

2008 Federal Human Capital Survey: Report by Demographics

(31) Discussions with my supervisor/team leader about my performance are worthwhile.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,168	221,369	147,887	16.6%	16.1%	16.5%	39.6%	39.8%	41.0%	23.1%	22.9%	21.7%	10.3%	11.7%	11.5%	8.6%	8.2%	7.9%	1.8%	1.4%	1.4%
Work Location																					
Headquarters	82,916	86,472	51,141	18.3%	17.9%	18.5%	40.4%	39.5%	40.2%	21.8%	22.1%	21.2%	9.2%	11.1%	10.7%	8.3%	7.7%	7.5%	1.9%	1.6%	1.9%
Field	125,965	130,893	93,040	15.7%	15.2%	15.9%	39.1%	39.8%	41.3%	23.7%	23.2%	21.9%	10.9%	12.0%	11.7%	8.8%	8.4%	8.0%	1.8%	1.3%	1.3%
Supervisor Status																					
Non-Supervisor	116,247	118,158	74,541	15.6%	15.3%	15.7%	38.3%	39.0%	40.4%	23.5%	23.2%	22.0%	10.9%	12.2%	11.8%	9.5%	8.8%	8.5%	2.2%	1.5%	1.6%
Team Leader	28,854	31,762	20,113	16.6%	16.9%	17.7%	41.4%	40.3%	42.0%	23.2%	23.1%	21.2%	9.3%	10.6%	10.8%	8.1%	8.1%	7.1%	1.4%	1.0%	1.2%
Supervisor	37,698	39,845	28,514	18.0%	16.2%	16.8%	42.2%	42.4%	42.9%	22.5%	22.4%	21.7%	9.6%	11.3%	11.6%	6.7%	6.7%	6.2%	1.0%	1.1%	0.8%
Manager	21,186	22,458	17,116	22.0%	21.3%	22.1%	42.7%	41.3%	43.0%	19.7%	20.7%	19.5%	8.9%	10.1%	9.3%	5.8%	5.8%	5.2%	1.0%	0.8%	0.8%
Executive	4,880	5,134	3,906	26.6%	22.1%	28.2%	36.7%	37.7%	37.2%	23.6%	21.0%	20.2%	6.5%	8.5%	8.7%	4.9%	6.0%	4.2%	1.7%	4.7%	1.7%
Sex																					
Male	108,673	117,776	81,616	15.7%	15.0%	15.7%	40.6%	40.2%	41.5%	23.8%	23.9%	22.5%	10.3%	11.4%	11.4%	8.1%	8.0%	7.6%	1.5%	1.4%	1.3%
Female	100,245	99,701	62,572	17.8%	17.5%	17.6%	38.2%	39.1%	40.3%	22.1%	21.5%	20.7%	10.4%	12.1%	11.5%	9.3%	8.5%	8.2%	2.2%	1.4%	1.6%
Hispanic or Latino																					
Yes	14,265	13,627	8,461	18.3%	16.8%	18.8%	37.0%	38.8%	41.1%	22.9%	23.4%	20.2%	11.0%	11.2%	11.3%	9.2%	8.2%	7.1%	1.6%	1.7%	1.5%
No	194,590	203,736	135,482	16.4%	16.0%	16.4%	39.8%	39.9%	41.1%	23.1%	22.9%	21.8%	10.3%	11.7%	11.5%	8.6%	8.2%	7.9%	1.8%	1.4%	1.4%
Race																					
American Indian/ Alaska Native	8,129	6,145	---	14.5%	13.0%	---	39.6%	39.0%	---	22.5%	26.2%	---	11.1%	11.8%	---	9.5%	8.7%	---	2.8%	1.3%	---
Asian	8,411	8,606	---	17.3%	16.9%	---	44.4%	41.8%	---	24.6%	25.8%	---	6.1%	8.9%	---	5.8%	4.7%	---	1.8%	2.0%	---
Black or African American	32,717	32,860	---	18.5%	17.4%	---	39.8%	37.7%	---	21.2%	21.7%	---	8.3%	12.1%	---	10.6%	9.9%	---	1.7%	1.1%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	18.8%	18.6%	---	28.5%	44.2%	---	33.9%	20.2%	---	10.4%	9.3%	---	6.7%	6.7%	---	1.6%	1.0%	---
White	146,234	156,683	---	16.0%	15.8%	---	39.8%	40.4%	---	23.2%	22.8%	---	11.0%	11.7%	---	8.1%	7.9%	---	1.9%	1.4%	---
Two or more races (Not Hispanic/Latino)	6,175	6,192	---	17.2%	15.9%	---	33.4%	34.8%	---	23.5%	22.9%	---	12.3%	13.1%	---	12.4%	10.9%	---	1.3%	2.4%	---
Age Group																					
<30 (25 and under)	8,857	8,794	5,460	18.7%	18.6%	21.7%	42.9%	43.6%	42.4%	19.7%	19.2%	18.4%	8.5%	10.2%	10.2%	6.5%	6.2%	5.1%	3.7%	2.2%	2.2%
(26-29)	2,298	2,477	---	19.8%	19.2%	---	45.5%	49.7%	---	18.8%	13.6%	---	5.6%	8.7%	---	6.0%	5.8%	---	4.3%	3.0%	---
30-39	6,559	6,317	---	18.3%	18.3%	---	42.0%	41.1%	---	20.0%	21.6%	---	9.5%	10.8%	---	6.6%	6.3%	---	3.6%	1.8%	---
40-49	29,380	31,358	20,917	18.1%	16.7%	18.4%	39.3%	42.3%	42.3%	23.1%	21.0%	19.8%	9.5%	11.4%	10.7%	8.3%	7.2%	7.6%	1.7%	1.5%	1.2%
50-59	64,110	70,111	47,038	16.4%	15.6%	15.9%	40.6%	40.4%	41.0%	21.7%	22.6%	22.0%	10.7%	11.5%	11.8%	9.1%	8.7%	7.9%	1.5%	1.3%	1.5%
60+	82,005	87,015	57,866	14.8%	15.5%	15.6%	38.7%	37.9%	40.4%	25.0%	24.2%	22.3%	10.7%	12.4%	11.8%	9.1%	8.8%	8.5%	1.7%	1.3%	1.3%
24,549	20,180	12,859	19.3%	17.5%	16.8%	37.5%	37.6%	40.6%	23.1%	24.6%	23.7%	10.3%	11.1%	10.5%	7.6%	7.5%	6.8%	2.2%	1.7%	1.6%	

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

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(31) Discussions with my supervisor/team leader about my performance are worthwhile.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,168	221,369	147,887	16.6%	16.1%	16.5%	39.6%	39.8%	41.0%	23.1%	22.9%	21.7%	10.3%	11.7%	11.5%	8.6%	8.2%	7.9%	1.8%	1.4%	1.4%
Pay Category																					
Federal Wage System	8,644	9,467	5,510	12.5%	11.3%	11.7%	39.3%	39.0%	39.9%	24.3%	25.8%	24.0%	11.9%	13.5%	13.3%	9.9%	9.1%	10.0%	2.1%	1.3%	1.2%
GS 1-6 or equivalent	10,339	10,823	6,703	20.3%	18.5%	16.6%	32.7%	36.1%	38.8%	26.0%	22.1%	22.4%	8.4%	12.4%	11.6%	10.3%	9.5%	9.2%	2.2%	1.5%	1.5%
GS 7-12 or equivalent	86,208	91,764	58,899	16.1%	15.9%	16.3%	39.7%	40.2%	42.2%	23.5%	23.1%	21.5%	10.1%	11.4%	11.2%	8.5%	8.0%	7.4%	2.0%	1.4%	1.4%
GS 13-15 or equivalent	83,225	91,604	64,036	18.0%	17.8%	17.9%	41.7%	41.3%	41.0%	21.3%	21.7%	21.3%	10.6%	10.8%	11.4%	7.1%	7.1%	7.1%	1.3%	1.3%	1.3%
Senior Executive Service	3,929	4,206	3,314	26.9%	24.6%	26.1%	36.4%	37.7%	35.5%	18.9%	19.9%	19.7%	10.2%	9.7%	8.5%	5.6%	5.4%	8.5%	1.8%	2.6%	1.7%
SL/ST	780	688	490	11.9%	13.3%	35.1%	53.6%	40.9%	41.7%	17.1%	23.2%	13.7%	4.2%	8.2%	3.2%	12.3%	13.5%	5.9%	1.0%	0.8%	0.3%
Other	15,758	8,187	5,204	14.5%	13.9%	15.7%	39.2%	39.3%	36.8%	22.9%	23.8%	22.0%	11.1%	12.1%	12.7%	10.6%	9.3%	10.7%	1.6%	1.6%	2.1%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	23.3%	25.3%	26.2%	34.1%	44.4%	37.8%	30.6%	16.9%	24.2%	3.2%	5.9%	4.9%	2.7%	3.2%	1.7%	6.2%	4.2%	5.3%
1-3 years	17,928	17,545	12,892	19.9%	18.9%	17.7%	42.3%	45.1%	42.2%	22.0%	19.9%	19.4%	7.0%	9.0%	10.7%	6.7%	5.7%	8.4%	2.2%	1.4%	1.6%
4-5 years	14,596	16,222	8,710	16.7%	16.8%	19.9%	41.0%	40.2%	41.8%	22.7%	22.6%	18.5%	10.0%	10.3%	10.9%	8.2%	8.3%	7.6%	1.5%	1.7%	1.4%
6-10 years	32,651	26,501	13,912	16.2%	15.9%	17.9%	39.1%	39.1%	40.8%	22.0%	23.3%	21.3%	11.2%	12.3%	10.4%	10.0%	7.6%	8.1%	1.5%	1.7%	1.5%
11-20 years	53,228	62,892	44,997	15.9%	15.4%	15.5%	38.9%	38.5%	41.9%	23.2%	23.0%	21.7%	11.0%	12.5%	11.9%	9.1%	9.5%	7.6%	1.8%	1.1%	1.4%
(11 to 14 years)	17,502	---	---	15.7%	---	---	39.2%	---	---	24.2%	---	---	11.2%	---	---	7.9%	---	---	1.8%	---	---
(15 to 20 years)	35,726	---	---	16.1%	---	---	38.7%	---	---	22.7%	---	---	10.9%	---	---	9.8%	---	---	1.8%	---	---
> 20 years	88,266	91,687	62,348	15.8%	15.2%	15.7%	39.3%	39.0%	39.9%	23.6%	23.9%	23.2%	10.9%	12.3%	11.9%	8.7%	8.4%	8.0%	1.7%	1.3%	1.3%
Time w/ Current Agency																					
< 1 year	4,810	5,022	2,815	22.8%	23.3%	22.8%	35.4%	42.0%	42.0%	26.3%	18.8%	21.6%	4.2%	6.6%	4.7%	4.1%	4.1%	3.1%	7.2%	5.3%	5.7%
1-3 years	28,186	28,261	21,633	19.6%	18.6%	18.4%	40.8%	42.1%	41.1%	22.4%	20.9%	20.3%	7.7%	10.1%	10.6%	7.6%	6.7%	8.0%	1.9%	1.6%	1.6%
4-5 years	20,122	22,556	13,236	17.0%	16.1%	18.8%	39.9%	39.9%	41.3%	22.0%	23.0%	19.3%	10.4%	11.5%	10.8%	9.2%	8.2%	8.3%	1.4%	1.2%	1.5%
6-10 years	40,750	35,116	18,821	15.3%	15.7%	16.5%	39.2%	38.9%	39.7%	22.7%	22.8%	22.4%	11.2%	12.7%	12.1%	10.2%	8.5%	8.0%	1.3%	1.4%	1.3%
11-20 years	54,448	64,974	46,188	16.0%	15.1%	15.4%	38.9%	38.6%	41.5%	23.2%	23.6%	22.1%	11.5%	12.2%	12.2%	8.6%	9.4%	7.6%	1.8%	1.1%	1.2%
> 20 years	60,584	61,511	41,484	15.2%	14.9%	15.0%	40.1%	39.8%	41.0%	23.8%	23.8%	22.9%	10.8%	12.1%	11.7%	8.4%	8.2%	8.2%	1.6%	1.2%	1.2%
Leaving																					
No	143,361	150,466	101,432	19.3%	18.9%	19.0%	43.5%	43.5%	45.2%	22.0%	21.7%	20.5%	8.1%	9.4%	9.2%	5.4%	5.3%	5.0%	1.7%	1.2%	1.1%
Yes, to retire	13,488	14,407	9,502	16.0%	12.1%	13.1%	34.8%	35.9%	37.7%	22.9%	28.1%	24.4%	13.2%	12.8%	14.3%	11.1%	9.8%	9.0%	1.9%	1.3%	1.5%
Yes, to other job in Govt	37,420	35,595	22,686	9.5%	9.6%	10.4%	30.6%	31.5%	29.8%	26.0%	25.3%	25.1%	15.5%	17.6%	17.1%	16.3%	14.3%	15.0%	2.1%	1.7%	2.6%
Yes, to other job outside Govt	6,394	7,854	5,069	8.7%	8.1%	9.9%	25.9%	27.9%	28.6%	25.2%	22.6%	24.3%	19.8%	19.0%	17.0%	17.7%	20.5%	18.6%	2.7%	1.9%	1.6%
Yes, other	8,240	9,083	5,480	7.3%	7.5%	9.1%	27.6%	26.1%	30.7%	27.4%	26.3%	23.1%	15.6%	18.9%	18.8%	19.7%	19.1%	16.1%	2.4%	2.1%	2.2%
Retiring																					
Within 1 year	8,332	9,139	6,073	14.2%	12.5%	14.0%	36.0%	34.2%	36.1%	23.6%	27.4%	24.6%	12.6%	13.3%	14.1%	12.5%	11.1%	9.3%	1.2%	1.4%	1.7%
Between 1 and 3 years	24,415	25,207	16,415	14.6%	14.5%	13.1%	38.4%	37.7%	40.0%	23.8%	26.2%	24.2%	11.8%	11.8%	12.5%	9.8%	8.8%	8.8%	1.7%	1.1%	1.4%
Between 3 and 5 years	26,400	28,072	19,272	15.8%	13.9%	14.9%	37.5%	38.5%	40.6%	23.5%	25.0%	23.2%	11.5%	13.4%	11.8%	9.5%	7.8%	7.9%	2.3%	1.4%	1.6%
5 or more years	149,758	154,966	102,404	17.1%	16.9%	17.4%	40.2%	40.6%	41.5%	22.9%	21.8%	21.0%	9.8%	11.3%	11.1%	8.2%	8.0%	7.6%	1.8%	1.4%	1.4%

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

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(32) In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,159	---	---	19.6%	---	---	44.6%	---	---	15.9%	---	---	9.7%	---	---	6.6%	---	---	3.6%	---	---
Work Location																					
Headquarters	82,913	---	---	20.4%	---	---	44.0%	---	---	15.5%	---	---	9.5%	---	---	6.1%	---	---	4.4%	---	---
Field	125,959	---	---	19.2%	---	---	44.9%	---	---	16.1%	---	---	9.8%	---	---	6.8%	---	---	3.2%	---	---
Supervisor Status																					
Non-Supervisor	116,244	---	---	18.4%	---	---	44.5%	---	---	16.3%	---	---	9.8%	---	---	6.9%	---	---	4.1%	---	---
Team Leader	28,853	---	---	20.5%	---	---	46.6%	---	---	14.2%	---	---	9.3%	---	---	6.5%	---	---	2.9%	---	---
Supervisor	37,699	---	---	20.9%	---	---	44.9%	---	---	16.5%	---	---	9.9%	---	---	5.5%	---	---	2.3%	---	---
Manager	21,185	---	---	25.4%	---	---	41.9%	---	---	15.9%	---	---	9.5%	---	---	5.1%	---	---	2.2%	---	---
Executive	4,882	---	---	30.3%	---	---	34.5%	---	---	12.8%	---	---	7.3%	---	---	7.0%	---	---	8.1%	---	---
Sex																					
Male	108,670	---	---	18.0%	---	---	45.6%	---	---	16.8%	---	---	9.8%	---	---	6.6%	---	---	3.2%	---	---
Female	100,239	---	---	21.7%	---	---	43.4%	---	---	14.7%	---	---	9.6%	---	---	6.5%	---	---	4.1%	---	---
Hispanic or Latino																					
Yes	14,268	---	---	21.9%	---	---	44.9%	---	---	15.4%	---	---	8.4%	---	---	6.1%	---	---	3.3%	---	---
No	194,584	---	---	19.4%	---	---	44.6%	---	---	16.0%	---	---	9.8%	---	---	6.6%	---	---	3.6%	---	---
Race																					
American Indian/ Alaska Native	8,128	---	---	17.2%	---	---	44.3%	---	---	14.9%	---	---	8.3%	---	---	11.4%	---	---	3.9%	---	---
Asian	8,408	---	---	20.6%	---	---	47.9%	---	---	16.0%	---	---	5.9%	---	---	3.9%	---	---	5.7%	---	---
Black or African American	32,714	---	---	23.8%	---	---	44.4%	---	---	13.6%	---	---	8.8%	---	---	6.4%	---	---	3.0%	---	---
Native Hawaiian/ Pacific Islander	1,469	---	---	18.2%	---	---	49.7%	---	---	16.2%	---	---	7.0%	---	---	5.2%	---	---	3.8%	---	---
White	146,235	---	---	18.7%	---	---	44.6%	---	---	16.3%	---	---	10.3%	---	---	6.4%	---	---	3.6%	---	---
Two or more races (Not Hispanic/Latino)	6,176	---	---	16.4%	---	---	43.9%	---	---	17.0%	---	---	9.1%	---	---	10.3%	---	---	3.2%	---	---
Age Group																					
<30 (25 and under)	8,857	---	---	19.7%	---	---	44.5%	---	---	14.8%	---	---	8.5%	---	---	4.9%	---	---	7.5%	---	---
(26-29)	2,298	---	---	20.3%	---	---	44.5%	---	---	14.5%	---	---	8.6%	---	---	3.4%	---	---	8.7%	---	---
(26-29)	6,559	---	---	19.5%	---	---	44.6%	---	---	14.9%	---	---	8.5%	---	---	5.4%	---	---	7.1%	---	---
30-39	29,380	---	---	20.0%	---	---	45.2%	---	---	14.5%	---	---	9.4%	---	---	6.6%	---	---	4.2%	---	---
40-49	64,111	---	---	19.7%	---	---	44.4%	---	---	15.6%	---	---	9.5%	---	---	7.7%	---	---	3.1%	---	---
50-59	81,999	---	---	18.2%	---	---	45.0%	---	---	17.0%	---	---	10.3%	---	---	6.2%	---	---	3.3%	---	---
60+	24,548	---	---	23.0%	---	---	43.2%	---	---	16.5%	---	---	9.1%	---	---	5.3%	---	---	2.8%	---	---

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

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(32) In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,159	---	---	19.6%	---	---	44.6%	---	---	15.9%	---	---	9.7%	---	---	6.6%	---	---	3.6%	---	---
Pay Category																					
Federal Wage System	8,644	---	---	17.2%	---	---	46.1%	---	---	16.9%	---	---	9.4%	---	---	7.3%	---	---	3.1%	---	---
GS 1-6 or equivalent	10,339	---	---	25.1%	---	---	41.9%	---	---	16.2%	---	---	6.5%	---	---	6.0%	---	---	4.3%	---	---
GS 7-12 or equivalent	86,204	---	---	19.4%	---	---	46.3%	---	---	15.6%	---	---	9.4%	---	---	5.7%	---	---	3.6%	---	---
GS 13-15 or equivalent	83,224	---	---	20.0%	---	---	43.4%	---	---	16.0%	---	---	10.9%	---	---	6.4%	---	---	3.2%	---	---
Senior Executive Service	3,931	---	---	31.4%	---	---	35.6%	---	---	13.8%	---	---	9.5%	---	---	6.1%	---	---	3.7%	---	---
SL/ST	780	---	---	13.1%	---	---	52.6%	---	---	15.8%	---	---	3.1%	---	---	12.6%	---	---	2.8%	---	---
Other	15,758	---	---	16.2%	---	---	41.4%	---	---	16.2%	---	---	11.4%	---	---	10.4%	---	---	4.4%	---	---
Time in Federal Government																					
< 1 year	2,253	---	---	15.8%	---	---	39.2%	---	---	15.5%	---	---	6.1%	---	---	1.6%	---	---	21.9%	---	---
1-3 years	17,926	---	---	20.3%	---	---	45.1%	---	---	15.4%	---	---	7.7%	---	---	5.4%	---	---	6.1%	---	---
4-5 years	14,596	---	---	19.4%	---	---	44.2%	---	---	16.9%	---	---	9.9%	---	---	6.7%	---	---	2.9%	---	---
6-10 years	32,654	---	---	19.1%	---	---	43.9%	---	---	15.7%	---	---	10.6%	---	---	7.4%	---	---	3.3%	---	---
11-20 years	53,225	---	---	19.5%	---	---	45.0%	---	---	15.8%	---	---	9.8%	---	---	6.8%	---	---	3.1%	---	---
(11 to 14 years)	17,499	---	---	19.7%	---	---	44.9%	---	---	15.2%	---	---	10.2%	---	---	6.7%	---	---	3.3%	---	---
(15 to 20 years)	35,726	---	---	19.4%	---	---	45.1%	---	---	16.2%	---	---	9.5%	---	---	6.9%	---	---	3.0%	---	---
> 20 years	88,260	---	---	19.9%	---	---	45.0%	---	---	16.0%	---	---	9.9%	---	---	6.6%	---	---	2.6%	---	---
Time w/ Current Agency																					
< 1 year	4,810	---	---	18.8%	---	---	37.1%	---	---	17.2%	---	---	5.2%	---	---	2.9%	---	---	18.6%	---	---
1-3 years	28,185	---	---	20.6%	---	---	44.1%	---	---	15.7%	---	---	8.3%	---	---	5.9%	---	---	5.4%	---	---
4-5 years	20,121	---	---	19.5%	---	---	44.6%	---	---	16.2%	---	---	9.9%	---	---	7.2%	---	---	2.5%	---	---
6-10 years	40,752	---	---	18.5%	---	---	44.5%	---	---	16.2%	---	---	10.9%	---	---	7.2%	---	---	2.8%	---	---
11-20 years	54,445	---	---	20.2%	---	---	44.9%	---	---	15.6%	---	---	9.9%	---	---	6.6%	---	---	2.8%	---	---
> 20 years	60,579	---	---	19.5%	---	---	45.8%	---	---	15.8%	---	---	9.9%	---	---	6.6%	---	---	2.4%	---	---
Leaving																					
No	143,355	---	---	21.9%	---	---	47.2%	---	---	14.9%	---	---	7.9%	---	---	4.6%	---	---	3.4%	---	---
Yes, to retire	13,490	---	---	19.2%	---	---	43.4%	---	---	17.0%	---	---	10.2%	---	---	7.4%	---	---	2.9%	---	---
Yes, to other job in Govt	37,417	---	---	14.1%	---	---	38.3%	---	---	18.6%	---	---	13.7%	---	---	11.0%	---	---	4.3%	---	---
Yes, to other job outside Govt	6,394	---	---	12.3%	---	---	34.6%	---	---	16.2%	---	---	20.3%	---	---	13.9%	---	---	2.7%	---	---
Yes, other	8,240	---	---	9.9%	---	---	37.2%	---	---	20.2%	---	---	13.6%	---	---	14.3%	---	---	4.9%	---	---
Retiring																					
Within 1 year	8,333	---	---	17.8%	---	---	45.8%	---	---	15.9%	---	---	9.6%	---	---	7.7%	---	---	3.2%	---	---
Between 1 and 3 years	24,414	---	---	18.2%	---	---	44.8%	---	---	17.9%	---	---	10.2%	---	---	6.2%	---	---	2.8%	---	---
Between 3 and 5 years	26,393	---	---	20.2%	---	---	44.0%	---	---	16.5%	---	---	10.0%	---	---	6.5%	---	---	2.8%	---	---
5 or more years	149,758	---	---	19.8%	---	---	44.7%	---	---	15.6%	---	---	9.6%	---	---	6.6%	---	---	3.9%	---	---

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

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(33) I am held accountable for achieving results.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,170	221,407	147,892	23.7%	23.6%	23.8%	58.1%	55.4%	55.8%	12.7%	14.0%	13.8%	3.4%	4.2%	4.0%	1.4%	2.0%	1.9%	0.8%	0.7%	0.6%
Work Location																					
Headquarters	82,916	86,477	51,143	25.0%	25.4%	25.6%	58.5%	55.5%	55.9%	11.4%	12.8%	12.4%	2.8%	3.7%	3.7%	1.2%	2.0%	1.9%	1.1%	0.6%	0.6%
Field	125,970	130,932	93,043	23.0%	22.8%	23.2%	57.9%	55.4%	55.8%	13.3%	14.5%	14.3%	3.6%	4.4%	4.1%	1.5%	2.1%	2.0%	0.6%	0.8%	0.6%
Supervisor Status																					
Non-Supervisor	116,248	118,178	74,546	20.1%	20.6%	20.9%	59.0%	56.0%	56.2%	14.5%	15.6%	15.6%	3.7%	4.5%	4.3%	1.6%	2.3%	2.2%	1.0%	0.9%	0.8%
Team Leader	28,851	31,771	20,114	24.9%	24.9%	26.1%	57.9%	55.0%	56.1%	11.7%	13.1%	11.7%	3.4%	4.6%	3.9%	1.5%	1.9%	1.8%	0.6%	0.5%	0.4%
Supervisor	37,701	39,853	28,514	30.7%	28.6%	31.1%	57.8%	56.8%	56.2%	8.4%	10.2%	8.9%	2.0%	2.8%	2.5%	0.8%	1.2%	1.1%	0.2%	0.4%	0.2%
Manager	21,187	22,462	17,117	39.6%	38.4%	40.8%	51.9%	50.8%	50.2%	6.0%	8.0%	6.3%	1.7%	2.0%	1.8%	0.7%	0.6%	0.7%	0.2%	0.1%	0.2%
Executive	4,882	5,135	3,906	47.1%	45.8%	52.3%	43.6%	38.6%	40.1%	4.8%	7.1%	5.0%	4.1%	5.4%	1.8%	0.4%	1.3%	0.5%	0.2%	1.8%	0.4%
Sex																					
Male	108,674	117,801	81,620	22.3%	22.6%	22.5%	58.5%	55.3%	55.6%	13.4%	14.6%	14.7%	3.8%	4.9%	4.5%	1.4%	2.1%	2.1%	0.6%	0.6%	0.5%
Female	100,245	99,715	62,574	25.5%	25.0%	25.4%	57.6%	55.7%	56.1%	11.7%	13.3%	12.7%	2.7%	3.3%	3.3%	1.4%	1.9%	1.7%	1.0%	0.9%	0.8%
Hispanic or Latino																					
Yes	14,269	13,627	8,465	26.0%	24.4%	24.9%	55.5%	53.2%	51.9%	11.9%	15.0%	15.9%	3.3%	4.2%	4.2%	1.6%	2.6%	2.2%	1.8%	0.5%	0.9%
No	194,593	203,774	135,485	23.4%	23.6%	23.7%	58.4%	55.7%	56.1%	12.7%	13.9%	13.6%	3.4%	4.2%	4.0%	1.4%	2.0%	1.9%	0.7%	0.7%	0.6%
Race																					
American Indian/ Alaska Native	8,128	6,151	---	23.5%	18.5%	---	57.1%	53.1%	---	13.6%	19.1%	---	3.5%	6.2%	---	1.4%	2.1%	---	1.0%	1.0%	---
Asian	8,412	8,606	---	26.4%	25.7%	---	58.0%	55.9%	---	11.6%	13.9%	---	2.4%	2.8%	---	0.7%	0.8%	---	0.9%	0.8%	---
Black or African American	32,715	32,865	---	26.1%	25.0%	---	58.3%	54.3%	---	10.8%	13.1%	---	2.4%	3.9%	---	1.6%	2.3%	---	0.8%	1.3%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	24.6%	29.1%	---	51.3%	51.0%	---	21.3%	15.0%	---	1.9%	2.3%	---	0.5%	2.1%	---	0.3%	0.5%	---
White	146,239	156,712	---	23.0%	23.2%	---	58.4%	56.1%	---	12.9%	13.8%	---	3.7%	4.3%	---	1.4%	2.0%	---	0.7%	0.6%	---
Two or more races (Not Hispanic/Latino)	6,175	6,192	---	23.5%	24.0%	---	57.2%	50.8%	---	13.5%	17.4%	---	2.9%	2.9%	---	2.1%	4.2%	---	0.7%	0.7%	---
Age Group																					
<30 (25 and under)	8,857	8,793	5,460	22.5%	20.3%	21.7%	59.0%	54.6%	53.2%	13.2%	17.5%	16.5%	3.0%	4.4%	5.0%	1.4%	2.4%	2.0%	0.8%	0.8%	1.6%
(26-29)	2,298	2,477	---	24.0%	19.8%	---	58.1%	57.9%	---	12.0%	15.4%	---	2.7%	3.7%	---	2.1%	2.8%	---	1.1%	0.5%	---
30-39	29,380	31,361	20,920	22.2%	21.6%	21.2%	57.1%	54.2%	55.0%	13.8%	15.5%	16.0%	4.4%	5.4%	5.1%	1.6%	2.3%	2.1%	0.9%	0.9%	0.6%
40-49	64,114	70,126	47,039	23.7%	23.1%	23.0%	58.1%	55.2%	56.2%	12.1%	14.4%	14.0%	3.7%	4.4%	4.1%	1.5%	2.2%	2.1%	0.8%	0.7%	0.6%
50-59	82,004	87,038	57,867	24.3%	24.9%	25.4%	57.6%	56.5%	55.8%	13.0%	12.8%	12.8%	2.9%	3.3%	3.6%	1.4%	1.8%	1.7%	0.8%	0.6%	0.6%
60+	24,548	20,182	12,860	24.7%	26.3%	25.8%	60.4%	54.8%	57.4%	10.9%	12.4%	11.8%	2.3%	4.2%	2.8%	1.1%	1.5%	1.8%	0.5%	0.8%	0.5%

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

2008 Federal Human Capital Survey: Report by Demographics

(33) I am held accountable for achieving results.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,170	221,407	147,892	23.7%	23.6%	23.8%	58.1%	55.4%	55.8%	12.7%	14.0%	13.8%	3.4%	4.2%	4.0%	1.4%	2.0%	1.9%	0.8%	0.7%	0.6%
Pay Category																					
Federal Wage System	8,647	9,473	5,511	21.8%	20.1%	19.6%	56.3%	54.3%	54.6%	15.6%	15.5%	17.1%	4.2%	6.1%	4.9%	1.6%	3.3%	3.1%	0.5%	0.7%	0.7%
GS 1-6 or equivalent	10,337	10,820	6,704	20.3%	21.5%	20.9%	55.6%	53.1%	52.8%	18.3%	18.0%	17.9%	3.3%	3.3%	4.5%	1.3%	2.4%	2.5%	1.2%	1.7%	1.5%
GS 7-12 or equivalent	86,205	91,790	58,903	22.5%	23.1%	22.8%	59.2%	56.3%	57.3%	12.7%	14.0%	13.7%	3.2%	4.1%	3.8%	1.5%	1.9%	1.8%	1.0%	0.7%	0.6%
GS 13-15 or equivalent	83,224	91,613	64,036	27.0%	26.2%	26.8%	58.0%	57.2%	55.4%	10.2%	11.0%	11.8%	3.1%	3.7%	4.1%	1.1%	1.6%	1.7%	0.5%	0.3%	0.3%
Senior Executive Service	3,931	4,206	3,314	52.0%	50.6%	51.2%	40.2%	39.3%	38.0%	5.2%	6.0%	7.2%	1.8%	3.1%	2.7%	0.5%	0.8%	0.4%	0.2%	0.2%	0.4%
SL/ST	780	688	490	32.9%	21.2%	36.4%	63.5%	52.3%	55.9%	2.1%	8.4%	5.0%	0.7%	10.6%	1.3%	0.6%	7.3%	1.5%	0.2%	0.2%	0.0%
Other	15,762	8,187	5,204	23.2%	24.6%	25.6%	57.9%	52.3%	53.4%	11.9%	17.0%	14.5%	4.2%	3.6%	3.4%	2.0%	1.3%	2.2%	0.7%	1.1%	1.0%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	24.0%	30.4%	26.8%	49.5%	53.5%	51.0%	19.0%	11.3%	18.8%	1.3%	2.2%	1.5%	0.4%	0.4%	0.1%	5.8%	2.3%	1.8%
1-3 years	17,927	17,542	12,892	24.0%	22.9%	21.8%	59.4%	55.1%	53.0%	12.0%	15.4%	16.0%	3.0%	3.8%	6.1%	0.8%	1.8%	2.1%	0.8%	0.9%	0.9%
4-5 years	14,597	16,226	8,712	21.2%	23.2%	23.9%	58.5%	53.0%	55.9%	13.9%	15.3%	14.1%	3.3%	5.4%	3.5%	2.4%	2.4%	1.9%	0.6%	0.8%	0.8%
6-10 years	32,654	26,508	13,914	22.3%	22.5%	24.0%	58.0%	55.1%	53.4%	12.5%	14.2%	15.7%	4.5%	4.9%	4.3%	1.9%	2.3%	1.9%	0.8%	0.8%	0.7%
11-20 years	53,231	62,907	44,997	23.8%	23.0%	23.0%	57.3%	55.5%	56.7%	13.0%	14.3%	13.8%	3.8%	4.3%	3.7%	1.5%	2.2%	2.2%	0.7%	0.7%	0.5%
(11 to 14 years)	17,502	---	---	24.1%	---	---	56.3%	---	---	13.0%	---	---	4.2%	---	---	1.8%	---	---	0.6%	---	---
(15 to 20 years)	35,729	---	---	23.6%	---	---	57.8%	---	---	13.0%	---	---	3.5%	---	---	1.4%	---	---	0.7%	---	---
> 20 years	88,263	91,704	62,350	24.8%	24.5%	25.0%	58.6%	56.4%	56.9%	12.1%	13.0%	12.3%	2.8%	3.7%	3.5%	1.1%	1.8%	1.7%	0.7%	0.6%	0.6%
Time w/ Current Agency																					
< 1 year	4,810	5,022	2,815	25.2%	28.9%	27.9%	53.8%	53.5%	53.2%	15.0%	12.5%	14.1%	1.7%	1.9%	1.4%	0.4%	0.7%	1.0%	4.0%	2.5%	2.5%
1-3 years	28,186	28,263	21,635	24.0%	23.5%	22.9%	58.9%	54.4%	53.2%	12.0%	15.1%	15.7%	3.3%	3.8%	5.4%	1.0%	2.3%	2.1%	0.8%	0.9%	0.8%
4-5 years	20,122	22,562	13,237	22.3%	21.9%	24.2%	57.5%	53.9%	55.4%	13.7%	15.6%	13.8%	3.2%	5.3%	3.7%	2.4%	2.5%	2.0%	0.8%	0.8%	0.9%
6-10 years	40,752	35,127	18,823	22.2%	23.0%	23.8%	58.0%	55.3%	54.2%	12.7%	14.0%	15.4%	4.4%	5.0%	4.0%	2.1%	2.1%	2.0%	0.7%	0.6%	0.6%
11-20 years	54,452	64,986	46,188	23.9%	23.4%	23.2%	57.2%	55.4%	57.2%	13.4%	14.4%	13.3%	3.7%	4.2%	3.8%	1.3%	1.9%	2.1%	0.5%	0.7%	0.4%
> 20 years	60,580	61,523	41,484	24.8%	24.5%	24.7%	59.3%	57.3%	57.4%	11.7%	12.4%	12.2%	2.6%	3.5%	3.6%	1.0%	1.9%	1.6%	0.7%	0.5%	0.5%
Leaving																					
No	143,364	150,482	101,434	25.4%	25.3%	25.8%	59.7%	57.3%	57.4%	11.1%	12.2%	12.0%	2.3%	3.2%	3.0%	0.9%	1.3%	1.2%	0.7%	0.6%	0.5%
Yes, to retire	13,489	14,412	9,503	22.4%	21.9%	20.8%	59.8%	56.2%	57.3%	12.2%	15.3%	15.2%	3.8%	3.8%	3.6%	1.4%	2.3%	2.3%	0.4%	0.5%	0.9%
Yes, to other job in Govt	37,419	35,603	22,691	19.9%	19.6%	19.2%	53.7%	52.5%	53.1%	16.7%	17.6%	17.4%	5.9%	6.0%	6.0%	2.6%	3.2%	3.3%	1.2%	1.1%	0.9%
Yes, to other job outside Govt	6,395	7,860	5,069	17.2%	20.9%	17.1%	51.0%	44.7%	46.0%	18.4%	18.4%	20.5%	8.4%	9.5%	8.9%	4.2%	5.7%	6.7%	0.8%	0.9%	0.9%
Yes, other	8,240	9,088	5,478	18.3%	16.5%	17.1%	53.2%	44.4%	46.1%	18.4%	23.1%	22.4%	5.3%	9.5%	9.1%	3.5%	5.3%	4.2%	1.2%	1.3%	1.1%
Retiring																					
Within 1 year	8,331	9,142	6,073	21.3%	23.5%	21.0%	60.0%	53.9%	55.6%	12.3%	14.3%	15.6%	4.3%	4.9%	4.0%	1.6%	2.6%	2.8%	0.5%	0.8%	1.1%
Between 1 and 3 years	24,416	25,215	16,416	24.1%	23.7%	22.4%	59.5%	55.7%	58.9%	11.5%	14.6%	13.0%	3.1%	3.5%	3.0%	1.4%	2.2%	2.2%	0.4%	0.4%	0.6%
Between 3 and 5 years	26,398	28,077	19,273	22.6%	22.8%	25.3%	58.7%	57.8%	56.3%	13.6%	12.7%	12.4%	3.3%	4.3%	3.8%	1.2%	1.7%	1.8%	0.7%	0.7%	0.4%
5 or more years	149,762	154,990	102,408	23.9%	23.8%	23.8%	57.7%	55.1%	55.4%	12.7%	14.1%	14.0%	3.4%	4.2%	4.2%	1.4%	2.0%	1.9%	0.9%	0.8%	0.7%

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

2008 Federal Human Capital Survey: Report by Demographics

(34) Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,167	221,397	147,889	15.3%	14.8%	15.1%	41.5%	39.0%	39.2%	25.7%	27.9%	27.3%	6.6%	6.5%	7.1%	4.4%	5.4%	5.1%	6.5%	6.4%	6.3%
Work Location																					
Headquarters	82,913	86,473	51,140	17.5%	17.0%	16.9%	42.8%	39.7%	40.0%	23.0%	25.4%	25.1%	6.0%	6.4%	6.5%	3.9%	5.1%	4.8%	6.8%	6.4%	6.6%
Field	125,967	130,924	93,042	14.2%	13.7%	14.5%	40.9%	38.6%	38.9%	27.0%	29.1%	27.9%	6.9%	6.6%	7.3%	4.7%	5.6%	5.1%	6.3%	6.4%	6.2%
Supervisor Status																					
Non-Supervisor	116,251	118,165	74,542	13.0%	12.7%	13.2%	39.1%	36.7%	37.1%	27.7%	29.5%	28.5%	7.0%	6.9%	7.8%	5.2%	6.2%	5.8%	8.0%	8.0%	7.5%
Team Leader	28,852	31,771	20,114	15.5%	14.9%	16.3%	42.7%	39.0%	40.4%	25.7%	29.1%	27.9%	6.8%	6.6%	6.3%	3.6%	5.3%	3.9%	5.7%	5.1%	5.2%
Supervisor	37,697	39,855	28,513	19.5%	18.3%	19.7%	48.0%	46.2%	47.5%	21.2%	23.9%	22.1%	5.8%	5.6%	5.6%	2.7%	3.3%	3.1%	2.7%	2.7%	2.1%
Manager	21,186	22,460	17,117	26.7%	26.3%	27.2%	49.6%	47.7%	49.9%	16.5%	18.5%	16.3%	4.1%	4.2%	3.7%	1.8%	2.1%	2.0%	1.3%	1.2%	1.0%
Executive	4,882	5,134	3,906	36.9%	30.7%	39.9%	44.3%	44.4%	43.4%	10.7%	12.4%	11.5%	3.0%	3.8%	2.5%	3.9%	6.0%	1.5%	1.2%	2.7%	1.2%
Sex																					
Male	108,677	117,797	81,617	15.2%	14.4%	14.8%	41.6%	39.7%	39.1%	26.3%	28.2%	28.7%	6.5%	6.2%	6.7%	4.2%	5.2%	4.7%	6.2%	6.3%	6.0%
Female	100,241	99,710	62,574	15.5%	15.2%	15.4%	41.4%	38.1%	39.3%	24.9%	27.6%	25.4%	6.8%	6.9%	7.7%	4.6%	5.7%	5.5%	6.8%	6.5%	6.7%
Hispanic or Latino																					
Yes	14,269	13,625	8,465	15.6%	14.5%	16.0%	39.9%	37.2%	37.6%	25.2%	28.7%	25.6%	7.8%	6.7%	7.9%	6.0%	6.9%	6.7%	5.6%	6.0%	6.2%
No	194,590	203,768	135,483	15.3%	14.8%	15.0%	41.7%	39.1%	39.3%	25.8%	27.8%	27.4%	6.5%	6.5%	7.1%	4.2%	5.3%	4.9%	6.6%	6.4%	6.3%
Race																					
American Indian/ Alaska Native	8,128	6,150	---	10.9%	9.2%	---	40.6%	37.1%	---	28.9%	30.7%	---	8.3%	10.7%	---	5.8%	6.3%	---	5.5%	6.0%	---
Asian	8,411	8,605	---	14.2%	15.4%	---	48.4%	42.1%	---	23.9%	26.7%	---	5.8%	6.7%	---	3.1%	3.5%	---	4.5%	5.6%	---
Black or African American	32,715	32,864	---	14.5%	12.4%	---	38.5%	35.2%	---	26.0%	29.3%	---	8.3%	8.2%	---	6.4%	8.8%	---	6.3%	6.0%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	12.4%	18.3%	---	34.7%	34.0%	---	36.0%	30.2%	---	8.9%	5.5%	---	3.2%	6.8%	---	4.8%	5.3%	---
White	146,237	156,703	---	15.8%	15.5%	---	42.7%	40.3%	---	25.1%	27.3%	---	6.0%	5.9%	---	3.8%	4.4%	---	6.6%	6.5%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	14.6%	14.0%	---	34.1%	29.8%	---	29.8%	30.6%	---	7.6%	7.5%	---	7.2%	10.2%	---	6.6%	7.9%	---
Age Group																					
<30 (25 and under)	8,857	8,792	5,461	15.4%	15.6%	16.0%	42.9%	39.6%	40.8%	22.8%	27.1%	25.0%	5.5%	5.2%	5.1%	3.0%	3.5%	4.3%	10.5%	9.0%	8.7%
(26-29)	2,298	2,476	---	17.7%	16.5%	---	44.2%	40.3%	---	18.9%	25.9%	---	3.9%	6.5%	---	3.5%	2.8%	---	11.8%	8.1%	---
30-39	6,559	6,316	---	14.6%	15.2%	---	42.5%	39.4%	---	24.1%	27.6%	---	6.1%	4.7%	---	2.8%	3.8%	---	10.0%	9.3%	---
40-49	29,381	31,360	20,918	14.7%	14.2%	13.1%	42.0%	38.3%	38.9%	25.3%	27.9%	27.7%	6.2%	6.4%	7.9%	4.4%	5.3%	4.2%	7.4%	8.0%	8.1%
50-59	64,107	70,116	47,039	14.9%	14.1%	14.3%	41.7%	39.5%	39.5%	25.6%	27.7%	27.5%	7.0%	6.4%	7.0%	4.8%	6.1%	5.5%	6.0%	6.2%	6.3%
60+	82,004	87,037	57,865	15.0%	15.0%	15.9%	40.9%	38.4%	38.7%	26.9%	28.6%	27.0%	7.1%	6.8%	7.6%	4.2%	5.4%	5.4%	5.9%	5.8%	5.4%
60+	24,551	20,184	12,861	18.5%	16.5%	18.3%	41.2%	40.4%	39.8%	25.0%	26.3%	27.8%	5.0%	6.9%	5.2%	4.6%	4.7%	3.8%	5.8%	5.1%	5.1%

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

2008 Federal Human Capital Survey: Report by Demographics

(34) Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,167	221,397	147,889	15.3%	14.8%	15.1%	41.5%	39.0%	39.2%	25.7%	27.9%	27.3%	6.6%	6.5%	7.1%	4.4%	5.4%	5.1%	6.5%	6.4%	6.3%
Pay Category																					
Federal Wage System	8,646	9,476	5,511	10.1%	9.2%	9.1%	39.5%	37.0%	37.6%	32.3%	32.5%	31.6%	8.5%	9.3%	9.7%	5.2%	7.0%	7.6%	4.4%	5.0%	4.4%
GS 1-6 or equivalent	10,338	10,824	6,705	14.0%	13.8%	12.1%	38.8%	39.0%	36.0%	30.1%	27.4%	29.2%	5.9%	6.4%	8.0%	5.3%	6.4%	6.9%	5.9%	7.0%	7.9%
GS 7-12 or equivalent	86,205	91,777	58,903	13.7%	13.3%	14.0%	41.2%	38.4%	39.3%	26.7%	29.4%	27.8%	7.0%	6.6%	7.2%	4.4%	5.4%	5.0%	7.1%	6.9%	6.7%
GS 13-15 or equivalent	83,223	91,608	64,033	19.9%	19.3%	19.0%	43.6%	41.6%	41.9%	21.2%	23.9%	23.9%	5.5%	5.6%	5.8%	3.3%	3.9%	3.9%	6.4%	5.7%	5.6%
Senior Executive Service	3,931	4,205	3,314	41.4%	35.6%	37.9%	42.6%	46.8%	39.7%	10.4%	11.0%	18.3%	3.1%	2.6%	2.0%	1.3%	3.1%	1.0%	1.2%	0.9%	1.1%
SL/ST	780	688	490	19.6%	14.4%	43.7%	39.9%	37.3%	37.1%	36.2%	20.6%	12.3%	1.1%	6.4%	3.0%	1.6%	17.8%	2.2%	1.6%	3.6%	1.7%
Other	15,759	8,187	5,202	14.7%	16.5%	16.7%	41.8%	38.3%	33.4%	23.9%	27.5%	31.1%	7.0%	4.9%	8.6%	5.9%	6.7%	5.1%	6.6%	6.1%	5.1%
Time in Federal Government																					
< 1 year	2,253	2,613	1,316	17.4%	22.8%	24.8%	41.5%	41.3%	39.9%	26.7%	19.8%	23.2%	2.7%	3.1%	3.1%	1.7%	0.9%	0.8%	10.1%	12.1%	8.2%
1-3 years	17,928	17,538	12,895	16.2%	16.3%	14.7%	42.8%	41.8%	39.9%	25.2%	25.5%	26.2%	5.5%	4.8%	5.8%	2.8%	3.7%	5.3%	7.4%	7.9%	8.1%
4-5 years	14,597	16,226	8,711	15.3%	14.5%	15.6%	42.2%	37.6%	38.6%	25.6%	28.2%	26.9%	5.6%	6.5%	7.0%	4.0%	5.6%	5.0%	7.2%	7.6%	6.9%
6-10 years	32,652	26,504	13,912	13.9%	13.8%	15.1%	41.0%	37.5%	38.6%	26.0%	29.6%	27.5%	7.0%	6.4%	7.2%	5.1%	6.3%	5.5%	6.9%	6.5%	6.1%
11-20 years	53,230	62,904	44,992	15.0%	13.7%	14.0%	40.4%	38.6%	39.5%	25.6%	28.4%	27.5%	7.5%	6.7%	8.2%	5.1%	6.3%	4.9%	6.4%	6.3%	5.9%
(11 to 14 years)	17,503	---	---	15.4%	---	---	41.0%	---	---	25.7%	---	---	6.7%	---	---	4.6%	---	---	6.6%	---	---
(15 to 20 years)	35,727	---	---	14.7%	---	---	40.1%	---	---	25.6%	---	---	7.9%	---	---	5.4%	---	---	6.4%	---	---
> 20 years	88,262	91,704	62,352	15.8%	15.2%	15.8%	41.9%	39.1%	39.0%	25.8%	28.0%	27.4%	6.6%	7.1%	6.8%	4.3%	5.2%	5.1%	5.7%	5.5%	5.9%
Time w/ Current Agency																					
< 1 year	4,810	5,022	2,815	19.6%	22.0%	22.7%	42.9%	39.5%	42.7%	21.9%	23.4%	21.6%	3.4%	2.8%	3.2%	2.0%	2.0%	1.8%	10.1%	10.3%	8.0%
1-3 years	28,187	28,259	21,637	15.9%	16.2%	15.2%	42.4%	40.3%	39.2%	25.0%	26.1%	26.5%	6.3%	5.1%	6.4%	3.3%	4.7%	5.4%	7.1%	7.6%	7.3%
4-5 years	20,123	22,559	13,235	15.7%	13.5%	14.9%	40.7%	37.9%	37.8%	25.9%	28.0%	27.9%	6.3%	7.4%	7.5%	4.9%	6.3%	5.2%	6.5%	6.9%	6.6%
6-10 years	40,750	35,124	18,821	13.8%	14.5%	14.4%	41.0%	36.8%	39.1%	26.2%	29.7%	27.7%	7.3%	6.6%	7.3%	5.4%	6.3%	5.6%	6.3%	6.1%	5.9%
11-20 years	54,450	64,983	46,185	14.7%	13.6%	14.3%	40.1%	39.0%	39.7%	26.9%	28.3%	27.1%	6.9%	6.7%	7.8%	4.8%	6.1%	5.1%	6.5%	6.3%	5.9%
> 20 years	60,579	61,522	41,486	15.9%	15.0%	15.9%	42.8%	39.9%	38.9%	25.1%	28.0%	27.9%	6.5%	7.1%	6.9%	4.0%	4.6%	4.6%	5.7%	5.4%	5.8%
Leaving																					
No	143,360	150,473	101,433	17.5%	16.8%	17.2%	44.9%	41.9%	42.5%	24.3%	26.5%	25.7%	4.9%	5.1%	5.8%	2.7%	3.6%	3.1%	5.8%	6.2%	5.6%
Yes, to retire	13,490	14,411	9,502	15.4%	13.4%	14.3%	37.4%	38.3%	36.6%	28.3%	28.2%	29.7%	6.9%	9.0%	6.8%	6.7%	6.5%	5.4%	5.2%	4.6%	7.2%
Yes, to other job in Govt	37,419	35,599	22,689	9.5%	9.5%	9.6%	34.3%	32.8%	31.2%	28.7%	31.0%	30.6%	10.9%	9.8%	11.3%	8.1%	9.6%	10.0%	8.4%	7.1%	7.3%
Yes, to other job outside Govt	6,394	7,860	5,069	8.8%	9.5%	10.7%	31.2%	28.5%	30.6%	30.2%	30.3%	31.0%	10.6%	10.5%	8.6%	9.2%	13.3%	11.1%	10.0%	7.9%	8.0%
Yes, other	8,241	9,087	5,478	7.7%	8.0%	6.9%	28.6%	24.8%	26.4%	30.8%	37.0%	32.5%	13.9%	10.2%	11.3%	10.0%	11.0%	12.7%	8.9%	8.9%	10.1%
Retiring																					
Within 1 year	8,332	9,141	6,073	14.7%	14.5%	14.2%	38.2%	36.2%	37.2%	27.3%	27.6%	28.5%	6.3%	9.1%	6.7%	7.9%	7.3%	5.2%	5.6%	5.3%	8.1%
Between 1 and 3 years	24,419	25,216	16,416	15.6%	12.8%	13.9%	40.4%	39.5%	38.5%	26.7%	29.9%	30.8%	6.4%	7.8%	6.6%	5.3%	5.0%	5.1%	5.8%	5.0%	5.1%
Between 3 and 5 years	26,398	28,077	19,273	15.7%	14.2%	16.3%	41.4%	40.4%	39.0%	26.1%	27.2%	25.9%	6.7%	7.5%	8.1%	4.5%	5.2%	5.2%	5.6%	5.6%	5.4%
5 or more years	149,755	154,976	102,404	15.2%	15.2%	15.1%	41.8%	38.8%	39.4%	25.5%	27.7%	27.0%	6.6%	6.0%	7.1%	4.1%	5.4%	5.0%	6.7%	6.8%	6.5%

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

2008 Federal Human Capital Survey: Report by Demographics

(35) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,174	221,393	147,885	16.9%	15.6%	16.7%	42.8%	41.1%	40.6%	23.8%	25.6%	25.2%	6.0%	6.6%	6.6%	4.5%	5.1%	5.2%	5.9%	6.1%	5.6%
Work Location																					
Headquarters	82,916	86,471	51,142	18.1%	16.8%	17.8%	44.3%	41.6%	40.6%	21.5%	24.1%	23.7%	5.5%	6.4%	6.3%	4.4%	5.1%	5.6%	6.0%	5.9%	5.9%
Field	125,972	130,923	93,036	16.3%	15.0%	16.4%	42.1%	40.9%	40.7%	24.9%	26.3%	25.7%	6.3%	6.6%	6.6%	4.6%	5.0%	5.1%	5.8%	6.2%	5.5%
Supervisor Status																					
Non-Supervisor	116,251	118,161	74,544	14.6%	13.4%	15.1%	41.0%	39.4%	38.9%	25.4%	27.1%	26.5%	6.5%	6.8%	6.9%	5.1%	5.7%	5.9%	7.3%	7.5%	6.7%
Team Leader	28,853	31,770	20,112	16.9%	16.1%	17.5%	44.1%	41.4%	42.0%	24.2%	26.4%	25.5%	5.5%	6.9%	6.3%	4.3%	4.5%	4.2%	5.0%	4.7%	4.5%
Supervisor	37,701	39,855	28,511	21.7%	20.0%	20.8%	48.3%	46.4%	47.8%	19.5%	20.8%	20.2%	5.2%	6.0%	5.8%	2.8%	3.6%	3.4%	2.4%	3.1%	2.0%
Manager	21,187	22,461	17,116	27.5%	25.4%	27.8%	48.4%	47.2%	49.2%	16.3%	18.9%	15.6%	4.3%	4.5%	4.0%	2.4%	2.5%	2.4%	1.1%	1.6%	0.9%
Executive	4,882	5,135	3,906	36.2%	34.3%	38.1%	39.6%	42.8%	44.9%	15.9%	13.8%	11.2%	5.6%	4.2%	3.2%	1.7%	3.8%	1.7%	1.1%	1.1%	0.9%
Sex																					
Male	108,677	117,795	81,614	17.6%	15.7%	17.0%	42.9%	41.5%	40.9%	24.3%	26.4%	26.0%	5.1%	5.6%	5.8%	4.0%	4.6%	4.7%	6.0%	6.2%	5.6%
Female	100,249	99,706	62,572	15.9%	15.4%	16.3%	42.8%	40.7%	40.3%	23.1%	24.5%	24.3%	7.2%	7.9%	7.6%	5.3%	5.6%	6.0%	5.7%	6.0%	5.6%
Hispanic or Latino																					
Yes	14,269	13,626	8,466	16.9%	15.4%	16.7%	42.4%	38.8%	37.3%	21.8%	24.9%	24.1%	6.9%	7.8%	8.9%	6.0%	6.9%	7.4%	6.0%	6.3%	5.6%
No	194,598	203,762	135,477	16.9%	15.6%	16.7%	42.9%	41.3%	41.0%	24.0%	25.6%	25.4%	5.9%	6.4%	6.3%	4.4%	4.9%	5.0%	5.9%	6.1%	5.6%
Race																					
American Indian/ Alaska Native	8,128	6,152	---	15.8%	10.2%	---	38.4%	37.9%	---	24.7%	28.4%	---	9.7%	10.3%	---	6.6%	6.9%	---	4.8%	6.4%	---
Asian	8,412	8,606	---	15.6%	14.3%	---	47.8%	45.1%	---	20.8%	25.3%	---	6.7%	5.7%	---	3.6%	4.4%	---	5.5%	5.2%	---
Black or African American	32,719	32,864	---	14.9%	12.2%	---	39.5%	36.2%	---	22.5%	25.0%	---	9.4%	11.3%	---	8.8%	9.5%	---	4.9%	5.8%	---
Native Hawaiian/ Pacific Islander	1,471	1,487	---	12.0%	13.2%	---	37.9%	41.5%	---	35.0%	26.0%	---	4.7%	6.7%	---	5.6%	9.0%	---	5.0%	3.6%	---
White	146,241	156,700	---	17.7%	16.8%	---	44.0%	42.7%	---	23.8%	25.5%	---	4.9%	5.3%	---	3.3%	3.6%	---	6.2%	6.2%	---
Two or more races (Not Hispanic/Latino)	6,175	6,193	---	15.7%	14.5%	---	39.3%	31.9%	---	26.4%	28.6%	---	7.6%	7.0%	---	6.4%	11.0%	---	4.6%	6.9%	---
Age Group																					
<30 (25 and under)	8,857	8,793	5,461	18.7%	17.4%	20.1%	46.4%	43.6%	42.2%	17.6%	21.6%	22.8%	4.4%	5.4%	4.7%	3.2%	3.2%	3.3%	9.7%	8.8%	6.9%
(26-29)	2,298	2,477	---	20.4%	16.3%	---	45.0%	45.3%	---	16.2%	20.3%	---	3.8%	4.5%	---	3.2%	3.4%	---	11.3%	10.2%	---
30-39	29,379	31,360	20,918	16.1%	15.8%	15.9%	43.2%	41.4%	39.8%	23.2%	24.1%	25.5%	5.2%	6.5%	5.6%	4.2%	5.3%	5.2%	8.0%	6.9%	8.0%
40-49	64,112	70,111	47,036	16.3%	15.0%	16.3%	42.4%	41.0%	40.1%	23.9%	25.7%	25.7%	6.9%	6.7%	7.0%	5.4%	5.4%	5.5%	5.0%	6.2%	5.3%
50-59	82,009	87,039	57,864	17.0%	15.5%	16.4%	42.4%	40.3%	40.9%	25.0%	26.9%	25.6%	6.1%	6.7%	6.8%	4.6%	5.2%	5.4%	5.0%	5.4%	4.8%
60+	24,552	20,183	12,859	18.4%	16.5%	19.6%	42.7%	42.8%	42.6%	24.6%	25.3%	22.3%	5.8%	6.0%	6.6%	2.9%	4.0%	4.1%	5.5%	5.3%	4.9%

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

2008 Federal Human Capital Survey: Report by Demographics

(35) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,174	221,393	147,885	16.9%	15.6%	16.7%	42.8%	41.1%	40.6%	23.8%	25.6%	25.2%	6.0%	6.6%	6.6%	4.5%	5.1%	5.2%	5.9%	6.1%	5.6%
Pay Category																					
Federal Wage System	8,648	9,473	5,512	12.4%	11.0%	11.1%	41.6%	38.0%	39.4%	29.4%	30.2%	29.2%	7.7%	8.4%	7.3%	5.0%	6.5%	8.5%	3.9%	5.9%	4.6%
GS 1-6 or equivalent	10,338	10,816	6,704	17.0%	14.3%	13.3%	40.2%	39.1%	38.2%	25.7%	26.8%	26.5%	7.2%	7.5%	7.8%	4.9%	6.7%	7.8%	5.0%	5.7%	6.4%
GS 7-12 or equivalent	86,209	91,779	58,900	15.1%	14.1%	15.9%	42.6%	40.9%	40.4%	24.9%	26.6%	26.0%	6.1%	6.5%	6.7%	4.6%	5.2%	5.0%	6.6%	6.7%	6.1%
GS 13-15 or equivalent	83,224	91,612	64,030	20.8%	19.4%	20.2%	44.8%	44.1%	42.9%	20.0%	22.0%	22.2%	5.1%	5.7%	6.0%	3.7%	3.8%	4.0%	5.6%	5.0%	4.8%
Senior Executive Service	3,931	4,206	3,314	40.6%	36.6%	35.5%	42.2%	44.8%	42.4%	11.3%	11.1%	16.5%	3.3%	3.4%	3.8%	1.8%	3.1%	1.2%	0.8%	0.9%	0.7%
SL/ST	780	688	490	26.6%	21.3%	28.0%	61.3%	48.0%	46.7%	6.9%	24.2%	11.9%	2.5%	1.1%	3.2%	1.4%	1.8%	1.9%	1.4%	3.7%	8.3%
Other	15,760	8,187	5,204	17.0%	18.8%	19.8%	41.5%	40.7%	38.2%	23.9%	24.8%	27.6%	5.8%	6.8%	4.9%	5.5%	3.1%	4.4%	6.3%	5.8%	5.2%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	19.5%	22.5%	26.7%	38.2%	43.8%	39.3%	22.1%	19.8%	22.3%	7.0%	2.3%	2.6%	1.7%	1.1%	1.7%	11.5%	10.5%	7.4%
1-3 years	17,926	17,541	12,895	18.8%	17.3%	17.0%	45.2%	44.2%	40.0%	20.1%	22.3%	23.9%	5.4%	5.1%	5.7%	2.8%	4.4%	5.6%	7.7%	6.7%	7.8%
4-5 years	14,598	16,225	8,712	15.9%	16.5%	17.1%	44.0%	39.7%	41.0%	24.2%	25.4%	25.4%	5.0%	6.7%	5.9%	4.1%	4.4%	4.3%	6.9%	7.3%	6.3%
6-10 years	32,652	26,504	13,910	17.1%	15.4%	17.3%	41.4%	40.2%	40.4%	23.3%	26.4%	23.7%	6.3%	6.5%	6.6%	5.2%	4.9%	5.0%	6.6%	6.6%	7.1%
11-20 years	53,230	62,898	44,992	16.3%	14.8%	16.6%	42.2%	40.4%	40.5%	24.8%	25.8%	25.9%	6.0%	7.2%	6.8%	5.3%	5.8%	5.4%	5.4%	6.1%	4.9%
(11 to 14 years)	17,502	---	---	15.7%	---	---	43.9%	---	---	23.6%	---	---	6.6%	---	---	4.3%	---	---	5.9%	---	---
(15 to 20 years)	35,728	---	---	16.6%	---	---	41.4%	---	---	25.4%	---	---	5.7%	---	---	5.8%	---	---	5.1%	---	---
> 20 years	88,271	91,704	62,348	16.7%	15.2%	16.3%	43.1%	41.3%	41.0%	24.6%	26.4%	25.7%	6.3%	6.7%	6.9%	4.5%	5.1%	5.3%	4.8%	5.3%	4.8%
Time w/ Current Agency																					
< 1 year	4,810	5,022	2,815	21.5%	21.8%	23.1%	40.6%	42.5%	42.5%	21.3%	19.4%	20.2%	5.7%	3.6%	2.9%	2.0%	1.8%	2.3%	8.9%	10.9%	9.0%
1-3 years	28,185	28,263	21,637	18.4%	16.6%	16.9%	43.4%	42.0%	39.2%	21.7%	23.4%	24.6%	5.8%	5.8%	6.3%	3.5%	5.0%	5.7%	7.3%	7.1%	7.3%
4-5 years	20,124	22,559	13,236	15.7%	15.1%	15.9%	43.3%	39.5%	39.6%	24.0%	26.5%	27.3%	5.8%	6.9%	6.4%	4.9%	5.1%	4.8%	6.3%	6.9%	6.1%
6-10 years	40,750	35,123	18,818	16.0%	15.5%	16.5%	41.9%	39.8%	39.6%	24.1%	26.1%	24.9%	6.3%	6.9%	6.9%	5.7%	5.7%	5.7%	6.2%	6.0%	6.4%
11-20 years	54,451	64,977	46,184	16.1%	14.7%	16.4%	42.5%	40.5%	40.9%	25.1%	26.3%	25.7%	6.2%	7.2%	6.9%	5.0%	5.5%	5.4%	5.2%	5.8%	4.8%
> 20 years	60,587	61,522	41,484	17.4%	15.5%	16.7%	43.6%	42.6%	42.4%	24.0%	26.0%	25.1%	6.0%	6.3%	6.5%	4.0%	4.6%	4.8%	5.0%	5.1%	4.4%
Leaving																					
No	143,368	150,477	101,427	18.9%	17.2%	18.6%	45.7%	44.0%	43.2%	22.7%	24.4%	24.6%	4.5%	5.2%	5.3%	2.8%	3.3%	3.3%	5.3%	5.9%	5.0%
Yes, to retire	13,490	14,409	9,503	17.2%	14.1%	14.9%	41.6%	40.0%	39.5%	25.1%	27.3%	26.0%	5.8%	7.9%	7.6%	5.2%	6.8%	5.7%	5.1%	3.8%	6.3%
Yes, to other job in Govt	37,419	35,596	22,689	11.4%	11.2%	11.8%	36.2%	34.8%	34.3%	26.3%	27.8%	27.1%	10.4%	10.0%	9.8%	8.6%	9.4%	10.5%	7.1%	6.7%	6.5%
Yes, to other job outside Govt	6,394	7,860	5,069	12.2%	14.7%	13.8%	31.1%	30.1%	32.8%	29.6%	28.5%	28.3%	8.2%	8.9%	7.9%	9.1%	9.7%	9.4%	9.8%	8.1%	7.8%
Yes, other	8,241	9,088	5,479	9.6%	9.0%	9.3%	32.4%	29.0%	31.6%	26.4%	31.4%	27.2%	11.1%	11.7%	11.4%	11.8%	10.4%	12.0%	8.7%	8.3%	8.6%
Retiring																					
Within 1 year	8,332	9,140	6,072	17.2%	15.9%	15.2%	42.0%	38.4%	38.7%	24.7%	25.9%	26.7%	5.8%	8.0%	6.6%	5.5%	6.9%	5.4%	4.8%	4.9%	7.5%
Between 1 and 3 years	24,420	25,215	16,415	16.2%	13.8%	15.0%	41.5%	42.3%	41.0%	26.0%	27.2%	26.3%	6.5%	7.1%	7.7%	4.5%	4.6%	5.4%	5.2%	5.0%	4.6%
Between 3 and 5 years	26,398	28,075	19,273	15.6%	14.9%	17.7%	43.3%	41.0%	40.4%	25.2%	26.9%	25.0%	6.1%	7.3%	7.0%	4.6%	4.9%	5.8%	5.2%	5.1%	4.1%
5 or more years	149,762	154,976	102,402	17.2%	16.0%	16.8%	43.0%	41.2%	40.8%	23.3%	25.1%	25.1%	6.0%	6.3%	6.3%	4.5%	5.0%	5.1%	6.2%	6.5%	5.9%

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

2008 Federal Human Capital Survey: Report by Demographics

(36) Managers/supervisors/team leaders work well with employees of different backgrounds.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,163	221,376	147,878	18.6%	18.3%	18.0%	46.6%	45.4%	46.2%	19.4%	20.6%	20.0%	7.0%	6.9%	7.5%	5.1%	5.9%	5.6%	3.3%	2.9%	2.8%
Work Location																					
Headquarters	82,913	86,465	51,140	20.6%	20.4%	19.4%	46.9%	45.3%	46.3%	18.0%	19.4%	19.0%	6.2%	6.6%	6.8%	4.9%	5.6%	5.5%	3.5%	2.7%	2.9%
Field	125,965	130,910	93,032	17.6%	17.3%	17.5%	46.4%	45.5%	46.1%	20.1%	21.1%	20.3%	7.4%	7.1%	7.7%	5.3%	6.1%	5.6%	3.2%	3.0%	2.8%
Supervisor Status																					
Non-Supervisor	116,241	118,147	74,538	16.1%	15.9%	15.8%	44.4%	43.1%	44.0%	21.3%	22.6%	22.0%	7.8%	7.6%	8.1%	6.1%	7.0%	6.6%	4.2%	3.8%	3.5%
Team Leader	28,854	31,769	20,113	18.7%	19.3%	19.7%	47.7%	46.2%	48.7%	19.5%	20.9%	18.1%	7.0%	7.0%	7.4%	4.6%	4.7%	4.4%	2.5%	1.9%	1.8%
Supervisor	37,700	39,853	28,508	23.7%	22.4%	23.6%	52.9%	52.5%	53.6%	14.6%	15.0%	14.4%	5.0%	5.2%	4.9%	2.8%	3.7%	2.8%	1.0%	1.1%	0.8%
Manager	21,187	22,463	17,118	30.3%	29.2%	30.5%	54.3%	53.3%	54.5%	9.7%	11.3%	10.1%	3.3%	3.6%	2.9%	2.0%	2.2%	1.6%	0.4%	0.4%	0.3%
Executive	4,881	5,133	3,906	38.4%	36.4%	39.3%	41.1%	45.4%	48.5%	13.2%	9.7%	8.0%	5.2%	4.4%	2.5%	1.5%	3.5%	1.2%	0.7%	0.7%	0.5%
Sex																					
Male	108,670	117,783	81,607	18.9%	18.0%	18.1%	48.4%	46.9%	47.7%	18.7%	20.6%	19.8%	6.4%	6.2%	6.9%	4.6%	5.5%	5.1%	3.0%	2.8%	2.5%
Female	100,242	99,703	62,573	18.2%	18.6%	17.8%	44.2%	43.4%	44.2%	20.3%	20.6%	20.4%	7.8%	7.8%	8.1%	5.9%	6.4%	6.2%	3.6%	3.1%	3.2%
Hispanic or Latino																					
Yes	14,263	13,623	8,465	19.1%	19.6%	19.3%	42.7%	41.3%	41.8%	19.4%	20.5%	20.5%	9.1%	7.7%	8.8%	6.7%	8.3%	6.9%	2.9%	2.7%	2.7%
No	194,592	203,747	135,471	18.5%	18.1%	17.9%	47.0%	45.8%	46.6%	19.4%	20.6%	19.9%	6.8%	6.9%	7.4%	5.0%	5.7%	5.5%	3.3%	2.9%	2.8%
Race																					
American Indian/ Alaska Native	8,127	6,148	---	14.3%	13.3%	---	42.4%	37.5%	---	22.4%	27.8%	---	9.2%	9.3%	---	7.1%	8.3%	---	4.6%	3.8%	---
Asian	8,411	8,606	---	18.4%	18.3%	---	48.8%	46.6%	---	20.7%	20.9%	---	6.3%	7.4%	---	4.0%	5.2%	---	1.7%	1.6%	---
Black or African American	32,718	32,862	---	16.4%	13.8%	---	41.2%	40.8%	---	20.7%	22.6%	---	9.9%	10.3%	---	9.0%	9.9%	---	2.8%	2.7%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	15.2%	18.2%	---	40.8%	42.6%	---	29.9%	20.4%	---	6.0%	8.0%	---	6.4%	9.3%	---	1.7%	1.5%	---
White	146,232	156,690	---	19.4%	19.7%	---	48.7%	47.2%	---	18.3%	19.6%	---	6.2%	6.0%	---	4.0%	4.5%	---	3.4%	3.0%	---
Two or more races (Not Hispanic/Latino)	6,175	6,191	---	16.9%	14.2%	---	40.1%	37.6%	---	22.5%	23.4%	---	10.2%	9.6%	---	8.1%	12.5%	---	2.2%	2.7%	---
Age Group																					
<30 (25 and under)	8,857	8,791	5,459	22.4%	21.5%	23.4%	47.8%	46.4%	49.1%	15.7%	17.3%	13.1%	5.8%	6.2%	6.6%	4.0%	4.7%	4.0%	4.3%	3.8%	3.8%
(26-29)	2,298	2,476	---	27.3%	20.9%	---	45.6%	46.8%	---	13.0%	16.3%	---	4.4%	7.2%	---	4.5%	4.4%	---	5.2%	4.3%	---
30-39	6,559	6,315	---	20.7%	21.8%	---	48.6%	46.3%	---	16.6%	17.7%	---	6.3%	5.8%	---	3.8%	4.8%	---	4.0%	3.6%	---
40-49	29,379	31,357	20,917	18.8%	19.5%	18.1%	47.0%	45.3%	46.1%	19.7%	20.4%	19.5%	6.3%	6.9%	7.0%	4.6%	5.4%	6.1%	3.6%	2.6%	3.2%
50-59	64,106	70,103	47,037	18.2%	17.3%	16.9%	47.1%	46.4%	46.9%	18.9%	20.3%	20.3%	7.0%	6.9%	7.5%	6.1%	6.2%	5.8%	2.7%	2.9%	2.6%
60+	82,004	87,031	57,860	17.7%	17.7%	17.6%	45.7%	44.6%	45.1%	20.4%	21.5%	21.1%	8.0%	6.9%	7.9%	5.0%	6.4%	5.7%	3.2%	3.0%	2.6%
60+	24,551	20,184	12,858	19.9%	19.7%	20.8%	46.4%	44.7%	47.0%	19.8%	20.3%	18.7%	5.5%	7.5%	6.9%	4.6%	4.8%	3.7%	3.8%	3.0%	2.8%

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

2008 Federal Human Capital Survey: Report by Demographics

(36) Managers/supervisors/team leaders work well with employees of different backgrounds.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,163	221,376	147,878	18.6%	18.3%	18.0%	46.6%	45.4%	46.2%	19.4%	20.6%	20.0%	7.0%	6.9%	7.5%	5.1%	5.9%	5.6%	3.3%	2.9%	2.8%
Pay Category																					
Federal Wage System	8,643	9,467	5,511	12.1%	13.9%	12.8%	47.1%	44.2%	44.7%	24.8%	23.4%	23.5%	8.1%	8.7%	8.6%	6.0%	7.2%	8.7%	1.9%	2.5%	1.8%
GS 1-6 or equivalent	10,336	10,817	6,704	18.6%	17.3%	14.7%	40.8%	41.0%	41.7%	21.3%	21.9%	22.0%	9.2%	7.9%	9.0%	6.7%	8.8%	9.5%	3.5%	3.0%	3.1%
GS 7-12 or equivalent	86,203	91,769	58,894	16.9%	16.8%	17.0%	45.5%	45.7%	46.2%	21.5%	21.3%	21.0%	7.3%	7.0%	7.6%	5.3%	5.9%	5.2%	3.6%	3.3%	3.1%
GS 13-15 or equivalent	83,226	91,610	64,033	22.8%	22.4%	21.4%	49.9%	48.2%	48.7%	14.9%	17.3%	16.9%	5.5%	5.6%	6.6%	3.6%	3.9%	3.9%	3.2%	2.6%	2.5%
Senior Executive Service	3,930	4,204	3,314	42.7%	37.6%	36.8%	45.6%	49.3%	45.0%	7.1%	7.2%	9.3%	2.8%	2.7%	3.0%	1.5%	2.7%	5.3%	0.3%	0.5%	0.6%
SL/ST	780	688	490	20.5%	22.5%	43.1%	54.9%	37.5%	44.4%	4.0%	29.7%	6.0%	18.5%	2.0%	4.0%	1.3%	6.1%	1.5%	0.7%	2.1%	1.0%
Other	15,760	8,187	5,202	19.2%	20.5%	20.4%	47.7%	43.0%	45.2%	17.1%	21.0%	20.2%	6.2%	7.3%	6.3%	6.8%	6.0%	5.2%	3.0%	2.1%	2.7%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	24.1%	28.6%	30.2%	42.7%	50.8%	43.6%	16.6%	12.1%	18.4%	8.2%	4.1%	2.4%	1.4%	1.2%	0.7%	7.0%	3.1%	4.7%
1-3 years	17,926	17,539	12,889	21.7%	23.0%	20.1%	47.8%	45.9%	46.8%	17.6%	17.4%	16.9%	5.6%	6.5%	7.4%	3.4%	4.4%	6.1%	4.0%	2.8%	2.6%
4-5 years	14,597	16,226	8,711	19.5%	19.5%	19.8%	47.0%	44.4%	46.8%	20.6%	19.8%	17.8%	5.4%	6.8%	7.0%	4.9%	6.5%	5.3%	2.5%	3.0%	3.2%
6-10 years	32,647	26,503	13,907	17.7%	18.1%	19.1%	46.5%	44.6%	45.3%	19.5%	21.8%	18.7%	7.2%	6.3%	8.2%	5.9%	6.5%	6.0%	3.2%	2.7%	2.8%
11-20 years	53,228	62,889	44,996	18.4%	16.4%	16.5%	46.1%	45.8%	46.5%	19.3%	20.8%	21.1%	6.6%	7.1%	7.6%	6.2%	6.7%	5.6%	3.4%	3.3%	2.6%
(11 to 14 years)	17,502	---	---	18.4%	---	---	47.3%	---	---	19.0%	---	---	7.0%	---	---	5.1%	---	---	3.2%	---	---
(15 to 20 years)	35,726	---	---	18.3%	---	---	45.4%	---	---	19.5%	---	---	6.4%	---	---	6.9%	---	---	3.5%	---	---
> 20 years	88,267	91,698	62,349	17.7%	17.5%	17.5%	46.6%	45.3%	45.8%	19.9%	21.5%	21.2%	8.0%	7.3%	7.4%	4.8%	5.6%	5.4%	2.9%	2.7%	2.9%
Time w/ Current Agency																					
< 1 year	4,810	5,022	2,815	25.6%	27.9%	27.3%	46.1%	45.9%	46.1%	14.9%	16.0%	18.3%	6.0%	4.3%	3.6%	2.2%	1.6%	1.1%	5.2%	4.3%	3.6%
1-3 years	28,185	28,259	21,629	21.2%	21.3%	19.4%	45.9%	44.7%	46.0%	18.9%	18.8%	18.4%	6.3%	6.6%	7.2%	4.0%	5.4%	6.4%	3.7%	3.2%	2.8%
4-5 years	20,122	22,560	13,237	18.5%	18.4%	18.6%	47.1%	44.3%	46.3%	19.8%	20.4%	18.8%	6.2%	6.8%	7.0%	5.9%	6.8%	6.2%	2.6%	3.2%	3.1%
6-10 years	40,745	35,124	18,818	16.7%	17.7%	17.9%	46.3%	43.9%	44.7%	20.1%	22.1%	20.7%	7.3%	6.9%	8.4%	6.4%	6.8%	5.5%	3.2%	2.6%	2.7%
11-20 years	54,448	64,968	46,185	18.2%	16.2%	16.5%	45.7%	46.0%	46.1%	19.8%	21.0%	20.9%	7.1%	7.2%	7.9%	5.8%	6.5%	5.8%	3.4%	3.1%	2.8%
> 20 years	60,584	61,515	41,485	18.0%	17.7%	17.6%	47.8%	46.6%	47.3%	19.3%	20.9%	20.5%	7.6%	7.2%	7.2%	4.3%	5.2%	4.8%	2.9%	2.4%	2.6%
Leaving																					
No	143,356	150,468	101,420	21.3%	20.8%	20.7%	49.7%	48.7%	49.3%	17.7%	18.8%	18.5%	5.2%	5.2%	5.8%	3.2%	3.8%	3.3%	2.9%	2.7%	2.4%
Yes, to retire	13,489	14,409	9,504	17.8%	16.1%	14.4%	44.3%	43.4%	45.6%	20.5%	22.2%	21.8%	7.9%	8.2%	9.1%	6.7%	7.6%	5.5%	2.9%	2.6%	3.7%
Yes, to other job in Govt	37,418	35,597	22,688	11.6%	11.5%	10.5%	39.6%	38.0%	38.8%	23.6%	25.2%	23.4%	11.7%	11.2%	12.3%	9.7%	10.7%	11.8%	3.8%	3.4%	3.2%
Yes, to other job outside Govt	6,395	7,856	5,069	13.6%	11.6%	12.2%	36.0%	37.9%	35.3%	23.2%	23.6%	23.8%	11.7%	11.2%	10.6%	9.8%	11.9%	13.1%	5.6%	3.8%	5.0%
Yes, other	8,241	9,083	5,480	8.3%	10.6%	10.7%	34.5%	30.6%	33.7%	26.1%	27.2%	25.9%	12.7%	13.2%	11.9%	12.4%	13.9%	12.5%	6.0%	4.4%	5.3%
Retiring																					
Within 1 year	8,331	9,138	6,073	15.9%	17.4%	14.8%	46.1%	42.7%	45.7%	19.7%	21.9%	20.1%	7.2%	7.6%	8.0%	7.4%	7.6%	7.2%	3.6%	2.8%	4.2%
Between 1 and 3 years	24,420	25,214	16,416	17.1%	15.4%	17.1%	46.3%	44.9%	44.9%	19.7%	22.0%	21.7%	8.4%	8.4%	8.6%	5.4%	6.3%	5.1%	2.9%	3.0%	2.5%
Between 3 and 5 years	26,399	28,073	19,270	17.4%	17.1%	17.9%	44.8%	45.8%	45.4%	22.1%	22.3%	21.5%	7.1%	7.3%	6.9%	5.1%	5.0%	5.5%	3.5%	2.5%	2.8%
5 or more years	149,750	154,965	102,397	19.1%	18.9%	18.3%	46.9%	45.6%	46.5%	19.0%	20.0%	19.6%	6.8%	6.6%	7.4%	5.0%	5.9%	5.5%	3.3%	3.0%	2.8%

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

2008 Federal Human Capital Survey: Report by Demographics

(37) I have a high level of respect for my organization's senior leaders.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,160	221,415	147,895	16.1%	14.8%	14.6%	35.7%	34.5%	34.9%	22.7%	23.8%	22.5%	14.1%	14.7%	15.7%	10.8%	11.8%	11.9%	0.6%	0.5%	0.4%
Work Location																					
Headquarters	82,917	86,480	51,144	18.8%	17.8%	17.0%	37.9%	36.1%	35.7%	20.9%	22.7%	22.1%	12.8%	13.2%	14.5%	8.8%	9.8%	10.3%	0.7%	0.4%	0.4%
Field	125,959	130,937	93,044	14.8%	13.4%	13.8%	34.5%	33.7%	34.6%	23.6%	24.3%	22.7%	14.7%	15.4%	16.0%	11.8%	12.7%	12.4%	0.5%	0.5%	0.4%
Supervisor Status																					
Non-Supervisor	116,245	118,181	74,548	15.0%	13.7%	13.3%	34.4%	33.0%	34.3%	23.8%	24.8%	23.4%	14.7%	15.0%	15.8%	11.4%	12.8%	12.7%	0.7%	0.6%	0.5%
Team Leader	28,852	31,773	20,114	14.9%	13.7%	15.4%	35.6%	35.2%	35.5%	22.7%	23.5%	21.3%	14.8%	15.9%	16.6%	11.6%	11.5%	11.1%	0.4%	0.2%	0.1%
Supervisor	37,698	39,854	28,513	18.0%	15.5%	16.7%	40.1%	38.3%	36.7%	20.3%	22.2%	21.6%	12.2%	14.4%	14.8%	9.1%	9.3%	10.0%	0.2%	0.2%	0.2%
Manager	21,186	22,463	17,117	24.8%	23.9%	24.2%	39.8%	40.2%	39.0%	17.4%	18.9%	17.3%	11.0%	10.0%	12.1%	6.8%	6.9%	7.5%	0.2%	0.1%	0.0%
Executive	4,882	5,135	3,906	35.7%	32.1%	39.6%	37.2%	37.9%	36.1%	16.7%	11.6%	11.8%	5.6%	9.6%	7.7%	4.6%	8.4%	4.7%	0.1%	0.4%	0.2%
Sex																					
Male	108,669	117,803	81,620	15.6%	14.6%	14.3%	35.9%	33.6%	34.0%	22.1%	23.8%	22.3%	14.3%	14.5%	15.7%	11.6%	13.1%	13.3%	0.5%	0.4%	0.4%
Female	100,242	99,720	62,576	16.9%	15.0%	15.0%	35.3%	35.7%	36.1%	23.6%	23.8%	22.9%	13.8%	14.9%	15.6%	9.8%	10.0%	10.0%	0.6%	0.6%	0.4%
Hispanic or Latino																					
Yes	14,269	13,627	8,464	20.3%	18.8%	19.9%	36.8%	35.3%	35.7%	21.4%	22.1%	21.0%	11.2%	12.5%	12.6%	9.8%	10.6%	10.5%	0.5%	0.7%	0.3%
No	194,587	203,779	135,488	15.7%	14.4%	14.2%	35.6%	34.4%	34.9%	22.9%	24.0%	22.7%	14.4%	14.9%	15.9%	10.9%	11.9%	12.0%	0.6%	0.5%	0.4%
Race																					
American Indian/ Alaska Native	8,128	6,153	---	14.4%	14.7%	---	34.8%	34.4%	---	21.9%	26.4%	---	15.4%	13.5%	---	12.7%	10.5%	---	0.8%	0.5%	---
Asian	8,407	8,607	---	19.5%	18.2%	---	40.5%	39.4%	---	24.9%	23.1%	---	8.6%	10.5%	---	6.1%	7.5%	---	0.5%	1.3%	---
Black or African American	32,716	32,865	---	18.4%	16.1%	---	38.5%	37.6%	---	22.9%	25.6%	---	11.2%	10.3%	---	8.2%	9.9%	---	0.7%	0.6%	---
Native Hawaiian/ Pacific Islander	1,472	1,485	---	22.0%	22.0%	---	30.8%	35.6%	---	20.8%	21.6%	---	12.3%	11.2%	---	13.9%	9.5%	---	0.2%	0.1%	---
White	146,236	156,714	---	15.4%	14.3%	---	34.9%	33.8%	---	22.7%	23.1%	---	15.2%	16.1%	---	11.3%	12.3%	---	0.5%	0.4%	---
Two or more races (Not Hispanic/Latino)	6,176	6,191	---	16.2%	12.9%	---	31.9%	28.0%	---	23.7%	28.1%	---	13.8%	14.3%	---	14.1%	16.0%	---	0.3%	0.8%	---
Age Group																					
<30 (25 and under)	8,857	8,794	5,461	20.5%	18.3%	19.4%	41.5%	39.3%	37.9%	19.0%	22.7%	20.1%	11.3%	12.3%	11.7%	7.3%	6.9%	10.2%	0.4%	0.5%	0.6%
(26-29)	2,298	2,477	---	24.5%	20.4%	---	42.7%	41.3%	---	17.4%	22.4%	---	9.2%	9.9%	---	5.8%	5.5%	---	0.4%	0.6%	---
30-39	6,559	6,317	---	19.1%	17.5%	---	41.1%	38.4%	---	19.5%	22.8%	---	12.1%	13.4%	---	7.8%	7.5%	---	0.4%	0.4%	---
40-49	29,381	31,363	20,920	16.0%	14.4%	15.0%	36.9%	36.9%	34.9%	21.9%	24.1%	22.3%	14.0%	13.3%	16.5%	10.6%	10.9%	10.8%	0.5%	0.4%	0.5%
50-59	64,108	70,124	47,039	16.5%	14.3%	14.2%	36.4%	34.7%	35.3%	21.9%	23.7%	22.6%	13.3%	14.5%	15.6%	11.4%	12.4%	12.0%	0.5%	0.5%	0.3%
60+	82,006	87,041	57,866	14.8%	14.3%	13.6%	33.4%	32.6%	34.1%	24.0%	24.4%	22.7%	15.4%	15.8%	16.4%	11.6%	12.4%	12.6%	0.7%	0.5%	0.5%
	24,546	20,184	12,861	17.1%	16.6%	17.1%	35.2%	34.0%	35.2%	24.6%	22.4%	23.7%	13.7%	14.9%	12.7%	9.0%	11.8%	11.1%	0.4%	0.3%	0.3%

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

2008 Federal Human Capital Survey: Report by Demographics

(37) I have a high level of respect for my organization's senior leaders.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,160	221,415	147,895	16.1%	14.8%	14.6%	35.7%	34.5%	34.9%	22.7%	23.8%	22.5%	14.1%	14.7%	15.7%	10.8%	11.8%	11.9%	0.6%	0.5%	0.4%
Pay Category																					
Federal Wage System	8,646	9,476	5,512	13.9%	11.4%	11.6%	34.0%	33.2%	32.6%	24.4%	26.1%	23.6%	15.3%	15.5%	16.7%	11.9%	13.6%	15.0%	0.5%	0.2%	0.4%
GS 1-6 or equivalent	10,337	10,827	6,705	18.8%	19.6%	15.6%	38.3%	34.3%	35.6%	21.4%	24.6%	20.0%	10.8%	11.2%	15.4%	9.8%	9.8%	13.0%	1.0%	0.5%	0.4%
GS 7-12 or equivalent	86,201	91,787	58,902	16.0%	14.5%	14.3%	35.7%	35.2%	36.0%	23.9%	24.4%	23.6%	14.1%	14.4%	14.7%	9.6%	11.0%	11.0%	0.6%	0.6%	0.5%
GS 13-15 or equivalent	83,224	91,612	64,038	16.1%	14.9%	14.9%	36.5%	35.0%	34.5%	21.2%	22.3%	21.9%	14.7%	15.9%	16.6%	11.1%	11.5%	11.9%	0.3%	0.3%	0.2%
Senior Executive Service	3,931	4,206	3,314	39.7%	34.7%	36.9%	34.3%	38.3%	32.9%	12.3%	12.3%	12.5%	8.2%	9.2%	7.1%	5.4%	5.5%	10.3%	0.1%	0.1%	0.3%
SL/ST	780	688	490	10.9%	8.5%	22.6%	43.6%	33.4%	37.3%	20.0%	12.8%	19.7%	4.8%	23.0%	14.8%	20.5%	22.0%	5.5%	0.1%	0.2%	0.1%
Other	15,761	8,187	5,203	15.4%	12.4%	15.4%	32.0%	33.3%	29.8%	21.7%	24.6%	20.2%	15.3%	15.3%	19.8%	15.1%	14.0%	14.2%	0.6%	0.4%	0.5%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	25.4%	30.1%	29.5%	44.3%	44.5%	41.6%	19.7%	15.3%	21.4%	5.9%	7.1%	4.2%	3.7%	2.0%	2.0%	1.0%	1.0%	1.2%
1-3 years	17,926	17,545	12,896	21.2%	19.6%	19.2%	42.5%	39.7%	35.9%	19.0%	21.2%	19.0%	10.1%	11.2%	14.0%	6.5%	7.7%	11.3%	0.7%	0.6%	0.6%
4-5 years	14,597	16,229	8,712	17.3%	16.1%	16.0%	36.8%	35.7%	38.6%	21.2%	22.2%	21.0%	13.2%	14.0%	14.7%	10.5%	11.5%	9.4%	0.9%	0.5%	0.2%
6-10 years	32,654	26,505	13,913	15.8%	14.4%	15.4%	36.0%	33.7%	34.2%	22.7%	25.3%	22.5%	13.6%	14.1%	15.6%	11.4%	11.7%	11.7%	0.5%	0.8%	0.5%
11-20 years	53,224	62,908	44,997	14.7%	13.9%	13.2%	33.8%	33.3%	35.4%	23.9%	24.5%	22.8%	15.5%	15.2%	16.0%	11.7%	12.7%	12.1%	0.4%	0.4%	0.5%
(11 to 14 years)	17,500	---	---	15.7%	---	---	33.7%	---	---	23.0%	---	---	15.4%	---	---	11.7%	---	---	0.4%	---	---
(15 to 20 years)	35,724	---	---	14.2%	---	---	33.9%	---	---	24.4%	---	---	15.5%	---	---	11.6%	---	---	0.4%	---	---
> 20 years	88,265	91,706	62,349	14.9%	13.0%	13.3%	33.9%	33.3%	33.4%	23.7%	24.4%	23.9%	15.3%	16.1%	16.4%	11.7%	12.9%	12.7%	0.5%	0.4%	0.2%
Time w/ Current Agency																					
< 1 year	4,809	5,022	2,815	26.9%	27.9%	28.3%	45.6%	41.6%	41.7%	15.9%	18.3%	19.1%	6.3%	7.5%	6.7%	4.2%	3.6%	3.2%	1.2%	1.1%	1.1%
1-3 years	28,185	28,266	21,638	20.7%	19.0%	18.8%	40.6%	38.0%	35.6%	20.3%	21.8%	19.9%	10.5%	11.7%	14.1%	7.2%	8.7%	11.1%	0.6%	0.8%	0.5%
4-5 years	20,122	22,565	13,237	16.4%	14.8%	15.1%	36.1%	34.8%	37.9%	20.6%	23.2%	22.8%	14.0%	14.5%	14.3%	12.0%	12.3%	9.6%	0.9%	0.4%	0.3%
6-10 years	40,750	35,125	18,823	14.7%	13.9%	13.8%	35.1%	34.4%	34.9%	23.5%	25.0%	23.0%	14.5%	15.0%	15.8%	11.8%	11.2%	12.1%	0.4%	0.5%	0.4%
11-20 years	54,446	64,987	46,188	14.5%	13.3%	12.8%	33.5%	32.5%	34.0%	23.9%	24.7%	23.1%	15.7%	15.6%	16.8%	11.9%	13.5%	12.8%	0.4%	0.4%	0.5%
> 20 years	60,584	61,527	41,483	14.5%	12.7%	12.6%	33.6%	33.5%	33.7%	24.3%	24.3%	23.9%	15.5%	16.3%	16.7%	11.6%	12.8%	12.8%	0.5%	0.3%	0.2%
Leaving																					
No	143,355	150,494	101,435	19.1%	17.6%	17.2%	39.3%	38.5%	38.8%	22.2%	23.0%	22.3%	11.9%	12.6%	13.3%	6.9%	7.8%	8.0%	0.6%	0.4%	0.4%
Yes, to retire	13,490	14,409	9,503	14.0%	9.7%	12.0%	31.3%	30.9%	29.8%	23.2%	24.4%	24.4%	16.3%	17.3%	17.8%	14.6%	17.4%	15.9%	0.6%	0.3%	0.1%
Yes, to other job in Govt	37,420	35,602	22,690	9.0%	8.8%	8.2%	28.2%	25.8%	26.2%	24.2%	26.1%	23.1%	19.0%	19.2%	22.0%	19.1%	19.5%	20.1%	0.5%	0.7%	0.5%
Yes, to other job outside Govt	6,394	7,859	5,069	6.1%	5.1%	5.5%	22.3%	20.8%	20.1%	22.7%	22.9%	21.2%	23.6%	21.2%	22.0%	24.9%	29.4%	30.5%	0.5%	0.6%	0.7%
Yes, other	8,241	9,088	5,481	7.4%	5.8%	7.3%	23.2%	20.0%	23.4%	24.0%	27.2%	23.1%	19.6%	22.4%	22.4%	25.1%	24.0%	23.5%	0.8%	0.5%	0.3%
Retiring																					
Within 1 year	8,333	9,141	6,072	12.9%	10.2%	12.3%	32.3%	30.4%	29.3%	22.0%	23.2%	20.8%	16.4%	17.9%	19.2%	16.0%	18.0%	17.8%	0.4%	0.4%	0.6%
Between 1 and 3 years	24,416	25,216	16,417	13.9%	12.1%	12.3%	30.7%	32.0%	32.1%	24.0%	24.2%	25.4%	17.2%	17.3%	16.7%	13.7%	14.1%	13.3%	0.4%	0.3%	0.2%
Between 3 and 5 years	26,396	28,073	19,272	13.2%	11.8%	12.7%	34.1%	32.2%	33.4%	24.6%	25.7%	23.0%	15.9%	16.4%	16.6%	11.5%	13.5%	13.5%	0.7%	0.4%	0.7%
5 or more years	149,756	155,002	102,411	17.1%	15.9%	15.3%	36.8%	35.5%	35.9%	22.3%	23.5%	22.2%	13.3%	13.9%	15.2%	10.0%	10.8%	11.1%	0.6%	0.5%	0.4%

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

2008 Federal Human Capital Survey: Report by Demographics

(38) In my organization, leaders generate high levels of motivation and commitment in the workforce.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,185	221,405	147,896	10.5%	9.3%	8.7%	29.4%	28.6%	28.6%	28.0%	28.5%	27.4%	19.5%	20.2%	21.9%	11.7%	12.7%	12.7%	0.9%	0.8%	0.8%
Work Location																					
Headquarters	82,919	86,472	51,144	11.9%	11.6%	10.6%	31.6%	30.6%	29.8%	27.7%	27.7%	26.7%	17.9%	18.6%	20.7%	9.8%	10.7%	11.3%	1.1%	0.8%	0.9%
Field	125,978	130,932	93,045	9.7%	8.2%	8.1%	28.3%	27.6%	28.2%	28.2%	28.9%	27.6%	20.4%	20.9%	22.2%	12.7%	13.6%	13.1%	0.8%	0.8%	0.7%
Supervisor Status																					
Non-Supervisor	116,259	118,176	74,549	9.6%	8.8%	8.0%	27.7%	27.0%	27.2%	28.6%	28.7%	27.9%	20.2%	20.7%	22.2%	12.7%	13.9%	13.7%	1.1%	1.0%	1.0%
Team Leader	28,853	31,771	20,114	9.4%	8.1%	8.7%	28.8%	28.4%	29.5%	28.5%	29.2%	26.8%	20.7%	20.9%	22.8%	12.2%	12.7%	11.9%	0.5%	0.6%	0.4%
Supervisor	37,702	39,851	28,514	12.3%	9.5%	9.7%	34.6%	32.1%	32.1%	26.7%	28.4%	27.5%	17.2%	19.7%	20.5%	8.9%	9.8%	9.9%	0.3%	0.4%	0.4%
Manager	21,186	22,464	17,117	16.3%	14.7%	15.2%	37.8%	37.4%	37.2%	23.9%	26.1%	24.2%	15.2%	14.6%	16.2%	6.7%	7.0%	7.0%	0.2%	0.1%	0.1%
Executive	4,881	5,135	3,906	27.5%	21.1%	27.7%	34.8%	39.3%	39.9%	21.4%	18.0%	17.2%	11.5%	14.2%	10.4%	4.5%	6.9%	4.6%	0.3%	0.4%	0.1%
Sex																					
Male	108,686	117,800	81,622	9.9%	8.9%	8.3%	29.6%	28.0%	28.0%	28.3%	28.8%	27.8%	19.1%	20.0%	21.8%	12.4%	13.7%	13.6%	0.7%	0.6%	0.5%
Female	100,248	99,715	62,576	11.2%	9.8%	9.3%	29.2%	29.3%	29.3%	27.6%	28.1%	26.9%	20.1%	20.4%	21.9%	10.8%	11.4%	11.5%	1.1%	1.0%	1.1%
Hispanic or Latino																					
Yes	14,270	13,627	8,465	12.2%	10.7%	11.2%	31.1%	31.1%	28.1%	26.6%	25.8%	28.0%	18.0%	18.9%	19.7%	11.4%	12.9%	12.7%	0.7%	0.6%	0.3%
No	194,602	203,774	135,489	10.3%	9.2%	8.5%	29.2%	28.3%	28.6%	28.1%	28.8%	27.4%	19.7%	20.3%	22.0%	11.7%	12.7%	12.7%	0.9%	0.8%	0.8%
Race																					
American Indian/ Alaska Native	8,129	6,153	---	10.5%	7.4%	---	27.0%	30.4%	---	24.8%	30.9%	---	20.8%	18.8%	---	15.9%	11.4%	---	1.0%	1.0%	---
Asian	8,413	8,607	---	12.7%	11.7%	---	39.1%	36.4%	---	26.3%	28.7%	---	13.2%	12.9%	---	7.6%	8.5%	---	1.1%	1.8%	---
Black or African American	32,720	32,864	---	11.4%	10.5%	---	31.2%	30.8%	---	28.8%	28.2%	---	17.3%	17.8%	---	10.0%	11.7%	---	1.3%	1.0%	---
Native Hawaiian/ Pacific Islander	1,472	1,485	---	9.4%	16.8%	---	28.4%	29.1%	---	34.7%	26.7%	---	16.9%	15.8%	---	10.1%	10.5%	---	0.5%	1.2%	---
White	146,243	156,706	---	10.1%	8.9%	---	28.8%	27.8%	---	27.8%	28.5%	---	20.6%	21.3%	---	12.0%	12.9%	---	0.7%	0.6%	---
Two or more races (Not Hispanic/Latino)	6,176	6,193	---	10.2%	7.9%	---	25.6%	20.3%	---	30.1%	32.1%	---	17.9%	20.4%	---	14.8%	17.4%	---	1.4%	1.9%	---
Age Group																					
<30 (25 and under)	8,857	8,794	5,461	11.9%	11.9%	10.5%	34.4%	32.6%	32.0%	25.5%	26.4%	26.2%	17.4%	18.9%	19.8%	10.0%	9.3%	10.9%	0.8%	0.8%	0.7%
(26-29)	2,298	2,477	---	17.3%	13.2%	---	35.5%	35.1%	---	24.8%	26.2%	---	14.3%	16.9%	---	7.6%	7.5%	---	0.5%	1.1%	---
30-39	6,559	6,317	---	10.0%	11.4%	---	34.0%	31.5%	---	25.7%	26.6%	---	18.5%	19.7%	---	10.8%	10.0%	---	0.9%	0.7%	---
40-49	29,382	31,363	20,920	9.8%	8.6%	8.1%	29.8%	28.7%	27.0%	27.5%	29.6%	26.7%	19.8%	19.8%	23.7%	12.5%	12.7%	13.4%	0.6%	0.7%	1.1%
50-59	64,115	70,122	47,042	10.4%	8.7%	8.4%	29.9%	28.7%	28.7%	27.4%	28.0%	27.1%	19.3%	20.3%	22.2%	12.3%	13.5%	13.1%	0.8%	0.8%	0.6%
60+	82,011	87,037	57,866	9.9%	9.4%	8.5%	28.0%	27.6%	28.0%	28.6%	28.7%	27.9%	20.7%	20.6%	21.9%	11.8%	12.9%	13.0%	1.0%	0.8%	0.7%
60+	24,554	20,182	12,860	12.9%	10.7%	11.2%	28.9%	29.3%	31.8%	30.3%	28.6%	29.0%	17.3%	19.4%	17.7%	9.4%	10.9%	9.5%	1.2%	1.1%	0.8%

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

2008 Federal Human Capital Survey: Report by Demographics

(38) In my organization, leaders generate high levels of motivation and commitment in the workforce.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,185	221,405	147,896	10.5%	9.3%	8.7%	29.4%	28.6%	28.6%	28.0%	28.5%	27.4%	19.5%	20.2%	21.9%	11.7%	12.7%	12.7%	0.9%	0.8%	0.8%
Pay Category																					
Federal Wage System	8,653	9,471	5,512	7.5%	7.0%	6.3%	30.9%	27.8%	26.5%	28.9%	29.1%	27.8%	19.8%	21.2%	23.6%	12.5%	14.6%	15.6%	0.4%	0.4%	0.3%
GS 1-6 or equivalent	10,339	10,824	6,706	13.7%	13.7%	9.6%	29.2%	30.9%	29.2%	26.3%	26.7%	24.6%	17.4%	16.2%	21.4%	11.2%	11.7%	14.1%	2.1%	0.9%	1.1%
GS 7-12 or equivalent	86,211	91,785	58,903	9.9%	8.9%	8.3%	29.1%	28.9%	29.0%	29.5%	28.9%	28.8%	19.5%	20.4%	21.1%	11.0%	12.0%	11.9%	1.0%	0.9%	0.9%
GS 13-15 or equivalent	83,225	91,610	64,038	11.0%	9.4%	9.1%	30.6%	29.0%	28.3%	26.7%	28.1%	27.0%	20.0%	21.0%	22.8%	11.2%	11.8%	12.3%	0.5%	0.7%	0.5%
Senior Executive Service	3,930	4,206	3,314	28.8%	22.9%	24.5%	37.6%	41.3%	38.6%	17.7%	18.6%	16.7%	10.1%	12.1%	9.9%	5.7%	4.9%	9.9%	0.1%	0.1%	0.3%
SL/ST	780	688	490	8.0%	6.3%	10.5%	29.7%	21.9%	39.2%	34.6%	28.3%	26.5%	6.6%	25.9%	11.5%	21.0%	17.6%	12.1%	0.1%	0.1%	0.2%
Other	15,763	8,187	5,203	10.0%	8.4%	10.1%	26.6%	24.9%	25.9%	25.6%	32.4%	23.2%	21.4%	19.6%	24.9%	15.7%	13.9%	15.3%	0.6%	0.7%	0.7%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	18.4%	20.9%	17.4%	33.6%	37.7%	36.3%	29.6%	24.1%	33.7%	12.1%	11.5%	7.9%	5.5%	4.1%	3.3%	0.9%	1.7%	1.4%
1-3 years	17,928	17,543	12,896	13.5%	11.9%	11.2%	35.7%	34.1%	29.4%	25.9%	26.9%	24.2%	15.3%	16.6%	20.7%	8.9%	9.8%	13.9%	0.7%	0.7%	0.7%
4-5 years	14,598	16,230	8,712	10.8%	10.5%	8.8%	30.4%	27.4%	30.4%	26.7%	26.6%	27.2%	19.3%	20.5%	21.4%	11.6%	14.0%	11.6%	1.2%	0.9%	0.6%
6-10 years	32,656	26,504	13,913	9.7%	8.7%	9.0%	28.9%	27.8%	27.4%	28.0%	30.0%	26.8%	19.9%	19.9%	22.8%	12.8%	13.0%	12.8%	0.7%	0.6%	1.2%
11-20 years	53,233	62,909	44,998	9.6%	8.5%	7.7%	27.7%	27.1%	28.4%	28.1%	29.1%	28.0%	21.1%	20.6%	22.3%	12.6%	13.7%	12.8%	0.8%	0.9%	0.7%
(11 to 14 years)	17,504	---	---	9.1%	---	---	28.3%	---	---	27.8%	---	---	21.8%	---	---	12.4%	---	---	0.6%	---	---
(15 to 20 years)	35,729	---	---	10.0%	---	---	27.4%	---	---	28.2%	---	---	20.8%	---	---	12.8%	---	---	0.9%	---	---
> 20 years	88,272	91,700	62,350	10.0%	8.5%	8.4%	28.3%	28.2%	28.2%	28.9%	28.6%	28.2%	20.1%	21.4%	22.0%	11.8%	12.7%	12.6%	0.9%	0.7%	0.7%
Time w/ Current Agency																					
< 1 year	4,810	5,024	2,815	19.2%	20.1%	18.8%	38.0%	35.7%	37.0%	25.4%	24.8%	27.9%	10.2%	12.9%	9.5%	5.2%	4.5%	4.3%	2.1%	2.0%	2.4%
1-3 years	28,186	28,263	21,638	13.4%	11.5%	11.5%	34.2%	32.5%	28.8%	26.6%	26.8%	25.3%	15.7%	17.4%	20.5%	9.4%	11.0%	13.1%	0.7%	0.8%	0.8%
4-5 years	20,124	22,563	13,237	10.6%	9.2%	8.2%	28.9%	27.1%	30.1%	26.5%	27.6%	28.1%	20.3%	21.4%	21.6%	12.8%	13.8%	11.4%	1.0%	0.8%	0.6%
6-10 years	40,754	35,124	18,823	8.8%	8.7%	7.8%	28.2%	27.6%	28.8%	28.5%	30.2%	27.6%	20.9%	20.3%	21.9%	12.9%	12.4%	13.0%	0.7%	0.7%	1.0%
11-20 years	54,455	64,982	46,189	9.2%	8.0%	7.7%	27.5%	27.0%	27.4%	28.8%	29.0%	27.7%	20.9%	20.9%	22.9%	12.8%	14.3%	13.6%	0.8%	0.8%	0.7%
> 20 years	60,588	61,523	41,484	9.9%	8.5%	7.6%	28.3%	28.3%	28.3%	28.8%	28.7%	28.4%	20.5%	21.3%	22.7%	11.6%	12.6%	12.4%	0.9%	0.7%	0.6%
Leaving																					
No	143,376	150,482	101,436	12.6%	11.4%	10.6%	33.4%	32.9%	33.1%	28.8%	29.2%	28.2%	16.9%	17.4%	19.0%	7.4%	8.3%	8.4%	0.8%	0.8%	0.7%
Yes, to retire	13,492	14,409	9,502	10.0%	6.0%	6.6%	26.6%	26.8%	25.9%	28.5%	28.8%	29.0%	19.6%	21.5%	22.6%	14.3%	16.1%	15.4%	1.0%	0.7%	0.6%
Yes, to other job in Govt	37,419	35,604	22,691	4.7%	4.4%	4.1%	20.3%	18.1%	17.3%	26.7%	26.9%	26.0%	26.4%	27.8%	29.8%	21.1%	22.2%	21.8%	0.8%	0.7%	0.9%
Yes, to other job outside Govt	6,395	7,859	5,069	3.5%	2.5%	3.1%	15.2%	13.9%	12.2%	20.9%	22.4%	19.7%	32.4%	28.8%	32.1%	27.7%	31.9%	32.2%	0.3%	0.5%	0.7%
Yes, other	8,240	9,087	5,481	4.4%	3.4%	3.2%	15.7%	13.7%	14.7%	24.2%	27.5%	24.5%	24.6%	27.4%	28.0%	29.2%	26.7%	28.6%	1.9%	1.3%	0.9%
Retiring																					
Within 1 year	8,333	9,142	6,071	9.3%	6.6%	7.0%	27.5%	26.9%	24.1%	27.0%	26.4%	27.0%	20.2%	22.3%	22.3%	15.5%	16.8%	18.6%	0.5%	1.0%	1.0%
Between 1 and 3 years	24,420	25,213	16,417	10.5%	7.3%	7.7%	25.4%	26.9%	26.9%	29.4%	29.1%	29.4%	20.5%	22.3%	22.8%	13.3%	13.7%	12.8%	0.8%	0.7%	0.5%
Between 3 and 5 years	26,399	28,077	19,272	8.2%	7.8%	7.5%	29.1%	28.1%	28.0%	28.8%	29.2%	28.3%	19.9%	20.8%	22.9%	12.3%	13.4%	12.7%	1.6%	0.7%	0.7%
5 or more years	149,772	154,990	102,413	10.9%	9.9%	9.1%	30.1%	29.0%	29.1%	27.7%	28.4%	27.1%	19.3%	19.7%	21.5%	11.2%	12.2%	12.4%	0.8%	0.8%	0.8%

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

2008 Federal Human Capital Survey: Report by Demographics

(39) My organization's leaders maintain high standards of honesty and integrity.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,185	221,409	147,892	15.1%	14.4%	14.3%	34.4%	34.3%	34.4%	25.7%	25.8%	25.2%	11.6%	11.8%	12.0%	10.0%	10.6%	10.8%	3.1%	3.1%	3.3%
Work Location																					
Headquarters	82,919	86,476	51,144	17.0%	16.8%	16.6%	36.8%	36.5%	35.5%	24.1%	23.9%	24.2%	10.4%	10.4%	11.3%	8.2%	9.3%	8.7%	3.5%	3.1%	3.8%
Field	125,976	130,930	93,042	14.1%	13.4%	13.6%	33.3%	33.3%	34.1%	26.6%	26.6%	25.5%	12.2%	12.4%	12.3%	11.0%	11.2%	11.4%	2.9%	3.1%	3.1%
Supervisor Status																					
Non-Supervisor	116,259	118,177	74,546	13.4%	13.1%	12.8%	32.8%	32.5%	33.1%	27.0%	26.7%	26.2%	12.3%	12.3%	12.2%	11.0%	11.8%	11.8%	3.6%	3.7%	3.8%
Team Leader	28,854	31,774	20,114	14.3%	13.8%	14.6%	34.7%	35.0%	36.5%	25.5%	25.8%	23.8%	12.1%	12.4%	12.8%	10.5%	10.5%	9.8%	2.9%	2.5%	2.5%
Supervisor	37,701	39,851	28,513	18.4%	15.3%	17.6%	39.4%	39.5%	37.9%	23.5%	25.0%	23.6%	9.8%	10.7%	10.9%	7.3%	7.6%	8.1%	1.7%	1.8%	1.8%
Manager	21,187	22,463	17,117	24.7%	24.7%	25.6%	41.5%	40.5%	40.4%	19.5%	20.3%	19.2%	7.9%	7.8%	8.4%	5.5%	5.5%	5.4%	1.0%	1.2%	1.0%
Executive	4,881	5,135	3,906	39.0%	38.5%	45.1%	33.7%	35.9%	34.5%	18.6%	11.4%	12.7%	4.0%	7.7%	4.2%	4.0%	5.5%	2.9%	0.7%	0.9%	0.6%
Sex																					
Male	108,686	117,803	81,621	15.5%	14.8%	14.9%	35.5%	35.1%	34.6%	24.8%	24.9%	24.8%	11.4%	11.3%	11.5%	10.0%	11.1%	11.2%	2.8%	2.8%	3.0%
Female	100,246	99,717	62,574	14.5%	14.0%	13.5%	33.0%	33.1%	34.3%	27.1%	26.9%	25.7%	11.9%	12.5%	12.7%	10.0%	10.0%	10.2%	3.4%	3.5%	3.6%
Hispanic or Latino																					
Yes	14,270	13,626	8,463	17.3%	16.2%	16.6%	35.3%	34.6%	34.8%	24.5%	24.0%	24.6%	11.0%	11.7%	10.8%	9.6%	10.5%	11.2%	2.4%	2.9%	2.0%
No	194,601	203,777	135,487	14.9%	14.3%	14.1%	34.4%	34.2%	34.4%	25.9%	25.9%	25.2%	11.7%	11.8%	12.1%	10.1%	10.6%	10.7%	3.1%	3.1%	3.4%
Race																					
American Indian/ Alaska Native	8,129	6,151	---	13.1%	10.6%	---	26.9%	31.6%	---	26.0%	26.6%	---	16.3%	16.7%	---	13.6%	11.8%	---	4.1%	2.6%	---
Asian	8,413	8,608	---	15.5%	15.8%	---	43.4%	39.1%	---	24.5%	26.9%	---	7.8%	7.1%	---	5.3%	7.7%	---	3.5%	3.4%	---
Black or African American	32,716	32,870	---	13.9%	12.7%	---	33.6%	32.7%	---	27.1%	28.9%	---	12.1%	12.1%	---	10.4%	11.0%	---	2.8%	2.6%	---
Native Hawaiian/ Pacific Islander	1,472	1,486	---	13.0%	20.8%	---	29.4%	32.4%	---	30.2%	28.3%	---	17.6%	8.1%	---	7.6%	7.6%	---	2.1%	2.8%	---
White	146,247	156,706	---	15.5%	15.0%	---	34.9%	34.8%	---	25.2%	24.7%	---	11.3%	11.9%	---	9.9%	10.3%	---	3.1%	3.1%	---
Two or more races (Not Hispanic/Latino)	6,175	6,193	---	13.9%	11.3%	---	29.6%	27.8%	---	26.5%	28.5%	---	13.7%	11.8%	---	13.9%	16.5%	---	2.4%	4.1%	---
Age Group																					
<30 (25 and under)	8,856	8,793	5,461	17.4%	16.5%	16.6%	41.7%	40.6%	38.2%	20.0%	23.5%	22.1%	10.2%	9.5%	10.9%	7.2%	6.3%	8.5%	3.5%	3.7%	3.7%
(26-29)	2,297	2,477	---	20.6%	18.8%	---	42.5%	42.6%	---	21.0%	20.5%	---	7.5%	7.1%	---	5.8%	6.7%	---	2.5%	4.3%	---
30-39	6,559	6,316	---	16.3%	15.5%	---	41.5%	39.7%	---	19.6%	24.7%	---	11.1%	10.5%	---	7.7%	6.2%	---	3.8%	3.4%	---
40-49	29,381	31,362	20,919	14.3%	13.3%	13.4%	35.6%	35.1%	34.3%	24.7%	26.9%	23.9%	12.3%	11.3%	13.6%	10.0%	10.2%	11.6%	3.2%	3.2%	3.2%
50-59	64,113	70,121	47,040	14.6%	13.9%	13.5%	34.8%	34.0%	34.4%	24.6%	25.0%	25.1%	12.0%	12.1%	12.4%	11.3%	12.1%	11.4%	2.7%	2.8%	3.1%
60+	82,014	87,042	57,864	14.6%	14.5%	14.2%	32.4%	32.9%	34.0%	27.7%	26.6%	26.0%	11.8%	12.4%	11.7%	10.1%	10.4%	10.7%	3.4%	3.1%	3.4%
60+	24,555	20,183	12,861	18.3%	16.7%	18.5%	33.9%	34.8%	35.2%	27.9%	24.5%	25.4%	9.2%	10.9%	9.3%	7.9%	9.6%	8.0%	2.8%	3.5%	3.5%

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

2008 Federal Human Capital Survey: Report by Demographics

(39) My organization's leaders maintain high standards of honesty and integrity.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,185	221,409	147,892	15.1%	14.4%	14.3%	34.4%	34.3%	34.4%	25.7%	25.8%	25.2%	11.6%	11.8%	12.0%	10.0%	10.6%	10.8%	3.1%	3.1%	3.3%
Pay Category																					
Federal Wage System	8,652	9,476	5,512	11.2%	9.9%	9.4%	32.6%	30.0%	29.5%	26.5%	27.3%	27.4%	15.7%	16.8%	15.8%	12.7%	14.2%	16.1%	1.3%	1.7%	1.6%
GS 1-6 or equivalent	10,337	10,827	6,705	16.2%	16.8%	14.3%	34.1%	34.8%	32.0%	25.1%	23.8%	24.8%	12.4%	10.3%	11.7%	9.9%	12.1%	14.7%	2.2%	2.2%	2.5%
GS 7-12 or equivalent	86,211	91,782	58,903	14.0%	13.7%	13.2%	34.2%	34.4%	35.4%	27.2%	27.0%	26.0%	11.6%	11.7%	11.7%	9.5%	9.9%	9.9%	3.5%	3.4%	3.7%
GS 13-15 or equivalent	83,227	91,611	64,036	17.5%	16.7%	16.6%	37.2%	36.9%	36.6%	23.5%	24.2%	23.6%	9.9%	10.5%	11.1%	8.6%	8.6%	8.8%	3.3%	3.2%	3.3%
Senior Executive Service	3,930	4,206	3,314	44.5%	42.4%	42.6%	34.1%	36.1%	30.0%	10.8%	11.7%	14.5%	6.3%	4.8%	9.3%	3.8%	4.4%	2.3%	0.6%	0.6%	1.4%
SL/ST	780	688	490	15.7%	11.5%	24.0%	29.6%	35.3%	34.2%	39.6%	13.4%	33.4%	11.4%	26.4%	2.2%	2.5%	13.0%	4.7%	1.2%	0.4%	1.6%
Other	15,764	8,187	5,203	14.5%	13.1%	16.6%	30.7%	29.9%	27.9%	25.0%	27.7%	23.4%	12.2%	12.9%	15.0%	14.4%	12.6%	14.3%	3.0%	3.7%	2.9%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	23.6%	29.1%	27.9%	40.2%	41.1%	43.5%	25.0%	18.4%	21.4%	4.5%	4.1%	1.3%	4.3%	2.3%	1.9%	2.5%	5.0%	4.0%
1-3 years	17,927	17,543	12,896	19.0%	18.1%	18.4%	40.4%	40.8%	34.7%	23.0%	22.5%	22.2%	9.1%	8.9%	10.0%	5.5%	6.7%	11.3%	2.9%	3.0%	3.4%
4-5 years	14,597	16,228	8,712	15.2%	14.6%	15.4%	35.9%	34.3%	36.5%	24.0%	25.4%	23.6%	11.2%	11.3%	12.6%	10.3%	10.8%	9.1%	3.4%	3.7%	2.7%
6-10 years	32,656	26,503	13,911	14.4%	12.8%	15.5%	34.1%	35.9%	34.2%	24.5%	25.6%	23.4%	12.5%	12.1%	11.8%	11.2%	11.0%	11.4%	3.3%	2.6%	3.7%
11-20 years	53,231	62,910	44,996	14.0%	13.6%	12.5%	33.3%	32.3%	34.2%	26.4%	27.1%	25.8%	12.5%	11.8%	13.1%	11.1%	12.0%	11.3%	2.8%	3.2%	3.1%
(11 to 14 years)	17,504	---	---	13.8%	---	---	34.5%	---	---	25.9%	---	---	12.7%	---	---	10.0%	---	---	3.0%	---	---
(15 to 20 years)	35,727	---	---	14.2%	---	---	32.7%	---	---	26.6%	---	---	12.3%	---	---	11.6%	---	---	2.6%	---	---
> 20 years	88,273	91,706	62,350	14.5%	13.9%	13.5%	32.8%	32.8%	34.0%	27.3%	26.3%	26.7%	11.8%	13.0%	12.0%	10.5%	11.0%	10.4%	3.2%	3.0%	3.3%
Time w/ Current Agency																					
< 1 year	4,810	5,024	2,815	25.6%	25.1%	27.6%	40.3%	40.7%	40.4%	21.0%	20.0%	21.2%	4.6%	4.9%	4.4%	4.7%	3.0%	3.1%	3.9%	6.3%	3.3%
1-3 years	28,186	28,263	21,638	18.3%	17.4%	17.5%	38.4%	38.5%	35.2%	24.7%	23.1%	22.5%	9.1%	9.6%	10.2%	6.6%	8.2%	11.0%	2.9%	3.2%	3.5%
4-5 years	20,123	22,563	13,237	15.0%	13.7%	14.4%	35.0%	33.4%	35.9%	23.4%	25.9%	25.6%	12.1%	12.4%	12.0%	11.5%	11.2%	9.4%	3.0%	3.4%	2.6%
6-10 years	40,756	35,124	18,821	13.2%	12.7%	13.7%	33.4%	35.8%	33.9%	25.7%	26.2%	24.9%	13.3%	11.7%	12.6%	11.3%	10.9%	11.7%	3.1%	2.7%	3.2%
11-20 years	54,452	64,989	46,187	13.7%	13.1%	12.5%	33.1%	31.6%	33.2%	26.8%	27.1%	26.0%	12.4%	12.7%	13.2%	11.1%	12.3%	11.8%	2.9%	3.1%	3.3%
> 20 years	60,588	61,523	41,484	14.6%	14.2%	13.2%	33.1%	33.3%	34.6%	27.1%	26.3%	26.6%	11.7%	12.7%	12.4%	10.2%	10.8%	9.9%	3.3%	2.7%	3.3%
Leaving																					
No	143,375	150,490	101,435	18.0%	17.2%	17.0%	38.0%	37.8%	38.1%	25.4%	25.2%	24.8%	9.3%	9.9%	10.1%	6.4%	7.0%	7.0%	2.9%	2.9%	3.0%
Yes, to retire	13,491	14,411	9,502	13.7%	11.8%	12.3%	32.7%	32.7%	30.9%	26.2%	24.6%	28.6%	11.4%	14.5%	11.6%	13.0%	13.7%	11.7%	3.0%	2.7%	4.9%
Yes, to other job in Govt	37,418	35,598	22,691	7.6%	7.8%	7.3%	26.1%	26.0%	25.6%	27.3%	28.4%	26.0%	17.2%	16.0%	17.8%	18.2%	18.0%	20.0%	3.6%	3.7%	3.4%
Yes, to other job outside Govt	6,395	7,859	5,068	7.1%	7.5%	6.5%	24.0%	21.7%	24.2%	23.0%	23.8%	22.8%	20.6%	17.4%	16.9%	21.8%	26.1%	25.0%	3.4%	3.5%	4.7%
Yes, other	8,241	9,088	5,480	7.1%	5.1%	5.9%	20.0%	21.3%	22.3%	26.4%	28.5%	26.1%	19.3%	17.9%	18.0%	22.7%	23.2%	23.5%	4.4%	4.0%	4.1%
Retiring																					
Within 1 year	8,332	9,140	6,071	13.6%	12.8%	11.4%	31.2%	31.5%	31.0%	27.2%	24.0%	26.1%	11.7%	14.0%	10.4%	13.7%	14.8%	15.7%	2.5%	3.0%	5.3%
Between 1 and 3 years	24,421	25,216	16,417	14.3%	12.8%	13.1%	31.2%	32.2%	33.5%	27.4%	27.0%	27.1%	11.9%	13.4%	12.9%	11.9%	11.6%	9.8%	3.3%	3.1%	3.6%
Between 3 and 5 years	26,402	28,076	19,273	14.1%	12.8%	13.0%	33.4%	33.1%	33.5%	27.5%	27.0%	25.7%	11.5%	12.6%	13.4%	10.3%	11.3%	11.3%	3.2%	3.2%	3.2%
5 or more years	149,768	154,991	102,409	15.4%	15.0%	14.8%	35.2%	35.0%	34.9%	25.2%	25.5%	24.8%	11.6%	11.3%	11.7%	9.5%	10.1%	10.5%	3.1%	3.1%	3.2%

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

2008 Federal Human Capital Survey: Report by Demographics

(40) Managers communicate the goals and priorities of the organization.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,181	221,418	147,891	13.5%	12.8%	12.3%	46.2%	45.4%	47.3%	21.4%	21.8%	20.6%	11.3%	11.9%	12.2%	6.8%	7.3%	6.9%	0.8%	0.8%	0.7%
Work Location																					
Headquarters	82,915	86,479	51,144	14.9%	14.4%	13.3%	47.3%	45.0%	46.6%	19.7%	21.4%	20.9%	11.4%	11.9%	12.0%	5.9%	6.6%	6.4%	0.8%	0.7%	0.8%
Field	125,976	130,936	93,040	12.9%	12.1%	12.0%	45.6%	45.6%	47.5%	22.2%	22.0%	20.6%	11.3%	11.9%	12.2%	7.3%	7.6%	7.1%	0.8%	0.8%	0.7%
Supervisor Status																					
Non-Supervisor	116,259	118,182	74,546	12.5%	11.8%	11.4%	44.5%	44.1%	46.5%	22.5%	22.6%	21.3%	12.0%	12.3%	12.2%	7.5%	8.2%	7.7%	1.0%	1.0%	0.9%
Team Leader	28,853	31,773	20,114	12.0%	11.9%	11.6%	46.5%	44.4%	46.8%	21.3%	22.7%	21.0%	11.8%	13.5%	14.1%	7.7%	6.9%	6.1%	0.7%	0.6%	0.3%
Supervisor	37,698	39,854	28,512	15.2%	13.7%	14.9%	51.5%	50.6%	51.0%	19.1%	19.6%	18.3%	9.7%	10.3%	10.6%	4.3%	5.4%	5.0%	0.2%	0.4%	0.2%
Manager	21,187	22,464	17,117	22.1%	21.1%	21.5%	51.4%	51.8%	53.7%	15.7%	16.7%	14.5%	7.4%	7.6%	7.3%	3.3%	2.7%	3.0%	0.2%	0.1%	0.1%
Executive	4,882	5,135	3,906	30.2%	28.3%	33.3%	49.0%	48.0%	48.5%	13.6%	12.3%	10.6%	4.3%	8.2%	5.3%	2.4%	2.7%	2.2%	0.4%	0.4%	0.2%
Sex																					
Male	108,681	117,806	81,620	12.9%	12.0%	11.9%	45.4%	44.3%	45.6%	22.3%	22.9%	21.8%	11.6%	12.4%	12.6%	7.1%	7.8%	7.4%	0.7%	0.6%	0.6%
Female	100,247	99,721	62,573	14.4%	13.9%	12.7%	47.2%	46.9%	49.5%	20.2%	20.4%	19.1%	11.0%	11.3%	11.6%	6.4%	6.6%	6.3%	0.9%	1.0%	0.8%
Hispanic or Latino																					
Yes	14,271	13,629	8,465	15.6%	15.1%	15.1%	46.1%	44.1%	47.0%	20.5%	22.4%	18.5%	10.0%	10.3%	12.2%	7.2%	7.2%	6.8%	0.7%	0.8%	0.5%
No	194,597	203,783	135,484	13.3%	12.6%	12.1%	46.2%	45.6%	47.4%	21.5%	21.8%	20.8%	11.5%	12.1%	12.2%	6.8%	7.3%	6.9%	0.8%	0.8%	0.7%
Race																					
American Indian/ Alaska Native	8,129	6,151	---	11.4%	9.7%	---	38.9%	42.0%	---	25.5%	25.3%	---	13.7%	13.1%	---	9.2%	8.3%	---	1.3%	1.6%	---
Asian	8,412	8,610	---	15.1%	13.9%	---	52.0%	48.6%	---	20.6%	22.7%	---	7.5%	9.4%	---	4.0%	4.4%	---	0.9%	1.0%	---
Black or African American	32,716	32,866	---	15.1%	13.6%	---	47.1%	48.7%	---	20.2%	20.1%	---	10.0%	10.1%	---	6.6%	6.5%	---	1.0%	1.0%	---
Native Hawaiian/ Pacific Islander	1,471	1,486	---	12.9%	14.9%	---	37.8%	45.4%	---	26.9%	22.3%	---	10.5%	10.2%	---	11.0%	6.4%	---	0.9%	0.8%	---
White	146,245	156,713	---	13.2%	12.7%	---	46.4%	45.2%	---	21.2%	21.6%	---	11.7%	12.4%	---	6.7%	7.4%	---	0.7%	0.6%	---
Two or more races (Not Hispanic/Latino)	6,175	6,193	---	11.7%	11.6%	---	43.7%	36.8%	---	21.2%	27.2%	---	11.6%	12.7%	---	10.2%	10.0%	---	1.5%	1.7%	---
Age Group																					
<30 (25 and under)	8,855	8,793	5,461	15.4%	15.5%	14.8%	50.2%	47.6%	49.9%	19.1%	19.7%	18.2%	9.4%	10.9%	10.9%	5.1%	5.4%	5.7%	0.8%	0.9%	0.5%
(26-29)	2,298	2,477	---	20.0%	18.2%	---	49.3%	49.2%	---	17.4%	18.3%	---	8.6%	8.8%	---	3.6%	4.0%	---	1.0%	1.5%	---
30-39	6,557	6,316	---	13.8%	14.4%	---	50.6%	46.9%	---	19.7%	20.3%	---	9.7%	11.8%	---	5.6%	5.9%	---	0.7%	0.7%	---
40-49	29,381	31,363	20,918	13.1%	12.0%	11.8%	47.0%	47.9%	46.7%	20.6%	21.4%	20.4%	11.4%	11.0%	12.9%	7.2%	7.0%	7.4%	0.6%	0.7%	0.8%
50-59	64,118	70,126	47,041	13.1%	12.1%	11.7%	45.6%	45.1%	46.4%	21.4%	21.2%	20.3%	11.7%	12.6%	13.4%	7.6%	8.3%	7.5%	0.7%	0.8%	0.7%
60+	82,011	87,040	57,865	12.8%	12.6%	12.1%	45.9%	44.6%	47.7%	22.0%	22.6%	21.1%	12.0%	12.1%	11.7%	6.6%	7.3%	6.8%	0.8%	0.8%	0.7%
24,548	20,186	12,859	16.9%	15.8%	15.1%	44.9%	43.9%	48.7%	22.1%	23.3%	21.8%	9.2%	11.1%	8.7%	5.5%	5.2%	4.9%	1.3%	0.7%	0.8%	

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

2008 Federal Human Capital Survey: Report by Demographics

(40) Managers communicate the goals and priorities of the organization.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,181	221,418	147,891	13.5%	12.8%	12.3%	46.2%	45.4%	47.3%	21.4%	21.8%	20.6%	11.3%	11.9%	12.2%	6.8%	7.3%	6.9%	0.8%	0.8%	0.7%
Pay Category																					
Federal Wage System	8,652	9,475	5,512	10.6%	9.7%	8.6%	43.7%	41.2%	42.3%	23.7%	24.1%	24.6%	13.4%	14.3%	13.3%	7.7%	9.7%	9.9%	0.9%	0.9%	1.3%
GS 1-6 or equivalent	10,337	10,826	6,705	15.8%	15.7%	12.6%	43.0%	42.6%	44.6%	22.2%	21.9%	21.0%	10.8%	10.3%	11.1%	6.5%	8.0%	9.8%	1.8%	1.5%	1.0%
GS 7-12 or equivalent	86,207	91,789	58,900	13.0%	12.5%	11.8%	46.3%	46.2%	48.7%	22.2%	22.5%	20.5%	11.5%	11.3%	12.0%	6.3%	6.7%	6.2%	0.7%	0.7%	0.7%
GS 13-15 or equivalent	83,227	91,613	64,037	14.6%	13.1%	13.4%	48.3%	47.5%	47.7%	19.6%	20.3%	20.0%	11.0%	12.4%	12.5%	6.0%	6.3%	6.0%	0.5%	0.4%	0.4%
Senior Executive Service	3,931	4,206	3,314	33.1%	30.9%	30.3%	48.6%	49.0%	44.8%	10.8%	12.2%	15.6%	4.9%	5.3%	7.1%	2.4%	2.5%	2.0%	0.3%	0.1%	0.3%
SL/ST	780	688	490	19.8%	8.0%	15.7%	47.6%	50.4%	56.0%	18.2%	5.7%	8.0%	2.9%	23.2%	15.9%	11.1%	12.6%	4.4%	0.4%	0.1%	0.0%
Other	15,762	8,187	5,203	12.1%	14.3%	13.7%	44.9%	43.1%	43.7%	20.3%	21.1%	19.7%	11.2%	12.8%	13.1%	10.7%	7.8%	9.1%	0.9%	1.0%	0.7%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	18.7%	23.7%	22.3%	50.7%	50.0%	51.3%	19.3%	16.1%	17.3%	7.3%	6.0%	5.1%	3.5%	2.9%	2.8%	0.5%	1.3%	1.3%
1-3 years	17,926	17,544	12,895	16.8%	15.8%	14.7%	49.2%	47.4%	46.6%	19.8%	18.8%	17.2%	8.5%	11.3%	12.5%	4.9%	5.8%	8.1%	0.8%	0.9%	0.9%
4-5 years	14,596	16,229	8,712	14.1%	12.2%	12.2%	45.0%	45.0%	48.1%	21.7%	22.5%	20.7%	10.5%	11.7%	12.7%	7.9%	7.4%	5.8%	0.9%	1.1%	0.5%
6-10 years	32,657	26,506	13,912	12.2%	13.0%	13.3%	46.3%	43.6%	45.9%	20.6%	22.2%	20.1%	12.4%	12.2%	12.8%	7.8%	8.4%	7.2%	0.6%	0.6%	0.7%
11-20 years	53,231	62,912	44,997	13.0%	11.2%	11.0%	44.7%	46.3%	47.4%	21.8%	22.0%	21.4%	12.3%	11.8%	12.4%	7.3%	8.1%	7.0%	0.8%	0.6%	0.8%
(11 to 14 years)	17,504	---	---	13.0%	---	---	43.9%	---	---	22.4%	---	---	13.3%	---	---	6.7%	---	---	0.8%	---	---
(15 to 20 years)	35,727	---	---	13.1%	---	---	45.2%	---	---	21.5%	---	---	11.8%	---	---	7.7%	---	---	0.8%	---	---
> 20 years	88,271	91,707	62,348	13.0%	12.6%	12.0%	46.1%	44.8%	47.6%	22.0%	22.5%	21.4%	11.5%	12.3%	11.7%	6.5%	6.8%	6.7%	0.8%	0.8%	0.6%
Time w/ Current Agency																					
< 1 year	4,810	5,024	2,815	22.0%	21.2%	22.6%	47.8%	49.7%	50.2%	18.3%	16.8%	16.5%	6.7%	7.4%	6.4%	4.0%	3.6%	3.3%	1.1%	1.3%	1.0%
1-3 years	28,185	28,264	21,637	16.0%	15.5%	14.5%	47.7%	44.7%	46.3%	20.8%	20.7%	17.7%	9.2%	11.4%	12.9%	5.6%	6.8%	7.7%	0.8%	0.9%	0.9%
4-5 years	20,122	22,564	13,237	14.1%	11.4%	12.2%	44.8%	45.1%	46.7%	21.0%	22.4%	22.2%	10.9%	12.4%	12.6%	8.6%	7.6%	5.6%	0.7%	1.0%	0.6%
6-10 years	40,756	35,125	18,822	11.7%	12.4%	12.0%	46.0%	44.5%	46.3%	21.2%	22.2%	21.4%	12.5%	12.0%	12.2%	7.9%	8.2%	7.3%	0.7%	0.7%	0.7%
11-20 years	54,452	64,990	46,187	12.4%	11.0%	11.0%	44.7%	45.8%	46.8%	22.3%	22.3%	21.3%	12.5%	12.3%	12.6%	7.3%	8.0%	7.7%	0.9%	0.6%	0.7%
> 20 years	60,588	61,524	41,483	13.2%	13.0%	11.5%	47.0%	45.7%	49.2%	21.7%	22.1%	21.3%	11.5%	12.0%	11.4%	5.9%	6.5%	6.0%	0.8%	0.7%	0.6%
Leaving																					
No	143,371	150,490	101,431	16.0%	15.2%	14.5%	49.9%	49.2%	51.2%	20.1%	20.7%	19.3%	9.2%	9.6%	9.8%	4.3%	4.6%	4.4%	0.7%	0.7%	0.7%
Yes, to retire	13,489	14,413	9,502	13.7%	10.7%	11.1%	43.4%	41.6%	42.5%	21.9%	24.0%	26.1%	12.0%	14.7%	12.3%	8.0%	7.9%	7.2%	1.0%	1.1%	0.7%
Yes, to other job in Govt	37,420	35,606	22,691	6.9%	6.8%	6.4%	37.5%	37.5%	37.5%	25.1%	24.4%	23.0%	17.1%	17.4%	19.4%	12.5%	13.0%	13.0%	0.8%	0.8%	0.7%
Yes, to other job outside Govt	6,394	7,858	5,069	5.5%	5.6%	6.4%	32.5%	31.7%	35.7%	24.3%	22.7%	22.5%	20.3%	20.7%	17.7%	16.7%	18.6%	17.3%	0.7%	0.7%	0.3%
Yes, other	8,241	9,087	5,481	6.2%	5.3%	4.4%	34.6%	32.0%	37.0%	24.7%	26.0%	23.6%	15.8%	17.7%	17.7%	16.4%	17.9%	15.5%	2.3%	1.2%	1.8%
Retiring																					
Within 1 year	8,331	9,142	6,071	13.1%	11.7%	10.6%	44.3%	41.3%	41.7%	20.6%	23.6%	25.3%	12.0%	13.9%	11.3%	9.2%	8.7%	10.1%	0.8%	0.9%	1.0%
Between 1 and 3 years	24,420	25,216	16,417	12.9%	11.5%	10.7%	43.8%	44.9%	48.8%	23.8%	23.3%	22.3%	11.6%	12.5%	11.5%	6.9%	6.9%	6.4%	0.9%	0.9%	0.4%
Between 3 and 5 years	26,397	28,076	19,270	12.0%	11.4%	11.3%	45.5%	45.1%	47.0%	24.1%	23.5%	22.8%	10.9%	12.4%	11.1%	6.2%	6.8%	7.2%	1.3%	0.7%	0.7%
5 or more years	149,771	154,999	102,410	13.9%	13.3%	12.8%	46.7%	45.8%	47.5%	20.7%	21.3%	19.8%	11.3%	11.6%	12.5%	6.8%	7.3%	6.8%	0.7%	0.7%	0.7%

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

2008 Federal Human Capital Survey: Report by Demographics

(41) Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,177	221,412	147,886	13.2%	12.2%	12.0%	44.4%	44.2%	45.3%	23.6%	24.3%	23.4%	8.4%	8.6%	9.0%	5.3%	5.2%	4.8%	5.1%	5.5%	5.5%
Work Location																					
Headquarters	82,914	86,480	51,141	14.2%	13.2%	12.9%	45.0%	44.8%	45.3%	22.5%	23.3%	23.0%	8.5%	9.0%	9.1%	4.9%	4.9%	4.2%	5.0%	4.7%	5.6%
Field	125,974	130,927	93,040	12.7%	11.7%	11.7%	44.1%	43.8%	45.3%	24.2%	24.8%	23.6%	8.4%	8.5%	9.0%	5.5%	5.3%	5.0%	5.2%	5.8%	5.4%
Supervisor Status																					
Non-Supervisor	116,251	118,177	74,547	12.2%	11.3%	11.2%	43.0%	42.8%	44.1%	24.5%	25.1%	24.1%	8.5%	8.2%	8.8%	5.7%	5.8%	5.2%	6.3%	6.8%	6.5%
Team Leader	28,854	31,771	20,113	11.4%	11.2%	11.3%	43.2%	42.7%	45.6%	25.3%	25.7%	23.9%	9.4%	10.9%	10.4%	5.9%	4.9%	4.6%	4.8%	4.7%	4.3%
Supervisor	37,700	39,855	28,510	15.4%	13.4%	14.4%	49.6%	49.2%	49.6%	21.0%	22.2%	21.5%	7.9%	8.7%	8.7%	4.1%	4.1%	3.6%	2.1%	2.3%	2.1%
Manager	21,187	22,461	17,116	21.4%	19.6%	20.6%	51.5%	51.9%	53.0%	16.6%	17.7%	16.3%	6.6%	7.3%	7.1%	2.9%	2.1%	2.4%	0.9%	1.5%	0.6%
Executive	4,882	5,135	3,906	29.1%	26.6%	31.1%	47.6%	48.1%	48.9%	16.0%	15.8%	12.8%	4.0%	6.2%	5.1%	2.0%	2.3%	1.2%	1.2%	1.0%	0.9%
Sex																					
Male	108,682	117,804	81,618	12.4%	11.1%	11.4%	43.5%	43.2%	43.8%	24.8%	25.7%	24.8%	8.8%	8.9%	9.6%	5.5%	5.5%	5.0%	5.0%	5.6%	5.4%
Female	100,242	99,715	62,571	14.2%	13.6%	12.8%	45.5%	45.4%	47.2%	22.0%	22.4%	21.5%	7.9%	8.3%	8.3%	5.1%	4.8%	4.6%	5.2%	5.4%	5.6%
Hispanic or Latino																					
Yes	14,269	13,625	8,461	14.8%	14.0%	15.3%	44.1%	43.5%	44.1%	22.7%	23.8%	21.9%	7.6%	8.2%	8.7%	6.8%	5.5%	4.7%	4.1%	4.9%	5.2%
No	194,594	203,781	135,484	13.0%	12.0%	11.7%	44.4%	44.2%	45.4%	23.7%	24.3%	23.5%	8.5%	8.7%	9.1%	5.2%	5.2%	4.8%	5.2%	5.5%	5.4%
Race																					
American Indian/ Alaska Native	8,129	6,153	---	13.5%	9.6%	---	34.9%	42.0%	---	26.9%	27.2%	---	10.9%	8.5%	---	7.1%	7.5%	---	6.8%	5.2%	---
Asian	8,412	8,608	---	14.3%	13.7%	---	50.8%	46.9%	---	22.7%	22.5%	---	4.9%	7.9%	---	3.5%	4.2%	---	3.8%	4.7%	---
Black or African American	32,714	32,870	---	15.1%	13.2%	---	45.7%	47.0%	---	21.6%	22.4%	---	7.8%	6.9%	---	5.9%	5.3%	---	4.0%	5.1%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	10.9%	15.2%	---	44.1%	44.4%	---	29.3%	23.2%	---	6.8%	8.4%	---	6.3%	4.3%	---	2.7%	4.4%	---
White	146,240	156,706	---	12.7%	12.1%	---	44.2%	43.7%	---	23.9%	24.6%	---	8.8%	8.9%	---	5.0%	5.0%	---	5.4%	5.6%	---
Two or more races (Not Hispanic/Latino)	6,176	6,191	---	12.9%	9.7%	---	42.4%	40.4%	---	24.0%	27.1%	---	8.1%	8.8%	---	7.4%	7.5%	---	5.2%	6.5%	---
Age Group																					
<30 (25 and under)	8,857	8,793	5,460	15.9%	14.3%	14.5%	49.2%	45.7%	48.9%	17.9%	22.6%	18.9%	6.5%	7.4%	7.7%	4.4%	3.6%	4.0%	6.2%	6.3%	6.0%
(26-29)	2,298	2,477	---	19.3%	14.6%	---	47.4%	50.0%	---	19.1%	19.3%	---	3.6%	6.5%	---	2.9%	3.0%	---	7.6%	6.6%	---
30-39	29,383	31,363	20,916	12.9%	11.7%	11.5%	45.3%	46.0%	44.4%	21.5%	22.9%	23.6%	9.2%	8.3%	8.8%	5.5%	5.0%	5.3%	5.7%	6.0%	6.4%
40-49	64,111	70,122	47,038	12.5%	11.5%	11.5%	44.3%	43.8%	44.3%	23.6%	24.5%	23.3%	8.8%	8.9%	10.3%	5.9%	6.0%	5.2%	4.9%	5.4%	5.5%
50-59	82,009	87,042	57,869	12.4%	11.9%	11.8%	43.6%	43.8%	46.1%	25.3%	25.0%	23.7%	8.5%	8.9%	8.6%	5.3%	5.1%	4.8%	4.9%	5.3%	5.1%
60+	24,550	20,186	12,857	16.4%	15.4%	14.7%	43.0%	42.8%	45.3%	24.8%	24.7%	25.1%	7.0%	8.0%	7.2%	3.8%	4.0%	3.2%	4.9%	5.1%	4.5%

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

2008 Federal Human Capital Survey: Report by Demographics

(41) Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,177	221,412	147,886	13.2%	12.2%	12.0%	44.4%	44.2%	45.3%	23.6%	24.3%	23.4%	8.4%	8.6%	9.0%	5.3%	5.2%	4.8%	5.1%	5.5%	5.5%
Pay Category																					
Federal Wage System	8,652	9,478	5,512	10.2%	8.7%	8.3%	43.9%	41.1%	43.5%	27.0%	27.7%	26.0%	9.7%	10.0%	10.1%	4.8%	6.2%	6.0%	4.3%	6.2%	6.1%
GS 1-6 or equivalent	10,338	10,823	6,703	16.0%	14.2%	12.3%	41.7%	45.1%	42.0%	23.2%	23.1%	24.6%	8.1%	6.3%	8.6%	5.3%	6.2%	5.5%	5.7%	5.0%	7.1%
GS 7-12 or equivalent	86,208	91,786	58,901	12.7%	12.2%	11.7%	44.8%	44.5%	46.3%	24.2%	24.8%	23.7%	8.1%	8.3%	8.3%	5.0%	4.8%	4.5%	5.2%	5.5%	5.6%
GS 13-15 or equivalent	83,224	91,612	64,035	14.1%	12.3%	13.1%	46.0%	45.4%	45.5%	21.5%	23.2%	22.1%	8.7%	9.6%	10.7%	4.8%	4.8%	4.6%	4.9%	4.6%	4.1%
Senior Executive Service	3,931	4,206	3,314	31.5%	29.2%	29.3%	48.0%	49.3%	48.5%	12.4%	13.0%	14.0%	5.7%	5.8%	6.2%	1.8%	2.0%	1.0%	0.6%	0.7%	1.1%
SL/ST	780	688	490	19.9%	11.0%	12.9%	47.2%	47.1%	50.2%	17.3%	17.4%	22.0%	2.4%	17.9%	8.1%	10.8%	5.9%	5.2%	2.3%	0.7%	1.7%
Other	15,759	8,187	5,203	11.5%	13.5%	12.6%	40.6%	42.2%	43.8%	24.7%	23.4%	22.7%	8.8%	7.8%	8.0%	8.3%	6.3%	6.8%	6.0%	6.8%	6.2%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	17.9%	22.8%	18.5%	42.3%	45.8%	46.3%	26.4%	17.3%	23.4%	4.8%	4.2%	3.8%	3.3%	1.9%	1.7%	5.4%	7.9%	6.2%
1-3 years	17,927	17,544	12,890	16.6%	14.5%	14.5%	46.9%	44.5%	41.4%	20.9%	22.5%	21.7%	6.7%	8.2%	9.2%	3.5%	3.6%	5.3%	5.3%	6.7%	7.9%
4-5 years	14,597	16,228	8,711	13.1%	11.3%	12.6%	42.9%	43.9%	46.8%	23.2%	24.0%	22.5%	8.5%	8.2%	9.1%	6.6%	5.3%	3.8%	5.7%	7.3%	5.1%
6-10 years	32,656	26,501	13,912	11.8%	12.2%	12.4%	44.7%	42.4%	44.5%	22.7%	24.8%	24.1%	9.3%	9.5%	9.4%	6.2%	6.2%	4.6%	5.3%	4.9%	5.1%
11-20 years	53,228	62,909	44,994	12.7%	10.9%	10.9%	43.1%	44.8%	45.6%	24.2%	24.5%	23.8%	9.1%	8.3%	9.3%	6.1%	6.2%	4.9%	4.9%	5.2%	5.4%
(11 to 14 years)	17,499	---	---	13.1%	---	---	42.7%	---	---	24.6%	---	---	9.6%	---	---	5.4%	---	---	4.6%	---	---
(15 to 20 years)	35,729	---	---	12.5%	---	---	43.3%	---	---	23.9%	---	---	8.9%	---	---	6.4%	---	---	5.0%	---	---
> 20 years	88,268	91,708	62,353	12.8%	12.2%	11.7%	44.7%	44.2%	46.3%	24.5%	24.9%	23.7%	8.2%	9.0%	8.8%	4.8%	4.7%	4.9%	5.0%	5.0%	4.7%
Time w/ Current Agency																					
< 1 year	4,810	5,025	2,815	22.1%	20.9%	20.0%	41.6%	45.2%	48.8%	22.2%	20.1%	17.0%	5.2%	4.1%	5.5%	3.3%	2.6%	2.1%	5.6%	7.1%	6.5%
1-3 years	28,186	28,265	21,632	15.7%	14.2%	14.3%	46.1%	42.8%	41.7%	21.6%	23.4%	22.0%	6.8%	8.0%	9.9%	4.7%	4.8%	5.2%	5.1%	6.6%	7.0%
4-5 years	20,122	22,561	13,237	13.1%	10.7%	12.2%	42.4%	44.2%	45.5%	22.7%	24.1%	24.0%	8.9%	8.8%	9.2%	7.4%	5.4%	4.1%	5.5%	6.8%	5.0%
6-10 years	40,754	35,123	18,821	11.3%	12.0%	11.5%	44.2%	43.0%	45.2%	23.8%	24.9%	24.6%	9.5%	9.4%	8.8%	5.9%	5.9%	4.8%	5.3%	4.8%	5.0%
11-20 years	54,451	64,984	46,186	12.1%	10.7%	10.8%	43.7%	44.9%	45.4%	24.7%	24.5%	23.9%	8.9%	8.6%	9.2%	5.6%	6.1%	5.2%	5.1%	5.2%	5.5%
> 20 years	60,583	61,526	41,486	12.8%	12.4%	11.2%	45.4%	44.8%	47.7%	24.3%	24.8%	23.5%	8.3%	8.9%	8.6%	4.4%	4.3%	4.6%	4.8%	4.7%	4.4%
Leaving																					
No	143,366	150,487	101,430	15.5%	14.4%	14.2%	48.0%	47.9%	49.2%	22.3%	22.8%	21.7%	6.4%	6.8%	7.2%	3.3%	3.3%	3.1%	4.4%	4.8%	4.6%
Yes, to retire	13,491	14,411	9,503	13.5%	10.8%	10.1%	41.0%	40.6%	42.1%	25.7%	27.2%	27.0%	8.8%	10.2%	9.2%	6.0%	5.6%	5.7%	4.9%	5.6%	5.9%
Yes, to other job in Govt	37,419	35,603	22,689	6.7%	6.5%	6.6%	36.4%	36.2%	35.8%	27.3%	28.2%	27.3%	13.3%	12.7%	14.4%	9.9%	9.7%	9.0%	6.4%	6.7%	6.9%
Yes, to other job outside Govt	6,395	7,860	5,068	6.1%	5.7%	5.8%	32.2%	29.9%	33.5%	25.6%	25.8%	26.8%	17.2%	17.5%	13.3%	12.7%	13.9%	10.9%	6.2%	7.1%	9.6%
Yes, other	8,241	9,086	5,480	6.6%	5.2%	4.5%	32.0%	31.4%	32.7%	25.1%	28.5%	28.2%	13.4%	13.6%	14.6%	12.8%	11.7%	11.3%	10.1%	9.6%	8.8%
Retiring																					
Within 1 year	8,332	9,141	6,072	12.3%	11.8%	10.3%	41.7%	39.6%	40.4%	25.6%	27.3%	25.7%	8.9%	10.3%	9.5%	7.0%	5.5%	6.7%	4.4%	5.6%	7.4%
Between 1 and 3 years	24,418	25,218	16,417	13.0%	11.0%	10.4%	41.8%	44.1%	46.8%	25.8%	26.1%	24.3%	9.1%	8.8%	9.5%	5.0%	5.2%	4.5%	5.4%	4.8%	4.5%
Between 3 and 5 years	26,399	28,078	19,272	12.1%	10.8%	11.2%	43.7%	44.9%	45.4%	25.4%	25.6%	25.2%	8.1%	9.0%	8.4%	5.1%	4.8%	4.9%	5.6%	4.8%	4.9%
5 or more years	149,765	154,990	102,404	13.4%	12.6%	12.4%	45.0%	44.3%	45.4%	22.9%	23.7%	22.9%	8.3%	8.4%	9.0%	5.3%	5.2%	4.7%	5.0%	5.7%	5.5%

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

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(42) Employees are protected from health and safety hazards on the job.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,429	147,890	22.6%	21.3%	21.0%	53.5%	53.6%	54.1%	13.2%	13.6%	13.2%	5.8%	6.7%	6.7%	3.8%	3.8%	4.2%	1.1%	1.0%	0.9%
Work Location																					
Headquarters	82,918	86,484	51,141	24.0%	22.9%	22.1%	54.2%	54.1%	53.6%	12.9%	13.6%	13.9%	4.5%	5.1%	5.8%	2.8%	2.9%	3.1%	1.5%	1.4%	1.4%
Field	125,981	130,942	93,043	21.9%	20.5%	20.6%	53.2%	53.4%	54.3%	13.3%	13.6%	12.9%	6.5%	7.5%	6.9%	4.2%	4.2%	4.5%	0.9%	0.9%	0.7%
Supervisor Status																					
Non-Supervisor	116,260	118,185	74,547	20.3%	18.3%	18.4%	53.0%	53.3%	54.0%	14.4%	15.1%	14.3%	6.4%	7.6%	7.3%	4.5%	4.6%	4.8%	1.4%	1.2%	1.1%
Team Leader	28,854	31,772	20,112	22.6%	22.0%	22.6%	53.9%	54.9%	54.7%	13.4%	12.6%	12.4%	6.2%	6.4%	6.2%	3.1%	3.2%	3.6%	0.8%	0.9%	0.6%
Supervisor	37,703	39,859	28,513	27.0%	27.2%	27.9%	56.1%	54.9%	55.6%	10.3%	10.5%	9.3%	4.0%	4.8%	4.4%	2.1%	2.1%	2.4%	0.5%	0.5%	0.4%
Manager	21,187	22,464	17,117	35.5%	36.2%	37.1%	53.8%	52.1%	52.3%	6.5%	7.5%	6.9%	2.7%	3.1%	2.5%	1.2%	0.9%	0.9%	0.2%	0.3%	0.2%
Executive	4,882	5,135	3,906	37.0%	39.5%	41.8%	50.0%	46.1%	46.3%	6.2%	8.2%	7.7%	5.0%	4.0%	2.4%	1.2%	1.4%	1.2%	0.6%	0.8%	0.7%
Sex																					
Male	108,686	117,811	81,619	23.5%	22.3%	22.2%	53.7%	53.7%	53.7%	13.1%	13.3%	12.8%	5.5%	6.2%	6.6%	3.5%	3.7%	4.1%	0.7%	0.8%	0.7%
Female	100,250	99,724	62,573	21.5%	19.9%	19.3%	53.3%	53.5%	54.8%	13.2%	14.0%	13.7%	6.2%	7.4%	6.7%	4.1%	3.9%	4.4%	1.6%	1.3%	1.1%
Hispanic or Latino																					
Yes	14,271	13,630	8,464	21.9%	20.7%	22.0%	49.6%	49.6%	50.1%	14.5%	14.7%	14.4%	6.9%	7.7%	7.2%	6.1%	5.8%	5.3%	1.0%	1.5%	0.9%
No	194,605	203,789	135,484	22.7%	21.3%	20.9%	53.9%	54.0%	54.5%	13.0%	13.5%	13.1%	5.7%	6.6%	6.6%	3.5%	3.6%	4.1%	1.1%	1.0%	0.9%
Race																					
American Indian/ Alaska Native	8,129	6,153	---	21.1%	19.3%	---	51.6%	53.2%	---	14.1%	15.4%	---	6.4%	6.5%	---	6.2%	4.4%	---	0.7%	1.2%	---
Asian	8,413	8,608	---	23.8%	22.3%	---	57.4%	55.7%	---	12.6%	14.1%	---	3.5%	4.4%	---	1.8%	2.3%	---	1.0%	1.3%	---
Black or African American	32,717	32,871	---	20.4%	18.3%	---	56.2%	53.9%	---	12.9%	15.1%	---	5.7%	6.9%	---	3.4%	4.5%	---	1.5%	1.3%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	19.1%	19.9%	---	50.3%	55.0%	---	19.0%	14.9%	---	5.1%	5.4%	---	5.9%	4.3%	---	0.6%	0.4%	---
White	146,248	156,717	---	23.3%	22.3%	---	53.5%	53.7%	---	12.7%	13.0%	---	5.9%	6.6%	---	3.7%	3.4%	---	1.0%	0.9%	---
Two or more races (Not Hispanic/Latino)	6,176	6,192	---	22.8%	17.3%	---	45.2%	48.6%	---	16.9%	15.6%	---	7.1%	9.8%	---	7.0%	6.7%	---	0.9%	2.0%	---
Age Group																					
<30 (25 and under)	8,857	8,793	5,461	25.4%	25.8%	24.9%	49.9%	48.2%	50.2%	12.8%	14.1%	11.7%	5.1%	7.0%	7.1%	5.0%	3.3%	5.0%	1.7%	1.5%	1.1%
(26-29)	2,298	2,477	---	26.8%	30.4%	---	46.8%	46.3%	---	15.0%	12.2%	---	4.7%	6.3%	---	5.1%	3.1%	---	1.7%	1.7%	---
30-39	29,382	31,365	20,916	21.6%	20.2%	20.2%	53.1%	52.9%	52.8%	13.3%	14.0%	13.4%	6.8%	7.2%	7.5%	4.1%	4.6%	5.0%	1.1%	1.1%	1.2%
40-49	64,118	70,129	47,041	22.2%	20.8%	20.8%	54.4%	54.2%	54.9%	13.0%	13.6%	12.7%	5.8%	6.7%	6.4%	3.7%	3.8%	4.3%	1.0%	0.9%	0.9%
50-59	82,015	87,044	57,868	22.3%	21.1%	20.3%	53.7%	54.3%	54.6%	13.2%	13.3%	13.8%	5.9%	6.7%	6.5%	3.8%	3.6%	4.1%	1.1%	1.0%	0.7%
60+	24,551	20,187	12,857	24.7%	22.6%	23.8%	53.5%	53.7%	54.1%	13.7%	13.6%	12.2%	4.6%	5.7%	7.0%	2.6%	3.4%	2.3%	0.9%	1.0%	0.7%

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

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(42) Employees are protected from health and safety hazards on the job.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,189	221,429	147,890	22.6%	21.3%	21.0%	53.5%	53.6%	54.1%	13.2%	13.6%	13.2%	5.8%	6.7%	6.7%	3.8%	3.8%	4.2%	1.1%	1.0%	0.9%
Pay Category																					
Federal Wage System	8,654	9,478	5,511	21.8%	21.6%	19.8%	54.5%	50.5%	55.5%	14.0%	14.9%	12.1%	5.6%	7.5%	7.1%	3.8%	5.2%	5.1%	0.2%	0.3%	0.4%
GS 1-6 or equivalent	10,339	10,828	6,704	25.2%	20.2%	18.4%	48.9%	52.8%	50.3%	13.3%	13.0%	13.6%	5.9%	7.2%	8.4%	5.3%	5.5%	8.6%	1.5%	1.3%	0.6%
GS 7-12 or equivalent	86,212	91,791	58,901	20.6%	19.3%	19.7%	54.0%	54.8%	54.2%	14.1%	14.1%	14.1%	6.2%	7.2%	7.1%	4.0%	3.6%	4.0%	1.1%	1.0%	0.9%
GS 13-15 or equivalent	83,227	91,616	64,036	26.1%	25.1%	24.8%	54.9%	54.6%	55.8%	11.3%	12.7%	11.3%	4.5%	4.3%	4.7%	1.9%	2.1%	2.3%	1.3%	1.2%	1.1%
Senior Executive Service	3,931	4,206	3,314	45.7%	42.0%	38.6%	44.3%	46.9%	42.2%	5.8%	6.9%	8.9%	2.6%	2.5%	8.3%	0.8%	0.8%	1.5%	0.8%	0.9%	0.5%
SL/ST	780	688	490	14.4%	27.1%	23.6%	71.8%	59.7%	64.6%	11.3%	2.6%	7.1%	1.0%	5.7%	2.1%	0.9%	4.7%	1.1%	0.6%	0.2%	1.5%
Other	15,763	8,187	5,204	20.4%	23.0%	19.8%	51.2%	50.3%	52.2%	13.5%	13.2%	14.7%	8.0%	8.1%	7.1%	6.0%	4.2%	5.0%	0.9%	1.3%	1.2%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	26.5%	27.5%	24.0%	51.4%	57.7%	52.2%	10.1%	8.4%	17.4%	2.5%	3.0%	3.4%	8.5%	2.2%	0.7%	1.0%	1.3%	2.2%
1-3 years	17,928	17,545	12,892	25.3%	24.4%	20.6%	53.6%	49.3%	47.4%	11.7%	13.5%	13.4%	5.2%	6.7%	9.7%	3.3%	4.8%	7.9%	1.0%	1.3%	1.0%
4-5 years	14,598	16,232	8,712	23.3%	21.6%	21.2%	51.7%	50.1%	54.4%	13.0%	13.9%	13.5%	6.0%	8.4%	6.2%	4.8%	4.9%	3.8%	1.2%	1.1%	0.9%
6-10 years	32,656	26,508	13,912	21.2%	19.7%	20.9%	52.6%	53.8%	53.7%	13.6%	14.6%	12.1%	6.8%	6.9%	7.1%	4.8%	4.2%	5.3%	1.0%	0.8%	0.8%
11-20 years	53,235	62,912	44,994	21.6%	19.5%	20.0%	52.8%	55.3%	56.0%	13.8%	13.4%	13.2%	6.8%	6.8%	6.7%	3.9%	3.8%	3.3%	1.1%	1.1%	0.9%
(11 to 14 years)	17,503	---	---	20.5%	---	---	51.9%	---	---	14.1%	---	---	7.7%	---	---	4.7%	---	---	1.1%	---	---
(15 to 20 years)	35,732	---	---	22.2%	---	---	53.2%	---	---	13.7%	---	---	6.3%	---	---	3.5%	---	---	1.1%	---	---
> 20 years	88,272	91,710	62,353	22.7%	21.8%	21.8%	55.1%	54.4%	55.2%	13.2%	13.5%	13.1%	5.1%	6.3%	5.5%	2.8%	3.1%	3.5%	1.1%	1.0%	0.8%
Time w/ Current Agency																					
< 1 year	4,810	5,025	2,815	28.5%	27.3%	26.7%	52.2%	52.9%	51.8%	10.4%	10.9%	14.0%	2.8%	4.8%	3.8%	5.0%	2.1%	1.5%	1.1%	2.0%	2.2%
1-3 years	28,186	28,266	21,634	24.2%	23.0%	20.6%	53.3%	50.8%	48.7%	12.1%	13.5%	14.0%	5.6%	6.3%	8.8%	3.3%	5.1%	6.9%	1.4%	1.3%	1.1%
4-5 years	20,124	22,565	13,237	23.3%	20.5%	20.2%	51.8%	51.1%	56.1%	13.1%	14.8%	13.0%	5.6%	7.8%	6.2%	5.0%	4.9%	3.6%	1.2%	1.0%	0.9%
6-10 years	40,755	35,123	18,822	20.5%	20.3%	20.0%	53.3%	53.7%	54.1%	13.9%	14.3%	13.2%	6.8%	6.8%	7.1%	4.5%	4.0%	4.9%	1.0%	0.9%	0.7%
11-20 years	54,457	64,992	46,186	21.3%	19.6%	20.5%	53.6%	55.3%	56.0%	13.8%	13.3%	12.9%	6.3%	7.1%	6.4%	3.9%	3.6%	3.4%	1.1%	1.1%	0.8%
> 20 years	60,588	61,529	41,486	23.4%	22.2%	22.3%	54.7%	54.8%	55.6%	13.0%	13.2%	12.7%	5.3%	6.2%	5.4%	2.7%	2.8%	3.3%	0.9%	0.8%	0.8%
Leaving																					
No	143,377	150,500	101,436	25.2%	23.6%	23.0%	54.8%	55.1%	56.1%	11.5%	12.4%	11.9%	5.0%	5.6%	5.4%	2.6%	2.4%	2.9%	1.0%	0.9%	0.8%
Yes, to retire	13,491	14,410	9,503	21.7%	19.0%	20.5%	50.8%	53.6%	53.8%	16.1%	12.9%	15.9%	5.9%	8.4%	6.4%	4.0%	5.2%	2.8%	1.5%	0.9%	0.5%
Yes, to other job in Govt	37,420	35,603	22,687	16.2%	15.4%	15.8%	52.8%	51.6%	49.7%	16.3%	16.2%	15.6%	7.6%	9.1%	10.2%	5.7%	6.5%	7.3%	1.4%	1.2%	1.3%
Yes, to other job outside Govt	6,395	7,859	5,068	16.6%	16.0%	15.7%	47.8%	45.2%	42.9%	14.9%	15.8%	17.3%	9.5%	11.4%	10.6%	9.9%	10.5%	12.2%	1.3%	1.1%	1.3%
Yes, other	8,241	9,088	5,479	12.5%	13.9%	13.0%	43.9%	44.9%	49.3%	22.4%	21.1%	16.9%	10.4%	9.6%	10.3%	9.4%	8.6%	9.5%	1.4%	1.9%	1.1%
Retiring																					
Within 1 year	8,333	9,139	6,073	21.6%	20.8%	20.3%	50.5%	50.8%	54.5%	16.6%	14.7%	13.5%	6.2%	7.5%	6.5%	3.8%	5.0%	4.5%	1.2%	1.0%	0.7%
Between 1 and 3 years	24,420	25,221	16,416	20.4%	19.4%	20.7%	54.0%	54.5%	54.2%	14.6%	14.0%	15.4%	6.4%	7.2%	6.2%	3.6%	3.9%	3.0%	1.0%	1.0%	0.5%
Between 3 and 5 years	26,400	28,077	19,273	22.4%	19.4%	20.4%	54.6%	54.3%	54.9%	13.3%	14.9%	13.0%	5.1%	6.8%	6.7%	3.3%	3.7%	4.3%	1.2%	0.9%	0.7%
5 or more years	149,774	155,004	102,407	23.0%	21.9%	21.1%	53.5%	53.6%	54.1%	12.8%	13.3%	12.9%	5.8%	6.6%	6.6%	3.8%	3.7%	4.3%	1.1%	1.1%	1.0%

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

2008 Federal Human Capital Survey: Report by Demographics

(43) My organization has prepared employees for potential security threats.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,183	221,419	147,894	20.3%	18.6%	19.4%	53.8%	54.0%	54.3%	15.6%	15.9%	14.9%	6.1%	7.0%	6.9%	2.8%	3.0%	3.4%	1.4%	1.4%	1.3%
Work Location																					
Headquarters	82,917	86,481	51,141	21.5%	20.1%	21.2%	54.6%	53.6%	54.2%	14.5%	15.3%	14.5%	5.1%	6.7%	6.2%	2.4%	2.7%	2.5%	1.8%	1.5%	1.4%
Field	125,978	130,932	93,047	19.7%	17.9%	18.8%	53.4%	54.1%	54.3%	16.1%	16.2%	15.0%	6.6%	7.2%	7.1%	3.0%	3.2%	3.6%	1.2%	1.3%	1.2%
Supervisor Status																					
Non-Supervisor	116,257	118,184	74,549	18.9%	17.1%	17.7%	53.1%	53.9%	54.4%	16.5%	16.3%	15.5%	6.7%	7.5%	7.2%	3.1%	3.6%	3.7%	1.7%	1.7%	1.5%
Team Leader	28,853	31,770	20,114	19.6%	19.2%	21.0%	54.6%	53.9%	54.1%	15.6%	16.6%	14.3%	5.8%	7.1%	6.4%	3.2%	2.2%	3.2%	1.1%	1.1%	1.0%
Supervisor	37,701	39,855	28,512	23.2%	20.7%	23.4%	55.6%	55.3%	54.1%	13.9%	15.4%	13.0%	4.8%	5.7%	6.7%	1.7%	2.3%	2.3%	0.8%	0.6%	0.6%
Manager	21,186	22,462	17,117	28.6%	27.4%	28.9%	56.0%	53.4%	53.3%	10.1%	12.7%	11.3%	3.6%	4.9%	4.8%	1.3%	1.2%	1.5%	0.3%	0.4%	0.3%
Executive	4,882	5,134	3,906	33.8%	31.3%	34.1%	50.2%	48.7%	51.7%	8.4%	11.0%	9.2%	5.8%	5.5%	3.5%	1.2%	2.2%	1.3%	0.5%	1.3%	0.3%
Sex																					
Male	108,685	117,804	81,620	19.6%	18.0%	18.9%	53.6%	53.8%	53.0%	16.4%	16.8%	16.3%	6.1%	6.9%	7.2%	3.0%	3.1%	3.4%	1.2%	1.3%	1.2%
Female	100,246	99,721	62,577	21.1%	19.4%	20.0%	54.0%	54.2%	56.0%	14.4%	14.8%	12.9%	6.0%	7.1%	6.4%	2.7%	3.0%	3.3%	1.7%	1.5%	1.3%
Hispanic or Latino																					
Yes	14,271	13,627	8,465	20.2%	18.9%	19.3%	50.4%	51.8%	52.7%	17.1%	16.1%	14.1%	6.6%	7.2%	7.5%	4.5%	4.7%	4.9%	1.3%	1.3%	1.5%
No	194,600	203,785	135,488	20.3%	18.6%	19.4%	54.1%	54.2%	54.4%	15.4%	15.9%	14.9%	6.0%	7.0%	6.8%	2.7%	2.9%	3.3%	1.4%	1.4%	1.2%
Race																					
American Indian/ Alaska Native	8,129	6,152	---	16.8%	14.8%	---	49.8%	53.3%	---	18.3%	17.0%	---	7.8%	9.3%	---	5.9%	3.7%	---	1.3%	1.8%	---
Asian	8,413	8,609	---	19.7%	19.7%	---	58.4%	56.2%	---	15.3%	15.8%	---	3.4%	4.1%	---	1.6%	2.1%	---	1.7%	2.1%	---
Black or African American	32,718	32,869	---	21.9%	18.6%	---	54.5%	54.5%	---	13.5%	16.6%	---	6.3%	5.9%	---	2.1%	2.9%	---	1.6%	1.6%	---
Native Hawaiian/ Pacific Islander	1,472	1,486	---	15.4%	22.8%	---	53.0%	53.6%	---	22.1%	13.9%	---	3.8%	6.6%	---	4.4%	1.9%	---	1.2%	1.3%	---
White	146,243	156,712	---	20.2%	18.9%	---	54.1%	54.2%	---	15.4%	15.4%	---	6.2%	7.3%	---	2.8%	2.9%	---	1.3%	1.2%	---
Two or more races (Not Hispanic/Latino)	6,176	6,191	---	19.5%	15.7%	---	48.4%	43.5%	---	20.5%	22.8%	---	5.3%	8.9%	---	4.1%	6.9%	---	2.2%	2.2%	---
Age Group																					
<30 (25 and under)	8,857	8,794	5,461	21.8%	22.0%	24.5%	53.2%	50.3%	49.6%	13.5%	15.3%	14.0%	6.2%	7.6%	8.0%	3.1%	3.1%	2.8%	2.2%	1.7%	1.1%
(26-29)	2,298	2,477	---	23.6%	24.9%	---	50.1%	47.5%	---	16.8%	15.1%	---	4.8%	7.1%	---	2.2%	3.0%	---	2.5%	2.3%	---
30-39	6,559	6,317	---	21.2%	20.8%	---	54.2%	51.5%	---	12.3%	15.4%	---	6.7%	7.7%	---	3.4%	3.1%	---	2.1%	1.4%	---
40-49	29,383	31,363	20,920	18.4%	17.5%	19.2%	53.3%	53.1%	53.3%	15.7%	16.3%	13.0%	7.2%	7.6%	8.3%	3.8%	3.9%	4.8%	1.6%	1.6%	1.5%
50-59	64,115	70,126	47,041	19.9%	18.0%	19.1%	53.0%	54.6%	54.3%	16.3%	15.8%	14.9%	6.7%	7.3%	6.8%	2.8%	2.9%	3.6%	1.4%	1.4%	1.3%
60+	82,007	87,039	57,868	19.7%	18.6%	18.6%	54.7%	54.3%	55.5%	15.8%	16.3%	15.3%	5.6%	6.7%	6.6%	2.8%	2.9%	3.0%	1.4%	1.3%	1.1%
60+	24,555	20,185	12,859	25.1%	21.1%	21.9%	54.2%	54.7%	53.1%	14.0%	14.6%	16.8%	4.2%	5.7%	5.2%	1.6%	2.5%	1.7%	0.9%	1.4%	1.4%

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

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(43) My organization has prepared employees for potential security threats.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,183	221,419	147,894	20.3%	18.6%	19.4%	53.8%	54.0%	54.3%	15.6%	15.9%	14.9%	6.1%	7.0%	6.9%	2.8%	3.0%	3.4%	1.4%	1.4%	1.3%
Pay Category																					
Federal Wage System	8,652	9,476	5,512	18.4%	17.8%	18.2%	54.8%	53.9%	54.2%	16.4%	16.7%	15.6%	6.7%	7.0%	7.8%	2.7%	3.4%	3.2%	1.0%	1.2%	1.2%
GS 1-6 or equivalent	10,339	10,829	6,706	23.2%	20.7%	19.8%	50.5%	53.0%	53.0%	14.9%	14.4%	13.4%	6.3%	6.7%	7.2%	3.3%	4.1%	5.6%	1.7%	1.1%	1.1%
GS 7-12 or equivalent	86,209	91,785	58,903	19.3%	18.0%	18.8%	53.8%	54.5%	54.4%	16.1%	16.1%	15.2%	6.5%	7.1%	7.1%	2.8%	2.8%	3.3%	1.5%	1.4%	1.2%
GS 13-15 or equivalent	83,225	91,614	64,037	21.5%	19.5%	20.4%	54.4%	54.0%	54.6%	15.0%	15.6%	14.7%	5.3%	6.8%	6.4%	2.4%	2.7%	2.6%	1.4%	1.4%	1.3%
Senior Executive Service	3,931	4,205	3,314	37.2%	29.7%	31.5%	48.8%	52.3%	49.5%	8.8%	12.1%	13.8%	3.9%	4.1%	3.4%	0.8%	1.2%	0.8%	0.5%	0.6%	0.9%
SL/ST	780	688	490	18.8%	24.8%	27.3%	65.4%	56.3%	53.9%	12.5%	11.2%	8.8%	1.5%	6.2%	9.0%	1.3%	0.6%	0.1%	0.5%	0.9%	0.9%
Other	15,763	8,187	5,203	19.4%	18.3%	19.4%	54.3%	53.9%	54.9%	15.0%	17.1%	14.9%	6.2%	6.6%	4.8%	3.9%	2.1%	4.4%	1.1%	1.9%	1.7%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	20.7%	25.3%	23.6%	46.9%	53.5%	51.2%	17.7%	14.1%	17.3%	5.4%	3.7%	3.9%	7.2%	0.8%	0.9%	2.2%	2.5%	3.2%
1-3 years	17,928	17,543	12,897	22.4%	20.3%	20.5%	52.6%	53.0%	49.9%	15.0%	15.0%	14.2%	5.7%	6.8%	8.0%	2.7%	3.6%	5.9%	1.6%	1.3%	1.5%
4-5 years	14,597	16,231	8,712	21.3%	18.9%	20.7%	51.6%	50.7%	52.7%	15.7%	16.6%	14.6%	6.3%	8.1%	6.9%	3.5%	4.1%	3.5%	1.5%	1.6%	1.6%
6-10 years	32,656	26,507	13,911	18.3%	17.6%	19.5%	53.7%	54.4%	53.4%	15.7%	15.2%	13.9%	7.3%	7.6%	8.1%	3.5%	4.0%	3.7%	1.5%	1.2%	1.3%
11-20 years	53,232	62,907	44,996	18.8%	17.3%	18.4%	53.2%	54.9%	55.6%	16.2%	16.2%	14.8%	7.2%	7.1%	6.8%	3.1%	3.0%	3.1%	1.5%	1.6%	1.2%
(11 to 14 years)	17,501	---	---	17.6%	---	---	52.9%	---	---	16.8%	---	---	8.4%	---	---	3.2%	---	---	1.2%	---	---
(15 to 20 years)	35,731	---	---	19.5%	---	---	53.3%	---	---	16.0%	---	---	6.5%	---	---	3.1%	---	---	1.6%	---	---
> 20 years	88,270	91,708	62,351	21.2%	19.2%	19.4%	55.5%	54.4%	55.4%	15.1%	16.2%	15.3%	4.9%	6.7%	6.2%	2.0%	2.4%	2.6%	1.2%	1.2%	1.0%
Time w/ Current Agency																					
< 1 year	4,809	5,025	2,815	24.5%	24.2%	25.2%	46.9%	51.3%	51.8%	16.6%	14.6%	14.1%	4.6%	5.3%	4.2%	4.1%	1.6%	1.8%	3.3%	2.9%	3.0%
1-3 years	28,187	28,263	21,639	21.8%	19.7%	20.6%	52.5%	52.3%	50.7%	15.2%	15.6%	14.2%	6.2%	6.9%	8.0%	2.8%	3.8%	5.0%	1.7%	1.7%	1.6%
4-5 years	20,123	22,563	13,237	20.9%	18.5%	19.9%	51.3%	51.5%	53.8%	15.9%	16.2%	15.0%	6.9%	7.9%	7.0%	3.9%	4.0%	3.0%	1.1%	1.9%	1.2%
6-10 years	40,755	35,128	18,822	17.8%	18.5%	18.5%	54.6%	55.1%	54.3%	16.0%	14.9%	14.5%	6.8%	7.0%	8.0%	3.4%	3.5%	3.5%	1.4%	1.1%	1.2%
11-20 years	54,452	64,986	46,188	19.4%	17.2%	18.4%	53.9%	55.1%	56.1%	15.8%	16.3%	14.7%	6.6%	7.0%	6.4%	2.9%	3.0%	3.2%	1.4%	1.4%	1.2%
> 20 years	60,588	61,523	41,485	21.4%	18.9%	19.4%	55.8%	54.6%	55.2%	15.0%	16.4%	15.7%	4.9%	6.9%	6.2%	1.8%	2.1%	2.5%	1.2%	1.0%	1.0%
Leaving																					
No	143,373	150,488	101,437	22.8%	20.9%	21.5%	55.1%	55.6%	55.9%	14.2%	14.4%	13.6%	4.9%	5.8%	5.6%	1.9%	2.1%	2.4%	1.3%	1.2%	1.0%
Yes, to retire	13,491	14,410	9,502	20.4%	16.2%	17.1%	53.3%	56.6%	53.8%	16.1%	15.9%	19.2%	5.9%	7.2%	6.3%	3.0%	3.1%	2.4%	1.4%	1.0%	1.2%
Yes, to other job in Govt	37,419	35,605	22,689	14.1%	13.3%	14.6%	51.1%	49.8%	51.5%	18.8%	19.8%	16.3%	9.4%	10.1%	10.4%	4.8%	5.2%	5.6%	1.7%	1.8%	1.6%
Yes, to other job outside Govt	6,395	7,859	5,069	11.9%	11.7%	11.7%	51.6%	46.3%	43.7%	18.1%	21.0%	18.7%	9.4%	11.5%	12.4%	6.7%	7.7%	10.1%	2.2%	1.9%	3.4%
Yes, other	8,242	9,088	5,480	10.9%	11.9%	12.8%	46.1%	46.8%	48.9%	22.6%	21.5%	19.0%	10.3%	11.0%	11.1%	7.6%	6.0%	6.4%	2.4%	2.8%	1.9%
Retiring																					
Within 1 year	8,332	9,141	6,072	20.9%	16.8%	18.1%	53.7%	53.7%	53.3%	16.3%	16.1%	17.7%	5.3%	7.8%	5.7%	2.5%	4.3%	3.8%	1.2%	1.4%	1.4%
Between 1 and 3 years	24,421	25,218	16,416	19.6%	17.8%	18.0%	56.1%	55.2%	56.6%	15.0%	17.0%	15.9%	5.4%	6.0%	6.3%	2.6%	2.6%	2.2%	1.3%	1.3%	1.0%
Between 3 and 5 years	26,399	28,076	19,274	20.3%	17.5%	18.9%	55.1%	54.2%	55.9%	14.5%	16.9%	15.1%	6.4%	7.3%	6.7%	2.4%	2.9%	2.8%	1.3%	1.2%	0.6%
5 or more years	149,770	154,994	102,411	20.3%	19.0%	19.7%	53.3%	53.8%	53.8%	15.8%	15.6%	14.5%	6.2%	7.1%	7.0%	3.0%	3.1%	3.6%	1.5%	1.4%	1.4%

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

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(44) Complaints, disputes or grievances are resolved fairly in my work unit.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,176	221,417	147,895	9.9%	9.1%	8.7%	29.5%	30.3%	30.5%	27.5%	27.6%	28.6%	11.1%	11.1%	11.8%	9.7%	10.1%	9.8%	12.2%	11.7%	10.7%
Work Location																					
Headquarters	82,917	86,482	51,141	10.9%	9.8%	9.5%	28.9%	29.6%	29.4%	26.9%	28.3%	29.2%	9.8%	9.5%	9.5%	8.5%	9.0%	7.9%	14.9%	13.9%	14.5%
Field	125,971	130,935	93,048	9.4%	8.8%	8.5%	29.8%	30.7%	30.9%	27.8%	27.4%	28.3%	11.8%	11.8%	12.5%	10.3%	10.6%	10.4%	10.9%	10.7%	9.5%
Supervisor Status																					
Non-Supervisor	116,254	118,179	74,549	7.9%	7.3%	7.0%	25.0%	26.1%	27.0%	29.3%	28.8%	29.8%	12.0%	12.1%	12.8%	11.2%	11.8%	11.0%	14.6%	13.9%	12.3%
Team Leader	28,851	31,772	20,114	9.3%	7.9%	8.6%	30.0%	30.6%	31.3%	27.5%	30.2%	30.3%	12.6%	11.6%	11.3%	9.6%	9.0%	8.7%	11.1%	10.7%	9.8%
Supervisor	37,700	39,858	28,513	13.8%	12.5%	14.0%	42.7%	42.1%	46.4%	23.8%	24.1%	21.6%	7.8%	8.1%	8.1%	5.3%	6.6%	5.8%	6.5%	6.6%	4.1%
Manager	21,187	22,461	17,117	22.3%	22.2%	23.0%	47.8%	47.6%	50.9%	17.6%	17.8%	15.5%	5.3%	5.8%	5.4%	3.6%	3.6%	3.3%	3.5%	2.9%	2.0%
Executive	4,882	5,135	3,906	25.1%	23.3%	29.2%	40.0%	49.0%	47.6%	21.2%	13.3%	14.1%	5.6%	5.9%	3.1%	3.1%	3.4%	2.4%	4.9%	5.1%	3.5%
Sex																					
Male	108,677	117,804	81,622	10.3%	9.0%	9.4%	32.0%	32.4%	31.5%	27.4%	28.1%	28.8%	9.8%	10.1%	11.3%	8.9%	9.5%	9.2%	11.6%	11.0%	9.8%
Female	100,245	99,721	62,576	9.5%	9.3%	7.8%	26.3%	27.7%	29.3%	27.6%	27.0%	28.2%	13.0%	12.4%	12.5%	10.7%	11.0%	10.6%	13.0%	12.6%	11.7%
Hispanic or Latino																					
Yes	14,272	13,626	8,465	11.4%	9.7%	10.7%	27.6%	28.8%	29.9%	28.6%	28.2%	27.6%	12.2%	11.1%	11.3%	10.6%	11.8%	10.2%	9.6%	10.3%	10.2%
No	194,591	203,783	135,489	9.8%	9.0%	8.5%	29.7%	30.5%	30.6%	27.4%	27.6%	28.6%	11.0%	11.1%	11.8%	9.6%	9.9%	9.7%	12.5%	11.8%	10.7%
Race																					
American Indian/ Alaska Native	8,129	6,150	---	8.6%	6.8%	---	27.9%	28.7%	---	27.4%	26.6%	---	11.2%	14.0%	---	17.0%	13.4%	---	7.9%	10.5%	---
Asian	8,413	8,608	---	9.9%	9.5%	---	34.4%	34.7%	---	28.2%	28.2%	---	9.8%	8.9%	---	6.4%	7.4%	---	11.3%	11.3%	---
Black or African American	32,715	32,871	---	10.4%	8.1%	---	26.3%	27.0%	---	28.7%	29.0%	---	12.1%	11.8%	---	11.9%	13.4%	---	10.6%	10.7%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	8.6%	10.2%	---	31.5%	33.7%	---	29.4%	27.2%	---	16.6%	9.4%	---	8.0%	9.0%	---	5.9%	10.4%	---
White	146,241	156,712	---	9.9%	9.5%	---	30.6%	31.3%	---	26.8%	27.3%	---	10.8%	10.8%	---	8.8%	8.9%	---	13.0%	12.2%	---
Two or more races (Not Hispanic/Latino)	6,172	6,192	---	7.9%	8.2%	---	24.1%	22.5%	---	30.9%	26.4%	---	13.4%	15.2%	---	14.5%	17.5%	---	9.3%	10.1%	---
Age Group																					
<30 (25 and under)	8,857	8,792	5,461	11.0%	10.2%	10.2%	30.2%	30.9%	29.9%	21.2%	24.6%	24.1%	11.3%	9.1%	10.5%	7.7%	7.9%	10.3%	18.7%	17.3%	15.0%
(26-29)	2,298	2,477	---	13.7%	12.1%	---	33.3%	32.3%	---	21.6%	20.8%	---	7.5%	8.4%	---	6.3%	7.2%	---	17.6%	19.3%	---
30-39	6,559	6,315	---	10.0%	9.5%	---	29.1%	30.3%	---	21.1%	26.2%	---	12.6%	9.4%	---	8.1%	8.2%	---	19.1%	16.5%	---
40-49	29,383	31,362	20,919	9.1%	8.7%	8.0%	28.9%	29.0%	28.2%	26.8%	25.7%	26.5%	11.1%	12.0%	12.3%	10.4%	9.8%	11.4%	13.7%	14.7%	13.7%
50-59	64,115	70,121	47,041	9.6%	8.6%	8.4%	29.6%	30.0%	30.2%	27.2%	27.7%	28.6%	10.8%	11.2%	12.1%	10.8%	10.9%	9.8%	11.9%	11.7%	11.0%
60+	82,005	87,046	57,869	9.5%	9.3%	8.7%	29.5%	30.6%	31.1%	28.5%	28.8%	30.0%	11.8%	11.2%	12.0%	9.5%	10.1%	9.5%	11.1%	10.0%	8.8%
	24,550	20,186	12,859	12.8%	9.8%	10.9%	30.0%	32.8%	34.8%	30.0%	28.5%	28.7%	9.9%	10.0%	9.1%	6.9%	9.5%	7.5%	10.4%	9.5%	9.0%

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

2008 Federal Human Capital Survey: Report by Demographics

(44) Complaints, disputes or grievances are resolved fairly in my work unit.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,176	221,417	147,895	9.9%	9.1%	8.7%	29.5%	30.3%	30.5%	27.5%	27.6%	28.6%	11.1%	11.1%	11.8%	9.7%	10.1%	9.8%	12.2%	11.7%	10.7%
Pay Category																					
Federal Wage System	8,650	9,474	5,512	10.1%	8.2%	7.9%	31.4%	32.2%	32.8%	28.2%	28.1%	27.5%	14.4%	13.9%	14.7%	10.8%	12.7%	13.2%	5.1%	4.9%	3.9%
GS 1-6 or equivalent	10,339	10,825	6,706	12.2%	9.5%	8.0%	27.1%	30.4%	28.1%	26.3%	24.7%	27.0%	14.3%	12.3%	16.5%	13.5%	14.6%	14.9%	6.6%	8.4%	5.6%
GS 7-12 or equivalent	86,209	91,788	58,903	8.5%	8.0%	8.0%	27.6%	28.9%	29.3%	29.8%	29.1%	29.6%	11.4%	11.6%	12.0%	9.9%	10.0%	9.5%	12.8%	12.4%	11.6%
GS 13-15 or equivalent	83,226	91,615	64,037	11.3%	10.6%	10.1%	32.9%	33.1%	32.8%	25.4%	27.2%	28.4%	8.0%	7.9%	8.9%	6.6%	6.7%	6.8%	15.7%	14.5%	13.0%
Senior Executive Service	3,931	4,206	3,313	32.1%	27.4%	26.2%	46.1%	49.7%	45.2%	12.0%	13.2%	12.8%	4.0%	3.1%	4.1%	2.2%	3.3%	7.3%	3.5%	3.3%	4.4%
SL/ST	780	688	490	9.4%	12.3%	9.5%	23.2%	33.7%	52.2%	19.1%	12.0%	13.5%	31.2%	6.7%	9.7%	10.0%	16.8%	2.8%	7.1%	18.4%	12.2%
Other	15,757	8,187	5,204	9.5%	11.8%	9.5%	29.9%	29.6%	30.0%	24.0%	25.1%	27.6%	12.0%	13.2%	11.3%	12.6%	10.1%	11.7%	12.0%	10.2%	9.8%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	12.3%	13.6%	9.0%	26.5%	36.5%	29.3%	25.1%	19.3%	34.7%	13.6%	4.1%	3.4%	4.7%	2.2%	2.2%	17.8%	24.2%	21.5%
1-3 years	17,928	17,538	12,896	11.3%	10.0%	9.1%	29.8%	31.4%	28.4%	26.9%	24.6%	25.1%	9.7%	9.7%	13.5%	7.4%	8.9%	10.9%	14.9%	15.4%	13.0%
4-5 years	14,598	16,229	8,711	9.7%	8.7%	7.7%	30.2%	27.9%	30.7%	24.9%	26.7%	27.6%	11.7%	12.3%	9.6%	9.4%	10.5%	12.3%	14.1%	14.0%	12.1%
6-10 years	32,657	26,506	13,913	9.6%	8.8%	9.0%	28.0%	29.2%	29.6%	26.5%	27.7%	26.7%	12.6%	12.4%	12.9%	11.5%	10.8%	10.3%	11.8%	11.1%	11.4%
11-20 years	53,229	62,911	44,995	9.3%	8.5%	8.0%	29.3%	29.5%	30.2%	27.8%	27.8%	29.7%	11.1%	11.6%	12.3%	11.1%	11.4%	9.6%	11.3%	11.3%	10.2%
(11 to 14 years)	17,501	---	---	8.6%	---	---	30.8%	---	---	27.7%	---	---	10.8%	---	---	11.2%	---	---	10.9%	---	---
(15 to 20 years)	35,728	---	---	9.7%	---	---	28.5%	---	---	27.9%	---	---	11.3%	---	---	11.1%	---	---	11.5%	---	---
> 20 years	88,263	91,710	62,353	10.0%	9.3%	9.2%	30.2%	31.4%	31.8%	28.7%	29.0%	29.5%	10.7%	10.7%	11.0%	8.9%	9.6%	9.0%	11.4%	10.0%	9.4%
Time w/ Current Agency																					
< 1 year	4,810	5,024	2,815	14.3%	13.4%	10.9%	26.1%	29.3%	27.8%	23.7%	24.2%	31.9%	10.4%	4.2%	5.1%	4.5%	3.8%	3.2%	21.0%	25.1%	21.0%
1-3 years	28,187	28,257	21,637	11.2%	9.7%	9.5%	28.5%	30.1%	27.4%	27.2%	26.0%	27.2%	10.1%	10.6%	12.6%	8.1%	9.4%	10.5%	14.9%	14.2%	12.7%
4-5 years	20,124	22,562	13,236	9.7%	8.1%	7.3%	29.3%	28.0%	29.8%	25.1%	27.8%	28.6%	12.0%	12.3%	11.1%	11.2%	10.9%	11.9%	12.6%	13.0%	11.5%
6-10 years	40,756	35,126	18,824	9.0%	8.7%	8.1%	28.1%	29.4%	29.5%	27.3%	27.4%	27.9%	12.4%	11.9%	13.3%	11.9%	11.6%	10.2%	11.3%	11.1%	11.0%
11-20 years	54,447	64,990	46,188	9.3%	8.5%	8.3%	29.2%	30.2%	30.7%	28.8%	28.0%	29.3%	11.4%	11.9%	12.0%	10.1%	10.9%	10.0%	11.2%	10.6%	9.7%
> 20 years	60,582	61,529	41,486	10.0%	9.6%	9.3%	32.0%	32.4%	33.9%	28.2%	28.7%	28.8%	10.3%	10.3%	10.7%	8.6%	9.2%	8.4%	10.9%	9.7%	8.8%
Leaving																					
No	143,370	150,492	101,438	11.9%	10.9%	10.3%	33.1%	33.9%	34.6%	27.1%	27.1%	28.3%	9.4%	9.4%	9.8%	6.5%	6.7%	6.5%	12.1%	12.0%	10.5%
Yes, to retire	13,489	14,409	9,503	9.5%	8.5%	8.1%	28.9%	31.4%	31.1%	29.9%	29.5%	30.6%	10.7%	10.4%	11.4%	10.7%	12.4%	9.4%	10.2%	7.9%	9.5%
Yes, to other job in Govt	37,419	35,602	22,690	4.7%	4.6%	4.4%	20.7%	20.7%	19.4%	28.4%	28.8%	28.9%	15.9%	15.9%	17.2%	17.3%	18.3%	18.4%	13.0%	11.7%	11.6%
Yes, to other job outside Govt	6,394	7,860	5,068	4.7%	3.4%	3.2%	17.7%	20.7%	18.2%	26.9%	26.4%	28.5%	16.7%	16.0%	17.7%	19.8%	22.2%	21.7%	14.1%	11.3%	10.7%
Yes, other	8,239	9,087	5,480	3.8%	3.4%	4.3%	17.0%	16.4%	17.7%	27.9%	29.7%	28.3%	16.7%	16.6%	17.9%	21.9%	21.0%	21.0%	12.7%	13.0%	10.9%
Retiring																					
Within 1 year	8,331	9,139	6,073	9.4%	9.2%	8.1%	28.6%	31.0%	31.5%	30.0%	28.8%	27.0%	11.7%	11.2%	11.8%	10.3%	11.6%	12.4%	10.0%	8.3%	9.1%
Between 1 and 3 years	24,418	25,219	16,416	10.5%	8.1%	8.1%	29.1%	31.2%	32.4%	29.0%	30.2%	31.5%	11.1%	10.9%	11.5%	9.9%	10.8%	8.6%	10.4%	8.7%	8.0%
Between 3 and 5 years	26,397	28,078	19,274	10.0%	9.0%	9.1%	29.1%	31.7%	31.7%	28.4%	29.1%	29.3%	12.3%	11.5%	11.4%	9.4%	9.1%	10.0%	10.8%	9.6%	8.6%
5 or more years	149,767	154,996	102,410	9.9%	9.3%	8.7%	29.7%	30.0%	30.1%	27.0%	27.0%	28.2%	11.0%	11.0%	11.8%	9.7%	10.1%	9.7%	12.8%	12.7%	11.4%

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

2008 Federal Human Capital Survey: Report by Demographics

(45) Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,182	221,409	147,891	14.3%	13.0%	14.0%	33.4%	32.2%	33.3%	23.4%	24.7%	23.8%	11.1%	11.5%	11.8%	10.4%	11.2%	10.3%	7.4%	7.3%	6.8%
Work Location																					
Headquarters	82,918	86,477	51,143	15.4%	13.9%	15.2%	33.8%	32.3%	32.9%	22.3%	24.7%	23.4%	10.7%	10.8%	10.7%	9.1%	10.4%	9.0%	8.8%	8.0%	8.8%
Field	125,974	130,932	93,044	13.8%	12.6%	13.7%	33.2%	32.2%	33.4%	24.0%	24.7%	23.9%	11.3%	11.9%	12.1%	11.1%	11.6%	10.6%	6.7%	7.0%	6.2%
Supervisor Status																					
Non-Supervisor	116,252	118,182	74,545	11.5%	10.3%	11.3%	30.9%	29.7%	31.2%	25.2%	26.1%	25.4%	11.7%	12.2%	12.8%	11.9%	12.9%	11.2%	8.9%	8.8%	8.0%
Team Leader	28,854	31,768	20,114	13.5%	11.8%	14.5%	33.9%	33.8%	35.5%	23.1%	25.4%	23.4%	12.1%	12.3%	11.4%	10.5%	10.3%	9.8%	6.9%	6.4%	5.4%
Supervisor	37,702	39,852	28,514	20.1%	19.1%	22.9%	41.8%	39.4%	40.9%	19.2%	21.3%	18.6%	9.3%	9.1%	8.1%	6.0%	7.5%	6.6%	3.6%	3.5%	2.9%
Manager	21,187	22,462	17,116	31.6%	28.9%	34.0%	41.3%	39.7%	41.5%	14.1%	16.5%	13.1%	6.3%	7.4%	5.7%	4.7%	4.9%	4.1%	2.0%	2.6%	1.6%
Executive	4,882	5,134	3,906	34.7%	35.4%	44.5%	33.8%	35.4%	35.7%	20.4%	12.2%	10.5%	4.6%	9.0%	5.2%	4.5%	5.1%	2.9%	2.0%	2.8%	1.3%
Sex																					
Male	108,684	117,802	81,620	14.9%	13.3%	14.7%	34.5%	33.2%	33.7%	23.4%	24.8%	24.1%	10.6%	11.3%	11.7%	9.9%	10.9%	9.9%	6.7%	6.5%	5.9%
Female	100,246	99,717	62,574	13.6%	12.6%	13.2%	31.9%	30.9%	32.8%	23.4%	24.6%	23.4%	11.7%	11.9%	12.0%	11.1%	11.7%	10.7%	8.4%	8.3%	8.0%
Hispanic or Latino																					
Yes	14,271	13,627	8,464	15.1%	13.1%	14.7%	32.0%	30.3%	30.1%	23.9%	26.3%	25.0%	11.1%	10.5%	12.2%	11.8%	12.8%	11.5%	6.1%	7.0%	6.5%
No	194,597	203,775	135,484	14.2%	13.0%	14.0%	33.5%	32.4%	33.6%	23.4%	24.6%	23.7%	11.1%	11.6%	11.8%	10.3%	11.1%	10.1%	7.5%	7.3%	6.8%
Race																					
American Indian/ Alaska Native	8,129	6,149	---	10.1%	10.1%	---	27.2%	29.7%	---	28.1%	25.1%	---	11.5%	13.2%	---	17.5%	15.0%	---	5.6%	7.1%	---
Asian	8,410	8,609	---	12.2%	12.9%	---	38.6%	32.4%	---	24.1%	27.9%	---	8.8%	10.8%	---	7.5%	7.8%	---	8.7%	8.2%	---
Black or African American	32,720	32,868	---	12.7%	9.5%	---	30.8%	28.4%	---	26.0%	29.1%	---	10.1%	11.3%	---	12.3%	13.6%	---	8.1%	8.1%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	11.6%	13.2%	---	30.9%	33.6%	---	28.1%	28.6%	---	15.4%	9.0%	---	7.5%	9.7%	---	6.4%	5.9%	---
White	146,243	156,707	---	15.0%	14.2%	---	34.5%	33.7%	---	22.4%	23.2%	---	11.2%	11.5%	---	9.7%	10.3%	---	7.2%	7.1%	---
Two or more races (Not Hispanic/Latino)	6,174	6,192	---	14.1%	9.7%	---	27.1%	24.3%	---	24.1%	27.7%	---	12.7%	13.1%	---	15.7%	17.7%	---	6.2%	7.5%	---
Age Group																					
<30 (25 and under)	8,857	8,794	5,461	14.1%	13.2%	13.9%	34.9%	33.4%	33.7%	18.7%	22.9%	20.9%	12.6%	10.8%	12.7%	8.8%	9.1%	9.6%	10.9%	10.5%	9.2%
(26-29)	2,298	2,477	---	15.5%	12.8%	---	35.1%	32.7%	---	19.8%	22.2%	---	8.0%	10.5%	---	9.7%	9.9%	---	11.8%	12.0%	---
30-39	6,559	6,317	---	13.6%	13.3%	---	34.8%	33.7%	---	18.3%	23.2%	---	14.2%	10.9%	---	8.5%	8.8%	---	10.6%	10.0%	---
40-49	29,381	31,363	20,920	12.3%	11.5%	12.7%	34.3%	32.0%	31.2%	22.8%	24.7%	23.6%	11.5%	11.4%	12.7%	10.5%	11.4%	10.6%	8.5%	8.9%	9.2%
50-59	64,115	70,120	47,038	14.5%	12.8%	13.8%	33.1%	32.3%	33.6%	23.5%	24.5%	23.4%	10.6%	11.7%	11.4%	11.0%	11.4%	10.9%	7.3%	7.3%	6.9%
60+	82,009	87,043	57,866	14.5%	13.6%	14.5%	32.2%	32.0%	33.2%	24.3%	24.8%	24.8%	11.5%	11.6%	12.1%	10.7%	11.6%	10.0%	6.7%	6.4%	5.5%
	24,553	20,181	12,860	16.6%	14.1%	16.1%	35.3%	32.5%	36.8%	24.2%	26.2%	23.1%	9.3%	11.4%	9.8%	8.7%	10.3%	8.5%	5.9%	5.5%	5.7%

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

2008 Federal Human Capital Survey: Report by Demographics

(45) Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,182	221,409	147,891	14.3%	13.0%	14.0%	33.4%	32.2%	33.3%	23.4%	24.7%	23.8%	11.1%	11.5%	11.8%	10.4%	11.2%	10.3%	7.4%	7.3%	6.8%
Pay Category																					
Federal Wage System	8,650	9,472	5,511	10.6%	9.1%	9.6%	31.4%	30.1%	31.2%	25.8%	27.5%	26.6%	14.5%	14.9%	14.5%	13.8%	14.4%	15.3%	3.9%	4.1%	2.8%
GS 1-6 or equivalent	10,339	10,823	6,704	12.4%	12.4%	11.1%	32.6%	30.5%	28.5%	24.1%	24.8%	25.1%	13.5%	11.9%	13.6%	11.9%	14.3%	14.9%	5.5%	6.2%	6.7%
GS 7-12 or equivalent	86,206	91,793	58,901	12.4%	11.2%	12.5%	31.8%	32.0%	33.1%	26.0%	26.5%	25.3%	11.1%	11.3%	11.8%	10.4%	11.1%	9.8%	8.3%	8.0%	7.5%
GS 13-15 or equivalent	83,227	91,612	64,037	18.4%	17.2%	18.6%	36.8%	35.3%	35.7%	19.5%	21.5%	20.8%	9.5%	10.1%	10.2%	8.1%	8.5%	8.1%	7.8%	7.4%	6.7%
Senior Executive Service	3,931	4,206	3,314	45.0%	41.2%	40.2%	35.5%	36.1%	34.1%	9.4%	10.9%	10.4%	4.8%	5.5%	9.8%	3.6%	5.1%	4.1%	1.8%	1.1%	1.3%
SL/ST	780	687	490	12.9%	15.2%	22.3%	46.3%	36.6%	45.7%	10.7%	10.1%	9.9%	2.6%	12.3%	10.6%	24.0%	16.2%	3.5%	3.5%	9.6%	8.0%
Other	15,763	8,187	5,204	15.7%	15.5%	15.4%	33.3%	30.0%	35.4%	20.3%	23.2%	20.7%	11.1%	12.4%	12.2%	12.2%	11.0%	9.8%	7.4%	7.9%	6.5%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	17.5%	18.3%	18.4%	28.7%	36.7%	34.9%	20.0%	19.2%	29.4%	13.1%	5.4%	4.5%	10.2%	3.5%	1.7%	10.4%	16.9%	11.1%
1-3 years	17,928	17,543	12,896	15.9%	14.6%	13.8%	35.0%	33.3%	31.3%	22.2%	22.9%	21.9%	9.5%	10.3%	12.2%	8.1%	10.0%	12.4%	9.3%	8.9%	8.4%
4-5 years	14,597	16,230	8,711	13.9%	11.5%	12.5%	34.2%	31.9%	33.6%	23.0%	23.3%	22.1%	11.7%	11.9%	12.5%	9.4%	12.9%	11.2%	7.9%	8.5%	8.2%
6-10 years	32,653	26,506	13,913	12.2%	11.7%	14.4%	32.6%	30.5%	32.0%	22.6%	25.4%	23.0%	11.2%	13.7%	11.7%	13.9%	11.5%	11.4%	7.6%	7.3%	7.5%
11-20 years	53,234	62,902	44,993	13.9%	12.4%	13.4%	31.6%	32.2%	33.3%	24.4%	24.8%	24.5%	12.2%	11.8%	12.4%	11.0%	11.7%	9.9%	6.9%	7.2%	6.6%
(11 to 14 years)	17,504	---	---	12.8%	---	---	33.2%	---	---	24.2%	---	---	12.1%	---	---	10.8%	---	---	6.8%	---	---
(15 to 20 years)	35,730	---	---	14.5%	---	---	30.7%	---	---	24.4%	---	---	12.3%	---	---	11.2%	---	---	7.0%	---	---
> 20 years	88,270	91,708	62,351	15.1%	13.6%	14.8%	34.4%	32.5%	34.4%	23.8%	25.6%	24.4%	10.6%	11.1%	11.2%	9.4%	11.1%	9.4%	6.7%	6.2%	5.8%
Time w/ Current Agency																					
< 1 year	4,810	5,025	2,815	19.3%	17.1%	17.5%	32.0%	31.9%	34.3%	18.9%	22.5%	25.9%	10.2%	6.1%	6.6%	8.4%	5.4%	3.3%	11.2%	16.9%	12.5%
1-3 years	28,187	28,261	21,638	15.4%	13.7%	13.7%	33.1%	32.2%	31.0%	23.3%	24.1%	22.7%	9.8%	10.6%	12.4%	8.7%	10.4%	12.2%	9.6%	9.0%	8.1%
4-5 years	20,123	22,561	13,236	13.4%	11.3%	12.6%	32.7%	31.1%	32.3%	23.0%	23.7%	24.9%	12.2%	12.4%	12.4%	11.3%	13.6%	10.1%	7.4%	7.9%	7.8%
6-10 years	40,752	35,123	18,824	11.6%	11.9%	13.4%	32.4%	30.2%	31.7%	23.4%	25.7%	24.0%	12.0%	12.9%	12.1%	13.5%	12.2%	11.4%	7.0%	7.0%	7.4%
11-20 years	54,454	64,988	46,184	13.9%	12.4%	13.6%	32.0%	32.5%	33.8%	24.7%	25.0%	24.1%	11.8%	12.0%	12.3%	10.6%	11.4%	10.2%	7.0%	6.6%	6.0%
> 20 years	60,586	61,523	41,485	15.8%	14.2%	15.6%	35.9%	33.7%	35.8%	23.1%	24.8%	23.6%	10.2%	11.0%	10.7%	8.8%	10.5%	8.8%	6.2%	5.8%	5.4%
Leaving																					
No	143,371	150,488	101,432	16.7%	15.2%	16.3%	37.0%	35.8%	36.9%	23.1%	24.4%	23.7%	9.2%	9.9%	9.9%	7.0%	7.3%	6.6%	7.0%	7.4%	6.5%
Yes, to retire	13,492	14,408	9,504	15.5%	12.7%	13.1%	32.5%	32.5%	34.0%	24.6%	25.2%	23.6%	10.4%	10.2%	12.8%	10.8%	14.9%	10.1%	6.3%	4.5%	6.4%
Yes, to other job in Govt	37,417	35,600	22,690	7.6%	6.9%	7.8%	24.2%	23.0%	23.0%	24.3%	25.4%	25.5%	16.3%	16.6%	16.9%	18.8%	20.6%	19.6%	8.8%	7.6%	7.2%
Yes, to other job outside Govt	6,394	7,859	5,069	7.9%	6.7%	9.0%	21.9%	21.6%	23.2%	19.8%	23.2%	18.6%	20.8%	15.6%	16.1%	21.6%	24.8%	23.5%	8.1%	8.2%	9.5%
Yes, other	8,241	9,087	5,479	6.3%	6.4%	6.3%	20.8%	17.8%	22.2%	25.8%	27.4%	23.9%	15.0%	17.6%	17.3%	23.2%	22.2%	22.3%	8.9%	8.6%	7.9%
Retiring																					
Within 1 year	8,333	9,139	6,073	14.4%	13.1%	13.3%	34.0%	34.3%	32.9%	23.6%	22.8%	21.8%	10.9%	10.6%	13.4%	11.5%	14.2%	10.9%	5.7%	5.2%	7.6%
Between 1 and 3 years	24,421	25,216	16,416	15.1%	12.3%	13.2%	33.0%	32.6%	35.2%	24.4%	26.5%	24.8%	10.4%	11.5%	12.1%	10.9%	12.1%	9.4%	6.2%	5.1%	5.4%
Between 3 and 5 years	26,400	28,076	19,273	14.1%	12.5%	14.2%	33.1%	33.0%	33.4%	24.4%	24.3%	25.4%	11.4%	13.6%	11.9%	10.1%	10.2%	9.6%	6.9%	6.3%	5.5%
5 or more years	149,766	154,991	102,407	14.2%	13.2%	14.2%	33.4%	32.0%	33.1%	23.1%	24.6%	23.5%	11.2%	11.2%	11.6%	10.4%	11.1%	10.4%	7.7%	7.9%	7.2%

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

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(46) Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,184	221,426	147,893	20.8%	19.7%	20.5%	39.4%	39.2%	39.9%	19.2%	19.9%	18.7%	5.5%	5.5%	5.6%	6.0%	6.1%	5.9%	9.2%	9.6%	9.4%
Work Location																					
Headquarters	82,917	86,485	51,141	21.4%	20.8%	21.9%	39.2%	38.8%	38.9%	18.1%	19.3%	18.0%	5.3%	5.4%	5.3%	5.7%	6.0%	5.5%	10.2%	9.7%	10.3%
Field	125,977	130,935	93,047	20.4%	19.2%	20.0%	39.5%	39.4%	40.3%	19.8%	20.2%	18.9%	5.6%	5.6%	5.7%	6.1%	6.1%	6.0%	8.7%	9.5%	9.1%
Supervisor Status																					
Non-Supervisor	116,256	118,185	74,548	16.8%	16.0%	16.7%	37.9%	37.2%	39.1%	21.3%	21.9%	20.7%	6.0%	6.1%	5.9%	6.7%	7.0%	6.4%	11.3%	11.8%	11.1%
Team Leader	28,853	31,771	20,114	20.4%	19.1%	22.2%	40.4%	41.5%	41.4%	18.9%	20.1%	17.1%	5.6%	5.6%	5.6%	6.4%	5.7%	5.8%	8.2%	8.1%	7.9%
Supervisor	37,703	39,857	28,513	29.7%	28.1%	32.3%	45.4%	45.3%	43.6%	14.0%	14.7%	12.7%	3.6%	3.9%	4.2%	3.5%	4.0%	3.9%	3.8%	4.0%	3.2%
Manager	21,187	22,463	17,117	41.1%	40.2%	45.2%	41.3%	41.7%	40.3%	9.6%	10.5%	7.6%	3.2%	3.0%	3.0%	2.8%	2.4%	2.4%	2.0%	2.3%	1.5%
Executive	4,882	5,135	3,906	43.8%	47.0%	56.5%	32.2%	38.7%	33.5%	13.4%	6.5%	5.4%	5.5%	1.8%	2.0%	2.1%	2.7%	1.2%	3.0%	3.2%	1.4%
Sex																					
Male	108,685	117,809	81,619	21.7%	20.4%	21.5%	40.3%	39.8%	40.2%	18.9%	19.6%	18.3%	5.4%	5.3%	5.7%	5.5%	6.0%	5.9%	8.2%	8.9%	8.3%
Female	100,248	99,722	62,576	19.5%	18.8%	19.1%	38.1%	38.5%	39.6%	19.6%	20.3%	19.3%	5.6%	5.8%	5.4%	6.6%	6.2%	5.9%	10.6%	10.4%	10.7%
Hispanic or Latino																					
Yes	14,269	13,630	8,465	21.0%	18.6%	20.6%	37.2%	36.3%	37.6%	20.5%	21.6%	19.2%	5.8%	6.3%	6.1%	7.0%	8.0%	7.3%	8.4%	9.3%	9.2%
No	194,603	203,783	135,486	20.7%	19.9%	20.5%	39.6%	39.5%	40.2%	19.1%	19.8%	18.7%	5.4%	5.5%	5.5%	5.9%	5.9%	5.8%	9.3%	9.6%	9.4%
Race																					
American Indian/ Alaska Native	8,129	6,153	---	12.8%	14.5%	---	37.6%	35.3%	---	25.7%	23.7%	---	7.1%	8.4%	---	9.1%	9.8%	---	7.7%	8.3%	---
Asian	8,413	8,609	---	18.8%	19.2%	---	43.2%	40.7%	---	20.4%	22.5%	---	4.0%	3.8%	---	4.9%	4.8%	---	8.7%	8.9%	---
Black or African American	32,718	32,871	---	16.7%	14.4%	---	35.8%	35.2%	---	22.7%	23.9%	---	6.8%	7.2%	---	9.3%	9.3%	---	8.8%	10.0%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	18.9%	15.0%	---	37.0%	38.6%	---	30.2%	24.5%	---	4.1%	6.1%	---	4.2%	6.5%	---	5.7%	9.2%	---
White	146,245	156,711	---	22.3%	21.6%	---	40.7%	40.8%	---	17.5%	18.2%	---	5.0%	5.0%	---	5.0%	5.0%	---	9.4%	9.5%	---
Two or more races (Not Hispanic/Latino)	6,175	6,192	---	19.3%	14.8%	---	32.1%	31.3%	---	24.3%	23.8%	---	8.5%	9.8%	---	8.2%	9.5%	---	7.7%	10.7%	---
Age Group																					
<30 (25 and under)	8,857	8,794	5,461	23.2%	21.7%	24.6%	42.4%	42.9%	40.1%	13.7%	16.5%	14.3%	3.8%	3.7%	4.9%	3.2%	2.4%	4.2%	13.8%	12.9%	11.9%
(26-29)	2,298	2,477	---	23.9%	22.0%	---	42.0%	44.8%	---	13.4%	14.0%	---	3.0%	4.5%	---	3.4%	2.3%	---	14.3%	12.3%	---
30-39	29,382	31,365	20,918	19.7%	19.6%	18.9%	40.5%	39.7%	40.3%	19.2%	18.1%	18.7%	4.9%	5.5%	5.0%	5.4%	5.7%	5.0%	10.4%	11.4%	12.0%
40-49	64,117	70,129	47,042	20.7%	19.0%	19.9%	39.7%	39.2%	39.9%	19.0%	20.3%	18.9%	5.6%	5.5%	5.5%	6.3%	6.2%	6.2%	8.8%	9.8%	9.7%
50-59	82,008	87,041	57,868	20.2%	20.0%	20.7%	38.7%	38.4%	39.6%	19.6%	20.7%	19.1%	6.0%	5.9%	6.0%	6.8%	6.6%	6.3%	8.6%	8.3%	8.3%
60+	24,554	20,186	12,858	22.6%	20.3%	22.4%	37.1%	39.3%	41.1%	21.9%	20.8%	18.7%	5.5%	5.3%	6.0%	5.0%	6.6%	5.6%	7.9%	7.7%	6.3%

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
All Responses	212,184	221,426	147,893	20.8%	19.7%	20.5%	39.4%	39.2%	39.9%	19.2%	19.9%	18.7%	5.5%	5.5%	5.6%	6.0%	6.1%	5.9%	9.2%	9.6%	9.4%
Pay Category																					
Federal Wage System	8,650	9,477	5,511	15.8%	14.7%	17.6%	40.0%	37.7%	36.4%	25.2%	23.7%	22.2%	6.3%	8.1%	8.2%	7.0%	8.2%	8.2%	5.8%	7.5%	7.5%
GS 1-6 or equivalent	10,337	10,829	6,706	16.9%	17.1%	14.8%	38.8%	37.5%	36.8%	22.9%	22.1%	21.3%	6.8%	6.5%	7.5%	7.3%	9.0%	8.8%	7.3%	7.9%	10.9%
GS 7-12 or equivalent	86,210	91,787	58,902	18.5%	17.5%	18.5%	38.7%	39.7%	40.7%	20.8%	21.1%	19.8%	5.7%	5.5%	5.5%	6.1%	5.9%	5.6%	10.2%	10.3%	9.8%
GS 13-15 or equivalent	83,226	91,615	64,036	26.5%	26.1%	26.2%	41.2%	40.8%	41.1%	13.8%	15.4%	15.2%	4.4%	4.2%	4.4%	4.9%	4.4%	4.7%	9.2%	9.1%	8.4%
Senior Executive Service	3,931	4,206	3,314	56.9%	53.6%	52.6%	33.1%	35.7%	31.8%	5.0%	4.9%	5.7%	2.0%	1.7%	2.9%	1.7%	2.6%	5.9%	1.4%	1.5%	1.2%
SL/ST	780	688	490	20.6%	19.0%	27.5%	26.8%	53.2%	47.5%	31.0%	17.4%	5.9%	16.7%	5.8%	1.1%	1.4%	0.8%	2.4%	3.5%	3.7%	15.5%
Other	15,765	8,187	5,204	21.7%	22.9%	22.7%	39.1%	35.0%	39.2%	17.9%	22.1%	18.1%	4.8%	5.7%	5.0%	6.8%	5.3%	5.2%	9.7%	9.0%	9.8%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	26.4%	30.2%	25.6%	33.1%	40.2%	39.3%	18.2%	13.9%	20.0%	2.4%	1.0%	1.6%	3.1%	1.5%	0.4%	16.8%	13.2%	13.0%
1-3 years	17,928	17,545	12,896	22.3%	22.0%	21.3%	42.7%	41.7%	38.0%	17.7%	16.2%	17.9%	3.5%	4.9%	4.7%	3.5%	4.5%	6.5%	10.3%	10.7%	11.6%
4-5 years	14,597	16,227	8,712	22.9%	18.9%	19.8%	39.7%	39.7%	41.5%	17.4%	18.7%	17.3%	4.3%	5.0%	4.3%	5.6%	5.9%	6.2%	10.1%	11.8%	10.9%
6-10 years	32,655	26,507	13,911	19.5%	18.9%	19.9%	38.5%	39.4%	39.8%	19.0%	19.6%	19.0%	6.1%	5.7%	5.2%	7.2%	6.5%	5.6%	9.7%	10.0%	10.5%
11-20 years	53,232	62,911	44,995	19.7%	18.4%	20.1%	39.0%	38.5%	40.5%	20.1%	20.9%	18.7%	5.6%	5.9%	6.0%	6.9%	6.7%	5.5%	8.6%	9.6%	9.3%
(11 to 14 years)	17,501	---	---	20.0%	---	---	39.6%	---	---	19.9%	---	---	5.1%	---	---	6.9%	---	---	8.4%	---	---
(15 to 20 years)	35,731	---	---	19.5%	---	---	38.7%	---	---	20.2%	---	---	5.9%	---	---	6.9%	---	---	8.7%	---	---
> 20 years	88,272	91,709	62,352	20.8%	20.1%	20.7%	39.2%	38.7%	40.0%	19.7%	21.0%	19.3%	6.1%	5.7%	6.0%	5.8%	6.2%	6.2%	8.4%	8.3%	7.8%
Time w/ Current Agency																					
< 1 year	4,810	5,025	2,815	27.0%	25.2%	24.4%	36.1%	39.6%	40.2%	17.4%	17.2%	19.1%	2.2%	1.3%	2.3%	3.2%	3.4%	1.4%	14.1%	13.3%	12.6%
1-3 years	28,187	28,262	21,638	22.0%	21.0%	20.7%	40.5%	39.5%	37.8%	18.8%	17.9%	18.8%	4.0%	5.1%	5.1%	4.4%	5.2%	6.8%	10.2%	11.4%	11.0%
4-5 years	20,124	22,565	13,237	20.7%	18.3%	19.2%	40.2%	38.9%	40.9%	18.0%	19.4%	19.4%	4.7%	5.5%	4.7%	7.2%	6.8%	5.9%	9.3%	11.1%	10.0%
6-10 years	40,753	35,127	18,821	18.4%	18.7%	18.5%	38.8%	38.5%	39.5%	19.6%	20.4%	19.3%	6.5%	6.0%	6.6%	7.2%	6.7%	5.7%	9.4%	9.7%	10.4%
11-20 years	54,454	64,990	46,186	19.7%	18.5%	20.2%	38.4%	38.7%	40.3%	20.5%	21.2%	18.5%	5.9%	6.0%	6.1%	6.7%	6.6%	5.9%	8.9%	9.0%	8.9%
> 20 years	60,587	61,525	41,486	22.0%	21.0%	22.0%	40.1%	40.0%	41.1%	18.9%	20.1%	18.5%	5.9%	5.5%	5.3%	5.2%	5.5%	5.6%	8.0%	7.8%	7.6%
Leaving																					
No	143,372	150,496	101,433	23.7%	22.8%	23.2%	42.6%	42.0%	42.9%	17.2%	18.2%	17.5%	4.3%	4.3%	4.2%	3.7%	3.8%	3.6%	8.4%	8.9%	8.7%
Yes, to retire	13,491	14,410	9,503	21.3%	19.6%	19.5%	36.5%	37.0%	39.8%	21.2%	21.3%	19.9%	5.7%	6.4%	6.8%	7.5%	8.0%	6.5%	7.9%	7.7%	7.5%
Yes, to other job in Govt	37,420	35,602	22,691	12.7%	11.1%	12.6%	32.3%	32.8%	32.6%	23.2%	23.8%	21.8%	8.5%	9.1%	9.7%	11.3%	11.8%	12.1%	12.0%	11.4%	11.3%
Yes, to other job outside Govt	6,395	7,860	5,069	14.4%	11.0%	14.1%	29.9%	32.0%	32.0%	22.8%	21.6%	20.4%	10.0%	9.0%	6.8%	12.1%	12.6%	15.1%	10.9%	13.9%	11.7%
Yes, other	8,242	9,087	5,480	9.2%	10.5%	11.9%	26.9%	28.0%	27.7%	30.1%	28.8%	24.6%	8.5%	7.5%	10.4%	14.1%	12.3%	11.8%	11.1%	12.8%	13.7%
Retiring																					
Within 1 year	8,332	9,140	6,073	20.3%	20.8%	20.3%	36.8%	37.2%	39.5%	21.4%	19.5%	17.4%	6.0%	6.6%	7.2%	8.0%	7.8%	7.2%	7.6%	8.0%	8.4%
Between 1 and 3 years	24,421	25,219	16,416	19.5%	18.3%	20.0%	39.5%	39.3%	39.7%	20.9%	22.2%	20.7%	5.2%	5.8%	6.4%	6.4%	6.8%	6.1%	8.4%	7.6%	7.1%
Between 3 and 5 years	26,398	28,077	19,272	19.6%	18.6%	20.8%	37.2%	38.8%	38.5%	21.7%	22.5%	20.2%	6.8%	6.8%	5.8%	5.7%	5.3%	6.3%	8.9%	7.9%	8.4%
5 or more years	149,770	154,999	102,410	21.1%	20.1%	20.5%	39.8%	39.4%	40.3%	18.5%	19.2%	18.3%	5.3%	5.2%	5.3%	5.9%	6.0%	5.7%	9.4%	10.1%	9.9%

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

2008 Federal Human Capital Survey: Report by Demographics

(47) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,168	221,392	147,889	15.6%	14.1%	14.1%	34.9%	33.8%	33.5%	22.6%	23.8%	23.9%	10.1%	10.6%	11.0%	9.0%	9.6%	9.2%	7.9%	8.1%	8.3%
Work Location																					
Headquarters	82,914	86,478	51,140	16.8%	15.2%	14.8%	35.0%	32.9%	32.2%	22.0%	24.3%	23.5%	9.1%	9.6%	10.4%	7.9%	8.8%	8.3%	9.3%	9.4%	10.9%
Field	125,967	130,913	93,044	14.9%	13.7%	14.0%	34.9%	34.3%	34.0%	23.0%	23.6%	24.0%	10.6%	11.1%	11.2%	9.5%	10.0%	9.4%	7.2%	7.4%	7.5%
Supervisor Status																					
Non-Supervisor	116,248	118,171	74,549	12.9%	11.6%	11.6%	32.5%	31.4%	32.0%	24.3%	25.3%	25.3%	10.9%	11.4%	11.6%	10.1%	10.8%	9.8%	9.2%	9.4%	9.7%
Team Leader	28,852	31,766	20,112	14.9%	13.6%	15.3%	37.3%	36.2%	34.9%	22.0%	23.8%	23.1%	10.1%	10.4%	10.6%	8.4%	9.0%	9.3%	7.2%	7.1%	6.9%
Supervisor	37,698	39,854	28,511	20.4%	19.0%	21.0%	41.9%	40.3%	39.8%	19.5%	20.5%	19.7%	7.5%	8.4%	9.2%	6.4%	7.2%	6.5%	4.4%	4.6%	3.8%
Manager	21,187	22,458	17,116	32.2%	29.5%	32.1%	40.1%	39.2%	40.1%	14.2%	16.4%	14.3%	6.1%	7.4%	6.3%	4.7%	4.1%	5.1%	2.7%	3.4%	2.1%
Executive	4,881	5,132	3,906	37.5%	35.7%	44.0%	29.3%	36.3%	34.5%	14.0%	12.2%	12.0%	10.1%	6.5%	4.4%	3.1%	4.0%	2.7%	6.1%	5.3%	2.4%
Sex																					
Male	108,677	117,790	81,616	16.6%	14.6%	15.2%	36.5%	35.4%	35.1%	22.0%	23.3%	23.1%	9.3%	10.1%	10.5%	8.3%	9.3%	9.0%	7.2%	7.2%	7.2%
Female	100,241	99,710	62,575	14.2%	13.6%	12.8%	32.8%	31.8%	31.5%	23.5%	24.4%	24.8%	11.0%	11.2%	11.7%	9.8%	9.9%	9.5%	8.7%	9.1%	9.8%
Hispanic or Latino																					
Yes	14,271	13,628	8,464	16.4%	14.8%	15.6%	33.6%	31.0%	32.8%	24.1%	25.8%	23.5%	10.1%	10.3%	10.5%	10.0%	11.5%	10.5%	5.9%	6.6%	7.2%
No	194,589	203,757	135,482	15.5%	14.1%	14.0%	35.0%	34.1%	33.7%	22.5%	23.6%	23.8%	10.1%	10.6%	11.0%	8.9%	9.4%	9.1%	8.1%	8.2%	8.4%
Race																					
American Indian/ Alaska Native	8,129	6,152	---	12.3%	8.5%	---	31.6%	28.8%	---	20.2%	26.8%	---	17.0%	13.7%	---	14.1%	15.5%	---	4.9%	6.7%	---
Asian	8,411	8,604	---	13.7%	13.6%	---	39.3%	38.3%	---	26.8%	27.3%	---	6.1%	7.2%	---	5.3%	6.1%	---	8.8%	7.6%	---
Black or African American	32,719	32,869	---	13.2%	11.0%	---	32.2%	31.3%	---	25.6%	26.6%	---	10.3%	11.0%	---	10.5%	11.3%	---	8.2%	8.7%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	16.0%	14.5%	---	29.9%	32.8%	---	32.1%	29.1%	---	11.3%	9.8%	---	5.9%	8.7%	---	4.8%	5.2%	---
White	146,232	156,693	---	16.5%	15.4%	---	36.4%	34.9%	---	21.0%	22.5%	---	9.8%	10.5%	---	8.4%	8.8%	---	7.9%	8.0%	---
Two or more races (Not Hispanic/Latino)	6,175	6,188	---	13.3%	10.5%	---	24.1%	24.1%	---	24.8%	27.3%	---	14.2%	13.0%	---	15.4%	16.7%	---	8.1%	8.6%	---
Age Group																					
<30 (25 and under)	8,857	8,793	5,461	18.4%	18.0%	17.7%	38.1%	38.3%	35.6%	17.2%	19.5%	20.7%	8.1%	8.9%	8.8%	5.9%	5.0%	7.0%	12.2%	10.3%	10.2%
(26-29)	2,298	2,477	---	18.4%	18.0%	---	42.0%	37.8%	---	16.0%	20.7%	---	8.1%	6.7%	---	4.4%	4.8%	---	11.1%	11.9%	---
(26-29)	6,559	6,316	---	18.4%	17.9%	---	36.7%	38.6%	---	17.6%	19.0%	---	8.2%	9.8%	---	6.5%	5.0%	---	12.6%	9.7%	---
30-39	29,382	31,364	20,919	15.4%	14.4%	13.3%	36.0%	33.9%	33.5%	22.1%	21.9%	23.0%	9.6%	10.4%	11.1%	8.1%	10.1%	8.3%	8.8%	9.3%	10.8%
40-49	64,108	70,119	47,043	15.6%	13.2%	13.8%	34.4%	33.8%	33.5%	22.1%	23.8%	23.5%	10.8%	11.3%	11.0%	9.5%	10.2%	10.1%	7.5%	7.7%	8.2%
50-59	82,007	87,027	57,863	14.6%	14.2%	14.1%	34.0%	33.0%	32.9%	23.6%	25.0%	24.9%	10.5%	10.5%	11.6%	10.0%	9.9%	9.3%	7.4%	7.4%	7.2%
60+	24,550	20,181	12,856	17.2%	14.6%	15.8%	35.8%	34.2%	36.0%	25.1%	25.6%	24.0%	8.5%	9.9%	9.1%	7.1%	8.2%	7.7%	6.3%	7.6%	7.3%

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

2008 Federal Human Capital Survey: Report by Demographics

(47) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,168	221,392	147,889	15.6%	14.1%	14.1%	34.9%	33.8%	33.5%	22.6%	23.8%	23.9%	10.1%	10.6%	11.0%	9.0%	9.6%	9.2%	7.9%	8.1%	8.3%
Pay Category																					
Federal Wage System	8,650	9,474	5,512	11.7%	11.9%	11.1%	36.0%	31.9%	33.2%	25.7%	26.3%	25.3%	10.2%	12.7%	13.9%	12.4%	11.8%	11.4%	4.1%	5.3%	5.1%
GS 1-6 or equivalent	10,339	10,824	6,705	13.5%	12.5%	10.6%	33.3%	32.3%	30.7%	25.6%	25.9%	25.5%	11.3%	10.9%	13.2%	10.4%	11.4%	11.7%	5.9%	7.1%	8.4%
GS 7-12 or equivalent	86,204	91,779	58,900	14.1%	12.7%	12.9%	33.4%	33.5%	33.3%	24.7%	24.9%	25.2%	10.6%	10.8%	11.1%	8.6%	9.5%	9.1%	8.7%	8.6%	8.5%
GS 13-15 or equivalent	83,223	91,609	64,036	19.8%	18.1%	18.0%	37.4%	36.1%	35.6%	18.5%	20.9%	21.2%	8.6%	8.8%	9.2%	7.3%	7.7%	7.5%	8.4%	8.2%	8.6%
Senior Executive Service	3,930	4,205	3,314	47.6%	42.4%	40.0%	33.1%	34.8%	34.2%	9.1%	13.6%	10.6%	5.0%	4.0%	4.2%	2.7%	2.8%	7.2%	2.6%	2.4%	3.8%
SL/ST	780	687	490	14.4%	16.1%	18.3%	28.9%	39.4%	51.1%	23.5%	12.2%	10.1%	9.8%	12.2%	2.8%	19.4%	17.6%	9.5%	4.1%	2.5%	8.3%
Other	15,761	8,187	5,203	14.9%	13.9%	16.0%	36.5%	35.6%	30.8%	19.3%	22.3%	22.2%	10.6%	10.9%	11.6%	10.6%	8.3%	9.6%	8.1%	9.0%	9.8%
Time in Federal Government																					
< 1 year	2,253	2,613	1,316	20.2%	19.6%	21.6%	33.3%	36.5%	38.6%	18.0%	17.5%	24.5%	8.5%	5.7%	3.1%	10.2%	4.9%	0.6%	9.9%	15.7%	11.7%
1-3 years	17,927	17,543	12,894	18.0%	18.0%	15.9%	39.4%	37.0%	33.5%	18.7%	19.9%	21.7%	8.4%	8.2%	10.5%	5.8%	7.5%	9.4%	9.7%	9.5%	9.0%
4-5 years	14,597	16,224	8,712	17.9%	13.8%	13.6%	35.6%	34.5%	34.9%	20.6%	21.8%	22.7%	9.2%	11.8%	10.1%	7.7%	9.6%	9.1%	8.9%	8.5%	9.6%
6-10 years	32,653	26,504	13,913	14.2%	14.0%	13.5%	34.7%	35.8%	35.0%	22.8%	23.2%	23.6%	10.7%	10.3%	10.5%	10.1%	9.5%	8.6%	7.5%	7.3%	8.7%
11-20 years	53,228	62,900	44,995	14.8%	13.3%	13.9%	34.2%	32.1%	32.9%	23.5%	24.6%	23.9%	10.3%	11.5%	11.4%	10.4%	10.6%	9.4%	6.8%	7.9%	8.5%
(11 to 14 years)	17,502	---	---	14.4%	---	---	35.1%	---	---	23.1%	---	---	10.1%	---	---	9.9%	---	---	7.3%	---	---
(15 to 20 years)	35,726	---	---	15.0%	---	---	33.6%	---	---	23.7%	---	---	10.5%	---	---	10.7%	---	---	6.5%	---	---
> 20 years	88,265	91,698	62,348	15.1%	13.5%	13.9%	34.0%	33.1%	33.3%	23.9%	25.4%	24.9%	10.4%	10.6%	11.2%	8.7%	9.8%	9.2%	7.7%	7.5%	7.5%
Time w/ Current Agency																					
< 1 year	4,810	5,024	2,815	21.8%	18.9%	22.2%	32.5%	34.5%	35.7%	19.7%	20.4%	22.9%	6.1%	7.0%	4.9%	7.3%	4.8%	1.6%	12.5%	14.4%	12.7%
1-3 years	28,184	28,260	21,635	17.4%	16.5%	15.2%	36.8%	35.1%	32.8%	20.5%	21.9%	22.9%	9.0%	8.8%	10.8%	6.5%	8.3%	9.3%	9.8%	9.4%	9.1%
4-5 years	20,122	22,560	13,237	16.4%	12.8%	12.4%	34.3%	33.8%	33.6%	22.2%	21.8%	24.6%	9.6%	12.4%	10.6%	9.5%	10.7%	9.3%	7.9%	8.5%	9.5%
6-10 years	40,751	35,122	18,822	13.4%	13.6%	12.6%	34.9%	34.8%	33.6%	23.3%	23.6%	23.9%	10.5%	10.4%	10.8%	10.9%	10.2%	10.0%	7.0%	7.4%	9.1%
11-20 years	54,449	64,977	46,187	14.6%	13.2%	14.0%	33.9%	31.7%	33.0%	23.7%	25.6%	23.9%	10.8%	11.4%	11.6%	9.9%	10.5%	9.7%	7.2%	7.6%	7.8%
> 20 years	60,584	61,521	41,483	15.8%	14.2%	14.4%	35.4%	34.6%	34.6%	23.0%	24.5%	24.3%	10.4%	10.5%	11.0%	8.1%	9.1%	8.5%	7.3%	7.1%	7.1%
Leaving																					
No	143,364	150,475	101,430	18.1%	16.6%	16.5%	38.8%	36.9%	36.7%	21.7%	23.7%	23.7%	8.0%	8.6%	9.2%	5.9%	6.2%	5.9%	7.6%	8.0%	8.0%
Yes, to retire	13,489	14,402	9,503	16.5%	12.4%	12.4%	30.3%	34.6%	33.6%	26.9%	24.2%	23.9%	10.0%	11.7%	12.6%	9.7%	10.9%	9.6%	6.6%	6.2%	8.0%
Yes, to other job in Govt	37,418	35,605	22,690	8.5%	7.5%	8.0%	26.1%	26.0%	23.6%	24.4%	24.8%	25.7%	15.5%	16.0%	16.0%	16.2%	17.4%	17.5%	9.2%	8.3%	9.1%
Yes, to other job outside Govt	6,395	7,858	5,069	9.6%	7.5%	8.2%	24.6%	24.7%	25.9%	20.5%	19.6%	20.6%	17.3%	13.9%	14.7%	18.5%	25.8%	22.5%	9.4%	8.6%	8.1%
Yes, other	8,240	9,086	5,480	6.9%	7.8%	6.3%	22.2%	20.6%	26.2%	25.7%	24.4%	22.5%	15.9%	18.1%	15.4%	21.8%	19.8%	19.1%	7.5%	9.3%	10.5%
Retiring																					
Within 1 year	8,332	9,136	6,073	15.5%	13.3%	12.6%	31.5%	35.7%	33.7%	26.4%	22.8%	22.6%	10.8%	10.9%	13.7%	9.8%	10.3%	11.0%	6.0%	7.0%	6.3%
Between 1 and 3 years	24,416	25,211	16,413	15.2%	12.9%	13.3%	32.8%	33.5%	35.8%	25.6%	26.3%	24.9%	10.2%	10.8%	10.5%	9.9%	9.8%	8.9%	6.4%	6.7%	6.6%
Between 3 and 5 years	26,398	28,074	19,272	14.1%	12.7%	14.1%	34.6%	33.4%	32.8%	24.5%	25.7%	25.5%	11.1%	11.7%	11.5%	9.2%	9.5%	9.5%	6.4%	7.0%	6.7%
5 or more years	149,763	154,986	102,409	15.8%	14.6%	14.3%	35.4%	33.9%	33.4%	21.7%	23.2%	23.5%	9.9%	10.4%	10.8%	8.7%	9.5%	9.0%	8.4%	8.4%	8.9%

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

2008 Federal Human Capital Survey: Report by Demographics

(48) Supervisors/team leaders provide employees with constructive suggestions to improve their job 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
All Responses	212,183	221,424	147,893	11.7%	11.2%	10.7%	46.7%	46.4%	47.2%	22.3%	22.9%	22.4%	12.7%	12.8%	13.5%	5.5%	5.6%	5.2%	1.3%	1.1%	1.0%
Work Location																					
Headquarters	82,917	86,485	51,143	13.0%	12.2%	11.5%	47.2%	46.8%	46.9%	21.2%	22.3%	22.6%	11.8%	12.3%	12.7%	5.1%	5.3%	5.0%	1.7%	1.1%	1.3%
Field	125,980	130,937	93,044	11.0%	10.7%	10.4%	46.4%	46.3%	47.2%	22.8%	23.3%	22.4%	13.1%	13.0%	13.7%	5.7%	5.7%	5.3%	1.1%	1.1%	0.9%
Supervisor Status																					
Non-Supervisor	116,261	118,185	74,548	10.5%	10.5%	9.8%	43.5%	42.9%	44.4%	23.7%	24.5%	23.5%	14.4%	14.2%	14.9%	6.4%	6.6%	6.3%	1.5%	1.3%	1.2%
Team Leader	28,854	31,773	20,113	11.3%	10.9%	10.9%	47.3%	48.0%	48.8%	22.2%	22.6%	22.9%	12.9%	13.0%	12.7%	5.3%	4.9%	3.9%	1.0%	0.7%	0.9%
Supervisor	37,699	39,856	28,514	14.7%	12.5%	13.8%	55.3%	56.2%	58.8%	19.1%	19.0%	17.3%	7.5%	8.6%	7.8%	2.9%	3.0%	2.1%	0.5%	0.6%	0.2%
Manager	21,186	22,462	17,117	17.3%	15.3%	16.8%	58.4%	59.4%	60.7%	15.0%	17.2%	15.1%	6.3%	5.9%	5.9%	2.0%	2.0%	1.3%	0.8%	0.3%	0.2%
Executive	4,882	5,135	3,906	20.4%	19.7%	20.3%	59.9%	52.4%	58.9%	13.6%	13.7%	13.7%	3.9%	9.1%	5.1%	1.5%	2.9%	1.4%	0.6%	2.2%	0.6%
Sex																					
Male	108,687	117,809	81,621	11.6%	10.4%	10.3%	47.9%	47.4%	48.1%	22.8%	23.9%	23.2%	11.8%	12.5%	12.9%	5.1%	5.1%	4.8%	0.8%	0.8%	0.7%
Female	100,247	99,723	62,575	11.8%	12.2%	11.2%	45.0%	45.2%	46.0%	21.5%	21.8%	21.4%	13.8%	13.3%	14.2%	6.0%	6.1%	5.7%	1.8%	1.5%	1.4%
Hispanic or Latino																					
Yes	14,270	13,628	8,465	13.8%	12.6%	12.2%	43.8%	43.7%	47.4%	22.3%	24.8%	21.0%	12.5%	11.6%	12.9%	6.4%	6.5%	5.4%	1.3%	0.8%	1.1%
No	194,604	203,787	135,487	11.5%	11.1%	10.6%	46.9%	46.7%	47.2%	22.3%	22.8%	22.5%	12.7%	12.9%	13.5%	5.4%	5.4%	5.2%	1.2%	1.1%	1.0%
Race																					
American Indian/ Alaska Native	8,129	6,150	---	8.8%	8.2%	---	45.2%	42.6%	---	23.5%	26.4%	---	12.7%	15.5%	---	7.5%	6.4%	---	2.3%	0.9%	---
Asian	8,412	8,610	---	13.2%	12.5%	---	51.1%	47.1%	---	20.9%	25.6%	---	8.0%	9.3%	---	5.5%	4.4%	---	1.3%	1.2%	---
Black or African American	32,717	32,871	---	13.2%	11.6%	---	45.4%	45.6%	---	21.5%	21.9%	---	12.3%	13.1%	---	6.5%	6.9%	---	1.2%	0.9%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	11.4%	15.3%	---	43.7%	44.3%	---	26.3%	25.7%	---	13.2%	8.8%	---	4.3%	5.5%	---	1.1%	0.3%	---
White	146,247	156,717	---	11.3%	11.1%	---	47.4%	47.4%	---	22.1%	22.5%	---	13.1%	12.8%	---	5.0%	5.1%	---	1.1%	1.1%	---
Two or more races (Not Hispanic/Latino)	6,177	6,192	---	10.9%	9.5%	---	42.1%	38.1%	---	25.1%	27.1%	---	10.7%	14.6%	---	8.6%	9.1%	---	2.6%	1.6%	---
Age Group																					
<30 (25 and under)	8,856	8,794	5,461	15.1%	14.4%	14.5%	50.6%	47.4%	49.6%	17.5%	19.2%	18.6%	12.0%	13.6%	11.5%	3.9%	4.7%	4.9%	0.9%	0.8%	0.8%
(26-29)	2,297	2,477	---	18.0%	14.2%	---	50.7%	50.8%	---	16.5%	19.2%	---	9.2%	11.6%	---	4.0%	3.3%	---	1.7%	0.9%	---
30-39	6,559	6,317	---	14.1%	14.4%	---	50.5%	45.9%	---	17.8%	19.3%	---	13.0%	14.4%	---	3.9%	5.2%	---	0.7%	0.8%	---
40-49	29,383	31,365	20,919	12.2%	12.2%	11.0%	47.8%	48.0%	48.5%	20.8%	21.0%	20.0%	12.4%	12.3%	14.1%	5.7%	5.7%	5.4%	1.0%	0.8%	0.9%
50-59	64,116	70,125	47,041	11.3%	10.7%	10.2%	47.2%	47.0%	47.8%	21.5%	22.4%	22.0%	12.8%	13.1%	13.4%	6.0%	5.8%	5.3%	1.3%	1.1%	1.3%
60+	82,011	87,044	57,869	10.3%	10.4%	10.2%	46.0%	45.2%	45.7%	23.6%	24.6%	24.1%	13.5%	12.8%	13.9%	5.2%	5.7%	5.3%	1.4%	1.2%	0.8%
60+	24,554	20,185	12,858	14.0%	11.8%	12.2%	43.2%	45.9%	47.4%	25.4%	24.5%	23.8%	10.4%	12.2%	11.6%	5.7%	4.4%	4.1%	1.2%	1.2%	0.9%

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

2008 Federal Human Capital Survey: Report by Demographics

(48) Supervisors/team leaders provide employees with constructive suggestions to improve their job 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
All Responses	212,183	221,424	147,893	11.7%	11.2%	10.7%	46.7%	46.4%	47.2%	22.3%	22.9%	22.4%	12.7%	12.8%	13.5%	5.5%	5.6%	5.2%	1.3%	1.1%	1.0%
Pay Category																					
Federal Wage System	8,654	9,478	5,512	9.3%	8.2%	8.3%	45.1%	44.2%	42.8%	23.5%	25.8%	25.3%	15.3%	14.9%	15.5%	6.2%	6.4%	8.0%	0.6%	0.5%	0.1%
GS 1-6 or equivalent	10,338	10,827	6,706	12.4%	12.8%	11.4%	42.6%	42.9%	42.8%	21.3%	24.2%	22.3%	15.2%	12.0%	16.6%	7.0%	7.1%	5.5%	1.5%	1.1%	1.5%
GS 7-12 or equivalent	86,207	91,787	58,904	11.2%	11.0%	10.4%	45.2%	45.2%	46.9%	23.8%	23.8%	23.3%	13.0%	13.3%	13.2%	5.4%	5.6%	5.1%	1.4%	1.2%	1.0%
GS 13-15 or equivalent	83,227	91,616	64,035	12.8%	12.1%	11.3%	50.6%	51.2%	50.5%	20.0%	20.4%	20.8%	11.0%	11.1%	12.2%	4.3%	4.1%	4.2%	1.2%	1.0%	1.0%
Senior Executive Service	3,931	4,206	3,314	23.9%	19.8%	18.8%	56.1%	57.5%	56.1%	11.8%	14.3%	13.6%	5.2%	5.1%	9.6%	2.2%	2.9%	1.1%	0.8%	0.5%	0.8%
SL/ST	780	688	490	13.5%	12.9%	9.2%	64.8%	37.4%	69.8%	7.4%	24.3%	10.8%	3.0%	19.4%	6.3%	10.7%	5.8%	3.6%	0.7%	0.2%	0.3%
Other	15,764	8,187	5,204	11.1%	10.8%	11.2%	46.6%	48.3%	45.8%	22.1%	20.8%	20.3%	12.0%	12.0%	14.9%	7.1%	6.5%	6.8%	1.1%	1.6%	1.0%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	15.2%	21.4%	21.3%	44.7%	51.3%	47.9%	22.9%	15.8%	21.7%	11.8%	7.8%	5.8%	3.6%	2.5%	1.8%	1.8%	1.2%	1.6%
1-3 years	17,927	17,543	12,895	14.7%	13.9%	13.1%	50.6%	49.8%	48.0%	19.5%	19.7%	19.1%	10.2%	10.9%	13.1%	4.0%	4.5%	5.6%	1.1%	1.2%	1.1%
4-5 years	14,598	16,232	8,712	12.0%	11.7%	11.2%	47.7%	46.5%	48.8%	21.4%	22.7%	19.9%	12.6%	12.4%	14.7%	5.6%	5.8%	4.5%	0.7%	0.9%	0.8%
6-10 years	32,657	26,505	13,912	11.1%	10.6%	10.6%	46.1%	46.3%	47.5%	21.0%	22.7%	20.7%	14.2%	13.0%	14.8%	6.4%	6.4%	5.5%	1.1%	0.9%	0.9%
11-20 years	53,233	62,914	44,996	11.2%	10.5%	10.3%	45.4%	45.8%	46.8%	22.2%	22.6%	23.5%	13.7%	13.5%	13.0%	6.1%	6.3%	5.2%	1.4%	1.2%	1.2%
(11 to 14 years)	17,503	---	---	11.4%	---	---	46.6%	---	---	21.9%	---	---	13.0%	---	---	5.9%	---	---	1.1%	---	---
(15 to 20 years)	35,730	---	---	11.2%	---	---	44.7%	---	---	22.3%	---	---	14.1%	---	---	6.2%	---	---	1.6%	---	---
> 20 years	88,272	91,709	62,353	11.0%	10.5%	9.8%	46.3%	45.7%	46.7%	24.0%	24.6%	23.8%	12.1%	13.1%	13.5%	5.2%	5.1%	5.3%	1.4%	1.1%	0.8%
Time w/ Current Agency																					
< 1 year	4,810	5,025	2,815	18.6%	19.6%	19.8%	42.8%	49.6%	48.0%	22.3%	18.1%	19.7%	9.1%	7.3%	7.2%	3.6%	3.4%	2.5%	3.5%	2.0%	2.7%
1-3 years	28,186	28,264	21,637	14.4%	13.8%	13.0%	48.5%	47.6%	46.6%	20.9%	20.8%	19.8%	10.7%	11.2%	13.9%	4.6%	5.4%	5.5%	1.0%	1.2%	1.1%
4-5 years	20,124	22,566	13,237	11.3%	10.6%	10.6%	47.7%	46.6%	47.4%	20.5%	22.9%	21.9%	13.2%	13.0%	14.2%	6.6%	6.1%	5.3%	0.7%	0.9%	0.6%
6-10 years	40,755	35,123	18,821	10.2%	10.4%	9.9%	45.7%	45.4%	47.1%	21.4%	23.3%	22.2%	15.1%	13.5%	14.1%	6.5%	6.7%	5.8%	1.2%	0.8%	0.9%
11-20 years	54,455	64,995	46,188	11.1%	10.2%	9.8%	45.4%	45.7%	46.6%	23.0%	23.0%	23.6%	13.5%	14.0%	13.5%	5.7%	6.0%	5.2%	1.3%	1.1%	1.2%
> 20 years	60,588	61,524	41,486	11.0%	10.5%	9.6%	47.5%	46.7%	48.1%	23.8%	24.6%	23.7%	11.5%	12.6%	13.0%	4.9%	4.5%	4.9%	1.3%	1.1%	0.7%
Leaving																					
No	143,378	150,499	101,435	13.9%	13.4%	12.6%	51.0%	50.7%	51.7%	20.6%	21.3%	20.9%	10.1%	10.3%	10.7%	3.2%	3.3%	3.2%	1.2%	1.0%	0.8%
Yes, to retire	13,491	14,411	9,503	10.5%	9.0%	7.6%	42.2%	42.6%	44.9%	25.6%	27.7%	26.6%	13.2%	13.1%	14.9%	7.4%	6.4%	5.2%	1.1%	1.1%	0.7%
Yes, to other job in Govt	37,418	35,602	22,690	5.9%	5.8%	5.8%	36.7%	36.4%	35.0%	25.9%	26.0%	26.4%	19.6%	19.6%	20.5%	10.6%	11.0%	10.7%	1.3%	1.2%	1.5%
Yes, to other job outside Govt	6,394	7,860	5,068	5.2%	3.7%	5.8%	33.6%	33.4%	33.1%	25.3%	27.2%	22.9%	23.1%	20.5%	23.6%	11.9%	13.8%	12.0%	0.9%	1.4%	2.5%
Yes, other	8,240	9,086	5,480	5.0%	4.8%	5.7%	32.0%	32.1%	35.1%	28.0%	27.6%	24.5%	17.6%	20.8%	21.7%	15.2%	13.7%	11.9%	2.2%	1.0%	1.1%
Retiring																					
Within 1 year	8,332	9,140	6,072	9.4%	10.0%	8.9%	41.7%	43.1%	41.0%	25.5%	25.4%	24.9%	13.3%	13.5%	16.0%	8.6%	6.7%	6.9%	1.5%	1.2%	2.3%
Between 1 and 3 years	24,421	25,218	16,417	10.9%	9.6%	8.8%	44.2%	44.4%	45.4%	25.6%	26.4%	26.8%	12.2%	12.8%	13.7%	5.9%	5.5%	4.6%	1.3%	1.3%	0.6%
Between 3 and 5 years	26,401	28,075	19,272	10.8%	9.0%	9.2%	45.4%	45.5%	47.8%	23.9%	26.6%	22.7%	12.8%	13.1%	14.2%	5.7%	5.0%	5.4%	1.5%	0.9%	0.8%
5 or more years	149,770	155,004	102,410	12.0%	11.8%	11.3%	47.4%	47.1%	47.6%	21.4%	21.8%	21.7%	12.7%	12.7%	13.2%	5.3%	5.6%	5.2%	1.2%	1.1%	1.0%

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

2008 Federal Human Capital Survey: Report by Demographics

(49) Supervisors/team leaders in my work unit support employee development.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,183	221,424	147,895	16.9%	16.5%	16.3%	47.6%	47.6%	48.3%	19.1%	19.3%	19.0%	10.0%	10.2%	10.6%	5.6%	5.6%	5.1%	0.8%	0.8%	0.7%
Work Location																					
Headquarters	82,918	86,484	51,143	18.9%	18.6%	18.4%	48.6%	47.8%	49.2%	17.0%	18.3%	17.2%	9.3%	9.1%	9.5%	5.1%	5.4%	4.9%	1.0%	0.7%	0.9%
Field	125,980	130,940	93,046	15.9%	15.6%	15.7%	47.1%	47.5%	48.0%	20.1%	19.8%	19.6%	10.3%	10.7%	10.9%	5.8%	5.7%	5.1%	0.7%	0.8%	0.7%
Supervisor Status																					
Non-Supervisor	116,260	118,185	74,549	14.9%	15.1%	14.5%	45.0%	44.5%	46.1%	21.2%	21.2%	20.5%	11.3%	11.4%	11.9%	6.6%	6.8%	6.1%	1.0%	1.0%	0.9%
Team Leader	28,853	31,774	20,113	17.0%	16.6%	18.4%	48.4%	49.7%	49.6%	18.6%	18.3%	18.3%	9.8%	10.5%	9.7%	5.4%	4.5%	3.6%	0.7%	0.4%	0.5%
Supervisor	37,702	39,858	28,515	21.1%	18.9%	20.4%	55.5%	55.7%	57.7%	13.9%	15.1%	13.7%	6.4%	6.7%	5.8%	2.8%	3.1%	2.2%	0.3%	0.4%	0.2%
Manager	21,185	22,462	17,117	27.0%	24.3%	26.5%	55.8%	57.9%	58.6%	11.1%	11.9%	9.7%	4.3%	4.3%	3.9%	1.5%	1.5%	1.2%	0.2%	0.1%	0.1%
Executive	4,882	5,135	3,906	29.6%	29.9%	32.9%	52.8%	50.9%	54.9%	9.6%	10.2%	7.8%	6.4%	4.7%	3.0%	1.2%	2.9%	1.0%	0.4%	1.5%	0.4%
Sex																					
Male	108,688	117,809	81,621	16.5%	15.6%	15.8%	48.4%	48.8%	49.1%	19.5%	19.6%	19.5%	9.6%	9.8%	10.2%	5.3%	5.4%	4.9%	0.7%	0.7%	0.5%
Female	100,245	99,723	62,577	17.4%	17.7%	17.1%	46.6%	46.0%	47.1%	18.5%	18.9%	18.4%	10.5%	10.7%	11.1%	5.9%	5.8%	5.4%	1.0%	0.9%	1.0%
Hispanic or Latino																					
Yes	14,269	13,630	8,465	17.2%	16.2%	17.0%	43.8%	44.5%	46.0%	21.4%	22.0%	20.0%	10.5%	9.6%	11.6%	6.1%	6.5%	4.8%	0.9%	1.3%	0.7%
No	194,604	203,785	135,488	16.9%	16.6%	16.3%	48.0%	47.9%	48.5%	18.9%	19.1%	18.9%	10.0%	10.2%	10.5%	5.5%	5.5%	5.1%	0.8%	0.7%	0.7%
Race																					
American Indian/ Alaska Native	8,129	6,152	---	11.5%	12.1%	---	47.0%	45.1%	---	20.3%	24.8%	---	11.3%	10.2%	---	8.8%	7.0%	---	1.1%	0.7%	---
Asian	8,412	8,609	---	16.8%	16.0%	---	52.2%	49.7%	---	18.5%	20.5%	---	6.7%	8.8%	---	4.9%	4.1%	---	0.9%	0.8%	---
Black or African American	32,717	32,868	---	16.3%	15.4%	---	45.7%	45.5%	---	20.2%	19.5%	---	10.3%	11.5%	---	6.4%	6.9%	---	1.1%	1.2%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	14.2%	17.8%	---	42.1%	42.3%	---	25.1%	23.0%	---	12.8%	8.7%	---	5.1%	7.2%	---	0.8%	0.9%	---
White	146,247	156,714	---	17.4%	17.1%	---	48.5%	48.7%	---	18.3%	18.5%	---	10.1%	9.8%	---	5.1%	5.2%	---	0.7%	0.6%	---
Two or more races (Not Hispanic/Latino)	6,177	6,192	---	14.9%	14.8%	---	43.8%	37.3%	---	22.2%	25.9%	---	11.1%	11.6%	---	7.1%	8.9%	---	0.8%	1.6%	---
Age Group																					
<30 (25 and under)	8,857	8,794	5,461	21.3%	21.7%	20.7%	50.8%	46.2%	47.7%	15.5%	17.8%	17.7%	7.7%	9.0%	9.0%	4.2%	4.5%	4.4%	0.5%	0.8%	0.5%
(26-29)	2,298	2,477	---	25.3%	22.8%	---	49.1%	48.0%	---	13.9%	16.2%	---	6.9%	8.2%	---	4.3%	3.9%	---	0.5%	0.8%	---
30-39	6,559	6,317	---	19.9%	21.2%	---	51.4%	45.5%	---	16.1%	18.5%	---	8.0%	9.4%	---	4.1%	4.7%	---	0.5%	0.8%	---
40-49	29,382	31,364	20,918	17.1%	17.4%	16.6%	48.2%	47.6%	48.6%	17.8%	19.1%	16.7%	10.3%	9.9%	12.1%	6.0%	5.4%	5.0%	0.7%	0.7%	0.8%
50-59	64,115	70,127	47,043	16.4%	15.9%	15.6%	48.2%	48.2%	48.7%	18.3%	18.9%	18.5%	10.4%	10.3%	10.8%	6.1%	6.0%	5.5%	0.6%	0.7%	0.8%
60+	82,012	87,042	57,868	16.0%	15.9%	15.9%	46.7%	47.1%	48.0%	20.6%	20.0%	20.2%	10.6%	10.3%	10.3%	5.1%	5.8%	5.0%	1.1%	0.9%	0.6%
60+	24,554	20,185	12,859	18.4%	16.3%	18.0%	46.2%	48.4%	47.6%	20.9%	19.3%	20.9%	7.9%	10.4%	8.4%	5.6%	4.5%	4.3%	0.9%	1.0%	0.8%

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

2008 Federal Human Capital Survey: Report by Demographics

(49) Supervisors/team leaders in my work unit support employee development.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,183	221,424	147,895	16.9%	16.5%	16.3%	47.6%	47.6%	48.3%	19.1%	19.3%	19.0%	10.0%	10.2%	10.6%	5.6%	5.6%	5.1%	0.8%	0.8%	0.7%
Pay Category																					
Federal Wage System	8,652	9,479	5,511	11.9%	10.0%	11.1%	44.2%	45.2%	43.2%	23.7%	23.7%	24.0%	13.2%	13.4%	13.4%	6.6%	7.0%	7.6%	0.5%	0.7%	0.7%
GS 1-6 or equivalent	10,339	10,826	6,706	14.6%	16.8%	12.5%	40.6%	40.6%	41.9%	22.8%	22.2%	23.9%	13.1%	11.8%	13.4%	7.8%	7.4%	6.9%	1.0%	1.3%	1.3%
GS 7-12 or equivalent	86,210	91,791	58,905	15.7%	15.9%	16.0%	47.0%	46.8%	48.2%	20.4%	20.1%	19.4%	10.4%	10.5%	10.8%	5.6%	5.8%	5.0%	0.9%	0.9%	0.7%
GS 13-15 or equivalent	83,226	91,613	64,036	21.0%	20.1%	19.7%	52.3%	52.8%	52.6%	14.5%	15.6%	15.4%	7.5%	7.3%	8.1%	3.9%	3.8%	3.7%	0.7%	0.5%	0.6%
Senior Executive Service	3,931	4,206	3,314	36.3%	32.4%	31.0%	51.1%	54.9%	51.6%	8.5%	7.1%	9.3%	2.5%	2.7%	6.9%	1.2%	2.7%	0.6%	0.3%	0.2%	0.6%
SL/ST	780	688	490	18.7%	15.1%	20.4%	49.1%	54.3%	67.2%	10.6%	9.5%	5.8%	19.7%	13.8%	4.1%	1.7%	5.5%	2.5%	0.2%	1.8%	0.0%
Other	15,763	8,187	5,204	17.0%	16.7%	16.6%	47.3%	48.6%	46.2%	18.6%	17.8%	18.2%	9.3%	10.6%	12.2%	7.2%	5.6%	6.2%	0.7%	0.6%	0.6%
Time in Federal Government																					
< 1 year	2,253	2,614	1,316	19.9%	26.6%	24.3%	46.3%	52.4%	50.0%	16.2%	14.1%	18.7%	12.9%	3.7%	3.7%	3.9%	2.3%	2.0%	0.7%	1.0%	1.3%
1-3 years	17,928	17,544	12,896	20.2%	21.3%	18.8%	50.3%	47.5%	45.1%	16.5%	17.0%	19.4%	8.7%	9.2%	11.1%	3.7%	4.5%	5.1%	0.5%	0.5%	0.6%
4-5 years	14,597	16,232	8,711	17.6%	16.5%	17.7%	46.4%	47.3%	48.3%	19.5%	19.4%	16.2%	9.8%	10.5%	12.1%	5.9%	5.6%	5.1%	0.7%	0.8%	0.6%
6-10 years	32,657	26,505	13,913	15.6%	14.9%	15.8%	47.4%	46.9%	46.5%	18.1%	21.3%	18.9%	11.3%	9.6%	12.3%	7.0%	6.6%	5.8%	0.6%	0.6%	0.7%
11-20 years	53,232	62,911	44,996	16.5%	15.3%	15.1%	45.7%	46.7%	49.0%	20.1%	19.2%	19.4%	10.6%	11.5%	10.5%	6.0%	6.6%	5.1%	1.0%	0.8%	0.9%
(11 to 14 years)	17,503	---	---	16.0%	---	---	46.2%	---	---	20.1%	---	---	10.9%	---	---	5.9%	---	---	0.8%	---	---
(15 to 20 years)	35,729	---	---	16.8%	---	---	45.5%	---	---	20.1%	---	---	10.4%	---	---	6.1%	---	---	1.1%	---	---
> 20 years	88,272	91,710	62,353	16.4%	16.1%	16.2%	48.4%	48.4%	49.3%	19.8%	19.6%	19.1%	9.3%	9.9%	9.8%	5.2%	5.1%	4.9%	0.9%	0.9%	0.6%
Time w/ Current Agency																					
< 1 year	4,810	5,025	2,815	24.4%	25.7%	24.9%	44.9%	49.9%	49.1%	16.2%	15.1%	16.7%	9.2%	4.5%	5.3%	3.6%	3.4%	1.7%	1.7%	1.4%	2.2%
1-3 years	28,187	28,265	21,638	19.5%	20.2%	18.1%	48.8%	46.1%	45.4%	18.0%	17.8%	18.8%	9.0%	9.8%	11.4%	4.2%	5.3%	5.5%	0.5%	0.8%	0.7%
4-5 years	20,123	22,566	13,236	17.1%	15.4%	17.0%	46.8%	47.3%	47.6%	19.1%	20.2%	17.6%	9.8%	10.5%	12.2%	6.5%	6.0%	5.1%	0.6%	0.6%	0.5%
6-10 years	40,756	35,126	18,822	14.5%	14.9%	14.9%	46.8%	46.9%	47.7%	18.7%	20.3%	19.1%	12.2%	10.3%	12.0%	7.2%	6.9%	5.5%	0.7%	0.7%	0.7%
11-20 years	54,455	64,988	46,189	16.3%	15.1%	15.2%	46.0%	47.0%	49.0%	20.7%	19.8%	19.4%	10.2%	11.2%	10.3%	5.6%	6.2%	5.3%	1.1%	0.8%	0.8%
> 20 years	60,588	61,526	41,486	16.7%	16.3%	16.1%	49.6%	49.5%	50.3%	19.1%	19.2%	19.3%	8.9%	9.8%	9.2%	4.9%	4.5%	4.5%	0.9%	0.8%	0.6%
Leaving																					
No	143,374	150,498	101,435	19.8%	19.5%	19.2%	51.1%	51.5%	52.1%	17.6%	17.4%	17.3%	7.6%	7.9%	7.9%	3.2%	3.1%	2.8%	0.7%	0.7%	0.6%
Yes, to retire	13,492	14,409	9,503	15.6%	13.6%	12.9%	45.1%	46.3%	48.5%	21.7%	21.3%	21.8%	10.2%	11.5%	11.7%	6.5%	6.2%	4.4%	0.9%	1.2%	0.7%
Yes, to other job in Govt	37,419	35,606	22,691	9.5%	9.3%	9.0%	39.8%	37.5%	38.4%	22.1%	24.4%	22.8%	16.5%	16.3%	17.7%	11.1%	11.7%	10.9%	1.0%	0.8%	1.2%
Yes, to other job outside Govt	6,395	7,858	5,069	8.1%	7.8%	8.7%	36.4%	37.8%	34.8%	24.7%	21.6%	21.5%	17.9%	17.3%	19.7%	12.4%	14.9%	14.9%	0.6%	0.6%	0.5%
Yes, other	8,241	9,086	5,480	7.5%	7.3%	8.4%	35.1%	34.0%	35.6%	23.4%	26.4%	25.7%	16.0%	16.7%	17.3%	15.7%	13.7%	12.2%	2.4%	1.9%	0.7%
Retiring																					
Within 1 year	8,333	9,139	6,072	14.7%	14.4%	13.3%	46.6%	44.9%	47.9%	19.6%	21.3%	20.3%	10.6%	11.5%	11.6%	7.5%	6.2%	6.4%	1.0%	1.7%	0.6%
Between 1 and 3 years	24,423	25,218	16,417	15.4%	14.4%	14.6%	46.9%	48.0%	47.3%	21.5%	21.1%	21.8%	9.2%	10.6%	10.8%	5.8%	5.0%	4.7%	1.2%	0.9%	0.7%
Between 3 and 5 years	26,400	28,079	19,272	16.0%	14.2%	15.9%	46.6%	47.9%	48.5%	20.9%	20.6%	20.4%	9.8%	11.0%	9.9%	5.5%	5.6%	4.6%	1.3%	0.8%	0.7%
5 or more years	149,767	155,001	102,412	17.4%	17.3%	16.8%	47.9%	47.7%	48.4%	18.5%	18.7%	18.3%	10.1%	9.9%	10.6%	5.4%	5.7%	5.1%	0.7%	0.7%	0.7%

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

2008 Federal Human Capital Survey: Report by Demographics

(50) Employees have electronic access to learning and training programs readily available at their desk.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,183	221,401	147,881	24.1%	22.0%	20.6%	54.5%	53.1%	50.1%	11.9%	12.7%	13.8%	5.5%	6.8%	8.9%	2.4%	3.5%	4.0%	1.6%	2.0%	2.6%
Work Location																					
Headquarters	82,918	86,477	51,142	26.1%	23.2%	20.8%	54.6%	53.4%	50.3%	11.3%	12.4%	13.5%	4.6%	6.1%	8.9%	1.7%	2.7%	3.0%	1.7%	2.2%	3.5%
Field	125,976	130,924	93,036	23.1%	21.5%	20.5%	54.5%	53.0%	50.1%	12.2%	12.8%	13.8%	5.9%	7.1%	8.9%	2.7%	3.8%	4.3%	1.6%	1.9%	2.3%
Supervisor Status																					
Non-Supervisor	116,257	118,175	74,542	21.8%	19.9%	18.6%	55.2%	53.6%	50.8%	12.9%	13.3%	14.4%	5.6%	6.9%	8.8%	2.6%	4.0%	4.4%	2.0%	2.4%	2.9%
Team Leader	28,854	31,770	20,114	24.5%	21.7%	22.2%	54.1%	53.8%	49.1%	11.6%	12.4%	13.2%	6.0%	7.3%	9.7%	2.3%	3.1%	3.4%	1.5%	1.7%	2.4%
Supervisor	37,699	39,853	28,511	28.1%	27.7%	25.9%	54.7%	52.0%	49.4%	10.0%	11.1%	11.9%	4.5%	6.0%	8.4%	2.0%	2.4%	3.4%	0.6%	0.9%	1.1%
Manager	21,186	22,461	17,113	36.9%	32.4%	31.9%	49.9%	50.0%	47.5%	7.0%	9.8%	10.2%	4.5%	5.7%	7.6%	1.4%	1.6%	2.1%	0.4%	0.5%	0.7%
Executive	4,882	5,135	3,906	38.4%	36.8%	36.4%	47.2%	45.6%	42.3%	7.1%	8.2%	10.9%	5.3%	5.2%	6.7%	1.0%	1.5%	2.0%	1.0%	2.8%	1.8%
Sex																					
Male	108,682	117,794	81,612	23.2%	21.1%	19.2%	53.8%	52.4%	49.2%	12.9%	13.7%	15.0%	5.9%	7.2%	9.7%	2.8%	3.8%	4.6%	1.5%	1.8%	2.3%
Female	100,247	99,716	62,573	25.3%	23.2%	22.3%	55.6%	54.1%	51.4%	10.7%	11.3%	12.1%	4.9%	6.2%	7.9%	1.8%	3.0%	3.3%	1.8%	2.3%	2.9%
Hispanic or Latino																					
Yes	14,271	13,629	8,464	24.1%	22.7%	20.3%	53.0%	51.2%	48.6%	13.2%	12.8%	14.3%	5.1%	7.0%	9.6%	3.0%	4.4%	4.4%	1.6%	1.9%	2.7%
No	194,598	203,766	135,477	24.1%	22.0%	20.6%	54.7%	53.3%	50.3%	11.8%	12.6%	13.7%	5.5%	6.7%	8.8%	2.3%	3.4%	4.0%	1.6%	2.0%	2.5%
Race																					
American Indian/ Alaska Native	8,129	6,148	---	21.8%	17.1%	---	51.4%	49.1%	---	13.0%	16.5%	---	7.3%	8.7%	---	3.4%	6.2%	---	3.2%	2.2%	---
Asian	8,411	8,605	---	22.0%	20.4%	---	56.2%	56.4%	---	15.3%	13.8%	---	4.2%	5.2%	---	1.3%	2.6%	---	0.9%	1.5%	---
Black or African American	32,717	32,869	---	24.9%	21.5%	---	55.4%	53.6%	---	11.5%	12.2%	---	4.9%	6.5%	---	1.9%	3.3%	---	1.4%	2.8%	---
Native Hawaiian/ Pacific Islander	1,472	1,487	---	25.0%	19.1%	---	46.7%	50.3%	---	16.5%	18.3%	---	8.5%	6.3%	---	2.1%	4.0%	---	1.3%	1.9%	---
White	146,243	156,704	---	24.2%	22.7%	---	54.8%	53.4%	---	11.4%	12.3%	---	5.5%	6.6%	---	2.4%	3.3%	---	1.6%	1.8%	---
Two or more races (Not Hispanic/Latino)	6,177	6,191	---	22.7%	18.4%	---	51.6%	45.7%	---	14.9%	17.0%	---	5.0%	10.5%	---	4.2%	6.1%	---	1.5%	2.3%	---
Age Group																					
<30 (25 and under)	8,857	8,791	5,461	26.7%	24.0%	25.2%	53.8%	50.6%	43.5%	9.3%	13.1%	13.7%	5.5%	6.3%	10.7%	2.8%	3.7%	4.1%	1.9%	2.2%	2.8%
(26-29)	2,298	2,476	---	29.4%	26.0%	---	51.6%	51.1%	---	8.9%	13.6%	---	5.0%	3.6%	---	3.9%	3.1%	---	1.2%	2.6%	---
30-39	6,559	6,315	---	25.7%	23.2%	---	54.6%	50.4%	---	9.5%	12.9%	---	5.6%	7.4%	---	2.4%	4.0%	---	2.2%	2.1%	---
40-49	29,383	31,362	20,918	23.5%	20.4%	19.8%	53.5%	52.5%	48.3%	11.8%	12.3%	13.1%	6.5%	8.4%	10.2%	2.8%	4.2%	5.6%	1.9%	2.3%	3.2%
50-59	64,114	70,115	47,037	24.0%	22.1%	20.7%	54.8%	53.1%	50.1%	11.1%	12.6%	13.5%	6.0%	6.7%	9.2%	2.5%	3.4%	3.8%	1.6%	2.1%	2.7%
60+	82,009	87,040	57,862	23.7%	22.0%	19.5%	54.8%	53.5%	52.1%	13.0%	13.1%	14.1%	4.9%	6.3%	8.3%	2.0%	3.4%	3.8%	1.6%	1.7%	2.1%
	24,554	20,181	12,857	24.9%	23.6%	24.0%	55.4%	54.6%	49.7%	12.7%	11.4%	14.7%	3.9%	5.9%	6.5%	2.1%	2.5%	2.5%	1.2%	2.0%	2.6%

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

2008 Federal Human Capital Survey: Report by Demographics

(50) Employees have electronic access to learning and training programs readily available at their desk.

	# of Respondents*			Strongly Agree			Agree			Neither Agree nor Disagree			Disagree			Strongly Disagree			Do Not Know		
	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004	2008	2006	2004
All Responses	212,183	221,401	147,881	24.1%	22.0%	20.6%	54.5%	53.1%	50.1%	11.9%	12.7%	13.8%	5.5%	6.8%	8.9%	2.4%	3.5%	4.0%	1.6%	2.0%	2.6%
Pay Category																					
Federal Wage System	8,656	9,473	5,510	16.5%	12.1%	10.5%	44.7%	43.1%	41.3%	19.2%	19.4%	19.3%	12.3%	14.2%	17.2%	5.7%	8.5%	9.6%	1.6%	2.5%	2.1%
GS 1-6 or equivalent	10,338	10,821	6,703	20.8%	21.7%	16.6%	52.8%	48.6%	46.5%	15.0%	14.8%	16.0%	6.6%	7.8%	10.6%	2.8%	4.7%	6.9%	2.0%	2.5%	3.5%
GS 7-12 or equivalent	86,208	91,784	58,903	22.9%	20.9%	20.7%	57.0%	55.9%	51.3%	11.9%	12.6%	13.9%	4.7%	6.1%	8.3%	1.9%	2.5%	3.3%	1.6%	2.0%	2.4%
GS 13-15 or equivalent	83,226	91,611	64,031	29.5%	27.2%	23.3%	55.1%	53.8%	53.0%	8.8%	10.4%	11.7%	3.8%	4.9%	7.2%	1.4%	2.0%	2.3%	1.5%	1.7%	2.5%
Senior Executive Service	3,931	4,206	3,314	47.1%	40.9%	33.1%	40.9%	42.6%	45.5%	6.6%	9.6%	10.9%	3.8%	4.8%	6.4%	0.7%	1.1%	2.0%	1.0%	1.0%	2.2%
SL/ST	780	688	490	32.3%	34.3%	31.8%	40.7%	48.8%	57.5%	23.5%	14.6%	6.3%	1.7%	1.1%	3.0%	0.9%	0.6%	0.5%	0.9%	0.7%	0.7%
Other	15,760	8,187	5,202	23.1%	23.8%	26.1%	52.9%	55.9%	45.7%	11.0%	9.7%	11.6%	6.9%	5.2%	8.4%	4.3%	3.9%	5.0%	1.8%	1.4%	3.2%
Time in Federal Government																					
< 1 year	2,253	2,611	1,316	25.8%	28.8%	25.7%	50.7%	49.6%	48.3%	10.0%	10.3%	16.5%	9.9%	5.4%	4.2%	2.0%	3.4%	1.8%	1.6%	2.5%	3.6%
1-3 years	17,928	17,539	12,893	27.2%	25.2%	24.0%	53.2%	50.7%	42.5%	10.5%	11.1%	12.5%	4.9%	6.8%	10.8%	2.3%	4.2%	7.4%	1.9%	2.0%	2.7%
4-5 years	14,598	16,225	8,711	25.2%	21.9%	22.5%	53.2%	50.2%	51.0%	11.1%	12.3%	11.3%	6.0%	8.1%	9.4%	3.2%	5.3%	3.0%	1.3%	2.2%	2.8%
6-10 years	32,656	26,505	13,911	23.3%	20.1%	18.9%	54.1%	53.8%	48.5%	12.1%	13.5%	15.0%	6.4%	7.0%	10.5%	2.6%	3.8%	4.5%	1.4%	1.8%	2.6%
11-20 years	53,227	62,907	44,993	22.7%	21.1%	19.4%	55.2%	53.7%	51.8%	12.6%	12.6%	13.9%	5.6%	7.0%	8.6%	2.4%	3.5%	3.7%	1.5%	2.0%	2.6%
(11 to 14 years)	17,501	---	---	21.8%	---	---	55.6%	---	---	12.8%	---	---	6.1%	---	---	2.3%	---	---	1.4%	---	---
(15 to 20 years)	35,726	---	---	23.1%	---	---	55.0%	---	---	12.5%	---	---	5.3%	---	---	2.5%	---	---	1.5%	---	---
> 20 years	88,272	91,706	62,347	24.1%	22.2%	20.3%	55.3%	54.1%	52.0%	12.1%	13.0%	14.2%	4.7%	6.1%	8.0%	2.0%	2.6%	3.2%	1.8%	1.9%	2.4%
Time w/ Current Agency																					
< 1 year	4,810	5,023	2,815	28.9%	28.5%	29.1%	49.0%	50.5%	48.7%	11.1%	10.2%	11.7%	7.1%	4.9%	4.9%	1.7%	3.0%	1.6%	2.2%	2.9%	4.0%
1-3 years	28,187	28,259	21,633	26.6%	24.2%	23.0%	53.2%	50.6%	44.8%	11.2%	11.6%	13.1%	5.0%	7.1%	9.9%	2.2%	4.4%	6.6%	1.8%	2.1%	2.7%
4-5 years	20,124	22,557	13,236	24.3%	20.7%	20.2%	53.4%	51.4%	50.5%	11.6%	12.9%	13.5%	5.9%	8.0%	9.9%	3.3%	4.9%	3.3%	1.4%	2.0%	2.6%
6-10 years	40,753	35,126	18,822	22.0%	20.3%	19.0%	55.3%	53.4%	50.3%	12.3%	13.8%	14.2%	6.4%	7.2%	9.8%	2.5%	3.6%	4.1%	1.4%	1.7%	2.6%
11-20 years	54,450	64,986	46,184	23.0%	21.0%	19.3%	55.5%	54.1%	52.0%	12.2%	12.8%	14.1%	5.4%	6.6%	8.3%	2.4%	3.3%	3.6%	1.5%	2.1%	2.6%
> 20 years	60,589	61,522	41,482	24.5%	22.8%	20.5%	55.2%	54.5%	52.2%	12.0%	12.6%	13.8%	4.6%	6.0%	8.2%	2.0%	2.4%	2.9%	1.7%	1.7%	2.3%
Leaving																					
No	143,375	150,485	101,427	27.0%	24.9%	23.1%	54.6%	53.5%	51.5%	10.9%	11.6%	12.8%	4.5%	5.9%	7.6%	1.5%	2.3%	2.7%	1.4%	1.8%	2.3%
Yes, to retire	13,490	14,408	9,502	22.5%	20.0%	18.7%	55.6%	54.4%	50.9%	12.8%	14.2%	15.5%	4.8%	6.2%	7.4%	2.7%	3.5%	4.5%	1.5%	1.8%	3.1%
Yes, to other job in Govt	37,417	35,598	22,689	17.4%	15.4%	14.6%	54.9%	53.2%	47.7%	14.3%	14.4%	15.4%	7.9%	9.1%	12.0%	3.6%	5.6%	7.3%	1.9%	2.3%	2.9%
Yes, to other job outside Govt	6,395	7,859	5,068	14.0%	14.0%	13.6%	51.0%	48.7%	41.9%	14.5%	14.2%	16.4%	10.2%	11.1%	15.4%	7.3%	9.2%	9.6%	3.1%	2.8%	3.1%
Yes, other	8,240	9,085	5,480	12.7%	11.6%	11.1%	53.1%	48.9%	45.0%	16.3%	19.9%	18.4%	8.3%	8.6%	14.5%	6.9%	8.2%	7.4%	2.7%	2.8%	3.5%
Retiring																					
Within 1 year	8,332	9,137	6,071	21.2%	21.3%	18.7%	55.7%	50.8%	49.2%	13.4%	14.2%	17.1%	4.8%	7.5%	8.0%	3.0%	4.0%	3.8%	1.8%	2.2%	3.2%
Between 1 and 3 years	24,421	25,217	16,415	22.8%	20.2%	19.6%	55.0%	55.6%	51.3%	12.9%	13.2%	15.5%	5.2%	6.5%	8.4%	2.0%	2.9%	3.1%	2.1%	1.6%	2.1%
Between 3 and 5 years	26,400	28,074	19,272	22.9%	19.8%	19.9%	54.7%	55.1%	50.8%	13.3%	13.4%	15.1%	4.9%	6.3%	8.8%	2.5%	3.6%	3.4%	1.8%	1.8%	1.9%
5 or more years	149,769	154,985	102,403	24.6%	22.7%	20.9%	54.4%	52.6%	50.1%	11.5%	12.4%	13.2%	5.6%	6.8%	9.0%	2.4%	3.4%	4.2%	1.5%	2.1%	2.7%

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