

Department of Homeland Security: 2008 Federal Human Capital Survey Results

One Team, One Mission, Securing Our Homeland

DHS scores on the 2008 Federal Human Capital Survey (FHCS), sponsored by the Office of Personnel Management, confirm that we are continuing to improve the DHS workplace. Our 2008 scores reflect notable increases from the DHS Annual Employee Survey (AES) scores in 2007 and the FHCS scores in 2006. Considerable improvements were evident for questions about Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction (the 4 Human Capital Assessment and Accountability Framework [HCAAF] indices). DHS is among the top five Federal agencies with the largest percentage-point increases in positive scores since 2006 for all four HCAAF indices.

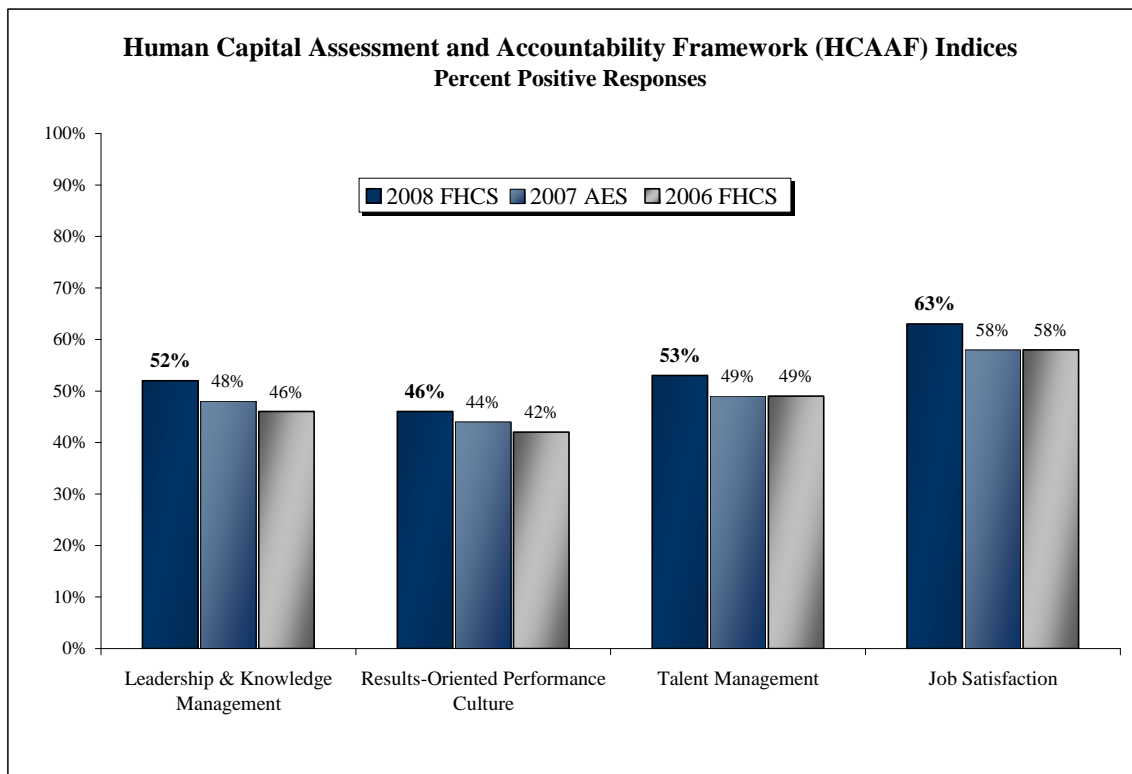
Although we are proud of this progress, we remain steadfast in our commitment to make the DHS workplace the best it can be. Our employees deserve no less.

Summary of Results

The following sets of percentages indicate the highest levels of agreement (i.e., the percentage of employees answering *Strongly Agree* or *Agree*) and the disagreement with survey items and changes since 2006 in the HCAAF indices.

- ❑ Positive scores for nearly half (38 of 73) of the FHCS survey items increased from 2006 to 2008 by 5 percentage points or more. Positive scores for more than one-third (18 of 45) of the survey items increased from 2007 to 2008.
- ❑ Top Increases from 2006 FHCS to 2008 FHCS include:
 - Question 50 “*Employees have electronic access to learning and training programs readily available at their desk*”—increased by 13 percentage points.
 - Question 16 “*I have sufficient resources (for example, people, materials, budget) to get my job done*”—increased by a total of 9 percentage points.
 - Question 59 “*How satisfied are you with your opportunity to get a better job in your organization*”—increased by 9 percentage points.
- ❑ Top Increases from 2007 AES to 2008 FHCS include:
 - Question 55 “*How satisfied are you with your involvement in decision that affect your work*”—increased by 13 percentage points.
 - Question 39 “*My organization’s leaders maintain high standards of honesty and integrity*”—increased by 9 percentage points.
 - Question 36 “*Managers/supervisors/team leaders work well with employees of different backgrounds*”—increased by 8 percentage points.
- ❑ Overall, approximately, 6 of 10 DHS employees are satisfied with their jobs (62%) and would recommend DHS as a good place to work (58%).

- **HCAAF Indices:** Since 2006, DHS improved on all 4 HCAAF Indices.



- **Strengths:** Top Six Items with Percent Positive Responses of 65% or Higher¹

Question 20: The work I do is important (91%)

Question 54: Employees use information technology to perform work (83%)

Question 6: Employees like the work they do (82%)

Question 69: Satisfied with paid vacation time (82%)

Question 1: The people I work with cooperate to get the job done (82%)

Question 19: I know how my work relates to the agency's goals and priorities (81%)

- **Challenges:** Top Six Items with Percent Negative Responses of 35% or Higher

Question 27: Pay raises depend on how well employees perform their jobs (49%)

Question 22: Promotions in my work unit are based on merit (45%)

Question 23: In my work unit, steps are taken to deal with a poor performer who cannot or will not improve (45%)

Question 29: In my work unit, differences in performance are recognized in a meaningful way (42%)

Question 38: In my organization, leaders generate high levels of motivation and commitment in the workforce (40%)

Question 26: Creativity and innovation are rewarded (39%)

¹ DHS had more survey items with percent positive responses of 65 percent or more and percent negative responses of 35 percent or more; only the top 6 items in both categories are shown.

About the Survey

The survey included a total of 85 items (74 survey items and 11 demographic questions) — there are 73 survey items in common between the 2006 and 2008 Federal Human Capital Survey (FHCS) and 45 survey items in common between the 2007 DHS Annual Employee Survey and the 2008 FHCS. The 2008 survey included eight sections:

Section 1: Personal Work Experience (Questions 1—10)

Section 2: Recruitment, Development, and Retention (Questions 11—21)

Section 3: Performance Culture (Questions 22—36)

Section 4: Leadership (Questions 37—47)

Section 5: Learning (Knowledge Management) (Questions 48—54)

Section 6: Job Satisfaction (Questions 55—63)

Section 7: Benefits (Questions 64—74)

Section 8: Demographics (Questions 75—85)

Survey Items and Response Choices

Three 5-point Likert-type response scales were used in the survey: (a) *Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree*; (b) *Very Satisfied, Satisfied, Neither Satisfied nor Dissatisfied, Dissatisfied, Very Dissatisfied*; (c) *Very Good, Good, Fair, Poor, Very Poor*. For questions 11 through 54 and 64 through 74 of the 2008 survey, respondents had the additional option of answering *Do Not Know* or *No Basis to Judge*.

Survey Administration and Sample

- Survey mode: Web
- Data collection period: August 1st to September 26th, 2008
- Survey population: full-time, permanent DHS employees
- Sample size: 19,187 DHS employees were asked to participate in the survey
- Respondents: 9,550 DHS employees answered the call and completed a survey
- Response rate: 50%
 - The adjusted formula for the calculating response rate (according to the Office of Personnel Management's Federal Human Capital Survey method) is:
Number of eligible employees returning completed surveys / Number of eligible employees receiving a survey:

$$RR = (9,550 / 19,187) * 100$$

$$RR = 50 \text{ percent}$$

Representativeness of Respondents²

The percentages presented in this report are based on weighted data. Weighted data are essential in generalizing findings from survey respondents to the population covered by the survey. The survey data collected from respondents were adjusted to represent the DHS population. If weights are not used in data analyses, estimates could be biased because some population subgroups are under- or over-represented in the respondent group. The FHCS weights adjust for the differences between the survey population and respondent group.

² Information on the 2008 FHCS data weighting retrieved February 3, 2009 from <http://www.fhcs.opm.gov/2008/About/>

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2008 FEDERAL HUMAN CAPITAL SURVEY RESULTS
(Survey Administration Period 8/1/08 to 9/26/08)

		Strongly Agree		Neither Agree Nor Disagree		Strongly Disagree		Do Not Know/ No Basis to Judge	Percent Positive	Total
		Agree	Disagree	Disagree	Disagree	Disagree	Disagree			
*1. The people I work with cooperate to get the job done.	N	2,862	5,152	799	594	143	NA	81.8	9,550	
	%	25.6	56.2	9.4	7.0	1.7	NA			
*2. I am given a real opportunity to improve my skills in my organization.	N	1,741	3,933	1,801	1,496	579	NA	56.0	9,550	
	%	15.5	40.6	19.4	17.5	7.0	NA			
3. I have enough information to do my job well.	N	1,618	4,962	1,534	1,164	272	NA	67.8	9,550	
	%	15.7	52.1	16.7	12.7	2.8	NA			
4. I feel encouraged to come up with new and better ways of doing things.	N	1,925	3,376	1,803	1,620	826	NA	49.2	9,550	
	%	15.8	33.4	20.6	20.0	10.2	NA			
*5. My work gives me a feeling of personal accomplishment.	N	2,722	4,001	1,484	839	504	NA	67.6	9,550	
	%	25.1	42.6	17.0	9.4	6.0	NA			
*6. I like the kind of work I do.	N	3,843	4,133	1,020	375	179	NA	82.4	9,550	
	%	38.0	44.4	11.4	4.1	2.1	NA			
*7. I have trust and confidence in my supervisor.	N	2,553	3,359	1,699	1,077	862	NA	59.2	9,550	
	%	23.0	36.2	19.0	12.0	9.7	NA			
8. I recommend my organization as a good place to work.	N	2,137	3,656	1,911	1,056	790	NA	58.4	9,550	
	%	19.5	38.9	21.4	11.5	8.6	NA			
							Do Not Know/ No Basis to Judge	Percent Positive	Total	
		Very Good	Good	Fair	Poor	Very Poor				
*9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	N	2,894	3,215	2,017	864	560	NA	61.1	9,550	
	%	27.1	34.0	22.8	9.8	6.2	NA			
10. How would you rate the overall quality of work done by your work group?	N	3,533	4,247	1,402	264	104	NA	78.0	9,550	
	%	31.5	46.5	17.1	3.5	1.4	NA			
							Do Not Know/ No Basis to Judge	Percent Positive	Total	
		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree				
*11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N	1,444	5,292	1,414	1,022	331	47	68.7	9,550	
	%	13.7	55.0	16.3	10.6	3.8	0.5			
*12. My supervisor supports my need to balance work and other life issues.	N	2,965	3,853	1,356	670	648	58	67.2	9,550	
	%	26.7	40.6	15.2	8.3	8.6	0.7			
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	N	1,731	3,996	1,865	1,197	692	69	55.4	9,550	
	%	15.5	39.8	21.4	14.1	8.3	0.8			
*14. My work unit is able to recruit people with the right skills.	N	918	3,024	2,624	1,772	950	262	36.4	9,550	
	%	8.0	28.4	30.1	19.4	10.8	3.3			

* AES prescribed items.

Percentages are weighted to be representative of the Agency's population.

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		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
15. The skill level in my work unit has improved in the past year.	N	1,543	3,642	2,340	1,202	627	196		9,550
	%	14.0	37.2	25.4	13.5	7.4	2.5	51.2	100
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	N	989	3,377	1,610	2,140	1,340	94		9,550
	%	10.3	35.8	17.6	21.6	13.6	1.1	46.1	100
*17. My workload is reasonable.	N	989	4,540	1,530	1,561	877	53		9,550
	%	10.5	49.7	16.2	14.5	8.5	0.6	60.2	100
*18. My talents are used well in the workplace.	N	1,525	3,881	1,638	1,404	1,002	100		9,550
	%	13.1	39.5	18.7	16.1	11.3	1.2	52.7	100
*19. I know how my work relates to the agency's goals and priorities.	N	2,922	4,936	941	444	246	61		9,550
	%	26.4	54.4	11.0	4.8	2.7	0.8	80.7	100
*20. The work I do is important.	N	5,036	3,624	590	136	131	33		9,550
	%	53.0	37.6	6.3	1.5	1.4	0.3	90.5	100
*21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N	2,024	3,972	1,357	1,244	884	69		9,550
	%	18.5	39.9	15.4	14.4	11.0	0.8	58.4	100
*22. Promotions in my work unit are based on merit.	N	787	2,388	2,225	1,815	1,953	382		9,550
	%	5.7	21.1	23.7	21.0	24.3	4.2	26.8	100
*23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N	529	2,525	2,215	2,090	1,699	492		9,550
	%	4.5	23.0	22.6	23.0	21.9	5.0	27.6	100
*24. Employees have a feeling of personal empowerment with respect to work processes.	N	697	3,239	2,620	1,773	1,061	160		9,550
	%	5.7	30.2	29.3	20.2	12.7	1.9	35.9	100
25. Employees are rewarded for providing high quality products and services to customers.	N	1,004	3,164	2,135	1,829	1,205	213		9,550
	%	7.5	27.3	24.0	22.0	16.2	3.0	34.8	100
*26. Creativity and innovation are rewarded.	N	911	2,757	2,500	1,890	1,280	212		9,550
	%	6.7	23.7	27.6	22.9	16.4	2.7	30.4	100
*27. Pay raises depend on how well employees perform their jobs.	N	470	1,596	2,532	2,371	2,070	511		9,550
	%	4.1	15.4	25.7	24.6	24.8	5.4	19.5	100
28. Awards in my work unit depend on how well employees perform their jobs.	N	917	2,947	2,108	1,627	1,543	408		9,550
	%	6.9	26.7	22.8	19.0	20.0	4.6	33.6	100
*29. In my work unit, differences in performance are recognized in a meaningful way.	N	645	2,402	2,651	2,010	1,500	342		9,550
	%	5.4	21.2	27.9	22.7	19.1	3.6	26.6	100
*30. My performance appraisal is a fair reflection of my performance.	N	1,615	4,101	1,855	957	781	241		9,550
	%	13.5	42.7	21.0	11.1	9.2	2.5	56.3	100
*31. Discussions with my supervisor/team leader about my performance are worthwhile.	N	1,531	3,572	2,229	1,058	978	182		9,550
	%	13.6	36.8	25.5	11.0	11.0	2.1	50.4	100

* AES prescribed items.

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		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*32. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	N	1,895	4,004	1,625	918	654	454		9,550
	%	17.1	43.4	18.0	9.7	6.7	5.0	60.5	100
33. I am held accountable for achieving results.	N	2,403	5,220	1,215	446	177	89		9,550
	%	20.6	54.9	14.8	6.0	2.4	1.3	75.5	100
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	N	1,599	3,911	2,322	680	480	558		9,550
	%	13.2	38.9	27.0	8.3	6.0	6.6	52.1	100
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	N	1,659	3,885	2,188	663	534	621		9,550
	%	14.3	39.8	24.6	7.4	6.1	7.7	54.1	100
*36. Managers/supervisors/team leaders work well with employees of different backgrounds.	N	1,921	4,401	1,694	702	588	244		9,550
	%	15.9	45.0	19.6	9.1	7.5	2.9	60.9	100
*37. I have a high level of respect for my organization's senior leaders.	N	1,653	3,155	1,931	1,406	1,372	33		9,550
	%	15.3	31.7	21.3	15.2	16.0	0.5	47.0	100
*38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	N	979	2,710	2,359	1,940	1,519	43		9,550
	%	8.7	25.7	24.9	21.7	18.5	0.6	34.4	100
39. My organization's leaders maintain high standards of honesty and integrity.	N	1,569	3,236	2,179	1,082	1,225	259		9,550
	%	13.8	33.0	23.4	12.0	15.0	2.9	46.8	100
*40. Managers communicate the goals and priorities of the organization.	N	1,237	4,131	1,963	1,256	899	64		9,550
	%	10.8	41.7	21.7	13.8	11.1	0.9	52.6	100
*41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N	1,144	3,758	2,267	1,074	761	546		9,550
	%	10.1	36.8	24.8	11.7	9.6	7.0	46.9	100
*42. Employees are protected from health and safety hazards on the job.	N	1,702	4,693	1,512	895	642	106		9,550
	%	13.6	45.6	18.2	12.0	9.6	1.1	59.2	100
*43. My organization has prepared employees for potential security threats.	N	1,597	4,738	1,654	906	528	127		9,550
	%	14.5	47.4	18.5	11.3	7.0	1.3	61.9	100
44. Complaints, disputes or grievances are resolved fairly in my work unit.	N	909	2,933	2,371	1,168	1,170	999		9,550
	%	7.4	27.2	25.3	14.4	15.4	10.2	34.7	100
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N	1,378	2,961	2,082	1,183	1,331	615		9,550
	%	10.8	28.2	23.5	13.9	16.7	6.9	39.0	100
46. 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 tolerate	N	2,059	3,613	1,711	592	736	839		9,550
	%	17.2	37.1	20.0	6.9	8.9	9.9	54.3	100
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N	1,565	3,115	2,019	1,014	1,106	731		9,550
	%	13.1	32.1	21.7	12.2	13.3	7.6	45.1	100

* AES prescribed items.

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		Strongly		Neither		Strongly		Do Not Know/ No Basis to Judge	Percent Positive	Total
		Agree	Agree	Agree Nor Disagree	Disagree	Disagree	Disagree			
48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	N	1,116	4,416	2,004	1,303	613	98			9,550
	%	9.9	43.5	22.5	15.5	7.5	1.2	53.4	100	
*49. Supervisors/team leaders in my work unit support employee development.	N	1,626	4,490	1,725	1,037	602	70			9,550
	%	13.4	44.4	20.4	13.1	7.7	1.0	57.8	100	
50. Employees have electronic access to learning and training programs readily available at their desk.	N	2,322	5,131	1,002	588	343	164			9,550
	%	21.2	54.6	11.2	6.9	4.6	1.5	75.8	100	
*51. My training needs are assessed.	N	1,068	3,564	2,321	1,665	733	199			9,550
	%	10.5	38.3	24.4	16.7	7.8	2.4	48.8	100	
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	N	1,147	3,785	2,120	1,455	849	194			9,550
	%	9.6	36.3	23.9	16.8	10.6	2.7	46.0	100	
53. Employees in my work unit share job knowledge with each other.	N	2,102	5,071	1,142	771	424	40			9,550
	%	20.3	53.0	12.7	8.7	4.8	0.5	73.3	100	
54. Employees use information technology (for example, intranet, shared networks) to perform work.	N	2,836	5,329	801	321	188	75			9,550
	%	26.7	56.0	9.9	3.8	2.4	1.2	82.7	100	
		Very		Neither		Strongly		Do Not Know/ No Basis to Judge	Percent Positive	Total
		Satisfied	Satisfied	Satisfied nor Dissatisfied	Dissatisfied	Dissatisfied	Dissatisfied			
*55. How satisfied are you with your involvement in decisions that affect your work?	N	1,222	3,528	2,057	1,914	829	NA			9,550
	%	9.6	35.3	23.3	21.8	10.0	NA	44.8	100	
*56. How satisfied are you with the information you receive from management on what's going on in your organization?	N	1,016	3,326	2,128	2,052	1,028	NA			9,550
	%	8.7	33.9	22.5	23.0	11.9	NA	42.6	100	
*57. How satisfied are you with the recognition you receive for doing a good job?	N	1,297	3,206	2,084	1,847	1,116	NA			9,550
	%	10.5	31.7	22.2	21.5	14.0	NA	42.2	100	
*58. How satisfied are you with the policies and practices of your senior leaders?	N	908	3,039	2,411	1,927	1,265	NA			9,550
	%	7.9	29.7	26.1	21.3	14.9	NA	37.6	100	
*59. How satisfied are you with your opportunity to get a better job in your organization?	N	984	2,723	2,500	1,868	1,475	NA			9,550
	%	8.7	28.2	25.2	20.8	17.2	NA	36.9	100	
*60. How satisfied are you with the training you receive for your present job?	N	1,200	3,869	2,296	1,502	683	NA			9,550
	%	11.6	40.8	23.4	16.2	8.0	NA	52.4	100	
*61. Considering everything, how satisfied are you with your job?	N	1,959	4,177	1,742	1,074	598	NA			9,550
	%	18.2	44.0	19.4	11.6	6.7	NA	62.2	100	
*62. Considering everything, how satisfied are you with your pay?	N	1,639	4,170	1,604	1,464	673	NA			9,550
	%	14.8	42.0	17.5	16.5	9.2	NA	56.8	100	
63. Considering everything, how satisfied are you with your organization?	N	1,374	3,733	1,987	1,508	948	NA			9,550
	%	11.7	38.1	22.4	16.7	11.1	NA	49.8	100	

* AES prescribed items.

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		Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/No Basis to Judge	Percent Positive	Total
64. How satisfied are you with retirement benefits?	N	1,370	4,267	1,771	1,085	451	606		9,550
	%	12.7	44.7	19.3	11.3	4.9	7.1	57.4	100
65. How satisfied are you with health insurance benefits?	N	1,384	4,449	1,547	1,197	476	497		9,550
	%	12.9	45.7	16.2	13.9	6.7	4.6	58.6	100
66. How satisfied are you with life insurance benefits?	N	1,224	4,708	1,937	752	292	637		9,550
	%	11.7	49.4	20.4	8.7	3.9	5.9	61.1	100
67. How satisfied are you with long term care insurance benefits?	N	687	2,707	2,572	725	341	2,518		9,550
	%	6.9	29.0	26.6	8.5	4.4	24.5	35.9	100
68. How satisfied are you with the flexible spending account (FSA) program?	N	920	2,492	2,539	284	132	3,183		9,550
	%	7.8	25.4	28.1	3.3	1.7	33.6	33.2	100
69. How satisfied are you with paid vacation time?	N	2,924	5,169	810	472	175	NA		9,550
	%	27.2	55.1	9.8	5.8	2.2	NA	82.3	100
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?	N	2,794	4,907	992	567	290	NA		9,550
	%	25.8	50.3	12.2	7.6	4.1	NA	76.1	100
71. How satisfied are you with child care subsidies?	N	209	536	2,157	282	292	6,074		9,550
	%	2.1	6.7	22.8	3.7	3.8	60.9	8.9	100
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?	N	537	1,842	2,326	542	362	3,941		9,550
	%	4.9	17.4	24.4	6.3	4.4	42.6	22.3	100
73. How satisfied are you with telework/telecommuting?	N	416	1,165	1,872	681	830	4,586		9,550
	%	3.5	12.2	21.0	5.6	7.5	50.2	15.7	100
74. How satisfied are you with alternative work schedules?	N	1,230	2,099	1,660	767	957	2,837		9,550
	%	10.0	20.0	18.3	9.0	11.9	30.8	30.0	100

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(Survey Administration Period 8/1/08 to 9/26/08)

75. Where do you work?	N	%
Headquarters	2,390	25.0
Field	7,160	75.0
Total	9,550	100

*76. What is your supervisory status?	N	%
Non-Supervisor	4,551	47.7
Team Leader	1,394	14.6
Supervisor	2,181	22.8
Manager	1,146	12.0
Executive	278	2.9
Total	9,550	100

*77. Are you:	N	%
Male	6,290	65.9
Female	3,260	34.1
Total	9,550	100

*78. Are you Hispanic or Latino?	N	%
Yes	1,374	14.4
No	8,176	85.6
Total	9,550	100

*79. Please select the racial category or categories with which you most closely identify (mark as many as apply.)	N	%
American Indian or Alaska Native	100	1.1
Asian	342	3.7
Black or African American	1,215	13.1
Native Hawaiian or Other Pacific Islander	87	0.9
White	7,229	78.0
Two or more races	292	3.2
Total	9,265	100

* AES prescribed items.

Percentages for demographic items are not weighted.

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80. What is your age group?	N	%
25 and under	142	1.5
26-29	443	4.6
30-39	2,078	21.8
40-49	3,202	33.5
50-59	2,909	30.5
60 or older	776	8.1
Total	9,550	100

81. What is your pay category/grade?	N	%
Federal Wage System	337	3.5
GS 1-6	311	3.3
GS 7-12	3,854	40.4
GS 13-15	3,480	36.4
SES	223	2.3
Senior Leader (SL) or Scientific or Professional (ST)	20	0.2
Other	1,325	13.9
Total	9,550	100

82. How long have you been with the Federal Government (excluding military service)?	N	%
Less than 1 year	173	1.8
1 to 3 years	1,190	12.5
4 to 5 years	1,216	12.7
6 to 10 years	2,506	26.2
11 to 14 years	988	10.3
15 to 20 years	1,216	12.7
More than 20 years	2,261	23.7
Total	9,550	100

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83. How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

	N	%
Less than 1 year	297	3.1
1 to 3 years	1,816	19.0
4 to 5 years	1,941	20.3
6 to 10 years	2,676	28.0
11 to 20 years	1,668	17.5
More than 20 years	1,152	12.1
Total	9,550	100

84. Are you considering leaving your organization within the next year, and if so, why?

	N	%
No	6,113	64.0
Yes, to retire	407	4.3
Yes, to take another job within the Federal Government	2,330	24.4
Yes, to take another job outside the Federal Government	264	2.8
Yes, other	436	4.6
Total	9,550	100

85. I am planning to retire:

	N	%
Within one year	245	2.6
Between one and three years	838	8.8
Between three and five years	919	9.6
Five or more years	7,548	79.0
Total	9,550	100

* AES prescribed items.

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