Federal Human Capital Survey 2006

Results from the 2006 Federal Human Capital Survey

Department of Defense

United States Office of Personnel Management

Working for America

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About This Management Report

The success of each agency depends on the talent and motivation of the Federal workforce.

Recruiting and retaining the very best and brightest individuals depend, in large part, on the quality of the work environment. In support of the President's Management Agenda, the Office of Personnel Management (OPM) gathers data to assess the state of human capital management across the Federal Government and provides agency managers information they can use to improve agency management practices and the work environment for Federal employees.

This is the third time OPM has conducted the Federal Human Capital Survey (FHCS). The FHCS was first conducted in 2002, and then again in 2004 and 2006. There were many changes in agency results between the 2002 and 2004 surveys, and agencies have made many more human capital improvements since 2004. The findings from the 2006 survey offer a snapshot of Federal employees' perceptions of workforce management in their agencies today. By looking at trends across the 2002, 2004, and 2006 surveys, agency leaders also will see how far they have come and what remains to be done.

To guide agencies in addressing human capital management issues, OPM created the Human Capital Assessment and Accountability Framework (HCAAF), which provides standards of success for agencies to measure their progress and achievements in managing their workforces. Each quarter, 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:

http://www.opm.gov/hcaaf_resource_center/assets/hcaaf_ssm.pdf

All of the items in the HCAAF indices also appear on the Annual Employee Survey, which is required under section 1128 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136, November 24, 2003). OPM issued regulations prescribing 45 survey questions all agencies must assess and report annually starting calendar year 2007. The items are in the Federal Register: August 24, 2006 (Volume 71, Number 164). OPM included 44 of the 45 items on the 2006 FHCS. See Appendix A for a listing of these items – displayed in bold face type.

This Report:

★ **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 2004;
- 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 agency high, median, and low results; a trend analysis of 2002, 2004, and 2006 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 https://fhcs2006.opm.gov Website or contact your OPM Human Capital Officer for additional agency results and ideas for moving from results to action.

The 2006 Federal Human Capital Survey

More than 436,000 employees were selected to participate in this survey.

When were Federal employees surveyed?

OPM conducted the FHCS during the summer of 2006. 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 more than 436,000 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 57 percent.

What did the survey measure?

The 84-item survey included 11 demographic questions and 73 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 learning (or knowledge management) environment, 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 71 items in common between the 2006 and 2004 surveys and 59 items in common between the 2006 and 2002 surveys. The following two items were added to the 2006 survey:

7. I have trust and confidence in my supervisor.

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

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 makeup 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

How far we've come in creating better working environments for our employees, and what remains to be done . . .

The next sections of this report open with highlights of your agency's 2006 FHCS results and a comparison of your agency's survey respondents and population on selected demographics. The following sections include more detailed 2006 results for your agency as well as comparisons between your 2006 results and (1) your 2004 results, (2) 2006 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
- A difference of 5 percentage points or more is notable (e.g., increased by 5 percentage points from 2004 to 2006, difference of 5 percentage points or more between agency rating and Governmentwide average or between agency and private sector ratings)
- Neutral responses that are 30 percent or more may indicate opportunities for more communication

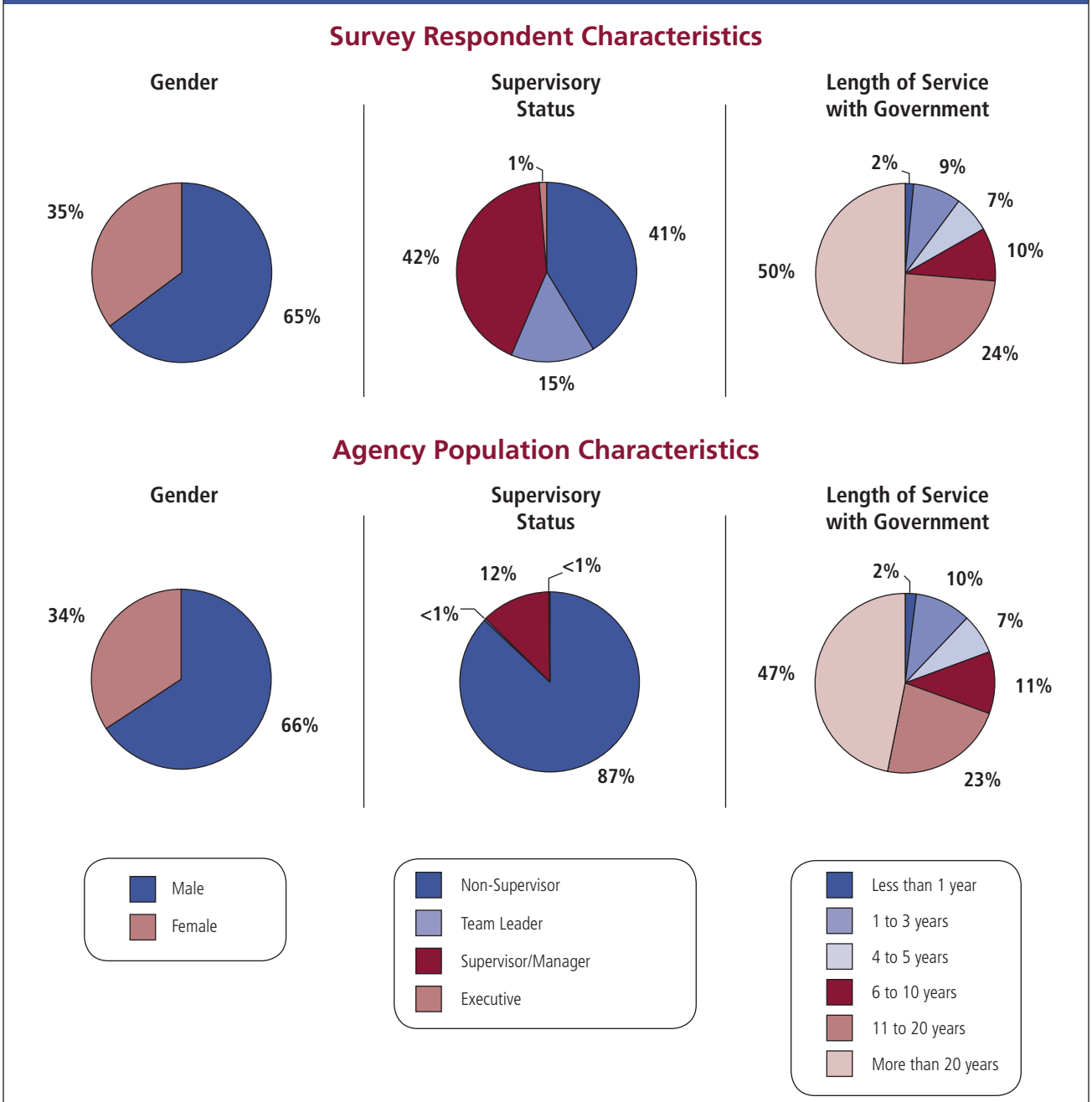
Reminder: The 2006 FHCS included 73 items plus 11 demographic items; 71 were common between the 2004 and 2006 surveys.

Your Agency Findings at a Glance

- Field Period: **July 6th – August 31st**
- Sample Size: **99,047**
- Your agency results have a margin of error of **+/- 1%**
- Response Rate: **51%**
- **50,740** employees responded in your agency
- Subagency Response Rates:
  - 59% Other Department of Defense
  - 54% Air Force
  - 52% Navy
  - 47% Army
- **25** items had positive ratings of 65 percent or more (strengths)
- **2** items had negative ratings of 35 percent or more (weaknesses)
- **0** items increased by 5 percentage points or more since 2004
- **4** items decreased by 5 percentage points or more since 2004
- **2** items were 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 36 agencies are:
  - **12th** on Leadership & Knowledge Management
  - **19th** on Results-Oriented Performance Culture
  - **15th** on Talent Management
  - **14th** on Job Satisfaction

Snapshot of Your Survey Respondent and Agency Population Characteristics

Figure 1. **Survey Respondent and Agency Population Characteristics**

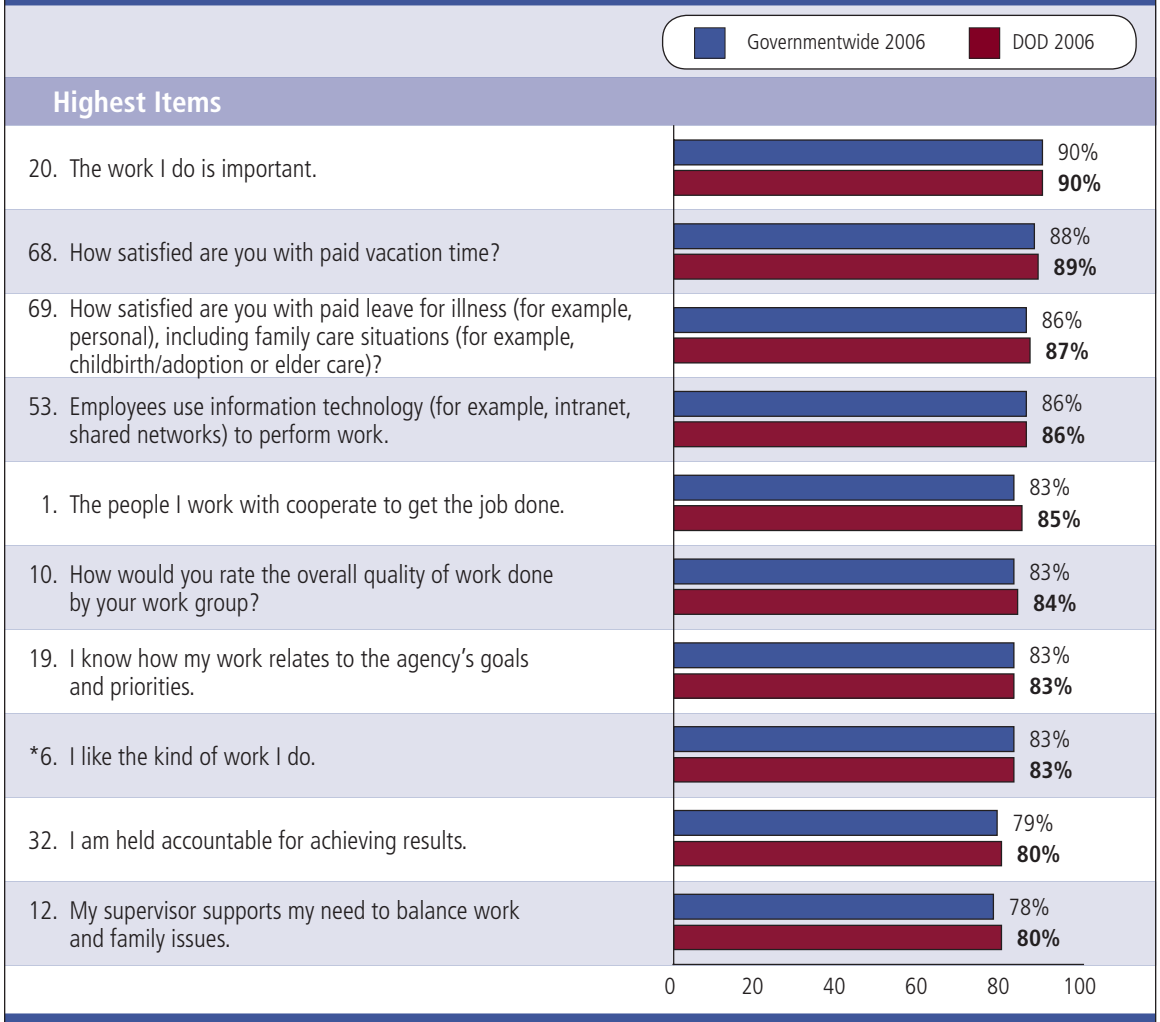


Note: Agency population numbers are based on data in OPM's Central Personnel Data File. All numbers in this figure are based on the unweighted count of responses.

Top 10 and Bottom 10 Items for Your Agency

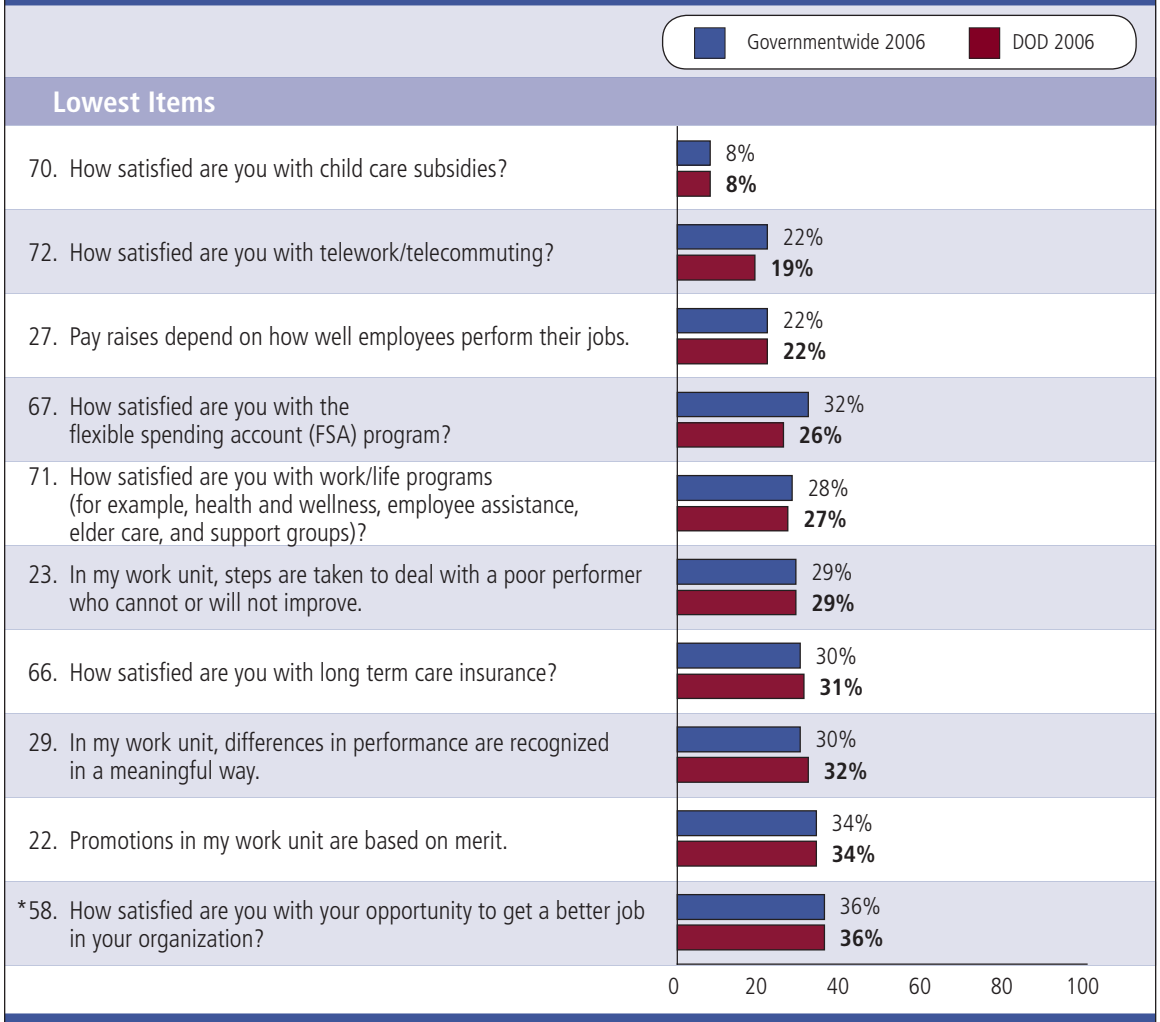
The next two tables display your agency's 10 highest and lowest positive ratings. The tables also include 2006 Governmentwide ratings for comparison.

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



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

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 2004 FHCS. Positive ratings are the sum of two positive categories (e.g., Strongly Agree/Agree or Very Satisfied/Satisfied). These tables display up to 10 items with positive ratings that increased or decreased at least 5 percentage points from 2004 to 2006. 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 2004.

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

Increased the Most	Percent Positive 2004	Percent Positive 2006	Difference
This table could not be produced because your agency had no items that increased by 5 percentage points or more since 2004.			
Decreased the Most			
70. How satisfied are you with child care subsidies?	14	8	-6
73. How satisfied are you with alternative work schedules?	55	49	-6
63. How satisfied are you with retirement benefits?	64	59	-5
71. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	32	27	-5

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

Agency Items Above and Below the 2006 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 2006 Governmentwide Average on Percent Positive**

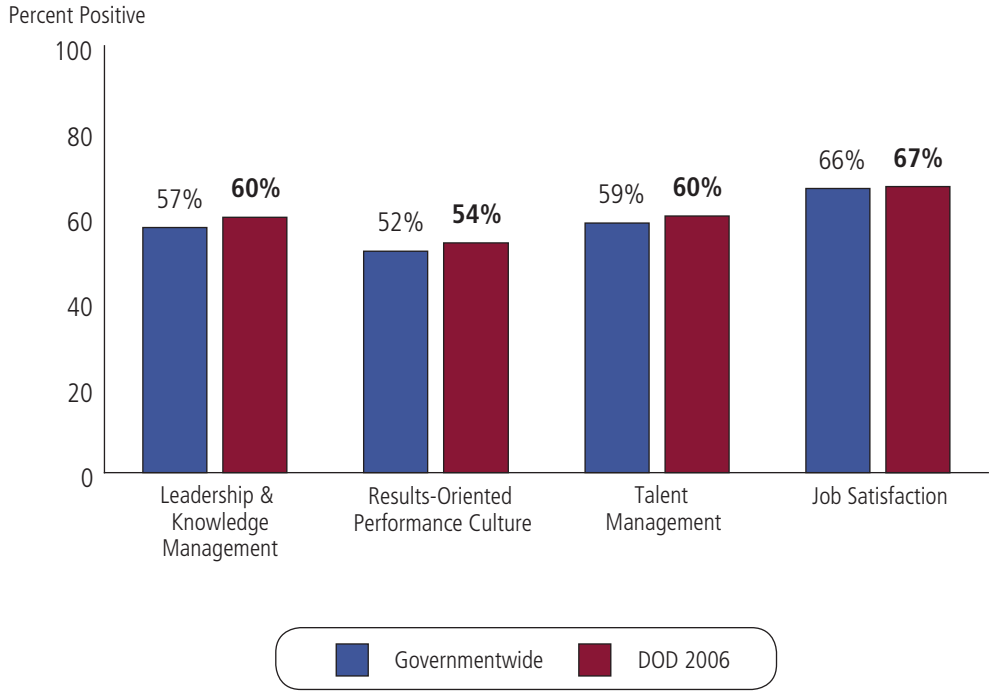
Leading the Government	Percent Positive: Governmentwide	Percent Positive: DOD	Difference
4. I feel encouraged to come up with new and better ways of doing things.	60	65	+5
42. My organization has prepared employees for potential security threats.	73	78	+5
Trailing the Government			
67. How satisfied are you with the flexible spending account (FSA) program?	32	26	-6

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

Human Capital Assessment and Accountability Framework (HCAAF) Indices

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, 35, 36, 37, 39, 40, 41, 42, 55, and 57.

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

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

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, 54, 58, 60, and 61.

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 neccessary improvements. Fifteen items from the 2006 FHCS provide information on the status of your agency's appraisal program. These items comprise 20 percent of your agency PAAT score. Table 4 compares your agency's 2004 and 2006 results with Governmentwide results for the items in the PAAT.

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

	Percent Positive		
	2004	2006	G'wide
Alignment			
19. I know how my work relates to the agency's goals and priorities.	83	83	83
39. Managers communicate the goals and priorities of the organization.	58	57	58
Results			
*24. Employees have a feeling of personal empowerment with respect to work processes.	46	46	42
32. I am held accountable for achieving results.	81	80	79
Credible Measures			
25. Employees are rewarded for providing high quality products and services to customers.	45	48	45
Differentiate Levels of Performance			
29. In my work unit, differences in performance are recognized in a meaningful way.	31	32	30
Consequences Based on Performance			
28. Awards in my work unit depend on how well employees perform their jobs.	43	41	40
*56. How satisfied are you with the recognition you receive for doing a good job?	50	51	49
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28	29	29
Employee Involvement			
*54. How satisfied are you with your involvement in decisions that affect your work?	56	57	54
Feedback Process			
31. Discussions with my supervisor/team leader about my performance are worthwhile.	58	58	56
47. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	58	58	58
Training and Competency Development			
*2. I am given a real opportunity to improve my skills in my organization.	65	64	62
Assessment and Guidance			
40. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56	56	56
Purpose of Performance Management			
30. My performance appraisal is a fair reflection of my performance.	68	68	64

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

Private Sector Comparisons

You can compare a subset of your agency's 2006 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 2006 FHCS.

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.	82	85	+3
*2. I am given a real opportunity to improve my skills in my organization.	60	64	+4
3. I have enough information to do my job well.	74	74	0
4. I feel encouraged to come up with new and better ways of doing things.	67	65	-2
*5. My work gives me a feeling of personal accomplishment.	73	73	0
*6. I like the kind of work I do.	76	83	+7
*9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	74	68	-6
Job Satisfaction			
*54. How satisfied are you with your involvement in decisions that affect your work?	54	57	+3
*55. How satisfied are you with the information you receive from management on what's going on in your organization?	60	48	-12
*56. How satisfied are you with the recognition you receive for doing a good job?	52	51	-1
*58. How satisfied are you with your opportunity to get a better job in your organization?	40	36	-4
*59. How satisfied are you with the training you receive for your present job?	61	54	-7
60. Considering everything, how satisfied are you with your job?	71	68	-3
62. Considering everything, how satisfied are you with your organization?	63	58	-5

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

Note: Four items in this table had slightly different wording in the private sector surveys.

2. I am given a real opportunity to improve my skills in the company.
55. How satisfied are you with the information you receive from management on what's going on in the company?
58. How satisfied are you with your opportunity to get a better job in this company?
62. Considering everything, how would you rate your overall satisfaction with the company at the present time?

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 or red. For example, if your first item is 65 percent positive or higher, this result is displayed in green. If your "% 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. 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**

	2006 DOD %		% Positive Comparisons to:		
	Positive	Negative	G'wide Average	2004 Rating	Private Sector
1. The people I work with cooperate to get the job done.	85	7	+2	-1	+3
*2. I am given a real opportunity to improve my skills in my organization.	64	17	+2	-1	+4
3. I have enough information to do my job well.	74	11	+2	0	0
4. I feel encouraged to come up with new and better ways of doing things.	65	16	+5	+1	-2
*5. My work gives me a feeling of personal accomplishment.	73	11	0	+1	0
*6. I like the kind of work I do.	83	6	0	0	+7
7. I have trust and confidence in my supervisor.	66	16	+2	—	—
8. I recommend my organization as a good place to work.	64	15	0	0	—
*9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	12	+2	+2	-6
10. How would you rate the overall quality of work done by your work group?	84	3	+1	0	—
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	76	9	+2	0	—
12. My supervisor supports my need to balance work and family issues.	80	7	+2	-1	—
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	63	15	+3	+1	—
14. My work unit is able to recruit people with the right skills.	44	24	0	-1	—
15. The skill level in my work unit has improved in the past year.	51	18	0	+1	—

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

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

	2006 DOD %		% Positive Comparisons to:		
	Positive	Negative	G'wide Average	2004 Rating	Private Sector
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	49	31	+1	-2	—
*17. My workload is reasonable.	61	21	+2	-2	—
*18. My talents are used well in the workplace.	64	18	+3	0	—
19. I know how my work relates to the agency's goals and priorities.	83	5	0	0	—
20. The work I do is important.	90	3	0	0	—
21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	68	17	+1	+1	—
22. Promotions in my work unit are based on merit.	34	34	0	0	—
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	37	0	+1	—
*24. Employees have a feeling of personal empowerment with respect to work processes.	46	22	+4	0	—
25. Employees are rewarded for providing high quality products and services to customers.	48	25	+3	+3	—
26. Creativity and innovation are rewarded.	42	26	+3	+3	—
27. Pay raises depend on how well employees perform their jobs.	22	43	0	—	—
28. Awards in my work unit depend on how well employees perform their jobs.	41	30	+1	-2	—
29. In my work unit, differences in performance are recognized in a meaningful way.	32	33	+2	+1	—
30. My performance appraisal is a fair reflection of my performance.	68	13	+4	0	—
31. Discussions with my supervisor/team leader about my performance are worthwhile.	58	17	+2	0	—
32. I am held accountable for achieving results.	80	5	+1	-1	—
33. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	55	11	+1	+1	—
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	56	11	-1	+1	—
35. Managers/supervisors/team leaders work well with employees of different backgrounds.	65	11	+1	0	—
*36. I have a high level of respect for my organization's senior leaders.	53	23	+4	0	—

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

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

	2006 DOD %		% Positive Comparisons to:		
	Positive	Negative	G'wide Average	2004 Rating	Private Sector
37. In my organization, leaders generate high levels of motivation and commitment in the workforce.	41	29	+3	+1	—
38. My organization's leaders maintain high standards of honesty and integrity.	52	20	+3	0	—
39. Managers communicate the goals and priorities of the organization.	57	19	-1	-1	—
40. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56	14	0	0	—
41. Employees are protected from health and safety hazards on the job.	**79**	7	+4	0	—
42. My organization has prepared employees for potential security threats.	**78**	6	**+5**	-1	—
43. Complaints, disputes or grievances are resolved fairly in my work unit.	42	18	+3	+1	—
44. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	46	21	+1	-3	—
45. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	60	11	+1	-1	—
46. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	49	18	+1	0	—
47. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	58	17	0	0	—
48. Supervisors/team leaders in my work unit support employee development.	**66**	14	+2	0	—
49. Employees have electronic access to learning and training programs readily available at their desk.	**73**	11	-2	+4	—
50. My training needs are assessed.	53	21	+2	0	—
51. Managers promote communication among different work units (for example, about projects, goals, needed resources).	55	18	+2	+1	—
52. Employees in my work unit share job knowledge with each other.	**74**	11	0	0	—
53. Employees use information technology (for example, intranet, shared networks) to perform work.	**86**	4	0	-1	—
*54. How satisfied are you with your involvement in decisions that affect your work?	57	21	+3	+1	+3
*55. How satisfied are you with the information you receive from management on what's going on in your organization?	48	27	+1	+1	**-12**

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

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

	2006 DOD %		% Positive Comparisons to:		
	Positive	Negative	G'wide Average	2004 Rating	Private Sector
*56. How satisfied are you with the recognition you receive for doing a good job?	51	24	+2	+1	-1
*57. How satisfied are you with the policies and practices of your senior leaders?	44	27	+3	+1	—
*58. How satisfied are you with your opportunity to get a better job in your organization?	36	34	0	0	-4
*59. How satisfied are you with the training you receive for your present job?	54	21	0	-1	-7
60. Considering everything, how satisfied are you with your job?	68	13	0	0	-3
*61. Considering everything, how satisfied are you with your pay?	62	20	+1	-1	—
62. Considering everything, how satisfied are you with your organization?	58	19	+2	0	-5
63. How satisfied are you with retirement benefits? †	59	13	-2	-5	—
64. How satisfied are you with health insurance benefits? †	56	20	-2	+1	—
65. How satisfied are you with life insurance benefits? †	60	9	0	-1	—
66. How satisfied are you with long term care insurance? †	31	10	+1	-1	—
67. How satisfied are you with the flexible spending account (FSA) program? †	26	4	-6	+2	—
68. How satisfied are you with paid vacation time?	89	4	+1	0	—
69. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	87	4	+1	0	—
70. How satisfied are you with child care subsidies? †	8	4	0	-6	—
71. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)? †	27	6	-1	-5	—
72. How satisfied are you with telework/telecommuting? †	19	12	-3	-3	—
73. How satisfied are you with alternative work schedules? †	49	11	0	-6	—

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

This is a wonderful opportunity to make a difference to improve both your agency and the entire Federal workforce.

The overall goal for working with your agency results is to determine what you can do to continually improve how your agency manages its workforce. Continuous improvement means constantly adapting. It requires making change, monitoring progress, and evaluating the impact 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.

Reflect and Review – 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 2006 results with your 2004 and 2002 benchmarks

- ★ Were actions taken since the last survey, or are new issues impacting the agency that may help explain the results?
- ★ Are you seeing new improvements?
- ★ Are there new areas needing improvement?
- ★ In which areas do you continue to do well? Build on those strengths.

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

- ★ Identify tactical issues (focused on a particular, timely issue) and strategic issues (broader issues but linked to organizational goals). Both are important—addressing some issues will provide short-term visible results, and others will require long-term change to meet strategic goals.
- ★ 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. If many people chose either the neutral response or "Do Not Know" as an option, it may be an area worth investigating. Employees may need more information about this area.
- ★ 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. Refer to the FHCS Website for additional data analysis advice (https://fhcs2006.opm.gov).

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 followup
  - Who is responsible for the action
- ★ Consider supplementing the survey results with qualitative information from employee focus groups to determine the source of comparatively low ratings and generate action plans.
- ★ 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;
  - can be completed within the next 2 to 3 months; and
  - require greater effort and further understanding.
- ★ Select some action items that can be solved simply and quickly. Quick successes will help people stay committed to implementing those actions that need more time.

Provide Feedback

- ★ Communicate both positive and negative results to employees. Share successes in making change.
- ★ Monitor and communicate progress and impacts. Work actions down and then results back up.
- ★ Consider establishing a working group for continuous improvement monitoring.
- ★ 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. Your Human Capital Officer is available to answer questions related to the survey results as well.

Appendix A
Item Results and Benchmarks

Appendix A shows your agency's positive, neutral, and negative scores on all of items in the 2006 Federal Human Capital Survey (FHCS), as well as the demographic responses. It also provides the following benchmark scores:

- ★ Your agency rank on each item; the item rank is based on the 42 agencies that received a management report. (Note: Department of Defense was separated into Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense for those item rankings.)
- ★ The highest, median, and lowest positive scores (benchmarks) from among the results for each of the PMC agencies and the 12 small and independent agencies with 800 or more employees.

The benchmark scores allow you to assess your relative ranking among the other 2006 FHCS agencies.

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 42 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**

	2006 DOD Percentages			2006 FHCS Benchmarks (% Positive)			
	Positive	Neutral	Negative	Rank	High	Median	Low
Personal Work Experiences							
1. The people I work with cooperate to get the job done.	85	8	7	15th	95	85	77
***2. I am given a real opportunity to improve my skills in my organization.**	64	19	17	20th	78	64	45
3. I have enough information to do my job well.	74	16	11	16th	83	73	60
4. I feel encouraged to come up with new and better ways of doing things.	65	19	16	11th	76	61	42
***5. My work gives me a feeling of personal accomplishment.**	73	15	11	19th	85	73	62
***6. I like the kind of work I do.**	83	11	6	14th	89	82	76
7. I have trust and confidence in my supervisor.	66	18	16	15th	76	65	50
8. I recommend my organization as a good place to work.	64	21	15	20th	81	64	38
***9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?**	68	20	12	17th	78	68	53
10. How would you rate the overall quality of work done by your work group?	84	13	3	18th	91	84	75

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

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

	2006 DOD Percentages			2006 FHCS Benchmarks (% Positive)			
	Positive	Neutral	Negative	Rank	High	Median	Low
Recruitment, Development, and Retention							
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	76	15	9	13th	88	74	53
12. My supervisor supports my need to balance work and family issues.	80	12	7	19th	88	80	64
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	63	21	15	16th	74	61	44
14. My work unit is able to recruit people with the right skills.	44	29	24	23rd	81	45	25
15. The skill level in my work unit has improved in the past year.	51	29	18	17th	59	51	42
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	49	19	31	21st	67	49	32
***17. My workload is reasonable.**	61	17	21	14th	76	60	41
***18. My talents are used well in the workplace.**	64	17	18	11th	68	62	48
19. I know how my work relates to the agency's goals and priorities.	83	11	5	25th	91	84	73
20. The work I do is important.	90	7	3	13th	94	89	83
21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	68	15	17	23rd	89	69	51

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

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

	2006 DOD Percentages			2006 FHCS Benchmarks (% Positive)			
	Positive	Neutral	Negative	Rank	High	Median	Low
Performance Culture							
22. Promotions in my work unit are based on merit.	34	28	34	26th	54	38	22
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	28	37	16th	44	29	22
***24. Employees have a feeling of personal empowerment with respect to work processes.**	46	30	22	13th	59	43	28
25. Employees are rewarded for providing high quality products and services to customers.	48	24	25	21st	67	48	25
26. Creativity and innovation are rewarded.	42	29	26	15th	61	41	25
27. Pay raises depend on how well employees perform their jobs.	22	30	43	25th	47	25	13
28. Awards in my work unit depend on how well employees perform their jobs.	41	25	30	25th	56	42	27
29. In my work unit, differences in performance are recognized in a meaningful way.	32	32	33	17th	43	31	19
30. My performance appraisal is a fair reflection of my performance.	68	17	13	10th	78	65	52
31. Discussions with my supervisor/team leader about my performance are worthwhile.	58	24	17	17th	66	58	46
32. I am held accountable for achieving results.	80	14	5	25th	89	81	68
33. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	55	28	11	22nd	68	55	43
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	56	28	11	23rd	78	57	46
35. Managers/supervisors/team leaders work well with employees of different backgrounds.	65	21	11	16th	76	64	53

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

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

	2006 DOD Percentages			2006 FHCS Benchmarks (% Positive)			
	Positive	Neutral	Negative	Rank	High	Median	Low
Leadership							
***36. I have a high level of respect for my organization's senior leaders.**	53	23	23	14th	67	50	33
37. In my organization, leaders generate high levels of motivation and commitment in the workforce.	41	29	29	14th	53	38	22
38. My organization's leaders maintain high standards of honesty and integrity.	52	26	20	14th	65	49	29
39. Managers communicate the goals and priorities of the organization.	57	23	19	27th	73	60	36
40. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56	26	14	27th	72	58	31
41. Employees are protected from health and safety hazards on the job.	79	12	7	13th	91	77	52
42. My organization has prepared employees for potential security threats.	78	14	6	7th	87	73	50
43. Complaints, disputes or grievances are resolved fairly in my work unit.	42	29	18	9th	48	38	28
44. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	46	26	21	17th	58	46	31
45. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	60	21	11	14th	72	59	42
46. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	49	25	18	12th	63	46	29
Learning (Knowledge Management)							
47. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	58	24	17	26th	71	59	45
48. Supervisors/team leaders in my work unit support employee development.	66	20	14	22nd	82	66	48
49. Employees have electronic access to learning and training programs readily available at their desk.	73	14	11	27th	94	75	34
50. My training needs are assessed.	53	25	21	11th	64	49	27
51. Managers promote communication among different work units (for example, about projects, goals, needed resources).	55	25	18	17th	66	54	35
52. Employees in my work unit share job knowledge with each other.	74	14	11	22nd	87	75	63
53. Employees use information technology (for example, intranet, shared networks) to perform work.	86	9	4	30th	96	89	77

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

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

	2006 DOD Percentages			2006 FHCS Benchmarks (% Positive)			
	Positive	Neutral	Negative	Rank	High	Median	Low
Job Satisfaction							
***54. How satisfied are you with your involvement in decisions that affect your work?**	57	22	21	12th	66	55	39
***55. How satisfied are you with the information you receive from management on what's going on in your organization?**	48	25	27	18th	64	48	30
***56. How satisfied are you with the recognition you receive for doing a good job?**	51	24	24	22nd	69	52	35
***57. How satisfied are you with the policies and practices of your senior leaders?**	44	29	27	14th	55	41	25
***58. How satisfied are you with your opportunity to get a better job in your organization?**	36	29	34	17th	49	36	20
***59. How satisfied are you with the training you receive for your present job?**	54	25	21	19th	69	53	36
60. Considering everything, how satisfied are you with your job?	68	18	13	21st	77	68	56
***61. Considering everything, how satisfied are you with your pay?**	62	19	20	28th	74	63	53
62. Considering everything, how satisfied are you with your organization?	58	23	19	17th	73	58	36
Satisfaction with Benefits							
63. How satisfied are you with retirement benefits?	59	20	13	35th	84	64	54
64. How satisfied are you with health insurance benefits?	56	18	20	36th	88	64	50
65. How satisfied are you with life insurance benefits?	60	22	9	18th	82	60	49
66. How satisfied are you with long term care insurance?	31	31	10	15th	56	31	24
67. How satisfied are you with the flexible spending account (FSA) program?	26	31	4	39th	66	36	22
68. How satisfied are you with paid vacation time?	89	7	4	19th	95	89	82
69. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	87	8	4	17th	94	87	76
70. How satisfied are you with child care subsidies?	8	25	4	13th	13	8	5
71. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	27	26	6	25th	51	28	14
72. How satisfied are you with telework/telecommuting?	19	23	12	30th	57	25	11
73. How satisfied are you with alternative work schedules?	49	17	11	33rd	80	60	14

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

Appendix A. Demographic Characteristics

	2006 DOD Percentages
74. Where do you work?	
Headquarters	39
Field	61
75. What is your supervisory status?	
Non-Supervisor	41
Team Leader	15
Supervisor	26
Manager	16
Executive	1
76. Are you:	
Male	65
Female	35
77. Are you Hispanic or Latino?	
Yes	6
No	94
78. Are you:	
White	77
Black or African American	13
Native Hawaiian or Other Pacific Islander	1
Asian	5
American Indian or Alaska Native	1
Two or more races (Not Hispanic or Latino)	3
79. What is your age group?	
25 and under	1
26-29	2
30-39	9
40-49	34
50-59	45
60 or older	10

Note: All numbers in this table are based on the unweighted count of responses.
Items included on the Annual Employee Survey are displayed in bold font.

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

		2006 DOD Percentages
80.	What is your pay category/grade?	
	Federal Wage System (for example, WB, WD, WG, WL, WM, WS, WY)	11
	GS 1-6	6
	GS 7-12	45
	GS 13-15	34
	Senior Executive Service	1
	Senior Level (SL) or Scientific or Professional (ST)	<1
	Other	4
81.	How long have you been with the Federal Government (excluding military service)?	
	Less than 1 year	2
	1 to 3 years	9
	4 to 5 years	7
	6 to 10 years	10
	11 to 20 years	24
	More than 20 years	50
82.	How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
	Less than 1 year	3
	1 to 3 years	13
	4 to 5 years	9
	6 to 10 years	14
	11 to 20 years	27
	More than 20 years	34
83.	Are you considering leaving your organization within the next year, and if so, why?	
	No	65
	Yes, to retire	8
	Yes, to take another job within the Federal Government	20
	Yes, to take another job outside the Federal Government	3
	Yes, other	4
84.	I am planning to retire:	
	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.

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

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

Appendix B. **Trend Analysis**

	Percent Positive			Significant Trends
	2002	2004	2006	
1. The people I work with cooperate to get the job done.	81	86	85	↗↘
***2. I am given a real opportunity to improve my skills in my organization.**	57	65	64	↗→
3. I have enough information to do my job well.	72	74	74	↗→
4. I feel encouraged to come up with new and better ways of doing things.	58	64	65	↗→
***5. My work gives me a feeling of personal accomplishment.**	69	72	73	↗↗
***6. I like the kind of work I do.**	81	83	83	↗→
8. I recommend my organization as a good place to work.	60	64	64	↗→
***9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?**	59	66	68	↗↗
10. How would you rate the overall quality of work done by your work group?	81	84	84	↗→

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

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

	Percent Positive 2002	2004	2006	Significant Trends
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	75	76	76	↗→
12. My supervisor supports my need to balance work and family issues.	78	81	80	↗→
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	56	62	63	↗→
14. My work unit is able to recruit people with the right skills.	38	45	44	↗→
15. The skill level in my work unit has improved in the past year.	54	50	51	↘↗
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	50	51	49	→↘
***17. My workload is reasonable.**	67	63	61	↘↘
***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.	89	83	83	↘→
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.	65	67	68	↗→
22. Promotions in my work unit are based on merit.	34	34	34	→→
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	24	28	29	↗↗
***24. Employees have a feeling of personal empowerment with respect to work processes.**	40	46	46	↗→
25. Employees are rewarded for providing high quality products and services to customers.	44	45	48	→↗
26. Creativity and innovation are rewarded.	38	39	42	→↗
28. Awards in my work unit depend on how well employees perform their jobs.	46	43	41	↘↘
30. My performance appraisal is a fair reflection of my performance.	67	68	68	↗→

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

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

	Percent Positive 2002	2004	2006	Significant Trends
31. Discussions with my supervisor/team leader about my performance are worthwhile.	57	58	58	→→
32. I am held accountable for achieving results.	80	81	80	→→
33. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	54	54	55	→→
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	57	55	56	↘→
35. Managers/supervisors/team leaders work well with employees of different backgrounds.	64	65	65	→→
37. In my organization, leaders generate high levels of motivation and commitment in the workforce.	37	40	41	↗→
38. My organization's leaders maintain high standards of honesty and integrity.	48	52	52	↗→
40. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	67	56	56	↘→
43. Complaints, disputes or grievances are resolved fairly in my work unit.	40	41	42	→→
44. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	42	49	46	↗↘
46. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	49	49	49	→→
48. Supervisors/team leaders in my work unit support employee development.	58	66	66	↗→
49. Employees have electronic access to learning and training programs readily available at their desk.	61	69	73	↗↗
50. My training needs are assessed.	50	53	53	↗→
51. Managers promote communication among different work units (for example, about projects, goals, needed resources).	50	54	55	↗→
52. Employees in my work unit share job knowledge with each other.	72	74	74	↗→
***54. How satisfied are you with your involvement in decisions that affect your work?**	54	56	57	↗↗
***55. How satisfied are you with the information you receive from management on what's going on in your organization?**	44	47	48	↗↗
***56. How satisfied are you with the recognition you receive for doing a good job?**	47	50	51	↗→

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

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

	Percent Positive 2002	2004	2006	Significant Trends
***58. How satisfied are you with your opportunity to get a better job in your organization?**	30	36	36	↗→
***59. How satisfied are you with the training you receive for your present job?**	53	55	54	↗↘
60. Considering everything, how satisfied are you with your job?	67	68	68	↗→
***61. Considering everything, how satisfied are you with your pay?**	64	63	62	↘↘
62. Considering everything, how satisfied are you with your organization?	55	58	58	↗→
63. How satisfied are you with retirement benefits?	63	64	59	→↘
64. How satisfied are you with health insurance benefits?	48	55	56	↗↗
65. How satisfied are you with life insurance benefits?	55	61	60	↗↘
66. How satisfied are you with long term care insurance?	22	32	31	↗↘
68. How satisfied are you with paid vacation time?	90	89	89	↘→
70. How satisfied are you with child care subsidies?	8	14	8	↗↘
72. How satisfied are you with telework/telecommuting?	19	22	19	↗↘
73. How satisfied are you with alternative work schedules?	55	55	49	→↘

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

Appendix C
2006 Federal Human Capital Survey: Survey Methodology

The Office of Personnel Management (OPM) conducted the 2006 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 again in 2004 and 2006. The survey provides general indicators of how well the Federal Government is running its human resources management systems, serves as a tool for OPM to assess individual agencies and their progress toward "green" status on Strategic Management of Human Capital under the President's Management Agenda, and gives senior managers critical information to answer the question: What can I do to make my agency work better? OPM and agency managers will use the findings to develop policies and action plans for improving agency performance.

The Survey

The 84-item survey included 11 demographic questions and 73 items that measured Federal employees' perceptions about how effectively agencies manage their workforces. The 84 items in the questionnaire are grouped into eight topic areas respondents see as they proceed through the survey: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Learning (Knowledge Management); Job Satisfaction; Satisfaction with Benefits; and Demographics. There are 71 items in common between the 2006 and 2004 FHCS and 59 items in common between the 2006 and 2002 FHCS.

The Sample

The 2006 FHCS was administered to full-time, permanent employees from the agencies represented on the President's Management Council. Small and independent agencies were offered the opportunity to participate in the survey. Fifty-nine of the small and independent agencies chose to administer the survey.

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 was the lists of employees from all agencies participating in the survey. Employees were grouped into 875 sample subgroups corresponding to agency, subagency, and supervisory status reporting requirements. A total of 436,020 employees were randomly selected to participate in the survey. In 11 agencies, at the agency's request, all full-time, permanent employees were invited to participate.

Data Collection

Mode/Method. The 2006 FHCS was a self-administered Web survey. OPM distributed paper versions of the survey to components of agenices that did not have electronic access.

Response Rate. Of the 390,657 employees receiving surveys, 221,479 completed the survey, for a Governmentwide response rate of 57 percent.

Data Weighting

Data collected from 2006 FHCS respondents were weighted to produce survey estimates that accurately represent the survey population. Unweighted data are likely to produce biased estimates of population results. The weights developed for the 2006 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.