

# WHAT DO **FEDERAL** **EMPLOYEES** SAY?



RESULTS FROM THE 2004 FEDERAL HUMAN CAPITAL SURVEY

**FHCS Report on Demographic Questions by Agency (unweighted data)**



## **2004 Federal Human Capital Survey: Survey Methodology Highlights**

### **Survey Objective**

The 2004 Federal Human Capital Survey (FHCS) was conducted to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. OPM and agency managers will use the findings to develop policies and action plans for improving agency performance.

### **Questionnaire Content**

The questionnaire was designed to assist in measuring how well the Federal Government and individual agencies are running their human resources management systems. The 88 items in the questionnaire are grouped into eight topic areas: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Learning (Knowledge Management); Job Satisfaction; Satisfaction with Benefits; and Demographics.

### **Sample Design and Selection**

The population of interest for the 2004 Federal Human Capital Survey was all employees from major Federal agencies represented on the President's Management Council and 44 small/independent agencies that chose to participate in the survey.

The sample was designed to ensure representative survey results would be reported by agency/subagency and supervisory status (i.e., non-supervisors, supervisors and managers, and executives) as well as for the overall Federal workforce.

**Sample type.** The sample was a probability sample; that is, each employee in the target population had a known, non-zero probability of selection. Probability sampling is a well-established survey technique and a prerequisite to generalizing from survey respondents to the survey population.

**Sampling frame.** The sampling frame was the lists of employees from all agencies participating in the survey. Employees were grouped into 786 sample subgroups corresponding to agency, subagency, and supervisory-status reporting requirements.

**Sample size and selection.** More than 276,000 employees were randomly selected from the frame. Selection probabilities varied across subgroups to ensure adequate representation of populations of interest. In some of the smaller subgroups, all employees were selected to provide broader coverage in critical areas.

### **Data Collection**

**Mode/Method.** The 2004 FHCS was a self-administered Web survey. A relatively small number of sampled employees who did not have access to the Internet or who preferred to complete the survey on paper were provided with paper versions of the questionnaire.

**Response Rate.** Of the 276,424 employees receiving surveys, 147,914 completed and returned the survey, for a governmentwide response rate of 54 percent.

## FHCS Report on Demographic Questions By Agency (unweighted data)

Agency		Work Location		Supervisor Status					Sex		
		HQ	Field	NonSup	Team Leader	Sup	Mgr	Exec	Male	Female	
		# of Respondents*									
All Responses	2002	100,656	35.0%	65.0%	46.5%	13.5%	22.8%	14.0%	3.1%	58.6%	41.4%
	2004	147,914	33.8%	66.2%	51.7%	13.9%	19.8%	11.9%	2.7%	56.6%	43.4%
AID	2002	560	64.1%	35.9%	23.8%	12.7%	27.3%	22.5%	13.8%	52.5%	47.5%
	2004	803	70.4%	29.6%	34.9%	14.3%	20.0%	20.1%	10.7%	50.3%	49.7%
DHS	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	10,478	20.4%	79.6%	45.1%	12.6%	25.6%	15.1%	1.5%	66.6%	33.4%
DOC	2002	4,134	59.6%	40.4%	43.7%	12.0%	25.8%	13.6%	4.9%	59.9%	40.1%
	2004	4,021	60.2%	39.8%	44.3%	13.6%	24.1%	13.8%	4.3%	58.4%	41.6%
DOE	2002	922	38.0%	62.0%	38.3%	9.1%	23.5%	11.1%	18.0%	69.4%	30.6%
	2004	1,485	39.7%	60.3%	45.5%	11.9%	20.1%	10.4%	12.1%	67.1%	32.9%
DOI	2002	5,412	26.2%	73.8%	43.1%	13.6%	24.9%	17.3%	1.2%	61.8%	38.2%
	2004	5,187	26.2%	73.8%	43.2%	13.6%	25.6%	16.3%	1.2%	57.8%	42.2%
DOJ	2002	4,363	32.8%	67.2%	41.2%	11.9%	28.1%	14.3%	4.5%	57.6%	42.4%
	2004	7,701	36.0%	64.0%	50.8%	12.4%	22.8%	10.7%	3.2%	54.0%	46.0%
DOL	2002	4,105	35.6%	64.4%	56.4%	10.4%	20.4%	10.7%	2.1%	55.3%	44.7%
	2004	4,082	34.9%	65.1%	61.4%	9.1%	18.0%	9.5%	2.1%	51.0%	49.0%
DOT	2002	3,003	30.0%	70.0%	44.8%	12.2%	25.0%	13.6%	4.5%	66.3%	33.7%
	2004	4,951	39.8%	60.2%	57.7%	16.4%	14.6%	8.4%	3.0%	64.8%	35.2%
EDUC	2002	1,671	62.8%	37.2%	69.7%	13.0%	11.4%	3.9%	1.9%	40.9%	59.1%
	2004	2,408	67.2%	32.8%	69.6%	13.2%	9.6%	4.5%	3.0%	38.0%	62.0%
EPA	2002	5,666	29.7%	70.3%	70.8%	15.8%	7.9%	3.5%	2.0%	53.2%	46.8%
	2004	6,895	29.8%	70.2%	70.5%	15.0%	8.7%	4.0%	1.8%	50.6%	49.4%
GSA	2002	2,559	41.3%	58.7%	50.7%	12.2%	17.7%	16.8%	2.6%	53.8%	46.2%
	2004	2,869	41.4%	58.6%	57.7%	11.3%	16.7%	12.1%	2.2%	47.5%	52.5%
HHS	2002	4,862	53.2%	46.8%	41.8%	13.0%	26.3%	14.1%	4.8%	43.8%	56.2%
	2004	4,653	47.8%	52.2%	48.8%	14.5%	22.1%	11.7%	2.9%	39.4%	60.6%
HUD	2002	1,246	32.1%	67.9%	53.0%	11.2%	19.6%	14.0%	2.2%	46.7%	53.3%
	2004	5,343	27.9%	72.1%	71.6%	11.3%	9.3%	6.7%	1.1%	39.0%	61.0%
NASA	2002	4,225	9.9%	90.1%	52.3%	23.4%	12.9%	6.4%	5.0%	65.8%	34.2%
	2004	4,766	9.7%	90.3%	51.7%	25.5%	12.4%	5.7%	4.7%	67.0%	33.0%
NSF	2002	441	98.2%	1.8%	48.8%	18.6%	14.7%	5.0%	12.9%	38.3%	61.7%
	2004	778	97.6%	2.4%	52.8%	21.0%	10.4%	4.8%	11.1%	40.9%	59.1%
OMB	2002	249	98.8%	1.2%	63.1%	19.7%	2.0%	0.0%	15.3%	49.4%	50.6%
	2004	249	98.8%	1.2%	67.9%	14.9%	4.0%	0.4%	12.9%	45.0%	55.0%
OPM	2002	1,311	57.3%	42.7%	71.2%	11.7%	9.5%	5.3%	2.2%	37.6%	62.4%
	2004	1,539	56.9%	43.1%	73.8%	11.9%	7.9%	3.7%	2.7%	34.4%	65.6%
SBA	2002	881	22.9%	77.1%	48.5%	7.8%	23.2%	16.8%	3.7%	53.8%	46.2%
	2004	1,661	26.4%	73.6%	65.4%	9.4%	15.2%	8.2%	1.8%	44.1%	55.9%
SSA	2002	1,023	22.3%	77.7%	40.2%	6.5%	21.7%	27.0%	4.7%	37.2%	62.8%
	2004	1,172	24.7%	75.3%	39.0%	6.7%	20.1%	26.3%	8.0%	36.9%	63.1%
State	2002	689	43.0%	57.0%	20.8%	9.1%	20.6%	30.5%	19.0%	60.7%	39.3%
	2004	1,272	41.7%	58.3%	17.7%	7.5%	17.5%	21.5%	35.8%	60.7%	39.3%
Treasury	2002	7,314	36.8%	63.2%	47.9%	14.9%	21.6%	11.1%	4.4%	55.8%	44.2%
	2004	5,677	42.2%	57.8%	53.9%	14.4%	18.4%	8.6%	4.8%	48.3%	51.7%
USDA	2002	10,441	32.5%	67.5%	48.3%	13.6%	23.4%	13.1%	1.6%	55.1%	44.9%
	2004	10,404	29.6%	70.4%	48.8%	12.8%	23.5%	13.3%	1.6%	55.4%	44.6%
VA	2002	2,388	22.0%	78.0%	39.0%	8.7%	26.2%	18.9%	7.2%	54.2%	45.8%
	2004	3,344	22.0%	78.0%	49.6%	10.3%	22.5%	13.8%	3.8%	50.9%	49.1%
Small Agencies	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	15,964	48.1%	51.9%	68.4%	13.2%	11.1%	4.6%	2.7%	47.9%	52.1%
All DoD	2002	32,559	35.0%	65.0%	40.9%	13.7%	26.5%	17.4%	1.6%	65.7%	34.3%
	2004	40,196	33.8%	66.2%	42.6%	15.2%	24.7%	16.4%	1.1%	66.2%	33.8%
Army	2002	8,964	44.1%	55.9%	42.9%	14.4%	25.3%	16.3%	1.1%	66.4%	33.6%
	2004	8,408	47.3%	52.7%	39.9%	14.8%	27.2%	17.0%	1.1%	64.8%	35.2%
ACE	2002	711	21.7%	78.3%	35.0%	15.6%	29.1%	18.6%	1.7%	79.3%	20.7%
	2004	6,295	26.2%	73.8%	52.1%	18.5%	18.1%	11.0%	0.3%	68.4%	31.6%
Air Force	2002	6,545	29.7%	70.3%	37.8%	12.4%	27.0%	21.6%	1.3%	68.9%	31.1%
	2004	8,696	27.4%	72.6%	38.8%	13.2%	25.9%	21.2%	0.9%	71.8%	28.2%
Navy	2002	9,043	35.9%	64.1%	37.5%	15.2%	28.3%	17.4%	1.6%	66.3%	33.7%
	2004	9,512	35.9%	64.1%	39.0%	17.1%	26.0%	16.5%	1.3%	66.0%	34.0%
Marine Corps	2002	658	28.9%	71.1%	36.5%	10.6%	32.7%	19.0%	1.2%	71.0%	29.0%
	2004	765	32.8%	67.2%	37.5%	14.6%	27.7%	19.2%	0.9%	66.9%	33.1%
Other DoD	2002	6,638	28.8%	71.2%	47.2%	11.9%	24.2%	14.3%	2.4%	58.6%	41.4%
	2004	6,520	29.6%	70.4%	47.9%	12.5%	23.7%	13.9%	2.0%	58.5%	41.5%

\*# of Respondents is the unweighted count of survey respondents. All percents in this table are based on the unweighted count of responses.

## FHCS Report on Demographic Questions By Agency (unweighted data)

Agency		Retiring					Race				
		# of Respondents*	Within 1 year	Between 1 and 3 years	Between 3 and 5 years	5 or more years	White Non-Hispanic	Black Non-Hispanic	American Indian / Alaskan Native	Asian / Pacific Islander	Hispanic
All Responses	2002	100,656	4.0%	12.0%	13.8%	70.3%	75.1%	13.0%	2.0%	4.4%	5.5%
	2004	147,914	4.2%	11.4%	13.4%	71.0%	72.2%	15.6%	1.7%	4.6%	5.9%
AID	2002	560	6.8%	20.9%	20.0%	52.3%	70.5%	20.4%	0.5%	4.8%	3.8%
	2004	803	6.7%	18.4%	15.4%	59.4%	63.5%	25.3%	1.5%	5.4%	4.2%
DHS	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	10,478	3.5%	9.6%	11.6%	75.3%	68.8%	12.2%	1.2%	4.3%	13.5%
DOC	2002	4,134	3.4%	11.6%	11.0%	74.1%	75.3%	13.3%	0.7%	6.5%	4.3%
	2004	4,021	4.2%	11.2%	10.9%	73.7%	75.5%	13.9%	0.5%	7.0%	3.2%
DOE	2002	922	4.1%	18.3%	18.0%	59.5%	83.9%	6.2%	1.6%	3.7%	4.6%
	2004	1,485	6.8%	14.5%	15.2%	63.5%	83.9%	6.6%	1.8%	3.0%	4.7%
DOI	2002	5,412	3.4%	10.3%	14.1%	72.2%	83.9%	5.3%	3.5%	2.3%	4.9%
	2004	5,187	4.3%	11.4%	15.0%	69.2%	78.0%	5.6%	9.3%	2.1%	5.0%
DOJ	2002	4,363	2.9%	8.0%	10.2%	79.0%	71.1%	13.5%	1.1%	3.2%	11.0%
	2004	7,701	2.9%	8.6%	10.8%	77.7%	69.9%	18.4%	1.0%	2.8%	7.9%
DOL	2002	4,105	4.5%	11.3%	11.9%	72.3%	71.8%	16.3%	1.5%	3.5%	6.9%
	2004	4,082	4.2%	11.0%	13.2%	71.6%	68.2%	19.5%	1.1%	3.9%	7.3%
DOT	2002	3,003	3.5%	12.1%	13.1%	71.3%	76.9%	12.6%	1.5%	4.2%	4.8%
	2004	4,951	4.8%	10.7%	13.8%	70.7%	69.8%	16.6%	1.2%	4.2%	8.1%
EDUC	2002	1,671	2.9%	9.8%	14.7%	72.7%	59.4%	30.1%	1.0%	4.0%	5.5%
	2004	2,408	4.5%	10.3%	13.5%	71.8%	56.2%	33.9%	1.1%	3.8%	4.9%
EPA	2002	5,666	2.2%	8.2%	10.5%	79.1%	76.8%	11.8%	1.4%	5.1%	5.0%
	2004	6,895	3.0%	8.6%	10.8%	77.7%	73.5%	14.6%	1.1%	5.5%	5.3%
GSA	2002	2,559	2.6%	14.3%	15.2%	68.0%	69.6%	20.9%	1.4%	3.7%	4.4%
	2004	2,869	4.7%	12.5%	15.5%	67.3%	69.9%	21.2%	1.0%	3.5%	4.3%
HHS	2002	4,862	3.9%	12.2%	12.8%	71.1%	66.4%	14.5%	10.6%	4.4%	4.2%
	2004	4,653	4.3%	11.0%	13.9%	70.8%	62.6%	16.3%	12.5%	4.7%	3.8%
HUD	2002	1,246	4.7%	13.1%	15.0%	67.2%	59.9%	26.6%	1.1%	4.2%	8.3%
	2004	5,343	4.0%	13.0%	14.4%	68.6%	54.9%	32.4%	1.5%	4.2%	7.1%
NASA	2002	4,225	3.3%	9.5%	11.1%	76.1%	79.4%	8.6%	1.6%	5.3%	5.0%
	2004	4,766	3.8%	9.7%	10.7%	75.8%	79.2%	9.1%	1.2%	5.7%	4.8%
NSF	2002	441	3.6%	13.2%	13.8%	69.4%	66.7%	25.9%	0.2%	5.2%	2.0%
	2004	778	4.2%	11.4%	11.7%	72.6%	67.1%	25.1%	0.5%	4.4%	2.8%
OMB	2002	249	2.8%	9.2%	12.4%	75.5%	77.5%	12.0%	0.8%	6.4%	3.2%
	2004	249	4.4%	6.4%	8.4%	80.7%	75.0%	14.5%	0.4%	7.3%	2.8%
OPM	2002	1,311	3.3%	12.1%	13.3%	71.3%	62.6%	29.6%	0.7%	2.6%	4.5%
	2004	1,539	4.1%	10.1%	12.6%	73.2%	61.0%	31.5%	1.1%	2.5%	3.8%
SBA	2002	881	3.9%	14.6%	18.2%	63.3%	65.5%	18.0%	1.2%	4.3%	10.9%
	2004	1,661	5.4%	13.5%	15.4%	65.7%	58.1%	25.2%	0.9%	4.9%	10.9%
SSA	2002	1,023	5.1%	14.8%	17.9%	62.3%	65.1%	21.5%	1.4%	2.0%	10.1%
	2004	1,172	5.0%	17.8%	15.9%	61.3%	63.9%	21.9%	1.0%	2.9%	10.2%
State	2002	689	4.5%	13.4%	16.5%	65.6%	77.2%	13.5%	0.6%	3.2%	5.5%
	2004	1,272	5.7%	16.7%	18.2%	59.4%	78.6%	11.8%	1.0%	4.4%	4.2%
Treasury	2002	7,314	3.4%	11.6%	12.8%	72.3%	72.7%	16.2%	1.4%	3.3%	6.4%
	2004	5,677	3.8%	11.5%	13.3%	71.4%	70.9%	20.2%	0.7%	3.5%	4.7%
USDA	2002	10,441	3.1%	11.4%	12.8%	72.7%	77.5%	12.4%	2.3%	2.8%	5.0%
	2004	10,404	4.3%	11.1%	13.6%	71.0%	77.5%	12.9%	1.7%	3.1%	4.8%
VA	2002	2,388	4.4%	14.4%	15.2%	65.9%	74.9%	14.9%	2.2%	2.8%	5.2%
	2004	3,344	5.3%	13.1%	14.6%	67.1%	70.7%	19.3%	1.1%	3.7%	5.3%
Small Agencies	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	15,964	3.1%	8.8%	10.4%	77.8%	67.9%	20.9%	0.6%	4.9%	5.7%
All DoD	2002	32,559	5.1%	13.4%	15.6%	65.9%	77.3%	10.4%	1.5%	5.7%	5.1%
	2004	40,196	4.8%	13.1%	15.2%	66.9%	77.7%	11.1%	1.1%	5.7%	4.4%
Army	2002	8,964	5.6%	13.1%	16.2%	65.0%	75.6%	12.4%	1.5%	4.8%	5.7%
	2004	8,408	5.5%	13.7%	15.6%	65.1%	78.1%	12.1%	1.2%	3.6%	4.9%
ACE	2002	711	5.3%	16.2%	15.3%	63.2%	84.8%	6.6%	3.0%	3.7%	2.0%
	2004	6,295	4.7%	13.8%	15.1%	66.4%	80.0%	9.2%	1.2%	6.2%	3.4%
Air Force	2002	6,545	5.1%	13.7%	15.3%	65.9%	80.6%	7.3%	1.7%	4.3%	6.0%
	2004	8,696	4.8%	12.6%	14.7%	67.9%	79.3%	8.9%	1.2%	4.4%	6.2%
Navy	2002	9,043	4.3%	13.7%	15.3%	66.7%	76.5%	9.2%	1.4%	8.3%	4.7%
	2004	9,512	4.4%	12.7%	15.1%	67.8%	76.3%	10.4%	0.7%	9.3%	3.3%
Marine Corps	2002	658	4.9%	11.9%	16.6%	66.7%	75.8%	12.2%	1.7%	4.4%	5.9%
	2004	765	3.7%	14.5%	14.3%	67.5%	76.3%	14.5%	0.9%	5.0%	3.3%
Other DoD	2002	6,638	5.5%	13.2%	15.4%	66.0%	76.8%	12.5%	1.3%	5.1%	4.3%
	2004	6,520	4.8%	12.9%	15.4%	67.0%	75.2%	14.8%	1.0%	4.7%	4.3%

\*# of Respondents is the unweighted count of survey respondents. All percents in this table are based on the unweighted count of responses.

## FHCS Report on Demographic Questions By Agency (unweighted data)

Agency		# of Respondents*	Leaving					Age Group				
			No	Yes, to retire	Yes, to other job in Govt	Yes, to other job outside Govt	Yes, other	Under 30	30 to 39	40 to 49	50 to 59	60 and over
All Responses	2002	100,656	N/A	N/A	N/A	N/A	N/A	2.8%	14.9%	33.8%	40.9%	7.5%
	2004	147,914	70.4%	6.6%	15.7%	3.5%	3.8%	3.8%	14.5%	32.6%	40.1%	8.9%
AID	2002	560	N/A	N/A	N/A	N/A	N/A	0.5%	9.1%	31.1%	51.6%	7.7%
	2004	803	66.3%	9.5%	14.6%	6.1%	3.6%	0.6%	11.1%	29.8%	45.6%	12.8%
DHS	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	10,478	66.9%	5.2%	20.1%	3.8%	3.9%	3.9%	22.3%	36.2%	31.9%	5.8%
DOC	2002	4,134	N/A	N/A	N/A	N/A	N/A	4.9%	20.9%	29.9%	36.6%	7.7%
	2004	4,021	73.0%	5.7%	13.2%	4.2%	3.8%	4.3%	19.2%	32.1%	34.9%	9.5%
DOE	2002	922	N/A	N/A	N/A	N/A	N/A	1.6%	10.6%	29.9%	48.8%	9.0%
	2004	1,485	72.4%	8.8%	10.0%	5.1%	3.6%	2.2%	10.0%	30.5%	46.2%	11.1%
DOI	2002	5,412	N/A	N/A	N/A	N/A	N/A	2.3%	12.3%	37.3%	42.0%	6.1%
	2004	5,187	71.3%	7.0%	15.2%	2.8%	3.6%	3.2%	12.6%	31.9%	44.3%	8.0%
DOJ	2002	4,363	N/A	N/A	N/A	N/A	N/A	3.5%	26.1%	39.2%	27.8%	3.5%
	2004	7,701	72.9%	4.6%	15.1%	3.8%	3.6%	4.0%	23.9%	39.2%	28.5%	4.4%
DOL	2002	4,105	N/A	N/A	N/A	N/A	N/A	4.6%	16.7%	29.2%	42.0%	7.6%
	2004	4,082	71.2%	6.7%	14.7%	3.8%	3.6%	5.0%	15.8%	27.1%	42.2%	9.9%
DOT	2002	3,003	N/A	N/A	N/A	N/A	N/A	2.6%	15.6%	32.9%	41.2%	7.7%
	2004	4,951	70.0%	7.4%	15.5%	3.6%	3.5%	3.1%	15.4%	30.6%	40.6%	10.4%
EDUC	2002	1,671	N/A	N/A	N/A	N/A	N/A	4.3%	17.6%	27.3%	41.4%	9.4%
	2004	2,408	65.1%	6.2%	17.8%	5.5%	5.3%	5.2%	17.2%	26.6%	40.1%	10.8%
EPA	2002	5,666	N/A	N/A	N/A	N/A	N/A	3.5%	20.0%	35.4%	35.0%	6.2%
	2004	6,895	75.4%	5.1%	12.4%	3.3%	3.8%	4.1%	16.2%	34.5%	36.5%	8.7%
GSA	2002	2,559	N/A	N/A	N/A	N/A	N/A	3.0%	14.6%	30.0%	44.4%	8.0%
	2004	2,869	70.8%	7.2%	16.4%	2.6%	3.0%	5.0%	12.8%	29.3%	43.4%	9.5%
HHS	2002	4,862	N/A	N/A	N/A	N/A	N/A	2.8%	15.2%	31.0%	42.5%	8.6%
	2004	4,653	68.7%	6.8%	15.9%	4.9%	3.7%	3.4%	14.9%	29.1%	41.1%	11.5%
HUD	2002	1,246	N/A	N/A	N/A	N/A	N/A	3.1%	11.2%	29.6%	47.6%	8.5%
	2004	5,343	72.7%	7.4%	13.4%	3.2%	3.3%	3.1%	11.7%	27.6%	44.2%	13.4%
NASA	2002	4,225	N/A	N/A	N/A	N/A	N/A	3.2%	18.7%	37.7%	31.1%	9.2%
	2004	4,766	75.2%	6.0%	10.8%	3.8%	4.2%	3.3%	14.8%	39.8%	31.7%	10.4%
NSF	2002	441	N/A	N/A	N/A	N/A	N/A	4.3%	18.4%	23.4%	41.3%	12.7%
	2004	778	62.7%	5.5%	16.2%	5.5%	10.0%	5.3%	17.1%	23.3%	38.0%	16.2%
OMB	2002	249	N/A	N/A	N/A	N/A	N/A	17.7%	29.7%	20.5%	26.9%	5.2%
	2004	249	57.8%	6.0%	18.1%	8.4%	9.6%	13.3%	36.1%	21.7%	22.5%	6.4%
OPM	2002	1,311	N/A	N/A	N/A	N/A	N/A	4.0%	20.6%	32.3%	37.4%	5.7%
	2004	1,539	64.8%	5.8%	21.8%	2.6%	4.9%	5.0%	19.2%	33.1%	35.6%	7.1%
SBA	2002	881	N/A	N/A	N/A	N/A	N/A	1.1%	11.0%	26.8%	48.8%	12.3%
	2004	1,661	66.8%	8.0%	16.6%	4.0%	4.6%	0.9%	11.1%	27.6%	46.0%	14.4%
SSA	2002	1,023	N/A	N/A	N/A	N/A	N/A	3.4%	11.4%	26.2%	50.9%	8.0%
	2004	1,172	79.1%	9.6%	6.1%	3.0%	2.2%	4.8%	10.7%	24.3%	52.4%	7.8%
State	2002	689	N/A	N/A	N/A	N/A	N/A	0.9%	10.3%	39.3%	44.0%	5.5%
	2004	1,272	75.3%	9.2%	6.9%	5.3%	3.3%	2.2%	11.9%	29.2%	48.7%	8.0%
Treasury	2002	7,314	N/A	N/A	N/A	N/A	N/A	2.4%	19.4%	37.9%	36.3%	4.0%
	2004	5,677	73.6%	6.2%	13.8%	3.2%	3.2%	3.5%	16.2%	34.8%	39.9%	5.7%
USDA	2002	10,441	N/A	N/A	N/A	N/A	N/A	3.8%	15.4%	36.1%	38.6%	6.2%
	2004	10,404	74.1%	6.7%	12.8%	2.7%	3.7%	3.7%	13.3%	33.5%	41.2%	8.4%
VA	2002	2,388	N/A	N/A	N/A	N/A	N/A	1.8%	11.3%	30.4%	50.0%	6.4%
	2004	3,344	72.9%	8.2%	12.4%	3.6%	2.9%	3.0%	12.7%	26.6%	49.3%	8.5%
Small Agencies	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	15,964	72.8%	4.9%	11.5%	5.6%	5.2%	7.6%	20.4%	29.8%	33.8%	8.4%
All DoD	2002	32,559	N/A	N/A	N/A	N/A	N/A	1.8%	10.8%	33.5%	44.8%	9.1%
	2004	40,196	66.8%	7.5%	19.6%	2.6%	3.5%	2.8%	8.8%	33.7%	45.1%	9.6%
Army	2002	8,964	N/A	N/A	N/A	N/A	N/A	1.6%	10.1%	32.4%	45.5%	10.3%
	2004	8,408	63.1%	8.6%	22.6%	2.5%	3.2%	2.1%	7.9%	32.5%	47.1%	10.4%
ACE	2002	711	N/A	N/A	N/A	N/A	N/A	1.4%	8.3%	30.8%	51.3%	8.2%
	2004	6,295	71.7%	7.3%	15.1%	2.8%	3.0%	3.6%	10.5%	32.1%	45.6%	8.2%
Air Force	2002	6,545	N/A	N/A	N/A	N/A	N/A	2.1%	11.7%	33.0%	43.8%	9.4%
	2004	8,696	65.5%	7.2%	20.9%	2.5%	3.8%	2.4%	9.0%	34.9%	43.6%	10.1%
Navy	2002	9,043	N/A	N/A	N/A	N/A	N/A	1.8%	11.3%	35.1%	43.1%	8.6%
	2004	9,512	68.1%	7.3%	18.1%	2.9%	3.7%	3.4%	8.6%	35.4%	43.1%	9.5%
Marine Corps	2002	658	N/A	N/A	N/A	N/A	N/A	0.9%	9.1%	36.3%	42.6%	11.1%
	2004	765	67.6%	6.7%	18.9%	2.2%	4.5%	1.6%	6.6%	32.4%	48.2%	11.3%
Other DoD	2002	6,638	N/A	N/A	N/A	N/A	N/A	1.8%	10.4%	33.4%	46.6%	7.8%
	2004	6,520	66.8%	7.3%	20.4%	2.2%	3.3%	2.5%	8.7%	33.0%	46.6%	9.3%

\*# of Respondents is the unweighted count of survey respondents. All percents in this table are based on the unweighted count of responses.

## FHCS Report on Demographic Questions By Agency (unweighted data)

Agency		# of Respondents*	Pay Category						
			Federal wage system	GS 1-6 or equivalent	GS 7-12 or equivalent	GS 13-15 or equivalent	Senior executive service	SL/ST	Other
All Responses	2002	100,656	4.8%	4.8%	39.3%	41.4%	2.5%	0.0%	7.1%
	2004	147,914	3.8%	4.7%	40.9%	44.4%	2.3%	0.3%	3.6%
AID	2002	560	0.2%	0.4%	11.4%	34.6%	5.0%	0.0%	48.4%
	2004	803	0.4%	1.0%	18.3%	56.9%	8.7%	0.6%	14.1%
DHS	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	10,478	2.7%	3.8%	45.0%	45.3%	1.2%	0.1%	1.9%
DOC	2002	4,134	1.1%	3.0%	28.3%	44.4%	4.0%	0.0%	19.2%
	2004	4,021	1.1%	2.7%	28.9%	56.8%	3.8%	0.8%	6.0%
DOE	2002	922	2.9%	1.1%	14.8%	60.2%	16.4%	0.0%	4.7%
	2004	1,485	5.5%	1.0%	19.7%	55.0%	11.4%	0.5%	6.7%
DOI	2002	5,412	3.1%	4.9%	51.0%	38.1%	1.1%	0.0%	1.9%
	2004	5,187	4.4%	5.8%	51.5%	35.7%	1.1%	0.2%	1.4%
DOJ	2002	4,363	3.5%	1.9%	41.7%	39.8%	3.9%	0.0%	9.3%
	2004	7,701	2.5%	1.7%	37.4%	49.2%	2.9%	1.0%	5.3%
DOL	2002	4,105	0.4%	3.9%	44.7%	48.1%	1.9%	0.0%	0.9%
	2004	4,082	0.2%	5.1%	49.2%	43.4%	1.5%	0.1%	0.5%
DOT	2002	3,003	4.7%	2.9%	29.1%	43.2%	4.2%	0.0%	16.0%
	2004	4,951	1.4%	2.3%	34.6%	52.4%	2.7%	0.1%	6.6%
EDUC	2002	1,671	0.2%	1.2%	33.2%	62.7%	1.6%	0.0%	1.1%
	2004	2,408	0.0%	2.7%	32.2%	60.8%	2.3%	0.3%	1.6%
EPA	2002	5,666	0.2%	0.7%	24.9%	71.8%	1.7%	0.0%	0.6%
	2004	6,895	0.1%	0.6%	26.1%	71.2%	1.7%	0.1%	0.2%
GSA	2002	2,559	3.2%	2.7%	35.5%	55.5%	2.0%	0.0%	1.0%
	2004	2,869	1.9%	2.8%	39.0%	53.7%	2.0%	0.0%	0.5%
HHS	2002	4,862	1.6%	2.9%	30.7%	59.3%	3.5%	0.0%	2.1%
	2004	4,653	1.9%	4.0%	35.1%	55.4%	2.0%	0.7%	0.9%
HUD	2002	1,246	0.2%	1.0%	29.5%	66.8%	1.9%	0.0%	0.6%
	2004	5,343	0.2%	2.1%	42.1%	54.5%	0.9%	0.0%	0.2%
NASA	2002	4,225	0.3%	2.0%	22.5%	69.8%	4.8%	0.0%	0.6%
	2004	4,766	0.2%	1.6%	21.9%	71.1%	4.6%	0.5%	0.2%
NSF	2002	441	0.7%	2.3%	34.7%	30.2%	10.2%	0.0%	22.0%
	2004	778	0.3%	1.8%	30.4%	30.5%	8.4%	7.9%	20.8%
OMB	2002	249	0.8%	0.0%	30.9%	53.4%	14.9%	0.0%	0.0%
	2004	249	0.4%	0.0%	24.1%	61.4%	13.7%	0.0%	0.4%
OPM	2002	1,311	1.2%	11.6%	41.8%	41.9%	2.2%	0.0%	1.3%
	2004	1,539	0.5%	14.0%	44.2%	38.1%	2.3%	0.1%	0.7%
SBA	2002	881	0.6%	2.7%	39.7%	53.5%	2.8%	0.0%	0.7%
	2004	1,661	0.1%	5.0%	52.3%	40.9%	1.4%	0.0%	0.2%
SSA	2002	1,023	0.5%	3.4%	48.7%	41.4%	4.2%	0.0%	1.8%
	2004	1,172	0.3%	2.8%	47.5%	41.3%	7.0%	0.3%	0.7%
State	2002	689	0.1%	0.0%	12.8%	20.2%	6.2%	0.0%	60.7%
	2004	1,272	1.3%	1.0%	13.3%	30.4%	32.1%	1.6%	20.4%
Treasury	2002	7,314	2.3%	3.6%	30.7%	40.6%	3.6%	0.0%	19.3%
	2004	5,677	4.7%	5.4%	32.2%	40.7%	4.2%	0.4%	12.4%
USDA	2002	10,441	0.8%	7.3%	56.4%	32.2%	1.3%	0.0%	1.9%
	2004	10,404	0.6%	5.9%	58.7%	32.5%	1.3%	0.1%	0.8%
VA	2002	2,388	3.1%	6.7%	40.3%	35.8%	6.2%	0.0%	8.0%
	2004	3,344	5.1%	8.0%	43.2%	35.0%	3.2%	1.0%	4.4%
Small Agencies	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	15,964	0.8%	7.3%	34.0%	45.4%	2.0%	0.6%	9.9%
All DoD	2002	32,559	11.4%	7.2%	43.6%	29.3%	1.3%	0.0%	7.2%
	2004	40,196	9.4%	6.0%	46.2%	34.8%	0.9%	0.1%	2.5%
Army	2002	8,964	12.1%	8.7%	46.1%	26.6%	0.8%	0.0%	5.7%
	2004	8,408	6.4%	5.1%	46.4%	38.4%	0.8%	0.1%	2.8%
ACE	2002	711	12.8%	4.1%	36.8%	39.1%	1.5%	0.0%	5.6%
	2004	6,295	8.4%	6.3%	51.4%	31.6%	0.2%	0.0%	2.1%
Air Force	2002	6,545	19.3%	6.8%	47.7%	22.2%	0.9%	0.0%	3.1%
	2004	8,696	19.8%	6.6%	48.2%	23.5%	0.6%	0.1%	1.3%
Navy	2002	9,043	9.9%	7.0%	40.2%	27.2%	1.2%	0.0%	14.4%
	2004	9,512	7.5%	5.8%	42.3%	38.7%	1.1%	0.3%	4.4%
Marine Corps	2002	658	19.9%	8.8%	48.6%	15.2%	0.8%	0.0%	6.7%
	2004	765	12.6%	8.4%	49.0%	27.2%	0.5%	0.0%	2.4%
Other DoD	2002	6,638	4.0%	5.9%	40.9%	43.0%	2.3%	0.0%	3.8%
	2004	6,520	3.1%	6.1%	43.9%	43.6%	1.9%	0.1%	1.3%

\*# of Respondents is the unweighted count of survey respondents. All percents in this table are based on the unweighted count of responses.

## FHCS Report on Demographic Questions By Agency (unweighted data)

Agency		Time in Federal Government						Time with Current Agency					
		Less than 1 year	1 to 3 years	4 to 5 years	6 to 10 years	11 to 20 years	More than 20 years	Less than 1 year	1 to 3 years	4 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
All Responses	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.9%	8.9%	6.0%	9.6%	31.2%	43.2%	2.0%	15.0%	9.2%	13.1%	32.0%	28.8%
AID	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.4%	4.2%	3.7%	7.0%	35.2%	49.4%	1.1%	10.3%	6.1%	10.6%	39.7%	32.1%
DHS	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	1.2%	16.7%	5.9%	15.2%	32.0%	29.0%	2.7%	36.1%	6.3%	15.4%	25.6%	13.9%
DOC	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.1%	7.7%	7.0%	12.6%	31.9%	40.6%	0.3%	11.7%	9.3%	15.9%	31.7%	30.9%
DOE	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.3%	6.7%	5.9%	4.5%	28.1%	54.5%	0.6%	10.8%	7.9%	8.5%	36.4%	35.8%
DOI	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.2%	5.9%	4.9%	8.3%	30.5%	50.3%	0.7%	12.6%	9.0%	12.4%	31.1%	34.2%
DOJ	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.4%	7.9%	5.9%	15.6%	40.0%	30.2%	0.9%	13.2%	9.0%	19.7%	39.9%	17.4%
DOL	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.8%	9.9%	8.1%	11.5%	28.7%	41.0%	1.2%	14.4%	11.8%	14.4%	28.1%	30.1%
DOT	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.3%	13.0%	7.3%	10.3%	28.7%	40.4%	0.7%	19.3%	11.1%	13.7%	29.8%	25.3%
EDUC	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	2.0%	8.8%	7.5%	10.8%	30.0%	40.8%	2.9%	13.3%	11.2%	15.7%	32.1%	24.9%
EPA	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.7%	6.9%	4.3%	12.7%	36.2%	39.3%	1.1%	9.7%	5.9%	16.6%	41.5%	25.2%
GSA	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.5%	7.9%	4.8%	4.0%	33.1%	49.7%	1.2%	14.1%	9.6%	7.0%	38.4%	29.7%
HHS	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.3%	9.9%	8.1%	10.8%	29.8%	41.1%	1.0%	15.0%	12.3%	15.2%	30.2%	26.2%
HUD	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	1.1%	8.2%	5.5%	6.9%	35.1%	43.2%	2.2%	14.7%	8.9%	7.4%	39.1%	27.8%
NASA	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.2%	4.8%	6.7%	6.3%	36.6%	45.4%	0.5%	7.3%	8.8%	7.8%	41.7%	33.9%
NSF	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	4.1%	15.7%	8.9%	10.4%	29.3%	31.6%	6.6%	23.7%	12.6%	12.9%	25.4%	18.9%
OMB	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.8%	16.5%	14.9%	15.3%	21.3%	31.3%	0.8%	27.3%	16.5%	17.7%	21.3%	16.5%
OPM	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.9%	8.6%	5.9%	8.3%	33.4%	42.9%	1.4%	17.1%	11.8%	9.3%	30.7%	29.8%
SBA	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.1%	1.3%	2.1%	10.7%	40.4%	45.5%	0.6%	2.7%	4.9%	18.7%	46.5%	26.6%
SSA	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.1%	7.1%	2.8%	7.3%	16.4%	66.3%	0.1%	9.7%	4.2%	10.5%	16.1%	59.4%
State	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.2%	7.0%	4.0%	7.6%	26.9%	54.2%	0.6%	9.7%	9.1%	8.5%	30.9%	41.3%
Treasury	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.5%	6.3%	5.3%	8.7%	34.6%	44.7%	1.4%	12.8%	10.2%	13.4%	32.1%	30.1%
USDA	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.6%	7.3%	4.8%	8.0%	31.6%	47.7%	1.0%	11.9%	7.5%	10.6%	31.0%	38.0%
VA	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.5%	9.2%	7.5%	9.4%	30.2%	43.2%	0.9%	15.5%	10.6%	11.9%	28.3%	32.9%
Small Agencies	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	4.8%	11.7%	8.7%	10.2%	30.9%	33.7%	6.8%	15.7%	11.4%	11.5%	31.1%	23.5%

All DoD	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.4%	8.3%	5.6%	7.9%	27.9%	50.0%	2.0%	13.7%	9.3%	13.0%	29.8%	32.2%
Army	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.6%	9.1%	5.8%	7.9%	26.4%	50.1%	3.6%	16.9%	10.1%	12.1%	27.4%	29.9%
ACE	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.6%	6.5%	4.4%	6.5%	27.0%	55.0%	1.4%	11.8%	7.2%	9.3%	29.3%	41.0%
Air Force	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.2%	11.0%	6.9%	10.3%	28.9%	42.6%	1.9%	16.0%	10.4%	14.0%	27.6%	30.0%
Navy	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.2%	8.4%	5.4%	7.0%	26.2%	52.8%	1.4%	12.3%	8.7%	13.1%	28.8%	35.8%
Marine Corps	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.1%	7.3%	5.1%	10.6%	33.2%	43.6%	1.0%	11.7%	8.0%	17.7%	36.7%	24.9%
Other DoD	2002	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2004	0.2%	5.5%	5.1%	6.9%	30.9%	51.4%	1.5%	10.6%	9.8%	15.9%	37.0%	25.2%

\*# of Respondents is the unweighted count of survey respondents. All percents in this table are based on the unweighted count of responses.



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