Federal Labor Relations Authority 2011 Federal Employee Viewpoint Survey Evaluation of Results

In 2011, the Office of Personnel Management (OPM) conducted the Federal Employee Viewpoint Survey. The survey focuses on employee perceptions that drive employee satisfaction, commitment, and engagement, which ultimately contribute to the mission of agencies.

The FLRA is pleased to report that the responses to the 2011 Federal Employee Viewpoint Survey are again overwhelmingly positive, and represent a significant and on-going increase in employee satisfaction from that reported only three years ago in the 2008 Federal Human Capital Survey. The FLRA notes that the responses to the survey also highlight areas where work still needs to be done to achieve true employee satisfaction, and the FLRA is committed to accomplishing that work.

Over the last two and a half years, the FLRA took substantial steps to address the serious human capital, performance management, and employee morale issues as well as mission performance issues that had developed over many years at the FLRA. The recent dramatic increases in positive responses reflects both the commitment of FLRA leadership to leading the FLRA with transparency and accountability and engaging employees at all levels, and the commitment and dedication of all FLRA employees. Consistent with the significant increase in employee morale and satisfaction is the significant, marked improvement in the FLRA's mission performance and delivery of services to its customers -- the American public.

Of great import is that all of these successes were accomplished in full partnership with our employees. In this regard, the FLRA undertook efforts to: improve communication and collaboration at every level of political and career leadership and with all employees; renew its relationship with the Union of Authority Employees (UAE) and involve the UAE in the development of agency-wide planning; re-commit and re-focus with respect to mission performance; involve employees at all levels in the development of plans to address the serious case backlog and the needs of the labor-management community; increase staffing among attorneys and other technical professionals; address training needs of employees; and develop policies -- such as telework -- to promote and support a healthy work/life balance.

As shown below, with respect to each of the four indicia that OPM determined make up the Human Capital Assessment and Accountability Framework (HCAAF), the FLRA's improvement is dramatic, with the FLRA achieving scores that exceed even 2011 government-wide scores.

HCAAF Systems – Human Capital Management Indices	2011 FLRA % Positive	2010 FLRA % Positive	2008 FLRA % Positive	FLRA Positive % Increase 2008-2011	2011 Government-Wide % Positive
Leadership & Knowledge Management	76%	71%	35%	117%	62%
Results-Oriented Performance Culture	71%	65%	43%	65%	54%
Talent Management	66%	63%	39%	69%	60%
Job Satisfaction	74%	70%	46%	61%	68%

Generally, the overall results from the 2011 Survey indicate the FLRA employees believe that the work they do is important (94%), and that employees in the work unit share job knowledge with each other (93%). In addition, employees are very satisfied with the support they receive for balancing work and family issues (92%), feel a sense of accomplishment in doing their jobs (81%), and like the kind of work they do (86%).

The FLRA's renewed commitment to performance management is also reflected in the 2011 survey responses with employees overwhelming responding that they are held accountable for achieving results (93%), and that they understand how their work relates to the overall agency goals and priorities (95%). Seventy-four percent of employees -- up from 30 percent in 2008 -- responded that employees are recognized for providing high quality products and services, and sixty-two percent of employees -- up from 21 percent in 2008 -- responded that steps are taken to deal with poor performers who cannot or will not improve. Employee responses relating to FLRA leadership and management also continue to improve with eighty-three percent of employees -- up from 17 percent in 2008 -- responding that they have a high level of respect for the organization's senior leaders. Eighty-eight percent of employees -- up from 34 percent in 2008 -- stated that managers communicate the goals and priorities of the FLRA. The most dramatic of the increases survey-wide -- a more than 500 percent increase -- continues to fall within this area: 72 percent of employees, as compared to 11 percent in 2008, responded that FLRA leaders generate high levels of motivation and commitment in the workforce.

Consistent with government-wide responses, FLRA employees feel that more resources are needed to perform their work. Although FLRA has higher positive response rates than the government-wide scores for most of the questions in the survey, the areas where the FLRA faces the greatest challenges relate to employee recruitment, training, and development as well as workload – matters that the FLRA is committed to addressing.

As recognized by employees -- with eighty-one percent of employees responding that they believe the results of the survey will be used to make the FLRA a better place to work -- FLRA leadership recognizes that the results are critical to the achievement of the FLRA's organizational goals, and are an important tool in informing leadership and management of areas for progress and opportunities for improvement. Leadership and management are committed to continuing to work with employees to improve the organizational performance, as well as performance management and employee satisfaction, so that the FLRA can effectively and efficiently fulfill its important statutory mission.

The survey was an on-line survey conducted of all eligible FLRA employees during the period of April 4 - May 15, 2011, and was administered by the OPM. Of the 122 employees surveyed, 91 completed the survey for a response rate of 75 percent, which greatly exceeds the government-wide response rate of 49 percent.