

**NATIONAL ARCHIVES AND RECORDS ADMINISTRATION**  
**2008 FEDERAL HUMAN CAPITAL SURVEY RESULTS**  
(Survey Administration Period 8/1/08 to 9/26/08)

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*1. The people I work with cooperate to get the job done.	N	433	706	123	85	23	NA		1,370
	%	30.8	51.8	9.3	6.4	1.8	NA	82.6	100
*2. I am given a real opportunity to improve my skills in my organization.	N	276	566	236	182	110	NA		1,370
	%	19.5	40.9	17.4	13.7	8.5	NA	60.4	100
3. I have enough information to do my job well.	N	291	705	202	139	33	NA		1,370
	%	21.1	51.2	14.8	10.3	2.6	NA	72.3	100
4. I feel encouraged to come up with new and better ways of doing things.	N	305	513	220	201	131	NA		1,370
	%	21.2	37.4	16.6	15.1	9.7	NA	58.6	100
*5. My work gives me a feeling of personal accomplishment.	N	429	568	195	115	63	NA		1,370
	%	30.6	41.5	14.7	8.4	4.8	NA	72.0	100
*6. I like the kind of work I do.	N	525	605	162	50	28	NA		1,370
	%	37.3	44.6	12.2	3.7	2.2	NA	81.9	100
*7. I have trust and confidence in my supervisor.	N	419	468	235	127	121	NA		1,370
	%	29.8	34.0	17.7	9.4	9.1	NA	63.8	100
8. I recommend my organization as a good place to work.	N	317	466	308	164	115	NA		1,370
	%	22.2	33.6	23.1	12.3	8.8	NA	55.7	100
							<b>Do Not Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>
		<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>			
*9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	N	489	423	276	108	74	NA		1,370
	%	35.1	30.3	20.9	8.1	5.5	NA	65.4	100
10. How would you rate the overall quality of work done by your work group?	N	559	598	175	27	11	NA		1,370
	%	40.2	43.7	13.2	2.2	0.8	NA	83.9	100
							<b>Do Not Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>
		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree Nor Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>			
*11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	N	213	742	214	152	38	11		1,370
	%	15.2	53.8	15.8	11.5	2.9	0.8	69.0	100
*12. My supervisor supports my need to balance work and other life issues.	N	562	514	173	53	61	7		1,370
	%	39.9	37.7	13.4	3.9	4.6	0.5	77.6	100
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	N	267	517	289	170	115	12		1,370
	%	18.8	37.6	21.6	12.6	8.7	0.8	56.3	100
*14. My work unit is able to recruit people with the right skills.	N	167	473	378	203	123	26		1,370
	%	11.9	33.7	28.1	15.0	9.3	2.0	45.6	100

\* AES prescribed items.

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

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
15. The skill level in my work unit has improved in the past year.	N	220	478	401	165	76	30		1,370
	%	15.5	35.1	29.2	12.1	5.8	2.3	50.6	100
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	N	180	538	243	250	141	18		1,370
	%	13.2	39.2	17.9	17.8	10.5	1.4	52.3	100
*17. My workload is reasonable.	N	180	597	236	229	112	16		1,370
	%	12.9	43.6	17.5	16.5	8.3	1.3	56.5	100
*18. My talents are used well in the workplace.	N	278	560	209	167	136	20		1,370
	%	19.7	40.6	15.7	12.5	10.1	1.4	60.3	100
*19. I know how my work relates to the agency's goals and priorities.	N	464	697	127	47	25	10		1,370
	%	33.1	51.2	9.5	3.3	2.1	0.8	84.3	100
*20. The work I do is important.	N	671	546	109	20	19	5		1,370
	%	48.7	39.8	8.2	1.5	1.4	0.4	88.5	100
*21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N	327	544	198	164	125	12		1,370
	%	23.3	39.6	14.5	12.2	9.4	0.9	62.9	100
*22. Promotions in my work unit are based on merit.	N	141	376	296	233	266	58		1,370
	%	9.6	26.6	21.6	17.5	20.4	4.2	36.2	100
*23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	N	96	372	332	262	214	94		1,370
	%	7.0	27.0	24.2	19.2	15.8	6.8	33.9	100
*24. Employees have a feeling of personal empowerment with respect to work processes.	N	109	456	358	256	156	35		1,370
	%	7.7	32.4	26.3	19.0	11.9	2.7	40.2	100
25. Employees are rewarded for providing high quality products and services to customers.	N	191	511	250	240	143	35		1,370
	%	13.3	37.0	18.2	17.8	11.0	2.7	50.3	100
*26. Creativity and innovation are rewarded.	N	158	400	328	276	178	30		1,370
	%	11.0	28.5	23.9	20.4	13.8	2.4	39.5	100
*27. Pay raises depend on how well employees perform their jobs.	N	92	297	340	325	250	66		1,370
	%	6.5	21.2	24.8	23.6	19.0	4.9	27.8	100
28. Awards in my work unit depend on how well employees perform their jobs.	N	182	547	243	186	164	48		1,370
	%	13.0	39.7	17.8	13.5	12.6	3.5	52.6	100
*29. In my work unit, differences in performance are recognized in a meaningful way.	N	102	342	390	285	199	52		1,370
	%	7.0	24.7	28.6	20.8	15.0	3.9	31.7	100
*30. My performance appraisal is a fair reflection of my performance.	N	351	635	162	103	101	18		1,370
	%	25.0	46.0	12.0	7.9	7.8	1.3	71.0	100
*31. Discussions with my supervisor/team leader about my performance are worthwhile.	N	278	509	286	140	137	20		1,370
	%	19.6	37.3	21.1	10.1	10.3	1.5	56.9	100

\* AES prescribed items.

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
*32. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).	N	392	631	153	78	83	33		1,370
	%	28.1	46.3	11.3	5.7	6.3	2.4	74.3	100
33. I am held accountable for achieving results.	N	397	719	165	54	20	15		1,370
	%	28.4	52.6	12.4	4.0	1.5	1.1	81.0	100
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	N	240	519	338	103	68	102		1,370
	%	16.8	37.3	25.5	7.6	5.2	7.6	54.0	100
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	N	217	507	322	133	107	84		1,370
	%	15.1	36.5	23.6	10.1	8.5	6.1	51.7	100
*36. Managers/supervisors/team leaders work well with employees of different backgrounds.	N	265	548	310	104	97	46		1,370
	%	18.4	39.5	23.1	8.1	7.6	3.3	57.8	100
*37. I have a high level of respect for my organization's senior leaders.	N	204	449	328	205	177	7		1,370
	%	14.6	32.6	23.7	15.2	13.3	0.6	47.2	100
*38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	N	132	328	375	317	202	16		1,370
	%	9.4	23.5	27.2	23.4	15.4	1.2	32.9	100
39. My organization's leaders maintain high standards of honesty and integrity.	N	220	414	344	168	180	44		1,370
	%	15.4	29.2	25.6	12.8	13.8	3.3	44.6	100
*40. Managers communicate the goals and priorities of the organization.	N	184	590	261	179	141	15		1,370
	%	13.0	43.2	18.8	13.3	10.7	1.1	56.2	100
*41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N	199	604	270	118	95	84		1,370
	%	13.9	44.1	19.8	8.8	7.1	6.2	58.0	100
*42. Employees are protected from health and safety hazards on the job.	N	272	641	215	122	99	21		1,370
	%	19.0	46.4	16.3	9.3	7.4	1.5	65.4	100
*43. My organization has prepared employees for potential security threats.	N	251	674	235	117	64	29		1,370
	%	17.8	49.5	17.3	8.5	4.7	2.1	67.3	100
44. Complaints, disputes or grievances are resolved fairly in my work unit.	N	154	389	350	160	178	139		1,370
	%	10.6	27.6	25.9	12.2	13.8	9.9	38.2	100
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N	260	439	274	144	169	84		1,370
	%	17.9	31.6	20.6	10.9	12.8	6.2	49.5	100
46. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerate	N	308	493	256	76	116	121		1,370
	%	21.3	35.6	19.4	5.8	8.9	8.9	56.9	100
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N	222	439	305	128	148	128		1,370
	%	15.3	31.4	22.7	9.8	11.3	9.4	46.7	100

\* AES prescribed items.

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
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48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	N	195	616	262	176	98	23		1,370
	%	13.8	44.7	19.1	13.4	7.4	1.6	58.5	100
*49. Supervisors/team leaders in my work unit support employee development.	N	283	600	237	139	100	11		1,370
	%	19.7	43.6	17.7	10.5	7.6	0.8	63.4	100
50. Employees have electronic access to learning and training programs readily available at their desk.	N	330	690	176	89	53	32		1,370
	%	23.3	50.9	13.2	6.5	3.8	2.3	74.2	100
*51. My training needs are assessed.	N	155	485	373	234	100	23		1,370
	%	11.1	35.6	27.2	17.0	7.5	1.6	46.7	100
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	N	172	478	295	227	150	48		1,370
	%	12.1	34.8	21.8	16.5	11.2	3.6	46.8	100
53. Employees in my work unit share job knowledge with each other.	N	325	648	196	115	73	13		1,370
	%	22.9	47.4	14.6	8.5	5.6	1.0	70.3	100
54. Employees use information technology (for example, intranet, shared networks) to perform work.	N	408	719	145	44	32	22		1,370
	%	28.9	53.0	10.7	3.2	2.5	1.7	81.9	100
		<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Dissatisfied</b>	<b>Strongly Dissatisfied</b>	<b>Do Not Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>
*55. How satisfied are you with your involvement in decisions that affect your work?	N	219	490	290	251	120	NA		1,370
	%	15.2	35.3	21.6	18.7	9.2	NA	50.5	100
*56. How satisfied are you with the information you receive from management on what's going on in your organization?	N	166	466	309	293	136	NA		1,370
	%	11.7	33.7	22.7	21.6	10.3	NA	45.4	100
*57. How satisfied are you with the recognition you receive for doing a good job?	N	249	474	266	227	154	NA		1,370
	%	17.4	33.9	19.8	17.0	11.8	NA	51.4	100
*58. How satisfied are you with the policies and practices of your senior leaders?	N	151	393	386	276	164	NA		1,370
	%	10.6	28.1	28.4	20.5	12.4	NA	38.7	100
*59. How satisfied are you with your opportunity to get a better job in your organization?	N	150	317	364	280	259	NA		1,370
	%	10.5	22.8	25.9	20.9	19.8	NA	33.3	100
*60. How satisfied are you with the training you receive for your present job?	N	188	513	360	218	91	NA		1,370
	%	13.2	37.4	26.5	16.0	6.9	NA	50.6	100
*61. Considering everything, how satisfied are you with your job?	N	312	576	251	155	76	NA		1,370
	%	21.8	41.8	18.9	11.7	5.8	NA	63.6	100
*62. Considering everything, how satisfied are you with your pay?	N	242	523	219	246	140	NA		1,370
	%	16.6	37.9	16.4	18.2	10.9	NA	54.5	100
63. Considering everything, how satisfied are you with your organization?	N	196	520	323	216	115	NA		1,370
	%	13.3	37.3	24.3	16.3	8.8	NA	50.6	100

\* AES prescribed items.

		<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Neither Satisfied nor Dissatisfied</b>	<b>Dissatisfied</b>	<b>Strongly Dissatisfied</b>	<b>Do Not Know/ No Basis to Judge</b>	<b>Percent Positive</b>	<b>Total</b>
64. How satisfied are you with retirement benefits?	N	234	592	261	116	48	119		1,370
	%	16.7	42.7	19.5	8.7	3.7	8.8	59.3	100
65. How satisfied are you with health insurance benefits?	N	253	626	197	169	56	69		1,370

65. How satisfied are you with health insurance benefits?	%	18.0	45.3	14.6	12.7	4.5	5.0	63.2	100
66. How satisfied are you with life insurance benefits?	N	198	598	299	78	40	157	57.8	1,370
	%	14.2	43.5	21.9	5.9	3.2	11.3		100
67. How satisfied are you with long term care insurance benefits?	N	121	359	370	61	42	417	35.2	1,370
	%	8.7	26.5	26.8	4.8	3.3	29.9		100
68. How satisfied are you with the flexible spending account (FSA) program?	N	140	309	376	36	25	484	32.4	1,370
	%	9.7	22.8	27.8	2.8	1.8	35.2		100
69. How satisfied are you with paid vacation time?	N	552	610	125	67	16	NA	84.5	1,370
	%	39.8	44.7	9.3	4.9	1.3	NA		100
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?	N	532	615	131	60	32	NA	83.6	1,370
	%	38.3	45.2	9.6	4.5	2.3	NA		100
71. How satisfied are you with child care subsidies?	N	32	74	314	38	39	873	8.0	1,370
	%	2.3	5.7	23.3	2.8	3.0	63.0		100
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?	N	86	287	339	83	42	533	27.2	1,370
	%	6.2	21.0	25.2	6.0	3.2	38.4		100
73. How satisfied are you with telework/telecommuting?	N	117	214	305	85	63	586	23.7	1,370
	%	8.2	15.5	22.7	6.2	4.7	42.6		100
74. How satisfied are you with alternative work schedules?	N	313	425	227	60	37	308	53.3	1,370
	%	22.4	30.9	17.0	4.7	2.9	22.1		100

\* AES prescribed items.











