While employees gave their immediate supervisors high marks for treating them with respect and listening to what they have to say, they gave agency senior leaders low scores for generating greater levels of motivation and commitment across the workforce.

More than 400,000 employees from 82 federal agencies participated in the 2015 Federal Employee Viewpoint Survey (FEVS). The survey measured, among other things, employee engagement, or “an employee’s sense of purpose, manifest in the level of dedication, persistence, and effort that he or she puts into the work and into the overall commitment to an agency and its mission.” Here’s a look at employee engagement by generation, tenure, agency and supervisory status.

The engagement index is made up of three subfactors: leaders lead, supervisors, and intrinsic work experience. Each subfactor reflects a different aspect of an engaging work environment.

By Generation

- Millennials
- Generation X
- Baby Boomers
- Traditionalists

By Tenure

- 4 – 10 years
- < 4 years
- > 10 years

By Telework Status

- Telework
- Do Not Telework

By Supervisory Status

- Supervisor/Management
- Senior Executive
- Non-Supervisor

By Agency

- Total Engagement Score
- Largest Engagement Increase