

**2006 Federal Human Capital Survey  
Department of Health and Human Services - Health Resources and Services Administration Report**

**Number of Surveys Returned: 590**

*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".*

		<i>Neither Agree nor Disagree</i>		
<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>		<i>Do Not Know</i>
		<i>Neither Satisfied nor Dissatisfied</i>		
<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Neither Satisfied nor Dissatisfied</i>		<i>No Basis to Judge</i>
<i>Very Good</i>		<i>Fair</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 - Health Resources and Services Administration 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 Health Resources and Services Administration	84.8%	8.8%	6.4%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	59.1%	20.0%	20.9%

*03 I have enough information to do my job well.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	67.4%	16.7%	16.0%

*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 Health Resources and Services Administration	60.8%	18.8%	20.5%

*05 My work gives me a feeling of personal accomplishment.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	70.2%	15.3%	14.5%

*06 I like the kind of work I do.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	76.8%	14.4%	8.9%

*07 I have trust and confidence in my supervisor.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	67.5%	17.2%	15.4%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	54.8%	22.5%	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 Health Resources and Services Administration	70.5%	19.4%	10.1%

*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 Health Resources and Services Administration	85.1%	12.5%	2.4%

**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 Health Resources and Services Administration	64.4%	17.2%	16.6%	1.8%

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 Health Resources and Services Administration	81.8%	9.9%	7.3%	1.1%

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 Health Resources and Services Administration	63.9%	20.2%	15.1%	0.8%

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 Health Resources and Services Administration	37.9%	25.4%	33.3%	3.4%

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 Health Resources and Services Administration	45.8%	28.1%	20.8%	5.3%

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 Health Resources and Services Administration	45.8%	19.3%	33.1%	1.8%

17 *My workload is reasonable.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Health Resources and Services Administration	57.6%	18.7%	23.5%	0.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Health Resources and Services Administration	53.0%	20.1%	25.2%	1.7%

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 Health Resources and Services Administration	82.6%	10.9%	5.3%	1.1%

20 *The work I do is important.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Health Resources and Services Administration	86.9%	8.4%	4.0%	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 Health Resources and Services Administration	73.1%	13.0%	12.9%	1.0%

**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 Health Resources and Services Administration	41.1%	25.3%	26.1%	7.5%

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 Health Resources and Services Administration	29.9%	25.6%	35.1%	9.4%

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 Health Resources and Services Administration	41.8%	26.9%	27.9%	3.4%

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 Health Resources and Services Administration	42.2%	25.2%	28.0%	4.7%

26 *Creativity and innovation are rewarded.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Health Resources and Services Administration	38.2%	27.7%	29.6%	4.4%

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 Health Resources and Services Administration	27.9%	30.8%	33.9%	7.4%

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 Health Resources and Services Administration	43.1%	24.2%	25.6%	7.2%

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 Health Resources and Services Administration	29.7%	32.5%	31.1%	6.8%

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 Health Resources and Services Administration	69.0%	14.7%	12.4%	3.9%

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 Health Resources and Services Administration	61.1%	21.5%	13.8%	3.6%

32 *I am held accountable for achieving results.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Health Resources and Services Administration	81.6%	12.9%	3.5%	1.9%

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 Health Resources and Services Administration	61.1%	23.3%	10.6%	5.1%

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 Health Resources and Services Administration	58.9%	24.0%	13.2%	3.9%

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 Health Resources and Services Administration	66.4%	18.3%	13.2%	2.1%

**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 Health Resources and Services Administration	51.1%	21.6%	26.6%	0.7%

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 Health Resources and Services Administration	37.2%	26.4%	34.7%	1.7%

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 Health Resources and Services Administration	43.9%	26.8%	24.2%	5.2%

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 Health Resources and Services Administration	60.9%	18.2%	20.2%	0.6%

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 Health Resources and Services Administration	56.7%	21.4%	15.6%	6.3%

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 Health Resources and Services Administration	65.5%	19.2%	10.8%	4.5%

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 Health Resources and Services Administration	55.6%	21.1%	19.7%	3.6%

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 Health Resources and Services Administration	34.6%	29.4%	20.7%	15.3%

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 Health Resources and Services Administration	45.4%	23.6%	22.5%	8.5%

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 Health Resources and Services Administration	53.8%	22.9%	11.6%	11.7%

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 Health Resources and Services Administration	39.3%	27.1%	22.0%	11.6%

**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 Health Resources and Services Administration	63.5%	19.2%	16.0%	1.4%

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 Health Resources and Services Administration	67.7%	17.9%	13.4%	1.1%

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 Health Resources and Services Administration	80.3%	12.1%	5.3%	2.4%

50 My training needs are assessed.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Don't Know</i>
2006 Health Resources and Services Administration	39.9%	27.5%	30.8%	1.9%

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 Health Resources and Services Administration	58.6%	20.9%	18.4%	2.1%

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 Health Resources and Services Administration	71.4%	14.1%	13.7%	0.8%

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 Health Resources and Services Administration	91.0%	5.0%	3.5%	0.6%

**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 Health Resources and Services Administration	50.5%	22.1%	27.4%

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 Health Resources and Services Administration	47.6%	23.4%	29.0%

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 Health Resources and Services Administration	51.8%	25.0%	23.2%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	40.1%	27.7%	32.2%

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 Health Resources and Services Administration	32.5%	28.7%	38.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	45.0%	30.7%	24.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	59.0%	21.8%	19.2%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	64.2%	16.7%	19.1%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	48.6%	24.6%	26.8%

**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 Health Resources and Services Administration	65.2%	17.8%	8.0%	9.0%

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 Health Resources and Services Administration	66.8%	15.2%	15.2%	2.8%

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 Health Resources and Services Administration	55.5%	25.1%	7.6%	11.8%

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 Health Resources and Services Administration	28.9%	29.9%	8.2%	33.0%

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 Health Resources and Services Administration	35.5%	26.3%	4.1%	34.1%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2006 Health Resources and Services Administration	84.6%	9.9%	5.5%

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 Health Resources and Services Administration	81.5%	10.7%	7.8%

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 Health Resources and Services Administration	6.7%	21.4%	6.0%	65.9%

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 Health Resources and Services Administration	28.3%	23.4%	6.7%	41.6%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2006 Health Resources and Services Administration	25.3%	15.9%	21.6%	37.2%

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 Health Resources and Services Administration	52.5%	15.3%	12.8%	19.4%

**74. Where do you work?**

<i>Headquarters</i>	<i>76%</i>
<i>Field</i>	<i>24%</i>

**75. What is your supervisory status?**

<i>Non-Supervisor</i>	<i>66%</i>
<i>Team Leader</i>	<i>16%</i>
<i>Supervisor</i>	<i>9%</i>
<i>Manager</i>	<i>6%</i>
<i>Executive</i>	<i>3%</i>

**76. Are you:**

<i>Male</i>	<i>30%</i>
<i>Female</i>	<i>70%</i>

**77. Are you Hispanic or Latino?**

<i>Yes</i>	<i>6%</i>
<i>No</i>	<i>94%</i>

**78. Are you:**

<i>White</i>	<i>56%</i>
<i>Black or African American</i>	<i>34%</i>
<i>Native Hawaiian or Other Pacific Islander</i>	<i>0%</i>
<i>Asian</i>	<i>5%</i>
<i>American Indian or Alaska Native</i>	<i>1%</i>
<i>Two or more races (Not Hispanic or Latino)</i>	<i>4%</i>

**79. What is your age group?**

<i>25 and under</i>	<i>1%</i>
<i>26 - 29</i>	<i>5%</i>
<i>30 - 39</i>	<i>20%</i>
<i>40 - 49</i>	<i>25%</i>
<i>50 - 59</i>	<i>37%</i>
<i>60 or older</i>	<i>12%</i>

**80. What is your pay category/grade?**

<i>Federal Wage System</i>	<i>0%</i>
<i>GS 1-6</i>	<i>3%</i>
<i>GS 7-12</i>	<i>35%</i>
<i>GS 13-15</i>	<i>59%</i>
<i>Senior Executive Service</i>	<i>3%</i>
<i>Senior Level (SL) or Scientific or Professional (ST)</i>	<i>0%</i>
<i>Other</i>	<i>1%</i>

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

<i>Less than 1 year</i>	<i>2%</i>
<i>1 to 3 years</i>	<i>11%</i>
<i>4 to 5 years</i>	<i>10%</i>
<i>6 to 10 years</i>	<i>17%</i>
<i>11 to 20 years</i>	<i>28%</i>
<i>More than 20 years</i>	<i>33%</i>

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

<i>Less than 1 year</i>	<i>3%</i>
<i>1 to 3 years</i>	<i>15%</i>
<i>4 to 5 years</i>	<i>15%</i>
<i>6 to 10 years</i>	<i>21%</i>
<i>11 to 20 years</i>	<i>28%</i>
<i>More than 20 years</i>	<i>17%</i>

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

<i>No</i>	<i>65%</i>
<i>Yes, to retire</i>	<i>5%</i>
<i>Yes, to take another job in the Federal Government</i>	<i>23%</i>
<i>Yes, to take another job outside the Federal Government</i>	<i>3%</i>
<i>Yes, other</i>	<i>5%</i>

**84. I am planning to retire:**

<i>Within one year</i>	<i>3%</i>
<i>Between one and three years</i>	<i>12%</i>
<i>Between three and five years</i>	<i>11%</i>
<i>Five or more years</i>	<i>74%</i>