

# The Best Places to Work

IN THE FEDERAL GOVERNMENT 2007



WORKPLACE ANALYSIS FOR

## NASA John Glenn Research Center

August 2007



PARTNERSHIP FOR PUBLIC SERVICE



INSTITUTE for the STUDY of  
PUBLIC POLICY IMPLEMENTATION  
SCHOOL of PUBLIC AFFAIRS

Hay Group **Insight**

## ABOUT US

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### ***The Best Places to Work Team***

The Partnership for Public Service and the Institute for the Study of Public Policy Implementation (ISPPI) at American University are nonprofit, nonpartisan organizations committed to promoting public service and fostering excellence in the federal government. To that end, the Partnership and ISPPI joined forces to create the *Best Places to Work* in the Federal Government rankings.

#### **Partnership for Public Service**

The Partnership for Public Service is a nonpartisan, nonprofit organization that works to revitalize the federal government by inspiring a new generation to serve and by transforming the way government works. The Partnership:

- Raises awareness and helps improve public attitudes about government service.
- Promotes government service through outreach to college campuses and jobseekers.
- Provides hands-on assistance to federal agencies to improve their operations.
- Advocates for needed legislative and regulatory reforms to strengthen the civil service.
- Generates thought-provoking research on, and effective responses to, the workforce challenges facing the federal government.

#### **Institute for the Study of Public Policy Implementation**

American University's Public Sector Executive Education program is composed of The Institute for the Study of Public Policy Implementation (ISPPI) and the Key Executive Leadership MPA and Certificate programs. ISPPI conducts research and facilitates dialogue among the critical stakeholders in the public policy implementation process: members of Congress, political appointees, career executives, union leaders, academics and consultants. The Key Executive Leadership MPA and Certificate Programs focus on increasing leadership capacity among public sector leaders. The Public Sector Executive Education program is part of the American University's School of Public Affairs which offers public affairs education in the graduate, undergraduate and executive levels in the fields of public administration, public policy, political science, and justice.

**Technical Consultant**

Hay Group is a global human resources consulting firm specializing in employee and customer survey research, leadership development, compensation, change management, and benefits and compensation. Hay Group consults with more than 7,000 clients throughout the world, including over 50 percent of the firms in the Fortune 1000. In the public sector, Hay Group clients include virtually all branches and departments of the federal government, and hundreds of state and local government agencies.

Hay Group Insight, Hay Group's survey research division, has partnered with more than 4,000 organizations over the past 32 years to design and implement leading-edge employee and customer survey programs, including many of the World's and America's Most Admired Companies (as identified by our research with Fortune Magazine). Through customized survey programs, Hay Group Insight helps organizations increase employee engagement and effectiveness, retain top talent, enhance customer satisfaction, improve operating efficiency, and so forth. Hay Group Insight maintains norms allowing benchmark comparisons to US organizations overall, industry norms, and high performing companies that many clients use to track progress in achieving best-in-class levels.

## INTRODUCTION

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Creating a high performing organization requires a relentless focus on ensuring a great work environment. When employees are enthusiastic about where they work and engaged in what they do, obstacles seem smaller, difficult problems give way to innovative solutions and exceeding expectations happens with exceptional regularity.

In the private sector, the result is a better bottom line. In the federal government, a great work environment can have a significant impact on a range of critical public challenges from protecting the homeland to improving healthcare to ensuring continued competitiveness in the global economy.

This workplace analysis – tailored specifically to your organization – was produced by the Partnership for Public Service, American University’s Institute for the Study of Public Policy Implementation, and the Hay Group as part of our Best Places to Work in the Federal Government initiative. These organization-specific reports are provided as a public service to help managers and agency leaders in their efforts to improve government performance by boosting employee satisfaction and engagement. Specifically, this analysis contains:

- A detailed comparison of your organization’s employee satisfaction and workplace environment ratings with the parent agency (if applicable) and the government as a whole.
- A trend comparison of your organization’s 2006 and 2004 employee satisfaction and workplace environment ratings.
- A breakdown of employee satisfaction and engagement by key demographic categories.
- A priority matrix that helps you, as a leader, understand workplace trends and decide where to focus your time and attention to most successfully engage your employees.

In addition to these workplace analyses, the Partnership for Public Service, the Institute for the Study of Public Policy Implementation, and the Hay Group also produce two other tools: the Best Places to Work in the Federal Government rankings, as featured in US News & World Report and at [www.bestplacestowork.org](http://www.bestplacestowork.org); and an interactive excel-based reporting tool that helps each agency/sub-agency dig deeper into their results.

Both the workplace analysis reports and the rankings are based on an analysis of the results from the Office of Personnel Management’s 2006 Federal Human Capital Survey, which contains responses from more than 221,000 civil servants across 283 federal agencies and subcomponents.

## HOW DO YOU SCORE IN KEY CATEGORIES?

The Best Places to Work Index score for your organization, which measures employee satisfaction and engagement, is displayed below in a bar chart along with your scores across 10 key workplace dimensions.

The “2004 Trend” column compares the current Best Places to Work index responses of your organization to responses from the prior score.

The “Total Agency” column compares the responses of your organization to those of the parent agency (if applicable).

The “Total Gov” column compares the responses of your organization to those of the federal government as a whole.

Note: All column comparisons compare the percent favorable score of your organization to that of the comparator group (e.g., federal government as a whole). For example, a score of “+5” in the “Total Gov” column indicates that the percent favorable score for your organization is five percentage points above the percent favorable score for the federal government as a whole.

The Office of Personnel Management’s private sector benchmark and detailed question-by-question comparisons can be found in the excel-based tool that is also made available to you.

	Results for your organization			% Favorable Difference		
	 % Fav	 % Neut	 % Unfav	2004 Trend	Total Agency	Total Gov
<b>Best Places to Work Index</b>	65	19	15	-2	-5	+3
<b>Employee Skills/Mission Match</b>	78	13	8	-1	-2	0
<b>Strategic Management</b>	52	27	22	0	-7	-4
<b>Effective Leadership</b>	54	26	20	-3	-8	+3
<b>Teamwork</b>	74	14	12	-3	-4	+4
<b>Support for Diversity</b>	73	19	7	-3	+3	+15
<b>Performance-Based Rewards &amp; Advancement</b>	53	24	23	0	-5	+8
<b>Training/Development</b>	68	20	13	-4	-3	+8
<b>Pay and Benefits</b>	69	17	14	--	-3	+8
<b>Family-Friendly Culture and Benefits</b>	59	35	7	--	+3	+17
<b>Work/Life Balance</b>	61	17	21	0	-6	-1

## THE BEST PLACES TO WORK INDEX: YOUR DEMOGRAPHIC COMPARISON

Displayed below are the Best Places to Work Index scores for different demographic groups within your organization and the federal government as a whole. These results can be used to determine if there are any critical gaps between different demographic groups within your organization or between your organization and other government workplaces. For agencies where no demographic information is available, demographic data will not be shown.

Group: Gender				% Favorable Difference		
	% Fav	% Neut	% Unfav	2004 Trend	Total Agency	Total Gov
John Glenn Research Center at Lewis Field	65	19	15	-2	-5	+3
Male	66	17	18	--	-5	+6
Female	63	22	15	--	-4	+2

Group: Age				% Favorable Difference		
	% Fav	% Neut	% Unfav	2004 Trend	Total Agency	Total Gov
John Glenn Research Center at Lewis Field	65	19	15	-2	-5	+3
Under 40 years	67	20	13	--	-9	+4
40 years and above	65	19	16	--	-4	+3

Group: Race/Ethnic Background				% Favorable Difference		
	% Fav	% Neut	% Unfav	2004 Trend	Total Agency	Total Gov
John Glenn Research Center at Lewis Field	65	19	15	-2	-5	+3
White	66	18	16	--	-4	+4
Black	61	28	12	--	-5	0
Asian	70	22	8	--	-1	+3

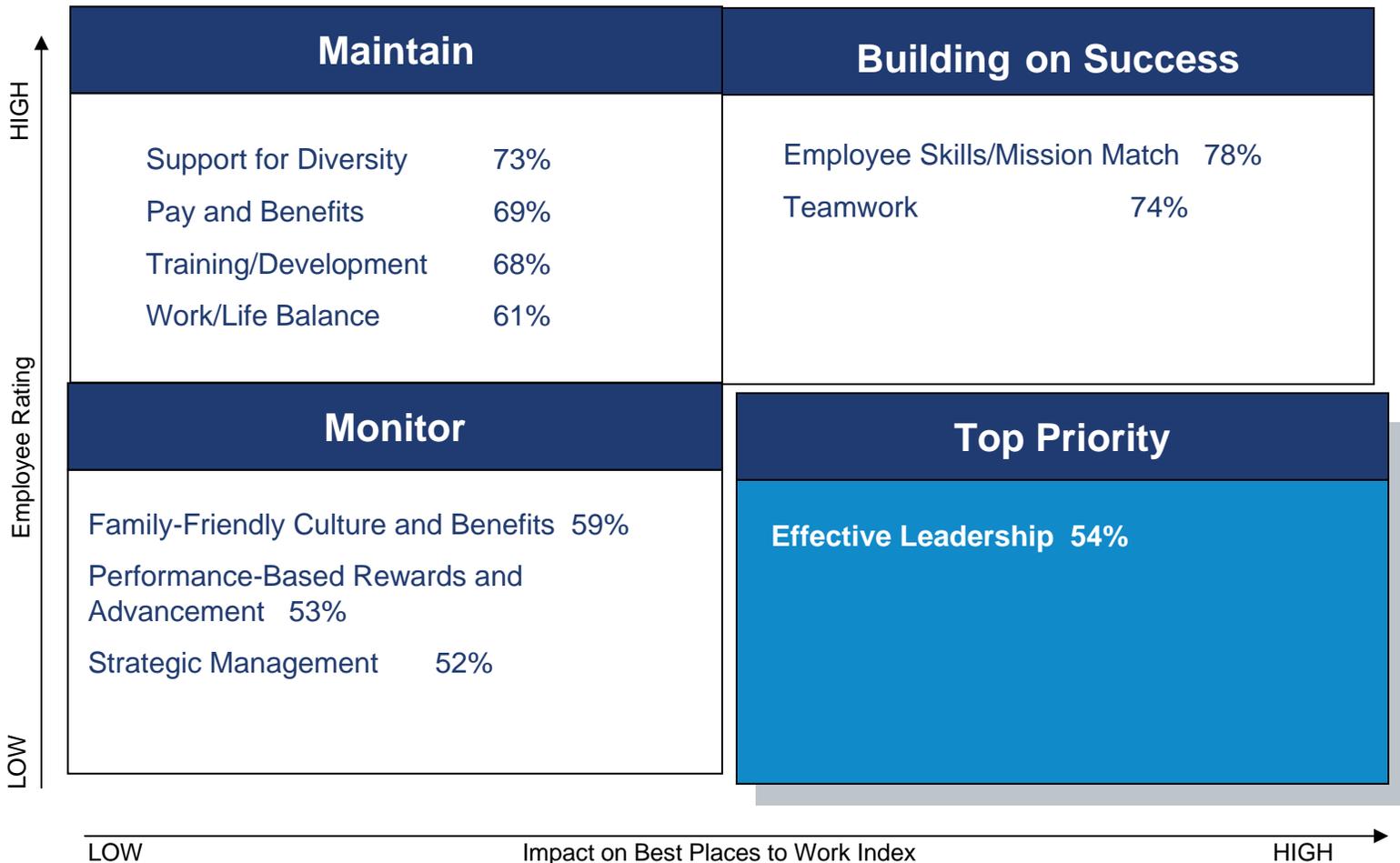
## YOUR PRIORITY MATRIX

This chart is designed to help you understand which workplace dimensions require your attention (i.e., your organization’s priorities for action). The matrix sorts the workplace dimensions based on their:

- **Employee Rating** – the percent of employees in your organization providing a favorable response (percent favorable score); and
- **Impact** – The impact of the workplace dimension on the overall Best Places to Work index score (determined by a regression analysis for your specific organization identifying the two to three workplace dimensions that are the biggest predictors of the Best Places to Work index score). Note: workplace dimensions falling in either of the right quadrants ("Building on Success" or "Top Priority") are the biggest predictors of the Best Places to Work index score for your organization.

Low-scoring, high impact workplace dimensions fall into the lower right quadrant, labeled “Top Priority.” These are areas that are both most in need of improvement and, if improved, would have the largest relative impact on overall levels of employee satisfaction and engagement as measured by the Best Places to Work index score.

As another example, high scoring, high impact categories fall into the upper right quadrant labeled “Building on Success.” These areas are your organization’s biggest strengths and have the biggest impact on the Best Places to Work Index. You should, thus, strive to maintain these characteristics in your workplace environment.



## METHODOLOGY

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The Partnership for Public Service and the Institute for the Study of Public Policy Implementation at American University created the Best Places to Work rankings to provide a comprehensive and authoritative rating of employee satisfaction and engagement across the agencies and their subcomponents in the federal government.

The data used to develop these rankings were collected by the Office of Personnel Management (OPM) in its most recent Federal Human Capital Survey, completed in the summer of 2006. This survey was distributed to a stratified random sample of over 390,000 executive branch full-time permanent employees, making it the largest survey of federal employees ever undertaken. The survey achieved a response rate of 57 percent, resulting in a final sample of over 221,000 employees. The agencies included in the study account for 97 percent of the executive branch workforce.

Working with the Hay Group, the Partnership for Public Service and the Institute for the Study of Public Policy Implementation created a statistical model to transform this raw survey data into specific measures of workplace satisfaction and engagement. We created the overall Best Places to Work index plus composite scores for each of ten work environment categories. We then used this information to calculate the results for each agency and subcomponent, as well as demographic groups in these organizations. Finally, we performed statistical analyses for each of the 283 federal agencies and subcomponents to identify the relationship between the ten workplace dimensions and the overall Best Places to Work index score. That is, for each agency/subcomponent, we identified the specific workplace dimensions that have the biggest impact on the Best Places to Work index score.

The Best Places to Work index score is made up of three different survey questions related to job satisfaction and engagement, weighted according to a statistical formula developed by Hay Group. To see the full list of questions included in the Best Places to Work index and the 10 workplace categories, please view your agency specific excel-based report.

We rated and ranked all agencies and subcomponents with 100 or more employees. Agencies with at least 2,000 full-time permanent employees are included in the “large agency” category. For agencies and subcomponents that did not have employee population information available, we included those with 30 or more respondents.

In a few cases, survey results were available for the questions we used to calculate the Best Places to Work index, but not for the demographic groups or the workplace environment categories. We have excluded data in those areas where no information was available.

For more information, including a complete list of the survey questions used in the *Best Places to Work* project, please go to: <http://bestplacestowork.org/BPTW/about/methodology.php>

## FOR MORE INFORMATION

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**The Best Places to Work in the Federal Government**, a joint project of the Partnership for Public Service and the Institute for the Study of Public Policy Implementation at American University (ISPPPI), is a comparative study of levels of employee engagement and satisfaction in 283 federal workplaces, including large and small agencies, and their individual subcomponents. This workplace analysis report—tailored specifically to your organization—contains a detailed, confidential presentation and analysis of the 2007 rankings to assist you in your effort to improve organizational performance and employee satisfaction and engagement.



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