

HHS Human Capital Survey - 2007 HHS Overall Results

All Respondents

1. **Interpretation of Results:** Data collected from the HHS Human Capital Survey (HHCS) provide a reliable indicator of employee perceptions across the Department. Ongoing analysis of these data is expected to reveal areas where HHS will focus improvement efforts as well as identify those areas where gains should be maintained.
2. **How the survey was conducted:** The survey was conducted online from November 13, 2007 to December 14, 2007.
3. **Description of sample:** All 64,738 permanent employees of the agency were surveyed.
4. **Survey items and response choices:** See the tables on the following pages.
5. **Number of employees surveyed, number who responded, and representativeness of respondents:** Of the 64,738 employees surveyed, 27,493 responded, for a 42% response rate. These respondents are representative of the population, with a margin of error of less than 1%.

Supervisory Status	Population	Respondents
Non-supervisor	86%	64%
Team Leader	2%	16%
Supervisor	6%	12%
Manager	6%	6%
Executive	1%	2%
Gender		
Male	37%	37%
Female	63%	63%
Are you: Hispanic or Latino		
Yes	4%	5%
No	96%	95%
Racial Category		
White	57%	59%
Black or African-American	18%	16%
Native Hawaiian or Other Pacific Islander	1%	1%
Asian	7%	7%
American Indian or Alaska Native	17%	14%
Two or more races (not Hispanic or Latino)	n/a	2%
Sub-Agency		
ACF	2.0%	3%
AHRQ	0.2%	1%
AoA	0.5%	0%
CDC	12.9%	14%
CMS	6.8%	11%
FDA	17.5%	17%
HRSA	2.4%	3%
IHS	22.3%	21%
NIH	26.8%	19%
OS	7.8%	10%
SAMHSA	0.8%	1%

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Surveys Returned: 27,493

Response Rate: 42%

Prescribed Questions: Personal Work Experiences								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
1. The people I work with cooperate to get the job done.*	Frequencies	8,146	14,441	2,451	1,857	551		27,446
	Percentages	29.7%	52.6%	8.9%	6.8%	2.0%		100.0%
2. I am given a real opportunity to improve my skills in my organization.*	Frequencies	5,835	11,857	4,635	3,478	1,623		27,428
	Percentages	21.3%	43.2%	16.9%	12.7%	5.9%		100.0%
3. My work gives me a feeling of personal accomplishment.	Frequencies	8,179	12,540	3,583	2,009	1,085		27,396
	Percentages	29.9%	45.8%	13.1%	7.3%	4.0%		100.0%
4. I like the kind of work I do.*	Frequencies	10,621	12,396	2,805	1,072	520		27,414
	Percentages	38.7%	45.2%	10.2%	3.9%	1.9%		100.0%
5. I have trust and confidence in my supervisor.*	Frequencies	8,685	9,796	4,187	2,573	2,132		27,373
	Percentages	31.7%	35.8%	15.3%	9.4%	7.8%		100.0%
Item Text		Very Good	Good	Fair	Poor	Very Poor		Total
6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?*	Frequencies	9,194	9,197	5,215	2,212	1,466		27,284
	Percentages	33.7%	33.7%	19.1%	8.1%	5.4%		100.0%

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Prescribed Questions: Recruitment, Development, & Retention								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.*	Frequencies	6,531	13,743	3,464	2,498	529	623	27,388
	Percentages	23.8%	50.2%	12.6%	9.1%	1.9%	2.3%	100.0%
8. My work unit is able to recruit people with the right skills.*	Frequencies	3,848	10,534	5,678	4,608	1,609	1,110	27,387
	Percentages	14.1%	38.5%	20.7%	16.8%	5.9%	4.1%	100.0%
9. I know how my work relates to the agency's goals and priorities.*	Frequencies	10,520	12,948	2,092	936	332	577	27,405
	Percentages	38.4%	47.2%	7.6%	3.4%	1.2%	2.1%	100.0%
10. The work I do is important.*	Frequencies	15,026	9,284	1,495	456	242	861	27,364
	Percentages	54.9%	33.9%	5.5%	1.7%	0.9%	3.1%	100.0%
11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.*	Frequencies	7,622	11,727	3,214	3,125	1,224	431	27,343
	Percentages	27.9%	42.9%	11.8%	11.4%	4.5%	1.6%	100.0%
12. Supervisors/team leaders in my work unit support employee development.*	Frequencies	7,894	10,492	4,056	2,755	1,575	619	27,391
	Percentages	28.8%	38.3%	14.8%	10.1%	5.8%	2.3%	100.0%
13. My talents are used well in the workplace.*	Frequencies	7,052	11,083	3,723	3,294	1,796	446	27,394
	Percentages	25.7%	40.5%	13.6%	12.0%	6.6%	1.6%	100.0%
14. My training needs are assessed.*	Frequencies	4,207	9,771	5,990	4,725	2,073	581	27,347
	Percentages	15.4%	35.7%	21.9%	17.3%	7.6%	2.1%	100.0%

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Prescribed Questions: Performance Culture								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
15. Promotions in my work unit are based on merit.*	Frequencies	3,157	7,888	5,839	4,228	3,141	3,174	27,427
	Percentages	11.5%	28.8%	21.3%	15.4%	11.5%	11.6%	100.0%
16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.*	Frequencies	1,528	6,444	6,375	5,618	3,674	3,712	27,351
	Percentages	5.6%	23.6%	23.3%	20.5%	13.4%	13.6%	100.0%
17. Creativity and innovation are rewarded.*	Frequencies	3,390	8,925	6,425	4,590	2,741	1,310	27,381
	Percentages	12.4%	32.6%	23.5%	16.8%	10.0%	4.8%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	No Basis to Judge	Total
18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).*	Frequencies	5,731	11,619	3,964	2,648	1,389	2,029	27,380
	Percentages	20.9%	42.4%	14.5%	9.7%	5.1%	7.4%	100.0%
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
19. In my work unit, differences in performance are recognized in a meaningful way.*	Frequencies	2,026	8,109	6,713	5,672	2,343	2,533	27,396
	Percentages	7.4%	29.6%	24.5%	20.7%	8.6%	9.2%	100.0%
20. Pay raises depend on how well employees perform their jobs.*	Frequencies	1,630	5,647	6,455	6,580	3,735	3,356	27,403
	Percentages	5.9%	20.6%	23.6%	24.0%	13.6%	12.2%	100.0%
21. My performance appraisal is a fair reflection of my performance.*	Frequencies	5,345	11,735	4,714	2,509	1,435	1,658	27,396
	Percentages	19.5%	42.8%	17.2%	9.2%	5.2%	6.1%	100.0%
22. Discussions with my supervisor/ team leader about my performance are worthwhile.*	Frequencies	5,487	10,744	5,442	2,987	1,861	856	27,377
	Percentages	20.0%	39.2%	19.9%	10.9%	6.8%	3.1%	100.0%
23. Managers/supervisors/team leaders work well with employees of different backgrounds.*	Frequencies	5,831	11,357	4,928	2,445	1,668	1,152	27,381
	Percentages	21.3%	41.5%	18.0%	8.9%	6.1%	4.2%	100.0%
24. My supervisor supports my need to balance work and family issues.*	Frequencies	11,231	10,291	3,101	1,114	1,029	622	27,388
	Percentages	41.0%	37.6%	11.3%	4.1%	3.8%	2.3%	100.0%

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Prescribed Questions: Leadership								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Do Not Know	Total
25. I have a high level of respect for my organization's senior leaders.*	Frequencies	5,456	9,330	5,748	3,848	2,681	298	27,361
	Percentages	19.9%	34.1%	21.0%	14.1%	9.8%	1.1%	100.0%
26. In my organization, leaders generate high levels of motivation and commitment in the workforce.*	Frequencies	3,353	8,198	6,914	5,331	3,039	496	27,331
	Percentages	12.3%	30.0%	25.3%	19.5%	11.1%	1.8%	100.0%
27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.*	Frequencies	3,689	11,306	6,048	2,423	1,365	2,483	27,314
	Percentages	13.5%	41.4%	22.1%	8.9%	5.0%	9.1%	100.0%
28. Employees are protected from health and safety hazards on the job.*	Frequencies	7,254	14,103	3,289	1,312	605	780	27,343
	Percentages	26.5%	51.6%	12.0%	4.8%	2.2%	2.9%	100.0%
29. Employees have a feeling of personal empowerment with respect to work processes.*	Frequencies	2,859	9,553	6,686	4,859	2,322	1,045	27,324
	Percentages	10.5%	35.0%	24.5%	17.8%	8.5%	3.8%	100.0%
30. My workload is reasonable.*	Frequencies	3,569	14,251	3,855	3,745	1,730	112	27,262
	Percentages	13.1%	52.3%	14.1%	13.7%	6.3%	0.4%	100.0%
31. Managers communicate the goals and priorities of the organization.*	Frequencies	4,029	12,668	5,358	3,329	1,526	409	27,319
	Percentages	14.7%	46.4%	19.6%	12.2%	5.6%	1.5%	100.0%
32. My organization has prepared employees for potential security threats.*	Frequencies	3,951	12,302	5,623	2,814	1,084	1,510	27,284
	Percentages	14.5%	45.1%	20.6%	10.3%	4.0%	5.5%	100.0%

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Prescribed Questions: Job Satisfaction								
Item Text		Very Satisfied	Satisfied	Neither	Dis-satisfied	Very Dis-satisfied		Total
33. How satisfied are you with the information you receive from management on what's going on in your organization?*	Frequencies	1,858	10,633	6,898	5,176	2,305		26,870
	Percentages	6.9%	39.6%	25.7%	19.3%	8.6%		100.0%
34. How satisfied are you with your involvement in decisions that affect your work? *	Frequencies	2,101	9,728	6,743	5,540	2,740		26,852
	Percentages	7.8%	36.2%	25.1%	20.6%	10.2%		100.0%
35. How satisfied are you with your opportunity to get a better job in your organization? *	Frequencies	1,916	7,944	8,624	4,968	3,366		26,818
	Percentages	7.1%	29.6%	32.2%	18.5%	12.6%		100.0%
36. How satisfied are you with the recognition you receive for doing a good job?*	Frequencies	3,302	10,024	6,144	4,530	2,851		26,851
	Percentages	12.3%	37.3%	22.9%	16.9%	10.6%		100.0%
37. How satisfied are you with the policies and practices of your senior leaders?*	Frequencies	1,989	8,583	8,014	4,933	3,292		26,811
	Percentages	7.4%	32.0%	29.9%	18.4%	12.3%		100.0%
38. How satisfied are you with the training you receive for your present job?*	Frequencies	3,052	11,203	6,779	3,796	2,017		26,847
	Percentages	11.4%	41.7%	25.3%	14.1%	7.5%		100.0%
39. Considering everything, how satisfied are you with your job?*	Frequencies	5,125	13,106	4,715	2,691	1,208		26,845
	Percentages	19.1%	48.8%	17.6%	10.0%	4.5%		100.0%
40. Considering everything, how satisfied are you with your pay?*	Frequencies	3,912	12,367	4,921	4,043	1,574		26,817
	Percentages	14.6%	46.1%	18.4%	15.1%	5.9%		100.0%

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Custom Survey Items								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
41. Employees are treated fairly, regardless of their individual or cultural differences.	Frequencies	4,814	12,193	4,754	3,474	2,167		27,402
	Percentages	17.6%	44.5%	17.3%	12.7%	7.9%		100.0%
42. Senior management demonstrates a strong commitment to diversity.	Frequencies	4,487	11,457	7,592	2,302	1,535		27,373
	Percentages	16.4%	41.9%	27.7%	8.4%	5.6%		100.0%
43. Cultural commemorative events promote diversity and inclusion at work.	Frequencies	3,479	11,405	8,937	2,341	1,177		27,339
	Percentages	12.7%	41.7%	32.7%	8.6%	4.3%		100.0%
44. My supervisor provides encouragement to participate in cultural commemorative events.	Frequencies	2,678	8,540	11,252	3,542	1,346		27,358
	Percentages	9.8%	31.2%	41.1%	12.9%	4.9%		100.0%
45. Employees are made aware of their equal employment opportunity (EEO) rights and responsibilities.	Frequencies	3,912	14,096	6,103	2,228	1,045		27,384
	Percentages	14.3%	51.5%	22.3%	8.1%	3.8%		100.0%
46. Alternate Dispute Resolution (ADR) is encouraged to resolve workplace disputes and conflict.	Frequencies	2,371	8,163	12,700	2,611	1,447		27,292
	Percentages	8.7%	29.9%	46.5%	9.6%	5.3%		100.0%
47. My organization effectively communicates with me about security policies and actions.	Frequencies	3,077	14,102	6,581	2,748	857		27,365
	Percentages	11.2%	51.5%	24.0%	10.0%	3.1%		100.0%
48. Facility security forces in my organization provide me with an added feeling of security in the workplace.	Frequencies	2,712	11,350	7,855	3,814	1,621		27,352
	Percentages	9.9%	41.5%	28.7%	13.9%	5.9%		100.0%
49. Visitors to my work location go through an appropriate level of security to reach me.	Frequencies	3,555	13,635	5,723	3,025	1,395		27,333
	Percentages	13.0%	49.9%	20.9%	11.1%	5.1%		100.0%

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Custom Survey Items								
Item Text		Strongly Agree	Agree	Neither	Disagree	Strongly Disagree		Total
50. Adequate security practices are in effect where I work to protect government property (intellectual, data and information, real property).	Frequencies	3,800	14,564	5,740	2,273	944		27,321
	Percentages	13.9%	53.3%	21.0%	8.3%	3.5%		100.0%
51. In the last six months, my supervisor has talked to me about my progress.	Frequencies	4,329	13,687	3,741	3,540	1,996		27,293
	Percentages	15.9%	50.1%	13.7%	13.0%	7.3%		100.0%

* AES Required Question

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Demographics

52. What is your supervisory status?

	N	%
Non-Supervisor	17,627	64%
Team Leader	4,411	16%
Supervisor	3,304	12%
Manager	1,512	6%
Executive	479	2%

53. Are you...

	N	%
Male	10,120	37%
Female	17,067	63%

54. Are you Hispanic or Latino?

	N	%
Yes	1,353	5%
No	25,666	95%

55. Please select the racial category or categories with which you most closely identify.

	N	%
White	15,699	59%
Black or African-American	4,310	16%
Native Hawaiian or other Pacific Islander	222	1%
Asian	1,950	7%
American Indian or Alaska Native	3,786	14%
Two or more races	596	2%

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Demographics

56. What is your agency subcomponent?

	N	%
ACF	797	3%
AHRQ	170	1%
AoA	76	0%
CDC	3,950	14%
CMS	2,987	11%
FDA	4,697	17%
HRSA	696	3%
IHS	5,704	21%
NIH	5,277	19%
OS	2,795	10%
SAMHSA	344	1%

57. What is your pay category?

	N	%
Federal Wage System (WG, WL, WS)	2,035	8%
General Schedule and similar (GS, GM)	21,365	80%
Senior Executive Service (SES, ST, EX, AA, AL, SL)	270	1%
Commissioned Corps	1,994	7%
Administratively Determined Rates	303	1%
Senior Biomedical Research	102	0%
Other	738	3%

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58. What is your pay category/grade?	N	%
Federal Wage System	464	2%
GS 1-6	1,985	7%
GS 7-12	9,336	35%
GS 13-15	11,644	43%
Senior Executive Service	239	1%
Senior Level, Scientific, or Professional (SL, ST)	204	1%
O 1-3	381	1%
O 4-6	1,679	6%
O 7-9	215	1%
Other	906	3%

59. What is your work schedule?	N	%
Full Time Employee	26,636	98%
Part Time Employee	454	2%
Intermittent Employee	52	0%

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60. What is your job category?	N	%
GS-000 Miscellaneous Occupations	1,105	4%
GS-100 Social Science, Psychology, and Welfare	1,612	6%
GS-201 Human Resources Management Group	620	2%
GS-300 General Administrative, Clerical, and Office Services	4,811	19%
GS-400 Natural Resources Mmgt. and Biol. Sciences Series	1,154	5%
GS-500 Accounting and Budget	1,619	6%
GS-600 Medical, Hospital, Dental, and Public Health	8,050	32%
GS-701 Veterinary Medical Officer	117	0%
GS-800 Engineering and Architecture	716	3%
GS-900 Legal and Kindred	442	2%
GS-1000 Information and Arts	339	1%
GS-1100 Business and Industry	784	3%
GS-1200 Copyright, Patent, and Trade-Mark	8	0%
GS-1300 Physical Sciences	859	3%
GS-1400 Library and Archives	210	1%
GS-1500 Mathematical Sciences	412	2%
GS-1600 Equipment, Facilities, and Service	219	1%
GS-1700 Education	164	1%
GS-1800 Investigation	733	3%
GS-1900 Quality Assurance, Inspection and Grading	106	0%
GS-2000 Supply	199	1%
GS-2100 Transportation	28	0%
GS-2210 Information Technology Management	1,215	5%

61. What is your age group?	N	%
25 and under	386	1%
26 to 29	1,116	4%
30 to 39	5,504	20%
40 to 49	8,134	30%
50 to 59	8,917	33%
60 or older	2,808	10%

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62. How long have you been with the Federal Government
(excluding military service)?

	N	%
Less than 1 year	1,230	5%
1 to 3 years	3,296	12%
4 to 5 years	2,667	10%
6 to 10 years	5,087	19%
11 to 20 years	7,192	27%
More than 20 years	7,494	28%

63. How long have you been in your current position?

	N	%
Less than 1 year	3,830	14%
1 to 3 years	8,247	30%
4 to 5 years	4,418	16%
6 to 10 years	5,490	20%
11 to 20 years	3,797	14%
More than 20 years	1,327	5%