

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



RESULTS FROM THE 2004 FEDERAL HUMAN CAPITAL SURVEY

**FHCS Report by Agency**



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

### **Survey Objective**

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

### **Questionnaire Content**

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

### **Sample Design and Selection**

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

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

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

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

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

### **Data Collection**

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

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

## **Data Weighting**

Data collected from 2004 FHCS respondents were weighted to produce survey estimates that accurately represent the perceptions of the survey population. Unweighted data are likely to produce biased estimates of population statistics. The weights developed for the 2004 FHCS take into account the variable probabilities of selection across the sample subgroups, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic make-up of the Federal workforce.

## **Reported Data**

The population sizes and percentages presented in report tables are weighted data that are representative of the survey population of Federal employees. Appropriate subgroup weights were applied to the answers of each respondent. This process did not change any answers; rather, it gave greater relative importance to a respondent's answers.

## ***FHCS Report by Agency***

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

	# of Respondents*		Strongly Agree		Agree		<sup>1</sup> Neither Agree nor Disagree		Disagree		Strongly Disagree	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b> <u>2</u>	147,898	100,656	31.9%	24.3%	53.5%	55.5%	7.7%	10.6%	5.8%	7.9%	1.1%	1.8%
<b>AID</b>	803	560	34.1%	22.9%	51.5%	56.5%	7.2%	11.7%	6.3%	7.4%	0.9%	1.5%
<b>DHS</b>	10,473	N/A	26.8%	N/A	57.3%	N/A	8.6%	N/A	6.4%	N/A	1.0%	N/A
<b>DOC</b>	4,021	4,134	34.1%	23.0%	51.5%	58.2%	8.1%	11.0%	5.0%	6.5%	1.2%	1.3%
<b>DOE</b>	1,485	922	36.9%	24.8%	52.8%	55.4%	5.4%	10.8%	4.4%	6.4%	0.5%	2.6%
<b>DOI</b>	5,183	5,412	29.7%	22.2%	53.7%	56.7%	8.6%	11.3%	6.3%	8.1%	1.7%	1.7%
<b>DOJ</b>	7,701	4,363	30.7%	19.7%	52.3%	55.7%	8.7%	11.9%	6.6%	9.9%	1.7%	2.8%
<b>DOL</b>	4,082	4,105	32.3%	22.1%	51.7%	57.5%	8.3%	10.8%	6.2%	7.4%	1.4%	2.3%
<b>DOT</b>	4,950	3,003	30.3%	24.9%	55.3%	57.6%	8.3%	9.2%	5.3%	6.6%	0.9%	1.7%
<b>EDUC</b>	2,408	1,671	31.9%	25.0%	52.1%	54.3%	7.9%	10.9%	6.2%	7.9%	1.9%	2.0%
<b>EPA</b>	6,895	5,666	31.0%	21.4%	56.0%	57.6%	7.1%	12.0%	4.9%	7.5%	1.0%	1.5%
<b>GSA</b>	2,869	2,559	36.3%	28.8%	51.1%	52.8%	6.0%	9.6%	5.1%	6.8%	1.5%	2.0%
<b>HHS</b>	4,653	4,862	31.4%	24.5%	53.2%	53.7%	8.4%	11.2%	5.7%	8.6%	1.4%	2.0%
<b>HUD</b>	5,343	1,246	28.9%	20.9%	51.4%	56.7%	9.0%	11.9%	9.1%	8.8%	1.6%	1.7%
<b>NASA</b>	4,766	4,225	43.7%	31.5%	47.7%	55.8%	5.1%	7.3%	2.8%	4.4%	0.7%	1.0%
<b>NSF</b>	778	441	37.1%	28.6%	47.4%	51.1%	8.9%	11.1%	5.5%	8.0%	1.0%	1.3%

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

**Note 1:** The columns represent level of agreement with the survey item statement, and year of survey administration.

**Note 2:** The "All Survey Responses" row represents the overall level of agreement with the survey item statement (regardless of Agency).

**General Note:** The percents across a row for a given year sum to approximately 100% (any imprecision is due to rounding).

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	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,898	100,656	31.9%	24.3%	53.5%	55.5%	7.7%	10.6%	5.8%	7.9%	1.1%	1.8%
<b>OMB</b>	249	249	59.1%	35.9%	35.8%	56.2%	4.4%	3.8%	0.8%	3.7%	0.0%	0.4%
<b>OPM</b>	1,539	1,311	37.2%	30.3%	50.2%	53.7%	6.1%	8.7%	5.0%	5.7%	1.5%	1.5%
<b>SBA</b>	1,661	881	30.8%	22.6%	53.8%	57.1%	8.3%	11.3%	6.2%	8.5%	0.9%	0.6%
<b>SSA</b>	1,172	1,023	27.2%	22.2%	55.2%	51.3%	9.7%	13.1%	6.5%	11.3%	1.5%	2.1%
<b>State</b>	1,272	689	38.1%	24.1%	49.4%	57.9%	6.2%	11.3%	5.9%	5.2%	0.4%	1.5%
<b>Treasury</b>	5,677	7,314	34.5%	21.9%	53.1%	59.6%	6.2%	8.8%	5.4%	8.2%	0.9%	1.5%
<b>USDA</b>	10,401	10,441	29.6%	23.2%	55.4%	57.0%	8.1%	10.5%	5.7%	7.8%	1.2%	1.5%
<b>VA</b>	3,344	2,388	29.7%	26.5%	54.6%	51.1%	7.7%	11.8%	7.2%	8.8%	0.8%	1.7%
<b>Small Agencies</b>	15,964	N/A	34.1%	N/A	52.6%	N/A	7.1%	N/A	4.9%	N/A	1.3%	N/A
<b>All DoD</b>	40,193	32,559	33.6%	25.1%	52.7%	55.8%	7.3%	10.2%	5.3%	7.2%	1.1%	1.7%
<b>Army</b>	8,407	8,964	34.7%	25.6%	51.5%	55.3%	7.2%	9.9%	5.6%	7.5%	1.0%	1.7%
<b>ACE</b>	6,295	711	32.2%	28.5%	55.4%	53.3%	7.0%	10.4%	4.7%	7.1%	0.7%	0.7%
<b>Air Force</b>	8,695	6,545	31.7%	24.1%	53.7%	56.1%	7.4%	10.7%	5.7%	7.5%	1.4%	1.6%
<b>Navy</b>	9,511	9,043	34.6%	26.5%	53.0%	56.0%	7.5%	9.7%	4.1%	6.3%	0.8%	1.5%
<b>Marine Corps</b>	765	658	34.5%	24.6%	52.7%	55.5%	4.9%	10.8%	5.4%	7.4%	2.5%	1.8%
<b>Other DoD</b>	6,520	6,638	32.7%	22.1%	52.2%	57.0%	7.6%	10.6%	6.1%	7.8%	1.3%	2.4%

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

## ***FHCS 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,902	100,656	19.3%	14.8%	43.7%	41.7%	18.1%	21.4%	14.0%	17.6%	4.9%	4.5%
<b>AID</b>	803	560	18.6%	11.7%	44.3%	38.4%	14.8%	23.9%	15.4%	20.8%	6.9%	5.3%
<b>DHS</b>	10,473	N/A	12.5%	N/A	37.0%	N/A	21.2%	N/A	19.9%	N/A	9.5%	N/A
<b>DOC</b>	4,021	4,134	22.0%	15.3%	45.5%	44.7%	16.7%	22.2%	12.0%	14.7%	3.9%	3.1%
<b>DOE</b>	1,485	922	19.9%	18.9%	46.5%	45.1%	18.3%	17.3%	12.1%	15.0%	3.2%	3.7%
<b>DOI</b>	5,187	5,412	19.6%	14.5%	42.7%	42.7%	17.4%	23.4%	15.1%	15.7%	5.2%	3.7%
<b>DOJ</b>	7,701	4,363	19.0%	11.2%	42.1%	37.6%	19.2%	25.0%	15.4%	19.5%	4.4%	6.6%
<b>DOL</b>	4,082	4,105	17.8%	12.3%	40.2%	40.2%	19.4%	24.1%	16.0%	18.6%	6.6%	4.8%
<b>DOT</b>	4,950	3,003	15.4%	14.1%	44.9%	41.7%	17.7%	23.5%	17.1%	15.8%	4.9%	4.9%
<b>EDUC</b>	2,408	1,671	19.3%	14.3%	42.9%	43.5%	17.4%	20.8%	13.3%	17.7%	7.0%	3.6%
<b>EPA</b>	6,895	5,666	23.2%	13.2%	47.0%	46.8%	15.9%	20.9%	10.5%	15.3%	3.3%	3.8%
<b>GSA</b>	2,869	2,559	28.0%	22.3%	44.6%	42.6%	14.1%	18.7%	9.0%	12.6%	4.3%	3.7%
<b>HHS</b>	4,653	4,862	20.6%	17.2%	42.2%	40.9%	18.8%	21.3%	13.3%	17.0%	5.0%	3.7%
<b>HUD</b>	5,343	1,246	15.4%	11.1%	40.4%	40.3%	20.6%	24.1%	16.8%	19.7%	6.7%	4.9%
<b>NASA</b>	4,766	4,225	32.4%	23.6%	46.6%	49.8%	12.2%	17.0%	6.5%	8.2%	2.4%	1.4%
<b>NSF</b>	778	441	32.4%	25.2%	40.7%	40.9%	14.1%	17.3%	9.4%	13.7%	3.4%	2.9%

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## ***FHCS 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,902	100,656	19.3%	14.8%	43.7%	41.7%	18.1%	21.4%	14.0%	17.6%	4.9%	4.5%
<b>OMB</b>	249	249	21.2%	10.2%	47.5%	49.1%	19.2%	23.9%	9.7%	16.1%	2.4%	0.7%
<b>OPM</b>	1,539	1,311	15.2%	16.9%	40.1%	42.1%	21.0%	22.7%	15.6%	14.5%	8.1%	3.8%
<b>SBA</b>	1,661	881	10.1%	12.8%	36.3%	34.9%	23.2%	24.9%	21.9%	23.0%	8.6%	4.4%
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<b>USDA</b>	10,402	10,441	18.4%	11.7%	47.0%	48.0%	18.7%	21.9%	12.1%	15.5%	3.9%	3.0%
<b>VA</b>	3,344	2,388	20.4%	17.5%	44.6%	40.7%	18.0%	14.9%	11.6%	21.5%	5.4%	5.4%
<b>Small Agencies</b>	15,964	N/A	20.9%	N/A	43.0%	N/A	17.2%	N/A	13.8%	N/A	5.0%	N/A
<b>All DoD</b>	40,192	32,559	20.7%	15.1%	44.2%	41.7%	17.9%	22.4%	13.0%	16.7%	4.2%	4.2%
<b>Army</b>	8,407	8,964	23.9%	14.8%	42.0%	41.7%	17.1%	22.7%	12.4%	17.1%	4.6%	3.6%
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<b>Navy</b>	9,510	9,043	18.1%	15.1%	45.2%	42.5%	19.9%	21.3%	13.0%	16.8%	3.8%	4.3%
<b>Marine Corps</b>	765	658	19.7%	14.9%	43.1%	37.3%	19.7%	18.3%	10.7%	22.4%	6.8%	7.0%
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(3) I have enough information to do my job well.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
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<b>DHS</b>	10,473	N/A	13.3%	N/A	50.3%	N/A	18.4%	N/A	14.3%	N/A	3.9%	N/A
<b>DOC</b>	4,021	4,134	18.4%	15.4%	56.0%	59.5%	15.0%	15.0%	8.7%	8.4%	2.0%	1.6%
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	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,898	100,656	18.8%	15.3%	54.8%	55.8%	14.8%	16.0%	9.8%	10.9%	1.9%	2.0%
<b>OMB</b>	249	249	18.6%	9.8%	56.6%	57.1%	15.5%	16.5%	8.2%	15.5%	1.3%	1.2%
<b>OPM</b>	1,539	1,311	15.9%	15.8%	49.9%	55.6%	15.6%	14.7%	14.4%	11.7%	4.2%	2.2%
<b>SBA</b>	1,661	881	13.9%	14.3%	53.2%	56.3%	17.5%	16.2%	13.0%	11.8%	2.5%	1.5%
<b>SSA</b>	1,172	1,023	17.6%	14.7%	55.4%	56.3%	14.5%	16.8%	10.4%	11.1%	2.1%	1.1%
<b>State</b>	1,272	689	23.9%	13.0%	51.4%	52.4%	15.3%	19.9%	8.5%	12.7%	1.0%	1.9%
<b>Treasury</b>	5,677	7,314	15.1%	11.4%	58.1%	55.1%	13.8%	16.5%	11.5%	14.5%	1.5%	2.5%
<b>USDA</b>	10,401	10,441	15.2%	11.4%	56.6%	60.0%	15.9%	16.2%	10.6%	10.9%	1.6%	1.5%
<b>VA</b>	3,344	2,388	23.4%	16.9%	54.9%	54.8%	11.4%	16.4%	8.6%	10.3%	1.6%	1.6%
<b>Small Agencies</b>	15,964	N/A	21.2%	N/A	55.2%	N/A	12.8%	N/A	9.1%	N/A	1.8%	N/A
<b>All DoD</b>	40,191	32,559	19.6%	16.5%	54.7%	55.4%	15.0%	15.9%	9.0%	10.2%	1.6%	2.0%
<b>Army</b>	8,408	8,964	21.9%	16.6%	52.6%	56.0%	14.1%	16.1%	9.6%	9.6%	1.8%	1.7%
<b>ACE</b>	6,295	711	18.3%	18.0%	56.8%	54.1%	15.1%	16.6%	8.6%	10.1%	1.2%	1.1%
<b>Air Force</b>	8,694	6,545	20.0%	16.9%	54.8%	56.2%	15.2%	15.2%	8.8%	9.6%	1.2%	2.1%
<b>Navy</b>	9,510	9,043	16.8%	16.3%	57.3%	55.3%	16.1%	16.2%	8.3%	10.2%	1.5%	2.1%
<b>Marine Corps</b>	765	658	21.9%	16.9%	53.0%	49.9%	14.9%	15.5%	8.0%	14.4%	2.2%	3.2%
<b>Other DoD</b>	6,519	6,638	19.4%	15.1%	53.5%	54.2%	14.7%	16.2%	10.0%	12.0%	2.4%	2.6%

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

## ***FHCS 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,899	100,656	21.6%	17.7%	38.5%	39.0%	19.4%	20.1%	14.6%	17.8%	5.8%	5.4%
<b>AID</b>	803	560	23.3%	18.3%	41.2%	37.9%	20.0%	17.9%	9.3%	21.7%	6.3%	4.1%
<b>DHS</b>	10,477	N/A	12.4%	N/A	28.9%	N/A	19.4%	N/A	25.3%	N/A	14.1%	N/A
<b>DOC</b>	4,021	4,134	23.2%	18.0%	37.9%	39.9%	19.3%	20.1%	13.3%	16.4%	6.4%	5.5%
<b>DOE</b>	1,485	922	25.5%	19.1%	40.9%	42.7%	18.2%	17.0%	11.0%	15.2%	4.4%	5.9%
<b>DOI</b>	5,183	5,412	22.8%	17.4%	40.1%	42.7%	17.3%	19.8%	14.5%	15.4%	5.3%	4.7%
<b>DOJ</b>	7,701	4,363	21.5%	13.4%	37.6%	33.4%	19.3%	21.1%	15.4%	22.7%	6.3%	9.4%
<b>DOL</b>	4,082	4,105	19.1%	14.2%	34.9%	36.2%	20.8%	21.8%	17.8%	21.0%	7.4%	6.7%
<b>DOT</b>	4,950	3,003	16.2%	15.9%	39.0%	34.7%	20.3%	24.2%	16.8%	19.0%	7.7%	6.3%
<b>EDUC</b>	2,408	1,671	22.4%	14.6%	35.9%	38.4%	17.0%	20.5%	16.2%	20.5%	8.6%	6.1%
<b>EPA</b>	6,895	5,666	25.1%	16.8%	41.4%	42.9%	17.5%	19.7%	12.0%	15.6%	4.0%	5.0%
<b>GSA</b>	2,869	2,559	28.7%	23.6%	38.1%	38.6%	16.8%	18.4%	10.8%	13.9%	5.6%	5.5%
<b>HHS</b>	4,653	4,862	22.0%	18.6%	38.6%	39.7%	20.4%	20.6%	13.6%	16.3%	5.4%	4.9%
<b>HUD</b>	5,343	1,246	18.4%	13.4%	37.2%	37.4%	21.9%	21.7%	15.6%	21.1%	6.9%	6.5%
<b>NASA</b>	4,766	4,225	34.0%	27.7%	41.2%	44.3%	14.3%	15.9%	7.9%	9.7%	2.5%	2.5%
<b>NSF</b>	778	441	32.2%	27.3%	37.4%	36.2%	15.0%	19.1%	10.3%	12.8%	5.1%	4.7%

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

## ***FHCS 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,899	100,656	21.6%	17.7%	38.5%	39.0%	19.4%	20.1%	14.6%	17.8%	5.8%	5.4%
<b>OMB</b>	249	249	33.1%	15.2%	44.8%	48.2%	13.0%	17.9%	6.3%	17.1%	2.8%	1.6%
<b>OPM</b>	1,539	1,311	19.1%	18.9%	38.7%	41.2%	20.0%	20.3%	13.7%	15.1%	8.5%	4.4%
<b>SBA</b>	1,661	881	16.7%	15.8%	37.0%	37.5%	23.2%	21.0%	16.1%	20.2%	7.0%	5.5%
<b>SSA</b>	1,172	1,023	16.8%	14.4%	38.0%	36.9%	21.5%	24.0%	16.4%	19.6%	7.4%	5.0%
<b>State</b>	1,272	689	27.5%	14.3%	37.7%	38.6%	16.1%	20.3%	14.1%	22.4%	4.6%	4.4%
<b>Treasury</b>	5,677	7,314	18.3%	16.3%	38.0%	37.0%	21.8%	20.1%	16.0%	21.2%	5.8%	5.4%
<b>USDA</b>	10,402	10,441	17.8%	14.0%	39.8%	43.3%	21.8%	21.6%	15.5%	16.7%	5.1%	4.4%
<b>VA</b>	3,344	2,388	23.6%	20.9%	39.7%	39.3%	19.6%	16.4%	11.8%	18.6%	5.2%	4.8%
<b>Small Agencies</b>	15,964	N/A	20.8%	N/A	35.7%	N/A	20.7%	N/A	16.4%	N/A	6.4%	N/A
<b>All DoD</b>	40,189	32,559	23.9%	18.3%	40.2%	39.6%	18.7%	20.4%	13.0%	16.6%	4.2%	5.1%
<b>Army</b>	8,406	8,964	26.5%	18.1%	39.5%	40.0%	17.0%	21.3%	12.4%	16.2%	4.6%	4.4%
<b>ACE</b>	6,295	711	23.7%	19.8%	41.9%	41.7%	17.6%	19.2%	12.6%	14.5%	4.2%	4.7%
<b>Air Force</b>	8,693	6,545	23.5%	19.2%	40.3%	41.1%	18.5%	20.2%	13.9%	14.8%	3.8%	4.7%
<b>Navy</b>	9,510	9,043	22.3%	19.1%	41.7%	38.5%	20.1%	19.9%	12.3%	16.8%	3.6%	5.6%
<b>Marine Corps</b>	765	658	26.4%	18.5%	34.7%	37.4%	21.8%	18.1%	11.3%	17.6%	5.8%	8.5%
<b>Other DoD</b>	6,520	6,638	21.7%	15.1%	38.7%	38.0%	20.1%	20.2%	14.5%	20.6%	4.9%	6.1%

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

## ***FHCS Report by Agency***

(5) My job makes good use of my skills and abilities.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,904	100,656	22.2%	18.5%	44.7%	45.7%	14.8%	14.5%	12.8%	15.3%	5.4%	6.1%
<b>AID</b>	803	560	23.0%	16.5%	45.4%	43.0%	13.5%	16.6%	12.4%	17.2%	5.7%	6.8%
<b>DHS</b>	10,475	N/A	13.2%	N/A	36.3%	N/A	17.5%	N/A	20.6%	N/A	12.5%	N/A
<b>DOC</b>	4,021	4,134	24.4%	18.2%	45.1%	46.9%	14.5%	14.4%	11.7%	15.6%	4.3%	4.9%
<b>DOE</b>	1,485	922	24.5%	15.4%	46.3%	45.5%	13.2%	13.4%	11.5%	17.4%	4.5%	8.4%
<b>DOI</b>	5,185	5,412	20.7%	17.6%	47.8%	48.2%	14.0%	15.0%	12.8%	13.9%	4.7%	5.3%
<b>DOJ</b>	7,701	4,363	23.9%	14.8%	43.8%	43.0%	14.4%	17.0%	12.7%	16.8%	5.2%	8.4%
<b>DOL</b>	4,082	4,105	21.1%	15.4%	42.1%	45.5%	16.6%	16.1%	13.5%	16.1%	6.6%	6.9%
<b>DOT</b>	4,950	3,003	17.6%	17.5%	47.4%	45.2%	14.5%	17.2%	14.8%	13.7%	5.6%	6.4%
<b>EDUC</b>	2,408	1,671	21.0%	15.2%	40.9%	42.7%	14.1%	15.7%	15.2%	18.6%	8.8%	7.8%
<b>EPA</b>	6,895	5,666	23.8%	16.0%	44.6%	47.5%	15.0%	14.7%	12.2%	15.3%	4.4%	6.5%
<b>GSA</b>	2,869	2,559	28.1%	23.3%	43.3%	42.7%	13.4%	15.0%	10.1%	13.4%	5.1%	5.7%
<b>HHS</b>	4,653	4,862	23.7%	20.8%	44.0%	45.2%	13.5%	13.2%	11.9%	14.8%	6.9%	6.0%
<b>HUD</b>	5,343	1,246	18.4%	16.2%	44.6%	43.2%	14.5%	15.9%	14.2%	18.1%	8.3%	6.7%
<b>NASA</b>	4,766	4,225	29.3%	23.1%	44.3%	49.0%	13.5%	12.7%	8.7%	11.3%	4.1%	3.9%
<b>NSF</b>	778	441	29.7%	26.9%	38.5%	40.1%	14.5%	12.7%	12.5%	15.6%	4.7%	4.7%

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

## ***FHCS Report by Agency***

(5) My job makes good use of my skills and abilities.

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,904	100,656	22.2%	18.5%	44.7%	45.7%	14.8%	14.5%	12.8%	15.3%	5.4%	6.1%
<b>OMB</b>	249	249	35.1%	17.1%	49.5%	55.0%	7.5%	13.2%	5.2%	12.1%	2.8%	2.5%
<b>OPM</b>	1,539	1,311	18.8%	18.2%	43.7%	47.0%	16.4%	14.5%	13.1%	14.5%	8.0%	5.8%
<b>SBA</b>	1,661	881	18.5%	17.2%	45.4%	47.7%	15.3%	13.7%	14.7%	14.5%	6.2%	6.9%
<b>SSA</b>	1,172	1,023	18.4%	17.2%	46.6%	44.3%	16.5%	16.4%	12.0%	16.3%	6.4%	5.8%
<b>State</b>	1,272	689	26.9%	15.2%	41.2%	41.9%	12.8%	16.3%	12.9%	21.1%	6.2%	5.6%
<b>Treasury</b>	5,677	7,314	19.7%	14.9%	45.9%	46.9%	14.1%	14.1%	15.2%	17.7%	5.1%	6.3%
<b>USDA</b>	10,403	10,441	18.8%	14.0%	49.2%	50.5%	14.6%	15.2%	12.3%	15.8%	5.1%	4.6%
<b>VA</b>	3,344	2,388	27.4%	23.4%	44.2%	44.1%	13.2%	11.1%	11.6%	15.2%	3.6%	6.1%
<b>Small Agencies</b>	15,964	N/A	22.8%	N/A	44.7%	N/A	13.8%	N/A	13.0%	N/A	5.7%	N/A
<b>All DoD</b>	40,193	32,559	23.2%	19.1%	45.5%	45.7%	15.2%	14.6%	11.6%	14.6%	4.5%	5.9%
<b>Army</b>	8,408	8,964	26.4%	19.7%	43.1%	46.1%	15.0%	14.6%	11.2%	13.8%	4.2%	5.8%
<b>ACE</b>	6,295	711	22.5%	19.4%	49.4%	49.4%	14.3%	13.3%	10.3%	13.5%	3.5%	4.5%
<b>Air Force</b>	8,695	6,545	22.3%	18.6%	46.5%	46.7%	15.0%	14.4%	11.3%	14.7%	4.9%	5.6%
<b>Navy</b>	9,511	9,043	20.9%	20.0%	47.5%	45.3%	15.6%	14.4%	11.6%	14.1%	4.4%	6.2%
<b>Marine Corps</b>	764	658	26.5%	19.7%	42.7%	43.3%	15.0%	13.5%	10.2%	16.2%	5.5%	7.3%
<b>Other DoD</b>	6,520	6,638	21.7%	16.8%	44.4%	42.9%	15.3%	16.2%	13.5%	17.6%	5.1%	6.6%

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

## ***FHCS Report by Agency***

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

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,905	100,656	26.7%	25.0%	44.2%	44.9%	15.6%	15.0%	9.4%	9.9%	4.1%	5.2%
<b>AID</b>	803	560	28.4%	22.3%	45.9%	47.4%	12.2%	13.8%	9.3%	10.8%	4.2%	5.6%
<b>DHS</b>	10,475	N/A	19.9%	N/A	40.2%	N/A	18.6%	N/A	13.2%	N/A	8.1%	N/A
<b>DOC</b>	4,021	4,134	25.4%	22.9%	47.1%	46.7%	14.8%	15.7%	8.8%	9.9%	3.8%	4.8%
<b>DOE</b>	1,485	922	28.6%	22.4%	45.3%	42.8%	13.4%	17.3%	8.1%	10.4%	4.6%	7.0%
<b>DOI</b>	5,185	5,412	25.4%	25.7%	46.4%	46.1%	15.0%	14.6%	9.4%	8.9%	3.8%	4.7%
<b>DOJ</b>	7,701	4,363	27.7%	21.7%	41.5%	41.3%	15.7%	17.2%	10.4%	11.6%	4.7%	8.3%
<b>DOL</b>	4,082	4,105	26.1%	22.8%	42.8%	47.1%	16.0%	14.5%	9.9%	10.8%	5.3%	4.7%
<b>DOT</b>	4,950	3,003	23.5%	24.5%	46.3%	45.9%	15.1%	14.5%	10.6%	10.3%	4.5%	4.8%
<b>EDUC</b>	2,408	1,671	24.6%	20.5%	42.4%	45.7%	15.3%	16.9%	10.9%	11.4%	6.8%	5.5%
<b>EPA</b>	6,895	5,666	26.7%	22.5%	46.2%	48.7%	15.4%	13.8%	8.2%	10.4%	3.4%	4.5%
<b>GSA</b>	2,869	2,559	32.0%	29.1%	43.7%	43.3%	13.5%	12.8%	6.7%	9.7%	4.2%	5.0%
<b>HHS</b>	4,653	4,862	27.9%	26.7%	43.8%	45.3%	16.2%	13.2%	8.3%	9.9%	3.9%	4.8%
<b>HUD</b>	5,343	1,246	28.1%	21.4%	39.5%	43.1%	16.1%	17.5%	10.5%	11.9%	5.8%	6.2%
<b>NASA</b>	4,766	4,225	32.9%	29.1%	43.9%	48.4%	12.9%	12.7%	6.9%	7.1%	3.4%	2.8%
<b>NSF</b>	778	441	33.0%	34.3%	39.8%	38.4%	15.5%	13.4%	7.9%	9.5%	3.8%	4.3%

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

## ***FHCS Report by Agency***

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

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,905	100,656	26.7%	25.0%	44.2%	44.9%	15.6%	15.0%	9.4%	9.9%	4.1%	5.2%
<b>OMB</b>	249	249	38.1%	22.3%	41.8%	54.9%	14.5%	13.0%	5.2%	9.0%	0.4%	0.8%
<b>OPM</b>	1,539	1,311	23.6%	26.8%	43.4%	44.7%	16.8%	13.8%	9.5%	9.6%	6.7%	5.0%
<b>SBA</b>	1,661	881	23.6%	23.7%	44.8%	46.2%	14.9%	15.8%	11.7%	9.8%	5.0%	4.4%
<b>SSA</b>	1,172	1,023	26.1%	26.7%	46.0%	45.5%	13.3%	13.7%	10.2%	9.0%	4.3%	5.1%
<b>State</b>	1,272	689	30.6%	20.2%	39.8%	47.5%	17.3%	15.1%	9.0%	13.3%	3.3%	3.9%
<b>Treasury</b>	5,677	7,314	22.5%	20.1%	45.6%	46.1%	15.1%	15.4%	11.9%	11.7%	4.9%	6.7%
<b>USDA</b>	10,403	10,441	24.4%	21.2%	47.5%	50.3%	16.0%	15.3%	8.2%	9.3%	3.8%	3.9%
<b>VA</b>	3,344	2,388	32.7%	29.9%	42.9%	44.5%	14.6%	14.7%	7.2%	7.2%	2.6%	3.7%
<b>Small Agencies</b>	15,964	N/A	26.9%	N/A	43.4%	N/A	15.7%	N/A	9.8%	N/A	4.3%	N/A
<b>All DoD</b>	40,194	32,559	27.0%	25.4%	44.8%	44.1%	15.7%	14.9%	9.0%	10.3%	3.6%	5.2%
<b>Army</b>	8,408	8,964	29.4%	26.1%	43.7%	44.4%	14.6%	14.1%	8.9%	10.3%	3.4%	5.1%
<b>ACE</b>	6,295	711	25.4%	26.8%	48.6%	44.1%	14.8%	16.5%	8.1%	8.1%	3.1%	4.4%
<b>Air Force</b>	8,696	6,545	26.4%	25.1%	44.3%	44.8%	16.7%	15.3%	9.0%	10.2%	3.6%	4.6%
<b>Navy</b>	9,510	9,043	25.5%	26.5%	46.0%	43.4%	16.2%	14.8%	8.8%	9.9%	3.5%	5.4%
<b>Marine Corps</b>	765	658	34.5%	23.9%	39.6%	44.0%	13.8%	13.5%	8.0%	11.8%	4.2%	6.8%
<b>Other DoD</b>	6,520	6,638	24.4%	21.5%	45.0%	43.7%	16.1%	16.3%	10.2%	12.1%	4.3%	6.5%

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

## ***FHCS Report by Agency***

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

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,892	100,656	37.4%	36.3%	45.1%	45.3%	11.7%	11.8%	4.3%	4.5%	1.6%	2.1%
<b>AID</b>	803	560	38.8%	30.5%	43.5%	48.5%	11.1%	11.1%	4.9%	6.9%	1.7%	3.0%
<b>DHS</b>	10,472	N/A	34.2%	N/A	43.6%	N/A	14.4%	N/A	5.1%	N/A	2.7%	N/A
<b>DOC</b>	4,021	4,134	33.8%	31.7%	46.9%	46.8%	13.5%	13.9%	4.0%	5.4%	1.9%	2.1%
<b>DOE</b>	1,485	922	38.3%	33.3%	45.4%	42.6%	11.1%	14.8%	3.7%	5.7%	1.4%	3.5%
<b>DOI</b>	5,182	5,412	40.0%	38.7%	45.0%	45.6%	10.2%	10.8%	3.8%	3.4%	1.0%	1.6%
<b>DOJ</b>	7,701	4,363	38.9%	35.9%	43.3%	44.9%	11.5%	12.7%	4.5%	4.5%	1.7%	2.0%
<b>DOL</b>	4,082	4,105	35.3%	32.8%	44.7%	47.0%	12.7%	13.6%	5.0%	4.7%	2.2%	2.0%
<b>DOT</b>	4,949	3,003	36.5%	38.7%	46.9%	44.9%	10.2%	11.2%	5.2%	3.4%	1.3%	1.9%
<b>EDUC</b>	2,408	1,671	32.1%	29.7%	43.1%	47.4%	15.9%	15.6%	5.8%	4.6%	2.9%	2.7%
<b>EPA</b>	6,895	5,666	34.5%	30.9%	46.9%	49.5%	12.5%	12.4%	4.6%	5.3%	1.6%	1.9%
<b>GSA</b>	2,869	2,559	39.9%	38.3%	41.8%	41.5%	12.2%	13.8%	4.2%	4.3%	1.8%	2.2%
<b>HHS</b>	4,653	4,862	37.4%	36.3%	44.5%	46.5%	12.9%	11.0%	3.6%	4.1%	1.6%	2.1%
<b>HUD</b>	5,343	1,246	36.2%	27.5%	42.2%	47.2%	14.0%	15.1%	5.1%	6.5%	2.4%	3.6%
<b>NASA</b>	4,766	4,225	39.6%	37.6%	44.0%	46.2%	11.1%	10.9%	3.9%	4.1%	1.5%	1.3%
<b>NSF</b>	778	441	36.5%	34.6%	44.9%	43.6%	12.5%	12.1%	3.9%	7.9%	2.3%	1.8%

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

## ***FHCS Report by Agency***

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

	# of Respondents*		Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,892	100,656	37.4%	36.3%	45.1%	45.3%	11.7%	11.8%	4.3%	4.5%	1.6%	2.1%
<b>OMB</b>	249	249	40.1%	25.7%	48.4%	60.1%	7.4%	9.3%	3.3%	4.1%	0.8%	0.8%
<b>OPM</b>	1,539	1,311	31.8%	34.8%	45.7%	42.4%	13.8%	14.2%	5.9%	4.8%	2.8%	3.8%
<b>SBA</b>	1,661	881	33.9%	33.1%	46.0%	46.7%	13.0%	12.6%	4.6%	5.8%	2.5%	1.9%
<b>SSA</b>	1,172	1,023	29.8%	32.5%	47.4%	48.8%	15.4%	10.7%	5.7%	5.1%	1.7%	2.9%
<b>State</b>	1,272	689	37.0%	31.1%	44.6%	48.9%	12.3%	12.7%	3.5%	6.0%	2.6%	1.4%
<b>Treasury</b>	5,677	7,314	31.9%	30.8%	47.3%	48.0%	12.9%	12.9%	5.8%	5.0%	2.2%	3.3%
<b>USDA</b>	10,401	10,441	36.4%	35.0%	48.0%	48.9%	11.2%	11.2%	3.2%	3.7%	1.2%	1.2%
<b>VA</b>	3,344	2,388	43.7%	41.3%	43.7%	44.4%	8.9%	10.2%	2.9%	3.3%	0.8%	0.9%
<b>Small Agencies</b>	15,964	N/A	36.3%	N/A	45.0%	N/A	12.4%	N/A	4.8%	N/A	1.5%	N/A
<b>All DoD</b>	40,190	32,559	37.7%	36.9%	45.1%	43.8%	11.4%	12.0%	4.2%	4.9%	1.6%	2.4%
<b>Army</b>	8,406	8,964	40.0%	38.3%	44.0%	44.1%	10.6%	11.1%	4.1%	4.5%	1.4%	2.1%
<b>ACE</b>	6,295	711	36.2%	36.8%	47.7%	48.1%	11.5%	9.7%	3.6%	3.5%	1.0%	2.0%
<b>Air Force</b>	8,694	6,545	37.5%	36.9%	45.4%	43.0%	11.3%	12.0%	3.9%	5.5%	1.9%	2.6%
<b>Navy</b>	9,510	9,043	36.0%	37.6%	46.0%	43.0%	12.1%	12.2%	4.6%	4.9%	1.3%	2.4%
<b>Marine Corps</b>	765	658	48.4%	38.5%	40.1%	43.1%	7.6%	10.7%	2.5%	5.0%	1.4%	2.7%
<b>Other DoD</b>	6,520	6,638	35.1%	32.1%	45.0%	45.1%	12.9%	14.4%	4.8%	5.4%	2.1%	3.0%

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

## ***FHCS 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		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,899	100,656	23.6%	19.9%	39.9%	40.2%	20.1%	18.2%	10.4%	13.2%	5.9%	8.4%	N/A	0.1%
<b>AID</b>	803	560	18.6%	13.9%	41.9%	37.1%	23.4%	23.1%	10.1%	17.5%	6.0%	8.5%	N/A	0.0%
<b>DHS</b>	10,476	N/A	16.9%	N/A	34.4%	N/A	21.9%	N/A	16.0%	N/A	10.9%	N/A	N/A	N/A
<b>DOC</b>	4,021	4,134	24.0%	20.9%	41.5%	43.0%	18.4%	18.5%	10.1%	12.3%	5.9%	5.1%	N/A	0.2%
<b>DOE</b>	1,485	922	29.0%	22.0%	39.1%	38.7%	15.3%	15.1%	10.7%	15.7%	5.8%	8.4%	N/A	0.2%
<b>DOI</b>	5,184	5,412	23.9%	23.0%	41.5%	41.2%	18.7%	18.1%	10.1%	11.9%	5.8%	5.8%	N/A	0.0%
<b>DOJ</b>	7,701	4,363	26.0%	15.9%	38.9%	39.5%	18.8%	19.9%	10.0%	13.9%	6.3%	10.8%	N/A	0.1%
<b>DOL</b>	4,082	4,105	21.9%	18.8%	39.5%	39.7%	21.3%	20.2%	9.5%	12.4%	7.8%	8.8%	N/A	0.1%
<b>DOT</b>	4,948	3,003	22.4%	21.5%	41.0%	40.2%	18.0%	17.6%	9.9%	12.5%	8.7%	8.1%	N/A	0.1%
<b>EDUC</b>	2,408	1,671	17.0%	14.1%	34.7%	34.9%	23.9%	23.0%	13.4%	17.2%	11.0%	10.8%	N/A	0.1%
<b>EPA</b>	6,895	5,666	27.7%	22.5%	43.2%	43.7%	17.3%	17.3%	8.0%	10.7%	3.9%	5.6%	N/A	0.1%
<b>GSA</b>	2,869	2,559	32.8%	25.4%	37.7%	38.8%	17.0%	17.6%	7.2%	11.5%	5.3%	6.4%	N/A	0.3%
<b>HHS</b>	4,653	4,862	23.9%	21.6%	39.9%	39.8%	20.1%	19.3%	10.0%	11.8%	6.2%	7.3%	N/A	0.2%
<b>HUD</b>	5,343	1,246	20.7%	13.6%	39.1%	38.3%	21.6%	23.8%	10.6%	15.5%	8.0%	8.5%	N/A	0.3%
<b>NASA</b>	4,766	4,225	34.6%	33.8%	38.6%	40.5%	15.4%	14.6%	7.5%	7.7%	4.0%	3.4%	N/A	0.0%
<b>NSF</b>	778	441	41.8%	29.3%	36.2%	39.5%	12.3%	14.3%	5.0%	10.4%	4.7%	6.2%	N/A	0.3%

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

## ***FHCS 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		Do Not Know	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,899	100,656	23.6%	19.9%	39.9%	40.2%	20.1%	18.2%	10.4%	13.2%	5.9%	8.4%	N/A	0.1%
<b>OMB</b>	249	249	34.0%	19.6%	46.5%	48.6%	10.6%	17.8%	6.8%	10.7%	2.0%	3.3%	N/A	0.0%
<b>OPM</b>	1,539	1,311	17.1%	19.8%	38.1%	41.0%	22.8%	19.2%	11.4%	13.2%	10.6%	6.7%	N/A	0.1%
<b>SBA</b>	1,661	881	12.5%	14.0%	28.3%	35.8%	27.3%	23.8%	17.4%	16.6%	14.6%	9.8%	N/A	0.0%
<b>SSA</b>	1,172	1,023	21.0%	16.7%	38.6%	41.0%	23.9%	17.5%	10.8%	13.3%	5.8%	11.4%	N/A	0.2%
<b>State</b>	1,272	689	29.2%	14.6%	39.7%	43.4%	19.5%	20.9%	6.4%	14.0%	5.1%	7.0%	N/A	0.0%
<b>Treasury</b>	5,677	7,314	17.3%	14.4%	42.0%	40.9%	22.0%	18.7%	11.5%	17.3%	7.2%	8.6%	N/A	0.0%
<b>USDA</b>	10,402	10,441	22.1%	19.4%	41.9%	42.7%	21.4%	19.2%	10.0%	12.1%	4.7%	6.4%	N/A	0.2%
<b>VA</b>	3,344	2,388	29.6%	19.0%	39.4%	42.1%	19.3%	15.7%	8.9%	12.3%	2.8%	10.8%	N/A	0.0%
<b>Small Agencies</b>	15,964	N/A	25.0%	N/A	37.8%	N/A	20.2%	N/A	10.1%	N/A	7.0%	N/A	N/A	N/A
<b>All DoD</b>	40,191	32,559	23.4%	21.3%	40.9%	39.1%	20.0%	18.5%	10.2%	13.0%	5.5%	8.1%	N/A	0.1%
<b>Army</b>	8,408	8,964	25.6%	21.3%	41.1%	39.4%	18.3%	18.5%	9.9%	12.9%	5.1%	7.7%	N/A	0.1%
<b>ACE</b>	6,295	711	24.7%	24.4%	43.1%	43.0%	18.5%	16.2%	9.7%	9.8%	4.0%	6.5%	N/A	0.0%
<b>Air Force</b>	8,696	6,545	23.7%	23.7%	39.4%	39.9%	20.0%	17.5%	10.6%	12.0%	6.3%	6.9%	N/A	0.0%
<b>Navy</b>	9,509	9,043	21.2%	22.1%	42.6%	38.7%	21.9%	18.6%	9.4%	12.6%	4.9%	7.8%	N/A	0.1%
<b>Marine Corps</b>	765	658	26.8%	16.7%	39.7%	34.2%	17.2%	21.3%	10.4%	16.5%	5.9%	11.2%	N/A	0.0%
<b>Other DoD</b>	6,518	6,638	21.4%	14.7%	38.9%	36.6%	21.1%	20.4%	11.9%	16.5%	6.8%	11.6%	N/A	0.2%

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

## ***FHCS 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,902	100,656	29.6%	25.5%	35.7%	35.5%	21.3%	23.3%	8.3%	8.6%	5.1%	7.1%
<b>AID</b>	803	560	32.3%	26.9%	35.5%	39.7%	20.0%	20.0%	5.4%	8.3%	6.8%	5.1%
<b>DHS</b>	10,475	N/A	22.4%	N/A	33.5%	N/A	26.4%	N/A	11.7%	N/A	6.0%	N/A
<b>DOC</b>	4,021	4,134	32.7%	26.3%	36.0%	38.4%	19.8%	22.5%	7.1%	7.0%	4.4%	5.8%
<b>DOE</b>	1,485	922	33.0%	31.6%	36.9%	36.1%	19.1%	18.7%	6.9%	8.3%	4.1%	5.3%
<b>DOI</b>	5,184	5,412	26.9%	24.8%	36.1%	35.9%	20.7%	23.9%	10.0%	9.0%	6.3%	6.4%
<b>DOJ</b>	7,701	4,363	29.0%	22.5%	33.9%	33.4%	22.4%	26.5%	8.7%	10.1%	5.9%	7.4%
<b>DOL</b>	4,082	4,105	31.2%	25.7%	34.5%	36.4%	20.1%	22.8%	8.6%	8.1%	5.7%	7.1%
<b>DOT</b>	4,950	3,003	26.0%	26.0%	34.4%	33.1%	23.9%	23.5%	9.3%	8.3%	6.5%	9.1%
<b>EDUC</b>	2,408	1,671	31.4%	27.1%	33.6%	33.3%	20.8%	24.0%	8.4%	9.0%	5.9%	6.6%
<b>EPA</b>	6,895	5,666	31.3%	24.6%	37.1%	38.9%	20.9%	22.5%	7.3%	8.3%	3.5%	5.7%
<b>GSA</b>	2,869	2,559	36.9%	32.1%	34.8%	35.7%	17.0%	19.4%	7.1%	7.7%	4.1%	5.2%
<b>HHS</b>	4,653	4,862	30.6%	27.2%	32.8%	33.9%	22.4%	23.6%	8.9%	8.8%	5.2%	6.6%
<b>HUD</b>	5,343	1,246	29.9%	27.6%	35.2%	35.3%	21.4%	21.6%	7.6%	8.5%	5.9%	7.0%
<b>NASA</b>	4,766	4,225	37.6%	32.6%	37.6%	39.5%	16.0%	18.7%	5.8%	6.0%	2.9%	3.2%
<b>NSF</b>	778	441	39.1%	35.7%	34.8%	31.7%	15.2%	21.1%	7.6%	7.0%	3.3%	4.4%

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

## ***FHCS 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,902	100,656	29.6%	25.5%	35.7%	35.5%	21.3%	23.3%	8.3%	8.6%	5.1%	7.1%
<b>OMB</b>	249	249	37.2%	26.9%	35.6%	38.3%	19.2%	24.2%	5.6%	6.2%	2.4%	4.4%
<b>OPM</b>	1,539	1,311	32.8%	28.7%	35.4%	36.0%	19.1%	21.1%	7.0%	8.7%	5.7%	5.5%
<b>SBA</b>	1,661	881	30.1%	27.2%	35.5%	36.2%	20.8%	22.8%	8.2%	9.2%	5.5%	4.6%
<b>SSA</b>	1,172	1,023	25.8%	24.0%	36.7%	35.4%	23.7%	25.7%	7.7%	8.4%	6.1%	6.5%
<b>State</b>	1,272	689	35.7%	21.3%	36.4%	36.3%	17.4%	25.9%	7.4%	10.9%	3.1%	5.6%
<b>Treasury</b>	5,677	7,314	33.8%	29.2%	37.4%	36.8%	18.7%	20.6%	7.1%	6.8%	2.9%	6.6%
<b>USDA</b>	10,400	10,441	27.9%	24.9%	38.1%	38.4%	21.1%	22.8%	8.3%	8.4%	4.7%	5.5%
<b>VA</b>	3,344	2,388	31.9%	28.3%	35.3%	35.1%	19.1%	21.7%	7.3%	6.5%	6.4%	8.4%
<b>Small Agencies</b>	15,964	N/A	31.8%	N/A	35.4%	N/A	20.4%	N/A	7.9%	N/A	4.5%	N/A
<b>All DoD</b>	40,195	32,559	29.9%	23.8%	36.1%	35.3%	21.3%	24.0%	8.1%	9.7%	4.6%	7.2%
<b>Army</b>	8,408	8,964	31.3%	23.8%	35.7%	34.5%	20.7%	25.2%	7.2%	9.5%	5.1%	6.9%
<b>ACE</b>	6,295	711	31.0%	25.2%	35.6%	35.4%	20.7%	24.0%	8.7%	8.9%	4.1%	6.6%
<b>Air Force</b>	8,696	6,545	28.6%	24.8%	35.7%	37.3%	21.5%	22.0%	9.2%	9.0%	5.0%	6.9%
<b>Navy</b>	9,511	9,043	29.0%	23.2%	37.7%	34.9%	21.2%	24.5%	8.3%	10.1%	3.8%	7.3%
<b>Marine Corps</b>	765	658	32.7%	23.8%	33.1%	29.9%	19.1%	25.3%	10.3%	12.2%	4.7%	8.8%
<b>Other DoD</b>	6,520	6,638	29.6%	23.0%	35.1%	34.7%	23.3%	23.8%	7.4%	10.3%	4.5%	8.2%

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

## ***FHCS 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,881	100,656	37.2%	33.1%	46.2%	47.9%	14.0%	15.8%	2.1%	2.6%	0.6%	0.7%
<b>AID</b>	803	560	38.0%	32.2%	46.3%	48.8%	12.4%	17.0%	2.8%	1.3%	0.5%	0.7%
<b>DHS</b>	10,469	N/A	29.3%	N/A	47.5%	N/A	19.2%	N/A	2.9%	N/A	1.1%	N/A
<b>DOC</b>	4,021	4,134	38.9%	32.2%	47.5%	50.0%	10.9%	14.9%	1.9%	2.4%	0.7%	0.4%
<b>DOE</b>	1,485	922	43.6%	35.2%	43.5%	45.7%	10.8%	15.9%	1.6%	2.5%	0.4%	0.7%
<b>DOI</b>	5,177	5,412	36.3%	34.4%	45.1%	47.2%	15.0%	15.1%	2.9%	2.9%	0.7%	0.4%
<b>DOJ</b>	7,701	4,363	36.9%	28.9%	44.6%	46.7%	15.6%	19.7%	1.9%	4.1%	1.0%	0.5%
<b>DOL</b>	4,082	4,105	36.1%	31.0%	46.6%	47.7%	14.3%	17.8%	2.4%	2.6%	0.7%	0.9%
<b>DOT</b>	4,946	3,003	32.7%	32.8%	48.9%	48.2%	14.2%	16.2%	3.9%	2.2%	0.3%	0.5%
<b>EDUC</b>	2,408	1,671	39.5%	32.3%	42.5%	47.5%	14.5%	16.7%	2.5%	2.6%	1.0%	0.9%
<b>EPA</b>	6,895	5,666	36.6%	30.0%	48.2%	49.4%	12.9%	17.3%	1.7%	2.5%	0.7%	0.7%
<b>GSA</b>	2,869	2,559	42.8%	38.1%	42.0%	43.3%	12.6%	14.9%	1.9%	2.9%	0.6%	0.7%
<b>HHS</b>	4,653	4,862	38.0%	34.6%	44.8%	45.7%	15.1%	16.7%	1.5%	2.4%	0.6%	0.7%
<b>HUD</b>	5,343	1,246	34.2%	32.4%	45.3%	47.3%	15.0%	16.0%	4.5%	3.9%	1.0%	0.4%
<b>NASA</b>	4,766	4,225	49.7%	42.8%	39.4%	43.6%	9.2%	11.5%	1.4%	1.6%	0.3%	0.5%
<b>NSF</b>	778	441	49.9%	42.3%	39.3%	41.4%	9.5%	13.4%	0.9%	1.9%	0.4%	1.0%

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

## ***FHCS 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,881	100,656	37.2%	33.1%	46.2%	47.9%	14.0%	15.8%	2.1%	2.6%	0.6%	0.7%
<b>OMB</b>	249	249	54.6%	39.4%	38.5%	52.0%	5.2%	7.8%	1.7%	0.8%	0.0%	0.0%
<b>OPM</b>	1,539	1,311	42.1%	39.6%	43.3%	46.0%	11.2%	12.4%	2.4%	1.7%	0.9%	0.3%
<b>SBA</b>	1,661	881	38.4%	33.7%	45.3%	50.0%	14.0%	13.4%	1.8%	2.3%	0.4%	0.7%
<b>SSA</b>	1,172	1,023	31.2%	28.2%	48.1%	49.0%	17.5%	18.5%	1.5%	4.0%	1.6%	0.2%
<b>State</b>	1,272	689	41.4%	33.2%	44.3%	49.1%	12.4%	14.2%	1.2%	3.1%	0.6%	0.4%
<b>Treasury</b>	5,677	7,314	37.1%	29.5%	49.6%	52.5%	11.7%	15.2%	1.0%	1.5%	0.6%	1.3%
<b>USDA</b>	10,402	10,441	34.9%	30.3%	47.7%	50.1%	14.7%	16.7%	2.4%	2.4%	0.3%	0.6%
<b>VA</b>	3,344	2,388	38.4%	36.4%	46.0%	47.3%	13.4%	13.3%	2.2%	2.7%	0.1%	0.3%
<b>Small Agencies</b>	15,964	N/A	41.6%	N/A	44.7%	N/A	11.5%	N/A	1.7%	N/A	0.4%	N/A
<b>All DoD</b>	40,189	32,559	38.7%	33.9%	45.7%	47.2%	13.1%	15.7%	2.1%	2.5%	0.5%	0.7%
<b>Army</b>	8,407	8,964	40.4%	34.7%	44.5%	46.3%	12.5%	15.3%	2.0%	3.0%	0.5%	0.6%
<b>ACE</b>	6,295	711	37.7%	35.3%	47.1%	47.4%	13.1%	14.8%	1.8%	1.9%	0.4%	0.6%
<b>Air Force</b>	8,693	6,545	35.9%	34.4%	46.6%	48.4%	14.6%	14.1%	2.4%	2.2%	0.6%	0.9%
<b>Navy</b>	9,510	9,043	39.1%	34.3%	46.5%	47.1%	12.0%	15.8%	2.1%	2.1%	0.3%	0.7%
<b>Marine Corps</b>	765	658	41.3%	32.0%	45.3%	44.8%	11.4%	18.7%	1.6%	2.7%	0.4%	1.9%
<b>Other DoD</b>	6,519	6,638	38.6%	30.3%	44.3%	47.5%	14.5%	18.8%	1.9%	2.5%	0.7%	0.8%

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

## ***FHCS Report by Agency***

(11) How would you rate your organization as a place to work compared to other organizations?

	# of Respondents*		One of the Best		Above Average		Average		Below Average		One of the Worst	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,898	100,656	21.3%	19.2%	34.5%	32.5%	29.5%	31.8%	10.9%	11.9%	3.8%	4.6%
<b>AID</b>	803	560	17.8%	10.8%	37.5%	34.6%	29.5%	37.8%	12.5%	12.5%	2.7%	4.3%
<b>DHS</b>	10,468	N/A	12.9%	N/A	24.6%	N/A	32.5%	N/A	20.5%	N/A	9.4%	N/A
<b>DOC</b>	4,021	4,134	22.6%	19.6%	37.5%	37.5%	27.1%	30.8%	8.8%	8.9%	4.0%	3.2%
<b>DOE</b>	1,485	922	27.6%	22.1%	37.6%	34.2%	23.2%	27.3%	8.7%	10.5%	2.9%	5.9%
<b>DOI</b>	5,186	5,412	21.4%	22.1%	38.2%	34.7%	25.0%	28.3%	11.6%	11.3%	3.8%	3.6%
<b>DOJ</b>	7,701	4,363	23.0%	17.5%	33.3%	28.8%	28.3%	29.9%	11.3%	16.2%	4.2%	7.6%
<b>DOL</b>	4,082	4,105	20.3%	17.7%	34.6%	33.6%	29.4%	32.3%	10.8%	11.3%	5.0%	5.1%
<b>DOT</b>	4,949	3,003	20.5%	20.0%	35.0%	33.4%	27.3%	30.6%	10.8%	11.0%	6.4%	5.0%
<b>EDUC</b>	2,408	1,671	15.2%	15.6%	31.2%	29.9%	32.7%	35.2%	14.0%	13.1%	6.8%	6.2%
<b>EPA</b>	6,895	5,666	27.8%	20.0%	40.8%	39.3%	21.9%	28.2%	7.3%	9.1%	2.2%	3.4%
<b>GSA</b>	2,869	2,559	33.6%	26.3%	33.0%	32.3%	23.5%	29.2%	6.5%	9.0%	3.4%	3.2%
<b>HHS</b>	4,653	4,862	20.9%	19.5%	35.5%	33.8%	29.5%	31.0%	10.1%	11.4%	4.0%	4.2%
<b>HUD</b>	5,343	1,246	19.5%	14.6%	31.3%	31.1%	32.0%	38.3%	11.8%	11.2%	5.3%	4.8%
<b>NASA</b>	4,766	4,225	37.1%	32.8%	35.2%	36.0%	19.6%	22.4%	5.9%	6.5%	2.1%	2.3%
<b>NSF</b>	778	441	48.6%	37.1%	29.6%	32.5%	15.9%	22.7%	3.6%	4.3%	2.3%	3.5%

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

## ***FHCS Report by Agency***

(11) How would you rate your organization as a place to work compared to other organizations?

	# of Respondents*		One of the Best		Above Average		Average		Below Average		One of the Worst	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,898	100,656	21.3%	19.2%	34.5%	32.5%	29.5%	31.8%	10.9%	11.9%	3.8%	4.6%
<b>OMB</b>	249	249	50.6%	39.6%	28.2%	33.6%	12.7%	16.8%	6.0%	9.7%	2.4%	0.4%
<b>OPM</b>	1,539	1,311	18.3%	20.8%	30.1%	34.5%	33.8%	32.4%	11.7%	9.0%	6.2%	3.2%
<b>SBA</b>	1,661	881	10.1%	13.9%	25.2%	31.7%	34.9%	33.2%	20.0%	15.9%	9.8%	5.2%
<b>SSA</b>	1,172	1,023	19.0%	22.2%	34.7%	31.7%	33.7%	31.8%	9.8%	11.1%	2.9%	3.2%
<b>State</b>	1,272	689	25.6%	16.7%	36.5%	33.1%	27.4%	31.6%	8.3%	14.6%	2.2%	4.1%
<b>Treasury</b>	5,677	7,314	14.6%	14.9%	37.1%	31.9%	32.7%	34.1%	10.3%	14.0%	5.3%	5.1%
<b>USDA</b>	10,402	10,441	18.5%	15.8%	38.1%	35.7%	30.6%	33.3%	10.2%	11.9%	2.7%	3.3%
<b>VA</b>	3,344	2,388	22.9%	15.4%	34.8%	35.9%	31.5%	33.6%	9.1%	11.5%	1.8%	3.6%
<b>Small Agencies</b>	15,964	N/A	23.5%	N/A	34.9%	N/A	26.8%	N/A	10.8%	N/A	4.0%	N/A
<b>All DoD</b>	40,195	32,559	22.7%	20.9%	34.8%	30.8%	29.1%	31.8%	10.3%	11.6%	3.1%	4.9%
<b>Army</b>	8,408	8,964	25.2%	20.5%	33.6%	32.2%	28.1%	31.2%	10.5%	11.5%	2.6%	4.7%
<b>ACE</b>	6,295	711	22.6%	24.1%	38.5%	32.9%	27.4%	29.7%	9.0%	10.4%	2.4%	2.9%
<b>Air Force</b>	8,696	6,545	23.1%	24.1%	33.2%	29.2%	29.0%	32.1%	11.2%	10.5%	3.6%	4.1%
<b>Navy</b>	9,511	9,043	20.3%	19.8%	37.6%	32.6%	30.1%	31.4%	9.1%	11.7%	2.9%	4.5%
<b>Marine Corps</b>	765	658	24.2%	18.4%	33.4%	27.3%	27.1%	30.1%	11.3%	14.9%	3.9%	9.3%
<b>Other DoD</b>	6,520	6,638	20.5%	17.3%	33.4%	27.1%	30.8%	34.8%	11.0%	13.3%	4.3%	7.5%

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

**FHCS Report by Agency**

(12) 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,898	100,656	16.1%	17.2%	57.6%	54.2%	15.3%	11.6%	8.4%	12.5%	2.0%	3.9%	0.7%	0.7%
<b>AID</b>	803	560	12.6%	9.2%	52.6%	49.4%	17.4%	14.0%	13.2%	19.9%	3.6%	6.1%	0.7%	1.3%
<b>DHS</b>	10,476	N/A	12.5%	N/A	51.1%	N/A	20.0%	N/A	11.1%	N/A	4.8%	N/A	0.5%	N/A
<b>DOC</b>	4,021	4,134	17.5%	19.1%	57.5%	59.1%	14.9%	9.3%	7.8%	9.2%	1.5%	2.4%	0.8%	1.1%
<b>DOE</b>	1,485	922	19.6%	17.4%	59.8%	53.5%	10.6%	12.0%	7.4%	12.8%	2.2%	3.7%	0.3%	0.7%
<b>DOI</b>	5,182	5,412	14.8%	16.1%	58.3%	55.1%	15.8%	12.4%	8.3%	12.3%	2.1%	2.9%	0.8%	1.1%
<b>DOJ</b>	7,701	4,363	18.9%	16.1%	59.5%	57.1%	13.3%	10.6%	6.3%	11.8%	1.3%	3.8%	0.7%	0.5%
<b>DOL</b>	4,082	4,105	15.5%	15.2%	59.2%	57.1%	14.1%	11.2%	7.9%	11.0%	2.1%	4.0%	1.2%	1.4%
<b>DOT</b>	4,950	3,003	12.3%	14.8%	61.0%	55.0%	13.3%	11.8%	10.2%	12.8%	3.0%	4.8%	0.3%	0.8%
<b>EDUC</b>	2,408	1,671	12.9%	12.4%	52.9%	49.9%	17.1%	14.5%	12.7%	15.4%	2.9%	5.6%	1.5%	2.3%
<b>EPA</b>	6,895	5,666	15.7%	14.6%	59.7%	55.0%	14.0%	11.7%	8.2%	13.6%	1.6%	3.8%	0.8%	1.2%
<b>GSA</b>	2,869	2,559	20.3%	17.8%	55.0%	51.9%	13.9%	11.6%	8.0%	14.3%	2.2%	3.2%	0.6%	1.2%
<b>HHS</b>	4,653	4,862	16.6%	18.4%	55.8%	55.0%	16.6%	11.8%	7.8%	11.1%	2.2%	3.0%	1.0%	0.7%
<b>HUD</b>	5,343	1,246	11.9%	12.4%	50.7%	48.4%	19.1%	13.7%	13.6%	16.5%	3.8%	7.8%	1.1%	1.2%
<b>NASA</b>	4,766	4,225	24.1%	24.5%	56.7%	53.8%	11.1%	9.3%	6.3%	9.1%	1.1%	2.1%	0.7%	1.1%
<b>NSF</b>	778	441	25.3%	25.2%	53.7%	51.2%	13.6%	9.9%	6.1%	9.7%	0.4%	2.3%	1.0%	1.7%

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

## ***FHCS Report by Agency***

(12) 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,898	100,656	16.1%	17.2%	57.6%	54.2%	15.3%	11.6%	8.4%	12.5%	2.0%	3.9%	0.7%	0.7%
<b>OMB</b>	249	249	35.0%	23.9%	55.3%	61.9%	4.8%	5.3%	4.2%	7.7%	0.4%	0.8%	0.4%	0.4%
<b>OPM</b>	1,539	1,311	13.3%	14.7%	53.5%	54.8%	17.3%	13.7%	10.7%	12.3%	3.9%	2.7%	1.3%	1.9%
<b>SBA</b>	1,661	881	9.4%	14.8%	51.1%	49.2%	19.3%	13.9%	15.0%	16.4%	4.3%	5.5%	0.8%	0.3%
<b>SSA</b>	1,172	1,023	12.3%	13.2%	55.7%	48.3%	17.2%	13.2%	11.8%	17.8%	1.8%	6.1%	1.2%	1.4%
<b>State</b>	1,272	689	19.4%	17.7%	58.7%	53.1%	15.2%	11.1%	4.3%	15.8%	2.0%	1.2%	0.4%	1.1%
<b>Treasury</b>	5,676	7,314	10.3%	11.5%	60.8%	54.1%	15.6%	12.5%	10.0%	16.2%	1.6%	5.1%	1.8%	0.8%
<b>USDA</b>	10,402	10,441	12.1%	12.7%	58.1%	54.6%	18.1%	13.4%	9.3%	14.2%	1.8%	4.3%	0.6%	0.8%
<b>VA</b>	3,344	2,388	18.4%	17.0%	55.8%	51.5%	15.9%	15.5%	7.7%	11.8%	1.5%	4.0%	0.8%	0.1%
<b>Small Agencies</b>	15,964	N/A	19.5%	N/A	57.6%	N/A	13.5%	N/A	6.8%	N/A	1.7%	N/A	1.0%	N/A
<b>All DoD</b>	40,191	32,559	17.2%	19.7%	58.8%	54.8%	14.1%	9.9%	7.7%	11.3%	1.6%	3.5%	0.6%	0.8%
<b>Army</b>	8,408	8,964	19.8%	21.1%	57.0%	55.0%	13.7%	9.3%	7.2%	11.0%	1.6%	2.9%	0.6%	0.6%
<b>ACE</b>	6,295	711	17.0%	22.0%	62.5%	54.6%	12.5%	6.5%	6.4%	11.8%	1.1%	3.9%	0.5%	1.3%
<b>Air Force</b>	8,693	6,545	17.2%	20.5%	59.5%	55.4%	13.7%	9.5%	7.7%	10.4%	1.5%	3.4%	0.4%	0.9%
<b>Navy</b>	9,511	9,043	15.6%	19.6%	60.1%	54.4%	14.5%	10.5%	7.6%	11.5%	1.6%	3.3%	0.6%	0.7%
<b>Marine Corps</b>	765	658	17.8%	16.8%	56.2%	53.0%	15.5%	11.6%	7.2%	13.0%	3.0%	4.4%	0.3%	1.2%
<b>Other DoD</b>	6,519	6,638	14.5%	15.3%	58.0%	54.3%	15.6%	12.0%	9.4%	12.6%	1.9%	4.9%	0.6%	0.8%

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

## ***FHCS Report by Agency***

(13) 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,906	100,656	37.5%	34.4%	41.4%	43.0%	11.8%	10.7%	4.9%	6.1%	3.5%	5.3%	0.7%	0.6%
<b>AID</b>	803	560	35.9%	34.9%	44.2%	44.7%	10.9%	11.6%	3.4%	4.8%	5.0%	3.4%	0.6%	0.6%
<b>DHS</b>	10,477	N/A	26.3%	N/A	38.5%	N/A	16.5%	N/A	9.3%	N/A	8.6%	N/A	0.7%	N/A
<b>DOC</b>	4,021	4,134	41.8%	36.9%	40.4%	42.9%	10.8%	11.0%	3.8%	5.3%	2.5%	3.2%	0.7%	0.8%
<b>DOE</b>	1,485	922	43.8%	39.4%	40.3%	43.5%	9.4%	10.2%	3.7%	3.3%	2.3%	2.8%	0.6%	0.8%
<b>DOI</b>	5,185	5,412	40.8%	38.2%	41.8%	43.3%	10.0%	9.6%	3.9%	5.4%	2.7%	2.8%	0.7%	0.6%
<b>DOJ</b>	7,701	4,363	38.1%	29.5%	38.7%	41.8%	11.8%	12.7%	6.5%	6.8%	4.2%	9.0%	0.7%	0.3%
<b>DOL</b>	4,082	4,105	39.2%	37.4%	38.5%	40.0%	12.3%	11.0%	4.5%	5.8%	4.3%	5.1%	1.2%	0.6%
<b>DOT</b>	4,950	3,003	34.6%	31.3%	39.6%	43.7%	13.3%	12.4%	6.0%	6.8%	5.8%	5.0%	0.7%	0.8%
<b>EDUC</b>	2,408	1,671	40.8%	34.2%	38.5%	43.7%	11.7%	11.6%	3.7%	6.0%	4.2%	3.6%	1.1%	0.9%
<b>EPA</b>	6,895	5,666	44.8%	39.7%	40.4%	42.9%	9.0%	9.7%	3.0%	3.7%	1.9%	2.8%	0.9%	1.2%
<b>GSA</b>	2,869	2,559	45.9%	40.2%	36.4%	39.8%	10.9%	9.3%	3.2%	5.8%	3.1%	4.2%	0.6%	0.7%
<b>HHS</b>	4,653	4,862	38.5%	37.1%	39.6%	41.1%	12.4%	10.6%	5.2%	6.1%	3.3%	4.4%	1.0%	0.6%
<b>HUD</b>	5,343	1,246	39.1%	32.9%	41.1%	42.6%	10.9%	12.7%	4.1%	4.5%	3.8%	6.4%	0.9%	1.0%
<b>NASA</b>	4,766	4,225	51.3%	44.2%	36.9%	41.1%	7.4%	9.2%	2.5%	3.0%	1.3%	1.8%	0.6%	0.7%
<b>NSF</b>	778	441	45.3%	43.5%	37.2%	37.4%	9.1%	12.3%	4.1%	3.2%	2.6%	3.5%	1.6%	0.0%

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

## ***FHCS Report by Agency***

(13) 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	
	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004	2002
<b>All Survey Responses</b>	147,906	100,656	37.5%	34.4%	41.4%	43.0%	11.8%	10.7%	4.9%	6.1%	3.5%	5.3%	0.7%	0.6%
<b>OMB</b>	249	249	35.9%	28.2%	39.5%	43.3%	11.4%	12.9%	8.7%	10.8%	4.1%	4.4%	0.4%	0.5%
<b>OPM</b>	1,539	1,311	38.5%	35.7%	42.0%	43.4%	10.2%	11.2%	4.3%	5.5%	3.6%	3.1%	1.4%	1.2%
<b>SBA</b>	1,661	881	36.0%	36.5%	44.0%	43.9%	12.2%	9.3%	4.2%	5.2%	2.4%	4.3%	1.2%	0.8%
<b>SSA</b>	1,172	1,023	29.5%	26.2%	45.1%	45.3%	15.0%	14.2%	5.7%	7.1%	3.3%	5.9%	1.4%	1.3%
<b>State</b>	1,272	689	40.1%	30.1%	38.6%	49.2%	12.6%	11.2%	4.2%	6.2%	3.4%	3.2%	1.3%	0.1%
<b>Treasury</b>	5,677	7,314	38.2%	35.7%	42.1%	40.4%	12.6%	11.5%	3.2%	5.8%	2.9%	5.7%	1.1%	0.8%
<b>USDA</b>	10,404	10,441	41.0%	37.6%	42.8%	44.6%	9.4%	8.9%	3.8%	4.5%	2.3%	3.8%	0.6%	0.6%
<b>VA</b>	3,344	2,388	35.9%	33.2%	43.6%	43.7%	10.8%	8.7%	5.5%	6.6%	3.8%	7.4%	0.5%	0.4%
<b>Small Agencies</b>	15,964	N/A	42.0%	N/A	39.1%	N/A	10.9%	N/A	4.1%	N/A	2.9%	N/A	1.0%	N/A
<b>All DoD</b>	40,192	32,559	38.9%	34.5%	42.0%	43.2%	11.5%	10.6%	4.3%	6.3%	2.7%	4.8%	0.6%	0.5%
<b>Army</b>	8,408	8,964	39.6%	34.6%	41.0%	42.7%	11.6%	10.7%	4.7%	6.6%	2.8%	4.9%	0.4%	0.5%
<b>ACE</b>	6,295	711	43.0%	36.3%	42.0%	43.1%	9.0%	10.1%	3.0%	4.9%	2.4%	4.7%	0.6%	0.9%
<b>Air Force</b>	8,695	6,545	38.4%	35.5%	41.9%	45.1%	11.4%	9.1%	4.7%	6.2%	2.8%	3.8%	0.8%	0.3%
<b>Navy</b>	9,510	9,043	38.2%	35.0%	43.4%	42.3%	11.8%	11.2%	3.8%	6.0%	2.2%	5.0%	0.7%	0.5%
<b>Marine Corps</b>	764	658	40.8%	31.5%	38.9%	42.9%	12.0%	11.0%	4.7%	7.1%	3.4%	6.7%	0.2%	0.8%
<b>Other DoD</b>	6,520	6,638	37.3%	31.6%	42.6%	42.9%	12.1%	11.9%	4.2%	7.0%	3.3%	5.8%	0.6%	0.7%

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