

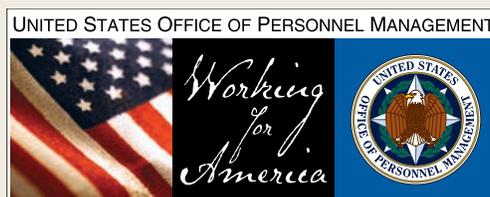


Federal Human Capital Survey

2008



Results from the 2008 Federal Human Capital Survey **Report by Demographics**



2008 Federal Human Capital Survey: Survey Methodology Highlights

Survey Objective

The 2008 Federal Human Capital Survey (FHCS) was conducted to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. The survey provides general indicators of how well the Federal Government is running its human resources management systems, serves as a tool for OPM to assess individual agencies and their progress on strategic management of human capital, and gives senior managers critical information to answer the question: What can I do to make my agency work better? OPM and agency managers will use the findings to develop policies and action plans for improving agency performance.

Questionnaire Content

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

Sample Design and Selection

The population of interest for the 2008 Federal Human Capital Survey was all employees from major Federal agencies represented on the President's Management Council and 54 small/independent agencies that chose to participate in the survey.

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

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

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

Data Collection

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

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

Data Weighting

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

Reported Data

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

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,197	221,425	147,898	29.9%	30.2%	31.9%	53.9%	53.1%	53.5%	8.4%	8.8%	7.7%	6.3%	6.2%	5.8%	1.5%	1.6%	1.1%
Work Location																		
Headquarters	82,919	86,487	51,144	31.8%	32.4%	33.7%	52.6%	52.0%	52.2%	7.9%	8.6%	7.4%	6.2%	5.4%	5.5%	1.6%	1.5%	1.3%
Field	125,991	130,932	93,049	29.0%	29.2%	31.3%	54.6%	53.6%	54.0%	8.7%	8.9%	7.8%	6.3%	6.6%	5.9%	1.4%	1.7%	1.1%
Supervisor Status																		
Non-Supervisor	116,267	118,190	74,551	28.9%	29.5%	30.4%	53.9%	52.0%	53.6%	8.8%	9.7%	8.3%	6.9%	6.9%	6.4%	1.6%	1.9%	1.2%
Team Leader	28,856	31,768	20,113	28.4%	29.3%	33.3%	54.4%	54.8%	53.3%	9.7%	8.4%	7.2%	5.9%	5.8%	5.2%	1.6%	1.6%	1.0%
Supervisor	37,702	39,858	28,516	33.1%	30.8%	34.7%	55.1%	56.3%	54.5%	6.2%	7.1%	5.8%	4.6%	4.8%	4.1%	1.0%	1.0%	0.8%
Manager	21,188	22,462	17,116	36.7%	36.8%	39.3%	52.8%	54.3%	53.4%	5.7%	4.7%	4.1%	4.0%	3.7%	2.9%	0.8%	0.5%	0.4%
Executive	4,882	5,135	3,906	43.5%	42.7%	52.9%	42.7%	49.0%	41.5%	8.1%	5.0%	3.2%	5.2%	2.3%	1.9%	0.5%	1.1%	0.5%
Sex																		
Male	108,691	117,812	81,626	29.9%	30.2%	32.0%	54.9%	54.0%	53.8%	8.3%	8.8%	7.8%	5.6%	5.7%	5.4%	1.3%	1.3%	1.1%
Female	100,254	99,718	62,575	29.9%	30.2%	31.7%	52.6%	51.9%	53.2%	8.6%	8.8%	7.6%	7.2%	7.0%	6.3%	1.7%	2.1%	1.1%
Hispanic or Latino																		
Yes	14,271	13,631	8,465	29.3%	28.9%	31.8%	51.7%	52.6%	51.6%	8.8%	10.1%	9.0%	8.5%	6.7%	5.7%	1.6%	1.6%	1.9%
No	194,614	203,785	135,490	30.0%	30.3%	31.9%	54.1%	53.2%	53.7%	8.4%	8.7%	7.5%	6.0%	6.2%	5.8%	1.5%	1.6%	1.0%
Race																		
American Indian/Alaska Native	8,129	6,152	---	23.4%	28.3%	---	52.3%	50.1%	---	11.6%	11.5%	---	9.5%	8.0%	---	3.2%	2.1%	---
Asian	8,415	8,611	---	28.7%	28.4%	---	56.5%	55.0%	---	8.7%	10.0%	---	5.3%	5.8%	---	0.8%	0.9%	---
Black or African American	32,722	32,864	---	30.2%	30.4%	---	52.9%	52.2%	---	9.3%	8.8%	---	6.0%	6.5%	---	1.7%	2.1%	---
Native Hawaiian/Pacific Islander	1,472	1,487	---	33.8%	33.4%	---	47.4%	49.5%	---	13.0%	9.9%	---	5.0%	5.1%	---	0.8%	2.1%	---
White	146,252	156,719	---	30.2%	30.7%	---	54.4%	53.4%	---	7.8%	8.4%	---	6.2%	6.1%	---	1.4%	1.5%	---
Two or more races (Not Hispanic/Latino)	6,175	6,193	---	28.6%	26.5%	---	50.8%	51.0%	---	11.6%	11.0%	---	7.1%	8.4%	---	1.8%	3.0%	---
Age Group																		
<30 (25 and under)	8,858	8,793	5,461	28.3%	28.2%	29.3%	55.9%	54.8%	56.6%	8.7%	9.7%	7.4%	5.7%	6.0%	5.6%	1.4%	1.3%	1.0%
(26-29)	2,298	2,476	---	31.9%	30.1%	---	52.9%	53.2%	---	9.4%	10.0%	---	5.4%	4.4%	---	0.4%	2.2%	---
30-39	6,560	6,317	---	27.1%	27.4%	---	56.9%	55.4%	---	8.4%	9.5%	---	5.8%	6.7%	---	1.7%	0.9%	---
40-49	29,382	31,368	20,919	26.4%	27.0%	27.5%	55.8%	55.0%	56.0%	9.5%	9.4%	8.3%	6.8%	6.6%	7.2%	1.5%	1.9%	1.0%
50-59	64,116	70,124	47,041	28.7%	28.9%	30.7%	54.9%	54.2%	54.8%	8.3%	8.4%	7.7%	6.4%	6.7%	5.6%	1.6%	1.8%	1.1%
60+	82,018	87,043	57,866	30.8%	31.9%	33.8%	53.0%	51.9%	51.8%	8.3%	8.7%	7.5%	6.4%	5.9%	5.7%	1.6%	1.7%	1.2%
60+	24,557	20,187	12,864	37.2%	35.3%	38.4%	50.0%	49.4%	49.5%	7.2%	9.2%	7.2%	4.8%	5.4%	4.1%	0.8%	0.7%	0.8%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,197	221,425	147,898	29.9%	30.2%	31.9%	53.9%	53.1%	53.5%	8.4%	8.8%	7.7%	6.3%	6.2%	5.8%	1.5%	1.6%	1.1%
Pay Category																		
Federal Wage System	8,653	9,479	5,511	25.6%	24.9%	28.1%	56.3%	56.1%	54.2%	10.1%	10.9%	9.0%	6.1%	6.4%	7.2%	1.8%	1.8%	1.6%
GS 1-6 or equivalent	10,340	10,826	6,708	27.6%	30.4%	28.0%	53.3%	48.1%	53.2%	8.6%	10.3%	9.4%	8.0%	8.1%	8.2%	2.5%	2.9%	1.2%
GS 7-12 or equivalent	86,210	91,791	58,907	28.5%	28.9%	30.4%	54.0%	53.6%	54.5%	9.5%	9.2%	7.8%	6.8%	6.8%	6.2%	1.2%	1.6%	1.1%
GS 13-15 or equivalent	83,233	91,615	64,038	34.1%	34.7%	36.5%	53.1%	52.8%	51.9%	6.6%	7.1%	6.6%	4.8%	4.6%	4.1%	1.5%	0.8%	0.9%
Senior Executive Service	3,931	4,206	3,314	50.2%	49.7%	48.9%	43.8%	43.5%	41.4%	3.2%	4.0%	2.5%	2.0%	2.2%	6.4%	0.8%	0.7%	0.8%
SL/ST	780	688	490	37.5%	23.6%	53.2%	50.3%	66.3%	42.5%	1.8%	2.2%	2.0%	9.8%	1.1%	2.1%	0.6%	6.8%	0.1%
Other	15,765	8,187	5,202	30.1%	29.2%	33.1%	55.1%	54.0%	53.6%	7.4%	8.1%	7.6%	6.0%	6.3%	4.2%	1.5%	2.4%	1.5%
Time in Federal Government																		
< 1 year	2,253	2,614	1,316	28.4%	39.6%	34.4%	46.4%	50.4%	49.4%	9.9%	5.8%	11.5%	12.2%	3.6%	3.8%	3.0%	0.6%	1.0%
1-3 years	17,928	17,544	12,897	29.6%	30.1%	30.0%	54.5%	53.2%	54.9%	8.2%	9.3%	7.8%	6.4%	5.5%	6.4%	1.2%	1.8%	1.0%
4-5 years	14,598	16,229	8,710	27.5%	27.2%	30.5%	55.0%	52.5%	52.1%	10.0%	9.6%	8.0%	6.1%	7.8%	8.7%	1.4%	2.9%	0.7%
6-10 years	32,657	26,506	13,912	27.6%	26.5%	29.6%	55.4%	55.2%	54.5%	8.6%	9.9%	7.9%	7.1%	7.1%	6.7%	1.3%	1.3%	1.2%
11-20 years	53,234	62,911	44,998	28.5%	29.0%	30.8%	54.5%	54.0%	53.9%	8.4%	8.3%	8.2%	6.7%	6.8%	5.8%	1.8%	1.9%	1.2%
(11 to 14 years)	17,505	---	---	27.9%	---	---	55.2%	---	---	8.3%	---	---	6.7%	---	---	1.8%	---	---
(15 to 20 years)	35,729	---	---	28.8%	---	---	54.2%	---	---	8.5%	---	---	6.7%	---	---	1.8%	---	---
> 20 years	88,279	91,710	62,354	32.7%	32.8%	34.3%	52.7%	52.0%	52.9%	7.9%	8.6%	7.0%	5.3%	5.4%	4.7%	1.4%	1.3%	1.1%
Time w/ Current Agency																		
< 1 year	4,810	5,025	2,815	32.6%	36.3%	37.1%	49.2%	49.3%	50.3%	7.4%	7.0%	8.3%	8.8%	5.3%	3.5%	2.0%	2.0%	0.7%
1-3 years	28,187	28,264	21,640	30.1%	29.6%	30.6%	53.5%	52.7%	53.7%	8.7%	9.7%	7.9%	6.2%	6.3%	6.7%	1.5%	1.7%	1.0%
4-5 years	20,124	22,564	13,235	27.1%	27.1%	29.9%	55.1%	53.8%	52.7%	9.1%	9.4%	8.3%	7.0%	7.0%	7.9%	1.8%	2.6%	1.3%
6-10 years	40,755	35,125	18,823	28.0%	27.5%	29.7%	55.2%	54.3%	54.3%	8.3%	9.4%	8.7%	7.1%	7.1%	6.0%	1.4%	1.6%	1.3%
11-20 years	54,458	64,989	46,192	29.3%	29.7%	31.6%	53.8%	53.5%	53.9%	9.0%	8.6%	7.7%	6.2%	6.5%	5.7%	1.7%	1.7%	1.1%
> 20 years	60,590	61,527	41,485	32.7%	33.4%	34.7%	53.4%	52.3%	53.3%	7.6%	8.1%	6.6%	5.1%	5.2%	4.4%	1.1%	1.1%	1.0%
Leaving																		
No	143,384	150,501	101,442	33.2%	33.6%	35.5%	54.4%	53.9%	53.2%	7.2%	7.4%	6.4%	4.3%	4.2%	4.1%	0.8%	1.0%	0.7%
Yes, to retire	13,496	14,408	9,503	31.7%	31.9%	32.2%	52.1%	51.6%	53.0%	8.3%	8.4%	9.2%	5.7%	6.8%	4.5%	2.1%	1.3%	1.0%
Yes, to other job in Govt	37,418	35,608	22,688	20.0%	20.4%	21.3%	54.6%	53.0%	55.5%	11.6%	12.0%	10.6%	11.0%	11.5%	10.2%	2.9%	3.0%	2.3%
Yes, to other job outside Govt	6,394	7,856	5,069	19.6%	19.8%	21.6%	52.2%	48.5%	51.3%	10.9%	15.3%	12.5%	13.6%	11.7%	11.6%	3.8%	4.8%	3.0%
Yes, other	8,240	9,086	5,479	23.0%	18.9%	20.2%	46.3%	47.9%	54.8%	13.1%	14.7%	10.5%	13.8%	13.5%	12.6%	3.8%	5.0%	1.9%
Retiring																		
Within 1 year	8,334	9,139	6,073	32.3%	32.3%	34.1%	50.8%	50.7%	50.5%	8.6%	8.4%	9.7%	6.8%	6.0%	4.5%	1.5%	2.7%	1.2%
Between 1 and 3 years	24,424	25,216	16,417	32.0%	32.3%	32.0%	52.7%	52.1%	53.6%	7.5%	9.3%	8.5%	6.2%	5.0%	4.9%	1.6%	1.4%	0.9%
Between 3 and 5 years	26,400	28,078	19,274	31.5%	31.2%	34.3%	54.1%	53.5%	51.0%	7.7%	8.6%	8.1%	5.0%	5.6%	5.8%	1.7%	1.1%	0.8%
5 or more years	149,778	155,006	102,415	29.3%	29.6%	31.3%	54.2%	53.3%	54.1%	8.7%	8.8%	7.4%	6.4%	6.6%	6.0%	1.4%	1.7%	1.2%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,195	221,438	147,902	19.7%	19.1%	19.3%	44.3%	43.0%	43.7%	17.9%	18.8%	18.1%	12.8%	14.1%	14.0%	5.3%	5.1%	4.9%
Work Location																		
Headquarters	82,922	86,483	51,143	20.5%	21.8%	21.8%	45.6%	43.4%	42.9%	17.0%	17.7%	17.2%	11.6%	12.4%	13.4%	5.3%	4.7%	4.8%
Field	125,987	130,951	93,052	19.2%	17.8%	18.6%	43.6%	42.8%	43.9%	18.4%	19.3%	18.4%	13.4%	14.8%	14.2%	5.3%	5.2%	4.9%
Supervisor Status																		
Non-Supervisor	116,267	118,195	74,552	17.4%	17.6%	17.4%	42.9%	40.6%	42.6%	19.5%	20.3%	19.2%	14.2%	15.6%	15.2%	5.9%	5.9%	5.6%
Team Leader	28,856	31,773	20,114	20.8%	20.3%	21.9%	46.1%	45.7%	45.3%	15.6%	16.9%	16.5%	12.1%	12.9%	12.4%	5.4%	4.3%	4.0%
Supervisor	37,701	39,858	28,516	23.2%	19.9%	21.4%	47.8%	49.4%	47.1%	16.2%	16.5%	16.3%	9.5%	11.0%	11.9%	3.3%	3.2%	3.2%
Manager	21,188	22,465	17,118	30.1%	27.7%	29.7%	47.3%	48.1%	47.5%	12.7%	13.9%	12.8%	7.8%	8.2%	8.1%	2.0%	2.1%	1.9%
Executive	4,882	5,135	3,906	37.7%	34.1%	40.5%	40.9%	42.2%	42.4%	10.0%	10.7%	10.6%	6.1%	10.4%	5.1%	5.3%	2.7%	1.5%
Sex																		
Male	108,691	117,817	81,628	19.5%	18.5%	18.5%	45.0%	43.6%	44.2%	18.3%	19.1%	18.6%	12.2%	13.6%	13.7%	4.9%	5.2%	4.9%
Female	100,253	99,729	62,577	19.9%	19.9%	20.3%	43.3%	42.2%	43.0%	17.4%	18.3%	17.3%	13.6%	14.7%	14.5%	5.8%	4.9%	4.9%
Hispanic or Latino																		
Yes	14,272	13,630	8,466	21.4%	20.2%	19.4%	42.6%	40.9%	40.3%	17.1%	18.9%	19.0%	12.4%	13.8%	15.7%	6.5%	6.2%	5.6%
No	194,615	203,800	135,495	19.5%	19.0%	19.3%	44.5%	43.2%	43.9%	18.0%	18.7%	18.0%	12.9%	14.1%	13.9%	5.1%	5.0%	4.8%
Race																		
American Indian/Alaska Native	8,130	6,154	---	16.9%	18.3%	---	38.7%	43.5%	---	21.9%	17.9%	---	14.2%	14.4%	---	8.3%	5.9%	---
Asian	8,414	8,610	---	24.2%	20.4%	---	47.1%	48.4%	---	17.3%	18.6%	---	7.5%	8.7%	---	3.9%	3.9%	---
Black or African American	32,721	32,868	---	19.8%	20.2%	---	44.8%	41.8%	---	16.4%	18.1%	---	12.5%	14.4%	---	6.4%	5.5%	---
Native Hawaiian/Pacific Islander	1,471	1,488	---	19.0%	21.8%	---	40.7%	41.6%	---	23.7%	17.0%	---	10.6%	13.3%	---	6.0%	6.3%	---
White	146,253	156,726	---	19.7%	19.0%	---	44.6%	43.6%	---	17.9%	18.6%	---	13.2%	14.2%	---	4.6%	4.7%	---
Two or more races (Not Hispanic/Latino)	6,176	6,194	---	18.2%	15.3%	---	38.1%	31.1%	---	20.1%	25.6%	---	15.0%	19.1%	---	8.5%	8.9%	---
Age Group																		
<30 (25 and under)	8,858	8,794	5,461	23.1%	21.1%	21.4%	46.7%	44.6%	43.5%	15.9%	16.8%	16.4%	10.2%	13.4%	13.3%	4.1%	4.2%	5.3%
(26-29)	2,298	2,477	---	24.3%	21.7%	---	47.0%	48.6%	---	16.9%	14.4%	---	9.8%	10.5%	---	1.9%	4.8%	---
30-39	6,560	6,317	---	22.7%	20.8%	---	46.6%	42.8%	---	15.6%	17.7%	---	10.3%	14.7%	---	4.8%	3.9%	---
40-49	29,381	31,368	20,920	19.4%	19.3%	18.7%	44.9%	43.9%	45.5%	17.7%	18.0%	17.5%	12.9%	14.1%	14.2%	5.0%	4.8%	4.0%
50-59	64,119	70,129	47,041	20.1%	18.9%	19.5%	44.4%	43.8%	44.5%	17.0%	18.7%	17.0%	13.2%	13.6%	14.0%	5.4%	5.0%	5.0%
60+	82,016	87,049	57,870	18.3%	18.7%	18.8%	43.7%	41.5%	42.4%	18.8%	19.5%	19.0%	13.4%	14.7%	14.5%	5.8%	5.6%	5.3%
60+	24,557	20,188	12,864	21.3%	19.8%	21.0%	43.5%	43.3%	42.4%	19.4%	19.0%	20.4%	11.3%	13.5%	11.9%	4.4%	4.5%	4.3%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,195	221,438	147,902	19.7%	19.1%	19.3%	44.3%	43.0%	43.7%	17.9%	18.8%	18.1%	12.8%	14.1%	14.0%	5.3%	5.1%	4.9%
Pay Category																		
Federal Wage System	8,655	9,478	5,512	14.7%	13.1%	14.6%	46.1%	43.9%	43.1%	20.1%	21.9%	20.2%	13.2%	15.0%	15.6%	6.0%	6.1%	6.4%
GS 1-6 or equivalent	10,339	10,826	6,708	16.1%	18.7%	15.7%	39.2%	36.2%	38.5%	20.6%	22.0%	20.9%	16.1%	15.4%	16.7%	8.1%	7.8%	8.1%
GS 7-12 or equivalent	86,211	91,799	58,908	18.3%	18.4%	18.3%	44.3%	42.4%	44.1%	18.6%	19.3%	18.4%	13.6%	14.9%	14.3%	5.1%	5.0%	4.9%
GS 13-15 or equivalent	83,232	91,617	64,041	24.2%	22.7%	22.8%	46.1%	46.3%	46.0%	15.5%	16.0%	16.0%	10.3%	11.3%	11.9%	3.9%	3.7%	3.4%
Senior Executive Service	3,931	4,206	3,314	39.0%	38.4%	37.4%	41.3%	42.3%	39.0%	11.6%	11.5%	9.1%	6.1%	6.2%	8.4%	2.0%	1.7%	6.1%
SL/ST	780	688	490	27.6%	16.2%	33.6%	52.9%	50.3%	46.4%	5.4%	5.3%	12.0%	3.8%	18.0%	7.1%	10.3%	10.2%	0.8%
Other	15,765	8,187	5,203	20.3%	19.5%	22.4%	42.5%	45.9%	39.7%	18.0%	16.7%	18.5%	13.1%	13.8%	15.1%	6.1%	4.2%	4.4%
Time in Federal Government																		
< 1 year	2,253	2,614	1,316	26.3%	33.8%	34.3%	38.9%	47.0%	35.9%	14.8%	13.0%	21.9%	15.9%	5.2%	6.4%	4.0%	1.1%	1.5%
1-3 years	17,927	17,546	12,895	24.2%	23.4%	20.9%	47.6%	44.8%	42.5%	14.7%	15.6%	16.1%	9.0%	11.7%	15.2%	4.4%	4.5%	5.3%
4-5 years	14,598	16,231	8,711	20.0%	18.0%	21.4%	44.3%	41.7%	44.3%	17.7%	19.4%	16.4%	14.1%	15.2%	12.8%	3.8%	5.7%	5.0%
6-10 years	32,658	26,510	13,915	18.7%	18.5%	18.6%	43.9%	42.2%	44.0%	17.6%	19.2%	18.0%	14.0%	14.8%	14.4%	5.8%	5.4%	4.9%
11-20 years	53,232	62,915	44,998	18.2%	17.8%	18.7%	43.0%	43.0%	43.5%	18.6%	19.1%	18.0%	14.4%	15.1%	14.6%	5.8%	5.1%	5.1%
(11 to 14 years)	17,503	---	---	17.8%	---	---	44.0%	---	---	18.5%	---	---	14.0%	---	---	5.8%	---	---
(15 to 20 years)	35,729	---	---	18.4%	---	---	42.5%	---	---	18.6%	---	---	14.7%	---	---	5.9%	---	---
> 20 years	88,281	91,712	62,357	19.3%	18.6%	18.8%	44.5%	42.9%	44.1%	18.9%	19.4%	19.1%	12.0%	13.9%	13.4%	5.3%	5.1%	4.7%
Time w/ Current Agency																		
< 1 year	4,810	5,023	2,815	28.4%	31.4%	32.8%	43.6%	44.1%	36.3%	12.8%	15.0%	20.1%	11.8%	7.5%	8.1%	3.5%	2.0%	2.7%
1-3 years	28,186	28,267	21,639	24.1%	22.1%	20.4%	45.0%	43.4%	42.8%	15.3%	17.3%	16.1%	10.4%	11.9%	14.7%	5.2%	5.3%	6.1%
4-5 years	20,124	22,567	13,236	18.8%	17.4%	20.0%	43.1%	41.5%	43.5%	18.5%	19.0%	18.2%	14.5%	16.4%	13.4%	5.1%	5.8%	5.0%
6-10 years	40,756	35,130	18,824	17.3%	18.3%	18.4%	44.3%	42.1%	42.0%	18.5%	18.7%	19.3%	13.9%	15.3%	15.4%	6.0%	5.6%	5.0%
11-20 years	54,457	64,993	46,192	18.4%	17.3%	18.2%	43.2%	43.1%	44.3%	18.7%	19.3%	18.2%	14.0%	15.3%	14.3%	5.6%	5.0%	4.9%
> 20 years	60,593	61,528	41,489	19.2%	19.0%	18.9%	45.5%	43.7%	45.2%	18.9%	19.4%	18.7%	11.7%	13.1%	13.1%	4.7%	4.7%	4.2%
Leaving																		
No	143,387	150,509	101,442	23.1%	22.9%	22.9%	48.0%	46.8%	47.7%	16.7%	17.3%	16.5%	9.4%	10.4%	10.0%	2.8%	2.6%	2.8%
Yes, to retire	13,493	14,410	9,504	16.9%	15.1%	15.3%	42.8%	41.8%	40.2%	19.4%	20.8%	23.8%	14.2%	16.2%	15.5%	6.7%	6.2%	5.3%
Yes, to other job in Govt	37,415	35,608	22,692	10.8%	9.6%	10.1%	35.5%	34.2%	34.7%	21.3%	22.5%	21.2%	21.7%	23.3%	24.3%	10.7%	10.4%	9.8%
Yes, to other job outside Govt	6,395	7,859	5,068	10.9%	8.5%	10.0%	31.9%	29.5%	26.8%	21.3%	18.5%	20.9%	22.7%	26.4%	27.3%	13.2%	17.2%	15.0%
Yes, other	8,241	9,087	5,479	9.9%	8.0%	9.2%	30.2%	28.9%	30.5%	20.5%	24.7%	22.3%	23.0%	25.0%	26.8%	16.4%	13.4%	11.2%
Retiring																		
Within 1 year	8,332	9,140	6,073	16.3%	16.0%	17.4%	43.1%	40.0%	38.4%	19.3%	21.6%	19.7%	14.2%	16.1%	17.7%	7.1%	6.3%	6.8%
Between 1 and 3 years	24,422	25,221	16,417	17.7%	16.1%	15.7%	43.4%	44.1%	43.4%	20.2%	20.3%	21.9%	12.9%	13.9%	14.1%	5.8%	5.6%	4.9%
Between 3 and 5 years	26,404	28,078	19,276	17.5%	17.0%	18.1%	43.3%	43.1%	43.2%	20.7%	19.7%	20.2%	13.0%	14.7%	13.7%	5.4%	5.5%	4.8%
5 or more years	149,776	155,011	102,416	20.4%	20.0%	20.1%	44.6%	43.0%	44.1%	17.1%	18.2%	17.2%	12.7%	13.9%	13.8%	5.1%	4.9%	4.8%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,424	147,898	18.8%	18.5%	18.8%	54.6%	53.9%	54.8%	15.2%	15.7%	14.8%	9.4%	9.8%	9.8%	2.0%	2.1%	1.9%
Work Location																		
Headquarters	82,922	86,480	51,144	19.8%	20.8%	20.2%	54.0%	52.3%	53.1%	14.8%	15.0%	14.7%	9.3%	9.9%	10.0%	2.1%	2.0%	2.1%
Field	125,987	130,942	93,047	18.3%	17.4%	18.3%	54.9%	54.6%	55.3%	15.3%	16.1%	14.8%	9.4%	9.7%	9.8%	2.0%	2.2%	1.8%
Supervisor Status																		
Non-Supervisor	116,266	118,191	74,550	17.7%	17.7%	17.3%	53.6%	52.8%	54.5%	16.4%	16.6%	15.5%	10.1%	10.5%	10.7%	2.3%	2.5%	2.1%
Team Leader	28,856	31,771	20,114	19.0%	19.5%	21.3%	56.9%	55.2%	54.5%	13.1%	14.7%	14.1%	9.3%	9.2%	8.4%	1.7%	1.5%	1.7%
Supervisor	37,703	39,855	28,515	19.6%	18.0%	19.5%	56.9%	57.3%	56.8%	14.2%	14.2%	13.8%	7.9%	8.8%	8.3%	1.4%	1.6%	1.5%
Manager	21,188	22,464	17,118	25.2%	23.4%	25.6%	55.7%	56.0%	56.5%	11.1%	13.0%	10.6%	6.2%	6.2%	6.4%	1.9%	1.4%	0.9%
Executive	4,882	5,134	3,906	34.1%	31.2%	38.3%	49.4%	50.1%	48.7%	10.8%	11.6%	7.7%	4.9%	4.7%	4.3%	0.7%	2.4%	0.9%
Sex																		
Male	108,690	117,808	81,624	18.3%	18.1%	18.2%	55.5%	54.2%	55.1%	15.5%	16.5%	15.6%	8.8%	9.1%	9.2%	1.9%	2.2%	1.9%
Female	100,253	99,723	62,577	19.4%	19.1%	19.5%	53.5%	53.6%	54.3%	14.8%	14.7%	13.7%	10.1%	10.6%	10.6%	2.2%	2.1%	1.9%
Hispanic or Latino																		
Yes	14,270	13,630	8,468	20.6%	20.6%	22.2%	53.8%	50.4%	51.3%	15.4%	17.7%	15.2%	8.2%	8.9%	9.3%	2.0%	2.4%	1.9%
No	194,614	203,786	135,487	18.6%	18.3%	18.5%	54.7%	54.2%	55.0%	15.2%	15.5%	14.7%	9.5%	9.8%	9.8%	2.0%	2.1%	1.9%
Race																		
American Indian/Alaska Native	8,130	6,153	---	21.2%	17.8%	---	49.3%	53.9%	---	19.2%	15.4%	---	8.3%	10.9%	---	2.0%	2.1%	---
Asian	8,414	8,607	---	23.8%	21.6%	---	51.6%	53.8%	---	16.0%	15.7%	---	6.7%	6.9%	---	1.9%	2.0%	---
Black or African American	32,719	32,865	---	21.5%	21.6%	---	55.8%	53.1%	---	12.2%	14.1%	---	8.6%	9.4%	---	2.0%	1.9%	---
Native Hawaiian/Pacific Islander	1,472	1,488	---	16.6%	21.3%	---	57.9%	50.7%	---	14.5%	18.6%	---	10.0%	6.6%	---	1.0%	2.8%	---
White	146,253	156,720	---	17.8%	17.7%	---	55.1%	54.5%	---	15.5%	15.7%	---	9.6%	10.0%	---	2.0%	2.1%	---
Two or more races (Not Hispanic/Latino)	6,176	6,194	---	17.9%	16.5%	---	49.9%	49.9%	---	18.6%	19.3%	---	11.7%	11.5%	---	1.9%	2.8%	---
Age Group																		
<30 (25 and under)	8,858	8,793	5,461	17.3%	17.7%	19.9%	56.1%	52.0%	53.8%	15.5%	17.4%	14.4%	9.4%	11.2%	10.6%	1.7%	1.7%	1.3%
(26-29)	2,298	2,476	---	20.5%	19.8%	---	55.9%	51.1%	---	14.3%	16.0%	---	6.6%	11.6%	---	2.7%	1.5%	---
30-39	6,560	6,317	---	16.2%	16.8%	---	56.1%	52.4%	---	16.0%	18.0%	---	10.3%	11.1%	---	1.4%	1.8%	---
40-49	29,381	31,368	20,921	16.5%	16.6%	16.9%	55.1%	55.3%	55.4%	16.2%	16.5%	15.4%	10.6%	9.6%	10.3%	1.8%	1.9%	2.0%
50-59	64,119	70,123	47,041	18.4%	17.3%	17.9%	55.1%	53.8%	55.7%	15.2%	16.3%	14.9%	9.1%	10.3%	9.7%	2.2%	2.2%	1.8%
60+	82,014	87,039	57,868	18.6%	19.2%	18.9%	54.0%	54.0%	54.2%	15.3%	15.0%	14.8%	9.8%	9.5%	10.1%	2.3%	2.3%	2.0%
60+	24,557	20,190	12,860	25.0%	24.1%	25.0%	53.5%	52.2%	52.7%	13.0%	13.5%	12.8%	7.0%	8.2%	7.8%	1.6%	2.0%	1.7%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,424	147,898	18.8%	18.5%	18.8%	54.6%	53.9%	54.8%	15.2%	15.7%	14.8%	9.4%	9.8%	9.8%	2.0%	2.1%	1.9%
Pay Category																		
Federal Wage System	8,654	9,479	5,510	17.6%	16.9%	18.6%	56.6%	57.1%	54.9%	15.0%	15.7%	15.9%	8.9%	8.3%	8.7%	2.0%	2.0%	1.9%
GS 1-6 or equivalent	10,338	10,826	6,708	20.4%	23.1%	19.9%	52.8%	50.7%	53.3%	15.8%	15.1%	13.8%	8.3%	9.0%	11.1%	2.6%	2.1%	1.9%
GS 7-12 or equivalent	86,209	91,787	58,904	18.0%	17.3%	17.4%	54.2%	53.7%	55.0%	16.0%	16.2%	15.2%	9.9%	10.4%	10.4%	1.9%	2.3%	2.0%
GS 13-15 or equivalent	83,234	91,615	64,040	20.4%	19.1%	19.9%	55.0%	55.2%	55.8%	13.9%	14.8%	13.6%	8.5%	9.1%	9.0%	2.2%	1.8%	1.7%
Senior Executive Service	3,931	4,206	3,314	36.7%	33.9%	34.7%	50.0%	51.9%	46.9%	6.6%	8.2%	8.5%	5.1%	4.8%	4.4%	1.7%	1.2%	5.5%
SL/ST	780	688	490	25.7%	11.7%	43.8%	57.3%	61.4%	47.6%	4.5%	13.7%	5.1%	11.9%	8.0%	3.4%	0.6%	5.2%	0.0%
Other	15,765	8,187	5,203	16.7%	19.9%	20.2%	55.7%	51.9%	51.4%	15.1%	16.8%	18.0%	10.4%	9.5%	8.6%	2.0%	1.9%	1.8%
Time in Federal Government																		
< 1 year	2,253	2,614	1,316	16.6%	22.5%	15.6%	53.6%	55.9%	50.1%	22.1%	13.7%	22.4%	6.3%	6.9%	10.6%	1.4%	1.0%	1.3%
1-3 years	17,927	17,542	12,894	20.2%	19.9%	17.0%	54.7%	51.9%	54.0%	13.9%	16.8%	16.8%	9.8%	9.3%	9.9%	1.4%	2.1%	2.2%
4-5 years	14,598	16,231	8,712	17.5%	16.3%	20.4%	54.7%	54.3%	54.8%	17.6%	15.4%	14.2%	8.6%	11.1%	8.7%	1.6%	3.0%	1.9%
6-10 years	32,659	26,506	13,912	17.5%	18.4%	19.4%	55.0%	53.3%	54.0%	14.7%	17.0%	14.9%	10.7%	9.3%	9.4%	2.0%	2.0%	2.3%
11-20 years	53,234	62,909	44,997	17.9%	17.2%	18.1%	54.1%	54.8%	55.4%	15.3%	16.0%	14.2%	10.2%	10.1%	10.5%	2.4%	1.9%	1.7%
(11 to 14 years)	17,503	---	---	17.4%	---	---	55.1%	---	---	15.4%	---	---	9.7%	---	---	2.5%	---	---
(15 to 20 years)	35,731	---	---	18.2%	---	---	53.5%	---	---	15.3%	---	---	10.4%	---	---	2.4%	---	---
> 20 years	88,280	91,712	62,356	19.9%	19.5%	19.5%	54.8%	53.8%	54.8%	14.8%	14.9%	14.4%	8.4%	9.6%	9.4%	2.1%	2.2%	1.8%
Time w/ Current Agency																		
< 1 year	4,810	5,023	2,814	16.3%	22.4%	18.7%	52.5%	49.3%	49.1%	21.0%	16.2%	20.0%	8.5%	10.4%	10.2%	1.7%	1.7%	2.0%
1-3 years	28,185	28,262	21,638	19.4%	18.7%	17.6%	53.9%	50.9%	52.4%	14.9%	16.9%	16.4%	10.2%	10.8%	11.1%	1.6%	2.7%	2.4%
4-5 years	20,124	22,566	13,237	17.5%	15.7%	18.8%	54.5%	54.3%	55.0%	16.5%	16.2%	14.7%	9.2%	10.9%	9.4%	2.3%	2.8%	2.1%
6-10 years	40,757	35,127	18,822	16.7%	18.9%	18.6%	55.5%	54.1%	55.0%	15.2%	16.2%	15.1%	10.2%	8.8%	9.4%	2.4%	2.0%	1.9%
11-20 years	54,458	64,987	46,191	19.2%	17.4%	18.7%	54.2%	55.2%	55.4%	14.8%	15.6%	14.1%	9.5%	10.0%	10.1%	2.3%	1.8%	1.8%
> 20 years	60,593	61,530	41,488	20.6%	20.0%	19.7%	55.1%	54.5%	56.1%	14.3%	14.5%	13.8%	8.3%	9.0%	8.9%	1.8%	2.0%	1.5%
Leaving																		
No	143,386	150,502	101,441	21.3%	21.1%	21.4%	57.6%	56.9%	57.3%	13.4%	13.7%	12.9%	6.7%	7.3%	7.3%	1.1%	1.1%	1.0%
Yes, to retire	13,495	14,407	9,505	20.5%	19.3%	18.2%	52.7%	51.7%	52.8%	14.5%	15.9%	16.7%	9.9%	10.8%	10.0%	2.4%	2.4%	2.2%
Yes, to other job in Govt	37,418	35,604	22,689	11.7%	11.3%	12.0%	48.1%	47.1%	48.9%	20.0%	20.4%	19.0%	15.9%	16.7%	16.0%	4.4%	4.4%	4.2%
Yes, to other job outside Govt	6,395	7,859	5,067	9.2%	9.0%	9.8%	44.0%	45.9%	43.3%	22.4%	21.5%	22.5%	19.1%	16.0%	19.3%	5.3%	7.6%	5.1%
Yes, other	8,239	9,086	5,479	11.7%	10.1%	10.5%	43.6%	41.6%	46.6%	20.8%	25.8%	20.1%	18.8%	16.4%	18.5%	5.1%	6.1%	4.3%
Retiring																		
Within 1 year	8,334	9,137	6,074	20.6%	19.1%	20.5%	52.4%	51.0%	51.4%	15.1%	16.6%	14.7%	9.6%	10.3%	10.2%	2.3%	3.1%	3.1%
Between 1 and 3 years	24,420	25,222	16,417	20.1%	20.1%	18.7%	53.7%	52.7%	54.8%	14.8%	15.2%	15.5%	8.9%	9.7%	9.5%	2.6%	2.3%	1.5%
Between 3 and 5 years	26,402	28,075	19,272	19.1%	18.2%	20.4%	54.5%	55.4%	54.0%	14.9%	14.4%	13.8%	8.8%	10.0%	10.0%	2.7%	2.0%	1.8%
5 or more years	149,780	155,004	102,415	18.5%	18.3%	18.4%	54.9%	54.0%	55.1%	15.3%	16.0%	14.8%	9.5%	9.7%	9.8%	1.8%	2.1%	1.9%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,417	147,899	21.7%	21.3%	21.6%	39.0%	39.0%	38.5%	19.4%	19.3%	19.4%	13.7%	14.3%	14.6%	6.1%	6.1%	5.8%
Work Location																		
Headquarters	82,920	86,481	51,142	24.0%	24.5%	25.2%	40.6%	40.0%	38.3%	18.3%	18.2%	18.2%	12.0%	12.5%	13.0%	5.1%	4.8%	5.3%
Field	125,987	130,933	93,052	20.5%	19.8%	20.5%	38.2%	38.6%	38.6%	20.0%	19.8%	19.8%	14.6%	15.1%	15.1%	6.6%	6.7%	6.0%
Supervisor Status																		
Non-Supervisor	116,264	118,184	74,550	18.6%	18.7%	18.8%	37.3%	37.6%	37.1%	21.6%	21.0%	21.3%	15.7%	15.6%	16.2%	6.9%	7.0%	6.6%
Team Leader	28,854	31,769	20,114	24.6%	23.5%	25.4%	41.0%	40.5%	41.7%	17.0%	16.9%	15.8%	11.2%	13.8%	12.2%	6.1%	5.3%	4.9%
Supervisor	37,703	39,853	28,516	25.9%	23.6%	26.1%	44.1%	43.6%	41.7%	15.8%	17.1%	16.5%	10.2%	11.2%	11.9%	3.9%	4.4%	3.7%
Manager	21,188	22,464	17,118	34.2%	34.1%	36.4%	41.8%	41.8%	40.7%	12.8%	13.5%	12.5%	8.4%	8.3%	8.4%	2.8%	2.3%	2.1%
Executive	4,882	5,135	3,906	42.6%	41.2%	48.0%	37.7%	34.5%	34.5%	7.7%	9.9%	10.0%	10.1%	9.3%	5.7%	2.0%	5.1%	1.8%
Sex																		
Male	108,692	117,808	81,626	21.2%	20.9%	20.9%	39.1%	38.7%	38.2%	19.4%	19.2%	19.9%	13.5%	14.5%	14.8%	6.8%	6.7%	6.2%
Female	100,251	99,718	62,576	22.3%	21.7%	22.4%	38.9%	39.5%	39.0%	19.4%	19.5%	18.8%	14.1%	14.1%	14.4%	5.3%	5.3%	5.4%
Hispanic or Latino																		
Yes	14,271	13,626	8,468	22.0%	21.1%	20.8%	38.9%	38.4%	38.3%	20.2%	20.5%	20.6%	13.4%	13.1%	14.7%	5.6%	7.0%	5.5%
No	194,613	203,784	135,489	21.7%	21.3%	21.7%	39.0%	39.1%	38.6%	19.3%	19.2%	19.3%	13.8%	14.4%	14.6%	6.2%	6.0%	5.9%
Race																		
American Indian/Alaska Native	8,130	6,154	---	19.2%	18.5%	---	36.4%	38.9%	---	19.2%	20.8%	---	16.7%	14.2%	---	8.4%	7.6%	---
Asian	8,414	8,606	---	21.3%	20.0%	---	44.9%	43.5%	---	19.4%	23.6%	---	10.1%	8.8%	---	4.4%	4.1%	---
Black or African American	32,720	32,858	---	21.8%	21.2%	---	40.8%	41.9%	---	18.4%	18.6%	---	13.7%	13.3%	---	5.3%	5.0%	---
Native Hawaiian/Pacific Islander	1,472	1,488	---	26.5%	26.1%	---	39.4%	39.6%	---	21.0%	18.5%	---	10.7%	9.7%	---	2.4%	6.2%	---
White	146,251	156,721	---	21.8%	21.6%	---	38.7%	38.6%	---	19.3%	19.0%	---	13.8%	14.4%	---	6.4%	6.3%	---
Two or more races (Not Hispanic/Latino)	6,177	6,193	---	23.1%	18.1%	---	31.6%	28.3%	---	21.3%	19.8%	---	16.6%	24.2%	---	7.3%	9.6%	---
Age Group																		
<30 (25 and under)	8,858	8,794	5,461	22.0%	21.0%	22.4%	37.5%	37.0%	35.0%	21.0%	19.5%	19.4%	14.0%	17.1%	16.3%	5.5%	5.4%	6.9%
(26-29)	2,298	2,477	---	23.8%	21.6%	---	34.7%	38.5%	---	22.7%	20.4%	---	13.9%	13.7%	---	5.0%	5.9%	---
30-39	6,560	6,317	---	21.4%	20.7%	---	38.5%	36.4%	---	20.4%	19.1%	---	14.0%	18.5%	---	5.6%	5.2%	---
40-49	29,381	31,365	20,919	20.7%	19.8%	19.8%	39.7%	40.7%	38.9%	19.1%	19.3%	19.6%	13.9%	13.8%	15.9%	6.6%	6.4%	5.9%
50-59	64,121	70,122	47,042	22.1%	21.2%	22.0%	39.6%	40.3%	39.8%	18.9%	18.6%	18.3%	13.6%	13.9%	14.2%	5.9%	5.9%	5.7%
60+	82,010	87,039	57,866	21.1%	21.5%	21.4%	38.8%	37.8%	38.1%	19.7%	19.9%	19.6%	13.9%	14.2%	14.8%	6.5%	6.6%	6.1%
60+	24,558	20,186	12,864	24.0%	23.4%	23.8%	37.8%	37.8%	37.1%	19.4%	19.0%	22.8%	13.4%	15.0%	12.0%	5.4%	4.9%	4.2%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,194	221,417	147,899	21.7%	21.3%	21.6%	39.0%	39.0%	38.5%	19.4%	19.3%	19.4%	13.7%	14.3%	14.6%	6.1%	6.1%	5.8%
Pay Category																		
Federal Wage System	8,653	9,473	5,507	18.5%	18.6%	17.9%	40.0%	38.2%	39.9%	22.0%	21.8%	20.4%	14.0%	14.8%	15.7%	5.5%	6.6%	6.1%
GS 1-6 or equivalent	10,340	10,826	6,708	19.9%	20.8%	18.5%	38.6%	38.9%	35.1%	20.2%	19.5%	20.5%	14.3%	14.7%	17.5%	7.0%	6.1%	8.4%
GS 7-12 or equivalent	86,208	91,791	58,907	20.1%	20.1%	20.3%	38.8%	39.4%	38.9%	20.9%	20.0%	20.4%	14.3%	14.4%	14.8%	5.9%	6.1%	5.5%
GS 13-15 or equivalent	83,231	91,613	64,040	26.0%	25.0%	25.6%	39.8%	40.6%	39.3%	16.6%	17.0%	17.5%	11.8%	12.6%	12.6%	5.8%	4.8%	5.0%
Senior Executive Service	3,931	4,206	3,314	47.9%	46.4%	43.0%	35.0%	35.6%	31.0%	7.2%	8.3%	10.4%	7.0%	7.3%	8.2%	2.8%	2.4%	7.4%
SL/ST	780	688	490	41.3%	12.7%	34.8%	32.0%	40.9%	45.1%	4.2%	12.5%	10.0%	12.9%	17.9%	8.1%	9.6%	16.1%	2.0%
Other	15,766	8,187	5,203	20.0%	21.7%	22.7%	38.1%	35.5%	37.2%	18.6%	21.8%	17.0%	15.7%	15.1%	16.2%	7.6%	5.9%	6.8%
Time in Federal Government																		
< 1 year	2,253	2,613	1,316	23.0%	26.6%	31.9%	35.9%	43.9%	26.5%	25.6%	20.5%	31.9%	9.9%	6.3%	8.1%	5.6%	2.7%	1.7%
1-3 years	17,927	17,546	12,898	24.2%	23.2%	20.3%	39.4%	37.2%	35.1%	17.7%	19.3%	19.5%	13.8%	14.1%	16.5%	4.9%	6.2%	8.7%
4-5 years	14,599	16,231	8,711	19.6%	19.8%	21.6%	39.7%	35.8%	39.8%	20.4%	20.9%	17.1%	15.1%	16.0%	15.9%	5.3%	7.6%	5.6%
6-10 years	32,658	26,507	13,913	20.7%	20.2%	21.7%	37.3%	38.9%	38.0%	19.2%	18.4%	18.9%	15.2%	15.9%	15.4%	7.5%	6.7%	5.9%
11-20 years	53,236	62,904	44,997	20.6%	20.1%	21.3%	39.0%	40.6%	39.0%	19.1%	18.3%	19.2%	15.1%	14.6%	15.1%	6.1%	6.3%	5.5%
(11 to 14 years)	17,504	---	---	20.0%	---	---	39.8%	---	---	19.5%	---	---	14.8%	---	---	5.9%	---	---
(15 to 20 years)	35,732	---	---	20.9%	---	---	38.6%	---	---	18.9%	---	---	15.3%	---	---	6.3%	---	---
> 20 years	88,276	91,705	62,353	22.5%	22.0%	22.1%	39.6%	39.1%	39.6%	19.8%	19.9%	19.8%	12.0%	13.4%	13.2%	6.1%	5.5%	5.2%
Time w/ Current Agency																		
< 1 year	4,810	5,021	2,815	26.9%	27.1%	31.8%	38.8%	43.0%	32.6%	21.1%	18.9%	23.6%	9.0%	7.7%	9.5%	4.3%	3.4%	2.4%
1-3 years	28,186	28,266	21,641	23.9%	22.5%	20.8%	38.5%	37.0%	35.4%	18.8%	19.4%	19.5%	13.7%	14.6%	16.0%	5.0%	6.5%	8.3%
4-5 years	20,125	22,563	13,236	19.6%	19.1%	21.1%	39.4%	37.1%	40.0%	19.6%	19.9%	17.7%	15.3%	16.4%	15.8%	6.1%	7.5%	5.4%
6-10 years	40,756	35,130	18,823	19.7%	20.2%	21.6%	37.8%	39.5%	38.2%	19.6%	18.6%	18.9%	15.7%	15.1%	15.6%	7.2%	6.6%	5.7%
11-20 years	54,461	64,982	46,190	21.0%	20.3%	21.1%	39.1%	39.9%	39.4%	19.1%	19.2%	19.6%	14.3%	14.3%	14.3%	6.4%	6.3%	5.6%
> 20 years	60,588	61,525	41,486	22.7%	22.5%	22.2%	40.0%	39.5%	40.1%	19.6%	19.6%	19.7%	11.7%	13.4%	13.3%	6.0%	5.0%	4.7%
Leaving																		
No	143,383	150,487	101,441	25.2%	24.8%	25.3%	42.1%	42.1%	41.8%	18.6%	18.4%	18.7%	10.5%	11.1%	11.0%	3.6%	3.6%	3.2%
Yes, to retire	13,492	14,407	9,504	20.4%	18.3%	17.6%	35.8%	37.4%	37.2%	20.9%	21.6%	22.0%	15.2%	16.1%	16.5%	7.7%	6.6%	6.8%
Yes, to other job in Govt	37,419	35,609	22,689	12.8%	12.6%	12.9%	32.6%	32.2%	30.9%	21.8%	22.0%	21.0%	22.1%	22.1%	24.0%	10.7%	11.1%	11.2%
Yes, to other job outside Govt	6,395	7,857	5,069	9.7%	11.0%	9.9%	28.8%	27.7%	25.9%	19.6%	16.9%	17.6%	24.0%	24.5%	27.7%	17.9%	19.9%	19.0%
Yes, other	8,242	9,088	5,479	11.1%	9.6%	10.3%	26.9%	27.6%	27.0%	21.1%	22.5%	22.9%	22.8%	24.5%	24.7%	18.1%	15.8%	15.1%
Retiring																		
Within 1 year	8,333	9,139	6,074	20.0%	18.5%	18.0%	34.4%	36.4%	37.5%	21.5%	20.1%	19.3%	15.3%	17.8%	15.5%	8.8%	7.1%	9.8%
Between 1 and 3 years	24,420	25,219	16,417	20.9%	20.4%	18.5%	38.2%	38.3%	38.8%	21.0%	19.9%	22.8%	13.1%	15.1%	14.6%	6.9%	6.2%	5.2%
Between 3 and 5 years	26,403	28,076	19,273	20.9%	20.0%	22.1%	38.9%	38.4%	37.0%	18.7%	19.8%	20.8%	14.7%	15.5%	14.8%	6.7%	6.3%	5.4%
5 or more years	149,775	154,997	102,414	22.0%	21.7%	22.1%	39.4%	39.4%	38.9%	19.2%	19.1%	18.7%	13.6%	13.8%	14.5%	5.8%	6.0%	5.7%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,423	147,905	28.4%	27.6%	26.7%	45.0%	45.3%	44.2%	14.9%	14.9%	15.6%	7.8%	8.2%	9.4%	3.9%	3.9%	4.1%
Work Location																		
Headquarters	82,920	86,481	51,145	28.7%	28.7%	26.8%	44.9%	43.6%	44.1%	15.1%	15.0%	14.8%	7.6%	8.6%	10.0%	3.6%	4.1%	4.4%
Field	125,984	130,941	93,053	28.1%	27.1%	26.7%	45.1%	46.2%	44.3%	14.8%	14.9%	15.8%	7.9%	8.0%	9.2%	4.1%	3.9%	4.0%
Supervisor Status																		
Non-Supervisor	116,264	118,190	74,552	25.5%	25.2%	23.8%	45.0%	45.2%	44.4%	16.2%	16.1%	16.9%	9.0%	8.9%	10.1%	4.3%	4.6%	4.8%
Team Leader	28,855	31,774	20,114	30.7%	29.7%	31.2%	45.7%	46.0%	43.8%	13.6%	13.1%	13.5%	6.0%	8.1%	8.6%	3.9%	3.2%	2.9%
Supervisor	37,703	39,851	28,518	32.7%	30.0%	29.9%	46.1%	47.0%	45.9%	12.4%	13.7%	13.3%	5.8%	6.4%	8.0%	3.0%	2.9%	2.9%
Manager	21,186	22,462	17,119	39.7%	39.2%	41.1%	42.8%	43.8%	41.8%	10.5%	10.0%	9.8%	5.0%	5.2%	5.4%	1.9%	1.8%	1.8%
Executive	4,882	5,135	3,906	50.1%	51.2%	57.7%	34.3%	32.2%	31.1%	7.0%	9.9%	6.3%	3.3%	4.6%	3.5%	5.3%	2.1%	1.4%
Sex																		
Male	108,687	117,811	81,630	27.4%	27.0%	26.3%	45.1%	45.5%	44.1%	15.7%	15.0%	16.2%	7.6%	8.2%	9.3%	4.2%	4.2%	4.2%
Female	100,251	99,719	62,579	29.5%	28.4%	27.3%	44.9%	45.1%	44.4%	13.8%	14.7%	14.8%	8.1%	8.2%	9.6%	3.6%	3.5%	4.0%
Hispanic or Latino																		
Yes	14,270	13,625	8,468	31.0%	30.1%	31.2%	43.9%	44.1%	41.3%	13.9%	14.4%	14.8%	7.1%	6.5%	8.5%	4.1%	4.9%	4.2%
No	194,610	203,792	135,495	28.1%	27.4%	26.4%	45.1%	45.5%	44.4%	15.0%	15.0%	15.6%	7.9%	8.3%	9.5%	3.9%	3.8%	4.1%
Race																		
American Indian/Alaska Native	8,130	6,152	---	27.5%	27.6%	---	45.9%	43.9%	---	13.8%	15.4%	---	7.5%	7.2%	---	5.3%	6.0%	---
Asian	8,412	8,609	---	27.1%	30.9%	---	50.1%	47.7%	---	14.2%	13.5%	---	5.2%	5.6%	---	3.4%	2.2%	---
Black or African American	32,718	32,864	---	30.2%	29.2%	---	44.5%	43.5%	---	14.0%	15.5%	---	7.5%	8.1%	---	3.8%	3.7%	---
Native Hawaiian/Pacific Islander	1,472	1,488	---	28.5%	30.5%	---	38.6%	45.1%	---	22.7%	15.2%	---	8.2%	5.7%	---	2.1%	3.6%	---
White	146,252	156,721	---	28.1%	27.0%	---	45.2%	46.0%	---	14.8%	14.7%	---	8.0%	8.4%	---	3.9%	3.9%	---
Two or more races (Not Hispanic/Latino)	6,177	6,193	---	26.8%	25.6%	---	41.1%	43.5%	---	17.7%	16.7%	---	10.1%	9.4%	---	4.2%	4.9%	---
Age Group																		
<30 (25 and under)	8,857	8,793	5,460	25.7%	23.7%	20.6%	44.4%	42.5%	42.7%	17.6%	18.8%	18.5%	8.3%	10.2%	12.9%	4.0%	4.7%	5.2%
(25 and under)	2,297	2,477	---	26.9%	20.1%	---	40.6%	47.6%	---	21.2%	17.2%	---	7.3%	10.5%	---	4.0%	4.6%	---
(26-29)	6,560	6,316	---	25.3%	25.2%	---	45.7%	40.4%	---	16.4%	19.5%	---	8.7%	10.1%	---	4.0%	4.8%	---
30-39	29,382	31,368	20,922	25.3%	24.8%	22.7%	45.3%	46.4%	45.5%	16.8%	16.3%	17.2%	8.7%	7.9%	10.1%	3.9%	4.6%	4.5%
40-49	64,118	70,121	47,042	27.6%	26.2%	25.9%	46.4%	46.2%	45.7%	14.5%	15.1%	15.1%	7.8%	8.4%	9.3%	3.8%	4.0%	4.0%
50-59	82,007	87,039	57,872	28.4%	28.7%	28.4%	44.8%	45.3%	43.4%	14.6%	14.3%	15.2%	8.0%	8.1%	8.8%	4.2%	3.7%	4.3%
60+	24,559	20,192	12,863	36.9%	36.1%	34.6%	41.9%	42.4%	40.2%	12.2%	11.6%	14.2%	5.6%	6.9%	8.6%	3.4%	3.0%	2.4%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,423	147,905	28.4%	27.6%	26.7%	45.0%	45.3%	44.2%	14.9%	14.9%	15.6%	7.8%	8.2%	9.4%	3.9%	3.9%	4.1%
Pay Category																		
Federal Wage System	8,652	9,478	5,512	26.0%	25.5%	24.5%	48.5%	48.4%	45.3%	15.1%	15.2%	17.6%	7.5%	6.9%	9.0%	2.9%	3.9%	3.6%
GS 1-6 or equivalent	10,339	10,825	6,708	26.6%	27.1%	21.2%	41.0%	44.6%	43.8%	19.0%	15.4%	19.7%	8.2%	8.0%	9.9%	5.2%	4.9%	5.5%
GS 7-12 or equivalent	86,209	91,790	58,909	27.0%	26.4%	25.5%	45.3%	45.0%	44.7%	15.7%	15.6%	15.9%	8.1%	8.9%	9.9%	3.9%	4.0%	4.1%
GS 13-15 or equivalent	83,232	91,615	64,041	31.4%	30.5%	29.8%	45.3%	46.2%	44.1%	12.7%	12.9%	13.5%	6.9%	7.2%	8.8%	3.6%	3.1%	3.8%
Senior Executive Service	3,931	4,206	3,314	56.6%	54.5%	52.3%	33.6%	33.6%	28.0%	5.2%	6.0%	7.0%	2.9%	4.4%	5.8%	1.7%	1.4%	6.8%
SL/ST	780	688	490	60.4%	37.3%	58.0%	23.9%	48.4%	32.4%	4.4%	11.3%	6.8%	10.1%	1.6%	2.0%	1.3%	1.4%	0.8%
Other	15,763	8,187	5,203	27.0%	27.5%	31.9%	46.0%	43.7%	42.7%	13.7%	15.8%	14.0%	8.4%	8.8%	8.2%	4.9%	4.2%	3.2%
Time in Federal Government																		
< 1 year	2,253	2,614	1,316	30.1%	35.8%	37.2%	42.0%	43.4%	37.1%	13.1%	14.0%	18.3%	11.1%	4.5%	5.8%	3.7%	2.3%	1.6%
1-3 years	17,926	17,545	12,896	29.8%	28.2%	24.2%	46.2%	44.3%	43.4%	14.6%	15.5%	17.8%	6.7%	7.8%	10.1%	2.6%	4.2%	4.5%
4-5 years	14,599	16,228	8,712	27.4%	25.5%	26.6%	44.0%	45.2%	44.6%	17.0%	16.4%	15.7%	7.7%	7.8%	9.6%	3.9%	5.1%	3.6%
6-10 years	32,655	26,506	13,915	27.3%	26.9%	27.8%	44.9%	45.6%	42.1%	15.7%	15.4%	15.5%	8.0%	8.2%	10.2%	4.0%	3.9%	4.3%
11-20 years	53,230	62,907	44,998	27.9%	25.8%	25.9%	45.3%	46.3%	45.4%	14.4%	14.9%	15.3%	8.5%	8.9%	9.3%	3.9%	4.1%	4.1%
(11 to 14 years)	17,501	---	---	27.9%	---	---	44.8%	---	---	14.9%	---	---	8.2%	---	---	4.2%	---	---
(15 to 20 years)	35,729	---	---	27.9%	---	---	45.6%	---	---	14.1%	---	---	8.7%	---	---	3.8%	---	---
> 20 years	88,280	91,713	62,358	28.8%	29.2%	27.8%	44.9%	45.0%	44.2%	14.4%	14.2%	14.9%	7.5%	8.0%	9.0%	4.3%	3.5%	4.1%
Time w/ Current Agency																		
< 1 year	4,810	5,023	2,815	31.3%	33.1%	33.6%	44.2%	43.1%	41.6%	12.0%	14.6%	15.8%	9.2%	6.2%	7.1%	3.3%	3.0%	1.9%
1-3 years	28,185	28,263	21,639	29.5%	27.0%	24.7%	44.6%	44.3%	42.1%	15.4%	15.9%	17.7%	7.2%	8.2%	10.4%	3.3%	4.6%	5.0%
4-5 years	20,125	22,565	13,237	26.8%	24.4%	25.6%	44.8%	45.6%	45.1%	16.3%	16.7%	15.3%	8.0%	8.0%	10.0%	4.0%	5.3%	4.0%
6-10 years	40,754	35,123	18,825	26.4%	27.4%	26.7%	45.5%	45.5%	43.8%	15.7%	14.9%	15.3%	8.3%	8.5%	9.8%	4.0%	3.7%	4.5%
11-20 years	54,456	64,991	46,192	28.4%	26.2%	26.6%	44.6%	46.1%	44.9%	14.6%	14.7%	15.3%	8.2%	9.0%	9.2%	4.1%	4.0%	4.0%
> 20 years	60,591	61,531	41,490	29.3%	30.3%	28.3%	45.5%	45.3%	45.1%	13.9%	13.7%	14.6%	7.1%	7.5%	8.4%	4.1%	3.1%	3.6%
Leaving																		
No	143,378	150,502	101,446	33.0%	32.1%	31.2%	47.5%	48.0%	47.5%	12.6%	12.8%	13.3%	5.0%	5.3%	6.1%	1.8%	1.8%	1.9%
Yes, to retire	13,495	14,410	9,504	27.2%	27.1%	23.3%	42.9%	43.4%	42.8%	16.3%	14.4%	17.4%	8.6%	10.0%	10.5%	5.1%	5.1%	5.9%
Yes, to other job in Govt	37,418	35,603	22,690	15.9%	15.5%	14.5%	40.1%	39.5%	37.3%	20.7%	21.1%	21.0%	15.0%	15.6%	18.1%	8.4%	8.5%	9.1%
Yes, to other job outside Govt	6,395	7,856	5,069	13.7%	14.0%	13.8%	36.2%	37.8%	32.0%	20.4%	19.1%	21.4%	16.6%	16.4%	20.5%	13.2%	12.7%	12.3%
Yes, other	8,242	9,087	5,479	14.7%	14.2%	15.1%	34.1%	34.2%	28.5%	21.8%	22.7%	25.4%	17.7%	16.5%	19.2%	11.8%	12.3%	11.8%
Retiring																		
Within 1 year	8,333	9,141	6,072	28.3%	26.8%	24.8%	40.1%	42.2%	39.4%	16.3%	15.0%	16.6%	9.1%	9.9%	12.2%	6.1%	6.0%	7.0%
Between 1 and 3 years	24,420	25,218	16,417	28.6%	28.6%	25.2%	44.0%	43.6%	43.3%	15.3%	14.9%	17.5%	7.6%	8.9%	9.7%	4.5%	4.1%	4.3%
Between 3 and 5 years	26,401	28,079	19,277	28.4%	27.0%	29.4%	44.2%	46.1%	43.8%	15.0%	15.3%	14.0%	7.7%	7.7%	9.3%	4.7%	3.8%	3.5%
5 or more years	149,774	154,998	102,419	28.3%	27.6%	26.6%	45.5%	45.6%	44.7%	14.7%	14.8%	15.5%	7.8%	8.1%	9.2%	3.6%	3.8%	4.0%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,198	221,432	147,892	39.2%	38.7%	37.4%	44.7%	44.6%	45.1%	11.0%	11.1%	11.7%	3.6%	3.8%	4.3%	1.6%	1.7%	1.6%
Work Location																		
Headquarters	82,924	86,480	51,143	38.4%	37.6%	35.2%	43.9%	43.8%	45.1%	11.9%	12.3%	12.9%	4.2%	4.4%	4.9%	1.7%	1.9%	1.9%
Field	125,988	130,948	93,042	39.6%	39.3%	38.0%	45.0%	45.0%	45.1%	10.5%	10.5%	11.3%	3.3%	3.5%	4.0%	1.6%	1.7%	1.5%
Supervisor Status																		
Non-Supervisor	116,268	118,192	74,550	36.4%	36.4%	34.5%	45.4%	44.8%	45.8%	12.2%	12.3%	13.0%	4.2%	4.3%	4.8%	1.8%	2.1%	1.9%
Team Leader	28,855	31,776	20,113	42.7%	41.3%	42.1%	43.7%	45.0%	44.2%	9.7%	9.3%	9.2%	2.5%	3.2%	3.3%	1.4%	1.2%	1.1%
Supervisor	37,704	39,857	28,510	43.0%	41.1%	41.3%	44.3%	46.0%	45.0%	8.7%	9.2%	9.7%	2.4%	2.8%	3.1%	1.5%	0.9%	0.9%
Manager	21,188	22,466	17,119	48.8%	48.7%	50.1%	41.2%	41.4%	40.3%	6.6%	7.2%	6.8%	2.6%	2.2%	2.3%	0.7%	0.5%	0.5%
Executive	4,882	5,133	3,905	54.4%	56.7%	62.4%	35.5%	30.5%	29.7%	7.5%	8.3%	5.3%	1.5%	3.1%	1.8%	1.1%	1.3%	0.9%
Sex																		
Male	108,695	117,812	81,622	39.0%	38.7%	37.8%	44.9%	44.6%	45.1%	10.9%	11.1%	11.7%	3.5%	3.8%	3.8%	1.6%	1.8%	1.6%
Female	100,252	99,727	62,573	39.4%	38.8%	36.8%	44.3%	44.7%	45.1%	11.1%	11.0%	11.6%	3.7%	3.9%	4.9%	1.6%	1.6%	1.6%
Hispanic or Latino																		
Yes	14,271	13,630	8,467	44.5%	45.6%	44.8%	41.6%	41.5%	40.1%	10.0%	8.0%	10.8%	2.7%	2.8%	3.2%	1.3%	2.1%	1.1%
No	194,615	203,798	135,483	38.7%	38.1%	36.8%	45.0%	44.9%	45.5%	11.1%	11.4%	11.7%	3.7%	3.9%	4.3%	1.6%	1.7%	1.6%
Race																		
American Indian/Alaska Native	8,130	6,153	---	46.9%	43.1%	---	40.0%	41.3%	---	8.9%	9.6%	---	2.6%	3.3%	---	1.5%	2.8%	---
Asian	8,412	8,608	---	36.4%	37.3%	---	47.6%	46.6%	---	12.1%	12.5%	---	2.9%	2.7%	---	1.0%	0.9%	---
Black or African American	32,722	32,868	---	40.8%	39.0%	---	42.2%	42.9%	---	10.9%	11.9%	---	3.8%	4.0%	---	2.3%	2.3%	---
Native Hawaiian/Pacific Islander	1,472	1,488	---	45.4%	45.8%	---	33.7%	42.1%	---	18.1%	7.5%	---	2.0%	2.2%	---	0.9%	2.4%	---
White	146,253	156,720	---	38.5%	38.4%	---	45.7%	45.3%	---	10.7%	10.8%	---	3.6%	3.9%	---	1.5%	1.6%	---
Two or more races (Not Hispanic/Latino)	6,177	6,194	---	40.0%	38.7%	---	41.3%	42.7%	---	13.4%	12.4%	---	4.0%	4.5%	---	1.3%	1.7%	---
Age Group																		
<30 (25 and under)	8,858	8,793	5,461	31.8%	30.4%	30.0%	46.0%	44.1%	43.5%	14.8%	16.6%	15.7%	5.2%	7.1%	8.4%	2.2%	1.9%	2.4%
(26-29)	2,298	2,477	---	30.1%	26.0%	---	44.3%	43.9%	---	16.4%	20.1%	---	6.6%	7.9%	---	2.5%	2.1%	---
30-39	6,560	6,316	---	32.3%	32.3%	---	46.5%	44.1%	---	14.3%	15.1%	---	4.8%	6.7%	---	2.1%	1.8%	---
40-49	29,382	31,366	20,921	36.0%	36.1%	33.7%	45.2%	46.4%	47.1%	13.0%	11.4%	12.7%	4.3%	4.0%	4.9%	1.6%	2.1%	1.6%
50-59	64,117	70,125	47,036	38.6%	37.9%	36.7%	45.9%	45.7%	46.1%	10.7%	11.0%	11.5%	3.3%	3.7%	4.2%	1.6%	1.7%	1.4%
60+	82,017	87,047	57,870	39.7%	40.4%	39.2%	44.6%	43.7%	44.2%	10.5%	10.7%	11.2%	3.6%	3.5%	3.5%	1.7%	1.6%	1.8%
60+	24,557	20,189	12,857	48.8%	45.5%	44.0%	39.6%	42.0%	41.4%	8.2%	8.2%	9.8%	2.2%	2.9%	3.7%	1.2%	1.4%	1.1%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,198	221,432	147,892	39.2%	38.7%	37.4%	44.7%	44.6%	45.1%	11.0%	11.1%	11.7%	3.6%	3.8%	4.3%	1.6%	1.7%	1.6%
Pay Category																		
Federal Wage System	8,654	9,479	5,510	38.7%	39.0%	37.5%	47.2%	46.9%	47.8%	9.8%	9.5%	10.7%	2.6%	3.2%	2.5%	1.9%	1.4%	1.4%
GS 1-6 or equivalent	10,338	10,825	6,705	39.5%	39.5%	34.1%	41.3%	42.2%	44.3%	13.9%	11.9%	15.1%	3.7%	3.4%	4.4%	1.7%	3.0%	2.2%
GS 7-12 or equivalent	86,211	91,798	58,904	38.7%	38.0%	36.5%	44.7%	44.8%	45.6%	11.1%	11.3%	11.6%	3.8%	4.1%	4.7%	1.6%	1.8%	1.6%
GS 13-15 or equivalent	83,233	91,616	64,036	39.8%	39.6%	38.9%	45.1%	44.9%	44.8%	10.3%	10.6%	11.1%	3.4%	3.7%	3.9%	1.4%	1.2%	1.3%
Senior Executive Service	3,931	4,204	3,314	62.4%	59.2%	56.4%	32.0%	32.1%	28.8%	3.7%	5.2%	6.9%	1.3%	2.8%	2.1%	0.5%	0.7%	5.7%
SL/ST	780	688	490	62.7%	48.7%	60.0%	32.5%	42.6%	35.8%	3.2%	7.1%	3.3%	0.5%	1.1%	0.9%	1.2%	0.5%	0.0%
Other	15,767	8,187	5,203	37.1%	38.3%	42.1%	45.9%	44.7%	41.2%	11.6%	11.9%	11.2%	3.7%	3.8%	4.3%	1.6%	1.3%	1.2%
Time in Federal Government																		
< 1 year	2,253	2,614	1,316	44.0%	46.7%	48.8%	38.2%	39.5%	32.4%	14.9%	8.7%	15.1%	1.7%	4.2%	2.4%	1.1%	0.9%	1.2%
1-3 years	17,926	17,545	12,893	40.8%	38.0%	34.3%	43.2%	42.7%	45.3%	11.7%	12.2%	13.8%	3.3%	4.9%	4.8%	1.0%	2.1%	1.8%
4-5 years	14,599	16,228	8,711	38.3%	37.9%	39.1%	44.4%	43.8%	44.9%	11.8%	12.5%	10.6%	4.1%	3.6%	3.5%	1.4%	2.1%	1.9%
6-10 years	32,656	26,509	13,915	39.2%	39.7%	39.3%	44.9%	45.0%	43.2%	10.8%	10.2%	12.3%	3.6%	3.6%	3.8%	1.5%	1.5%	1.4%
11-20 years	53,234	62,915	44,991	38.6%	37.8%	37.1%	45.3%	45.7%	45.6%	10.9%	11.2%	11.1%	3.6%	3.5%	4.7%	1.6%	1.9%	1.4%
(11 to 14 years)	17,504	---	---	38.5%	---	---	45.2%	---	---	10.8%	---	---	3.7%	---	---	1.8%	---	---
(15 to 20 years)	35,730	---	---	38.7%	---	---	45.3%	---	---	11.0%	---	---	3.5%	---	---	1.5%	---	---
> 20 years	88,284	91,712	62,356	39.0%	39.2%	37.6%	45.0%	44.8%	45.3%	10.5%	10.6%	11.3%	3.6%	3.8%	4.0%	1.9%	1.5%	1.7%
Time w/ Current Agency																		
< 1 year	4,810	5,023	2,815	42.7%	41.8%	41.2%	40.5%	40.2%	40.0%	12.2%	11.8%	13.8%	2.9%	4.1%	3.6%	1.7%	2.2%	1.6%
1-3 years	28,185	28,264	21,635	39.9%	37.4%	35.5%	43.2%	43.1%	43.0%	11.8%	12.3%	14.5%	3.6%	5.0%	5.1%	1.5%	2.1%	2.0%
4-5 years	20,125	22,562	13,236	38.5%	36.7%	37.3%	44.5%	44.6%	45.2%	11.5%	12.4%	11.5%	4.1%	4.2%	4.2%	1.5%	2.1%	1.9%
6-10 years	40,754	35,129	18,825	37.9%	39.4%	38.3%	45.5%	44.6%	44.4%	11.3%	10.7%	11.8%	3.5%	3.7%	4.0%	1.8%	1.6%	1.4%
11-20 years	54,460	64,992	46,186	38.9%	38.3%	37.6%	45.1%	45.8%	46.2%	10.7%	11.0%	10.4%	3.7%	3.2%	4.3%	1.6%	1.7%	1.5%
> 20 years	60,596	61,530	41,488	39.8%	40.1%	37.9%	45.1%	44.9%	46.0%	10.2%	10.0%	10.9%	3.4%	3.6%	3.8%	1.5%	1.4%	1.4%
Leaving																		
No	143,382	150,505	101,438	44.0%	43.5%	42.0%	44.8%	44.9%	45.7%	8.6%	8.7%	9.2%	1.9%	2.2%	2.3%	0.7%	0.7%	0.8%
Yes, to retire	13,496	14,411	9,505	37.9%	36.7%	33.9%	45.0%	43.6%	45.0%	9.9%	11.9%	13.2%	5.0%	5.1%	5.6%	2.2%	2.7%	2.4%
Yes, to other job in Govt	37,419	35,606	22,686	25.9%	26.3%	25.5%	44.9%	45.2%	43.9%	17.6%	16.9%	17.7%	8.0%	7.9%	9.4%	3.7%	3.7%	3.6%
Yes, to other job outside Govt	6,395	7,855	5,069	23.9%	25.7%	24.7%	44.7%	41.2%	41.6%	18.2%	16.7%	19.6%	9.2%	8.7%	9.9%	4.1%	7.7%	4.2%
Yes, other	8,241	9,087	5,478	27.9%	23.5%	23.4%	41.9%	42.4%	41.6%	18.3%	21.3%	21.2%	7.4%	8.4%	9.3%	4.5%	4.5%	4.6%
Retiring																		
Within 1 year	8,334	9,140	6,074	38.7%	37.1%	34.2%	42.8%	41.7%	44.8%	10.6%	12.7%	12.5%	5.3%	5.0%	5.4%	2.7%	3.5%	3.1%
Between 1 and 3 years	24,424	25,223	16,415	40.4%	38.3%	35.8%	44.0%	43.8%	45.1%	10.2%	11.6%	13.4%	3.5%	4.5%	4.1%	1.8%	1.8%	1.6%
Between 3 and 5 years	26,403	28,078	19,274	38.7%	38.8%	39.0%	45.6%	45.7%	44.6%	10.8%	10.7%	10.9%	3.3%	3.3%	4.1%	1.7%	1.4%	1.5%
5 or more years	149,776	155,004	102,409	39.1%	38.9%	37.5%	44.7%	44.7%	45.2%	11.1%	11.0%	11.5%	3.5%	3.7%	4.2%	1.5%	1.7%	1.5%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,424	---	27.5%	27.8%	---	36.7%	36.0%	---	17.8%	18.1%	---	10.3%	10.1%	---	7.6%	8.0%	---
Work Location																		
Headquarters	82,919	86,482	---	29.4%	29.9%	---	37.6%	35.8%	---	16.8%	17.5%	---	9.2%	9.5%	---	6.9%	7.3%	---
Field	125,985	130,937	---	26.6%	26.8%	---	36.2%	36.1%	---	18.3%	18.4%	---	10.9%	10.4%	---	8.0%	8.4%	---
Supervisor Status																		
Non-Supervisor	116,267	118,182	---	25.8%	26.3%	---	36.1%	35.5%	---	18.8%	18.8%	---	10.7%	10.5%	---	8.6%	8.8%	---
Team Leader	28,855	31,776	---	27.0%	27.8%	---	37.4%	35.7%	---	17.5%	18.6%	---	11.1%	10.4%	---	7.0%	7.6%	---
Supervisor	37,700	39,858	---	30.6%	29.4%	---	38.8%	38.5%	---	16.1%	17.0%	---	8.9%	8.7%	---	5.5%	6.4%	---
Manager	21,185	22,462	---	37.8%	37.0%	---	36.9%	38.0%	---	13.6%	13.0%	---	7.2%	7.8%	---	4.5%	4.2%	---
Executive	4,882	5,134	---	43.5%	43.9%	---	34.8%	33.5%	---	9.6%	10.9%	---	8.4%	6.2%	---	3.8%	5.4%	---
Sex																		
Male	108,685	117,813	---	27.1%	27.1%	---	38.3%	37.2%	---	17.6%	18.2%	---	9.9%	9.7%	---	7.1%	7.8%	---
Female	100,253	99,719	---	28.1%	28.6%	---	34.5%	34.5%	---	18.1%	17.9%	---	10.9%	10.6%	---	8.4%	8.4%	---
Hispanic or Latino																		
Yes	14,269	13,628	---	29.2%	27.6%	---	32.7%	33.5%	---	20.3%	20.9%	---	9.3%	9.7%	---	8.4%	8.4%	---
No	194,610	203,788	---	27.4%	27.8%	---	37.1%	36.3%	---	17.6%	17.8%	---	10.4%	10.1%	---	7.6%	8.0%	---
Race																		
American Indian/Alaska Native	8,129	6,153	---	28.7%	27.4%	---	32.5%	32.0%	---	18.8%	20.4%	---	10.0%	11.6%	---	10.0%	8.6%	---
Asian	8,415	8,609	---	26.3%	25.7%	---	44.1%	42.0%	---	16.9%	18.7%	---	8.4%	8.7%	---	4.4%	4.8%	---
Black or African American	32,715	32,863	---	24.9%	24.9%	---	35.9%	35.0%	---	19.9%	21.4%	---	10.5%	9.5%	---	8.8%	9.3%	---
Native Hawaiian/Pacific Islander	1,472	1,488	---	24.5%	26.7%	---	35.3%	35.9%	---	28.1%	20.8%	---	7.2%	9.4%	---	4.9%	7.2%	---
White	146,252	156,717	---	28.4%	29.0%	---	37.1%	36.3%	---	16.8%	17.0%	---	10.4%	10.1%	---	7.3%	7.6%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	27.5%	23.2%	---	30.5%	31.9%	---	19.8%	17.7%	---	10.8%	14.2%	---	11.4%	13.0%	---
Age Group																		
<30 (25 and under)	8,858	8,794	---	28.5%	28.6%	---	38.6%	38.4%	---	17.2%	17.5%	---	9.8%	9.6%	---	5.8%	5.9%	---
(26-29)	2,298	2,477	---	33.6%	32.2%	---	36.6%	37.4%	---	16.8%	16.6%	---	6.8%	7.8%	---	6.3%	6.0%	---
30-39	6,560	6,317	---	26.8%	27.1%	---	39.3%	38.8%	---	17.4%	17.9%	---	10.9%	10.3%	---	5.7%	5.9%	---
40-49	29,382	31,362	---	27.5%	26.7%	---	36.0%	38.0%	---	18.3%	17.9%	---	10.9%	9.6%	---	7.3%	7.8%	---
50-59	64,115	70,124	---	27.5%	27.6%	---	37.2%	35.8%	---	16.8%	18.0%	---	10.6%	10.1%	---	7.9%	8.5%	---
60+	82,014	87,042	---	26.7%	27.8%	---	36.7%	35.1%	---	18.4%	18.7%	---	10.0%	10.3%	---	8.2%	8.2%	---
24,555	20,189	---	29.8%	29.8%	---	35.2%	35.2%	---	18.2%	17.1%	---	10.1%	10.4%	---	6.7%	7.5%	---	

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,424	---	27.5%	27.8%	---	36.7%	36.0%	---	17.8%	18.1%	---	10.3%	10.1%	---	7.6%	8.0%	---
Pay Category																		
Federal Wage System	8,651	9,476	---	19.9%	21.4%	---	38.1%	37.5%	---	21.9%	19.6%	---	12.3%	11.7%	---	7.7%	9.7%	---
GS 1-6 or equivalent	10,340	10,823	---	26.7%	30.3%	---	35.9%	31.5%	---	17.2%	19.7%	---	12.2%	9.3%	---	8.1%	9.3%	---
GS 7-12 or equivalent	86,211	91,793	---	26.5%	26.4%	---	36.1%	36.6%	---	19.2%	19.0%	---	10.2%	10.0%	---	7.9%	8.0%	---
GS 13-15 or equivalent	83,230	91,617	---	32.1%	31.9%	---	37.7%	37.1%	---	14.7%	15.4%	---	9.2%	9.4%	---	6.4%	6.2%	---
Senior Executive Service	3,931	4,205	---	47.7%	47.1%	---	32.6%	32.7%	---	9.5%	9.6%	---	6.5%	5.7%	---	3.7%	5.0%	---
SL/ST	780	688	---	38.1%	13.8%	---	33.5%	40.5%	---	6.1%	25.2%	---	3.2%	7.8%	---	19.2%	12.6%	---
Other	15,762	8,187	---	25.9%	28.2%	---	36.8%	34.9%	---	17.6%	16.7%	---	11.0%	11.1%	---	8.7%	9.1%	---
Time in Federal Government																		
< 1 year	2,253	2,613	---	32.1%	40.3%	---	36.5%	38.3%	---	19.7%	13.0%	---	7.4%	5.0%	---	4.4%	3.4%	---
1-3 years	17,928	17,545	---	31.7%	32.1%	---	38.1%	37.5%	---	16.6%	16.4%	---	8.2%	7.7%	---	5.3%	6.3%	---
4-5 years	14,598	16,224	---	28.2%	26.1%	---	37.1%	36.2%	---	16.8%	18.2%	---	10.8%	11.0%	---	7.0%	8.6%	---
6-10 years	32,658	26,506	---	26.0%	26.9%	---	34.8%	35.7%	---	18.8%	19.0%	---	12.2%	10.4%	---	8.2%	8.0%	---
11-20 years	53,231	62,914	---	27.2%	26.2%	---	36.9%	36.3%	---	16.9%	17.7%	---	10.6%	10.1%	---	8.4%	9.7%	---
(11 to 14 years)	17,503	---	---	26.9%	---	---	38.0%	---	---	16.1%	---	---	10.7%	---	---	8.4%	---	---
(15 to 20 years)	35,728	---	---	27.4%	---	---	36.3%	---	---	17.3%	---	---	10.5%	---	---	8.4%	---	---
> 20 years	88,277	91,712	---	26.8%	27.8%	---	36.8%	35.3%	---	18.5%	18.8%	---	9.9%	10.7%	---	7.9%	7.4%	---
Time w/ Current Agency																		
< 1 year	4,810	5,023	---	33.7%	37.5%	---	38.7%	38.4%	---	16.4%	14.7%	---	6.0%	4.9%	---	5.3%	4.5%	---
1-3 years	28,187	28,262	---	31.2%	30.6%	---	37.3%	36.3%	---	16.6%	17.6%	---	9.1%	8.1%	---	5.8%	7.3%	---
4-5 years	20,124	22,560	---	27.9%	25.1%	---	35.5%	36.7%	---	17.5%	18.6%	---	10.4%	11.2%	---	8.7%	8.4%	---
6-10 years	40,756	35,125	---	24.7%	27.0%	---	35.5%	35.0%	---	19.0%	18.8%	---	12.4%	10.6%	---	8.4%	8.6%	---
11-20 years	54,455	64,996	---	26.9%	26.1%	---	37.0%	36.1%	---	17.1%	18.0%	---	10.6%	10.4%	---	8.4%	9.4%	---
> 20 years	60,590	61,528	---	27.2%	28.3%	---	37.1%	35.8%	---	18.5%	18.3%	---	9.8%	10.7%	---	7.4%	6.9%	---
Leaving																		
No	143,378	150,506	---	32.1%	32.3%	---	39.2%	38.2%	---	16.5%	16.7%	---	7.7%	7.8%	---	4.5%	5.0%	---
Yes, to retire	13,493	14,410	---	26.2%	25.2%	---	34.4%	35.8%	---	18.5%	18.9%	---	10.3%	11.7%	---	10.5%	8.3%	---
Yes, to other job in Govt	37,419	35,600	---	15.6%	15.9%	---	31.0%	31.1%	---	21.1%	21.2%	---	17.1%	16.4%	---	15.2%	15.4%	---
Yes, to other job outside Govt	6,394	7,855	---	14.1%	14.6%	---	29.5%	28.2%	---	20.5%	21.2%	---	19.3%	18.3%	---	16.6%	17.7%	---
Yes, other	8,242	9,086	---	14.7%	14.2%	---	27.5%	26.7%	---	22.0%	25.2%	---	19.0%	14.2%	---	16.8%	19.6%	---
Retiring																		
Within 1 year	8,333	9,140	---	24.9%	26.2%	---	33.3%	34.5%	---	18.7%	17.7%	---	10.6%	12.6%	---	12.4%	9.1%	---
Between 1 and 3 years	24,418	25,221	---	26.1%	26.7%	---	37.5%	35.6%	---	16.9%	19.2%	---	11.6%	10.5%	---	7.8%	8.0%	---
Between 3 and 5 years	26,402	28,078	---	25.7%	25.2%	---	36.2%	36.9%	---	19.4%	18.7%	---	10.4%	11.7%	---	8.3%	7.4%	---
5 or more years	149,776	154,997	---	28.1%	28.4%	---	36.8%	36.0%	---	17.7%	17.9%	---	10.1%	9.6%	---	7.3%	8.0%	---

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,191	221,434	147,899	24.5%	23.8%	23.6%	40.9%	39.7%	39.9%	19.6%	20.5%	20.1%	9.0%	10.0%	10.4%	6.0%	6.0%	5.9%
Work Location																		
Headquarters	82,920	86,485	51,143	26.0%	25.0%	24.1%	40.3%	39.3%	38.8%	19.3%	20.2%	20.1%	8.8%	9.7%	10.8%	5.6%	5.8%	6.2%
Field	125,984	130,945	93,049	23.8%	23.2%	23.5%	41.2%	40.0%	40.3%	19.8%	20.6%	20.1%	9.0%	10.1%	10.3%	6.2%	6.1%	5.8%
Supervisor Status																		
Non-Supervisor	116,263	118,189	74,548	22.7%	22.5%	21.8%	40.1%	38.5%	39.8%	21.2%	21.9%	20.9%	9.4%	10.4%	10.9%	6.7%	6.8%	6.6%
Team Leader	28,854	31,774	20,115	23.0%	23.2%	24.3%	42.3%	40.7%	40.7%	19.2%	20.0%	19.8%	9.8%	10.5%	10.4%	5.7%	5.7%	4.8%
Supervisor	37,701	39,857	28,517	28.6%	24.9%	27.5%	43.9%	44.4%	40.8%	15.8%	17.5%	18.1%	7.4%	9.2%	9.2%	4.3%	4.0%	4.4%
Manager	21,188	22,466	17,119	36.5%	34.1%	37.7%	41.2%	42.2%	38.9%	13.3%	14.3%	13.5%	6.1%	6.4%	6.8%	3.0%	2.9%	3.1%
Executive	4,882	5,135	3,905	44.9%	44.2%	50.4%	36.1%	34.5%	32.1%	9.0%	12.1%	10.4%	4.8%	6.4%	4.6%	5.2%	2.9%	2.4%
Sex																		
Male	108,686	117,813	81,627	24.1%	23.0%	23.6%	41.4%	40.4%	40.1%	19.4%	20.4%	19.7%	9.0%	10.1%	10.4%	6.1%	6.0%	6.2%
Female	100,254	99,730	62,576	25.1%	24.8%	23.7%	40.4%	38.9%	39.7%	19.8%	20.5%	20.6%	8.8%	9.9%	10.4%	5.9%	5.9%	5.5%
Hispanic or Latino																		
Yes	14,268	13,631	8,468	26.8%	26.9%	27.3%	41.1%	39.7%	39.9%	19.0%	19.4%	19.2%	7.2%	8.5%	8.0%	5.9%	5.5%	5.6%
No	194,610	203,795	135,490	24.3%	23.5%	23.4%	40.9%	39.8%	40.0%	19.7%	20.5%	20.2%	9.1%	10.2%	10.6%	6.0%	6.0%	5.9%
Race																		
American Indian/Alaska Native	8,130	6,152	---	22.0%	20.4%	---	41.7%	40.3%	---	19.0%	22.6%	---	9.7%	10.9%	---	7.5%	5.6%	---
Asian	8,414	8,610	---	25.2%	25.8%	---	42.6%	44.6%	---	19.5%	18.6%	---	9.3%	7.3%	---	3.4%	3.7%	---
Black or African American	32,718	32,868	---	25.5%	23.4%	---	40.3%	39.9%	---	19.1%	22.5%	---	8.3%	8.4%	---	6.8%	5.8%	---
Native Hawaiian/Pacific Islander	1,472	1,488	---	25.5%	28.2%	---	33.3%	41.3%	---	29.8%	17.8%	---	8.4%	8.2%	---	3.0%	4.4%	---
White	146,250	156,723	---	24.5%	23.9%	---	41.6%	39.8%	---	19.2%	19.7%	---	9.0%	10.5%	---	5.7%	6.1%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	23.4%	22.0%	---	34.5%	32.0%	---	23.4%	26.1%	---	10.7%	12.1%	---	8.0%	7.9%	---
Age Group																		
<30	8,858	8,794	5,461	25.3%	24.3%	25.7%	42.5%	42.6%	42.1%	20.4%	19.8%	17.6%	7.1%	9.5%	9.8%	4.7%	3.8%	4.8%
(25 and under)	2,298	2,477	---	30.8%	27.7%	---	37.9%	42.5%	---	20.4%	17.1%	---	6.1%	8.8%	---	4.8%	3.8%	---
(26-29)	6,560	6,317	---	23.4%	22.8%	---	44.1%	42.6%	---	20.5%	21.0%	---	7.4%	9.7%	---	4.7%	3.8%	---
30-39	29,382	31,367	20,922	23.4%	23.3%	23.3%	42.1%	41.6%	41.1%	20.1%	20.4%	19.8%	8.7%	8.8%	10.3%	5.6%	6.0%	5.6%
40-49	64,115	70,128	47,040	25.0%	22.8%	23.5%	41.1%	40.6%	40.3%	18.8%	20.1%	19.9%	8.8%	10.0%	10.5%	6.3%	6.4%	5.8%
50-59	82,012	87,047	57,868	23.1%	23.9%	22.8%	40.3%	38.1%	39.2%	20.1%	21.0%	20.8%	9.8%	10.7%	10.5%	6.6%	6.2%	6.7%
60+	24,558	20,187	12,862	29.1%	27.2%	28.0%	39.6%	38.0%	38.5%	19.0%	20.1%	19.5%	8.2%	9.8%	10.2%	4.2%	4.9%	3.9%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,191	221,434	147,899	24.5%	23.8%	23.6%	40.9%	39.7%	39.9%	19.6%	20.5%	20.1%	9.0%	10.0%	10.4%	6.0%	6.0%	5.9%
Pay Category																		
Federal Wage System	8,650	9,479	5,510	21.4%	22.5%	21.6%	44.5%	39.7%	41.4%	20.4%	21.1%	20.5%	8.4%	10.2%	9.9%	5.3%	6.5%	6.7%
GS 1-6 or equivalent	10,339	10,826	6,708	27.9%	26.6%	20.9%	39.4%	38.1%	39.0%	19.8%	21.7%	20.7%	6.1%	7.5%	11.9%	6.8%	6.1%	7.4%
GS 7-12 or equivalent	86,210	91,796	58,905	23.1%	22.8%	22.7%	40.7%	39.7%	40.1%	21.0%	21.4%	21.1%	9.3%	10.4%	10.6%	5.9%	5.6%	5.4%
GS 13-15 or equivalent	83,231	91,616	64,040	26.9%	25.7%	25.4%	41.1%	40.6%	40.6%	17.5%	18.6%	18.1%	9.1%	9.9%	10.0%	5.3%	5.2%	5.9%
Senior Executive Service	3,931	4,206	3,314	51.5%	48.2%	46.0%	33.3%	35.2%	29.8%	7.8%	9.4%	11.3%	5.1%	4.4%	5.0%	2.3%	2.7%	8.0%
SL/ST	780	688	490	32.0%	15.0%	39.2%	50.9%	55.8%	40.2%	4.3%	11.3%	9.0%	10.9%	5.6%	9.3%	1.8%	12.3%	2.2%
Other	15,765	8,187	5,203	22.5%	23.1%	28.6%	40.2%	42.0%	36.2%	19.1%	18.3%	19.6%	10.1%	10.2%	9.6%	8.2%	6.3%	6.0%
Time in Federal Government																		
< 1 year	2,253	2,614	1,316	30.6%	36.3%	44.9%	36.3%	44.5%	27.8%	25.9%	11.7%	22.5%	5.0%	5.6%	2.4%	2.2%	1.8%	2.3%
1-3 years	17,928	17,545	12,895	28.5%	27.7%	25.4%	42.6%	41.4%	39.3%	18.5%	18.0%	18.5%	6.5%	7.9%	10.7%	4.0%	5.0%	6.1%
4-5 years	14,599	16,227	8,712	24.6%	23.3%	27.7%	42.6%	38.9%	40.4%	19.6%	21.2%	18.2%	8.4%	9.9%	8.9%	4.7%	6.8%	4.8%
6-10 years	32,658	26,508	13,915	23.2%	23.9%	24.8%	41.9%	41.7%	40.7%	19.5%	19.5%	18.8%	9.2%	9.6%	10.3%	6.3%	5.4%	5.4%
11-20 years	53,230	62,915	44,996	23.9%	22.1%	22.7%	40.4%	39.9%	40.7%	19.6%	21.0%	20.4%	9.3%	10.2%	10.6%	6.8%	6.7%	5.6%
(11 to 14 years)	17,505	---	---	24.1%	---	---	40.8%	---	---	19.3%	---	---	9.2%	---	---	6.5%	---	---
(15 to 20 years)	35,725	---	---	23.8%	---	---	40.1%	---	---	19.8%	---	---	9.3%	---	---	6.9%	---	---
> 20 years	88,279	91,715	62,356	24.1%	23.4%	22.3%	40.1%	38.5%	39.5%	19.7%	21.4%	21.1%	9.7%	10.9%	10.6%	6.4%	5.9%	6.5%
Time w/ Current Agency																		
< 1 year	4,810	5,024	2,815	34.8%	33.5%	37.6%	36.8%	42.4%	37.0%	20.3%	14.4%	17.3%	5.0%	6.9%	4.9%	3.1%	2.7%	3.1%
1-3 years	28,187	28,265	21,638	27.6%	26.0%	25.4%	40.6%	39.8%	37.7%	19.4%	19.3%	19.4%	7.6%	8.9%	10.7%	4.8%	6.0%	6.9%
4-5 years	20,125	22,564	13,236	23.2%	21.7%	25.9%	42.0%	39.2%	39.3%	19.8%	21.0%	19.4%	8.7%	11.0%	9.9%	6.4%	7.0%	5.6%
6-10 years	40,757	35,126	18,825	22.0%	23.4%	22.2%	41.9%	40.7%	41.3%	20.2%	20.4%	19.8%	9.3%	10.0%	10.8%	6.7%	5.5%	6.0%
11-20 years	54,455	64,997	46,189	23.8%	22.0%	22.5%	40.4%	39.6%	40.7%	19.8%	21.5%	20.2%	9.7%	10.1%	10.8%	6.4%	6.8%	5.8%
> 20 years	60,588	61,530	41,490	24.6%	24.3%	22.4%	41.0%	39.2%	40.6%	19.0%	20.6%	21.1%	9.4%	10.5%	10.2%	6.0%	5.3%	5.7%
Leaving																		
No	143,381	150,508	101,441	29.9%	29.1%	29.1%	45.1%	44.2%	44.3%	16.8%	17.6%	17.4%	5.5%	6.3%	6.4%	2.8%	2.9%	2.7%
Yes, to retire	13,493	14,411	9,504	22.7%	20.4%	17.2%	37.5%	35.4%	36.7%	19.7%	22.7%	24.5%	11.6%	13.2%	13.9%	8.6%	8.2%	7.7%
Yes, to other job in Govt	37,419	35,605	22,689	10.3%	9.9%	9.7%	31.4%	30.4%	30.1%	27.9%	27.4%	26.3%	17.6%	19.5%	20.0%	12.8%	12.8%	13.8%
Yes, to other job outside Govt	6,394	7,856	5,069	7.3%	9.1%	7.5%	28.7%	23.2%	24.4%	25.5%	25.6%	24.2%	18.9%	22.4%	25.3%	19.7%	19.7%	18.6%
Yes, other	8,241	9,087	5,480	10.3%	8.1%	9.4%	26.8%	24.2%	23.5%	27.0%	32.2%	29.7%	19.1%	19.1%	21.8%	16.8%	16.4%	15.6%
Retiring																		
Within 1 year	8,333	9,140	6,073	22.0%	20.9%	20.1%	37.3%	33.2%	32.6%	18.4%	21.9%	23.3%	12.6%	14.0%	15.1%	9.7%	10.0%	8.8%
Between 1 and 3 years	24,420	25,222	16,418	22.0%	21.8%	20.1%	40.1%	37.5%	37.4%	19.6%	21.3%	23.1%	9.6%	12.2%	12.7%	8.7%	7.2%	6.7%
Between 3 and 5 years	26,403	28,078	19,274	24.0%	21.7%	22.8%	39.6%	38.1%	39.1%	19.7%	23.0%	21.3%	10.2%	11.4%	10.6%	6.5%	5.7%	6.2%
5 or more years	149,773	155,006	102,414	25.1%	24.6%	24.5%	41.4%	40.7%	40.8%	19.7%	19.8%	19.3%	8.5%	9.3%	9.8%	5.3%	5.6%	5.6%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,419	147,902	31.2%	31.0%	29.6%	35.0%	35.1%	35.7%	20.9%	20.9%	21.3%	7.8%	7.7%	8.3%	5.1%	5.2%	5.1%
Work Location																		
Headquarters	82,918	86,477	51,142	33.8%	33.6%	32.4%	34.7%	35.1%	34.2%	20.0%	18.9%	21.1%	6.6%	7.3%	7.4%	4.8%	5.1%	4.9%
Field	125,984	130,937	93,053	29.8%	29.9%	28.7%	35.2%	35.1%	36.2%	21.3%	21.8%	21.3%	8.4%	7.9%	8.6%	5.3%	5.3%	5.1%
Supervisor Status																		
Non-Supervisor	116,263	118,181	74,551	30.3%	30.5%	29.0%	33.8%	34.2%	34.8%	21.8%	21.5%	22.1%	8.5%	8.1%	8.6%	5.6%	5.8%	5.6%
Team Leader	28,856	31,776	20,113	29.1%	30.3%	29.9%	37.0%	35.4%	37.2%	21.4%	21.2%	20.1%	7.4%	8.1%	8.5%	5.2%	5.0%	4.3%
Supervisor	37,701	39,852	28,519	33.0%	31.0%	29.2%	38.5%	38.8%	38.7%	18.4%	19.5%	20.8%	6.3%	6.9%	7.4%	3.8%	3.9%	3.9%
Manager	21,187	22,465	17,118	39.4%	37.6%	36.5%	36.0%	36.9%	38.3%	16.2%	17.1%	17.1%	5.5%	5.8%	5.4%	2.8%	2.7%	2.8%
Executive	4,881	5,134	3,906	45.8%	44.1%	47.5%	33.0%	32.8%	33.1%	15.3%	15.7%	12.7%	3.2%	3.5%	4.4%	2.7%	3.9%	2.3%
Sex																		
Male	108,683	117,807	81,628	30.7%	29.8%	29.1%	36.1%	36.4%	36.2%	20.4%	20.8%	21.4%	8.0%	7.9%	8.5%	4.8%	5.2%	4.7%
Female	100,254	99,719	62,577	31.7%	32.7%	30.2%	33.6%	33.5%	35.1%	21.5%	21.0%	21.1%	7.5%	7.6%	8.0%	5.6%	5.3%	5.6%
Hispanic or Latino																		
Yes	14,269	13,629	8,468	30.0%	29.8%	29.5%	33.4%	34.6%	36.3%	23.0%	21.2%	20.7%	8.4%	8.9%	9.1%	5.2%	5.5%	4.5%
No	194,609	203,783	135,492	31.3%	31.2%	29.7%	35.2%	35.2%	35.6%	20.7%	20.9%	21.3%	7.8%	7.6%	8.3%	5.1%	5.2%	5.1%
Race																		
American Indian/Alaska Native	8,129	6,153	---	28.4%	27.5%	---	33.8%	29.7%	---	20.8%	26.1%	---	11.0%	10.7%	---	6.1%	5.9%	---
Asian	8,413	8,609	---	28.6%	27.5%	---	38.1%	39.7%	---	21.3%	22.7%	---	9.1%	6.4%	---	2.8%	3.8%	---
Black or African American	32,718	32,868	---	30.2%	30.7%	---	34.6%	35.5%	---	23.0%	21.7%	---	7.0%	7.0%	---	5.2%	5.3%	---
Native Hawaiian/Pacific Islander	1,472	1,488	---	31.4%	28.7%	---	26.3%	34.4%	---	31.6%	24.0%	---	7.1%	7.3%	---	3.5%	5.7%	---
White	146,250	156,709	---	31.8%	31.9%	---	35.6%	35.2%	---	20.0%	19.9%	---	7.6%	7.8%	---	5.0%	5.2%	---
Two or more races (Not Hispanic/Latino)	6,175	6,193	---	31.4%	26.1%	---	28.9%	29.5%	---	22.3%	29.8%	---	10.2%	7.7%	---	7.2%	6.8%	---
Age Group																		
<30 (25 and under)	8,858	8,793	5,461	30.9%	31.7%	31.1%	37.1%	34.8%	34.3%	21.5%	23.2%	22.4%	6.9%	6.0%	8.0%	3.6%	4.3%	4.2%
(26-29)	2,298	2,477	---	37.1%	38.0%	---	34.9%	33.1%	---	18.9%	18.8%	---	5.5%	6.4%	---	3.5%	3.8%	---
30-39	6,560	6,316	---	28.8%	29.1%	---	37.8%	35.5%	---	22.4%	25.1%	---	7.4%	5.9%	---	3.7%	4.5%	---
40-49	29,381	31,364	20,921	31.1%	29.9%	28.4%	33.5%	36.1%	36.0%	21.9%	20.9%	21.8%	8.3%	8.2%	8.1%	5.2%	4.9%	5.7%
50-59	64,120	70,122	47,039	30.7%	29.9%	29.1%	36.0%	36.1%	35.8%	19.9%	20.6%	21.6%	7.7%	7.9%	8.7%	5.7%	5.5%	4.8%
60+	82,007	87,037	57,871	30.3%	31.7%	29.4%	34.9%	34.0%	35.8%	21.4%	21.4%	21.1%	8.3%	7.6%	8.2%	5.1%	5.4%	5.4%
60+	24,557	20,188	12,863	35.4%	34.0%	34.6%	33.7%	34.7%	34.6%	19.8%	18.4%	19.2%	6.5%	7.9%	7.6%	4.6%	4.9%	4.0%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,419	147,902	31.2%	31.0%	29.6%	35.0%	35.1%	35.7%	20.9%	20.9%	21.3%	7.8%	7.7%	8.3%	5.1%	5.2%	5.1%
Pay Category																		
Federal Wage System	8,653	9,474	5,512	24.4%	24.7%	23.2%	35.9%	34.5%	32.9%	25.0%	24.2%	25.9%	9.9%	10.0%	11.4%	4.7%	6.6%	6.6%
GS 1-6 or equivalent	10,338	10,822	6,707	31.9%	33.6%	27.6%	31.6%	31.4%	35.1%	22.7%	22.0%	22.4%	7.0%	6.3%	8.7%	6.9%	6.6%	6.1%
GS 7-12 or equivalent	86,209	91,789	58,907	30.1%	30.0%	29.4%	35.3%	36.0%	36.2%	21.7%	21.1%	21.6%	7.8%	8.0%	8.0%	5.2%	4.9%	4.8%
GS 13-15 or equivalent	83,231	91,616	64,041	35.2%	34.5%	32.3%	35.4%	35.9%	36.5%	18.0%	18.6%	19.1%	6.9%	7.0%	7.5%	4.5%	4.0%	4.5%
Senior Executive Service	3,930	4,205	3,314	50.7%	47.4%	41.0%	30.7%	33.0%	36.1%	12.1%	13.5%	11.9%	3.8%	3.2%	4.5%	2.7%	2.9%	6.5%
SL/ST	780	688	490	33.3%	19.1%	53.1%	36.8%	36.1%	30.4%	9.9%	31.2%	8.7%	18.7%	5.7%	2.6%	1.3%	8.0%	5.1%
Other	15,763	8,187	5,201	29.2%	32.5%	28.7%	35.6%	34.1%	33.2%	20.7%	20.2%	22.0%	9.1%	6.4%	9.9%	5.4%	6.9%	6.2%
Time in Federal Government																		
< 1 year	2,253	2,614	1,316	33.2%	45.9%	41.9%	38.0%	31.1%	33.9%	20.9%	18.2%	18.6%	5.9%	3.1%	2.6%	2.0%	1.8%	2.9%
1-3 years	17,927	17,546	12,896	34.6%	34.7%	29.1%	35.5%	35.8%	35.1%	19.5%	18.7%	21.3%	6.8%	7.0%	9.5%	3.6%	3.8%	4.9%
4-5 years	14,597	16,224	8,712	30.9%	30.0%	29.6%	35.5%	33.4%	36.0%	20.5%	23.1%	21.6%	8.2%	7.5%	7.7%	5.0%	6.0%	5.2%
6-10 years	32,658	26,506	13,911	29.2%	29.0%	30.9%	33.6%	35.4%	32.5%	21.9%	22.2%	21.6%	9.8%	8.3%	9.5%	5.5%	5.0%	5.4%
11-20 years	53,234	62,912	44,998	30.8%	29.7%	29.3%	35.2%	35.7%	35.8%	20.8%	20.1%	21.6%	7.4%	8.3%	8.2%	5.7%	6.2%	5.0%
(11 to 14 years)	17,504	---	---	30.3%	---	---	34.7%	---	---	22.2%	---	---	7.2%	---	---	5.6%	---	---
(15 to 20 years)	35,730	---	---	31.1%	---	---	35.5%	---	---	20.1%	---	---	7.6%	---	---	5.8%	---	---
> 20 years	88,273	91,707	62,358	31.2%	31.3%	29.4%	35.3%	35.0%	36.7%	20.9%	21.2%	20.8%	7.4%	7.6%	7.9%	5.2%	4.9%	5.1%
Time w/ Current Agency																		
< 1 year	4,810	5,024	2,815	37.7%	42.4%	43.7%	35.6%	32.8%	32.1%	18.5%	18.4%	18.5%	5.9%	3.5%	3.2%	2.3%	2.8%	2.4%
1-3 years	28,186	28,261	21,639	33.8%	33.0%	29.5%	34.8%	35.3%	34.7%	20.6%	19.5%	21.5%	6.8%	7.7%	9.3%	4.0%	4.4%	5.1%
4-5 years	20,123	22,558	13,236	30.4%	29.5%	29.5%	34.3%	33.7%	35.3%	20.7%	23.4%	21.2%	8.6%	7.4%	8.2%	6.0%	5.9%	5.8%
6-10 years	40,757	35,126	18,822	28.9%	29.1%	29.1%	33.9%	35.3%	34.2%	22.0%	21.5%	22.0%	9.5%	8.7%	9.0%	5.7%	5.5%	5.8%
11-20 years	54,457	64,993	46,192	30.8%	29.6%	29.3%	35.8%	35.8%	35.7%	20.3%	20.4%	21.9%	7.7%	8.1%	8.2%	5.4%	6.1%	5.0%
> 20 years	60,587	61,524	41,490	31.1%	32.0%	29.3%	35.6%	35.1%	38.0%	21.2%	20.9%	20.2%	7.0%	7.4%	7.9%	5.1%	4.5%	4.7%
Leaving																		
No	143,375	150,498	101,442	35.9%	36.0%	34.3%	36.9%	36.9%	37.9%	18.8%	18.5%	19.2%	5.4%	5.4%	5.9%	2.9%	3.3%	2.7%
Yes, to retire	13,494	14,408	9,505	30.5%	28.3%	25.8%	33.3%	35.6%	35.9%	20.7%	22.2%	22.5%	7.9%	9.2%	9.2%	7.6%	4.7%	6.6%
Yes, to other job in Govt	37,418	35,603	22,690	19.0%	18.3%	17.1%	29.6%	31.1%	30.4%	26.9%	26.9%	27.7%	14.0%	13.8%	13.9%	10.5%	9.8%	11.0%
Yes, to other job outside Govt	6,395	7,856	5,069	14.9%	16.4%	18.6%	32.2%	26.6%	26.2%	26.5%	29.4%	24.5%	15.5%	14.4%	17.1%	10.9%	13.2%	13.6%
Yes, other	8,243	9,085	5,480	16.1%	15.8%	16.1%	31.8%	28.6%	28.8%	25.4%	28.5%	26.6%	15.2%	14.2%	16.9%	11.5%	12.9%	11.6%
Retiring																		
Within 1 year	8,333	9,141	6,074	29.8%	29.3%	25.8%	32.9%	33.8%	34.2%	20.9%	21.7%	22.4%	7.7%	9.7%	8.5%	8.8%	5.5%	9.1%
Between 1 and 3 years	24,417	25,219	16,418	30.3%	30.0%	27.0%	34.4%	34.6%	37.0%	21.7%	21.7%	22.0%	8.1%	8.8%	8.7%	5.6%	4.8%	5.3%
Between 3 and 5 years	26,403	28,074	19,275	30.1%	29.9%	29.2%	36.6%	36.7%	35.5%	20.3%	20.0%	21.9%	7.5%	8.2%	8.8%	5.4%	5.2%	4.5%
5 or more years	149,774	154,998	102,414	31.5%	31.5%	30.3%	35.0%	35.0%	35.7%	20.9%	20.8%	21.0%	7.8%	7.4%	8.1%	4.8%	5.2%	4.9%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,401	147,881	37.1%	37.3%	37.2%	46.3%	45.8%	46.2%	13.5%	14.1%	14.0%	2.3%	2.3%	2.1%	0.8%	0.6%	0.6%
Work Location																		
Headquarters	82,919	86,477	51,143	40.2%	40.0%	39.6%	44.2%	44.8%	44.2%	12.6%	12.4%	13.5%	2.2%	2.2%	2.0%	0.8%	0.5%	0.7%
Field	125,982	130,923	93,032	35.5%	36.0%	36.4%	47.4%	46.3%	46.8%	14.0%	14.8%	14.1%	2.4%	2.3%	2.2%	0.7%	0.6%	0.5%
Supervisor Status																		
Non-Supervisor	116,262	118,169	74,544	35.0%	35.7%	35.0%	46.6%	45.4%	46.6%	14.9%	15.5%	15.2%	2.6%	2.6%	2.4%	0.8%	0.7%	0.7%
Team Leader	28,855	31,775	20,113	36.4%	36.0%	39.3%	47.2%	47.7%	45.6%	13.3%	13.6%	12.9%	2.2%	2.2%	1.8%	0.8%	0.5%	0.3%
Supervisor	37,702	39,851	28,509	40.8%	40.7%	42.4%	47.6%	46.9%	46.1%	10.0%	10.3%	10.0%	1.2%	1.8%	1.2%	0.4%	0.3%	0.4%
Manager	21,187	22,462	17,116	49.5%	46.8%	47.7%	41.2%	43.9%	43.8%	8.0%	8.1%	7.4%	0.9%	1.0%	1.0%	0.4%	0.2%	0.1%
Executive	4,881	5,135	3,905	52.5%	53.7%	60.8%	32.8%	34.2%	34.0%	11.0%	10.9%	4.6%	3.5%	0.7%	0.6%	0.2%	0.6%	0.1%
Sex																		
Male	108,684	117,801	81,615	35.9%	36.5%	35.9%	47.6%	46.1%	46.9%	13.2%	14.4%	14.2%	2.5%	2.3%	2.5%	0.8%	0.7%	0.6%
Female	100,252	99,706	62,569	38.6%	38.2%	38.8%	44.7%	45.4%	45.3%	14.0%	13.7%	13.7%	2.0%	2.2%	1.6%	0.7%	0.5%	0.5%
Hispanic or Latino																		
Yes	14,269	13,629	8,468	34.2%	34.8%	33.9%	46.2%	44.9%	46.0%	15.4%	16.5%	16.1%	3.2%	3.1%	3.2%	0.9%	0.8%	0.9%
No	194,608	203,761	135,471	37.3%	37.5%	37.4%	46.4%	45.9%	46.2%	13.4%	13.8%	13.8%	2.2%	2.2%	2.1%	0.7%	0.6%	0.6%
Race																		
American Indian/Alaska Native	8,129	6,152	---	27.3%	36.2%	---	48.5%	42.6%	---	18.7%	16.7%	---	4.6%	3.4%	---	0.8%	1.1%	---
Asian	8,413	8,610	---	30.3%	32.2%	---	48.7%	48.7%	---	18.4%	15.8%	---	1.9%	2.8%	---	0.7%	0.6%	---
Black or African American	32,719	32,865	---	36.2%	34.8%	---	48.3%	47.8%	---	12.9%	15.0%	---	1.9%	1.9%	---	0.6%	0.5%	---
Native Hawaiian/Pacific Islander	1,472	1,488	---	33.5%	32.5%	---	42.1%	48.2%	---	17.9%	15.1%	---	5.9%	3.4%	---	0.6%	0.8%	---
White	146,248	156,696	---	38.2%	38.5%	---	45.9%	45.4%	---	12.9%	13.3%	---	2.2%	2.3%	---	0.7%	0.5%	---
Two or more races (Not Hispanic/Latino)	6,176	6,190	---	38.0%	36.0%	---	40.8%	42.2%	---	17.9%	18.4%	---	2.4%	2.2%	---	1.0%	1.2%	---
Age Group																		
<30 (25 and under)	8,858	8,791	5,461	31.7%	34.0%	33.5%	51.4%	45.7%	47.1%	14.1%	17.9%	15.2%	1.8%	2.1%	3.9%	1.0%	0.3%	0.2%
(26-29)	2,298	2,476	---	35.3%	33.1%	---	49.4%	47.1%	---	13.6%	17.9%	---	1.2%	1.4%	---	0.5%	0.5%	---
30-39	6,560	6,315	---	30.4%	34.3%	---	52.1%	45.1%	---	14.3%	18.0%	---	2.0%	2.4%	---	1.2%	0.2%	---
40-49	29,381	31,364	20,917	33.5%	32.3%	32.2%	47.3%	48.5%	48.8%	16.0%	15.9%	16.3%	2.4%	2.6%	2.0%	0.8%	0.8%	0.7%
50-59	64,116	70,111	47,041	36.5%	35.9%	36.2%	47.2%	46.6%	47.1%	13.2%	14.6%	14.2%	2.2%	2.2%	1.9%	0.9%	0.6%	0.6%
60+	82,008	87,041	57,855	38.1%	40.0%	39.6%	45.4%	44.5%	44.6%	13.4%	12.7%	12.9%	2.5%	2.3%	2.2%	0.6%	0.6%	0.6%
	24,558	20,181	12,860	44.1%	42.2%	41.6%	42.4%	43.4%	43.7%	11.1%	11.7%	12.4%	2.0%	2.1%	1.9%	0.5%	0.6%	0.4%

Note: * # of Respondents is the unweighted count of responses.

2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Very Good			Good			Fair			Poor			Very Poor		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,190	221,401	147,881	37.1%	37.3%	37.2%	46.3%	45.8%	46.2%	13.5%	14.1%	14.0%	2.3%	2.3%	2.1%	0.8%	0.6%	0.6%
Pay Category																		
Federal Wage System	8,652	9,475	5,506	31.5%	33.6%	33.3%	50.0%	46.3%	48.1%	14.4%	16.8%	14.8%	3.1%	2.6%	3.0%	0.9%	0.8%	0.8%
GS 1-6 or equivalent	10,339	10,822	6,708	36.5%	37.9%	32.9%	42.9%	43.9%	45.9%	16.0%	15.2%	17.5%	3.3%	2.4%	2.8%	1.3%	0.6%	0.9%
GS 7-12 or equivalent	86,209	91,783	58,896	34.8%	35.7%	36.0%	48.0%	46.0%	46.9%	14.4%	15.1%	14.4%	2.1%	2.6%	2.1%	0.7%	0.6%	0.5%
GS 13-15 or equivalent	83,231	91,610	64,038	42.6%	41.6%	40.9%	43.7%	45.3%	45.2%	11.2%	10.9%	11.8%	1.9%	1.8%	1.7%	0.6%	0.4%	0.5%
Senior Executive Service	3,930	4,206	3,313	62.3%	60.1%	61.0%	32.1%	33.1%	31.9%	4.5%	5.9%	6.2%	0.8%	0.6%	0.8%	0.3%	0.2%	0.0%
SL/ST	780	688	490	50.2%	39.3%	60.8%	35.7%	45.0%	33.8%	13.3%	14.9%	4.6%	0.3%	0.2%	0.9%	0.5%	0.6%	0.0%
Other	15,761	8,187	5,201	36.0%	37.1%	39.3%	47.0%	48.4%	44.1%	13.4%	12.7%	13.9%	2.7%	1.2%	2.2%	0.9%	0.6%	0.5%
Time in Federal Government																		
< 1 year	2,253	2,614	1,316	36.9%	43.8%	33.6%	46.1%	45.3%	54.9%	13.7%	9.0%	8.9%	2.8%	1.7%	1.9%	0.4%	0.3%	0.8%
1-3 years	17,927	17,542	12,893	36.4%	37.5%	33.2%	48.3%	45.5%	48.2%	12.5%	14.3%	15.7%	2.1%	2.2%	2.3%	0.7%	0.5%	0.5%
4-5 years	14,598	16,226	8,711	33.4%	34.7%	35.4%	48.8%	46.2%	46.2%	14.6%	15.6%	15.8%	2.1%	2.8%	2.2%	1.0%	0.8%	0.4%
6-10 years	32,654	26,501	13,915	34.5%	33.9%	35.3%	47.6%	47.2%	46.2%	14.9%	16.0%	15.5%	2.2%	2.3%	2.5%	0.9%	0.7%	0.6%
11-20 years	53,235	62,910	44,988	35.4%	36.5%	36.9%	47.0%	46.1%	46.3%	14.2%	14.4%	13.9%	2.6%	2.4%	2.2%	0.8%	0.6%	0.6%
(11 to 14 years)	17,505	---	---	35.4%	---	---	46.1%	---	---	15.1%	---	---	2.8%	---	---	0.6%	---	---
(15 to 20 years)	35,730	---	---	35.4%	---	---	47.4%	---	---	13.7%	---	---	2.6%	---	---	1.0%	---	---
> 20 years	88,274	91,698	62,348	40.4%	39.2%	39.8%	44.2%	45.2%	45.2%	12.6%	12.9%	12.6%	2.2%	2.2%	1.9%	0.6%	0.6%	0.6%
Time w/ Current Agency																		
< 1 year	4,810	5,024	2,815	38.0%	41.2%	39.0%	47.1%	44.0%	47.5%	11.7%	12.3%	11.3%	2.2%	2.1%	1.7%	1.0%	0.4%	0.6%
1-3 years	28,186	28,260	21,635	35.5%	35.8%	33.7%	48.4%	46.9%	46.9%	13.3%	14.3%	16.3%	2.2%	2.4%	2.4%	0.6%	0.5%	0.6%
4-5 years	20,124	22,559	13,234	34.4%	34.8%	37.2%	47.1%	46.0%	45.5%	15.2%	15.8%	14.5%	2.3%	2.6%	2.3%	1.1%	0.8%	0.5%
6-10 years	40,753	35,117	18,824	35.0%	35.2%	35.9%	47.3%	45.7%	46.2%	14.3%	16.2%	14.9%	2.5%	2.2%	2.3%	0.9%	0.8%	0.6%
11-20 years	54,459	64,991	46,184	36.7%	37.3%	37.5%	46.0%	46.0%	46.3%	14.2%	13.8%	13.6%	2.3%	2.3%	2.1%	0.8%	0.6%	0.5%
> 20 years	60,587	61,519	41,481	40.9%	39.9%	39.9%	44.3%	45.2%	45.7%	12.1%	12.4%	11.9%	2.2%	2.1%	1.8%	0.6%	0.5%	0.6%
Leaving																		
No	143,378	150,484	101,428	41.1%	41.6%	41.8%	46.8%	46.1%	45.9%	10.3%	10.6%	10.8%	1.4%	1.4%	1.3%	0.4%	0.3%	0.3%
Yes, to retire	13,494	14,407	9,503	38.9%	37.5%	35.1%	42.9%	44.4%	46.2%	14.4%	14.7%	15.9%	2.3%	2.6%	2.0%	1.5%	0.8%	0.9%
Yes, to other job in Govt	37,417	35,601	22,689	25.7%	25.5%	24.8%	46.5%	45.6%	47.6%	22.0%	23.3%	22.2%	4.3%	4.3%	4.0%	1.5%	1.4%	1.4%
Yes, to other job outside Govt	6,392	7,857	5,069	22.3%	23.9%	23.2%	45.2%	46.2%	46.0%	24.3%	22.4%	23.3%	6.0%	6.1%	6.1%	2.2%	1.6%	1.4%
Yes, other	8,243	9,085	5,477	26.0%	22.6%	23.2%	43.4%	43.0%	45.7%	23.3%	26.6%	23.7%	5.3%	5.6%	6.2%	2.0%	2.2%	1.2%
Retiring																		
Within 1 year	8,333	9,141	6,073	38.9%	39.7%	34.4%	44.1%	40.8%	46.4%	13.1%	15.4%	15.5%	2.9%	3.0%	2.6%	0.9%	1.2%	1.1%
Between 1 and 3 years	24,422	25,207	16,413	38.0%	37.3%	37.1%	44.5%	46.4%	45.9%	13.6%	12.9%	14.5%	2.9%	2.7%	2.0%	1.0%	0.6%	0.6%
Between 3 and 5 years	26,400	28,076	19,275	39.4%	39.4%	39.8%	44.6%	44.8%	45.5%	12.5%	13.4%	12.4%	2.6%	1.8%	2.0%	0.9%	0.5%	0.3%
5 or more years	149,771	154,990	102,401	36.5%	36.8%	36.9%	47.0%	46.1%	46.4%	13.7%	14.2%	14.0%	2.1%	2.3%	2.2%	0.7%	0.6%	0.6%

Note: * # of Respondents is the unweighted count of responses.