



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
950 JEFFERSON AVENUE
FORT EUSTIS, VIRGINIA 23604-5700

REPLY TO
ATTENTION OF

ATBO-C

29 APR 2016

MEMORANDUM FOR TRADOC Civilian Employees

SUBJECT: 2015 and 2016 Federal Employee Viewpoint Surveys (FEVS)

1. I want to share with you my thoughts on the annual Federal Employee Viewpoint Survey (FEVS). Each year, about 20 percent of Army Civilian employees will randomly receive an invitation to participate in this federal government-wide survey. This survey provides an opportunity to candidly share your perceptions of your work experiences, organization, and leadership. Invitations to participate should be sent the last week in April. If you happen to be one of those selected, I urge you to participate – this is important! Your input is invaluable to both local and command-wide efforts. For your information, I have attached a summary of the 2015 FEVS results for TRADOC. Please take some time to review these results as they will serve as a basis for several command initiatives.
2. In reviewing the 2015 results, I am very encouraged that 98 percent of the TRADOC civilian workforce is constantly looking for ways to do their job better and almost the same percentage also understands the importance of our work. Looking for creative and innovative ways to accomplish our missions is one of TRADOC's top priorities. You and the work you do is critical to our Army's success and our Nation's security. On the other hand, I am concerned that many of you perceive that the performance management and recognition systems are not effective in dealing with poor performers or recognizing outstanding performers. As such, I have emphasized to TRADOC leaders that we must provide meaningful, timely feedback and have asked my staff to review feedback as part of their staff assistance visits. We will also refine and re-issue the TRADOC Performance Management Guide, which provides tools in providing feedback, as well as properly dealing with poor performers. We plan to publish additional tools in the coming months.
3. Perceived favoritism and a lack of transparency from leadership were also evident in these survey results, as well as in command climate surveys at several activities. To address these issues, I have established a standardized selection procedure for HQ TRADOC activities for GS-14 and GS-15 positions. I have also recommended expansion of the Army Acculturation Program, an onboarding program for civilians, to all Army activities. While that expansion is still pending, we will be extending the program to all TRADOC activities in the coming months. This program encourages communication between supervisors and new employees as a critical element of successful on-boarding.

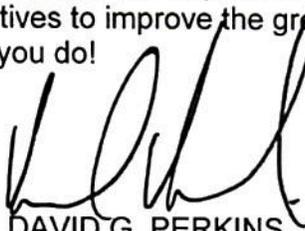
ATBO-C

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4. The FEVS measures employees' perceptions of whether and to what extent conditions characterizing successful organizations are present in their agencies. Survey results provide valuable insight into the challenges agency leaders face in ensuring the Federal Government has an effective civilian workforce and how well they are doing. The Office of Personnel Management (OPM) measures these perceptions using four indicies outlined in the enclosed charts. One of these indicies is employee engagement – the employees' sense of purpose that is evident in their display of dedication, persistence, and effort in their work and overall attachment to their organization and its mission. President Obama has set an overall goal of 67 percent for employee engagement. I am pleased that TRADOC has met this goal, but just barely! I can pledge that TRADOC leadership will continue to improve employee engagement - an engaged workforce is more satisfied, more creative, and more productive.

5. As you can see in the enclosed summary, TRADOC fares well when compared to other Army organizations. TRADOC is a great place to work; what each of you do is invaluable to our Army. I have asked the TRADOC Deputy Chief of Staff, G-1/4, to take the lead on some great initiatives which I believe will make TRADOC an even better place to work. Toward that end, we recently held a HQ TRADOC leadership offsite to flesh out initiatives that will improve our command – many are a direct result of the feedback we receive from the FEVS survey. As we make progress, we will post information on the TRADOC Deputy Chief of Staff, G-1/4 webpage of the TRADOC Web site. In addition, I expect each TRADOC Center of Excellence and activity to review local FEVS results and establish innovative ways to build on our strengths and explore opportunities to improve.

6. In summary, I want you to understand that the feedback we see in the FEVS survey is important to us and that we take action based on that feedback – I encourage you to provide us honest input if you happen to receive the request to participate. And, as always, we welcome your ideas on initiatives to improve the great work we do for the Army and the Nation. Thank you for all you do!



DAVID G. PERKINS
General, U.S. Army
Commanding

Encl



2015 FEVS TRADOC



Overview

- The 2015 Federal Employee Viewpoint Survey (FEVS) yielded feedback from 1,196 TRADOC employees, down from the 1,444 employees who responded in 2014.
- Positive response rates increased by an average of 1% from 2014.
- Agency leadership has actively responded to feedback from prior years and these enhanced efforts are clearly reflected in the FEVS results.
- As compared with 2014, more TRADOC employees in 2015 perceive their agency conditions as conducive to engagement, describe their workforce as inclusive, and report satisfaction with their jobs.



2015 FEVS TRADOC



TOP 10 AREAS OF STRENGTH

1. I am constantly looking for ways to do my job better (Question 8) (98% agree)
2. How would you rate the overall quality of work done by your work unit? (Question 28) (97% positive)
3. When needed I am willing to put in the extra effort to get a job done (Question 7) (97% agree)
4. The work I do is important (Question 13) (96% agree)
5. I am held accountable for achieving results (Question 16) (92% agree)
6. My agency is successful in accomplishing its mission (Question 39) (92% agree)
7. My organization has prepared employees for potential security threats (Question 36) (89% agree)
8. I know how my work relates to the agency's goals and priorities (Question 12) (89% agree)
9. I like the kind of work I do (Question 5) (87% agree)
10. My supervisor supports my need to balance work and other life issues (Question 42) (86% agree)



2015 FEVVS TRADOC



TOP 10 AREAS OF CHALLENGE

1. Pay raises depend on how well employees perform their jobs (Question 33) (47% disagree)
2. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve (Question 23) (40% disagree)
3. Satisfaction with opportunity to get a better job in your organization (Question 67) (40% unsatisfied)
4. Promotions in my work unit are based on merit (Question 22) (38% disagree)
5. In my work unit, differences in performance are recognized in a meaningful way (Question 24) (37% disagree)
6. I believe the results of this survey will be used to make my agency a better place to work (Question 41) (37% disagree)
7. Awards in my work unit depend on how well employees perform their jobs (Question 25) (34% disagree)
8. I have sufficient resources to get my job done (Question 9) (33% disagree)
9. My work unit is able to recruit people with the right skills (Question 21) (32% disagree)
10. My workload is reasonable (Question 10) (30% disagree)



2015 FEVS TRADOC



FEVS includes four index measures

- Engagement Index
- Global Satisfaction Index
- New Inclusion Quotient (New IQ) Index
- Human Capital Assessment and Accountability Framework (HCAAF) Index

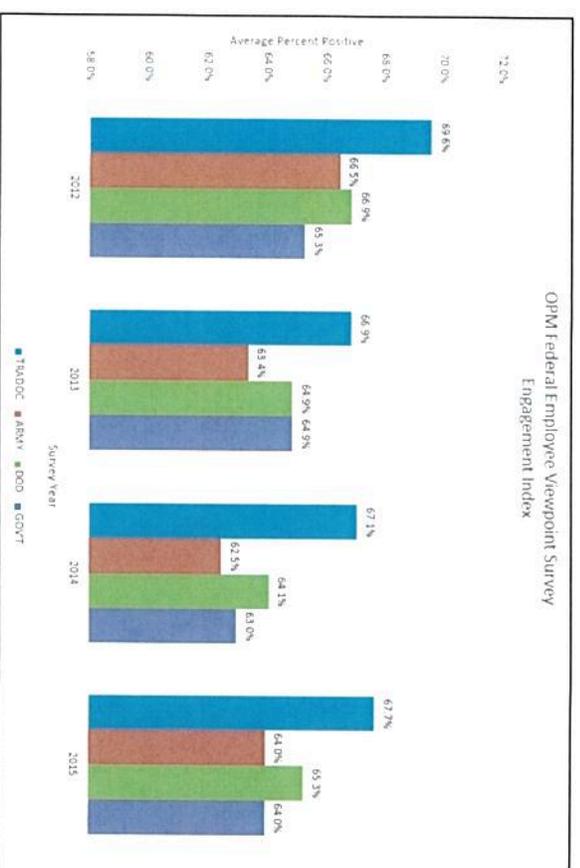


2015 FEVS TRADOC



Engagement Index

- **Leaders Lead:** Reflects the employee's perceptions of the integrity of leadership
 - No change from 2014 (57%)
- **Supervisors:** Reflects the interpersonal relationship between worker and supervisor
 - **Increased by 3% from 2014 (74%)**
- **Intrinsic Work Experience:** Reflects the employees' feelings of motivation and competency relating to their role in the workplace
 - No change from 2014 (72%)



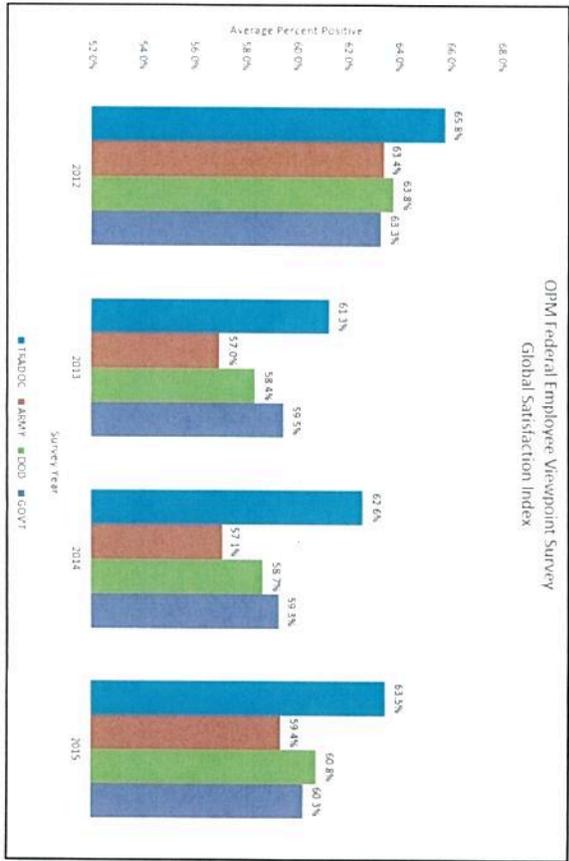


2015 FEEVS TRADOC



Global Satisfaction Index

- **Employee satisfaction with pay**
 - Increased by 3% from 2014 (62%)
- **Employee satisfaction with organization**
 - No change from 2014 (59%)
- **Employee would recommend organization as a good place to work**
 - Increased by 1% from 2014 (64%)
- **Employee satisfaction with job**
 - Increased by 1% from 2014 (68%)



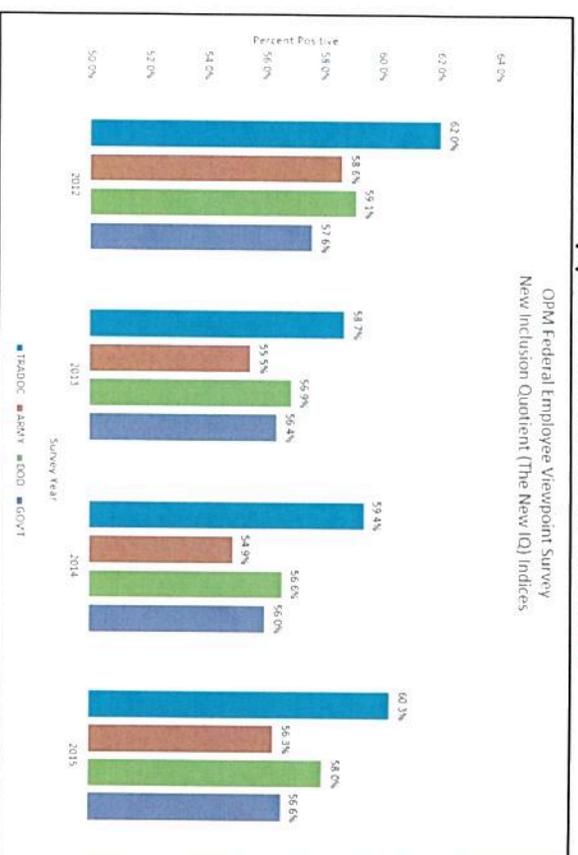


2015 FEVS TRADOC



New Inclusion Quotient (New IQ) Index

- **Fair:** Are all employees treated equitably?
 - Increased by 3% from 2014 (48%)
- **Open:** Does management support diversity in all ways?
 - Increased by 1% from 2014 (58%)
- **Cooperative:** Does management encourage communication and collaboration?
 - Decreased by 1% from 2014 (58%)
- **Supportive:** Do supervisors value employees?
 - Increased by 2% from 2014 (76%)
- **Empowering:** Do employees have the resources and support needed to excel?
 - Decreased by 1% from 2014 (62%)



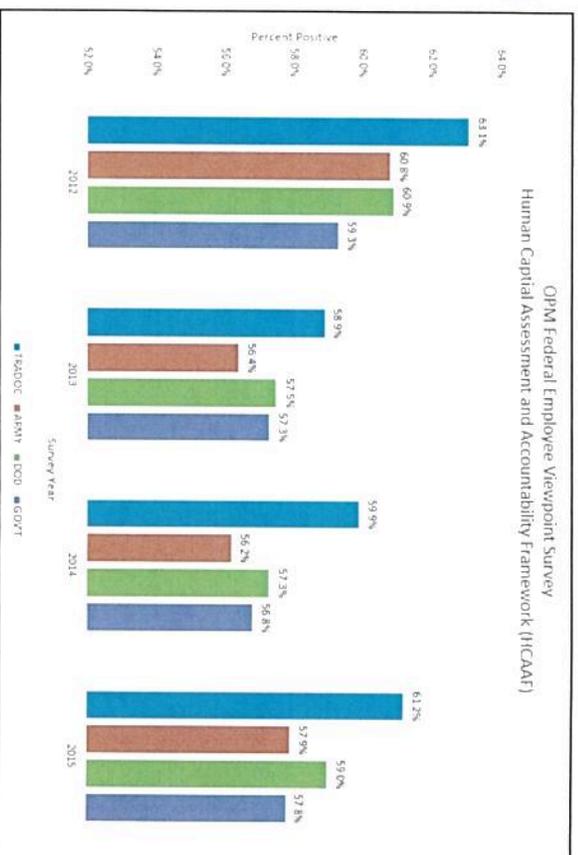


2015 FEVS TRADOC



Human Capital Assessment and Accountability Framework (HCAAF) Index

- **Leadership & Knowledge Management**
 - Increased by 1% from 2014 (64%)
- **Results-Oriented Performance Culture**
 - Increased by 2% from 2014 (56%)
- **Talent Management**
 - Increased by 2% from 2014 (59%)
- **Job Satisfaction**
 - Increased by 1% from 2014 (66%)





2015 FEVS TRADOC



Best Places to Work Agency Rankings

- The Best Places to Work index scores measure employee satisfaction and commitment.
- The index score is derived from the following three questions in FEVS.
 - I recommend my organization as a good place to work. (Question 40)
 - Considering everything, how satisfied are you with your job? (Question 69)
 - Considering everything, how satisfied are you with your organization? (Question 71)
- A percentage of positive responses is used in a weighted formula to calculate score.
- TRADOC's score increased 1% from 2014 but dropped in rank from 132 to 156 out of 320.



2015 FEVVS TRADOC



THE BEST PLACES TO WORK IN THE FEDERAL GOVERNMENT

