



The Best Places to Work

IN THE FEDERAL GOVERNMENT®

2015 RANKINGS



**PARTNERSHIP
FOR PUBLIC SERVICE**

Deloitte.

The ***Best Places to Work in the Federal Government***[®] 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 2015 *Best Places to Work* data show a slight increase in federal employee satisfaction and commitment with their jobs and workplaces following four years of declining scores. Government-wide, federal employee job satisfaction **increased 1.2 points** from 2014, for a score of 58.1 out of 100. In comparison, the 2015 satisfaction rate for private sector employees is 76.7, according to Sirota, a survey research organization.

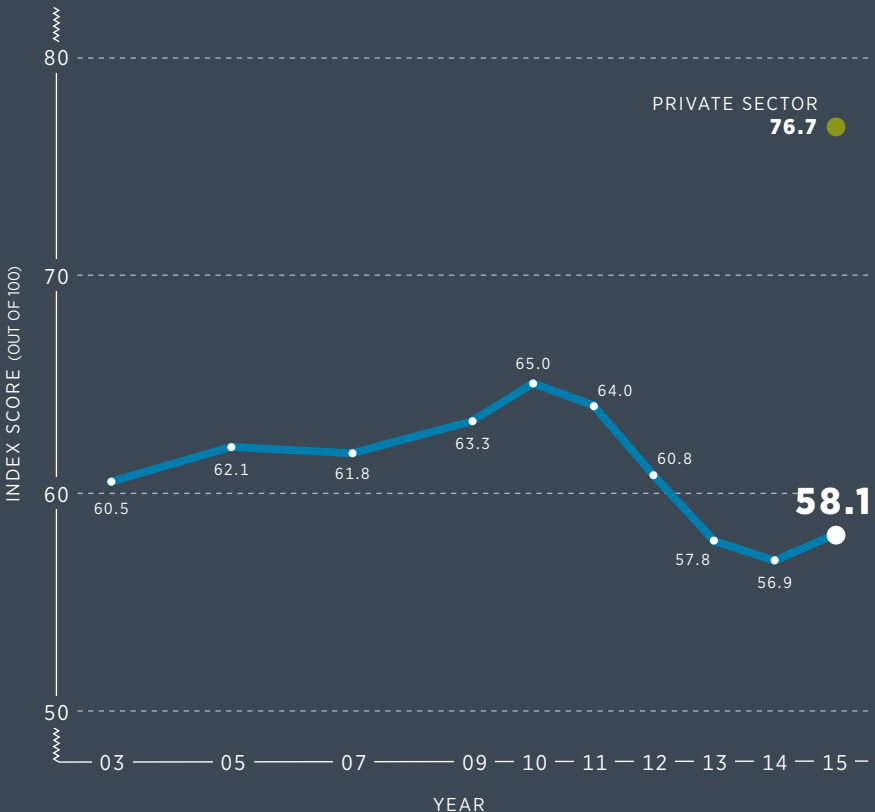
The improvement in federal employee satisfaction and commitment from 2014 to 2015 may be the result of several factors, including a rebound by the workforce from events such as the 2013 across-the-board budget cuts known as sequestration, the partial government shutdown that same year which resulted in the temporary furlough of more than 800,000 employees, and three years of pay freezes that ended in 2014. The Obama administration also directed agencies in late 2014 to place a greater emphasis on strengthening employee engagement.

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?

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.

The 2015 government-wide data show increases in employee satisfaction in all 10 workplace categories examined by the Partnership for Public Service and Deloitte, a shift from 2014 when the scores dropped in seven of those categories. The three highest scoring categories are the match between employee skills and agency mission, teamwork and innovation. Performance-based rewards and advancement, and effective leadership are the lowest scoring categories. Within the effective leadership category, the rating for senior leaders increased by 1.4 points to 43.8 after dropping 3 points in 2014, the lowest scoring year for this group in the history of the rankings. 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.

While many issues shape how employees view their workplaces, the 2015 data were analyzed to determine which factors have the greatest influence. 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.

NEW FOR 2015

LOOKING AT AGENCIES BY MISSION
For the first time, the Partnership and Deloitte have grouped 75 federal organizations by six mission areas: public health, law enforcement, national security, energy and environment, financial regulation and oversight. The data show a wide range of scores among agencies with similar workforces and responsibilities. The FBI, for example, tops the law enforcement category with a *Best Places to Work* satisfaction and commitment score of 69.9, while the Secret Service is at the bottom with a score of 33.4. Among financial regulatory agencies, there is a 32.3-point gap between the top scoring FDIC and the Commodity Futures Trading Commission, the agency last in this category. See bestplacestowork.org/missions for details.

GOVERNMENT-WIDE SCORES BY CATEGORY

51.6 1.2 ↗

EFFECTIVE LEADERSHIP

75.2 0.8 ↗

EMPLOYEE SKILLS-
MISSION MATCH

54.2 1.7 ↗

PAY

52.3 1.1 ↗

STRATEGIC MANAGEMENT

63.7 0.8 ↗

TEAMWORK

60.0 1.1 ↗

INNOVATION

57.5 1.8 ↗

TRAINING AND DEVELOPMENT

59.1 0.9 ↗

WORK-LIFE BALANCE

55.6 0.6 ↗

SUPPORT FOR DIVERSITY

42.4 1.6 ↗

PERFORMANCE-BASED
REWARDS AND ADVANCEMENT

AGENCY RANKINGS

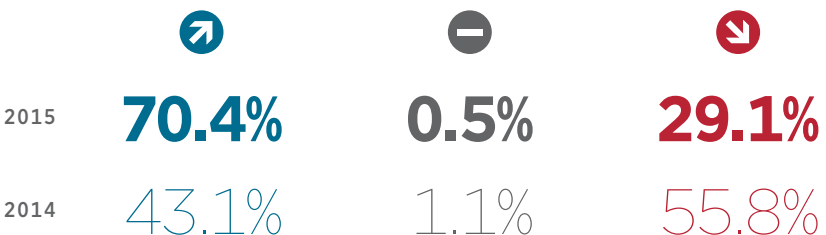
For the fourth year in a row, the number one *Best Places to Work* large agency is NASA. The space agency's employees have a job satisfaction and commitment score of 76.1 out of 100. NASA is followed by the intelligence community, with a score of 67.1, and the Department of Justice, which received a score of 66.3. In the mid-size category, the Federal Deposit Insurance Corporation took top honors with a score of 81.1, followed by the Peace Corps at 79.7. The top-ranked small agency is the Federal Mediation and Conciliation Service, with a score of 87.1, while the top agency subcomponent is the Office of the Inspector General at the Tennessee Valley Authority, with a score of 96.3.

Among individual federal organizations, 70.4 percent saw their overall employee satisfaction and commitment scores increase in 2015, compared to only 43.1 percent in 2014 and 24 percent in 2013. The most improved large agency for the second year in a row is the Department of Labor, which raised its score by 4.4 points and its ranking from 10th to 8th. The Department of the Air Force had the second biggest increase, improving 3.2 points for a score of 60. The Department of Housing and Urban Development is the most improved mid-size agency, with an 8-point increase and a score of 52.3, although it still ranked just 21st out of 24.

Among small agencies, the Federal Maritime Commission saw the most improvement, with a 14.8-point increase. However, its overall score is 56.8, placing it 21st out of 28 small agencies. The Overseas Private Investment Corporation, which registered an increase of 13.6 points and a score of 86.4, is the second-most improved small agency and is ranked second.

While agencies had successes, others experienced a decline in their scores. Employees at the Department of Commerce experienced the biggest decrease in satisfaction among large agencies, with a drop of 2.5 points. The department maintained its 5th place ranking, however, with a score of 66.2 out of 100. The Department of the Treasury registered a decline of 2.1 points and a score of 57.5, placing 16th out of 19 large agencies. The biggest decline for a mid-size agency occurred at the Federal Communications Commission, which dropped 8 points to a score of 59.4 and a rank of 18th out of 24 agencies. In the small agency category, the Millennium Challenge Corporation had the largest decline, dropping 10.3 points for a score of 47.5 and a ranking of 26th out of 28, while the Surface Transportation Board fell 7 points for a score of 79.8. The agency ranked 5th in 2015, dropping from the top spot for the first time since 2009.




















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



LARGE AGENCIES

15,000 OR MORE EMPLOYEES

INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	National Aeronautics and Space Administration	76.1	1.5 
2	Intelligence Community	67.1	-0.8 
3	Department of Justice [tie]	66.3	2.5 
3	Department of State [tie]	66.3	-1.9 
5	Department of Commerce	66.2	-2.5 
6	Social Security Administration	66.0	2.8 
7	Department of Health and Human Services	63.9	2.1 
8	Department of Labor [tie]	63.1	4.4 
8	Department of Transportation [tie]	63.1	2.7 
10	Department of the Air Force	60.0	3.2 
11	Department of Agriculture [tie]	59.4	2.1 
11	Department of the Navy [tie]	59.4	1.3 
13	Department of the Interior	59.2	1.3 
14	Environmental Protection Agency	58.5	1.8 
15	Office of the Secretary of Defense, Joint Staff, Defense Agencies and Department of Defense Field Activities	58.4	1.1 
16	Department of the Treasury	57.5	-2.1 
17	Department of the Army	57.0	2.3 
18	Department of Veterans Affairs	55.1	0.5 
19	Department of Homeland Security	43.1	-0.9 

SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	National Aeronautics and Space Administration	70.4	1.2
2	Intelligence Community	61.4	-0.2
3	Department of State	57.8	0
4	Department of the Air Force [tie]	56.6	2.5
4	Department of Commerce [tie]	56.6	-1.8
EMPLOYEE SKILLS-MISSION MATCH			
1	National Aeronautics and Space Administration	82.3	1.1
2	Intelligence Community	79.0	0.9
3	Social Security Administration	78.5	1.7
4	Department of Health and Human Services	78.4	1.3
5	Department of State	77.9	-0.6
PAY			
1	National Aeronautics and Space Administration	67.5	1.3
2	Intelligence Community	66.9	0.4
3	Social Security Administration	61.7	1.2
4	Environmental Protection Agency	61.0	0.5
5	Department of Commerce	60.9	-2.1
STRATEGIC MANAGEMENT			
1	National Aeronautics and Space Administration	63.6	0.2
2	Department of State	59.4	0.2
3	Intelligence Community	58.0	-0.8
4	Department of Commerce	57.6	-1.3
5	Department of Labor	57.3	2.4
INNOVATION			
1	National Aeronautics and Space Administration	78.2	1.5
2	Department of State	66.1	0.2
3	Department of Health and Human Services	65.0	1.5
4	Department of the Air Force	64.2	2.4
5	Department of Commerce	62.4	-1.5
TEAMWORK			
1	Intelligence Community	78.6	1.7
2	National Aeronautics and Space Administration	78.3	0.4
3	Department of State	70.1	0.6
4	Department of the Treasury	68.8	-0.3
5	Department of Transportation	68.5	1.4

MID-SIZE AGENCIES

1,000-14,999 EMPLOYEES

INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	Federal Deposit Insurance Corporation	81.1	-1.2 
2	Peace Corps	79.7	-3.1 
3	Government Accountability Office	78.5	1.3 
4	Federal Trade Commission	77.6	3.9 
5	Federal Energy Regulatory Commission	75.5	2.2 
6	Smithsonian Institution	74.7	-2.2 
7	Nuclear Regulatory Commission	73.7	0.8 
8	Consumer Financial Protection Bureau [tie]	71.7	5.6 
8	National Credit Union Administration [tie]	71.7	2.3 
10	Securities and Exchange Commission	68.6	5.0 
11	National Science Foundation	67.8	1.6 
12	Office of Personnel Management	67.4	0.3 
13	General Services Administration	64.0	1.2 
14	National Labor Relations Board	63.3	7.2 
15	Equal Employment Opportunity Commission	62.8	4.8 
16	Department of Education	61.3	2.5 
17	U.S. Agency for International Development	60.4	4.1 
18	Federal Communications Commission	59.4	-8.0 
19	Court Services and Offender Supervision Agency	58.8	1.6 
20	Department of Energy	57.8	4.0 
21	Department of Housing and Urban Development	52.3	8.0 
22	National Archives and Records Administration	50.7	4.0 
23	Broadcasting Board of Governors [tie]	49.0	3.6 
23	Small Business Administration [tie]	49.0	-4.0 

SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	Federal Trade Commission	69.2	2.8
2	Federal Energy Regulatory Commission [tie]	67.4	2.8
2	Peace Corps [tie]	67.4	-3.3
4	Federal Deposit Insurance Corporation	67.2	-0.9
5	Nuclear Regulatory Commission	66.6	0.2
EMPLOYEE SKILLS-MISSION MATCH			
1	Federal Trade Commission	83.0	2.1
2	Consumer Financial Protection Bureau	82.4	2.5
3	Federal Deposit Insurance Corporation	81.8	-0.5
4	Peace Corps	81.4	-1.9
5	National Labor Relations Board	81.0	4.1
PAY			
1	Federal Deposit Insurance Corporation	79.2	0.1
2	Office of Personnel Management	67.2	0.8
3	National Credit Union Administration	67.0	8.0
4	Nuclear Regulatory Commission	66.7	1.8
5	Consumer Financial Protection Bureau	66.5	6.6
STRATEGIC MANAGEMENT			
1	Federal Trade Commission	69.6	0.4
2	Peace Corps	69.5	-2.2
3	Federal Deposit Insurance Corporation	69.0	-0.8
4	Federal Energy Regulatory Commission	68.6	2.1
5	Nuclear Regulatory Commission	65.6	0.4
INNOVATION			
1	Peace Corps	75.5	-1.0
2	Federal Trade Commission	72.6	3.2
3	National Science Foundation	69.0	2.9
4	Consumer Financial Protection Bureau	67.5	N/A
5	Nuclear Regulatory Commission	67.4	0.5
TEAMWORK			
1	Federal Trade Commission	78.5	1.8
2	Peace Corps	77.0	-3.9
3	Federal Energy Regulatory Commission	76.6	2.1
4	Federal Deposit Insurance Corporation	76.4	-0.1
5	Consumer Financial Protection Bureau	76.0	2.9

SMALL AGENCIES

100-999 EMPLOYEES

INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	Federal Mediation and Conciliation Service	87.1	3.6 
2	Overseas Private Investment Corporation	86.4	13.6 
3	Federal Labor Relations Authority	85.2	6.0 
4	National Endowment for the Humanities	81.3	-0.7 
5	Surface Transportation Board	79.8	-7.0 
6	Office of Management and Budget	77.5	9.8 
7	U.S. International Trade Commission	75.5	3.9 
8	Merit Systems Protection Board	73.0	11.1 
9	Federal Retirement Thrift Investment Board	72.9	2.4 
10	National Transportation Safety Board	69.7	6.1 
11	National Endowment for the Arts	69.3	-0.1 
12	Railroad Retirement Board	68.4	-0.2 
13	Farm Credit Administration	67.5	-4.1 
14	Corporation for National and Community Service	63.8	4.4 
15	Consumer Product Safety Commission	63.7	4.0 
16	Pension Benefit Guaranty Corporation	63.1	2.7 
17	National Gallery of Art	60.3	-3.2 
18	Export-Import Bank of the United States	59.0	13.3 
19	Office of Special Counsel	58.7	-1.4 
20	Federal Housing Finance Agency	57.9	2.2 
21	Federal Maritime Commission	56.8	14.8 
22	Selective Service System	55.1	2.3 
23	Office of the U.S. Trade Representative	51.0	5.1 
24	International Boundary and Water Commission	50.3	-2.1 
25	Commodity Futures Trading Commission	48.8	6.5 
26	Millennium Challenge Corporation	47.5	-10.3 
27	Defense Nuclear Facilities Safety Board	47.3	13.5 
28	Federal Election Commission	35.0	-5.4 

SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	Federal Labor Relations Authority	80.2	7.5
2	Federal Mediation and Conciliation Service	75.6	3.0
3	Overseas Private Investment Corporation	72.2	5.9
4	Surface Transportation Board	71.5	-9.4
5	Office of Management and Budget	69.4	4.1
EMPLOYEE SKILLS-MISSION MATCH			
1	Federal Mediation and Conciliation Service	91.7	3.2
2	Federal Labor Relations Authority	87.1	4.3
3	Merit Systems Protection Board	84.9	4.9
4	Overseas Private Investment Corporation	84.3	5.2
5	Surface Transportation Board	84.0	-0.5
PAY			
1	Federal Labor Relations Authority	79.0	6.0
2	Federal Mediation and Conciliation Service	73.2	4.4
3	Defense Nuclear Facilities Safety Board	70.4	21.9
4	Federal Housing Finance Agency	70.1	3.9
5	National Endowment for the Arts	68.8	10.7
STRATEGIC MANAGEMENT			
1	Federal Labor Relations Authority	85.5	2.3
2	Overseas Private Investment Corporation	78.1	6.8
3	Surface Transportation Board	78.0	3.8
4	Merit Systems Protection Board	74.0	14.4
5	Federal Mediation and Conciliation Service	73.9	2.1
INNOVATION			
1	Federal Mediation and Conciliation Service	80.9	1.9
2	Overseas Private Investment Corporation	76.4	4.8
3	Office of Management and Budget	75.9	2.5
4	Surface Transportation Board	75.8	-6.5
5	Federal Retirement Thrift Investment Board	72.4	0.2
TEAMWORK			
1	Federal Labor Relations Authority	86.6	5.9
2	Federal Mediation and Conciliation Service [tie]	80.9	3.4
2	Surface Transportation Board [tie]	80.9	-4.6
4	Office of Management and Budget [tie]	80.4	1.9
4	Overseas Private Investment Corporation [tie]	80.4	7.6

AGENCY SUBCOMPONENTS

SUBAGENCIES, BUREAUS, DIVISIONS, CENTERS AND OFFICES*

INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
1	Office of the Inspector General (TVA)	96.3	N/A
2	Office of the General Counsel (FERC)	92.5	3.7 ↗
3	U.S. Army Audit Agency (Army)	84.1	2.8 ↗
4	Environment and Natural Resources Division (DOJ)	83.2	-0.4 ↘
5	Office of Budget, Finance and Award Management (NSF)	82.4	N/A
6	Stennis Space Center (NASA)	80.4	-2.8 ↘
7	Alcohol and Tobacco Tax and Trade Bureau (Treas.) [tie]	79.5	5.7 ↗
7	Marshall Space Flight Center (NASA) [tie]	79.5	1.5 ↗
9	Office of the Inspector General for Tax Administration (Treas.)	79.1	1.8 ↗
10	Office of Energy Market Regulation (FERC)	78.9	4.4 ↗
11	Goddard Space Flight Center (NASA)	78.6	0.4 ↗
12	Office of the Comptroller of the Currency (Treas.)	78.1	2.8 ↗
13	Federal Highway Administration (DOT) [tie]	77.7	0.1 ↗
13	Patent and Trademark Office (Commerce) [tie]	77.7	-7.9 ↘
15	Office of the Inspector General (Interior)	77.5	9.4 ↗
16	Langley Research Center (NASA)	77.0	1.9 ↗
17	Office of the Inspector General (Treas.) [tie]	76.6	7.7 ↗
17	Directorate for Computer and Information Sciences and Engineering (NSF) [tie]	76.6	N/A
19	U.S. Special Operations Command (Army)	76.1	4.1 ↗
20	Naval Special Warfare Command (Navy)	76.0	3.5 ↗
21	Office of the General Counsel (ED)	75.5	1.9 ↗
22	Glenn Research Center (NASA) [tie]	75.3	3.4 ↗
22	Johnson Space Center (NASA) [tie]	75.3	1.4 ↗
22	Institute of Education Sciences (ED) [tie]	75.3	12.0 ↗
22	Office of the Inspector General (VA) [tie]	75.3	4.4 ↗
26	Naval Reserve Force (Navy)	74.8	11.6 ↗
27	Tax Division (DOJ)	74.5	1.3 ↗
28	Armstrong Flight Research Center (NASA)	74.2	2.3 ↗
29	Office of Energy Projects (FERC)	74.1	2.0 ↗
30	Directorate for Social, Behavioral and Economic Sciences (NSF)	74.0	N/A
31	Ames Research Center (NASA) [tie]	73.8	0.8 ↗
31	Civil Division (DOJ) [tie]	73.8	0.6 ↗
33	Directorate for Engineering (NSF) [tie]	73.7	N/A
33	Office of the Inspector General (ED) [tie]	73.7	4.7 ↗
35	Office of the Inspector General (DOT)	73.6	5.3 ↗

*NUMBER OF EMPLOYEES VARIES

View the complete rankings of 320 subcomponents at bestplacestowork.org.

SCORES BY CATEGORY

EFFECTIVE LEADERSHIP			
1	Office of the General Counsel (FERC)	81.7	3.5
2	Environment and Natural Resources Division (DOJ)	76.0	2.3
3	Stennis Space Center (NASA)	74.9	-4.6
4	Marshall Space Flight Center (NASA)	74.2	2.4
5	Alcohol and Tobacco Tax and Trade Bureau (Treas.)	72.7	5.4
EMPLOYEE SKILLS-MISSION MATCH			
1	Office of the Inspector General (TVA)	92.2	N/A
2	Office of the General Counsel (FERC)	89.1	2.5
3	Environment and Natural Resources Division (DOJ)	86.8	1.1
4	Directorate for Engineering (NSF)	86.3	N/A
5	Office of Budget, Finance and Award Management (NSF)	85.6	N/A
PAY			
1	Office of the Inspector General (TVA)	94.9	N/A
2	Office of the Inspector General for Tax Administration (Treas.)	84.0	1.9
3	Office of the Inspector General (GSA)	80.8	5.6
4	Office of the Inspector General (Interior)	80.7	3.4
5	Employee Services (OPM)	80.4	9.1
STRATEGIC MANAGEMENT			
1	Office of the Inspector General (TVA)	94.1	N/A
2	Office of the General Counsel (FERC)	80.4	7.6
3	Stennis Space Center (NASA)	74.8	-3.7
4	Environment and Natural Resources Division (DOJ)	74.5	3.4
5	Office of the Inspector General for Tax Administration (Treas.)	73.4	2.5
INNOVATION			
1	Johnson Space Center (NASA)	80.4	2.2
2	Stennis Space Center (NASA)	80.1	-3.4
3	Marshall Space Flight Center (NASA)	80.0	2.6
4	Goddard Space Flight Center (NASA)	79.9	1.3
5	Langley Research Center (NASA)	79.2	2.0
TEAMWORK			
1	Office of the Inspector General (TVA)	92.9	N/A
2	Office of the General Counsel (FERC)	87.1	3.9
3	Institute of Education Sciences (ED)	83.0	7.8
4	Environment and Natural Resources Division (DOJ)	82.8	1.2
5	Marshall Space Flight Center (NASA)	81.5	1.0

ABOUT BEST PLACES TO WORK

The *Best Places to Work in the Federal Government*[®] 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 nonprofit, nonpartisan organization that believes good government starts with good people. By strengthening the civil service, and the systems that support them, we help government serve the needs of all Americans. To help leaders use their data to drive reforms, the Partnership operates 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.

Deloitte Consulting LLP is the world's largest consulting firm based on revenue and market share (2014). 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.

FIND MORE AT BESTPLACESTOWORK.ORG

- ★ Complete rankings for the 19 large, 24 mid-size and 28 small Cabinet departments and independent agencies, as well as 320 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 and occupational groupings.
- ★ More than 70 participating federal organizations grouped by six mission areas, including energy and environment, public health and national security.
- ★ 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.

METHODOLOGY

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 2015 to permanent executive branch employees and was completed by more than 421,700 federal workers, for a response rate of 49.7 percent, which increased by 2.9 points from 2014.

The *Best Places to Work* rankings also include responses from more than 11,600 additional employees at eight agencies that were surveyed at the same time and had a response rate of more than 50 percent. The Consumer Financial Protection Bureau, Federal Deposit Insurance Corporation, Government Accountability Office, Millennium Challenge Corporation, Peace Corps, Smithsonian Institution, 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 391 federal organizations: 19 large federal agencies, 24 mid-size agencies, 28 small agencies and 320 subcomponents. Large agencies are those organizations with more than 15,000 employees. Agencies with 1,000 to 14,999 employees are included in the mid-size 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 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 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* satisfaction and commitment 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.



**PARTNERSHIP
FOR PUBLIC SERVICE**

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