

**2006 Federal Human Capital Survey
Department of Health and Human Services - Agency for Healthcare Research and Quality Report**

Number of Surveys Returned: 148

This is a summary-by-question of your agency's/sub-agency's response to the 2006 Federal Human Capital Survey. This summary displays results by Positive, Neutral, Negative, and where applicable, Do Not Know or No Basis to Judge responses. As shown below, for each response scale two responses are categorized as "Positive", one response is categorized as "Neutral", and two responses are categorized as "Negative".

Positive Responses		Neutral Responses	Negative Responses		Do Not Know/No Basis to Judge
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	
Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	No Basis to Judge
Very Good	Good	Fair	Poor	Very Poor	

Detailed survey results for your department or agency are available on a private Website maintained by OPM. Your agency has already identified personnel who will have access to this Website.

Thank you for your support of the Federal Human Capital Survey.

Department of Health and Human Services - Agency for Healthcare Research and Quality Report

Personal Work Experiences

01 The people I work with cooperate to get the job done.

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	86.0%	6.3%	7.7%

02 I am given a real opportunity to improve my skills in my organization.

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	65.4%	14.2%	20.4%

03 I have enough information to do my job well.

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	74.4%	11.2%	14.5%

04 I feel encouraged to come up with new and better ways of doing things.

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	62.6%	17.9%	19.5%

05 My work gives me a feeling of personal accomplishment.

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	67.6%	14.6%	17.8%

06 I like the kind of work I do.

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	74.3%	17.1%	8.6%

07 I have trust and confidence in my supervisor.

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	71.4%	13.2%	15.4%

08 I recommend my organization as a good place to work.

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	56.6%	26.2%	17.2%

09 Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	74.3%	13.6%	12.1%

10 How would you rate the overall quality of work done by your work group?

	Positive	Neutral	Negative
2006 Agency for Healthcare Research and Quality	89.1%	8.7%	2.2%

Recruitment, Development, & Retention

11 *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	79.4%	12.7%	7.3%	0.7%

12 *My supervisor supports my need to balance work and family issues.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	89.9%	8.2%	1.9%	0.0%

13 *Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	63.2%	16.9%	19.9%	0.0%

14 *My work unit is able to recruit people with the right skills.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	50.1%	27.8%	19.6%	2.5%

15 *The skill level in my work unit has improved in the past year.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	46.5%	34.4%	16.6%	2.5%

16 *I have sufficient resources (for example, people, materials, budget) to get my job done.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	63.4%	11.4%	25.2%	0.0%

17 *My workload is reasonable.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	67.6%	17.0%	15.5%	0.0%

18 *My talents are used well in the workplace.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	53.2%	18.8%	26.0%	2.0%

19 *I know how my work relates to the agency's goals and priorities.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	78.9%	15.0%	5.4%	0.6%

20 *The work I do is important.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	87.5%	8.0%	3.9%	0.6%

21 *Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	86.0%	8.5%	5.5%	0.0%

Performance Culture

22 *Promotions in my work unit are based on merit.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	38.9%	25.4%	26.7%	9.0%

23 *In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	33.1%	23.2%	31.9%	11.7%

24 *Employees have a feeling of personal empowerment with respect to work processes.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	43.0%	20.8%	33.0%	3.2%

25 *Employees are rewarded for providing high quality products and services to customers.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	51.5%	24.4%	18.8%	5.3%

26 *Creativity and innovation are rewarded.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	44.3%	27.4%	22.3%	6.0%

27 *Pay raises depend on how well employees perform their jobs.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	28.1%	25.4%	29.8%	16.8%

28 *Awards in my work unit depend on how well employees perform their jobs.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	43.9%	22.7%	27.1%	6.3%

29 *In my work unit, differences in performance are recognized in a meaningful way.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	29.3%	31.6%	30.5%	8.7%

30 *My performance appraisal is a fair reflection of my performance.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	72.1%	14.4%	10.0%	3.6%

31 *Discussions with my supervisor/team leader about my performance are worthwhile.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	61.7%	24.2%	11.5%	2.6%

32 *I am held accountable for achieving results.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	86.0%	9.4%	4.6%	0.0%

33 *Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	63.7%	20.7%	9.6%	6.0%

34 *Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	56.6%	27.3%	9.4%	6.7%

35 *Managers/supervisors/team leaders work well with employees of different backgrounds.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	59.0%	23.5%	10.7%	6.8%

Leadership

36 *I have a high level of respect for my organization's senior leaders.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	46.7%	22.4%	30.2%	0.7%

37 *In my organization, leaders generate high levels of motivation and commitment in the workforce.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	40.0%	21.9%	35.9%	2.2%

38 *My organization's leaders maintain high standards of honesty and integrity.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	47.9%	24.5%	23.6%	4.0%

39 *Managers communicate the goals and priorities of the organization.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	50.0%	24.5%	23.9%	1.5%

40 *Managers review and evaluate the organization's progress toward meeting its goals and objectives.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	48.9%	26.2%	17.9%	7.0%

41 *Employees are protected from health and safety hazards on the job.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	87.3%	8.7%	0.6%	3.4%

42 *My organization has prepared employees for potential security threats.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	79.8%	14.7%	5.5%	0.0%

43 *Complaints, disputes or grievances are resolved fairly in my work unit.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	27.9%	33.1%	16.8%	22.2%

44 *Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	39.4%	24.6%	24.5%	11.6%

45 *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.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	54.7%	17.5%	10.1%	17.7%

46 *I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.*

	Positive	Neutral	Negative	Don't Know
2006 Agency for Healthcare Research and Quality	39.3%	29.3%	14.5%	16.9%

Learning (Knowledge Management)

47 Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	59.5%	23.6%	16.2%	0.6%

48 Supervisors/team leaders in my work unit support employee development.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	71.3%	13.9%	14.1%	0.8%

49 Employees have electronic access to learning and training programs readily available at their desk.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	74.2%	17.0%	5.4%	3.5%

50 My training needs are assessed.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	36.8%	33.9%	27.9%	1.3%

51 Managers promote communication among different work units (for example, about projects, goals, needed resources).

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	52.2%	20.0%	27.7%	0.0%

52 Employees in my work unit share job knowledge with each other.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	70.7%	16.0%	13.4%	0.0%

53 Employees use information technology (for example, intranet, shared networks) to perform work.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Agency for Healthcare Research and Quality	90.0%	6.0%	2.7%	1.3%

Job Satisfaction

54 *How satisfied are you with your involvement in decisions that affect your work?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	51.2%	19.7%	29.2%

55 *How satisfied are you with the information you receive from management on what's going on in your organization?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	43.2%	24.7%	32.1%

56 *How satisfied are you with the recognition you receive for doing a good job?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	55.6%	24.0%	20.5%

57 *How satisfied are you with the policies and practices of your senior leaders?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	39.7%	25.3%	35.1%

58 *How satisfied are you with your opportunity to get a better job in your organization?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	33.7%	33.9%	32.4%

59 *How satisfied are you with the training you receive for your present job?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	51.1%	33.0%	15.9%

60 *Considering everything, how satisfied are you with your job?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	63.8%	17.5%	18.8%

61 *Considering everything, how satisfied are you with your pay?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	64.0%	17.9%	18.2%

62 *Considering everything, how satisfied are you with your organization?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	53.2%	23.3%	23.4%

Satisfaction with Benefits

63 *How satisfied are you with retirement benefits?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Agency for Healthcare Research and Quality	80.2%	11.3%	4.6%	3.9%

64 *How satisfied are you with health insurance benefits?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Agency for Healthcare Research and Quality	74.1%	14.2%	6.1%	5.6%

65 *How satisfied are you with life insurance benefits?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Agency for Healthcare Research and Quality	63.1%	20.4%	5.9%	10.7%

66 *How satisfied are you with long term care insurance benefits?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Agency for Healthcare Research and Quality	35.1%	24.8%	9.3%	30.8%

67 *How satisfied are you with the flexible spending account (FSA) program?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Agency for Healthcare Research and Quality	46.5%	21.2%	3.5%	28.8%

68 *How satisfied are you with paid vacation time?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	90.4%	6.4%	3.2%

69 *How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Agency for Healthcare Research and Quality	85.7%	7.4%	6.9%

70 *How satisfied are you with child care subsidies?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Agency for Healthcare Research and Quality	6.8%	20.8%	1.4%	71.0%

71 *How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Agency for Healthcare Research and Quality	36.2%	24.6%	3.9%	35.3%

72 *How satisfied are you with telework/telecommuting?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Agency for Healthcare Research and Quality	46.4%	14.7%	9.3%	29.5%

73 *How satisfied are you with alternative work schedules?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Agency for Healthcare Research and Quality	57.6%	12.6%	4.0%	25.8%

Demographics

74. Where do you work?

Headquarters	74%
Field	26%

75. What is your supervisory status?

Non-Supervisor	72%
Team Leader	14%
Supervisor	7%
Manager	1%
Executive	6%

76. Are you:

Male	28%
Female	72%

77. Are you Hispanic or Latino?

Yes	0%
No	100%

78. Are you:

White	72%
Black or African American	18%
Native Hawaiian or Other Pacific Islander	0%
Asian	5%
American Indian or Alaska Native	0%
Two or more races (Not Hispanic or Latino)	5%

79. What is your age group?

25 and under	1%
26 - 29	3%
30 - 39	18%
40 - 49	28%
50 - 59	39%
60 or older	11%

80. What is your pay category/grade?

Federal Wage System	0%
GS 1-6	5%
GS 7-12	24%
GS 13-15	66%
Senior Executive Service	3%
Senior Level (SL) or Scientific or Professional (ST)	1%
Other	1%

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

Less than 1 year	3%
1 to 3 years	5%
4 to 5 years	4%
6 to 10 years	14%
11 to 20 years	39%
More than 20 years	35%

82. How long have you been with your current agency?

Less than 1 year	5%
1 to 3 years	13%
4 to 5 years	8%
6 to 10 years	28%
11 to 20 years	39%
More than 20 years	7%

83. Are you considering leaving your organization within the next year?

No	66%
Yes, to retire	6%
Yes, to take another job in the Federal Government	18%
Yes, to take another job outside the Federal Government	5%
Yes, other	4%

84. I am planning to retire:

Within one year	3%
Between one and three years	13%
Between three and five years	12%
Five or more years	72%