PARTNERSHIP FOR PUBLIC SERVICE

2012 SNAPSHOT

BEST PLACES TO WORK IN THE FEDERAL GOVERNMENT® ANALYSIS

MOST INNOVATIVE AGENCIES

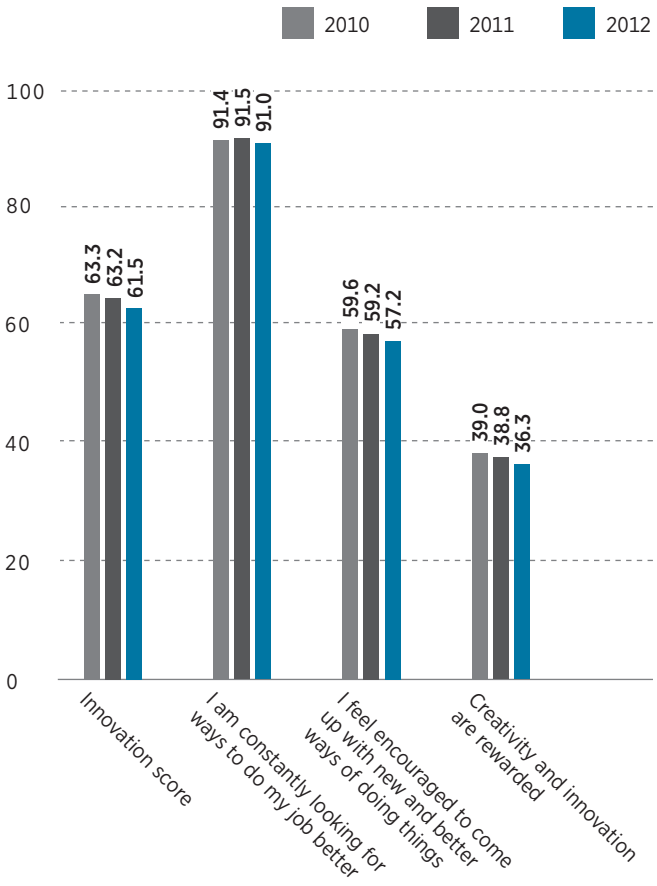
Innovation is the process of improving, adapting or developing a product, system or service to deliver better results and create value for people.[1] For the federal government today, innovation is critical to meeting rising citizen expectations and to finding new, more efficient ways of doing business.

As part of the *Best Places to Work in the Federal Government®* analysis, the Partnership for Public Service and Deloitte examined the Office of Personnel Management's (OPM) 2012 Federal Employee Viewpoint Survey to see how federal employees feel about innovation at their agencies.

We also looked at what drives innovation in federal agencies and what can leaders do to promote it.

This snapshot, an update of 2010 and 2011 analyses, identifies from the employee perspective which agencies are innovating and which are struggling. The *Best Places to Work* innovation score is based on responses from three survey questions that best reflect employee opinions on innovation. It was developed in concert with The Hay Group, a technical partner.

FIGURE 1
Innovation score and question trends (2010-2012)



1 Partnership for Public Service and IDEO, Innovation in Government (Washington, DC: Partnership for Public Service, 2011).

Government Innovation Slipping

From 2011 to 2012, the government-wide innovation score dropped by 1.7 points to 61.5 out of 100. While the vast majority of employees (91 percent) said they are always looking for ways to do their jobs better, a smaller majority (57.2 percent) said they feel encouraged to do so. However, only roughly four out of 10 employees—36.3 percent—said creativity and innovation are rewarded in their agency. The latter two questions slipped by 2.0 and 2.5 points, respectively, since last year's survey, suggesting that while federal workers remain motivated to improve the ways they do their work, they do not feel supported by their organizations in doing so.

2012 GOVERNMENT-WIDE
BEST PLACES TO WORK INNOVATION SCORE

61.5

1.7

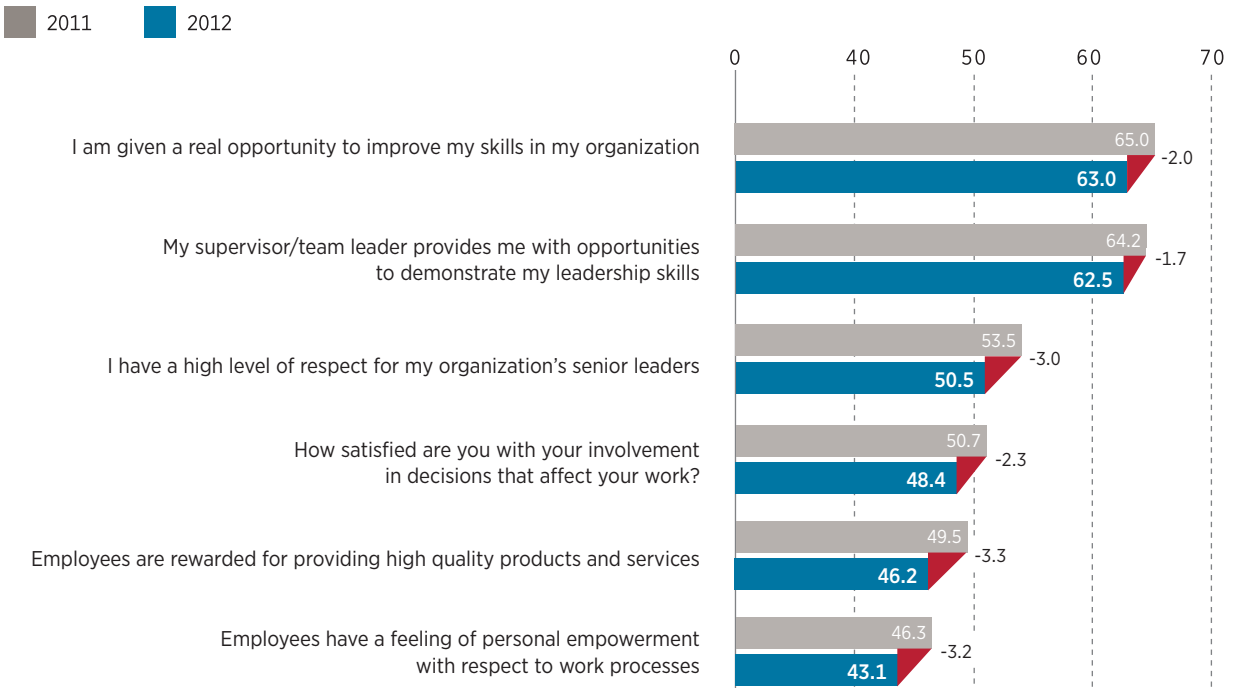
DECREASE FROM 2011 SCORE

What Drives Innovation in Government?

To better understand what drives innovation in government, we analyzed survey questions to determine which were most closely related to the three questions that comprise the innovation score. The analysis revealed six survey questions[2] that have a disproportionately high impact on the overall score, ranging from employees feeling rewarded for doing high-quality work, having a chance to expand their skills, having an opportunity to demonstrate leadership, having respect for senior leaders, feeling satisfied with involvement in decisions that impact their work and having a feeling of personal empowerment. Of the six questions, the lowest score involved employees' belief that they are not sufficiently empowered. Scores in all six areas declined between 2011 and 2012, with the largest decline on feeling rewarded for providing high quality products and services.

2 Hay Group and the Partnership for Public Service identified Federal Employee Viewpoint Survey questions 1, 43, 61, 63, 31 and 30 as the biggest predictors of the innovation index score.

FIGURE 2
Percentage of positive responses and trends on questions that drive innovation



Innovative Agency Rankings

Overall, most agencies experienced a decrease in their innovation scores between 2011 and 2012, though about a third of agencies and subcomponents improved their score. For the third year in a row, NASA was the top-ranked large agency on innovation. NASA's score was almost nine points higher than that of the second-ranked agency, the Department of State. NASA was also one of only two large agencies with an increased innovation score, improving its score by 1.5 points. The Department of Transportation, ranked 16th, had the largest increase over the previous year, improving its innovation score by 1.7 points. The Social Security Administration lost the most ground with a 3.8-point decrease.

Among mid-size agencies, the Federal Trade Commission took top honors on innovation. The Securities and Exchange Commission, ranked 19th, had the largest increase, improving its score by 3.0 points, while the Nuclear Regulatory Commission had the largest decrease, dropping 4.0 points.

For the third year in a row, the Surface Transportation Board (STB) took the top honor for innovation among small agencies. In spite of a 4.7-point drop, the STB still had the highest innovation score of any agency (large, mid-size, small, and subcomponent) in the rankings, while the Office of Management and Budget had the largest increase, with a gain of 6.0 points. The Federal Maritime Commission, the bottom-ranked small agency (27 out of 27), also had the largest decline, dropping 12.7 points.

For the second year in a row, NASA's Stennis Space Center was the top-ranked subcomponent on innovation. Several other NASA centers also ranked among the top five (Johnson, Goddard and Langley). The Department of Agriculture Risk Management Agency (ranked 123 out of 292) had the largest increase (+7.2 points), while the Department of Justice Antitrust Division (ranked 285 out of 292) had the largest decrease (-9.4 points).

For the full list of rankings, see pages 5 to 15.

Private-Sector Comparison

Government fell short against the private sector[3] on the one innovation question for which comparable data is available. Federal employees scored 13 points lower than their private-sector counterparts when asked if they feel encouraged to come up with new and better ways of doing things. Although the government-wide score on this

3 Data for the Private-Sector Comparison comes from the Office of Personnel Management.

TABLE 1

Large agency innovation rankings

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
1	National Aeronautics and Space Administration	76.5	1.5
2	Department of State	67.6	-0.8
3	Environmental Protection Agency	66.1	-0.9
4	Department of the Navy	64.5	-1.1
4	Department of the Air Force	64.5	-0.6
4	Department of Commerce	64.5	-0.6

Mid-size agency innovation rankings

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
1	Federal Trade Commission	70.6	-1.5
2	Nuclear Regulatory Commission	69.9	-4.0
3	Federal Deposit Insurance Corporation	67.7	-0.8
4	National Credit Union Administration	67.3	1.9
5	General Services Administration	67.1	-1.4

Small agency innovation rankings

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
1	Surface Transportation Board	83.0	-4.7
2	Office of Management and Budget	73.9	6.0
3	Federal Mediation and Conciliation Service	73.6	4.6
4	Peace Corps	73.1	-0.9
5	National Endowment for the Humanities	72.7	-0.6

Agency subcomponent innovation rankings

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
1	John C. Stennis Space Center (NASA)	82.6	4.3
2	Lyndon B. Johnson Space Center (NASA)	79.8	1.9
3	Goddard Space Flight Center (NASA)	79.5	1.2
4	Economic Research Service (USDA)	77.6	—
5	Langley Research Center (NASA)	76.5	0.1

question was lower than the private-sector score, several top-ranked federal agencies scored well above the private sector benchmark of 71 percent. More than 80 percent of employees at the STB, Stennis (NASA) and Johnson (NASA) said they feel encouraged to offer new ideas.

Conclusion

Government is slipping on innovation at a time when its ability to be creative is paramount, given the increasing needs for its services and the reduction in available resources. Innovation depends on the total environment that leaders and managers shape for employees. Leaders and managers should take some steps to improve their agency's innovation culture.

Federal leaders and managers should emphasize the importance of innovation and provide employees with concrete examples of success.

- Inspire employees by telling a story about how a new idea or process improved the organization's ability to accomplish its mission.
- Involve employees in efforts to improve a business process and solicit employee feedback.

Organizations must create an open and collaborative culture that allows innovations to take root.

- Review innovation scores with employees to target solutions.
- Promote open environments to allow for feedback from employees.
- Provide a forum for developing and testing ideas. Give employees an avenue for sharing new ideas in team meetings, brainstorming sessions, or launching an employee competition. If an idea isn't yet ready for implementation, don't shoot it down immediately. Help employees refine the idea.

Organizations need to offer appropriate incentives to reward innovative approaches.

- Recognize employees at team meetings or with more formal innovation awards. Recognition sends a positive message to other would-be innovators. Even if an innovation effort was not successful, leaders and managers should spend time examining what went wrong in order to improve the next project.
- Use performance data to evaluate what programs are working well or require additional innovation.

Applying a combination of these approaches together can help drive a culture of innovation, improving federal mission delivery and service to American people.

TABLE 2
Large agency innovation rankings

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
1	National Aeronautics and Space Administration	76.5	1.5
2	Department of State	67.6	-0.8
3	Environmental Protection Agency	66.1	-0.9
4	Department of the Navy	64.5	-1.1
4	Department of the Air Force	64.5	-0.6
4	Department of Commerce	64.5	-0.6
7	Department of the Army	64.2	-1.7
8	Department of Health and Human Services	63.7	-0.2
9	Department of the Interior	63.2	-0.9
10	Department of the Treasury	62.8	-1.1
11	Office of the Secretary of Defense	62.1	-0.5
12	Social Security Administration	61.6	-3.8
13	Department of Justice	61.5	-1.7
	Government-wide	**61.5**	**-1.7**
14	Department of Veterans Affairs	59.3	-3.0
15	Department of Agriculture	59.1	-1.5
16	Department of Transportation	57.9	1.7
17	Department of Labor	56.8	-0.4
18	Department of Homeland Security	52.7	-2.6
—	Intelligence Community	—	—

TABLE 3
Mid-size agency innovation rankings

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
1	Federal Trade Commission	70.6	-1.5
2	Nuclear Regulatory Commission	69.9	-4.0
3	Federal Deposit Insurance Corporation	67.7	-0.8
4	National Credit Union Administration	67.3	1.9
5	General Services Administration	67.1	-1.4
6	National Science Foundation	65.8	-3.4
7	Federal Communications Commission	65.3	-0.2
8	U.S. Agency for International Development	65.1	1.5
9	Court Services and Offender Supervision Agency	64.5	-2.0
10	Department of Energy	63.0	0.5
11	Office of Personnel Management	62.8	-0.2
	Government-wide	**61.5**	**-1.7**
12	Small Business Administration	61.0	-0.5
13	Federal Energy Regulatory Commission	60.6	-1.7
14	Equal Employment Opportunity Commission	59.5	-0.1
15	Department of Education	59.0	-0.7
16	Department of Housing and Urban Development	58.2	0.8
17	Broadcasting Board of Governors	57.3	-1.2
18	National Archives and Records Administration	56.5	-2.4
19	Securities and Exchange Commission	55.9	3.0
20	National Labor Relations Board	51.7	-0.2
—	Government Accountability Office	—	—
—	Smithsonian Institution	—	—

TABLE 4
Small agency innovation rankings

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
1	Surface Transportation Board	83.0	-4.7
2	Office of Management and Budget	73.9	6.0
3	Federal Mediation and Conciliation Service	73.6	4.6
4	Peace Corps	73.1	-0.9
5	National Endowment for the Humanities	72.7	-0.6
6	Overseas Private Investment Corporation	71.0	-5.5
7	Defense Nuclear Facilities Safety Board	69.4	-2.8
8	Office of Special Counsel	68.3	—
9	National Endowment for the Arts	67.7	1.8
10	National Transportation Safety Board	67.0	-0.5
11	Federal Labor Relations Authority	66.8	-0.5
12	Commodity Futures Trading Commission	66.6	-1.0
13	Selective Service System	65.9	4.2
14	Pension Benefit Guaranty Corporation	64.0	-4.0
15	Corporation for National and Community Service	63.6	-1.2
16	Consumer Product Safety Commission	63.3	-0.7
17	Federal Election Commission	62.5	-0.9
17	National Gallery of Art	62.5	3.4
	Government-wide	**61.5**	**-1.7**
19	U.S. International Trade Commission	61.5	-5.4
20	Millennium Challenge Corporation	61.4	-1.3
20	Merit Systems Protection Board	61.4	-2.8
22	International Boundary and Water Commission	58.4	1.6
23	Railroad Retirement Board	58.2	-0.2
24	Export-Import Bank of the United States	58.1	-1.2
25	Federal Housing Finance Agency	55.3	-0.5
26	Office of the U.S. Trade Representative	54.5	-3.4
27	Federal Maritime Commission	51.4	-12.7
—	Congressional Budget Office	—	—
—	Farm Credit Administration	—	—

TABLE 5
Agency subcomponent innovation rankings

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
1	John C. Stennis Space Center (NASA)	82.6	4.3
2	Lyndon B. Johnson Space Center (NASA)	79.8	1.9
3	Goddard Space Flight Center (NASA)	79.5	1.2
4	Economic Research Service (USDA)	77.6	—
5	Langley Research Center (NASA)	76.5	0.1
6	Office of Naval Research (Navy)	76.2	-0.4
7	Office of General Counsel (EPA)	75.1	—
8	George C. Marshall Space Flight Center (NASA)	75.0	0.9
9	Air Force Elements, U.S. Central Command (Air Force)	74.8	—
10	Alcohol and Tobacco Tax and Trade Bureau (Treasury)	74.6	4.3
11	John F. Kennedy Space Center (NASA)	74.4	1.6
12	John Glenn Research Center at Lewis Field (NASA)	74.3	1.1
13	Headquarters (NASA)	73.9	4.8
14	Naval Special Warfare Command (Navy)	73.8	—
15	Environment and Natural Resources Division (DOJ)	73.6	-0.1
16	Air Force Office of Special Investigations (Air Force)	73.2	—
16	Ames Research Center (NASA)	73.2	1.1
18	Civil Division (DOJ)	72.8	3.1
18	Federal Highway Administration (DOT)	72.8	-0.9
18	Field Operating Offices of Office of the Secretary of the Army (Army)	72.8	3.4
21	Office of the Inspector General (Interior)	72.6	4.1
22	Air Force Special Operations Command (Air Force)	72.4	2.1
23	Research and Innovative Technology Administration (DOT)	72.0	—
24	Air Force Elements, U.S. Transportation Command (Air Force)	71.5	—
25	Employee Services (OPM)	71.4	-1.8
26	Headquarters and Support Elements (Air Force)	71.2	—
27	U.S. Army Forces Command (Army)	70.9	3.3
28	Navy Systems Management Activity (Navy)	70.8	—
28	Office of the Inspector General for Tax Administration (Treasury)	70.8	1.7
30	National Institute of Standards and Technology (Commerce)	70.7	-2.4
30	Bureau of Economic Analysis (Commerce)	70.7	—
30	Office of Administration and Resources Management (EPA)	70.7	3.7
30	U.S. Special Operations Command (Army)	70.7	1.9
34	Office of the Chief Financial Officer (ED)	70.4	3.5
35	Dryden Flight Research Center (NASA)	70.3	-3.2
35	U.S. Army War College (Army)	70.3	—

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
37	Pretrial Services Agency (CSOSA)	70.2	—
38	Air Force Operational Test and Evaluation Center (Air Force)	69.8	—
38	Office of the Inspector General (EPA)	69.8	—
40	U.S. Geological Survey (Interior)	69.6	0.1
41	Federal Railroad Administration (DOT)	69.4	—
41	Region 9 - San Francisco (EPA)	69.4	-1.1
43	Air Combat Command (Air Force)	69.3	1.2
43	Federal Acquisition Service (GSA)	69.3	1.0
43	Air Force Elements, U.S. Strategic Command (Air Force)	69.3	—
46	U.S. Army National Guard Units (Army)	69.2	1.0
47	Office of the Inspector General (GSA)	69.1	—
48	U.S. Air Forces, Europe (Air Force)	69.0	-2.4
49	Region 7 - Kansas City (EPA)	68.9	1.2
50	Justice Management Division (DOJ)	68.7	-1.0
50	Office of Research and Development (EPA)	68.7	-1.0
52	National Institutes of Health (HHS)	68.4	-0.9
53	Centers for Medicare and Medicaid Services (HHS)	68.3	3.7
53	Departmental Offices (Treasury)	68.3	2.5
53	U.S. Army Acquisition Support Center (Army)	68.3	-4.6
56	Air Force Elements, U.S. Special Operations Command (Air Force)	68.2	—
56	Joint Activities (Army)	68.2	-2.7
58	Health Resources and Services Administration (HHS)	68.1	1.2
59	Space and Naval Warfare Systems Command (Navy)	68.0	-0.9
59	U.S. Fish and Wildlife Service (Interior)	68.0	-0.9
59	Bonneville Power Administration (DOE)	68.0	4.1
59	Centers for Disease Control and Prevention (HHS)	68.0	2.0
59	Office of the Inspector General (VA)	68.0	0.8
64	Office of the Inspector General (DOT)	67.9	—
65	Region 8 - Denver (EPA)	67.8	0.1
66	International Broadcasting Bureau (BBG)	67.7	—
66	Region 1 - Boston (EPA)	67.7	-2.3
68	Office of the Inspector General (Treasury)	67.6	-6.9
69	Agricultural Research Service (USDA)	67.5	-1.0
69	Region 6 - Dallas (EPA)	67.5	-2.7
69	Office of Justice Programs (DOJ)	67.5	-1.1
72	Office of the Administrator (EPA)	67.3	-1.5
72	Headquarters Air Intelligence Agency (Air Force)	67.3	-0.4
74	United States Coast Guard (DHS)	67.2	0.8

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
74	Air Force Elements, U.S. Northern Command (Air Force)	67.2	—
74	Office of the Chief Human Capital Officer (GSA)	67.2	—
77	Region 3 - Philadelphia (EPA)	67.1	-3.0
77	Global Strike Command (Air Force)	67.1	-0.3
77	Office of Enforcement Compliance Assurance (EPA)	67.1	0.0
80	Civilian Career Training (Air Force)	67.0	0.7
80	U.S. Air Force Academy (Air Force)	67.0	0.0
80	U.S. Army Training and Doctrine Command (Army)	67.0	-3.0
83	Naval Sea Systems Command (Navy)	66.9	-0.7
83	U.S. Army, Pacific (Army)	66.9	—
83	Air Mobility Command (Air Force)	66.9	0.9
83	Bureau of the Public Debt (Treasury)	66.9	-4.1
83	Air Force Legal Services Center (Air Force)	66.9	—
83	Office of the Secretary (DOD)	66.9	-1.6
89	Defense Information Systems Agency (DOD)	66.7	-1.2
90	Strategic Systems Programs Office (Navy)	66.6	—
91	Office of Field Policy and Management (HUD)	66.5	—
92	Office of Governmentwide Policy (GSA)	66.4	—
93	HR Solutions (OPM)	66.3	0.1
93	Region 10 - Seattle (EPA)	66.3	-2.1
93	Immediate Office of the Chief-of-Staff of the Army (Army)	66.3	-4.4
93	Agency for Healthcare Research and Quality (HHS)	66.3	0.8
93	Public Buildings Service (GSA)	66.3	-2.0
93	Air Force Manpower Agency (Air Force)	66.3	—
99	Office of Solid Waste and Emergency Response (EPA)	66.2	-0.5
100	Federal Law Enforcement Training Center (DHS)	66.0	-1.8
100	U.S. Army, Europe (DOT)	66.0	—
100	Office of the Secretary (DOT)	66.0	—
100	U.S. Pacific Fleet - Commander In Chief (Navy)	66.0	-0.9
104	Pacific Air Forces (Air Force)	65.9	0.1
104	Office of the Inspector General (DHS)	65.9	0.0
104	Executive Office of U.S. Attorneys and U.S. Attorneys (DOJ)	65.9	-2.2
107	National Oceanic and Atmospheric Administration (Commerce)	65.8	-2.8
107	Naval Education and Training Command (Navy)	65.8	-0.5
109	Office of the Chief Information Officer (OPM)	65.6	—
109	Office of the Secretary of the Army (Army)	65.6	—
109	Federal Transit Administration (DOT)	65.6	—
112	Naval Reserve Force (Navy)	65.5	—

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
112	Office of Management (ED)	65.5	—
112	Office of Air and Radiation (EPA)	65.5	-1.9
112	Defense Contract Audit Agency (DOD)	65.5	3.6
116	Air Weather Service (Air Force)	65.4	—
116	Departmental Administration (USDA)	65.4	-1.2
116	U.S. Army Criminal Investigation Command (Army)	65.4	—
119	Air Education and Training Command (Air Force)	65.1	0.7
119	Tax Division (DOJ)	65.1	-0.3
121	U.S. Army Accessions Command (Army)	65.0	-0.6
121	Civil Rights Division (DOJ)	65.0	1.4
123	Air National Guard Units (Air Force)	64.9	0.3
123	Bureau of the Census (Commerce)	64.9	-2.1
123	Risk Management Agency (USDA)	64.9	7.2
126	Drug Enforcement Administration (DOJ)	64.8	-1.5
127	Naval Air Systems Command (Navy)	64.7	-2.1
127	Bureau of Ocean Energy Management (Interior)	64.7	—
127	Food and Nutrition Service (USDA)	64.7	-0.5
127	Defense Media Activity (DOD)	64.7	—
131	Washington Headquarters Services - Serviced (DOD)	64.6	—
131	Military Sealift Command (Navy)	64.6	-1.1
133	Office of the Secretary (Commerce)	64.5	—
134	Bureau of Naval Personnel (Navy)	64.4	1.5
134	Office of the Chief of the National Guard Bureau (Army)	64.4	—
134	Office of Water (EPA)	64.4	-1.0
134	U.S. Army Corps of Engineers (Army)	64.4	-2.5
134	Naval Intelligence Command (Navy)	64.4	-1.0
134	Office of the Inspector General (ED)	64.4	0.6
140	Office of Surface Mining (Interior)	64.3	-2.4
141	Region 4 - Atlanta (EPA)	64.2	3.0
142	Office of the Chief Financial Officer (GSA)	64.1	-2.6
142	Immediate Office of the Chief of Naval Operations (Navy)	64.1	-2.6
144	Office of the Comptroller of the Currency (Treasury)	64.0	-3.9
145	Defense Logistics Agency (DOD)	63.9	0.4
145	U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command (Army)	63.9	—
147	Financial Crimes Enforcement Network (Treasury)	63.8	1.4
147	Office of Policy Development and Research (HUD)	63.8	—
149	Office of the Secretary (DHS)	63.7	—
149	U.S. Army Materiel Command (Army)	63.7	-2.6

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
149	National Defense University (DOD)	63.7	—
152	Financial Management Service (Treasury)	63.6	-3.3
152	Food and Drug Administration (HHS)	63.6	0.6
154	U.S. Atlantic Fleet - Commander In Chief (Navy)	63.4	1.6
155	Office of the Chief Information Officer (GSA)	63.3	—
155	Office of the Secretary (HHS)	63.3	0.3
155	Management Directorate (DHS)	63.3	—
155	Naval Facilities Engineering Command (Navy)	63.3	-1.2
155	Headquarters - Air Force Reserve (Air Force)	63.3	-0.8
160	Air Force District of Washington (Air Force)	63.2	—
160	Office of the Secretary of the Interior (Interior)	63.2	-4.2
160	Defense Security Service (DOD)	63.2	—
160	Air National Guard Support Center (Air Force)	63.2	—
160	U.S. Army Netcom/9th Army Signal Command (Army)	63.2	0.4
165	Field Operating Agencies of the Army Staff Resourced Through OA-22 (Army)	63.1	-3.0
165	Air Force Elements, Other Than Europe (Air Force)	63.1	—
167	National Highway Traffic Safety Administration (DOT)	63.0	—
168	National Nuclear Security Administration (DOE)	62.9	-0.5
168	Space Command (Air Force)	62.9	-1.4
168	Naval Medical Command (Navy)	62.9	-1.3
168	Naval Supply Systems Command (Navy)	62.9	-1.8
172	Bureau of Labor Statistics (DOL)	62.7	-1.1
173	Marine Corps (Navy)	62.6	-2.5
173	National Agricultural Statistics Service (USDA)	62.6	-8.4
173	Office of Environmental Information (EPA)	62.6	—
176	U.S. Army Military District of Washington (Army)	62.5	—
176	U.S. Mint (Treasury)	62.5	0.5
176	Assistant for Administration - Under Secretary of the Navy (Navy)	62.5	-3.7
176	Office of the Chief Financial Officer (HUD)	62.5	—
176	U.S. Army Installation Management Agency (Army)	62.5	-1.4
181	Internal Revenue Service (Treasury)	62.4	-1.2
181	U.S. Military Academy (Army)	62.4	—
181	U.S. Army South Command (Army)	62.4	—
181	Air National Guard Units (Mobilization) (Title 5) (Air Force)	62.4	—
181	Office of the Inspector General (USDA)	62.4	-0.9
187	Federal Bureau of Investigation (DOJ)	62.3	-1.0
187	Air Force Materiel Command (Air Force)	62.3	-1.3
187	Region 5 - Chicago (EPA)	62.3	-0.5

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
190	Federal Motor Carrier Safety Administration (DOT)	62.2	—
190	Air Force Audit Agency (Air Force)	62.2	—
190	Air Force Technical Applications Center (Air Force)	62.2	—
190	Office of Chemical Safety and Pollution Prevention (EPA)	62.2	—
190	National Cemetery Administration (VA)	62.2	-3.4
190	Bureau of Land Management (Interior)	62.2	0.7
190	Office of General Counsel (HUD)	62.2	—
197	Marketing and Regulatory Programs (USDA)	62.1	-1.6
198	Defense Human Resources Activity (DOD)	62.0	—
198	Office of the Assistant Secretary for Administration and Management (DOL)	62.0	-2.7
198	Air Force Center for Environmental Excellence (Air Force)	62.0	—
198	U.S. Army Reserve Command (Army)	62.0	2.3
202	Office of the Director (CSOSA)	61.9	—
202	Department of Defense Education Activity (DOD)	61.9	0.1
204	U.S. Army Medical Command (Army)	61.7	-2.5
204	Patent and Trademark Office (Commerce)	61.7	4.6
206	U.S. Military Entrance Processing Command (Army)	61.6	2.1
206	National Park Service (Interior)	61.6	-1.2
208	Bureau of Industry and Security (Commerce)	61.5	—
208	Administration for Children and Families (HHS)	61.5	1.1
208	TRICARE Management Activity (DOD)	61.5	-4.7
211	Defense Finance and Accounting Service (DOD)	61.4	-2.1
211	Central Office (VA)	61.4	-2.2
211	Air Force Personnel Center (Air Force)	61.4	—
214	Office of the Inspector General (DOJ)	61.3	-2.0
215	Federal Student Aid (ED)	61.1	-0.3
216	Office of the Chief Financial Officer (EPA)	61.0	—
216	Defense Threat Reduction Agency (DOD)	61.0	—
218	Federal Emergency Management Agency (DHS)	60.8	1.9
219	Region 2 - New York (EPA)	60.7	-2.2
219	Criminal Division (DOJ)	60.7	-4.0
219	U.S. Army Test and Evaluation Command (Army)	60.7	-1.5
222	Defense Contract Management Agency (DOD)	60.6	3.1
222	Maritime Administration (DOT)	60.6	—
224	Veterans Health Administration (VA)	60.5	-2.2
225	U.S. Marshals Service (DOJ)	60.2	-4.5
225	Bureau of Engraving and Printing (Treasury)	60.2	1.6
227	Bureau of Reclamation (Interior)	60.1	-1.8

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
227	Citizenship and Immigration Services (DHS)	60.1	1.2
229	Commander - Navy Installations (Navy)	60.0	-1.4
230	U.S. Army Intelligence and Security Command (Army)	59.8	-6.5
230	Air Force Personnel Operations Agency (Air Force)	59.8	—
230	Power Marketing Administrations (DOE)	59.8	-4.2
233	Natural Resources Conservation Service (USDA)	59.7	-1.0
234	Retirement Services (OPM)	59.6	—
235	Missile Defense Agency (DOD)	59.5	-4.2
236	National Telecommunications and Information Administration (Commerce)	59.4	—
236	Office of the Solicitor (DOL)	59.4	—
236	Federal Investigative Service (OPM)	59.4	0.5
239	Bureau of Safety and Environmental Enforcement (Interior)	59.3	—
240	Bureau of Prisons/Federal Prison System (DOJ)	59.2	-1.3
241	International Trade Administration (Commerce)	58.9	-3.7
241	Pipeline and Hazardous Materials Safety Administration (DOT)	58.9	—
243	National Appeals Division (USDA)	58.6	—
243	Office of Labor-Management Standards (DOL)	58.6	0.8
245	Assistant Secretary for Housing - Federal Housing Commissioner (HUD)	58.3	—
245	Executive Office for Immigration Review (DOJ)	58.3	-2.8
247	Employment and Training Administration (DOL)	58.2	2.7
248	Food Safety and Inspection Service (USDA)	58.1	1.3
248	U.S. Trustees Program (DOJ)	58.1	0.1
250	Washington Headquarters Services - Director of Administration and Management (DOD)	58.0	—
251	Office of the Solicitor (Interior)	57.9	-5.0
252	Forest Service (USDA)	57.8	-3.2
252	Employee Benefits Security Administration (DOL)	57.8	4.9
254	Office of Public and Indian Housing (HUD)	57.6	—
255	Joint Services and Activities Supported By the Office, Secretary of the Army (Army)	57.4	—
255	Office of the Chief Human Capital Officer (HUD)	57.4	—
257	Wage and Hour Division (DOL)	57.3	-0.3
257	Office of Fair Housing and Equal Opportunity (HUD)	57.3	—
259	Defense Commissary Agency (DOD)	57.0	-1.8
260	Farm Service Agency (USDA)	56.9	3.2
261	Occupational Safety and Health Administration (DOL)	56.8	-0.6
262	Office of General Counsel (USDA)	56.7	—
262	Intelligence and Analysis (DHS)	56.7	—
264	Indian Health Service (HHS)	56.6	-1.7
265	Secret Service (DHS)	56.5	-6.2

RANK	AGENCY	INNOVATION SCORE (2012)	% CHANGE (2011-2012)
266	Substance Abuse and Mental Health Services Administration (HHS)	56.4	-5.6
267	Federal Aviation Administration (DOT)	56.1	2.1
268	National Protection and Programs Directorate (DHS)	55.9	—
269	Office of the Under Secretary for Science and Technology (DHS)	55.8	-5.0
270	Bureau of Alcohol Tobacco Firearms and Explosives (DOJ)	55.6	-5.8
271	Rural Development (USDA)	55.5	—
272	Office of Special Education and Rehabilitative Services (ED)	55.4	-0.4
273	Veterans Employment and Training Services (DOL)	55.3	—
274	Office of Chief Information Officer (HUD)	54.9	—
275	Office of the Inspector General (DOL)	54.7	—
276	Foreign Agricultural Service (USDA)	54.3	-4.0
277	Bureau of Indian Affairs (Interior)	54.1	-3.8
278	Office of Elementary and Secondary Education (ED)	53.9	-2.1
279	Office of Community Planning and Development (HUD)	53.7	—
279	Mine Safety and Health Administration (DOL)	53.7	-0.6
279	Customs and Border Protection (DHS)	53.7	-2.6
282	Economic Development Administration (Commerce)	53.2	—
283	Voice of America (BBG)	53.0	—
284	Office of Workers' Compensation Programs (DOL)	52.7	-0.3
285	Antitrust Division (DOJ)	52.4	-9.4
286	Office of the Inspector General (Commerce)	51.2	—
286	Veterans Benefits Administration (VA)	51.2	-5.2
288	Immigration and Customs Enforcement (DHS)	50.9	-4.6
289	Office for Civil Rights (ED)	49.5	0.9
290	Office of Federal Contract Compliance Programs (DOL)	49.2	-0.1
291	Office of Postsecondary Education (ED)	48.6	-1.9
292	Transportation Security Administration (DHS)	47.3	-2.1
—	U.S. Army Audit Agency (Army)	—	—
—	Office of the Inspector General (DOD)	—	—