Federal Human Capital Surve	ey - Coas	t Guard Ci	vilian res	sponses	
ltem	Year	Positive	Neutral	Negative	DK
(01) The people I work with cooperate to get the	2006	84.4%	8.3%	7.3%	
	2004	88.6%	6.5%	4.9%	
job done.	2002	80.4%	11.4%	8.2%	
	2006	63.2%	19.0%	17.8%	
(02) I am given a real opportunity to improve my	2004	68.5%	18.6%	12.9%	
skills in my organization.	2002	55.3%	24.2%	20.6%	
(03) I have enough information to do my job well.	2006		13.2%		
	2004		13.2%	10.3%	
	2002	74.4%	13.5%	12.1%	
(04) I feel encouraged to come up with new and	2006		17.3%	17.6%	
	2004	69.0%	16.6%	14.4%	
better ways of doing things.	2002	58.9%	19.3%	21.8%	
	2006				
(05) My work gives me a feeling of personal	2004		13.4%		
accomplishment.	2002				
	2006				
(06) I like the kind of work I do.	2004		8.2%	2.6%	
	2002	83.3%	10.3%	6.4%	
	2006		18.1%		
(07) I have trust and confidence in my supervisor.	2004		N/A	N/A	
	2002		N/A	N/A	
	2006		17.5%	11.5%	
(08) I recommend my organization as a good	2004		14.7%	9.5%	
place to work.	2002	69.7%	16.0%	14.0%	
	2006		18.8%		
(09) Overall, how good a job do you feel is being	2004		19.8%	10.7%	
done by your immediate supervisor/team leader?	2002	62.7%	22.2%	15.1%	
	2006		12.2%	2.5%	
(10) How would you rate the overall quality of work	2004	85.6%	11.5%	2.9%	
done by your work group?	2002	82.6%	15.3%	2.1%	
(11) The workforce has the job-relevant	2006				0.8%
knowledge and skills necessary to accomplish	2004		13.1%	10.2%	0.3%
organizational goals.	2002				
	2006		11.6%		
(12) My supervisor supports my need to balance	2004		10.1%	6.6%	0.3%
work and family issues.	2002	82.2%	8.6%	8.4%	0.9%
(13) Supervisors/team leaders in my work unit	2006		21.6%		
provide employees with the opportunities to	2004		18.8%		
demonstrate their leadership skills.	2002		18.9%		
(14) My work unit is able to recruit people with the	2006		30.8%	21.8%	3.8%
right skills.	2006		30.8% 28.6%	21.8% 25.5%	3.8% 2.2%

Item	Year	Positive	Neutral	Negative	DK
(15) The skill level in my work unit has improved in	2006	52.0%	29.8%	15.6%	2.6%
the past Year.	2004	55.6%	29.3%	13.6%	1.5%
ine past real.	2002	56.4%	20.4%	21.5%	1.8%
(16) I have sufficient resources (for example,	2006	54.1%	19.4%	25.3%	1.2%
people, materials, budget) to get my job done.	2004	57.0%	15.4%	26.8%	0.8%
people, materials, budget) to get my job done.	2002	56.4%	14.5%	28.9%	0.2%
	2006	62.3%	16.1%	20.6%	1.0%
(17) My workload is reasonable.	2004	66.1%	15.0%	18.6%	0.3%
	2002	67.6%	10.1%	22.4%	0.0%
	2006	62.6%	17.5%	18.5%	1.4%
(18) My talents are used well in the workplace.	2004	68.1%	14.1%	16.7%	1.2%
	2002	64.4%	12.0%	23.6%	0.1%
	2006	81.9%	11.6%	5.1%	
(19) I know how my work relates to the agency's	2004	87.3%	7.0%	5.0%	
goals and priorities.	2002	89.7%	5.7%	4.4%	
	2006	90.4%	7.7%	1.1%	
(20) The work I do is important.	2004	92.3%	5.4%	1.8%	0.5%
	2004	91.6%	4.6%	3.0%	0.8%
	2002	67.3%	15.4%	16.3%	1.0%
(21) Physical conditions (for example, noise level,	2000	07.3%	15.4%	10.3%	1.0%
temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs	2004	68.6%	12.4%	18.6%	0.4%
well.	2002	65.1%	15.5%	19.3%	0.2%
(22) Promotions in my work unit are based on	2006	33.3%	26.7%	35.3%	4.8%
merit.	2004	30.9%	30.8%	33.1%	5.2%
	2002	34.9%	24.7%	36.9%	3.6%
(23) In my work unit, steps are taken to deal with a	2006	30.4%	27.3%	34.5%	7.9%
poor performer who cannot or will not improve.	2004	32.0%	26.5%	33.1%	8.4%
	2002	25.8%	22.7%	40.8%	10.7%
(24) Employees have a feeling of personal	2006	50.0%	26.2%	21.7%	2.2%
empowerment with respect to work processes.	2004	50.6%	26.9%	20.9%	1.5%
empowerment with respect to work processes.	2002	45.3%	21.5%	32.0%	1.2%
(25) Employees are rewarded for providing high	2006	49.6%	23.7%	24.9%	1.8%
quality products and services to customers.	2004	47.4%	22.1%	28.0%	2.5%
quality products and services to customers.	2002	49.7%	19.3%	29.8%	1.2%
	2006	44.1%	28.0%	26.1%	1.8%
(26) Creativity and innovation are rewarded.	2004	41.1%	27.1%	28.6%	3.3%
	2002	42.2%	24.0%	32.2%	1.7%
(27) Pay raises depend on how well employees	2006	22.1%	29.1%	43.6%	5.2%
perform their jobs.	2004	N/A	N/A	N/A	N/A
	2002	N/A	N/A	N/A	N/A
(28) Awards in my work unit depend on how well	2006	41.2%	26.1%	29.0%	3.7%
	2004	44.1%	25.7%	27.2%	3.0%
employees perform their jobs.	2002	54.6%	14.1%	30.5%	0.9%
(20) In my work unit differences in performance	2006	32.7%	32.0%	31.4%	1
(29) In my work unit, differences in performance	2004	34.4%	29.6%	32.4%	3.5%
are recognized in a meaningful way.	2002	N/A	N/A	N/A	N/A

Item	Year	Positive	Neutral	Negative	DK
(30) My performance appraisal is a fair reflection	2006	74.3%	13.3%	11.2%	1.2%
of my performance.	2004	76.2%	13.0%	8.9%	2.0%
or my performance.	2002	74.6%	10.1%	14.9%	0.4%
(31) Discussions with my supervisor/team leader about my performance are worthwhile.	2006			16.6%	1.5%
	2004	63.9%	20.1%	15.0%	1.0%
about my performance are worthwhile.	2002	61.6%	17.4%	20.8%	0.3%
	2006	80.8%	14.0%	4.1%	1.1%
(32) I am held accountable for achieving results.	2004	84.0%	11.5%	4.6%	0.0%
	2002	80.5%	13.5%	5.5%	0.5%
(33) Supervisors/team leaders in my work unit are	2006	56.7%	26.6%	10.5%	6.2%
committed to a workforce representative of all	2004	56.5%	28.6%	9.2%	5.7%
segments of society.	2002	52.6%	27.0%	12.2%	8.2%
(34) Policies and programs promote diversity in the workplace (for example, recruiting minorities	2006	56.6%	27.3%	10.7%	5.4%
and women, training in awareness of diversity issues, mentoring).	2004	55.5%	27.8%	10.4%	6.4%
	2002	59.2%	21.9%	12.9%	5.9%
(25) Managare/supanyisare/taam laadare work woll	2006	67.5%	20.0%	9.9%	2.7%
(35) Managers/supervisors/team leaders work well	2004	68.1%	18.5%	11.0%	2.4%
with employees of different backgrounds.	2002	64.6%	19.2%	13.0%	3.2%
(26) I have a high level of respect for my	2006	62.2%	19.9%	17.5%	0.4%
(36) I have a high level of respect for my	2004	63.5%	17.2%	19.3%	0.1%
organization's senior leaders.	2002		N/A	N/A	N/A
(37) In my organization, leaders generate high	2006	49.8%	25.8%	23.3%	1.2%
levels of motivation and commitment in the	2004	50.1%	23.7%	25.7%	0.4%
workforce.	2002	39.3%	25.2%	35.1%	0.4%
	2006	61.1%		15.6%	2.4%
(38) My organization's leaders maintain high	2004			15.7%	2.4%
standards of honesty and integrity.	2002			20.2%	2.1%
	2006				
(39) Managers communicate the goals and	2004	65.5%	17.6%	16.0%	1.0%
priorities of the organization.	2002		N/A	N/A	N/A
(40) Managers review and evaluate the	2006	58.5%	22.6%	14.1%	4.9%
organization's progress toward meeting its goals	2004	62.6%	20.5%	13.6%	3.4%
and objectives.	2002	67.9%	13.7%	11.5%	6.9%
(11) Employeee are protected from booth and	2006		-		1.2%
(41) Employees are protected from health and	2004				1.0%
safety hazards on the job.	2002	N/A	N/A	NIA	N/A
(42) My exercise has averaged employees for	2006	69.2%	18.6%	10.5%	1.7%
(42) My organization has prepared employees for potential security threats.	2004		17.4%	9.6%	0.8%
	2002		N/A	N/A	N/A
(43) Complaints, disputes or grievances are	2006		30.4%	18.2%	10.8%
resolved fairly in my work unit.	2004			15.2%	12.5%
	2002			22.9%	10.2%
(44) Arbitrary action, personal favoritism and	2006			19.4%	6.3%
coercion for partisan political purposes are not	2004			17.7%	8.0%
tolerated.	2002	45.1%	21.5%	26.1%	7.3%

ItemYearPositiveNeutralNegativeDK(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.200661.8%18.5%12.0%(46) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.200648.9%26.7%16.9%200250.7%19.1%19.0%200250.7%19.1%19.0%(47) Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.2002N/AN/AN/AN/AVAN/AN/AN/AN/AN/AN/AN/A	7.7% 9.1% 7.5% 8.8%
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.200661.8%18.5%12.0%(46) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.200648.9%26.7%16.9%200250.7%19.1%19.0%(47) Supervisors/team leaders provide employees with constructive suggestions to improve their job200660.8%20.8%17.3%	9.1% 7.5%
employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.200463.3%17.2%10.4%(46) I can disclose a suspected violation of any 	9.1% 7.5%
compete for employment, knowingly violating veterans' preference requirements) are not tolerated.200463.3%17.2%10.4%(46) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.200648.9%26.7%16.9%200250.7%19.1%19.0%(47) Supervisors/team leaders provide employees 	7.5%
veterans' preference requirements) are not tolerated.2002 N/AN/ANIAN/A(46) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.200648.9%26.7%16.9%200451.3%25.0%14.9%200250.7%19.1%19.0%(47) Supervisors/team leaders provide employees200660.8%20.8%17.3%with constructive suggestions to improve their job200462.5%21.1%15.6%	7.5%
tolerated. 2002 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. 2006 48.9% 26.7% 16.9% 2002 50.7% 19.1% 19.0% (47) Supervisors/team leaders provide employees with constructive suggestions to improve their job 2006 60.8% 20.8% 17.3%	
(46) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. 2006 48.9% 26.7% 16.9% (47) Supervisors/team leaders provide employees with constructive suggestions to improve their job 2006 60.8% 20.8% 17.3%	
(46) I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.200451.3%25.0%14.9%200250.7%19.1%19.0%(47) Supervisors/team leaders provide employees200660.8%20.8%17.3%with constructive suggestions to improve their job200462.5%21.1%15.6%	
2002 50.7% 19.1% 19.0% (47) Supervisors/team leaders provide employees 2006 60.8% 20.8% 17.3% with constructive suggestions to improve their job 2004 62.5% 21.1% 15.6%	0.0%
(47) Supervisors/team leaders provide employees200660.8%20.8%17.3%with constructive suggestions to improve their job200462.5%21.1%15.6%	
with constructive suggestions to improve their job 2004 62.5% 21.1% 15.6%	11.2%
	1.1%
	0.8%
,	0.404
(48) Supervisors/team leaders in my work unit 2006 66.0% 18.7% 14.9%	0.4%
2004 71.7% 10.4% 11.2%	0.8%
2002 60.9% 18.5% 20.4%	0.3%
(49) Employees have electronic access to learning 2006 69.5% 15.8% 11.3%	3.4%
and training programs readily available at their 2004 67.7% 16.2% 13.7%	2.4%
desk. 2002 65.7% 13.2% 17.8%	3.3%
2006 47.7% 26.5% 24.7%	1.1%
(50) My training needs are assessed. 2004 46.7% 25.5% 26.3%	1.5%
2002 43.3% 24.4% 31.9%	0.4%
(51) Managers promote communication among 2006 56.5% 22.4% 19.7%	1.4%
different work units (for example, about projects, 2004 59.2% 21.7% 16.8%	2.4%
goals, needed resources). 2002 49.4% 21.4% 26.5%	2.7%
(52) Employees in my work unit share job 2006 73.0% 13.6% 13.0% 2004 76.1% 12.5% 10.6%	0.4%
knowledge with each other 2004 76.1% 12.5% 10.0%	0.8%
2002 73.9% 10.0% 15.4%	0.7%
(53) Employees use information technology (for 2006 85.9% 9.6% 3.8%	0.6%
example, intranet, shared networks) to perform 2004 88.6% 7.6% 3.6%	0.3%
work. 2002 N/A N/A N/A N/A	
(54) How satisfied are you with your involvement 2006 57.0% 21.7% 21.3%	
in decisions that affect your work? 2004 62.9% 17.3% 19.8%	
2002 57.0% 22.2% 20.8%	
(55) How satisfied are you with the information you 2006 52.4% 22.8% 24.8%	
receive from management on what's going on in 2004 54.4% 20.7% 24.8%	
your organization? 2002 48.8% 24.7% 26.5%	
(56) How satisfied are you with the recognition you 2006 51.9% 23.9% 24.2%	
receive for doing a good job? 2004 51.0% 24.3% 24.6%	
2002 50.5% 21.0% 28.6%	
(57) How satisfied are you with the policies and 2006 49.3% 27.2% 23.6%	
practices of your senior leaders? 2004 51.0% 25.4% 23.6%	
2002 N/A N/A N/A	
(58) How satisfied are you with your opportunity to 2006 35.0% 26.2% 38.8%	
get a better job in your organization?	
2002 29.1% 26.5% 44.4%	
2006 53.7% 24.9% 21.5%	

	Year	Positive	Neutral	Negative	DK	
Item (60) Considering eventthing, how satisfied are you	2006	70.3%	16.3%	13.5%		
(60) Considering everything, how satisfied are you with your job?	2004	73.8%	16.0%	10.2%		
with your job?	2002	70.2%	16.5%	13.3%		
(61) Considering everything, how satisfied are you	2006	59.1%	19.7%	21.2%		
with your pay?	2004	56.1%	18.3%	25.6%		
	2002	61.7%	14.7%	23.7%		
(62) Considering everything, how satisfied are you with your organization?	2006	65.3%	20.3%	14.4%		
	2004	70.4%	18.2%	11.4%		
	2002	61.7%	22.7%	15.7%		
(63) How satisfied are you with retirement	2006	61.3%	21.5%	10.3%	7.	.0%
	2004	60.8%	24.3%	15.1%	N/A	
	2002	63.2%	21.1%	15.7%	N/A	
(64) How satisfied are you with health insurance benefits?	2006	54.9%	21.9%	16.1%	7.	.1%
	2004	51.2%	24.0%	24.8%	N/A	
	2002	47.3%	24.3%	28.4%	N/A	
	2006			7.8%		.5%
(65) How satisfied are you with life insurance	2004			10.3%		
benefits?	2002	55.9%		7.9%		
	2006	34.3%				.0%
(66) How satisfied are you with long term care	2004	32.3%	55.6%	12.1%		.070
insurance?	2004	22.2%	67.3%	10.5%		
	2002			ī.		20/
(67) How satisfied are you with the flexible	2008		33.5% 62.9%	4.2% 7.8%		.3%
spending account (FSA) program?	2004	29.370	02.9%	N/A	N/A	
	2002	81.5%	10.0%	8.5%		
(68) How satisfied are you with paid vacation	2000	79.1%	8.4%	12.5%		
time?	2004	88.5%	6.8%	4.7%		
				4.7 /0		
(69) How satisfied are you with paid leave for	2006	84.6%	10.3%	5.2%		
illness (for example, personal), including family	2004	81.7%	13.0%	5.3%		
care situations (for example, childbirth/adoption or	2004	01.770	10.070	0.070		
elder care)?	2002		N/A	N/A		
(70) How satisfied are you with child care	2006	8.2%		3.9%		.3%
subsidies?	2004	13.6%	78.7%	7.8%		
	2002	7.2%	81.8%	11.0%	N/A	
	2006	36.0%	27.9%	7.0%	20	.2%
(71) How satisfied are you with work/life programs	2000	30.0%	21.9%	1.0%	29.	.∠70
(for example, health and wellness, employee	2004	47.3%	45.3%	7.5%	N/A	
assistance, elder care, and support groups)?						
	2002		N/A	N/A	N/A	
(72) How satisfied are you with	2006	22.7%	23.3%	15.6%		.5%
telework/telecommuting?	2004		52.3%	16.9%		
	2002	21.8%	54.7%	23.6%	N/A	
(73) How satisfied are you with alternative work						
	0000		47 40/	0 50/	15	.6%
	2006	58.6%	17.4%	8.5%	15.	.0 /0
(73) How satisfied are you with alternative work schedules?	2006 2004			8.5% 7.9%		.070