



# The Best Places to Work

IN THE FEDERAL GOVERNMENT

2014 RANKINGS



**PARTNERSHIP  
FOR PUBLIC SERVICE**

**Deloitte.**

The ***Best Places to Work in the Federal Government***<sup>®</sup> rankings offer the most comprehensive assessment of how federal public servants view their jobs and workplaces, providing insights into worker satisfaction and commitment on issues ranging from leadership and pay to innovation and work-life balance.

The rankings alert leaders to signs of trouble and provide a roadmap to help improve organizational performance and better manage our government's most important asset—its employees.

# A LOOK ACROSS FEDERAL GOVERNMENT

The 2014 *Best Places to Work* data show yet another decline in federal employee satisfaction with their jobs and workplaces. The government-wide score for overall satisfaction and commitment fell for the fourth consecutive year, this time by 0.9 points to 56.9 out of 100. This represents the lowest overall *Best Places to Work* score since the rankings were first launched in 2003. In contrast, 2014 private-sector employee satisfaction improved by 1.3 points for a score of 72, according to Hay Group.

## 2014 GOVERNMENT-WIDE BEST PLACES TO WORK INDEX SCORE

# 56.9

0.9 ↓

DECREASE SINCE 2013

8.1 ↓

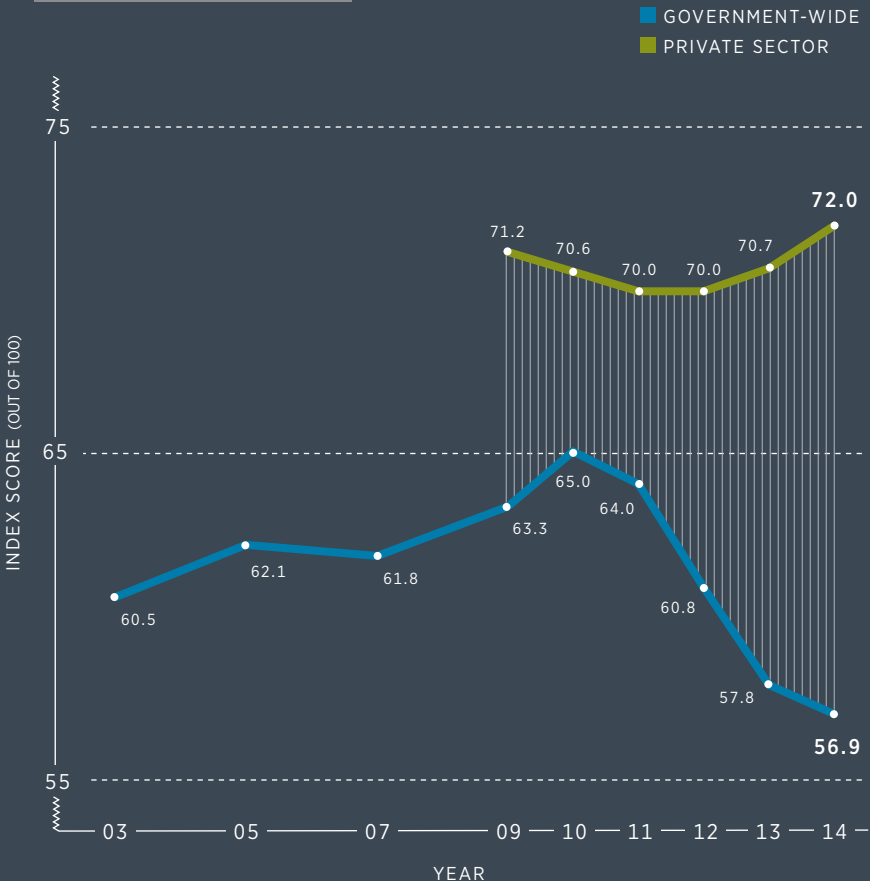
DECREASE SINCE 2010

## How do we calculate the index score?

Responses to three questions from the Office of Personnel Management's Federal Employee Viewpoint Survey determine the *Best Places to Work* index score:

1. I recommend my organization as a good place to work.
2. Considering everything, how satisfied are you with your job?
3. Considering everything, how satisfied are you with your organization?

## INDEX SCORE TRENDS



Government-wide *Best Places to Work in the Federal Government*™ index score: Partnership for Public Service. Private-sector index score: Hay Group. Learn more at [bestplacetowork.org](http://bestplacetowork.org).

The steady drop in employee satisfaction from 2011 to 2014 may be the result of a number of factors that have played out during the past several years. These include sequestration, the 2013 across-the-board budget cuts; pay freezes; hiring slowdowns; numerous management missteps that garnered negative attention and criticism; and a partial government shutdown that resulted in the furlough of 850,000 employees.

The 2014 government-wide data show a decline in employee satisfaction in seven of the 10 workplace categories examined by the Partnership for Public Service and Deloitte. The biggest decreases came in the categories of effective leadership, which had a score of 50.4 out of 100, and strategic management, with a score of 51.2. Both categories fell 1.4 points.

Within the leadership category that includes several levels of management, the rating for senior leaders declined by 3 points to 42.4, the lowest score for this group in the history of the rankings. Senior leaders are defined in the Office of Personnel Management's (OPM) employee survey, the basis for the *Best Places to Work* rankings, as "the heads of departments and their immediate leadership team." OPM notes that senior leadership typically includes political appointees and career executives. Employee attitudes toward pay, which had fallen from a score of 63 in 2010 to 50.3 in 2013, rebounded slightly by 2.2 points to 52.5 in 2014. This follows a decision by Congress to grant a 1 percent salary increase for federal employees in 2014 after a three-year pay freeze.

While many issues shape how employees view their workplaces, the Partnership and Deloitte, with support from Hay Group, analyzed the 2014 data to determine which factors have the greatest influence. Effective leadership was the key driver as it has been every year since the rankings were launched in 2003, followed by a match between agency mission and employee skills, and satisfaction with pay.

GOVERNMENT-WIDE SCORES BY CATEGORY

50.4 -1.4 ↓

EFFECTIVE LEADERSHIP

74.4 -0.8 ↓

EMPLOYEE SKILLS-MISSION MATCH

52.5 2.2 ↑

PAY

51.2 -1.4 ↓

STRATEGIC MANAGEMENT

62.9 -1.0 ↓

TEAMWORK

58.9 -0.5 ↓

INNOVATION

55.7 -0.4 ↓

TRAINING AND DEVELOPMENT

58.2 0 →

WORK-LIFE BALANCE

55.0 0.2 ↑

SUPPORT FOR DIVERSITY

40.8 -0.4 ↓

PERFORMANCE-BASED REWARDS AND ADVANCEMENT

# AGENCY RANKINGS

For the third year in a row, the number one *Best Places to Work* large agency is NASA, which has a job satisfaction and commitment score of 74.6 out of 100. The space agency is followed by the Department of Commerce with a score of 68.7 and the Department of State, which received an employee score of 68.2. In the mid-size category, the Federal Deposit Insurance Corporation took top honors with a score of 82.3. The top-ranked small agency—and highest-scoring agency in government—is the Surface Transportation Board, with a score of 86.8.

In 2014, 43.1 percent of agencies and their subcomponents increased their *Best Places to Work* scores, while 55.8 percent registered a decrease and 1.1 percent stayed the same. This is an improvement over 2013, when only 24 percent of the agencies managed to raise their employee satisfaction scores.

Among the agencies showing progress, some stand out. The Department of Labor, the most improved large agency, raised its score 3.1 points, enough to jump from 17th to 10th in the rankings. The State Department had the second biggest increase among large agencies, improving 2.6 points for a score of 68.2. The Securities and Exchange Commission is the most improved mid-size agency, with a 4.9-point increase and a score of 63.6. Among small agencies, the Office of the U.S. Trade Representative saw the most improvement, with a 19.1-point increase. However, its overall score is still only 45.9, placing it 25th out of 30 small agencies. The Office of Management and Budget, which registered an 11-point increase and a score of 67.7, is the second most-improved small agency.

While many agencies struggled with employee satisfaction and commitment, some had a more difficult time than others. Employees at the Department of Homeland Security (DHS) experienced the biggest decrease in satisfaction among large agencies, with a drop of 2.8 points. The biggest decline for a mid-size agency in 2014 occurred at the Broadcasting Board of Governors, where the score fell 5.3 points. In the small agency category, the Commodity Futures Trading Commission had the largest decline, dropping 14.3 points.

## PERCENTAGE OF AGENCIES THAT IMPROVED THEIR SCORES, HELD STEADY OR LOST FOOTING

2013

24.0%

0.6%

75.4%



2014

43.1%

1.1%

55.8%

# LARGE AGENCIES

15,000 OR MORE EMPLOYEES

## INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	National Aeronautics and Space Administration	74.6	0.6 ↗
2	Department of Commerce	68.7	1.1 ↗
3	Department of State	68.2	2.6 ↗
4	Intelligence Community	67.9	0.6 ↗
5	Department of Justice	63.8	0.3 ↗
6	Social Security Administration	63.2	0.2 ↗
7	Department of Health and Human Services	61.8	-0.1 ↘
8	Department of Transportation	60.4	-0.5 ↘
9	Department of the Treasury	59.6	0.1 ↗
10	Department of Labor	58.7	3.1 ↗
11	Department of the Navy	58.1	-1.2 ↘
12	Department of the Interior	57.9	-1.0 ↘
13	Department of Agriculture (tie)	57.3	1.2 ↗
13	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities (tie)	57.3	0.3 ↗
15	Department of the Air Force	56.8	-0.4 ↘
16	Environmental Protection Agency	56.7	-2.6 ↘
17	Department of the Army	54.7	-0.9 ↘
18	Department of Veterans Affairs	54.6	-2.7 ↘
19	Department of Homeland Security	44.0	-2.8 ↘

## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	National Aeronautics and Space Administration	69.2	-0.2 ↘
2	Intelligence Community	61.6	-0.1 ↘
3	Department of Commerce	58.4	-0.7 ↘
4	Department of State	57.8	0.6 ↗
5	Department of the Air Force	54.1	-0.4 ↘
EMPLOYEE SKILLS-MISSION MATCH			
1	National Aeronautics and Space Administration	81.2	0.6 ↗
2	Department of State	78.5	1.5 ↗
3	Department of Commerce	78.3	-0.2 ↘
4	Intelligence Community	78.1	0.4 ↗
5	Department of Health and Human Services	77.1	-0.4 ↘
PAY			
1	Intelligence Community	66.5	2.8 ↗
2	National Aeronautics and Space Administration	66.2	2.6 ↗
3	Department of Commerce	63.0	4.1 ↗
4	Department of State	62.9	7.0 ↗
5	Environmental Protection Agency (tie)	60.5	7.1 ↗
5	Social Security Administration (tie)	60.5	5.3 ↗
STRATEGIC MANAGEMENT			
1	National Aeronautics and Space Administration	63.4	-0.2 ↘
2	Department of State	59.2	-0.2 ↘
3	Department of Commerce	58.9	0.3 ↗
4	Intelligence Community	58.8	0.3 ↗
5	Department of Health and Human Services	55.5	-0.4 ↘
WORK-LIFE BALANCE			
1	Intelligence Community	70.1	1.1 ↗
2	National Aeronautics and Space Administration	69.7	1.5 ↗
3	Department of Commerce	64.6	2.0 ↗
4	Department of Justice	62.0	1.6 ↗
5	Department of Health and Human Services	61.5	0.8 ↗
TEAMWORK			
1	National Aeronautics and Space Administration	77.9	0.2 ↗
2	Intelligence Community	76.9	-0.3 ↘
3	Department of State	69.5	-0.2 ↘
4	Department of the Treasury	69.1	-1.1 ↘
5	Department of Commerce	68.2	-0.7 ↘

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

# MID-SIZE AGENCIES

1,000-14,999 EMPLOYEES

## INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	Federal Deposit Insurance Corporation	82.3	0
2	Government Accountability Office	77.2	2.8
3	Smithsonian Institution	76.9	-0.3
4	Federal Trade Commission	73.7	-0.1
5	Federal Energy Regulatory Commission	73.3	1.7
6	Nuclear Regulatory Commission	72.9	-0.9
7	National Credit Union Administration	69.4	3.6
8	Architect of the Capitol	67.8	N/A
9	Federal Communications Commission	67.4	-3.9
10	Office of Personnel Management	67.1	-0.5
11	National Science Foundation	66.2	3.4
12	Consumer Financial Protection Bureau	66.1	N/A
13	Government Printing Office	64.7	0.5
14	Securities and Exchange Commission	63.6	4.9
15	General Services Administration	62.8	-0.7
16	Department of Education	58.8	1.2
17	Equal Employment Opportunity Commission	58.0	-1.5
18	Court Services and Offender Supervision Agency	57.2	-1.3
19	U.S. Agency for International Development	56.3	-2.6
20	National Labor Relations Board	56.1	-0.7
21	Department of Energy	53.8	-4.2
22	Small Business Administration	53.0	-4.4
23	National Archives and Records Administration	46.7	-0.4
24	Broadcasting Board of Governors	45.4	-5.3
25	Department of Housing and Urban Development	44.3	1.1



## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	Federal Deposit Insurance Corporation	68.1	-0.2 ↘
2	Federal Trade Commission (tie)	66.4	0 ➡
2	Nuclear Regulatory Commission (tie)	66.4	0.1 ↗
4	Federal Energy Regulatory Commission	64.6	2.0 ↗
5	National Credit Union Administration	62.6	1.4 ↗
EMPLOYEE SKILLS-MISSION MATCH			
1	Federal Deposit Insurance Corporation	82.3	-0.8 ↘
2	Federal Trade Commission	80.9	-0.3 ↘
3	National Credit Union Administration	80.8	2.2 ↗
4	Consumer Financial Protection Bureau	79.9	N/A
5	Nuclear Regulatory Commission	79.7	-0.2 ↘
PAY			
1	Federal Deposit Insurance Corporation	79.1	-0.7 ↘
2	Office of Personnel Management	66.4	3.6 ↗
3	Nuclear Regulatory Commission	64.9	4.1 ↗
4	Court Services and Offender Supervision Agency	62.3	2.8 ↗
5	General Services Administration	62.2	1.9 ↗
STRATEGIC MANAGEMENT			
1	Federal Deposit Insurance Corporation	69.8	-1.1 ↘
2	Federal Trade Commission	69.2	0.3 ↗
3	Federal Energy Regulatory Commission	66.5	3.5 ↗
4	Nuclear Regulatory Commission	65.2	0.2 ↗
5	National Credit Union Administration	63.6	2.0 ↗
WORK-LIFE BALANCE			
1	Federal Energy Regulatory Commission	77.4	2.2 ↗
2	Federal Deposit Insurance Corporation	76.9	1.8 ↗
3	Nuclear Regulatory Commission	74.8	1.1 ↗
4	Federal Trade Commission	70.4	1.7 ↗
5	Federal Communications Commission	67.5	-1.3 ↘
TEAMWORK			
1	Federal Trade Commission	76.7	0.6 ↗
2	Federal Deposit Insurance Corporation	76.5	-0.8 ↘
3	Nuclear Regulatory Commission	75.7	0 ➡
4	National Credit Union Administration	74.8	-0.2 ↘
5	Federal Energy Regulatory Commission	74.5	1.4 ↗

# SMALL AGENCIES

100-999 EMPLOYEES

## INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	Surface Transportation Board	86.8	2.1
2	Federal Mediation and Conciliation Service	83.5	-1.0
3	Peace Corps	82.8	4.6
4	National Endowment for the Humanities	82.0	-2.6
5	Federal Labor Relations Authority	79.2	9.5
6	Congressional Budget Office	78.8	N/A
7	Overseas Private Investment Corporation	72.8	2.3
8	Farm Credit Administration (tie)	71.6	1.4
8	U.S. International Trade Commission (tie)	71.6	2.3
10	Federal Retirement Thrift Investment Board	70.5	-3.2
11	National Endowment for the Arts	69.4	3.9
12	Railroad Retirement Board	68.6	-0.5
13	Office of Management and Budget	67.7	11.0
14	National Transportation Safety Board	63.6	0.3
15	National Gallery of Art	63.5	-2.9
16	Merit Systems Protection Board	61.9	-6.2
17	Pension Benefit Guaranty Corporation	60.4	2.0
18	Office of Special Counsel	60.1	-7.6
19	Consumer Product Safety Commission	59.7	-7.2
20	Corporation for National and Community Service	59.4	-3.6
21	Millennium Challenge Corporation	57.8	-1.5
22	Federal Housing Finance Agency	55.7	-3.1
23	Selective Service System	52.8	-13.9
24	International Boundary and Water Commission	52.4	-5.5
25	Office of the U.S. Trade Representative	45.9	19.1
26	Export-Import Bank of the United States	45.7	-4.4
27	Commodity Futures Trading Commission	42.3	-14.3
28	Federal Maritime Commission	42.0	-0.5
29	Federal Election Commission	40.4	-1.7
30	Defense Nuclear Facilities Safety Board	33.8	-11.7

## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	Surface Transportation Board	80.9	4.8 ↗
2	Federal Labor Relations Authority	72.7	6.4 ↗
3	Federal Mediation and Conciliation Service	72.6	-1.7 ↘
4	Peace Corps	70.7	4.1 ↗
5	National Endowment for the Humanities	69.0	-2.1 ↘
EMPLOYEE SKILLS-MISSION MATCH			
1	Federal Mediation and Conciliation Service	88.5	-1.1 ↘
2	Surface Transportation Board	84.5	1.5 ↗
3	Peace Corps	83.3	0.5 ↗
4	Federal Labor Relations Authority	82.8	1.7 ↗
5	Federal Retirement Thrift Investment Board	81.6	-0.1 ↘
PAY			
1	Federal Labor Relations Authority	73.0	4.6 ↗
2	Surface Transportation Board	71.2	14.4 ↗
3	Federal Retirement Thrift Investment Board	68.9	3.4 ↗
4	Federal Mediation and Conciliation Service	68.8	1.1 ↗
5	Federal Housing Finance Agency	66.2	1.6 ↗
STRATEGIC MANAGEMENT			
1	Federal Labor Relations Authority	83.2	9.7 ↗
2	Surface Transportation Board	74.2	1.8 ↗
3	Federal Retirement Thrift Investment Board	74.1	0.4 ↗
4	Federal Mediation and Conciliation Service	71.8	-0.7 ↘
5	Peace Corps	71.7	1.0 ↗
WORK-LIFE BALANCE			
1	Surface Transportation Board	84.4	11.9 ↗
2	Federal Mediation and Conciliation Service	83.7	0.7 ↗
3	National Endowment for the Humanities	76.8	-0.3 ↘
4	Federal Housing Finance Agency	71.7	-0.3 ↘
5	U.S. International Trade Commission	71.2	5.5 ↗
TEAMWORK			
1	Surface Transportation Board	85.5	2.1 ↗
2	Peace Corps	80.9	2.6 ↗
3	Federal Labor Relations Authority	80.7	1.8 ↗
4	Office of Management and Budget	78.5	4.5 ↗
5	Federal Mediation and Conciliation Service	77.5	3.2 ↗

# AGENCY SUBCOMPONENTS

SUBAGENCIES, BUREAUS, DIVISIONS, CENTERS AND OFFICES\*

## INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	Office of the General Counsel (FERC)	88.8	7.9
2	Patent and Trademark Office (Commerce)	85.6	1.2
3	Environment and Natural Resources Division (DOJ)	83.6	7.0
4	Stennis Space Center (NASA)	83.2	-1.1
5	U.S. Army Audit Agency (Army)	81.3	-1.6
6	Goddard Space Flight Center (NASA)	78.2	2.1
7	Marshall Space Flight Center (NASA)	78.0	1.0
8	Federal Highway Administration (DOT)	77.6	-1.8
9	Office of the General Counsel (EPA)	77.4	N/A
10	Office of the Inspector General for Tax Administration (Treasury)	77.3	-1.0
11	Domestic Nuclear Detection Office (DHS)	75.5	4.9
12	Office of the Comptroller of the Currency (Treasury)	75.3	1.2
13	Langley Research Center (NASA)	75.1	-1.0
14	Office of Planning, Evaluation and Policy Development (ED)	74.8	3.4
15	Office of Energy Market Regulation (FERC)	74.5	3.6
16	Federal Railroad Administration (DOT)	74.0	-1.9
17	Johnson Space Center (NASA)	73.9	0.3
18	Alcohol and Tobacco Tax and Trade Bureau (Treasury)	73.8	1.4
19	Office of the General Counsel (ED)	73.6	N/A
20	Tax Division (DOJ) (tie)	73.2	-0.5
20	Civil Division (DOJ) (tie)	73.2	-5.5
22	Ames Research Center (NASA)	73.0	3.1
23	Naval Special Warfare Command (Navy)	72.5	-1.2
24	Economic Research Service (USDA)	72.3	0
25	Office of Energy Projects (FERC)	72.1	0.1
26	U.S. Special Operations Command (Army)	72.0	7.0
27	Glenn Research Center (NASA) (tie)	71.9	-2.0
27	Armstrong Flight Research Center (NASA) (tie)	71.9	0.3
29	Office of the Chief Financial Officer (OPM)	71.6	-0.6
30	Retirement Services (OPM)	71.5	4.3
31	Federal Motor Carrier Safety Administration (DOT)	71.2	1.5
32	Drug Enforcement Administration (DOJ)	71.0	4.2
33	Agency for Healthcare Research and Quality (HHS) (tie)	70.9	2.0
33	Office of the Inspector General (VA) (tie)	70.9	-7.0
35	Headquarters (NASA) (tie)	70.6	2.8
35	Kennedy Space Center (NASA) (tie)	70.6	-1.5

View the complete rankings of 315 subcomponents at [bestplacestowork.org](https://bestplacestowork.org).

\*NUMBER OF EMPLOYEES VARIES

# SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	Stennis Space Center (NASA)	79.5	0.3 ↗
2	Office of the General Counsel (FERC)	78.2	9.3 ↗
3	Environment and Natural Resources Division (DOJ)	73.7	5.2 ↗
4	Domestic Nuclear Detection Office (DHS)	73.0	5.1 ↗
5	Patent and Trademark Office (Commerce)	72.2	-0.4 ↘
EMPLOYEE SKILLS-MISSION MATCH			
1	Stennis Space Center (NASA)	87.7	1.3 ↗
2	Office of the General Counsel (FERC)	86.6	1.5 ↗
3	Environment and Natural Resources Division (DOJ)	85.7	2.6 ↗
4	Domestic Nuclear Detection Office (DHS)	85.1	3.5 ↗
5	Patent and Trademark Office (Commerce)	84.1	-0.4 ↘
PAY			
1	Office of the Inspector General for Tax Administration (Treasury)	82.1	4.2 ↗
2	Office of the Inspector General (ED)	78.2	4.5 ↗
3	Office of the Inspector General (Interior)	77.3	10.6 ↗
4	Office of the Inspector General (GSA)	75.2	1.5 ↗
5	Alcohol and Tobacco Tax and Trade Bureau (Treasury)	74.6	3.3 ↗
STRATEGIC MANAGEMENT			
1	Stennis Space Center (NASA)	78.5	-2.2 ↘
2	Patent and Trademark Office (Commerce)	74.3	0 ➡
3	Office of the General Counsel (FERC)	72.8	3.9 ↗
4	Federal Highway Administration (DOT)	71.4	-0.6 ↘
5	Environment and Natural Resources Division (DOJ)	71.1	6.7 ↗
WORK-LIFE BALANCE			
1	Office of the General Counsel (FERC)	92.2	6.2 ↗
2	Office of Energy Market Regulation (FERC)	86.4	3.3 ↗
3	Stennis Space Center (NASA)	84.1	1.3 ↗
4	Office of the Inspector General (Interior)	78.6	5.1 ↗
5	Office of Planning, Evaluation and Policy Development (ED)	78.3	2.5 ↗
TEAMWORK			
1	Stennis Space Center (NASA)	84.1	0.4 ↗
2	Office of the General Counsel (FERC)	83.2	3.0 ↗
3	Environment and Natural Resources Division (DOJ)	81.6	1.1 ↗
4	Marshall Space Flight Center (NASA)	80.5	-1.3 ↘
5	Johnson Space Center (NASA)	79.6	-0.4 ↘

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

## METHODOLOGY

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The vast majority of the data used to develop the *Best Places to Work in the Federal Government*<sup>®</sup> rankings were collected by the Office of Personnel Management through its Federal Employee Viewpoint Survey. The survey was administered April through June 2014 to permanent executive branch employees and was completed by more than 392,700 federal workers, for a response rate of 46.8 percent.

The *Best Places to Work* rankings also include responses from more than 15,000 additional employees at 11 agencies that 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 survey but did not report the number of respondents due to classification restrictions. In total, 389 federal agencies and subcomponents are represented in the *Best Places to Work* rankings.

Large agencies listed in the rankings are those organizations with more than 15,000 permanent employees. Agencies with 1,000 to 14,999 permanent employees are included in the mid-size category. Small agencies are those with at least 100 but fewer than 1,000 permanent employees.

The *Best Places to Work* index is calculated using the percentage of positive responses to three workplace satisfaction questions and is weighted according to a proprietary formula. The workplace category scores are calculated by averaging the percentage of positive responses to questions grouped by topic, such as effective leadership, employee skills–mission match and pay. Hay Group, our technical partner, performs regression analyses to determine the categories with the most influence on the *Best Places to Work* satisfaction and commitment scores.

### FIND MORE AT [BESTPLACESTOWORK.ORG](http://BESTPLACESTOWORK.ORG)

- ★ **Complete rankings** for the 19 large, 25 mid-size and 30 small Cabinet departments and independent agencies, as well as 315 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 heading.
- ★ Rankings focused on **topics that matter** to you, such as effective leadership, pay, work–life balance and support for diversity.
- ★ Employee satisfaction rankings broken down by **demographic groupings** including age, gender, race and ethnicity.
- ★ Capabilities to conduct **side-by-side comparisons** of how agencies or their subcomponents ranked in various categories.
- ★ An **agency services** section with resources that can help you turn your *Best Places to Work* data into a plan for change.

## 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 Deloitte.

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. To help leaders use their data to drive reforms, the Partnership launched an advisory services program that works in concert with agencies to conduct custom data analysis and lead them through a series of action planning activities that identify and address employee concerns. To learn more, visit [bestplacestowork.org/agency-services](https://bestplacestowork.org/agency-services).

**Deloitte Consulting LLP** is one of the world's largest management consulting providers. More than 7,300 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/us/federal](https://deloitte.com/us/federal).

*The Partnership for Public Service and Deloitte extend thanks to the Office of Personnel Management for its administration of the Federal Employee Viewpoint Survey, upon which the Best Places to Work rankings are based.*



**PARTNERSHIP  
FOR PUBLIC SERVICE**

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