

# Federal Human Capital Survey

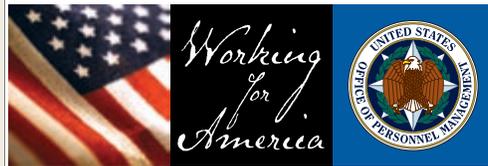
# 2008



Results from the 2008 Federal Human Capital Survey

**Department of Defense**

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



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## About This Report

*Taking the pulse of your agency*

Creating a high performing Federal Government depends on attracting, developing, and retaining talented employees and ensuring they have the support and information to contribute to the mission of their agencies.

The Federal Human Capital Survey (FHCS) focuses on employee perceptions regarding critical areas of their work life, areas which drive employee satisfaction, commitment, and ultimately retention in the workforce. This is the fourth time the U.S. Office of Personnel Management (OPM) administered the survey, which was first conducted in 2002, then again in 2004, 2006, and 2008. The findings from the 2008 survey offer a snapshot of Federal employees' perceptions of workforce management in their agencies today. By looking at trends across different survey administrations, agency leaders also will see how far they have come and what remains to be done.

To guide Governmentwide efforts to support agency mission results with strong human capital strategies, OPM created the Human Capital Assessment and Accountability Framework (HCAAF). As required by the Chief Human Capital Officers Act of 2002, agencies are evaluated on their progress in meeting the HCAAF standards. The FHCS provides one

source of information for evaluating success in three essential systems included in the HCAAF: Leadership and Knowledge Management, Results-Oriented Performance Culture, and Talent Management. OPM developed metrics for each of these systems, including four indices based on items in the FHCS. For more information on these metrics, refer to OPM's website at:

[www.opm.gov/hcaaf\\_resource\\_center/assets/hcaaf\\_ssm.pdf](http://www.opm.gov/hcaaf_resource_center/assets/hcaaf_ssm.pdf)

Beginning in 2007, agencies must administer all of the items in the HCAAF indices as part of the Federal Government's Annual Employee Survey (AES) requirement. (Appendix A provides a listing of the survey items with the AES items designated by a double dagger †). OPM includes these items on the 2008 FHCS because they are used for the AES.

Throughout this report, comparisons are made between your agency's results and the Governmentwide results, your agency's 2006 results, and private sector results (where available) to provide essential feedback on agency trends and set the direction for further improvements.

## Report Overview

★ **Presents multiple perspectives on your agency's results.** The various views give a broad but interconnected picture of your results, and include:

- Results for the top 10 and bottom 10 survey items for your agency;
- Results for survey items that increased or decreased by 5 or more percentage points since 2006;
- Results for items where your agency leads and items where your agency trails the Federal Government average by 5 or more percentage points;
- Results for the four HCAAF Indices (Leadership and Knowledge Management Index, Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index);
- Results for items used in the Performance Appraisal Assessment Tool (PAAT);
- Comparisons with private sector results;

- A Decision Aid: a one table summary of all survey items, which illustrates items consistently identified as your agency's strengths or challenges across the various perspectives;

- Appendices that show results for all items, benchmarked against your agency's 2006 results as well as agency high, median, and low results; a trend analysis of 2004, 2006, and 2008 results; and a description of the survey methodology.

★ **Provides you with next steps and guidelines on "Action Planning."** This section describes how to target appropriate actions for short-term and long-term improvement.

Working with this information and other HCAAF measures, your agency can make a thorough assessment of its own progress in strategic human capital management and develop a plan of action for further improvement. Refer to the OPM website ([www.fhcs.opm.gov](http://www.fhcs.opm.gov)) or contact your OPM Human Capital Officer for additional agency results and ideas for moving from results to action.

# The 2008 Federal Human Capital Survey

*More than 212,000 employees answered the call to participate in this survey*

## **When were Federal employees surveyed?**

OPM conducted the FHCS in August/September of 2008. The survey was administered electronically. Paper versions were provided to employees without Internet access.

## **Which Federal employees participated in the survey?**

The survey sample included employees from 29 major Federal agencies, as well as selected small and independent agencies. The sample was designed to be representative of the full-time, permanent Federal workforce. The Governmentwide response rate was 51 percent.

## **What did the survey measure?**

The 85-item survey included 11 demographic questions and 74 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. Survey questions addressed three HCAAF systems—Leadership and Knowledge Management, Results-Oriented Performance Culture, and Talent Management. Respondents also rated their personal work experiences, their knowledge-sharing, their job satisfaction, and their satisfaction with benefits.

Employees provided perceptions about their own jobs as well as their work units and agencies. There are 73 items (excluding demographics) in common between the 2008 and 2006 surveys and 71 items in common between the 2008 and 2004 surveys. One new item (Q.32) was added to the 2008 survey to address employee understanding of performance levels in appraisals:

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).

## **What do the survey results represent?**

The survey results represent a snapshot in time of the perceptions of the Federal workforce. Statisticians weighted returned survey data to adjust for differences between the characteristics of the survey respondents and the population of Federal employees surveyed. The Governmentwide results have a plus or minus 1 percent margin of error.

# Your Agency Results at a Glance

*Although progress has been achieved and sustained in many areas, improvement is still needed in others*

## Your Agency Findings at a Glance

- Field Period: **August 13<sup>th</sup> – September 19<sup>th</sup>**
- **43,444** employees responded in your agency
- Sample Size: **98,756**
- Response Rate: **44%**
- Your agency results have a margin of error of **+/-1%**
- Subagency Response Rates:
  - 51% Other Department of Defense
  - 49% Air Force
  - 42% Army
  - 39% Navy
- **26** items had positive ratings of 65 percent or more (strengths)
- **2** items had negative ratings of 35 percent or more (weaknesses)
- **1** item had a neutral rating of 30 percent or more
- **1** item increased by 5 percentage points or more since 2006
- **0** items decreased by 5 percentage points or more since 2006
- **1** item was 5 percentage points or more above the Governmentwide average
- **1** item was 5 percentage points or more below the Governmentwide average
- The DoD HCAAF Indices rankings out of 37 agencies are:
  - 15<sup>th</sup>** on Leadership & Knowledge Management
  - 20<sup>th</sup>** on Results-Oriented Performance Culture
  - 16<sup>th</sup>** on Talent Management
  - 18<sup>th</sup>** on Job Satisfaction

The next sections of this report open with highlights of your agency's 2008 FHCS results and a comparison of your agency's survey respondents and population on selected demographics. The following sections include more detailed 2008 results for your agency as well as comparisons between your 2008 results and (1) your 2006 results, (2) 2008 Governmentwide averages, and (3) relevant private sector results on personal experiences and job satisfaction.

### Rules of Thumb

Many comparisons are made throughout this report. Although significance tests could be run on each comparison, it is impractical to do so, and for large agencies or the Federal Government, even very small differences will be significant. Therefore, when reviewing and interpreting results, it is often useful to apply rules of thumb to determine the "notable" or "meaningful" results. These rules of thumb apply both to looking at your own results, as well as when making comparisons.

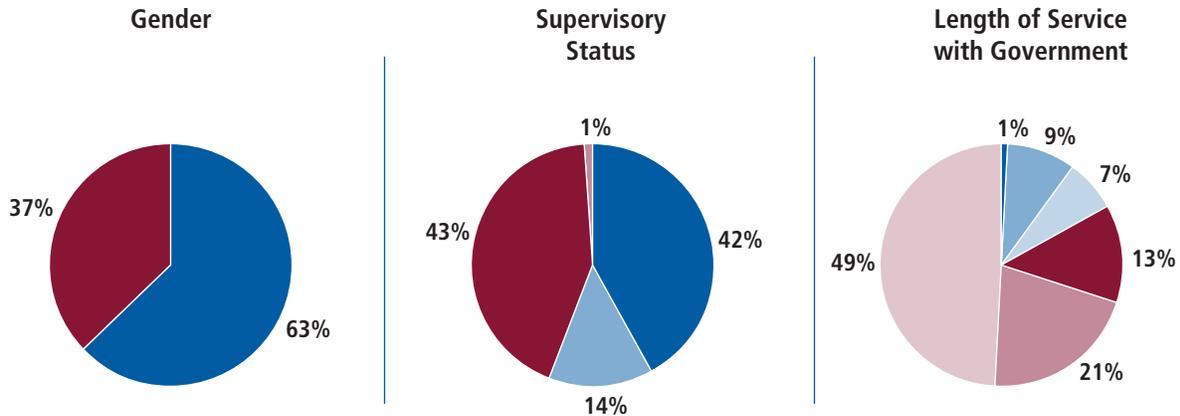
- Items that are 65 percent or more positive are strengths
- Items that are 35 percent or more negative are weaknesses
- Items that are 30 percent or more neutral may indicate opportunities for more communication
- A difference of 5 percentage points or more is notable (e.g., increased by 5 percentage points from 2006 to 2008, difference of 5 percentage points or more between agency rating and Governmentwide average or between agency and private sector ratings)

**Reminder:** The 2008 FHCS included 74 items plus 11 demographic items; 73 (non demographic) items were in common between the 2006 and 2008 surveys and 71 were in common between the 2004 and 2008 surveys.

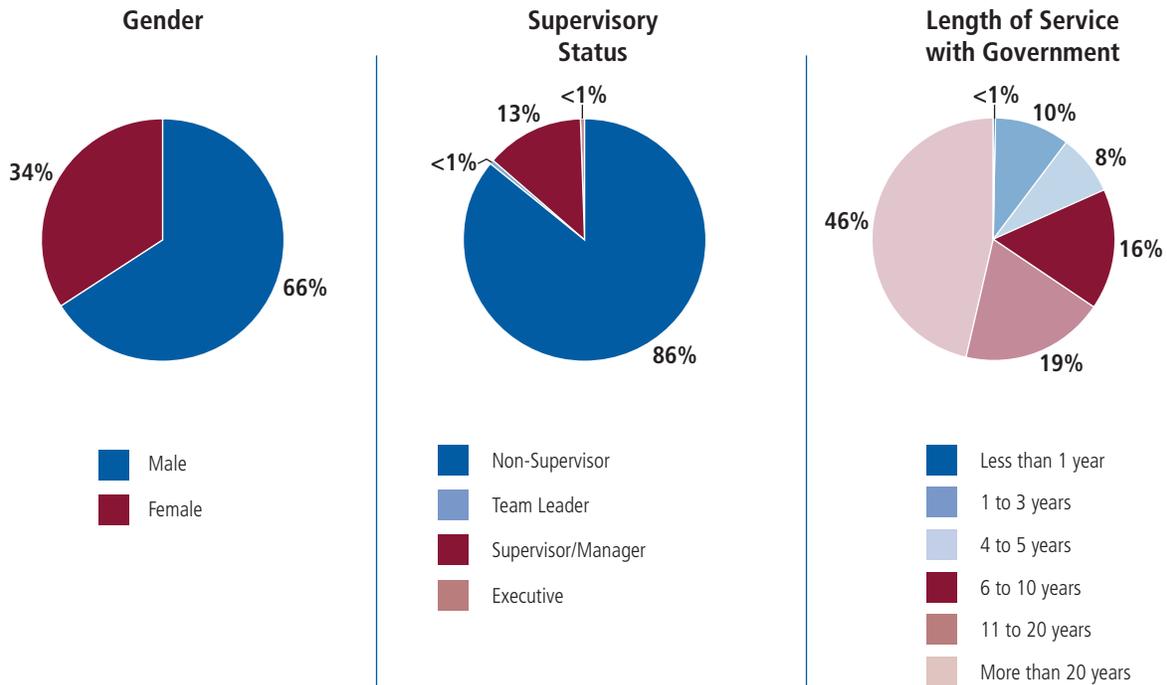
# Snapshot of Your Agency Survey Respondent and Agency Population Characteristics

Figure 1. Agency Survey Respondent and Agency Population Characteristics

## Agency Survey Respondent Characteristics



## Agency Population Characteristics

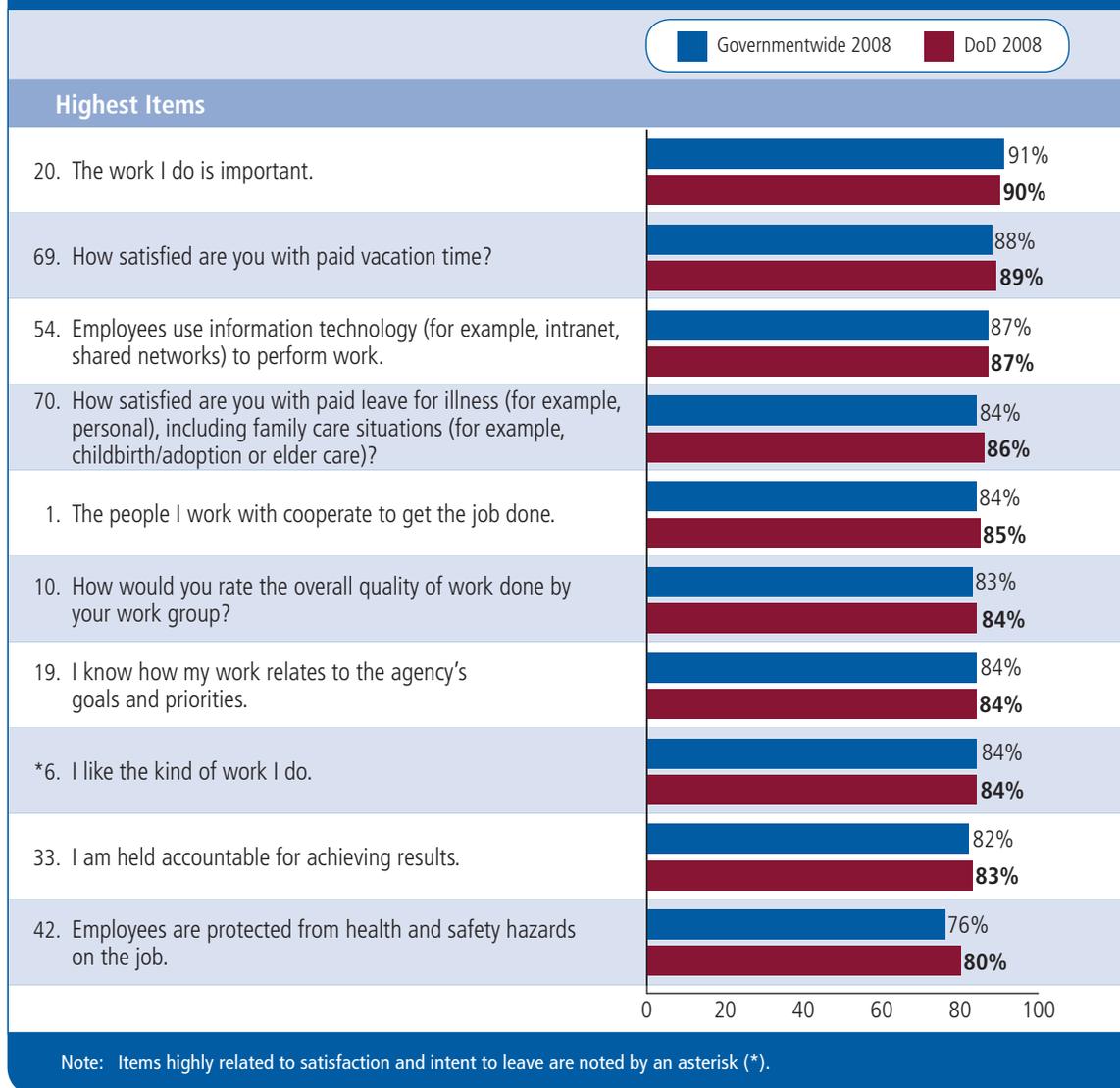


Note: Agency population numbers are based on data in OPM's Central Personnel Data File. All numbers in this figure are based on the unweighted count of responses.

## Top 10 Items for Your Agency

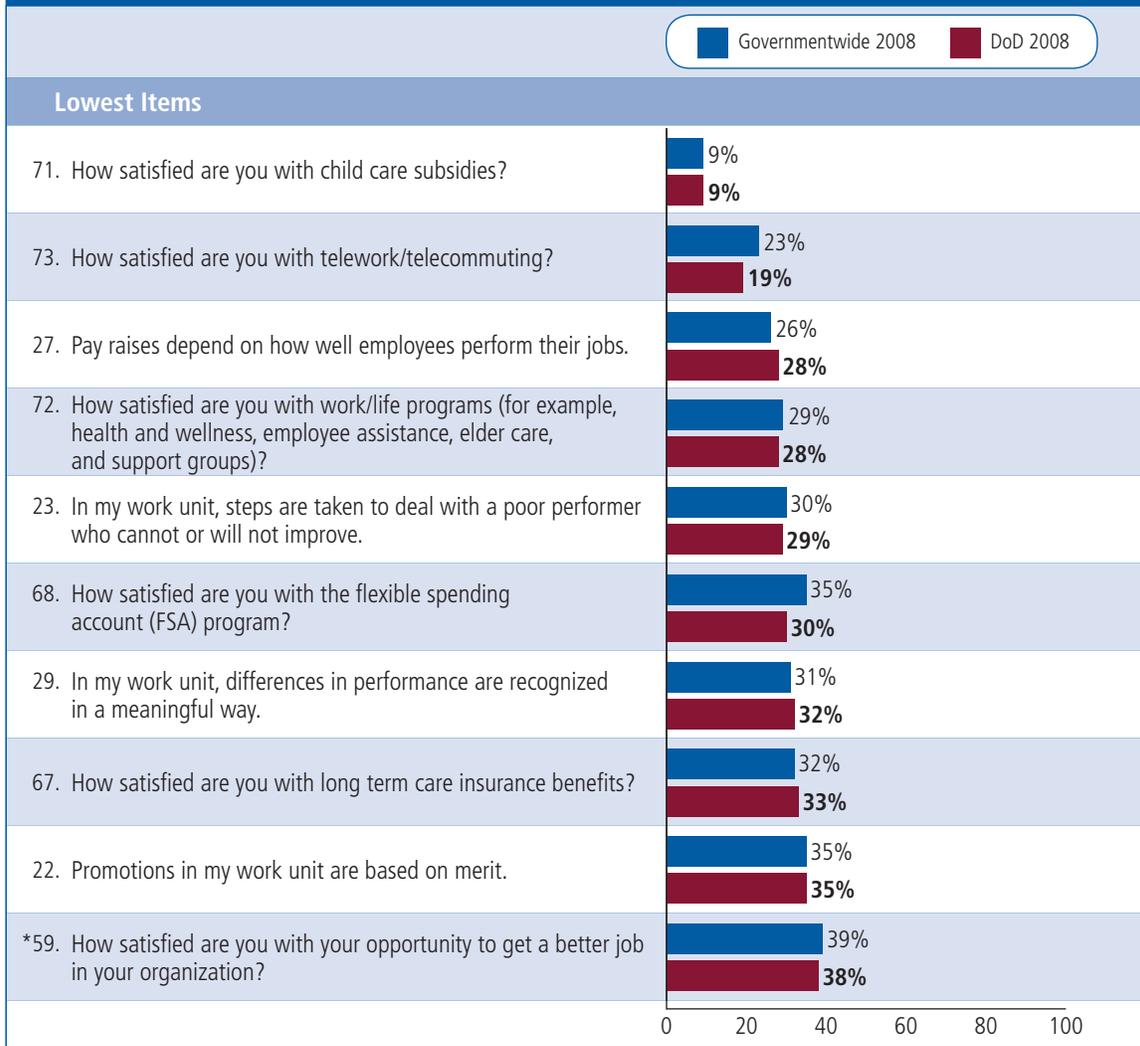
The next two tables display your agency's 10 highest and lowest positive ratings. The tables also include 2008 Governmentwide ratings for comparison.

Table 1a. Top 10 Positive Response Items for Your Agency



## Bottom 10 Items for Your Agency

Table 1b. Bottom 10 Positive Response Items for Your Agency



Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

## Increases and Decreases for Your Agency

The next table shows the survey items that had the greatest changes in percent positive rating for your agency since the 2006 FHCS. Positive ratings are the sum of two positive categories (e.g., Strongly Agree/Agree or Very Satisfied/Satisfied). This table displays up to 10 items with positive ratings that increased or decreased at least 5 percentage points from 2006 to 2008. If your agency had more than 10 items that changed by 5 percentage points or more, only the 10 items with the greatest changes are shown. It is possible your agency had fewer than 10 items that changed 5 percentage points or more since 2006.

Table 2. **Increases and Decreases in Positive Responses**

Increased the Most	Percent Positive		Difference
	2006	2008	
27. Pay raises depend on how well employees perform their jobs.	22	28	+6
Decreased the Most			
Your agency had no items that decreased by 5 percentage points or more since 2006.			

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

## Agency Items Above and Below the 2008 Governmentwide Average

This table displays up to 10 items with positive ratings that are at least 5 percentage points above or below the Governmentwide average. Again, your agency may have greater or fewer than 10 items that differ from the Governmentwide average by 5 percentage points or more, but only up to 10 items with the greatest differences are displayed.

Table 3. Items Above and Below the 2008 Governmentwide Average on Percent Positive

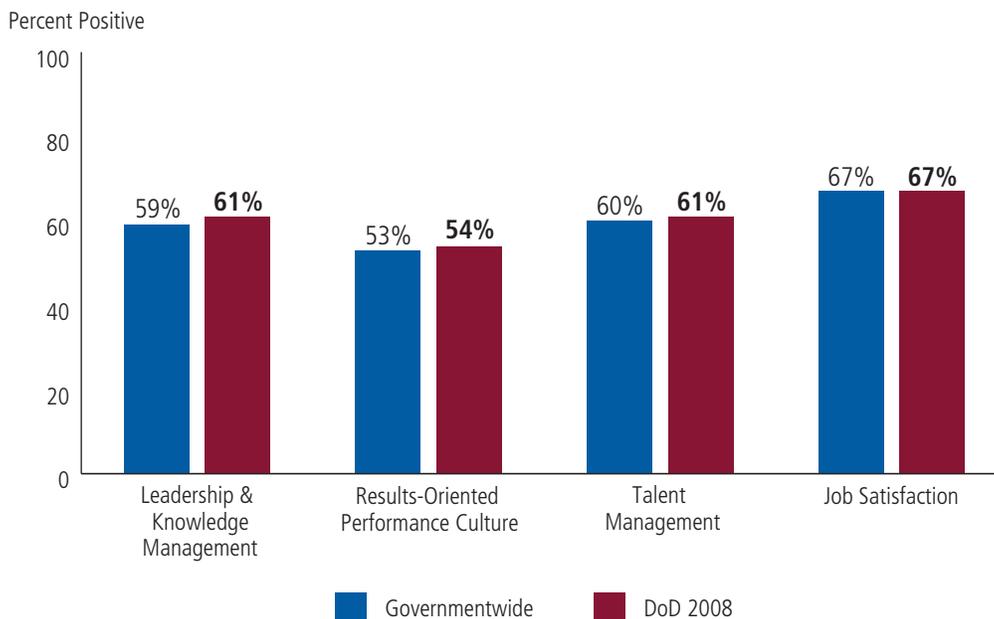
Leading the Government	Percent Positive		Difference
	Governmentwide	DoD	
43. My organization has prepared employees for potential security threats.	74	80	+6
Trailing the Government			
68. How satisfied are you with the flexible spending account (FSA) program?	35	30	-5

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

# Human Capital Assessment and Accountability Framework (HCAAF) Indices

The HCAAF indices provide consistent metrics for measuring progress toward HCAAF objectives. This graph shows your agency results compared with Governmentwide results for the four HCAAF Indices. There are a total of 39 items that make up the indices. The four indices are: Leadership and Knowledge Management Index, Results-Oriented Performance Culture Index, Talent Management Index, and Job Satisfaction Index. See Appendix A for the results of the individual items that make up the HCAAF Indices.

Figure 2. Human Capital Assessment and Accountability Framework Indices — Positive Responses



The **Leadership & Knowledge Management Index** indicates the extent employees hold their leadership in high regard, both overall and on specific facets of leadership. It is made up of items 7, 9, 17, 36, 37, 38, 40, 41, 42, 43, 56, and 58.

The **Results-Oriented Performance Culture Index** indicates the extent employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. It is made up of items 1, 12, 19, 21, 22, 23, 24, 26, 27, 29, 30, 31, and 57.

The **Talent Management Index** indicates the extent employees think the organization has the talent necessary to achieve organizational goals. It is made up of items 2, 11, 14, 18, 49, 51, and 60.

The **Job Satisfaction Index** indicates the extent employees are satisfied with their jobs and various aspects thereof. It is made up of items 5, 6, 20, 55, 59, 61, and 62.

# Performance Appraisal Assessment Tool (PAAT) Items

As the initiative owner for the Strategic Management of Human Capital under the President’s Management Agenda, OPM is committed to providing products and technical assistance to help agencies design and operate appraisal programs that support results-focused, high performance cultures. The Performance Appraisal Assessment Tool (PAAT) can help agencies assess their appraisal programs. Agencies can apply this tool to identify the strengths and weaknesses of their programs and develop plans and strategies for making necessary improvements. Fifteen items from the 2008 FHCS provide information on the status of your agency’s appraisal program. Table 4 compares your agency’s 2006 and 2008 results with Governmentwide results for the items in the PAAT.

**Table 4. Performance Appraisal Assessment Tool Items — Positive Responses**

	Percent Positive		
	2006	2008	G’wide
<b>Alignment</b>			
19. I know how my work relates to the agency’s goals and priorities.	83	84	84
*40. Managers communicate the goals and priorities of the organization.	57	59	60
<b>Results</b>			
*24. Employees have a feeling of personal empowerment with respect to work processes.	46	47	44
33. I am held accountable for achieving results.	80	83	82
<b>Credible Measures</b>			
25. Employees are rewarded for providing high quality products and services to customers.	48	49	46
<b>Differentiate Levels of Performance</b>			
29. In my work unit, differences in performance are recognized in a meaningful way.	32	32	31
<b>Consequences Based on Performance</b>			
28. Awards in my work unit depend on how well employees perform their jobs.	41	41	41
*57. How satisfied are you with the recognition you receive for doing a good job?	51	51	50
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	29	30
<b>Employee Involvement</b>			
*55. How satisfied are you with your involvement in decisions that affect your work?	57	57	53
<b>Feedback Process</b>			
31. Discussions with my supervisor/team leader about my performance are worthwhile.	58	57	56
48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	58	59	58
<b>Training and Competency Development</b>			
*2. I am given a real opportunity to improve my skills in my organization.	64	66	64
<b>Assessment and Guidance</b>			
41. Managers review and evaluate the organization’s progress toward meeting its goals and objectives.	56	56	58
<b>Purpose of Performance Management</b>			
30. My performance appraisal is a fair reflection of my performance.	68	64	63

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

## Private Sector Comparisons

Compared to the private sector, Federal employee responses are more favorable on teamwork and the opportunity to improve skills, but markedly lower on the opportunity to get a better job, and on information received from management. You can compare a subset of your agency's 2008 FHCS results with similar assessments collected from employees performing a wide range of jobs in a set of large private sector companies, primarily in the U.S. Positive responses for your agency and the private sector are presented in the table below for 14 items appearing in the 2008 FHCS. Where indicated below, in table 5, four survey items had slightly different wording in the private sector.

Table 5. Private Sector Comparison — Positive Responses

Personal Experiences	Percent Positive		Difference
	Private Sector	DoD	
1. The people I work with cooperate to get the job done.	80	85	+5
*2. <b>FHCS</b> – I am given a real opportunity to improve my skills in my organization. <b>Private Sector</b> – I am given a real opportunity to improve my skills in the company.	60	66	+6
3. I have enough information to do my job well.	75	73	-2
4. I feel encouraged to come up with new and better ways of doing things.	68	65	-3
*5. My work gives me a feeling of personal accomplishment.	73	73	0
*6. I like the kind of work I do.	83	84	+1
*9. Overall, how good a job do you feel is being done by your immediate supervisor/ team leader?	74	68	-6
Job Satisfaction			
*55. How satisfied are you with your involvement in decisions that affect your work?	58	57	-1
*56. <b>FHCS</b> – How satisfied are you with the information you receive from management on what's going on in your organization? <b>Private Sector</b> – How satisfied are you with the information you receive from management on what's going on in the company?	66	49	-17
*57. How satisfied are you with the recognition you receive for doing a good job?	56	51	-5
*59. <b>FHCS</b> – How satisfied are you with your opportunity to get a better job in your organization? <b>Private Sector</b> – How satisfied are you with your opportunity to get a better job in this company?	49	38	-11
*60. How satisfied are you with the training you receive for your present job?	66	55	-11
61. Considering everything, how satisfied are you with your job?	70	69	-1
63. <b>FHCS</b> – Considering everything, how satisfied are you with your organization? <b>Private Sector</b> – Considering everything, how would you rate your overall satisfaction with the company at the present time?	70	58	-12

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

## Decision Aid: Moving from Results to Action

The next set of tables provides key information, presented in item order, to help your agency decide where to focus its action planning efforts. According to the rules of thumb described earlier, results are displayed in green, red, or blue. For example, if your first item is 65 percent positive or higher, this result is displayed in green (area of strength). If your second item is 30 percent neutral or higher, this result is displayed in blue (area for more communication). If your third item is 35 percent negative or higher, this result is displayed in red (area of weakness).

The columns under “% Positive Comparisons to” adhere to similar rules as above. If “% Positive Comparisons to” the Governmentwide average is -7, this result is displayed in red because it meets the rule of thumb of being 5 or more percentage points below the Governmentwide average (area of weakness). In general, green means your agency performed well according to that view; red means your agency did not perform as well. Agencies should consider targeting items that show “red” results for action planning.

Table 6. Decision Aid

	2008 DoD %			% Positive Comparisons to:		
	Positive	Neutral	Negative	G'wide Average	2006 Rating	Private Sector
1. The people I work with cooperate to get the job done.	85	8	7	+1	0	+5
*2. I am given a real opportunity to improve my skills in my organization.	66	19	16	+2	+2	+6
3. I have enough information to do my job well.	73	16	10	0	-1	-2
4. I feel encouraged to come up with new and better ways of doing things.	65	19	16	+4	0	-3
*5. My work gives me a feeling of personal accomplishment.	73	16	11	0	0	0
*6. I like the kind of work I do.	84	11	5	0	+1	+1
7. I have trust and confidence in my supervisor.	66	18	16	+2	0	—
8. I recommend my organization as a good place to work.	66	20	14	+1	+2	—
*9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	20	12	+2	0	-6
10. How would you rate the overall quality of work done by your work group?	84	13	3	+1	0	—
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	75	15	9	+1	-1	—
12. My supervisor supports my need to balance work and other life issues.	78	13	9	+3	-2	—
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	63	21	15	+2	0	—
14. My work unit is able to recruit people with the right skills.	44	29	24	-1	0	—
15. The skill level in my work unit has improved in the past year.	53	28	17	0	+2	—

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

Table 6. **Decision Aid** (continued)

	2008 DoD %			% Positive G'wide Average	Comparisons to:	
	Positive	Neutral	Negative		2006 Rating	Private Sector
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	52	19	28	+1	+3	—
*17. My workload is reasonable.	62	17	21	+2	+1	—
*18. My talents are used well in the workplace.	64	17	18	+2	0	—
19. I know how my work relates to the agency's goals and priorities.	84	11	5	0	+1	—
20. The work I do is important.	90	7	3	-1	0	—
21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	68	15	16	+1	0	—
22. Promotions in my work unit are based on merit.	35	27	33	0	+1	—
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	29	35	-1	0	—
*24. Employees have a feeling of personal empowerment with respect to work processes.	47	29	22	+3	+1	—
25. Employees are rewarded for providing high quality products and services to customers.	49	24	25	+3	+1	—
26. Creativity and innovation are rewarded.	43	29	26	+3	+1	—
27. Pay raises depend on how well employees perform their jobs.	28	29	39	+2	+6	—
28. Awards in my work unit depend on how well employees perform their jobs.	41	25	29	0	0	—
29. In my work unit, differences in performance are recognized in a meaningful way.	32	31	32	+1	0	—
30. My performance appraisal is a fair reflection of my performance.	64	18	15	+1	-4	—
31. Discussions with my supervisor/team leader about my performance are worthwhile.	57	23	18	+1	-1	—
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).	63	17	16	-1	—	—
33. I am held accountable for achieving results.	83	13	4	+1	+3	—
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	57	26	10	0	+2	—

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

Table 6. **Decision Aid** (continued)

	2008 DoD %			% Positive Comparisons to:		
	Positive	Neutral	Negative	G'wide Average	2006 Rating	Private Sector
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	59	25	10	-1	+3	—
36. Managers/supervisors/team leaders work well with employees of different backgrounds.	67	19	11	+2	+2	—
*37. I have a high level of respect for my organization's senior leaders.	55	22	22	+3	+2	—
38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	44	28	27	+4	+3	—
39. My organization's leaders maintain high standards of honesty and integrity.	53	25	20	+3	+1	—
*40. Managers communicate the goals and priorities of the organization.	59	23	18	-1	+2	—
41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56	25	14	-2	0	—
42. Employees are protected from health and safety hazards on the job.	80	12	7	+4	+1	—
43. My organization has prepared employees for potential security threats.	80	14	5	+6	+2	—
44. Complaints, disputes or grievances are resolved fairly in my work unit.	42	28	17	+3	0	—
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	50	24	20	+2	+4	—
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.	61	20	11	+1	+1	—
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	52	23	17	+2	+3	—
48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	59	23	16	+1	+1	—
49. Supervisors/team leaders in my work unit support employee development.	66	19	13	+1	0	—
50. Employees have electronic access to learning and training programs readily available at their desk.	77	13	8	-2	+4	—
51. My training needs are assessed.	55	25	19	+2	+2	—
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	57	24	17	+3	+2	—
53. Employees in my work unit share job knowledge with each other.	74	14	11	-1	0	—
54. Employees use information technology (for example, intranet, shared networks) to perform work.	87	9	4	0	+1	—

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

Table 6. **Decision Aid** (continued)

	2008 DoD %			% Positive Comparisons to:		
	Positive	Neutral	Negative	G'wide Average	2006 Rating	Private Sector
*55. How satisfied are you with your involvement in decisions that affect your work?	57	22	20	+4	0	-1
*56. How satisfied are you with the information you receive from management on what's going on in your organization?	49	25	26	+1	+1	<b>-17</b>
*57. How satisfied are you with the recognition you receive for doing a good job?	51	25	24	+1	0	<b>-5</b>
*58. How satisfied are you with the policies and practices of your senior leaders?	45	29	25	+3	+1	—
*59. How satisfied are you with your opportunity to get a better job in your organization?	38	29	33	-1	+2	<b>-11</b>
*60. How satisfied are you with the training you receive for your present job?	55	26	19	0	+1	<b>-11</b>
61. Considering everything, how satisfied are you with your job?	<b>69</b>	18	13	+1	+1	-1
*62. Considering everything, how satisfied are you with your pay?	60	19	21	0	-2	—
63. Considering everything, how satisfied are you with your organization?	58	23	19	+1	0	<b>-12</b>
64. How satisfied are you with retirement benefits? †	60	20	12	-1	+1	—
65. How satisfied are you with health insurance benefits? †	60	18	15	-2	+4	—
66. How satisfied are you with life insurance benefits? †	60	23	9	0	0	—
67. How satisfied are you with long term care insurance benefits? †	33	29	9	+1	+2	—
68. How satisfied are you with the flexible spending account (FSA) program? †	30	29	3	<b>-5</b>	+4	—
69. How satisfied are you with paid vacation time?	<b>89</b>	7	4	+1	0	—
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	<b>86</b>	9	5	+2	-1	—
71. How satisfied are you with child care subsidies? †	9	24	3	0	+1	—
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)? †	28	25	6	-1	+1	—
73. How satisfied are you with telework/telecommuting? †	19	21	13	-4	0	—
74. How satisfied are you with alternative work schedules? †	47	17	12	0	-2	—

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

† OPM added a "No Basis to Judge" response option on these benefit items in 2006. If you want to examine your results only for employees who did not mark "No Basis to Judge," refer to your agency FHCS website to view results for all response options on these items.

# Action Planning

*The delivery of survey results is not the endpoint in the survey process; it is just the beginning*

Action planning is one of the tools managers can use to express the organization's vision in tangible terms and effect changes to that vision. It helps you to identify changes you would like to make in your organization and to decide what steps are necessary to achieve particular goals relevant to those changes.

There are a variety of good reasons to incorporate action planning:

- ★ Helps you to organize change efforts and foster success in the long term.
- ★ Builds credibility of your leadership. Not only producing but implementing an action plan demonstrates to your employees that you are serious about addressing their concerns.
- ★ Set expectations and boundaries. A clear plan can help reduce unmet expectations by describing, in concrete terms, what the organization will, and will not, do.
- ★ Improves accountability within your agency.

It is important to review the survey results and interpret them before you develop action plans. First, you must develop an understanding of your agency's key strengths and areas for improvement. After reviewing the survey results carefully, identify two to three areas for improvement. While many agencies may want to improve in almost all areas, remember, it is better to avoid focusing on too many issues at one time. Implementing action plans is one of the hardest steps. Taking action requires the provision of necessary resources and support. It requires tracking quantitative and qualitative measures of progress and success that have already been identified. It requires publicly

recognizing those individuals and units that take action to drive improvement. And it requires adjustments along the way.

## Four steps of action planning

Traditionally, there are multiple steps in developing an action plan. The exact number of steps may differ from one model of action planning to the next. This brief action planning process outlined below includes 4 steps. How the steps are put into practice may vary from one organization to another, but the general principles and processes shown here are applicable for all organizations.

### First Step

- ★ Review and discuss FHCS findings and other relevant information
- ★ Consider conducting focus groups, interviews, town-hall meetings to identify strengths and weaknesses
- ★ Involve all key stakeholders (e.g., unions)

### Second Step

- ★ Develop an action plan
  - Invite input from employees representing diverse groups
  - Establish short-and long-term goals
  - Set priorities
  - Establish measures for evaluating plan components
- ★ Secure top-level management endorsement and support and secure appropriate resources to carry out the plan

- ★ Establish a timeframe for achieving priority goals

### Third Step

- ★ Effectively communicate the action plan goals and priorities to managers and others who will likely serve as frontline agents for disseminating information about the plan to employees

- ★ Draw on existing resources and initiatives to reinforce efforts to advertise the plan

### Fourth Step

- ★ Implement the plan and monitor and evaluate the effectiveness of activities to achieve priority goals

- ★ Use, as appropriate, evaluation tools such as progress reports on achieving specific goals, benchmark data, employee evaluations of activities such as training courses and special observance day events, and employee surveys

- ★ Use performance reports to decide:

- (1) Which initiatives have been successful and should be either continued or ended because they are no longer necessary
- (2) Which initiatives have not been successful and may need to be modified or discontinued

## Examining your Federal Human Capital Results

The overall goal when reviewing your agency results is to determine what you can do to continually improve how your agency manages its workforce. Continuous improvement means monitoring progress, constantly adapting, and evaluating the impact of actions on your human capital management challenges. The following simple steps guide you through using your survey results to help your agency meet its strategic human capital management goals.

### Review and Reflect—

#### Thoroughly examine the results

#### *Compare your agency's results with Governmentwide results*

- ★ What areas are you performing well in—your agency's strengths?
- ★ What areas are you facing difficulties in—your agency's challenges?

#### *Compare your agency's 2008 results with your 2006 and 2004 results*

- ★ Are you seeing new improvements?
- ★ Are there new areas needing improvement?
- ★ In which areas do you continue to do well?
- ★ In which areas do you continue to need improvement?
- ★ What actions were taken since the last survey, or are new issues impacting the agency that may help explain the results?

#### *Look at your results vis à vis your Strategic Human Capital Plan*

- ★ Use your managerial judgment to identify action targets. What does your agency's management team think are the most important human capital areas to address? What survey items are related to the agency's strategic goals?
- ★ Pay attention to items where a large percentage (i.e., 30 percent or more) of people gave a neutral response or items with relatively larger "Do Not Know" responses. These might be areas worth investigating as employees may need more information about these areas.
- ★ Identify and address issues that will provide short-term visible results and issues that will require long-term change to meet strategic organizational goals.

- ★ Look at your results by different employee segments (e.g., supervisory vs. non-supervisory employees, field vs. headquarters) to identify key issues for different groups.

### **Plan, Discuss, and Decide**

- ★ Determine your priorities.
- ★ Be sure to involve employee representatives in developing action plans.
- ★ Develop integrated action plans with relevant managers; you may want to consider involving employees in developing action plans; consider the following factors in developing improvement actions:
  - Costs (time, money, people, resources)
  - Timeframes for implementation and follow-up
  - Accountability (who will be responsible for the action?)
- ★ Consider supplementing the survey results with qualitative information from employee focus groups to determine the source of comparatively low ratings.
- ★ Look at action items that:
  - Can be solved in the short term—simply and quickly, with minimal effort; this will generate momentum for change and create quick success through fast, visible actions, Quick successes will help people stay committed to implementing those actions that need more time;

- Can be completed within the next 2 to 3 months; and
- Require greater effort and further understanding.

### **Provide Feedback**

- ★ Communicate both positive and negative results to employees.
- ★ Share successes in making change.
- ★ Monitor and communicate progress and impacts.
- ★ Consider establishing a working group for continuous improvement monitoring and dissemination of results.
- ★ Show top-level support! Employees will only care if they believe top leadership cares.

### **Use Organizational Resources**

- ★ Work with your OPM Human Capital Officer to make sure action plans are aligned with your agency Strategic Human Capital Plan.

## Appendix A

# Survey Questions and Benchmarks

Appendix A shows your agency's positive scores on all of items in the 2008 Federal Human Capital Survey (FHCS), as well as the demographic responses. It also provides the following benchmark scores:

- ★ The highest, median, and lowest positive scores (benchmarks) from among the results for each of the PMC agencies and small and independent agencies with 800 or more employees. (Note: Department of Defense was separated into Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense for these benchmarks.)
- ★ Your agency rank on each item in 2008 and 2006; the item rank is based on 43 agencies in 2008 and 42 agencies in 2006. (Note: Department of Defense was separated into Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense for these item rankings.)

The benchmark scores allow you to assess your relative ranking among the other 2008 FHCS agencies as well as your standing in comparison to your 2006 scores.

The three Governmentwide scores for each item represent the agency that scored the highest for the item, the agency that scored the lowest, and the median score (the middle value among all 43 agency scores). If your agency had a positive rating of 86 percent for an item, and the benchmarks are 95 percent for high, 85 percent for median, and 75 percent for low, then you can conclude your agency is in the mid-range of agency scores for that item.

## Appendix A. Item Results and Benchmarks

Agency Benchmarking Results	DoD		2008 FHCS Benchmarks			DoD Ranking	
	% Positive		% Positive			2006	2008
	2006	2008	High	Median	Low		
<b>Personal Work Experiences</b>							
‡1. The people I work with cooperate to get the job done.	85	85	94	85	76	15 <sup>th</sup>	19 <sup>th</sup>
*‡2. I am given a real opportunity to improve my skills in my organization.	64	66	82	64	44	20 <sup>th</sup>	17 <sup>th</sup>
3. I have enough information to do my job well.	74	73	84	74	60	16 <sup>th</sup>	25 <sup>th</sup>
4. I feel encouraged to come up with new and better ways of doing things.	65	65	80	61	44	11 <sup>th</sup>	9 <sup>th</sup>
*‡5. My work gives me a feeling of personal accomplishment.	73	73	88	74	60	19 <sup>th</sup>	24 <sup>th</sup>
*‡6. I like the kind of work I do.	83	84	91	83	75	14 <sup>th</sup>	14 <sup>th</sup>
‡7. I have trust and confidence in my supervisor.	66	66	77	66	51	15 <sup>th</sup>	16 <sup>th</sup>
8. I recommend my organization as a good place to work.	64	66	84	66	40	20 <sup>th</sup>	20 <sup>th</sup>
*‡9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	68	80	68	51	17 <sup>th</sup>	20 <sup>th</sup>
10. How would you rate the overall quality of work done by your work group?	84	84	93	84	72	18 <sup>th</sup>	20 <sup>th</sup>
<b>Recruitment, Development, and Retention</b>							
‡11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	76	75	85	75	54	13 <sup>th</sup>	18 <sup>th</sup>
‡12. My supervisor supports my need to balance work and other life issues.	80	78	90	78	67	19 <sup>th</sup>	22 <sup>nd</sup>
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	63	63	78	62	45	16 <sup>th</sup>	16 <sup>th</sup>
‡14. My work unit is able to recruit people with the right skills.	44	44	81	46	32	23 <sup>rd</sup>	26 <sup>th</sup>
15. The skill level in my work unit has improved in the past year.	51	53	67	52	40	17 <sup>th</sup>	17 <sup>th</sup>
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	49	52	70	52	31	21 <sup>st</sup>	22 <sup>nd</sup>
*‡17. My workload is reasonable.	61	62	80	60	41	14 <sup>th</sup>	11 <sup>th</sup>
*‡18. My talents are used well in the workplace.	64	64	76	62	49	11 <sup>th</sup>	15 <sup>th</sup>
‡19. I know how my work relates to the agency's goals and priorities.	83	84	93	85	72	25 <sup>th</sup>	24 <sup>th</sup>
‡20. The work I do is important.	90	90	95	90	75	13 <sup>th</sup>	17 <sup>th</sup>
‡21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	68	68	88	69	50	23 <sup>rd</sup>	27 <sup>th</sup>

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).  
Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A. **Item Results and Benchmarks** (continued)

Agency Benchmarking Results	DoD % Positive		2008 FHCS Benchmarks % Positive			DoD Ranking	
	2006	2008	High	Median	Low	2006	2008
	Performance Culture						
‡22. Promotions in my work unit are based on merit.	34	35	56	37	24	26 <sup>th</sup>	30 <sup>th</sup>
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	29	46	30	18	16 <sup>th</sup>	25 <sup>th</sup>
*‡24. Employees have a feeling of personal empowerment with respect to work processes.	46	47	64	44	27	13 <sup>th</sup>	15 <sup>th</sup>
25. Employees are rewarded for providing high quality products and services to customers.	48	49	71	48	26	21 <sup>st</sup>	17 <sup>th</sup>
‡26. Creativity and innovation are rewarded.	42	43	64	42	23	15 <sup>th</sup>	14 <sup>th</sup>
‡27. Pay raises depend on how well employees perform their jobs.	22	28	46	27	13	25 <sup>th</sup>	17 <sup>th</sup>
28. Awards in my work unit depend on how well employees perform their jobs.	41	41	59	44	27	25 <sup>th</sup>	31 <sup>st</sup>
‡29. In my work unit, differences in performance are recognized in a meaningful way.	32	32	46	32	19	17 <sup>th</sup>	21 <sup>st</sup>
‡30. My performance appraisal is a fair reflection of my performance.	68	64	81	64	53	10 <sup>th</sup>	22 <sup>nd</sup>
‡31. Discussions with my supervisor/team leader about my performance are worthwhile.	58	57	68	57	45	17 <sup>th</sup>	21 <sup>st</sup>
‡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).	—	63	76	65	52	—	26 <sup>th</sup>
33. I am held accountable for achieving results.	80	83	90	84	70	25 <sup>th</sup>	23 <sup>rd</sup>
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	55	57	71	58	46	22 <sup>nd</sup>	26 <sup>th</sup>
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	56	59	82	60	46	23 <sup>rd</sup>	26 <sup>th</sup>
‡36. Managers/supervisors/team leaders work well with employees of different backgrounds.	65	67	81	65	51	16 <sup>th</sup>	13 <sup>th</sup>

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).  
Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A. Item Results and Benchmarks (continued)

Agency Benchmarking Results	DoD		2008 FHCS Benchmarks			DoD Ranking	
	% Positive		% Positive				
	2006	2008	High	Median	Low	2006	2008
<b>Leadership</b>							
*‡37. I have a high level of respect for my organization's senior leaders.	53	55	72	53	32	14 <sup>th</sup>	13 <sup>th</sup>
‡38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	41	44	62	41	21	14 <sup>th</sup>	11 <sup>th</sup>
39. My organization's leaders maintain high standards of honesty and integrity.	52	53	74	51	29	14 <sup>th</sup>	14 <sup>th</sup>
*‡40. Managers communicate the goals and priorities of the organization.	57	59	78	62	33	27 <sup>th</sup>	25 <sup>th</sup>
‡41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56	56	77	60	30	27 <sup>th</sup>	30 <sup>th</sup>
‡42. Employees are protected from health and safety hazards on the job.	79	80	91	78	53	13 <sup>th</sup>	14 <sup>th</sup>
‡43. My organization has prepared employees for potential security threats.	78	80	86	77	47	7 <sup>th</sup>	8 <sup>th</sup>
44. Complaints, disputes or grievances are resolved fairly in my work unit.	42	42	51	38	29	9 <sup>th</sup>	8 <sup>th</sup>
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	46	50	65	48	32	17 <sup>th</sup>	14 <sup>th</sup>
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.	60	61	75	60	40	14 <sup>th</sup>	14 <sup>th</sup>
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	49	52	72	50	31	12 <sup>th</sup>	11 <sup>th</sup>
<b>Learning (Knowledge Management)</b>							
48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	58	59	74	59	42	26 <sup>th</sup>	21 <sup>st</sup>
‡49. Supervisors/team leaders in my work unit support employee development.	66	66	85	66	46	22 <sup>nd</sup>	22 <sup>nd</sup>
50. Employees have electronic access to learning and training programs readily available at their desk.	73	77	93	78	42	27 <sup>th</sup>	23 <sup>rd</sup>
‡51. My training needs are assessed.	53	55	66	51	29	11 <sup>th</sup>	12 <sup>th</sup>
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	55	57	74	55	32	17 <sup>th</sup>	16 <sup>th</sup>
53. Employees in my work unit share job knowledge with each other.	74	74	85	75	59	22 <sup>nd</sup>	27 <sup>th</sup>
54. Employees use information technology (for example, intranet, shared networks) to perform work.	86	87	95	90	79	30 <sup>th</sup>	30 <sup>th</sup>

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).  
 Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A. Item Results and Benchmarks (continued)

Agency Benchmarking Results	DoD		2008 FHCS Benchmarks			DoD Ranking	
	% Positive		% Positive			2006	2008
	2006	2008	High	Median	Low		
<b>Job Satisfaction</b>							
*‡55. How satisfied are you with your involvement in decisions that affect your work?	57	57	72	54	41	12 <sup>th</sup>	14 <sup>th</sup>
*‡56. How satisfied are you with the information you receive from management on what's going on in your organization?	48	49	70	49	27	18 <sup>th</sup>	20 <sup>th</sup>
*‡57. How satisfied are you with the recognition you receive for doing a good job?	51	51	69	52	35	22 <sup>nd</sup>	24 <sup>th</sup>
*‡58. How satisfied are you with the policies and practices of your senior leaders?	44	45	65	42	25	14 <sup>th</sup>	15 <sup>th</sup>
*‡59. How satisfied are you with your opportunity to get a better job in your organization?	36	38	60	38	24	17 <sup>th</sup>	21 <sup>st</sup>
*‡60. How satisfied are you with the training you receive for your present job?	54	55	74	55	34	19 <sup>th</sup>	22 <sup>nd</sup>
‡61. Considering everything, how satisfied are you with your job?	68	69	81	69	56	21 <sup>st</sup>	17 <sup>th</sup>
*‡62. Considering everything, how satisfied are you with your pay?	62	60	76	64	54	28 <sup>th</sup>	29 <sup>th</sup>
63. Considering everything, how satisfied are you with your organization?	58	58	78	59	38	17 <sup>th</sup>	23 <sup>rd</sup>
<b>Satisfaction with Benefits</b>							
64. How satisfied are you with retirement benefits?	59	60	72	64	56	35 <sup>th</sup>	32 <sup>nd</sup>
65. How satisfied are you with health insurance benefits?	56	60	78	67	55	36 <sup>th</sup>	39 <sup>th</sup>
66. How satisfied are you with life insurance benefits?	60	60	72	60	49	18 <sup>th</sup>	18 <sup>th</sup>
67. How satisfied are you with long term care insurance benefits?	31	33	49	32	25	15 <sup>th</sup>	16 <sup>th</sup>
68. How satisfied are you with the flexible spending account (FSA) program?	26	30	59	40	27	39 <sup>th</sup>	39 <sup>th</sup>
69. How satisfied are you with paid vacation time?	89	89	94	89	80	19 <sup>th</sup>	17 <sup>th</sup>
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	87	86	91	85	76	17 <sup>th</sup>	16 <sup>th</sup>
71. How satisfied are you with child care subsidies?	8	9	14	8	4	13 <sup>th</sup>	9 <sup>th</sup>
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	27	28	44	29	13	25 <sup>th</sup>	25 <sup>th</sup>
73. How satisfied are you with telework/telecommuting?	19	19	58	27	12	30 <sup>th</sup>	34 <sup>th</sup>
74. How satisfied are you with alternative work schedules?	49	47	79	55	20	33 <sup>rd</sup>	33 <sup>rd</sup>

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*). Items included on the Annual Employee Survey are noted by a double dagger (‡).

## Appendix A. Demographic Characteristics (Unweighted Data)

	2008 DoD Percentages
<b>75. Where do you work?</b>	
Headquarters	40
Field	60
<b>‡76. What is your supervisory status?</b>	
Non-Supervisor	42
Team Leader	14
Supervisor	27
Manager	16
Executive	1
<b>‡77. Are you:</b>	
Male	63
Female	37
<b>‡78. Are you Hispanic or Latino?</b>	
Yes	6
No	94
<b>‡79. Are you:</b>	
American Indian or Alaska Native	1
Asian	5
Black or African American	13
Native Hawaiian or Other Pacific Islander	1
White	76
Two or more races (Not Hispanic or Latino)	3
<b>80. What is your age group?</b>	
25 and under	1
26-29	2
30-39	8
40-49	31
50-59	45
60 or older	13

Note: All numbers in this table are based on the unweighted count of responses. Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A. **Demographic Characteristics (Unweighted Data)** (continued)

	2008 DoD Percentages
<b>81. What is your pay category/grade?</b>	
Federal Wage System (ex. WB, WD, WG, WL, WM, WS, WY)	10
GS 1-6	6
GS 7-12	37
GS 13-15	30
Senior Executive Service	1
Senior Level (SL) or Scientific or Professional (ST)	< 1
Other	16
<b>82. How long have you been with the Federal Government (excluding military service)?</b>	
Less than 1 year	1
1 to 3 years	9
4 to 5 years	7
6 to 10 years	13
11 to 14 years	7
15 to 20 years	14
More than 20 years	49
<b>83. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?</b>	
Less than 1 year	3
1 to 3 years	13
4 to 5 years	9
6 to 10 years	17
11 to 20 years	23
More than 20 years	34
<b>84. Are you considering leaving your organization within the next year, and if so, why?</b>	
No	63
Yes, to retire	8
Yes, to take another job within the Federal Government	22
Yes, to take another job outside the Federal Government	3
Yes, other	4
<b>85. I am planning to retire:</b>	
Within one year	5
Between one and three years	13
Between three and five years	15
Five or more years	67

Note: All numbers in this table are based on the unweighted count of responses. Items included on the Annual Employee Survey are noted by a double dagger (‡).

## Appendix B

### Trend Analysis: 2004 vs. 2006 vs. 2008 Results

This set of trend analysis tables displays your agency's positive results for each item for the last three survey administrations. The last column of the table indicates whether or not there were significant increases, decreases, or no changes in positive ratings from 2004 to 2006 (the first arrow in the pair) and from 2006 to 2008 (the second arrow). Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, symbols →↗ indicate there was no significant change in positive ratings from 2004 to 2006, but there was a significant increase in positive ratings from 2006 to 2008.

#### Appendix B. Trend Analysis

	Percent Positive			Significant Trends
	2004	2006	2008	
‡1. The people I work with cooperate to get the job done.	86	85	85	↘→
*‡2. I am given a real opportunity to improve my skills in my organization.	65	64	66	→↗
3. I have enough information to do my job well.	74	74	73	→→
4. I feel encouraged to come up with new and better ways of doing things.	64	65	65	→→
*‡5. My work gives me a feeling of personal accomplishment.	72	73	73	↗→
*‡6. I like the kind of work I do.	83	83	84	→→
‡7. I have trust and confidence in my supervisor.	—	66	66	NA→
8. I recommend my organization as a good place to work.	64	64	66	→↗
*‡9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66	68	68	↗→
10. How would you rate the overall quality of work done by your work group?	84	84	84	→→
‡11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	76	76	75	→→
‡12. My supervisor supports my need to balance work and other life issues.	81	80	78	→↘
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	62	63	63	→→
‡14. My work unit is able to recruit people with the right skills.	45	44	44	→→
15. The skill level in my work unit has improved in the past year.	50	51	53	↗↗

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).  
Items included on the Annual Employee Survey are noted by a double dagger (‡).

## Appendix B. Trend Analysis (continued)

	Percent Positive			Significant Trends
	2004	2006	2008	
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	51	49	52	↘↗
*‡17. My workload is reasonable.	63	61	62	↘→
*‡18. My talents are used well in the workplace.	64	64	64	→→
‡19. I know how my work relates to the agency's goals and priorities.	83	83	84	→→
‡20. The work I do is important.	90	90	90	↘→
‡21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67	68	68	→→
‡22. Promotions in my work unit are based on merit.	34	34	35	→↗
‡23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28	29	29	↗→
*‡24. Employees have a feeling of personal empowerment with respect to work processes.	46	46	47	→→
25. Employees are rewarded for providing high quality products and services to customers.	45	48	49	↗→
‡26. Creativity and innovation are rewarded.	39	42	43	↗→
‡27. Pay raises depend on how well employees perform their jobs.	—	22	28	NA↗
28. Awards in my work unit depend on how well employees perform their jobs.	43	41	41	↘→
‡29. In my work unit, differences in performance are recognized in a meaningful way.	31	32	32	→→
‡30. My performance appraisal is a fair reflection of my performance.	68	68	64	→↘
‡31. Discussions with my supervisor/team leader about my performance are worthwhile.	58	58	57	→→
‡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).	—	—	63	NA
33. I am held accountable for achieving results.	81	80	83	→↗
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	54	55	57	→↗
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	55	56	59	→↗
‡36. Managers/supervisors/team leaders work well with employees of different backgrounds.	65	65	67	→↗
*‡37. I have a high level of respect for my organization's senior leaders.	53	53	55	→↗

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*). Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix B. **Trend Analysis** (continued)

	Percent Positive			Significant Trends
	2004	2006	2008	
‡38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	40	41	44	→↗
39. My organization's leaders maintain high standards of honesty and integrity.	52	52	53	→↗
*‡40. Managers communicate the goals and priorities of the organization.	58	57	59	→↗
‡41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56	56	56	→→
‡42. Employees are protected from health and safety hazards on the job.	79	79	80	→→
‡43. My organization has prepared employees for potential security threats.	79	78	80	→↗
44. Complaints, disputes or grievances are resolved fairly in my work unit.	41	42	42	→→
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	49	46	50	↘↗
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.	61	60	61	↘↗
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	49	49	52	→↗
48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	58	58	59	→→
‡49. Supervisors/team leaders in my work unit support employee development.	66	66	66	→→
50. Employees have electronic access to learning and training programs readily available at their desk.	69	73	77	↗↗
‡51. My training needs are assessed.	53	53	55	→↗
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	54	55	57	→↗
53. Employees in my work unit share job knowledge with each other.	74	74	74	→→
54. Employees use information technology (for example, intranet, shared networks) to perform work.	87	86	87	↘↗
*‡55. How satisfied are you with your involvement in decisions that affect your work?	56	57	57	↗→
*‡56. How satisfied are you with the information you receive from management on what's going on in your organization?	47	48	49	↗→
*‡57. How satisfied are you with the recognition you receive for doing a good job?	50	51	51	→→
*‡58. How satisfied are you with the policies and practices of your senior leaders?	43	44	45	↗↗
*‡59. How satisfied are you with your opportunity to get a better job in your organization?	36	36	38	→↗

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).  
Items included on the Annual Employee Survey are noted by a double dagger (‡).

## Appendix B. Trend Analysis (continued)

	Percent Positive			Significant Trends
	2004	2006	2008	
*#60. How satisfied are you with the training you receive for your present job?	55	54	55	↘↗
#61. Considering everything, how satisfied are you with your job?	68	68	69	→→
*#62. Considering everything, how satisfied are you with your pay?	63	62	60	↘↘
63. Considering everything, how satisfied are you with your organization?	58	58	58	→→
64. How satisfied are you with retirement benefits?	64	59	60	↘↗
65. How satisfied are you with health insurance benefits?	55	56	60	↗↗
66. How satisfied are you with life insurance benefits?	61	60	60	↘→
67. How satisfied are you with long term care insurance benefits?	32	31	33	↘↗
68. How satisfied are you with the flexible spending account (FSA) program?	24	26	30	↗↗
69. How satisfied are you with paid vacation time?	89	89	89	→→
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	87	87	86	→↘
71. How satisfied are you with child care subsidies?	14	8	9	↘↗
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	32	27	28	↘→
73. How satisfied are you with telework/telecommuting?	22	19	19	↘→
74. How satisfied are you with alternative work schedules?	55	49	47	↘↘

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (\*). Items included on the Annual Employee Survey are noted by a double dagger (‡).

## Appendix C

# 2008 Federal Human Capital Survey: Survey Methodology

OPM conducted the 2008 Federal Human Capital Survey (FHCS) to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. The FHCS is a tool that measures employees' perceptions of whether, and to what extent, conditions that characterize successful organizations are present in their agencies. This survey was administered for the first time in 2002 and then repeated in 2004, 2006 and then more recently in August/September of 2008. The survey provides general indicators of how well the Federal Government is running its human resources management systems, serves as a tool for OPM to assess individual agencies and their progress on strategic management of human capital, and gives senior managers critical information to answer the question: What can I do to make my agency work better? OPM and agency managers will use the findings to develop policies and action plans for improving agency performance.

### The Survey

The 85-item survey included 11 demographic questions and 74 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 85 items in the questionnaire are grouped into eight topic areas respondents see as they proceed through the survey: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Knowledge-Sharing; Job Satisfaction; Benefits; and Demographics. The demographic items include location of employment (headquarters vs. field), supervisory status, gender, ethnicity/race, age, pay category/grade, Federal employment tenure, and agency tenure. In addition, the

survey includes items on intention to leave the organization and plans to retire. There are 73 (non demographic) items in common between the 2006 and 2008 Federal Human Capital Survey, 71 items in common between the 2008 and 2004 Federal Human Capital Survey, and 59 items in common between the 2008 and 2002 Federal Human Capital Survey. Fourteen of the questions also are used in private sector surveys and help compare Government employees' perceptions with those of private sector counterparts.

### The Sample

As was the case for each of the previous administrations of the FHCS, the 2008 survey was directed at full-time, permanent employees from agencies represented on the President's Management Council. In addition, OPM extended an invitation to all small and independent agencies to participate in the Federal Human Capital Survey. Fifty-four of the small/independent agencies chose to participate in the survey effort. In total, these agencies comprise approximately 97 percent of the executive branch workforce. The survey was administered as a census to these small/independent agencies, as well as 11 PMC agencies, at the agencies' request.

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

**Sample type.** The sample was a probability sample; that is, each employee in the

target population had a known, non-zero probability of selection. Probability sampling is a prerequisite to generalizing from survey respondents to the survey population.

**Sampling frame.** The sampling frame consisted of the lists of employees from all agencies participating in the survey. Employees were grouped into 916 sample subgroups corresponding to agency, subagency, and supervisory status reporting requirements. A total of 463,545 employees were randomly selected to participate in the survey.

### **Data Collection**

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

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

### **Data Weighting**

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

### **Reported Data**

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

### **Data Analysis**

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

We conducted analyses on all survey items for the various demographic categories. More detailed survey statistics are available in the published reports that can be downloaded from OPM's Federal Human Capital Survey website: [www.fhcs.opm.gov](http://www.fhcs.opm.gov).



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