



2004

# Federal Human Capital Survey

*Management results for the*  
Agency for International Development

*Working for America*

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT





# A Message from the President

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*We must confront the tough problems, not avoid them and leave them for others. This is never easy, but it's what conscience demands and what leadership requires. We must keep the long view, and remind ourselves that we're here to serve the public's long-term interests.*

-- President George W. Bush





# Federal Human Capital Survey **Briefing Outline**

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- ★ Survey Background
  - Purpose
  - Administration
  - Content
- ★ Human Capital Management Results
- ★ Workforce Characteristics
- ★ Strengths & Challenges
- ★ Private Sector Comparisons
- ★ Next Steps



## Federal Human Capital Survey **Survey Background Purpose**

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- ★ Reflects commitment to assess and improve human capital management in the Federal Government
- ★ Enables:
  - Assessment of the Federal Government & individual agencies
  - Measures of change
  - Informative comparisons
- ★ Guides strategic human capital management



## Federal Human Capital Survey **Survey Background Administration**

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- ★ Fall 2004
- ★ Electronic & paper administration
- ★ More than 276,000 employees representing 29 major Federal agencies, as well as selected small/independent agencies
- ★ Close to 150,000 employees responded for a 54% response rate
- ★ Results reflect Federal and agency employee populations



## Federal Human Capital Survey **Survey Background Content**

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- ★ Addresses human capital management systems in three areas – Leadership, Performance Culture, and Talent
- ★ Survey Content Areas:
  - Personal Work Experiences
  - Recruitment, Development, & Retention
  - Performance Culture
  - Leadership
  - Learning (Knowledge Management)
  - Job Satisfaction
  - Satisfaction with Benefits



## Federal Human Capital Survey

# AID'S Human Capital Management Results Leadership

Survey Item	AID	Total Gov't
	% Positive	
9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader? *	68	65
19. My talents are used well in the workplace.*	63	62
18. My workload is reasonable.*	52	60
42. Managers communicate the goals and priorities of the organization.	65	60
34. Discussions with my supervisor/team leader about my performance are worthwhile.	58	58
39. I have a high level of respect for my organization's senior leaders.*	49	49
41. My organization's leaders maintain high standards of honesty and integrity.	49	49
60. How satisfied are you with the information you receive from management on what's going on in your organization?*	53	46
62. How satisfied are you with the policies and practices of your senior leaders?*	40	40
40. In my organization, leaders generate high levels of motivation and commitment in the workforce.	37	37

Note: Results are presented in descending order by governmentwide percent positive responses. Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).



## Federal Human Capital Survey

# AID'S Human Capital Management Results Performance Culture

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Survey Item	AID	Total Gov't
	% Positive	
35. I am held accountable for achieving results.	80	80
33. My performance appraisal is a fair reflection of my performance.	71	66
43. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64	57
61. How satisfied are you with the recognition you receive for doing a good job?*	52	49
25. Products and services in my work unit are improved based on customer/public input.	54	46
26. Employees have a feeling of personal empowerment with respect to work processes.*	48	43

Note: Results are presented in descending order by governmentwide percent positive responses. Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).



## Federal Human Capital Survey

# AID'S Human Capital Management Results Performance Culture (Continued)

Survey Item	AID	Total Gov't
	% Positive	
30. Awards in my work unit depend on how well employees perform their jobs.	50	42
29. Creativity and innovation are rewarded.	44	36
23. Promotions in my work unit are based on merit.	35	34
31. In my work unit, differences in performance are recognized in a meaningful way.	35	29
24. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28	27

Note: Results are presented in descending order by governmentwide percent positive responses. Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).



## Federal Human Capital Survey

# AID'S Human Capital Management Results Talent

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Survey Item	AID	Total Gov't
	% Positive	
21. The work I do is important.	87	91
1. The people I work with cooperate to get the job done.	86	85
10. How would you rate the overall quality of work done by your work group?	84	83
20. I know how my work relates to the agency's goals and priorities.	87	83
7. I like the kind of work I do.*	82	82
13. My supervisor supports my need to balance work and family issues.	80	79
56. Employees in my work unit share job knowledge with each other.	72	75
6. My work gives me a feeling of personal accomplishment.*	74	71
5. My job makes good use of my skills and abilities.	68	67

Note: Results are presented in descending order by governmentwide percent positive responses. Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).



## Federal Human Capital Survey

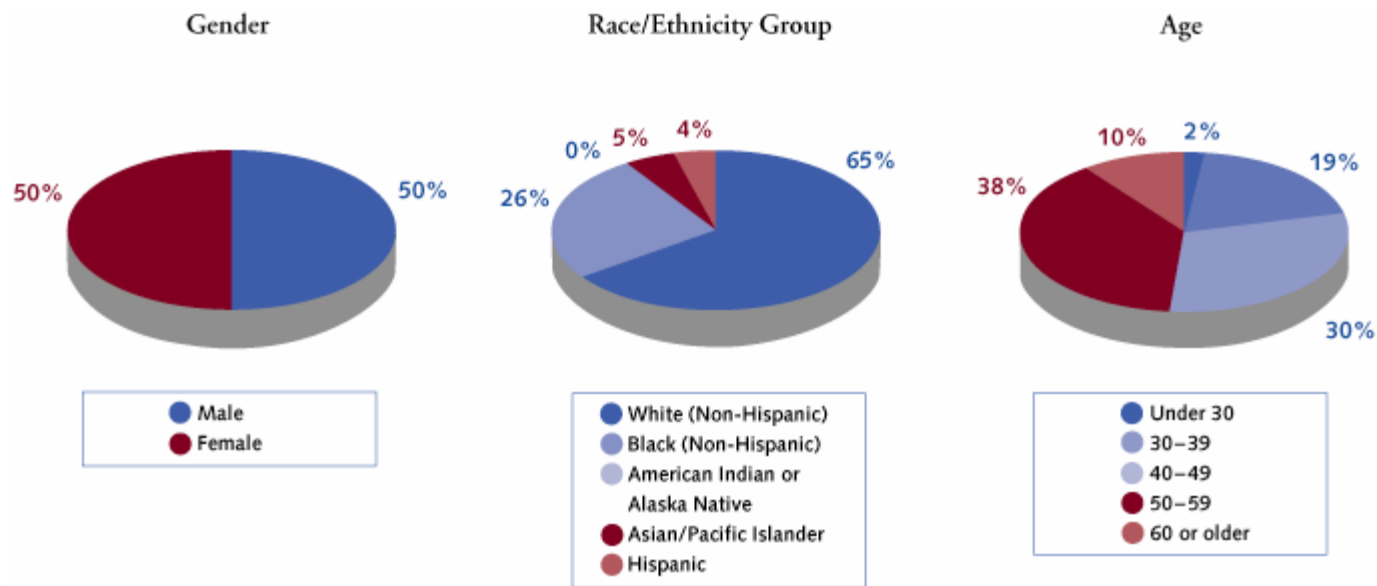
# AID'S Human Capital Management Results Talent (Continued)

Survey Item	AID	Total Gov't
	% Positive	
2. I am given a real opportunity to improve my skills in my organization.*	63	63
66. Considering everything, how satisfied are you with your pay?*	64	62
14. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	67	60
64. How satisfied are you with the training you receive for your present job?*	49	55
59. How satisfied are you with your involvement in decisions that affect your work?*	56	52
63. How satisfied are you with your opportunity to get a better job in your organization?*	40	35

Note: Results are presented in descending order by governmentwide percent positive responses. Items highly related to satisfaction and intent to leave are noted by an asterisk (\*).

# Federal Human Capital Survey

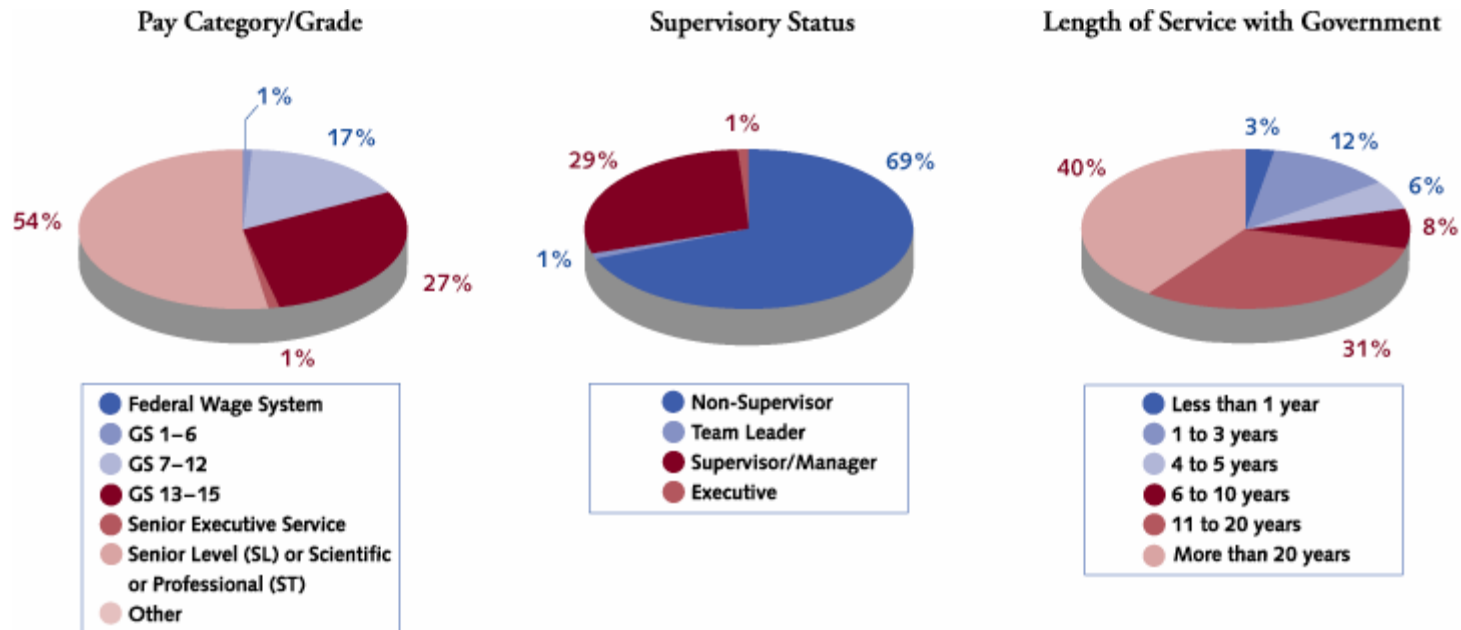
## Snapshot of AID'S Workforce



- ★ AID had 803 respondents and a 49% response rate
- ★ Males and females are evenly represented in AID
- ★ Slightly over one-third are minority
- ★ Slightly more than three-fourths are 40 and older
- ★ 10% are 60 and older (approaching retirement)

# Federal Human Capital Survey

## Snapshot of AID'S Workforce



- ★ Slightly more than half of AID employees are in non-GS pay plans
- ★ 29% of AID employees are supervisors/managers
- ★ Slightly over 70% have more than 10 years of Government experience



# Federal Human Capital Survey

## AID'S Strengths & Challenges

### Most Favorable 2004 Ratings

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Survey Item	2004 AID	2004 Gov't Total	2002 AID
	% Positive		
57. Employees use information technology (for example, intranet, shared networks) to perform work.	<b>90</b>	86	NA
21. The work I do is important.	<b>87</b>	91	91
20. I know how my work relates to the agency's goals and priorities.	<b>87</b>	83	91
1. The people I work with cooperate to get the job done.	<b>86</b>	85	79
10. How would you rate the overall quality of work done by your work group?	<b>84</b>	83	81



# Federal Human Capital Survey

## AID'S Strengths & Challenges

### Increasing Favorability

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Survey Item	2002 AID	2004 AID
	% Positive	
52. Employees have electronic access to learning and training programs readily available at their desk.	40	<b>72</b>
26. Employees have a feeling of personal empowerment with respect to work processes.	35	<b>48</b>
2. I am given a real opportunity to improve my skills in my organization.	50	<b>63</b>
27. High-performing employees in my work unit are recognized or rewarded on a timely basis.	40	<b>52</b>
11. How would you rate your organization as a place to work compared to other organizations?	45	<b>55</b>



## Federal Human Capital Survey

# AID'S Strengths & Challenges

### Least Favorable 2004 Ratings

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Survey Item	2004 AID	2004 Gov't Total	2002 AID
	% Negative		
24. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	<b>40</b>	41	49
53. My training needs are assessed.	<b>38</b>	23	49
17. I have sufficient resources (for example, people, materials, budget) to get my job done.	<b>37</b>	32	44
23. Promotions in my work unit are based on merit.	<b>36</b>	36	35
40. In my organization, leaders generate high levels of motivation and commitment in the workforce.	<b>34</b>	35	41





# Federal Human Capital Survey

## AID'S Strengths & Challenges

### Decreasing Favorability

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Survey Item	2002 AID	2004 AID
	% Positive	
49. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	62	<b>48</b>
25. Products and services in my work unit are improved based on customer/public input.	63	<b>54</b>
23. Promotions in my work unit are based on merit.	43	<b>35</b>
46. Complaints, disputes or grievances are resolved fairly in my work unit.	46	<b>39</b>
37. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	62	<b>57</b>



# Federal Human Capital Survey

## Private Sector Comparisons

### Personal Experiences

Survey Item	AID	Private Sector	+/-
	% Positive		Points
1. The people I work with cooperate to get the job done.	86	83	+3
2. I am given a real opportunity to improve my skills in my organization.	63	62	+1
3. I have enough information to do my job well.	75	72	+3
4. I feel encouraged to come up with new and better ways of doing things.	64	64	--
5. My job makes good use of my skills and abilities.	68	74	-6
6. My work gives me a feeling of personal accomplishment.	74	75	-1
7. I like the kind of work I do.	82	82	--
9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	75	-7
10. How would you rate the overall quality of work done by your work group?	84	90	-6
11. How would you rate your organization as a place to work compared to other organizations?	55	57	-2



## Federal Human Capital Survey

# Private Sector Comparisons

### Job Satisfaction

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Survey Item	AID	Private Sector	+/-
	% Positive		Points
59. How satisfied are you with your involvement in decisions that affect your work?	56	58	-2
60. How satisfied are you with the information you receive from management on what's going on in your organization?	53	59	-6
61. How satisfied are you with the recognition you receive for doing a good job?	52	56	-4
63. How satisfied are you with your opportunity to get a better job in your organization?	40	43	-3
64. How satisfied are you with the training you receive for your present job?	49	67	-18
65. Considering everything, how satisfied are you with your job?	66	71	-5
67. Considering everything, how satisfied are you with your organization?	59	66	-7



Federal Human Capital Survey  
**Private Sector Comparisons**  
Summary

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- ★ Generally, AID ratings in personal experiences and job satisfaction show are lower than the private sector
- ★ Challenges were identified in the areas of:
  - Training received for their present jobs
  - Satisfaction with the organization
  - How well immediate supervisors do their jobs