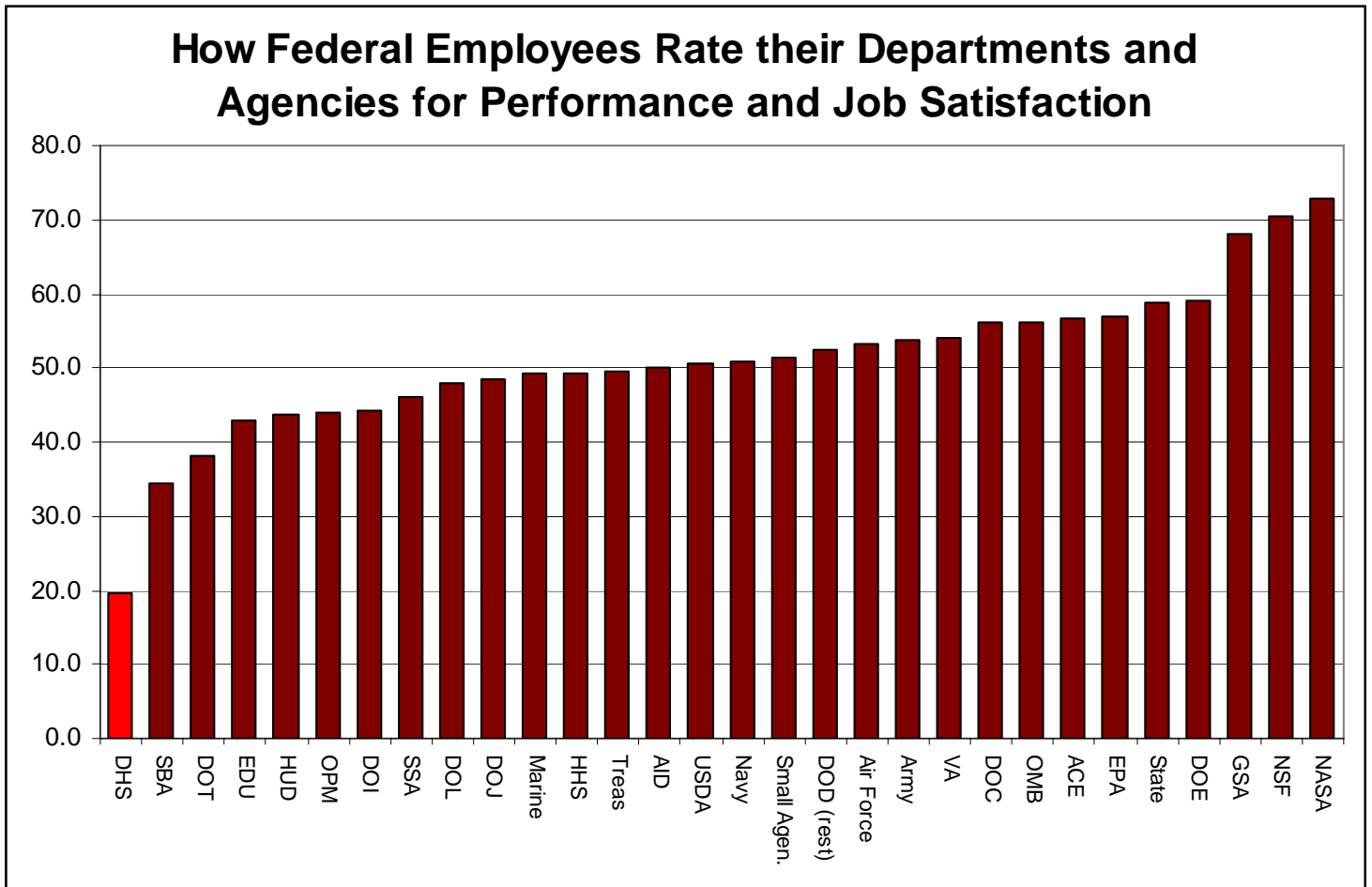


# Center for American Progress



## An Analysis of Employee Attitudes at Federal Departments & Agencies

*What a Recent Government Survey Tells Us about Our Efforts to Protect Ourselves against Terrorist Attacks and Respond to Natural Disasters*



# Homeland Security Ranks Far Below Rest of Government in Employee Ratings of Performance and Leadership

Over the past several decades, employee surveys have become an essential tool in organization management. Corporations began to recognize in the 1970s that such surveys not only provided useful information about employee job satisfaction, morale and retention prospects, but also provided corporate directors and senior managers with important information about how effectively individual pieces of their businesses were being managed, where opportunities for boosting productivity and product quality lay and where management efforts and corporate communication were failing to meet expectations.

In more recent years, such surveys have also become important tools for effective management in government. While public sector organizations may not share the motivation of businesses to maximize profits, they have an equally compelling need to improve organizational performance, increase the quality of services and reduce the cost of providing those services to the taxpayer.

## Federal Human Capital Survey

In 2002, the Office of Personnel Management (OPM) administered the first Federal Human Capital Survey (FHCS) to a sampling of federal civilian employees in all of the departments of the federal government and in the largest independent agencies. Between August and December of 2004 it was administered for a second time. More than 147,000 federal employees

completed a questionnaire. The fewest number of respondents in any agency for which results were reported was OMB with only 249. The highest number of responses was at the Department of Defense with slightly more than 40,000. The Department of Homeland Security had more than 10,000 respondents.

The survey contained 88 multiple choice questions. Results for all governmental departments and the largest agencies have been posted on the OPM website for 78 of the 88 questions. <http://www.fhcs2004.opm.gov/>

In addition to the data provided for each department and the larger independent agencies, a significant portion of the smaller agencies were surveyed in 2004 and the results from the employees of those agencies are aggregated and reported as though they were a single entity. Because of its size, the Department of Defense is broken into six components, bringing the total number of units reported on by OPM to 30.

According to OPM, the survey is a tool that measures

*employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies.*

## Using the Data to Identify Productive and Less Productive Government Organizations

The survey provides a wealth of data and indicates a wide variation in attitudes

and perceptions of federal workers across the departments and agencies. A new analysis of one portion of the Federal Human Capital Survey made public last week focuses on Employee Job Satisfaction. The “Best Places to Work in the Federal Government” examines the federal bureaucracy solely on the basis of which departments and agencies offered the greatest job satisfaction to their workers. Only four of the 78 questions contained in Table 1 are used to make this evaluation. They are:

- *I recommend my organization as a good place to work. (Question 8)*
- *How would you rate you rate your organization as a place to work compared to other organizations? (Question 11)*
- *Considering everything, how satisfied are you with your job? (Question 65)*
- *Considering everything, how satisfied are you with your organization? (Question 67)*

But encouraging the federal bureaucracy to be more “worker friendly” and informing prospective federal employees as to where they will gain the greatest job satisfaction is only one small part of the wealth of information that the FHSC has to offer.

This paper looks at all 78 questions and provides an overall ranking of federal agencies based on two separate methods of examining the data. It also analyzes what the survey can tell us about how well the various components of the federal bureaucracy are functioning.

### **Two Alternative Methods of Viewing Agency Performance**

This analysis uses two alternative methods of examining the FHCS data. Both are based on all 78 questions in the

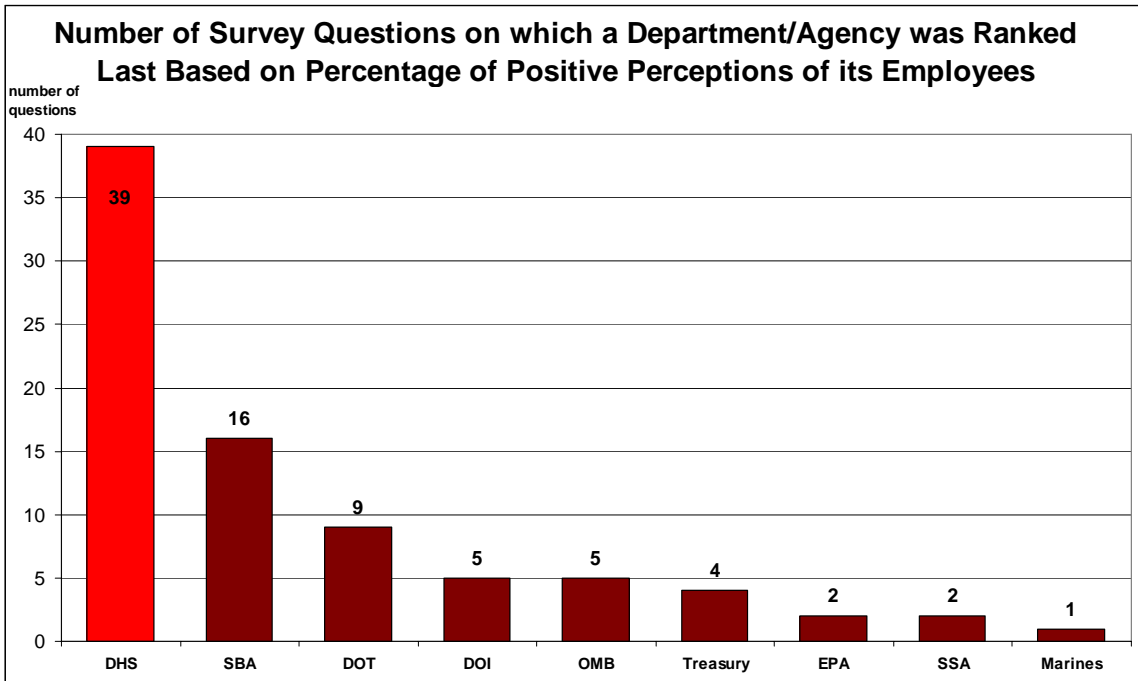
survey and each weighs all questions on the survey equally.

The first method is based on a very simple calculation. The best possible result that an organization could receive from a research effort such as the one conducted by OPM would be if all employees “agreed strongly” with positive statements about the organization. The 30 entities of the federal government are simply compared by measuring the portion of employees who “agreed strongly” with positive statements about the organization or who rated the organization “very good” on questions that offered that as the most positive response.

While this rating system provides a significant variation in results across the federal bureaucracy, it also makes clear that one unit of the government is far behind the others in the perception of its employees. The Department of Homeland Security ranked 30<sup>th</sup> among the 30 government entities on exactly half of the questions, or 39 out of 78.

The next worst segment of the federal bureaucracy by this measure was the Small Business Administration, which finished 30<sup>th</sup> on employee responses to 16 questions, followed by the Department of Transportation with nine last-place ratings and the Department of Interior and OMB with five each.

DHS not only had more last place finishes than any other agency – it also had more next to last place finishes. On nearly half (or for 18) of the questions for which the department did not end up 30<sup>th</sup> out of 30, it ranked 29<sup>th</sup>. It finished 28<sup>th</sup> on seven more questions and as a result, it was in the bottom 10% of all departments and agencies more than 96% of the time.



On only one of the 78 questions did DHS break out of the bottom half of the 30 departments and agencies, and the response to that question provides an even more disturbing perspective on this troubled agency. In response to the statement, “The work I do is important,” 56.4% “strongly agreed,” placing DHS second among all departments and agencies. Only the employees of the Department of Veterans Affairs were more positive about the importance of their work.

But the dark side to that response is how it contrasted with employee responses to other questions about their work. In response to the question, “How would you rate the overall quality of work done by your workgroup,” only 22.4% answered “Very Good,” the lowest of any department or agency. In response to the statement, “My work gives me a sense of personal accomplishment,” only 19.9% “strongly agreed,” also the lowest of any department or agency. DHS was also lowest on the question, “people I work with cooperate to get their job done,” with

only 26.8% strongly agreeing. In response to the statement, “I feel encouraged to come up with new and better ways of doing things,” only 12.4% strongly agreed and when asked to comment on the statement, “My job makes good use of my skills and abilities” only 13.2% strongly agreed. In both instances DHS was again at the bottom of the list of all departments and independent agencies.

Only 3.3% strongly agreed with the statement that “Personnel decisions are based on merit” and only 17.9% strongly agreed that they felt they were “held accountable for achieving results.” Only 4.6% strongly agreed that “Employees are rewarded for providing high quality products and services to customers.” In all three instances, this was the worst of any department or agency.

Clearly, even among the workers at DHS who had generally the most positive view of the department (those inclined to give highly positive responses at least a portion of the time), there seems to be a

strong sense that a serious gap exists between the importance of the department's mission and the manner in which that mission is being carried out.

**Assessing Performance by Measuring Both Negative and Positive Responses**

A second method of analyzing the FHCS data is to look at not only the strongly positive responses but also the positive, negative and strongly negative responses. This measures not only the extent to which some portion of the workforce is highly positive, but weighs the views of all workers expressing positive or negative sentiments. This was done by assigning strongly positive responses a score of "2"; mildly positive responses a score of "1"; mildly negative responses a score of "-1" and strongly negative responses a score of "-2." Neutral responses and "don't know" responses were excluded from the calculation.

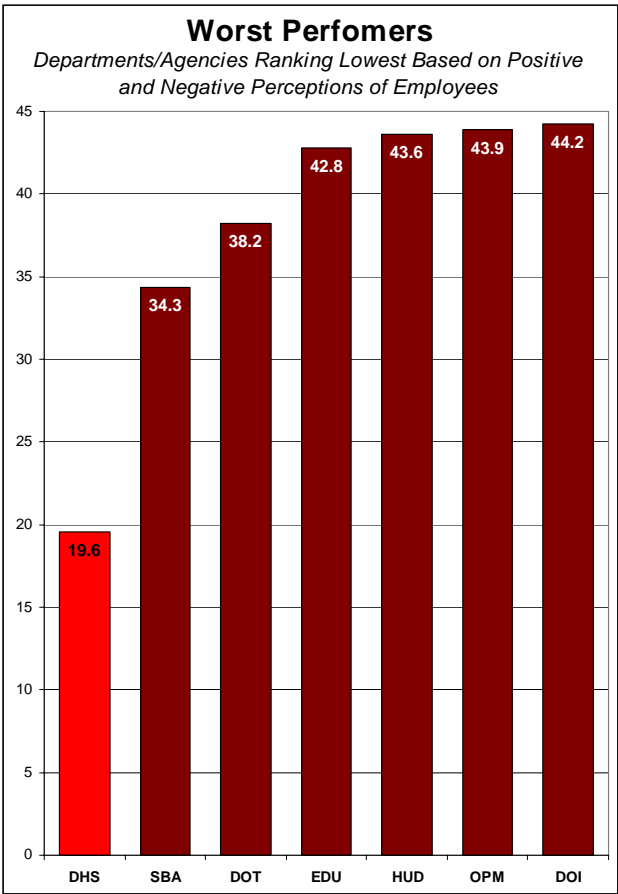
Based on this method of analysis, the performance of DHS relative to other departments and agencies declined further. The number of questions on which DHS finished last among all departments and agencies jumped from 39 to 49. That constituted a last place finish on 63% of the questions asked.

This methodology also permits the calculation of an overall ranking across all agencies and departments on which OPM has provided data. An agency that received a strongly positive response from 100% of those surveyed would receive the maximum possible score of 200. Conversely, an agency that received a strongly negative score from 100% of those in the survey would get the worst possible score of -200. If the average score for each department and agency on all 78 questions is calculated, a

composite score for each of the departments and agencies is produced.

Based on this methodology the DHS received a score of 19.6. The average score for the other 29 entities is 54.0. Even when compared to the next worst performer in the federal bureaucracy, the Small Business Administration (SBA), a significant gap exists between DHS performance and that of SBA, which receives a score of 34.3.

Other poor performers are the Department of Transportation and the Department of Education. A large cluster (about two-thirds) of the departments and agencies receive scores that range between 45 and 60. Based on the perceptions of employees reported in this survey, three agencies (GSA, NSF



and NASA) appear to be performing at a significantly higher level than other portions of the bureaucracy and receive scores ranging between 68 and 72.

(See Chart 1 on cover page)

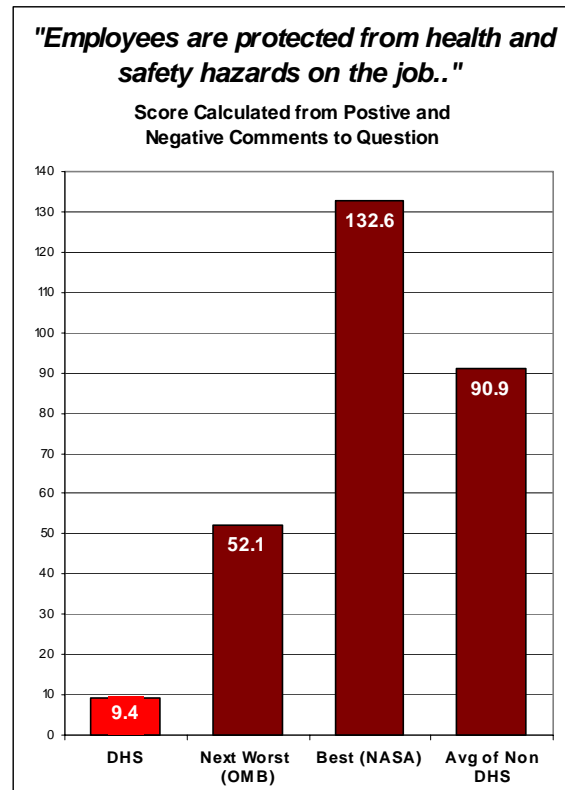
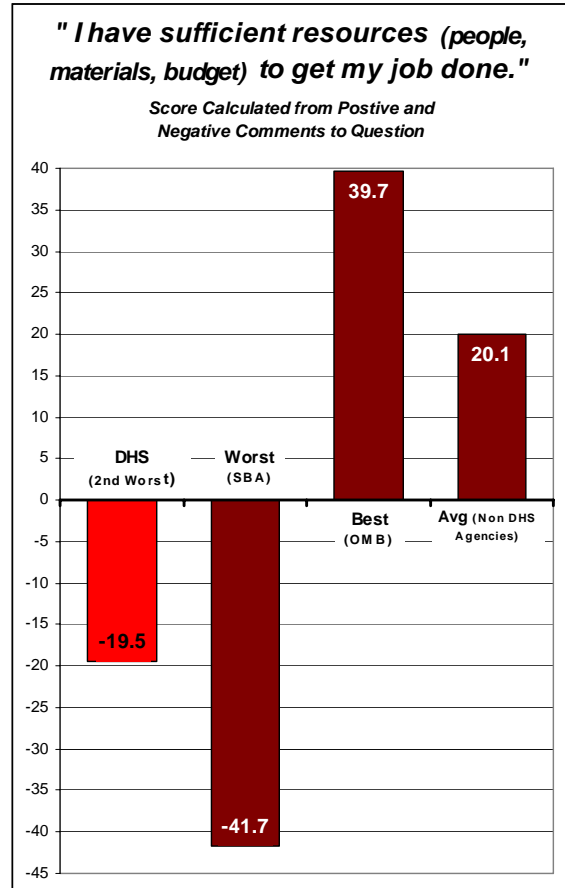
The 78 questions contained in the FHCS can be grouped into specific categories that assess distinct characteristics of federal departments and agencies. Some of the questions focus on whether employees feel they have the tangible resources to do their jobs. These include questions about training, materials, budget and physical working conditions. Others examine satisfaction with things such as pay, benefits and workload. A large number of questions focus on employee perceptions about agency and departmental leadership and still others focus on overall questions of performance.

### Pay, Benefits and Workload

As the forgoing discussion suggests, DHS does poorly in all of these areas. The department, however, does better with respect to issues relating to pay, benefits and workload than it does with respect to other categories. On the 14 questions relating to these issues, the department finished last on only half—better than its average on questions outside this category when it finished last nearly two-thirds of the time.

### Resources, Physical Working Conditions and Training

While not in last place on their reactions to the statement, “I have sufficient resources (people, materials, budget) to get my job done,” DHS employees have a decidedly negative view on that question. Less than 7% strongly agreed while 44% disagreed or strongly disagreed. Only the Small Business



Administration had a more negative response and DHS was one of only three departments or agencies in the federal government in which the preponderance of employee opinion on the question was more negative than positive.

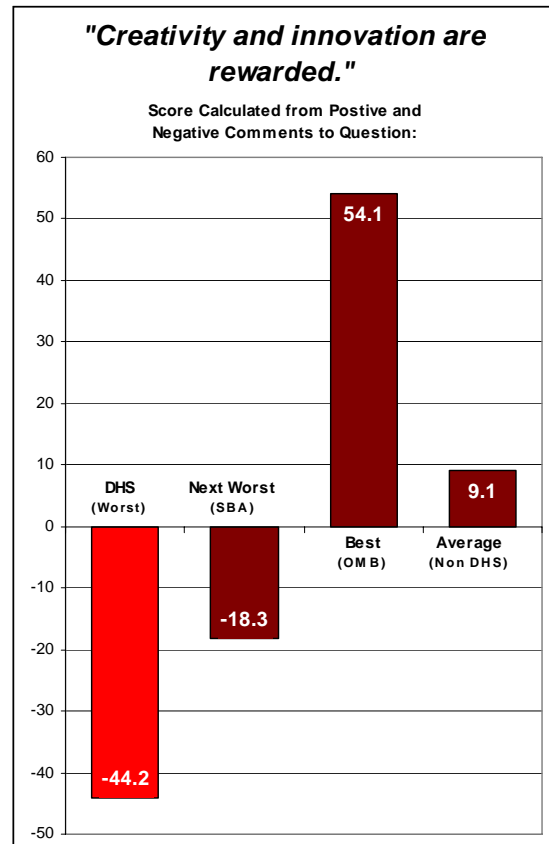
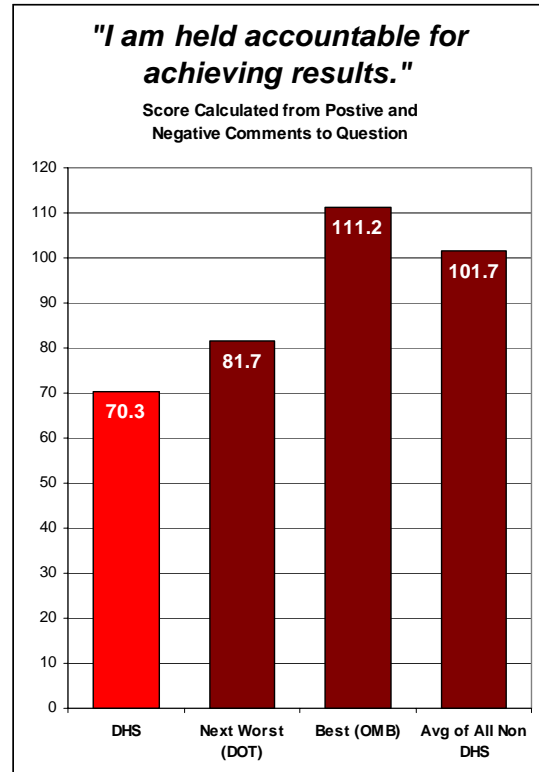
DHS employees also felt that their physical working conditions were unsafe and inadequate. In response to the statement, *“Physical conditions (noise level, room temperature, lighting, cleanliness) allow employees to perform their jobs well,”* DHS ranked last among all departments and agencies and well behind every other entity of the bureaucracy except the Agency for International Development. In response to the statement, *“Employees are protected from health and safety hazards on the job,”* DHS ranked not only last but far behind the rating of any other agency.

DHS employee views on training were less negative. Of four separate questions relating to training, DHS did not finish last on any. Nonetheless, the department did not finish better than 27<sup>th</sup> out of 30 on any of these questions.

The most negative attitudes among DHS employees were expressed in two categories: performance and leadership.

### Performance

This analysis identifies 25 questions that deal directly with issues of agency or departmental performance. DHS finished last on 18 of the 25 and among the bottom five agencies on five of the remaining seven questions. Questions receiving some of the most strongly negative responses were *“Products and services in my work unit are improved based on customer/public input.”* DHS was the only department or agency in the federal government where more employees

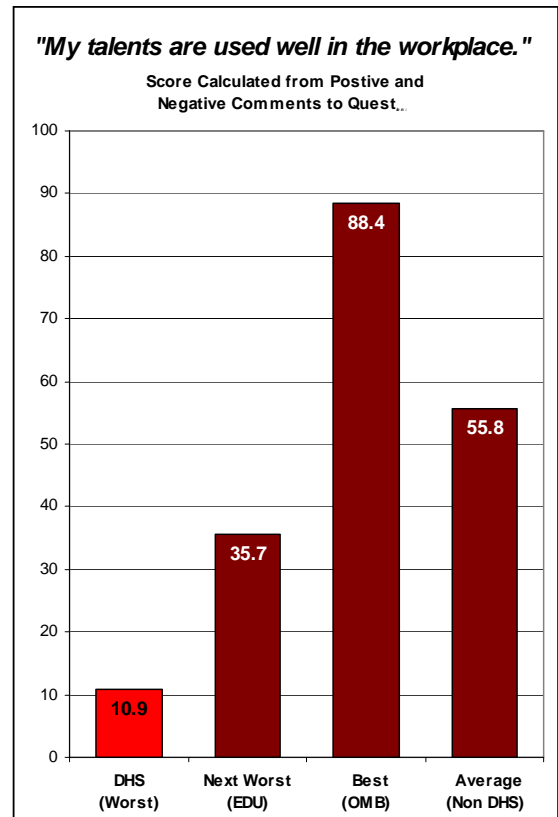
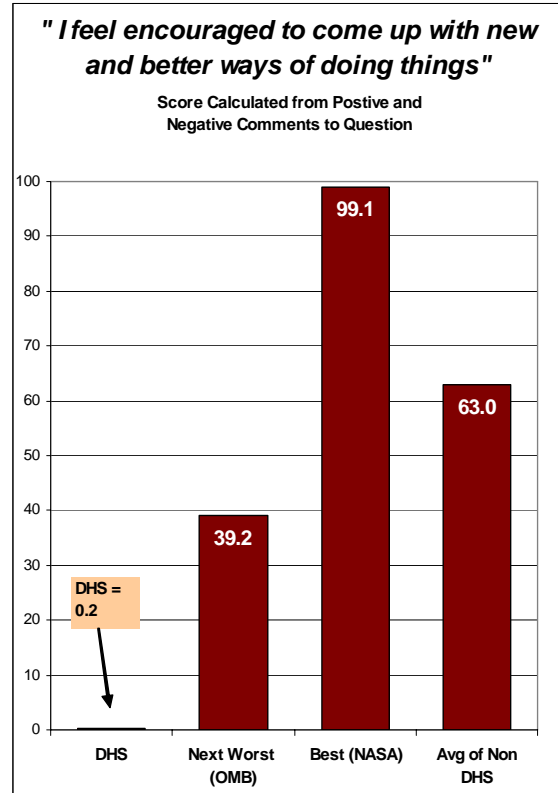


disagreed with that statement than agreed.

Many students of human resource management believe that one of the most important indicators of organizational productivity is the perception by employees that they are encouraged to be innovative in solving problems faced by the organization. On the statement, *“I feel encouraged to come up with new and better ways of doing things,”* nearly as many DHS employees agreed as disagreed. On the statement, *“Creativity and innovation are rewarded”* nearly half of all department employees disagreed or strongly disagreed while less than half that number agreed or strongly agreed. In both instances DHS received scores that set it well apart from any other department or agency.

The ability of any organization to motivate its workforce is directly tied to how fairly and accurately workers feel their efforts are evaluated. The federal government in general has a problem in this area but DHS’s problem is the worst in the entire government. When asked to comment on the statement, *“In my work unit, differences in performance are recognized in a meaningful way,”* 47% disagreed and 21% agreed.

Employee reaction to the statement, *“Promotions in my work unit are based on merit”* was even more negative. A total of 51.8% disagreed with the statement, of which 32% strongly disagreed, while just 17.5% agreed and only 4% strongly agreed. DHS employees had similar reactions to statements such as *“Awards in my work unit depend on how well employees perform their jobs,”* and *“High-performing employees in my work unit are recognized or rewarded on a timely*



basis.” In all instances DHS ranked last among all federal departments and agencies.

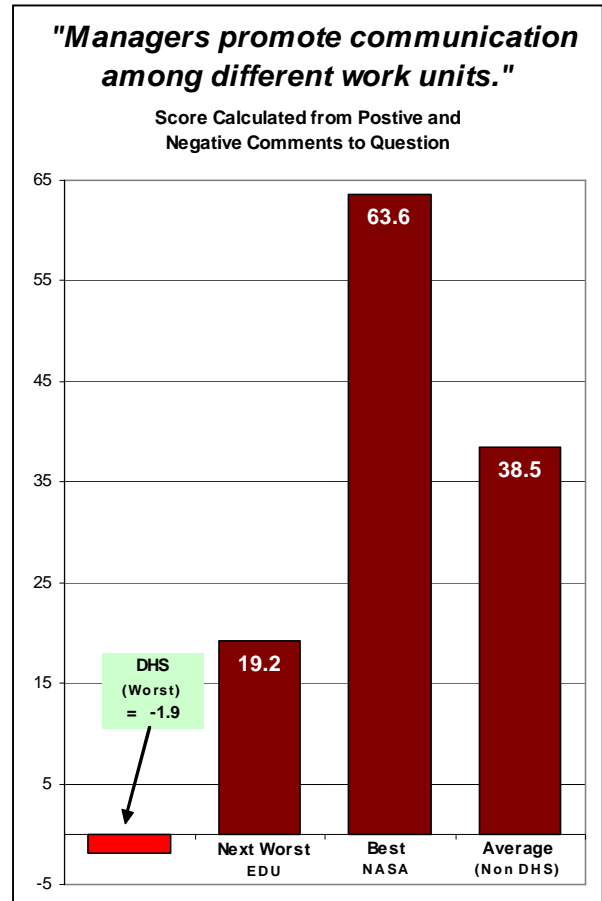
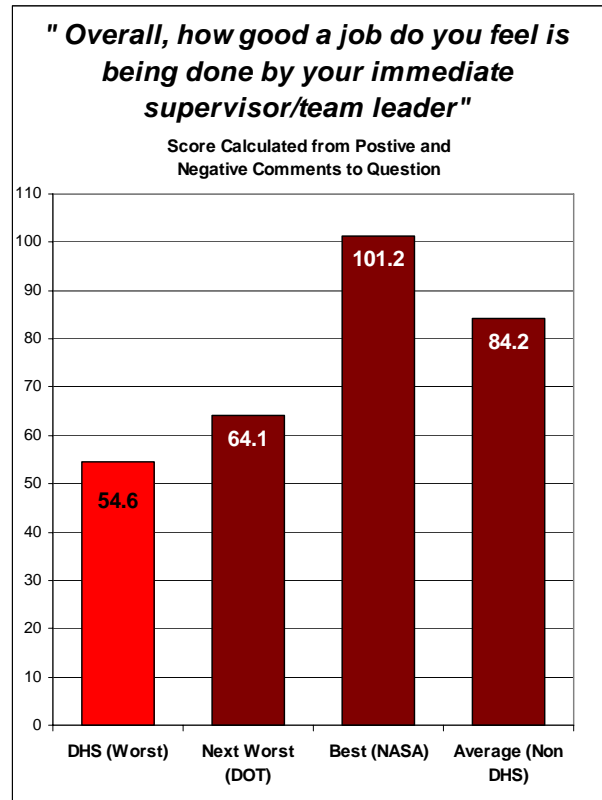
### Leadership

The survey left little doubt about what DHS employees think is a major cause of this abysmal performance evaluation. There were 18 questions on the survey involving leadership and the department ranked at the bottom on 14, next to the bottom on three and second from the bottom on one.

Less than 40% of the department’s employees agreed or strongly agreed with the statement, *“My organization’s leaders maintain high standards of honesty and integrity.”* Less than one-third of the employees agreed that *“Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated,”* while only a little more than a quarter concurred with the statement, *“In my Organization, leaders generate a high level of motivation and commitment in the workplace.”*

Only four in 10 DHS employees felt that they could *“disclose a suspected violation of any law, rule or regulation without fear of reprisal”* while less than one-third felt that *“Complaints, disputes or grievances are resolved fairly....”* Less than half of DHS employees felt that *“Discussions with my supervisor/ team leader about my performance are worthwhile.”*

Among the 18 questions involving leadership, DHS was last among all governmental units on 15 questions, next to last on two and second from last on the remaining question.



## Conclusions

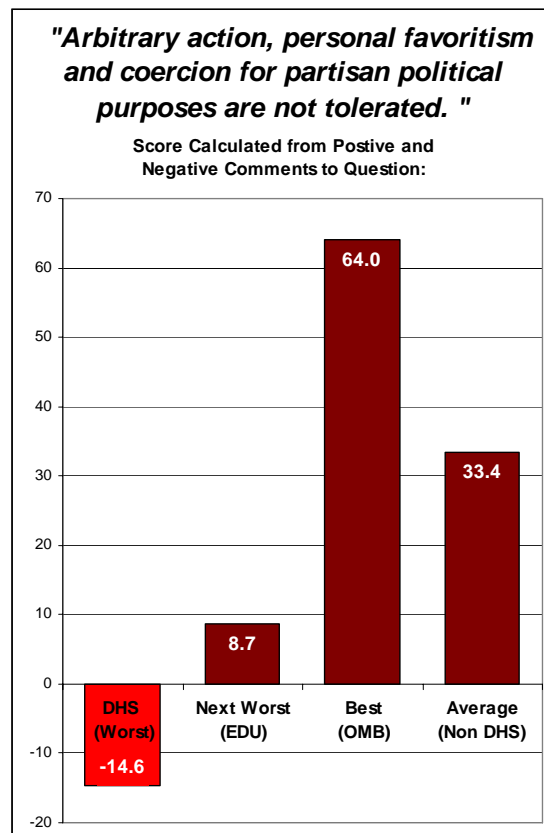
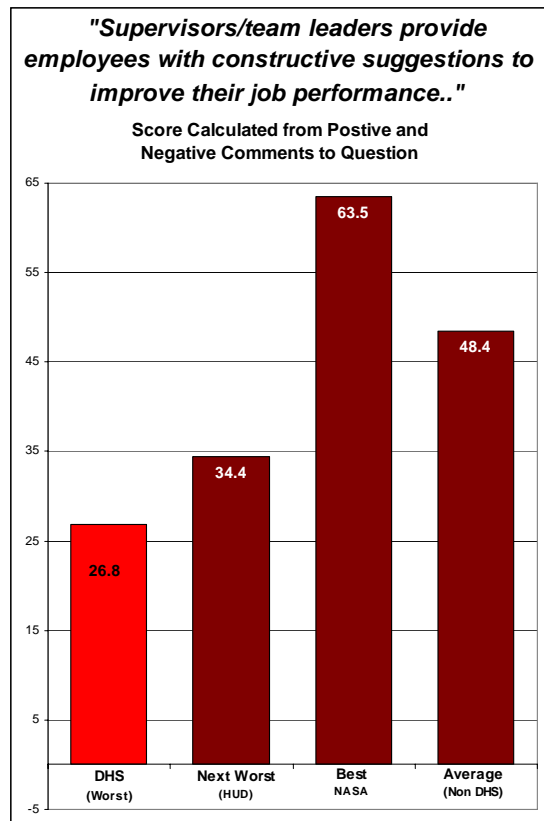
The second methodology used in this analysis produces results that paint a decidedly more negative picture of the Department of Homeland Security. But even the least negative of the two sets of results is devastating in its implications about how well government has taken on the important job of protecting the country against attack and preparing for the aftermath if an attack does take place.

Based on the employee perceptions expressed in this survey, the problems faced by the Department of Homeland Security are so severe that they are probably not attributable to a single source. Given the critical nature of the missions given to the department, it is important that each possible cause be examined carefully. It is hoped that this discussion will assist in getting that process started.

### Reorganization

First, it is difficult to separate the decision to establish the department from the results of this survey. Whatever the failings of the management that has been placed in charge of the new department or the policies that they have attempted to employ, it is likely that the simple decision to amalgamate a wide variety of activities from across the federal government into a mega-department containing 180,000 people contributed significantly to the current unfortunate status of this department.

It is unclear whether further reorganization would improve conditions in the various agencies and working groups that make up the department or simply compound the

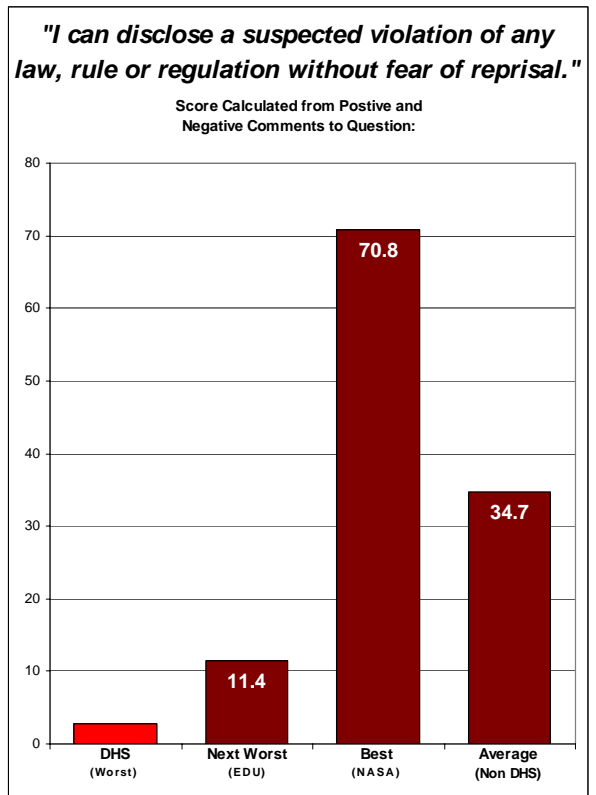
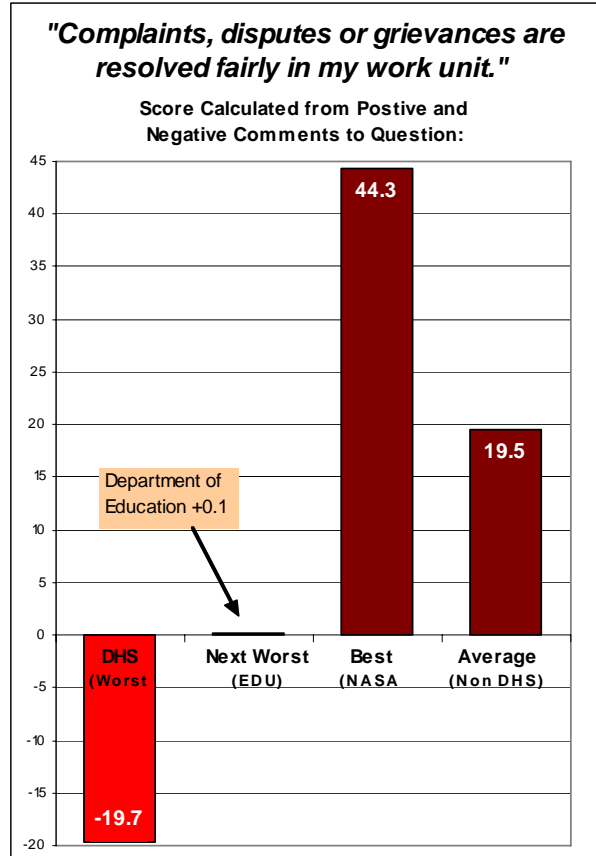


current state of chaos. If nothing more, what has happened at the Department of Homeland Security should serve as a warning to those who choose to ignore the difficult task of improving government performance by selecting strong managers, establishing effective training programs, providing appropriate resource levels and defining clear and achievable objectives and instead choose to redraw the administrative lines of authority.

There is rarely a public issue confronting Washington that does not bring together a bipartisan coalition that proposes to a new department or agency on the theory that it will be more effective in addressing the issue. It is a cheap press release but the current condition of this department indicates that it can be extremely expensive in terms of efficient and cost-effective government.

The dangers of creating the department were clearly expressed in advance of the passage of the legislation.<sup>1</sup> Congress and the White House, in their haste to show action, moved the legislation without full debate or careful examination of the ultimate consequences. DHS, which was established in late 2002, was unable to produce a departmental phone directory more than a year after its creation. The compatibility of the various computer systems, pay schedules and other systems are still at issue. Some experts in public administration believe that the trauma created by the reorganization

<sup>1</sup> See Letter from Representatives Obey and Waxman to White House Director of Homeland Security Tom Ridge dated July 9, 2002. <http://www.democrats.reform.house.gov/Documents/20040827141129-30233.pdf>



may affect the agencies within the new department for decades.

### **Leadership**

Recently, public attention has been focused on the leadership of one agency within DHS, the Federal Emergency Management Administration, and the sufficiency of its qualifications for leadership of an agency of the size and import of FEMA. The results of the Federal Human Capital Survey would indicate that the leadership problems at DHS extend well beyond FEMA, which constitutes less than 4% of the total personnel in the department.

Managers at DHS appear to have failed completely in developing any level of constructive rapport with the agency workforce. The level of employee discontent evidenced by this survey creates the type of situation in which those federal workers with the highest skill levels, who are most attractive to other employers, are likely to leave the department and perhaps the federal workforce. That appears to be exactly what happened at FEMA and it can be expected to be occurring within other agencies and offices of the department.

The White House should conduct an immediate reevaluation of the department and make leadership changes where appropriate. Congress should evaluate the performance of each program within the department and use its budgetary policies to force management to adopt new approaches to personnel issues. Congress should also review the qualifications and effectiveness of DHS managers at the departmental, agency and program levels and insist that the administration make leadership changes where appropriate.

### **Revise Personnel Rules**

One of the demands which the Bush administration made in establishing the new department was that administrators be given much greater power and flexibility and that a number of the rules protecting the rights of employees should be waived. Whatever one might think about the merits of these proposals in theory, it is painfully obvious that the enhanced administrative authorities that were granted to departmental administrators were handled poorly, not only to the detriment of DHS employees, but the public and in particular the taxpayer as well.

### **Resources**

While there are clearly numerous examples of excessive spending by DHS on items ranging from hotel rooms to office furnishings, there is also a widespread perception by employees of the department that they do not have adequate resources or facilities. Congress needs to thoroughly examine resource issues with respect to the department and insure that resources are allocated to the right places within the department and that the overall resource levels are sufficient relative to the gravity of the missions to which the department has been assigned.

One of the key impediments to accomplishing such a review is the threats that have been directed at agency heads and senior career public servants regarding the transmittal of any information that is inconsistent with the president's budget request. Congress can not tolerate such interference with the free flow of information. It should appropriate funds to the White House and the Office of Management and Budget with conditions that prohibit

such practices. It should also take budgetary measures to punish agency heads who fail to cooperate in an open and comprehensive review of departmental resource issues. Failure to do so will make Congress culpable in future failures by the department.

### **Oversight**

The results of this survey provide Congress with a clear road map for intensive oversight of the department. The part-time approach that Congress has used to address a spectrum of problems is clearly insufficient given the gravity of problems facing the country. A two day a week, three weeks a month Congress is not sufficient to meet the challenge. Congress must also not hesitate to ask hard questions regardless of party allegiance or personal affiliation with agency personnel. There is no purpose in having a Congress if it is not capable of getting to the bottom of problems like those exposed in the Federal Human Capital Survey.

### **Other Departments and Agencies**

The extraordinarily bad showing of the Department of Homeland Security in this survey should not completely divert attention from the fact that the federal government has a number of other problem agencies. There is obvious

evidence of leadership issues and other problems at the Small Business Administration, the Department of Transportation and the Department of Education.

The Congress and the White House should make a critical review of each of these agencies and departments to determine serious problem areas and execute the necessary personnel changes to insure that the programs operated by these departments and agencies get back on track or remain on track. While the effectiveness with which the federal government operates small business programs may be less critical to the nation in the short term than our preparedness to cope with natural disasters or foreign attacks, the Congress should insist that all programs of the government be run in an effective manner and that all persons appointed to run such programs be qualified and motivated administrators.

As the Office of Personnel Management stated in releasing the survey about which this report is written:

*Creating a more effective Government depends on attracting, developing, and retaining quality employees from diverse backgrounds and ensuring that they perform at high levels.*

Beverly Pheto, a member of the staff of the House Appropriations Committee, directed me to the Federal Human Capital Survey some months ago. Analysis proved that her suspicion of DHS's disturbing showing was well founded. Teresita Perez of the Center for American Progress was extremely helpful in assisting in the tedious calculations involving the scoring of 78 multiple choice questions involving 30 departments and agencies.

# Federal Human Capital Survey Questions

Q #	Category		DHS Rank Among 30 Departments & Agencies (method 1)	"Strongly Agree" or "Very Good" (Governmentwide)	"Strongly Agree" or "Very Good" (DHS)	DHS Rank Among 30 Departments & Agencies (method 2)	DHS Score Method 2	Worst Agency # (other than DHS)	Best Agency	Average of Agencies other than DHS	Worst Agency (other than DHS)	DHS as a percentage of worst agency	DHS as a percentage of best agency	DHS as a percentage of average
1	P	The people I work with cooperate to get their job done.	30	31.9%	26.8%	28	102.5	89.3	121.2	115.1	HUD/SSA	115%	85%	89%
2	W	I am given a real opportunity to improve my skills in my organization.	29	19.3%	12.5%	30	23.1	38.7	100.1	63.6	OPM	60%	23%	36%
3	P	I have enough information to do my job.	29	18.8%	13.3%	30	54.8	58.9	97.2	82.2	OPM	93%	56%	67%
4	P	I feel encouraged to come up with new and better ways of doing things.	30	21.6%	12.4%	30	0.2	39.2	99.1	63.0	DOT	0.5%	0.2%	0.3%
5	P	My job makes good use of my skills and abilities.	30	22.2%	13.2%	30	17.1	50.1	108.9	71.1	OPM	34%	16%	24%
6	W	My work gives me a feeling of personal accomplishment.	30	26.7%	19.9%	30	50.6	67.1	95.9	85.1	EDU	75%	53%	59%
7	W	I like the kind of work I do.	27	37.4%	34.2%	29	101.5	95.7	126.6	115.1	EDU	106%	80%	88%
8	W	I recommend my organization as a good place to work.	29	23.6%	16.9%	29	30.4	6.7	105.4	68.8	SBA	454%	29%	44%
9	L	Overall, how good a job do you feel is being done by your immediate supervisor?*	30	29.6%	22.4%	30	54.6	64.1	101.2	84.2	DOT	85%	54%	65%
10	P	How would you rate the overall quality of work done by your work group?*	30	29.6%	22.4%	30	101	105.8	137.4	125.0	SBA	95%	74%	81%
11	W	How would you rate your organization as a place to work compared to other organizations?*	29	21.3%	12.9%	29	11.1	5.8	118.6	66.8	SBA	191%	9%	17%
12	P	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	25	16.1%	12.5%	29	55.4	53.3	87.9	76.7	HUD	104%	63%	72%
13	B	My supervisor supports my need to balance work and family issues.	30	37.5%	26.3%	30	64.6	91.2	120.2	113.4	DOT	71%	54%	57%
14	L	Supervisors in my work unit provide employees with the opportunities to demonstrate their leadership skills	29	17.4%	12.2%	30	22.7	32.2	83.9	59.9	SSA	95%	79%	83%
15	P	My work unit is able to recruit people with the right skills	28	9.4%	5.7%	27	-9.3	-35.0	103.2	25.7	SBA/HUD	27%	51%	69%
16	P	The skill level in my work unit has improved in the past year	24	13.6%	11.7%	22	36.0	18.1	57.0	41.8	SBA/DOT/IO	114%	95%	99.9%
17	R	I have sufficient resources (people, materials, budget) to get my job done.	29	10.5%	5.2%	29	-19.5	-41.7	39.7	20.1	SBA	161%	54%	65%
18	B	My workload is reasonable	17	10.2%	9.3%	26	29.3	-1.9	56.6	39.5	SBA/AID/IO	155%	85%	91%
19	P	My talents are used well in the workplace.	30	16.4%	10.2%	30	10.9	35.7	88.4	55.8	EDU	84%	63%	74%
20	P	I know how my work relates to the agency's goals and priorities	28	28.6%	24.4%	29	89.9	85.3	128.2	109.9	DOT	109%	91%	96%
21	W	The work I do is important.	2	56.4%	48.2%	3	143.2	122.2	151.6	136.3	EDU/SBA	92%	70%	77%
22	R	Physical condition (noise level, room temperature, lighting cleanliness) allow employees to perform their jobs well.	28	21.3%	16.3%	30	21.4	24.6	112.4	71.6	AID	97%	62%	69%
23	P	Promotions in my work unit are based on merit.	29	7.0%	4.1%	30	-58.2	-25.1	42.8	-3.1	DOT	39%	21%	27%
24	P	In my work unit steps are taken to deal with a poor performer who cannot or will not improve.	22	4.5%	3.6%	26	-46.1	-43.3	-3.3	-25.0	DOT/HUD/IO	83%	57%	73%
25	P	Products and services in my work unit are improved based on customer/public input	30	8.4%	4.6%	30	-3.8	6.5	64.7	39.4	SSA	69%	61%	58%
26	P	Employees have a feeling of personal empowerment with respect to work processes	30	7.3%	4.2%	30	-29.7	-14.3	54.2	17.1	SSA	82%	48%	57%
27	P	High-performing employees in my work unit are recognized or rewarded on a timely basis.	30	10.5%	6.3%	30	-41.3	-14.5	62.5	17.6	DOT	59%	33%	43%
28	P	Employees are rewarded for providing high quality products and services to customers	30	9.2%	4.6%	30	-35.8	-12.5	55.4	19.6	SBA	67%	36%	46%
29	P	Creativity and innovation are rewarded.	30	7.9%	4.0%	30	-44.2	-18.3	54.1	9.1	SBA	65%	32%	45%

# Federal Human Capital Survey Questions

Q #	Category		DHS Rank Among 30 Departments & Agencies (method 1)	"Strongly Agree" or "Very Good" (Governmentwide)	"Strongly Agree" or "Very Good" (DHS)	DHS Rank Among 30 Departments & Agencies (method 2)	DHS Score Method 2	Worst Agency # (other than DHS)	Best Agency	Average of Agencies other than DHS	Worst Agency (other than DHS)	DHS as a percentage of worst agency	DHS as a percentage of best agency	DHS as a percentage of average
30	P	Awards in my work unit depend on how well employees perform their jobs.	30	8.5%	5.1%	30	-31	-9.3	48.4	15.6	DOT	333%	-64%	-199%
31	P	In my work unit, differences in performance are recognized in a meaningful way.	30	5.2%	3.3%	30	-44.3	-31.8	15.9	-7.4	DOT	139%	-279%	599%
32	P	In my work unit, personnel decisions are based on merit.	30	5.8%	3.3%	30	-46.1	-17.1	47.4	1.4	SSA	270%	-97%	-3293%
33	W	My performance appraisal is a fair reflection of my performance.	25	18.9%	14.9%	30	39.3	40.6	91.3	67.9	DOT	79%	36%	51%
34	L	Discussions with my supervisor about my performance are worthwhile.	30	16.5%	12.0%	30	26.1	33	71.9	51.5	SBA	86%	63%	69%
35	P	I am held accountable for achieving results.	30	23.8%	17.9%	30	70.3	81.7	111.2	101.7	DOT	78%	41%	56%
36	D	Supervisors in my work unit are committed to a workforce representative of all segments of society.	30	15.1%	10.5%	30	32.7	41.8	80.5	57.9	DOT	107%	47%	57%
37	D	Policies and programs promote diversity in the workplace (recruiting minorities & women, training in awareness of diversity issues, mentoring)	29	16.7%	11.6%	29	34.2	32	72.7	60.4	EDU	96%	51%	66%
38	L	Managers work well with employees of different backgrounds	30	18.0%	14.0%	30	44.8	46.5	88.4	68.1	EDU	38%	-13%	-34%
39	L	I have a high level of respect for my organization's senior leaders.	26	14.6%	12.0%	29	-9.4	-24.5	73.9	27.3	SBA	105%	-103%	-3266%
40	L	In my organization, leaders generate high levels of motivation and commitment in the workforce.	27	8.7%	5.8%	30	-41	-39	39.9	1.3	SBA	-12%	2%	4%
41	L	My organization's leaders maintain high standards of honesty and integrity	23	14.3%	12.3%	28	0.123	0.2	0.1	34.1	SBA/DOI	62%	22%	32%
42	L	Managers communicate the goals and priorities of the organization.	28	12.3%	9.1%	30	16.4	26.4	72.9	51.3	DOI	47%	24%	30%
43	L	Managers review and evaluate the organizations progress toward meeting its goals and objectives	29	12.0%	7.3%	30	17	36	70.6	56.6	OMB	62%	22%	32%
44	R	Employees are protected from health and safety hazards on the job.	30	21.0%	9.9%	30	9.4	52.1	132.6	90.9	OMB	18%	7%	10%
45	W	My organization has prepared employees for potential security threats.	29	19.4%	13.7%	30	41.9	52.0	124.5	84	DOI	81%	34%	50%
46	L	Complaints, disputes or grievances are resolved fairly in my work unit.	30	8.7%	5.5%	30	-19.7	0.1	44.3	19.5	EDU	-19700%	-44%	-101%
47	L	Arbitrary action, personal favoritism and coercion for partisan purposes are not tolerated.	30	14.0%	9.3%	30	-14.6	8.7	64	33.4	EDU	2%	0%	0%
48	L	Prohibited Personnel Practices (illegally discriminating for or against any employee/applicant; obstructing a persons reigh to compete for employment, knowingly violating a veterans' preference requirements) are not tolerated	30	20.5%	14.6%	30	33.6	41.0	86.5	67.1	EDU	82%	39%	50%
49	L	I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.	28	14.1%	10.3%	30	2.7	11.4	70.8	34.7	HUD	24%	4%	8%
50	L	Supervisors provide employees with constructive suggestions to improve their job performance	29	10.7%	8.0%	30	26.8	34.4	63.5	48.4	HUD	78%	42%	55%
51	L	Supervisors in my work unit support employee development	30	16.3%	9.4%	30	29.5	42.5	84.1	67.3	SBA	69%	35%	44%
52	R	Employees have electronic access to learning and training programs readily available at their desk.	29	20.6%	12.0%	29	24.5	-18.3	135.7	80.4	OMB	-134%	18%	30%
53	R	My training needs are assessed.	26	10.7%	7.1%	27	4.6	-28.8	59.5	26.8	OMB/AID/IO	-16%	8%	17%
54	R	I receive the training I need to perform my job.	28	13.1%	9.0%	27	30.1	-0.8	84.4	48.9	SBA/OMB/IO	-3763%	36%	62%
55	L	Managers promote communication among different work units (for example, about projects, goals, needed resources).	30	10.9%	6.5%	30	-1.9	19.2	63.6	38.5	EDU	-10%	-3%	-5%
56	P	Employees in my work unit share job knowledge with each other.	25	22.1%	19.3%	20	77.9	62.4	110.9	85.8	HUD/EDU/IO	125%	70%	91%
57	P	Employees use information technology (intranet, shared networks) to perform work projects, goals, needed resources).	30	29.4%	21.2%	30	66.4	99.1	150.5	120.7	DOI	67%	44%	55%
58	P	Employees use information technology (intranet, shared networks) to gather and share knowledge.	30	26.8%	19.6%	30	64.4	87.4	135.2	110.6	DOT	74%	48%	58%

# Federal Human Capital Survey Questions

Q #	Category	Question	DHS Rank Among 30 Departments & Agencies (method 1)	"Strongly Agree" or "Very Good" (Governmentwide)	"Strongly Agree" or "Very Good" (DHS)	DHS Rank Among 30 Departments & Agencies (method 2)	DHS Score Method 2	Worst Agency # (other than DHS)	Best Agency	Average of Agencies other than DHS	Worst Agency (other than DHS)	DHS as a percentage of worst agency	DHS as a percentage of best agency	DHS as a percentage of average
59	P	How satisfied are you with your involvement in decisions that affect your work?	30	12.3%	7.4%	30	-11.2	13.3	61.3	37.6	SBA	-84%	-18%	-30%
60	L	How satisfied are you with your information you receive from management on what's going on in your organization?	30	9.4%	5.9%	29	-22.3	-26.6	41.2	19.3	SBA	84%	-54%	-116%
61	W	How satisfied are you with the recognition you receive for doing a good job?	30	13.0%	7.8%	30	-11.5	3.9	67.6	31.5	DOT	-295%	-17%	-37%
62	L	How satisfied are you with the policies and practices of your senior leaders?	29	8.3%	4.9%	29	-30.4	-31.2	33.9	7.5	SBA	97%	-90%	-405%
63	W	How satisfied are you with your opportunity to get a better job in your organization?	29	8.0%	5.0%	30	-40.7	-39.9	19.0	-4.2	SBA	102%	-214%	969%
64	R	How satisfied are you with the training you receive for your present job?	26	11.9%	8.9%	27	22.3	-9.0	74.2	41.1	SBA/o	-248%	30%	54%
65	O	Considering everything, how satisfied are you with your job?	29	20.8%	15.1%	30	37.8	45.6	90.2	73.2	SBA	83%	42%	52%
66	B	Considering everything, how satisfied are you with your pay?	30	15.7%	13.2%	30	23.8	44.1	77.6	61.3	TREAS	54%	31%	39%
67	O	Considering everything, how satisfied are you with your organization?	28	13.6%	9.0%	29	1.3	-5.2	85.1	47.9	SBA	-25%	2%	3%
68	B	How satisfied are you with retirement benefit?	30	14.9%	11.3%	30	50.6	52.6	97.5	73.8	Air Force	96%	52%	69%
69	B	How satisfied are you with health insurance benefits?	29	12.0%	9.4%	30	21.1	22.5	73.5	47.9	DOT	94%	29%	44%
70	B	How satisfied are you with life insurance benefits?	30	11.8%	9.4%	27	55.1	46.1	73.3	64.4	DOT/o	120%	75%	86%
71	B	How satisfied are you with long term care benefits?	17	5.6%	5.4%	25	19.5	13.9	34.6	26.1	DOT/o	140%	56%	75%
72	B	How satisfied are you with the flexible spending account (FSA) program?	29	6.8%	4.6%	26	21.9	17.3	53.6	31.8	Marines/o	127%	41%	69%
73	B	How satisfied are you with paid vacation time?	30	32.3%	20.6%	30	88.0	97.3	133.7	120.3	NSF	90%	66%	73%
74	B	How satisfied are you with paid leave for illness (personal) including family care situations (childbirth/adoption or eldercare)?	30	33.5%	21.2%	30	80.4	96.8	130.2	118.4	NSF	83%	62%	68%
75	B	How satisfied are you with child care subsidies?	30	3.6%	2.0%	29	-6.5	-10.7	-10.7	4.3	OMB	61%	61%	-151%
76	B	How satisfied are you with work/life programs (health and wellness, employee assistance, eldercare, support groups)?	30	7.1%	4.0%	30	6.4	8.3	59.5	32.2	OMB	77%	11%	20%
77	B	How satisfied are you with telework/telecommuting?	30	6.0%	2.5%	26	-5.1	-47.1	30.2	4.4	OMB/o	11%	-17%	-116%
78	B	How satisfied are you with alternative work schedules?	29	20.3%	10.2%	29	1.0	-49.8	111.7	67.9	OMB	-2%	1%	1%

Code	Question Category
P	Performance
L	Leadership
R	Tools and Work Resources
B	Benefits & Work Demands
W	Satisfaction from Work Effort
O	Overall Satisfaction with Benefits & Work Effort

## Method 1

30s =	39	50.0%	30s =	49	62.8%
29s =	18	23.1%	29s =	14	17.9%
28s =	7	9.0%	28s =	2	2.6%
20 to 30 =	75	96.2%	20 to 27 =	12	15.4%
Bottom	50.0%		Bottom	62.8%	
Bottom 10%	82.1%		Bottom 10%	83.3%	
Bottom 33%	96.2%		Bottom 33%	98.7%	

## Method 2

30s =	49	62.8%
29s =	14	17.9%
28s =	2	2.6%
20 to 27 =	12	15.4%
Bottom	62.8%	
Bottom 10%	83.3%	
Bottom 33%	98.7%	



# Center for American Progress



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