



The Partnership for Public Service (PPS) created the Best Places to Work in the Federal Government (BPTW) rankings to provide the most comprehensive rating of employee engagement across federal agencies and their subcomponents (<https://bestplacestowork.org/>). They use the term employee engagement to refer to the satisfaction and commitment of the workforce and the willingness of employees to put forth discretionary effort to achieve results. The BPTW engagement score, calculated by the PPS and the Boston Consulting Group, determine the overall rankings. The index score is calculated using a proprietary weighted formula that looks at responses to three different questions in the OPM’s FEVS. The more the question predicts intent to remain, the higher the weighting.

- I recommend my organization as a good place to work. (Q. 23)
- Considering everything, how satisfied are you with your job? (Q. 42)
- Considering everything, how satisfied are you with your organization? (Q. 44)

The 2021 Best Place to Work scores can be compared to the 2020 scores, but because of the methodological changes made in 2020, it would not be appropriate to compare these scores to years before 2020.

The 2021 BPTW rankings include 503 federal agencies and their subcomponents: 17 large agencies, 25 midsize agencies, 29 small agencies and 432 subcomponents. BPTW groups agencies by workforce size to provide comparisons of agencies that may face similar management challenges.

Of the 17 large agencies:

Rank in 2021	Rank in 2020	Agency	BPTW Engagement Score 2021	BPTW Engagement Score 2020
8	7	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	67.9	71.4
10	10	Department of the Air Force	64.7	69.5
11	11	Department of the Army	63.7	69.2
12	9	Department of the Navy	63.2	69.9

Of the 432 subcomponents:

Rank in 2021	Rank in 2020	Agency	BPTW Engagement Score 2021	BPTW Engagement Score 2020
↑ 65	87	Office of the Inspector General	81.4	79.2
136	108	Defense Finance and Accounting Service	76.0	77
↑ 136	152	Defense Microelectronics Activity	76.0	74.3
148	127	Defense Logistics Agency	75.4	75.5
160	94	Defense Contract Audit Agency	74.8	78.2
↑ 166	335	Defense Media Activity	74.4	63.1
184	159	Defense Information Systems Agency	73.5	74
209	145	Defense Contract Management Agency	71.9	74.5
↑ 228	233	Defense Human Resources Activity	71.1	70.4

↑ 233	236	Missile Defense Agency	70.7	70.3
301	190	Defense Security Cooperation Agency	66.4	72.5
301	213	Defense Threat Reduction Agency	66.4	71.4
330	190	Uniformed Services University of the Health Sciences	63.7	72.5
335	315	Washington Headquarters Services	63.2	65.4
365	207	Joint Chiefs of Staff	60.7	71.7
393	352	Defense Health Agency	58.0	61.4
393	373	Defense Commissary Agency	58.0	57.2
395	283	Defense Counterintelligence and Security Agency	57.9	67.3
411	279	Department of Defense Education Activity	55.9	67.4
430	309	Defense Technical Information Center	43.9	65.7

Of the 432 subcomponents government wide, the Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities has 20 agencies. Of these, 5 agencies improved their ranking compared to 2020 Best Places to Work. It is worth to mention that Defense Media Activity went up from 335 to 166.

The Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities

Engagement and Satisfaction Score Trend by category

Scores by Category

Category	Rank	2021	2022
COVID: Employee Well-Being	6 of 14	88.2	90.0
Performance: Work Unit	7 of 14	86.3	
Performance: Agency	7 of 16	82.9	
COVID: Supportive Leaders	4 of 14	82.2	84.4
Effective Leadership: Supervisors	11 of 17	80.0	78.1
Employee Skills–Mission Match	7 of 17	75.0	77.3
Work–Life Balance	7 of 17	74.5	77.9
Teamwork	8 of 16	72.8	72.6
Effective Leadership	7 of 17	69.6	66.5
Pay	3 of 16	69.0	71.1
Innovation	6 of 17	67.2	68.8
COVID: Return to the Office	4 of 14		65.5
Recognition	7 of 16	62.5	64.0
Effective Leadership: Senior Leaders	7 of 17	59.3	61.2
Effective Leadership: Empowerment	5 of 17	58.9	60.5

4th Estate highest score by category is “COVID: Employee Well-Being” at 88.2 and the lowest “Effective Leadership: Empowerment” at 58.9. In terms of rankings, “Pay”, ranked 3rd out of 17 followed by “COVID: Return to the Office”, ranked 4th out of 17.

4th Estate lowest scores by category were “Effective Leadership: Senior Leaders” and “Effective Leadership: Empowerment” - both below 60%. In terms of rankings, “Effective Leadership: Supervisors”, ranked 11th out of 17.

Below are Score Trend by Category by 4th Estate Agency:

Category Score	Effective Leadership	Effective Leadership: Empowerment	Effective Leadership: Senior Leaders	Effective Leadership: Supervisors	Employee Skills–Mission Match	Pay	Teamwork	Innovation	Work–Life Balance	Recognition	COVID: Supportive Leaders	COVID: Employee Well-Being	COVID: Return to the Office	Performance: Work Unit	Performance: Agency
Joint Chiefs of Staff	68.1	58.1	58.2	77.5	67.8	76.9	71.7	65.3	73.4	56.8	74.1	82	57.6	87.4	81.9
Defense Security Cooperation Agency	71.1	58	57.5	84.3	76.2	71.8	72.2	79.9	73.8	69.7	83.5	87.8	61.8	90.9	86.1
Defense Contract Audit Agency	78.3	67.7	67	88.3	81.5	74.2	84.2	78.2	84.8	73.4	88.3	93.3	72.9	91.8	89.5
Uniformed Services University of the Health Sciences	68	58.5	59.1	77.5	75	55.8	71.7	65.1	70.9	65.7	83.8	88.6	74.8	89	83.1
Washington Headquarters Services	69.3	59.4	58.9	79.6	74.4	73.6	69.7	65.2	71.9	61.8	83	84.9	65.2	86	84.5
Missile Defense Agency	74.7	64.7	66.9	83.1	76.7	71.3	76.4	71.7	77.1	66.8	89.8	94.4	78.3	89.9	88.8
Defense Finance and Accounting Service	77.6	66.8	69.6	86.2	78.7	69.2	80.4	76.3	79.7	73.2	89.7	95.7	68.6	89.9	90.3
Defense Health Agency	63.4	50.7	54.2	72.8	70	54.7	66.1	61.1	68.8	51.9	76.5	83	60.6	82.4	76.5
Defense Contract Management Agency	75.9	64.1	64.9	86.3	77.4	66.1	77.8	70.1	80.6	68.5	88.1	92.5	69.3	88.7	87.2
Defense Technical Information Center	61.6	43.5	41	80	63.2	74.9	72.2	58.1	72.6	52.7	82.3	92.1	46.1	86.5	55.3
Defense Information Systems Agency	75.9	64.9	65.2	86.7	76.3	72.6	77.9	74.9	80.8	69.7	88.2	91.6	64.6	88.8	84.9
Defense Logistics Agency	74.8	65.9	64.9	84.6	78.5	72.4	78.7	71.8	80.2	69.3	86.5	90.3	68.9	90.3	89.6
Defense Counterintelligence and Security Agency	65.6	45.3	48.7	82.2	70.7	68.7	69.5	60.4	71.6	57.9	79.4	88.9	60.1	91.1	81.4
Department of Defense Education Activity	53.4	39.9	39.1	67.8	68.2	70.9	60.6	53.8	59.6	42.5	65.7	76.3	59.1	82.2	72.4
Office of the Inspector General	81.5	71.9	74.6	89.2	82.3	81.7	83.8	73.9	85.2	76.1	93.2	93.9	75.2	91.9	89.9
Defense Commissary Agency	57.6	51.7	49.4	65.5	71.1	62	57.8	55.6	63.6	48.7	70.1	82.5	53.5	71.3	66
Defense Human Resources Activity	74.4	64.5	62.8	86	77.4	78.8	77.3	73.5	73.9	69.6	91.5	94.9	72.5	89.6	87.8
Defense Threat Reduction Agency	71.5	58.1	61.8	81.7	74.6	70.4	73.4	70.4	79.9	67.1	84.3	90.4	74.9	86.9	85.9
Defense Microelectronics Activity	79	74.7	64.6	90.6	76.7	65.7	82.4	80.1	79.7	61.5	91	88.7	78.7	93	76.4
Defense Media Activity	78.7	65.8	66.2	92.2	77.4	77.4	79.3	77.6	79.9	72.7	92.9	92.5	71.4	90.8	90.3



Scores below 50%

The Best Places to Work in the Federal Government rankings do not just identify problems—they serve as the foundation for solutions. Federal leaders use the rankings as a roadmap to better manage our government’s most important asset: its people. Please, contact the data analysis team at LOB1 to work with you to analyze the root causes; identify themes and trends that exist in your data. We also examine the unique experiences of employees based on different demographics, occupations, GS-levels and lengths of employment to better address their specific issues. Additional resources can be found at <https://bestplacestowork.org/resources/>.

Berenice Eberhart DoD/DCPAS FEVS Program Manager 703-628-3200 (telework) berenice.l.eberhart.civ@mail.mil