

# 2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,184</b>	<b>221,410</b>	<b>147,898</b>	<b>16.5%</b>	<b>16.9%</b>	<b>16.1%</b>	<b>57.3%</b>	<b>56.7%</b>	<b>57.6%</b>	<b>15.1%</b>	<b>15.2%</b>	<b>15.3%</b>	<b>8.1%</b>	<b>8.4%</b>	<b>8.4%</b>	<b>2.3%</b>	<b>2.1%</b>	<b>2.0%</b>	<b>0.7%</b>	<b>0.7%</b>	<b>0.7%</b>
<b>Work Location</b>																					
Headquarters	82,916	86,478	51,141	17.7%	18.3%	16.8%	57.0%	55.4%	56.6%	14.5%	15.0%	15.4%	7.8%	8.4%	8.5%	2.3%	2.1%	1.8%	0.7%	0.9%	0.9%
Field	125,981	130,931	93,049	15.8%	16.2%	15.8%	57.5%	57.3%	57.9%	15.5%	15.3%	15.2%	8.2%	8.4%	8.3%	2.3%	2.2%	2.0%	0.7%	0.6%	0.7%
<b>Supervisor Status</b>																					
Non-Supervisor	116,260	118,182	74,550	16.2%	16.7%	15.4%	56.6%	55.6%	57.2%	16.0%	16.2%	16.1%	7.9%	8.2%	8.3%	2.5%	2.3%	2.0%	0.8%	1.0%	0.9%
Team Leader	28,855	31,774	20,113	15.3%	15.9%	16.7%	57.4%	57.1%	57.1%	14.7%	15.2%	14.9%	9.5%	9.4%	9.0%	2.5%	2.1%	2.0%	0.7%	0.3%	0.4%
Supervisor	37,700	39,851	28,517	17.0%	16.5%	16.9%	60.1%	60.7%	60.4%	13.1%	12.3%	12.7%	7.9%	8.5%	7.9%	1.7%	1.8%	1.9%	0.2%	0.2%	0.1%
Manager	21,186	22,465	17,118	20.0%	20.0%	19.5%	60.3%	59.6%	61.2%	11.1%	11.7%	10.1%	7.1%	7.2%	7.9%	1.4%	1.5%	1.1%	0.1%	0.1%	0.1%
Executive	4,882	5,134	3,904	25.8%	25.5%	25.9%	55.8%	56.3%	58.2%	12.5%	10.9%	7.7%	4.6%	5.6%	7.0%	1.0%	1.3%	1.1%	0.2%	0.4%	0.1%
<b>Sex</b>																					
Male	108,681	117,798	81,623	16.7%	17.1%	16.2%	57.2%	57.3%	57.8%	15.2%	15.1%	15.5%	8.0%	7.9%	7.9%	2.3%	2.3%	2.1%	0.6%	0.4%	0.5%
Female	100,248	99,720	62,576	16.2%	16.5%	15.8%	57.6%	56.0%	57.4%	15.0%	15.4%	15.0%	8.2%	9.0%	9.0%	2.3%	1.9%	1.8%	0.8%	1.1%	1.1%
<b>Hispanic or Latino</b>																					
Yes	14,271	13,628	8,467	17.1%	17.2%	17.3%	54.4%	56.4%	57.4%	18.6%	15.6%	14.4%	7.4%	7.7%	8.4%	2.0%	2.5%	2.2%	0.6%	0.7%	0.2%
No	194,597	203,778	135,489	16.4%	16.8%	15.9%	57.6%	56.7%	57.6%	14.8%	15.2%	15.4%	8.1%	8.4%	8.4%	2.3%	2.1%	1.9%	0.7%	0.7%	0.8%
<b>Race</b>																					
American Indian/ Alaska Native	8,130	6,153	---	15.9%	12.8%	---	55.9%	58.5%	---	14.9%	16.8%	---	9.7%	8.6%	---	3.1%	2.7%	---	0.5%	0.6%	---
Asian	8,412	8,608	---	17.9%	17.1%	---	56.9%	55.7%	---	14.3%	17.6%	---	7.9%	6.9%	---	2.4%	1.9%	---	0.6%	0.8%	---
Black or African American	32,718	32,866	---	18.4%	19.5%	---	58.8%	54.7%	---	14.0%	16.8%	---	5.8%	6.5%	---	2.0%	1.4%	---	0.9%	1.1%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	17.4%	25.1%	---	50.2%	52.7%	---	23.4%	14.2%	---	7.6%	5.3%	---	1.1%	2.4%	---	0.3%	0.4%	---
White	146,244	156,709	---	15.9%	16.5%	---	57.8%	57.4%	---	14.9%	14.5%	---	8.4%	8.8%	---	2.3%	2.3%	---	0.6%	0.6%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	14.5%	14.1%	---	52.3%	53.2%	---	18.6%	16.6%	---	11.1%	13.0%	---	2.3%	2.2%	---	1.2%	1.0%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,793	5,460	16.3%	15.8%	17.9%	58.4%	58.6%	58.0%	15.9%	15.5%	15.0%	7.4%	7.3%	6.0%	1.5%	1.9%	1.9%	0.6%	1.0%	1.1%
(26-29)	2,298	2,477	---	20.3%	17.5%	---	56.4%	59.4%	---	15.7%	14.6%	---	5.5%	6.4%	---	1.4%	1.4%	---	0.8%	0.7%	---
30-39	6,560	6,316	---	15.0%	15.0%	---	59.1%	58.3%	---	15.9%	15.9%	---	8.0%	7.7%	---	1.6%	2.0%	---	0.5%	1.1%	---
40-49	29,382	31,367	20,919	15.3%	15.2%	14.9%	57.4%	58.2%	57.7%	16.3%	16.5%	16.4%	8.0%	8.0%	8.2%	2.2%	1.7%	2.1%	0.8%	0.4%	0.8%
50-59	64,112	70,125	47,042	15.7%	16.1%	14.7%	58.6%	56.6%	59.4%	13.9%	16.0%	14.7%	8.4%	8.5%	8.6%	2.7%	2.3%	1.9%	0.6%	0.6%	0.6%
60+	82,007	87,028	57,870	16.3%	17.3%	16.7%	56.6%	56.4%	56.3%	15.6%	14.5%	15.3%	8.5%	8.8%	9.0%	2.3%	2.3%	1.9%	0.6%	0.7%	0.7%
	24,556	20,186	12,860	21.1%	21.9%	19.7%	55.2%	54.5%	55.8%	14.6%	12.7%	15.8%	6.0%	7.5%	6.0%	2.0%	2.1%	2.0%	1.1%	1.3%	0.6%

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

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	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,184</b>	<b>221,410</b>	<b>147,898</b>	<b>16.5%</b>	<b>16.9%</b>	<b>16.1%</b>	<b>57.3%</b>	<b>56.7%</b>	<b>57.6%</b>	<b>15.1%</b>	<b>15.2%</b>	<b>15.3%</b>	<b>8.1%</b>	<b>8.4%</b>	<b>8.4%</b>	<b>2.3%</b>	<b>2.1%</b>	<b>2.0%</b>	<b>0.7%</b>	<b>0.7%</b>	<b>0.7%</b>
<b>Pay Category</b>																					
Federal Wage System	8,644	9,476	5,512	17.1%	17.3%	16.9%	56.2%	56.3%	56.8%	16.4%	15.9%	15.5%	7.2%	8.1%	7.7%	2.3%	2.0%	2.5%	0.9%	0.3%	0.6%
GS 1-6 or equivalent	10,340	10,824	6,708	18.9%	19.0%	15.4%	56.7%	54.8%	57.1%	14.3%	17.0%	17.1%	6.7%	6.2%	7.5%	2.5%	2.0%	2.3%	0.9%	1.0%	0.7%
GS 7-12 or equivalent	86,207	91,787	58,903	15.9%	16.0%	15.5%	57.3%	57.0%	58.1%	16.1%	15.6%	15.5%	7.9%	8.3%	8.3%	2.2%	2.3%	1.8%	0.7%	0.8%	0.8%
GS 13-15 or equivalent	83,233	91,615	64,038	16.4%	17.1%	16.3%	57.8%	57.3%	57.4%	14.1%	13.6%	14.3%	8.8%	9.6%	9.1%	2.2%	1.9%	2.3%	0.6%	0.5%	0.6%
Senior Executive Service	3,931	4,205	3,314	26.5%	25.1%	24.6%	57.9%	56.8%	60.0%	7.7%	9.9%	8.4%	6.4%	6.4%	5.9%	1.3%	1.5%	1.0%	0.2%	0.3%	0.2%
SL/ST	779	688	490	32.8%	17.3%	23.6%	51.2%	70.1%	50.8%	3.8%	3.6%	13.3%	11.4%	7.4%	11.6%	0.8%	1.3%	0.7%	0.0%	0.2%	0.0%
Other	15,764	8,187	5,203	15.2%	18.4%	18.7%	58.2%	55.2%	56.2%	13.9%	17.0%	15.2%	8.9%	7.4%	8.1%	3.3%	1.5%	0.8%	0.6%	0.6%	1.0%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	19.4%	23.9%	25.6%	52.1%	60.1%	57.7%	19.1%	11.2%	11.7%	7.4%	3.6%	3.8%	1.0%	0.6%	0.4%	1.0%	0.6%	0.8%
1-3 years	17,928	17,542	12,894	18.9%	19.1%	18.0%	57.5%	57.3%	55.0%	14.5%	14.5%	17.1%	7.0%	6.6%	6.7%	1.1%	1.9%	2.7%	1.0%	0.6%	0.5%
4-5 years	14,599	16,228	8,711	16.8%	16.3%	15.7%	58.8%	57.5%	59.8%	14.6%	15.5%	14.8%	7.4%	8.0%	7.8%	2.1%	2.3%	1.2%	0.4%	0.5%	0.7%
6-10 years	32,657	26,504	13,914	16.0%	16.8%	16.4%	57.4%	56.2%	57.1%	15.2%	15.7%	15.3%	8.4%	8.9%	8.5%	2.5%	1.9%	2.1%	0.4%	0.4%	0.7%
11-20 years	53,230	62,911	44,996	15.0%	15.7%	15.3%	57.4%	56.4%	58.1%	15.6%	16.2%	15.3%	8.3%	8.4%	8.6%	2.9%	2.5%	1.8%	0.8%	0.8%	0.9%
(11 to 14 years)	17,503	---	---	14.7%	---	---	57.6%	---	---	15.6%	---	---	8.6%	---	---	2.9%	---	---	0.7%	---	---
(15 to 20 years)	35,727	---	---	15.2%	---	---	57.3%	---	---	15.5%	---	---	8.1%	---	---	3.0%	---	---	0.9%	---	---
> 20 years	88,270	91,705	62,356	16.7%	16.9%	15.6%	57.1%	56.6%	57.9%	15.0%	14.7%	14.8%	8.3%	9.0%	8.9%	2.3%	2.0%	2.0%	0.7%	0.8%	0.7%
<b>Time w/ Current Agency</b>																					
< 1 year	4,809	5,025	2,814	22.2%	23.7%	26.4%	54.9%	55.9%	56.3%	14.1%	13.6%	11.0%	6.6%	4.2%	4.9%	1.5%	1.1%	0.9%	0.8%	1.5%	0.5%
1-3 years	28,186	28,264	21,638	18.3%	18.2%	17.6%	57.0%	56.7%	55.6%	14.8%	14.8%	16.4%	7.5%	7.7%	7.1%	1.4%	2.1%	2.7%	0.9%	0.6%	0.6%
4-5 years	20,125	22,562	13,236	16.2%	15.5%	15.7%	57.0%	57.0%	59.0%	15.6%	15.8%	15.2%	7.9%	8.5%	7.9%	2.9%	2.4%	1.5%	0.5%	0.8%	0.7%
6-10 years	40,755	35,125	18,823	15.1%	17.0%	15.6%	57.9%	56.0%	56.9%	15.6%	15.8%	15.6%	8.1%	8.7%	8.8%	2.5%	2.0%	2.2%	0.8%	0.5%	1.0%
11-20 years	54,451	64,988	46,190	16.0%	15.8%	15.1%	57.2%	56.8%	58.2%	15.3%	16.1%	15.4%	8.1%	8.3%	8.5%	2.8%	2.4%	1.8%	0.6%	0.7%	0.9%
> 20 years	60,587	61,522	41,488	16.2%	16.9%	15.5%	57.7%	57.1%	58.4%	14.7%	14.3%	14.4%	8.6%	9.0%	9.3%	2.1%	2.0%	1.8%	0.6%	0.7%	0.5%
<b>Leaving</b>																					
No	143,371	150,496	101,442	18.9%	19.2%	18.4%	59.9%	59.2%	60.2%	13.5%	13.6%	13.4%	5.9%	6.3%	6.2%	1.2%	1.2%	1.1%	0.6%	0.6%	0.6%
Yes, to retire	13,494	14,406	9,505	15.3%	16.7%	13.5%	54.3%	54.5%	55.1%	17.6%	14.0%	18.3%	8.3%	10.4%	9.8%	3.9%	3.4%	2.0%	0.6%	0.9%	1.3%
Yes, to other job in Govt	37,420	35,599	22,687	10.1%	11.1%	10.3%	52.9%	51.7%	53.8%	18.9%	19.2%	18.4%	12.5%	13.3%	12.8%	4.9%	3.9%	3.8%	0.8%	0.8%	1.0%
Yes, to other job outside Govt	6,393	7,858	5,068	7.8%	8.4%	8.2%	47.1%	49.3%	46.2%	20.1%	19.1%	22.9%	19.0%	15.9%	15.5%	5.6%	6.5%	6.9%	0.4%	0.8%	0.3%
Yes, other	8,240	9,086	5,479	10.6%	8.8%	9.3%	45.7%	46.1%	43.6%	19.2%	24.9%	23.0%	17.5%	14.1%	18.6%	5.6%	4.9%	4.5%	1.4%	1.1%	0.9%
<b>Retiring</b>																					
Within 1 year	8,332	9,137	6,074	15.4%	17.7%	15.1%	53.0%	51.7%	53.9%	18.3%	14.2%	16.3%	8.8%	12.1%	10.4%	3.9%	2.9%	2.8%	0.6%	1.4%	1.6%
Between 1 and 3 years	24,421	25,217	16,417	16.5%	17.1%	14.9%	55.9%	55.7%	56.5%	14.5%	14.5%	17.2%	9.0%	9.1%	8.5%	3.0%	2.9%	2.2%	1.2%	0.7%	0.7%
Between 3 and 5 years	26,400	28,073	19,276	17.1%	15.6%	15.5%	56.5%	58.1%	58.0%	15.3%	14.8%	13.9%	7.9%	8.8%	9.9%	2.5%	1.9%	2.0%	0.7%	0.7%	0.6%
5 or more years	149,770	154,998	102,411	16.4%	17.0%	16.3%	57.9%	56.9%	57.9%	15.0%	15.4%	15.2%	7.9%	8.0%	8.0%	2.1%	2.0%	1.9%	0.6%	0.7%	0.7%

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

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,459</b>	<b>147,906</b>	<b>33.7%</b>	<b>37.1%</b>	<b>37.5%</b>	<b>41.6%</b>	<b>40.6%</b>	<b>41.4%</b>	<b>13.4%</b>	<b>12.5%</b>	<b>11.8%</b>	<b>6.0%</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4.6%</b>	<b>4.0%</b>	<b>3.5%</b>	<b>0.6%</b>	<b>0.9%</b>	<b>0.7%</b>
<b>Work Location</b>																					
Headquarters	82,923	86,489	51,142	36.8%	40.4%	40.0%	41.7%	39.5%	41.1%	12.2%	11.6%	10.9%	5.0%	4.2%	4.2%	3.8%	3.4%	2.9%	0.5%	0.9%	0.9%
Field	125,988	130,961	93,058	32.1%	35.6%	36.8%	41.6%	41.2%	41.6%	14.1%	12.8%	12.1%	6.5%	5.2%	5.2%	5.0%	4.2%	3.7%	0.7%	0.9%	0.7%
<b>Supervisor Status</b>																					
Non-Supervisor	116,271	118,201	74,553	32.6%	36.7%	36.9%	41.6%	39.8%	40.8%	13.6%	12.8%	12.4%	6.4%	5.3%	5.2%	5.1%	4.4%	3.9%	0.7%	1.0%	0.8%
Team Leader	28,856	31,777	20,115	34.5%	37.8%	38.8%	40.7%	40.8%	42.8%	13.7%	12.3%	10.4%	5.6%	4.7%	4.8%	4.7%	3.6%	2.7%	0.8%	0.8%	0.6%
Supervisor	37,700	39,864	28,517	33.7%	35.7%	36.8%	44.2%	44.8%	43.9%	13.3%	12.0%	11.6%	5.2%	3.8%	4.4%	3.2%	2.9%	2.7%	0.5%	0.8%	0.6%
Manager	21,186	22,466	17,119	40.0%	41.7%	42.3%	40.5%	41.4%	41.0%	11.9%	10.6%	10.3%	4.7%	3.7%	3.8%	2.6%	2.1%	2.2%	0.3%	0.4%	0.4%
Executive	4,882	5,135	3,906	42.2%	43.9%	44.0%	38.6%	36.9%	38.1%	13.1%	10.9%	11.6%	3.2%	4.0%	3.5%	2.0%	2.8%	2.0%	0.8%	1.6%	0.8%
<b>Sex</b>																					
Male	108,691	117,824	81,631	32.9%	36.2%	36.7%	42.8%	41.2%	42.4%	13.6%	13.2%	12.2%	5.8%	4.9%	4.7%	4.4%	3.7%	3.3%	0.5%	0.8%	0.6%
Female	100,254	99,738	62,578	34.7%	38.4%	38.6%	40.1%	39.9%	40.3%	13.2%	11.5%	11.3%	6.3%	4.9%	5.2%	5.0%	4.3%	3.8%	0.8%	1.0%	0.8%
<b>Hispanic or Latino</b>																					
Yes	14,269	13,632	8,468	31.5%	35.1%	36.9%	41.0%	39.1%	38.7%	15.0%	14.1%	14.0%	6.4%	6.1%	5.5%	5.4%	5.1%	3.9%	0.6%	0.5%	0.9%
No	194,615	203,812	135,497	33.8%	37.3%	37.6%	41.7%	40.8%	41.7%	13.3%	12.3%	11.7%	6.0%	4.8%	4.9%	4.6%	3.8%	3.5%	0.6%	1.0%	0.7%
<b>Race</b>																					
American Indian/ Alaska Native	8,130	6,154	---	31.1%	32.3%	---	41.8%	37.0%	---	13.9%	18.3%	---	6.8%	6.0%	---	5.8%	5.6%	---	0.6%	0.9%	---
Asian	8,415	8,611	---	30.7%	33.6%	---	47.1%	45.3%	---	12.9%	13.7%	---	5.3%	3.6%	---	3.5%	3.0%	---	0.5%	0.8%	---
Black or African American	32,721	32,873	---	30.5%	34.7%	---	39.9%	40.4%	---	16.5%	13.4%	---	6.5%	5.8%	---	6.0%	4.4%	---	0.7%	1.4%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	24.3%	34.4%	---	44.1%	44.7%	---	23.1%	12.0%	---	3.9%	5.1%	---	3.4%	3.7%	---	1.1%	0.2%	---
White	146,252	156,732	---	35.2%	38.5%	---	41.7%	40.7%	---	12.6%	11.7%	---	5.8%	4.6%	---	4.2%	3.7%	---	0.6%	0.8%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	29.4%	33.4%	---	40.0%	35.4%	---	14.3%	16.7%	---	8.1%	6.5%	---	7.7%	6.1%	---	0.5%	1.9%	---
<b>Age Group</b>																					
<30 (25 and under)	8,857	8,794	5,461	37.2%	40.6%	41.3%	40.6%	35.9%	34.7%	11.5%	11.6%	13.6%	5.5%	6.9%	6.0%	4.6%	3.9%	3.5%	0.6%	1.2%	0.9%
(26-29)	2,298	2,477	---	42.1%	43.6%	---	38.5%	33.9%	---	9.7%	11.8%	---	3.4%	6.0%	---	5.9%	3.2%	---	0.4%	1.5%	---
30-39	29,382	31,370	20,921	36.1%	38.3%	39.9%	40.3%	39.0%	39.4%	11.3%	12.4%	10.5%	7.0%	4.7%	5.3%	5.0%	4.6%	4.4%	0.4%	1.0%	0.5%
40-49	64,116	70,134	47,043	34.1%	37.6%	37.6%	41.9%	40.7%	41.7%	12.5%	11.8%	11.1%	6.1%	5.2%	5.4%	4.9%	4.0%	3.5%	0.5%	0.7%	0.7%
50-59	82,020	87,054	57,872	31.6%	35.8%	35.7%	41.8%	42.1%	42.9%	15.3%	13.2%	12.7%	6.2%	4.3%	4.6%	4.4%	3.8%	3.4%	0.7%	0.9%	0.7%
60+	24,558	20,191	12,864	32.8%	36.4%	39.0%	42.9%	41.2%	41.8%	14.8%	12.5%	12.4%	3.7%	5.4%	3.5%	4.4%	3.2%	2.4%	1.4%	1.3%	0.9%

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

# 2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,459</b>	<b>147,906</b>	<b>33.7%</b>	<b>37.1%</b>	<b>37.5%</b>	<b>41.6%</b>	<b>40.6%</b>	<b>41.4%</b>	<b>13.4%</b>	<b>12.5%</b>	<b>11.8%</b>	<b>6.0%</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4.6%</b>	<b>4.0%</b>	<b>3.5%</b>	<b>0.6%</b>	<b>0.9%</b>	<b>0.7%</b>
<b>Pay Category</b>																					
Federal Wage System	8,655	9,480	5,512	25.2%	28.7%	31.8%	43.2%	42.6%	42.7%	19.0%	15.0%	14.4%	8.1%	7.3%	6.2%	4.0%	5.2%	4.6%	0.4%	1.2%	0.3%
GS 1-6 or equivalent	10,339	10,829	6,707	29.2%	35.4%	32.1%	40.9%	38.2%	41.4%	14.1%	14.1%	13.4%	8.2%	5.2%	6.9%	7.1%	5.8%	5.5%	0.6%	1.3%	0.8%
GS 7-12 or equivalent	86,214	91,807	58,911	32.8%	37.1%	37.7%	42.3%	41.1%	41.9%	13.9%	12.5%	11.7%	5.7%	4.8%	4.8%	4.5%	3.6%	3.1%	0.8%	0.9%	0.8%
GS 13-15 or equivalent	83,230	91,621	64,040	40.3%	42.3%	41.2%	40.8%	40.4%	41.8%	10.8%	10.3%	9.9%	4.8%	3.6%	3.7%	3.0%	2.8%	2.7%	0.4%	0.6%	0.7%
Senior Executive Service	3,931	4,206	3,314	45.2%	45.2%	40.3%	37.0%	37.2%	38.4%	10.6%	11.8%	9.9%	4.2%	3.2%	3.4%	2.3%	2.0%	6.5%	0.7%	0.5%	1.4%
SL/ST	780	688	490	44.8%	20.4%	41.1%	29.7%	54.0%	41.3%	13.5%	14.9%	12.8%	0.7%	7.4%	1.9%	10.9%	1.3%	2.8%	0.4%	2.0%	0.1%
Other	15,766	8,187	5,203	30.6%	35.9%	36.0%	41.3%	41.3%	34.9%	13.3%	12.7%	15.7%	7.0%	4.1%	6.8%	7.2%	4.5%	5.7%	0.7%	1.5%	0.8%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	36.8%	48.8%	42.3%	42.4%	37.5%	39.8%	15.6%	9.5%	12.8%	2.5%	1.7%	2.8%	2.3%	1.7%	1.4%	0.5%	0.9%	0.9%
1-3 years	17,926	17,547	12,899	36.8%	41.9%	38.0%	41.3%	36.0%	37.1%	11.9%	12.4%	12.9%	5.4%	5.4%	5.8%	4.1%	3.5%	5.4%	0.4%	0.9%	0.7%
4-5 years	14,599	16,231	8,711	36.2%	34.4%	37.8%	40.3%	40.9%	41.4%	11.7%	12.2%	11.5%	6.5%	6.0%	5.6%	4.8%	5.3%	3.1%	0.5%	1.2%	0.6%
6-10 years	32,658	26,509	13,914	33.4%	35.0%	37.4%	40.9%	43.0%	40.0%	13.1%	12.7%	12.1%	6.6%	4.0%	5.9%	5.4%	4.2%	4.1%	0.5%	1.2%	0.5%
11-20 years	53,234	62,921	44,998	32.6%	36.7%	37.8%	42.2%	40.5%	41.7%	13.6%	12.1%	11.3%	6.0%	5.3%	5.2%	5.1%	4.7%	3.4%	0.6%	0.8%	0.6%
(11 to 14 years)	17,504	---	---	33.1%	---	---	42.5%	---	---	13.3%	---	---	6.1%	---	---	4.2%	---	---	0.9%	---	---
(15 to 20 years)	35,730	---	---	32.3%	---	---	42.0%	---	---	13.8%	---	---	5.9%	---	---	5.6%	---	---	0.4%	---	---
> 20 years	88,283	91,722	62,358	32.6%	37.0%	37.0%	42.1%	41.4%	43.3%	14.3%	12.9%	11.8%	5.9%	4.6%	4.1%	4.2%	3.3%	2.9%	0.8%	0.9%	0.8%
<b>Time w/ Current Agency</b>																					
< 1 year	4,809	5,025	2,815	38.1%	46.2%	48.1%	42.1%	37.5%	35.9%	13.5%	11.2%	10.3%	3.0%	2.4%	3.3%	2.5%	1.9%	1.8%	0.9%	0.8%	0.6%
1-3 years	28,185	28,267	21,640	37.1%	39.6%	37.2%	40.4%	37.4%	38.3%	12.2%	12.7%	12.6%	5.9%	5.2%	6.3%	4.1%	3.9%	4.9%	0.4%	1.0%	0.8%
4-5 years	20,125	22,567	13,237	34.8%	34.2%	37.5%	40.4%	40.8%	40.9%	12.2%	13.2%	12.1%	6.3%	5.9%	5.0%	5.7%	4.8%	3.7%	0.6%	1.1%	0.7%
6-10 years	40,757	35,128	18,824	32.0%	35.7%	36.5%	41.6%	41.9%	40.9%	14.1%	12.6%	13.3%	6.4%	4.3%	5.0%	5.4%	4.5%	3.7%	0.5%	1.1%	0.6%
11-20 years	54,458	65,003	46,192	32.2%	36.6%	37.9%	42.4%	41.0%	42.2%	14.0%	12.2%	11.0%	6.1%	5.1%	4.8%	4.8%	4.4%	3.5%	0.6%	0.8%	0.7%
> 20 years	60,594	61,533	41,488	33.0%	37.4%	37.0%	42.3%	41.7%	44.1%	13.8%	12.3%	11.5%	5.9%	4.7%	4.2%	4.1%	3.1%	2.5%	0.9%	0.8%	0.8%
<b>Leaving</b>																					
No	143,386	150,520	101,444	38.1%	42.0%	42.3%	42.3%	40.6%	41.7%	12.1%	10.9%	10.1%	4.4%	3.5%	3.6%	2.6%	2.4%	1.7%	0.5%	0.7%	0.6%
Yes, to retire	13,495	14,413	9,504	29.5%	32.4%	33.0%	40.0%	42.2%	43.7%	16.9%	15.2%	13.2%	6.0%	5.9%	6.0%	6.7%	3.5%	3.4%	0.9%	0.7%	0.7%
Yes, to other job in Govt	37,418	35,607	22,692	22.9%	25.5%	25.3%	41.3%	41.9%	41.0%	16.1%	15.7%	16.7%	10.5%	7.8%	8.7%	8.4%	7.4%	7.4%	0.8%	1.7%	0.9%
Yes, to other job outside Govt	6,395	7,859	5,069	21.6%	24.7%	23.2%	39.5%	39.4%	41.7%	15.7%	14.1%	14.4%	11.0%	9.4%	8.6%	11.0%	11.3%	11.0%	1.2%	1.1%	1.0%
Yes, other	8,242	9,087	5,481	19.0%	20.0%	24.3%	37.0%	36.7%	36.9%	18.9%	20.2%	18.2%	9.5%	10.1%	8.6%	14.5%	11.5%	11.1%	1.0%	1.5%	1.0%
<b>Retiring</b>																					
Within 1 year	8,334	9,143	6,074	29.9%	31.3%	32.5%	39.5%	41.7%	44.9%	15.2%	15.7%	10.6%	6.7%	5.3%	6.2%	8.0%	5.0%	5.0%	0.8%	1.0%	0.7%
Between 1 and 3 years	24,421	25,225	16,417	28.7%	34.7%	35.5%	44.5%	42.6%	42.2%	15.0%	12.8%	13.4%	6.1%	5.5%	4.8%	5.0%	3.6%	3.1%	0.7%	0.9%	1.0%
Between 3 and 5 years	26,405	28,079	19,276	31.1%	33.0%	36.0%	41.9%	43.6%	42.7%	15.0%	13.3%	13.0%	5.8%	5.5%	4.6%	5.0%	3.6%	3.0%	1.2%	0.9%	0.6%
5 or more years	149,777	155,022	102,418	34.9%	38.5%	38.3%	41.3%	39.9%	41.0%	12.9%	12.1%	11.4%	6.0%	4.7%	5.0%	4.4%	4.0%	3.6%	0.5%	0.9%	0.7%

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

# 2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,198</b>	<b>221,433</b>	<b>147,905</b>	<b>18.6%</b>	<b>19.1%</b>	<b>17.4%</b>	<b>42.0%</b>	<b>41.1%</b>	<b>42.2%</b>	<b>21.0%</b>	<b>21.5%</b>	<b>21.3%</b>	<b>11.3%</b>	<b>11.2%</b>	<b>12.3%</b>	<b>6.1%</b>	<b>6.1%</b>	<b>6.1%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>0.8%</b>
<b>Work Location</b>																					
Headquarters	82,922	86,483	51,143	20.2%	20.6%	19.0%	43.2%	42.1%	42.1%	19.2%	20.1%	21.2%	10.3%	10.8%	11.6%	5.9%	5.6%	5.2%	1.2%	0.8%	1.0%
Field	125,988	130,944	93,055	17.8%	18.3%	16.9%	41.4%	40.7%	42.3%	21.9%	22.2%	21.3%	11.7%	11.4%	12.5%	6.2%	6.4%	6.3%	0.9%	1.0%	0.7%
<b>Supervisor Status</b>																					
Non-Supervisor	116,266	118,187	74,554	16.8%	17.6%	15.7%	38.3%	37.4%	38.7%	23.3%	23.8%	23.4%	13.1%	12.7%	14.0%	7.2%	7.3%	7.2%	1.3%	1.1%	1.0%
Team Leader	28,856	31,776	20,114	20.1%	20.8%	20.0%	45.6%	44.2%	47.3%	18.5%	18.9%	17.9%	9.4%	10.2%	9.9%	5.8%	5.4%	4.6%	0.5%	0.6%	0.3%
Supervisor	37,703	39,860	28,518	20.8%	19.7%	19.7%	50.6%	50.6%	52.3%	17.5%	18.3%	16.8%	7.5%	7.5%	8.1%	2.9%	3.0%	2.8%	0.6%	0.9%	0.4%
Manager	21,187	22,461	17,118	26.0%	26.0%	26.2%	53.6%	52.6%	54.0%	12.7%	13.4%	12.9%	5.3%	5.7%	5.2%	2.1%	2.2%	1.6%	0.2%	0.1%	0.1%
Executive	4,882	5,135	3,906	33.6%	32.8%	33.4%	46.7%	43.7%	51.0%	10.2%	11.7%	10.0%	7.3%	7.8%	3.9%	1.6%	3.4%	1.2%	0.5%	0.6%	0.5%
<b>Sex</b>																					
Male	108,690	117,815	81,629	18.0%	18.1%	16.8%	43.1%	42.7%	42.9%	21.6%	21.8%	21.8%	10.7%	10.4%	11.9%	5.8%	6.2%	5.9%	0.8%	0.8%	0.7%
Female	100,254	99,722	62,579	19.4%	20.4%	18.2%	40.5%	39.1%	41.3%	20.3%	21.2%	20.5%	12.0%	12.2%	12.8%	6.5%	6.1%	6.3%	1.2%	1.1%	0.8%
<b>Hispanic or Latino</b>																					
Yes	14,270	13,631	8,468	20.2%	20.0%	18.5%	39.2%	39.3%	39.0%	21.3%	23.0%	23.4%	11.4%	10.2%	12.6%	6.2%	6.6%	5.8%	1.7%	0.9%	0.8%
No	194,615	203,791	135,496	18.4%	19.0%	17.4%	42.3%	41.3%	42.5%	21.0%	21.4%	21.1%	11.2%	11.3%	12.3%	6.1%	6.1%	6.1%	0.9%	1.0%	0.7%
<b>Race</b>																					
American Indian/ Alaska Native	8,130	6,153	---	17.6%	15.9%	---	38.1%	37.1%	---	20.1%	25.7%	---	15.0%	13.4%	---	8.1%	7.1%	---	1.0%	0.8%	---
Asian	8,414	8,610	---	19.6%	17.3%	---	44.4%	45.5%	---	23.2%	23.5%	---	7.1%	9.0%	---	4.8%	3.9%	---	0.9%	0.7%	---
Black or African American	32,722	32,866	---	19.3%	19.4%	---	39.7%	40.0%	---	19.7%	20.9%	---	12.4%	11.7%	---	7.5%	6.7%	---	1.3%	1.3%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	16.8%	21.7%	---	35.7%	40.1%	---	27.3%	22.4%	---	14.6%	9.5%	---	4.9%	5.9%	---	0.7%	0.4%	---
White	146,252	156,721	---	18.5%	19.4%	---	43.0%	41.6%	---	21.0%	21.2%	---	10.9%	11.0%	---	5.7%	5.9%	---	0.9%	0.9%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	17.3%	15.3%	---	37.6%	32.7%	---	22.1%	24.6%	---	14.0%	14.6%	---	8.4%	11.7%	---	0.6%	1.1%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,794	5,460	18.7%	19.0%	18.5%	44.9%	41.9%	39.4%	20.8%	22.2%	21.3%	10.4%	11.2%	14.6%	4.5%	4.8%	5.4%	0.7%	0.9%	0.7%
(26-29)	2,298	2,477	---	19.6%	18.2%	---	43.7%	41.8%	---	23.1%	23.6%	---	8.7%	10.2%	---	4.6%	5.7%	---	0.3%	0.5%	---
30-39	6,560	6,317	---	18.4%	19.3%	---	45.3%	41.9%	---	20.1%	21.5%	---	10.9%	11.7%	---	4.4%	4.5%	---	0.8%	1.0%	---
40-49	29,382	31,367	20,922	19.7%	19.3%	16.9%	42.1%	42.3%	44.1%	20.2%	20.9%	20.1%	11.5%	10.8%	12.9%	6.0%	6.1%	5.4%	0.5%	0.7%	0.6%
50-59	64,119	70,130	47,042	18.5%	18.9%	17.2%	42.9%	42.2%	43.4%	19.6%	20.7%	20.2%	11.7%	11.2%	12.3%	6.5%	6.1%	6.3%	0.8%	1.0%	0.7%
60+	82,012	87,043	57,874	17.6%	18.7%	17.4%	41.1%	40.2%	41.0%	22.8%	22.3%	22.3%	11.3%	11.2%	12.0%	6.1%	6.6%	6.5%	1.2%	1.0%	0.9%
	24,560	20,186	12,862	20.5%	20.6%	19.1%	40.4%	38.6%	41.2%	21.1%	22.2%	23.6%	10.2%	12.0%	11.1%	5.9%	5.4%	4.2%	1.9%	1.2%	0.8%

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

# 2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,198</b>	<b>221,433</b>	<b>147,905</b>	<b>18.6%</b>	<b>19.1%</b>	<b>17.4%</b>	<b>42.0%</b>	<b>41.1%</b>	<b>42.2%</b>	<b>21.0%</b>	<b>21.5%</b>	<b>21.3%</b>	<b>11.3%</b>	<b>11.2%</b>	<b>12.3%</b>	<b>6.1%</b>	<b>6.1%</b>	<b>6.1%</b>	<b>1.0%</b>	<b>1.0%</b>	<b>0.8%</b>
<b>Pay Category</b>																					
Federal Wage System	8,655	9,475	5,512	13.9%	13.9%	14.3%	38.8%	40.4%	41.4%	25.1%	24.1%	20.3%	14.5%	13.5%	15.2%	7.1%	7.5%	8.0%	0.5%	0.6%	0.7%
GS 1-6 or equivalent	10,339	10,829	6,708	18.1%	18.3%	14.1%	34.8%	35.6%	35.4%	21.9%	24.7%	24.1%	15.1%	10.9%	16.3%	7.9%	9.2%	8.7%	2.2%	1.3%	1.4%
GS 7-12 or equivalent	86,211	91,797	58,908	17.2%	18.2%	16.6%	41.6%	40.7%	41.7%	22.3%	22.4%	22.9%	11.9%	11.8%	12.3%	5.9%	6.0%	5.8%	1.1%	1.0%	0.7%
GS 13-15 or equivalent	83,231	91,618	64,041	22.6%	22.7%	20.4%	45.8%	45.3%	46.7%	17.6%	18.1%	17.7%	8.6%	9.0%	9.8%	4.8%	4.3%	4.8%	0.6%	0.6%	0.6%
Senior Executive Service	3,931	4,206	3,314	35.4%	34.3%	29.1%	49.0%	49.8%	47.8%	10.1%	10.6%	13.0%	3.6%	3.4%	3.8%	1.7%	1.7%	5.6%	0.3%	0.4%	0.7%
SL/ST	780	688	490	26.6%	11.4%	35.4%	42.0%	36.5%	38.9%	18.1%	22.4%	16.8%	2.5%	23.8%	6.2%	10.5%	5.6%	2.4%	0.3%	0.2%	0.2%
Other	15,764	8,187	5,203	17.6%	21.5%	19.0%	43.1%	39.8%	39.9%	20.7%	21.2%	20.1%	10.0%	9.8%	13.5%	7.9%	5.7%	6.9%	0.7%	2.0%	0.6%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	22.5%	25.4%	26.9%	33.7%	44.9%	29.8%	26.4%	18.4%	32.7%	9.5%	7.6%	6.6%	2.4%	2.1%	2.0%	5.5%	1.6%	2.0%
1-3 years	17,928	17,543	12,897	20.6%	22.2%	17.2%	43.1%	40.8%	41.2%	20.8%	21.2%	20.2%	9.5%	10.0%	13.1%	5.0%	5.2%	7.9%	0.9%	0.6%	0.5%
4-5 years	14,598	16,230	8,711	19.8%	17.8%	17.9%	41.9%	41.1%	40.7%	20.9%	21.3%	20.3%	11.0%	11.2%	15.4%	6.0%	7.6%	5.1%	0.4%	1.0%	0.6%
6-10 years	32,658	26,510	13,916	17.5%	18.2%	16.7%	41.4%	40.4%	42.1%	21.3%	21.5%	20.6%	12.1%	12.3%	13.9%	7.0%	6.7%	6.0%	0.7%	0.9%	0.6%
11-20 years	53,234	62,915	44,997	18.2%	17.8%	17.0%	41.4%	41.6%	42.1%	20.7%	20.9%	21.8%	12.0%	11.4%	12.1%	7.0%	7.1%	6.2%	0.7%	1.1%	0.8%
(11 to 14 years)	17,504	---	---	18.3%	---	---	42.2%	---	---	20.8%	---	---	11.9%	---	---	6.0%	---	---	0.7%	---	---
(15 to 20 years)	35,730	---	---	18.1%	---	---	40.9%	---	---	20.6%	---	---	12.1%	---	---	7.5%	---	---	0.7%	---	---
> 20 years	88,279	91,708	62,358	18.3%	19.4%	17.8%	42.8%	41.0%	43.3%	21.0%	22.3%	21.3%	11.1%	11.1%	11.2%	5.6%	5.3%	5.5%	1.3%	0.9%	0.8%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,024	2,815	24.6%	25.4%	28.2%	39.4%	41.2%	38.0%	21.1%	21.3%	22.1%	8.3%	7.9%	7.5%	3.2%	2.7%	3.1%	3.5%	1.4%	1.2%
1-3 years	28,187	28,264	21,639	20.0%	21.3%	17.5%	43.4%	40.0%	39.9%	20.4%	21.6%	21.0%	10.2%	10.4%	13.5%	5.1%	6.0%	7.5%	0.9%	0.7%	0.6%
4-5 years	20,123	22,565	13,237	19.1%	16.7%	16.7%	40.2%	41.0%	41.0%	21.0%	21.7%	21.4%	11.7%	12.1%	14.4%	7.5%	7.3%	5.8%	0.5%	1.1%	0.7%
6-10 years	40,757	35,125	18,825	17.0%	18.4%	16.6%	41.0%	40.3%	41.9%	21.4%	20.8%	21.2%	12.5%	12.6%	13.2%	7.4%	7.2%	6.4%	0.7%	0.7%	0.7%
11-20 years	54,458	64,992	46,191	18.2%	17.9%	17.2%	41.4%	41.6%	42.4%	21.1%	21.1%	21.5%	12.0%	11.4%	11.9%	6.4%	6.8%	6.2%	0.9%	1.2%	0.9%
> 20 years	60,592	61,529	41,489	18.3%	19.7%	17.5%	43.7%	41.9%	44.9%	21.0%	22.3%	21.1%	10.5%	10.6%	10.9%	5.3%	4.7%	4.9%	1.2%	0.9%	0.7%
<b>Leaving</b>																					
No	143,386	150,509	101,445	22.0%	22.6%	20.5%	45.7%	44.3%	46.1%	19.5%	20.1%	20.2%	8.5%	8.5%	9.2%	3.6%	3.8%	3.3%	0.8%	0.7%	0.7%
Yes, to retire	13,493	14,409	9,502	17.1%	16.0%	14.8%	39.6%	40.2%	41.9%	22.6%	23.6%	23.0%	11.1%	12.5%	13.1%	8.0%	6.6%	6.6%	1.7%	1.1%	0.6%
Yes, to other job in Govt	37,419	35,603	22,692	9.8%	10.0%	9.6%	33.6%	33.7%	31.4%	24.9%	24.5%	24.2%	18.6%	19.0%	21.1%	11.7%	11.4%	13.0%	1.4%	1.4%	0.8%
Yes, to other job outside Govt	6,394	7,858	5,068	9.1%	8.8%	8.6%	32.0%	32.0%	28.4%	22.1%	23.2%	24.0%	22.0%	18.9%	21.0%	13.7%	15.6%	17.1%	1.1%	1.6%	1.0%
Yes, other	8,242	9,085	5,481	8.9%	8.6%	8.6%	26.8%	27.4%	32.2%	27.9%	29.3%	23.8%	19.1%	16.9%	19.6%	16.1%	15.9%	14.5%	1.2%	2.0%	1.2%
<b>Retiring</b>																					
Within 1 year	8,333	9,140	6,072	16.2%	17.1%	15.2%	40.6%	37.8%	40.9%	21.3%	24.0%	21.4%	11.8%	12.4%	13.4%	8.8%	7.3%	8.2%	1.3%	1.3%	1.0%
Between 1 and 3 years	24,421	25,222	16,417	17.1%	18.3%	16.9%	41.0%	39.8%	40.7%	23.1%	23.5%	23.4%	10.8%	11.5%	12.9%	6.6%	6.2%	5.5%	1.3%	0.8%	0.7%
Between 3 and 5 years	26,403	28,078	19,276	17.7%	16.5%	17.0%	41.1%	41.5%	41.6%	21.4%	22.8%	23.0%	12.2%	12.2%	11.4%	5.9%	5.9%	5.8%	1.8%	1.1%	1.2%
5 or more years	149,778	155,006	102,419	19.0%	19.7%	17.7%	42.4%	41.5%	42.6%	20.7%	20.9%	20.7%	11.2%	10.9%	12.2%	5.9%	6.1%	6.0%	0.8%	0.9%	0.7%

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

# 2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,193</b>	<b>221,411</b>	<b>147,896</b>	<b>10.3%</b>	<b>9.7%</b>	<b>9.4%</b>	<b>34.6%</b>	<b>33.8%</b>	<b>34.3%</b>	<b>27.8%</b>	<b>28.3%</b>	<b>28.3%</b>	<b>16.6%</b>	<b>16.4%</b>	<b>16.9%</b>	<b>7.9%</b>	<b>8.3%</b>	<b>8.0%</b>	<b>2.8%</b>	<b>3.4%</b>	<b>3.0%</b>
<b>Work Location</b>																					
Headquarters	82,920	86,477	51,143	12.1%	11.6%	11.2%	37.1%	36.0%	37.5%	26.1%	26.7%	25.8%	15.1%	15.5%	15.8%	7.0%	7.2%	6.9%	2.6%	3.0%	2.8%
Field	125,982	130,930	93,045	9.4%	8.8%	8.8%	33.3%	32.8%	33.3%	28.7%	29.0%	29.1%	17.3%	16.9%	17.3%	8.4%	8.8%	8.4%	2.9%	3.6%	3.1%
<b>Supervisor Status</b>																					
Non-Supervisor	116,260	118,170	74,549	10.0%	9.9%	9.0%	33.6%	32.9%	34.0%	29.1%	29.3%	29.4%	16.0%	15.6%	16.0%	7.7%	8.1%	7.8%	3.7%	4.3%	3.8%
Team Leader	28,855	31,775	20,110	9.0%	8.3%	9.7%	33.6%	32.5%	33.1%	27.6%	28.4%	27.5%	18.4%	19.0%	19.2%	9.7%	9.4%	9.0%	1.7%	2.4%	1.6%
Supervisor	37,702	39,859	28,519	10.7%	8.8%	9.2%	37.4%	36.3%	36.3%	26.0%	26.4%	25.6%	17.4%	17.9%	19.0%	7.3%	8.6%	8.5%	1.3%	2.0%	1.3%
Manager	21,188	22,460	17,116	14.0%	11.8%	12.1%	39.4%	40.2%	40.1%	20.7%	23.3%	22.6%	17.5%	16.7%	17.8%	7.7%	7.2%	6.8%	0.8%	0.7%	0.6%
Executive	4,882	5,135	3,906	22.2%	18.8%	22.9%	45.3%	46.2%	46.5%	18.4%	17.9%	15.1%	9.5%	11.3%	11.1%	3.9%	3.9%	3.8%	0.6%	1.8%	0.6%
<b>Sex</b>																					
Male	108,685	117,803	81,621	9.6%	8.8%	8.6%	33.3%	33.4%	33.9%	28.6%	28.7%	28.8%	17.4%	16.8%	17.3%	8.6%	9.0%	8.7%	2.4%	3.3%	2.8%
Female	100,252	99,713	62,577	11.1%	10.9%	10.4%	36.3%	34.3%	35.0%	26.7%	27.7%	27.8%	15.5%	16.1%	16.4%	7.0%	7.3%	7.1%	3.4%	3.7%	3.3%
<b>Hispanic or Latino</b>																					
Yes	14,269	13,625	8,465	11.0%	9.7%	10.6%	35.5%	34.5%	32.5%	29.5%	28.5%	29.2%	13.1%	15.3%	16.0%	8.0%	8.5%	7.9%	2.8%	3.4%	3.7%
No	194,607	203,774	135,487	10.2%	9.7%	9.3%	34.5%	33.8%	34.5%	27.6%	28.3%	28.3%	16.9%	16.6%	17.0%	7.9%	8.3%	8.0%	2.8%	3.4%	2.9%
<b>Race</b>																					
American Indian/ Alaska Native	8,128	6,150	---	8.7%	6.3%	---	31.5%	35.7%	---	26.8%	26.1%	---	20.7%	21.0%	---	9.2%	8.2%	---	3.0%	2.7%	---
Asian	8,414	8,611	---	10.8%	9.8%	---	38.0%	40.3%	---	27.2%	27.6%	---	14.5%	12.8%	---	6.8%	5.9%	---	2.7%	3.6%	---
Black or African American	32,717	32,866	---	11.9%	11.2%	---	36.9%	35.7%	---	27.7%	29.3%	---	13.2%	13.6%	---	6.7%	6.0%	---	3.5%	4.2%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	8.9%	11.0%	---	36.9%	36.2%	---	29.2%	27.4%	---	13.6%	13.1%	---	9.9%	9.5%	---	1.6%	2.8%	---
White	146,250	156,706	---	9.9%	9.6%	---	34.2%	33.2%	---	27.6%	28.2%	---	17.5%	17.2%	---	8.1%	8.7%	---	2.6%	3.2%	---
Two or more races (Not Hispanic/Latino)	6,176	6,192	---	10.8%	7.6%	---	29.4%	28.8%	---	31.1%	26.5%	---	15.9%	18.9%	---	10.1%	12.7%	---	2.7%	5.5%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,792	5,460	10.0%	11.3%	10.6%	35.0%	36.3%	34.8%	27.5%	28.9%	28.9%	16.9%	13.1%	14.4%	6.3%	6.9%	7.6%	4.4%	3.6%	3.7%
(26-29)	2,298	2,476	---	11.3%	11.3%	---	38.2%	35.8%	---	24.5%	28.3%	---	14.7%	15.7%	---	6.1%	6.2%	---	5.3%	2.6%	---
30-39	29,381	31,366	20,918	10.3%	9.8%	9.3%	33.7%	33.8%	34.0%	27.8%	29.4%	28.8%	16.7%	15.9%	17.1%	8.8%	7.4%	7.7%	2.6%	3.6%	3.1%
40-49	64,116	70,110	47,040	10.1%	9.0%	8.4%	34.6%	34.0%	34.2%	27.7%	28.2%	28.7%	16.6%	17.0%	17.3%	8.4%	8.9%	8.7%	2.6%	3.0%	2.7%
50-59	82,012	87,040	57,868	9.9%	9.5%	9.5%	34.5%	33.6%	34.4%	27.6%	27.6%	27.5%	17.4%	17.2%	17.2%	8.0%	8.5%	8.4%	2.5%	3.6%	3.1%
60+	24,558	20,189	12,862	11.8%	11.7%	12.2%	35.8%	32.6%	35.1%	28.9%	29.2%	29.6%	13.5%	14.4%	15.3%	6.0%	7.9%	4.5%	3.9%	4.1%	3.2%

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

# 2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,193</b>	<b>221,411</b>	<b>147,896</b>	<b>10.3%</b>	<b>9.7%</b>	<b>9.4%</b>	<b>34.6%</b>	<b>33.8%</b>	<b>34.3%</b>	<b>27.8%</b>	<b>28.3%</b>	<b>28.3%</b>	<b>16.6%</b>	<b>16.4%</b>	<b>16.9%</b>	<b>7.9%</b>	<b>8.3%</b>	<b>8.0%</b>	<b>2.8%</b>	<b>3.4%</b>	<b>3.0%</b>
<b>Pay Category</b>																					
Federal Wage System	8,648	9,475	5,510	6.8%	6.9%	7.1%	29.9%	32.0%	32.7%	32.4%	30.7%	29.2%	19.9%	18.2%	17.8%	9.6%	9.9%	10.7%	1.3%	2.3%	2.6%
GS 1-6 or equivalent	10,339	10,826	6,707	10.5%	12.1%	9.3%	38.5%	35.1%	32.6%	25.1%	27.5%	29.1%	15.0%	13.9%	16.5%	6.9%	6.5%	8.1%	3.9%	4.8%	4.4%
GS 7-12 or equivalent	86,211	91,784	58,905	9.8%	9.2%	8.9%	33.5%	32.9%	33.7%	30.0%	29.6%	30.2%	15.9%	16.4%	16.3%	7.5%	8.2%	7.7%	3.3%	3.7%	3.2%
GS 13-15 or equivalent	83,232	91,615	64,039	11.8%	10.5%	9.9%	36.7%	35.6%	37.2%	24.8%	25.5%	25.0%	17.1%	17.6%	17.9%	7.6%	8.1%	7.6%	2.1%	2.7%	2.4%
Senior Executive Service	3,931	4,206	3,314	22.6%	20.4%	22.0%	45.4%	46.0%	44.7%	14.4%	16.3%	12.9%	13.1%	12.4%	10.2%	3.9%	4.7%	9.1%	0.5%	0.4%	1.0%
SL/ST	780	688	490	21.6%	7.4%	21.8%	37.3%	40.2%	21.8%	22.2%	19.7%	30.4%	7.4%	16.2%	22.7%	11.0%	13.6%	3.1%	0.5%	2.9%	0.2%
Other	15,764	8,187	5,201	9.7%	10.7%	12.8%	33.4%	35.8%	32.7%	25.6%	29.4%	24.9%	18.1%	13.5%	17.6%	10.4%	7.1%	10.0%	2.8%	3.5%	2.0%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	14.6%	17.5%	22.7%	36.5%	42.8%	35.0%	24.3%	22.1%	27.6%	18.1%	9.3%	6.7%	1.9%	2.8%	3.0%	4.7%	5.4%	5.1%
1-3 years	17,928	17,540	12,892	12.5%	13.2%	10.1%	36.3%	36.8%	33.8%	27.4%	27.1%	30.2%	14.9%	12.6%	14.6%	5.8%	7.0%	8.0%	3.2%	3.2%	3.4%
4-5 years	14,598	16,227	8,712	10.7%	9.4%	10.4%	35.2%	34.5%	38.3%	27.5%	27.3%	26.7%	16.8%	15.7%	15.0%	7.3%	9.4%	6.6%	2.5%	3.7%	2.9%
6-10 years	32,656	26,505	13,913	9.2%	9.3%	10.0%	34.8%	34.2%	33.8%	27.3%	29.4%	28.7%	16.7%	16.3%	16.5%	9.0%	7.4%	8.4%	3.0%	3.5%	2.7%
11-20 years	53,230	62,912	44,997	9.7%	8.6%	8.3%	33.0%	33.3%	34.3%	28.8%	29.0%	28.4%	17.1%	16.4%	17.9%	8.4%	9.2%	8.4%	2.9%	3.5%	2.8%
(11 to 14 years)	17,503	---	---	8.8%	---	---	33.0%	---	---	29.9%	---	---	18.1%	---	---	7.6%	---	---	2.6%	---	---
(15 to 20 years)	35,727	---	---	10.2%	---	---	33.0%	---	---	28.2%	---	---	16.5%	---	---	8.9%	---	---	3.1%	---	---
> 20 years	88,278	91,702	62,354	10.1%	9.3%	9.4%	34.6%	32.5%	34.0%	27.8%	28.3%	27.9%	16.6%	18.3%	17.7%	8.2%	8.3%	8.1%	2.6%	3.3%	3.0%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,022	2,815	17.4%	18.2%	20.3%	39.9%	40.2%	40.6%	21.8%	24.1%	24.2%	13.6%	9.2%	7.7%	2.8%	3.2%	2.5%	4.5%	5.1%	4.7%
1-3 years	28,187	28,258	21,634	12.3%	12.8%	10.7%	36.7%	35.3%	34.8%	27.7%	27.4%	29.4%	14.5%	13.5%	14.0%	5.8%	7.3%	8.0%	3.1%	3.7%	3.1%
4-5 years	20,123	22,564	13,237	10.0%	8.9%	9.5%	34.3%	33.7%	36.7%	27.0%	28.5%	27.7%	17.4%	16.2%	16.0%	8.9%	9.4%	7.1%	2.4%	3.3%	3.1%
6-10 years	40,755	35,122	18,822	8.7%	8.8%	9.2%	34.1%	34.6%	34.5%	28.1%	29.1%	28.5%	17.2%	15.8%	16.7%	9.1%	8.1%	8.3%	2.9%	3.6%	2.8%
11-20 years	54,454	64,988	46,190	9.7%	8.3%	8.2%	33.1%	33.1%	33.3%	29.1%	28.6%	28.4%	16.8%	17.0%	18.7%	8.2%	9.4%	8.6%	3.1%	3.5%	2.8%
> 20 years	60,590	61,526	41,489	10.0%	9.2%	8.9%	34.4%	32.4%	33.8%	27.7%	28.4%	27.8%	17.2%	19.1%	18.3%	8.2%	7.9%	8.2%	2.4%	3.0%	3.0%
<b>Leaving</b>																					
No	143,376	150,492	101,438	12.3%	11.6%	11.2%	38.2%	37.0%	37.8%	27.6%	28.3%	27.9%	14.2%	14.1%	14.6%	5.3%	5.7%	5.6%	2.4%	3.2%	2.8%
Yes, to retire	13,494	14,408	9,502	10.4%	8.3%	8.1%	31.9%	29.6%	31.2%	26.8%	29.0%	30.2%	17.5%	19.6%	18.4%	10.0%	10.5%	8.5%	3.5%	3.1%	3.6%
Yes, to other job in Govt	37,420	35,601	22,692	4.5%	4.8%	4.9%	26.7%	26.5%	26.8%	28.9%	29.1%	29.5%	22.5%	21.7%	22.4%	13.8%	13.9%	13.3%	3.6%	4.0%	3.1%
Yes, to other job outside Govt	6,395	7,858	5,066	4.1%	3.6%	2.9%	21.4%	23.7%	19.6%	27.1%	21.9%	26.1%	25.0%	27.7%	25.5%	19.0%	19.3%	21.8%	3.5%	3.8%	4.1%
Yes, other	8,241	9,082	5,481	4.4%	4.0%	3.9%	21.0%	24.2%	22.8%	29.0%	28.7%	29.3%	23.9%	20.9%	23.9%	16.5%	17.2%	15.9%	5.3%	5.0%	4.2%
<b>Retiring</b>																					
Within 1 year	8,334	9,140	6,074	10.2%	9.1%	9.4%	32.9%	30.5%	30.3%	25.8%	25.6%	26.8%	17.1%	20.2%	19.0%	11.3%	10.8%	10.0%	2.7%	3.8%	4.6%
Between 1 and 3 years	24,422	25,220	16,414	9.7%	8.6%	8.4%	32.6%	31.6%	33.1%	27.9%	28.8%	29.1%	18.1%	18.6%	19.5%	8.5%	9.3%	7.2%	3.2%	3.1%	2.7%
Between 3 and 5 years	26,402	28,076	19,274	9.4%	8.7%	9.4%	34.5%	32.4%	33.1%	29.7%	28.8%	29.7%	14.8%	18.0%	16.9%	8.5%	8.4%	8.0%	3.0%	3.6%	2.9%
5 or more years	149,770	154,987	102,412	10.5%	10.0%	9.5%	34.9%	34.5%	34.9%	27.6%	28.3%	28.1%	16.6%	15.7%	16.4%	7.6%	8.0%	8.1%	2.8%	3.4%	3.0%

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

# 2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,196</b>	<b>221,415</b>	<b>147,895</b>	<b>14.7%</b>	<b>14.2%</b>	<b>13.6%</b>	<b>38.0%</b>	<b>36.6%</b>	<b>37.2%</b>	<b>27.2%</b>	<b>28.5%</b>	<b>29.1%</b>	<b>12.2%</b>	<b>12.7%</b>	<b>12.8%</b>	<b>5.3%</b>	<b>5.4%</b>	<b>5.2%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.2%</b>
<b>Work Location</b>																					
Headquarters	82,922	86,482	51,140	16.3%	15.4%	14.1%	39.0%	36.9%	35.7%	25.8%	28.3%	29.6%	11.2%	11.9%	12.6%	4.4%	4.6%	5.0%	3.2%	3.0%	2.9%
Field	125,984	130,929	93,047	13.9%	13.7%	13.4%	37.5%	36.6%	37.6%	27.9%	28.6%	28.9%	12.7%	13.1%	12.8%	5.7%	5.8%	5.2%	2.4%	2.3%	2.0%
<b>Supervisor Status</b>																					
Non-Supervisor	116,266	118,174	74,545	13.9%	13.4%	12.5%	36.2%	35.5%	36.2%	28.4%	29.5%	30.3%	12.5%	12.9%	12.7%	5.7%	5.6%	5.5%	3.4%	3.2%	2.8%
Team Leader	28,854	31,771	20,115	14.0%	14.3%	14.6%	38.5%	35.5%	36.8%	27.3%	28.4%	28.3%	13.5%	13.9%	14.0%	5.7%	6.5%	5.0%	1.0%	1.5%	1.3%
Supervisor	37,702	39,859	28,516	16.3%	15.4%	16.0%	44.0%	41.2%	43.3%	23.7%	26.1%	24.3%	10.5%	12.0%	12.0%	3.9%	4.0%	3.7%	1.6%	1.2%	0.7%
Manager	21,188	22,466	17,117	20.4%	18.2%	19.4%	43.3%	43.3%	42.9%	22.4%	23.8%	22.9%	10.0%	10.4%	10.8%	3.1%	3.5%	3.3%	0.8%	0.8%	0.6%
Executive	4,882	5,134	3,906	25.2%	25.1%	26.7%	35.9%	37.2%	40.2%	24.9%	25.0%	21.9%	7.1%	8.8%	7.6%	2.3%	2.3%	2.1%	4.6%	1.6%	1.5%
<b>Sex</b>																					
Male	108,690	117,804	81,625	13.6%	13.3%	12.7%	38.4%	37.2%	37.3%	27.5%	28.6%	29.7%	12.8%	13.1%	13.1%	5.6%	5.7%	5.4%	2.2%	2.1%	1.8%
Female	100,251	99,718	62,571	16.1%	15.4%	14.7%	37.5%	36.0%	37.1%	26.9%	28.4%	28.3%	11.4%	12.2%	12.3%	4.8%	4.9%	4.9%	3.2%	3.1%	2.8%
<b>Hispanic or Latino</b>																					
Yes	14,270	13,628	8,467	18.8%	18.1%	16.5%	37.4%	36.8%	39.1%	26.3%	26.1%	27.0%	9.4%	11.0%	10.3%	4.4%	5.5%	5.0%	3.7%	2.5%	2.0%
No	194,608	203,778	135,484	14.3%	13.9%	13.3%	38.1%	36.6%	37.0%	27.3%	28.7%	29.3%	12.5%	12.9%	13.0%	5.3%	5.4%	5.2%	2.5%	2.5%	2.2%
<b>Race</b>																					
American Indian/ Alaska Native	8,129	6,151	---	16.0%	15.1%	---	40.0%	40.4%	---	22.2%	25.6%	---	13.8%	11.6%	---	5.1%	5.7%	---	2.8%	1.6%	---
Asian	8,414	8,607	---	17.7%	14.4%	---	41.1%	44.5%	---	26.7%	25.8%	---	8.4%	9.1%	---	3.2%	3.4%	---	2.9%	2.8%	---
Black or African American	32,717	32,868	---	16.2%	15.6%	---	40.1%	37.9%	---	24.9%	27.6%	---	10.6%	11.7%	---	4.9%	4.0%	---	3.2%	3.3%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	14.5%	20.1%	---	42.5%	37.2%	---	26.9%	24.5%	---	9.0%	9.1%	---	5.5%	5.7%	---	1.5%	3.3%	---
White	146,253	156,709	---	13.9%	13.7%	---	37.5%	36.2%	---	28.0%	28.9%	---	12.8%	13.3%	---	5.4%	5.6%	---	2.5%	2.3%	---
Two or more races (Not Hispanic/Latino)	6,175	6,192	---	15.2%	13.6%	---	33.3%	29.4%	---	29.4%	30.6%	---	13.0%	14.1%	---	6.4%	9.3%	---	2.7%	3.0%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,793	5,461	19.0%	17.8%	17.9%	39.6%	39.5%	39.7%	22.3%	26.0%	25.4%	9.7%	8.7%	9.3%	4.0%	3.4%	4.0%	5.5%	4.5%	3.8%
(26-29)	2,298	2,477	---	20.5%	18.4%	---	41.9%	43.1%	---	21.2%	22.4%	---	7.5%	8.0%	---	3.0%	2.0%	---	6.0%	6.1%	---
30-39	6,560	6,316	---	18.5%	17.6%	---	38.8%	38.0%	---	22.6%	27.6%	---	10.5%	9.0%	---	4.3%	3.9%	---	5.3%	3.9%	---
40-49	29,383	31,363	20,920	16.1%	15.7%	13.9%	38.3%	36.2%	37.4%	25.6%	27.9%	28.9%	12.1%	12.3%	12.8%	4.9%	4.7%	4.4%	3.0%	3.2%	2.7%
50-59	64,114	70,121	47,041	14.4%	13.3%	12.9%	37.8%	36.5%	37.5%	27.3%	28.8%	28.7%	12.6%	13.3%	13.4%	5.7%	5.8%	5.4%	2.2%	2.2%	2.1%
60+	82,014	87,041	57,865	12.9%	13.8%	13.4%	38.2%	36.2%	36.3%	28.6%	28.9%	29.6%	12.5%	13.1%	12.9%	5.5%	5.9%	5.8%	2.3%	2.1%	2.0%
	24,558	20,185	12,860	16.6%	13.9%	14.1%	36.5%	38.2%	38.3%	28.3%	28.6%	30.9%	11.5%	12.4%	11.4%	4.5%	4.3%	3.5%	2.6%	2.6%	1.8%

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

# 2008 Federal Human Capital Survey: Report by Demographics

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

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,196</b>	<b>221,415</b>	<b>147,895</b>	<b>14.7%</b>	<b>14.2%</b>	<b>13.6%</b>	<b>38.0%</b>	<b>36.6%</b>	<b>37.2%</b>	<b>27.2%</b>	<b>28.5%</b>	<b>29.1%</b>	<b>12.2%</b>	<b>12.7%</b>	<b>12.8%</b>	<b>5.3%</b>	<b>5.4%</b>	<b>5.2%</b>	<b>2.6%</b>	<b>2.5%</b>	<b>2.2%</b>
<b>Pay Category</b>																					
Federal Wage System	8,648	9,474	5,511	12.0%	12.2%	11.7%	37.2%	36.5%	34.7%	26.5%	28.5%	29.5%	16.3%	13.6%	14.7%	6.2%	8.0%	8.1%	1.9%	1.3%	1.2%
GS 1-6 or equivalent	10,338	10,824	6,707	17.6%	16.3%	13.0%	37.2%	35.8%	39.9%	25.1%	28.7%	25.8%	10.9%	11.7%	13.3%	5.9%	4.4%	4.8%	3.4%	3.1%	3.1%
GS 7-12 or equivalent	86,214	91,793	58,903	14.6%	14.3%	13.7%	38.9%	37.1%	38.1%	27.2%	28.1%	29.0%	11.8%	12.4%	12.0%	4.8%	5.2%	5.0%	2.8%	2.9%	2.1%
GS 13-15 or equivalent	83,233	91,611	64,036	14.7%	13.6%	13.1%	38.0%	36.6%	36.0%	28.0%	29.4%	30.2%	12.3%	13.4%	13.8%	4.6%	5.0%	4.5%	2.4%	1.9%	2.3%
Senior Executive Service	3,931	4,205	3,314	29.0%	26.7%	23.3%	39.9%	37.3%	37.9%	20.4%	22.5%	22.1%	7.6%	9.8%	12.8%	2.1%	2.3%	1.9%	1.1%	1.5%	2.0%
SL/ST	780	688	490	16.6%	16.9%	24.5%	29.9%	45.7%	42.2%	47.2%	16.2%	24.7%	4.0%	12.3%	6.6%	2.0%	8.7%	1.9%	0.3%	0.3%	0.2%
Other	15,763	8,187	5,203	13.8%	15.1%	15.5%	35.7%	34.6%	32.2%	27.6%	29.9%	31.6%	12.6%	12.5%	11.3%	7.8%	4.7%	7.2%	2.5%	3.1%	2.2%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	17.4%	18.6%	23.0%	38.0%	35.8%	26.9%	24.4%	25.7%	32.7%	5.2%	4.5%	3.6%	1.0%	1.3%	1.7%	14.0%	14.2%	12.1%
1-3 years	17,928	17,542	12,897	19.7%	19.8%	16.1%	40.4%	39.9%	42.3%	24.1%	25.0%	24.5%	8.7%	8.8%	10.8%	3.6%	3.3%	3.9%	3.5%	3.2%	2.4%
4-5 years	14,599	16,228	8,709	15.4%	16.2%	16.2%	37.3%	38.0%	40.6%	27.6%	26.8%	25.7%	12.2%	11.3%	12.2%	4.4%	5.1%	3.2%	3.1%	2.6%	2.1%
6-10 years	32,656	26,503	13,916	14.6%	14.6%	13.3%	39.5%	37.6%	40.3%	25.4%	27.8%	26.5%	12.4%	12.9%	12.8%	5.4%	5.0%	4.9%	2.8%	2.1%	2.2%
11-20 years	53,229	62,909	44,995	13.7%	13.0%	12.3%	36.8%	35.6%	36.2%	28.4%	29.5%	30.9%	13.0%	13.3%	12.8%	6.1%	6.1%	5.6%	2.0%	2.5%	2.2%
(11 to 14 years)	17,505	---	---	13.0%	---	---	37.2%	---	---	28.4%	---	---	14.1%	---	---	5.2%	---	---	2.1%	---	---
(15 to 20 years)	35,724	---	---	14.1%	---	---	36.6%	---	---	28.4%	---	---	12.4%	---	---	6.5%	---	---	2.0%	---	---
> 20 years	88,279	91,708	62,351	13.5%	12.5%	13.1%	37.4%	35.8%	34.8%	28.4%	29.6%	30.6%	13.0%	14.2%	13.7%	5.6%	5.9%	5.8%	2.1%	2.0%	2.0%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,024	2,815	20.7%	17.7%	21.8%	36.0%	33.4%	29.9%	23.7%	28.8%	28.9%	5.3%	5.9%	4.4%	1.2%	1.5%	1.7%	13.1%	12.7%	13.4%
1-3 years	28,187	28,263	21,637	19.1%	18.9%	16.5%	40.9%	39.6%	40.4%	24.0%	25.0%	25.9%	9.3%	9.6%	10.8%	3.7%	4.0%	4.1%	3.0%	2.9%	2.3%
4-5 years	20,125	22,558	13,235	15.2%	14.9%	14.1%	36.5%	37.5%	40.9%	28.0%	27.9%	26.9%	12.1%	12.2%	11.9%	5.7%	5.2%	4.2%	2.5%	2.3%	2.2%
6-10 years	40,755	35,121	18,825	13.6%	14.1%	12.2%	39.0%	36.9%	38.1%	26.4%	28.1%	29.4%	13.0%	13.4%	13.4%	5.7%	5.4%	5.0%	2.4%	2.1%	1.9%
11-20 years	54,454	64,992	46,189	13.7%	12.6%	12.4%	36.7%	35.5%	36.1%	28.8%	29.7%	30.2%	12.9%	13.6%	13.3%	5.9%	6.4%	6.1%	2.0%	2.2%	1.9%
> 20 years	60,590	61,526	41,484	12.7%	12.4%	12.4%	37.6%	35.8%	34.7%	28.6%	29.9%	31.0%	13.5%	14.4%	14.3%	5.6%	5.7%	5.7%	1.9%	1.8%	1.9%
<b>Leaving</b>																					
No	143,380	150,494	101,436	17.1%	16.6%	15.7%	40.6%	39.4%	39.9%	26.7%	27.9%	28.6%	9.8%	10.3%	10.4%	3.3%	3.3%	3.3%	2.5%	2.5%	2.1%
Yes, to retire	13,493	14,409	9,502	13.0%	11.0%	10.7%	36.5%	34.7%	33.3%	27.8%	29.2%	31.7%	13.4%	15.1%	14.7%	6.8%	8.4%	6.9%	2.5%	1.7%	2.6%
Yes, to other job in Govt	37,420	35,601	22,691	8.8%	8.8%	8.5%	32.4%	30.2%	30.9%	28.5%	29.7%	29.4%	18.3%	19.0%	19.3%	9.1%	9.4%	9.4%	3.0%	2.9%	2.5%
Yes, to other job outside Govt	6,394	7,858	5,069	6.7%	8.7%	6.9%	26.8%	27.5%	27.6%	26.1%	28.2%	30.1%	21.7%	19.8%	19.7%	15.5%	13.6%	13.7%	3.1%	2.2%	2.0%
Yes, other	8,242	9,084	5,481	7.3%	5.8%	7.2%	28.2%	27.9%	30.3%	30.5%	32.3%	31.6%	17.9%	18.5%	18.3%	12.9%	12.7%	10.2%	3.2%	2.8%	2.4%
<b>Retiring</b>																					
Within 1 year	8,334	9,142	6,073	11.8%	11.2%	10.9%	36.0%	34.7%	31.7%	27.4%	28.2%	31.6%	15.1%	14.8%	14.1%	7.6%	9.2%	9.2%	2.1%	1.9%	2.5%
Between 1 and 3 years	24,422	25,217	16,414	12.5%	11.3%	11.2%	35.8%	36.6%	35.7%	29.1%	29.9%	31.7%	13.5%	14.4%	14.2%	7.1%	5.9%	5.3%	2.2%	1.9%	2.0%
Between 3 and 5 years	26,405	28,077	19,272	13.8%	12.6%	12.4%	36.4%	35.5%	35.9%	27.6%	30.1%	30.7%	13.2%	14.0%	13.4%	6.7%	5.7%	5.9%	2.2%	2.1%	1.7%
5 or more years	149,769	154,994	102,414	15.3%	15.1%	14.2%	38.7%	36.9%	37.9%	26.9%	28.1%	28.3%	11.7%	12.2%	12.4%	4.7%	5.1%	4.8%	2.8%	2.7%	2.3%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(16) I have sufficient resources (for example, people, materials, budget) to get my job done.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,178</b>	<b>221,389</b>	<b>147,887</b>	<b>11.4%</b>	<b>10.7%</b>	<b>10.5%</b>	<b>39.8%</b>	<b>36.9%</b>	<b>39.0%</b>	<b>18.1%</b>	<b>18.3%</b>	<b>17.5%</b>	<b>19.3%</b>	<b>21.4%</b>	<b>21.3%</b>	<b>10.6%</b>	<b>11.7%</b>	<b>11.0%</b>	<b>0.8%</b>	<b>1.0%</b>	<b>0.8%</b>
<b>Work Location</b>																					
Headquarters	82,914	86,470	51,142	13.5%	12.4%	12.0%	41.6%	39.1%	40.2%	17.5%	18.1%	17.1%	17.5%	19.8%	20.5%	9.2%	9.7%	9.4%	0.8%	0.9%	0.8%
Field	125,975	130,918	93,037	10.4%	9.9%	10.0%	38.9%	35.8%	38.6%	18.4%	18.4%	17.6%	20.3%	22.1%	21.5%	11.3%	12.6%	11.5%	0.8%	1.1%	0.8%
<b>Supervisor Status</b>																					
Non-Supervisor	116,259	118,166	74,544	12.3%	11.7%	11.2%	41.7%	39.4%	41.7%	18.7%	18.5%	17.7%	17.0%	19.2%	18.9%	9.3%	10.1%	9.7%	1.0%	1.0%	0.8%
Team Leader	28,850	31,773	20,114	9.9%	9.4%	9.5%	37.2%	33.7%	34.5%	18.7%	19.2%	18.2%	21.5%	23.8%	24.9%	12.2%	12.9%	12.1%	0.4%	1.0%	0.8%
Supervisor	37,698	39,848	28,512	8.7%	7.9%	7.5%	36.8%	32.0%	32.0%	16.4%	16.8%	16.0%	24.3%	26.3%	28.1%	13.3%	15.7%	15.7%	0.5%	1.3%	0.8%
Manager	21,188	22,455	17,116	10.7%	8.6%	8.4%	32.4%	29.1%	30.4%	13.9%	17.0%	15.1%	27.8%	27.5%	28.8%	14.2%	17.0%	16.7%	1.1%	0.8%	0.6%
Executive	4,882	5,133	3,906	17.3%	14.2%	12.7%	40.1%	35.0%	34.9%	12.0%	12.6%	13.7%	19.7%	25.2%	25.8%	10.6%	12.4%	12.0%	0.3%	0.7%	0.8%
<b>Sex</b>																					
Male	108,673	117,799	81,614	10.2%	9.3%	9.6%	38.0%	35.5%	36.9%	19.4%	19.3%	18.4%	20.2%	22.0%	22.0%	11.5%	12.7%	12.3%	0.7%	1.1%	0.7%
Female	100,248	99,693	62,573	13.0%	12.6%	11.6%	42.2%	38.6%	41.8%	16.4%	16.9%	16.3%	18.2%	20.5%	20.3%	9.3%	10.4%	9.2%	1.0%	1.0%	0.9%
<b>Hispanic or Latino</b>																					
Yes	14,270	13,625	8,464	13.9%	12.6%	12.4%	39.5%	36.2%	36.7%	19.2%	17.3%	17.8%	16.8%	19.4%	21.3%	9.4%	13.5%	11.1%	1.2%	1.0%	0.7%
No	194,592	203,751	135,481	11.2%	10.5%	10.3%	39.8%	36.9%	39.2%	18.0%	18.4%	17.5%	19.6%	21.6%	21.3%	10.7%	11.5%	10.9%	0.8%	1.1%	0.8%
<b>Race</b>																					
American Indian/ Alaska Native	8,129	6,149	---	9.5%	12.3%	---	42.5%	36.9%	---	20.5%	17.6%	---	15.7%	19.9%	---	11.2%	12.7%	---	0.7%	0.6%	---
Asian	8,413	8,607	---	12.9%	11.2%	---	44.8%	43.4%	---	19.5%	20.7%	---	14.2%	16.1%	---	8.1%	7.7%	---	0.5%	0.9%	---
Black or African American	32,715	32,861	---	15.1%	14.8%	---	44.3%	40.1%	---	17.3%	18.9%	---	14.6%	17.0%	---	8.0%	8.2%	---	0.8%	1.1%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	11.1%	17.4%	---	36.6%	37.4%	---	25.2%	20.6%	---	15.6%	14.3%	---	10.5%	9.7%	---	0.9%	0.6%	---
White	146,237	156,693	---	10.4%	9.6%	---	38.7%	36.0%	---	17.8%	17.9%	---	21.0%	22.9%	---	11.3%	12.5%	---	0.8%	1.0%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	12.0%	10.5%	---	31.8%	29.8%	---	22.1%	20.9%	---	21.2%	21.4%	---	12.3%	15.5%	---	0.6%	1.9%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,794	5,461	14.8%	14.5%	14.2%	41.6%	41.5%	42.3%	18.1%	17.7%	16.3%	16.6%	18.3%	15.9%	8.1%	7.2%	10.8%	0.8%	0.7%	0.5%
(26-29)	2,298	2,477	---	18.3%	17.5%	---	44.4%	45.6%	---	17.8%	16.1%	---	12.7%	12.9%	---	5.9%	7.2%	---	0.9%	0.7%	---
(30-39)	6,560	6,317	---	13.6%	13.3%	---	40.6%	39.8%	---	18.2%	18.4%	---	18.0%	20.6%	---	8.9%	7.3%	---	0.7%	0.7%	---
30-39	29,379	31,365	20,918	11.9%	11.2%	10.2%	39.1%	36.3%	39.8%	17.1%	18.8%	16.7%	19.2%	20.9%	21.1%	11.9%	11.9%	11.5%	0.8%	0.9%	0.7%
40-49	64,113	70,101	47,034	10.8%	9.6%	9.8%	40.1%	37.0%	38.7%	18.0%	17.7%	17.1%	19.9%	22.1%	22.9%	10.5%	12.7%	10.9%	0.8%	0.9%	0.7%
50-59	82,003	87,030	57,868	10.2%	10.5%	10.3%	39.5%	35.8%	37.8%	18.0%	18.8%	18.1%	20.3%	21.8%	21.1%	11.1%	11.8%	11.8%	0.9%	1.3%	0.9%
60+	24,556	20,186	12,860	14.3%	12.5%	12.8%	39.5%	38.6%	42.5%	20.5%	17.7%	18.7%	16.5%	19.8%	18.9%	8.4%	10.2%	6.4%	0.8%	1.2%	0.7%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(16) I have sufficient resources (for example, people, materials, budget) to get my job done.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,178</b>	<b>221,389</b>	<b>147,887</b>	<b>11.4%</b>	<b>10.7%</b>	<b>10.5%</b>	<b>39.8%</b>	<b>36.9%</b>	<b>39.0%</b>	<b>18.1%</b>	<b>18.3%</b>	<b>17.5%</b>	<b>19.3%</b>	<b>21.4%</b>	<b>21.3%</b>	<b>10.6%</b>	<b>11.7%</b>	<b>11.0%</b>	<b>0.8%</b>	<b>1.0%</b>	<b>0.8%</b>
<b>Pay Category</b>																					
Federal Wage System	8,648	9,473	5,511	9.6%	9.0%	9.7%	37.8%	34.8%	35.2%	21.3%	21.4%	20.1%	20.3%	22.0%	21.9%	10.4%	12.0%	12.1%	0.6%	0.8%	0.9%
GS 1-6 or equivalent	10,340	10,819	6,704	16.6%	15.7%	12.1%	43.3%	40.8%	43.6%	16.7%	19.2%	17.9%	13.8%	15.6%	16.8%	8.3%	6.9%	8.8%	1.2%	1.8%	0.7%
GS 7-12 or equivalent	86,202	91,788	58,900	11.9%	11.2%	11.3%	41.5%	37.9%	40.2%	18.4%	18.1%	17.5%	17.7%	20.4%	20.1%	9.7%	11.4%	10.2%	0.9%	1.0%	0.7%
GS 13-15 or equivalent	83,230	91,597	64,035	9.9%	8.8%	8.6%	36.8%	34.8%	37.0%	17.4%	17.4%	16.8%	23.5%	25.0%	24.6%	11.8%	13.1%	12.3%	0.7%	0.9%	0.7%
Senior Executive Service	3,931	4,204	3,314	13.9%	11.5%	13.0%	33.7%	34.7%	33.3%	13.5%	14.2%	12.3%	24.9%	27.0%	25.1%	13.6%	12.2%	15.4%	0.4%	0.5%	0.9%
SL/ST	780	688	490	13.0%	10.0%	6.1%	34.8%	32.3%	35.5%	14.3%	5.2%	14.6%	11.1%	23.8%	35.0%	26.5%	26.4%	8.8%	0.2%	2.4%	0.0%
Other	15,759	8,187	5,203	9.4%	9.9%	10.7%	38.6%	34.8%	34.3%	17.6%	20.0%	17.9%	21.2%	21.9%	22.6%	12.5%	12.0%	13.4%	0.8%	1.3%	1.2%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	14.6%	15.4%	21.7%	44.5%	49.7%	36.5%	17.5%	16.4%	25.9%	16.5%	12.9%	10.3%	4.3%	5.2%	4.3%	2.5%	0.4%	1.2%
1-3 years	17,925	17,541	12,894	15.6%	14.0%	12.3%	41.7%	39.4%	39.0%	18.4%	18.3%	17.9%	14.8%	17.9%	19.3%	8.7%	9.7%	11.0%	0.7%	0.9%	0.6%
4-5 years	14,599	16,221	8,711	12.3%	11.1%	11.5%	40.1%	36.0%	40.3%	18.0%	18.1%	18.0%	19.7%	21.3%	20.0%	9.4%	12.6%	9.6%	0.5%	1.0%	0.6%
6-10 years	32,654	26,498	13,911	11.1%	11.2%	9.8%	38.6%	36.1%	39.0%	18.2%	18.1%	16.0%	19.3%	22.1%	22.5%	12.0%	11.4%	12.1%	0.8%	1.1%	0.7%
11-20 years	53,226	62,906	44,992	9.7%	9.6%	9.7%	38.8%	36.1%	39.6%	18.0%	19.4%	17.3%	21.1%	21.3%	21.8%	11.4%	12.5%	10.9%	1.0%	1.0%	0.8%
(11 to 14 years)	17,501	---	---	9.8%	---	---	38.1%	---	---	17.9%	---	---	22.0%	---	---	11.5%	---	---	0.7%	---	---
(15 to 20 years)	35,725	---	---	9.7%	---	---	39.2%	---	---	18.1%	---	---	20.5%	---	---	11.3%	---	---	1.1%	---	---
> 20 years	88,270	91,696	62,350	10.9%	10.1%	10.2%	40.0%	36.6%	38.2%	18.0%	17.7%	17.8%	19.7%	22.6%	21.8%	10.5%	11.9%	11.1%	0.8%	1.2%	0.9%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,022	2,815	18.6%	17.7%	18.9%	46.3%	43.7%	42.1%	15.3%	17.6%	21.3%	13.1%	14.3%	11.3%	5.1%	6.0%	5.9%	1.5%	0.7%	0.5%
1-3 years	28,183	28,261	21,635	14.8%	13.6%	12.1%	42.5%	38.5%	38.9%	17.5%	18.0%	18.0%	15.9%	18.3%	19.4%	8.8%	10.4%	11.0%	0.5%	1.2%	0.6%
4-5 years	20,125	22,554	13,235	11.5%	10.3%	10.6%	39.5%	36.3%	41.9%	18.7%	18.7%	17.4%	19.0%	21.9%	20.2%	10.5%	11.9%	9.2%	0.8%	0.9%	0.6%
6-10 years	40,752	35,121	18,819	10.4%	10.8%	9.3%	38.6%	36.6%	39.1%	18.4%	18.3%	16.9%	19.8%	21.3%	22.7%	12.0%	11.8%	11.0%	0.8%	1.1%	0.9%
11-20 years	54,451	64,984	46,188	10.0%	9.1%	10.0%	38.5%	35.7%	38.9%	18.1%	19.6%	17.2%	20.7%	21.9%	21.9%	11.4%	12.7%	11.3%	1.1%	1.1%	0.7%
> 20 years	60,583	61,514	41,484	10.3%	10.0%	9.7%	39.4%	36.7%	37.5%	18.3%	17.0%	17.6%	20.8%	23.3%	22.5%	10.5%	11.9%	11.7%	0.7%	1.0%	1.0%
<b>Leaving</b>																					
No	143,370	150,479	101,431	13.3%	12.3%	12.3%	42.9%	40.2%	42.1%	18.0%	18.1%	16.9%	17.5%	19.7%	19.8%	7.7%	8.9%	8.3%	0.6%	0.8%	0.6%
Yes, to retire	13,490	14,406	9,502	11.5%	8.9%	9.4%	36.0%	34.9%	36.7%	19.2%	18.0%	20.5%	20.7%	23.2%	20.5%	11.1%	14.0%	11.7%	1.4%	1.1%	1.2%
Yes, to other job in Govt	37,416	35,593	22,691	6.3%	7.1%	6.1%	33.6%	29.1%	32.7%	18.3%	19.3%	18.4%	24.1%	25.0%	25.2%	16.5%	17.8%	16.5%	1.1%	1.8%	1.1%
Yes, to other job outside Govt	6,394	7,856	5,068	3.9%	5.4%	2.8%	27.2%	25.0%	24.8%	16.8%	16.0%	17.5%	26.8%	27.4%	28.5%	23.9%	24.2%	25.1%	1.4%	1.9%	1.2%
Yes, other	8,240	9,085	5,480	6.6%	5.2%	4.9%	27.6%	24.9%	28.1%	18.5%	19.5%	19.5%	22.4%	27.5%	25.8%	23.6%	21.1%	20.8%	1.3%	1.7%	0.9%
<b>Retiring</b>																					
Within 1 year	8,333	9,140	6,072	11.6%	9.0%	10.3%	36.6%	33.4%	38.2%	18.9%	17.8%	18.7%	19.4%	24.2%	19.4%	12.5%	14.2%	12.4%	0.9%	1.3%	1.1%
Between 1 and 3 years	24,416	25,216	16,415	10.6%	9.6%	9.2%	37.5%	36.4%	38.8%	18.5%	17.8%	19.1%	20.8%	22.2%	21.0%	11.5%	13.0%	11.0%	1.1%	1.0%	0.9%
Between 3 and 5 years	26,398	28,074	19,275	10.3%	9.0%	10.2%	39.7%	36.9%	36.3%	19.0%	18.8%	19.7%	18.5%	21.9%	22.0%	11.4%	11.9%	10.9%	1.1%	1.5%	0.8%
5 or more years	149,766	154,972	102,404	11.7%	11.3%	10.7%	40.3%	37.1%	39.5%	17.8%	18.3%	16.9%	19.3%	21.0%	21.3%	10.2%	11.3%	10.9%	0.7%	1.0%	0.7%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (17) My workload is reasonable.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,199</b>	<b>221,433</b>	<b>147,903</b>	<b>11.1%</b>	<b>10.6%</b>	<b>10.2%</b>	<b>48.9%</b>	<b>48.4%</b>	<b>49.9%</b>	<b>16.2%</b>	<b>16.7%</b>	<b>15.7%</b>	<b>15.6%</b>	<b>15.4%</b>	<b>15.8%</b>	<b>7.7%</b>	<b>8.3%</b>	<b>7.8%</b>	<b>0.5%</b>	<b>0.6%</b>	<b>0.6%</b>
<b>Work Location</b>																					
Headquarters	82,922	86,481	51,143	12.7%	11.6%	11.4%	48.6%	49.1%	48.4%	15.8%	16.4%	15.6%	15.0%	14.8%	16.4%	7.5%	7.6%	7.6%	0.5%	0.5%	0.5%
Field	125,989	130,946	93,054	10.3%	10.1%	9.8%	49.1%	48.0%	50.3%	16.4%	16.8%	15.7%	15.9%	15.7%	15.6%	7.9%	8.7%	7.9%	0.5%	0.7%	0.7%
<b>Supervisor Status</b>																					
Non-Supervisor	116,268	118,191	74,551	12.0%	11.7%	11.0%	50.8%	50.7%	51.7%	15.6%	16.2%	15.4%	14.1%	13.2%	14.0%	7.0%	7.5%	7.2%	0.5%	0.6%	0.7%
Team Leader	28,855	31,776	20,114	9.8%	9.2%	8.9%	46.1%	46.1%	47.6%	18.2%	17.1%	16.5%	16.9%	18.0%	18.0%	8.7%	8.9%	8.5%	0.3%	0.7%	0.5%
Supervisor	37,702	39,858	28,519	8.4%	7.3%	7.2%	46.0%	42.7%	44.2%	16.6%	17.6%	16.5%	19.1%	20.8%	21.3%	9.4%	10.8%	10.2%	0.4%	0.8%	0.5%
Manager	21,188	22,462	17,119	10.1%	8.2%	8.3%	42.5%	41.9%	43.4%	15.3%	18.8%	15.7%	21.1%	20.5%	21.8%	9.9%	10.1%	10.4%	1.1%	0.6%	0.4%
Executive	4,882	5,134	3,906	15.8%	13.3%	12.3%	46.9%	46.0%	44.0%	16.7%	15.3%	14.8%	14.0%	16.1%	20.2%	6.3%	8.8%	8.0%	0.3%	0.5%	0.7%
<b>Sex</b>																					
Male	108,692	117,814	81,628	10.5%	9.6%	9.9%	49.9%	49.4%	50.2%	17.3%	17.7%	17.0%	14.7%	14.7%	14.9%	7.2%	7.8%	7.5%	0.4%	0.7%	0.5%
Female	100,253	99,725	62,577	11.9%	11.7%	10.6%	47.6%	47.0%	49.4%	14.7%	15.3%	14.0%	16.8%	16.4%	16.9%	8.4%	9.0%	8.3%	0.6%	0.6%	0.8%
<b>Hispanic or Latino</b>																					
Yes	14,271	13,629	8,467	13.3%	11.9%	13.0%	49.4%	47.6%	48.2%	16.2%	16.8%	16.4%	13.0%	13.8%	14.2%	7.6%	8.9%	7.6%	0.5%	0.9%	0.7%
No	194,614	203,795	135,493	10.9%	10.4%	10.0%	48.9%	48.4%	50.0%	16.2%	16.7%	15.7%	15.8%	15.6%	15.9%	7.7%	8.3%	7.8%	0.5%	0.6%	0.6%
<b>Race</b>																					
American Indian/ Alaska Native	8,129	6,152	---	10.0%	9.9%	---	51.9%	46.5%	---	16.4%	18.1%	---	13.4%	18.2%	---	7.7%	7.0%	---	0.6%	0.4%	---
Asian	8,415	8,609	---	13.1%	11.9%	---	50.8%	51.3%	---	18.0%	18.2%	---	13.0%	13.4%	---	4.8%	4.8%	---	0.4%	0.4%	---
Black or African American	32,721	32,868	---	13.8%	13.6%	---	50.4%	48.8%	---	13.9%	15.6%	---	14.1%	13.3%	---	7.4%	8.0%	---	0.4%	0.8%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	16.8%	14.6%	---	43.9%	44.0%	---	24.4%	21.2%	---	9.2%	13.0%	---	5.5%	5.9%	---	0.3%	1.2%	---
White	146,253	156,719	---	10.2%	9.8%	---	48.6%	48.4%	---	16.3%	16.7%	---	16.5%	16.0%	---	7.9%	8.5%	---	0.5%	0.6%	---
Two or more races (Not Hispanic/Latino)	6,176	6,194	---	10.7%	9.2%	---	44.5%	42.7%	---	20.4%	17.6%	---	13.7%	17.7%	---	10.0%	11.1%	---	0.7%	1.8%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,793	5,461	15.3%	13.6%	15.2%	52.4%	51.0%	51.4%	14.4%	17.4%	13.9%	12.4%	12.3%	12.1%	5.2%	5.5%	6.9%	0.4%	0.3%	0.4%
(26-29)	2,298	2,477	---	17.0%	14.5%	---	54.2%	52.9%	---	14.8%	16.3%	---	9.7%	12.0%	---	4.1%	4.0%	---	0.3%	0.3%	---
30-39	6,560	6,316	---	14.7%	13.2%	---	51.8%	50.2%	---	14.3%	17.8%	---	13.3%	12.4%	---	5.5%	6.1%	---	0.4%	0.3%	---
40-49	29,383	31,364	20,921	11.8%	11.0%	10.2%	48.9%	50.2%	52.1%	16.8%	15.2%	15.7%	14.7%	15.3%	14.4%	7.4%	7.6%	7.0%	0.4%	0.7%	0.6%
50-59	64,117	70,128	47,043	10.4%	9.8%	9.2%	48.6%	47.5%	49.5%	15.9%	17.0%	15.7%	16.4%	16.0%	17.1%	8.3%	9.2%	8.0%	0.4%	0.6%	0.5%
60+	82,014	87,046	57,869	9.8%	9.8%	9.9%	47.7%	47.4%	48.4%	16.5%	16.9%	15.9%	16.7%	16.2%	16.4%	8.6%	8.9%	8.5%	0.7%	0.7%	1.0%
	24,560	20,189	12,862	13.7%	13.5%	13.1%	51.6%	50.2%	52.9%	15.9%	17.1%	15.6%	12.9%	12.4%	12.3%	5.4%	6.1%	5.8%	0.5%	0.7%	0.3%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (17) My workload is reasonable.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,199</b>	<b>221,433</b>	<b>147,903</b>	<b>11.1%</b>	<b>10.6%</b>	<b>10.2%</b>	<b>48.9%</b>	<b>48.4%</b>	<b>49.9%</b>	<b>16.2%</b>	<b>16.7%</b>	<b>15.7%</b>	<b>15.6%</b>	<b>15.4%</b>	<b>15.8%</b>	<b>7.7%</b>	<b>8.3%</b>	<b>7.8%</b>	<b>0.5%</b>	<b>0.6%</b>	<b>0.6%</b>
<b>Pay Category</b>																					
Federal Wage System	8,655	9,480	5,510	11.4%	10.6%	10.7%	55.0%	53.6%	53.5%	18.1%	18.6%	16.6%	10.0%	11.6%	11.6%	5.1%	5.2%	7.2%	0.4%	0.4%	0.4%
GS 1-6 or equivalent	10,340	10,827	6,707	16.1%	16.1%	13.1%	48.3%	49.8%	52.0%	14.3%	14.6%	13.6%	14.0%	11.2%	14.1%	6.9%	7.6%	6.5%	0.3%	0.7%	0.8%
GS 7-12 or equivalent	86,213	91,794	58,909	10.9%	10.7%	10.3%	49.4%	48.0%	50.1%	15.9%	16.5%	15.9%	15.3%	15.7%	15.1%	7.9%	8.5%	7.9%	0.6%	0.7%	0.8%
GS 13-15 or equivalent	83,232	91,614	64,040	9.7%	8.8%	8.8%	46.2%	46.8%	47.6%	17.3%	17.2%	16.3%	17.9%	17.4%	18.6%	8.3%	9.1%	8.3%	0.6%	0.6%	0.4%
Senior Executive Service	3,931	4,206	3,314	12.9%	13.4%	12.9%	45.0%	42.3%	42.6%	14.7%	16.5%	12.6%	19.5%	19.4%	19.7%	7.6%	8.0%	11.4%	0.3%	0.4%	0.8%
SL/ST	780	687	490	21.4%	4.4%	13.9%	50.6%	49.3%	30.9%	6.4%	17.0%	13.1%	8.9%	11.1%	37.3%	12.6%	18.1%	4.7%	0.1%	0.2%	0.1%
Other	15,764	8,187	5,204	9.9%	8.8%	9.7%	49.2%	50.6%	51.6%	15.5%	17.6%	14.2%	17.3%	15.2%	15.8%	7.7%	7.3%	7.9%	0.4%	0.5%	0.9%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	15.5%	18.8%	20.3%	48.9%	56.5%	51.2%	13.3%	12.1%	18.6%	15.6%	8.9%	6.6%	5.8%	3.4%	2.4%	0.9%	0.3%	0.8%
1-3 years	17,928	17,543	12,898	16.1%	13.3%	13.1%	50.3%	51.8%	50.3%	15.9%	15.9%	14.5%	12.3%	13.0%	14.5%	5.1%	5.7%	7.2%	0.3%	0.3%	0.4%
4-5 years	14,599	16,229	8,712	11.9%	11.2%	11.4%	49.1%	49.4%	53.7%	16.9%	16.0%	14.2%	15.7%	14.5%	13.8%	6.2%	8.3%	6.7%	0.3%	0.5%	0.3%
6-10 years	32,657	26,506	13,914	11.0%	10.1%	10.1%	49.6%	49.1%	50.2%	16.0%	17.1%	15.7%	15.8%	14.6%	15.4%	7.2%	8.1%	8.1%	0.5%	0.9%	0.5%
11-20 years	53,235	62,916	44,996	9.5%	9.9%	9.5%	48.6%	47.2%	49.5%	15.7%	16.9%	15.9%	17.1%	16.2%	16.7%	8.4%	9.2%	7.7%	0.7%	0.6%	0.6%
(11 to 14 years)	17,505	---	---	9.6%	---	---	48.6%	---	---	16.0%	---	---	16.5%	---	---	8.9%	---	---	0.3%	---	---
(15 to 20 years)	35,730	---	---	9.5%	---	---	48.6%	---	---	15.5%	---	---	17.3%	---	---	8.2%	---	---	0.8%	---	---
> 20 years	88,278	91,715	62,357	10.2%	9.8%	9.4%	48.2%	47.3%	49.0%	16.6%	17.0%	16.2%	15.6%	16.4%	16.2%	8.8%	8.8%	8.4%	0.6%	0.8%	0.9%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,025	2,814	18.4%	19.1%	20.4%	48.6%	52.2%	53.1%	14.8%	13.0%	14.0%	12.6%	11.0%	8.2%	5.2%	4.3%	3.7%	0.4%	0.5%	0.5%
1-3 years	28,186	28,264	21,640	15.5%	12.5%	12.5%	50.1%	50.4%	50.3%	15.7%	16.2%	14.8%	12.4%	13.5%	14.4%	6.0%	6.9%	7.6%	0.2%	0.5%	0.4%
4-5 years	20,125	22,562	13,237	10.8%	10.7%	10.4%	49.6%	48.8%	52.1%	15.8%	16.2%	15.0%	16.0%	15.2%	15.1%	7.5%	8.4%	7.0%	0.4%	0.7%	0.4%
6-10 years	40,757	35,126	18,823	10.0%	10.2%	9.4%	49.3%	48.8%	49.9%	16.6%	17.0%	15.6%	16.0%	14.6%	15.8%	7.7%	8.6%	8.2%	0.5%	0.8%	1.0%
11-20 years	54,461	64,996	46,190	9.5%	9.5%	9.5%	48.5%	46.8%	49.5%	15.8%	17.0%	16.4%	17.1%	16.9%	16.5%	8.3%	9.2%	7.6%	0.8%	0.5%	0.6%
> 20 years	60,590	61,528	41,489	9.9%	9.6%	8.8%	48.0%	47.9%	48.7%	16.8%	17.1%	16.1%	16.1%	16.2%	17.0%	8.7%	8.6%	8.7%	0.5%	0.8%	0.8%
<b>Leaving</b>																					
No	143,386	150,502	101,442	13.0%	12.4%	11.7%	52.1%	51.6%	53.0%	15.4%	15.7%	14.8%	13.9%	13.9%	14.4%	5.3%	6.0%	5.6%	0.3%	0.4%	0.5%
Yes, to retire	13,492	14,410	9,505	10.2%	9.0%	9.7%	47.3%	46.2%	49.8%	16.6%	18.2%	16.8%	15.8%	16.1%	14.6%	8.9%	9.6%	7.6%	1.3%	0.8%	1.6%
Yes, to other job in Govt	37,420	35,606	22,692	6.0%	6.0%	6.6%	41.3%	40.8%	42.3%	18.3%	18.7%	17.7%	20.1%	19.7%	19.5%	13.6%	13.4%	13.2%	0.7%	1.3%	0.8%
Yes, to other job outside Govt	6,395	7,859	5,068	4.9%	5.1%	5.4%	38.3%	35.9%	38.5%	17.4%	18.4%	15.8%	22.9%	18.2%	23.5%	15.4%	20.6%	16.0%	1.1%	1.7%	0.8%
Yes, other	8,241	9,088	5,480	7.0%	4.6%	5.1%	37.1%	37.9%	37.5%	19.0%	20.8%	20.6%	19.2%	20.9%	19.7%	16.1%	14.2%	16.6%	1.5%	1.5%	0.6%
<b>Retiring</b>																					
Within 1 year	8,333	9,140	6,074	10.3%	9.3%	10.7%	48.0%	46.8%	50.3%	16.1%	18.7%	15.7%	15.3%	14.3%	14.0%	9.4%	10.0%	7.8%	0.8%	0.9%	1.4%
Between 1 and 3 years	24,422	25,221	16,418	10.4%	10.3%	9.2%	47.8%	47.1%	47.9%	16.6%	17.3%	17.1%	16.0%	15.9%	17.4%	8.1%	8.6%	7.5%	1.2%	1.0%	0.8%
Between 3 and 5 years	26,402	28,079	19,275	9.4%	9.2%	9.8%	49.2%	47.6%	48.6%	16.7%	17.3%	16.4%	15.4%	16.6%	15.6%	8.8%	8.7%	8.9%	0.6%	0.6%	0.6%
5 or more years	149,780	155,005	102,415	11.5%	10.9%	10.4%	49.1%	48.8%	50.3%	16.0%	16.4%	15.4%	15.6%	15.2%	15.7%	7.4%	8.1%	7.6%	0.4%	0.6%	0.6%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(18) My talents are used well in the workplace.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,196</b>	<b>221,436</b>	<b>147,905</b>	<b>17.2%</b>	<b>17.1%</b>	<b>16.4%</b>	<b>45.0%</b>	<b>44.4%</b>	<b>45.8%</b>	<b>17.0%</b>	<b>17.3%</b>	<b>17.3%</b>	<b>12.4%</b>	<b>12.7%</b>	<b>13.0%</b>	<b>7.4%</b>	<b>7.7%</b>	<b>6.8%</b>	<b>0.9%</b>	<b>0.8%</b>	<b>0.7%</b>
<b>Work Location</b>																					
Headquarters	82,923	86,486	51,143	19.4%	18.5%	17.6%	44.0%	43.8%	44.3%	16.2%	16.6%	17.0%	12.0%	12.8%	13.2%	7.4%	7.4%	7.1%	1.0%	0.8%	0.8%
Field	125,984	130,944	93,055	16.2%	16.4%	16.0%	45.5%	44.7%	46.3%	17.4%	17.7%	17.4%	12.6%	12.7%	12.9%	7.4%	7.8%	6.7%	0.9%	0.8%	0.7%
<b>Supervisor Status</b>																					
Non-Supervisor	116,265	118,187	74,553	15.8%	15.6%	15.1%	43.1%	42.8%	44.1%	18.4%	18.6%	18.6%	13.5%	13.7%	13.8%	8.1%	8.5%	7.5%	1.1%	0.9%	0.8%
Team Leader	28,854	31,775	20,113	17.9%	19.5%	18.0%	48.0%	45.3%	48.6%	15.0%	15.4%	14.6%	11.1%	12.2%	12.3%	7.5%	7.0%	6.0%	0.6%	0.7%	0.6%
Supervisor	37,703	39,863	28,520	19.1%	16.9%	17.7%	48.7%	49.8%	49.9%	15.3%	16.1%	16.2%	11.2%	10.4%	10.8%	4.8%	5.9%	4.9%	0.9%	0.9%	0.5%
Manager	21,188	22,465	17,118	23.9%	23.6%	24.7%	50.3%	49.1%	51.8%	12.6%	13.4%	12.2%	8.1%	8.8%	7.7%	4.7%	4.6%	3.2%	0.4%	0.4%	0.4%
Executive	4,882	5,133	3,906	33.7%	32.4%	38.6%	40.4%	43.8%	44.9%	12.4%	8.7%	7.8%	6.9%	9.7%	6.0%	6.3%	4.9%	2.3%	0.3%	0.5%	0.5%
<b>Sex</b>																					
Male	108,691	117,808	81,631	16.5%	16.4%	15.6%	45.3%	44.7%	46.1%	17.4%	17.5%	17.5%	12.4%	12.7%	12.8%	7.5%	7.8%	7.2%	0.9%	0.9%	0.8%
Female	100,251	99,733	62,576	18.2%	17.9%	17.6%	44.6%	44.1%	45.3%	16.5%	17.1%	17.0%	12.5%	12.7%	13.2%	7.2%	7.4%	6.3%	1.0%	0.7%	0.7%
<b>Hispanic or Latino</b>																					
Yes	14,271	13,631	8,467	20.3%	20.3%	18.2%	43.5%	41.5%	43.5%	16.1%	19.7%	18.5%	11.0%	10.8%	12.1%	8.1%	6.7%	7.0%	0.9%	0.9%	0.8%
No	194,610	203,794	135,495	16.9%	16.8%	16.3%	45.2%	44.7%	46.0%	17.1%	17.1%	17.2%	12.6%	12.9%	13.0%	7.3%	7.7%	6.8%	0.9%	0.8%	0.7%
<b>Race</b>																					
American Indian/ Alaska Native	8,130	6,151	---	18.0%	17.0%	---	42.5%	45.6%	---	16.6%	19.4%	---	12.7%	10.3%	---	9.6%	7.1%	---	0.6%	0.6%	---
Asian	8,414	8,608	---	20.2%	22.1%	---	47.2%	43.5%	---	18.6%	18.5%	---	8.9%	10.6%	---	4.6%	4.7%	---	0.5%	0.7%	---
Black or African American	32,718	32,871	---	19.1%	18.2%	---	42.5%	41.7%	---	16.5%	18.2%	---	12.3%	13.2%	---	8.4%	7.7%	---	1.2%	1.0%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	24.2%	24.5%	---	38.6%	41.2%	---	25.3%	18.6%	---	7.0%	6.8%	---	4.6%	6.6%	---	0.3%	2.3%	---
White	146,252	156,721	---	16.3%	16.4%	---	46.4%	45.6%	---	16.8%	16.8%	---	12.8%	12.7%	---	6.9%	7.8%	---	0.9%	0.7%	---
Two or more races (Not Hispanic/Latino)	6,176	6,194	---	16.7%	15.0%	---	37.4%	36.4%	---	20.2%	19.0%	---	13.4%	17.4%	---	11.4%	11.0%	---	0.9%	1.2%	---
<b>Age Group</b>																					
<30 (25 and under)	8,857	8,793	5,461	16.0%	15.2%	14.0%	43.5%	42.2%	46.0%	19.9%	20.3%	17.8%	12.4%	14.5%	14.2%	7.7%	7.0%	7.4%	0.5%	0.8%	0.6%
(26-29)	2,298	2,476	---	16.8%	15.9%	---	40.7%	39.3%	---	22.4%	21.6%	---	12.5%	15.5%	---	7.2%	7.1%	---	0.4%	0.7%	---
30-39	6,559	6,317	---	15.8%	14.8%	---	44.4%	43.4%	---	19.0%	19.8%	---	12.4%	14.1%	---	7.8%	7.0%	---	0.6%	0.9%	---
40-49	29,382	31,366	20,919	15.9%	14.7%	14.8%	44.7%	46.3%	46.5%	17.6%	18.0%	18.2%	14.3%	13.0%	14.0%	6.9%	7.5%	5.9%	0.7%	0.6%	0.5%
50-59	64,115	70,132	47,044	17.1%	16.7%	16.1%	46.6%	45.5%	46.6%	15.6%	17.1%	16.1%	11.8%	12.2%	13.6%	7.9%	7.8%	7.0%	0.9%	0.8%	0.6%
60+	82,016	87,041	57,872	16.7%	18.0%	17.0%	44.3%	43.2%	44.9%	17.7%	17.1%	17.7%	12.6%	13.0%	12.2%	7.5%	7.7%	7.3%	1.1%	0.9%	0.9%
60+	24,558	20,188	12,862	22.1%	20.2%	19.6%	44.0%	43.8%	44.6%	16.1%	15.8%	18.4%	10.9%	11.7%	10.8%	5.9%	7.5%	5.4%	1.1%	1.0%	1.2%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (18) My talents are used well in the workplace.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,196</b>	<b>221,436</b>	<b>147,905</b>	<b>17.2%</b>	<b>17.1%</b>	<b>16.4%</b>	<b>45.0%</b>	<b>44.4%</b>	<b>45.8%</b>	<b>17.0%</b>	<b>17.3%</b>	<b>17.3%</b>	<b>12.4%</b>	<b>12.7%</b>	<b>13.0%</b>	<b>7.4%</b>	<b>7.7%</b>	<b>6.8%</b>	<b>0.9%</b>	<b>0.8%</b>	<b>0.7%</b>
<b>Pay Category</b>																					
Federal Wage System	8,652	9,477	5,512	16.8%	16.9%	16.3%	45.3%	44.5%	46.2%	18.6%	18.2%	17.7%	12.3%	13.4%	11.7%	6.6%	6.3%	7.3%	0.5%	0.6%	0.9%
GS 1-6 or equivalent	10,339	10,824	6,707	18.6%	19.4%	16.1%	40.7%	41.4%	38.5%	17.8%	18.0%	19.7%	12.8%	11.2%	14.5%	8.5%	9.3%	9.9%	1.6%	0.8%	1.4%
GS 7-12 or equivalent	86,212	91,800	58,907	16.2%	16.6%	15.1%	44.9%	44.2%	46.4%	18.1%	17.8%	17.9%	12.8%	12.9%	13.4%	7.0%	7.7%	6.6%	0.9%	0.9%	0.6%
GS 13-15 or equivalent	83,233	91,620	64,041	18.5%	17.6%	17.8%	46.7%	47.6%	47.9%	14.9%	15.1%	15.2%	11.7%	12.3%	12.5%	7.0%	6.7%	6.1%	1.1%	0.7%	0.6%
Senior Executive Service	3,931	4,204	3,314	34.8%	34.3%	36.4%	45.0%	44.5%	44.2%	8.8%	9.3%	7.3%	7.2%	7.5%	6.0%	3.8%	3.8%	5.5%	0.4%	0.5%	0.7%
SL/ST	780	688	490	24.1%	17.1%	34.0%	54.2%	35.2%	38.3%	5.6%	22.4%	19.8%	3.8%	23.0%	5.3%	12.2%	2.2%	2.6%	0.1%	0.2%	0.0%
Other	15,762	8,187	5,204	16.5%	15.8%	20.2%	44.2%	42.7%	43.6%	16.1%	20.5%	17.9%	13.1%	12.0%	11.0%	9.4%	7.8%	6.7%	0.6%	1.1%	0.7%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	16.6%	20.7%	20.7%	44.4%	50.5%	46.8%	23.9%	14.5%	20.3%	7.5%	10.1%	9.6%	6.7%	3.5%	1.9%	0.8%	0.5%	0.8%
1-3 years	17,928	17,545	12,896	19.0%	17.4%	14.7%	46.2%	43.8%	42.5%	16.0%	17.5%	17.4%	11.8%	12.8%	15.0%	6.5%	7.9%	9.7%	0.5%	0.6%	0.7%
4-5 years	14,598	16,228	8,712	17.2%	15.3%	17.4%	42.6%	43.8%	47.1%	18.2%	17.8%	17.2%	14.2%	13.8%	12.1%	7.2%	8.7%	5.5%	0.5%	0.7%	0.7%
6-10 years	32,657	26,507	13,916	15.3%	16.9%	16.3%	45.1%	43.1%	45.4%	17.1%	17.2%	16.6%	13.5%	13.7%	13.9%	8.2%	8.4%	7.1%	0.8%	0.7%	0.7%
11-20 years	53,231	62,914	44,998	16.6%	16.8%	15.9%	44.8%	44.2%	45.8%	16.8%	17.9%	18.1%	12.9%	12.3%	13.0%	7.8%	7.9%	6.5%	1.0%	0.8%	0.7%
(11 to 14 years)	17,504	---	---	15.9%	---	---	45.3%	---	---	17.5%	---	---	12.7%	---	---	7.5%	---	---	1.0%	---	---
(15 to 20 years)	35,727	---	---	17.0%	---	---	44.6%	---	---	16.4%	---	---	13.1%	---	---	8.0%	---	---	1.0%	---	---
> 20 years	88,281	91,716	62,356	18.0%	17.5%	17.3%	45.3%	45.2%	46.8%	16.8%	16.9%	16.8%	11.5%	12.4%	12.1%	7.1%	7.0%	6.3%	1.1%	0.9%	0.8%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,025	2,815	20.9%	21.0%	22.2%	44.0%	46.3%	43.4%	19.8%	15.5%	20.9%	7.8%	11.6%	10.2%	6.3%	4.7%	2.8%	1.1%	0.8%	0.4%
1-3 years	28,187	28,268	21,639	19.0%	17.0%	16.1%	44.5%	42.7%	41.5%	16.8%	17.5%	17.1%	12.1%	13.2%	15.4%	6.9%	8.6%	9.1%	0.7%	0.9%	0.7%
4-5 years	20,124	22,561	13,236	16.8%	14.7%	15.9%	42.3%	43.7%	47.3%	17.0%	18.2%	16.9%	14.9%	14.1%	12.6%	8.3%	8.5%	6.5%	0.7%	0.9%	0.8%
6-10 years	40,757	35,126	18,825	15.1%	16.6%	15.8%	44.4%	43.9%	45.4%	17.5%	16.7%	17.5%	14.1%	13.5%	13.5%	8.0%	8.5%	7.0%	0.9%	0.7%	0.8%
11-20 years	54,456	64,992	46,193	16.7%	17.1%	15.9%	45.9%	44.0%	46.6%	16.7%	18.4%	17.8%	12.0%	12.1%	12.6%	7.5%	7.7%	6.3%	1.2%	0.8%	0.8%
> 20 years	60,591	61,531	41,488	18.1%	18.0%	17.3%	46.2%	46.3%	47.8%	16.6%	16.4%	16.7%	11.3%	12.0%	11.6%	6.9%	6.4%	6.0%	0.9%	0.8%	0.6%
<b>Leaving</b>																					
No	143,384	150,510	101,442	20.5%	20.0%	19.6%	50.4%	49.7%	51.2%	15.7%	16.4%	16.2%	8.9%	9.4%	9.0%	3.8%	4.1%	3.5%	0.5%	0.4%	0.4%
Yes, to retire	13,493	14,407	9,505	17.0%	17.3%	14.6%	42.2%	41.5%	43.5%	19.1%	17.3%	19.8%	12.4%	13.8%	14.2%	7.7%	9.2%	6.4%	1.5%	1.0%	1.4%
Yes, to other job in Govt	37,420	35,607	22,691	7.8%	9.4%	7.9%	31.8%	31.8%	32.2%	20.5%	20.0%	19.6%	22.0%	21.0%	23.7%	16.3%	16.1%	15.3%	1.6%	1.7%	1.3%
Yes, to other job outside Govt	6,394	7,858	5,069	7.2%	5.7%	7.6%	27.4%	26.4%	25.4%	18.0%	17.2%	18.3%	25.0%	23.4%	24.3%	20.3%	24.4%	22.7%	2.0%	2.9%	1.7%
Yes, other	8,242	9,086	5,481	9.8%	7.0%	7.5%	27.4%	27.2%	28.3%	19.3%	21.9%	21.7%	20.8%	24.0%	24.4%	19.5%	17.7%	16.5%	3.1%	2.3%	1.7%
<b>Retiring</b>																					
Within 1 year	8,333	9,139	6,074	17.3%	18.2%	15.8%	39.7%	39.1%	41.9%	18.2%	16.6%	18.9%	13.8%	14.4%	13.4%	9.6%	10.4%	8.5%	1.4%	1.2%	1.5%
Between 1 and 3 years	24,422	25,220	16,417	17.3%	17.3%	15.1%	45.2%	43.1%	45.3%	18.2%	17.2%	17.9%	11.3%	13.6%	13.9%	6.7%	7.9%	6.4%	1.2%	0.9%	1.4%
Between 3 and 5 years	26,404	28,080	19,276	17.4%	16.3%	17.3%	44.9%	44.6%	45.4%	16.7%	18.3%	17.9%	11.8%	12.4%	12.2%	7.9%	7.4%	6.4%	1.3%	1.1%	0.8%
5 or more years	149,773	155,008	102,416	17.2%	17.1%	16.5%	45.2%	44.9%	46.1%	16.8%	17.2%	17.1%	12.6%	12.5%	12.9%	7.3%	7.5%	6.8%	0.8%	0.7%	0.6%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(19) I know how my work relates to the agency's goals and priorities.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,450</b>	<b>147,908</b>	<b>29.0%</b>	<b>29.0%</b>	<b>28.6%</b>	<b>54.9%</b>	<b>53.8%</b>	<b>54.5%</b>	<b>10.3%</b>	<b>10.5%</b>	<b>10.6%</b>	<b>3.3%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>1.8%</b>	<b>2.1%</b>	<b>1.8%</b>	<b>0.6%</b>	<b>0.8%</b>	<b>0.6%</b>
<b>Work Location</b>																					
Headquarters	82,920	86,486	51,144	32.3%	30.9%	30.4%	52.6%	53.3%	53.2%	9.9%	9.8%	10.4%	3.0%	3.5%	3.6%	1.5%	1.7%	1.7%	0.7%	0.7%	0.6%
Field	125,991	130,958	93,056	27.4%	28.0%	27.9%	56.1%	54.0%	55.0%	10.5%	10.8%	10.6%	3.4%	4.1%	4.0%	2.0%	2.2%	1.8%	0.6%	0.8%	0.6%
<b>Supervisor Status</b>																					
Non-Supervisor	116,269	118,197	74,554	25.7%	25.9%	25.6%	56.3%	54.9%	55.6%	11.5%	11.7%	11.8%	3.6%	4.3%	4.3%	2.1%	2.3%	2.0%	0.8%	0.9%	0.8%
Team Leader	28,856	31,778	20,115	30.5%	31.5%	32.3%	54.7%	53.1%	53.5%	9.3%	9.0%	9.0%	3.1%	3.8%	3.2%	1.8%	2.1%	1.5%	0.6%	0.7%	0.5%
Supervisor	37,703	39,862	28,518	35.2%	32.9%	33.2%	52.8%	54.2%	53.9%	8.2%	8.3%	8.1%	2.4%	2.7%	3.2%	1.1%	1.3%	1.3%	0.2%	0.6%	0.4%
Manager	21,188	22,466	17,119	43.4%	42.4%	44.6%	48.1%	46.7%	47.2%	5.4%	7.0%	4.9%	2.0%	2.3%	2.2%	0.8%	0.9%	1.0%	0.2%	0.7%	0.2%
Executive	4,881	5,135	3,906	53.2%	56.6%	62.1%	38.2%	33.6%	33.0%	6.2%	3.8%	2.8%	1.5%	4.4%	1.2%	0.8%	1.4%	0.8%	0.1%	0.3%	0.1%
<b>Sex</b>																					
Male	108,693	117,819	81,632	27.6%	27.5%	27.2%	54.4%	53.4%	53.8%	11.4%	11.4%	11.8%	3.8%	4.3%	4.5%	2.1%	2.4%	2.1%	0.7%	0.9%	0.6%
Female	100,253	99,734	62,578	30.9%	30.8%	30.3%	55.7%	54.3%	55.6%	8.9%	9.2%	8.9%	2.6%	3.4%	3.1%	1.4%	1.6%	1.4%	0.6%	0.6%	0.7%
<b>Hispanic or Latino</b>																					
Yes	14,270	13,631	8,467	31.2%	32.1%	31.2%	52.8%	51.9%	54.3%	9.9%	10.1%	9.6%	2.9%	3.4%	2.7%	1.8%	1.7%	1.6%	1.4%	0.8%	0.7%
No	194,615	203,805	135,499	28.8%	28.7%	28.3%	55.1%	54.0%	54.6%	10.4%	10.5%	10.6%	3.3%	4.0%	4.0%	1.8%	2.1%	1.8%	0.6%	0.8%	0.6%
<b>Race</b>																					
American Indian/ Alaska Native	8,130	6,154	---	28.2%	29.7%	---	54.0%	54.1%	---	10.4%	10.5%	---	3.5%	3.3%	---	3.3%	1.5%	---	0.6%	0.9%	---
Asian	8,414	8,611	---	30.6%	30.2%	---	57.9%	55.7%	---	8.4%	10.2%	---	1.9%	2.3%	---	0.9%	1.3%	---	0.4%	0.3%	---
Black or African American	32,722	32,869	---	31.2%	31.5%	---	55.8%	53.9%	---	9.2%	9.4%	---	2.0%	3.2%	---	1.4%	1.2%	---	0.5%	0.9%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	36.5%	36.0%	---	41.0%	47.2%	---	18.5%	11.3%	---	1.9%	2.4%	---	1.3%	2.3%	---	0.9%	0.9%	---
White	146,252	156,730	---	28.1%	28.3%	---	55.5%	54.0%	---	10.3%	10.6%	---	3.6%	4.1%	---	1.8%	2.2%	---	0.7%	0.8%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	29.9%	27.3%	---	47.1%	50.3%	---	14.8%	10.8%	---	5.1%	5.7%	---	2.3%	4.7%	---	0.8%	1.2%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,794	5,461	27.4%	26.4%	25.0%	55.6%	55.0%	56.8%	11.1%	11.3%	10.5%	3.1%	3.9%	5.4%	1.5%	2.3%	1.6%	1.2%	1.3%	0.8%
(26-29)	2,298	2,477	---	31.4%	26.3%	---	51.9%	55.0%	---	12.1%	10.8%	---	2.4%	3.7%	---	1.5%	2.1%	---	0.6%	2.1%	---
30-39	29,383	31,368	20,922	26.9%	27.1%	26.3%	56.2%	55.5%	55.5%	10.7%	10.8%	11.1%	3.7%	3.9%	4.4%	1.8%	2.1%	2.1%	0.7%	0.6%	0.6%
40-49	64,116	70,132	47,043	29.2%	28.7%	28.1%	55.5%	54.0%	55.3%	9.6%	10.2%	10.2%	3.2%	4.1%	3.7%	2.1%	2.2%	1.9%	0.5%	0.8%	0.7%
50-59	82,015	87,048	57,873	28.6%	29.9%	29.5%	55.1%	53.1%	53.7%	10.7%	10.4%	10.7%	3.2%	3.8%	3.9%	1.7%	2.1%	1.7%	0.7%	0.8%	0.6%
60+	24,560	20,194	12,863	34.3%	31.4%	32.7%	50.4%	51.7%	52.2%	10.4%	10.5%	10.2%	3.1%	4.2%	2.8%	1.4%	1.5%	1.4%	0.4%	0.7%	0.7%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (19) I know how my work relates to the agency's goals and priorities.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,450</b>	<b>147,908</b>	<b>29.0%</b>	<b>29.0%</b>	<b>28.6%</b>	<b>54.9%</b>	<b>53.8%</b>	<b>54.5%</b>	<b>10.3%</b>	<b>10.5%</b>	<b>10.6%</b>	<b>3.3%</b>	<b>3.9%</b>	<b>3.9%</b>	<b>1.8%</b>	<b>2.1%</b>	<b>1.8%</b>	<b>0.6%</b>	<b>0.8%</b>	<b>0.6%</b>
<b>Pay Category</b>																					
Federal Wage System	8,656	9,479	5,512	23.5%	24.7%	24.0%	57.8%	55.5%	57.1%	13.4%	13.4%	13.4%	2.8%	3.2%	3.5%	1.7%	2.1%	1.5%	0.8%	1.0%	0.5%
GS 1-6 or equivalent	10,340	10,828	6,707	27.7%	29.7%	26.3%	54.3%	54.6%	57.7%	13.6%	10.4%	10.3%	2.1%	2.6%	2.8%	1.7%	1.8%	1.5%	0.6%	0.8%	1.4%
GS 7-12 or equivalent	86,214	91,803	58,911	27.8%	27.5%	27.4%	56.7%	55.1%	55.5%	10.1%	10.6%	10.7%	3.1%	4.1%	4.1%	1.6%	1.9%	1.7%	0.7%	0.7%	0.6%
GS 13-15 or equivalent	83,230	91,619	64,041	32.9%	32.2%	31.5%	52.7%	51.9%	51.9%	8.4%	9.3%	9.7%	3.6%	3.8%	4.2%	1.8%	2.1%	2.2%	0.6%	0.6%	0.5%
Senior Executive Service	3,930	4,206	3,314	62.2%	61.2%	62.7%	33.3%	32.6%	30.1%	3.1%	3.5%	5.1%	0.8%	1.4%	1.0%	0.6%	1.1%	0.5%	0.0%	0.1%	0.5%
SL/ST	780	688	490	35.0%	38.1%	53.1%	51.4%	44.0%	39.8%	2.5%	6.2%	3.5%	9.6%	10.6%	2.6%	1.3%	1.0%	1.0%	0.2%	0.1%	0.0%
Other	15,764	8,187	5,203	27.9%	28.8%	30.6%	52.3%	50.9%	52.4%	11.5%	11.3%	11.5%	4.6%	4.7%	3.0%	3.0%	2.6%	2.2%	0.7%	1.7%	0.4%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	29.0%	32.2%	35.3%	50.7%	57.8%	48.0%	8.5%	6.8%	12.7%	2.1%	2.4%	2.5%	2.6%	0.5%	0.2%	7.0%	0.3%	1.3%
1-3 years	17,928	17,546	12,898	29.0%	29.7%	26.3%	57.1%	53.9%	55.7%	9.1%	10.1%	11.5%	2.6%	3.8%	4.0%	1.4%	2.0%	1.9%	0.8%	0.5%	0.5%
4-5 years	14,599	16,230	8,712	28.2%	27.7%	29.7%	54.1%	54.3%	54.1%	11.8%	11.3%	10.2%	4.1%	3.7%	3.3%	1.5%	1.9%	1.8%	0.3%	1.0%	0.9%
6-10 years	32,657	26,510	13,916	28.5%	28.1%	28.3%	55.9%	54.3%	54.4%	9.9%	10.2%	11.0%	3.4%	4.5%	3.8%	1.9%	2.1%	1.7%	0.4%	0.8%	0.8%
11-20 years	53,232	62,920	44,997	27.8%	28.5%	28.0%	55.1%	53.8%	55.3%	11.1%	11.0%	10.4%	3.6%	3.9%	4.0%	1.9%	2.2%	1.8%	0.5%	0.6%	0.5%
(11 to 14 years)	17,504	---	---	27.5%	---	---	54.0%	---	---	12.4%	---	---	3.9%	---	---	1.7%	---	---	0.5%	---	---
(15 to 20 years)	35,728	---	---	28.0%	---	---	55.7%	---	---	10.3%	---	---	3.5%	---	---	1.9%	---	---	0.5%	---	---
> 20 years	88,283	91,718	62,358	30.2%	29.5%	29.5%	54.1%	53.2%	53.8%	10.2%	10.3%	10.3%	3.1%	4.0%	3.9%	1.9%	2.1%	1.8%	0.6%	0.9%	0.8%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,025	2,815	31.9%	31.1%	32.6%	50.3%	56.3%	51.6%	9.9%	8.0%	11.4%	1.8%	2.9%	2.6%	2.3%	1.3%	1.1%	3.8%	0.4%	0.7%
1-3 years	28,187	28,267	21,641	29.3%	29.5%	27.4%	56.1%	52.9%	54.5%	9.6%	10.5%	11.2%	2.7%	4.3%	4.1%	1.6%	2.2%	2.2%	0.7%	0.6%	0.5%
4-5 years	20,125	22,563	13,237	27.9%	26.3%	28.0%	54.6%	55.2%	54.7%	10.9%	11.2%	10.9%	4.0%	4.1%	3.8%	2.0%	2.0%	1.7%	0.6%	1.1%	0.9%
6-10 years	40,757	35,129	18,825	27.5%	28.7%	27.3%	56.3%	53.9%	55.8%	10.7%	10.3%	10.7%	3.4%	4.3%	3.8%	1.7%	2.2%	1.8%	0.4%	0.7%	0.7%
11-20 years	54,456	65,000	46,191	28.1%	28.7%	28.8%	55.0%	53.6%	54.6%	10.9%	11.1%	10.3%	3.5%	4.0%	4.1%	1.9%	2.0%	1.7%	0.6%	0.6%	0.5%
> 20 years	60,595	61,533	41,489	30.9%	30.0%	29.8%	53.9%	53.5%	54.0%	9.8%	9.9%	10.1%	3.1%	3.6%	3.6%	1.8%	2.1%	1.7%	0.5%	0.9%	0.8%
<b>Leaving</b>																					
No	143,384	150,515	101,445	32.0%	31.9%	31.8%	55.6%	54.4%	55.1%	8.6%	9.0%	8.8%	2.3%	2.9%	2.6%	0.9%	1.2%	1.1%	0.5%	0.5%	0.5%
Yes, to retire	13,494	14,413	9,502	29.7%	26.5%	25.5%	51.4%	52.2%	53.4%	12.3%	12.6%	12.8%	3.2%	4.7%	5.9%	2.9%	3.1%	1.9%	0.6%	0.8%	0.5%
Yes, to other job in Govt	37,419	35,607	22,693	20.7%	21.8%	20.5%	55.2%	54.3%	54.7%	14.0%	13.0%	14.0%	5.4%	5.8%	6.4%	3.9%	3.8%	3.4%	0.8%	1.3%	1.0%
Yes, to other job outside Govt	6,395	7,858	5,069	18.6%	21.8%	18.8%	51.0%	46.7%	52.1%	14.9%	16.2%	13.9%	9.3%	8.6%	8.6%	4.7%	5.4%	5.3%	1.6%	1.4%	1.2%
Yes, other	8,242	9,088	5,482	20.1%	17.4%	18.0%	50.6%	49.7%	48.9%	16.9%	17.7%	19.9%	6.4%	8.9%	8.4%	4.8%	4.6%	3.9%	1.3%	1.8%	0.9%
<b>Retiring</b>																					
Within 1 year	8,333	9,143	6,072	29.3%	27.5%	25.3%	50.6%	50.7%	52.9%	12.7%	12.4%	12.8%	3.3%	4.8%	5.8%	3.4%	3.6%	2.5%	0.7%	1.0%	0.6%
Between 1 and 3 years	24,422	25,224	16,417	27.8%	28.0%	27.9%	55.2%	52.9%	54.0%	11.0%	12.1%	11.6%	3.5%	4.3%	4.4%	2.0%	2.1%	1.4%	0.6%	0.7%	0.7%
Between 3 and 5 years	26,404	28,082	19,276	27.8%	28.2%	29.3%	54.2%	53.7%	54.1%	11.5%	11.2%	10.6%	3.7%	4.0%	3.9%	2.1%	1.9%	1.8%	0.7%	1.0%	0.4%
5 or more years	149,780	155,012	102,420	29.4%	29.3%	28.6%	55.2%	54.1%	54.8%	9.9%	10.1%	10.3%	3.2%	3.8%	3.7%	1.7%	2.0%	1.8%	0.6%	0.7%	0.7%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (20) The work I do is important.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,204</b>	<b>221,430</b>	<b>147,893</b>	<b>48.1%</b>	<b>47.1%</b>	<b>48.2%</b>	<b>42.7%</b>	<b>43.0%</b>	<b>42.5%</b>	<b>6.3%</b>	<b>7.0%</b>	<b>6.5%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>0.3%</b>
<b>Work Location</b>																					
Headquarters	82,924	86,480	51,142	47.3%	46.1%	44.8%	42.9%	43.0%	44.0%	6.8%	7.5%	7.6%	1.7%	1.8%	2.1%	1.0%	1.0%	1.1%	0.3%	0.4%	0.4%
Field	125,992	130,942	93,044	48.6%	47.6%	49.2%	42.6%	43.0%	42.1%	6.1%	6.8%	6.2%	1.5%	1.5%	1.4%	1.0%	0.8%	0.9%	0.2%	0.3%	0.3%
<b>Supervisor Status</b>																					
Non-Supervisor	116,273	118,186	74,546	45.3%	44.3%	44.9%	44.1%	44.5%	44.3%	7.2%	7.9%	7.4%	1.9%	1.8%	1.8%	1.2%	1.1%	1.1%	0.3%	0.5%	0.4%
Team Leader	28,856	31,775	20,112	49.8%	49.2%	53.5%	42.4%	42.2%	39.6%	5.7%	6.1%	5.2%	1.1%	1.4%	1.1%	0.9%	0.8%	0.5%	0.2%	0.2%	0.1%
Supervisor	37,704	39,857	28,516	53.1%	51.7%	53.1%	40.6%	41.5%	40.7%	4.8%	5.2%	4.6%	0.9%	1.0%	0.9%	0.5%	0.4%	0.5%	0.1%	0.2%	0.2%
Manager	21,188	22,466	17,117	60.1%	59.4%	62.0%	35.4%	35.5%	33.6%	3.3%	3.9%	3.1%	0.6%	0.7%	0.7%	0.5%	0.4%	0.4%	0.1%	0.1%	0.1%
Executive	4,882	5,133	3,906	67.7%	66.4%	73.4%	25.6%	27.0%	23.3%	2.5%	5.1%	2.2%	0.7%	0.5%	0.7%	3.3%	0.7%	0.3%	0.1%	0.3%	0.2%
<b>Sex</b>																					
Male	108,694	117,811	81,623	47.3%	46.8%	47.8%	43.1%	42.8%	42.5%	6.6%	7.3%	6.8%	1.6%	1.7%	1.7%	1.1%	1.0%	0.9%	0.3%	0.4%	0.3%
Female	100,255	99,723	62,573	49.2%	47.6%	48.8%	42.2%	43.3%	42.6%	5.9%	6.6%	6.1%	1.5%	1.4%	1.4%	0.9%	0.8%	0.9%	0.2%	0.4%	0.3%
<b>Hispanic or Latino</b>																					
Yes	14,270	13,630	8,467	54.2%	54.0%	55.4%	37.5%	37.9%	38.3%	5.7%	5.4%	4.4%	1.2%	1.3%	0.9%	1.0%	0.9%	0.8%	0.4%	0.4%	0.2%
No	194,618	203,789	135,485	47.5%	46.5%	47.6%	43.2%	43.5%	42.8%	6.4%	7.1%	6.7%	1.6%	1.6%	1.6%	1.0%	0.9%	0.9%	0.2%	0.4%	0.3%
<b>Race</b>																					
American Indian/ Alaska Native	8,129	6,152	---	52.3%	52.0%	---	39.4%	39.0%	---	5.9%	7.0%	---	0.8%	0.9%	---	1.4%	0.7%	---	0.2%	0.4%	---
Asian	8,414	8,608	---	48.8%	47.8%	---	43.6%	44.2%	---	5.8%	6.4%	---	0.9%	1.0%	---	0.8%	0.5%	---	0.1%	0.1%	---
Black or African American	32,721	32,872	---	54.5%	51.5%	---	39.6%	41.3%	---	4.1%	5.4%	---	0.9%	0.9%	---	0.6%	0.5%	---	0.3%	0.4%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	49.6%	56.0%	---	37.1%	35.6%	---	7.7%	6.2%	---	0.6%	2.0%	---	4.7%	0.1%	---	0.3%	0.1%	---
White	146,258	156,717	---	46.3%	45.8%	---	43.9%	43.7%	---	6.7%	7.3%	---	1.8%	1.8%	---	1.0%	1.0%	---	0.2%	0.4%	---
Two or more races (Not Hispanic/Latino)	6,176	6,194	---	51.0%	46.8%	---	37.6%	40.4%	---	8.7%	9.7%	---	1.1%	1.7%	---	1.2%	0.9%	---	0.4%	0.4%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,794	5,461	45.4%	42.7%	45.7%	43.1%	43.8%	41.1%	7.9%	9.8%	8.1%	2.3%	1.5%	2.8%	0.9%	1.4%	1.8%	0.5%	0.9%	0.5%
(26-29)	2,298	2,477	---	48.1%	41.4%	---	38.8%	45.9%	---	9.3%	9.8%	---	2.2%	1.5%	---	1.0%	1.1%	---	0.7%	0.3%	---
30-39	29,383	31,364	20,920	46.8%	45.3%	48.0%	42.9%	44.6%	42.6%	6.8%	7.3%	6.9%	1.9%	1.7%	1.4%	1.4%	0.9%	0.9%	0.2%	0.3%	0.2%
40-49	64,120	70,127	47,040	48.4%	47.6%	47.7%	43.0%	43.2%	43.6%	6.1%	6.6%	6.2%	1.2%	1.5%	1.6%	1.1%	0.9%	0.6%	0.2%	0.3%	0.3%
50-59	82,016	87,043	57,867	47.5%	48.0%	48.6%	43.3%	42.3%	41.9%	6.3%	6.7%	6.5%	1.8%	1.6%	1.5%	0.9%	0.9%	1.1%	0.2%	0.4%	0.3%
60+	24,561	20,192	12,860	53.1%	48.5%	50.7%	39.3%	41.9%	41.0%	5.4%	7.0%	5.8%	0.9%	1.6%	1.3%	0.8%	0.6%	0.8%	0.4%	0.4%	0.4%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (20) The work I do is important.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,204</b>	<b>221,430</b>	<b>147,893</b>	<b>48.1%</b>	<b>47.1%</b>	<b>48.2%</b>	<b>42.7%</b>	<b>43.0%</b>	<b>42.5%</b>	<b>6.3%</b>	<b>7.0%</b>	<b>6.5%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>0.3%</b>
<b>Pay Category</b>																					
Federal Wage System	8,657	9,478	5,508	48.3%	48.4%	47.3%	43.4%	44.1%	45.7%	5.5%	5.9%	5.8%	1.2%	0.8%	0.6%	1.4%	0.4%	0.5%	0.2%	0.4%	0.1%
GS 1-6 or equivalent	10,340	10,822	6,706	48.1%	47.4%	50.6%	44.1%	43.7%	40.1%	4.6%	6.3%	6.9%	1.7%	1.5%	1.1%	1.3%	0.6%	0.8%	0.2%	0.6%	0.5%
GS 7-12 or equivalent	86,211	91,795	58,905	48.1%	46.5%	47.5%	42.7%	43.7%	43.1%	6.7%	7.0%	6.5%	1.5%	1.5%	1.6%	0.8%	1.0%	1.0%	0.3%	0.4%	0.3%
GS 13-15 or equivalent	83,232	91,619	64,038	47.2%	45.8%	46.6%	42.7%	43.1%	43.1%	6.6%	7.6%	6.9%	1.9%	2.1%	1.9%	1.3%	1.0%	1.1%	0.3%	0.3%	0.3%
Senior Executive Service	3,931	4,204	3,314	72.2%	68.9%	71.4%	24.3%	27.2%	23.1%	2.3%	2.5%	2.9%	0.7%	0.7%	1.3%	0.4%	0.6%	1.0%	0.1%	0.1%	0.4%
SL/ST	780	688	490	61.7%	51.7%	70.6%	26.6%	40.8%	26.1%	10.1%	6.6%	1.4%	0.5%	0.1%	0.1%	1.1%	0.8%	0.8%	0.0%	0.0%	1.0%
Other	15,767	8,187	5,204	48.5%	50.1%	54.6%	42.9%	39.3%	37.6%	6.1%	7.9%	5.8%	1.3%	1.8%	1.2%	1.1%	0.6%	0.3%	0.1%	0.2%	0.4%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	51.1%	53.2%	53.4%	39.5%	38.4%	34.2%	6.9%	6.2%	10.7%	1.5%	1.1%	0.8%	0.3%	0.7%	0.1%	0.6%	0.4%	0.8%
1-3 years	17,928	17,543	12,897	50.2%	49.6%	51.0%	41.2%	40.4%	40.6%	6.0%	7.1%	5.8%	1.3%	1.4%	1.5%	1.1%	1.1%	0.9%	0.2%	0.4%	0.2%
4-5 years	14,598	16,227	8,712	47.5%	47.9%	53.0%	42.9%	42.9%	38.2%	6.4%	6.6%	6.4%	2.0%	1.6%	1.5%	0.9%	0.7%	0.6%	0.2%	0.3%	0.2%
6-10 years	32,659	26,508	13,912	49.5%	48.3%	48.1%	42.2%	42.2%	43.2%	5.9%	6.5%	6.2%	1.5%	1.4%	1.3%	0.8%	1.1%	0.9%	0.2%	0.4%	0.3%
11-20 years	53,236	62,911	44,996	46.5%	46.1%	46.9%	43.8%	43.9%	44.0%	6.7%	7.2%	6.5%	1.7%	1.7%	1.4%	1.1%	0.7%	0.9%	0.2%	0.3%	0.2%
(11 to 14 years)	17,504	---	---	46.8%	---	---	43.2%	---	---	6.7%	---	---	1.6%	---	---	1.4%	---	---	0.3%	---	---
(15 to 20 years)	35,732	---	---	46.2%	---	---	44.1%	---	---	6.8%	---	---	1.7%	---	---	0.9%	---	---	0.2%	---	---
> 20 years	88,283	91,716	62,351	47.9%	46.2%	47.2%	42.8%	43.7%	42.8%	6.4%	7.1%	6.8%	1.5%	1.6%	1.8%	1.1%	0.9%	1.0%	0.3%	0.4%	0.4%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,024	2,815	51.1%	50.3%	52.3%	39.7%	41.2%	37.2%	6.9%	6.1%	8.5%	1.4%	1.3%	1.3%	0.8%	0.7%	0.3%	0.2%	0.4%	0.4%
1-3 years	28,186	28,266	21,639	49.9%	48.4%	50.6%	41.2%	41.1%	40.2%	6.2%	7.2%	6.5%	1.4%	1.6%	1.5%	1.1%	1.2%	0.9%	0.2%	0.5%	0.3%
4-5 years	20,124	22,563	13,237	47.1%	46.0%	49.3%	43.2%	44.3%	41.6%	6.3%	6.7%	6.3%	2.1%	1.9%	1.6%	1.0%	0.9%	0.9%	0.3%	0.2%	0.3%
6-10 years	40,759	35,129	18,821	48.4%	47.5%	47.3%	42.7%	42.6%	43.8%	6.2%	7.2%	6.3%	1.4%	1.4%	1.6%	1.1%	0.9%	0.8%	0.2%	0.3%	0.3%
11-20 years	54,460	64,988	46,188	46.7%	46.7%	46.9%	43.4%	43.4%	43.8%	6.8%	7.1%	6.5%	1.7%	1.6%	1.6%	1.2%	0.8%	1.0%	0.2%	0.3%	0.3%
> 20 years	60,593	61,529	41,484	48.2%	46.7%	47.6%	43.1%	43.6%	42.8%	6.1%	6.9%	6.7%	1.5%	1.5%	1.6%	0.8%	0.8%	1.0%	0.3%	0.4%	0.4%
<b>Leaving</b>																					
No	143,390	150,501	101,442	51.9%	50.7%	51.3%	41.8%	42.2%	42.1%	4.7%	5.6%	5.0%	1.0%	0.9%	1.0%	0.6%	0.4%	0.4%	0.2%	0.2%	0.2%
Yes, to retire	13,493	14,412	9,498	47.0%	42.6%	42.8%	41.3%	43.6%	43.5%	8.2%	8.9%	8.7%	1.9%	2.9%	2.4%	1.3%	1.4%	1.8%	0.4%	0.5%	0.8%
Yes, to other job in Govt	37,420	35,603	22,689	38.4%	39.4%	40.1%	46.1%	45.8%	44.7%	10.1%	9.6%	10.0%	2.8%	2.8%	2.9%	2.2%	1.8%	1.9%	0.4%	0.7%	0.4%
Yes, to other job outside Govt	6,395	7,857	5,069	34.5%	34.9%	39.6%	44.6%	44.6%	40.9%	12.2%	11.8%	11.3%	5.3%	3.4%	4.1%	2.7%	3.6%	3.1%	0.7%	1.7%	1.0%
Yes, other	8,242	9,087	5,479	38.1%	35.9%	41.9%	43.7%	44.3%	40.5%	11.5%	12.7%	11.3%	3.5%	4.1%	3.2%	2.5%	2.3%	2.4%	0.7%	0.7%	0.7%
<b>Retiring</b>																					
Within 1 year	8,333	9,143	6,072	46.8%	42.0%	42.2%	40.3%	43.3%	42.8%	9.0%	9.3%	9.1%	1.9%	3.2%	2.4%	1.2%	1.8%	2.7%	0.7%	0.5%	0.8%
Between 1 and 3 years	24,424	25,223	16,414	45.7%	45.3%	45.3%	44.5%	42.5%	43.0%	6.9%	8.5%	8.2%	1.7%	2.2%	1.9%	0.9%	1.0%	1.1%	0.3%	0.5%	0.5%
Between 3 and 5 years	26,405	28,078	19,274	48.0%	46.8%	49.0%	42.9%	43.7%	42.1%	6.3%	6.9%	6.5%	1.4%	1.5%	1.3%	1.3%	0.7%	0.8%	0.3%	0.5%	0.2%
5 or more years	149,781	155,000	102,412	48.6%	47.7%	48.8%	42.5%	43.0%	42.5%	6.1%	6.7%	6.2%	1.6%	1.4%	1.5%	1.0%	0.9%	0.8%	0.2%	0.3%	0.2%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(21) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,439</b>	<b>147,909</b>	<b>21.5%</b>	<b>21.3%</b>	<b>21.3%</b>	<b>45.7%</b>	<b>45.4%</b>	<b>45.6%</b>	<b>14.6%</b>	<b>14.9%</b>	<b>14.3%</b>	<b>11.3%</b>	<b>11.1%</b>	<b>11.8%</b>	<b>6.4%</b>	<b>6.7%</b>	<b>6.4%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.6%</b>
<b>Work Location</b>																					
Headquarters	82,925	86,482	51,144	22.8%	23.2%	21.6%	45.9%	45.2%	45.6%	13.6%	14.8%	13.8%	11.3%	10.6%	11.8%	5.9%	5.6%	6.6%	0.5%	0.6%	0.7%
Field	125,991	130,953	93,057	20.8%	20.4%	21.1%	45.6%	45.4%	45.6%	15.1%	15.0%	14.5%	11.3%	11.3%	11.8%	6.7%	7.2%	6.3%	0.5%	0.7%	0.6%
<b>Supervisor Status</b>																					
Non-Supervisor	116,274	118,194	74,553	20.3%	20.5%	20.1%	45.0%	44.4%	45.0%	15.4%	15.7%	15.2%	12.0%	11.4%	12.3%	6.8%	7.4%	6.7%	0.6%	0.7%	0.7%
Team Leader	28,855	31,775	20,115	21.1%	20.5%	21.5%	46.4%	46.9%	46.3%	13.2%	14.8%	13.4%	11.7%	11.0%	11.6%	7.3%	6.3%	6.6%	0.4%	0.5%	0.5%
Supervisor	37,703	39,857	28,519	23.6%	21.8%	24.2%	47.4%	48.3%	48.8%	14.0%	13.6%	12.0%	9.9%	10.8%	10.1%	4.9%	5.1%	4.6%	0.3%	0.4%	0.4%
Manager	21,188	22,462	17,119	27.8%	28.2%	30.5%	49.0%	47.0%	46.5%	11.3%	11.6%	10.2%	7.6%	8.9%	8.5%	4.1%	3.6%	3.9%	0.2%	0.8%	0.4%
Executive	4,881	5,135	3,906	35.9%	37.9%	40.1%	40.7%	37.3%	39.7%	12.1%	9.4%	10.1%	5.5%	10.1%	7.0%	5.6%	4.8%	2.9%	0.2%	0.4%	0.3%
<b>Sex</b>																					
Male	108,690	117,815	81,633	21.8%	21.4%	21.6%	46.7%	46.8%	46.7%	15.0%	15.3%	14.8%	10.0%	9.9%	10.3%	6.1%	6.1%	6.1%	0.5%	0.6%	0.5%
Female	100,256	99,728	62,578	21.0%	21.1%	20.9%	44.4%	43.6%	44.2%	14.1%	14.5%	13.7%	13.1%	12.6%	13.8%	6.9%	7.4%	6.8%	0.5%	0.7%	0.8%
<b>Hispanic or Latino</b>																					
Yes	14,271	13,631	8,467	24.4%	23.5%	25.8%	43.1%	44.1%	44.2%	14.5%	13.4%	13.2%	10.0%	10.7%	9.6%	7.2%	7.7%	6.3%	0.9%	0.7%	0.8%
No	194,616	203,795	135,499	21.2%	21.1%	21.0%	46.0%	45.5%	45.7%	14.6%	15.1%	14.4%	11.5%	11.1%	12.0%	6.4%	6.6%	6.4%	0.5%	0.6%	0.6%
<b>Race</b>																					
American Indian/ Alaska Native	8,130	6,151	---	22.9%	20.5%	---	42.9%	43.6%	---	14.9%	18.1%	---	10.3%	11.3%	---	8.6%	6.0%	---	0.4%	0.5%	---
Asian	8,415	8,610	---	23.7%	23.2%	---	49.9%	48.1%	---	13.6%	15.8%	---	7.9%	8.1%	---	4.5%	4.6%	---	0.4%	0.2%	---
Black or African American	32,719	32,865	---	25.7%	24.4%	---	46.3%	46.3%	---	13.3%	15.0%	---	8.7%	8.6%	---	5.4%	5.1%	---	0.5%	0.6%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	22.5%	24.0%	---	41.7%	46.5%	---	19.8%	14.7%	---	7.4%	8.3%	---	8.4%	6.5%	---	0.3%	0.1%	---
White	146,255	156,727	---	20.3%	20.4%	---	45.8%	45.3%	---	14.5%	14.8%	---	12.3%	11.9%	---	6.6%	7.0%	---	0.5%	0.7%	---
Two or more races (Not Hispanic/Latino)	6,176	6,194	---	20.2%	21.7%	---	45.2%	37.6%	---	17.3%	16.9%	---	9.1%	13.5%	---	7.6%	9.5%	---	0.7%	0.7%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,794	5,461	21.9%	21.7%	24.1%	43.7%	42.8%	42.3%	14.6%	15.7%	13.1%	12.4%	11.0%	12.8%	7.0%	7.7%	7.3%	0.4%	1.1%	0.4%
(26-29)	2,298	2,477	---	23.9%	22.0%	---	40.5%	47.0%	---	14.4%	13.6%	---	12.8%	9.9%	---	7.5%	6.7%	---	0.9%	0.8%	---
30-39	6,560	6,317	---	21.2%	21.6%	---	44.8%	41.1%	---	14.7%	16.6%	---	12.2%	11.4%	---	6.9%	8.1%	---	0.2%	1.2%	---
40-49	29,383	31,366	20,922	22.4%	22.1%	22.1%	44.4%	45.7%	45.1%	15.0%	14.1%	13.9%	10.3%	10.8%	12.1%	7.5%	6.9%	6.3%	0.5%	0.4%	0.6%
50-59	64,117	70,130	47,042	21.4%	20.2%	20.7%	47.1%	46.2%	46.6%	13.7%	14.7%	14.3%	10.9%	11.1%	11.5%	6.4%	7.2%	6.4%	0.4%	0.5%	0.5%
60+	82,018	87,045	57,874	20.7%	21.2%	20.5%	46.0%	45.4%	45.5%	14.8%	15.3%	14.5%	11.5%	11.5%	12.2%	6.4%	5.9%	6.6%	0.6%	0.7%	0.7%
60+	24,558	20,190	12,864	22.1%	23.7%	24.1%	44.2%	43.3%	44.6%	15.8%	15.4%	15.1%	12.8%	10.1%	10.3%	4.6%	6.6%	5.1%	0.5%	0.9%	0.8%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(21) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,439</b>	<b>147,909</b>	<b>21.5%</b>	<b>21.3%</b>	<b>21.3%</b>	<b>45.7%</b>	<b>45.4%</b>	<b>45.6%</b>	<b>14.6%</b>	<b>14.9%</b>	<b>14.3%</b>	<b>11.3%</b>	<b>11.1%</b>	<b>11.8%</b>	<b>6.4%</b>	<b>6.7%</b>	<b>6.4%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.6%</b>
<b>Pay Category</b>																					
Federal Wage System	8,656	9,476	5,512	20.0%	17.3%	18.8%	45.5%	44.3%	46.8%	18.9%	18.9%	15.9%	8.4%	12.3%	12.1%	6.6%	6.9%	5.8%	0.6%	0.4%	0.5%
GS 1-6 or equivalent	10,340	10,824	6,707	23.8%	23.4%	20.8%	45.2%	42.8%	41.7%	14.0%	16.6%	14.4%	10.4%	10.2%	12.3%	5.9%	6.0%	9.7%	0.6%	0.9%	1.0%
GS 7-12 or equivalent	86,213	91,799	58,910	20.3%	20.6%	20.6%	45.7%	45.9%	45.8%	15.2%	14.6%	14.6%	11.7%	11.2%	11.9%	6.6%	6.9%	6.4%	0.5%	0.7%	0.6%
GS 13-15 or equivalent	83,233	91,620	64,041	24.0%	23.6%	23.2%	47.2%	47.0%	47.3%	12.8%	13.4%	13.0%	10.1%	10.5%	10.9%	5.7%	5.1%	5.0%	0.3%	0.4%	0.5%
Senior Executive Service	3,930	4,206	3,314	37.5%	39.2%	36.0%	42.9%	40.9%	36.9%	9.2%	9.4%	9.0%	6.7%	7.9%	14.3%	3.6%	2.3%	3.7%	0.1%	0.3%	0.2%
SL/ST	780	688	490	27.8%	9.9%	35.1%	32.7%	60.5%	43.2%	13.9%	9.5%	8.3%	16.0%	7.4%	10.5%	1.5%	12.5%	2.4%	8.2%	0.2%	0.5%
Other	15,766	8,187	5,204	17.9%	20.4%	21.0%	43.6%	42.5%	41.9%	13.8%	18.1%	16.8%	16.0%	11.1%	12.3%	8.3%	6.3%	7.3%	0.5%	1.5%	0.7%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	23.3%	26.6%	33.1%	46.8%	48.5%	38.1%	11.2%	13.0%	19.0%	12.4%	7.7%	6.7%	6.0%	3.0%	2.2%	0.4%	1.2%	1.0%
1-3 years	17,928	17,545	12,899	23.5%	23.5%	21.5%	41.9%	43.1%	39.1%	16.6%	13.4%	14.9%	10.8%	11.2%	14.4%	6.5%	8.2%	9.5%	0.7%	0.5%	0.6%
4-5 years	14,599	16,230	8,712	21.1%	20.7%	23.1%	44.8%	43.2%	44.7%	14.8%	15.0%	14.2%	11.9%	12.1%	10.5%	6.9%	8.3%	6.6%	0.5%	0.6%	0.9%
6-10 years	32,658	26,510	13,915	21.1%	20.8%	22.6%	44.5%	44.9%	45.9%	14.2%	16.0%	13.7%	12.4%	11.0%	11.9%	7.4%	6.6%	5.3%	0.5%	0.7%	0.7%
11-20 years	53,233	62,916	44,996	20.0%	20.8%	20.3%	46.4%	45.9%	47.1%	14.9%	14.9%	14.3%	11.6%	10.9%	11.9%	6.6%	6.7%	5.9%	0.4%	0.6%	0.5%
(11 to 14 years)	17,505	---	---	20.3%	---	---	46.8%	---	---	14.7%	---	---	10.9%	---	---	6.8%	---	---	0.5%	---	---
(15 to 20 years)	35,728	---	---	19.9%	---	---	46.2%	---	---	15.0%	---	---	12.0%	---	---	6.6%	---	---	0.4%	---	---
> 20 years	88,284	91,711	62,359	21.9%	21.0%	21.0%	47.2%	46.3%	47.0%	14.1%	15.1%	14.2%	10.6%	11.0%	11.1%	5.7%	5.9%	6.0%	0.5%	0.7%	0.7%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,025	2,815	26.4%	26.9%	28.8%	46.8%	46.2%	41.7%	12.3%	12.3%	16.2%	9.4%	9.8%	9.3%	4.9%	3.7%	3.4%	0.3%	1.1%	0.5%
1-3 years	28,187	28,264	21,642	23.4%	22.7%	22.3%	43.1%	43.4%	40.6%	16.3%	14.0%	14.5%	10.0%	11.0%	13.6%	6.6%	8.4%	8.5%	0.6%	0.6%	0.6%
4-5 years	20,125	22,564	13,237	21.2%	20.4%	22.0%	45.6%	43.5%	44.9%	14.0%	15.6%	14.3%	11.6%	12.3%	11.3%	6.9%	7.6%	6.7%	0.6%	0.6%	0.9%
6-10 years	40,756	35,130	18,825	20.3%	21.2%	21.0%	44.8%	45.7%	47.1%	14.1%	15.5%	14.2%	13.0%	10.6%	11.0%	7.2%	6.3%	6.1%	0.5%	0.6%	0.6%
11-20 years	54,459	64,995	46,190	20.4%	20.8%	20.6%	46.5%	46.2%	47.1%	14.9%	15.0%	14.0%	11.4%	10.8%	11.8%	6.3%	6.6%	6.0%	0.4%	0.7%	0.5%
> 20 years	60,594	61,530	41,490	21.5%	20.7%	20.7%	47.1%	46.3%	47.5%	14.2%	15.2%	14.4%	10.8%	11.2%	11.2%	5.8%	5.9%	5.4%	0.4%	0.7%	0.7%
<b>Leaving</b>																					
No	143,388	150,510	101,445	23.5%	23.7%	23.5%	46.9%	46.5%	46.8%	14.0%	14.4%	13.4%	10.3%	10.0%	10.9%	5.0%	4.9%	4.9%	0.4%	0.5%	0.5%
Yes, to retire	13,494	14,411	9,504	20.5%	19.7%	19.8%	45.5%	47.1%	46.1%	13.8%	14.6%	15.6%	13.6%	10.3%	11.6%	6.2%	7.4%	5.8%	0.4%	0.9%	1.0%
Yes, to other job in Govt	37,420	35,606	22,692	17.2%	16.1%	16.1%	44.4%	43.0%	43.1%	15.9%	16.4%	15.6%	12.6%	13.1%	14.6%	9.2%	10.4%	9.7%	0.8%	1.0%	1.0%
Yes, to other job outside Govt	6,395	7,858	5,069	15.1%	11.6%	11.7%	38.0%	39.9%	40.2%	15.7%	14.2%	16.9%	16.8%	17.0%	15.2%	13.9%	16.0%	15.3%	0.5%	1.4%	0.7%
Yes, other	8,241	9,086	5,481	11.3%	12.0%	15.0%	37.8%	38.6%	39.3%	19.2%	19.1%	19.2%	16.6%	17.1%	14.2%	14.3%	12.0%	11.7%	0.8%	1.2%	0.5%
<b>Retiring</b>																					
Within 1 year	8,334	9,141	6,074	20.2%	20.7%	18.8%	44.0%	44.0%	46.1%	15.7%	13.8%	15.7%	12.3%	10.9%	11.1%	7.4%	9.3%	7.1%	0.5%	1.2%	1.1%
Between 1 and 3 years	24,421	25,221	16,417	19.9%	18.9%	19.0%	44.7%	47.1%	46.5%	15.3%	16.3%	15.6%	13.4%	11.1%	11.6%	6.2%	5.7%	6.5%	0.4%	0.9%	0.8%
Between 3 and 5 years	26,403	28,078	19,277	20.4%	20.3%	20.6%	46.4%	45.5%	46.6%	15.0%	15.8%	14.6%	12.0%	11.9%	11.7%	5.7%	5.9%	6.0%	0.5%	0.6%	0.5%
5 or more years	149,782	155,012	102,418	21.9%	21.8%	21.9%	45.8%	45.2%	45.4%	14.4%	14.7%	14.1%	10.9%	10.9%	11.8%	6.5%	6.8%	6.3%	0.5%	0.6%	0.6%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (22) Promotions in my work unit are based on merit.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,192</b>	<b>221,432</b>	<b>147,899</b>	<b>7.7%</b>	<b>7.3%</b>	<b>7.0%</b>	<b>27.5%</b>	<b>26.3%</b>	<b>26.8%</b>	<b>26.2%</b>	<b>26.6%</b>	<b>26.2%</b>	<b>17.8%</b>	<b>19.0%</b>	<b>19.4%</b>	<b>16.2%</b>	<b>16.4%</b>	<b>16.6%</b>	<b>4.6%</b>	<b>4.4%</b>	<b>4.1%</b>
<b>Work Location</b>																					
Headquarters	82,921	86,485	51,143	8.8%	8.4%	8.6%	29.3%	27.9%	28.8%	25.7%	26.5%	25.8%	16.4%	17.6%	17.6%	14.2%	14.4%	14.3%	5.6%	5.1%	5.0%
Field	125,985	130,940	93,049	7.2%	6.7%	6.5%	26.6%	25.6%	26.1%	26.4%	26.7%	26.3%	18.5%	19.6%	20.0%	17.2%	17.3%	17.3%	4.2%	4.1%	3.8%
<b>Supervisor Status</b>																					
Non-Supervisor	116,265	118,185	74,549	6.1%	5.9%	5.8%	23.8%	22.4%	23.7%	27.5%	27.6%	27.4%	18.9%	20.1%	20.1%	17.8%	18.3%	17.9%	5.9%	5.6%	5.1%
Team Leader	28,853	31,774	20,114	6.1%	6.6%	6.6%	28.0%	27.6%	28.5%	26.3%	26.8%	25.4%	17.8%	19.3%	20.2%	18.2%	16.6%	16.6%	3.6%	3.1%	2.7%
Supervisor	37,702	39,859	28,517	11.0%	8.9%	10.3%	37.9%	36.7%	37.2%	23.5%	24.9%	23.2%	15.7%	16.4%	16.3%	10.3%	11.3%	11.8%	1.6%	1.8%	1.3%
Manager	21,186	22,464	17,117	19.0%	16.4%	18.3%	41.8%	42.2%	44.5%	18.1%	21.2%	18.6%	12.5%	12.1%	11.4%	7.6%	7.3%	6.7%	1.0%	0.9%	0.6%
Executive	4,882	5,135	3,906	27.3%	29.3%	33.7%	38.8%	39.7%	44.9%	19.7%	13.2%	12.1%	7.9%	12.0%	5.2%	5.4%	3.5%	3.0%	1.0%	2.3%	1.1%
<b>Sex</b>																					
Male	108,684	117,816	81,626	7.9%	7.2%	6.8%	28.1%	26.8%	27.0%	25.9%	27.1%	26.7%	17.4%	18.2%	18.8%	16.9%	17.2%	17.3%	3.7%	3.5%	3.4%
Female	100,252	99,719	62,575	7.4%	7.3%	7.2%	26.6%	25.8%	26.5%	26.5%	26.1%	25.5%	18.3%	20.0%	20.2%	15.2%	15.3%	15.6%	5.9%	5.6%	5.0%
<b>Hispanic or Latino</b>																					
Yes	14,269	13,629	8,466	7.7%	7.8%	7.5%	25.6%	24.8%	25.2%	25.9%	26.8%	26.5%	17.0%	18.1%	17.3%	18.6%	18.3%	17.5%	5.2%	4.3%	5.9%
No	194,608	203,792	135,490	7.7%	7.2%	6.9%	27.7%	26.5%	26.9%	26.2%	26.6%	26.2%	17.9%	19.1%	19.5%	16.0%	16.2%	16.5%	4.6%	4.4%	4.0%
<b>Race</b>																					
American Indian/ Alaska Native	8,130	6,152	---	8.8%	5.3%	---	24.1%	26.5%	---	21.5%	26.7%	---	14.3%	19.9%	---	25.2%	16.3%	---	6.0%	5.4%	---
Asian	8,413	8,606	---	9.2%	9.3%	---	35.7%	27.6%	---	25.9%	31.0%	---	13.3%	16.2%	---	11.5%	11.2%	---	4.5%	4.6%	---
Black or African American	32,720	32,872	---	7.2%	6.4%	---	24.0%	23.9%	---	28.1%	27.5%	---	18.2%	19.4%	---	16.9%	17.1%	---	5.6%	5.6%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	8.3%	11.8%	---	22.8%	28.7%	---	25.6%	25.1%	---	22.5%	13.7%	---	17.6%	15.4%	---	3.3%	5.3%	---
White	146,247	156,719	---	7.6%	7.4%	---	28.7%	27.3%	---	25.9%	26.2%	---	18.0%	19.1%	---	15.6%	15.9%	---	4.2%	4.1%	---
Two or more races (Not Hispanic/Latino)	6,176	6,194	---	7.9%	6.1%	---	18.8%	19.1%	---	25.4%	25.1%	---	18.2%	19.2%	---	23.2%	25.1%	---	6.5%	5.5%	---
<b>Age Group</b>																					
<30 (25 and under)	8,857	8,794	5,461	8.4%	8.2%	8.3%	27.6%	26.2%	26.2%	25.7%	26.6%	23.7%	15.0%	18.8%	19.4%	13.8%	13.3%	15.3%	9.5%	6.9%	7.1%
(26-29)	2,298	2,477	---	9.4%	9.1%	---	29.6%	29.0%	---	26.2%	23.6%	---	11.3%	18.1%	---	13.8%	11.8%	---	9.7%	8.3%	---
30-39	6,559	6,317	---	8.1%	7.9%	---	26.9%	25.0%	---	25.5%	27.9%	---	16.3%	19.0%	---	13.9%	13.9%	---	9.4%	6.3%	---
40-49	29,381	31,364	20,917	7.3%	6.8%	7.1%	28.2%	25.9%	26.3%	24.3%	26.3%	25.2%	17.9%	18.9%	19.5%	16.6%	16.4%	16.9%	5.6%	5.7%	5.1%
50-59	64,114	70,126	47,040	7.6%	6.8%	6.9%	28.2%	27.6%	26.8%	25.7%	25.7%	25.6%	17.4%	18.9%	19.7%	17.1%	16.9%	16.8%	3.9%	4.1%	4.3%
60+	82,013	87,048	57,870	7.3%	7.6%	6.7%	26.8%	25.4%	26.9%	27.1%	27.0%	27.0%	18.2%	19.4%	19.3%	16.4%	16.8%	16.8%	4.2%	3.8%	3.3%
60+	24,559	20,187	12,864	9.6%	7.5%	7.6%	26.1%	26.3%	27.5%	27.9%	29.1%	28.7%	19.2%	18.1%	18.1%	13.7%	15.0%	14.9%	3.6%	4.0%	3.3%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (22) Promotions in my work unit are based on merit.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,192</b>	<b>221,432</b>	<b>147,899</b>	<b>7.7%</b>	<b>7.3%</b>	<b>7.0%</b>	<b>27.5%</b>	<b>26.3%</b>	<b>26.8%</b>	<b>26.2%</b>	<b>26.6%</b>	<b>26.2%</b>	<b>17.8%</b>	<b>19.0%</b>	<b>19.4%</b>	<b>16.2%</b>	<b>16.4%</b>	<b>16.6%</b>	<b>4.6%</b>	<b>4.4%</b>	<b>4.1%</b>
<b>Pay Category</b>																					
Federal Wage System	8,652	9,481	5,512	5.4%	4.1%	4.6%	21.8%	18.7%	20.2%	26.4%	28.1%	26.4%	21.6%	21.4%	22.1%	22.3%	24.6%	23.6%	2.5%	3.2%	3.0%
GS 1-6 or equivalent	10,338	10,825	6,706	6.3%	5.6%	4.8%	20.0%	20.2%	18.4%	27.9%	27.4%	26.4%	18.5%	20.7%	21.1%	19.7%	19.4%	23.5%	7.6%	6.7%	5.9%
GS 7-12 or equivalent	86,210	91,796	58,906	6.3%	6.1%	6.1%	25.0%	24.3%	24.8%	28.0%	28.1%	27.9%	19.0%	20.0%	20.6%	16.6%	16.6%	16.2%	5.1%	4.9%	4.4%
GS 13-15 or equivalent	83,229	91,614	64,040	10.7%	10.6%	9.9%	35.5%	35.5%	35.3%	24.2%	24.0%	23.5%	14.4%	15.5%	15.9%	11.4%	11.2%	12.1%	3.8%	3.2%	3.2%
Senior Executive Service	3,931	4,206	3,314	34.9%	34.2%	29.0%	43.9%	44.4%	42.7%	11.0%	11.0%	12.5%	6.6%	6.7%	7.2%	2.9%	2.8%	6.9%	0.7%	0.8%	1.7%
SL/ST	780	688	490	14.2%	8.6%	9.0%	25.4%	30.0%	51.4%	25.8%	22.1%	13.2%	5.6%	15.5%	13.2%	27.8%	21.0%	11.6%	1.1%	2.9%	1.6%
Other	15,765	8,187	5,203	7.9%	7.7%	6.9%	29.1%	26.9%	26.7%	22.1%	26.9%	24.9%	18.5%	19.4%	18.5%	18.7%	14.7%	19.4%	3.8%	4.3%	3.8%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	9.0%	11.2%	12.0%	23.3%	27.6%	13.9%	21.3%	24.2%	40.4%	15.9%	10.7%	9.0%	9.7%	5.2%	5.1%	20.8%	21.0%	19.6%
1-3 years	17,926	17,544	12,894	8.1%	7.0%	6.4%	28.5%	27.3%	21.4%	28.8%	27.7%	27.5%	14.7%	17.5%	17.2%	11.6%	13.0%	20.2%	8.4%	7.4%	7.4%
4-5 years	14,597	16,227	8,712	7.6%	7.1%	7.2%	28.9%	23.6%	27.6%	25.6%	25.9%	25.8%	17.6%	20.1%	18.5%	15.6%	18.1%	15.9%	4.7%	5.2%	5.0%
6-10 years	32,657	26,506	13,915	6.6%	6.8%	6.5%	25.6%	24.0%	26.9%	24.9%	27.8%	24.3%	19.0%	19.6%	20.9%	19.2%	17.7%	17.3%	4.6%	4.1%	4.1%
11-20 years	53,236	62,915	44,993	7.4%	6.3%	6.7%	25.9%	25.3%	26.6%	26.6%	27.0%	25.9%	19.4%	19.6%	20.7%	17.0%	18.4%	16.4%	3.6%	3.4%	3.7%
(11 to 14 years)	17,505	---	---	6.3%	---	---	26.6%	---	---	27.3%	---	---	19.6%	---	---	16.7%	---	---	3.4%	---	---
(15 to 20 years)	35,731	---	---	8.0%	---	---	25.6%	---	---	26.2%	---	---	19.3%	---	---	17.2%	---	---	3.7%	---	---
> 20 years	88,275	91,711	62,358	8.2%	8.0%	7.5%	28.9%	28.3%	28.9%	26.1%	25.9%	26.4%	17.4%	18.8%	18.9%	16.1%	15.5%	15.6%	3.3%	3.5%	2.7%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,024	2,815	11.6%	10.3%	9.7%	26.4%	26.4%	23.7%	23.2%	29.4%	31.7%	12.3%	9.9%	11.9%	8.1%	5.5%	5.2%	18.3%	18.5%	17.8%
1-3 years	28,184	28,264	21,637	8.1%	7.7%	7.0%	28.4%	26.5%	23.8%	28.1%	27.7%	27.0%	15.4%	17.0%	17.5%	12.4%	14.0%	18.2%	7.7%	7.1%	6.5%
4-5 years	20,123	22,561	13,236	7.4%	6.5%	6.6%	27.0%	23.6%	26.1%	26.4%	25.8%	26.0%	17.3%	20.9%	20.5%	17.7%	18.7%	16.2%	4.1%	4.5%	4.6%
6-10 years	40,756	35,125	18,824	6.3%	6.6%	6.4%	26.0%	24.2%	25.9%	25.3%	27.7%	25.0%	19.1%	19.6%	20.5%	19.3%	18.0%	18.2%	4.0%	3.8%	3.9%
11-20 years	54,459	64,994	46,188	7.4%	6.3%	6.6%	26.0%	25.7%	26.6%	26.6%	26.6%	26.0%	19.6%	19.9%	20.8%	17.1%	18.4%	16.7%	3.3%	3.0%	3.3%
> 20 years	60,588	61,532	41,489	8.4%	8.3%	7.7%	29.7%	29.5%	30.3%	25.7%	25.4%	26.2%	17.5%	19.0%	18.5%	15.7%	14.9%	15.3%	3.0%	3.0%	2.1%
<b>Leaving</b>																					
No	143,379	150,506	101,439	9.3%	8.8%	8.4%	31.5%	30.0%	30.4%	27.4%	27.8%	27.7%	15.8%	17.1%	17.7%	11.2%	11.7%	11.8%	4.7%	4.6%	4.0%
Yes, to retire	13,491	14,410	9,504	8.2%	6.9%	6.3%	26.4%	26.1%	27.1%	25.8%	25.6%	26.5%	18.0%	20.7%	19.4%	18.6%	17.4%	17.8%	3.0%	3.2%	2.8%
Yes, to other job in Govt	37,419	35,602	22,690	3.1%	3.1%	3.5%	17.4%	16.5%	16.2%	23.1%	24.3%	21.9%	23.3%	24.4%	24.9%	28.4%	28.0%	29.1%	4.7%	3.7%	4.4%
Yes, to other job outside Govt	6,394	7,858	5,069	2.8%	2.6%	2.4%	14.3%	14.7%	15.7%	19.9%	19.5%	20.6%	26.7%	24.3%	23.5%	31.5%	35.2%	32.8%	4.8%	3.8%	5.0%
Yes, other	8,243	9,086	5,480	3.0%	2.5%	2.3%	14.1%	14.4%	17.2%	23.1%	24.4%	23.3%	21.5%	21.8%	21.3%	33.6%	31.3%	30.8%	4.7%	5.6%	5.2%
<b>Retiring</b>																					
Within 1 year	8,331	9,141	6,073	7.7%	7.8%	7.4%	26.3%	27.0%	28.7%	26.5%	24.5%	24.2%	16.6%	19.6%	17.4%	19.3%	17.9%	18.8%	3.6%	3.1%	3.4%
Between 1 and 3 years	24,421	25,222	16,418	8.7%	6.4%	6.0%	26.4%	25.9%	28.1%	26.8%	28.6%	26.6%	18.1%	19.9%	20.3%	16.8%	16.1%	16.3%	3.3%	3.1%	2.7%
Between 3 and 5 years	26,401	28,080	19,277	7.3%	6.8%	6.9%	24.7%	27.1%	27.1%	27.5%	26.3%	26.3%	19.8%	20.1%	20.4%	17.0%	16.5%	16.9%	3.7%	3.2%	2.4%
5 or more years	149,775	155,000	102,409	7.6%	7.4%	7.1%	28.1%	26.3%	26.5%	25.9%	26.5%	26.3%	17.5%	18.6%	19.1%	15.8%	16.3%	16.4%	5.0%	4.9%	4.6%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(23) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,198</b>	<b>221,430</b>	<b>147,904</b>	<b>5.1%</b>	<b>4.6%</b>	<b>4.5%</b>	<b>24.5%</b>	<b>24.1%</b>	<b>22.9%</b>	<b>26.5%</b>	<b>26.3%</b>	<b>26.2%</b>	<b>21.5%</b>	<b>22.0%</b>	<b>23.6%</b>	<b>15.8%</b>	<b>16.8%</b>	<b>16.9%</b>	<b>6.5%</b>	<b>6.2%</b>	<b>5.9%</b>
<b>Work Location</b>																					
Headquarters	82,919	86,485	51,144	5.9%	5.0%	4.9%	24.6%	23.9%	22.9%	26.6%	27.4%	26.6%	20.2%	21.0%	22.5%	14.1%	14.9%	15.3%	8.6%	7.8%	7.7%
Field	125,991	130,941	93,053	4.7%	4.4%	4.3%	24.4%	24.1%	22.8%	26.4%	25.8%	26.1%	22.2%	22.5%	24.0%	16.7%	17.8%	17.4%	5.5%	5.5%	5.3%
<b>Supervisor Status</b>																					
Non-Supervisor	116,270	118,182	74,551	4.4%	3.8%	4.0%	20.7%	20.5%	19.8%	27.6%	27.4%	27.1%	21.4%	21.8%	23.4%	17.2%	18.4%	18.1%	8.6%	8.1%	7.6%
Team Leader	28,854	31,776	20,113	3.5%	4.0%	3.8%	22.2%	21.5%	22.4%	26.1%	25.9%	26.0%	24.8%	25.7%	26.7%	19.2%	18.7%	17.6%	4.2%	4.3%	3.4%
Supervisor	37,702	39,856	28,519	6.8%	5.9%	6.8%	37.1%	35.7%	37.0%	24.7%	24.4%	23.0%	20.4%	20.6%	21.1%	9.1%	11.4%	10.8%	1.9%	2.0%	1.3%
Manager	21,186	22,466	17,119	11.7%	10.0%	9.5%	42.9%	42.5%	43.7%	20.5%	21.6%	19.8%	16.5%	17.6%	18.9%	7.4%	7.4%	7.5%	1.0%	0.9%	0.6%
Executive	4,882	5,135	3,906	16.0%	11.4%	12.9%	37.1%	42.5%	44.9%	22.8%	21.0%	20.4%	17.3%	15.5%	15.0%	5.6%	7.8%	5.4%	1.2%	1.8%	1.4%
<b>Sex</b>																					
Male	108,693	117,811	81,632	5.2%	4.3%	4.5%	25.2%	24.7%	23.6%	27.9%	28.1%	27.1%	20.7%	21.3%	23.0%	15.4%	16.3%	16.8%	5.7%	5.3%	5.0%
Female	100,250	99,724	62,575	5.0%	4.8%	4.5%	23.6%	23.2%	21.8%	24.7%	24.0%	25.0%	22.6%	23.0%	24.5%	16.4%	17.6%	17.1%	7.6%	7.4%	7.1%
<b>Hispanic or Latino</b>																					
Yes	14,271	13,631	8,468	6.1%	5.2%	6.7%	25.5%	23.6%	26.3%	25.8%	27.7%	23.6%	20.6%	19.9%	22.4%	15.5%	17.4%	15.2%	6.5%	6.2%	5.8%
No	194,612	203,787	135,493	5.0%	4.5%	4.3%	24.4%	24.1%	22.6%	26.6%	26.2%	26.4%	21.6%	22.2%	23.8%	15.9%	16.8%	17.0%	6.5%	6.2%	5.9%
<b>Race</b>																					
American Indian/ Alaska Native	8,130	6,152	---	6.1%	3.9%	---	22.4%	25.4%	---	24.4%	26.9%	---	17.7%	21.6%	---	24.1%	15.5%	---	5.3%	6.7%	---
Asian	8,413	8,606	---	5.9%	6.7%	---	31.3%	26.0%	---	27.9%	29.6%	---	16.0%	16.9%	---	11.6%	13.2%	---	7.3%	7.5%	---
Black or African American	32,718	32,871	---	6.9%	5.4%	---	25.8%	25.6%	---	27.9%	27.9%	---	18.2%	18.7%	---	13.5%	14.1%	---	7.7%	8.4%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	6.1%	5.3%	---	22.6%	29.6%	---	34.8%	27.5%	---	18.9%	16.4%	---	14.3%	14.4%	---	3.2%	6.9%	---
White	146,255	156,718	---	4.5%	4.3%	---	24.2%	23.8%	---	25.9%	25.7%	---	22.9%	23.4%	---	16.2%	17.3%	---	6.3%	5.5%	---
Two or more races (Not Hispanic/Latino)	6,176	6,194	---	5.0%	4.5%	---	20.5%	18.1%	---	27.9%	26.4%	---	21.0%	19.0%	---	18.9%	23.3%	---	6.8%	8.7%	---
<b>Age Group</b>																					
<30 (25 and under)	8,858	8,792	5,461	5.1%	6.3%	6.3%	23.0%	20.1%	19.5%	24.4%	22.9%	23.2%	20.4%	23.8%	23.0%	17.3%	18.7%	19.3%	9.8%	8.2%	8.7%
(26-29)	2,298	2,476	---	8.2%	6.5%	---	25.2%	22.2%	---	23.2%	23.0%	---	14.6%	22.2%	---	17.0%	16.9%	---	11.8%	9.3%	---
30-39	6,560	6,316	---	4.0%	6.2%	---	22.2%	19.3%	---	24.9%	22.9%	---	22.5%	24.5%	---	17.3%	19.4%	---	9.1%	7.8%	---
40-49	29,383	31,365	20,921	4.8%	4.0%	4.1%	22.0%	21.5%	19.8%	24.2%	25.1%	23.8%	23.1%	22.8%	25.1%	19.1%	19.5%	20.5%	6.7%	7.1%	6.7%
50-59	64,117	70,124	47,039	4.7%	4.2%	4.4%	25.3%	23.9%	22.6%	25.7%	26.1%	25.3%	22.0%	22.7%	24.5%	16.3%	17.4%	17.4%	6.0%	5.8%	5.7%
60+	82,013	87,044	57,873	4.9%	4.7%	4.4%	25.4%	25.4%	23.9%	27.4%	26.7%	27.5%	21.5%	21.6%	23.3%	14.6%	15.8%	15.6%	6.2%	5.8%	5.4%
	24,560	20,191	12,863	7.5%	5.1%	5.0%	24.1%	26.5%	27.4%	31.1%	30.7%	30.4%	18.4%	18.5%	19.3%	12.3%	12.9%	12.0%	6.7%	6.3%	5.9%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(23) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,198</b>	<b>221,430</b>	<b>147,904</b>	<b>5.1%</b>	<b>4.6%</b>	<b>4.5%</b>	<b>24.5%</b>	<b>24.1%</b>	<b>22.9%</b>	<b>26.5%</b>	<b>26.3%</b>	<b>26.2%</b>	<b>21.5%</b>	<b>22.0%</b>	<b>23.6%</b>	<b>15.8%</b>	<b>16.8%</b>	<b>16.9%</b>	<b>6.5%</b>	<b>6.2%</b>	<b>5.9%</b>
<b>Pay Category</b>																					
Federal Wage System	8,655	9,475	5,512	4.5%	4.0%	4.2%	21.7%	21.8%	19.0%	26.7%	25.1%	24.8%	24.9%	24.6%	27.4%	20.1%	22.4%	22.2%	2.2%	2.0%	2.4%
GS 1-6 or equivalent	10,339	10,825	6,707	7.7%	4.9%	5.0%	24.1%	25.7%	22.9%	24.1%	27.2%	25.6%	18.8%	18.4%	20.5%	19.1%	16.5%	20.5%	6.1%	7.3%	5.5%
GS 7-12 or equivalent	86,212	91,803	58,908	4.4%	4.1%	4.4%	22.3%	22.5%	21.7%	27.9%	26.7%	26.9%	22.0%	22.5%	23.4%	16.1%	17.4%	17.0%	7.3%	6.8%	6.6%
GS 13-15 or equivalent	83,230	91,612	64,041	5.7%	4.9%	4.4%	27.2%	26.9%	25.7%	26.4%	26.7%	25.8%	21.1%	21.7%	24.0%	12.7%	13.4%	13.9%	6.9%	6.3%	6.2%
Senior Executive Service	3,931	4,206	3,314	16.1%	13.5%	10.9%	45.5%	44.2%	42.1%	20.0%	20.8%	20.7%	13.2%	14.1%	15.5%	4.1%	5.9%	9.1%	1.1%	1.5%	1.7%
SL/ST	780	688	490	10.2%	14.5%	2.9%	34.6%	24.8%	38.8%	19.9%	31.4%	19.2%	27.6%	4.2%	24.6%	5.3%	21.9%	12.2%	2.4%	3.2%	2.3%
Other	15,766	8,187	5,202	4.3%	5.8%	4.5%	28.6%	26.3%	22.9%	23.3%	24.0%	25.1%	20.3%	21.6%	24.9%	17.4%	15.4%	17.5%	6.0%	6.9%	5.0%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,613	1,316	6.1%	10.6%	9.5%	19.4%	26.9%	17.8%	21.8%	24.2%	37.9%	21.2%	12.7%	9.5%	10.4%	8.5%	7.8%	20.9%	17.1%	17.5%
1-3 years	17,928	17,541	12,897	5.7%	5.2%	5.1%	23.7%	23.3%	19.7%	27.3%	25.0%	24.5%	19.4%	21.8%	23.0%	15.0%	16.2%	20.3%	8.9%	8.4%	7.4%
4-5 years	14,598	16,230	8,711	4.9%	4.3%	3.9%	22.8%	21.9%	22.3%	25.8%	24.3%	25.9%	22.0%	22.4%	24.3%	17.5%	20.6%	17.8%	6.9%	6.5%	5.8%
6-10 years	32,658	26,507	13,914	4.4%	3.9%	4.2%	23.1%	21.1%	22.3%	25.5%	25.9%	24.5%	23.2%	24.3%	24.2%	18.2%	19.4%	18.6%	5.6%	5.3%	6.2%
11-20 years	53,234	62,917	44,998	4.9%	4.2%	4.3%	23.9%	24.1%	22.7%	25.4%	25.7%	24.9%	22.9%	22.8%	25.1%	17.0%	17.6%	17.2%	5.9%	5.7%	5.9%
(11 to 14 years)	17,502	---	---	4.4%	---	---	22.4%	---	---	25.3%	---	---	24.4%	---	---	17.8%	---	---	5.8%	---	---
(15 to 20 years)	35,732	---	---	5.2%	---	---	24.8%	---	---	25.5%	---	---	22.0%	---	---	16.6%	---	---	5.9%	---	---
> 20 years	88,279	91,713	62,357	5.4%	4.7%	4.5%	26.4%	25.8%	24.6%	27.9%	28.0%	28.2%	20.4%	20.9%	22.6%	14.1%	14.9%	15.0%	5.9%	5.7%	5.1%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,023	2,814	7.9%	8.6%	8.3%	23.0%	24.9%	24.5%	24.5%	27.2%	31.8%	17.1%	12.7%	11.0%	8.5%	9.9%	7.2%	18.9%	16.8%	17.1%
1-3 years	28,186	28,258	21,639	5.5%	5.5%	5.5%	23.3%	22.6%	20.2%	28.0%	26.1%	25.6%	19.3%	21.2%	23.0%	15.3%	16.6%	18.3%	8.5%	8.0%	7.5%
4-5 years	20,124	22,564	13,237	5.1%	3.5%	3.4%	23.0%	22.0%	22.1%	24.3%	24.7%	25.8%	22.2%	23.6%	25.2%	19.1%	20.0%	17.7%	6.2%	6.2%	5.8%
6-10 years	40,758	35,129	18,824	4.2%	4.1%	3.8%	23.0%	21.9%	21.8%	26.3%	25.6%	24.8%	23.7%	24.1%	23.9%	17.6%	19.2%	18.9%	5.3%	5.2%	6.8%
11-20 years	54,459	64,995	46,193	5.1%	4.2%	4.3%	24.1%	24.5%	23.2%	26.3%	26.5%	25.2%	22.1%	22.4%	25.1%	16.5%	17.1%	17.2%	5.9%	5.4%	5.0%
> 20 years	60,592	61,533	41,488	5.3%	4.8%	4.4%	27.5%	26.6%	25.3%	27.2%	27.5%	28.3%	20.9%	21.1%	22.7%	13.8%	14.6%	14.8%	5.4%	5.4%	4.5%
<b>Leaving</b>																					
No	143,384	150,509	101,441	6.0%	5.4%	5.1%	27.3%	26.8%	25.6%	28.0%	27.3%	27.6%	20.1%	21.1%	22.4%	12.0%	12.9%	13.4%	6.6%	6.5%	6.0%
Yes, to retire	13,492	14,409	9,505	5.3%	3.9%	4.3%	25.4%	25.9%	22.1%	25.1%	29.8%	29.7%	22.0%	19.7%	23.3%	17.1%	16.5%	15.2%	5.0%	4.2%	5.4%
Yes, to other job in Govt	37,420	35,605	22,691	2.6%	2.5%	3.0%	17.5%	16.1%	16.1%	22.3%	23.3%	21.6%	25.4%	25.3%	27.6%	25.3%	26.6%	25.5%	6.9%	6.1%	6.2%
Yes, to other job outside Govt	6,395	7,855	5,069	2.1%	2.3%	1.7%	13.4%	15.8%	13.4%	18.8%	18.9%	16.7%	27.8%	25.1%	26.4%	31.7%	34.1%	37.0%	6.3%	3.9%	4.8%
Yes, other	8,241	9,086	5,481	3.1%	2.4%	2.0%	13.1%	14.7%	13.7%	26.6%	23.3%	23.3%	23.8%	24.4%	27.5%	27.9%	29.2%	28.1%	5.5%	6.0%	5.5%
<b>Retiring</b>																					
Within 1 year	8,333	9,140	6,074	5.8%	4.8%	6.0%	23.6%	27.9%	22.0%	25.2%	28.0%	24.8%	22.5%	20.3%	23.6%	18.1%	15.6%	17.7%	4.8%	3.4%	5.8%
Between 1 and 3 years	24,423	25,222	16,418	6.5%	3.8%	3.9%	25.3%	26.6%	23.1%	28.5%	28.0%	31.2%	19.4%	21.0%	22.4%	15.0%	15.4%	15.1%	5.2%	5.2%	4.4%
Between 3 and 5 years	26,403	28,081	19,276	5.1%	4.6%	4.4%	23.6%	24.6%	25.0%	29.5%	28.0%	27.4%	21.4%	22.4%	24.7%	14.4%	14.4%	13.9%	6.0%	6.0%	4.6%
5 or more years	149,776	155,001	102,414	4.9%	4.7%	4.5%	24.6%	23.4%	22.5%	25.8%	25.8%	25.4%	21.8%	22.2%	23.6%	16.1%	17.4%	17.6%	6.9%	6.5%	6.4%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(24) Employees have a feeling of personal empowerment with respect to work processes.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,444</b>	<b>147,906</b>	<b>7.4%</b>	<b>7.1%</b>	<b>7.3%</b>	<b>36.5%</b>	<b>35.1%</b>	<b>35.3%</b>	<b>28.5%</b>	<b>29.2%</b>	<b>27.2%</b>	<b>16.9%</b>	<b>17.0%</b>	<b>18.8%</b>	<b>8.5%</b>	<b>9.3%</b>	<b>9.4%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.0%</b>
<b>Work Location</b>																					
Headquarters	82,919	86,486	51,144	8.7%	8.1%	8.4%	37.2%	36.8%	36.3%	27.9%	28.6%	26.1%	15.4%	15.5%	18.2%	7.8%	8.3%	8.5%	2.9%	2.6%	2.5%
Field	125,991	130,953	93,054	6.7%	6.6%	7.0%	36.1%	34.3%	35.1%	28.8%	29.5%	27.5%	17.7%	17.6%	18.9%	8.8%	9.8%	9.6%	1.9%	2.2%	1.9%
<b>Supervisor Status</b>																					
Non-Supervisor	116,272	118,191	74,553	6.7%	6.6%	6.7%	33.0%	31.9%	32.7%	29.9%	30.0%	28.0%	18.2%	17.9%	19.8%	9.5%	10.6%	10.4%	2.8%	3.0%	2.5%
Team Leader	28,854	31,776	20,115	6.3%	6.7%	7.7%	37.5%	34.7%	37.9%	27.9%	31.2%	26.8%	17.5%	16.6%	17.5%	9.3%	9.2%	8.8%	1.5%	1.5%	1.3%
Supervisor	37,704	39,862	28,517	8.7%	7.7%	8.4%	45.8%	44.0%	42.8%	26.3%	25.3%	25.3%	13.1%	15.9%	16.5%	4.9%	6.1%	6.0%	1.1%	1.0%	1.0%
Manager	21,188	22,467	17,118	12.6%	10.6%	11.7%	49.7%	49.6%	49.3%	22.8%	25.2%	22.0%	10.9%	10.8%	13.0%	3.3%	3.2%	3.4%	0.8%	0.5%	0.5%
Executive	4,882	5,135	3,906	19.5%	13.6%	18.5%	48.9%	50.3%	51.0%	16.1%	17.2%	18.1%	10.8%	13.4%	9.1%	4.0%	3.7%	2.5%	0.7%	2.0%	0.9%
<b>Sex</b>																					
Male	108,694	117,819	81,631	7.3%	6.8%	7.4%	37.2%	36.5%	36.2%	29.0%	29.5%	27.8%	16.1%	16.3%	18.0%	8.5%	9.0%	9.0%	1.9%	1.9%	1.6%
Female	100,252	99,730	62,577	7.4%	7.5%	7.2%	35.5%	33.3%	34.2%	27.9%	28.9%	26.4%	18.0%	17.8%	19.8%	8.4%	9.7%	9.8%	2.8%	2.9%	2.6%
<b>Hispanic or Latino</b>																					
Yes	14,268	13,631	8,466	8.1%	8.2%	8.2%	37.8%	34.7%	33.9%	28.6%	30.5%	29.7%	15.2%	14.0%	16.5%	7.5%	9.9%	8.9%	2.9%	2.8%	2.8%
No	194,618	203,801	135,497	7.3%	7.0%	7.2%	36.4%	35.2%	35.5%	28.5%	29.1%	27.0%	17.1%	17.2%	18.9%	8.5%	9.2%	9.4%	2.2%	2.3%	2.0%
<b>Race</b>																					
American Indian/ Alaska Native	8,130	6,152	---	6.7%	4.8%	---	35.7%	34.8%	---	29.6%	29.5%	---	14.4%	17.6%	---	11.6%	9.9%	---	2.0%	3.4%	---
Asian	8,415	8,609	---	8.4%	8.4%	---	44.9%	40.3%	---	27.3%	30.7%	---	10.8%	11.9%	---	6.1%	5.8%	---	2.5%	2.8%	---
Black or African American	32,720	32,872	---	8.2%	6.7%	---	36.1%	34.9%	---	28.3%	30.0%	---	15.4%	15.8%	---	9.1%	8.6%	---	2.9%	4.1%	---
Native Hawaiian/ Pacific Islander	1,472	1,488	---	8.3%	12.1%	---	33.8%	39.7%	---	33.1%	26.7%	---	17.3%	11.2%	---	6.0%	8.6%	---	1.5%	1.8%	---
White	146,254	156,730	---	7.1%	7.2%	---	36.4%	35.4%	---	28.5%	28.7%	---	17.7%	17.6%	---	8.3%	9.3%	---	2.0%	1.8%	---
Two or more races (Not Hispanic/Latino)	6,176	6,194	---	6.7%	5.3%	---	31.7%	26.5%	---	30.9%	29.5%	---	16.8%	19.9%	---	9.8%	15.7%	---	4.0%	3.1%	---
<b>Age Group</b>																					
<30 (25 and under)	8,857	8,793	5,461	6.7%	7.4%	8.5%	38.8%	33.2%	33.5%	28.3%	31.7%	28.7%	15.5%	16.7%	17.3%	6.3%	7.6%	8.1%	4.4%	3.5%	3.9%
(26-29)	2,297	2,476	---	9.0%	8.4%	---	38.0%	34.4%	---	28.9%	34.4%	---	12.4%	12.8%	---	4.9%	5.9%	---	6.9%	4.2%	---
30-39	6,560	6,317	---	5.9%	7.0%	---	39.1%	32.7%	---	28.1%	30.5%	---	16.6%	18.3%	---	6.7%	8.3%	---	3.5%	3.2%	---
40-49	29,382	31,369	20,921	7.0%	6.1%	5.7%	34.0%	33.7%	34.1%	29.6%	31.5%	27.3%	17.2%	16.9%	20.8%	9.3%	9.1%	9.8%	3.0%	2.6%	2.5%
50-59	64,120	70,132	47,042	7.3%	6.7%	7.3%	36.9%	35.8%	35.3%	28.1%	28.5%	27.0%	17.0%	17.1%	18.7%	8.8%	9.9%	9.8%	1.8%	2.0%	1.9%
60+	82,016	87,049	57,873	7.0%	7.5%	7.6%	36.5%	34.9%	35.4%	28.8%	28.9%	27.2%	17.3%	16.9%	18.7%	8.4%	9.6%	9.5%	2.0%	2.2%	1.6%
	24,559	20,192	12,863	9.6%	8.3%	8.6%	37.7%	37.2%	39.1%	27.2%	27.4%	27.4%	15.9%	17.1%	15.8%	7.4%	7.3%	6.5%	2.2%	2.7%	2.5%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(24) Employees have a feeling of personal empowerment with respect to work processes.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,201</b>	<b>221,444</b>	<b>147,906</b>	<b>7.4%</b>	<b>7.1%</b>	<b>7.3%</b>	<b>36.5%</b>	<b>35.1%</b>	<b>35.3%</b>	<b>28.5%</b>	<b>29.2%</b>	<b>27.2%</b>	<b>16.9%</b>	<b>17.0%</b>	<b>18.8%</b>	<b>8.5%</b>	<b>9.3%</b>	<b>9.4%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.0%</b>
<b>Pay Category</b>																					
Federal Wage System	8,659	9,482	5,512	5.7%	4.7%	6.1%	33.3%	31.9%	33.7%	32.2%	33.2%	31.3%	18.6%	17.7%	18.8%	8.7%	10.0%	8.6%	1.5%	2.4%	1.5%
GS 1-6 or equivalent	10,339	10,828	6,708	8.5%	8.7%	6.8%	30.9%	33.5%	29.5%	30.3%	28.9%	28.7%	16.7%	15.6%	18.6%	9.6%	9.1%	13.1%	4.0%	4.1%	3.3%
GS 7-12 or equivalent	86,211	91,797	58,911	6.5%	6.7%	6.7%	36.0%	33.6%	34.8%	29.6%	30.8%	28.0%	17.1%	17.1%	19.2%	8.3%	9.3%	9.3%	2.5%	2.5%	2.1%
GS 13-15 or equivalent	83,229	91,621	64,040	8.9%	8.0%	8.6%	40.3%	40.3%	39.2%	25.8%	26.0%	24.6%	16.4%	16.1%	18.2%	7.4%	7.9%	8.0%	1.3%	1.6%	1.4%
Senior Executive Service	3,931	4,206	3,314	19.4%	15.5%	16.6%	53.8%	54.3%	46.9%	15.4%	18.6%	18.0%	7.8%	8.0%	8.6%	3.0%	2.7%	8.6%	0.7%	0.8%	1.3%
SL/ST	780	688	490	11.4%	5.3%	12.5%	52.3%	30.9%	39.1%	11.6%	20.8%	24.9%	13.1%	29.8%	11.8%	2.9%	13.0%	10.6%	8.6%	0.4%	1.0%
Other	15,766	8,187	5,202	7.0%	7.7%	8.6%	35.0%	34.7%	35.1%	27.6%	28.2%	25.6%	17.3%	17.3%	18.9%	11.1%	10.4%	9.7%	2.1%	1.7%	2.1%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,613	1,316	8.3%	12.2%	18.1%	35.6%	43.5%	34.9%	22.4%	27.7%	31.8%	22.9%	8.0%	8.6%	4.5%	2.8%	1.5%	6.1%	5.8%	5.1%
1-3 years	17,927	17,546	12,898	8.6%	8.0%	7.2%	37.3%	36.1%	32.5%	30.3%	30.1%	27.5%	14.4%	15.1%	18.0%	6.1%	8.4%	12.2%	3.2%	2.4%	2.7%
4-5 years	14,598	16,231	8,712	7.0%	6.9%	7.1%	35.1%	32.4%	34.5%	29.5%	29.3%	27.6%	17.8%	18.1%	19.5%	8.4%	10.6%	9.0%	2.2%	2.7%	2.2%
6-10 years	32,658	26,510	13,915	6.3%	6.4%	6.8%	34.4%	32.7%	33.4%	29.1%	30.9%	27.9%	18.2%	18.0%	20.2%	9.9%	9.4%	9.6%	2.1%	2.6%	2.1%
11-20 years	53,236	62,919	44,997	7.0%	6.2%	7.1%	35.2%	34.9%	35.3%	28.2%	29.0%	27.0%	18.2%	17.5%	19.6%	9.2%	10.4%	9.2%	2.2%	2.0%	1.8%
(11 to 14 years)	17,505	---	---	6.1%	---	---	35.8%	---	---	27.6%	---	---	19.1%	---	---	9.0%	---	---	2.4%	---	---
(15 to 20 years)	35,731	---	---	7.5%	---	---	34.8%	---	---	28.6%	---	---	17.6%	---	---	9.4%	---	---	2.2%	---	---
> 20 years	88,280	91,716	62,357	7.7%	7.5%	7.5%	38.4%	36.2%	37.2%	27.9%	28.6%	26.9%	15.9%	16.9%	17.9%	8.2%	8.7%	8.6%	1.9%	2.2%	1.9%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,023	2,815	12.2%	11.7%	16.1%	39.4%	41.1%	42.4%	21.9%	27.8%	24.3%	15.7%	10.3%	10.4%	5.0%	3.7%	3.4%	5.7%	5.4%	3.5%
1-3 years	28,185	28,267	21,641	8.6%	8.0%	8.0%	36.9%	35.0%	32.3%	29.7%	29.5%	27.2%	14.9%	16.0%	18.5%	6.9%	9.1%	11.5%	3.0%	2.4%	2.5%
4-5 years	20,124	22,568	13,237	7.0%	6.0%	6.2%	34.0%	32.4%	35.5%	29.4%	30.1%	27.2%	18.0%	18.4%	19.8%	9.5%	10.5%	9.2%	2.1%	2.5%	2.1%
6-10 years	40,759	35,130	18,824	5.7%	6.4%	6.7%	34.9%	33.7%	33.9%	28.7%	30.3%	27.8%	18.6%	17.2%	19.6%	10.0%	9.7%	9.5%	2.1%	2.6%	2.4%
11-20 years	54,460	64,997	46,191	6.9%	6.2%	6.9%	35.2%	34.8%	35.3%	29.1%	29.3%	27.6%	17.7%	17.4%	19.3%	9.0%	10.1%	9.2%	2.0%	2.1%	1.7%
> 20 years	60,592	61,533	41,488	7.8%	7.8%	7.3%	39.3%	36.8%	38.0%	27.7%	28.1%	26.7%	15.9%	17.0%	18.0%	7.5%	8.4%	8.3%	1.8%	1.9%	1.7%
<b>Leaving</b>																					
No	143,386	150,513	101,443	8.9%	8.6%	8.8%	41.4%	39.6%	40.0%	28.6%	29.7%	27.9%	13.9%	13.9%	15.5%	4.9%	5.8%	5.8%	2.3%	2.3%	2.1%
Yes, to retire	13,492	14,412	9,504	7.5%	6.1%	6.4%	34.0%	33.9%	36.5%	29.0%	30.6%	26.8%	17.0%	17.4%	19.1%	10.8%	9.8%	9.5%	1.7%	2.2%	1.8%
Yes, to other job in Govt	37,420	35,607	22,693	3.0%	3.3%	3.4%	24.8%	24.0%	23.5%	28.8%	27.7%	25.1%	24.8%	24.9%	27.7%	16.2%	17.6%	18.1%	2.5%	2.4%	2.1%
Yes, to other job outside Govt	6,395	7,858	5,069	2.5%	1.9%	3.6%	19.4%	20.1%	16.7%	27.7%	23.4%	23.3%	28.0%	29.4%	30.7%	20.6%	23.4%	24.2%	1.8%	1.9%	1.5%
Yes, other	8,242	9,086	5,479	3.7%	2.5%	2.3%	19.6%	18.7%	19.4%	25.9%	29.8%	28.3%	26.9%	26.0%	26.0%	21.8%	20.9%	22.2%	2.2%	2.1%	1.9%
<b>Retiring</b>																					
Within 1 year	8,332	9,141	6,073	8.0%	7.2%	7.4%	33.6%	33.8%	34.5%	27.2%	29.6%	26.1%	18.3%	17.2%	18.6%	11.1%	10.5%	11.2%	1.8%	1.7%	2.3%
Between 1 and 3 years	24,422	25,224	16,417	8.0%	6.2%	6.3%	35.9%	34.6%	35.4%	28.3%	28.9%	29.5%	16.8%	18.2%	18.8%	9.0%	9.7%	8.2%	1.9%	2.4%	1.8%
Between 3 and 5 years	26,402	28,081	19,276	6.4%	6.6%	7.2%	37.7%	35.2%	36.7%	27.3%	29.4%	26.9%	17.4%	17.9%	19.1%	9.4%	8.8%	8.8%	1.9%	2.1%	1.4%
5 or more years	149,782	155,013	102,417	7.4%	7.3%	7.5%	36.5%	35.3%	35.2%	28.8%	29.2%	27.0%	16.8%	16.6%	18.7%	8.1%	9.2%	9.5%	2.4%	2.4%	2.2%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(25) Employees are rewarded for providing high quality products and services to customers.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,177</b>	<b>221,415</b>	<b>147,887</b>	<b>10.4%</b>	<b>9.8%</b>	<b>9.2%</b>	<b>35.7%</b>	<b>34.8%</b>	<b>32.9%</b>	<b>23.6%</b>	<b>23.6%</b>	<b>24.4%</b>	<b>17.4%</b>	<b>18.7%</b>	<b>19.8%</b>	<b>10.7%</b>	<b>11.0%</b>	<b>10.6%</b>	<b>2.2%</b>	<b>2.0%</b>	<b>3.0%</b>
<b>Work Location</b>																					
Headquarters	82,916	86,479	51,143	11.8%	11.2%	11.4%	37.3%	37.7%	36.3%	22.5%	22.5%	23.1%	15.6%	17.0%	16.7%	10.1%	9.4%	9.2%	2.7%	2.2%	3.2%
Field	125,976	130,933	93,039	9.7%	9.1%	8.6%	34.9%	33.5%	31.9%	24.2%	24.2%	24.8%	18.3%	19.5%	20.8%	11.0%	11.8%	11.1%	2.0%	1.9%	2.9%
<b>Supervisor Status</b>																					
Non-Supervisor	116,253	118,180	74,548	9.1%	8.7%	8.1%	32.0%	31.6%	30.2%	25.0%	24.2%	25.2%	18.7%	20.2%	21.1%	12.1%	12.8%	11.7%	3.0%	2.5%	3.7%
Team Leader	28,854	31,771	20,113	8.7%	9.2%	8.8%	36.4%	35.0%	34.4%	24.1%	25.4%	24.6%	18.0%	18.9%	19.8%	11.5%	10.1%	10.6%	1.2%	1.4%	1.7%
Supervisor	37,701	39,856	28,509	13.7%	11.4%	13.5%	45.6%	44.1%	42.5%	20.1%	21.7%	21.5%	14.1%	15.1%	15.3%	5.8%	7.1%	6.3%	0.7%	0.7%	0.9%
Manager	21,187	22,461	17,116	18.7%	17.6%	18.9%	50.0%	48.3%	49.1%	16.4%	19.2%	17.9%	10.2%	10.8%	10.5%	4.3%	3.7%	3.1%	0.4%	0.4%	0.4%
Executive	4,882	5,135	3,906	25.0%	24.6%	30.3%	49.8%	45.9%	48.0%	15.8%	11.0%	12.9%	5.1%	13.1%	6.1%	4.1%	3.7%	2.1%	0.3%	1.7%	0.6%
<b>Sex</b>																					
Male	108,680	117,801	81,614	10.4%	9.4%	9.1%	36.0%	34.8%	33.1%	24.4%	25.0%	25.7%	16.8%	18.1%	19.4%	10.7%	11.1%	10.3%	1.8%	1.7%	2.3%
Female	100,247	99,720	62,575	10.4%	10.3%	9.5%	35.3%	34.9%	32.6%	22.7%	21.9%	22.7%	18.1%	19.6%	20.4%	10.7%	11.0%	11.1%	2.8%	2.4%	3.8%
<b>Hispanic or Latino</b>																					
Yes	14,271	13,629	8,463	11.2%	10.0%	9.3%	32.8%	31.4%	29.2%	24.6%	23.7%	26.1%	17.3%	20.1%	20.1%	10.8%	12.5%	11.4%	3.2%	2.3%	3.9%
No	194,598	203,776	135,482	10.3%	9.8%	9.2%	36.0%	35.2%	33.2%	23.5%	23.6%	24.2%	17.4%	18.6%	19.8%	10.7%	10.9%	10.6%	2.1%	2.0%	2.9%
<b>Race</b>																					
American Indian/ Alaska Native	8,129	6,152	---	8.7%	6.6%	---	31.3%	31.0%	---	21.7%	27.6%	---	19.8%	19.6%	---	16.4%	13.2%	---	2.0%	2.1%	---
Asian	8,411	8,607	---	12.4%	12.3%	---	41.0%	37.5%	---	24.2%	26.1%	---	13.4%	14.8%	---	6.7%	6.4%	---	2.3%	2.9%	---
Black or African American	32,719	32,866	---	11.1%	10.0%	---	34.6%	35.3%	---	23.8%	22.1%	---	15.9%	18.7%	---	11.6%	11.0%	---	3.0%	2.9%	---
Native Hawaiian/ Pacific Islander	1,472	1,485	---	9.4%	10.2%	---	30.1%	41.0%	---	30.2%	20.9%	---	15.7%	12.9%	---	12.9%	12.6%	---	1.6%	2.5%	---
White	146,240	156,712	---	10.1%	9.8%	---	36.5%	35.1%	---	23.4%	23.7%	---	17.8%	18.9%	---	10.1%	10.9%	---	2.1%	1.7%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	10.8%	8.0%	---	29.6%	28.2%	---	25.8%	21.9%	---	17.5%	20.6%	---	14.5%	18.3%	---	1.8%	3.0%	---
<b>Age Group</b>																					
<30 (25 and under)	8,856	8,794	5,461	9.4%	9.9%	8.8%	35.4%	32.0%	30.0%	23.2%	24.9%	23.7%	18.6%	19.7%	21.0%	9.5%	10.1%	12.3%	4.0%	3.3%	4.1%
(26-29)	2,297	2,477	---	10.6%	10.9%	---	33.8%	34.1%	---	24.0%	26.7%	---	17.5%	15.4%	---	8.4%	9.0%	---	5.8%	4.0%	---
30-39	6,559	6,317	---	9.0%	9.5%	---	35.9%	31.1%	---	22.9%	24.1%	---	19.0%	21.6%	---	9.9%	10.6%	---	3.4%	3.1%	---
40-49	29,381	31,361	20,918	9.5%	8.2%	7.8%	33.0%	32.1%	31.3%	23.7%	25.5%	24.4%	18.7%	20.3%	21.8%	12.6%	11.4%	10.8%	2.5%	2.5%	3.9%
50-59	64,114	70,125	47,038	10.0%	9.5%	9.3%	37.5%	35.7%	32.1%	22.6%	23.4%	24.6%	16.5%	18.1%	19.9%	11.5%	11.4%	11.2%	1.9%	1.9%	2.8%
60+	82,009	87,039	57,864	10.5%	10.2%	9.3%	35.5%	35.4%	34.0%	24.4%	23.0%	24.2%	17.6%	18.4%	19.5%	9.8%	11.3%	10.5%	2.3%	1.7%	2.6%
60+	24,551	20,185	12,860	13.2%	11.9%	11.6%	35.7%	36.7%	36.5%	24.6%	22.8%	24.9%	16.5%	18.3%	16.4%	8.5%	8.5%	7.8%	1.6%	1.7%	2.8%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(25) Employees are rewarded for providing high quality products and services to customers.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,177</b>	<b>221,415</b>	<b>147,887</b>	<b>10.4%</b>	<b>9.8%</b>	<b>9.2%</b>	<b>35.7%</b>	<b>34.8%</b>	<b>32.9%</b>	<b>23.6%</b>	<b>23.6%</b>	<b>24.4%</b>	<b>17.4%</b>	<b>18.7%</b>	<b>19.8%</b>	<b>10.7%</b>	<b>11.0%</b>	<b>10.6%</b>	<b>2.2%</b>	<b>2.0%</b>	<b>3.0%</b>
<b>Pay Category</b>																					
Federal Wage System	8,651	9,475	5,511	7.5%	6.5%	6.0%	32.7%	29.2%	27.9%	26.1%	27.6%	26.6%	19.4%	20.7%	23.0%	13.1%	14.7%	14.7%	1.2%	1.3%	1.7%
GS 1-6 or equivalent	10,337	10,824	6,706	10.8%	10.7%	7.3%	31.8%	30.4%	27.0%	22.5%	22.5%	24.0%	16.7%	20.1%	22.5%	15.3%	13.1%	15.2%	2.9%	3.2%	4.1%
GS 7-12 or equivalent	86,205	91,789	58,897	9.5%	9.1%	8.2%	32.8%	33.5%	32.2%	25.6%	24.2%	25.4%	18.7%	19.6%	20.7%	10.8%	11.4%	10.3%	2.6%	2.2%	3.2%
GS 13-15 or equivalent	83,226	91,609	64,036	12.8%	11.9%	12.7%	43.1%	42.2%	39.1%	20.7%	22.3%	22.8%	14.1%	14.8%	15.6%	7.5%	7.5%	7.6%	1.8%	1.3%	2.2%
Senior Executive Service	3,931	4,206	3,314	30.2%	27.6%	26.7%	50.1%	51.7%	42.7%	11.0%	10.5%	13.1%	6.4%	7.8%	8.1%	2.1%	2.0%	7.0%	0.1%	0.5%	2.5%
SL/ST	780	688	490	14.7%	6.4%	8.4%	48.1%	31.8%	47.2%	21.0%	18.5%	19.4%	12.7%	30.8%	18.4%	3.0%	12.3%	5.3%	0.5%	0.3%	1.2%
Other	15,763	8,187	5,203	8.8%	10.0%	9.1%	35.1%	31.7%	26.7%	21.8%	24.4%	22.6%	19.4%	20.9%	23.5%	12.8%	10.5%	14.5%	2.1%	2.4%	3.6%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	12.4%	15.9%	17.4%	34.8%	36.0%	31.7%	23.0%	26.5%	29.3%	11.7%	9.2%	7.7%	5.0%	5.5%	2.2%	13.1%	7.0%	11.8%
1-3 years	17,925	17,541	12,895	11.1%	10.3%	8.3%	34.8%	35.6%	27.1%	26.1%	23.9%	25.7%	16.2%	18.0%	23.0%	8.9%	9.7%	12.0%	3.0%	2.5%	3.8%
4-5 years	14,598	16,228	8,711	9.3%	9.2%	8.5%	32.6%	31.4%	32.7%	25.7%	24.3%	23.8%	19.0%	20.6%	20.6%	11.4%	11.6%	10.7%	1.9%	3.0%	3.7%
6-10 years	32,654	26,505	13,912	8.9%	8.6%	9.4%	33.7%	30.4%	29.6%	23.3%	25.3%	24.9%	18.7%	21.3%	20.9%	13.3%	12.3%	11.9%	2.2%	2.1%	3.3%
11-20 years	53,230	62,913	44,994	9.6%	8.8%	8.5%	35.0%	33.7%	33.5%	23.6%	24.4%	24.4%	18.6%	19.4%	20.1%	11.2%	12.2%	11.1%	2.0%	1.5%	2.5%
(11 to 14 years)	17,503	---	---	8.9%	---	---	34.7%	---	---	24.4%	---	---	19.2%	---	---	10.9%	---	---	1.8%	---	---
(15 to 20 years)	35,727	---	---	10.0%	---	---	35.1%	---	---	23.2%	---	---	18.2%	---	---	11.4%	---	---	2.1%	---	---
> 20 years	88,271	91,706	62,348	11.6%	10.7%	10.2%	38.2%	37.9%	35.5%	22.6%	22.2%	23.9%	16.2%	17.4%	18.3%	9.7%	10.2%	9.6%	1.7%	1.7%	2.6%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,021	2,815	14.6%	14.7%	17.0%	35.8%	34.2%	29.6%	22.8%	26.9%	28.5%	9.9%	10.1%	10.1%	5.1%	6.0%	3.0%	11.8%	8.2%	11.8%
1-3 years	28,184	28,265	21,635	11.2%	10.9%	9.4%	35.1%	34.9%	28.4%	25.0%	23.4%	24.3%	16.3%	17.7%	22.6%	9.6%	10.5%	11.4%	2.9%	2.6%	3.8%
4-5 years	20,124	22,564	13,236	10.0%	8.6%	8.0%	31.8%	31.3%	33.1%	26.0%	24.8%	24.4%	18.8%	20.8%	19.4%	11.6%	11.8%	11.3%	1.8%	2.7%	3.7%
6-10 years	40,753	35,126	18,823	8.4%	8.8%	8.8%	34.5%	31.9%	31.6%	22.7%	24.5%	24.7%	18.9%	20.7%	20.5%	13.6%	12.1%	11.5%	1.8%	2.0%	2.9%
11-20 years	54,450	64,990	46,186	10.0%	8.7%	8.6%	35.0%	34.2%	34.0%	24.3%	23.9%	24.5%	18.2%	19.6%	19.8%	10.5%	12.2%	11.1%	2.0%	1.4%	2.1%
> 20 years	60,587	61,523	41,482	11.4%	10.8%	10.0%	39.3%	38.9%	35.9%	22.1%	22.1%	24.0%	16.5%	17.2%	18.4%	9.5%	9.7%	9.3%	1.3%	1.3%	2.4%
<b>Leaving</b>																					
No	143,370	150,490	101,430	12.4%	11.8%	11.0%	39.9%	38.9%	36.8%	23.6%	23.4%	24.6%	14.8%	16.4%	17.0%	7.1%	7.5%	7.7%	2.2%	2.0%	2.9%
Yes, to retire	13,488	14,409	9,502	10.9%	8.6%	9.3%	33.8%	36.8%	33.3%	23.3%	23.7%	23.8%	18.6%	18.8%	22.0%	11.3%	11.0%	9.2%	2.1%	1.2%	2.4%
Yes, to other job in Govt	37,419	35,605	22,689	5.0%	4.9%	4.7%	26.5%	24.6%	22.9%	23.7%	24.5%	24.2%	23.5%	24.5%	27.1%	19.0%	19.3%	17.9%	2.3%	2.2%	3.3%
Yes, to other job outside Govt	6,394	7,859	5,069	3.6%	3.2%	2.6%	19.8%	18.5%	17.5%	23.6%	22.8%	22.1%	27.0%	26.9%	27.3%	24.1%	27.1%	28.1%	1.9%	1.5%	2.4%
Yes, other	8,242	9,088	5,480	4.4%	3.8%	4.2%	19.4%	19.6%	20.0%	24.3%	24.8%	24.0%	25.5%	27.1%	29.0%	24.2%	22.5%	19.4%	2.1%	2.3%	3.5%
<b>Retiring</b>																					
Within 1 year	8,330	9,139	6,072	10.6%	9.6%	9.6%	33.4%	35.7%	35.5%	24.4%	24.3%	20.5%	18.4%	16.7%	20.5%	11.7%	12.4%	11.0%	1.5%	1.2%	3.0%
Between 1 and 3 years	24,419	25,216	16,413	11.1%	9.1%	8.5%	36.6%	36.9%	33.9%	22.5%	22.1%	25.1%	16.5%	20.0%	20.2%	11.4%	10.4%	10.2%	1.8%	1.4%	2.1%
Between 3 and 5 years	26,401	28,077	19,273	10.4%	9.3%	9.6%	35.9%	35.3%	33.0%	24.2%	24.0%	24.5%	16.6%	19.3%	19.9%	10.6%	10.5%	10.3%	2.4%	1.5%	2.7%
5 or more years	149,764	154,995	102,407	10.3%	10.0%	9.3%	35.7%	34.4%	32.7%	23.7%	23.8%	24.5%	17.6%	18.5%	19.7%	10.5%	11.1%	10.7%	2.3%	2.2%	3.1%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (26) Creativity and innovation are rewarded.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,183</b>	<b>221,410</b>	<b>147,895</b>	<b>9.2%</b>	<b>8.6%</b>	<b>7.9%</b>	<b>30.9%</b>	<b>30.3%</b>	<b>28.2%</b>	<b>28.1%</b>	<b>28.4%</b>	<b>28.8%</b>	<b>18.5%</b>	<b>19.4%</b>	<b>20.6%</b>	<b>10.8%</b>	<b>11.1%</b>	<b>11.3%</b>	<b>2.5%</b>	<b>2.2%</b>	<b>3.1%</b>
<b>Work Location</b>																					
Headquarters	82,919	86,475	51,144	10.7%	9.7%	9.8%	32.2%	33.0%	30.8%	26.9%	27.9%	27.5%	16.8%	17.3%	18.3%	10.0%	9.3%	10.2%	3.4%	2.7%	3.4%
Field	125,976	130,936	93,045	8.4%	8.1%	7.3%	30.2%	29.1%	27.5%	28.8%	28.6%	29.3%	19.4%	20.3%	21.3%	11.2%	12.0%	11.7%	2.1%	2.0%	2.9%
<b>Supervisor Status</b>																					
Non-Supervisor	116,258	118,179	74,548	7.7%	7.6%	6.8%	27.8%	26.9%	25.5%	29.1%	29.0%	29.5%	20.0%	20.8%	21.8%	12.0%	12.7%	12.5%	3.4%	2.9%	3.9%
Team Leader	28,854	31,772	20,114	8.3%	8.3%	8.1%	30.0%	31.3%	29.6%	29.7%	29.9%	29.5%	18.9%	19.2%	20.1%	11.9%	10.3%	10.9%	1.3%	1.1%	1.8%
Supervisor	37,702	39,854	28,515	12.7%	9.6%	11.3%	39.5%	39.2%	37.4%	25.4%	26.2%	26.6%	15.0%	16.6%	16.9%	6.5%	7.7%	7.1%	0.8%	0.7%	0.8%
Manager	21,186	22,462	17,117	17.5%	15.6%	16.4%	45.3%	43.9%	45.0%	21.0%	24.0%	22.1%	10.7%	12.0%	12.1%	5.1%	4.1%	3.9%	0.4%	0.4%	0.4%
Executive	4,881	5,135	3,906	23.8%	23.4%	29.0%	43.6%	42.6%	44.9%	22.0%	13.8%	15.3%	6.2%	10.3%	7.3%	4.0%	8.2%	2.9%	0.4%	1.6%	0.6%
<b>Sex</b>																					
Male	108,681	117,805	81,622	9.3%	8.3%	8.0%	31.2%	30.8%	28.7%	28.5%	28.9%	29.6%	18.5%	18.9%	20.1%	11.0%	11.6%	11.6%	1.5%	1.5%	2.1%
Female	100,248	99,714	62,575	8.9%	9.0%	7.9%	30.4%	29.7%	27.6%	27.8%	27.7%	27.9%	18.5%	20.0%	21.2%	10.6%	10.5%	11.0%	3.8%	3.1%	4.4%
<b>Hispanic or Latino</b>																					
Yes	14,270	13,629	8,466	9.5%	9.3%	8.4%	28.7%	28.6%	24.9%	29.0%	27.8%	31.4%	18.1%	18.8%	20.3%	11.5%	13.0%	11.3%	3.3%	2.4%	3.7%
No	194,603	203,774	135,486	9.1%	8.5%	7.9%	31.1%	30.5%	28.5%	28.1%	28.4%	28.6%	18.6%	19.4%	20.6%	10.8%	10.9%	11.3%	2.4%	2.2%	3.0%
<b>Race</b>																					
American Indian/ Alaska Native	8,129	6,152	---	7.6%	4.9%	---	29.0%	26.9%	---	24.2%	29.6%	---	19.4%	23.0%	---	16.0%	12.6%	---	3.8%	2.9%	---
Asian	8,410	8,607	---	9.8%	9.5%	---	37.0%	32.4%	---	28.0%	30.9%	---	14.5%	17.2%	---	7.5%	6.3%	---	3.1%	3.7%	---
Black or African American	32,719	32,865	---	9.4%	8.0%	---	29.1%	29.6%	---	29.1%	27.9%	---	16.8%	19.7%	---	11.4%	10.5%	---	4.2%	4.3%	---
Native Hawaiian/ Pacific Islander	1,472	1,486	---	8.3%	9.6%	---	27.7%	36.5%	---	31.5%	24.4%	---	22.9%	13.5%	---	7.8%	13.1%	---	1.8%	2.9%	---
White	146,244	156,710	---	9.2%	8.9%	---	31.5%	30.8%	---	27.9%	28.5%	---	19.0%	19.2%	---	10.4%	11.1%	---	2.0%	1.6%	---
Two or more races (Not Hispanic/Latino)	6,176	6,192	---	7.7%	6.9%	---	26.3%	23.2%	---	30.1%	26.7%	---	17.0%	22.6%	---	16.6%	17.7%	---	2.3%	2.9%	---
<b>Age Group</b>																					
<30 (25 and under)	8,856	8,794	5,461	9.0%	8.4%	7.6%	31.0%	29.5%	25.7%	27.9%	31.8%	29.6%	19.2%	18.4%	21.2%	9.4%	9.1%	11.9%	3.4%	2.8%	4.1%
(26-29)	2,297	2,477	---	10.3%	9.5%	---	31.4%	30.8%	---	25.3%	32.1%	---	19.6%	13.8%	---	9.2%	9.7%	---	4.1%	4.1%	---
30-39	6,559	6,317	---	8.6%	8.0%	---	30.9%	28.9%	---	28.8%	31.7%	---	19.0%	20.3%	---	9.5%	8.8%	---	3.1%	2.3%	---
40-49	29,383	31,363	20,921	8.4%	7.5%	6.8%	30.3%	28.8%	28.0%	28.0%	29.5%	28.8%	18.7%	20.5%	21.5%	12.1%	11.4%	11.6%	2.4%	2.3%	3.2%
50-59	64,115	70,122	47,042	9.0%	8.4%	7.8%	31.8%	31.1%	28.0%	27.5%	28.2%	29.0%	18.3%	18.6%	20.8%	11.3%	11.4%	11.7%	2.0%	2.4%	2.8%
60+	82,010	87,039	57,866	9.0%	8.9%	8.1%	30.4%	30.1%	28.5%	28.8%	27.7%	28.1%	18.5%	19.9%	20.8%	10.6%	11.5%	11.3%	2.7%	1.9%	3.2%
60+	24,552	20,180	12,858	11.6%	10.3%	10.3%	30.2%	31.4%	30.2%	28.5%	27.5%	31.7%	18.4%	18.9%	16.5%	8.8%	9.6%	8.8%	2.6%	2.2%	2.5%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (26) Creativity and innovation are rewarded.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,183</b>	<b>221,410</b>	<b>147,895</b>	<b>9.2%</b>	<b>8.6%</b>	<b>7.9%</b>	<b>30.9%</b>	<b>30.3%</b>	<b>28.2%</b>	<b>28.1%</b>	<b>28.4%</b>	<b>28.8%</b>	<b>18.5%</b>	<b>19.4%</b>	<b>20.6%</b>	<b>10.8%</b>	<b>11.1%</b>	<b>11.3%</b>	<b>2.5%</b>	<b>2.2%</b>	<b>3.1%</b>
<b>Pay Category</b>																					
Federal Wage System	8,651	9,479	5,512	6.7%	6.0%	5.8%	27.9%	26.6%	24.2%	29.3%	29.8%	30.9%	23.9%	22.2%	23.2%	11.3%	14.0%	14.1%	0.9%	1.3%	1.7%
GS 1-6 or equivalent	10,336	10,821	6,706	8.7%	8.6%	6.2%	26.4%	26.0%	20.5%	27.5%	27.1%	30.4%	18.1%	22.4%	23.7%	15.1%	12.1%	14.8%	4.2%	3.9%	4.5%
GS 7-12 or equivalent	86,211	91,786	58,903	7.9%	8.0%	6.8%	29.2%	29.0%	27.7%	29.7%	29.5%	29.5%	19.4%	19.7%	21.4%	10.8%	11.3%	11.1%	3.0%	2.6%	3.4%
GS 13-15 or equivalent	83,226	91,612	64,037	12.1%	10.7%	10.8%	36.1%	36.8%	34.1%	26.4%	26.8%	26.7%	15.2%	16.0%	16.9%	8.5%	8.3%	9.3%	1.8%	1.3%	2.2%
Senior Executive Service	3,930	4,206	3,314	28.9%	26.5%	26.1%	46.6%	48.4%	39.1%	13.6%	13.3%	16.6%	7.4%	8.6%	10.3%	3.2%	2.8%	6.9%	0.3%	0.4%	1.1%
SL/ST	780	688	490	8.2%	6.5%	9.7%	58.5%	30.7%	27.8%	16.0%	22.2%	41.4%	4.8%	24.1%	15.0%	12.2%	16.2%	5.5%	0.3%	0.3%	0.5%
Other	15,764	8,187	5,204	8.6%	8.5%	8.7%	29.7%	28.3%	25.6%	26.8%	28.9%	28.4%	20.2%	20.6%	22.1%	12.7%	11.9%	12.1%	2.1%	1.8%	3.2%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	11.3%	12.8%	16.7%	27.2%	33.9%	24.3%	25.9%	31.1%	37.1%	20.5%	10.3%	9.6%	4.9%	4.0%	2.5%	10.3%	7.9%	9.8%
1-3 years	17,926	17,539	12,896	9.9%	9.2%	6.6%	32.5%	30.7%	24.1%	27.6%	29.5%	29.9%	17.0%	18.0%	21.6%	9.4%	9.5%	14.1%	3.7%	3.0%	3.8%
4-5 years	14,598	16,229	8,712	8.6%	7.7%	7.8%	29.1%	28.7%	27.6%	30.2%	27.8%	28.7%	19.4%	21.5%	21.8%	11.0%	11.9%	11.5%	1.6%	2.4%	2.6%
6-10 years	32,655	26,507	13,913	7.6%	8.0%	8.4%	29.3%	27.8%	26.4%	27.8%	28.3%	28.2%	19.5%	21.3%	22.3%	13.4%	12.9%	11.6%	2.3%	1.7%	3.1%
11-20 years	53,232	62,913	44,998	9.0%	7.9%	7.4%	29.5%	29.5%	28.5%	28.8%	28.5%	28.8%	19.2%	20.0%	21.1%	11.4%	12.2%	11.3%	2.1%	1.9%	2.9%
(11 to 14 years)	17,502	---	---	8.1%	---	---	30.6%	---	---	29.6%	---	---	19.0%	---	---	11.1%	---	---	1.6%	---	---
(15 to 20 years)	35,730	---	---	9.6%	---	---	28.8%	---	---	28.4%	---	---	19.3%	---	---	11.5%	---	---	2.4%	---	---
> 20 years	88,271	91,699	62,349	9.7%	9.2%	8.6%	32.6%	31.9%	30.3%	27.6%	28.0%	28.6%	17.8%	18.5%	19.3%	9.9%	10.3%	10.3%	2.3%	2.1%	2.9%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,022	2,815	13.8%	12.5%	15.8%	32.1%	32.1%	25.8%	24.1%	29.5%	31.4%	14.2%	11.9%	10.8%	4.9%	5.1%	3.9%	10.9%	9.0%	12.3%
1-3 years	28,185	28,262	21,639	9.8%	9.6%	7.7%	31.7%	30.1%	25.2%	28.1%	28.6%	28.2%	17.1%	18.4%	22.1%	9.9%	10.2%	13.2%	3.5%	3.1%	3.6%
4-5 years	20,124	22,561	13,237	8.7%	7.0%	7.5%	28.1%	27.7%	27.3%	30.2%	29.4%	29.5%	19.5%	21.6%	21.7%	11.8%	12.0%	11.2%	1.6%	2.3%	2.8%
6-10 years	40,754	35,125	18,822	7.3%	8.0%	7.5%	29.8%	28.5%	28.3%	27.5%	27.9%	27.5%	20.4%	20.9%	22.0%	13.2%	12.9%	11.7%	1.9%	1.8%	3.0%
11-20 years	54,452	64,991	46,189	9.1%	7.8%	7.3%	29.4%	30.0%	28.7%	29.1%	28.3%	29.5%	19.1%	20.0%	20.4%	11.0%	12.3%	11.5%	2.3%	1.7%	2.6%
> 20 years	60,588	61,520	41,483	9.9%	9.5%	8.7%	33.5%	32.8%	30.7%	27.5%	28.1%	28.9%	17.6%	18.2%	19.2%	9.7%	9.7%	10.0%	1.8%	1.6%	2.6%
<b>Leaving</b>																					
No	143,371	150,485	101,436	11.0%	10.4%	9.6%	35.1%	34.4%	32.3%	28.8%	28.6%	29.9%	15.8%	17.1%	17.7%	6.8%	7.3%	7.4%	2.6%	2.3%	3.0%
Yes, to retire	13,490	14,407	9,504	8.7%	7.7%	7.3%	29.3%	29.1%	27.7%	28.2%	29.4%	29.0%	20.5%	19.9%	22.4%	10.9%	12.2%	10.8%	2.3%	1.6%	2.8%
Yes, to other job in Govt	37,420	35,607	22,691	4.1%	3.8%	3.6%	20.8%	20.1%	17.4%	27.2%	28.7%	26.9%	25.5%	25.3%	27.8%	19.9%	20.0%	20.7%	2.5%	2.2%	3.5%
Yes, to other job outside Govt	6,395	7,860	5,068	3.6%	2.9%	2.5%	14.8%	18.8%	14.5%	24.5%	23.2%	21.9%	30.5%	24.5%	30.0%	24.4%	29.1%	29.1%	2.3%	1.4%	2.0%
Yes, other	8,241	9,088	5,479	4.0%	3.3%	2.7%	17.3%	14.9%	15.5%	24.4%	27.0%	25.3%	23.6%	29.3%	28.9%	29.2%	23.0%	24.7%	1.7%	2.5%	2.8%
<b>Retiring</b>																					
Within 1 year	8,332	9,140	6,073	9.1%	8.7%	7.8%	28.4%	28.8%	28.2%	26.8%	29.6%	26.5%	21.6%	18.6%	21.4%	12.1%	12.4%	12.7%	2.0%	2.0%	3.4%
Between 1 and 3 years	24,418	25,214	16,416	9.5%	7.5%	7.4%	31.0%	30.2%	28.5%	28.2%	29.3%	29.6%	18.5%	19.9%	22.0%	10.6%	11.4%	10.2%	2.2%	1.7%	2.3%
Between 3 and 5 years	26,402	28,076	19,273	8.6%	8.5%	8.2%	30.0%	29.8%	28.2%	28.3%	27.6%	30.0%	18.9%	21.7%	20.1%	11.3%	10.7%	10.9%	2.9%	1.8%	2.7%
5 or more years	149,768	154,995	102,412	9.2%	8.8%	8.0%	31.1%	30.5%	28.3%	28.2%	28.4%	28.7%	18.3%	19.0%	20.4%	10.7%	11.1%	11.4%	2.5%	2.4%	3.2%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(27) Pay raises depend on how well employees perform their jobs.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,161</b>	<b>221,372</b>	<b>---</b>	<b>5.4%</b>	<b>4.4%</b>	<b>---</b>	<b>20.2%</b>	<b>17.3%</b>	<b>---</b>	<b>26.7%</b>	<b>28.1%</b>	<b>---</b>	<b>24.4%</b>	<b>26.3%</b>	<b>---</b>	<b>18.1%</b>	<b>19.1%</b>	<b>---</b>	<b>5.2%</b>	<b>4.8%</b>	<b>---</b>
<b>Work Location</b>																					
Headquarters	82,917	86,471	---	6.7%	5.7%	---	23.6%	19.3%	---	25.9%	28.8%	---	21.5%	24.4%	---	16.0%	15.9%	---	6.2%	5.8%	---
Field	125,960	130,904	---	4.7%	3.8%	---	18.5%	16.3%	---	27.2%	27.8%	---	25.9%	27.1%	---	19.1%	20.6%	---	4.7%	4.3%	---
<b>Supervisor Status</b>																					
Non-Supervisor	116,246	118,151	---	4.8%	4.2%	---	18.7%	16.2%	---	26.4%	28.2%	---	24.6%	25.8%	---	19.0%	19.8%	---	6.5%	5.8%	---
Team Leader	28,852	31,767	---	4.9%	4.1%	---	20.3%	16.9%	---	26.8%	27.6%	---	23.5%	27.2%	---	20.6%	20.1%	---	4.0%	4.0%	---
Supervisor	37,696	39,850	---	6.3%	4.4%	---	24.1%	20.4%	---	28.2%	28.1%	---	26.0%	28.1%	---	13.5%	17.0%	---	1.9%	2.1%	---
Manager	21,187	22,460	---	9.4%	6.2%	---	26.0%	21.9%	---	26.4%	29.7%	---	23.8%	26.7%	---	13.0%	14.0%	---	1.4%	1.6%	---
Executive	4,881	5,134	---	13.6%	11.8%	---	29.1%	31.3%	---	28.1%	25.8%	---	19.3%	17.5%	---	8.6%	10.9%	---	1.2%	2.7%	---
<b>Sex</b>																					
Male	108,670	117,783	---	5.4%	4.1%	---	19.6%	16.9%	---	27.8%	29.1%	---	24.1%	25.6%	---	19.0%	20.2%	---	4.3%	4.1%	---
Female	100,244	99,697	---	5.3%	4.8%	---	21.0%	17.8%	---	25.4%	26.8%	---	24.9%	27.2%	---	16.9%	17.8%	---	6.4%	5.6%	---
<b>Hispanic or Latino</b>																					
Yes	14,268	13,627	---	6.1%	4.8%	---	20.5%	15.3%	---	27.3%	29.0%	---	23.8%	24.8%	---	16.4%	20.3%	---	5.9%	5.7%	---
No	194,588	203,738	---	5.3%	4.4%	---	20.2%	17.5%	---	26.7%	28.1%	---	24.5%	26.4%	---	18.2%	19.0%	---	5.1%	4.7%	---
<b>Race</b>																					
American Indian/ Alaska Native	8,128	6,148	---	6.3%	3.8%	---	19.8%	19.0%	---	23.9%	28.5%	---	19.2%	22.5%	---	24.9%	21.3%	---	5.8%	4.9%	---
Asian	8,408	8,604	---	8.1%	9.4%	---	28.2%	18.6%	---	26.5%	32.8%	---	19.4%	21.5%	---	12.0%	12.1%	---	5.9%	5.7%	---
Black or African American	32,716	32,860	---	6.4%	4.8%	---	20.9%	20.5%	---	26.3%	27.0%	---	23.5%	24.9%	---	17.4%	16.6%	---	5.5%	6.3%	---
Native Hawaiian/ Pacific Islander	1,471	1,486	---	7.7%	6.8%	---	20.8%	21.0%	---	28.9%	32.0%	---	20.5%	18.3%	---	17.8%	15.7%	---	4.3%	6.1%	---
White	146,237	156,686	---	4.9%	4.1%	---	19.7%	16.7%	---	27.1%	28.0%	---	25.1%	27.2%	---	18.2%	19.7%	---	5.0%	4.2%	---
Two or more races (Not Hispanic/Latino)	6,176	6,190	---	4.2%	3.7%	---	17.8%	14.3%	---	24.8%	25.6%	---	25.5%	25.3%	---	23.6%	24.8%	---	4.1%	6.3%	---
<b>Age Group</b>																					
<30 (25 and under)	8,857	8,791	---	6.9%	5.8%	---	22.8%	19.0%	---	23.5%	27.3%	---	21.3%	24.0%	---	17.1%	17.1%	---	8.3%	6.7%	---
(26-29)	2,298	2,477	---	9.3%	7.1%	---	25.9%	21.1%	---	23.7%	25.9%	---	17.7%	23.1%	---	15.9%	14.9%	---	7.5%	7.9%	---
30-39	6,559	6,314	---	6.1%	5.3%	---	21.8%	18.1%	---	23.5%	27.9%	---	22.6%	24.4%	---	17.4%	18.0%	---	8.6%	6.2%	---
40-49	29,381	31,359	---	5.7%	4.0%	---	19.4%	17.2%	---	24.8%	25.8%	---	23.4%	25.7%	---	20.0%	21.2%	---	6.6%	6.1%	---
50-59	64,109	70,111	---	5.0%	4.2%	---	20.1%	18.1%	---	26.3%	27.0%	---	24.5%	25.9%	---	19.7%	20.3%	---	4.4%	4.5%	---
60+	82,004	87,024	---	5.0%	4.3%	---	19.6%	16.4%	---	27.9%	29.4%	---	25.6%	27.5%	---	17.0%	18.3%	---	4.9%	4.1%	---
60+	24,547	20,176	---	6.2%	5.4%	---	22.1%	17.1%	---	29.2%	32.2%	---	23.9%	25.3%	---	14.5%	15.5%	---	4.1%	4.6%	---

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (27) Pay raises depend on how well employees perform their jobs.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,161</b>	<b>221,372</b>	<b>---</b>	<b>5.4%</b>	<b>4.4%</b>	<b>---</b>	<b>20.2%</b>	<b>17.3%</b>	<b>---</b>	<b>26.7%</b>	<b>28.1%</b>	<b>---</b>	<b>24.4%</b>	<b>26.3%</b>	<b>---</b>	<b>18.1%</b>	<b>19.1%</b>	<b>---</b>	<b>5.2%</b>	<b>4.8%</b>	<b>---</b>
<b>Pay Category</b>																					
Federal Wage System	8,637	9,466	---	3.8%	2.5%	---	12.3%	11.5%	---	26.6%	26.3%	---	29.0%	31.0%	---	24.7%	25.2%	---	3.6%	3.4%	---
GS 1-6 or equivalent	10,338	10,820	---	6.5%	5.5%	---	16.4%	16.8%	---	24.2%	25.7%	---	24.2%	26.3%	---	22.2%	19.5%	---	6.4%	6.2%	---
GS 7-12 or equivalent	86,207	91,769	---	4.5%	4.0%	---	19.0%	16.0%	---	27.6%	28.7%	---	25.4%	26.3%	---	17.8%	19.7%	---	5.8%	5.2%	---
GS 13-15 or equivalent	83,224	91,609	---	6.2%	4.9%	---	23.9%	20.8%	---	27.8%	29.9%	---	23.5%	25.3%	---	13.6%	14.9%	---	4.9%	4.2%	---
Senior Executive Service	3,930	4,205	---	17.0%	13.5%	---	35.8%	34.3%	---	23.5%	25.6%	---	16.0%	18.5%	---	6.7%	6.9%	---	1.0%	1.2%	---
SL/ST	780	688	---	10.9%	3.2%	---	32.5%	26.4%	---	23.8%	23.5%	---	17.6%	20.1%	---	13.5%	24.7%	---	1.6%	2.2%	---
Other	15,763	8,187	---	6.1%	6.0%	---	24.5%	19.6%	---	23.3%	26.2%	---	20.2%	25.3%	---	22.5%	18.6%	---	3.5%	4.3%	---
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	---	7.9%	10.4%	---	25.0%	20.1%	---	18.4%	25.6%	---	20.0%	16.4%	---	7.1%	7.4%	---	21.6%	20.0%	---
1-3 years	17,928	17,534	---	7.0%	5.2%	---	23.3%	19.2%	---	26.2%	28.2%	---	20.9%	22.5%	---	14.2%	17.4%	---	8.5%	7.5%	---
4-5 years	14,596	16,226	---	5.1%	4.5%	---	21.7%	17.9%	---	24.8%	24.5%	---	23.0%	26.1%	---	20.6%	21.7%	---	4.7%	5.3%	---
6-10 years	32,652	26,499	---	5.0%	4.2%	---	19.6%	15.9%	---	25.6%	26.3%	---	23.3%	27.8%	---	21.5%	21.1%	---	5.0%	4.7%	---
11-20 years	53,229	62,902	---	4.8%	4.1%	---	17.8%	15.9%	---	26.9%	28.1%	---	26.6%	27.3%	---	19.3%	20.7%	---	4.5%	3.9%	---
(11 to 14 years)	17,502	---	---	4.4%	---	---	16.9%	---	---	27.8%	---	---	27.7%	---	---	19.1%	---	---	4.2%	---	---
(15 to 20 years)	35,727	---	---	5.0%	---	---	18.3%	---	---	26.5%	---	---	26.0%	---	---	19.5%	---	---	4.7%	---	---
> 20 years	88,260	91,689	---	5.3%	4.2%	---	20.4%	17.9%	---	28.2%	29.9%	---	25.3%	26.6%	---	16.7%	17.6%	---	4.0%	3.8%	---
<b>Time w/ Current Agency</b>																					
< 1 year	4,809	5,022	---	10.2%	8.9%	---	23.1%	20.1%	---	23.0%	28.9%	---	16.1%	15.8%	---	7.3%	7.7%	---	20.2%	18.6%	---
1-3 years	28,187	28,258	---	6.8%	5.4%	---	23.2%	19.3%	---	26.5%	27.5%	---	20.7%	23.2%	---	14.9%	17.5%	---	7.9%	7.1%	---
4-5 years	20,123	22,556	---	5.4%	4.3%	---	19.6%	17.0%	---	25.1%	25.6%	---	24.2%	26.9%	---	21.6%	21.6%	---	4.1%	4.6%	---
6-10 years	40,751	35,120	---	4.7%	4.1%	---	19.7%	15.5%	---	25.8%	27.6%	---	24.6%	27.4%	---	20.8%	20.8%	---	4.4%	4.7%	---
11-20 years	54,447	64,978	---	4.7%	3.8%	---	17.5%	16.0%	---	28.0%	28.4%	---	27.0%	27.4%	---	18.5%	21.0%	---	4.4%	3.4%	---
> 20 years	60,579	61,513	---	5.0%	4.1%	---	21.0%	18.2%	---	27.8%	29.8%	---	25.4%	27.2%	---	17.5%	17.3%	---	3.4%	3.4%	---
<b>Leaving</b>																					
No	143,361	150,458	---	6.4%	5.2%	---	22.7%	19.5%	---	28.2%	29.6%	---	23.7%	25.9%	---	13.7%	15.1%	---	5.3%	4.7%	---
Yes, to retire	13,486	14,412	---	5.3%	4.4%	---	19.3%	16.7%	---	28.1%	30.0%	---	25.1%	25.1%	---	17.9%	19.8%	---	4.3%	4.0%	---
Yes, to other job in Govt	37,417	35,597	---	2.5%	2.3%	---	14.0%	11.4%	---	23.9%	24.4%	---	26.5%	28.5%	---	28.2%	28.5%	---	4.9%	4.9%	---
Yes, to other job outside Govt	6,395	7,858	---	1.7%	1.3%	---	11.1%	10.8%	---	15.8%	18.4%	---	28.8%	26.5%	---	37.7%	39.1%	---	4.9%	3.9%	---
Yes, other	8,242	9,084	---	2.6%	1.8%	---	12.1%	9.5%	---	20.8%	23.7%	---	24.8%	25.7%	---	33.9%	31.9%	---	5.8%	7.3%	---
<b>Retiring</b>																					
Within 1 year	8,329	9,139	---	4.5%	5.3%	---	20.1%	17.5%	---	26.4%	28.7%	---	25.4%	24.3%	---	19.6%	20.2%	---	3.9%	4.0%	---
Between 1 and 3 years	24,416	25,213	---	6.3%	3.3%	---	18.8%	15.8%	---	29.7%	31.0%	---	24.2%	28.7%	---	17.0%	17.4%	---	4.0%	3.7%	---
Between 3 and 5 years	26,399	28,068	---	4.3%	4.0%	---	20.3%	17.2%	---	27.3%	29.3%	---	25.5%	28.1%	---	18.2%	18.0%	---	4.4%	3.4%	---
5 or more years	149,758	154,966	---	5.4%	4.6%	---	20.4%	17.4%	---	26.2%	27.6%	---	24.3%	25.7%	---	18.2%	19.5%	---	5.5%	5.2%	---

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

# 2008 Federal Human Capital Survey: Report by Demographics

(28) Awards in my work unit depend on how well employees perform their jobs.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,171</b>	<b>221,399</b>	<b>147,886</b>	<b>9.1%</b>	<b>8.4%</b>	<b>8.5%</b>	<b>32.4%</b>	<b>31.4%</b>	<b>33.2%</b>	<b>23.2%</b>	<b>23.4%</b>	<b>23.5%</b>	<b>17.3%</b>	<b>18.4%</b>	<b>19.2%</b>	<b>13.6%</b>	<b>14.5%</b>	<b>12.3%</b>	<b>4.4%</b>	<b>4.0%</b>	<b>3.3%</b>
<b>Work Location</b>																					
Headquarters	82,918	86,475	51,142	10.6%	9.4%	9.9%	32.7%	32.8%	35.7%	22.7%	23.9%	22.4%	15.9%	16.9%	16.8%	12.5%	12.4%	10.8%	5.6%	4.7%	4.4%
Field	125,969	130,921	93,038	8.3%	7.9%	8.0%	32.2%	30.7%	32.5%	23.5%	23.1%	23.9%	18.0%	19.1%	19.9%	14.1%	15.5%	12.8%	3.9%	3.7%	3.0%
<b>Supervisor Status</b>																					
Non-Supervisor	116,250	118,175	74,542	7.5%	7.3%	7.4%	29.2%	28.0%	30.5%	24.2%	24.0%	24.1%	18.4%	19.4%	20.3%	15.0%	16.4%	13.6%	5.7%	5.0%	4.1%
Team Leader	28,853	31,770	20,112	7.7%	7.9%	7.4%	31.6%	30.7%	34.0%	24.0%	24.7%	24.9%	17.7%	19.7%	19.5%	15.6%	13.9%	12.0%	3.3%	3.2%	2.3%
Supervisor	37,700	39,845	28,514	12.7%	10.4%	13.6%	42.5%	41.8%	44.4%	20.5%	21.7%	19.6%	14.8%	14.7%	14.3%	8.0%	9.9%	7.3%	1.4%	1.4%	0.8%
Manager	21,186	22,462	17,117	18.2%	15.5%	18.6%	46.1%	46.5%	49.0%	17.3%	18.4%	17.3%	11.4%	12.3%	10.7%	6.3%	6.2%	4.0%	0.7%	1.2%	0.4%
Executive	4,882	5,135	3,906	26.3%	21.7%	30.6%	42.4%	44.8%	48.1%	16.2%	14.1%	11.1%	9.1%	9.1%	6.4%	4.9%	7.3%	2.4%	1.0%	2.9%	1.4%
<b>Sex</b>																					
Male	108,675	117,794	81,621	9.0%	7.9%	8.4%	33.2%	32.2%	33.7%	23.4%	24.5%	24.4%	17.0%	17.6%	18.5%	13.8%	14.4%	12.3%	3.6%	3.4%	2.7%
Female	100,246	99,714	62,568	9.1%	9.0%	8.6%	31.3%	30.3%	32.5%	23.0%	21.9%	22.4%	17.8%	19.5%	20.0%	13.3%	14.7%	12.3%	5.5%	4.7%	4.1%
<b>Hispanic or Latino</b>																					
Yes	14,270	13,629	8,464	9.7%	9.6%	10.2%	32.6%	30.5%	30.3%	23.7%	22.4%	24.0%	17.1%	17.1%	19.7%	12.4%	16.2%	12.9%	4.5%	4.2%	3.0%
No	194,593	203,765	135,480	9.0%	8.3%	8.4%	32.3%	31.4%	33.5%	23.2%	23.4%	23.5%	17.4%	18.5%	19.1%	13.7%	14.4%	12.2%	4.4%	4.0%	3.3%
<b>Race</b>																					
American Indian/ Alaska Native	8,129	6,150	---	10.1%	6.1%	---	29.2%	31.2%	---	21.0%	23.6%	---	15.2%	18.1%	---	20.0%	17.2%	---	4.6%	3.8%	---
Asian	8,411	8,606	---	10.4%	11.1%	---	36.6%	31.3%	---	23.9%	29.0%	---	14.4%	16.8%	---	8.4%	7.5%	---	6.3%	4.3%	---
Black or African American	32,714	32,863	---	9.6%	8.6%	---	30.2%	29.8%	---	23.8%	22.4%	---	17.3%	18.6%	---	14.6%	15.7%	---	4.4%	5.0%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	14.3%	12.4%	---	25.4%	35.6%	---	22.6%	24.5%	---	16.2%	10.6%	---	18.4%	13.5%	---	3.1%	3.6%	---
White	146,240	156,704	---	8.7%	8.2%	---	33.2%	32.1%	---	22.9%	23.2%	---	17.7%	18.5%	---	13.1%	14.2%	---	4.4%	3.7%	---
Two or more races (Not Hispanic/Latino)	6,175	6,192	---	7.8%	8.4%	---	29.9%	24.2%	---	25.5%	21.4%	---	14.7%	21.0%	---	19.0%	19.8%	---	3.0%	5.3%	---
<b>Age Group</b>																					
<30 (25 and under)	8,857	8,793	5,459	9.8%	9.9%	8.2%	32.9%	31.3%	31.2%	21.8%	23.7%	22.2%	14.7%	18.3%	19.0%	12.0%	11.7%	13.5%	8.8%	5.2%	5.9%
(26-29)	2,298	2,477	---	10.7%	10.2%	---	34.7%	35.5%	---	21.1%	22.4%	---	12.7%	15.5%	---	11.3%	9.8%	---	9.4%	6.5%	---
30-39	6,559	6,316	---	9.5%	9.8%	---	32.3%	29.5%	---	22.0%	24.2%	---	15.3%	19.4%	---	12.3%	12.5%	---	8.6%	4.6%	---
40-49	29,380	31,360	20,919	8.4%	7.1%	8.1%	31.4%	29.6%	31.8%	23.2%	23.8%	22.2%	16.9%	18.4%	21.0%	15.0%	15.5%	12.9%	5.2%	5.6%	3.9%
50-59	64,112	70,124	47,037	8.7%	8.2%	8.5%	32.8%	31.4%	32.5%	22.3%	22.6%	24.0%	17.5%	18.4%	19.0%	14.9%	15.5%	12.9%	3.8%	3.9%	3.2%
60+	82,005	87,030	57,865	8.9%	8.4%	8.5%	32.4%	31.8%	34.1%	24.0%	23.7%	23.4%	17.7%	18.5%	18.9%	12.9%	14.2%	12.1%	4.1%	3.4%	3.0%
	24,551	20,184	12,860	10.9%	10.1%	9.4%	32.1%	33.1%	36.1%	24.3%	24.0%	25.8%	18.0%	17.7%	17.5%	11.0%	12.1%	8.6%	3.7%	3.0%	2.4%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (28) Awards in my work unit depend on how well employees perform their jobs.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,171</b>	<b>221,399</b>	<b>147,886</b>	<b>9.1%</b>	<b>8.4%</b>	<b>8.5%</b>	<b>32.4%</b>	<b>31.4%</b>	<b>33.2%</b>	<b>23.2%</b>	<b>23.4%</b>	<b>23.5%</b>	<b>17.3%</b>	<b>18.4%</b>	<b>19.2%</b>	<b>13.6%</b>	<b>14.5%</b>	<b>12.3%</b>	<b>4.4%</b>	<b>4.0%</b>	<b>3.3%</b>
<b>Pay Category</b>																					
Federal Wage System	8,644	9,472	5,512	7.0%	5.2%	6.4%	28.1%	26.3%	27.1%	23.4%	24.9%	24.8%	21.0%	22.4%	22.6%	17.7%	19.1%	17.7%	2.9%	2.1%	1.4%
GS 1-6 or equivalent	10,339	10,823	6,704	9.7%	9.3%	7.7%	28.5%	27.8%	27.4%	23.4%	21.8%	24.7%	15.2%	18.5%	20.0%	18.1%	18.2%	16.9%	5.2%	4.4%	3.3%
GS 7-12 or equivalent	86,206	91,785	58,898	8.0%	7.7%	7.6%	30.5%	29.8%	32.6%	24.8%	23.9%	24.2%	18.0%	19.0%	20.1%	13.9%	15.2%	12.0%	4.8%	4.4%	3.5%
GS 13-15 or equivalent	83,226	91,609	64,036	11.1%	10.1%	11.1%	38.9%	38.6%	39.3%	20.9%	22.7%	21.3%	15.7%	15.4%	16.1%	9.1%	9.6%	9.0%	4.3%	3.5%	3.3%
Senior Executive Service	3,931	4,206	3,314	29.6%	26.9%	27.3%	48.0%	48.8%	43.3%	12.0%	12.3%	11.0%	6.6%	7.8%	13.3%	3.1%	3.1%	2.1%	0.7%	1.0%	3.0%
SL/ST	780	688	490	7.7%	6.3%	8.4%	58.4%	23.7%	46.3%	23.6%	19.5%	28.3%	5.4%	18.6%	11.3%	3.8%	23.6%	5.4%	1.1%	8.4%	0.3%
Other	15,761	8,187	5,203	8.8%	9.5%	6.7%	29.5%	28.5%	26.9%	22.1%	25.0%	26.4%	18.9%	20.3%	20.7%	17.0%	12.7%	14.9%	3.8%	4.1%	4.5%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	9.9%	11.7%	13.5%	29.0%	33.3%	25.6%	23.2%	24.3%	36.5%	14.6%	8.2%	7.0%	3.5%	4.9%	3.6%	19.6%	17.6%	13.8%
1-3 years	17,927	17,543	12,888	9.8%	9.3%	7.4%	32.3%	32.1%	29.3%	25.0%	23.6%	24.7%	14.1%	17.0%	19.0%	11.4%	11.3%	14.5%	7.4%	6.7%	5.1%
4-5 years	14,597	16,224	8,712	8.7%	7.4%	7.7%	30.1%	28.1%	30.9%	23.4%	23.7%	25.4%	17.7%	19.1%	20.9%	15.2%	16.2%	11.7%	4.9%	5.5%	3.4%
6-10 years	32,653	26,506	13,914	7.9%	7.7%	8.1%	30.3%	28.3%	31.8%	23.4%	24.1%	22.1%	17.7%	20.3%	20.6%	15.7%	15.8%	13.7%	5.0%	3.8%	3.7%
11-20 years	53,226	62,906	44,996	8.9%	7.7%	8.3%	31.4%	30.4%	33.3%	23.3%	22.9%	23.6%	18.6%	19.1%	19.5%	14.2%	16.7%	12.3%	3.5%	3.1%	3.0%
(11 to 14 years)	17,501	---	---	8.4%	---	---	30.2%	---	---	24.5%	---	---	19.0%	---	---	14.6%	---	---	3.3%	---	---
(15 to 20 years)	35,725	---	---	9.2%	---	---	32.0%	---	---	22.7%	---	---	18.5%	---	---	14.0%	---	---	3.7%	---	---
> 20 years	88,269	91,699	62,350	9.4%	8.9%	9.2%	34.8%	33.7%	35.7%	22.5%	23.2%	22.9%	17.4%	17.8%	18.4%	12.9%	13.5%	11.3%	3.0%	2.9%	2.5%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,024	2,815	12.3%	11.9%	13.4%	28.7%	30.3%	28.1%	24.0%	25.7%	32.1%	11.3%	9.1%	7.4%	4.8%	4.9%	3.5%	18.9%	18.2%	15.4%
1-3 years	28,185	28,262	21,630	9.7%	9.6%	8.4%	31.7%	30.7%	29.8%	25.1%	23.4%	23.5%	14.9%	17.5%	19.8%	11.9%	12.5%	13.8%	6.8%	6.2%	4.7%
4-5 years	20,123	22,558	13,237	8.9%	6.6%	7.7%	30.0%	28.7%	31.5%	23.4%	24.7%	25.5%	17.5%	19.2%	21.1%	16.2%	16.4%	10.9%	4.0%	4.3%	3.4%
6-10 years	40,751	35,125	18,822	7.8%	7.9%	7.3%	31.5%	29.0%	32.2%	23.0%	23.8%	22.5%	18.0%	19.6%	21.0%	15.7%	16.2%	14.0%	4.0%	3.4%	3.0%
11-20 years	54,447	64,982	46,189	8.8%	7.7%	8.5%	31.5%	30.4%	33.9%	23.6%	23.1%	23.4%	18.8%	19.4%	19.0%	13.9%	16.7%	12.5%	3.4%	2.7%	2.6%
> 20 years	60,587	61,521	41,484	9.5%	9.0%	9.2%	35.8%	35.5%	36.6%	21.8%	22.5%	22.9%	17.6%	17.8%	18.0%	12.8%	12.7%	11.2%	2.6%	2.5%	2.1%
<b>Leaving</b>																					
No	143,365	150,478	101,430	10.7%	9.8%	9.9%	36.1%	35.2%	37.3%	23.5%	23.7%	24.3%	15.6%	16.5%	16.5%	9.6%	10.8%	8.9%	4.5%	4.0%	3.1%
Yes, to retire	13,491	14,408	9,503	9.5%	8.3%	8.9%	31.1%	30.5%	33.4%	23.8%	24.5%	23.3%	17.8%	19.5%	20.4%	15.0%	15.2%	11.8%	2.9%	1.9%	2.1%
Yes, to other job in Govt	37,417	35,606	22,687	4.5%	4.8%	4.3%	23.1%	21.6%	22.2%	22.8%	22.3%	21.7%	22.3%	23.1%	27.1%	23.0%	23.9%	20.7%	4.2%	4.4%	4.0%
Yes, to other job outside Govt	6,395	7,857	5,069	3.6%	2.6%	3.9%	20.3%	18.7%	18.2%	22.0%	19.4%	21.0%	22.2%	26.8%	25.0%	26.9%	28.7%	27.8%	4.9%	3.7%	4.0%
Yes, other	8,238	9,086	5,480	4.1%	3.1%	4.4%	20.6%	17.8%	21.1%	20.3%	23.9%	20.4%	21.4%	22.9%	25.4%	28.0%	26.7%	24.0%	5.6%	5.6%	4.5%
<b>Retiring</b>																					
Within 1 year	8,333	9,139	6,072	8.6%	10.1%	10.2%	31.2%	29.9%	34.7%	23.1%	23.9%	21.3%	18.9%	17.5%	18.3%	15.9%	16.3%	13.2%	2.3%	2.3%	2.4%
Between 1 and 3 years	24,418	25,217	16,417	10.1%	7.2%	7.8%	32.0%	32.6%	35.1%	24.5%	24.3%	22.6%	17.0%	20.6%	20.6%	13.0%	12.8%	11.4%	3.5%	2.4%	2.5%
Between 3 and 5 years	26,397	28,076	19,269	8.7%	8.1%	8.4%	32.4%	32.9%	32.9%	23.6%	23.2%	25.9%	18.3%	19.4%	18.0%	13.6%	13.6%	12.4%	3.4%	2.8%	2.4%
5 or more years	149,762	154,983	102,406	9.0%	8.5%	8.5%	32.5%	31.0%	33.0%	23.0%	23.2%	23.5%	17.2%	18.0%	19.2%	13.6%	14.8%	12.3%	4.8%	4.5%	3.6%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(29) In my work unit, differences in performance are recognized in a meaningful way.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,169</b>	<b>221,396</b>	<b>147,885</b>	<b>6.0%</b>	<b>5.6%</b>	<b>5.2%</b>	<b>25.4%</b>	<b>24.1%</b>	<b>24.2%</b>	<b>30.5%</b>	<b>30.0%</b>	<b>31.2%</b>	<b>20.7%</b>	<b>22.5%</b>	<b>23.2%</b>	<b>13.1%</b>	<b>13.7%</b>	<b>12.1%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.1%</b>
<b>Work Location</b>																					
Headquarters	82,917	86,475	51,142	7.1%	6.6%	6.4%	26.4%	25.5%	25.3%	29.5%	30.3%	30.5%	19.5%	20.8%	21.7%	12.4%	11.6%	10.9%	5.2%	5.1%	5.3%
Field	125,967	130,921	93,039	5.4%	5.0%	4.9%	25.0%	23.4%	23.8%	31.0%	29.8%	31.5%	21.3%	23.3%	23.7%	13.5%	14.7%	12.5%	3.8%	3.7%	3.7%
<b>Supervisor Status</b>																					
Non-Supervisor	116,253	118,165	74,546	5.0%	5.0%	4.7%	22.0%	20.8%	21.4%	31.4%	30.1%	31.6%	21.6%	23.4%	23.9%	14.6%	15.4%	13.3%	5.4%	5.3%	5.1%
Team Leader	28,852	31,772	20,111	5.4%	4.8%	4.7%	24.3%	23.8%	24.1%	29.9%	30.7%	32.5%	22.5%	24.1%	24.2%	14.8%	13.4%	11.8%	3.1%	3.2%	2.7%
Supervisor	37,697	39,855	28,511	7.9%	6.5%	7.6%	35.7%	33.3%	36.7%	29.8%	29.8%	28.2%	17.5%	19.2%	19.1%	7.5%	9.8%	7.4%	1.6%	1.4%	0.9%
Manager	21,186	22,458	17,116	11.5%	10.1%	10.6%	40.6%	38.3%	41.7%	25.8%	29.0%	26.4%	15.1%	15.5%	16.2%	6.2%	6.2%	4.5%	0.9%	0.9%	0.6%
Executive	4,882	5,135	3,906	16.1%	14.5%	19.1%	46.1%	41.7%	44.5%	22.7%	21.6%	22.4%	8.9%	14.4%	10.0%	5.1%	5.4%	2.8%	1.2%	2.3%	1.2%
<b>Sex</b>																					
Male	108,674	117,796	81,620	5.9%	5.2%	5.1%	26.3%	25.1%	24.9%	31.3%	31.1%	32.8%	19.8%	21.5%	22.6%	12.9%	13.6%	11.7%	3.7%	3.5%	2.9%
Female	100,245	99,707	62,567	6.1%	6.0%	5.4%	24.3%	22.8%	23.2%	29.5%	28.5%	29.2%	21.9%	23.7%	24.0%	13.4%	13.9%	12.6%	4.9%	5.1%	5.6%
<b>Hispanic or Latino</b>																					
Yes	14,271	13,626	8,463	7.1%	5.9%	6.3%	26.7%	25.7%	24.7%	29.4%	28.2%	31.9%	20.3%	22.0%	21.3%	12.3%	14.4%	11.4%	4.3%	3.8%	4.6%
No	194,591	203,762	135,480	5.8%	5.5%	5.2%	25.3%	24.0%	24.1%	30.7%	30.1%	31.2%	20.7%	22.5%	23.4%	13.2%	13.6%	12.2%	4.2%	4.2%	4.0%
<b>Race</b>																					
American Indian/ Alaska Native	8,129	6,149	---	6.9%	3.9%	---	23.9%	23.6%	---	29.2%	31.4%	---	19.1%	21.8%	---	17.2%	15.5%	---	3.8%	3.7%	---
Asian	8,410	8,608	---	6.7%	8.2%	---	35.8%	26.7%	---	28.5%	34.2%	---	15.8%	18.0%	---	9.3%	7.2%	---	3.8%	5.6%	---
Black or African American	32,713	32,862	---	6.9%	6.3%	---	27.6%	24.8%	---	29.9%	29.1%	---	17.7%	19.5%	---	13.1%	14.5%	---	4.7%	5.8%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	6.9%	7.2%	---	26.0%	34.7%	---	29.4%	27.2%	---	23.6%	14.6%	---	10.8%	12.7%	---	3.2%	3.7%	---
White	146,239	156,698	---	5.6%	5.3%	---	24.7%	23.8%	---	30.8%	30.1%	---	21.7%	23.5%	---	13.1%	13.6%	---	4.1%	3.7%	---
Two or more races (Not Hispanic/Latino)	6,176	6,192	---	5.3%	4.9%	---	21.1%	19.0%	---	32.2%	26.5%	---	20.7%	24.5%	---	15.9%	18.8%	---	4.7%	6.3%	---
<b>Age Group</b>																					
<30 (25 and under)	8,857	8,794	5,461	6.0%	6.2%	5.7%	26.5%	23.1%	22.6%	28.7%	29.4%	30.7%	20.9%	24.6%	23.5%	12.0%	11.2%	11.2%	5.9%	5.4%	6.3%
(26-29)	2,298	2,477	---	7.9%	6.8%	---	29.6%	27.1%	---	28.2%	28.8%	---	17.1%	22.1%	---	10.8%	8.0%	---	6.3%	7.2%	---
30-39	6,559	6,317	---	5.3%	6.0%	---	25.4%	21.4%	---	28.8%	29.7%	---	22.2%	25.6%	---	12.5%	12.6%	---	5.8%	4.7%	---
40-49	29,381	31,358	20,915	5.9%	4.6%	4.8%	24.0%	22.1%	22.1%	28.9%	29.9%	29.5%	21.9%	24.3%	26.1%	14.8%	13.8%	12.6%	4.5%	5.4%	5.0%
50-59	64,109	70,119	47,038	5.5%	5.2%	5.0%	26.5%	24.3%	23.3%	30.2%	29.8%	31.1%	20.2%	22.4%	23.7%	13.7%	14.5%	12.8%	3.9%	3.8%	4.1%
60+	82,008	87,030	57,867	5.8%	5.8%	5.4%	24.6%	24.7%	25.1%	31.3%	30.0%	31.6%	21.6%	21.9%	22.2%	12.6%	13.9%	12.2%	4.2%	3.8%	3.6%
	24,549	20,183	12,857	7.8%	7.0%	6.0%	26.7%	25.9%	28.8%	32.8%	31.1%	34.1%	17.5%	20.4%	19.8%	11.3%	11.4%	8.3%	4.0%	4.2%	3.0%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(29) In my work unit, differences in performance are recognized in a meaningful way.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,169</b>	<b>221,396</b>	<b>147,885</b>	<b>6.0%</b>	<b>5.6%</b>	<b>5.2%</b>	<b>25.4%</b>	<b>24.1%</b>	<b>24.2%</b>	<b>30.5%</b>	<b>30.0%</b>	<b>31.2%</b>	<b>20.7%</b>	<b>22.5%</b>	<b>23.2%</b>	<b>13.1%</b>	<b>13.7%</b>	<b>12.1%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.1%</b>
<b>Pay Category</b>																					
Federal Wage System	8,644	9,471	5,511	5.0%	3.8%	3.4%	24.4%	20.2%	22.5%	29.9%	30.0%	31.5%	22.3%	25.7%	25.2%	16.6%	17.5%	15.8%	1.8%	2.7%	1.6%
GS 1-6 or equivalent	10,338	10,817	6,705	6.7%	6.7%	5.1%	24.6%	25.2%	20.5%	29.7%	26.9%	31.0%	18.5%	19.6%	22.6%	16.6%	16.3%	16.3%	3.8%	5.2%	4.4%
GS 7-12 or equivalent	86,208	91,779	58,898	5.3%	5.0%	4.7%	23.5%	22.8%	23.3%	31.6%	30.8%	32.3%	21.5%	22.9%	23.5%	13.3%	13.9%	11.7%	4.7%	4.6%	4.5%
GS 13-15 or equivalent	83,225	91,613	64,035	7.1%	6.4%	6.6%	29.1%	28.0%	28.2%	29.7%	30.8%	30.2%	19.5%	20.8%	21.5%	9.8%	10.3%	9.5%	4.7%	3.7%	4.0%
Senior Executive Service	3,931	4,206	3,314	20.6%	17.9%	17.8%	43.9%	45.4%	39.1%	20.0%	20.0%	21.1%	10.8%	12.2%	12.6%	3.7%	3.7%	7.3%	1.1%	0.8%	2.1%
SL/ST	780	688	490	5.7%	3.9%	4.5%	27.6%	21.2%	30.6%	45.6%	27.3%	41.2%	15.6%	22.0%	16.7%	4.3%	22.5%	6.2%	1.2%	3.0%	0.9%
Other	15,761	8,187	5,204	5.0%	6.6%	5.0%	25.4%	24.0%	20.6%	28.8%	27.8%	27.3%	21.7%	25.4%	27.4%	15.5%	12.2%	15.8%	3.6%	3.9%	3.8%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	6.4%	11.0%	10.4%	23.8%	27.3%	22.5%	31.3%	27.4%	38.1%	22.1%	12.2%	11.9%	3.7%	6.9%	3.9%	12.7%	15.1%	13.1%
1-3 years	17,928	17,539	12,893	6.4%	6.6%	4.6%	27.2%	24.4%	19.9%	31.9%	29.9%	31.8%	18.3%	21.4%	23.7%	10.8%	11.4%	14.1%	5.3%	6.2%	5.9%
4-5 years	14,598	16,224	8,709	5.7%	4.7%	5.2%	23.8%	21.6%	24.0%	29.5%	29.1%	30.0%	21.1%	25.1%	25.3%	15.3%	15.2%	11.2%	4.7%	4.2%	4.3%
6-10 years	32,654	26,505	13,912	4.9%	4.8%	5.5%	24.2%	21.9%	23.0%	30.5%	29.9%	30.6%	20.8%	25.4%	23.5%	15.7%	14.4%	13.4%	3.9%	3.7%	4.0%
11-20 years	53,224	62,904	44,995	6.1%	5.0%	5.2%	24.1%	23.3%	23.2%	30.4%	29.9%	31.2%	21.8%	22.7%	24.3%	14.0%	15.3%	12.6%	3.7%	3.7%	3.6%
(11 to 14 years)	17,501	---	---	5.5%	---	---	23.8%	---	---	31.5%	---	---	22.1%	---	---	13.7%	---	---	3.3%	---	---
(15 to 20 years)	35,723	---	---	6.4%	---	---	24.2%	---	---	29.8%	---	---	21.7%	---	---	14.1%	---	---	3.9%	---	---
> 20 years	88,267	91,701	62,350	6.3%	5.8%	5.4%	26.8%	25.9%	26.9%	30.4%	30.4%	31.4%	20.5%	21.4%	21.8%	12.0%	12.9%	10.9%	3.9%	3.6%	3.6%
<b>Time w/ Current Agency</b>																					
< 1 year	4,810	5,022	2,815	9.5%	10.7%	11.5%	24.4%	25.4%	23.3%	30.0%	31.0%	34.3%	15.8%	11.3%	11.8%	5.0%	6.8%	4.6%	15.3%	14.8%	14.5%
1-3 years	28,187	28,258	21,635	6.8%	6.6%	5.9%	26.2%	24.1%	20.3%	32.1%	29.4%	31.7%	18.7%	21.9%	23.3%	10.9%	12.1%	13.5%	5.2%	5.9%	5.5%
4-5 years	20,124	22,558	13,233	5.6%	4.4%	4.8%	24.3%	21.1%	24.5%	28.3%	29.7%	30.7%	21.5%	25.8%	24.5%	16.6%	15.2%	11.4%	3.7%	3.8%	4.1%
6-10 years	40,752	35,122	18,821	4.7%	5.0%	4.6%	24.6%	22.4%	23.9%	29.9%	30.0%	29.8%	21.5%	23.9%	24.8%	15.9%	15.1%	13.1%	3.3%	3.7%	3.7%
11-20 years	54,445	64,984	46,187	6.2%	4.9%	5.0%	24.1%	23.7%	24.4%	31.0%	29.8%	30.9%	21.8%	22.6%	23.9%	13.1%	15.7%	12.6%	3.8%	3.3%	3.2%
> 20 years	60,585	61,523	41,485	5.9%	5.9%	5.0%	27.4%	26.9%	27.0%	30.6%	30.4%	32.1%	20.6%	21.6%	21.7%	11.9%	12.0%	10.8%	3.6%	3.3%	3.4%
<b>Leaving</b>																					
No	143,363	150,481	101,433	7.2%	6.7%	6.3%	29.1%	27.3%	27.7%	31.7%	31.0%	33.0%	18.6%	20.8%	20.4%	9.1%	9.9%	8.6%	4.3%	4.3%	4.1%
Yes, to retire	13,489	14,410	9,504	5.7%	5.8%	4.6%	24.9%	23.6%	24.9%	32.9%	31.4%	31.5%	19.0%	21.3%	24.8%	13.4%	14.8%	10.7%	4.2%	3.2%	3.5%
Yes, to other job in Govt	37,419	35,603	22,687	2.6%	2.4%	2.6%	16.3%	16.3%	14.6%	27.6%	27.6%	26.8%	26.5%	26.6%	30.9%	22.8%	22.9%	20.9%	4.2%	4.1%	4.3%
Yes, to other job outside Govt	6,395	7,855	5,069	2.1%	1.2%	1.1%	12.3%	12.3%	10.6%	24.2%	22.5%	24.5%	29.3%	31.5%	32.4%	28.8%	29.2%	28.5%	3.3%	3.3%	3.0%
Yes, other	8,240	9,082	5,478	2.2%	1.9%	2.4%	13.2%	13.5%	14.0%	25.1%	26.3%	24.6%	27.1%	28.4%	30.0%	27.9%	25.8%	24.4%	4.4%	4.0%	4.7%
<b>Retiring</b>																					
Within 1 year	8,332	9,142	6,073	5.8%	6.9%	5.7%	24.5%	22.2%	24.0%	32.3%	32.4%	30.8%	19.8%	20.2%	23.9%	14.6%	15.4%	11.9%	3.0%	2.9%	3.7%
Between 1 and 3 years	24,419	25,215	16,417	6.9%	4.5%	4.1%	24.7%	25.2%	25.9%	31.6%	31.7%	33.0%	19.6%	22.6%	23.6%	12.7%	12.5%	10.6%	4.6%	3.5%	2.8%
Between 3 and 5 years	26,398	28,075	19,270	6.0%	5.0%	4.9%	25.0%	26.1%	25.7%	31.6%	30.7%	32.4%	20.0%	22.3%	22.0%	13.8%	12.5%	12.3%	3.6%	3.4%	2.7%
5 or more years	149,760	154,978	102,405	5.8%	5.7%	5.4%	25.7%	23.8%	23.7%	30.1%	29.5%	30.9%	21.0%	22.6%	23.2%	13.0%	13.9%	12.2%	4.3%	4.5%	4.5%

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

# 2008 Federal Human Capital Survey: Report by Demographics

(30) My performance appraisal is a fair reflection of my performance.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,166</b>	<b>221,395</b>	<b>147,891</b>	<b>17.0%</b>	<b>17.6%</b>	<b>18.9%</b>	<b>46.2%</b>	<b>46.7%</b>	<b>47.4%</b>	<b>18.0%</b>	<b>17.9%</b>	<b>16.7%</b>	<b>9.6%</b>	<b>9.2%</b>	<b>8.9%</b>	<b>7.1%</b>	<b>6.8%</b>	<b>6.3%</b>	<b>2.2%</b>	<b>1.7%</b>	<b>1.7%</b>
<b>Work Location</b>																					
Headquarters	82,913	86,477	51,142	18.7%	19.6%	21.5%	46.3%	47.5%	47.3%	16.7%	16.4%	15.7%	8.7%	8.1%	7.5%	6.8%	6.3%	5.3%	2.9%	2.1%	2.6%
Field	125,968	130,914	93,043	16.2%	16.7%	18.1%	46.1%	46.4%	47.5%	18.6%	18.6%	17.0%	10.1%	9.8%	9.3%	7.3%	7.0%	6.6%	1.8%	1.5%	1.5%
<b>Supervisor Status</b>																					
Non-Supervisor	116,249	118,170	74,546	15.9%	16.3%	17.5%	44.8%	46.0%	47.2%	18.7%	18.6%	17.4%	10.1%	9.7%	9.2%	8.0%	7.5%	6.7%	2.5%	1.9%	2.0%
Team Leader	28,853	31,769	20,113	18.1%	19.1%	21.3%	48.9%	48.2%	47.9%	17.1%	16.6%	15.5%	8.5%	8.2%	8.1%	6.0%	6.3%	5.8%	1.5%	1.5%	1.4%
Supervisor	37,701	39,850	28,515	18.1%	18.8%	19.7%	48.0%	48.8%	48.8%	17.5%	16.9%	16.1%	9.5%	9.0%	9.1%	5.6%	5.3%	5.4%	1.4%	1.3%	0.9%
Manager	21,185	22,460	17,116	21.3%	23.6%	26.0%	49.7%	47.2%	48.0%	15.2%	16.8%	14.3%	7.7%	7.7%	6.7%	4.7%	3.8%	3.9%	1.3%	0.9%	1.0%
Executive	4,882	5,135	3,906	30.3%	25.8%	36.2%	40.4%	43.1%	42.7%	12.3%	13.6%	11.0%	11.0%	7.9%	4.6%	3.7%	4.8%	3.0%	2.4%	4.8%	2.5%
<b>Sex</b>																					
Male	108,671	117,795	81,622	15.7%	16.5%	17.9%	47.1%	46.6%	47.7%	19.0%	19.4%	17.8%	9.3%	9.1%	8.6%	7.0%	6.7%	6.3%	1.8%	1.7%	1.7%
Female	100,246	99,705	62,572	18.7%	19.0%	20.3%	44.9%	47.0%	47.1%	16.7%	16.0%	15.3%	10.0%	9.4%	9.2%	7.2%	6.8%	6.3%	2.6%	1.8%	1.8%
<b>Hispanic or Latino</b>																					
Yes	14,268	13,628	8,466	18.6%	19.4%	22.6%	43.6%	44.9%	44.2%	17.3%	17.4%	16.2%	12.0%	9.3%	9.2%	6.7%	7.2%	6.2%	1.8%	1.8%	1.6%
No	194,589	203,759	135,483	16.9%	17.4%	18.6%	46.4%	46.9%	47.7%	18.0%	18.0%	16.7%	9.4%	9.2%	8.9%	7.1%	6.7%	6.3%	2.2%	1.7%	1.7%
<b>Race</b>																					
American Indian/ Alaska Native	8,129	6,151	---	15.0%	13.0%	---	44.1%	46.3%	---	20.6%	22.2%	---	9.8%	8.9%	---	7.6%	8.0%	---	3.0%	1.6%	---
Asian	8,411	8,605	---	17.4%	18.0%	---	47.8%	50.4%	---	19.9%	18.7%	---	7.4%	7.3%	---	4.3%	4.1%	---	3.1%	1.4%	---
Black or African American	32,717	32,864	---	19.3%	18.6%	---	43.1%	43.5%	---	16.3%	15.6%	---	10.2%	11.3%	---	9.4%	9.4%	---	1.7%	1.5%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	14.9%	24.7%	---	44.5%	45.8%	---	25.1%	17.2%	---	6.8%	5.5%	---	6.4%	5.6%	---	2.2%	1.2%	---
White	146,238	156,700	---	16.6%	17.4%	---	47.4%	47.7%	---	17.8%	18.1%	---	9.5%	8.8%	---	6.6%	6.2%	---	2.2%	1.7%	---
Two or more races (Not Hispanic/Latino)	6,176	6,190	---	14.9%	16.0%	---	40.7%	39.4%	---	21.0%	21.6%	---	10.8%	11.6%	---	11.1%	8.3%	---	1.5%	3.0%	---
<b>Age Group</b>																					
<30 (25 and under)	8,856	8,794	5,461	18.0%	18.4%	20.9%	47.8%	50.4%	47.9%	17.4%	17.3%	15.8%	7.2%	5.7%	6.8%	5.0%	4.7%	5.2%	4.7%	3.5%	3.5%
(26-29)	2,297	2,477	---	18.5%	18.9%	---	47.6%	50.6%	---	17.7%	16.0%	---	6.3%	5.8%	---	4.4%	4.8%	---	5.5%	3.9%	---
30-39	29,382	31,359	20,920	17.3%	17.3%	19.6%	46.8%	48.6%	49.1%	18.1%	17.5%	14.8%	8.8%	8.9%	8.4%	6.4%	5.8%	6.2%	2.7%	2.1%	1.9%
40-49	64,109	70,119	47,038	16.5%	17.4%	18.5%	46.5%	46.7%	47.3%	17.6%	18.3%	17.0%	9.6%	8.9%	9.1%	7.7%	6.9%	6.6%	2.1%	1.8%	1.6%
50-59	82,004	87,028	57,866	16.2%	17.4%	18.5%	45.1%	45.3%	46.9%	18.8%	18.1%	17.4%	10.9%	10.2%	9.0%	7.4%	7.6%	6.5%	1.6%	1.3%	1.7%
60+	24,550	20,183	12,860	20.1%	19.2%	20.4%	46.5%	46.9%	47.2%	16.8%	17.1%	16.9%	8.4%	9.5%	9.6%	6.8%	6.0%	4.7%	1.5%	1.3%	1.3%

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

# 2008 Federal Human Capital Survey: Report by Demographics

## (30) My performance appraisal is a fair reflection of my performance.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
<b>All Responses</b>	<b>212,166</b>	<b>221,395</b>	<b>147,891</b>	<b>17.0%</b>	<b>17.6%</b>	<b>18.9%</b>	<b>46.2%</b>	<b>46.7%</b>	<b>47.4%</b>	<b>18.0%</b>	<b>17.9%</b>	<b>16.7%</b>	<b>9.6%</b>	<b>9.2%</b>	<b>8.9%</b>	<b>7.1%</b>	<b>6.8%</b>	<b>6.3%</b>	<b>2.2%</b>	<b>1.7%</b>	<b>1.7%</b>
<b>Pay Category</b>																					
Federal Wage System	8,644	9,469	5,511	15.3%	14.7%	15.6%	45.6%	45.6%	47.5%	18.4%	19.4%	16.5%	9.8%	10.4%	10.5%	9.2%	8.9%	8.8%	1.8%	1.0%	1.0%
GS 1-6 or equivalent	10,338	10,819	6,703	20.8%	17.9%	18.5%	37.6%	45.2%	45.5%	18.7%	16.3%	16.5%	10.7%	10.0%	9.3%	9.0%	8.3%	8.5%	3.2%	2.3%	1.8%
GS 7-12 or equivalent	86,204	91,786	58,904	16.4%	17.3%	18.2%	46.5%	46.7%	48.0%	18.5%	18.1%	17.2%	9.7%	9.4%	9.3%	6.9%	6.7%	5.8%	2.1%	1.6%	1.6%
GS 13-15 or equivalent	83,224	91,609	64,036	18.3%	19.4%	21.4%	49.1%	49.1%	48.4%	16.8%	16.8%	16.2%	8.6%	7.9%	7.3%	5.3%	5.2%	4.8%	1.9%	1.6%	1.9%
Senior Executive Service	3,931	4,206	3,314	30.4%	29.2%	32.7%	44.1%	45.2%	40.8%	12.8%	13.3%	11.3%	6.1%	5.7%	4.5%	4.4%	3.8%	7.1%	2.2%	2.9%	3.6%
SL/ST	780	688	490	17.7%	14.0%	44.0%	53.0%	48.2%	40.6%	13.8%	15.9%	9.6%	11.8%	7.3%	2.0%	2.6%	13.4%	2.3%	1.1%	1.2%	1.6%
Other	15,762	8,187	5,204	13.6%	16.9%	16.1%	45.1%	42.6%	43.4%	18.0%	21.3%	16.5%	10.9%	9.6%	10.8%	9.7%	6.7%	10.2%	2.7%	2.9%	3.0%
<b>Time in Federal Government</b>																					
< 1 year	2,253	2,614	1,316	15.1%	17.7%	18.9%	37.1%	44.5%	36.8%	25.0%	19.2%	27.7%	7.5%	4.0%	3.7%	1.9%	2.1%	1.3%	13.4%	12.4%	11.7%
1-3 years	17,926	17,540	12,894	18.8%	18.7%	18.0%	48.1%	49.1%	47.3%	18.0%	18.1%	16.0%	7.2%	7.3%	8.9%	4.0%	4.1%	7.0%	3.8%	2.7%	2.7%
4-5 years	14,595	16,227	8,711	17.7%	17.8%	22.0%	46.4%	47.5%	49.0%	17.1%	17.7%	14.9%	10.0%	8.6%	6.8%	6.4%	6.6%	5.8%	2.4%	1.9%	1.4%
6-10 years	32,652	26,503	13,914	15.5%	17.2%	20.1%	45.9%	47.2%	47.4%	18.1%	17.5%	15.8%	10.2%	9.7%	8.2%	8.4%	6.6%	6.6%	1.9%	1.8%	1.9%
11-20 years	53,230	62,903	44,998	17.1%	17.5%	18.0%	45.0%	45.1%	47.9%	18.2%	18.6%	17.0%	10.2%	9.9%	9.2%	7.5%	7.7%	6.4%	1.9%	1.2%	1.5%
(11 to 14 years)	17,503	---	---	16.6%	---	---	45.9%	---	---	18.0%	---	---	10.5%	---	---	6.9%	---	---	2.1%	---	---
(15 to 20 years)	35,727	---	---	17.4%	---	---	44.5%	---	---	18.4%	---	---	10.0%	---	---	7.9%	---	---	1.8%	---	---
> 20 years	88,265	91,699	62,348	17.0%	17.4%	19.1%	46.7%	47.0%	47.2%	17.7%	17.6%	17.0%	9.7%	9.6%	9.3%	7.6%	7.2%	6.1%	1.3%	1.2%	1.4%
<b>Time w/ Current Agency</b>																					
< 1 year	4,809	5,022	2,815	15.9%	16.3%	18.2%	37.2%	41.6%	38.6%	23.9%	21.7%	23.9%	5.5%	4.8%	3.7%	2.7%	1.9%	1.5%	14.8%	13.6%	14.1%
1-3 years	28,185	28,258	21,637	19.0%	18.8%	19.0%	46.6%	47.6%	46.7%	17.9%	17.5%	16.4%	7.5%	7.7%	8.8%	5.6%	5.6%	6.8%	3.4%	2.7%	2.3%
4-5 years	20,122	22,560	13,236	17.5%	17.7%	21.6%	45.9%	47.5%	47.2%	18.0%	17.6%	15.9%	9.8%	9.1%	7.2%	7.4%	6.8%	6.7%	1.5%	1.3%	1.3%
6-10 years	40,753	35,121	18,822	15.4%	17.3%	19.7%	46.0%	46.7%	47.6%	18.4%	17.7%	15.9%	10.4%	9.9%	9.0%	8.2%	7.4%	6.5%	1.6%	1.0%	1.3%
11-20 years	54,450	64,981	46,189	17.6%	17.4%	18.2%	45.3%	45.3%	48.0%	17.7%	18.5%	16.8%	10.6%	10.2%	9.5%	7.2%	7.4%	6.1%	1.7%	1.1%	1.3%
> 20 years	60,581	61,523	41,483	16.5%	17.2%	18.2%	48.0%	48.0%	48.1%	17.2%	17.5%	17.0%	9.8%	9.3%	9.3%	7.5%	7.0%	6.2%	0.9%	1.1%	1.2%
<b>Leaving</b>																					
No	143,366	150,478	101,435	19.4%	20.0%	21.1%	49.5%	49.4%	50.2%	16.5%	16.6%	15.7%	7.8%	7.8%	7.3%	4.8%	4.5%	4.3%	2.0%	1.6%	1.5%
Yes, to retire	13,487	14,411	9,503	16.5%	14.5%	16.0%	44.5%	46.6%	48.1%	18.3%	19.7%	18.9%	10.3%	10.8%	9.0%	9.1%	7.5%	6.3%	1.4%	0.9%	1.6%
Yes, to other job in Govt	37,418	35,599	22,690	11.4%	12.5%	13.9%	38.3%	41.2%	40.5%	21.6%	20.0%	19.0%	13.5%	12.3%	13.2%	12.5%	12.1%	10.7%	2.7%	2.0%	2.7%
Yes, to other job outside Govt	6,394	7,857	5,068	9.4%	9.7%	11.9%	33.1%	34.7%	36.9%	20.2%	22.2%	18.7%	20.8%	13.6%	13.5%	14.4%	17.4%	16.1%	2.1%	2.5%	2.8%
Yes, other	8,241	9,085	5,478	7.7%	8.3%	12.1%	35.8%	36.0%	37.8%	24.5%	24.6%	19.9%	13.7%	15.2%	14.1%	14.9%	13.0%	14.0%	3.4%	2.9%	2.0%
<b>Retiring</b>																					
Within 1 year	8,330	9,142	6,071	15.4%	15.3%	16.8%	46.1%	44.4%	47.5%	17.6%	20.3%	16.3%	11.0%	9.6%	8.7%	9.0%	9.2%	8.6%	0.9%	1.2%	2.1%
Between 1 and 3 years	24,416	25,217	16,416	15.7%	16.6%	15.9%	45.7%	47.3%	46.6%	18.6%	18.4%	20.2%	10.5%	10.1%	10.2%	8.3%	6.7%	6.0%	1.3%	1.0%	1.0%
Between 3 and 5 years	26,398	28,073	19,273	17.4%	15.9%	18.7%	44.1%	48.2%	46.3%	18.6%	17.2%	17.0%	9.6%	10.5%	10.2%	8.4%	7.1%	6.0%	2.0%	1.1%	1.8%
5 or more years	149,763	154,982	102,409	17.2%	18.1%	19.5%	46.5%	46.6%	47.8%	17.8%	17.8%	16.2%	9.4%	8.9%	8.5%	6.6%	6.6%	6.2%	2.4%	1.9%	1.8%

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