

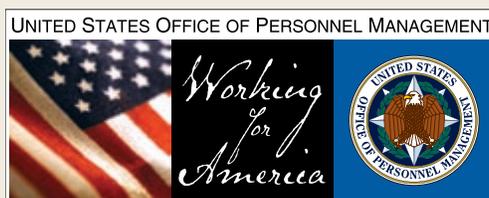


Federal Human Capital Survey

2008



Results from the 2008 Federal Human Capital Survey



A MESSAGE FROM THE ACTING DIRECTOR

President George W. Bush, at the beginning of his Administration, made it a priority to improve the strategic management of people within the Federal government. Since 2002, on a bi-annual basis, the U.S. Office of Personnel Management has undertaken the Federal Human Capital Survey to gauge the impressions of our civil servants, and seek out those areas where agencies are doing well, and where improvement is needed. The 2008 Federal Human Capital Survey continues this tradition, providing valuable insight into the challenges agencies face in maintaining an effective civilian workforce.

In 2008, more than 210,000 Federal employees expressed their views on a wide range of issues. This report provides comparison data across the last three surveys—2004, 2006, and 2008. Generally, in a majority of the issue areas for which employees were surveyed, past improvements have been sustained. Federal employees continue to believe their work is important, are satisfied with their job, and have trust and confidence in their supervisors.

In many measurable areas, we have experienced moderate increases over both 2006 and 2004. We have even seen slight increases in some areas which experienced a decrease between 2004 and 2006. This is especially true with respect to having sufficient materials to accomplish tasks; manager's effectively communicating priorities and goals; and no toleration for arbitrary action, favoritism, and political coercion.

Although progress has been achieved and sustained in many areas, the survey tells us improvement is needed in others. OPM will make it a priority to work with agencies, especially through Chief Human Capital Officers, to address issues where employees feel appropriate levels of attention are lacking.

Overall, the Federal Human Capital Survey continues to demonstrate Federal employees are motivated and committed to the roles they play and the missions they accomplish. New generations seeking to serve the public in the Federal government can look upon this survey and know a career in the Federal civil service will be the right choice.

On behalf of President Bush, I thank those of you who participated in this important survey and encourage you to keep working hard for our customer—the American people.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael W. Hager". The signature is stylized and somewhat cursive.

Michael W. Hager
Acting Director



TABLE OF CONTENTS

| | |
|--|----|
| Executive Summary | 5 |
| Introduction | 8 |
| Human Capital Management Indices | 13 |
| Benefits | 27 |
| Conclusions and Next Steps | 33 |

Appendices

| | |
|--|----|
| Appendix A: Survey Methodology | 36 |
| Appendix B: Survey Questions and Responses | 40 |
| Appendix C: Agencies Surveyed | 49 |
| Appendix D: Trend Analysis: 2004 vs. 2006 vs. 2008 Results | 52 |
| Appendix E: Comparison to Private Sector Results | 57 |



EXECUTIVE SUMMARY

Creating a high performing Federal Government depends on attracting, developing and retaining talented employees and ensuring they have the support and information to contribute to the mission of their agencies.

The Federal Human Capital Survey focuses on employee perceptions regarding critical areas of their work life, areas which drive employee satisfaction, commitment, and ultimately retention in the workforce. This is the fourth time the U.S. Office of Personnel Management (OPM) administered the survey, which was first conducted in 2002, and then again in 2004, 2006, and 2008. More than 210,000 Federal employees responded to the 2008 survey, for a Governmentwide response rate of 51 percent.

HIGHLIGHTS

The 2008 Federal Human Capital Survey results show steady progress across the majority of items; Federal employees' capacity for and commitment to their work remain high.

- **Ninety-one percent** believe their work is important. This continues to be the highest rated item on the survey (Q.20).
- **Eighty-four percent** know how their work relates to the agency's goals and priorities (Q.19).
- **Three-fourths** believe the workforce has the knowledge and skills to get the job done (Q.11).
- **Sixty-eight percent** are satisfied with their jobs (Q.61).
- **Two-thirds** of employees believe their supervisors do a good job (Q.9).
- **Sixty-four percent** have trust and confidence in their supervisors (Q.7).

Recognizing high performance and dealing with poor performers show improvement, but work still needs to be done in these areas.

- **Eighty-two percent** believe they are held accountable for achieving results (Q.33), up 3 percentage points since 2006.
- **Fifty percent** are satisfied with recognition for doing a good job (Q.57).
- **Only 40 percent** say creativity and innovation are rewarded (Q.26).
- **About 30 percent** believe performance differences are recognized in a meaningful way or see steps taken to address poor performance (Q.29, Q.23).
- **Only 26 percent** see a link between performance and pay raises. This item received the highest negative rating on the survey (Q.27, 43 percent negative) but improved 4 percentage points since 2006.

Most employees are very satisfied with their benefits. This continues to be an important tool if the Federal Government is going to be competitive in recruiting the best and the brightest.

- **Over four-fifths** are satisfied with paid vacation and sick leave (Q.69, Q.70).
- **Seventy-five percent** say they receive support to balance work and family (Q.12), though this has decreased by 3 percentage points since 2006.
- **About 60 percent** are satisfied with retirement benefits and health and life insurance (Q.64, Q.65, Q.66).

The survey results include key items that are the best predictors of whether employees intend to stay in the Federal Government or leave. Maintaining and improving the current positive results are necessary to retain employees and attract new talent. The majority of these items have shown a positive trend from 2006.

- **Nearly three-fourths** of Federal employees get a sense of personal accomplishment from their work (Q.5).
- **Sixty-nine percent** say they are not considering leaving their organization within the next year. An additional 18 percent say they may leave their current position for another position within the Federal Government (Q.84).
- **Over 60 percent** believe their talents are used well in the workplace, and they are given opportunities to improve their skills (Q.18, Q.2).
- **Sixty percent** indicate managers communicate the goals and priorities of the organization (Q.40). This item improved by 2 percentage points since 2006.
- **Sixty percent** say their workload is reasonable (Q.17).
- **Over half** are satisfied with their involvement in decision making (Q.55).
- **Only forty-two percent** are satisfied with the policies and practices of their senior leaders (Q.58).

CONCLUSIONS

Results show slow and steady progress across the majority of items; however, much remains to be done to continue positive growth and address areas of relative weakness.

Federal employees:

- Like the work they do and believe their work is important.
- Trust their supervisors and feel their supervisors work well with employees of different backgrounds. However, they want more and better communication from management.
- Feel they are held accountable and cooperate with each other to get the job done, but that performance is not recognized in a meaningful way. The majority feel supervisors support work/life balance, but satisfaction on this issue has decreased since the last survey.
- Believe they have the necessary job-related knowledge and skills, leadership supports their development, and they have a real opportunity to improve their skills.

Compared to the private sector, Federal employee responses are more favorable on teamwork and the opportunity to improve skills. But responses are markedly lower on training received, on the opportunity to get a better job, and on information received from management.

INTRODUCTION

This is the fourth time OPM conducted the Federal Human Capital Survey. The survey was first conducted in 2002, and then again in 2004, 2006 and 2008. Survey questions address personal work experiences and job satisfaction, including satisfaction with benefits. One new item (Q.32) was added to the 2008 survey to address employee understanding of performance levels in appraisals. In 2008, more than 210,000 Federal employees responded to the survey, a response rate of 51 percent.

This report incorporates the Human Capital Assessment and Accountability Framework (HCAAF), whose five human capital systems define the standards and metrics for effective human capital management in the Federal Government.¹

The HCAAF guides Governmentwide efforts to support agency mission results with strong human capital strategies as required by the Chief Human Capital Officers Act of 2002.² The Federal Human Capital Survey provides one source of information for evaluating success in the three HCAAF implementation systems:

- Leadership and Knowledge Management,
- Results-Oriented Performance Culture, and
- Talent Management.

For each of these systems, an employee perspective index based on items in the Federal Human Capital Survey is used to measure agency effectiveness in this key component of human capital management. The Governmentwide metrics that monitor HCAAF implementation include these three employee perspective indices in addition to a job satisfaction index. These employee perspective indices are used to organize the 2008 results presented in this report and help gauge the Government's progress in its human capital transformation. (Appendices A and C provide additional information on the methodology used to design, administer, and analyze the results of the Federal Human Capital Survey.)

The findings from the 2008 survey offer a snapshot of Federal employees' perceptions of workforce management in their agencies today. By looking at trends across the surveys, agency leaders will see how far they have come and what remains to be done. (Appendix D shows a trend analysis of Governmentwide results across the three most recent administrations of the survey, noting significant increases and decreases on each item over the past 4 years.)

This report, along with reports by agency and demographics, are available on OPM's Federal Human Capital Survey website located at www.fhcs.opm.gov.

¹ More information on the Human Capital Assessment and Accountability Framework is available on the OPM website at: apps.opm.gov/HumanCapital/tool/index.cfm.

² For more information on these metrics, refer to OPM's website at: www.opm.gov/hcaaf_resource_center/assets/hcaaf_ssm.pdf.

HUMAN CAPITAL ACCOUNTABILITY AND THE FEDERAL HUMAN CAPITAL SURVEY

To measure progress in the HCAAF and other related areas, OPM intends to administer the Federal Human Capital Survey every 2 years. In addition, agencies will assess their performance on other HCAAF metrics, as required by the Chief Human Capital Officers (CHCO) Act of 2002.

Beginning in 2007, agencies were required to administer all of the items in the HCAAF indices as part of the Federal Government's Annual Employee Survey (AES). (Appendix B's listing of the survey items includes the Annual Employee Survey items displayed in bold type.) OPM's Federal Human Capital Survey contains these items because they are used for the AES in alternate years. In years when OPM conducts the Federal Human Capital Survey, the survey will always contain the prescribed Annual Employee Survey questions.

Throughout the report, comparisons are made to private sector results, when available. OPM has access to results reflective of current private sector trends. These results were collected from employees performing a range of jobs, comparable to Federal work, in a set of large private sector companies, primarily in the United States. (The full set of private sector comparisons is shown in Appendix E.) The Governmentwide results have a 1 percent margin of error, meaning the final results are accurate estimates of Federal employees' perceptions within plus or minus 1 percentage point.

THE “IMPACT ITEMS” – WHAT DETERMINES EMPLOYEE SATISFACTION?

For the Federal Government to be most effective, it must attract and retain the best talent and motivate employees to contribute their full potential. The Federal Human Capital Survey provides robust information about the perceptions of the workforce, their satisfaction with aspects of their work, and their intentions to stay or leave.

To understand these factors better, we used survey results from the past two survey administrations to identify those elements of the employer-employee relationship that really make a difference in whether people want to come, stay, and contribute to their fullest. The results we found for thousands of Federal employees working across an extensive variety of agencies and missions are consistent with what research both inside and outside the public sector has found. Certain elements do indeed make a difference. We call those “impact items” and take particular note of them as we discuss the 2008 Federal Human Capital Survey results for each of the HCAAF systems.

These “impact items” are logical indicators of conditions that keep employees engaged and productive. The good news is the Federal Government is already doing well and improving in many areas. Note the positive trend from 2006, in Table 1, in the majority of these items. However, the Government still has substantial room for improvement on several critical items.

These “impact items” are displayed in the following table, and are highlighted in tables of results throughout the remainder of the report. They are the items most strongly associated with employees’ satisfaction and intent to stay in their jobs. They were identified through a series of standard statistical analyses that examined the relationships between what employees reported on these items and their expressed intention to stay or to leave.

Table 1. **Impact Items: Combined Strongest Predictors of Satisfaction and Intent to Leave**

| FHCS Survey Item | Percent Positive 2008 | Difference from 2006 |
|--|-----------------------|----------------------|
| Q.6 I like the kind of work I do. | 84% | +1 |
| Q.5 My work gives me a feeling of personal accomplishment. | 73% | 0 |
| Q.9 Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | 66% | 0 |
| Q.2 I am given a real opportunity to improve my skills in my organization. | 64% | +2 |
| Q.18 My talents are used well in the workplace. | 62% | +1 |
| Q.62 Considering everything, how satisfied are you with your pay? | 60% | -1 |
| Q.17 My workload is reasonable. | 60% | +1 |
| Q.40 Managers communicate the goals and priorities of the organization. (new impact item in '08) | 60% | +2 |
| Q.60 How satisfied are you with the training you receive for your present job? | 55% | +1 |
| Q.55 How satisfied are you with your involvement in decisions that affect your work? | 53% | -1 |
| Q.37 I have a high level of respect for my organization's senior leaders. | 52% | +3 |
| Q.57 How satisfied are you with the recognition you receive for doing a good job? | 50% | +1 |
| Q.56 How satisfied are you with the information you receive from management on what's going on in your organization? | 48% | +1 |
| Q.24 Employees have a feeling of personal empowerment with respect to work processes. | 44% | +2 |
| Q.58 How satisfied are you with the policies and practices of your senior leaders? | 42% | +1 |
| Q.59 How satisfied are you with your opportunity to get a better job in your organization? | 39% | +3 |

This analysis of Federal employees' responses to the survey shows Federal employees want the same things in their workplaces as other talented individuals in a competitive job market. Civil servants want to feel their talents are being used well and are valued, they want opportunities to grow and advance, and they want strong leadership in the organization. Among those who report these conditions are present in their workplaces, satisfaction is highest and intent to leave lowest.

Federal leaders must pay attention to these key indicators of engagement and commitment to continued service. Although Federal employees like their work and get a real sense of personal accomplishment from what they do, they do not report the same positive results with respect to involvement and empowerment. According to these results, Federal workers also are looking for stronger leadership from their managers and more advancement opportunities.

HUMAN CAPITAL MANAGEMENT INDICES

The HCAAF indices provide consistent metrics for measuring progress toward HCAAF objectives. Using the same measurement indices across time provides an objective examination of progress in Government. The four indices are Leadership and Knowledge Management Index, Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index. A total of 39 Federal Human Capital Survey items make up the HCAAF indices. This section examines Governmentwide performance on the four HCAAF indices, and provides a more in-depth look at trends, strengths, and challenges in the specific areas measured by each index.

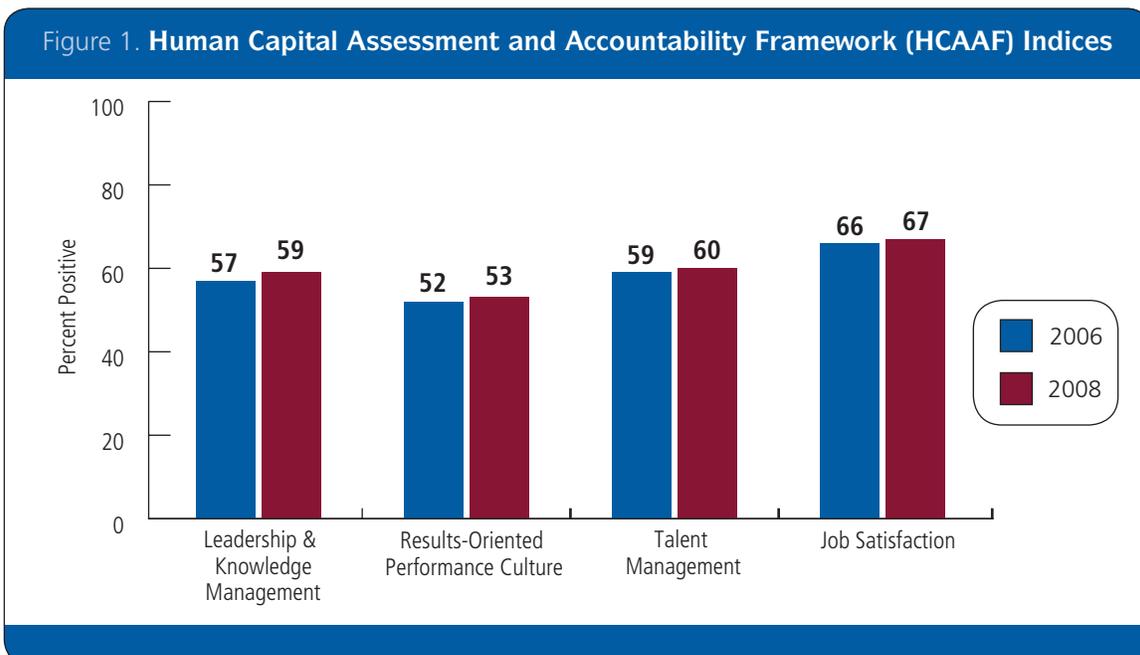
The **Leadership & Knowledge Management Index** indicates the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of items 7, 9, 17, 36, 37, 38, 40, 41, 42, 43, 56, and 58.

The **Results-Oriented Performance Culture Index** indicates the extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. It is made up of items 1, 12, 19, 21, 22, 23, 24, 26, 27, 29, 30, 31, and 57.

The **Talent Management Index** indicates the extent to which employees think the organization has the talent necessary to achieve its organizational goals. It is made up of items 2, 11, 14, 18, 49, 51, and 60.

The **Job Satisfaction Index**³ indicates the extent to which employees are satisfied with their jobs and various aspects thereof. It is made up of items 5, 6, 20, 55, 59, 61, and 62.

This graph shows Governmentwide results for the four HCAAF indices. See Appendix B for the results of the individual items that make up the HCAAF indices.



³ Among the HCAAF metrics required under 5 U.S.C. 1103(c), the Job Satisfaction Index is a required outcome metric for the Talent Management System.

Results show a small increase in all four indices. The Job Satisfaction Index continues to be the highest of the four HCAAF indices. Government agencies receive moderate ratings on bringing in and retaining talent, including talented leadership needed to meet the mission. Government receives the lowest marks on creating a culture that instills a results orientation and that rewards employees for performance. Item level results for each index are examined in more detail in the sections that follow.

LEADERSHIP AND KNOWLEDGE MANAGEMENT INDEX

Leaders are the keystone for successful Government, both now and in the future. Employee performance, satisfaction, and commitment are all influenced by the quality of leadership at all levels. Potential retirement among senior leaders presents challenges, but it also creates opportunities to raise the effectiveness level of the leadership corps across Government if top talent is developed for and recruited into the leadership ranks.

The table below and discussion that follows provide information on Governmentwide performance on the HCAAF Leadership and Knowledge Management System.

| 2008 FHCS Item | 2008 Governmentwide Percentages | | | | Change in % Positive | |
|---|---------------------------------|---------|----------|-------------|----------------------|--------------|
| | Positive | Neutral | Negative | Do Not Know | 2006 to 2008 | 2004 to 2008 |
| Q.7 I have trust and confidence in my supervisor. | 64% | 18% | 18% | NA | 0 | New Item |
| *Q.9 Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | 66% | 21% | 13% | NA | 0 | +1 |
| *Q.17 My workload is reasonable. | 60% | 16% | 23% | 1% | +1 | 0 |
| Q.36 Managers/supervisors/team leaders work well with employees of different backgrounds. | 65% | 19% | 12% | 3% | +1 | +1 |
| *Q.37 I have a high level of respect for my organization's senior leaders. | 52% | 23% | 25% | 1% | +3 | +2 |
| Q.38 In my organization, leaders generate high levels of motivation and commitment in the workforce. | 40% | 28% | 31% | 1% | +2 | +3 |
| *Q.40 Managers communicate the goals and priorities of the organization. | 60% | 21% | 18% | 1% | +2 | 0 |
| Q.41 Managers review and evaluate the organization's progress toward meeting its goals and objectives. | 58% | 24% | 14% | 5% | +2 | +1 |
| Q.42 Employees are protected from health and safety hazards on the job. | 76% | 13% | 10% | 1% | +1 | +1 |
| Q.43 My organization has prepared employees for potential security threats. | 74% | 16% | 9% | 1% | +1 | 0 |
| *Q.56 How satisfied are you with the information you receive from management on what's going on in your organization? | 48% | 24% | 27% | NA | +1 | +2 |
| *Q.58 How satisfied are you with the policies and practices of your senior leaders? | 42% | 29% | 29% | NA | +1 | +2 |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk. Percentages may not add to 100 due to rounding.

How Far We've Come: Trends in Leadership and Knowledge Management

All 12 items that make up the Leadership and Knowledge Management Index have either increased slightly or remained the same since 2006. The trend continues when comparing 2008 Federal Human Capital Survey results to 2004 results, as none of the items have decreased.

Increases. Since 2004, two items that specifically relate to senior leaders have increased by two percentage points: having a high level of respect for senior leaders (Q.37) and satisfaction with senior leaders' policies and practices (Q.58). Forty percent of employees believe leaders generate high levels of motivation and commitment in the workforce (Q.38), an increase of 3 percentage points over the last four years.

Decreases. No items decreased in the 2008 administration. However, several leadership items remain relatively low, rated positively by fewer than half of employees

Where We Stand Today: Strengths and Challenges in Leadership and Knowledge Management

Supervision in Government is strong.

A majority of employees have trust and confidence in their supervisors (Q.7) and feel their managers and supervisors work well with employees of different backgrounds (Q.36). Furthermore, two-thirds of employees believe their supervisors are doing a good job (Q.9).

More than half of employees say managers communicate the goals and priorities of the organization (Q.40) and review and evaluate the organization's progress toward meeting its goals and objectives (Q.41); both items increased two percentage points since 2006.

The Federal Government continues to show improvement in establishing a more effective leadership corps but lags the private sector in providing information.

In 2008, a little over half of the employees report a high level of respect for their senior leaders (Q.37), and this is three percentage points higher than in 2006. A little less than one-half are satisfied with the information they receive from management on what is going on in the organization (Q.56), but this has increased one percentage point from 2006 and two percentage points since 2004. The Federal Government lags the private sector most on this impact item – by 18 percentage points, with 66 percent of private sector employees satisfied with information from management compared to only 48 percent in the Federal workforce.

In addition, even though this item has increased continually since 2004, only 42 percent of employees are satisfied with the policies and practices of their senior leaders (Q.58), while only 40 percent believe their leaders generate high levels of motivation and commitment in the workforce (Q.38).

Agencies ensure employee safety on the job.

Results continue to be strong in the area of safety, with about three-fourths of Federal employees indicating they are protected from health and safety hazards (Q.42), and their organization has prepared them for potential security threats (Q.43).

Actions Taken Since 2006 (Leadership and Knowledge Management)

The significant role leaders play in communicating and achieving agency missions continues to be recognized Governmentwide as a critical component for success. A leader's influence on workplace issues can range from creating an environment of trust and competence to reinforcing the sense of purpose and safety experienced by each employee. Forecasting the supply and demand of leadership competencies through succession planning is a vital part of strategic human capital management and mission success. This strategic approach is needed for the efficient and effective growth of critical leadership competencies and has received the attention of senior leaders and human capital practitioners at Federal agencies.

By measuring leadership competency gaps, an agency can anticipate needs and assess its effectiveness in recruitment, retention and development efforts. In FY 2006, 13 of 26 President's Management Agenda (PMA) agencies reported achieving their targets for leadership competency gap closure. In FY 2008, 22 of 26 had met their annual targets.

By FY 2007, all 26 PMA agencies had a written Strategic Leadership Succession Plan. In FY 2008, OPM developed and delivered an evaluation template agencies can use to measure the effectiveness of their leadership succession management plans. Agencies will use this template to determine when revisions to succession plans are required and to continuously improve forecasting and planning techniques to ensure leader candidates and leadership competencies are available to the agency as needed.

RESULTS-ORIENTED PERFORMANCE CULTURE INDEX

There are many facets that make up an effective results-oriented performance culture. Agencies and managers provide the guidance and support employees need to perform well, and employees know how their work relates to the agency’s mission. Coworkers and supervisors are supportive, and employees receive useful performance feedback. However, employees do not view rewards for superior performance as translating into rewards, and do not believe performance is appropriately recognized through rewards, pay, or advancement. They also lack confidence poor performance will be addressed.

Governmentwide results for the Results-Oriented Performance Culture System of the HCAAF are displayed in the table below, followed by a discussion of trends, strengths and challenges in creating a culture focused on results.

| 2008 FHCS Item | 2008 Governmentwide Percentages | | | | Change in % Positive | |
|--|---------------------------------|---------|----------|-------------|----------------------|--------------|
| | Positive | Neutral | Negative | Do Not Know | 2006 to 2008 | 2004 to 2008 |
| Q.1 The people I work with cooperate to get the job done. | 84% | 8% | 8% | NA | +1 | -1 |
| Q.12 My supervisor supports my need to balance work and other life issues. | 75% | 13% | 11% | 1% | -3 | -4 |
| Q.19 I know how my work relates to the agency’s goals and priorities. | 84% | 10% | 5% | 1% | +1 | +1 |
| Q.21 Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 67% | 15% | 18% | 1% | 0 | 0 |
| Q.22 Promotions in my work unit are based on merit. | 35% | 26% | 34% | 5% | +1 | +1 |
| Q.23 In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 30% | 27% | 37% | 7% | +1 | +3 |
| *Q.24 Employees have a feeling of personal empowerment with respect to work processes. | 44% | 29% | 25% | 2% | +2 | +1 |
| Q.26 Creativity and innovation are rewarded. | 40% | 28% | 29% | 3% | +1 | +4 |
| Q.27 Pay raises depend on how well employees perform their jobs. | 26% | 27% | 43% | 5% | +4 | New Item |
| Q.29 In my work unit, differences in performance are recognized in a meaningful way. | 31% | 31% | 34% | 4% | +1 | +2 |
| Q.30 My performance appraisal is a fair reflection of my performance. | 63% | 18% | 17% | 2% | -1 | -3 |
| Q.31 Discussions with my supervisor/team leader about my performance are worthwhile. | 56% | 23% | 19% | 2% | 0 | -2 |
| *Q.57 How satisfied are you with the recognition you receive for doing a good job? | 50% | 23% | 27% | NA | +1 | +1 |

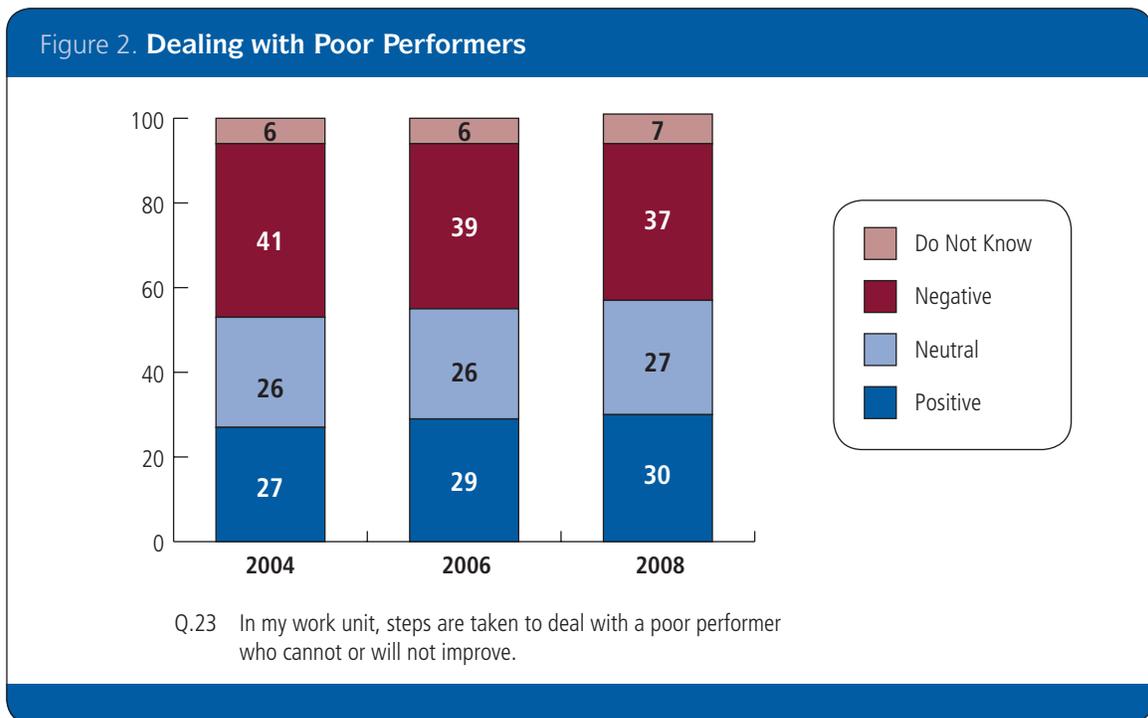
Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk. Percentages may not add to 100 due to rounding.

How Far We've Come: Trends in Creating a Results-Oriented Performance Culture

Trend results for Performance Culture since 2004 are mixed: the majority of items increased by one or two percentage points, while two items (Q.12, Q.30) continued to decrease over the past four years.

Increases. Employee ratings increased most since 2004 in the area of rewarding creativity and innovation (Q.26), up 4 percentage points. In looking across the three most recent Federal Human Capital Survey administrations, two items related to pay for performance (Q.23, Q.29) have increased by three and two percentage points, respectively.

Specifically, there is slow but steady progress in dealing with poor performers (Q.23). This item shows the most overall improvement over time, up three percentage points since 2004. However, in 2006 and 2008, this item's rating was among the highest negative ratings on the survey.



In response to interest in Pay-for-Performance programs, an item (Q.27) linking pay raises to employee performance was introduced in the 2006 administration. Ratings in 2008 show an increase of 4 percentage points, but only one out of four employees agree pay raises depend on job performance.

Decreases. Supervisor support for work/life issues (Q.12) and fairness of performance appraisals (Q.30) continue to decline in 2008. Supervisor support for work/life issues remains high at seventy-five percent but is on a downward trend, having decreased 4 percentage points since 2004. Furthermore, employees believe performance appraisals are a fair reflection of their performance to a lesser extent, with a 3 percentage point decline since 2004 to 63 percent.

Where We Stand Today: Strengths and Challenges in Creating a Results-Oriented Performance Culture

Results-oriented performance cultures focus on a diverse, high-performing workforce supported by a performance management system that effectively plans, monitors, develops and rewards employee performance while maintaining a work/life balance and proper physical conditions. The Federal Government does well in these areas.

Over 80 percent of employees believe they are held accountable for achieving results (Q.33), agree people cooperate to get the job done (Q.1), and know how their work relates to their agency's goals and priorities (Q.19). Three-quarters of Federal employees believe their supervisors support their work/life needs (Q.12), yet there is a noticeable downward trend in this item, 4 percentage points from 2004. Two-thirds of employees feel their physical work conditions allow them to perform their jobs well (Q.21).

Employees are satisfied with feedback on performance.

Sixty-three percent of employees agree their performance appraisals are fair (Q.30). Somewhat fewer, although still more than half, believe performance feedback from their supervisors/team leaders is worthwhile (Q.31).

Federal employees are dissatisfied with the way they are recognized and rewarded, and they do not see the link between how well they perform and their pay, rewards, or advancement.

Items measuring rewards and recognition show improvement but continue to be among the lowest rated on the survey. Half of Federal employees are satisfied with the recognition they receive for doing a good job (Q.57). Only four in 10 employees feel empowered (Q.24) or rewarded for creativity and innovation (Q.26). Only about a third of the workforce sees differences in performance recognized in a meaningful way (Q.29), poor performance addressed (Q.23), or merit-based promotions (Q.22); about one-third do not see these practices in their organizations. One-fourth agree pay raises depend on how well employees perform their jobs (Q.27). This item received the highest negative rating on the 2008 Federal Human Capital Survey, with four in 10 employees (43 percent) indicating raises are not tied to performance.

Actions Taken Since 2006 (Results-Oriented Performance Culture)

The major focus in this area has been on performance planning and appraisal systems, executive performance-based pay systems, and alternative performance-based pay systems. OPM and agencies have designed and implemented performance management systems linking executives', managers', and employees' performance plans and results to organizational goals and mission accomplishment. The Senior Executive Service (SES) Pay-for-Performance System requires that executive performance plans are clearly linked to organizational goals and executives are held accountable for achieving measurable results. By the end of fiscal year 2008, SES appraisal systems meeting Pay-for-Performance System criteria covered over 99 percent of all SES members.

To support agencies moving to results-focused non-SES employee performance management systems, OPM implemented in 2006 the Performance Appraisal Assessment Tool (PAAT), which agencies and OPM use to evaluate the effectiveness of the design, implementation, and results of agency performance management systems. The PAAT focuses on the ten key criteria of effective performance management. At the end of FY 2008, 47 systems (or 33 percent) met the standard for effectiveness.

Changing and implementing performance management systems takes time. After a year of implementing change, at the end of FY 2007, 4 percent of non-SES employees were covered by systems that score at least 80 points on the PAAT. OPM is encouraged to see that, at the end of FY 2008, almost 17 percent of non-SES employees are covered by systems that score at least 80 points. We expect this percentage to improve significantly during the next year. OPM's goal is to have all Federal employees covered by performance management systems that score at least 80 points on the PAAT.

Since the last Federal Human Capital Survey, OPM, in conjunction with the Chief Human Capital Officers Council, has published agencies' performance management case studies. In addition, OPM has implemented new performance management competencies in an assessment tool for agencies' use and put required agency metrics for result-oriented performance culture into regulation.

In an effort to test and leverage lessons learned on new approaches to performance management, OPM has approved, begun implementation, and assessed new performance-based pay systems. Under section 4703 of title 5, United States Code, OPM has the authority to establish demonstration projects. Since 2006, OPM has begun projects at the Departments of Energy, Agriculture, and Veterans Affairs to test, among other interventions, performance-based pay.

TALENT MANAGEMENT INDEX

Employees feel the Federal workforce has the knowledge and skills necessary for success; however, there continues to be room for improvement in recruiting efforts and training needs assessments.

Governmentwide results for the Talent Management System of the HCAAF are displayed in the table below, followed by trends, strengths, and challenges agencies face in managing talent.

Table 4. **Item Results for the Talent Management Index**

| 2008 FHCS Item | 2008 Governmentwide Percentages | | | | Change in % Positive | |
|--|---------------------------------|---------|----------|-------------|----------------------|--------------|
| | Positive | Neutral | Negative | Do Not Know | 2006 to 2008 | 2004 to 2008 |
| *Q.2 I am given a real opportunity to improve my skills in my organization. | 64% | 18% | 18% | NA | +2 | +1 |
| Q.11 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 74% | 15% | 10% | 1% | 0 | 0 |
| Q.14 My work unit is able to recruit people with the right skills. | 45% | 28% | 25% | 3% | +1 | +1 |
| *Q.18 My talents are used well in the workplace. | 62% | 17% | 20% | 1% | +1 | 0 |
| Q.49 Supervisors/team leaders in my work unit support employee development. | 65% | 19% | 16% | 1% | +1 | 0 |
| Q.51 My training needs are assessed. | 53% | 25% | 20% | 2% | +2 | +2 |
| *Q.60 How satisfied are you with the training you receive for your present job? | 55% | 25% | 20% | NA | +1 | 0 |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk. Percentages may not add to 100 due to rounding.

How Far We've Come: Trends in Talent Management

Data trends of these items show small increases. None of the items decreased in the 2004-to-2008 timeframe, and three items showed modest improvement.

Increases. Between 2004 and 2008, the Federal Government made small but positive steps in assessing employees' training needs (Q.51), with results up 2 percentage points. Employees were also more favorable about opportunities to improve skills (Q.2), as well as slightly more positive regarding the ability to recruit people with the right skills (Q.14). These changes, although positive, are relatively small.

Decreases. None of the talent management items decreased in 2008, maintaining the increases of earlier years.

Where We Stand Today: Strengths and Challenges in Talent Management

Most Federal employees are confident their organizations have the talent and skills necessary to achieve organizational goals but remain concerned that recruitment efforts are insufficient to continue to attract employees with the right skills.

Almost three-fourths of Federal employees feel the workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals (Q.11) and a majority (62 percent) believe their talents are used well in the workplace (Q.18). Despite a modest 1 percentage point gain since 2006, less than half of the employees believe their work units are finding people with the skills they need (Q.14).

Managers continue to support and provide growth and training opportunities and have made positive gains towards systematic training needs assessments across Government.

Nearly two-thirds of employees feel their supervisors support employee development (Q.49) and that employees are given a real opportunity to improve their skills (Q.2). The Governmentwide average for opportunities for skills improvement exceeds the private sector rating by 4 percentage points. Over half of employees continue to be satisfied with the training they receive for their current jobs (Q.60). However, the Federal Government continues to lag behind the private sector on this impact item by 11 percentage points. Fifty-three percent say their training needs are assessed (Q.51), a positive increase of two percentage points from 2006.

Actions Taken Since 2006 (Talent Management)

OPM and agencies have made extensive efforts to meet the HCAAF standard for talent management through initiatives to improve hiring and by implementing strategies for closing competency gaps in agency-specific and Governmentwide mission-critical occupations.

To support agencies in achieving results, OPM launched the Federal Competency Assessment Tool (FCAT) for Human Resources and Leadership. This tool provides a platform for agencies to assess competencies for Leadership and HR. Agencies were able to use this data to identify competency gaps, develop and implement strategies to close competency gaps, and to reassess these occupations to determine whether results were achieved.

In FY 08, all 22 agencies that submitted results reported they had successfully closed competency gaps in targeted agency-specific mission-critical occupations. Agencies continue to make improvements in decreasing the time it takes to hire. Agencies reported 81 percent of hires are made within 45 days from the time the vacancy announcement closes until the tentative job offer is made and 96 percent of applicants are notified of their final status in 45 days.

OPM will continue to work with agencies to help them achieve their objectives in talent management. OPM, in partnership with the Chief Human Capital Officers Council (CHCOC), recently launched the End-To-End Hiring Initiative, which is designed to transform Federal hiring by strategically integrating and reengineering its five components: workforce planning, recruitment, hiring process, security and suitability and orientation.

JOB SATISFACTION INDEX

Federal employees strongly believe the work they do is important. They feel personally fulfilled by their service to the public and enjoy the work they do. Federal employees are less satisfied, however, with their involvement in decision making and opportunities for advancement.

The table below and discussion that follows provide information on Governmentwide performance on the Job Satisfaction Index, a metric of the HCAAF Talent Management System.

Table 5. Item Results for the Job Satisfaction Index

| 2008 FHCS Item | 2008 Governmentwide Percentages | | | | Change in % Positive | |
|---|---------------------------------|---------|----------|-------------|----------------------|--------------|
| | Positive | Neutral | Negative | Do Not Know | 2006 to 2008 | 2004 to 2008 |
| *Q.5 My work gives me a feeling of personal accomplishment. | 73% | 15% | 12% | NA | 0 | +2 |
| *Q.6 I like the kind of work I do. | 84% | 11% | 5% | NA | +1 | +1 |
| Q.20 The work I do is important. | 91% | 6% | 3% | 0% | +1 | 0 |
| *Q.55 How satisfied are you with your involvement in decisions that affect your work? | 53% | 23% | 24% | NA | -1 | +1 |
| *Q.59 How satisfied are you with your opportunity to get a better job in your organization? | 39% | 28% | 33% | NA | +3 | +4 |
| Q.61 Considering everything, how satisfied are you with your job? | 68% | 18% | 14% | NA | 0 | 0 |
| *Q.62 Considering everything, how satisfied are you with your pay? | 60% | 17% | 22% | NA | -1 | -2 |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk. Percentages may not add to 100 due to rounding.

How Far We've Come: Trends in Job Satisfaction

Most of the items on this HCAAF index are included in the set of impact items most highly predictive of overall satisfaction and intent to leave. A trend analysis shows several facets of job satisfaction have gradually improved over the past two administrations of the Federal Human Capital Survey.

Increases. Trend analyses comparing changes from 2004 to 2008 show small but steady improvement in four of the seven items in this index. Satisfaction with job opportunities (Q.59) increased 4 percentage points, even though it is 10 percentage points lower than the private sector comparison. Ratings of personal accomplishment at work (Q.5) increased by 2 percentage points. Ratings increased by 1 percentage point for work enjoyment (Q.6) and involvement in decisions (Q.55).

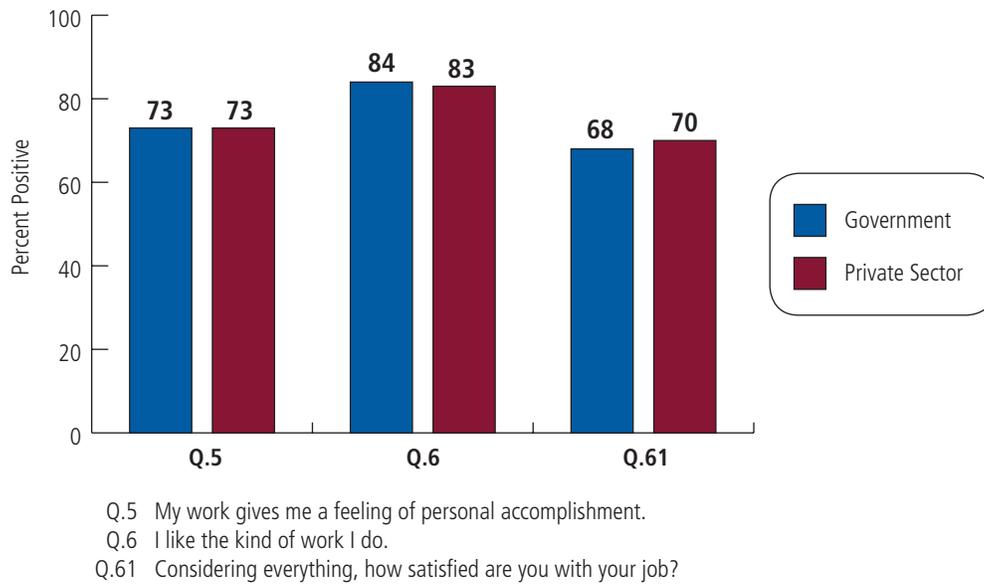
Decreases. Satisfaction with pay is the one facet of this index that dropped since 2004, down 2 percentage points.

Where We Stand Today: Strengths and Challenges Related to Job Satisfaction

The overwhelming majority of Federal employees feel their work is important. Most are satisfied with their jobs and find a sense of accomplishment from their service to the public.

Sixty-eight percent of Federal employees are satisfied with their jobs (Q.61), similar to 70 percent in the private sector. Pay satisfaction declined 1 percentage point since 2006, with a rating of 60 percent (Q.62). A clear majority of employees like the kind of work they do (Q.6), believe their work is important (Q.20) and get a measure of personal accomplishment from their work (Q.5). These are among the highest rated items on the survey. In fact, “The work I do is important” (Q.20), is the highest rated item on the survey, with 91 percent of Federal employees in agreement. The Federal Government ratings on these questions are comparable to the private sector results.

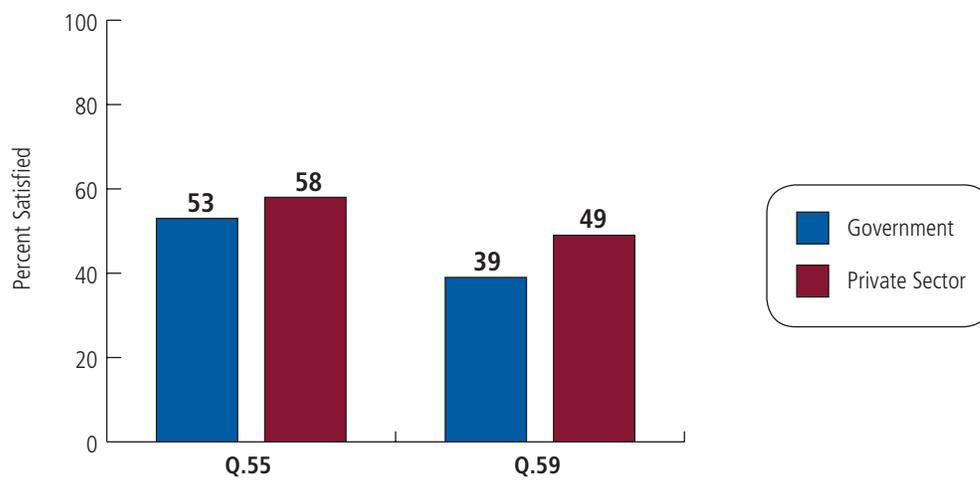
Figure 3. Satisfaction with Work: Government vs. Private Sector



Employees want increased advancement opportunities and involvement in work decisions.

Only a little more than half of employees (53 percent) are satisfied with their level of involvement in work decisions (Q.55), down 1 percentage point since 2006 and 5 percentage points below private sector ratings. Just 39 percent of employees are satisfied with their opportunity to get a better job in their organization (Q.59) while in the private sector nearly half of employees are satisfied with job opportunities.

Figure 4. **Satisfaction with Involvement and Opportunities: Government vs. Private Sector**



Q.55 How satisfied are you with your involvement in decisions that affect your work?

Q.59 How satisfied are you with your opportunity to get a better job in your organization?

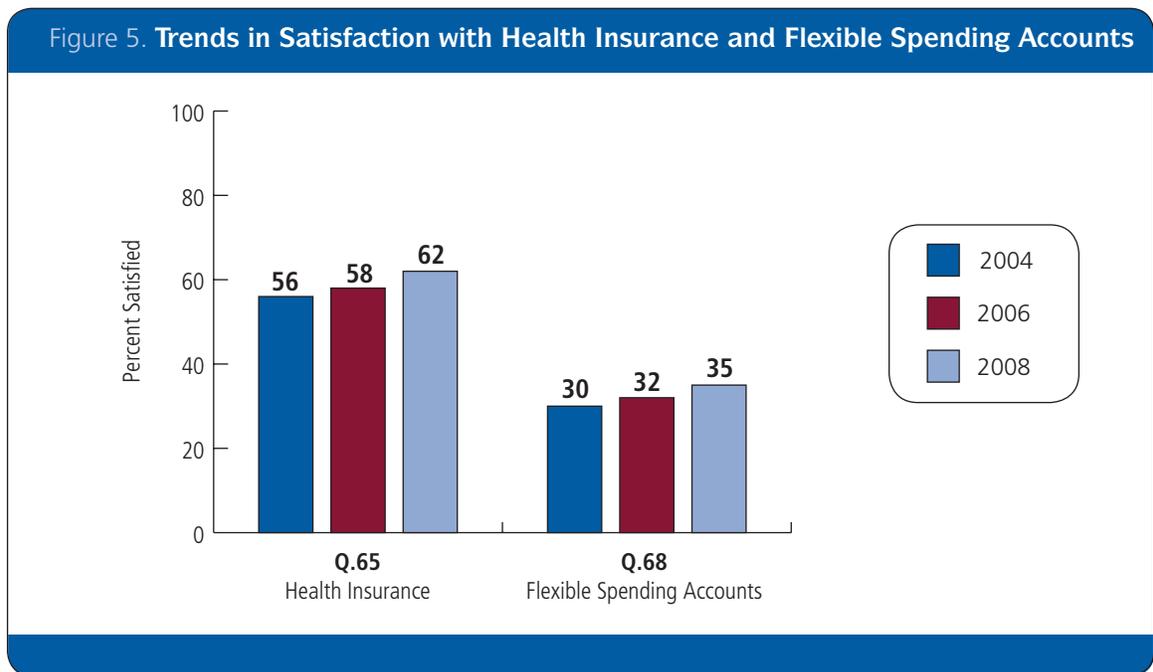
BENEFITS

The Federal Government is working hard to improve and update its benefits programs to satisfy the changing needs of the workforce. Although satisfaction with some benefits increased since 2006, satisfaction with most benefits remained constant or declined in recent years.

How Far We've Come: Trends in Satisfaction with Benefits

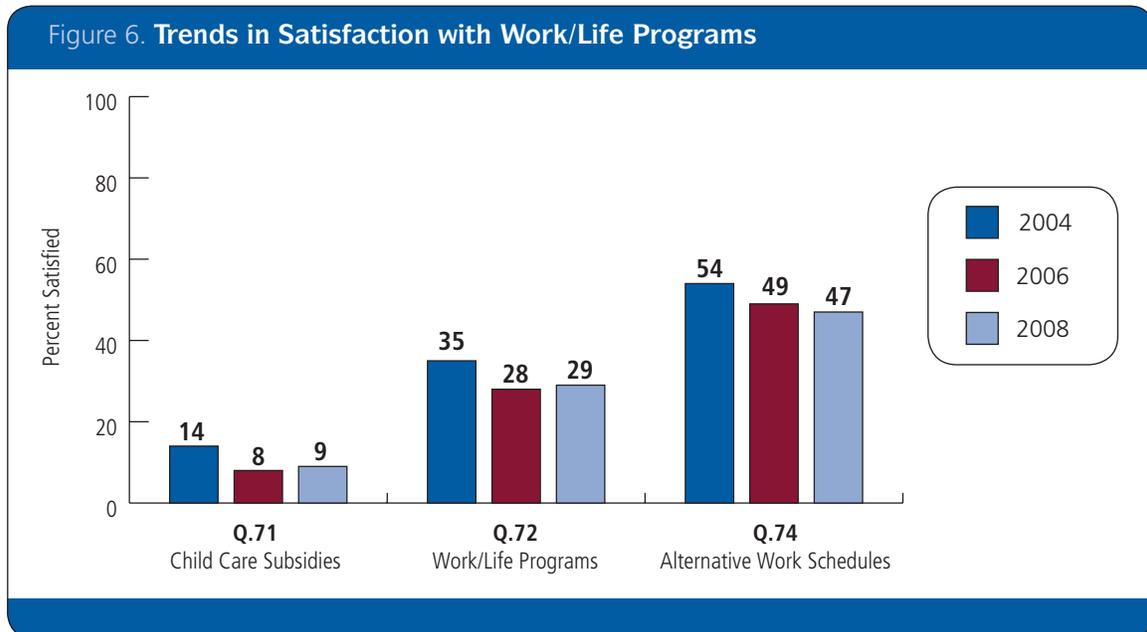
Employees continue to be satisfied with long-standing and widely used benefits; satisfaction levels for some benefits increased from 2006, although still lower than levels in 2004.

Increases. Satisfaction with health insurance and the flexible spending account programs show improvement since 2004. Employee satisfaction with health insurance (Q.65) continues to increase, up 6 percentage points since 2004. While satisfaction with flexible spending accounts (Q.68) was up 5 percentage points since 2004.



Decreases. Satisfaction with work/life benefits has dropped since 2004. Three benefits show a notable decrease in satisfaction ratings between 2004 and 2008: child care subsidies (Q.71), work/life programs (Q.72), and alternative work schedules (Q.74). Ratings for child care subsidies increased slightly from 2006, 1 percentage point, but are down 5 percentage points overall since 2004. A similar trend was found with work/life programs. Satisfaction ratings increased 1 percentage point since 2006, but are down 6 percentage points since 2004 when slightly more than one-third of employees rated these programs positively. In 2008, only 29 percent of employees rated work/life programs favorably. Satisfaction with alternative work schedules continues to drop. Ratings are down 2 percentage points since 2006 and 7 percentage points since 2004.

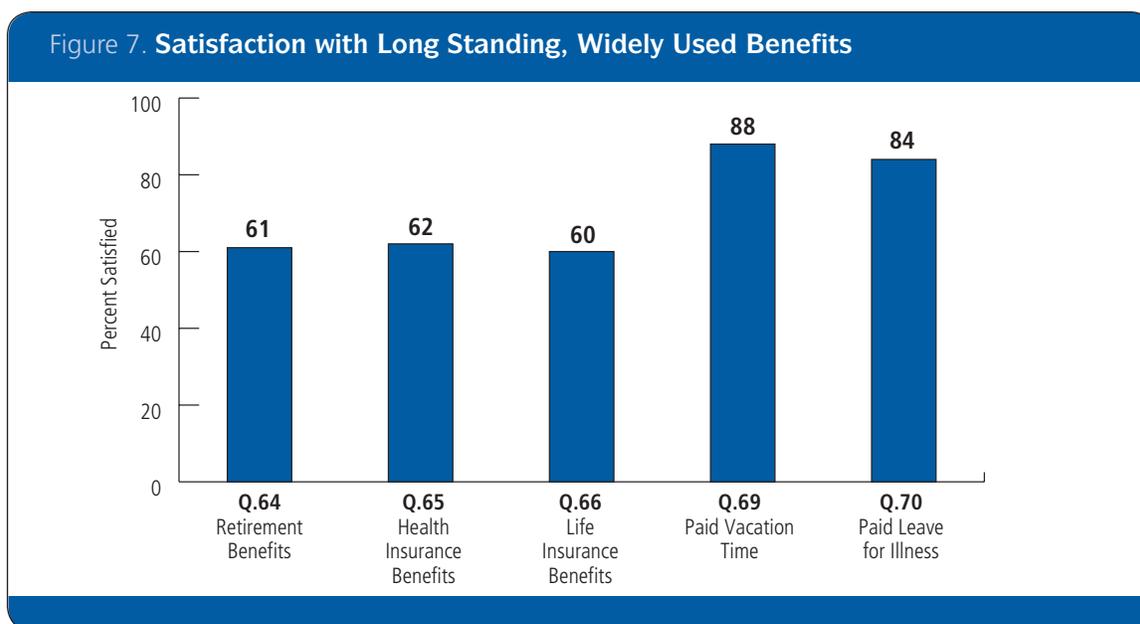
As noted in the discussion of Results-Oriented Performance items earlier, the question related to supervisor support of work/life balance was the item that decreased the most since 2006, decreasing 3 percentage points (Q.12).



Where We Stand Today: Strengths and Challenges Related to Satisfaction with Benefits

Employee satisfaction is high with long-standing and widely used benefits.

Employee satisfaction with vacation (Q.69) and sick (Q.70) leave is very high, 88 and 84 percent respectively, which exceeds satisfaction levels reported for any other benefit. About 60 percent of Federal employees are satisfied with retirement benefits (Q.64), health insurance (Q.65) and life insurance (Q.66).



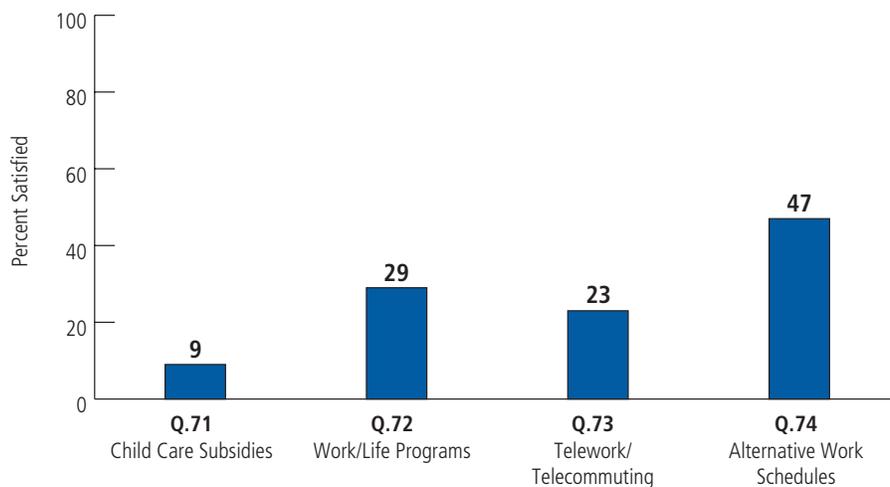
Satisfaction with relatively newer, but less widely used benefits programs continues to improve.

Compared to long established benefit programs, satisfaction with newer programs is noticeably lower, but a trend towards increased satisfaction is evident. About one-third of employees are satisfied with the flexible spending account program (Q.68), but this continues to increase from 2004 and 2006. Satisfaction with long term care insurance (Q.67) is only at 32 percent, but this increased 2 percentage points since 2006.

Employee satisfaction with work/life and family-friendly benefits is low.

Satisfaction with child care subsidies (Q.71) is the lowest rated item on the survey (only 9 percent satisfied). Only about three in 10 employees are satisfied with work/life programs (Q.72) and about one in four employees are satisfied with telework/telecommuting (Q.73). Alternative work schedules (Q.74), at 47 percent positive, is the highest rated of the work/life and family-friendly benefits.

Figure 8. Satisfaction with Work/Life and Family-Friendly Benefits



Many Federal employees have not yet used the newer benefits, or work/life and family-friendly programs and may not be able to accurately rate them.

In 2006, OPM added a “No Basis to Judge” response option for all benefits except paid vacation and sick leave, as many of the benefits are not used by all Federal employees and several benefit items showed large neutral responses in past surveys. The following table shows the percent of employees who indicated “No Basis to Judge” and satisfaction scores both including and excluding those who could not judge. Even when only considering those who felt they could judge, child care subsidies and telework/telecommuting are still rated positively by few in Government. The flexible spending account, long term care insurance, and work/life programs receive moderate marks, and alternative work schedules are rated positively by slightly more than 60 percent of the Federal workforce. The relative satisfaction scores among the benefits do not change much; in other words, the highest and lowest benefits items remain largely the same.

Table 6. **Satisfaction with Benefits: No Basis to Judge**

| 2008 FHCS Item | Percent Satisfied Including “No Basis to Judge” | Percent Responding “No Basis to Judge” | Percent Satisfied Excluding “No Basis to Judge” |
|--|---|--|---|
| Q.64 Retirement Benefits | 61 | 7 | 66 |
| Q.65 Health Insurance Benefits | 62 | 5 | 65 |
| Q.66 Life Insurance Benefits | 60 | 9 | 66 |
| Q.67 Long Term Care Insurance | 32 | 30 | 46 |
| Q.68 Flexible Spending Account Program | 35 | 35 | 53 |
| Q.69 Paid Vacation Time | 88 | NA | 88 |
| Q.70 Paid Leave for Illness | 84 | NA | 84 |
| Q.71 Child Care Subsidies | 9 | 64 | 25 |
| Q.72 Work/Life Programs | 29 | 40 | 47 |
| Q.73 Telework/Telecommuting | 23 | 43 | 40 |
| Q.74 Alternative Work Schedules | 47 | 23 | 61 |

Note: OPM added a “No Basis to Judge” response option on all benefit items except Paid Vacation Time and Paid Leave for Illness in 2006. To examine results for employees who did not mark “No Basis to Judge,” refer to the Federal Human Capital Survey website (www.fhcs.opm.gov) to view results for all response options on these items.



CONCLUSIONS AND NEXT STEPS

The 2008 Federal Human Capital Survey results show slow and steady progress across the majority of items measured. While no single item or index increased dramatically since 2006, employee perceptions were more positive on almost two thirds of items measured. Even modest positive movement in such a large scale survey is a noteworthy finding, since a Governmentwide change of greater than 1 percent is statistically significant. However, much remains to be done to continue positive growth in areas of strength, as well as to improve on areas of weakness.

Federal employees overwhelmingly believe the work they do is important. They like their work and find a sense of personal accomplishment at levels on a par with the private sector. They believe the Federal workforce has the skills needed to achieve the mission, and the workforce delivers results that make a difference. These are critical factors in making employees want to come to work, to stay and to contribute their full potential to accomplish the mission. These areas drive overall job satisfaction. On the other hand, much remains to be done to provide employees avenues for advancement and input into decisions that affect their work.

Effective leaders create effective agencies. Most employees have trust and confidence in their immediate supervisor and think that person is doing a good job. Also, leaders are apparently effective in instilling accountability, since four out of five employees say they are held accountable for achieving results. While over half of employees indicate a high level of respect for their agency's senior leaders, over a quarter of respondents are concerned about the information they receive and the policies and practices at the top of the organization. For more effective governance, Federal leaders must work to improve communications with employees and manage in ways that generate employee commitment and respect.

The Federal workforce strongly agrees they have the knowledge and skills required to achieve organizational goals. Most employees believe real opportunities are available to improve skills, and that supervisors support employee development. However, there are concerns recruitment may not be effective in finding the right talent for the future.

Findings from results-oriented performance culture are mixed. While areas such as work cooperation and work/life balance are still rated highly, these results have declined from 2004. Additional areas of concern are reflected in declining positive ratings for the value of performance discussions and fairness of performance appraisals. As Government continues to stress accountability and introduces Pay-for-Performance systems, any declines in these areas are cause for concern. Perhaps the greatest challenges are to create awards, recognition and pay and promotion systems that distinguish and value high performers. Trust and communication will be essential as agencies strive to meet this demand.

Although results have shown widespread but modest improvements in the past 2 years, the 2008 Federal Human Capital Survey results show much remains to be done. There were significant improvements in areas ranging from rewarding high quality products and services to desktop access to training programs since the first survey in 2002 as agencies renewed their commitment to and channeled resources to strategic human capital management. Continuing improvement in strategic human capital management across Government depends on agencies remaining focused on transforming results into action.

To help agencies continue to monitor their human capital programs, OPM intends to administer the Federal Human Capital Survey every 2 years, and in alternate years, executive agencies are required to conduct an annual survey. In addition, the Chief Human Capital Officers (CHCO) Act of 2002 requires agencies to assess their performance on other Human Capital Assessment and Accountability Framework (HCAAF) metrics.

APPENDICES

Appendix A. Survey Methodology

Appendix B. Survey Questions and Responses

Appendix C. Agencies Surveyed

Appendix D. Trend Analysis: 2004 vs. 2006 vs. 2008 Results

Appendix E. Comparison to Private Sector Results

APPENDIX A

SURVEY METHODOLOGY

OPM conducted the 2008 Federal Human Capital Survey to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. The Federal Human Capital Survey is a tool that measures employees' perceptions of whether, and to what extent, conditions that characterize successful organizations are present in their agencies. This survey was administered for the first time in 2002 and then repeated in 2004, 2006 and then more recently in August/September of 2008. The survey provides general indicators of how well the Federal Government is running its human resources management systems, serves as a tool for OPM to assess individual agencies and their progress on strategic management of human capital, and gives senior managers critical information to answer the question: What can I do to make my agency work better? OPM and agency managers will use the findings to develop policies and action plans for improving agency performance.

The Survey

The 85-item survey included 11 demographic questions and 74 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 85 items in the questionnaire are grouped into eight topic areas respondents see as they proceed through the survey: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Learning (Knowledge Management); Job Satisfaction; Benefits; and Demographics. The demographic items include location of employment (headquarters vs. field), supervisory status, gender, ethnicity/race, age, pay category/grade, Federal employment tenure, and agency tenure. In addition, the survey includes items on intention to leave the organization and plans to retire. There are 73 items in common between the 2006 and 2008 Federal Human Capital Survey, 71 items in common between the 2008 and 2004 Federal Human Capital Survey, and 59 items in common between the 2008 and 2002 Federal Human Capital Survey. Fourteen of the questions also are used in private sector surveys and help compare Government employees' perceptions with those of private sector counterparts.

The Sample

As was the case for each of the previous administrations of the Federal Human Capital Survey, the 2008 survey was directed at full-time, permanent employees from agencies represented on the President's Management Council. These agencies comprise approximately 97 percent of the executive branch workforce. In addition, OPM extended an invitation to all small and independent agencies to participate in the Federal Human Capital Survey. Fifty-four of the small/independent agencies chose to participate in the survey effort. The survey was administered as a census to these agencies, as well as 11 PMC agencies, at the agencies' request. (Appendix C contains a list of the agencies surveyed.)

Sample Type. The sample was a probability sample; that is, each employee in the target population has a known, non-zero probability of selection. Probability sampling is a prerequisite to generalizing from survey respondents to the survey population.

Sampling Frame. The sampling frame was the lists of employees from all agencies participating in the survey. Employees were grouped into 916 sample subgroups corresponding to agency, subagency, and supervisory status reporting requirements. A total of 463,545 employees were randomly selected to participate in the survey.

Data Collection

Mode/Method. The 2008 Federal Human Capital Survey was a self-administered Web survey. OPM distributed paper versions of the survey to components of agencies that did not have electronic access.

Response Rate. Of the 417,128 employees receiving surveys, 212,223 completed the survey for a Governmentwide response rate of 51 percent.

Data Weighting

Data collected from 2008 Federal Human Capital Survey respondents were weighted to produce survey estimates that accurately represent the survey population. Unweighted data are likely to produce biased estimates of population statistics. The weights developed for the 2008 Federal Human Capital Survey take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point.

Reported Data

The percentages presented throughout the report are weighted data that are representative of the survey population of the Federal workforce. Appropriate domain weights were applied to the answers of each respondent. This process did not change any answers; rather, it gave accurate relative importance to a respondent's answers, adjusting for over- and under-represented groups of respondents.

Data Analysis

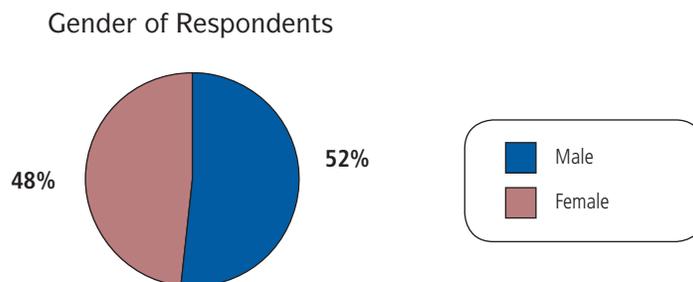
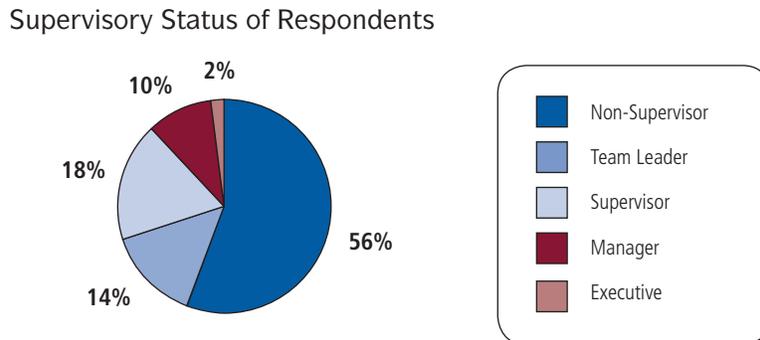
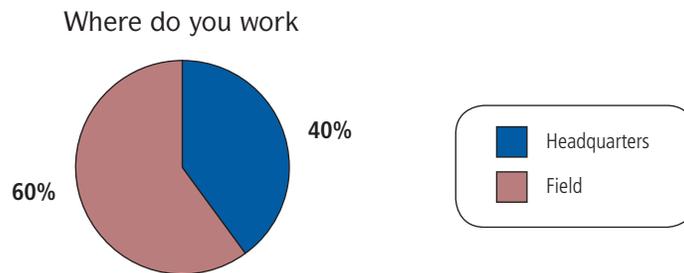
In performing statistical analyses for this report, OPM employed a number of grouping procedures to simplify presentations. Most of the items had six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. In some instances, these responses are collapsed into one positive category (Strongly Agree and Agree), one negative category (Strongly Disagree and Disagree), and a neutral category (Neither Agree nor Disagree).

We conducted analyses on all survey items for the various demographic categories. More detailed survey statistics are available in the published *Federal Human Capital Survey Data* volume for this survey and can be downloaded from OPM's Federal Human Capital Survey website: www.fhcs.opm.gov.

Survey Respondents

Characteristics of the 212,223 survey respondents are shown in the figures below. As was true in 2006, three out of five respondents work in a field office (Q.75). Respondents are more likely to be male than female (Q.77). Over two-thirds of the respondents are non-supervisory (non-supervisors and team leaders) (Q.76). More than three-fourths of the respondents are over 40 years old, with 50-59 the largest single age category among the respondents (Q.80). Survey respondents are predominantly white (Q.79). More extensive results are available on OPM's Federal Human Capital Survey website: www.fhcs.opm.gov.

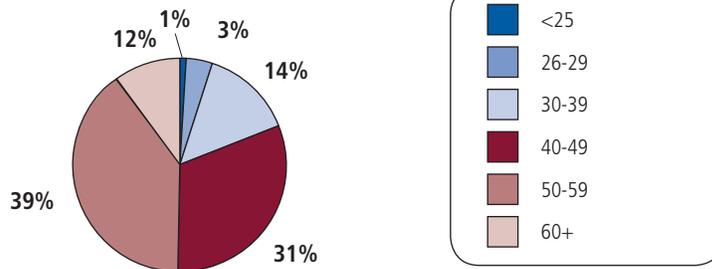
Appendix A. Survey Respondent Characteristics (Unweighted Data)



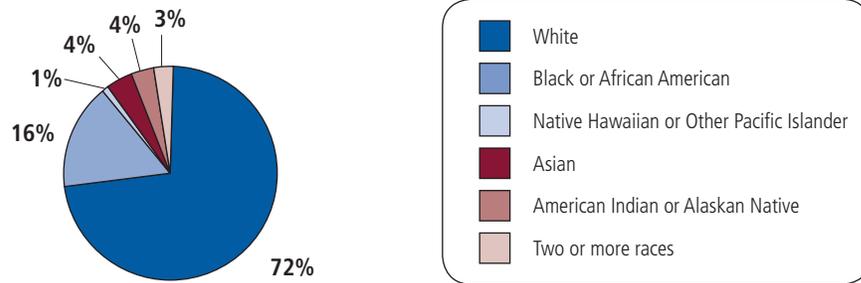
Note: Percentages may not add to 100 due to rounding.

Appendix A. Survey Respondent Characteristics (Unweighted Data) (continued)

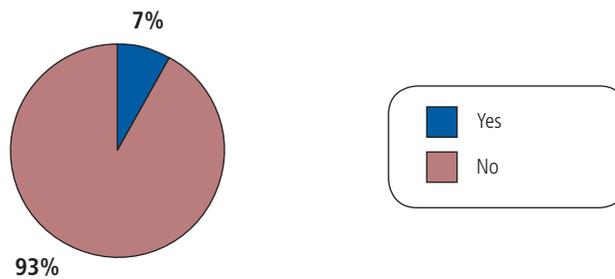
Age of Respondents



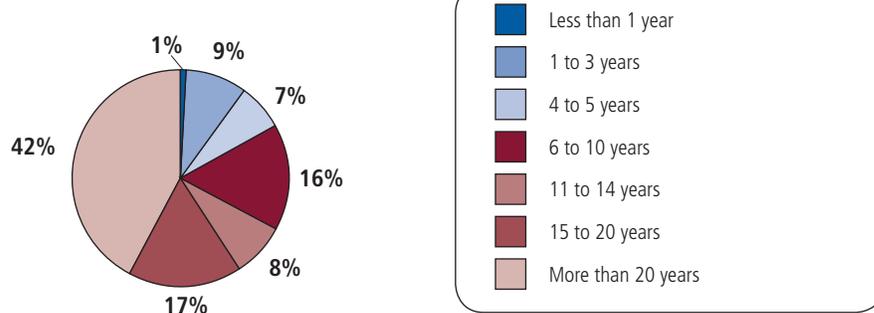
Race/National Origin of Respondents



Hispanic



Tenure in Federal Government



Note: Percentages may not add to 100 due to rounding.

APPENDIX B

SURVEY QUESTIONS AND RESPONSES

| Appendix B. Item Results | | | | | | |
|---|--|----------------|-------|----------------------------|----------|-------------------|
| Item # | 2008 FHCS Item | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree |
| Personal Work Experiences | | | | | | |
| 1. | The people I work with cooperate to get the job done. | 29.9% | 53.9% | 8.4% | 6.3% | 1.5% |
| *2. | I am given a real opportunity to improve my skills in my organization. | 19.7% | 44.3% | 17.9% | 12.8% | 5.3% |
| 3. | I have enough information to do my job well. | 18.8% | 54.6% | 15.2% | 9.4% | 2.0% |
| 4. | I feel encouraged to come up with new and better ways of doing things. | 21.7% | 39.0% | 19.4% | 13.7% | 6.1% |
| *5. | My work gives me a feeling of personal accomplishment. | 28.4% | 45.0% | 14.9% | 7.8% | 3.9% |
| *6. | I like the kind of work I do. | 39.2% | 44.7% | 11.0% | 3.6% | 1.6% |
| 7. | I have trust and confidence in my supervisor. | 27.5% | 36.7% | 17.8% | 10.3% | 7.6% |
| 8. | I recommend my organization as a good place to work. | 24.5% | 40.9% | 19.6% | 9.0% | 6.0% |
| Item # | 2008 FHCS Item | Very Good | Good | Fair | Poor | Very Poor |
| *9. | Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | 31.2% | 35.0% | 20.9% | 7.8% | 5.1% |
| 10. | How would you rate the overall quality of work done by your work group? | 37.1% | 46.3% | 13.5% | 2.3% | 0.8% |
| <p>Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*). Items included on the Annual Employee Survey are displayed in bold font.</p> | | | | | | |

Appendix B. **Item Results** (continued)

| Item # | 2008 FHCS Item | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree | Do Not Know |
|--|--|----------------|-------|----------------------------|----------|-------------------|-------------|
| Recruitment, Development, and Retention | | | | | | | |
| 11. | The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 16.5% | 57.3% | 15.1% | 8.1% | 2.3% | 0.7% |
| 12. | My supervisor supports my need to balance work and other life issues. | 33.7% | 41.6% | 13.4% | 6.0% | 4.6% | 0.6% |
| 13. | Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills. | 18.6% | 42.0% | 21.0% | 11.3% | 6.1% | 1.0% |
| 14. | My work unit is able to recruit people with the right skills. | 10.3% | 34.6% | 27.8% | 16.6% | 7.9% | 2.8% |
| 15. | The skill level in my work unit has improved in the past year. | 14.7% | 38.0% | 27.2% | 12.2% | 5.3% | 2.6% |
| 16. | I have sufficient resources (for example, people, materials, budget) to get my job done. | 11.4% | 39.8% | 18.1% | 19.3% | 10.6% | 0.8% |
| *17. | My workload is reasonable. | 11.1% | 48.9% | 16.2% | 15.6% | 7.7% | 0.5% |
| *18. | My talents are used well in the workplace. | 17.2% | 45.0% | 17.0% | 12.4% | 7.4% | 0.9% |
| 19. | I know how my work relates to the agency's goals and priorities. | 29.0% | 54.9% | 10.3% | 3.3% | 1.8% | 0.6% |
| 20. | The work I do is important. | 48.1% | 42.7% | 6.3% | 1.6% | 1.0% | 0.2% |
| 21. | Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 21.5% | 45.7% | 14.6% | 11.3% | 6.4% | 0.5% |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*). Items included on the Annual Employee Survey are displayed in bold font.

Appendix B. **Item Results** (continued)

| Item # | 2008 FHCS Item | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree | Do Not Know |
|----------------------------|---|----------------|-------|----------------------------|----------|-------------------|-------------|
| Performance Culture | | | | | | | |
| 22. | Promotions in my work unit are based on merit. | 7.7% | 27.5% | 26.2% | 17.8% | 16.2% | 4.6% |
| 23. | In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 5.1% | 24.5% | 26.5% | 21.5% | 15.8% | 6.5% |
| *24. | Employees have a feeling of personal empowerment with respect to work processes. | 7.4% | 36.5% | 28.5% | 16.9% | 8.5% | 2.3% |
| 25. | Employees are rewarded for providing high quality products and services to customers. | 10.4% | 35.7% | 23.6% | 17.4% | 10.7% | 2.2% |
| 26. | Creativity and innovation are rewarded. | 9.2% | 30.9% | 28.1% | 18.5% | 10.8% | 2.5% |
| 27. | Pay raises depend on how well employees perform their jobs. | 5.4% | 20.2% | 26.7% | 24.4% | 18.1% | 5.2% |
| 28. | Awards in my work unit depend on how well employees perform their jobs. | 9.1% | 32.4% | 23.2% | 17.3% | 13.6% | 4.4% |
| 29. | In my work unit, differences in performance are recognized in a meaningful way. | 6.0% | 25.4% | 30.5% | 20.7% | 13.1% | 4.2% |
| 30. | My performance appraisal is a fair reflection of my performance. | 17.0% | 46.2% | 18.0% | 9.6% | 7.1% | 2.2% |
| 31. | Discussions with my supervisor/team leader about my performance are worthwhile. | 16.6% | 39.6% | 23.1% | 10.3% | 8.6% | 1.8% |
| 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). | 19.6% | 44.6% | 15.9% | 9.7% | 6.6% | 3.6% |
| 33. | I am held accountable for achieving results. | 23.7% | 58.1% | 12.7% | 3.4% | 1.4% | 0.8% |
| 34. | Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society. | 15.3% | 41.5% | 25.7% | 6.6% | 4.4% | 6.5% |
| 35. | Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). | 16.9% | 42.8% | 23.8% | 6.0% | 4.5% | 5.9% |
| 36. | Managers/supervisors/team leaders work well with employees of different backgrounds. | 18.6% | 46.6% | 19.4% | 7.0% | 5.1% | 3.3% |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*).
Items included on the Annual Employee Survey are displayed in bold font.

Appendix B. **Item Results** (continued)

| Item # | 2008 FHCS Item | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree | Do Not Know |
|-------------------|--|----------------|-------|----------------------------|----------|-------------------|-------------|
| Leadership | | | | | | | |
| *37. | I have a high level of respect for my organization's senior leaders. | 16.1% | 35.7% | 22.7% | 14.1% | 10.8% | 0.6% |
| 38. | In my organization, leaders generate high levels of motivation and commitment in the workforce. | 10.5% | 29.4% | 28.0% | 19.5% | 11.7% | 0.9% |
| 39. | My organization's leaders maintain high standards of honesty and integrity. | 15.1% | 34.4% | 25.7% | 11.6% | 10.0% | 3.1% |
| *40. | Managers communicate the goals and priorities of the organization. | 13.5% | 46.2% | 21.4% | 11.3% | 6.8% | 0.8% |
| 41. | Managers review and evaluate the organization's progress toward meeting its goals and objectives. | 13.2% | 44.4% | 23.6% | 8.4% | 5.3% | 5.1% |
| 42. | Employees are protected from health and safety hazards on the job. | 22.6% | 53.5% | 13.2% | 5.8% | 3.8% | 1.1% |
| 43. | My organization has prepared employees for potential security threats. | 20.3% | 53.8% | 15.6% | 6.1% | 2.8% | 1.4% |
| 44. | Complaints, disputes or grievances are resolved fairly in my work unit. | 9.9% | 29.5% | 27.5% | 11.1% | 9.7% | 12.2% |
| 45. | Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. | 14.3% | 33.4% | 23.4% | 11.1% | 10.4% | 7.4% |
| 46. | Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated. | 20.8% | 39.4% | 19.2% | 5.5% | 6.0% | 9.2% |
| 47. | I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. | 15.6% | 34.9% | 22.6% | 10.1% | 9.0% | 7.9% |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*). Items included on the Annual Employee Survey are displayed in bold font.

Appendix B. Item Results (continued)

| Item # | 2008 FHCS Item | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree | Do Not Know |
|--|---|----------------|-------|----------------------------|----------|-------------------|-------------|
| Learning (Knowledge Management) | | | | | | | |
| 48. | Supervisors/team leaders provide employees with constructive suggestions to improve their job performance. | 11.7% | 46.7% | 22.3% | 12.7% | 5.5% | 1.3% |
| 49. | Supervisors/team leaders in my work unit support employee development. | 16.9% | 47.6% | 19.1% | 10.0% | 5.6% | 0.8% |
| 50. | Employees have electronic access to learning and training programs readily available at their desk. | 24.1% | 54.5% | 11.9% | 5.5% | 2.4% | 1.6% |
| 51. | My training needs are assessed. | 12.2% | 41.2% | 24.7% | 15.0% | 5.4% | 1.6% |
| 52. | Managers promote communication among different work units (for example, about projects, goals, needed resources). | 12.4% | 42.0% | 23.1% | 12.9% | 6.7% | 2.8% |
| 53. | Employees in my work unit share job knowledge with each other. | 23.0% | 52.5% | 12.8% | 7.7% | 3.6% | 0.5% |
| 54. | Employees use information technology (for example, intranet, shared networks) to perform work. | 31.5% | 55.8% | 8.2% | 2.6% | 1.2% | 0.8% |

Note: Items included on the Annual Employee Survey are displayed in bold font.

Appendix B. **Item Results** (continued)

| Item # | 2008 FHCS Item | Very Satisfied | Satisfied | Neither Satisfied nor Dissatisfied | Dissatisfied | Very Dissatisfied |
|-------------------------|--|----------------|-----------|------------------------------------|--------------|-------------------|
| Job Satisfaction | | | | | | |
| *55. | How satisfied are you with your involvement in decisions that affect your work? | 13.0% | 40.4% | 22.8% | 17.4% | 6.5% |
| *56. | How satisfied are you with the information you receive from management on what's going on in your organization? | 10.3% | 37.8% | 24.4% | 19.5% | 7.9% |
| *57. | How satisfied are you with the recognition you receive for doing a good job? | 13.6% | 36.7% | 22.8% | 17.9% | 9.0% |
| *58. | How satisfied are you with the policies and practices of your senior leaders? | 9.4% | 32.9% | 28.8% | 18.7% | 10.2% |
| *59. | How satisfied are you with your opportunity to get a better job in your organization? | 9.5% | 29.5% | 28.2% | 19.5% | 13.3% |
| *60. | How satisfied are you with the training you receive for your present job? | 12.8% | 42.5% | 24.5% | 14.3% | 5.9% |
| 61. | Considering everything, how satisfied are you with your job? | 21.0% | 47.5% | 17.5% | 9.8% | 4.3% |
| *62. | Considering everything, how satisfied are you with your pay? | 15.1% | 45.3% | 17.4% | 15.8% | 6.4% |
| 63. | Considering everything, how satisfied are you with your organization? | 14.2% | 43.3% | 22.2% | 13.6% | 6.7% |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*). Items included on the Annual Employee Survey are displayed in bold font.

Appendix B. **Item Results** (continued)

| Item # | 2008 FHCS Item | Very Satisfied | Satisfied | Neither Satisfied nor Dissatisfied | Dissatisfied | Very Dissatisfied | No Basis to Judge |
|-----------------------------------|---|----------------|-----------|------------------------------------|--------------|-------------------|-------------------|
| Satisfaction with Benefits | | | | | | | |
| 64. | How satisfied are you with retirement benefits? | 14.2% | 46.6% | 19.4% | 9.4% | 3.1% | 7.3% |
| 65. | How satisfied are you with health insurance benefits? | 14.7% | 47.3% | 17.2% | 11.7% | 4.1% | 5.0% |
| 66. | How satisfied are you with life insurance benefits? | 12.2% | 48.0% | 21.7% | 7.0% | 2.5% | 8.6% |
| 67. | How satisfied are you with long term care insurance? | 6.4% | 25.6% | 28.4% | 6.7% | 2.9% | 30.0% |
| 68. | How satisfied are you with the flexible spending account (FSA) program? | 9.6% | 25.2% | 27.0% | 2.5% | 1.2% | 34.5% |
| 69. | How satisfied are you with paid vacation time? | 35.3% | 52.4% | 7.7% | 3.6% | 1.0% | NA |
| 70. | How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)? | 34.5% | 49.8% | 9.4% | 4.5% | 1.8% | NA |
| 71. | How satisfied are you with child care subsidies? | 2.7% | 6.4% | 23.0% | 2.4% | 1.8% | 63.7% |
| 72. | How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)? | 6.1% | 22.4% | 24.4% | 4.8% | 2.6% | 39.7% |
| 73. | How satisfied are you with telework/telecommuting? | 6.5% | 16.1% | 20.3% | 7.0% | 6.7% | 43.3% |
| 74. | How satisfied are you with alternative work schedules? | 17.4% | 29.6% | 17.0% | 6.3% | 6.4% | 23.4% |

Appendix B. **Demographic Characteristics (Unweighted Data)**

| | |
|---|-----|
| 75. Where do you work? | |
| Headquarters | 40% |
| Field | 60% |
| 76. What is your supervisory status? | |
| Non-Supervisor | 56% |
| Team Leader | 14% |
| Supervisor | 18% |
| Manager | 10% |
| Executive | 2% |
| 77. Are you: | |
| Male | 52% |
| Female | 48% |
| 78. Are you Hispanic or Latino? | |
| Yes | 7% |
| No | 93% |
| 79. Are you: | |
| American Indian or Alaska Native | 4% |
| Asian | 4% |
| Black or African American | 16% |
| Native Hawaiian or Other Pacific Islander | 1% |
| White | 72% |
| Two or more races (Not Hispanic or Latino) | 3% |
| 80. What is your age group? | |
| 25 and under | 1% |
| 26-29 | 3% |
| 30-39 | 14% |
| 40-49 | 31% |
| 50-59 | 39% |
| 60 or older | 12% |

Note: Items included on the Annual Employee Survey are displayed in bold font
 Percentages may not add to 100 due to rounding.

Appendix B. **Demographic Characteristics (Unweighted Data)** *(continued)*

| | |
|--|-----|
| 81. What is your pay category/grade? | |
| Federal Wage System (for example, WB, WD, WG, WL, WM, WS, WY) | 4% |
| GS 1-6 | 5% |
| GS 7-12 | 41% |
| GS 13-15 | 40% |
| Senior Executive Service | 2% |
| Senior Level (SL) or Scientific or Professional (ST) | <1% |
| Other | 8% |
| 82. How long have you been with the Federal Government (excluding military service)? | |
| Less than 1 year | 1% |
| 1 to 3 years | 9% |
| 4 to 5 years | 7% |
| 6 to 10 years | 16% |
| 11 to 14 years | 8% |
| 15 to 20 years | 17% |
| More than 20 years | 42% |
| 83. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)? | |
| Less than 1 year | 2% |
| 1 to 3 years | 13% |
| 4 to 5 years | 10% |
| 6 to 10 years | 20% |
| 11 to 20 years | 26% |
| More than 20 years | 29% |
| 84. Are you considering leaving your organization within the next year, and if so, why? | |
| No | 69% |
| Yes, to retire | 6% |
| Yes, to take another job within the Federal Government | 18% |
| Yes, to take another job outside the Federal Government | 3% |
| Yes, other | 4% |
| 85. I am planning to retire: | |
| Within one year | 4% |
| Between one and three years | 12% |
| Between three and five years | 13% |
| Five or more years | 72% |

Note: Percentages may not add to 100 due to rounding.

APPENDIX C

AGENCIES SURVEYED

The Federal Human Capital Survey was administered to full-time, permanent employees of the major agencies represented on the President's Management Council (PMC) and the small/independent agencies that accepted an invitation to participate in the survey.

PMC Agencies

- Department of Agriculture
- Department of Commerce
- Department of Defense
 - Department of the Army
 - Department of the Navy
 - Department of the Air Force
 - U.S. Army Corps of Engineers
 - U.S. Marine Corps
- Department of Education
- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Department of the Treasury
- Department of Veterans Affairs
- United States Agency for International Development
- Environmental Protection Agency
- General Services Administration
- National Aeronautics and Space Administration
- National Science Foundation
- Office of Management and Budget
- Office of Personnel Management
- Small Business Administration
- Social Security Administration

Small/Independent Agencies

- Advisory Council on Historic Preservation
- African Development Foundation
- American Battle Monuments Commission
- Broadcasting Board of Governors
- Chemical Safety and Hazard Investigation Board
- Commission on Fine Arts
- Commission on Civil Rights
- Committee for Purchase from People who are Blind
- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Corporation for National and Community Service
- Court Services and Offender Supervision Agency
- Defense Nuclear Facilities Safety Board
- Equal Employment Opportunity Commission
- Export-Import Bank of the United States
- Federal Communications Commission
- Federal Election Commission
- Federal Energy Regulatory Commission
- Federal Housing Finance Board
- Federal Labor Relations Authority
- Federal Maritime Commission
- Federal Retirement Thrift Savings Board
- Federal Trade Commission
- Harry S. Truman Scholarship Foundation
- Inter-American Foundation
- International Boundary and Water Commission
- James Madison Memorial Fellowship Foundation
- Marine Mammal Commission

Small/Independent Agencies (continued)

- Merit Systems Protection Board
- National Archives and Records Administration
- National Capital Planning Commission
- National Council on Disability
- National Credit Union Administration
- National Endowment for the Arts
- National Endowment for the Humanities
- National Indian Gaming Commission
- National Labor Relations Board
- National Mediation Board
- National Transportation Safety Board
- Nuclear Regulatory Commission
- Nuclear Waste Technical Review Board
- Occupational Safety and Health Review Commission
- Office of Government Ethics
- Office of Federal Housing Enterprise Oversight
- Office of U.S. Trade Representative
- Overseas Private Investment Corporation
- Pension Benefit Guaranty Corporation
- Postal Regulatory Commission
- Railroad Retirement Board
- Securities and Exchange Commission
- Selective Service System
- Surface Transportation Board
- Trade and Development Agency
- U.S. International Trade Commission

APPENDIX D

TREND ANALYSIS: 2004 vs. 2006 vs. 2008 RESULTS

This set of trend analysis tables displays the Governmentwide positive results for each item for the last three survey administrations. The last column of the table indicates whether or not there were significant increases, decreases, or no changes in positive ratings from 2004 to 2006 (the first arrow in the pair) and from 2006 to 2008 (the second arrow). Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, symbols →↗ indicate there was no significant change in positive ratings from 2004 to 2006, but there was a significant increase in positive ratings from 2006 to 2008.

| Appendix D. Trend Analysis | | | | | |
|----------------------------|--|------------------|-------|-------|--------------------|
| Item # | 2008 FHCS Item | Percent Positive | | | Significant Trends |
| | | 2004 | 2006 | 2008 | |
| 1. | The people I work with cooperate to get the job done. | 85.4% | 83.3% | 83.9% | ↘→ |
| *2. | I am given a real opportunity to improve my skills in my organization. | 63.0% | 62.1% | 64.0% | →↗ |
| 3. | I have enough information to do my job well. | 73.5% | 72.4% | 73.4% | ↘↗ |
| 4. | I feel encouraged to come up with new and better ways of doing things. | 60.1% | 60.3% | 60.7% | →→ |
| *5. | My work gives me a feeling of personal accomplishment. | 70.9% | 73.0% | 73.4% | ↗→ |
| *6. | I like the kind of work I do. | 82.5% | 83.4% | 83.8% | ↗→ |
| 7. | I have trust and confidence in my supervisor. | NA | 63.8% | 64.2% | NA → |
| 8. | I recommend my organization as a good place to work. | 63.6% | 63.5% | 65.5% | →↗ |
| *9. | Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | 65.3% | 66.2% | 66.2% | →→ |
| 10. | How would you rate the overall quality of work done by your work group? | 83.3% | 83.0% | 83.4% | →→ |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*). Items included on the Annual Employee Survey are displayed in bold font.

Appendix D. **Trend Analysis** (continued)

| Item # | 2008 FHCS Item | Percent Positive | | | Significant Trends |
|-------------|--|------------------|-------|-------|--------------------|
| | | 2004 | 2006 | 2008 | |
| 11. | The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 73.7% | 73.6% | 73.8% | →→ |
| 12. | My supervisor supports my need to balance work and other life issues. | 79.0% | 77.8% | 75.3% | ↘↘ |
| 13. | Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills. | 59.7% | 60.2% | 60.6% | →→ |
| 14. | My work unit is able to recruit people with the right skills. | 43.7% | 43.5% | 44.9% | →↗ |
| 15. | The skill level in my work unit has improved in the past year. | 50.8% | 50.9% | 52.7% | →↗ |
| 16. | I have sufficient resources (for example, people, materials, budget) to get my job done. | 49.5% | 47.6% | 51.2% | ↘↗ |
| *17. | My workload is reasonable. | 60.1% | 59.0% | 60.0% | ↘↗ |
| *18. | My talents are used well in the workplace. | 62.2% | 61.5% | 62.3% | →→ |
| 19. | I know how my work relates to the agency's goals and priorities. | 83.1% | 82.7% | 83.9% | →↗ |
| 20. | The work I do is important. | 90.7% | 90.2% | 90.8% | ↘↗ |
| 21. | Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 66.9% | 66.7% | 67.2% | →→ |
| 22. | Promotions in my work unit are based on merit. | 33.8% | 33.6% | 35.2% | →↗ |
| 23. | In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 27.4% | 28.6% | 29.6% | ↗↗ |
| *24. | Employees have a feeling of personal empowerment with respect to work processes. | 42.6% | 42.2% | 43.8% | →↗ |
| 25. | Employees are rewarded for providing high quality products and services to customers. | 42.2% | 44.6% | 46.1% | ↗↗ |
| 26. | Creativity and innovation are rewarded. | 36.2% | 38.9% | 40.0% | ↗↗ |
| 27. | Pay raises depend on how well employees perform their jobs. | NA | 21.7% | 25.6% | NA↗ |
| 28. | Awards in my work unit depend on how well employees perform their jobs. | 41.7% | 39.8% | 41.4% | ↘↗ |
| 29. | In my work unit, differences in performance are recognized in a meaningful way. | 29.4% | 29.7% | 31.4% | →↗ |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*). Items included on the Annual Employee Survey are displayed in bold font.

Appendix D. **Trend Analysis** (continued)

| Item # | 2008 FHCS Item | Percent Positive | | | Significant Trends |
|-------------|--|------------------|-------|-------|--------------------|
| | | 2004 | 2006 | 2008 | |
| 30. | My performance appraisal is a fair reflection of my performance. | 66.4% | 64.4% | 63.2% | ↘↘ |
| 31. | Discussions with my supervisor/team leader about my performance are worthwhile. | 57.5% | 55.8% | 56.2% | ↘→ |
| 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). | NA | NA | 64.3% | NA |
| 33. | I am held accountable for achieving results. | 79.6% | 79.1% | 81.8% | →↗ |
| 34. | Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society. | 54.3% | 53.7% | 56.8% | →↗ |
| 35. | Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). | 57.4% | 56.7% | 59.7% | →↗ |
| 36. | Managers/supervisors/team leaders work well with employees of different backgrounds. | 64.1% | 63.7% | 65.2% | →↗ |
| *37. | I have a high level of respect for my organization's senior leaders. | 49.5% | 49.2% | 51.8% | →↗ |
| 38. | In my organization, leaders generate high levels of motivation and commitment in the workforce. | 37.3% | 37.8% | 39.9% | →↗ |
| 39. | My organization's leaders maintain high standards of honesty and integrity. | 48.7% | 48.7% | 49.5% | →→ |
| *40. | Managers communicate the goals and priorities of the organization. | 59.5% | 58.2% | 59.7% | ↘↗ |
| 41. | Managers review and evaluate the organization's progress toward meeting its goals and objectives. | 57.3% | 56.4% | 57.5% | →↗ |
| 42. | Employees are protected from health and safety hazards on the job. | 75.1% | 74.9% | 76.2% | →↗ |
| 43. | My organization has prepared employees for potential security threats. | 73.6% | 72.6% | 74.1% | ↘↗ |
| 44. | Complaints, disputes or grievances are resolved fairly in my work unit. | 39.2% | 39.4% | 39.4% | →→ |
| 45. | Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. | 47.3% | 45.2% | 47.7% | ↘↗ |
| 46. | Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated. | 60.4% | 58.9% | 60.1% | ↘↗ |
| 47. | I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. | 47.7% | 48.0% | 50.5% | →↗ |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*). Items included on the Annual Employee Survey are displayed in bold font.

Appendix D. **Trend Analysis** (continued)

| Item # | 2008 FHCS Item | Percent Positive | | | Significant Trends |
|-------------|--|------------------|-------|-------|--------------------|
| | | 2004 | 2006 | 2008 | |
| 48. | Supervisors/team leaders provide employees with constructive suggestions to improve their job performance. | 57.8% | 57.6% | 58.3% | →→ |
| 49. | Supervisors/team leaders in my work unit support employee development. | 64.6% | 64.1% | 64.5% | →→ |
| 50. | Employees have electronic access to learning and training programs readily available at their desk. | 70.7% | 75.1% | 78.6% | ↗↗ |
| 51. | My training needs are assessed. | 51.4% | 51.1% | 53.4% | →↗ |
| 52. | Managers promote communication among different work units (for example, about projects, goals, needed resources). | 52.2% | 53.2% | 54.5% | ↗↗ |
| 53. | Employees in my work unit share job knowledge with each other. | 75.3% | 74.3% | 75.4% | ↘↗ |
| 54. | Employees use information technology (for example, intranet, shared networks) to perform work. | 85.6% | 86.0% | 87.3% | →↗ |
| *55. | How satisfied are you with your involvement in decisions that affect your work? | 52.1% | 53.7% | 53.4% | ↗→ |
| *56. | How satisfied are you with the information you receive from management on what's going on in your organization? | 45.6% | 46.6% | 48.1% | ↗↗ |
| *57. | How satisfied are you with the recognition you receive for doing a good job? | 48.9% | 48.6% | 50.3% | →↗ |
| *58. | How satisfied are you with the policies and practices of your senior leaders? | 39.9% | 40.9% | 42.3% | ↗↗ |
| *59. | How satisfied are you with your opportunity to get a better job in your organization? | 35.3% | 36.5% | 39.0% | ↗↗ |
| *60. | How satisfied are you with the training you receive for your present job? | 55.4% | 53.7% | 55.3% | ↘↗ |
| 61. | Considering everything, how satisfied are you with your job? | 67.5% | 67.5% | 68.5% | →→ |
| *62. | Considering everything, how satisfied are you with your pay? | 61.9% | 61.3% | 60.4% | →→ |
| 63. | Considering everything, how satisfied are you with your organization? | 56.7% | 56.2% | 57.5% | →↗ |
| 64. | How satisfied are you with retirement benefits? | 65.2% | 60.8% | 60.9% | ↘→ |
| 65. | How satisfied are you with health insurance benefits? | 56.0% | 57.9% | 62.0% | ↗↗ |
| 66. | How satisfied are you with life insurance benefits? | 62.1% | 59.8% | 60.2% | ↘→ |
| 67. | How satisfied are you with long term care insurance? | 32.9% | 30.0% | 32.0% | ↘↗ |

Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*). Items included on the Annual Employee Survey are displayed in bold font.

Appendix D. **Trend Analysis** (continued)

| Item # | 2008 FHCS Item | Percent Positive | | | Significant Trends |
|--------|---|------------------|-------|-------|--------------------|
| | | 2004 | 2006 | 2008 | |
| 68. | How satisfied are you with the flexible spending account (FSA) program? | 29.5% | 31.8% | 34.8% | ↗↗ |
| 69. | How satisfied are you with paid vacation time? | 88.0% | 88.4% | 87.7% | →↘ |
| 70. | How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)? | 86.0% | 85.9% | 84.3% | →↘ |
| 71. | How satisfied are you with child care subsidies? | 14.3% | 8.2% | 9.1% | ↘↗ |
| 72. | How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)? | 34.5% | 27.5% | 28.5% | ↘↗ |
| 73. | How satisfied are you with telework/telecommuting? | 24.7% | 21.8% | 22.6% | ↘↗ |
| 74. | How satisfied are you with alternative work schedules? | 53.9% | 49.2% | 46.9% | ↘↘ |

APPENDIX E

COMPARISON TO PRIVATE SECTOR RESULTS

| Appendix E. Comparison to Private Sector Results | | | | |
|--|--|------------------|----------------|--------------------|
| Item # | 2008 FHCS Item | Percent Positive | | % Difference (+/-) |
| | | Governmentwide | Private Sector | |
| 1. | The people I work with cooperate to get the job done. | 84% | 80% | +4% |
| 2. | FHCS – I am given a real opportunity to improve my skills in my organization. Private Sector – I am given a real opportunity to improve my skills in the company. | 64% | 60% | +4% |
| 3. | I have enough information to do my job well. | 73% | 75% | -2% |
| 4. | I feel encouraged to come up with new and better ways of doing things. | 61% | 68% | -7% |
| 5. | My work gives me a feeling of personal accomplishment. | 73% | 73% | 0% |
| 6. | I like the kind of work I do. | 84% | 83% | +1% |
| 9. | Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | 66% | 74% | -8% |
| 55. | How satisfied are you with your involvement in decisions that affect your work? | 53% | 58% | -5% |
| 56. | FHCS – How satisfied are you with the information you receive from management on what’s going on in your organization? Private Sector – How satisfied are you with the information you receive from management on what’s going on in the company? | 48% | 66% | -18% |
| 57. | How satisfied are you with the recognition you receive for doing a good job? | 50% | 56% | -6% |
| 59. | FHCS – How satisfied are you with your opportunity to get a better job in your organization? Private Sector – How satisfied are you with your opportunity to get a better job in this company? | 39% | 49% | -10% |
| 60. | How satisfied are you with the training you receive for your present job? | 55% | 66% | -11% |
| 61. | Considering everything, how satisfied are you with your job? | 68% | 70% | -2% |
| 63. | FHCS – Considering everything, how satisfied are you with your organization? Private Sector – Considering everything, how would you rate your overall satisfaction with the company at the present time? | 57% | 70% | -13% |

Note: The percentages shown in the “Private Sector” column provide the percentage who responded favorably to the same questions collected from employees performing a wide range of jobs in a set of large private sector companies, primarily in the U.S. Four private sector items had slightly different wording than the Federal Human Capital Survey. These differences are noted in the table above.



United States
Office of Personnel Management
1900 E Street, NW
Washington, DC 20415
www.fhcs.opm.gov