



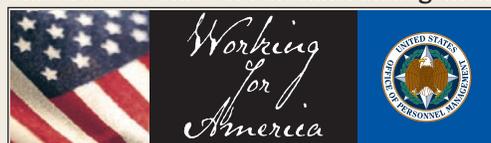
Federal Human Capital Survey

2006



Results from the 2006 Federal Human Capital Survey

United States Office of Personnel Management



A MESSAGE FROM THE DIRECTOR

For the third time we have asked Federal employees to tell us how well their agencies are meeting President George W. Bush's call to improve the strategic management of human capital in accomplishing their missions. The 2006 Federal Human Capital Survey results provide valuable insight into the challenges agency leaders face in ensuring the Federal Government has an effective civilian workforce and how well they are responding.

In 2006, more than 220,000 people expressed their views. This report provides comparison data across three surveys – 2002, 2004, and 2006. Generally, in many areas, past improvements have been sustained. However, we also continue to find areas – especially with respect to how good or poor performance is treated – where a lack of substantial improvement remains a concern.

As we experience a retirement wave among Federal employees, agencies must retain critical knowledge and skills while attracting new talent. The 2006 survey results confirm the Federal Government offers work experiences many employees value. Federal employees believe their work is important, they know what needs to be done, and they believe the Federal workforce has the skills needed to meet the mission. These factors make a critical difference in whether employees want to come, to stay, and to contribute to their full potential.

As many senior leaders retire, the Federal Government also faces a challenge – and opportunity – to improve the effectiveness of the leadership corps across Government. We must develop the kinds of leaders who can ensure a talented and committed Federal workforce now and in the future. Our leaders will need to adapt the workplaces and opportunities they offer to attract the best and the brightest from diverse talent pools. At the same time, they must take steps to retain the knowledge and skills of current Federal employees.

The Federal Human Capital Survey will continue to be an essential tool to support these efforts, and OPM will work closely with each agency to meet these challenges.

Sincerely,
Linda M. Springer

A handwritten signature in black ink that reads "Linda Springer". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Director



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EXECUTIVE SUMMARY

The Federal workforce must deliver services to the American public and the President has singled out strategic human capital management as one of the cornerstone initiatives to improve program performance across the Government.

At the same time, the Federal Government is experiencing a retirement wave, with 60 percent of the Federal workforce eligible to retire over the next 10 years. Some predict employee commitment and retention will become a larger and more complex problem as so many young people – who tend to switch jobs more often – enter the civil service to replace large numbers of Federal retirees. To ensure a talented and ready workforce, Federal leaders must act now to recruit and retain skilled and knowledgeable employees.

Employee surveys, like the Federal Human Capital Survey, are among the best indicators of commitment and intent to stay in the civil service. The Federal Human Capital Survey measures Federal employees' perceptions about how effectively agencies manage their workforces and whether conditions that sustain commitment are present.

This is the third time OPM conducted the survey, which was first administered in 2002, and then again in 2004 and 2006. More than 220,000 Federal employees responded to the 2006 survey for a Governmentwide response rate of 57 percent.

HIGHLIGHTS

The 2006 Federal Human Capital Survey results show Federal employees' capacity and commitment for their work remains high.

- **Ninety percent** believe their work is important. This is the highest rated item on the survey (Q.20).
- **Eighty-three percent** know how their work relates to the agency's goals and priorities (Q.19).
- **Three-fourths** believe the workforce has the knowledge and skills to get the job done (Q.11).
- **Sixty-eight percent** are satisfied with their job (Q.60).
- **Two-thirds** of employees believe their supervisors do a good job (Q.9).
- **Sixty-four percent** have trust and confidence in their supervisors (Q.7).

At the same time, improvement is still needed in recognizing high performance as well as dealing with poor performers.

- **Forty-nine percent** are satisfied with recognition for doing a good job (Q.56).
- **Only 39 percent** say creativity and innovation are rewarded (Q.26).
- **About 30 percent** believe performance differences are recognized in a meaningful way or see steps taken to address poor performance (Q.29, Q.23).
- **Only 22 percent** see a link between performance and pay raises. This item received the highest negative rating on the survey (Q.27, 45 percent negative).

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

- **Almost 90 percent** are satisfied with paid vacation and sick leave (Q.68, Q.69).
- **Seventy-eight percent** receive support to balance work and family (Q.12).
- **About 60 percent** are satisfied with retirement benefits and health and life insurance (Q.63, Q.64, Q.65).

The Federal Government's biggest challenge is the retirement wave that has already begun. The survey results include key items that are the best predictors of whether employees intend to stay in the Federal Government or leave. Current results show these items are mostly positive and must be maintained to keep our current talent and attract new talent.

- **Nearly three-fourths** of Federal employees get a sense of personal accomplishment from their work (Q.5).
- **Sixty-nine percent** say they are not considering leaving their organization within the next year. An additional 16 percent say they may leave their current position for another position within the Federal Government (Q.83).
- **Sixty-two percent** believe their talents are used well in the workplace and they are given opportunities to improve their skills (Q.18, Q.2).
- **Fifty-nine percent** say their workload is reasonable (Q.17).
- **Just over half** are satisfied with their involvement in decision making (Q.54).
- **Only forty-one percent** are satisfied with the policies and practices of their senior leaders (Q.57).

CONCLUSIONS

Federal employees like the work they do, and most intend to continue their career in Government. Federal employees believe their work is important, know what needs to be done, believe the Federal workforce has the skills needed to meet the mission, and believe they deliver. These are critical factors in making employees want to come, to stay, and to contribute – to their full potential – to mission accomplishment.

While results remained stable in these important areas in the past 2 years, the 2006 Federal Human Capital Survey results show much remains to be done. After seeing many improvements between 2002 and 2004, as agencies renewed their commitment and channeled resources to strategic human capital management, this third administration of the survey indicates several areas still require focused efforts to produce improvements.

By providing reliable, comprehensive data about employee perceptions, the 2006 Federal Human Capital Survey provides valuable insight into what challenges agency leaders face in ensuring the Federal Government has an effective civilian workforce. Top among these challenges is building the trust and communication necessary to support rewards, recognition, and promotion systems that distinguish and value high performers. As many senior leaders retire, the Federal Government faces another substantial challenge - and opportunity - to improve the effectiveness of the leadership corps across Government. These are not easy things to fix. They require long-term strategies and sustained commitment.

In coming years, competition for talented employees will be fierce. The employee-employer relationship has changed. Today, meaningful contribution is the driving force. Federal employees want strong leadership and the support, information, resources, and freedom to contribute to their full potential. Federal leaders must act to ensure new Government recruits are experienced and knowledgeable, and they must take steps to retain current Federal employees to ensure a talented and ready Federal workforce. The Federal Human Capital Survey provides essential feedback on how well agencies are sustaining the past success of their strategic human capital management efforts and helps them set a direction for further improvements.

INTRODUCTION

The Federal Human Capital Survey measures Federal employees' perceptions about how effectively agencies manage their workforces. This is the third time OPM conducted the survey. The Federal Human Capital Survey was first conducted in 2002, and then again in 2004 and 2006. Survey questions address personal work experiences and job satisfaction, including satisfaction with benefits. In 2006, more than 220,000 Federal employees responded to the survey.

Consistent with all of OPM's strategic human capital management efforts, this report incorporates the Human Capital Assessment and Accountability Framework (HCAAF), which consists of several human capital systems that together provide a consistent, comprehensive representation of human capital management for the Federal Government.¹ OPM developed the HCAAF to provide agencies with a roadmap for human capital transformation.

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

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

OPM's metrics for those HCAAF systems include four indices based on items in the Federal Human Capital Survey. Those systems, the specific indices that assess them and a job satisfaction index have been used to organize the 2006 results presented in this report and help gauge the Government's progress in its human capital transformation. (Appendices A and C provide additional information on the methodology used to design, administer, and analyze the results of the Federal Human Capital Survey.)

Many positive changes in Governmentwide results had surfaced previously when the 2002 and 2004 surveys were compared. The findings from the 2006 survey offer a snapshot of Federal employees' perceptions of workforce management in their agencies today. By looking at trends across the 2002, 2004, and 2006 surveys, agency leaders will see how far they have come and what remains to be done. (Appendix D shows a trend analysis of Governmentwide results across the three administrations of the survey, noting significant increases and decreases on each item over the past 4 years.)

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

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

HUMAN CAPITAL ACCOUNTABILITY AND THE FEDERAL HUMAN CAPITAL SURVEY

As agencies move forward in improving their human capital management practices, they have tools to gauge their progress. To measure progress in the HCAAF and other areas, OPM intends to administer the Federal Human Capital Survey every 2 years. In addition, agencies will assess their performance on other HCAAF metrics, as required by the Chief Human Capital Officers Act of 2002. With the advance of these metrics, it will become standard practice for agencies to measure their progress on strategic human capital management.

All of the items in the HCAAF indices described in the subsequent sections of this report will also be used in the Federal Government's Annual Employee Survey, which agencies are required to conduct starting in 2007 to monitor key changes regularly. (Appendix B's listing of the survey items includes the Annual Employee Survey items displayed in bold type.) In years when OPM conducts the Federal Human Capital Survey, the survey will always contain the prescribed Annual Employee Survey questions.

This report presents multiple perspectives on the 2006 Federal Human Capital Survey Governmentwide results, beginning with a look at aspects of the workplace that make the greatest difference for employee satisfaction and retention. With the retirement wave we are experiencing, the Government must pay special heed to our ability to retain the talented workforce we already have and to ensure incoming civil servants will be offered engaging, satisfying places to work.

The next section examines Governmentwide survey results for the four HCAAF indices, followed by a more detailed look at trends and results for each index. The report also includes a section on satisfaction with benefits.

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

The report ends with general conclusions about themes that run throughout the results. Finally, there is a discussion on what steps OPM is taking to continue improving human capital management across Government, building on our strengths and continuing to address our challenges.

THE “IMPACT ITEMS” – WHAT AFFECTS WHETHER TALENT STAYS OR GOES?

In reviewing the 2006 Federal Human Capital Survey results, we have been mindful of the retirement wave, and the challenges to retain knowledgeable employees and attract a wide array of new employees. The Federal Government has to cope with six out of ten people in the Federal workforce, including 90 percent of senior executives, becoming eligible to retire over the next 10 years (with 40 percent likely to retire when first eligible).

Facing this challenge directly through improved hiring practices, adapting work environments to attract a wider range of job applicants, and focusing on retention of our talented and knowledgeable employees is imperative to ensure the Federal Government has an effective civilian workforce. The Federal Human Capital Survey represents an essential tool agencies can use to focus and develop improvement strategies and to monitor their success.

For these reasons, we took particular interest in using the 2006 survey results to identify those elements of the employer-employee relationship that really make a difference in whether people want to come, to stay, and to contribute to their fullest. The results we found for thousands and thousands of Federal employees working across an extensive variety of agencies and missions are consistent with what research both inside and outside the public sector has found. Certain elements do indeed make a difference. We call those “impact items” and take particular note of them as we discuss the 2006 Federal Human Capital Survey results for each of the HCAAF systems.

Taken together, these “impact items” are logical indicators of conditions that keep employees engaged and productive. The good news is the Federal Government is already doing well on several of these items and must sustain those levels. The not-so-good news is the Government still has considerable room for further improvement on several items.

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

Table 1. Impact Items: Strongest Predictors of Satisfaction and Who Stays or Leaves

2006 FHCS Item	Percent Positive
Q.6 I like the kind of work I do.	83%
Q.5 My work gives me a feeling of personal accomplishment.	73%
Q.9 Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66%
Q.2 I am given a real opportunity to improve my skills in my organization.	62%
Q.18 My talents are used well in the workplace.	61%
Q.61 Considering everything, how satisfied are you with your pay?	61%
Q.17 My workload is reasonable.	59%
Q.54 How satisfied are you with your involvement in decisions that affect your work?	54%
Q.59 How satisfied are you with the training you receive for your present job?	54%
Q.36 I have a high level of respect for my organization's senior leaders.	49%
Q.56 How satisfied are you with the recognition you receive for doing a good job?	49%
Q.55 How satisfied are you with the information you receive from management on what's going on in your organization?	47%
Q.24 Employees have a feeling of personal empowerment with respect to work processes.	42%
Q.57 How satisfied are you with the policies and practices of your senior leaders?	41%
Q.58 How satisfied are you with your opportunity to get a better job in your organization?	36%

This analysis of Federal employees' responses to the 2006 Federal Human Capital Survey reinforces the findings of previous studies. It shows Federal employees want the same things in their workplaces as other talented individuals in a very competitive job market. Civil servants want to feel their talents are being used well and are valued, they want opportunities to grow and advance, and they want strong leadership in the organization. Among those who report these conditions are present in their workplaces, satisfaction is highest and intent to leave lowest.

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

HUMAN CAPITAL MANAGEMENT INDICES

A total of 39 Federal Human Capital Survey items make up the HCAAF indices. The four indices are: Leadership and Knowledge Management Index, Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index. This section examines Governmentwide performance on the four HCAAF indices, and provides a more in depth look at trends, strengths, and challenges in the specific areas measured by each index.

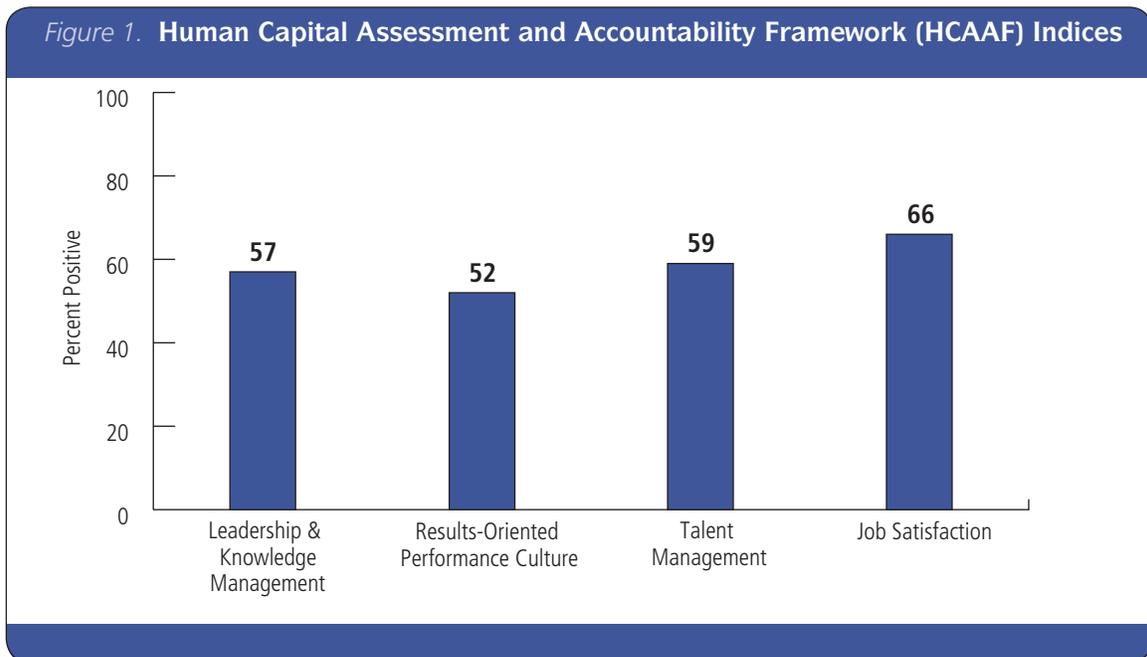
The **Leadership & Knowledge Management Index** indicates the extent employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of items 7, 9, 17, 35, 36, 37, 39, 40, 41, 42, 55, and 57.

The **Results-Oriented Performance Culture Index** indicates the extent employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. It is made up of items 1, 12, 19, 21, 22, 23, 24, 26, 27, 29, 30, 31, and 56.

The **Talent Management Index** indicates the extent employees think the organization has the talent necessary to achieve its organizational goals. It is made up of items 2, 11, 14, 18, 48, 50, and 59.

The **Job Satisfaction Index**³ indicates the extent employees are satisfied with their jobs and various aspects thereof. It is made up of items 5, 6, 20, 54, 58, 60, and 61.

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



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

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

LEADERSHIP AND KNOWLEDGE MANAGEMENT INDEX

Leaders have a great deal of influence on employee performance, satisfaction, and commitment. They set the stage for success, remove barriers, and ensure accountability. The Federal Government is experiencing a retirement wave among senior leaders. While this presents challenges, it also creates opportunities to raise the effectiveness level of the leadership corps across Government.

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

Table 2. Item Results for the Leadership and Knowledge Management Index

2006 FHCS Item	2006 Governmentwide Percentages				Change in % Positive	
	Positive	Neutral	Negative	Do Not Know	2004 to 2006	2002 to 2006
Q.7 I have trust and confidence in my supervisor.	64%	18%	18%	NA	New Item	New Item
*Q.9 Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66%	21%	13%	NA	+1	+5
*Q.17 My workload is reasonable.	59%	17%	24%	1%	-1	-6
Q.35 Managers/supervisors/team leaders work well with employees of different backgrounds.	64%	21%	13%	3%	0	0
*Q.36 I have a high level of respect for my organization's senior leaders.	49%	24%	26%	0%	-1	New Item
Q.37 In my organization, leaders generate high levels of motivation and commitment in the workforce.	38%	28%	33%	1%	+1	+2
Q.39 Managers communicate the goals and priorities of the organization.	58%	22%	19%	1%	+2	New Item
Q.40 Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56%	24%	14%	6%	-1	-11
Q.41 Employees are protected from health and safety hazards on the job.	75%	14%	10%	1%	0	New Item
Q.42 My organization has prepared employees for potential security threats.	73%	16%	10%	1%	-1	New Item
*Q.55 How satisfied are you with the information you receive from management on what's going on in your organization?	47%	24%	29%	NA	+1	+2
*Q.57 How satisfied are you with the policies and practices of your senior leaders?	41%	29%	30%	NA	+1	New Item

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

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

There has been little change on the items that make up the Leadership and Knowledge Management Index since 2004. However, an analysis of trends since 2002 shows one item improved and two items dropped notably (by 5 percentage points or more) since the first administration of the Federal Human Capital Survey in 2002.

Increases. In 2002, 61 percent of employees agreed their supervisors are doing a good job; by 2006, two-thirds of employees give their supervisors positive marks on this impact item (Q.9). The Federal Government also is making some progress on closing the gap in this area between Federal and private sector ratings. In 2004, Federal supervisor ratings lagged private sector ratings by 10 percentage points; in 2006, the difference in supervisor ratings is 8 percentage points (66 percent positive in Government versus 74 percent positive in the private sector).

Decreases. By contrast, the item that shows the largest decrease (down 11 percentage points since 2002) is, “Managers review and evaluate the organization’s progress toward meeting its goals and objectives” (Q.40). Employees also are less likely to say they have a reasonable workload (Q.17) today than they did in 2002. This impact item is down 6 percentage points since 2002.

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

Supervision in Government is strong.

A majority of employees (64 percent) have trust and confidence in their supervisors (Q.7) and feel their managers and supervisors work well with employees of different backgrounds (Q.35). Furthermore, two-thirds of employees believe their supervisors are doing a good job (Q.9).

More than half of employees say managers communicate the goals and priorities of the organization (Q.39) and review and evaluate the organization’s progress toward meeting its goals and objectives (Q.40); although, the latter item was rated higher in previous years.

The Federal Government needs to establish a more effective leadership corps.

In 2006, slightly less than half of the employees report a high level of respect for their senior leaders (Q.36) or are satisfied with the information they receive from management on what is going on in the organization (Q.55). The Federal Government lags private sector most on this impact item – by 13 percentage points, with 60% of private sector employees satisfied with information from management compared to only 47% in the Federal workforce.

In addition, the 2006 results show only 41 percent of employees are satisfied with the policies and practices of their senior leaders (Q.57); almost one in three are not. Employees are fairly evenly split on whether or not their leaders generate high levels of motivation and commitment in the workforce (Q.37).

Agencies ensure employee safety on the job.

Continuing in the aftermath of the traumatic events of September 11, 2001, OPM works with all Federal agencies to ensure they have safety procedures in place. Results are strong in this area, with about three-fourths of Federal employees indicating they are protected from health and safety hazards (Q.41), and their organization has prepared them for potential security threats (Q.42).

Actions Taken Since 2004

Agencies recognize the critical role their leaders play in ensuring organizational effectiveness and employee engagement. Because leadership development continues to be a high priority for Federal agencies, the Chief Human Capital Officers Council Subcommittee on Leadership and Succession Planning developed a management competency framework agencies have used to assess current leadership competencies. This allows agencies to identify and take steps to close existing gaps through strategic recruitment, leadership development, training, and mentorship programs. A recent review and update of the Executive Core Qualifications for Federal leadership supports this effort.

Demographic analysis indicates a large percentage of agency leaders will be retirement eligible within the next few years. To prepare for potential turnover among their leaders, agencies have instituted leadership succession plans to create a pipeline of trained and experienced leaders who can seamlessly step into the role of guiding their agencies to meet their missions.

RESULTS-ORIENTED PERFORMANCE CULTURE INDEX

While agencies and managers provide the guidance and support employees need to perform well, employees do not see the rewards for high performance. Employees know how their work relates to the mission, their coworkers and supervisors are supportive, and they receive useful feedback on their performance. However, they do not believe achieving results is appropriately recognized through rewards, pay, or advancement. They also believe poor performance is often ignored.

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

Table 3. Item Results for the Results-Oriented Performance Culture Index

2006 FHCS Item	2006 Governmentwide Percentages				Change in % Positive	
	Positive	Neutral	Negative	Do Not Know	2004 to 2006	2002 to 2006
Q.1 The people I work with cooperate to get the job done.	83%	9%	8%	NA	-2	+3
Q.12 My supervisor supports my need to balance work and family issues.	78%	12%	9%	1%	-1	+1
Q.19 I know how my work relates to the agency's goals and priorities.	83%	10%	6%	1%	0	-6
Q.21 Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67%	15%	18%	1%	0	+1
Q.22 Promotions in my work unit are based on merit.	34%	27%	35%	4%	0	-1
Q.23 In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29%	26%	39%	6%	+2	+4
*Q.24 Employees have a feeling of personal empowerment with respect to work processes.	42%	29%	26%	2%	-1	+3
Q.26 Creativity and innovation are rewarded.	39%	28%	31%	2%	+3	+2
Q.27 Pay raises depend on how well employees perform their jobs.	22%	28%	45%	5%	New Item	New Item
Q.29 In my work unit, differences in performance are recognized in a meaningful way.	30%	30%	36%	4%	+1	New Item
Q.30 My performance appraisal is a fair reflection of my performance.	64%	18%	16%	2%	-2	0
Q.31 Discussions with my supervisor/team leader about my performance are worthwhile.	56%	23%	20%	1%	-2	-2
*Q.56 How satisfied are you with the recognition you receive for doing a good job?	49%	23%	28%	NA	0	+3

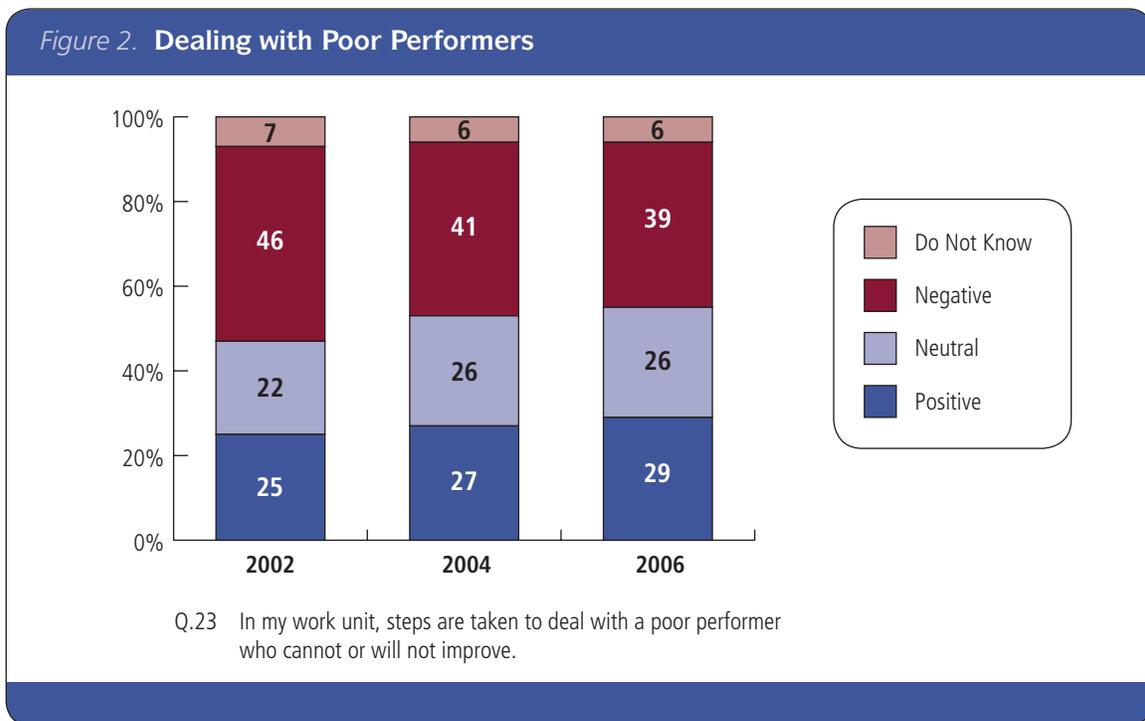
Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk. Percentages may not add to 100 due to rounding.

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

Trend results for performance culture are mixed: one area shows small but steady improvement; other areas improved and then dropped off again, and others show little change over the past 4 years.

Increases. Employee ratings increased most since 2004 in the area of rewarding creativity and innovation (Q.26), up 3 percentage points. In looking across all three Federal Human Capital Survey administrations, cooperation (Q.1), and two impact items – empowerment (Q.24) and recognition (Q.56) – all show a small net gain of 3 percentage points since 2002. However, these gains all occurred between 2002 and 2004 – these areas either declined or remained unchanged since 2004.

The Federal Government shows limited but steady progress in dealing with poor performers (Q.23). This item shows the most overall improvement over time, up four percentage points since 2002. In 2002 and 2004, this item received the highest negative rating on the survey. In 2006, it receives the second highest negative rating (39 percent negative), with a shift from 46 to 39 percent negative since 2002, as can be seen in the figure below.



Decreases. Employees are less likely to see how their work relates to the agency's goals and priorities (Q.19) today than they did in 2002. While holding steady since 2004, this performance culture item showed the largest overall decline in the last 4 years (down 6 percentage points). Employee ratings of performance discussions (Q.31) and fair appraisals (Q.30) dropped slightly in the last 2 years, both down 2 percentage points since 2004.

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

Results-oriented performance cultures exist where cooperation, work and family balance, and proper physical conditions are found, and where employees are empowered and provided information on how their work relates to the agency's goals and priorities. The Federal Government does well in these areas.

Over eighty percent of employees agree the people they work with cooperate to get the job done (Q.1) and know how their work relates to their agency's goals and priorities (Q.19). Slightly more than three-quarters of Federal employees believe their supervisors support their work and family needs (Q.12). Two-thirds of employees feel their physical work conditions allow them to perform their jobs well (Q.21).

Employees are satisfied with feedback on performance.

About two-thirds of employees agree their performance appraisal is fair (Q.30). Somewhat fewer, although still more than half, believe performance feedback from their supervisor/team leader is worthwhile (Q.31).

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

Rewards and recognition items continue to be among the lowest rated on the survey. Forty-nine percent of Federal employees are satisfied with the recognition they receive for doing a good job (Q.56). Only four in ten employees feel empowered (Q.24.) or rewarded for creativity and innovation (Q.26). Only about a third of the workforce sees differences in performance recognized in a meaningful way (Q.29), poor performance addressed (Q.23), or high performance reflected in promotions (Q.22); about one-third do not see these practices in their organizations. Less than one-fourth agree pay raises depend on how well employees perform their jobs (Q.27). This item received the highest negative rating on the 2006 Federal Human Capital Survey with almost half of employees (45 percent) indicating raises are not tied to performance.

Actions Taken Since 2004

The President's Management Agenda is driving transformation of human capital management to create a results-oriented performance culture across the Federal Government. Performance management systems for senior executives and the general workforce must demonstrate alignment with organizational goals and accountability for results, including consequences for performance.

Agencies have trained supervisors and managers on key competencies including addressing poor performance and measuring employee performance. In addition, OPM is committed to helping agencies design and operate appraisal programs that support results-focused, high performance cultures, which are being tested in beta sites throughout Government. To help agencies gauge their progress, OPM developed the Performance Appraisal Assessment Tool (PAAT), which includes 15 items from the Federal Human Capital Survey. By applying the tool, agencies will be able to identify the strengths and weaknesses of their programs and develop plans and strategies for making necessary improvements. While the Federal Government's compensation systems continue to reward longevity, agencies are creating an infrastructure that ensures the employee appraisal process makes real distinctions in performance.

TALENT MANAGEMENT INDEX

Although employees are confident about the skill level of the Federal workforce, recruiting is not rated highly, and agencies still may not invest enough in training needs assessments.

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

Table 4. Item Results for the Talent Management Index

2006 FHCS Item	2006 Governmentwide Percentages				Change in % Positive	
	Positive	Neutral	Negative	Do Not Know	2004 to 2006	2002 to 2006
*Q.2 I am given a real opportunity to improve my skills in my organization.	62%	19%	19%	NA	-1	+5
Q.11 The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	74%	15%	10%	1%	0	+3
Q.14 My work unit is able to recruit people with the right skills.	44%	28%	25%	3%	0	+6
*Q.18 My talents are used well in the workplace.	61%	17%	20%	1%	-1	-2
Q.48 Supervisors/team leaders in my work unit support employee development.	64%	19%	16%	1%	-1	+5
Q.50 My training needs are assessed.	51%	25%	22%	2%	0	+1
*Q.59 How satisfied are you with the training you receive for your present job?	54%	24%	22%	NA	-1	+1

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

How Far We've Come: Trends in Talent Management

A trend analysis of these items shows initial improvement in almost every area of talent management. However, in recent years, progress has slowed or even been reversed slightly.

Increases. Between 2002 and 2004, the Federal Government made progress in recruiting people with the right skills (Q.14), up 6 percentage points, and employees were more confident about the knowledge and skills of the Federal workforce (Q.11), up 3 percentage points. However, little has changed since then.

Ratings of support for employee development (Q. 48) and opportunities for skill enhancement (Q.2), an impact item, both show a net gain of 5 percentage points since 2002. However, here, too, little has changed in these areas in the past 2 years.

Decreases. The only talent management item that shows a slight but steady decrease also is one of the impact items, “My talents are used well in the workplace” (Q.18), down 2 percentage points since 2002.

Where We Stand Today: Strengths and Challenges in Talent Management

Federal employees believe their organizations have the talent and skills necessary to do the job, but employees do not see recruiting efforts are bringing new employees with the right skills into the Federal workforce.

Almost three-fourths of Federal employees feel the workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals (Q.11), and a majority (61 percent) believe their talents are well used in the workplace (Q.18). However, less than half of employees believe their work units are finding people with the skills they need (Q.14).

Managers provide growth and training opportunities, but these opportunities are not based on systematic training needs assessments across Government.

A majority of employees continue to be satisfied with the training they receive for their current job (Q.59). While there is progress in closing the 12 percentage point gap seen in 2004, the Federal Government still lags the private sector on this impact item by 7 percentage points. Nonetheless, more than 60 percent of employees say managers support their development (Q.48). Sixty-two percent say they are given opportunities to improve their skills (Q.2), which is slightly higher than the 60 percent positive rating seen in the private sector. Only about half say their training needs are assessed (Q.50).

Actions Taken Since 2004

Agencies face much competition for top talent and are creating innovative ways to attract and manage the quality employees needed for mission attainment. Agencies are using OPM's Hiring Makeover Toolkit⁴ to reengineer the hiring process to reduce hiring timeframes and ensure effective communication with applicants throughout the hiring process. Fully automated recruitment systems interface with the USAJobs recruitment Website to create a one-stop approach to Federal hiring. Agencies are using surveys of job applicants and hiring managers to identify the specific strengths and weaknesses of the hiring process and set targets to improve applicant and manager satisfaction. Agencies also are using hiring flexibilities that address agency and applicant needs while maintaining merit system principles.

An increasingly diverse candidate pool – including retirees, recent college graduates, and mid-career professionals with private sector experience – challenges agencies to create work environments top talent expects. Flexible work hours, telework arrangements, clear opportunities for advancement, and recognition for excellent performance are among the policies agencies are instituting and communicating to candidates.

In addition, agencies are taking their workforce planning efforts to a higher strategic level by recognizing the notion that acquiring talent involves marketing, and enhancing and/or building attractive work environments. These efforts are supported by the OPM Career Patterns initiative. OPM introduced the Career Patterns initiative in June 2006 to address the increasing competition Federal human capital managers face in attracting and retaining talented men and women in the civilian workforce. With the help of an interagency work team, OPM developed the Career Patterns approach, which applies techniques for assessing, for Federal positions, the diverse scenarios characterizing current and future employees. Through Career Patterns, agencies can create and promote the environmental characteristics – including flexible work schedules, telework, recognition and rewards, developmental opportunities – employees expect in today's workplaces.

⁴ Note: For more information on the Hiring Makeover Toolkit, refer to OPM's Website at: <http://www.opm.gov/hiringtoolkit/>

JOB SATISFACTION INDEX

Federal employees continue to be highly committed and fulfilled by their service to the public. Job satisfaction levels in Government are on par with the private sector. Federal employees believe their work is important, and they are gratified by their work. They are less satisfied, however, with their involvement in decision making and opportunities for advancement, which also is consistent with patterns of satisfaction in the private sector. Leaders need to ensure employees are engaged and see a future in Government.

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

Table 5. Item Results for the Job Satisfaction Index

2006 FHCS Item	2006 Governmentwide Percentages				Change in % Positive	
	Positive	Neutral	Negative	Do Not Know	2004 to 2006	2002 to 2006
*Q.5 My work gives me a feeling of personal accomplishment.	73%	15%	12%	NA	+2	+3
*Q.6 I like the kind of work I do.	83%	11%	6%	NA	0	+1
Q.20 The work I do is important.	90%	7%	2%	0%	-1	-1
*Q.54 How satisfied are you with your involvement in decisions that affect your work?	54%	22%	24%	NA	+2	+2
*Q.58 How satisfied are you with your opportunity to get a better job in your organization?	36%	29%	34%	NA	+1	+3
Q.60 Considering everything, how satisfied are you with your job?	68%	18%	15%	NA	0	0
*Q.61 Considering everything, how satisfied are you with your pay?	61%	18%	21%	NA	-1	-3

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

How Far We've Come: Trends in Job Satisfaction

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

Increases. Trend analyses show small but steady improvement in satisfaction with job opportunities (Q.58) and ratings of personal accomplishment at work (Q.5), both up 3 percentage points since 2002. Satisfaction with involvement in decision making (Q.54) also rose slightly since 2004.

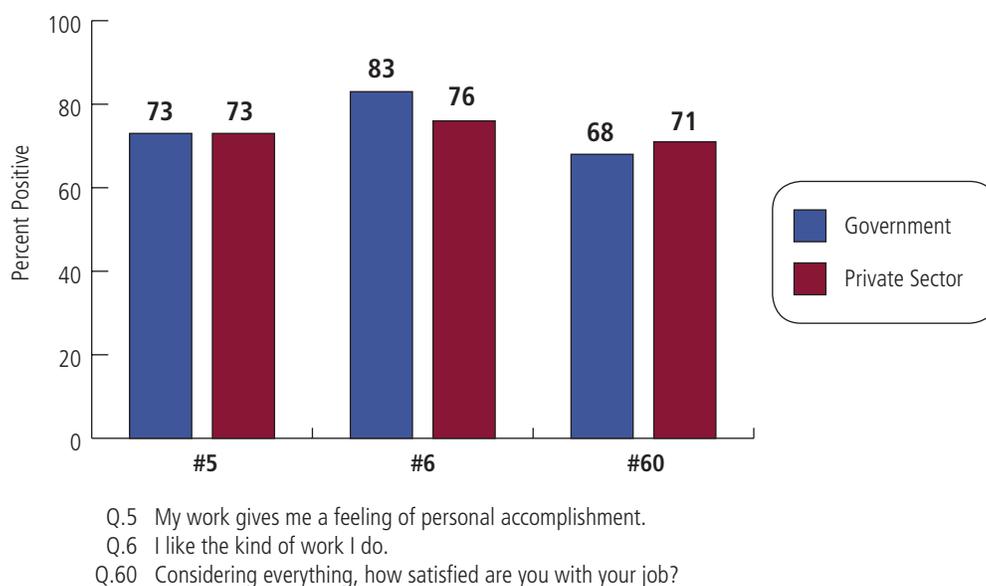
Decreases. Satisfaction with pay is the one facet of this index that dropped since 2002, down 3 percentage points.

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

Federal employees are satisfied with their jobs. Most like their work, feel it is important, and get a sense of accomplishment from doing their jobs.

Sixty-eight percent of Federal employees are satisfied with their jobs (Q.60), compared to 71 percent in the private sector. Pay satisfaction is over sixty percent (Q.61). A clear majority of employees like the kind of work they do (Q.6), believe their work is important (Q.20), and get a measure of personal accomplishment from their work (Q.5). These are among the highest rated items on the survey. In fact, Q.20, “The work I do is important”, is the highest rated item on the survey, with 90 percent of Federal employees in agreement. In addition, the Federal Government outperformed the private sector by 7 percentage points on Q.6, “I like the kind of work I do”.

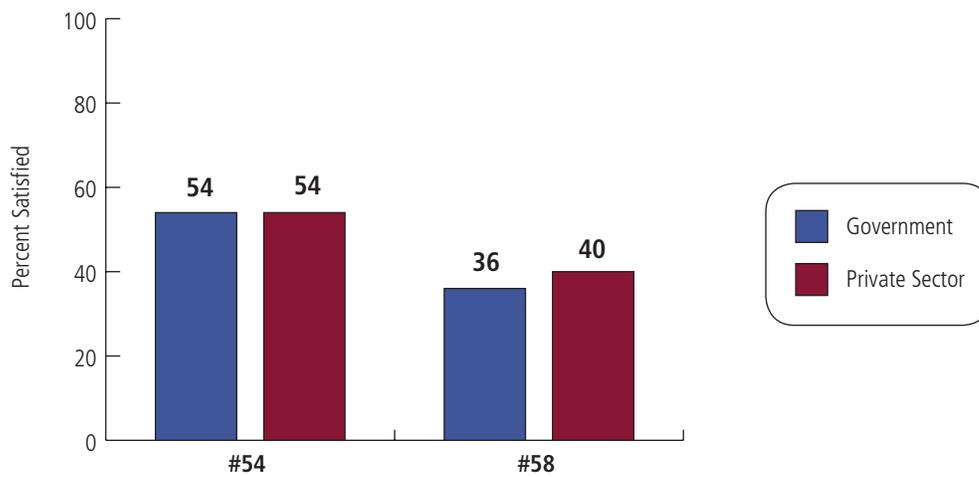
Figure 3. Satisfaction with Work: Government vs. Private Sector



Employees want to be more involved, and few see opportunities for advancement.

Only slightly more than half of employees (54 percent) are satisfied with their level of involvement in work decisions (Q.54), which is on par with private sector ratings. Only about one in three employees is satisfied with their opportunity to get a better job in the organization (Q.58); an almost equal percentage are not satisfied with job opportunities.

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



Q.54 How satisfied are you with your involvement in decisions that affect your work?

Q.58 How satisfied are you with your opportunity to get a better job in your organization?

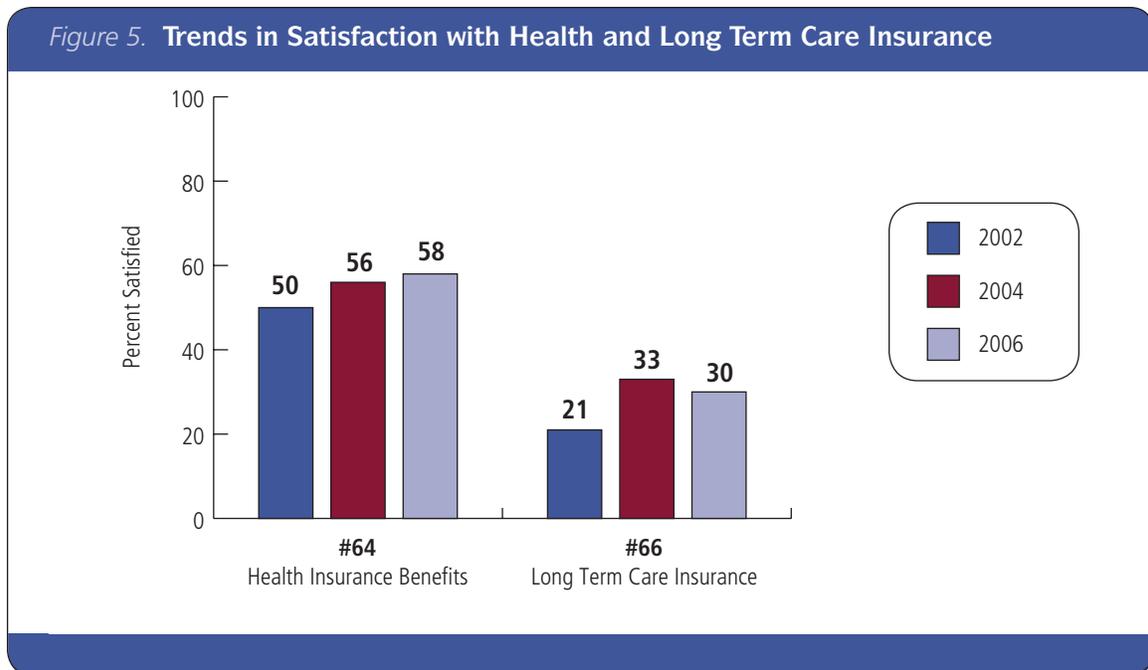
BENEFITS

The Federal Government continues to modernize its benefits programs; however, it is challenged to keep pace with ever growing and changing needs. Although satisfaction with some benefits increased since 2004, satisfaction with most benefits remained constant or declined in recent years.

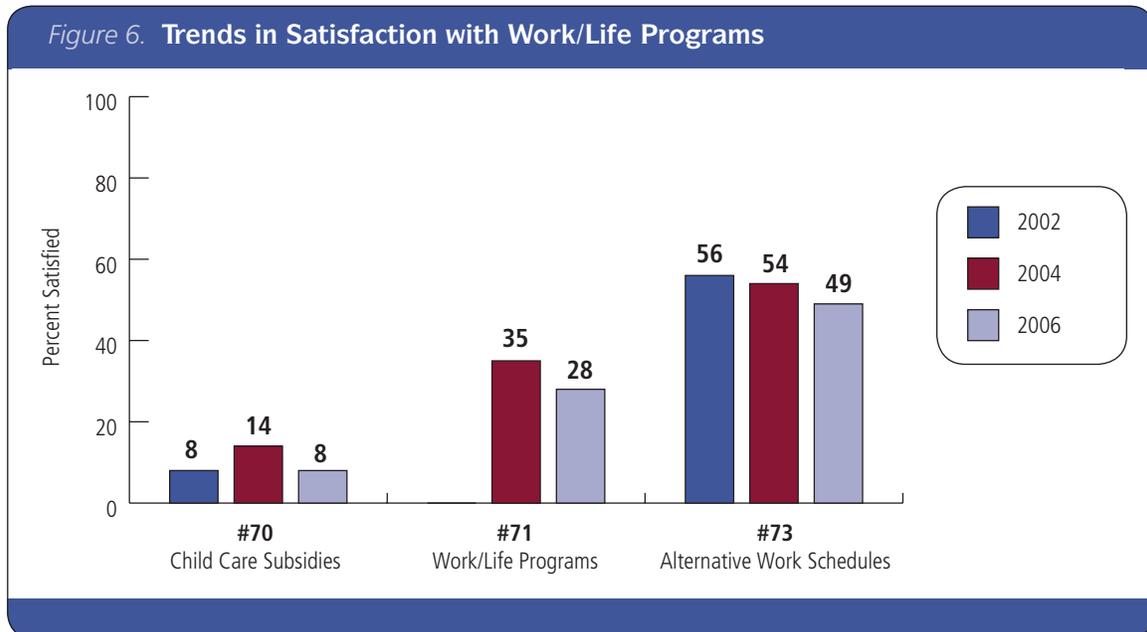
How Far We've Come: Trends in Satisfaction with Benefits

Employees continue to be very satisfied with long standing and widely used benefits, although satisfaction levels for some benefits declined slightly since 2004.

Increases. Satisfaction with health and long term care insurance shows marked improvement since 2002. Employee satisfaction with health insurance (Q.64) shows a steady rise and is up 8 percentage points since 2002. While satisfaction with long term care insurance (Q.66) showed the largest increase of any item between 2002 and 2004 (up 12 percentage points), it declined slightly in the last 2 years, resulting in a net gain of 9 percentage points since 2002.



Decreases. Satisfaction with work/life benefits has dropped since 2004. Three benefits show a notable decrease in satisfaction ratings between 2004 and 2006: child care subsidies (Q.70), work/life programs (Q.71), and alternative work schedules (Q.73). Ratings for child care subsidies increased between 2002 and 2004, but dropped back down to the 2002 level in 2006. Satisfaction with work/life programs was a new item in 2004, when approximately one-third of employees rated it positively. In 2006, only slightly more than one in four employees is satisfied with work/life programs in their agency. Finally, while almost half of employees are satisfied with alternative work schedules, ratings continue to drop.



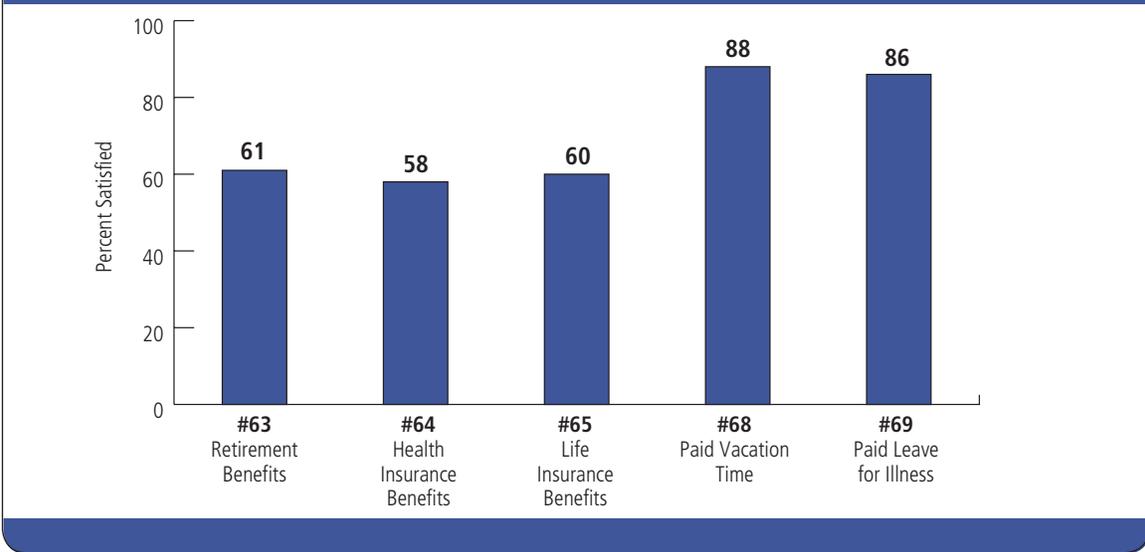
Similar to work/life benefits, satisfaction with retirement benefits (Q.63) also declined since 2004, by 4 percentage points.

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

Employees are very satisfied with long standing and widely used benefits.

Almost 90 percent of employees are satisfied with paid vacation time (Q.68) and paid leave for illness (Q.69), which exceeds satisfaction levels reported for any other benefit. About 60 percent of Federal employees are satisfied with retirement benefits (Q.63), and health insurance (Q.64) and life insurance (Q.65).

Figure 7. Satisfaction with Long Standing, Widely Used Benefits



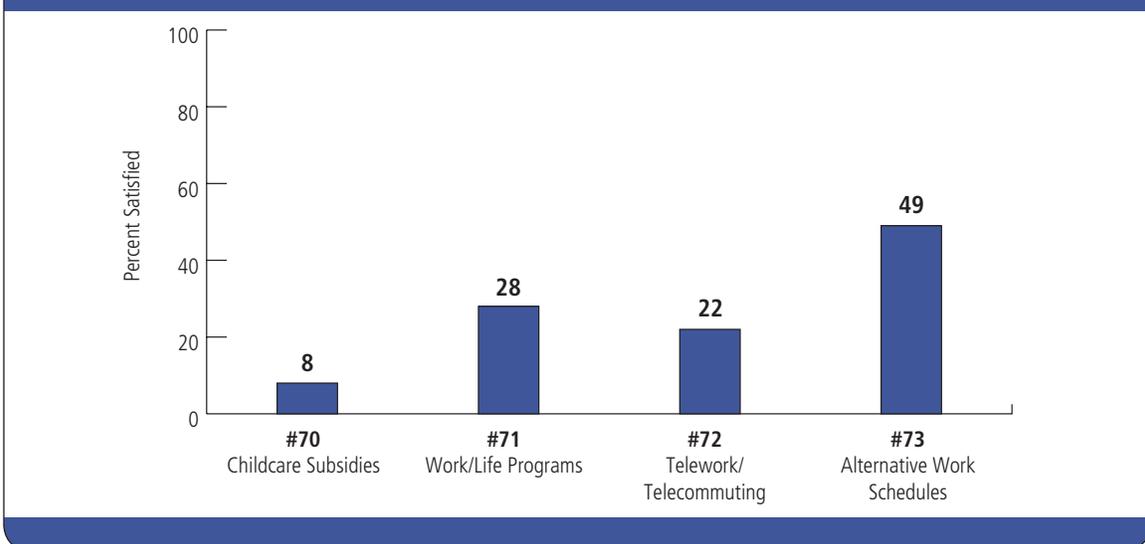
Satisfaction with newer, but less widely used benefits programs is markedly lower.

Less than one-third of employees are satisfied with the flexible spending account program (Q.67). Satisfaction with another relatively new benefit, long term care insurance (Q.66), is only at 30 percent positive.

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

Satisfaction with child care subsidies (Q.70) is the lowest rated item on the survey (only 8 percent satisfied). Only about one in four employees is satisfied with work/life programs (Q.71) and telework/telecommuting (Q.72). Alternative work schedules (Q.73), at 49 percent positive, is the highest rated of the work/life and family friendly benefits.

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



A large percent of Federal employees feel they have “no basis to judge” newer benefits, or work/life and family friendly programs.

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

Table 6. Satisfaction with Benefits: No Basis to Judge

2006 FHCS Item	Percent Satisfied Including “No Basis to Judge”	Percent Responding “No Basis to Judge”	Percent Satisfied Excluding “No Basis to Judge”
Q.63 Retirement Benefits	61	7	67
Q.64 Health Insurance Benefits	58	5	61
Q.65 Life Insurance Benefits	60	9	65
Q.66 Long Term Care Insurance	30	30	43
Q.67 Flexible Spending Account Program	32	35	49
Q.68 Paid Vacation Time	88	NA	88
Q.69 Paid Leave for Illness	86	NA	86
Q.70 Child Care Subsidies	8	63	21
Q.71 Work/Life Programs	28	39	45
Q.72 Telework/Telecommuting	22	44	39
Q.73 Alternative Work Schedules	49	22	63

Note: OPM added a “No Basis to Judge” response option on all benefit items except Paid Vacation Time and Paid Leave for Illness in 2006. To examine results for employees who did not mark “No Basis to Judge”, refer to the Federal Human Capital Survey Website (www.fhcs2006.opm.gov) to view results for all response options on these items.

CONCLUSIONS AND NEXT STEPS

On many counts, the Federal Government continues to be an employer of choice. Federal employees like the work they do, and most intend to stay and continue their careers in Government. Federal employees believe their work is important, and they know what needs to be done. They believe the Federal workforce has the skills needed to meet the mission and that the workforce delivers results that make a difference. These are critical factors in making employees want to come, to stay, and to contribute – to their full potential – to mission accomplishment.

Although results remain stable in these important areas in the past 2 years, the 2006 Federal Human Capital Survey results show much remains to be done. This is the third time OPM administered the Federal Human Capital Survey. We saw many improvements between 2002 and 2004, as agencies renewed their commitment and channeled resources to strategic human capital management. If we are to see continuing improvement in strategic human capital management across Government, agencies need to remain focused and committed to moving from results to action, quickly. The 2006 Federal Human Capital Survey provides valuable insight, backed by reliable data, into what challenges agency leaders face in ensuring their organizations have an effective civilian workforce.

Perhaps the greatest challenges are to create rewards, recognition, and promotion systems that distinguish and value high performers. Trust and communication will be essential as agencies strive to meet this demand. As many senior leaders retire, the Federal Government also faces a significant challenge – and opportunity – to stabilize and improve the effectiveness of the leadership corps across Government. These are not easy things to fix. Addressing these challenges will require long-term strategies and sustained commitment.

Agencies will have valuable help in gauging their progress. OPM intends to administer the Federal Human Capital Survey every 2 years, and beginning in 2007, agencies will conduct an annual survey to monitor change regularly. In addition, the Chief Human Capital Officers (CHCO) Act of 2002 requires agencies to assess their performance on other Human Capital Assessment and Accountability Framework (HCAAF) metrics, as determined by OPM. As agencies assess these metrics every year, they will need to act in a swift and focused manner to see continuous improvement.

In coming years, competition for talented employees will be fierce. The employer-employee relationship has changed. Federal leaders must act to ensure Government recruits are experienced and knowledgeable and offered engaging work and opportunities. They must also take steps to retain current Federal employees as a key element of ensuring a talented and ready Federal workforce. Agencies are challenged to provide world class leadership, sustain employee commitment, and compete for talent by building work environments where employees can follow different career patterns and meet increasingly diverse needs.

OPM is looking at trends across the three administrations of the Federal Human Capital Survey, from 2002 to 2006, to identify Governmentwide program or policy changes to support agencies in these efforts. Federal Human Capital Survey results will be used as one measure of agency progress on strategic human capital management. Agency Performance Appraisal Assessment Tool (PAAT) scores, which in part reflect survey results, will be in the spotlight as well, as OPM works with agencies to test and expand strategies to improve performance management systems and create more results-oriented performance cultures.

At the same time, OPM will work with agencies to examine their specific Federal Human Capital Survey results, pinpointing areas of success and areas that need attention. Agencies have built items from the Federal Human Capital Survey into accountability systems as one source of results, among other measures, used to evaluate agency efforts to improve human capital management. Agencies will use the survey to obtain a sense of how the general human capital management climate has changed over the years.

The Federal Human Capital Survey is one set of metrics all Executive agencies can use to benchmark their human capital management progress against other agencies. OPM will facilitate benchmarking and action planning across agencies, showcasing agencies with “promising practices” in more effectively managing their human capital.

APPENDICES

Appendix A. Survey Methodology

Appendix B. Item Results

Appendix C. Agencies Surveyed

Appendix D. Trend Analysis: 2002 vs. 2004 vs. 2006 Results

Appendix E. Comparison to Private Sector Results

APPENDIX A

SURVEY METHODOLOGY

OPM conducted the 2006 Federal Human Capital Survey to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. The Federal Human Capital Survey is a tool that measures employees' perceptions of whether, and to what extent, conditions that characterize successful organizations are present in their agencies. This survey was administered for the first time in 2002 and then again in 2004 and more recently in the summer of 2006. 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 toward "green" status on Strategic Management of Human Capital under the President's Management Agenda, and gives senior managers critical information to answer the question: What can I do to make my agency work better? OPM and agency managers will use the findings to develop policies and action plans for improving agency performance.

The Survey

The 84-item survey included 11 demographic questions and 73 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 84 items in the questionnaire are grouped into eight topic areas respondents see as they proceed through the survey: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Learning (Knowledge Management); Job Satisfaction; Benefits; and Demographics. The demographic items include location of employment (headquarters vs. field), supervisory status, gender, ethnicity/race, age, pay category/grade, Federal employment tenure, and agency tenure. In addition, the survey includes items on intention to leave the organization and plans to retire. There are 71 items in common between the 2006 and 2004 Federal Human Capital Survey and 59 items in common between the 2002 and 2006 surveys. Fourteen of the questions also are used in private sector surveys and help compare Government employees' perceptions with those of private sector counterparts.

The Sample

As was the case for the 2004 administration of the Federal Human Capital Survey, the 2006 survey was directed at full-time, permanent employees from agencies represented on the President's Management Council (PMC). These agencies comprise approximately 97 percent of the executive branch workforce. In addition, OPM extended an invitation to all small and independent agencies to participate in the Federal Human Capital Survey. Fifty-nine of the small/independent agencies chose to participate in the survey effort. The survey was administered as a census to these agencies, as well as 11 PMC agencies, at the agencies' request. (Appendix C contains a list of the agencies surveyed.)

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

Sampling Frame. The sampling frame was the lists of employees from all agencies participating in the survey. Employees were grouped into 875 sample subgroups corresponding to agency, subagency, and supervisory status reporting requirements. A total of 436,020 employees were randomly selected to participate in the survey.

Data Collection

Mode/Method. The 2006 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 390,657 employees receiving surveys, 221,479 completed the survey for a Governmentwide response rate of 57 percent.

Data Weighting

Data collected from 2006 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 2006 Federal Human Capital Survey take into account the variable probabilities of selection across the sample domains, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce within plus or minus 1 percentage point.

Reported Data

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

Data Analysis

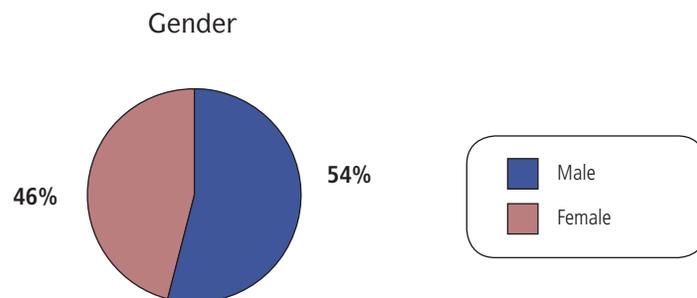
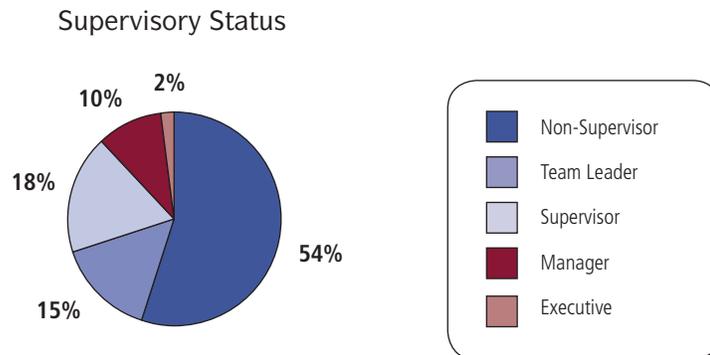
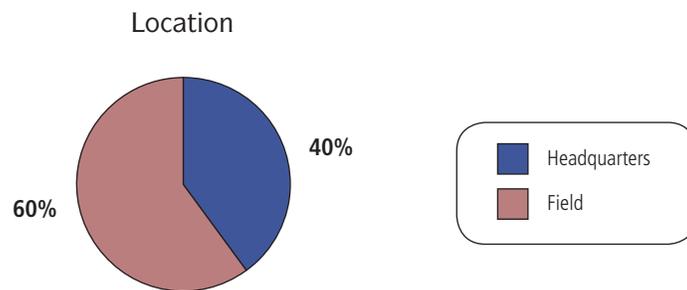
In performing statistical analyses for this report, OPM employed a number of grouping procedures to simplify presentations. Most of the items have six response categories: for example, Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. In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

We conducted analyses on all survey items for the various demographic categories. More detailed survey statistics are available in published reports for this survey and can be downloaded from OPM's Federal Human Capital Survey Website: www.fhcs2006.opm.gov.

Survey Respondents

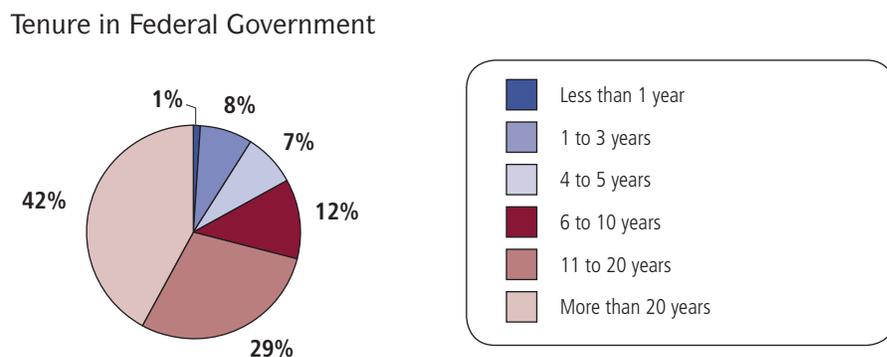
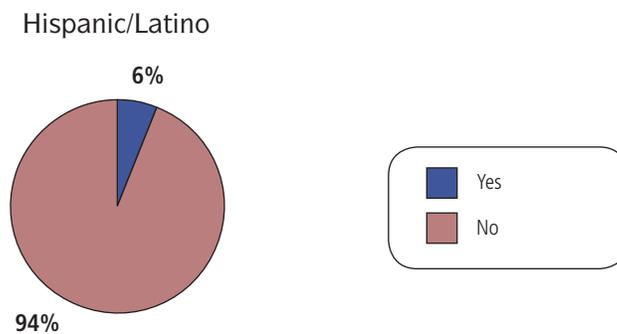
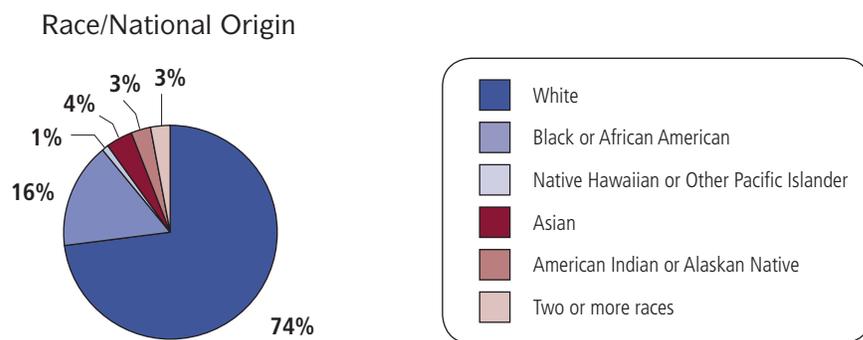
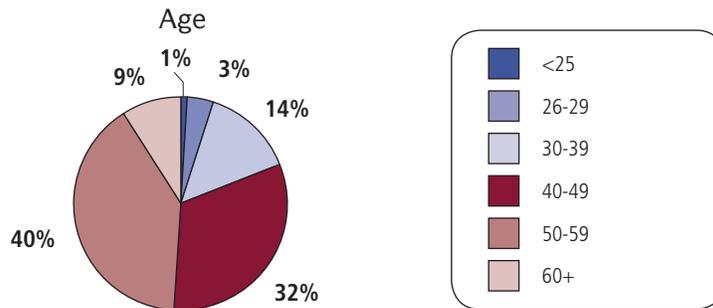
Characteristics of the 221,479 survey respondents are shown in the figures below. Three out of five respondents work in a field office (Q. 74). Respondents are more likely to be male than female (Q. 76). More than two-thirds of the respondents are non-supervisory (non-supervisors and team leaders) (Q. 75). More than three-fourths of the respondents are 40 years or older, with 50-59 the largest single age category among the respondents (Q. 79). Survey respondents are predominantly white (Q. 78). More extensive results are available on OPM's Federal Human Capital Survey Website: www.fhcs2006.opm.gov.

Appendix A. Survey Respondent Characteristics (Unweighted Data)



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

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



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

APPENDIX B ITEM RESULTS

Appendix B. Item Results						
Item #	2006 FHCS Item	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Personal Work Experiences						
1.	The people I work with cooperate to get the job done.	30.2%	53.1%	8.8%	6.3%	1.6%
*2.	I am given a real opportunity to improve my skills in my organization.	19.1%	43.0%	18.8%	14.1%	5.1%
3.	I have enough information to do my job well.	18.5%	53.9%	15.7%	9.8%	2.1%
4.	I feel encouraged to come up with new and better ways of doing things.	21.3%	39.0%	19.3%	14.3%	6.1%
*5.	My work gives me a feeling of personal accomplishment.	27.6%	45.3%	14.9%	8.2%	4.0%
*6.	I like the kind of work I do.	38.7%	44.7%	11.1%	3.8%	1.7%
7.	I have trust and confidence in my supervisor.	27.8%	36.0%	18.1%	10.1%	8.0%
8.	I recommend my organization as a good place to work.	23.8%	39.8%	20.5%	10.0%	6.0%
Item #	2006 FHCS Item	Very Good	Good	Fair	Poor	Very Poor
*9.	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	31.1%	35.1%	20.9%	7.7%	5.2%
10.	How would you rate the overall quality of work done by your work group?	37.3%	45.8%	14.1%	2.3%	0.6%
<p>Note: Impact items, highly related to satisfaction and intent to leave, are noted by an asterisk (*). Items included on the Annual Employee Survey are displayed in bold font.</p>						

Appendix B. Item Results (continued)

Item #	2006 FHCS Item	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
Recruitment, Development, and Retention							
11.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	16.9%	56.7%	15.2%	8.4%	2.1%	0.7%
12.	My supervisor supports my need to balance work and family issues.	37.2%	40.6%	12.5%	4.9%	4.0%	0.9%
13.	Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	19.1%	41.1%	21.5%	11.2%	6.1%	1.0%
14.	My work unit is able to recruit people with the right skills.	9.7%	33.8%	28.3%	16.5%	8.3%	3.5%
15.	The skill level in my work unit has improved in the past year.	14.2%	36.7%	28.5%	12.7%	5.4%	2.5%
16.	I have sufficient resources (for example, people, materials, budget) to get my job done.	10.7%	36.9%	18.3%	21.4%	11.7%	1.0%
*17.	My workload is reasonable.	10.7%	48.4%	16.7%	15.4%	8.3%	0.7%
*18.	My talents are used well in the workplace.	17.1%	44.4%	17.3%	12.7%	7.7%	0.8%
19.	I know how my work relates to the agency's goals and priorities.	29.0%	53.8%	10.5%	3.9%	2.1%	0.8%
20.	The work I do is important.	47.1%	43.0%	7.0%	1.6%	0.9%	0.4%
21.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	21.3%	45.4%	14.9%	11.1%	6.7%	0.7%

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

Appendix B. Item Results (continued)

Item #	2006 FHCS Item	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
Performance Culture							
22.	Promotions in my work unit are based on merit.	7.3%	26.3%	26.6%	19.0%	16.4%	4.4%
23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	4.6%	24.1%	26.3%	22.0%	16.8%	6.2%
*24.	Employees have a feeling of personal empowerment with respect to work processes.	7.1%	35.1%	29.2%	17.0%	9.3%	2.3%
25.	Employees are rewarded for providing high quality products and services to customers.	9.8%	34.8%	23.6%	18.7%	11.0%	2.0%
26.	Creativity and innovation are rewarded.	8.6%	30.3%	28.4%	19.4%	11.1%	2.2%
27.	Pay raises depend on how well employees perform their jobs.	4.4%	17.3%	28.1%	26.3%	19.1%	4.8%
28.	Awards in my work unit depend on how well employees perform their jobs.	8.4%	31.4%	23.4%	18.4%	14.5%	4.0%
29.	In my work unit, differences in performance are recognized in a meaningful way.	5.6%	24.1%	30.0%	22.5%	13.7%	4.2%
30.	My performance appraisal is a fair reflection of my performance.	17.6%	46.8%	17.9%	9.3%	6.8%	1.7%
31.	Discussions with my supervisor/team leader about my performance are worthwhile.	16.1%	39.8%	22.9%	11.7%	8.2%	1.4%
32.	I am held accountable for achieving results.	23.6%	55.5%	14.0%	4.2%	2.0%	0.7%
33.	Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	14.8%	39.0%	27.9%	6.5%	5.4%	6.4%
34.	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	15.6%	41.1%	25.6%	6.6%	5.1%	6.1%
35.	Managers/supervisors/team leaders work well with employees of different backgrounds.	18.3%	45.4%	20.6%	6.9%	5.9%	2.9%

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

Appendix B. Item Results (continued)

Item #	2006 FHCS Item	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
Leadership							
*36.	I have a high level of respect for my organization's senior leaders.	14.8%	34.5%	23.8%	14.7%	11.8%	0.5%
37.	In my organization, leaders generate high levels of motivation and commitment in the workforce.	9.3%	28.6%	28.5%	20.2%	12.7%	0.8%
38.	My organization's leaders maintain high standards of honesty and integrity.	14.4%	34.3%	25.8%	11.8%	10.6%	3.1%
39.	Managers communicate the goals and priorities of the organization.	12.8%	45.4%	21.8%	11.9%	7.3%	0.8%
40.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	12.2%	44.2%	24.3%	8.6%	5.2%	5.5%
41.	Employees are protected from health and safety hazards on the job.	21.3%	53.6%	13.6%	6.7%	3.8%	1.0%
42.	My organization has prepared employees for potential security threats.	18.6%	54.0%	15.9%	7.0%	3.1%	1.4%
43.	Complaints, disputes or grievances are resolved fairly in my work unit.	9.1%	30.3%	27.6%	11.1%	10.1%	11.7%
44.	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	13.0%	32.2%	24.7%	11.5%	11.2%	7.3%
45.	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	19.7%	39.2%	19.9%	5.5%	6.1%	9.6%
46.	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	14.2%	33.8%	23.8%	10.6%	9.6%	8.1%

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

Appendix B. Item Results (continued)

Item #	2006 FHCS Item	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
Learning (Knowledge Management)							
47.	Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	11.2%	46.4%	23.0%	12.8%	5.6%	1.1%
48.	Supervisors/team leaders in my work unit support employee development.	16.6%	47.6%	19.3%	10.2%	5.6%	0.8%
49.	Employees have electronic access to learning and training programs readily available at their desk.	22.0%	53.1%	12.7%	6.8%	3.5%	2.0%
50.	My training needs are assessed.	11.3%	39.8%	24.9%	15.9%	6.5%	1.6%
51.	Managers promote communication among different work units (for example, about projects, goals, needed resources).	11.5%	41.7%	23.7%	13.2%	7.5%	2.4%
52.	Employees in my work unit share job knowledge with each other.	22.0%	52.3%	13.3%	7.8%	4.2%	0.4%
53.	Employees use information technology (for example, intranet, shared networks) to perform work.	30.8%	55.2%	8.6%	2.9%	1.8%	0.8%

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

Appendix B. Item Results (continued)

Item #	2006 FHCS Item	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Job Satisfaction						
*54.	How satisfied are you with your involvement in decisions that affect your work?	12.8%	40.9%	21.8%	17.5%	7.0%
*55.	How satisfied are you with the information you receive from management on what's going on in your organization?	10.0%	36.6%	24.2%	20.7%	8.5%
*56.	How satisfied are you with the recognition you receive for doing a good job?	13.0%	35.6%	23.4%	18.4%	9.6%
*57.	How satisfied are you with the policies and practices of your senior leaders?	8.7%	32.2%	29.1%	19.6%	10.4%
*58.	How satisfied are you with your opportunity to get a better job in your organization?	8.5%	28.0%	29.1%	20.8%	13.6%
*59.	How satisfied are you with the training you receive for your present job?	12.1%	41.6%	24.5%	15.3%	6.5%
60.	Considering everything, how satisfied are you with your job?	20.9%	46.6%	17.6%	10.2%	4.6%
*61.	Considering everything, how satisfied are you with your pay?	15.4%	45.9%	17.9%	15.0%	5.8%
62.	Considering everything, how satisfied are you with your organization?	13.4%	42.7%	22.4%	14.6%	6.9%

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

Appendix B. Item Results (continued)

Item #	2006 FHCS Item	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	No Basis to Judge
Satisfaction with Benefits							
63.	How satisfied are you with retirement benefits?	14.6%	46.2%	19.4%	9.1%	3.3%	7.4%
64.	How satisfied are you with health insurance benefits?	13.1%	44.9%	16.6%	15.1%	5.5%	4.8%
65.	How satisfied are you with life insurance benefits?	12.0%	47.8%	22.1%	7.0%	2.5%	8.7%
66.	How satisfied are you with long term care insurance?	5.7%	24.2%	30.2%	7.0%	2.9%	29.9%
67.	How satisfied are you with the flexible spending account (FSA) program?	8.9%	22.9%	29.0%	2.6%	1.3%	35.3%
68.	How satisfied are you with paid vacation time?	35.7%	52.7%	7.4%	3.1%	1.1%	NA
69.	How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	36.0%	49.9%	8.6%	3.8%	1.8%	NA
70.	How satisfied are you with child care subsidies?	2.1%	6.0%	24.5%	2.4%	2.0%	62.9%
71.	How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	5.8%	21.7%	25.7%	5.0%	2.8%	39.1%
72.	How satisfied are you with telework/telecommuting?	5.5%	16.3%	21.9%	6.5%	6.1%	43.7%
73.	How satisfied are you with alternative work schedules?	18.5%	30.7%	17.1%	6.3%	5.6%	21.8%

Appendix B. Demographic Characteristics

74. Where do you work?	
Headquarters	40%
Field	60%
75. What is your supervisory status?	
Non-Supervisor	54%
Team Leader	15%
Supervisor	18%
Manager	10%
Executive	2%
76. Are you:	
Male	54%
Female	46%
77. Are you Hispanic or Latino?	
Yes	6%
No	94%
78. Are you:	
White	74%
Black or African American	16%
Native Hawaiian or Other Pacific Islander	1%
Asian	4%
American Indian or Alaska Native	3%
Two or more races (Not Hispanic or Latino)	3%
79. What is your age group?	
25 and under	1%
26-29	3%
30-39	14%
40-49	32%
50-59	40%
60 or older	9%

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

Appendix B. Demographic Characteristics (continued)

80. What is your pay category/grade?	
Federal Wage System (for example, WB, WD, WG, WL, WM, WS, WY)	4%
GS 1-6	5%
GS 7-12	42%
GS 13-15	42%
Senior Executive Service	2%
Senior Level (SL) or Scientific or Professional (ST)	<1%
Other	4%
81. How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	1%
1 to 3 years	8%
4 to 5 years	7%
6 to 10 years	12%
11 to 20 years	29%
More than 20 years	42%
82. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	2%
1 to 3 years	13%
4 to 5 years	10%
6 to 10 years	16%
11 to 20 years	30%
More than 20 years	28%
83. Are you considering leaving your organization within the next year, and if so, why?	
No	69%
Yes, to retire	7%
Yes, to take another job within the Federal Government	16%
Yes, to take another job outside the Federal Government	4%
Yes, other	4%
84. I am planning to retire:	
Within one year	4%
Between one and three years	12%
Between three and five years	13%
Five or more years	71%

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

APPENDIX C

AGENCIES SURVEYED

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

PMC Agencies

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

Small/Independent Agencies

- Advisory Council on Historic Preservation
- African Development Foundation
- American Battle Monuments Commission
- Architectural and Transportation Barriers Compliance Board (Access Board)
- Broadcasting Board of Governors
- Chemical Safety and Hazard Investigation Board
- Commission on Civil Rights
- Committee for Purchase from People who are Blind
- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Corporation for National and Community Service
- Court Services and Offender Supervision Agency
- Defense Nuclear Facilities Safety Board
- Election Assistance Commission
- Equal Employment Opportunity Commission
- Export-Import Bank of the United States
- Farm Credit Administration
- Federal Deposit Insurance Corporation
- Federal Election Commission
- Federal Energy Regulatory Commission
- Federal Housing Finance Board
- Federal Labor Relations Authority
- Federal Maritime Commission
- Federal Mediation and Conciliation Service
- Federal Mine Safety and Health Review Commission
- Federal Retirement Thrift Savings Board
- Federal Trade Commission
- Institute of Museum Library Services
- Inter-American Foundation
- International Boundary and Water Commission
- Japan-US Friendship Commission
- Marine Mammal Commission

Small/Independent Agencies (continued)

- Merit Systems Protection Board
- Millennium Challenge Corporation
- Morris K. Udall Scholarship and Excellence in National Environmental Policy Foundation
- National Archives and Records Administration
- National Capital Planning Commission
- National Credit Union Administration
- National Endowment for the Arts
- National Endowment for the Humanities
- National Labor Relations Board
- National Mediation Board
- National Transportation Safety Board
- Nuclear Regulatory Commission
- Nuclear Waste Technical Review Board
- Office of Government Ethics
- Office of Navajo and Hopi Indian Relocation
- Office of Special Counsel
- Peace Corps
- Pension Benefit Guaranty Corporation
- Postal Rate Commission
- Railroad Retirement Board
- Securities and Exchange Commission
- Selective Service Commission
- Surface Transportation Board
- Trade and Development Agency
- U.S. Election Assistance Commission
- U.S. Holocaust Memorial Museum
- U.S. International Trade Commission

APPENDIX D

TREND ANALYSIS: 2002 VS. 2004 VS. 2006 RESULTS

This set of trend analysis tables displays the Governmentwide positive results for each item for all three years of the survey administration. The last column of the table indicates whether or not there were significant increases, decreases, or no changes in positive ratings from 2002 to 2004 (the first arrow in the pair) and from 2004 to 2006 (the second arrow). Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, symbols →↗ indicate there was no significant change in positive ratings from 2002 to 2004, but there was a significant increase in positive ratings from 2004 to 2006.

Appendix D. Trend Analysis					
Item #	2006 FHCS Item	Percent Positive			Significant Trends
		2002	2004	2006	
1.	The people I work with cooperate to get the job done.	79.8%	85.4%	83.3%	↗↘
*2.	I am given a real opportunity to improve my skills in my organization.	56.5%	63.0%	62.1%	↗→
3.	I have enough information to do my job well.	71.1%	73.5%	72.4%	↗↘
4.	I feel encouraged to come up with new and better ways of doing things.	56.7%	60.1%	60.3%	↗→
*5.	My work gives me a feeling of personal accomplishment.	69.9%	70.9%	73.0%	→↗
*6.	I like the kind of work I do.	81.6%	82.5%	83.4%	↗↗
7.	I have trust and confidence in my supervisor.	NA	NA	63.8%	NA
8.	I recommend my organization as a good place to work.	60.1%	63.6%	63.5%	↗→
*9.	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	61.0%	65.3%	66.2%	↗→
10.	How would you rate the overall quality of work done by your work group?	81.0%	83.3%	83.0%	↗→

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

Appendix D. Trend Analysis (continued)

Item #	2006 FHCS Item	Percent Positive			Significant Trends
		2002	2004	2006	
11.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	71.3%	73.7%	73.6%	↗→
12.	My supervisor supports my need to balance work and family issues.	77.4%	79.0%	77.8%	↗↘
13.	Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	56.8%	59.7%	60.2%	↗→
14.	My work unit is able to recruit people with the right skills.	37.8%	43.7%	43.5%	↗→
15.	The skill level in my work unit has improved in the past year.	56.3%	50.8%	50.9%	↘→
16.	I have sufficient resources (for example, people, materials, budget) to get my job done.	48.5%	49.5%	47.6%	→↘
*17.	My workload is reasonable.	65.0%	60.1%	59.0%	↘↘
*18.	My talents are used well in the workplace.	62.9%	62.2%	61.5%	→→
19.	I know how my work relates to the agency's goals and priorities.	88.9%	83.1%	82.7%	↘→
20.	The work I do is important.	90.7%	90.7%	90.2%	→↘
21.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	65.7%	66.9%	66.7%	↗→
22.	Promotions in my work unit are based on merit.	34.6%	33.8%	33.6%	→→
23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	24.9%	27.4%	28.6%	↗↗
*24.	Employees have a feeling of personal empowerment with respect to work processes.	38.6%	42.6%	42.2%	↗→
25.	Employees are rewarded for providing high quality products and services to customers.	42.5%	42.2%	44.6%	→↗
26.	Creativity and innovation are rewarded.	37.1%	36.2%	38.9%	→↗
27.	Pay raises depend on how well employees perform their jobs.	NA	NA	21.7%	NA
28.	Awards in my work unit depend on how well employees perform their jobs.	46.3%	41.7%	39.8%	↘↘
29.	In my work unit, differences in performance are recognized in a meaningful way.	NA	29.4%	29.7%	→

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

Appendix D. Trend Analysis (continued)

Item #	2006 FHCS Item	Percent Positive			Significant Trends
		2002	2004	2006	
30.	My performance appraisal is a fair reflection of my performance.	64.0%	66.4%	64.4%	↗↘
31.	Discussions with my supervisor/team leader about my performance are worthwhile.	57.6%	57.5%	55.8%	→↘
32.	I am held accountable for achieving results.	79.8%	79.6%	79.1%	→→
33.	Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	56.3%	54.3%	53.7%	↘→
34.	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	61.2%	57.4%	56.7%	↘→
35.	Managers/supervisors/team leaders work well with employees of different backgrounds.	63.6%	64.1%	63.7%	→→
*36.	I have a high level of respect for my organization's senior leaders.	NA	49.5%	49.2%	→
37.	In my organization, leaders generate high levels of motivation and commitment in the workforce.	36.0%	37.3%	37.8%	↗→
38.	My organization's leaders maintain high standards of honesty and integrity.	47.2%	48.7%	48.7%	↗→
39.	Managers communicate the goals and priorities of the organization.	NA	59.5%	58.2%	↘
40.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	66.9%	57.3%	56.4%	↘→
41.	Employees are protected from health and safety hazards on the job.	NA	75.1%	74.9%	→
42.	My organization has prepared employees for potential security threats.	NA	73.6%	72.6%	↘
43.	Complaints, disputes or grievances are resolved fairly in my work unit.	40.4%	39.2%	39.4%	↘→
44.	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	42.1%	47.3%	45.2%	↗↘
45.	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	NA	60.4%	58.9%	↘
46.	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	50.7%	47.7%	48.0%	↘→
47.	Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	NA	57.8%	57.6%	→

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

Appendix D. Trend Analysis (continued)

Item #	2006 FHCS Item	Percent Positive			Significant Trends
		2002	2004	2006	
48.	Supervisors/team leaders in my work unit support employee development.	59.1%	64.6%	64.1%	↗→
49.	Employees have electronic access to learning and training programs readily available at their desk.	64.5%	70.7%	75.1%	↗↗
50.	My training needs are assessed.	49.9%	51.4%	51.1%	↗→
51.	Managers promote communication among different work units (for example, about projects, goals, needed resources).	50.1%	52.2%	53.2%	↗↗
52.	Employees in my work unit share job knowledge with each other.	73.9%	75.3%	74.3%	↗↘
53.	Employees use information technology (for example, intranet, shared networks) to perform work.	NA	85.6%	86.0%	→
*54.	How satisfied are you with your involvement in decisions that affect your work?	52.1%	52.1%	53.7%	→↗
*55.	How satisfied are you with the information you receive from management on what's going on in your organization?	44.5%	45.6%	46.6%	→↗
*56.	How satisfied are you with the recognition you receive for doing a good job?	45.8%	48.9%	48.6%	↗→
*57.	How satisfied are you with the policies and practices of your senior leaders?	NA	39.9%	40.9%	↗
*58.	How satisfied are you with your opportunity to get a better job in your organization?	33.1%	35.3%	36.5%	↗↗
*59.	How satisfied are you with the training you receive for your present job?	53.1%	55.4%	53.7%	↗↘
60.	Considering everything, how satisfied are you with your job?	67.8%	67.5%	67.5%	→→
*61.	Considering everything, how satisfied are you with your pay?	63.8%	61.9%	61.3%	↘→
62.	Considering everything, how satisfied are you with your organization?	55.4%	56.7%	56.2%	↗→
63.	How satisfied are you with retirement benefits?	65.6%	65.2%	60.8%	→↘
64.	How satisfied are you with health insurance benefits?	50.1%	56.0%	57.9%	↗↗
65.	How satisfied are you with life insurance benefits?	56.5%	62.1%	59.8%	↗↘
66.	How satisfied are you with long term care insurance?	21.4%	32.9%	30.0%	↗↘
67.	How satisfied are you with the flexible spending account (FSA) program?	NA	29.5%	31.8%	↗

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

Appendix D. Trend Analysis (continued)

Item #	2006 FHCS Item	Percent Positive			Significant Trends
		2002	2004	2006	
68.	How satisfied are you with paid vacation time?	89.2%	88.0%	88.4%	↘→
69.	How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	NA	86.0%	85.9%	→
70.	How satisfied are you with child care subsidies?	8.5%	14.3%	8.2%	↗↘
71.	How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	NA	34.5%	27.5%	↘
72.	How satisfied are you with telework/telecommuting?	21.5%	24.7%	21.8%	↗↘
73.	How satisfied are you with alternative work schedules?	56.0%	53.9%	49.2%	↘↘

APPENDIX E

COMPARISON TO PRIVATE SECTOR RESULTS

Appendix E. Comparison to Private Sector Results

Item #	2006 FHCS Item	Percent Positive		% Difference (+/-)
		Governmentwide	Private Sector	
1.	The people I work with cooperate to get the job done.	83%	82%	+1%
2.	FHCS – I am given a real opportunity to improve my skills in my organization. Private Sector – I am given a real opportunity to improve my skills in the company.	62%	60%	+2%
3.	I have enough information to do my job well.	72%	74%	-2%
4.	I feel encouraged to come up with new and better ways of doing things.	60%	67%	-7%
5.	My work gives me a feeling of personal accomplishment.	73%	73%	0%
6.	I like the kind of work I do.	83%	76%	+7%
9.	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66%	74%	-8%
54.	How satisfied are you with your involvement in decisions that affect your work?	54%	54%	0%
55.	FHCS – How satisfied are you with the information you receive from management on what’s going on in your organization? Private Sector – How satisfied are you with the information you receive from management on what’s going on in the company?	47%	60%	-13%
56.	How satisfied are you with the recognition you receive for doing a good job?	49%	52%	-3%
58.	FHCS – How satisfied are you with your opportunity to get a better job in your organization? Private Sector – How satisfied are you with your opportunity to get a better job in this company?	37%	40%	-3%
59.	How satisfied are you with the training you receive for your present job?	54%	61%	-7%
60.	Considering everything, how satisfied are you with your job?	68%	71%	-3%
62.	FHCS – Considering everything, how satisfied are you with your organization? Private Sector – Considering everything, how would you rate your overall satisfaction with the company at the present time?	56%	63%	-7%

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





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