

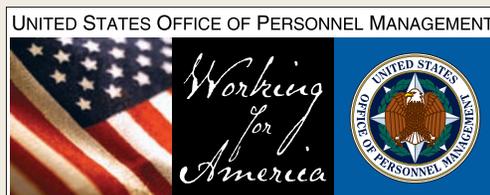
Federal Human Capital Survey

2008



Results from the 2008 Federal Human Capital Survey

FHCS Report by Agency



2008 Federal Human Capital Survey: Survey Methodology Highlights

Survey Objective

The 2008 Federal Human Capital Survey (FHCS) was conducted to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. 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.

Questionnaire Content

The questionnaire included 11 demographic questions and 74 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. These 85 items are grouped into eight topic areas: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Learning (Knowledge Management); Job Satisfaction; Benefits; and Demographics.

Sample Design and Selection

The population of interest for the 2008 Federal Human Capital Survey was all employees from major Federal agencies represented on the President's Management Council and 54 small/independent agencies that chose to participate in the survey. Results for small agencies with fewer than 800 employees are rolled up and presented as a "Small Agencies" line in this report.

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.

Sample Size and Selection. A total of 463,545 employees were randomly selected to participate in the survey. In 11 agencies, at the agency's request, and the participating small/independent agencies all full-time permanent employees were invited to participate.

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.

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.

2008 Federal Human Capital Survey: Report by Agency

(1) The people I work with cooperate to get the job done.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,197	221,425	147,898	29.9%	30.2%	31.9%	53.9%	53.1%	53.5%	8.4%	8.8%	7.7%	6.3%	6.2%	5.8%	1.5%	1.6%	1.1%
AID	831	726	803	35.9%	36.6%	34.1%	51.0%	50.7%	51.5%	7.3%	6.1%	7.2%	4.4%	4.9%	6.3%	1.4%	1.7%	0.9%
BBG	556	570	543	23.5%	24.6%	26.2%	52.2%	54.3%	53.2%	9.7%	12.7%	10.4%	10.5%	5.9%	6.9%	4.1%	2.5%	3.2%
CSOSA	604	518	554	27.9%	29.0%	25.0%	55.2%	55.0%	60.1%	8.7%	9.8%	8.3%	6.4%	5.3%	5.6%	1.9%	0.9%	1.0%
DHS	9,550	10,367	10,473	25.6%	24.4%	26.8%	56.2%	55.0%	57.3%	9.4%	10.7%	8.6%	7.0%	7.9%	6.4%	1.7%	2.0%	1.0%
DOC	3,556	5,204	4,021	32.9%	31.4%	34.1%	54.4%	54.3%	51.5%	7.1%	7.9%	8.1%	4.1%	5.0%	5.0%	1.5%	1.4%	1.2%
DOE	6,092	7,742	1,485	32.4%	32.8%	36.9%	53.8%	53.1%	52.8%	7.6%	7.6%	5.4%	4.9%	5.3%	4.4%	1.3%	1.1%	0.5%
DOI	27,026	25,503	5,183	28.2%	28.0%	29.7%	53.2%	53.8%	53.7%	9.8%	9.4%	8.6%	7.1%	7.0%	6.3%	1.7%	1.8%	1.7%
DOJ	14,019	10,964	7,701	29.2%	32.1%	30.7%	55.0%	52.6%	52.3%	8.2%	8.2%	8.7%	6.4%	5.8%	6.6%	1.3%	1.3%	1.7%
DOL	4,110	4,538	4,082	32.9%	32.3%	32.3%	50.6%	52.5%	51.7%	8.5%	8.1%	8.3%	5.9%	5.7%	6.2%	2.0%	1.4%	1.4%
DOT	6,352	5,451	4,950	30.1%	30.4%	30.3%	54.6%	51.6%	55.3%	7.0%	9.1%	8.3%	6.1%	6.7%	5.3%	2.1%	2.1%	0.9%
Educ	2,393	2,910	2,408	34.4%	30.1%	31.9%	51.5%	53.2%	52.1%	7.1%	8.4%	7.9%	5.0%	6.2%	6.2%	2.1%	2.1%	1.9%
EEOC	1,210	1,173	1,693	31.1%	32.5%	29.4%	49.3%	49.7%	53.0%	9.5%	8.7%	9.4%	7.5%	7.1%	6.6%	2.7%	2.0%	1.6%
EPA	6,986	9,115	6,895	32.1%	30.4%	31.0%	54.9%	54.8%	56.0%	7.6%	8.6%	7.1%	4.4%	5.1%	4.9%	1.0%	1.1%	1.0%
FCC	733	---	---	34.6%	---	---	51.4%	---	---	6.9%	---	---	5.8%	---	---	1.4%	---	---
FERC	671	753	---	40.8%	37.8%	---	49.6%	52.1%	---	5.5%	6.0%	---	3.1%	3.1%	---	1.0%	1.0%	---

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

2008 Federal Human Capital Survey: Report by Agency

(1) The people I work with cooperate to get the job done.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,197	221,425	147,898	29.9%	30.2%	31.9%	53.9%	53.1%	53.5%	8.4%	8.8%	7.7%	6.3%	6.2%	5.8%	1.5%	1.6%	1.1%
FTC	560	459	616	43.3%	41.2%	43.2%	46.5%	51.1%	47.2%	6.1%	2.5%	6.0%	3.6%	5.0%	3.2%	0.5%	0.2%	0.4%
GSA	3,396	3,916	2,869	34.7%	33.5%	36.3%	48.7%	49.7%	51.1%	8.7%	8.6%	6.0%	6.0%	6.4%	5.1%	2.0%	1.9%	1.5%
HHS	22,730	25,756	4,653	30.4%	30.0%	31.4%	51.5%	52.2%	53.2%	9.4%	9.9%	8.4%	6.8%	6.4%	5.7%	1.9%	1.5%	1.4%
HUD	3,467	4,075	5,343	27.4%	29.4%	28.9%	52.0%	50.9%	51.4%	10.1%	9.7%	9.0%	7.6%	7.5%	9.1%	3.0%	2.6%	1.6%
NARA	1,370	1,442	1,415	30.8%	29.3%	29.4%	51.8%	51.7%	54.2%	9.3%	10.0%	7.9%	6.4%	6.8%	6.3%	1.8%	2.2%	2.1%
NASA	4,375	4,734	4,766	41.7%	41.0%	43.7%	49.5%	49.3%	47.7%	5.3%	5.2%	5.1%	2.8%	4.0%	2.8%	0.6%	0.5%	0.7%
NCUA	588	623	538	40.2%	40.1%	37.8%	51.8%	50.8%	56.8%	4.5%	6.4%	2.2%	3.1%	2.4%	2.6%	0.3%	0.3%	0.7%
NLRB	803	963	979	29.0%	34.1%	35.7%	53.9%	50.8%	50.3%	9.0%	9.1%	8.4%	6.2%	5.1%	4.8%	2.0%	0.9%	0.7%
NRC	2,179	1,692	1,876	47.4%	40.3%	41.0%	44.5%	51.8%	51.1%	4.8%	4.8%	4.8%	2.7%	2.9%	2.7%	0.7%	0.2%	0.5%
NSF	583	596	778	41.2%	38.2%	37.1%	46.5%	49.3%	47.4%	5.9%	5.8%	8.9%	5.2%	6.3%	5.5%	1.3%	0.4%	1.0%
OMB	253	250	249	54.8%	52.8%	59.1%	39.2%	41.8%	35.8%	4.0%	3.5%	4.4%	1.6%	1.6%	0.8%	0.4%	0.4%	0.0%
OPM	2,932	3,012	1,539	35.7%	34.0%	37.2%	50.9%	52.1%	50.2%	7.7%	7.9%	6.1%	4.5%	4.8%	5.0%	1.3%	1.2%	1.5%
PBGC	515	---	---	31.1%	---	---	55.7%	---	---	8.5%	---	---	3.8%	---	---	1.0%	---	---
RRB	570	680	700	26.6%	26.9%	30.0%	56.6%	54.8%	53.7%	9.2%	7.8%	8.5%	6.0%	8.8%	6.5%	1.6%	1.7%	1.3%
SBA	1,618	1,447	1,661	30.1%	27.0%	30.8%	53.2%	53.4%	53.8%	8.1%	9.6%	8.3%	6.8%	7.4%	6.2%	1.8%	2.6%	0.9%
SEC	1,605	1,905	2,166	30.5%	35.4%	33.9%	52.0%	50.5%	53.3%	10.0%	7.9%	6.6%	5.8%	4.4%	5.2%	1.7%	1.8%	1.1%

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

2008 Federal Human Capital Survey: Report by Agency

(1) The people I work with cooperate to get the job done.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,197	221,425	147,898	29.9%	30.2%	31.9%	53.9%	53.1%	53.5%	8.4%	8.8%	7.7%	6.3%	6.2%	5.8%	1.5%	1.6%	1.1%
SSA	5,959	1,317	1,172	29.7%	29.6%	27.2%	53.5%	54.5%	55.2%	8.4%	8.8%	9.7%	6.8%	5.5%	6.5%	1.6%	1.6%	1.5%
State	1,720	1,310	1,272	34.9%	30.9%	38.1%	52.9%	56.0%	49.4%	7.6%	7.2%	6.2%	3.6%	5.2%	5.9%	1.0%	0.7%	0.4%
Treasury	8,641	7,034	5,677	29.4%	29.8%	34.5%	55.8%	54.4%	53.1%	7.6%	8.5%	6.2%	5.7%	5.6%	5.4%	1.5%	1.7%	0.9%
USDA	13,691	13,591	10,401	29.0%	29.7%	29.6%	53.9%	54.5%	55.4%	9.2%	9.2%	8.1%	6.5%	5.4%	5.7%	1.4%	1.1%	1.2%
VA	3,283	3,144	3,344	29.5%	26.6%	29.7%	51.4%	50.9%	54.6%	8.3%	10.2%	7.7%	8.9%	9.2%	7.2%	1.9%	3.1%	0.8%
Small Agencies	3,226	4,141	3,679	37.1%	34.3%	36.7%	49.6%	50.7%	49.6%	7.3%	7.7%	7.0%	4.8%	5.7%	5.4%	1.3%	1.6%	1.3%
All DoD	43,444	50,719	40,193	30.3%	31.8%	33.6%	54.6%	53.3%	52.7%	8.4%	8.2%	7.3%	5.5%	5.5%	5.3%	1.2%	1.2%	1.1%
USACE	5,035	5,154	6,295	28.7%	28.0%	32.2%	57.0%	57.1%	55.4%	9.0%	8.4%	7.0%	4.1%	5.6%	4.7%	1.2%	1.0%	0.7%
Air Force	8,971	10,074	8,695	29.0%	31.8%	31.7%	55.1%	53.2%	53.7%	8.8%	8.1%	7.4%	5.6%	5.8%	5.7%	1.5%	1.2%	1.4%
Army	11,658	13,742	8,407	30.0%	33.4%	34.7%	54.7%	52.0%	51.5%	8.3%	7.7%	7.2%	5.7%	5.5%	5.6%	1.3%	1.3%	1.0%
Navy	9,578	12,611	9,511	31.3%	31.0%	34.6%	54.8%	54.5%	53.0%	8.2%	8.5%	7.5%	4.9%	5.0%	4.1%	0.8%	1.1%	0.8%
Marine Corps	797	912	765	31.9%	32.7%	34.5%	50.6%	48.1%	52.7%	9.5%	10.2%	4.9%	6.8%	6.5%	5.4%	1.2%	2.5%	2.5%
Other DoD	7,405	8,226	6,520	31.8%	30.6%	32.7%	52.8%	54.2%	52.2%	8.2%	8.5%	7.6%	5.9%	5.4%	6.1%	1.3%	1.3%	1.3%

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

2008 Federal Human Capital Survey: Report by Agency

(2) I am given a real opportunity to improve my skills in my organization.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,195	221,438	147,902	19.7%	19.1%	19.3%	44.3%	43.0%	43.7%	17.9%	18.8%	18.1%	12.8%	14.1%	14.0%	5.3%	5.1%	4.9%
AID	831	726	803	23.8%	21.8%	18.6%	43.8%	43.1%	44.3%	17.1%	16.2%	14.8%	11.5%	13.8%	15.4%	3.9%	5.2%	6.9%
BBG	556	570	543	14.8%	14.7%	16.5%	29.2%	31.2%	33.9%	18.0%	22.3%	20.4%	19.7%	17.4%	19.2%	18.3%	14.4%	10.1%
CSOSA	604	518	554	30.6%	28.0%	32.4%	45.1%	43.0%	42.3%	12.1%	14.0%	10.6%	9.1%	9.9%	11.9%	3.1%	5.1%	2.8%
DHS	9,550	10,372	10,473	15.5%	12.0%	12.5%	40.6%	37.1%	37.0%	19.4%	21.7%	21.2%	17.5%	20.6%	19.9%	7.0%	8.7%	9.5%
DOC	3,556	5,204	4,021	22.3%	20.8%	22.0%	46.1%	45.2%	45.5%	16.4%	17.2%	16.7%	10.8%	11.8%	12.0%	4.4%	5.1%	3.9%
DOE	6,092	7,742	1,485	20.5%	18.6%	19.9%	45.3%	45.1%	46.5%	17.1%	17.4%	18.3%	12.3%	13.4%	12.1%	4.9%	5.5%	3.2%
DOI	27,025	25,507	5,187	19.0%	17.6%	19.6%	43.2%	42.8%	42.7%	17.7%	18.6%	17.4%	14.4%	14.9%	15.1%	5.6%	6.1%	5.2%
DOJ	14,019	10,965	7,701	19.8%	19.2%	19.0%	44.0%	47.0%	42.1%	19.6%	18.0%	19.2%	12.6%	11.9%	15.4%	4.1%	4.0%	4.4%
DOL	4,110	4,538	4,082	19.0%	17.5%	17.8%	38.8%	40.5%	40.2%	19.3%	20.2%	19.4%	15.7%	15.8%	16.0%	7.2%	6.0%	6.6%
DOT	6,353	5,451	4,950	17.0%	17.5%	15.4%	40.2%	36.8%	44.9%	19.2%	20.2%	17.7%	16.4%	19.0%	17.1%	7.3%	6.6%	4.9%
Educ	2,393	2,910	2,408	20.3%	17.3%	19.3%	42.7%	43.1%	42.9%	17.0%	18.0%	17.4%	13.5%	15.2%	13.3%	6.5%	6.5%	7.0%
EEOC	1,210	1,173	1,693	16.9%	12.9%	15.1%	36.9%	37.5%	37.1%	18.7%	20.5%	19.6%	18.5%	20.4%	19.1%	8.9%	8.8%	9.1%
EPA	6,986	9,115	6,895	23.3%	20.9%	23.2%	46.4%	46.4%	47.0%	15.9%	16.6%	15.9%	10.5%	12.0%	10.5%	3.8%	4.0%	3.3%
FCC	733	---	---	21.7%	---	---	42.0%	---	---	14.0%	---	---	15.4%	---	---	6.9%	---	---
FERC	671	753	---	25.1%	25.1%	---	46.0%	43.3%	---	15.3%	15.0%	---	9.1%	12.5%	---	4.5%	4.0%	---

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2008 Federal Human Capital Survey: Report by Agency

(2) I am given a real opportunity to improve my skills in my organization.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
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FTC	560	459	616	29.0%	29.7%	29.2%	45.8%	40.6%	42.3%	14.5%	15.3%	15.5%	6.9%	11.9%	9.8%	3.8%	2.6%	3.2%
GSA	3,396	3,916	2,869	27.4%	25.5%	28.0%	43.3%	43.0%	44.6%	15.9%	15.6%	14.1%	8.9%	10.9%	9.0%	4.4%	5.0%	4.3%
HHS	22,730	25,756	4,653	21.9%	20.9%	20.6%	42.5%	42.8%	42.2%	17.2%	18.1%	18.8%	12.7%	12.9%	13.3%	5.6%	5.2%	5.0%
HUD	3,467	4,075	5,343	13.7%	15.6%	15.4%	37.5%	35.8%	40.4%	20.8%	20.4%	20.6%	18.8%	19.1%	16.8%	9.3%	9.1%	6.7%
NARA	1,370	1,442	1,415	19.5%	19.0%	19.1%	40.9%	39.1%	40.7%	17.4%	17.3%	18.7%	13.7%	16.2%	15.0%	8.5%	8.5%	6.5%
NASA	4,375	4,734	4,766	33.5%	32.0%	32.4%	44.6%	45.2%	46.6%	12.4%	13.1%	12.2%	6.9%	7.1%	6.5%	2.6%	2.6%	2.4%
NCUA	588	623	538	20.4%	24.3%	22.1%	53.0%	49.1%	50.9%	14.4%	16.1%	15.1%	9.2%	8.8%	8.8%	2.9%	1.7%	3.1%
NLRB	803	963	979	15.3%	18.1%	20.5%	44.4%	48.1%	39.6%	20.4%	16.3%	19.0%	14.0%	12.7%	15.5%	5.9%	4.7%	5.3%
NRC	2,179	1,692	1,876	40.9%	31.5%	29.2%	41.6%	47.0%	48.3%	10.1%	12.7%	13.8%	5.6%	7.1%	6.6%	1.7%	1.8%	2.1%
NSF	583	596	778	35.2%	34.2%	32.4%	41.9%	40.1%	40.7%	10.7%	13.3%	14.1%	8.9%	9.2%	9.4%	3.3%	3.2%	3.4%
OMB	253	250	249	28.4%	24.2%	21.2%	44.1%	48.8%	47.5%	16.1%	13.1%	19.2%	8.5%	10.8%	9.7%	2.8%	3.2%	2.4%
OPM	2,932	3,012	1,539	15.7%	15.2%	15.2%	41.8%	38.1%	40.1%	21.2%	22.3%	21.0%	15.0%	17.0%	15.6%	6.4%	7.4%	8.1%
PBGC	515	---	---	28.0%	---	---	43.9%	---	---	14.7%	---	---	8.4%	---	---	5.0%	---	---
RRB	570	680	700	14.5%	12.7%	12.6%	39.7%	39.4%	37.8%	27.5%	24.8%	26.0%	13.6%	18.0%	19.9%	4.8%	5.1%	3.8%
SBA	1,618	1,447	1,661	14.9%	11.9%	10.1%	43.0%	33.5%	36.3%	20.2%	22.1%	23.2%	16.3%	21.9%	21.9%	5.7%	10.6%	8.6%
SEC	1,605	1,905	2,166	18.3%	23.7%	23.4%	42.3%	43.6%	44.8%	18.2%	16.0%	15.3%	14.7%	11.6%	12.5%	6.6%	5.2%	4.0%

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

2008 Federal Human Capital Survey: Report by Agency

(2) I am given a real opportunity to improve my skills in my organization.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,195	221,438	147,902	19.7%	19.1%	19.3%	44.3%	43.0%	43.7%	17.9%	18.8%	18.1%	12.8%	14.1%	14.0%	5.3%	5.1%	4.9%
SSA	5,959	1,317	1,172	21.3%	20.7%	13.1%	40.2%	40.7%	43.8%	18.7%	17.3%	18.3%	14.4%	15.4%	19.0%	5.4%	5.9%	5.9%
State	1,720	1,310	1,272	26.8%	23.9%	28.6%	46.2%	48.3%	41.8%	13.8%	14.9%	14.1%	10.3%	9.5%	13.6%	2.8%	3.5%	2.0%
Treasury	8,641	7,035	5,677	14.7%	17.8%	17.3%	48.4%	46.9%	46.2%	19.5%	18.3%	16.5%	12.3%	13.8%	16.0%	5.1%	3.2%	4.0%
USDA	13,689	13,593	10,402	17.6%	18.2%	18.4%	45.7%	45.3%	47.0%	18.6%	18.9%	18.7%	14.0%	13.0%	12.1%	4.1%	4.6%	3.9%
VA	3,283	3,144	3,344	19.2%	19.1%	20.4%	45.0%	39.8%	44.6%	14.7%	18.6%	18.0%	13.7%	16.4%	11.6%	7.4%	6.0%	5.4%
Small Agencies	3,226	4,141	3,679	21.5%	23.5%	21.3%	42.8%	40.9%	41.7%	17.1%	17.1%	17.1%	13.5%	13.1%	14.3%	5.1%	5.3%	5.6%
All DoD	43,444	50,719	40,192	20.7%	20.0%	20.7%	45.2%	44.1%	44.2%	18.5%	19.1%	17.9%	11.2%	12.5%	13.0%	4.4%	4.3%	4.2%
USACE	5,035	5,154	6,295	20.2%	18.7%	20.4%	48.3%	47.2%	47.4%	17.8%	18.0%	16.3%	10.7%	12.4%	12.6%	2.9%	3.6%	3.3%
Air Force	8,971	10,075	8,695	20.4%	20.1%	20.2%	45.1%	44.4%	45.3%	18.8%	18.6%	17.1%	11.1%	12.6%	13.4%	4.6%	4.3%	4.1%
Army	11,658	13,738	8,407	20.8%	21.6%	23.9%	45.7%	43.9%	42.0%	18.0%	18.3%	17.1%	11.3%	12.2%	12.4%	4.3%	4.1%	4.6%
Navy	9,578	12,614	9,510	20.8%	18.4%	18.1%	44.9%	44.3%	45.2%	19.2%	20.1%	19.9%	10.6%	12.8%	13.0%	4.4%	4.4%	3.8%
Marine Corps	797	911	765	24.9%	23.3%	19.7%	39.2%	39.8%	43.1%	17.6%	18.0%	19.7%	12.5%	14.0%	10.7%	5.7%	4.8%	6.8%
Other DoD	7,405	8,227	6,520	20.0%	18.8%	20.0%	45.3%	43.7%	44.0%	18.4%	20.4%	17.6%	12.1%	12.4%	14.0%	4.1%	4.7%	4.3%

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

2008 Federal Human Capital Survey: Report by Agency

(3) I have enough information to do my job well.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,424	147,898	18.8%	18.5%	18.8%	54.6%	53.9%	54.8%	15.2%	15.7%	14.8%	9.4%	9.8%	9.8%	2.0%	2.1%	1.9%
AID	831	726	803	19.1%	18.8%	16.5%	55.1%	53.2%	58.5%	14.5%	15.8%	14.7%	9.1%	10.0%	8.5%	2.1%	2.2%	1.8%
BBG	556	570	543	16.0%	17.5%	19.2%	44.3%	42.8%	45.7%	17.4%	22.2%	15.8%	15.0%	12.9%	15.6%	7.3%	4.5%	3.8%
CSOSA	604	518	554	28.3%	23.2%	25.5%	53.1%	52.8%	51.9%	10.4%	11.4%	12.2%	6.9%	9.6%	8.7%	1.4%	3.0%	1.7%
DHS	9,550	10,371	10,473	15.7%	13.1%	13.3%	52.1%	51.2%	50.3%	16.7%	17.5%	18.4%	12.7%	14.3%	14.3%	2.8%	3.9%	3.9%
DOC	3,556	5,204	4,021	20.5%	18.3%	18.4%	54.9%	55.5%	56.0%	13.7%	14.9%	15.0%	8.5%	8.8%	8.7%	2.5%	2.4%	2.0%
DOE	6,092	7,742	1,485	18.1%	17.7%	21.3%	55.1%	55.1%	53.6%	15.6%	15.4%	16.2%	9.0%	9.6%	7.2%	2.2%	2.3%	1.7%
DOI	27,026	25,506	5,185	15.4%	15.3%	15.4%	54.2%	54.1%	55.9%	17.1%	17.3%	15.8%	11.0%	10.8%	10.5%	2.3%	2.5%	2.3%
DOJ	14,020	10,960	7,701	19.8%	19.6%	20.9%	57.9%	56.7%	55.3%	13.3%	13.4%	13.9%	7.6%	8.6%	8.2%	1.4%	1.6%	1.8%
DOL	4,110	4,538	4,082	19.3%	17.2%	17.8%	51.1%	55.1%	54.0%	15.5%	14.5%	14.8%	11.4%	10.6%	10.8%	2.6%	2.5%	2.7%
DOT	6,353	5,452	4,950	13.8%	13.9%	12.6%	50.4%	49.7%	56.2%	17.8%	21.2%	17.1%	14.1%	12.3%	11.9%	3.9%	2.9%	2.1%
Educ	2,393	2,910	2,408	19.9%	16.9%	20.1%	51.2%	52.3%	51.7%	14.8%	15.7%	13.9%	10.9%	12.2%	11.3%	3.2%	2.9%	3.1%
EEOC	1,210	1,173	1,693	20.7%	21.4%	22.3%	52.8%	52.7%	53.5%	14.3%	15.4%	11.3%	8.9%	8.2%	10.3%	3.4%	2.3%	2.6%
EPA	6,986	9,115	6,895	19.8%	17.3%	19.7%	56.8%	56.9%	56.5%	14.0%	15.0%	14.6%	7.4%	9.0%	7.8%	2.0%	1.8%	1.3%
FCC	733	---	---	18.7%	---	---	47.6%	---	---	14.6%	---	---	13.3%	---	---	5.7%	---	---
FERC	671	753	---	25.9%	25.3%	---	55.8%	51.6%	---	10.1%	13.2%	---	6.8%	8.3%	---	1.3%	1.5%	---

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

2008 Federal Human Capital Survey: Report by Agency

(3) I have enough information to do my job well.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,424	147,898	18.8%	18.5%	18.8%	54.6%	53.9%	54.8%	15.2%	15.7%	14.8%	9.4%	9.8%	9.8%	2.0%	2.1%	1.9%
FTC	560	459	616	26.2%	25.1%	26.5%	51.2%	54.8%	52.2%	13.0%	12.5%	11.4%	8.1%	6.7%	8.9%	1.4%	0.9%	1.0%
GSA	3,396	3,916	2,869	24.1%	23.0%	24.0%	49.4%	49.6%	52.0%	14.0%	14.4%	13.4%	9.3%	10.0%	8.0%	3.2%	3.0%	2.5%
HHS	22,730	25,756	4,653	19.8%	18.9%	19.2%	52.2%	53.5%	53.6%	15.6%	15.4%	15.4%	9.9%	10.0%	9.9%	2.5%	2.2%	1.9%
HUD	3,467	4,075	5,343	15.7%	18.1%	16.1%	49.4%	47.8%	49.2%	16.9%	17.1%	17.7%	14.1%	13.2%	14.0%	3.9%	3.8%	3.0%
NARA	1,370	1,442	1,415	21.1%	19.5%	20.2%	51.2%	51.4%	53.1%	14.8%	14.6%	13.7%	10.3%	11.8%	10.6%	2.6%	2.8%	2.4%
NASA	4,375	4,734	4,766	25.3%	23.7%	23.9%	54.7%	55.3%	55.5%	12.3%	13.2%	12.6%	6.4%	6.5%	6.8%	1.3%	1.3%	1.2%
NCUA	588	623	538	16.5%	16.8%	18.6%	57.8%	57.7%	60.0%	13.9%	16.4%	13.0%	9.8%	7.8%	7.8%	2.0%	1.3%	0.6%
NLRB	803	963	979	20.8%	21.6%	27.1%	56.3%	60.8%	51.0%	13.1%	11.1%	11.0%	7.1%	5.7%	9.3%	2.7%	0.8%	1.6%
NRC	2,179	1,692	1,876	33.0%	26.7%	24.1%	51.5%	56.0%	58.9%	9.5%	11.2%	10.6%	5.0%	4.8%	5.6%	1.1%	1.3%	0.8%
NSF	583	596	778	34.2%	32.3%	29.6%	48.9%	48.5%	48.5%	8.9%	10.8%	13.0%	6.6%	6.8%	7.3%	1.4%	1.6%	1.6%
OMB	253	250	249	19.3%	22.3%	18.6%	58.3%	52.9%	56.6%	13.6%	14.4%	15.5%	7.6%	10.0%	8.2%	1.3%	0.4%	1.3%
OPM	2,932	3,012	1,539	14.6%	13.6%	15.9%	54.9%	45.9%	49.9%	14.9%	17.6%	15.6%	12.6%	17.9%	14.4%	3.0%	4.9%	4.2%
PBGC	515	---	---	22.5%	---	---	51.5%	---	---	14.9%	---	---	7.4%	---	---	3.6%	---	---
RRB	570	680	700	16.6%	20.6%	20.4%	55.8%	50.9%	57.0%	17.2%	16.3%	12.9%	9.1%	10.9%	8.5%	1.2%	1.2%	1.1%
SBA	1,618	1,447	1,661	15.6%	13.8%	13.9%	51.6%	47.2%	53.2%	17.3%	19.1%	17.5%	13.2%	15.2%	13.0%	2.3%	4.6%	2.5%
SEC	1,605	1,905	2,166	22.0%	23.7%	18.8%	53.1%	54.2%	55.8%	14.8%	12.7%	13.6%	7.6%	6.9%	10.0%	2.6%	2.6%	1.8%

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

2008 Federal Human Capital Survey: Report by Agency

(3) I have enough information to do my job well.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,424	147,898	18.8%	18.5%	18.8%	54.6%	53.9%	54.8%	15.2%	15.7%	14.8%	9.4%	9.8%	9.8%	2.0%	2.1%	1.9%
SSA	5,959	1,317	1,172	24.5%	22.2%	17.6%	52.2%	53.2%	55.4%	13.3%	13.2%	14.5%	8.4%	7.9%	10.4%	1.6%	3.4%	2.1%
State	1,720	1,310	1,272	20.8%	17.1%	23.9%	55.6%	57.5%	51.4%	14.9%	16.1%	15.3%	7.0%	7.9%	8.5%	1.7%	1.5%	1.0%
Treasury	8,639	7,034	5,677	16.1%	17.6%	15.1%	58.1%	54.6%	58.1%	15.3%	15.3%	13.8%	8.7%	11.6%	11.5%	1.8%	1.0%	1.5%
USDA	13,688	13,591	10,401	14.7%	15.9%	15.2%	56.1%	55.9%	56.6%	16.3%	15.6%	15.9%	11.2%	10.6%	10.6%	1.7%	2.0%	1.6%
VA	3,283	3,144	3,344	21.0%	20.8%	23.4%	56.0%	52.3%	54.9%	12.1%	15.7%	11.4%	8.8%	9.2%	8.6%	2.1%	2.1%	1.6%
Small Agencies	3,226	4,141	3,679	21.5%	23.7%	22.5%	52.6%	51.1%	53.3%	13.4%	13.2%	13.2%	9.8%	9.6%	9.1%	2.8%	2.4%	1.8%
All DoD	43,444	50,714	40,191	18.9%	19.1%	19.6%	54.5%	54.4%	54.7%	16.1%	15.7%	15.0%	8.7%	8.9%	9.0%	1.8%	1.8%	1.6%
USACE	5,035	5,154	6,295	15.7%	15.7%	18.3%	58.2%	57.9%	56.8%	15.6%	16.3%	15.1%	9.2%	8.6%	8.6%	1.2%	1.5%	1.2%
Air Force	8,971	10,072	8,694	19.0%	20.4%	20.0%	55.4%	54.9%	54.8%	16.1%	14.4%	15.2%	7.8%	8.2%	8.8%	1.6%	2.1%	1.2%
Army	11,658	13,740	8,408	20.0%	21.1%	21.9%	54.2%	53.6%	52.6%	15.7%	15.0%	14.1%	8.5%	8.6%	9.6%	1.7%	1.7%	1.8%
Navy	9,578	12,611	9,510	18.1%	16.6%	16.8%	55.0%	55.6%	57.3%	16.6%	17.6%	16.1%	8.7%	8.6%	8.3%	1.6%	1.7%	1.5%
Marine Corps	797	912	765	26.3%	21.7%	21.9%	47.7%	49.9%	53.0%	13.9%	16.4%	14.9%	9.4%	10.0%	8.0%	2.7%	1.9%	2.2%
Other DoD	7,405	8,225	6,519	17.5%	17.7%	19.4%	52.6%	52.7%	53.5%	16.8%	16.3%	14.7%	10.4%	11.2%	10.0%	2.6%	2.2%	2.4%

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

2008 Federal Human Capital Survey: Report by Agency

(4) I feel encouraged to come up with new and better ways of doing things.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,417	147,899	21.7%	21.3%	21.6%	39.0%	39.0%	38.5%	19.4%	19.3%	19.4%	13.7%	14.3%	14.6%	6.1%	6.1%	5.8%
AID	831	726	803	25.3%	27.0%	23.3%	40.1%	41.6%	41.2%	18.1%	14.7%	20.0%	12.6%	11.3%	9.3%	3.9%	5.4%	6.3%
BBG	556	570	543	16.7%	17.5%	20.1%	29.7%	30.1%	28.2%	18.4%	18.8%	20.7%	16.9%	20.9%	19.6%	18.3%	12.7%	11.4%
CSOSA	604	518	554	26.5%	21.8%	22.6%	36.9%	39.8%	35.5%	17.4%	16.5%	19.3%	13.7%	13.7%	17.7%	5.4%	8.1%	4.9%
DHS	9,550	10,370	10,477	15.8%	12.1%	12.4%	33.4%	29.4%	28.9%	20.6%	22.0%	19.4%	20.0%	22.9%	25.3%	10.2%	13.7%	14.1%
DOC	3,556	5,204	4,021	22.2%	22.0%	23.2%	39.3%	40.1%	37.9%	20.1%	18.2%	19.3%	13.1%	12.5%	13.3%	5.4%	7.1%	6.4%
DOE	6,092	7,742	1,485	23.5%	23.0%	25.5%	39.7%	40.6%	40.9%	18.1%	17.8%	18.2%	12.5%	12.9%	11.0%	6.1%	5.7%	4.4%
DOI	27,026	25,505	5,183	21.6%	21.3%	22.8%	39.2%	39.2%	40.1%	18.6%	19.2%	17.3%	14.2%	14.2%	14.5%	6.4%	6.2%	5.3%
DOJ	14,016	10,959	7,701	20.2%	20.4%	21.5%	38.8%	40.7%	37.6%	22.4%	20.2%	19.3%	13.1%	13.9%	15.4%	5.5%	4.8%	6.3%
DOL	4,110	4,538	4,082	20.1%	18.8%	19.1%	36.6%	36.6%	34.9%	19.4%	21.3%	20.8%	16.0%	16.0%	17.8%	8.0%	7.3%	7.4%
DOT	6,353	5,449	4,950	16.3%	15.9%	16.2%	31.9%	32.5%	39.0%	18.3%	18.5%	20.3%	18.7%	21.1%	16.8%	14.8%	12.1%	7.7%
Educ	2,393	2,909	2,408	20.4%	19.6%	22.4%	35.3%	36.4%	35.9%	19.1%	18.4%	17.0%	16.4%	17.0%	16.2%	8.7%	8.6%	8.6%
EEOC	1,210	1,173	1,693	20.9%	17.8%	18.9%	33.3%	35.3%	34.9%	19.0%	19.6%	20.3%	16.1%	17.5%	17.7%	10.7%	9.8%	8.2%
EPA	6,986	9,115	6,895	26.3%	23.7%	25.1%	41.0%	41.8%	41.4%	16.7%	17.6%	17.5%	11.0%	12.1%	12.0%	5.1%	4.7%	4.0%
FCC	733	---	---	18.6%	---	---	33.5%	---	---	18.0%	---	---	18.5%	---	---	11.4%	---	---
FERC	671	753	---	27.2%	23.0%	---	36.1%	37.6%	---	18.2%	19.8%	---	12.7%	14.3%	---	5.8%	5.2%	---

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

2008 Federal Human Capital Survey: Report by Agency

(4) I feel encouraged to come up with new and better ways of doing things.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,417	147,899	21.7%	21.3%	21.6%	39.0%	39.0%	38.5%	19.4%	19.3%	19.4%	13.7%	14.3%	14.6%	6.1%	6.1%	5.8%
FTC	560	459	616	28.6%	30.9%	27.0%	38.9%	36.6%	37.6%	15.4%	15.9%	19.6%	11.7%	12.9%	11.9%	5.5%	3.8%	4.0%
GSA	3,396	3,916	2,869	27.0%	26.8%	28.7%	37.3%	37.8%	38.1%	17.6%	18.1%	16.8%	12.4%	11.9%	10.8%	5.8%	5.4%	5.6%
HHS	22,730	25,756	4,653	23.5%	22.2%	22.0%	38.9%	39.8%	38.6%	18.2%	19.2%	20.4%	13.4%	12.9%	13.6%	6.0%	5.8%	5.4%
HUD	3,467	4,075	5,343	16.0%	19.3%	18.4%	35.7%	35.3%	37.2%	21.5%	19.3%	21.9%	17.5%	16.4%	15.6%	9.4%	9.7%	6.9%
NARA	1,370	1,442	1,415	21.2%	22.1%	20.4%	37.4%	35.3%	37.0%	16.6%	19.2%	19.9%	15.1%	14.6%	15.8%	9.7%	8.7%	6.8%
NASA	4,375	4,734	4,766	34.3%	34.7%	34.0%	40.8%	41.5%	41.2%	13.5%	12.6%	14.3%	8.3%	8.2%	7.9%	3.1%	2.9%	2.5%
NCUA	588	623	538	15.8%	18.2%	18.1%	41.8%	38.0%	41.8%	21.7%	24.2%	21.3%	14.5%	14.9%	14.9%	6.2%	4.7%	3.9%
NLRB	803	963	979	14.5%	17.3%	19.2%	29.8%	34.4%	28.4%	21.2%	22.0%	21.4%	22.5%	18.2%	21.6%	12.1%	8.1%	9.4%
NRC	2,179	1,692	1,876	34.6%	26.4%	24.3%	38.7%	40.8%	40.9%	15.5%	17.6%	20.5%	7.9%	11.0%	10.6%	3.3%	4.1%	3.6%
NSF	583	596	778	38.9%	36.6%	32.2%	37.2%	35.5%	37.4%	10.3%	14.0%	15.0%	10.4%	10.2%	10.3%	3.3%	3.7%	5.1%
OMB	253	250	249	36.9%	35.8%	33.1%	43.2%	40.2%	44.8%	12.0%	13.8%	13.0%	6.2%	7.9%	6.3%	1.7%	2.4%	2.8%
OPM	2,932	3,012	1,539	18.0%	17.4%	19.1%	36.6%	33.2%	38.7%	21.3%	22.1%	20.0%	16.9%	18.1%	13.7%	7.2%	9.2%	8.5%
PBGC	515	---	---	26.1%	---	---	36.7%	---	---	16.5%	---	---	13.4%	---	---	7.3%	---	---
RRB	570	680	700	17.4%	16.4%	18.8%	36.7%	36.5%	35.2%	23.9%	25.6%	24.3%	16.8%	17.0%	17.0%	5.1%	4.4%	4.7%
SBA	1,618	1,447	1,661	19.4%	16.5%	16.7%	39.5%	37.0%	37.0%	20.7%	21.6%	23.2%	14.3%	16.2%	16.1%	6.1%	8.7%	7.0%
SEC	1,605	1,905	2,166	18.7%	21.6%	20.6%	33.1%	36.3%	36.3%	19.1%	19.4%	20.8%	18.5%	15.4%	15.9%	10.5%	7.3%	6.4%

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

2008 Federal Human Capital Survey: Report by Agency

(4) I feel encouraged to come up with new and better ways of doing things.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,417	147,899	21.7%	21.3%	21.6%	39.0%	39.0%	38.5%	19.4%	19.3%	19.4%	13.7%	14.3%	14.6%	6.1%	6.1%	5.8%
SSA	5,959	1,317	1,172	20.8%	18.6%	16.8%	36.4%	39.9%	38.0%	21.5%	22.1%	21.5%	15.1%	13.0%	16.4%	6.1%	6.4%	7.4%
State	1,720	1,310	1,272	28.0%	25.2%	27.5%	41.2%	41.7%	37.7%	16.2%	18.6%	16.1%	9.8%	11.0%	14.1%	4.7%	3.4%	4.6%
Treasury	8,641	7,032	5,677	17.9%	20.4%	18.3%	40.4%	41.2%	38.0%	22.5%	19.2%	21.8%	12.8%	14.7%	16.0%	6.4%	4.4%	5.8%
USDA	13,690	13,593	10,402	17.5%	19.3%	17.8%	41.3%	39.5%	39.8%	21.0%	20.6%	21.8%	14.8%	15.4%	15.5%	5.4%	5.2%	5.1%
VA	3,283	3,144	3,344	23.1%	22.0%	23.6%	36.5%	37.2%	39.7%	18.2%	17.9%	19.6%	15.7%	16.3%	11.8%	6.5%	6.6%	5.2%
Small Agencies	3,226	4,141	3,679	24.7%	24.4%	24.9%	38.8%	37.0%	36.9%	17.1%	18.2%	18.6%	12.5%	14.6%	13.8%	6.9%	5.9%	5.9%
All DoD	43,444	50,714	40,189	23.5%	23.4%	23.9%	41.6%	41.2%	40.2%	18.8%	19.1%	18.7%	11.4%	11.8%	13.0%	4.5%	4.6%	4.2%
USACE	5,035	5,154	6,295	21.2%	21.5%	23.7%	44.1%	42.9%	41.9%	19.3%	18.6%	17.6%	11.7%	12.3%	12.6%	3.7%	4.7%	4.2%
Air Force	8,971	10,075	8,693	23.3%	24.1%	23.5%	39.4%	41.8%	40.3%	20.4%	17.8%	18.5%	11.9%	11.3%	13.9%	5.0%	4.9%	3.8%
Army	11,658	13,734	8,406	25.1%	25.5%	26.5%	43.6%	41.3%	39.5%	17.0%	18.9%	17.0%	10.1%	10.5%	12.4%	4.3%	3.8%	4.6%
Navy	9,578	12,612	9,510	22.3%	22.0%	22.3%	42.4%	40.6%	41.7%	19.4%	19.7%	20.1%	11.7%	12.8%	12.3%	4.3%	5.0%	3.6%
Marine Corps	797	912	765	28.8%	23.8%	26.4%	36.1%	39.9%	34.7%	15.0%	17.7%	21.8%	13.2%	14.3%	11.3%	6.9%	4.3%	5.8%
Other DoD	7,405	8,227	6,520	22.3%	19.8%	21.7%	39.6%	40.6%	38.7%	20.3%	21.1%	20.1%	13.0%	13.2%	14.5%	4.8%	5.2%	4.9%

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

2008 Federal Human Capital Survey: Report by Agency

(5) My work gives me a feeling of personal accomplishment.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,423	147,905	28.4%	27.6%	26.7%	45.0%	45.3%	44.2%	14.9%	14.9%	15.6%	7.8%	8.2%	9.4%	3.9%	3.9%	4.1%
AID	831	726	803	34.2%	30.6%	28.4%	42.2%	45.5%	45.9%	14.1%	12.2%	12.2%	5.9%	7.3%	9.3%	3.6%	4.3%	4.2%
BBG	556	570	543	27.2%	26.0%	24.1%	40.4%	39.3%	41.3%	14.1%	17.4%	14.1%	9.6%	11.0%	12.8%	8.7%	6.4%	7.6%
CSOSA	604	518	554	28.3%	28.4%	25.4%	43.7%	35.7%	41.8%	15.9%	19.0%	13.7%	9.1%	10.7%	15.3%	2.9%	6.2%	3.7%
DHS	9,550	10,367	10,475	25.1%	20.4%	19.9%	42.6%	41.9%	40.2%	17.0%	19.0%	18.6%	9.4%	10.4%	13.2%	6.0%	8.4%	8.1%
DOC	3,556	5,204	4,021	28.6%	25.4%	25.4%	46.1%	47.2%	47.1%	14.2%	14.5%	14.8%	7.3%	8.3%	8.8%	3.8%	4.6%	3.8%
DOE	6,092	7,742	1,485	26.4%	25.2%	28.6%	45.5%	45.2%	45.3%	14.5%	15.3%	13.4%	8.9%	9.8%	8.1%	4.7%	4.5%	4.6%
DOI	27,028	25,505	5,185	27.8%	26.9%	25.4%	45.2%	45.9%	46.4%	14.9%	14.8%	15.0%	8.2%	8.4%	9.4%	4.0%	4.0%	3.8%
DOJ	14,019	10,960	7,701	28.9%	29.4%	27.7%	44.4%	44.3%	41.5%	14.4%	16.1%	15.7%	8.3%	7.1%	10.4%	4.1%	3.1%	4.7%
DOL	4,110	4,538	4,082	29.6%	26.5%	26.1%	42.8%	45.6%	42.8%	14.3%	15.2%	16.0%	8.4%	8.2%	9.9%	4.9%	4.5%	5.3%
DOT	6,352	5,451	4,950	26.6%	25.8%	23.5%	44.3%	47.5%	46.3%	14.5%	14.4%	15.1%	8.2%	7.7%	10.6%	6.4%	4.6%	4.5%
Educ	2,393	2,910	2,408	26.2%	24.2%	24.6%	42.4%	43.2%	42.4%	17.2%	16.9%	15.3%	9.3%	9.3%	10.9%	4.9%	6.3%	6.8%
EEOC	1,210	1,173	1,693	38.9%	37.3%	34.4%	41.6%	41.4%	43.0%	10.2%	10.7%	12.0%	5.9%	7.1%	6.6%	3.4%	3.5%	4.0%
EPA	6,986	9,115	6,895	30.1%	27.4%	26.7%	45.5%	46.7%	46.2%	14.2%	14.5%	15.4%	6.7%	8.0%	8.2%	3.5%	3.3%	3.4%
FCC	733	---	---	20.9%	---	---	38.9%	---	---	17.9%	---	---	12.8%	---	---	9.5%	---	---
FERC	671	753	---	28.5%	25.1%	---	46.7%	43.8%	---	13.5%	17.1%	---	6.4%	10.4%	---	4.9%	3.6%	---

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

2008 Federal Human Capital Survey: Report by Agency

(5) My work gives me a feeling of personal accomplishment.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,423	147,905	28.4%	27.6%	26.7%	45.0%	45.3%	44.2%	14.9%	14.9%	15.6%	7.8%	8.2%	9.4%	3.9%	3.9%	4.1%
FTC	560	459	616	34.6%	34.3%	30.2%	41.8%	42.3%	42.2%	13.5%	12.6%	16.8%	6.9%	7.5%	7.6%	3.3%	3.4%	3.3%
GSA	3,396	3,916	2,869	30.3%	30.4%	32.0%	43.3%	42.9%	43.7%	14.6%	13.6%	13.5%	7.9%	8.3%	6.7%	3.9%	4.9%	4.2%
HHS	22,730	25,756	4,653	29.5%	28.8%	27.9%	44.0%	44.7%	43.8%	14.7%	15.0%	16.2%	7.8%	7.7%	8.3%	4.0%	3.8%	3.9%
HUD	3,467	4,075	5,343	24.4%	25.7%	28.1%	44.4%	41.3%	39.5%	16.5%	16.5%	16.1%	9.1%	9.7%	10.5%	5.6%	6.7%	5.8%
NARA	1,370	1,442	1,415	30.6%	29.2%	25.8%	41.5%	43.7%	41.1%	14.7%	14.6%	16.4%	8.4%	8.4%	11.8%	4.8%	4.0%	4.9%
NASA	4,375	4,734	4,766	37.8%	35.5%	32.9%	40.5%	43.1%	43.9%	12.1%	12.2%	12.9%	6.6%	6.6%	6.9%	3.0%	2.6%	3.4%
NCUA	588	623	538	23.9%	26.9%	24.6%	51.1%	49.8%	51.8%	15.5%	14.1%	14.4%	6.8%	7.7%	6.0%	2.7%	1.4%	3.3%
NLRB	803	963	979	26.1%	27.7%	31.3%	44.7%	47.1%	41.3%	15.7%	14.5%	15.1%	8.9%	7.3%	8.6%	4.6%	3.4%	3.8%
NRC	2,179	1,692	1,876	39.2%	29.8%	27.3%	42.1%	47.8%	48.5%	11.3%	14.0%	15.0%	4.7%	6.0%	6.2%	2.7%	2.4%	2.9%
NSF	583	596	778	41.8%	41.9%	33.0%	36.7%	37.4%	39.8%	12.7%	11.7%	15.5%	5.6%	6.6%	7.9%	3.2%	2.4%	3.8%
OMB	253	250	249	45.7%	39.3%	38.1%	41.9%	46.2%	41.8%	7.8%	8.2%	14.5%	4.2%	4.7%	5.2%	0.4%	1.6%	0.4%
OPM	2,932	3,012	1,539	27.5%	26.1%	23.6%	44.7%	42.7%	43.4%	15.0%	14.9%	16.8%	8.6%	10.7%	9.5%	4.2%	5.7%	6.7%
PBGC	515	---	---	31.2%	---	---	43.5%	---	---	14.5%	---	---	7.1%	---	---	3.7%	---	---
RRB	570	680	700	26.9%	27.1%	26.1%	48.6%	44.7%	49.5%	15.9%	18.0%	13.4%	5.6%	7.6%	7.0%	2.9%	2.6%	4.0%
SBA	1,618	1,447	1,661	27.7%	23.0%	23.6%	46.1%	44.6%	44.8%	13.0%	15.6%	14.9%	8.6%	10.7%	11.7%	4.6%	6.2%	5.0%
SEC	1,605	1,905	2,166	26.6%	29.2%	29.1%	42.3%	44.6%	44.5%	16.6%	15.2%	14.6%	9.4%	7.2%	8.5%	5.0%	3.8%	3.3%

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

2008 Federal Human Capital Survey: Report by Agency

(5) My work gives me a feeling of personal accomplishment.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,423	147,905	28.4%	27.6%	26.7%	45.0%	45.3%	44.2%	14.9%	14.9%	15.6%	7.8%	8.2%	9.4%	3.9%	3.9%	4.1%
SSA	5,959	1,317	1,172	35.0%	33.5%	26.1%	42.3%	44.4%	46.0%	12.8%	12.0%	13.3%	6.6%	7.0%	10.2%	3.3%	3.1%	4.3%
State	1,720	1,310	1,272	33.3%	31.1%	30.6%	44.1%	45.9%	39.8%	14.2%	12.0%	17.3%	5.2%	7.4%	9.0%	3.2%	3.6%	3.3%
Treasury	8,634	7,034	5,677	22.6%	24.3%	22.5%	50.6%	48.2%	45.6%	14.4%	15.2%	15.1%	9.0%	9.8%	11.9%	3.4%	2.6%	4.9%
USDA	13,688	13,594	10,403	24.5%	25.6%	24.4%	47.2%	47.6%	47.5%	16.2%	14.8%	16.0%	8.5%	8.8%	8.2%	3.5%	3.2%	3.8%
VA	3,283	3,144	3,344	32.9%	32.1%	32.7%	44.0%	44.1%	42.9%	12.2%	11.9%	14.6%	7.1%	8.3%	7.2%	3.8%	3.6%	2.6%
Small Agencies	3,226	4,141	3,679	31.1%	30.6%	29.6%	43.9%	42.3%	40.2%	13.8%	14.7%	15.8%	7.0%	8.0%	9.6%	4.2%	4.3%	4.8%
All DoD	43,444	50,716	40,194	27.7%	27.4%	27.0%	45.6%	45.9%	44.8%	15.8%	15.4%	15.7%	7.5%	7.7%	9.0%	3.5%	3.6%	3.6%
USACE	5,035	5,154	6,295	26.5%	24.8%	25.4%	48.0%	47.8%	48.6%	15.2%	16.5%	14.8%	7.1%	8.0%	8.1%	3.1%	3.0%	3.1%
Air Force	8,971	10,075	8,696	27.1%	26.7%	26.4%	45.2%	45.4%	44.3%	16.4%	15.9%	16.7%	7.6%	7.7%	9.0%	3.6%	4.2%	3.6%
Army	11,658	13,740	8,408	28.0%	29.1%	29.4%	46.8%	46.3%	43.7%	15.1%	14.8%	14.6%	7.0%	6.5%	8.9%	3.0%	3.2%	3.4%
Navy	9,578	12,611	9,510	27.9%	26.5%	25.5%	45.5%	45.8%	46.0%	15.4%	15.4%	16.2%	7.4%	8.7%	8.8%	3.8%	3.5%	3.5%
Marine Corps	797	910	765	34.5%	34.9%	34.5%	39.6%	40.8%	39.6%	16.0%	13.1%	13.8%	6.3%	7.6%	8.0%	3.5%	3.5%	4.2%
Other DoD	7,405	8,226	6,520	26.3%	25.3%	24.4%	43.7%	46.2%	45.0%	17.1%	15.9%	16.1%	9.4%	8.6%	10.2%	3.6%	3.9%	4.3%

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

2008 Federal Human Capital Survey: Report by Agency

(6) I like the kind of work I do.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,198	221,432	147,892	39.2%	38.7%	37.4%	44.7%	44.6%	45.1%	11.0%	11.1%	11.7%	3.6%	3.8%	4.3%	1.6%	1.7%	1.6%
AID	831	726	803	40.9%	37.8%	38.8%	42.7%	45.5%	43.5%	10.6%	9.9%	11.1%	4.3%	4.8%	4.9%	1.5%	1.9%	1.7%
BBG	556	570	543	43.6%	41.0%	41.9%	41.0%	44.1%	41.0%	9.2%	10.0%	12.3%	3.7%	3.2%	3.9%	2.6%	1.7%	0.9%
CSOSA	604	518	554	40.0%	38.2%	37.6%	43.5%	41.2%	43.2%	11.7%	13.1%	12.0%	2.8%	5.1%	5.2%	2.1%	2.4%	2.0%
DHS	9,550	10,368	10,472	38.0%	33.9%	34.2%	44.4%	45.8%	43.6%	11.4%	13.3%	14.4%	4.1%	4.4%	5.1%	2.1%	2.6%	2.7%
DOC	3,556	5,204	4,021	35.3%	33.2%	33.8%	46.6%	47.3%	46.9%	11.9%	12.7%	13.5%	4.3%	4.8%	4.0%	1.9%	2.0%	1.9%
DOE	6,093	7,742	1,485	34.9%	34.5%	38.3%	47.0%	46.0%	45.4%	11.3%	12.7%	11.1%	4.9%	4.6%	3.7%	1.8%	2.1%	1.4%
DOI	27,028	25,504	5,182	41.0%	40.1%	40.0%	44.4%	45.0%	45.0%	10.2%	10.1%	10.2%	3.3%	3.6%	3.8%	1.1%	1.3%	1.0%
DOJ	14,019	10,963	7,701	39.9%	42.1%	38.9%	44.8%	42.7%	43.3%	10.5%	11.0%	11.5%	3.3%	2.7%	4.5%	1.5%	1.5%	1.7%
DOL	4,110	4,538	4,082	37.7%	35.4%	35.3%	44.2%	46.7%	44.7%	11.9%	11.8%	12.7%	4.2%	4.3%	5.0%	2.0%	1.8%	2.2%
DOT	6,353	5,450	4,949	39.3%	40.7%	36.5%	45.2%	45.3%	46.9%	10.1%	9.2%	10.2%	3.7%	3.6%	5.2%	1.6%	1.3%	1.3%
Educ	2,393	2,909	2,408	33.9%	30.2%	32.1%	45.1%	47.3%	43.1%	14.0%	13.7%	15.9%	4.8%	6.0%	5.8%	2.3%	2.9%	2.9%
EEOC	1,210	1,173	1,693	48.2%	47.5%	46.6%	40.9%	40.8%	41.6%	7.4%	7.6%	7.8%	2.1%	2.7%	2.9%	1.3%	1.4%	1.1%
EPA	6,986	9,115	6,895	36.3%	34.7%	34.5%	46.7%	47.6%	46.9%	11.1%	12.0%	12.5%	4.1%	4.5%	4.6%	1.8%	1.4%	1.6%
FCC	733	---	---	29.3%	---	---	45.9%	---	---	15.5%	---	---	6.6%	---	---	2.8%	---	---
FERC	671	753	---	34.1%	30.7%	---	43.9%	45.3%	---	14.8%	16.2%	---	4.9%	5.5%	---	2.4%	2.2%	---

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

2008 Federal Human Capital Survey: Report by Agency

(6) I like the kind of work I do.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,198	221,432	147,892	39.2%	38.7%	37.4%	44.7%	44.6%	45.1%	11.0%	11.1%	11.7%	3.6%	3.8%	4.3%	1.6%	1.7%	1.6%
FTC	560	459	616	39.5%	38.3%	34.3%	44.4%	42.9%	45.8%	11.2%	12.6%	14.1%	3.2%	4.6%	5.1%	1.7%	1.5%	0.7%
GSA	3,396	3,916	2,869	39.3%	37.9%	39.9%	41.7%	42.2%	41.8%	12.9%	12.5%	12.2%	3.7%	5.0%	4.2%	2.4%	2.4%	1.8%
HHS	22,730	25,756	4,653	39.2%	38.4%	37.4%	44.5%	44.7%	44.5%	11.0%	11.3%	12.9%	3.7%	3.9%	3.6%	1.6%	1.8%	1.6%
HUD	3,467	4,075	5,343	35.0%	34.6%	36.2%	43.8%	43.3%	42.2%	13.8%	13.9%	14.0%	4.8%	5.3%	5.1%	2.6%	2.9%	2.4%
NARA	1,370	1,442	1,415	37.3%	37.6%	35.3%	44.6%	44.6%	41.2%	12.2%	11.7%	14.3%	3.7%	4.1%	6.7%	2.2%	2.0%	2.6%
NASA	4,375	4,734	4,766	42.7%	39.9%	39.6%	40.8%	44.0%	44.0%	11.1%	10.4%	11.1%	4.0%	4.3%	3.9%	1.5%	1.5%	1.5%
NCUA	588	623	538	34.5%	35.9%	35.8%	52.5%	50.0%	51.3%	10.6%	11.2%	7.8%	1.9%	2.5%	3.4%	0.5%	0.5%	1.7%
NLRB	803	963	979	34.5%	38.3%	39.9%	47.7%	45.9%	44.2%	13.1%	11.1%	11.0%	3.8%	3.6%	3.8%	1.0%	1.1%	1.2%
NRC	2,179	1,692	1,876	43.4%	35.4%	33.9%	42.1%	47.0%	48.1%	10.3%	12.5%	13.6%	3.1%	4.0%	3.5%	1.1%	1.0%	0.9%
NSF	583	596	778	44.3%	47.8%	36.5%	42.0%	35.5%	44.9%	8.2%	8.9%	12.5%	4.0%	6.3%	3.9%	1.5%	1.5%	2.3%
OMB	253	250	249	47.6%	43.6%	40.1%	43.9%	45.0%	48.4%	6.3%	9.0%	7.4%	2.2%	2.0%	3.3%	0.0%	0.4%	0.8%
OPM	2,932	3,012	1,539	37.5%	38.1%	31.8%	45.2%	43.3%	45.7%	11.1%	12.1%	13.8%	4.3%	4.4%	5.9%	1.8%	2.0%	2.8%
PBGC	515	---	---	37.5%	---	---	44.5%	---	---	10.5%	---	---	6.2%	---	---	1.2%	---	---
RRB	570	680	700	33.8%	34.4%	32.0%	47.7%	45.2%	48.2%	12.7%	14.4%	12.7%	3.7%	4.0%	5.5%	2.1%	2.0%	1.5%
SBA	1,618	1,447	1,661	36.0%	34.0%	33.9%	47.6%	45.7%	46.0%	10.4%	13.4%	13.0%	3.7%	4.1%	4.6%	2.3%	2.8%	2.5%
SEC	1,605	1,905	2,166	35.9%	36.8%	36.9%	45.2%	45.5%	45.7%	13.4%	12.5%	11.7%	3.6%	4.0%	4.1%	1.8%	1.2%	1.7%

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

2008 Federal Human Capital Survey: Report by Agency

(6) I like the kind of work I do.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,198	221,432	147,892	39.2%	38.7%	37.4%	44.7%	44.6%	45.1%	11.0%	11.1%	11.7%	3.6%	3.8%	4.3%	1.6%	1.7%	1.6%
SSA	5,959	1,317	1,172	40.0%	38.7%	29.8%	42.9%	41.9%	47.4%	10.5%	12.6%	15.4%	4.4%	4.7%	5.7%	2.1%	2.2%	1.7%
State	1,720	1,310	1,272	42.9%	39.9%	37.0%	41.2%	42.9%	44.6%	10.9%	10.5%	12.3%	3.4%	4.5%	3.5%	1.6%	2.1%	2.6%
Treasury	8,642	7,037	5,677	31.2%	34.9%	31.9%	50.4%	45.2%	47.3%	10.9%	13.4%	12.9%	5.0%	4.8%	5.8%	2.6%	1.7%	2.2%
USDA	13,687	13,595	10,401	36.9%	37.4%	36.4%	47.2%	48.1%	48.0%	10.9%	10.0%	11.2%	3.7%	3.4%	3.2%	1.4%	1.1%	1.2%
VA	3,283	3,144	3,344	48.3%	45.9%	43.7%	38.6%	41.8%	43.7%	10.4%	8.5%	8.9%	1.6%	1.9%	2.9%	1.0%	2.0%	0.8%
Small Agencies	3,226	4,141	3,679	38.1%	38.2%	38.8%	45.4%	44.3%	42.0%	11.0%	12.2%	12.4%	3.8%	3.9%	4.9%	1.7%	1.4%	1.9%
All DoD	43,444	50,720	40,190	37.7%	38.0%	37.7%	45.9%	45.2%	45.1%	11.2%	11.1%	11.4%	3.7%	4.2%	4.2%	1.5%	1.6%	1.6%
USACE	5,035	5,154	6,295	36.9%	35.0%	36.2%	47.9%	47.3%	47.7%	10.5%	11.9%	11.5%	3.3%	4.7%	3.6%	1.4%	1.1%	1.0%
Air Force	8,971	10,076	8,694	36.9%	37.6%	37.5%	47.3%	44.7%	45.4%	11.2%	11.3%	11.3%	3.1%	4.4%	3.9%	1.5%	2.0%	1.9%
Army	11,658	13,737	8,406	39.8%	41.2%	40.0%	45.5%	44.6%	44.0%	10.1%	9.5%	10.6%	3.5%	3.2%	4.1%	1.2%	1.4%	1.4%
Navy	9,578	12,613	9,510	36.7%	36.2%	36.0%	45.6%	46.0%	46.0%	12.1%	11.8%	12.1%	3.9%	4.6%	4.6%	1.7%	1.4%	1.3%
Marine Corps	797	912	765	47.3%	45.4%	48.4%	38.6%	41.7%	40.1%	9.2%	7.9%	7.6%	3.9%	3.4%	2.5%	1.0%	1.6%	1.4%
Other DoD	7,405	8,228	6,520	34.4%	34.1%	35.1%	45.2%	45.7%	45.0%	12.9%	13.4%	12.9%	5.4%	5.0%	4.8%	2.1%	1.8%	2.1%

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

2008 Federal Human Capital Survey: Report by Agency

(7) I have trust and confidence in my supervisor.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,424	---	27.5%	27.8%	---	36.7%	36.0%	---	17.8%	18.1%	---	10.3%	10.1%	---	7.6%	8.0%	---
AID	831	726	---	31.5%	32.9%	---	38.1%	35.7%	---	15.3%	15.7%	---	9.5%	9.0%	---	5.6%	6.8%	---
BBG	556	570	---	19.4%	22.6%	---	31.8%	27.8%	---	19.6%	20.6%	---	12.0%	16.8%	---	17.1%	12.1%	---
CSOSA	604	518	---	33.0%	27.9%	---	33.3%	34.7%	---	18.8%	19.1%	---	9.0%	8.9%	---	5.9%	9.4%	---
DHS	9,550	10,366	---	23.0%	19.1%	---	36.2%	36.4%	---	19.0%	19.8%	---	12.0%	13.0%	---	9.7%	11.6%	---
DOC	3,556	5,204	---	30.8%	29.8%	---	39.6%	38.1%	---	13.3%	16.6%	---	9.3%	8.7%	---	7.0%	6.8%	---
DOE	6,093	7,742	---	29.3%	28.7%	---	36.7%	36.9%	---	16.9%	16.7%	---	9.6%	9.8%	---	7.5%	7.9%	---
DOI	27,027	25,502	---	26.3%	26.5%	---	35.2%	35.6%	---	18.0%	17.8%	---	10.9%	11.0%	---	9.6%	9.2%	---
DOJ	14,018	10,963	---	29.1%	28.7%	---	37.5%	36.6%	---	17.1%	18.0%	---	9.1%	10.0%	---	7.1%	6.8%	---
DOL	4,110	4,538	---	30.0%	28.6%	---	34.1%	36.6%	---	16.3%	17.3%	---	9.9%	10.0%	---	9.7%	7.5%	---
DOT	6,351	5,452	---	24.7%	25.1%	---	32.2%	31.6%	---	16.2%	17.5%	---	12.9%	12.8%	---	14.0%	13.0%	---
Educ	2,393	2,909	---	30.2%	26.3%	---	33.8%	34.9%	---	16.1%	19.0%	---	10.1%	10.1%	---	9.8%	9.8%	---
EEOC	1,210	1,173	---	31.6%	29.2%	---	31.8%	34.9%	---	16.6%	17.0%	---	9.6%	9.7%	---	10.5%	9.2%	---
EPA	6,986	9,115	---	30.8%	27.9%	---	38.0%	38.6%	---	15.4%	16.9%	---	8.5%	9.5%	---	7.3%	7.1%	---
FCC	733	---	---	34.5%	---	---	35.4%	---	---	13.3%	---	---	8.3%	---	---	8.5%	---	---
FERC	671	753	---	33.3%	33.5%	---	42.0%	38.4%	---	12.3%	15.6%	---	7.0%	7.5%	---	5.4%	4.9%	---

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

2008 Federal Human Capital Survey: Report by Agency

(7) I have trust and confidence in my supervisor.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,424	---	27.5%	27.8%	---	36.7%	36.0%	---	17.8%	18.1%	---	10.3%	10.1%	---	7.6%	8.0%	---
FTC	560	459	---	38.3%	31.7%	---	33.6%	41.8%	---	11.4%	13.4%	---	10.8%	7.9%	---	5.8%	5.1%	---
GSA	3,396	3,916	---	33.0%	34.0%	---	33.1%	33.6%	---	17.0%	15.4%	---	9.2%	10.5%	---	7.7%	6.6%	---
HHS	22,730	25,756	---	29.6%	29.6%	---	34.1%	35.4%	---	17.1%	17.5%	---	10.3%	9.9%	---	8.9%	7.7%	---
HUD	3,467	4,075	---	24.8%	28.3%	---	33.3%	32.7%	---	19.4%	17.8%	---	11.9%	10.0%	---	10.6%	11.1%	---
NARA	1,370	1,442	---	29.8%	27.9%	---	34.0%	34.1%	---	17.7%	16.4%	---	9.4%	11.5%	---	9.1%	10.0%	---
NASA	4,375	4,734	---	36.6%	35.9%	---	36.6%	37.3%	---	14.0%	15.8%	---	7.6%	6.7%	---	5.2%	4.2%	---
NCUA	588	623	---	26.6%	30.5%	---	42.9%	35.6%	---	12.7%	16.9%	---	9.4%	10.8%	---	8.4%	6.2%	---
NLRB	803	963	---	28.7%	30.2%	---	37.5%	38.9%	---	16.0%	15.4%	---	9.0%	8.8%	---	8.8%	6.8%	---
NRC	2,179	1,692	---	42.4%	35.1%	---	34.8%	40.5%	---	13.0%	12.9%	---	5.7%	7.0%	---	4.1%	4.6%	---
NSF	583	596	---	38.9%	37.1%	---	31.5%	32.8%	---	14.7%	14.3%	---	9.6%	7.5%	---	5.3%	8.4%	---
OMB	253	250	---	45.6%	44.6%	---	30.7%	29.7%	---	12.5%	13.6%	---	6.1%	7.5%	---	5.2%	4.7%	---
OPM	2,932	3,012	---	31.8%	30.0%	---	37.0%	35.2%	---	15.4%	17.7%	---	9.1%	10.2%	---	6.7%	6.9%	---
PBGC	515	---	---	28.7%	---	---	34.5%	---	---	15.2%	---	---	11.3%	---	---	10.2%	---	---
RRB	570	680	---	23.9%	25.4%	---	40.8%	39.7%	---	18.3%	15.1%	---	7.8%	11.6%	---	9.2%	8.3%	---
SBA	1,618	1,447	---	27.2%	24.4%	---	36.8%	36.7%	---	16.4%	17.6%	---	11.6%	11.3%	---	8.0%	10.0%	---
SEC	1,605	1,905	---	29.6%	33.4%	---	35.0%	36.4%	---	16.2%	14.1%	---	10.8%	8.6%	---	8.4%	7.5%	---

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

2008 Federal Human Capital Survey: Report by Agency

(7) I have trust and confidence in my supervisor.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,424	---	27.5%	27.8%	---	36.7%	36.0%	---	17.8%	18.1%	---	10.3%	10.1%	---	7.6%	8.0%	---
SSA	5,959	1,317	---	27.3%	30.3%	---	34.2%	36.7%	---	18.2%	17.5%	---	11.3%	8.6%	---	9.0%	6.8%	---
State	1,720	1,310	---	33.1%	30.2%	---	39.1%	39.0%	---	15.0%	17.3%	---	7.8%	8.4%	---	5.1%	5.0%	---
Treasury	8,637	7,034	---	28.8%	32.9%	---	36.0%	32.9%	---	17.1%	16.7%	---	10.7%	10.6%	---	7.4%	6.9%	---
USDA	13,688	13,593	---	26.5%	27.2%	---	38.5%	37.5%	---	16.7%	17.3%	---	11.1%	11.0%	---	7.3%	7.0%	---
VA	3,283	3,144	---	25.9%	28.5%	---	35.3%	30.2%	---	20.2%	20.0%	---	11.9%	10.6%	---	6.7%	10.8%	---
Small Agencies	3,226	4,141	---	32.1%	32.1%	---	35.8%	34.4%	---	15.3%	16.3%	---	9.4%	9.8%	---	7.4%	7.4%	---
All DoD	43,444	50,719	---	27.9%	27.5%	---	38.0%	38.3%	---	17.9%	18.1%	---	9.4%	9.3%	---	6.8%	6.8%	---
USACE	5,035	5,154	---	27.4%	27.4%	---	40.7%	39.1%	---	16.7%	16.9%	---	9.6%	10.0%	---	5.6%	6.7%	---
Air Force	8,971	10,076	---	27.1%	26.9%	---	38.1%	38.4%	---	18.4%	18.5%	---	9.4%	9.1%	---	7.0%	7.1%	---
Army	11,658	13,735	---	28.5%	28.8%	---	37.8%	37.9%	---	17.7%	17.9%	---	9.1%	9.2%	---	7.0%	6.2%	---
Navy	9,578	12,616	---	28.0%	26.7%	---	38.9%	38.4%	---	18.0%	18.6%	---	9.2%	9.3%	---	5.9%	7.0%	---
Marine Corps	797	912	---	29.5%	30.2%	---	32.3%	35.2%	---	17.4%	16.7%	---	12.3%	9.0%	---	8.4%	8.9%	---
Other DoD	7,405	8,226	---	27.6%	26.4%	---	36.3%	39.1%	---	18.0%	17.7%	---	10.2%	9.5%	---	7.9%	7.4%	---

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

2008 Federal Human Capital Survey: Report by Agency

(8) I recommend my organization as a good place to work.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,191	221,434	147,899	24.5%	23.8%	23.6%	40.9%	39.7%	39.9%	19.6%	20.5%	20.1%	9.0%	10.0%	10.4%	6.0%	6.0%	5.9%
AID	831	726	803	26.8%	23.6%	18.6%	42.5%	37.9%	41.9%	18.5%	20.4%	23.4%	8.3%	10.9%	10.1%	3.8%	7.3%	6.0%
BBG	556	570	543	13.3%	12.8%	14.8%	26.4%	26.9%	27.5%	23.1%	26.5%	25.6%	17.8%	15.9%	16.6%	19.4%	17.8%	15.5%
CSOSA	604	518	554	25.4%	18.2%	20.6%	36.6%	35.9%	41.9%	21.7%	21.0%	21.2%	8.6%	13.0%	9.3%	7.7%	11.9%	7.0%
DHS	9,550	10,369	10,476	19.5%	15.8%	16.9%	38.9%	35.4%	34.4%	21.4%	22.8%	21.9%	11.5%	14.3%	16.0%	8.6%	11.8%	10.9%
DOC	3,556	5,204	4,021	25.3%	24.3%	24.0%	44.2%	42.1%	41.5%	18.3%	19.2%	18.4%	7.5%	8.6%	10.1%	4.8%	5.8%	5.9%
DOE	6,093	7,742	1,485	24.3%	23.0%	29.0%	40.3%	38.8%	39.1%	18.5%	19.8%	15.3%	10.1%	11.2%	10.7%	6.8%	7.2%	5.8%
DOI	27,025	25,502	5,184	23.3%	21.2%	23.9%	40.4%	40.2%	41.5%	20.1%	21.4%	18.7%	10.1%	10.9%	10.1%	6.2%	6.2%	5.8%
DOJ	14,016	10,964	7,701	26.7%	27.4%	26.0%	42.4%	43.0%	38.9%	18.1%	18.7%	18.8%	8.3%	7.2%	10.0%	4.4%	3.7%	6.3%
DOL	4,110	4,538	4,082	25.2%	22.3%	21.9%	38.3%	40.3%	39.5%	19.1%	21.1%	21.3%	9.2%	9.6%	9.5%	8.2%	6.7%	7.8%
DOT	6,353	5,453	4,948	19.4%	21.4%	22.4%	34.3%	32.4%	41.0%	18.3%	20.5%	18.0%	12.3%	11.3%	9.9%	15.7%	14.5%	8.7%
Educ	2,393	2,909	2,408	19.2%	15.6%	17.0%	35.5%	34.3%	34.7%	23.7%	24.8%	23.9%	12.1%	14.5%	13.4%	9.4%	10.9%	11.0%
EEOC	1,210	1,173	1,693	19.9%	17.5%	18.8%	34.3%	37.0%	36.0%	24.5%	21.8%	24.3%	12.2%	14.9%	13.3%	9.1%	8.9%	7.5%
EPA	6,986	9,115	6,895	30.0%	26.1%	27.7%	43.4%	43.6%	43.2%	15.3%	17.9%	17.3%	6.9%	8.0%	8.0%	4.4%	4.4%	3.9%
FCC	733	---	---	23.2%	---	---	34.7%	---	---	22.7%	---	---	10.6%	---	---	8.8%	---	---
FERC	671	753	---	31.2%	28.6%	---	44.6%	42.5%	---	14.1%	18.2%	---	6.4%	6.1%	---	3.6%	4.6%	---

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

2008 Federal Human Capital Survey: Report by Agency

(8) I recommend my organization as a good place to work.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,191	221,434	147,899	24.5%	23.8%	23.6%	40.9%	39.7%	39.9%	19.6%	20.5%	20.1%	9.0%	10.0%	10.4%	6.0%	6.0%	5.9%
FTC	560	459	616	41.6%	36.3%	35.7%	34.7%	37.5%	36.7%	13.0%	14.6%	15.6%	6.5%	6.5%	6.3%	4.1%	5.0%	5.7%
GSA	3,396	3,916	2,869	31.4%	29.9%	32.8%	38.6%	37.5%	37.7%	18.4%	18.7%	17.0%	6.6%	8.3%	7.2%	5.0%	5.6%	5.3%
HHS	22,730	25,756	4,653	24.7%	23.2%	23.9%	39.3%	39.9%	39.9%	20.5%	21.2%	20.1%	9.5%	9.7%	10.0%	6.1%	6.1%	6.2%
HUD	3,467	4,075	5,343	18.0%	19.4%	20.7%	38.9%	37.3%	39.1%	23.6%	22.6%	21.6%	11.0%	11.2%	10.6%	8.5%	9.5%	8.0%
NARA	1,370	1,442	1,415	22.2%	21.2%	20.1%	33.6%	34.1%	35.3%	23.1%	23.4%	24.6%	12.3%	12.8%	11.9%	8.8%	8.6%	8.1%
NASA	4,375	4,734	4,766	36.1%	33.8%	34.6%	38.7%	38.8%	38.6%	14.4%	16.6%	15.4%	6.8%	7.1%	7.5%	4.0%	3.7%	4.0%
NCUA	588	623	538	19.5%	23.5%	25.2%	41.7%	46.9%	44.3%	22.0%	18.7%	18.1%	11.0%	6.8%	8.7%	5.8%	4.0%	3.7%
NLRB	803	963	979	19.2%	24.7%	28.9%	40.0%	41.2%	38.8%	19.7%	18.7%	16.3%	11.6%	8.7%	9.1%	9.4%	6.7%	6.9%
NRC	2,179	1,692	1,876	50.5%	39.0%	33.4%	33.7%	40.9%	44.1%	9.5%	12.6%	14.0%	3.9%	5.3%	5.4%	2.3%	2.2%	3.0%
NSF	583	596	778	46.8%	47.1%	41.8%	32.9%	32.1%	36.2%	11.8%	12.4%	12.3%	4.6%	4.7%	5.0%	3.9%	3.6%	4.7%
OMB	253	250	249	47.3%	40.7%	34.0%	33.2%	39.9%	46.5%	11.6%	12.7%	10.6%	7.0%	4.0%	6.8%	0.9%	2.7%	2.0%
OPM	2,932	3,012	1,539	20.7%	18.1%	17.1%	40.5%	37.2%	38.1%	21.3%	22.6%	22.8%	10.7%	12.8%	11.4%	6.8%	9.3%	10.6%
PBGC	515	---	---	28.7%	---	---	36.8%	---	---	19.7%	---	---	8.2%	---	---	6.6%	---	---
RRB	570	680	700	23.9%	22.9%	23.0%	44.7%	39.5%	39.3%	16.7%	22.3%	23.3%	9.5%	10.3%	9.9%	5.2%	5.0%	4.5%
SBA	1,618	1,447	1,661	16.6%	12.6%	12.5%	34.5%	25.9%	28.3%	24.3%	26.1%	27.3%	14.8%	18.9%	17.4%	9.7%	16.6%	14.6%
SEC	1,605	1,905	2,166	31.7%	34.9%	34.7%	39.4%	40.3%	40.9%	17.8%	14.7%	15.3%	6.8%	5.8%	5.3%	4.4%	4.3%	3.8%

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

2008 Federal Human Capital Survey: Report by Agency

(8) I recommend my organization as a good place to work.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,191	221,434	147,899	24.5%	23.8%	23.6%	40.9%	39.7%	39.9%	19.6%	20.5%	20.1%	9.0%	10.0%	10.4%	6.0%	6.0%	5.9%
SSA	5,959	1,317	1,172	29.8%	30.5%	21.0%	38.4%	37.2%	38.6%	18.4%	18.8%	23.9%	7.9%	7.7%	10.8%	5.5%	5.8%	5.8%
State	1,720	1,310	1,272	28.5%	29.7%	29.2%	45.1%	40.4%	39.7%	15.7%	19.4%	19.5%	6.7%	7.2%	6.4%	4.0%	3.4%	5.1%
Treasury	8,641	7,036	5,677	19.7%	23.8%	17.3%	45.3%	40.0%	42.0%	21.8%	19.8%	22.0%	7.9%	11.0%	11.5%	5.3%	5.4%	7.2%
USDA	13,687	13,591	10,402	20.4%	21.1%	22.1%	42.1%	41.5%	41.9%	21.7%	21.6%	21.4%	11.1%	10.8%	10.0%	4.5%	5.0%	4.7%
VA	3,283	3,144	3,344	30.1%	26.9%	29.6%	39.0%	38.4%	39.4%	17.9%	19.9%	19.3%	7.3%	10.0%	8.9%	5.7%	4.7%	2.8%
Small Agencies	3,226	4,141	3,679	26.8%	26.4%	27.2%	38.6%	36.7%	36.1%	18.4%	19.9%	19.7%	9.0%	9.9%	9.9%	7.2%	7.1%	7.2%
All DoD	43,444	50,724	40,191	23.8%	23.2%	23.4%	42.1%	41.1%	40.9%	20.0%	20.8%	20.0%	8.8%	9.7%	10.2%	5.3%	5.2%	5.5%
USACE	5,035	5,154	6,295	23.9%	21.8%	24.7%	44.9%	43.3%	43.1%	18.7%	20.2%	18.5%	8.7%	10.1%	9.7%	3.7%	4.7%	4.0%
Air Force	8,971	10,077	8,696	23.4%	22.9%	23.7%	42.4%	42.9%	39.4%	18.8%	19.2%	20.0%	9.5%	9.8%	10.6%	5.9%	5.2%	6.3%
Army	11,658	13,738	8,408	24.2%	25.5%	25.6%	42.4%	40.3%	41.1%	20.3%	20.6%	18.3%	8.2%	9.0%	9.9%	4.9%	4.6%	5.1%
Navy	9,578	12,615	9,509	23.9%	21.9%	21.2%	43.3%	41.3%	42.6%	19.7%	21.6%	21.9%	8.4%	10.1%	9.4%	4.7%	5.1%	4.9%
Marine Corps	797	912	765	26.4%	25.8%	26.8%	35.9%	37.9%	39.7%	21.6%	19.9%	17.2%	8.4%	9.6%	10.4%	7.7%	6.9%	5.9%
Other DoD	7,405	8,228	6,518	22.5%	20.9%	21.4%	38.1%	38.8%	38.9%	22.5%	23.0%	21.1%	10.3%	10.6%	11.9%	6.5%	6.6%	6.8%

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

2008 Federal Human Capital Survey: Report by Agency

(9) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,419	147,902	31.2%	31.0%	29.6%	35.0%	35.1%	35.7%	20.9%	20.9%	21.3%	7.8%	7.7%	8.3%	5.1%	5.2%	5.1%
AID	831	726	803	35.5%	39.6%	32.3%	35.8%	32.9%	35.5%	19.8%	15.7%	20.0%	5.6%	7.5%	5.4%	3.3%	4.3%	6.8%
BBG	556	570	543	21.9%	25.0%	24.3%	29.3%	28.1%	31.0%	23.8%	25.8%	24.0%	13.5%	10.8%	12.5%	11.4%	10.3%	8.2%
CSOSA	604	518	554	37.0%	29.5%	28.5%	31.9%	35.5%	35.8%	23.0%	23.5%	24.2%	5.8%	6.9%	8.7%	2.4%	4.6%	2.8%
DHS	9,550	10,367	10,475	27.1%	22.4%	22.4%	34.0%	34.6%	33.5%	22.8%	24.2%	26.4%	9.8%	11.1%	11.7%	6.2%	7.7%	6.0%
DOC	3,556	5,204	4,021	34.9%	33.4%	32.7%	37.5%	36.5%	36.0%	16.8%	19.1%	19.8%	6.7%	6.4%	7.1%	4.1%	4.7%	4.4%
DOE	6,093	7,742	1,485	33.0%	32.2%	33.0%	35.3%	35.7%	36.9%	19.0%	19.3%	19.1%	7.8%	7.4%	6.9%	4.9%	5.4%	4.1%
DOI	27,026	25,504	5,184	28.5%	28.0%	26.9%	34.5%	34.5%	36.1%	21.2%	22.1%	20.7%	9.4%	9.0%	10.0%	6.5%	6.3%	6.3%
DOJ	14,017	10,962	7,701	32.4%	30.3%	29.0%	34.7%	36.6%	33.9%	20.9%	21.1%	22.4%	7.1%	7.7%	8.7%	4.8%	4.3%	5.9%
DOL	4,110	4,538	4,082	33.9%	33.7%	31.2%	33.4%	34.8%	34.5%	19.0%	19.5%	20.1%	7.4%	7.0%	8.6%	6.2%	4.9%	5.7%
DOT	6,352	5,450	4,950	27.3%	28.3%	26.0%	30.6%	30.6%	34.4%	21.4%	21.1%	23.9%	10.0%	10.5%	9.3%	10.7%	9.6%	6.5%
Educ	2,393	2,909	2,408	34.3%	31.2%	31.4%	33.6%	33.8%	33.6%	18.7%	21.1%	20.8%	7.2%	7.7%	8.4%	6.2%	6.2%	5.9%
EEOC	1,210	1,173	1,693	34.6%	33.7%	33.3%	33.6%	33.8%	32.2%	17.0%	18.5%	21.1%	7.8%	7.6%	8.7%	7.0%	6.5%	4.7%
EPA	6,986	9,115	6,895	35.6%	32.0%	31.3%	35.3%	36.4%	37.1%	18.2%	20.4%	20.9%	6.3%	6.8%	7.3%	4.7%	4.5%	3.5%
FCC	733	---	---	40.6%	---	---	29.7%	---	---	18.1%	---	---	5.1%	---	---	6.4%	---	---
FERC	671	753	---	41.0%	39.0%	---	36.9%	37.0%	---	13.6%	16.4%	---	5.6%	4.3%	---	2.9%	3.4%	---

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

2008 Federal Human Capital Survey: Report by Agency

(9) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,419	147,902	31.2%	31.0%	29.6%	35.0%	35.1%	35.7%	20.9%	20.9%	21.3%	7.8%	7.7%	8.3%	5.1%	5.2%	5.1%
FTC	560	459	616	42.3%	38.9%	33.5%	32.8%	35.0%	37.3%	14.9%	18.5%	20.1%	6.2%	4.2%	5.3%	3.8%	3.4%	3.7%
GSA	3,396	3,916	2,869	35.4%	36.7%	36.9%	33.7%	33.7%	34.8%	19.2%	17.9%	17.0%	7.0%	6.8%	7.1%	4.7%	4.9%	4.1%
HHS	22,730	25,756	4,653	33.9%	33.3%	30.6%	31.7%	33.1%	32.8%	20.1%	20.5%	22.4%	8.0%	7.7%	8.9%	6.3%	5.4%	5.2%
HUD	3,467	4,075	5,343	29.3%	33.2%	29.9%	32.7%	30.7%	35.2%	21.9%	21.0%	21.4%	8.1%	7.8%	7.6%	8.1%	7.3%	5.9%
NARA	1,370	1,442	1,415	35.1%	32.1%	28.1%	30.3%	33.1%	37.3%	20.9%	20.8%	21.3%	8.1%	7.6%	8.6%	5.5%	6.3%	4.6%
NASA	4,375	4,734	4,766	40.9%	39.7%	37.6%	34.8%	35.5%	37.6%	16.0%	17.3%	16.0%	4.6%	4.8%	5.8%	3.7%	2.7%	2.9%
NCUA	588	623	538	31.3%	34.1%	26.8%	37.8%	33.4%	36.7%	17.8%	20.5%	22.8%	7.9%	7.9%	7.3%	5.2%	4.1%	6.4%
NLRB	803	963	979	33.8%	35.5%	36.8%	38.9%	37.1%	36.3%	16.0%	17.7%	17.7%	6.7%	5.6%	5.9%	4.6%	4.2%	3.3%
NRC	2,179	1,692	1,876	45.2%	39.8%	36.9%	34.3%	38.6%	39.4%	13.6%	13.9%	16.1%	4.1%	5.2%	5.6%	2.8%	2.5%	1.9%
NSF	583	596	778	46.5%	44.3%	39.1%	29.8%	31.2%	34.8%	15.2%	14.5%	15.2%	5.0%	5.5%	7.6%	3.5%	4.6%	3.3%
OMB	253	250	249	42.6%	36.4%	37.2%	33.3%	35.9%	35.6%	13.5%	19.1%	19.2%	7.9%	5.2%	5.6%	2.8%	3.4%	2.4%
OPM	2,932	3,012	1,539	38.0%	35.4%	32.8%	33.4%	32.9%	35.4%	17.6%	20.2%	19.1%	6.2%	7.1%	7.0%	4.8%	4.5%	5.7%
PBGC	515	---	---	33.3%	---	---	32.8%	---	---	19.3%	---	---	9.2%	---	---	5.5%	---	---
RRB	570	680	700	31.7%	32.8%	30.5%	39.1%	34.4%	34.9%	17.3%	20.0%	22.5%	7.4%	8.2%	7.8%	4.5%	4.6%	4.2%
SBA	1,618	1,447	1,661	33.1%	30.2%	30.1%	33.8%	32.6%	35.5%	20.6%	20.8%	20.8%	6.6%	9.4%	8.2%	5.8%	6.9%	5.5%
SEC	1,605	1,905	2,166	33.5%	38.5%	33.5%	34.8%	33.2%	36.0%	18.5%	17.1%	18.5%	8.3%	6.5%	7.5%	4.9%	4.7%	4.5%

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

2008 Federal Human Capital Survey: Report by Agency

(9) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,419	147,902	31.2%	31.0%	29.6%	35.0%	35.1%	35.7%	20.9%	20.9%	21.3%	7.8%	7.7%	8.3%	5.1%	5.2%	5.1%
SSA	5,959	1,317	1,172	31.4%	35.2%	25.8%	33.1%	35.2%	36.7%	22.6%	20.6%	23.7%	7.5%	5.3%	7.7%	5.4%	3.7%	6.1%
State	1,720	1,310	1,272	35.3%	32.4%	35.7%	39.4%	39.9%	36.4%	15.3%	18.5%	17.4%	5.8%	5.8%	7.4%	4.2%	3.4%	3.1%
Treasury	8,637	7,037	5,677	32.9%	37.6%	33.8%	36.0%	34.1%	37.4%	19.3%	18.2%	18.7%	6.6%	6.5%	7.1%	5.1%	3.6%	2.9%
USDA	13,688	13,592	10,400	29.7%	30.2%	27.9%	36.4%	36.0%	38.1%	21.0%	21.1%	21.1%	8.3%	8.0%	8.3%	4.6%	4.6%	4.7%
VA	3,283	3,144	3,344	29.2%	29.8%	31.9%	33.8%	32.1%	35.3%	23.3%	23.1%	19.1%	8.6%	7.8%	7.3%	5.1%	7.2%	6.4%
Small Agencies	3,226	4,141	3,679	36.9%	35.6%	34.8%	32.6%	34.2%	33.6%	18.6%	17.9%	18.8%	6.8%	7.2%	7.8%	5.1%	5.2%	5.0%
All DoD	43,444	50,712	40,195	31.6%	31.3%	29.9%	36.3%	36.6%	36.1%	20.5%	20.3%	21.3%	7.3%	7.5%	8.1%	4.4%	4.3%	4.6%
USACE	5,035	5,154	6,295	31.5%	30.7%	31.0%	36.9%	37.6%	35.6%	20.8%	19.8%	20.7%	6.5%	7.5%	8.7%	4.4%	4.5%	4.1%
Air Force	8,971	10,075	8,696	31.1%	30.5%	28.6%	35.3%	37.7%	35.7%	21.3%	20.7%	21.5%	8.1%	6.8%	9.2%	4.2%	4.4%	5.0%
Army	11,658	13,737	8,408	31.7%	32.8%	31.3%	36.8%	35.8%	35.7%	20.2%	19.4%	20.7%	6.8%	7.9%	7.2%	4.5%	4.0%	5.1%
Navy	9,578	12,613	9,511	31.3%	29.9%	29.0%	38.0%	37.5%	37.7%	19.8%	21.1%	21.2%	6.9%	7.0%	8.3%	4.0%	4.6%	3.8%
Marine Corps	797	911	765	31.7%	32.0%	32.7%	29.5%	32.3%	33.1%	23.0%	21.4%	19.1%	9.4%	10.0%	10.3%	6.4%	4.3%	4.7%
Other DoD	7,405	8,222	6,520	32.8%	32.5%	29.6%	34.3%	34.6%	35.1%	20.3%	20.2%	23.3%	7.8%	8.3%	7.4%	4.9%	4.4%	4.5%

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

2008 Federal Human Capital Survey: Report by Agency

(10) How would you rate the overall quality of work done by your work group?

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,401	147,881	37.1%	37.3%	37.2%	46.3%	45.8%	46.2%	13.5%	14.1%	14.0%	2.3%	2.3%	2.1%	0.8%	0.6%	0.6%
AID	831	726	803	43.3%	45.9%	38.0%	43.9%	39.4%	46.3%	11.0%	11.9%	12.4%	1.2%	2.0%	2.8%	0.6%	0.8%	0.5%
BBG	556	570	543	31.6%	28.9%	33.6%	40.0%	48.0%	44.2%	20.3%	17.9%	16.7%	5.4%	4.1%	4.3%	2.6%	1.1%	1.2%
CSOSA	604	518	554	38.8%	32.5%	34.3%	44.3%	48.4%	49.4%	14.6%	16.3%	15.0%	1.7%	2.0%	0.9%	0.6%	0.8%	0.4%
DHS	9,550	10,368	10,469	31.5%	28.1%	29.3%	46.5%	46.9%	47.5%	17.1%	19.2%	19.2%	3.5%	4.5%	2.9%	1.4%	1.4%	1.1%
DOC	3,556	5,204	4,021	40.0%	40.2%	38.9%	46.7%	45.3%	47.5%	11.1%	11.8%	10.9%	1.6%	2.3%	1.9%	0.7%	0.5%	0.7%
DOE	6,092	7,742	1,485	40.0%	39.3%	43.6%	44.8%	45.9%	43.5%	12.3%	12.0%	10.8%	2.3%	2.0%	1.6%	0.7%	0.8%	0.4%
DOI	27,026	25,500	5,177	35.7%	35.2%	36.3%	46.3%	47.3%	45.1%	14.5%	14.2%	15.0%	2.8%	2.6%	2.9%	0.7%	0.7%	0.7%
DOJ	14,017	10,961	7,701	37.7%	38.0%	36.9%	44.9%	46.1%	44.6%	14.5%	13.2%	15.6%	2.3%	2.2%	1.9%	0.8%	0.5%	1.0%
DOL	4,110	4,538	4,082	38.4%	37.4%	36.1%	45.2%	46.9%	46.6%	13.2%	12.8%	14.3%	2.2%	2.4%	2.4%	1.0%	0.5%	0.7%
DOT	6,351	5,448	4,946	34.3%	34.0%	32.7%	46.4%	46.3%	48.9%	14.3%	15.3%	14.2%	3.6%	3.5%	3.9%	1.4%	0.9%	0.3%
Educ	2,393	2,909	2,408	41.8%	39.3%	39.5%	42.2%	44.5%	42.5%	12.9%	13.3%	14.5%	1.7%	2.2%	2.5%	1.4%	0.8%	1.0%
EEOC	1,210	1,173	1,693	38.7%	37.7%	41.7%	45.3%	45.1%	42.1%	12.0%	13.9%	13.5%	2.6%	2.5%	2.3%	1.3%	0.8%	0.5%
EPA	6,986	9,115	6,895	40.9%	37.1%	36.6%	45.5%	47.6%	48.2%	11.7%	13.0%	12.9%	1.4%	1.7%	1.7%	0.5%	0.6%	0.7%
FCC	733	---	---	42.9%	---	---	40.8%	---	---	12.6%	---	---	2.0%	---	---	1.6%	---	---
FERC	671	753	---	40.0%	38.7%	---	47.4%	48.3%	---	10.3%	11.2%	---	1.7%	1.7%	---	0.6%	0.1%	---

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

2008 Federal Human Capital Survey: Report by Agency

(10) How would you rate the overall quality of work done by your work group?

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,401	147,881	37.1%	37.3%	37.2%	46.3%	45.8%	46.2%	13.5%	14.1%	14.0%	2.3%	2.3%	2.1%	0.8%	0.6%	0.6%
FTC	560	459	616	51.9%	54.9%	49.2%	39.8%	36.3%	40.1%	6.7%	7.1%	9.2%	1.2%	1.5%	1.3%	0.4%	0.2%	0.2%
GSA	3,396	3,916	2,869	40.7%	40.2%	42.8%	42.7%	42.8%	42.0%	13.1%	14.2%	12.6%	2.7%	2.1%	1.9%	0.9%	0.8%	0.6%
HHS	22,730	25,756	4,653	39.5%	39.4%	38.0%	42.4%	43.0%	44.8%	14.6%	14.3%	15.1%	2.6%	2.5%	1.5%	0.9%	0.8%	0.6%
HUD	3,467	4,075	5,343	37.2%	36.7%	34.2%	43.3%	42.5%	45.3%	15.9%	17.1%	15.0%	2.4%	2.6%	4.5%	1.3%	1.0%	1.0%
NARA	1,370	1,442	1,415	40.2%	38.8%	36.7%	43.7%	44.6%	46.1%	13.2%	13.6%	14.6%	2.2%	2.4%	2.1%	0.8%	0.6%	0.5%
NASA	4,375	4,734	4,766	51.4%	47.9%	49.7%	38.2%	41.6%	39.4%	8.7%	9.0%	9.2%	1.2%	1.2%	1.4%	0.5%	0.4%	0.3%
NCUA	588	623	538	39.0%	41.4%	39.5%	50.5%	48.5%	50.8%	9.1%	9.3%	8.8%	1.2%	0.5%	0.7%	0.2%	0.3%	0.2%
NLRB	803	963	979	37.3%	39.5%	43.2%	48.0%	49.6%	45.6%	12.0%	10.0%	10.0%	2.2%	0.7%	1.0%	0.5%	0.2%	0.2%
NRC	2,179	1,692	1,876	50.6%	45.9%	44.5%	40.9%	44.3%	45.9%	6.8%	8.4%	8.3%	1.1%	1.1%	1.0%	0.5%	0.2%	0.4%
NSF	583	596	778	58.9%	55.2%	49.9%	30.0%	35.0%	39.3%	9.7%	8.6%	9.5%	1.1%	1.1%	0.9%	0.4%	0.0%	0.4%
OMB	253	250	249	50.3%	54.5%	54.6%	42.8%	36.9%	38.5%	5.9%	8.2%	5.2%	0.7%	0.4%	1.7%	0.4%	0.0%	0.0%
OPM	2,932	3,012	1,539	44.4%	35.7%	42.1%	43.3%	48.1%	43.3%	10.2%	13.7%	11.2%	1.6%	1.8%	2.4%	0.5%	0.7%	0.9%
PBGC	515	---	---	37.4%	---	---	46.3%	---	---	13.1%	---	---	2.8%	---	---	0.3%	---	---
RRB	570	680	700	36.2%	35.8%	41.9%	50.4%	46.7%	42.3%	11.5%	15.8%	14.0%	1.2%	1.1%	1.8%	0.7%	0.6%	0.0%
SBA	1,618	1,447	1,661	37.7%	36.4%	38.4%	46.3%	45.2%	45.3%	13.4%	14.7%	14.0%	2.0%	3.1%	1.8%	0.6%	0.8%	0.4%
SEC	1,605	1,905	2,166	40.2%	40.9%	41.6%	44.1%	45.4%	45.5%	13.1%	10.8%	11.2%	1.9%	2.2%	1.3%	0.7%	0.6%	0.4%

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

2008 Federal Human Capital Survey: Report by Agency

(10) How would you rate the overall quality of work done by your work group?

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,401	147,881	37.1%	37.3%	37.2%	46.3%	45.8%	46.2%	13.5%	14.1%	14.0%	2.3%	2.3%	2.1%	0.8%	0.6%	0.6%
SSA	5,959	1,317	1,172	34.3%	33.9%	31.2%	47.7%	48.9%	48.1%	15.5%	14.3%	17.5%	1.8%	2.5%	1.5%	0.7%	0.4%	1.6%
State	1,720	1,310	1,272	44.4%	41.7%	41.4%	43.7%	43.0%	44.3%	9.7%	13.5%	12.4%	2.0%	1.3%	1.2%	0.2%	0.5%	0.6%
Treasury	8,639	7,031	5,677	35.5%	38.2%	37.1%	50.2%	46.4%	49.6%	11.8%	12.4%	11.7%	1.9%	2.3%	1.0%	0.7%	0.6%	0.6%
USDA	13,689	13,590	10,402	34.5%	35.4%	34.9%	49.0%	47.4%	47.7%	13.8%	14.8%	14.7%	2.1%	2.0%	2.4%	0.6%	0.4%	0.3%
VA	3,283	3,144	3,344	38.6%	40.0%	38.4%	45.2%	42.3%	46.0%	12.7%	15.6%	13.4%	2.8%	2.0%	2.2%	0.8%	0.1%	0.1%
Small Agencies	3,226	4,141	3,679	45.6%	44.1%	44.8%	41.0%	41.9%	41.6%	11.2%	11.7%	11.0%	1.6%	1.7%	2.1%	0.6%	0.6%	0.5%
All DoD	43,444	50,708	40,189	37.3%	37.8%	38.7%	46.9%	46.4%	45.7%	13.3%	13.2%	13.1%	1.9%	1.9%	2.1%	0.6%	0.7%	0.5%
USACE	5,035	5,154	6,295	35.1%	34.5%	37.7%	50.2%	49.0%	47.1%	12.3%	13.6%	13.1%	1.9%	2.4%	1.8%	0.4%	0.5%	0.4%
Air Force	8,971	10,068	8,693	36.2%	37.2%	35.9%	47.4%	46.2%	46.6%	13.5%	14.0%	14.6%	2.1%	2.0%	2.4%	0.9%	0.7%	0.6%
Army	11,658	13,737	8,407	37.1%	39.1%	40.4%	47.5%	46.6%	44.5%	12.9%	12.1%	12.5%	1.9%	1.6%	2.0%	0.6%	0.6%	0.5%
Navy	9,578	12,613	9,510	38.7%	37.3%	39.1%	46.6%	46.8%	46.5%	12.8%	13.2%	12.0%	1.6%	1.9%	2.1%	0.3%	0.7%	0.3%
Marine Corps	797	912	765	41.6%	37.9%	41.3%	39.4%	44.8%	45.3%	15.6%	13.2%	11.4%	3.1%	2.9%	1.6%	0.2%	1.3%	0.4%
Other DoD	7,405	8,224	6,519	36.8%	38.0%	38.6%	45.7%	44.6%	44.3%	14.7%	14.3%	14.5%	2.2%	2.3%	1.9%	0.6%	0.8%	0.7%

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

2008 Federal Human Capital Survey: Report by Agency

(11) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,184	221,410	147,898	16.5%	16.9%	16.1%	57.3%	56.7%	57.6%	15.1%	15.2%	15.3%	8.1%	8.4%	8.4%	2.3%	2.1%	2.0%	0.7%	0.7%	0.7%
AID	831	726	803	14.4%	14.3%	12.6%	52.4%	51.3%	52.6%	16.0%	17.6%	17.4%	13.0%	11.9%	13.2%	3.3%	3.5%	3.6%	0.9%	1.3%	0.7%
BBG	556	570	543	8.0%	11.7%	13.5%	45.9%	47.0%	46.2%	19.2%	22.5%	21.7%	16.6%	11.1%	12.2%	8.4%	5.7%	4.8%	1.9%	2.0%	1.6%
CSOSA	604	518	554	25.1%	19.3%	18.7%	57.4%	56.3%	60.7%	11.4%	14.2%	11.6%	3.8%	7.8%	6.7%	1.8%	1.6%	0.9%	0.5%	0.8%	1.4%
DHS	9,550	10,366	10,476	13.7%	13.4%	12.5%	55.0%	54.3%	51.1%	16.3%	16.2%	20.0%	10.6%	11.0%	11.1%	3.8%	4.8%	4.8%	0.5%	0.4%	0.5%
DOC	3,556	5,204	4,021	18.8%	17.4%	17.5%	59.6%	60.6%	57.5%	13.6%	12.7%	14.9%	5.6%	6.6%	7.8%	1.7%	1.9%	1.5%	0.7%	0.8%	0.8%
DOE	6,092	7,742	1,485	16.8%	16.3%	19.6%	58.2%	58.0%	59.8%	14.2%	13.7%	10.6%	8.5%	9.0%	7.4%	1.6%	2.1%	2.2%	0.7%	0.9%	0.3%
DOI	27,022	25,504	5,182	14.1%	14.9%	14.8%	57.6%	57.5%	58.3%	15.8%	15.5%	15.8%	9.2%	9.0%	8.3%	2.6%	2.4%	2.1%	0.7%	0.7%	0.8%
DOJ	14,019	10,962	7,701	18.2%	17.7%	18.9%	58.3%	58.2%	59.5%	14.6%	14.3%	13.3%	6.4%	7.2%	6.3%	1.7%	1.9%	1.3%	0.8%	0.7%	0.7%
DOL	4,110	4,538	4,082	17.8%	16.2%	15.5%	57.5%	58.2%	59.2%	13.6%	14.4%	14.1%	8.0%	7.8%	7.9%	2.4%	2.5%	2.1%	0.8%	0.9%	1.2%
DOT	6,351	5,451	4,950	13.3%	16.4%	12.3%	53.6%	54.4%	61.0%	15.4%	14.7%	13.3%	10.1%	10.5%	10.2%	6.9%	3.2%	3.0%	0.7%	0.7%	0.3%
Educ	2,393	2,909	2,408	15.5%	12.4%	12.9%	54.5%	54.2%	52.9%	16.4%	17.7%	17.1%	9.4%	10.7%	12.7%	3.0%	3.3%	2.9%	1.3%	1.7%	1.5%
EEOC	1,210	1,173	1,693	16.8%	16.7%	15.7%	55.8%	56.2%	54.0%	13.6%	14.6%	15.0%	9.3%	8.9%	11.4%	3.3%	2.6%	2.5%	1.1%	1.0%	1.4%
EPA	6,986	9,115	6,895	17.5%	15.9%	15.7%	59.0%	59.1%	59.7%	13.0%	14.5%	14.0%	7.8%	7.8%	8.2%	1.8%	1.6%	1.6%	0.9%	1.1%	0.8%
FCC	733	---	---	21.1%	---	---	53.5%	---	---	14.5%	---	---	7.2%	---	---	2.8%	---	---	0.8%	---	---
FERC	671	753	---	21.2%	20.0%	---	58.1%	56.0%	---	12.0%	14.8%	---	6.0%	6.0%	---	2.0%	1.7%	---	0.7%	1.4%	---

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

2008 Federal Human Capital Survey: Report by Agency

(11) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,184	221,410	147,898	16.5%	16.9%	16.1%	57.3%	56.7%	57.6%	15.1%	15.2%	15.3%	8.1%	8.4%	8.4%	2.3%	2.1%	2.0%	0.7%	0.7%	0.7%
FTC	560	459	616	30.7%	30.2%	31.3%	54.3%	53.8%	54.2%	8.1%	9.5%	9.4%	5.8%	4.9%	4.2%	0.7%	0.9%	0.5%	0.3%	0.7%	0.4%
GSA	3,396	3,916	2,869	19.3%	18.5%	20.3%	53.2%	54.4%	55.0%	14.4%	14.5%	13.9%	9.5%	9.2%	8.0%	2.8%	2.6%	2.2%	0.9%	0.9%	0.6%
HHS	22,730	25,756	4,653	17.2%	16.9%	16.6%	55.4%	55.8%	55.8%	15.5%	15.9%	16.6%	8.3%	8.2%	7.8%	2.6%	2.2%	2.2%	0.9%	1.1%	1.0%
HUD	3,467	4,075	5,343	12.5%	13.5%	11.9%	49.1%	49.7%	50.7%	18.3%	18.1%	19.1%	14.0%	13.7%	13.6%	5.0%	4.1%	3.8%	1.2%	1.0%	1.1%
NARA	1,370	1,442	1,415	15.2%	14.9%	14.9%	53.8%	55.0%	55.3%	15.8%	16.7%	16.9%	11.5%	10.5%	9.3%	2.9%	2.3%	2.2%	0.8%	0.7%	1.4%
NASA	4,375	4,734	4,766	25.4%	23.6%	24.1%	56.0%	56.6%	56.7%	10.8%	11.0%	11.1%	6.1%	7.0%	6.3%	1.2%	1.2%	1.1%	0.5%	0.7%	0.7%
NCUA	588	623	538	16.3%	16.9%	14.5%	60.4%	64.7%	72.1%	13.4%	11.4%	8.6%	7.9%	5.3%	3.8%	1.5%	1.2%	0.6%	0.5%	0.5%	0.4%
NLRB	803	963	979	22.0%	27.0%	28.5%	58.3%	58.8%	54.9%	12.6%	9.6%	11.5%	4.8%	3.5%	3.5%	1.5%	0.7%	0.5%	0.8%	0.4%	0.9%
NRC	2,179	1,692	1,876	29.8%	25.3%	24.2%	54.3%	58.1%	59.9%	9.8%	9.1%	9.9%	4.3%	5.4%	4.3%	1.3%	1.3%	1.0%	0.5%	0.8%	0.7%
NSF	583	596	778	24.5%	27.8%	25.3%	57.1%	50.7%	53.7%	10.6%	14.0%	13.6%	5.8%	5.9%	6.1%	1.6%	1.0%	0.4%	0.5%	0.6%	1.0%
OMB	253	250	249	29.6%	38.5%	35.0%	54.7%	49.2%	55.3%	9.5%	8.8%	4.8%	4.6%	2.7%	4.2%	0.8%	0.4%	0.4%	0.7%	0.4%	0.4%
OPM	2,932	3,012	1,539	13.7%	11.4%	13.3%	57.3%	51.6%	53.5%	16.4%	18.6%	17.3%	8.9%	13.5%	10.7%	2.5%	3.9%	3.9%	1.2%	0.9%	1.3%
PBGC	515	---	---	15.6%	---	---	53.1%	---	---	16.1%	---	---	9.4%	---	---	4.2%	---	---	1.6%	---	---
RRB	570	680	700	13.9%	15.6%	15.6%	59.6%	57.5%	56.6%	17.3%	15.3%	16.2%	6.4%	8.3%	8.5%	1.9%	1.8%	1.2%	0.9%	1.5%	1.9%
SBA	1,618	1,447	1,661	12.0%	9.8%	9.4%	52.1%	43.5%	51.1%	18.5%	20.3%	19.3%	12.3%	17.8%	15.0%	3.7%	7.2%	4.3%	1.3%	1.4%	0.8%
SEC	1,605	1,905	2,166	22.9%	25.0%	21.1%	54.5%	57.8%	58.4%	13.7%	10.1%	11.2%	6.1%	4.9%	6.6%	2.0%	1.6%	1.5%	0.8%	0.6%	1.1%

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

2008 Federal Human Capital Survey: Report by Agency

(11) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,184	221,410	147,898	16.5%	16.9%	16.1%	57.3%	56.7%	57.6%	15.1%	15.2%	15.3%	8.1%	8.4%	8.4%	2.3%	2.1%	2.0%	0.7%	0.7%	0.7%
SSA	5,959	1,317	1,172	16.7%	16.3%	12.3%	54.9%	55.1%	55.7%	15.7%	17.5%	17.2%	9.5%	8.2%	11.8%	2.4%	1.9%	1.8%	0.8%	0.9%	1.2%
State	1,720	1,310	1,272	19.3%	16.3%	19.4%	59.3%	58.4%	58.7%	11.0%	15.3%	15.2%	8.2%	8.8%	4.3%	1.7%	0.4%	2.0%	0.5%	0.7%	0.4%
Treasury	8,635	7,030	5,676	11.5%	15.4%	10.3%	62.1%	57.0%	60.8%	16.1%	15.0%	15.6%	7.7%	9.3%	10.0%	2.2%	1.8%	1.6%	0.5%	1.4%	1.8%
USDA	13,689	13,588	10,402	12.1%	13.1%	12.1%	58.5%	57.6%	58.1%	16.1%	16.2%	18.1%	10.3%	10.6%	9.3%	2.2%	2.0%	1.8%	0.8%	0.5%	0.6%
VA	3,283	3,144	3,344	17.3%	17.0%	18.4%	56.9%	55.4%	55.8%	15.3%	16.8%	15.9%	7.7%	8.5%	7.7%	2.0%	1.9%	1.5%	0.7%	0.4%	0.8%
Small Agencies	3,226	4,141	3,679	21.2%	21.4%	20.6%	56.1%	55.3%	55.5%	12.6%	13.0%	14.9%	7.7%	7.3%	6.3%	1.8%	1.8%	1.8%	0.6%	1.2%	0.9%
All DoD	43,444	50,714	40,191	17.5%	18.2%	17.2%	57.8%	57.4%	58.8%	14.9%	14.6%	14.1%	7.3%	7.4%	7.7%	1.9%	1.7%	1.6%	0.6%	0.7%	0.6%
USACE	5,035	5,154	6,295	16.3%	16.1%	17.0%	59.2%	59.7%	62.5%	14.5%	14.6%	12.5%	7.8%	7.7%	6.4%	1.4%	1.3%	1.1%	0.8%	0.6%	0.5%
Air Force	8,971	10,071	8,693	17.7%	19.1%	17.2%	58.5%	57.8%	59.5%	13.9%	13.8%	13.7%	7.5%	7.5%	7.7%	1.9%	1.2%	1.5%	0.5%	0.6%	0.4%
Army	11,658	13,740	8,408	18.4%	20.1%	19.8%	58.8%	58.0%	57.0%	14.2%	13.3%	13.7%	6.0%	6.4%	7.2%	1.8%	1.7%	1.6%	0.8%	0.6%	0.6%
Navy	9,578	12,611	9,511	16.8%	16.6%	15.6%	57.8%	57.0%	60.1%	15.8%	16.2%	14.5%	7.4%	7.7%	7.6%	1.5%	1.9%	1.6%	0.6%	0.6%	0.6%
Marine Corps	797	911	765	23.4%	19.3%	17.8%	50.2%	53.9%	56.2%	14.8%	15.7%	15.5%	8.2%	7.7%	7.2%	2.8%	2.8%	3.0%	0.5%	0.6%	0.3%
Other DoD	7,405	8,227	6,519	15.6%	15.2%	14.5%	54.7%	56.1%	58.0%	17.0%	16.3%	15.6%	9.3%	9.0%	9.4%	2.6%	2.5%	1.9%	0.7%	1.0%	0.6%

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

2008 Federal Human Capital Survey: Report by Agency

(12) My supervisor supports my need to balance work and family issues.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,201	221,459	147,906	33.7%	37.1%	37.5%	41.6%	40.6%	41.4%	13.4%	12.5%	11.8%	6.0%	4.9%	4.9%	4.6%	4.0%	3.5%	0.6%	0.9%	0.7%
AID	831	726	803	38.9%	45.8%	35.9%	41.2%	36.6%	44.2%	11.0%	9.4%	10.9%	5.2%	3.8%	3.4%	2.8%	3.1%	5.0%	0.9%	1.2%	0.6%
BBG	556	570	543	30.0%	33.7%	29.4%	41.2%	40.6%	43.0%	15.0%	14.2%	15.3%	5.6%	4.8%	5.6%	6.8%	5.7%	5.2%	1.4%	1.0%	1.6%
CSOSA	604	518	554	43.7%	42.7%	42.3%	35.3%	35.5%	35.7%	13.1%	10.5%	12.0%	4.5%	5.9%	4.1%	3.0%	4.3%	4.4%	0.3%	1.1%	1.5%
DHS	9,550	10,371	10,477	26.7%	24.8%	26.3%	40.6%	38.8%	38.5%	15.2%	15.9%	16.5%	8.3%	10.0%	9.3%	8.6%	8.8%	8.6%	0.7%	1.6%	0.7%
DOC	3,556	5,204	4,021	40.5%	40.2%	41.8%	41.0%	40.9%	40.4%	10.2%	11.9%	10.8%	4.8%	3.4%	3.8%	3.1%	2.7%	2.5%	0.4%	1.0%	0.7%
DOE	6,093	7,742	1,485	40.0%	41.7%	43.8%	41.6%	41.4%	40.3%	10.4%	10.0%	9.4%	4.3%	3.5%	3.7%	3.1%	2.7%	2.3%	0.5%	0.7%	0.6%
DOI	27,028	25,506	5,185	36.8%	39.1%	40.8%	41.8%	42.0%	41.8%	11.5%	11.0%	10.0%	5.0%	4.1%	3.9%	4.1%	2.9%	2.7%	0.7%	0.8%	0.7%
DOJ	14,017	10,967	7,701	36.4%	39.1%	38.1%	41.2%	38.7%	38.7%	12.0%	12.6%	11.8%	6.1%	5.0%	6.5%	4.0%	3.9%	4.2%	0.4%	0.8%	0.7%
DOL	4,110	4,538	4,082	39.2%	41.0%	39.2%	38.7%	39.4%	38.5%	11.4%	11.0%	12.3%	5.0%	3.9%	4.5%	4.9%	3.8%	4.3%	0.8%	0.9%	1.2%
DOT	6,352	5,452	4,950	29.9%	33.1%	34.6%	38.0%	37.9%	39.6%	12.7%	14.2%	13.3%	9.0%	6.3%	6.0%	9.7%	7.7%	5.8%	0.7%	0.9%	0.7%
Educ	2,393	2,909	2,408	42.8%	38.6%	40.8%	38.6%	39.3%	38.5%	9.2%	12.2%	11.7%	4.2%	4.6%	3.7%	4.7%	4.0%	4.2%	0.6%	1.2%	1.1%
EEOC	1,210	1,173	1,693	40.2%	38.9%	39.8%	37.0%	38.8%	39.0%	10.4%	12.3%	12.0%	5.8%	4.9%	5.6%	5.4%	3.9%	2.8%	1.2%	1.3%	0.9%
EPA	6,986	9,115	6,895	43.5%	42.9%	44.8%	40.2%	41.1%	40.4%	10.0%	9.7%	9.0%	3.1%	3.0%	3.0%	2.5%	2.2%	1.9%	0.8%	1.1%	0.9%
FCC	733	---	---	47.6%	---	---	37.5%	---	---	7.1%	---	---	5.0%	---	---	2.4%	---	---	0.4%	---	---
FERC	671	753	---	50.2%	49.7%	---	35.3%	36.3%	---	7.8%	7.1%	---	3.8%	2.3%	---	2.7%	2.8%	---	0.1%	1.7%	---

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

2008 Federal Human Capital Survey: Report by Agency

(12) My supervisor supports my need to balance work and family issues.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,201	221,459	147,906	33.7%	37.1%	37.5%	41.6%	40.6%	41.4%	13.4%	12.5%	11.8%	6.0%	4.9%	4.9%	4.6%	4.0%	3.5%	0.6%	0.9%	0.7%
FTC	560	459	616	52.9%	50.1%	46.4%	33.2%	37.1%	36.6%	8.9%	8.7%	8.7%	3.1%	2.1%	4.3%	1.9%	0.9%	2.1%	0.0%	1.1%	2.0%
GSA	3,396	3,916	2,869	44.2%	44.2%	45.9%	35.1%	36.4%	36.4%	12.2%	11.4%	10.9%	4.2%	3.8%	3.2%	3.8%	3.6%	3.1%	0.5%	0.7%	0.6%
HHS	22,730	25,756	4,653	38.2%	39.8%	38.5%	38.4%	38.9%	39.6%	12.6%	12.0%	12.4%	5.6%	4.7%	5.2%	4.6%	3.6%	3.3%	0.7%	1.0%	1.0%
HUD	3,467	4,075	5,343	35.0%	38.5%	39.1%	38.8%	37.8%	41.1%	13.2%	12.4%	10.9%	5.5%	5.1%	4.1%	6.7%	4.9%	3.8%	0.8%	1.2%	0.9%
NARA	1,370	1,442	1,415	39.9%	41.7%	41.1%	37.7%	38.1%	38.2%	13.4%	12.4%	12.7%	3.9%	3.3%	4.6%	4.6%	3.1%	2.2%	0.5%	1.3%	1.2%
NASA	4,375	4,734	4,766	49.2%	51.3%	51.3%	36.5%	36.2%	36.9%	8.5%	8.2%	7.4%	3.1%	2.2%	2.5%	2.2%	1.2%	1.3%	0.4%	0.8%	0.6%
NCUA	588	623	538	36.2%	37.7%	32.6%	40.1%	43.9%	42.1%	11.3%	10.7%	13.6%	6.8%	3.9%	6.4%	5.3%	3.3%	4.4%	0.3%	0.5%	0.8%
NLRB	803	963	979	40.0%	43.5%	45.8%	40.5%	39.3%	36.2%	10.0%	9.6%	10.3%	4.8%	4.0%	3.7%	3.9%	2.5%	3.0%	0.8%	1.1%	1.0%
NRC	2,179	1,692	1,876	59.5%	52.6%	48.2%	30.6%	35.6%	37.8%	5.8%	7.2%	8.3%	2.0%	2.5%	3.2%	1.8%	1.2%	1.5%	0.3%	0.9%	1.0%
NSF	583	596	778	50.3%	47.3%	45.3%	34.1%	35.3%	37.2%	9.6%	10.9%	9.1%	2.8%	3.3%	4.1%	2.5%	2.1%	2.6%	0.7%	1.1%	1.6%
OMB	253	250	249	36.5%	37.1%	35.9%	39.7%	30.2%	39.5%	13.5%	17.3%	11.4%	7.4%	7.9%	8.7%	2.8%	5.5%	4.1%	0.0%	2.0%	0.4%
OPM	2,932	3,012	1,539	41.2%	38.2%	38.5%	38.6%	38.6%	42.0%	10.9%	13.0%	10.2%	4.8%	4.6%	4.3%	3.8%	4.1%	3.6%	0.8%	1.5%	1.4%
PBGC	515	---	---	41.5%	---	---	37.2%	---	---	10.2%	---	---	5.6%	---	---	4.5%	---	---	1.0%	---	---
RRB	570	680	700	36.9%	37.1%	39.3%	39.5%	42.7%	40.7%	13.2%	12.4%	12.0%	4.2%	4.1%	5.1%	4.8%	2.7%	2.1%	1.3%	1.1%	0.8%
SBA	1,618	1,447	1,661	35.6%	34.1%	36.0%	42.6%	42.3%	44.0%	10.8%	13.6%	12.2%	5.7%	4.6%	4.2%	4.7%	4.7%	2.4%	0.6%	0.6%	1.2%
SEC	1,605	1,905	2,166	45.0%	50.6%	45.6%	34.9%	33.7%	36.7%	10.8%	9.1%	10.2%	5.4%	3.1%	3.4%	3.4%	2.9%	3.3%	0.5%	0.7%	0.9%

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

2008 Federal Human Capital Survey: Report by Agency

(12) My supervisor supports my need to balance work and family issues.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,201	221,459	147,906	33.7%	37.1%	37.5%	41.6%	40.6%	41.4%	13.4%	12.5%	11.8%	6.0%	4.9%	4.9%	4.6%	4.0%	3.5%	0.6%	0.9%	0.7%
SSA	5,959	1,317	1,172	30.9%	35.8%	29.5%	39.1%	39.6%	45.1%	15.9%	15.5%	15.0%	8.0%	5.5%	5.7%	5.3%	2.9%	3.3%	0.9%	0.8%	1.4%
State	1,720	1,310	1,272	37.6%	37.3%	40.1%	41.1%	41.1%	38.6%	12.1%	14.3%	12.6%	4.7%	3.7%	4.2%	3.6%	2.4%	3.4%	0.7%	1.3%	1.3%
Treasury	8,644	7,039	5,677	35.3%	39.1%	38.2%	41.6%	39.8%	42.1%	12.6%	10.6%	12.6%	5.7%	5.7%	3.2%	4.1%	3.3%	2.9%	0.7%	1.5%	1.1%
USDA	13,691	13,599	10,404	37.0%	40.1%	41.0%	42.6%	41.2%	42.8%	11.4%	11.2%	9.4%	5.4%	4.0%	3.8%	3.1%	2.9%	2.3%	0.5%	0.6%	0.6%
VA	3,283	3,144	3,344	27.7%	34.0%	35.9%	40.3%	40.3%	43.6%	17.9%	14.2%	10.8%	7.6%	4.6%	5.5%	5.7%	5.8%	3.8%	0.8%	1.1%	0.5%
Small Agencies	3,226	4,141	3,679	46.5%	45.7%	46.1%	36.6%	37.0%	37.2%	9.9%	9.9%	9.7%	3.6%	3.6%	3.3%	3.0%	2.3%	2.8%	0.6%	1.5%	0.9%
All DoD	43,444	50,730	40,192	33.8%	38.2%	38.9%	43.9%	42.2%	42.0%	13.0%	11.7%	11.5%	5.2%	4.2%	4.3%	3.6%	2.9%	2.7%	0.6%	0.7%	0.6%
USACE	5,035	5,154	6,295	35.8%	40.3%	43.0%	45.6%	43.0%	42.0%	10.9%	10.1%	9.0%	4.1%	3.6%	3.0%	3.0%	2.3%	2.4%	0.6%	0.7%	0.6%
Air Force	8,971	10,077	8,695	32.9%	38.7%	38.4%	44.5%	40.4%	41.9%	13.1%	12.1%	11.4%	5.2%	4.6%	4.7%	3.6%	3.4%	2.8%	0.7%	0.8%	0.8%
Army	11,658	13,744	8,408	33.4%	38.8%	39.6%	44.5%	42.8%	41.0%	13.1%	11.4%	11.6%	5.3%	3.9%	4.7%	3.3%	2.4%	2.8%	0.5%	0.7%	0.4%
Navy	9,578	12,615	9,510	34.3%	37.0%	38.2%	43.8%	42.9%	43.4%	13.3%	12.2%	11.8%	4.7%	4.3%	3.8%	3.4%	2.9%	2.2%	0.7%	0.7%	0.7%
Marine Corps	797	911	764	34.7%	40.5%	40.8%	40.7%	39.2%	38.9%	12.2%	11.7%	12.0%	6.7%	4.8%	4.7%	5.6%	3.2%	3.4%	0.1%	0.5%	0.2%
Other DoD	7,405	8,229	6,520	34.6%	37.1%	37.3%	41.1%	43.5%	42.6%	13.1%	11.4%	12.1%	5.9%	4.2%	4.2%	4.8%	3.0%	3.3%	0.5%	0.7%	0.6%

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

2008 Federal Human Capital Survey: Report by Agency

(13) Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,198	221,433	147,905	18.6%	19.1%	17.4%	42.0%	41.1%	42.2%	21.0%	21.5%	21.3%	11.3%	11.2%	12.3%	6.1%	6.1%	6.1%	1.0%	1.0%	0.8%
AID	831	726	803	20.9%	24.7%	20.2%	49.1%	46.0%	46.8%	15.7%	15.9%	16.9%	9.1%	8.0%	9.3%	4.6%	4.3%	6.2%	0.5%	1.0%	0.6%
BBG	556	570	543	12.1%	12.3%	14.5%	32.8%	31.6%	32.6%	19.7%	26.6%	24.0%	14.4%	15.7%	16.0%	19.1%	12.3%	10.2%	1.9%	1.5%	2.7%
CSOSA	604	518	554	29.0%	24.1%	22.1%	39.6%	41.6%	43.1%	16.3%	18.3%	19.0%	10.9%	10.2%	11.3%	3.7%	4.8%	4.0%	0.4%	1.0%	0.4%
DHS	9,550	10,366	10,476	15.5%	12.8%	12.2%	39.8%	37.4%	37.7%	21.4%	23.2%	21.2%	14.1%	14.5%	17.6%	8.3%	10.9%	10.9%	0.8%	1.2%	0.5%
DOC	3,556	5,204	4,021	19.9%	19.1%	19.1%	43.5%	43.9%	41.3%	21.3%	20.7%	22.3%	9.3%	9.5%	10.9%	5.1%	5.7%	5.1%	0.9%	1.1%	1.2%
DOE	6,093	7,742	1,485	18.9%	18.1%	18.7%	44.2%	43.6%	47.0%	19.4%	20.4%	18.6%	11.1%	11.4%	10.4%	5.5%	5.7%	4.9%	0.9%	0.9%	0.3%
DOI	27,028	25,504	5,187	16.5%	16.2%	15.8%	42.4%	43.1%	42.0%	21.4%	21.1%	23.0%	12.1%	12.4%	12.4%	6.7%	6.4%	6.3%	0.9%	0.8%	0.5%
DOJ	14,018	10,963	7,701	19.9%	19.3%	18.3%	43.0%	44.4%	40.3%	20.8%	20.1%	20.9%	10.6%	10.6%	13.6%	5.1%	4.6%	6.0%	0.6%	0.9%	0.9%
DOL	4,110	4,538	4,082	19.6%	19.2%	17.4%	40.2%	41.3%	41.1%	20.4%	20.6%	20.5%	11.6%	11.8%	13.3%	7.2%	6.3%	6.8%	1.0%	0.7%	0.9%
DOT	6,352	5,451	4,950	14.6%	18.3%	14.9%	36.5%	36.3%	42.9%	22.0%	20.7%	20.3%	14.7%	14.2%	13.8%	11.6%	9.6%	7.4%	0.6%	1.0%	0.8%
Educ	2,393	2,909	2,408	21.6%	17.6%	18.6%	40.9%	41.0%	41.2%	16.5%	19.1%	17.7%	11.8%	13.0%	12.8%	8.0%	7.8%	8.4%	1.2%	1.4%	1.3%
EEOC	1,210	1,173	1,693	20.4%	17.9%	18.5%	33.6%	38.2%	35.0%	20.2%	22.1%	23.1%	14.8%	12.8%	14.5%	9.6%	7.7%	7.7%	1.4%	1.3%	1.2%
EPA	6,986	9,115	6,895	22.1%	20.7%	21.3%	44.2%	44.3%	44.7%	17.9%	19.0%	18.5%	9.8%	10.1%	10.5%	5.1%	4.9%	4.1%	0.9%	1.0%	0.8%
FCC	733	---	---	19.9%	---	---	34.9%	---	---	21.2%	---	---	14.6%	---	---	8.3%	---	---	1.1%	---	---
FERC	671	753	---	26.5%	23.9%	---	45.8%	41.7%	---	15.8%	20.6%	---	7.7%	7.6%	---	3.2%	4.9%	---	1.0%	1.3%	---

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

2008 Federal Human Capital Survey: Report by Agency

(13) Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,198	221,433	147,905	18.6%	19.1%	17.4%	42.0%	41.1%	42.2%	21.0%	21.5%	21.3%	11.3%	11.2%	12.3%	6.1%	6.1%	6.1%	1.0%	1.0%	0.8%
FTC	560	459	616	31.8%	27.4%	24.8%	40.5%	40.4%	42.3%	14.7%	20.3%	17.3%	8.2%	7.9%	9.3%	4.1%	3.0%	5.4%	0.8%	0.9%	0.9%
GSA	3,396	3,916	2,869	25.0%	25.0%	26.1%	38.4%	41.0%	40.4%	20.2%	17.7%	18.2%	10.7%	9.9%	9.5%	5.0%	5.6%	5.1%	0.7%	0.8%	0.7%
HHS	22,730	25,756	4,653	20.8%	20.2%	18.0%	39.6%	40.5%	40.7%	19.9%	20.8%	21.2%	11.6%	11.2%	12.7%	6.9%	6.2%	6.3%	1.1%	1.1%	1.1%
HUD	3,467	4,075	5,343	16.6%	18.7%	17.3%	37.1%	37.3%	38.3%	22.4%	20.8%	23.7%	13.1%	12.8%	12.3%	10.1%	9.1%	7.3%	0.7%	1.4%	1.2%
NARA	1,370	1,442	1,415	18.8%	18.0%	14.3%	37.6%	37.4%	38.9%	21.6%	23.2%	23.6%	12.6%	12.6%	13.9%	8.7%	7.4%	7.6%	0.8%	1.5%	1.6%
NASA	4,375	4,734	4,766	29.6%	27.9%	26.6%	44.5%	45.9%	46.8%	14.8%	15.2%	16.4%	6.4%	7.3%	6.8%	3.9%	3.1%	3.0%	0.8%	0.6%	0.4%
NCUA	588	623	538	20.7%	23.4%	18.3%	47.8%	49.6%	49.8%	16.6%	13.9%	16.8%	8.6%	9.3%	10.5%	5.9%	3.0%	3.7%	0.5%	0.8%	0.8%
NLRB	803	963	979	15.5%	16.1%	17.7%	37.9%	40.2%	37.1%	23.2%	22.1%	21.8%	15.0%	14.5%	14.8%	6.9%	5.9%	6.9%	1.4%	1.2%	1.7%
NRC	2,179	1,692	1,876	35.5%	28.3%	22.7%	42.3%	44.6%	46.0%	13.6%	16.1%	19.7%	5.4%	6.9%	7.5%	2.8%	3.1%	3.1%	0.4%	1.0%	1.0%
NSF	583	596	778	32.7%	30.3%	26.7%	35.3%	37.3%	40.0%	15.6%	15.8%	16.1%	9.8%	10.7%	11.7%	6.0%	5.7%	4.1%	0.6%	0.3%	1.4%
OMB	253	250	249	29.9%	26.8%	24.7%	43.3%	43.0%	48.4%	14.9%	16.6%	14.6%	9.4%	9.8%	9.1%	2.5%	3.0%	2.4%	0.0%	0.7%	0.8%
OPM	2,932	3,012	1,539	18.2%	16.7%	17.3%	41.1%	37.6%	39.9%	21.9%	24.7%	22.2%	11.8%	12.7%	12.7%	5.9%	6.9%	6.9%	1.2%	1.4%	1.0%
PBGC	515	---	---	23.2%	---	---	35.8%	---	---	20.4%	---	---	11.6%	---	---	7.2%	---	---	1.7%	---	---
RRB	570	680	700	13.0%	12.9%	12.6%	40.5%	38.4%	38.9%	24.3%	28.7%	24.7%	14.5%	12.0%	15.9%	6.7%	6.7%	6.2%	0.9%	1.4%	1.7%
SBA	1,618	1,447	1,661	16.0%	13.9%	13.7%	40.5%	40.2%	41.1%	22.8%	23.2%	23.8%	12.9%	12.9%	12.6%	6.6%	9.0%	7.2%	1.2%	0.8%	1.6%
SEC	1,605	1,905	2,166	19.9%	22.0%	19.8%	37.3%	40.0%	40.7%	18.9%	19.7%	21.2%	14.5%	10.8%	12.1%	8.0%	6.4%	5.1%	1.3%	1.2%	1.1%

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

2008 Federal Human Capital Survey: Report by Agency

(13) Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,198	221,433	147,905	18.6%	19.1%	17.4%	42.0%	41.1%	42.2%	21.0%	21.5%	21.3%	11.3%	11.2%	12.3%	6.1%	6.1%	6.1%	1.0%	1.0%	0.8%
SSA	5,959	1,317	1,172	19.7%	18.3%	11.9%	37.0%	36.2%	36.2%	21.0%	24.9%	29.7%	14.3%	13.1%	14.2%	7.0%	6.6%	6.8%	1.0%	1.0%	1.2%
State	1,720	1,310	1,272	24.5%	21.6%	23.2%	47.5%	45.4%	41.7%	16.4%	19.6%	21.7%	6.9%	9.5%	9.2%	4.3%	3.1%	3.9%	0.4%	0.9%	0.2%
Treasury	8,640	7,036	5,677	21.4%	21.2%	18.0%	43.9%	41.6%	45.8%	18.3%	22.2%	19.9%	10.6%	9.4%	10.2%	5.0%	4.2%	5.2%	0.8%	1.3%	0.8%
USDA	13,690	13,596	10,403	15.2%	17.3%	14.7%	44.6%	43.9%	46.0%	23.2%	21.6%	21.6%	11.3%	11.5%	12.7%	5.0%	5.0%	4.6%	0.6%	0.7%	0.5%
VA	3,283	3,144	3,344	16.3%	19.9%	17.9%	38.6%	35.9%	41.7%	22.4%	22.9%	21.0%	13.2%	11.2%	11.2%	7.5%	8.8%	7.4%	2.0%	1.2%	0.8%
Small Agencies	3,227	4,141	3,679	23.2%	22.1%	21.6%	41.0%	39.7%	40.8%	18.8%	19.8%	20.1%	10.1%	10.8%	10.9%	6.2%	6.1%	5.9%	0.7%	1.5%	0.8%
All DoD	43,444	50,722	40,191	19.1%	19.6%	18.5%	43.9%	43.0%	43.1%	21.2%	21.2%	21.0%	9.8%	10.6%	11.7%	5.0%	4.8%	5.0%	0.9%	0.8%	0.7%
USACE	5,035	5,154	6,295	18.8%	19.0%	19.0%	46.9%	46.4%	46.3%	19.8%	19.4%	19.6%	9.6%	10.3%	10.4%	4.2%	4.1%	4.1%	0.7%	0.7%	0.6%
Air Force	8,971	10,073	8,696	18.8%	19.9%	18.4%	43.2%	42.9%	43.2%	22.3%	20.7%	19.7%	9.7%	10.2%	12.2%	4.8%	5.3%	5.7%	1.2%	1.0%	0.8%
Army	11,658	13,742	8,406	20.0%	21.0%	20.7%	43.4%	43.4%	41.5%	21.2%	20.4%	20.6%	9.9%	10.5%	11.7%	4.9%	4.2%	4.8%	0.6%	0.7%	0.6%
Navy	9,578	12,613	9,510	18.2%	18.0%	16.5%	46.4%	43.3%	45.5%	20.5%	22.2%	22.1%	9.2%	10.6%	10.9%	4.8%	5.1%	4.3%	1.0%	0.8%	0.7%
Marine Corps	797	912	764	21.2%	22.6%	19.9%	38.7%	35.5%	39.9%	19.4%	23.4%	22.5%	10.9%	11.5%	11.4%	8.7%	6.3%	6.2%	1.2%	0.6%	0.2%
Other DoD	7,405	8,228	6,520	19.4%	18.4%	17.2%	41.6%	41.6%	41.0%	21.7%	22.7%	22.4%	10.9%	11.4%	13.0%	5.8%	5.1%	5.4%	0.7%	0.7%	0.9%

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

2008 Federal Human Capital Survey: Report by Agency

(14) My work unit is able to recruit people with the right skills.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,193	221,411	147,896	10.3%	9.7%	9.4%	34.6%	33.8%	34.3%	27.8%	28.3%	28.3%	16.6%	16.4%	16.9%	7.9%	8.3%	8.0%	2.8%	3.4%	3.0%
AID	831	726	803	13.1%	12.5%	9.6%	42.0%	40.3%	43.2%	21.3%	21.1%	23.3%	16.5%	15.7%	15.8%	6.0%	7.9%	6.3%	1.2%	2.6%	1.9%
BBG	556	570	543	6.1%	6.5%	8.6%	26.4%	28.4%	24.7%	25.5%	27.4%	26.0%	20.2%	17.1%	19.5%	17.7%	17.4%	17.3%	4.0%	3.3%	3.8%
CSOSA	604	518	554	12.1%	11.4%	12.5%	40.6%	34.9%	35.6%	26.9%	31.1%	29.6%	11.0%	11.2%	13.1%	6.2%	7.8%	5.7%	3.2%	3.6%	3.5%
DHS	9,550	10,368	10,469	8.0%	6.1%	5.7%	28.4%	26.9%	24.3%	30.1%	30.9%	33.5%	19.4%	18.5%	19.4%	10.8%	12.6%	12.8%	3.3%	4.9%	4.4%
DOC	3,556	5,204	4,021	13.8%	11.9%	10.9%	41.2%	39.9%	42.4%	25.2%	26.4%	23.8%	11.1%	12.2%	13.2%	5.7%	5.8%	5.6%	3.1%	3.9%	4.0%
DOE	6,093	7,742	1,485	9.9%	8.8%	9.9%	38.0%	33.3%	38.2%	25.4%	27.3%	25.9%	16.2%	18.1%	15.7%	8.0%	8.8%	8.3%	2.5%	3.7%	2.0%
DOI	27,027	25,500	5,186	8.3%	7.6%	8.7%	33.8%	34.2%	34.7%	27.9%	28.4%	29.2%	18.3%	17.9%	17.7%	9.3%	9.2%	7.3%	2.5%	2.7%	2.4%
DOJ	14,018	10,962	7,701	11.8%	10.0%	11.3%	35.1%	36.7%	36.4%	30.9%	29.6%	27.9%	14.1%	14.5%	14.6%	5.4%	5.2%	6.4%	2.8%	4.0%	3.4%
DOL	4,110	4,538	4,082	10.8%	10.2%	9.1%	34.2%	34.6%	36.6%	27.3%	28.5%	27.6%	15.7%	14.6%	15.1%	8.0%	7.6%	7.0%	4.0%	4.6%	4.6%
DOT	6,352	5,450	4,951	7.1%	7.7%	4.1%	26.9%	28.4%	28.1%	26.7%	25.6%	25.6%	18.3%	17.5%	22.3%	17.9%	16.2%	15.5%	3.1%	4.6%	4.4%
Educ	2,393	2,909	2,408	13.3%	8.2%	9.7%	36.6%	32.0%	31.8%	22.6%	27.8%	26.7%	14.6%	17.2%	17.0%	8.7%	10.2%	10.3%	4.2%	4.7%	4.5%
EEOC	1,210	1,173	1,693	8.2%	9.0%	7.9%	26.2%	23.7%	25.8%	29.2%	30.6%	29.3%	17.8%	16.9%	18.8%	12.8%	12.2%	11.6%	5.9%	7.6%	6.6%
EPA	6,986	9,115	6,895	12.0%	10.2%	11.6%	37.8%	35.9%	37.5%	24.9%	27.1%	26.0%	15.2%	16.0%	15.5%	7.1%	7.4%	6.4%	3.1%	3.4%	3.0%
FCC	733	---	---	10.5%	---	---	31.0%	---	---	26.2%	---	---	17.2%	---	---	11.4%	---	---	3.6%	---	---
FERC	671	753	---	14.8%	15.2%	---	44.0%	43.5%	---	24.4%	24.0%	---	10.8%	9.7%	---	3.8%	3.8%	---	2.2%	3.8%	---

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

2008 Federal Human Capital Survey: Report by Agency

(14) My work unit is able to recruit people with the right skills.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,193	221,411	147,896	10.3%	9.7%	9.4%	34.6%	33.8%	34.3%	27.8%	28.3%	28.3%	16.6%	16.4%	16.9%	7.9%	8.3%	8.0%	2.8%	3.4%	3.0%
FTC	560	459	616	28.2%	22.8%	23.4%	43.4%	46.2%	42.0%	17.0%	19.0%	20.1%	6.8%	6.5%	8.6%	2.9%	2.7%	4.1%	1.7%	2.8%	1.9%
GSA	3,396	3,916	2,869	15.2%	13.4%	14.4%	33.8%	34.0%	36.8%	24.8%	26.1%	26.0%	15.1%	14.9%	12.4%	7.5%	7.7%	6.2%	3.6%	3.9%	4.2%
HHS	22,730	25,756	4,653	12.0%	10.8%	10.5%	35.6%	35.4%	36.9%	25.8%	26.6%	27.7%	14.9%	16.0%	15.6%	8.8%	8.1%	6.5%	2.9%	3.1%	2.7%
HUD	3,467	4,075	5,343	6.4%	7.3%	5.9%	27.0%	22.5%	23.5%	28.5%	30.0%	31.1%	19.0%	19.5%	21.7%	14.5%	14.4%	13.4%	4.6%	6.3%	4.5%
NARA	1,370	1,442	1,415	11.9%	9.8%	9.1%	33.7%	33.3%	35.5%	28.1%	29.3%	28.1%	15.0%	16.6%	17.3%	9.3%	8.0%	6.8%	2.0%	2.9%	3.2%
NASA	4,375	4,734	4,766	13.9%	11.4%	12.2%	38.1%	34.9%	36.1%	22.6%	24.9%	25.4%	15.5%	17.6%	16.5%	7.4%	8.2%	7.5%	2.6%	3.1%	2.3%
NCUA	588	623	538	9.6%	13.0%	9.8%	42.2%	43.1%	51.0%	25.7%	28.1%	22.6%	11.9%	9.1%	9.4%	6.2%	3.0%	3.5%	4.4%	3.8%	3.7%
NLRB	803	963	979	10.0%	12.1%	12.9%	31.4%	38.4%	38.1%	30.3%	26.6%	25.8%	12.8%	11.5%	11.7%	8.4%	5.4%	5.5%	7.2%	6.0%	6.0%
NRC	2,179	1,692	1,876	21.4%	17.8%	16.9%	43.3%	46.5%	45.5%	19.8%	20.4%	21.4%	10.3%	9.5%	10.4%	2.9%	3.6%	3.0%	2.2%	2.1%	2.6%
NSF	583	596	778	21.8%	18.2%	16.5%	41.7%	41.1%	41.3%	18.9%	19.9%	26.1%	11.7%	13.9%	11.5%	4.4%	4.1%	2.9%	1.5%	2.8%	1.7%
OMB	253	250	249	27.7%	32.5%	28.5%	53.2%	48.9%	52.9%	11.1%	11.2%	13.9%	3.8%	5.1%	2.7%	2.7%	1.5%	2.0%	1.5%	0.8%	0.0%
OPM	2,932	3,012	1,539	8.9%	9.6%	9.6%	36.9%	33.9%	36.7%	28.2%	31.8%	26.9%	13.0%	12.1%	14.2%	6.4%	6.3%	8.5%	6.6%	6.4%	4.1%
PBGC	515	---	---	10.7%	---	---	39.7%	---	---	24.1%	---	---	15.1%	---	---	7.0%	---	---	3.3%	---	---
RRB	570	680	700	7.0%	7.6%	5.3%	24.8%	22.6%	28.4%	36.4%	34.9%	32.4%	18.7%	18.7%	17.8%	7.0%	11.4%	9.5%	6.2%	4.8%	6.5%
SBA	1,618	1,447	1,661	7.8%	5.5%	4.8%	26.6%	19.8%	18.2%	29.4%	25.5%	29.5%	18.5%	18.5%	17.2%	11.9%	23.5%	22.8%	5.8%	7.1%	7.4%
SEC	1,605	1,905	2,166	19.6%	17.3%	19.4%	42.0%	39.1%	47.3%	21.0%	22.6%	20.3%	9.2%	10.7%	6.9%	3.9%	6.1%	3.2%	4.2%	4.1%	2.9%

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

2008 Federal Human Capital Survey: Report by Agency

(14) My work unit is able to recruit people with the right skills.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,193	221,411	147,896	10.3%	9.7%	9.4%	34.6%	33.8%	34.3%	27.8%	28.3%	28.3%	16.6%	16.4%	16.9%	7.9%	8.3%	8.0%	2.8%	3.4%	3.0%
SSA	5,959	1,317	1,172	10.4%	8.5%	6.4%	31.7%	34.2%	27.6%	30.1%	27.1%	33.0%	15.6%	17.5%	19.3%	7.6%	7.4%	9.4%	4.7%	5.3%	4.2%
State	1,720	1,310	1,272	13.4%	15.1%	14.6%	41.8%	38.7%	40.9%	24.5%	25.5%	24.6%	12.4%	12.2%	14.3%	5.7%	4.7%	3.4%	2.1%	3.7%	2.2%
Treasury	8,635	7,032	5,677	9.5%	11.1%	7.0%	34.6%	29.0%	31.8%	30.8%	29.7%	28.9%	14.8%	17.9%	18.4%	7.4%	6.8%	9.4%	2.9%	5.5%	4.4%
USDA	13,691	13,592	10,402	7.1%	7.3%	6.7%	31.9%	31.4%	33.2%	30.3%	31.4%	31.6%	19.8%	19.3%	18.3%	7.9%	8.0%	7.8%	2.9%	2.6%	2.4%
VA	3,283	3,144	3,344	13.0%	12.0%	13.5%	40.1%	37.0%	38.5%	21.4%	23.9%	24.8%	17.1%	14.7%	15.2%	6.3%	9.8%	6.0%	2.2%	2.6%	2.1%
Small Agencies	3,227	4,141	3,679	17.0%	15.2%	15.8%	41.5%	38.2%	41.3%	21.6%	24.5%	23.6%	10.9%	12.2%	11.6%	6.0%	5.9%	5.0%	3.0%	4.1%	2.6%
All DoD	43,444	50,712	40,190	9.7%	9.6%	9.4%	34.4%	34.5%	35.4%	29.1%	29.3%	28.5%	16.7%	16.6%	16.8%	7.5%	7.3%	7.4%	2.6%	2.8%	2.5%
USACE	5,035	5,154	6,295	8.2%	8.6%	9.3%	35.7%	36.2%	39.8%	28.2%	29.3%	27.9%	17.7%	16.1%	15.2%	7.5%	7.4%	5.9%	2.6%	2.5%	2.0%
Air Force	8,971	10,069	8,695	9.5%	10.2%	9.0%	34.4%	35.1%	35.7%	30.3%	29.2%	28.6%	15.7%	16.3%	16.5%	7.8%	6.7%	7.5%	2.3%	2.4%	2.7%
Army	11,658	13,740	8,405	10.0%	10.9%	12.0%	36.6%	37.0%	37.4%	28.7%	28.3%	26.2%	15.9%	15.1%	15.6%	6.2%	6.3%	7.1%	2.5%	2.4%	1.7%
Navy	9,578	12,611	9,510	9.6%	7.9%	7.3%	32.2%	31.5%	33.7%	28.9%	30.3%	30.4%	18.2%	18.5%	18.1%	8.4%	8.6%	7.7%	2.7%	3.2%	2.8%
Marine Corps	797	912	765	13.0%	9.8%	10.1%	32.0%	31.3%	34.2%	25.0%	29.3%	28.9%	16.5%	19.3%	16.4%	11.1%	8.5%	8.6%	2.3%	1.8%	1.8%
Other DoD	7,405	8,226	6,520	9.4%	8.7%	8.2%	32.6%	32.9%	32.2%	29.2%	30.2%	30.0%	17.1%	16.6%	18.1%	7.9%	8.1%	8.0%	3.8%	3.5%	3.6%

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

2008 Federal Human Capital Survey: Report by Agency

(15) The skill level in my work unit has improved in the past year.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,196	221,415	147,895	14.7%	14.2%	13.6%	38.0%	36.6%	37.2%	27.2%	28.5%	29.1%	12.2%	12.7%	12.8%	5.3%	5.4%	5.2%	2.6%	2.5%	2.2%
AID	831	726	803	17.0%	15.4%	13.2%	35.5%	37.0%	40.9%	27.8%	25.0%	25.6%	13.1%	12.6%	11.9%	4.1%	5.8%	5.3%	2.5%	4.2%	3.0%
BBG	556	570	543	8.9%	11.6%	12.2%	32.1%	30.3%	32.2%	27.3%	27.9%	26.0%	15.8%	17.1%	15.9%	12.7%	9.6%	10.2%	3.2%	3.4%	3.5%
CSOSA	604	518	554	23.6%	17.9%	16.7%	43.4%	41.1%	43.2%	20.2%	25.2%	26.0%	5.7%	7.7%	8.1%	4.3%	4.5%	2.1%	2.8%	3.6%	3.9%
DHS	9,550	10,370	10,474	14.0%	12.1%	11.7%	37.2%	37.4%	40.3%	25.4%	26.8%	25.5%	13.5%	12.9%	13.7%	7.4%	8.0%	7.0%	2.5%	2.8%	1.9%
DOC	3,556	5,204	4,021	15.0%	14.1%	13.6%	39.0%	38.0%	38.9%	28.0%	29.5%	29.1%	11.0%	11.0%	11.7%	3.4%	4.0%	3.7%	3.5%	3.4%	3.0%
DOE	6,093	7,742	1,485	14.3%	12.2%	13.4%	38.0%	35.5%	38.4%	27.2%	29.6%	28.9%	12.7%	14.2%	12.9%	5.3%	5.8%	4.9%	2.5%	2.7%	1.4%
DOI	27,024	25,501	5,184	12.2%	11.0%	11.7%	36.1%	36.1%	35.9%	29.6%	30.6%	31.6%	14.0%	14.3%	14.7%	6.1%	6.1%	4.7%	1.9%	2.0%	1.5%
DOJ	14,019	10,961	7,701	14.4%	13.7%	14.1%	37.9%	37.9%	36.2%	30.2%	30.0%	29.1%	11.3%	11.8%	13.7%	4.3%	3.8%	4.1%	1.9%	2.8%	2.8%
DOL	4,110	4,538	4,082	15.0%	13.9%	13.3%	36.4%	37.0%	37.8%	28.8%	28.9%	28.0%	11.4%	12.0%	12.4%	5.8%	5.1%	5.5%	2.7%	3.1%	3.0%
DOT	6,351	5,451	4,948	10.8%	10.8%	8.6%	29.3%	30.8%	33.7%	25.8%	28.6%	31.2%	14.3%	16.4%	15.4%	17.1%	10.9%	8.7%	2.7%	2.6%	2.5%
Educ	2,393	2,909	2,408	16.3%	12.1%	12.4%	36.1%	37.0%	34.7%	27.1%	28.2%	28.6%	10.3%	13.0%	13.6%	6.2%	6.0%	6.7%	4.0%	3.7%	3.9%
EEOC	1,210	1,173	1,693	14.7%	11.8%	11.9%	32.8%	32.9%	35.3%	29.7%	32.1%	31.2%	12.8%	12.2%	12.8%	6.1%	6.2%	4.8%	3.8%	4.9%	4.0%
EPA	6,986	9,115	6,895	13.6%	11.6%	12.3%	34.2%	34.0%	34.4%	30.6%	32.4%	32.5%	13.3%	13.9%	13.4%	5.1%	5.0%	4.7%	3.2%	3.1%	2.7%
FCC	733	---	---	12.1%	---	---	33.4%	---	---	28.3%	---	---	17.4%	---	---	6.3%	---	---	2.5%	---	---
FERC	671	753	---	18.1%	17.2%	---	39.5%	38.4%	---	29.2%	28.7%	---	8.6%	8.8%	---	2.2%	2.3%	---	2.4%	4.6%	---

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

2008 Federal Human Capital Survey: Report by Agency

(15) The skill level in my work unit has improved in the past year.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,196	221,415	147,895	14.7%	14.2%	13.6%	38.0%	36.6%	37.2%	27.2%	28.5%	29.1%	12.2%	12.7%	12.8%	5.3%	5.4%	5.2%	2.6%	2.5%	2.2%
FTC	560	459	616	21.5%	17.7%	15.2%	33.8%	34.7%	34.7%	31.8%	29.9%	32.6%	7.7%	8.7%	9.4%	2.7%	2.7%	2.9%	2.4%	6.2%	5.3%
GSA	3,396	3,916	2,869	21.8%	19.0%	21.5%	36.2%	38.3%	37.9%	25.5%	24.0%	24.5%	9.8%	10.8%	9.4%	4.7%	5.0%	4.2%	1.9%	2.8%	2.4%
HHS	22,730	25,756	4,653	16.2%	14.7%	13.9%	36.7%	36.5%	37.1%	27.9%	28.8%	30.1%	11.2%	11.7%	11.4%	5.5%	5.4%	5.2%	2.5%	2.9%	2.4%
HUD	3,467	4,075	5,343	9.5%	11.1%	10.5%	33.8%	33.8%	33.0%	30.9%	28.9%	32.1%	15.5%	14.4%	14.1%	7.4%	8.8%	7.6%	3.0%	3.0%	2.8%
NARA	1,370	1,442	1,415	15.5%	14.6%	14.0%	35.1%	35.0%	36.4%	29.2%	30.1%	29.4%	12.1%	12.2%	11.3%	5.8%	5.1%	5.0%	2.3%	2.9%	3.8%
NASA	4,375	4,734	4,766	17.2%	13.8%	13.9%	37.2%	34.6%	35.6%	27.6%	29.7%	31.3%	10.9%	13.4%	12.7%	4.3%	5.2%	4.0%	2.8%	3.2%	2.6%
NCUA	588	623	538	16.4%	16.6%	11.5%	40.5%	37.6%	45.5%	24.8%	31.1%	26.5%	11.1%	10.7%	12.6%	5.7%	1.3%	1.7%	1.5%	2.7%	2.2%
NLRB	803	963	979	10.7%	11.5%	12.3%	30.4%	34.8%	33.4%	33.6%	36.0%	32.3%	14.2%	9.8%	12.2%	5.7%	3.2%	4.0%	5.2%	4.7%	5.7%
NRC	2,179	1,692	1,876	23.3%	18.2%	15.6%	34.8%	35.4%	36.1%	25.1%	29.2%	29.3%	10.7%	10.9%	11.2%	3.2%	3.8%	3.5%	2.9%	2.4%	4.2%
NSF	583	596	778	21.2%	21.7%	17.2%	36.1%	32.6%	33.8%	22.8%	28.7%	29.9%	12.1%	11.6%	12.2%	5.6%	3.1%	3.0%	2.2%	2.2%	3.9%
OMB	253	250	249	22.6%	18.9%	15.1%	33.1%	31.7%	38.4%	30.7%	33.1%	35.0%	8.1%	11.5%	6.1%	3.3%	3.5%	2.8%	2.2%	1.4%	2.5%
OPM	2,932	3,012	1,539	12.8%	13.9%	13.2%	39.3%	37.2%	37.1%	28.6%	28.6%	27.1%	10.7%	11.1%	13.5%	3.8%	4.8%	5.9%	4.9%	4.5%	3.2%
PBGC	515	---	---	17.8%	---	---	37.9%	---	---	25.5%	---	---	10.4%	---	---	5.0%	---	---	3.4%	---	---
RRB	570	680	700	10.1%	11.0%	9.2%	37.5%	34.4%	36.9%	35.2%	34.0%	30.4%	9.1%	13.3%	17.8%	3.9%	4.8%	3.1%	4.2%	2.4%	2.5%
SBA	1,618	1,447	1,661	12.7%	9.6%	8.7%	38.3%	32.6%	31.2%	27.9%	27.9%	30.3%	13.3%	15.5%	16.0%	5.2%	11.4%	11.1%	2.6%	3.0%	2.7%
SEC	1,605	1,905	2,166	16.6%	18.9%	18.7%	33.6%	36.5%	38.6%	30.4%	27.8%	25.0%	11.5%	8.9%	8.2%	4.0%	4.6%	2.7%	3.9%	3.3%	6.9%

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

2008 Federal Human Capital Survey: Report by Agency

(15) The skill level in my work unit has improved in the past year.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,196	221,415	147,895	14.7%	14.2%	13.6%	38.0%	36.6%	37.2%	27.2%	28.5%	29.1%	12.2%	12.7%	12.8%	5.3%	5.4%	5.2%	2.6%	2.5%	2.2%
SSA	5,959	1,317	1,172	18.2%	14.3%	11.5%	38.4%	40.0%	37.4%	24.8%	24.6%	28.4%	10.9%	13.5%	12.4%	4.9%	4.5%	6.8%	2.8%	3.1%	3.6%
State	1,720	1,310	1,272	18.7%	15.8%	15.6%	38.2%	35.6%	34.3%	25.8%	28.1%	30.4%	8.8%	9.9%	11.2%	3.2%	4.2%	2.6%	5.3%	6.3%	5.9%
Treasury	8,643	7,033	5,677	14.7%	15.4%	11.1%	40.6%	36.6%	39.2%	26.3%	30.2%	29.9%	10.7%	10.5%	10.8%	3.9%	3.6%	5.6%	3.8%	3.7%	3.4%
USDA	13,690	13,595	10,402	10.4%	11.3%	11.5%	36.9%	37.1%	38.8%	30.9%	30.6%	29.6%	14.7%	13.3%	13.7%	5.2%	5.5%	4.5%	1.9%	2.2%	1.9%
VA	3,283	3,144	3,344	17.2%	18.2%	18.5%	40.7%	35.7%	38.7%	24.5%	25.9%	28.0%	10.8%	13.5%	10.1%	3.9%	5.4%	4.3%	2.8%	1.3%	0.4%
Small Agencies	3,226	4,141	3,679	18.3%	17.6%	15.8%	36.7%	34.8%	35.6%	27.4%	29.3%	29.4%	10.3%	10.3%	11.1%	4.9%	4.7%	4.7%	2.4%	3.2%	3.5%
All DoD	43,444	50,709	40,189	14.3%	14.1%	13.6%	38.3%	37.0%	36.3%	27.7%	28.9%	29.4%	12.5%	12.6%	13.4%	4.8%	5.0%	5.0%	2.5%	2.3%	2.2%
USACE	5,035	5,154	6,295	11.5%	11.0%	12.9%	37.7%	36.4%	38.0%	30.2%	30.7%	29.9%	13.4%	14.8%	13.4%	4.6%	5.1%	4.0%	2.5%	2.0%	1.8%
Air Force	8,971	10,070	8,694	14.0%	14.5%	13.4%	36.7%	35.9%	35.0%	28.3%	29.1%	29.8%	12.7%	13.1%	14.1%	5.8%	5.2%	5.3%	2.5%	2.1%	2.4%
Army	11,658	13,737	8,407	14.7%	15.5%	16.3%	40.3%	39.3%	36.7%	27.3%	27.8%	27.9%	11.3%	11.0%	11.9%	3.8%	4.1%	5.0%	2.6%	2.3%	2.2%
Navy	9,578	12,610	9,509	13.7%	12.6%	11.6%	38.5%	35.5%	36.8%	27.4%	30.0%	31.2%	13.6%	13.8%	13.6%	4.5%	5.7%	4.8%	2.3%	2.4%	2.0%
Marine Corps	797	912	765	17.9%	17.5%	13.6%	34.5%	37.0%	39.2%	28.8%	24.9%	28.0%	9.8%	12.6%	11.9%	8.1%	6.2%	6.2%	0.9%	1.8%	1.0%
Other DoD	7,405	8,226	6,519	15.2%	13.4%	12.3%	36.5%	36.8%	36.1%	26.9%	28.8%	28.6%	13.2%	12.5%	15.1%	5.3%	5.5%	5.1%	2.8%	3.0%	2.8%

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