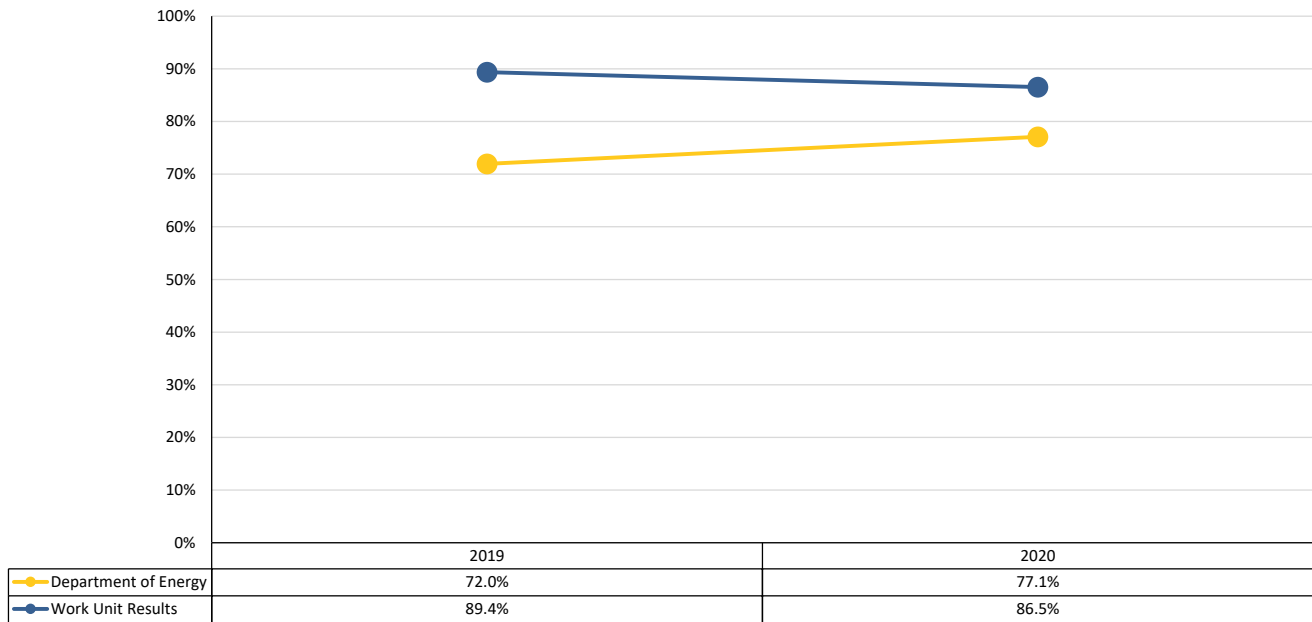
Comparisons for Engagement Index



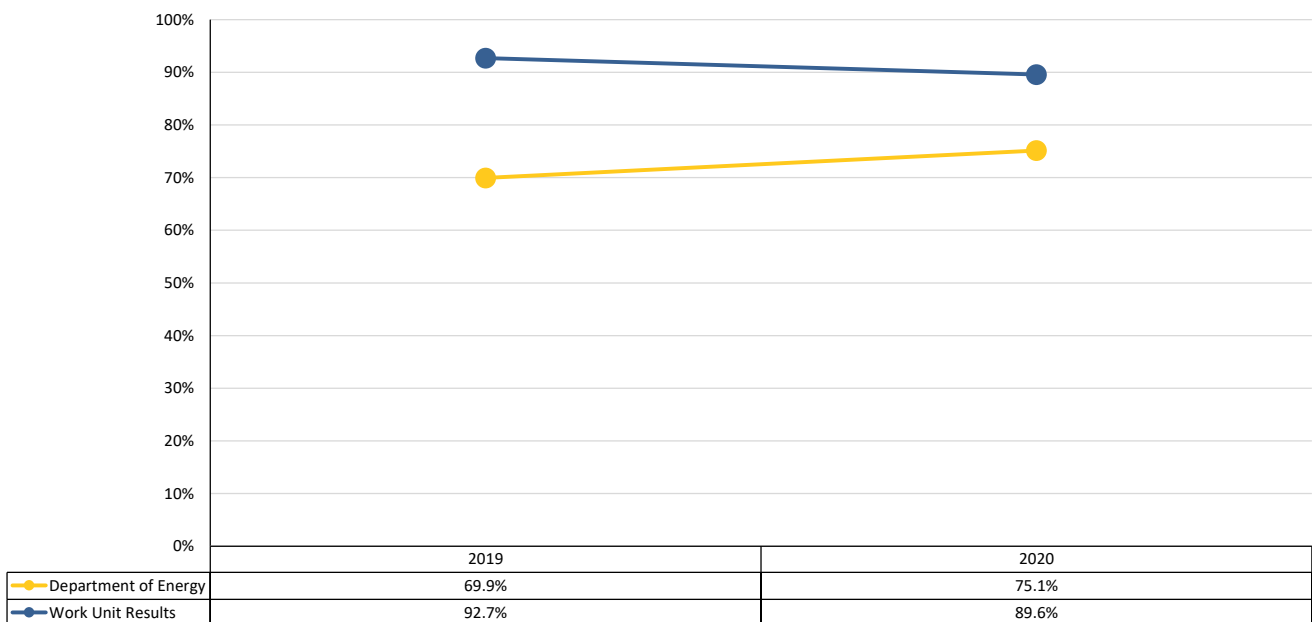
FEVS INDEX TRENDS: Work Unit Vs. Department of Energy

The graphs below display the FEVS indices trend data results for the last five years. The graph indicates the Work Unit's yearly results as compared to Department of Energy results. Additionally, the graphs provide the Work Unit with an opportunity to analyze the yearly performance in each indices.

Trends for Employee Engagement Index



Trends for Global Satisfaction Index

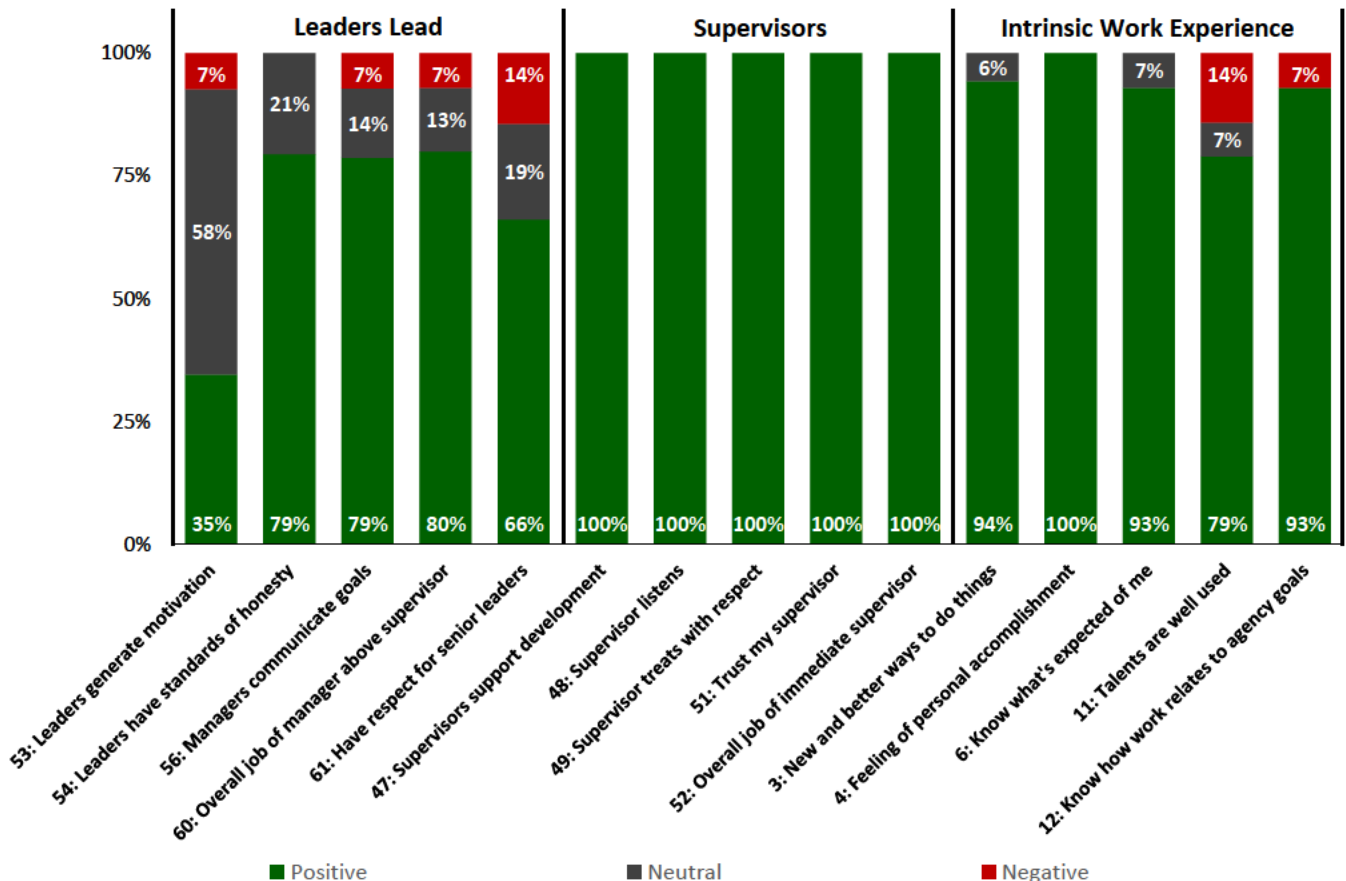


EMPLOYEE ENGAGEMENT INDEX QUESTIONS

Fifteen FEVS questions make up the Employee Engagement Index: Leaders Lead (Q 53, 54, 56, 60, and 61); Supervisor (Q 47, 48, 49, 51, and 52); Intrinsic Work Experience (Q 3, 4, 6, 11, and 12).

TFHQ - CONSTRUCTION MGMT & INSPECTION		2019 Positive	2020 Positive	Decrease ←	Change from 2019 - 2020	Increase →
Leaders Lead	53: Leaders generate motivation	47.0%	34.6%	-12.4%		
	54: Leaders have standards of honesty	71.1%	79.5%			+8.3%
	56: Managers communicate goals	91.8%	78.7%	-13.1%		
	60: Overall job of manager above supervisor	85.3%	80.0%	-5.3%		
	61: Have respect for senior leaders	68.3%	66.2%	-2.1%		
Supervisors	47: Supervisors support development	100.0%	100.0%			
	48: Supervisor listens	100.0%	100.0%			
	49: Supervisor treats with respect	100.0%	100.0%			
	51: Trust my supervisor	100.0%	100.0%			
	52: Overall job of immediate supervisor	100.0%	100.0%			
Intrinsic Work Experience	3: New and better ways to do things	85.1%	94.3%			+9.2%
	4: Feeling of personal accomplishment	100.0%	100.0%			
	6: Know what's expected of me	100.0%	93.0%	-7.0%		
	11: Talents are well used	92.1%	79.0%	-13.1%		
	12: Know how work relates to agency goals	100.0%	93.0%	-7.0%		

Employee Engagement Index Questions: Positive, Neutral, and Negative Responses



FEVS COVID-19 PANDEMIC QUESTIONS: Senior Leaders, Supervisor, and Work Unit

TFHQ - CONSTRUCTION MGMT & INSPECTION	Work Unit 2020 Results		
	Positive	Neutral	Negative
During the COVID-19 pandemic my organization's senior leaders have...			
demonstrated commitment to employee health and safety.	✔ 100.0%	0.0%	0.0%
supported policies and procedures to protect employee health and safety.	✔ 100.0%	0.0%	0.0%
provided effective communications about the pandemic.	✔ 93.2%	6.8%	0.0%
During the COVID-19 pandemic my supervisor has...			
shown concern for my health and safety.	✔ 93.2%	6.8%	0.0%
supported my efforts to stay healthy and safe while working.	✔ 93.2%	6.8%	0.0%
created an environment where I can voice my concerns about staying healthy and safe.	✔ 100.0%	0.0%	0.0%
During the COVID-19 pandemic my work unit has...			
met the needs of our customers.	✔ 85.5%	14.5%	0.0%
contributed positively to my agency's performance.	✔ 100.0%	0.0%	0.0%
produced high-quality work.	✔ 100.0%	0.0%	0.0%
has adapted to changing priorities.	✔ 100.0%	0.0%	0.0%
successfully collaborated.	✔ 100.0%	0.0%	0.0%
achieved our goals.	✔ 93.1%	6.9%	0.0%

FEVS COVID-19 PANDEMIC QUESTIONS: Work Effects

TFHQ - CONSTRUCTION MGMT & INSPECTION	Work Unit 2020 Results		
	Positive	Neutral	Negative
I am able to do my work during the COVID-19 pandemic without disruption.	61.4%	31.6%	7.1%
My work demands increased because of the COVID-19 pandemic.	27.0%	59.3%	13.8%
In the phased return, my organization has made employee safety a top priority.	✔ 93.2%	6.8%	0.0%
I believe my organization will respond effectively to future emergencies.	✔ 80.3%	12.3%	7.3%

FEVS EMPLOYEE TELEWORK STATUS: Before and during the pandemic

TFHQ - CONSTRUCTION MGMT & INSPECTION	Before the COVID-19 pandemic	During the peak of the pandemic	As of the date took this Survey
Infrequently	19.4%	6.8%	6.8%
1-2 Days per Month	21.1%	0.0%	0.0%
1-2 Days per Week	40.5%	0.0%	6.7%
3-4 Days per Week	5.3%	0.0%	0.0%
Every Work Day	6.8%	93.2%	86.5%
Must be Physically Present	0.0%	0.0%	0.0%
Technical Issues	0.0%	0.0%	0.0%
Not Approved	0.0%	0.0%	0.0%
Choose Not To	6.9%	0.0%	0.0%



U.S. DEPARTMENT OF
ENERGY

Office of the Chief Human Capital Officer

Office of Talent Management/Workforce And Organization Development Division

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Learn more at:

<https://hcnet.doe.gov/fevs>

<https://hcnet.doe.gov/documents/employee-engagement-playbook>

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