

SELECTIVE SERVICE SYSTEM

2008 FEDERAL HUMAN CAPITAL SURVEY RESULTS

The results of the OPM-sponsored survey provide a snapshot of the human capital environment in August-September 2008. Of 119 qualified employees, 86 participated; a 72.3% participation rate that exceeds the government-wide 51% participation rate. The online survey is a tool to measure employees' perceptions on certain conditions that characterize successful organizations and provides general indicators for ongoing Human Capital assessment. In addition, the results provide information for managers to answer the question: What can be done to make my agency work better?

Selective Service System Results – Noteworthy items:

- Improvement in several individual areas continues but overall progress in the areas of Performance, Leadership, Talent and Satisfaction continues to erode, with three of the four areas near or below the 50% positive level.
- Employees continue to believe their work is important (93.1% positive response, up from 88% in 2006 and exceeding the government-wide 91% response) and believe they are held accountable for achieving results (86.6%, up from 83.9%; exceeds the government-wide 82%). Increased emphasis on improving performance evaluations and holding supervisors accountable seem to be showing a positive impact.
- A significant decrease in employee's belief that the workforce has the knowledge and skills to get the job done (53%, down from 72.7%; below the government-wide 75% average) may be attributable to the near elimination of training funds during FY08, streamlining initiatives that require new skills, and staff reductions.
- Along with improving the performance appraisal system, the Agency has refocused the performance award process to recognize the truly stellar performers. This may explain the drops in satisfaction with recognition for doing a good job (down 11.7% to 41.3% positive) and rewarding creativity and innovation (34.6%, down from 42.4%). The government-wide response rate is 50% and 40%, respectively.
- Job satisfaction was only 56.1%, down from 64.3% in 2006. This may be indicative of the stress related to a reduced budget, increased workloads and greater performance expectations as fewer staff are available for mission requirements.
- The timing of the survey, held just after the annual appraisal and Awards Board results are completed, is regarded as a strong negative factor when employees complete this opinion poll.

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

	Strongly Agree		Neither Agree Nor Disagree		Disagree		Strongly Disagree		Do Not Know/No Basis to Judge		Percent Positive	Total		
	N	%	N	%	N	%	N	%	N	%				
*1. The people I work with cooperate to get the job done.	28	31.5	10	12.1	7	8.0	6	7.5	NA	NA	72.4	86		
*2. I am given a real opportunity to improve my skills in my organization.	8	9.1	19	22.0	21	25.0	10	12.1	NA	NA	40.9	86		
3. I have enough information to do my job well.	18	20.6	9	10.3	15	17.5	4	4.7	NA	NA	67.5	86		
4. I feel encouraged to come up with new and better ways of doing things.	17	19.2	14	16.4	14	17.1	12	14.3	NA	NA	52.2	86		
*5. My work gives me a feeling of personal accomplishment.	24	27.5	15	17.8	8	9.5	4	4.6	NA	NA	68.1	86		
*6. I like the kind of work I do.	28	32.1	9	11.3	4	4.9	1	1.1	NA	NA	82.7	86		
*7. I have trust and confidence in my supervisor.	22	25.2	13	15.4	11	13.4	9	10.5	NA	NA	60.7	86		
8. I recommend my organization as a good place to work.	12	13.3	19	22.6	16	19.2	13	15.3	NA	NA	42.8	86		
	Very Good		Good		Fair		Poor		Very Poor		Do Not Know/No Basis to Judge		Percent Positive	Total
	N	%	N	%	N	%	N	%	N	%	N	%		
*9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	24	27.5	27	30.9	20	23.9	5	6.0	10	11.7	NA	NA	58.4	86
10. How would you rate the overall quality of work done by your work group?	28	32.1	35	40.2	16	19.4	6	7.0	1	1.3	NA	NA	72.3	86
	Strongly Agree		Neither Agree Nor Disagree		Disagree		Strongly Disagree		Do Not Know/No Basis to Judge		Percent Positive	Total		
	N	%	N	%	N	%	N	%	N	%				
*11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	5	5.4	41	47.6	20	23.9	14	16.0	6	7.1	0	0.0	53.0	86
*12. My supervisor supports my need to balance work and other life issues.	30	33.7	38	45.4	9	10.3	4	5.0	5	5.6	0	0.0	79.1	86
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	13	15.0	29	33.3	18	20.7	15	18.1	10	11.6	1	1.2	48.3	86
*14. My work unit is able to recruit people with the right skills.	6	6.6	23	26.3	25	30.0	13	15.4	16	18.4	3	3.3	33.0	86

* AES prescribed items. Percentages are weighted to be representative of the Agency's population.

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	N	%	N	%	N	%	N	%	N	%	N	%		
15. The skill level in my work unit has improved in the past year.	4	4.3	21	24.7	34	39.3	10	11.9	12	14.1	5	5.7	29.0	86
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	6	6.8	23	27.2	16	18.8	20	22.8	20	23.3	1	1.2	33.9	86
*17. My workload is reasonable.	5	5.8	40	46.7	16	19.3	16	17.8	8	9.2	1	1.2	52.5	86
*18. My talents are used well in the workplace.	6	6.8	46	53.1	9	10.5	15	17.8	10	11.8	0	0.0	59.8	86
*19. I know how my work relates to the agency's goals and priorities.	29	33.2	47	54.9	7	8.5	3	3.4	0	0.0	0	0.0	88.1	100
*20. The work I do is important.	32	37.4	48	55.8	4	4.6	1	1.1	1	1.1	0	0.0	93.1	100
*21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	31	35.4	41	47.4	7	8.5	5	6.1	2	2.5	0	0.0	82.8	100
*22. Promotions in my work unit are based on merit.	8	9.4	22	24.8	21	25.0	17	19.9	17	20.0	1	1.0	34.2	86
*23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	6	6.7	18	20.5	21	25.0	20	23.2	17	20.0	4	4.6	27.3	86
*24. Employees have a feeling of personal empowerment with respect to work processes.	4	4.7	25	28.1	25	29.8	19	22.0	13	15.4	0	0.0	32.8	86
25. Employees are rewarded for providing high quality products and services to customers.	10	11.5	21	23.6	19	22.7	20	23.1	16	19.1	0	0.0	35.1	86
*26. Creativity and innovation are rewarded.	9	10.5	21	24.1	21	23.9	17	20.2	17	20.1	1	1.2	34.6	86
*27. Pay raises depend on how well employees perform their jobs.	5	5.7	19	21.5	20	23.3	21	25.1	20	23.4	1	1.0	27.2	86
28. Awards in my work unit depend on how well employees perform their jobs.	7	8.1	23	26.3	15	17.3	19	22.5	21	24.7	1	1.0	34.4	86
*29. In my work unit, differences in performance are recognized in a meaningful way.	5	5.8	22	24.9	23	26.7	20	23.6	15	17.8	1	1.2	30.8	86
*30. My performance appraisal is a fair reflection of my performance.	19	21.4	40	46.5	11	13.0	9	11.3	6	6.6	1	1.2	67.9	100
*31. Discussions with my supervisor/team leader about my performance are worthwhile.	18	20.7	30	34.6	19	22.4	10	11.8	8	9.3	1	1.3	55.3	100

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	N	%	N	%	N	%	N	%	N	%				
*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).	28	31.6	38	44.8	10	12.1	5	6.1	4	4.3	1	1.1	86	100
33. I am held accountable for achieving results.	25	28.4	50	58.3	10	12.2	1	1.2	0	0.0	0	0.0	86	100
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	19	21.6	26	29.7	24	28.9	7	8.0	6	7.4	4	4.5	86	100
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	15	17.0	30	34.7	25	29.2	4	4.8	11	13.1	1	1.1	86	100
*36. Managers/supervisors/team leaders work well with employees of different backgrounds.	15	16.9	33	38.0	22	25.9	2	2.4	14	16.8	0	0.0	86	100
*37. I have a high level of respect for my organization's senior leaders.	11	12.2	18	21.6	17	19.6	17	19.6	23	27.0	0	0.0	86	100
*38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	6	6.9	14	16.4	20	23.2	20	22.8	26	30.7	0	0.0	86	100
39. My organization's leaders maintain high standards of honesty and integrity.	7	8.3	17	19.7	18	20.6	18	20.9	22	26.1	4	4.4	86	100
*40. Managers communicate the goals and priorities of the organization.	7	8.3	34	38.3	16	19.1	11	12.7	18	21.6	0	0.0	86	100
*41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	7	8.5	28	31.7	22	25.7	14	15.9	14	16.9	1	1.2	86	100
*42. Employees are protected from health and safety hazards on the job.	22	25.2	45	51.6	11	13.6	4	5.0	4	4.6	0	0.0	86	100
*43. My organization has prepared employees for potential security threats.	17	19.2	44	51.3	15	17.6	5	5.7	4	4.9	1	1.3	86	100
44. Complaints, disputes or grievances are resolved fairly in my work unit.	12	13.5	17	20.1	23	26.5	8	9.5	18	21.4	8	9.1	86	100
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	12	13.5	21	24.2	23	26.8	13	15.6	16	18.8	1	1.1	86	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 tolerated.	17	19.0	24	28.3	21	24.8	7	8.3	12	14.0	5	5.5	86	100
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	10	11.3	19	22.4	24	27.8	11	13.1	18	21.1	4	4.3	86	100

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	N	%	N	%	N	%	N	%	N	%			
48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	12	13.9	35	40.3	15	17.2	12	14.2	10	11.9	2	2.4	86
*49. Supervisors/team leaders in my work unit support employee development.	16	18.5	28	32.0	16	19.0	14	16.4	12	14.0	0	0.0	86
50. Employees have electronic access to learning and training programs readily available at their desk.	21	24.2	41	47.1	13	15.3	7	8.6	3	3.6	1	1.1	86
*51. My training needs are assessed.	11	12.8	20	23.2	22	25.3	20	23.3	13	15.4	0	0.0	86
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	9	10.3	26	30.0	24	28.0	14	16.0	12	14.5	1	1.2	86
53. Employees in my work unit share job knowledge with each other.	14	16.0	40	45.6	12	14.5	8	9.3	12	14.6	0	0.0	86
54. Employees use information technology (for example, intranet, shared networks) to perform work.	28	32.0	47	54.8	6	7.2	2	2.2	2	2.7	1	1.2	86
													100
	Very Satisfied		Neither Satisfied nor Dissatisfied		Dissatisfied		Strongly Dissatisfied		Do Not Know/No Basis to Judge		Percent Positive	Total	
	N	%	N	%	N	%	N	%	N	%			
*55. How satisfied are you with your involvement in decisions that affect your work?	10	11.3	26	29.9	18	21.0	24	28.8	8	9.0	NA	NA	86
*56. How satisfied are you with the information you receive from management on what's going on in your organization?	4	4.3	25	28.9	19	22.3	19	22.1	19	22.5	NA	NA	86
*57. How satisfied are you with the recognition you receive for doing a good job?	7	8.2	29	33.1	23	27.2	12	13.8	15	17.6	NA	NA	86
*58. How satisfied are you with the policies and practices of your senior leaders?	7	8.0	11	12.9	25	29.0	20	23.1	23	27.0	NA	NA	86
*59. How satisfied are you with your opportunity to get a better job in your organization?	6	7.0	10	11.6	24	27.9	25	28.4	21	25.1	NA	NA	86
*60. How satisfied are you with the training you receive for your present job?	8	9.2	24	27.6	22	25.4	16	18.6	16	19.1	NA	NA	86
*61. Considering everything, how satisfied are you with your job?	10	11.2	39	44.9	14	16.0	16	19.5	7	8.4	NA	NA	86
*62. Considering everything, how satisfied are you with your pay?	14	15.9	30	34.5	18	21.1	17	20.1	7	8.4	NA	NA	86
63. Considering everything, how satisfied are you with your organization?	2	2.2	31	35.9	13	15.1	25	29.3	15	17.6	NA	NA	86

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	Very Satisfied		Neither Satisfied nor Dissatisfied		Dissatisfied		Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
	N	%	N	%	N	%				
64. How satisfied are you with retirement benefits?	19	48	9	4	4	2	2	4		86
		21.5	11.1	4.8	4.8	2.5	2.5	4.5		100
65. How satisfied are you with health insurance benefits?	20	49	5	5	5	2	2	5		86
		22.5	6.0	5.7	5.7	2.6	2.6	5.8		100
66. How satisfied are you with life insurance benefits?	18	49	4	6	6	4	4	5		86
		20.0	4.7	7.1	7.1	5.0	5.0	5.8		100
67. How satisfied are you with long term care insurance benefits?	12	28	17	3	3	3	3	23		86
		13.6	20.3	3.4	3.4	3.8	3.8	27.0		100
68. How satisfied are you with the flexible spending account (FSA) program?	16	25	21	1	1	2	2	21		86
		17.9	24.9	1.1	1.1	2.6	2.6	25.0		100
69. How satisfied are you with paid vacation time?	40	40	4	2	2	0	0	NA		86
		45.6	47.2	5.0	2.3	0.0	0.0	NA		100
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?	40	40	4	2	2	0	0	NA		86
		45.8	5.0	2.3	2.3	0.0	0.0	NA		100
71. How satisfied are you with child care subsidies?	3	8	22	2	2	1	1	50		86
		3.4	25.6	2.6	2.6	1.1	1.1	57.8		100
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?	9	22	17	4	4	3	3	31		86
		10.2	19.6	5.3	5.3	3.8	3.8	35.6		100
73. How satisfied are you with telework/telecommuting?	15	17	12	13	13	7	7	22		86
		17.1	13.9	15.2	15.2	8.6	8.6	25.8		100
74. How satisfied are you with alternative work schedules?	32	26	12	8	8	4	4	4		86
		36.4	13.8	9.8	9.8	4.5	4.5	4.8		100

* AES prescribed items.