




2008 Federal Human Capital Survey Results Report



Office of Human Resources (OHR)
February 2009

U.S. Agency for International Development 2008 Federal Human Capital Survey (FHCS)

Results and Findings

Introduction

How and when the survey was conducted: The U.S. Office of Personnel Management (OPM) conducted the web-based survey Government-wide during August and September 2008. This was the fourth time OPM conducted the FHCS. It previously ran the survey in 2002, 2004 and 2006.

Who was surveyed: OPM surveyed only those career Civil Service and career tenured Foreign Service employees who were on board with the agency by December 31, 2007.

Response rate: The Government-wide response rate was 51 percent. The USAID response rate was slightly lower at 49 percent (831 of 1,681 surveyed).

What did the survey measure: The 85-item survey included 11 demographic questions, 11 benefits questions, and 63 questions on how well agencies are managing their workforces grouped around six areas (personal work experiences; recruitment, development and retention; performance culture; leadership; learning (knowledge management); and job satisfaction). The survey incorporates the Human Capital Assessment and Accountability Framework (HCAAF), whose five human capital systems define the standards and metrics for effective human capital management in the Federal Government. Thus, it provides one source of information for evaluating success in the three HCAAF implementation systems:

- Leadership and Knowledge Management,
- Results-Oriented Performance Culture, and
- Talent Management

OPM's 2008 FHCS Government-wide reports are available at www.fhcs.opm.gov.

USAID's Results and Findings

USAID's success depends on the talent and motivation of its workforce.

Acquiring and retaining a high-performing, flexible, diverse workforce depends in large part on the quality of the work environment. This survey provides senior management data to assess and improve the state of USAID's human capital management.

The results of the survey offer a snapshot of employees' perspectives of workforce management at USAID. By comparing these results to 2006 Federal Human Capital Survey, agency senior management can review trends and identify areas for improvement.

This report presents multiple perspectives on the results. The various views give a broad but interconnected view of the results and include:

- *Overview of USAID HCAAF indices' rankings and scores.*
- *Aggregated results for each of the four indices: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management and Job Satisfaction.*
- *Results from the top 10 and the bottom 10 survey items.*
- *Results that increased or decreased the most since the 2006 FHCS.*
- *Decision aid tables that provide each index's results by survey items and highlights those items that are strengths or challenges*
- *Trend Report Table comparing the 2008 USAID FHCS to 2008 Governmentwide results and USAID's 2006 and 2004 FHCS results and demographics of USAID's 2008 FHCS respondents (Annex).*
- *Table detailing results by frequency, i.e., number of respondents for each question and each response chosen (Annex).*

Rules of Thumb: When reviewing and interpreting results, it is useful to apply rules of thumb to identify "notable" or "meaningful" results. These rules apply both to looking at the 2008 USAID HC Survey's results and comparisons to previous FHCS results.

- **Strengths** – Items that are 65 percent or more positive.
- **Weaknesses or Challenges** – Items that are 35 percent or more negative.
- **Notable/Meaningful Differences** – A difference of five (5) or more percentage points (e.g., an increase or decrease of 5 percentage points or more between agency’s previous rating, or government-wide rating, where applicable).
- **Neutral responses** of 30 percent or more may indicate opportunities for more communication.

Survey at a Glance

Survey Period: August 1, 2008 – September 26, 2008

Number surveyed: 1, 681 career Civil Service and career tenured Foreign Service

Response Rate: 49.4%

Strengths: 20 items had positive response score of 65% or higher

Weaknesses/Challenges: 4 items has negative response score of 35% of higher

Up since 2006 FHCS: 10 items increased by 5% or more

Down since 2006 FHCS: 1 item decreased by 5% or more

Positive Response rate 5% or higher than Government-wide: 19

USAID top scoring HCAAF index: Job Satisfaction

USAID HCAAF indices rankings out of the 37 agencies:

- 12th on Leadership & Knowledge Management (6th on the top ten showing greatest improvement since 2006 FHCS)
- 10th on Results-Oriented Performance Culture
- 21st on Talent Management
- 6th on Job Satisfaction

Interpretation of the Results

USAID's 2008 FHCS results show steady improvement with most registering higher positive response scores compared to the Government-wide ones. The agency made fairly substantial gains with regard to the Leadership and Knowledge Management Index; jumping from 21st to 12th place ranking out of the 37 agencies. Other notable highlights include:

- Personal Work Experience positive response scores (Q1 – Q10) were uniformly high, ranging from 65 percent to 87 percent.
- 91 percent believe the work they do is important (Q20).
- 89 percent reported that they know how their work relates to the agency's goals and objectives (Q19).
- 71 percent are satisfied with their jobs (Q61) and believe that their supervisors are doing a good job (Q9). 70 percent have trust and confidence in their supervisors (Q7).
- 85 percent indicated that they are held accountable for results (Q33).
- 52 percent are satisfied with recognition for doing a good job (Q57). And 50 percent say creativity and innovation are rewarded (Q26).

Recognizing high performance and dealing with poor performance show improvement, but USAID, like most other agencies, has more to do. Dealing with poor performers (Q23) falls in the challenge/weakness category with the agency's negative response score 38 percent. The Office of Human Resources is currently undertaking various outreach activities and reviewing supervisory course content.

USAID's other significant challenge deals with sufficient resources (Q16) with a negative response score of over 41 percent and reasonable workload (Q17) with a negative response score of over 36 percent. With regard to reasonable workload, the agency's positive response score is almost 12 percent points below the Government-wide one. Agency senior management and our external stakeholders recognize our lack of resources and expanding workload. The Development Leadership Initiative is one way we hope to improve on these two items in the future.

Also noteworthy, while 71 percent say that their supervisors support employee development (Q49), only 50 percent say they are satisfied with the training received for their current job (Q60) and 41 percent indicate that their training needs are assessed (Q51) and contrarily 32 percent state that they are not assessed. The Agency plans to have an automated Individual

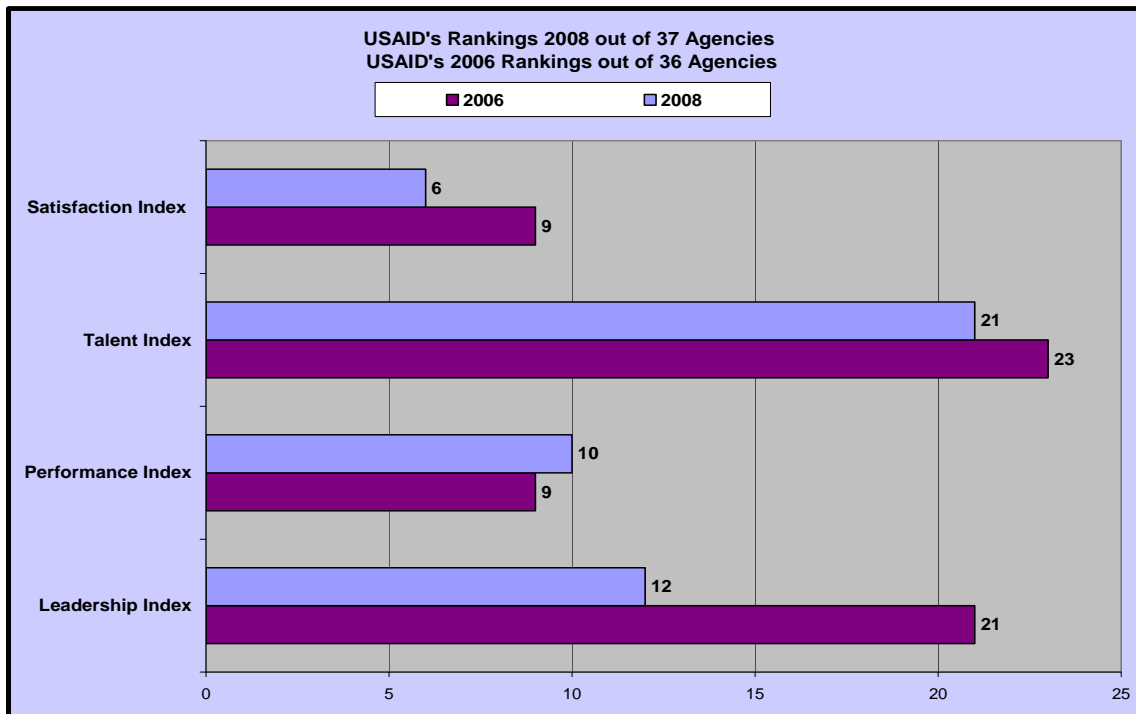
Development Plan (IDP) tool available to all its Civil Service and Foreign Service employees by Q4 FY 2009. This tool resides in our automated Learning Management System (LMS).

Human Capital Management Indices Results

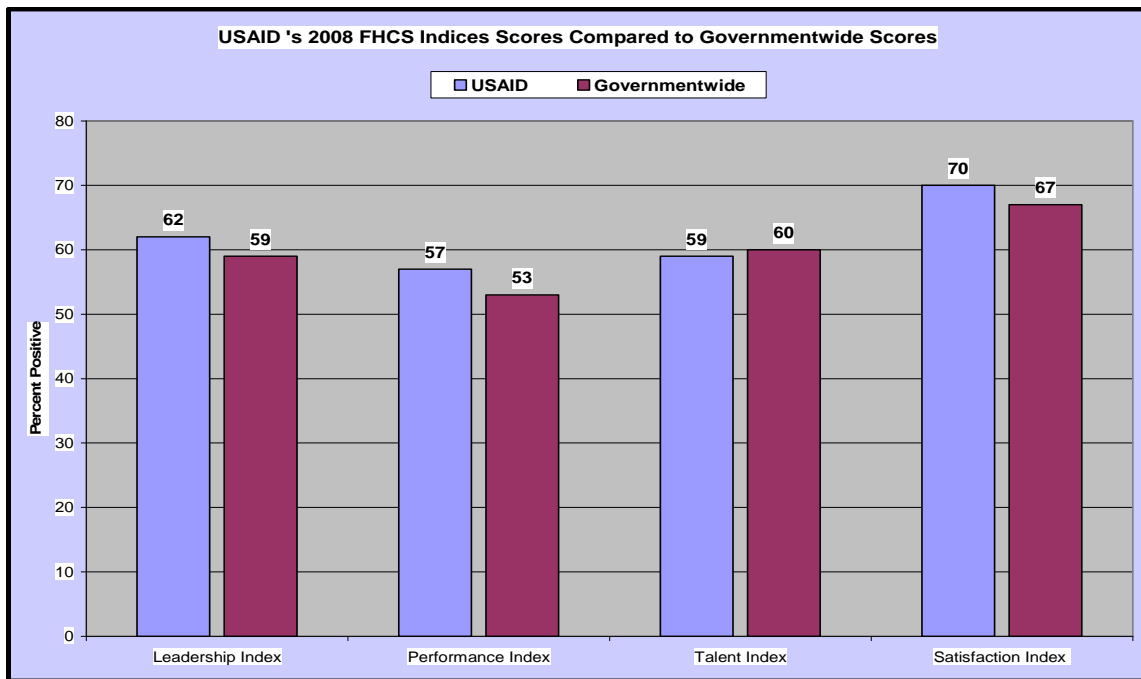
The four HCAAF indices provide consistent metrics for measuring the agency's progress toward meeting HCAAF objectives. A total of 30 FHCS items make up the HCAAF indices. OPM defines the indices as follows:

- **Leadership & Knowledge Management Index** indicates extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership.
- **Results-Oriented Performance Culture Index** indicates the extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes.
- **Talent Management Index** indicates the extent to which employees think the organization has the talent necessary to achieve its organizational goals.
- **Job Satisfaction Index** (a required outcome metric for the HCAAF Talent Management System) indicates the extent to which employees are satisfied with their jobs and various aspects thereof.

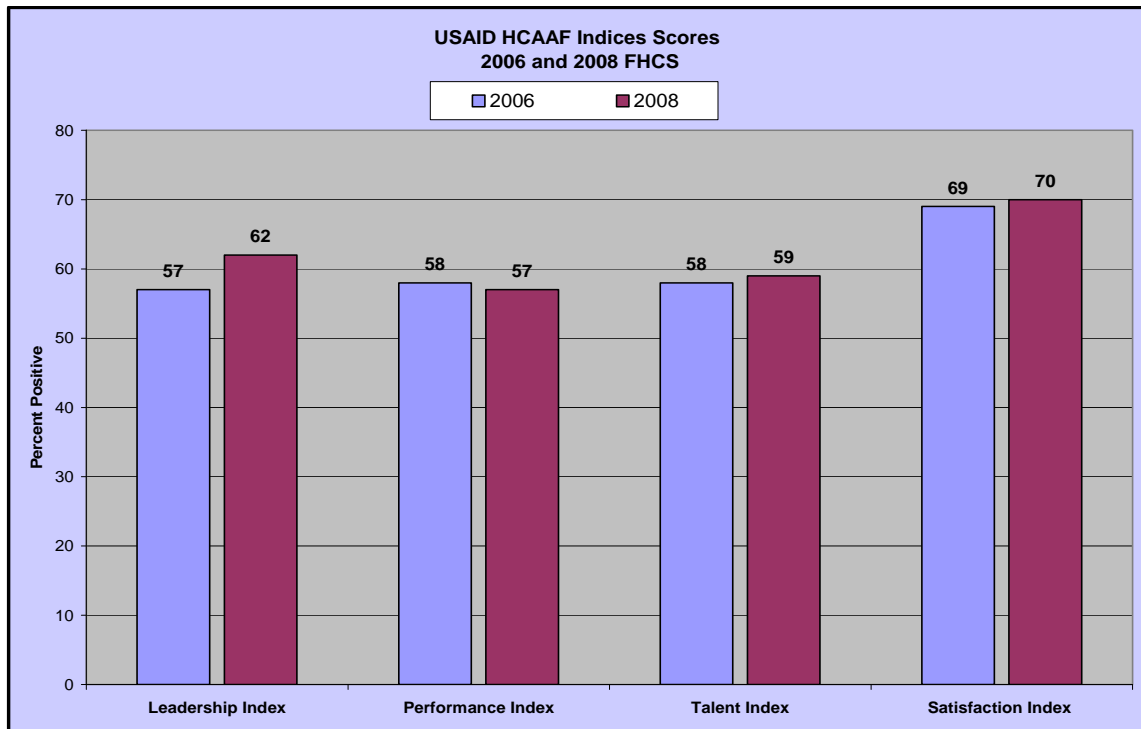
USAID ranking increased for three out of the four indices, and fell back one spot on the Performance Index but still managed a top ten ranking. See graph below.



USAID indices scores exceed the Government-wide scores for three categories of the four categories.



USAID Performance Index score dropped one point from its 2006 score while our other three indices showed improved scores over 2006. See graph below.



Top Ten Positive Responses

Top Ten Positive Responses	Percent Positive		Difference from 2006
	2006	2008	
Q54. Employees use information technology (for example, intranet, shared networks) to perform work.	91.6%	91.2%	-0.4%
Q20. The work I do is important.	88.8%	91.0%	+2.2%
Q19. I know how my work relates to the agency's goals and priorities.	84.8%	89.1%	+4.3%
Q10. How would you rate the overall quality of work done by your work group?	85.3%	87.2%	+1.9%
Q50. Employees have electronic access to learning and training programs readily available at their desk.	81.9%	86.9%	+5.0%
Q1. The people I work with cooperate to get the job done.	87.3%	86.8%	-0.5%
Q33. I am held accountable for achieving results.	81.1%	84.8%	+3.7%
Q6. I like the kind of work I do.	83.3%	83.6%	+0.3%
Q43. My organization has prepared employees for potential security threats.	75.2%	82.1%	+6.9%
Q12. My supervisor supports my need to balance work and other life issues.	82.5%	80.2%	-2.3%

Bottom Ten Positive Responses

Bottom Ten Positive Responses	Percent Positive		Difference
	2006	2008	
Q27. Pay raises depend on how well employees perform their jobs.	25.6%	23.8%	-1.8%
Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	32.1%	31.1%	-1.0%

Bottom Ten Positive Responses	Percent Positive		Difference
	2006	2008	
Q29. In my work unit, differences in performance are recognized in a meaningful way.	36.8%	37.8%	+1.0%
Q51. My training needs are assessed.	40.5%	41.3%	+0.8%
Q16. I have sufficient resources (for example, people, materials, budget) to get my job done.	40.4%	41.8%	+1.4%
Q44. Complaints, disputes or grievances are resolved fairly in my work unit.	42.7%	42.0%	-0.7%
Q38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	32.3%	42.5%	+10.2%
Q59. How satisfied are you with your opportunity to get a better job in your organization?	41.0%	43.3%	+2.3%
Q22. Promotions in my work unit are based on merit.	44.8%	46.0%	+1.2%
Q58. How satisfied are you with the policies and practices of your senior leaders?	37.6%	46.1%	+8.5%

USAID Increases and Decreases in Positive Responses Compared to the 2006 Federal Human Capital Survey Results

Increased the Most	Percent Positive		Change from 2006
	2006	2008	
Q35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	58.5%	69.1%	+10.6%
Q38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	32.3%	42.5%	+10.2%
Q37. I have a high level of respect for my organization's senior leaders.	44.6%	53.6%	+9.0%

Increased the Most	Percent Positive		Change from 2006
	2006	2008	
Q63. Considering everything, how satisfied are you with your organization?	55.2%	63.9%	+8.7%
Q58. How satisfied are you with the policies and practices of your senior leaders?	37.6%	46.1%	+8.5%
Q8. I recommend my organization as a good place to work.	61.4%	69.4%	+8.0%
Q43. My organization has prepared employees for potential security threats.	75.2%	82.1%	+6.9%
Q42. Employees are protected from health and safety hazards on the job.	71.9%	78.2%	+6.3%
Q52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	55.8%	61.9%	+6.1%
Q45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	46.6%	51.9%	+5.3%
Q50. Employees have electronic access to learning and training programs readily available at their desk.	81.9%	86.9%	+5.0%

Decreased the Most	Percent Positive		Change from 2006
	2006	2008	
Q30. My performance appraisal is a fair reflection of my performance.	76.8%	71.8%	-5.0%
Q31. Discussions with my supervisor/team leader about my performance are worthwhile.	64.0%	60.1%	-3.9%
Q17. My workload is reasonable.	52.0%	48.4%	-3.6%
Q4. I feel encouraged to come up with new and better ways of doing things.	68.6%	65.4%	-3.2%
Q57. How satisfied are you with the recognition you receive for doing a good job?	55.3%	52.4%	-2.9%

Item Results for the Index Leadership & Knowledge Management			
2008 FHCS Item	USAID 2006 Positive	USAID 2008 Positive	Govern- ment- wide 2008 Positive
Q07. I have trust and confidence in my supervisor.	68.5%	69.6%	64.2%
Q09. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	72.5%	71.3%	66.2%
Q17. My workload is reasonable.	52.0%	48.4%	60.0%
Q36. Managers/supervisors/team leaders work well with employees of different backgrounds.	72.1%	74.0%	65.2%
Q37. I have a high level of respect for my organization's senior leaders.	44.6%	53.6%	51.8%
Q38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	32.3%	42.5%	39.9%
Q40. Managers communicate the goals and priorities of the organization.	57.7%	62.0%	59.7%
Q41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	55.3%	58.4%	57.5%
Q42. Employees are protected from health and safety hazards on the job.	71.9%	78.2%	76.2%
Q43. My organization has prepared employees for potential security threats.	75.2%	82.1%	74.1%
Q56. How satisfied are you with the information you receive from management on what's going on in your organization?	47.9%	52.3%	48.1%
Q58. How satisfied are you with the policies and practices of your senior leaders?	37.6%	46.1%	42.3%

Item Results for the Results-Oriented Performance Culture Index			
2008 FHCS Item	USAID 2006 Positive	USAID 2008 Positive	Govern- ment- wide 2008 Positive
Q01. The people I work with cooperate to get the job done.	87.3%	86.8%	83.9%
Q12. My supervisor supports my need to balance work and other life issues.	82.5%	80.2%	75.3%
Q19. I know how my work relates to the agency's goals and priorities.	84.8%	89.1%	83.9%
Q21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	62.2%	63.0%	67.2%
Q22. Promotions in my work unit are based on merit.	44.8%	46.0%	35.2%
Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	32.1%	31.1%	29.6%
Q24. Employees have a feeling of personal empowerment with respect to work processes.	49.1%	53.4%	43.8%
Q26. Creativity and innovation are rewarded.	46.2%	50.8%	40.0%
Q27. Pay raises depend on how well employees perform their jobs.	25.6%	23.8%	25.6%
Q29. In my work unit, differences in performance are recognized in a meaningful way.	36.8%	37.8%	31.4%
Q30. My performance appraisal is a fair reflection of my performance.	76.8%	71.8%	63.2%
Q31. Discussions with my supervisor/team leader about my performance are worthwhile.	64.0%	60.1%	56.2%
Q57. How satisfied are you with the recognition you receive for doing a good job?	55.3%	52.4%	50.3%

Item Results for the Talent Management Index			
2008 FHCS Item	USAID 2006 Positive	USAID 2008 Positive	Govern- ment- wide 2008 Positive
Q02. I am given a real opportunity to improve my skills in my organization.	64.9%	67.5%	64.0%
Q11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	65.6%	66.8%	73.8%
Q14. My work unit is able to recruit people with the right skills.	52.8%	55.0%	44.9%
Q18. My talents are used well in the workplace.	63.1%	62.7%	62.3%
Q49. Supervisors/team leaders in my work unit support employee development.	70.4%	71.1%	64.5%
Q51. My training needs are assessed.	40.5%	41.3%	53.4%
Q60. How satisfied are you with the training you receive for your present job?	47.6%	49.6%	55.3%
Item Results for the Job Satisfaction Index			
2008 FHCS Item	USAID 2006 Positive	USAID 2008 Positive	Govern- mentwide 2008 Positive
Q05. My work gives me a feeling of personal accomplishment.	76.1%	76.4%	73.4%
Q06. I like the kind of work I do.	83.3%	83.6%	83.3%
Q20. The work I do is important.	88.8%	91.0%	90.8%
Q55. How satisfied are you with your involvement in decisions that affect your work?	58.5%	60.1%	53.4%

Q59. How satisfied are you with your opportunity to get a better job in your organization?	41.0%	43.3%	39.0%
Q61. Considering everything, how satisfied are you with your job?	68.6%	70.9%	68.5%
Q62. Considering everything, how satisfied are you with your pay?	65.4%	63.7%	60.4%

Annexes

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
2008 FEDERAL HUMAN CAPITAL SURVEY RESULTS
(Survey Administration Period 8/1/08 to 9/26/08)

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*1.	The people I work with cooperate to get the job done.	N 297	426	61	35	12	NA		831
		% 35.9	51.0	7.3	4.4	1.4	NA	86.8	100
*2.	I am given a real opportunity to improve my skills in my organization.	N 197	363	143	95	33	NA		831
		% 23.8	43.8	17.1	11.5	3.9	NA	67.5	100
3.	I have enough information to do my job well.	N 158	457	122	76	18	NA		831
		% 19.1	55.1	14.5	9.1	2.1	NA	74.3	100
4.	I feel encouraged to come up with new and better ways of doing things.	N 208	335	148	107	33	NA		831
		% 25.3	40.1	18.1	12.6	3.9	NA	65.4	100
*5.	My work gives me a feeling of personal accomplishment.	N 286	352	115	48	30	NA		831
		% 34.2	42.2	14.1	5.9	3.6	NA	76.4	100
*6.	I like the kind of work I do.	N 342	355	86	36	12	NA		831
		% 40.9	42.7	10.6	4.3	1.5	NA	83.6	100
*7.	I have trust and confidence in my supervisor.	N 260	318	127	80	46	NA		831
		% 31.5	38.1	15.3	9.5	5.6	NA	69.6	100
8.	I recommend my organization as a good place to work.	N 224	356	151	68	32	NA		831
		% 26.8	42.5	18.5	8.3	3.8	NA	69.4	100
*9.	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	N 293	298	166	46	28	NA		831
		% 35.5	35.8	19.8	5.6	3.3	NA	71.3	100
10.	How would you rate the overall quality of work done by your work group?	N 362	365	89	10	5	NA		831
		% 43.3	43.9	11.0	1.2	0.6	NA	87.2	100
*11.	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N 119	433	135	109	28	7		831
		% 14.4	52.4	16.0	13.0	3.3	0.9	66.8	100
*12.	My supervisor supports my need to balance work and other life issues.	N 321	346	90	44	23	7		831
		% 38.9	41.2	11.0	5.2	2.8	0.9	80.2	100
13.	Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	N 173	414	128	74	38	4		831
		% 20.9	49.1	15.7	9.1	4.6	0.5	70.0	100

		Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
*14.	My work unit is able to recruit people with the right skills.	N 106	352	178	135	51	9		831
		% 13.1	42.0	21.3	16.5	6.0	1.2	55.0	100
15.	The skill level in my work unit has improved in the past year.	N 140	296	234	107	33	21		831
		% 17.0	35.5	27.8	13.1	4.1	2.5	52.5	100
16.	I have sufficient resources (for example, people, materials, budget) to get my job done.	N 83	259	138	211	136	4		831
		% 10.1	31.7	16.5	25.1	16.1	0.4	41.8	100
*17.	My workload is reasonable.	N 75	320	125	183	125	3		831
		% 9.5	39.0	14.7	21.8	14.8	0.3	48.4	100
*18.	My talents are used well in the workplace.	N 155	367	128	121	53	7		831
		% 18.6	44.0	15.6	14.5	6.3	0.9	62.7	100
*19.	I know how my work relates to the agency's goals and priorities.	N 329	413	60	16	11	2		831
		% 39.0	50.1	7.4	2.0	1.3	0.3	89.1	100
*20.	The work I do is important.	N 430	328	50	13	8	2		831
		% 51.2	39.8	6.1	1.7	1.0	0.2	91.0	100
*21.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N 177	341	115	117	77	4		831
		% 21.3	41.7	13.7	13.6	9.2	0.4	63.0	100
*22.	Promotions in my work unit are based on merit.	N 79	312	180	134	98	28		831
		% 9.4	36.5	22.3	16.2	11.9	3.6	46.0	100
*23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N 44	216	203	192	125	51		831
		% 5.3	25.8	24.2	22.7	15.6	6.5	31.1	100
*24.	Employees have a feeling of personal empowerment with respect to work processes.	N 72	372	188	125	57	17		831
		% 8.8	44.6	22.4	15.1	6.9	2.1	53.4	100
25.	Employees are rewarded for providing high quality products and services to customers.	N 96	357	185	115	66	12		831
		% 11.5	42.5	22.4	13.9	8.2	1.4	54.0	100
*26.	Creativity and innovation are rewarded.	N 87	338	201	123	68	14		831
		% 10.6	40.1	24.3	14.9	8.3	1.8	50.8	100
*27.	Pay raises depend on how well employees perform their jobs.	N 38	159	245	205	150	34		831
		% 4.6	19.2	29.2	24.6	18.1	4.2	23.8	100

			Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
28.	Awards in my work unit depend on how well employees perform their jobs.	N	91	344	167	114	83	32		831
		%	10.7	41.1	20.1	14.0	10.2	3.9	51.8	100
*29.	In my work unit, differences in performance are recognized in a meaningful way.	N	50	265	224	171	90	31		831
		%	6.2	31.6	26.8	20.8	11.0	3.6	37.8	100
*30.	My performance appraisal is a fair reflection of my performance.	N	180	416	130	54	48	3		831
		%	21.8	50.0	15.5	6.5	5.8	0.3	71.8	100
*31.	Discussions with my supervisor/team leader about my performance are worthwhile.	N	159	336	186	70	70	10		831
		%	19.4	40.7	21.8	8.3	8.6	1.2	60.1	100
*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	197	337	120	86	63	28		831
		%	23.9	40.8	14.3	10.2	7.5	3.3	64.7	100
33.	I am held accountable for achieving results.	N	240	467	79	26	12	7		831
		%	28.4	56.4	9.6	3.2	1.5	0.9	84.8	100
34.	Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	N	188	391	142	40	35	35		831
		%	22.1	46.6	17.5	4.8	4.5	4.4	68.7	100
35.	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	N	185	396	142	53	34	21		831
		%	21.8	47.2	17.5	6.5	4.2	2.7	69.1	100
*36.	Managers/supervisors/team leaders work well with employees of different backgrounds.	N	211	407	119	51	33	10		831
		%	24.9	49.1	14.4	6.4	4.1	1.2	74.0	100
*37.	I have a high level of respect for my organization's senior leaders.	N	131	314	193	114	73	6		831
		%	16.0	37.5	23.4	13.8	8.6	0.7	53.6	100
*38.	In my organization, leaders generate high levels of motivation and commitment in the workforce.	N	66	286	214	177	82	6		831
		%	8.2	34.2	25.8	21.2	9.8	0.7	42.5	100
39.	My organization's leaders maintain high standards of honesty and integrity.	N	131	336	196	76	61	31		831
		%	15.6	40.3	24.2	8.9	7.4	3.7	55.9	100
*40.	Managers communicate the goals and priorities of the organization.	N	111	406	174	90	45	5		831
		%	13.3	48.7	21.0	10.9	5.5	0.5	62.0	100

			Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
*41.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N	90	394	200	83	41	23		831
		%	10.9	47.6	23.9	9.9	5.0	2.8	58.4	100
*42.	Employees are protected from health and safety hazards on the job.	N	192	459	104	34	25	17		831
		%	23.0	55.2	12.5	4.1	3.0	2.2	78.2	100
*43.	My organization has prepared employees for potential security threats.	N	202	479	92	32	19	7		831
		%	24.4	57.7	11.0	3.8	2.2	0.9	82.1	100
44.	Complaints, disputes or grievances are resolved fairly in my work unit.	N	73	277	229	79	53	120		831
		%	8.8	33.2	27.4	9.6	6.6	14.4	42.0	100
45.	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N	121	312	166	100	61	71		831
		%	14.4	37.5	19.9	12.0	7.6	8.6	51.9	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	185	380	112	49	34	71		831
		%	21.8	45.8	13.4	6.0	4.3	8.7	67.6	100
47.	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N	140	318	151	78	64	80		831
		%	16.6	38.1	18.4	9.5	7.8	9.6	54.7	100
48.	Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	N	92	418	174	93	46	8		831
		%	11.1	49.7	21.3	11.2	5.7	1.0	60.8	100
*49.	Supervisors/team leaders in my work unit support employee development.	N	167	427	141	49	37	10		831
		%	19.9	51.1	17.2	5.9	4.5	1.3	71.1	100
50.	Employees have electronic access to learning and training programs readily available at their desk.	N	258	465	61	25	6	16		831
		%	30.7	56.3	7.3	3.2	0.7	1.8	86.9	100
*51.	My training needs are assessed.	N	73	262	211	195	80	10		831
		%	8.9	32.3	25.2	23.0	9.4	1.2	41.3	100
52.	Managers promote communication among different work units (for example, about projects, goals, needed resources).	N	104	413	157	110	40	7		831
		%	12.3	49.6	19.0	13.4	4.8	0.9	61.9	100
53.	Employees in my work unit share job knowledge with each other.	N	171	452	98	72	33	5		831
		%	20.2	54.3	11.7	9.1	4.0	0.7	74.6	100
54.	Employees use information technology (for example, intranet, shared networks) to perform work.	N	272	487	40	20	8	4		831
		%	32.4	58.8	4.9	2.4	1.0	0.5	91.2	100

		Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
*55.	How satisfied are you with your involvement in decisions that affect your work?	N 152	349	158	129	43	NA		831
		% 18.2	41.9	19.2	15.5	5.1	NA	60.1	100
*56.	How satisfied are you with the information you receive from management on what's going on in your organization?	N 108	328	190	145	60	NA		831
		% 12.9	39.4	23.1	17.5	7.1	NA	52.3	100
*57.	How satisfied are you with the recognition you receive for doing a good job?	N 131	306	196	127	71	NA		831
		% 15.9	36.5	23.7	15.4	8.5	NA	52.4	100
*58.	How satisfied are you with the policies and practices of your senior leaders?	N 66	317	216	157	75	NA		831
		% 8.0	38.1	26.0	19.2	8.7	NA	46.1	100
*59.	How satisfied are you with your opportunity to get a better job in your organization?	N 83	281	222	152	93	NA		831
		% 10.0	33.4	26.9	18.4	11.3	NA	43.3	100
*60.	How satisfied are you with the training you receive for your present job?	N 90	320	222	153	46	NA		831
		% 11.0	38.6	26.2	18.6	5.6	NA	49.6	100
*61.	Considering everything, how satisfied are you with your job?	N 200	392	129	76	34	NA		831
		% 23.9	47.0	15.7	9.2	4.2	NA	70.9	100
*62.	Considering everything, how satisfied are you with your pay?	N 142	392	135	110	52	NA		831
		% 16.8	46.9	16.6	13.3	6.3	NA	63.7	100
63.	Considering everything, how satisfied are you with your organization?	N 127	405	149	106	44	NA		831
		% 15.1	48.8	18.3	12.6	5.2	NA	63.9	100
64.	How satisfied are you with retirement benefits?	N 143	412	147	67	13	49		831
		% 16.8	49.5	17.9	8.1	1.6	6.1	66.3	100
65.	How satisfied are you with health insurance benefits?	N 143	459	114	81	13	21		831
		% 16.9	55.0	14.0	10.0	1.6	2.5	71.8	100
66.	How satisfied are you with life insurance benefits?	N 104	381	181	56	20	89		831
		% 12.4	46.0	22.1	6.6	2.4	10.5	58.4	100
67.	How satisfied are you with long term care insurance benefits?	N 68	233	200	42	22	266		831
		% 7.9	28.3	24.0	5.0	2.6	32.3	36.2	100
68.	How satisfied are you with the flexible spending account (FSA) program?	N 90	223	164	31	12	311		831
		% 10.5	26.8	19.8	3.6	1.4	37.8	37.3	100

		Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
69.	How satisfied are you with paid vacation time?	N 286	436	64	31	14	NA		831
		% 34.2	52.8	7.6	3.7	1.7	NA	87.0	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 268	434	73	32	24	NA		831
		% 31.9	52.8	8.8	3.8	2.8	NA	84.7	100
71.	How satisfied are you with child care subsidies?	N 23	37	119	27	25	600		831
		% 2.8	4.5	14.6	3.2	2.9	72.0	7.3	100
72.	How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?	N 43	143	170	45	23	407		831
		% 5.3	17.7	20.4	5.3	2.7	48.6	23.0	100
73.	How satisfied are you with telework/telecommuting?	N 60	147	144	90	71	319		831
		% 7.5	18.2	17.3	10.4	8.6	38.0	25.7	100
74.	How satisfied are you with alternative work schedules?	N 179	231	106	64	45	206		831
		% 22.4	28.0	12.4	7.3	5.5	24.3	50.4	100

* AES prescribed items.

2008 Federal Human Capital Survey
U.S. Agency for International Development Trend Report
Number of Surveys Returned: 831

This is a summary of your department's or agency's responses to the 2008 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
<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>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree nor Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>No Basis to Judge</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>	

U.S. Agency for International Development Trend Report

Personal Work Experiences

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

	Positive	Neutral	Negative
2008 Governmentwide	83.9%	8.4%	7.7%
2008 U.S. Agency for International Development	86.8%	7.3%	5.9%
2006 U.S. Agency for International Development	87.3%	6.1%	6.6%
2004 U.S. Agency for International Development	85.5%	7.2%	7.2%

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

	Positive	Neutral	Negative
2008 Governmentwide	64.0%	17.9%	18.1%
2008 U.S. Agency for International Development	67.5%	17.1%	15.4%
2006 U.S. Agency for International Development	64.9%	16.2%	19.0%
2004 U.S. Agency for International Development	62.9%	14.8%	22.3%

03 I have enough information to do my job well.

	Positive	Neutral	Negative
2008 Governmentwide	73.4%	15.2%	11.4%
2008 U.S. Agency for International Development	74.3%	14.5%	11.3%
2006 U.S. Agency for International Development	72.0%	15.8%	12.2%
2004 U.S. Agency for International Development	75.1%	14.7%	10.3%

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

	Positive	Neutral	Negative
2008 Governmentwide	60.7%	19.4%	19.9%
2008 U.S. Agency for International Development	65.4%	18.1%	16.5%
2006 U.S. Agency for International Development	68.6%	14.7%	16.7%
2004 U.S. Agency for International Development	64.5%	20.0%	15.6%

Personal Work Experiences

05 My work gives me a feeling of personal accomplishment.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	73.4%	14.9%	11.7%
2008 U.S. Agency for International Development	76.4%	14.1%	9.5%
2006 U.S. Agency for International Development	76.1%	12.2%	11.7%
2004 U.S. Agency for International Development	74.3%	12.2%	13.6%

06 I like the kind of work I do.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	83.8%	11.0%	5.2%
2008 U.S. Agency for International Development	83.6%	10.6%	5.8%
2006 U.S. Agency for International Development	83.3%	10.0%	6.8%
2004 U.S. Agency for International Development	82.3%	11.1%	6.6%

07 I have trust and confidence in my supervisor.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	64.2%	17.8%	18.0%
2008 U.S. Agency for International Development	69.6%	15.3%	15.1%
2006 U.S. Agency for International Development	68.5%	15.7%	15.8%
2004 U.S. Agency for International Development	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>
2008 Governmentwide	65.5%	19.6%	14.9%
2008 U.S. Agency for International Development	69.4%	18.5%	12.2%
2006 U.S. Agency for International Development	61.4%	20.4%	18.2%
2004 U.S. Agency for International Development	60.5%	23.4%	16.1%

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>
2008 Governmentwide	66.2%	20.9%	12.9%
2008 U.S. Agency for International Development	71.3%	19.8%	8.9%
2006 U.S. Agency for International Development	72.5%	15.7%	11.8%
2004 U.S. Agency for International Development	67.7%	20.1%	12.2%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	83.4%	13.5%	3.0%
2008 U.S. Agency for International Development	87.2%	11.0%	1.8%
2006 U.S. Agency for International Development	85.3%	11.9%	2.8%
2004 U.S. Agency for International Development	84.3%	12.4%	3.3%

U.S. Agency for International Development Trend Report

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>Do Not Know</i>
2008 Governmentwide	73.8%	15.1%	10.4%	0.7%
2008 U.S. Agency for International Development	66.8%	16.0%	16.3%	0.9%
2006 U.S. Agency for International Development	65.6%	17.6%	15.5%	1.3%
2004 U.S. Agency for International Development	65.1%	17.4%	16.9%	0.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	75.3%	13.4%	10.6%	0.6%
2008 U.S. Agency for International Development	80.2%	11.0%	8.0%	0.9%
2006 U.S. Agency for International Development	82.5%	9.4%	6.9%	1.2%
2004 U.S. Agency for International Development	80.1%	10.9%	8.4%	0.6%

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>Do Not Know</i>
2008 Governmentwide	60.6%	21.0%	17.4%	1.0%
2008 U.S. Agency for International Development	70.0%	15.7%	13.8%	0.5%
2006 U.S. Agency for International Development	70.8%	15.9%	12.3%	1.0%
2004 U.S. Agency for International Development	67.0%	16.9%	15.5%	0.6%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	44.9%	27.8%	24.5%	2.8%
2008 U.S. Agency for International Development	55.0%	21.3%	22.5%	1.2%
2006 U.S. Agency for International Development	52.8%	21.1%	23.5%	2.6%
2004 U.S. Agency for International Development	52.8%	23.3%	22.1%	1.9%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	52.7%	27.2%	17.4%	2.6%
2008 U.S. Agency for International Development	52.5%	27.8%	17.2%	2.5%
2006 U.S. Agency for International Development	52.4%	25.0%	18.4%	4.2%
2004 U.S. Agency for International Development	54.1%	25.6%	17.2%	3.0%

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>Do Not Know</i>
2008 Governmentwide	51.2%	18.1%	29.9%	0.8%
2008 U.S. Agency for International Development	41.8%	16.5%	41.2%	0.4%
2006 U.S. Agency for International Development	40.4%	17.3%	41.1%	1.1%
2004 U.S. Agency for International Development	45.0%	17.3%	36.7%	1.0%

Recruitment, Development, & Retention

17 *My workload is reasonable.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	60.0%	16.2%	23.3%	0.5%
2008 U.S. Agency for International Development	48.4%	14.7%	36.6%	0.3%
2006 U.S. Agency for International Development	52.0%	15.4%	31.8%	0.7%
2004 U.S. Agency for International Development	52.4%	14.5%	32.3%	0.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	62.3%	17.0%	19.8%	0.9%
2008 U.S. Agency for International Development	62.7%	15.6%	20.9%	0.9%
2006 U.S. Agency for International Development	63.1%	14.4%	20.9%	1.6%
2004 U.S. Agency for International Development	62.8%	15.7%	20.4%	1.2%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	83.9%	10.3%	5.1%	0.6%
2008 U.S. Agency for International Development	89.1%	7.4%	3.3%	0.3%
2006 U.S. Agency for International Development	84.8%	9.6%	5.1%	0.6%
2004 U.S. Agency for International Development	87.3%	7.4%	4.5%	0.8%

20 *The work I do is important.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	90.8%	6.3%	2.6%	0.2%
2008 U.S. Agency for International Development	91.0%	6.1%	2.7%	0.2%
2006 U.S. Agency for International Development	88.8%	7.4%	3.6%	0.3%
2004 U.S. Agency for International Development	87.3%	7.6%	4.6%	0.5%

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>Do Not Know</i>
2008 Governmentwide	67.2%	14.6%	17.7%	0.5%
2008 U.S. Agency for International Development	63.0%	13.7%	22.9%	0.4%
2006 U.S. Agency for International Development	62.2%	13.1%	24.0%	0.7%
2004 U.S. Agency for International Development	53.6%	13.9%	31.3%	1.3%

U.S. Agency for International Development Trend Report

Performance Culture

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	35.2%	26.2%	34.0%	4.6%
2008 U.S. Agency for International Development	46.0%	22.3%	28.1%	3.6%
2006 U.S. Agency for International Development	44.8%	22.9%	28.2%	4.1%
2004 U.S. Agency for International Development	35.4%	24.3%	36.4%	3.9%

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>Do Not Know</i>
2008 Governmentwide	29.6%	26.5%	37.3%	6.5%
2008 U.S. Agency for International Development	31.1%	24.2%	38.3%	6.5%
2006 U.S. Agency for International Development	32.1%	22.4%	38.4%	7.0%
2004 U.S. Agency for International Development	27.9%	24.8%	40.0%	7.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	43.8%	28.5%	25.4%	2.3%
2008 U.S. Agency for International Development	53.4%	22.4%	22.0%	2.1%
2006 U.S. Agency for International Development	49.1%	26.2%	22.0%	2.7%
2004 U.S. Agency for International Development	48.4%	23.1%	26.1%	2.4%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	46.1%	23.6%	28.0%	2.2%
2008 U.S. Agency for International Development	54.0%	22.4%	22.1%	1.4%
2006 U.S. Agency for International Development	51.2%	23.1%	23.0%	2.8%
2004 U.S. Agency for International Development	51.0%	22.5%	24.4%	2.1%

26 *Creativity and innovation are rewarded.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	40.0%	28.1%	29.3%	2.5%
2008 U.S. Agency for International Development	50.8%	24.3%	23.2%	1.8%
2006 U.S. Agency for International Development	46.2%	28.1%	24.0%	1.7%
2004 U.S. Agency for International Development	43.6%	27.6%	26.1%	2.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	25.6%	26.7%	42.5%	5.2%
2008 U.S. Agency for International Development	23.8%	29.2%	42.8%	4.2%
2006 U.S. Agency for International Development	25.6%	29.0%	40.1%	5.4%
2004 U.S. Agency for International Development	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>Do Not Know</i>
2008 Governmentwide	41.4%	23.2%	30.9%	4.4%
2008 U.S. Agency for International Development	51.8%	20.1%	24.2%	3.9%
2006 U.S. Agency for International Development	48.9%	23.7%	22.0%	5.4%
2004 U.S. Agency for International Development	50.4%	20.0%	25.7%	3.9%

Performance Culture

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	31.4%	30.5%	33.8%	4.2%
2008 U.S. Agency for International Development	37.8%	26.8%	31.8%	3.6%
2006 U.S. Agency for International Development	36.8%	29.0%	28.9%	5.3%
2004 U.S. Agency for International Development	35.2%	27.5%	32.9%	4.4%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	63.2%	18.0%	16.7%	2.2%
2008 U.S. Agency for International Development	71.8%	15.5%	12.3%	0.3%
2006 U.S. Agency for International Development	76.8%	12.1%	10.1%	1.0%
2004 U.S. Agency for International Development	70.7%	13.2%	13.5%	2.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	56.2%	23.1%	19.0%	1.8%
2008 U.S. Agency for International Development	60.1%	21.8%	16.9%	1.2%
2006 U.S. Agency for International Development	64.0%	17.7%	16.8%	1.5%
2004 U.S. Agency for International Development	58.4%	21.0%	18.0%	2.6%

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).*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2008 Governmentwide	64.3%	15.9%	16.2%	3.6%
2008 U.S. Agency for International Development	64.7%	14.3%	17.7%	3.3%
2006 U.S. Agency for International Development	N/A	N/A	N/A	N/A
2004 U.S. Agency for International Development	N/A	N/A	N/A	N/A

33 *I am held accountable for achieving results.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	81.8%	12.7%	4.8%	0.8%
2008 U.S. Agency for International Development	84.8%	9.6%	4.6%	0.9%
2006 U.S. Agency for International Development	81.1%	12.6%	6.2%	0.1%
2004 U.S. Agency for International Development	79.8%	12.9%	6.8%	0.6%

34 *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>Do Not Know</i>
2008 Governmentwide	56.8%	25.7%	11.0%	6.5%
2008 U.S. Agency for International Development	68.7%	17.5%	9.3%	4.4%
2006 U.S. Agency for International Development	64.1%	20.8%	11.0%	4.1%
2004 U.S. Agency for International Development	60.9%	18.4%	13.4%	7.3%

Performance Culture

35 *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>Do Not Know</i>
2008 Governmentwide	59.7%	23.8%	10.6%	5.9%
2008 U.S. Agency for International Development	69.1%	17.5%	10.7%	2.7%
2006 U.S. Agency for International Development	58.5%	22.6%	14.1%	4.9%
2004 U.S. Agency for International Development	57.2%	19.9%	18.3%	4.6%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	65.2%	19.4%	12.2%	3.3%
2008 U.S. Agency for International Development	74.0%	14.4%	10.5%	1.2%
2006 U.S. Agency for International Development	72.1%	14.3%	11.6%	2.0%
2004 U.S. Agency for International Development	69.0%	15.3%	13.4%	2.4%

U.S. Agency for International Development Trend Report

Leadership

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	51.8%	22.7%	24.9%	0.6%
2008 U.S. Agency for International Development	53.6%	23.4%	22.3%	0.7%
2006 U.S. Agency for International Development	44.6%	27.2%	27.6%	0.6%
2004 U.S. Agency for International Development	49.3%	23.1%	27.1%	0.5%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	39.9%	28.0%	31.3%	0.9%
2008 U.S. Agency for International Development	42.5%	25.8%	31.0%	0.7%
2006 U.S. Agency for International Development	32.3%	30.6%	36.3%	0.8%
2004 U.S. Agency for International Development	36.6%	28.3%	34.2%	1.0%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	49.5%	25.7%	21.6%	3.1%
2008 U.S. Agency for International Development	55.9%	24.2%	16.3%	3.7%
2006 U.S. Agency for International Development	52.2%	26.4%	17.3%	4.1%
2004 U.S. Agency for International Development	49.3%	26.9%	20.5%	3.4%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	59.7%	21.4%	18.1%	0.8%
2008 U.S. Agency for International Development	62.0%	21.0%	16.4%	0.5%
2006 U.S. Agency for International Development	57.7%	22.9%	18.7%	0.7%
2004 U.S. Agency for International Development	65.2%	18.1%	16.1%	0.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	57.5%	23.6%	13.7%	5.1%
2008 U.S. Agency for International Development	58.4%	23.9%	14.8%	2.8%
2006 U.S. Agency for International Development	55.3%	25.6%	14.8%	4.3%
2004 U.S. Agency for International Development	63.5%	22.1%	11.9%	2.5%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	76.2%	13.2%	9.6%	1.1%
2008 U.S. Agency for International Development	78.2%	12.5%	7.1%	2.2%
2006 U.S. Agency for International Development	71.9%	17.2%	8.4%	2.4%
2004 U.S. Agency for International Development	69.3%	17.9%	10.4%	2.4%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	74.1%	15.6%	8.9%	1.4%
2008 U.S. Agency for International Development	82.1%	11.0%	6.0%	0.9%
2006 U.S. Agency for International Development	75.2%	15.3%	8.5%	1.0%
2004 U.S. Agency for International Development	78.2%	11.7%	9.2%	0.8%

U.S. Agency for International Development Trend Report

Leadership

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	39.4%	27.5%	20.8%	12.2%
2008 U.S. Agency for International Development	42.0%	27.4%	16.2%	14.4%
2006 U.S. Agency for International Development	42.7%	27.3%	15.2%	14.9%
2004 U.S. Agency for International Development	38.6%	31.2%	15.4%	14.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	47.7%	23.4%	21.5%	7.4%
2008 U.S. Agency for International Development	51.9%	19.9%	19.6%	8.6%
2006 U.S. Agency for International Development	46.6%	24.5%	21.6%	7.4%
2004 U.S. Agency for International Development	44.5%	24.9%	22.1%	8.6%

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 tolerated.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	60.1%	19.2%	11.5%	9.2%
2008 U.S. Agency for International Development	67.6%	13.4%	10.4%	8.7%
2006 U.S. Agency for International Development	62.9%	16.9%	9.8%	10.4%
2004 U.S. Agency for International Development	59.7%	18.8%	10.0%	11.5%

47 *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>Do Not Know</i>
2008 Governmentwide	50.5%	22.6%	19.0%	7.9%
2008 U.S. Agency for International Development	54.7%	18.4%	17.3%	9.6%
2006 U.S. Agency for International Development	50.0%	23.3%	16.8%	10.0%
2004 U.S. Agency for International Development	48.0%	22.5%	18.5%	11.0%

U.S. Agency for International Development Trend Report

Learning (Knowledge Management)

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	58.3%	22.3%	18.2%	1.3%
2008 U.S. Agency for International Development	60.8%	21.3%	16.9%	1.0%
2006 U.S. Agency for International Development	60.9%	21.8%	16.7%	0.6%
2004 U.S. Agency for International Development	57.5%	22.5%	19.1%	1.0%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	64.5%	19.1%	15.6%	0.8%
2008 U.S. Agency for International Development	71.1%	17.2%	10.4%	1.3%
2006 U.S. Agency for International Development	70.4%	14.9%	14.4%	0.4%
2004 U.S. Agency for International Development	68.6%	15.5%	15.0%	0.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	78.6%	11.9%	7.8%	1.6%
2008 U.S. Agency for International Development	86.9%	7.3%	4.0%	1.8%
2006 U.S. Agency for International Development	81.9%	8.7%	6.3%	3.1%
2004 U.S. Agency for International Development	72.0%	13.8%	9.6%	4.6%

51 *My training needs are assessed.*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	53.4%	24.7%	20.4%	1.6%
2008 U.S. Agency for International Development	41.3%	25.2%	32.3%	1.2%
2006 U.S. Agency for International Development	40.5%	21.9%	36.3%	1.2%
2004 U.S. Agency for International Development	34.0%	25.3%	38.5%	2.2%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	54.5%	23.1%	19.6%	2.8%
2008 U.S. Agency for International Development	61.9%	19.0%	18.2%	0.9%
2006 U.S. Agency for International Development	55.8%	23.2%	19.1%	2.0%
2004 U.S. Agency for International Development	57.7%	20.5%	20.0%	1.9%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	75.4%	12.8%	11.3%	0.5%
2008 U.S. Agency for International Development	74.6%	11.7%	13.0%	0.7%
2006 U.S. Agency for International Development	71.9%	14.0%	13.3%	0.8%
2004 U.S. Agency for International Development	72.0%	13.9%	13.3%	0.8%

Learning (Knowledge Management)

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	87.3%	8.2%	3.8%	0.8%
2008 U.S. Agency for International Development	91.2%	4.9%	3.4%	0.5%
2006 U.S. Agency for International Development	91.6%	4.6%	3.0%	0.7%
2004 U.S. Agency for International Development	89.8%	6.3%	3.1%	0.8%

Job Satisfaction

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	53.4%	22.8%	23.9%
2008 U.S. Agency for International Development	60.1%	19.2%	20.6%
2006 U.S. Agency for International Development	58.5%	19.4%	22.2%
2004 U.S. Agency for International Development	55.7%	21.7%	22.6%

56 *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>
2008 Governmentwide	48.1%	24.4%	27.4%
2008 U.S. Agency for International Development	52.3%	23.1%	24.7%
2006 U.S. Agency for International Development	47.9%	20.8%	31.3%
2004 U.S. Agency for International Development	52.9%	22.7%	24.4%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	50.3%	22.8%	26.9%
2008 U.S. Agency for International Development	52.4%	23.7%	23.9%
2006 U.S. Agency for International Development	55.3%	22.6%	22.0%
2004 U.S. Agency for International Development	51.7%	21.8%	26.5%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	42.3%	28.8%	28.9%
2008 U.S. Agency for International Development	46.1%	26.0%	27.9%
2006 U.S. Agency for International Development	37.6%	29.1%	33.3%
2004 U.S. Agency for International Development	40.3%	28.1%	31.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	39.0%	28.2%	32.8%
2008 U.S. Agency for International Development	43.3%	26.9%	29.7%
2006 U.S. Agency for International Development	41.0%	27.8%	31.2%
2004 U.S. Agency for International Development	39.5%	27.6%	32.9%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	55.3%	24.5%	20.2%
2008 U.S. Agency for International Development	49.6%	26.2%	24.1%
2006 U.S. Agency for International Development	47.6%	26.3%	26.2%
2004 U.S. Agency for International Development	49.5%	27.7%	22.8%

Job Satisfaction

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	68.5%	17.5%	14.1%
2008 U.S. Agency for International Development	70.9%	15.7%	13.4%
2006 U.S. Agency for International Development	68.6%	15.8%	15.6%
2004 U.S. Agency for International Development	65.7%	17.9%	16.5%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	60.4%	17.4%	22.2%
2008 U.S. Agency for International Development	63.7%	16.6%	19.7%
2006 U.S. Agency for International Development	65.4%	18.1%	16.5%
2004 U.S. Agency for International Development	63.6%	17.4%	18.9%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	57.5%	22.2%	20.3%
2008 U.S. Agency for International Development	63.9%	18.3%	17.9%
2006 U.S. Agency for International Development	55.2%	21.8%	23.1%
2004 U.S. Agency for International Development	59.0%	19.9%	21.1%

Satisfaction with Benefits

64 *How satisfied are you with retirement benefits?*

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2008 Governmentwide	60.9%	19.4%	12.5%	7.3%
2008 U.S. Agency for International Development	66.3%	17.9%	9.7%	6.1%
2006 U.S. Agency for International Development	70.4%	14.8%	8.5%	6.3%
2004 U.S. Agency for International Development	71.3%	18.0%	10.7%	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2008 Governmentwide	62.0%	17.2%	15.8%	5.0%
2008 U.S. Agency for International Development	71.8%	14.0%	11.6%	2.5%
2006 U.S. Agency for International Development	72.3%	13.3%	12.1%	2.3%
2004 U.S. Agency for International Development	66.4%	18.6%	15.0%	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2008 Governmentwide	60.2%	21.7%	9.5%	8.6%
2008 U.S. Agency for International Development	58.4%	22.1%	9.0%	10.5%
2006 U.S. Agency for International Development	63.5%	17.9%	8.0%	10.6%
2004 U.S. Agency for International Development	61.1%	28.2%	10.7%	N/A

67 *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>
2008 Governmentwide	32.0%	28.4%	9.6%	30.0%
2008 U.S. Agency for International Development	36.2%	24.0%	7.6%	32.3%
2006 U.S. Agency for International Development	37.0%	25.8%	5.7%	31.5%
2004 U.S. Agency for International Development	38.2%	52.0%	9.8%	N/A

68 *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>
2008 Governmentwide	34.8%	27.0%	3.7%	34.5%
2008 U.S. Agency for International Development	37.3%	19.8%	5.0%	37.8%
2006 U.S. Agency for International Development	36.3%	24.6%	3.3%	35.8%
2004 U.S. Agency for International Development	28.3%	63.6%	8.1%	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	87.7%	7.7%	4.7%
2008 U.S. Agency for International Development	87.0%	7.6%	5.4%
2006 U.S. Agency for International Development	87.5%	7.8%	4.7%
2004 U.S. Agency for International Development	84.7%	7.9%	7.4%

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Satisfaction with Benefits

70 *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>
2008 Governmentwide	84.3%	9.4%	6.3%
2008 U.S. Agency for International Development	84.7%	8.8%	6.5%
2006 U.S. Agency for International Development	83.1%	10.1%	6.8%
2004 U.S. Agency for International Development	81.5%	10.8%	7.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2008 Governmentwide	9.1%	23.0%	4.2%	63.7%
2008 U.S. Agency for International Development	7.3%	14.6%	6.1%	72.0%
2006 U.S. Agency for International Development	7.8%	18.8%	6.3%	67.1%
2004 U.S. Agency for International Development	12.1%	76.7%	11.3%	N/A

72 *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>
2008 Governmentwide	28.5%	24.4%	7.4%	39.7%
2008 U.S. Agency for International Development	23.0%	20.4%	8.0%	48.6%
2006 U.S. Agency for International Development	23.0%	22.7%	5.5%	48.8%
2004 U.S. Agency for International Development	28.6%	59.3%	12.0%	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2008 Governmentwide	22.6%	20.3%	13.7%	43.3%
2008 U.S. Agency for International Development	25.7%	17.3%	19.0%	38.0%
2006 U.S. Agency for International Development	30.3%	16.8%	16.6%	36.3%
2004 U.S. Agency for International Development	25.6%	49.0%	25.5%	N/A

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>No Basis to Judge</i>
2008 Governmentwide	46.9%	17.0%	12.7%	23.4%
2008 U.S. Agency for International Development	50.4%	12.4%	12.9%	24.3%
2006 U.S. Agency for International Development	60.7%	11.9%	10.1%	17.3%
2004 U.S. Agency for International Development	56.3%	29.4%	14.3%	N/A

Demographics

75. Where do you work?

<i>Headquarters</i>	68%
<i>Field</i>	32%

76. What is your supervisory status?

<i>Non-Supervisor</i>	35%
<i>Team Leader</i>	13%
<i>Supervisor</i>	20%
<i>Manager</i>	20%
<i>Executive</i>	12%

77. Are you:

<i>Male</i>	48%
<i>Female</i>	52%

78. Are you Hispanic or Latino?

<i>Yes</i>	4%
<i>No</i>	96%

79. Are you:

<i>American Indian or Alaska Native</i>	1%
<i>Asian</i>	5%
<i>Black or African American</i>	26%
<i>Native Hawaiian or Other Pacific Islander</i>	< 1%
<i>White</i>	66%
<i>Two or more races</i>	2%

80. What is your age group?

<i>25 and under</i>	< 1%
<i>26 - 29</i>	2%
<i>30 - 39</i>	13%
<i>40 - 49</i>	32%
<i>50 - 59</i>	41%
<i>60 or older</i>	13%

81. What is your pay category/grade?

<i>Federal Wage System</i>	< 1%
<i>GS 1-6</i>	< 1%
<i>GS 7-12</i>	15%
<i>GS 13-15</i>	56%
<i>Senior Executive Service</i>	8%
<i>Senior Level (SL) or Scientific or Professional (ST)</i>	< 1%
<i>Other</i>	20%

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

<i>Less than 1 year</i>	1%
<i>1 to 3 years</i>	3%
<i>4 to 5 years</i>	6%
<i>6 to 10 years</i>	19%
<i>11 to 14 years</i>	7%
<i>15 to 20 years</i>	19%
<i>More than 20 years</i>	45%

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

<i>Less than 1 year</i>	1%
<i>1 to 3 years</i>	8%
<i>4 to 5 years</i>	13%
<i>6 to 10 years</i>	21%
<i>11 to 20 years</i>	26%
<i>More than 20 years</i>	30%

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

<i>No</i>	67%
<i>Yes, to retire</i>	8%
<i>Yes, to take another job in the Federal Government</i>	13%
<i>Yes, to take another job outside the Federal Government</i>	6%
<i>Yes, other</i>	5%

85. I am planning to retire:

<i>Within one year</i>	6%
<i>Between one and three years</i>	15%
<i>Between three and five years</i>	16%
<i>Five or more years</i>	63%

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