



2013 BEST PLACES TO WORK IN THE FEDERAL GOVERNMENT® ANALYSIS

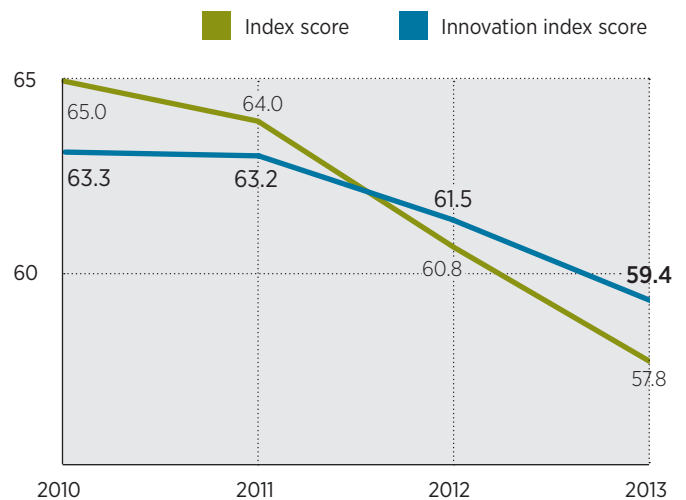
INNOVATION

Devising ways to improve performance and deliver better results is critical for federal agencies in these times of shrinking resources and complex new challenges. But according to federal employees, innovation in government is on the decline and isn't adequately rewarded.

The Partnership for Public Service, Deloitte¹ and Hay Group, as part of their analysis of the 2013 *Best Places to Work in the Federal Government*® data, examined how innovative government is, which agencies excel in fostering innovation and what drives innovation in the government space.

From 2012 to 2013, the government-wide innovation score, a calculation based on answers to three questions on the Office of Personnel Management's (OPM) Federal Employee Viewpoint Survey, dropped by 2.1 points to 59.4 out of 100. This represents the lowest score since we first measured innovation in 2010, and continues a year-to-year decline.

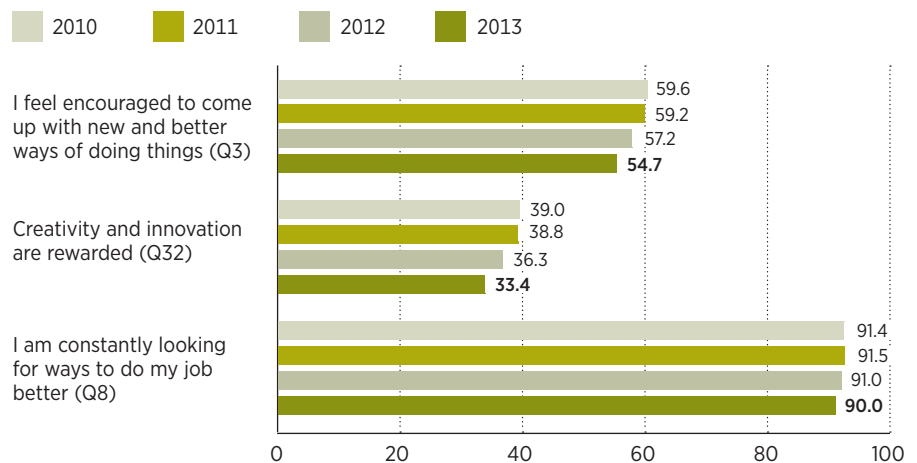
Innovation and Best Places to Work Index trends



While 90 percent of employees surveyed report they are always looking for better ways to do their jobs, the data reveal that only 54.7 percent feel they are encouraged to do so. Moreover, just one-third of federal employees (33.4 percent) surveyed believe their agency rewards creativity and innovation.

The bottom line is that federal workers are motivated to improve the way they do their work, but they do not feel supported by their organizations. The downward government-wide trend and the negative employee views on some key workplace indicators are troubling signs for sustaining a government that is able to innovate to meet new challenges.

Percentage of positive responses, and trends on innovation index questions



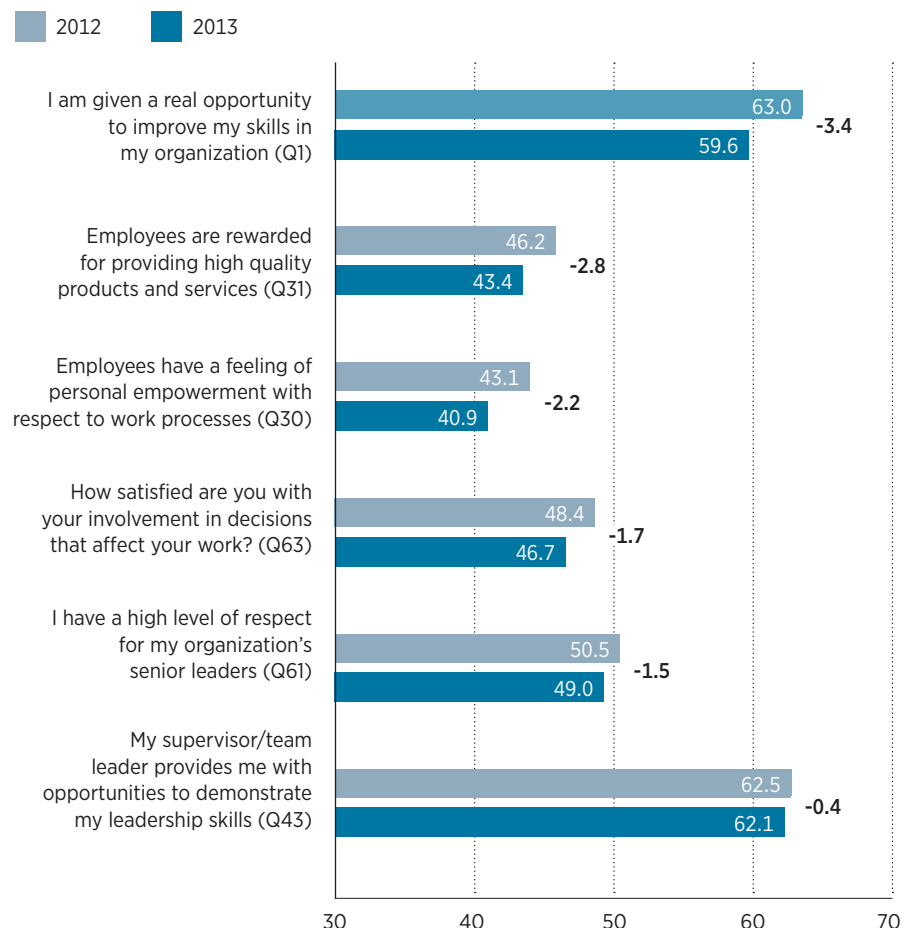
In 2010, Hay Group and the Partnership for Public Service identified Federal Employee Viewpoint Survey questions 3, 8 and 32 to measure innovation.

KEY DRIVERS OF INNOVATION

To understand better what drives innovation in government, we analyzed the survey questions to determine which were most closely related to the three questions that comprise the innovation score. The analysis revealed six questions that have a disproportionately high impact on the overall score, including 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.

Several of these factors pinpoint real weaknesses. For example, only 40.9 percent of respondents feel empowered with respect to work processes and just 43.4 percent believe they are rewarded for providing high-quality products and services. In addition, only 46.7 percent of those surveyed are satisfied with their involvement in decisions that affect their work. The scores on these and the three other questions dropped between 2012 and 2013. The largest decline was on feeling there is opportunity to improve skills. All these areas, if improved, could lead to improved opportunities for innovation in the federal workplace.

Percentage of positive responses, and trends on questions that drive innovation



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.

MOST INNOVATIVE AGENCIES

In spite of the challenges, some federal organizations are doing quite well.

For the fourth year in a row, the National Aeronautics and Space Administration (NASA) is the top-ranked large agency for innovation and, for the first time, the top five subcomponents are all from NASA. The John C. Stennis Space Center stands out among the best; the organization tops the subcomponent list with a score that is nearly 6 percentage points higher than the second-ranked Goddard Space Flight Center. It also has the highest score of any agency (large, mid-size, small) or subcomponent in the rankings. Furthermore, the Stennis Space Center managed to improve by 1.6 points while most agencies saw their innovation score decline. In fact, none of the large agencies were able to improve their overall innovation scores between 2012 and 2013.

Among mid-size agencies, the Federal Trade Commission is the top-ranked agency for innovation for the second year in a row. The Nuclear Regulatory Commission is second, while the National Science Foundation (NSF) and the Federal Communications Commission (FCC) rank third and fourth. Both NSF and FCC improved from 2012 and broke into the top-ranked innovation agencies for the first time. The Department of Education increased its innovation score by 2.1 points, and is the most-improved mid-size agency.

The Surface Transportation Board (STB) took the top honor for innovation among small agencies for the fourth consecutive year. STB's score is almost 10 points higher than second-ranked Peace Corps, and third-ranked Federal Mediation and Conciliation Service. The Federal Retirement Thrift Investment

Board, new to the innovation rankings, placed fifth. The most improved small agency is the Millennium Challenge Corporation, which increased its score by five points.

Innovation rankings

LARGE AGENCIES

Rank	Agency	Innovation Score (2013)	Point Change (2012-2013)
1	National Aeronautics and Space Administration	76.0	-0.5
2	Department of State	65.4	-2.2
3	Department of Commerce	63.5	-1.0
4	Department of Health and Human Services	62.7	-1.0
5	Department of the Navy (tie)	61.6	-2.9
5	Environmental Protection Agency (tie)	61.6	-4.5

MID-SIZE AGENCIES

1	Federal Trade Commission	69.8	-0.8
2	Nuclear Regulatory Commission	67.2	-2.7
3	National Science Foundation	66.8	1.0
4	Federal Communications Commission	66.1	0.8
5	Federal Deposit Insurance Corporation	65.6	-2.1

SMALL AGENCIES

1	Surface Transportation Board	83.9	0.9
2	Peace Corps	74.3	1.2
3	Federal Mediation and Conciliation Service	74.2	0.6
4	National Endowment for the Humanities	70.9	-1.8
5	Federal Retirement Thrift Investment Board	70.2	--

-- Not available

AGENCY SUBCOMPONENTS

1	John C. Stennis Space Center (NASA)	84.2	1.6
2	Goddard Space Flight Center (NASA)	78.5	-1.0
3	Lyndon B. Johnson Space Center (NASA)	77.8	-2.0
4	George C. Marshall Space Flight Center (NASA)	77.3	2.3
5	Langley Research Center (NASA)	76.3	-0.2

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

RECOMMENDATIONS

Government continues to slip on innovation at a time when its ability to be creative is paramount, given the increasing need for its services and the reduction in available resources. Innovation depends on the total environment that leaders and managers shape for employees. Creating that environment can be challenging for managers because they are dealing with day-to-day demands, and it is difficult to take the time to step back and examine new ways of doing business. Here are some simple steps managers can take to foster innovation.

Share a vision

Tell a story about how a new idea or process improved the organization's ability to accomplish its mission. Explain what you would like to see the team achieve and engage team members in dialogue to build on the idea and how it can be implemented.

Prioritize innovation

Make sure your calendar reflects your commitment to innovation. Schedule regular meetings or set aside time to pursue new ideas. It sends a signal to your team that innovation is important.

Provide a forum

Discussion forums can improve employee engagement and a sense of job satisfaction by giving employees a role in bringing about innovative solutions to workplace issues. Ask employees directly to share their views about improving work processes and service delivery. Try running a meeting devoted exclusively to the discussion of new ideas. Create six 10-minute slots and have employees sign up to present.

Build trust and serve as a mentor

If an idea isn't ready for implementation, don't shoot it down immediately. Provide constructive feedback and help employees improve the idea. Try asking different questions, such as, "What is missing?" or "What hasn't been said yet?" Connect employees with others who may offer additional guidance.

Create a process for implementation

Decide which innovations to pursue based on your organization's priorities and needs, and make sure the ideas can be supported with the necessary resources and technical help. The steps to achieve the desired goals should be laid out in advance, with timetables to meet specific targets and individual responsibilities clearly delineated. Everyone involved should have a clear understanding of the change, why it is important and how it will benefit the organization.

Assess outcomes and reflect

Consider using metrics or employee and client feedback to evaluate the innovation effort and determine if it is working. Use the assessments to make any adjustments and keep the process moving forward to reach the desired outcome. If the idea falls short, spend time examining what went wrong in order to improve the next project. Be honest about any difficulties or tough decisions.

Recognize employees

At team meetings or with more formal innovation awards, be sure to highlight the good work and creativity of employees and celebrate your successes. Recognition sends a positive message to team members that their ideas and effort matter.

¹ As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Large agency innovation rankings

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
1	National Aeronautics and Space Administration	76.0	-0.5
2	Department of State	65.4	-2.2
3	Department of Commerce	63.5	-1.0
4	Department of Health and Human Services	62.7	-1.0
5	Department of the Navy	61.6	-2.9
5	Environmental Protection Agency	61.6	-4.5
7	Department of the Air Force	61.2	-3.3
8	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	60.5	-1.6
9	Department of the Interior	60.2	-3.0
10	Department of the Army	60.1	-4.1
10	Department of Justice	60.1	-1.4
12	Department of Veterans Affairs	59.1	-0.2
13	Department of the Treasury	58.8	-4.0
14	Social Security Administration	58.4	-3.2
15	Department of Agriculture	57.8	-1.3
16	Department of Transportation	57.7	-0.2
17	Department of Labor	54.6	-2.2
18	Department of Homeland Security	50.7	-2.0
N/A	Intelligence Community	--	--

-- Not available

Mid-size agency innovation rankings

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
1	Federal Trade Commission	69.8	-0.8
2	Nuclear Regulatory Commission	67.2	-2.7
3	National Science Foundation	66.8	1.0
4	Federal Communications Commission	66.1	0.8
5	Federal Deposit Insurance Corporation	65.6	-2.1
6	U.S. Agency for International Development	64.5	-0.6
7	General Services Administration	63.8	-3.3
8	Office of Personnel Management	63.7	0.9
9	National Credit Union Administration	62.6	-4.7
10	Government Printing Office	62.4	--
11	Federal Energy Regulatory Commission	61.4	0.8
12	Small Business Administration	61.2	0.2
13	Department of Education	61.1	2.1
14	Department of Energy	60.9	-2.1
15	Court Services and Offender Supervision Agency	59.1	-5.4
16	Securities and Exchange Commission	57.4	1.5
17	Equal Employment Opportunity Commission	57.1	-2.4
18	Broadcasting Board of Governors	56.7	-0.6
19	National Archives and Records Administration	55.0	-1.5
20	Department of Housing and Urban Development	52.6	-5.6
21	National Labor Relations Board	50.7	-1.0
N/A	Government Accountability Office	--	--
N/A	Smithsonian Institution	--	--

-- Not available

Small agency innovation rankings

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
1	Surface Transportation Board	83.9	0.9
2	Peace Corps	74.3	1.2
3	Federal Mediation and Conciliation Service	74.2	0.6
4	National Endowment for the Humanities	70.9	-1.8
5	Federal Retirement Thrift Investment Board	70.2	-6.6
6	Overseas Private Investment Corporation	69.1	-1.9
7	Office of Special Counsel	68.4	0.1
8	National Endowment for the Arts	68.0	0.3
9	Office of Management and Budget	66.8	-7.1
10	Millennium Challenge Corporation	66.4	5.0
11	Federal Labor Relations Authority	65.8	-1.0
12	Corporation for National and Community Service	63.1	-0.5
13	National Transportation Safety Board	62.8	-4.2
14	Consumer Product Safety Commission	62.5	-0.8
14	U.S. International Trade Commission	62.5	1.0
16	National Gallery of Art	62.4	-0.1
17	International Boundary and Water Commission	61.5	3.1
18	Pension Benefit Guaranty Corporation	61.2	-2.8
19	Selective Service System	60.6	-5.3
20	Federal Election Commission	60.0	-2.5
21	Federal Housing Finance Agency	59.2	3.9
22	Commodity Futures Trading Commission	58.7	-7.9
23	Railroad Retirement Board	57.9	-0.3
24	Merit Systems Protection Board	57.5	-3.9
25	Office of the U.S. Trade Representative	56.5	2.0
26	Export-Import Bank of the United States	53.2	-4.9
27	Federal Maritime Commission	49.7	-1.7
28	Defense Nuclear Facilities Safety Board	49.5	-19.9
N/A	Farm Credit Administration	--	--

-- Not available

Agency subcomponent innovation rankings

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
1	John C. Stennis Space Center (NASA)	84.2	1.6
2	Goddard Space Flight Center (NASA)	78.5	-1.0
3	Lyndon B. Johnson Space Center (NASA)	77.8	-2.0
4	George C. Marshall Space Flight Center (NASA)	77.3	2.3
5	Langley Research Center (NASA)	76.3	-0.2
6	Naval Reserve Force (Navy)	75.0	9.5
7	U.S. Air Forces, Europe (Air Force)	74.6	5.6
8	Economic Research Service (USDA)	74.0	-3.6
9	Facilities - Security - Contracting (OPM)	73.7	--
10	Bureau of Economic Analysis (Commerce)	73.5	2.8
10	Healthcare and Insurance (OPM)	73.5	--
12	Office of the Inspector General (Treasury)	73.4	5.8
13	Federal Highway Administration (DOT)	73.3	0.5
13	John Glenn Research Center at Lewis Field (NASA)	73.3	-1.0
15	Ames Research Center (NASA)	73.2	0.0
15	John F. Kennedy Space Center (NASA)	73.2	-1.2
17	Employee Services (OPM)	72.8	1.4
18	Office of the Inspector General (GSA)	72.6	3.5
19	Headquarters (NASA)	72.5	-1.4
20	Domestic Nuclear Detection Office (DHS)	72.4	--
21	Air Force Office of Special Investigations (Air Force)	72.3	-0.9
22	Dryden Flight Research Center (NASA)	72.2	1.9
22	Office of the Inspector General (OPM)	72.2	--
24	Office of the Inspector General for Tax Administration (Treasury)	71.9	1.1
25	Institute of Education Sciences (ED)	71.8	--
25	Naval Special Warfare Command (Navy)	71.8	-2.0
27	Office of the Chief Financial Officer (ED)	71.7	1.3
28	Alcohol and Tobacco Tax and Trade Bureau (Treasury)	71.3	-3.3
29	Office of Naval Research (Navy)	71.2	-5.0
30	Civil Division (DOJ)	71.0	-1.8
31	Environment and Natural Resources Division (DOJ)	70.3	-3.3
32	Office of Planning, Evaluation and Policy Development (ED)	69.5	--
33	National Institute of Standards and Technology (Commerce)	69.4	-1.3
34	HR Solutions (OPM)	69.3	3.0
35	Office of the Chief Financial Officer (OPM)	69.2	--
35	Office of the Inspector General (Interior)	69.2	-3.4
37	Field Operating Offices of Office of the Secretary of the Army (Army)	69.1	-3.7

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
37	Office of the Inspector General (VA)	69.1	1.1
39	Air Force Elements, U.S. Special Operations Command (Air Force)	68.9	0.7
40	Office of Administration and Resources Management (EPA)	68.8	-1.9
40	Office of the Executive Director (FERC)	68.8	--
40	Research and Innovative Technology Administration (DOT)	68.8	-3.2
43	Office of Enforcement (FERC)	68.4	--
44	Centers for Medicare and Medicaid Services (HHS)	68.3	0.0
45	Administration for Community Living (HHS)	68.1	--
45	Food Nutrition and Consumer Services (USDA)	68.1	3.4
45	U.S. Geological Survey (Interior)	68.1	-1.5
48	Office of the Chief Human Capital Officer (GSA)	67.9	0.7
49	National Technical Information Service (Commerce)	67.8	--
50	Office of Management (ED)	67.5	2.0
51	Departmental Offices (Treasury)	67.3	-1.0
51	Region 1 - Boston (EPA)	67.3	-0.4
53	Bureau of Ocean Energy Management (Interior)	67.2	2.5
53	Federal Acquisition Service (GSA)	67.2	-2.1
55	Bonneville Power Administration (DOE)	67.1	-0.9
55	Federal Railroad Administration (DOT)	67.1	-2.3
55	Justice Management Division (DOJ)	67.1	-1.6
58	Air Force Elements, U.S. Transportation Command (Air Force)	67.0	-4.5
59	Civil Engineering Center (Air Force)	66.9	--
60	Centers for Disease Control and Prevention (HHS)	66.8	-1.2
61	Office of the Inspector General (DOT)	66.7	-1.2
61	Pretrial Services Agency (CSOSA)	66.7	-3.5
63	All Other Components (Air Force)	66.6	--
63	Region 9 - San Francisco (EPA)	66.6	-2.8
65	Air Force Special Operations Command (Air Force)	66.5	-5.9
65	Patent and Trademark Office (Commerce)	66.5	4.8
65	U.S. Army Acquisition Support Center (Army)	66.5	-1.8
68	Office of the Secretary (Commerce)	66.3	1.8
69	Headquarters and Support Elements (Air Force)	66.1	-5.1
70	Health Resources and Services Administration (HHS)	65.8	-2.3
70	Office of the Chief Financial Officer (GSA)	65.8	1.7
70	Office of the Chief Information Officer (OPM)	65.8	0.2
70	Pacific Air Forces (Air Force)	65.8	-0.1
70	Region 6 - Dallas (EPA)	65.8	-1.7
70	Region 8 - Denver (EPA)	65.8	-2.0

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
76	U.S. Special Operations Command (Army)	65.7	-5.0
77	Agricultural Research Service (USDA)	65.4	-2.1
78	Immediate Office of the Chief-of-Staff of the Army (Army)	65.3	-1.0
79	International Broadcasting Bureau (BBG)	65.0	-2.7
79	National Institutes of Health (HHS)	65.0	-3.4
81	Merit System Audit and Compliance (OPM)	64.9	--
81	Space and Naval Warfare Systems Command (Navy)	64.9	-3.1
83	Defense Contract Audit Agency (DOD)	64.8	-0.7
83	Global Strike Command (Air Force)	64.8	-2.3
83	United States Coast Guard (DHS)	64.8	-2.4
83	U.S. Fish and Wildlife Service (Interior)	64.8	-3.2
87	Agency for Healthcare Research and Quality (HHS)	64.7	-1.6
87	Office of the Chief of the National Guard Bureau (Army)	64.7	0.3
89	Office of Government-wide Policy (GSA)	64.6	-1.8
89	Office of the Secretary (DOT)	64.6	-1.4
89	U.S. Army Forces Command (Army)	64.6	-6.3
92	Defense Threat Reduction Agency (DOD)	64.5	3.5
93	Region 4 - Atlanta (EPA)	64.4	0.2
93	Region 7 - Kansas City (EPA)	64.4	-4.5
95	U.S. Air Force Academy (Air Force)	64.3	-2.7
96	Federal Law Enforcement Training Center (DHS)	64.2	-1.8
97	Criminal Division (DOJ)	64.1	3.4
98	Air Force Elements, U.S. Strategic Command (Air Force)	63.9	-5.4
98	Air Mobility Command (Air Force)	63.9	-3.0
98	Bureau of the Public Debt (Treasury)	63.9	-3.0
98	Civil Rights Division (DOJ)	63.9	-1.1
102	Air Combat Command (Air Force)	63.8	-5.5
102	Naval Sea Systems Command (Navy)	63.8	-3.1
102	Office of Justice Programs (DOJ)	63.8	-3.7
105	Headquarters - Air Force Reserve (Air Force)	63.7	0.4
105	Office of the General Counsel (GSA)	63.7	--
107	Defense Logistics Agency (DOD)	63.6	-0.3
107	Executive Office of U.S. Attorneys and U.S. Attorneys (DOJ)	63.6	-2.3
109	Air National Guard Support Center (Air Force)	63.5	0.3
109	Defense Information Systems Agency (DOD)	63.5	-3.2
109	Federal Motor Carrier Safety Administration (DOT)	63.5	1.3
112	U.S. Army Training and Doctrine Command (Army)	63.4	-3.6
113	Agricultural Marketing Service (USDA)	63.3	--

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
113	National Cemetery Administration (VA)	63.3	1.1
115	Office of the Secretary (DHS)	63.2	-0.5
115	Retirement Services (OPM)	63.2	3.6
115	U.S. Army, Pacific (Army)	63.2	-3.7
118	Civilian Career Training (Air Force)	63.1	-3.9
119	National Oceanic and Atmospheric Administration (Commerce)	62.8	-3.0
119	Tax Division (DOJ)	62.8	-2.3
121	Drug Enforcement Administration (DOJ)	62.7	-2.1
121	Office of the Secretary (HHS)	62.7	-0.6
123	U.S. Army Reserve Command (Army)	62.6	0.6
124	Missile Defense Agency (DOD)	62.5	3.0
125	Departmental Administration (USDA)	62.4	-3.0
125	Office of the Inspector General (ED)	62.4	-2.0
125	U.S. Army Criminal Investigation Command (Army)	62.4	-3.0
125	U.S. Army, Europe (Army)	62.4	-3.6
129	Joint Activities (Army)	62.3	-5.9
129	U.S. Military Entrance Processing Command (Army)	62.3	0.7
131	Office of the Chief Information Officer (GSA)	62.2	-1.1
131	Risk Management Agency (USDA)	62.2	-2.7
131	U.S. Army Accessions Command (Army)	62.2	-2.8
131	U.S. Atlantic Fleet - Commander In Chief (Navy)	62.2	-1.2
135	Bureau of Naval Personnel (Navy)	62.1	-2.3
135	Office of the Comptroller of the Currency (Treasury)	62.1	-1.9
135	Office of the General Counsel (FERC)	62.1	--
135	Office of the Secretary of the Army (Army)	62.1	-3.5
139	Air Education and Training Command (Air Force)	61.9	-3.2
139	Naval Education and Training Command (Navy)	61.9	-3.9
139	Office of the Inspector General (Commerce)	61.9	10.7
142	Food and Drug Administration (HHS)	61.8	-1.8
142	Region 3 - Philadelphia (EPA)	61.8	-5.3
144	Office of Elementary and Secondary Education (ED)	61.7	7.8
145	Office of the Inspector General (DHS)	61.5	-4.4
145	Office of the Inspector General (EPA)	61.5	-8.3
145	Office of Research and Development (EPA)	61.5	-7.2
148	Defense Finance and Accounting Service (DOD)	61.4	0.0
148	Federal Student Aid (ED)	61.4	0.3
148	Naval Intelligence Command (Navy)	61.4	-3.0
151	U.S. Pacific Fleet - Commander In Chief (Navy)	61.3	-4.7

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
151	National Highway Traffic Safety Administration (DOT)	61.3	-1.7
151	Office of Air and Radiation (EPA)	61.3	-4.2
154	Federal Transit Administration (DOT)	61.2	-4.4
154	National Institute of Food and Agriculture (USDA)	61.2	--
154	Office of Field Policy and Management (HUD)	61.2	-5.3
154	Washington Headquarters Services (DOD)	61.2	--
158	Naval Air Systems Command (Navy)	61.1	-3.6
158	Public Buildings Service (GSA)	61.1	-5.2
160	Bureau of Labor Statistics (DOL)	61.0	-1.7
161	Citizenship and Immigration Services (DHS)	60.9	0.8
161	Space Command (Air Force)	60.9	-2.0
161	U.S. Mint (Treasury)	60.9	-1.6
164	Federal Bureau of Investigation (DOJ)	60.8	-1.5
165	Bureau of Engraving and Printing (Treasury)	60.7	0.5
165	Bureau of Industry and Security (Commerce)	60.7	-0.8
165	Bureau of Safety and Environmental Enforcement (Interior)	60.7	1.4
165	Defense Security Service (DOD)	60.7	-2.5
165	Naval Medical Command (Navy)	60.7	-2.2
170	Office of the Inspector General (USDA)	60.5	-1.9
171	Air Force Elements, U.S. Northern Command (Air Force)	60.4	-6.8
171	Marine Corps (Navy)	60.4	-2.2
173	Naval Supply Systems Command (Navy)	60.3	-2.6
173	U.S. Army Military District of Washington (Army)	60.3	-2.2
175	Headquarters Air Intelligence Agency (Air Force)	60.2	-7.1
175	Pipeline and Hazardous Materials Safety Administration (DOT)	60.2	1.3
177	Defense Human Resources Activity (DOD)	60.1	-1.9
177	Office of the Secretary of the Interior (Interior)	60.1	-3.1
179	Immediate Office of the Chief of Naval Operations (Navy)	60.0	-4.1
179	Maritime Administration (DOT)	60.0	-0.6
179	Office of the Assistant Secretary for Administration and Management (DOL)	60.0	-2.0
179	U.S. Army Corps of Engineers (Army)	60.0	-4.4
183	International Trade Administration (Commerce)	59.9	1.0
183	Office of Enforcement Compliance Assurance (EPA)	59.9	-7.2
183	Office of Environmental Information (EPA)	59.9	-2.7
186	Bureau of Land Management (Interior)	59.8	-2.4
186	Office of the Administrator (EPA)	59.8	-7.5
188	U.S. Army Installation Management Agency (Army)	59.7	-2.8
188	Veterans Health Administration (VA)	59.7	-0.8

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
190	Field Operating Agencies of the Army Staff Resourced Through OA-22 (Army)	59.6	-3.5
190	Office of the Solicitor (DOL)	59.6	0.2
192	Military Sealift Command (Navy)	59.5	-5.1
192	Office of the Chief Financial Officer (EPA)	59.5	-1.5
192	Programs - Staff - Field Offices (DOE)	59.5	--
192	U.S. Army Materiel Command (Army)	59.5	-4.2
196	Commander - Navy Installations (Navy)	59.3	-0.7
196	Federal Investigative Service (OPM)	59.3	-0.1
196	U.S. Army North (Army)	59.3	--
199	Office of the Chief Financial Officer (HUD)	59.0	-3.5
199	Management Directorate (DHS)	59.0	-4.3
199	Strategic Systems Programs Office (Navy)	59.0	-7.6
199	U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command (Army)	59.0	-4.9
203	Region 2 - New York (EPA)	58.9	-1.8
204	Administration for Children and Families (HHS)	58.7	-2.8
204	Bureau of the Census (Commerce)	58.7	-6.2
206	TRICARE Management Activity (DOD)	58.6	-2.9
207	U.S. Army Intelligence and Security Command (Army)	58.5	-1.3
208	Air Force Materiel Command (Air Force)	58.4	-3.9
208	Region 10 - Seattle (EPA)	58.4	-7.9
210	Antitrust Division (DOJ)	58.3	5.9
210	Federal Emergency Management Agency (DHS)	58.3	-2.5
210	National Nuclear Security Administration (DOE)	58.3	-4.6
210	U.S. Army Medical Command (Army)	58.3	-3.4
210	U.S. Marshals Service (DOJ)	58.3	-1.9
215	Office of Special Education and Rehabilitative Services (ED)	58.2	2.8
216	Financial Management Service (Treasury)	58.1	-5.5
216	Internal Revenue Service (Treasury)	58.1	-4.3
216	National Telecommunications and Information Administration (Commerce)	58.1	-1.3
216	Office of Water (EPA)	58.1	-6.3
220	Animal and Plant Health Inspection Service (USDA)	58.0	--
220	National Agricultural Statistics Service (USDA)	58.0	-4.6
222	Bureau of Prisons/Federal Prison System (DOJ)	57.9	-1.3
222	Naval Facilities Engineering Command (Navy)	57.9	-5.4
224	Central Office (VA)	57.8	-3.6
224	Office of Cuba Broadcasting (BBG)	57.8	--
224	Power Marketing Administrations (DOE)	57.8	-2.0

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
227	Assistant for Administration - Under Secretary of the Navy (Navy)	57.7	-4.8
227	Natural Resources Conservation Service (USDA)	57.7	-2.0
227	Office of Solid Waste and Emergency Response (EPA)	57.7	-8.5
230	National Park Service (Interior)	57.6	-4.0
231	U.S. Army Test and Evaluation Command (Army)	57.5	-3.2
232	Bureau of Reclamation (Interior)	57.4	-2.7
232	Intelligence and Analysis (DHS)	57.4	0.7
232	Office of Chemical Safety and Pollution Prevention (EPA)	57.4	-4.8
232	U.S. Army Netcom/9th Army Signal Command (Army)	57.4	-5.8
236	Air Force Audit Agency (Air Force)	57.2	-5.0
236	Foreign Agricultural Service (USDA)	57.2	2.9
238	Air Force Personnel Center (Air Force)	57.1	-4.3
239	Office of Energy Projects (FERC)	56.9	--
240	Office of Policy Development and Research (HUD)	56.8	-7.0
241	Air Force District of Washington (Air Force)	56.7	-6.5
242	Indian Health Service (HHS)	56.6	0.0
242	Office of Surface Mining (Interior)	56.6	-7.7
244	Defense Commissary Agency (DOD)	56.5	-0.5
245	Federal Aviation Administration (DOT)	56.4	0.3
246	Department of Defense Education Activity (DOD)	56.3	-5.6
247	Grain Inspection, Packers and Stockyards Administration (USDA)	56.1	--
247	Office of the Inspector General (DOJ)	56.1	-5.2
247	U.S. Trustees Program (DOJ)	56.1	-2.0
250	Office of the Chief Information Officer (ED)	56.0	--
251	Community Supervision Program (CSOSA)	55.9	--
252	Bureau of Alcohol Tobacco Firearms and Explosives (DOJ)	55.8	0.2
252	Food Safety and Inspection Service (USDA)	55.8	-2.3
252	Forest Service (USDA)	55.8	-2.0
252	Region 5 - Chicago (EPA)	55.8	-6.5
256	Joint Services and Activities Supported By the Office, Secretary of the Army (Army)	55.7	-1.7
257	Wage and Hour Division (DOL)	55.4	-1.9
258	Executive Office for Immigration Review (DOJ)	55.2	-3.1
259	Office of Labor-Management Standards (DOL)	55.0	-3.6
260	Defense Contract Management Agency (DOD)	54.9	-5.7
260	Employment and Training Administration (DOL)	54.9	-3.3
262	Office of the Chief Human Capital Officer (HUD)	54.8	-2.6
262	Rural Development (USDA)	54.8	-0.7
262	Veterans Employment and Training Services (DOL)	54.8	-0.5

RANK	AGENCY	INNOVATION SCORE (2013)	POINT CHANGE (2012-2013)
265	U.S. Army Central (Army)	54.7	--
266	Office of the Inspector General (DOD)	54.1	0.0
267	Farm Service Agency (USDA)	53.9	-3.0
267	Office of Chief Information Officer (HUD)	53.9	-1.0
267	Office of the Inspector General (DOL)	53.9	-0.8
267	Secret Service (DHS)	53.9	-2.6
271	Office for Civil Rights (ED)	53.7	4.2
272	Office of Community Planning and Development (HUD)	53.5	-0.2
272	Voice of America (BBG)	53.5	0.5
274	Substance Abuse and Mental Health Services Administration (HHS)	53.4	-3.0
275	Office of Energy Market Regulation (FERC)	53.1	--
276	Office of the Under Secretary for Science and Technology (DHS)	52.9	-2.9
277	Occupational Safety and Health Administration (DOL)	52.8	-4.0
278	Office of the General Counsel (USDA)	52.5	-4.2
279	All Other Components (DOJ)	52.2	--
279	Assistant Secretary for Housing - Federal Housing Commissioner (HUD)	52.2	-6.1
281	Office of Federal Contract Compliance Programs (DOL)	52.1	2.9
281	Veterans Benefits Administration (VA)	52.1	0.9
283	Employee Benefits Security Administration (DOL)	52.0	-5.8
283	Financial Crimes Enforcement Network (Treasury)	52.0	-11.8
285	Mine Safety and Health Administration (DOL)	51.9	-1.8
286	Office of Fair Housing and Equal Opportunity (HUD)	51.6	-5.7
287	Office of the General Counsel (HUD)	51.4	-10.8
288	National Protection and Programs Directorate (DHS)	51.1	-4.8
289	Administrative Law Judges (DOL)	50.8	--
289	Office of Public and Indian Housing (HUD)	50.8	-6.8
291	Bureau of Indian Affairs (Interior)	50.7	-3.4
292	Economic Development Administration (Commerce)	50.4	-2.8
292	Office of the Solicitor (Interior)	50.4	-7.5
294	Air National Guard Units (Mobilization) (Title 5) (Air Force)	50.2	-12.2
295	Office of Postsecondary Education (ED)	49.5	0.9
296	Immigration and Customs Enforcement (DHS)	49.3	-1.6
297	Customs and Border Protection (DHS)	48.9	-4.8
297	Office of Chief Procurement Officer (HUD)	48.9	--
299	Office of Workers' Compensation Programs (DOL)	47.7	-5.0
300	Transportation Security Administration (DHS)	47.5	0.2
N/A	U.S. Army Audit Agency (Army)	--	--

-- Not available