

## 2008 Federal Human Capital Survey: Report by Agency

(16) I have sufficient resources (for example, people, materials, budget) to get my job done.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,178</b>	<b>221,389</b>	<b>147,887</b>	<b>11.4%</b>	<b>10.7%</b>	<b>10.5%</b>	<b>39.8%</b>	<b>36.9%</b>	<b>39.0%</b>	<b>18.1%</b>	<b>18.3%</b>	<b>17.5%</b>	<b>19.3%</b>	<b>21.4%</b>	<b>21.3%</b>	<b>10.6%</b>	<b>11.7%</b>	<b>11.0%</b>	<b>0.8%</b>	<b>1.0%</b>	<b>0.8%</b>
AID	831	726	803	10.1%	7.8%	7.8%	31.7%	32.7%	37.2%	16.5%	17.3%	17.3%	25.1%	25.9%	25.7%	16.1%	15.2%	11.0%	0.4%	1.1%	1.0%
BBG	556	570	543	5.8%	5.3%	7.9%	28.0%	27.9%	27.9%	20.6%	19.8%	15.2%	21.5%	25.7%	26.1%	22.7%	17.9%	20.9%	1.4%	3.4%	2.0%
CSOSA	604	518	554	21.8%	16.9%	19.7%	47.7%	41.9%	45.7%	12.0%	18.5%	14.6%	11.5%	14.3%	15.0%	6.3%	7.9%	4.8%	0.7%	0.6%	0.2%
DHS	9,550	10,360	10,468	10.3%	6.3%	6.7%	35.8%	30.8%	30.5%	17.6%	18.5%	17.0%	21.6%	24.6%	25.8%	13.6%	18.4%	18.8%	1.1%	1.3%	1.1%
DOC	3,556	5,204	4,021	12.5%	11.1%	11.1%	43.4%	40.5%	40.1%	17.1%	17.7%	18.8%	17.1%	19.9%	19.6%	9.3%	10.0%	9.6%	0.6%	0.7%	0.7%
DOE	6,091	7,742	1,485	10.6%	9.3%	11.0%	42.6%	40.1%	45.5%	17.9%	18.8%	16.3%	19.7%	20.6%	19.0%	8.6%	10.5%	7.7%	0.5%	0.8%	0.5%
DOI	27,022	25,495	5,183	8.6%	7.7%	7.5%	34.5%	32.7%	34.1%	17.1%	16.4%	16.9%	23.9%	25.4%	25.5%	15.2%	16.9%	15.3%	0.8%	1.0%	0.8%
DOJ	14,014	10,961	7,701	11.7%	9.8%	10.2%	37.2%	36.0%	36.5%	18.4%	16.9%	16.2%	20.8%	23.3%	22.8%	11.3%	13.2%	13.4%	0.6%	0.9%	0.9%
DOL	4,110	4,538	4,082	10.6%	9.4%	9.8%	35.5%	37.8%	41.5%	17.9%	17.3%	17.9%	22.1%	21.6%	20.0%	13.2%	12.6%	10.0%	0.8%	1.3%	0.8%
DOT	6,352	5,451	4,951	8.3%	8.4%	7.0%	36.0%	33.2%	35.4%	16.8%	15.6%	13.6%	22.0%	24.4%	26.8%	15.6%	17.0%	16.8%	1.3%	1.3%	0.4%
Educ	2,393	2,909	2,408	11.8%	9.6%	11.7%	40.5%	42.0%	42.5%	18.2%	18.6%	16.7%	18.6%	18.0%	18.4%	9.5%	10.8%	9.7%	1.4%	1.1%	1.0%
EEOC	1,210	1,173	1,693	7.2%	7.3%	7.9%	23.4%	27.6%	29.5%	14.1%	14.9%	15.0%	26.7%	28.5%	26.5%	26.7%	19.5%	19.4%	1.9%	2.1%	1.7%
EPA	6,986	9,115	6,895	10.0%	8.3%	9.3%	38.6%	37.2%	38.7%	18.6%	18.8%	17.1%	21.6%	24.2%	23.3%	10.5%	10.4%	10.5%	0.6%	0.9%	1.0%
FCC	733	---	---	13.6%	---	---	40.8%	---	---	19.5%	---	---	17.0%	---	---	8.6%	---	---	0.4%	---	---
FERC	671	753	---	18.0%	17.7%	---	52.4%	49.6%	---	14.9%	16.3%	---	10.4%	11.4%	---	3.6%	4.4%	---	0.6%	0.5%	---

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

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	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,178</b>	<b>221,389</b>	<b>147,887</b>	<b>11.4%</b>	<b>10.7%</b>	<b>10.5%</b>	<b>39.8%</b>	<b>36.9%</b>	<b>39.0%</b>	<b>18.1%</b>	<b>18.3%</b>	<b>17.5%</b>	<b>19.3%</b>	<b>21.4%</b>	<b>21.3%</b>	<b>10.6%</b>	<b>11.7%</b>	<b>11.0%</b>	<b>0.8%</b>	<b>1.0%</b>	<b>0.8%</b>
FTC	560	459	616	16.0%	13.8%	12.8%	44.5%	43.4%	44.7%	16.7%	18.3%	14.8%	17.5%	17.5%	18.0%	4.8%	6.4%	8.9%	0.5%	0.6%	0.8%
GSA	3,396	3,916	2,869	19.5%	17.1%	20.5%	39.9%	42.1%	44.2%	15.4%	15.4%	14.4%	16.0%	17.4%	14.3%	8.4%	7.4%	5.9%	0.8%	0.7%	0.6%
HHS	22,730	25,756	4,653	12.9%	11.6%	11.9%	39.1%	38.3%	40.1%	18.2%	18.3%	18.2%	18.4%	19.9%	19.2%	10.5%	11.0%	9.7%	0.9%	1.0%	0.9%
HUD	3,467	4,075	5,343	7.1%	9.3%	7.7%	35.1%	33.0%	34.7%	17.7%	20.0%	18.2%	25.7%	22.5%	25.7%	14.0%	13.6%	12.7%	0.5%	1.5%	1.1%
NARA	1,370	1,442	1,415	13.2%	10.1%	12.1%	39.2%	38.4%	44.5%	17.9%	18.1%	16.5%	17.8%	20.6%	17.1%	10.5%	10.9%	8.1%	1.4%	1.9%	1.6%
NASA	4,375	4,734	4,766	13.7%	11.0%	10.3%	40.4%	38.0%	38.3%	17.4%	19.3%	19.3%	19.7%	21.8%	21.8%	8.4%	9.3%	9.9%	0.4%	0.6%	0.5%
NCUA	588	623	538	12.5%	15.0%	12.5%	45.6%	51.1%	53.8%	14.2%	15.6%	13.5%	18.0%	13.3%	14.5%	9.2%	4.7%	5.1%	0.5%	0.3%	0.7%
NLRB	803	963	979	9.4%	11.5%	11.8%	40.8%	44.5%	38.6%	18.7%	19.6%	16.0%	19.0%	16.6%	21.4%	11.5%	6.4%	10.5%	0.6%	1.3%	1.7%
NRC	2,179	1,692	1,876	23.9%	17.3%	16.4%	45.2%	49.5%	48.4%	14.1%	14.8%	17.0%	12.2%	13.5%	13.1%	4.3%	4.1%	4.6%	0.3%	0.8%	0.5%
NSF	583	596	778	20.7%	19.4%	16.7%	40.4%	38.0%	41.1%	14.0%	14.8%	16.0%	17.0%	18.6%	19.5%	7.4%	8.8%	6.0%	0.5%	0.4%	0.5%
OMB	253	250	249	11.9%	13.0%	11.3%	44.6%	41.5%	46.8%	19.4%	15.2%	18.1%	13.8%	22.4%	17.3%	9.7%	7.6%	6.2%	0.5%	0.4%	0.4%
OPM	2,932	3,012	1,539	12.2%	10.4%	10.3%	45.9%	39.1%	41.1%	14.9%	18.3%	16.2%	17.7%	20.3%	19.6%	8.9%	10.5%	11.3%	0.4%	1.5%	1.5%
PBGC	515	---	---	15.7%	---	---	51.6%	---	---	12.5%	---	---	14.8%	---	---	5.4%	---	---	0.0%	---	---
RRB	570	680	700	10.7%	11.6%	11.8%	46.1%	39.8%	41.0%	16.0%	16.7%	16.0%	19.3%	21.3%	21.8%	7.5%	9.6%	8.3%	0.4%	0.9%	1.2%
SBA	1,618	1,447	1,661	8.3%	6.0%	5.2%	35.1%	25.7%	24.7%	18.4%	17.4%	15.9%	25.2%	24.4%	26.8%	12.0%	23.2%	25.0%	1.1%	3.2%	2.4%
SEC	1,605	1,905	2,166	13.6%	14.7%	14.6%	44.7%	43.4%	45.3%	18.0%	14.6%	15.8%	15.7%	16.9%	17.8%	7.2%	9.6%	6.3%	0.9%	0.6%	0.4%

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

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	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,178</b>	<b>221,389</b>	<b>147,887</b>	<b>11.4%</b>	<b>10.7%</b>	<b>10.5%</b>	<b>39.8%</b>	<b>36.9%</b>	<b>39.0%</b>	<b>18.1%</b>	<b>18.3%</b>	<b>17.5%</b>	<b>19.3%</b>	<b>21.4%</b>	<b>21.3%</b>	<b>10.6%</b>	<b>11.7%</b>	<b>11.0%</b>	<b>0.8%</b>	<b>1.0%</b>	<b>0.8%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>15.9%</b>	15.6%	11.4%	<b>39.7%</b>	38.4%	37.7%	<b>15.8%</b>	14.6%	17.7%	<b>17.5%</b>	16.8%	16.5%	<b>9.8%</b>	12.5%	14.9%	<b>1.3%</b>	2.2%	1.8%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>10.4%</b>	11.7%	14.6%	<b>38.1%</b>	39.2%	42.1%	<b>16.0%</b>	18.0%	14.3%	<b>21.9%</b>	22.1%	21.4%	<b>12.3%</b>	8.5%	6.3%	<b>1.2%</b>	0.6%	1.3%
<b>Treasury</b>	<b>8,638</b>	7,033	5,677	<b>11.3%</b>	12.6%	8.8%	<b>49.4%</b>	42.2%	46.1%	<b>16.3%</b>	18.6%	15.1%	<b>14.8%</b>	18.3%	20.8%	<b>7.3%</b>	7.5%	8.8%	<b>0.9%</b>	0.8%	0.4%
<b>USDA</b>	<b>13,685</b>	13,593	10,401	<b>8.3%</b>	9.4%	9.9%	<b>36.7%</b>	36.4%	40.0%	<b>17.7%</b>	17.3%	17.1%	<b>24.2%</b>	23.1%	21.9%	<b>12.6%</b>	12.8%	10.3%	<b>0.6%</b>	1.0%	0.8%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>11.9%</b>	13.7%	13.5%	<b>40.7%</b>	33.1%	39.8%	<b>18.0%</b>	20.1%	18.0%	<b>17.2%</b>	19.7%	19.0%	<b>11.1%</b>	11.9%	9.1%	<b>1.0%</b>	1.4%	0.5%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>13.5%</b>	15.0%	12.0%	<b>41.1%</b>	41.9%	40.4%	<b>17.5%</b>	15.5%	17.1%	<b>18.2%</b>	18.0%	20.4%	<b>9.3%</b>	8.9%	9.2%	<b>0.4%</b>	0.8%	0.9%
<b>All DoD</b>	<b>43,444</b>	50,701	40,186	<b>11.5%</b>	10.4%	10.7%	<b>40.4%</b>	38.4%	40.0%	<b>19.2%</b>	18.9%	18.6%	<b>19.0%</b>	21.4%	20.8%	<b>9.1%</b>	10.1%	9.2%	<b>0.7%</b>	0.9%	0.7%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>8.7%</b>	8.5%	9.2%	<b>40.5%</b>	39.0%	42.6%	<b>19.5%</b>	19.1%	18.4%	<b>22.1%</b>	22.2%	21.1%	<b>8.6%</b>	10.2%	8.2%	<b>0.4%</b>	0.9%	0.5%
<b>Air Force</b>	<b>8,971</b>	10,069	8,693	<b>10.7%</b>	10.9%	11.1%	<b>39.9%</b>	39.8%	40.3%	<b>19.6%</b>	17.5%	17.5%	<b>19.3%</b>	20.5%	20.6%	<b>9.9%</b>	10.6%	9.6%	<b>0.6%</b>	0.7%	0.8%
<b>Army</b>	<b>11,658</b>	13,736	8,406	<b>12.4%</b>	10.8%	12.6%	<b>42.7%</b>	37.4%	39.3%	<b>18.5%</b>	18.2%	17.9%	<b>17.9%</b>	22.2%	20.7%	<b>8.0%</b>	10.5%	9.0%	<b>0.5%</b>	0.8%	0.5%
<b>Navy</b>	<b>9,578</b>	12,607	9,510	<b>10.8%</b>	9.4%	8.2%	<b>39.7%</b>	37.0%	39.5%	<b>19.8%</b>	21.0%	19.8%	<b>19.5%</b>	22.0%	22.3%	<b>9.3%</b>	9.7%	9.5%	<b>0.8%</b>	0.8%	0.8%
<b>Marine Corps</b>	<b>797</b>	912	764	<b>15.6%</b>	11.0%	13.3%	<b>37.4%</b>	37.7%	35.9%	<b>17.1%</b>	19.2%	18.6%	<b>18.5%</b>	21.4%	20.5%	<b>11.1%</b>	9.7%	11.3%	<b>0.2%</b>	1.0%	0.4%
<b>Other DoD</b>	<b>7,405</b>	8,223	6,518	<b>13.0%</b>	11.0%	11.0%	<b>37.5%</b>	41.1%	41.6%	<b>19.3%</b>	18.5%	19.9%	<b>19.4%</b>	19.4%	18.3%	<b>9.8%</b>	8.7%	8.2%	<b>1.0%</b>	1.3%	1.0%

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## (17) My workload is reasonable.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,199</b>	<b>221,433</b>	<b>147,903</b>	<b>11.1%</b>	<b>10.6%</b>	<b>10.2%</b>	<b>48.9%</b>	<b>48.4%</b>	<b>49.9%</b>	<b>16.2%</b>	<b>16.7%</b>	<b>15.7%</b>	<b>15.6%</b>	<b>15.4%</b>	<b>15.8%</b>	<b>7.7%</b>	<b>8.3%</b>	<b>7.8%</b>	<b>0.5%</b>	<b>0.6%</b>	<b>0.6%</b>
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BBG	556	570	543	10.0%	8.2%	11.0%	47.6%	51.0%	46.0%	22.5%	14.8%	16.2%	11.9%	17.3%	16.4%	7.8%	8.3%	9.4%	0.1%	0.5%	1.0%
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DHS	9,550	10,370	10,477	10.5%	7.3%	9.3%	49.7%	47.6%	47.9%	16.2%	17.0%	15.9%	14.5%	16.8%	15.6%	8.5%	10.3%	10.8%	0.6%	0.9%	0.6%
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DOI	27,025	25,503	5,186	7.6%	6.7%	6.5%	43.0%	44.3%	47.9%	17.6%	17.1%	17.2%	20.0%	20.3%	19.6%	11.1%	11.0%	8.3%	0.6%	0.6%	0.5%
DOJ	14,019	10,962	7,701	11.8%	10.8%	9.6%	51.7%	51.9%	49.2%	14.4%	14.4%	15.3%	15.1%	15.3%	16.5%	6.8%	7.1%	8.7%	0.2%	0.5%	0.7%
DOL	4,110	4,538	4,082	11.9%	10.3%	9.2%	46.8%	47.8%	52.5%	16.3%	17.0%	14.6%	16.0%	14.6%	15.0%	8.4%	9.6%	8.1%	0.4%	0.7%	0.6%
DOT	6,353	5,451	4,949	9.2%	8.3%	6.8%	46.3%	47.6%	51.9%	16.8%	16.9%	16.4%	17.4%	16.6%	17.7%	9.9%	9.9%	7.1%	0.3%	0.6%	0.1%
Educ	2,393	2,909	2,408	11.7%	9.3%	11.7%	50.2%	48.1%	48.2%	15.2%	15.9%	15.3%	14.0%	16.8%	16.1%	8.1%	8.8%	8.1%	0.8%	1.0%	0.8%
EEOC	1,210	1,173	1,693	8.8%	10.2%	10.5%	32.1%	41.9%	49.5%	13.5%	14.1%	13.5%	20.3%	18.5%	16.9%	23.6%	14.4%	8.5%	1.8%	0.9%	1.1%
EPA	6,986	9,115	6,895	10.0%	8.9%	9.2%	50.7%	50.8%	52.2%	16.7%	17.4%	16.1%	15.5%	15.8%	15.7%	6.7%	6.7%	6.4%	0.4%	0.5%	0.5%
FCC	733	---	---	15.3%	---	---	53.2%	---	---	15.9%	---	---	9.5%	---	---	5.9%	---	---	0.3%	---	---
FERC	671	753	---	14.9%	15.1%	---	57.7%	53.6%	---	12.0%	14.1%	---	10.8%	12.8%	---	4.1%	3.9%	---	0.4%	0.5%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

## (17) My workload is reasonable.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,199</b>	<b>221,433</b>	<b>147,903</b>	<b>11.1%</b>	<b>10.6%</b>	<b>10.2%</b>	<b>48.9%</b>	<b>48.4%</b>	<b>49.9%</b>	<b>16.2%</b>	<b>16.7%</b>	<b>15.7%</b>	<b>15.6%</b>	<b>15.4%</b>	<b>15.8%</b>	<b>7.7%</b>	<b>8.3%</b>	<b>7.8%</b>	<b>0.5%</b>	<b>0.6%</b>	<b>0.6%</b>
FTC	560	459	616	23.0%	18.9%	19.1%	56.6%	57.1%	54.3%	9.7%	12.2%	12.8%	7.3%	9.1%	8.6%	3.3%	2.4%	4.3%	0.0%	0.4%	0.9%
GSA	3,396	3,916	2,869	16.3%	15.6%	16.7%	45.9%	48.3%	49.3%	14.7%	14.7%	13.6%	13.9%	13.7%	13.1%	8.6%	7.1%	6.5%	0.7%	0.6%	0.8%
HHS	22,730	25,756	4,653	12.6%	11.6%	11.9%	47.8%	48.2%	49.2%	16.0%	16.7%	16.6%	15.1%	15.3%	14.5%	7.9%	7.6%	7.0%	0.6%	0.6%	0.8%
HUD	3,467	4,075	5,343	9.4%	10.4%	9.4%	47.1%	46.2%	47.8%	16.0%	17.2%	16.2%	16.6%	15.1%	14.8%	10.7%	9.8%	11.0%	0.2%	1.2%	0.8%
NARA	1,370	1,442	1,415	12.9%	11.0%	11.4%	43.6%	49.6%	52.1%	17.5%	15.8%	16.0%	16.5%	15.4%	13.9%	8.3%	7.4%	5.9%	1.3%	0.7%	0.8%
NASA	4,375	4,734	4,766	12.2%	10.9%	11.0%	49.8%	51.7%	53.7%	16.9%	16.7%	15.8%	15.0%	15.0%	14.3%	5.9%	5.4%	4.8%	0.2%	0.3%	0.3%
NCUA	588	623	538	10.0%	11.0%	8.0%	50.2%	54.2%	53.9%	16.1%	15.4%	14.8%	16.4%	14.6%	15.5%	7.0%	4.4%	7.4%	0.4%	0.5%	0.4%
NLRB	803	963	979	12.5%	15.1%	16.2%	55.2%	59.2%	57.0%	15.4%	14.1%	13.1%	11.8%	7.7%	8.8%	4.4%	3.4%	3.9%	0.7%	0.5%	1.0%
NRC	2,179	1,692	1,876	22.0%	15.0%	13.4%	48.4%	49.7%	51.4%	13.4%	14.1%	15.0%	11.6%	16.3%	14.4%	4.5%	4.5%	5.4%	0.1%	0.4%	0.3%
NSF	583	596	778	15.8%	15.6%	13.1%	43.6%	42.3%	44.4%	14.9%	16.9%	13.7%	17.2%	15.1%	18.6%	8.4%	9.7%	9.8%	0.1%	0.3%	0.5%
OMB	253	250	249	7.2%	10.5%	6.5%	41.2%	30.8%	48.2%	20.4%	19.1%	16.7%	21.4%	27.1%	19.2%	9.3%	12.0%	9.0%	0.4%	0.4%	0.4%
OPM	2,932	3,012	1,539	9.4%	9.0%	10.3%	51.3%	45.4%	47.6%	14.7%	17.1%	16.8%	15.7%	17.0%	14.8%	8.7%	10.4%	9.8%	0.1%	1.1%	0.7%
PBGC	515	---	---	14.8%	---	---	50.9%	---	---	13.7%	---	---	15.3%	---	---	5.1%	---	---	0.2%	---	---
RRB	570	680	700	8.7%	12.0%	10.1%	53.7%	50.5%	59.1%	16.1%	15.3%	13.2%	15.0%	15.2%	11.4%	6.7%	6.5%	5.8%	0.0%	0.6%	0.3%
SBA	1,618	1,447	1,661	9.1%	7.8%	7.9%	49.1%	41.2%	48.1%	15.9%	18.1%	17.2%	15.8%	17.6%	14.5%	9.0%	13.9%	11.0%	1.0%	1.3%	1.2%
SEC	1,605	1,905	2,166	16.4%	19.2%	15.2%	55.3%	54.8%	56.2%	11.5%	12.2%	13.8%	10.2%	8.3%	10.0%	6.5%	5.4%	4.7%	0.1%	0.3%	0.2%

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

# 2008 Federal Human Capital Survey: Report by Agency

## (17) My workload is reasonable.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,199</b>	<b>221,433</b>	<b>147,903</b>	<b>11.1%</b>	<b>10.6%</b>	<b>10.2%</b>	<b>48.9%</b>	<b>48.4%</b>	<b>49.9%</b>	<b>16.2%</b>	<b>16.7%</b>	<b>15.7%</b>	<b>15.6%</b>	<b>15.4%</b>	<b>15.8%</b>	<b>7.7%</b>	<b>8.3%</b>	<b>7.8%</b>	<b>0.5%</b>	<b>0.6%</b>	<b>0.6%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>12.9%</b>	14.9%	8.4%	<b>40.1%</b>	43.4%	35.4%	<b>16.2%</b>	15.2%	16.1%	<b>18.6%</b>	15.0%	20.3%	<b>10.7%</b>	10.5%	16.9%	<b>1.5%</b>	1.1%	2.9%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>12.5%</b>	9.5%	13.9%	<b>46.8%</b>	45.5%	47.7%	<b>17.5%</b>	16.3%	15.3%	<b>14.9%</b>	20.4%	17.5%	<b>7.6%</b>	7.7%	5.2%	<b>0.7%</b>	0.5%	0.4%
<b>Treasury</b>	<b>8,645</b>	7,035	5,676	<b>10.1%</b>	11.5%	9.2%	<b>49.8%</b>	48.9%	53.2%	<b>16.1%</b>	16.8%	14.3%	<b>15.6%</b>	13.4%	14.2%	<b>8.2%</b>	8.3%	8.6%	<b>0.2%</b>	1.1%	0.5%
<b>USDA</b>	<b>13,689</b>	13,595	10,402	<b>7.9%</b>	9.3%	8.4%	<b>47.1%</b>	46.3%	49.9%	<b>17.2%</b>	16.8%	16.8%	<b>18.0%</b>	18.2%	16.6%	<b>9.6%</b>	8.8%	7.8%	<b>0.3%</b>	0.6%	0.6%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>12.0%</b>	11.6%	11.8%	<b>48.7%</b>	44.1%	47.9%	<b>13.7%</b>	16.2%	14.3%	<b>17.7%</b>	16.5%	17.3%	<b>7.0%</b>	10.9%	7.7%	<b>0.9%</b>	0.7%	1.0%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>13.5%</b>	14.4%	12.5%	<b>50.7%</b>	51.1%	53.4%	<b>14.1%</b>	14.9%	14.4%	<b>14.3%</b>	12.7%	13.2%	<b>7.0%</b>	6.5%	6.1%	<b>0.3%</b>	0.5%	0.4%
<b>All DoD</b>	<b>43,444</b>	50,722	40,192	<b>11.3%</b>	10.8%	10.9%	<b>50.4%</b>	50.5%	51.7%	<b>17.0%</b>	17.3%	16.1%	<b>14.1%</b>	14.1%	14.5%	<b>6.7%</b>	6.8%	6.4%	<b>0.4%</b>	0.5%	0.4%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>7.8%</b>	8.2%	8.9%	<b>48.9%</b>	49.7%	53.9%	<b>18.1%</b>	17.1%	15.8%	<b>17.3%</b>	17.0%	15.1%	<b>7.5%</b>	7.6%	5.9%	<b>0.4%</b>	0.4%	0.4%
<b>Air Force</b>	<b>8,971</b>	10,073	8,694	<b>11.7%</b>	12.0%	11.3%	<b>50.9%</b>	50.4%	51.7%	<b>16.7%</b>	16.5%	15.6%	<b>13.6%</b>	13.8%	14.2%	<b>6.5%</b>	6.9%	6.8%	<b>0.6%</b>	0.4%	0.5%
<b>Army</b>	<b>11,658</b>	13,741	8,408	<b>11.7%</b>	11.4%	13.0%	<b>51.1%</b>	50.8%	50.0%	<b>16.4%</b>	17.0%	15.2%	<b>13.7%</b>	13.5%	14.8%	<b>6.7%</b>	6.6%	6.7%	<b>0.3%</b>	0.7%	0.3%
<b>Navy</b>	<b>9,578</b>	12,615	9,511	<b>10.7%</b>	9.4%	9.0%	<b>50.8%</b>	50.5%	53.8%	<b>17.7%</b>	18.4%	17.1%	<b>14.1%</b>	14.7%	14.2%	<b>6.4%</b>	6.6%	5.4%	<b>0.3%</b>	0.5%	0.5%
<b>Marine Corps</b>	<b>797</b>	912	764	<b>14.8%</b>	12.5%	12.1%	<b>46.1%</b>	48.6%	51.5%	<b>16.6%</b>	16.4%	16.7%	<b>14.7%</b>	15.5%	12.9%	<b>7.3%</b>	6.8%	6.8%	<b>0.5%</b>	0.2%	0.1%
<b>Other DoD</b>	<b>7,405</b>	8,227	6,520	<b>11.5%</b>	10.5%	10.1%	<b>47.8%</b>	50.6%	50.6%	<b>17.6%</b>	17.7%	16.8%	<b>15.1%</b>	13.6%	14.9%	<b>7.6%</b>	7.0%	6.9%	<b>0.4%</b>	0.6%	0.6%

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

## 2008 Federal Human Capital Survey: Report by Agency

### (18) My talents are used well in the workplace.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,196</b>	<b>221,436</b>	<b>147,905</b>	<b>17.2%</b>	<b>17.1%</b>	<b>16.4%</b>	<b>45.0%</b>	<b>44.4%</b>	<b>45.8%</b>	<b>17.0%</b>	<b>17.3%</b>	<b>17.3%</b>	<b>12.4%</b>	<b>12.7%</b>	<b>13.0%</b>	<b>7.4%</b>	<b>7.7%</b>	<b>6.8%</b>	<b>0.9%</b>	<b>0.8%</b>	<b>0.7%</b>
AID	831	726	803	18.6%	18.1%	16.1%	44.0%	45.0%	46.7%	15.6%	14.4%	15.7%	14.5%	13.5%	12.8%	6.3%	7.4%	7.6%	0.9%	1.5%	1.2%
BBG	556	570	543	14.2%	16.4%	15.7%	35.2%	36.6%	38.3%	14.1%	14.3%	16.9%	16.8%	15.4%	14.6%	18.6%	15.0%	11.6%	1.1%	2.2%	2.9%
CSOSA	604	518	554	18.1%	17.8%	19.3%	46.8%	38.2%	40.2%	15.9%	15.7%	16.9%	12.3%	16.7%	15.2%	6.1%	9.9%	7.4%	0.7%	1.7%	0.9%
DHS	9,550	10,370	10,477	13.1%	11.1%	10.2%	39.5%	36.7%	37.3%	18.7%	19.9%	18.2%	16.1%	17.7%	19.4%	11.3%	13.3%	13.7%	1.2%	1.3%	1.2%
DOC	3,556	5,204	4,021	15.3%	14.8%	16.6%	46.3%	46.0%	47.7%	18.6%	17.5%	16.9%	12.5%	13.3%	12.5%	6.7%	7.6%	5.5%	0.6%	0.8%	0.8%
DOE	6,093	7,742	1,485	15.2%	15.1%	17.3%	45.4%	44.4%	48.7%	16.2%	16.8%	15.7%	13.8%	13.5%	11.6%	8.5%	9.0%	6.1%	0.9%	1.1%	0.6%
DOI	27,027	25,504	5,186	14.7%	13.5%	13.5%	45.4%	46.1%	49.5%	16.5%	16.9%	17.2%	14.1%	14.3%	12.8%	8.4%	8.5%	6.2%	0.9%	0.7%	0.8%
DOJ	14,019	10,961	7,701	16.9%	17.4%	17.2%	46.2%	47.4%	45.4%	17.3%	16.0%	15.9%	12.2%	12.8%	14.1%	6.8%	5.8%	6.4%	0.5%	0.6%	0.9%
DOL	4,110	4,538	4,082	16.2%	15.0%	15.8%	43.2%	45.0%	43.8%	17.2%	17.9%	17.5%	13.3%	13.1%	13.9%	9.2%	8.1%	7.8%	0.9%	1.0%	1.2%
DOT	6,352	5,450	4,950	14.5%	13.5%	11.4%	43.7%	43.2%	48.5%	16.4%	19.7%	16.4%	14.4%	13.3%	14.5%	10.4%	9.5%	8.7%	0.5%	0.8%	0.4%
Educ	2,393	2,909	2,408	15.7%	14.1%	16.0%	41.2%	40.5%	40.0%	16.3%	16.8%	16.7%	14.5%	15.8%	15.3%	10.5%	10.7%	10.5%	1.8%	2.0%	1.5%
EEOC	1,210	1,173	1,693	17.7%	16.3%	17.0%	38.9%	40.7%	43.5%	15.5%	17.9%	17.0%	14.2%	14.1%	13.3%	12.3%	9.5%	7.8%	1.5%	1.5%	1.4%
EPA	6,986	9,115	6,895	16.3%	14.2%	15.8%	45.6%	45.7%	46.8%	16.5%	17.2%	16.9%	13.0%	14.1%	13.2%	7.9%	7.9%	6.3%	0.8%	0.9%	1.0%
FCC	733	---	---	16.2%	---	---	37.7%	---	---	16.0%	---	---	16.0%	---	---	13.1%	---	---	1.1%	---	---
FERC	671	753	---	20.3%	18.8%	---	45.9%	42.3%	---	15.1%	16.7%	---	11.6%	13.4%	---	5.8%	7.0%	---	1.2%	1.8%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

## (18) My talents are used well in the workplace.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,196</b>	<b>221,436</b>	<b>147,905</b>	<b>17.2%</b>	<b>17.1%</b>	<b>16.4%</b>	<b>45.0%</b>	<b>44.4%</b>	<b>45.8%</b>	<b>17.0%</b>	<b>17.3%</b>	<b>17.3%</b>	<b>12.4%</b>	<b>12.7%</b>	<b>13.0%</b>	<b>7.4%</b>	<b>7.7%</b>	<b>6.8%</b>	<b>0.9%</b>	<b>0.8%</b>	<b>0.7%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>24.4%</b>	<b>20.2%</b>	<b>21.5%</b>	<b>42.7%</b>	<b>46.7%</b>	<b>45.1%</b>	<b>13.4%</b>	<b>16.0%</b>	<b>14.9%</b>	<b>11.0%</b>	<b>11.5%</b>	<b>12.3%</b>	<b>7.2%</b>	<b>5.1%</b>	<b>5.4%</b>	<b>1.5%</b>	<b>0.6%</b>	<b>0.9%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>22.8%</b>	<b>22.1%</b>	<b>23.2%</b>	<b>40.1%</b>	<b>41.0%</b>	<b>44.2%</b>	<b>16.1%</b>	<b>16.4%</b>	<b>14.9%</b>	<b>12.8%</b>	<b>11.3%</b>	<b>10.6%</b>	<b>7.3%</b>	<b>8.3%</b>	<b>6.0%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>1.1%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>18.3%</b>	<b>17.2%</b>	<b>17.2%</b>	<b>43.6%</b>	<b>44.5%</b>	<b>43.9%</b>	<b>16.2%</b>	<b>16.8%</b>	<b>17.7%</b>	<b>12.6%</b>	<b>12.7%</b>	<b>12.8%</b>	<b>8.2%</b>	<b>7.5%</b>	<b>7.0%</b>	<b>1.0%</b>	<b>1.2%</b>	<b>1.3%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>13.4%</b>	<b>15.4%</b>	<b>15.0%</b>	<b>40.8%</b>	<b>40.1%</b>	<b>44.1%</b>	<b>16.6%</b>	<b>17.3%</b>	<b>15.7%</b>	<b>17.2%</b>	<b>14.2%</b>	<b>14.4%</b>	<b>11.9%</b>	<b>11.1%</b>	<b>9.4%</b>	<b>0.2%</b>	<b>1.9%</b>	<b>1.5%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>19.7%</b>	<b>18.7%</b>	<b>16.5%</b>	<b>40.6%</b>	<b>39.8%</b>	<b>40.9%</b>	<b>15.7%</b>	<b>15.2%</b>	<b>16.5%</b>	<b>12.5%</b>	<b>15.3%</b>	<b>15.6%</b>	<b>10.1%</b>	<b>9.4%</b>	<b>8.9%</b>	<b>1.4%</b>	<b>1.7%</b>	<b>1.5%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>21.6%</b>	<b>20.1%</b>	<b>18.8%</b>	<b>45.5%</b>	<b>46.3%</b>	<b>48.0%</b>	<b>14.5%</b>	<b>15.0%</b>	<b>16.1%</b>	<b>11.6%</b>	<b>11.4%</b>	<b>11.3%</b>	<b>6.3%</b>	<b>6.8%</b>	<b>5.3%</b>	<b>0.4%</b>	<b>0.4%</b>	<b>0.6%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>15.8%</b>	<b>14.3%</b>	<b>14.8%</b>	<b>50.0%</b>	<b>53.9%</b>	<b>56.0%</b>	<b>14.8%</b>	<b>15.8%</b>	<b>13.1%</b>	<b>12.6%</b>	<b>11.4%</b>	<b>11.5%</b>	<b>6.1%</b>	<b>4.4%</b>	<b>3.9%</b>	<b>0.7%</b>	<b>0.3%</b>	<b>0.7%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>16.1%</b>	<b>16.3%</b>	<b>20.7%</b>	<b>46.8%</b>	<b>48.2%</b>	<b>46.2%</b>	<b>15.5%</b>	<b>14.3%</b>	<b>14.4%</b>	<b>12.8%</b>	<b>13.4%</b>	<b>11.0%</b>	<b>7.7%</b>	<b>6.7%</b>	<b>6.6%</b>	<b>1.1%</b>	<b>1.2%</b>	<b>1.1%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>27.7%</b>	<b>20.8%</b>	<b>17.8%</b>	<b>43.5%</b>	<b>45.9%</b>	<b>48.9%</b>	<b>13.4%</b>	<b>14.8%</b>	<b>17.4%</b>	<b>10.1%</b>	<b>11.7%</b>	<b>10.2%</b>	<b>4.8%</b>	<b>6.0%</b>	<b>5.1%</b>	<b>0.4%</b>	<b>0.8%</b>	<b>0.6%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>27.9%</b>	<b>28.6%</b>	<b>21.8%</b>	<b>41.3%</b>	<b>36.3%</b>	<b>41.8%</b>	<b>10.3%</b>	<b>14.6%</b>	<b>16.0%</b>	<b>12.8%</b>	<b>12.7%</b>	<b>13.4%</b>	<b>7.0%</b>	<b>6.9%</b>	<b>6.1%</b>	<b>0.7%</b>	<b>0.9%</b>	<b>0.9%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>21.6%</b>	<b>23.1%</b>	<b>21.5%</b>	<b>54.4%</b>	<b>45.1%</b>	<b>55.0%</b>	<b>9.7%</b>	<b>14.0%</b>	<b>15.1%</b>	<b>11.7%</b>	<b>13.1%</b>	<b>5.6%</b>	<b>2.6%</b>	<b>3.5%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>0.8%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>14.9%</b>	<b>14.7%</b>	<b>14.6%</b>	<b>45.0%</b>	<b>42.9%</b>	<b>43.0%</b>	<b>18.6%</b>	<b>19.5%</b>	<b>19.3%</b>	<b>13.3%</b>	<b>13.5%</b>	<b>13.0%</b>	<b>7.7%</b>	<b>8.4%</b>	<b>9.4%</b>	<b>0.4%</b>	<b>0.9%</b>	<b>0.8%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>19.3%</b>	<b>---</b>	<b>---</b>	<b>41.1%</b>	<b>---</b>	<b>---</b>	<b>16.6%</b>	<b>---</b>	<b>---</b>	<b>14.4%</b>	<b>---</b>	<b>---</b>	<b>7.7%</b>	<b>---</b>	<b>---</b>	<b>0.8%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>14.0%</b>	<b>14.9%</b>	<b>15.2%</b>	<b>46.6%</b>	<b>46.3%</b>	<b>47.1%</b>	<b>20.7%</b>	<b>18.2%</b>	<b>20.4%</b>	<b>12.7%</b>	<b>13.4%</b>	<b>11.8%</b>	<b>5.4%</b>	<b>6.3%</b>	<b>4.5%</b>	<b>0.5%</b>	<b>0.9%</b>	<b>1.0%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>14.0%</b>	<b>14.5%</b>	<b>14.2%</b>	<b>44.9%</b>	<b>39.7%</b>	<b>42.7%</b>	<b>15.7%</b>	<b>16.8%</b>	<b>17.8%</b>	<b>15.1%</b>	<b>15.2%</b>	<b>15.1%</b>	<b>9.1%</b>	<b>11.8%</b>	<b>8.3%</b>	<b>1.2%</b>	<b>1.9%</b>	<b>1.9%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>16.4%</b>	<b>19.1%</b>	<b>19.0%</b>	<b>41.4%</b>	<b>43.4%</b>	<b>45.5%</b>	<b>15.9%</b>	<b>16.2%</b>	<b>15.0%</b>	<b>15.3%</b>	<b>12.6%</b>	<b>12.7%</b>	<b>9.9%</b>	<b>7.8%</b>	<b>7.0%</b>	<b>1.1%</b>	<b>0.9%</b>	<b>0.8%</b>

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

# 2008 Federal Human Capital Survey: Report by Agency

## (18) My talents are used well in the workplace.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,196</b>	<b>221,436</b>	<b>147,905</b>	<b>17.2%</b>	<b>17.1%</b>	<b>16.4%</b>	<b>45.0%</b>	<b>44.4%</b>	<b>45.8%</b>	<b>17.0%</b>	<b>17.3%</b>	<b>17.3%</b>	<b>12.4%</b>	<b>12.7%</b>	<b>13.0%</b>	<b>7.4%</b>	<b>7.7%</b>	<b>6.8%</b>	<b>0.9%</b>	<b>0.8%</b>	<b>0.7%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>18.2%</b>	17.5%	12.5%	<b>43.2%</b>	44.8%	44.3%	<b>15.8%</b>	17.7%	19.1%	<b>13.3%</b>	10.9%	13.6%	<b>7.9%</b>	8.3%	9.4%	<b>1.5%</b>	0.9%	1.1%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>18.6%</b>	17.5%	21.0%	<b>46.2%</b>	45.8%	41.7%	<b>15.9%</b>	16.1%	15.5%	<b>11.2%</b>	13.5%	13.7%	<b>7.1%</b>	6.4%	7.5%	<b>1.0%</b>	0.7%	0.6%
<b>Treasury</b>	<b>8,638</b>	7,036	5,677	<b>16.5%</b>	17.7%	14.4%	<b>46.4%</b>	47.4%	45.5%	<b>17.0%</b>	16.2%	17.2%	<b>11.8%</b>	13.3%	16.0%	<b>6.9%</b>	5.1%	6.2%	<b>1.3%</b>	0.3%	0.7%
<b>USDA</b>	<b>13,691</b>	13,595	10,401	<b>12.7%</b>	13.5%	12.5%	<b>47.8%</b>	47.6%	51.8%	<b>18.5%</b>	17.7%	16.8%	<b>13.7%</b>	13.5%	12.1%	<b>6.8%</b>	6.9%	6.1%	<b>0.6%</b>	0.9%	0.6%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>18.9%</b>	20.4%	21.2%	<b>45.7%</b>	39.9%	45.8%	<b>15.3%</b>	18.3%	17.8%	<b>11.3%</b>	11.3%	9.3%	<b>7.2%</b>	9.6%	5.3%	<b>1.5%</b>	0.6%	0.5%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>18.6%</b>	19.7%	18.1%	<b>43.9%</b>	40.9%	43.6%	<b>16.3%</b>	16.0%	15.8%	<b>12.1%</b>	13.8%	13.8%	<b>8.2%</b>	8.6%	7.5%	<b>0.9%</b>	1.0%	1.2%
<b>All DoD</b>	<b>43,444</b>	50,725	40,193	<b>18.5%</b>	18.1%	17.6%	<b>45.8%</b>	46.0%	46.6%	<b>17.4%</b>	16.9%	17.4%	<b>11.4%</b>	11.8%	12.1%	<b>6.2%</b>	6.3%	5.8%	<b>0.7%</b>	0.8%	0.6%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>15.9%</b>	15.2%	16.0%	<b>49.2%</b>	48.3%	51.3%	<b>16.7%</b>	17.1%	15.6%	<b>12.1%</b>	12.8%	11.7%	<b>5.7%</b>	5.9%	4.8%	<b>0.4%</b>	0.7%	0.6%
<b>Air Force</b>	<b>8,971</b>	10,077	8,696	<b>19.1%</b>	18.8%	17.1%	<b>45.5%</b>	45.3%	47.4%	<b>17.4%</b>	17.1%	17.5%	<b>10.8%</b>	11.7%	11.3%	<b>6.4%</b>	6.3%	6.0%	<b>0.7%</b>	0.8%	0.7%
<b>Army</b>	<b>11,658</b>	13,742	8,407	<b>19.2%</b>	19.2%	20.1%	<b>46.4%</b>	46.6%	44.6%	<b>17.5%</b>	16.8%	17.3%	<b>10.5%</b>	11.1%	11.9%	<b>5.7%</b>	5.3%	5.7%	<b>0.7%</b>	1.0%	0.4%
<b>Navy</b>	<b>9,578</b>	12,611	9,511	<b>17.3%</b>	17.1%	15.8%	<b>46.4%</b>	45.9%	48.1%	<b>18.0%</b>	16.8%	17.7%	<b>11.6%</b>	12.4%	12.5%	<b>5.9%</b>	7.1%	5.4%	<b>0.8%</b>	0.7%	0.5%
<b>Marine Corps</b>	<b>797</b>	912	765	<b>25.4%</b>	21.3%	20.1%	<b>39.6%</b>	46.2%	45.5%	<b>14.5%</b>	15.6%	16.7%	<b>11.9%</b>	9.8%	11.7%	<b>7.9%</b>	6.7%	5.3%	<b>0.6%</b>	0.5%	0.7%
<b>Other DoD</b>	<b>7,405</b>	8,229	6,519	<b>17.9%</b>	16.6%	16.6%	<b>43.3%</b>	45.3%	44.6%	<b>16.8%</b>	17.3%	17.2%	<b>14.0%</b>	12.6%	14.0%	<b>7.2%</b>	7.2%	6.8%	<b>0.8%</b>	1.1%	0.8%

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

# 2008 Federal Human Capital Survey: Report by Agency

(19) I know how my work relates to the agency's goals and priorities.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,450</b>	<b>147,908</b>	<b>29.0%</b>	<b>29.0%</b>	<b>28.6%</b>	<b>54.9%</b>	<b>53.8%</b>	<b>54.5%</b>	<b>10.3%</b>	<b>10.5%</b>	<b>10.6%</b>	<b>3.3%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>1.8%</b>	<b>2.1%</b>	<b>1.8%</b>	<b>0.6%</b>	<b>0.8%</b>	<b>0.6%</b>
AID	831	726	803	39.0%	33.0%	33.5%	50.1%	51.8%	53.7%	7.4%	9.5%	7.4%	2.0%	3.6%	3.4%	1.3%	1.5%	1.2%	0.3%	0.6%	0.8%
BBG	556	570	543	29.0%	27.4%	28.8%	42.7%	45.8%	45.9%	11.3%	13.9%	12.3%	8.0%	6.0%	5.7%	7.4%	5.5%	4.7%	1.7%	1.3%	2.6%
CSOSA	604	518	554	41.8%	40.7%	41.2%	49.6%	48.6%	49.7%	4.8%	6.4%	6.8%	1.9%	2.2%	0.7%	1.4%	1.6%	1.2%	0.3%	0.5%	0.4%
DHS	9,550	10,371	10,477	26.4%	23.4%	24.4%	54.4%	53.0%	53.5%	11.0%	13.0%	12.2%	4.8%	5.8%	5.8%	2.7%	3.8%	3.3%	0.8%	0.9%	0.9%
DOC	3,556	5,204	4,021	30.6%	27.0%	28.3%	54.8%	57.4%	56.2%	8.9%	9.4%	9.6%	3.1%	3.5%	3.5%	2.2%	2.1%	1.7%	0.4%	0.6%	0.7%
DOE	6,093	7,742	1,485	29.4%	28.5%	30.7%	54.8%	54.1%	51.5%	9.7%	10.4%	12.0%	3.8%	4.2%	3.6%	2.0%	2.2%	1.8%	0.4%	0.6%	0.4%
DOI	27,028	25,506	5,186	27.8%	25.9%	25.2%	54.7%	55.7%	57.1%	10.8%	11.4%	10.6%	4.0%	4.1%	4.5%	2.2%	2.2%	1.9%	0.6%	0.6%	0.7%
DOJ	14,015	10,967	7,701	28.7%	30.4%	31.1%	57.0%	55.5%	53.0%	9.5%	9.1%	9.8%	3.1%	3.2%	3.6%	1.4%	1.2%	2.0%	0.3%	0.4%	0.5%
DOL	4,110	4,538	4,082	32.9%	29.3%	30.5%	53.8%	55.1%	54.8%	8.3%	10.3%	8.5%	2.8%	3.1%	3.6%	1.8%	1.8%	2.0%	0.4%	0.4%	0.7%
DOT	6,352	5,453	4,951	23.6%	24.5%	21.4%	50.0%	49.5%	53.9%	11.2%	11.9%	15.0%	7.5%	6.5%	6.0%	6.2%	6.1%	2.7%	1.4%	1.4%	1.0%
Educ	2,393	2,910	2,408	29.3%	26.1%	28.8%	52.6%	54.8%	53.0%	10.2%	11.4%	10.7%	4.3%	4.0%	4.4%	3.1%	2.9%	2.3%	0.5%	0.9%	0.8%
EEOC	1,210	1,173	1,693	38.1%	35.3%	36.0%	49.0%	53.3%	53.3%	7.1%	7.1%	6.2%	2.7%	2.1%	2.6%	2.7%	1.8%	1.4%	0.5%	0.4%	0.5%
EPA	6,986	9,115	6,895	30.5%	28.7%	28.9%	55.5%	55.4%	55.9%	8.6%	9.7%	9.3%	3.2%	3.8%	3.8%	1.7%	1.8%	1.7%	0.4%	0.6%	0.5%
FCC	733	---	---	23.7%	---	---	49.8%	---	---	12.0%	---	---	7.9%	---	---	5.5%	---	---	1.1%	---	---
FERC	671	753	---	33.4%	30.5%	---	53.3%	53.5%	---	7.6%	9.9%	---	3.8%	2.7%	---	1.5%	2.3%	---	0.4%	1.2%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(19) I know how my work relates to the agency's goals and priorities.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,450</b>	<b>147,908</b>	<b>29.0%</b>	<b>29.0%</b>	<b>28.6%</b>	<b>54.9%</b>	<b>53.8%</b>	<b>54.5%</b>	<b>10.3%</b>	<b>10.5%</b>	<b>10.6%</b>	<b>3.3%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>1.8%</b>	<b>2.1%</b>	<b>1.8%</b>	<b>0.6%</b>	<b>0.8%</b>	<b>0.6%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>41.4%</b>	<b>37.9%</b>	<b>40.0%</b>	<b>46.1%</b>	<b>48.6%</b>	<b>49.4%</b>	<b>7.6%</b>	<b>8.4%</b>	<b>5.8%</b>	<b>2.6%</b>	<b>3.9%</b>	<b>3.3%</b>	<b>1.8%</b>	<b>1.2%</b>	<b>1.1%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.3%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>35.8%</b>	<b>33.9%</b>	<b>36.7%</b>	<b>48.3%</b>	<b>50.9%</b>	<b>50.2%</b>	<b>9.9%</b>	<b>9.5%</b>	<b>7.5%</b>	<b>3.3%</b>	<b>3.0%</b>	<b>3.2%</b>	<b>2.0%</b>	<b>2.3%</b>	<b>1.7%</b>	<b>0.6%</b>	<b>0.4%</b>	<b>0.6%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>30.7%</b>	<b>29.3%</b>	<b>29.3%</b>	<b>53.2%</b>	<b>54.2%</b>	<b>53.8%</b>	<b>10.2%</b>	<b>10.2%</b>	<b>10.7%</b>	<b>3.4%</b>	<b>3.6%</b>	<b>3.7%</b>	<b>1.9%</b>	<b>1.9%</b>	<b>1.9%</b>	<b>0.6%</b>	<b>0.8%</b>	<b>0.6%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>31.9%</b>	<b>29.7%</b>	<b>28.8%</b>	<b>53.6%</b>	<b>53.0%</b>	<b>56.2%</b>	<b>8.5%</b>	<b>10.3%</b>	<b>9.0%</b>	<b>3.3%</b>	<b>3.6%</b>	<b>3.4%</b>	<b>2.1%</b>	<b>2.6%</b>	<b>1.8%</b>	<b>0.5%</b>	<b>0.8%</b>	<b>0.8%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>33.1%</b>	<b>30.9%</b>	<b>30.4%</b>	<b>51.2%</b>	<b>52.2%</b>	<b>53.9%</b>	<b>9.5%</b>	<b>10.1%</b>	<b>9.2%</b>	<b>3.3%</b>	<b>3.8%</b>	<b>3.6%</b>	<b>2.1%</b>	<b>2.4%</b>	<b>2.1%</b>	<b>0.8%</b>	<b>0.6%</b>	<b>0.8%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>38.7%</b>	<b>34.6%</b>	<b>32.1%</b>	<b>48.4%</b>	<b>51.5%</b>	<b>50.2%</b>	<b>8.5%</b>	<b>8.9%</b>	<b>11.0%</b>	<b>3.0%</b>	<b>3.1%</b>	<b>4.2%</b>	<b>1.0%</b>	<b>1.6%</b>	<b>2.0%</b>	<b>0.4%</b>	<b>0.4%</b>	<b>0.5%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>24.6%</b>	<b>25.5%</b>	<b>27.7%</b>	<b>58.7%</b>	<b>59.5%</b>	<b>59.7%</b>	<b>10.2%</b>	<b>9.9%</b>	<b>7.8%</b>	<b>3.4%</b>	<b>3.4%</b>	<b>3.7%</b>	<b>2.6%</b>	<b>1.1%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.2%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>33.4%</b>	<b>36.9%</b>	<b>40.5%</b>	<b>54.0%</b>	<b>51.8%</b>	<b>49.9%</b>	<b>7.6%</b>	<b>6.6%</b>	<b>5.2%</b>	<b>2.9%</b>	<b>2.6%</b>	<b>2.8%</b>	<b>1.7%</b>	<b>1.2%</b>	<b>0.8%</b>	<b>0.4%</b>	<b>0.8%</b>	<b>0.8%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>50.6%</b>	<b>40.2%</b>	<b>37.2%</b>	<b>42.2%</b>	<b>50.3%</b>	<b>51.6%</b>	<b>4.9%</b>	<b>6.0%</b>	<b>7.9%</b>	<b>1.5%</b>	<b>2.2%</b>	<b>2.5%</b>	<b>0.6%</b>	<b>0.9%</b>	<b>0.7%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>0.1%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>46.9%</b>	<b>46.1%</b>	<b>44.0%</b>	<b>43.4%</b>	<b>44.1%</b>	<b>45.2%</b>	<b>5.8%</b>	<b>4.7%</b>	<b>6.1%</b>	<b>2.0%</b>	<b>3.0%</b>	<b>2.8%</b>	<b>1.9%</b>	<b>1.7%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.8%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>35.2%</b>	<b>36.4%</b>	<b>33.2%</b>	<b>56.4%</b>	<b>50.6%</b>	<b>56.2%</b>	<b>7.3%</b>	<b>8.1%</b>	<b>8.2%</b>	<b>1.1%</b>	<b>3.2%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>1.6%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>30.9%</b>	<b>29.3%</b>	<b>25.7%</b>	<b>56.1%</b>	<b>52.9%</b>	<b>54.0%</b>	<b>8.4%</b>	<b>11.2%</b>	<b>11.4%</b>	<b>2.5%</b>	<b>3.6%</b>	<b>5.1%</b>	<b>1.6%</b>	<b>2.2%</b>	<b>2.8%</b>	<b>0.5%</b>	<b>0.8%</b>	<b>1.0%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>36.9%</b>	<b>---</b>	<b>---</b>	<b>53.3%</b>	<b>---</b>	<b>---</b>	<b>5.4%</b>	<b>---</b>	<b>---</b>	<b>1.8%</b>	<b>---</b>	<b>---</b>	<b>1.3%</b>	<b>---</b>	<b>---</b>	<b>1.2%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>28.9%</b>	<b>29.7%</b>	<b>32.8%</b>	<b>59.1%</b>	<b>57.8%</b>	<b>55.8%</b>	<b>8.5%</b>	<b>9.7%</b>	<b>8.3%</b>	<b>2.3%</b>	<b>1.4%</b>	<b>1.6%</b>	<b>0.7%</b>	<b>1.2%</b>	<b>1.0%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>0.6%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>27.9%</b>	<b>24.6%</b>	<b>25.8%</b>	<b>54.6%</b>	<b>55.0%</b>	<b>52.9%</b>	<b>10.7%</b>	<b>10.8%</b>	<b>12.0%</b>	<b>3.9%</b>	<b>5.0%</b>	<b>4.9%</b>	<b>1.9%</b>	<b>3.5%</b>	<b>3.3%</b>	<b>1.0%</b>	<b>1.2%</b>	<b>1.1%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>33.8%</b>	<b>34.4%</b>	<b>33.6%</b>	<b>52.4%</b>	<b>53.1%</b>	<b>54.0%</b>	<b>7.9%</b>	<b>7.7%</b>	<b>7.4%</b>	<b>3.5%</b>	<b>3.2%</b>	<b>3.4%</b>	<b>1.7%</b>	<b>1.3%</b>	<b>1.2%</b>	<b>0.7%</b>	<b>0.4%</b>	<b>0.5%</b>

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

# 2008 Federal Human Capital Survey: Report by Agency

(19) I know how my work relates to the agency's goals and priorities.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,450</b>	<b>147,908</b>	<b>29.0%</b>	<b>29.0%</b>	<b>28.6%</b>	<b>54.9%</b>	<b>53.8%</b>	<b>54.5%</b>	<b>10.3%</b>	<b>10.5%</b>	<b>10.6%</b>	<b>3.3%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>1.8%</b>	<b>2.1%</b>	<b>1.8%</b>	<b>0.6%</b>	<b>0.8%</b>	<b>0.6%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>37.9%</b>	32.2%	27.3%	<b>51.2%</b>	53.3%	55.7%	<b>7.3%</b>	8.8%	11.8%	<b>2.1%</b>	3.7%	3.1%	<b>1.0%</b>	1.3%	1.4%	<b>0.4%</b>	0.7%	0.7%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>32.8%</b>	33.0%	34.3%	<b>53.0%</b>	51.3%	49.1%	<b>9.6%</b>	8.3%	10.4%	<b>2.7%</b>	5.1%	5.0%	<b>1.2%</b>	2.1%	0.3%	<b>0.7%</b>	0.2%	0.8%
<b>Treasury</b>	<b>8,644</b>	7,036	5,677	<b>25.9%</b>	26.5%	26.0%	<b>57.4%</b>	53.8%	56.3%	<b>10.5%</b>	11.9%	10.8%	<b>3.3%</b>	4.5%	4.3%	<b>1.8%</b>	1.9%	2.4%	<b>1.1%</b>	1.4%	0.3%
<b>USDA</b>	<b>13,692</b>	13,596	10,403	<b>23.9%</b>	25.2%	24.1%	<b>58.7%</b>	58.1%	58.6%	<b>10.9%</b>	11.0%	11.1%	<b>4.2%</b>	3.6%	4.1%	<b>1.9%</b>	1.5%	1.5%	<b>0.4%</b>	0.7%	0.6%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>29.2%</b>	34.8%	34.3%	<b>57.1%</b>	50.1%	53.7%	<b>10.4%</b>	8.9%	7.7%	<b>1.3%</b>	3.6%	2.7%	<b>0.8%</b>	1.9%	0.9%	<b>1.2%</b>	0.8%	0.7%
<b>Small Agencies</b>	<b>3,227</b>	4,141	3,679	<b>36.2%</b>	36.5%	37.1%	<b>50.0%</b>	48.6%	49.0%	<b>7.4%</b>	8.6%	8.1%	<b>3.7%</b>	4.1%	3.2%	<b>2.2%</b>	1.9%	1.7%	<b>0.5%</b>	0.3%	0.9%
<b>All DoD</b>	<b>43,444</b>	50,725	40,193	<b>29.1%</b>	28.6%	28.4%	<b>54.6%</b>	54.5%	54.6%	<b>10.8%</b>	10.8%	10.9%	<b>3.2%</b>	3.7%	3.7%	<b>1.7%</b>	1.8%	1.7%	<b>0.5%</b>	0.8%	0.6%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>25.6%</b>	24.6%	25.0%	<b>58.7%</b>	57.8%	57.8%	<b>10.2%</b>	11.9%	11.8%	<b>3.7%</b>	3.5%	3.5%	<b>1.5%</b>	1.4%	1.4%	<b>0.3%</b>	0.8%	0.5%
<b>Air Force</b>	<b>8,971</b>	10,076	8,696	<b>29.4%</b>	29.2%	28.8%	<b>53.8%</b>	54.7%	55.4%	<b>11.5%</b>	9.9%	10.0%	<b>2.9%</b>	3.4%	3.8%	<b>1.8%</b>	1.9%	1.6%	<b>0.6%</b>	0.9%	0.4%
<b>Army</b>	<b>11,658</b>	13,744	8,408	<b>29.8%</b>	30.8%	30.0%	<b>55.4%</b>	53.6%	53.8%	<b>9.8%</b>	10.4%	10.5%	<b>2.8%</b>	3.2%	3.4%	<b>1.7%</b>	1.4%	1.8%	<b>0.5%</b>	0.6%	0.5%
<b>Navy</b>	<b>9,578</b>	12,613	9,510	<b>28.3%</b>	26.4%	26.4%	<b>54.8%</b>	54.8%	54.7%	<b>11.3%</b>	11.7%	12.1%	<b>3.8%</b>	4.3%	4.2%	<b>1.4%</b>	2.0%	1.9%	<b>0.4%</b>	0.8%	0.8%
<b>Marine Corps</b>	<b>797</b>	911	764	<b>36.4%</b>	32.4%	35.0%	<b>44.9%</b>	52.9%	49.9%	<b>12.1%</b>	9.5%	10.0%	<b>2.4%</b>	3.1%	2.6%	<b>3.3%</b>	1.4%	2.0%	<b>0.9%</b>	0.6%	0.4%
<b>Other DoD</b>	<b>7,405</b>	8,227	6,520	<b>28.5%</b>	26.9%	28.4%	<b>54.5%</b>	54.8%	54.7%	<b>11.0%</b>	11.6%	11.0%	<b>3.9%</b>	4.0%	3.6%	<b>1.8%</b>	1.9%	1.4%	<b>0.3%</b>	0.9%	1.0%

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

# 2008 Federal Human Capital Survey: Report by Agency

## (20) The work I do is important.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,204</b>	<b>221,430</b>	<b>147,893</b>	<b>48.1%</b>	<b>47.1%</b>	<b>48.2%</b>	<b>42.7%</b>	<b>43.0%</b>	<b>42.5%</b>	<b>6.3%</b>	<b>7.0%</b>	<b>6.5%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>0.3%</b>
AID	831	726	803	51.2%	47.1%	46.0%	39.8%	41.7%	41.4%	6.1%	7.4%	7.6%	1.7%	2.2%	3.0%	1.0%	1.4%	1.6%	0.2%	0.3%	0.5%
BBG	556	570	543	44.2%	43.7%	42.8%	39.5%	42.8%	43.9%	10.9%	9.3%	8.5%	1.9%	2.0%	2.1%	2.1%	1.2%	2.0%	1.4%	1.0%	0.7%
CSOSA	604	518	554	61.1%	61.5%	62.4%	33.7%	32.4%	31.2%	3.6%	4.2%	3.9%	1.0%	0.8%	1.0%	0.6%	0.8%	1.1%	0.0%	0.2%	0.3%
DHS	9,550	10,370	10,475	53.0%	50.8%	56.4%	37.6%	38.6%	34.6%	6.3%	6.8%	5.6%	1.5%	1.4%	1.6%	1.4%	1.9%	1.3%	0.3%	0.5%	0.4%
DOC	3,556	5,204	4,021	43.6%	40.0%	42.7%	45.7%	48.4%	46.0%	8.1%	8.3%	7.8%	1.5%	1.8%	1.9%	0.9%	1.1%	1.2%	0.3%	0.4%	0.4%
DOE	6,093	7,742	1,485	41.4%	40.2%	45.1%	45.8%	46.8%	43.6%	8.6%	8.9%	7.2%	2.3%	2.4%	2.2%	1.5%	1.5%	1.6%	0.4%	0.3%	0.3%
DOI	27,028	25,501	5,183	44.4%	43.0%	44.8%	45.4%	46.1%	45.4%	7.3%	7.6%	6.4%	1.6%	1.9%	1.8%	1.0%	1.0%	1.0%	0.3%	0.3%	0.4%
DOJ	14,018	10,961	7,701	48.2%	49.6%	49.7%	42.5%	41.9%	40.6%	6.5%	6.5%	6.7%	1.6%	1.3%	1.7%	1.2%	0.6%	0.9%	0.1%	0.2%	0.4%
DOL	4,110	4,538	4,082	50.7%	47.4%	48.3%	39.0%	43.3%	41.1%	7.1%	6.1%	7.0%	1.7%	1.6%	1.7%	1.1%	1.2%	1.6%	0.3%	0.4%	0.2%
DOT	6,353	5,452	4,949	51.4%	50.7%	45.6%	39.9%	40.3%	44.9%	6.0%	6.9%	6.7%	1.7%	0.9%	1.4%	0.8%	0.8%	0.8%	0.2%	0.4%	0.5%
Educ	2,393	2,909	2,408	44.1%	40.0%	42.8%	42.7%	45.2%	42.2%	8.5%	9.8%	9.8%	2.0%	2.8%	2.8%	2.2%	1.9%	1.9%	0.3%	0.4%	0.5%
EEOC	1,210	1,173	1,693	61.4%	59.0%	61.1%	31.9%	34.5%	33.1%	4.2%	4.2%	4.0%	1.1%	1.3%	1.0%	1.1%	0.7%	0.6%	0.3%	0.3%	0.2%
EPA	6,986	9,115	6,895	41.8%	39.2%	40.8%	46.0%	48.3%	46.7%	8.6%	8.8%	8.3%	2.1%	2.2%	2.5%	1.1%	1.1%	1.3%	0.4%	0.3%	0.3%
FCC	733	---	---	31.7%	---	---	43.1%	---	---	15.6%	---	---	4.4%	---	---	3.7%	---	---	1.6%	---	---
FERC	671	753	---	41.1%	38.4%	---	45.5%	44.8%	---	7.9%	12.2%	---	2.8%	2.5%	---	1.9%	1.7%	---	0.9%	0.4%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(20) The work I do is important.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,204</b>	<b>221,430</b>	<b>147,893</b>	<b>48.1%</b>	<b>47.1%</b>	<b>48.2%</b>	<b>42.7%</b>	<b>43.0%</b>	<b>42.5%</b>	<b>6.3%</b>	<b>7.0%</b>	<b>6.5%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>0.3%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>48.2%</b>	<b>42.4%</b>	<b>43.6%</b>	<b>40.9%</b>	<b>43.6%</b>	<b>44.5%</b>	<b>8.4%</b>	<b>9.6%</b>	<b>7.9%</b>	<b>1.2%</b>	<b>2.8%</b>	<b>2.3%</b>	<b>0.8%</b>	<b>1.2%</b>	<b>1.3%</b>	<b>0.5%</b>	<b>0.4%</b>	<b>0.3%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>45.7%</b>	<b>44.6%</b>	<b>48.1%</b>	<b>42.8%</b>	<b>42.8%</b>	<b>40.6%</b>	<b>7.8%</b>	<b>9.0%</b>	<b>7.4%</b>	<b>1.7%</b>	<b>1.9%</b>	<b>2.1%</b>	<b>1.5%</b>	<b>1.3%</b>	<b>1.4%</b>	<b>0.4%</b>	<b>0.5%</b>	<b>0.4%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>47.9%</b>	<b>47.8%</b>	<b>48.2%</b>	<b>42.0%</b>	<b>42.0%</b>	<b>41.3%</b>	<b>7.0%</b>	<b>7.2%</b>	<b>7.8%</b>	<b>1.7%</b>	<b>1.6%</b>	<b>1.3%</b>	<b>1.1%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>0.3%</b>	<b>0.4%</b>	<b>0.5%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>45.2%</b>	<b>41.3%</b>	<b>46.5%</b>	<b>42.3%</b>	<b>44.5%</b>	<b>40.3%</b>	<b>8.3%</b>	<b>9.6%</b>	<b>8.7%</b>	<b>2.1%</b>	<b>2.3%</b>	<b>2.5%</b>	<b>1.7%</b>	<b>1.9%</b>	<b>1.5%</b>	<b>0.3%</b>	<b>0.4%</b>	<b>0.5%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>48.7%</b>	<b>48.2%</b>	<b>45.5%</b>	<b>39.8%</b>	<b>42.4%</b>	<b>43.1%</b>	<b>8.2%</b>	<b>6.4%</b>	<b>7.2%</b>	<b>1.5%</b>	<b>1.8%</b>	<b>2.8%</b>	<b>1.4%</b>	<b>1.1%</b>	<b>1.1%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>0.3%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>45.3%</b>	<b>42.7%</b>	<b>41.6%</b>	<b>42.5%</b>	<b>44.4%</b>	<b>45.4%</b>	<b>8.5%</b>	<b>9.2%</b>	<b>8.8%</b>	<b>2.2%</b>	<b>2.1%</b>	<b>2.5%</b>	<b>1.1%</b>	<b>1.3%</b>	<b>1.3%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>0.4%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>40.1%</b>	<b>38.8%</b>	<b>38.5%</b>	<b>52.9%</b>	<b>51.0%</b>	<b>52.2%</b>	<b>5.2%</b>	<b>8.2%</b>	<b>7.1%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>1.7%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.5%</b>	<b>0.3%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>42.2%</b>	<b>46.4%</b>	<b>48.4%</b>	<b>43.7%</b>	<b>41.4%</b>	<b>41.6%</b>	<b>9.5%</b>	<b>9.2%</b>	<b>6.8%</b>	<b>2.2%</b>	<b>2.0%</b>	<b>1.9%</b>	<b>1.8%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>0.5%</b>	<b>0.5%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>54.5%</b>	<b>45.6%</b>	<b>45.4%</b>	<b>37.5%</b>	<b>43.7%</b>	<b>44.4%</b>	<b>5.8%</b>	<b>7.5%</b>	<b>7.2%</b>	<b>1.0%</b>	<b>2.1%</b>	<b>1.9%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>0.1%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>53.8%</b>	<b>53.9%</b>	<b>52.5%</b>	<b>35.3%</b>	<b>36.4%</b>	<b>37.5%</b>	<b>7.5%</b>	<b>7.1%</b>	<b>6.5%</b>	<b>2.1%</b>	<b>1.3%</b>	<b>2.4%</b>	<b>1.3%</b>	<b>1.1%</b>	<b>0.7%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>0.3%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>49.3%</b>	<b>44.6%</b>	<b>46.4%</b>	<b>43.7%</b>	<b>48.4%</b>	<b>46.5%</b>	<b>6.3%</b>	<b>5.8%</b>	<b>5.1%</b>	<b>0.7%</b>	<b>1.2%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>57.3%</b>	<b>55.6%</b>	<b>49.7%</b>	<b>35.7%</b>	<b>36.5%</b>	<b>41.0%</b>	<b>4.8%</b>	<b>5.2%</b>	<b>6.7%</b>	<b>1.5%</b>	<b>1.6%</b>	<b>1.5%</b>	<b>0.5%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.2%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>47.9%</b>	<b>---</b>	<b>---</b>	<b>44.3%</b>	<b>---</b>	<b>---</b>	<b>5.3%</b>	<b>---</b>	<b>---</b>	<b>2.2%</b>	<b>---</b>	<b>---</b>	<b>0.2%</b>	<b>---</b>	<b>---</b>	<b>0.2%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>50.8%</b>	<b>47.4%</b>	<b>51.1%</b>	<b>42.9%</b>	<b>44.7%</b>	<b>42.5%</b>	<b>4.8%</b>	<b>5.5%</b>	<b>4.4%</b>	<b>1.0%</b>	<b>1.3%</b>	<b>1.5%</b>	<b>0.4%</b>	<b>1.1%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>41.2%</b>	<b>40.0%</b>	<b>40.9%</b>	<b>46.8%</b>	<b>46.0%</b>	<b>46.1%</b>	<b>8.4%</b>	<b>9.3%</b>	<b>8.4%</b>	<b>1.9%</b>	<b>2.2%</b>	<b>2.3%</b>	<b>1.2%</b>	<b>2.0%</b>	<b>1.7%</b>	<b>0.5%</b>	<b>0.5%</b>	<b>0.8%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>43.9%</b>	<b>44.2%</b>	<b>46.7%</b>	<b>42.8%</b>	<b>45.4%</b>	<b>42.8%</b>	<b>8.8%</b>	<b>6.9%</b>	<b>7.2%</b>	<b>2.5%</b>	<b>1.9%</b>	<b>2.1%</b>	<b>1.5%</b>	<b>1.4%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>0.3%</b>

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

# 2008 Federal Human Capital Survey: Report by Agency

(20) The work I do is important.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,204</b>	<b>221,430</b>	<b>147,893</b>	<b>48.1%</b>	<b>47.1%</b>	<b>48.2%</b>	<b>42.7%</b>	<b>43.0%</b>	<b>42.5%</b>	<b>6.3%</b>	<b>7.0%</b>	<b>6.5%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>0.3%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>62.5%</b>	53.5%	54.2%	<b>32.2%</b>	40.0%	38.5%	<b>3.5%</b>	4.8%	5.0%	<b>1.1%</b>	0.5%	1.5%	<b>0.5%</b>	1.0%	0.7%	<b>0.2%</b>	0.2%	0.2%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>48.5%</b>	46.0%	46.2%	<b>40.5%</b>	41.1%	39.6%	<b>7.9%</b>	7.8%	8.3%	<b>1.7%</b>	3.4%	2.9%	<b>0.7%</b>	1.5%	2.8%	<b>0.7%</b>	0.3%	0.2%
<b>Treasury</b>	<b>8,647</b>	7,033	5,677	<b>42.9%</b>	40.0%	39.0%	<b>47.4%</b>	47.0%	49.5%	<b>6.6%</b>	8.9%	7.6%	<b>1.6%</b>	2.9%	1.8%	<b>1.2%</b>	0.4%	1.9%	<b>0.4%</b>	0.8%	0.2%
<b>USDA</b>	<b>13,689</b>	13,591	10,402	<b>41.7%</b>	43.1%	43.6%	<b>48.4%</b>	46.2%	46.3%	<b>7.0%</b>	7.6%	7.6%	<b>1.7%</b>	2.2%	1.5%	<b>0.9%</b>	0.6%	0.7%	<b>0.2%</b>	0.3%	0.2%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>55.4%</b>	55.7%	58.2%	<b>39.7%</b>	38.5%	37.0%	<b>2.7%</b>	4.5%	3.4%	<b>0.8%</b>	0.9%	0.6%	<b>1.3%</b>	0.2%	0.6%	<b>0.0%</b>	0.2%	0.2%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>45.6%</b>	45.7%	46.3%	<b>42.3%</b>	41.5%	41.2%	<b>8.2%</b>	8.7%	8.8%	<b>1.9%</b>	2.7%	2.4%	<b>1.6%</b>	1.1%	1.2%	<b>0.5%</b>	0.3%	0.2%
<b>All DoD</b>	<b>43,444</b>	50,727	40,186	<b>45.4%</b>	45.3%	46.1%	<b>44.5%</b>	44.4%	44.4%	<b>7.2%</b>	7.4%	7.0%	<b>1.8%</b>	1.6%	1.6%	<b>0.9%</b>	0.9%	0.7%	<b>0.3%</b>	0.4%	0.2%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>40.0%</b>	38.7%	41.4%	<b>49.2%</b>	49.3%	48.5%	<b>7.7%</b>	8.5%	7.7%	<b>1.9%</b>	2.2%	1.5%	<b>1.0%</b>	1.1%	0.7%	<b>0.3%</b>	0.4%	0.2%
<b>Air Force</b>	<b>8,971</b>	10,074	8,693	<b>45.4%</b>	45.5%	45.2%	<b>43.9%</b>	44.5%	45.8%	<b>7.8%</b>	6.7%	6.7%	<b>1.6%</b>	1.9%	1.6%	<b>0.9%</b>	1.0%	0.6%	<b>0.3%</b>	0.5%	0.2%
<b>Army</b>	<b>11,658</b>	13,744	8,408	<b>46.5%</b>	47.9%	48.9%	<b>44.3%</b>	42.8%	42.3%	<b>6.4%</b>	7.2%	6.3%	<b>1.8%</b>	1.1%	1.7%	<b>0.9%</b>	0.6%	0.5%	<b>0.2%</b>	0.4%	0.3%
<b>Navy</b>	<b>9,578</b>	12,617	9,509	<b>44.0%</b>	43.4%	44.6%	<b>45.9%</b>	44.9%	45.4%	<b>7.3%</b>	8.3%	7.5%	<b>1.8%</b>	1.7%	1.5%	<b>0.7%</b>	1.3%	0.8%	<b>0.3%</b>	0.5%	0.1%
<b>Marine Corps</b>	<b>797</b>	912	762	<b>52.3%</b>	51.5%	54.2%	<b>39.6%</b>	40.7%	37.6%	<b>5.7%</b>	5.6%	5.5%	<b>0.9%</b>	0.5%	1.4%	<b>1.1%</b>	1.1%	1.3%	<b>0.3%</b>	0.6%	0.0%
<b>Other DoD</b>	<b>7,405</b>	8,226	6,519	<b>46.1%</b>	43.8%	44.7%	<b>42.8%</b>	45.8%	44.1%	<b>8.2%</b>	7.2%	8.2%	<b>1.9%</b>	1.9%	1.7%	<b>0.9%</b>	0.9%	0.8%	<b>0.1%</b>	0.4%	0.5%

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

## 2008 Federal Human Capital Survey: Report by Agency

(21) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,439</b>	<b>147,909</b>	<b>21.5%</b>	<b>21.3%</b>	<b>21.3%</b>	<b>45.7%</b>	<b>45.4%</b>	<b>45.6%</b>	<b>14.6%</b>	<b>14.9%</b>	<b>14.3%</b>	<b>11.3%</b>	<b>11.1%</b>	<b>11.8%</b>	<b>6.4%</b>	<b>6.7%</b>	<b>6.4%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.6%</b>
AID	831	726	803	21.3%	18.6%	16.2%	41.7%	43.5%	37.4%	13.7%	13.1%	13.8%	13.6%	13.3%	17.6%	9.2%	10.7%	13.8%	0.4%	0.7%	1.2%
BBG	556	570	543	13.3%	13.8%	14.2%	36.3%	37.6%	34.5%	20.6%	16.9%	19.9%	13.9%	15.4%	17.2%	13.9%	13.6%	11.8%	2.0%	2.7%	2.5%
CSOSA	604	518	554	32.6%	28.7%	32.8%	42.6%	40.1%	41.0%	9.1%	10.6%	11.5%	7.8%	11.3%	9.3%	7.2%	8.2%	4.7%	0.7%	1.1%	0.7%
DHS	9,550	10,370	10,478	18.5%	16.3%	16.3%	39.9%	38.1%	35.7%	15.4%	16.3%	15.0%	14.4%	14.8%	17.7%	11.0%	13.7%	14.6%	0.8%	0.9%	0.8%
DOC	3,556	5,204	4,021	24.8%	20.2%	19.8%	49.6%	47.4%	44.6%	11.4%	14.9%	14.5%	8.3%	10.8%	12.7%	5.2%	6.3%	7.7%	0.6%	0.4%	0.7%
DOE	6,093	7,742	1,485	22.8%	22.9%	26.8%	50.2%	50.1%	51.7%	14.2%	13.2%	11.5%	8.6%	8.9%	6.6%	3.9%	4.4%	2.8%	0.3%	0.4%	0.7%
DOI	27,027	25,504	5,186	19.5%	18.6%	19.0%	49.0%	49.4%	50.5%	15.0%	15.5%	14.9%	10.5%	10.5%	10.6%	5.5%	5.5%	4.7%	0.5%	0.6%	0.3%
DOJ	14,018	10,964	7,701	25.5%	25.3%	27.2%	45.4%	47.9%	47.8%	13.5%	12.1%	11.1%	10.8%	8.9%	8.1%	4.4%	5.3%	5.1%	0.4%	0.5%	0.7%
DOL	4,110	4,538	4,082	23.8%	24.2%	25.6%	47.8%	49.1%	45.9%	13.3%	12.8%	12.9%	9.3%	8.5%	9.1%	5.2%	4.9%	5.8%	0.5%	0.6%	0.7%
DOT	6,352	5,453	4,950	18.2%	21.7%	20.7%	42.5%	41.8%	49.2%	15.1%	15.4%	13.0%	14.3%	11.0%	10.1%	9.5%	9.5%	6.8%	0.3%	0.6%	0.2%
Educ	2,393	2,910	2,408	21.8%	18.6%	20.0%	45.9%	46.7%	45.6%	13.7%	14.6%	13.0%	10.3%	11.2%	12.6%	7.2%	8.0%	7.5%	1.0%	0.9%	1.3%
EEOC	1,210	1,173	1,693	22.9%	26.2%	28.5%	46.0%	47.1%	44.1%	12.1%	12.2%	11.4%	11.2%	8.5%	8.9%	6.8%	5.5%	6.5%	1.0%	0.5%	0.7%
EPA	6,986	9,115	6,895	23.5%	21.8%	25.4%	49.1%	49.3%	48.1%	13.3%	13.8%	13.0%	9.4%	10.1%	9.8%	4.3%	4.5%	3.3%	0.4%	0.4%	0.5%
FCC	733	---	---	24.9%	---	---	51.1%	---	---	11.9%	---	---	7.7%	---	---	4.0%	---	---	0.4%	---	---
FERC	671	753	---	37.0%	41.9%	---	51.2%	45.4%	---	5.0%	6.8%	---	4.4%	4.4%	---	2.3%	1.4%	---	0.2%	0.1%	---

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

## 2008 Federal Human Capital Survey: Report by Agency

(21) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,439</b>	<b>147,909</b>	<b>21.5%</b>	<b>21.3%</b>	<b>21.3%</b>	<b>45.7%</b>	<b>45.4%</b>	<b>45.6%</b>	<b>14.6%</b>	<b>14.9%</b>	<b>14.3%</b>	<b>11.3%</b>	<b>11.1%</b>	<b>11.8%</b>	<b>6.4%</b>	<b>6.7%</b>	<b>6.4%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.6%</b>
<b>FTC</b>	<b>560</b>	459	616	<b>33.9%</b>	29.4%	32.4%	<b>44.3%</b>	53.7%	48.7%	<b>9.1%</b>	8.0%	9.9%	<b>9.4%</b>	7.0%	6.5%	<b>2.7%</b>	1.9%	2.0%	<b>0.5%</b>	0.0%	0.4%
<b>GSA</b>	<b>3,396</b>	3,916	2,869	<b>29.7%</b>	30.6%	29.9%	<b>45.2%</b>	45.2%	44.6%	<b>11.6%</b>	12.1%	10.6%	<b>8.2%</b>	7.5%	9.6%	<b>4.7%</b>	3.9%	4.6%	<b>0.7%</b>	0.7%	0.7%
<b>HHS</b>	<b>22,730</b>	25,756	4,653	<b>25.1%</b>	24.3%	24.2%	<b>46.6%</b>	47.0%	46.6%	<b>13.7%</b>	13.8%	14.0%	<b>9.4%</b>	9.3%	10.0%	<b>4.7%</b>	4.9%	4.6%	<b>0.5%</b>	0.7%	0.6%
<b>HUD</b>	<b>3,467</b>	4,075	5,343	<b>19.7%</b>	21.1%	21.4%	<b>44.2%</b>	45.8%	45.3%	<b>13.6%</b>	14.0%	13.2%	<b>13.3%</b>	11.1%	11.6%	<b>8.9%</b>	6.7%	7.6%	<b>0.2%</b>	1.3%	0.9%
<b>NARA</b>	<b>1,370</b>	1,442	1,415	<b>23.3%</b>	23.5%	23.3%	<b>39.6%</b>	39.4%	39.1%	<b>14.5%</b>	14.0%	12.5%	<b>12.2%</b>	12.2%	12.4%	<b>9.4%</b>	9.9%	11.0%	<b>0.9%</b>	1.0%	1.6%
<b>NASA</b>	<b>4,375</b>	4,734	4,766	<b>29.3%</b>	27.9%	28.2%	<b>49.5%</b>	50.2%	49.3%	<b>10.9%</b>	11.0%	12.0%	<b>7.4%</b>	7.7%	7.5%	<b>2.9%</b>	2.9%	2.7%	<b>0.1%</b>	0.3%	0.3%
<b>NCUA</b>	<b>588</b>	623	538	<b>21.2%</b>	21.7%	22.0%	<b>46.3%</b>	48.8%	47.5%	<b>21.0%</b>	22.0%	23.5%	<b>6.6%</b>	5.1%	4.5%	<b>3.5%</b>	1.8%	0.9%	<b>1.5%</b>	0.6%	1.7%
<b>NLRB</b>	<b>803</b>	963	979	<b>25.7%</b>	27.9%	29.7%	<b>48.3%</b>	45.6%	44.5%	<b>12.0%</b>	14.0%	11.6%	<b>8.6%</b>	8.7%	9.5%	<b>4.2%</b>	3.1%	3.6%	<b>1.2%</b>	0.7%	1.1%
<b>NRC</b>	<b>2,179</b>	1,692	1,876	<b>33.9%</b>	27.2%	27.7%	<b>42.5%</b>	47.8%	45.6%	<b>11.8%</b>	11.7%	12.3%	<b>8.1%</b>	8.6%	9.7%	<b>3.5%</b>	4.0%	4.3%	<b>0.2%</b>	0.7%	0.4%
<b>NSF</b>	<b>583</b>	596	778	<b>40.2%</b>	42.1%	38.5%	<b>46.4%</b>	46.7%	44.9%	<b>7.8%</b>	7.4%	9.7%	<b>3.8%</b>	2.6%	3.9%	<b>1.8%</b>	1.3%	2.8%	<b>0.0%</b>	0.0%	0.2%
<b>OMB</b>	<b>253</b>	250	249	<b>14.1%</b>	21.3%	20.3%	<b>38.5%</b>	44.3%	40.5%	<b>22.0%</b>	15.3%	17.9%	<b>16.7%</b>	14.3%	13.0%	<b>7.9%</b>	4.9%	7.2%	<b>0.8%</b>	0.0%	1.2%
<b>OPM</b>	<b>2,932</b>	3,012	1,539	<b>21.6%</b>	20.5%	21.7%	<b>43.7%</b>	44.0%	44.3%	<b>16.3%</b>	18.8%	15.8%	<b>10.9%</b>	9.1%	11.2%	<b>5.9%</b>	5.5%	5.9%	<b>1.6%</b>	2.2%	1.0%
<b>PBGC</b>	<b>515</b>	---	---	<b>36.3%</b>	---	---	<b>49.5%</b>	---	---	<b>7.7%</b>	---	---	<b>3.7%</b>	---	---	<b>2.5%</b>	---	---	<b>0.4%</b>	---	---
<b>RRB</b>	<b>570</b>	680	700	<b>18.9%</b>	21.4%	20.8%	<b>50.5%</b>	44.2%	44.2%	<b>13.2%</b>	16.2%	14.6%	<b>10.7%</b>	11.9%	13.1%	<b>6.1%</b>	5.3%	5.5%	<b>0.5%</b>	0.9%	1.7%
<b>SBA</b>	<b>1,618</b>	1,447	1,661	<b>24.8%</b>	20.5%	21.5%	<b>48.7%</b>	48.3%	50.3%	<b>13.4%</b>	15.4%	12.1%	<b>8.4%</b>	8.9%	8.8%	<b>4.2%</b>	6.1%	6.2%	<b>0.6%</b>	0.8%	1.0%
<b>SEC</b>	<b>1,605</b>	1,905	2,166	<b>36.9%</b>	39.4%	26.5%	<b>49.3%</b>	46.9%	44.2%	<b>7.6%</b>	6.7%	12.2%	<b>4.0%</b>	4.8%	9.9%	<b>1.8%</b>	1.9%	7.1%	<b>0.3%</b>	0.3%	0.2%

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

# 2008 Federal Human Capital Survey: Report by Agency

(21) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,439</b>	<b>147,909</b>	<b>21.5%</b>	<b>21.3%</b>	<b>21.3%</b>	<b>45.7%</b>	<b>45.4%</b>	<b>45.6%</b>	<b>14.6%</b>	<b>14.9%</b>	<b>14.3%</b>	<b>11.3%</b>	<b>11.1%</b>	<b>11.8%</b>	<b>6.4%</b>	<b>6.7%</b>	<b>6.4%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.6%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>24.2%</b>	23.1%	22.3%	<b>42.9%</b>	38.9%	37.2%	<b>13.4%</b>	17.3%	17.7%	<b>11.7%</b>	12.6%	12.8%	<b>6.8%</b>	7.5%	8.1%	<b>1.0%</b>	0.7%	2.0%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>24.3%</b>	22.2%	21.7%	<b>46.1%</b>	43.7%	42.7%	<b>13.1%</b>	13.7%	14.9%	<b>11.5%</b>	13.1%	10.8%	<b>4.6%</b>	7.1%	9.1%	<b>0.4%</b>	0.2%	0.7%
<b>Treasury</b>	<b>8,644</b>	7,034	5,677	<b>18.8%</b>	18.9%	15.5%	<b>45.5%</b>	48.1%	50.1%	<b>14.6%</b>	13.9%	13.8%	<b>12.2%</b>	11.9%	13.1%	<b>8.4%</b>	6.3%	6.5%	<b>0.4%</b>	0.9%	0.9%
<b>USDA</b>	<b>13,691</b>	13,596	10,403	<b>19.1%</b>	20.9%	18.7%	<b>49.5%</b>	48.0%	48.6%	<b>14.9%</b>	15.4%	15.1%	<b>10.5%</b>	9.9%	11.5%	<b>5.7%</b>	5.0%	5.5%	<b>0.3%</b>	0.7%	0.6%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>21.4%</b>	23.2%	24.3%	<b>42.7%</b>	40.1%	43.6%	<b>15.5%</b>	16.8%	15.4%	<b>13.3%</b>	11.4%	11.6%	<b>6.7%</b>	7.7%	4.6%	<b>0.4%</b>	0.8%	0.3%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>31.8%</b>	33.7%	29.4%	<b>45.2%</b>	43.4%	43.6%	<b>10.2%</b>	11.0%	12.0%	<b>8.0%</b>	7.5%	9.3%	<b>4.3%</b>	3.9%	5.3%	<b>0.4%</b>	0.5%	0.4%
<b>All DoD</b>	<b>43,444</b>	50,722	40,194	<b>20.9%</b>	20.4%	20.7%	<b>47.3%</b>	47.3%	46.6%	<b>14.9%</b>	14.9%	14.4%	<b>10.5%</b>	11.1%	11.9%	<b>5.8%</b>	5.8%	5.8%	<b>0.4%</b>	0.6%	0.5%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>20.2%</b>	20.8%	22.5%	<b>52.4%</b>	50.8%	52.3%	<b>14.2%</b>	14.3%	12.3%	<b>9.1%</b>	9.3%	8.9%	<b>3.8%</b>	4.3%	3.7%	<b>0.3%</b>	0.4%	0.4%
<b>Air Force</b>	<b>8,971</b>	10,074	8,696	<b>21.1%</b>	20.3%	19.3%	<b>47.8%</b>	48.2%	46.9%	<b>14.9%</b>	14.8%	15.3%	<b>9.9%</b>	10.5%	12.2%	<b>5.8%</b>	5.5%	5.6%	<b>0.5%</b>	0.6%	0.6%
<b>Army</b>	<b>11,658</b>	13,741	8,408	<b>20.8%</b>	21.9%	21.7%	<b>47.5%</b>	47.8%	46.1%	<b>14.8%</b>	13.9%	13.3%	<b>10.1%</b>	10.2%	12.1%	<b>6.4%</b>	5.7%	6.5%	<b>0.4%</b>	0.5%	0.3%
<b>Navy</b>	<b>9,578</b>	12,614	9,512	<b>19.2%</b>	17.7%	19.3%	<b>46.1%</b>	45.0%	46.1%	<b>16.0%</b>	16.5%	15.4%	<b>12.3%</b>	13.3%	12.6%	<b>6.0%</b>	7.0%	6.0%	<b>0.5%</b>	0.6%	0.6%
<b>Marine Corps</b>	<b>797</b>	912	764	<b>25.3%</b>	20.1%	22.6%	<b>42.7%</b>	43.0%	45.7%	<b>14.5%</b>	18.4%	16.3%	<b>10.7%</b>	10.9%	8.6%	<b>6.4%</b>	7.2%	6.3%	<b>0.3%</b>	0.4%	0.6%
<b>Other DoD</b>	<b>7,405</b>	8,227	6,519	<b>24.3%</b>	22.1%	23.1%	<b>47.7%</b>	48.3%	46.1%	<b>13.1%</b>	13.9%	13.7%	<b>9.8%</b>	10.5%	11.2%	<b>4.6%</b>	4.5%	5.1%	<b>0.5%</b>	0.6%	0.8%

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

# 2008 Federal Human Capital Survey: Report by Agency

## (22) Promotions in my work unit are based on merit.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,192</b>	<b>221,432</b>	<b>147,899</b>	<b>7.7%</b>	<b>7.3%</b>	<b>7.0%</b>	<b>27.5%</b>	<b>26.3%</b>	<b>26.8%</b>	<b>26.2%</b>	<b>26.6%</b>	<b>26.2%</b>	<b>17.8%</b>	<b>19.0%</b>	<b>19.4%</b>	<b>16.2%</b>	<b>16.4%</b>	<b>16.6%</b>	<b>4.6%</b>	<b>4.4%</b>	<b>4.1%</b>
AID	831	726	803	9.4%	7.1%	6.5%	36.5%	37.7%	28.9%	22.3%	22.9%	24.3%	16.2%	15.6%	18.8%	11.9%	12.7%	17.6%	3.6%	4.1%	3.9%
BBG	556	570	543	7.1%	6.3%	7.7%	16.6%	17.5%	18.7%	21.3%	29.0%	21.4%	17.4%	15.9%	19.4%	32.1%	26.7%	26.6%	5.4%	4.7%	6.2%
CSOSA	604	518	554	12.1%	10.1%	10.6%	31.3%	28.9%	33.2%	24.7%	23.4%	22.0%	15.2%	18.3%	17.7%	8.6%	13.5%	12.0%	8.0%	5.8%	4.5%
DHS	9,550	10,367	10,473	5.7%	4.2%	4.1%	21.1%	18.1%	17.5%	23.7%	23.5%	22.3%	21.0%	22.1%	19.7%	24.3%	27.6%	32.1%	4.2%	4.6%	4.3%
DOC	3,556	5,204	4,021	14.0%	11.2%	11.8%	36.3%	36.9%	35.7%	21.3%	23.3%	22.5%	13.4%	13.1%	14.8%	9.4%	9.7%	10.8%	5.5%	5.7%	4.4%
DOE	6,093	7,742	1,485	8.0%	7.4%	8.0%	30.4%	28.9%	30.4%	25.5%	26.1%	27.2%	16.6%	18.0%	17.8%	14.6%	14.7%	14.2%	5.0%	5.0%	2.4%
DOI	27,026	25,503	5,184	6.8%	6.1%	6.3%	28.8%	28.4%	28.5%	26.6%	27.5%	26.6%	17.5%	18.6%	20.3%	15.3%	15.0%	13.9%	5.0%	4.4%	4.5%
DOJ	14,014	10,961	7,701	7.6%	6.4%	7.5%	27.5%	28.2%	26.4%	26.3%	26.4%	25.6%	19.4%	20.7%	19.6%	15.6%	14.8%	16.7%	3.5%	3.5%	4.3%
DOL	4,110	4,538	4,082	10.3%	9.1%	8.4%	29.8%	31.8%	29.6%	23.9%	24.1%	23.3%	15.2%	17.0%	17.6%	16.0%	13.1%	16.4%	4.8%	4.8%	4.7%
DOT	6,353	5,452	4,950	5.8%	5.8%	3.9%	23.4%	20.4%	26.8%	22.3%	27.8%	25.3%	18.2%	18.2%	21.5%	25.6%	24.2%	19.1%	4.8%	3.7%	3.4%
Educ	2,393	2,910	2,408	10.1%	7.6%	8.9%	26.8%	25.5%	25.4%	21.9%	23.3%	23.4%	15.4%	18.7%	17.4%	18.1%	18.7%	18.5%	7.7%	6.2%	6.4%
EEOC	1,210	1,173	1,693	9.5%	6.9%	6.1%	20.6%	23.7%	24.5%	26.3%	28.4%	26.2%	14.8%	16.4%	18.9%	20.4%	17.5%	16.1%	8.5%	7.1%	8.2%
EPA	6,986	9,115	6,895	8.5%	7.2%	7.2%	32.0%	31.2%	32.5%	24.0%	25.4%	24.8%	15.9%	17.2%	18.3%	13.6%	13.1%	12.9%	5.9%	5.9%	4.3%
FCC	733	---	---	10.3%	---	---	27.2%	---	---	21.7%	---	---	15.9%	---	---	17.6%	---	---	7.3%	---	---
FERC	671	753	---	12.5%	11.7%	---	37.5%	34.8%	---	23.3%	21.9%	---	11.8%	12.3%	---	9.6%	12.2%	---	5.3%	7.1%	---

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<b>All Responses</b>	<b>212,192</b>	<b>221,432</b>	<b>147,899</b>	<b>7.7%</b>	<b>7.3%</b>	<b>7.0%</b>	<b>27.5%</b>	<b>26.3%</b>	<b>26.8%</b>	<b>26.2%</b>	<b>26.6%</b>	<b>26.2%</b>	<b>17.8%</b>	<b>19.0%</b>	<b>19.4%</b>	<b>16.2%</b>	<b>16.4%</b>	<b>16.6%</b>	<b>4.6%</b>	<b>4.4%</b>	<b>4.1%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>22.5%</b>	<b>17.1%</b>	<b>16.1%</b>	<b>32.9%</b>	<b>33.4%</b>	<b>36.1%</b>	<b>19.0%</b>	<b>21.2%</b>	<b>19.7%</b>	<b>9.8%</b>	<b>9.3%</b>	<b>11.9%</b>	<b>7.4%</b>	<b>7.4%</b>	<b>8.6%</b>	<b>8.4%</b>	<b>11.6%</b>	<b>7.5%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>12.4%</b>	<b>12.1%</b>	<b>12.0%</b>	<b>26.8%</b>	<b>28.0%</b>	<b>30.1%</b>	<b>25.0%</b>	<b>25.9%</b>	<b>23.6%</b>	<b>15.8%</b>	<b>16.0%</b>	<b>16.8%</b>	<b>14.2%</b>	<b>12.9%</b>	<b>12.0%</b>	<b>5.8%</b>	<b>5.1%</b>	<b>5.5%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>10.0%</b>	<b>8.6%</b>	<b>8.6%</b>	<b>30.6%</b>	<b>29.7%</b>	<b>28.6%</b>	<b>23.9%</b>	<b>25.5%</b>	<b>24.7%</b>	<b>15.5%</b>	<b>16.2%</b>	<b>18.3%</b>	<b>13.8%</b>	<b>13.2%</b>	<b>13.3%</b>	<b>6.2%</b>	<b>6.8%</b>	<b>6.5%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>7.0%</b>	<b>7.4%</b>	<b>6.3%</b>	<b>23.1%</b>	<b>26.0%</b>	<b>25.5%</b>	<b>25.7%</b>	<b>25.4%</b>	<b>26.0%</b>	<b>17.9%</b>	<b>17.6%</b>	<b>19.2%</b>	<b>20.1%</b>	<b>18.2%</b>	<b>18.0%</b>	<b>6.2%</b>	<b>5.4%</b>	<b>5.0%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>9.6%</b>	<b>9.0%</b>	<b>6.4%</b>	<b>26.6%</b>	<b>27.3%</b>	<b>27.1%</b>	<b>21.6%</b>	<b>21.9%</b>	<b>23.9%</b>	<b>17.5%</b>	<b>17.9%</b>	<b>18.5%</b>	<b>20.4%</b>	<b>19.2%</b>	<b>16.6%</b>	<b>4.2%</b>	<b>4.7%</b>	<b>7.5%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>12.7%</b>	<b>11.6%</b>	<b>10.2%</b>	<b>36.7%</b>	<b>36.0%</b>	<b>35.7%</b>	<b>21.9%</b>	<b>23.4%</b>	<b>23.4%</b>	<b>14.3%</b>	<b>14.1%</b>	<b>15.5%</b>	<b>9.6%</b>	<b>10.4%</b>	<b>11.3%</b>	<b>4.7%</b>	<b>4.5%</b>	<b>4.0%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>8.6%</b>	<b>7.6%</b>	<b>9.1%</b>	<b>33.6%</b>	<b>38.6%</b>	<b>37.5%</b>	<b>23.9%</b>	<b>23.9%</b>	<b>23.3%</b>	<b>16.5%</b>	<b>15.6%</b>	<b>16.0%</b>	<b>13.9%</b>	<b>11.0%</b>	<b>11.9%</b>	<b>3.7%</b>	<b>3.4%</b>	<b>2.2%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>8.7%</b>	<b>9.0%</b>	<b>9.1%</b>	<b>26.6%</b>	<b>28.9%</b>	<b>29.5%</b>	<b>23.3%</b>	<b>24.4%</b>	<b>19.2%</b>	<b>19.1%</b>	<b>17.3%</b>	<b>19.6%</b>	<b>16.5%</b>	<b>14.8%</b>	<b>14.1%</b>	<b>5.8%</b>	<b>5.5%</b>	<b>8.7%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>18.6%</b>	<b>12.7%</b>	<b>9.2%</b>	<b>37.0%</b>	<b>36.9%</b>	<b>35.9%</b>	<b>21.0%</b>	<b>23.6%</b>	<b>24.7%</b>	<b>11.0%</b>	<b>13.1%</b>	<b>14.2%</b>	<b>7.2%</b>	<b>9.1%</b>	<b>10.2%</b>	<b>5.1%</b>	<b>4.5%</b>	<b>5.8%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>16.9%</b>	<b>18.1%</b>	<b>13.4%</b>	<b>33.4%</b>	<b>32.2%</b>	<b>32.3%</b>	<b>20.6%</b>	<b>24.4%</b>	<b>24.1%</b>	<b>13.3%</b>	<b>10.5%</b>	<b>13.3%</b>	<b>10.6%</b>	<b>10.5%</b>	<b>8.5%</b>	<b>5.2%</b>	<b>4.3%</b>	<b>8.5%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>12.8%</b>	<b>14.1%</b>	<b>16.1%</b>	<b>36.9%</b>	<b>40.2%</b>	<b>38.1%</b>	<b>23.2%</b>	<b>19.5%</b>	<b>21.8%</b>	<b>14.1%</b>	<b>13.2%</b>	<b>10.9%</b>	<b>5.3%</b>	<b>7.5%</b>	<b>8.3%</b>	<b>7.7%</b>	<b>5.4%</b>	<b>4.7%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>10.0%</b>	<b>9.6%</b>	<b>9.0%</b>	<b>30.7%</b>	<b>27.9%</b>	<b>27.3%</b>	<b>25.7%</b>	<b>26.2%</b>	<b>23.0%</b>	<b>14.0%</b>	<b>15.5%</b>	<b>18.0%</b>	<b>11.3%</b>	<b>12.4%</b>	<b>17.2%</b>	<b>8.2%</b>	<b>8.4%</b>	<b>5.5%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>10.4%</b>	<b>---</b>	<b>---</b>	<b>28.7%</b>	<b>---</b>	<b>---</b>	<b>22.2%</b>	<b>---</b>	<b>---</b>	<b>16.7%</b>	<b>---</b>	<b>---</b>	<b>14.6%</b>	<b>---</b>	<b>---</b>	<b>7.3%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>9.3%</b>	<b>8.2%</b>	<b>7.7%</b>	<b>31.3%</b>	<b>31.4%</b>	<b>33.3%</b>	<b>26.3%</b>	<b>27.6%</b>	<b>24.6%</b>	<b>15.6%</b>	<b>17.1%</b>	<b>17.5%</b>	<b>13.2%</b>	<b>10.7%</b>	<b>11.4%</b>	<b>4.2%</b>	<b>5.0%</b>	<b>5.5%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>7.4%</b>	<b>6.4%</b>	<b>5.3%</b>	<b>26.8%</b>	<b>23.6%</b>	<b>24.1%</b>	<b>26.4%</b>	<b>26.0%</b>	<b>27.1%</b>	<b>16.9%</b>	<b>15.8%</b>	<b>18.7%</b>	<b>14.9%</b>	<b>21.5%</b>	<b>19.5%</b>	<b>7.6%</b>	<b>6.7%</b>	<b>5.2%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>10.9%</b>	<b>13.5%</b>	<b>11.2%</b>	<b>24.6%</b>	<b>32.4%</b>	<b>32.8%</b>	<b>21.6%</b>	<b>22.5%</b>	<b>21.2%</b>	<b>16.9%</b>	<b>14.0%</b>	<b>14.2%</b>	<b>19.7%</b>	<b>12.7%</b>	<b>13.1%</b>	<b>6.3%</b>	<b>5.0%</b>	<b>7.6%</b>

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

# 2008 Federal Human Capital Survey: Report by Agency

## (22) Promotions in my work unit are based on merit.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,192</b>	<b>221,432</b>	<b>147,899</b>	<b>7.7%</b>	<b>7.3%</b>	<b>7.0%</b>	<b>27.5%</b>	<b>26.3%</b>	<b>26.8%</b>	<b>26.2%</b>	<b>26.6%</b>	<b>26.2%</b>	<b>17.8%</b>	<b>19.0%</b>	<b>19.4%</b>	<b>16.2%</b>	<b>16.4%</b>	<b>16.6%</b>	<b>4.6%</b>	<b>4.4%</b>	<b>4.1%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>8.2%</b>	7.5%	6.0%	<b>27.4%</b>	30.7%	25.2%	<b>24.6%</b>	21.5%	27.4%	<b>17.2%</b>	20.4%	19.7%	<b>17.6%</b>	14.3%	18.4%	<b>5.0%</b>	5.7%	3.2%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>8.9%</b>	8.1%	9.8%	<b>30.9%</b>	30.6%	29.9%	<b>26.7%</b>	26.5%	27.7%	<b>19.1%</b>	20.1%	16.2%	<b>9.2%</b>	8.1%	10.7%	<b>5.2%</b>	6.6%	5.6%
<b>Treasury</b>	<b>8,643</b>	7,038	5,677	<b>8.3%</b>	8.2%	8.2%	<b>28.7%</b>	31.0%	31.9%	<b>27.3%</b>	24.7%	24.2%	<b>17.2%</b>	18.1%	17.9%	<b>13.7%</b>	12.6%	14.3%	<b>4.9%</b>	5.3%	3.6%
<b>USDA</b>	<b>13,688</b>	13,597	10,404	<b>6.1%</b>	5.8%	5.4%	<b>29.4%</b>	28.4%	27.6%	<b>27.5%</b>	28.9%	28.1%	<b>19.6%</b>	19.4%	20.4%	<b>13.6%</b>	13.0%	14.7%	<b>3.8%</b>	4.5%	3.8%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>7.6%</b>	7.1%	7.2%	<b>26.6%</b>	21.8%	26.0%	<b>27.1%</b>	26.0%	28.9%	<b>16.6%</b>	20.7%	19.0%	<b>16.6%</b>	20.0%	14.1%	<b>5.4%</b>	4.3%	4.8%
<b>Small Agencies</b>	<b>3,225</b>	4,141	3,679	<b>12.3%</b>	11.7%	10.6%	<b>31.5%</b>	30.4%	29.8%	<b>22.7%</b>	23.7%	23.9%	<b>14.0%</b>	14.7%	15.8%	<b>12.6%</b>	12.8%	12.9%	<b>7.0%</b>	6.7%	7.0%
<b>All DoD</b>	<b>43,444</b>	50,718	40,190	<b>7.4%</b>	7.6%	7.1%	<b>27.6%</b>	26.2%	26.6%	<b>27.4%</b>	28.5%	26.8%	<b>18.0%</b>	18.6%	20.0%	<b>15.3%</b>	15.3%	15.9%	<b>4.2%</b>	3.8%	3.6%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>7.1%</b>	7.3%	7.1%	<b>33.1%</b>	30.9%	31.8%	<b>27.6%</b>	28.4%	26.7%	<b>16.9%</b>	17.5%	18.7%	<b>10.9%</b>	12.3%	12.8%	<b>4.5%</b>	3.7%	2.9%
<b>Air Force</b>	<b>8,971</b>	10,073	8,694	<b>6.9%</b>	7.7%	6.2%	<b>26.6%</b>	25.8%	25.6%	<b>26.6%</b>	27.9%	25.7%	<b>19.1%</b>	19.2%	21.3%	<b>17.4%</b>	16.0%	18.0%	<b>3.5%</b>	3.4%	3.2%
<b>Army</b>	<b>11,658</b>	13,740	8,408	<b>7.6%</b>	8.3%	8.7%	<b>27.7%</b>	25.5%	25.8%	<b>28.6%</b>	29.2%	27.7%	<b>17.3%</b>	18.4%	19.7%	<b>14.5%</b>	14.5%	14.3%	<b>4.4%</b>	4.1%	3.8%
<b>Navy</b>	<b>9,578</b>	12,613	9,509	<b>7.7%</b>	6.6%	6.3%	<b>28.5%</b>	26.6%	28.1%	<b>26.8%</b>	28.0%	27.2%	<b>17.9%</b>	19.0%	19.3%	<b>15.1%</b>	16.0%	15.6%	<b>4.0%</b>	3.8%	3.5%
<b>Marine Corps</b>	<b>797</b>	911	765	<b>8.6%</b>	7.6%	8.4%	<b>21.7%</b>	23.2%	22.0%	<b>26.3%</b>	29.4%	28.1%	<b>21.2%</b>	17.2%	17.9%	<b>17.3%</b>	18.9%	19.1%	<b>4.8%</b>	3.8%	4.4%
<b>Other DoD</b>	<b>7,405</b>	8,227	6,519	<b>7.3%</b>	7.4%	6.4%	<b>26.7%</b>	26.8%	26.0%	<b>27.2%</b>	28.5%	26.2%	<b>17.6%</b>	17.8%	20.6%	<b>15.4%</b>	15.5%	16.8%	<b>5.7%</b>	4.1%	4.1%

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

# 2008 Federal Human Capital Survey: Report by Agency

(23) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,198</b>	<b>221,430</b>	<b>147,904</b>	<b>5.1%</b>	<b>4.6%</b>	<b>4.5%</b>	<b>24.5%</b>	<b>24.1%</b>	<b>22.9%</b>	<b>26.5%</b>	<b>26.3%</b>	<b>26.2%</b>	<b>21.5%</b>	<b>22.0%</b>	<b>23.6%</b>	<b>15.8%</b>	<b>16.8%</b>	<b>16.9%</b>	<b>6.5%</b>	<b>6.2%</b>	<b>5.9%</b>
AID	831	726	803	5.3%	5.4%	3.3%	25.8%	26.7%	24.5%	24.2%	22.4%	24.8%	22.7%	23.3%	20.6%	15.6%	15.1%	19.4%	6.5%	7.0%	7.3%
BBG	556	570	543	4.3%	4.3%	5.0%	13.9%	17.9%	20.0%	27.9%	28.3%	21.2%	19.4%	22.2%	24.8%	27.7%	20.5%	22.5%	6.9%	6.9%	6.5%
CSOSA	604	518	554	12.1%	9.7%	9.8%	33.5%	34.7%	32.7%	23.4%	22.3%	23.3%	14.7%	15.9%	17.6%	8.7%	11.4%	10.8%	7.7%	5.9%	5.8%
DHS	9,550	10,370	10,477	4.5%	3.7%	3.6%	23.0%	19.6%	21.4%	22.6%	23.7%	20.8%	23.0%	24.4%	25.9%	21.9%	24.3%	24.4%	5.0%	4.3%	3.9%
DOC	3,556	5,204	4,021	6.4%	6.0%	5.7%	28.2%	28.1%	28.0%	26.6%	26.2%	25.2%	17.8%	18.6%	19.5%	11.3%	11.6%	12.6%	9.7%	9.5%	9.0%
DOE	6,093	7,742	1,485	3.6%	3.5%	3.7%	21.8%	21.2%	26.0%	27.9%	27.5%	27.6%	22.3%	22.8%	22.7%	16.1%	17.2%	15.4%	8.2%	7.9%	4.7%
DOI	27,026	25,501	5,184	3.9%	3.4%	3.5%	23.3%	23.6%	23.1%	26.3%	26.7%	24.7%	22.6%	23.4%	25.3%	17.5%	17.2%	17.8%	6.4%	5.7%	5.6%
DOJ	14,017	10,962	7,701	5.0%	4.1%	4.1%	23.4%	24.4%	22.9%	26.6%	24.2%	23.8%	23.4%	25.1%	24.4%	16.3%	16.6%	19.0%	5.3%	5.5%	5.9%
DOL	4,110	4,538	4,082	6.1%	5.2%	4.8%	27.6%	27.0%	24.3%	25.8%	28.1%	26.2%	18.6%	18.9%	20.1%	13.8%	12.5%	15.2%	8.1%	8.3%	9.4%
DOT	6,353	5,452	4,950	3.4%	2.5%	3.1%	22.5%	21.0%	22.8%	24.5%	24.5%	21.1%	21.5%	21.4%	25.7%	22.7%	23.4%	23.3%	5.5%	7.2%	4.0%
Educ	2,393	2,909	2,408	6.7%	4.6%	4.4%	20.9%	20.8%	19.1%	24.2%	25.1%	23.4%	19.5%	20.6%	22.0%	16.4%	19.8%	21.5%	12.3%	9.1%	9.5%
EEOC	1,210	1,173	1,693	6.0%	5.7%	4.9%	24.5%	24.5%	24.3%	24.9%	26.0%	21.7%	16.8%	17.8%	20.3%	17.2%	17.4%	19.3%	10.5%	8.6%	9.4%
EPA	6,986	9,115	6,895	3.5%	2.8%	2.6%	21.3%	20.1%	18.5%	27.8%	27.5%	26.5%	21.6%	23.5%	26.0%	15.1%	16.5%	17.5%	10.7%	9.5%	8.9%
FCC	733	---	---	4.1%	---	---	18.8%	---	---	26.2%	---	---	21.1%	---	---	17.2%	---	---	12.7%	---	---
FERC	671	753	---	5.5%	5.5%	---	26.2%	23.1%	---	29.4%	28.9%	---	16.5%	18.1%	---	11.2%	12.0%	---	11.1%	12.4%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(23) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,198</b>	<b>221,430</b>	<b>147,904</b>	<b>5.1%</b>	<b>4.6%</b>	<b>4.5%</b>	<b>24.5%</b>	<b>24.1%</b>	<b>22.9%</b>	<b>26.5%</b>	<b>26.3%</b>	<b>26.2%</b>	<b>21.5%</b>	<b>22.0%</b>	<b>23.6%</b>	<b>15.8%</b>	<b>16.8%</b>	<b>16.9%</b>	<b>6.5%</b>	<b>6.2%</b>	<b>5.9%</b>
FTC	560	459	616	6.3%	4.9%	3.9%	24.3%	18.9%	19.9%	26.9%	28.8%	26.7%	15.9%	18.3%	19.0%	9.2%	10.6%	13.6%	17.4%	18.5%	17.0%
GSA	3,396	3,916	2,869	7.7%	7.6%	7.0%	24.2%	26.8%	26.8%	26.3%	26.7%	25.0%	18.7%	18.9%	19.6%	14.5%	13.3%	14.6%	8.6%	6.8%	7.1%
HHS	22,730	25,756	4,653	5.8%	4.7%	4.7%	24.8%	24.8%	22.1%	25.5%	26.3%	24.8%	19.5%	20.4%	23.2%	15.2%	14.8%	16.4%	9.3%	8.9%	8.6%
HUD	3,467	4,075	5,343	4.3%	3.8%	3.5%	18.8%	21.2%	19.0%	25.6%	25.2%	24.5%	20.7%	21.6%	23.1%	21.8%	19.8%	22.5%	8.9%	8.3%	7.5%
NARA	1,370	1,442	1,415	7.0%	5.8%	4.4%	27.0%	26.7%	26.8%	24.2%	22.1%	23.9%	19.2%	20.3%	20.4%	15.8%	17.4%	16.5%	6.8%	7.6%	8.1%
NASA	4,375	4,734	4,766	6.0%	4.5%	3.7%	28.7%	24.0%	22.4%	27.1%	29.0%	29.8%	18.0%	21.6%	22.8%	10.2%	11.0%	13.5%	9.9%	9.8%	7.7%
NCUA	588	623	538	5.8%	4.1%	4.6%	28.4%	33.9%	32.9%	28.6%	25.7%	28.2%	17.1%	17.2%	16.2%	10.2%	10.4%	10.7%	9.9%	8.7%	7.4%
NLRB	803	963	979	3.9%	3.6%	4.1%	18.7%	25.1%	25.0%	24.7%	25.6%	21.9%	24.8%	21.5%	21.7%	18.7%	14.3%	14.8%	9.2%	9.9%	12.5%
NRC	2,179	1,692	1,876	7.9%	4.7%	3.5%	25.8%	24.1%	21.5%	26.2%	29.1%	29.0%	16.9%	21.1%	20.9%	9.1%	10.8%	11.3%	14.0%	10.1%	13.7%
NSF	583	596	778	8.6%	6.3%	5.8%	25.7%	22.8%	21.6%	24.7%	27.9%	25.5%	20.9%	21.4%	25.0%	12.7%	15.9%	15.9%	7.4%	5.7%	6.3%
OMB	253	250	249	3.5%	3.2%	3.6%	27.1%	25.7%	27.3%	28.2%	27.8%	30.6%	15.5%	22.5%	18.6%	9.1%	11.3%	9.6%	16.7%	9.5%	10.3%
OPM	2,932	3,012	1,539	7.2%	6.7%	4.5%	31.1%	28.5%	22.7%	24.2%	26.5%	25.5%	14.2%	15.1%	22.2%	10.0%	11.2%	15.3%	13.4%	12.0%	9.7%
PBGC	515	---	---	5.4%	---	---	25.2%	---	---	23.0%	---	---	18.8%	---	---	12.7%	---	---	14.9%	---	---
RRB	570	680	700	4.8%	4.8%	4.1%	25.9%	24.7%	25.8%	28.3%	27.4%	22.5%	22.1%	21.6%	25.1%	11.8%	12.5%	15.0%	7.2%	9.1%	7.4%
SBA	1,618	1,447	1,661	4.2%	4.3%	3.8%	23.4%	22.3%	22.5%	29.3%	26.5%	25.3%	20.5%	20.1%	22.5%	14.1%	18.9%	19.2%	8.6%	7.9%	6.7%
SEC	1,605	1,905	2,166	4.5%	5.8%	3.6%	20.5%	20.9%	21.6%	25.9%	28.0%	25.9%	19.3%	18.6%	18.3%	17.2%	13.6%	13.7%	12.7%	13.2%	16.9%

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

## 2008 Federal Human Capital Survey: Report by Agency

(23) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,198</b>	<b>221,430</b>	<b>147,904</b>	<b>5.1%</b>	<b>4.6%</b>	<b>4.5%</b>	<b>24.5%</b>	<b>24.1%</b>	<b>22.9%</b>	<b>26.5%</b>	<b>26.3%</b>	<b>26.2%</b>	<b>21.5%</b>	<b>22.0%</b>	<b>23.6%</b>	<b>15.8%</b>	<b>16.8%</b>	<b>16.9%</b>	<b>6.5%</b>	<b>6.2%</b>	<b>5.9%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>5.9%</b>	4.2%	3.6%	<b>24.3%</b>	21.5%	16.0%	<b>24.4%</b>	26.8%	28.5%	<b>21.1%</b>	22.4%	24.2%	<b>17.2%</b>	17.9%	20.6%	<b>7.1%</b>	7.3%	6.9%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>5.4%</b>	5.5%	4.3%	<b>26.5%</b>	23.3%	23.5%	<b>23.7%</b>	22.9%	27.1%	<b>23.2%</b>	25.2%	25.3%	<b>13.9%</b>	13.7%	12.0%	<b>7.3%</b>	9.4%	7.9%
<b>Treasury</b>	<b>8,643</b>	7,035	5,677	<b>5.3%</b>	5.0%	4.9%	<b>26.7%</b>	26.7%	25.2%	<b>25.0%</b>	24.7%	26.3%	<b>18.9%</b>	21.1%	20.9%	<b>13.0%</b>	12.8%	13.2%	<b>11.0%</b>	9.8%	9.5%
<b>USDA</b>	<b>13,689</b>	13,600	10,403	<b>3.4%</b>	3.9%	3.5%	<b>24.0%</b>	23.8%	23.4%	<b>26.7%</b>	27.9%	26.1%	<b>23.3%</b>	22.6%	24.5%	<b>16.8%</b>	16.2%	16.9%	<b>5.9%</b>	5.7%	5.6%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>7.2%</b>	5.4%	6.4%	<b>25.0%</b>	25.6%	23.0%	<b>24.1%</b>	24.3%	29.1%	<b>24.5%</b>	20.0%	22.5%	<b>15.3%</b>	20.0%	15.1%	<b>3.9%</b>	4.7%	4.0%
<b>Small Agencies</b>	<b>3,227</b>	4,141	3,679	<b>6.9%</b>	6.6%	6.1%	<b>26.6%</b>	26.7%	24.9%	<b>27.0%</b>	25.8%	25.2%	<b>16.2%</b>	17.4%	19.5%	<b>11.7%</b>	12.8%	13.4%	<b>11.6%</b>	10.8%	11.0%
<b>All DoD</b>	<b>43,444</b>	50,715	40,192	<b>4.7%</b>	4.8%	4.5%	<b>24.6%</b>	24.4%	23.1%	<b>29.0%</b>	27.9%	27.2%	<b>20.6%</b>	22.1%	23.9%	<b>14.7%</b>	15.3%	15.7%	<b>6.3%</b>	5.6%	5.6%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>3.4%</b>	3.6%	3.3%	<b>23.4%</b>	22.5%	22.4%	<b>28.9%</b>	28.0%	27.5%	<b>22.2%</b>	24.0%	25.3%	<b>14.6%</b>	16.4%	16.8%	<b>7.6%</b>	5.6%	4.8%
<b>Air Force</b>	<b>8,971</b>	10,073	8,696	<b>4.2%</b>	5.3%	4.5%	<b>24.5%</b>	24.9%	23.1%	<b>28.8%</b>	27.4%	27.4%	<b>20.9%</b>	21.8%	23.7%	<b>15.7%</b>	15.6%	16.4%	<b>5.8%</b>	5.0%	5.0%
<b>Army</b>	<b>11,658</b>	13,738	8,406	<b>5.3%</b>	5.2%	5.7%	<b>24.5%</b>	25.4%	23.7%	<b>29.6%</b>	27.9%	26.7%	<b>20.5%</b>	21.9%	24.0%	<b>14.4%</b>	14.2%	14.3%	<b>5.8%</b>	5.4%	5.6%
<b>Navy</b>	<b>9,578</b>	12,613	9,511	<b>4.5%</b>	3.7%	3.4%	<b>24.9%</b>	22.8%	22.9%	<b>28.9%</b>	28.6%	28.2%	<b>20.8%</b>	22.8%	24.1%	<b>14.0%</b>	16.1%	15.7%	<b>6.8%</b>	6.0%	5.6%
<b>Marine Corps</b>	<b>797</b>	912	765	<b>6.9%</b>	6.1%	5.9%	<b>27.1%</b>	23.9%	23.6%	<b>27.5%</b>	27.3%	29.1%	<b>17.5%</b>	21.1%	19.9%	<b>16.3%</b>	17.1%	16.6%	<b>4.8%</b>	4.5%	4.9%
<b>Other DoD</b>	<b>7,405</b>	8,225	6,519	<b>4.8%</b>	4.9%	4.2%	<b>24.2%</b>	24.7%	22.3%	<b>28.6%</b>	28.0%	25.7%	<b>20.4%</b>	21.1%	23.6%	<b>14.4%</b>	15.0%	17.2%	<b>7.7%</b>	6.3%	7.0%

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

# 2008 Federal Human Capital Survey: Report by Agency

(24) Employees have a feeling of personal empowerment with respect to work processes.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,444</b>	<b>147,906</b>	<b>7.4%</b>	<b>7.1%</b>	<b>7.3%</b>	<b>36.5%</b>	<b>35.1%</b>	<b>35.3%</b>	<b>28.5%</b>	<b>29.2%</b>	<b>27.2%</b>	<b>16.9%</b>	<b>17.0%</b>	<b>18.8%</b>	<b>8.5%</b>	<b>9.3%</b>	<b>9.4%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.0%</b>
AID	831	726	803	8.8%	7.9%	9.6%	44.6%	41.3%	38.8%	22.4%	26.2%	23.1%	15.1%	14.8%	17.1%	6.9%	7.2%	8.9%	2.1%	2.7%	2.4%
BBG	556	570	543	5.2%	5.2%	6.1%	21.4%	23.2%	21.0%	27.0%	27.6%	31.0%	22.1%	22.1%	20.6%	21.1%	17.8%	17.8%	3.3%	4.2%	3.6%
CSOSA	604	518	554	8.9%	6.3%	6.4%	37.9%	32.1%	30.6%	26.9%	24.9%	27.2%	17.1%	19.9%	21.5%	7.1%	12.3%	11.1%	2.0%	4.6%	3.3%
DHS	9,550	10,372	10,474	5.7%	3.8%	4.2%	30.2%	25.8%	23.8%	29.3%	28.4%	26.5%	20.2%	23.3%	24.1%	12.7%	16.3%	18.9%	1.9%	2.4%	2.5%
DOC	3,556	5,204	4,021	8.0%	6.8%	7.7%	40.6%	38.9%	35.8%	27.3%	27.9%	28.6%	14.2%	15.7%	16.4%	7.1%	7.7%	8.9%	2.8%	3.1%	2.7%
DOE	6,092	7,742	1,485	7.3%	7.0%	9.1%	39.3%	38.6%	41.3%	26.2%	26.1%	24.8%	16.7%	17.4%	16.8%	8.4%	8.8%	6.8%	2.2%	2.1%	1.3%
DOI	27,025	25,502	5,187	6.0%	5.3%	6.2%	36.1%	35.8%	36.4%	28.7%	29.3%	27.0%	17.7%	18.0%	18.8%	9.2%	9.2%	9.4%	2.4%	2.4%	2.1%
DOJ	14,016	10,964	7,701	7.0%	5.4%	5.5%	35.3%	32.5%	33.1%	31.2%	33.3%	28.5%	16.6%	18.4%	20.0%	6.9%	6.8%	9.8%	3.0%	3.5%	3.0%
DOL	4,110	4,538	4,082	7.9%	6.5%	6.8%	35.4%	35.6%	32.8%	27.5%	28.1%	26.1%	16.5%	17.8%	20.6%	9.9%	9.3%	10.7%	2.8%	2.7%	2.9%
DOT	6,353	5,453	4,950	5.7%	5.4%	5.7%	30.2%	32.4%	33.8%	25.0%	27.3%	28.7%	19.5%	17.8%	19.4%	17.2%	15.6%	10.9%	2.3%	1.6%	1.6%
Educ	2,393	2,909	2,408	7.8%	5.2%	6.2%	31.4%	29.5%	29.6%	25.7%	25.4%	23.8%	18.2%	21.2%	21.7%	13.7%	15.6%	15.4%	3.1%	3.1%	3.3%
EEOC	1,210	1,173	1,693	8.6%	6.7%	6.2%	31.4%	32.8%	32.0%	24.3%	27.1%	23.1%	17.9%	19.3%	23.5%	13.9%	11.8%	11.7%	3.9%	2.2%	3.5%
EPA	6,986	9,115	6,895	7.9%	6.9%	8.0%	40.4%	39.7%	40.4%	26.8%	27.1%	25.8%	14.9%	16.1%	16.9%	7.3%	7.5%	6.6%	2.6%	2.7%	2.2%
FCC	733	---	---	5.9%	---	---	27.1%	---	---	25.2%	---	---	20.7%	---	---	17.3%	---	---	3.9%	---	---
FERC	671	753	---	10.0%	9.4%	---	39.6%	34.7%	---	28.1%	29.8%	---	13.3%	14.6%	---	5.5%	6.8%	---	3.5%	4.6%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(24) Employees have a feeling of personal empowerment with respect to work processes.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,444</b>	<b>147,906</b>	<b>7.4%</b>	<b>7.1%</b>	<b>7.3%</b>	<b>36.5%</b>	<b>35.1%</b>	<b>35.3%</b>	<b>28.5%</b>	<b>29.2%</b>	<b>27.2%</b>	<b>16.9%</b>	<b>17.0%</b>	<b>18.8%</b>	<b>8.5%</b>	<b>9.3%</b>	<b>9.4%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.0%</b>
FTC	560	459	616	10.3%	9.4%	9.9%	38.3%	38.0%	35.4%	24.9%	24.8%	25.1%	16.1%	15.5%	16.7%	5.5%	7.8%	8.9%	5.0%	4.5%	4.0%
GSA	3,396	3,916	2,869	12.6%	12.5%	14.3%	38.3%	39.1%	41.5%	25.3%	23.2%	21.4%	13.5%	15.5%	13.7%	7.8%	7.7%	7.0%	2.5%	2.0%	2.1%
HHS	22,730	25,756	4,653	8.2%	7.1%	6.6%	36.1%	35.4%	34.8%	27.8%	28.5%	27.2%	15.9%	16.8%	18.2%	9.3%	8.9%	10.0%	2.7%	3.3%	3.0%
HUD	3,467	4,075	5,343	5.1%	5.9%	5.9%	31.4%	32.4%	31.3%	29.9%	28.2%	30.1%	18.9%	18.2%	19.7%	11.6%	12.5%	10.1%	3.0%	2.9%	2.8%
NARA	1,370	1,442	1,415	7.7%	5.7%	6.0%	32.4%	30.0%	28.2%	26.3%	31.1%	29.3%	19.0%	19.0%	21.0%	11.9%	11.8%	12.4%	2.7%	2.4%	3.2%
NASA	4,375	4,734	4,766	12.1%	11.2%	12.9%	47.1%	46.2%	44.9%	22.6%	23.3%	22.7%	12.0%	12.8%	13.2%	4.3%	4.7%	4.7%	2.0%	1.8%	1.5%
NCUA	588	623	538	9.1%	8.8%	5.9%	38.8%	44.7%	43.1%	24.9%	25.3%	24.5%	17.0%	14.0%	19.0%	8.5%	5.5%	6.1%	1.6%	1.6%	1.4%
NLRB	803	963	979	4.6%	6.6%	5.9%	28.9%	30.9%	27.9%	25.9%	28.0%	24.3%	22.3%	21.6%	22.9%	15.4%	10.5%	15.1%	2.8%	2.5%	4.1%
NRC	2,179	1,692	1,876	15.5%	8.6%	7.8%	42.7%	41.8%	37.0%	24.2%	26.3%	27.5%	11.6%	15.9%	17.4%	3.7%	5.3%	7.2%	2.4%	2.0%	3.1%
NSF	583	596	778	14.9%	12.9%	11.8%	40.0%	39.1%	34.1%	22.5%	23.5%	28.0%	13.1%	17.2%	17.1%	7.8%	6.3%	6.6%	1.7%	1.0%	2.5%
OMB	253	250	249	17.6%	15.6%	15.1%	46.7%	43.8%	45.0%	20.2%	21.3%	20.3%	11.0%	15.1%	15.4%	2.7%	2.8%	2.8%	1.7%	1.5%	1.5%
OPM	2,932	3,012	1,539	7.4%	6.7%	7.6%	36.8%	32.1%	32.7%	26.6%	25.3%	26.9%	16.0%	20.1%	16.8%	8.6%	12.6%	12.5%	4.5%	3.3%	3.4%
PBGC	515	---	---	8.2%	---	---	36.2%	---	---	27.2%	---	---	15.7%	---	---	9.5%	---	---	3.1%	---	---
RRB	570	680	700	5.7%	8.6%	6.2%	36.6%	31.0%	33.6%	32.2%	31.8%	31.7%	16.4%	17.5%	18.1%	5.0%	6.4%	7.1%	4.2%	4.7%	3.2%
SBA	1,618	1,447	1,661	6.7%	5.9%	5.2%	36.0%	28.6%	29.1%	27.7%	29.5%	26.5%	17.8%	18.8%	22.7%	9.1%	14.7%	13.3%	2.7%	2.5%	3.1%
SEC	1,605	1,905	2,166	7.2%	9.1%	5.8%	30.7%	34.6%	32.9%	26.1%	27.0%	27.3%	20.3%	16.7%	19.5%	11.8%	9.1%	9.8%	3.8%	3.5%	4.7%

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

# 2008 Federal Human Capital Survey: Report by Agency

## (24) Employees have a feeling of personal empowerment with respect to work processes.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,444</b>	<b>147,906</b>	<b>7.4%</b>	<b>7.1%</b>	<b>7.3%</b>	<b>36.5%</b>	<b>35.1%</b>	<b>35.3%</b>	<b>28.5%</b>	<b>29.2%</b>	<b>27.2%</b>	<b>16.9%</b>	<b>17.0%</b>	<b>18.8%</b>	<b>8.5%</b>	<b>9.3%</b>	<b>9.4%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.0%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>7.0%</b>	5.5%	4.2%	<b>33.7%</b>	30.3%	28.1%	<b>29.5%</b>	30.8%	29.2%	<b>17.7%</b>	17.3%	22.4%	<b>9.4%</b>	11.9%	14.2%	<b>2.6%</b>	4.2%	1.9%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>8.8%</b>	8.1%	8.1%	<b>42.4%</b>	39.1%	37.1%	<b>26.3%</b>	29.2%	25.6%	<b>13.8%</b>	16.0%	19.1%	<b>5.4%</b>	5.3%	7.2%	<b>3.3%</b>	2.3%	2.8%
<b>Treasury</b>	<b>8,648</b>	7,035	5,677	<b>6.6%</b>	6.9%	4.9%	<b>36.1%</b>	35.2%	35.0%	<b>25.4%</b>	30.6%	25.9%	<b>19.7%</b>	16.7%	22.3%	<b>9.6%</b>	7.9%	9.6%	<b>2.5%</b>	2.8%	2.2%
<b>USDA</b>	<b>13,691</b>	13,594	10,402	<b>4.9%</b>	5.9%	5.7%	<b>37.2%</b>	35.9%	35.1%	<b>30.5%</b>	31.1%	29.8%	<b>17.9%</b>	17.6%	19.5%	<b>7.2%</b>	7.5%	7.5%	<b>2.3%</b>	2.1%	2.4%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>7.6%</b>	9.1%	9.3%	<b>35.3%</b>	31.6%	37.7%	<b>28.1%</b>	27.3%	26.7%	<b>19.5%</b>	17.3%	15.3%	<b>7.9%</b>	13.0%	10.0%	<b>1.6%</b>	1.8%	1.0%
<b>Small Agencies</b>	<b>3,227</b>	4,141	3,679	<b>9.2%</b>	10.2%	9.7%	<b>36.2%</b>	34.2%	33.6%	<b>26.8%</b>	25.7%	24.6%	<b>16.3%</b>	17.4%	18.4%	<b>8.5%</b>	9.1%	10.5%	<b>2.9%</b>	3.4%	3.3%
<b>All DoD</b>	<b>43,443</b>	50,729	40,195	<b>8.0%</b>	7.8%	8.5%	<b>38.6%</b>	38.3%	37.8%	<b>29.2%</b>	29.6%	27.3%	<b>15.0%</b>	15.3%	17.8%	<b>7.1%</b>	7.1%	6.8%	<b>2.1%</b>	2.0%	1.8%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>6.4%</b>	6.5%	7.5%	<b>40.3%</b>	39.7%	40.5%	<b>29.0%</b>	29.6%	27.0%	<b>16.0%</b>	16.2%	18.0%	<b>5.9%</b>	6.3%	5.0%	<b>2.4%</b>	1.7%	2.0%
<b>Air Force</b>	<b>8,971</b>	10,078	8,696	<b>8.0%</b>	8.6%	8.1%	<b>39.3%</b>	38.8%	37.2%	<b>27.7%</b>	28.5%	27.3%	<b>15.5%</b>	14.9%	18.6%	<b>7.7%</b>	7.3%	7.1%	<b>1.9%</b>	1.8%	1.6%
<b>Army</b>	<b>11,657</b>	13,740	8,408	<b>8.5%</b>	8.7%	10.7%	<b>39.1%</b>	38.8%	38.9%	<b>30.2%</b>	29.9%	25.5%	<b>13.5%</b>	14.4%	16.2%	<b>6.6%</b>	6.2%	7.1%	<b>2.1%</b>	2.1%	1.6%
<b>Navy</b>	<b>9,578</b>	12,618	9,511	<b>7.6%</b>	6.5%	6.9%	<b>37.6%</b>	37.0%	37.8%	<b>30.2%</b>	30.4%	28.7%	<b>15.4%</b>	16.4%	18.6%	<b>6.8%</b>	7.7%	6.1%	<b>2.4%</b>	2.0%	2.0%
<b>Marine Corps</b>	<b>797</b>	912	765	<b>9.7%</b>	8.3%	8.2%	<b>39.6%</b>	37.4%	37.8%	<b>25.9%</b>	26.6%	30.2%	<b>15.9%</b>	18.2%	15.2%	<b>7.6%</b>	7.9%	7.0%	<b>1.3%</b>	1.7%	1.7%
<b>Other DoD</b>	<b>7,405</b>	8,227	6,520	<b>7.8%</b>	7.0%	7.5%	<b>37.3%</b>	38.2%	35.2%	<b>27.9%</b>	30.0%	28.0%	<b>16.6%</b>	15.0%	18.8%	<b>8.1%</b>	7.7%	8.0%	<b>2.3%</b>	2.1%	2.4%

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

# 2008 Federal Human Capital Survey: Report by Agency

(25) Employees are rewarded for providing high quality products and services to customers.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,177</b>	<b>221,415</b>	<b>147,887</b>	<b>10.4%</b>	<b>9.8%</b>	<b>9.2%</b>	<b>35.7%</b>	<b>34.8%</b>	<b>32.9%</b>	<b>23.6%</b>	<b>23.6%</b>	<b>24.4%</b>	<b>17.4%</b>	<b>18.7%</b>	<b>19.8%</b>	<b>10.7%</b>	<b>11.0%</b>	<b>10.6%</b>	<b>2.2%</b>	<b>2.0%</b>	<b>3.0%</b>
AID	831	726	803	11.5%	10.1%	10.7%	42.5%	41.1%	40.3%	22.4%	23.1%	22.5%	13.9%	14.8%	14.4%	8.2%	8.2%	10.1%	1.4%	2.8%	2.1%
BBG	556	570	543	6.1%	6.3%	7.1%	20.0%	18.8%	25.0%	17.5%	25.8%	20.8%	26.0%	25.6%	24.0%	27.8%	21.7%	19.2%	2.6%	1.7%	4.0%
CSOSA	604	518	554	16.2%	12.4%	12.3%	38.9%	38.4%	40.4%	18.7%	21.2%	18.0%	16.3%	14.4%	17.2%	7.9%	11.8%	9.1%	2.0%	1.7%	3.0%
DHS	9,550	10,370	10,467	7.5%	5.2%	4.6%	27.3%	24.8%	19.5%	24.0%	24.0%	25.3%	22.0%	24.4%	27.9%	16.2%	18.9%	18.3%	3.0%	2.6%	4.4%
DOC	3,556	5,204	4,021	14.0%	12.4%	12.2%	40.6%	40.3%	40.4%	20.3%	21.6%	20.6%	14.5%	14.7%	14.9%	7.9%	8.7%	8.7%	2.7%	2.3%	3.1%
DOE	6,093	7,742	1,485	10.3%	9.6%	11.9%	39.1%	37.7%	36.1%	23.3%	24.0%	23.0%	16.8%	17.6%	17.9%	8.6%	9.3%	9.3%	1.8%	1.7%	1.8%
DOI	27,024	25,500	5,181	9.3%	8.0%	8.0%	36.3%	34.9%	33.3%	23.0%	23.9%	24.8%	17.9%	20.0%	21.0%	11.4%	11.4%	10.2%	2.1%	1.7%	2.7%
DOJ	14,015	10,959	7,701	9.2%	8.0%	8.1%	34.2%	32.7%	27.8%	26.2%	26.9%	27.1%	18.2%	20.4%	21.2%	9.3%	9.0%	11.3%	3.0%	3.0%	4.4%
DOL	4,110	4,538	4,082	10.7%	10.0%	8.9%	36.8%	37.0%	32.8%	22.6%	23.3%	24.5%	16.4%	17.3%	19.1%	11.3%	10.3%	10.8%	2.1%	2.2%	4.0%
DOT	6,353	5,451	4,950	8.8%	6.6%	7.3%	31.5%	27.8%	30.5%	18.3%	20.8%	21.8%	21.5%	24.0%	22.4%	17.6%	19.5%	16.2%	2.2%	1.3%	1.9%
Educ	2,393	2,910	2,408	10.5%	7.0%	11.7%	29.2%	30.0%	33.3%	22.7%	22.7%	20.6%	18.1%	19.8%	16.8%	15.3%	17.8%	13.1%	4.3%	2.8%	4.5%
EEOC	1,210	1,173	1,693	11.3%	7.0%	7.2%	32.7%	26.2%	27.3%	18.4%	21.4%	21.5%	20.1%	25.1%	25.5%	14.9%	18.0%	15.3%	2.7%	2.2%	3.2%
EPA	6,986	9,115	6,895	13.4%	10.7%	13.4%	46.4%	43.8%	42.9%	19.5%	22.1%	21.7%	11.2%	13.9%	12.8%	7.7%	7.6%	6.3%	1.8%	1.8%	2.7%
FCC	733	---	---	11.2%	---	---	36.4%	---	---	19.5%	---	---	16.8%	---	---	13.5%	---	---	2.7%	---	---
FERC	671	753	---	19.6%	15.3%	---	42.7%	45.4%	---	20.8%	17.5%	---	7.7%	12.4%	---	6.0%	6.5%	---	3.2%	2.9%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(25) Employees are rewarded for providing high quality products and services to customers.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,177</b>	<b>221,415</b>	<b>147,887</b>	<b>10.4%</b>	<b>9.8%</b>	<b>9.2%</b>	<b>35.7%</b>	<b>34.8%</b>	<b>32.9%</b>	<b>23.6%</b>	<b>23.6%</b>	<b>24.4%</b>	<b>17.4%</b>	<b>18.7%</b>	<b>19.8%</b>	<b>10.7%</b>	<b>11.0%</b>	<b>10.6%</b>	<b>2.2%</b>	<b>2.0%</b>	<b>3.0%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>20.2%</b>	<b>13.6%</b>	<b>16.8%</b>	<b>42.4%</b>	<b>43.4%</b>	<b>35.9%</b>	<b>17.2%</b>	<b>22.1%</b>	<b>23.1%</b>	<b>11.4%</b>	<b>7.5%</b>	<b>10.8%</b>	<b>5.3%</b>	<b>6.8%</b>	<b>6.2%</b>	<b>3.5%</b>	<b>6.7%</b>	<b>7.1%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>14.4%</b>	<b>13.5%</b>	<b>18.6%</b>	<b>36.1%</b>	<b>33.9%</b>	<b>36.0%</b>	<b>21.5%</b>	<b>21.8%</b>	<b>19.9%</b>	<b>15.3%</b>	<b>19.6%</b>	<b>14.6%</b>	<b>10.0%</b>	<b>9.1%</b>	<b>7.7%</b>	<b>2.7%</b>	<b>2.2%</b>	<b>3.2%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>11.7%</b>	<b>10.4%</b>	<b>9.9%</b>	<b>35.2%</b>	<b>35.6%</b>	<b>32.1%</b>	<b>22.5%</b>	<b>23.3%</b>	<b>24.1%</b>	<b>16.6%</b>	<b>17.3%</b>	<b>18.5%</b>	<b>11.4%</b>	<b>10.6%</b>	<b>10.6%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>4.9%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>8.5%</b>	<b>12.1%</b>	<b>10.8%</b>	<b>34.9%</b>	<b>38.6%</b>	<b>35.9%</b>	<b>21.5%</b>	<b>19.9%</b>	<b>21.0%</b>	<b>18.8%</b>	<b>15.3%</b>	<b>18.1%</b>	<b>13.5%</b>	<b>12.2%</b>	<b>10.4%</b>	<b>2.9%</b>	<b>1.8%</b>	<b>3.6%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>13.3%</b>	<b>12.5%</b>	<b>11.4%</b>	<b>37.0%</b>	<b>38.0%</b>	<b>34.9%</b>	<b>18.2%</b>	<b>20.4%</b>	<b>22.1%</b>	<b>17.8%</b>	<b>16.7%</b>	<b>16.1%</b>	<b>11.0%</b>	<b>11.2%</b>	<b>9.3%</b>	<b>2.7%</b>	<b>1.2%</b>	<b>6.2%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>19.6%</b>	<b>16.4%</b>	<b>14.9%</b>	<b>45.8%</b>	<b>45.8%</b>	<b>45.6%</b>	<b>18.2%</b>	<b>20.7%</b>	<b>21.6%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>11.4%</b>	<b>4.8%</b>	<b>5.0%</b>	<b>4.3%</b>	<b>1.5%</b>	<b>2.1%</b>	<b>2.3%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>8.8%</b>	<b>10.3%</b>	<b>11.0%</b>	<b>38.8%</b>	<b>43.3%</b>	<b>41.1%</b>	<b>25.7%</b>	<b>20.6%</b>	<b>24.2%</b>	<b>18.3%</b>	<b>17.0%</b>	<b>16.4%</b>	<b>6.7%</b>	<b>7.2%</b>	<b>5.5%</b>	<b>1.7%</b>	<b>1.5%</b>	<b>1.7%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>5.4%</b>	<b>6.5%</b>	<b>10.1%</b>	<b>27.3%</b>	<b>30.7%</b>	<b>28.0%</b>	<b>20.6%</b>	<b>24.9%</b>	<b>20.4%</b>	<b>24.5%</b>	<b>19.4%</b>	<b>21.9%</b>	<b>20.0%</b>	<b>16.1%</b>	<b>15.1%</b>	<b>2.3%</b>	<b>2.4%</b>	<b>4.5%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>27.5%</b>	<b>18.6%</b>	<b>15.7%</b>	<b>43.1%</b>	<b>47.0%</b>	<b>45.2%</b>	<b>15.6%</b>	<b>18.3%</b>	<b>19.2%</b>	<b>8.3%</b>	<b>10.5%</b>	<b>12.0%</b>	<b>3.5%</b>	<b>4.2%</b>	<b>4.5%</b>	<b>1.9%</b>	<b>1.3%</b>	<b>3.3%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>26.2%</b>	<b>25.8%</b>	<b>19.4%</b>	<b>41.0%</b>	<b>41.3%</b>	<b>37.2%</b>	<b>17.4%</b>	<b>15.8%</b>	<b>21.8%</b>	<b>9.5%</b>	<b>10.7%</b>	<b>12.8%</b>	<b>5.4%</b>	<b>5.3%</b>	<b>4.6%</b>	<b>0.5%</b>	<b>1.2%</b>	<b>4.2%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>19.5%</b>	<b>15.5%</b>	<b>13.9%</b>	<b>45.1%</b>	<b>44.0%</b>	<b>43.9%</b>	<b>19.0%</b>	<b>16.9%</b>	<b>22.7%</b>	<b>11.9%</b>	<b>18.9%</b>	<b>10.1%</b>	<b>2.2%</b>	<b>2.7%</b>	<b>7.7%</b>	<b>2.2%</b>	<b>1.9%</b>	<b>1.7%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>10.6%</b>	<b>8.9%</b>	<b>7.7%</b>	<b>36.0%</b>	<b>30.7%</b>	<b>27.3%</b>	<b>23.0%</b>	<b>22.7%</b>	<b>24.8%</b>	<b>16.8%</b>	<b>20.3%</b>	<b>21.5%</b>	<b>9.1%</b>	<b>13.0%</b>	<b>13.6%</b>	<b>4.5%</b>	<b>4.4%</b>	<b>5.2%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>16.3%</b>	<b>---</b>	<b>---</b>	<b>43.0%</b>	<b>---</b>	<b>---</b>	<b>16.8%</b>	<b>---</b>	<b>---</b>	<b>14.4%</b>	<b>---</b>	<b>---</b>	<b>7.9%</b>	<b>---</b>	<b>---</b>	<b>1.8%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>9.3%</b>	<b>11.6%</b>	<b>10.0%</b>	<b>38.6%</b>	<b>38.0%</b>	<b>37.9%</b>	<b>23.8%</b>	<b>21.9%</b>	<b>22.5%</b>	<b>16.2%</b>	<b>18.1%</b>	<b>19.2%</b>	<b>8.8%</b>	<b>7.4%</b>	<b>6.3%</b>	<b>3.3%</b>	<b>3.0%</b>	<b>4.2%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>9.3%</b>	<b>7.8%</b>	<b>6.8%</b>	<b>33.3%</b>	<b>30.3%</b>	<b>27.0%</b>	<b>24.7%</b>	<b>22.0%</b>	<b>24.2%</b>	<b>19.0%</b>	<b>20.9%</b>	<b>23.3%</b>	<b>10.6%</b>	<b>17.0%</b>	<b>14.9%</b>	<b>3.2%</b>	<b>2.0%</b>	<b>3.9%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>8.9%</b>	<b>11.8%</b>	<b>8.9%</b>	<b>29.7%</b>	<b>35.2%</b>	<b>33.1%</b>	<b>23.0%</b>	<b>24.6%</b>	<b>26.5%</b>	<b>20.7%</b>	<b>14.3%</b>	<b>14.1%</b>	<b>13.9%</b>	<b>9.8%</b>	<b>8.1%</b>	<b>3.8%</b>	<b>4.2%</b>	<b>9.4%</b>

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

# 2008 Federal Human Capital Survey: Report by Agency

(25) Employees are rewarded for providing high quality products and services to customers.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,177</b>	<b>221,415</b>	<b>147,887</b>	<b>10.4%</b>	<b>9.8%</b>	<b>9.2%</b>	<b>35.7%</b>	<b>34.8%</b>	<b>32.9%</b>	<b>23.6%</b>	<b>23.6%</b>	<b>24.4%</b>	<b>17.4%</b>	<b>18.7%</b>	<b>19.8%</b>	<b>10.7%</b>	<b>11.0%</b>	<b>10.6%</b>	<b>2.2%</b>	<b>2.0%</b>	<b>3.0%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>14.3%</b>	11.4%	11.0%	<b>38.8%</b>	37.3%	36.9%	<b>19.8%</b>	21.1%	23.2%	<b>15.6%</b>	18.5%	14.3%	<b>10.2%</b>	10.0%	12.2%	<b>1.3%</b>	1.6%	2.5%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>11.9%</b>	10.7%	11.9%	<b>41.1%</b>	38.8%	31.1%	<b>22.7%</b>	26.7%	24.8%	<b>14.1%</b>	15.1%	19.8%	<b>7.6%</b>	6.9%	8.3%	<b>2.6%</b>	1.8%	4.0%
<b>Treasury</b>	<b>8,631</b>	7,034	5,677	<b>10.1%</b>	10.4%	9.6%	<b>38.0%</b>	40.8%	40.1%	<b>22.6%</b>	23.0%	21.3%	<b>18.0%</b>	17.2%	17.7%	<b>8.7%</b>	6.1%	8.5%	<b>2.6%</b>	2.6%	2.8%
<b>USDA</b>	<b>13,685</b>	13,589	10,403	<b>7.2%</b>	8.4%	6.9%	<b>34.4%</b>	32.2%	32.8%	<b>26.0%</b>	26.2%	26.6%	<b>20.0%</b>	21.1%	21.2%	<b>10.4%</b>	10.4%	9.4%	<b>2.1%</b>	1.7%	3.1%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>9.3%</b>	9.4%	8.9%	<b>33.0%</b>	29.8%	29.9%	<b>25.5%</b>	21.5%	24.1%	<b>18.0%</b>	22.5%	22.8%	<b>12.3%</b>	15.6%	11.5%	<b>2.0%</b>	1.2%	2.7%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>13.9%</b>	13.9%	11.4%	<b>37.6%</b>	36.0%	31.7%	<b>20.8%</b>	21.3%	23.8%	<b>15.2%</b>	15.9%	17.0%	<b>9.7%</b>	9.7%	10.6%	<b>2.9%</b>	3.1%	5.5%
<b>All DoD</b>	<b>43,444</b>	50,716	40,188	<b>11.0%</b>	10.9%	10.0%	<b>37.6%</b>	37.4%	35.0%	<b>24.1%</b>	24.3%	25.1%	<b>16.1%</b>	16.4%	18.4%	<b>9.2%</b>	9.1%	9.1%	<b>2.0%</b>	1.9%	2.4%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>9.5%</b>	9.7%	10.0%	<b>39.3%</b>	40.8%	38.0%	<b>25.0%</b>	23.7%	25.5%	<b>16.4%</b>	16.5%	17.0%	<b>7.3%</b>	7.6%	7.4%	<b>2.4%</b>	1.8%	2.1%
<b>Air Force</b>	<b>8,971</b>	10,073	8,693	<b>10.5%</b>	11.6%	9.0%	<b>35.9%</b>	36.9%	34.2%	<b>25.4%</b>	25.4%	26.0%	<b>16.7%</b>	15.6%	19.3%	<b>10.2%</b>	9.2%	9.3%	<b>1.3%</b>	1.3%	2.2%
<b>Army</b>	<b>11,658</b>	13,738	8,407	<b>11.4%</b>	11.7%	11.5%	<b>37.5%</b>	37.1%	34.3%	<b>24.0%</b>	23.8%	24.7%	<b>15.8%</b>	16.4%	18.1%	<b>8.9%</b>	8.8%	8.9%	<b>2.4%</b>	2.2%	2.5%
<b>Navy</b>	<b>9,578</b>	12,613	9,511	<b>10.8%</b>	9.4%	8.7%	<b>39.0%</b>	37.6%	36.2%	<b>23.7%</b>	24.3%	25.6%	<b>15.9%</b>	17.4%	18.4%	<b>8.7%</b>	9.5%	9.0%	<b>2.0%</b>	1.8%	2.0%
<b>Marine Corps</b>	<b>797</b>	910	763	<b>11.4%</b>	11.9%	10.3%	<b>33.4%</b>	30.0%	31.1%	<b>22.6%</b>	27.1%	23.6%	<b>18.3%</b>	17.9%	17.4%	<b>12.9%</b>	10.7%	14.9%	<b>1.5%</b>	2.4%	2.7%
<b>Other DoD</b>	<b>7,405</b>	8,228	6,519	<b>11.8%</b>	10.8%	10.7%	<b>38.8%</b>	39.1%	35.5%	<b>22.4%</b>	23.6%	23.3%	<b>15.6%</b>	15.3%	18.2%	<b>9.1%</b>	8.9%	9.2%	<b>2.3%</b>	2.3%	3.2%

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

# 2008 Federal Human Capital Survey: Report by Agency

## (26) Creativity and innovation are rewarded.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,183</b>	<b>221,410</b>	<b>147,895</b>	<b>9.2%</b>	<b>8.6%</b>	<b>7.9%</b>	<b>30.9%</b>	<b>30.3%</b>	<b>28.2%</b>	<b>28.1%</b>	<b>28.4%</b>	<b>28.8%</b>	<b>18.5%</b>	<b>19.4%</b>	<b>20.6%</b>	<b>10.8%</b>	<b>11.1%</b>	<b>11.3%</b>	<b>2.5%</b>	<b>2.2%</b>	<b>3.1%</b>
AID	831	726	803	10.6%	9.5%	9.0%	40.1%	36.7%	34.6%	24.3%	28.1%	27.6%	14.9%	15.9%	15.3%	8.3%	8.2%	10.8%	1.8%	1.7%	2.7%
BBG	556	570	543	6.5%	6.1%	7.0%	16.4%	19.5%	22.1%	22.7%	24.7%	26.3%	24.2%	25.5%	21.2%	27.5%	22.3%	21.0%	2.6%	2.0%	2.3%
CSOSA	604	518	554	13.8%	9.8%	9.4%	34.0%	30.8%	31.5%	23.6%	27.7%	26.4%	19.0%	17.7%	20.1%	7.9%	11.8%	8.8%	1.7%	2.1%	3.8%
DHS	9,550	10,369	10,475	6.7%	4.4%	4.0%	23.7%	20.7%	17.1%	27.6%	27.2%	26.3%	22.9%	25.6%	28.7%	16.4%	19.9%	20.3%	2.7%	2.2%	3.5%
DOC	3,556	5,204	4,021	11.7%	10.4%	10.9%	34.2%	34.1%	34.4%	26.0%	26.7%	24.7%	16.3%	16.3%	16.9%	8.8%	9.9%	9.9%	3.0%	2.6%	3.3%
DOE	6,093	7,742	1,485	8.7%	8.2%	9.8%	33.5%	31.8%	33.9%	28.6%	28.5%	26.2%	17.7%	19.0%	17.7%	9.3%	10.6%	10.4%	2.1%	1.9%	1.9%
DOI	27,026	25,499	5,181	8.3%	7.3%	7.3%	31.8%	30.9%	29.6%	27.2%	27.9%	29.0%	19.0%	20.2%	21.2%	11.6%	11.6%	10.6%	2.2%	2.1%	2.3%
DOJ	14,015	10,962	7,701	8.5%	6.9%	7.7%	30.3%	30.2%	28.1%	29.9%	30.7%	26.7%	20.2%	21.1%	22.8%	9.4%	9.0%	11.9%	1.7%	2.2%	2.7%
DOL	4,110	4,538	4,082	8.6%	8.4%	7.4%	29.0%	29.7%	27.9%	28.2%	28.1%	27.4%	18.4%	19.7%	20.5%	13.4%	11.3%	13.0%	2.4%	2.8%	3.8%
DOT	6,353	5,452	4,950	7.2%	6.5%	5.7%	24.6%	22.9%	26.0%	25.6%	25.5%	28.5%	22.6%	23.4%	21.2%	18.2%	20.0%	16.3%	1.8%	1.7%	2.3%
Educ	2,393	2,909	2,408	9.5%	6.3%	8.9%	25.6%	24.6%	26.4%	25.1%	26.0%	24.9%	19.0%	21.3%	19.3%	16.1%	18.2%	15.8%	4.6%	3.6%	4.8%
EEOC	1,210	1,173	1,693	10.0%	6.9%	6.6%	25.3%	25.1%	25.1%	25.9%	23.5%	24.6%	19.0%	24.4%	23.8%	16.3%	17.0%	16.2%	3.5%	3.0%	3.7%
EPA	6,986	9,115	6,895	12.5%	9.9%	11.7%	40.4%	38.4%	37.1%	23.9%	26.9%	25.8%	13.0%	14.2%	15.1%	8.0%	8.3%	7.9%	2.1%	2.3%	2.5%
FCC	733	---	---	9.6%	---	---	26.7%	---	---	24.0%	---	---	20.2%	---	---	16.0%	---	---	3.5%	---	---
FERC	671	753	---	16.1%	11.9%	---	35.9%	33.7%	---	25.9%	27.0%	---	13.4%	15.1%	---	6.1%	8.6%	---	2.6%	3.8%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

## (26) Creativity and innovation are rewarded.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,183</b>	<b>221,410</b>	<b>147,895</b>	<b>9.2%</b>	<b>8.6%</b>	<b>7.9%</b>	<b>30.9%</b>	<b>30.3%</b>	<b>28.2%</b>	<b>28.1%</b>	<b>28.4%</b>	<b>28.8%</b>	<b>18.5%</b>	<b>19.4%</b>	<b>20.6%</b>	<b>10.8%</b>	<b>11.1%</b>	<b>11.3%</b>	<b>2.5%</b>	<b>2.2%</b>	<b>3.1%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>16.9%</b>	<b>14.5%</b>	<b>16.3%</b>	<b>39.1%</b>	<b>40.1%</b>	<b>34.2%</b>	<b>21.1%</b>	<b>23.3%</b>	<b>23.9%</b>	<b>13.9%</b>	<b>11.5%</b>	<b>12.8%</b>	<b>6.1%</b>	<b>7.1%</b>	<b>8.4%</b>	<b>3.0%</b>	<b>3.4%</b>	<b>4.3%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>13.1%</b>	<b>11.8%</b>	<b>15.1%</b>	<b>31.6%</b>	<b>29.5%</b>	<b>31.2%</b>	<b>25.8%</b>	<b>26.9%</b>	<b>24.3%</b>	<b>17.0%</b>	<b>19.7%</b>	<b>17.0%</b>	<b>9.6%</b>	<b>9.4%</b>	<b>8.3%</b>	<b>2.9%</b>	<b>2.7%</b>	<b>4.1%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>10.6%</b>	<b>9.7%</b>	<b>9.0%</b>	<b>31.3%</b>	<b>31.2%</b>	<b>28.4%</b>	<b>26.1%</b>	<b>27.5%</b>	<b>27.8%</b>	<b>17.4%</b>	<b>17.5%</b>	<b>19.0%</b>	<b>11.7%</b>	<b>11.0%</b>	<b>11.9%</b>	<b>3.0%</b>	<b>3.2%</b>	<b>4.0%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>6.5%</b>	<b>9.7%</b>	<b>8.7%</b>	<b>27.5%</b>	<b>30.2%</b>	<b>26.7%</b>	<b>27.4%</b>	<b>25.6%</b>	<b>28.5%</b>	<b>21.6%</b>	<b>17.9%</b>	<b>19.9%</b>	<b>13.7%</b>	<b>13.8%</b>	<b>12.6%</b>	<b>3.3%</b>	<b>2.8%</b>	<b>3.7%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>11.0%</b>	<b>9.3%</b>	<b>7.5%</b>	<b>28.5%</b>	<b>28.7%</b>	<b>23.8%</b>	<b>23.9%</b>	<b>26.2%</b>	<b>29.1%</b>	<b>20.4%</b>	<b>19.8%</b>	<b>22.1%</b>	<b>13.8%</b>	<b>13.7%</b>	<b>11.9%</b>	<b>2.4%</b>	<b>2.2%</b>	<b>5.6%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>17.7%</b>	<b>16.6%</b>	<b>15.3%</b>	<b>43.4%</b>	<b>42.4%</b>	<b>41.2%</b>	<b>21.6%</b>	<b>22.9%</b>	<b>25.0%</b>	<b>10.4%</b>	<b>11.4%</b>	<b>11.5%</b>	<b>5.4%</b>	<b>4.7%</b>	<b>4.7%</b>	<b>1.5%</b>	<b>2.1%</b>	<b>2.2%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>9.3%</b>	<b>9.7%</b>	<b>7.5%</b>	<b>29.7%</b>	<b>38.6%</b>	<b>39.9%</b>	<b>29.7%</b>	<b>25.9%</b>	<b>26.3%</b>	<b>19.9%</b>	<b>16.8%</b>	<b>17.0%</b>	<b>8.9%</b>	<b>7.1%</b>	<b>7.8%</b>	<b>2.4%</b>	<b>1.8%</b>	<b>1.4%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>4.6%</b>	<b>5.2%</b>	<b>7.7%</b>	<b>22.0%</b>	<b>22.8%</b>	<b>19.7%</b>	<b>24.9%</b>	<b>30.5%</b>	<b>23.1%</b>	<b>26.4%</b>	<b>22.6%</b>	<b>26.2%</b>	<b>19.6%</b>	<b>16.0%</b>	<b>18.4%</b>	<b>2.6%</b>	<b>2.9%</b>	<b>4.9%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>21.0%</b>	<b>12.7%</b>	<b>9.9%</b>	<b>37.8%</b>	<b>38.3%</b>	<b>34.9%</b>	<b>23.6%</b>	<b>26.8%</b>	<b>28.6%</b>	<b>10.7%</b>	<b>13.9%</b>	<b>15.8%</b>	<b>4.5%</b>	<b>6.3%</b>	<b>6.7%</b>	<b>2.4%</b>	<b>2.0%</b>	<b>4.1%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>25.2%</b>	<b>25.3%</b>	<b>18.5%</b>	<b>36.5%</b>	<b>35.0%</b>	<b>33.9%</b>	<b>20.6%</b>	<b>19.4%</b>	<b>25.0%</b>	<b>11.0%</b>	<b>12.6%</b>	<b>12.8%</b>	<b>5.3%</b>	<b>6.1%</b>	<b>6.7%</b>	<b>1.4%</b>	<b>1.5%</b>	<b>3.1%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>20.2%</b>	<b>21.1%</b>	<b>15.0%</b>	<b>44.1%</b>	<b>39.6%</b>	<b>47.6%</b>	<b>20.2%</b>	<b>20.5%</b>	<b>18.1%</b>	<b>9.8%</b>	<b>12.4%</b>	<b>11.9%</b>	<b>3.5%</b>	<b>4.9%</b>	<b>5.8%</b>	<b>2.1%</b>	<b>1.5%</b>	<b>1.5%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>7.6%</b>	<b>7.1%</b>	<b>6.6%</b>	<b>24.8%</b>	<b>23.9%</b>	<b>23.9%</b>	<b>31.7%</b>	<b>27.7%</b>	<b>29.0%</b>	<b>19.2%</b>	<b>21.7%</b>	<b>20.3%</b>	<b>10.2%</b>	<b>14.0%</b>	<b>14.7%</b>	<b>6.4%</b>	<b>5.6%</b>	<b>5.5%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>14.9%</b>	<b>---</b>	<b>---</b>	<b>34.7%</b>	<b>---</b>	<b>---</b>	<b>23.5%</b>	<b>---</b>	<b>---</b>	<b>14.3%</b>	<b>---</b>	<b>---</b>	<b>9.7%</b>	<b>---</b>	<b>---</b>	<b>2.9%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>6.9%</b>	<b>7.9%</b>	<b>6.0%</b>	<b>27.6%</b>	<b>27.2%</b>	<b>27.0%</b>	<b>32.7%</b>	<b>32.8%</b>	<b>32.1%</b>	<b>20.3%</b>	<b>20.9%</b>	<b>21.4%</b>	<b>8.4%</b>	<b>8.6%</b>	<b>8.3%</b>	<b>4.1%</b>	<b>2.6%</b>	<b>5.2%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>8.9%</b>	<b>7.5%</b>	<b>5.9%</b>	<b>28.9%</b>	<b>26.0%</b>	<b>24.5%</b>	<b>28.6%</b>	<b>25.5%</b>	<b>26.4%</b>	<b>18.2%</b>	<b>21.7%</b>	<b>23.6%</b>	<b>11.8%</b>	<b>15.9%</b>	<b>15.5%</b>	<b>3.6%</b>	<b>3.4%</b>	<b>4.1%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>8.4%</b>	<b>10.5%</b>	<b>8.0%</b>	<b>24.8%</b>	<b>30.8%</b>	<b>29.9%</b>	<b>26.2%</b>	<b>27.3%</b>	<b>28.0%</b>	<b>21.2%</b>	<b>16.8%</b>	<b>18.0%</b>	<b>15.4%</b>	<b>11.5%</b>	<b>10.5%</b>	<b>4.0%</b>	<b>3.1%</b>	<b>5.7%</b>

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

# 2008 Federal Human Capital Survey: Report by Agency

## (26) Creativity and innovation are rewarded.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,183</b>	<b>221,410</b>	<b>147,895</b>	<b>9.2%</b>	<b>8.6%</b>	<b>7.9%</b>	<b>30.9%</b>	<b>30.3%</b>	<b>28.2%</b>	<b>28.1%</b>	<b>28.4%</b>	<b>28.8%</b>	<b>18.5%</b>	<b>19.4%</b>	<b>20.6%</b>	<b>10.8%</b>	<b>11.1%</b>	<b>11.3%</b>	<b>2.5%</b>	<b>2.2%</b>	<b>3.1%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>10.5%</b>	8.9%	6.8%	<b>32.0%</b>	29.8%	28.5%	<b>27.9%</b>	28.3%	30.6%	<b>16.3%</b>	20.1%	17.4%	<b>10.2%</b>	9.9%	13.8%	<b>3.1%</b>	3.0%	2.9%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>12.3%</b>	9.6%	12.8%	<b>36.0%</b>	37.5%	29.9%	<b>27.6%</b>	27.3%	25.4%	<b>13.7%</b>	15.8%	19.0%	<b>8.1%</b>	8.1%	9.8%	<b>2.2%</b>	1.7%	3.0%
<b>Treasury</b>	<b>8,632</b>	7,031	5,677	<b>8.5%</b>	9.3%	7.1%	<b>30.8%</b>	32.1%	30.3%	<b>28.4%</b>	27.7%	28.0%	<b>19.0%</b>	19.5%	20.6%	<b>9.2%</b>	7.3%	9.9%	<b>4.1%</b>	4.1%	4.1%
<b>USDA</b>	<b>13,687</b>	13,589	10,402	<b>6.4%</b>	7.2%	5.9%	<b>29.8%</b>	28.2%	27.9%	<b>29.9%</b>	30.8%	31.1%	<b>21.2%</b>	21.5%	22.5%	<b>10.3%</b>	10.3%	10.3%	<b>2.3%</b>	1.9%	2.3%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>8.2%</b>	8.9%	8.2%	<b>28.8%</b>	26.9%	25.2%	<b>27.0%</b>	26.9%	30.1%	<b>20.9%</b>	21.2%	22.6%	<b>12.7%</b>	14.7%	10.4%	<b>2.6%</b>	1.3%	3.5%
<b>Small Agencies</b>	<b>3,227</b>	4,141	3,679	<b>12.9%</b>	12.7%	10.7%	<b>33.0%</b>	31.0%	29.4%	<b>24.9%</b>	25.5%	26.4%	<b>15.5%</b>	17.4%	18.5%	<b>10.6%</b>	10.6%	10.9%	<b>3.0%</b>	2.8%	4.1%
<b>All DoD</b>	<b>43,444</b>	50,713	40,189	<b>9.9%</b>	9.4%	8.5%	<b>32.9%</b>	33.0%	30.2%	<b>29.3%</b>	29.4%	30.0%	<b>16.6%</b>	17.3%	18.8%	<b>9.0%</b>	8.9%	9.7%	<b>2.3%</b>	2.0%	2.8%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>8.5%</b>	8.3%	8.3%	<b>33.8%</b>	35.0%	32.4%	<b>30.5%</b>	28.7%	30.5%	<b>17.1%</b>	17.7%	18.0%	<b>7.3%</b>	8.3%	8.3%	<b>2.8%</b>	2.0%	2.4%
<b>Air Force</b>	<b>8,971</b>	10,074	8,694	<b>9.7%</b>	10.3%	8.2%	<b>33.4%</b>	33.7%	30.2%	<b>28.3%</b>	30.3%	30.8%	<b>17.4%</b>	15.4%	19.0%	<b>9.6%</b>	8.9%	9.7%	<b>1.5%</b>	1.5%	2.1%
<b>Army</b>	<b>11,658</b>	13,735	8,407	<b>10.0%</b>	10.2%	9.8%	<b>32.6%</b>	32.4%	30.1%	<b>30.8%</b>	29.1%	29.2%	<b>15.4%</b>	18.2%	18.3%	<b>8.6%</b>	8.1%	9.4%	<b>2.6%</b>	2.1%	3.2%
<b>Navy</b>	<b>9,578</b>	12,615	9,510	<b>10.0%</b>	7.9%	7.6%	<b>33.2%</b>	33.1%	30.4%	<b>29.0%</b>	29.1%	31.0%	<b>16.9%</b>	18.1%	19.0%	<b>8.5%</b>	9.7%	9.3%	<b>2.4%</b>	2.2%	2.6%
<b>Marine Corps</b>	<b>797</b>	910	765	<b>12.1%</b>	10.2%	7.9%	<b>27.1%</b>	28.4%	26.7%	<b>25.3%</b>	28.3%	28.5%	<b>19.9%</b>	20.0%	20.8%	<b>14.1%</b>	11.1%	13.8%	<b>1.5%</b>	2.1%	2.3%
<b>Other DoD</b>	<b>7,405</b>	8,225	6,518	<b>9.9%</b>	8.7%	8.2%	<b>33.2%</b>	33.3%	29.9%	<b>27.8%</b>	29.5%	27.9%	<b>16.5%</b>	16.1%	19.2%	<b>9.7%</b>	9.6%	10.7%	<b>3.0%</b>	2.9%	4.2%

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

# 2008 Federal Human Capital Survey: Report by Agency

(27) Pay raises depend on how well employees perform their jobs.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,161</b>	<b>221,372</b>	---	<b>5.4%</b>	<b>4.4%</b>	---	<b>20.2%</b>	<b>17.3%</b>	---	<b>26.7%</b>	<b>28.1%</b>	---	<b>24.4%</b>	<b>26.3%</b>	---	<b>18.1%</b>	<b>19.1%</b>	---	<b>5.2%</b>	<b>4.8%</b>	---
AID	831	726	---	4.6%	3.1%	---	19.2%	22.5%	---	29.2%	29.0%	---	24.6%	24.9%	---	18.1%	15.2%	---	4.2%	5.4%	---
BBG	556	570	---	4.1%	2.7%	---	9.1%	10.4%	---	21.5%	25.1%	---	24.9%	28.6%	---	36.3%	28.0%	---	4.0%	5.3%	---
CSOSA	604	518	---	12.3%	11.0%	---	32.9%	31.5%	---	25.1%	23.8%	---	17.2%	19.4%	---	7.3%	11.1%	---	5.1%	3.2%	---
DHS	9,550	10,364	---	4.1%	2.8%	---	15.4%	12.6%	---	25.7%	25.1%	---	24.6%	27.1%	---	24.8%	27.3%	---	5.4%	5.0%	---
DOC	3,556	5,204	---	9.8%	7.7%	---	30.3%	26.7%	---	23.6%	27.0%	---	18.5%	20.0%	---	12.2%	12.8%	---	5.7%	5.8%	---
DOE	6,091	7,742	---	4.9%	3.5%	---	21.4%	19.0%	---	29.2%	29.1%	---	23.3%	26.0%	---	15.6%	17.6%	---	5.7%	4.8%	---
DOI	27,020	25,495	---	3.8%	3.0%	---	18.1%	16.8%	---	28.9%	29.4%	---	25.6%	27.8%	---	18.4%	18.3%	---	5.2%	4.7%	---
DOJ	14,014	10,955	---	4.3%	3.5%	---	18.5%	16.8%	---	27.1%	27.3%	---	28.6%	29.5%	---	17.4%	18.9%	---	4.2%	4.0%	---
DOL	4,110	4,538	---	5.8%	5.1%	---	23.3%	23.5%	---	28.5%	28.5%	---	21.1%	22.8%	---	16.1%	14.7%	---	5.2%	5.4%	---
DOT	6,353	5,452	---	4.1%	3.4%	---	16.6%	14.5%	---	21.8%	25.0%	---	22.1%	24.4%	---	31.6%	29.0%	---	3.7%	3.6%	---
Educ	2,393	2,909	---	6.9%	5.3%	---	20.8%	20.3%	---	26.1%	24.3%	---	19.3%	23.6%	---	18.1%	20.0%	---	8.9%	6.5%	---
EEOC	1,210	1,173	---	5.5%	3.1%	---	16.9%	13.6%	---	25.4%	26.2%	---	24.4%	26.5%	---	21.8%	25.0%	---	6.0%	5.6%	---
EPA	6,986	9,115	---	4.3%	3.6%	---	20.0%	18.8%	---	29.7%	30.0%	---	23.5%	25.6%	---	15.0%	15.5%	---	7.5%	6.6%	---
FCC	733	---	---	5.9%	---	---	17.6%	---	---	24.7%	---	---	24.7%	---	---	19.1%	---	---	8.0%	---	---
FERC	671	753	---	9.1%	6.6%	---	25.3%	24.0%	---	30.3%	29.4%	---	15.1%	19.2%	---	11.2%	12.3%	---	9.0%	8.6%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(27) Pay raises depend on how well employees perform their jobs.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,161</b>	<b>221,372</b>	---	<b>5.4%</b>	<b>4.4%</b>	---	<b>20.2%</b>	<b>17.3%</b>	---	<b>26.7%</b>	<b>28.1%</b>	---	<b>24.4%</b>	<b>26.3%</b>	---	<b>18.1%</b>	<b>19.1%</b>	---	<b>5.2%</b>	<b>4.8%</b>	---
FTC	560	459	---	13.9%	9.0%	---	30.3%	31.5%	---	22.6%	25.7%	---	13.3%	12.2%	---	7.3%	8.5%	---	12.7%	13.1%	---
GSA	3,396	3,916	---	7.1%	6.9%	---	20.6%	21.0%	---	29.6%	28.9%	---	21.1%	22.8%	---	15.5%	15.7%	---	6.0%	4.7%	---
HHS	22,730	25,756	---	7.7%	5.6%	---	24.5%	21.8%	---	26.2%	27.8%	---	20.3%	22.2%	---	14.8%	15.4%	---	6.4%	7.1%	---
HUD	3,467	4,075	---	4.0%	5.0%	---	17.1%	21.0%	---	27.1%	27.7%	---	27.1%	23.4%	---	19.4%	17.9%	---	5.5%	5.1%	---
NARA	1,370	1,442	---	6.5%	5.3%	---	21.2%	19.9%	---	24.8%	26.8%	---	23.6%	23.8%	---	19.0%	19.0%	---	4.9%	5.2%	---
NASA	4,375	4,734	---	6.7%	5.7%	---	26.5%	22.3%	---	27.5%	30.2%	---	21.1%	22.8%	---	12.1%	12.7%	---	6.2%	6.3%	---
NCUA	588	623	---	9.1%	9.9%	---	37.2%	36.7%	---	21.8%	19.9%	---	18.6%	18.3%	---	12.3%	12.9%	---	0.9%	2.3%	---
NLRB	803	963	---	3.6%	4.8%	---	13.1%	19.7%	---	26.0%	26.6%	---	29.0%	24.1%	---	22.6%	20.2%	---	5.7%	4.6%	---
NRC	2,179	1,692	---	9.1%	4.9%	---	22.9%	22.8%	---	29.2%	30.7%	---	20.4%	22.4%	---	10.5%	12.9%	---	7.8%	6.3%	---
NSF	583	596	---	13.6%	14.9%	---	32.1%	27.4%	---	22.5%	26.5%	---	16.4%	15.2%	---	8.0%	9.7%	---	7.5%	6.3%	---
OMB	253	250	---	5.2%	8.5%	---	27.2%	24.3%	---	29.8%	25.5%	---	22.0%	27.1%	---	9.0%	8.7%	---	6.7%	5.8%	---
OPM	2,932	3,012	---	7.1%	6.5%	---	30.7%	25.8%	---	26.8%	28.5%	---	17.7%	19.0%	---	9.8%	12.3%	---	7.8%	7.9%	---
PBGC	515	---	---	8.6%	---	---	17.9%	---	---	31.4%	---	---	22.2%	---	---	14.4%	---	---	5.6%	---	---
RRB	570	680	---	4.8%	7.7%	---	26.1%	26.3%	---	31.2%	25.9%	---	22.3%	24.4%	---	11.4%	13.0%	---	4.2%	2.7%	---
SBA	1,618	1,447	---	4.6%	4.4%	---	21.4%	16.4%	---	27.7%	28.0%	---	23.3%	23.6%	---	15.8%	22.7%	---	7.3%	4.9%	---
SEC	1,605	1,905	---	5.0%	11.0%	---	19.0%	33.5%	---	21.3%	20.2%	---	23.3%	16.7%	---	25.7%	12.1%	---	5.8%	6.6%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(27) Pay raises depend on how well employees perform their jobs.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,161</b>	<b>221,372</b>	---	<b>5.4%</b>	<b>4.4%</b>	---	<b>20.2%</b>	<b>17.3%</b>	---	<b>26.7%</b>	<b>28.1%</b>	---	<b>24.4%</b>	<b>26.3%</b>	---	<b>18.1%</b>	<b>19.1%</b>	---	<b>5.2%</b>	<b>4.8%</b>	---
<b>SSA</b>	<b>5,959</b>	1,317	---	<b>4.4%</b>	3.5%	---	<b>17.3%</b>	14.6%	---	<b>29.2%</b>	27.4%	---	<b>24.9%</b>	27.5%	---	<b>18.3%</b>	20.9%	---	<b>6.0%</b>	6.0%	---
<b>State</b>	<b>1,720</b>	1,310	---	<b>4.5%</b>	4.2%	---	<b>16.7%</b>	13.9%	---	<b>28.9%</b>	29.1%	---	<b>27.2%</b>	29.7%	---	<b>16.8%</b>	17.2%	---	<b>5.9%</b>	5.9%	---
<b>Treasury</b>	<b>8,622</b>	7,033	---	<b>3.9%</b>	6.0%	---	<b>22.6%</b>	20.2%	---	<b>24.8%</b>	29.4%	---	<b>25.7%</b>	24.8%	---	<b>16.4%</b>	13.5%	---	<b>6.6%</b>	6.1%	---
<b>USDA</b>	<b>13,686</b>	13,580	---	<b>2.9%</b>	3.3%	---	<b>17.3%</b>	17.0%	---	<b>28.9%</b>	29.4%	---	<b>28.6%</b>	28.5%	---	<b>18.2%</b>	18.1%	---	<b>3.9%</b>	3.8%	---
<b>VA</b>	<b>3,283</b>	3,144	---	<b>5.3%</b>	4.0%	---	<b>19.0%</b>	14.6%	---	<b>22.0%</b>	25.2%	---	<b>28.9%</b>	27.5%	---	<b>20.4%</b>	24.8%	---	<b>4.4%</b>	3.8%	---
<b>Small Agencies</b>	<b>3,225</b>	4,141	---	<b>8.7%</b>	7.7%	---	<b>28.5%</b>	24.6%	---	<b>24.1%</b>	26.6%	---	<b>17.9%</b>	20.8%	---	<b>13.6%</b>	13.1%	---	<b>7.2%</b>	7.3%	---
<b>All DoD</b>	<b>43,444</b>	50,698	---	<b>6.2%</b>	4.8%	---	<b>21.6%</b>	17.6%	---	<b>28.6%</b>	29.8%	---	<b>22.5%</b>	26.2%	---	<b>16.1%</b>	17.1%	---	<b>5.2%</b>	4.6%	---
<b>USACE</b>	<b>5,035</b>	5,154	---	<b>5.3%</b>	3.5%	---	<b>24.0%</b>	17.2%	---	<b>30.5%</b>	30.0%	---	<b>22.2%</b>	28.8%	---	<b>12.7%</b>	16.2%	---	<b>5.3%</b>	4.3%	---
<b>Air Force</b>	<b>8,971</b>	10,068	---	<b>5.5%</b>	5.0%	---	<b>20.0%</b>	17.2%	---	<b>28.5%</b>	29.9%	---	<b>22.4%</b>	25.4%	---	<b>18.6%</b>	17.5%	---	<b>5.1%</b>	4.9%	---
<b>Army</b>	<b>11,658</b>	13,733	---	<b>6.5%</b>	5.5%	---	<b>22.5%</b>	18.6%	---	<b>28.9%</b>	30.0%	---	<b>22.3%</b>	25.9%	---	<b>14.5%</b>	15.7%	---	<b>5.3%</b>	4.2%	---
<b>Navy</b>	<b>9,578</b>	12,609	---	<b>6.5%</b>	4.2%	---	<b>22.4%</b>	17.1%	---	<b>27.6%</b>	28.7%	---	<b>22.3%</b>	26.8%	---	<b>16.5%</b>	18.5%	---	<b>4.7%</b>	4.7%	---
<b>Marine Corps</b>	<b>797</b>	911	---	<b>6.6%</b>	4.1%	---	<b>18.0%</b>	15.9%	---	<b>30.5%</b>	30.7%	---	<b>22.2%</b>	24.7%	---	<b>18.6%</b>	20.1%	---	<b>4.1%</b>	4.4%	---
<b>Other DoD</b>	<b>7,405</b>	8,223	---	<b>6.3%</b>	4.2%	---	<b>20.4%</b>	16.9%	---	<b>28.8%</b>	31.1%	---	<b>23.6%</b>	26.4%	---	<b>14.9%</b>	16.3%	---	<b>6.1%</b>	5.1%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(28) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,171</b>	<b>221,399</b>	<b>147,886</b>	<b>9.1%</b>	<b>8.4%</b>	<b>8.5%</b>	<b>32.4%</b>	<b>31.4%</b>	<b>33.2%</b>	<b>23.2%</b>	<b>23.4%</b>	<b>23.5%</b>	<b>17.3%</b>	<b>18.4%</b>	<b>19.2%</b>	<b>13.6%</b>	<b>14.5%</b>	<b>12.3%</b>	<b>4.4%</b>	<b>4.0%</b>	<b>3.3%</b>
AID	831	726	803	10.7%	10.1%	9.5%	41.1%	38.8%	40.8%	20.1%	23.7%	20.0%	14.0%	13.4%	13.9%	10.2%	8.6%	11.8%	3.9%	5.4%	3.9%
BBG	556	570	543	7.1%	7.3%	9.1%	20.1%	19.5%	24.0%	20.3%	21.9%	22.6%	19.4%	22.3%	20.2%	29.4%	24.2%	19.6%	3.7%	4.7%	4.6%
CSOSA	604	518	554	17.1%	13.7%	14.5%	39.9%	36.2%	40.4%	18.5%	20.6%	18.1%	11.7%	14.5%	15.3%	8.1%	12.5%	7.6%	4.7%	2.5%	4.0%
DHS	9,550	10,366	10,471	6.9%	4.9%	5.1%	26.7%	24.2%	25.5%	22.8%	23.2%	20.6%	19.0%	22.3%	23.5%	20.0%	21.3%	21.6%	4.6%	3.9%	3.6%
DOC	3,556	5,204	4,021	13.7%	12.1%	12.2%	42.2%	40.7%	40.9%	19.2%	19.8%	18.9%	11.1%	13.9%	15.7%	8.7%	8.5%	8.9%	5.1%	4.9%	3.4%
DOE	6,092	7,742	1,485	8.3%	6.7%	9.3%	34.5%	33.3%	34.2%	24.7%	25.4%	24.7%	16.9%	17.9%	17.8%	11.1%	12.3%	11.4%	4.6%	4.4%	2.6%
DOI	27,025	25,498	5,177	8.5%	7.0%	7.3%	35.4%	34.1%	33.3%	21.6%	22.8%	25.1%	16.5%	18.3%	19.3%	13.6%	14.1%	11.6%	4.4%	3.7%	3.4%
DOJ	14,015	10,957	7,701	8.4%	7.5%	9.1%	33.1%	31.2%	31.9%	21.7%	22.6%	20.5%	20.2%	21.3%	20.9%	13.3%	13.8%	13.9%	3.2%	3.5%	3.6%
DOL	4,110	4,538	4,082	10.5%	8.9%	9.0%	35.0%	35.6%	36.6%	22.5%	22.9%	20.9%	14.4%	16.6%	16.8%	12.6%	11.6%	12.4%	4.9%	4.4%	4.4%
DOT	6,352	5,452	4,950	7.1%	6.5%	6.3%	28.8%	24.6%	32.0%	19.1%	22.9%	22.6%	19.1%	19.1%	18.7%	22.3%	23.4%	17.6%	3.6%	3.4%	2.8%
Educ	2,393	2,909	2,408	10.5%	8.2%	11.0%	27.6%	28.6%	31.7%	21.0%	18.9%	18.4%	15.9%	18.6%	16.9%	16.4%	19.2%	15.7%	8.6%	6.3%	6.3%
EEOC	1,210	1,173	1,693	11.1%	7.2%	7.8%	32.1%	24.5%	29.3%	17.9%	23.6%	21.8%	16.0%	19.8%	21.4%	17.3%	19.4%	15.4%	5.6%	5.4%	4.4%
EPA	6,986	9,115	6,895	10.6%	8.5%	10.3%	38.5%	37.6%	38.4%	21.9%	22.8%	22.5%	13.2%	15.3%	15.9%	10.5%	10.6%	8.8%	5.2%	5.2%	4.1%
FCC	733	---	---	10.1%	---	---	34.4%	---	---	17.2%	---	---	16.9%	---	---	14.1%	---	---	7.3%	---	---
FERC	671	753	---	17.7%	14.7%	---	38.7%	40.4%	---	18.9%	19.4%	---	10.1%	10.0%	---	8.5%	8.8%	---	6.0%	6.7%	---

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

## 2008 Federal Human Capital Survey: Report by Agency

(28) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,171</b>	<b>221,399</b>	<b>147,886</b>	<b>9.1%</b>	<b>8.4%</b>	<b>8.5%</b>	<b>32.4%</b>	<b>31.4%</b>	<b>33.2%</b>	<b>23.2%</b>	<b>23.4%</b>	<b>23.5%</b>	<b>17.3%</b>	<b>18.4%</b>	<b>19.2%</b>	<b>13.6%</b>	<b>14.5%</b>	<b>12.3%</b>	<b>4.4%</b>	<b>4.0%</b>	<b>3.3%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>17.8%</b>	<b>12.6%</b>	<b>15.9%</b>	<b>37.5%</b>	<b>39.4%</b>	<b>39.5%</b>	<b>16.9%</b>	<b>21.3%</b>	<b>19.9%</b>	<b>11.4%</b>	<b>7.2%</b>	<b>11.5%</b>	<b>5.9%</b>	<b>7.6%</b>	<b>7.1%</b>	<b>10.6%</b>	<b>11.8%</b>	<b>6.1%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>11.9%</b>	<b>12.2%</b>	<b>16.4%</b>	<b>33.7%</b>	<b>32.1%</b>	<b>35.2%</b>	<b>24.4%</b>	<b>23.7%</b>	<b>21.4%</b>	<b>13.5%</b>	<b>17.1%</b>	<b>15.3%</b>	<b>11.8%</b>	<b>11.1%</b>	<b>8.6%</b>	<b>4.7%</b>	<b>3.8%</b>	<b>3.1%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>10.8%</b>	<b>9.1%</b>	<b>9.2%</b>	<b>32.9%</b>	<b>33.3%</b>	<b>33.1%</b>	<b>22.0%</b>	<b>22.9%</b>	<b>22.2%</b>	<b>15.8%</b>	<b>16.4%</b>	<b>18.4%</b>	<b>13.0%</b>	<b>12.5%</b>	<b>11.6%</b>	<b>5.6%</b>	<b>5.8%</b>	<b>5.6%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>7.0%</b>	<b>10.2%</b>	<b>9.6%</b>	<b>32.2%</b>	<b>35.7%</b>	<b>36.0%</b>	<b>22.2%</b>	<b>20.1%</b>	<b>21.6%</b>	<b>17.6%</b>	<b>15.6%</b>	<b>16.8%</b>	<b>15.1%</b>	<b>14.4%</b>	<b>12.4%</b>	<b>5.8%</b>	<b>4.0%</b>	<b>3.6%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>13.0%</b>	<b>10.8%</b>	<b>10.4%</b>	<b>39.7%</b>	<b>38.6%</b>	<b>40.9%</b>	<b>17.8%</b>	<b>19.5%</b>	<b>18.5%</b>	<b>13.5%</b>	<b>15.3%</b>	<b>15.1%</b>	<b>12.6%</b>	<b>11.6%</b>	<b>9.4%</b>	<b>3.5%</b>	<b>4.2%</b>	<b>5.7%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>15.3%</b>	<b>12.9%</b>	<b>13.2%</b>	<b>43.3%</b>	<b>41.7%</b>	<b>43.0%</b>	<b>18.4%</b>	<b>21.1%</b>	<b>21.6%</b>	<b>11.6%</b>	<b>11.9%</b>	<b>13.1%</b>	<b>7.2%</b>	<b>7.4%</b>	<b>5.9%</b>	<b>4.1%</b>	<b>4.9%</b>	<b>3.3%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>10.6%</b>	<b>10.8%</b>	<b>10.9%</b>	<b>36.7%</b>	<b>40.2%</b>	<b>39.9%</b>	<b>23.2%</b>	<b>19.7%</b>	<b>22.0%</b>	<b>15.5%</b>	<b>19.4%</b>	<b>17.5%</b>	<b>11.2%</b>	<b>8.2%</b>	<b>6.9%</b>	<b>2.8%</b>	<b>1.7%</b>	<b>2.7%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>5.5%</b>	<b>7.7%</b>	<b>11.0%</b>	<b>24.0%</b>	<b>27.0%</b>	<b>29.6%</b>	<b>20.9%</b>	<b>20.8%</b>	<b>19.3%</b>	<b>22.7%</b>	<b>19.3%</b>	<b>18.1%</b>	<b>20.3%</b>	<b>18.4%</b>	<b>15.6%</b>	<b>6.5%</b>	<b>6.8%</b>	<b>6.5%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>19.9%</b>	<b>13.5%</b>	<b>12.8%</b>	<b>38.0%</b>	<b>39.8%</b>	<b>43.6%</b>	<b>19.5%</b>	<b>20.2%</b>	<b>19.5%</b>	<b>11.5%</b>	<b>15.2%</b>	<b>14.1%</b>	<b>5.6%</b>	<b>7.6%</b>	<b>6.1%</b>	<b>5.6%</b>	<b>3.8%</b>	<b>3.9%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>21.4%</b>	<b>22.9%</b>	<b>17.8%</b>	<b>35.5%</b>	<b>32.7%</b>	<b>36.9%</b>	<b>17.1%</b>	<b>20.5%</b>	<b>21.0%</b>	<b>14.2%</b>	<b>11.9%</b>	<b>12.1%</b>	<b>7.2%</b>	<b>7.9%</b>	<b>7.3%</b>	<b>4.6%</b>	<b>4.1%</b>	<b>4.9%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>15.5%</b>	<b>12.6%</b>	<b>14.2%</b>	<b>41.9%</b>	<b>41.1%</b>	<b>48.4%</b>	<b>19.5%</b>	<b>18.1%</b>	<b>15.8%</b>	<b>13.8%</b>	<b>17.4%</b>	<b>11.4%</b>	<b>6.4%</b>	<b>7.3%</b>	<b>8.5%</b>	<b>2.9%</b>	<b>3.5%</b>	<b>1.7%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>9.9%</b>	<b>9.3%</b>	<b>7.7%</b>	<b>34.9%</b>	<b>31.2%</b>	<b>31.0%</b>	<b>22.8%</b>	<b>23.8%</b>	<b>24.9%</b>	<b>13.7%</b>	<b>14.8%</b>	<b>15.8%</b>	<b>9.0%</b>	<b>11.3%</b>	<b>14.0%</b>	<b>9.7%</b>	<b>9.7%</b>	<b>6.5%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>11.5%</b>	<b>---</b>	<b>---</b>	<b>37.8%</b>	<b>---</b>	<b>---</b>	<b>22.7%</b>	<b>---</b>	<b>---</b>	<b>12.7%</b>	<b>---</b>	<b>---</b>	<b>10.7%</b>	<b>---</b>	<b>---</b>	<b>4.5%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>9.1%</b>	<b>11.6%</b>	<b>10.6%</b>	<b>41.2%</b>	<b>39.5%</b>	<b>40.9%</b>	<b>22.9%</b>	<b>21.7%</b>	<b>21.5%</b>	<b>14.0%</b>	<b>14.7%</b>	<b>16.1%</b>	<b>7.1%</b>	<b>9.6%</b>	<b>7.8%</b>	<b>5.6%</b>	<b>2.8%</b>	<b>3.2%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>7.8%</b>	<b>7.1%</b>	<b>6.8%</b>	<b>33.8%</b>	<b>31.5%</b>	<b>31.1%</b>	<b>23.8%</b>	<b>22.6%</b>	<b>23.9%</b>	<b>16.8%</b>	<b>17.3%</b>	<b>19.5%</b>	<b>12.8%</b>	<b>17.6%</b>	<b>14.4%</b>	<b>5.0%</b>	<b>3.8%</b>	<b>4.3%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>8.9%</b>	<b>12.1%</b>	<b>10.0%</b>	<b>26.0%</b>	<b>32.9%</b>	<b>37.3%</b>	<b>21.3%</b>	<b>22.6%</b>	<b>19.4%</b>	<b>16.6%</b>	<b>13.4%</b>	<b>14.8%</b>	<b>18.6%</b>	<b>10.7%</b>	<b>10.4%</b>	<b>8.6%</b>	<b>8.2%</b>	<b>8.1%</b>

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	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,171</b>	<b>221,399</b>	<b>147,886</b>	<b>9.1%</b>	<b>8.4%</b>	<b>8.5%</b>	<b>32.4%</b>	<b>31.4%</b>	<b>33.2%</b>	<b>23.2%</b>	<b>23.4%</b>	<b>23.5%</b>	<b>17.3%</b>	<b>18.4%</b>	<b>19.2%</b>	<b>13.6%</b>	<b>14.5%</b>	<b>12.3%</b>	<b>4.4%</b>	<b>4.0%</b>	<b>3.3%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>11.1%</b>	8.1%	9.6%	<b>35.0%</b>	34.4%	33.8%	<b>19.4%</b>	18.9%	20.6%	<b>17.3%</b>	19.8%	15.3%	<b>14.2%</b>	15.2%	17.9%	<b>3.0%</b>	3.6%	2.8%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>11.0%</b>	9.7%	10.7%	<b>37.2%</b>	32.5%	32.7%	<b>21.5%</b>	26.0%	24.2%	<b>15.9%</b>	16.0%	17.7%	<b>9.3%</b>	9.9%	8.6%	<b>5.0%</b>	5.9%	6.0%
<b>Treasury</b>	<b>8,626</b>	7,029	5,677	<b>8.4%</b>	10.9%	11.3%	<b>37.7%</b>	37.0%	41.7%	<b>21.6%</b>	20.9%	19.6%	<b>17.1%</b>	14.3%	15.1%	<b>9.7%</b>	10.5%	8.0%	<b>5.6%</b>	6.4%	4.4%
<b>USDA</b>	<b>13,686</b>	13,586	10,402	<b>6.7%</b>	6.3%	6.8%	<b>32.6%</b>	32.4%	34.0%	<b>24.0%</b>	25.7%	24.8%	<b>19.8%</b>	20.0%	19.9%	<b>13.6%</b>	12.5%	10.9%	<b>3.4%</b>	3.2%	3.5%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>8.6%</b>	8.9%	7.6%	<b>29.8%</b>	24.3%	27.9%	<b>23.3%</b>	22.1%	27.6%	<b>18.7%</b>	19.8%	23.6%	<b>14.7%</b>	21.1%	11.0%	<b>4.9%</b>	3.7%	2.3%
<b>Small Agencies</b>	<b>3,225</b>	4,141	3,679	<b>13.6%</b>	12.9%	11.6%	<b>35.5%</b>	35.1%	33.9%	<b>20.2%</b>	20.7%	20.9%	<b>12.9%</b>	13.7%	15.6%	<b>11.4%</b>	10.6%	10.5%	<b>6.4%</b>	7.1%	7.6%
<b>All DoD</b>	<b>43,444</b>	50,716	40,188	<b>9.3%</b>	8.6%	8.6%	<b>32.0%</b>	32.7%	34.2%	<b>25.2%</b>	24.9%	24.7%	<b>16.8%</b>	17.8%	18.4%	<b>12.4%</b>	12.4%	11.1%	<b>4.3%</b>	3.6%	2.9%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>7.3%</b>	7.5%	8.8%	<b>34.7%</b>	36.8%	37.0%	<b>26.2%</b>	22.3%	24.6%	<b>16.3%</b>	18.4%	17.6%	<b>10.5%</b>	11.3%	9.6%	<b>5.0%</b>	3.6%	2.5%
<b>Air Force</b>	<b>8,971</b>	10,073	8,694	<b>8.7%</b>	8.5%	7.7%	<b>30.9%</b>	32.9%	33.3%	<b>25.2%</b>	25.6%	25.4%	<b>18.4%</b>	17.6%	19.6%	<b>13.6%</b>	12.4%	11.9%	<b>3.2%</b>	3.0%	2.1%
<b>Army</b>	<b>11,658</b>	13,738	8,407	<b>9.9%</b>	9.1%	10.1%	<b>29.7%</b>	32.1%	32.9%	<b>27.0%</b>	24.8%	24.9%	<b>16.0%</b>	18.5%	17.7%	<b>12.4%</b>	11.9%	10.5%	<b>4.9%</b>	3.6%	3.9%
<b>Navy</b>	<b>9,578</b>	12,616	9,509	<b>9.2%</b>	8.0%	7.2%	<b>35.1%</b>	31.9%	35.7%	<b>23.4%</b>	25.5%	24.8%	<b>16.7%</b>	18.0%	19.0%	<b>11.6%</b>	12.9%	11.0%	<b>4.0%</b>	3.7%	2.3%
<b>Marine Corps</b>	<b>797</b>	911	765	<b>9.6%</b>	7.8%	9.0%	<b>24.7%</b>	28.8%	29.1%	<b>27.4%</b>	24.2%	25.6%	<b>19.1%</b>	19.4%	16.5%	<b>16.1%</b>	15.8%	16.6%	<b>3.2%</b>	3.9%	3.3%
<b>Other DoD</b>	<b>7,405</b>	8,224	6,518	<b>9.9%</b>	9.4%	9.1%	<b>34.1%</b>	34.3%	36.2%	<b>23.7%</b>	24.1%	22.6%	<b>15.2%</b>	15.6%	17.1%	<b>11.9%</b>	12.4%	11.2%	<b>5.2%</b>	4.1%	3.8%

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

# 2008 Federal Human Capital Survey: Report by Agency

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	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,169</b>	<b>221,396</b>	<b>147,885</b>	<b>6.0%</b>	<b>5.6%</b>	<b>5.2%</b>	<b>25.4%</b>	<b>24.1%</b>	<b>24.2%</b>	<b>30.5%</b>	<b>30.0%</b>	<b>31.2%</b>	<b>20.7%</b>	<b>22.5%</b>	<b>23.2%</b>	<b>13.1%</b>	<b>13.7%</b>	<b>12.1%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.1%</b>
AID	831	726	803	6.2%	6.9%	5.6%	31.6%	29.9%	29.6%	26.8%	29.0%	27.4%	20.8%	19.7%	21.3%	11.0%	9.2%	11.6%	3.6%	5.3%	4.4%
BBG	556	570	543	4.5%	2.0%	5.9%	15.4%	17.0%	17.3%	22.9%	24.3%	25.9%	22.5%	30.1%	24.3%	31.4%	21.3%	21.4%	3.4%	5.3%	5.2%
CSOSA	604	518	554	8.3%	8.3%	7.6%	34.1%	26.4%	31.7%	26.6%	27.8%	26.9%	16.9%	21.9%	18.8%	9.2%	12.9%	9.3%	4.9%	2.6%	5.6%
DHS	9,550	10,366	10,471	5.4%	3.1%	3.3%	21.2%	18.6%	17.7%	27.9%	27.0%	27.2%	22.7%	26.7%	27.8%	19.1%	20.9%	20.4%	3.6%	3.7%	3.6%
DOC	3,556	5,204	4,021	7.6%	6.9%	7.1%	31.1%	28.5%	28.5%	28.2%	29.9%	29.7%	17.1%	18.8%	19.4%	9.1%	9.4%	9.9%	6.9%	6.4%	5.4%
DOE	6,093	7,742	1,485	5.4%	4.3%	5.4%	24.8%	24.1%	27.3%	31.2%	31.2%	32.2%	21.7%	23.0%	20.4%	11.6%	12.6%	10.5%	5.3%	4.9%	4.1%
DOI	27,024	25,495	5,179	4.7%	3.9%	3.8%	24.5%	23.0%	24.0%	30.2%	31.7%	31.7%	21.9%	23.8%	25.0%	14.0%	13.7%	11.7%	4.6%	4.0%	3.8%
DOJ	14,017	10,959	7,701	5.4%	4.4%	5.3%	24.9%	23.0%	24.2%	30.9%	30.1%	27.5%	22.2%	25.3%	25.3%	12.9%	12.8%	13.4%	3.6%	4.4%	4.2%
DOL	4,110	4,538	4,082	6.6%	5.4%	5.7%	25.8%	27.5%	24.9%	28.5%	30.0%	28.7%	20.4%	19.7%	21.9%	13.3%	12.2%	12.6%	5.3%	5.2%	6.1%
DOT	6,352	5,451	4,949	4.5%	3.2%	3.9%	20.2%	18.7%	21.1%	25.9%	27.5%	28.7%	25.2%	24.4%	26.9%	20.7%	22.3%	16.9%	3.5%	3.9%	2.6%
Educ	2,393	2,909	2,408	7.8%	4.8%	7.1%	22.5%	22.7%	24.4%	24.8%	25.5%	24.7%	19.9%	21.9%	21.3%	16.8%	19.2%	15.8%	8.2%	5.8%	6.7%
EEOC	1,210	1,173	1,693	9.2%	4.2%	4.7%	22.4%	19.7%	21.2%	25.5%	27.3%	25.3%	20.0%	24.1%	27.8%	17.5%	19.5%	15.3%	5.4%	5.2%	5.7%
EPA	6,986	9,115	6,895	6.0%	4.8%	6.0%	28.0%	26.3%	27.4%	30.0%	30.7%	30.3%	18.7%	21.1%	21.9%	10.8%	11.0%	8.8%	6.5%	6.0%	5.6%
FCC	733	---	---	7.6%	---	---	23.9%	---	---	26.6%	---	---	18.6%	---	---	15.0%	---	---	8.2%	---	---
FERC	671	753	---	11.0%	7.3%	---	33.0%	29.7%	---	24.8%	31.1%	---	14.0%	13.6%	---	9.1%	9.7%	---	8.2%	8.5%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

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	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,169</b>	<b>221,396</b>	<b>147,885</b>	<b>6.0%</b>	<b>5.6%</b>	<b>5.2%</b>	<b>25.4%</b>	<b>24.1%</b>	<b>24.2%</b>	<b>30.5%</b>	<b>30.0%</b>	<b>31.2%</b>	<b>20.7%</b>	<b>22.5%</b>	<b>23.2%</b>	<b>13.1%</b>	<b>13.7%</b>	<b>12.1%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.1%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>11.4%</b>	<b>6.8%</b>	<b>8.2%</b>	<b>29.3%</b>	<b>28.6%</b>	<b>29.7%</b>	<b>26.4%</b>	<b>29.2%</b>	<b>29.1%</b>	<b>13.8%</b>	<b>13.7%</b>	<b>15.3%</b>	<b>8.0%</b>	<b>7.8%</b>	<b>8.8%</b>	<b>11.1%</b>	<b>13.9%</b>	<b>8.8%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>9.1%</b>	<b>9.0%</b>	<b>11.9%</b>	<b>26.6%</b>	<b>28.0%</b>	<b>28.9%</b>	<b>29.0%</b>	<b>28.1%</b>	<b>27.1%</b>	<b>18.1%</b>	<b>19.1%</b>	<b>18.6%</b>	<b>11.6%</b>	<b>11.3%</b>	<b>9.1%</b>	<b>5.6%</b>	<b>4.5%</b>	<b>4.4%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>7.4%</b>	<b>5.6%</b>	<b>5.2%</b>	<b>25.8%</b>	<b>25.4%</b>	<b>23.7%</b>	<b>28.1%</b>	<b>30.2%</b>	<b>30.2%</b>	<b>19.6%</b>	<b>20.2%</b>	<b>22.2%</b>	<b>13.3%</b>	<b>12.6%</b>	<b>11.9%</b>	<b>5.8%</b>	<b>6.1%</b>	<b>6.7%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>4.0%</b>	<b>6.9%</b>	<b>6.1%</b>	<b>21.6%</b>	<b>25.5%</b>	<b>24.8%</b>	<b>28.1%</b>	<b>26.7%</b>	<b>28.5%</b>	<b>24.3%</b>	<b>20.6%</b>	<b>21.6%</b>	<b>16.3%</b>	<b>15.5%</b>	<b>13.9%</b>	<b>5.8%</b>	<b>4.8%</b>	<b>5.1%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>7.0%</b>	<b>5.6%</b>	<b>4.4%</b>	<b>24.7%</b>	<b>25.1%</b>	<b>25.9%</b>	<b>28.6%</b>	<b>28.6%</b>	<b>27.5%</b>	<b>20.8%</b>	<b>22.0%</b>	<b>23.2%</b>	<b>15.0%</b>	<b>14.1%</b>	<b>11.4%</b>	<b>3.9%</b>	<b>4.7%</b>	<b>7.5%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>9.5%</b>	<b>7.5%</b>	<b>7.7%</b>	<b>33.2%</b>	<b>30.7%</b>	<b>30.5%</b>	<b>28.6%</b>	<b>30.9%</b>	<b>31.7%</b>	<b>16.3%</b>	<b>18.3%</b>	<b>19.3%</b>	<b>7.2%</b>	<b>7.4%</b>	<b>6.2%</b>	<b>5.2%</b>	<b>5.2%</b>	<b>4.5%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>6.9%</b>	<b>7.0%</b>	<b>6.3%</b>	<b>29.1%</b>	<b>32.4%</b>	<b>34.8%</b>	<b>30.4%</b>	<b>26.7%</b>	<b>27.6%</b>	<b>20.4%</b>	<b>21.1%</b>	<b>20.7%</b>	<b>9.9%</b>	<b>9.8%</b>	<b>7.5%</b>	<b>3.2%</b>	<b>3.1%</b>	<b>3.1%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>3.2%</b>	<b>3.6%</b>	<b>5.9%</b>	<b>16.2%</b>	<b>21.4%</b>	<b>21.5%</b>	<b>27.7%</b>	<b>26.8%</b>	<b>24.2%</b>	<b>25.4%</b>	<b>24.8%</b>	<b>26.6%</b>	<b>20.9%</b>	<b>17.7%</b>	<b>15.2%</b>	<b>6.6%</b>	<b>5.6%</b>	<b>6.5%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>14.1%</b>	<b>8.7%</b>	<b>6.9%</b>	<b>32.1%</b>	<b>30.5%</b>	<b>32.5%</b>	<b>27.4%</b>	<b>30.8%</b>	<b>30.6%</b>	<b>14.0%</b>	<b>18.8%</b>	<b>17.7%</b>	<b>5.8%</b>	<b>6.7%</b>	<b>6.4%</b>	<b>6.6%</b>	<b>4.5%</b>	<b>5.9%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>14.4%</b>	<b>14.9%</b>	<b>11.6%</b>	<b>29.4%</b>	<b>27.1%</b>	<b>27.2%</b>	<b>23.9%</b>	<b>26.0%</b>	<b>27.9%</b>	<b>16.6%</b>	<b>17.7%</b>	<b>19.0%</b>	<b>9.4%</b>	<b>8.8%</b>	<b>7.9%</b>	<b>6.3%</b>	<b>5.5%</b>	<b>6.4%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>8.1%</b>	<b>6.0%</b>	<b>8.8%</b>	<b>33.0%</b>	<b>37.1%</b>	<b>32.0%</b>	<b>28.9%</b>	<b>24.4%</b>	<b>32.3%</b>	<b>17.9%</b>	<b>22.2%</b>	<b>14.3%</b>	<b>7.4%</b>	<b>8.2%</b>	<b>9.7%</b>	<b>4.7%</b>	<b>2.0%</b>	<b>2.8%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>5.5%</b>	<b>5.8%</b>	<b>4.9%</b>	<b>26.7%</b>	<b>22.4%</b>	<b>22.7%</b>	<b>30.0%</b>	<b>28.6%</b>	<b>30.7%</b>	<b>19.1%</b>	<b>20.8%</b>	<b>20.5%</b>	<b>9.2%</b>	<b>13.1%</b>	<b>14.1%</b>	<b>9.4%</b>	<b>9.3%</b>	<b>7.1%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>8.1%</b>	<b>---</b>	<b>---</b>	<b>26.6%</b>	<b>---</b>	<b>---</b>	<b>27.1%</b>	<b>---</b>	<b>---</b>	<b>20.0%</b>	<b>---</b>	<b>---</b>	<b>10.4%</b>	<b>---</b>	<b>---</b>	<b>7.7%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>4.7%</b>	<b>6.7%</b>	<b>4.5%</b>	<b>23.0%</b>	<b>25.7%</b>	<b>26.2%</b>	<b>34.3%</b>	<b>30.4%</b>	<b>30.9%</b>	<b>19.4%</b>	<b>20.2%</b>	<b>24.4%</b>	<b>11.0%</b>	<b>12.0%</b>	<b>8.1%</b>	<b>7.6%</b>	<b>5.1%</b>	<b>5.8%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>5.3%</b>	<b>5.1%</b>	<b>4.4%</b>	<b>25.6%</b>	<b>23.4%</b>	<b>23.3%</b>	<b>29.9%</b>	<b>28.4%</b>	<b>28.6%</b>	<b>21.6%</b>	<b>20.6%</b>	<b>23.4%</b>	<b>11.9%</b>	<b>18.0%</b>	<b>14.8%</b>	<b>5.7%</b>	<b>4.4%</b>	<b>5.5%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>5.8%</b>	<b>7.0%</b>	<b>5.5%</b>	<b>18.1%</b>	<b>25.6%</b>	<b>25.2%</b>	<b>25.2%</b>	<b>28.0%</b>	<b>26.8%</b>	<b>23.9%</b>	<b>19.4%</b>	<b>20.7%</b>	<b>19.8%</b>	<b>11.4%</b>	<b>11.4%</b>	<b>7.2%</b>	<b>8.6%</b>	<b>10.5%</b>

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

# 2008 Federal Human Capital Survey: Report by Agency

(29) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,169</b>	<b>221,396</b>	<b>147,885</b>	<b>6.0%</b>	<b>5.6%</b>	<b>5.2%</b>	<b>25.4%</b>	<b>24.1%</b>	<b>24.2%</b>	<b>30.5%</b>	<b>30.0%</b>	<b>31.2%</b>	<b>20.7%</b>	<b>22.5%</b>	<b>23.2%</b>	<b>13.1%</b>	<b>13.7%</b>	<b>12.1%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.1%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>6.9%</b>	5.3%	6.0%	<b>27.2%</b>	25.1%	19.5%	<b>28.4%</b>	28.5%	33.0%	<b>20.3%</b>	23.7%	22.8%	<b>13.4%</b>	13.1%	14.8%	<b>3.9%</b>	4.3%	4.0%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>5.6%</b>	5.4%	6.0%	<b>28.5%</b>	23.9%	24.8%	<b>29.9%</b>	33.1%	30.0%	<b>20.0%</b>	22.7%	24.6%	<b>9.7%</b>	9.5%	8.0%	<b>6.2%</b>	5.2%	6.6%
<b>Treasury</b>	<b>8,623</b>	7,038	5,677	<b>5.0%</b>	6.9%	4.9%	<b>27.6%</b>	26.5%	27.6%	<b>29.6%</b>	30.2%	30.4%	<b>20.1%</b>	20.8%	20.9%	<b>11.8%</b>	9.6%	8.9%	<b>6.0%</b>	6.1%	7.4%
<b>USDA</b>	<b>13,684</b>	13,588	10,404	<b>3.9%</b>	4.1%	3.7%	<b>23.1%</b>	22.1%	24.1%	<b>32.2%</b>	33.2%	33.5%	<b>23.7%</b>	24.8%	23.4%	<b>13.1%</b>	11.9%	11.3%	<b>4.0%</b>	3.9%	4.0%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>6.1%</b>	7.5%	5.8%	<b>25.1%</b>	21.1%	22.0%	<b>33.2%</b>	25.7%	32.6%	<b>20.6%</b>	24.0%	24.7%	<b>12.7%</b>	18.7%	12.2%	<b>2.3%</b>	3.0%	2.6%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>9.0%</b>	7.9%	7.0%	<b>27.8%</b>	26.4%	25.3%	<b>27.0%</b>	28.1%	28.0%	<b>17.7%</b>	19.8%	19.9%	<b>11.4%</b>	10.9%	12.2%	<b>7.1%</b>	6.9%	7.5%
<b>All DoD</b>	<b>43,444</b>	50,704	40,184	<b>6.2%</b>	5.7%	5.5%	<b>26.3%</b>	26.0%	25.7%	<b>31.4%</b>	31.8%	32.7%	<b>19.9%</b>	21.0%	21.9%	<b>12.0%</b>	11.8%	10.6%	<b>4.3%</b>	3.8%	3.6%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>4.7%</b>	4.9%	5.2%	<b>26.7%</b>	25.2%	26.3%	<b>32.1%</b>	31.5%	33.2%	<b>21.3%</b>	23.4%	22.2%	<b>10.3%</b>	11.4%	9.5%	<b>4.9%</b>	3.6%	3.5%
<b>Air Force</b>	<b>8,971</b>	10,069	8,690	<b>5.7%</b>	6.5%	5.1%	<b>25.4%</b>	25.4%	26.2%	<b>31.8%</b>	31.6%	33.8%	<b>20.4%</b>	21.4%	21.9%	<b>13.3%</b>	11.4%	10.6%	<b>3.3%</b>	3.6%	2.5%
<b>Army</b>	<b>11,658</b>	13,735	8,406	<b>6.8%</b>	6.2%	6.5%	<b>26.3%</b>	27.0%	24.8%	<b>31.9%</b>	31.6%	32.1%	<b>19.5%</b>	20.2%	21.7%	<b>11.0%</b>	11.4%	10.5%	<b>4.6%</b>	3.6%	4.4%
<b>Navy</b>	<b>9,578</b>	12,610	9,509	<b>5.8%</b>	4.1%	4.5%	<b>27.0%</b>	24.8%	25.9%	<b>30.7%</b>	32.5%	33.3%	<b>20.0%</b>	22.2%	22.7%	<b>11.9%</b>	12.4%	10.5%	<b>4.6%</b>	4.0%	3.2%
<b>Marine Corps</b>	<b>797</b>	911	765	<b>7.0%</b>	7.0%	6.7%	<b>23.6%</b>	22.9%	20.9%	<b>30.1%</b>	29.0%	31.6%	<b>22.6%</b>	22.7%	22.7%	<b>14.0%</b>	14.3%	14.8%	<b>2.7%</b>	4.2%	3.3%
<b>Other DoD</b>	<b>7,405</b>	8,225	6,519	<b>7.0%</b>	6.0%	5.7%	<b>26.8%</b>	27.5%	26.8%	<b>30.5%</b>	31.6%	31.1%	<b>18.4%</b>	18.3%	20.4%	<b>12.3%</b>	11.9%	10.8%	<b>5.1%</b>	4.6%	5.1%

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

## 2008 Federal Human Capital Survey: Report by Agency

(30) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,166</b>	<b>221,395</b>	<b>147,891</b>	<b>17.0%</b>	<b>17.6%</b>	<b>18.9%</b>	<b>46.2%</b>	<b>46.7%</b>	<b>47.4%</b>	<b>18.0%</b>	<b>17.9%</b>	<b>16.7%</b>	<b>9.6%</b>	<b>9.2%</b>	<b>8.9%</b>	<b>7.1%</b>	<b>6.8%</b>	<b>6.3%</b>	<b>2.2%</b>	<b>1.7%</b>	<b>1.7%</b>
AID	831	726	803	21.8%	26.0%	21.5%	50.0%	50.8%	49.2%	15.5%	12.1%	13.2%	6.5%	5.1%	6.8%	5.8%	5.0%	6.7%	0.3%	1.0%	2.7%
BBG	556	570	543	18.0%	18.0%	21.9%	42.3%	42.9%	42.8%	18.7%	20.1%	14.7%	8.8%	7.1%	7.8%	10.4%	8.0%	9.7%	1.7%	4.0%	3.2%
CSOSA	604	518	554	28.9%	21.5%	25.9%	40.1%	41.3%	44.1%	13.3%	16.3%	12.8%	10.5%	11.6%	9.4%	5.5%	7.5%	6.6%	1.7%	1.8%	1.3%
DHS	9,550	10,366	10,475	13.5%	11.8%	14.9%	42.7%	44.1%	41.8%	21.0%	22.3%	18.2%	11.1%	11.8%	12.9%	9.2%	7.8%	9.7%	2.5%	2.2%	2.6%
DOC	3,556	5,204	4,021	16.5%	15.5%	19.7%	50.0%	50.2%	49.3%	16.2%	18.0%	15.8%	9.3%	9.2%	8.3%	5.6%	5.4%	5.5%	2.4%	1.6%	1.5%
DOE	6,092	7,742	1,485	14.2%	15.6%	17.9%	46.7%	48.1%	49.6%	20.2%	19.4%	19.2%	9.8%	9.2%	7.4%	6.9%	6.3%	4.8%	2.2%	1.3%	1.0%
DOI	27,022	25,499	5,177	12.5%	11.3%	12.7%	47.4%	47.6%	52.6%	19.7%	20.4%	18.7%	10.8%	11.6%	9.0%	7.6%	7.5%	4.9%	2.0%	1.7%	2.0%
DOJ	14,013	10,962	7,701	18.5%	18.3%	20.7%	48.8%	47.3%	46.0%	14.9%	15.5%	14.8%	10.0%	10.6%	9.0%	6.7%	6.7%	7.6%	1.1%	1.6%	1.8%
DOL	4,110	4,538	4,082	18.7%	16.2%	15.6%	44.5%	46.3%	44.7%	16.0%	17.6%	17.2%	10.5%	10.9%	11.7%	8.8%	7.7%	9.3%	1.6%	1.3%	1.6%
DOT	6,351	5,451	4,950	12.2%	12.3%	12.9%	40.8%	39.5%	43.1%	19.5%	25.3%	22.2%	12.6%	11.0%	11.1%	12.8%	10.0%	8.6%	2.0%	1.7%	2.2%
Educ	2,393	2,909	2,408	15.9%	16.8%	22.9%	41.2%	39.2%	41.9%	16.9%	14.7%	13.8%	11.8%	13.9%	10.8%	11.8%	14.4%	9.4%	2.5%	1.0%	1.2%
EEOC	1,210	1,173	1,693	23.4%	22.8%	23.3%	42.6%	43.1%	41.8%	14.1%	13.7%	13.7%	8.9%	9.8%	11.7%	9.4%	8.4%	7.7%	1.6%	2.1%	1.7%
EPA	6,986	9,115	6,895	16.9%	13.7%	18.1%	48.3%	48.1%	53.4%	16.9%	18.5%	16.9%	10.0%	11.0%	6.2%	6.8%	7.3%	4.1%	1.1%	1.4%	1.2%
FCC	733	---	---	21.2%	---	---	48.0%	---	---	18.6%	---	---	7.4%	---	---	4.1%	---	---	0.7%	---	---
FERC	671	753	---	23.1%	18.5%	---	42.6%	41.7%	---	14.4%	17.2%	---	9.1%	9.8%	---	8.6%	9.6%	---	2.2%	3.1%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(30) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,166</b>	<b>221,395</b>	<b>147,891</b>	<b>17.0%</b>	<b>17.6%</b>	<b>18.9%</b>	<b>46.2%</b>	<b>46.7%</b>	<b>47.4%</b>	<b>18.0%</b>	<b>17.9%</b>	<b>16.7%</b>	<b>9.6%</b>	<b>9.2%</b>	<b>8.9%</b>	<b>7.1%</b>	<b>6.8%</b>	<b>6.3%</b>	<b>2.2%</b>	<b>1.7%</b>	<b>1.7%</b>
<b>FTC</b>	<b>560</b>	459	616	<b>35.7%</b>	28.9%	31.1%	<b>44.9%</b>	49.2%	44.7%	<b>8.3%</b>	10.5%	9.6%	<b>5.1%</b>	3.1%	5.6%	<b>4.3%</b>	4.4%	5.2%	<b>1.8%</b>	4.0%	3.8%
<b>GSA</b>	<b>3,396</b>	3,916	2,869	<b>19.6%</b>	17.3%	21.9%	<b>43.3%</b>	41.5%	47.3%	<b>17.1%</b>	16.9%	18.1%	<b>10.3%</b>	14.1%	5.6%	<b>7.9%</b>	8.8%	4.8%	<b>1.7%</b>	1.4%	2.3%
<b>HHS</b>	<b>22,730</b>	25,756	4,653	<b>18.7%</b>	18.0%	19.5%	<b>44.4%</b>	48.4%	48.4%	<b>17.1%</b>	18.8%	16.8%	<b>10.1%</b>	7.6%	8.2%	<b>8.2%</b>	5.2%	5.1%	<b>1.5%</b>	2.0%	1.9%
<b>HUD</b>	<b>3,467</b>	4,075	5,343	<b>20.3%</b>	23.0%	22.0%	<b>44.8%</b>	42.7%	43.5%	<b>15.9%</b>	13.9%	16.4%	<b>9.3%</b>	9.9%	8.7%	<b>8.4%</b>	9.9%	8.1%	<b>1.4%</b>	0.7%	1.2%
<b>NARA</b>	<b>1,370</b>	1,442	1,415	<b>25.0%</b>	24.5%	20.2%	<b>46.0%</b>	44.0%	43.1%	<b>12.0%</b>	13.4%	14.9%	<b>7.9%</b>	9.6%	10.1%	<b>7.8%</b>	7.1%	6.8%	<b>1.3%</b>	1.4%	4.9%
<b>NASA</b>	<b>4,375</b>	4,734	4,766	<b>25.7%</b>	22.8%	23.7%	<b>47.1%</b>	49.4%	54.0%	<b>14.8%</b>	16.1%	13.8%	<b>7.5%</b>	7.1%	4.5%	<b>4.3%</b>	3.2%	2.8%	<b>0.6%</b>	1.3%	1.1%
<b>NCUA</b>	<b>588</b>	623	538	<b>16.1%</b>	17.2%	16.7%	<b>48.9%</b>	47.7%	46.1%	<b>15.9%</b>	17.0%	17.9%	<b>11.0%</b>	11.5%	10.3%	<b>7.4%</b>	6.1%	7.0%	<b>0.6%</b>	0.5%	1.9%
<b>NLRB</b>	<b>803</b>	963	979	<b>14.5%</b>	16.7%	20.7%	<b>46.8%</b>	48.3%	43.7%	<b>16.2%</b>	15.7%	13.1%	<b>11.5%</b>	9.1%	9.8%	<b>8.8%</b>	8.2%	8.0%	<b>2.2%</b>	1.9%	4.7%
<b>NRC</b>	<b>2,179</b>	1,692	1,876	<b>25.2%</b>	20.6%	20.1%	<b>46.1%</b>	49.5%	46.3%	<b>14.1%</b>	13.7%	15.9%	<b>6.6%</b>	8.4%	8.1%	<b>4.0%</b>	5.6%	4.4%	<b>4.0%</b>	2.2%	5.3%
<b>NSF</b>	<b>583</b>	596	778	<b>34.3%</b>	39.7%	32.2%	<b>43.3%</b>	36.3%	40.2%	<b>10.6%</b>	10.3%	11.9%	<b>5.1%</b>	7.6%	6.0%	<b>5.4%</b>	4.9%	5.8%	<b>1.2%</b>	1.2%	4.0%
<b>OMB</b>	<b>253</b>	250	249	<b>19.3%</b>	19.3%	20.8%	<b>49.6%</b>	41.0%	43.8%	<b>13.9%</b>	18.0%	15.2%	<b>10.1%</b>	13.6%	12.9%	<b>4.5%</b>	4.6%	6.1%	<b>2.6%</b>	3.6%	1.3%
<b>OPM</b>	<b>2,932</b>	3,012	1,539	<b>16.9%</b>	15.8%	16.8%	<b>47.7%</b>	41.2%	43.9%	<b>14.9%</b>	16.9%	18.0%	<b>11.4%</b>	13.3%	10.6%	<b>7.1%</b>	11.0%	8.8%	<b>1.9%</b>	1.8%	1.9%
<b>PBGC</b>	<b>515</b>	---	---	<b>19.8%</b>	---	---	<b>44.3%</b>	---	---	<b>15.8%</b>	---	---	<b>8.6%</b>	---	---	<b>8.7%</b>	---	---	<b>2.8%</b>	---	---
<b>RRB</b>	<b>570</b>	680	700	<b>15.0%</b>	18.1%	16.3%	<b>50.1%</b>	49.6%	50.1%	<b>16.7%</b>	14.0%	14.4%	<b>10.9%</b>	11.2%	12.5%	<b>6.2%</b>	6.3%	6.0%	<b>1.1%</b>	0.7%	0.7%
<b>SBA</b>	<b>1,618</b>	1,447	1,661	<b>15.8%</b>	15.1%	11.4%	<b>46.1%</b>	46.3%	47.2%	<b>17.0%</b>	15.8%	18.9%	<b>11.2%</b>	11.7%	12.0%	<b>7.4%</b>	10.1%	8.3%	<b>2.5%</b>	1.1%	2.2%
<b>SEC</b>	<b>1,605</b>	1,905	2,166	<b>18.0%</b>	19.8%	20.4%	<b>43.4%</b>	45.1%	44.1%	<b>18.5%</b>	17.5%	13.9%	<b>9.8%</b>	8.8%	9.1%	<b>8.8%</b>	6.6%	7.6%	<b>1.5%</b>	2.2%	4.9%

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

# 2008 Federal Human Capital Survey: Report by Agency

(30) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,166</b>	<b>221,395</b>	<b>147,891</b>	<b>17.0%</b>	<b>17.6%</b>	<b>18.9%</b>	<b>46.2%</b>	<b>46.7%</b>	<b>47.4%</b>	<b>18.0%</b>	<b>17.9%</b>	<b>16.7%</b>	<b>9.6%</b>	<b>9.2%</b>	<b>8.9%</b>	<b>7.1%</b>	<b>6.8%</b>	<b>6.3%</b>	<b>2.2%</b>	<b>1.7%</b>	<b>1.7%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>17.8%</b>	13.9%	13.2%	<b>42.7%</b>	49.5%	47.5%	<b>14.9%</b>	17.8%	22.4%	<b>13.9%</b>	10.5%	8.8%	<b>8.7%</b>	6.4%	6.5%	<b>2.0%</b>	1.9%	1.6%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>21.7%</b>	24.5%	26.0%	<b>51.8%</b>	48.6%	45.0%	<b>14.6%</b>	15.3%	13.9%	<b>4.8%</b>	6.0%	6.9%	<b>3.5%</b>	3.0%	3.0%	<b>3.7%</b>	2.5%	5.2%
<b>Treasury</b>	<b>8,627</b>	7,033	5,677	<b>20.2%</b>	18.8%	20.3%	<b>48.3%</b>	48.7%	49.6%	<b>16.0%</b>	14.5%	12.1%	<b>7.6%</b>	11.5%	9.7%	<b>7.1%</b>	5.8%	6.6%	<b>0.8%</b>	0.7%	1.7%
<b>USDA</b>	<b>13,685</b>	13,587	10,403	<b>11.9%</b>	12.8%	14.7%	<b>49.5%</b>	49.9%	49.2%	<b>19.8%</b>	19.0%	19.1%	<b>11.1%</b>	10.4%	10.3%	<b>6.2%</b>	6.2%	5.3%	<b>1.4%</b>	1.7%	1.3%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>16.4%</b>	18.4%	18.6%	<b>45.8%</b>	41.0%	49.3%	<b>18.5%</b>	18.7%	17.0%	<b>9.9%</b>	9.6%	7.9%	<b>6.6%</b>	10.8%	6.4%	<b>2.8%</b>	1.4%	0.7%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>23.2%</b>	22.1%	23.9%	<b>47.8%</b>	45.2%	44.9%	<b>13.3%</b>	15.1%	13.5%	<b>8.0%</b>	8.0%	7.5%	<b>5.5%</b>	6.3%	5.7%	<b>2.3%</b>	3.4%	4.5%
<b>All DoD</b>	<b>43,444</b>	50,702	40,188	<b>17.8%</b>	19.9%	21.2%	<b>46.3%</b>	48.5%	47.3%	<b>18.3%</b>	17.0%	15.9%	<b>8.6%</b>	7.4%	8.2%	<b>6.4%</b>	5.3%	5.6%	<b>2.5%</b>	1.9%	1.8%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>14.7%</b>	20.0%	21.2%	<b>48.9%</b>	52.5%	53.2%	<b>18.2%</b>	14.4%	14.4%	<b>9.6%</b>	7.3%	6.0%	<b>5.9%</b>	4.7%	3.8%	<b>2.8%</b>	1.2%	1.5%
<b>Air Force</b>	<b>8,971</b>	10,071	8,693	<b>18.9%</b>	23.1%	23.5%	<b>45.3%</b>	46.6%	45.0%	<b>17.2%</b>	14.9%	14.8%	<b>9.3%</b>	7.5%	8.8%	<b>7.9%</b>	6.3%	6.6%	<b>1.3%</b>	1.6%	1.3%
<b>Army</b>	<b>11,658</b>	13,731	8,406	<b>19.7%</b>	22.3%	24.3%	<b>47.4%</b>	50.6%	47.6%	<b>17.5%</b>	16.0%	14.8%	<b>6.8%</b>	5.1%	6.6%	<b>5.3%</b>	3.7%	4.0%	<b>3.3%</b>	2.3%	2.7%
<b>Navy</b>	<b>9,578</b>	12,612	9,510	<b>14.0%</b>	13.7%	15.8%	<b>46.8%</b>	47.7%	48.8%	<b>20.5%</b>	20.4%	18.1%	<b>9.6%</b>	10.0%	9.5%	<b>6.3%</b>	6.2%	6.4%	<b>2.8%</b>	2.0%	1.4%
<b>Marine Corps</b>	<b>797</b>	910	765	<b>20.4%</b>	18.3%	19.1%	<b>39.7%</b>	46.0%	46.1%	<b>19.9%</b>	20.5%	18.8%	<b>10.2%</b>	7.3%	8.7%	<b>7.0%</b>	6.4%	6.3%	<b>2.8%</b>	1.5%	1.0%
<b>Other DoD</b>	<b>7,405</b>	8,224	6,519	<b>19.4%</b>	20.9%	20.9%	<b>44.7%</b>	47.1%	46.1%	<b>17.8%</b>	16.9%	16.3%	<b>9.4%</b>	7.8%	8.6%	<b>6.8%</b>	5.8%	6.5%	<b>1.9%</b>	1.5%	1.5%

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

# 2008 Federal Human Capital Survey: Report by Agency

## (31) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,168</b>	<b>221,369</b>	<b>147,887</b>	<b>16.6%</b>	<b>16.1%</b>	<b>16.5%</b>	<b>39.6%</b>	<b>39.8%</b>	<b>41.0%</b>	<b>23.1%</b>	<b>22.9%</b>	<b>21.7%</b>	<b>10.3%</b>	<b>11.7%</b>	<b>11.5%</b>	<b>8.6%</b>	<b>8.2%</b>	<b>7.9%</b>	<b>1.8%</b>	<b>1.4%</b>	<b>1.4%</b>
AID	831	726	803	19.4%	21.2%	17.9%	40.7%	42.8%	40.5%	21.8%	17.7%	21.0%	8.3%	9.5%	10.6%	8.6%	7.3%	7.4%	1.2%	1.5%	2.6%
BBG	556	570	543	13.2%	14.0%	15.9%	31.7%	32.3%	34.3%	22.1%	24.9%	22.0%	13.0%	14.5%	13.5%	17.0%	10.9%	12.4%	3.1%	3.4%	2.0%
CSOSA	604	518	554	29.8%	23.9%	25.5%	38.6%	39.4%	39.7%	17.8%	18.9%	18.5%	7.4%	9.4%	9.1%	5.4%	7.2%	6.6%	1.0%	1.3%	0.6%
DHS	9,550	10,364	10,471	13.6%	11.7%	12.0%	36.8%	36.7%	37.0%	25.5%	24.9%	24.9%	11.0%	14.3%	13.3%	11.0%	10.3%	10.8%	2.1%	2.2%	2.0%
DOC	3,556	5,204	4,021	17.3%	17.2%	19.7%	44.9%	43.8%	42.2%	19.7%	20.2%	19.4%	9.1%	10.7%	10.8%	7.4%	6.9%	6.8%	1.7%	1.2%	1.1%
DOE	6,093	7,742	1,485	15.4%	15.2%	17.5%	40.8%	42.5%	42.3%	22.1%	21.2%	22.3%	12.2%	11.5%	10.8%	8.2%	8.5%	6.4%	1.2%	1.1%	0.5%
DOI	27,023	25,493	5,179	13.9%	12.8%	13.0%	40.4%	40.6%	43.2%	22.9%	23.7%	22.0%	12.1%	12.7%	12.7%	9.3%	8.8%	7.7%	1.4%	1.4%	1.3%
DOJ	14,014	10,954	7,701	17.2%	16.6%	18.2%	39.8%	39.2%	37.3%	22.4%	22.9%	21.5%	11.3%	12.3%	12.3%	7.8%	7.4%	9.3%	1.5%	1.5%	1.3%
DOL	4,110	4,538	4,082	17.2%	15.8%	14.9%	39.9%	42.3%	39.8%	19.8%	20.4%	20.5%	11.6%	11.5%	13.4%	10.1%	8.9%	9.9%	1.4%	1.1%	1.5%
DOT	6,353	5,450	4,949	13.7%	12.7%	13.2%	35.8%	36.9%	39.6%	21.1%	22.8%	24.1%	14.8%	13.9%	13.1%	13.3%	12.5%	8.8%	1.3%	1.2%	1.2%
Educ	2,393	2,909	2,408	17.5%	15.6%	20.3%	36.9%	36.9%	37.2%	19.5%	19.4%	18.6%	11.9%	12.6%	12.3%	12.8%	14.3%	10.7%	1.5%	1.2%	0.9%
EEOC	1,210	1,173	1,693	20.6%	18.8%	19.3%	37.0%	37.5%	37.2%	19.4%	22.4%	21.3%	10.0%	9.8%	11.5%	11.8%	9.9%	9.5%	1.2%	1.6%	1.3%
EPA	6,986	9,115	6,895	17.8%	15.5%	17.5%	42.2%	43.4%	44.9%	19.7%	19.8%	19.5%	11.1%	12.5%	10.9%	8.3%	7.7%	6.5%	0.8%	1.1%	0.8%
FCC	733	---	---	20.0%	---	---	39.3%	---	---	20.0%	---	---	11.1%	---	---	8.2%	---	---	1.4%	---	---
FERC	671	753	---	23.7%	18.7%	---	42.9%	38.6%	---	16.8%	22.3%	---	9.4%	10.7%	---	6.3%	8.4%	---	0.9%	1.3%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

*(31) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,168</b>	<b>221,369</b>	<b>147,887</b>	<b>16.6%</b>	<b>16.1%</b>	<b>16.5%</b>	<b>39.6%</b>	<b>39.8%</b>	<b>41.0%</b>	<b>23.1%</b>	<b>22.9%</b>	<b>21.7%</b>	<b>10.3%</b>	<b>11.7%</b>	<b>11.5%</b>	<b>8.6%</b>	<b>8.2%</b>	<b>7.9%</b>	<b>1.8%</b>	<b>1.4%</b>	<b>1.4%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>30.3%</b>	<b>20.3%</b>	<b>24.7%</b>	<b>36.8%</b>	<b>39.7%</b>	<b>36.8%</b>	<b>15.9%</b>	<b>22.0%</b>	<b>18.4%</b>	<b>9.4%</b>	<b>10.4%</b>	<b>11.1%</b>	<b>5.8%</b>	<b>6.1%</b>	<b>7.0%</b>	<b>1.8%</b>	<b>1.5%</b>	<b>2.0%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>21.2%</b>	<b>20.7%</b>	<b>23.6%</b>	<b>38.0%</b>	<b>37.8%</b>	<b>39.4%</b>	<b>20.7%</b>	<b>20.6%</b>	<b>20.9%</b>	<b>10.0%</b>	<b>11.8%</b>	<b>9.1%</b>	<b>8.7%</b>	<b>8.3%</b>	<b>5.9%</b>	<b>1.5%</b>	<b>0.8%</b>	<b>1.0%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>18.3%</b>	<b>17.5%</b>	<b>17.2%</b>	<b>38.2%</b>	<b>40.3%</b>	<b>40.6%</b>	<b>21.2%</b>	<b>22.2%</b>	<b>22.2%</b>	<b>11.5%</b>	<b>10.5%</b>	<b>10.8%</b>	<b>9.5%</b>	<b>7.7%</b>	<b>7.6%</b>	<b>1.3%</b>	<b>1.7%</b>	<b>1.6%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>14.0%</b>	<b>18.2%</b>	<b>17.2%</b>	<b>36.8%</b>	<b>35.6%</b>	<b>38.1%</b>	<b>23.7%</b>	<b>21.3%</b>	<b>22.1%</b>	<b>12.8%</b>	<b>11.6%</b>	<b>10.7%</b>	<b>11.0%</b>	<b>12.3%</b>	<b>10.3%</b>	<b>1.6%</b>	<b>1.2%</b>	<b>1.5%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>19.6%</b>	<b>20.3%</b>	<b>16.8%</b>	<b>37.3%</b>	<b>36.6%</b>	<b>38.9%</b>	<b>21.1%</b>	<b>20.6%</b>	<b>20.3%</b>	<b>10.1%</b>	<b>12.1%</b>	<b>13.7%</b>	<b>10.3%</b>	<b>9.2%</b>	<b>8.0%</b>	<b>1.5%</b>	<b>1.2%</b>	<b>2.4%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>24.2%</b>	<b>22.5%</b>	<b>21.8%</b>	<b>42.0%</b>	<b>43.2%</b>	<b>46.5%</b>	<b>18.3%</b>	<b>19.9%</b>	<b>17.3%</b>	<b>9.3%</b>	<b>9.1%</b>	<b>9.0%</b>	<b>5.6%</b>	<b>4.4%</b>	<b>4.6%</b>	<b>0.5%</b>	<b>0.8%</b>	<b>0.8%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>15.8%</b>	<b>16.2%</b>	<b>13.1%</b>	<b>44.9%</b>	<b>41.5%</b>	<b>44.5%</b>	<b>17.2%</b>	<b>20.9%</b>	<b>18.6%</b>	<b>12.7%</b>	<b>13.3%</b>	<b>13.4%</b>	<b>8.8%</b>	<b>7.5%</b>	<b>8.7%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>1.7%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>13.4%</b>	<b>14.5%</b>	<b>18.4%</b>	<b>37.9%</b>	<b>41.3%</b>	<b>38.3%</b>	<b>23.8%</b>	<b>23.3%</b>	<b>19.5%</b>	<b>11.8%</b>	<b>10.7%</b>	<b>11.7%</b>	<b>10.1%</b>	<b>8.2%</b>	<b>9.0%</b>	<b>2.9%</b>	<b>1.9%</b>	<b>3.0%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>27.4%</b>	<b>20.9%</b>	<b>18.7%</b>	<b>40.8%</b>	<b>44.3%</b>	<b>44.3%</b>	<b>16.4%</b>	<b>18.5%</b>	<b>20.3%</b>	<b>8.7%</b>	<b>10.4%</b>	<b>9.4%</b>	<b>5.4%</b>	<b>5.1%</b>	<b>5.6%</b>	<b>1.4%</b>	<b>0.8%</b>	<b>1.7%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>30.9%</b>	<b>27.0%</b>	<b>25.4%</b>	<b>33.5%</b>	<b>35.2%</b>	<b>36.9%</b>	<b>19.2%</b>	<b>18.3%</b>	<b>19.4%</b>	<b>8.0%</b>	<b>10.7%</b>	<b>10.8%</b>	<b>7.8%</b>	<b>8.2%</b>	<b>5.9%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>1.6%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>19.2%</b>	<b>19.1%</b>	<b>19.3%</b>	<b>44.0%</b>	<b>32.8%</b>	<b>41.2%</b>	<b>17.6%</b>	<b>20.8%</b>	<b>16.6%</b>	<b>12.2%</b>	<b>16.7%</b>	<b>15.3%</b>	<b>5.8%</b>	<b>8.3%</b>	<b>7.0%</b>	<b>1.1%</b>	<b>2.4%</b>	<b>0.7%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>17.7%</b>	<b>16.7%</b>	<b>15.7%</b>	<b>45.2%</b>	<b>40.5%</b>	<b>41.2%</b>	<b>19.7%</b>	<b>20.9%</b>	<b>21.4%</b>	<b>9.7%</b>	<b>12.1%</b>	<b>10.8%</b>	<b>6.4%</b>	<b>8.3%</b>	<b>9.0%</b>	<b>1.3%</b>	<b>1.5%</b>	<b>1.9%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>20.2%</b>	<b>---</b>	<b>---</b>	<b>44.1%</b>	<b>---</b>	<b>---</b>	<b>15.8%</b>	<b>---</b>	<b>---</b>	<b>9.7%</b>	<b>---</b>	<b>---</b>	<b>8.8%</b>	<b>---</b>	<b>---</b>	<b>1.4%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>13.9%</b>	<b>15.2%</b>	<b>15.2%</b>	<b>44.0%</b>	<b>40.2%</b>	<b>40.9%</b>	<b>20.4%</b>	<b>22.3%</b>	<b>20.9%</b>	<b>11.4%</b>	<b>13.9%</b>	<b>13.1%</b>	<b>9.1%</b>	<b>7.8%</b>	<b>8.8%</b>	<b>1.3%</b>	<b>0.6%</b>	<b>1.0%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>15.8%</b>	<b>12.9%</b>	<b>12.3%</b>	<b>39.3%</b>	<b>41.3%</b>	<b>40.0%</b>	<b>20.8%</b>	<b>21.0%</b>	<b>23.4%</b>	<b>13.3%</b>	<b>11.1%</b>	<b>13.8%</b>	<b>9.5%</b>	<b>12.8%</b>	<b>8.9%</b>	<b>1.3%</b>	<b>1.0%</b>	<b>1.7%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>17.1%</b>	<b>19.3%</b>	<b>17.5%</b>	<b>35.5%</b>	<b>38.0%</b>	<b>38.1%</b>	<b>21.4%</b>	<b>20.3%</b>	<b>19.6%</b>	<b>12.6%</b>	<b>12.9%</b>	<b>11.8%</b>	<b>12.3%</b>	<b>8.5%</b>	<b>10.4%</b>	<b>1.2%</b>	<b>1.0%</b>	<b>2.7%</b>

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

# 2008 Federal Human Capital Survey: Report by Agency

(31) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,168</b>	<b>221,369</b>	<b>147,887</b>	<b>16.6%</b>	<b>16.1%</b>	<b>16.5%</b>	<b>39.6%</b>	<b>39.8%</b>	<b>41.0%</b>	<b>23.1%</b>	<b>22.9%</b>	<b>21.7%</b>	<b>10.3%</b>	<b>11.7%</b>	<b>11.5%</b>	<b>8.6%</b>	<b>8.2%</b>	<b>7.9%</b>	<b>1.8%</b>	<b>1.4%</b>	<b>1.4%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>18.4%</b>	16.8%	13.9%	<b>38.8%</b>	42.7%	40.8%	<b>19.8%</b>	20.3%	22.6%	<b>11.7%</b>	10.4%	11.9%	<b>9.8%</b>	8.0%	9.4%	<b>1.5%</b>	1.8%	1.5%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>20.0%</b>	17.9%	21.8%	<b>45.5%</b>	44.0%	41.2%	<b>20.0%</b>	21.8%	18.9%	<b>7.8%</b>	8.3%	11.0%	<b>5.1%</b>	5.3%	4.6%	<b>1.7%</b>	2.7%	2.4%
<b>Treasury</b>	<b>8,622</b>	7,031	5,677	<b>19.2%</b>	18.3%	17.7%	<b>41.6%</b>	40.7%	43.8%	<b>19.5%</b>	21.8%	19.3%	<b>9.2%</b>	11.3%	10.3%	<b>8.7%</b>	6.7%	7.8%	<b>1.9%</b>	1.2%	1.2%
<b>USDA</b>	<b>13,687</b>	13,578	10,404	<b>13.6%</b>	14.0%	15.8%	<b>41.9%</b>	44.8%	43.7%	<b>23.9%</b>	21.1%	21.2%	<b>11.6%</b>	11.5%	11.5%	<b>7.7%</b>	7.4%	6.5%	<b>1.2%</b>	1.1%	1.3%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>16.3%</b>	16.1%	16.6%	<b>38.4%</b>	33.6%	43.5%	<b>26.5%</b>	23.3%	19.1%	<b>7.3%</b>	14.6%	11.5%	<b>9.4%</b>	11.8%	8.2%	<b>2.1%</b>	0.7%	1.0%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>21.2%</b>	20.1%	20.0%	<b>39.8%</b>	39.8%	39.4%	<b>20.1%</b>	20.4%	18.8%	<b>9.9%</b>	9.5%	10.6%	<b>7.4%</b>	8.5%	8.5%	<b>1.5%</b>	1.7%	2.7%
<b>All DoD</b>	<b>43,444</b>	50,704	40,186	<b>16.7%</b>	16.7%	17.2%	<b>39.8%</b>	41.0%	40.6%	<b>23.4%</b>	23.7%	22.5%	<b>10.3%</b>	10.3%	11.0%	<b>7.6%</b>	6.8%	7.1%	<b>2.0%</b>	1.5%	1.6%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>14.3%</b>	15.9%	16.9%	<b>42.3%</b>	43.3%	43.2%	<b>22.4%</b>	21.0%	21.6%	<b>12.0%</b>	12.0%	10.9%	<b>7.3%</b>	6.7%	6.2%	<b>1.7%</b>	1.0%	1.2%
<b>Air Force</b>	<b>8,971</b>	10,069	8,692	<b>17.4%</b>	18.8%	18.2%	<b>38.7%</b>	40.2%	40.0%	<b>22.8%</b>	22.7%	21.3%	<b>11.1%</b>	9.6%	11.6%	<b>8.3%</b>	7.4%	7.8%	<b>1.7%</b>	1.3%	1.2%
<b>Army</b>	<b>11,658</b>	13,736	8,405	<b>17.4%</b>	17.5%	19.2%	<b>40.4%</b>	42.6%	40.0%	<b>23.7%</b>	23.6%	22.0%	<b>9.2%</b>	9.5%	10.0%	<b>6.9%</b>	5.4%	7.0%	<b>2.3%</b>	1.4%	1.8%
<b>Navy</b>	<b>9,578</b>	12,608	9,511	<b>15.4%</b>	13.5%	14.0%	<b>40.1%</b>	39.8%	41.7%	<b>24.6%</b>	25.6%	24.5%	<b>10.4%</b>	11.5%	11.5%	<b>7.4%</b>	7.6%	6.8%	<b>2.1%</b>	2.0%	1.5%
<b>Marine Corps</b>	<b>797</b>	911	765	<b>17.2%</b>	16.6%	19.0%	<b>38.5%</b>	38.5%	38.3%	<b>22.2%</b>	24.6%	24.1%	<b>10.4%</b>	8.8%	11.2%	<b>10.6%</b>	9.5%	6.2%	<b>1.2%</b>	2.0%	1.3%
<b>Other DoD</b>	<b>7,405</b>	8,226	6,518	<b>17.6%</b>	17.5%	17.2%	<b>39.4%</b>	40.3%	40.4%	<b>21.8%</b>	22.6%	22.0%	<b>11.1%</b>	10.7%	11.3%	<b>8.1%</b>	7.5%	6.9%	<b>2.1%</b>	1.4%	2.2%

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

## 2008 Federal Human Capital Survey: Report by Agency

(32) In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,159</b>	---	---	<b>19.6%</b>	---	---	<b>44.6%</b>	---	---	<b>15.9%</b>	---	---	<b>9.7%</b>	---	---	<b>6.6%</b>	---	---	<b>3.6%</b>	---	---
AID	831	---	---	23.9%	---	---	40.8%	---	---	14.3%	---	---	10.2%	---	---	7.5%	---	---	3.3%	---	---
BBG	556	---	---	15.8%	---	---	36.1%	---	---	20.6%	---	---	7.7%	---	---	9.5%	---	---	10.3%	---	---
CSOSA	604	---	---	37.7%	---	---	38.8%	---	---	10.1%	---	---	6.8%	---	---	4.7%	---	---	2.0%	---	---
DHS	9,550	---	---	17.1%	---	---	43.4%	---	---	18.0%	---	---	9.7%	---	---	6.7%	---	---	5.0%	---	---
DOC	3,556	---	---	19.0%	---	---	47.4%	---	---	15.1%	---	---	9.6%	---	---	5.5%	---	---	3.4%	---	---
DOE	6,091	---	---	15.7%	---	---	43.5%	---	---	18.1%	---	---	13.1%	---	---	7.0%	---	---	2.6%	---	---
DOI	27,018	---	---	15.4%	---	---	48.6%	---	---	16.5%	---	---	10.9%	---	---	6.2%	---	---	2.4%	---	---
DOJ	14,015	---	---	23.3%	---	---	48.7%	---	---	11.8%	---	---	8.9%	---	---	4.9%	---	---	2.4%	---	---
DOL	4,110	---	---	21.7%	---	---	43.8%	---	---	15.0%	---	---	10.1%	---	---	7.2%	---	---	2.3%	---	---
DOT	6,351	---	---	12.3%	---	---	39.2%	---	---	18.3%	---	---	12.1%	---	---	14.2%	---	---	3.9%	---	---
Educ	2,393	---	---	16.7%	---	---	36.5%	---	---	16.0%	---	---	14.8%	---	---	12.7%	---	---	3.3%	---	---
EEOC	1,210	---	---	24.0%	---	---	43.8%	---	---	12.9%	---	---	9.4%	---	---	7.3%	---	---	2.6%	---	---
EPA	6,986	---	---	16.0%	---	---	42.5%	---	---	18.3%	---	---	13.2%	---	---	8.0%	---	---	1.9%	---	---
FCC	733	---	---	21.3%	---	---	39.5%	---	---	17.9%	---	---	9.0%	---	---	4.5%	---	---	7.7%	---	---
FERC	671	---	---	23.5%	---	---	43.0%	---	---	15.6%	---	---	8.2%	---	---	6.4%	---	---	3.4%	---	---

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

## 2008 Federal Human Capital Survey: Report by Agency

(32) In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,159	---	---	19.6%	---	---	44.6%	---	---	15.9%	---	---	9.7%	---	---	6.6%	---	---	3.6%	---	---
FTC	560	---	---	36.9%	---	---	39.2%	---	---	10.0%	---	---	6.2%	---	---	2.5%	---	---	5.4%	---	---
GSA	3,396	---	---	22.9%	---	---	43.7%	---	---	14.7%	---	---	10.5%	---	---	6.4%	---	---	1.8%	---	---
HHS	22,730	---	---	21.6%	---	---	43.1%	---	---	15.4%	---	---	10.3%	---	---	7.3%	---	---	2.3%	---	---
HUD	3,467	---	---	20.8%	---	---	46.1%	---	---	15.2%	---	---	8.2%	---	---	7.4%	---	---	2.4%	---	---
NARA	1,370	---	---	28.1%	---	---	46.3%	---	---	11.3%	---	---	5.7%	---	---	6.3%	---	---	2.4%	---	---
NASA	4,375	---	---	25.8%	---	---	40.5%	---	---	15.5%	---	---	10.9%	---	---	5.8%	---	---	1.4%	---	---
NCUA	588	---	---	16.0%	---	---	47.2%	---	---	15.2%	---	---	11.5%	---	---	8.5%	---	---	1.6%	---	---
NLRB	803	---	---	16.1%	---	---	35.6%	---	---	19.3%	---	---	14.4%	---	---	10.3%	---	---	4.3%	---	---
NRC	2,179	---	---	24.4%	---	---	40.6%	---	---	15.0%	---	---	11.0%	---	---	5.0%	---	---	3.8%	---	---
NSF	583	---	---	30.4%	---	---	38.7%	---	---	12.5%	---	---	8.5%	---	---	6.5%	---	---	3.4%	---	---
OMB	253	---	---	16.0%	---	---	39.4%	---	---	21.4%	---	---	12.0%	---	---	8.0%	---	---	3.3%	---	---
OPM	2,932	---	---	19.5%	---	---	52.1%	---	---	12.5%	---	---	9.3%	---	---	4.3%	---	---	2.2%	---	---
PBGC	515	---	---	17.3%	---	---	39.7%	---	---	13.8%	---	---	14.5%	---	---	9.4%	---	---	5.3%	---	---
RRB	570	---	---	16.8%	---	---	50.9%	---	---	16.9%	---	---	8.5%	---	---	5.0%	---	---	1.8%	---	---
SBA	1,618	---	---	18.2%	---	---	43.9%	---	---	16.9%	---	---	11.6%	---	---	6.5%	---	---	2.9%	---	---
SEC	1,605	---	---	17.4%	---	---	35.1%	---	---	19.0%	---	---	12.4%	---	---	9.0%	---	---	7.0%	---	---

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

## 2008 Federal Human Capital Survey: Report by Agency

(32) In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,159</b>	---	---	<b>19.6%</b>	---	---	<b>44.6%</b>	---	---	<b>15.9%</b>	---	---	<b>9.7%</b>	---	---	<b>6.6%</b>	---	---	<b>3.6%</b>	---	---
SSA	5,959	---	---	21.0%	---	---	44.6%	---	---	14.0%	---	---	11.3%	---	---	6.4%	---	---	2.7%	---	---
State	1,720	---	---	23.4%	---	---	44.5%	---	---	15.7%	---	---	6.8%	---	---	2.8%	---	---	6.8%	---	---
Treasury	8,623	---	---	20.8%	---	---	47.2%	---	---	13.8%	---	---	9.9%	---	---	6.0%	---	---	2.3%	---	---
USDA	13,685	---	---	14.8%	---	---	47.3%	---	---	16.9%	---	---	12.6%	---	---	5.9%	---	---	2.5%	---	---
VA	3,283	---	---	21.5%	---	---	45.6%	---	---	14.2%	---	---	7.1%	---	---	7.8%	---	---	3.7%	---	---
Small Agencies	3,226	---	---	23.8%	---	---	43.0%	---	---	14.7%	---	---	9.4%	---	---	5.3%	---	---	3.8%	---	---
All DoD	43,444	---	---	19.6%	---	---	43.6%	---	---	17.0%	---	---	9.6%	---	---	6.0%	---	---	4.2%	---	---
USACE	5,035	---	---	15.4%	---	---	44.8%	---	---	17.1%	---	---	12.4%	---	---	7.1%	---	---	3.2%	---	---
Air Force	8,971	---	---	21.1%	---	---	43.5%	---	---	15.6%	---	---	9.4%	---	---	7.8%	---	---	2.7%	---	---
Army	11,658	---	---	21.1%	---	---	45.2%	---	---	16.3%	---	---	8.3%	---	---	4.5%	---	---	4.6%	---	---
Navy	9,578	---	---	15.6%	---	---	42.2%	---	---	20.0%	---	---	10.7%	---	---	5.9%	---	---	5.6%	---	---
Marine Corps	797	---	---	20.4%	---	---	38.4%	---	---	20.1%	---	---	10.6%	---	---	4.9%	---	---	5.6%	---	---
Other DoD	7,405	---	---	23.1%	---	---	43.4%	---	---	14.6%	---	---	10.1%	---	---	6.0%	---	---	2.9%	---	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(33) I am held accountable for achieving results.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,170</b>	<b>221,407</b>	<b>147,892</b>	<b>23.7%</b>	<b>23.6%</b>	<b>23.8%</b>	<b>58.1%</b>	<b>55.4%</b>	<b>55.8%</b>	<b>12.7%</b>	<b>14.0%</b>	<b>13.8%</b>	<b>3.4%</b>	<b>4.2%</b>	<b>4.0%</b>	<b>1.4%</b>	<b>2.0%</b>	<b>1.9%</b>	<b>0.8%</b>	<b>0.7%</b>	<b>0.6%</b>
AID	831	726	803	28.4%	28.8%	26.1%	56.4%	52.3%	53.7%	9.6%	12.6%	12.9%	3.2%	4.3%	4.0%	1.5%	1.9%	2.8%	0.9%	0.1%	0.6%
BBG	556	570	543	21.9%	20.8%	21.3%	48.6%	47.2%	45.7%	15.0%	19.3%	18.3%	6.7%	6.9%	7.7%	5.4%	4.3%	5.4%	2.5%	1.6%	1.5%
CSOSA	604	518	554	39.2%	33.9%	32.7%	50.3%	51.8%	55.0%	8.3%	10.1%	7.7%	1.1%	2.5%	2.6%	0.9%	1.3%	0.8%	0.3%	0.4%	1.1%
DHS	9,550	10,365	10,473	20.6%	17.5%	17.9%	54.9%	51.2%	50.3%	14.8%	18.7%	18.8%	6.0%	7.0%	8.0%	2.4%	4.3%	3.9%	1.3%	1.3%	1.0%
DOC	3,556	5,204	4,021	26.6%	24.9%	26.7%	59.0%	56.2%	55.3%	10.5%	13.1%	11.8%	2.5%	3.6%	3.9%	0.8%	1.4%	1.8%	0.6%	0.8%	0.6%
DOE	6,093	7,742	1,485	22.7%	22.7%	25.5%	60.3%	58.1%	53.8%	11.7%	13.1%	13.9%	3.6%	4.1%	5.0%	1.0%	1.6%	1.5%	0.6%	0.5%	0.4%
DOI	27,023	25,499	5,180	20.0%	19.8%	19.4%	61.4%	59.1%	58.6%	12.8%	14.2%	14.9%	3.7%	4.5%	4.6%	1.2%	1.9%	1.8%	0.9%	0.6%	0.8%
DOJ	14,014	10,963	7,701	22.9%	21.3%	24.8%	58.4%	57.0%	54.5%	12.2%	14.0%	13.3%	4.1%	5.4%	4.5%	1.8%	1.8%	2.4%	0.6%	0.6%	0.6%
DOL	4,110	4,538	4,082	26.6%	24.8%	25.3%	58.2%	59.3%	58.6%	11.0%	11.1%	11.2%	2.2%	2.7%	2.7%	1.4%	1.4%	1.7%	0.7%	0.7%	0.5%
DOT	6,353	5,452	4,949	23.0%	26.0%	21.2%	53.9%	51.7%	52.4%	13.4%	12.1%	15.6%	6.9%	5.7%	7.1%	2.3%	3.5%	3.0%	0.5%	1.0%	0.6%
Educ	2,393	2,909	2,408	27.0%	25.2%	27.5%	56.8%	55.9%	54.0%	10.6%	12.6%	11.3%	3.2%	3.1%	4.3%	1.6%	2.6%	2.4%	0.9%	0.7%	0.5%
EEOC	1,210	1,173	1,693	30.9%	31.5%	32.6%	55.7%	52.2%	52.7%	8.2%	10.7%	9.4%	2.6%	2.5%	3.0%	1.7%	2.2%	1.4%	0.9%	1.0%	0.9%
EPA	6,986	9,115	6,895	22.2%	21.2%	21.7%	61.4%	59.6%	57.6%	11.4%	13.7%	13.7%	3.4%	3.5%	5.0%	1.1%	1.4%	1.6%	0.5%	0.6%	0.5%
FCC	733	---	---	21.7%	---	---	54.7%	---	---	16.6%	---	---	4.5%	---	---	1.4%	---	---	1.1%	---	---
FERC	671	753	---	28.4%	25.4%	---	57.2%	55.6%	---	9.6%	13.4%	---	3.0%	3.1%	---	1.2%	1.8%	---	0.6%	0.7%	---

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

# 2008 Federal Human Capital Survey: Report by Agency

(33) I am held accountable for achieving results.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,170</b>	<b>221,407</b>	<b>147,892</b>	<b>23.7%</b>	<b>23.6%</b>	<b>23.8%</b>	<b>58.1%</b>	<b>55.4%</b>	<b>55.8%</b>	<b>12.7%</b>	<b>14.0%</b>	<b>13.8%</b>	<b>3.4%</b>	<b>4.2%</b>	<b>4.0%</b>	<b>1.4%</b>	<b>2.0%</b>	<b>1.9%</b>	<b>0.8%</b>	<b>0.7%</b>	<b>0.6%</b>
<b>FTC</b>	<b>560</b>	459	616	<b>33.6%</b>	25.2%	27.3%	<b>51.6%</b>	53.9%	51.3%	<b>10.2%</b>	14.8%	15.3%	<b>3.2%</b>	4.8%	2.7%	<b>0.5%</b>	0.2%	2.0%	<b>0.9%</b>	1.1%	1.3%
<b>GSA</b>	<b>3,396</b>	3,916	2,869	<b>30.0%</b>	29.7%	31.7%	<b>56.4%</b>	54.4%	53.6%	<b>9.9%</b>	11.3%	9.5%	<b>2.0%</b>	2.4%	3.2%	<b>1.2%</b>	1.4%	1.3%	<b>0.5%</b>	0.7%	0.7%
<b>HHS</b>	<b>22,730</b>	25,756	4,653	<b>26.0%</b>	24.2%	24.5%	<b>56.8%</b>	55.6%	55.8%	<b>12.0%</b>	14.1%	13.2%	<b>3.0%</b>	3.4%	3.4%	<b>1.3%</b>	1.8%	2.0%	<b>0.9%</b>	0.9%	1.1%
<b>HUD</b>	<b>3,467</b>	4,075	5,343	<b>26.1%</b>	27.4%	27.1%	<b>56.7%</b>	53.7%	55.8%	<b>12.1%</b>	12.3%	10.9%	<b>2.9%</b>	3.2%	3.5%	<b>1.4%</b>	2.7%	2.0%	<b>0.8%</b>	0.7%	0.6%
<b>NARA</b>	<b>1,370</b>	1,442	1,415	<b>28.4%</b>	27.6%	25.0%	<b>52.6%</b>	52.8%	57.4%	<b>12.4%</b>	13.1%	11.5%	<b>4.0%</b>	3.9%	3.3%	<b>1.5%</b>	1.9%	1.6%	<b>1.1%</b>	0.8%	1.3%
<b>NASA</b>	<b>4,375</b>	4,734	4,766	<b>33.0%</b>	27.9%	26.0%	<b>53.5%</b>	54.7%	56.6%	<b>9.6%</b>	13.2%	12.0%	<b>2.9%</b>	2.7%	3.7%	<b>0.6%</b>	0.9%	1.2%	<b>0.4%</b>	0.5%	0.5%
<b>NCUA</b>	<b>588</b>	623	538	<b>27.7%</b>	28.9%	30.4%	<b>61.9%</b>	59.7%	60.3%	<b>7.4%</b>	8.7%	6.5%	<b>1.8%</b>	2.0%	1.9%	<b>0.7%</b>	0.3%	0.4%	<b>0.5%</b>	0.3%	0.5%
<b>NLRB</b>	<b>803</b>	963	979	<b>24.2%</b>	23.3%	28.2%	<b>56.9%</b>	59.2%	55.7%	<b>13.2%</b>	13.5%	9.8%	<b>2.8%</b>	2.3%	3.1%	<b>1.3%</b>	1.3%	1.5%	<b>1.7%</b>	0.4%	1.8%
<b>NRC</b>	<b>2,179</b>	1,692	1,876	<b>35.1%</b>	28.9%	27.2%	<b>53.8%</b>	55.6%	59.1%	<b>8.0%</b>	11.0%	10.4%	<b>1.8%</b>	3.0%	2.2%	<b>0.9%</b>	0.8%	0.7%	<b>0.4%</b>	0.7%	0.6%
<b>NSF</b>	<b>583</b>	596	778	<b>39.1%</b>	38.4%	32.1%	<b>47.1%</b>	48.6%	50.0%	<b>9.7%</b>	7.9%	12.2%	<b>3.1%</b>	3.1%	3.3%	<b>0.4%</b>	1.4%	1.3%	<b>0.6%</b>	0.6%	1.2%
<b>OMB</b>	<b>253</b>	250	249	<b>19.5%</b>	23.6%	25.4%	<b>67.0%</b>	51.2%	54.1%	<b>9.3%</b>	14.3%	13.7%	<b>3.4%</b>	6.2%	4.9%	<b>0.4%</b>	3.1%	1.7%	<b>0.4%</b>	1.6%	0.4%
<b>OPM</b>	<b>2,932</b>	3,012	1,539	<b>28.3%</b>	28.8%	23.2%	<b>58.7%</b>	58.4%	57.8%	<b>9.4%</b>	9.0%	13.7%	<b>1.9%</b>	1.9%	3.0%	<b>0.8%</b>	1.1%	1.7%	<b>1.0%</b>	0.8%	0.6%
<b>PBGC</b>	<b>515</b>	---	---	<b>27.0%</b>	---	---	<b>60.5%</b>	---	---	<b>9.1%</b>	---	---	<b>2.6%</b>	---	---	<b>0.4%</b>	---	---	<b>0.4%</b>	---	---
<b>RRB</b>	<b>570</b>	680	700	<b>21.9%</b>	21.5%	22.8%	<b>60.4%</b>	60.5%	59.5%	<b>13.3%</b>	13.4%	13.3%	<b>3.2%</b>	1.7%	3.1%	<b>0.2%</b>	1.5%	0.7%	<b>0.9%</b>	1.4%	0.6%
<b>SBA</b>	<b>1,618</b>	1,447	1,661	<b>26.2%</b>	25.5%	24.5%	<b>59.0%</b>	58.0%	60.0%	<b>10.0%</b>	11.0%	10.7%	<b>3.5%</b>	2.7%	2.7%	<b>0.7%</b>	2.2%	1.4%	<b>0.6%</b>	0.5%	0.7%
<b>SEC</b>	<b>1,605</b>	1,905	2,166	<b>22.8%</b>	25.0%	22.5%	<b>57.1%</b>	54.9%	57.2%	<b>13.7%</b>	13.5%	12.5%	<b>3.6%</b>	3.8%	3.8%	<b>1.9%</b>	1.7%	1.9%	<b>1.0%</b>	1.1%	2.1%

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

# 2008 Federal Human Capital Survey: Report by Agency

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	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,170</b>	<b>221,407</b>	<b>147,892</b>	<b>23.7%</b>	<b>23.6%</b>	<b>23.8%</b>	<b>58.1%</b>	<b>55.4%</b>	<b>55.8%</b>	<b>12.7%</b>	<b>14.0%</b>	<b>13.8%</b>	<b>3.4%</b>	<b>4.2%</b>	<b>4.0%</b>	<b>1.4%</b>	<b>2.0%</b>	<b>1.9%</b>	<b>0.8%</b>	<b>0.7%</b>	<b>0.6%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>27.4%</b>	23.2%	21.1%	<b>57.5%</b>	58.6%	57.7%	<b>10.5%</b>	11.3%	15.7%	<b>2.9%</b>	4.1%	3.5%	<b>0.9%</b>	1.6%	1.6%	<b>0.7%</b>	1.1%	0.4%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>25.4%</b>	22.6%	26.2%	<b>56.4%</b>	56.7%	50.1%	<b>12.1%</b>	13.0%	15.7%	<b>4.3%</b>	4.2%	5.4%	<b>1.0%</b>	2.9%	1.6%	<b>0.8%</b>	0.5%	1.0%
<b>Treasury</b>	<b>8,625</b>	7,035	5,677	<b>25.9%</b>	24.4%	23.9%	<b>59.5%</b>	58.2%	57.4%	<b>8.6%</b>	12.9%	11.9%	<b>3.3%</b>	2.7%	3.9%	<b>1.6%</b>	0.8%	2.2%	<b>1.2%</b>	1.0%	0.8%
<b>USDA</b>	<b>13,686</b>	13,586	10,403	<b>20.6%</b>	22.1%	20.8%	<b>61.6%</b>	60.1%	59.9%	<b>13.2%</b>	12.5%	13.8%	<b>3.2%</b>	3.4%	3.8%	<b>1.1%</b>	1.4%	1.3%	<b>0.4%</b>	0.5%	0.5%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>22.2%</b>	26.8%	27.0%	<b>58.1%</b>	50.3%	55.2%	<b>15.4%</b>	14.8%	13.3%	<b>1.6%</b>	5.1%	2.9%	<b>1.9%</b>	2.3%	1.2%	<b>0.8%</b>	0.7%	0.4%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>28.8%</b>	28.4%	26.9%	<b>56.1%</b>	54.4%	54.3%	<b>10.7%</b>	11.8%	11.9%	<b>2.6%</b>	2.9%	3.9%	<b>1.2%</b>	1.7%	1.9%	<b>0.6%</b>	0.7%	1.1%
<b>All DoD</b>	<b>43,444</b>	50,712	40,189	<b>24.0%</b>	23.9%	24.4%	<b>58.5%</b>	56.0%	56.5%	<b>12.5%</b>	14.0%	13.5%	<b>3.1%</b>	3.6%	3.3%	<b>1.1%</b>	1.9%	1.8%	<b>0.7%</b>	0.6%	0.6%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>19.8%</b>	21.8%	22.6%	<b>62.7%</b>	59.3%	60.4%	<b>12.4%</b>	13.5%	12.0%	<b>3.6%</b>	3.5%	3.4%	<b>0.7%</b>	1.4%	1.2%	<b>0.7%</b>	0.4%	0.4%
<b>Air Force</b>	<b>8,971</b>	10,074	8,693	<b>24.5%</b>	25.2%	24.6%	<b>56.8%</b>	54.4%	55.9%	<b>13.2%</b>	13.6%	13.2%	<b>3.6%</b>	4.2%	3.7%	<b>1.2%</b>	1.9%	1.9%	<b>0.6%</b>	0.6%	0.6%
<b>Army</b>	<b>11,658</b>	13,738	8,407	<b>24.6%</b>	25.2%	26.6%	<b>59.3%</b>	56.2%	54.6%	<b>12.1%</b>	13.5%	13.6%	<b>2.5%</b>	3.1%	2.6%	<b>0.9%</b>	1.5%	1.9%	<b>0.6%</b>	0.6%	0.7%
<b>Navy</b>	<b>9,578</b>	12,612	9,511	<b>22.3%</b>	20.7%	21.6%	<b>58.9%</b>	57.6%	58.7%	<b>13.3%</b>	15.0%	13.9%	<b>3.4%</b>	4.0%	3.8%	<b>1.2%</b>	2.2%	1.6%	<b>0.9%</b>	0.5%	0.3%
<b>Marine Corps</b>	<b>797</b>	910	764	<b>27.8%</b>	25.6%	25.6%	<b>53.5%</b>	53.9%	52.7%	<b>11.8%</b>	14.1%	15.5%	<b>3.8%</b>	3.3%	3.7%	<b>2.3%</b>	2.3%	2.1%	<b>0.8%</b>	0.8%	0.4%
<b>Other DoD</b>	<b>7,405</b>	8,224	6,519	<b>25.9%</b>	25.1%	24.7%	<b>58.4%</b>	54.8%	56.5%	<b>11.1%</b>	14.2%	12.7%	<b>2.8%</b>	2.9%	3.3%	<b>1.0%</b>	2.2%	1.9%	<b>0.8%</b>	0.7%	1.0%

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

# 2008 Federal Human Capital Survey: Report by Agency

(34) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,167</b>	<b>221,397</b>	<b>147,889</b>	<b>15.3%</b>	<b>14.8%</b>	<b>15.1%</b>	<b>41.5%</b>	<b>39.0%</b>	<b>39.2%</b>	<b>25.7%</b>	<b>27.9%</b>	<b>27.3%</b>	<b>6.6%</b>	<b>6.5%</b>	<b>7.1%</b>	<b>4.4%</b>	<b>5.4%</b>	<b>5.1%</b>	<b>6.5%</b>	<b>6.4%</b>	<b>6.3%</b>
AID	831	726	803	22.1%	20.4%	17.9%	46.6%	43.7%	43.0%	17.5%	20.8%	18.4%	4.8%	5.2%	7.4%	4.5%	5.7%	6.0%	4.4%	4.1%	7.3%
BBG	556	570	543	15.2%	14.6%	13.6%	30.8%	28.4%	29.0%	26.3%	28.2%	29.3%	8.6%	10.0%	9.9%	10.2%	9.2%	10.5%	8.9%	9.6%	7.6%
CSOSA	604	518	554	22.9%	17.2%	17.6%	43.7%	39.9%	40.9%	22.1%	23.2%	23.7%	4.9%	8.4%	6.3%	2.7%	5.3%	4.8%	3.7%	6.0%	6.8%
DHS	9,550	10,365	10,472	13.2%	10.2%	10.5%	38.9%	34.7%	35.8%	27.0%	31.8%	30.4%	8.3%	8.1%	7.7%	6.0%	8.2%	8.2%	6.6%	7.0%	7.4%
DOC	3,556	5,204	4,021	17.3%	16.8%	17.0%	41.8%	39.7%	39.8%	24.0%	25.6%	25.3%	5.0%	5.2%	6.1%	3.2%	4.4%	3.8%	8.7%	8.4%	7.9%
DOE	6,092	7,742	1,485	16.2%	15.3%	17.5%	42.6%	40.2%	42.0%	24.2%	26.5%	26.4%	5.8%	6.0%	5.8%	3.9%	4.5%	3.5%	7.3%	7.4%	4.9%
DOI	27,021	25,495	5,177	12.9%	11.6%	11.6%	39.9%	38.3%	38.8%	27.5%	30.1%	29.1%	7.5%	7.1%	8.2%	4.7%	5.8%	5.7%	7.4%	7.0%	6.6%
DOJ	14,011	10,957	7,701	14.7%	13.6%	15.6%	40.8%	38.4%	38.0%	27.8%	28.6%	27.1%	6.6%	7.3%	7.1%	3.6%	3.5%	5.2%	6.6%	8.6%	6.9%
DOL	4,110	4,538	4,082	18.0%	16.7%	15.7%	39.1%	38.9%	39.0%	23.4%	24.8%	24.5%	6.3%	6.4%	7.2%	5.4%	5.4%	5.9%	7.8%	7.8%	7.8%
DOT	6,353	5,451	4,948	12.5%	15.4%	13.3%	35.5%	31.0%	37.6%	25.0%	29.5%	27.4%	8.3%	6.7%	6.8%	8.2%	8.2%	7.8%	10.4%	9.2%	7.1%
Educ	2,393	2,909	2,408	19.3%	15.5%	17.6%	39.0%	36.9%	35.8%	21.2%	23.9%	24.9%	6.8%	8.0%	7.1%	5.6%	7.8%	7.3%	8.0%	7.9%	7.3%
EEOC	1,210	1,173	1,693	23.5%	21.4%	21.8%	37.6%	36.9%	37.5%	20.0%	24.2%	21.1%	6.5%	5.4%	6.6%	6.7%	5.7%	6.3%	5.7%	6.3%	6.7%
EPA	6,986	9,115	6,895	18.0%	16.2%	18.5%	43.7%	41.6%	41.7%	21.2%	24.9%	22.9%	5.6%	5.8%	6.4%	4.1%	4.2%	3.7%	7.3%	7.3%	6.8%
FCC	733	---	---	18.2%	---	---	38.5%	---	---	22.4%	---	---	6.4%	---	---	5.1%	---	---	9.4%	---	---
FERC	671	753	---	19.0%	20.2%	---	43.2%	37.4%	---	22.0%	23.6%	---	4.1%	6.1%	---	2.1%	4.6%	---	9.5%	8.1%	---

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# 2008 Federal Human Capital Survey: Report by Agency

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	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,167</b>	<b>221,397</b>	<b>147,889</b>	<b>15.3%</b>	<b>14.8%</b>	<b>15.1%</b>	<b>41.5%</b>	<b>39.0%</b>	<b>39.2%</b>	<b>25.7%</b>	<b>27.9%</b>	<b>27.3%</b>	<b>6.6%</b>	<b>6.5%</b>	<b>7.1%</b>	<b>4.4%</b>	<b>5.4%</b>	<b>5.1%</b>	<b>6.5%</b>	<b>6.4%</b>	<b>6.3%</b>
<b>FTC</b>	<b>560</b>	<b>459</b>	<b>616</b>	<b>29.0%</b>	<b>19.7%</b>	<b>20.3%</b>	<b>36.2%</b>	<b>37.7%</b>	<b>33.4%</b>	<b>17.3%</b>	<b>21.0%</b>	<b>21.1%</b>	<b>5.1%</b>	<b>5.1%</b>	<b>8.6%</b>	<b>3.9%</b>	<b>6.1%</b>	<b>5.9%</b>	<b>8.5%</b>	<b>10.4%</b>	<b>10.7%</b>
<b>GSA</b>	<b>3,396</b>	<b>3,916</b>	<b>2,869</b>	<b>20.6%</b>	<b>21.0%</b>	<b>21.9%</b>	<b>40.6%</b>	<b>38.4%</b>	<b>38.7%</b>	<b>21.6%</b>	<b>24.4%</b>	<b>21.2%</b>	<b>5.8%</b>	<b>5.4%</b>	<b>6.3%</b>	<b>4.5%</b>	<b>4.8%</b>	<b>5.4%</b>	<b>6.8%</b>	<b>6.2%</b>	<b>6.6%</b>
<b>HHS</b>	<b>22,730</b>	<b>25,756</b>	<b>4,653</b>	<b>18.1%</b>	<b>15.7%</b>	<b>15.5%</b>	<b>40.8%</b>	<b>39.2%</b>	<b>38.4%</b>	<b>22.7%</b>	<b>26.0%</b>	<b>24.9%</b>	<b>6.7%</b>	<b>6.7%</b>	<b>8.3%</b>	<b>5.1%</b>	<b>5.6%</b>	<b>5.6%</b>	<b>6.5%</b>	<b>6.9%</b>	<b>7.3%</b>
<b>HUD</b>	<b>3,467</b>	<b>4,075</b>	<b>5,343</b>	<b>15.1%</b>	<b>16.3%</b>	<b>15.8%</b>	<b>35.8%</b>	<b>37.4%</b>	<b>35.0%</b>	<b>26.1%</b>	<b>25.9%</b>	<b>28.6%</b>	<b>8.1%</b>	<b>6.5%</b>	<b>7.3%</b>	<b>6.7%</b>	<b>7.9%</b>	<b>6.2%</b>	<b>8.1%</b>	<b>6.0%</b>	<b>7.2%</b>
<b>NARA</b>	<b>1,370</b>	<b>1,442</b>	<b>1,415</b>	<b>16.8%</b>	<b>15.5%</b>	<b>14.0%</b>	<b>37.3%</b>	<b>34.6%</b>	<b>37.0%</b>	<b>25.5%</b>	<b>28.9%</b>	<b>26.2%</b>	<b>7.6%</b>	<b>7.2%</b>	<b>8.3%</b>	<b>5.2%</b>	<b>6.8%</b>	<b>5.8%</b>	<b>7.6%</b>	<b>7.0%</b>	<b>8.7%</b>
<b>NASA</b>	<b>4,375</b>	<b>4,734</b>	<b>4,766</b>	<b>25.9%</b>	<b>22.3%</b>	<b>22.9%</b>	<b>40.7%</b>	<b>42.3%</b>	<b>42.8%</b>	<b>18.5%</b>	<b>22.4%</b>	<b>22.2%</b>	<b>4.4%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>2.3%</b>	<b>2.5%</b>	<b>2.0%</b>	<b>8.2%</b>	<b>6.4%</b>	<b>6.0%</b>
<b>NCUA</b>	<b>588</b>	<b>623</b>	<b>538</b>	<b>16.3%</b>	<b>15.8%</b>	<b>13.3%</b>	<b>45.8%</b>	<b>42.6%</b>	<b>46.1%</b>	<b>21.9%</b>	<b>25.8%</b>	<b>24.6%</b>	<b>4.8%</b>	<b>5.4%</b>	<b>6.6%</b>	<b>3.8%</b>	<b>3.9%</b>	<b>3.3%</b>	<b>7.4%</b>	<b>6.5%</b>	<b>6.1%</b>
<b>NLRB</b>	<b>803</b>	<b>963</b>	<b>979</b>	<b>17.0%</b>	<b>16.3%</b>	<b>18.6%</b>	<b>35.3%</b>	<b>35.3%</b>	<b>35.2%</b>	<b>25.1%</b>	<b>25.4%</b>	<b>21.1%</b>	<b>7.9%</b>	<b>7.5%</b>	<b>7.8%</b>	<b>6.3%</b>	<b>7.0%</b>	<b>7.6%</b>	<b>8.3%</b>	<b>8.5%</b>	<b>9.7%</b>
<b>NRC</b>	<b>2,179</b>	<b>1,692</b>	<b>1,876</b>	<b>31.1%</b>	<b>25.1%</b>	<b>21.4%</b>	<b>40.0%</b>	<b>42.6%</b>	<b>42.2%</b>	<b>17.5%</b>	<b>20.5%</b>	<b>22.0%</b>	<b>3.2%</b>	<b>3.7%</b>	<b>4.1%</b>	<b>1.3%</b>	<b>2.2%</b>	<b>2.8%</b>	<b>6.9%</b>	<b>5.8%</b>	<b>7.4%</b>
<b>NSF</b>	<b>583</b>	<b>596</b>	<b>778</b>	<b>30.1%</b>	<b>29.5%</b>	<b>29.3%</b>	<b>37.6%</b>	<b>37.8%</b>	<b>35.9%</b>	<b>17.7%</b>	<b>18.1%</b>	<b>19.7%</b>	<b>6.3%</b>	<b>7.1%</b>	<b>5.8%</b>	<b>3.3%</b>	<b>4.3%</b>	<b>4.6%</b>	<b>5.0%</b>	<b>3.2%</b>	<b>4.8%</b>
<b>OMB</b>	<b>253</b>	<b>250</b>	<b>249</b>	<b>19.4%</b>	<b>17.7%</b>	<b>18.7%</b>	<b>47.5%</b>	<b>40.1%</b>	<b>38.0%</b>	<b>17.7%</b>	<b>27.4%</b>	<b>24.1%</b>	<b>7.0%</b>	<b>5.4%</b>	<b>6.5%</b>	<b>2.1%</b>	<b>6.2%</b>	<b>7.1%</b>	<b>6.3%</b>	<b>3.2%</b>	<b>5.6%</b>
<b>OPM</b>	<b>2,932</b>	<b>3,012</b>	<b>1,539</b>	<b>15.8%</b>	<b>16.7%</b>	<b>15.9%</b>	<b>41.4%</b>	<b>37.6%</b>	<b>38.9%</b>	<b>22.6%</b>	<b>25.9%</b>	<b>25.1%</b>	<b>5.4%</b>	<b>4.9%</b>	<b>6.3%</b>	<b>3.8%</b>	<b>3.9%</b>	<b>6.4%</b>	<b>11.1%</b>	<b>10.9%</b>	<b>7.3%</b>
<b>PBGC</b>	<b>515</b>	<b>---</b>	<b>---</b>	<b>22.6%</b>	<b>---</b>	<b>---</b>	<b>38.6%</b>	<b>---</b>	<b>---</b>	<b>21.0%</b>	<b>---</b>	<b>---</b>	<b>6.5%</b>	<b>---</b>	<b>---</b>	<b>4.4%</b>	<b>---</b>	<b>---</b>	<b>7.0%</b>	<b>---</b>	<b>---</b>
<b>RRB</b>	<b>570</b>	<b>680</b>	<b>700</b>	<b>11.5%</b>	<b>11.6%</b>	<b>11.4%</b>	<b>38.5%</b>	<b>35.6%</b>	<b>38.7%</b>	<b>28.9%</b>	<b>31.5%</b>	<b>27.5%</b>	<b>7.4%</b>	<b>7.9%</b>	<b>8.0%</b>	<b>2.8%</b>	<b>5.0%</b>	<b>4.0%</b>	<b>10.9%</b>	<b>8.3%</b>	<b>10.4%</b>
<b>SBA</b>	<b>1,618</b>	<b>1,447</b>	<b>1,661</b>	<b>17.5%</b>	<b>16.0%</b>	<b>14.6%</b>	<b>40.7%</b>	<b>37.2%</b>	<b>37.7%</b>	<b>22.8%</b>	<b>28.0%</b>	<b>28.7%</b>	<b>7.3%</b>	<b>5.0%</b>	<b>7.0%</b>	<b>4.2%</b>	<b>7.4%</b>	<b>5.8%</b>	<b>7.5%</b>	<b>6.4%</b>	<b>6.1%</b>
<b>SEC</b>	<b>1,605</b>	<b>1,905</b>	<b>2,166</b>	<b>19.5%</b>	<b>21.3%</b>	<b>15.7%</b>	<b>37.2%</b>	<b>37.2%</b>	<b>38.1%</b>	<b>22.0%</b>	<b>22.4%</b>	<b>22.1%</b>	<b>6.2%</b>	<b>5.1%</b>	<b>6.0%</b>	<b>4.9%</b>	<b>5.0%</b>	<b>5.6%</b>	<b>10.2%</b>	<b>9.0%</b>	<b>12.5%</b>

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

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(34) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,167</b>	<b>221,397</b>	<b>147,889</b>	<b>15.3%</b>	<b>14.8%</b>	<b>15.1%</b>	<b>41.5%</b>	<b>39.0%</b>	<b>39.2%</b>	<b>25.7%</b>	<b>27.9%</b>	<b>27.3%</b>	<b>6.6%</b>	<b>6.5%</b>	<b>7.1%</b>	<b>4.4%</b>	<b>5.4%</b>	<b>5.1%</b>	<b>6.5%</b>	<b>6.4%</b>	<b>6.3%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>17.5%</b>	14.4%	14.7%	<b>40.1%</b>	39.1%	37.9%	<b>22.9%</b>	25.7%	26.4%	<b>7.6%</b>	8.0%	6.7%	<b>4.3%</b>	5.1%	6.8%	<b>7.6%</b>	7.6%	7.6%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>19.6%</b>	17.8%	22.2%	<b>43.0%</b>	43.4%	37.1%	<b>23.6%</b>	24.4%	23.6%	<b>4.8%</b>	4.6%	5.6%	<b>2.7%</b>	3.5%	3.1%	<b>6.3%</b>	6.4%	8.5%
<b>Treasury</b>	<b>8,627</b>	7,032	5,677	<b>16.0%</b>	15.4%	14.4%	<b>42.2%</b>	38.7%	41.5%	<b>23.1%</b>	27.9%	24.9%	<b>6.2%</b>	5.3%	7.0%	<b>4.7%</b>	4.8%	3.8%	<b>7.9%</b>	7.9%	8.5%
<b>USDA</b>	<b>13,687</b>	13,587	10,404	<b>14.6%</b>	14.6%	15.4%	<b>46.2%</b>	45.3%	42.7%	<b>23.8%</b>	25.1%	26.2%	<b>6.5%</b>	6.1%	6.8%	<b>3.8%</b>	3.9%	3.9%	<b>5.1%</b>	4.9%	5.0%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>13.4%</b>	15.2%	17.2%	<b>42.7%</b>	36.9%	39.3%	<b>28.2%</b>	28.5%	26.7%	<b>6.4%</b>	6.8%	7.9%	<b>4.8%</b>	8.0%	4.7%	<b>4.5%</b>	4.6%	4.2%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>21.3%</b>	18.5%	18.7%	<b>38.8%</b>	37.9%	38.2%	<b>22.1%</b>	24.5%	24.5%	<b>5.3%</b>	6.5%	6.7%	<b>4.1%</b>	4.9%	5.0%	<b>8.4%</b>	7.7%	7.0%
<b>All DoD</b>	<b>43,444</b>	50,715	40,190	<b>15.4%</b>	15.0%	14.8%	<b>42.1%</b>	40.2%	39.5%	<b>26.2%</b>	28.2%	28.4%	<b>6.3%</b>	6.2%	7.0%	<b>3.8%</b>	4.6%	4.5%	<b>6.2%</b>	5.8%	5.9%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>14.0%</b>	13.9%	14.8%	<b>43.6%</b>	42.1%	42.2%	<b>26.5%</b>	27.4%	28.3%	<b>5.8%</b>	6.3%	5.7%	<b>2.7%</b>	3.8%	3.8%	<b>7.4%</b>	6.6%	5.3%
<b>Air Force</b>	<b>8,971</b>	10,072	8,694	<b>15.3%</b>	15.3%	15.5%	<b>39.2%</b>	38.2%	37.1%	<b>28.7%</b>	28.9%	28.5%	<b>6.8%</b>	6.7%	8.1%	<b>4.3%</b>	5.2%	5.2%	<b>5.7%</b>	5.8%	5.6%
<b>Army</b>	<b>11,658</b>	13,739	8,407	<b>15.7%</b>	16.1%	16.5%	<b>43.7%</b>	43.2%	40.6%	<b>24.9%</b>	25.8%	26.7%	<b>6.0%</b>	5.9%	6.6%	<b>3.7%</b>	4.3%	4.4%	<b>6.0%</b>	4.7%	5.2%
<b>Navy</b>	<b>9,578</b>	12,614	9,511	<b>14.6%</b>	13.2%	12.2%	<b>42.6%</b>	38.5%	40.2%	<b>26.5%</b>	30.9%	30.3%	<b>6.3%</b>	6.1%	6.7%	<b>3.4%</b>	4.5%	3.9%	<b>6.6%</b>	6.8%	6.7%
<b>Marine Corps</b>	<b>797</b>	911	764	<b>17.1%</b>	14.1%	15.2%	<b>36.5%</b>	37.6%	37.7%	<b>26.5%</b>	30.5%	27.7%	<b>8.5%</b>	7.5%	8.2%	<b>5.6%</b>	4.5%	5.7%	<b>5.8%</b>	5.7%	5.5%
<b>Other DoD</b>	<b>7,405</b>	8,225	6,519	<b>16.6%</b>	15.5%	14.9%	<b>42.8%</b>	40.0%	39.1%	<b>23.6%</b>	27.1%	28.2%	<b>6.3%</b>	6.3%	6.4%	<b>3.7%</b>	5.0%	4.9%	<b>6.9%</b>	6.0%	6.5%

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

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(35) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,174</b>	<b>221,393</b>	<b>147,885</b>	<b>16.9%</b>	<b>15.6%</b>	<b>16.7%</b>	<b>42.8%</b>	<b>41.1%</b>	<b>40.6%</b>	<b>23.8%</b>	<b>25.6%</b>	<b>25.2%</b>	<b>6.0%</b>	<b>6.6%</b>	<b>6.6%</b>	<b>4.5%</b>	<b>5.1%</b>	<b>5.2%</b>	<b>5.9%</b>	<b>6.1%</b>	<b>5.6%</b>
AID	831	726	803	21.8%	16.1%	16.3%	47.2%	42.4%	40.9%	17.5%	22.6%	19.9%	6.5%	6.9%	10.1%	4.2%	7.2%	8.2%	2.7%	4.9%	4.6%
BBG	556	570	543	12.5%	12.8%	13.0%	33.3%	34.7%	29.7%	26.6%	26.1%	29.2%	7.1%	7.7%	7.8%	11.0%	9.9%	11.6%	9.5%	8.8%	8.7%
CSOSA	604	518	554	22.2%	20.3%	24.1%	48.2%	43.2%	42.8%	18.0%	20.1%	19.8%	4.8%	6.0%	4.8%	2.1%	5.4%	3.8%	4.7%	5.0%	4.7%
DHS	9,550	10,368	10,472	14.3%	11.9%	11.6%	39.8%	36.7%	36.7%	24.6%	27.7%	27.4%	7.4%	8.0%	8.3%	6.1%	7.6%	8.7%	7.7%	8.1%	7.3%
DOC	3,556	5,204	4,021	17.4%	16.9%	18.0%	44.5%	42.4%	43.7%	21.2%	23.0%	20.5%	5.8%	5.5%	6.3%	3.7%	4.9%	4.5%	7.4%	7.3%	7.0%
DOE	6,092	7,742	1,485	18.7%	18.3%	21.7%	46.4%	43.4%	47.5%	20.0%	22.5%	19.7%	5.7%	6.0%	3.9%	4.5%	4.7%	3.8%	4.7%	5.2%	3.4%
DOI	27,025	25,500	5,172	13.5%	12.9%	13.3%	42.1%	40.8%	40.9%	25.5%	27.1%	26.2%	7.7%	8.0%	8.4%	5.3%	5.8%	6.6%	5.9%	5.4%	4.6%
DOJ	14,013	10,956	7,701	16.9%	16.1%	18.3%	43.9%	42.7%	40.1%	23.2%	23.6%	24.3%	5.5%	5.4%	6.4%	3.5%	3.7%	5.6%	7.0%	8.4%	5.4%
DOL	4,110	4,538	4,082	16.2%	15.2%	15.4%	36.1%	37.2%	37.2%	24.1%	24.7%	25.7%	8.5%	8.3%	8.0%	7.1%	7.0%	6.3%	8.0%	7.5%	7.3%
DOT	6,352	5,450	4,950	14.6%	15.1%	14.5%	37.0%	33.2%	40.8%	25.3%	28.8%	27.0%	5.6%	6.6%	4.6%	7.4%	6.6%	6.2%	10.2%	9.7%	7.0%
Educ	2,393	2,910	2,408	15.7%	11.3%	13.7%	35.6%	34.3%	33.7%	23.3%	26.3%	25.8%	9.1%	8.9%	9.5%	7.8%	10.4%	9.8%	8.4%	8.8%	7.6%
EEOC	1,210	1,173	1,693	21.0%	17.9%	19.5%	34.9%	32.1%	35.0%	21.6%	25.1%	22.7%	7.5%	8.4%	8.3%	7.8%	8.3%	7.2%	7.2%	8.2%	7.2%
EPA	6,986	9,115	6,895	19.3%	18.4%	21.1%	45.5%	44.4%	46.1%	19.3%	21.4%	18.5%	5.9%	5.9%	6.5%	4.8%	4.7%	4.0%	5.2%	5.2%	3.8%
FCC	733	---	---	15.3%	---	---	35.7%	---	---	24.7%	---	---	8.1%	---	---	7.2%	---	---	9.0%	4.0%	3.1%
FERC	671	753	---	19.7%	22.1%	---	44.5%	41.4%	---	17.5%	19.4%	---	6.3%	6.2%	---	4.3%	5.2%	---	7.7%	5.6%	---

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

## 2008 Federal Human Capital Survey: Report by Agency

(35) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,174</b>	<b>221,393</b>	<b>147,885</b>	<b>16.9%</b>	<b>15.6%</b>	<b>16.7%</b>	<b>42.8%</b>	<b>41.1%</b>	<b>40.6%</b>	<b>23.8%</b>	<b>25.6%</b>	<b>25.2%</b>	<b>6.0%</b>	<b>6.6%</b>	<b>6.6%</b>	<b>4.5%</b>	<b>5.1%</b>	<b>5.2%</b>	<b>5.9%</b>	<b>6.1%</b>	<b>5.6%</b>
FTC	560	459	616	26.9%	18.9%	18.1%	37.6%	37.2%	33.5%	18.4%	18.5%	21.4%	4.7%	8.1%	10.7%	5.9%	6.5%	6.6%	6.4%	10.7%	9.6%
GSA	3,396	3,916	2,869	21.1%	18.7%	21.0%	38.8%	38.1%	39.5%	21.5%	24.6%	21.1%	6.9%	7.1%	7.9%	5.1%	4.9%	5.2%	6.7%	6.5%	5.3%
HHS	22,730	25,756	4,653	18.5%	15.7%	16.5%	41.7%	39.9%	40.1%	21.9%	24.8%	23.1%	6.9%	7.3%	8.2%	5.3%	5.8%	5.7%	5.8%	6.5%	6.4%
HUD	3,467	4,075	5,343	13.8%	15.0%	16.4%	35.6%	34.3%	34.9%	26.4%	26.9%	27.4%	9.2%	7.8%	7.4%	7.8%	8.4%	7.0%	7.2%	7.6%	6.9%
NARA	1,370	1,442	1,415	15.1%	14.0%	13.6%	36.5%	34.5%	37.6%	23.6%	26.5%	25.0%	10.1%	9.9%	9.8%	8.5%	8.3%	6.3%	6.1%	6.8%	7.6%
NASA	4,375	4,734	4,766	28.1%	25.9%	27.6%	43.0%	44.1%	45.7%	16.2%	19.1%	17.1%	3.9%	3.7%	3.9%	2.6%	2.2%	1.9%	6.3%	4.9%	3.8%
NCUA	588	623	538	19.3%	18.1%	16.3%	45.6%	41.3%	44.7%	20.1%	24.0%	24.7%	4.5%	6.5%	5.1%	3.4%	3.4%	4.0%	7.2%	6.6%	5.2%
NLRB	803	963	979	16.1%	16.2%	18.1%	33.7%	36.7%	34.3%	22.1%	23.8%	22.0%	10.1%	6.6%	9.0%	8.1%	8.1%	7.7%	9.9%	8.6%	8.8%
NRC	2,179	1,692	1,876	39.8%	32.1%	29.9%	42.5%	45.9%	46.6%	11.5%	14.5%	14.3%	2.2%	3.2%	3.0%	0.9%	2.0%	2.2%	3.2%	2.4%	4.0%
NSF	583	596	778	30.9%	29.6%	28.4%	39.9%	37.9%	41.7%	14.3%	16.9%	15.0%	7.4%	6.3%	6.2%	4.6%	5.8%	5.1%	3.0%	3.6%	3.6%
OMB	253	250	249	20.9%	16.0%	17.8%	42.1%	41.0%	39.7%	21.2%	24.4%	21.3%	8.3%	8.4%	8.4%	1.7%	6.3%	6.7%	5.7%	4.0%	6.0%
OPM	2,932	3,012	1,539	13.3%	13.6%	13.7%	35.9%	36.0%	38.8%	26.1%	26.7%	26.7%	6.6%	6.3%	6.4%	4.2%	5.4%	7.2%	13.8%	12.0%	7.2%
PBGC	515	---	---	22.9%	---	---	47.1%	---	---	16.5%	---	---	5.4%	---	---	4.2%	---	---	3.9%	---	---
RRB	570	680	700	12.1%	13.6%	14.6%	40.3%	41.1%	43.1%	24.3%	25.2%	24.9%	6.4%	7.2%	6.2%	3.1%	4.1%	3.1%	13.7%	8.9%	8.1%
SBA	1,618	1,447	1,661	14.6%	13.2%	11.1%	37.2%	32.5%	35.3%	26.6%	31.1%	31.4%	8.5%	8.1%	8.0%	5.1%	8.9%	7.2%	7.9%	6.2%	7.0%
SEC	1,605	1,905	2,166	20.3%	21.6%	15.8%	36.0%	36.4%	40.0%	20.5%	22.2%	20.4%	7.7%	5.9%	7.0%	6.9%	6.2%	6.9%	8.6%	7.5%	9.8%

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

## 2008 Federal Human Capital Survey: Report by Agency

(35) 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		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,174</b>	<b>221,393</b>	<b>147,885</b>	<b>16.9%</b>	<b>15.6%</b>	<b>16.7%</b>	<b>42.8%</b>	<b>41.1%</b>	<b>40.6%</b>	<b>23.8%</b>	<b>25.6%</b>	<b>25.2%</b>	<b>6.0%</b>	<b>6.6%</b>	<b>6.6%</b>	<b>4.5%</b>	<b>5.1%</b>	<b>5.2%</b>	<b>5.9%</b>	<b>6.1%</b>	<b>5.6%</b>
<b>SSA</b>	<b>5,959</b>	1,317	1,172	<b>19.2%</b>	17.3%	17.8%	<b>41.6%</b>	38.4%	40.8%	<b>22.2%</b>	25.3%	23.5%	<b>6.0%</b>	6.6%	6.0%	<b>4.9%</b>	4.6%	5.9%	<b>6.2%</b>	7.8%	6.0%
<b>State</b>	<b>1,720</b>	1,310	1,272	<b>19.1%</b>	18.2%	22.2%	<b>41.7%</b>	43.5%	41.4%	<b>22.2%</b>	21.5%	20.1%	<b>6.3%</b>	5.5%	6.1%	<b>3.2%</b>	3.8%	3.5%	<b>7.5%</b>	7.5%	6.6%
<b>Treasury</b>	<b>8,629</b>	7,031	5,677	<b>18.1%</b>	14.7%	15.8%	<b>42.4%</b>	42.7%	41.8%	<b>22.7%</b>	27.1%	24.8%	<b>4.9%</b>	5.2%	5.5%	<b>4.5%</b>	2.4%	4.8%	<b>7.5%</b>	7.9%	7.3%
<b>USDA</b>	<b>13,687</b>	13,586	10,403	<b>17.1%</b>	17.4%	18.2%	<b>49.6%</b>	48.2%	47.6%	<b>21.0%</b>	20.5%	20.9%	<b>5.2%</b>	6.2%	6.4%	<b>3.8%</b>	4.4%	4.0%	<b>3.3%</b>	3.3%	3.0%
<b>VA</b>	<b>3,283</b>	3,144	3,344	<b>18.0%</b>	16.3%	21.0%	<b>44.2%</b>	44.6%	41.2%	<b>23.7%</b>	22.3%	22.5%	<b>6.3%</b>	7.5%	6.6%	<b>3.9%</b>	5.4%	4.2%	<b>3.9%</b>	3.9%	4.4%
<b>Small Agencies</b>	<b>3,226</b>	4,141	3,679	<b>19.0%</b>	16.3%	17.7%	<b>37.6%</b>	37.4%	38.5%	<b>22.6%</b>	24.0%	21.7%	<b>7.7%</b>	8.2%	9.0%	<b>5.3%</b>	6.6%	6.5%	<b>7.8%</b>	7.4%	6.5%
<b>All DoD</b>	<b>43,444</b>	50,706	40,190	<b>16.3%</b>	15.2%	15.6%	<b>43.2%</b>	40.5%	39.9%	<b>25.2%</b>	27.5%	27.9%	<b>5.7%</b>	6.3%	6.3%	<b>4.2%</b>	4.9%	4.8%	<b>5.5%</b>	5.6%	5.6%
<b>USACE</b>	<b>5,035</b>	5,154	6,295	<b>16.6%</b>	14.8%	17.4%	<b>47.2%</b>	45.6%	45.2%	<b>21.9%</b>	24.2%	23.9%	<b>6.0%</b>	6.3%	6.0%	<b>3.0%</b>	4.1%	3.6%	<b>5.2%</b>	5.1%	3.9%
<b>Air Force</b>	<b>8,971</b>	10,071	8,694	<b>15.3%</b>	15.4%	15.4%	<b>40.7%</b>	38.2%	37.5%	<b>28.4%</b>	29.8%	29.8%	<b>4.9%</b>	5.9%	6.5%	<b>4.5%</b>	5.1%	5.5%	<b>6.2%</b>	5.5%	5.3%
<b>Army</b>	<b>11,658</b>	13,735	8,407	<b>16.1%</b>	16.2%	16.7%	<b>43.8%</b>	41.1%	40.0%	<b>24.3%</b>	26.7%	27.3%	<b>6.1%</b>	6.6%	6.1%	<b>4.3%</b>	4.7%	4.7%	<b>5.3%</b>	4.8%	5.3%
<b>Navy</b>	<b>9,578</b>	12,614	9,512	<b>16.4%</b>	13.6%	13.8%	<b>44.5%</b>	41.0%	40.3%	<b>24.5%</b>	27.6%	29.0%	<b>5.7%</b>	6.5%	6.6%	<b>3.7%</b>	4.8%	4.2%	<b>5.2%</b>	6.6%	6.2%
<b>Marine Corps</b>	<b>797</b>	910	765	<b>18.9%</b>	16.4%	14.7%	<b>35.2%</b>	34.1%	36.1%	<b>27.8%</b>	30.6%	29.7%	<b>7.6%</b>	7.3%	7.0%	<b>4.0%</b>	5.2%	7.1%	<b>6.5%</b>	6.5%	5.3%
<b>Other DoD</b>	<b>7,405</b>	8,222	6,517	<b>17.7%</b>	15.6%	16.5%	<b>44.0%</b>	41.6%	41.8%	<b>23.0%</b>	25.4%	24.3%	<b>5.8%</b>	6.0%	6.1%	<b>4.5%</b>	5.7%	5.1%	<b>5.0%</b>	5.7%	6.1%

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