



## 2013 BEST PLACES TO WORK IN THE FEDERAL GOVERNMENT® ANALYSIS

# Making An Impact Through Effective Leadership Communication

Effective communication from organizational leaders is needed to establish a transparent, positive work environment. There is a statistically significant correlation between effective workplace communication and employee job satisfaction,<sup>1</sup> but communicating effectively and motivating employees is a challenge for many leaders.

In this *Best Places to Work in the Federal Government*® snapshot, the Partnership for Public Service and Deloitte considered three questions from the Office of Personnel Management's (OPM) 2013 Federal Employee Viewpoint Survey to measure employee satisfaction with leadership communication in their agencies. The questions covered the communication of goals and priorities, the information provided to different work units and employee satisfaction with information they receive regarding what is taking place in the organization.

Based on employees' responses to these questions, a communications index was created to measure how satisfied employees are with information they are receiving from their senior leaders and managers. To understand recent trends, data from the past five years was analyzed.

<sup>1</sup> Deloitte Consulting LLP, "Silencing the static: Engaging employees in an unsettled environment," July 2014.

### Leadership communication and Best Places to Work Index trends



## GOVERNMENT-WIDE RESULTS

Our *Best Places to Work* analysis shows that employee satisfaction with their leaders' communication is low and has been dropping on average across the federal government.

The 2013 government-wide leadership communication index score is 50.2 out of 100, indicating that only half of the federal workforce is satisfied with the level of communication it is receiving from those in leadership positions at their agencies. This score represents a 3.9 point drop since 2009.

From 2009 to 2013, more than 60 percent of the agencies for which data are available registered a decrease in satisfaction with leadership communication.<sup>2</sup> This result underscores the need for leaders to focus on improving communication with their employees. Overall, the rankings on leadership communication closely mirror the *Best Places to Work* index rankings, highlighting the link between leadership communication and overall employee satisfaction.

<sup>2</sup> Data available for 2009 and 2013 for 56 out of 71 large, mid-size and small agencies.

### The factors behind the leadership communication scores

Of the three survey questions used to measure federal employee satisfaction with leadership communication, the lowest score was represented by the information employees receive from management on what is going on in their organization. Only 44.8 percent of employees responded positively on this question in 2013 compared to 48.1 percent in 2009, as shown below.

In addition, less than half of federal employees surveyed throughout the federal government are satisfied with the extent to which managers promote communication among work units. The government-wide score on this question dropped from 54.5 percent in 2009 to 48.2 percent in 2013.

At the same time, 57.5 percent believe their managers communicate the goals and priorities of the organization, the highest score of the three questions. The 2013 score, however, represents a 2.2 point decrease from 2009.

### Government trails the private sector

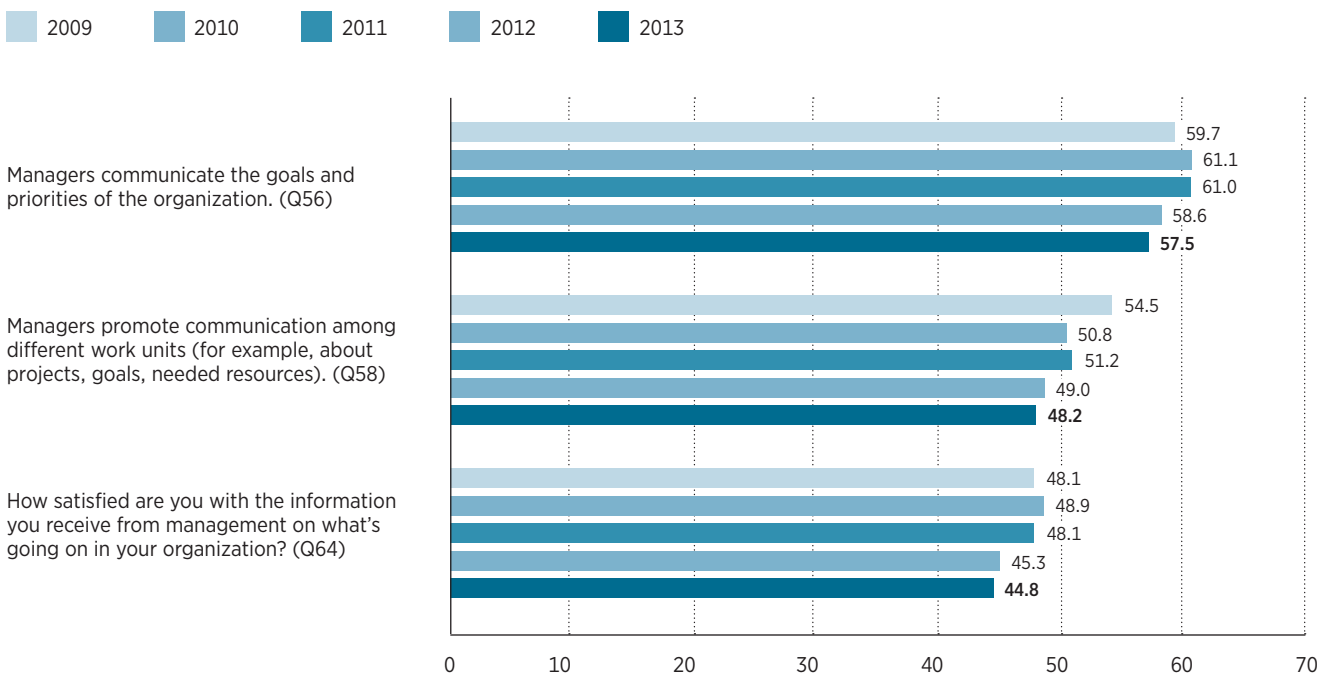
According to data provided by Hay Group, 60 percent of private sector employees are satisfied with the information they receive from management on what is going on in their organization.<sup>3</sup> The government's score on this same question, the only one for which there is comparative data, is 15.2 points lower, highlighting a disparity in satisfaction with this aspect of leadership communication.

### Agency highlights

Despite the overall negative trend regarding employee satisfaction with leadership communication across the government, agency-specific results show wide variations in their communications index scores.

<sup>3</sup> Partnership for Public Service, "Private Sector Comparison," *The Best Places to Work in the Federal Government 2013 Rankings*, [http://bestplacestowork.org/BPTW/overview/analysis/private\\_sector\\_comparison.php](http://bestplacestowork.org/BPTW/overview/analysis/private_sector_comparison.php) (accessed 24 July 2014).

## Percentage of positive responses government-wide on communication questions



Among large agencies, scores range from 68.0 at the National Aeronautics and Space Administration (NASA) compared to only 38.8 percent at the Department of Homeland Security (DHS). The scores for mid-size agencies range from 68.8 percent at the Federal Deposit Insurance Corporation (FDIC) to 41.3 percent at the Broadcasting Board of Governors (BBG). Among small agencies, the Surface Transportation Board has a leadership communication score of 75.9, compared to a score of only 34.1 at the Office of the U.S. Trade Representative.

While about half of the agencies for which data were available registered declines in their leadership communication scores from 2012 to 2013, there were several that showed considerable improvement. The leadership communication index score for the Office of the Inspector General in the Department of Commerce, for example, increased by 18.4 points. Additionally, the scores for the U.S. International Trade Commission and

two subcomponents within the Department of Justice—the Criminal Division and the Antitrust Division—all increased by more than 11 points.

While there is a tendency in a volatile and uncertain environment to stifle communications, some agency leaders resisted this trend during the last few years of budget cuts, hiring freezes and the government shutdown by increasing their interactions with employees. The agencies that scored high on leadership communication have tended to be proactive, making a concerted effort to keep employees informed and engaged regarding what is taking place within their organizations.

NASA, for example, hosts a Virtual Executive Summit that allows Administrator Charles Bolden to connect with employees using online tools. This initiative demonstrates how agency leaders can leverage technology to engage in meaningful interactions with employees even when these employees are based in diverse geographic locations. NASA's

managers also actively seek employee feedback through focus group and surveys, customizing questions based on their immediate relevance to the agency.

### Summary

Low levels of employee satisfaction with leadership communication in 2013 go hand-in-hand with lower employee satisfaction scores across-the-board. While some agencies have prioritized effective leadership communication, government-wide satisfaction levels on leadership communication have decreased in recent years. Agencies will need to make a concerted effort to increase leadership communication in order to reverse this negative trend.

## STEPS YOU CAN TAKE TO IMPROVE THE IMPACT OF YOUR LEADERSHIP COMMUNICATIONS

The *Best Places to Work* trends indicate a decline in employee satisfaction with leadership communication across government, a worrisome sign since leadership communication can have a significant impact on employee attitudes toward their jobs and workplaces. Leaders should take affirmative steps to keep employees better informed about organizational and work unit goals and activities. Increased efforts to effectively communicate with employees can help improve job and workplace satisfaction and, ultimately, employee commitment and productivity.

Below are some approaches to consider to improve the effectiveness of leadership communication. These approaches are based on actions taken by some of the most improved and best performing agencies that the Partnership for Public Service has highlighted over the years in the *Best Places to Work* rankings as well as in the 2013 report by the Partnership and Deloitte, “Ten Years of the *Best Places to Work in the Federal Government*® Rankings.”

### Make communication a consistent priority for leadership

Establishing effective leadership communication does not happen overnight. In order to effectively drive communication, agency leaders must consistently focus on improving and maintaining quality communication, not just engaging in short-lived initiatives.

The FDIC, for example, established leadership communication as a key agency priority by launching regular initiatives that put employees directly in contact with the agency's leaders on a regular basis. Leaders began holding quarterly call-ins where employees from around the country can speak directly with the agency's chairman. These call-ins are unscripted, allowing employees to ask any questions they have and obtain answers directly from agency leadership. The agency also holds both virtual and in-person town hall meetings, creating multiple venues where employees can receive information from senior leadership.

### **Communicate with employees through multiple platforms**

Not all employees prefer to receive and convey information through the same medium. In order to effectively communicate with all staff, agency leaders should strive to communicate with employees through multiple platforms. From more conventional means of leadership communication, such as one-on-one discussions and emails, to more innovative communication methods, such as video conferencing and social media, leaders should leverage a range of platforms to communicate with employees.

The management at the U.S. Mint, for example, uses multiple communications platforms to increase internal communication. While the public affairs office leverages electronic communications such as an internal television network and an online question and answer box, it also provides print-outs of online content in common areas to ensure that all employees have access to information from agency leadership.

### **Maintain open and direct communication between managers and employees**

Effective communication is only possible when agency leadership—from senior leaders to managers—maintains open, direct lines with employees. Agencies can foster open leadership communication in many ways, from holding regular town hall meetings and hosting office hours where employees meet directly with leaders, to organizing webinars that allow leaders to overcome geographical hurdles and engage employees located outside agency headquarters.

The chairman of the Federal Labor Relations Authority demonstrated her commitment to open communication by holding town hall meetings for all employees, including employees at regional offices across the country. The agency also has put in place regular meetings where leadership shares information and directly solicits ideas from employees for improvement. These strategies give employees a direct line of contact with the agency leadership.

### **Implement employee suggestions to convey commitment to communication**

Soliciting employees' opinions is an initial step toward improving agency communication. Simply collecting these ideas, though, does little to improve satisfaction if employees believe agency leadership does not receive and use their feedback. When leaders utilize ideas generated by agency staff, however, employees receive a clear message that their voice is both heard and valued.

The Department of Transportation (DOT) launched an online community, IdeaHub, where agency employees can submit and collaborate on ideas to drive innovation and change. Once these ideas are refined, they are communicated online to everyone at the agency and to the individual who originally submitted the idea. By not only collecting, but implementing employee ideas and communicating this information back to agency staff, DOT's leadership demonstrates that communication with employees is taken seriously.

### **Consider a holistic framework**

Adopting a strategic approach to improving leadership communication can be an effective way to drive change in an agency. Deloitte outlined four key stages as part of a holistic framework to foster effective communication.<sup>4</sup> First, agencies should assess the state of communication within the organization, taking stock of employee concerns and the agency's current communications strategy. This initial assessment allows agency leaders to develop goals for improving communication moving forward, possibly including metrics to gauge progress and guidelines for advancing communication. After formulating this strategy, the agency can develop and begin using new communications channels. Once these strategies are in place, agencies can further improve the effectiveness of leadership communication by measuring the success of these new approaches and by revising these strategies as needed based on employee feedback. By approaching communication strategically, leaders can more effectively and systematically improve leadership communication.

<sup>4</sup> Deloitte Consulting LLP, "Silencing the static: Engaging employees in an unsettled environment," July 2014.

## Large agency leadership communication rankings

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
1	National Aeronautics and Space Administration	68.0	1.9
2	Intelligence Community	61.8	0.6
3	Department of the Treasury	58.0	-2.0
4	Social Security Administration	57.3	-3.7
5	Department of Commerce	56.7	0.8
6	Department of the Navy	52.9	-0.3
7	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	52.7	0.0
8	Department of State	52.6	-2.5
9	Department of Health and Human Services	51.7	-0.2
9	Department of Transportation	51.7	1.1
11	Department of the Air Force	51.3	-1.5
12	Department of Justice	51.2	0.9
13	Department of Labor	50.4	-0.2
14	Environmental Protection Agency	49.6	-3.9
15	Department of the Army	49.2	-2.5
16	Department of Veterans Affairs	48.3	1.9
17	Department of Agriculture	47.0	0.1
18	Department of the Interior	46.7	-1.3
19	Department of Homeland Security	38.8	-3.8

## Mid-size agency leadership communication rankings

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
1	Federal Deposit Insurance Corporation	68.8	-2.0
2	Nuclear Regulatory Commission	65.9	-2.0
3	Federal Trade Commission	64.6	-0.2
4	Federal Communications Commission	60.5	7.0
5	Office of Personnel Management	60.2	1.3
6	National Credit Union Administration	59.7	-4.9
7	General Services Administration	58.8	-0.7
8	Federal Energy Regulatory Commission	58.7	2.8
9	Government Printing Office	57.4	--
10	Small Business Administration	55.5	2.0
11	U.S. Agency for International Development	54.4	-2.4
12	Equal Employment Opportunity Commission	54.3	-0.3
13	Department of Education	54.1	1.0
14	Court Services and Offender Supervision Agency	51.6	-0.5
15	National Science Foundation	51.1	2.5
16	Department of Energy	50.6	-1.0
17	National Labor Relations Board	48.8	-0.1
18	National Archives and Records Administration	45.8	1.1
19	Securities and Exchange Commission	44.8	2.2
20	Department of Housing and Urban Development	44.7	-6.9
21	Broadcasting Board of Governors	41.3	3.8
N/A	Government Accountability Office	--	--
N/A	Smithsonian Institution	--	--

-- = Not available

## Small agency leadership communication rankings

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
1	Surface Transportation Board	75.9	1.1
2	Federal Labor Relations Authority	73.7	1.0
3	Overseas Private Investment Corporation	70.3	-3.9
4	Federal Mediation and Conciliation Service	69.3	4.1
5	National Endowment for the Humanities	66.4	7.6
6	Peace Corps	65.7	-2.5
7	Federal Retirement Thrift Investment Board	65.3	1.9
8	Selective Service System	62.1	3.0
9	U.S. International Trade Commission	60.2	11.4
10	Railroad Retirement Board	54.8	1.2
11	National Endowment for the Arts	54.2	7.0
12	Millennium Challenge Corporation	53.9	1.8
13	Merit Systems Protection Board	53.1	-1.7
14	Corporation for National and Community Service	52.8	-0.7
15	Office of Special Counsel	52.1	-2.2
16	Consumer Product Safety Commission	51.4	4.0
17	Pension Benefit Guaranty Corporation	50.9	-7.0
18	Office of Management and Budget	50.7	-5.0
19	National Gallery of Art	49.2	3.3
20	Federal Housing Finance Agency	47.4	7.6
21	International Boundary and Water Commission	45.9	2.1
22	National Transportation Safety Board	45.0	-5.6
22	Defense Nuclear Facilities Safety Board	45.0	-25.0
24	Federal Election Commission	44.7	2.8
25	Commodity Futures Trading Commission	44.6	-6.1
26	Export-Import Bank of the United States	39.8	-6.7
27	Federal Maritime Commission	37.0	1.0
28	Office of the U.S. Trade Representative	34.1	9.1
N/A	Farm Credit Administration	--	--

-- = Not available

## Agency subcomponent leadership communication rankings

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
1	John C. Stennis Space Center (NASA)	77.9	2.3
2	George C. Marshall Space Flight Center (NASA)	73.8	3.9
3	Federal Highway Administration (DOT)	73.2	2.5
4	Patent and Trademark Office (Commerce)	72.5	1.9
5	Office of the Inspector General (DOT)	71.6	2.7
5	Office of the Inspector General (GSA)	71.6	9.9
7	Office of the Inspector General (Treasury)	71.4	5.0
8	Civil Division (DOJ)	71.2	3.1
9	Office of the Inspector General for Tax Administration (Treasury)	71.0	3.6
9	Bureau of Economic Analysis (Commerce)	71.0	6.5
11	Naval Reserve Force (Navy)	70.2	10.7
12	Goddard Space Flight Center (NASA)	69.4	0.8
13	Lyndon B. Johnson Space Center (NASA)	69.2	-0.4
14	John F. Kennedy Space Center (NASA)	69.1	4.0
15	Office of the Executive Director (FERC)	69.0	--
16	Air Force Office of Special Investigations (Air Force)	67.5	5.2
17	Naval Special Warfare Command (Navy)	67.3	-1.7
18	Office of the Comptroller of the Currency (Treasury)	66.9	-0.2
18	Office of Planning, Evaluation and Policy Development (ED)	66.9	--
20	Employee Services (OPM)	66.8	-2.3
21	Merit System Audit and Compliance (OPM)	66.7	--
22	Langley Research Center (NASA)	66.6	-0.3
23	Office of the Inspector General (Interior)	66.2	2.8
24	John Glenn Research Center at Lewis Field (NASA)	66.1	5.3
25	Field Operating Offices of Office of the Secretary of the Army (Army)	65.8	-2.4
26	Office of the General Counsel (FERC)	65.5	--
27	Bureau of Industry and Security (Commerce)	65.4	7.0
28	Alcohol and Tobacco Tax and Trade Bureau (Treasury)	65.0	-2.8
29	Defense Contract Audit Agency (DOD)	64.9	1.6
30	Office of the Inspector General (VA)	64.7	-1.1
30	Healthcare and Insurance (OPM)	64.7	--
30	Office of the Chief Financial Officer (OPM)	64.7	--
33	Office of the Inspector General (OPM)	64.6	--
34	Office of the Inspector General (ED)	64.5	1.6
35	Environment and Natural Resources Division (DOJ)	64.2	-1.8
35	Air Force Elements, U.S. Transportation Command (Air Force)	64.2	7.6
37	Facilities - Security - Contracting (OPM)	64.0	--



RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
38	U.S. Air Forces, Europe (Air Force)	63.9	7.8
39	Economic Research Service (USDA)	63.3	2.3
40	Defense Security Service (DOD)	63.0	7.5
41	Civilian Career Training (Air Force)	62.6	-0.5
42	Federal Railroad Administration (DOT)	62.3	0.9
43	Centers for Medicare and Medicaid Services (HHS)	62.1	0.8
44	Office of the Chief Financial Officer (ED)	61.7	-5.9
44	Joint Activities (Army)	61.7	9.4
46	Health Resources and Services Administration (HHS)	61.6	1.0
47	Dryden Flight Research Center (NASA)	61.4	5.1
48	Headquarters (NASA)	61.3	-1.8
49	Research and Innovative Technology Administration (DOT)	61.2	-1.9
49	HR Solutions (OPM)	61.2	3.1
51	Federal Acquisition Service (GSA)	61.1	0.0
51	Domestic Nuclear Detection Office (DHS)	61.1	--
53	Ames Research Center (NASA)	60.7	3.5
54	Office of Enforcement (FERC)	60.6	--
55	Federal Motor Carrier Safety Administration (DOT)	60.5	-0.9
56	Pretrial Services Agency (CSOSA)	60.2	-0.8
57	Office of the Inspector General (USDA)	60.0	0.5
57	Tax Division (DOJ)	60.0	3.5
59	Office of the Inspector General (EPA)	59.9	-5.2
60	Region 3 - Philadelphia (EPA)	59.8	-0.6
61	Defense Logistics Agency (DOD)	59.6	1.4
61	Region 4 - Atlanta (EPA)	59.6	4.2
63	Office of the Chief Financial Officer (GSA)	59.1	3.0
63	Office of Governmentwide Policy (GSA)	59.1	3.7
65	Bonneville Power Administration (DOE)	58.8	0.5
65	Retirement Services (OPM)	58.8	2.6
67	Office of Administration and Resources Management (EPA)	58.7	-0.7
67	Federal Investigative Service (OPM)	58.7	1.1
67	Office of the Chief Information Officer (ED)	58.7	--
70	Office of Field Policy and Management (HUD)	58.3	-5.7
71	Internal Revenue Service (Treasury)	57.9	-2.3
71	Naval Education and Training Command (Navy)	57.9	-0.5
73	Bureau of Engraving and Printing (Treasury)	57.8	6.3
74	Strategic Systems Programs Office (Navy)	57.7	-1.9
75	Public Buildings Service (GSA)	57.6	-2.1

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
76	U.S. Army Accessions Command (Army)	57.5	2.4
77	Office of Labor-Management Standards (DOL)	57.4	-0.3
78	Office of the Inspector General (Commerce)	57.3	18.4
79	U.S. Special Operations Command (Army)	57.2	-1.3
79	Administration for Community Living (HHS)	57.2	--
81	Office of Energy Market Regulation (FERC)	57.0	--
82	Centers for Disease Control and Prevention (HHS)	56.7	-1.4
82	Missile Defense Agency (DOD)	56.7	4.8
84	Global Strike Command (Air Force)	56.5	0.5
85	Food Nutrition and Consumer Services (USDA)	56.2	3.4
86	Bureau of the Public Debt (Treasury)	56.1	-3.6
87	National Technical Information Service (Commerce)	55.9	--
88	Office of Management (ED)	55.8	-8.7
88	Region 8 - Denver (EPA)	55.8	-2.1
88	Civil Rights Division (DOJ)	55.8	0.2
91	Bureau of Labor Statistics (DOL)	55.7	-4.2
91	U.S. Army Acquisition Support Center (Army)	55.7	-2.5
93	Air Combat Command (Air Force)	55.6	-1.9
94	Office of Naval Research (Navy)	55.5	-0.3
94	National Cemetery Administration (VA)	55.5	0.0
94	U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command (Army)	55.5	9.9
97	Air Force Audit Agency (Air Force)	55.4	-4.1
97	United States Coast Guard (DHS)	55.4	-2.3
97	U.S. Trustees Program (DOJ)	55.4	-1.7
100	Air Force Special Operations Command (Air Force)	55.2	-4.0
100	Wage and Hour Division (DOL)	55.2	-2.4
100	Office of the Secretary (Commerce)	55.2	2.7
103	U.S. Mint (Treasury)	54.9	-2.1
103	Office of the Secretary (DOT)	54.9	-1.1
105	National Highway Traffic Safety Administration (DOT)	54.8	-3.1
105	Institute of Education Sciences (ED)	54.8	--
107	Region 7 - Kansas City (EPA)	54.7	-2.9
107	Drug Enforcement Administration (DOJ)	54.7	0.0
109	Office of Energy Projects (FERC)	54.6	--
110	Naval Air Systems Command (Navy)	54.5	-0.5
111	Office of the Chief Information Officer (OPM)	54.4	-0.1
111	Executive Office of U.S. Attorneys and U.S. Attorneys (DOJ)	54.4	1.4

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
111	Departmental Offices (Treasury)	54.4	2.1
111	Agricultural Marketing Service (USDA)	54.4	--
115	Agency for Healthcare Research and Quality (HHS)	54.2	-3.9
116	Office of Justice Programs (DOJ)	54.1	-2.1
116	Naval Supply Systems Command (Navy)	54.1	0.5
118	Justice Management Division (DOJ)	54.0	0.1
118	Naval Medical Command (Navy)	54.0	1.5
118	All Other Components (Air Force)	54.0	--
121	U.S. Army Forces Command (Army)	53.9	-5.2
121	Office of Elementary and Secondary Education (ED)	53.9	1.8
121	Region 2 - New York (EPA)	53.9	3.9
124	Office of the Solicitor (DOL)	53.8	-6.4
124	Pacific Air Forces (Air Force)	53.8	0.4
124	Air National Guard Support Center (Air Force)	53.8	4.3
127	Naval Sea Systems Command (Navy)	53.7	0.5
127	Headquarters - Air Force Reserve (Air Force)	53.7	3.2
129	Occupational Safety and Health Administration (DOL)	53.6	-2.0
129	U.S. Atlantic Fleet - Commander In Chief (Navy)	53.6	0.2
131	Federal Law Enforcement Training Center (DHS)	53.4	1.1
131	Field Operating Agencies of the Army Staff Resourced Through OA-22 (Army)	53.4	1.4
133	Food and Drug Administration (HHS)	53.3	-3.0
134	U.S. Army Training and Doctrine Command (Army)	53.2	-0.2
135	Assistant for Administration - Under Secretary of the Navy (Navy)	53.1	-2.5
136	Office of the Secretary of the Army (Army)	53.0	0.5
136	Office of the Chief Information Officer (GSA)	53.0	1.7
138	Air Force Elements, U.S. Northern Command (Air Force)	52.9	-4.5
138	Federal Bureau of Investigation (DOJ)	52.9	1.3
140	Headquarters and Support Elements (Air Force)	52.8	-7.9
141	Citizenship and Immigration Services (DHS)	52.7	0.8
142	Air Force Elements, U.S. Special Operations Command (Air Force)	52.6	-2.0
143	U.S. Army Reserve Command (Army)	52.5	1.1
143	Defense Finance and Accounting Service (DOD)	52.5	3.5
145	National Institutes of Health (HHS)	52.4	-4.1
145	Air Mobility Command (Air Force)	52.4	-3.8
145	Bureau of the Census (Commerce)	52.4	-1.2
148	Naval Facilities Engineering Command (Navy)	52.3	0.3
149	National Institute of Standards and Technology (Commerce)	52.2	-0.4
150	Space and Naval Warfare Systems Command (Navy)	52.1	-3.3

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
150	Bureau of Naval Personnel (Navy)	52.1	-2.5
150	Natural Resources Conservation Service (USDA)	52.1	-1.7
150	Defense Contract Management Agency (DOD)	52.1	-1.4
150	U.S. Geological Survey (Interior)	52.1	1.7
155	Food Safety and Inspection Service (USDA)	52.0	-2.8
155	Federal Aviation Administration (DOT)	52.0	1.9
155	Defense Threat Reduction Agency (DOD)	52.0	5.3
158	Office of the Inspector General (DHS)	51.9	-8.2
158	Office of the General Counsel (GSA)	51.9	--
160	U.S. Pacific Fleet - Commander In Chief (Navy)	51.8	-3.1
160	Bureau of Ocean Energy Management (Interior)	51.8	2.9
162	Office of the Secretary (HHS)	51.6	-3.1
163	Office for Civil Rights (ED)	51.5	1.7
164	Region 6 - Dallas (EPA)	51.4	-2.0
165	Region 9 - San Francisco (EPA)	51.3	-5.0
165	Veterans Benefits Administration (VA)	51.3	1.7
167	U.S. Fish and Wildlife Service (Interior)	51.2	-1.8
168	Office of Community Planning and Development (HUD)	51.1	-2.1
168	Air Force Elements, U.S. Strategic Command (Air Force)	51.1	-1.6
168	National Institute of Food and Agriculture (USDA)	51.1	--
171	U.S. Army, Pacific (Army)	51.0	-1.6
172	Office of the Chief of the National Guard Bureau (Army)	50.9	-1.0
172	Antitrust Division (DOJ)	50.9	11.5
174	Defense Information Systems Agency (DOD)	50.7	-2.8
174	Farm Service Agency (USDA)	50.7	-1.4
176	Defense Human Resources Activity (DOD)	50.6	2.6
177	Employee Benefits Security Administration (DOL)	50.5	-4.5
177	Region 1 - Boston (EPA)	50.5	-2.0
179	Federal Student Aid (ED)	50.4	-0.7
180	U.S. Air Force Academy (Air Force)	50.3	-8.3
180	Criminal Division (DOJ)	50.3	11.6
182	Programs - Staff - Field Offices (DOE)	50.2	--
183	Marine Corps (Navy)	50.1	-0.4
183	U.S. Army Military District of Washington (Army)	50.1	5.0
185	Office of Air and Radiation (EPA)	50.0	-2.3
185	Air Force Materiel Command (Air Force)	50.0	-0.3
187	Pipeline and Hazardous Materials Safety Administration (DOT)	49.9	0.7
187	Office of the Chief Human Capital Officer (GSA)	49.9	2.2

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
187	Civil Engineering Center (Air Force)	49.9	--
190	Risk Management Agency (USDA)	49.8	-4.2
190	U.S. Military Entrance Processing Command (Army)	49.8	0.1
192	Office of the Chief Financial Officer (EPA)	49.7	-2.3
193	Office of the Inspector General (DOJ)	49.6	-6.6
193	Military Sealift Command (Navy)	49.6	-5.2
193	Executive Office for Immigration Review (DOJ)	49.6	-2.3
193	U.S. Marshals Service (DOJ)	49.6	1.6
193	Washington Headquarters Services (DOD)	49.6	--
198	Departmental Administration (USDA)	49.4	-2.0
198	Agricultural Research Service (USDA)	49.4	2.1
200	Office of Policy Development and Research (HUD)	49.2	-9.6
200	Space Command (Air Force)	49.2	-0.8
200	Office of the Chief Financial Officer (HUD)	49.2	2.8
203	Air Education and Training Command (Air Force)	49.1	-4.1
203	U.S. Army Corps of Engineers (Army)	49.1	-3.7
203	National Telecommunications and Information Administration (Commerce)	49.1	1.0
206	U.S. Army, Europe (Army)	49.0	-3.8
206	Air National Guard Units (Mobilization) (Title 5) (Air Force)	49.0	-3.5
206	Financial Management Service (Treasury)	49.0	-0.8
209	Immediate Office of the Chief-of-Staff of the Army (Army)	48.9	-6.7
209	Commander - Navy Installations (Navy)	48.9	0.7
211	Department of Defense Education Activity (DOD)	48.7	-3.4
211	Bureau of Land Management (Interior)	48.7	-0.9
213	Office of the General Counsel (HUD)	48.6	-6.1
213	Office of Special Education and Rehabilitative Services (ED)	48.6	-2.3
213	U.S. Army Medical Command (Army)	48.6	-1.3
213	Administration for Children and Families (HHS)	48.6	-0.8
213	International Trade Administration (Commerce)	48.6	1.5
218	Office of the Secretary of the Interior (Interior)	48.5	-2.6
219	Federal Transit Administration (DOT)	48.3	-10.0
220	Office of Workers' Compensation Programs (DOL)	48.1	-3.2
220	Veterans Health Administration (VA)	48.1	-2.2
220	U.S. Army Installation Management Agency (Army)	48.1	-0.5
220	Bureau of Reclamation (Interior)	48.1	-0.1
220	Maritime Administration (DOT)	48.1	1.5
225	Office of the General Counsel (USDA)	48.0	5.5
226	Office of Fair Housing and Equal Opportunity (HUD)	47.9	-2.4

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
226	Bureau of Prisons/Federal Prison System (DOJ)	47.9	0.0
226	Community Supervision Program (CSOSA)	47.9	--
229	U.S. Army Materiel Command (Army)	47.6	-3.0
229	Grain Inspection, Packers and Stockyards Administration (USDA)	47.6	--
231	Assistant Secretary for Housing - Federal Housing Commissioner (HUD)	47.5	-6.7
232	TRICARE Management Activity (DOD)	47.3	-4.3
233	Rural Development (USDA)	47.1	-1.8
234	Office of the Assistant Secretary for Administration and Management (DOL)	46.9	-3.4
234	Office of the Inspector General (DOD)	46.9	--
236	Office of Public and Indian Housing (HUD)	46.8	-7.8
236	U.S. Army Criminal Investigation Command (Army)	46.8	-6.6
238	Office of Research and Development (EPA)	46.7	-6.5
238	Mine Safety and Health Administration (DOL)	46.7	-3.2
240	Power Marketing Administrations (DOE)	46.3	-1.0
241	Office of the Administrator (EPA)	46.2	-10.7
242	Immediate Office of the Chief of Naval Operations (Navy)	46.1	-2.1
243	Animal and Plant Health Inspection Service (USDA)	46.0	--
244	National Oceanic and Atmospheric Administration (Commerce)	45.8	-1.4
244	Office of Environmental Information (EPA)	45.8	0.0
246	Headquarters Air Intelligence Agency (Air Force)	45.6	-4.8
246	All Other Components (DOJ)	45.6	--
248	Veterans Employment and Training Services (DOL)	45.5	3.9
249	Office of Federal Contract Compliance Programs (DOL)	45.4	0.9
250	Central Office (VA)	44.9	-7.3
250	Office of Water (EPA)	44.9	-6.4
252	Naval Intelligence Command (Navy)	44.8	-0.8
253	Management Directorate (DHS)	44.7	-7.5
254	International Broadcasting Bureau (BBG)	44.4	-7.6
255	Secret Service (DHS)	44.3	-7.3
255	Bureau of Alcohol Tobacco Firearms and Explosives (DOJ)	44.3	4.1
257	Employment and Training Administration (DOL)	44.2	-8.2
258	U.S. Army Central (Army)	43.9	--
259	Office of Enforcement Compliance Assurance (EPA)	43.8	-4.7
259	Office of the Inspector General (DOL)	43.8	-3.7
261	Air Force Personnel Center (Air Force)	43.6	-11.1
262	Joint Services and Activities Supported By the Office, Secretary of the Army (Army)	43.5	-4.4
263	National Nuclear Security Administration (DOE)	43.2	-7.4
263	Office of Cuba Broadcasting (BBG)	43.2	--

RANK	AGENCY	LEADERSHIP COMMUNICATION SCORE (2013)	POINT CHANGE (2012-2013)
265	Region 10 - Seattle (EPA)	43.1	-12.3
265	Air Force District of Washington (Air Force)	43.1	-8.6
265	Region 5 - Chicago (EPA)	43.1	-6.9
265	Federal Emergency Management Agency (DHS)	43.1	-2.8
269	National Park Service (Interior)	42.9	-2.5
269	U.S. Army Netcom/9th Army Signal Command (Army)	42.9	-2.4
269	Office of Chief Procurement Officer (HUD)	42.9	--
272	Office of the Chief Human Capital Officer (HUD)	42.6	-10.5
273	U.S. Army Test and Evaluation Command (Army)	42.4	0.8
274	U.S. Army Intelligence and Security Command (Army)	42.2	-2.5
274	National Agricultural Statistics Service (USDA)	42.2	3.7
276	Office of Surface Mining (Interior)	41.7	-2.6
276	U.S. Army North (Army)	41.7	--
278	Defense Commissary Agency (DOD)	41.6	-0.8
279	Indian Health Service (HHS)	41.3	-1.9
280	Substance Abuse and Mental Health Services Administration (HHS)	41.1	-4.4
281	Office of the Secretary (DHS)	41.0	-7.0
282	Intelligence and Analysis (DHS)	40.5	-0.4
283	Forest Service (USDA)	40.3	-3.8
284	Office of Solid Waste and Emergency Response (EPA)	40.1	-13.9
285	Voice of America (BBG)	39.9	7.6
286	Bureau of Safety and Environmental Enforcement (Interior)	39.1	-8.7
286	Office of Chemical Safety and Pollution Prevention (EPA)	39.1	-6.5
288	Office of Chief Information Officer (HUD)	38.4	0.3
289	Foreign Agricultural Service (USDA)	38.3	-1.2
290	Transportation Security Administration (DHS)	37.2	-0.8
291	Administrative Law Judges (DOL)	36.3	--
292	Customs and Border Protection (DHS)	35.4	-8.9
293	Bureau of Indian Affairs (Interior)	35.3	-1.9
294	Office of Postsecondary Education (ED)	35.1	-7.8
295	Immigration and Customs Enforcement (DHS)	34.5	-1.7
296	National Protection and Programs Directorate (DHS)	33.7	-6.2
297	Office of the Solicitor (Interior)	33.2	-7.3
298	Economic Development Administration (Commerce)	31.6	-12.0
299	Financial Crimes Enforcement Network (Treasury)	31.5	-16.7
300	Office of the Under Secretary for Science and Technology (DHS)	28.0	-8.4
N/A	U.S. Army Audit Agency (Army)	--	--

-- = Not available