2013 Smithsonian Employee Perspective Survey

Office of Policy and Analysis
Smithsonian Institution
October 2013

1. Smithsonian Employment Perspective Survey Background

The National Defense Authorization Act of 2004 mandated that all federal government agencies administer an annual survey of federal employee opinions containing questions prescribed by the Office of Personnel Management (OPM) (5 CFR Part 250). OPM administered the Federal Human Capital Survey (FHCS) to a sample of federal employees in the even years between 2002 and 2008. Beginning in 2010, OPM has administered the Federal Employee Viewpoint Survey (EVS) every year.

The Smithsonian Institution is a federal trust instrumentality. Nevertheless, it complies with federal laws with respect to budget and personnel matters falling under the Office of Management and Budget (OMB) and OPM. The first Smithsonian Institution-wide employee survey was administered in 2000, followed by surveys in 2002, 2004 and 2007 through 2013. Beginning in 2000, the Smithsonian Employee Perspective Survey (SEPS) was administered to both federal and trust employees. The 2013 Smithsonian Employee Perspective Survey (2013 SEPS) also went to Smithsonian Enterprises (SE) employees and the Smithsonian Tropical Research Institute's (STRI) Technasa staff, who are employed under Panamanian law, as in previous surveys. The Friends of the National Zoo (FONZ), an independent non-profit organization that supports the Smithsonian National Zoo, chose not to participate in the 2013 SEPS.

The 2000 and 2002 surveys used paper questionnaires, although an email questionnaire was administered to employees of the Smithsonian Astrophysical Observatory (SAO) in 2002. Since 2007, survey administration has been primarily web-based, with supplemental paper questionnaires for the small number of employees who do not have Smithsonian emails.

2. Employee Cooperation Rate

Of the 6,169 Smithsonian employees invited to participate in the 2013 SEPS, 3,672 began the survey. Thus, the final cooperation rate was 60 percent, slightly lower than the cooperation rate of 64 percent in 2012, but substantially higher than the 55 percent in 2011, 49 percent in 2010, 40 percent in 2009, and 45 percent in 2008. The Smithsonian's cooperation rate exceeded the overall 2012 federal employee cooperation rate of 46 percent. The median length of time spent taking the 2013 SEPS was 24.4 minutes, with a

mean time of 29.0 minutes. Reminder messages, and supporting messages from Senior Leaders and unit Directors, boosted cooperation.

Statistically, the 2013 participation rate was very good. By unit, it varied from a high of 100 percent of employees (Office of Governmental Relations) to 43 percent (Office of Protection Services [OPS]). OPS, which has the second largest workforce in the Smithsonian, has substantially increased its cooperation rate over the last four years from 30 percent in 2010. The largest Smithsonian unit is the Office of Facilities Management and Reliability (OFMR), which had a cooperation rate of 56 percent. These two units employ roughly 30 percent of all Smithsonian employees, so increases in their cooperation play a significant role in the high Institution-wide cooperation rate.

3. Employee Satisfaction

Overall employee job satisfaction is measured by responses to the survey question, *"Considering everything, how satisfied are you with your job?"* Across all Smithsonian employees, overall job satisfaction remained very high, with 82 percent of respondents marking a "favorable" response. Figure 1 shows that Smithsonian federal and trust employee responses have remained high since 2008, after increasing significantly between 2007 and 2008 (at the time of a turnover in Senior leadership). There has been a small decrease from the high point in 2010.

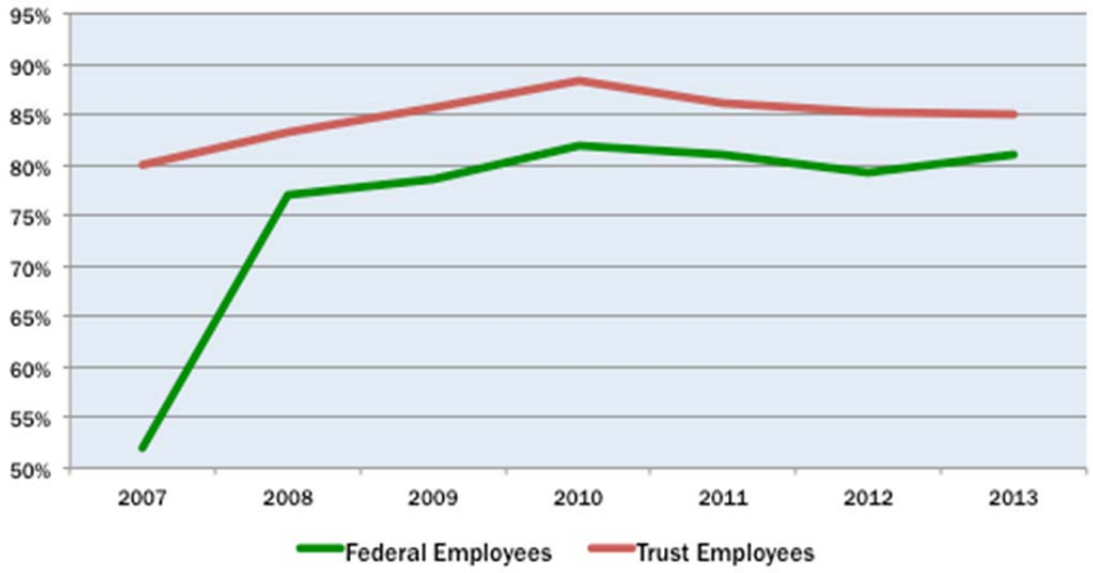
The Partnership for Public Service (PPS) began to calculate Best Place to Work (BPTW) rankings for federal agencies in 2009, using the scores from the 2008 FHCS (the Smithsonian did not participate in 2008 or 2009). According to PPS's calculations for 2012, the Smithsonian tied for third among medium-sized federal agencies, after ranking fourth among all large federal agencies in 2011.[1] PPS based its rankings on three questions: (a) *"I recommend my organization as a good place to work"*; (b) *"Considering everything, how satisfied are you with your job?"*; and (c) *"Considering everything, how satisfied are you with your organization*?"

4. Interpretation of the 2013 Results

Interpretation of the results of the 2013 SEPS is based on the combined percentage of Smithsonian employees who chose "Strongly Agree" or "Agree" for a survey

[1] BPTW rankings in 2012 were calculated for full- and part-time, permanent, federal employees only. If Trust and other employees had been included, the Smithsonian's score might have been slightly higher but not its rank. The three federal agencies that ranked higher than the Smithsonian were the Nuclear Regulatory Commission (NRC), Government Accountability Office (GAO), and Federal Deposit Insurance Corporation (FDIC). In 2012, these three agencies were moved to the medium category. FDIC was first in 2012 with a score of 83.4, GAO was second at 75.7, 0.2 points ahead of NRC, which, along with the Smithsonian, was ranked third at 75.5.

Figure 1
Job Satisfaction: Smithsonian Federal and Trust Employees
2007 to 2013



question.[2] All other responses – Strongly Disagree, Disagree, and Neither Agree nor Disagree – are combined.

Areas with Strong Scores in the 2013 SEPS

More questions achieved favorable scores, defined as at least 80 percent of responding employees choosing "Strongly Agree" or "Agree," in the 2013 SEPS than in 2012.

The comparison of the questions with the most favorable scores in the 2013 SEPS with the 2012 SEPS reveals considerable overlap.[3] A quick perusal of the 2013 list shows that the overall Smithsonian workforce is committed to the Institution, feels supported by Smithsonian's work environment, has a good relationship with supervisors, and is generally satisfied with working at the Smithsonian, as was also true in 2012. Of special interest, however, are the questions that did not have 80% favorable scores in 2012 but achieved them in 2013. Five questions added in 2013 also made the cut:

---

[2] The questions and scores for each question in the 2013 SEPS are presented in table form in "2013 Smithsonian Employee Perspective Survey Results by Smithsonian Workforce Components." Also provided are comparisons of the 2013 results with the 2012, 2011, 2010, and 2009 SEPS results. The results of the 2013 SEPS are broken out by several Smithsonian workforce components: Federal, Trust, Smithsonian Enterprises, and STRI's Technasa staff law. The table can be found at http://www.si.edu/content/opanda/docs/Rpts2013/13.09.SEPS.Tables.pdf.

[3] One 2012 SEPS question, *I have a basic understanding of the Smithsonian brand,* was replaced in 2013 with *I*

1. *I have a high level of respect for the Smithsonian's Secretary.*
2. *I understand how my work will support the Smithsonian Strategic Plan.*
3. *Smithsonian protection services are responsive in handling my concerns regarding personal security in building or facility.*
4. *The Smithsonian successfully accomplishes its mission.*
5. *I am satisfied that I have received appropriate information, or can access appropriate information, about new policies and procedures of the Smithsonian.*

The questions with the most favorable responses, i.e., that exceeded the 80% favorable score criterion in 2013, are presented below in order of their scores (the questions in red were not asked in 2012):

1. *When needed, I am willing to put in the extra effort to get a job done*. (#1 in 2012)
2. *I am always looking for ways to do my job better*. (#2 in 2012)
3. *The work I do is important to the Smithsonian*. (#3 in 2012)
4. *I like the kind of work I do*. (#5 in 2012)
5. *The overall quality of work done by my immediate work unit is very good*. (#6 in 2012)
6. *I know what is expected of me on the job.* (#4 in 2012)
7. *Smithsonian information technology staff is responsive in handling my service concerns regarding information technology or computers that I use in my work.* (#11 in 2012; wording in 2012 was "OCIO Information Technology staff is responsive in handling my service concerns regarding information technology or computers that I use in my work.")
8. *I know how my work relates to the Smithsonian's goals and priorities*. (#9 in 2012)
9. *In the last six months, my supervisor has talked with me about my performance*. (#7 in 2012)
10. *In my Unit, employees are protected from health and safety hazards on the job*. (#8 in 2012)
11. *I am encouraged to achieve positive results*. (#13 in 2012)
12. *My immediate work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals*. (#10 in 2012)
13. *In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.* (#16 in 2012)
14. *My supervisor treats me with respect*. (#12 in 2012)
15. *I have enough information to do my job well*. (#14 in 2012)
16. *The people in my immediate work unit cooperate to get the job done*. (#15 in 2012)
17. *I have a high level of respect for the Smithsonian's Secretary.*
18. *Overall, I am satisfied with my job.* (#23 in 2012)
19. *My work gives me a feeling of personal accomplishment.* (#24 in 2012)
20. *My supervisor supports my need to balance work and other life issues.* (#18 in 2012)
21. *I understand how my work will support the Smithsonian Strategic Plan.* (2012 wording: "I understand how my work will support the new Smithsonian Strategic Plan as it is implemented in the future.")
22. *My supervisor works well with employees of diverse backgrounds.* (#19 in 2012)

23. *Smithsonian protection services are responsive in handling my concerns regarding personal security in building or facility.* (2012 wording:" Officers in the Smithsonian Office of Protection Services (OPS) are responsive in handling my concerns regarding personal security in building or facility.")
24. *Employees in my immediate work unit share job knowledge with each other*. (#25 in 2012)
25. *I am fully satisfied with my opportunity to participate in preparing my annual performance plan*. (#17 in 2012)
26. *The Smithsonian successfully accomplishes its mission.*
27. *My supervisor recognizes and acknowledges my positive work contributions*. (#22 in 2012)
28. *I am satisfied that I have received appropriate information, or can access appropriate information, about new policies and procedures of the Smithsonian.*
29. *I am satisfied with Smithsonian occupational health and wellness programs*. (#21 in 2012)
30. *My supervisor listens attentively to what I have to say*. (#26 in 2012)

Four other questions, asked of smaller numbers of employees and therefore with smaller numbers of respondents, also fell into the favorable range: *I have a high level of respect for the Director of Communications*; *The Director of Communications generates high levels of motivation and commitment in the workforce; I have a high level of respect for the Assistant Secretary for Education and Access*; and *I am satisfied with Alternative Work Schedules (AWS) programs in my unit*.

Areas with Weak Scores in the 2013 SEPS

The 2013 SEPS questions with the least favorable scores, that is, the lowest percentages of employees answering "Strongly Agree" or "Agree" (all are below 60%)[4] are presented below, starting with the lowest favorable score:

1. *Individual pay raises depend on how well individual employees perform their jobs*. (#2 in 2012, i.e., the second lowest favorable score)
2. *I am satisfied with my opportunity to get a better job in the Smithsonian*. (#1 in 2012)
3. *Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated*. (Question revised in 2013)
4. *My Unit has a process for conducting and evaluating new ideas*. (New question in 2013)
5. *Grade promotions in my Unit are based on merit*. (#3 in 2012)
6. *In my Unit, positive and negative individual performances are recognized in a meaningful way*. (#4 in 2012)

[4] An additional question asked of a very small subset of Smithsonian managers also fell below 60 percent – *The Office of Advancement is responsive to my concerns and needs regarding fund raising and development*.

7. *My Unit's employees who provide high quality services and products to customers are rewarded in meaningful ways*. (#5 in 2012)
8. *Creativity and innovation are generally rewarded in my Unit*. (#6 in 2012)
9. *Recognition and awards in my Unit depend on how well employees perform their jobs*. (#7 in 2012)
10. *I have adequate access to career planning and career growth tools and opportunities*. (New question in 2013)
11. *There is adequate planning of Unit objectives.* (New question in 2013)
12. *My Unit's employees have a feeling of personal empowerment with respect to work processes*. Exceeded 60% in 2012)
13. *Overall, I am satisfied with my compensation*. (#9 in 2012)
14. *Smithsonian leaders and managers support implementation of new ideas and approaches*. (#8 in 2012)
15. *Smithsonian leaders and managers promote communication and cooperation across units in the Smithsonian*. (#10 in 2012)
16. *I believe that the results of this survey will be used to make the Smithsonian a better place to work*. (#13 in 2012)
17. *I have sufficient resources to get my job done*. (#11 in 2012)
18. *My supervisor takes steps to address a poor performer who cannot or will not improve*. (#14 in 2012)
19. *My Unit's Director generates high levels of motivation and commitment in the workforce*. (Exceeded 60% in 2012)

Four questions about senior leaders received below 60% favorable scores: *The Under Secretary for Science generates high levels of motivation and commitment in the workforce*; *The Under Secretary for Finance and Administration generates high levels of motivation and commitment in the workforce*; *The Under Secretary for History, Art, and Culture generates high levels of motivation and commitment in the workforce*; and *I have a high level of respect for the Under Secretary for Finance and Administration*. Three of these four questions parallel the perception that Unit directors do not inspire high levels of motivation and commitment in the workforce. As with the questions with the most favorable scores, this set of questions almost entirely overlaps the questions that received the lowest favorable scores in the 2012 SEPS.

The three questions added to the 2013 SEPS at the request of the Office of Human Resources also fell into the least favorable category: two dealt with unit level planning and one with access to career planning and growth.

Observations: The persistence of low favorable scores in some areas of performance across several years is disturbing, particularly customer service, support for creativity and innovation, and compensation and other rewards.

- Improving scores in the areas of awards and compensation will be difficult in the current fiscally constrained environment; however, unit managers can use creative ways to recognize quality achievements with meaningful, non-cash rewards or cash bonuses when possible. In some cases, greater transparency in the distribution of

rewards might increase the favorable scores.

- Improving customer service and support for creativity both require strong leadership to create an organizational culture at the Smithsonian that places a high value on both. In the case of customer service, the starting point must be a better understanding of what customers want and of the constraints imposed by their operating environments. With respect to support for creativity, there needs to be less aversion to risk and more recognition that less successful undertakings do provide valuable lessons. Creativity can also be fostered by programs that offer "venture funding" on a competitive basis.

- A final area requiring attention is to do better at providing opportunities to get a better job at the Smithsonian Institution. This likely will require a pan-Institutional approach due to the small size of many units and low turnover. Detailing employees to other units to provide career growth is one possibility.

Improvement in 2013 Favorable Scores Compared with Past Surveys

At first glance, the substantial overlap between in 2013 and 2012 in the most-favorable questions and least-favorable questions may suggest that the Smithsonian workforce sees little change. In reality, substantial change has happened, as can be seen in Figure 2 in the plots of SEPS questions asked in each SEPS survey since 2009 for federal employees.

First, the average favorable score over the four SEPS surveys between 2009 and 2012 was calculated for each question. The difference between each question's four-year average favorable score and the mean favorable score across all questions is plotted on the horizontal axis. The vertical axis shows improvement, positive and negative, in the 2013 SEPS favorable score relative to the 2009-2011 average. Questions to the right of the vertical line have scores above the all-question mean, while those to the left are lower than the mean. The plotted values along the vertical axis show how far the favorable score for a given 2013 SEPS question is above, or below, the mean favorable score across all questions in 2013.

Figure 2 is divided into four quadrants:

- Quadrant I: 2013 favorable score is above the 2013 all-question mean AND that question's four-year average is above the all-question mean favorable score.

- Quadrant II: 2013 favorable score is above the 2013 all-question mean BUT that question's four-year average is below the all-question mean favorable score.

- Quadrant III: 2013 favorable score is below the 2013 all-question mean AND that question's four-year average is below the all-question mean favorable score.

- Quadrant IV: 2013 favorable score is below the 2013 all-question mean AND that question's four-year average is above the all-question mean favorable score.

Across all questions, the 2013 SEPS showed a secular upward tick in favorable scores relative to previous surveys. The questions in Quadrant 1 show predominately moderate improvement. For example, six questions increased by four percent or more:

- *Smithsonian information technology staff is responsive in handling my service concerns regarding information technology or computers that I use in my work*.
- *Smithsonian protection services are responsive in handling my concerns regarding personal security in building or facility*.
- *I am satisfied with Smithsonian occupational health and wellness programs*.
- *I am satisfied that I have received appropriate information, or can access appropriate information, about new policies and procedures of the Smithsonian*.
- *I have a high level of respect for the Smithsonian's Secretary*.
- *My Unit successfully accomplishes its mission*.

Five questions exhibited distinct downward moves in the 2013 SEPS:

- *My Unit's Director communicates my Unit's goals and priorities*.
- *My Unit's Director reviews and evaluates my Unit's progress toward meeting its goals and objectives*.
- *My Unit's Director generates high levels of motivation and commitment in the workforce*.
- *Generally, employees, supervisors, and managers in my unit are civil, respectful, and courteous in dealing with each other*.
- *Overall, I am satisfied with my compensation*.

Best Smithsonian Units in Which to Work

Using three SEPS questions that relate to the three questions that PPS uses to calculate the BPTW rankings for federal agencies, OP&A calculated a score for Smithsonian units with 15 or more valid survey responses (Figure 3). The Best Unit in Which to Work (BUTW) at the Smithsonian is calculated as the average of the scores for the following questions: (1) *Overall, I am satisfied with my Unit*; (2) *I would recommend my Unit as a good place to work*; and (3) *Overall, I am satisfied with my job*. According to their employees, the three best Smithsonian units in which to work in 2013 were: (1) Smithsonian Institution Archives (SIA), 97% favorable; (2) Archives of American Art (AAA), 92 percent; and (3) Office of Planning and Program Management (OPPM, in OFEO), 91 percent. These three units were followed by two museums – National Portrait Gallery (NPG), 86 percent, and National Air and Space Museum (NASM), 85 percent; three science units – Smithsonian Astrophysical Observatory (SAO), 85 percent, Smithsonian Tropical Research Institute (STRI), 84 percent, and Smithsonian Science Education Center (SSEC), 83 percent; and the Office of Human Resources (OHR), 83 percent.

Figure 2
2013 Favorable Score for Federal Employees by SEPS Question Compared With Average Favorable Score for 2009 to 2012

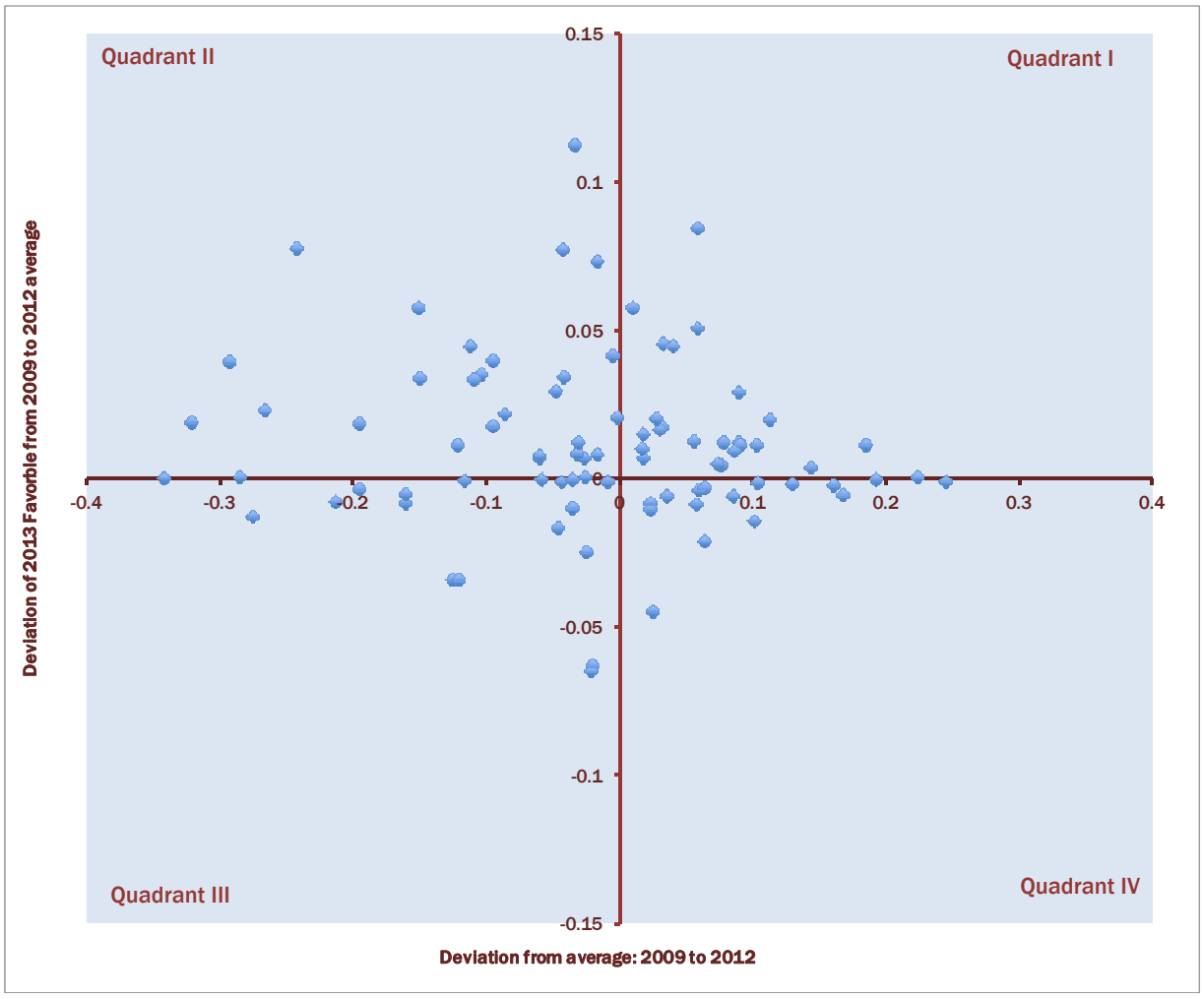
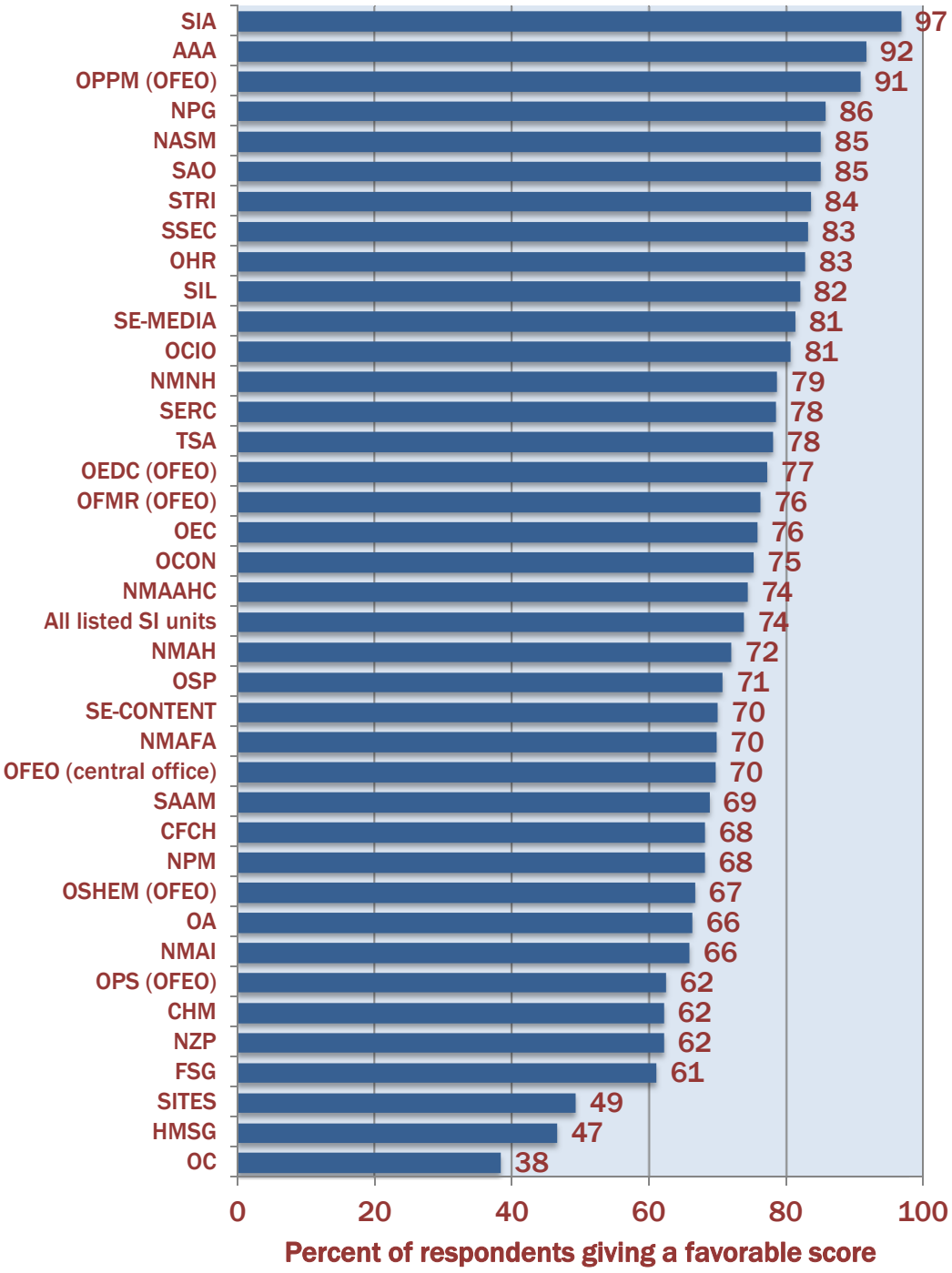


Figure 3
Best Smithsonian Units in Which to Work Scores



Alignment Between the Responses of Employees and Executives/Managers/Supervisors

The responses of Smithsonian employees and Smithsonian executives, managers, and supervisors to many survey questions were very different. For example, the answers to 21 questions asking about working conditions in respondents' work Units showed statistically significant differences when dichotomized into favorable (Very satisfied and Satisfied) and unfavorable (Very dissatisfied and Dissatisfied).[5] The questions in each SEPS subsection where Smithsonian employees and supervisors, managers, and executives are significantly misaligned, beginning with the least aligned responses, are as follows:

- Personal Job Satisfaction
    - *Overall, I am satisfied with my compensation*.
    - *I am satisfied with my opportunity to get a better job in the Smithsonian*.
    - *My job makes good use of my knowledge and abilities*.
    - *My work gives me a feeling of personal accomplishment*.
    - *I like the kind of work I do*.
    - *Considering everything, I am satisfied with the Smithsonian*.
    - *I would recommend the Smithsonian as a good place to work*.

- Smithsonian-wide Work Environment
    - *Arbitrary action and personal favoritism are not tolerated./Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated*.
    - *Smithsonian leaders and managers support implementation of new ideas and approaches*.
    - *I know how my work relates to the Smithsonian's goals and priorities*.
    - *I have a basic understanding of the Smithsonian brand*.
    - *Smithsonian policies and programs promote diversity in the workplace*.
    - *I know how my work relates to the Smithsonian's goals and priorities*.
    - *Senior leaders demonstrate support for work-life programs*.
    - *Smithsonian leaders and managers promote communication and cooperation across units in the Smithsonian*.
    - *The Smithsonian successfully accomplishes its mission*.
    - *The Smithsonian's Secretary maintains high standards of honesty and integrity*.

[5] A tau b statistic with a statistical significance less than 0.05 was used to indicate that the distribution of positive and negative scores of non-supervisory employees is different from that for supervisors and above. Unless otherwise noted, non-supervisory staff (including non-supervisor team leaders) gave less favorable scores than executives, managers, and supervisors.

- Unit-level Work Environment

    - *Grade promotions in my Unit are based on merit*.
    - *Individual pay raises depend on how well individual employees perform their jobs*.
    - *I am given a real opportunity to improve my skills in my Unit*.
    - *Differences among individuals are respected and valued by employees within my Unit*.
    - *Recognition and awards in my Unit depend on how well employees perform their jobs*.
    - *In my Unit, positive and negative individual performances are recognized in a meaningful way*.
    - *My Unit's employees who provide high quality services and products to customers are rewarded in meaningful ways*.
    - *Managers in my Unit promote communication among different work units*.
    - *In my Unit, people value new ideas*.
    - *Creativity and innovation are generally rewarded in my Unit*.
    - *I would recommend my Unit as a good place to work*.
    - *In my Unit, it is easy to speak up about what is on your mind*.
    - *My Unit's employees have a feeling of personal empowerment with respect to work processes*.
    - *Managers in my Unit support collaboration across work units to accomplish work objectives*.

- Supervisor

    - *My supervisor takes steps to address a poor performer who cannot or will not improve*.
    - *My supervisor provides employees with opportunities to demonstrate their leadership skills.*
    - *My supervisor supports employee development*.

- Immediate Work Environment

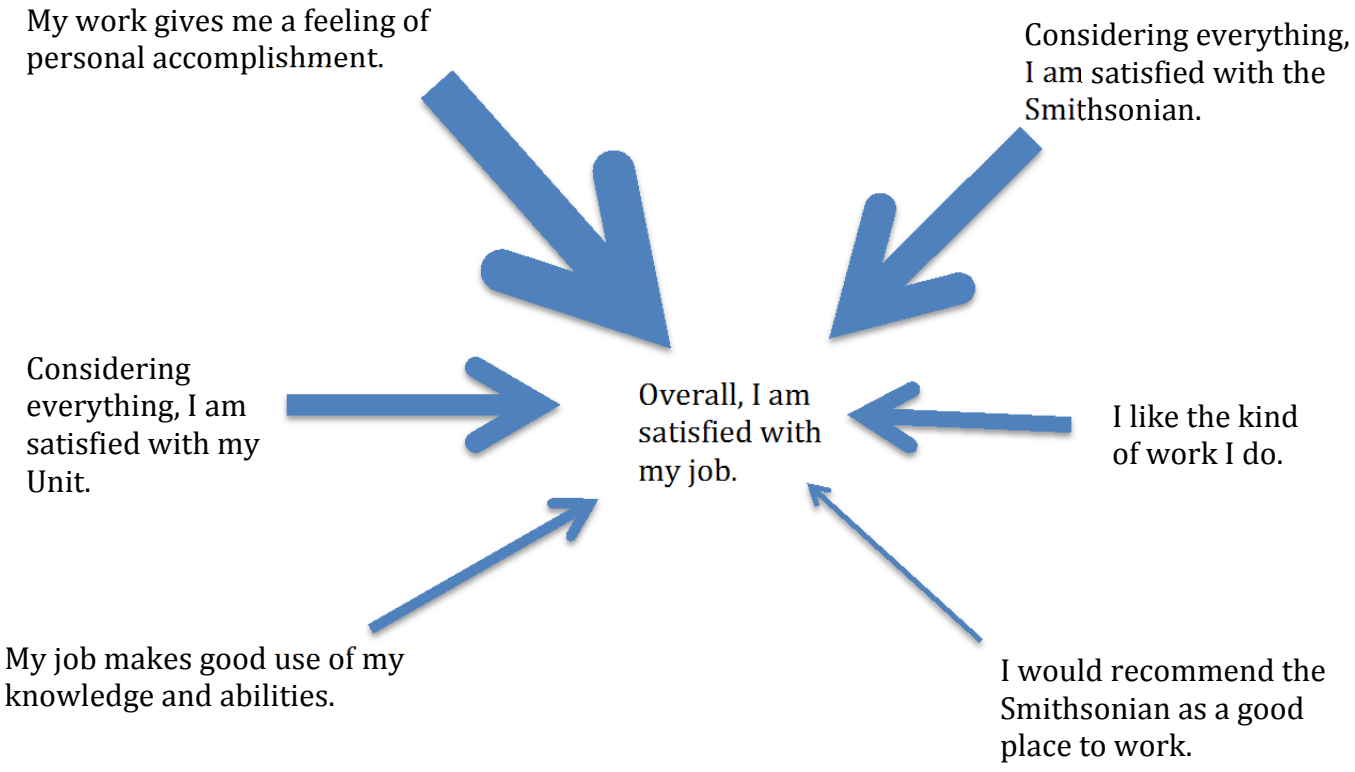
    - *I am fully satisfied with my opportunity to participate in preparing my annual performance plan*.
    - *In my most recent performance appraisal, I understood what I had to do to be rated at different performance level.*
    - *My performance appraisal is a fair reflection of my performance*.
    - *I am encouraged to achieve positive results*.
    - *The people in my immediate work unit cooperate to get the job done*.
    - *I feel encouraged to come up with new and better ways of doing things*.
    - *Employees in my immediate work unit share job knowledge with each other*.
    - *I can disclose a suspected violation of any law, rule or regulation without fear of reprisal*.

- *The skill level in my immediate work unit has improved in the last year*.
- *The overall quality of work done by my immediate work unit is very good*.
- *I have adequate access to career planning and career growth tools and opportunities*.
- *I feel I am valued in this organization*.
- *I feel highly motivated in my work*.
- *I have sufficient resources to get my job done (for example, people, materials, budget, etc.)*. (Positively aligned)
- *My workload is reasonable*. (Positively aligned)

Significant Correlates of Job Satisfaction

Several questions in the 2013 SEPS, both existing and new, directly related to job satisfaction, either within the Smithsonian overall or within the respondents' Units (Figure 4). For each of these questions, other 2013 SEPS questions are significantly correlated with the job satisfaction questions. As such, raising the favorable scores across the correlated questions should also increase overall job satisfaction. Some questions in 2013 were more or less significantly correlated with job satisfaction than in 2012 SEPS. Thus, not all of the following significant correlates are the same as in the 2012.

Figure 4
Factors Significantly Correlated with Job Satisfaction



Several conclusions stand out in Figure 4 (see the statistical results below). First, a *feeling of personal accomplishment* is the most significant predictor of overall job satisfaction by far. However, *satisfaction with the Smithsonian* and *satisfaction with my Unit* are also very important.

- ✓ Overall, I am satisfied with my job, in order of significance Q12 (R=0.768)[6]
  - My work gives me a feeling of personal accomplishment. (Beta=0.349)[7]
  - Considering everything, I am satisfied with the Smithsonian. (Beta=0.210)
  - Considering everything, I am satisfied with my Unit. (Beta=0.161)
  - I like the kind of work I do. (Beta=0.122)
  - My job makes good use of my knowledge and abilities. (Beta=0.085)
  - I would recommend the Smithsonian as a good place to work. (Beta=0.060)

The following factors correlate strongly with Overall, I am satisfied with my job.

- ✓ Considering everything, I am satisfied with the Smithsonian, in order of significance Q287 (R= 0.575)
  - The Smithsonian successfully accomplishes its mission. (Beta=0.198)
  - Smithsonian leaders and managers support implementation of new ideas and approaches. (Beta=0.107)
  - Senior leaders demonstrate support for work-life programs. (Beta=0.096)
  - Managers (first-line supervisors and above) support collaboration across Smithsonian units to accomplish work objectives. (Beta=0.087)
  - The Smithsonian's Secretary generates high levels of motivation and commitment in the workforce. (Beta=0.076)
  - I am satisfied with the policies and practices enacted by the Smithsonian's senior leaders. (Beta=0.072)
  - I know how my work relates to the Smithsonian's goals and priorities. (Beta=0.072)
  - Arbitrary action and personal favoritism are not tolerated. (Beta=0.068)
  - Employee grade level (12 and above more satisfied, Beta=-0.063; grade levels 12 and above are more satisfied)
  - I believe that the results of this survey will be used to make the Smithsonian a better place to work. (Beta=0.058)

  Feeling that the Smithsonian successfully accomplishes its mission and Smithsonian leaders' support for the implementation of new ideas and approaches are the two most important correlates of satisfaction with the Smithsonian as whole, although

[6] R is the multiple correlation coefficient showing how well a set of correlated questions does in predicting the dependent question, i.e., job satisfaction. The higher the R, the better the prediction. All questions were dichotomized into favorable and unfavorable before running linear regressions.

[7] Beta is a standardized, statistical value that shows the degree to which a predictor question is related to the dependent question, e.g., job satisfaction. The reported figures were calculated as standardized regression coefficients using linear regression.

support for work-life programs and collaboration across units are also rather significant.

- ✓ I would recommend the Smithsonian as a good place to work, in order of significance Q281 (R= 0.642)
    - I would recommend my Unit as a good place to work. (Beta=0.273)
    - Considering everything, I am satisfied with my Unit. (Beta=0.215)
    - The Smithsonian successfully accomplishes its mission. (Beta=0.179)
    - The Smithsonian's Secretary generates high levels of motivation and commitment in the workforce. (Beta=0.157)

  Unit work conditions and overall satisfaction with an employee's Unit play a primary role in their willingness to recommend the Smithsonian as a good place to work.

- ✓ Considering everything, I am satisfied with my Unit. Q372 (R= 0.764)
    - My Unit successfully accomplishes its mission. (Beta=0.212)
    - I feel highly motivated in my work. (Beta=0.193)
    - Generally, employees, supervisors, and managers in my unit are civil, respectful, and courteous in dealing with each other. (Beta=0.193)
    - My Unit's Director generates high levels of motivation and commitment in the workforce. (Beta=0.161)
    - In my Unit, it is easy to speak up about what is on your mind. (Beta=0.156)
    - In my Unit, people value new ideas. (Beta=0.132)

  Regarding satisfaction with an employee's Unit, a perception that it successfully accomplishes its mission is the most significant correlate. Felt motivation and a civil working environment are also significant.

- ✓ I would recommend my Unit as a good place to work, in order of significance Q317 (R= 0.754)
    - My Unit successfully accomplishes its mission. (Beta=0.290)
    - In my Unit, it is easy to speak up about what is on your mind. (Beta=0.210)
    - I feel highly motivated in my work. (Beta=0.186)
    - My Unit's employees have a feeling of personal empowerment with respect to work processes. (Beta=0.169)
    - Generally, employees, supervisors, and managers in my unit are civil, respectful, and courteous in dealing with each other. (Beta=0.152)

  As before, willingness to recommend a Unit as a good place to work is significantly tied to a perception that the Unit successfully accomplishes its mission, provides a civil and respectful environment, and has a motivated workforce.

Observations: Continued implementation of the Smithsonian strategic plan, with its emphasis on innovation, interdisciplinary work, and service, requires a dedicated and energetic workforce. However, Smithsonian employees perceive a work environment that

does not necessarily fully reward and recognize their efforts. In addition, the gap between the opinions of managers and non-management employees is significant, with managers having significantly more favorable opinions about working at the Smithsonian. On the positive side, substantial improvements have been made in recent years across the Smithsonian in communications, collaboration, and innovation, even though there is still room for improvement.

Teleworking and Alternative Work Schedules

- Few Smithsonian employees regularly telework or work Alternative Work Schedules (AWS):

    - *Teleworking*. 26 percent of U. S. employees reported teleworking at least infrequently, identical with 2012, which marked a substantial increase from 21 percent in 2011 and 2010. The 77 percent favorable SEPS score is identical with that of 2012, which is an improvement from 69 percent in 2011 and 62 percent in 2010.

    - *AWS.* 21 percent of SEPS respondents reported working AWSs, essentially the same as in 2012 (20%), 2011 (19%), and 2010 (21%). Of those, 91 percent gave a favorable score, unchanged from 2012 (91%) and 2011 (92%).
        - Federal and Smithsonian Enterprises employees were more likely to say that they have a job where they must be physically present.
        - Science white-collar employees were most likely to work an AWS.
        - Employees in the trade and labor occupations were least likely to work an AWS.
        - White-collar (science and non-science) employees were more likely to say that they chose not to work an AWS.

Future Work Plans

- About one in seven Smithsonian employees indicated that she/ he expected to retire (2%) or to leave the Smithsonian workforce within the next year (12%), slightly fewer than in 2012 (19%).

- One-quarter of employees under 30 years old (18%) indicated that they would be leaving within the year, sharply lower than in 2012 (26%) and 2011 (32%).

- One-fifth of respondents between 30 and 45 indicated an intention to separate (18%), also sharply lower than in 2012 (23%) and 2011 (26%).
- Conversely, the proportion of employees over 65 who indicated they expected to

retire within the next five years remained at 45 percent (44% in 2012, which was a decline from 54% in 2011).

- One-quarter of employees (25%) between 55 and 65 said they would retire within the next five years, compared with 28 percent in 2012 and 35 percent in 2011.

5. How the Survey Was Conducted

The 2013 SEPS was administered online with web-based software to all Smithsonian employees with Smithsonian-issued email accounts. The online survey was bilingual, with employees having the option to choose English or Spanish (the human resources staff at STRI in Panama kindly prepared the Spanish translation). A few STRI employees who did not have Institution-issued email accounts were provided links with which to access the online web survey via the Internet at training sites or home.

The survey period began on April 25, 2013, and ended on June 7, 2013, with non-respondents receiving up to six reminder messages.

6. Description of the Sample

All federal, trust, and Smithsonian Enterprises staff who were employed as of the first pay period in March 2013 were given the opportunity to participate in the 2013 survey (contractors, research associates, fellows, and other non-employees were not included). Since the 2013 SEPS was a census of all those employees, statistical sample statistics such as "margin of error" are not appropriate.

7. Survey Items and Response Choices

Respondents could choose one of seven answers: (1) Not applicable; (2) Strongly disagree; (3) Disagree; (4) Not sure whether to disagree or agree; (5) Agree; (6) Strongly disagree; and (7) Do not know. Some respondents did not answer some questions; these responses were considered Non-responses: Do not know, and Not applicable. Non-responses were excluded in calculating the scores.

All respondents were asked three questions regarding Secretary Clough: (1) *I have a high level of respect for Secretary Clough;* (2) *The Secretary generates high levels of motivation and commitment in the workforce*; and (3) *The Secretary maintains high standards of honesty and integrity*. The same three questions were also asked about the employee's Unit director. Many Smithsonian Units report to an Under Secretary or another multi-Unit leader responsible for several Units. Employees were asked the first two questions about these leaders, with the appropriate leaders identified by name and position, based on Unit reporting relationships.

8. Response Weighting

Some sets of respondents displayed response biases when compared with a profile of all Smithsonian employees. Among those biases were proportionately fewer disadvantaged respondents, fewer males, fewer federal employees, and higher pay grade employees than reflected in the total profile. Consequently, the survey respondents were post-weighted so that the analysis dataset accurately reflected the relative proportions of the demographic categories. All percentages (except cooperation rates) were calculated using weighted data. All "counts" in the table, 2013 Smithsonian Employee Perspective Survey Results by Smithsonian Workforce Components, are unweighted data.