

# Federal Human Capital Survey 2004

## Farm and Foreign Agricultural Services

**FFAS Overall Survey - Positive Responses**  
 FFAS - 57.1% USDA - 58.8% GOV - 59.2%  
 RMA - 54.4% FAS - 59.4% FSA - 57.6%

**FFAS Human Capital Management (HCM) - Positive Responses**  
 FFAS - 56.5% USDA - 58.6% GOV - 60.8%  
 RMA - 53.9% FAS - 58.8% FSA - 56.7%

Organizational strengths = greater than 65% Positive Responses

Improvement Opportunities = < 50% Positive Responses, >35% Negative Responses

^ = increase POSITIVES over 2002

v = decrease POSITIVES over 2002

n = no change in POSITIVE responses

FFAS - Federal Human Capital Survey 2004		Positive Responses	Neutral Responses	Negative Responses	USDA totals in white cells	
<b>PERSONAL WORK EXPERIENCES</b>						
						<b>FFAS AVG</b>
1	The people I work with cooperate to get the job done.	85.0	8.1	6.9	^	84.1
	RMA	79.4	12.1	8.6	^	
	FAS	88.1	6.1	5.9	^	
	FSA	84.8	8.4	6.8	^	
2	I am given a real opportunity to improve my skills in my organization.	65.4	18.7	15.9	^	60.4
	RMA	54.7	22.6	22.7	v	
	FAS	68.4	16.2	15.4	^	
	FSA	58.1	25.3	16.6	^	
3	I have enough information to do my job well.	71.9	15.9	12.3	^	68.2
	RMA	61.7	22.7	15.6	^	
	FAS	74.2	12.7	13.1	v	
	FSA	68.6	18.4	13.0	^	
4	I feel encouraged to come up with new and better ways of doing things.	57.6	21.8	20.6	^	57.6
	RMA	55.4	22.4	22.2	^	
	FAS	66.8	13.0	20.3	^	
	FSA	50.7	24.8	24.6	^	
5	My job makes good use of my skills and abilities.	68.0	14.6	17.4	^	66.0
	RMA	61.4	18.3	20.3	^	
	FAS	65.7	16.0	18.3	^	
	FSA	71.0	15.2	13.8	^	
6	My job gives me a feeling of personal accomplishment.	71.9	16.0	12.1	^	69.8
	RMA	61.7	21.1	17.3	^	
	FAS	76.6	12.2	11.2	^	
	FSA	71.0	17.7	11.2	n	
7	I like the kind of work I do.	84.4	11.2	4.4	^	80.8
	RMA	72.6	19.1	8.4	v	
	FAS	84.9	9.1	6.0	^	
	FSA	84.9	10.2	4.9	^	
8	I recommend my organization as a good place to work.	64.0	21.4	14.6	^	61.1
	RMA	51.9	24.6	23.4	v	
	FAS	67.2	19.1	13.7	^	
	FSA	64.2	21.1	14.6	^	
9	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	66.0	21.1	12.9	^	64.7
	RMA	59.4	21.3	19.3	^	
	FAS	71.1	15.9	13.1	^	
	FSA	63.6	22.3	14.1	^	
10	How would you rate the overall quality of work done by your work group?	82.6	14.7	2.7	^	85.3
	RMA	83.3	13.9	2.8	v	
	FAS	88.2	10.7	1.0	^	
	FSA	84.3	14.0	1.8	^	
11	How would you rate your organization as an organization to work for compared to other organizations?	56.6	30.6	12.9	^	54.3
	RMA	44.5	36.5	19.0	^	
	FAS	64.0	24.8	11.2	^	
	FSA	54.4	33.1	12.5	^	
<b>TALENT (HCM Measure)</b>						
12	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	70.1	18.1	11.1	^	68.9
	RMA	66.3	19.9	12.8	^	
	FAS	70.6	17.7	9.9	^	
	FSA	69.9	18.8	9.0	^	
13	My supervisor supports my need to balance work and family issues.	83.9	9.4	6.1	^	83.2
	RMA	79.1	12.6	7.4	v	
	FAS	84.7	9.1	6.2	^	
	FSA	85.8	8.0	5.4	^	
14	Supervisors/team leaders in my work unit provide employees with the opportunity to demonstrate their leadership skills.	60.7	21.6	17.3	^	61.6
	RMA	57.9	25.1	16.2	^	
	FAS	67.9	15.6	16.2	v	
	FSA	58.9	24.1	16.4	^	

FFAS - Federal Human Capital Survey 2004		Positive Responses	Neutral Responses	Negative Responses	USDA totals in white cells	
15	My work unit is able to recruit people with the right skills.	39.9	31.6	26.1	^	42.4
	RMA	36.2	29.1	30.5	n	Lowest in category
	FAS	56.2	20.9	21.2	^	
	FSA	34.8	35.4	26.1	v	
16	The skill level in my work unit has improved in the past year.	50.3	29.6	18.2	v	45.4
	RMA	43.8	32.5	21.9	v	Lowest in category
	FAS	42.4	33.5	21.4	v	
	FSA	49.9	32.0	16.5	v	
17	I have sufficient resources (for example, people, materials, budget, etc.) to get my job done.	49.9	17.1	32.2	^	46.0
	RMA	43.5	18.2	37.4	v	Lowest in category
	FAS	44.8	16.9	37.3	v	
	FSA	49.7	19.0	30.3	v	
18	My workload is reasonable.	58.2	16.8	24.4	v	57.7
	RMA	58.0	20.2	21.6	v	Lowest in category
	FAS	58.0	16.6	25.1	v	
	FSA	57.1	16.9	26.0	v	
19	My talents are used well in the workplace.	64.3	16.8	18.3	^	62.1
	RMA	55.7	20.8	23.2	v	Lowest in category
	FAS	63.6	14.3	21.5	v	
	FSA	66.9	16.1	16.3	^	
20	I know how my work relates to the agency's missions and goals.	82.7	11.1	5.6	v	82.2
	RMA	77.9	15.0	6.7	v	Lowest in category
	FAS	87.2	8.2	4.2	v	
	FSA	81.4	11.8	6.1	v	
21	The work I do is important.	89.9	7.6	2.2	v	88.4
	RMA	83.7	11.2	4.9	v	Highest in category
	FAS	90.7	6.0	3.0	^	
	FSA	90.8	4.9	3.8	^	
22	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67.3	15.1	17.1	^	68.2
	RMA	77.6	10.8	11.4	^	Lowest in category
	FAS	61.3	17.7	20.0	^	
	FSA	65.6	13.8	20.1	v	
<b>PERFORMANCE CULTURE (HCM Measure)</b>						
23	Selections for promotions in my work unit are based on merit.	33.0	28.1	35.0	v	33.7
	RMA	29.6	27.0	36.9	v	Lowest in category
	FAS	40.0	23.8	32.0	^	
	FSA	31.6	29.1	35.2	v	
24	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	26.9	26.1	41.4	^	22.4
	RMA	18.4	28.6	48.5	^	Lowest in category
	FAS	25.9	23.2	43.8	^	
	FSA	22.8	24.2	46.4	^	
25	Products & services in my work unit are improved based on customer/ public input.	42.7	33.0	18.9	v	47.4
	RMA	50.5	27.5	16.3	v	Lowest in category
	FAS	56.2	21.3	18.0	v	
	FSA	35.6	37.1	22.0	v	
26	Employees have a feeling of personal empowerment and ownership of work processes.	40.7	29.8	27.0	^	39.9
	RMA	34.8	30.3	33.0	^	Lowest in category
	FAS	47.3	23.8	26.0	^	
	FSA	37.7	32.7	28.1	^	
27	High-performing employees in my work unit are recognized or rewarded on a timely basis.	40.8	22.6	34.1	^	45.8
	RMA	50.1	21.1	26.6	^	Lowest in category
	FAS	48.9	22.0	25.9	^	
	FSA	38.5	19.6	39.6	^	
28	Employees are rewarded for providing high quality products and services to customers.	39.7	26.6	30.6	v	44.7
	RMA	48.8	21.6	27.9	^	Lowest in category
	FAS	47.9	25.9	22.6	^	
	FSA	37.3	24.5	35.1	^	
29	Creativity and innovation are rewarded.	33.8	31.1	32.8	v	38.4
	RMA	40.0	29.1	28.4	^	Lowest in category
	FAS	46.0	24.6	26.0	^	
	FSA	29.1	31.5	35.2	^	
30	Awards in my work unit depend on how well employees perform their jobs.	40.9	24.8	30.8	v	43.1
	RMA	40.8	24.8	31.1	v	Lowest in category
	FAS	51.5	20.0	25.2	^	
	FSA	36.9	22.4	37.0	v	

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31	In my work unit, differences in performance are recognized in a meaningful way.	27.8	33.5	34.7	NEW Question	31.4
	RMA	29.8	29.8	36.6		
	FAS	40.4	19.9	32.3		
	FSA	23.9	31.4	41.5		
32	In my work unit, personnel decisions are based on merit.	28.9	33.8	31.1	NEW Question	30.8
	RMA	25.4	34.1	31.1		
	FAS	40.6	24.9	27.7		
	FSA	26.5	34.0	33.0		
33	My performance appraisal is a fair reflection of my performance.	64.0	19.1	15.6	^	64.4
	RMA	59.8	21.6	15.9	v	
	FAS	69.3	13.6	15.2	^	
	FSA	64.1	18.1	16.6	v	
34	Discussions with my supervisor/team leader about my performance are worthwhile.	59.5	21.2	18.0	v	55.9
	RMA	50.4	23.1	23.7	v	
	FAS	60.9	17.1	21.2	^	
	FSA	56.5	22.4	19.7	^	
35	I am held accountable for achieving results.	80.7	13.8	5.1	v	78.4
	RMA	77.4	16.0	6.3	^ Highest in category	
	FAS	78.0	16.1	5.9	^ Highest in category	
	FSA	79.7	13.5	6.2	n Highest in category	
36	Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	58.1	26.2	10.7	^	58.2
	RMA	53.4	29.0	11.0	v	
	FAS	65.7	20.1	11.9	^	
	FSA	55.6	27.8	12.0	v	
37	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	65.8	20.9	10.3	v	65.9
	RMA	62.0	20.3	12.9	v	
	FAS	71.5	14.9	11.5	^	
	FSA	64.3	21.7	11.0	v	
38	Managers/supervisors/team leaders work well with employees of different backgrounds.	66.1	20.0	11.3	v	62.8
	RMA	59.5	22.0	14.7	v	
	FAS	65.0	18.0	14.8	^	
	FSA	63.8	21.7	11.2	v	
<b>LEADERSHIP (HCM Measure)</b>						
39	I have a high level of respect for my organization's senior leaders.	46.6	26.4	26.7	NEW Question	42.0
	RMA	34.9	29.4	35.2		
	FAS	44.4	28.1	27.1		
	FSA	46.8	26.2	26.7		
40	In my organization, leaders generate high levels of motivation and commitment in the workforce.	35.2	30.7	33.5	^	28.9
	RMA	25.4	33.5	40.4	v	
	FAS	27.2	31.2	40.6	^ Lowest in category	
	FSA	34.1	31.3	34.2	^ Lowest in category	
41	My organization's leaders maintain high standards of honesty and integrity.	47.8	27.1	21.1	v	40.7
	RMA	33.2	32.9	27.8	v	
	FAS	42.5	31.5	22.3	v	
	FSA	46.5	29.9	21.1	^	
42	Managers communicate the goals and priorities of the organization.	59.2	22.0	18.2	NEW Question	48.7
	RMA	40.2	26.6	32.3		
	FAS	46.7	24.2	28.8		
	FSA	59.1	22.8	17.5		
43	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	56.4	24.4	13.8	v	45.1
	RMA	36.2	33.8	18.6	v	
	FAS	42.8	25.9	27.1	v	
	FSA	56.2	25.7	14.1	v	
44	Employees are protected from health and safety hazards on the job.	78.2	12.8	8.4	NEW Question	73.2
	RMA	75.7	16.9	6.8	Highest in category	
	FAS	66.3	17.6	14.1		
	FSA	77.5	14.2	7.0	Highest in category	
45	My organization has prepared employees for potential security threats.	68.1	18.9	11.3	NEW Question	69.0
	RMA	62.0	24.1	10.9		
	FAS	75.2	13.5	10.6	Highest in category	
	FSA	69.7	17.3	11.6		
46	Complaints, disputes or grievances are resolved fairly in my work unit.	37.8	29.7	22.8	v	31.6
	RMA	23.9	34.2	29.5	v Lowest in category	
	FAS	34.3	29.6	25.5	v	
	FSA	36.7	28.8	24.0	^	

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47	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	52.5	23.3	17.7	^	43.0
	RMA	38.8	25.1	27.5	v	
	FAS	44.7	25.4	23.3	v	
	FSA	45.4	25.2	21.6	^	
48	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.	64.4	17.4	10.1	NEW Question	58.7
	RMA	51.4	21.6	15.0		
	FAS	62.0	19.9	12.1		
	FSA	62.7	17.7	11.3		
49	I can disclose a suspected violation of law, rule or regulation without fear of reprisal.	47.7	25.0	20.5	v	43.7
	RMA	40.5	22.9	27.5	v	
	FAS	45.9	22.0	22.3	v	
	FSA	44.8	25.8	21.6	v	
<b>LEARNING / KNOWLEDGE MANAGEMENT (HCM Measure)</b>						
50	Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	59.2	23.2	16.7	NEW Question	54.9
	RMA	52.0	22.1	23.9		
	FAS	57.7	22.0	19.6		
	FSA	54.9	24.9	19.5		
51	Supervisors/team leaders in my work unit support employee development.	69.4	17.0	13.2	NEW Question	68.0
	RMA	67.4	16.1	15.9		
	FAS	71.8	14.8	13.4		
	FSA	64.7	19.3	15.3		
52	Employees have electronic access to learning and training programs readily available at their desk.	72.8	15.4	9.6	^	78.1
	RMA	84.7	9.9	4.3	v	
	FAS	74.1	12.6	9.3	^	
	FSA	75.4	14.7	8.0	^	
53	My training needs are assessed.	56.2	23.1	19.6	^	49.5
	RMA	45.4	23.4	28.8	^	
	FAS	54.4	22.5	23.1	v	
	FSA	48.6	24.7	25.6	^	
54	I receive the training I need to perform my job.	63.5	20.6	15.8	^	54.9
	RMA	54.1	22.6	23.0	v	
	FAS	56.4	21.9	21.6	v	
	FSA	54.2	25.3	19.8	^	
55	Managers promote communication among different work units (for example, about projects, goals, needed resources).	52.2	24.3	20.9	v	48.1
	RMA	43.7	26.0	28.1	v	
	FAS	51.3	24.0	23.1	v	
	FSA	49.3	25.3	23.2	^	
56	Employees in my work unit share their knowledge with each other.	74.1	12.9	12.6	^	69.1
	RMA	72.7	14.2	12.7	^	
	FAS	66.7	15.5	17.2	^	
	FSA	67.8	14.8	16.7	^	
57	Employees use information technology (for example, intranet, shared networks) to perform work.	85.7	9.0	4.3	NEW Question	90.3
	RMA	89.2	7.7	2.8	Highest in category	
	FAS	91.2	5.9	2.5	Highest in category	
	FSA	90.6	7.1	1.7	Highest in category	
58	Employees use information technology (for example, intranet, shared networks) to gather and share knowledge.	82.0	11.0	5.7	NEW Question	83.5
	RMA	85.0	10.6	4.2		
	FAS	81.8	12.2	5.2		
	FSA	83.6	10.6	4.6		
<b>JOB SATISFACTION</b>						
59	How satisfied are you with your involvement in decisions that affect your work?	52.2	22.8	25.0	v	50.0
	RMA	46.8	26.2	27.0	v	
	FAS	53.7	21.5	24.9	v	
	FSA	49.5	26.5	24.0	v	
60	How satisfied are you with the information you receive from management on what's going on in your organization?	42.2	26.0	31.8	v	37.7
	RMA	31.7	28.0	40.3	v	
	FAS	39.8	26.2	34.0	v	
	FSA	41.7	28.2	30.2	v	
61	How satisfied are you with the recognition you receive for doing a good job?	48.0	24.4	27.6	^	52.8
	RMA	52.5	24.7	22.7	^	
	FAS	58.3	13.3	28.4	^	
	FSA	47.5	24.1	28.4	^	

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62	How satisfied are you with the policies and practices of your senior leaders?	37.3	32.5	30.2	NEW Question	34.0
	RMA	31.3	34.2	34.5	Lowest in category	
	FAS	34.2	30.4	35.4		
	FSA	36.4	33.7	29.9		
63	How satisfied are you with your opportunity to get a better job in your organization?	38.6	28.3	33.2	^	32.5
	RMA	24.5	39.8	35.7	v	Lowest in category
	FAS	37.7	25.5	36.8	^	
	FSA	35.4	29.8	34.8	^	
64	How satisfied are you with the training you receive for your present job?	59.3	23.3	17.4	^	49.9
	RMA	48.0	26.3	25.7	v	
	FAS	50.5	28.3	21.2	v	
	FSA	51.3	27.0	21.7	^	
65	Considering everything, how satisfied are you with your job?	70.6	16.5	12.9	^	68.2
	RMA	61.1	20.9	18.1	v	
	FAS	73.2	13.1	13.7	^	
	FSA	70.4	18.3	11.4	^	
66	Considering everything, how satisfied are you with your pay?	64.1	16.1	19.8	^	68.1
	RMA	73.2	15.9	10.9	v	Highest in category
	FAS	59.9	19.9	20.3	^	
	FSA	71.1	14.5	14.5	^	
67	Considering everything, how satisfied are you with your organization?	55.7	23.3	21.0	^	53.9
	RMA	47.8	26.9	25.3	v	
	FAS	56.3	20.4	23.3	v	
	FSA	57.7	23.6	18.7	^	
<b>BENEFITS and FAMILY FRIENDLY FLEXIBILITIES</b>						
68	How satisfied are you with retirement benefits?	70.9	19.0	10.2	^	74.3
	RMA	77.3	16.3	6.4	^	
	FAS	69.5	22.4	8.1	^	
	FSA	76.0	17.7	6.4	v	
69	How satisfied are you with health insurance benefits?	59.7	17.8	22.5	^	66.7
	RMA	66.7	18.0	15.3	^	
	FAS	70.6	15.9	13.5	^	
	FSA	62.9	16.9	20.2	^	
70	How satisfied are you with life insurance benefits?	65.3	26.4	8.3	^	65.0
	RMA	65.4	26.8	7.9	^	
	FAS	60.0	29.6	10.4	^	
	FSA	69.5	23.6	6.8	^	
71	How satisfied are you with long term care insurance benefits?	32.2	58.8	9.0	^	34.5
	RMA	34.9	57.4	7.8	^	
	FAS	37.1	51.2	11.7	^	
	FSA	31.4	60.5	8.2	^	
72	How satisfied are you with the flexible spending account (FSA) program?	33.0	61.3	5.8	NEW Question	37.6
	RMA	42.1	53.3	4.6		
	FAS	33.1	60.8	6.1		
	FSA	37.6	57.7	4.7		
73	How satisfied are you with paid vacation time?	92.0	5.5	2.5	^	91.7
	RMA	93.8	4.3	1.9	^	Highest in category
	FAS	87.9	8.0	4.1	^	
	FSA	93.3	4.1	2.7	^	
74	How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?	91.2	5.9	2.9	COMBINED Questions	90.1
	RMA	90.8	6.2	3.0	Highest in category	
	FAS	85.8	8.4	5.8		
	FSA	93.6	3.6	2.9		
75	How satisfied are you with child care subsidies?	15.3	78.1	6.6	^	14.9
	RMA	13.0	80.4	6.5	^	Lowest in category
	FAS	17.4	71.8	10.7	^	
	FSA	14.2	81.1	4.7	v	
76	How satisfied are you with work/life programs, (for example, health and wellness, employee assistance, eldercare, and support groups)?	42.2	49.4	8.4	COMBINED Questions	32.4
	RMA	30.0	60.3	9.8		
	FAS	32.9	57.5	9.5		
	FSA	34.2	57.2	8.7		
77	How satisfied are you with telework / telecommuting?	28.1	57.1	14.9	^	29.5
	RMA	23.7	52.9	23.4	^	
	FAS	37.1	41.2	21.7	^	
	FSA	27.6	58.1	14.4	^	
78	How satisfied are you with alternative work schedules?	71.4	22.0	6.7	v	79.7
	RMA	83.3	12.1	4.7	v	
	FAS	74.2	17.6	8.2	v	
	FSA	81.7	13.3	4.9	v	