

U.S. FISH AND WILDLIFE SERVICE

2006 Federal Human Capital Survey Results
May 2007

Background

- The survey assesses employee views on human capital management across federal agencies;
- And, provides information on what we have accomplished and what we can do better.
- The survey has been administered biennially since 2002; the most recent survey was conducted in August 2006.

What Was Measured?

- Federal employees' perceptions on how their agency manages its workforce.
- Asks 73 questions across 7 categories:
 - Personal Work Experiences
 - Recruitment, Development, and Retention
 - Performance Culture
 - Leadership
 - Learning (Knowledge Management)
 - Job Satisfaction
 - Satisfaction with Benefits

HCAAF Indices

- OPM created the Human Capital Assessment and Accountability Framework (HCAAF) to guide agencies in creating better working environments.
- OPM's metrics for HCAAF systems include four indices based on items in the Federal Human Capital Survey: *Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction.*
- The indices provide another way of looking at survey results.

HCAAF Results

- DOI's rankings (out of 36 large agencies):
 - 24th on Job Satisfaction
 - 26th on Talent Management
 - 29th on Results-Oriented Performance Culture
 - 32nd on Leadership and Knowledge Management
 - The Secretary is very concerned about these rankings and has tasked bureaus with improvement.
- FWS scored higher than DOI on all four indices and higher than the federal government on all except Leadership and Knowledge Management.

Summary of 2006 Results

- DOI had a 59% response rate.
- Items with 65% or more positive responses are considered strengths. Items with 35% or fewer positive responses are considered weaknesses. A difference of 5 or more percentage points is notable (either changes from previous surveys or differences between agency, DOI, Governmentwide, and private sector ratings).
- Of FWS results,
 - 22 items (30%) had positive ratings or 65 percent or more
 - 9 items (12%) had negative ratings of 35 percent or less
 - 11 items (15%) were 5 or more points above DOI
 - 9 items (12%) were 5 or more points below DOI
 - 2 items (2%) increased significantly since 2004
 - 12 items (16%) decreased significantly since 2004

Discussion of FWS Results

- **Here are summaries of how the Service did in each survey category:**
- **Personal Work Experience:** The highest percentage of positive responses (70%), including key indicators describing opportunities to improve skills, sense of personal accomplishment, and liking the work I do.
- However, there is a significant downward trend in ‘recommending my organization as a good place to work’.
- **Recruitment, Development, and Retention:** Third highest percentage of positive responses (45%), including support for job-relevant knowledge and skills, support for work life balance, feeling that my job is important and relates to the agency’s goals and priorities, and good physical working conditions.
- However, there is a significant downward trend in the belief that ‘my work unit is able to attract people with the right skills’.

Discussion of FWS Results (cont'd)

- **Performance Culture:** Lowest percentage of positive responses (7%). Employees believe they are being held accountable, but believe poor performers aren't effectively dealt with and pay raises and performance recognition don't depend on how well employees do their jobs.
- There are significant downward trends in the belief that 'I have a feeling of personal empowerment with respect to work processes' and 'my performance appraisal is a fair reflection of my performance'.
- **Leadership:** Second lowest percentage of positive responses (18%). While employees believe they are being protected from job hazards and prohibited personnel practices, they do not believe that leaders generate high levels of motivation and commitment in the workforce.

Discussion of FWS Results (cont'd)

- **Learning (Knowledge Management):** Second highest percentage of positive responses (57%). We scored significantly higher than the federal government in this category, including key indicator questions. Good marks on availability and access to training, job knowledge, and info technology and upward trends in electronic access to training, and use of information technology.
- However, there is a significant downward trend in the belief that 'my training needs are assessed'.
- **Job Satisfaction:** 22% positive responses. While employees are generally satisfied with their jobs and pay, they feel negatively about 'satisfaction with the policies and practices of my senior leaders'.
- There are significant downward trends in 'satisfaction with my ability to get a better job in the organization' and 'satisfaction with the organization'.

Discussion of FWS Results (cont'd)

- **Satisfaction with Benefits:** Second lowest percentage of positive responses (18%). Service employees are satisfied with leave policies, but not a host of other benefit programs (work/life programs, child care subsidies, telework), possibly due to lack of understanding of the benefit, availability of the benefit, or interest in using the benefit.
- There is a significant upward trend in satisfaction with the FSA benefit and significant downward trends in satisfaction with child care subsidies and work/life programs.

Next Steps

- FWS' goal is to address the findings and address our highest priorities.
- Our senior leaders are starting to develop an action plan.
- We consider this an ongoing effort and will maintain communications throughout the process.