



U.S. Department of Commerce

2008 Federal Human Capital Survey Results

National Oceanic and Atmospheric Administration

March 2009



U.S. Department of Commerce
2008 Federal Human Capital Survey Results
Background, Overview, Highlights, and Trend Analysis
March 2009

Background

The U.S. Congress has mandated that an annual survey of Federal employees be administered by the U.S. Office of Personnel Management (OPM). **Public Law 108-136**, The National Defense Authorization Act for Fiscal Year 2004, Section 1128, codified in subpart C, Employee Survey, 5 CFR part 250, **requires** all Federal Government agencies to conduct annual surveys of employees to assess their satisfaction with leadership policies and practices. In even-numbered years, OPM administers the Federal Human Capital Survey (FHCS). In odd-numbered years, starting with Fiscal Year 2007, OPM requires agencies to conduct and fund an employee survey that includes questions specified by OPM. Within 120 days after survey administration, agencies are required to post their survey results on their websites.

Overview

The Office of Personnel Management administered the 2008 Federal Human Capital Survey to approximately 417,128 employees using a web-based survey administration tool. A total of 212,223 (51%) Federal Government employees responded to the survey. The 2008 Federal Human Capital Survey was open for a period of eight weeks (August through September 2008) and was marketed using innovative strategies to achieve maximum exposure. The survey measured employee satisfaction within the following areas: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; Learning (Knowledge Management); Job Satisfaction; and Satisfaction with Benefits. The 2008 Federal Human Capital Survey results provide managers with information that can be used to improve the Department’s management practices and work environment for our employees. To recruit and retain a high-performing, diverse workforce, the Department will use the 2008 Federal Human Capital Survey results to improve processes, products, services, and organizational outcomes. Documentation of measurable results will be submitted to the OPM Human Capital Officer and the Office of Management and Budget (OMB) Examiner on a quarterly basis.

Highlights

- Commerce Response Rate: 45% (3,556 out of a sample of 7,908 employees)
- Automated web-based survey tool: 74 items plus 11 demographic questions
- Positive survey response percentages ranged from 91.7% (highest) to 8.5% (lowest)
 - ◆ Item 54: Employees use information technology (for example, intranet, shared networks) to perform work. (91.7%)
 - ◆ Item 71: How satisfied are you with childcare subsidies? (8.5%)
- Commerce improved in 66 out of 73 items, as compared to the 2006 Federal Human Capital Survey (FHCS). Item 32 was not included in the 2006 FHCS.
- Commerce’s percent of positive responses was higher than the Government-wide percent of positive responses in 67 out of 74 items.
- Commerce ranked 8th (out of 37 agencies) on the Results-Oriented Performance Culture index, which indicates the extent to which employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes.

Human Capital Assessment and Accountability Framework (HCAAF) Indices
Trend Analysis of 2008 vs. 2006 Federal Human Capital Surveys (FHCS)

Human Capital Assessment and Accountability Framework (HCAAF) Indices	2008 FHCS		2006 FHCS	
	Score	Rank	Score	Rank
Talent Management Index <i>(indicates the extent employees think the organization has the talent necessary to achieve organizational goals)</i>	62%	11 th	58%	18 th
Results-Oriented Performance Culture Index <i>(indicates the extent employees believe their organizational culture promotes improvement in process, products, services, and organizational outcomes)</i>	59%	8 th	57%	10 th
Leadership and Knowledge Management Index <i>(indicates the extent employees hold their leadership in high regard, both overall and on specific facets of leadership)</i>	63%	12 th	61%	10 th
Job Satisfaction Index <i>(indicates the extent employees are satisfied with their jobs and various aspects thereof)</i>	68%	16 th	66%	22 nd

Note: Percentages illustrated above represent positive responses (strongly agree/agree, very satisfied/satisfied, and very good/good)



2008 Federal Human Capital Survey

U.S. Department of Commerce Response Rate Report

(Distribution by Bureau)

BUREAU	SAMPLE SIZE	NUMBER OF RESPONDENTS	RESPONSE RATE
Census Bureau	1,500	671	45%
International Trade Administration	908	385	42%
National Institute of Standards and Technology	1,102	445	40%
National Oceanic and Atmospheric Administration	1,700	682	40%
U.S. Patent and Trademark Office	1,594	918	58%
Other DOC Subagency <ul style="list-style-type: none">• Bureau of Economic Analysis• Bureau of Industry and Security• Economic Development Administration• Economics and Statistics Administration• Minority Business Development Agency• National Telecommunications and Information Administration• National Technical Information Service• Office of Inspector General• Office of the Secretary	1,086	445	42%
TOTAL	7,908	3,556	45%

2008 Federal Human Capital Survey Subagency Report National Oceanic and Atmospheric Administration

Personal Work Experiences

(1) The people I work with cooperate to get the job done.

	Positive	Neutral	Negative
2008 Department of Commerce	87.3%	7.1%	5.6%
2008 National Oceanic and Atmospheric Administration	91.4%	4.9%	3.7%
2007 National Oceanic and Atmospheric Administration	84.8%	8.0%	7.2%
2006 National Oceanic and Atmospheric Administration	87.2%	7.1%	5.6%

(2) I am given a real opportunity to improve my skills in my organization.

	Positive	Neutral	Negative
2008 Department of Commerce	68.4%	16.4%	15.2%
2008 National Oceanic and Atmospheric Administration	70.3%	15.0%	14.7%
2007 National Oceanic and Atmospheric Administration	65.3%	17.4%	17.4%
2006 National Oceanic and Atmospheric Administration	67.2%	17.1%	15.7%

(3) I have enough information to do my job well.

	Positive	Neutral	Negative
2008 Department of Commerce	75.4%	13.7%	10.9%
2008 National Oceanic and Atmospheric Administration	76.5%	12.6%	10.9%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	75.1%	14.5%	10.4%

(4) I feel encouraged to come up with new and better ways of doing things.

	Positive	Neutral	Negative
2008 Department of Commerce	61.4%	20.1%	18.5%
2008 National Oceanic and Atmospheric Administration	69.3%	17.5%	13.2%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	68.1%	15.8%	16.1%

(5) My work gives me a feeling of personal accomplishment.

	Positive	Neutral	Negative
2008 Department of Commerce	74.7%	14.2%	11.1%
2008 National Oceanic and Atmospheric Administration	80.5%	11.4%	8.1%
2007 National Oceanic and Atmospheric Administration	75.2%	13.3%	11.5%
2006 National Oceanic and Atmospheric Administration	77.6%	12.0%	10.4%

(6) I like the kind of work I do.

	Positive	Neutral	Negative
2008 Department of Commerce	81.9%	11.9%	6.2%
2008 National Oceanic and Atmospheric Administration	87.1%	8.4%	4.5%
2007 National Oceanic and Atmospheric Administration	83.8%	11.0%	5.2%
2006 National Oceanic and Atmospheric Administration	86.1%	9.3%	4.7%

(7) I have trust and confidence in my supervisor.

	Positive	Neutral	Negative
2008 Department of Commerce	70.4%	13.3%	16.3%
2008 National Oceanic and Atmospheric Administration	68.7%	12.7%	18.6%
2007 National Oceanic and Atmospheric Administration	66.1%	15.3%	18.5%
2006 National Oceanic and Atmospheric Administration	66.2%	16.0%	17.8%

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

	Positive	Neutral	Negative
2008 Department of Commerce	69.4%	18.3%	12.2%
2008 National Oceanic and Atmospheric Administration	74.1%	15.4%	10.5%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	72.3%	17.3%	10.5%

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

	Positive	Neutral	Negative
2008 Department of Commerce	72.4%	16.8%	10.8%
2008 National Oceanic and Atmospheric Administration	71.6%	17.1%	11.3%
2007 National Oceanic and Atmospheric Administration	67.1%	18.3%	14.6%
2006 National Oceanic and Atmospheric Administration	65.8%	20.1%	14.1%

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

	Positive	Neutral	Negative
2008 Department of Commerce	86.6%	11.1%	2.3%
2008 National Oceanic and Atmospheric Administration	90.4%	7.8%	1.8%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	86.1%	10.7%	3.3%

Recruitment, Development, & Retention

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	78.4%	13.6%	7.2%	0.7%
2008 National Oceanic and Atmospheric Administration	82.8%	11.3%	5.2%	0.7%
2007 National Oceanic and Atmospheric Administration	76.2%	13.5%	9.7%	0.7%
2006 National Oceanic and Atmospheric Administration	79.8%	12.6%	7.1%	0.4%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	81.5%	10.2%	7.9%	0.4%
2008 National Oceanic and Atmospheric Administration	83.3%	8.5%	7.8%	0.4%
2007 National Oceanic and Atmospheric Administration	78.2%	12.7%	7.5%	1.6%
2006 National Oceanic and Atmospheric Administration	80.0%	12.2%	6.9%	0.9%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	63.4%	21.3%	14.5%	0.9%
2008 National Oceanic and Atmospheric Administration	67.9%	18.5%	13.5%	0.1%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	66.5%	19.3%	13.7%	0.4%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	54.9%	25.2%	16.7%	3.1%
2008 National Oceanic and Atmospheric Administration	58.1%	22.5%	17.7%	1.7%
2007 National Oceanic and Atmospheric Administration	55.3%	22.4%	19.7%	2.6%
2006 National Oceanic and Atmospheric Administration	52.9%	26.2%	18.1%	2.8%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	54.1%	28.0%	14.4%	3.5%
2008 National Oceanic and Atmospheric Administration	55.5%	27.3%	14.8%	2.3%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	52.8%	29.7%	15.1%	2.4%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	55.9%	17.1%	26.4%	0.6%
2008 National Oceanic and Atmospheric Administration	49.5%	17.3%	32.7%	0.4%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	44.8%	18.7%	36.2%	0.3%

(17) My workload is reasonable.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	56.0%	17.2%	26.3%	0.5%
2008 National Oceanic and Atmospheric Administration	61.6%	15.7%	22.2%	0.6%
2007 National Oceanic and Atmospheric Administration	63.6%	16.4%	19.8%	0.2%
2006 National Oceanic and Atmospheric Administration	59.1%	17.9%	22.8%	0.2%

(18) My talents are used well in the workplace.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	61.6%	18.6%	19.2%	0.6%
2008 National Oceanic and Atmospheric Administration	66.1%	15.3%	18.0%	0.6%
2007 National Oceanic and Atmospheric Administration	76.2%	13.5%	9.7%	0.7%
2006 National Oceanic and Atmospheric Administration	63.2%	16.8%	19.4%	0.6%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	85.5%	8.9%	5.3%	0.4%
2008 National Oceanic and Atmospheric Administration	85.6%	8.7%	5.5%	0.2%
2007 National Oceanic and Atmospheric Administration	84.3%	10.0%	5.2%	0.5%
2006 National Oceanic and Atmospheric Administration	84.7%	9.5%	5.4%	0.4%

(20) The work I do is important.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	89.3%	8.1%	2.3%	0.3%
2008 National Oceanic and Atmospheric Administration	91.3%	7.0%	1.7%	0.0%
2007 National Oceanic and Atmospheric Administration	90.6%	6.5%	2.6%	0.3%
2006 National Oceanic and Atmospheric Administration	91.8%	5.8%	2.0%	0.4%

(21) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	74.5%	11.4%	13.5%	0.6%
2008 National Oceanic and Atmospheric Administration	74.1%	10.7%	15.0%	0.2%
2007 National Oceanic and Atmospheric Administration	67.4%	16.0%	16.3%	0.3%
2006 National Oceanic and Atmospheric Administration	69.6%	15.8%	14.4%	0.3%

Performance Culture

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	50.4%	21.3%	22.8%	5.5%
2008 National Oceanic and Atmospheric Administration	46.0%	23.4%	23.3%	7.3%
2007 National Oceanic and Atmospheric Administration	44.8%	23.6%	25.3%	6.3%
2006 National Oceanic and Atmospheric Administration	45.5%	26.7%	21.6%	6.3%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	34.5%	26.6%	29.1%	9.7%
2008 National Oceanic and Atmospheric Administration	25.5%	29.2%	36.8%	8.5%
2007 National Oceanic and Atmospheric Administration	28.4%	26.7%	35.4%	9.5%
2006 National Oceanic and Atmospheric Administration	26.6%	28.6%	36.1%	8.7%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	48.6%	27.3%	21.3%	2.8%
2008 National Oceanic and Atmospheric Administration	50.3%	27.0%	20.5%	2.3%
2007 National Oceanic and Atmospheric Administration	47.3%	25.1%	25.6%	2.1%
2006 National Oceanic and Atmospheric Administration	45.3%	30.7%	21.2%	2.8%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	54.6%	20.3%	22.4%	2.7%
2008 National Oceanic and Atmospheric Administration	57.8%	19.2%	19.8%	3.2%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	57.7%	22.2%	17.6%	2.5%

(26) Creativity and innovation are rewarded.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	45.9%	26.0%	25.1%	3.0%
2008 National Oceanic and Atmospheric Administration	56.7%	20.5%	20.3%	2.6%
2007 National Oceanic and Atmospheric Administration	54.7%	21.5%	21.5%	2.3%
2006 National Oceanic and Atmospheric Administration	54.0%	24.6%	19.1%	2.3%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	40.1%	23.6%	30.7%	5.7%
2008 National Oceanic and Atmospheric Administration	32.0%	26.1%	35.1%	6.7%
2007 National Oceanic and Atmospheric Administration	30.7%	25.0%	36.3%	7.9%
2006 National Oceanic and Atmospheric Administration	28.0%	31.6%	33.7%	6.7%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	55.9%	19.2%	19.8%	5.1%
2008 National Oceanic and Atmospheric Administration	53.6%	21.7%	19.5%	5.2%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	51.8%	21.6%	21.3%	5.3%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	38.6%	28.2%	26.2%	6.9%
2008 National Oceanic and Atmospheric Administration	38.0%	28.5%	26.1%	7.4%
2007 National Oceanic and Atmospheric Administration	39.1%	26.1%	28.6%	6.3%
2006 National Oceanic and Atmospheric Administration	33.6%	32.9%	27.1%	6.4%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	66.5%	16.2%	14.9%	2.4%
2008 National Oceanic and Atmospheric Administration	67.7%	15.2%	13.6%	3.5%
2007 National Oceanic and Atmospheric Administration	62.7%	17.4%	15.8%	4.1%
2006 National Oceanic and Atmospheric Administration	66.5%	18.9%	13.1%	1.5%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	62.2%	19.7%	16.5%	1.7%
2008 National Oceanic and Atmospheric Administration	62.6%	18.0%	18.0%	1.4%
2007 National Oceanic and Atmospheric Administration	60.1%	19.0%	19.4%	1.5%
2006 National Oceanic and Atmospheric Administration	61.3%	19.5%	18.0%	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).

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	66.4%	15.1%	15.1%	3.4%
2008 National Oceanic and Atmospheric Administration	61.3%	17.0%	15.9%	5.7%
2007 National Oceanic and Atmospheric Administration	59.3%	18.9%	18.1%	3.7%
2006 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A

(33) I am held accountable for achieving results.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	85.7%	10.5%	3.2%	0.6%
2008 National Oceanic and Atmospheric Administration	84.2%	11.1%	4.2%	0.6%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	78.1%	15.3%	6.0%	0.7%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	59.0%	24.0%	8.2%	8.7%
2008 National Oceanic and Atmospheric Administration	56.2%	25.9%	9.0%	8.9%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	54.1%	27.9%	10.1%	7.9%

(35) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	61.9%	21.2%	9.5%	7.4%
2008 National Oceanic and Atmospheric Administration	60.3%	23.0%	10.6%	6.2%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	58.0%	25.6%	10.5%	5.9%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	68.3%	16.2%	11.2%	4.3%
2008 National Oceanic and Atmospheric Administration	65.8%	17.5%	13.0%	3.8%
2007 National Oceanic and Atmospheric Administration	61.8%	19.8%	14.8%	3.6%
2006 National Oceanic and Atmospheric Administration	66.3%	18.8%	11.5%	3.4%

Leadership

(37) I have a high level of respect for my organization's senior leaders.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	54.6%	22.6%	22.3%	0.6%
2008 National Oceanic and Atmospheric Administration	53.4%	22.2%	24.0%	0.4%
2007 National Oceanic and Atmospheric Administration	45.5%	25.4%	28.5%	0.6%
2006 National Oceanic and Atmospheric Administration	44.9%	27.1%	27.2%	0.8%

(38) In my organization, leaders generate high levels of motivation and commitment in the workforce.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	41.2%	28.6%	29.3%	0.9%
2008 National Oceanic and Atmospheric Administration	40.2%	30.1%	29.0%	0.7%
2007 National Oceanic and Atmospheric Administration	35.5%	29.8%	33.5%	1.2%
2006 National Oceanic and Atmospheric Administration	36.7%	31.5%	30.6%	1.2%

(39) My organization's leaders maintain high standards of honesty and integrity.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	52.9%	24.5%	17.3%	5.3%
2008 National Oceanic and Atmospheric Administration	54.9%	23.6%	15.7%	5.7%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	47.8%	30.4%	16.3%	5.5%

(40) Managers communicate the goals and priorities of the organization.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	62.9%	21.1%	15.3%	0.7%
2008 National Oceanic and Atmospheric Administration	59.0%	22.8%	17.7%	0.5%
2007 National Oceanic and Atmospheric Administration	57.1%	22.5%	19.7%	0.8%
2006 National Oceanic and Atmospheric Administration	57.3%	24.2%	17.7%	0.8%

(41) Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	61.8%	21.6%	10.7%	6.0%
2008 National Oceanic and Atmospheric Administration	53.6%	25.5%	13.5%	7.4%
2007 National Oceanic and Atmospheric Administration	52.2%	26.4%	13.9%	7.5%
2006 National Oceanic and Atmospheric Administration	53.4%	27.7%	11.6%	7.3%

(42) Employees are protected from health and safety hazards on the job.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	80.8%	11.3%	6.7%	1.3%
2008 National Oceanic and Atmospheric Administration	81.8%	9.8%	7.5%	0.9%
2007 National Oceanic and Atmospheric Administration	82.4%	10.9%	5.6%	1.1%
2006 National Oceanic and Atmospheric Administration	83.1%	10.8%	5.1%	0.9%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	79.1%	12.8%	6.7%	1.4%
2008 National Oceanic and Atmospheric Administration	75.0%	14.4%	8.7%	1.8%
2007 National Oceanic and Atmospheric Administration	65.4%	20.6%	11.8%	2.2%
2006 National Oceanic and Atmospheric Administration	69.9%	18.9%	9.9%	1.4%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	38.8%	26.7%	15.6%	18.9%
2008 National Oceanic and Atmospheric Administration	40.6%	25.4%	16.7%	17.2%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	41.2%	27.3%	17.3%	14.2%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	53.1%	20.0%	15.8%	11.0%
2008 National Oceanic and Atmospheric Administration	58.6%	17.6%	14.1%	9.6%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	51.3%	22.7%	16.4%	9.6%

(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.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	63.1%	16.0%	7.5%	13.4%
2008 National Oceanic and Atmospheric Administration	66.5%	13.9%	6.5%	13.1%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	64.3%	15.5%	6.8%	13.4%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	51.3%	20.5%	15.6%	12.7%
2008 National Oceanic and Atmospheric Administration	55.9%	17.1%	16.6%	10.4%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	45.8%	26.2%	17.2%	10.9%

Learning (Knowledge Management)

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	65.2%	18.6%	14.8%	1.4%
2008 National Oceanic and Atmospheric Administration	64.6%	18.1%	16.5%	0.8%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	60.3%	23.2%	15.1%	1.5%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	72.9%	15.4%	11.2%	0.6%
2008 National Oceanic and Atmospheric Administration	74.0%	14.0%	11.8%	0.2%
2007 National Oceanic and Atmospheric Administration	68.0%	16.0%	14.9%	1.2%
2006 National Oceanic and Atmospheric Administration	70.6%	16.4%	11.9%	1.1%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	83.3%	9.2%	5.6%	1.9%
2008 National Oceanic and Atmospheric Administration	87.4%	7.3%	3.8%	1.5%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	80.1%	10.6%	6.0%	3.4%

(51) My training needs are assessed.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	49.9%	26.1%	22.2%	1.8%
2008 National Oceanic and Atmospheric Administration	49.3%	26.2%	23.0%	1.6%
2007 National Oceanic and Atmospheric Administration	50.6%	24.1%	23.7%	1.5%
2006 National Oceanic and Atmospheric Administration	50.0%	25.6%	23.2%	1.3%

(52) Managers promote communication among different work units (for example, about projects, goals, needed resources).

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	56.3%	22.0%	18.6%	3.1%
2008 National Oceanic and Atmospheric Administration	57.1%	23.3%	17.3%	2.3%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	53.3%	25.4%	20.0%	1.3%

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

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	75.9%	12.5%	11.0%	0.5%
2008 National Oceanic and Atmospheric Administration	77.9%	12.4%	9.7%	0.0%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	74.6%	13.1%	12.3%	0.0%

(54) Employees use information technology (for example, intranet, shared networks) to perform work.

	Positive	Neutral	Negative	Don't Know
2008 Department of Commerce	91.7%	5.1%	2.4%	0.8%
2008 National Oceanic and Atmospheric Administration	92.2%	4.7%	2.0%	1.1%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	93.1%	3.1%	3.3%	0.5%

Job Satisfaction

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

	Positive	Neutral	Negative
2008 Department of Commerce	55.0%	22.6%	22.4%
2008 National Oceanic and Atmospheric Administration	56.4%	21.4%	22.2%
2007 National Oceanic and Atmospheric Administration	46.4%	24.2%	29.4%
2006 National Oceanic and Atmospheric Administration	57.0%	22.3%	20.7%

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

	Positive	Neutral	Negative
2008 Department of Commerce	51.3%	23.2%	25.5%
2008 National Oceanic and Atmospheric Administration	52.6%	22.5%	24.8%
2007 National Oceanic and Atmospheric Administration	48.7%	25.5%	25.7%
2006 National Oceanic and Atmospheric Administration	47.2%	25.5%	27.4%

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

	Positive	Neutral	Negative
2008 Department of Commerce	56.5%	21.7%	21.8%
2008 National Oceanic and Atmospheric Administration	57.3%	20.4%	22.3%
2007 National Oceanic and Atmospheric Administration	56.5%	19.5%	24.0%
2006 National Oceanic and Atmospheric Administration	57.1%	21.1%	21.9%

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

	Positive	Neutral	Negative
2008 Department of Commerce	45.0%	29.4%	25.6%
2008 National Oceanic and Atmospheric Administration	47.4%	28.8%	23.7%
2007 National Oceanic and Atmospheric Administration	37.3%	30.5%	32.2%
2006 National Oceanic and Atmospheric Administration	39.7%	30.3%	30.1%

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

	Positive	Neutral	Negative
2008 Department of Commerce	40.8%	32.1%	27.1%
2008 National Oceanic and Atmospheric Administration	36.9%	36.5%	26.6%
2007 National Oceanic and Atmospheric Administration	36.9%	31.9%	31.1%
2006 National Oceanic and Atmospheric Administration	35.7%	35.0%	29.3%

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

	Positive	Neutral	Negative
2008 Department of Commerce	56.8%	24.7%	18.5%
2008 National Oceanic and Atmospheric Administration	54.1%	27.1%	18.9%
2007 National Oceanic and Atmospheric Administration	53.4%	25.4%	21.1%
2006 National Oceanic and Atmospheric Administration	52.7%	26.9%	20.4%

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

	Positive	Neutral	Negative
2008 Department of Commerce	68.6%	17.4%	14.0%
2008 National Oceanic and Atmospheric Administration	71.1%	16.8%	12.1%
2007 National Oceanic and Atmospheric Administration	69.3%	16.6%	14.1%
2006 National Oceanic and Atmospheric Administration	69.9%	17.0%	13.1%

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

	Positive	Neutral	Negative
2008 Department of Commerce	64.3%	17.1%	18.6%
2008 National Oceanic and Atmospheric Administration	66.7%	14.4%	18.9%
2007 National Oceanic and Atmospheric Administration	64.5%	16.4%	19.1%
2006 National Oceanic and Atmospheric Administration	69.4%	15.3%	15.3%

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

	Positive	Neutral	Negative
2008 Department of Commerce	62.3%	19.9%	17.9%
2008 National Oceanic and Atmospheric Administration	64.9%	18.0%	17.1%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	62.1%	21.7%	16.2%

Satisfaction with Benefits

(64) How satisfied are you with retirement benefits?

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	68.2%	16.2%	7.9%	7.7%
2008 National Oceanic and Atmospheric Administration	69.9%	12.1%	8.9%	9.1%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	67.0%	17.4%	8.7%	6.8%

(65) How satisfied are you with health insurance benefits?

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	70.0%	15.9%	11.5%	2.6%
2008 National Oceanic and Atmospheric Administration	69.2%	14.6%	14.4%	1.9%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	61.1%	14.8%	20.8%	3.4%

(66) How satisfied are you with life insurance benefits?

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	61.0%	19.1%	7.7%	12.2%
2008 National Oceanic and Atmospheric Administration	62.7%	16.5%	8.6%	12.1%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	56.1%	25.8%	7.9%	10.3%

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

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	33.6%	23.8%	7.2%	35.3%
2008 National Oceanic and Atmospheric Administration	30.5%	21.4%	8.8%	39.3%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	26.5%	31.5%	7.4%	34.6%

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

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	41.1%	20.8%	4.0%	34.2%
2008 National Oceanic and Atmospheric Administration	37.7%	18.7%	5.0%	38.5%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	34.4%	25.7%	3.0%	37.0%

(69) How satisfied are you with paid vacation time?

	Positive	Neutral	Negative
2008 Department of Commerce	88.7%	7.1%	4.2%
2008 National Oceanic and Atmospheric Administration	92.9%	4.5%	2.7%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	91.0%	4.0%	4.9%

(70) How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or eldercare)?

	Positive	Neutral	Negative
2008 Department of Commerce	86.5%	7.5%	6.0%
2008 National Oceanic and Atmospheric Administration	90.9%	4.7%	4.4%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	90.2%	5.5%	4.3%

(71) How satisfied are you with child care subsidies?

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	8.5%	19.1%	5.1%	67.2%
2008 National Oceanic and Atmospheric Administration	6.8%	16.7%	5.0%	71.5%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	5.6%	20.6%	4.1%	69.7%

(72) How satisfied are you with work/life programs (for example, health and wellness, employee assistance, eldercare, and support groups)?

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	29.2%	22.3%	5.7%	42.9%
2008 National Oceanic and Atmospheric Administration	22.3%	21.4%	6.6%	49.6%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	24.3%	23.7%	5.5%	46.5%

(73) How satisfied are you with telework/telecommuting?

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	35.9%	14.8%	15.9%	33.4%
2008 National Oceanic and Atmospheric Administration	26.9%	16.1%	17.5%	39.5%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	29.2%	17.8%	16.4%	36.6%

(74) How satisfied are you with alternative work schedules?

	Positive	Neutral	Negative	No Basis to Judge
2008 Department of Commerce	67.0%	11.6%	7.3%	14.1%
2008 National Oceanic and Atmospheric Administration	50.6%	17.4%	9.8%	22.2%
2007 National Oceanic and Atmospheric Administration	N/A	N/A	N/A	N/A
2006 National Oceanic and Atmospheric Administration	55.7%	14.8%	10.8%	18.7%

Notes:

N/A indicates the question was not asked in the corresponding year.

Percentages may not equal 100%, since all percentages were rounded to the nearest tenth.

2008 Federal Human Capital Survey Results

Excerpt from Office of Personnel Management Report

Action Planning Guidance

Decision Aid: Moving from Results to Action

The next set of tables provides key information, presented in item order, to help your agency decide where to focus its action planning efforts. According to the rules of thumb described earlier, results are displayed in green, red, or blue. For example, if your first item is 65 percent positive or higher, this result is displayed in green (area of strength). If your second item is 30 percent neutral or higher, this result is displayed in blue (area for more communication). If your third item is 35 percent negative or higher, this result is displayed in red (area of weakness).

The columns under “% Positive Comparisons to” adhere to similar rules as above. If “% Positive Comparisons to” the Governmentwide average is -7, this result is displayed in red because it meets the rule of thumb of being 5 or more percentage points below the Governmentwide average (area of weakness). In general, green means your agency performed well according to that view; red means your agency did not perform as well. Agencies should consider targeting items that show “red” results for action planning.

Table 6. Decision Aid

	2008 DOC %			% Positive Comparisons to:		
	Positive	Neutral	Negative	G'wide Average	2006 Rating	Private Sector
1. The people I work with cooperate to get the job done.	87	7	6	+3	+1	+7
*2. I am given a real opportunity to improve my skills in my organization.	68	16	15	+4	+2	+8
3. I have enough information to do my job well.	75	14	11	+2	+1	0
4. I feel encouraged to come up with new and better ways of doing things.	61	20	18	0	-1	-7
*5. My work gives me a feeling of personal accomplishment.	75	14	11	+2	+2	+2
*6. I like the kind of work I do.	82	12	6	-2	+1	-1
7. I have trust and confidence in my supervisor.	70	13	16	+6	+2	—
8. I recommend my organization as a good place to work.	69	18	12	+4	+3	—
*9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	72	17	11	+6	+2	-2
10. How would you rate the overall quality of work done by your work group?	87	11	2	+4	+2	—
11. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	78	14	7	+4	0	—
12. My supervisor supports my need to balance work and other life issues.	81	10	8	+6	0	—
13. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	63	21	14	+2	0	—
14. My work unit is able to recruit people with the right skills.	55	25	17	+10	+3	—
15. The skill level in my work unit has improved in the past year.	54	28	14	+1	+2	—

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (*).

Table 6. **Decision Aid** (continued)

	2008 DOC %			% Positive G'wide Average	Comparisons to:	
	Positive	Neutral	Negative		2006 Rating	Private Sector
16. I have sufficient resources (for example, people, materials, budget) to get my job done.	56	17	26	+5	+4	—
*17. My workload is reasonable.	56	17	26	-4	0	—
*18. My talents are used well in the workplace.	62	19	19	0	+1	—
19. I know how my work relates to the agency's goals and priorities.	85	9	5	+1	+1	—
20. The work I do is important.	89	8	2	-2	+1	—
21. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	74	11	14	+7	+6	—
22. Promotions in my work unit are based on merit.	50	21	23	+15	+2	—
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	35	27	29	+5	+1	—
*24. Employees have a feeling of personal empowerment with respect to work processes.	49	27	21	+5	+3	—
25. Employees are rewarded for providing high quality products and services to customers.	55	20	22	+9	+2	—
26. Creativity and innovation are rewarded.	46	26	25	+6	+2	—
27. Pay raises depend on how well employees perform their jobs.	40	24	31	+14	+6	—
28. Awards in my work unit depend on how well employees perform their jobs.	56	19	20	+15	+3	—
29. In my work unit, differences in performance are recognized in a meaningful way.	39	28	26	+8	+4	—
30. My performance appraisal is a fair reflection of my performance.	67	16	15	+4	+1	—
31. Discussions with my supervisor/team leader about my performance are worthwhile.	62	20	17	+6	+1	—
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).	66	15	15	+2	—	—
33. I am held accountable for achieving results.	86	10	3	+4	+5	—
34. Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	59	24	8	+2	+2	—

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (*).

Table 6. **Decision Aid** (continued)

	2008 DOC %			% Positive Comparisons to:		
	Positive	Neutral	Negative	G'wide Average	2006 Rating	Private Sector
35. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	62	21	9	+2	+3	—
36. Managers/supervisors/team leaders work well with employees of different backgrounds.	68	16	11	+3	+2	—
*37. I have a high level of respect for my organization's senior leaders.	55	23	22	+3	+7	—
38. In my organization, leaders generate high levels of motivation and commitment in the workforce.	41	29	29	+1	+3	—
39. My organization's leaders maintain high standards of honesty and integrity.	53	24	17	+3	+5	—
*40. Managers communicate the goals and priorities of the organization.	63	21	15	+3	+3	—
41. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	62	22	11	+4	+4	—
42. Employees are protected from health and safety hazards on the job.	81	11	7	+5	+4	—
43. My organization has prepared employees for potential security threats.	79	13	7	+5	+12	—
44. Complaints, disputes or grievances are resolved fairly in my work unit.	39	27	16	0	0	—
45. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	53	20	16	+5	+5	—
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.	63	16	8	+3	+2	—
47. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	51	20	16	+1	+7	—
48. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	65	19	15	+7	+2	—
49. Supervisors/team leaders in my work unit support employee development.	73	15	11	+8	+3	—
50. Employees have electronic access to learning and training programs readily available at their desk.	83	9	6	+4	+6	—
51. My training needs are assessed.	50	26	22	-3	0	—
52. Managers promote communication among different work units (for example, about projects, goals, needed resources).	56	22	19	+2	+3	—
53. Employees in my work unit share job knowledge with each other.	76	13	11	+1	+1	—
54. Employees use information technology (for example, intranet, shared networks) to perform work.	92	5	2	+5	0	—

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (*).

Table 6. **Decision Aid** (continued)

	2008 DOC %			% Positive Comparisons to:		
	Positive	Neutral	Negative	G'wide Average	2006 Rating	Private Sector
*55. How satisfied are you with your involvement in decisions that affect your work?	55	23	22	+2	+1	-3
*56. How satisfied are you with the information you receive from management on what's going on in your organization?	51	23	26	+3	+4	-15
*57. How satisfied are you with the recognition you receive for doing a good job?	57	22	22	+7	+3	+1
*58. How satisfied are you with the policies and practices of your senior leaders?	45	29	26	+3	+5	—
*59. How satisfied are you with your opportunity to get a better job in your organization?	41	32	27	+2	+3	-8
*60. How satisfied are you with the training you receive for your present job?	57	25	18	+2	+2	-9
61. Considering everything, how satisfied are you with your job?	69	17	14	+1	+2	-1
*62. Considering everything, how satisfied are you with your pay?	64	17	19	+4	+2	—
63. Considering everything, how satisfied are you with your organization?	62	20	18	+5	+4	-8
64. How satisfied are you with retirement benefits? †	68	16	8	+7	+1	—
65. How satisfied are you with health insurance benefits? †	70	16	12	+8	+6	—
66. How satisfied are you with life insurance benefits? †	61	19	8	+1	+3	—
67. How satisfied are you with long term care insurance benefits? †	34	24	7	+2	+3	—
68. How satisfied are you with the flexible spending account (FSA) program? †	41	21	4	+6	+3	—
69. How satisfied are you with paid vacation time?	89	7	4	+1	+1	—
70. How satisfied are you with paid leave for illness (for example, personal), including family care situations (for example, childbirth/adoption or elder care)?	87	7	6	+3	0	—
71. How satisfied are you with child care subsidies? †	9	19	5	0	+2	—
72. How satisfied are you with work/life programs (for example, health and wellness, employee assistance, elder care, and support groups)? †	29	22	6	0	+2	—
73. How satisfied are you with telework/telecommuting? †	36	15	16	+13	+5	—
74. How satisfied are you with alternative work schedules? †	67	12	7	+20	-1	—

Note: Items highly related to satisfaction and intent to leave are noted by an asterisk (*).

† OPM added a "No Basis to Judge" response option on these benefit items in 2006. If you want to examine your results only for employees who did not mark "No Basis to Judge," refer to your agency FHCS website to view results for all response options on these items.

Action Planning

The delivery of survey results is not the endpoint in the survey process; it is just the beginning

Action planning is one of the tools managers can use to express the organization's vision in tangible terms and effect changes to that vision. It helps you to identify changes you would like to make in your organization and to decide what steps are necessary to achieve particular goals relevant to those changes.

There are a variety of good reasons to incorporate action planning:

- ★ Helps you to organize change efforts and foster success in the long term.
- ★ Builds credibility of your leadership. Not only producing but implementing an action plan demonstrates to your employees that you are serious about addressing their concerns.
- ★ Set expectations and boundaries. A clear plan can help reduce unmet expectations by describing, in concrete terms, what the organization will, and will not, do.
- ★ Improves accountability within your agency.

It is important to review the survey results and interpret them before you develop action plans. First, you must develop an understanding of your agency's key strengths and areas for improvement. After reviewing the survey results carefully, identify two to three areas for improvement. While many agencies may want to improve in almost all areas, remember, it is better to avoid focusing on too many issues at one time. Implementing action plans is one of the hardest steps. Taking action requires the provision of necessary resources and support. It requires tracking quantitative and qualitative measures of progress and success that have already been identified. It requires publicly

recognizing those individuals and units that take action to drive improvement. And it requires adjustments along the way.

Four steps of action planning

Traditionally, there are multiple steps in developing an action plan. The exact number of steps may differ from one model of action planning to the next. This brief action planning process outlined below includes 4 steps. How the steps are put into practice may vary from one organization to another, but the general principles and processes shown here are applicable for all organizations.

First Step

- ★ Review and discuss FHCS findings and other relevant information
- ★ Consider conducting focus groups, interviews, town-hall meetings to identify strengths and weaknesses
- ★ Involve all key stakeholders (e.g., unions)

Second Step

- ★ Develop an action plan
 - Invite input from employees representing diverse groups
 - Establish short-and long-term goals
 - Set priorities
 - Establish measures for evaluating plan components
- ★ Secure top-level management endorsement and support and secure appropriate resources to carry out the plan

- ★ Establish a timeframe for achieving priority goals

Third Step

- ★ Effectively communicate the action plan goals and priorities to managers and others who will likely serve as frontline agents for disseminating information about the plan to employees

- ★ Draw on existing resources and initiatives to reinforce efforts to advertise the plan

Fourth Step

- ★ Implement the plan and monitor and evaluate the effectiveness of activities to achieve priority goals

- ★ Use, as appropriate, evaluation tools such as progress reports on achieving specific goals, benchmark data, employee evaluations of activities such as training courses and special observance day events, and employee surveys

- ★ Use performance reports to decide:

- (1) Which initiatives have been successful and should be either continued or ended because they are no longer necessary
- (2) Which initiatives have not been successful and may need to be modified or discontinued

Examining your Federal Human Capital Results

The overall goal when reviewing your agency results is to determine what you can do to continually improve how your agency manages its workforce. Continuous improvement means monitoring progress, constantly adapting, and evaluating the impact of actions on your human capital management challenges. The following simple steps guide you through using your survey results to help your agency meet its strategic human capital management goals.

Review and Reflect—

Thoroughly examine the results

Compare your agency's results with Governmentwide results

- ★ What areas are you performing well in—your agency's strengths?
- ★ What areas are you facing difficulties in—your agency's challenges?

Compare your agency's 2008 results with your 2006 and 2004 results

- ★ Are you seeing new improvements?
- ★ Are there new areas needing improvement?
- ★ In which areas do you continue to do well?
- ★ In which areas do you continue to need improvement?
- ★ What actions were taken since the last survey, or are new issues impacting the agency that may help explain the results?

Look at your results vis à vis your Strategic Human Capital Plan

- ★ Use your managerial judgment to identify action targets. What does your agency's management team think are the most important human capital areas to address? What survey items are related to the agency's strategic goals?
- ★ Pay attention to items where a large percentage (i.e., 30 percent or more) of people gave a neutral response or items with relatively larger "Do Not Know" responses. These might be areas worth investigating as employees may need more information about these areas.
- ★ Identify and address issues that will provide short-term visible results and issues that will require long-term change to meet strategic organizational goals.

- ★ Look at your results by different employee segments (e.g., supervisory vs. non-supervisory employees, field vs. headquarters) to identify key issues for different groups.

Plan, Discuss, and Decide

- ★ Determine your priorities.
- ★ Be sure to involve employee representatives in developing action plans.
- ★ Develop integrated action plans with relevant managers; you may want to consider involving employees in developing action plans; consider the following factors in developing improvement actions:
 - Costs (time, money, people, resources)
 - Timeframes for implementation and follow-up
 - Accountability (who will be responsible for the action?)
- ★ Consider supplementing the survey results with qualitative information from employee focus groups to determine the source of comparatively low ratings.
- ★ Look at action items that:
 - Can be solved in the short term—simply and quickly, with minimal effort; this will generate momentum for change and create quick success through fast, visible actions, Quick successes will help people stay committed to implementing those actions that need more time;

- Can be completed within the next 2 to 3 months; and
- Require greater effort and further understanding.

Provide Feedback

- ★ Communicate both positive and negative results to employees.
- ★ Share successes in making change.
- ★ Monitor and communicate progress and impacts.
- ★ Consider establishing a working group for continuous improvement monitoring and dissemination of results.
- ★ Show top-level support! Employees will only care if they believe top leadership cares.

Use Organizational Resources

- ★ Work with your OPM Human Capital Officer to make sure action plans are aligned with your agency Strategic Human Capital Plan.