WHAT DO FEDERAL EMPLOYEES SAY?

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ABOUT THIS MANAGEMENT REPORT

The Office of Personnel Management (OPM) is committed to gathering data to assess the state of human capital management across the Federal Government and to provide agency managers with useful information for improving agency management practices. The Federal Human Capital Survey (FHCS), first administered in 2002 and again in 2004, reflects this commitment. The findings from this survey offer a snapshot of Federal employees' perceptions of workforce management conditions and practices in their agencies.

Employee feedback is a key element of planning and measuring improvement in human capital management. Employees invest more talent, energy, knowledge, and enthusiasm in their work when they are managed well and are satisfied with the leadership they receive. Many agencies use employee feedback as an integral part of their strategic management of human capital.

This management report provides 2004 FHCS results for your agency. The findings will help you answer the question, "What can I do to improve my agency's management of its human capital?"

This report:

★ Provides your agency's FHCS results for human capital management systems in three areas—Leadership, Performance Culture, and Talent— that are incorporated in the Human Capital Assessment and Accountability Framework (HCAAF). This section includes information on your agency results for key drivers of overall job and organizational satisfaction and intent to leave.

★ Presents additional perspectives on your results. You can compare your results on the human capital management systems to identify consistent areas of strength and challenge. These additional "views" include:

- a snapshot of your agency's demographic makeup from OPM's Central Personnel Data File,
- the most positive and negative items for your agency,
- items that improved or declined the most since 2002,
- comparisons with private sector results, and

- an appendix that shows your agency results for all items on the survey compared with 2004 governmentwide high, low, and median ratings and applicable 2002 results and available private sector results.

★ Provides you with "Next Steps" that describe how to target appropriate actions for short-term and long-term improvement.

Working with this information and other measures within the HCAAF, your agency can make a sophisticated assessment of its own strategic human capital management and develop an action plan for improvement. Refer to the **https://fhcs2004.opm.gov** Web site or contact your OPM Human Capital Officer for additional results and ideas for moving from data to action.

About the 2004
Federal Human Capital Survey

★ **When were Federal employees surveyed?**

The Office of Personnel Management (OPM) conducted the Federal Human Capital Survey during the fall of 2004. The survey was administered electronically. Paper versions were provided to employees without Internet access or who preferred a paper questionnaire.

★ **Which Federal employees participated in the survey?**

The survey sample included more than 276,000 employees from 29 major Federal agencies, as well as selected small/independent agencies. The sample was designed to be representative of the Federal workforce. The governmentwide response rate was 54 percent. AID had 803 respondents and a 49 percent response rate.

★ **What did the survey measure?**

The 88-item survey measured Federal employees' perceptions about how effectively agencies are managing their workforces. Survey questions addressed three human capital management areas—Leadership; Performance Culture; and Talent (i.e., recruitment, development, and retention). Respondents also were asked about their personal work experiences, their learning (or knowledge management) environment, their job satisfaction, and their satisfaction with benefits, as well as several demographic questions. Employees provided perceptions about their own jobs as well as their work units and agencies.

★ **What do the survey results represent?**

The survey results represent a snapshot in time about the perceptions of the Federal workforce. Statisticians weighted returned survey data to adjust for differences between the makeup of the survey respondents and the population of Federal employees surveyed. Users can be confident the weighted results reflect the agency composition and demographic characteristics of the Federal workforce within plus or minus 1 percentage point.

Your Agency's Human Capital Management Results

The President's Management Agenda identifies five areas for governmentwide improvement. One of these areas is the strategic management of human capital. The President charged OPM with taking the lead for working with agencies on this important initiative. The Human Capital Assessment and Accountability Framework (HCAAF) provides standards for success agencies use to measure their progress and achievements in managing their workforces.

Each quarter, agencies are evaluated on their progress in meeting the HCAAF standards. The Federal Human Capital Survey provides one source of information for evaluating success in the three essential delivery systems that are incorporated in the HCAAF: Leadership, Performance Culture, and Talent.

The following tables show your agency results compared with governmentwide results for those three HCAAF systems. The items for Leadership, Performance Culture, and Talent were drawn from various sections in the survey. OPM conducted additional analyses of the governmentwide results to identify which of these items are most strongly related with the answers respondents provided about their satisfaction and their intent to leave the organization within the coming year. Those items are noted with an asterisk (*) in these tables.

Leadership Information

Leadership	AID % Positive Responses	Governmentwide % Positive Responses
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 (*).

Performance Culture Information

Performance Culture	AID % Positive Responses	Governmentwide % Positive Responses
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
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 (*).

Talent Information

Talent	AID % Positive Responses	Governmentwide % Positive Responses
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
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 (*).
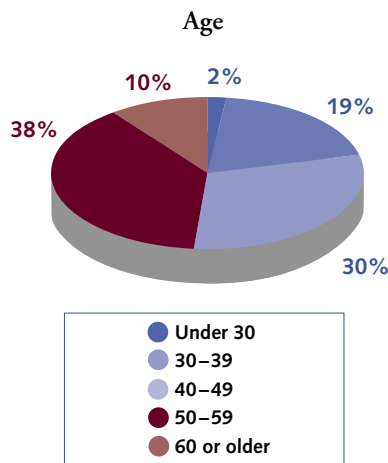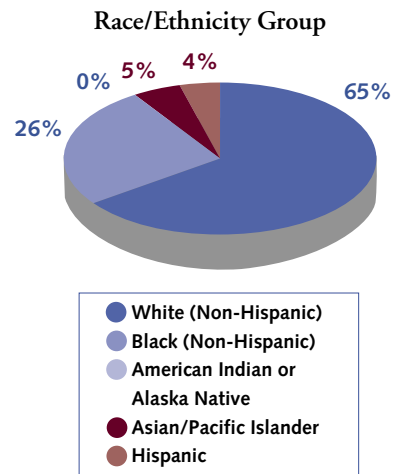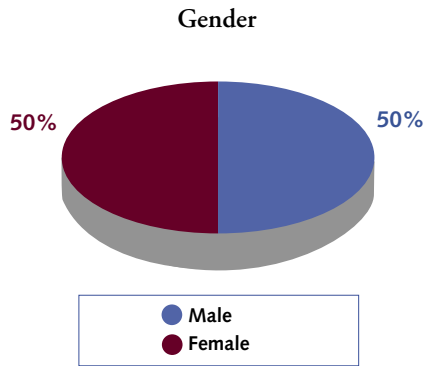
SNAPSHOT OF YOUR AGENCY WORKFORCE

Individual Characteristics

Gender

- 50% Male
- 50% Female

Race/Ethnicity Group

65% / 26% / 0% / 5% / 4%

- White (Non-Hispanic)
- Black (Non-Hispanic)
- American Indian or Alaska Native
- Asian/Pacific Islander
- Hispanic

Age

2% / 19% / 30% / 38% / 10%

- Under 30
- 30–39
- 40–49
- 50–59
- 60 or older
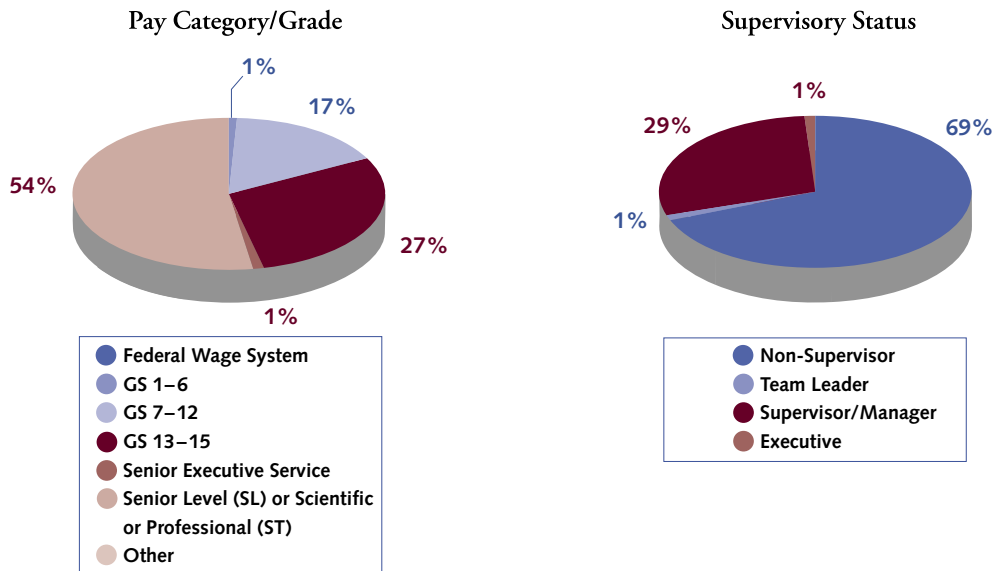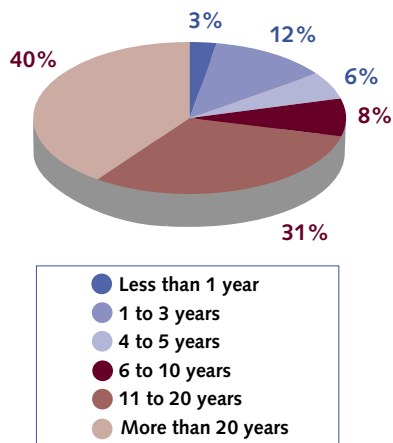
★ Males and females are evenly represented in AID

★ Slightly more than one-third are minorities — Black (non-Hispanic) is the largest minority group (26 percent)

★ Slightly more than three-fourths (78 percent) of employees are 40 or older, with 38 percent of employees between the ages of 50-59

Note: These agency workforce numbers are based on data in OPM's Central Personnel Data File.

Workforce Characteristics

Pay Category/Grade

1%
17%
54%
27%
1%

Legend:
- Federal Wage System
- GS 1–6
- GS 7–12
- GS 13–15
- Senior Executive Service
- Senior Level (SL) or Scientific or Professional (ST)
- Other

Supervisory Status

1%
29%
69%
1%

Legend:
- Non-Supervisor
- Team Leader
- Supervisor/Manager
- Executive

Length of Service with Government

3%
12%
6%
8%
31%
40%

Legend:
- Less than 1 year
- 1 to 3 years
- 4 to 5 years
- 6 to 10 years
- 11 to 20 years
- More than 20 years

★ Five in 10 (54 percent) of AID employees are in non-GS pay plans

★ Three in 10 (29 percent) are supervisors or managers

★ Seven in 10 (71 percent) have over 10 years of experience with the Federal Government, and the largest group has more than 20 years of service (40 percent)

Note: These agency workforce numbers are based on data in OPM's Central Personnel Data File.

AGENCY STRENGTHS AND CHALLENGES

Areas of Strength for Your Agency

These five survey items have the highest percentages of agencywide *positive* ratings
(a sum of the two positive categories, e.g., "strongly agree/agree" or "very satisfied/satisfied").

Strengths	2004 AID % Positive	2004 Governmentwide % Positive	2002 AID % Positive
57. Employees use information technology (for example, intranet, shared networks) to perform work.	90	86	NA
21. The work I do is important.	87	91	91
20. I know how my work relates to the agency's goals and priorities.	87	83	91
1. The people I work with cooperate to get the job done.	86	85	79
10. How would you rate the overall quality of work done by your work group?	84	83	81

Areas of Challenge for Your Agency

These five survey items have the highest percentages of agencywide *negative* ratings
(a sum of the two negative categories, e.g., "strongly disagree/disagree" or "very dissatisfied/dissatisfied").

Challenges	2004 AID % Negative	2004 Governmentwide % Negative	2002 AID % Negative
24. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	40	41	46
53. My training needs are assessed.	38	23	49
17. I have sufficient resources (for example, people, materials, budget) to get my job done.	37	32	44
23. Promotions in my work unit are based on merit.	36	36	33
40. In my organization, leaders generate high levels of motivation and commitment in the workforce.	34	35	41

Note: Analyses to identify the strengths and challenges only included the following benefits programs – child care subsidies, work/life programs, telework/telecommuting, and alternative work schedules – because these are not administered on a governmentwide basis.

INCREASES AND DECREASES

The following survey items in your agency had the greatest percentage increase and decrease in positive responses between 2002 and 2004. Items are listed in descending order by amount of change.

Increases	2002 % Positive Responses	2004 % Positive Responses
52. Employees have electronic access to learning and training programs readily available at their desk.	37	72
27. High-performing employees in my work unit are recognized or rewarded on a timely basis.	39	52
26. Employees have a feeling of personal empowerment with respect to work processes.	35	48
2. I am given a real opportunity to improve my skills in my organization.	50	63
11. How would you rate your organization as a place to work compared to other organizations?	45	55

Decreases	2002 % Positive Responses	2004 % Positive Responses
25. Products and services in my work unit are improved based on customer/public input.	63	54
49. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	56	48
23. Promotions in my work unit are based on merit.	41	35
46. Complaints, disputes or grievances are resolved fairly in my work unit.	43	39
20. I know how my work relates to the agency's goals and priorities.	91	87

Note: Analyses to identify the increases and decreases only included the following benefits programs – child care subsidies, work/life programs, telework/telecommuting, and alternative work schedules – because these are not administered on a governmentwide basis.

PRIVATE SECTOR COMPARISONS

You can compare a subset of your agency's results with results for a group of blue chip private sector organizations. Seventeen items appearing in the 2004 FHCS are comparable with items used by some of Fortune's most admired companies. Positive responses for your agency and the private sector are presented in the tables below. The results are presented in FHCS item number order.

Personal Experiences	AID % Positive Responses	Private Sector % Positive Responses	AID Difference (+/–)
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

Note: The percentages shown in the "Private Sector" column provide the percentage who responded positively to the same questions collected from employees performing a range of jobs in a set of large private sector companies, primarily in the U.S.

Two items in this section had slightly different wording on the private sector surveys.
2. I am given a real opportunity to improve my skills in the company.
11. How would you rate your organization as an organization to work for compared to other organizations?

Job Satisfaction	AID % Positive Responses	Private Sector % Positive Responses	AID Difference (+/−)
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

Note: The percentages shown in the "Private Sector" column provide the percentage who responded favorably to the same questions collected from employees performing a range of jobs in a set of large private sector companies, primarily in the U.S.

Two items in this section had slightly different wording on the private sector surveys.
60. How satisfied are you with the information you receive from management on what's going on in the company?
67. Considering everything, how would you rate your overall satisfaction with the organization at the present time?

NEXT STEPS

The overall goal of working with your agency results is to determine what you can do to improve how the agency manages human capital.

Reflect and Review

Examine the data.

★ Look at your results against governmentwide results.

- • What are the strengths?
- • What needs improving?

★ Look at your results against your 2002 benchmarks.

- • Where did you expect to see improvement? Did that occur?
- • What new areas need improving?
- • What continue to be the areas in which you are doing well? How can you build on those strengths?

★ Look at your results vis à vis your Strategic Human Capital Plan.

★ Identify tactical issues (focused on a particular, timely issue) and strategic issues (broader issues, but linked to organizational goals) in your agency. Both are important — addressing some issues will provide short-term visible results, and others will require long-term change to meet strategic goals.

★ Use your judgment to identify action targets. What does the agency's management team think are the most important human capital management areas to address? What survey items are related to the agency's strategic goals?

★ Pay attention to items where a large percentage of people indicated "Do not know." If many people chose either "do not know" or the neutral response as an option, it may be an area worth investigating. Employees may need more information about this area.

★ Look at your results by different employee segments to identify key issues for different groups. There may be differences for supervisory and non-supervisory employees, for example. Refer to the Federal Human Capital Survey Web site for these results and additional data analysis advice **(https://fhcs2004.opm.gov).**

Plan

★ Determine your priorities.

★ Be sure to involve employee representatives in developing action plans.

★ Develop integrated action plans with relevant managers; consider the following factors in developing improvement actions:

  • Costs (time, money, people, other resources)

  • Time frames for implementation and followup

  • Person responsible for the action

★ Consider whether you should conduct employee focus groups to determine the source of comparatively low ratings and generate action plans.

★ Look at action items that:

  • can be solved simply and quickly, with minimal effort (sometimes called "low-hanging fruit"),

  • can be completed within the next 2 to 3 months, and

  • require greater effort and further understanding.

★ Select some action items that can be solved simply and quickly. Quick successes will help people stay committed to implementing actions needing more time.

Take Action

★ Communicate results. Be sure to communicate both positive and negative results.

★ Monitor and communicate progress and impacts.

★ Consider establishing a working group to ensure followup.

★ Show top-level support. Employees will care only if they believe top leadership cares.

Use Organizational Resources

★ Work with your OPM Human Capital Officer to make sure action plans are aligned with your agency Strategic Human Capital Plan. Your Human Capital Officer is available to answer any questions related to the survey results as well.

2004 FEDERAL HUMAN CAPITAL SURVEY: SURVEY METHODOLOGY

Survey Objective

OPM conducted the 2004 Federal Human Capital Survey (FHCS) to collect data on Federal employees' perceptions about how effectively agencies are managing their workforces. The FHCS is a tool that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. The first administration of this survey in 2002 set baseline measures for ongoing assessment of human capital management in the Federal Government. The survey provides general indicators of how well the Federal Government is running its human resources management systems; serves as a tool for OPM to assess individual agencies and their progress toward "green" status on the Strategic Management of Human Capital initiative under the President's Management Agenda; and gives senior managers critical information to answer the question: What can I do to make my agency work better? OPM and agency managers will use the findings to develop policies and action plans for improving the strategic management of human capital.

Questionnaire Content

The questionnaire was designed to assist in measuring how well the Federal Government and individual agencies are running human resources management systems. The 88 items in the questionnaire are grouped into eight topic areas: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Learning (Knowledge Management); Job Satisfaction; Satisfaction with Benefits; and Demographics.

Sample Design and Selection

The 2004 FHCS was administered to full-time, permanent employees from the agencies represented on the President's Management Council (PMC). Small/independent agencies were offered the opportunity to participate in the survey. Forty-four of the small/ independent agencies chose to administer the survey.

The sample was designed to ensure representative survey results that would be reported by agency/subagency and supervisory status (i.e., non-supervisors, supervisors, and executives), as well as for the overall Federal workforce.

Sample Type. The sample was a probability sample; that is, each employee in the target population had a known, non-zero probability of selection. Probability sampling is a well-established survey technique and a prerequisite to generalizing from survey respondents to the survey population.

Survey Sample. The sample was selected from full-time, permanent employees from all agencies participating in the survey. Employees were grouped into 786 sample subgroups corresponding to agency, subagency, and supervisory status reporting requirements. More than 276,000 employees were randomly selected to participate in the survey. In some of the smaller subgroups, all employees were selected to provide broader coverage in critical areas.

Data Collection

Mode/Method. The 2004 FHCS was a self-administered Web survey. Sampled employees without access to the Internet survey or who preferred paper questionnaires were provided with paper versions of the questionnaire.

Response Rate. Of the 276,424 employees receiving surveys, 144,797 completed the survey electronically and 3,118 returned a completed paper version of the survey, for a governmentwide response rate of 54 percent.

Data Weighting

Data collected from 2004 FHCS respondents were weighted to produce survey estimates that accurately represent the survey population. Unweighted data are likely to produce biased estimates of population statistics. The weights developed for the 2004 FHCS take into account the variable probabilities of selection across the sample subgroups, nonresponse, and known demographic characteristics of the survey population. Thus, the final data set reflects the agency composition and demographic makeup of the Federal workforce.

Reported Data

The population sizes and percentages presented in report tables are weighted data that are representative of the survey population of Federal employees. Appropriate weights were applied to the answers of each respondent. This process did not change any answers; rather, it gave appropriate relative importance to a respondent's answers.

APPENDIX

The tables in this Appendix allow you to compare your positive scores on items in the 2004 Federal Human Capital Survey with the following benchmark scores:

- Your agency's 2002 positive scores.

- The highest, lowest, and median positive scores (benchmarks) from among the results for each of the PMC agencies and the combined results for the small/ independent agencies. These three scores are presented to help you assess your agency's rating on an item.

- Corresponding private sector positive scores, where available.

Section Item	2004 AID % Positive	2002 AID % Positive	2004 FHCS Benchmarks % Positive			2004 Private Sector % Positive
Personal Work Experiences						
			High	Median	Low	
1. The people I work with cooperate to get the job done.	86	79	95	85	80	83
2. I am given a real opportunity to improve my skills in my organization.	63	50	79	64	46	62
3. I have enough information to do my job well.	75	72	79	74	63	72
4. I feel encouraged to come up with new and better ways of doing things.	64	56	78	61	41	64
5. My job makes good use of my skills and abilities.	68	59	85	68	50	74
6. My work gives me a feeling of personal accomplishment.	74	70	80	72	60	75
7. I like the kind of work I do.	82	79	88	82	75	82
8. I recommend my organization as a good place to work.	60	51	81	64	41	–
9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68	67	75	67	56	75
10. How would you rate the overall quality of work done by your work group?	84	81	93	84	77	90
11. How would you rate your organization as a place to work compared to other organizations?	55	45	79	57	35	57

Note: The percentages shown in the "Private Sector" column provide the percentage who responded favorably to the same questions collected from employees performing a range of jobs in a set of large private sector companies, primarily in the U.S.

Two items in this section had slightly different wording on the private sector surveys.
2. I am given a real opportunity to improve my skills in the company.
11. How would you rate your organization as an organization to work for compared to other organizations?

Appendix Table – B

Recruitment, Development, and Retention						
Section Item	**2004 AID % Positive**	**2002 AID % Positive**	**2004 FHCS Benchmarks % Positive**			**2004 Private Sector % Positive**
			High	**Median**	**Low**	
12. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	65	59	90	74	61	–
13. My supervisor supports my need to balance work and family issues.	80	80	88	80	65	–
14. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	67	60	73	60	48	–
15. My work unit is able to recruit people with the right skills.	53	43	81	47	23	–
16. The skill level in my work unit has improved in the past year.	54	52	59	50	40	–
17. I have sufficient resources (for example, people, materials, budget) to get my job done.	45	44	65	51	30	–
18. My workload is reasonable.	52	56	66	59	44	–
19. My talents are used well in the workplace.	63	59	76	63	48	–
20. I know how my work relates to the agency's goals and priorities.	87	91	89	83	75	–
21. The work I do is important.	87	91	95	89	84	–
22. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	54	46	85	68	52	–

Appendix Table – C

Performance Culture						
Section Item	**2004 AID % Positive**	**2002 AID % Positive**	**2004 FHCS Benchmarks % Positive**			**2004 Private Sector % Positive**
			High	**Median**	**Low**	
23. Promotions in my work unit are based on merit.	35	41	54	37	22	–
24. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	28	24	34	28	20	–
25. Products and services in my work unit are improved based on customer/public input.	54	63	63	47	29	–
26. Employees have a feeling of personal empowerment with respect to work processes.	48	35	60	41	28	–
27. High-performing employees in my work unit are recognized or rewarded on a timely basis.	52	39	62	45	27	–
28. Employees are rewarded for providing high quality products and services to customers.	51	42	60	45	24	–
29. Creativity and innovation are rewarded.	44	40	63	37	21	–
30. Awards in my work unit depend on how well employees perform their jobs.	50	49	63	43	31	–
31. In my work unit, differences in performance are recognized in a meaningful way.	35	NA	41	31	21	–
32. In my work unit, personnel decisions are based on merit.	40	NA	56	34	20	–
33. My performance appraisal is a fair reflection of my performance.	71	71	78	67	56	–
34. Discussions with my supervisor/team leader about my performance are worthwhile.	58	62	68	58	49	–
35. I am held accountable for achieving results.	80	77	85	81	69	–
36. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	61	61	66	55	47	–
37. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	57	61	73	58	46	–
38. Managers/supervisors/team leaders work well with employees of different backgrounds.	69	65	78	64	56	–

Appendix Table – D

Leadership						
Section Item	2004 AID % Positive	2002 AID % Positive	2004 FHCS Benchmarks % Positive			2004 Private Sector % Positive
			High	Median	Low	
39. I have a high level of respect for my organization's senior leaders.	49	NA	68	47	33	–
40. In my organization, leaders generate high levels of motivation and commitment in the workforce.	37	33	51	35	27	–
41. My organization's leaders maintain high standards of honesty and integrity.	49	51	65	48	34	–
42. Managers communicate the goals and priorities of the organization.	65	NA	75	62	49	–
43. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64	68	73	60	40	–
44. Employees are protected from health and safety hazards on the job.	69	NA	91	74	48	–
45. My organization has prepared employees for potential security threats.	78	NA	88	73	60	–
46. Complaints, disputes or grievances are resolved fairly in my work unit.	39	43	47	37	29	–
47. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	44	46	60	48	33	–
48. 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.	60	NA	72	61	49	–
49. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	48	56	63	47	38	–

Learning (Knowledge Management)						
Section Item	2004 AID % Positive	2002 AID % Positive	2004 FHCS Benchmarks % Positive			2004 Private Sector % Positive
			High	Median	Low	
50. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	57	NA	66	59	51	–
51. Supervisors/team leaders in my work unit support employee development.	69	61	80	66	52	–
52. Employees have electronic access to learning and training programs readily available at their desk.	72	37	92	73	29	–
53. My training needs are assessed.	34	29	61	46	31	–
54. I receive the training I need to perform my job.	52	47	73	59	38	–
55. Managers promote communication among different work units (for example, about projects, goals, needed resources).	58	48	65	52	37	–
56. Employees in my work unit share job knowledge with each other.	72	70	85	75	68	–
57. Employees use information technology (for example, intranet, shared networks) to perform work.	90	NA	95	89	69	–
58. Employees use information technology (for example, intranet, shared networks) to gather and share knowledge.	84	NA	90	84	67	–

Appendix Table – F

Job Satisfaction						
Section Item	2004 AID % Positive	2002 AID % Positive	2004 FHCS Benchmarks % Positive			2004 Private Sector % Positive
			High	Median	Low	
59. How satisfied are you with your involvement in decisions that affect your work?	56	55	64	52	36	58
60. How satisfied are you with the information you receive from management on what's going on in your organization?	53	47	56	47	33	59
61. How satisfied are you with the recognition you receive for doing a good job?	52	43	64	50	36	56
62. How satisfied are you with the policies and practices of your senior leaders?	40	NA	49	39	28	–
63. How satisfied are you with your opportunity to get a better job in your organization?	40	33	45	35	24	43
64. How satisfied are you with the training you receive for your present job?	49	40	68	55	34	67
65. Considering everything, how satisfied are you with your job?	66	66	77	68	56	71
66. Considering everything, how satisfied are you with your pay?	64	64	72	65	52	–
67. Considering everything, how satisfied are you with your organization?	59	50	74	58	40	66

Note: The percentages shown in the "Private Sector" column provide the percentage who responded favorably to the same questions collected from employees performing a range of jobs in a set of large private sector companies, primarily in the U.S.

Two items in this section had slightly different wording on the private sector surveys.
60. How satisfied are you with the information you receive from management on what's going on in the company?
67. Considering everything, how would you rate your overall satisfaction with the organization at the present time?

Satisfaction with Benefits						
Section Item	2004 AID % Positive	2002 AID % Positive	2004 FHCS Benchmarks % Positive			2004 Private Sector % Positive
			High	Median	Low	
68. How satisfied are you with retirement benefits?	71	73	79	69	60	–
69. How satisfied are you with health insurance benefits?	66	65	70	60	49	–
70. How satisfied are you with life insurance benefits?	61	53	72	62	54	–
71. How satisfied are you with long term care insurance benefits?	38	20	40	34	26	–
72. How satisfied are you with the flexible spending account (FSA) program?	28	NA	46	33	24	–
73. How satisfied are you with paid vacation time?	85	88	93	88	80	–
74. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	82	NA	91	86	75	–
75. How satisfied are you with child care subsidies?	12	7	20	14	10	–
76. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)?	29	NA	51	36	24	–
77. How satisfied are you with telework/ telecommuting?	26	19	43	30	12	–
78. How satisfied are you with alternative work schedules?	56	60	79	62	15	–

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