Government Wide Survey on Human Capital

April 2002

Definitions

Executives	Members of the Senior Executive Service or equivalent.
Managers	Those in management positions who typically supervise one or more supervisors.
Supervisors	First-line supervisors who do not supervise other supervisors; typically those who are responsible for employees' performance appraisals and approval of their leave.
Team Leaders	Not official supervisors; those who provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
Customers	Anyone who uses or receives the products or services that your organization provides; may include individuals within your organization and individuals outside your organization.
Leaders	This is your immediate supervisor and other managers one or two levels above your supervisor. This may include anyone with supervisory or managerial responsibilities.
Non-supervisor	Anyone who does not have supervisory/team leader responsibilities.

Some questions refer to "work unit" or "organization." When asked about your "work unit," please consider your experiences within the work unit headed by your immediate supervisor. The term "organization" may refer to your work unit or a broader level of the agency than your work unit. When asked about your "organization," please consider your experiences within your immediate work unit, or one or two levels above your own.

Work Unit	This is your immediate work unit headed by your immediate supervisor.
Organization	This is your agency, office, or work unit. Respond to these questions based on the level in your organization that is appropriate for the content of the question. Depending on how your organization is structured, this could either be your own work unit, or one or two levels above your own.

Definitions

Merit System Principles - Adapted from 2301 (b) of title 5 USC
1. Recruit, select, and advance on merit and fair and open competition.
2. Treat employees and applicants fairly and equitably.
3. Provide equal pay for equal work and reward excellent performance.
4. Maintain high standards of integrity, conduct and concern for the public interest.
5. Manage employees efficiently and effectively.
6. Retain or separate employees on the basis of their performance.
7. Educate and train employees if it will result in better organizational or individual skills.
8. Protect employees from improper political influence.
9. Protect employees against reprisal for the disclosure of information in "whistleblower" situations.
Prohibited Personnel Practices - Adapted from 2302 (b) of title 5 USC
1. Illegally discriminate for or against any employee/applicant.
2. Solicit or consider improper employment recommendations.
3. Coerce an employee's political activity.
4. Obstruct a person's right to compete for employment.
5. Influence a person to withdraw from competition for a position.
6. Give unauthorized preference or improper advantage.
7. Employ or promote a relative.
8. Retaliate against a whistleblower, whether an employee or an applicant.
9. Retaliate against employees or applicants for filing an appeal.
10. Unlawfully discriminate for off duty conduct.
11. Knowingly violate veterans' preference requirements.
12. Violate law, rule, or regulation which impedes or directly concerns the merit principles.

Part I – Organizational Experiences

Strategic Alignment	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
(1) In my work unit, human resources management strategies are targeted to achieve my agency's missions and objectives. (New)						
(2) Managers review and evaluate the organization's progress toward meeting its goals and objectives. (OAS #84)						
(3) Products and services in my work unit are improved based on customer/public input. (New)						
(4) I am kept informed about changes in personnel policies and employee benefits. (MSPQ #23)						
(5) I know how my work relates to the agency's missions and goals. (New)						
(6) Information collected on my work unit's performance is used to improve my work unit's performance. (MSPQ #29)						
Strategic Competencies (Talent)	**Strongly Agree**	**Agree**	**Neither Agree nor Disagree**	**Disagree**	**Strongly Disagree**	**Do Not Know**
(7) The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (OAS #68)						
(8) The skill level in my work unit has improved in the past year. (New)						
(9) My supervisor supports my need to balance work and family issues. (MSPQ #9) (OAS #68)						
(10) My workload is reasonable. (MSPQ #24)						
(11) My talents are used well in the workplace. (New Gallup)						
(12) This is a friendly place to work. (New Gallup)						
(13) I recommend my organization as a good place to work. (New)						
(14) I have sufficient resources (for example, people, materials, budget, etc.) to get my job done. (MSPQ #25) (OAS # 58) (Gallup #2)						
(15) My work unit is able to recruit people with the right skills. (New)						
(16) Selections for promotions in my work unit are based on merit. (MSPQ #3)						
Leadership	**Strongly Agree**	**Agree**	**Neither Agree nor Disagree**	**Disagree**	**Strongly Disagree**	**Do Not Know**
(17) Supervisors/team leaders in my work unit provide employee with the opportunities to demonstrate their leadership skills. (OAS # 51)						
(18) Supervisors/team leaders in my work unit encourage my development at work. (Gallup 6)						
(19) The work I do is important. (New Gallup)						
(20) In my organization, leaders generate high levels of motivation and commitment in the workforce. (New)						
(21) Employees have a feeling of personal empowerment and ownership of work processes. (OAS #49)						
(22) Supervisors/team leaders are receptive to change. (OAS #17)						
(23) I hold my organization's leaders in high regard. (New)						
(24) My organization's leaders maintain high standards of honesty and integrity. (New)						
(25) Complaints, disputes or grievances are resolved fairly in my work unit. (MSPQ #7)						
(26) Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (MSPQ #51)						
(27) I can disclose a suspected violation of law, rule or regulation without fear of reprisal. (MSPQ #54)						
(28) I know what the Merit System Principles are. (MSPQ #14)						
(29) I know what the Prohibited Personnel Practices are. (MSPQ #15)						
(30) I know what to do if I believe that a Prohibited Personnel Practice has been committed. (New)						

Performance Culture	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
(31) Awards in my work unit depend on how well employees perform their jobs. (MSPQ #13)						
(32) High-performing employees in my work unit are recognized or rewarded on a timely basis. (New)						
(33) Employees are rewarded for providing high quality products and services to customers. (OAS #8)						
(34) Creativity and innovation are rewarded. (OAS #16)						
(35) My performance appraisal is a fair reflection of my performance. (MSPQ #43)						
(36) Our organization's awards program provides me with an incentive to do my best. (New)						
(37) In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (MSPQ #46)						
(38) I believe my organization can perform its function as effectively as any private sector provider. (New)						
(39) I am held accountable for achieving results. (MSPQ #36) (OAS #50)						
(40) Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (OAS #60)						
(41) Discussions with my supervisor/team-leader about my performance are worthwhile. (New)						
(42) Supervisors/team-leaders in my work unit are committed to a workforce representative of all segments of society. (MSPQ #1)						
(43) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (OAS #92)						
(44) Managers/supervisors/team leaders work well with employees of different backgrounds. (OAS #95)						
Learning (Knowledge Management)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Do Not Know
(45) Employees have electronic access to learning and training programs readily available at their desk. (New)						
(46) My training needs are assessed. (MSPQ #47)						
(47) Employees are willing to be retrained and moved to other positions in the organization. (OAS #79)						
(48) I receive the training I need to perform my job. (OAS #9)						
(49) Employees in my work unit share their knowledge with each other. (OAS #43)						
(50) Managers promote communication among different work units (for example, about projects, goals, needed resources). (OAS #45)						

Personal Experiences

The following survey items are often used in private sector surveys. We have selected these items to serve as benchmarks to compare government employees' opinions with those of our private sector counterparts.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
(51) The people I work with cooperate to get the job done. (OAS #101)					
(52) I am given a real opportunity to improve my skills in my organization. (OAS #102)					
(53) I have enough information to do my job well. (OAS #103)					
(54) I feel encouraged to come up with new and better ways of doing things. (OAS #104)					
(55) My job makes good use of my skills and abilities. (OAS #106)					
(56) My work gives me a feeling of personal accomplishment. (OAS #107)					
(57) I like the kind of work I do. (OAS #108)					

Please use the following scale to rate the following items:

	Very Good	Good	Fair	Poor	Very Poor
(58) How do you rate the amount of pay you get on your job? (OAS #111)					
(59) How do you rate your total benefits program? (OAS #112)					
(60) Overall, how good a job do you feel is being done by your immediate supervisor/team leader? (OAS #113)					
(61) How would you rate the overall quality of work done by your work group? (OAS #115)					

	One of the Best	Above Average	Average	Below Average	One of the Worst
(62) How would you rate your organization as an organization to work for compared to other organizations? (OAS #118)					

Job Satisfaction

The following survey items are often used in private sector surveys. We have selected these items to serve as benchmarks to compare government employees' opinions with those of our private sector counterparts.

	Very Satisfied	Satisfied	Neither Dissatisfied nor Satisfied	Dissatisfied	Very Dissatisfied
(63) Your involvement in decisions that affect your work? (OAS #120)					
(64) The information you receive from management on what's going on in your organization? (OAS #121)					
(65) The recognition you receive for doing a good job? (OAS #122)					
(66) Your opportunity to get a better job in your organization? (OAS #124)					
(67) The training you receive for your present job? (OAS #125)					
(68) Considering everything, how satisfied are you with your job? (OAS #127)					
(69) Considering everything, how would you rate your overall satisfaction in your organization at the present time? (OAS #128)					

Compensation and Benefits Items	Please rank the items below in terms of their importance to you. When ranking the highest value is a 1 and the lowest value is a 6. Please rank all six items. (New)
(70) Your pay Your Retirement Life insurance benefits Health insurance benefits Long Term care Paid time Off (Leave)	

How satisfied are you with:	Very Satisfied	Satisfied	Neither Dissatisfied nor Satisfied	Dissatisfied	Very Dissatisfied
(71) Your pay (New)					
(72) Retirement benefits (New)					
(73) Life insurance benefits (New)					
(74) Health insurance benefits (New)					
(75) Long Term Care benefits (New)					
(76) Paid time Off (Leave) (New)					

	Please rank the items below in terms of their importance to you. When ranking the highest value is a 1 and the lowest value is a 5. Please rank all five items. (New)
(77) Paid vacation time Paid Leave for personal illness Paid Leave for family illness Paid Leave for childbirth/adoption Paid Leave for eldercare	

How satisfied are you with:	Very Satisfied	Satisfied	Neither Dissatisfied nor Satisfied	Dissatisfied	Very Dissatisfied
(78) Paid vacation time (New)					
(79) Paid leave for personal illness (New)					
(80) Paid leave for family illness (New)					
(81) Paid leave for childbirth/adoption (New)					
(82) Paid leave for elder care (New)					

Family Friendly Flexibilities

How satisfied are you with:	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
(83a) Telework/telecommuting (New)					
(84a) Alternative work schedules (New)					
(85a) Child care subsidies (New)					
(86a) Employee assistance programs (New)					
(87a) Health and wellness programs (New)					
(88a) Support groups (New)					
(89a) Elder care programs (New)					

Importance scale:	Extremely Important	Very Important	Moderately Important	Somewhat Important	Not Important	Servic Availab
(83b) Telework/telecommuting (New)						(83c)
(84b) Alternative work schedules (New)						(84c)
(85b) Child care subsidies (New)						(85c)
(86b) Employee assistance programs (New)						(86c)
(87b) Health and wellness programs (New)						(87c)
(88b) Support groups (New)						(88c)
(89b) Elder care programs (New)						(89c)

Part II - Demographics

(90) Where do you work?
A. Headquarters
B. Field

(91) What is your supervisory status?
A. Non-Supervisor: You do not supervise other employees.
B. Team Leader: You provide employees with day-to-day guidance in conducting work projects, but do not perform supervisory responsibilities and are not an official supervisor.
C. Supervisor: You are a supervisor of employees, but you do not supervise any other supervisors.
D. Manager: You supervise one or more supervisors.
E. Executive: Member of Senior Executive Service or Equivalent.

(92) Are you:
A. Male
B. Female

(93) Are you Hispanic, Latino, or Spanish?
A. Yes
B. No

(94) Please select one or more of the following categories to describe your race:
A. White
B. Black or African American
C. American Indian or Alaska Native
D. Asian
E. Native Hawaiian or Other Pacific Islander

(95) What is your age group?
A. Under 20
B. 20-29
C. 30-39
D. 40-49
E. 50-59
F. 60 or older

(96) What is your pay category/grade?

A	Federal Wage System ex. WB, WD, WG, WL, WM, WS, WY	N	FO - Foreign Service Officer
B	GS 1-6	O	FP – Foreign Service Personnel
C	GS 7-12	P	FV – FAA Core Compensation Plan
D	GS/GM 13-15	Q	IR - IRS Broadband Class & Pay
E	GG – Similar to GS	R	NB - Comptroller of Currency Pay
F	Senior Executive Service	S	ND – Navy Demonstration Scientific & Engineering
G	AD – Administratively Determined	T	NH – DoD Acquisition Demonstration Professional
H	AT - Air Traffic Controller (FAA)	U	NT - Demonstration Administrative & Technical
I	BB – Non-supervisor – Negotiated Pay (Dept of Energy)	V	VM - Veterans Affairs Medical & Dental
J	DB – Demonstration – Engineers & Scientists	W	VN – Veterans Affairs Nursing
K	DP - Demonstration – Professional	X	ZP - Commerce Demonstration Scientific & Engineering Professional
L	DR – Demonstration – (Air Force) Scientists & Engineers	Y	Other
M	FG - FAA similar to GS		

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

A. Less than six months
B. Six months to under one year
C. One to five years
D. More than five years

(98) Are you considering leaving your organization?

A. Yes
B. No

(99) I am planning to retire:

A. Within one year
B. Between one and three years
C. Between three and five years
D. Five or more years

(100) In my agency I work for:

(List of the organizations within a Department)