

**Defense Nuclear Facilities Safety Board**  
**2014 Federal Employee Viewpoint Survey Results**

**General**

The Office of Personnel Management (OPM) conducted the 2014 Federal Employee Viewpoint Survey (FEVS) during the period May 5, 2014, through June 13, 2014. OPM administered the survey via the internet and eligible employees were notified by e-mail of their opportunity to participate. One hundred and one (101) Board employees were eligible to be surveyed. Of the 101 employees surveyed, 74 completed the 2014 FEVS. The Board’s overall response rate was 73 percent.

The 2014 survey contained 84 questions, including the 40 questions prescribed by regulation to collect data on Federal employees’ perceptions about how effectively agencies are managing their workforces. For the first time, the Board elected to include four (4) demographic questions related to gender, age, and retirement eligibility.

Annual employee surveys are required by 5 CFR Part 250, Subpart C.

**2014 Survey Results**

In evaluating the results of the 2014 FEVS, the Board focused primarily on the questions and average positive responses related to the key indices of the Human Capital Assessment and Accountability Framework (HCAAF). As evidenced by the chart below, compared to 2013, the Board experienced decreases in the percentage of positive responses in each index.

<b>HCAAF Indices</b>	<b>DNFSB Positive Responses</b>			
	<b>2014</b>	2013	2012	2011
<i>Leadership and Knowledge</i>	<b>48%</b>	54%	76%	81%
<i>Results-Oriented Performance</i>	<b>46%</b>	48%	63%	71%
<i>Talent Management</i>	<b>50%</b>	53%	75%	82%
<i>Job Satisfaction</i>	<b>50%</b>	54%	78%	82%

In response to the poor FEVS results in 2013, the Board tasked an Employee Committee—representing employees from various levels and occupations across the organization—to determine the reason(s) for employee dissatisfaction and to report its findings and recommendations to the Board. The Employee Committee met for several months, conducted its

own survey, and issued a report to the Board and staff on January 31, 2014. In general, the Committee found that employee discontent centered on the areas of performance management, awards and recognition, and agency policies and leadership. In March 2014, the Chairman met with the staff to discuss the Employee Committee's findings and to advise them that most of the Committee's recommendations had been approved by the Board. Several recommendations have been implemented to date; for others, the implementation is ongoing.

Given the Board's efforts to address the issues raised in the 2013 survey, the results of the 2014 FEVS are disappointing. There were, however, several important signs of progress. First, despite the overall dissatisfaction expressed in the survey, Board employees still like the work they do and feel that it is important (positive responses to these items were 70 percent or higher). In addition, employee satisfaction with their immediate supervisors is trending upward. More significantly, the Board noted marked improvement in key questions related to performance management. Over the last 3 years, new performance systems were implemented to address persistent employee concerns about accountability for work, dealing with poor performers, and ensuring differences in performance were recognized in a meaningful way. The 2014 survey results show that the Board's efforts to address performance management issues are finally beginning to bear fruit. Not only were there increased positive responses related to the frequency and effectiveness of performance discussions, there was also a 30+ percent increase in positive responses on dealing with poor performers.

Notwithstanding these gains, it is clear the Board still has work to do. An analysis of the 2014 FEVS results demonstrates that employee concerns about Board leadership, pay and recognition, and control over work and work processes remain. The Board is tackling these issues head on, and anticipates that the changes it has implemented over the last several months (supervisor/manager training, expansion of telework, adoption of compressed work schedules) combined with the actions it is currently undertaking (updating agency policies and procedures, performance management training, requesting an assessment by an independent outside expert to develop further recommendations to improve organizational issues) will ultimately result in higher positive responses in all sections of the survey. Further, the Board will ensure that the evaluation conducted by the outside expert will address anomalous and inconsistent employee responses, as well as the large number of neutral responses ("Neither Agree nor Disagree"), to survey items.

The Board is undergoing a period of significant change. Some changes have been dictated by external forces and some have been directed from within. Several of the most important internal changes have come as a result of employee feedback from previous surveys. Change of this magnitude is difficult to manage under the best of circumstances; however, when combined with several years of minimal or no pay increases, cutbacks in awards, reductions in employee benefits, and general budgetary uncertainty, it creates the perfect storm to magnify employee discontent. Despite these challenges, the Board remains committed to improving employee morale and job satisfaction and will continue to work with all stakeholders to ensure the Defense Nuclear Facilities Safety Board resumes its place as one of the best places to work in the Federal Government.