

2006 Federal Human Capital Survey

Department of Health and Human Services - Centers for Medicare and Medicaid Services Trend Report

Number of Surveys Returned: 2905

This is a summary-by-question of your department's/agency's/subagency's response to the 2006 Federal Human Capital Survey, compared to your 2004 and/or 2002 results. 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".

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

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 - Centers for Medicare and Medicaid Services Trend Report

Personal Work Experiences

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	82.2%	10.1%	7.7%
2004 Centers for Medicare and Medicaid Services	84.1%	8.6%	7.3%
2002 Centers for Medicare and Medicaid Services	77.1%	10.7%	12.2%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	52.6%	21.9%	25.5%
2004 Centers for Medicare and Medicaid Services	54.1%	23.2%	22.7%
2002 Centers for Medicare and Medicaid Services	46.6%	25.5%	27.9%

03 I have enough information to do my job well.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	62.6%	19.4%	18.1%
2004 Centers for Medicare and Medicaid Services	63.0%	19.2%	17.8%
2002 Centers for Medicare and Medicaid Services	59.3%	22.0%	18.6%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	56.3%	21.2%	22.6%
2004 Centers for Medicare and Medicaid Services	55.1%	21.6%	23.3%
2002 Centers for Medicare and Medicaid Services	52.4%	22.8%	24.8%

Personal Work Experiences

05 My work gives me a feeling of personal accomplishment.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	64.2%	18.4%	17.4%
2004 Centers for Medicare and Medicaid Services	61.3%	20.0%	18.7%
2002 Centers for Medicare and Medicaid Services	60.0%	17.8%	22.2%

06 I like the kind of work I do.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	73.5%	16.1%	10.4%
2004 Centers for Medicare and Medicaid Services	72.6%	19.5%	8.0%
2002 Centers for Medicare and Medicaid Services	69.5%	18.3%	12.1%

07 I have trust and confidence in my supervisor.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	60.5%	19.9%	19.6%
2004 Centers for Medicare and Medicaid Services	N/A	N/A	N/A
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	56.8%	24.5%	18.7%
2004 Centers for Medicare and Medicaid Services	55.0%	27.2%	17.8%
2002 Centers for Medicare and Medicaid Services	53.4%	23.9%	22.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	64.7%	21.9%	13.4%
2004 Centers for Medicare and Medicaid Services	63.0%	22.5%	14.6%
2002 Centers for Medicare and Medicaid Services	59.7%	24.1%	16.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	81.8%	14.7%	3.5%
2004 Centers for Medicare and Medicaid Services	82.8%	15.1%	2.2%
2002 Centers for Medicare and Medicaid Services	78.8%	18.5%	2.8%

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 Centers for Medicare and Medicaid Services	62.7%	20.2%	15.5%	1.7%
2004 Centers for Medicare and Medicaid Services	63.3%	20.3%	16.2%	0.2%
2002 Centers for Medicare and Medicaid Services	55.8%	17.0%	26.3%	0.9%

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 Centers for Medicare and Medicaid Services	79.4%	12.1%	7.3%	1.3%
2004 Centers for Medicare and Medicaid Services	75.2%	14.2%	9.5%	1.1%
2002 Centers for Medicare and Medicaid Services	80.1%	10.2%	8.7%	1.0%

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 Centers for Medicare and Medicaid Services	57.8%	21.7%	19.3%	1.2%
2004 Centers for Medicare and Medicaid Services	56.2%	23.6%	19.3%	0.9%
2002 Centers for Medicare and Medicaid Services	52.8%	19.4%	27.3%	0.5%

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 Centers for Medicare and Medicaid Services	39.8%	29.5%	27.2%	3.5%
2004 Centers for Medicare and Medicaid Services	45.2%	28.9%	22.4%	3.5%
2002 Centers for Medicare and Medicaid Services	39.9%	23.8%	33.4%	2.9%

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 Centers for Medicare and Medicaid Services	46.8%	28.8%	20.9%	3.4%
2004 Centers for Medicare and Medicaid Services	46.0%	31.2%	20.1%	2.6%
2002 Centers for Medicare and Medicaid Services	47.2%	24.8%	26.0%	2.0%

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 Centers for Medicare and Medicaid Services	39.1%	21.6%	37.7%	1.6%
2004 Centers for Medicare and Medicaid Services	48.1%	19.1%	32.3%	0.5%
2002 Centers for Medicare and Medicaid Services	43.0%	15.8%	40.9%	0.3%

17 My workload is reasonable.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	51.4%	19.0%	28.3%	1.4%
2004 Centers for Medicare and Medicaid Services	53.0%	18.3%	28.2%	0.5%
2002 Centers for Medicare and Medicaid Services	62.2%	12.0%	25.7%	0.2%

18 My talents are used well in the workplace.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	51.6%	18.7%	28.0%	1.8%
2004 Centers for Medicare and Medicaid Services	53.9%	20.2%	24.0%	1.9%
2002 Centers for Medicare and Medicaid Services	55.5%	11.6%	32.8%	0.2%

Recruitment, Development, & Retention

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 Centers for Medicare and Medicaid Services	78.2%	13.2%	7.8%	0.7%
2004 Centers for Medicare and Medicaid Services	75.4%	14.1%	9.7%	0.8%
2002 Centers for Medicare and Medicaid Services	81.9%	8.2%	9.3%	0.6%

20 The work I do is important.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	82.6%	11.5%	5.4%	0.6%
2004 Centers for Medicare and Medicaid Services	81.6%	14.3%	3.7%	0.5%
2002 Centers for Medicare and Medicaid Services	82.4%	12.0%	4.8%	0.8%

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 Centers for Medicare and Medicaid Services	66.0%	15.1%	18.0%	0.9%
2004 Centers for Medicare and Medicaid Services	63.8%	15.4%	19.5%	1.4%
2002 Centers for Medicare and Medicaid Services	62.9%	16.1%	20.9%	0.2%

Performance Culture

22 Promotions in my work unit are based on merit.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	35.0%	24.8%	34.2%	6.0%
2004 Centers for Medicare and Medicaid Services	34.6%	21.0%	39.9%	4.5%
2002 Centers for Medicare and Medicaid Services	34.7%	22.3%	39.1%	3.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	21.0%	26.8%	42.6%	9.6%
2004 Centers for Medicare and Medicaid Services	21.3%	25.9%	45.0%	7.8%
2002 Centers for Medicare and Medicaid Services	16.3%	20.0%	54.5%	9.2%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	38.4%	28.1%	30.5%	3.0%
2004 Centers for Medicare and Medicaid Services	42.8%	24.6%	30.7%	1.9%
2002 Centers for Medicare and Medicaid Services	33.8%	22.6%	42.3%	1.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	48.5%	22.7%	26.3%	2.6%
2004 Centers for Medicare and Medicaid Services	45.0%	24.0%	27.7%	3.3%
2002 Centers for Medicare and Medicaid Services	39.8%	26.3%	31.6%	2.3%

26 Creativity and innovation are rewarded.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	40.5%	27.2%	29.1%	3.2%
2004 Centers for Medicare and Medicaid Services	38.8%	27.8%	30.8%	2.5%
2002 Centers for Medicare and Medicaid Services	34.0%	25.0%	37.1%	3.9%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	18.2%	29.0%	45.7%	7.1%
2004 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	41.1%	22.6%	30.5%	5.8%
2004 Centers for Medicare and Medicaid Services	43.1%	19.4%	34.0%	3.6%
2002 Centers for Medicare and Medicaid Services	39.2%	19.7%	39.8%	1.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	27.8%	30.1%	36.4%	5.7%
2004 Centers for Medicare and Medicaid Services	31.2%	26.1%	39.0%	3.7%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

Performance Culture

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	56.0%	24.0%	17.3%	2.8%
2004 Centers for Medicare and Medicaid Services	58.7%	22.0%	17.3%	2.0%
2002 Centers for Medicare and Medicaid Services	51.6%	22.7%	22.5%	3.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	51.1%	24.3%	22.6%	1.9%
2004 Centers for Medicare and Medicaid Services	48.2%	27.4%	22.2%	2.2%
2002 Centers for Medicare and Medicaid Services	51.2%	24.5%	22.5%	1.8%

32 I am held accountable for achieving results.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	75.9%	16.3%	7.1%	0.7%
2004 Centers for Medicare and Medicaid Services	73.9%	18.0%	7.5%	0.6%
2002 Centers for Medicare and Medicaid Services	71.2%	18.5%	9.5%	0.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	51.8%	28.0%	12.4%	8.0%
2004 Centers for Medicare and Medicaid Services	50.8%	24.7%	16.6%	8.0%
2002 Centers for Medicare and Medicaid Services	52.2%	25.4%	14.8%	7.6%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	53.1%	26.8%	13.3%	6.9%
2004 Centers for Medicare and Medicaid Services	54.4%	22.7%	16.9%	6.0%
2002 Centers for Medicare and Medicaid Services	61.3%	21.4%	12.5%	4.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	58.8%	23.3%	13.2%	4.7%
2004 Centers for Medicare and Medicaid Services	58.8%	22.8%	14.9%	3.6%
2002 Centers for Medicare and Medicaid Services	58.9%	22.6%	14.4%	4.1%

Leadership

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	44.8%	27.1%	27.5%	0.7%
2004 Centers for Medicare and Medicaid Services	37.3%	30.1%	31.1%	1.5%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	33.4%	30.9%	34.5%	1.2%
2004 Centers for Medicare and Medicaid Services	29.7%	29.5%	39.7%	1.1%
2002 Centers for Medicare and Medicaid Services	27.3%	25.3%	47.4%	0.0%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	41.4%	28.4%	25.3%	5.0%
2004 Centers for Medicare and Medicaid Services	34.3%	30.5%	28.3%	7.0%
2002 Centers for Medicare and Medicaid Services	39.8%	31.3%	25.1%	3.8%

39 Managers communicate the goals and priorities of the organization.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	56.5%	22.6%	20.0%	0.9%
2004 Centers for Medicare and Medicaid Services	49.1%	24.4%	25.6%	0.9%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	50.0%	28.0%	15.5%	6.6%
2004 Centers for Medicare and Medicaid Services	42.3%	27.8%	20.5%	9.4%
2002 Centers for Medicare and Medicaid Services	55.7%	18.9%	17.0%	8.4%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	76.0%	14.6%	6.8%	2.7%
2004 Centers for Medicare and Medicaid Services	72.8%	16.9%	8.0%	2.4%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

42 My organization has prepared employees for potential security threats.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	63.0%	21.6%	12.3%	3.1%
2004 Centers for Medicare and Medicaid Services	59.0%	25.2%	12.2%	3.6%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	29.6%	32.6%	18.2%	19.7%
2004 Centers for Medicare and Medicaid Services	28.3%	31.1%	21.8%	18.8%
2002 Centers for Medicare and Medicaid Services	33.1%	29.2%	23.4%	14.3%

Leadership

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	39.1%	27.7%	21.7%	11.6%
2004 Centers for Medicare and Medicaid Services	42.3%	23.2%	24.1%	10.5%
2002 Centers for Medicare and Medicaid Services	34.5%	27.3%	28.9%	9.3%

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.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	51.9%	23.0%	11.1%	14.1%
2004 Centers for Medicare and Medicaid Services	52.3%	21.1%	13.6%	12.9%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	41.2%	26.9%	18.0%	13.9%
2004 Centers for Medicare and Medicaid Services	36.5%	26.9%	23.1%	13.6%
2002 Centers for Medicare and Medicaid Services	42.8%	26.3%	15.9%	14.9%

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 Centers for Medicare and Medicaid Services	51.5%	24.3%	22.8%	1.4%
2004 Centers for Medicare and Medicaid Services	46.4%	26.0%	25.9%	1.7%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

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 Centers for Medicare and Medicaid Services	58.4%	21.5%	18.9%	1.1%
2004 Centers for Medicare and Medicaid Services	59.0%	20.5%	19.5%	1.0%
2002 Centers for Medicare and Medicaid Services	51.1%	20.8%	27.6%	0.5%

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 Centers for Medicare and Medicaid Services	69.5%	16.8%	9.6%	4.1%
2004 Centers for Medicare and Medicaid Services	59.6%	19.7%	16.8%	3.9%
2002 Centers for Medicare and Medicaid Services	62.8%	15.0%	16.3%	5.9%

50 My training needs are assessed.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Centers for Medicare and Medicaid Services	33.5%	28.6%	35.7%	2.2%
2004 Centers for Medicare and Medicaid Services	31.9%	29.3%	37.5%	1.3%
2002 Centers for Medicare and Medicaid Services	31.3%	22.7%	45.7%	0.4%

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 Centers for Medicare and Medicaid Services	50.9%	22.7%	24.1%	2.4%
2004 Centers for Medicare and Medicaid Services	45.4%	26.0%	27.0%	1.7%
2002 Centers for Medicare and Medicaid Services	49.8%	17.9%	31.0%	1.4%

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 Centers for Medicare and Medicaid Services	67.6%	15.2%	16.6%	0.6%
2004 Centers for Medicare and Medicaid Services	66.1%	14.9%	19.0%	0.0%
2002 Centers for Medicare and Medicaid Services	64.8%	17.2%	17.6%	0.4%

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 Centers for Medicare and Medicaid Services	87.6%	7.5%	4.0%	0.9%
2004 Centers for Medicare and Medicaid Services	87.6%	7.9%	3.5%	1.0%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

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 Centers for Medicare and Medicaid Services	48.9%	22.6%	28.5%
2004 Centers for Medicare and Medicaid Services	47.9%	23.1%	29.1%
2002 Centers for Medicare and Medicaid Services	46.7%	25.4%	27.9%

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 Centers for Medicare and Medicaid Services	44.5%	25.7%	29.8%
2004 Centers for Medicare and Medicaid Services	40.8%	25.6%	33.6%
2002 Centers for Medicare and Medicaid Services	41.1%	25.5%	33.4%

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 Centers for Medicare and Medicaid Services	50.3%	21.7%	28.0%
2004 Centers for Medicare and Medicaid Services	49.2%	19.9%	30.9%
2002 Centers for Medicare and Medicaid Services	44.3%	21.4%	34.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	35.5%	32.5%	32.0%
2004 Centers for Medicare and Medicaid Services	29.9%	32.8%	37.3%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A

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 Centers for Medicare and Medicaid Services	32.8%	28.9%	38.3%
2004 Centers for Medicare and Medicaid Services	29.6%	30.3%	40.0%
2002 Centers for Medicare and Medicaid Services	27.6%	30.3%	42.1%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	40.6%	30.0%	29.4%
2004 Centers for Medicare and Medicaid Services	43.3%	30.2%	26.6%
2002 Centers for Medicare and Medicaid Services	38.4%	32.4%	29.2%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	57.8%	20.9%	21.3%
2004 Centers for Medicare and Medicaid Services	59.8%	23.8%	16.4%
2002 Centers for Medicare and Medicaid Services	59.5%	21.0%	19.5%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	67.0%	18.5%	14.5%
2004 Centers for Medicare and Medicaid Services	67.0%	18.3%	14.7%
2002 Centers for Medicare and Medicaid Services	74.6%	11.1%	14.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	51.5%	24.7%	23.8%
2004 Centers for Medicare and Medicaid Services	50.9%	26.7%	22.4%
2002 Centers for Medicare and Medicaid Services	49.1%	23.5%	27.4%

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 Centers for Medicare and Medicaid Services	67.4%	17.4%	8.6%	6.7%
2004 Centers for Medicare and Medicaid Services	70.0%	22.6%	7.4%	N/A
2002 Centers for Medicare and Medicaid Services	76.2%	15.3%	8.5%	N/A

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 Centers for Medicare and Medicaid Services	66.3%	14.0%	15.9%	3.8%
2004 Centers for Medicare and Medicaid Services	63.2%	18.9%	17.9%	N/A
2002 Centers for Medicare and Medicaid Services	58.6%	16.8%	24.6%	N/A

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 Centers for Medicare and Medicaid Services	59.8%	21.3%	7.9%	11.0%
2004 Centers for Medicare and Medicaid Services	59.6%	32.4%	8.0%	N/A
2002 Centers for Medicare and Medicaid Services	54.5%	37.1%	8.4%	N/A

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 Centers for Medicare and Medicaid Services	27.8%	28.0%	7.5%	36.7%
2004 Centers for Medicare and Medicaid Services	28.5%	60.1%	11.4%	N/A
2002 Centers for Medicare and Medicaid Services	20.0%	67.2%	12.9%	N/A

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 Centers for Medicare and Medicaid Services	41.0%	23.2%	2.8%	33.0%
2004 Centers for Medicare and Medicaid Services	34.6%	58.4%	7.0%	N/A
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

68 How satisfied are you with paid vacation time?

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Centers for Medicare and Medicaid Services	84.9%	8.6%	6.6%
2004 Centers for Medicare and Medicaid Services	85.4%	10.7%	4.0%
2002 Centers for Medicare and Medicaid Services	86.6%	7.6%	5.8%

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 Centers for Medicare and Medicaid Services	81.7%	10.2%	8.1%
2004 Centers for Medicare and Medicaid Services	73.2%	16.1%	10.7%
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A

Satisfaction with Benefits

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 Centers for Medicare and Medicaid Services	6.7%	21.7%	3.1%	68.5%
2004 Centers for Medicare and Medicaid Services	12.6%	76.9%	10.5%	N/A
2002 Centers for Medicare and Medicaid Services	7.4%	84.0%	8.6%	N/A

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 Centers for Medicare and Medicaid Services	32.9%	23.2%	4.8%	39.1%
2004 Centers for Medicare and Medicaid Services	36.8%	54.4%	8.8%	N/A
2002 Centers for Medicare and Medicaid Services	N/A	N/A	N/A	N/A

72 How satisfied are you with telework/telecommuting?

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Centers for Medicare and Medicaid Services	27.1%	17.8%	22.1%	33.1%
2004 Centers for Medicare and Medicaid Services	23.7%	45.6%	30.7%	N/A
2002 Centers for Medicare and Medicaid Services	38.5%	39.1%	22.4%	N/A

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 Centers for Medicare and Medicaid Services	53.3%	15.0%	14.3%	17.4%
2004 Centers for Medicare and Medicaid Services	49.0%	29.2%	21.7%	N/A
2002 Centers for Medicare and Medicaid Services	68.6%	18.3%	13.1%	N/A

Demographics

74. Where do you work?

Headquarters	64%
Field	36%

75. What is your supervisory status?

Non-Supervisor	70%
Team Leader	18%
Supervisor	7%
Manager	4%
Executive	1%

76. Are you:

Male	34%
Female	66%

77. Are you Hispanic or Latino?

Yes	5%
No	95%

78. Are you:

White	70%
Black or African American	22%
Native Hawaiian or Other Pacific Islander	0%
Asian	4%
American Indian or Alaska Native	1%
Two or more races (Not Hispanic or Latino)	3%

79. What is your age group?

25 and under	1%
26 - 29	4%
30 - 39	18%
40 - 49	26%
50 - 59	40%
60 or older	10%

80. What is your pay category/grade?

Federal Wage System	0%
GS 1-6	1%
GS 7-12	29%
GS 13-15	69%
Senior Executive Service	1%
Senior Level (SL) or Scientific or Professional (ST)	0%
Other	0%

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

Less than 1 year	1%
1 to 3 years	16%
4 to 5 years	9%
6 to 10 years	17%
11 to 20 years	22%
More than 20 years	36%

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

Less than 1 year	1%
1 to 3 years	21%
4 to 5 years	10%
6 to 10 years	22%
11 to 20 years	24%
More than 20 years	21%

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

No	69%
Yes, to retire	7%
Yes, to take another job in the Federal Government	15%
Yes, to take another job outside the Federal Government	5%
Yes, other	5%

84. I am planning to retire:

Within one year	4%
Between one and three years	11%
Between three and five years	12%
Five or more years	73%