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FOR: CIVILIAN PERSONNEL POLICY COUNCIL MEMBERS

FROM: Defense Civilian Personnel Advisory Service Director, Ms. Michelle LoweSolis

SUBJECT: 2020 Federal Employee Viewpoint Survey

ACTION: Disseminate to Department of Defense (DoD) Human Resources Practitioners

REFERENCE(S):

- a. Office of Personnel Management (OPM) Memorandum, "2020 Office of Personnel Management Federal Employee Viewpoint Survey," dated June 25, 2020 (attached)
- b. Federal Employee Viewpoint Survey (FEVS) Guide for Agency POCs
- c. FEVS Agency Communications Guide

BACKGROUND/INTENT: OPM issued the memorandum at reference (a) announcing the 2020 FEVS. The survey will be emailed to every eligible Federal employee in DoD. Roll-out dates are: Navy and Marine Corps on July 13, 2020, Army and Army Corps on July 14, 2020, Air Force on July 15, 2020, and 4<sup>th</sup> Estate on July 22, 2020.

The FEVS provides a means for employees to share their perspectives and opinions of workplace conditions with decision-makers at all levels, thereby providing leaders the insight necessary to improve programs and processes to increase employee satisfaction and create a higher performing, more effective, and more efficient DoD workforce.

In an effort to understand how the COVID-19 pandemic has affected the Federal workforce, OPM developed a series of additional questions for the 2020 FEVS designed to gather this information. There is a reduction of standard FEVS items this year to 38, which shortens the traditional FEVS, while retaining items and indices of wide interest.

Attached are the "FEVS Guide for Agency POCs" (reference b), and "FEVS Agency Communications Guide" (reference c) to assist FEVS POCs in your Components, Agencies, and Organizations with communicating and managing the FEVS.

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As stated

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## 2020 Office of Personnel Management Federal Employee Viewpoint Survey

Thursday, June 25, 2020



The Director

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

### **MEMORANDUM FOR:** HEADS OF EXECUTIVE DEPARTMENT AND AGENCIES

**From:** Michael Rigas, Acting Director

**Subject:** 2020 Office of Personnel Management Federal Employee Viewpoint Survey

Earlier this spring, in light of the global pandemic, we postponed the OPM Federal Employee Viewpoint Survey (OPM FEVS) in order to allow agencies to focus on their mission critical work.

The 2020 OPM FEVS will begin on July 13, 2020 and has been updated to achieve our goal of a responsive survey program. Responding to requests from multiple agencies to ease administrative burden, we streamlined the core set of standard items for 2020. As in prior years, the survey will include widely used Employee Engagement and Global Satisfaction indices. Agency participation in the OPM FEVS will continue to satisfy statutory requirements as well through inclusion of the Annual Employee Survey Items in regulation. Maintaining half of the core items from prior OPM FEVS administrations addresses the needs of stakeholders by facilitating transparency through a comparison of survey results across agencies and across time.

New this year will be a comprehensive section addressing the COVID-19 pandemic, with questions that allow identification of ways in which employees continued to achieve missions in the face of an unprecedented pandemic. The addition of the section aligns with Congressional interests and agency requests and will resonate well with respondents.

The OPM FEVS continues to be one of the most powerful platforms for Federal employees to share their opinions and perceptions regarding work experiences influencing productivity. With the addition of the COVID-19 pandemic section, the survey also provides employees an opportunity to participate in data collection with the potential to shape future policies and interagency learning regarding human capital management in the face of an emergency. The OPM FEVS continues to support ongoing priorities including the President's Management Agenda. Specifically, by providing the data necessary to support active management of employee engagement and performance, the data is used to assess progress on Cross-Agency Priority Goal

3. Moreover, by enabling leadership to identify improvements necessary to realize greater workplace effectiveness and efficiencies, survey results support and drive service, mission achievement, and stewardship across the Federal Government.

As for what to expect next, administration of the 2020 OPM FEVS will follow prior practice with invitations to employees sent in two waves, beginning the week of July 13th. Each agency's survey will be open for six weeks. In 2020, every eligible employee will have a voice in the survey and will receive an invitation to participate in the OPM FEVS. OPM will continue to provide component reports at the lowest levels within agencies to drive improvement. The rollout of results reports to agencies will begin in October.

When employees hear from leadership that their feedback is valued and used to make a difference in their agencies, they are more likely to provide feedback. The quality of the information your leadership team receives is improved when you support employee participation in the survey.

As we near the 2020 OPM FEVS, please show your employees how you support the survey. If you have not done so yet, a good place to begin is by sharing results of the 2019 survey. Tell employees about steps being taken based on the findings within your agencies and what the outcomes of those efforts have been. In addition to sharing information, providing official time to complete the survey can help increase participation rates. These steps together send a powerful message that leadership values employee opinions.

If you are interested in seeing results from the 2019 OPM FEVS, and supplementary reports using the survey data, you can click on the following link:  
<https://www.opm.gov/fevs>.

Thank you for your assistance in helping to make the OPM FEVS a success. If you have any questions about the upcoming survey, please contact Dr. Kim Wells, Survey Manager, at [Kimberly.Wells@opm.gov](mailto:Kimberly.Wells@opm.gov) or [evs.internet@opm.gov](mailto:evs.internet@opm.gov).



Reference b

OFFICE OF PERSONNEL MANAGEMENT  
FEDERAL EMPLOYEE VIEWPOINT SURVEY  
**GUIDE FOR AGENCY POCS**

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# Overview: The OPM Federal Employee Viewpoint Survey

This guide provides an overview of the Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS) process for agency points of contact (POCs). The process is outlined in detail, including the responsibilities of agency POCs at each phase of the survey administration. Key dates for the upcoming survey administration are listed below for your reference.

## Key Dates for the 2020 OPM FEVS

Below are the key dates **tentatively** scheduled for the 2020 OPM Federal Employee Viewpoint Survey. Please keep in mind that the survey launch and close dates are **tentative** and are only shared for planning purposes. We make every attempt to keep to the launch schedule, but these dates are dependent upon other aspects of planning occurring on time (e.g., timely receipt of organization maps) and effective supports in place (e.g., systems/technology); other unplanned occurrences beyond our control may create additional delays.

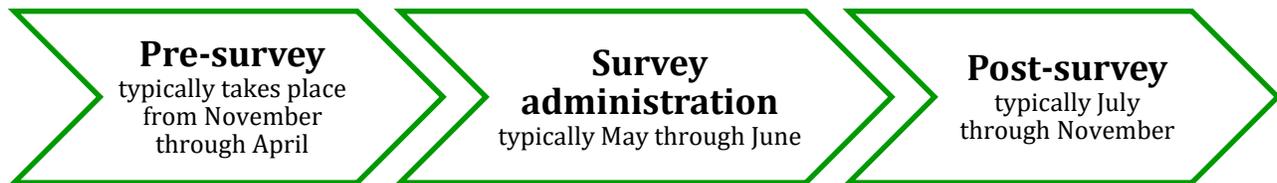
<b>Agencies Deliver to OPM</b>		<b><u>Tentative</u> Survey Administration Dates</b>	
Employee Roster	January 24	Wave 1 Launch	May 4-7
Organizational Map	January 24	Wave 2 Launch	May 11-14
Agency-Specific Items (8 max)	February 14	Wave 1 Close	June 15-18
		Wave 2 Close	June 22-25

## The OPM FEVS Lifecycle

The Office of Personnel Management Federal Employee Viewpoint Survey (OPM FEVS) measures employees' perceptions of management procedures, practices, and policies. The OPM FEVS provides insights into whether, and to what extent, conditions characteristic of successful organizations are present in their agencies. The OPM FEVS is administered annually, typically between May and mid-June in two waves. Employee eligibility for participation is based on the following criteria: permanently employed, non-political, non-seasonal, full- or part-time, and onboard with their agency as of October of the previous year. The survey team uses OPM's Enterprise Human Resources Integration (EHRI) personnel database to determine if employees meet the eligibility criteria.

## The Survey Process

Successfully administering the OPM FEVS is a yearlong process. There are three main phases:



## Pre-Survey Administration

Preparing for each survey administration typically begins in the fall. As part of this preparatory phase, OPM reaches out to agencies, through the agency OPM FEVS Point-of-Contact (POC), to collect key information. The timeline below highlights key points during the pre-survey administration phase. In-depth information is provided for each point on the following pages.

- **December-February:** OPM Collects Information from Agencies
  - I. Employee roster
  - II. Organization map
  - III. Agency Specific Items
- **February-March:** Agency Reviews Files from OPM
  - I. Lists of ineligible employees
  - II. Identify missing, mismatches, and duplications
  - III. Review sample plan
- **March to survey launch:** Communicate to Employees about the Survey
  - I. Communications Guide
  - II. IT Specifications shared with agencies
  - III. Launch Dates

## OPM Collects Information from Agencies

OPM collects several key pieces of information from each agency during the pre-administration phase. The information collected is critical to a successful survey administration and ensures accurate reporting after the survey has closed, and includes:

- Employee Roster
- Organization Map
- Agency Specific Items (no more than 8)

### Role of Agency POC

- **Coordinate with OPM FEVS POC.** Maintain consistent dialogue to ensure understanding of survey details, deadlines, and updates. The OPM POC is the primary OPM FEVS resource.
- **Act as liaison between your agency and OPM.** Work internally to gather the necessary information and share information with OPM.

### I. Employee Roster

The employee roster is a list of an agency's current employees and is provided by the agency. An eligible employee is full- or part-time permanently employed, non-political, non-seasonal, and onboard with their agency as of October. Survey eligibility is determined by the Enterprise Human Resources Integration (EHRI) personnel database. EHRI is a collection of personnel data submitted to OPM by agencies (usually through a shared service provider) and maintained by OPM. The survey team does not have control over what is submitted to or contained in the EHRI system.

**The purpose of the roster is to collect information that OPM cannot access through EHRI,** such as current, valid email addresses and organization codes for each employee. Detailed information on how the roster is used is outlined in the next section.

Each roster **MUST** contain the following pieces of information for each employee:

- Social Security Number (or alternative unique ID by request)\*
- Employee First and Last Name
- Work Email
- Organization Code (for agencies including breakouts below the overall agency level)

**Role of Agency POC**  
**Manage the Employee Roster.**  
The agency POC will work internally to produce the employee roster and submits the roster to OPM.

### Employee Eligibility Criteria

Employee eligibility for participation in the OPM FEVS is based on the following criteria: full- or part-time permanently employed, non-political, non-seasonal, and onboard with their agency as of October of the previous year. Appendix A includes the TOA and work schedule codes for OPM FEVS eligibility. The survey team uses OPM’s Enterprise Human Resources Integration (EHRI) personnel database to determine if employees meet the eligibility criteria.

**The October cutoff date for inclusion is not specific to a particular date within the month.**

Agency personnel data is submitted to EHRI monthly. Depending on when the personnel data is submitted to OPM it is possible that some otherwise eligible employees may be missed. For example, if OPM receives the personnel data from your agency at the start of October then anyone brought onboard after that submission would not be included until the November submission. Because we rely on EHRI data, employees in this situation are not considered eligible to participate.

**NOTE: Employee personnel data in EHRI is the basis for eligibility determinations, not the employee roster provided by agencies. The roster is used to collect information such as valid email addresses and organization codes.**

### Organization Codes

This requirement applies to agencies that include breakouts below the overall agency level. All employees in the roster must have an organization code assigned to them if the agency would like reports below the agency level. Organization codes or “org codes” are used to identify where employees work and match individuals from the employee roster to the different work units identified in the organization map (the organization map is described in detail below). **THE ORG CODES USED IN THE ROSTER MUST CORRESPOND TO THOSE IN THE ORGANIZATION MAP YOU PROVIDED.** If your org codes do not match those in the organizational map, your agency reports will be incorrect.

The source of the org codes varies by agency – some use codes that are maintained by HR offices, some are from payroll, and some may be created just for the OPM FEVS. Leadership in your agency must determine the most appropriate and efficient way to map your organization and identify where employees work. This information is used to provide reports to guide leadership in making workforce decisions.

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\* If your agency has a policy against transmitting SSNs, the survey team can send a list of employees in your agency via the OPM Secure Messaging Portal (SMP). This file will contain the SSN and a unique ID number for each employee. After using SSN to identify and merge the required information (email, org code, etc.) you can remove SSN prior to transmitting the file back to OPM via the portal. Be sure to retain the unique ID field, which OPM uses to merge the information you provide back to a central OPM FEVS database.

## Submitting the employee roster

**Please note: for 2020 there is a new process for sending us information containing PII.** To submit your employee rosters, or any other files that include PII, you will need to use the OPM Secure Messaging Portal (SMP). This method is very similar to typical web-based email services like Hotmail, Gmail, etc. When you're ready to send your files to us, let your OPM POC know and they will get things started.

Your OPM POC will send you a secure message through the SMP. You should receive an email shortly afterward from **securemail@opm.gov** with the subject text *"You have received a secure message"* with a link in the body to view the secure email.

When you click the link in message you will either be taken to a log in page or a page to set a password – it depends on whether or not you've been in the Secure Messaging Portal before. Follow the instructions on the site and log in to see the message that your OPM POC sent you.

***To send us your roster and other PII documents, reply to the message in the SMP from your OPM POC and attach the documents. They will be sent directly to your OPM POC securely.***

Note: if you do not receive the email from **securemail@opm.gov** and instead get the email from your OPM POC, it likely means that your agency is not setup to exchange secure emails directly with OPM. If that is the case, you will need to reach out to your IT security group and find out how to send secure documents back to OPM.

## II. Organization Map

Organization maps are required from agencies that want breakouts below the overall agency level. Organization maps or "org maps" are a representation of how your agency is structured. In the org map, we need to be able to see the names of the components that make up your agency, the organizational hierarchy of those components, and the org code(s) associated with each component listed. All org maps should be sent to OPM in an excel format. **New this year, we have provided a template for agencies to use.** Please see the excel file attached to the email that sent this guide. You must follow the template for your submissions. Failure to do so will result in delays in processing your maps.

**THE COMPONENTS YOU IDENTIFY AND THEIR ORGANIZATIONAL HIERARCHY IN THE MAP WILL DETERMINE THE REPORTS YOUR AGENCY RECEIVES AT THE END OF THE SURVEY. THINK OF THE MAP AS YOUR "REPORTING STRUCTURE."**

Each map **MUST** have the following elements:

- **Structure:** We need to know how your agency's work components are organized in the hierarchy. You may hear OPM refer to components in your agency as "agency level", "level 1", "level 2", etc. Agency level refers to the overall agency, level 1 are the components right under agency level, level 2 are components under each level 1 component, and so on, for as many as 9 levels down in the hierarchy.
- **Organization Codes:** Each component on your map needs to have a corresponding **UNIQUE** org code. Because these codes are used

### **Role of Agency POC**

#### **Manage the Organization Map.**

If your agency is including breakouts below the agency level, the agency POC will work internally to create their agency's organization map and corresponding organization codes. POC's will submit this information to OPM.

to match individuals from your employee roster to their appropriate work unit in the map, the organization codes used in the map must be the same as the organization codes used in the employee roster.

- **Component Names:** We need to know the name of each component for reporting purposes. Providing accurate component names is the responsibility of each agency. OPM uses the names provided by the agency for reports.
- **Short Names:** If any component name is more than 50 characters long, it will not fit on some reports. You will need to provide a shorter name of 50 or fewer characters.
- **Acronyms:** These are not required for every component, but are required for either of the following scenarios:
  - If any component has subcomponents underneath it, we need an acronym for it.
  - If a component is a first level component (components directly under overall agency level), we will need an acronym for it.

Below is an example of what an ideal org map would look like:

SHORT NAME	ACRONYM	ORG CODE	1ST LEVEL	2ND LEVEL	3RD LEVEL
	SCD	SC	Service Center Division		
Branch East	SCDEC	SCE		Service Center East Coast Branch	
		SCEA			HQ
		SCEB			Field
Branch West	SCDWC	SCW		Service Center West Coast Branch	
		SCWA			HQ
		SCWB			Field

This design is ideal because it meets all four of our needs:

- The structure shows the components as **hierarchically organized**.
- Each component has **at least one unique org code** assigned to it.
- **Full name** of each work unit is provided, and **short names** where appropriate.
- **Acronyms** are provided for the first level component and anything with subcomponents.

### Multiple Org Codes: Collapsing, Regrouping, or Rolling Up

In some cases, agencies may want to combine lower level components for reporting purposes. These are cases where a component has more than one org code associated with it, or you want to combine two or more components. In these cases, it is **very important** that you:

- **Include all the codes** associated with each component on your map.
- Put all the codes that should be combined **in the same location of the map** and **indicate which codes are supposed to be combined**.

Writing a note off to the side indicating which codes should be combined is ideal, and doing something else, like adding colors, is extremely helpful for identifying these groupings. The components and/or codes you want to combine should all be located in the same place on your map to help us make sure nothing gets missed. An example is provided below:

ORG CODE	1ST LEVEL	2ND LEVEL	NOTES
BR	Division Level		
BR1		Branch 1	Combine these three into a new component called "Northern Branches"
BR2		Branch 2	
BR3		Branch 3	
BR4		Branch 4	Combine these three into a new component called "Southern Branches"
BR5		Branch 5	
BR6		Branch 6	

### III. Agency Specific Items

Each agency has the option of adding **up to 8** of their own survey items to the end of the OPM FEVS. Agency specific items (ASIs) cannot be open-ended. Note: ASI results are **not** trended in OPM FEVS reports, but are available in the Analysis on Demand tool (see Online Reporting and Analysis Tool section below for more information).

#### Sample topics that can be covered with ASIs

We recommend that you ask agency leadership about topics that would be beneficial to agency planning. Some example topics from existing items are:

- Expanding on topics touched on by the OPM FEVS, such as relationship with supervisor
- Specific challenges faced by the agency
- Participation in specific training programs
- Additional demographic items not covered by the OPM FEVS

Further guidance related to ASIs is sent via email when ASIs are requested from agencies.

## Agency Reviews Files from OPM

After the organization maps and employee rosters are processed, OPM will provide the files outlined below to agency POCs for their review. These files serve as a tool for agencies to ensure all information is accurate.

- Lists of Ineligible Employees
- Missing, Mismatches, and Duplicates
- Sample Plan

Files for review are provided on a rolling basis. The files are helpful points for double checking information. However, late submissions or corrections in rosters or maps can result in a lack of time to provide these files for review. Please submit your information quickly to ensure you receive a file for accuracy checking.

**Role of Agency POC**  
**Review the Agency Review files.** It is the agency's responsibility to notify their OPM POC immediately if any issues are found.

### I. Lists of Ineligible Employees

Each year the survey team categorizes employees as eligible or ineligible to participate based on personnel records in EHRI. In an effort to limit/correct errors we provide agencies a list of employees who are categorized as ineligible. There are four possible reasons for ineligibility:

- Non-Permanent
- Not Full- or Part-time
- Political Appointee
- Seasonal Employee

### II. Identify Missing, Mismatches, and Duplications

It is very common for there to be a small number of mismatches between employees listed in EHRI and those on the agency roster, duplicate records, missing emails, and mismatches between the roster and org map. The survey team will provide a list of:

- Employees who appear in EHRI but not in the Agency Roster
- Employees who appear in the Agency Roster but not in EHRI
- Missing or invalid email addresses
- Duplicate employee records on the agency roster if their org codes differ
- Employees whose org code did not match to the org map ("work unit undefined")

With your help we will make every effort to reconcile the differences and fill in missing information prior to the close of the survey.

### III. Review Sample Plan

This document provides a final review of several important pieces of information:

- Work Unit – the list of the work units we have identified and matched employees to. Allowing you to see if the organization/hierarchy is accurate.
- Eligible Population – the count of eligible employees in the work unit.
- Sample Rate
- Count of Emails & Email Match Rate – the count and percentage of people in the corresponding work unit that have a valid email address.

## Communicate to Employees about the Survey

Each year OPM creates a Communication Guide and distributes it to agency POCs prior to the survey. The Guide is a valuable resource and includes information on how to create an agency communication plan, fundamentals about communication, sample communication ideas, and includes a sample OPM FEVS communication plan. The success of the survey depends upon recognizing that communication should be an ongoing and iterative process.

### I. Communications Guide

This Communications Package will be provided to you by your OPM POC. The guide was designed to help your agency create communication themes and marketing ideas to maximize employee participation. Effective and continuous communication with employees is critical in ensuring a successful survey effort for your agency. These ideas are offered as a resource and represent a collection of multiple best practices across agencies.

### II. IT Specifications Shared with Agencies

Prior to the survey administration OPM provides the agency POC with the IP addresses, email address, and subject lines that will be used when sending out the OPM FEVS. It is critical that each agency POC works with their IT group in advance of the survey to ensure they have the IP addresses and other technical information needed so that OPM emails (i.e., invitations and reminders) are not blocked by the agency.

#### Testing Email Delivery

Agencies are given the option to test email delivery of the survey invitation. This will allow agencies to test whether or not they receive the survey invitation and also if they can connect to the survey platform. The test surveys will be sent from the appropriate OPM FEVS mailbox.

**FAILURE BY THE AGENCY TO ADDRESS THESE ISSUES BEFORE THE SURVEY CAN RESULT IN TECHNICAL DELAYS.**

### III. Launch Dates

As the survey administration approaches your OPM POC will share with you the date the OPM FEVS will launch at your agency. This date is determined by OPM as multiple factors go into determining launch dates.

## Survey Administration

The survey administration takes place in two waves; OPM assigns agencies to each wave. Every agency has a six-week field period, which allows sufficient time to support employee participation in the survey, and account for any technical issues or delays that may arise. OPM sends an initial invitation, 5 reminder emails, plus a final reminder sent the day before the survey closes. The timeline below covers the field period, and more in depth information is provided for these topics on the following pages.

**Role of Agency POC**  
**Coordinate with OPM FEVS POC.** OPM will share administration information and dates with the agency POC. The agency POC should share information and dates internally.

→ **May – June:**

- I. The Survey Invitation and Reminder Email Process
- II. Response Rate Website Access
- III. OPM FEVS Helpdesk
- IV. The EVS Mailbox

### I. The Survey Invitation and Reminder Email Process

Emails will be sent from an agency-specific OPM email address with the format “EV(2 letter code)@opm.gov.” OPM provides this information to the agency POC prior to launch. Please see Appendix B for a listing of OPM FEVS agency email addresses. Each survey invitation and reminder email contains the following:

- The employee’s unique link to the survey. Each survey link is unique to the individual receiving it and the survey can only be completed once. If someone forwards their invitation and someone else completes their survey, they will need to contact the Helpdesk and have their survey “reset” to clear previous responses.
- Contact information for the OPM Helpdesk
- Subject line says “2020 OPM Federal Employee Viewpoint Survey”

**Emails sent on rolling basis each day.** OPM processes a high volume of emails each day throughout the administration and agency surveys are sent throughout the day. OPM cannot provide a specific timeframe for surveys to be sent in a particular agency due to the significant number of emails being sent governmentwide.

**Weekly reminder email schedule.** Reminder emails are typically sent on the same day of the week that the initial invitation was sent. For example, if the agency launched on a Tuesday, the reminder emails will be scheduled to go out on Tuesdays. Please note that technical issues can cause this to change at any time, so communications with employees about when to expect reminder emails should be more general in nature.

**Closing of the OPM FEVS.** Surveys are typically scheduled to close at 11:59 PM EST on the closing date scheduled for each agency. A final reminder is sent to all employees who have not yet completed the survey the day before the survey is scheduled to close.

## II. Response Rate Website Access

OPM FEVS Response Rate Website: <https://www.fevsresponserates.com/Default.aspx>

Early in the survey administration (post launch), each agency POC will receive login credentials to access the response rate website. This website allows agencies to monitor their response rates on a daily basis, with features including the ability to compare “to date” response rates from the previous year and view response rates down to level 2 of the agency (where applicable) according to the agency organization map. It is intended to help you and your leadership support participation in the survey.

**Role of Agency POC**  
**Manage access to Response Rate website.**

**Frequency of updates.** The information that populates the response rate website is updated hourly.

**Granting access to others.** Agency POCs are the administrator for their agency account, meaning they can grant access to others in the agency by clicking on the “users” tab near the top of the page. Access can be granted for the agency overall or a specific component of the agency.

**Note:** the response rate website includes interim response rates, but does not display final response rates. Final response rates are calculated after the survey administration period has closed and are made available to agencies through the Online Reporting and Analysis Tool (more information on the Online Tool is available in the Post Survey Administration section). The response rate website is only active during the survey administration period.

## III. OPM FEVS Helpdesk

OPM provides an OPM FEVS Helpdesk to agencies during the survey administration to handle employee inquiries about the survey. Examples of some common inquiries include questions about eligibility, confidentiality, locating the survey invitation, etc.

**How to contact the Helpdesk.** The Helpdesk can be contacted by email. The contact information is provided to agencies prior to launch, but is also contained in each survey invitation and reminder email, as well as on the bottom of each page of the survey itself. Agencies may also include (and are encouraged to include) the contact information in internal communication materials, as it is provided in the Communication Guide that OPM sends to agencies before the survey launches. The email format for the Helpdesk is EV(2 letter code)@OPM.GOV and can be found in Appendix B. **The Helpdesk email is only monitored during the OPM FEVS administration period.**

**Average response time.** High volumes of inquiries are managed governmentwide using the helpdesk, so turnaround times for responses are generally within 48 hours.

## IV. The EVS Mailbox

Not to be confused with the OPM FEVS Helpdesk, the EVS mailbox ([evs@opm.gov](mailto:evs@opm.gov)) is managed by the OPM survey team and is available year round to respond to inquiries related to the OPM FEVS. During the OPM FEVS administration employees should be directed to the OPM FEVS Helpdesk (**not** the EVS mailbox) with any survey questions.

## Post-Survey Administration

Post-survey administration occurs once the survey has closed. This timeframe is critical for keeping employees informed as well as sharing results and actions.

- **June (survey close) - late fall:**
  - I. Communicate with Employees
  - II. Reports
  - III. Online Reporting and Analysis Tool
  - IV. Other helpful websites

### I. Communicate with Employees

Employees responded to agency requests and took the time to give their feedback and voice their opinions. It is critical to share the information from reports, not only with leadership, but also with employees.

### II. Reports

Reports are provided to agencies on a rolling basis starting in the fall. All reports are accessible to agency POCs via the OPM FEVS Online Reporting and Analysis Tool, described in the next section. The sequence of reports can change year-to-year depending on stakeholder input. A report rollout schedule is provided after the OPM FEVS administration has ended.

***NOTE:** The reports listed below are based on the 2019 OPM FEVS and are subject to change in 2020.*

**Role of Agency POC**  
**Coordinate with OPM FEVS POC.** OPM will share report rollout dates and other key pieces of information. The agency POC should share information and dates internally.

- **Governmentwide Management Report**

This report provides an overview of the governmentwide results. The report includes item results, index scores, information on who responded to the survey, survey updates, and other special topics.

- **Agency Management Report (AMR)**

This report provides an overview of agency survey results and enables agencies to easily identify issues and take action for improvement. It includes item results, index scores, a “Decision Aid” tool, and relevant comparisons to help with interpretation of the results. (The Small Agency Management Report (SAM) is distributed to small agencies).

- **All Levels, All Indices, All Items Report**

The purpose of this report is to provide a comprehensive summary of all OPM FEVS items and index scores for subagencies with at least 10 respondents in a Microsoft® Excel® spreadsheet.

- **Subagency Comparison Report**

This report provides the results of all the offices that report to the same “parent” office. This report is only created when there are two or more sub-offices that both have at least 10 responses.

- **Subagency Breakout Report**  
This report displays survey results for a single office so long as it has at least 10 responses.
- **Occupational Series Reports**  
This report allows for the comparison of occupational series and families at the agency level.
- **Annual Employee Survey (AES) Report**  
This report is a Microsoft® Excel® spreadsheet with a breakdown of agency and first level results. It also includes trends from previous OPM FEVS administrations.

### III. Online Reporting and Analysis Tool

OPM provides reports to agencies through an online reporting and analysis tool. It is a password protected tool for agency points of contact to access agency specific and governmentwide reports. In addition, a feature of the tool – Analysis on Demand – enables agency users to run queries of their survey data beyond what is provided to them in their reports from OPM. These customized reports and analyses may be useful for data analysis and action planning. The Online Tool can be accessed at <https://www.dataexplorer.com>.

**Role of Agency POC**  
**Manage access to the Online Reporting and Analysis Tool.**  
As the agency POC you have admin access and can grant others within your agency access to the site.

Questions and feedback for this online tool can be sent to [EVS@opm.gov](mailto:EVS@opm.gov).

### IV. Other Helpful Websites

The websites below are additional resources that agency POCs may want to familiarize themselves with.

#### OPM FEVS website

Agencies and the general public can access governmentwide data reports, as well as special topic reports produced from the OPM FEVS. This website includes results from the 2004 administration of the survey to the present. Access the OPM FEVS website at [www.opm.gov/FEVS](http://www.opm.gov/FEVS).

#### Public Release Data File (PRDF)

A public use data set is available for the OPM FEVS and can be requested by completing the form available at: [www.opm.gov/fevs/public-data-file](http://www.opm.gov/fevs/public-data-file). The PRDF generally becomes available after all the OPM FEVS reports have been released.

#### FedScope

OPM's FedScope is an online publicly available tool which allows users to access and analyze HR data from OPM's Enterprise Human Resources Integration (EHRI). Access this site using the following link: [www.fedscope.opm.gov](http://www.fedscope.opm.gov).

## Appendix A: TOA and Work Schedule Codes for OPM FEVS Eligibility

### Type of Appointment (TOA) Codes for Ineligible Employees:

20- Nonpermanent (Competitive Service Nonpermanent)

40-Excepted Service Nonpermanent - Schedule A

42-Excepted Service Nonpermanent - Schedule B

44-Excepted Service Nonpermanent - Schedule C

45-Excepted Service Nonpermanent - Schedule D

46-Excepted Service Nonpermanent - Executive

48-Excepted Service Nonpermanent – Other

60-Senior Executive Service - Limited Term

65-Senior Executive Service - Limited Emergency

### Type of Appointment (TOA) Codes for Eligible Employees:

10-Career (Competitive Service Permanent)

15-Career-Conditional (Competitive Service Permanent)

30-Schedule A (Excepted Service Permanent)

32- Schedule B (Excepted Service Permanent)

35- Schedule D (Excepted Service Permanent)

38-Other (Excepted Service Permanent)

50-Career (Senior Executive Service Permanent)

55-Noncareer (Senior Executive Service Permanent)

### Work Schedule (WORKSCH) Codes for Ineligible Employees:

G - Full-time Seasonal

I - Intermittent Nonseasonal

J - Intermittent Seasonal

Q - Part-time Seasonal

S - Part-time Job Sharer Nonseasonal

T - Part-time Job Sharer Seasonal

### Work Schedule (WORKSCH) codes for Eligible Employees:

F - Full-time

P - Part-time

R – Phased Retirement

## Appendix B: OPM FEVS Agency Email Address

The OPM FEVS invitation and reminder emails will be sent from an agency-specific OPM email address with the format “EV(2 letter code)@opm.gov.” OPM provides this information to the agency POC prior to the launch of the survey. Below is a full listing of OPM FEVS agency email addresses used for the survey.

Agency Name	OPM FEVS Email
Broadcasting Board of Governors	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
Court Services and Offender Supervision Agency for the D.C.	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
Department of Agriculture	<a href="mailto:EVAG@OPM.GOV">EVAG@OPM.GOV</a>
Department of Commerce	<a href="mailto:EVCM@OPM.GOV">EVCM@OPM.GOV</a>
Department of Defense (except Air Force, Army, and Navy)	<a href="mailto:EVDD@OPM.GOV">EVDD@OPM.GOV</a>
Department of Education	<a href="mailto:EVED@OPM.GOV">EVED@OPM.GOV</a>
Department of Energy	<a href="mailto:EVDN@OPM.GOV">EVDN@OPM.GOV</a>
Department of Health and Human Services	<a href="mailto:EVHE@OPM.GOV">EVHE@OPM.GOV</a>
Department of Homeland Security	<a href="mailto:EVHS@OPM.GOV">EVHS@OPM.GOV</a>
Department of Housing and Urban Development	<a href="mailto:EVHU@OPM.GOV">EVHU@OPM.GOV</a>
Department of Justice	<a href="mailto:EVJI@OPM.GOV">EVJI@OPM.GOV</a>
Department of Labor	<a href="mailto:EVDL@OPM.GOV">EVDL@OPM.GOV</a>
Department of State	<a href="mailto:EVST@OPM.GOV">EVST@OPM.GOV</a>
Department of the Air Force	<a href="mailto:EVAF@OPM.GOV">EVAF@OPM.GOV</a>
Department of the Army	<a href="mailto:EVAR@OPM.GOV">EVAR@OPM.GOV</a>
Department of the Interior	<a href="mailto:EVIN@OPM.GOV">EVIN@OPM.GOV</a>
Department of the Navy	<a href="mailto:EVNV@OPM.GOV">EVNV@OPM.GOV</a>
Department of the Treasury	<a href="mailto:EVTR@OPM.GOV">EVTR@OPM.GOV</a>
Department of Transportation	<a href="mailto:EVTD@OPM.GOV">EVTD@OPM.GOV</a>
Department of Veterans Affairs	<a href="mailto:EVVA@OPM.GOV">EVVA@OPM.GOV</a>
Environmental Protection Agency	<a href="mailto:EVEP@OPM.GOV">EVEP@OPM.GOV</a>
Equal Employment Opportunity Commission	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
Federal Communications Commission	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
Federal Deposit Insurance Company	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
Federal Energy Regulatory Commission	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
Federal Trade Commission	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
General Services Administration	<a href="mailto:EVGS@OPM.GOV">EVGS@OPM.GOV</a>
National Aeronautics and Space Administration	<a href="mailto:EVNN@OPM.GOV">EVNN@OPM.GOV</a>
National Archives and Records Administration	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
National Credit Union Administration	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
National Labor Relations Board	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
National Science Foundation	<a href="mailto:EVNF@OPM.GOV">EVNF@OPM.GOV</a>
Nuclear Regulatory Commission	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
Office of Management and Budget	<a href="mailto:EVBO@OPM.GOV">EVBO@OPM.GOV</a>
Office of Personnel Management	<a href="mailto:EVOM@OPM.GOV">EVOM@OPM.GOV</a>
Pension Benefit Guaranty Corporation	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
Railroad Retirement Board	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>

Agency Name	OPM FEVS Email
Securities and Exchange Commission	<a href="mailto:EVLI@OPM.GOV">EVLI@OPM.GOV</a>
Small Business Administration	<a href="mailto:EVSB@OPM.GOV">EVSB@OPM.GOV</a>
Social Security Administration	<a href="mailto:EVSZ@OPM.GOV">EVSZ@OPM.GOV</a>
U.S. Agency for International Development	<a href="mailto:EVAM@OPM.GOV">EVAM@OPM.GOV</a>
U.S. Army Corps of Engineers	<a href="mailto:EVAC@OPM.GOV">EVAC@OPM.GOV</a>
U.S. Marine Corps	<a href="mailto:EVMR@OPM.GOV">EVMR@OPM.GOV</a>
All Small/Independent Agencies (fewer than 800 employees)	<a href="mailto:EVSI@OPM.GOV">EVSI@OPM.GOV</a>

# **OPM Federal Employee Viewpoint Survey Communications Guide**

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# Communication Guide

## Overview

Communication plays a very important role in the success of the OPM Federal Employee Viewpoint Survey (OPM FEVS). This Communications Package is intended to present ideas for designing communication materials for the OPM FEVS administration. These ideas are offered as a resource and represent a collection of multiple best practices across agencies.

All ideas included in this guide are not official OPM directives. While ideas include good practices to implement, they should be used as starting points only and tailored to meet the unique needs of your own agency.

The following document should be used as a guide for creating communication themes and marketing ideas to maximize employee participation. Effective and continuous communication with employees is critical in ensuring a successful survey effort for your agency. Examples of key efforts include:

- Before the survey: tell employees about the timing of the survey and the value of their feedback
- During the survey: send out reminders and hold activities to increase participation
- After the survey: discuss and share agency results and actions

## Remember you cannot over communicate!



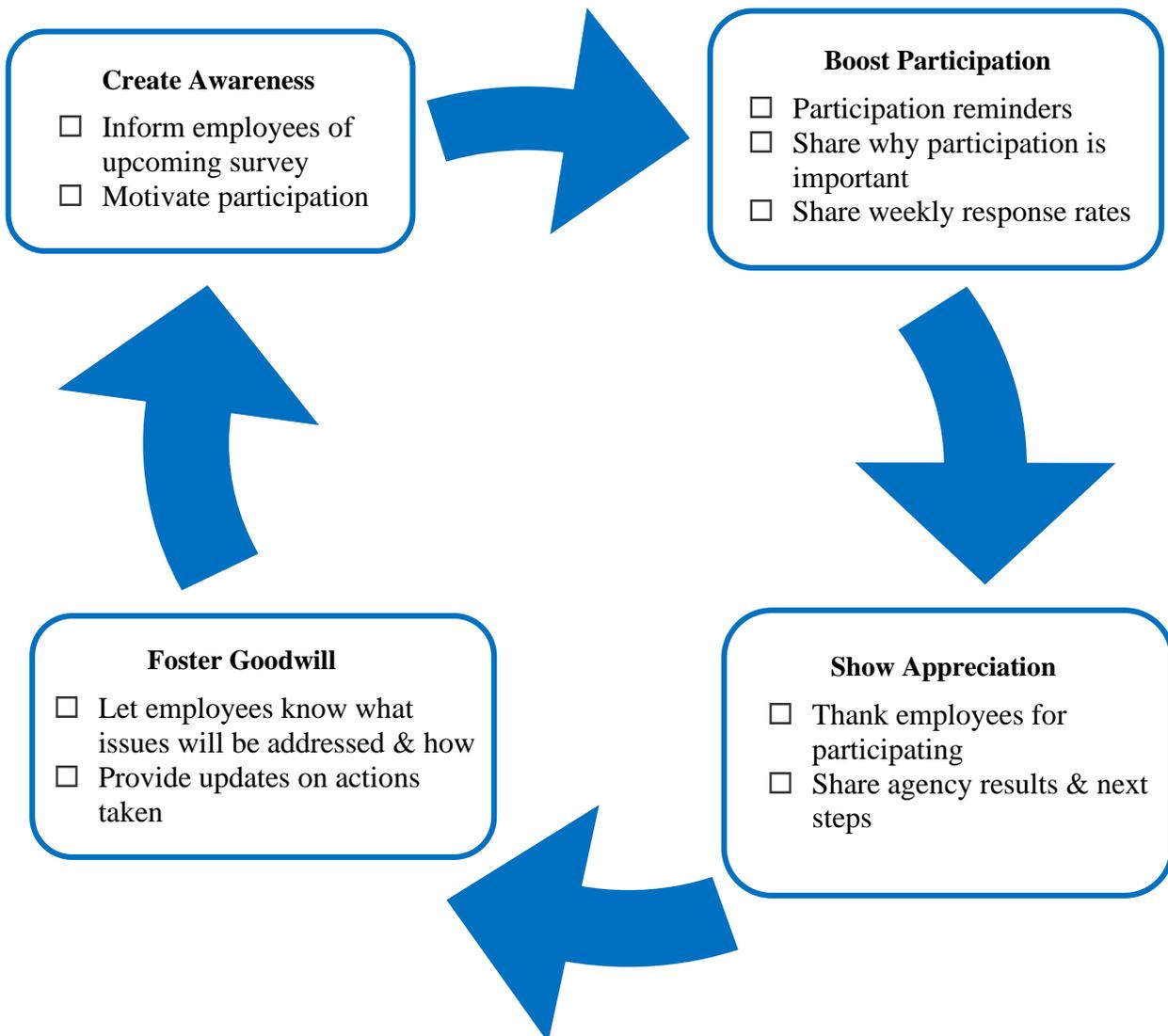
## Creating an Agency Communications Plan

There are several key points to remember when creating a communications plan:

- Promoting the OPM FEVS should begin several weeks prior to survey administration.
- Communication must continue throughout and after the survey administration period.
- Multiple modes of transmitting ideas and information should be used to reach the greatest number of people.
- **Communication is an ongoing and interactive process.**

There are multiple points in the administration cycle at which communicating with your employees is particularly critical for an effective survey process. These essential points are outlined in the diagram below (Figure 1) and more detail is provided in Table 1.

**Figure 1: Four Major Stages of OPM FEVS Communications**



Outlined below are four primary periods of communication related to the OPM FEVS. We recommend using this as a guide for planning your agency’s communication strategies.

Remember:

- Communication about the OPM FEVS should start early and occur often.
- While some specific information comes from OPM, agencies should not wait for this information to inform employees of the upcoming survey and to motivate them to participate.

**Table 1: OPM FEVS Campaign Communication Stages**

	<b>Create Awareness</b>	<b>Boost Participation</b>	<b>Show Appreciation</b>	<b>Foster Goodwill</b>
<b>Timeline</b>	Pre-Survey/OPM FEVS Kickoff	During OPM FEVS administration	After OPM FEVS closure	Continuous
<b>Opportunity</b>	<p><b>Create Awareness!</b></p> <p>Employees must know the survey is coming and leadership supports it.</p>	<p><b>Provide Motivation!</b></p> <p>For some employees, the opportunity to provide input is welcomed. For others, increased participation only occurs with additional motivation.</p>	<p><b>Thank Employees!</b></p> <p>Employees are taking time out of their workday to offer feedback. It is important that they to know their responses will be used.</p>	<p><b>Be Transparent!</b></p> <p>Tell employees about actions taken in response to their feedback. Transparency also builds trust and future participation.</p>
<b>Communication &amp; Key Messages</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide dates survey is available and email address sending the survey</li> <li><input type="checkbox"/> Describe survey eligibility criteria</li> <li><input type="checkbox"/> Advise employees to watch for their email invitation</li> <li><input type="checkbox"/> Explain why participation in the survey matters</li> <li><input type="checkbox"/> Update and inform employees of agency specific goals related to the OPM FEVS</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Remind employees of when the OPM FEVS will close</li> <li><input type="checkbox"/> Send weekly updates on agency response rate to all staff</li> <li><input type="checkbox"/> Generate friendly competition by comparing office participation rates</li> <li><input type="checkbox"/> Reiterate why OPM FEVS participation matters</li> <li><input type="checkbox"/> Update employees on OPM FEVS related activities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Thank staff for responding to the OPM FEVS</li> <li><input type="checkbox"/> Inform staff when results are available</li> <li><input type="checkbox"/> Share how OPM FEVS results are used</li> <li><input type="checkbox"/> Pledge to communicate to employees when results arrive</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Share agency and component level data</li> <li><input type="checkbox"/> Share plans about actions to improve in response to OPM FEVS results</li> <li><input type="checkbox"/> Notify employees about the outcomes of any actions taken due to the OPM FEVS</li> </ul>
<b>Communication Examples</b>	Announcements in the agency’s Intranet site, newsletter, town hall meetings. Posters in common areas	Memo from management encouraging staff. Public progress tracker. Use the FEVS banner in communications.	Send a thank you for participation in an email to all staff.	Publicly post survey results. Share results with all employees.
<b>Key Voices</b>	Senior leadership	Middle management Supervisors	Senior leadership	Senior leadership
<b>Key tools</b>	Email, intranet, signage	Team meetings, email, intranet, word of mouth	Email	Email, town halls, intranet

# Connecting Communication to a Communications Plan

## Communications and Relationships

**Focus communication from those leaders with the most employee contact: mid-level managers and supervisors.**

Building multi-level communications leverages your senior leaders' voice but also includes mid-level managers and supervisors. These individuals have a stronger relationship and more personal connection to a larger number of employees. They are also usually more connected to the day-to-day activities in an organization and are in a better position to make changes that employees will experience.

### Ways to do this:

#### Develop a multi-tiered communications approach

- Matrix your messaging to help disseminate your message across multiple communication channels.
- Keep all messaging on a consistent theme.
- Develop a message map that includes specific messages for the various groups in your audience.
- Vary the tone and focus of the messages to the different levels or functions of the people you intend to reach.
  - For example, send a message to your supervisors on how to talk about a subject, while simultaneously sending a message to all staff about a topic that supervisors can build upon.

#### Include the best voices in the conversation

- Look for non-traditional audiences and influencers – they may not be the heads of their organizations.
  - For example, using special interest groups, peer and functional advisory groups, or training cohorts to communicate to employees about the importance of participating in the OPM FEVS.
- Generating the messaging from multiple sources is an important and effective communication strategy.

#### You cannot over-communicate

- Just when you think people are tired of the message you are trying to convey, it's just really starting to sink in.
- Substantial effort is needed to saturate an audience with the message you want them to hear.
- Use multiple communication channels to reach your employees about the FEVS such as:
  - Email/Intranet
  - Building signage or posters
  - Video
  - Social media

## Create Engaging Content

To help your content stand out, ensure that it is memorable and easy to consume. Incorporate graphics to help your audience remember your message.

### Ways to do this:

#### Plain Language

- More people will understand your message if jargon and specialized language or acronyms are avoided.
- Tips and best practices are available at [www.plainlanguage.gov](http://www.plainlanguage.gov)

#### Plan first, write second

- Create content only after deciding where and how you want to distribute your message.
- Make sure your content is channel appropriate.
  - Your message will be lost if it is too long or too complex for its delivery method.

#### Move beyond email

- Use a variety of communications tools to add impact. The average office worker is estimated to receive over 120 emails every day.
  - Videos, audio recordings, infographics, and posters are just a few ways to make your message more memorable.

#### Write content for specific audiences

- Create content strategies around different communication personas
  - Personas are fictional characters created to represent different audiences
  - Consider deepening your understanding of your audience by learning persona descriptors such as job description, location, etc.

#### Command attention

- Package data and information with visuals that capture attention.
- Think critically about what you want to communicate to achieve more creative solutions.
  - Challenge communications teams by making it commonplace to ask, "Can we create an interesting visual component to complement or replace written text?"

#### Think from the outside-in

- What is going on in your industry beyond your agency that sparks employees' interest?
  - Relating internal content to external topics can help connect employees to their jobs, their agency's mission, and larger communities.

## Helpful Information

### OPM FEVS Tagline and Signature Block

The survey tagline “**Empowering Employees. Inspiring Change**” can be used. In your communication plans or marketing efforts, you may want to incorporate this important message of change. The tagline is displayed on the survey, many reports, websites, and other types of OPM FEVS communications.

Adding an icon under a signature block is a great way to promote and increase awareness of the survey, encourage employee participation, and show how important employee feedback is to the agency.

- The survey banner below can be placed under a signature block and used on OPM FEVS related communications distributed throughout the agency.



### IT Specifics

To ensure a smooth OPM FEVS administration, coordination with your agency IT is required. Do this early in the cycle to facilitate a successful survey administration. OPM will be forwarding the IP addresses, email address, and subject lines that will be used for the OPM FEVS. In addition to working with IT, inform employees of the email address and subject lines that will be associated with the OPM FEVS so they know the message is legitimate. We have provided some information below that you can use to plan. More detailed information will be coming separately.

The survey links will start with this URL <https://feedback.opm.gov>. Survey links will start with this path and include directories and files.

#### **Subject line:**

2020 OPM Federal Employee Viewpoint Survey

### Important FEVS Information to Know

You may want to include the following information with your communications:

#### Purpose

- Explain the importance of employee participation to your agency.
- Provide examples of how the agency has used results to make improvements

#### The survey is voluntary and confidential

- OPM does not provide the agency with individual responses. Results are reported in aggregate form.

A contact at your agency if employees have any questions

#### Sample versus Census

- If the survey is being administered at your agency as a sample let employees know that not all employees will receive a survey. Communicate that while all employees' opinions are important the survey was sent to a randomly selected number of employees during the current year. Encourage selected employees to participate. Remind all employees they will have an opportunity to participate in future OPM FEVS administrations.

#### Eligibility

- Full-time or part-time, permanent, non-seasonal employees are eligible to participate in the survey.

#### Timeline

- Survey launch and close dates provided by OPM

#### Method

- Web survey
- Employees will receive e-mail invitations to participate from OPM
  - **The email invitation should NOT be forwarded**

## Other OPM FEVS FAQs

### **What is the purpose of this survey?**

The OPM Federal Employee Viewpoint Survey measures employees' perceptions of whether, and to what extent, conditions that characterize successful organizations are present in their agencies. The ultimate goal of the survey is to provide agencies with information to build strengths and improve challenge areas.

### **How long does it take to complete the survey?**

Participants should be able to complete the survey in approximately 20-30 minutes.

### **How do I know that my responses will remain confidential?**

Results reported to the agency will not allow the identification of individual responses in any way, and no identifying information will be used to match individual responses to employees or personnel folders. In no way will responses be used against any employee, and all information will be treated confidentially. Any data that could be used to identify specific individuals within a group will not be reported.

### **May I pass/forward the survey on to someone else to take?**

**No.** Each link to the survey is unique and cannot be used again after the survey has been completed. Please do not forward your link to any individuals or groups, because after the survey has been completed by one person, the link will no longer allow you to access the survey.

**Who do I contact if I have any technical issues?**

Please contact the OPM FEVS Help Desk by replying to the email invitation you received.

**How can I find out the results from previous surveys?**

Visit the OPM Federal Employee Viewpoint Survey website: [www.opm.gov/fevs](http://www.opm.gov/fevs)

**Why does the survey include demographic questions?**

The Federal Government is committed to promoting a diverse and inclusive workplace. Given that policy, demographic items are included in the survey. Your responses to these items are voluntary and confidential. Reports provided to your agency contain only data compiled from 10 or more survey respondents. Your responses cannot be uniquely identified nor linked to you personally by anyone in your agency. Your responses are used to enhance Federal Government leaderships' understanding of the diversity of the workforce.