



# 2008 FEDERAL HUMAN CAPITAL SURVEY

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



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UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

August 14, 2008

Dear Federal Employee,

The Office of Personnel Management (OPM) is once again pleased to conduct the Federal Human Capital Survey. This survey offers you the opportunity to express your thoughts, opinions, and ideas regarding your job, your agency, and the Federal workforce as a whole.

Since the first Federal Human Capital Survey in 2002, Federal agencies have taken important steps to become more efficient and improve the quality-of-life for their employees. But we know there is much more to be done. That's why we ask you to once again participate and share your views with us. When you participate in this survey, *you are heard*.

Over the next two months, approximately 450,000 Federal employees will be given the opportunity to participate. The survey itself takes approximately 30 minutes to complete. Participation is voluntary, and you may use official time to share your views. We urge you to be candid. **Your responses will be absolutely confidential.** Once you have completed the survey, your answers will be submitted directly to OPM.

OPM will work closely with the Chief Human Capital Officers and each agency to develop and implement improvement plans based on your answers, and will regularly monitor progress.

Thank you once again for sharing your thoughts and concerns with us through your participation in this important survey.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael W. Hager".

Michael W. Hager  
Acting Director

# 2008 Federal Human Capital Survey

## Privacy Act Statement

Collection of this information is authorized by 5 U.S.C. 1101 note, 1103(a)(5), 1104, 1302, 3301, 3302, 4702, 7701 note; E.O. 13197, 66 FR 7853, 3 CFR 748 (2002); E.O. 10577, 12 FR 1259, 3 CFR, 1954-1958 Comp., p. 218.

Your responses to this survey are voluntary and there is no penalty if you choose not to respond. However, maximum participation is encouraged so that the data will be complete and representative.

- The routine uses include collecting this information to study and report attitudes and perceptions about Human Capital programs and policies that will assist in the formulation of policies which may be needed to improve the working environment. The information you provide will be analyzed and reported for the whole Federal workforce population and for certain subgroups.
- Access to completed surveys will be limited to OPM staff and contractors who are involved in collecting or preparing the information for analysis and agencies such as GAO that have specific authority to obtain agency records.
- In any public release of survey results, no data will be disclosed that could be used to identify specific individuals.
- Your agency will only receive summary reports for the whole population and for certain subgroups. Your agency will not receive data by subgroups that could be used to identify a specific individual or a person's specific response to a survey question.

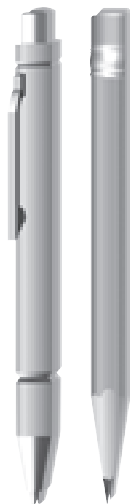
## MARKING INSTRUCTIONS

Please read and follow instructions carefully. You will respond directly in the survey booklet. Fill out the survey by using a pencil, or pen with black or blue ink. For most of the questions you will need to make a mark within a circle indicating your response. Make sure your marks are clearly visible. Please answer all of the questions.

**CORRECT  
MARK**



**INCORRECT  
MARKS**



## Definitions

**EXECUTIVES:** Members of the Senior Executive Service or equivalent.

**MANAGERS:** Those in management positions who typically supervise one or more supervisors.

**SUPERVISORS:** First-line supervisors who do not supervise other supervisors; typically those who are responsible for employees' performance appraisals and approval of their leave.

**TEAM LEADERS:** Not official supervisors; those who provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.

**SENIOR LEADERS:** The heads of departments/agencies and their immediate leadership team. Typically these individuals would be members of the Senior Executive Service or equivalent.

**CUSTOMERS:** Anyone who uses or receives the products or services that your organization provides; may include individuals within your organization and individuals outside your organization.

**LEADERS:** This is your agency's management team. This includes anyone with supervisory or managerial responsibilities.

**NON-SUPERVISOR:** Anyone who does not have supervisory/team leader responsibilities.

**WORK UNIT:** This is your immediate work unit headed by your immediate supervisor.

**ORGANIZATION:** This is your agency, office, or division. Please respond to these questions based on the level in your organization that is appropriate for the content of the question. Depending on how your organization is structured, this could either be one or more levels above your own.

**Please continue** ▶

This part of the survey asks you to describe only your own work experiences, or your personal opinion/attitudes about various aspects of your job. These first ten questions are often used in private sector surveys and will help us compare Government employees' opinions with those of private sector counterparts.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. The people I work with cooperate to get the job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I am given a real opportunity to improve my skills in my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I have enough information to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I feel encouraged to come up with new and better ways of doing things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My work gives me a feeling of personal accomplishment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I like the kind of work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I have trust and confidence in my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I recommend my organization as a good place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Very Good	Good	Fair	Poor	Very Poor
9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. How would you rate the overall quality of work done by your work group?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The next eleven questions ask about conditions in your agency related to the effective recruitment, development, and retention of employees.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
12. My supervisor supports my need to balance work and other life issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. My work unit is able to recruit people with the right skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. The skill level in my work unit has improved in the past year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. My workload is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. My talents are used well in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. I know how my work relates to the agency's goals and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. The work I do is important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This part of the survey asks fifteen questions regarding your agency including whether employees are engaged and focused on achieving the results expected of them and whether the agency fosters a climate that values diversity in the workplace.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
22. Promotions in my work unit are based on merit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Employees have a feeling of personal empowerment with respect to work processes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
25. Employees are rewarded for providing high quality products and services to customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Creativity and innovation are rewarded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Pay raises depend on how well employees perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Awards in my work unit depend on how well employees perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. In my work unit, differences in performance are recognized in a meaningful way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. My performance appraisal is a fair reflection of my performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Discussions with my supervisor/team leader about my performance are worthwhile.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Basis to Judge
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).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
33. I am held accountable for achieving results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Managers/supervisors/team leaders work well with employees of different backgrounds.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The next eleven questions ask about leadership and management practices including honesty, integrity, trust, openness, and respect for individuals.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
37. I have a high level of respect for my organization's senior leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. My organization's leaders maintain high standards of honesty and integrity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Managers communicate the goals and priorities of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Employees are protected from health and safety hazards on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. My organization has prepared employees for potential security threats.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Complaints, disputes or grievances are resolved fairly in my work unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This part of the survey asks seven questions regarding knowledge-sharing within your agency.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Supervisors/team leaders in my work unit support employee development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. Employees have electronic access to learning and training programs readily available at their desk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. My training needs are assessed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please continue ▶

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
53. Employees in my work unit share job knowledge with each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Employees use information technology (for example, intranet, shared networks) to perform work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This part of the survey asks nine questions regarding how you feel about various aspects of your job. These questions are often used in private sector surveys and will help us compare Government employees' responses with those of private sector counterparts.

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
55. How satisfied are you with your involvement in decisions that affect your work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. How satisfied are you with the information you receive from management on what's going on in your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
57. How satisfied are you with the recognition you receive for doing a good job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. How satisfied are you with the policies and practices of your senior leaders?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59. How satisfied are you with your opportunity to get a better job in your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. How satisfied are you with the training you receive for your present job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Considering everything, how satisfied are you with your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Considering everything, how satisfied are you with your pay?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. Considering everything, how satisfied are you with your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This part of the survey asks eleven questions regarding various benefits and work/life flexibilities offered in your agency.

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	No Basis to Judge
64. How satisfied are you with retirement benefits?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	No Basis to Judge
65. How satisfied are you with health insurance benefits?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. How satisfied are you with life insurance benefits?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. How satisfied are you with long term care insurance benefits?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68. How satisfied are you with the flexible spending account (FSA) program?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. How satisfied are you with paid vacation time?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71. How satisfied are you with child care subsidies?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
73. How satisfied are you with telework/telecommuting?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74. How satisfied are you with alternative work schedules?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

These are demographic questions to describe your background and employment. Your answers to these questions will help us analyze survey results by subgroups.

75. Where do you work?

- Headquarters
- Field

76. What is your supervisory status?

- Non-Supervisor:** You do not supervise other employees.
- Team Leader:** You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
- Supervisor:** You are responsible for employees' performance appraisals and approval of their leave, but you do not supervise other supervisors.
- Manager:** You are in a management position and supervise one or more supervisors.
- Executive:** Member of Senior Executive Service or equivalent.

77. Are you:

- Male
- Female

78. Are you Hispanic or Latino?

- Yes
- No

79. Please select the racial category or categories with which you most closely identify. (Mark as many as apply.)

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White

80. What is your age group?

- 25 and under
- 26-29
- 30-39
- 40-49
- 50-59
- 60 or older

81. What is your pay category/grade?

- Federal Wage System (for example, WB, WD, WG, WL, WM, WS, WY)
- GS 1-6
- GS 7-12
- GS 13-15
- Senior Executive Service
- Senior Level (SL) or Scientific or Professional (ST)
- Other

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

- Less than 1 year
- 1 to 3 years
- 4 to 5 years
- 6 to 10 years
- 11 to 14 years
- 15 to 20 years
- More than 20 years

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

- Less than 1 year
- 1 to 3 years
- 4 to 5 years
- 6 to 10 years
- 11 to 20 years
- More than 20 years

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

- No
- Yes, to retire
- Yes, to take another job within the Federal Government
- Yes, to take another job outside the Federal Government
- Yes, other

85. I am planning to retire:

- Within one year
- Between one and three years
- Between three and five years
- Five or more years





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