



# The Best Places to Work

IN THE FEDERAL GOVERNMENT®

2016 RANKINGS



**PARTNERSHIP  
FOR PUBLIC SERVICE**

**Deloitte.**

America deserves a federal government that is highly effective—meaning one that is efficient, innovative and responsive to the needs of its citizens. The Partnership for Public Service is committed to the idea that government works best when it has an engaged workforce, good leaders and the processes, structures and information to make smart decisions. We accomplish our mission by identifying opportunities to make government work better, offering solutions to fix government where it is broken and collaborating with people inside and outside government to bring about change.

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 employee perspectives on leadership, pay, innovation, work-life balance and other issues.

The rankings and accompanying data give federal leaders a way to measure the morale and health of the federal workforce as a whole as well as at individual departments, agencies and their subcomponents. This serves to alert federal leaders to signs of trouble and provides a roadmap to better manage our government's most important asset—its employees. Best-in-class private-sector organizations understand that increased employee engagement leads to better performance, and federal leaders need to follow suit by placing greater emphasis on strengthening the workforce and the workplace culture.

# A LOOK ACROSS THE FEDERAL GOVERNMENT

When President-elect Donald Trump takes the oath of office in January 2017 he will inherit a federal workforce that experienced fluctuations in employee engagement during the past eight years of the Obama administration. The first two years showed marked government-wide improvement, reaching an all-time high *Best Places to Work* score of 65.0 out of 100 in 2010. This was followed by a four-year downward cycle prompted in part by across-the-board-budget cuts, pay and hiring freezes, a partial government shutdown and employee furloughs. As some of the political headwinds began to ebb in late 2014, the Obama administration directed agencies to place a greater emphasis on strengthening the workforce. These efforts helped lead to increases in employee engagement at agencies across the government in 2015 and 2016 as well as improvements in the employee scores for all 10 workplace categories examined by the Partnership for Public Service and Deloitte.

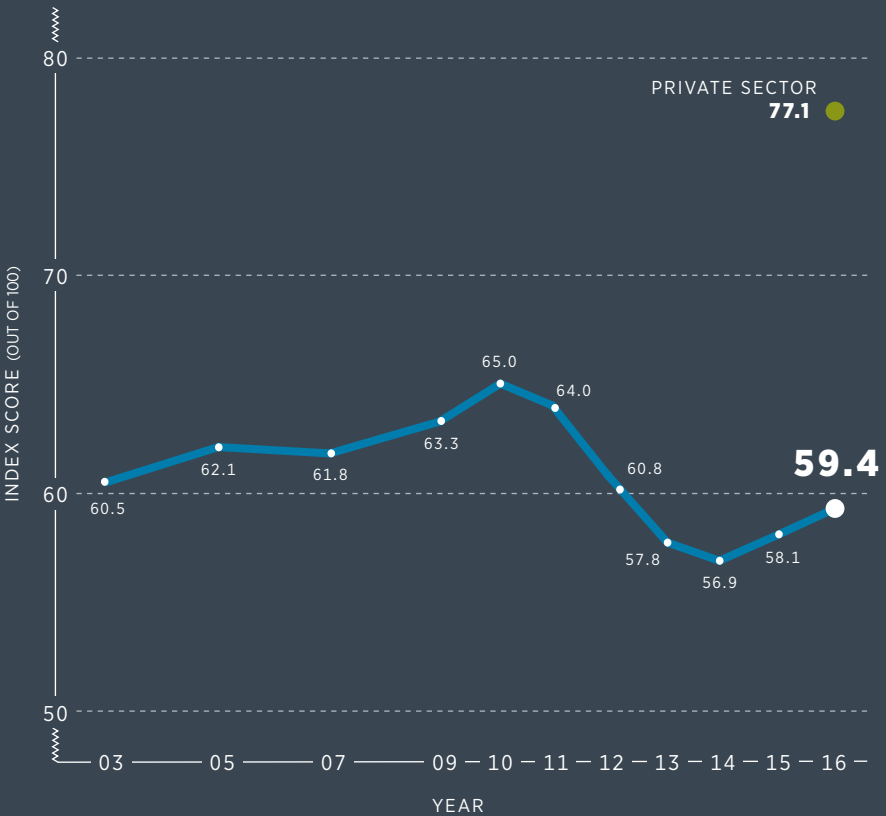
## How do we calculate the index score?

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

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

For the purposes of our reporting, we are using the term "employee engagement" interchangeably with the *Best Places to Work* index score to refer to the satisfaction and commitment of the workforce and the willingness of employees to put forth discretionary effort to achieve results.

## GOVERNMENT-WIDE INDEX SCORE TREND



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

The 2016 *Best Places to Work* data show a 1.3-point jump in federal employee engagement compared to 2015, for a score of 59.4 out of 100 that builds on the 1.2-point increase registered in 2015. But the federal government still lags well behind the private sector, which recorded an employee engagement score of 77.1 out of 100 in 2016, according to Sirota, a survey research organization. The government should aspire to closing that 17.7-point gap and matching the private sector's employee engagement score.

The 2016 data also show the three highest scoring federal workplace categories are the match between employee skills and agency mission (76.0), teamwork (64.6) and innovation (61.1). Performance-based rewards and advancement (43.5) and effective leadership (53.0) are the lowest scoring categories. Within the effective leadership category, the rating for senior leaders increased by 1.5 points to 45.3 after rising 1.4 points in 2015. Senior leaders are defined as the heads of departments and agencies as well as their immediate leadership teams; the teams typically include career executives and political appointees.

The 2016 data was analyzed to determine which workplace factors have the greatest influence on employees. We found that the federal government has a highly mission-focused workforce, but poor leadership. This is troubling because effective leadership remains the key driver as it has been every year since the rankings were launched in 2003, followed by the match between agency mission and employee skills, and satisfaction with pay.

The 2016 *Best Places to Work* findings demonstrate that there is much work ahead for the Trump administration to strengthen the federal workforce. Employee engagement is part of the unfinished and never-ending business of government management, which is not an end in itself, but the means to more effectively meet the needs of the American people.

GOVERNMENT-WIDE SCORES BY CATEGORY

53.0 1.4 ↗

EFFECTIVE LEADERSHIP

76.0 0.8 ↗

EMPLOYEE SKILLS-MISSION MATCH

55.4 1.2 ↗

PAY

53.3 1.0 ↗

STRATEGIC MANAGEMENT

64.6 0.9 ↗

TEAMWORK

61.1 1.1 ↗

INNOVATION

58.5 1.0 ↗

TRAINING AND DEVELOPMENT

59.6 0.5 ↗

WORK-LIFE BALANCE

56.8 1.2 ↗

SUPPORT FOR DIVERSITY

43.5 1.1 ↗

PERFORMANCE-BASED REWARDS AND ADVANCEMENT

## AGENCY RANKINGS

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For the fifth year in a row, NASA increased its *Best Places to Work* score and has retained its standing as the number one large agency. The space agency's employee engagement score is 78.6 out of 100, a 2.5-point increase from 2015. NASA is followed by the Department of Commerce, with a score of 67.9, and the intelligence community, which received a score of 67.0. In the midsize category, the Federal Deposit Insurance Corporation once again took top honors with a score of 80.7, followed by the Peace Corps and the Government Accountability Office each at 79.7. The top-ranked small agency is the National Endowment for the Arts, with its score jumping 16.6 points to 85.9, followed by the Overseas Private Investment Corporation at 84.7. For the second straight year, the top agency subcomponent is the Office of the Inspector General at the Tennessee Valley Authority, with a score of 93.3, followed by the Justice Department's Environment and Natural Resources Division at 85.9.

Among individual federal organizations, 72.3 percent saw their overall employee engagement scores increase in 2016, compared to 70.4 percent in 2015, only 43.1 percent in 2014 and 24 percent in 2013. Specifically, 77.8 percent of large agencies, 72 percent of midsize agencies, 57.1 percent of small agencies and 73.4 percent of the subcomponents experienced an increase in employee engagement in 2016.

The most improved large agency is the Department of Agriculture, which raised its score by 3.7 points and its ranking from 11th to 9th. The Department of Homeland Security had the second biggest increase for large agencies, improving 2.7 points for a score of 45.8. DHS's increase marks its first since 2010, although it still ranks last out of 18 large agencies. The Securities and Exchange Commission is the most improved midsize agency, with a 7.5-point increase and a score of 76.1.

Among small agencies, the National Endowment for the Arts saw the most improvement, with a 16.6-point increase. The International Boundary and Water Commission, which registered an increase of 14.4 points and a score of 64.7, is the second-most improved small agency but still ranks just 17th out of 29.

While agencies had successes, others experienced a decline in their scores. Employees at the Social Security Administration experienced the biggest decrease in engagement among large agencies, with a drop of 2.9 points. No other large agency saw its score fall by more than 0.7 points in 2016. The biggest decline for a midsize agency occurred at the Nuclear Regulatory Commission, which dropped 3.5 points to a score of 70.2 and a rank of 12th out of 27 agencies. NRC's score has declined five times in the last six years. In the small agency category, the Surface Transportation Board had the largest decline, dropping 14.9 points for a score of 64.9. This comes on the heels of a 7 point decline in 2015. The Surface Transportation Board was the number one ranked small agency from 2009 to 2014, but fell to number five in 2015 and 16th out of 29 in 2016. The Federal Election Commission, which dropped 6.6 points, ranks last among the 29 small agencies and had the lowest score (28.4) in the entire federal government.

# LARGE AGENCIES

15,000 OR MORE EMPLOYEES

## INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	National Aeronautics and Space Administration	78.6	2.5 
2	Department of Commerce	67.9	1.7 
3	Intelligence Community	67.0	-0.1 
4	Department of State	66.8	0.5 
5	Department of Health and Human Services	66.4	2.5 
6	Department of Justice [tie]	65.7	-0.6 
6	Department of Labor [tie]	65.7	2.6 
8	Department of Transportation	63.4	0.3 
9	Social Security Administration [tie]	63.1	-2.9 
9	Department of Agriculture [tie]	63.1	3.7 
11	Department of the Interior	61.0	1.8 
12	Department of the Navy	60.7	1.3 
13	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	59.8	1.4 
14	Department of the Air Force	59.3	-0.7 
15	Department of the Treasury	58.8	1.3 
16	Department of the Army	57.8	0.8 
17	Department of Veterans Affairs	56.7	1.6 
18	Department of Homeland Security	45.8	2.7 



## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	National Aeronautics and Space Administration	72.5	2.1
2	Intelligence Community	60.8	-0.6
3	Department of Labor <small>[tie]</small>	58.2	2.8
3	Department of State <small>[tie]</small>	58.2	0.4
5	Department of Health and Human Services	58.0	2.5
EMPLOYEE SKILLS-MISSION MATCH			
1	National Aeronautics and Space Administration	83.7	1.4
2	Department of Health and Human Services	79.6	1.2
3	Intelligence Community	79.5	0.5
4	Department of Commerce	78.3	1.3
5	Department of Labor <small>[tie]</small>	77.9	1.6
5	Department of Transportation <small>[tie]</small>	77.9	1.3
PAY			
1	National Aeronautics and Space Administration	70.4	2.9
2	Intelligence Community	65.7	-1.2
3	Department of State	64.8	4.2
4	Department of Commerce	62.5	1.6
5	Department of Labor	62.4	2.1
STRATEGIC MANAGEMENT			
1	National Aeronautics and Space Administration	66.2	2.6
2	Department of Labor	59.8	2.5
3	Department of Health and Human Services <small>[tie]</small>	59.4	2.2
3	Department of State <small>[tie]</small>	59.4	0
5	Department of Commerce	58.2	0.6
INNOVATION			
1	National Aeronautics and Space Administration	79.6	1.4
2	Intelligence Community	70.2	N/A
3	Department of Health and Human Services	67.0	2.0
4	Department of State	65.9	-0.2
5	Department of the Air Force	63.7	-0.5
TEAMWORK			
1	National Aeronautics and Space Administration	79.8	1.5
2	Intelligence Community	77.7	-0.9
3	Department of the Treasury <small>[tie]</small>	69.4	0.6
3	Department of Labor <small>[tie]</small>	69.4	1.9
5	Department of Transportation	69.2	0.7

# MIDSIZE AGENCIES

1,000-14,999 EMPLOYEES

## INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	Federal Deposit Insurance Corporation	80.7	-0.4 
2	Peace Corps [tie]	79.7	0 
2	Government Accountability Office [tie]	79.7	1.2 
4	Federal Energy Regulatory Commission	79.0	3.5 
5	Federal Trade Commission	78.3	0.7 
6	Securities and Exchange Commission	76.1	7.5 
7	Smithsonian Institution	75.3	0.6 
8	Consumer Financial Protection Bureau	72.2	0.5 
9	National Credit Union Administration	71.9	0.2 
10	National Science Foundation	71.3	3.5 
11	Architect of the Capitol	71.2	N/A
12	Nuclear Regulatory Commission	70.2	-3.5 
13	Government Publishing Office	68.7	N/A
14	General Services Administration	68.4	4.4 
15	Office of Personnel Management	66.2	-1.2 
16	Equal Employment Opportunity Commission	64.7	1.9 
17	Environmental Protection Agency	64.4	5.9 
18	Department of Energy	63.4	5.6 
19	U.S. Agency for International Development	62.7	2.3 
20	Federal Communications Commission	61.5	2.1 
21	National Labor Relations Board	60.5	-2.8 
22	Department of Education	59.8	-1.5 
23	Court Services and Offender Supervision Agency	59.5	0.7 
24	Department of Housing and Urban Development	58.2	5.9 
25	National Archives and Records Administration	57.0	6.3 
26	Small Business Administration	52.1	3.1 
27	Broadcasting Board of Governors	48.4	-0.6 



## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	Federal Trade Commission	73.3	4.1
2	Peace Corps	68.5	1.1
3	Federal Energy Regulatory Commission	68.4	1.0
4	Federal Deposit Insurance Corporation	67.5	0.3
5	Nuclear Regulatory Commission	64.4	-2.2
EMPLOYEE SKILLS-MISSION MATCH			
1	Federal Trade Commission	84.3	1.3
2	Peace Corps	83.1	1.7
3	Federal Deposit Insurance Corporation	81.9	0.1
4	National Credit Union Administration	81.0	1.3
5	Equal Employment Opportunity Commission	80.9	0
PAY			
1	Federal Deposit Insurance Corporation	78.0	-1.2
2	Securities and Exchange Commission	73.1	11.4
3	National Credit Union Administration [tie]	67.8	0.8
3	Office of Personnel Management [tie]	67.8	0.6
5	Nuclear Regulatory Commission	66.8	0.1
STRATEGIC MANAGEMENT			
1	Federal Trade Commission	71.6	2.0
2	Peace Corps	70.6	1.1
3	Federal Energy Regulatory Commission	70.5	1.9
4	Federal Deposit Insurance Corporation	68.6	-0.4
5	National Credit Union Administration	65.6	2.0
INNOVATION			
1	Federal Trade Commission	76.3	3.7
2	Peace Corps	75.9	0.4
3	National Science Foundation	71.3	2.3
4	Architect of the Capitol	69.0	N/A
5	National Credit Union Administration	68.0	3.5
TEAMWORK			
1	Federal Trade Commission	82.3	3.8
2	Federal Energy Regulatory Commission	79.2	2.6
3	Peace Corps	77.6	0.6
4	Federal Deposit Insurance Corporation	77.0	0.6
5	Consumer Financial Protection Bureau	76.7	0.7

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

# SMALL AGENCIES

100-999 EMPLOYEES

## INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	National Endowment for the Arts	85.9	16.6 
2	Overseas Private Investment Corporation	84.7	-1.7 
3	Office of Management and Budget	82.7	5.2 
4	Federal Mediation and Conciliation Service	82.3	-4.8 
5	Federal Labor Relations Authority	80.2	-5.0 
6	U.S. International Trade Commission	78.9	3.4 
7	National Endowment for the Humanities	77.1	-4.2 
8	Congressional Budget Office	75.4	N/A
9	National Transportation Safety Board	73.2	3.5 
10	Farm Credit Administration	71.8	4.3 
11	Merit Systems Protection Board	69.3	-3.7 
12	Pension Benefit Guaranty Corporation	67.9	4.8 
13	Railroad Retirement Board	67.8	-0.6 
14	Federal Retirement Thrift Investment Board	67.4	-5.5 
15	Office of Special Counsel	66.7	8.0 
16	Surface Transportation Board	64.9	-14.9 
17	International Boundary and Water Commission	64.7	14.4 
18	Consumer Product Safety Commission	64.6	0.9 
19	Corporation for National and Community Service	63.6	-0.2 
20	Federal Housing Finance Agency	61.3	3.4 
21	National Gallery of Art	60.9	0.6 
22	Millennium Challenge Corporation	60.0	12.5 
23	Federal Maritime Commission	59.3	2.5 
24	Office of the U.S. Trade Representative	58.5	7.5 
25	Export-Import Bank of the United States	58.2	-0.8 
26	Commodity Futures Trading Commission	56.4	7.6 
27	Selective Service System	55.0	-0.1 
28	Defense Nuclear Facilities Safety Board	53.6	6.3 
29	Federal Election Commission	28.4	-6.6 

## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	Federal Labor Relations Authority	76.5	-3.7 
2	Overseas Private Investment Corporation	75.5	3.3 
3	Federal Mediation and Conciliation Service	74.5	-1.1 
4	Office of Management and Budget	72.6	3.2 
5	National Endowment for the Arts	69.9	9.3 
EMPLOYEE SKILLS-MISSION MATCH			
1	National Endowment for the Arts	90.8	11.3 
2	Federal Mediation and Conciliation Service	89.8	-1.9 
3	Overseas Private Investment Corporation	85.4	1.1 
4	Office of Management and Budget	85.0	2.2 
5	Federal Labor Relations Authority	83.3	-3.8 
PAY			
1	National Endowment for the Arts	75.8	7.0 
2	Federal Labor Relations Authority	75.0	-4.0 
3	Defense Nuclear Facilities Safety Board	74.0	3.6 
4	National Transportation Safety Board	72.2	5.8 
5	Federal Mediation and Conciliation Service	71.5	-1.7 
STRATEGIC MANAGEMENT			
1	Federal Labor Relations Authority	83.3	-2.2 
2	Overseas Private Investment Corporation	75.5	-2.6 
3	Office of Management and Budget	73.6	8.7 
4	Federal Mediation and Conciliation Service	72.9	-1.0 
5	Office of Special Counsel	72.2	13.5 
INNOVATION			
1	Overseas Private Investment Corporation	81.3	4.9 
2	National Endowment for the Arts [tie]	80.0	9.1 
2	Federal Mediation and Conciliation Service [tie]	80.0	-0.9 
4	Office of Management and Budget	79.7	3.8 
5	Federal Labor Relations Authority [tie]	73.0	0.7 
5	U.S. International Trade Commission [tie]	73.0	1.9 
TEAMWORK			
1	Federal Labor Relations Authority	86.2	-0.4 
2	Office of Special Counsel	82.9	9.5 
3	Office of Management and Budget	82.5	2.1 
4	Overseas Private Investment Corporation	82.4	2.0 
5	National Endowment for the Arts	80.1	7.8 

# AGENCY SUBCOMPONENTS

SUBAGENCIES, BUREAUS, DIVISIONS, CENTERS AND OFFICES\*

## INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	Office of the Inspector General (TVA)	93.3	-3.0
2	Environment and Natural Resources Division (DOJ)	85.9	2.7
3	Office of Financial Management (SEC)	83.4	N/A
4	Office of Energy Market Regulation (FERC)	83.2	4.3
5	U.S. Army Audit Agency (Army)	82.8	-1.3
6	Office of Enforcement (FERC)	82.5	12.4
7	Division of Investment Management (SEC)	81.7	N/A
8	Alcohol and Tobacco Tax and Trade Bureau (Treas.)	81.6	2.1
9	Office of the General Counsel (FERC)	81.5	-11.0
10	Goddard Space Flight Center (NASA)	81.2	2.6
11	Johnson Space Center (NASA) [tie]	80.2	4.9
11	Marshall Space Flight Center (NASA) [tie]	80.2	0.7
13	Office of the Inspector General (DOT)	80.1	6.5
14	Treasury Inspector General for Tax Administration (Treas.) [tie]	79.4	0.3
14	Office of the Inspector General (Interior) [tie]	79.4	1.9
16	National Enforcement Program (SEC)	79.2	N/A
17	Office of the General Counsel (ED)	79.1	3.6
18	Field Operating Offices of Office of the Secretary of the Army (Army)	78.9	8.9
19	U.S. Patent and Trademark Office (Commerce)	78.5	0.8
20	Region 3 - Mid-Atlantic (EPA)	78.3	7.1
21	Office of the Executive Director (FERC) [tie]	78.1	7.1
21	Langley Research Center (NASA) [tie]	78.1	1.1
23	Office of Support Operations (SEC) [tie]	78.0	N/A
23	Civil Division (DOJ) [tie]	78.0	4.2
25	Federal Highway Administration (DOT)	77.9	0.2
26	Tax Division (DOJ)	77.8	3.3
27	Air Force Elements, U.S. Special Operations Command (Air Force)	77.6	4.1
28	Armstrong Flight Research Center (NASA)	77.5	3.3
29	U.S. Special Operations Command (Army)	77.2	1.1
30	Employee Services (OPM)	77.1	7.7
31	Office of Energy Projects (FERC)	77.0	2.9
32	Glenn Research Center (NASA)	76.8	1.5

\*NUMBER OF EMPLOYEES VARIES

View the complete rankings of 305 subcomponents at [bestplacestowork.org](https://www.bestplacestowork.org).

## SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	Environment and Natural Resources Division (DOJ)	80.6	4.6
2	Johnson Space Center (NASA)	75.8	3.8
3	Marshall Space Flight Center (NASA) [tie]	74.6	0.4
3	Goddard Space Flight Center (NASA) [tie]	74.6	2.2
5	Alcohol and Tobacco Tax and Trade Bureau (Treas.)	74.1	1.4
EMPLOYEE SKILLS-MISSION MATCH			
1	Office of the Inspector General (TVA)	94.1	1.9
2	Environment and Natural Resources Division (DOJ)	89.0	2.2
3	Office of the General Counsel (ED)	87.6	6.6
4	Goddard Space Flight Center (NASA)	86.1	1.3
5	Alcohol and Tobacco Tax and Trade Bureau (Treas.)	85.9	3.2
PAY			
1	Office of the Inspector General (TVA)	90.2	-4.7
2	Office of Support Operations (SEC)	85.1	N/A
3	Office of the Inspector General (Interior)	84.2	3.5
4	Employee Services (OPM)	83.6	3.2
5	Office of Financial Management (SEC) [tie]	81.4	N/A
5	Merit System Accountability and Compliance (OPM) [tie]	81.4	12.2
STRATEGIC MANAGEMENT			
1	Office of the Inspector General (TVA)	87.5	-6.6
2	Treasury Inspector General for Tax Administration (Treas.)	77.5	4.1
3	Environment and Natural Resources Division (DOJ)	77.3	2.8
4	Office of the General Counsel (FERC)	76.6	-3.8
5	Office of Financial Management (SEC)	75.9	N/A
INNOVATION			
1	Office of the Inspector General (TVA)	85.5	N/A
2	Johnson Space Center (NASA)	82.1	1.7
3	Goddard Space Flight Center (NASA)	82.0	2.1
4	Langley Research Center (NASA)	80.4	1.2
5	Marshall Space Flight Center (NASA)	79.7	-0.3
TEAMWORK			
1	Office of the Inspector General (TVA)	89.5	-3.4
2	Environment and Natural Resources Division (DOJ)	85.9	3.1
3	Employee Services (OPM)	84.1	6.7
4	Johnson Space Center (NASA)	82.8	3.6
5	Treasury Inspector General for Tax Administration (Treas.)	82.7	1.4

## 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 engagement in the federal government—are produced by the Partnership for Public Service and Deloitte.

For 15 years, the nonpartisan, nonprofit **Partnership for Public Service** has been dedicated to making the federal government more effective for the American people. We work across administrations to help transform the way government operates by increasing collaboration, accountability, efficiency and innovation.

To learn more, visit [ourpublicservice.org](http://ourpublicservice.org).

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

- ★ Rankings are available for the 18 large, 27 midsize and 29 small Cabinet departments and independent agencies, as well as 305 organizations within those agencies and detailed profiles of each.
- ★ Insightful analysis is provided to help understand what the rankings mean, with trend data showing where the agencies stand and where they are heading.
- ★ The rankings focus on topics that matter to employees and federal executives, such as effective leadership, pay, work-life balance and support for diversity.
- ★ Employee engagement rankings are broken down by demographic and occupational groupings.
- ★ Side-by-side comparisons can be conducted of how agencies or their subcomponents ranked in various categories.
- ★ Resources that can help turn *Best Places to Work* data into a plan for change.



## METHODOLOGY

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The vast majority of the data used to develop the rankings were collected by the Office of Personnel Management through its Federal Employee Viewpoint Survey. The survey was administered April through June 2016 to permanent executive branch employees and was completed by 407,789 federal workers, for a response rate of 45.8 percent, which declined by 3.9 percent from 2015.

The *Best Places to Work* rankings also include responses from more than 14,000 additional employees at 12 agencies that were surveyed around the same time and had a response rate of 45 percent or more. The Architect of the Capitol, Congressional Budget Office, Consumer Financial Protection Bureau, Federal Deposit Insurance Corporation, Government Accountability Office, Government Publishing Office, Peace Corps, Smithsonian Institution, Millennium Challenge Corporation, Office of the Inspector General at the Tennessee Valley Authority and the U.S. Army Audit Agency provided data from their own surveys. 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 because it is classified.

The rankings include 379 federal organizations: 18 large federal agencies, 27 midsize agencies, 29 small agencies and 305 subcomponents. Large agencies are those organizations with more than 15,000 employees. Agencies with 1,000 to 14,999 employees are included in the midsize category. Small agencies are those with at least 100 but fewer than 1,000 employees.

The *Best Places to Work* index is calculated with the percentage of positive responses to three workplace engagement questions and is weighted according to a proprietary formula. The workplace category scores are calculated by averaging the percentage of positive responses to questions in 10 categories, including effective leadership, employee skills–mission match, pay and work–life balance. We use regression analysis to determine the categories with the most influence on the *Best Places to Work* engagement score.

*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.*



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