

2008 Federal Human Capital Survey Department of State Results

In August – September 2008, the Department of State participated in the government-wide Federal Human Capital Survey (FHCS). The 2008 FHCS was conducted by the Office of Personnel Management (OPM), and was completed by more than 210,000 Federal employees. The FHCS is comprised of seventy-four (74) questions focused in the following Human Capital Assessment and Accountability Framework (HCAAF) areas: Leadership and Knowledge Management, Talent Management, Job Satisfaction, and Results-Oriented Performance Culture. The FHCS was completed by 1,720 Department employees out of a random sample size of 3,807 employees for a response rate of 45.2%.

In January 2009, OPM released the aggregate results and corresponding agency rankings for the FHCS. An agency’s rank in each HCAAF category is based on the surveyed employees’ responses to the category’s questions. In this year’s survey, the Department improved its ranking in all four categories, and in three of the four categories, it ranked among the top 10 agencies. In the fourth category, Results-Oriented Performance Culture, the Department ranked among the top 10 agencies that demonstrated the greatest increases.

Department of State Rankings

HCAAF Category	2008 Ranking	2006 Ranking
Leadership and Knowledge Management	7 th	10 th
Talent Management	10 th	11 th
Job Satisfaction	5 th	6 th
Results-Oriented Performance Culture	11 th	13 th

Below are the Department’s results for each of the 74 questions in the 2008 FHCS. OPM will soon release the detailed data results for the Department. At that time, the Bureau of Human Resources will develop a detailed report, in addition to analyzing the results to determine which programs to improve so that the Department remains top-ranked in future surveys. The following legend illustrates how the data is presented for each survey question:

	(N) Number of responses for answer category		Answer Categories				Do Not Know/ No Basis to Judge	Percent Positive	Total
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree				
<p>1. The people I work with cooperate to get the job done.</p> <p style="text-align: center;">A</p> <p style="text-align: center;">(1.) Question asked of FHCS participant</p>	N	640	903	108	57	12	NA	1,720	
<p style="text-align: center;">B</p> <p style="text-align: center;">(%) Percentage of responses for answer category</p>	%	34.9	52.9	7.6	3.6	1.0	NA	100	
<p style="text-align: center;">E</p> <p style="text-align: center;">Percent of positive responses (Strongly Agree and Agree)</p>							87.8		

		Strongly Agree		Neither Agree Nor Disagree		Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total					
		N	%	N	%	N	N/A							
1.	The people I work with cooperate to get the job done.	N 640	34.9	903	52.9	108	7.6	57	3.6	12	1.0	NA	87.8	1,720
2.	I am given a real opportunity to improve my skills in my organization.	N 470	26.8	806	46.2	251	13.8	153	10.3	40	2.8	NA	73.0	1,720
3.	I have enough information to do my job well.	N 383	20.8	961	55.6	234	14.9	118	7.0	24	1.7	NA	76.4	1,720
4.	I feel encouraged to come up with new and better ways of doing things.	N 529	28.0	697	41.2	269	16.2	155	9.8	70	4.7	NA	69.2	1,720
5.	My work gives me a feeling of personal accomplishment.	N 647	33.3	733	44.1	214	14.2	83	5.2	43	3.2	NA	77.4	1,720
6.	I like the kind of work I do.	N 797	42.9	692	41.2	162	10.9	47	3.4	22	1.6	NA	84.1	1,720
7.	I have trust and confidence in my supervisor.	N 598	33.1	653	39.1	264	15.0	129	7.8	76	5.1	NA	72.1	1,720
8.	I recommend my organization as a good place to work.	N 548	28.5	760	45.1	253	15.7	103	6.7	56	4.0	NA	73.6	1,720

		Very Good		Good	Fair	Poor	Very Poor	Do Not Know/ No Basis to Judge	Percent Positive	Total				
		N	%	N	N	N	N	N/A						
9.	Overall, how good a job do you feel is being done by your immediate supervisor/team	N 632	35.3	670	39.4	268	15.3	91	5.8	59	4.2	NA	74.7	1,720
10.	How would you rate the overall quality of work done by your work group?	N 815	44.4	728	43.7	151	9.7	23	2.0	3	0.2	NA	88.1	1,720

		Strongly Agree		Neither Agree Nor Disagree		Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total						
		N	%	N	%	N	N/A								
11.	The workforce has the job-relevant knowledge and skills necessary to accomplish	N 342	19.3	1,027	59.3	194	11.0	122	8.2	27	1.7	8	0.5	78.6	1,720
12.	My supervisor supports my need to balance work and other life issues.	N 639	37.6	707	41.1	229	12.1	77	4.7	53	3.6	15	0.7	78.7	1,720
13.	Supervisors/team leaders in my work unit provide employees with the opportunities to	N 436	24.5	846	47.5	276	16.4	101	6.9	55	4.3	6	0.4	72.0	1,720
14.	My work unit is able to recruit people with the right skills.	N 247	13.4	740	41.8	402	24.5	216	12.4	83	5.7	32	2.1	55.3	1,720

			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	341	655	449	147	48	80		1,720
		%	18.7	38.2	25.8	8.8	3.2	5.3	56.9	100
16.	I have sufficient resources (for example, people, materials, budget) to get my job done.	N	175	630	277	397	220	21		1,720
		%	10.4	38.1	16.0	21.9	12.3	1.2	48.6	100
17.	My workload is reasonable.	N	216	797	294	273	129	11		1,720
		%	12.5	46.8	17.5	14.9	7.6	0.7	59.3	100
18.	My talents are used well in the workplace.	N	358	821	253	168	103	17		1,720
		%	18.6	46.2	15.9	11.2	7.1	1.0	64.8	100
19.	I know how my work relates to the agency's goals and priorities.	N	657	859	138	39	17	10		1,720
		%	32.8	53.0	9.6	2.7	1.2	0.7	85.8	100
20.	The work I do is important.	N	910	650	123	19	8	10		1,720
		%	48.5	40.5	7.9	1.7	0.7	0.7	88.9	100
21.	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	N	428	804	220	191	71	6		1,720
		%	24.3	46.1	13.1	11.5	4.6	0.4	70.4	100
22.	Promotions in my work unit are based on merit.	N	213	598	437	266	144	62		1,720
		%	8.9	30.9	26.7	19.1	9.2	5.2	39.8	100
23.	In my work unit, steps are taken to deal with a poor performer who cannot or will not	N	114	530	410	383	189	94		1,720
		%	5.4	26.5	23.7	23.2	13.9	7.3	31.9	100
24.	Employees have a feeling of personal empowerment with respect to work processes.	N	170	805	423	202	78	42		1,720
		%	8.8	42.4	26.3	13.8	5.4	3.3	51.2	100
25.	Employees are rewarded for providing high quality products and services to customers.	N	247	760	370	207	104	32		1,720
		%	11.9	41.1	22.7	14.1	7.6	2.6	53.1	100
26.	Creativity and innovation are rewarded.	N	246	699	431	205	112	27		1,720
		%	12.3	36.0	27.6	13.7	8.1	2.2	48.4	100
27.	Pay raises depend on how well employees perform their jobs.	N	71	317	534	463	254	81		1,720
		%	4.5	16.7	28.9	27.2	16.8	5.9	21.2	100
28.	Awards in my work unit depend on how well employees perform their jobs.	N	222	712	360	227	132	67		1,720
		%	11.0	37.2	21.5	15.9	9.3	5.0	48.3	100
29.	In my work unit, differences in performance are recognized in a meaningful way.	N	104	585	515	304	131	81		1,720
		%	5.6	28.5	29.9	20.0	9.7	6.2	34.1	100
30.	My performance appraisal is a fair reflection of my performance.	N	408	902	239	81	44	46		1,720
		%	21.7	51.8	14.6	4.8	3.5	3.7	73.5	100
31.	Discussions with my supervisor/team leader about my performance are worthwhile.	N	354	765	362	131	71	37		1,720
		%	20.0	45.5	20.0	7.8	5.1	1.7	65.4	100

			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	441	771	265	98	47	98		1,720
		%	23.4	44.5	15.7	6.8	2.8	6.8	67.9	100
33.	I am held accountable for achieving results.	N	510	951	176	58	15	10		1,720
		%	25.4	56.4	12.1	4.3	1.0	0.8	81.8	100
34.	Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	N	404	772	365	70	38	71		1,720
		%	19.6	43.0	23.6	4.8	2.7	6.3	62.6	100
35.	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	N	405	750	342	85	49	89		1,720
		%	19.1	41.7	22.2	6.3	3.2	7.5	60.9	100
36.	Managers/supervisors/team leaders work well with employees of different backgrounds.	N	491	816	257	82	44	30		1,720
		%	25.4	47.2	16.4	5.9	2.8	2.2	72.6	100
37.	I have a high level of respect for my organization's senior leaders.	N	317	684	362	216	133	8		1,720
		%	17.4	38.7	22.3	13.2	7.6	0.8	56.2	100
38.	In my organization, leaders generate high levels of motivation and commitment in the workforce.	N	215	581	470	289	148	17		1,720
		%	11.6	32.6	27.7	17.4	9.2	1.4	44.2	100
39.	My organization's leaders maintain high standards of honesty and integrity.	N	352	712	367	162	86	41		1,720
		%	18.4	39.8	23.8	9.8	5.1	3.1	58.2	100
40.	Managers communicate the goals and priorities of the organization.	N	258	843	361	175	73	10		1,720
		%	13.3	47.8	22.7	10.8	4.6	0.8	61.1	100
41.	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	N	231	834	380	156	62	57		1,720
		%	12.0	46.5	23.5	9.8	3.7	4.5	58.6	100
42.	Employees are protected from health and safety hazards on the job.	N	406	919	225	99	43	28		1,720
		%	22.4	52.8	13.7	6.2	3.0	1.9	75.3	100
43.	My organization has prepared employees for potential security threats.	N	530	883	189	75	23	20		1,720
		%	28.9	52.3	11.7	4.3	1.4	1.4	81.2	100
44.	Complaints, disputes or grievances are resolved fairly in my work unit.	N	241	699	395	132	76	177		1,720
		%	12.1	36.9	24.3	8.7	4.7	13.2	49.1	100
45.	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	N	362	637	324	177	99	121		1,720
		%	17.1	36.9	19.5	10.8	6.2	9.5	54.0	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	571	686	222	65	51	125		1,720
		%	28.8	40.6	13.7	4.6	2.7	9.6	69.4	100
47.	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	N	413	656	311	126	75	139		1,720
		%	20.1	36.7	19.7	8.4	4.6	10.5	56.8	100

			Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Do Not Know/ No Basis to Judge	Percent Positive	Total
48.	Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	N	241	991	287	125	48	28		1,720
		%	13.5	54.5	17.8	8.4	3.5	2.3	68.0	100
49.	Supervisors/team leaders in my work unit support employee development.	N	399	931	241	93	41	15		1,720
		%	21.6	51.8	15.1	7.4	3.0	1.0	73.4	100
50.	Employees have electronic access to learning and training programs readily available at their desk.	N	595	875	139	61	14	36		1,720
		%	31.7	52.0	8.4	4.3	1.0	2.5	83.7	100
51.	My training needs are assessed.	N	198	594	481	339	80	28		1,720
		%	11.6	34.6	25.7	20.9	5.3	2.0	46.2	100
52.	Managers promote communication among different work units (for example, about projects, goals, needed resources).	N	323	847	286	160	71	33		1,720
		%	17.2	46.0	18.2	10.8	5.1	2.7	63.2	100
53.	Employees in my work unit share job knowledge with each other.	N	516	897	184	86	32	5		1,720
		%	28.3	51.7	11.6	5.6	2.5	0.4	80.0	100
54.	Employees use information technology (for example, intranet, shared networks) to perform work.	N	754	842	85	26	4	9		1,720
		%	42.6	49.6	5.2	1.4	0.4	0.7	92.2	100

			Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
55.	How satisfied are you with your involvement in decisions that affect your work?	N	349	798	305	202	66	NA		1,720
		%	15.8	46.6	20.5	12.5	4.5	NA	62.5	100
56.	How satisfied are you with the information you receive from management on what's going on in your organization?	N	258	752	362	264	84	NA		1,720
		%	12.9	42.2	23.0	16.6	5.4	NA	55.1	100
57.	How satisfied are you with the recognition you receive for doing a good job?	N	306	688	363	256	107	NA		1,720
		%	15.3	40.0	22.4	15.8	6.4	NA	55.3	100
58.	How satisfied are you with the policies and practices of your senior leaders?	N	198	633	475	271	143	NA		1,720
		%	10.2	35.3	29.9	16.6	8.0	NA	45.5	100
59.	How satisfied are you with your opportunity to get a better job in your organization?	N	246	623	443	263	145	NA		1,720
		%	12.4	34.4	26.8	16.0	10.4	NA	46.8	100
60.	How satisfied are you with the training you receive for your present job?	N	287	700	434	233	66	NA		1,720
		%	16.9	40.2	23.7	15.1	4.1	NA	57.1	100
61.	Considering everything, how satisfied are you with your job?	N	507	805	238	117	53	NA		1,720
		%	25.7	48.3	15.1	7.4	3.6	NA	74.0	100
62.	Considering everything, how satisfied are you with your pay?	N	321	798	289	233	79	NA		1,720
		%	15.5	43.9	19.3	15.7	5.6	NA	59.5	100
63.	Considering everything, how satisfied are you with your organization?	N	310	791	356	190	73	NA		1,720
		%	15.6	45.8	23.0	11.1	4.5	NA	61.4	100

			Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied	Do Not Know/ No Basis to Judge	Percent Positive	Total
64.	How satisfied are you with retirement benefits?	N	308	767	282	157	29	177		1,720
		%	14.9	44.0	17.6	9.6	1.9	12.1	58.9	100
65.	How satisfied are you with health insurance benefits?	N	306	907	241	160	50	56		1,720
		%	15.3	52.3	14.9	10.3	3.8	3.4	67.7	100
66.	How satisfied are you with life insurance benefits?	N	231	842	339	99	35	174		1,720
		%	11.5	46.9	22.6	6.6	2.0	10.4	58.4	100
67.	How satisfied are you with long term care insurance benefits?	N	142	465	454	103	44	512		1,720
		%	7.5	25.2	27.9	5.7	2.8	30.9	32.7	100
68.	How satisfied are you with the flexible spending account (FSA) program?	N	198	421	389	34	19	659		1,720
		%	10.0	24.3	22.8	2.1	1.1	39.7	34.3	100
69.	How satisfied are you with paid vacation time?	N	638	908	111	47	16	NA		1,720
		%	32.8	55.4	7.3	3.3	1.3	NA	88.1	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	614	840	157	74	35	NA		1,720
		%	32.2	49.5	10.3	5.2	2.9	NA	81.7	100
71.	How satisfied are you with child care subsidies?	N	32	100	308	59	44	1,177		1,720
		%	2.0	6.1	18.1	4.3	2.7	66.8	8.1	100
72.	How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?	N	87	368	397	93	45	730		1,720
		%	4.9	20.8	23.7	5.3	2.4	42.8	25.7	100
73.	How satisfied are you with telework/telecommuting?	N	81	218	300	126	119	876		1,720
		%	5.0	12.0	16.1	7.0	8.0	51.9	17.0	100
74.	How satisfied are you with alternative work schedules?	N	185	362	311	120	89	653		1,720
		%	10.9	19.5	17.2	6.5	6.0	39.9	30.5	100