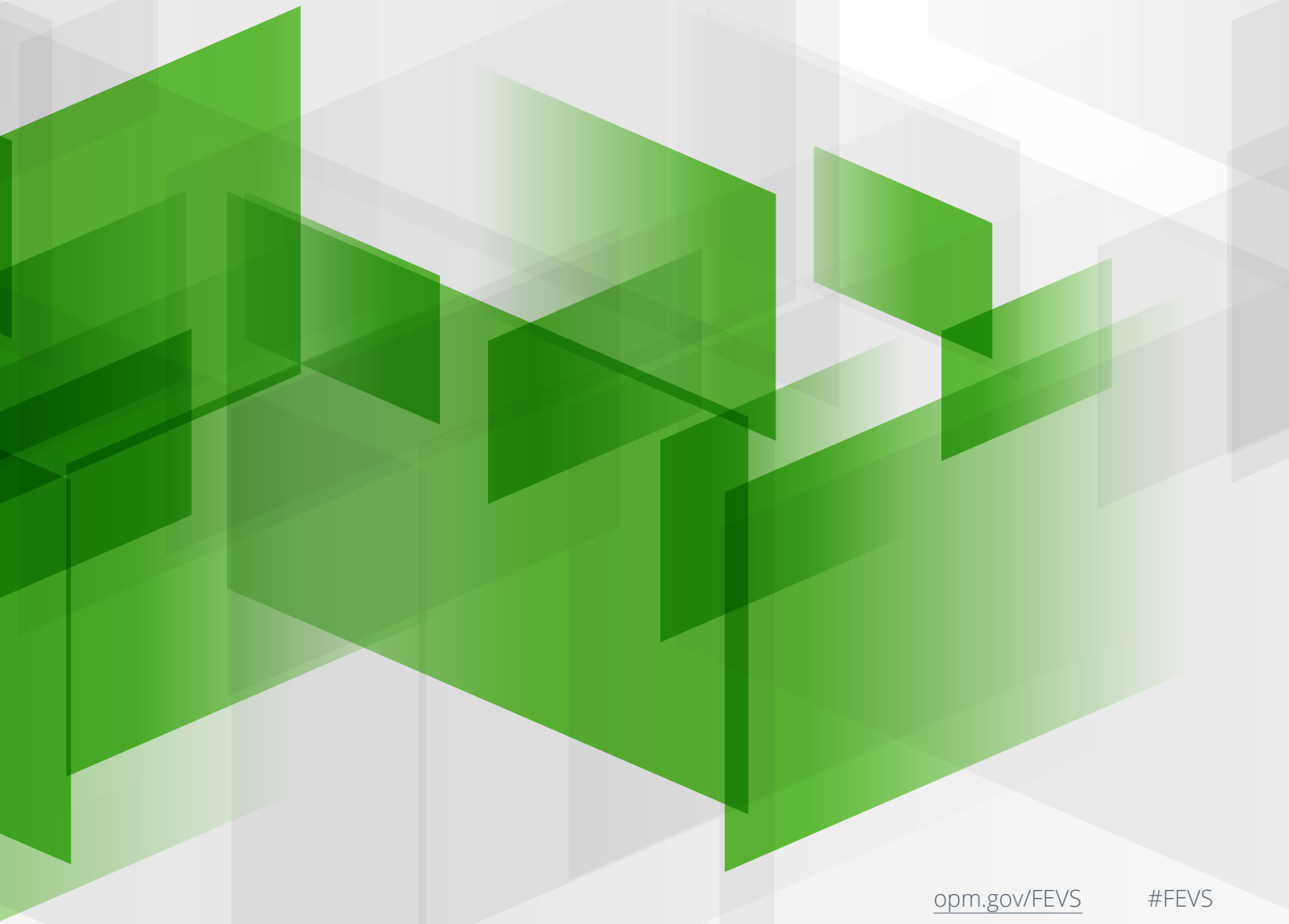
2024 Office of Personnel Management

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

Governmentwide Management Report

REVISED EDITION APRIL 2025



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A Message from the Director

Dear Colleagues,

In 2024, OPM invited over 1.6 million federal employees to provide their perspectives on a variety of work-related topics via the Federal Employee Viewpoint Survey (FEVS), and 41% accepted the invitation, up from 39% in 2023. The unrivaled value of over 674,000 federal employees' perspectives conveys with it a weighty responsibility for leadership to listen and act. Supplied with this comprehensive data resource, agency leaders carefully review, compare, and analyze their results, benchmarking how they stand up to previous years and determining action.

The 2024 results celebrate hard work across government – scores on every dimension and nearly every index on the FEVS went up from 2023. This shows agencies have been listening, making changes, and focusing on agency improvement aligned with employee feedback. Together, federal agencies have realized positive changes and created a solid foundation to build upon.

A top priority for all agencies is the Employee Engagement index (EEI), which assesses critical aspects of an engaged workforce including perception of leadership, supervisors, and intrinsic work experience, and is featured in the President's Management Agenda. This year we marked the highest-ever governmentwide FEVS EEI score at 73% (2024), which is one percentage point higher than the 2023 score. While one percentage point may seem modest it is a significant achievement, as it takes many thousands of employees governmentwide changing their perspective to achieve that increase. Consider as well, each of the elements in the overall score improved from 2023 to 2024 – Leaders Lead (61% to 63%), Supervisors (80% to 81%) and Intrinsic Work Experience (74% to 75%). This finding is reflected across all indices with the exception of one index that remained steady during this time period. These results are to be commended and should provide motivation and encouragement for continued change initiatives in 2025.

OPM supports agency actions and evaluations of government through ongoing advancement of survey content. Modernization of FEVS measures reflect a prioritization of organizational health and performance. With the inclusion of performance indices and dimensions, the FEVS is an integrated diagnostic tool for assessing the extent to which agencies incorporate practices and policy characteristics of effective organizations.

OPM is strongly committed to developing resources to facilitate public access and review of survey results. Ongoing FEVS modernization has included the release of dynamic dashboards to complement traditional reporting. In prior years, the Governmentwide Management Report provided government results plus showcased the highest and most improved scores on key measures for individual agencies. To see agency results for 2024, I invite you to turn to our recently updated OPM FEVS Dashboard.

I thank each and every federal employee who responded to this year's survey. You are the most important part of government and, as leadership, we pledge to continue to listen to your opinions and take active steps to improve how employees engage with their jobs, organizations, and missions. Your dedicated service and commitment to the American people shines through in the work that you do. I am honored to work in the company of such talented and hardworking people. Thank you for all that you do!

Robert H. Shriver, III
Acting Director
U.S. Office of Personnel Management

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Introduction

The 2024 Federal Employee Viewpoint Survey (FEVS) is an opportunity for Federal employees to share their opinions and perceptions about their work experiences. An organizational climate survey, data from the FEVS allow assessment of how employees view their current work environment, including management, workplace policies, and new initiatives. Climate assessments provide insights into performance and are important tools for identifying ways to improve workplace effectiveness. At a governmentwide level, FEVS results provide information that can help shape current and future policies. Finally, participation in the FEVS satisfies the mandate for each agency to survey its employees under the National Defense Authorization Act for Fiscal Year 2004 (Pub. L. 108–136)[1] and detailed in accompanying regulation 5 CFR 250 subpart C.[2] This report highlights governmentwide results from the 2024 FEVS. For all governmentwide item and index results, as well as results by agency, go to the OPM FEVS Dashboard.

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[1] NDAA
SEC. 1128. EMPLOYEE SURVEYS.
(a) IN GENERAL.—Each agency shall conduct an annual survey of its employees (including survey questions unique to the agency and questions prescribed under subsection (b)) to assess—
(1) leadership and management practices that contribute to agency performance; and
(2) employee satisfaction with—
(A) leadership policies and practices;
(B) work environment;
(C) rewards and recognition for professional accomplishment and personal contributions to achieving organizational mission;
(D) opportunity for professional development and growth; and
(E) opportunity to contribute to achieving organizational mission.
(b) REGULATIONS.—The Office of Personnel Management shall issue regulations prescribing survey questions that should appear on all agency surveys under subsection (a) in order to allow a comparison across agencies.
(c) AVAILABILITY OF RESULTS.—The results of the agency surveys under subsection (a) shall be made available to the public and posted on the website of the agency involved, unless the head of such agency determines that doing so would jeopardize or negatively impact national security.

[2] https://www.ecfr.gov/current/title-5/chapter-I/subchapter-B/part-250#subpart-C

At a Glance

The 2024 FEVS results reflect Federal employees' commitment to their work and serving the American people. Employees find it most important that their work contributes to the common good, that they are accountable for achieving results and their work unit meets customers' needs.

High scores on multiple survey items demonstrate employees' positive perceptions on aspects of their agencies' performance. Equally important are items with low scores, which indicate where employees see room for change and improvement. Note that FEVS scores generally increased between 2023 and 2024 including each of those listed as lowest percentage of positive responses. Increases reflect the impact of agency improvement actions. To see governmentwide results for all items go to the OPM FEVS Dashboard.

Items with the Highest and Lowest Levels of Positive Responses

HIGHEST Percentage Level of Positive Responses

92%	It is important to me that my work contribute to the common good. (Q. 90)
88%	Employees in my work unit meet the needs of our customers. (Q. 20) My supervisor holds me accountable for achieving results. (Q. 53)
87%	I am held accountable for the quality of work I produce. (Q. 11) My supervisor treats me with respect. (Q. 51)
86%	I know how my work relates to the agency's goals. (Q. 7) Employees in my work unit contribute positively to my agency's performance. (Q. 21)
85%	I know what my work unit's goals are. (Q. 26) My supervisor supports my need to balance work and other life issues. (Q. 49)
83%	The people I work with cooperate to get the job done. (Q. 15) Employees in my work unit produce high-quality work. (Q. 22) My organization has prepared me for potential cybersecurity threats. (Q. 44) My supervisor listens to what I have to say. (Q. 50)

LOWEST Percentage Level of Positive Responses

47%	In my work unit, differences in performance are recognized in a meaningful way. (Q. 17)
48%	Management involves employees in decisions that affect their work. (Q. 66)
49%	I believe the results of this survey will be used to make my agency a better place to work. (Q. 47)
52%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 57)
54%	How satisfied are you with your involvement in decisions that affect your work? (Q. 67)
55%	Management makes effective changes to address challenges facing our organization. (Q. 65)
56%	The approval process in my organization allows timely delivery of my work. (Q. 41) In my organization, arbitrary action, personal favoritism, and/or political coercion are not tolerated. (Q. 45) How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 68)
57%	My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support). (Q. 27) How satisfied are you with the recognition you receive for doing a good job? (Q. 69)

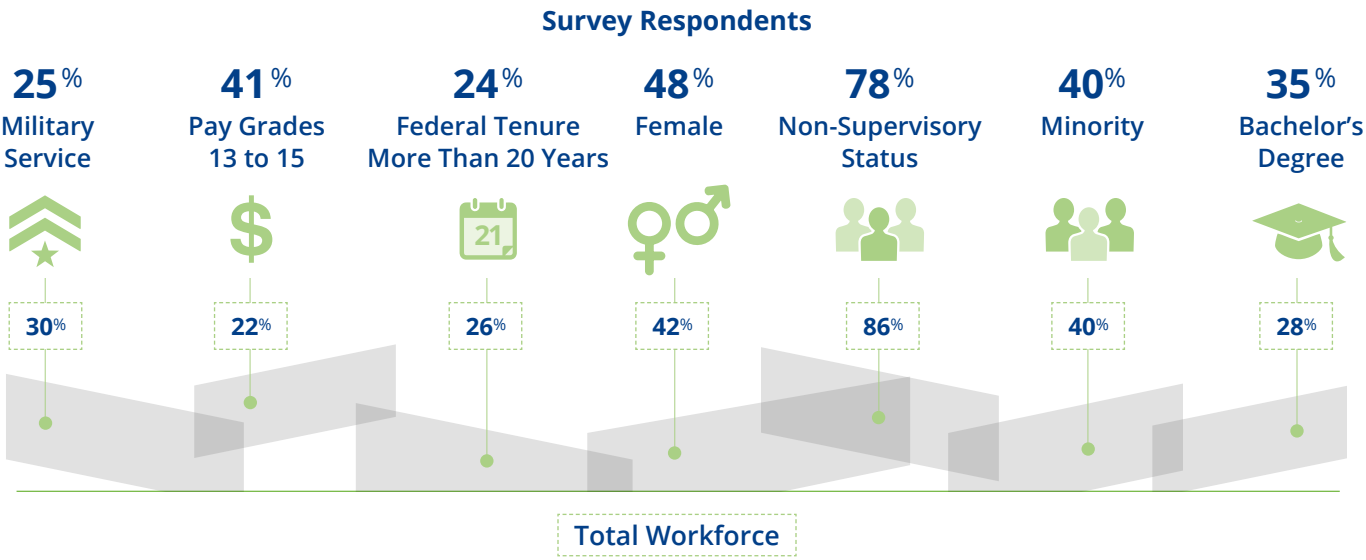
Notes: Weighting is done to ensure survey estimates accurately represent the survey population. Items with the Highest and Lowest Levels of Positive Responses include items 1-90, excluding item 16.

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.

Respondent Characteristics



Generational Overview

Survey Respondents	Generations	Total Workforce
<1%	Traditionalists (born 1945 or earlier)	<1%
18%	Baby Boomers (born 1946–1964)	17%
46%	Generation X (born 1965–1980)	42%
32%	Generation Y (born 1981–1996)	35%
3%	Generation Z (born 1997 or later)	5%

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

For an Excel file providing all respondent characteristics, click this link

At a Glance (continued)

Response Rates

The table below reports governmentwide response rates for 2024 along with the response rates from the past four administrations of the FEVS, grouped by agency size categories.

Response Rate Comparisons

Size	2020	2021	2022	2023	2024
Governmentwide	44	34	35	39	**41**
Very Small Agencies (<100 employees)	69	62	64	66	**66**
Small Agencies (100-999 employees)	70	65	70	72	**71**
Medium Agencies (1,000-9,999 employees)	67	57	60	65	**60**
Large Agencies (10,000-74,999 employees)	55	44	46	53	**55**
Very Large Agencies (>=75,000 employees)	41	29	32	35	**37**

For an Excel file providing agency response rates, click this link

Employee Engagement Index

The FEVS Employee Engagement Index (EEI) uses questions from the survey to measure critical workplace conditions conducive to employee engagement (e.g., effective leadership, work which provides meaning to employees, the opportunity for employees to learn/grow on the job). Assessments such as the EEI remain a critical tool for managers to identify areas for improvements and sustaining work conditions and environments that support employee engagement and performance. Engagement overall relates to employee motivation and productivity.

The EEI comprises three subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each subindex is assessed through questions on the FEVS as listed below:

Leaders Lead

Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as communication and workforce motivation. (Q. 57, 58, 59, 61, and 62)

Supervisors

Reflects the interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 48, 50, 51, 52, and 54)

Intrinsic Work Experience

Reflects the employees' feelings of motivation and competency relating to their roles in the workplace. (Q. 2, 3, 4, 6, and 7)

For an Excel file providing Employee Engagement Index scores, click this link

Employee Engagement Index (continued)

Employee Engagement Index Score Comparisons

Index	2020	2021	2022	2023	2024
Overall Engagement (An average of the responses for the 3 subindices below)	72	71	71	72	**73**
Leaders Lead	62	60	59	61	**63**
Supervisors	80	80	80	80	**81**
Intrinsic Work Experience	76	73	73	74	**75**

Employee Engagement Index Scores by Agency Size

Index	G'wide	Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (>=75,000)
Employee Engagement	**73**	76	77	76	74	73
Leaders Lead	**63**	67	66	67	63	62
Supervisors	**81**	82	86	84	83	81
Intrinsic Work Experience	**75**	79	79	77	76	75

Note: Agency size is based on the eligible employee population as of November 2023.

Global Satisfaction Index

The Global Satisfaction Index measures employees' satisfaction on four aspects related to their work: the job, pay, organization, and whether they would recommend their organization as a good place to work.

Understanding employee satisfaction along these four dimensions gives agencies a sense of how employees are feeling and is important for agencies in the long run – satisfied employees are more likely to stay in their jobs, reducing turnover. The Global Satisfaction Index is an average of the scores of the four items below:

Job Satisfaction

Considering everything, how satisfied are you with your job? (Q. 70)

Pay Satisfaction

Considering everything, how satisfied are you with your pay? (Q. 71)

Organizational Satisfaction

Considering everything, how satisfied are you with your organization? (Q. 72)

Recommend Organization

I recommend my organization as a good place to work. (Q. 46)

For an Excel file providing Global Satisfaction Index scores, click this link

Global Satisfaction Index (continued)

Global Satisfaction Index Score Comparisons

Index	2020	2021	2022	2023	2024
Overall Satisfaction (An average of the responses for the 4 items below)	69	64	62	64	**65**
Job Satisfaction	72	67	66	68	**69**
Pay Satisfaction	67	61	56	57	**59**
Organization Satisfaction	66	61	60	62	**64**
Recommend Organization	71	67	65	67	**69**

Global Satisfaction Index Scores by Agency Size

Index	G'wide	Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (>=75,000)
Global Satisfaction	**65**	69	70	70	66	65
Job Satisfaction	**69**	72	75	73	70	69
Pay Satisfaction	**59**	62	65	65	59	59
Organization Satisfaction	**64**	69	69	69	65	63
Recommend Organization	**69**	71	74	72	70	69

Note: Agency size is based on the eligible employee population as of November 2023.

Performance Confidence Index

Performance Confidence is defined as "The extent to which employees believe their organization has an outstanding competitive future, based on innovative, high-quality products and services that are highly regarded..." [3] The Performance Confidence Index on the FEVS is a combination of four items assessing employees' perception of their work unit's ability to achieve its goals and produce work at a high level and, ultimately, provides insights into agency performance. The Performance Confidence Index is an average of the responses to the four items below:

Met Needs of Customers

Employees in my work unit meet the needs of our customers. (Q. 20)

Contributed Positively to Agency Performance

Employees in my work unit contribute positively to my agency's performance. (Q. 21)

Produced High Quality Work

Employees in my work unit produce high-quality work. (Q. 22)

Adapted to Changing Priorities

Employees in my work unit adapt to changing priorities. (Q. 23)

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[3] Wiley, J. W., & Lake, F. (2014). Inspire, Respect, Reward: Re-framing leadership assessment and development. Strategic HR Review, 13(6), 221–226.

For an Excel file providing Performance Confidence Index scores, click this link

Performance Confidence Index (continued)

Performance Confidence Index Score Comparisons

Index	2020	2021	2022	2023	2024
Performance Confidence (An average of the responses for the 4 items below)	87	84	84	84	**84**
Met Needs of Customers	86	88	87	87	**88**
Contributed Positively to Agency Performance	88	86	85	85	**86**
Produced High Quality Work	87	84	82	83	**83**
Adapted to Changing Priorities	87	80	80	80	**80**

Performance Confidence Index Scores by Agency Size

Index	G'wide	Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (>=75,000)
Performance Confidence	**84**	91	91	89	86	84
Met Needs of Customers	**88**	92	93	90	88	87
Contributed Positively to Agency Performance	**86**	93	93	91	88	85
Produced High Quality Work	**83**	90	91	89	85	83
Adapted to Changing Priorities	**80**	88	88	86	82	80

Note: Agency size is based on the eligible employee population as of November 2023.

REDACTED

[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]

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Employee Experience Index

The Employee Experience Index (EXI) is an outcome measure of employee engagement initially included on the 2022 FEVS.[4] It measures the extent to which employees are engaged by their work and their organization.

The long-standing measure on the FEVS — the Employee Engagement Index (EEI) — is a measure of the conditions for engagement, e.g., whether a workplace has the right environment to foster engaged employees. The EXI assesses whether employees experience a state of engagement and gives agencies another tool for assessing whether actions to improve engagement have had the intended effect.

The EXI consists of five items that measure work engagement (2 items), organizational engagement (2 items), and public service motivation (1 item). Work engagement measures the relationship between an employee and their specific job, while organizational engagement measures the relationship between an employee and their workplace.[5] Public service motivation was also found to be a key component of engagement for public sector employees. The index was developed in conjunction with the Organization for Economic Co-operation and Development (OECD) through its Civil Service Surveys Group.

Work Engagement

My job inspires me. (Q. 86)
The work I do gives me a sense of accomplishment. (Q. 87)

Organizational Engagement

I feel a strong personal attachment to my organization. (Q. 88)
I identify with the mission of my organization. (Q. 89)

Public Service Motivation

It is important to me that my work contribute to the common good. (Q. 90)

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[4] Included on the survey under a section heading of Employee Experience in 2022 these were items 85-89. In 2023 the survey section had the same heading and these were items 86-90.

[5] Government at a Glance 2023 https://doi.org/10.1787/3d5c5d31-en.

For an Excel file providing Employee Experience Index scores, click this link

Employee Experience Index (continued)

Employee Experience Index Score Comparisons

Index	2023	2024
Employee Experience	73	74

Employee Experience Index Scores by Agency Size

Index	G'wide	Very Small (<100)	Small (100–999)	Medium (1,000–9,999)	Large (10,000–74,999)	Very Large (>=75,000)
Employee Experience	**74**	81	79	79	76	74

Note: Agency size is based on the eligible employee population as of November 2023.

Conclusions

The FEVS indices reviewed in the 2024 Governmentwide Management Report represent workforce states and agency conditions defined through research as hallmarks of effective organizations. The story told through 2024 FEVS results is strong and compelling with increases between 2023 and 2024 on nearly every score on major indices. Notably, the governmentwide score on the Employee Engagement Index sets a new benchmark high since its introduction in 2010, reflecting the priority focus established for federal agencies through the President's Management Agenda.

[Redacted in response to EO 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing.]

OPM's goals under FEVS modernization include creating an instrument characterized by both a leading-edge design and contemporary content responsive to priorities, research, and supportive of action. A large part of the action potential of the FEVS stems from the survey type it represents. Organizational climate surveys like the FEVS are designed to collect employee perspectives on dimensions, defined by how employees experience management policies and practices. With these under control of management, climate surveys have been popular over decades as resources for driving change management initiatives.

Research advances have tied climate survey content to a framework of leading performance traditions in management, such as goal orientation. FEVS modernization has built out and aligned performance dimensions with this framework. Every item on the survey now links with either an outcome indicator of effectiveness, such as employee engagement, or a dimension capturing management practices and policies that have been shown to relate to or drive outcomes. Several dimensions, including customer responsiveness, resilience, and innovation are featured in the OMB memorandum on Organizational Health and Performance.

Look for 2024 scores on FEVS performance dimensions on the OPM FEVS Dashboard. As part of FEVS modernization, the dashboard is intended to complement this Governmentwide Management Report and provide dynamic access to FEVS results. In it scores are displayed for all FEVS indices, performance dimensions, and items by governmentwide, agency size category, and individual agencies.

The notable improvements across 2024 FEVS scores provide leverage points and opportunities for agencies to build on and extend established momentum. Results displayed on the OPM FEVS Dashboard also highlight topics that need governmentwide focus for improvements, such as resilience, employee recognition, and innovation, which are key dimensions of organizational health and performance. Modernization of indices and dimensions has effectively transformed the FEVS into an integrated diagnostic tool, facilitating efficient review and interpretation to drive agency action and development.

As next steps, OPM will continue to work closely with agencies to support decisions and actions toward effective workplaces. OPM will engage in continuous review of research and government initiatives as we prioritize a leading-edge survey instrument. Ongoing FEVS modernization will continue to build out and incorporate useful tools, including dashboard expansion, in support of action strategies to support improvements like those reflected in 2024 results.

United States Office of Personnel Management
Workforce Policy and Innovation/Strategic Workforce Planning

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