



# The Best Places to Work

IN THE FEDERAL GOVERNMENT

2011 RANKINGS



PARTNERSHIP FOR PUBLIC SERVICE

## BEST PLACES TO WORK 2011

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The 2011 *Best Places to Work in the Federal Government*<sup>®</sup> rankings offer the most comprehensive assessment of how federal employees perceive their jobs and agencies, providing insights into issues ranging from leadership and pay to teamwork and work/life balance. The rankings provide a roadmap for building a more engaged workforce and, ultimately, more effective organizations.

The 2011 results show a decline in government-wide employee satisfaction and commitment from 65 to 64 out of 100, compared to 2010. The 1.5 percent drop is not as steep as one might have expected given the difficult economic and political climate that has led to a federal pay freeze, the national discussion around reduced worker benefits, threats of government shutdowns and the certainty of significant agency budget cuts. In fact, the government-wide score of 64 is still 5.7 percent higher than the score in 2003, when our rankings were first published.

The new rankings show improvement in worker satisfaction scores by only 31 percent of federal organizations, compared with 68 percent last year, demonstrating that 2011 was a challenging year for most agencies. At the same time, the rise in employee satisfaction at some agencies suggests that a determined focus on good leadership can have a positive workplace impact even in tough times.

The Federal Deposit Insurance Corporation (FDIC) ranked number one on this year's *Best Places* list of 33 large agencies, moving up two slots from 2010. The FDIC unseated the Nuclear Regulatory Commission, which ranked second this year after holding the top spot three times in a row. Third place went to the Government Accountability Office, which ranked second in 2010.

At the other end of the spectrum, the lowest-rated large agency for the second consecutive year was the National Archives and Records Administration (NARA). The Department of Housing and Urban Development ranked second from the bottom after being tied for last in 2010, while the Department of Homeland Security placed third from the bottom. All three saw their employee satisfaction scores drop.

### FAST FACTS

- ★ The 2011 government-wide *Best Places* index score measuring federal employees' job satisfaction and commitment is 64 out of 100, down 1.5 percent from 2010.
- ★ Employee satisfaction increased at only 31 percent of the federal organizations, including 22 percent of large agencies, 28 percent of small agencies and 32 percent of subcomponents.
- ★ The highest-scoring "Best in Class" workplace categories are, in order, employee skills/mission match, teamwork, training/development and work/life balance. The most improved workplace category was support for diversity, which was up 1.5 percent.
- ★ The 2011 *Best Places* rankings include 308 federal organizations (33 large federal agencies, 35 small agencies and 240 subcomponents).

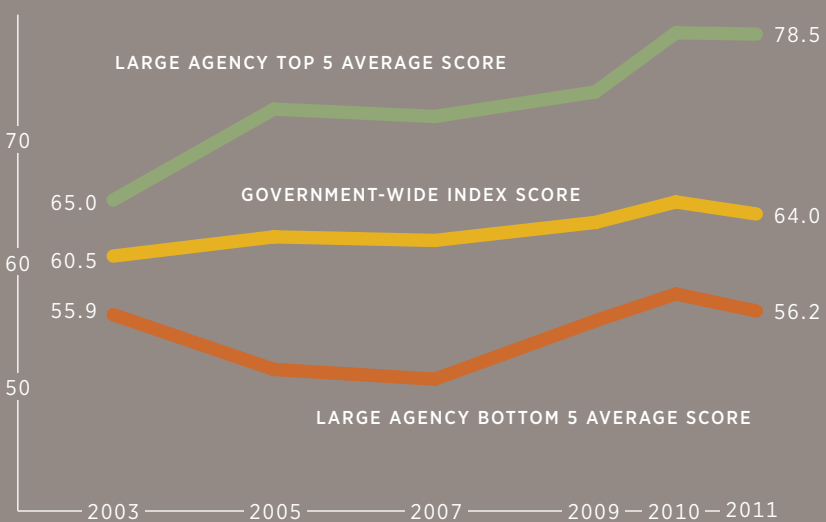
In addition to having the highest satisfaction and commitment score, the FDIC was also the most improved large federal agency, registering an increase of 8.5 percent compared to 2010. It was followed by the Office of Personnel Management (OPM), which jumped from 14th to 9th place in the rankings and raised its standing among employees by 5.3 percent. In contrast, NARA recorded a 7.1 percent decrease in employee satisfaction, the biggest drop among large agencies, and was followed by the Securities and Exchange Commission (SEC) with a 5.9 percent decline. This is the third consecutive that employees gave the SEC lower marks, sinking the financial regulator from 3rd place in 2007 to 27th place today.

While many factors are involved in shaping how employees view their workplace, the 2011 survey for the sixth time in a row showed the primary element that drives worker satisfaction in the federal space is effective leadership, and in particular, senior leadership. Two other key factors influencing satisfaction, revealed by our analysis, were a belief by employees that their skills were well-suited to their agency's mission, and a satisfaction with pay. In 2011, leadership continued to receive low scores from employees, with a government-wide score of 54.9 out of 100. Satisfaction with pay declined 6.1 percent to 59.1, while workers gave high marks (78.6) for the link between skills and mission.

Meanwhile according to Hay Group, employees in the private sector continued to be more satisfied with their jobs, organizations and supervisors than their counterparts in the federal government. While worker satisfaction declined in 2011 for both federal employees and workers in large private companies, the drop-off was slightly less for the private sector.

The *Best Places* rankings are based on data from the Federal Employee Viewpoint Survey conducted by OPM from April 4 through May 31, 2011. More than 266,000 employees responded to the survey. The rankings also incorporate survey data from eight additional agencies and the Intelligence Community. Most importantly, they serve as a benchmark to measure agency progress, to identify signs of trouble and to spur our government leaders to improve the way they manage their most important asset—their employees.

**TOP TRENDS**



## LARGE AGENCY RANKINGS

RANK	AGENCY
1	Federal Deposit Insurance Corporation
2	Nuclear Regulatory Commission
3	Government Accountability Office
4	Smithsonian Institution
5	National Aeronautics and Space Administration
6	Social Security Administration
7	Department of State
8	Intelligence Community
9	Office of Personnel Management
10	General Services Administration
11	Department of Justice
12	Environmental Protection Agency (tie)
12	Department of the Treasury (tie)
14	Department of Commerce
15	Department of the Navy
16	Department of the Army
17	Department of Veterans Affairs
18	Department of the Interior (tie)
18	Department of the Air Force (tie)
20	Department of Health and Human Services
21	Equal Employment Opportunity Commission
22	Office of the Secretary of Defense, Joint Staff, Defense Agencies and Department of Defense Field Activities
23	Department of Agriculture
24	Department of Labor
25	Department of Energy
26	Department of Transportation
27	Securities and Exchange Commission
28	Small Business Administration
29	Department of Education
30	U.S. Agency for International Development
31	Department of Homeland Security
32	Department of Housing and Urban Development
33	National Archives and Records Administration

## BY CATEGORY

EFFECTIVE LEADERSHIP	
1	Nuclear Regulatory Commission
2	Federal Deposit Insurance Corporation
3	National Aeronautics and Space Administration
EMPLOYEE SKILLS / MISSION MATCH	
1	Federal Deposit Insurance Corporation
2	Nuclear Regulatory Commission
3	Social Security Administration
PAY	
1	Federal Deposit Insurance Corporation
2	Nuclear Regulatory Commission
3	National Aeronautics and Space Administration
STRATEGIC MANAGEMENT	
1	Federal Deposit Insurance Corporation
2	Nuclear Regulatory Commission
3	Department of State
WORK / LIFE BALANCE	
1	Nuclear Regulatory Commission
2	Federal Deposit Insurance Corporation
3	Office of Personnel Management (tie)
3	General Services Administration (tie)

## BY DEMOGRAPHIC

AFRICAN-AMERICANS	
1	Nuclear Regulatory Commission
2	Government Accountability Office
3	National Aeronautics and Space Administration
HISPANICS	
1	Government Accountability Office
2	General Services Administration
3	Nuclear Regulatory Commission
WOMEN	
1	Government Accountability Office
2	Nuclear Regulatory Commission
3	National Aeronautics and Space Administration
UNDER 40	
1	Nuclear Regulatory Commission
2	Government Accountability Office
3	General Services Administration

View the complete category and demographic rankings at [bestplacestowork.org](https://bestplacestowork.org).

## SMALL AGENCY RANKINGS

RANK	AGENCY
1	Surface Transportation Board
2	Defense Nuclear Facilities Safety Board
3	Federal Mediation and Conciliation Service
4	Peace Corps
5	Farm Credit Administration
6	Overseas Private Investment Corporation
7	Federal Labor Relations Authority
8	Commodity Futures Trading Commission
9	National Endowment for the Humanities
10	Federal Trade Commission
11	Merit Systems Protection Board
12	Federal Energy Regulatory Commission
13	National Transportation Safety Board
14	Railroad Retirement Board
15	Consumer Product Safety Commission
16	National Credit Union Administration
17	Federal Communications Commission
18	National Science Foundation
19	Court Services and Offender Supervision Agency
20	Pension Benefit Guaranty Corporation
21	National Endowment for the Arts
22	Corporation for National and Community Service
23	National Gallery of Art
24	National Labor Relations Board
25	Selective Service System
26	U.S. International Trade Commission
27	Office of Management and Budget
28	Millennium Challenge Corporation
29	Federal Maritime Commission
30	Export-Import Bank of the United States
31	International Boundary and Water Commission
32	Broadcasting Board of Governors
33	Federal Housing Finance Agency
34	Federal Election Commission
35	Office of the U.S. Trade Representative

## BY CATEGORY

EFFECTIVE LEADERSHIP	
1	Surface Transportation Board
2	Defense Nuclear Facilities Safety Board
3	Federal Labor Relations Authority
4	Overseas Private Investment Corporation
5	Federal Trade Commission
EMPLOYEE SKILLS / MISSION MATCH	
1	Surface Transportation Board
2	Federal Mediation and Conciliation Service
3	Defense Nuclear Facilities Safety Board
4	Federal Labor Relations Authority
5	Merit Systems Protection Board
PAY	
1	Defense Nuclear Facilities Safety Board
2	Surface Transportation Board
3	Federal Mediation and Conciliation Service
4	National Endowment for the Arts
5	Commodity Futures Trading Commission
STRATEGIC MANAGEMENT	
1	Surface Transportation Board
2	Overseas Private Investment Corporation
3	Defense Nuclear Facilities Safety Board
4	Federal Trade Commission
5	Peace Corps
WORK / LIFE BALANCE	
1	Defense Nuclear Facilities Safety Board
2	Surface Transportation Board
3	Federal Mediation and Conciliation Service
4	Federal Energy Regulatory Commission
5	National Endowment for the Humanities
TEAMWORK	
1	Surface Transportation Board
2	Federal Labor Relations Authority
3	Defense Nuclear Facilities Safety Board
4	Peace Corps
5	Overseas Private Investment Corporation

View the complete category and demographic rankings at [bestplacestowork.org](https://bestplacestowork.org).

## AGENCY SUBCOMPONENT RANKINGS

RANK	AGENCY
1	Environment and Natural Resources Division (DOJ)
2	Army Audit Agency (Army) (tie)
2	Civil Division (DOJ) (tie)
2	John C. Stennis Space Center (NASA) (tie)
5	Tax Division (DOJ)
6	Office of the Comptroller of the Currency (Treasury)
7	Office of the Inspector General (OPM)
8	Region 3 - Philadelphia (EPA)
9	Region 1 - Boston (EPA)
10	Bureau of the Public Debt (Treasury)
11	Goddard Space Flight Center (NASA)
12	Federal Highway Administration (DOT)
13	Langley Research Center (NASA)
14	Region 9 - San Francisco (EPA)
15	Office of Inspector General (Treasury)
16	Office of the Inspector General for Tax Administration (Treasury)
17	Executive Office of U.S. Attorneys and U.S. Attorneys (DOJ)
18	Drug Enforcement Administration (DOJ)
19	Patent and Trademark Office (Commerce)
20	Administration On Aging (HHS)
21	Lyndon B. Johnson Space Center (NASA)
22	Region 6 - Dallas (EPA)
23	Region 8 - Denver (EPA) (tie)
23	Dryden Flight Research Center (NASA) (tie)
25	Region 10 - Seattle (EPA)
26	U.S. Marshals Service (DOJ)
27	John F. Kennedy Space Center (NASA)
28	Region 2 - New York (EPA)
29	Office of Inspector General (ED) (tie)
29	Office of Naval Research (Navy) (tie)
31	U.S. Army Acquisition Support Center (Army)
32	George C. Marshall Space Flight Center (NASA)
33	National Cemetery Administration (VA)

View the complete rankings for all 240 agency subcomponents at [bestplacetowork.org](http://bestplacetowork.org).



## BY CATEGORY

EFFECTIVE LEADERSHIP	
1	Office of Inspector General (Treasury)
2	John C. Stennis Space Center (NASA)
3	Environment and Natural Resources Division (DOJ)
4	Lyndon B. Johnson Space Center (NASA)
5	Civil Division (DOJ)
EMPLOYEE SKILLS / MISSION MATCH	
1	Executive Office of U.S. Attorneys and U.S. Attorneys (DOJ)
2	Goddard Space Flight Center (NASA)
3	Civil Division (DOJ) (tie)
3	John C. Stennis Space Center (NASA) (tie)
5	Tax Division (DOJ)
6	National Cemetery Administration (VA)
PAY	
1	National Drug Intelligence Center (DOJ)
2	Office of Inspector General (Interior)
3	Office of Inspector General (OPM)
4	Office of the Inspector General for Tax Administration (Treasury)
5	Employee Services (OPM)
STRATEGIC MANAGEMENT	
1	Office of Inspector General (Treasury)
2	Office of the Comptroller of the Currency (Treasury)
3	Civil Division (DOJ)
4	Federal Highway Administration (DOT)
5	John C. Stennis Space Center (NASA)
WORK / LIFE BALANCE	
1	Office of Inspector General (Treasury)
2	John C. Stennis Space Center (NASA)
3	Bureau of the Public Debt (Treasury)
4	Office of Inspector General (Interior)
5	Office of Inspector General (DOJ)
TEAMWORK	
1	Environment and Natural Resources Division (DOJ)
2	Office of the Comptroller of the Currency (Treasury)
3	Lyndon B. Johnson Space Center (NASA)
4	John C. Stennis Space Center (NASA)
5	Goddard Space Flight Center (NASA)

View the complete category and demographic rankings at [bestplacestowork.org](https://bestplacestowork.org).

## FIND MORE ONLINE

Visit [bestplacestowork.org](http://bestplacestowork.org) to access the complete 2011 rankings, formulate customized reports and conduct side-by-side comparisons of agencies and their subcomponents.

Here is what you will find online:

- ★ The **complete rankings** for the 33 largest Cabinet departments and independent agencies, 35 small agencies, and more than 240 organizations within those agencies, with **detailed profiles** of each.
- ★ **Insightful analysis** of what the rankings mean, with **trend data** to help you understand where the agencies stand and where they are going.
- ★ Rankings focused on **topics that matter** to you, such as effective leadership, pay, work/life balance and support for diversity.
- ★ Worker satisfaction rankings broken down by **demographic groupings** including age, gender and minority status.
- ★ Capabilities that allow you to generate **customized reports** by selecting the agency features most important to you. You can also conduct **side-by-side comparisons** of how agencies or their subcomponents ranked in various categories.
- ★ A **"For Job Seekers"** section with the information you need to understand the federal hiring process, find the right job and make your application count.
- ★ A **"For Agencies"** section with resources that can help you turn your *Best Places to Work* data into workforce solutions that drive real results.

The screenshot shows the website's navigation menu with tabs for RANKINGS, ABOUT BEST PLACES, ANALYSIS, FOR JOB SEEKERS, FOR AGENCIES, FAQs, and CONTACT US. Below the navigation is a banner image of a person pulling open a jacket to reveal an American flag. The main content area is titled "Overall Index Scores for Employee Satisfaction and Commitment" and includes a search bar, filter buttons for "Large Agencies", "Small Agencies", and "Agency Subcomponents", and a table of scores.

Rank	Agency	2011	2010	% Change
1	Federal Deposit Insurance Corporation	85.9	79.2	8.5
2	Nuclear Regulatory Commission	79.4	81.8	-3.0
3	Government Accountability Office	78.0	81.6	-4.4
4	Southwestan Institution	76.0	76.3	-0.3
5	National Aeronautics and Space Administration	75.5	74.1	-1.3
6	Social Security Administration	70.1	71.6	-1.1
7	Department of State	70.0	70.5	-0.1
8	Intelligence Community	69.5	69.0	0.7
9	Office of Personnel Management	69.4	65.5	5.0
10	General Services Administration	68.7	69.8	-1.6
11	Department of Justice	68.3	69.3	-1.6
12	Environmental Protection Agency	67.8	68.2	-0.5

## ABOUT BEST PLACES TO WORK

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The *Best Places to Work in the Federal Government*<sup>®</sup> rankings—the most comprehensive and authoritative rating of employee satisfaction and commitment in the federal government—are produced by the Partnership for Public Service and made possible with the generous support of Deloitte and Hay Group.

The **Partnership for Public Service** is a nonpartisan, nonprofit organization working to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works. The Partnership's workshops, webinars and resources can help you turn your *Best Places* data into workforce solutions that drive real results. To learn more, visit [bestplacestowork.org](http://bestplacestowork.org).

**Deloitte Consulting LLP** is one of the world's largest management consulting providers. More than 6,600 professionals are dedicated to serving federal clients with wide-ranging missions. Deloitte brings a deep understanding of government requirements, processes, and systems—as well as insights into the workforce and technology issues that affect day-to-day operations. By drawing on industry-leading practices across government and business, Deloitte applies a mix of private-sector perspective and public-sector experience to help federal agencies in their efforts to address today's biggest challenges while building a stronger foundation for tomorrow. To learn more, visit [deloitte.com/federal](http://deloitte.com/federal).

**Hay Group** is a global human resources consulting firm specializing in employee and customer survey research, leadership development, compensation, change management, and benefits and compensation. Hay Group consults with more than 7,000 clients throughout the world, including more than 50 percent of the firms in the Fortune 1000. In the public sector, Hay Group clients include virtually all branches and departments of the federal government, and hundreds of state and local government agencies. To learn more, visit [haygroup.com/us](http://haygroup.com/us).

### METHODOLOGY

The vast majority of the data used to develop the *Best Places to Work in the Federal Government* rankings was collected by the Office of Personnel Management's (OPM) Federal Employee Viewpoint Survey (FEVS). The FEVS was conducted April 4 through May 31, 2011, and administered online to 540,727 full-time, permanent executive branch employees. The survey was completed by 266,376 federal workers, for a response rate of 49.3 percent. Participating agencies comprise 97 percent of the executive branch workforce. The rankings also include responses from nearly 10,000 additional employees at eight agencies who were surveyed at the same time and had a response rate of more than 50 percent. In addition, the rankings incorporate responses from employees of the Intelligence Community, which conducted its own similar surveys, but did not report the number of respondents due to classification restrictions.

Large agencies listed in the rankings are those organizations with more than 2,000 full-time permanent employees. Small agencies are those with at least 100, but fewer than 2,000 full-time, permanent employees.

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“AT A TIME WHEN WE NEED TO RECRUIT A NEW GENERATION TO PUBLIC SERVICE, and there is a renewed focus on quality performance, it is especially meaningful that the *Best Places to Work* rankings measure federal employee satisfaction and commitment, which are essential to effective government.”

*U.S. Senator Mark Warner  
Virginia*

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“EMPLOYEE SATISFACTION IS A LEADING INDICATOR OF EFFECTIVE ORGANIZATIONS, and there is no better measure of worker engagement in the federal government than *Best Places to Work*.”

*U.S. Senator Susan Collins  
Maine*

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“THE BEST PLACES TO WORK RANKINGS ARE A ‘MUST-READ’ for anyone who cares about the federal workforce. They provide job seekers with critical information, based on the opinions of federal employees and managers, and with a powerful tool to attract and retain the best and brightest.”

*U.S. Representative Edolphus Towns  
New York*

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“BY MEASURING THE JOB SATISFACTION OF FEDERAL EMPLOYEES, *Best Places* offers a powerful incentive for managers to create better workplaces and, consequently, a government that is more responsive to the needs of the public.”

*Then-U.S. Senator Barack Obama  
Illinois*

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