

The Best Places to Work

IN THE FEDERAL GOVERNMENT

2013 RANKINGS



**PARTNERSHIP
FOR PUBLIC SERVICE**

Deloitte.

The ***Best Places to Work in the Federal Government***[®] rankings offer the most comprehensive assessment of how federal public servants view their jobs and workplaces, providing insights into worker satisfaction and commitment on issues ranging from leadership and pay to innovation and work-life balance.

The rankings alert leaders to signs of trouble and provide a roadmap to help improve organizational performance and better manage our government's most important asset—its employees.

A LOOK ACROSS FEDERAL GOVERNMENT

The 2013 *Best Places to Work* data present a disturbing picture of federal employees throughout the government who are increasingly dissatisfied with their jobs and workplaces. The 2013 data show that government-wide, the federal employee job satisfaction and commitment score dropped for the third year in a row, tumbling 3 points to 57.8 on a scale of 100. This represents the lowest overall *Best Places to Work* score since the rankings were first launched in 2003, and follows a 3.2-point drop in 2012 and a 1-point decline in 2011. In contrast, private-sector employee satisfaction improved by 0.7 points in 2013 for a score of 70.7, according to Hay Group.

2013 GOVERNMENT-WIDE BEST PLACES TO WORK INDEX SCORE

57.8

3.0

DECREASE
SINCE 2012

7.2

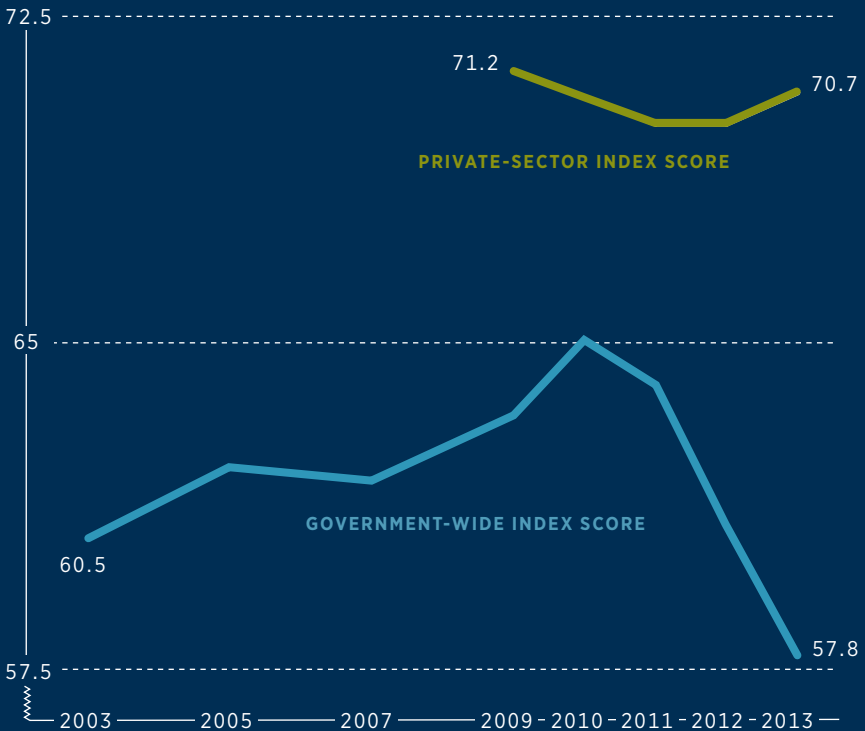
DECREASE
SINCE 2010

Where does this number come from?

Responses to three questions from the Office of Personnel Management's Federal Employee Viewpoint Survey determine the *Best Places to Work* index score:

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

INDEX SCORE TRENDS



The lower government-wide employee satisfaction score is not surprising given the difficult conditions experienced by federal workers, including the third consecutive year of a federal pay freeze, furloughs, hiring slowdowns, across-the-board budget reductions and continued uncertainty around funding. The vast majority of data used to develop the rankings were collected by the Office of Personnel Management through its Federal Employee Viewpoint Survey between April and June 2013, months before the 16-day government shutdown in October, and therefore do not reflect employee views of that event.

The government-wide 2013 *Best Places to Work* data once again show a decline in each of the 10 workplace categories examined by the Partnership for Public Service and Deloitte. The most significant drop involved the satisfaction of federal employees with their pay, which declined 4.7 points from last year, and 12.7 points since 2010. The second biggest workplace category decline involved satisfaction with training and development opportunities, which fell 3.2 points, followed by rewards and advancement, which dropped 2.2 points.

While many issues shape how employees view their workplaces and rate their job satisfaction and commitment, the Partnership and Deloitte, with support from Hay Group, analyzed the 2013 data to determine which factors are the leading influencers. Effective leadership was the key driver, as it has been every year since the rankings were launched in 2003, followed by a match between agency mission and employee skills. The third-most important factor, satisfaction with pay, emerged for the first time in 2010, replacing work-life balance as a key element of overall satisfaction and commitment.

GOVERNMENT-WIDE SCORES BY CATEGORY

51.8 1.0 ↓

EFFECTIVE LEADERSHIP

75.2 2.1 ↓

EMPLOYEE SKILLS- MISSION MATCH

50.3 4.7 ↓

PAY

52.6 2.1 ↓

STRATEGIC MANAGEMENT

63.9 0.5 ↓

TEAMWORK

56.1 3.2 ↓

TRAINING AND DEVELOPMENT

58.2 1.8 ↓

WORK-LIFE BALANCE

54.8 0.7 ↓

SUPPORT FOR DIVERSITY

41.2 2.2 ↓

PERFORMANCE-BASED AWARDS AND ADVANCEMENT

75.8 0.4 ↓

ALTERNATIVE WORK AND EMPLOYEE SUPPORT PROGRAMS

AGENCY RANKINGS

For the second year in a row, the number one *Best Places to Work* large agency is the National Aeronautics and Space Administration (NASA), which has a job satisfaction and commitment score of 74 out of 100. The space agency is followed by the Department of Commerce, with a score of 67.6, and the Intelligence Community, which received a score of 67.3. In the mid-size category, the Federal Deposit Insurance Corporation took top honors, with a score of 82.3, while the top-ranked small agency is the Surface Transportation Board, with a score of 84.7.

While employee satisfaction decreased in 75.4 percent of federal agencies and their subcomponents, some organizations defied the government-wide trend, including NASA, the most improved large agency, which raised its score by 1.2 points. All of the other large agencies except the Department of Veterans Affairs (+0.6) experienced a decline in employee satisfaction and commitment. The Federal Communications Commission is the most improved mid-size agency, with a 4.6-point increase, while the U.S. International Trade Commission is the most improved small agency, with a 9.3-point increase, followed by the Federal Housing Finance Agency, which registered a 9.2-point increase.

While it was a difficult year for most agencies, some lost far more footing than others. Of the large agencies, employees at the Environmental Protection Agency experienced the biggest decrease in satisfaction, with a drop of 8.3 points. The biggest decline for a mid-size agency in 2013 occurred at the Department of Housing and Urban Development, where the score fell by 10.8 points to 43.2. In the small agency category, the Defense Nuclear Facilities Safety Board had the largest decline, plummeting 33.4 points. Other small agencies registering large declines in employee satisfaction and commitment included the Office of Management and Budget, which fell 14 points, and the Commodity Futures Trading Commission, which dropped 13 points.

PERCENTAGE OF AGENCIES THAT IMPROVED THEIR SCORES, HELD STEADY OR LOST FOOTING

2012

2013

32.5%



24.0%

1.4%



0.6%

66.1%



75.4%

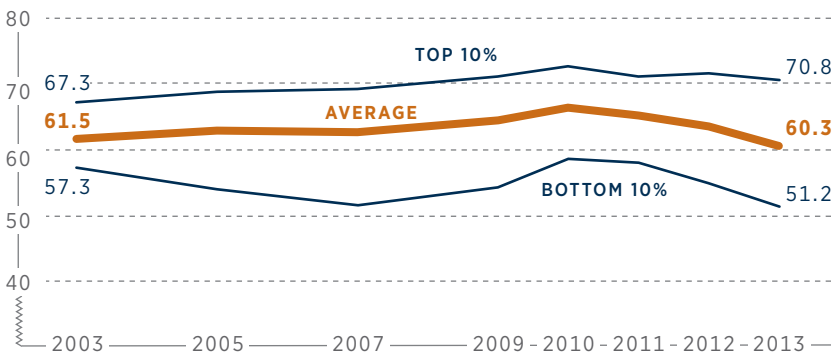
LARGE AGENCIES

15,000 OR MORE EMPLOYEES

INDEX SCORES

RANK	AGENCY	SCORE
1	National Aeronautics and Space Administration	74.0
2	Department of Commerce	67.6
3	Intelligence Community	67.3
4	Department of State	65.6
5	Department of Justice	63.5
6	Social Security Administration	63.0
7	Department of Health and Human Services	61.9
8	Department of Transportation	60.9
9	Department of the Treasury	59.5
10	Environmental Protection Agency (tie)	59.3
10	Department of the Navy (tie)	59.3
12	Department of the Interior	58.9
13	Department of Veterans Affairs	57.3
14	Department of the Air Force	57.2
15	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	57.0
16	Department of Agriculture	56.1
17	Department of Labor (tie)	55.6
17	Department of the Army (tie)	55.6
19	Department of Homeland Security	46.8

INDEX SCORE TRENDS



Data from 2003 through 2011 have been recalculated due to the assignment of agencies to the new mid-size category.

SCORES BY CATEGORY

EFFECTIVE LEADERSHIP		
1	National Aeronautics and Space Administration	69.4
2	Intelligence Community	61.7
3	Department of Commerce	59.1
4	Department of State	57.2
5	Department of the Treasury	55.4
EMPLOYEE SKILLS-MISSION MATCH		
1	National Aeronautics and Space Administration	80.6
2	Department of Commerce	78.5
3	Department of Veterans Affairs	77.9
4	Intelligence Community	77.7
5	Social Security Administration	77.6
PAY		
1	Intelligence Community	63.7
2	National Aeronautics and Space Administration	63.6
3	Department of Commerce	58.9
4	Department of Transportation	57.2
5	Department of State	55.9
STRATEGIC MANAGEMENT		
1	National Aeronautics and Space Administration	63.6
2	Department of State	59.4
3	Department of Commerce	58.6
4	Intelligence Community	58.5
5	Department of Health and Human Services	55.9
WORK-LIFE BALANCE		
1	Intelligence Community	69.0
2	National Aeronautics and Space Administration	68.2
3	Department of Transportation	62.7
4	Department of Commerce	62.6
5	Department of Health and Human Services	60.7
TEAMWORK		
1	National Aeronautics and Space Administration	77.7
2	Intelligence Community	77.2
3	Department of the Treasury	70.2
4	Department of State	69.7
5	Department of Commerce	68.9

View the complete rankings by category and demographic groups at bestplacetowork.org.

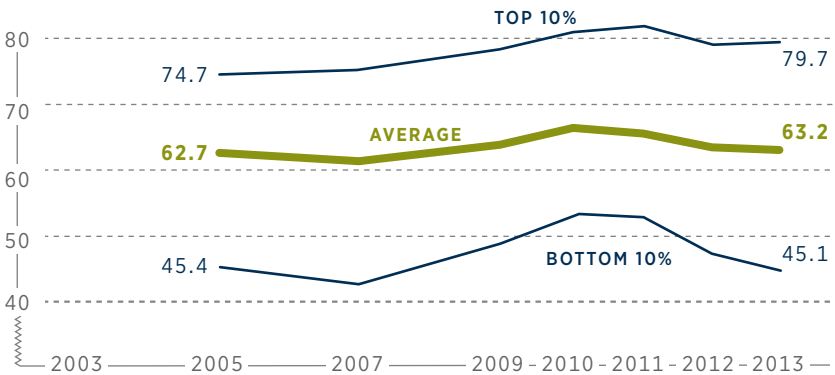
MID-SIZE AGENCIES

1,000-14,999 EMPLOYEES

INDEX SCORES

RANK	AGENCY	SCORE
1	Federal Deposit Insurance Corporation	82.3
2	Smithsonian Institution	77.2
3	Government Accountability Office	74.4
4	Nuclear Regulatory Commission (tie)	73.8
4	Federal Trade Commission (tie)	73.8
6	Federal Energy Regulatory Commission	71.6
7	Federal Communications Commission	71.3
8	Office of Personnel Management	67.6
9	National Credit Union Administration	65.8
10	Government Printing Office	64.2
11	General Services Administration	63.5
12	National Science Foundation	62.8
13	Equal Employment Opportunity Commission	59.5
14	U.S. Agency for International Development	58.9
15	Securities and Exchange Commission	58.7
16	Court Services and Offender Supervision Agency	58.5
17	Department of Energy	58.0
18	Department of Education	57.6
19	Small Business Administration	57.4
20	National Labor Relations Board	56.8
21	Broadcasting Board of Governors	50.7
22	National Archives and Records Administration	47.1
23	Department of Housing and Urban Development	43.2

INDEX SCORE TRENDS



Data from 2005 through 2011 include agencies that have been reassigned to the mid-size category.

SCORES BY CATEGORY

EFFECTIVE LEADERSHIP		
1	Federal Deposit Insurance Corporation	68.3
2	Federal Trade Commission	66.4
3	Nuclear Regulatory Commission	66.3
4	Federal Energy Regulatory Commission	62.6
5	Federal Communications Commission	62.0
EMPLOYEE SKILLS-MISSION MATCH		
1	Federal Deposit Insurance Corporation	83.1
2	Federal Trade Commission	81.2
3	Nuclear Regulatory Commission	79.9
4	Equal Employment Opportunity Commission (tie)	78.6
4	National Credit Union Administration (tie)	78.6
PAY		
1	Federal Deposit Insurance Corporation	79.8
2	Office of Personnel Management	62.8
3	Nuclear Regulatory Commission	60.8
4	General Services Administration	60.3
5	Court Services and Offender Supervision Agency	59.5
STRATEGIC MANAGEMENT		
1	Federal Deposit Insurance Corporation	70.9
2	Federal Trade Commission	68.9
3	Nuclear Regulatory Commission	65.0
4	Federal Energy Regulatory Commission	63.0
5	National Credit Union Administration	61.6
WORK-LIFE BALANCE		
1	Federal Energy Regulatory Commission	75.2
2	Federal Deposit Insurance Corporation	75.1
3	Nuclear Regulatory Commission	73.7
4	Federal Communications Commission	68.8
5	Federal Trade Commission	68.7
TEAMWORK		
1	Federal Deposit Insurance Corporation	77.3
2	Federal Trade Commission	76.1
3	Nuclear Regulatory Commission	75.7
4	National Credit Union Administration	75.0
5	Federal Energy Regulatory Commission	73.1

View the complete rankings by category and demographic groups at bestplacestowork.org.

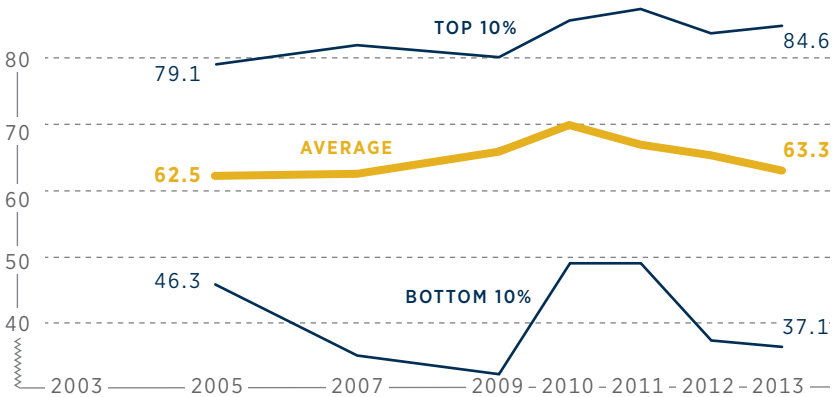
SMALL AGENCIES

100-999 EMPLOYEES

INDEX SCORES

RANK	AGENCY	SCORE
1	Surface Transportation Board	84.7
2	National Endowment for the Humanities	84.6
3	Federal Mediation and Conciliation Service	84.5
4	Peace Corps	78.2
5	Federal Retirement Thrift Investment Board	73.7
6	Overseas Private Investment Corporation	70.5
7	Farm Credit Administration	70.2
8	Federal Labor Relations Authority	69.7
9	U.S. International Trade Commission	69.3
10	Railroad Retirement Board	69.1
11	Merit Systems Protection Board	68.1
12	Office of Special Counsel	67.7
13	Consumer Product Safety Commission	66.9
14	Selective Service System	66.7
15	National Gallery of Art	66.4
16	National Endowment for the Arts	65.5
17	National Transportation Safety Board	63.3
18	Corporation for National and Community Service	63.0
19	Millennium Challenge Corporation	59.3
20	Federal Housing Finance Agency	58.8
21	Pension Benefit Guaranty Corporation	58.4
22	International Boundary and Water Commission	57.9
23	Office of Management and Budget	56.7
24	Commodity Futures Trading Commission	56.6
25	Export-Import Bank of the United States	50.1
26	Defense Nuclear Facilities Safety Board	45.5
27	Federal Maritime Commission	42.5
28	Federal Election Commission	42.1
29	Office of the U.S. Trade Representative	26.8

INDEX SCORE TRENDS



Data from 2003 through 2011 have been recalculated due to the assignment of agencies to the new mid-size category.

SCORES BY CATEGORY

EFFECTIVE LEADERSHIP		
1	Surface Transportation Board	76.1
2	Federal Mediation and Conciliation Service	74.3
3	National Endowment for the Humanities	71.1
4	Peace Corps	66.6
5	Federal Labor Relations Authority	66.3
EMPLOYEE SKILLS-MISSION MATCH		
1	Federal Mediation and Conciliation Service	89.6
2	Merit Systems Protection Board	84.6
3	Surface Transportation Board	83.0
4	National Endowment for the Humanities	82.9
5	Peace Corps	82.8
PAY		
1	Federal Labor Relations Authority	68.4
2	Federal Mediation and Conciliation Service	67.7
3	Federal Retirement Thrift Investment Board	65.5
4	Federal Housing Finance Agency	64.6
5	National Transportation Safety Board	64.0
STRATEGIC MANAGEMENT		
1	Federal Retirement Thrift Investment Board	73.7
2	Federal Labor Relations Authority	73.5
3	Federal Mediation and Conciliation Service	72.5
4	Surface Transportation Board	72.4
5	National Endowment for the Humanities	72.1
WORK-LIFE BALANCE		
1	Federal Mediation and Conciliation Service	83.0
2	National Endowment for the Humanities	77.1
3	Surface Transportation Board	72.5
4	Federal Housing Finance Agency	72.0
5	National Endowment for the Arts	71.7
TEAMWORK		
1	Surface Transportation Board	83.4
2	Federal Labor Relations Authority	78.9
3	Peace Corps	78.3
4	National Endowment for the Humanities	76.9
5	Federal Mediation and Conciliation Service	74.3

View the complete rankings by category and demographic groups at bestplacetowork.org.

AGENCY SUBCOMPONENTS

SUBAGENCIES, BUREAUS, DIVISIONS, CENTERS AND OFFICES*

INDEX SCORES

RANK	AGENCY	SCORE
1	Patent and Trademark Office (Commerce)	84.4
2	John C. Stennis Space Center (NASA)	84.3
3	U.S. Army Audit Agency (Army)	82.9
4	Office of the General Counsel (FERC)	80.9
5	Federal Highway Administration (DOT)	79.4
6	Office of the Inspector General (GSA)	79.1
7	Civil Division (DOJ)	78.7
8	Office of the Inspector General for Tax Administration (Treasury)	78.3
9	Office of the Inspector General (OPM)	78.0
10	Office of the Inspector General (VA)	77.9
11	George C. Marshall Space Flight Center (NASA)	77.0
12	Environment and Natural Resources Division (DOJ)	76.6
13	Goddard Space Flight Center (NASA) (tie)	76.1
13	Langley Research Center (NASA) (tie)	76.1
15	Federal Railroad Administration (DOT)	75.9
16	Office of the Inspector General (Treasury)	75.3
17	Office of the Comptroller of the Currency (Treasury)	74.1
18	John Glenn Research Center at Lewis Field (NASA)	73.9
19	Tax Division (DOJ) (tie)	73.7
19	Naval Special Warfare Command (Navy) (tie)	73.7
21	Lyndon B. Johnson Space Center (NASA)	73.6
22	Pretrial Services Agency (CSOSA)	73.4
23	Employee Services (OPM)	73.2
24	Air Force Elements, U.S. Transportation Command (Air Force)	72.9
25	Office of the Executive Director (FERC)	72.4
25	Alcohol and Tobacco Tax and Trade Bureau (Treasury)	72.4
27	Economic Research Service (USDA)	72.3
28	Office of the Chief Financial Officer (OPM)	72.2
29	John F. Kennedy Space Center (NASA)	72.1
30	Office of Energy Projects (FERC) (tie)	72.0
30	Office of the Inspector General (DOT) (tie)	72.0
32	Dryden Flight Research Center (NASA)	71.6
33	Office of Planning, Evaluation and Policy Development (ED)	71.4
34	Healthcare and Insurance (OPM)	71.3
35	Office of Enforcement (FERC) (tie)	71.2
35	Region 1 - Boston (EPA) (tie)	71.2

View the complete rankings of 300 subcomponents at bestplacestowork.org.

*NUMBER OF EMPLOYEES VARIES

SCORES BY CATEGORY

EFFECTIVE LEADERSHIP		
1	John C. Stennis Space Center (NASA)	79.2
2	George C. Marshall Space Flight Center (NASA)	73.8
3	Patent and Trademark Office (Commerce)	72.6
4	Civil Division (DOJ)	72.3
5	Office of the Inspector General (Treasury)	72.1
EMPLOYEE SKILLS-MISSION MATCH		
1	John C. Stennis Space Center (NASA)	86.4
2	Office of the General Counsel (FERC)	85.1
3	Civil Division (DOJ)	84.9
4	Patent and Trademark Office (Commerce)	84.5
5	Tax Division (DOJ) (tie)	84.2
5	Goddard Space Flight Center (NASA) (tie)	84.2
PAY		
1	Office of the Inspector General (USDA)	85.5
2	Office of the Inspector General for Tax Administration (Treasury)	77.9
3	Office of Surface Mining (Interior)	75.3
4	Office of the Inspector General (VA)	74.4
5	Office of the Inspector General (GSA) (tie)	73.7
5	Office of the Inspector General (ED) (tie)	73.7
STRATEGIC MANAGEMENT		
1	John C. Stennis Space Center (NASA)	80.7
2	Patent and Trademark Office (Commerce)	74.3
3	Federal Highway Administration (DOT)	72.0
4	Office of the Inspector General (GSA)	71.5
5	Office of the Inspector General (Treasury)	69.3
WORK-LIFE BALANCE		
1	Office of the General Counsel (FERC)	86.0
2	Office of Energy Market Regulation (FERC)	83.1
3	John C. Stennis Space Center (NASA)	82.8
4	Office of the Inspector General (Treasury)	78.0
5	Office of the Inspector General (GSA)	76.8
TEAMWORK		
1	John C. Stennis Space Center (NASA)	83.7
2	Merit System Audit and Compliance (OPM)	82.5
3	Civil Division (DOJ)	82.0
4	George C. Marshall Space Flight Center (NASA) (tie)	81.8
4	Office of the Inspector General (GSA) (tie)	81.8

View the complete rankings by category and demographic groups at bestplacestowork.org.

METHODOLOGY

The vast majority of the data used to develop the *Best Places to Work in the Federal Government*[®] rankings were collected by the Office of Personnel Management through its Federal Employee Viewpoint Survey. The survey was administered April 23 through June 14, 2013, to full-time and part-time permanent executive branch employees and completed by more than 376,000 federal workers, for a response rate of 48.2 percent. The *Best Places to Work* rankings also include responses from more than 10,000 additional employees at eight agencies who were surveyed at the same time and had a response rate of more than 50 percent. In addition, the rankings incorporate responses from employees of the Intelligence Community, which conducted its own similar survey but did not report the number of respondents due to classification restrictions. In total, 371 federal organizations are represented in the *Best Places to Work* rankings.

Large agencies listed in the rankings are those organizations with more than 15,000 full-time, permanent employees. Agencies with 1,000 to 14,999 full-time, permanent employees are included in the mid-size agency category. Small agencies are those with at least 100 but fewer than 1,000 full-time, permanent employees. The *Best Places to Work* index is calculated using the percentage of positive responses to three workplace satisfaction questions and is weighted according to a proprietary formula. The workplace category scores are calculated by averaging the percentage of positive responses to questions grouped by topic, including effective leadership, employee skills–mission match and pay. Hay Group, our technical partner, performs regression analysis to determine the categories with the most influence on the *Best Places to Work* satisfaction and commitment score.

FIND MORE AT BESTPLACESTOWORK.ORG

- ★ **Complete rankings** for the 19 large, 23 mid-size and 29 small Cabinet departments and independent agencies, and 300 organizations within those agencies, with **detailed profiles** of each.
- ★ **Insightful analysis** of what the rankings mean, with **trend data** to help you understand where the agencies stand and where they are heading.
- ★ Rankings focused on **topics that matter** to you, such as effective leadership, pay, work–life balance and support for diversity.
- ★ Employee satisfaction rankings broken down by **demographic groupings** including age, gender, race and ethnicity.
- ★ An **Agency Services** section with resources that can help you turn your *Best Places to Work* data into workforce solutions that drive real results.

ABOUT BEST PLACES TO WORK

The *Best Places to Work in the Federal Government*[®] rankings—the most comprehensive and authoritative rating of employee satisfaction and commitment in the federal government—are produced by the Partnership for Public Service and Deloitte.

The **Partnership for Public Service** is a nonpartisan, nonprofit organization working to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works. To help leaders use their data to drive reforms, we launched an advisory services program that works in partnership with agencies to conduct custom data analysis and lead them through a series of action planning activities that identify and address employee concerns. To learn more, visit bestplacestowork.org/agency-services.

Deloitte Consulting LLP is one of the world's largest management consulting providers. More than 7,500 professionals are dedicated to serving federal clients with wide-ranging missions. Deloitte brings a deep understanding of government requirements, processes and systems, as well as insights into the workforce and technology issues that affect day-to-day operations. By drawing on industry-leading practices across government and business, Deloitte applies a mix of private-sector perspective and public-sector experience to help federal agencies in their efforts to address today's biggest challenges while building a stronger foundation for tomorrow. To learn more, visit deloitte.com/federal.

The Partnership for Public Service and Deloitte extend thanks to the Office of Personnel Management for its administration of the Federal Employee Viewpoint Survey, upon which the Best Places to Work rankings are based.



**PARTNERSHIP
FOR PUBLIC SERVICE**

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