BEST PLACES TO WORK IN THE FEDERAL GOVERNMENT® ANALYSIS

ACHIEVING A CULTURE OF INNOVATION

Innovation is the process of improving, adapting or developing a product, system or service to deliver better results and create value for people.[1] If we want a 21st century federal government that effectively serves the needs of the American people, agencies need to embrace transformation and inspire employees to seek continuous improvement. Given today's budgetary constraints, federal employees and their agencies are being asked to deliver more with fewer resources, and this means that innovation will be a critical factor in achieving improved performance. Is our federal government innovative? Which agencies are innovating and which are struggling?

To gain insight into how the government and its employees are responding to this need for change, the Partnership for Public Service and Deloitte analyzed data from the 2011 Office of Personnel Management's (OPM) Federal Employee Viewpoint Survey to examine the views of the nation's public servants toward innovation in the workplace, and to provide the basis for our *Best Places to Work in the Federal Government*® innovation rankings.

This *Best Places to Work* snapshot, an update from our analysis of the 2010 data,[2] pinpoints from the employee perspective which agencies are innovating and which are struggling. It also illustrates the importance for leaders to empower employees to initiate change and reward them for their achievements.

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

2 Partnership for Public Service and Hay Group, *What Drives Innovation in the Federal Government* (Washington, DC: Partnership for Public Service, 2011).

Employees are willing to innovate, but lack support

The government-wide innovation score was 63.2 out of 100 this year, nearly identical (63.3) to our previous report. The vast majority of employees (91.5 percent) said they are looking for ways to perform their jobs better, but far fewer (59.2 percent) reported that they are encouraged to come up with new and better ways of doing things. In addition, only 38.8 percent said that creativity and innovation are rewarded in the workplace. These scores suggest that the government needs to improve and is at risk of falling behind as the nation's problems and challenges grow more complex. Federal workers are motivated to drive change, but need stronger support from their organizations and leaders to do so.

Private-sector comparison

The federal government lags the private sector on the one question for which data are available regarding motivation of employees to be creative. When asked to respond to the question, "I feel encouraged to come up with new and better ways of doing things," 71 percent of the respondents in the private sector answered positively, compared to 59.2 percent of federal employees. This sizable difference shows that the government has a long way to go to catch up with the private sector when it comes to empowering employees to embark on creative approaches to solving problems.

Conditions that drive innovation: employee satisfaction with involvement in decisions declines

Last year, six workplace conditions that have the biggest impact on agency innovation scores were identified through an analysis of the Federal Employee Viewpoint Survey questions. These conditions range from employees having a sense of personal empowerment and an ability to demonstrate their leadership skills to recognition for good work and the role played by senior leaders. Of the six factors, the lowest score related to the belief among employees that they are not sufficiently empowered regarding workplace decisions. However, almost two-thirds said they have a chance to learn on the job. Of the six questions, respect for senior leaders improved the most (up 2.1 percent from 2010), while satisfaction with employee involvement in decisions decreased the most (down 3.8 percent).

FIGURE 1
Percentage of positive responses to innovation questions*

GOVERNMENT-WIDE	% POSITIVE (2011)	% POSITIVE (2010)
I am constantly looking for ways to do my job better	91.5	91.4
I feel encouraged to come up with new and better ways of doing things	59.2	59.6
Creativity and innovation are rewarded	38.8	39.0
Innovation score (average of all three questions)	63.2	63.3

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

FIGURE 2
Percentage of positive responses to the question "I feel encouraged to come up with new and better ways of doing things"*

* Data for the private sector was provided by OPM and is available at http://www.fedview.opm.gov/.

FIGURE 3
Percentage of positive responses and trends on conditions that drive innovation*

GOVERNMENT-WIDE	% POSITIVE (2011)	% CHANGE (2010–2011)
I am given a real opportunity to improve my skills in my organization	65.0	-1.2
My supervisor/team leader provides me with opportunities to demonstrate my leadership skills	64.2	0.6
I have a high level of respect for my organization's senior leaders	53.5	2.1
How satisfied are you with your involvement in decisions that affect your work?	50.7	-3.8
Employees are rewarded for providing high quality products and services	49.5	0.4
Employees have a feeling of personal empowerment with respect to work processes	46.3	1.8

* 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.

Agency rankings and innovation movers

For the second year in a row, the National Aeronautics and Space Administration (NASA) was the top-ranked large agency on innovation, with a score of 75, which is almost 12 points above the government-wide average. NASA was followed by the Nuclear Regulatory Commission (NRC), the Federal Deposit Insurance Corporation (FDIC), the General Services Administration (GSA) (tied) and the Department of State.

The agency viewed as least innovative (30 out of 30 agencies) was the Securities and Exchange Commission (SEC). The SEC's innovation score declined 2.1 percent from 2010. Although the SEC's mission and responsibilities are quite different from an agency like NASA, only 23.5 percent of its employees at the SEC felt that creativity and innovation are rewarded, a sharp 17.3 percent decrease from the 2010 worker survey. However, SEC employees said that they felt more "encouraged to come up with new and better ways of doing things" at their agency, up by 7.1 percent. This suggests that there is a lack of continuity between what leaders say they want from employees and how they actually respond to worker initiatives.

Other agencies at the bottom of the rankings include the Departments of Homeland Security, Transportation, Labor, and Housing and Urban Development, all of which were five points or more below the government-wide average for innovation.

The large agencies with the most significant changes on innovation were OPM and the U.S. Agency for International Development (USAID), which both ranked near the middle of the pack.

FIGURE 5
Large agency movers on innovation

RANK*	AGENCY	INNOVATION SCORE (2011)	% CHANGE (2010–2011)
17	Office of Personnel Management	63.0	4.0
15	U.S. Agency for International Development	63.6	-4.9

* Rank is out of 30.

OPM recorded the largest increase on the innovation score, which was up 4 percent from 2010. OPM's biggest increase was on the question, "I feel encouraged to come up with new and better ways of doing things" (up by 8.7 percent). USAID, in contrast, had the largest decrease on innovation. USAID's biggest drop came on the question, "Creativity and innovation are rewarded" (down by 12.7 percent).

The Surface Transportation Board was the top small agency for the second year in a row, followed by the Overseas Private Investment Corporation, Peace Corps, the National Endowment for the Humanities and the Defense Nuclear Facilities Safety Board. The National Labor Relations Board, which oversees labor relations in the private sector, was the lowest-ranked small agency on innovation (34 out of 34). Its counterpart that oversees labor relations in the federal sector, the Federal Labor Relations Authority, was the most improved small agency (up by 8 percent), while the Office of the U.S. Trade Representative experienced the greatest drop, 16.5 percent from 2010. The trade office had the largest drop on innovation of any agency (large, small or subcomponent) in the rankings.

FIGURE 4
Top and bottom large agencies on innovation

RANK*	AGENCY	INNOVATION SCORE (2011)	% CHANGE (2010–2011)
1	National Aeronautics and Space Administration	75.0	-1.2
2	Nuclear Regulatory Commission	73.9	-2.2
3	Federal Deposit Insurance Corporation (tie)	68.5	N/A
3	General Services Administration (tie)	68.5	0.3
5	Department of State	68.4	1.0
	Government-wide	63.2	-0.3
26	Department of Housing and Urban Development	57.4	1.5
27	Department of Labor	57.2	-1.9
28	Department of Transportation	56.2	1.4
29	Department of Homeland Security	55.3	-1.8
30	Securities and Exchange Commission	52.9	-2.1

* Rank is out of 30.

Innovation is not just for scientists

It is not surprising that NASA is the top-ranked innovation agency. Innovation is an inherent part of NASA's culture. When it was created in 1958, Congress authorized NASA to spur innovation through competitive awards and to that end, NASA's Inventions and Contributions Board honors new discoveries each year.[3] According to NASA, innovation is the guiding principle behind the agency's workforce strategy.

But an agency does not need a mission and history like NASA to create a culture of innovation. The Surface Transportation Board, the top small agency, prioritizes innovation. Created in 1996 and powered by just over 100 employees today, the transportation board is the federal government's railroad policy-making authority. It had the highest innovation score (87.7) of any federal agency (large, small, or subcomponent) by far, and it improved by 7.8 percent from 2010. Board leaders encourage employees to make suggestions during a weekly open door meeting, and honor the best proposals with the agency's own "genius" award, presented at an annual ceremony.

While NASA and the transportation board differ greatly in mission and workforce size, the one factor they have in common is a focus on empowering employees to think creatively by establishing an environment for innovation to thrive.

For the full list of innovation rankings, see pages 5–12.

FIGURE 7
Small agency movers on innovation

RANK*	AGENCY	INNOVATION SCORE (2011)	% CHANGE (2010–2011)
13	Federal Labor Relations Authority	67.3	8.0
31	Office of the U.S. Trade Representative	57.9	-16.5

* Rank is out of 34.

Conclusion

Innovation in government is about creating new ways to improve agency performance, solve problems, accomplish goals and better meet the needs of the American people.

Federal leaders could do much more to empower workers and to narrow the sizable innovation gap between the government and the private sector. While there are a variety of obstacles that can make innovation difficult, government agencies cannot afford to maintain the status quo or ignore the perspective of their employees. Leaders must take the initiative to foster a culture of innovation, engage, empower and encourage employees and reward creativity.

This Best Places to Work in the Federal Government® *snapshot was made possible by generous support from Deloitte.*

FIGURE 6
Top and bottom small agencies on innovation

RANK*	AGENCY	INNOVATION SCORE (2011)	% CHANGE (2010–2011)
1	Surface Transportation Board	87.7	7.8
2	Overseas Private Investment Corporation	76.5	N/A
3	Peace Corps	74.0	N/A
4	National Endowment for the Humanities	73.3	7.8
5	Defense Nuclear Facilities Safety Board	72.2	N/A
	Government-wide	63.2	-0.3
30	Railroad Retirement Board	58.4	0.4
31	Office of the U.S. Trade Representative	57.9	-16.5
32	International Boundary and Water Commission	56.8	5.6
33	Federal Housing Finance Agency	55.8	-1.8
34	National Labor Relations Board	51.9	1.3

* Rank is out of 34.

3 NASA, Inventions and Contributions Board, http://www.nasa.gov/offices/oce/icb/index.html (accessed 10 June 2012).

LARGE AGENCY INNOVATION RANKINGS

RANK	AGENCY	INNOVATION SCORE (2011)	% CHANGE (2010–2011)
1	National Aeronautics and Space Administration	75.0	-1.2
2	Nuclear Regulatory Commission	73.9	-2.2
3	Federal Deposit Insurance Corporation (tie)	68.5	N/A
3	General Services Administration (tie)	68.5	0.3
5	Department of State	68.4	1.0
6	Environmental Protection Agency	67.0	0.4
7	Department of the Army	65.9	-1.9
8	Department of the Navy	65.6	-0.9
9	Social Security Administration	65.4	1.8
10	Department of the Air Force (tie)	65.1	-1.5
10	Department of Commerce (tie)	65.1	1.0
12	Department of the Interior	64.1	-0.6
13	Department of the Treasury (tie)	63.9	1.5
13	Department of Health and Human Services (tie)	63.9	-1.2
15	U.S. Agency for International Development	63.6	-4.9
16	Department of Justice	63.2	1.1
	Government-wide	63.2	-0.3
17	Office of Personnel Management	63.0	4.0
18	Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities	62.6	N/A
19	Department of Energy	62.5	-1.5
20	Department of Veterans Affairs	62.3	1.8
21	Small Business Administration	61.5	1.2
22	Department of Agriculture	60.6	0.8
23	Department of Education	59.7	1.4
24	Equal Employment Opportunity Commission	59.6	3.0
25	National Archives and Records Administration	58.9	-2.1
26	Department of Housing and Urban Development	57.4	1.5
27	Department of Labor	57.2	-1.9
28	Department of Transportation	56.2	1.4
29	Department of Homeland Security	55.3	-1.8
30	Securities and Exchange Commission	52.9	-2.1
	Intelligence Community	N/A	N/A
	Government Accountability Office	N/A	N/A
	Smithsonian Institution	N/A	N/A

SMALL AGENCY INNOVATION RANKINGS

RANK	AGENCY	INNOVATION SCORE (2011)	% CHANGE (2010–2011)
1	Surface Transportation Board	87.7	7.8
2	Overseas Private Investment Corporation	76.5	N/A
3	Peace Corps	74.0	N/A
4	National Endowment for the Humanities	73.3	7.8
5	Defense Nuclear Facilities Safety Board	72.2	N/A
6	Federal Trade Commission	72.1	-0.6
7	National Science Foundation	69.2	-3.4
8	Federal Mediation and Conciliation Service	69.0	-2.8
9	Pension Benefit Guaranty Corporation	68.0	-2.5
10	Office of Management and Budget	67.9	-6.6
11	Commodity Futures Trading Commission	67.6	-0.4
12	National Transportation Safety Board	67.5	-0.0
13	Federal Labor Relations Authority	67.3	8.0
14	U.S. International Trade Commission	66.9	0.3
15	Court Services and Offender Supervision Agency	66.5	0.7
16	National Endowment for the Arts	65.9	-8.4
17	Federal Communications Commission	65.5	3.2
18	National Credit Union Administration	65.4	1.7
19	Corporation for National and Community Service	64.8	-7.4
20	Merit Systems Protection Board	64.2	-5.7
21	Federal Maritime Commission	64.1	-10.4
22	Consumer Product Safety Commission	64.0	2.3
	Government-wide	63.2	-0.3
23	Federal Election Commission	63.4	-4.5
24	Millennium Challenge Corporation	62.7	N/A
25	Federal Energy Regulatory Commission	62.3	-0.6
26	Selective Service System	61.7	2.8
27	Export-Import Bank of the United States	59.3	N/A
28	National Gallery of Art	59.1	-6.7
29	Broadcasting Board of Governors	58.5	5.2
30	Railroad Retirement Board	58.4	0.4
31	Office of the U.S. Trade Representative	57.9	-16.5
32	International Boundary and Water Commission	56.8	5.6
33	Federal Housing Finance Agency	55.8	-1.8
34	National Labor Relations Board	51.9	1.3
	Farm Credit Administration	N/A	N/A

AGENCY SUBCOMPONENT INNOVATION RANKINGS

RANK	AGENCY	INNOVATION SCORE (2011)	% CHANGE (2010–2011)
1	John C. Stennis Space Center (NASA) (tie)	78.3	0.5
1	Goddard Space Flight Center (NASA) (tie)	78.3	-0.6
3	Lyndon B. Johnson Space Center (NASA)	77.9	0.1
4	Office of Naval Research (Navy)	76.6	0.9
5	Langley Research Center (NASA)	76.4	2.5
6	Office of Inspector General (Treasury) (tie)	74.5	-3.9
6	Administration On Aging (HHS) (tie)	74.5	19.5
8	George C. Marshall Space Flight Center (NASA)	74.1	-3.3
9	Environment and Natural Resources Division (DOJ) (tie)	73.7	-5.9
9	Federal Highway Administration (DOT) (tie)	73.7	3.1
11	Dryden Flight Research Center (NASA)	73.5	-1.0
12	John Glenn Research Center at Lewis Field (NASA) (tie)	73.2	-0.4
12	Employee Services (OPM) (tie)	73.2	-1.5
14	National Institute of Standards and Technology (Commerce)	73.1	-0.1
15	U.S. Army Acquisition Support Center (Army)	72.9	-0.3
16	John F. Kennedy Space Center (NASA)	72.8	-3.9
17	Ames Research Center (NASA)	72.1	-0.2
18	U.S. Air Forces, Europe (Air Force)	71.4	-0.5
19	National Agricultural Statistics Service (USDA) (tie)	71.0	-1.8
19	Bureau of the Public Debt (Treasury) (tie)	71.0	0.1
21	Joint Activities (Army)	70.9	1.0
22	Immediate Office of the Chief-of-Staff (Army)	70.7	2.8
23	Region 9 - San Francisco (EPA)	70.5	-2.4
24	Combined Research - Education - Economic Services (USDA) (tie)	70.4	1.1
24	All Other Components (GSA) (tie)	70.4	-1.5
26	Alcohol and Tobacco Tax and Trade Bureau (Treasury)	70.3	1.0
26	Air Force Special Operations Command (Air Force)	70.3	-3.7
28	Region 6 - Dallas (EPA)	70.2	2.1
29	All Other Components (Navy) (tie)	70.1	-0.2
29	Region 3 - Philadelphia (EPA) (tie)	70.1	-0.8
31	U.S. Army Training and Doctrine Command (Army) (tie)	70.0	1.0
31	Region 1 - Boston (EPA) (tie)	70.0	2.8
33	Civil Division (DOJ) (tie)	69.7	-5.7
33	Justice Management Division (DOJ) (tie)	69.7	-1.9
33	Office of Research and Development (EPA) (tie)	69.7	4.3
36	U.S. Geological Survey (Interior)	69.5	-1.9
37	Field Operating Offices of Office of the Secretary of the Army (Army)	69.4	-1.3
38	National Institutes of Health (HHS)	69.3	-2.0
39	All Other Components (Air Force)	69.2	-0.6
40	Headquarters (NASA) (tie)	69.1	-4.6

RANK	AGENCY	INNOVATION SCORE (2011)	PERCENTAGE CHANGE (2010–2011)
40	Office of the Inspector General for Tax Administration (Treasury) (tie)	69.1	-3.2
42	Space and Naval Warfare Systems Command (Navy)	68.9	-2.6
42	U.S. Fish and Wildlife Service (Interior)	68.9	0.9
44	U.S. Special Operations Command (Army) (tie)	68.8	-3.7
44	Office of the Administrator (EPA) (tie)	68.8	3.7
46	Office of Justice Programs (DOJ) (tie)	68.6	4.4
46	National Oceanic and Atmospheric Administration (Commerce) (tie)	68.6	-0.4
46	Office of the Inspector General (OPM) (tie)	68.6	-2.7
49	Office of the Secretary of Defense (tie)	68.5	-4.0
49	Agricultural Research Service (USDA) (tie)	68.5	-0.8
49	Office of the Inspector General (Interior) (tie)	68.5	-2.5
52	Region 10 - Seattle (EPA)	68.4	-4.9
53	Public Buildings Service (GSA) (tie)	68.3	0.3
53	Federal Acquisition Service (GSA) (tie)	68.3	0.8
55	U.S. Army National Guard Units (Army)	68.2	-6.9
56	Air Combat Command (Air Force) (tie)	68.1	-0.6
56	Executive Office of U.S. Attorneys and U.S. Attorneys (DOJ) (tie)	68.1	-3.6
56	All Other Components (Army) (tie)	68.1	-1.2
59	OGC–OIG–CFO–Offices of International Affairs and Environmental Information (EPA)	68.0	2.0
60	Office of the Comptroller of the Currency (Treasury) (tie)	67.9	0.7
60	Defense Information Systems Agency (DOD) (tie)	67.9	1.7
62	Federal Law Enforcement Training Center (DHS)	67.8	-1.9
63	Region 7 - Kansas City (EPA) (tie)	67.7	3.6
63	Region 8 - Denver (EPA) (tie)	67.7	-0.1
63	Headquarters Air Intelligence Agency (Air Force) (tie)	67.7	8.1
66	U.S. Army Forces Command (Army) (tie)	67.6	-4.0
66	Naval Sea Systems Command (Navy) (tie)	67.6	-3.0
68	Global Strike Command (Air Force) (tie)	67.4	N/A
68	Office of the Secretary of the Interior (Interior) (tie)	67.4	2.6
68	Office of Air and Radiation (EPA) (tie)	67.4	2.4
71	Office of Inspector General (VA)	67.2	N/A
72	Office of Enforcement Compliance Assurance (EPA)	67.1	1.9
73	U.S. Air Force Academy (Air Force) (tie)	67.0	-3.8
73	Office of Administration and Resources Management (EPA) (tie)	67.0	-4.7
73	Bureau of the Census (Commerce) (tie)	67.0	-2.4
76	Financial Management Service (Treasury) (tie)	66.9	-1.5
76	Office of the Chief Financial Officer (ED) (tie)	66.9	3.9
76	Health Resources and Services Administration (HHS) (tie)	66.9	2.9
76	U.S. Army Corps of Engineers (Army) (tie)	66.9	-2.4
76	U.S. Pacific Fleet - Commander In Chief (Navy) (tie)	66.9	3.3
76	All Other Components (OPM) (tie)	66.9	1.9

RANK	AGENCY	INNOVATION SCORE (2011)	PERCENTAGE CHANGE (2010–2011)
82	Immediate Office of the Commander in Chief of the U.S. Army (Army) (tie)	66.8	4.5
82	Naval Air Systems Command (Navy) (tie)	66.8	0.6
84	Immediate Office of the Chief of Naval Operations (Navy) (tie)	66.7	1.0
84	Office of Solid Waste and Emergency Response (EPA) (tie)	66.7	0.3
84	Office of the Chief Financial Officer (GSA) (tie)	66.7	5.2
84	Office of Surface Mining (Interior) (tie)	66.7	-4.3
88	Departmental Administration (USDA)	66.6	7.8
89	United States Coast Guard (DHS)	66.4	0.6
90	Naval Education and Training Command (Navy) (tie)	66.3	-2.0
90	Civilian Career Training (Air Force) (tie)	66.3	N/A
90	U.S. Army Intelligence and Security Command (Army) (tie)	66.3	2.7
90	Drug Enforcement Administration (DOJ) (tie)	66.3	2.3
90	U.S. Army Materiel Command (Army) (tie)	66.3	-1.6
95	Assistant for Administration - Under Secretary of the Navy (Navy) (tie)	66.2	1.7
95	TRICARE Management Activity (DOD) (tie)	66.2	1.3
95	HR Solutions (OPM) (tie)	66.2	1.8
98	Field Operating Agencies of the Army Staff Resourced Through OA-22 (Army)	66.1	0.7
99	Centers for Disease Control and Prevention (HHS) (tie)	66.0	-1.4
99	Air Mobility Command (Air Force) (tie)	66.0	-3.8
101	Office of the Inspector General (DHS)	65.9	-2.0
102	All Other Components (Commerce) (tie)	65.8	1.9
102	Pacific Air Forces (Air Force) (tie)	65.8	-2.5
102	Departmental Offices (Treasury) (tie)	65.8	-3.4
105	Military Sealift Command (Navy)	65.7	-5.3
106	National Cemetery Administration (VA) (tie)	65.6	-5.5
106	All Other Components (DOJ) (tie)	65.6	-3.7
106	U.S. Army Accessions Command (Army) (tie)	65.6	0.8
109	Agency for Healthcare Research and Quality (HHS)	65.5	-2.1
110	Naval Intelligence Command (Navy) (tie)	65.4	0.5
110	Tax Division (DOJ) (tie)	65.4	0.1
110	U.S. Army Contracting Agency (Army) (tie)	65.4	-2.8
110	Office of Water (EPA) (tie)	65.4	-4.2
114	All Other Components (DOT)	65.3	0.5
115	Food and Nutrition Service (USDA)	65.2	-1.5
116	Marine Corps (Navy)	65.1	-0.0
117	All Other Components (ED)	64.9	1.3
118	Office of the Assistant Secretary for Administration and Management (DOL) (tie)	64.7	-0.3
118	Naval Supply Systems Command (Navy) (tie)	64.7	-0.5
118	U.S. Marshals Service (DOJ) (tie)	64.7	4.1
118	Washington Headquarters Services (DOD) (tie)	64.7	-2.1
118	Criminal Division (DOJ) (tie)	64.7	1.1

RANK	AGENCY	INNOVATION SCORE (2011)	PERCENTAGE CHANGE (2010–2011)
123	Centers for Medicare and Medicaid Services (HHS) (tie)	64.6	4.3
123	Air National Guard Units (Air Force) (tie)	64.6	-4.4
125	Naval Facilities Engineering Command (Navy)	64.5	-2.0
126	Air Education and Training Command (Air Force)	64.4	-2.9
127	Space Command (Air Force)	64.3	-3.5
128	Naval Medical Command (Navy) (tie)	64.2	0.1
128	U.S. Army Medical Command (Army) (tie)	64.2	2.7
128	National Drug Intelligence Center (DOJ) (tie)	64.2	4.4
131	Headquarters - Air Force Reserve (Air Force)	64.1	-0.6
132	Office for Prevention Pesticides and Toxic Substances (EPA) (tie)	64.0	-1.5
132	Power Marketing Administrations (DOE) (tie)	64.0	-3.2
134	U.S. Army Installation Management Agency (Army) (tie)	63.9	-4.2
134	Bonneville Power Administration (DOE) (tie)	63.9	-0.0
136	Office of Inspector General (ED) (tie)	63.8	-8.8
136	Bureau of Labor Statistics (DOL) (tie)	63.8	-1.4
138	Missile Defense Agency (DOD) (tie)	63.7	2.5
138	Marketing and Regulatory Programs (USDA) (tie)	63.7	0.8
138	All Other Components (EPA) (tie)	63.7	-0.1
141	Civil Rights Division (DOJ) (tie)	63.6	2.3
141	Internal Revenue Service (Treasury) (tie)	63.6	1.6
141	Air Force Materiel Command (Air Force) (tie)	63.6	-0.5
141	Central Office (VA) (tie)	63.6	N/A
145	Defense Logistics Agency (DOD) (tie)	63.5	-6.1
145	Defense Finance and Accounting Service (DOD) (tie)	63.5	-1.8
147	National Nuclear Security Administration (DOE)	63.4	N/A
148	Federal Bureau of Investigation (DOJ) (tie)	63.3	1.8
148	Office of the Inspector General (USDA) (tie)	63.3	7.0
148	Office of the Inspector General (DOJ) (tie)	63.3	-3.9
	Government-wide	63.2	-0.3
151	Food and Drug Administration (HHS) (tie)	63.0	-0.1
151	Office of the Secretary of Health and Human Services (HHS) (tie)	63.0	-2.5
153	Bureau of Naval Personnel (Navy) (tie)	62.9	-1.7
153	All Other Components (DOD) (tie)	62.9	-2.6
153	Region 2 - New York (EPA) (tie)	62.9	-0.5
153	Office of the Solicitor (Interior) (tie)	62.9	11.2
157	Region 5 - Chicago (EPA) (tie)	62.8	0.9
157	U.S. Army Netcom/9th Army Signal Command (Army) (tie)	62.8	-2.8
157	National Park Service (Interior) (tie)	62.8	0.8
160	Veterans Health Administration (VA) (tie)	62.7	1.9
160	Secret Service (DHS) (tie)	62.7	11.6
162	Field Locations (DOE) (tie)	62.6	-0.6

RANK	AGENCY	INNOVATION SCORE (2011)	PERCENTAGE CHANGE (2010–2011)
162	International Trade Administration (Commerce) (tie)	62.6	4.8
164	Financial Crimes Enforcement Network (Treasury)	62.4	5.0
165	All Other Components (DHS)	62.3	-1.7
166	U.S. Army Test and Evaluation Command (Army) (tie)	62.2	-4.9
166	Office of the Chief Financial Officer (USDA) (tie)	62.2	4.5
168	Substance Abuse and Mental Health Services Administration (HHS) (tie)	62.0	-1.5
168	U.S. Mint (Treasury) (tie)	62.0	16.6
170	Bureau of Ocean Energy Management, Regulation and Enforcement (Interior) (tie)	61.9	-5.0
170	Defense Contract Audit Agency (DOD) (tie)	61.9	-1.4
170	Office of Special Trustee (Interior) (tie)	61.9	-0.3
170	Bureau of Reclamation (Interior) (tie)	61.9	-1.6
174	Antitrust Division (DOJ) (tie)	61.8	-6.6
174	U.S. Atlantic Fleet - Commander In Chief (Navy) (tie)	61.8	-3.6
174	Department of Defense Education Activity (DOD) (tie)	61.8	-1.6
177	Bureau of Land Management (Interior)	61.5	-1.3
178	Federal Student Aid (ED) (tie)	61.4	5.4
178	Commander - Navy Installations (Navy) (tie)	61.4	-1.3
178	Bureau of Alcohol Tobacco Firearms and Explosives (DOJ) (tie)	61.4	-0.4
181	Region 4 - Atlanta (EPA)	61.2	-2.3
182	Executive Office for Immigration Review (DOJ)	61.1	6.2
183	Forest Service (USDA)	61.0	1.6
184	Headquarters Staff Offices (DOE)	60.9	1.3
185	Office of the Under Secretary for Science and Technology (DHS)	60.8	-12.9
186	Natural Resources Conservation Service (USDA)	60.7	1.5
187	Bureau of Prisons/Federal Prison System (DOJ)	60.5	2.0
188	Administration for Children and Families (HHS)	60.4	-1.5
189	Headquarters Program Offices (DOE)	60.0	-3.5
190	All Other Components (DOL)	59.8	-1.1
191	U.S. Army Reserve Command (Army)	59.7	-4.7
192	U.S. Military Entrance Processing Command (Army)	59.5	3.8
193	Federal Emergency Management Agency (DHS) (tie)	58.9	-2.4
193	Citizenship and Immigration Services (DHS) (tie)	58.9	-5.9
193	All Other Components (USDA) (tie)	58.9	-0.3
193	Federal Investigative Service (OPM) (tie)	58.9	7.1
197	Defense Commissary Agency (DOD)	58.8	-6.3
198	Bureau of Engraving and Printing (Treasury)	58.6	7.8
199	Foreign Agricultural Service (USDA) (tie)	58.3	-4.7
199	Indian Health Service (HHS) (tie)	58.3	-2.4
201	U.S. Trustees Program (DOJ)	58.0	-0.4
202	Bureau of Indian Affairs (Interior)	57.9	-3.1
202	Office of the Chief Financial Officer (OPM)	57.9	-7.6

RANK	AGENCY	INNOVATION SCORE (2011)	PERCENTAGE CHANGE (2010–2011)
204	Office of Labor-Management Standards (DOL)	57.8	N/A
205	Risk Management Agency (USDA)	57.7	-4.1
206	Wage and Hour Division (DOL)	57.6	N/A
207	Office of Thrift Supervision (Treasury) (tie)	57.5	-12.8
207	Defense Contract Management Agency (DOD) (tie)	57.5	-3.9
209	Occupational Safety and Health Administration (DOL)	57.4	2.3
210	Patent and Trademark Office (Commerce)	57.1	4.6
211	Food Safety and Inspection Service (USDA)	56.8	0.2
212	Veterans Benefits Administration (VA)	56.4	3.6
213	Customs and Border Protection (DHS)	56.3	-0.7
214	Office of the Inspector General (DOD)	56.2	N/A
215	Office of Elementary and Secondary Education (ED) (tie)	56.0	1.2
215	Rural Housing Service (USDA) (tie)	56.0	-0.5
217	Office of Special Education and Rehabilitative Services (ED)	55.8	-0.9
218	Immigration and Customs Enforcement (DHS) (tie)	55.5	0.4
218	Employment and Training Administration (DOL) (tie)	55.5	-6.0
220	Mine Safety and Health Administration (DOL)	54.3	-4.6
221	Federal Aviation Administration (DOT)	54.0	1.3
222	Farm Service Agency (USDA)	53.7	0.5
223	Office of Workers' Compensation Programs (DOL)	53.0	N/A
224	Employee Benefits Security Administration (DOL)	52.9	-4.0
225	Office of Postsecondary Education (ED)	50.5	12.2
226	Transportation Security Administration (DHS)	49.4	-4.8
227	Office of Federal Contract Compliance Programs (DOL)	49.3	N/A
228	Office for Civil Rights (ED)	48.6	-2.5
	Army Audit Agency (Army)		N/A
	Office of the Chief Human Capital Officer (HUD)		N/A
	Office of General Counsel (HUD)		N/A
	Office of Community Planning and Development (HUD)		N/A
	Office of Fair Housing and Equal Opportunity (HUD)		N/A
	Office of the Chief Financial Officer (HUD)		N/A
	Office of Field Policy and Management (HUD)		N/A
	Assistant Secretary for Housing - Federal Housing Commissioner (HUD)		N/A
	Office of Chief Procurement Officer (HUD)		N/A
	Office of Public and Indian Housing (HUD)		N/A
	Office of Chief Information Officer (HUD)		N/A
	Office of Policy Development and Research (HUD)		N/A