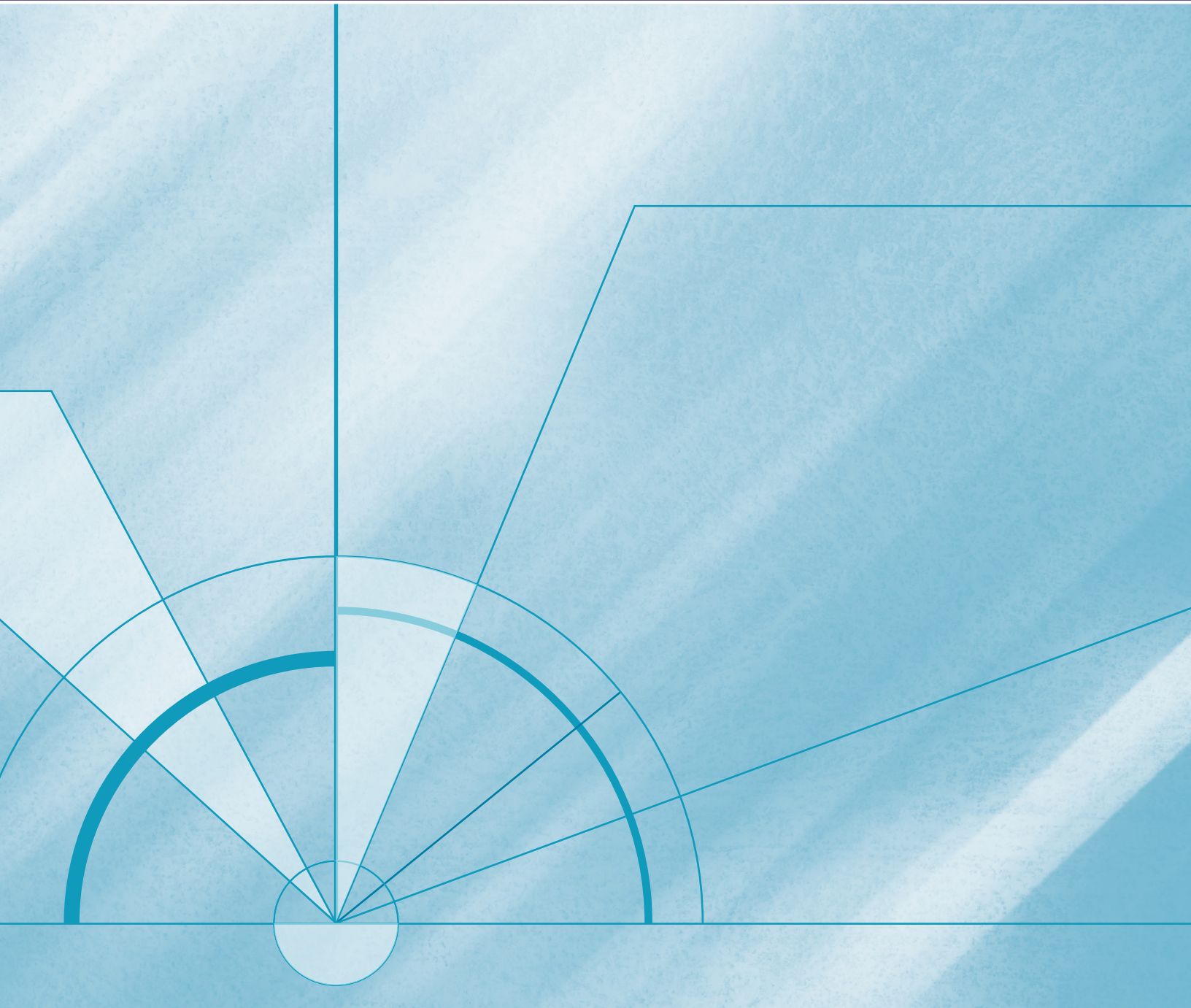


# 2020

Office of Personnel Management  
**Federal Employee Viewpoint Survey**  
*Empowering Employees. Inspiring Change.*

## Governmentwide Management Report





# A Message from the Acting Director

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2020 was a year of both challenges and changes. Together, leaders and employees faced an unprecedented reality – the COVID-19 pandemic. Life and work changed for many of us. While some Federal employees have continued to commute to a central worksite, others have worked from home, and some have engaged a hybrid approach with work from home combined with trips to a central office.

The 2020 OPM FEVS addressed changes to Federal work and workplaces during the pandemic. Results from the OPM Governmentwide FEVS describe a Federal workforce that has remained strong and dedicated despite circumstances. Federal employees were able to maintain a strong connection between their work and the agency's goals with 87% responding affirmatively to "I know how my work relates to the agency's goals" — tied for the highest rated question on the survey. Also of note, over 80% of responding Federal employees agree that the people they work with cooperate to get the job done and their agency is successful at accomplishing its mission.

Workplace flexibilities played a significant role in ensuring employees were able to meet both their work and family responsibilities. Prior to the pandemic, only 3% of employees teleworked daily, but that number grew substantially during the peak of the pandemic when a record 59% of employees teleworked every day.

There was no one perfect solution for everyone, and workplace flexibilities allowed employees to find the best way to remain safe while accomplishing the agency mission. I invite you to read this report and see for yourself how resilience remains the hallmark of the Federal workforce, even during these most challenging of times.

In closing, I offer my thanks to the men and women of the Federal workforce for your willingness to respond to the survey and contribute the insights that are so vital to the success of critical Federal missions. I am deeply grateful as well for the dedication and commitment you have shown to your agencies and your service to the American people each and every day during this challenging time.

Kathleen M. McGettigan  
Acting Director  
U.S. Office of Personnel Management



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# Introduction

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For nearly two decades the OPM Federal Employee Viewpoint Survey (OPM FEVS) has provided a resource for Federal employees to express how management practices and policies influence their workplace experiences, shaping service to the American people. As an organizational climate survey,<sup>1</sup> the OPM FEVS provides Federal agency leadership with critical information to assess whether, and to what extent, workplace conditions characterizing successful organizations are present in Federal agencies. Year after year, OPM FEVS findings have consistently painted a picture of a resilient Federal workforce committed to public service regardless of circumstances.

The resilience of the workforce was fully tested during 2020 when the COVID-19 pandemic challenged Federal employees to perform under unique and very difficult conditions. Responding to the numerous changes in government workplaces, OPM updated the 2020 OPM FEVS to ensure an instrument aligned with current circumstances and capable of assessing the impact of COVID-19 on employees and agencies. The goal of the 2020 OPM FEVS has been to provide useful information to agency leaders as they strive to identify actions to effectively address demands on the workforce and responses to future emergencies. The purpose of this report is to provide an overview of insights gained from the Federal workforce in an unusual year marked by a pandemic.

## A Responsive Survey to Meet New Conditions

Two changes set the 2020 OPM FEVS apart from previous years. First, the survey was postponed from the normal spring schedule with OPM twice delaying the survey to allow agencies to focus on core missions and adjust to the demands of the COVID-19 pandemic. The survey was administered during the fall, launching on September 14, 2020, and closing in all agencies on November 5, 2020.

Second, the content of the survey was subject to more significant revision than at any other time since the development of the instrument nearly two decades ago. The core set of standard items was streamlined to allow for the addition of a comprehensive section examining how the pandemic has affected employees and their Federal work. Questions probe numerous topics, for example, where employees have performed work during the pandemic and perspectives on leadership efforts to support employee health and safety. Results will inform agency evaluations of current efforts as well as shape actions to respond to future emergencies.

To further meet stakeholder needs, key content from prior survey administrations was retained in the 2020 OPM FEVS, including items required by regulation for agency surveys (5 CFR Part 250; Subpart C - Employee Surveys). Two widely consulted indices — the Global Satisfaction and the Employee Engagement Index — were kept in their entirety in the survey. Note that, while items have been retained and results shown in comparison with prior scores throughout the report, interpretation of any score changes between 2020 and prior years must be made very cautiously. As confirmed by research, revisions to survey instrument content and the timing of survey administration have an impact on the perceptions of respondents and by extension, results.<sup>2</sup> Care should be taken in attributing score differences to any one cause especially with respect to 2020 in which large changes were made to both the instrument (e.g., removal of core items, introduction of a new content, new introductory text) and survey administration procedures (e.g., timeframe for the survey delaying to fall rather than the usual spring administration).

1 Organizational climate is a multi-dimensional construct comprised of discreet dimensions, capturing how employees jointly experience the policies, practices, and procedures of their organizations. Employee perceptions of climate influence organizational effectiveness by shaping, for example, employee engagement, satisfaction, motivation, commitment, and turnover.

Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R., Maitlis, S., et al. (2005). Validating the organizational climate measure: Links to managerial practices, productivity and innovation. *Journal of Organizational Behavior*, 26, 379–408.

Schneider, B., Brief, A. P., & Guzzo, R. A. (1996). Creating a climate and culture for sustainable organizational change. *Organizational Dynamics*, 24, 7–19.

2 Pew Research Center Method, Questionnaire design - <https://www.pewresearch.org/methods/u-s-survey-research/questionnaire-design>.

Ingram DD, Malec DJ, Makuc DM, Kruszon-Moran D, Gindi RM, Albert M, et al. National Center for Health Statistics Guidelines for Analysis of Trends. National Center for Health Statistics. *Vital Health Stat* 2(179). 2018.





Background to Results

Throughout the report, some agency results are shown by size groupings, using employee populations as of October 2019. For more information and for a full listing of the agencies included in each category, see Appendix A. The five size categories are:



All full-time and part-time, permanent, non-seasonal, non-political employees were eligible to participate in the 2020 OPM FEVS and, as a census year, each eligible employee was invited to participate in the survey. Invitations were sent to 1,410,610 employees, with a total of 624,800 employees completing a survey for a response rate of 44.3%. Survey participants represent 82 Federal government agencies, ranging from department-level to large and small/independent agencies.

As in prior years the 2020 OPM FEVS was a self-administered web survey. Surveys were launched by agency in two consecutive waves, with the two 6-week administration periods beginning September 14 and September 21 respectively. See Appendix B for a description of methods used to analyze the data.

Overall, the 2020 OPM FEVS included a total of 68 individual and item sets, plus 20 demographic items. The core organizational climate survey content, with measures of employee perceptions of management policies, practices, and procedures, was reduced from 73 items in 2019 to 38 items in 2020. Added sections assessed the workforce consequences of the COVID-19 pandemic, including 18 individual items (e.g., During the COVID-19 pandemic, on average what percentage of your work time have you been physically present at your agency worksite) and sets of questions (e.g., a list of separate policies and actions implemented by organizations to support employee work during the pandemic). Content in this new section generally covered where and how employees have worked (e.g., telework, leave), workplace supports for safeguarding employee health, safety, and productivity, and indicators tied to individual and work group performance during the pandemic.

Other new survey content included a demographic item to allow evaluation of work experiences among military spouses and two new work-life items described dependent care strategies utilized by employees to allow them to work during the pandemic.

The 11- item Work-Life section was retained from prior years. Changes to dependent care played an especially important role during the pandemic in employee experiences of and participation in the workplace.

For detailed survey results see Appendices C, D, E, and F.



## At a Glance

A few brief highlights from the 2020 OPM FEVS results show a Federal workforce that, even during the pandemic, are inspired by their work, positive about interactions between colleagues, and optimistic about their agencies and the inclusivity of their workplaces. Such results support overall perceptions of workforce resilience and performance, with the following highlights:

- 87% responded affirmatively to “I know how my work relates to the agency’s goals” – tied for the highest rated question on the survey.
- 75% of employees agree their work gives them a feeling of personal accomplishment.
- 84% agree the people they work with cooperate to get the job done.
- 71% would recommend their organization as a good place to work.
- 81% believe their agency is successful at accomplishing its mission.
- 79% of employees agree their supervisor is committed to a workforce representative of all segments of society.

High scores point to favorable employee perspectives regarding agency practices and policies. Equally important, however, are items with low scores indicating aspects of agencies where employees may perceive the need for change. Government leaders and oversight bodies review low scores to make decisions and determine actions for improving workplace functions and conditions (e.g., items related to performance and communication).

### Items with the Highest and Lowest Levels of Agreement



#### Highest Percentage Level of Agreement

<b>87%</b>	I know how my work relates to the agency's goals. (Q. 7)
<b>87%</b>	My supervisor treats me with respect. (Q. 23)
<b>85%</b>	My supervisor supports my need to balance work and other life issues. (Q. 19)
<b>84%</b>	The people I work with cooperate to get the job done. (Q. 9)
<b>83%</b>	I know what is expected of me on the job. (Q. 4)
<b>83%</b>	My supervisor listens to what I have to say. (Q. 22)
<b>82%</b>	My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 13)
<b>81%</b>	My agency is successful at accomplishing its mission. (Q. 16)
<b>79%</b>	My supervisor is committed to a workforce representative of all segments of society. (Q. 20)
<b>78%</b>	Supervisors in my work unit support employee development. (Q. 21)
<b>78%</b>	Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 25)

#### Lowest Percentage Level of Agreement

<b>42%</b>	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 10)
<b>43%</b>	I believe the results of this survey will be used to make my agency a better place to work. (Q. 18)
<b>51%</b>	In my work unit, differences in performance are recognized in a meaningful way. (Q. 12)
<b>51%</b>	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 26)
<b>58%</b>	How satisfied are you with your involvement in decisions that affect your work? (Q. 33)
<b>58%</b>	How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 34)
<b>59%</b>	How satisfied are you with the recognition you receive for doing a good job? (Q. 35)
<b>60%</b>	Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 29)
<b>61%</b>	My organization's senior leaders maintain high standards of honesty and integrity. (Q. 27)
<b>62%</b>	I have a high level of respect for my organization's senior leaders. (Q. 31)

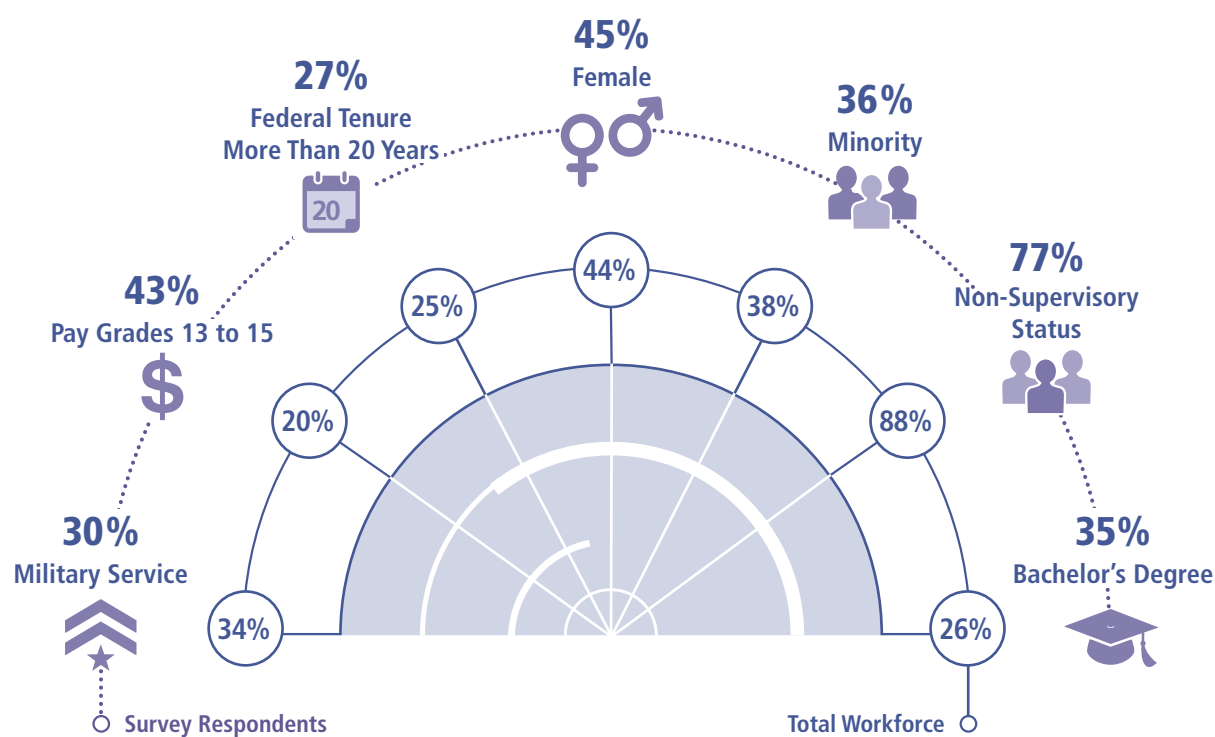
Notes: Weighting is done to ensure survey estimates accurately represent the survey population. See Appendix B for more information on survey methods and weighting. Results for items 1-38, excluding item 11, are found in Appendix C.



## At a Glance (continued)

### Participant Overview

The first figure below shows a comparison between survey respondents and the total Federal workforce on selected demographic categories. The second figure presents a breakdown by generation, and a comparison of survey respondents to the total Federal workforce.



Survey Respondents	Generations	Total Workforce
<1%	Traditionalists (born 1945 or earlier)	1%
31%	Baby Boomers (born 1946–1964)	29%
46%	Generation X (born 1965–1980)	43%
22%	Generation Y (born 1981–1996)	27%
<1%	Generation Z (born 1997 or later)	1%



Note: The sum of percentages may not add to 100 due to rounding.

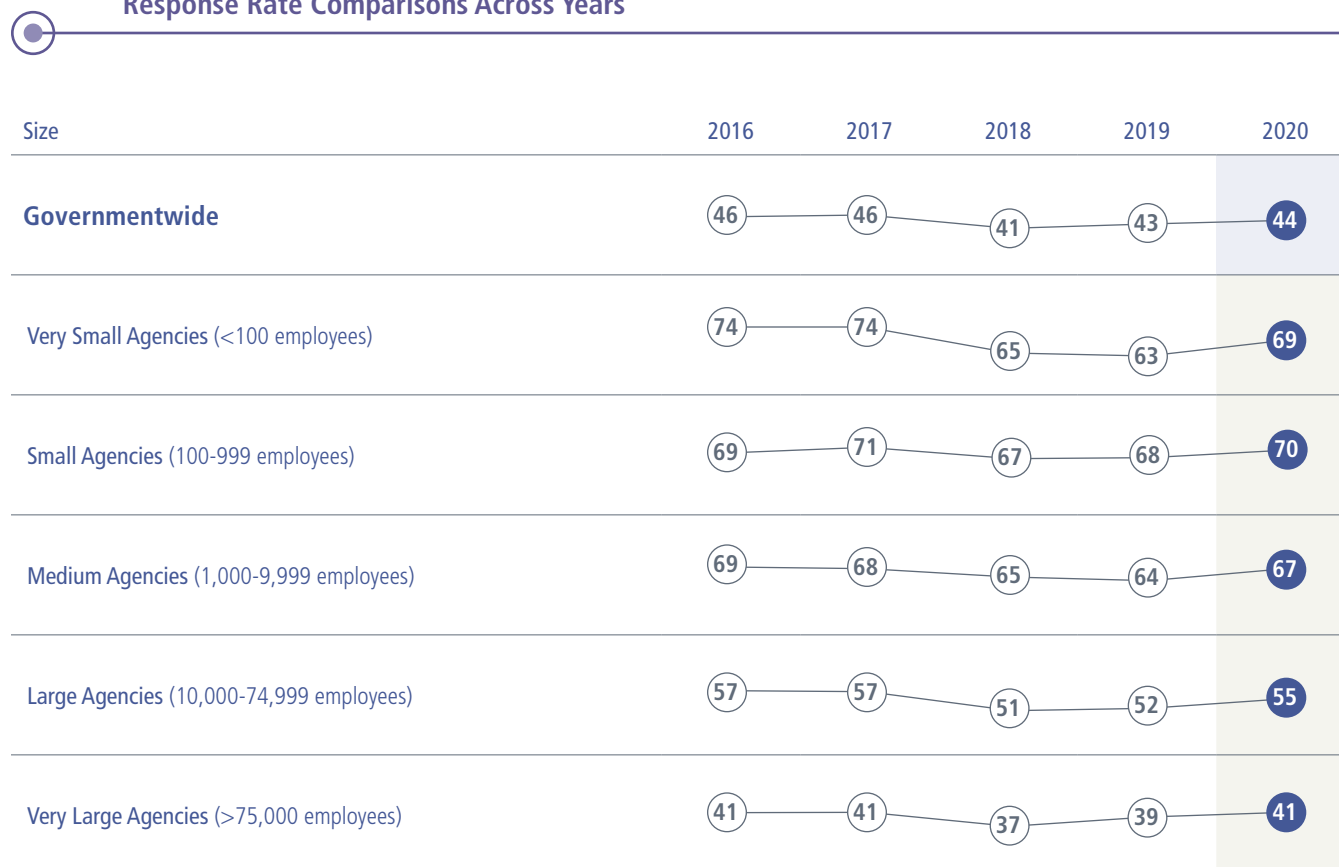


## At a Glance (continued)

### Response Rates

The table below reports governmentwide response rates for 2020 along with the response rates from the past four administrations of the OPM FEVS, grouped by agency size categories.

#### Response Rate Comparisons Across Years







## At a Glance (continued)

### Top Response Rates

The agencies with the highest response rates are outlined below by agency size.

#### Top Response Rates

  
**Very Small**  
(<100 employees)

**100%**  
Marine Mammal  
Commission

  
**Small**  
(100–999 employees)

**92%**  
U.S. International  
Trade Commission

  
**Medium**  
(1,000–9,999 employees)

**87%**  
National Credit Union  
Administration

  
**Large**  
(10,000–74,999 employees)

**77%**  
Department of Energy

  
**Very Large**  
(>75,000 employees)

**71%**  
Department of Health  
and Human Services

### Top Response Rate Increases

The agencies with the greatest increase in response rate when compared to 2019 are featured below. Very small and small agencies have the greatest increases in response rates. However, it should be recognized that increases of a few percentage points are a meaningful improvement in response rates for larger agencies.

#### Response Rate Increases from 2019

  
**Very Small**  
(<100 employees)

**+23**  
Federal Mine Safety  
and Health Review  
Commission

  
**Small**  
(100–999 employees)

**+17**  
Federal Election  
Commission

  
**Medium**  
(1,000–9,999 employees)

**+13**  
Department of Housing  
and Urban Development

  
**Large**  
(10,000–74,999 employees)

**+6**  
Department  
of State

  
**Very Large**  
(>75,000 employees)

**+6**  
OSD, Joint Staff,  
Defense Agencies,  
and Field Activities

Note: Agency size is based on the eligible employee population as of October 2019. For a full listing of the agencies included in each category, see Appendix A.



# Creating an Engaging Agency Culture: Understanding the Employee Engagement Index

## Assessing the Engagement Potential of Federal Workplaces: The Employee Engagement Index (EEI)

OPM defines engagement as: *An employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.*<sup>3</sup>

The OPM FEVS Employee Engagement Index (EEI) uses questions from the survey to measure conditions that can lead to the state of engagement described in the OPM definition. These essential core items were retained in the 2020 survey. While the OPM FEVS does not directly measure employee feelings of engagement such as passion, commitment, and involvement, it does assess the critical conditions conducive for employee engagement (e.g., effective leadership, work which provides meaning to employees, the opportunity for employees to learn/grow on the job). Assessments of the engagement potential of Federal workplaces indicates leverage points for developing and sustaining work conditions capable of supporting employee engagement, particularly important to performance during the COVID-19 pandemic.

The framework used for developing the EEI assumes that organizational conditions lead to feelings of engagement. These feelings, in turn, lead to engagement behaviors (e.g., discretionary effort, persistence), and then to optimum organizational performance.

To assess the multiple aspects of engaging workplace environments, the EEI is comprised of three subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each subindex is assessed through questions on the OPM FEVS as listed below. See Appendix C for the wording of each item number shown in parentheses.

Leaders Lead	Supervisors	Intrinsic Work Experience
Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. (Q. 26, 27, 28, 30, and 31)	Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 21, 22, 23, 24, and 25)	Reflects the employees' feelings of motivation and competency relating to their roles in the workplace. (Q. 2, 3, 4, 6, and 7)

## Employee Engagement Index Score Comparisons



Note: See Appendix G for the full Employee Engagement and Global Satisfaction Index Comparisons Across Years.

<sup>3</sup> *Engaging the Federal Workforce: How to Do It & Prove It.* OPM White Paper, September 2015. [https://admin.govexec.com/media/gbc/docs/pdfs\\_edit/engaging\\_the\\_federal\\_workforce\\_white\\_paper.pdf](https://admin.govexec.com/media/gbc/docs/pdfs_edit/engaging_the_federal_workforce_white_paper.pdf)








# Creating an Engaging Agency Culture: Understanding the Employee Engagement Index (continued)






## Employee Engagement Index Results by Agency Size, Top Agency Scores, and Greatest Increases

The first figure below reports overall EEI scores and subindex scores by agency size. Also displayed by size is the agency with the highest overall EEI score and the agency with the greatest increase in overall EEI score since 2019.<sup>4</sup>

### Employee Engagement Index Scores by Agency Size

Index	G'wide	 <b>Very Small</b> (<100)	 <b>Small</b> (100–999)	 <b>Medium</b> (1,000–9,999)	 <b>Large</b> (10,000–74,999)	 <b>Very Large</b> (>75,000)
Employee Engagement	72	81	75	75	74	72
Leaders Lead	62	72	64	64	62	61
Supervisors	80	87	83	83	82	80
Intrinsic Work Experience	76	83	78	78	77	75

### Top Agency Employee Engagement Index Scores

 <b>Very Small</b> (<100 employees)	 <b>Small</b> (100–999 employees)	 <b>Medium</b> (1,000–9,999 employees)	 <b>Large</b> (10,000–74,999 employees)	 <b>Very Large</b> (>75,000 employees)
<b>96%</b> National Capital Planning Commission	<b>87%</b> U.S. Office of Special Counsel U.S. International Trade Commission	<b>87%</b> Federal Trade Commission	<b>87%</b> National Aeronautics and Space Administration	<b>76%</b> Department of Health and Human Services






<sup>4</sup> While comparisons are made between 2019 and 2020 scores throughout this report, care should be taken in attributing change to any one cause. Changes in agency contexts under the pandemic were clearly consequential; changes to survey content and timing of survey administration can also influence scores. Note: Agency size is based on the eligible employee population as of October 2019. For a full listing of the agencies included in each category, see Appendix A.



Creating an Engaging Agency Culture:  
Understanding the Employee Engagement Index (continued)

Top Agency Employee Engagement Index Score Percentage Point Increases



 <b>Very Small</b> (<100 employees)	 <b>Small</b> (100–999 employees)	 <b>Medium</b> (1,000–9,999 employees)	 <b>Large</b> (10,000–74,999 employees)	 <b>Very Large</b> (>75,000 employees)
<b>+26</b> Institute of Museum and Library Services	<b>+16</b> Export-Import Bank of the United States	<b>+9</b> National Archives and Records Administration	<b>+7</b> Department of Transportation	<b>+6</b> Department of Treasury

Note: Agency size is based on the eligible employee population as of October 2019. For a full listing of the agencies included in each category, see Appendix A.



# Core Questions in Regulation

By statute, Congress directs all Executive Branch agencies to survey their employees each year (NDAA 2004 SEC. 1128, EMPLOYEE SURVEYS 5 USC 7101 note). Items required for survey are included in regulation (5 CFR Part 250 Subpart C), and all 16 of these Annual Employee Survey (AES) items are included in the 2020 OPM FEVS. The inclusion of required items in the survey provides a common thread for making year-by-year comparisons on recurring key topics. Results from 2016-2020 are included in the table below, with percentages indicating the respondents who “Strongly Agree” or “Agree” with the statement in the item. The 16 AES item results are also shown by agency size. As noted throughout, because of changes made to the 2020 survey and its administration, extreme care must be exercised when attributing causality to any differences in scores between 2020 and other years. Comparisons are made to provide context only.

## 16 AES Item Results: Comparisons Across Years

Item	2016	2017	2018	2019	2020
<b>Leadership and Management Practices That Contribute to Agency Performance</b>					
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 13)	69	71	80	81	82
Managers communicate the goals of the organization. (Q. 28)	60	62	64	65	68
I believe the results of this survey will be used to make my agency a better place to work. (Q. 18)	41	42	41	41	43
<b>Employee Satisfaction with... Leadership Policies and Practices</b>					
How satisfied are you with your involvement in decisions that affect your work? (Q. 33)	51	53	54	55	58
How satisfied are you with the information you receive from management on what is going on in your organization? (Q. 34)	48	50	51	52	58
Considering everything, how satisfied are you with your organization? (Q. 38)	57	60	60	61	66



## Core Questions in Regulation (continued)



Item	2016	2017	2018	2019	2020
<b>Employee Satisfaction with... Work Environment</b>					
The people I work with cooperate to get the job done. (Q. 9)	73	75	76	77	84
My workload is reasonable. (Q. 5)	57	59	59	59	67
Considering everything, how satisfied are you with your job? (Q. 36)	66	68	68	69	72
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 8)	62	64	66	67	68
<b>Employee Satisfaction with... Rewards and Recognition</b>					
In my work unit, differences in performance are recognized in a meaningful way. (Q. 12)	34	36	38	39	51
How satisfied are you with the recognition you receive for doing a good job? (Q. 35)	48	50	52	53	59
<b>Employee Satisfaction with... Opportunities for Professional Development and Growth</b>					
I am given a real opportunity to improve my skills in my organization. (Q. 1)	63	64	66	67	70
My talents are used well in the workplace. (Q. 6)	58	60	60	61	66
<b>Employee Satisfaction with... Opportunity to Contribute to Achieving Organizational Mission</b>					
I know how my work relates to the agency's goals. (Q. 7)	83	84	85	85	87
I recommend my organization as a good place to work. (Q. 17)	64	66	66	67	71





## Core Questions in Regulation (continued)

### 16 AES Item Results: By Agency Size

		 Very Small ( <small>&lt;100</small> )	 Small ( <small>100–999</small> )	 Medium ( <small>1,000–9,999</small> )	 Large ( <small>10,000–74,999</small> )	 Very Large ( <small>&gt;75,000</small> )
Item	G'wide					
Leadership and Management Practices That Contribute to Agency Performance						
My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 13)	82	90	86	85	84	81
Managers communicate the goals of the organization. (Q. 28)	68	76	71	73	72	66
I believe the results of this survey will be used to make my agency a better place to work. (Q. 18)	43	57	53	50	48	41
Employee Satisfaction with... Leadership Policies and Practices						
How satisfied are you with your involvement in decisions that affect your work? (Q. 33)	58	68	61	61	59	58
How satisfied are you with the information you receive from management on what is going on in your organization? (Q. 34)	58	72	63	64	61	57
Considering everything, how satisfied are you with your organization? (Q. 38)	66	74	70	68	68	65
Employee Satisfaction with... Work Environment						
The people I work with cooperate to get the job done. (Q. 9)	84	91	87	88	85	84
My workload is reasonable. (Q. 5)	67	65	68	66	63	68
Considering everything, how satisfied are you with your job? (Q. 36)	72	80	74	74	73	71
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 8)	68	73	66	66	68	69

Note: Agency size is based on the eligible employee population as of October 2019. For a full listing of the agencies included in each category, see Appendix A.



## Core Questions in Regulation (continued)

Item	G'wide					
		Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (>75,000)
Employee Satisfaction with... Rewards and Recognition						
In my work unit, differences in performance are recognized in a meaningful way. (Q. 12)	51	63	55	58	53	50
How satisfied are you with the recognition you receive for doing a good job? (Q. 35)	59	69	64	65	62	58
Employee Satisfaction with... Opportunities for Professional Development and Growth						
I am given a real opportunity to improve my skills in my organization. (Q. 1)	70	80	74	74	72	69
My talents are used well in the workplace. (Q. 6)	66	74	68	68	67	66
Employee Satisfaction with... Opportunity to Contribute to Achieving Organizational Mission						
I know how my work relates to the agency's goals. (Q. 7)	87	92	89	88	89	87
I recommend my organization as a good place to work. (Q. 17)	71	75	73	70	74	70



# The COVID-19 Pandemic: Federal Employee Experiences

The COVID-19 pandemic has impacted every aspect of life. The challenges and changes brought by the pandemic have impacted employee work and personal lives in unique ways, including the way employees do their jobs, how managers supervise and coach employees to succeed, personal stresses introduced by child care center closings, isolation from family and friends, and the illness or loss of loved ones.

While no survey can capture the entire range of impacts, OPM added an extensive section to the 2020 OPM FEVS to address some of the challenges and changes employees may have faced as a result of the COVID-19 pandemic. Keep in mind that the survey does not measure mental health or morale, nor are those the objectives of any additions. Added questions were intended to achieve several goals, including:

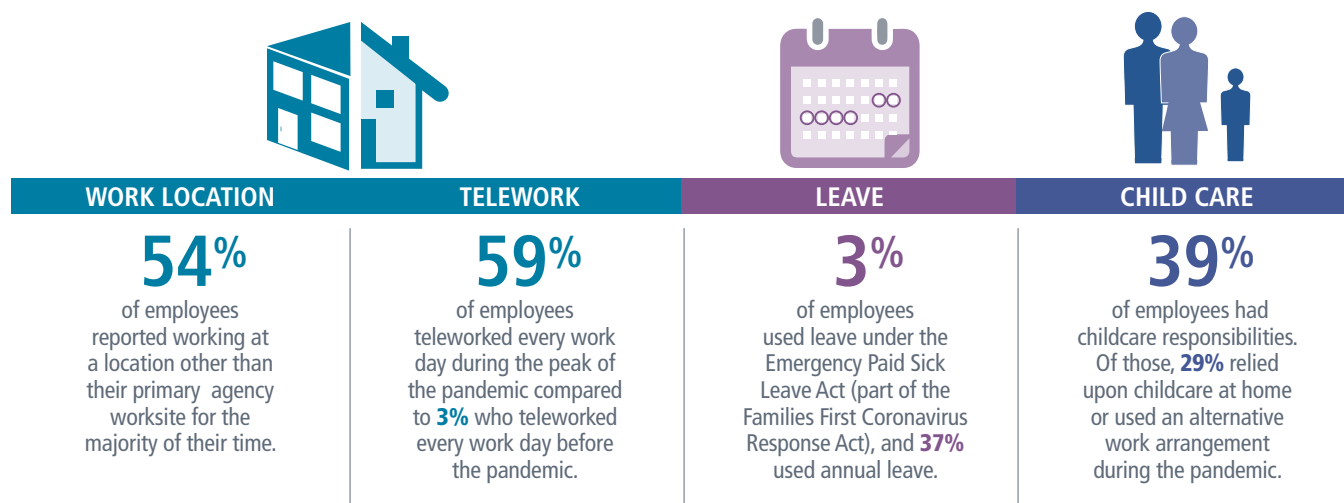
- ensure a survey responsive to changes to the work environment under the pandemic and needs of agency leadership to understand the impact of those actions;
- capitalize on an important opportunity for data collection to inform policy and guidance;
- describe how Federal employees have continued to work and deliver critical services while combating an unprecedented health crisis; and
- engage interagency learning by identifying and sharing examples of effective responses to inform future crisis planning.

Content for the COVID-19 section on the 2020 OPM FEVS was organized as four sections:

- Background – identifies strategies employees used to manage their work demands while simultaneously meeting the personal challenges of the COVID-19 pandemic (e.g., telework, leave).
- Employee support – assesses the organizational climate established by leadership to support employee safety and health and evaluates the need and availability of practices and policies designed to support employee well-being.
- Work and COVID-19 – assesses the availability of and employee need for policies, practices, and resources designed to support employee productivity and continuity of agency operations.
- Performance and workplace effectiveness – evaluates the impact of the pandemic on performance-related aspects of work (e.g., customer service, work quality).

## Highlights: Where and How Federal Employees Work

During the COVID-19 pandemic Federal employee enacted numerous strategies to manage personal and family needs and responsibilities so they could work. Several are featured below.



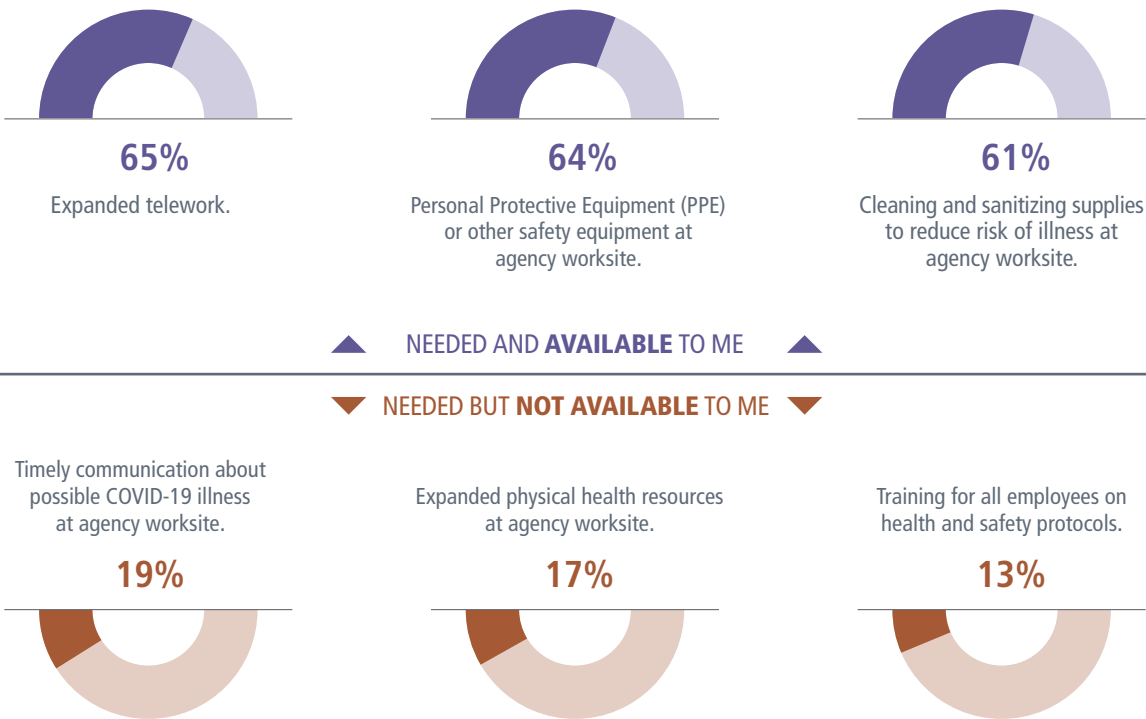


Employee Support

Employee support is defined as the organizational climate established by leadership to support workforce health and safety. Several items identify employee support needs for remaining safe and productive with evaluation of the extent to which those needs were met by agencies. Employee health and safety questions align with the Office of Management and Budget issued guidance which, among other actions, directs agencies to review and modify policies and procedures to safeguard Federal workplaces in accord with Centers for Disease Control and Prevention guidelines (See [OMB memorandum M-20-16](#).)

Employees governmentwide responded positively about the support they received from both their supervisors and senior leaders during COVID-19. Nearly all item results had a percent positive score of 80 or more. The one exception was the item, “Senior leaders have...provided effective communications about the pandemic,” with a percent positive score of 76%.

When asked about organizational supports for their well-being, most respondents indicated that needed supports were available to them. As shown below, results reveal potential for improvements governmentwide in the areas of physical health and safety at the worksite and communication related to those topics.

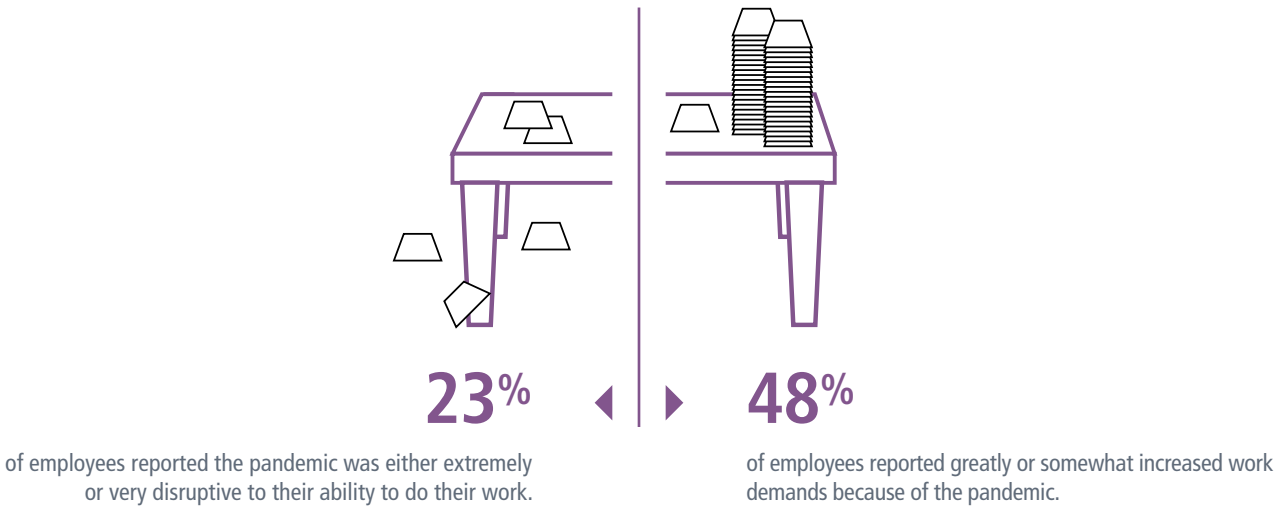




# The COVID-19 Pandemic: Federal Employee Experiences (continued)

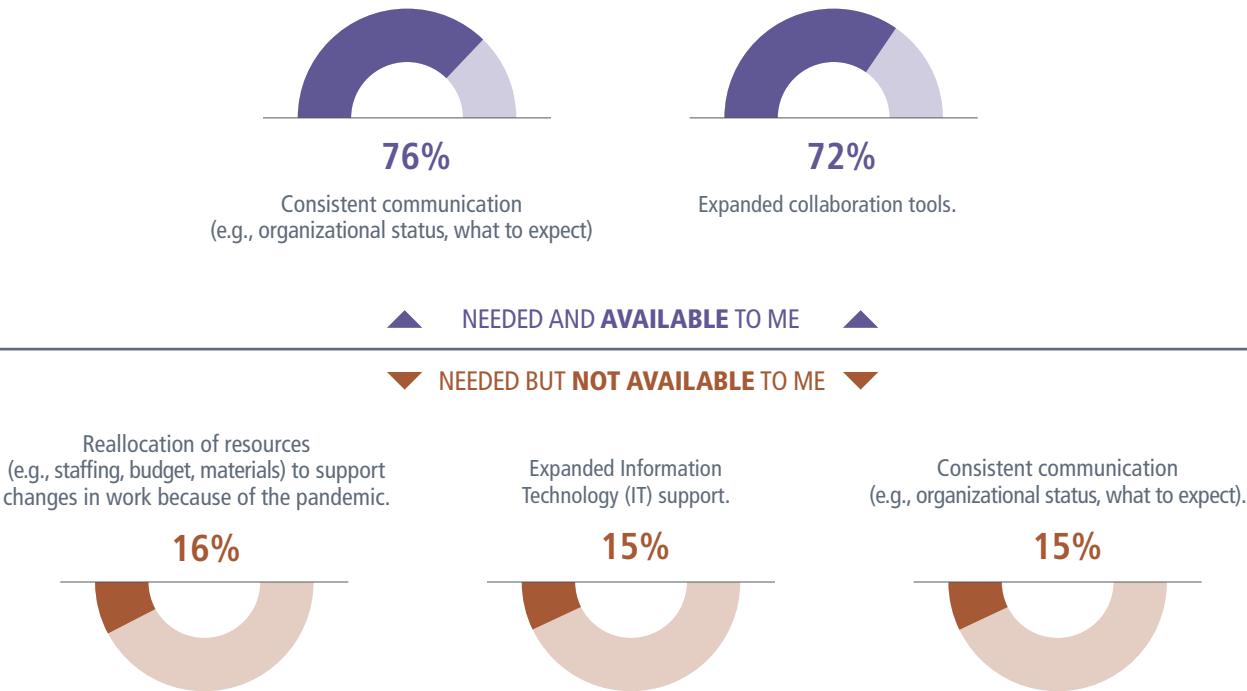
## Work Consequences

Employee performance amid the pandemic has relied upon identifying needs and appropriate supports to ensure that employees were able to remain productive and maintain effective agency operations. While the Federal workforce has been largely resilient, the COVID-19 pandemic did have negative effects on Federal employee work.



## Support of Employee Work

Most respondents indicated the support they needed to perform work has been made available in their organization. Areas identified for improvements tend to relate to resource allocations in response to work changes as well as technological support.





Workplace Effectiveness

To achieve critical agency missions, the Federal workforce must effectively perform even under the most challenging circumstances. The COVID-19 section included questions to evaluate the impact of the pandemic on performance-related aspects of work. Six were posed twice on the survey, first in the context of “prior to” the COVID-19 pandemic, and second “during” the COVID-19 pandemic. This approach was adopted to allow comparison of employee perceptions at two points in time.

Work Effects			
My Work Unit...	Prior to COVID-19	During COVID-19	Difference
...met / has met the needs of our customers.	94%	86%	-8%
...contributed / has contributed positively to my agency’s performance.	94%	88%	-6%
...produced / has produced high-quality work.	93%	87%	-6%
...adapted / has adapted to changing priorities.	90%	87%	-3%
...successfully / has successfully collaborated.	87%	82%	-5%
...achieved / has achieved our goals.	92%	86%	-6%

Note: All numbers are percent positives.

While the percent positive scores were very high across all six performance items in both categories – prior to and during the COVID-19 pandemic – meaningful declines were noted too. The largest difference (-8 percentage points) was in met customer needs, perhaps unsurprising given daily operations disruptions during the pandemic. Scores showed the smallest decline in ratings of work unit adaptations to changing priorities, again, underscoring the resilience of the workforce.

In many ways these findings are not surprising. Even a very dedicated and resilient workforce faced with unprecedented challenges needs time to adapt to new ways of working. The disruption caused to Federal employees by the pandemic is clear in reported ratings.





## Leaning Toward the Future: Conclusions and Next Steps

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The inclusion of a section in the 2020 OPM FEVS to assess the impact of the COVID-19 pandemic on the Federal workforce was an important step toward achieving OPM goals of a responsive survey, addressing contemporary issues with useful, actionable data resulting. Survey findings overall provide insights for a way forward from 2020 challenges and others that are yet unanticipated.

Survey results show that agency efforts to safely and effectively address challenges introduced by the pandemic did not go unnoticed. Looking at the phased return of employees to their worksites, an encouraging 74% of respondents agreed that agencies made their safety a top priority. Basing perceptions on how COVID-19 has been handled, 73% of respondents also believed their organization will respond effectively to future emergencies.

Employees within individual agencies, however, have had varying workplace experiences during the pandemic. Results by agency will be featured in data reports to be posted on the OPM FEVS website ([www.opm.gov/FEVS](http://www.opm.gov/FEVS)) and reviewing those forthcoming reports will provide insights into individual agency responses. Findings from successful as well as less effective agency responses to the pandemic provide important opportunities for learning across agencies and a resource across employment sectors.

A major objective for addressing the COVID-19 pandemic in the 2020 OPM FEVS has been to capture Federal employee perceptions as a source for identifying strategies for navigating current and future emergencies. Beneficial next steps should include partnering of leadership with policy experts to review results. Such partnerships will aid in understanding the full implications of OPM FEVS results and guide planning to effectively support the

workforce during turbulent times. Results in this report provide a starting point by confirming that timely, consistent, and clear communication is critical to continuity of operations. Planning for future emergencies should also account for disruptions on employee workload, needs, and productivity.

Changes in management practices and policies in responses to the pandemic have driven widespread speculation about how workplaces might look and function post-pandemic. Sweeping changes to agency designs, for example, have meant a substantial portion of Federal employees have worked in technology-mediated contexts, completely remote from traditional worksites. Such changes have profound implications for management of the workforce, with typical questions centering on performance management. Next steps should include review of OPM FEVS results by decision-makers at all levels to identify how workplace innovations can be retained to foster and support an agile workforce capable of performing despite any external disruptions.

Finally, the 2020 OPM FEVS reflects a multi-year initiative to modernize and continuously improve the survey. OPM efforts to ensure content responsive to events and priorities were showcased in 2019 with items added to assess the impact of the partial government shutdown on agency workforces. Substantive changes in 2020 allowed for the addition of entire new sections for evaluating the implications of the COVID-19 pandemic on workforce and agency effectiveness. Changes to survey content are always made in collaboration with subject matter experts and agencies to ensure the best data to meet the widest possible needs. Modernization and improvement will continue to be hallmarks of the OPM FEVS program as we look toward future survey administrations.



## Appendix A: Participating Agency Response Rates by Employee Population Size Categories

Agency	Number Surveyed	Number Responded	Response Rate
<b>Governmentwide</b>	<b>1,410,610</b>	<b>624,800</b>	<b>44.3%</b>
<b>Very Large Agencies (&gt; 75,000 employees)</b>			
Department of Agriculture	72,835	33,399	<b>45.9%</b>
Department of Defense, Overall	583,969	206,219	<b>35.3%</b>
United States Department of the Air Force	127,522	35,476	<b>27.8%</b>
United States Department of the Army	184,788	82,155	<b>44.5%</b>
United States Department of the Navy	184,324	52,153	<b>28.3%</b>
OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)	87,335	36,435	<b>41.7%</b>
Department of Health and Human Services	71,390	50,393	<b>70.6%</b>
Department of Homeland Security	184,800	84,704	<b>45.8%</b>
Department of Justice	104,625	29,013	<b>27.7%</b>
Department of the Treasury	72,297	40,347	<b>55.8%</b>
<b>Large Agencies (10,000–74,999 employees)</b>			
Department of Commerce	37,247	21,310	<b>57.2%</b>
Department of Energy	11,579	8,904	<b>76.9%</b>
Department of Labor	12,742	7,187	<b>56.4%</b>
Department of State	21,715	10,933	<b>50.3%</b>
Department of the Interior	45,648	26,114	<b>57.2%</b>
Department of Transportation	51,011	22,246	<b>43.6%</b>
Environmental Protection Agency	12,852	8,115	<b>63.1%</b>
General Services Administration	10,340	7,332	<b>70.9%</b>
National Aeronautics and Space Administration	16,549	10,588	<b>64.0%</b>
Social Security Administration	57,751	28,651	<b>49.6%</b>

For an Excel version of Appendix A: Participating Agency Response Rates by Employee Population Size Categories [click this link](#)





## Appendix A: Participating Agency Response Rates by Employee Population Size Categories (continued)

Agency	Number Surveyed	Number Responded	Response Rate
<b>Governmentwide</b>	<b>1,410,610</b>	<b>624,800</b>	<b>44.3%</b>
<b>Medium Agencies</b> (1,000–9,999 employees)			
Court Services and Offender Supervision Agency	1,051	523	<b>49.8%</b>
Department of Education	3,301	2,367	<b>71.7%</b>
Department of Housing and Urban Development	6,690	4,509	<b>67.4%</b>
Equal Employment Opportunity Commission	1,829	1,311	<b>71.7%</b>
Federal Communications Commission	1,339	622	<b>46.5%</b>
Federal Energy Regulatory Commission	1,341	1,148	<b>85.6%</b>
Federal Trade Commission	1,000	722	<b>72.2%</b>
National Archives and Records Administration	2,395	1,494	<b>62.4%</b>
National Credit Union Administration	1,069	926	<b>86.6%</b>
National Labor Relations Board	1,189	776	<b>65.3%</b>
National Science Foundation	1,190	927	<b>77.9%</b>
Nuclear Regulatory Commission	2,688	2,166	<b>80.6%</b>
Office of Personnel Management	2,320	1,343	<b>57.9%</b>
Small Business Administration	1,979	1,333	<b>67.4%</b>
U.S. Agency for Global Media	1,262	612	<b>48.5%</b>
U.S. Agency for International Development	3,356	2,097	<b>62.5%</b>



## Appendix A: Participating Agency Response Rates by Employee Population Size Categories (continued)

Agency	Number Surveyed	Number Responded	Response Rate
<b>Governmentwide</b>	<b>1,410,610</b>	<b>624,800</b>	<b>44.3%</b>
<b>Small Agencies (100–999 employees)</b>			
American Battle Monuments Commission	217	106	<b>48.8%</b>
Commodity Futures Trading Commission	628	459	<b>73.1%</b>
Consumer Product Safety Commission	445	326	<b>73.3%</b>
Corporation for National and Community Service	342	242	<b>70.8%</b>
Export-Import Bank of the United States	329	213	<b>64.7%</b>
Farm Credit Administration	277	226	<b>81.6%</b>
Federal Election Commission	280	201	<b>71.8%</b>
Federal Housing Finance Agency	556	502	<b>90.3%</b>
Federal Labor Relations Authority	86	48	<b>55.8%</b>
Federal Maritime Commission	98	59	<b>60.2%</b>
Federal Mediation and Conciliation Service	213	148	<b>69.5%</b>
Federal Retirement Thrift Investment Board	246	183	<b>74.4%</b>
International Boundary and Water Commission	192	76	<b>39.6%</b>
Merit Systems Protection Board	176	125	<b>71.0%</b>
National Endowment for the Arts	107	65	<b>60.7%</b>
National Endowment for the Humanities	114	62	<b>54.4%</b>
National Gallery of Art	708	438	<b>61.9%</b>
National Indian Gaming Commission	100	67	<b>67.0%</b>
National Transportation Safety Board	366	300	<b>82.0%</b>
Office of Management and Budget	384	305	<b>79.4%</b>
Office of the U.S. Trade Representative	186	114	<b>61.3%</b>
Pension Benefit Guaranty Corporation	844	619	<b>73.3%</b>
Railroad Retirement Board	801	412	<b>51.4%</b>
Selective Service System	94	75	<b>79.8%</b>
Surface Transportation Board	112	75	<b>67.0%</b>
U.S. International Development Finance Corporation	226	145	<b>64.2%</b>
U.S. International Trade Commission	345	318	<b>92.2%</b>
U.S. Office of Special Counsel	124	98	<b>79.0%</b>



## Appendix A: Participating Agency Response Rates by Employee Population Size Categories (continued)

Agency	Number Surveyed	Number Responded	Response Rate
<b>Governmentwide</b>	<b>1,410,610</b>	<b>624,800</b>	<b>44.3%</b>
<b>Very Small Agencies (&lt;100 employees)</b>			
AbilityOne Commission	22	11	50.0%
African Development Foundation	21	14	66.7%
Commission on Civil Rights	28	16	57.1%
Defense Nuclear Facilities Safety Board	80	66	82.5%
Farm Credit System Insurance Corporation	10	<10	—
Federal Mine Safety and Health Review Commission	49	24	49.0%
Institute of Museum and Library Services	51	46	90.2%
Inter-American Foundation	32	27	84.4%
John F. Kennedy Center for the Performing Arts	43	16	37.2%
Marine Mammal Commission	12	12	100.0%
National Capital Planning Commission	28	25	89.3%
National Mediation Board	29	12	41.4%
Occupational Safety and Health Review Commission	41	17	41.5%
Office of Navajo and Hopi Indian Relocation	18	<10	—
Postal Regulatory Commission	50	47	94.0%
U.S. Access Board	23	15	65.2%
U.S. Chemical Safety and Hazard Investigation Board	25	19	76.0%
U.S. Office of Government Ethics	61	47	77.0%
U.S. Trade and Development Agency	42	31	73.8%

Note: Agencies with fewer than 10 responses are indicated with “—”.



## Appendix B:

# Analytical Methods and Additional OPM FEVS Reports

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### Analytical Methods

The data collected from 2020 survey respondents are weighted to ensure survey estimates accurately represent the survey population. Use of unweighted data could produce biased estimates of population statistics. The final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point. Demographic results are not weighted. OPM employed a number of grouping procedures to simplify presentation of data analysis results in this report. Most of the items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. In some instances, these responses are collapsed into one positive category (Strongly Agree and Agree), one negative category (Strongly Disagree and Disagree), and a neutral category (Neither Agree nor Disagree). For more information on OPM FEVS methods, including data weighting and analysis, see the OPM FEVS Technical Report at [www.opm.gov/fevs/reports/technical-reports](http://www.opm.gov/fevs/reports/technical-reports).

### Other OPM FEVS Reports and Governmentwide Data Reports

In addition to the Governmentwide Management Report, there are three additional governmentwide data reports available on the OPM FEVS website under “Reports” (access the OPM FEVS website at [www.opm.gov/fevs/reports](http://www.opm.gov/fevs/reports)).

#### Report by Agency

Displays question-by-question counts and percentages for each response option of the OPM FEVS by participating agency and also governmentwide. Reports are available as far back as 2004.

#### Report by Demographics

Displays question-by-question counts and percentages for each response option of the OPM FEVS by demographic groups and also governmentwide. Reports are available as far back as 2004.

#### Report on Demographic Questions by Agency (unweighted)

Displays counts and percentages by participating agencies’ demographic and workforce profile (e.g., work location, supervisory status, sex, age, pay category, intention to retire) of the OPM FEVS. Both respondent counts and percentage estimates are unweighted. Reports are available as far back as 2004.





## Appendix C: Item Comparisons Across Years

### My Work Experience

Item	2016	2017	2018	2019	2020
‡1. I am given a real opportunity to improve my skills in my organization.	63	64	66	67	70
2. I feel encouraged to come up with new and better ways of doing things.	58	59	61	62	67
3. My work gives me a feeling of personal accomplishment.	72	72	72	72	75
4. I know what is expected of me on the job.	79	80	80	81	83
‡5. My workload is reasonable.	57	59	59	59	67
‡6. My talents are used well in the workplace.	58	60	60	61	66
‡7. I know how my work relates to the agency's goals.	83	84	85	85	87
‡8. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	62	64	66	67	68

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

### My Work Unit

Item	2016	2017	2018	2019	2020
‡9. The people I work with cooperate to get the job done.	73	75	76	77	84
10. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	31	32	34	42
11. See Performance Section					
‡12. In my work unit, differences in performance are recognized in a meaningful way.	34	36	38	39	51
‡13. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.	69	71	80	81	82

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

For an Excel version of Appendix C: Item Comparisons Across Years  
click this link





## Appendix C: Item Comparisons Across Years (continued)

### Performance

Item	2019	2020
11. In my work unit, poor performers usually:		
Remain in the work unit and improve their performance over time	17	19
Remain in the work unit and continue to underperform	56	49
Leave the work unit - removed or transferred	8	9
Leave the work unit - quit	2	2
There are no poor performers in my work unit	17	21

Note: The sum of percentages may not add to 100 due to rounding.

### My Agency

Item	2016	2017	2018	2019	2020
14. Employees are recognized for providing high quality products and services.	48	51	53	54	64
15. Employees are protected from health and safety hazards on the job.	76	77	77	77	77
16. My agency is successful at accomplishing its mission.	74	76	77	77	81
‡17. I recommend my organization as a good place to work.	64	66	66	67	71
‡18. I believe the results of this survey will be used to make my agency a better place to work.	41	42	41	41	43

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).



## Appendix C: Item Comparisons Across Years (continued)

### My Supervisor

Item	2016	2017	2018	2019	2020
19. My supervisor supports my need to balance work and other life issues.	78	80	81	82	85
20. My supervisor is committed to a workforce representative of all segments of society.	68	70	71	72	79
21. Supervisors in my work unit support employee development.	66	68	70	71	78
22. My supervisor listens to what I have to say.	76	78	79	80	83
23. My supervisor treats me with respect.	81	82	84	84	87
24. I have trust and confidence in my supervisor.	67	69	71	72	76
25. Overall, how good a job do you feel is being done by your immediate supervisor?	70	72	73	74	78

### My Leadership

Item	2016	2017	2018	2019	2020
26. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	41	43	44	45	51
27. My organization's senior leaders maintain high standards of honesty and integrity.	52	54	55	56	61
‡28. Managers communicate the goals of the organization.	60	62	64	65	68
29. Managers promote communication among different work units (for example, about projects, goals, needed resources).	52	55	56	58	60
30. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	58	60	61	63	67
31. I have a high level of respect for my organization's senior leaders.	53	56	56	57	62
32. Senior leaders demonstrate support for Work-Life programs.	55	57	58	59	64

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).



## Appendix C: Item Comparisons Across Years (continued)

My Satisfaction					
Item	2016	2017	2018	2019	2020
#33. How satisfied are you with your involvement in decisions that affect your work?	51	53	54	55	58
#34. How satisfied are you with the information you receive from management on what's going on in your organization?	48	50	51	52	58
#35. How satisfied are you with the recognition you receive for doing a good job?	48	50	52	53	59
#36. Considering everything, how satisfied are you with your job?	66	68	68	69	72
37. Considering everything, how satisfied are you with your pay?	58	61	63	63	67
#38. Considering everything, how satisfied are you with your organization?	57	60	60	61	66

Note: Items included on the Annual Employee Survey are noted by a double dagger (#).



# Appendix D: COVID-19 Pandemic Results

Items addressing the COVID-19 Pandemic were added to the 2020 OPM FEVS in order to be responsive to the needs of agencies and to assess employee experiences and challenges during this unprecedented time. The governmentwide results are listed in this section.

When responding to the questions in this section, respondents were asked to think of their experiences during the COVID-19 pandemic (for much of the Federal Government, pandemic responses began in March 2020), unless otherwise instructed.

Background	
Item	2020 Percentages
39. During the COVID-19 pandemic, on average what percentage of your work time have you been <b>physically present</b> at your agency worksite (including headquarters, bureau, field offices, etc.)?	
100% of my work time	17
At least 75% but less than 100%	14
At least 50% but less than 75%	8
At least 25% but less than 50%	7
Less than 25%	24
I have not been physically present at my agency worksite during the pandemic	30

Note: The sum of percentages may not add to 100 due to rounding.



## Appendix D: COVID-19 Pandemic Results (continued)

Item	Before	During Peak	As of Now
40. Please select the response that BEST describes <b>your teleworking schedule</b> (1) BEFORE the COVID-19 pandemic, (2) DURING the PEAK of the pandemic, and (3) AS OF the date you responded to this survey:			
I telework every work day	3	59	47
I telework 3 or 4 days per week	5	10	12
I telework 1 or 2 days per week	15	5	8
I telework, but only about 1 or 2 days per month	5	1	2
I telework very infrequently, on an unscheduled or short-term basis	13	3	4
I <b>do not</b> telework because I have to be physically present on the job (e.g., law enforcement officers, TSA agent, border patrol agent, security personnel)	24	16	18
I <b>do not</b> telework because of technical issues (e.g., connectivity, inadequate equipment) that prevent me from teleworking	3	2	2
I <b>do not</b> telework because I did not receive approval to do so, even though I have the kind of job where I can telework	19	2	4
I <b>do not</b> telework because I choose not to telework	12	2	4

Note: The sum of percentages may not add to 100 due to rounding.





## Appendix D: COVID-19 Pandemic Results (continued)

Item	2020 Percentages
41. What type(s) of leave have you used <b>because of</b> the pandemic? (Mark all that apply)	
Leave under the Emergency Paid Sick Leave Act (part of the Families First Coronavirus Response Act)	3
Annual leave	37
Sick leave	30
Weather and safety leave	10
Administrative leave	9
Other paid leave (e.g., comp time, credit hours)	10
Unpaid leave (e.g., LWOP)	1
I have not used leave because of the pandemic	49
<i>If the response to item 41 was "I have not used leave because of the pandemic", item 41a was skipped.</i>	
41a. During the COVID-19 pandemic, what percentage of your <i>total</i> work time have you used leave <b>because of</b> the pandemic?	
100% of my work time	3
At least 75% but less than 100%	3
At least 50% but less than 75%	4
At least 25% but less than 50%	8
Less than 25%	82
42. How have you changed your participation in alternative work schedules (AWS) <b>because of</b> the COVID-19 pandemic? Examples of AWS include compressed work and flexible work schedule.	
I <b>began</b> an alternative work schedule	11
I <b>ended</b> my usual alternative work schedule	3
No change because of the pandemic	86

Note: The sum of percentages may not add to 100 due to rounding. For item 41, the sum of the percentages will add to more than 100% because respondents could choose more than one response option.



## Appendix D: COVID-19 Pandemic Results (continued)

### Employee Supports

Item	Needed and available to me	Needed, but not available to me	Not needed by me now
43. How has your organization supported your <b>well-being</b> needs during the COVID-19 pandemic?			
Expanded telework	65	9	26
Expanded work schedule flexibilities	51	11	39
Expanded leave policies	31	11	57
More information on available leave policies	35	12	53
Expanded mental health resources (e.g., assistance with stress of COVID-19)	21	10	69
Expanded physical health resources (e.g., temperature checks, COVID-19 illness testing) at my agency worksite	24	17	59
Timely communication about possible COVID-19 illness at my agency worksite	54	19	27
Protection of employees at higher risk for severe illness from COVID-19 exposure	43	12	45
Limited access to my agency worksite buildings/facilities (e.g., closures, limits on activities with external visitors/groups)	53	8	38
Social distancing (e.g., limits on group size, reduced access to common areas) in my agency worksite	57	9	34
Rearranged workspaces to maximize social distancing	33	13	54
Encouraged use of personal protective equipment (PPE) or other safety equipment in my agency worksite	64	5	30
Cleaning and sanitizing supplies available to reduce risk of illness in my agency worksite	61	9	30
Training for all employees on health and safety protocols	57	13	30

Note: The sum of percentages may not add to 100 due to rounding.



## Appendix D: COVID-19 Pandemic Results (continued)

During the COVID-19 Pandemic	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
44-46. My organization's senior leaders have...					
...demonstrated commitment to employee health and safety.	46	35	10	5	4
...supported policies and procedures to protect employee health and safety.	46	36	9	5	4
...provided effective communications about the pandemic.	41	35	12	7	5
47-49. My supervisor has...					
...shown concern for my health and safety.	52	32	9	4	3
...supported my efforts to stay healthy and safe while working.	53	32	9	3	3
...created an environment where I can voice my concerns about staying healthy and safe.	50	30	11	5	4

Notes: The sum of percentages may not add to 100 due to rounding. "No Basis to Judge" responses were removed from these results. To see a full breakdown of responses, please refer to the 2020 Annual Employee Survey (AES) report.

### Work Supports

Item	Needed and available to me	Needed, but not available to me	Not needed by me now
50. How has your organization supported <b>your work</b> during the COVID-19 pandemic?			
Consistent communication (e.g., organizational status, what to expect)	76	15	9
Training for new/changed work or work processes because of the pandemic	50	14	35
Reallocation of resources (e.g., staffing, budget, materials) to support changes in work because of the pandemic	37	16	46
Help with commuting issues (e.g., alternatives to public transportation)	16	7	77
Options for work/business travel	21	8	71
Information on remote work policies, procedures, and expectations	63	9	28
Training on how to work remotely	46	10	44
Equipment and technology for working remotely (e.g., laptops, cell phone, Information Technology infrastructure)	63	13	25
Expanded collaboration tools (e.g., video conferencing, teleconferencing)	72	7	21
Expanded training for using remote work tools and applications	52	14	34
Expanded Information Technology (IT) support	54	15	31
Information about data security policies and procedures	64	8	28

Note: The sum of percentages may not add to 100 due to rounding.



## Appendix D: COVID-19 Pandemic Results (continued)

Item	Yes	No	Other
51. Does the type of work you do require you to be physically present at a worksite (e.g., border patrol agent, TSA agent, meat inspector)?	27	62	10

Note: The sum of percentages may not add to 100 due to rounding.

### Work Effects

Item	Extremely	Very	Somewhat	Slightly	Not At All
52. How disruptive has the COVID-19 pandemic been to your ability to do your work?	9	14	30	22	25

Notes: The sum of percentages may not add to 100 due to rounding. "No Basis to Judge" responses were removed from these results. To see a full breakdown of responses, please refer to the 2020 Annual Employee Survey (AES) report.

Item	Greatly Increased	Somewhat Increased	About the Same	Somewhat Decreased	Greatly Decreased
53. How have your work demands changed because of the COVID-19 pandemic?	18	30	42	7	2

Notes: The sum of percentages may not add to 100 due to rounding. "No Basis to Judge" responses were removed from these results. To see a full breakdown of responses, please refer to the 2020 Annual Employee Survey (AES) report.

Item	Always		Most of the Time		Sometimes		Rarely		Never	
	PRIOR	DURING	PRIOR	DURING	PRIOR	DURING	PRIOR	DURING	PRIOR	DURING
54-55. My Work Unit...										
...met / has met the needs of our customers.	58	47	36	39	4	11	1	3	<1	1
...contributed / has contributed positively to my agency's performance.	64	56	30	32	5	9	1	2	<1	1
...produced / has produced high-quality work.	62	55	31	32	6	10	1	2	<1	1
...adapted / has adapted to changing priorities.	60	56	30	31	7	10	2	3	1	1
...successfully / has successfully collaborated.	57	51	30	31	9	13	3	4	1	1
...achieved / has achieved our goals.	57	50	35	36	6	11	1	3	<1	1

Notes: The sum of percentages may not add to 100 due to rounding. "No Basis to Judge" responses were removed from these results. To see a full breakdown of responses, please refer to the 2020 Annual Employee Survey (AES) report.



## Appendix D: COVID-19 Pandemic Results (continued)

Item	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
56. In the phased return of employees to the agency worksite (i.e., opening up government), my organization has made employee safety a top priority.	40	34	14	7	5
57. Based on my organization's handling of the COVID-19 pandemic, I believe my organization will respond effectively to future emergencies.	36	37	15	6	5

Notes: The sum of percentages may not add to 100 due to rounding. "No Basis to Judge" responses were removed from these results. To see a full breakdown of responses, please refer to the 2020 Annual Employee Survey (AES) report.

### Work-Life

Item	2020 Percentages
58-64. Work-Life Programs (See Appendix E)	
65. Which of the following paid and unpaid <b>child care</b> arrangements have you used to perform your work responsibilities during the COVID-19 pandemic? (Mark all that apply)	
I do not have any child care responsibilities	61
No arrangements needed to manage child care responsibilities (e.g., older children)	11
Child care in my own home (e.g., other parent, relative, nanny, au pair)	17
Alternative work arrangement (e.g., telework, flexible work schedule)	12
Child care center	4
Paid leave	11
Unpaid leave	1
Child care in someone else's home (e.g., relative or neighbor, professional child care provider)	5
Respite care (temporary care of a sick or disabled child, providing relief for their usual caregiver)	<1
Agency emergency back-up care program	<1
Resource and referral services for dependent child care	<1
Other services/arrangements	3

Note: The sum of the percentages will add to more than 100% because respondents could choose more than one response option.



## Appendix D: COVID-19 Pandemic Results (continued)

### Work-Life

Item	2020 Percentages
66. Which of the following paid and unpaid <b>elder/adult care</b> arrangements have you used to perform your work responsibilities during the COVID-19 pandemic? (Mark all that apply)	
I do not have any elder/adult care responsibilities	82
No arrangements needed to manage elder/adult care responsibilities (e.g., elder can manage tasks of everyday living)	9
Alternative work arrangement (e.g., telework, flexible work schedule)	4
Elder/adult day care center	<1
Paid leave	5
Unpaid leave	<1
Long-term care insurance	<1
Respite care (temporary care of a sick or disabled adult/elder, providing relief for their usual caregiver)	1
Other services/arrangements	3
67. During the COVID-19 pandemic, how disruptive have school closures/changes been to your ability to do your work?	
Extremely	23
Very	15
Somewhat	26
Slightly	17
Not at All	19
68. During the COVID-19 pandemic, how disruptive have changes to your children's day care been to your ability to do your work?	
Extremely	27
Very	16
Somewhat	23
Slightly	14
Not at All	20

Note: The sum of percentages may not add to 100 due to rounding. Percentages for "I do not have responsibility for school-aged children", "I do not have responsibility for children who need day care", and "Does Not Apply" are not included.



## Appendix E: Work-Life Program Results

### Telework Status

40. Please select the response that BEST describes your teleworking schedule. (See Appendix D)

### Telework Satisfaction

Item	% Satisfaction	% All Responses
58. How satisfied are you with the Telework program in your agency?		
Very Satisfied	44	36
Satisfied	35	28
Neither Satisfied or Dissatisfied	11	9
Dissatisfied	6	5
Very Dissatisfied	4	3
<b>Item Response Total</b>	<b>100</b>	<b>81</b>
I choose not to participate in this program	—	2
This program is not available to me	—	15
I am unaware of this program	—	1
<b>Total</b>	<b>100</b>	<b>100</b>

Note: The sum of percentages may not add to 100 due to rounding.

### Work-Life Program Participation

Item	2020 Percentages
59. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply)	
Alternative Work Schedules	49
Health and Wellness Programs	19
Employee Assistance Program – EAP	6
Child Care Programs	3
Elder Care Programs	1
None listed above	42

Note: Percents will add to more than 100% because respondents could choose more than one response option.

For an Excel version of Appendix E: Work-Life Program Results  
click this link





## Appendix E: Work-Life Program Results (continued)

### Work-Life Program Satisfaction

Item	% Satisfaction	% All Responses
60. How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)		
Very Satisfied	49	34
Satisfied	33	23
Neither Satisfied or Dissatisfied	12	8
Dissatisfied	3	2
Very Dissatisfied	2	1
<b>Item Response Total</b>	<b>100</b>	<b>68</b>
I choose not to participate in these programs	—	15
These programs are not available to me	—	13
I am unaware of these programs	—	3
<b>Total</b>	<b>100</b>	<b>100</b>
61. How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)		
Very Satisfied	25	15
Satisfied	39	24
Neither Satisfied or Dissatisfied	27	17
Dissatisfied	6	4
Very Dissatisfied	3	2
<b>Item Response Total</b>	<b>100</b>	<b>62</b>
I choose not to participate in these programs	—	21
These programs are not available to me	—	10
I am unaware of these programs	—	8
<b>Total</b>	<b>100</b>	<b>100</b>

Note: The sum of percentages may not add to 100 due to rounding.





Appendix E: Work-Life Program Results (continued)

Item	% Satisfaction	% All Responses
62. How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program – EAP (for example, short-term counseling, referral services, legal services, education services)		
Very Satisfied	19	9
Satisfied	32	15
Neither Satisfied or Dissatisfied	43	20
Dissatisfied	4	2
Very Dissatisfied	2	1
<b>Item Response Total</b>	<b>100</b>	<b>47</b>
I choose not to participate in these programs	—	43
These programs are not available to me	—	3
I am unaware of these programs	—	8
<b>Total</b>	<b>100</b>	<b>100</b>

Note: The sum of percentages may not add to 100 due to rounding.



## Appendix E: Work-Life Program Results (continued)

Item	% Satisfaction	% All Responses
63. How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)		
Very Satisfied	15	4
Satisfied	22	6
Neither Satisfied or Dissatisfied	56	17
Dissatisfied	4	1
Very Dissatisfied	3	1
<b>Item Response Total</b>	<b>100</b>	<b>29</b>
I choose not to participate in these programs	—	49
These programs are not available to me	—	10
I am unaware of these programs	—	12
<b>Total</b>	<b>100</b>	<b>100</b>
64. How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)		
Very Satisfied	12	3
Satisfied	16	4
Neither Satisfied or Dissatisfied	66	16
Dissatisfied	3	1
Very Dissatisfied	2	1
<b>Item Response Total</b>	<b>100</b>	<b>25</b>
I choose not to participate in these programs	—	49
These programs are not available to me	—	9
I am unaware of these programs	—	18
<b>Total</b>	<b>100</b>	<b>100</b>

Note: The sum of percentages may not add to 100 due to rounding.



# Appendix F: Governmentwide Respondent Characteristics

## Employment Demographics

Item	Number Responded	2020 Percentages
Where do you work?		
Headquarters	189,698	33%
Field	288,918	50%
Full-time telework (e.g., home office, telecenter)	104,764	18%
What is your supervisory status?		
Senior Leader	10,846	2%
Manager	41,768	7%
Supervisor	82,664	14%
Team Leader	79,479	14%
Non-Supervisor	372,716	63%
What is your pay category/grade?		
Federal Wage System	19,732	3%
GS 1-6	20,854	4%
GS 7-12	241,557	41%
GS 13-15	250,770	43%
Senior Executive Service	5,643	1%
Senior Level (SL) or Scientific or Professional (ST)	2,069	<1%
Other	46,515	8%
What is your US military service status?		
No Prior Military Service	411,780	70%
Currently in National Guard or Reserves	10,154	2%
Retired	77,700	13%
Separated or Discharged	86,577	15%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

For an Excel version of Appendix F: Governmentwide Respondent Characteristics  
click this link





## Appendix F: Governmentwide Respondent Characteristics (continued)

Item	Number Responded	2020 Percentages
Are you:		
The spouse of a current active duty service member of the U.S. Armed Forces	6,119	1%
The spouse of a service member who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent	11,321	2%
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	311	<1%
None of the categories listed	569,241	97%
<i>If the response to the previous question on if you are a military spouse was "None of the categories listed," this item was skipped.</i>		
Have you been hired under the Military Spouse Non-Competitive Hiring Authority?		
Yes	2,095	12%
No	15,544	88%
How long have you been with the Federal Government (excluding military service)?		
Less than 1 year	1,758	<1%
1 to 3 years	61,592	10%
4 to 5 years	49,772	8%
6 to 10 years	101,508	17%
11 to 14 years	110,719	19%
15 to 20 years	106,130	18%
More than 20 years	156,350	27%
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?		
Less than 1 year	7,194	1%
1 to 3 years	95,174	16%
4 to 5 years	65,830	11%
6 to 10 years	107,446	18%
11 to 14 years	104,057	18%
15 to 20 years	93,549	16%
More than 20 years	114,437	19%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.



## Appendix F: Governmentwide Respondent Characteristics (continued)

### Intent to Leave

Item	Number Responded		2020 Percentages	
	BEFORE PANDEMIC	AS OF TODAY	BEFORE PANDEMIC	AS OF TODAY
Are you considering leaving your organization within the next year, and if so, why?				
No	427,917	393,154	74%	69%
Yes, to retire	35,799	40,343	6%	7%
Yes, to take another job within the Federal Government	85,458	91,472	15%	16%
Yes, to take another job outside the Federal Government	14,069	19,150	2%	3%
Yes, other	15,602	22,938	3%	4%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Item	Number Responded	2020 Percentages
<i>If the response to your considering leaving your organization did not differ between "Before Pandemic" and "Today," this item was skipped.</i>		
Has your intention to leave your organization within the next year changed <b>because of</b> the COVID-19 pandemic?		
Yes	35,017	33%
No	69,927	67%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.



## Appendix F: Governmentwide Respondent Characteristics (continued)

### Retirement Plans

Item	Number Responded		2020 Percentages	
	BEFORE PANDEMIC	AS OF TODAY	BEFORE PANDEMIC	AS OF TODAY
I am planning to retire:				
Less than 1 year	14,705	20,404	3%	4%
1 year	16,627	19,528	3%	3%
2 years	32,734	32,487	6%	6%
3 years	32,500	30,195	6%	5%
4 years	21,468	20,215	4%	4%
5 years	42,291	40,051	7%	7%
More than 5 years	413,933	403,709	72%	71%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.

Item	Number Responded	2020 Percentages
<i>If the response to your retirement plans did not differ between "Before Pandemic" and "Today," this item was skipped.</i>		
Has your retirement plan changed <b>because of</b> the COVID-19 pandemic?		
Yes	31,860	38%
No	52,061	62%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.



## Appendix F: Governmentwide Respondent Characteristics (continued)

### Personal Demographics

Item	Number Responded	2020 Percentages
Are you of Hispanic, Latino, or Spanish origin?		
Yes	60,944	11%
No	508,908	89%
Are you:		
American Indian or Alaska Native	11,058	2%
Asian	33,104	6%
Black or African American	81,959	15%
Native Hawaiian or Other Pacific Islander	3,813	1%
White	398,571	72%
Two or more races	24,538	4%
Minority Status		
Minority	203,278	36%
Non Minority	356,279	64%
What is your age group?		
25 years and under	6,914	1%
26-29 years old	16,514	3%
30-39 years old	109,645	19%
40-49 years old	151,859	27%
50-59 years old	192,976	34%
60 years or older	92,537	16%
Generation		
Traditionalists (born 1945 or earlier)	2,298	<1%
Baby Boomers (born 1946 to 1964)	193,194	31%
Generation X (born 1965 to 1980)	289,448	46%
Generation Y (born 1981 to 1996)	138,036	22%
Generation Z (born 1997 or later)	1,796	<1%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.



## Appendix F: Governmentwide Respondent Characteristics (continued)

Item	Number Responded	2020 Percentages
What is the highest degree or level of education you have completed?		
Less than High School	373	<1%
High School Diploma/GED or equivalent	23,888	4%
Trade or Technical Certificate	12,313	2%
Some College (no degree)	76,131	13%
Associate's Degree (e.g., AA, AS)	44,428	8%
Bachelor's Degree (e.g., BA, BS)	204,236	35%
Master's Degree (e.g., MA, MS, MBA)	158,239	27%
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	57,306	10%
Are you an individual with a disability?		
Yes	86,736	15%
No	486,748	85%
Are you:		
Male	311,205	55%
Female	256,887	45%
Are you transgender?		
Yes	1,648	<1%
No	562,890	100%
Which one of the following do you consider yourself to be?		
Straight, that is not gay or lesbian	529,915	95%
Gay or Lesbian	12,420	2%
Bisexual	6,884	1%
Something else	8,981	2%

Notes: Demographic results are unweighted. The sum of percentages may not add to 100 due to rounding.





## Appendix G: OPM FEVS Indices

### Employee Engagement Index – Governmentwide



Index	2016	2017	2018	2019	2020
<b>Overall Employee Engagement</b>	<b>65</b>	<b>67</b>	<b>68</b>	<b>68</b>	<b>72</b>
Leaders Lead	53	55	56	57	62
Supervisors	72	74	75	76	80
Intrinsic Work Experience	70	71	72	72	76

For Employee Engagement Index results by agency  
click this link



### Global Satisfaction Index – Governmentwide



Index	2016	2017	2018	2019	2020
<b>Overall Global Satisfaction</b>	<b>61</b>	<b>64</b>	<b>64</b>	<b>65</b>	<b>69</b>

For Global Satisfaction Index results by agency  
click this link





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