



RESULTS FROM THE
2006 FEDERAL HUMAN CAPITAL SURVEY
Agency for International Development

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT





2006 Federal Human Capital Survey (FHCS)

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



2006 Federal Human Capital Survey
Briefing Outline

- ★ Survey Background
 - Purpose
 - Administration
 - Content
- ★ Our Agency's Results at a Glance
- ★ Survey Respondent and Agency Population Characteristics
- ★ Key Survey Results
- ★ Private Sector Comparisons
- ★ Action Planning



2006 Federal Human Capital Survey

Survey Background: Purpose

*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*

The Survey:

- ★ Measures factors that influence employees wanting to come, to stay, and to help the agency meet its mission
- ★ Allows managers to examine trends to determine what they have accomplished and to identify areas for improvement



2006 Federal Human Capital Survey
Survey Background: Administration

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

- ★ Summer 2006
- ★ Electronic & paper administration
- ★ 29 major Federal agencies
- ★ 59 small and independent agencies
- ★ 221,479 employees responded
- ★ 57% response rate (Governmentwide)—up from 54% in 2004
- ★ Survey results represent a snapshot in time of the perceptions of the Federal workforce, and our agency's workforce



2006 Federal Human Capital Survey

Survey Background: Content

★ Eighty-Four Items Grouped into Eight Topic Areas

- Personal Work Experiences
- Recruitment, Development, and Retention
- Performance Culture
- Leadership
- Learning (Knowledge Management)
- Job Satisfaction
- Satisfaction with Benefits
- Demographics

★ Addresses Three Human Capital Assessment and Accountability Framework (HCAAF) Systems

- Leadership & Knowledge Management
- Results-Oriented Performance Culture
- Talent Management

★ Thirty-Nine Items were Combined to Form Four HCAAF Indices

- Leadership & Knowledge Management Index
- Results-Oriented Performance Culture Index
- Talent Management Index
- Job Satisfaction Index



2006 Federal Human Capital Survey Findings At A Glance

Reminder: *The 2006 FHCS included 73 items plus 11 demographic items; 71 items were used in both the 2004 and 2006 surveys*

- ★ 726 AID employees responded for a 52% response rate
- ★ The margin of error for our agency is +/-3%
- ★ 10 items increased by 5 percentage points or more since 2004
- ★ 6 items decreased by 5 percentage points or more since 2004
- ★ 29 items had positive ratings of 65 percent or greater (strengths)
- ★ 5 items had negative ratings of 35 percent or greater (weaknesses)



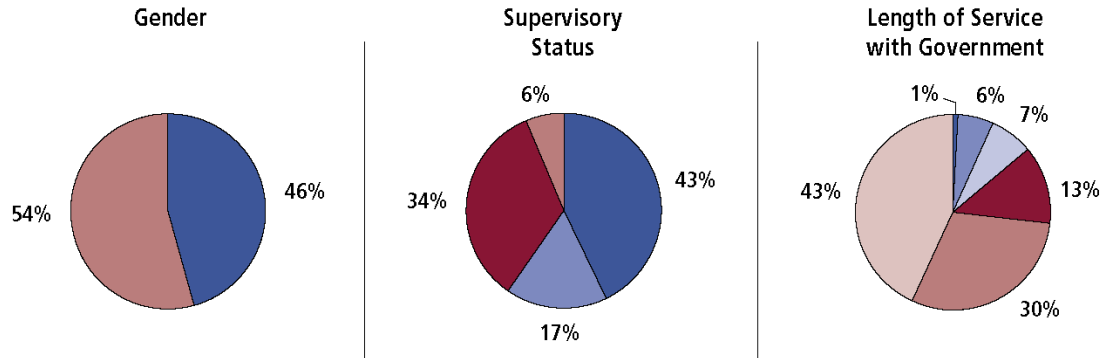
2006 Federal Human Capital Survey **Findings At A Glance** Continued

- ★ 25 items were 5 percentage points or more above the Governmentwide average
- ★ 8 items were 5 percentage points or more below the Governmentwide average
- ★ AID ranked as follows, out of 36 agencies, on the 4 HCAAF Indices:
 - 21st on Leadership & Knowledge Management Index
 - 9th on Results-Oriented Performance Culture Index
 - 23rd on Talent Management Index
 - 9th on the Job Satisfaction Index

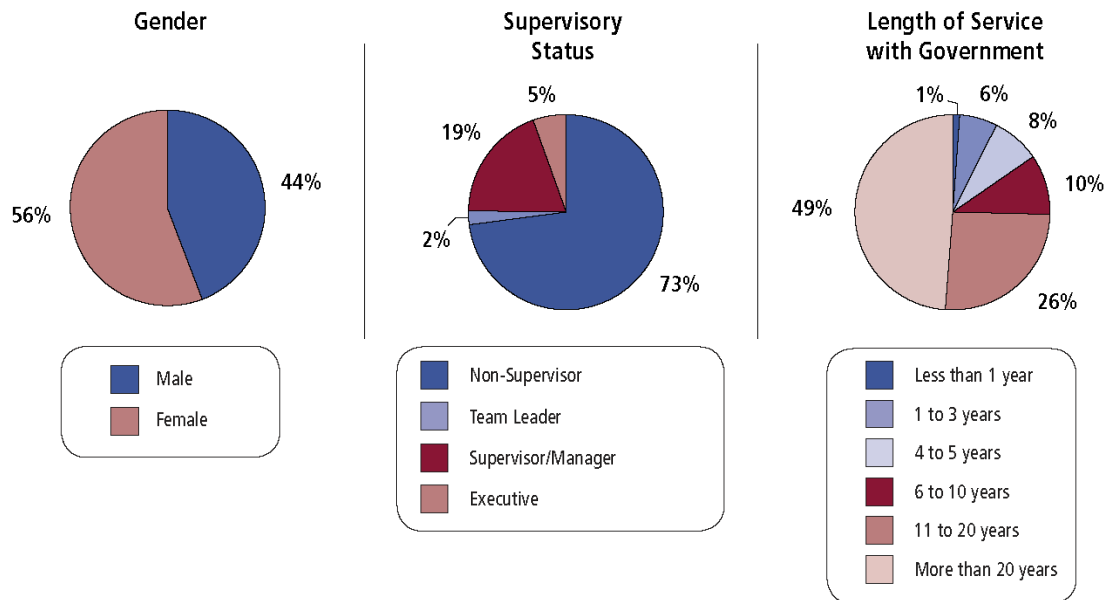
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Snapshot of Our Agency's Respondent and Population Characteristics

Survey Respondent Characteristics



Agency Population Characteristics





2006 Federal Human Capital Survey

Greatest Increases in Positive Responses

Increased the Most	Percent Positive		
	2004	2006	Difference
22. Promotions in my work unit are based on merit.	35	45	+10
49. Employees have electronic access to learning and training programs readily available at their desk.	72	82	+10
21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	54	62	+8
67. How satisfied are you with the flexible spending account (FSA) program?	28	36	+8
50. My training needs are assessed.	34	41	+7
30. My performance appraisal is a fair reflection of my performance.	71	77	+6
31. Discussions with my supervisor/team leader about my performance are worthwhile.	58	64	+6
64. How satisfied are you with health insurance benefits?	66	72	+6
4. I feel encouraged to come up with new and better ways of doing things.	64	69	+5
73. How satisfied are you with alternative work schedules?	56	61	+5

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



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Greatest Decreases in Positive Responses

Decreased the Most	Percent Positive		
	2004	2006	Difference
40. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64	55	-9
39. Managers communicate the goals and priorities of the organization.	65	58	-7
71. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	29	23	-6
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	45	40	-5
37. In my organization, leaders generate high levels of motivation and commitment in the workforce.	37	32	-5
*55. How satisfied are you with the information you receive from management on what's going on in your organization?	53	48	-5

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

2006 Federal Human Capital Survey

Trend Analysis: 2002 vs. 2004 vs. 2006

Impact Items	Percent Positive			Significant Trends
	2002	2004	2006	
2. I am given a real opportunity to improve my skills in my organization.	50	63	65	↗→
5. My work gives me a feeling of personal accomplishment.	70	74	76	→→
6. I like the kind of work I do.	79	82	83	→→
9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	67	68	72	→↗
17. My workload is reasonable.	56	52	52	→→
18. My talents are used well in the workplace.	59	63	63	→→
24. Employees have a feeling of personal empowerment with respect to work processes.	35	48	49	↗→
36. I have a high level of respect for my organization's senior leaders.	---	49	45	↘
54. How satisfied are you with your involvement in decisions that affect your work?	55	56	58	→→
55. How satisfied are you with the information you receive from management on what's going on in your organization?	47	53	48	↗↘
56. How satisfied are you with the recognition you receive for doing a good job?	43	52	55	↗→
57. How satisfied are you with the policies and practices of your senior leaders?	---	40	38	→
58. How satisfied are you with your opportunity to get a better job in your organization?	33	40	41	↗→
59. How satisfied are you with the training you receive for your present job?	40	49	48	↗→
61. Considering everything, how satisfied are you with your pay?	64	64	65	→→

2006 Federal Human Capital Survey

Top Ten Positive Response Items

Highest Items	Percent Positive	
	Governmentwide	AID 2006
53. Employees use information technology (for example, intranet, shared networks) to perform work.	86	92
20. The work I do is important.	90	89
68. How satisfied are you with paid vacation time?	88	87
1. The people I work with cooperate to get the job done.	83	87
19. I know how my work relates to the agency's goals and priorities.	83	85
10. How would you rate the overall quality of work done by your work group?	83	85
69. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	86	83
*6. I like the kind of work I do.	83	83
49. Employees have electronic access to learning and training programs readily available at their desk.	75	82
12. My supervisor supports my need to balance work and family issues.	78	82

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

2006 Federal Human Capital Survey

Bottom Ten Positive Response Items

Lowest Items	Percent Positive	
	Governmentwide	AID 2006
70. How satisfied are you with child care subsidies?	8	8
71. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	28	23
27. Pay raises depend on how well employees perform their jobs.	22	26
72. How satisfied are you with telework/telecommuting?	22	30
37. In my organization, leaders generate high levels of motivation and commitment in the workforce.	38	32
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	29	32
67. How satisfied are you with the flexible spending account (FSA) program?	32	36
66. How satisfied are you with long term care insurance?	30	37
29. In my work unit, differences in performance are recognized in a meaningful way.	30	37
*57. How satisfied are you with the policies and practices of your senior leaders?	41	38

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2006 Federal Human Capital Survey

Our Agency Leads the Government on...

(Items Above the 2006 Governmentwide Average)

Leading the Government on Positive Responses		Percent Positive		
		Governmentwide	AID 2006	Difference
64.	How satisfied are you with health insurance benefits?	58	72	+14
30.	My performance appraisal is a fair reflection of my performance.	64	77	+13
73.	How satisfied are you with alternative work schedules?	49	61	+12
13.	Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	60	71	+11
22.	Promotions in my work unit are based on merit.	34	45	+11
33.	Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	54	64	+10
4.	I feel encouraged to come up with new and better ways of doing things.	60	69	+9
14.	My work unit is able to recruit people with the right skills.	44	53	+9
28.	Awards in my work unit depend on how well employees perform their jobs.	40	49	+9
63.	How satisfied are you with retirement benefits?	61	70	+9

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2006 Federal Human Capital Survey

Our Agency Trails the Government on...

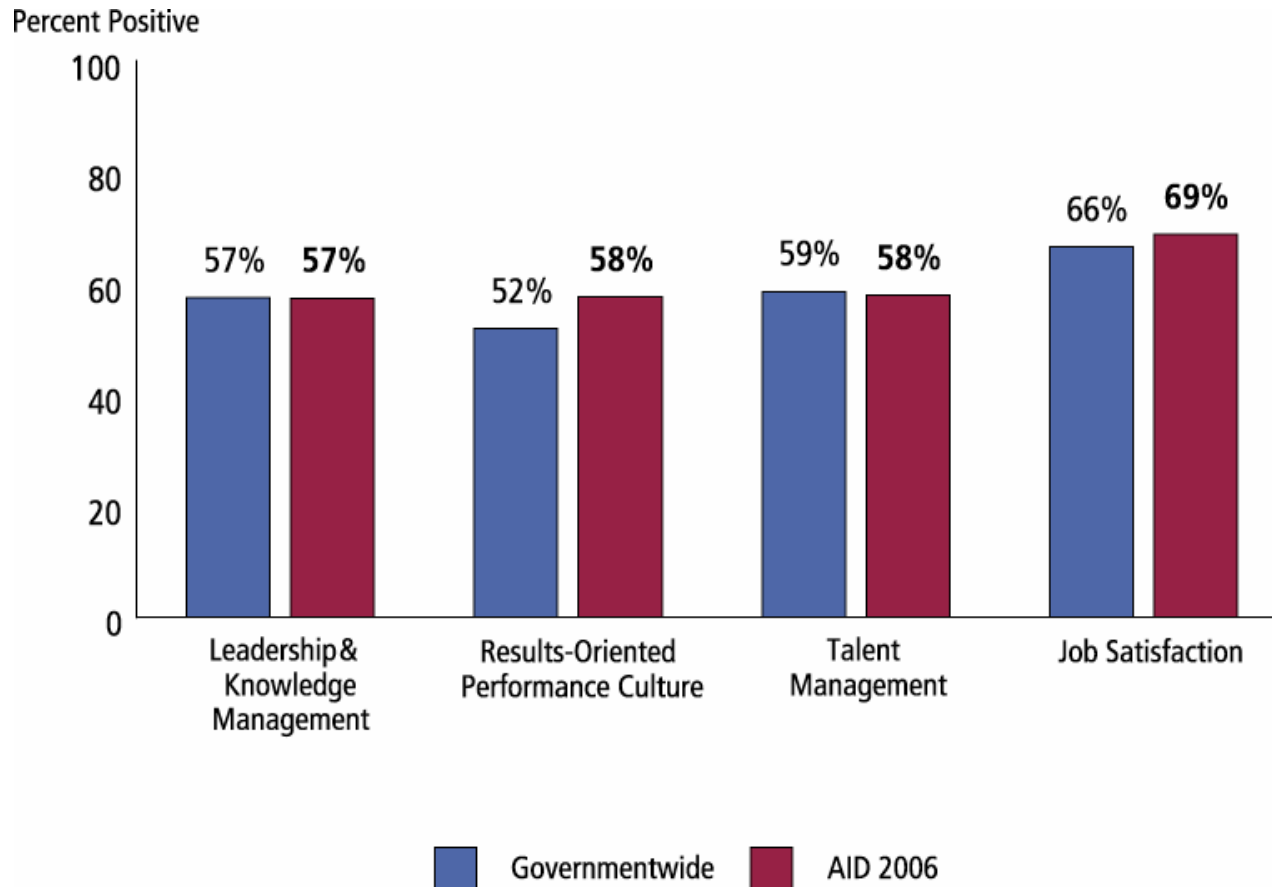
(Items Below the 2006 Governmentwide Average)

Trailing the Government on Positive Responses		Percent Positive		
		Governmentwide	AID 2006	Difference
50.	My training needs are assessed.	51	41	-10
11.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	74	66	-8
16.	I have sufficient resources (for example, people, materials, budget) to get my job done.	48	40	-8
*17.	My workload is reasonable.	59	52	-7
37.	In my organization, leaders generate high levels of motivation and commitment in the workforce.	38	32	-6
*59.	How satisfied are you with the training you receive for your present job?	54	48	-6
21.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67	62	-5
71.	How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	28	23	-5

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2006 Federal Human Capital Survey

Human Capital Assessment and Accountability Framework Indices



2006 Federal Human Capital Survey

Performance Appraisal Assessment Tool (PAAT)

Elements of the PAAT Tool	Percent Positive		
	2004	2006	Governmentwide
Alignment			
19. I know how my work relates to the agency's goals and priorities.	87	85	83
39. Managers communicate the goals and priorities of the organization.	65	58	58
Results			
*24. Employees have a feeling of personal empowerment with respect to work processes.	48	49	42
32. I am held accountable for achieving results.	80	81	79
Credible Measures			
25. Employees are rewarded for providing high quality products and services to customers.	51	51	45
Differentiate Levels of Performance			
29. In my work unit, differences in performance are recognized in a meaningful way.	35	37	30
Consequences Based on Performance			
28. Awards in my work unit depend on how well employees perform their jobs.	50	49	40
*56. How satisfied are you with the recognition you receive for doing a good job?	52	55	49
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28	32	29

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

2006 Federal Human Capital Survey

Performance Appraisal Assessment Tool (PAAT)

Continued

Elements of the PAAT Tool	Percent Positive		
	2004	2006	Governmentwide
Employee Involvement			
*54. How satisfied are you with your involvement in decisions that affect your work?	56	58	54
Feedback Process			
31. Discussions with my supervisor/team leader about my performance are worthwhile.	58	64	56
47. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	57	61	58
Training and Competency Development			
*2. I am given a real opportunity to improve my skills in my organization.	63	65	62
Assessment and Guidance			
40. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64	55	56
Purpose of Performance Management			
30. My performance appraisal is a fair reflection of my performance.	71	77	64

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2006 Federal Human Capital Survey

Comparisons to the Private Sector

Personal Experiences	Percent Positive		
	Private Sector	AID	Difference
1. The people I work with cooperate to get the job done.	82	87	+5
*2. I am given a real opportunity to improve my skills in my organization.	60	65	+5
3. I have enough information to do my job well.	74	72	-2
4. I feel encouraged to come up with new and better ways of doing things.	67	69	+2
*5. My work gives me a feeling of personal accomplishment.	73	76	+3
*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	72	-2

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

2006 Federal Human Capital Survey

Comparisons to the Private Sector Continued

Job Satisfaction		Percent Positive		
		Private Sector	AID	Difference
*54.	How satisfied are you with your involvement in decisions that affect your work?	54	58	+4
*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	55	+3
*58.	How satisfied are you with your opportunity to get a better job in your organization?	40	41	+1
*59.	How satisfied are you with the training you receive for your present job?	61	48	-13
60.	Considering everything, how satisfied are you with your job?	71	69	-2
62.	Considering everything, how satisfied are you with your organization?	63	55	-8

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2006 Federal Human Capital Survey

Action Planning

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

- ★ Reflect and review
- ★ Plan, discuss, and decide
- ★ Provide feedback
- ★ Use organizational resources



2006 Federal Human Capital Survey

Reflect and Review

- ★ Compare our agency's results with:
 - Governmentwide results
 - 2004 and 2002 benchmarks
- ★ Look at results in light of our Strategic Human Capital Plan
 - Identify tactical and strategic issues
 - Identify the most important areas to address
 - Pay attention to large proportions of Neutral/Do Not Know responses
 - Consider results from different perspectives
 - Supervisory vs. non-supervisory
 - Headquarters vs. field
 - Other



2006 Federal Human Capital Survey
Plan, Discuss, and Decide

- ★ Determine priorities
- ★ Develop integrated action plans with relevant managers, employees, and their representatives
 - Costs
 - Timeframes for implementation and followup
 - Who is responsible for the action
- ★ Consider conducting focus groups to explore the “whys” behind the results
- ★ Look for action items
 - Can be solved in the short term
 - Can be completed in the next 2 to 3 months
 - Require greater effort



2006 Federal Human Capital Survey **Feedback**

Employees will care only if they believe top leadership cares

- ★ Communicate positive and negative survey results
- ★ Share successes in making change
- ★ Monitor and communicate progress and impacts
- ★ Work actions down and results back up
- ★ Consider establishing a working group for continuous improvement monitoring
- ★ Show top-level support



2006 Federal Human Capital Survey

Use Organizational Resources

- ★ Engage our OPM Human Capital Officer
 - Ensure action plans are aligned with our agency Strategic Human Capital Plan
 - Answer questions related to our survey results



Working for America...

***The success of each
agency depends on the
talent and commitment of
the Federal workforce***