

FHCS Report by Agency

(30) Awards in my work unit depend on how well employees perform their jobs.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|-------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,886 | 100,656 | 8.5% | 9.9% | 33.2% | 36.4% | 23.5% | 17.7% | 19.2% | 19.7% | 12.3% | 13.9% | 3.3% | 2.4% |
| AID | 803 | 560 | 9.5% | 11.0% | 40.8% | 37.7% | 20.0% | 16.6% | 13.9% | 21.7% | 11.8% | 9.7% | 3.9% | 3.3% |
| DHS | 10,471 | N/A | 5.1% | N/A | 25.5% | N/A | 20.6% | N/A | 23.5% | N/A | 21.6% | N/A | 3.6% | N/A |
| DOC | 4,021 | 4,134 | 12.2% | 14.3% | 40.9% | 44.0% | 18.9% | 14.9% | 15.7% | 16.3% | 8.9% | 8.1% | 3.4% | 2.4% |
| DOE | 1,485 | 922 | 9.3% | 8.3% | 34.2% | 41.9% | 24.7% | 17.5% | 17.8% | 16.8% | 11.4% | 12.4% | 2.6% | 3.1% |
| DOI | 5,177 | 5,412 | 7.3% | 7.8% | 33.3% | 39.4% | 25.1% | 18.2% | 19.3% | 20.0% | 11.6% | 11.9% | 3.4% | 2.6% |
| DOJ | 7,701 | 4,363 | 9.1% | 9.0% | 31.9% | 32.8% | 20.5% | 16.3% | 20.9% | 21.9% | 13.9% | 17.4% | 3.6% | 2.6% |
| DOL | 4,082 | 4,105 | 9.0% | 9.7% | 36.6% | 38.3% | 20.9% | 16.4% | 16.8% | 19.4% | 12.4% | 12.2% | 4.4% | 3.9% |
| DOT | 4,950 | 3,003 | 6.3% | 8.7% | 32.0% | 32.8% | 22.6% | 20.7% | 18.7% | 21.2% | 17.6% | 14.4% | 2.8% | 2.2% |
| EDUC | 2,408 | 1,671 | 11.0% | 7.9% | 31.7% | 30.8% | 18.4% | 20.1% | 16.9% | 21.8% | 15.7% | 15.3% | 6.3% | 4.1% |
| EPA | 6,895 | 5,666 | 10.3% | 8.5% | 38.4% | 36.9% | 22.5% | 17.3% | 15.9% | 21.0% | 8.8% | 12.8% | 4.1% | 3.5% |
| GSA | 2,869 | 2,559 | 16.4% | 17.1% | 35.2% | 38.9% | 21.4% | 15.0% | 15.3% | 16.3% | 8.6% | 9.9% | 3.1% | 2.8% |
| HHS | 4,653 | 4,862 | 9.2% | 10.8% | 33.1% | 38.0% | 22.2% | 18.3% | 18.4% | 18.0% | 11.6% | 11.7% | 5.6% | 3.3% |
| HUD | 5,343 | 1,246 | 9.6% | 12.8% | 36.0% | 41.1% | 21.6% | 16.1% | 16.8% | 15.7% | 12.4% | 12.1% | 3.6% | 2.3% |
| NASA | 4,766 | 4,225 | 13.2% | 13.5% | 43.0% | 46.8% | 21.6% | 16.7% | 13.1% | 14.2% | 5.9% | 6.6% | 3.3% | 2.1% |
| NSF | 778 | 441 | 17.8% | 15.2% | 36.9% | 39.8% | 21.0% | 13.4% | 12.1% | 18.3% | 7.3% | 11.9% | 4.9% | 1.5% |

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| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,886 | 100,656 | 8.5% | 9.9% | 33.2% | 36.4% | 23.5% | 17.7% | 19.2% | 19.7% | 12.3% | 13.9% | 3.3% | 2.4% |
| OMB | 249 | 249 | 14.2% | 8.8% | 48.4% | 43.3% | 15.8% | 16.4% | 11.4% | 15.4% | 8.5% | 11.0% | 1.7% | 5.1% |
| OPM | 1,539 | 1,311 | 7.7% | 12.5% | 31.0% | 39.2% | 24.9% | 16.4% | 15.8% | 18.2% | 14.0% | 10.8% | 6.5% | 2.9% |
| SBA | 1,661 | 881 | 6.8% | 12.2% | 31.1% | 39.1% | 23.9% | 15.5% | 19.5% | 19.8% | 14.4% | 11.4% | 4.3% | 2.0% |
| SSA | 1,172 | 1,023 | 9.6% | 9.4% | 33.8% | 33.0% | 20.6% | 17.3% | 15.3% | 20.2% | 17.9% | 16.6% | 2.8% | 3.4% |
| State | 1,272 | 689 | 10.7% | 7.5% | 32.7% | 38.5% | 24.2% | 16.9% | 17.7% | 21.6% | 8.6% | 11.6% | 6.0% | 3.8% |
| Treasury | 5,677 | 7,314 | 11.3% | 11.1% | 41.7% | 41.0% | 19.6% | 16.1% | 15.1% | 16.9% | 8.0% | 12.0% | 4.4% | 2.9% |
| USDA | 10,402 | 10,441 | 6.8% | 7.0% | 34.0% | 36.2% | 24.8% | 19.6% | 19.9% | 21.7% | 10.9% | 13.0% | 3.5% | 2.5% |
| VA | 3,344 | 2,388 | 7.6% | 8.8% | 27.9% | 33.7% | 27.6% | 20.0% | 23.6% | 18.2% | 11.0% | 16.8% | 2.3% | 2.5% |
| Small Agencies | 15,964 | N/A | 10.2% | N/A | 35.6% | N/A | 20.7% | N/A | 17.0% | N/A | 11.3% | N/A | 5.2% | N/A |
| All DoD | 40,188 | 32,559 | 8.6% | 10.5% | 34.2% | 36.0% | 24.7% | 17.3% | 18.4% | 20.5% | 11.1% | 13.8% | 2.9% | 1.9% |
| Army | 8,407 | 8,964 | 10.1% | 11.1% | 32.9% | 34.0% | 24.9% | 18.6% | 17.7% | 20.0% | 10.5% | 14.2% | 3.9% | 2.1% |
| ACE | 6,295 | 711 | 8.8% | 10.1% | 37.0% | 37.6% | 24.6% | 18.1% | 17.6% | 20.9% | 9.6% | 11.4% | 2.5% | 2.1% |
| Air Force | 8,694 | 6,545 | 7.7% | 10.8% | 33.3% | 38.9% | 25.4% | 16.7% | 19.6% | 19.9% | 11.9% | 12.4% | 2.1% | 1.4% |
| Navy | 9,509 | 9,043 | 7.2% | 10.1% | 35.7% | 35.8% | 24.8% | 17.4% | 19.0% | 21.1% | 11.0% | 13.8% | 2.3% | 1.8% |
| Marine Corps | 765 | 658 | 9.0% | 9.1% | 29.1% | 32.4% | 25.6% | 13.5% | 16.5% | 23.8% | 16.6% | 18.9% | 3.3% | 2.4% |
| Other DoD | 6,518 | 6,638 | 9.1% | 9.8% | 36.2% | 35.4% | 22.6% | 15.8% | 17.1% | 21.0% | 11.2% | 15.9% | 3.8% | 2.2% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(31) In my work unit, differences in performance are recognized in a meaningful way.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,885 | N/A | 5.2% | N/A | 24.2% | N/A | 31.2% | N/A | 23.2% | N/A | 12.1% | N/A | 4.1% | N/A |
| AID | 803 | N/A | 5.6% | N/A | 29.6% | N/A | 27.4% | N/A | 21.3% | N/A | 11.6% | N/A | 4.4% | N/A |
| DHS | 10,471 | N/A | 3.3% | N/A | 17.7% | N/A | 27.2% | N/A | 27.8% | N/A | 20.4% | N/A | 3.6% | N/A |
| DOC | 4,021 | N/A | 7.1% | N/A | 28.5% | N/A | 29.7% | N/A | 19.4% | N/A | 9.9% | N/A | 5.4% | N/A |
| DOE | 1,485 | N/A | 5.4% | N/A | 27.3% | N/A | 32.2% | N/A | 20.4% | N/A | 10.5% | N/A | 4.1% | N/A |
| DOI | 5,179 | N/A | 3.8% | N/A | 24.0% | N/A | 31.7% | N/A | 25.0% | N/A | 11.7% | N/A | 3.8% | N/A |
| DOJ | 7,701 | N/A | 5.3% | N/A | 24.2% | N/A | 27.5% | N/A | 25.3% | N/A | 13.4% | N/A | 4.2% | N/A |
| DOL | 4,082 | N/A | 5.7% | N/A | 24.9% | N/A | 28.7% | N/A | 21.9% | N/A | 12.6% | N/A | 6.1% | N/A |
| DOT | 4,949 | N/A | 3.9% | N/A | 21.1% | N/A | 28.7% | N/A | 26.9% | N/A | 16.9% | N/A | 2.6% | N/A |
| EDUC | 2,408 | N/A | 7.1% | N/A | 24.4% | N/A | 24.7% | N/A | 21.3% | N/A | 15.8% | N/A | 6.7% | N/A |
| EPA | 6,895 | N/A | 6.0% | N/A | 27.4% | N/A | 30.3% | N/A | 21.9% | N/A | 8.8% | N/A | 5.6% | N/A |
| GSA | 2,869 | N/A | 11.9% | N/A | 28.9% | N/A | 27.1% | N/A | 18.6% | N/A | 9.1% | N/A | 4.4% | N/A |
| HHS | 4,653 | N/A | 5.2% | N/A | 23.7% | N/A | 30.2% | N/A | 22.2% | N/A | 11.9% | N/A | 6.7% | N/A |
| HUD | 5,343 | N/A | 6.1% | N/A | 24.8% | N/A | 28.5% | N/A | 21.6% | N/A | 13.9% | N/A | 5.1% | N/A |
| NASA | 4,766 | N/A | 7.7% | N/A | 30.5% | N/A | 31.7% | N/A | 19.3% | N/A | 6.2% | N/A | 4.5% | N/A |
| NSF | 778 | N/A | 11.6% | N/A | 27.2% | N/A | 27.9% | N/A | 19.0% | N/A | 7.9% | N/A | 6.4% | N/A |

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(31) In my work unit, differences in performance are recognized in a meaningful way.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,885 | N/A | 5.2% | N/A | 24.2% | N/A | 31.2% | N/A | 23.2% | N/A | 12.1% | N/A | 4.1% | N/A |
| OMB | 249 | N/A | 8.8% | N/A | 32.0% | N/A | 32.3% | N/A | 14.3% | N/A | 9.7% | N/A | 2.8% | N/A |
| OPM | 1,539 | N/A | 4.9% | N/A | 22.7% | N/A | 30.7% | N/A | 20.5% | N/A | 14.1% | N/A | 7.1% | N/A |
| SBA | 1,661 | N/A | 4.4% | N/A | 23.3% | N/A | 28.6% | N/A | 23.4% | N/A | 14.8% | N/A | 5.5% | N/A |
| SSA | 1,172 | N/A | 6.0% | N/A | 19.5% | N/A | 33.0% | N/A | 22.8% | N/A | 14.8% | N/A | 4.0% | N/A |
| State | 1,272 | N/A | 6.0% | N/A | 24.8% | N/A | 30.0% | N/A | 24.6% | N/A | 8.0% | N/A | 6.6% | N/A |
| Treasury | 5,677 | N/A | 4.9% | N/A | 27.6% | N/A | 30.4% | N/A | 20.9% | N/A | 8.9% | N/A | 7.4% | N/A |
| USDA | 10,404 | N/A | 3.7% | N/A | 24.1% | N/A | 33.5% | N/A | 23.4% | N/A | 11.3% | N/A | 4.0% | N/A |
| VA | 3,344 | N/A | 5.8% | N/A | 22.0% | N/A | 32.6% | N/A | 24.7% | N/A | 12.2% | N/A | 2.6% | N/A |
| Small Agencies | 15,964 | N/A | 5.6% | N/A | 25.4% | N/A | 27.5% | N/A | 22.8% | N/A | 12.4% | N/A | 6.4% | N/A |
| All DoD | 40,184 | N/A | 5.5% | N/A | 25.7% | N/A | 32.7% | N/A | 21.9% | N/A | 10.6% | N/A | 3.6% | N/A |
| Army | 8,406 | N/A | 6.5% | N/A | 24.8% | N/A | 32.1% | N/A | 21.7% | N/A | 10.5% | N/A | 4.4% | N/A |
| ACE | 6,295 | N/A | 5.2% | N/A | 26.3% | N/A | 33.2% | N/A | 22.2% | N/A | 9.5% | N/A | 3.5% | N/A |
| Air Force | 8,690 | N/A | 5.1% | N/A | 26.2% | N/A | 33.8% | N/A | 21.9% | N/A | 10.6% | N/A | 2.5% | N/A |
| Navy | 9,509 | N/A | 4.5% | N/A | 25.9% | N/A | 33.3% | N/A | 22.7% | N/A | 10.5% | N/A | 3.2% | N/A |
| Marine Corps | 765 | N/A | 6.7% | N/A | 20.9% | N/A | 31.6% | N/A | 22.7% | N/A | 14.8% | N/A | 3.3% | N/A |
| Other DoD | 6,519 | N/A | 5.7% | N/A | 26.8% | N/A | 31.1% | N/A | 20.4% | N/A | 10.8% | N/A | 5.1% | N/A |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

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(32) In my work unit, personnel decisions are based on merit.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,880 | N/A | 5.8% | N/A | 25.7% | N/A | 31.0% | N/A | 19.1% | N/A | 12.3% | N/A | 6.0% | N/A |
| AID | 803 | N/A | 7.5% | N/A | 32.1% | N/A | 26.1% | N/A | 16.7% | N/A | 13.2% | N/A | 4.5% | N/A |
| DHS | 10,472 | N/A | 3.3% | N/A | 16.2% | N/A | 28.7% | N/A | 23.5% | N/A | 22.7% | N/A | 5.7% | N/A |
| DOC | 4,021 | N/A | 8.3% | N/A | 32.7% | N/A | 28.0% | N/A | 14.8% | N/A | 8.6% | N/A | 7.6% | N/A |
| DOE | 1,485 | N/A | 8.2% | N/A | 29.1% | N/A | 31.3% | N/A | 16.3% | N/A | 11.4% | N/A | 3.7% | N/A |
| DOI | 5,174 | N/A | 5.0% | N/A | 27.8% | N/A | 31.7% | N/A | 18.7% | N/A | 10.7% | N/A | 6.1% | N/A |
| DOJ | 7,701 | N/A | 5.8% | N/A | 25.4% | N/A | 27.9% | N/A | 20.1% | N/A | 14.1% | N/A | 6.7% | N/A |
| DOL | 4,082 | N/A | 6.5% | N/A | 28.1% | N/A | 27.0% | N/A | 16.3% | N/A | 13.9% | N/A | 8.2% | N/A |
| DOT | 4,950 | N/A | 4.6% | N/A | 24.7% | N/A | 29.6% | N/A | 19.4% | N/A | 16.8% | N/A | 4.7% | N/A |
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| HUD | 5,343 | N/A | 5.3% | N/A | 25.4% | N/A | 29.4% | N/A | 18.5% | N/A | 14.3% | N/A | 7.1% | N/A |
| NASA | 4,766 | N/A | 9.1% | N/A | 33.7% | N/A | 29.6% | N/A | 14.2% | N/A | 7.7% | N/A | 5.7% | N/A |
| NSF | 778 | N/A | 12.6% | N/A | 29.4% | N/A | 28.4% | N/A | 13.3% | N/A | 7.3% | N/A | 9.0% | N/A |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

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(32) In my work unit, personnel decisions are based on merit.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,880 | N/A | 5.8% | N/A | 25.7% | N/A | 31.0% | N/A | 19.1% | N/A | 12.3% | N/A | 6.0% | N/A |
| OMB | 249 | N/A | 13.1% | N/A | 42.7% | N/A | 25.3% | N/A | 8.3% | N/A | 6.6% | N/A | 4.0% | N/A |
| OPM | 1,539 | N/A | 6.0% | N/A | 27.1% | N/A | 28.3% | N/A | 15.8% | N/A | 13.4% | N/A | 9.4% | N/A |
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| State | 1,272 | N/A | 7.7% | N/A | 27.7% | N/A | 31.9% | N/A | 17.5% | N/A | 8.4% | N/A | 6.8% | N/A |
| Treasury | 5,676 | N/A | 5.4% | N/A | 28.7% | N/A | 30.8% | N/A | 17.1% | N/A | 9.9% | N/A | 8.0% | N/A |
| USDA | 10,402 | N/A | 3.9% | N/A | 25.0% | N/A | 33.8% | N/A | 19.7% | N/A | 11.4% | N/A | 6.2% | N/A |
| VA | 3,344 | N/A | 6.6% | N/A | 23.5% | N/A | 32.5% | N/A | 20.7% | N/A | 10.9% | N/A | 5.8% | N/A |
| Small Agencies | 15,964 | N/A | 7.0% | N/A | 28.0% | N/A | 27.1% | N/A | 17.1% | N/A | 12.0% | N/A | 8.8% | N/A |
| All DoD | 40,185 | N/A | 6.1% | N/A | 27.2% | N/A | 31.9% | N/A | 19.0% | N/A | 10.9% | N/A | 5.0% | N/A |
| Army | 8,406 | N/A | 7.5% | N/A | 26.6% | N/A | 31.4% | N/A | 18.1% | N/A | 10.7% | N/A | 5.8% | N/A |
| ACE | 6,295 | N/A | 6.2% | N/A | 30.0% | N/A | 31.6% | N/A | 18.1% | N/A | 9.3% | N/A | 4.9% | N/A |
| Air Force | 8,691 | N/A | 5.2% | N/A | 27.1% | N/A | 31.3% | N/A | 20.4% | N/A | 11.8% | N/A | 4.2% | N/A |
| Navy | 9,511 | N/A | 5.3% | N/A | 28.1% | N/A | 33.2% | N/A | 18.8% | N/A | 10.1% | N/A | 4.5% | N/A |
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| Other DoD | 6,517 | N/A | 6.2% | N/A | 26.0% | N/A | 31.1% | N/A | 19.7% | N/A | 11.0% | N/A | 6.0% | N/A |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(33) My performance appraisal is a fair reflection of my performance.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|-------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,891 | 100,656 | 18.9% | 17.3% | 47.4% | 46.7% | 16.7% | 16.2% | 8.9% | 10.5% | 6.3% | 7.9% | 1.7% | 1.5% |
| AID | 803 | 560 | 21.5% | 23.3% | 49.2% | 47.9% | 13.2% | 11.9% | 6.8% | 10.4% | 6.7% | 5.2% | 2.7% | 1.2% |
| DHS | 10,475 | N/A | 14.9% | N/A | 41.8% | N/A | 18.2% | N/A | 12.9% | N/A | 9.7% | N/A | 2.6% | N/A |
| DOC | 4,021 | 4,134 | 19.7% | 15.6% | 49.3% | 50.5% | 15.8% | 15.9% | 8.3% | 10.4% | 5.5% | 6.4% | 1.5% | 1.1% |
| DOE | 1,485 | 922 | 17.9% | 14.9% | 49.6% | 52.2% | 19.2% | 17.2% | 7.4% | 8.8% | 4.8% | 6.2% | 1.0% | 0.8% |
| DOI | 5,177 | 5,412 | 12.7% | 13.0% | 52.6% | 51.9% | 18.7% | 17.5% | 9.0% | 10.8% | 4.9% | 5.3% | 2.0% | 1.5% |
| DOJ | 7,701 | 4,363 | 20.7% | 17.2% | 46.0% | 44.3% | 14.8% | 15.5% | 9.0% | 12.7% | 7.6% | 9.1% | 1.8% | 1.2% |
| DOL | 4,082 | 4,105 | 15.6% | 15.4% | 44.7% | 43.3% | 17.2% | 17.7% | 11.7% | 11.6% | 9.3% | 10.2% | 1.6% | 1.8% |
| DOT | 4,950 | 3,003 | 12.9% | 11.9% | 43.1% | 40.5% | 22.2% | 22.7% | 11.1% | 11.9% | 8.6% | 8.9% | 2.2% | 4.1% |
| EDUC | 2,408 | 1,671 | 22.9% | 12.1% | 41.9% | 45.3% | 13.8% | 20.2% | 10.8% | 11.5% | 9.4% | 7.8% | 1.2% | 3.1% |
| EPA | 6,895 | 5,666 | 18.1% | 15.8% | 53.4% | 50.6% | 16.9% | 17.6% | 6.2% | 9.4% | 4.1% | 5.9% | 1.2% | 0.9% |
| GSA | 2,869 | 2,559 | 21.9% | 24.2% | 47.3% | 45.3% | 18.1% | 14.7% | 5.6% | 8.2% | 4.8% | 5.9% | 2.3% | 1.6% |
| HHS | 4,653 | 4,862 | 19.5% | 18.9% | 48.4% | 47.3% | 16.8% | 17.8% | 8.2% | 9.1% | 5.1% | 5.0% | 1.9% | 1.8% |
| HUD | 5,343 | 1,246 | 22.0% | 21.1% | 43.5% | 45.8% | 16.4% | 15.2% | 8.7% | 8.5% | 8.1% | 8.2% | 1.2% | 1.2% |
| NASA | 4,766 | 4,225 | 23.7% | 20.8% | 54.0% | 54.1% | 13.8% | 14.7% | 4.5% | 6.0% | 2.8% | 3.2% | 1.1% | 1.1% |
| NSF | 778 | 441 | 32.2% | 31.4% | 40.2% | 40.8% | 11.9% | 11.2% | 6.0% | 8.5% | 5.8% | 7.5% | 4.0% | 0.5% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(33) My performance appraisal is a fair reflection of my performance.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|-------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,891 | 100,656 | 18.9% | 17.3% | 47.4% | 46.7% | 16.7% | 16.2% | 8.9% | 10.5% | 6.3% | 7.9% | 1.7% | 1.5% |
| OMB | 249 | 249 | 20.8% | 12.3% | 43.8% | 46.3% | 15.2% | 17.0% | 12.9% | 12.3% | 6.1% | 9.3% | 1.3% | 2.7% |
| OPM | 1,539 | 1,311 | 16.8% | 21.7% | 43.9% | 46.4% | 18.0% | 13.5% | 10.6% | 10.2% | 8.8% | 6.8% | 1.9% | 1.4% |
| SBA | 1,661 | 881 | 11.4% | 18.7% | 47.2% | 49.5% | 18.9% | 13.5% | 12.0% | 11.5% | 8.3% | 6.2% | 2.2% | 0.6% |
| SSA | 1,172 | 1,023 | 13.2% | 14.9% | 47.5% | 42.6% | 22.4% | 19.1% | 8.8% | 12.2% | 6.5% | 8.8% | 1.6% | 2.4% |
| State | 1,272 | 689 | 26.0% | 18.9% | 45.0% | 51.3% | 13.9% | 12.1% | 6.9% | 9.9% | 3.0% | 5.6% | 5.2% | 2.2% |
| Treasury | 5,677 | 7,314 | 20.3% | 15.0% | 49.6% | 48.8% | 12.1% | 14.6% | 9.7% | 14.0% | 6.6% | 6.3% | 1.7% | 1.3% |
| USDA | 10,403 | 10,441 | 14.7% | 11.1% | 49.2% | 51.6% | 19.1% | 17.0% | 10.3% | 12.0% | 5.3% | 6.7% | 1.3% | 1.6% |
| VA | 3,344 | 2,388 | 18.6% | 17.8% | 49.3% | 41.6% | 17.0% | 18.9% | 7.9% | 9.5% | 6.4% | 11.3% | 0.7% | 0.9% |
| Small Agencies | 15,964 | N/A | 20.9% | N/A | 46.1% | N/A | 14.2% | N/A | 9.0% | N/A | 6.3% | N/A | 3.5% | N/A |
| All DoD | 40,188 | 32,559 | 21.2% | 19.5% | 47.3% | 47.4% | 15.9% | 14.5% | 8.2% | 9.5% | 5.6% | 7.8% | 1.8% | 1.3% |
| Army | 8,406 | 8,964 | 24.3% | 22.8% | 47.6% | 48.6% | 14.8% | 13.6% | 6.6% | 7.3% | 4.0% | 5.9% | 2.7% | 1.9% |
| ACE | 6,295 | 711 | 21.2% | 18.5% | 53.2% | 55.2% | 14.4% | 12.9% | 6.0% | 7.1% | 3.8% | 5.0% | 1.5% | 1.4% |
| Air Force | 8,693 | 6,545 | 23.5% | 21.2% | 45.0% | 48.4% | 14.8% | 11.5% | 8.8% | 9.3% | 6.6% | 9.0% | 1.3% | 0.6% |
| Navy | 9,510 | 9,043 | 15.8% | 15.0% | 48.8% | 45.9% | 18.1% | 17.5% | 9.5% | 11.5% | 6.4% | 8.6% | 1.4% | 1.5% |
| Marine Corps | 765 | 658 | 19.1% | 17.4% | 46.1% | 43.1% | 18.8% | 18.4% | 8.7% | 11.5% | 6.3% | 8.4% | 1.0% | 1.3% |
| Other DoD | 6,519 | 6,638 | 20.9% | 18.8% | 46.1% | 43.7% | 16.3% | 15.7% | 8.6% | 11.3% | 6.5% | 9.5% | 1.5% | 1.0% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(34) Discussions with my supervisor/team leader about my performance are worthwhile.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,887 | 100,656 | 16.5% | 13.8% | 41.0% | 43.8% | 21.7% | 20.8% | 11.5% | 13.3% | 7.9% | 7.2% | 1.4% | 1.1% |
| AID | 803 | 560 | 17.9% | 15.1% | 40.5% | 46.7% | 21.0% | 17.0% | 10.6% | 12.5% | 7.4% | 7.3% | 2.6% | 1.3% |
| DHS | 10,471 | N/A | 12.0% | N/A | 37.0% | N/A | 24.9% | N/A | 13.3% | N/A | 10.8% | N/A | 2.0% | N/A |
| DOC | 4,021 | 4,134 | 19.7% | 15.0% | 42.2% | 47.2% | 19.4% | 18.8% | 10.8% | 11.9% | 6.8% | 6.3% | 1.1% | 0.9% |
| DOE | 1,485 | 922 | 17.5% | 13.4% | 42.3% | 49.2% | 22.3% | 18.5% | 10.8% | 11.4% | 6.4% | 6.6% | 0.5% | 0.9% |
| DOI | 5,179 | 5,412 | 13.0% | 14.2% | 43.2% | 47.0% | 22.0% | 19.3% | 12.7% | 11.8% | 7.7% | 6.6% | 1.3% | 1.2% |
| DOJ | 7,701 | 4,363 | 18.2% | 10.5% | 37.3% | 42.1% | 21.5% | 22.1% | 12.3% | 15.2% | 9.3% | 9.2% | 1.3% | 0.9% |
| DOL | 4,082 | 4,105 | 14.9% | 13.3% | 39.8% | 45.5% | 20.5% | 19.6% | 13.4% | 12.3% | 9.9% | 8.5% | 1.5% | 0.8% |
| DOT | 4,949 | 3,003 | 13.2% | 12.2% | 39.6% | 39.9% | 24.1% | 25.3% | 13.1% | 13.0% | 8.8% | 7.9% | 1.2% | 1.6% |
| EDUC | 2,408 | 1,671 | 20.3% | 13.4% | 37.2% | 43.8% | 18.6% | 18.6% | 12.3% | 15.0% | 10.7% | 7.9% | 0.9% | 1.4% |
| EPA | 6,895 | 5,666 | 17.5% | 13.4% | 44.9% | 46.8% | 19.5% | 18.4% | 10.9% | 13.9% | 6.5% | 6.9% | 0.8% | 0.6% |
| GSA | 2,869 | 2,559 | 23.6% | 20.9% | 39.4% | 43.7% | 20.9% | 18.2% | 9.1% | 9.6% | 5.9% | 6.3% | 1.0% | 1.4% |
| HHS | 4,653 | 4,862 | 17.2% | 15.0% | 40.6% | 44.1% | 22.2% | 20.2% | 10.8% | 12.0% | 7.6% | 7.6% | 1.6% | 1.2% |
| HUD | 5,343 | 1,246 | 17.2% | 13.9% | 38.1% | 42.3% | 22.1% | 20.9% | 10.7% | 12.6% | 10.3% | 8.9% | 1.5% | 1.4% |
| NASA | 4,766 | 4,225 | 21.8% | 17.9% | 46.5% | 49.4% | 17.3% | 18.0% | 9.0% | 10.2% | 4.6% | 3.8% | 0.8% | 0.7% |
| NSF | 778 | 441 | 25.4% | 22.0% | 36.9% | 40.5% | 19.4% | 16.7% | 10.8% | 13.4% | 5.9% | 6.7% | 1.6% | 0.8% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(34) Discussions with my supervisor/team leader about my performance are worthwhile.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,887 | 100,656 | 16.5% | 13.8% | 41.0% | 43.8% | 21.7% | 20.8% | 11.5% | 13.3% | 7.9% | 7.2% | 1.4% | 1.1% |
| OMB | 249 | 249 | 19.3% | 12.5% | 41.2% | 47.6% | 16.6% | 21.0% | 15.3% | 12.0% | 7.0% | 6.0% | 0.7% | 0.8% |
| OPM | 1,539 | 1,311 | 15.7% | 15.1% | 41.2% | 47.4% | 21.4% | 18.3% | 10.8% | 12.7% | 9.0% | 5.7% | 1.9% | 0.9% |
| SBA | 1,661 | 881 | 12.3% | 16.9% | 40.0% | 44.3% | 23.4% | 17.3% | 13.8% | 14.9% | 8.9% | 6.0% | 1.7% | 0.6% |
| SSA | 1,172 | 1,023 | 13.9% | 13.3% | 40.8% | 39.0% | 22.6% | 22.3% | 11.9% | 16.4% | 9.4% | 7.3% | 1.5% | 1.6% |
| State | 1,272 | 689 | 21.8% | 14.8% | 41.2% | 41.9% | 18.9% | 18.5% | 11.0% | 18.2% | 4.6% | 5.6% | 2.4% | 0.9% |
| Treasury | 5,677 | 7,314 | 17.7% | 13.3% | 43.8% | 47.4% | 19.3% | 18.8% | 10.3% | 12.7% | 7.8% | 6.4% | 1.2% | 1.4% |
| USDA | 10,404 | 10,441 | 15.8% | 12.2% | 43.7% | 49.0% | 21.2% | 19.4% | 11.5% | 13.0% | 6.5% | 5.6% | 1.3% | 0.8% |
| VA | 3,344 | 2,388 | 16.6% | 15.9% | 43.5% | 41.7% | 19.1% | 20.1% | 11.5% | 13.7% | 8.2% | 8.0% | 1.0% | 0.6% |
| Small Agencies | 15,964 | N/A | 17.7% | N/A | 39.5% | N/A | 20.4% | N/A | 11.8% | N/A | 8.7% | N/A | 2.0% | N/A |
| All DoD | 40,186 | 32,559 | 17.2% | 13.6% | 40.6% | 43.4% | 22.5% | 21.5% | 11.0% | 13.2% | 7.1% | 7.1% | 1.6% | 1.2% |
| Army | 8,405 | 8,964 | 19.2% | 13.5% | 40.0% | 44.1% | 22.0% | 21.9% | 10.0% | 12.3% | 7.0% | 7.0% | 1.8% | 1.2% |
| ACE | 6,295 | 711 | 16.9% | 17.5% | 43.2% | 42.1% | 21.6% | 19.3% | 10.9% | 13.6% | 6.2% | 6.7% | 1.2% | 0.9% |
| Air Force | 8,692 | 6,545 | 18.2% | 14.4% | 40.0% | 44.3% | 21.3% | 21.1% | 11.6% | 12.3% | 7.8% | 6.8% | 1.2% | 1.1% |
| Navy | 9,511 | 9,043 | 14.0% | 13.1% | 41.7% | 42.7% | 24.5% | 21.8% | 11.5% | 14.4% | 6.8% | 6.8% | 1.5% | 1.3% |
| Marine Corps | 765 | | 19.0% | 11.3% | 38.3% | 41.5% | 24.1% | 20.9% | 11.2% | 16.2% | 6.2% | 9.0% | 1.3% | 1.2% |
| Other DoD | 6,518 | | 17.2% | 12.6% | 40.4% | 42.1% | 22.0% | 21.6% | 11.3% | 13.9% | 6.9% | 8.5% | 2.2% | 1.3% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(35) I am held accountable for achieving results.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,892 | 100,656 | 23.8% | 21.2% | 55.8% | 58.6% | 13.8% | 12.4% | 4.0% | 5.3% | 1.9% | 2.0% | 0.6% | 0.5% |
| AID | 803 | 560 | 26.1% | 16.8% | 53.7% | 60.2% | 12.9% | 13.0% | 4.0% | 7.8% | 2.8% | 1.8% | 0.6% | 0.4% |
| DHS | 10,473 | N/A | 17.9% | N/A | 50.3% | N/A | 18.8% | N/A | 8.0% | N/A | 3.9% | N/A | 1.0% | N/A |
| DOC | 4,021 | 4,134 | 26.7% | 20.5% | 55.3% | 61.2% | 11.8% | 12.3% | 3.9% | 3.9% | 1.8% | 1.6% | 0.6% | 0.5% |
| DOE | 1,485 | 922 | 25.5% | 18.7% | 53.8% | 60.1% | 13.9% | 11.1% | 5.0% | 6.6% | 1.5% | 3.3% | 0.4% | 0.3% |
| DOI | 5,180 | 5,412 | 19.4% | 19.2% | 58.6% | 63.5% | 14.9% | 10.2% | 4.6% | 5.5% | 1.8% | 1.3% | 0.8% | 0.4% |
| DOJ | 7,701 | 4,363 | 24.8% | 17.4% | 54.5% | 56.2% | 13.3% | 14.5% | 4.5% | 7.1% | 2.4% | 4.0% | 0.6% | 0.7% |
| DOL | 4,082 | 4,105 | 25.3% | 23.1% | 58.6% | 60.3% | 11.2% | 11.0% | 2.7% | 3.2% | 1.7% | 1.9% | 0.5% | 0.5% |
| DOT | 4,949 | 3,003 | 21.2% | 23.0% | 52.4% | 53.0% | 15.6% | 14.1% | 7.1% | 6.7% | 3.0% | 1.6% | 0.6% | 1.6% |
| EDUC | 2,408 | 1,671 | 27.5% | 18.9% | 54.0% | 57.6% | 11.3% | 14.0% | 4.3% | 6.2% | 2.4% | 2.6% | 0.5% | 0.7% |
| EPA | 6,895 | 5,666 | 21.7% | 13.9% | 57.6% | 59.7% | 13.7% | 15.2% | 5.0% | 8.2% | 1.6% | 2.5% | 0.5% | 0.5% |
| GSA | 2,869 | 2,559 | 31.7% | 26.5% | 53.6% | 55.2% | 9.5% | 11.9% | 3.2% | 3.9% | 1.3% | 1.5% | 0.7% | 1.1% |
| HHS | 4,653 | 4,862 | 24.5% | 21.5% | 55.8% | 58.3% | 13.2% | 13.7% | 3.4% | 4.5% | 2.0% | 1.5% | 1.1% | 0.5% |
| HUD | 5,343 | 1,246 | 27.1% | 25.2% | 55.8% | 60.1% | 10.9% | 9.3% | 3.5% | 3.9% | 2.0% | 1.2% | 0.6% | 0.3% |
| NASA | 4,766 | 4,225 | 26.0% | 22.6% | 56.6% | 58.9% | 12.0% | 11.9% | 3.7% | 5.0% | 1.2% | 1.2% | 0.5% | 0.4% |
| NSF | 778 | 441 | 32.1% | 22.6% | 50.0% | 58.3% | 12.2% | 11.4% | 3.3% | 5.6% | 1.3% | 0.7% | 1.2% | 1.4% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(35) I am held accountable for achieving results.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,892 | 100,656 | 23.8% | 21.2% | 55.8% | 58.6% | 13.8% | 12.4% | 4.0% | 5.3% | 1.9% | 2.0% | 0.6% | 0.5% |
| OMB | 249 | 249 | 25.4% | 16.6% | 54.1% | 61.3% | 13.7% | 16.5% | 4.9% | 3.2% | 1.7% | 2.0% | 0.4% | 0.4% |
| OPM | 1,539 | 1,311 | 23.2% | 28.6% | 57.8% | 57.4% | 13.7% | 8.8% | 3.0% | 3.0% | 1.7% | 1.7% | 0.6% | 0.5% |
| SBA | 1,661 | 881 | 24.5% | 25.9% | 60.0% | 58.3% | 10.7% | 10.3% | 2.7% | 4.3% | 1.4% | 1.2% | 0.7% | 0.0% |
| SSA | 1,172 | 1,023 | 21.1% | 23.0% | 57.7% | 56.2% | 15.7% | 12.7% | 3.5% | 4.4% | 1.6% | 2.9% | 0.4% | 0.7% |
| State | 1,272 | 689 | 26.2% | 17.0% | 50.1% | 55.2% | 15.7% | 14.3% | 5.4% | 10.9% | 1.6% | 1.7% | 1.0% | 0.8% |
| Treasury | 5,677 | 7,314 | 23.9% | 16.9% | 57.4% | 60.4% | 11.9% | 13.6% | 3.9% | 6.0% | 2.2% | 2.7% | 0.8% | 0.5% |
| USDA | 10,403 | 10,441 | 20.8% | 17.3% | 59.9% | 64.1% | 13.8% | 12.4% | 3.8% | 4.5% | 1.3% | 1.3% | 0.5% | 0.5% |
| VA | 3,344 | 2,388 | 27.0% | 23.2% | 55.2% | 60.3% | 13.3% | 10.0% | 2.9% | 4.3% | 1.2% | 1.9% | 0.4% | 0.3% |
| Small Agencies | 15,964 | N/A | 25.5% | N/A | 56.3% | N/A | 11.7% | N/A | 3.7% | N/A | 1.7% | N/A | 1.1% | N/A |
| All DoD | 40,189 | 32,559 | 24.4% | 22.5% | 56.5% | 57.6% | 13.5% | 12.5% | 3.3% | 5.2% | 1.8% | 1.7% | 0.6% | 0.5% |
| Army | 8,407 | 8,964 | 26.6% | 22.6% | 54.6% | 57.7% | 13.6% | 12.2% | 2.6% | 5.4% | 1.9% | 1.7% | 0.7% | 0.5% |
| ACE | 6,295 | 711 | 22.6% | 23.8% | 60.4% | 58.3% | 12.0% | 11.2% | 3.4% | 5.1% | 1.2% | 1.0% | 0.4% | 0.5% |
| Air Force | 8,693 | 6,545 | 24.6% | 22.6% | 55.9% | 57.8% | 13.2% | 13.6% | 3.7% | 3.9% | 1.9% | 1.8% | 0.6% | 0.4% |
| Navy | 9,511 | 9,043 | 21.6% | 22.3% | 58.7% | 56.7% | 13.9% | 12.6% | 3.8% | 6.2% | 1.6% | 1.7% | 0.3% | 0.5% |
| Marine Corps | 764 | 658 | 25.6% | 21.3% | 52.7% | 57.2% | 15.5% | 12.1% | 3.7% | 5.9% | 2.1% | 2.9% | 0.4% | 0.7% |
| Other DoD | 6,519 | 6,638 | 24.7% | 22.2% | 56.5% | 58.7% | 12.7% | 11.6% | 3.3% | 4.8% | 1.9% | 1.9% | 1.0% | 0.7% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(36) Supervisors/team-leaders in my work unit are committed to a workforce representative of all segments of society.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,889 | 100,656 | 15.1% | 12.9% | 39.2% | 43.4% | 27.3% | 24.4% | 7.1% | 8.1% | 5.1% | 4.8% | 6.3% | 6.4% |
| AID | 803 | 560 | 17.9% | 16.1% | 43.0% | 44.8% | 18.4% | 22.2% | 7.4% | 4.9% | 6.0% | 6.1% | 7.3% | 5.9% |
| DHS | 10,472 | N/A | 10.5% | N/A | 35.8% | N/A | 30.4% | N/A | 7.7% | N/A | 8.2% | N/A | 7.4% | N/A |
| DOC | 4,021 | 4,134 | 17.0% | 15.4% | 39.8% | 45.8% | 25.3% | 22.3% | 6.1% | 5.6% | 3.8% | 4.0% | 7.9% | 7.0% |
| DOE | 1,485 | 922 | 17.5% | 14.5% | 42.0% | 48.4% | 26.4% | 20.4% | 5.8% | 4.5% | 3.5% | 4.2% | 4.9% | 7.9% |
| DOI | 5,177 | 5,412 | 11.6% | 12.1% | 38.8% | 44.2% | 29.1% | 24.6% | 8.2% | 8.0% | 5.7% | 3.6% | 6.6% | 7.5% |
| DOJ | 7,701 | 4,363 | 15.6% | 11.5% | 38.0% | 40.8% | 27.1% | 25.7% | 7.1% | 9.6% | 5.2% | 6.8% | 6.9% | 5.6% |
| DOL | 4,082 | 4,105 | 15.7% | 14.5% | 39.0% | 41.6% | 24.5% | 23.7% | 7.2% | 7.5% | 5.9% | 5.0% | 7.8% | 7.6% |
| DOT | 4,948 | 3,003 | 13.3% | 13.3% | 37.6% | 43.2% | 27.4% | 22.5% | 6.8% | 7.6% | 7.8% | 5.0% | 7.1% | 8.3% |
| EDUC | 2,408 | 1,671 | 17.6% | 15.2% | 35.8% | 40.6% | 24.9% | 22.8% | 7.1% | 9.0% | 7.3% | 6.0% | 7.3% | 6.3% |
| EPA | 6,895 | 5,666 | 18.5% | 14.5% | 41.7% | 47.3% | 22.9% | 20.2% | 6.4% | 7.1% | 3.7% | 4.2% | 6.8% | 6.8% |
| GSA | 2,869 | 2,559 | 21.9% | 18.7% | 38.7% | 40.3% | 21.2% | 22.7% | 6.3% | 6.0% | 5.4% | 4.9% | 6.6% | 7.4% |
| HHS | 4,653 | 4,862 | 15.5% | 14.0% | 38.4% | 43.3% | 24.9% | 23.2% | 8.3% | 8.2% | 5.6% | 5.5% | 7.3% | 5.8% |
| HUD | 5,343 | 1,246 | 15.8% | 14.0% | 35.0% | 41.9% | 28.6% | 23.5% | 7.3% | 8.3% | 6.2% | 6.3% | 7.2% | 6.0% |
| NASA | 4,766 | 4,225 | 22.9% | 19.4% | 42.8% | 46.2% | 22.2% | 20.8% | 4.1% | 4.7% | 2.0% | 2.3% | 6.0% | 6.7% |
| NSF | 778 | 441 | 29.3% | 23.5% | 35.9% | 36.3% | 19.7% | 21.1% | 5.8% | 6.9% | 4.6% | 4.1% | 4.8% | 8.1% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(36) Supervisors/team-leaders in my work unit are committed to a workforce representative of all segments of society.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,889 | 100,656 | 15.1% | 12.9% | 39.2% | 43.4% | 27.3% | 24.4% | 7.1% | 8.1% | 5.1% | 4.8% | 6.3% | 6.4% |
| OMB | 249 | 249 | 18.7% | 12.8% | 38.0% | 47.4% | 24.1% | 21.9% | 6.5% | 7.3% | 7.1% | 4.4% | 5.6% | 6.2% |
| OPM | 1,539 | 1,311 | 15.9% | 16.5% | 38.9% | 42.0% | 25.1% | 22.0% | 6.3% | 8.3% | 6.4% | 4.2% | 7.3% | 7.0% |
| SBA | 1,661 | 881 | 14.6% | 14.9% | 37.7% | 43.4% | 28.7% | 21.6% | 7.0% | 8.8% | 5.8% | 4.3% | 6.1% | 6.9% |
| SSA | 1,172 | 1,023 | 14.7% | 13.6% | 37.9% | 45.0% | 26.4% | 20.3% | 6.7% | 8.9% | 6.8% | 4.6% | 7.6% | 7.6% |
| State | 1,272 | 689 | 22.2% | 14.1% | 37.1% | 45.3% | 23.6% | 21.0% | 5.6% | 7.6% | 3.1% | 5.7% | 8.5% | 6.3% |
| Treasury | 5,677 | 7,314 | 14.4% | 12.7% | 41.5% | 45.2% | 24.9% | 22.7% | 7.0% | 7.9% | 3.8% | 4.5% | 8.5% | 7.1% |
| USDA | 10,404 | 10,441 | 15.4% | 12.9% | 42.7% | 48.7% | 26.2% | 22.6% | 6.8% | 6.9% | 3.9% | 3.5% | 5.0% | 5.5% |
| VA | 3,344 | 2,388 | 17.2% | 13.9% | 39.3% | 45.7% | 26.7% | 23.3% | 7.9% | 6.5% | 4.7% | 5.0% | 4.2% | 5.6% |
| Small Agencies | 15,964 | N/A | 16.4% | N/A | 38.4% | N/A | 24.5% | N/A | 6.9% | N/A | 5.5% | N/A | 8.2% | N/A |
| All DoD | 40,190 | 32,559 | 14.8% | 12.1% | 39.5% | 41.5% | 28.4% | 26.4% | 7.0% | 8.9% | 4.5% | 4.9% | 5.9% | 6.2% |
| Army | 8,407 | 8,964 | 16.5% | 11.7% | 40.6% | 42.6% | 26.7% | 26.0% | 6.6% | 9.8% | 4.4% | 4.3% | 5.2% | 5.6% |
| ACE | 6,295 | 711 | 14.8% | 13.6% | 42.2% | 45.3% | 28.3% | 21.7% | 5.7% | 9.2% | 3.8% | 4.0% | 5.3% | 6.3% |
| Air Force | 8,694 | 6,545 | 15.5% | 12.6% | 37.1% | 39.7% | 28.5% | 27.9% | 8.1% | 8.1% | 5.2% | 5.3% | 5.6% | 6.4% |
| Navy | 9,511 | 9,043 | 12.2% | 12.1% | 40.2% | 41.1% | 30.3% | 27.1% | 6.7% | 8.3% | 3.9% | 4.8% | 6.7% | 6.5% |
| Marine Corps | 764 | 658 | 15.2% | 10.8% | 37.7% | 37.8% | 27.7% | 26.7% | 8.2% | 12.8% | 5.7% | 6.1% | 5.5% | 5.7% |
| Other DoD | 6,519 | 6,638 | 14.9% | 11.9% | 39.1% | 42.2% | 28.2% | 25.0% | 6.4% | 8.7% | 4.9% | 5.6% | 6.5% | 6.7% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(37) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,885 | 100,656 | 16.7% | 15.3% | 40.6% | 45.9% | 25.2% | 21.5% | 6.6% | 7.8% | 5.2% | 4.8% | 5.6% | 4.7% |
| AID | 803 | 560 | 16.3% | 16.8% | 40.9% | 44.3% | 19.9% | 20.6% | 10.1% | 9.2% | 8.2% | 7.0% | 4.6% | 2.1% |
| DHS | 10,472 | N/A | 11.6% | N/A | 36.7% | N/A | 27.4% | N/A | 8.3% | N/A | 8.7% | N/A | 7.3% | N/A |
| DOC | 4,021 | 4,134 | 18.0% | 17.0% | 43.7% | 49.1% | 20.5% | 17.7% | 6.3% | 6.6% | 4.5% | 4.5% | 7.0% | 5.1% |
| DOE | 1,485 | 922 | 21.7% | 19.4% | 47.5% | 52.1% | 19.7% | 15.0% | 3.9% | 6.0% | 3.8% | 4.3% | 3.4% | 3.1% |
| DOI | 5,172 | 5,412 | 13.3% | 14.3% | 40.9% | 48.4% | 26.2% | 20.8% | 8.4% | 8.2% | 6.6% | 3.3% | 4.6% | 4.9% |
| DOJ | 7,701 | 4,363 | 18.3% | 16.2% | 40.1% | 43.4% | 24.3% | 20.9% | 6.4% | 8.5% | 5.6% | 5.5% | 5.4% | 5.6% |
| DOL | 4,082 | 4,105 | 15.4% | 15.4% | 37.2% | 43.0% | 25.7% | 21.5% | 8.0% | 8.0% | 6.3% | 5.7% | 7.3% | 6.5% |
| DOT | 4,950 | 3,003 | 14.5% | 17.8% | 40.8% | 45.4% | 27.0% | 21.4% | 4.6% | 6.4% | 6.2% | 3.9% | 7.0% | 5.1% |
| EDUC | 2,408 | 1,671 | 13.7% | 14.5% | 33.7% | 42.0% | 25.8% | 22.2% | 9.5% | 9.5% | 9.8% | 6.7% | 7.6% | 5.1% |
| EPA | 6,895 | 5,666 | 21.1% | 18.8% | 46.1% | 50.3% | 18.5% | 16.5% | 6.5% | 6.7% | 4.0% | 4.0% | 3.8% | 3.7% |
| GSA | 2,869 | 2,559 | 21.0% | 18.0% | 39.5% | 41.6% | 21.1% | 20.9% | 7.9% | 8.3% | 5.2% | 4.9% | 5.3% | 6.3% |
| HHS | 4,653 | 4,862 | 16.5% | 15.4% | 40.1% | 45.4% | 23.1% | 20.2% | 8.2% | 9.7% | 5.7% | 4.9% | 6.4% | 4.3% |
| HUD | 5,343 | 1,246 | 16.4% | 12.5% | 34.9% | 44.8% | 27.4% | 21.3% | 7.4% | 9.3% | 7.0% | 6.0% | 6.9% | 6.1% |
| NASA | 4,766 | 4,225 | 27.6% | 24.9% | 45.7% | 50.0% | 17.1% | 15.1% | 3.9% | 3.8% | 1.9% | 2.5% | 3.8% | 3.7% |
| NSF | 778 | 441 | 28.4% | 22.0% | 41.7% | 44.8% | 15.0% | 14.0% | 6.2% | 11.0% | 5.1% | 4.5% | 3.6% | 3.7% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(37) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,885 | 100,656 | 16.7% | 15.3% | 40.6% | 45.9% | 25.2% | 21.5% | 6.6% | 7.8% | 5.2% | 4.8% | 5.6% | 4.7% |
| OMB | 249 | 249 | 17.8% | 12.1% | 39.7% | 47.6% | 21.3% | 19.2% | 8.4% | 12.4% | 6.7% | 4.7% | 6.0% | 4.0% |
| OPM | 1,539 | 1,311 | 13.7% | 17.0% | 38.8% | 43.6% | 26.7% | 21.4% | 6.4% | 8.5% | 7.2% | 4.5% | 7.2% | 5.1% |
| SBA | 1,661 | 881 | 11.1% | 13.4% | 35.3% | 39.9% | 31.4% | 23.8% | 8.0% | 11.2% | 7.2% | 5.7% | 7.0% | 6.0% |
| SSA | 1,172 | 1,023 | 17.8% | 17.3% | 40.8% | 43.6% | 23.5% | 21.9% | 6.0% | 6.4% | 5.9% | 6.2% | 6.0% | 4.5% |
| State | 1,272 | 689 | 22.2% | 15.3% | 41.4% | 44.7% | 20.1% | 20.1% | 6.1% | 7.1% | 3.5% | 5.5% | 6.6% | 7.3% |
| Treasury | 5,677 | 7,314 | 15.8% | 15.3% | 41.8% | 47.9% | 24.8% | 20.0% | 5.5% | 7.5% | 4.8% | 4.5% | 7.3% | 4.8% |
| USDA | 10,403 | 10,441 | 18.2% | 16.6% | 47.6% | 52.7% | 20.9% | 18.4% | 6.4% | 6.2% | 4.0% | 3.5% | 3.0% | 2.7% |
| VA | 3,344 | 2,388 | 21.0% | 16.7% | 41.2% | 50.1% | 22.5% | 17.0% | 6.6% | 7.3% | 4.2% | 5.2% | 4.4% | 3.7% |
| Small Agencies | 15,964 | N/A | 18.3% | N/A | 40.2% | N/A | 21.5% | N/A | 7.3% | N/A | 6.1% | N/A | 6.6% | N/A |
| All DoD | 40,190 | 32,559 | 15.6% | 13.5% | 39.9% | 43.6% | 27.9% | 24.5% | 6.3% | 8.4% | 4.8% | 5.0% | 5.6% | 4.9% |
| Army | 8,407 | 8,964 | 16.7% | 13.3% | 40.0% | 41.8% | 27.3% | 25.8% | 6.1% | 9.2% | 4.7% | 4.9% | 5.3% | 5.0% |
| ACE | 6,295 | 711 | 17.4% | 17.0% | 45.2% | 48.7% | 23.9% | 19.9% | 6.0% | 6.9% | 3.6% | 3.6% | 3.9% | 4.0% |
| Air Force | 8,694 | 6,545 | 15.4% | 13.1% | 37.5% | 42.6% | 29.8% | 26.2% | 6.5% | 8.2% | 5.5% | 5.0% | 5.3% | 4.9% |
| Navy | 9,512 | 9,043 | 13.8% | 13.3% | 40.3% | 45.3% | 29.0% | 23.5% | 6.6% | 7.8% | 4.2% | 4.9% | 6.2% | 5.2% |
| Marine Corps | 765 | 658 | 14.7% | 11.6% | 36.1% | 36.2% | 29.7% | 26.2% | 7.0% | 14.4% | 7.1% | 6.6% | 5.3% | 4.9% |
| Other DoD | 6,517 | 6,638 | 16.5% | 14.1% | 41.8% | 45.0% | 24.3% | 22.2% | 6.1% | 8.1% | 5.1% | 6.0% | 6.1% | 4.6% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(38) Managers/supervisors/team leaders work well with employees of different backgrounds.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,878 | 100,656 | 18.0% | 15.5% | 46.2% | 48.1% | 20.0% | 19.8% | 7.5% | 7.6% | 5.6% | 5.7% | 2.8% | 3.2% |
| AID | 803 | 560 | 20.3% | 19.8% | 48.7% | 45.0% | 15.3% | 17.6% | 7.0% | 9.6% | 6.4% | 5.6% | 2.4% | 2.3% |
| DHS | 10,466 | N/A | 14.0% | N/A | 44.8% | N/A | 20.3% | N/A | 9.4% | N/A | 9.3% | N/A | 2.3% | N/A |
| DOC | 4,021 | 4,134 | 19.7% | 17.2% | 45.8% | 50.7% | 18.7% | 17.7% | 7.0% | 6.2% | 5.1% | 4.2% | 3.6% | 4.1% |
| DOE | 1,485 | 922 | 19.7% | 17.1% | 47.4% | 52.5% | 20.2% | 17.3% | 5.8% | 5.8% | 4.7% | 5.1% | 2.3% | 2.3% |
| DOI | 5,178 | 5,412 | 14.5% | 12.8% | 45.5% | 49.7% | 23.7% | 21.7% | 7.6% | 7.9% | 5.7% | 3.7% | 3.0% | 4.2% |
| DOJ | 7,701 | 4,363 | 18.4% | 13.9% | 46.0% | 46.9% | 18.9% | 20.9% | 7.5% | 8.7% | 6.1% | 6.6% | 3.1% | 3.0% |
| DOL | 4,082 | 4,105 | 17.0% | 15.8% | 43.5% | 44.9% | 20.0% | 20.9% | 8.0% | 8.7% | 7.4% | 6.2% | 4.0% | 3.6% |
| DOT | 4,948 | 3,003 | 14.8% | 15.1% | 51.1% | 49.9% | 18.8% | 20.2% | 6.2% | 5.9% | 6.7% | 4.7% | 2.3% | 4.2% |
| EDUC | 2,408 | 1,671 | 17.2% | 14.4% | 39.1% | 44.6% | 22.5% | 18.9% | 9.4% | 11.8% | 8.8% | 7.1% | 3.0% | 3.2% |
| EPA | 6,895 | 5,666 | 18.2% | 13.8% | 46.8% | 48.1% | 19.2% | 19.6% | 7.8% | 9.3% | 4.5% | 5.0% | 3.6% | 4.2% |
| GSA | 2,869 | 2,559 | 25.1% | 21.4% | 41.7% | 43.0% | 19.5% | 19.0% | 6.4% | 7.6% | 4.9% | 5.5% | 2.4% | 3.5% |
| HHS | 4,653 | 4,862 | 18.0% | 14.9% | 43.8% | 47.7% | 20.8% | 19.4% | 8.4% | 9.7% | 5.5% | 5.7% | 3.5% | 2.6% |
| HUD | 5,343 | 1,246 | 16.4% | 15.5% | 41.9% | 45.6% | 21.2% | 20.1% | 8.1% | 8.1% | 8.0% | 7.2% | 4.5% | 3.6% |
| NASA | 4,766 | 4,225 | 27.8% | 24.5% | 50.2% | 52.1% | 13.7% | 14.1% | 4.0% | 4.6% | 2.3% | 2.2% | 2.1% | 2.5% |
| NSF | 778 | 441 | 25.8% | 19.9% | 40.4% | 39.3% | 18.5% | 20.5% | 7.5% | 11.8% | 5.3% | 6.9% | 2.6% | 1.5% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(38) Managers/supervisors/team leaders work well with employees of different backgrounds.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,878 | 100,656 | 18.0% | 15.5% | 46.2% | 48.1% | 20.0% | 19.8% | 7.5% | 7.6% | 5.6% | 5.7% | 2.8% | 3.2% |
| OMB | 249 | 249 | 27.6% | 16.6% | 46.2% | 56.3% | 14.7% | 15.1% | 5.4% | 5.9% | 3.8% | 3.4% | 2.4% | 2.7% |
| OPM | 1,539 | 1,311 | 17.2% | 16.0% | 43.9% | 49.0% | 20.2% | 19.2% | 6.5% | 7.2% | 7.1% | 4.6% | 5.2% | 4.0% |
| SBA | 1,661 | 881 | 15.1% | 15.6% | 44.3% | 45.6% | 23.9% | 20.9% | 8.2% | 7.6% | 6.2% | 7.2% | 2.3% | 3.2% |
| SSA | 1,172 | 1,023 | 15.7% | 15.9% | 44.5% | 45.6% | 20.0% | 18.6% | 8.7% | 8.3% | 6.1% | 8.1% | 5.0% | 3.5% |
| State | 1,272 | 689 | 30.1% | 17.3% | 41.0% | 51.9% | 16.5% | 15.9% | 6.3% | 5.8% | 3.2% | 7.2% | 2.9% | 1.8% |
| Treasury | 5,676 | 7,314 | 17.2% | 14.1% | 47.7% | 49.2% | 18.4% | 18.5% | 8.1% | 8.8% | 4.6% | 5.9% | 4.0% | 3.5% |
| USDA | 10,402 | 10,441 | 16.2% | 14.1% | 49.9% | 51.8% | 20.0% | 19.2% | 7.0% | 7.9% | 4.4% | 3.7% | 2.6% | 3.4% |
| VA | 3,344 | 2,388 | 20.9% | 17.3% | 43.3% | 44.3% | 19.1% | 20.3% | 8.1% | 5.6% | 6.2% | 7.8% | 2.4% | 4.7% |
| Small Agencies | 15,964 | N/A | 19.0% | N/A | 44.2% | N/A | 19.6% | N/A | 7.7% | N/A | 6.1% | N/A | 3.5% | N/A |
| All DoD | 40,187 | 32,559 | 18.0% | 15.4% | 47.0% | 48.6% | 20.8% | 20.3% | 6.9% | 7.9% | 4.8% | 5.3% | 2.4% | 2.5% |
| Army | 8,406 | 8,964 | 19.1% | 15.5% | 47.2% | 48.0% | 19.9% | 20.9% | 6.7% | 8.1% | 5.0% | 5.4% | 2.1% | 2.1% |
| ACE | 6,295 | 711 | 17.1% | 18.1% | 50.3% | 46.6% | 19.3% | 21.0% | 6.9% | 7.3% | 3.6% | 4.6% | 2.8% | 2.5% |
| Air Force | 8,694 | 6,545 | 17.4% | 15.8% | 46.4% | 51.2% | 21.4% | 18.4% | 7.5% | 6.8% | 5.1% | 5.0% | 2.2% | 2.8% |
| Navy | 9,511 | 9,043 | 17.4% | 15.3% | 48.2% | 48.4% | 21.4% | 20.5% | 6.3% | 7.9% | 4.1% | 5.2% | 2.5% | 2.8% |
| Marine Corps | 764 | 658 | 19.0% | 13.6% | 42.1% | 45.5% | 22.6% | 23.0% | 8.0% | 9.6% | 6.7% | 6.9% | 1.6% | 1.5% |
| Other DoD | 6,517 | 6,638 | 17.6% | 13.9% | 45.1% | 47.2% | 20.8% | 21.0% | 7.3% | 9.1% | 5.6% | 6.2% | 3.6% | 2.6% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(39) I have a high level of respect for my organization's senior leaders.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,895 | N/A | 14.6% | N/A | 34.9% | N/A | 22.5% | N/A | 15.7% | N/A | 11.9% | N/A | 0.4% | N/A |
| AID | 803 | N/A | 12.5% | N/A | 36.8% | N/A | 23.1% | N/A | 15.5% | N/A | 11.6% | N/A | 0.5% | N/A |
| DHS | 10,472 | N/A | 12.0% | N/A | 27.1% | N/A | 21.0% | N/A | 18.5% | N/A | 21.0% | N/A | 0.3% | N/A |
| DOC | 4,021 | N/A | 12.0% | N/A | 33.7% | N/A | 25.4% | N/A | 16.5% | N/A | 11.6% | N/A | 0.8% | N/A |
| DOE | 1,485 | N/A | 12.7% | N/A | 34.8% | N/A | 25.3% | N/A | 14.9% | N/A | 12.1% | N/A | 0.2% | N/A |
| DOI | 5,180 | N/A | 9.4% | N/A | 32.6% | N/A | 25.4% | N/A | 18.7% | N/A | 13.6% | N/A | 0.4% | N/A |
| DOJ | 7,701 | N/A | 18.3% | N/A | 36.0% | N/A | 20.4% | N/A | 14.0% | N/A | 11.1% | N/A | 0.2% | N/A |
| DOL | 4,082 | N/A | 14.9% | N/A | 35.5% | N/A | 22.5% | N/A | 14.2% | N/A | 12.3% | N/A | 0.6% | N/A |
| DOT | 4,951 | N/A | 8.9% | N/A | 28.4% | N/A | 26.3% | N/A | 17.2% | N/A | 19.0% | N/A | 0.1% | N/A |
| EDUC | 2,408 | N/A | 12.1% | N/A | 28.3% | N/A | 23.6% | N/A | 18.8% | N/A | 16.6% | N/A | 0.6% | N/A |
| EPA | 6,895 | N/A | 11.2% | N/A | 33.2% | N/A | 26.2% | N/A | 17.8% | N/A | 11.1% | N/A | 0.5% | N/A |
| GSA | 2,869 | N/A | 21.3% | N/A | 36.1% | N/A | 20.9% | N/A | 12.5% | N/A | 8.9% | N/A | 0.3% | N/A |
| HHS | 4,653 | N/A | 15.7% | N/A | 34.2% | N/A | 24.2% | N/A | 14.3% | N/A | 10.7% | N/A | 0.8% | N/A |
| HUD | 5,343 | N/A | 13.7% | N/A | 32.1% | N/A | 27.4% | N/A | 14.6% | N/A | 11.8% | N/A | 0.5% | N/A |
| NASA | 4,766 | N/A | 18.7% | N/A | 38.7% | N/A | 20.3% | N/A | 13.4% | N/A | 8.5% | N/A | 0.4% | N/A |
| NSF | 778 | N/A | 21.8% | N/A | 36.0% | N/A | 23.3% | N/A | 11.5% | N/A | 7.2% | N/A | 0.1% | N/A |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(39) I have a high level of respect for my organization's senior leaders.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,895 | N/A | 14.6% | N/A | 34.9% | N/A | 22.5% | N/A | 15.7% | N/A | 11.9% | N/A | 0.4% | N/A |
| OMB | 249 | N/A | 21.4% | N/A | 46.5% | N/A | 20.7% | N/A | 6.6% | N/A | 4.4% | N/A | 0.4% | N/A |
| OPM | 1,539 | N/A | 13.3% | N/A | 30.0% | N/A | 23.3% | N/A | 16.1% | N/A | 16.7% | N/A | 0.6% | N/A |
| SBA | 1,661 | N/A | 8.8% | N/A | 24.6% | N/A | 23.2% | N/A | 19.3% | N/A | 23.7% | N/A | 0.5% | N/A |
| SSA | 1,172 | N/A | 15.1% | N/A | 35.3% | N/A | 25.8% | N/A | 12.0% | N/A | 11.6% | N/A | 0.2% | N/A |
| State | 1,272 | N/A | 28.2% | N/A | 35.9% | N/A | 15.7% | N/A | 10.1% | N/A | 9.5% | N/A | 0.6% | N/A |
| Treasury | 5,677 | N/A | 9.6% | N/A | 33.5% | N/A | 24.0% | N/A | 17.8% | N/A | 14.0% | N/A | 1.0% | N/A |
| USDA | 10,403 | N/A | 12.2% | N/A | 34.4% | N/A | 26.4% | N/A | 16.5% | N/A | 10.2% | N/A | 0.4% | N/A |
| VA | 3,344 | N/A | 15.9% | N/A | 37.3% | N/A | 18.0% | N/A | 17.8% | N/A | 10.7% | N/A | 0.4% | N/A |
| Small Agencies | 15,964 | N/A | 14.4% | N/A | 32.8% | N/A | 22.1% | N/A | 16.2% | N/A | 14.1% | N/A | 0.5% | N/A |
| All DoD | 40,191 | N/A | 15.7% | N/A | 36.9% | N/A | 22.8% | N/A | 14.5% | N/A | 9.8% | N/A | 0.3% | N/A |
| Army | 8,407 | N/A | 18.1% | N/A | 36.9% | N/A | 21.7% | N/A | 13.3% | N/A | 9.6% | N/A | 0.3% | N/A |
| ACE | 6,295 | N/A | 14.5% | N/A | 38.4% | N/A | 23.1% | N/A | 14.2% | N/A | 9.4% | N/A | 0.4% | N/A |
| Air Force | 8,694 | N/A | 15.8% | N/A | 37.5% | N/A | 21.5% | N/A | 14.9% | N/A | 10.1% | N/A | 0.2% | N/A |
| Navy | 9,511 | N/A | 14.1% | N/A | 36.5% | N/A | 25.1% | N/A | 14.9% | N/A | 9.0% | N/A | 0.3% | N/A |
| Marine Corps | 765 | N/A | 17.7% | N/A | 37.2% | N/A | 20.0% | N/A | 14.3% | N/A | 10.5% | N/A | 0.2% | N/A |
| Other DoD | 6,519 | N/A | 13.5% | N/A | 35.5% | N/A | 23.4% | N/A | 15.5% | N/A | 11.2% | N/A | 0.8% | N/A |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(40) In my organization, leaders generate high levels of motivation and commitment in the workforce.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|-------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,896 | 100,656 | 8.7% | 8.9% | 28.6% | 27.1% | 27.4% | 23.9% | 21.9% | 23.6% | 12.7% | 16.1% | 0.8% | 0.3% |
| AID | 803 | 560 | 8.2% | 7.4% | 28.4% | 25.5% | 28.3% | 25.7% | 22.2% | 23.9% | 12.0% | 17.3% | 1.0% | 0.3% |
| DHS | 10,474 | N/A | 5.8% | N/A | 21.2% | N/A | 21.9% | N/A | 27.8% | N/A | 23.0% | N/A | 0.4% | N/A |
| DOC | 4,021 | 4,134 | 7.6% | 7.4% | 26.1% | 27.9% | 28.9% | 26.4% | 23.0% | 24.3% | 12.9% | 13.5% | 1.5% | 0.5% |
| DOE | 1,485 | 922 | 7.3% | 8.0% | 31.5% | 31.2% | 27.8% | 21.5% | 20.2% | 23.2% | 12.6% | 15.8% | 0.6% | 0.3% |
| DOI | 5,180 | 5,412 | 5.2% | 6.9% | 25.2% | 26.8% | 29.1% | 26.1% | 26.2% | 24.9% | 13.6% | 14.8% | 0.7% | 0.4% |
| DOJ | 7,701 | 4,363 | 10.3% | 5.9% | 28.5% | 23.9% | 26.7% | 22.2% | 21.1% | 25.5% | 12.9% | 22.3% | 0.5% | 0.2% |
| DOL | 4,082 | 4,105 | 8.7% | 8.4% | 28.7% | 26.2% | 27.4% | 24.6% | 20.6% | 23.7% | 13.3% | 16.4% | 1.3% | 0.7% |
| DOT | 4,951 | 3,003 | 4.2% | 6.9% | 23.0% | 25.0% | 27.4% | 26.3% | 24.8% | 25.4% | 20.4% | 16.3% | 0.2% | 0.1% |
| EDUC | 2,408 | 1,671 | 7.7% | 8.0% | 23.3% | 24.2% | 25.6% | 24.3% | 23.3% | 24.6% | 18.5% | 18.3% | 1.7% | 0.7% |
| EPA | 6,895 | 5,666 | 6.8% | 6.1% | 27.0% | 25.7% | 30.1% | 24.8% | 23.9% | 26.8% | 11.3% | 16.0% | 0.9% | 0.5% |
| GSA | 2,869 | 2,559 | 15.6% | 14.8% | 34.2% | 31.2% | 23.4% | 19.9% | 16.0% | 21.0% | 9.9% | 12.6% | 1.0% | 0.5% |
| HHS | 4,653 | 4,862 | 10.0% | 10.2% | 27.6% | 27.1% | 27.5% | 23.9% | 21.5% | 23.0% | 12.1% | 15.5% | 1.3% | 0.3% |
| HUD | 5,343 | 1,246 | 8.1% | 8.4% | 24.2% | 22.8% | 32.2% | 24.5% | 20.7% | 25.3% | 13.8% | 18.0% | 1.0% | 1.0% |
| NASA | 4,766 | 4,225 | 11.9% | 12.5% | 34.5% | 34.7% | 26.6% | 25.1% | 18.8% | 19.0% | 7.8% | 8.3% | 0.4% | 0.4% |
| NSF | 778 | 441 | 14.3% | 10.9% | 30.8% | 27.8% | 30.1% | 21.0% | 17.2% | 23.9% | 7.2% | 15.4% | 0.5% | 1.0% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(40) In my organization, leaders generate high levels of motivation and commitment in the workforce.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|-------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,896 | 100,656 | 8.7% | 8.9% | 28.6% | 27.1% | 27.4% | 23.9% | 21.9% | 23.6% | 12.7% | 16.1% | 0.8% | 0.3% |
| OMB | 249 | 249 | 14.0% | 8.4% | 37.1% | 32.3% | 27.2% | 22.5% | 18.2% | 20.2% | 3.5% | 16.3% | 0.0% | 0.4% |
| OPM | 1,539 | 1,311 | 7.8% | 10.2% | 24.9% | 29.4% | 27.2% | 23.9% | 21.8% | 21.9% | 16.5% | 14.0% | 1.8% | 0.5% |
| SBA | 1,661 | 881 | 6.3% | 8.1% | 20.3% | 25.3% | 25.1% | 22.9% | 22.9% | 24.6% | 24.5% | 18.8% | 1.0% | 0.2% |
| SSA | 1,172 | 1,023 | 8.7% | 9.2% | 26.6% | 26.0% | 32.9% | 22.4% | 17.9% | 23.4% | 12.9% | 18.6% | 0.9% | 0.3% |
| State | 1,272 | 689 | 18.4% | 8.8% | 32.0% | 26.2% | 21.8% | 22.7% | 15.8% | 26.8% | 10.9% | 14.8% | 1.1% | 0.7% |
| Treasury | 5,677 | 7,314 | 5.6% | 7.7% | 27.3% | 27.7% | 26.5% | 20.8% | 26.1% | 25.3% | 13.3% | 18.0% | 1.3% | 0.6% |
| USDA | 10,403 | 10,441 | 6.0% | 6.6% | 29.1% | 26.8% | 30.7% | 27.1% | 23.3% | 24.5% | 10.2% | 14.6% | 0.6% | 0.3% |
| VA | 3,344 | 2,388 | 9.4% | 12.1% | 31.3% | 26.3% | 25.4% | 25.1% | 20.1% | 18.1% | 13.1% | 17.9% | 0.7% | 0.5% |
| Small Agencies | 15,964 | N/A | 8.1% | N/A | 26.2% | N/A | 26.3% | N/A | 22.5% | N/A | 15.8% | N/A | 1.0% | N/A |
| All DoD | 40,190 | 32,559 | 10.0% | 9.1% | 30.4% | 27.8% | 28.4% | 23.7% | 20.5% | 24.4% | 9.9% | 14.8% | 0.7% | 0.2% |
| Army | 8,407 | 8,964 | 11.7% | 9.7% | 31.2% | 27.9% | 27.1% | 23.1% | 19.5% | 24.9% | 9.4% | 14.3% | 1.0% | 0.1% |
| ACE | 6,295 | 711 | 8.1% | 11.4% | 32.4% | 27.9% | 29.4% | 23.6% | 19.8% | 21.6% | 9.5% | 15.4% | 0.7% | 0.0% |
| Air Force | 8,694 | 6,545 | 11.1% | 9.9% | 31.5% | 29.7% | 26.9% | 23.9% | 20.0% | 24.5% | 10.0% | 11.9% | 0.5% | 0.3% |
| Navy | 9,510 | 9,043 | 8.0% | 8.3% | 28.5% | 27.6% | 31.3% | 24.5% | 21.9% | 23.6% | 9.8% | 15.8% | 0.6% | 0.2% |
| Marine Corps | 765 | 658 | 10.1% | 8.0% | 31.8% | 24.2% | 26.6% | 22.0% | 19.4% | 24.8% | 11.8% | 20.6% | 0.2% | 0.4% |
| Other DoD | 6,519 | 6,638 | 8.8% | 7.4% | 29.4% | 25.2% | 28.0% | 23.5% | 21.7% | 25.7% | 11.4% | 17.9% | 0.7% | 0.3% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(41) My organization's leaders maintain high standards of honesty and integrity.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|-------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,892 | 100,656 | 14.3% | 14.3% | 34.4% | 32.9% | 25.2% | 24.2% | 12.0% | 14.0% | 10.8% | 11.9% | 3.3% | 2.6% |
| AID | 803 | 560 | 13.8% | 15.1% | 35.5% | 36.0% | 26.8% | 27.5% | 10.0% | 10.0% | 10.5% | 9.3% | 3.4% | 2.1% |
| DHS | 10,472 | N/A | 12.3% | N/A | 27.0% | N/A | 26.1% | N/A | 12.7% | N/A | 18.7% | N/A | 3.2% | N/A |
| DOC | 4,021 | 4,134 | 12.7% | 13.1% | 33.7% | 35.6% | 27.1% | 26.4% | 11.2% | 12.1% | 8.6% | 8.8% | 6.5% | 4.0% |
| DOE | 1,485 | 922 | 12.3% | 13.9% | 37.3% | 35.7% | 25.7% | 24.7% | 11.0% | 12.6% | 11.0% | 11.1% | 2.6% | 1.9% |
| DOI | 5,178 | 5,412 | 10.6% | 12.5% | 31.8% | 34.6% | 28.3% | 26.8% | 14.3% | 13.2% | 11.5% | 9.6% | 3.5% | 3.3% |
| DOJ | 7,701 | 4,363 | 19.4% | 13.9% | 35.2% | 31.9% | 21.7% | 23.0% | 12.0% | 15.0% | 9.6% | 13.5% | 2.1% | 2.7% |
| DOL | 4,082 | 4,105 | 14.2% | 14.6% | 35.1% | 34.2% | 23.3% | 24.4% | 11.5% | 12.4% | 11.4% | 11.1% | 4.5% | 3.3% |
| DOT | 4,951 | 3,003 | 9.6% | 14.6% | 27.0% | 29.7% | 25.8% | 25.1% | 15.5% | 14.5% | 17.0% | 13.6% | 5.0% | 2.5% |
| EDUC | 2,408 | 1,671 | 12.8% | 14.0% | 27.2% | 31.6% | 26.8% | 24.9% | 13.3% | 13.0% | 14.4% | 12.4% | 5.5% | 4.1% |
| EPA | 6,895 | 5,666 | 12.0% | 11.5% | 33.8% | 34.8% | 28.1% | 25.3% | 12.6% | 14.3% | 8.9% | 11.0% | 4.6% | 3.1% |
| GSA | 2,869 | 2,559 | 20.5% | 19.0% | 34.8% | 33.5% | 23.9% | 23.6% | 9.7% | 11.5% | 7.9% | 10.0% | 3.2% | 2.4% |
| HHS | 4,653 | 4,862 | 13.8% | 15.4% | 33.0% | 33.5% | 27.1% | 24.1% | 12.5% | 13.0% | 9.6% | 11.1% | 3.9% | 2.9% |
| HUD | 5,343 | 1,246 | 13.2% | 12.8% | 32.6% | 31.6% | 27.7% | 29.0% | 11.9% | 11.8% | 10.7% | 11.4% | 3.8% | 3.4% |
| NASA | 4,766 | 4,225 | 20.5% | 23.2% | 40.9% | 40.4% | 20.7% | 20.9% | 8.4% | 7.9% | 6.5% | 5.6% | 2.9% | 2.1% |
| NSF | 778 | 441 | 27.8% | 18.7% | 32.5% | 35.0% | 23.2% | 20.8% | 7.6% | 14.3% | 5.7% | 8.5% | 3.3% | 2.6% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(41) My organization's leaders maintain high standards of honesty and integrity.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|-------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,892 | 100,656 | 14.3% | 14.3% | 34.4% | 32.9% | 25.2% | 24.2% | 12.0% | 14.0% | 10.8% | 11.9% | 3.3% | 2.6% |
| OMB | 249 | 249 | 22.6% | 18.9% | 42.5% | 43.4% | 25.2% | 23.5% | 4.6% | 8.5% | 1.9% | 3.3% | 3.2% | 2.3% |
| OPM | 1,539 | 1,311 | 11.1% | 16.5% | 28.7% | 33.0% | 26.9% | 23.5% | 14.1% | 13.4% | 12.5% | 9.8% | 6.8% | 3.8% |
| SBA | 1,661 | 881 | 8.6% | 12.3% | 25.2% | 36.4% | 27.0% | 23.4% | 15.0% | 12.1% | 19.8% | 12.4% | 4.3% | 3.3% |
| SSA | 1,172 | 1,023 | 13.1% | 12.7% | 38.5% | 35.2% | 25.4% | 22.8% | 8.9% | 14.1% | 9.4% | 11.7% | 4.8% | 3.6% |
| State | 1,272 | 689 | 27.3% | 17.2% | 34.7% | 39.3% | 16.5% | 22.6% | 9.5% | 11.0% | 7.0% | 7.6% | 5.1% | 2.4% |
| Treasury | 5,677 | 7,314 | 9.4% | 12.9% | 37.1% | 33.4% | 24.3% | 21.9% | 13.1% | 15.5% | 10.0% | 11.8% | 6.1% | 4.5% |
| USDA | 10,404 | 10,441 | 10.9% | 11.9% | 36.9% | 36.4% | 27.1% | 25.8% | 12.6% | 14.1% | 8.4% | 9.2% | 4.0% | 2.6% |
| VA | 3,344 | 2,388 | 14.3% | 13.4% | 33.8% | 30.4% | 24.7% | 24.4% | 12.2% | 13.7% | 12.3% | 14.7% | 2.8% | 3.5% |
| Small Agencies | 15,964 | N/A | 15.0% | N/A | 32.5% | N/A | 24.9% | N/A | 11.8% | N/A | 11.3% | N/A | 4.5% | N/A |
| All DoD | 40,189 | 32,559 | 15.6% | 15.2% | 36.0% | 32.6% | 25.2% | 24.3% | 11.6% | 14.3% | 9.2% | 11.9% | 2.4% | 1.7% |
| Army | 8,407 | 8,964 | 17.7% | 15.1% | 35.3% | 32.2% | 24.1% | 25.7% | 11.8% | 14.2% | 8.8% | 11.3% | 2.2% | 1.4% |
| ACE | 6,295 | 711 | 14.7% | 21.6% | 39.2% | 31.7% | 25.7% | 21.7% | 10.7% | 13.3% | 7.4% | 9.5% | 2.3% | 2.3% |
| Air Force | 8,694 | 6,545 | 16.4% | 16.3% | 36.2% | 34.5% | 23.3% | 22.5% | 11.6% | 14.2% | 10.5% | 10.9% | 2.0% | 1.5% |
| Navy | 9,509 | 9,043 | 13.5% | 14.5% | 37.1% | 33.3% | 27.6% | 24.1% | 10.9% | 13.7% | 8.3% | 12.7% | 2.6% | 1.8% |
| Marine Corps | 765 | 658 | 17.2% | 14.5% | 33.9% | 25.1% | 23.5% | 22.1% | 14.3% | 21.0% | 9.7% | 15.7% | 1.4% | 1.6% |
| Other DoD | 6,519 | 6,638 | 13.2% | 12.2% | 34.1% | 30.1% | 26.7% | 26.2% | 12.3% | 15.3% | 10.4% | 13.6% | 3.3% | 2.6% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(42) Managers communicate the goals and priorities of the organization.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,891 | N/A | 12.3% | N/A | 47.3% | N/A | 20.6% | N/A | 10.4% | N/A | 6.9% | N/A | 0.7% | N/A |
| AID | 803 | N/A | 12.8% | N/A | 52.4% | N/A | 18.1% | N/A | 10.4% | N/A | 5.6% | N/A | 0.7% | N/A |
| DHS | 10,474 | N/A | 9.1% | N/A | 40.0% | N/A | 20.9% | N/A | 16.4% | N/A | 12.7% | N/A | 0.8% | N/A |
| DOC | 4,021 | N/A | 11.6% | N/A | 46.9% | N/A | 22.5% | N/A | 12.1% | N/A | 6.0% | N/A | 0.8% | N/A |
| DOE | 1,485 | N/A | 15.6% | N/A | 49.7% | N/A | 18.1% | N/A | 10.8% | N/A | 5.7% | N/A | 0.0% | N/A |
| DOI | 5,178 | N/A | 7.7% | N/A | 43.6% | N/A | 23.8% | N/A | 16.0% | N/A | 8.3% | N/A | 0.6% | N/A |
| DOJ | 7,701 | N/A | 14.6% | N/A | 47.6% | N/A | 19.6% | N/A | 11.1% | N/A | 6.6% | N/A | 0.5% | N/A |
| DOL | 4,082 | N/A | 13.6% | N/A | 52.3% | N/A | 17.2% | N/A | 9.6% | N/A | 6.6% | N/A | 0.7% | N/A |
| DOT | 4,950 | N/A | 8.0% | N/A | 46.2% | N/A | 20.0% | N/A | 13.8% | N/A | 10.6% | N/A | 1.4% | N/A |
| EDUC | 2,408 | N/A | 12.6% | N/A | 46.9% | N/A | 20.0% | N/A | 12.1% | N/A | 7.8% | N/A | 0.5% | N/A |
| EPA | 6,895 | N/A | 10.1% | N/A | 46.5% | N/A | 22.5% | N/A | 13.9% | N/A | 6.1% | N/A | 0.9% | N/A |
| GSA | 2,869 | N/A | 21.7% | N/A | 48.3% | N/A | 16.2% | N/A | 8.0% | N/A | 5.4% | N/A | 0.4% | N/A |
| HHS | 4,653 | N/A | 11.6% | N/A | 44.5% | N/A | 22.7% | N/A | 12.7% | N/A | 7.4% | N/A | 1.0% | N/A |
| HUD | 5,343 | N/A | 14.1% | N/A | 48.6% | N/A | 17.1% | N/A | 12.5% | N/A | 6.6% | N/A | 1.0% | N/A |
| NASA | 4,766 | N/A | 16.3% | N/A | 48.0% | N/A | 20.0% | N/A | 10.8% | N/A | 4.4% | N/A | 0.6% | N/A |
| NSF | 778 | N/A | 18.6% | N/A | 46.5% | N/A | 21.2% | N/A | 8.1% | N/A | 4.9% | N/A | 0.7% | N/A |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(42) Managers communicate the goals and priorities of the organization.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,891 | N/A | 12.3% | N/A | 47.3% | N/A | 20.6% | N/A | 12.2% | N/A | 6.9% | N/A | 0.7% | N/A |
| OMB | 249 | N/A | 12.1% | N/A | 51.0% | N/A | 19.3% | N/A | 12.8% | N/A | 4.0% | N/A | 0.8% | N/A |
| OPM | 1,539 | N/A | 10.3% | N/A | 44.3% | N/A | 22.3% | N/A | 13.4% | N/A | 8.8% | N/A | 0.9% | N/A |
| SBA | 1,661 | N/A | 11.8% | N/A | 49.3% | N/A | 17.2% | N/A | 10.6% | N/A | 10.4% | N/A | 0.6% | N/A |
| SSA | 1,172 | N/A | 17.0% | N/A | 57.8% | N/A | 15.4% | N/A | 5.9% | N/A | 3.5% | N/A | 0.4% | N/A |
| State | 1,272 | N/A | 15.8% | N/A | 47.4% | N/A | 18.3% | N/A | 12.5% | N/A | 5.1% | N/A | 0.9% | N/A |
| Treasury | 5,677 | N/A | 11.5% | N/A | 55.2% | N/A | 18.5% | N/A | 9.2% | N/A | 5.0% | N/A | 0.7% | N/A |
| USDA | 10,403 | N/A | 9.5% | N/A | 49.7% | N/A | 22.0% | N/A | 12.6% | N/A | 5.5% | N/A | 0.6% | N/A |
| VA | 3,344 | N/A | 13.3% | N/A | 51.5% | N/A | 17.5% | N/A | 9.6% | N/A | 7.4% | N/A | 0.7% | N/A |
| Small Agencies | 15,964 | N/A | 13.0% | N/A | 47.6% | N/A | 19.1% | N/A | 11.8% | N/A | 7.6% | N/A | 0.8% | N/A |
| All DoD | 40,188 | N/A | 12.6% | N/A | 45.0% | N/A | 22.4% | N/A | 13.1% | N/A | 6.2% | N/A | 0.7% | N/A |
| Army | 8,406 | N/A | 14.6% | N/A | 43.6% | N/A | 20.9% | N/A | 14.0% | N/A | 6.2% | N/A | 0.8% | N/A |
| ACE | 6,295 | N/A | 10.6% | N/A | 48.5% | N/A | 23.1% | N/A | 11.6% | N/A | 5.5% | N/A | 0.7% | N/A |
| Air Force | 8,694 | N/A | 11.6% | N/A | 45.9% | N/A | 23.0% | N/A | 13.0% | N/A | 6.0% | N/A | 0.5% | N/A |
| Navy | 9,510 | N/A | 11.4% | N/A | 44.1% | N/A | 24.2% | N/A | 13.4% | N/A | 6.2% | N/A | 0.7% | N/A |
| Marine Corps | 765 | N/A | 11.5% | N/A | 44.8% | N/A | 23.7% | N/A | 11.9% | N/A | 7.8% | N/A | 0.2% | N/A |
| Other DoD | 6,518 | N/A | 13.2% | N/A | 47.5% | N/A | 20.6% | N/A | 11.2% | N/A | 6.7% | N/A | 0.8% | N/A |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(43) Managers review and evaluate the organization's progress toward meeting its goals and objectives.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,886 | 100,656 | 12.0% | 15.2% | 45.3% | 51.8% | 23.4% | 13.6% | 9.0% | 10.3% | 4.8% | 4.2% | 5.5% | 5.0% |
| AID | 803 | 560 | 11.4% | 15.1% | 52.2% | 52.5% | 22.1% | 13.7% | 8.0% | 11.9% | 3.9% | 4.9% | 2.5% | 1.9% |
| DHS | 10,467 | N/A | 7.3% | N/A | 32.2% | N/A | 27.8% | N/A | 13.6% | N/A | 8.1% | N/A | 11.0% | N/A |
| DOC | 4,021 | 4,134 | 11.8% | 14.9% | 46.8% | 54.5% | 22.8% | 13.6% | 7.9% | 8.5% | 4.1% | 2.8% | 6.6% | 5.7% |
| DOE | 1,485 | 922 | 13.4% | 15.7% | 52.7% | 57.0% | 18.5% | 10.8% | 9.0% | 7.6% | 3.8% | 4.1% | 2.5% | 4.9% |
| DOI | 5,181 | 5,412 | 6.9% | 10.7% | 42.0% | 53.1% | 27.1% | 14.4% | 12.2% | 10.8% | 5.6% | 4.6% | 6.2% | 6.3% |
| DOJ | 7,701 | 4,363 | 13.7% | 10.5% | 46.0% | 47.8% | 22.1% | 14.7% | 8.2% | 14.6% | 5.0% | 6.6% | 4.9% | 5.8% |
| DOL | 4,082 | 4,105 | 14.8% | 18.8% | 51.6% | 54.0% | 17.9% | 13.0% | 5.8% | 6.5% | 4.3% | 2.8% | 5.6% | 5.0% |
| DOT | 4,949 | 3,003 | 9.1% | 15.1% | 43.7% | 47.6% | 22.2% | 13.6% | 10.0% | 11.1% | 7.2% | 6.4% | 7.9% | 6.1% |
| EDUC | 2,408 | 1,671 | 12.2% | 15.2% | 46.4% | 50.3% | 21.2% | 14.1% | 8.7% | 9.9% | 5.1% | 5.0% | 6.3% | 5.6% |
| EPA | 6,895 | 5,666 | 10.1% | 11.7% | 46.6% | 53.8% | 24.8% | 13.7% | 9.5% | 10.9% | 3.9% | 4.2% | 5.1% | 5.7% |
| GSA | 2,869 | 2,559 | 22.6% | 21.1% | 48.7% | 53.1% | 16.4% | 12.0% | 4.9% | 6.1% | 3.9% | 3.6% | 3.6% | 4.1% |
| HHS | 4,653 | 4,862 | 11.1% | 14.0% | 43.6% | 51.4% | 24.1% | 14.0% | 10.0% | 9.9% | 5.3% | 4.4% | 5.9% | 6.2% |
| HUD | 5,343 | 1,246 | 15.0% | 19.9% | 46.9% | 51.4% | 19.9% | 13.1% | 9.6% | 7.4% | 4.5% | 2.4% | 4.1% | 5.8% |
| NASA | 4,766 | 4,225 | 14.3% | 19.8% | 46.2% | 54.7% | 21.9% | 11.7% | 9.3% | 7.4% | 3.3% | 1.7% | 5.0% | 4.8% |
| NSF | 778 | 441 | 19.7% | 25.6% | 45.2% | 45.6% | 20.8% | 12.0% | 7.4% | 11.3% | 3.3% | 2.8% | 3.6% | 2.7% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(43) Managers review and evaluate the organization's progress toward meeting its goals and objectives.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|---------|----------------|-------|-------|-------|----------------------------|-------|----------|-------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,886 | 100,656 | 12.0% | 15.2% | 45.3% | 51.8% | 23.4% | 13.6% | 9.0% | 10.3% | 4.8% | 4.2% | 5.5% | 5.0% |
| OMB | 249 | 249 | 11.2% | 7.5% | 37.7% | 51.2% | 26.7% | 16.3% | 16.9% | 14.9% | 3.6% | 7.1% | 4.0% | 2.9% |
| OPM | 1,539 | 1,311 | 10.4% | 18.2% | 41.7% | 50.3% | 26.0% | 14.2% | 8.9% | 7.7% | 6.3% | 3.3% | 6.7% | 6.3% |
| SBA | 1,661 | 881 | 13.3% | 22.1% | 54.5% | 53.5% | 17.0% | 10.1% | 6.2% | 8.0% | 5.4% | 2.8% | 3.5% | 3.5% |
| SSA | 1,172 | 1,023 | 17.9% | 26.1% | 54.8% | 51.8% | 16.2% | 9.5% | 4.0% | 6.0% | 2.8% | 3.3% | 4.3% | 3.3% |
| State | 1,272 | 689 | 15.1% | 14.3% | 43.7% | 50.6% | 22.3% | 12.8% | 10.1% | 13.3% | 3.0% | 4.8% | 5.7% | 4.2% |
| Treasury | 5,677 | 7,314 | 11.8% | 13.5% | 49.5% | 48.6% | 20.9% | 16.1% | 7.2% | 10.8% | 4.2% | 4.8% | 6.4% | 6.2% |
| USDA | 10,403 | 10,441 | 9.1% | 11.6% | 47.3% | 54.2% | 24.4% | 15.0% | 10.2% | 10.6% | 3.7% | 3.9% | 5.4% | 4.7% |
| VA | 3,344 | 2,388 | 13.6% | 21.0% | 50.8% | 51.7% | 19.8% | 10.3% | 6.7% | 7.1% | 5.6% | 4.7% | 3.5% | 5.1% |
| Small Agencies | 15,964 | N/A | 13.1% | N/A | 47.2% | N/A | 20.5% | N/A | 8.0% | N/A | 5.3% | N/A | 5.8% | N/A |
| All DoD | 40,188 | 32,559 | 12.3% | 13.9% | 43.9% | 52.6% | 25.4% | 14.2% | 9.4% | 11.1% | 4.2% | 3.7% | 4.8% | 4.4% |
| Army | 8,407 | 8,964 | 14.2% | 12.9% | 42.3% | 52.1% | 25.5% | 15.3% | 9.4% | 11.6% | 4.2% | 3.6% | 4.5% | 4.4% |
| ACE | 6,295 | 711 | 10.1% | 15.3% | 46.1% | 48.4% | 25.2% | 16.3% | 9.1% | 10.6% | 3.8% | 3.7% | 5.8% | 5.6% |
| Air Force | 8,692 | 6,545 | 11.8% | 14.3% | 44.4% | 54.8% | 26.0% | 13.1% | 9.7% | 11.7% | 3.8% | 2.6% | 4.4% | 3.5% |
| Navy | 9,510 | 9,043 | 10.4% | 13.2% | 43.5% | 51.9% | 26.2% | 14.5% | 10.0% | 11.0% | 4.5% | 4.0% | 5.4% | 5.3% |
| Marine Corps | 765 | 658 | 11.5% | 11.4% | 42.6% | 43.8% | 25.7% | 16.4% | 10.5% | 15.4% | 5.9% | 7.4% | 3.8% | 5.6% |
| Other DoD | 6,519 | 6,638 | 13.6% | 16.6% | 47.4% | 54.4% | 22.0% | 12.2% | 7.9% | 8.7% | 4.3% | 4.4% | 4.8% | 3.7% |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(44) Employees are protected from health and safety hazards on the job.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,890 | N/A | 21.0% | N/A | 54.1% | N/A | 13.2% | N/A | 6.7% | N/A | 4.2% | N/A | 0.9% | N/A |
| AID | 803 | N/A | 15.2% | N/A | 54.1% | N/A | 17.9% | N/A | 6.8% | N/A | 3.6% | N/A | 2.4% | N/A |
| DHS | 10,472 | N/A | 9.9% | N/A | 37.9% | N/A | 18.2% | N/A | 18.1% | N/A | 15.1% | N/A | 0.9% | N/A |
| DOC | 4,021 | N/A | 20.7% | N/A | 54.2% | N/A | 13.8% | N/A | 6.1% | N/A | 3.8% | N/A | 1.5% | N/A |
| DOE | 1,485 | N/A | 36.6% | N/A | 51.0% | N/A | 7.7% | N/A | 3.3% | N/A | 1.1% | N/A | 0.2% | N/A |
| DOI | 5,182 | N/A | 20.1% | N/A | 56.6% | N/A | 13.4% | N/A | 6.0% | N/A | 3.3% | N/A | 0.7% | N/A |
| DOJ | 7,701 | N/A | 19.2% | N/A | 53.7% | N/A | 14.2% | N/A | 7.4% | N/A | 4.4% | N/A | 1.1% | N/A |
| DOL | 4,082 | N/A | 22.7% | N/A | 55.5% | N/A | 12.5% | N/A | 5.0% | N/A | 2.9% | N/A | 1.5% | N/A |
| DOT | 4,949 | N/A | 18.1% | N/A | 55.8% | N/A | 13.2% | N/A | 7.6% | N/A | 4.3% | N/A | 1.1% | N/A |
| EDUC | 2,408 | N/A | 19.4% | N/A | 53.3% | N/A | 15.5% | N/A | 5.9% | N/A | 3.1% | N/A | 2.8% | N/A |
| EPA | 6,895 | N/A | 26.8% | N/A | 57.6% | N/A | 9.4% | N/A | 3.1% | N/A | 1.4% | N/A | 1.6% | N/A |
| GSA | 2,869 | N/A | 29.4% | N/A | 52.0% | N/A | 10.9% | N/A | 4.6% | N/A | 1.7% | N/A | 1.4% | N/A |
| HHS | 4,653 | N/A | 22.9% | N/A | 53.1% | N/A | 14.7% | N/A | 5.0% | N/A | 2.6% | N/A | 1.7% | N/A |
| HUD | 5,343 | N/A | 18.1% | N/A | 53.6% | N/A | 16.1% | N/A | 6.0% | N/A | 4.0% | N/A | 2.2% | N/A |
| NASA | 4,766 | N/A | 43.9% | N/A | 47.5% | N/A | 6.0% | N/A | 1.5% | N/A | 0.6% | N/A | 0.5% | N/A |
| NSF | 778 | N/A | 37.1% | N/A | 50.5% | N/A | 8.0% | N/A | 2.3% | N/A | 0.6% | N/A | 1.6% | N/A |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).

FHCS Report by Agency

(44) Employees are protected from health and safety hazards on the job.

| | # of Respondents* | | Strongly Agree | | Agree | | Neither Agree nor Disagree | | Disagree | | Strongly Disagree | | Do Not Know | |
|-----------------------------|-------------------|------|----------------|------|-------|------|----------------------------|------|----------|------|-------------------|------|-------------|------|
| | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 | 2004 | 2002 |
| All Survey Responses | 147,890 | N/A | 21.0% | N/A | 54.1% | N/A | 13.2% | N/A | 6.7% | N/A | 4.2% | N/A | 0.9% | N/A |
| OMB | 249 | N/A | 12.3% | N/A | 48.0% | N/A | 22.5% | N/A | 8.3% | N/A | 6.1% | N/A | 2.7% | N/A |
| OPM | 1,539 | N/A | 18.3% | N/A | 53.8% | N/A | 15.5% | N/A | 7.2% | N/A | 3.1% | N/A | 2.2% | N/A |
| SBA | 1,661 | N/A | 17.6% | N/A | 56.4% | N/A | 14.8% | N/A | 5.1% | N/A | 3.9% | N/A | 2.1% | N/A |
| SSA | 1,172 | N/A | 18.4% | N/A | 51.0% | N/A | 15.3% | N/A | 9.1% | N/A | 5.0% | N/A | 1.2% | N/A |
| State | 1,272 | N/A | 22.5% | N/A | 46.6% | N/A | 16.4% | N/A | 7.9% | N/A | 4.0% | N/A | 2.6% | N/A |
| Treasury | 5,677 | N/A | 15.7% | N/A | 57.2% | N/A | 14.8% | N/A | 7.8% | N/A | 3.7% | N/A | 0.8% | N/A |
| USDA | 10,401 | N/A | 19.1% | N/A | 59.1% | N/A | 12.7% | N/A | 5.8% | N/A | 2.5% | N/A | 0.7% | N/A |
| VA | 3,344 | N/A | 19.5% | N/A | 58.9% | N/A | 11.9% | N/A | 5.1% | N/A | 4.4% | N/A | 0.3% | N/A |
| Small Agencies | 15,964 | N/A | 21.8% | N/A | 52.3% | N/A | 13.5% | N/A | 6.4% | N/A | 3.8% | N/A | 2.3% | N/A |
| All DoD | 40,188 | N/A | 24.1% | N/A | 55.3% | N/A | 12.1% | N/A | 4.9% | N/A | 2.8% | N/A | 0.7% | N/A |
| Army | 8,407 | N/A | 24.7% | N/A | 53.3% | N/A | 12.8% | N/A | 5.5% | N/A | 3.0% | N/A | 0.8% | N/A |
| ACE | 6,295 | N/A | 28.5% | N/A | 56.5% | N/A | 9.3% | N/A | 3.4% | N/A | 1.8% | N/A | 0.4% | N/A |
| Air Force | 8,691 | N/A | 23.8% | N/A | 56.5% | N/A | 11.5% | N/A | 4.8% | N/A | 3.0% | N/A | 0.4% | N/A |
| Navy | 9,511 | N/A | 24.0% | N/A | 56.4% | N/A | 11.7% | N/A | 4.8% | N/A | 2.4% | N/A | 0.7% | N/A |
| Marine Corps | 765 | N/A | 24.9% | N/A | 51.0% | N/A | 14.0% | N/A | 5.7% | N/A | 3.5% | N/A | 0.9% | N/A |
| Other DoD | 6,519 | N/A | 21.7% | N/A | 56.1% | N/A | 13.5% | N/A | 4.6% | N/A | 2.8% | N/A | 1.4% | N/A |

* # of Respondents is the unweighted count of responses to this question for each Agency (row).