

FEDERAL HUMAN CAPITAL SURVEY 2008

Positive          Neutral          Negative          Do Not Know

Personal Work Experiences

|   |              |              |              |
|---|--------------|--------------|--------------|
| 1. The people I work with cooperate to get the job done.                  |              |              |              |
| <b>2008 FRA</b>   | <b>89.7%</b> | <b>6.6%</b>  | <b>3.7%</b>  |
| 2006 FRA  | 87.7%        | 7.7%         | 4.7%         |
| <b>2008 DOT</b>   | <b>84.7%</b> | <b>7.0%</b>  | <b>8.3%</b>  |
| 2006 DOT  | 82.0%        | 9.1%         | 8.9%         |
| <b>2008 Gov't</b>   | <b>83.9%</b> | <b>8.4%</b>  | <b>7.7%</b>  |
| 2006 Gov't  | 83.3%        | 8.8%         | 7.8%         |
| 2. I am given a real opportunity to improve my skills in my organization. |              |              |              |
| <b>2008 FRA</b>   | <b>79.3%</b> | <b>11.1%</b> | <b>9.6%</b>  |
| 2006 FRA  | 76.4%        | 12.3%        | 11.3%        |
| <b>2008 DOT</b>   | <b>57.1%</b> | <b>19.2%</b> | <b>23.7%</b> |
| 2006 DOT  | 54.3%        | 20.2%        | 25.6%        |
| <b>2008 Gov't</b>   | <b>64.0%</b> | <b>17.9%</b> | <b>18.1%</b> |
| 2006 Gov't  | 62.1%        | 18.8%        | 19.2%        |
| 3. I have enough information to do my job well.                           |              |              |              |
| <b>2008 FRA</b>   | <b>80.1%</b> | <b>14.0%</b> | <b>5.9%</b>  |
| 2006 FRA  | 78.7%        | 12.1%        | 9.2%         |
| <b>2008 DOT</b>   | <b>64.2%</b> | <b>17.8%</b> | <b>18.0%</b> |
| 2006 DOT  | 63.6%        | 21.2%        | 15.2%        |
| <b>2008 Gov't</b>   | <b>73.4%</b> | <b>15.2%</b> | <b>11.4%</b> |
| 2006 Gov't  | 72.4%        | 15.7%        | 11.9%        |
| 4. I feel encouraged to come up with new and better ways of doing things. |              |              |              |
| <b>2008 FRA</b>   | <b>69.5%</b> | <b>17.7%</b> | <b>12.8%</b> |
| 2006 FRA  | 66.8%        | 16.6%        | 16.6%        |
| <b>2008 DOT</b>   | <b>48.1%</b> | <b>18.3%</b> | <b>33.5%</b> |
| 2006 DOT  | 48.3%        | 18.5%        | 33.2%        |
| <b>2008 Gov't</b>   | <b>60.7%</b> | <b>19.4%</b> | <b>19.9%</b> |
| 2006 Gov't  | 60.3%        | 19.3%        | 20.4%        |
| 5. My work gives me a feeling of personal accomplishment.                 |              |              |              |
| <b>2008 FRA</b>   | <b>85.7%</b> | <b>9.6%</b>  | <b>4.7%</b>  |
| 2006 FRA  | 83.1%        | 10.4%        | 6.5%         |
| <b>2008 DOT</b>   | <b>70.9%</b> | <b>14.5%</b> | <b>14.6%</b> |
| 2006 DOT  | 73.3%        | 14.4%        | 12.3%        |
| <b>2008 Gov't</b>   | <b>73.4%</b> | <b>14.9%</b> | <b>11.7%</b> |
| 2006 Gov't  | 72.9%        | 14.9%        | 12.1%        |
| 6. I like the kind of work I do.  |              |              |              |
| <b>2008 FRA</b>   | <b>92.0%</b> | <b>4.9%</b>  | <b>3.2%</b>  |
| 2006 FRA  | 92.2%        | 4.9%         | 3.0%         |
| <b>2008 DOT</b>   | <b>84.5%</b> | <b>10.1%</b> | <b>5.3%</b>  |
| 2006 DOT  | 86.0%        | 9.2%         | 4.9%         |
| <b>2008 Gov't</b>   | <b>83.8%</b> | <b>11.0%</b> | <b>5.2%</b>  |
| 2006 Gov't  | 83.3%        | 11.1%        | 5.5%         |

Positive      Neutral      Negative      Do Not Know

Personal Work Experiences (cont'd)

7. I have trust and confidence in my supervisor

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>77.6%</b> | <b>13.3%</b> | <b>9.1%</b>  |
| 2006 FRA          | 74.3%        | 13.5%        | 12.2%        |
| <b>2008 DOT</b>   | <b>56.9%</b> | <b>16.2%</b> | <b>26.9%</b> |
| 2006 DOT          | 56.7%        | 17.5%        | 25.8%        |
| <b>2008 Gov't</b> | <b>64.2%</b> | <b>17.8%</b> | <b>18.0%</b> |
| 2006 Gov't        | 63.8%        | 18.1%        | 18.1%        |

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>84.2%</b> | <b>9.3%</b>  | <b>6.5%</b>  |
| 2006 FRA          | 78.7%        | 13.4%        | 7.9%         |
| <b>2008 DOT</b>   | <b>53.8%</b> | <b>18.3%</b> | <b>28.0%</b> |
| 2006 DOT          | 53.8%        | 20.5%        | 25.8%        |
| <b>2008 Gov't</b> | <b>65.5%</b> | <b>19.6%</b> | <b>14.9%</b> |
| 2006 Gov't        | 63.5%        | 20.5%        | 16.0%        |

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>79.4%</b> | <b>15.3%</b> | <b>5.3%</b>  |
| 2006 FRA          | 76.6%        | 15.6%        | 7.8%         |
| <b>2008 DOT</b>   | <b>57.9%</b> | <b>21.4%</b> | <b>20.7%</b> |
| 2006 DOT          | 58.9%        | 21.1%        | 20.1%        |
| <b>2008 Gov't</b> | <b>66.2%</b> | <b>20.9%</b> | <b>12.9%</b> |
| 2006 Gov't        | 66.1%        | 20.9%        | 12.9%        |

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

|                   |              |              |             |
|-------------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>89.2%</b> | <b>9.0%</b>  | <b>1.8%</b> |
| 2006 FRA          | 88.3%        | 11.1%        | 0.7%        |
| <b>2008 DOT</b>   | <b>80.7%</b> | <b>14.3%</b> | <b>5.0%</b> |
| 2006 DOT          | 80.3%        | 15.3%        | 4.4%        |
| <b>2008 Gov't</b> | <b>83.4%</b> | <b>13.5%</b> | <b>3.0%</b> |
| 2006 Gov't        | 83.1%        | 14.1%        | 2.9%        |

Recruitment, Development, & Retention

11. The workforce has the job-relevant knowledge/skills necessary to accomplish organizational goals.

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>87.2%</b> | <b>8.3%</b>  | <b>3.8%</b>  | <b>0.8%</b> |
| 2006 FRA          | 81.8%        | 12.7%        | 4.8%         | 0.6%        |
| <b>2008 DOT</b>   | <b>66.9%</b> | <b>15.4%</b> | <b>17.0%</b> | <b>0.7%</b> |
| 2006 DOT          | 70.8%        | 14.7%        | 13.8%        | 0.7%        |
| <b>2008 Gov't</b> | <b>73.8%</b> | <b>15.1%</b> | <b>10.4%</b> | <b>0.7%</b> |
| 2006 Gov't        | 73.6%        | 15.2%        | 10.5%        | 0.7%        |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>86.8%</b> | <b>8.0%</b>  | <b>5.2%</b>  | <b>0.0%</b> |
| 2006 FRA          | 85.5%        | 9.1%         | 4.9%         | 0.5%        |
| <b>2008 DOT</b>   | <b>67.8%</b> | <b>12.7%</b> | <b>18.7%</b> | <b>0.7%</b> |
| 2006 DOT          | 71.0%        | 14.2%        | 14.0%        | 0.9%        |
| <b>2008 Gov't</b> | <b>75.3%</b> | <b>13.4%</b> | <b>10.6%</b> | <b>0.6%</b> |
| 2006 Gov't        | 77.7%        | 12.5%        | 8.9%         | 0.9%        |

Positive      Neutral      Negative      Do Not Know

Recruitment, Development, & Retention (cont'd)

13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>75.5%</b> | <b>15.1%</b> | <b>9.0%</b>  | <b>0.5%</b> |
| 2006 FRA          | 77.4%        | 13.7%        | 8.5%         | 0.4%        |
| <b>2008 DOT</b>   | <b>51.1%</b> | <b>22.0%</b> | <b>26.3%</b> | <b>0.6%</b> |
| 2006 DOT          | 54.6%        | 20.7%        | 23.8%        | 1.0%        |
| <b>2008 Gov't</b> | <b>60.6%</b> | <b>21.0%</b> | <b>17.4%</b> | <b>1.0%</b> |
| 2006 Gov't        | 60.2%        | 21.5%        | 17.3%        | 1.0%        |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>60.7%</b> | <b>22.8%</b> | <b>14.0%</b> | <b>2.5%</b> |
| 2006 FRA          | 57.5%        | 25.5%        | 14.1%        | 2.9%        |
| <b>2008 DOT</b>   | <b>34.1%</b> | <b>26.7%</b> | <b>36.1%</b> | <b>3.1%</b> |
| 2006 DOT          | 36.1%        | 25.6%        | 33.7%        | 4.6%        |
| <b>2008 Gov't</b> | <b>44.9%</b> | <b>27.8%</b> | <b>24.5%</b> | <b>2.8%</b> |
| 2006 Gov't        | 43.5%        | 28.3%        | 24.7%        | 3.4%        |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>61.4%</b> | <b>25.7%</b> | <b>10.9%</b> | <b>2.0%</b> |
| 2006 FRA          | 61.5%        | 24.1%        | 11.7%        | 2.7%        |
| <b>2008 DOT</b>   | <b>40.1%</b> | <b>25.8%</b> | <b>31.4%</b> | <b>2.7%</b> |
| 2006 DOT          | 41.6%        | 28.6%        | 27.3%        | 2.6%        |
| <b>2008 Gov't</b> | <b>52.7%</b> | <b>27.2%</b> | <b>17.4%</b> | <b>2.6%</b> |
| 2006 Gov't        | 50.8%        | 28.5%        | 18.1%        | 2.5%        |

16. I have sufficient resources (i.e., people, materials, budget) to get my job done.

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>56.2%</b> | <b>18.1%</b> | <b>25.3%</b> | <b>0.4%</b> |
| 2006 FRA          | 62.0%        | 19.6%        | 17.4%        | 1.0%        |
| <b>2008 DOT</b>   | <b>44.3%</b> | <b>16.8%</b> | <b>37.6%</b> | <b>1.3%</b> |
| 2006 DOT          | 41.6%        | 15.6%        | 41.4%        | 1.3%        |
| <b>2008 Gov't</b> | <b>51.2%</b> | <b>18.1%</b> | <b>29.9%</b> | <b>0.8%</b> |
| 2006 Gov't        | 47.6%        | 18.3%        | 33.1%        | 1.0%        |

17. My workload is reasonable.

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>71.2%</b> | <b>14.6%</b> | <b>14.0%</b> | <b>0.2%</b> |
| 2006 FRA          | 66.3%        | 15.6%        | 17.8%        | 0.2%        |
| <b>2008 DOT</b>   | <b>55.5%</b> | <b>16.8%</b> | <b>27.4%</b> | <b>0.3%</b> |
| 2006 DOT          | 55.9%        | 16.9%        | 26.5%        | 0.6%        |
| <b>2008 Gov't</b> | <b>60.0%</b> | <b>16.2%</b> | <b>23.3%</b> | <b>0.5%</b> |
| 2006 Gov't        | 59.0%        | 16.7%        | 23.7%        | 0.6%        |

18. My talents are used well in the workplace.

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>73.3%</b> | <b>13.4%</b> | <b>12.9%</b> | <b>0.4%</b> |
| 2006 FRA          | 72.1%        | 12.8%        | 14.5%        | 0.6%        |
| <b>2008 DOT</b>   | <b>58.2%</b> | <b>16.4%</b> | <b>24.8%</b> | <b>0.5%</b> |
| 2006 DOT          | 56.7%        | 19.7%        | 22.8%        | 0.8%        |
| <b>2008 Gov't</b> | <b>62.3%</b> | <b>17.0%</b> | <b>19.8%</b> | <b>0.9%</b> |
| 2006 Gov't        | 61.5%        | 17.3%        | 20.4%        | 0.8%        |

Positive      Neutral      Negative      Do Not Know

Recruitment, Development, & Retention (cont'd)

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>88.0%</b> | <b>8.6%</b>  | <b>3.3%</b>  | <b>0.2%</b> |
| 2006 FRA          | 85.1%        | 10.0%        | 4.7%         | 0.3%        |
| <b>2008 DOT</b>   | <b>73.6%</b> | <b>11.2%</b> | <b>13.8%</b> | <b>1.4%</b> |
| 2006 DOT          | 74.0%        | 11.9%        | 12.6%        | 1.4%        |
| <b>2008 Gov't</b> | <b>83.9%</b> | <b>10.3%</b> | <b>5.1%</b>  | <b>0.6%</b> |
| 2006 Gov't        | 82.8%        | 10.5%        | 6.0%         | 0.8%        |

20. The work I do is important.

|                   |              |             |             |             |
|-------------------|--------------|-------------|-------------|-------------|
| <b>2008 FRA</b>   | <b>93.3%</b> | <b>5.3%</b> | <b>1.5%</b> | <b>0.0%</b> |
| 2006 FRA          | 94.3%        | 4.1%        | 1.4%        | 0.3%        |
| <b>2008 DOT</b>   | <b>91.3%</b> | <b>6.0%</b> | <b>2.5%</b> | <b>0.2%</b> |
| 2006 DOT          | 91.0%        | 6.9%        | 1.7%        | 0.4%        |
| <b>2008 Gov't</b> | <b>90.8%</b> | <b>6.3%</b> | <b>2.6%</b> | <b>0.2%</b> |
| 2006 Gov't        | 90.1%        | 7.0%        | 2.5%        | 0.4%        |

21. Physical conditions (noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>66.3%</b> | <b>18.6%</b> | <b>13.8%</b> | <b>1.3%</b> |
| 2006 FRA          | 75.9%        | 16.0%        | 6.5%         | 1.6%        |
| <b>2008 DOT</b>   | <b>60.7%</b> | <b>15.1%</b> | <b>23.9%</b> | <b>0.3%</b> |
| 2006 DOT          | 63.5%        | 15.4%        | 20.5%        | 0.6%        |
| <b>2008 Gov't</b> | <b>67.2%</b> | <b>14.6%</b> | <b>17.7%</b> | <b>0.5%</b> |
| 2006 Gov't        | 66.7%        | 14.9%        | 17.8%        | 0.7%        |

Performance Culture

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>44.9%</b> | <b>25.9%</b> | <b>25.1%</b> | <b>4.2%</b> |
| 2006 FRA          | 41.0%        | 27.5%        | 25.2%        | 6.4%        |
| <b>2008 DOT</b>   | <b>29.2%</b> | <b>22.3%</b> | <b>43.7%</b> | <b>4.8%</b> |
| 2006 DOT          | 26.2%        | 27.8%        | 42.4%        | 3.7%        |
| <b>2008 Gov't</b> | <b>35.2%</b> | <b>26.2%</b> | <b>34.0%</b> | <b>4.6%</b> |
| 2006 Gov't        | 33.6%        | 26.6%        | 35.4%        | 4.4%        |

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

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>35.7%</b> | <b>32.4%</b> | <b>21.3%</b> | <b>10.6%</b> |
| 2006 FRA          | 40.0%        | 29.8%        | 22.0%        | 8.2%         |
| <b>2008 DOT</b>   | <b>25.9%</b> | <b>24.5%</b> | <b>44.0%</b> | <b>5.5%</b>  |
| 2006 DOT          | 23.5%        | 24.5%        | 44.8%        | 7.2%         |
| <b>2008 Gov't</b> | <b>29.6%</b> | <b>26.5%</b> | <b>37.3%</b> | <b>6.5%</b>  |
| 2006 Gov't        | 28.7%        | 26.3%        | 38.8%        | 6.2%         |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>67.2%</b> | <b>18.8%</b> | <b>11.8%</b> | <b>2.1%</b> |
| 2006 FRA          | 60.8%        | 21.1%        | 16.5%        | 1.6%        |
| <b>2008 DOT</b>   | <b>36.0%</b> | <b>25.0%</b> | <b>36.7%</b> | <b>2.3%</b> |
| 2006 DOT          | 37.8%        | 27.3%        | 33.4%        | 1.6%        |
| <b>2008 Gov't</b> | <b>43.8%</b> | <b>28.5%</b> | <b>25.4%</b> | <b>2.3%</b> |
| 2006 Gov't        | 42.2%        | 29.2%        | 26.3%        | 2.3%        |

Positive      Neutral      Negative      Do Not Know

Performance Culture (cont'd)

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>70.0%</b> | <b>15.7%</b> | <b>13.2%</b> | <b>1.2%</b> |
| 2006 FRA          | 67.9%        | 15.2%        | 15.9%        | 1.0%        |
| <b>2008 DOT</b>   | <b>40.3%</b> | <b>18.3%</b> | <b>39.2%</b> | <b>2.2%</b> |
| 2006 DOT          | 34.4%        | 20.8%        | 43.5%        | 1.3%        |
| <b>2008 Gov't</b> | <b>46.1%</b> | <b>23.8%</b> | <b>28.0%</b> | <b>2.2%</b> |
| 2006 Gov't        | 44.6%        | 23.6%        | 29.7%        | 2.0%        |

26. Creativity and innovation are rewarded.

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>59.3%</b> | <b>23.5%</b> | <b>16.0%</b> | <b>1.2%</b> |
| 2006 FRA          | 57.9%        | 22.9%        | 17.7%        | 1.5%        |
| <b>2008 DOT</b>   | <b>31.8%</b> | <b>25.6%</b> | <b>40.8%</b> | <b>1.8%</b> |
| 2006 DOT          | 29.4%        | 25.5%        | 43.4%        | 1.7%        |
| <b>2008 Gov't</b> | <b>40.0%</b> | <b>28.1%</b> | <b>29.3%</b> | <b>2.5%</b> |
| 2006 Gov't        | 38.9%        | 28.4%        | 30.5%        | 2.2%        |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>38.1%</b> | <b>32.6%</b> | <b>24.7%</b> | <b>4.6%</b> |
| 2006 FRA          | 36.8%        | 30.9%        | 27.7%        | 4.6%        |
| <b>2008 DOT</b>   | <b>20.7%</b> | <b>21.8%</b> | <b>53.8%</b> | <b>3.7%</b> |
| 2006 DOT          | 17.9%        | 25.0%        | 53.4%        | 3.6%        |
| <b>2008 Gov't</b> | <b>25.6%</b> | <b>26.7%</b> | <b>42.5%</b> | <b>5.2%</b> |
| 2006 Gov't        | 21.7%        | 28.1%        | 45.4%        | 4.8%        |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>62.4%</b> | <b>18.1%</b> | <b>16.6%</b> | <b>2.8%</b> |
| 2006 FRA          | 60.5%        | 17.6%        | 18.1%        | 3.7%        |
| <b>2008 DOT</b>   | <b>36.0%</b> | <b>19.1%</b> | <b>41.4%</b> | <b>3.6%</b> |
| 2006 DOT          | 31.1%        | 22.9%        | 42.5%        | 3.4%        |
| <b>2008 Gov't</b> | <b>41.4%</b> | <b>23.2%</b> | <b>30.9%</b> | <b>4.4%</b> |
| 2006 Gov't        | 39.8%        | 23.4%        | 32.9%        | 4.0%        |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>47.7%</b> | <b>28.0%</b> | <b>19.5%</b> | <b>4.8%</b> |
| 2006 FRA          | 51.7%        | 25.1%        | 17.6%        | 5.7%        |
| <b>2008 DOT</b>   | <b>24.7%</b> | <b>25.9%</b> | <b>45.9%</b> | <b>3.5%</b> |
| 2006 DOT          | 21.9%        | 27.5%        | 46.7%        | 3.9%        |
| <b>2008 Gov't</b> | <b>31.4%</b> | <b>30.5%</b> | <b>33.8%</b> | <b>4.2%</b> |
| 2006 Gov't        | 29.7%        | 30.0%        | 36.2%        | 4.2%        |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>77.0%</b> | <b>11.8%</b> | <b>11.1%</b> | <b>0.0%</b> |
| 2006 FRA          | 74.5%        | 13.9%        | 9.9%         | 1.7%        |
| <b>2008 DOT</b>   | <b>53.0%</b> | <b>19.5%</b> | <b>25.4%</b> | <b>2.0%</b> |
| 2006 DOT          | 51.8%        | 25.3%        | 21.0%        | 1.7%        |
| <b>2008 Gov't</b> | <b>63.2%</b> | <b>18.0%</b> | <b>16.7%</b> | <b>2.2%</b> |
| 2006 Gov't        | 64.3%        | 17.9%        | 16.0%        | 1.7%        |

Positive      Neutral      Negative      Do Not Know

Performance Culture (cont'd)

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>73.0%</b> | <b>15.1%</b> | <b>11.6%</b> | <b>0.4%</b> |
| 2006 FRA          | 69.6%        | 15.9%        | 13.0%        | 1.5%        |
| <b>2008 DOT</b>   | <b>49.4%</b> | <b>21.1%</b> | <b>28.1%</b> | <b>1.3%</b> |
| 2006 DOT          | 49.6%        | 22.8%        | 26.4%        | 1.2%        |
| <b>2008 Gov't</b> | <b>56.2%</b> | <b>23.1%</b> | <b>19.0%</b> | <b>1.8%</b> |
| 2006 Gov't        | 55.9%        | 22.9%        | 19.9%        | 1.4%        |

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).

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>74.9%</b> | <b>14.8%</b> | <b>8.8%</b>  | <b>1.5%</b> |
| <b>2008 DOT</b>   | <b>51.5%</b> | <b>18.3%</b> | <b>26.3%</b> | <b>3.9%</b> |
| <b>2008 Gov't</b> | <b>64.3%</b> | <b>15.9%</b> | <b>16.2%</b> | <b>3.6%</b> |

33. I am held accountable for achieving results.

|                   |              |              |             |             |
|-------------------|--------------|--------------|-------------|-------------|
| <b>2008 FRA</b>   | <b>93.6%</b> | <b>4.2%</b>  | <b>2.2%</b> | <b>0.0%</b> |
| 2006 FRA          | 89.1%        | 7.7%         | 2.4%        | 0.7%        |
| <b>2008 DOT</b>   | <b>76.9%</b> | <b>13.4%</b> | <b>9.2%</b> | <b>0.5%</b> |
| 2006 DOT          | 77.7%        | 12.1%        | 9.2%        | 1.0%        |
| <b>2008 Gov't</b> | <b>81.8%</b> | <b>12.7%</b> | <b>4.8%</b> | <b>0.8%</b> |
| 2006 Gov't        | 79.0%        | 14.0%        | 6.2%        | 0.7%        |

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

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>69.5%</b> | <b>17.3%</b> | <b>6.8%</b>  | <b>6.3%</b>  |
| 2006 FRA          | 65.9%        | 18.7%        | 9.0%         | 6.4%         |
| <b>2008 DOT</b>   | <b>48.1%</b> | <b>25.0%</b> | <b>16.5%</b> | <b>10.4%</b> |
| 2006 DOT          | 46.4%        | 29.5%        | 14.9%        | 9.2%         |
| <b>2008 Gov't</b> | <b>56.8%</b> | <b>25.7%</b> | <b>11.0%</b> | <b>6.5%</b>  |
| 2006 Gov't        | 53.8%        | 27.9%        | 11.9%        | 6.4%         |

35. Policies and programs promote diversity in the workplace.

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>69.7%</b> | <b>18.9%</b> | <b>7.0%</b>  | <b>4.5%</b>  |
| 2006 FRA          | 67.0%        | 20.1%        | 8.0%         | 4.9%         |
| <b>2008 DOT</b>   | <b>51.5%</b> | <b>25.3%</b> | <b>13.0%</b> | <b>10.2%</b> |
| 2006 DOT          | 48.3%        | 28.8%        | 13.2%        | 9.7%         |
| <b>2008 Gov't</b> | <b>59.7%</b> | <b>23.8%</b> | <b>10.6%</b> | <b>5.9%</b>  |
| 2006 Gov't        | 56.7%        | 25.6%        | 11.7%        | 6.1%         |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>74.6%</b> | <b>14.6%</b> | <b>6.9%</b>  | <b>3.9%</b> |
| 2006 FRA          | 69.7%        | 18.0%        | 8.3%         | 4.1%        |
| <b>2008 DOT</b>   | <b>59.4%</b> | <b>20.2%</b> | <b>16.6%</b> | <b>3.8%</b> |
| 2006 DOT          | 57.4%        | 23.9%        | 14.7%        | 3.9%        |
| <b>2008 Gov't</b> | <b>65.2%</b> | <b>19.4%</b> | <b>12.2%</b> | <b>3.3%</b> |
| 2006 Gov't        | 63.7%        | 20.6%        | 12.8%        | 2.9%        |

Positive      Neutral      Negative      Do Not Know

Leadership

|   |              |              |              |             |
|---|--------------|--------------|--------------|-------------|
| 37. I have a high level of respect for my organization's senior leaders.                              |              |              |              |             |
| <b>2008 FRA</b>   | <b>70.3%</b> | <b>14.8%</b> | <b>14.7%</b> | <b>0.2%</b> |
| 2006 FRA  | 64.3%        | 19.4%        | 15.8%        | 0.6%        |
| <b>2008 DOT</b>   | <b>36.1%</b> | <b>20.5%</b> | <b>42.8%</b> | <b>0.6%</b> |
| 2006 DOT  | 34.8%        | 21.2%        | 43.9%        | 0.1%        |
| <b>2008 Gov't</b>   | <b>51.8%</b> | <b>22.7%</b> | <b>24.9%</b> | <b>0.6%</b> |
| 2006 Gov't  | 49.3%        | 23.8%        | 26.5%        | 0.5%        |
| 38. In my organization, leaders generate high levels of motivation and commitment in the workforce.   |              |              |              |             |
| <b>2008 FRA</b>   | <b>60.1%</b> | <b>22.1%</b> | <b>17.6%</b> | <b>0.2%</b> |
| 2006 FRA  | 53.9%        | 25.4%        | 19.8%        | 0.9%        |
| <b>2008 DOT</b>   | <b>28.1%</b> | <b>22.9%</b> | <b>48.6%</b> | <b>0.4%</b> |
| 2006 DOT  | 25.0%        | 27.2%        | 46.6%        | 1.2%        |
| <b>2008 Gov't</b>   | <b>39.9%</b> | <b>28.0%</b> | <b>31.3%</b> | <b>0.9%</b> |
| 2006 Gov't  | 37.9%        | 28.5%        | 32.9%        | 0.8%        |
| 39. My organization's leaders maintain high standards of honesty and integrity.                       |              |              |              |             |
| <b>2008 FRA</b>   | <b>64.6%</b> | <b>18.4%</b> | <b>13.8%</b> | <b>3.2%</b> |
| 2006 FRA  | 62.1%        | 18.4%        | 15.8%        | 3.8%        |
| <b>2008 DOT</b>   | <b>35.4%</b> | <b>22.6%</b> | <b>39.0%</b> | <b>3.1%</b> |
| 2006 DOT  | 35.4%        | 22.6%        | 37.4%        | 4.6%        |
| <b>2008 Gov't</b>   | <b>49.5%</b> | <b>25.7%</b> | <b>21.6%</b> | <b>3.1%</b> |
| 2006 Gov't  | 48.7%        | 25.8%        | 22.4%        | 3.1%        |
| 40. Managers communicate the goals and priorities of the organization.                                |              |              |              |             |
| <b>2008 FRA</b>   | <b>72.0%</b> | <b>17.8%</b> | <b>9.7%</b>  | <b>0.5%</b> |
| 2006 FRA  | 69.1%        | 15.1%        | 15.1%        | 0.8%        |
| <b>2008 DOT</b>   | <b>50.7%</b> | <b>18.8%</b> | <b>29.7%</b> | <b>0.7%</b> |
| 2006 DOT  | 49.0%        | 20.6%        | 29.8%        | 0.7%        |
| <b>2008 Gov't</b>   | <b>59.7%</b> | <b>21.4%</b> | <b>18.1%</b> | <b>0.8%</b> |
| 2006 Gov't  | 58.2%        | 21.8%        | 19.2%        | 0.8%        |
| 41. Managers review and evaluate the organization's progress toward meeting its goals and objectives. |              |              |              |             |
| <b>2008 FRA</b>   | <b>71.2%</b> | <b>17.9%</b> | <b>7.8%</b>  | <b>3.1%</b> |
| 2006 FRA  | 71.8%        | 16.0%        | 7.8%         | 4.4%        |
| <b>2008 DOT</b>   | <b>50.4%</b> | <b>21.3%</b> | <b>20.1%</b> | <b>8.2%</b> |
| 2006 DOT  | 48.9%        | 23.4%        | 18.6%        | 9.2%        |
| <b>2008 Gov't</b>   | <b>57.5%</b> | <b>23.6%</b> | <b>13.7%</b> | <b>5.1%</b> |
| 2006 Gov't  | 56.4%        | 24.3%        | 13.8%        | 5.5%        |
| 42. Employees are protected from health and safety hazards on the job.                                |              |              |              |             |
| <b>2008 FRA</b>   | <b>84.9%</b> | <b>9.8%</b>  | <b>4.8%</b>  | <b>0.6%</b> |
| 2006 FRA  | 83.1%        | 11.6%        | 4.0%         | 1.3%        |
| <b>2008 DOT</b>   | <b>67.4%</b> | <b>15.3%</b> | <b>16.2%</b> | <b>1.1%</b> |
| 2006 DOT  | 64.8%        | 16.2%        | 17.4%        | 1.6%        |
| <b>2008 Gov't</b>   | <b>76.2%</b> | <b>13.2%</b> | <b>9.6%</b>  | <b>1.1%</b> |
| 2006 Gov't  | 74.9%        | 13.6%        | 10.5%        | 1.0%        |

Positive      Neutral      Negative      Do Not Know

Leadership (cont'd)

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>77.7%</b> | <b>13.6%</b> | <b>7.3%</b>  | <b>1.3%</b> |
| 2006 FRA          | 66.3%        | 21.1%        | 10.3%        | 2.3%        |
| <b>2008 DOT</b>   | <b>68.6%</b> | <b>16.5%</b> | <b>13.5%</b> | <b>1.5%</b> |
| 2006 DOT          | 65.8%        | 17.9%        | 14.9%        | 1.4%        |
| <b>2008 Gov't</b> | <b>74.1%</b> | <b>15.6%</b> | <b>8.9%</b>  | <b>1.4%</b> |
| 2006 Gov't        | 72.6%        | 15.9%        | 10.0%        | 1.4%        |

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

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>48.4%</b> | <b>19.9%</b> | <b>14.5%</b> | <b>17.2%</b> |
| 2006 FRA          | 43.6%        | 27.3%        | 13.9%        | 15.2%        |
| <b>2008 DOT</b>   | <b>32.3%</b> | <b>25.0%</b> | <b>31.1%</b> | <b>11.6%</b> |
| 2006 DOT          | 35.1%        | 23.0%        | 30.0%        | 11.9%        |
| <b>2008 Gov't</b> | <b>39.4%</b> | <b>27.5%</b> | <b>20.8%</b> | <b>12.2%</b> |
| 2006 Gov't        | 39.4%        | 27.6%        | 21.2%        | 11.7%        |

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

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>48.9%</b> | <b>24.5%</b> | <b>14.8%</b> | <b>11.7%</b> |
| 2006 FRA          | 47.6%        | 25.7%        | 15.6%        | 11.1%        |
| <b>2008 DOT</b>   | <b>43.9%</b> | <b>21.1%</b> | <b>25.5%</b> | <b>9.5%</b>  |
| 2006 DOT          | 38.6%        | 23.3%        | 29.0%        | 9.1%         |
| <b>2008 Gov't</b> | <b>47.7%</b> | <b>23.4%</b> | <b>21.5%</b> | <b>7.4%</b>  |
| 2006 Gov't        | 45.2%        | 24.7%        | 22.7%        | 7.3%         |

46. Prohibited Personnel Practices are not tolerated.

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>58.7%</b> | <b>17.8%</b> | <b>10.7%</b> | <b>12.7%</b> |
| 2006 FRA          | 60.0%        | 20.0%        | 8.5%         | 11.5%        |
| <b>2008 DOT</b>   | <b>55.2%</b> | <b>18.1%</b> | <b>13.6%</b> | <b>13.0%</b> |
| 2006 DOT          | 52.6%        | 19.0%        | 12.8%        | 15.6%        |
| <b>2008 Gov't</b> | <b>60.1%</b> | <b>19.2%</b> | <b>11.5%</b> | <b>9.2%</b>  |
| 2006 Gov't        | 58.9%        | 19.9%        | 11.6%        | 9.6%         |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>59.5%</b> | <b>20.4%</b> | <b>10.9%</b> | <b>9.2%</b> |
| 2006 FRA          | 50.4%        | 24.2%        | 14.8%        | 10.6%       |
| <b>2008 DOT</b>   | <b>44.8%</b> | <b>19.1%</b> | <b>27.4%</b> | <b>8.7%</b> |
| 2006 DOT          | 43.0%        | 21.6%        | 26.0%        | 9.4%        |
| <b>2008 Gov't</b> | <b>50.5%</b> | <b>22.6%</b> | <b>19.0%</b> | <b>7.9%</b> |
| 2006 Gov't        | 47.9%        | 23.8%        | 20.2%        | 8.1%        |

Learning (Knowledge Management)

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>74.3%</b> | <b>15.4%</b> | <b>9.6%</b>  | <b>0.8%</b> |
| 2006 FRA          | 72.1%        | 16.1%        | 10.5%        | 1.3%        |
| <b>2008 DOT</b>   | <b>51.3%</b> | <b>22.0%</b> | <b>25.4%</b> | <b>1.3%</b> |
| 2006 DOT          | 49.5%        | 24.5%        | 25.1%        | 0.8%        |
| <b>2008 Gov't</b> | <b>58.3%</b> | <b>22.3%</b> | <b>18.2%</b> | <b>1.3%</b> |
| 2006 Gov't        | 57.6%        | 22.9%        | 18.4%        | 1.1%        |



Positive      Neutral      Negative      Do Not Know

Learning (Knowledge Management (cont'd)

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>80.4%</b> | <b>10.6%</b> | <b>8.8%</b>  | <b>0.5%</b> |
| 2006 FRA          | 78.4%        | 11.7%        | 8.3%         | 1.7%        |
| <b>2008 DOT</b>   | <b>57.1%</b> | <b>19.8%</b> | <b>22.4%</b> | <b>0.8%</b> |
| 2006 DOT          | 57.1%        | 20.1%        | 22.2%        | 0.6%        |
| <b>2008 Gov't</b> | <b>64.5%</b> | <b>19.1%</b> | <b>15.6%</b> | <b>0.8%</b> |
| 2006 Gov't        | 64.1%        | 19.3%        | 15.8%        | 0.8%        |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>78.7%</b> | <b>13.1%</b> | <b>5.2%</b>  | <b>3.0%</b> |
| 2006 FRA          | 64.6%        | 19.8%        | 10.1%        | 5.5%        |
| <b>2008 DOT</b>   | <b>72.5%</b> | <b>10.8%</b> | <b>14.0%</b> | <b>2.7%</b> |
| 2006 DOT          | 74.0%        | 9.4%         | 14.3%        | 2.2%        |
| <b>2008 Gov't</b> | <b>78.6%</b> | <b>11.9%</b> | <b>7.8%</b>  | <b>1.6%</b> |
| 2006 Gov't        | 75.1%        | 12.7%        | 10.3%        | 2.0%        |

51. My training needs are assessed.

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>67.2%</b> | <b>19.5%</b> | <b>12.2%</b> | <b>1.1%</b> |
| 2006 FRA          | 65.4%        | 18.9%        | 13.2%        | 2.5%        |
| <b>2008 DOT</b>   | <b>50.2%</b> | <b>23.1%</b> | <b>23.8%</b> | <b>2.9%</b> |
| 2006 DOT          | 49.3%        | 23.6%        | 24.9%        | 2.3%        |
| <b>2008 Gov't</b> | <b>53.4%</b> | <b>24.7%</b> | <b>20.4%</b> | <b>1.6%</b> |
| 2006 Gov't        | 51.0%        | 24.9%        | 22.4%        | 1.6%        |

52. Managers promote communication among different work units.

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>69.4%</b> | <b>16.9%</b> | <b>11.8%</b> | <b>1.8%</b> |
| 2006 FRA          | 64.4%        | 18.9%        | 14.3%        | 2.4%        |
| <b>2008 DOT</b>   | <b>46.7%</b> | <b>20.8%</b> | <b>29.1%</b> | <b>3.4%</b> |
| 2006 DOT          | 47.2%        | 20.2%        | 28.8%        | 3.8%        |
| <b>2008 Gov't</b> | <b>54.5%</b> | <b>23.1%</b> | <b>19.6%</b> | <b>2.8%</b> |
| 2006 Gov't        | 53.2%        | 23.7%        | 20.7%        | 2.4%        |

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

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>82.4%</b> | <b>8.2%</b>  | <b>9.2%</b>  | <b>0.2%</b> |
| 2006 FRA          | 79.2%        | 11.6%        | 8.8%         | 0.4%        |
| <b>2008 DOT</b>   | <b>77.2%</b> | <b>12.1%</b> | <b>10.2%</b> | <b>0.5%</b> |
| 2006 DOT          | 73.5%        | 12.8%        | 13.4%        | 0.3%        |
| <b>2008 Gov't</b> | <b>75.4%</b> | <b>12.8%</b> | <b>11.3%</b> | <b>0.5%</b> |
| 2006 Gov't        | 74.3%        | 13.3%        | 12.0%        | 0.4%        |

54. Employees use information technology (i.e., intranet, shared networks) to perform work.

|                   |              |              |             |             |
|-------------------|--------------|--------------|-------------|-------------|
| <b>2008 FRA</b>   | <b>89.0%</b> | <b>7.3%</b>  | <b>2.3%</b> | <b>1.4%</b> |
| 2006 FRA          | 84.6%        | 10.5%        | 3.1%        | 1.8%        |
| <b>2008 DOT</b>   | <b>78.8%</b> | <b>11.2%</b> | <b>8.7%</b> | <b>1.3%</b> |
| 2006 DOT          | 78.7%        | 11.0%        | 9.1%        | 1.2%        |
| <b>2008 Gov't</b> | <b>87.3%</b> | <b>8.2%</b>  | <b>3.8%</b> | <b>0.8%</b> |
| 2006 Gov't        | 86.0%        | 8.6%         | 4.7%        | 0.8%        |

Positive      Neutral      Negative

Job Satisfaction

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>66.9%</b> | <b>17.3%</b> | <b>15.8%</b> |
| 2006 FRA          | 67.8%        | 17.5%        | 14.7%        |
| <b>2008 DOT</b>   | <b>44.2%</b> | <b>21.7%</b> | <b>34.2%</b> |
| 2006 DOT          | 47.3%        | 19.4%        | 33.2%        |
| <b>2008 Gov't</b> | <b>53.4%</b> | <b>22.8%</b> | <b>23.9%</b> |
| 2006 Gov't        | 53.7%        | 21.8%        | 24.5%        |

56. How satisfied are you with the information you receive from management on what's going on in your organization?

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>62.4%</b> | <b>19.5%</b> | <b>18.1%</b> |
| 2006 FRA          | 56.9%        | 20.7%        | 22.4%        |
| <b>2008 DOT</b>   | <b>38.9%</b> | <b>21.0%</b> | <b>40.1%</b> |
| 2006 DOT          | 36.2%        | 24.5%        | 39.3%        |
| <b>2008 Gov't</b> | <b>48.1%</b> | <b>24.4%</b> | <b>27.4%</b> |
| 2006 Gov't        | 46.6%        | 24.2%        | 29.2%        |

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>70.9%</b> | <b>15.8%</b> | <b>13.4%</b> |
| 2006 FRA          | 69.7%        | 14.5%        | 15.8%        |
| <b>2008 DOT</b>   | <b>42.6%</b> | <b>22.7%</b> | <b>34.7%</b> |
| 2006 DOT          | 39.6%        | 22.6%        | 37.8%        |
| <b>2008 Gov't</b> | <b>50.3%</b> | <b>22.8%</b> | <b>26.9%</b> |
| 2006 Gov't        | 48.6%        | 23.4%        | 28.0%        |

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>61.0%</b> | <b>24.1%</b> | <b>14.8%</b> |
| 2006 FRA          | 54.8%        | 26.0%        | 19.2%        |
| <b>2008 DOT</b>   | <b>30.8%</b> | <b>23.7%</b> | <b>45.5%</b> |
| 2006 DOT          | 30.5%        | 24.0%        | 45.6%        |
| <b>2008 Gov't</b> | <b>42.3%</b> | <b>28.8%</b> | <b>28.9%</b> |
| 2006 Gov't        | 40.9%        | 29.1%        | 30.0%        |

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>53.4%</b> | <b>26.9%</b> | <b>19.7%</b> |
| 2006 FRA          | 51.5%        | 24.0%        | 24.5%        |
| <b>2008 DOT</b>   | <b>30.8%</b> | <b>31.2%</b> | <b>38.0%</b> |
| 2006 DOT          | 30.0%        | 32.4%        | 37.7%        |
| <b>2008 Gov't</b> | <b>39.0%</b> | <b>28.2%</b> | <b>32.8%</b> |
| 2006 Gov't        | 36.5%        | 29.1%        | 34.4%        |

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>74.0%</b> | <b>15.3%</b> | <b>10.7%</b> |
| 2006 FRA          | 73.2%        | 15.8%        | 11.0%        |
| <b>2008 DOT</b>   | <b>49.5%</b> | <b>24.6%</b> | <b>25.9%</b> |
| 2006 DOT          | 48.8%        | 27.4%        | 23.7%        |
| <b>2008 Gov't</b> | <b>55.3%</b> | <b>24.5%</b> | <b>20.2%</b> |
| 2006 Gov't        | 53.7%        | 24.5%        | 21.8%        |

Positive      Neutral      Negative

Job Satisfaction (cont'd)

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>84.4%</b> | <b>9.0%</b>  | <b>6.6%</b>  |
| 2006 FRA          | 81.7%        | 11.4%        | 6.9%         |
| <b>2008 DOT</b>   | <b>61.1%</b> | <b>16.8%</b> | <b>22.1%</b> |
| 2006 DOT          | 63.0%        | 17.6%        | 19.4%        |
| <b>2008 Gov't</b> | <b>68.5%</b> | <b>17.5%</b> | <b>14.1%</b> |
| 2006 Gov't        | 67.5%        | 17.6%        | 14.8%        |

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>69.7%</b> | <b>10.7%</b> | <b>19.5%</b> |
| 2006 FRA          | 65.2%        | 15.3%        | 19.5%        |
| <b>2008 DOT</b>   | <b>55.7%</b> | <b>14.0%</b> | <b>30.3%</b> |
| 2006 DOT          | 64.1%        | 15.9%        | 20.0%        |
| <b>2008 Gov't</b> | <b>60.4%</b> | <b>17.4%</b> | <b>22.2%</b> |
| 2006 Gov't        | 61.3%        | 17.9%        | 20.8%        |

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

|                   |              |              |              |
|-------------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>78.4%</b> | <b>12.6%</b> | <b>9.0%</b>  |
| 2006 FRA          | 73.0%        | 16.3%        | 10.8%        |
| <b>2008 DOT</b>   | <b>44.2%</b> | <b>18.7%</b> | <b>37.1%</b> |
| 2006 DOT          | 44.5%        | 18.5%        | 36.9%        |
| <b>2008 Gov't</b> | <b>57.5%</b> | <b>22.2%</b> | <b>20.3%</b> |
| 2006 Gov't        | 56.1%        | 22.4%        | 21.4%        |

Positive      Neutral      Negative      No Basis to Judge

Satisfaction with Benefits

64. How satisfied are you with retirement benefits?

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>62.0%</b> | <b>20.2%</b> | <b>11.2%</b> | <b>6.6%</b> |
| 2006 FRA          | 56.9%        | 20.6%        | 13.9%        | 8.6%        |
| <b>2008 DOT</b>   | <b>56.5%</b> | <b>19.1%</b> | <b>18.8%</b> | <b>5.7%</b> |
| 2006 DOT          | 55.5%        | 20.7%        | 16.9%        | 7.0%        |
| <b>2008 Gov't</b> | <b>60.9%</b> | <b>19.4%</b> | <b>12.5%</b> | <b>7.3%</b> |
| 2006 Gov't        | 60.8%        | 19.4%        | 12.4%        | 7.4%        |

65. How satisfied are you with health insurance benefits?

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>66.2%</b> | <b>15.8%</b> | <b>15.0%</b> | <b>3.1%</b> |
| 2006 FRA          | 53.0%        | 20.3%        | 25.0%        | 1.8%        |
| <b>2008 DOT</b>   | <b>60.8%</b> | <b>15.1%</b> | <b>21.7%</b> | <b>2.4%</b> |
| 2006 DOT          | 55.6%        | 15.8%        | 26.5%        | 2.1%        |
| <b>2008 Gov't</b> | <b>62.0%</b> | <b>17.2%</b> | <b>15.8%</b> | <b>5.0%</b> |
| 2006 Gov't        | 58.0%        | 16.6%        | 20.6%        | 4.8%        |

66. How satisfied are you with life insurance benefits?

|                   |              |              |              |             |
|-------------------|--------------|--------------|--------------|-------------|
| <b>2008 FRA</b>   | <b>62.0%</b> | <b>22.0%</b> | <b>8.5%</b>  | <b>7.5%</b> |
| 2006 FRA          | 58.5%        | 20.8%        | 12.7%        | 8.0%        |
| <b>2008 DOT</b>   | <b>53.3%</b> | <b>23.1%</b> | <b>16.5%</b> | <b>7.2%</b> |
| 2006 DOT          | 52.6%        | 23.0%        | 16.5%        | 7.8%        |
| <b>2008 Gov't</b> | <b>60.2%</b> | <b>21.7%</b> | <b>9.5%</b>  | <b>8.6%</b> |
| 2006 Gov't        | 59.7%        | 22.1%        | 9.5%         | 8.7%        |

Positive      Neutral      Negative      No Basis to Judge

Satisfaction with Benefits (cont'd)

67. How satisfied are you with long term care insurance benefits?

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>35.8%</b> | <b>24.4%</b> | <b>9.0%</b>  | <b>30.8%</b> |
| 2006 FRA          | 29.4%        | 30.4%        | 13.3%        | 26.9%        |
| <b>2008 DOT</b>   | <b>25.7%</b> | <b>29.6%</b> | <b>13.3%</b> | <b>31.3%</b> |
| 2006 DOT          | 24.1%        | 29.8%        | 14.4%        | 31.7%        |
| <b>2008 Gov't</b> | <b>32.0%</b> | <b>28.4%</b> | <b>9.6%</b>  | <b>30.0%</b> |
| 2006 Gov't        | 29.9%        | 30.2%        | 9.9%         | 29.9%        |

68. How satisfied are you with the flexible spending account (FSA) program?

|                   |              |              |             |              |
|-------------------|--------------|--------------|-------------|--------------|
| <b>2008 FRA</b>   | <b>39.9%</b> | <b>22.5%</b> | <b>3.5%</b> | <b>34.1%</b> |
| 2006 FRA          | 32.4%        | 29.5%        | 4.6%        | 33.6%        |
| <b>2008 DOT</b>   | <b>39.4%</b> | <b>25.7%</b> | <b>5.1%</b> | <b>29.8%</b> |
| 2006 DOT          | 37.2%        | 22.6%        | 5.1%        | 35.0%        |
| <b>2008 Gov't</b> | <b>34.8%</b> | <b>27.0%</b> | <b>3.7%</b> | <b>34.5%</b> |
| 2006 Gov't        | 31.7%        | 29.0%        | 3.9%        | 35.3%        |

69. How satisfied are you with paid vacation time?

|                   |              |             |             |
|-------------------|--------------|-------------|-------------|
| <b>2008 FRA</b>   | <b>85.1%</b> | <b>5.6%</b> | <b>9.3%</b> |
| 2006 FRA          | 86.6%        | 6.6%        | 6.9%        |
| <b>2008 DOT</b>   | <b>85.8%</b> | <b>7.1%</b> | <b>7.1%</b> |
| 2006 DOT          | 86.0%        | 8.1%        | 5.9%        |
| <b>2008 Gov't</b> | <b>87.7%</b> | <b>7.7%</b> | <b>4.7%</b> |
| 2006 Gov't        | 88.4%        | 7.4%        | 4.2%        |

70. How satisfied are you with paid leave for illness, including family care situations?

|                   |              |             |             |
|-------------------|--------------|-------------|-------------|
| <b>2008 FRA</b>   | <b>88.3%</b> | <b>8.4%</b> | <b>3.3%</b> |
| 2006 FRA          | 88.4%        | 8.3%        | 3.3%        |
| <b>2008 DOT</b>   | <b>82.8%</b> | <b>8.1%</b> | <b>9.1%</b> |
| 2006 DOT          | 82.5%        | 9.6%        | 8.0%        |
| <b>2008 Gov't</b> | <b>84.3%</b> | <b>9.4%</b> | <b>6.3%</b> |
| 2006 Gov't        | 85.9%        | 8.6%        | 5.4%        |

71. How satisfied are you with child care subsidies?

|                   |             |              |             |              |
|-------------------|-------------|--------------|-------------|--------------|
| <b>2008 FRA</b>   | <b>7.9%</b> | <b>22.5%</b> | <b>0.2%</b> | <b>69.4%</b> |
| 2006 FRA          | 6.2%        | 23.6%        | 1.3%        | 68.9%        |
| <b>2008 DOT</b>   | <b>6.5%</b> | <b>22.3%</b> | <b>5.5%</b> | <b>65.7%</b> |
| 2006 DOT          | 5.8%        | 21.4%        | 5.8%        | 66.8%        |
| <b>2008 Gov't</b> | <b>9.1%</b> | <b>23.0%</b> | <b>4.2%</b> | <b>63.7%</b> |
| 2006 Gov't        | 8.1%        | 24.5%        | 4.4%        | 62.9%        |

72. How satisfied are you with work/life programs (health & wellness, EAP, eldercare, etc.)

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>27.0%</b> | <b>19.7%</b> | <b>3.9%</b>  | <b>49.4%</b> |
| 2006 FRA          | 18.5%        | 25.3%        | 4.6%         | 51.6%        |
| <b>2008 DOT</b>   | <b>19.9%</b> | <b>23.6%</b> | <b>15.7%</b> | <b>40.9%</b> |
| 2006 DOT          | 20.1%        | 24.0%        | 12.3%        | 43.5%        |
| <b>2008 Gov't</b> | <b>28.5%</b> | <b>24.4%</b> | <b>7.4%</b>  | <b>39.7%</b> |
| 2006 Gov't        | 27.5%        | 25.7%        | 7.8%         | 39.1%        |

Positive      Neutral      Negative      Do Not Know

Satisfaction with Benefits (cont'd)

73. How satisfied are you with telework/telecommuting?

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>72.9%</b> | <b>10.7%</b> | <b>9.0%</b>  | <b>7.4%</b>  |
| 2006 FRA          | 61.0%        | 11.2%        | 15.6%        | 12.1%        |
| <b>2008 DOT</b>   | <b>20.1%</b> | <b>16.1%</b> | <b>17.5%</b> | <b>46.2%</b> |
| 2006 DOT          | 16.1%        | 16.8%        | 19.0%        | 48.0%        |
| <b>2008 Gov't</b> | <b>22.6%</b> | <b>20.3%</b> | <b>13.7%</b> | <b>43.3%</b> |
| 2006 Gov't        | 21.8%        | 21.9%        | 12.6%        | 43.7%        |

74. How satisfied are you with alternative work schedules?

|                   |              |              |              |              |
|-------------------|--------------|--------------|--------------|--------------|
| <b>2008 FRA</b>   | <b>81.2%</b> | <b>8.7%</b>  | <b>4.5%</b>  | <b>5.6%</b>  |
| 2006 FRA          | 84.1%        | 8.2%         | 4.0%         | 3.7%         |
| <b>2008 DOT</b>   | <b>51.6%</b> | <b>12.4%</b> | <b>20.0%</b> | <b>15.9%</b> |
| 2006 DOT          | 57.5%        | 11.6%        | 17.5%        | 13.5%        |
| <b>2008 Gov't</b> | <b>46.9%</b> | <b>17.0%</b> | <b>12.7%</b> | <b>23.4%</b> |
| 2006 Gov't        | 49.2%        | 17.1%        | 11.9%        | 21.8%        |

Demographics

|                        |       |       |
|------------------------|-------|-------|
|                        | HQ    | Field |
| 75. Where do you work? |       |       |
| <b>2008 FRA</b>        | 37.0% | 63.0% |
| 2006 FRA               | 29.0% | 71.0% |
| <b>2008 DOT</b>        | 36.0% | 64.0% |
| 2006 DOT               | 40.0% | 60.0% |
| <b>2008 Gov't</b>      |       |       |
| 2006 Gov't             | 39.8% | 60.2% |

|                                      |           |             |            |         |           |
|--------------------------------------|-----------|-------------|------------|---------|-----------|
|                                      | Non-Supvr | Team Leader | Supervisor | Manager | Executive |
| 76. What is your supervisory status? |           |             |            |         |           |
| <b>2008 FRA</b>                      | 73.0%     | 13.0%       | 8.0%       | 4.0%    | 2.0%      |
| 2006 FRA                             | 70.0%     | 13.0%       | 9.0%       | 5.0%    | 2.0%      |
| <b>2008 DOT</b>                      | 62.0%     | 13.0%       | 14.0%      | 7.0%    | 4.0%      |
| 2006 DOT                             | 57.2%     | 14.5%       | 15.3%      | 8.5%    | 4.5%      |
| <b>2008 Gov't</b>                    |           |             |            |         |           |
| 2006 Gov't                           | 54.4%     | 14.6%       | 18.3%      | 10.3%   | 2.4%      |

|                   |       |        |
|-------------------|-------|--------|
|                   | Male  | Female |
| 77. Are you:      |       |        |
| <b>2008 FRA</b>   | 76.0% | 24.0%  |
| 2006 FRA          | 79.0% | 21.0%  |
| <b>2008 DOT</b>   | 64.0% | 36.0%  |
| 2006 DOT          | 64.2% | 35.8%  |
| <b>2008 Gov't</b> |       |        |
| 2006 Gov't        | 54.2% | 45.8%  |

78. Are you Hispanic or Latino?

|                   |      |       |
|-------------------|------|-------|
|                   | Yes  | No    |
| <b>2008 FRA</b>   | 5.0% | 95.0% |
| 2006 FRA          | 5.0% | 95.0% |
| <b>2008 DOT</b>   | 8.0% | 92.0% |
| 2006 DOT          | 8.9% | 91.1% |
| <b>2008 Gov't</b> |      |       |
| 2006 Gov't        | 6.3% | 93.7% |

Demographics (cont'd)

|                   | White | Black | Native Haw | Asian | AmerInd/Ala 2 or more |      |
|-------------------|-------|-------|------------|-------|-----------------------|------|
| 79. Are you:      |       |       |            |       |                       |      |
| <b>2008 FRA</b>   | 79.0% | 14.0% | <1 %       | 2.0%  | 1.0%                  | 4.0% |
| 2006 FRA          | 83.0% | 11.0% | 0.0%       | 2.0%  | 1.0%                  | 2.0% |
| <b>2008 DOT</b>   | 75.0% | 16.0% | < 1.0 %    | 4.0%  | 1.0%                  | 3.0% |
| 2006 DOT          | 75.3% | 16.9% | 0.4%       | 3.7%  | 0.8%                  | 2.9% |
| <b>2008 Gov't</b> |       |       |            |       |                       |      |
| 2006 Gov't        | 73.9% | 15.5% | 0.7%       | 4.1%  | 2.9%                  | 2.9% |

|                             | 25 or Under | 26-29 | 30-39 | 40-49 | 50-59 | 60 or older |
|-----------------------------|-------------|-------|-------|-------|-------|-------------|
| 80. What is your age group? |             |       |       |       |       |             |
| <b>2008 FRA</b>             | < 1 %       | 2.0%  | 8.0%  | 19.0% | 47.0% | 24.0%       |
| 2006 FRA                    | 0.0%        | 2.0%  | 7.0%  | 21.0% | 54.0% | 16.0%       |
| <b>2008 DOT</b>             | 1.0%        | 3.0%  | 12.0% | 31.0% | 39.0% | 14.0%       |
| 2006 DOT                    | 1.1%        | 3.1%  | 14.4% | 30.5% | 40.0% | 11.0%       |
| <b>2008 Gov't</b>           |             |       |       |       |       |             |
| 2006 Gov't                  | 1.1%        | 2.9%  | 14.4% | 32.2% | 40.0% | 9.3%        |

|                                      | WG    | GS 1-6 | GS 7-12 | GS 13-15 | SES  | SL/ST  | Other |
|--------------------------------------|-------|--------|---------|----------|------|--------|-------|
| 81. What is your pay category/grade? |       |        |         |          |      |        |       |
| <b>2008 FRA</b>                      | < 1 % | 3.0%   | 55.0%   | 41.0%    | 1.0% | < 1 %  | < 1 % |
| 2006 FRA                             | 0.0%  | 2.0%   | 60.0%   | 36.0%    | 2.0% | 0.0%   | 0.0%  |
| <b>2008 DOT</b>                      | 2.0%  | 2.0%   | 28.0%   | 51.0%    | 3.0% | < 1.0% | 14.0% |
| 2006 DOT                             | 1.6%  | 2.5%   | 34.2%   | 51.5%    | 3.9% | 0.3%   | 6.0%  |
| <b>2008 Gov't</b>                    |       |        |         |          |      |        |       |
| 2006 Gov't                           | 4.4%  | 5.0%   | 42.3%   | 42.3%    | 1.9% | 0.3%   | 3.8%  |

|   | < 1 year | 1-3 years | 4-5 years | 6-10 years | 11-20 years | > 20 years |
|---|----------|-----------|-----------|------------|-------------|------------|
| 82. How long have you been with the Federal Government? |          |           |           |            |             |            |
| <b>2008 FRA</b>   | 2.0%     | 13.0%     | 12.0%     | 19.0%      | 26.0%       | 28.0%      |
| 2006 FRA  | 5.0%     | 14.0%     | 11.0%     | 16.0%      | 27.0%       | 28.0%      |
| <b>2008 DOT</b>   | 2.0%     | 10.0%     | 6.0%      | 17.0%      | 27.0%       | 39.0%      |
| 2006 DOT  | 1.3%     | 9.0%      | 10.3%     | 12.8%      | 27.2%       | 39.3%      |
| <b>2008 Gov't</b>                                       |          |           |           |            |             |            |
| 2006 Gov't  | 1.2%     | 8.1%      | 7.5%      | 12.2%      | 28.9%       | 42.2%      |

|  | < 1 year | 1-3 years | 4-5 years | 6-10 years | 11-20 years | > 20 years |
|--|----------|-----------|-----------|------------|-------------|------------|
| 83. How long have you been with your current agency? |          |           |           |            |             |            |
| <b>2008 FRA</b>                                      | 4.0%     | 18.0%     | 14.0%     | 21.0%      | 27.0%       | 17.0%      |
| 2006 FRA   | 6.0%     | 17.0%     | 12.0%     | 20.0%      | 27.0%       | 17.0%      |
| <b>2008 DOT</b>                                      | 3.0%     | 15.0%     | 8.0%      | 21.0%      | 28.0%       | 24.0%      |
| 2006 DOT   | 2.3%     | 14.5%     | 14.3%     | 17.1%      | 27.4%       | 24.3%      |
| <b>2008 Gov't</b>                                    |          |           |           |            |             |            |
| 2006 Gov't   | 2.3%     | 13.0%     | 10.4%     | 16.2%      | 29.9%       | 28.3%      |

|   | No    | Yes, to retire | Yes, inside gov't | Yes, outside gov't | Yes, other |
|---|-------|----------------|-------------------|--------------------|------------|
| 84. Are you considering leaving your organization within the next year? |       |                |                   |                    |            |
| <b>2008 FRA</b>   | 79.0% | 6.0%           | 9.0%              | 2.0%               | 4.0%       |
| 2006 FRA  | 80.0% | 6.0%           | 8.0%              | 4.0%               | 3.0%       |
| <b>2008 DOT</b>   | 70.0% | 6.0%           | 17.0%             | 3.0%               | 4.0%       |
| 2006 DOT  | 67.4% | 7.1%           | 17.4%             | 4.3%               | 3.9%       |
| <b>2008 Gov't</b>   |       |                |                   |                    |            |
| 2006 Gov't  | 69.2% | 6.6%           | 16.4%             | 3.6%               | 4.2%       |

Demographics (cont'd)

|                              | Within 1 year | 1-3 years | 3-5 years | > 5 years |
|------------------------------|---------------|-----------|-----------|-----------|
| 85. I am planning to retire: |               |           |           |           |
| <b>2008 FRA</b>              | 4.0%          | 13.0%     | 17.0%     | 65.0%     |
| 2006 FRA                     | 2.0%          | 12.0%     | 16.0%     | 69.0%     |
| <b>2008 DOT</b>              | 4.0%          | 12.0%     | 13.0%     | 71.0%     |
| 2006 DOT                     | 4.8%          | 12.5%     | 12.9%     | 69.8%     |
| <b>2008 Gov't</b>            |               |           |           |           |
| 2006 Gov't                   | 4.2%          | 11.6%     | 12.9%     | 71.3%     |