

## 2006 FEDERAL HUMAN CAPITAL SURVEY

RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
Strengths and Improvement Opportunities				% Positive Responses				
Organizational Strengths		Organizational Improvement Opportunities		(2002 to 2004 to 2006)				
Greater than 65% POSITIVE		Less Than 50% POSITIVE and Greater than 35% NEGATIVE						
Personal Work Experiences, Items 1-10				% Positive Responses			Significant Difference **	
(1) The people I work with cooperate to get the job done.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	83.30%	8.80%	7.90%	79.80%	85.40%	83.30%	Yes-Up	Yes-Down
USDA	84.20%	9.20%	6.50%	80.10%	85.00%	84.20%	Yes-Up	
Risk Management Agency	77.20%	14.20%	8.70%	76.60%	79.40%	77.20%		
Foreign Agricultural Service	85.40%	8.00%	6.70%	79.80%	88.10%	85.40%	Yes-Up	
Farm Service Agency	85.20%	7.40%	7.40%	75.20%	84.80%	85.20%	Yes-Up	
				% Positive Responses			Significant Difference **	
(2)* I am given a real opportunity to improve my skills in my organization.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	62.10%	18.80%	19.20%	56.50%	63.00%	62.10%	Yes-Up	
USDA	63.50%	18.90%	17.60%	59.60%	65.40%	63.50%	Yes-Up	
Risk Management Agency	52.90%	22.70%	24.40%	55.60%	54.70%	52.90%		
Foreign Agricultural Service	67.60%	17.80%	14.60%	63.70%	68.30%	67.60%		
Farm Service Agency	52.60%	24.20%	23.10%	50.80%	58.10%	52.60%	Yes-Up	Yes-Down
				% Positive Responses			Significant Difference **	
(3) I have enough information to do my job well.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	72.40%	15.70%	11.90%	71.10%	73.50%	72.40%	Yes-Up	Yes-Down
USDA	71.80%	15.60%	12.60%	71.40%	71.90%	71.80%		
Risk Management Agency	61.30%	25.10%	13.50%	68.30%	61.70%	61.30%	Yes-Down	
Foreign Agricultural Service	74.60%	15.50%	9.90%	75.10%	74.20%	74.60%		
Farm Service Agency	67.50%	18.40%	14.10%	66.80%	68.60%	67.50%		
				% Positive Responses			Significant Difference **	
(4) I feel encouraged to come up with new and better ways of doing things.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	60.30%	19.30%	20.40%	56.70%	60.10%	60.30%	Yes-Up	
USDA	58.80%	20.60%	20.60%	57.30%	57.60%	58.80%		
Risk Management Agency	48.80%	28.70%	22.50%	54.30%	55.40%	48.80%		Yes-Down
Foreign Agricultural Service	67.30%	16.90%	15.80%	63.80%	66.80%	67.30%		
Farm Service Agency	51.80%	24.10%	24.10%	49.40%	50.70%	51.80%		

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				% Positive Responses			Significant Difference **	
(5) My work gives me a feeling of personal accomplishment.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	73.00%	14.90%	12.10%	69.90%	70.90%	73.00%		Yes-Up
USDA	73.20%	14.80%	12.00%	71.50%	71.90%	73.20%		
Risk Management Agency	61.90%	20.80%	17.30%	62.10%	61.70%	61.90%		
Foreign Agricultural Service	75.60%	13.70%	10.70%	67.90%	76.60%	75.60%	Yes-Up	
Farm Service Agency	70.40%	17.50%	12.10%	71.00%	71.00%	70.40%		
				% Positive Responses			Significant Difference **	
(6) I like the kind of work I do.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	83.40%	11.10%	5.50%	81.60%	82.50%	83.40%	Yes-Up	Yes-Up
USDA	85.50%	10.00%	4.50%	84.00%	84.40%	85.50%		
Risk Management Agency	76.80%	15.40%	7.80%	72.80%	72.60%	76.80%		Yes-Up
Foreign Agricultural Service	83.20%	11.00%	5.90%	79.70%	84.90%	83.20%	Yes-Up	
Farm Service Agency	82.90%	12.20%	4.90%	83.80%	84.90%	82.90%		
				% Positive Responses			Significant Difference **	
(7) I have trust and confidence in my supervisor.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	63.80%	18.10%	18.10%	No Data	No Data	63.80%		
USDA	64.70%	17.30%	18.00%	No Data	No Data	64.70%		
Risk Management Agency	53.90%	21.20%	24.90%	No Data	No Data	53.90%		
Foreign Agricultural Service	70.10%	14.50%	15.40%	No Data	No Data	70.10%		
Farm Service Agency	62.10%	17.80%	20.00%	No Data	No Data	62.10%		
				% Positive Responses			Significant Difference **	
(8) I recommend my organization as a good place to work.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	63.50%	20.50%	16.00%	60.10%	63.60%	63.50%	Yes-Up	
USDA	62.70%	21.60%	15.70%	62.10%	64.00%	62.70%		
Risk Management Agency	48.70%	26.80%	24.50%	53.50%	51.90%	48.70%		
Foreign Agricultural Service	67.50%	20.80%	11.70%	65.30%	67.20%	67.50%		
Farm Service Agency	60.80%	22.90%	16.30%	59.70%	64.20%	60.80%	Yes-Up	
				% Positive Responses			Significant Difference **	
(9) Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	66.20%	20.90%	12.90%	61.00%	65.30%	66.20%	Yes-Up	
USDA	66.20%	21.10%	12.60%	63.40%	66.00%	66.20%	Yes-Up	
Risk Management Agency	55.00%	25.20%	19.80%	59.80%	59.40%	55.00%		
Foreign Agricultural Service	72.90%	17.20%	9.90%	61.90%	71.10%	72.90%	Yes-Up	
Farm Service Agency	63.80%	22.60%	13.60%	59.70%	63.60%	63.80%		

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				% Positive Responses			Significant Difference **	
(10) How would you rate the overall quality of work done by your work group?	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	83.00%	14.10%	2.90%	81.00%	83.30%	83.00%	Yes-Up	
USDA	82.80%	14.80%	2.40%	80.30%	82.60%	82.80%	Yes-Up	
Risk Management Agency	79.60%	16.80%	3.60%	82.20%	83.30%	79.60%		Yes-Down
Foreign Agricultural Service	87.10%	11.30%	1.60%	85.60%	88.20%	87.10%		
Farm Service Agency	84.90%	13.00%	2.10%	83.20%	84.20%	84.90%		
Recruitment, Development, & Retention, Items 11-21				% Positive Responses			Significant Difference **	
(11) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	73.60%	15.20%	10.50%	71.30%	73.70%	73.60%	Yes-Up	
USDA	70.70%	16.20%	12.60%	67.30%	70.10%	70.70%	Yes-Up	
Risk Management Agency	64.20%	20.30%	14.90%	64.40%	66.30%	64.20%		
Foreign Agricultural Service	73.80%	15.70%	10.20%	69.60%	70.60%	73.80%		
Farm Service Agency	71.20%	15.90%	12.00%	71.30%	69.90%	71.20%		
				% Positive Responses			Significant Difference **	
(12) My supervisor supports my need to balance work and family issues.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	77.80%	12.50%	8.80%	77.40%	79.00%	77.80%	Yes-Up	Yes-Down
USDA	81.30%	11.20%	6.90%	82.20%	83.90%	81.30%		Yes-Down
Risk Management Agency	79.10%	11.70%	7.60%	81.50%	79.10%	79.10%		
Foreign Agricultural Service	80.70%	11.90%	6.30%	82.30%	84.70%	80.70%		
Farm Service Agency	83.70%	9.70%	5.90%	81.80%	85.80%	83.70%	Yes-Up	
				% Positive Responses			Significant Difference **	
(13) Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	60.20%	21.50%	17.30%	56.80%	59.70%	60.20%	Yes-Up	
USDA	61.20%	21.60%	16.50%	58.60%	60.70%	61.20%		
Risk Management Agency	49.80%	29.10%	20.20%	54.30%	57.90%	49.80%		Yes-Down
Foreign Agricultural Service	67.10%	18.80%	13.30%	61.20%	67.90%	67.10%	Yes-Up	
Farm Service Agency	58.20%	23.70%	17.40%	55.90%	58.90%	58.20%		
				% Positive Responses			Significant Difference **	
(14) My work unit is able to recruit people with the right skills.	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	43.50%	28.30%	24.70%	37.80%	43.70%	43.50%	Yes-Up	
USDA	38.70%	31.40%	27.30%	37.20%	39.90%	38.70%	Yes-Up	
Risk Management Agency	22.70%	37.50%	37.00%	35.30%	36.20%	22.70%		Yes-Down
Foreign Agricultural Service	52.80%	20.20%	25.10%	53.80%	56.20%	52.80%		
Farm Service Agency	33.20%	35.30%	28.00%	34.20%	34.80%	33.20%		

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	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(15) The skill level in my work unit has improved in the past year.</b>								
Governmentwide	50.90%	28.50%	18.10%	56.30%	50.80%	50.90%	Yes-Down	
USDA	48.40%	30.60%	18.90%	56.70%	50.30%	48.40%	Yes-Down	
Risk Management Agency	38.30%	32.30%	28.60%	56.60%	43.80%	38.30%	Yes-Down	Yes-Down
Foreign Agricultural Service	37.90%	26.50%	17.00%	55.70%	42.40%	37.90%	Yes-Down	
Farm Service Agency	47.50%	33.30%	17.50%	57.50%	49.90%	47.50%	Yes-Down	
<b>(16) I have sufficient resources (for example, people, materials, budget) to get my job done.</b>								
Governmentwide	47.60%	18.30%	33.10%	48.50%	49.50%	47.60%		Yes-Down
USDA	45.70%	17.30%	35.90%	47.60%	49.90%	45.70%		Yes-Down
Risk Management Agency	38.50%	23.00%	37.80%	54.60%	43.50%	38.50%	Yes-Down	Yes-Down
Foreign Agricultural Service	53.50%	17.10%	28.60%	48.90%	44.80%	53.50%		5% Trend +/-
Farm Service Agency	43.50%	17.20%	38.20%	52.90%	49.70%	43.50%		Yes-Down
<b>(17) My workload is reasonable.</b>								
Governmentwide	59.00%	16.70%	23.70%	65.00%	60.10%	59.00%	Yes-Down	Yes-Down
USDA	55.60%	16.80%	27.00%	60.70%	58.20%	55.60%	Yes-Down	Yes-Down
Risk Management Agency	53.10%	21.90%	24.40%	65.70%	58.00%	53.10%	Yes-Down	Yes-Down
Foreign Agricultural Service	46.70%	30.00%	22.70%	64.30%	58.00%	46.70%		
Farm Service Agency	59.10%	16.90%	23.40%	62.00%	57.10%	59.10%	Yes-Down	
<b>(18) My talents are used well in the workplace.</b>								
Governmentwide	61.50%	17.30%	20.40%	62.90%	62.20%	61.50%		
USDA	61.10%	17.70%	20.40%	62.80%	64.30%	61.10%		Yes-Down
Risk Management Agency	53.50%	20.50%	24.80%	57.90%	55.70%	53.50%		
Foreign Agricultural Service	61.40%	16.20%	21.50%	63.50%	63.60%	61.40%		
Farm Service Agency	60.30%	19.30%	19.60%	63.60%	66.90%	60.30%		Yes-Down
<b>(19)* I know how my work relates to the agency's goals and priorities.</b>								
Governmentwide	82.70%	10.50%	6.00%	88.90%	83.10%	82.70%	Yes-Down	
USDA	83.30%	11.00%	5.10%	88.60%	82.70%	83.30%	Yes-Down	
Risk Management Agency	74.30%	14.50%	10.30%	86.70%	77.90%	74.30%	Yes-Down	
Foreign Agricultural Service	82.30%	10.50%	6.30%	90.70%	87.20%	82.30%		
Farm Service Agency	81.90%	12.70%	4.80%	90.70%	81.40%	81.90%	Yes-Down	

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	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(20) The work I do is important.</b>								
Governmentwide	90.20%	7.00%	2.50%	90.70%	90.70%	90.20%		Yes-Down
USDA	89.30%	7.60%	2.90%	91.00%	89.90%	89.30%		
Risk Management Agency	83.80%	11.60%	4.10%	84.00%	83.70%	83.80%		
Foreign Agricultural Service	87.60%	9.00%	2.50%	88.60%	90.70%	87.60%		
Farm Service Agency	89.20%	7.70%	2.70%	90.90%	90.80%	89.20%		
% Positive Responses      Significant Difference **								
<b>(21) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.</b>								
Governmentwide	66.70%	14.90%	17.70%	65.70%	66.90%	66.70%	Yes-Up	
USDA	68.90%	15.40%	15.00%	66.50%	67.30%	68.90%		
Risk Management Agency	74.40%	11.10%	14.20%	74.90%	77.60%	74.40%		
Foreign Agricultural Service	67.10%	13.80%	18.80%	59.80%	61.30%	67.10%		5% Trend +/-
Farm Service Agency	68.30%	13.50%	17.70%	68.80%	65.60%	68.30%		
% Positive Responses      Significant Difference **								
<b>Performance Culture, Items 22-35</b>								
<b>(22) Promotions in my work unit are based on merit.</b>								
Governmentwide	33.60%	26.60%	35.30%	34.60%	33.80%	33.60%		
USDA	34.10%	28.90%	32.50%	34.60%	33.00%	34.10%		
Risk Management Agency	26.60%	33.10%	36.90%	30.10%	29.60%	26.60%		
Foreign Agricultural Service	35.70%	22.70%	21.40%	37.60%	40.00%	35.70%		
Farm Service Agency	30.20%	28.70%	37.30%	32.90%	31.60%	30.20%		
% Positive Responses      Significant Difference **								
<b>(23)* In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.</b>								
Governmentwide	28.60%	26.30%	38.80%	24.90%	27.40%	28.60%	Yes-Up	Yes-Up
USDA	27.60%	27.90%	38.80%	23.30%	26.90%	27.70%	Yes-Up	
Risk Management Agency	13.60%	30.40%	50.50%	15.50%	18.40%	13.60%		Yes-Down
Foreign Agricultural Service	37.10%	22.40%	35.40%	21.70%	25.90%	37.10%		5% Trend +/-
Farm Service Agency	25.80%	26.10%	43.90%	19.20%	22.80%	25.80%	Yes-Up	Yes-Up
% Positive Responses      Significant Difference **								
<b>(24)* Employees have a feeling of personal empowerment with respect to work processes.</b>								
Governmentwide	42.20%	29.20%	26.30%	38.60%	42.60%	42.20%	Yes-Up	
USDA	41.70%	31.10%	25.10%	39.00%	40.70%	41.80%		
Risk Management Agency	34.60%	29.50%	32.50%	32.60%	34.80%	34.60%		
Foreign Agricultural Service	50.20%	25.00%	22.70%	41.70%	47.30%	50.20%		
Farm Service Agency	38.00%	33.10%	26.90%	36.10%	37.70%	38.00%		



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	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(25)* Employees are rewarded for providing high quality products and services to customers.</b>								
Governmentwide	44.60%	23.60%	29.70%	42.50%	42.20%	44.60%		Yes-Up
USDA	40.60%	26.20%	31.50%	40.00%	39.70%	40.60%		
Risk Management Agency	43.70%	25.20%	28.80%	40.00%	48.80%	43.70%	Yes-Up	Yes-Down
Foreign Agricultural Service	55.20%	20.40%	22.40%	46.00%	47.90%	55.20%		5% Trend +/-
Farm Service Agency	26.60%	26.60%	45.60%	32.10%	37.30%	26.60%	Yes-Up	Yes-Down
<b>(26) Creativity and innovation are rewarded.</b>								
Governmentwide	38.90%	28.40%	30.50%	37.10%	36.20%	38.90%		Yes-Up
USDA	35.40%	30.80%	31.90%	34.90%	33.80%	35.40%		
Risk Management Agency	35.50%	32.40%	31.40%	35.60%	40.00%	35.50%	Yes-Up	Yes-Down
Foreign Agricultural Service	35.10%	40.10%	23.10%	40.80%	45.90%	35.10%		5% Trend +/-
Farm Service Agency	20.90%	32.80%	44.70%	25.40%	29.10%	20.90%		Yes-Down
<b>(27) Pay raises depend on how well employees perform their jobs.</b>								
Governmentwide	21.70%	28.10%	45.40%	No Data	No Data	21.70%		
USDA	20.20%	29.40%	46.60%	No Data	No Data	20.20%		
Risk Management Agency	13.20%	33.10%	49.10%	No Data	No Data	13.20%		
Foreign Agricultural Service	22.70%	24.10%	50.20%	No Data	No Data	22.70%		
Farm Service Agency	15.00%	27.90%	54.20%	No Data	No Data	15.00%		
<b>(28)* Awards in my work unit depend on how well employees perform their jobs.</b>								
Governmentwide	39.80%	23.40%	32.90%	46.30%	41.70%	39.80%	Yes-Down	Yes-Down
USDA	38.60%	25.70%	32.50%	43.20%	40.90%	38.70%	Yes-Down	Yes-Down
Risk Management Agency	35.90%	20.10%	39.10%	43.40%	40.80%	35.90%		Yes-Down
Foreign Agricultural Service	39.30%	36.70%	21.60%	49.10%	51.50%	39.30%		5% Trend +/-
Farm Service Agency	28.30%	25.60%	43.20%	37.20%	36.90%	28.30%		Yes-Down
<b>(29)* In my work unit, differences in performance are recognized in a meaningful way.</b>								
Governmentwide	29.70%	30.00%	36.20%	No Data	29.40%	29.70%		
USDA	26.20%	33.20%	36.70%	No Data	27.80%	26.20%		
Risk Management Agency	24.50%	27.20%	44.10%	No Data	29.80%	24.50%		Yes-Down
Foreign Agricultural Service	24.70%	26.00%	29.20%	No Data	40.40%	24.70%		Yes-Down
Farm Service Agency	19.60%	31.60%	45.90%	No Data	23.90%	19.60%		Yes-Down

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	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(30)* My performance appraisal is a fair reflection of my performance.</b>								
Governmentwide	64.40%	17.90%	16.00%	64.00%	66.40%	64.40%	Yes-Up	Yes-Down
USDA	62.70%	19.00%	16.60%	62.70%	64.00%	62.70%		
Risk Management Agency	59.80%	23.60%	14.60%	61.30%	59.80%	59.80%		
Foreign Agricultural Service	57.10%	12.50%	13.60%	63.20%	69.30%	57.10%		5% Trend +/-
Farm Service Agency	60.30%	22.40%	16.20%	63.50%	64.10%	60.30%		Yes-Down
<b>(31)* Discussions with my supervisor/team leader about my performance are worthwhile.</b>								
Governmentwide	55.80%	22.90%	19.90%	57.60%	57.50%	55.80%		Yes-Down
USDA	58.90%	21.10%	18.90%	61.10%	59.50%	58.90%		
Risk Management Agency	47.30%	27.00%	23.60%	54.00%	50.40%	47.30%		
Foreign Agricultural Service	60.80%	23.10%	15.30%	60.50%	60.90%	60.80%		
Farm Service Agency	51.90%	25.40%	21.70%	54.20%	56.50%	51.90%		Yes-Down
<b>(32)* I am held accountable for achieving results.</b>								
Governmentwide	79.10%	14.00%	6.20%	79.80%	79.60%	79.10%		
USDA	82.10%	12.50%	4.90%	81.30%	80.70%	82.20%		
Risk Management Agency	72.50%	19.20%	7.20%	75.10%	77.40%	72.50%		Yes-Down
Foreign Agricultural Service	80.80%	13.70%	5.20%	69.10%	78.00%	80.80%	Yes-Up	
Farm Service Agency	79.10%	14.90%	5.40%	79.70%	79.70%	79.10%		
<b>(33) Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.</b>								
Governmentwide	53.70%	27.90%	11.90%	56.30%	54.30%	53.70%	Yes-Down	
USDA	59.90%	25.10%	10.10%	61.50%	58.10%	59.90%	Yes-Down	
Risk Management Agency	50.30%	30.60%	14.90%	56.50%	53.40%	50.30%		
Foreign Agricultural Service	68.20%	19.90%	9.40%	63.40%	65.60%	68.20%		
Farm Service Agency	55.50%	28.10%	11.90%	58.60%	55.60%	55.50%		

## 2006 FEDERAL HUMAN CAPITAL SURVEY

RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(34) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).</b>								
Governmentwide	56.70%	25.60%	11.60%	61.20%	57.40%	56.70%	Yes-Down	
USDA	65.50%	20.50%	10.60%	69.30%	65.80%	65.50%	Yes-Down	
Risk Management Agency	58.50%	24.70%	13.90%	64.00%	62.00%	58.50%		
Foreign Agricultural Service	71.70%	17.10%	9.90%	70.00%	71.50%	71.70%		
Farm Service Agency	60.50%	24.80%	11.40%	68.30%	64.30%	60.50%		Yes-Down
<b>(35) Managers/supervisors/team leaders work well with employees of different backgrounds.</b>								
Governmentwide	63.70%	20.60%	12.80%	63.60%	64.10%	63.70%		
USDA	65.50%	20.20%	11.70%	65.90%	66.10%	65.60%		
Risk Management Agency	59.90%	23.70%	14.90%	59.20%	59.50%	59.90%		
Foreign Agricultural Service	69.50%	16.00%	13.20%	62.00%	65.00%	69.50%		
Farm Service Agency	63.00%	22.60%	11.90%	63.70%	63.80%	63.00%		
<b>Leadership, Items 36-46</b>								
<b>(36) I have a high level of respect for my organization's senior leaders.</b>								
Governmentwide	49.20%	23.80%	26.50%	No Data	49.50%	49.20%		
USDA	46.40%	27.30%	25.70%	No Data	46.60%	46.40%		
Risk Management Agency	39.20%	29.00%	30.90%	No Data	34.90%	39.20%		
Foreign Agricultural Service	52.10%	24.80%	23.10%	No Data	44.30%	52.10%		5% Trend +/-
Farm Service Agency	43.30%	27.20%	29.30%	No Data	46.80%	43.30%		
<b>(37) In my organization, leaders generate high levels of motivation and commitment in the workforce.</b>								
Governmentwide	37.80%	28.50%	32.90%	36.00%	37.30%	37.80%	Yes-Up	
USDA	34.10%	32.30%	32.80%	33.40%	35.20%	34.10%		
Risk Management Agency	25.60%	29.50%	42.70%	28.30%	25.40%	25.60%		
Foreign Agricultural Service	39.70%	28.50%	30.90%	33.20%	27.20%	39.70%		5% Trend +/-
Farm Service Agency	30.50%	30.80%	38.30%	30.50%	34.10%	30.50%		Yes-Down
<b>(38) My organization's leaders maintain high standards of honesty and integrity.</b>								
Governmentwide	48.70%	25.80%	22.40%	47.20%	48.70%	48.70%	Yes-Up	
USDA	48.40%	28.30%	19.70%	48.30%	47.80%	48.40%		
Risk Management Agency	37.90%	30.20%	28.70%	39.10%	33.20%	37.90%	Yes-Down	Yes-Up
Foreign Agricultural Service	53.00%	27.30%	16.90%	46.50%	42.50%	53.00%		
Farm Service Agency	44.80%	28.80%	24.20%	44.10%	46.50%	44.80%		



## 2006 FEDERAL HUMAN CAPITAL SURVEY

RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(39)* Managers communicate the goals and priorities of the organization.</b>								
Governmentwide	58.20%	21.80%	19.20%	No Data	59.50%	58.20%		Yes-Down
USDA	60.00%	21.50%	17.90%	No Data	59.20%	60.00%		
Risk Management Agency	35.60%	30.00%	32.50%	No Data	40.20%	35.60%		Yes-Down
Foreign Agricultural Service	58.30%	22.90%	18.80%	No Data	46.70%	58.30%		5% Trend +/-
Farm Service Agency	58.10%	22.30%	18.80%	No Data	59.10%	58.10%		
<b>(40)* Managers review and evaluate the organization's progress toward meeting its goals and objectives.</b>								
Governmentwide	56.40%	24.30%	13.80%	66.90%	57.30%	56.40%	Yes-Down	
USDA	58.10%	24.70%	12.40%	65.80%	56.40%	58.10%	Yes-Down	
Risk Management Agency	36.10%	32.60%	21.90%	57.80%	36.20%	36.10%	Yes-Down	
Foreign Agricultural Service	56.90%	25.00%	16.00%	56.70%	42.80%	56.90%	Yes-Down	5% Trend +/-
Farm Service Agency	56.20%	25.30%	14.80%	62.50%	56.20%	56.20%	Yes-Down	
<b>(41) Employees are protected from health and safety hazards on the job.</b>								
Governmentwide	74.90%	13.60%	10.50%	No Data	75.10%	74.90%		
USDA	79.20%	12.50%	7.50%	No Data	78.20%	79.20%		
Risk Management Agency	74.60%	17.20%	6.30%	No Data	75.70%	74.60%		
Foreign Agricultural Service	73.50%	15.20%	8.70%	No Data	66.30%	73.50%		5% Trend +/-
Farm Service Agency	75.00%	16.20%	7.50%	No Data	77.50%	75.00%		
<b>(42) My organization has prepared employees for potential security threats.</b>								
Governmentwide	72.60%	15.90%	10.10%	No Data	73.60%	72.60%		Yes-Down
USDA	69.10%	18.80%	10.50%	No Data	68.10%	69.10%		
Risk Management Agency	67.30%	22.30%	8.50%	No Data	62.00%	67.30%		Yes-Up
Foreign Agricultural Service	55.80%	32.50%	9.70%	No Data	75.20%	55.80%		Yes-Down
Farm Service Agency	67.60%	19.30%	12.00%	No Data	69.70%	67.60%		
<b>(43) Complaints, disputes or grievances are resolved fairly in my work unit.</b>								
Governmentwide	39.40%	27.60%	21.20%	40.40%	39.20%	39.40%	Yes-Down	
USDA	38.10%	29.60%	20.40%	39.40%	37.80%	38.10%		
Risk Management Agency	24.20%	36.40%	29.70%	29.60%	23.90%	24.20%	Yes-Down	
Foreign Agricultural Service	31.10%	28.60%	16.60%	38.30%	34.30%	31.10%		
Farm Service Agency	37.90%	29.70%	23.20%	32.60%	36.70%	37.90%		

## 2006 FEDERAL HUMAN CAPITAL SURVEY

RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(44) Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.</b>								
Governmentwide	45.20%	24.70%	22.80%	42.10%	47.30%	45.20%	Yes-Up	Yes-Down
USDA	50.40%	23.10%	19.70%	46.10%	52.50%	50.40%	Yes-Up	
Risk Management Agency	36.50%	26.70%	27.60%	37.10%	38.80%	36.50%		
Foreign Agricultural Service	39.00%	22.80%	17.70%	42.20%	44.70%	39.00%		5% Trend +/-
Farm Service Agency	43.30%	27.00%	23.90%	38.60%	45.40%	43.30%	Yes-Up	
<b>(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.</b>								
Governmentwide	58.90%	19.90%	11.60%	No Data	60.40%	58.90%		Yes-Down
USDA	64.30%	18.30%	10.20%	No Data	64.40%	64.30%		
Risk Management Agency	50.30%	25.90%	13.40%	No Data	51.40%	50.30%		
Foreign Agricultural Service	51.40%	17.60%	9.60%	No Data	62.00%	51.40%		5% Trend +/-
Farm Service Agency	60.80%	19.40%	12.60%	No Data	62.70%	60.80%		
<b>(46) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.</b>								
Governmentwide	48.00%	23.80%	20.20%	50.70%	47.70%	48.00%	Yes-Down	
USDA	46.10%	24.80%	21.00%	51.00%	47.10%	46.10%	Yes-Down	
Risk Management Agency	35.00%	31.50%	24.10%	43.60%	40.50%	35.00%		Yes-Down
Foreign Agricultural Service	34.90%	24.50%	16.00%	45.60%	45.90%	34.90%		5% Trend +/-
Farm Service Agency	41.50%	27.70%	24.10%	47.10%	44.80%	41.50%		
<b>Learning (Knowledge Management), Items 47-53</b>								
<b>(47)* Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.</b>								
Governmentwide	57.60%	22.90%	18.40%	No Data	57.80%	57.60%		
USDA	58.90%	24.20%	15.80%	No Data	59.20%	58.90%		
Risk Management Agency	43.20%	29.50%	26.10%	No Data	52.00%	43.20%		Yes-Down
Foreign Agricultural Service	62.50%	20.90%	15.70%	No Data	57.70%	62.50%		
Farm Service Agency	53.20%	26.80%	19.20%	No Data	54.90%	53.20%		

## 2006 FEDERAL HUMAN CAPITAL SURVEY

RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(48) Supervisors/team leaders in my work unit support employee development.</b>								
Governmentwide	64.10%	19.30%	15.80%	59.10%	64.60%	64.10%	Yes-Up	
USDA	68.20%	18.20%	13.10%	62.30%	69.40%	68.20%	Yes-Up	
Risk Management Agency	57.60%	22.30%	20.10%	58.20%	67.40%	57.60%	Yes-Up	Yes-Down
Foreign Agricultural Service	71.10%	16.20%	12.50%	63.00%	71.80%	71.10%	Yes-Up	
Farm Service Agency	59.80%	22.60%	17.00%	57.80%	64.70%	59.80%	Yes-Up	Yes-Down
% Positive Responses      Significant Difference **								
<b>(49) Employees have electronic access to learning and training programs readily available at their desk.</b>								
Governmentwide	75.10%	12.70%	10.30%	64.50%	70.70%	75.10%	Yes-Up	Yes-Up
USDA	79.60%	11.30%	7.50%	62.40%	72.80%	79.60%	Yes-Up	Yes-Up
Risk Management Agency	88.80%	7.90%	2.60%	87.90%	84.70%	88.80%	Yes-Down	Yes-Up
Foreign Agricultural Service	85.60%	10.70%	3.70%	72.00%	74.10%	85.60%		Yes-Up
Farm Service Agency	83.40%	10.70%	4.70%	50.10%	75.40%	83.40%	Yes-Up	Yes-Up
% Positive Responses      Significant Difference **								
<b>(50) My training needs are assessed.</b>								
Governmentwide	51.10%	24.90%	22.40%	49.90%	51.40%	51.10%	Yes-Up	
USDA	53.30%	24.30%	21.10%	53.90%	56.20%	53.30%	Yes-Up	Yes-Down
Risk Management Agency	40.10%	30.20%	28.90%	50.80%	45.40%	40.10%	Yes-Down	Yes-Down
Foreign Agricultural Service	33.30%	43.30%	23.20%	65.10%	54.40%	33.30%	Yes-Down	Yes-Down
Farm Service Agency	41.70%	29.60%	27.50%	43.00%	48.60%	41.70%	Yes-Up	Yes-Down
% Positive Responses      Significant Difference **								
<b>(51) Managers promote communication among different work units (for example, about projects, goals, needed resources).</b>								
Governmentwide	53.20%	23.70%	20.70%	50.10%	52.20%	53.20%	Yes-Up	Yes-Up
USDA	54.50%	23.20%	20.40%	53.10%	52.20%	54.50%		Yes-Up
Risk Management Agency	44.10%	26.70%	27.40%	48.90%	43.70%	44.10%	Yes-Down	
Foreign Agricultural Service	58.00%	23.60%	17.30%	52.00%	51.30%	58.00%		5% Trend +/-
Farm Service Agency	51.80%	24.80%	22.10%	46.40%	49.30%	51.80%		
% Positive Responses      Significant Difference **								
<b>(52) Employees in my work unit share job knowledge with each other.</b>								
Governmentwide	74.30%	13.30%	12.00%	73.90%	75.30%	74.30%	Yes-Up	Yes-Down
USDA	73.60%	13.20%	12.70%	73.10%	74.10%	73.60%		
Risk Management Agency	71.30%	14.60%	13.70%	71.70%	72.60%	71.30%		
Foreign Agricultural Service	70.20%	16.70%	11.70%	63.30%	66.70%	70.20%		
Farm Service Agency	71.40%	13.00%	15.30%	66.80%	67.80%	71.40%		Yes-Up

## 2006 FEDERAL HUMAN CAPITAL SURVEY

RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(53) Employees use information technology (for example, intranet, shared networks) to perform work.</b>								
Governmentwide	86.00%	8.60%	4.60%	No Data	85.60%	86.00%		
USDA	87.30%	7.70%	4.20%	No Data	85.70%	87.30%		Yes-Up
Risk Management Agency	93.80%	5.50%	0.60%	No Data	89.20%	93.80%		Yes-Up
Foreign Agricultural Service	90.20%	7.40%	2.30%	No Data	91.20%	90.20%		
Farm Service Agency	91.40%	6.10%	2.20%	No Data	90.60%	91.40%		
<b>Job Satisfaction, Items 54-62</b>				% Positive Responses			Significant Difference **	
<b>(54)* How satisfied are you with your involvement in decisions that affect your work?</b>								
Governmentwide	53.70%	21.80%	24.50%	52.10%	52.10%	53.70%		Yes-Up
USDA	53.20%	23.10%	23.70%	53.40%	52.20%	53.20%		
Risk Management Agency	49.00%	24.60%	26.40%	53.00%	46.80%	49.00%	Yes-Down	
Foreign Agricultural Service	56.60%	21.60%	21.80%	56.20%	53.70%	56.60%		
Farm Service Agency	52.20%	24.10%	23.70%	53.00%	49.50%	52.20%		
				% Positive Responses			Significant Difference **	
<b>(55) How satisfied are you with the information you receive from management on what's going on in your organization?</b>								
Governmentwide	46.60%	24.20%	29.20%	44.50%	45.60%	46.60%		Yes-Up
USDA	44.80%	25.00%	30.20%	43.40%	42.20%	44.80%		Yes-Up
Risk Management Agency	38.60%	22.70%	38.70%	37.70%	31.70%	38.60%	Yes-Down	Yes-Up
Foreign Agricultural Service	49.30%	18.70%	32.00%	46.60%	39.80%	49.30%	Yes-Down	5% Trend +/-
Farm Service Agency	38.40%	26.00%	35.60%	42.50%	41.70%	38.40%		
				% Positive Responses			Significant Difference **	
<b>(56)* How satisfied are you with the recognition you receive for doing a good job?</b>								
Governmentwide	48.60%	23.40%	28.00%	45.80%	48.90%	48.60%	Yes-Up	
USDA	47.70%	24.30%	28.00%	44.30%	48.00%	47.70%	Yes-Up	
Risk Management Agency	47.10%	26.60%	26.30%	45.90%	52.50%	47.10%	Yes-Up	Yes-Down
Foreign Agricultural Service	41.10%	35.60%	23.30%	45.80%	58.30%	41.10%	Yes-Up	Yes-Down
Farm Service Agency	37.10%	27.50%	35.40%	40.30%	47.50%	37.10%	Yes-Up	Yes-Down
				% Positive Responses			Significant Difference **	
<b>(57) How satisfied are you with the policies and practices of your senior leaders?</b>								
Governmentwide	40.90%	29.10%	30.00%	No Data	39.90%	40.90%		Yes-Up
USDA	38.60%	31.60%	29.80%	No Data	37.30%	38.60%		
Risk Management Agency	36.50%	26.10%	37.40%	No Data	31.30%	36.50%		Yes-Up
Foreign Agricultural Service	45.80%	28.20%	26.00%	No Data	34.20%	45.80%		5% Trend +/-
Farm Service Agency	34.20%	32.60%	33.20%	No Data	36.40%	34.20%		

## 2006 FEDERAL HUMAN CAPITAL SURVEY

RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
<b>(58)</b> How satisfied are you with your opportunity to get a better job in your organization?								
Governmentwide	36.50%	29.10%	34.40%	33.10%	35.30%	36.50%	Yes-Up	Yes-Up
USDA	40.20%	29.40%	30.40%	36.40%	38.60%	40.20%		
Risk Management Agency	29.10%	33.10%	37.70%	26.60%	24.50%	29.10%		Yes-Up
Foreign Agricultural Service	47.50%	24.60%	27.90%	33.00%	37.70%	47.50%		5% Trend +/-
Farm Service Agency	33.50%	31.20%	35.30%	30.90%	35.40%	33.50%	Yes-Up	
				% Positive Responses			Significant Difference **	
<b>(59)</b> How satisfied are you with the training you receive for your present job?								
Governmentwide	53.70%	24.50%	21.90%	53.10%	55.40%	53.70%	Yes-Up	Yes-Down
USDA	56.80%	22.10%	21.10%	55.30%	59.30%	56.80%	Yes-Up	Yes-Down
Risk Management Agency	45.70%	23.30%	30.90%	59.70%	48.00%	45.70%	Yes-Down	
Foreign Agricultural Service	36.30%	28.40%	35.30%	59.20%	50.50%	36.30%	Yes-Down	Yes-Down
Farm Service Agency	41.90%	26.20%	31.90%	49.00%	51.30%	41.90%		Yes-Down
				% Positive Responses			Significant Difference **	
<b>(60)</b> Considering everything, how satisfied are you with your job?								
Governmentwide	67.50%	17.60%	14.90%	67.80%	67.50%	67.50%		
USDA	69.20%	16.80%	13.90%	69.10%	70.60%	69.30%		
Risk Management Agency	59.50%	22.70%	17.90%	65.30%	61.10%	59.50%	Yes-Down	
Foreign Agricultural Service	68.00%	19.40%	12.60%	67.70%	73.10%	68.00%		5% Trend +/-
Farm Service Agency	65.80%	19.60%	14.60%	68.20%	70.40%	65.80%		Yes-Down
				% Positive Responses			Significant Difference **	
<b>(61)</b> Considering everything, how satisfied are you with your pay?								
Governmentwide	61.30%	17.90%	20.80%	63.80%	61.90%	61.30%	Yes-Down	
USDA	63.10%	17.40%	19.50%	62.50%	64.10%	63.10%		
Risk Management Agency	71.60%	15.60%	12.80%	76.80%	73.20%	71.60%	Yes-Down	
Foreign Agricultural Service	50.30%	16.10%	33.60%	56.70%	59.90%	50.30%		5% Trend +/-
Farm Service Agency	67.60%	17.20%	15.20%	69.20%	71.10%	67.60%		Yes-Down
				% Positive Responses			Significant Difference **	
<b>(62)</b> Considering everything, how satisfied are you with your organization?								
Governmentwide	56.20%	22.40%	21.40%	55.40%	56.70%	56.20%	Yes-Up	
USDA	55.10%	23.30%	21.60%	53.40%	55.70%	55.10%	Yes-Up	
Risk Management Agency	46.50%	26.10%	27.40%	49.80%	47.80%	46.50%		
Foreign Agricultural Service	56.60%	25.20%	18.20%	56.90%	56.30%	56.60%		
Farm Service Agency	53.30%	25.10%	21.60%	51.50%	57.70%	53.30%	Yes-Up	Yes-Down



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RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
<b>Satisfaction with Benefits, Items 63-73</b>				% Positive Responses			Significant Difference **	
(63) How satisfied are you with retirement benefits?	<b>Positive Responses</b>	<b>Neutral Response</b>	<b>Negative Responses</b>	<b>FHCS 2002</b>	<b>FHCS 2004</b>	<b>FHCS 2006</b>	<b>2002 to 2004</b>	<b>2004 to 2006</b>
Governmentwide	60.80%	19.40%	12.40%	65.60%	65.20%	60.80%		Yes-Down
USDA	67.60%	17.60%	8.60%	68.40%	70.90%	67.60%	Yes-Up	Yes-Down
Risk Management Agency	75.80%	15.00%	4.10%	73.50%	77.30%	75.80%	Yes-Up	
Foreign Agricultural Service	53.50%	16.80%	7.40%	67.30%	69.50%	53.50%		5% Trend +/-
Farm Service Agency	70.50%	15.50%	7.10%	72.80%	76.00%	70.50%		Yes-Down
				% Positive Responses			Significant Difference **	
(64) How satisfied are you with health insurance benefits?	<b>Positive Responses</b>	<b>Neutral Response</b>	<b>Negative Responses</b>	<b>FHCS 2002</b>	<b>FHCS 2004</b>	<b>FHCS 2006</b>	<b>2002 to 2004</b>	<b>2004 to 2006</b>
Governmentwide	57.90%	16.60%	20.70%	50.10%	56.00%	57.90%	Yes-Up	Yes-Up
USDA	63.20%	15.60%	18.50%	51.80%	59.70%	63.20%	Yes-Up	Yes-Up
Risk Management Agency	68.20%	11.40%	17.30%	54.20%	66.70%	68.20%	Yes-Up	
Foreign Agricultural Service	77.10%	12.00%	9.70%	60.00%	70.60%	77.10%	Yes-Up	5% Trend +/-
Farm Service Agency	69.40%	13.50%	14.90%	57.10%	62.90%	69.40%	Yes-Up	Yes-Up
				% Positive Responses			Significant Difference **	
(65) How satisfied are you with life insurance benefits?	<b>Positive Responses</b>	<b>Neutral Response</b>	<b>Negative Responses</b>	<b>FHCS 2002</b>	<b>FHCS 2004</b>	<b>FHCS 2006</b>	<b>2002 to 2004</b>	<b>2004 to 2006</b>
Governmentwide	59.80%	22.10%	9.50%	56.50%	62.10%	59.80%	Yes-Up	Yes-Down
USDA	63.50%	21.50%	6.70%	60.20%	65.30%	63.50%	Yes-Up	
Risk Management Agency	57.80%	23.20%	10.40%	57.60%	65.40%	57.80%	Yes-Up	Yes-Down
Foreign Agricultural Service	49.70%	34.40%	6.70%	48.30%	60.00%	49.70%	Yes-Up	5% Trend +/-
Farm Service Agency	66.50%	18.50%	7.40%	64.30%	69.50%	66.50%	Yes-Up	
				% Positive Responses			Significant Difference **	
(66) How satisfied are you with long term care insurance benefits?	<b>Positive Responses</b>	<b>Neutral Response</b>	<b>Negative Responses</b>	<b>FHCS 2002</b>	<b>FHCS 2004</b>	<b>FHCS 2006</b>	<b>2002 to 2004</b>	<b>2004 to 2006</b>
Governmentwide	29.90%	30.20%	9.90%	21.40%	32.90%	30.00%	Yes-Up	Yes-Down
USDA	29.20%	30.90%	7.40%	22.00%	32.20%	29.20%	Yes-Up	Yes-Down
Risk Management Agency	27.90%	33.60%	6.90%	19.40%	34.90%	27.90%	Yes-Up	Yes-Down
Foreign Agricultural Service	28.20%	40.30%	5.80%	22.80%	37.10%	28.20%	Yes-Up	5% Trend +/-
Farm Service Agency	29.20%	31.10%	6.20%	21.70%	31.40%	29.20%	Yes-Up	
				% Positive Responses			Significant Difference **	
(67) How satisfied are you with the flexible spending account (FSA) program?	<b>Positive Responses</b>	<b>Neutral Response</b>	<b>Negative Responses</b>	<b>FHCS 2002</b>	<b>FHCS 2004</b>	<b>FHCS 2006</b>	<b>2002 to 2004</b>	<b>2004 to 2006</b>
Governmentwide	31.80%	29.00%	3.90%	No Data	29.50%	31.80%		Yes-Up
USDA	37.30%	27.70%	3.10%	No Data	33.00%	37.30%		Yes-Up
Risk Management Agency	41.80%	27.60%	3.00%	No Data	42.10%	41.80%		
Foreign Agricultural Service	32.20%	21.30%	2.30%	No Data	33.10%	32.20%		
Farm Service Agency	45.30%	24.60%	2.70%	No Data	37.60%	45.30%		Yes-Up

## 2006 FEDERAL HUMAN CAPITAL SURVEY

RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
				% Positive Responses			Significant Difference **	
(68) How satisfied are you with paid vacation time?	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	88.40%	7.40%	4.20%	89.20%	88.00%	88.40%	Yes-Down	
USDA	92.60%	4.80%	2.60%	91.80%	92.00%	92.60%		
Risk Management Agency	92.40%	5.30%	2.20%	93.30%	93.80%	92.40%		
Foreign Agricultural Service	88.00%	8.80%	3.30%	86.20%	87.90%	88.00%		
Farm Service Agency	94.60%	4.10%	1.30%	91.90%	93.30%	94.60%		
				% Positive Responses			Significant Difference **	
(69) How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	85.90%	8.60%	5.60%	No Data	86.00%	85.90%		
USDA	90.80%	6.40%	2.90%	No Data	91.20%	90.80%		
Risk Management Agency	90.90%	5.10%	4.00%	No Data	90.80%	90.90%		
Foreign Agricultural Service	85.10%	9.70%	5.20%	No Data	85.80%	85.10%		
Farm Service Agency	92.00%	5.50%	2.60%	No Data	93.60%	92.00%		
				% Positive Responses			Significant Difference **	
(70) How satisfied are you with child care subsidies?	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	8.20%	24.50%	4.50%	8.50%	14.30%	8.20%	Yes-Up	Yes-Down
USDA	9.20%	25.60%	3.00%	8.00%	15.30%	9.20%	Yes-Up	Yes-Down
Risk Management Agency	6.30%	28.50%	4.00%	7.30%	13.00%	6.30%	Yes-Up	Yes-Down
Foreign Agricultural Service	24.70%	21.30%	4.10%	16.10%	17.40%	24.70%		5% Trend +/-
Farm Service Agency	8.00%	26.00%	2.50%	7.20%	14.20%	8.00%	Yes-Up	Yes-Down
				% Positive Responses			Significant Difference **	
(71) How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	27.50%	25.70%	7.70%	No Data	34.50%	27.50%		Yes-Down
USDA	33.70%	26.60%	7.00%	No Data	42.20%	33.70%		Yes-Down
Risk Management Agency	25.70%	29.10%	3.90%	No Data	30.00%	25.70%		
Foreign Agricultural Service	38.00%	21.50%	7.30%	No Data	32.90%	38.00%		5% Trend +/-
Farm Service Agency	25.90%	27.60%	7.40%	No Data	34.20%	25.90%		Yes-Down
				% Positive Responses			Significant Difference **	
(72) How satisfied are you with telework/telecommuting?	Positive Responses	Neutral Response	Negative Responses	FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	21.80%	21.90%	12.60%	21.50%	24.70%	21.80%	Yes-Up	Yes-Down
USDA	25.30%	22.60%	13.10%	26.00%	28.10%	25.30%		Yes-Down
Risk Management Agency	45.90%	19.20%	12.10%	21.70%	23.70%	45.90%		Yes-Up
Foreign Agricultural Service	31.10%	16.30%	13.70%	29.40%	37.10%	31.10%	Yes-Up	5% Trend +/-
Farm Service Agency	23.80%	21.40%	13.10%	22.00%	27.60%	23.80%	Yes-Up	Yes-Down

## 2006 FEDERAL HUMAN CAPITAL SURVEY

RMA - FAS - FSA Response Rate Distribution				RMA - FAS - FSA Trend Analysis				
(73) How satisfied are you with alternative work schedules?	Positive Responses	Neutral Response	Negative Responses	% Positive Responses			Significant Difference **	
				FHCS 2002	FHCS 2004	FHCS 2006	2002 to 2004	2004 to 2006
Governmentwide	49.20%	17.10%	11.90%	56.00%	53.90%	49.20%	Yes-Down	Yes-Down
USDA	67.70%	12.80%	6.20%	75.70%	71.40%	67.80%	Yes-Down	Yes-Down
Risk Management Agency	76.60%	10.60%	8.20%	84.70%	83.20%	76.60%		Yes-Down
Foreign Agricultural Service	58.40%	12.20%	5.30%	74.30%	74.20%	58.40%		5% Trend +/-
Farm Service Agency	80.10%	8.80%	5.40%	82.50%	81.70%	80.10%		

NOTE: Bold face numbers, e.g., (29), indicate questions required on Agency's Annual Employee Survey per 5 CFR Part 250.

NOTE: Numbers with asterisk, \*, e.g., (29)\*, indicate questions required on Agency's Performance Appraisal Assessment Tool (PAAT)

	Approximate # of 2006 FHCS Respondents	Approx. % of Workforce	Participation Rate
Governmentwide	221,425	8%	56.7%
USDA Overall	13,601	15%	62.1%
Risk Management Agency	310	64%	not available
Foreign Agricultural Service	279	32%	not available
Farm Service Agency	3,007	55%	not available

### GUIDELINES for USING AGENCY FHCS RESULTS

The Federal Human Capital Survey (FHCS) contains a source of information for each agency as it seeks to improve its human capital management. Every agency has its own unique mission and workforce, and its own set of special human capital challenges, e.g., workforce analysis and skills needs, leadership development and succession planning, staffing and developing the agency's talent, and building a results-oriented performance culture. So every agency will look at its own data from the survey in a different way. Following are some general guidelines for how to make the best use of the survey results.

1. Focus on the results you believe are of particular importance to your agency. There is no formula or statistical model for determining which survey results are most important. As part of the management team, you should rely on your knowledge of the agency's current and future human capital challenges and the agency's strategic direction.
  - a. HRD has identified the Organizational Strengths in each agency by highlighting in GREEN the survey questions where over 65% of the agency employees responded Favorably. It is highly recommended that management continually reinforce the attribute(s) reflected in the survey question.
  - b. Also identified are areas where improvement opportunities exist in an agency. These are highlighted in RED and identify any survey question that either less than 50% of the employees responded Favorably or more than 35% of the employees responded Negatively. Agency leadership should consider actions necessary to address the underlying concerns identified by these questions.
  
2. Be sure to probe for what lies behind the survey results. Survey results are vital because they provide statistically valid information about what employees think. But they don't explain why employees respond to questions as they do, and the reasons will not always be clear to you as you analyze the results. That is why survey data should be used with other information when assessing the state of human capital management in your agency. For example, personnel data such as turnover rates or performance rating distributions may shed light on employee perceptions. Or, you may need to use other tools such as focus groups to fully understand what is going on.
  
3. For further assistance in analyzing your survey results, contact your Human Resources Division.

Significant Difference \*\* = OPM ran a standard statistical test to determine whether the difference between positive percentages for each comparison is statistically significant. When such a test indicates less than a 5 percent probability that a difference occurred by chance, that difference is considered to be statistically significant, i.e., it is a reliable "significant difference." In these reports, those test results are shown in the report column labeled "Significant Difference" as follows:

- 1) a Yes-Up means the increase in positive response percentages over time is statistically significant.
- 2) a Yes - Down means the decrease in positive response percentages over time is statistically significant.
- 3) a blank means no statistically significant difference in positive response percentages over time. Finding that a difference between two percentages is statistically significant does not imply the difference is meaningful. Government managers must rely on their substantive understanding of the survey topic to decide whether a statistically significant difference is important.

**5% Trend +/-** Identifies an area where a positive or negative response rate trend exists from previous survey. Although OPM does not include a question as a significant difference, Agency management are encouraged to consider these trends when addressing future actions.

Source: OPM

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