








**1. I work at a:**

		Response Percent	Response Count
Cabinet agency (i.e. Transportation, VA, etc.)		56.3%	9
Large agency (GSA, EPA, etc.)		12.5%	2
Small agency/Independent agency		31.3%	5
		<b>answered question</b>	<b>16</b>
		<b>skipped question</b>	<b>0</b>

**2. I am a:**

		Response Percent	Response Count
Career employee		100.0%	16
Political appointee		0.0%	0
		<b>answered question</b>	<b>16</b>
		<b>skipped question</b>	<b>0</b>

### 3. I am a:

		Response Percent	Response Count
<b>CHCO</b>		<b>50.0%</b>	<b>8</b>
Deputy CHCO		31.3%	5
Other senior level human resources manager		18.8%	3
		<b>answered question</b>	<b>16</b>
		<b>skipped question</b>	<b>0</b>

#### 4. What are your top priorities for 2014? (Please rank in order.)

	1	2	3	4	5	6	7	8	9	10
Non-SES workforce training	6.3% (1)	18.8% (3)	12.5% (2)	6.3% (1)	<b>25.0%</b> <b>(4)</b>	<b>25.0%</b> <b>(4)</b>	6.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)
SES workforce training	0.0% (0)	12.5% (2)	18.8% (3)	18.8% (3)	0.0% (0)	<b>25.0%</b> <b>(4)</b>	12.5% (2)	12.5% (2)	0.0% (0)	0.0% (0)
Retaining your agency's current workforce	6.3% (1)	0.0% (0)	6.3% (1)	0.0% (0)	12.5% (2)	12.5% (2)	6.3% (1)	<b>18.8%</b> <b>(3)</b>	<b>18.8%</b> <b>(3)</b>	0.0% (0)
Hiring new workers	12.5% (2)	12.5% (2)	0.0% (0)	12.5% (2)	0.0% (0)	0.0% (0)	<b>25.0%</b> <b>(4)</b>	6.3% (1)	6.3% (1)	12.5% (2)
Planning for reductions in force	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	6.3% (1)	18.8% (3)	12.5% (2)
Improving the hiring process	12.5% (2)	<b>18.8%</b> <b>(3)</b>	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (2)	12.5% (2)	12.5% (2)	12.5% (2)
Improving employee morale	<b>25.0%</b> <b>(4)</b>	6.3% (1)	12.5% (2)	18.8% (3)	6.3% (1)	6.3% (1)	6.3% (1)	12.5% (2)	6.3% (1)	0.0% (0)
Improving HR-related technology	12.5% (2)	6.3% (1)	6.3% (1)	12.5% (2)	6.3% (1)	6.3% (1)	6.3% (1)	0.0% (0)	<b>25.0%</b> <b>(4)</b>	6.3% (1)
Improving agency-union relations	0.0% (0)	0.0% (0)	6.3% (1)	6.3% (1)	12.5% (2)	6.3% (1)	6.3% (1)	12.5% (2)	0.0% (0)	<b>18.8%</b> <b>(3)</b>
Succession planning	0.0% (0)	18.8% (3)	<b>25.0%</b> <b>(4)</b>	18.8% (3)	<b>25.0%</b> <b>(4)</b>	6.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Dealing with budget-related challenges	<b>25.0%</b> <b>(4)</b>	6.3% (1)	6.3% (1)	6.3% (1)	12.5% (2)	0.0% (0)	6.3% (1)	6.3% (1)	0.0% (0)	12.5% (2)

## 5. What are your other priorities not mentioned above?

	Response Count
	4
answered question	4
skipped question	12


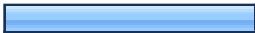


## 6. What should be OPM's top priorities in 2014? (Rank all that apply.)

	1	2	3	4	5	6	7	8	9	10
Non-SES workforce training	0.0% (0)	6.3% (1)	12.5% (2)	<b>18.8%</b> <b>(3)</b>	<b>18.8%</b> <b>(3)</b>	6.3% (1)	6.3% (1)	6.3% (1)	0.0% (0)	6.3% (1)
SES workforce training	12.5% (2)	6.3% (1)	6.3% (1)	<b>18.8%</b> <b>(3)</b>	<b>18.8%</b> <b>(3)</b>	<b>18.8%</b> <b>(3)</b>	0.0% (0)	6.3% (1)	6.3% (1)	0.0% (0)
Helping my agency retain our current workforce	12.5% (2)	0.0% (0)	6.3% (1)	18.8% (3)	0.0% (0)	18.8% (3)	<b>25.0%</b> <b>(4)</b>	0.0% (0)	0.0% (0)	0.0% (0)
Helping my agency hire new workers	6.3% (1)	12.5% (2)	12.5% (2)	6.3% (1)	6.3% (1)	0.0% (0)	<b>18.8%</b> <b>(3)</b>	12.5% (2)	12.5% (2)	0.0% (0)
Helping my agency plan for reductions in force	0.0% (0)	6.3% (1)	0.0% (0)	0.0% (0)	6.3% (1)	6.3% (1)	6.3% (1)	18.8% (3)	12.5% (2)	0.0% (0)
Helping my agency improve the hiring process	12.5% (2)	12.5% (2)	12.5% (2)	0.0% (0)	6.3% (1)	12.5% (2)	0.0% (0)	<b>18.8%</b> <b>(3)</b>	12.5% (2)	0.0% (0)
Helping my agency improve employee morale	0.0% (0)	12.5% (2)	<b>18.8%</b> <b>(3)</b>	12.5% (2)	6.3% (1)	6.3% (1)	0.0% (0)	6.3% (1)	6.3% (1)	<b>18.8%</b> <b>(3)</b>
Helping my agency improve HR-related technology	<b>31.3%</b> <b>(5)</b>	6.3% (1)	12.5% (2)	6.3% (1)	18.8% (3)	6.3% (1)	6.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)
Helping my agency improve agency-union relations	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	18.8% (3)	0.0% (0)	12.5% (2)	25.0% (4)
Helping my agency with succession planning	0.0% (0)	<b>18.8%</b> <b>(3)</b>	12.5% (2)	12.5% (2)	6.3% (1)	6.3% (1)	0.0% (0)	6.3% (1)	6.3% (1)	6.3% (1)
Helping my agency deal with budget-related challenges	18.8% (3)	12.5% (2)	0.0% (0)	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	0.0% (0)	6.3% (1)	12.5% (2)




**7. What other priorities not mentioned above should OPM consider?**

	Response Count
	7
answered question	7
skipped question	9

**8. New OPM Director Katherine Archuleta wants OPM to be more of a service provider for other agencies. How likely are you to use OPM's services?**

		Response Percent	Response Count
Very likely		6.3%	1
Somewhat likely		37.5%	6
<b>Not likely</b>		<b>43.8%</b>	<b>7</b>
Not sure		12.5%	2
	Comments:		6
	answered question		<b>16</b>
	skipped question		<b>0</b>

**9. Along with payroll, HR shared services (such as performance management or personnel action processing) make sense for my agency.**





		Response Percent	Response Count
Agree		50.0%	8
Disagree		37.5%	6
Not sure		12.5%	2

Comments: 1

answered question 16

skipped question 0

**10. How would you rank your agency's ability to find qualified job candidates?**

		Response Percent	Response Count
Great—we always find the perfect match.		31.3%	5
<b>Good—it's tough, but we usually find someone that's a good fit.</b>		43.8%	7
Adequate—we tend to settle for someone with potential, but needs training.		12.5%	2
Poor—we have a lot of trouble finding qualified candidates.		0.0%	0
Not sure		12.5%	2

Comments: 6

answered question 16

skipped question 0



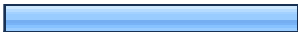
## 11. How would you rank your agency's ability to retain the best employees?

		Response Percent	Response Count
Great—very few people ever leave.		26.7%	4
<b>Good—A majority of our best workers stay.</b>		<b>46.7%</b>	<b>7</b>
Adequate—We keep some, we lose some.		26.7%	4
Poor—The best workers are looking to leave as soon as they get here.		0.0%	0
Not sure		0.0%	0
	Comments:		2
	<b>answered question</b>		<b>15</b>
	<b>skipped question</b>		<b>1</b>

## 12. What steps are you taking to retain your best employees? (Choose all that apply.)

		Response Percent	Response Count
Training/professional development		75.0%	12
Non-monetary recognition		68.8%	11
Cash bonuses		31.3%	5
<b>Telework or alternative work schedules</b>		<b>87.5%</b>	<b>14</b>
We are not taking any steps		6.3%	1
	Other (please specify)		2
	<b>answered question</b>		<b>16</b>
	<b>skipped question</b>		<b>0</b>

### 13. Retirements are affecting my agency:




		Response Percent	Response Count
A great deal		12.5%	2
<b>Somewhat</b>		<b>43.8%</b>	<b>7</b>
<b>Not much</b>		<b>43.8%</b>	<b>7</b>
Not sure		0.0%	0

Comments: 1

answered question 16

skipped question 0

### 14. OPM is taking too long to get the phased retirement regulations finalized.

		Response Percent	Response Count
<b>Agree</b>		<b>86.7%</b>	<b>13</b>
Disagree		6.7%	1
Not sure		6.7%	1



Comments: 4

answered question 15

skipped question 1



### 15. My agency has begun to implement the Pathways internship program.




		Response Percent	Response Count
Yes		93.8%	15
No		6.3%	1
Not sure		0.0%	0

Comments: 4

answered question 16

skipped question 0

### 16. My agency struggles to remove poor performers from their jobs.

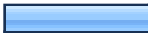


		Response Percent	Response Count
Agree		31.3%	5
Disagree		56.3%	9
Not sure		12.5%	2

Comments: 1

answered question 16

skipped question 0

### 17. Morale at my agency is:





		Response Percent	Response Count
Strong		21.4%	3
<b>OK</b>		<b>57.1%</b>	<b>8</b>
Poor		21.4%	3
Not sure		0.0%	0

Comments: 3

answered question 14

skipped question 2

### 18. Morale at my agency:



		Response Percent	Response Count
<b>Is getting better</b>		<b>50.0%</b>	<b>8</b>
Is staying the same		18.8%	3
Is getting worse		18.8%	3
Not sure		12.5%	2

Comments 1

answered question 16

skipped question 0

**19. My office is taking steps to improve morale.**

		Response Percent	Response Count
Agree		93.8%	15
Disagree		6.3%	1
Not sure		0.0%	0
Comments:			0
answered question			16
skipped question			0

**20. If you are taking steps, what are you doing?**

	Response Count
	14
answered question	14
skipped question	2



**21. If you are not taking steps, why?**

	Response Count
	0
answered question	0
skipped question	16

## 22. In which HR areas has your agency made the most progress over the last five years? (Rank)

	1	2	3	4	5	6	7	8	9	10
Hiring more people	7.1% (1)	<b>14.3%</b> <b>(2)</b>	0.0% (0)	<b>14.3%</b> <b>(2)</b>	7.1% (1)	7.1% (1)	0.0% (0)	7.1% (1)	<b>14.3%</b> <b>(2)</b>	0.0% (0)
Hiring better-skilled people	0.0% (0)	7.1% (1)	7.1% (1)	<b>28.6%</b> <b>(4)</b>	7.1% (1)	14.3% (2)	7.1% (1)	0.0% (0)	0.0% (0)	21.4% (3)
Making my agency's hiring process faster and easier for applicants	14.3% (2)	0.0% (0)	<b>35.7%</b> <b>(5)</b>	0.0% (0)	7.1% (1)	14.3% (2)	14.3% (2)	7.1% (1)	0.0% (0)	0.0% (0)
Training supervisors across the agency in management skills	<b>35.7%</b> <b>(5)</b>	7.1% (1)	7.1% (1)	7.1% (1)	0.0% (0)	7.1% (1)	0.0% (0)	28.6% (4)	0.0% (0)	0.0% (0)
Training HR professionals to do their jobs better	7.1% (1)	14.3% (2)	0.0% (0)	0.0% (0)	7.1% (1)	0.0% (0)	<b>21.4%</b> <b>(3)</b>	7.1% (1)	14.3% (2)	0.0% (0)
Retaining good employees under a pay freeze and program cuts	7.1% (1)	14.3% (2)	14.3% (2)	14.3% (2)	<b>28.6%</b> <b>(4)</b>	0.0% (0)	0.0% (0)	7.1% (1)	14.3% (2)	0.0% (0)
Making the agency workforce more diverse and accepting of differences	0.0% (0)	0.0% (0)	7.1% (1)	7.1% (1)	14.3% (2)	<b>21.4%</b> <b>(3)</b>	7.1% (1)	14.3% (2)	7.1% (1)	<b>21.4%</b> <b>(3)</b>
Reducing our workforce through buyouts, early retirement or other programs	0.0% (0)	7.1% (1)	0.0% (0)	0.0% (0)	7.1% (1)	0.0% (0)	14.3% (2)	7.1% (1)	7.1% (1)	7.1% (1)
Upgrading our HR technology	7.1% (1)	7.1% (1)	0.0% (0)	<b>14.3%</b> <b>(2)</b>	<b>14.3%</b> <b>(2)</b>	7.1% (1)	7.1% (1)	7.1% (1)	<b>14.3%</b> <b>(2)</b>	7.1% (1)
Improving agency-union relations	0.0% (0)	7.1% (1)	0.0% (0)	7.1% (1)	7.1% (1)	<b>14.3%</b> <b>(2)</b>	<b>14.3%</b> <b>(2)</b>	0.0% (0)	<b>14.3%</b> <b>(2)</b>	7.1% (1)
Increasing the use of telework	21.4% (3)	21.4% (3)	<b>28.6%</b> <b>(4)</b>	7.1% (1)	0.0% (0)	7.1% (1)	7.1% (1)	0.0% (0)	0.0% (0)	7.1% (1)

**23. OPM's Employee Viewpoint Survey is a valuable tool to improve my agency.**

		Response Percent	Response Count
Agree		93.3%	14
Disagree		0.0%	0
Not sure		6.7%	1

Comments: 5

answered question 15

skipped question 1

**24. If you agreed, how are you using it?**

	Response Count
	11
answered question	11
skipped question	5

**25. If you disagreed, why isn't your agency using the Employee Viewpoint Survey data?**

	Response Count
	0
answered question	0
skipped question	16

**26. Do you have any overall comments on the state of human resources in the federal government?**

**Response  
Count**

9

**answered question**

**9**

**skipped question**

**7**