

Appendix G: OPM FEVS Indices - Overall Employee Engagement Index Comparisons

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	65	67	68	68	72
Very Large	Department of Agriculture	66	68	65	65	69
Very Large	Department of Defense, Overall	66	68	69	70	74
Very Large	United States Department of the Air Force	67	68	68	70	74
Very Large	United States Department of the Army	64	68	68	70	73
Very Large	United States Department of the Navy	67	69	69	70	74
Very Large	OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)	66	67	69	70	74
Very Large	Department of Health and Human Services	70	72	73	74	76
Very Large	Department of Homeland Security	56	60	60	62	66
Very Large	Department of Justice	68	68	67	67	69
Very Large	Department of the Treasury	67	68	68	69	75
Large	Department of Commerce	69	71	71	73	76
Large	Department of Energy	68	70	72	72	77
Large	Department of Labor	69	70	68	68	73
Large	Department of State	70	69	68	68	72
Large	Department of the Interior	63	66	65	66	69
Large	Department of Transportation	67	69	69	69	76
Large	Environmental Protection Agency	67	69	67	68	73
Large	General Services Administration	72	76	76	78	83
Large	National Aeronautics and Space Administration	80	82	82	83	87
Large	Social Security Administration	67	67	67	67	68
Medium	Court Services and Offender Supervision Agency	66	69	69	66	70
Medium	Department of Education	67	67	63	62	70
Medium	Department of Housing and Urban Development	66	69	67	68	75
Medium	Equal Employment Opportunity Commission	71	71	70	72	77
Medium	Federal Communications Commission	67	69	71	71	78
Medium	Federal Energy Regulatory Commission	77	81	82	82	85
Medium	Federal Trade Commission	82	83	83	84	87
Medium	National Archives and Records Administration	67	69	67	67	76
Medium	National Credit Union Administration	73	69	67	69	76
Medium	National Labor Relations Board	68	72	67	63	67
Medium	National Science Foundation	73	75	76	77	83
Medium	Nuclear Regulatory Commission	74	75	77	74	78
Medium	Office of Personnel Management	71	71	72	74	76
Medium	Small Business Administration	63	67	69	70	73
Medium	U.S. Agency for Global Media	56	59	61	62	60
Medium	U.S. Agency for International Development	69	72	71	71	73
Small	American Battle Monuments Commission	69	59	66	61	70

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	65	67	68	68	72
Small	Commodity Futures Trading Commission	65	67	68	66	70
Small	Consumer Product Safety Commission	70	73	69	66	75
Small	Corporation for National and Community Service	70	77	73	65	71
Small	Export-Import Bank of the United States	64	63	55	59	75
Small	Farm Credit Administration	72	75	78	79	84
Small	Federal Election Commission	52	56	63	65	77
Small	Federal Housing Finance Agency	65	66	68	68	79
Small	Federal Labor Relations Authority	84	77	60	64	73
Small	Federal Maritime Commission	69	72	73	76	83
Small	Federal Mediation and Conciliation Service	82	85	85	76	78
Small	Federal Retirement Thrift Investment Board	72	66	68	70	77
Small	International Boundary and Water Commission	69	63	64	62	61
Small	Merit Systems Protection Board	69	70	66	72	80
Small	National Endowment for the Arts	83	81	73	73	75
Small	National Endowment for the Humanities	75	79	70	68	65
Small	National Gallery of Art	63	65	66	66	67
Small	National Indian Gaming Commission	69	68	81	72	73
Small	National Transportation Safety Board	68	74	74	75	81
Small	Office of Management and Budget	78	74	72	72	70
Small	Office of the U.S. Trade Representative	72	68	66	70	67
Small	Pension Benefit Guaranty Corporation	72	75	79	80	84
Small	Railroad Retirement Board	67	69	68	69	71
Small	Selective Service System	66	57	62	71	82
Small	Surface Transportation Board	71	71	69	70	79
Small	U.S. International Development Finance Corporation	83	75	73	64	67
Small	U.S. International Trade Commission	77	79	83	84	87
Small	U.S. Office of Special Counsel	73	78	73	79	87
Very Small	AbilityOne Commission	73	65	42	47	70
Very Small	African Development Foundation	64	54	47	57	72
Very Small	Commission on Civil Rights	45	55	59	69	72
Very Small	Defense Nuclear Facilities Safety Board	61	56	57	61	73
Very Small	Farm Credit System Insurance Corporation	94	94	100	98	99
Very Small	Federal Mine Safety and Health Review Commission	.	.	76	74	87
Very Small	Institute of Museum and Library Services	55	56	55	52	78
Very Small	Inter-American Foundation	55	67	67	70	77
Very Small	John F. Kennedy Center for the Performing Arts	.	.	.	50	70
Very Small	Marine Mammal Commission	92	96	100	98	95
Very Small	National Capital Planning Commission	79	85	84	83	96
Very Small	National Mediation Board	60	68	62	57	77
Very Small	Occupational Safety and Health Review Commission	90	77	80	88	89

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	65	67	68	68	72
Very Small	Office of Navajo and Hopi Indian Relocation	72	73	72	71	77
Very Small	Postal Regulatory Commission	81	78	79	78	88
Very Small	U.S. Access Board	45	61	59	79	86
Very Small	U.S. Chemical Safety and Hazard Investigation Board	58	79	58	63	67
Very Small	U.S. Office of Government Ethics	82	83	89	88	88
Very Small	U.S. Trade and Development Agency	90	84	70	77	82

Appendix G: OPM FEVS Indices - Employee Engagement Index Comparisons - Intrinsic Work Experience

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	70	71	72	72	76
Very Large	Department of Agriculture	72	73	71	70	74
Very Large	Department of Defense, Overall	70	72	72	73	77
Very Large	United States Department of the Air Force	71	72	72	73	77
Very Large	United States Department of the Army	70	72	73	74	76
Very Large	United States Department of the Navy	71	73	73	73	77
Very Large	OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)	70	71	72	73	77
Very Large	Department of Health and Human Services	75	76	77	77	80
Very Large	Department of Homeland Security	60	64	64	65	69
Very Large	Department of Justice	72	71	71	71	73
Very Large	Department of the Treasury	69	70	70	71	77
Large	Department of Commerce	73	74	74	75	78
Large	Department of Energy	72	73	75	75	80
Large	Department of Labor	72	73	72	71	75
Large	Department of State	73	73	72	72	76
Large	Department of the Interior	71	72	73	73	76
Large	Department of Transportation	72	73	73	72	79
Large	Environmental Protection Agency	72	73	72	73	78
Large	General Services Administration	74	77	77	79	83
Large	National Aeronautics and Space Administration	82	84	84	85	88
Large	Social Security Administration	71	72	71	70	72
Medium	Court Services and Offender Supervision Agency	72	73	75	72	74
Medium	Department of Education	70	70	67	66	73
Medium	Department of Housing and Urban Development	69	72	72	73	78
Medium	Equal Employment Opportunity Commission	75	74	74	76	80
Medium	Federal Communications Commission	69	69	72	73	79
Medium	Federal Energy Regulatory Commission	76	79	80	81	84
Medium	Federal Trade Commission	82	84	85	84	89
Medium	National Archives and Records Administration	71	74	71	71	79
Medium	National Credit Union Administration	75	72	70	70	77
Medium	National Labor Relations Board	69	73	72	65	68
Medium	National Science Foundation	77	78	79	80	84
Medium	Nuclear Regulatory Commission	76	76	78	76	79
Medium	Office of Personnel Management	74	73	74	76	79
Medium	Small Business Administration	69	72	73	74	79
Medium	U.S. Agency for Global Media	63	66	67	69	69
Medium	U.S. Agency for International Development	71	75	74	73	77
Small	American Battle Monuments Commission	79	73	73	70	72

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	70	71	72	72	76
Small	Commodity Futures Trading Commission	67	68	67	67	71
Small	Consumer Product Safety Commission	72	75	72	70	78
Small	Corporation for National and Community Service	73	79	78	69	74
Small	Export-Import Bank of the United States	72	71	65	69	81
Small	Farm Credit Administration	72	76	78	79	84
Small	Federal Election Commission	59	61	69	71	83
Small	Federal Housing Finance Agency	66	69	71	72	79
Small	Federal Labor Relations Authority	83	79	62	67	76
Small	Federal Maritime Commission	71	75	76	76	86
Small	Federal Mediation and Conciliation Service	85	90	89	81	83
Small	Federal Retirement Thrift Investment Board	73	67	70	73	78
Small	International Boundary and Water Commission	74	69	77	72	72
Small	Merit Systems Protection Board	76	76	72	75	85
Small	National Endowment for the Arts	90	86	79	81	83
Small	National Endowment for the Humanities	79	83	78	75	76
Small	National Gallery of Art	70	71	73	72	72
Small	National Indian Gaming Commission	68	69	82	76	73
Small	National Transportation Safety Board	75	79	78	79	82
Small	Office of Management and Budget	79	78	78	79	76
Small	Office of the U.S. Trade Representative	70	73	66	72	75
Small	Pension Benefit Guaranty Corporation	76	79	81	82	86
Small	Railroad Retirement Board	70	71	71	72	73
Small	Selective Service System	73	62	66	75	84
Small	Surface Transportation Board	71	76	71	69	79
Small	U.S. International Development Finance Corporation	83	78	77	66	70
Small	U.S. International Trade Commission	82	81	85	88	88
Small	U.S. Office of Special Counsel	74	77	73	76	88
Very Small	AbilityOne Commission	88	68	50	51	74
Very Small	African Development Foundation	65	61	50	66	71
Very Small	Commission on Civil Rights	56	62	74	77	81
Very Small	Defense Nuclear Facilities Safety Board	63	57	55	62	74
Very Small	Farm Credit System Insurance Corporation	92	90	100	100	98
Very Small	Federal Mine Safety and Health Review Commission	.	.	75	77	86
Very Small	Institute of Museum and Library Services	58	62	63	61	82
Very Small	Inter-American Foundation	67	69	72	68	78
Very Small	John F. Kennedy Center for the Performing Arts	.	.	.	55	72
Very Small	Marine Mammal Commission	87	97	100	97	93
Very Small	National Capital Planning Commission	78	89	83	81	94
Very Small	National Mediation Board	61	70	64	73	83
Very Small	Occupational Safety and Health Review Commission	91	82	88	92	93

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	70	71	72	72	76
Very Small	Office of Navajo and Hopi Indian Relocation	84	86	81	83	85
Very Small	Postal Regulatory Commission	81	75	80	74	89
Very Small	U.S. Access Board	48	69	67	85	90
Very Small	U.S. Chemical Safety and Hazard Investigation Board	62	75	62	64	74
Very Small	U.S. Office of Government Ethics	81	87	90	89	91
Very Small	U.S. Trade and Development Agency	87	82	70	77	83

Appendix G: OPM FEVS Indices - Employee Engagement Index Comparisons - Leaders Lead

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	53	55	56	57	62
Very Large	Department of Agriculture	51	54	49	49	55
Very Large	Department of Defense, Overall	55	58	58	60	64
Very Large	United States Department of the Air Force	58	60	59	61	66
Very Large	United States Department of the Army	53	57	57	59	63
Very Large	United States Department of the Navy	55	59	59	59	64
Very Large	OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)	56	57	59	60	64
Very Large	Department of Health and Human Services	60	63	64	64	68
Very Large	Department of Homeland Security	40	45	47	49	54
Very Large	Department of Justice	58	58	55	56	57
Very Large	Department of the Treasury	55	56	56	58	65
Large	Department of Commerce	57	58	60	62	65
Large	Department of Energy	55	58	59	60	67
Large	Department of Labor	59	60	57	56	62
Large	Department of State	60	54	53	54	56
Large	Department of the Interior	47	51	49	48	53
Large	Department of Transportation	54	55	56	55	65
Large	Environmental Protection Agency	52	54	48	50	56
Large	General Services Administration	61	67	67	69	78
Large	National Aeronautics and Space Administration	71	74	73	75	81
Large	Social Security Administration	58	58	57	57	59
Medium	Court Services and Offender Supervision Agency	53	55	56	53	55
Medium	Department of Education	55	53	46	43	53
Medium	Department of Housing and Urban Development	54	56	53	54	64
Medium	Equal Employment Opportunity Commission	60	62	61	62	68
Medium	Federal Communications Commission	55	59	59	59	71
Medium	Federal Energy Regulatory Commission	71	76	78	76	81
Medium	Federal Trade Commission	79	76	77	80	85
Medium	National Archives and Records Administration	53	56	52	52	65
Medium	National Credit Union Administration	64	58	56	57	68
Medium	National Labor Relations Board	58	65	49	46	51
Medium	National Science Foundation	61	66	66	70	77
Medium	Nuclear Regulatory Commission	66	66	68	65	69
Medium	Office of Personnel Management	60	59	59	61	64
Medium	Small Business Administration	48	56	59	59	62
Medium	U.S. Agency for Global Media	42	44	48	49	42
Medium	U.S. Agency for International Development	59	63	61	60	58
Small	American Battle Monuments Commission	51	39	52	50	62

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	53	55	56	57	62
Small	Commodity Futures Trading Commission	49	54	56	52	58
Small	Consumer Product Safety Commission	58	64	57	51	62
Small	Corporation for National and Community Service	58	67	59	43	57
Small	Export-Import Bank of the United States	48	46	34	39	62
Small	Farm Credit Administration	61	66	70	70	77
Small	Federal Election Commission	28	34	41	45	61
Small	Federal Housing Finance Agency	52	51	57	54	71
Small	Federal Labor Relations Authority	85	70	41	40	54
Small	Federal Maritime Commission	58	63	68	72	78
Small	Federal Mediation and Conciliation Service	76	80	80	61	63
Small	Federal Retirement Thrift Investment Board	60	51	52	57	68
Small	International Boundary and Water Commission	55	53	46	45	43
Small	Merit Systems Protection Board	55	57	54	61	74
Small	National Endowment for the Arts	69	76	60	54	57
Small	National Endowment for the Humanities	67	68	52	46	43
Small	National Gallery of Art	50	53	52	53	54
Small	National Indian Gaming Commission	69	57	75	63	65
Small	National Transportation Safety Board	53	62	62	64	74
Small	Office of Management and Budget	71	56	52	52	44
Small	Office of the U.S. Trade Representative	73	52	51	56	47
Small	Pension Benefit Guaranty Corporation	60	65	71	74	78
Small	Railroad Retirement Board	58	62	60	60	65
Small	Selective Service System	54	49	51	58	76
Small	Surface Transportation Board	64	61	59	60	69
Small	U.S. International Development Finance Corporation	81	67	63	50	47
Small	U.S. International Trade Commission	68	71	77	78	81
Small	U.S. Office of Special Counsel	61	71	66	72	82
Very Small	AbilityOne Commission	66	59	37	46	65
Very Small	African Development Foundation	57	45	34	44	68
Very Small	Commission on Civil Rights	17	27	36	43	49
Very Small	Defense Nuclear Facilities Safety Board	39	29	33	35	57
Very Small	Farm Credit System Insurance Corporation	100	100	100	95	100
Very Small	Federal Mine Safety and Health Review Commission	.	.	63	66	87
Very Small	Institute of Museum and Library Services	36	34	30	27	67
Very Small	Inter-American Foundation	36	59	64	70	81
Very Small	John F. Kennedy Center for the Performing Arts	.	.	.	39	48
Very Small	Marine Mammal Commission	95	97	100	98	95
Very Small	National Capital Planning Commission	71	82	86	76	95
Very Small	National Mediation Board	49	60	49	45	76
Very Small	Occupational Safety and Health Review Commission	91	70	67	79	83

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	53	55	56	57	62
Very Small	Office of Navajo and Hopi Indian Relocation	64	64	65	61	62
Very Small	Postal Regulatory Commission	76	74	71	71	84
Very Small	U.S. Access Board	30	48	51	67	79
Very Small	U.S. Chemical Safety and Hazard Investigation Board	42	66	43	46	36
Very Small	U.S. Office of Government Ethics	76	78	86	85	84
Very Small	U.S. Trade and Development Agency	90	86	64	78	79

Appendix G: OPM FEVS Indices - Employee Engagement Index Comparisons - Supervisors

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	72	74	75	76	80
Very Large	Department of Agriculture	76	77	76	76	79
Very Large	Department of Defense, Overall	72	74	75	76	80
Very Large	United States Department of the Air Force	73	73	74	75	81
Very Large	United States Department of the Army	70	73	74	76	79
Very Large	United States Department of the Navy	74	77	76	77	82
Very Large	OSD, Joint Staff, Defense Agencies, and Field Activities (DOD 4th Estate)	72	73	75	76	80
Very Large	Department of Health and Human Services	75	77	78	79	82
Very Large	Department of Homeland Security	67	70	70	72	77
Very Large	Department of Justice	73	74	74	74	77
Very Large	Department of the Treasury	77	78	78	79	83
Large	Department of Commerce	78	80	80	81	84
Large	Department of Energy	77	80	81	81	85
Large	Department of Labor	75	76	76	76	80
Large	Department of State	76	79	77	78	83
Large	Department of the Interior	72	75	75	76	80
Large	Department of Transportation	75	77	78	78	84
Large	Environmental Protection Agency	77	81	81	81	86
Large	General Services Administration	81	83	84	85	89
Large	National Aeronautics and Space Administration	86	88	88	88	91
Large	Social Security Administration	71	72	73	72	75
Medium	Court Services and Offender Supervision Agency	74	78	77	74	80
Medium	Department of Education	76	78	78	77	83
Medium	Department of Housing and Urban Development	74	77	76	77	83
Medium	Equal Employment Opportunity Commission	77	76	76	77	83
Medium	Federal Communications Commission	76	79	82	80	85
Medium	Federal Energy Regulatory Commission	84	87	87	88	91
Medium	Federal Trade Commission	84	87	87	88	88
Medium	National Archives and Records Administration	76	78	78	77	85
Medium	National Credit Union Administration	79	77	77	79	84
Medium	National Labor Relations Board	76	79	79	79	82
Medium	National Science Foundation	79	81	81	82	87
Medium	Nuclear Regulatory Commission	80	83	84	82	85
Medium	Office of Personnel Management	80	81	81	84	86
Medium	Small Business Administration	71	73	74	76	80
Medium	U.S. Agency for Global Media	63	66	68	69	70
Medium	U.S. Agency for International Development	75	78	77	79	83

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	72	74	75	76	80
Small	American Battle Monuments Commission	76	66	75	64	77
Small	Commodity Futures Trading Commission	80	79	80	78	81
Small	Consumer Product Safety Commission	79	80	77	77	84
Small	Corporation for National and Community Service	80	84	83	82	83
Small	Export-Import Bank of the United States	73	71	66	70	82
Small	Farm Credit Administration	84	83	87	89	93
Small	Federal Election Commission	68	74	80	80	89
Small	Federal Housing Finance Agency	76	76	76	78	85
Small	Federal Labor Relations Authority	84	82	78	84	88
Small	Federal Maritime Commission	78	78	76	80	85
Small	Federal Mediation and Conciliation Service	86	86	87	86	88
Small	Federal Retirement Thrift Investment Board	83	79	80	79	85
Small	International Boundary and Water Commission	76	68	70	68	69
Small	Merit Systems Protection Board	77	77	71	79	83
Small	National Endowment for the Arts	90	81	80	83	86
Small	National Endowment for the Humanities	79	87	81	83	76
Small	National Gallery of Art	68	73	74	72	74
Small	National Indian Gaming Commission	71	77	85	76	82
Small	National Transportation Safety Board	77	81	83	81	85
Small	Office of Management and Budget	84	88	86	84	91
Small	Office of the U.S. Trade Representative	74	80	81	82	79
Small	Pension Benefit Guaranty Corporation	79	82	84	83	88
Small	Railroad Retirement Board	72	75	72	75	76
Small	Selective Service System	71	62	69	80	86
Small	Surface Transportation Board	79	77	78	81	89
Small	U.S. International Development Finance Corporation	85	81	80	76	84
Small	U.S. International Trade Commission	82	83	87	88	91
Small	U.S. Office of Special Counsel	85	86	78	88	92
Very Small	AbilityOne Commission	66	68	39	44	71
Very Small	African Development Foundation	70	56	57	60	76
Very Small	Commission on Civil Rights	62	76	66	86	87
Very Small	Defense Nuclear Facilities Safety Board	81	81	81	84	88
Very Small	Farm Credit System Insurance Corporation	89	92	100	100	100
Very Small	Federal Mine Safety and Health Review Commission	.	.	89	79	88
Very Small	Institute of Museum and Library Services	70	70	71	69	86
Very Small	Inter-American Foundation	62	72	66	71	73
Very Small	John F. Kennedy Center for the Performing Arts	.	.	.	57	91
Very Small	Marine Mammal Commission	95	95	100	100	97
Very Small	National Capital Planning Commission	87	86	83	92	99
Very Small	National Mediation Board	70	74	73	54	72

Size Category	Agency	2016	2017	2018	2019	2020
Governmentwide	Governmentwide	72	74	75	76	80
Very Small	Occupational Safety and Health Review Commission	88	79	86	93	92
Very Small	Office of Navajo and Hopi Indian Relocation	70	69	71	70	85
Very Small	Postal Regulatory Commission	86	85	86	88	92
Very Small	U.S. Access Board	57	66	57	87	90
Very Small	U.S. Chemical Safety and Hazard Investigation Board	69	94	69	80	92
Very Small	U.S. Office of Government Ethics	88	85	91	91	89
Very Small	U.S. Trade and Development Agency	93	83	76	77	83