

# HHS, Federal Human Capital Survey - 2008

## Evaluation of Results

In August and September 2008, in accordance with the requirement for Federal agencies to conduct an \*annual employee survey (AES), the Department of Health and Human Services (HHS) participated in the Office of Personnel Management's (OPM) Federal Human Capital Survey (FHCS).

The results of the survey provide information for evaluating agency success in several key human capital areas including the strategic alignment of human capital with the Department's mission, leadership and knowledge management, performance management, and talent management.

HHS is continuing to review and analyze the data in order to address improvement areas and build upon the gains previously attained as a result of prior employee surveys and leadership initiatives. At the Department and Operating Division levels, we are sharing and discussing the results with employees, encouraging them to recommend and participate in activities aimed at creating an effective work environment.

\* The AES is mandated by Sec. 1128 of the National Defense Authorization of 2004 which requires agencies to conduct an annual employee survey, beginning in 2007. You can learn more on the general requirements of the AES on the OPM website at the link below:

<http://www.opm.gov/surveys/>.

**DEPARTMENT OF HEALTH AND HUMAN SERVICES  
2008 FEDERAL HUMAN CAPITAL SURVEY RESULTS**

(Survey Administration Period 8/1/08 to 9/26/08)

		Strongly Agree		Neither Agree Nor Disagree		Strongly Disagree		Do Not Know/ No Basis to Judge	Percent Positive	Total
		Agree	Disagree	Disagree	Disagree	Disagree	Disagree			
*1. The people I work with cooperate to get the job done.	N	6,913	11,706	2,136	1,552	423	NA	81.9	22,730	
	%	30.4	51.5	9.4	6.8	1.9	NA			
*2. I am given a real opportunity to improve my skills in my organization.	N	4,864	9,633	3,953	2,969	1,311	NA	64.4	22,730	
	%	21.9	42.5	17.2	12.7	5.6	NA			
3. I have enough information to do my job well.	N	4,376	11,822	3,618	2,338	576	NA	72.0	22,730	
	%	19.8	52.2	15.6	9.9	2.5	NA			
4. I feel encouraged to come up with new and better ways of doing things.	N	5,270	8,793	4,154	3,107	1,406	NA	62.4	22,730	
	%	23.5	38.9	18.2	13.4	6.0	NA			
*5. My work gives me a feeling of personal accomplishment.	N	6,653	9,971	3,354	1,831	921	NA	73.5	22,730	
	%	29.5	44.0	14.7	7.8	4.0	NA			
*6. I like the kind of work I do.	N	8,794	10,142	2,528	885	381	NA	83.7	22,730	
	%	39.2	44.5	11.0	3.7	1.6	NA			
*7. I have trust and confidence in my supervisor.	N	6,666	7,737	3,904	2,362	2,061	NA	63.7	22,730	
	%	29.6	34.1	17.1	10.3	8.9	NA			
8. I recommend my organization as a good place to work.	N	5,531	8,902	4,686	2,192	1,419	NA	64.0	22,730	
	%	24.7	39.3	20.5	9.5	6.1	NA			
							<b>Do Not Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>	
		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>				
*9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	N	7,670	7,194	4,592	1,835	1,439	NA	65.6	22,730	
	%	33.9	31.7	20.1	8.0	6.3	NA			
10. How would you rate the overall quality of work done by your work group?	N	8,980	9,667	3,310	579	194	NA	81.9	22,730	
	%	39.5	42.4	14.6	2.6	0.9	NA			
							<b>Do Not Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>	
		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree Nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>				
*11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N	3,823	12,534	3,554	1,983	614	222	72.6	22,730	
	%	17.2	55.4	15.5	8.3	2.6	0.9			
*12. My supervisor supports my need to balance work and other life issues.	N	8,703	8,735	2,838	1,262	1,042	150	76.6	22,730	
	%	38.2	38.4	12.6	5.6	4.6	0.7			
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	N	4,702	8,997	4,511	2,668	1,603	249	60.4	22,730	
	%	20.8	39.6	19.9	11.6	6.9	1.1			
*14. My work unit is able to recruit people with the right skills.	N	2,659	8,016	5,856	3,460	2,062	677	47.6	22,730	
	%	12.0	35.6	25.8	14.9	8.8	2.9			

\* AES prescribed items.

Percentages are weighted to be representative of the Agency's population.

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		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
15. The skill level in my work unit has improved in the past year.	N	3,622	8,277	6,338	2,616	1,283	594	52.9	22,730
	%	16.2	36.7	27.9	11.2	5.5	2.5		
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	N	2,838	8,763	4,150	4,307	2,471	201	52.0	22,730
	%	12.9	39.1	18.2	18.4	10.5	0.9		
*17. My workload is reasonable.	N	2,770	10,791	3,661	3,523	1,850	135	60.4	22,730
	%	12.6	47.8	16.0	15.1	7.9	0.6		
*18. My talents are used well in the workplace.	N	4,080	9,864	3,701	2,935	1,919	231	62.0	22,730
	%	18.3	43.6	16.2	12.6	8.2	1.0		
*19. I know how my work relates to the agency's goals and priorities.	N	6,912	12,114	2,333	795	437	139	84.0	22,730
	%	30.7	53.2	10.2	3.4	1.9	0.6		
*20. The work I do is important.	N	10,790	9,575	1,629	408	250	78	89.9	22,730
	%	47.9	42.0	7.0	1.7	1.1	0.3		
*21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N	5,652	10,543	3,137	2,189	1,099	110	71.7	22,730
	%	25.1	46.6	13.7	9.4	4.7	0.5		
*22. Promotions in my work unit are based on merit.	N	2,232	6,876	5,420	3,572	3,218	1,412	40.6	22,730
	%	10.0	30.6	23.9	15.5	13.8	6.2		
*23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N	1,288	5,552	5,772	4,480	3,533	2,105	30.5	22,730
	%	5.8	24.8	25.5	19.5	15.2	9.3		
*24. Employees have a feeling of personal empowerment with respect to work processes.	N	1,826	8,135	6,302	3,679	2,176	612	44.3	22,730
	%	8.2	36.1	27.8	15.9	9.3	2.7		
25. Employees are rewarded for providing high quality products and services to customers.	N	2,605	7,992	5,099	3,808	2,605	621	46.8	22,730
	%	11.7	35.2	22.5	16.6	11.4	2.8		
*26. Creativity and innovation are rewarded.	N	2,370	7,071	5,941	3,993	2,685	670	41.9	22,730
	%	10.6	31.3	26.1	17.4	11.7	3.0		
*27. Pay raises depend on how well employees perform their jobs.	N	1,685	5,479	5,936	4,716	3,448	1,466	32.2	22,730
	%	7.7	24.5	26.2	20.3	14.8	6.4		
28. Awards in my work unit depend on how well employees perform their jobs.	N	2,400	7,440	4,959	3,651	3,008	1,272	43.6	22,730
	%	10.8	32.9	22.0	15.8	13.0	5.6		
*29. In my work unit, differences in performance are recognized in a meaningful way.	N	1,653	5,827	6,342	4,519	3,087	1,302	33.3	22,730
	%	7.4	25.8	28.1	19.6	13.3	5.8		
*30. My performance appraisal is a fair reflection of my performance.	N	4,190	10,054	3,897	2,342	1,919	328	63.1	22,730
	%	18.7	44.4	17.1	10.1	8.2	1.5		
*31. Discussions with my supervisor/team leader about my performance are worthwhile.	N	4,098	8,643	4,838	2,658	2,196	297	56.5	22,730
	%	18.3	38.2	21.2	11.5	9.5	1.3		

\* AES prescribed items.

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		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*32. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	N	4,829	9,717	3,504	2,428	1,730	522		22,730
	%	21.6	43.1	15.4	10.3	7.3	2.3	64.7	100
33. I am held accountable for achieving results.	N	5,899	12,909	2,736	685	291	210		22,730
	%	26.0	56.8	12.0	3.0	1.3	0.9	82.8	100
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	N	4,104	9,254	5,159	1,523	1,178	1,512		22,730
	%	18.1	40.8	22.7	6.7	5.1	6.5	59.0	100
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	N	4,166	9,446	4,971	1,590	1,218	1,339		22,730
	%	18.5	41.7	21.9	6.9	5.3	5.8	60.1	100
*36. Managers/supervisors/team leaders work well with employees of different backgrounds.	N	4,612	9,773	4,374	1,762	1,415	794		22,730
	%	20.5	43.1	19.2	7.6	6.2	3.4	63.6	100
*37. I have a high level of respect for my organization's senior leaders.	N	3,755	7,993	5,088	3,145	2,574	175		22,730
	%	17.0	35.5	22.1	13.5	11.1	0.8	52.5	100
*38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	N	2,425	6,632	6,227	4,350	2,824	272		22,730
	%	10.9	29.6	27.3	18.8	12.2	1.2	40.5	100
39. My organization's leaders maintain high standards of honesty and integrity.	N	3,353	7,542	5,704	2,676	2,503	952		22,730
	%	15.0	33.5	25.0	11.7	10.8	4.1	48.5	100
*40. Managers communicate the goals and priorities of the organization.	N	3,015	9,950	5,008	2,753	1,762	242		22,730
	%	13.4	43.7	22.1	12.0	7.7	1.1	57.1	100
*41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N	2,833	9,607	5,379	2,106	1,433	1,372		22,730
	%	12.6	42.3	23.7	9.2	6.3	5.9	54.9	100
*42. Employees are protected from health and safety hazards on the job.	N	5,321	12,407	2,919	1,033	635	415		22,730
	%	23.5	54.6	12.9	4.5	2.7	1.8	78.1	100
*43. My organization has prepared employees for potential security threats.	N	3,783	11,279	4,334	1,717	802	815		22,730
	%	16.7	49.6	19.1	7.5	3.5	3.6	66.3	100
44. Complaints, disputes or grievances are resolved fairly in my work unit.	N	2,060	6,141	6,035	2,428	2,425	3,641		22,730
	%	9.2	27.4	26.5	10.7	10.7	15.6	36.5	100
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N	3,202	7,233	5,137	2,476	2,489	2,193		22,730
	%	14.1	32.0	22.7	10.8	10.9	9.5	46.1	100
46. 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 tolerate	N	4,320	8,521	4,354	1,318	1,531	2,686		22,730
	%	19.1	37.7	19.1	5.8	6.7	11.6	56.8	100
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N	3,196	7,227	5,316	2,337	2,246	2,408		22,730
	%	14.1	31.9	23.5	10.2	9.8	10.5	46.0	100

\* AES prescribed items.

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		Strongly		Neither		Strongly		Do Not Know/ No Basis to Judge	Percent Positive	Total
		Agree	Agree	Agree Nor Disagree	Disagree	Disagree	Disagree			
48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	N	2,900	10,229	4,788	2,893	1,572	348			22,730
	%	12.9	45.3	21.1	12.5	6.8	1.5	58.2	100	
*49. Supervisors/team leaders in my work unit support employee development.	N	4,446	10,539	3,942	2,081	1,511	211			22,730
	%	19.7	46.4	17.5	9.0	6.5	0.9	66.1	100	
50. Employees have electronic access to learning and training programs readily available at their desk.	N	5,305	12,208	2,973	1,182	565	497			22,730
	%	23.6	53.6	13.1	5.1	2.5	2.2	77.2	100	
*51. My training needs are assessed.	N	2,640	8,403	5,761	3,871	1,674	381			22,730
	%	11.8	37.4	25.4	16.6	7.2	1.7	49.2	100	
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	N	3,023	9,330	4,951	3,037	1,850	539			22,730
	%	13.4	41.2	21.9	13.1	8.0	2.4	54.6	100	
53. Employees in my work unit share job knowledge with each other.	N	4,950	11,075	3,209	2,141	1,220	135			22,730
	%	21.8	48.8	14.2	9.3	5.3	0.6	70.6	100	
54. Employees use information technology (for example, intranet, shared networks) to perform work.	N	7,542	12,395	1,724	546	332	191			22,730
	%	33.4	54.2	7.7	2.4	1.5	0.9	87.6	100	
		Very	Neither	Neither		Strongly	Do Not Know/ No Basis to Judge	Percent Positive	Total	
		Satisfied	Satisfied	Satisfied nor Dissatisfied	Dissatisfied	Dissatisfied				
*55. How satisfied are you with your involvement in decisions that affect your work?	N	3,016	9,141	5,075	3,982	1,516	NA			22,730
	%	13.4	40.5	22.4	17.2	6.6	NA	53.8	100	
*56. How satisfied are you with the information you receive from management on what's going on in your organization?	N	2,413	8,256	5,552	4,586	1,923	NA			22,730
	%	10.7	36.5	24.5	19.9	8.4	NA	47.2	100	
*57. How satisfied are you with the recognition you receive for doing a good job?	N	3,464	8,142	4,940	4,036	2,148	NA			22,730
	%	15.4	36.0	21.8	17.6	9.3	NA	51.3	100	
*58. How satisfied are you with the policies and practices of your senior leaders?	N	2,197	7,233	6,619	4,256	2,425	NA			22,730
	%	9.8	32.3	29.0	18.4	10.5	NA	42.1	100	
*59. How satisfied are you with your opportunity to get a better job in your organization?	N	2,203	6,398	6,853	4,329	2,947	NA			22,730
	%	9.8	28.5	30.3	18.8	12.6	NA	38.4	100	
*60. How satisfied are you with the training you receive for your present job?	N	3,012	9,229	5,715	3,303	1,471	NA			22,730
	%	13.6	41.0	25.1	14.1	6.3	NA	54.6	100	
*61. Considering everything, how satisfied are you with your job?	N	4,812	10,355	4,117	2,393	1,053	NA			22,730
	%	21.5	45.6	18.0	10.3	4.5	NA	67.1	100	
*62. Considering everything, how satisfied are you with your pay?	N	4,004	10,261	4,022	3,189	1,254	NA			22,730
	%	17.4	44.9	17.9	14.2	5.5	NA	62.3	100	
63. Considering everything, how satisfied are you with your organization?	N	3,249	9,714	5,059	3,190	1,518	NA			22,730
	%	14.5	42.9	22.3	13.7	6.6	NA	57.4	100	

\* AES prescribed items.

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		Very	Neither	Neither	Strongly	Do Not Know/	Percent	Total	
		Satisfied	Satisfied	Satisfied nor Dissatisfied	Dissatisfied	No Basis to Judge			
64. How satisfied are you with retirement benefits?	N	3,851	10,950	4,118	1,614	464	1,733	65.2	22,730
	%	16.9	48.2	18.2	7.0	2.0	7.6		
65. How satisfied are you with health insurance benefits?	N	3,962	11,233	3,686	2,142	577	1,130	66.7	22,730
	%	17.4	49.4	16.4	9.3	2.5	5.1		
66. How satisfied are you with life insurance benefits?	N	3,020	10,713	4,710	1,372	417	2,498	60.5	22,730
	%	13.3	47.2	20.9	6.1	1.8	10.8		
67. How satisfied are you with long term care insurance benefits?	N	1,643	6,025	5,890	1,179	486	7,507	34.2	22,730
	%	7.3	26.9	26.0	5.2	2.1	32.5		
68. How satisfied are you with the flexible spending account (FSA) program?	N	2,883	6,636	5,274	530	219	7,188	41.6	22,730
	%	12.5	29.1	23.5	2.4	1.0	31.5		
69. How satisfied are you with paid vacation time?	N	7,508	11,732	2,188	981	321	NA	84.4	22,730
	%	32.9	51.5	9.9	4.3	1.4	NA		
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?	N	7,331	11,297	2,370	1,119	613	NA	82.0	22,730
	%	32.3	49.7	10.5	4.8	2.7	NA		
71. How satisfied are you with child care subsidies?	N	555	1,487	4,714	575	488	14,911	9.4	22,730
	%	2.5	6.8	21.0	2.6	2.2	64.8		
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?	N	1,654	5,906	5,271	1,037	536	8,326	33.4	22,730
	%	7.3	26.1	23.3	4.6	2.4	36.3		
73. How satisfied are you with telework/telecommuting?	N	2,698	5,481	4,138	1,984	1,785	6,644	36.1	22,730
	%	11.9	24.2	18.5	8.4	7.6	29.4		
74. How satisfied are you with alternative work schedules?	N	4,533	7,337	3,424	1,364	1,212	4,860	51.8	22,730
	%	19.8	32.1	15.3	5.9	5.3	21.8		

\* AES prescribed items.

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75. Where do you work?	N	%
<b>Headquarters</b>	11,592	51.0
<b>Field</b>	11,138	49.0
<b>Total</b>	22,730	100

*76. What is your supervisory status?	N	%
<b>Non-Supervisor</b>	14,847	65.3
<b>Team Leader</b>	3,597	15.8
<b>Supervisor</b>	2,758	12.1
<b>Manager</b>	1,179	5.2
<b>Executive</b>	349	1.5
<b>Total</b>	22,730	100

*77. Are you:	N	%
<b>Male</b>	7,732	34.0
<b>Female</b>	14,998	66.0
<b>Total</b>	22,730	100

*78. Are you Hispanic or Latino?	N	%
<b>Yes</b>	1,163	5.1
<b>No</b>	21,567	94.9
<b>Total</b>	22,730	100

*79. Please select the racial category or categories with which you most closely identify (mark as many as apply.)	N	%
<b>American Indian or Alaska Native</b>	3,839	17.3
<b>Asian</b>	1,321	6.0
<b>Black or African American</b>	4,053	18.3
<b>Native Hawaiian or Other Pacific Islander</b>	104	0.5
<b>White</b>	12,201	55.0
<b>Two or more races</b>	648	2.9
<b>Total</b>	22,166	100

\* AES prescribed items.

Percentages for demographic items are not weighted.

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80. What is your age group?	N	%
<b>25 and under</b>	188	0.8
<b>26-29</b>	697	3.1
<b>30-39</b>	3,989	17.5
<b>40-49</b>	6,825	30.0
<b>50-59</b>	8,166	35.9
<b>60 or older</b>	2,865	12.6
<b>Total</b>	22,730	100

81. What is your pay category/grade?	N	%
<b>Federal Wage System</b>	454	2.0
<b>GS 1-6</b>	2,024	8.9
<b>GS 7-12</b>	8,778	38.6
<b>GS 13-15</b>	10,896	47.9
<b>SES</b>	212	0.9
<b>Senior Leader (SL) or Scientific or Professional (ST)</b>	84	0.4
<b>Other</b>	282	1.2
<b>Total</b>	22,730	100

82. How long have you been with the Federal Government (excluding military service)?	N	%
<b>Less than 1 year</b>	321	1.4
<b>1 to 3 years</b>	2,483	10.9
<b>4 to 5 years</b>	1,869	8.2
<b>6 to 10 years</b>	4,691	20.6
<b>11 to 14 years</b>	2,077	9.1
<b>15 to 20 years</b>	4,116	18.1
<b>More than 20 years</b>	7,173	31.6
<b>Total</b>	22,730	100

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**DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
**2008 FEDERAL HUMAN CAPITAL SURVEY RESULTS**  
(Survey Administration Period 8/1/08 to 9/26/08)

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83.	How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	N	%
	<b>Less than 1 year</b>	604	2.7
	<b>1 to 3 years</b>	3,714	16.3
	<b>4 to 5 years</b>	2,379	10.5
	<b>6 to 10 years</b>	5,596	24.6
	<b>11 to 20 years</b>	5,965	26.2
	<b>More than 20 years</b>	4,472	19.7
	<b>Total</b>	22,730	100
84.	Are you considering leaving your organization within the next year, and if so, why?	N	%
	<b>No</b>	15,396	67.7
	<b>Yes, to retire</b>	1,158	5.1
	<b>Yes, to take another job within the Federal Government</b>	4,360	19.2
	<b>Yes, to take another job outside the Federal Government</b>	785	3.5
	<b>Yes, other</b>	1,031	4.5
	<b>Total</b>	22,730	100
85.	I am planning to retire:	N	%
	<b>Within one year</b>	716	3.2
	<b>Between one and three years</b>	2,063	9.1
	<b>Between three and five years</b>	2,397	10.5
	<b>Five or more years</b>	17,554	77.2
	<b>Total</b>	22,730	100

\* AES prescribed items.

Percentages for demographic items are not weighted.