

2008 Federal Human Capital Survey (FHCS)
(Posted February 2009)

The Department of the Treasury values its employees and is committed to making improvements based on employee feedback. To this end, Treasury launched the “Best Places to Work” initiative focused on identifying and implementing strategies to improve the workplace.

Employee feedback for the initiative is drawn from many sources, including the **2008 Federal Human Capital Survey**— a government-wide survey measuring employee satisfaction on a variety of human capital program areas including: leadership, work environment, rewards and recognition, and professional development

The Federal Human Capital Survey is administered by the Office of Personnel Management (OPM) every two years to full-time, permanent employees of the major agencies represented on the President's Management Council (PMC) and the small/independent agencies that accepted the invitation to participate in the survey. These agencies comprise approximately 97 percent of the executive branch workforce.

Approximately 417,000 federal employees were randomly selected to participate in the survey. A little over 212,000 federal employees completed the survey resulting in a government-wide response rate of 51%. At Treasury approximately 13,000 employees were asked to participate in the 2008 survey (10% of the workforce). 8,656 Treasury employees completed the survey, resulting in a response rate of 67% - higher than the government-wide average.

Treasury has received the survey results from OPM at the Department-level and will receive survey results broken down at the bureau-level in February.

Areas in which Treasury is doing well are:

- ✓ 91% of employees* use information technology (for example, intranet, shared networks) to perform work
- ✓ 90% of employees believe the work they do is important
- ✓ 86% of employees rate the overall quality of work done by their work group as good
- ✓ 85% of employees believe the people they work with cooperate to get the job done
- ✓ 85% of employees believe they are held accountable for achieving results
- ✓ 83% of employees know how their work relates to the agency's goals and priorities
- ✓ 82% of employees like the kind of work they do
- ✓ 81% of employees have electronic access to learning and training programs readily available at their desk

Areas in which Treasury needs to continue to address are:

- ✓ 37% of employees are satisfied with their opportunity to get a better job in their organization
- ✓ 37% of employees believe leaders generate high levels of motivation and commitment in the workforce

- ✓ 34% of employees are satisfied with their telework/telecommuting programs
- ✓ 33% of employees believe differences in performance are recognized in a meaningful way
- ✓ 32% of employees believe steps are taken to deal with a poor performer who cannot or will not improve
- ✓ 28% of employees are satisfied with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)
- ✓ 27% of employees believe pay raises depend on how well employees perform their jobs.

(of employee respondents)*

The results of the survey will be used by Treasury bureaus to identify areas of improvement. In addition, the Partnership for Public Service will use the survey results for its “2009 Best Places to Work” ranking. In 2007 Treasury ranked 14 out of 30 large federal agencies, an increase from 19 in the previous survey. Treasury has set a goal to improve Treasury’s ranking to place within the “top ten” for the 2009 ranking. This goal was announced in March 2008 at a Treasury-wide “Best Places to Work” symposium held for top leaders and managers.

The complete results of the 2008 Federal Human Capital Survey are found below:

2008 Federal Human Capital Survey
 Department of the Treasury Trend Report
 Number of Surveys Returned: 8656

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>	

Department of the Treasury Trend Report

Personal Work Experiences

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	83.9%	8.4%	7.7%
2008 Department of the Treasury	85.3%	7.6%	7.2%
2006 Department of the Treasury	84.2%	8.5%	7.4%
2004 Department of the Treasury	87.6%	6.2%	6.3%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	64.0%	17.9%	18.1%
2008 Department of the Treasury	63.0%	19.5%	17.5%
2006 Department of the Treasury	64.7%	18.3%	17.0%
2004 Department of the Treasury	63.5%	16.5%	20.0%

03 I have enough information to do my job well.

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	73.4%	15.2%	11.4%
2008 Department of the Treasury	74.2%	15.3%	10.5%
2006 Department of the Treasury	72.1%	15.3%	12.6%
2004 Department of the Treasury	73.2%	13.8%	13.0%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	60.7%	19.4%	19.9%
2008 Department of the Treasury	58.3%	22.5%	19.2%
2006 Department of the Treasury	61.7%	19.2%	19.1%
2004 Department of the Treasury	56.3%	21.8%	21.9%

Department of the Treasury Trend Report

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 Department of the Treasury	73.2%	14.4%	12.4%
2006 Department of the Treasury	72.5%	15.2%	12.3%
2004 Department of the Treasury	68.1%	15.1%	16.8%

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 Department of the Treasury	81.6%	10.9%	7.5%
2006 Department of the Treasury	80.1%	13.4%	6.5%
2004 Department of the Treasury	79.2%	12.9%	7.9%

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 Department of the Treasury	64.8%	17.1%	18.1%
2006 Department of the Treasury	65.8%	16.8%	17.5%
2004 Department of the Treasury	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 Department of the Treasury	65.0%	21.8%	13.1%
2006 Department of the Treasury	63.8%	19.8%	16.4%
2004 Department of the Treasury	59.3%	22.0%	18.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	66.2%	20.9%	12.9%
2008 Department of the Treasury	69.0%	19.3%	11.7%
2006 Department of the Treasury	71.7%	18.2%	10.1%
2004 Department of the Treasury	71.2%	18.7%	10.1%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>
2008 Governmentwide	83.4%	13.5%	3.0%
2008 Department of the Treasury	85.7%	11.8%	2.6%
2006 Department of the Treasury	84.7%	12.4%	2.9%
2004 Department of the Treasury	86.7%	11.7%	1.6%

Department of the Treasury 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 Department of the Treasury	73.6%	16.1%	9.8%	0.5%
2006 Department of the Treasury	72.4%	15.0%	11.1%	1.5%
2004 Department of the Treasury	71.1%	15.6%	11.5%	1.8%

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 Department of the Treasury	77.0%	12.6%	9.8%	0.7%
2006 Department of the Treasury	78.9%	10.6%	9.0%	1.5%
2004 Department of the Treasury	80.3%	12.6%	6.1%	1.1%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	60.6%	21.0%	17.4%	1.0%
2008 Department of the Treasury	65.3%	18.3%	15.6%	0.8%
2006 Department of the Treasury	62.8%	22.3%	13.7%	1.3%
2004 Department of the Treasury	63.9%	19.9%	15.4%	0.8%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	44.9%	27.8%	24.5%	2.8%
2008 Department of the Treasury	44.1%	30.8%	22.2%	2.9%
2006 Department of the Treasury	40.1%	29.7%	24.7%	5.5%
2004 Department of the Treasury	38.8%	28.9%	27.8%	4.4%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	52.7%	27.2%	17.4%	2.6%
2008 Department of the Treasury	55.3%	26.3%	14.6%	3.8%
2006 Department of the Treasury	52.0%	30.2%	14.1%	3.7%
2004 Department of the Treasury	50.3%	29.9%	16.4%	3.4%

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 Department of the Treasury	60.7%	16.3%	22.1%	0.9%
2006 Department of the Treasury	54.9%	18.6%	25.7%	0.8%
2004 Department of the Treasury	54.8%	15.1%	29.6%	0.4%

Department of the Treasury Trend Report

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 Department of the Treasury	59.9%	16.1%	23.7%	0.2%
2006 Department of the Treasury	60.4%	16.8%	21.7%	1.1%
2004 Department of the Treasury	62.4%	14.3%	22.8%	0.5%

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 Department of the Treasury	62.9%	17.0%	18.7%	1.3%
2006 Department of the Treasury	65.1%	16.2%	18.4%	0.3%
2004 Department of the Treasury	59.8%	17.3%	22.2%	0.7%

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

	<i>Positive</i>	<i>Neutral</i>	<i>Negative</i>	<i>Do Not Know</i>
2008 Governmentwide	83.9%	10.3%	5.1%	0.6%
2008 Department of the Treasury	83.3%	10.5%	5.1%	1.1%
2006 Department of the Treasury	80.3%	11.9%	6.4%	1.4%
2004 Department of the Treasury	82.3%	10.8%	6.7%	0.3%

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 Department of the Treasury	90.2%	6.6%	2.8%	0.4%
2006 Department of the Treasury	87.0%	8.9%	3.3%	0.8%
2004 Department of the Treasury	88.5%	7.6%	3.8%	0.2%

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 Department of the Treasury	64.3%	14.6%	20.6%	0.4%
2006 Department of the Treasury	67.0%	13.9%	18.1%	1.0%
2004 Department of the Treasury	65.6%	13.8%	19.6%	0.9%

Department of the Treasury 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 Department of the Treasury	37.0%	27.3%	30.8%	4.9%
2006 Department of the Treasury	39.3%	24.7%	30.7%	5.3%
2004 Department of the Treasury	40.1%	24.2%	32.1%	3.6%

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 Department of the Treasury	32.0%	25.0%	32.0%	11.0%
2006 Department of the Treasury	31.7%	24.7%	33.8%	9.8%
2004 Department of the Treasury	30.1%	26.3%	34.1%	9.5%

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 Department of the Treasury	42.7%	25.4%	29.4%	2.5%
2006 Department of the Treasury	42.1%	30.6%	24.6%	2.8%
2004 Department of the Treasury	39.9%	25.9%	31.9%	2.2%

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 Department of the Treasury	48.1%	22.6%	26.7%	2.6%
2006 Department of the Treasury	51.1%	23.0%	23.3%	2.6%
2004 Department of the Treasury	49.7%	21.3%	26.2%	2.8%

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 Department of the Treasury	39.4%	28.4%	28.2%	4.1%
2006 Department of the Treasury	41.4%	27.7%	26.8%	4.1%
2004 Department of the Treasury	37.4%	28.0%	30.5%	4.2%

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 Department of the Treasury	26.5%	24.8%	42.1%	6.6%
2006 Department of the Treasury	26.2%	29.4%	38.3%	6.2%
2004 Department of the Treasury	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 Department of the Treasury	46.1%	21.6%	26.8%	5.6%
2006 Department of the Treasury	47.9%	20.9%	24.8%	6.4%
2004 Department of the Treasury	53.0%	19.6%	23.1%	4.4%

Department of the Treasury Trend Report

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 Department of the Treasury	32.6%	29.6%	31.8%	6.0%
2006 Department of the Treasury	33.4%	30.2%	30.3%	6.1%
2004 Department of the Treasury	32.5%	30.4%	29.8%	7.4%

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 Department of the Treasury	68.5%	16.0%	14.7%	0.8%
2006 Department of the Treasury	67.5%	14.5%	17.3%	0.7%
2004 Department of the Treasury	69.9%	12.1%	16.3%	1.7%

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 Department of the Treasury	60.8%	19.5%	17.8%	1.9%
2006 Department of the Treasury	59.0%	21.8%	18.0%	1.2%
2004 Department of the Treasury	61.5%	19.3%	18.1%	1.2%

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 Department of the Treasury	68.0%	13.8%	15.9%	2.3%
2006 Department of the Treasury	N/A	N/A	N/A	N/A
2004 Department of the Treasury	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 Department of the Treasury	85.3%	8.6%	4.9%	1.2%
2006 Department of the Treasury	82.7%	12.9%	3.5%	1.0%
2004 Department of the Treasury	81.2%	11.9%	6.1%	0.8%

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 Department of the Treasury	58.1%	23.1%	10.9%	7.9%
2006 Department of the Treasury	54.2%	27.9%	10.0%	7.9%
2004 Department of the Treasury	55.9%	24.9%	10.8%	8.5%

Department of the Treasury Trend Report

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 Department of the Treasury	60.5%	22.7%	9.4%	7.5%
2006 Department of the Treasury	57.4%	27.1%	7.6%	7.9%
2004 Department of the Treasury	57.6%	24.8%	10.3%	7.3%

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 Department of the Treasury	64.5%	18.5%	12.7%	4.2%
2006 Department of the Treasury	65.9%	18.3%	12.1%	3.7%
2004 Department of the Treasury	64.9%	18.4%	12.7%	4.0%

Department of the Treasury 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 Department of the Treasury	47.5%	25.4%	26.7%	0.4%
2006 Department of the Treasury	43.4%	25.5%	30.2%	0.9%
2004 Department of the Treasury	43.2%	24.0%	31.8%	1.0%

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 Department of the Treasury	36.5%	29.0%	33.8%	0.7%
2006 Department of the Treasury	35.6%	27.3%	35.8%	1.3%
2004 Department of the Treasury	32.9%	26.5%	39.4%	1.3%

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 Department of the Treasury	46.5%	26.6%	22.3%	4.6%
2006 Department of the Treasury	44.2%	29.1%	22.4%	4.2%
2004 Department of the Treasury	46.5%	24.3%	23.1%	6.1%

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 Department of the Treasury	66.9%	17.9%	14.4%	0.8%
2006 Department of the Treasury	68.3%	18.9%	12.4%	0.4%
2004 Department of the Treasury	66.7%	18.5%	14.1%	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 Department of the Treasury	66.0%	19.0%	9.7%	5.3%
2006 Department of the Treasury	63.9%	21.3%	8.9%	5.8%
2004 Department of the Treasury	61.3%	20.9%	11.4%	6.5%

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 Department of the Treasury	76.7%	12.7%	8.5%	2.1%
2006 Department of the Treasury	70.6%	17.7%	11.1%	0.7%
2004 Department of the Treasury	72.9%	14.8%	11.5%	0.8%

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 Department of the Treasury	73.4%	16.1%	8.9%	1.6%
2006 Department of the Treasury	67.9%	17.9%	12.7%	1.5%
2004 Department of the Treasury	73.3%	14.8%	11.0%	0.9%

Department of the Treasury 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 Department of the Treasury	37.2%	28.2%	20.3%	14.3%
2006 Department of the Treasury	36.3%	27.9%	20.0%	15.8%
2004 Department of the Treasury	38.5%	28.6%	19.7%	13.2%

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 Department of the Treasury	48.4%	22.8%	21.1%	7.7%
2006 Department of the Treasury	47.2%	23.8%	19.9%	9.0%
2004 Department of the Treasury	47.5%	22.6%	19.6%	10.4%

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 Department of the Treasury	59.6%	18.0%	11.7%	10.7%
2006 Department of the Treasury	57.1%	20.9%	11.1%	11.0%
2004 Department of the Treasury	61.7%	17.8%	9.2%	11.3%

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 Department of the Treasury	49.8%	24.7%	17.0%	8.4%
2006 Department of the Treasury	49.7%	22.9%	18.8%	8.6%
2004 Department of the Treasury	49.1%	22.8%	18.8%	9.3%

Department of the Treasury 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 Department of the Treasury	61.7%	20.2%	17.1%	1.0%
2006 Department of the Treasury	65.2%	19.1%	14.1%	1.6%
2004 Department of the Treasury	63.2%	18.5%	17.2%	1.1%

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 Department of the Treasury	66.5%	17.9%	15.0%	0.6%
2006 Department of the Treasury	67.9%	16.4%	14.9%	0.9%
2004 Department of the Treasury	70.0%	16.1%	12.9%	1.1%

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 Department of the Treasury	80.9%	12.0%	5.7%	1.4%
2006 Department of the Treasury	82.1%	9.7%	6.0%	2.3%
2004 Department of the Treasury	80.9%	10.0%	7.4%	1.8%

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 Department of the Treasury	53.9%	25.4%	19.2%	1.4%
2006 Department of the Treasury	53.5%	25.1%	18.7%	2.7%
2004 Department of the Treasury	49.8%	25.6%	22.8%	1.8%

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 Department of the Treasury	53.1%	23.6%	20.1%	3.1%
2006 Department of the Treasury	56.1%	20.8%	19.8%	3.4%
2004 Department of the Treasury	53.6%	21.8%	21.0%	3.7%

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 Department of the Treasury	80.8%	9.0%	9.7%	0.5%
2006 Department of the Treasury	80.6%	10.5%	8.6%	0.3%
2004 Department of the Treasury	80.9%	9.2%	9.5%	0.5%

Department of the Treasury Trend Report

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 Department of the Treasury	90.5%	6.0%	3.2%	0.3%
2006 Department of the Treasury	89.8%	6.6%	3.2%	0.4%
2004 Department of the Treasury	90.2%	5.4%	3.6%	0.9%

Department of the Treasury Trend Report

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 Department of the Treasury	47.8%	24.6%	27.7%
2006 Department of the Treasury	53.8%	22.5%	23.8%
2004 Department of the Treasury	47.8%	22.9%	29.4%

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 Department of the Treasury	52.1%	23.6%	24.3%
2006 Department of the Treasury	49.2%	23.6%	27.2%
2004 Department of the Treasury	45.0%	23.5%	31.5%

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 Department of the Treasury	56.2%	20.0%	23.7%
2006 Department of the Treasury	54.9%	21.0%	24.1%
2004 Department of the Treasury	55.0%	20.1%	25.0%

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 Department of the Treasury	38.0%	31.5%	30.5%
2006 Department of the Treasury	37.8%	29.4%	32.9%
2004 Department of the Treasury	35.1%	28.9%	36.0%

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 Department of the Treasury	36.6%	30.6%	32.8%
2006 Department of the Treasury	40.1%	28.8%	31.1%
2004 Department of the Treasury	34.6%	26.5%	39.0%

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 Department of the Treasury	55.6%	23.1%	21.3%
2006 Department of the Treasury	57.0%	22.9%	20.2%
2004 Department of the Treasury	54.5%	22.8%	22.8%

Department of the Treasury Trend Report

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 Department of the Treasury	70.3%	15.8%	13.8%
2006 Department of the Treasury	68.6%	16.5%	14.9%
2004 Department of the Treasury	64.8%	19.3%	15.9%

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 Department of the Treasury	60.2%	16.8%	23.0%
2006 Department of the Treasury	63.3%	17.1%	19.6%
2004 Department of the Treasury	62.2%	14.0%	23.8%

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 Department of the Treasury	56.5%	23.7%	19.8%
2006 Department of the Treasury	57.4%	20.7%	22.0%
2004 Department of the Treasury	53.5%	21.2%	25.3%

Department of the Treasury Trend Report

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 Department of the Treasury	60.2%	19.4%	11.9%	8.5%
2006 Department of the Treasury	63.0%	19.0%	10.4%	7.7%
2004 Department of the Treasury	63.4%	24.6%	12.0%	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 Department of the Treasury	64.6%	14.8%	16.2%	4.4%
2006 Department of the Treasury	60.2%	14.3%	19.1%	6.4%
2004 Department of the Treasury	54.2%	19.9%	26.0%	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 Department of the Treasury	63.1%	20.1%	7.9%	8.9%
2006 Department of the Treasury	61.2%	20.6%	7.4%	10.9%
2004 Department of the Treasury	61.7%	28.8%	9.5%	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 Department of the Treasury	24.9%	28.4%	9.3%	37.4%
2006 Department of the Treasury	25.8%	32.1%	7.1%	35.1%
2004 Department of the Treasury	26.1%	61.7%	12.2%	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 Department of the Treasury	35.2%	25.4%	4.0%	35.4%
2006 Department of the Treasury	36.0%	25.9%	3.0%	35.2%
2004 Department of the Treasury	33.6%	60.7%	5.7%	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 Department of the Treasury	87.6%	7.9%	4.5%
2006 Department of the Treasury	91.2%	7.2%	1.6%
2004 Department of the Treasury	90.1%	5.1%	4.7%

Department of the Treasury Trend Report

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 Department of the Treasury	81.7%	9.2%	9.1%
2006 Department of the Treasury	86.8%	7.4%	5.8%
2004 Department of the Treasury	86.5%	7.9%	5.7%

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 Department of the Treasury	6.9%	22.6%	3.6%	66.9%
2006 Department of the Treasury	6.7%	23.1%	4.3%	65.9%
2004 Department of the Treasury	9.8%	81.3%	8.9%	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 Department of the Treasury	28.2%	24.1%	6.6%	41.2%
2006 Department of the Treasury	25.1%	25.4%	6.5%	43.0%
2004 Department of the Treasury	34.0%	57.0%	9.0%	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 Department of the Treasury	34.0%	19.4%	12.5%	34.0%
2006 Department of the Treasury	32.2%	21.3%	11.1%	35.4%
2004 Department of the Treasury	34.9%	48.9%	16.2%	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 Department of the Treasury	55.4%	14.7%	10.5%	19.3%
2006 Department of the Treasury	57.4%	17.1%	9.7%	15.8%
2004 Department of the Treasury	61.8%	25.2%	13.1%	N/A

Department of the Treasury Trend Report

Demographics

75. Where do you work?

<i>Headquarters</i>	45%
<i>Field</i>	55%

76. What is your supervisory status?

<i>Non-Supervisor</i>	61%
<i>Team Leader</i>	13%
<i>Supervisor</i>	15%
<i>Manager</i>	8%
<i>Executive</i>	4%

77. Are you:

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

78. Are you Hispanic or Latino?

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

79. Are you:

<i>American Indian or Alaska Native</i>	1%
<i>Asian</i>	5%
<i>Black or African American</i>	24%
<i>Native Hawaiian or Other Pacific Islander</i>	1%
<i>White</i>	68%
<i>Two or more races</i>	3%

80. What is your age group?

<i>25 and under</i>	2%
<i>26 - 29</i>	3%
<i>30 - 39</i>	13%
<i>40 - 49</i>	33%
<i>50 - 59</i>	39%
<i>60 or older</i>	10%

81. What is your pay category/grade?

<i>Federal Wage System</i>	10%
<i>GS 1-6</i>	4%
<i>GS 7-12</i>	26%
<i>GS 13-15</i>	35%
<i>Senior Executive Service</i>	3%
<i>Senior Level (SL) or Scientific or Professional (ST)</i>	1%
<i>Other</i>	21%

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>	9%
<i>4 to 5 years</i>	5%
<i>6 to 10 years</i>	14%
<i>11 to 14 years</i>	8%
<i>15 to 20 years</i>	19%
<i>More than 20 years</i>	46%

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

<i>Less than 1 year</i>	1%
<i>1 to 3 years</i>	14%
<i>4 to 5 years</i>	8%
<i>6 to 10 years</i>	19%
<i>11 to 20 years</i>	27%
<i>More than 20 years</i>	30%

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

<i>No</i>	73%
<i>Yes, to retire</i>	6%
<i>Yes, to take another job in the Federal Government</i>	14%
<i>Yes, to take another job outside the Federal Government</i>	3%
<i>Yes, other</i>	4%

85. I am planning to retire:

<i>Within one year</i>	4%
<i>Between one and three years</i>	11%
<i>Between three and five years</i>	13%
<i>Five or more years</i>	71%