

NPS 2022 Federal Employee Viewpoint Survey



Results Summary



December 2022

Executive Summary: FEVS 2022



The 2022 Federal Employee Viewpoint Survey Results have been released

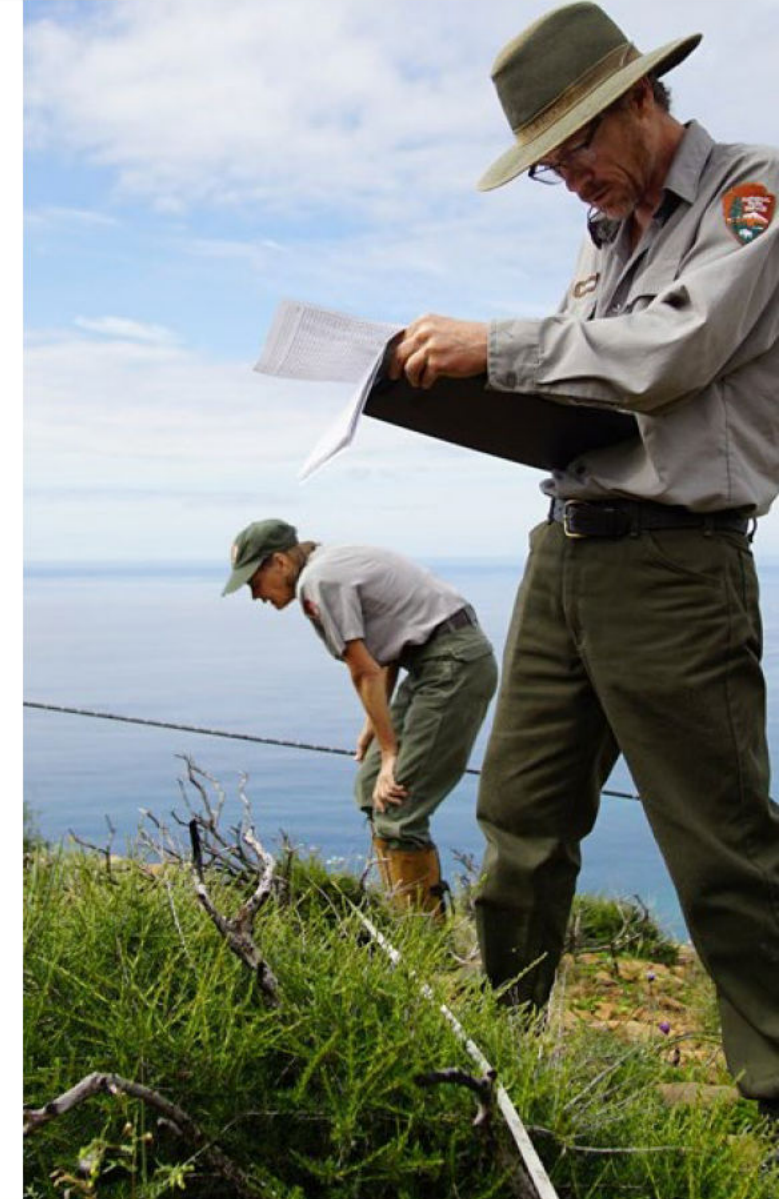
- OPM returned to a full census survey in 2022, after utilizing sampling methodology in 2021
- OPM introduced a new Diversity, Equity, Inclusion, and Accessibility Index

In general, NPS scores below DOI and Governmentwide averages for all measured indices

- The Global Satisfaction Index has dropped 4% since 2019, largely driven by increasing dissatisfaction with employee pay
- Other indices have remained relatively stable

Subindices reveal nuance to NPS strengths and opportunities

- Three quarters of NPS employee respondents have positive sentiments about supervisors and their intrinsic work experience
- Sentiment regarding senior leadership measures remain lowest, but has seen improvements over the last 4 years
- NPS scored lower than DOI/Governmentwide averages on the Diversity Subindex, measuring bureau commitment to diversity in principle and practice



Strengths and opportunities for the NPS identified by FEVS 2022



Strengths

Mission Alignment

- Employees have a strong attachment to mission and sense of contribution to the common good
- Overall, employees:
 - Have a clear understanding of how their work contributes to agency goals and performance
 - Feel they are meeting the needs of their customers

Supervisory Support

- Overall, employees feel their supervisors treat them with respect and as valued members of the team
- Supervisors support work/life balance
- Supervisors hold employees accountable for their work

Opportunities

Task Management

- Increase staff involvement in decision-making
- Ensure staff have reasonable workloads and reduce pressure on employees
- Improve employee preparation for potential security threats

Employee Total Rewards

- Improve employee satisfaction with pay
- Improve employee recognition for quality work and differentiate recognition at different levels of performance
- Reduce instances of political coercion, arbitrary action, or personal favoritism

Senior Leadership

- Continue to improve senior leadership's contribution to employee motivation and commitment; NPS has seen the most significant improvements in positive sentiment connected to perceptions of senior leadership over the last 4 years
- Improve communication about decisions and priorities
- Reduce instances of continually shifting priorities as a barrier to high-quality work

Agenda: FEVS Summary



About FEVS and methodology

Key indices and questions

Respondent demographics

Bureau comparisons





About the Federal Employee Viewpoint Survey (FEVS)

FEVS is an annual organizational climate survey

- FEVS assesses how employees experience and perceive the policies, practices, and procedures characteristic of their agency/bureau
- FEVS results provide NPS leadership with actionable insights regarding the success of initiatives and highlights aspects of the workplace where improvements should be made

2022 FEVS survey methodology

Cadence

- The Office of Personnel Management (OPM) conducts the FEVS survey annually on a fiscal year basis
- The 2022 survey period was June 6 – July 22, 2022

Survey population

- The 2022 FEVS surveyed all employees onboard as of October 1, 2021
- OPM expands eligibility to non-permanent and intermittent employees if the participating agency chose to 'opt in' to including them, which NPS did

Supplemental survey

- NPS has the option to survey other employees not included in the OPM eligible list, e.g., seasonals not onboard as of Nov. 2021
- Supplemental survey not offered for FEVS 2022; NPS intends to resume supplemental survey for returning seasonals for FY23

Response data for the NPS is available at the bureau, region, and in some cases, park level of detail



Response totals and levels of detail

- **43%** (6,965) of eligible NPS employees participated in the 2022 survey
- Data is available at the agency (DOI), bureau (NPS), Region, and park unit levels, where available
 - Park groupings must have a minimum of 10 survey responses to be reported; otherwise, responses are grouped

Where to find what data

Response Granularity	Where to find the data
NPS	2022 OPM FEVS-B IN06
Region	2022 OPM FEVS-C IN06
Park	2022 OPM FEVS All Levels

FEVS questions are asked on a 5-point sentiment scale and grouped into categories and indices



FEVS question format and groupings

- The 2022 FEVS had 89 items for employees to respond and rate on a 5-point scale, plus demographic questions
- OPM then groups responses into three sentiment categories: **Negative**, **Neutral**, or **Positive** responses
- OPM considers questions with **65% or greater** positive responses an agency/bureau strength



Negative

- Disagree
- Strongly Disagree
- Rarely
- Never
- Poor
- Very Poor
- Dissatisfied
- Very Dissatisfied

Neutral

- Neither
- Agree nor
- Disagree
- Sometimes
- Fair
- Neither
- Satisfied nor
- Dissatisfied

Positive

- Agree
- Strongly Agree
- Always
- Most of the time
- Very Good
- Good
- Very Satisfied
- Satisfied

About the FEVS indices

- OPM averages the percent Positive responses for groups of questions to build indices on different topics
- OPM has calculated two indices the same way with the same questions over the last 4+ years:
 - **Employee Engagement Index**
 - **Global Satisfaction Index**
- OPM added the **Performance Confidence Index** in 2021
 - OPM removed a question from the index and survey in 2022, reducing the number of input questions from 5 to 4
- **Diversity, Equity, Inclusion, and Accessibility (DEIA) Index** is new for 2022

FEVS indices combine responses to specific questions to construct a general sentiment on employee engagement, satisfaction, confidence, and DEIA



FEVS indices

Employee Engagement Index

- Average of three subindices (see example), 15 questions total

Global Satisfaction Index

- Average of 4 questions

Performance Confidence Index

- Average of 4 questions

Diversity, Equity, Inclusion, and Accessibility (DEIA) Index

- Average of four subindices, 13 questions total

Example: Employee Engagement Index 2022

Leaders Lead Subindex:

average positive response on Q55, 56, 57, 59, 60

Supervisors Subindex:

average positive response on Q46, 48, 49, 50, 52

Intrinsic Work Experience Subindex:

average positive response on Q2, 3, 4, 6, 7

Employee Engagement Index:

average positive response across the three subindices



OPM has made modifications to the FEVS survey format each year since 2019

2020

- The 2020 FEVS was **modified significantly** for the first time in its history
 - Removed several core questions and indices
 - Added new questions related to the pandemic and work life
- Before 2020, the FEVS was typically administered in May; in 2020, FEVS was sent out in September

2021

- FEVS was conducted as a **sample** survey, rather than a census
- Only NPS-level data available; **no park or region level data**
- OPM reduced number of questions to 44 core questions and 13 pandemic response questions
- In 2021, FEVS was sent out in November

2022

- Return to **census** survey
- New question sections and indices on:
 - DEIA in support of EO 14035
 - Innovation and leadership support for new ideas
 - The future of work and governmental priorities
- FEVS sent out in June

Due to the changes in survey instrument and variability in timing over the last 3 years, OPM notes that **“extreme care must be exercised when attributing causality to any differences in scores between 2022 and other years.”**

Agenda: FEVS Summary: Key Indices



About FEVS and methodology

Key indices and questions

Respondent demographics

Bureau comparisons

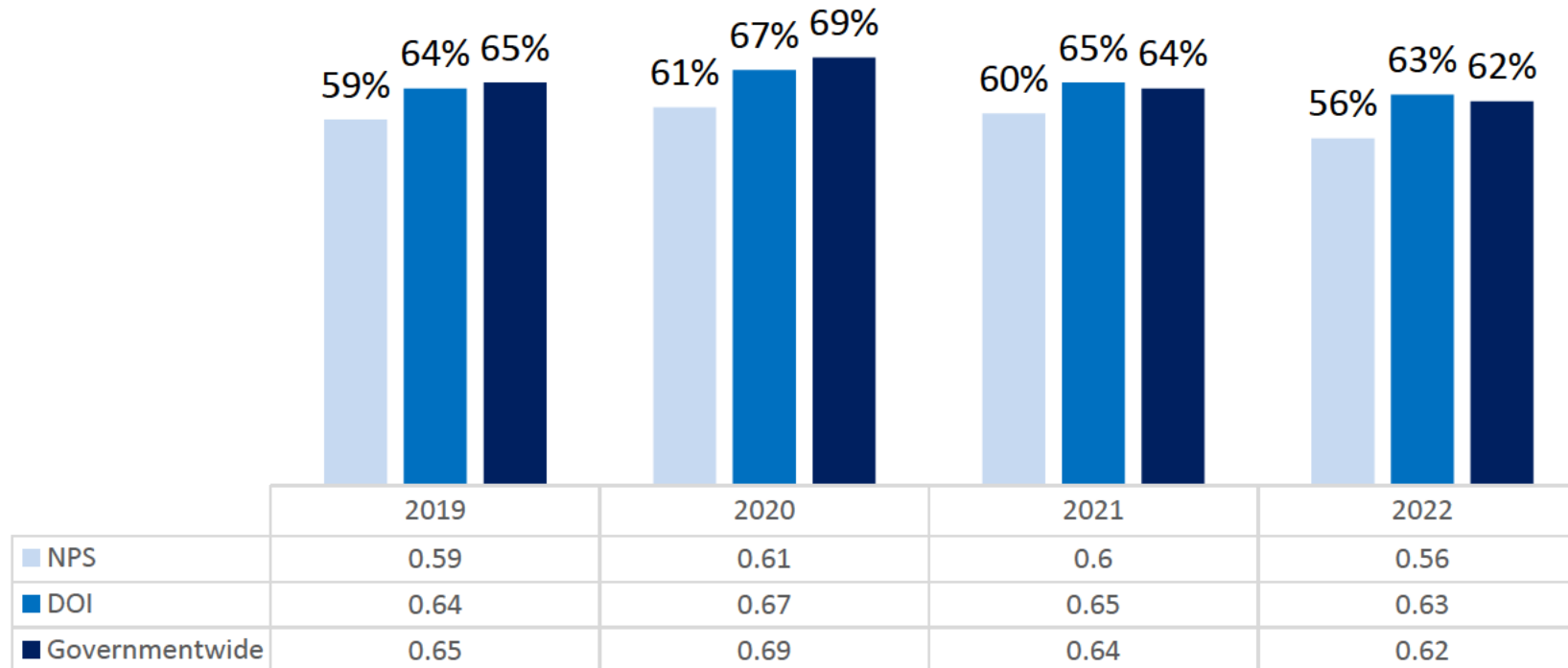


The Global Satisfaction Index summarizes employee satisfaction with the organization, their job, and their pay



Global Satisfaction Index 2019-2022

■ NPS ■ DOI ■ Governmentwide



The NPS Global Satisfaction Index has **dropped by 5%** in 2022 from a high of 61% in 2020. The index also **dropped 7%** governmentwide.

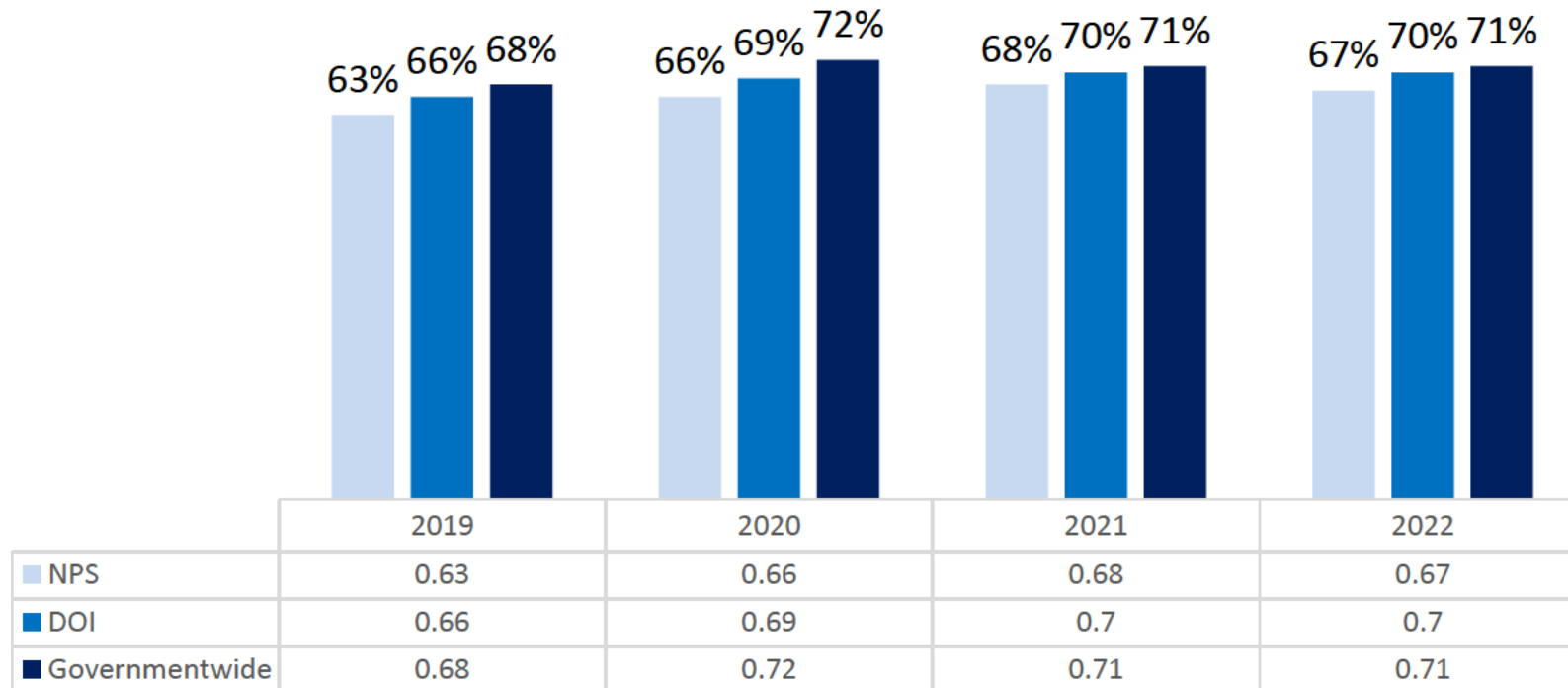
Reduced employee **satisfaction with pay** (**-13.5%** in 2022 compared to 2020) likely the main contributor to the drop for NPS.

The Employee Engagement Index summarizes employee sentiment regarding senior leadership, their supervisors, and elements of their work experience



Employee Engagement Index 2019-2022

■ NPS ■ DOI ■ Governmentwide



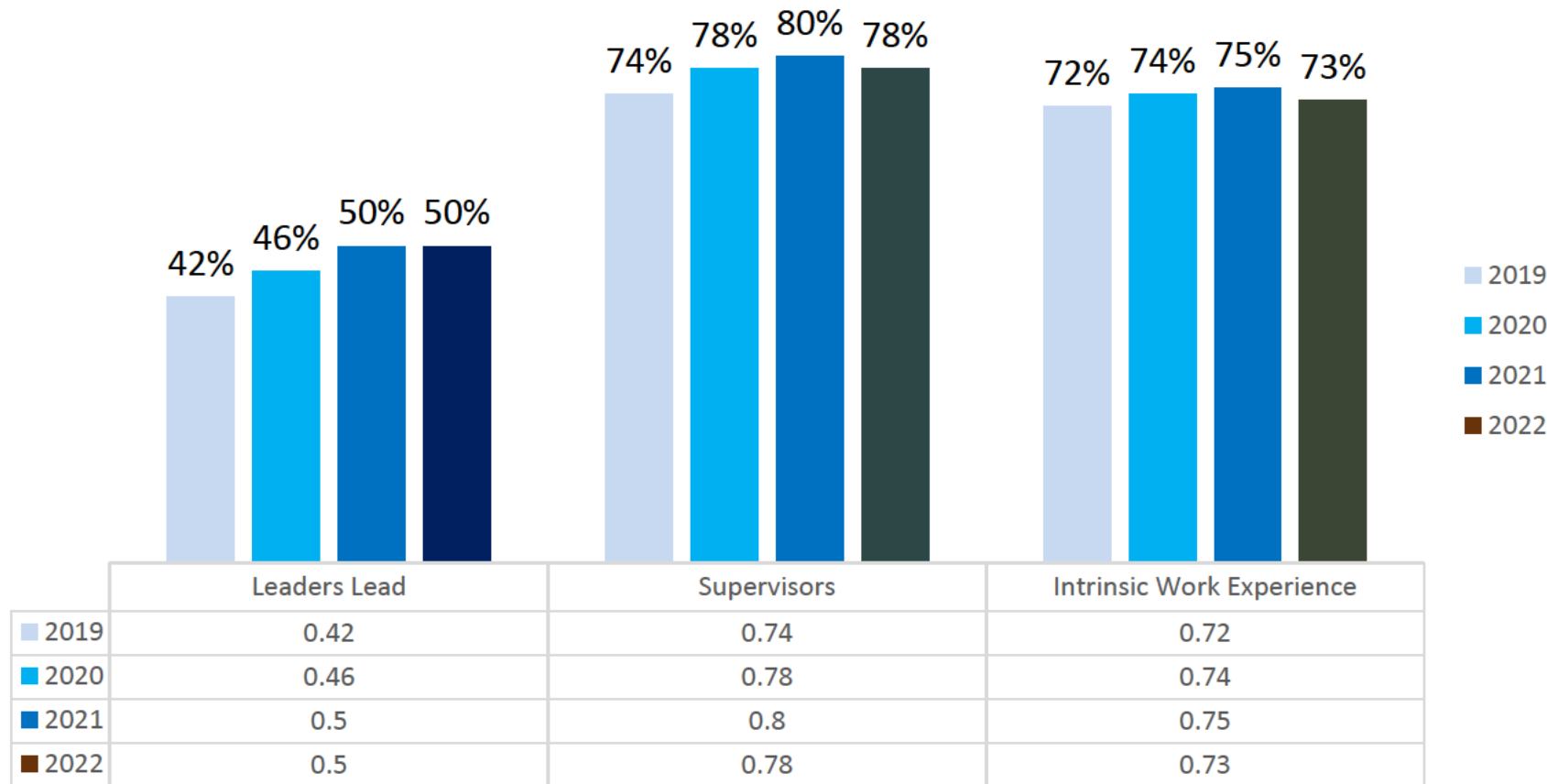
The NPS Employee Engagement Index (EEI) has improved since 2019 (+4%).

This increase is due to improvements in positive responses within the **Leaders Lead Subindex**.

The NPS performs better on the Supervisors and Intrinsic Work Experience subindices than the Leaders Lead subindex



Employee Engagement Subindices: NPS Only
2019-2022



NPS **performs lowest** in the **Leaders Lead** Subindex, though positive responses are trending upward (+8% since 2019).

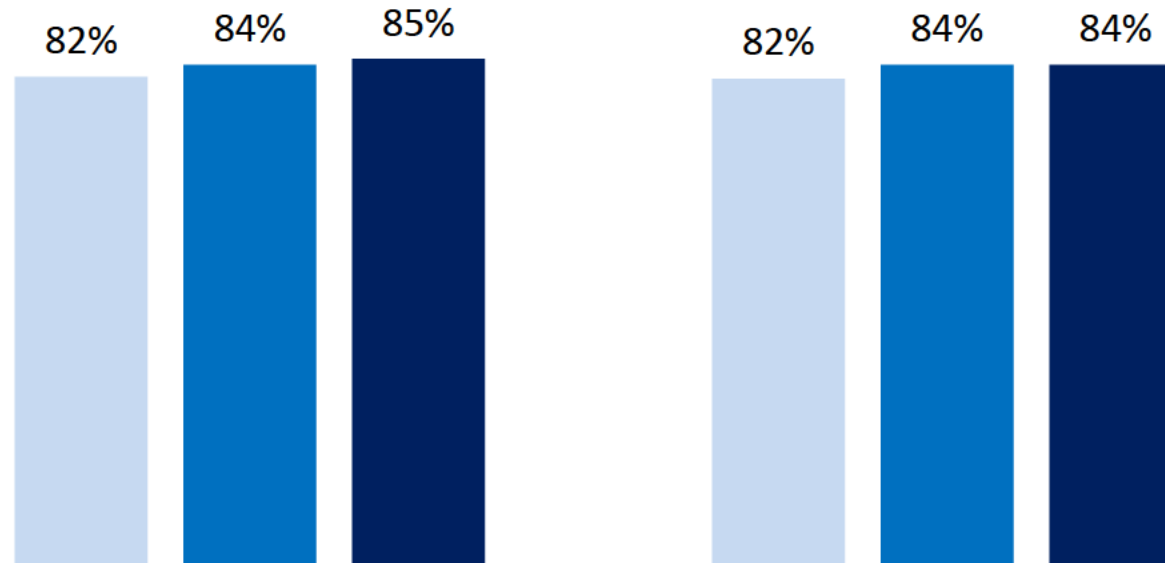
The Leaders Lead Subindex aggregates sentiment regarding senior leadership's ability to motivate, communicate, and engender respect and integrity.

The Performance Confidence Index assesses employee sentiment on organizational competitiveness, innovation, and work unit success



Performance Confidence Index 2021-2022

■ NPS ■ DOI ■ Governmentwide



The NPS Performance Confidence Index has **remained static** in the two years it's been included in FEVS.

Note: OPM removed a question from the 2022 FEVS survey that was part of the 2021 Performance Confidence Index.

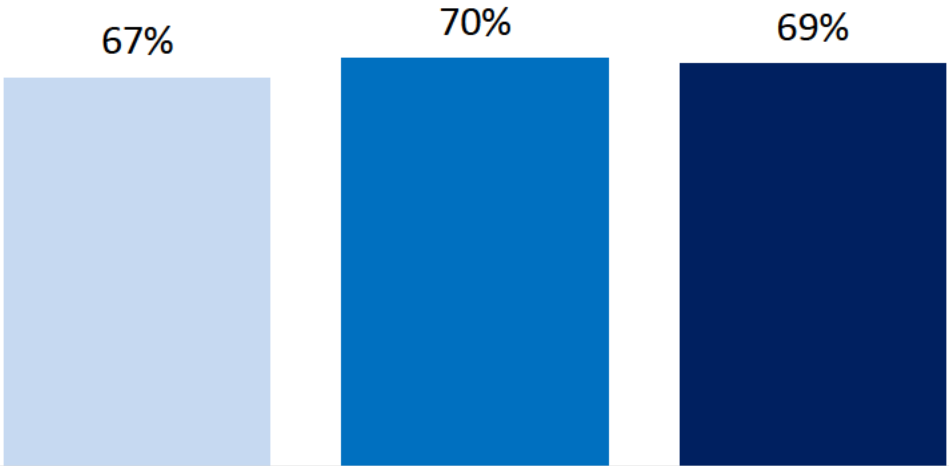
	2021	2022
■ NPS	0.82	0.817
■ DOI	0.84	0.84
■ Governmentwide	0.85	0.84

The DEIA Index aggregates employee sentiment regarding organizational commitment to DEIA in principle and in practice



DEIA Index
2022

NPS DOI Governmentwide



	2022
NPS	0.667
DOI	0.7
Governmentwide	0.69

The DEIA Index is new for 2022.

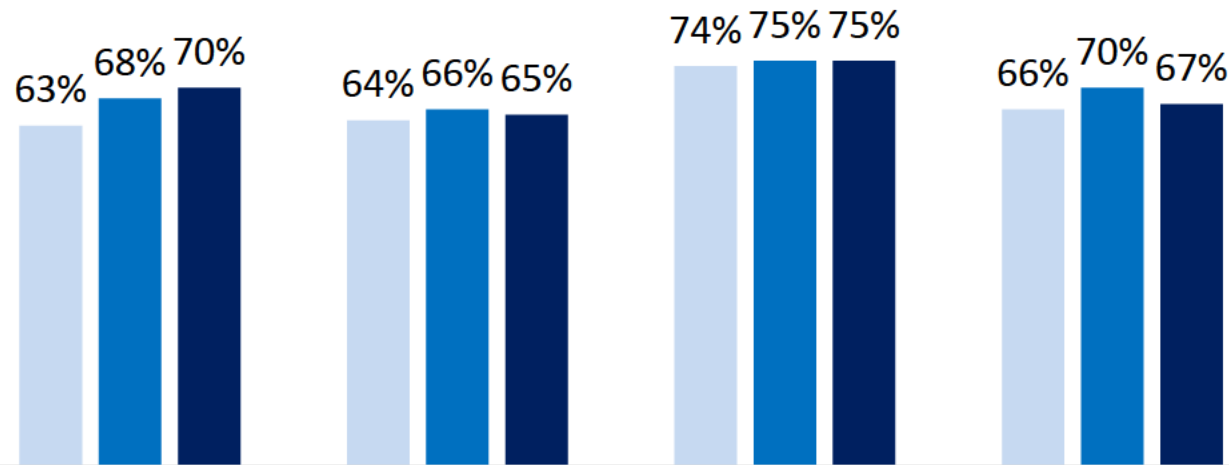
NPS scored **slightly below** DOI and the Governmentwide averages.

NPS is largely in line with DOI and Government DEIA subindex averages, except for the Diversity Subindex



DEIA Index 2022

■ NPS ■ DOI ■ Governmentwide



	Diversity	Equity	Inclusion	Accessibility
NPS	0.63	0.64	0.74	0.66
DOI	0.68	0.66	0.75	0.7
Governmentwide	0.7	0.65	0.75	0.67

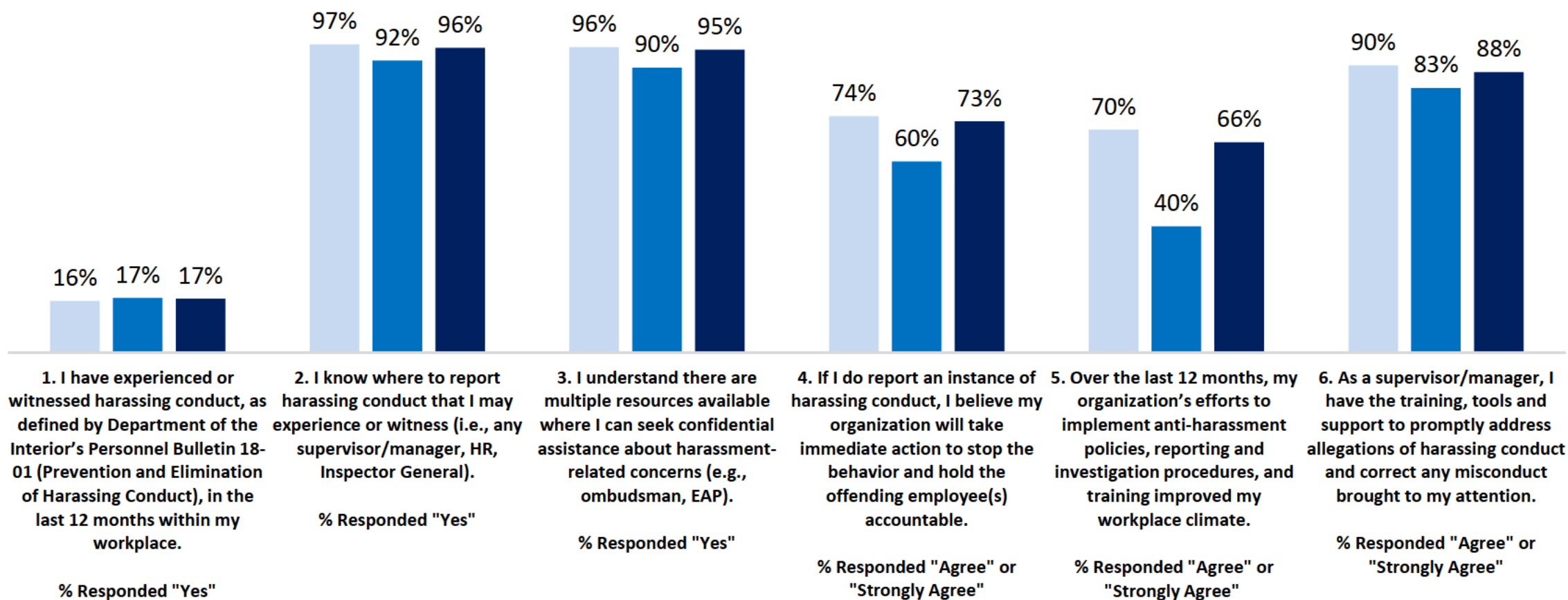
Compared to DOI and all of Government, NPS scored lower than DOI and governmentwide averages on the **Diversity Subindex**, which measures organizational commitment to practices that promote diversity and a diverse workforce.

DOI added six department-specific questions regarding harassment beginning with the 2019 FEVS



DOI Totals: Agency-Specific Harassment Questions

2020 2021 2022



Three of the top five positive shifts from 2021 to 2022 relate to perceptions of senior leadership



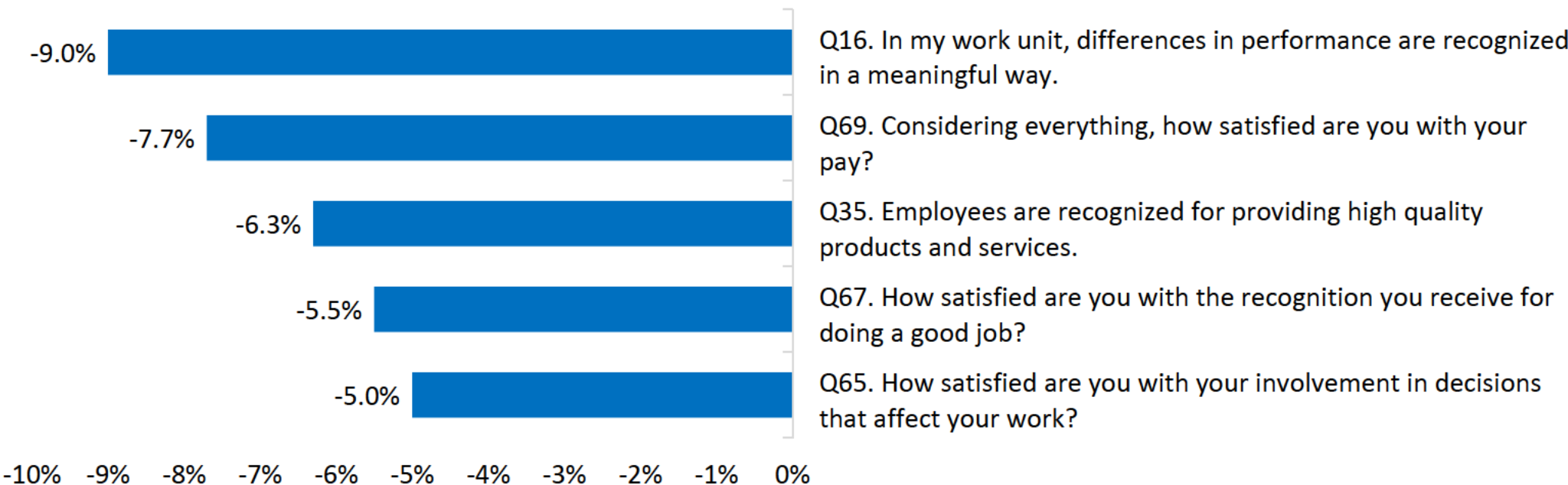
Top Five Positive Shifts from 2021 to 2022



Three of the top five negative shifts from 2021 to 2022 relate to perceptions of employee recognition



Top Five Negative Shifts from 2021 to 2022



	Q65. How satisfied are you with your involvement in decisions that affect your work?	Q67. How satisfied are you with the recognition you receive for doing a good job?	Q35. Employees are recognized for providing high quality products and services.	Q69. Considering everything, how satisfied are you with your pay?	Q16. In my work unit, differences in performance are recognized in a meaningful way.
% decrease	-0.05	-0.055	-0.063	-0.077	-0.09

% decrease

Agenda: FEVS Summary: Respondent Demographics

About FEVS and methodology

Key indices and questions

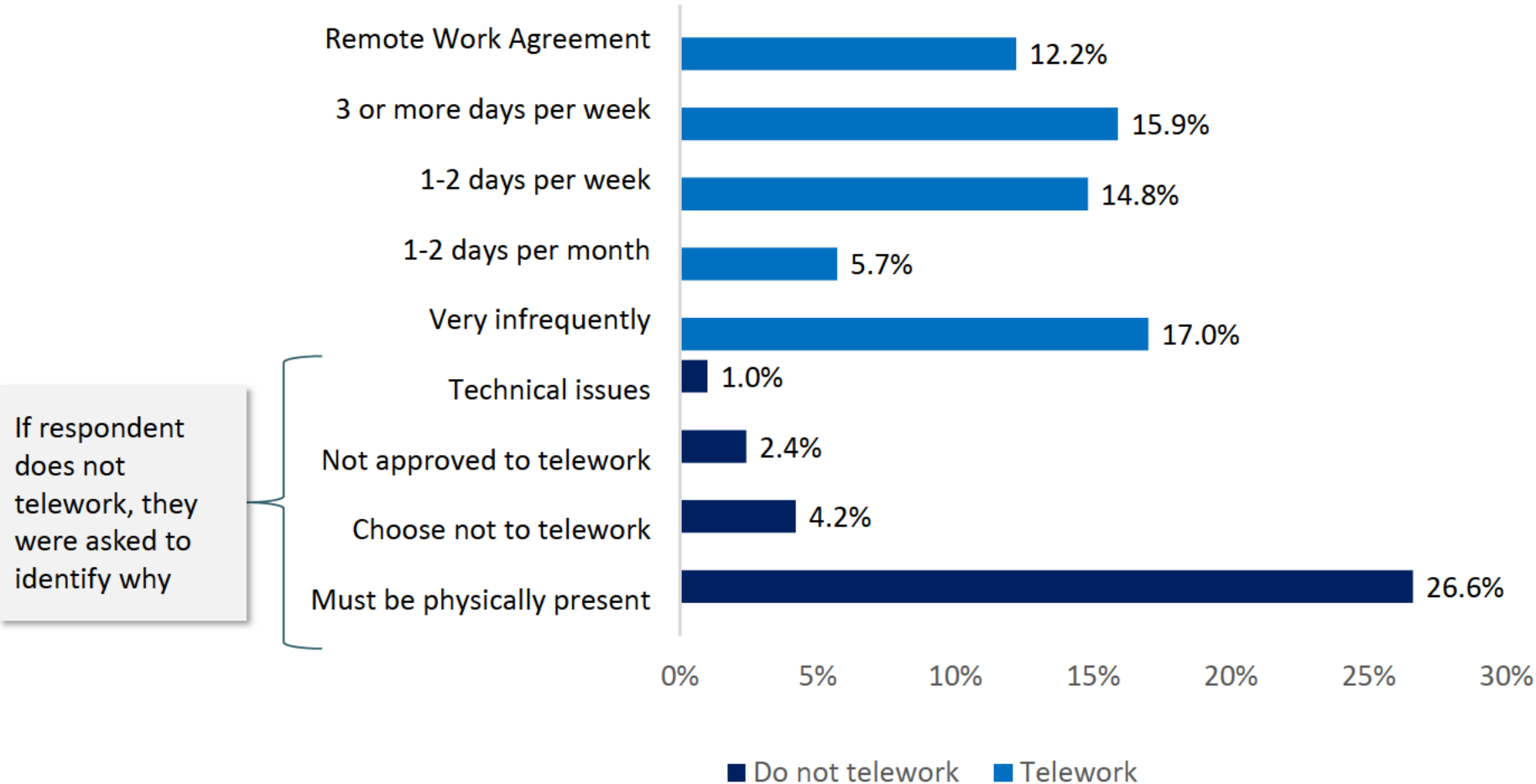
Bureau comparisons



Two thirds of FEVS respondents report some level of telework; of those who do not telework, the majority must be physically present for their roles



FEVS 2022 Respondent Telework Status



43% of respondents are fully remote or telework at least 1 day a week.

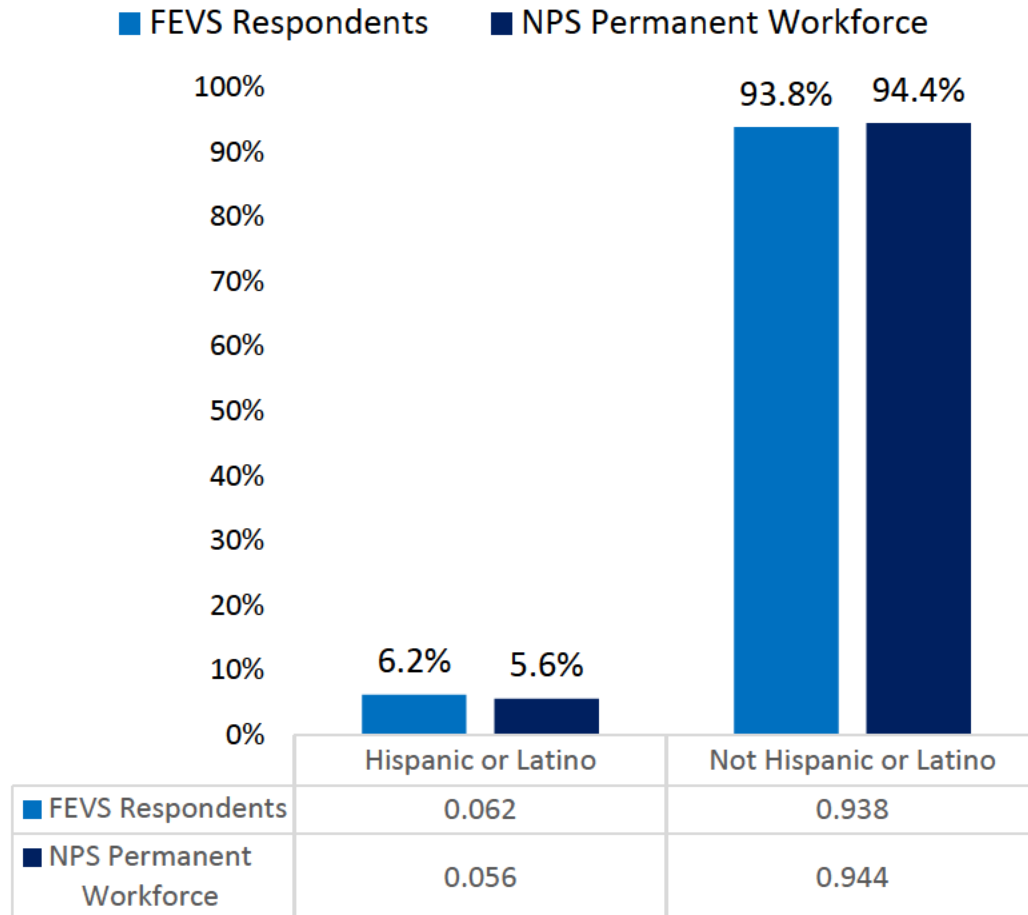
23% of respondents telework infrequently (2 days/month max).

34% of respondents do not telework, the majority of whom must be physically present for their job.

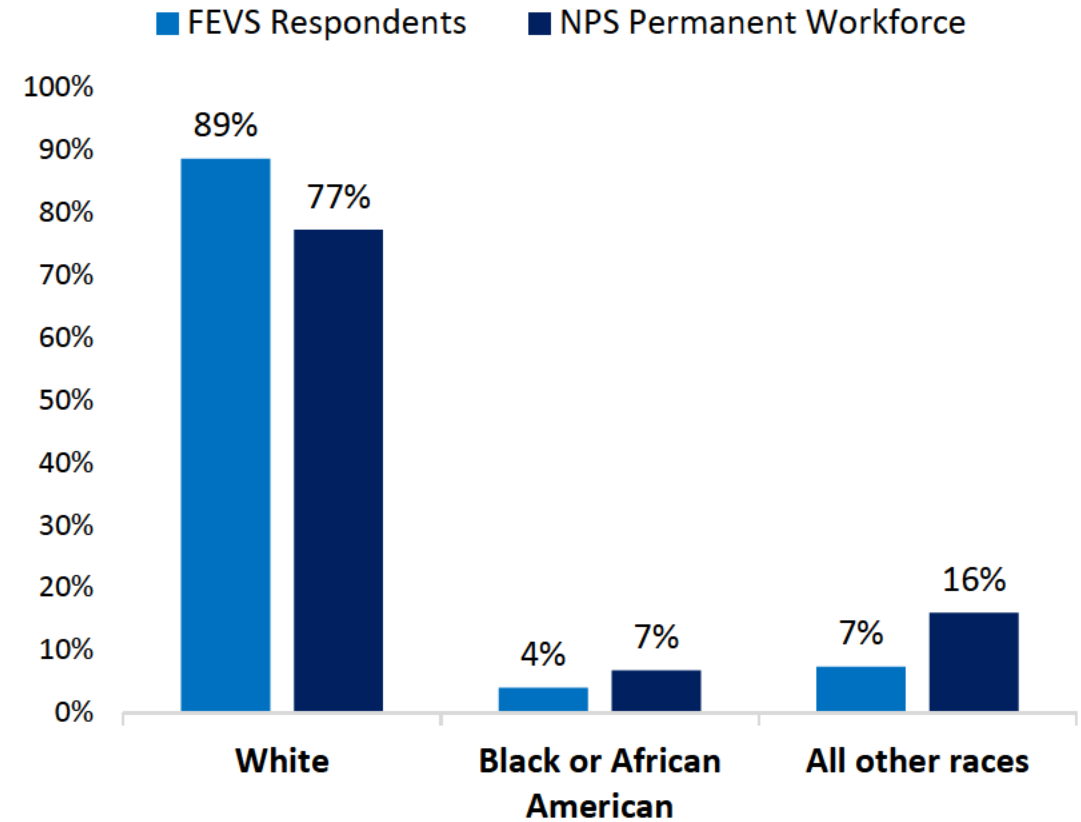
FEVS 2022 Respondent Ethnicity and Race



Respondent Ethnicity vs. Permanent Workforce



Respondent Race vs. Perm Workforce

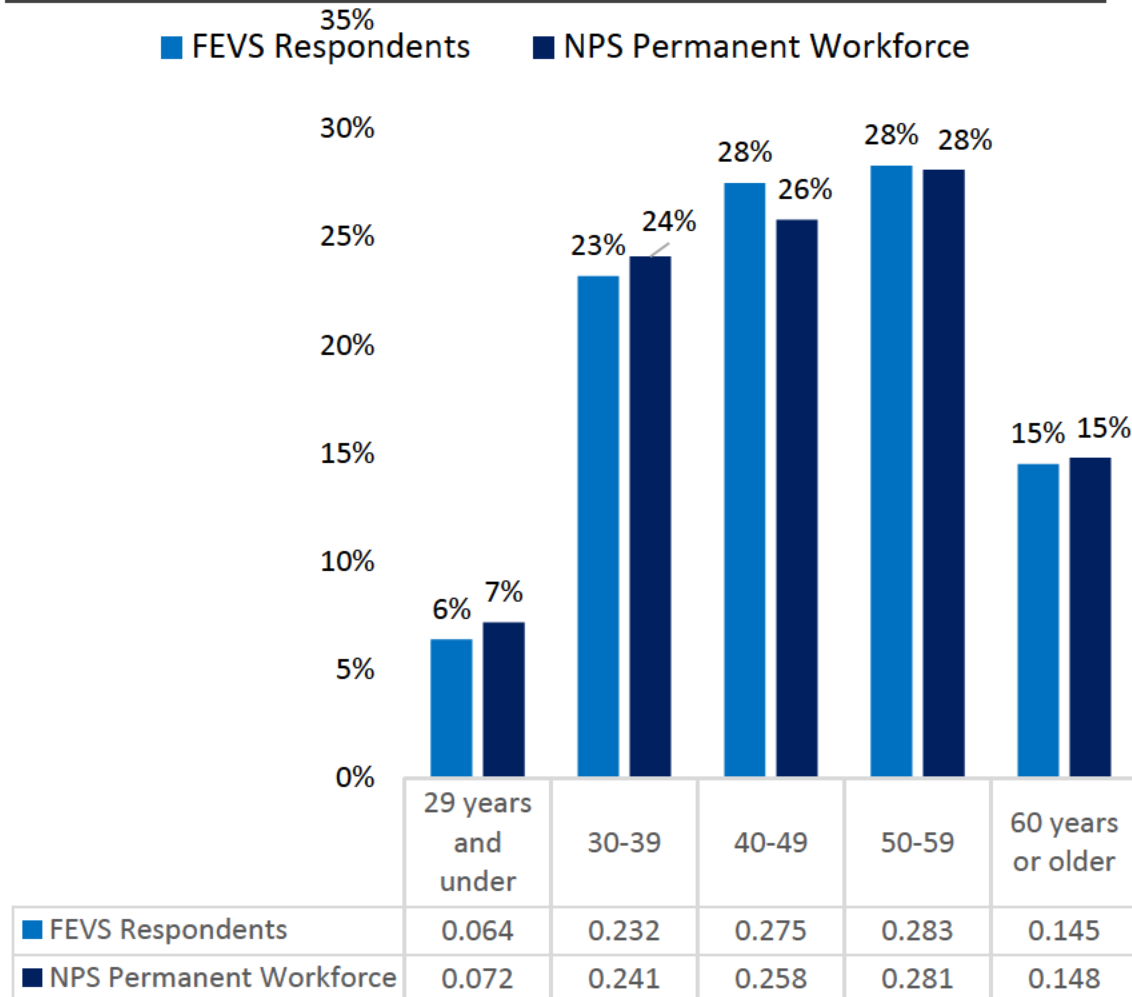


Note: OPM only provides data on these categories: white, black, or other.

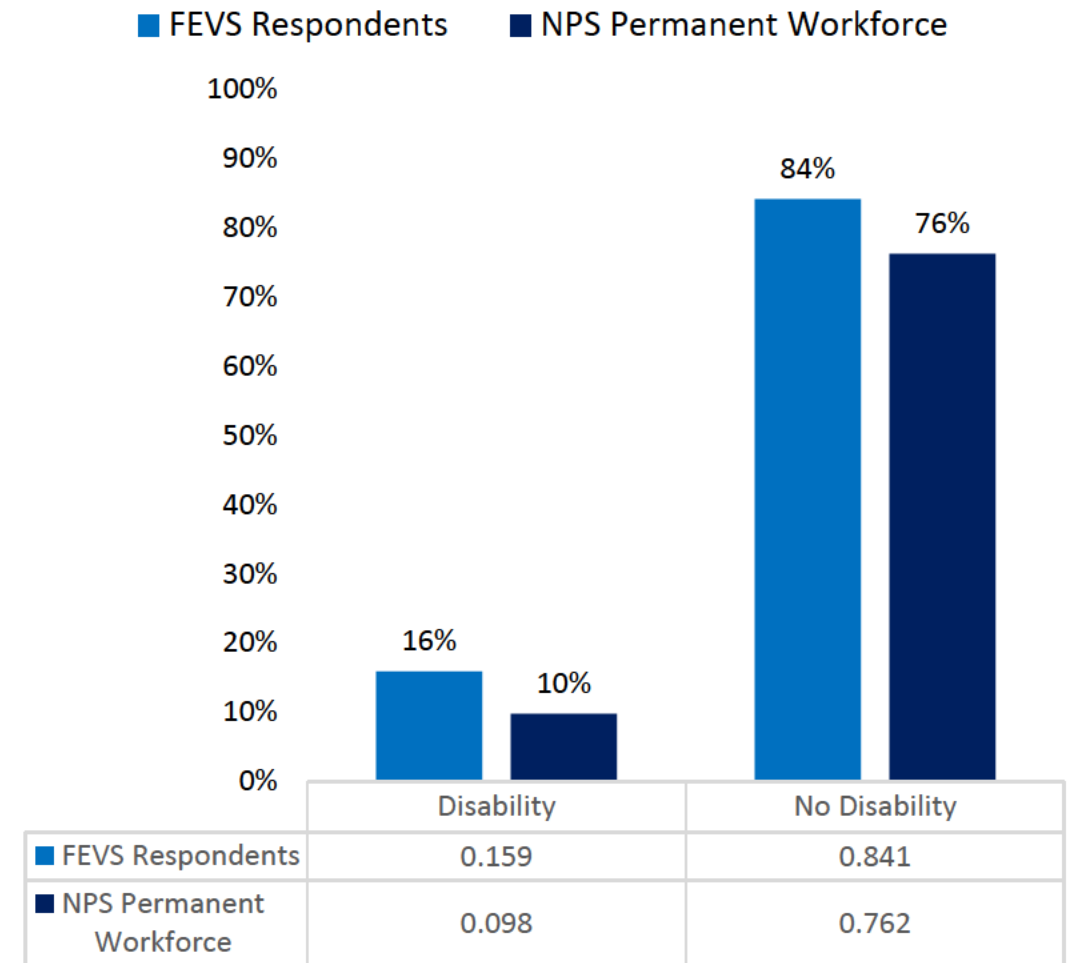
FEVS 2022 Respondent Age and Disability Status



Respondent Age vs. Permanent Workforce



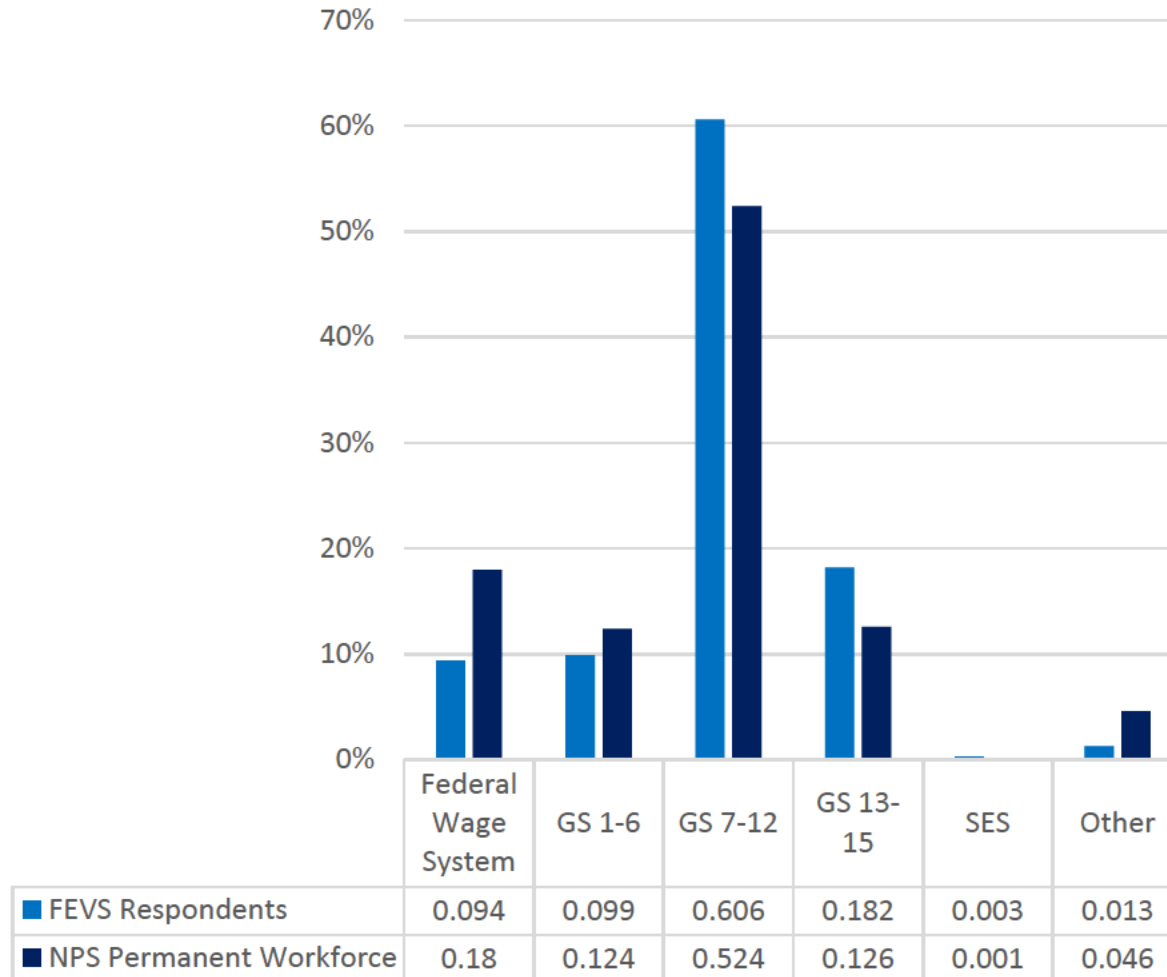
Respondent Disability vs. Perm Workforce



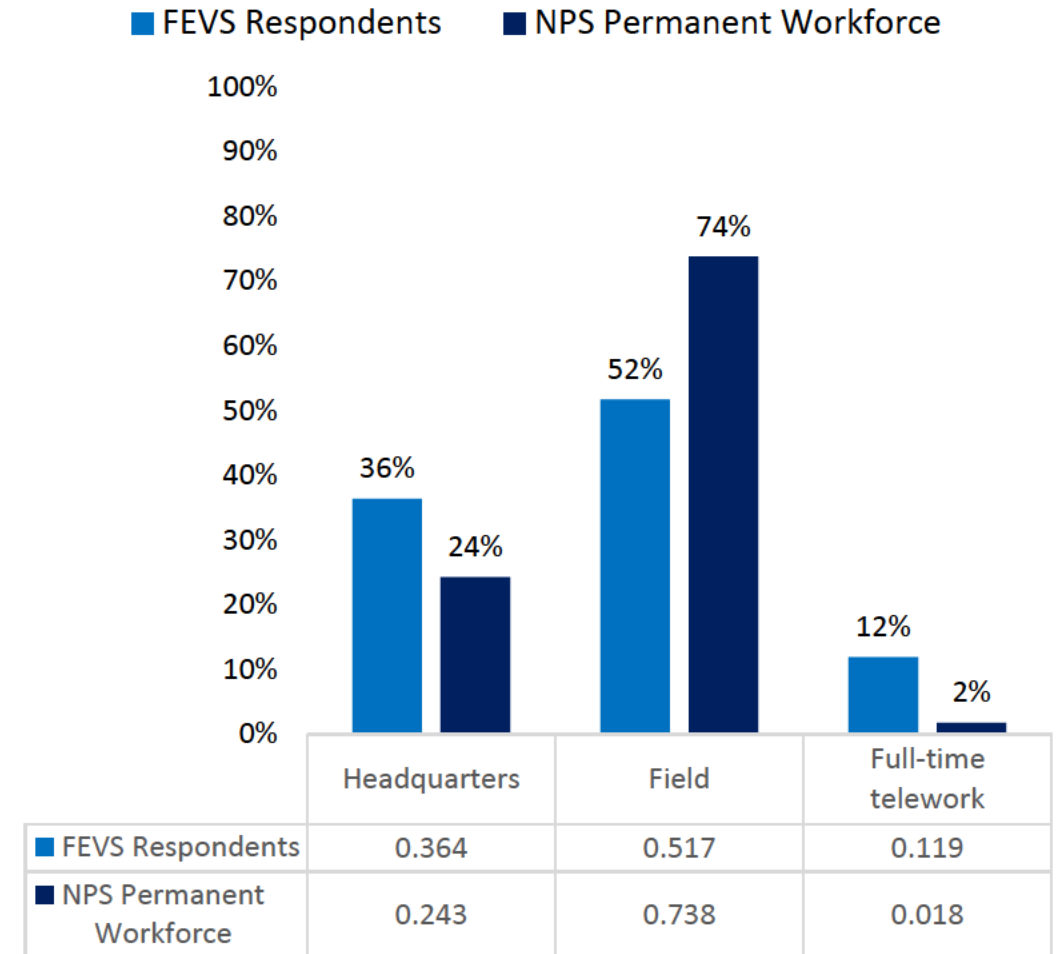


FEVS 2022 Respondent Pay Category/Grade and Work Location

Respondent Pay Grade vs. Permanent Workforce



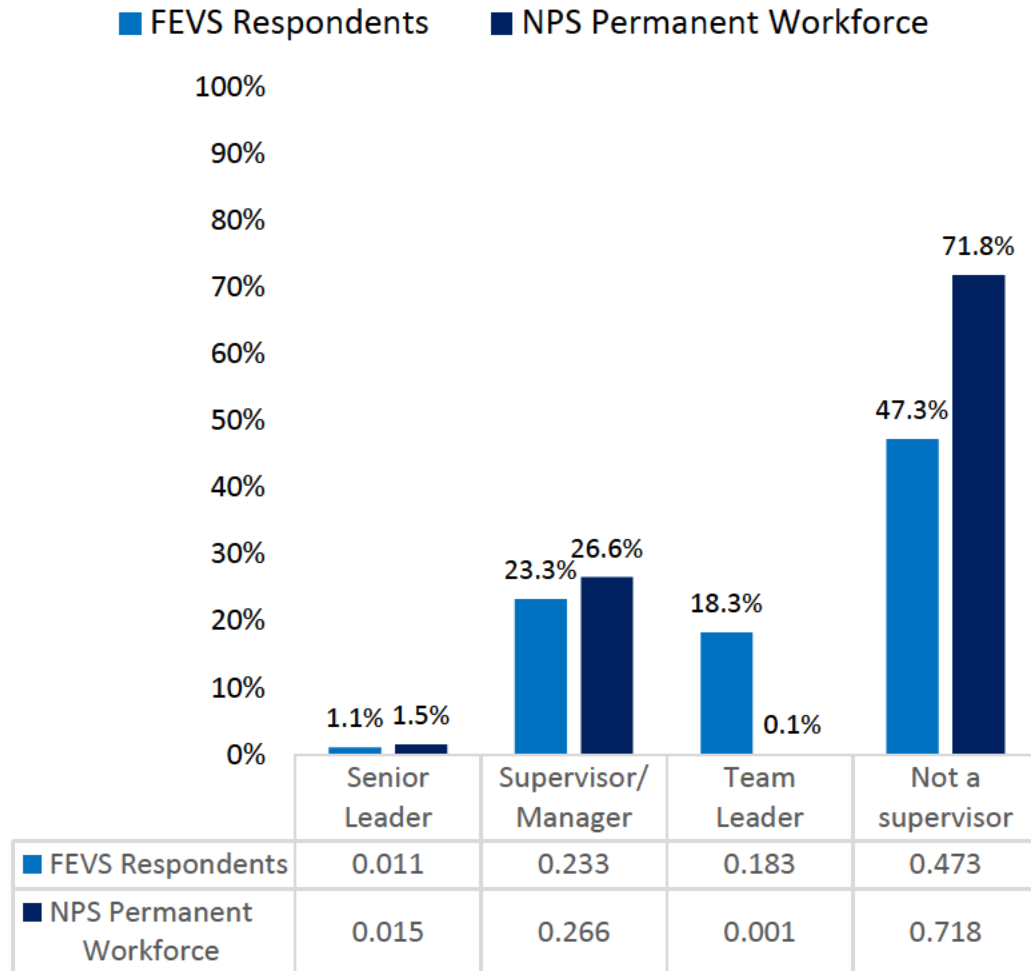
Respondent Work Location vs. Perm Workforce



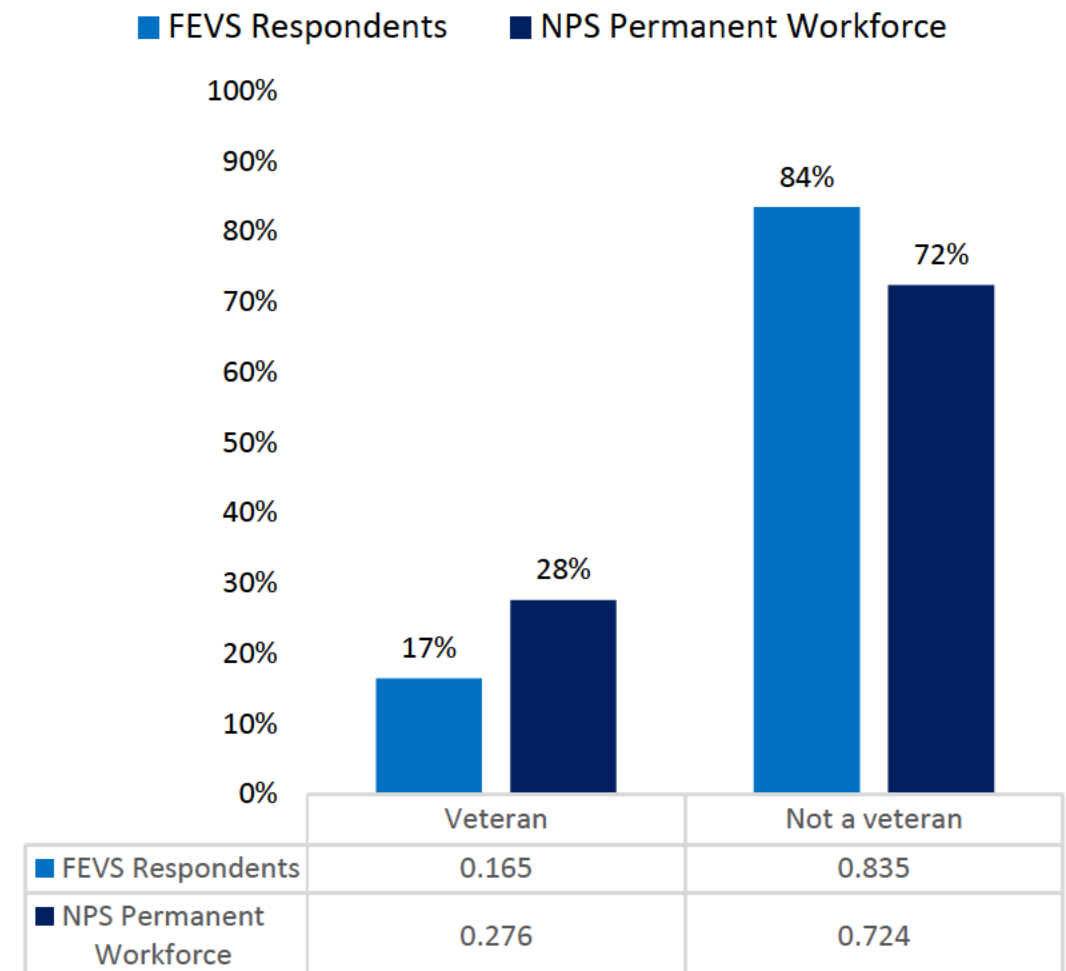
FEVS 2022 Respondent Supervisory Status and Veteran Status



**Respondent Supervisory Status
vs. Permanent Workforce**



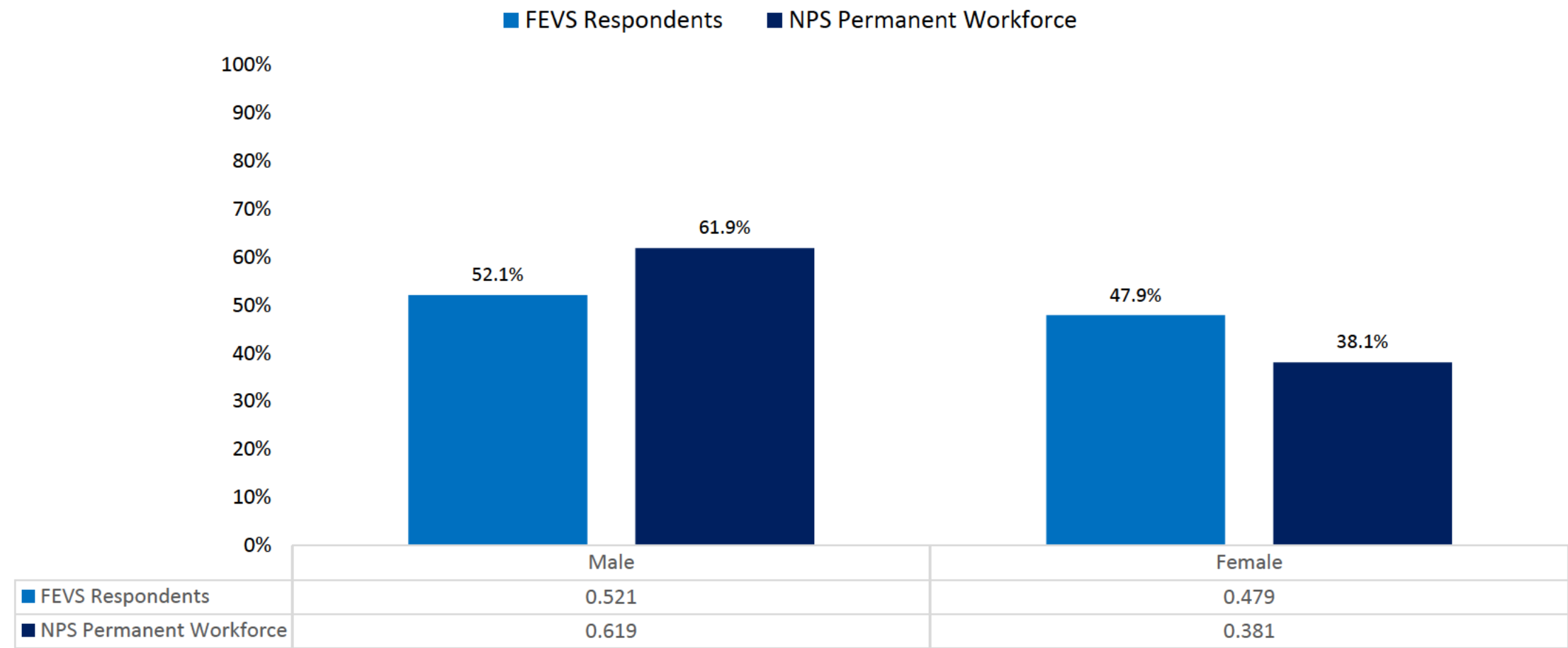
**Respondent Veteran Status
vs. Perm Workforce**



FEVS 2022 Respondent Gender Identity



Respondent Gender Identity vs. Permanent Workforce

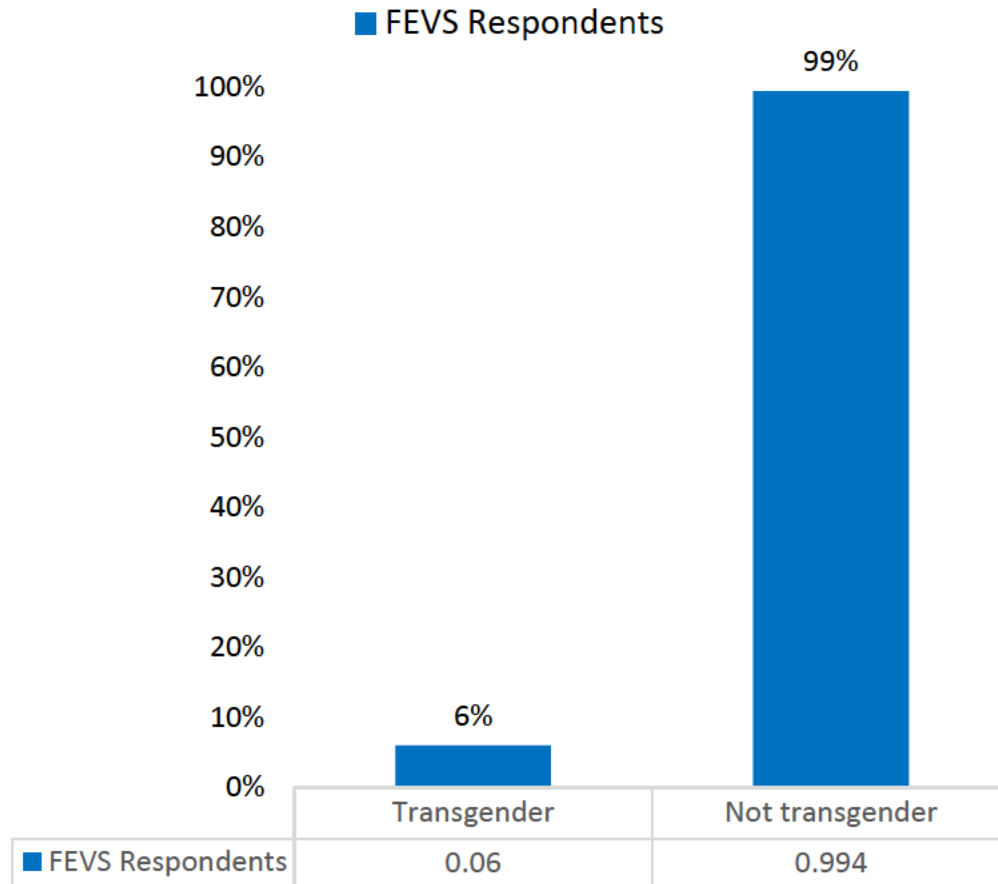


Note: NPS does not have Service wide gender data other than current EEO categories (male/female).

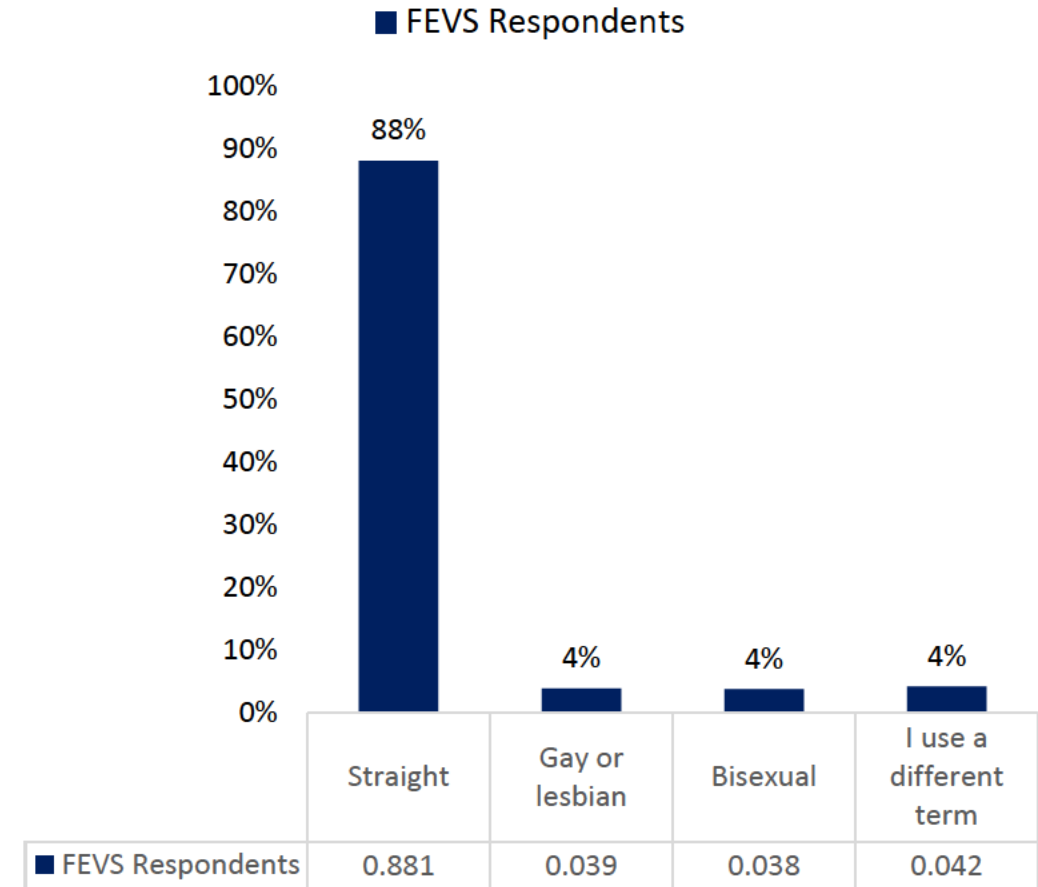
FEVS 2022 Respondent Gender Identity and Sexual Orientation



Respondent Transgender Status



Respondent Sexual Orientation



Note: NPS does not collect Service wide data on transgender status or sexual orientation.

Agenda: FEVS Summary: Bureau Comparisons



About FEVS and methodology

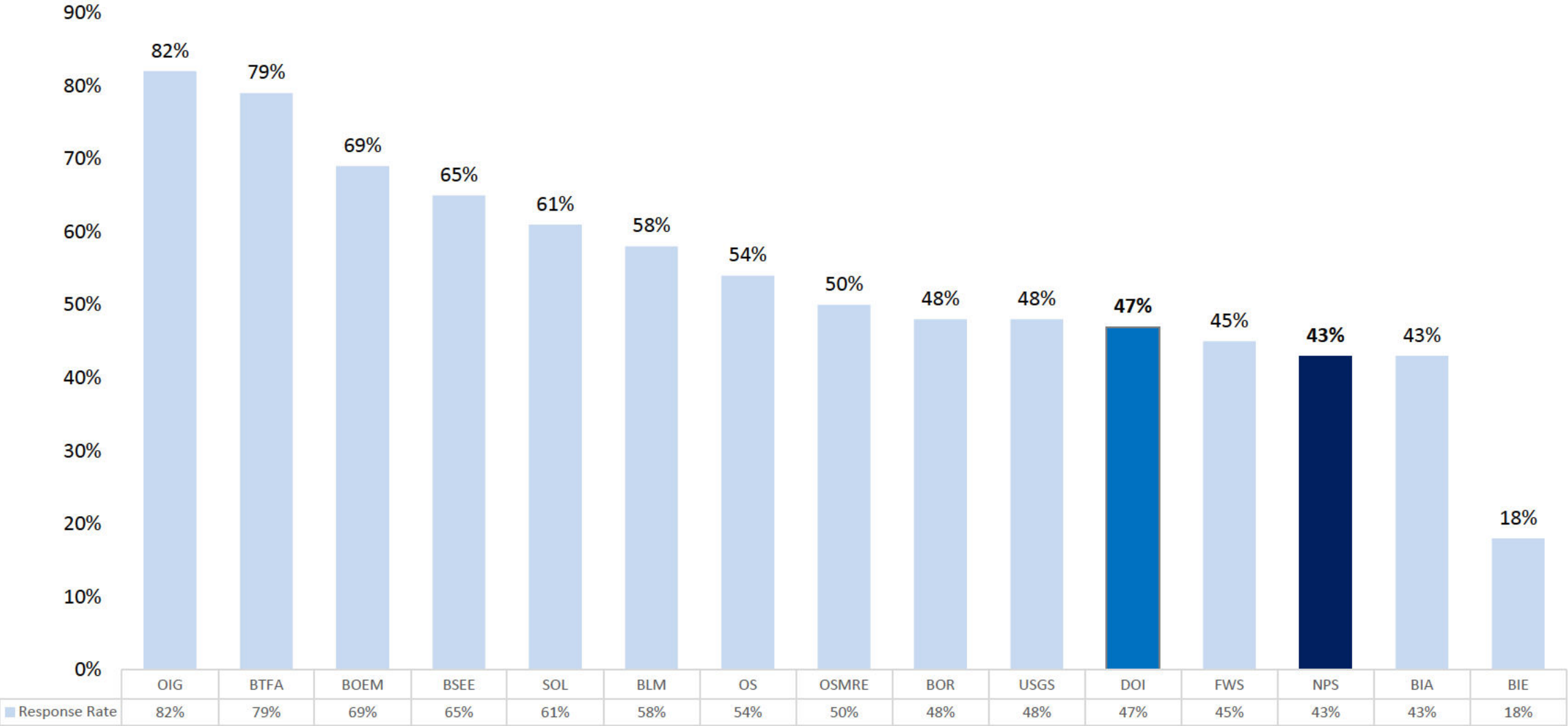
Key indices and questions

Respondent demographics



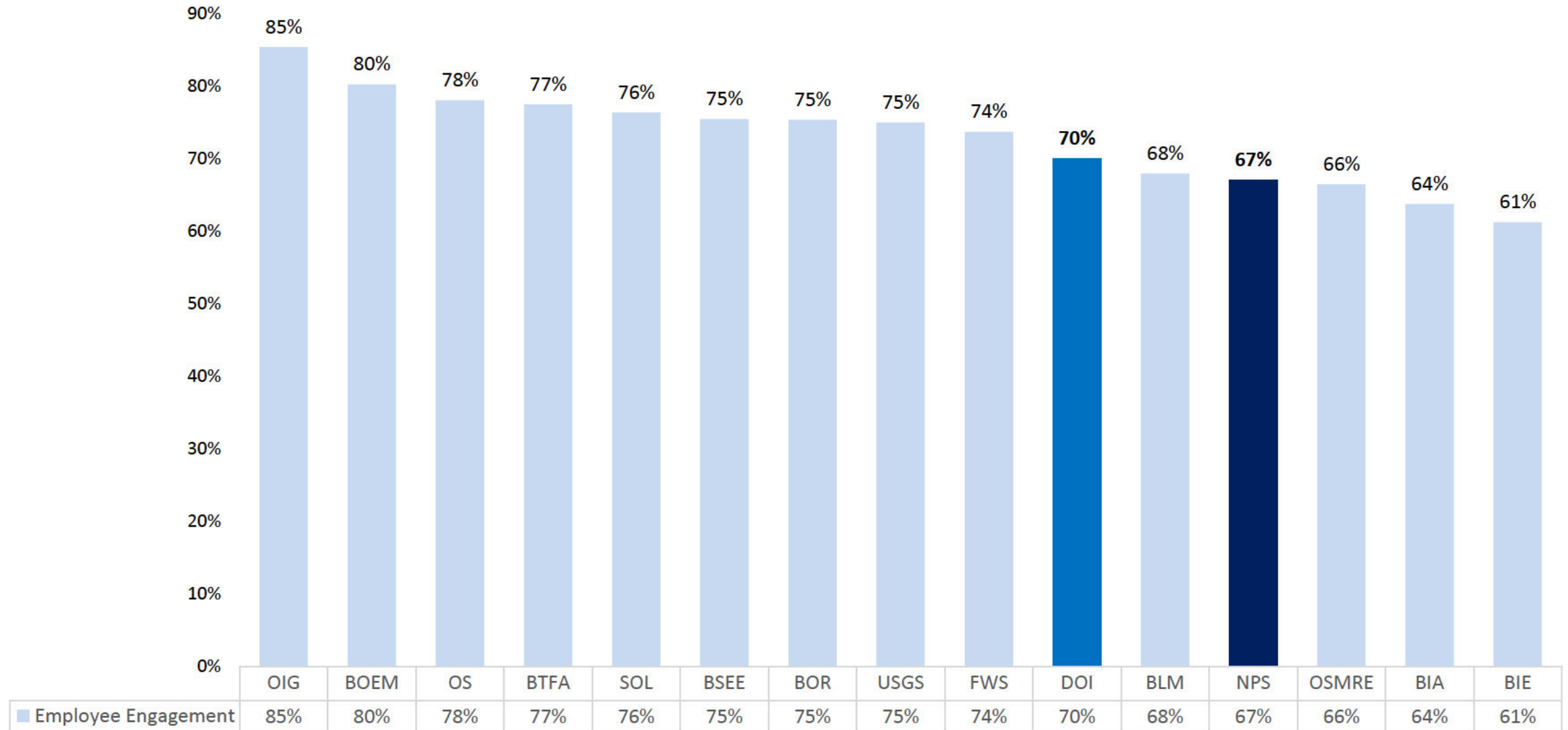


FEVS Response Rate Across Bureaus



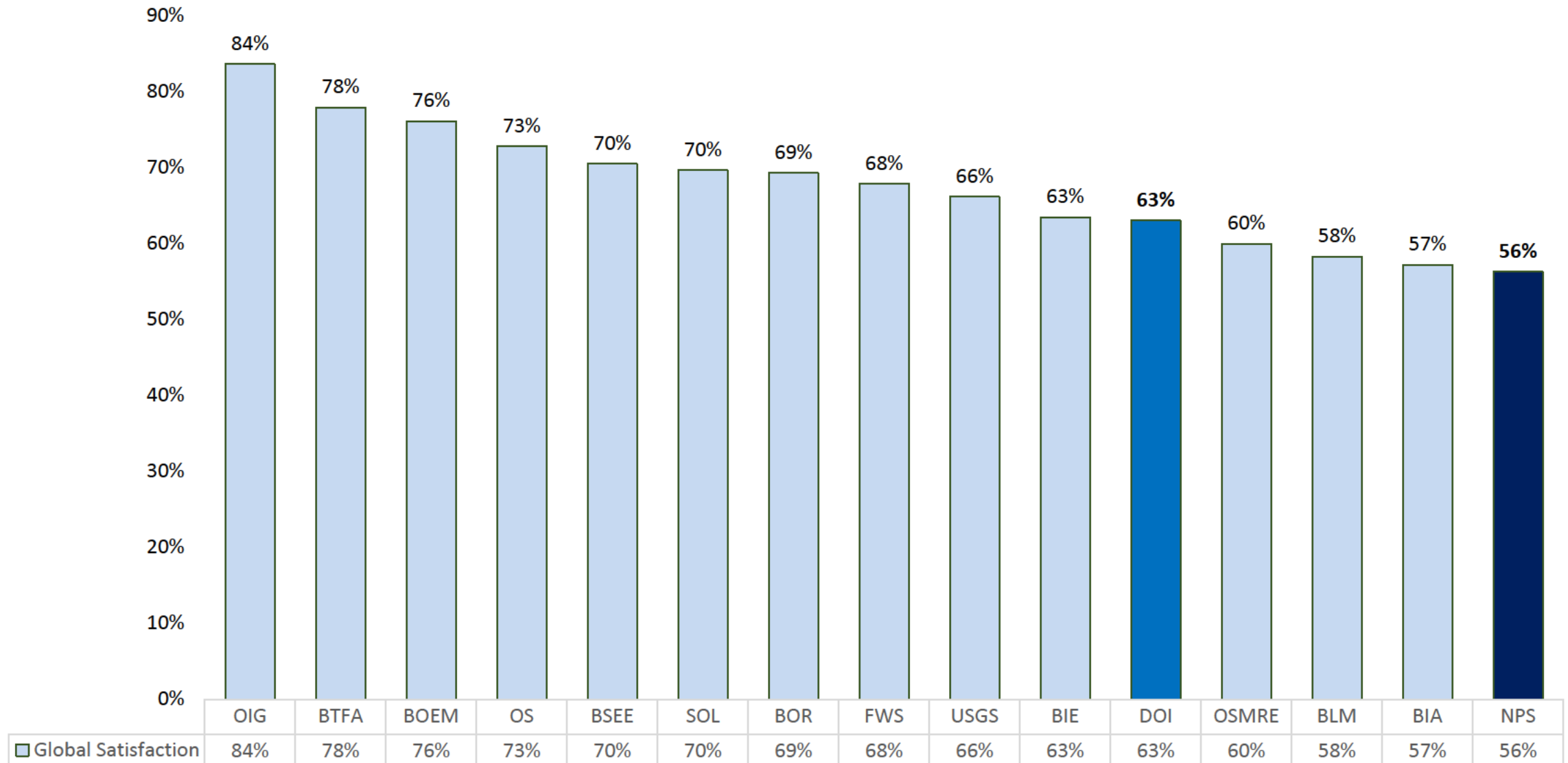


Employee Engagement Index Across Bureaus



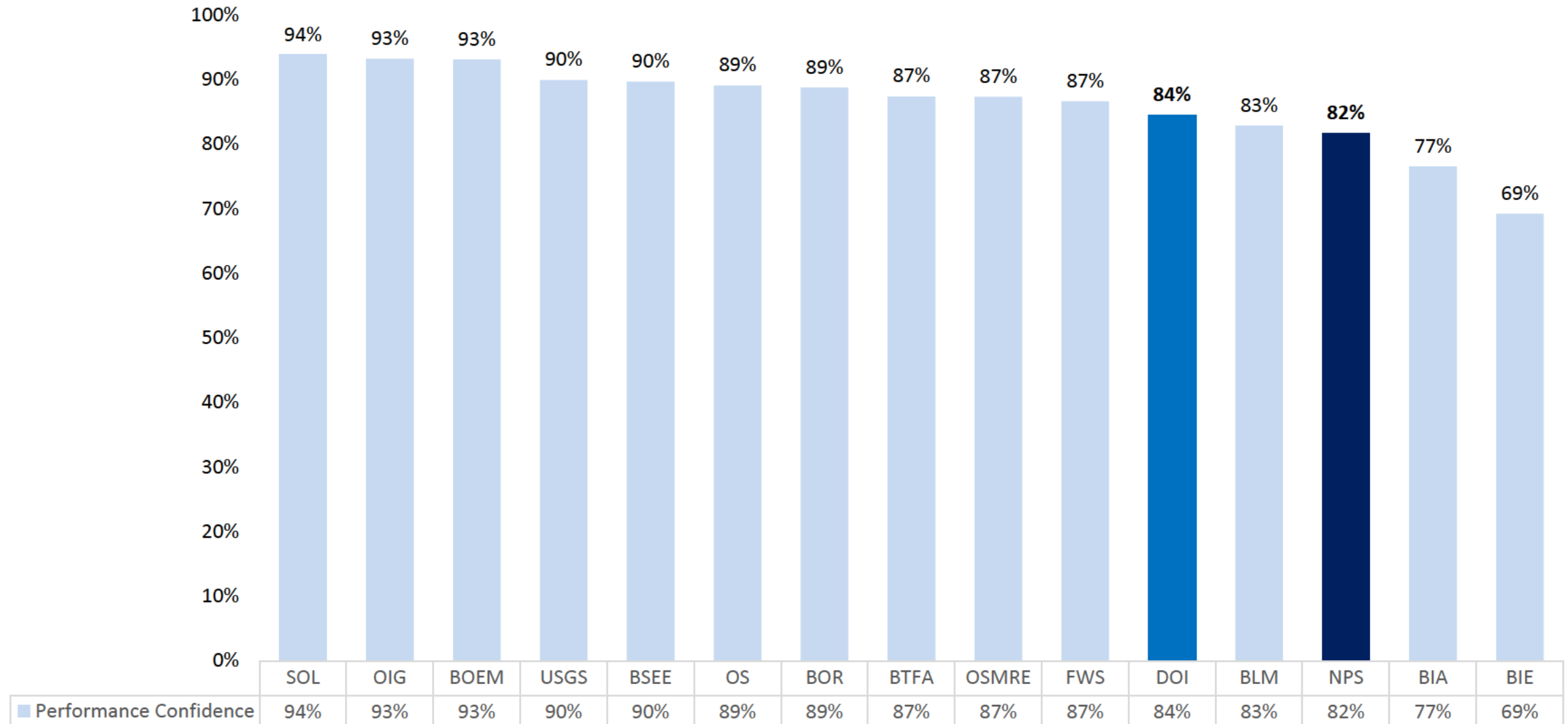


Global Satisfaction Index Across Bureaus



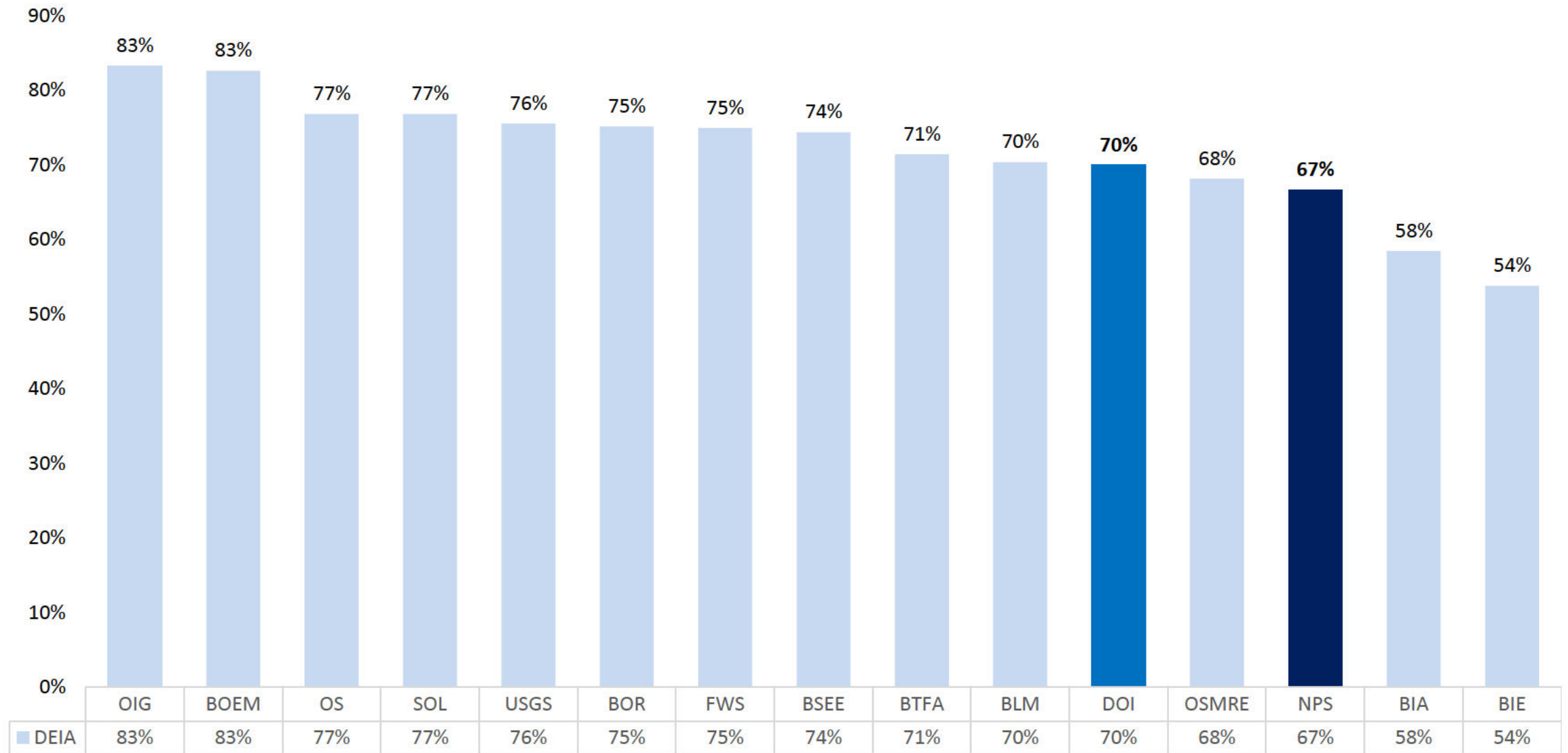


Performance Confidence Index Across Bureaus





Diversity, Equity, Inclusion and Accessibility (DEIA) Index Across Bureaus



Appendix





Data table: NPS Indices, Year over Year 2019-2022

Index	2019	2020	2021	2022
Employee Engagement Index	63%	66%	68%	67%
Leaders Lead Subindex	42%	46%	50%	50%
Supervisors Subindex	74%	78%	80%	78%
Intrinsic Work Experience Subindex	72%	74%	75%	73%
Global Satisfaction Index	59%	61%	60%	56%
Performance Confidence Index	Not calculated	Not calculated	82%	82%
DEIA Overall Index	Not calculated	Not calculated	Not calculated	67%
Diversity Subindex	Not calculated	Not calculated	Not calculated	63%
Equity Subindex	Not calculated	Not calculated	Not calculated	64%
Inclusion Subindex	Not calculated	Not calculated	Not calculated	74%
Accessibility Subindex	Not calculated	Not calculated	Not calculated	66%

Data Table: Global Satisfaction Index, NPS, 2019-2022

The Global Satisfaction Index is an average percent positive response to the following questions:

- I recommend my organization as a good place to work.
- Considering everything, how satisfied are you with your job?
- Considering everything, how satisfied are you with your pay?
- Considering everything, how satisfied are you with your organization?

	Q43. I recommend my organization as a good place to work.	Q68. Considering everything, how satisfied are you with your job?	Q70. Considering everything, how satisfied are you with your organization?	Q69. Considering everything, how satisfied are you with your pay?	Global Satisfaction Index
2019	66%	65%	53%	58%	59%
2020	63%	66.5%	56.3%	60.2%	61%
2021	61%	65.4%	55.8%	55.8%	60%
2022	60%	63.2%	55.1%	46.7%	56%
% Change	-6%	-1.8%	-2.1%	-11.8%	-3%



Data Table: Employee Engagement Index - Leaders Lead Subindex, NPS

The Leaders Lead Subindex rolls up into the Employee Engagement Index, and is an average percent positive response to the following questions:

- I have a high level of respect for my organization's senior leaders.
- In my organization, senior leaders generate high levels of motivation and commitment in the workforce.
- Managers communicate the goals of the organization.
- My organization's senior leaders maintain high standards of honesty and integrity.
- Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

	Q60. I have a high level of respect for my organization's senior leaders.	Q55. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	Q57. Managers communicate the goals of the organization.	Q56. My organization's senior leaders maintain high standards of honesty and integrity.	Q52. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	Leaders Lead Subindex
2019	38%	29%	54%	36%	55%	42%
2020	40.7%	33.4%	55.1%	41.0%	59.8%	46%
2021	47.0%	36.7%	56.1%	49.7%	58.5%	50%
2022	50.0%	38.2%	54.1%	51.4%	57.1%	50%
% Change	+12%	+9.2%	+0.1%	+15.4%	+2.1%	+8%



Data Table: Employee Engagement Index - Supervisors Subindex, NPS

The Supervisors Subindex rolls up into the Employee Engagement Index, and is an average percent positive response to the following questions:

- I have trust and confidence in my supervisor.
- My supervisor listens to what I have to say.
- My supervisor treats me with respect.
- Overall, how good a job do you feel is being done by your immediate supervisor?
- Supervisors in my work unit support employee development.

	Q50. I have trust and confidence in my supervisor.	Q48. My supervisor listens to what I have to say.	Q49. My supervisor treats me with respect.	Q52. Overall, how good a job do you feel is being done by your immediate supervisor?	Q46. Supervisors in my work unit support employee development.	Supervisors Subindex
2019	69%	78%	82%	71%	70%	74%
2020	72.7%	81.3%	83.7%	74.5%	77.0%	78%
2021	74.5%	82.7%	86.0%	75.4%	77.5%	80%
2022	73.8%	81.7%	84.9%	74.7%	77.3%	78%
% Change	+4.8%	+3.7%	+2.9%	+3.7%	+7.3%	+4%

Data Table: Employee Engagement Index - Intrinsic Work Experience Subindex, NPS



The Intrinsic Work Experience Subindex rolls up into the Employee Engagement Index, and is an average percent positive response to the following questions:

- I feel encouraged to come up with new and better ways of doing things.
- I know how my work relates to the agency's goals.
- I know what is expected of me on the job.
- My talents are used well in the workplace.
- My work gives me a feeling of personal accomplishment.

	Q2. I feel encouraged to come up with new and better ways of doing things.	Q7. I know how my work relates to the agency's goals.	Q4. I know what is expected of me on the job.	Q6. My talents are used well in the workplace.	Q3. My work gives me a feeling of personal accomplishment.	Intrinsic Work Experience Subindex
2019	63%	84%	77%	60%	75%	72%
2020	67.4%	84.0%	77.2%	64.0%	76.4%	74%
2021	69.5%	83.9%	78.0%	64.9%	75.2%	75%
2022	67.4%	82.8%	76.2%	61.9%	74.3%	73%
% Change	+4.4%	-1.2%	-0.8%	+1.9%	-0.7%	+1%



Data Table: Performance Confidence Index, NPS

The Performance Confidence Index is an average percent positive response to the following questions:

- Employees in my work unit achieve our goals.
- Employees in my work unit contribute positively to my agency’s performance.
- Employees in my work unit meet the needs of our customers.
- Employees in my work unit produce high-quality work.

	Employees in my work unit achieve our goals.	Q22. Employees in my work unit adapt to changing priorities.	Q20. Employees in my work unit contribute positively to my agency's performance.	Q19. Employees in my work unit meet the needs of our customers.	Q21. Employees in my work unit produce high-quality work.	Performance Confidence Index
2021	79.2%	79.0%	85.5%	85.5%	82.1%	82.3%
2022	<i>removed from 2022 survey</i>	76.6%	84.8%	84.2%	81.0%	81.7%
% Change	N/A	-2.4%	-0.7%	-1.3%	-1.1%	-0.6%



Data Table: Diversity and Equity Subindices, NPS

The **Diversity** Subindex is an average percent positive response to the following questions:

- My organization’s management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).
- My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).

	My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).	My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).	Diversity Subindex
2022	56.8%	69.5%	63.2%

The **Equity** Subindex is an average percent positive response to the following questions:

- I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.
- My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).
- In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).

	My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).	My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).	In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).	Equity Subindex
2022	63.1%	68.3%	59.4%	63.6%



Data Table: Inclusion and Accessibility Subindices, NPS

The **Inclusion** Subindex is an average percent positive response to the following questions:

- Employees in my work unit make me feel I belong.
- Employees in my work unit care about me as a person.
- I am comfortable expressing opinions that are different from other employees in my work unit.
- In my work unit, people’s differences are respected.
- I can be successful in my organization being myself.

	Employees in my work unit make me feel I belong.	Employees in my work unit care about me as a person.	I am comfortable expressing opinions that are different from other employees in my work unit.	In my work unit, people's differences are respected.	I can be successful in my organization being myself.	Inclusion Subindex
2022	77.3%	77.6%	72.3%	72.0%	71.8%	74.2%

The **Accessibility** Subindex is an average percent positive response to the following questions:

- I can easily make a request of my organization to meet my accessibility needs.
- My organization responds to my accessibility needs in a timely manner.
- My organization meets my accessibility needs.

	I can easily make a request of my organization to meet my accessibility needs.	My organization responds to my accessibility needs in a timely manner.	My organization meets my accessibility needs.	Accessibility Subindex
2022	69.2%	62.4%	65.8%	65.8%



Data table: Bureau comparisons, FEVS 2022

Index	DOI	NPS	BIA	BIE	BLM	BOR	BSEE	BTFA	FWS	OIG	OS	OSMRE	SOL	USGS
FEVS Response Rate	47%	43%	43%	18%	58%	69%	48%	65%	79%	45%	82%	54%	50%	61%
Employee Engagement Index	70%	67%	64%	61%	68%	80%	75%	75%	77%	74%	85%	78%	66%	76%
Global Satisfaction Index	63%	56%	57%	63%	58%	76%	69%	70%	78%	68%	84%	73%	60%	70%
Performance Confidence Index	84%	82%	77%	69%	83%	93%	89%	90%	87%	87%	93%	89%	87%	94%
DEIA Overall Index	70%	67%	58%	54%	70%	83%	75%	74%	71%	75%	83%	77%	68%	77%



Additional Resources

- [Lead the Way: A Primer and Guide to Understanding the Employee Viewpoint Survey, Your Results, and How to Take Action for Improving Your Workplace](#)
- [Inspiring Work Fulfillment GOAL Academy project](#)
- [CLEAR framework](#)
- [Structured Conversation Toolkit \(on the CLP\)](#)
- [FEVS resources from the Office of Personnel Management](#)
- [FEVS resources from the Partnership for Public Service](#)
- [DOI Personnel Bulletin 16-14 on Employee Engagement](#)
- [Structured Conversation Toolkit for Supervisors \(on the CLP\)](#)
- [Ombuds Office](#)
- Organizational Development, Facilitation, and Consultant Support (contact Brenda Karl or Dylan Mroszczyk-McDonald for vendor information)