

RESULTS OF FAS AFSA HUMAN CAPITAL SURVEY

August, 2005

		FS	FAS	Govt-wide
Personal Work Experience				
1. I am given a real opportunity to improve my skills.	Positive	70%	68%	63%
	Neutral	13%	16%	18%
	Negative	16%	15%	19%
2. I feel encouraged to come up with new and better ways of doing things.	Positive	64%	67%	60%
	Neutral	21%	13%	19%
	Negative	15%	20%	20%
3. My job makes good use of my skills and abilities.	Positive	75%	66%	67%
	Neutral	21%	16%	15%
	Negative	4%	18%	18%
4. My job gives me a feeling of personal accomplishment.	Positive	72%	77%	71%
	Neutral	13%	12%	16%
	Negative	15%	11%	13%
5. I recommend my organization as a good place to work.	Positive	59%	67%	64%
	Neutral	21%	19%	20%
	Negative	21%	14%	16%
6. Overall, how good of a job do you feel is being done by your supervisor?	Positive	65%	71%	65%
	Neutral	30%	16%	21%
	Negative	5%	13%	13%
Recruitment, Development and Retention of Employees				
7. My supervisor supports my need to balance work and family issues.	Positive	90%	85%	79%
	Neutral	4%	9%	12%
	Negative	5%	6%	9%
8. Supervisors/team leaders in my work unit provide employees with the opportunities to demonstrate their leadership skills.	Positive	74%	68%	60%
	Neutral	7%	16%	22%
	Negative	9%	16%	18%
9. My work unit is able to recruit people with the right skills.	Positive	47%	56%	44%
	Neutral	26%	21%	31%
	Negative	27%	21%	25%
10. I have sufficient resources (for example, people, materials, budget) to get my job done.	Positive	29%	45%	50%
	Neutral	18%	17%	18%
	Negative	53%	37%	32%
11. My workload is reasonable.	Positive	55%	58%	60%
	Neutral	16%	17%	16%
	Negative	28%	25%	23%

12. My talents are used well in the workplace.	Positive	69%	64%	62%
	Neutral	19%	14%	18%
	Negative	11%	22%	20%
13. I know how my work relates to the agency's goals and priorities.	Positive	79%	87%	83%
	Neutral	13%	8%	11%
	Negative	7%	4%	6%
Foreign Service Performance Management System*				
14. FAS FS promotions are based on merit.	Positive	49%	40%	34%
	Neutral	24%	24%	30%
	Negative	28%	32%	36%
15. The FAS FS performance management system ensures that those with the strongest leadership and management skills are promoted into the SFS.	Positive	22%	NA	NA
	Neutral	29%	NA	NA
	Negative	49%	NA	NA
16. The FAS FS performance management system rewards high-performing FSOs on a timely basis.	Positive	19%	49%	42%
	Neutral	27%	22%	24%
	Negative	55%	26%	34%
17. FSOs are rewarded for providing high quality services to customers and stakeholders.	Positive	29%	48%	42%
	Neutral	32%	26%	27%
	Negative	38%	23%	31%
18. The FS performance management system rewards creativity and innovation.	Positive	26%	46%	36%
	Neutral	38%	25%	32%
	Negative	35%	26%	32%
19. My rate of advancement in the FAS FS is a fair reflection of my performance.	Positive	54%	NA	NA
	Neutral	12%	NA	NA
	Negative	34%	NA	NA
20. Discussions with my supervisor/team leader about my performance are worthwhile.	Positive	51%	61%	58%
	Neutral	31%	17%	23%
	Negative	18%	21%	19%
21. I am held accountable for achieving results.	Positive	63%	78%	60%
	Neutral	19%	16%	6%
	Negative	17%	6%	14%
Leadership and Management		FS	FAS	Govt-wide
22. I have a high level of respect for my organization's senior leaders.	Positive	29%	44%	50%
	Neutral	32%	28%	23%
	Negative	38%	27%	27%
23. In my organization, leaders generate high levels of motivation and commitment in the workforce.	Positive	4%	27%	37%
	Neutral	34%	31%	28%
	Negative	62%	41%	35%

24. My organization's leaders maintain high standards of honesty and integrity.	Positive	53%	43%	49%
	Neutral	36%	32%	28%
	Negative	10%	22%	23%
25. Managers communicate the goals and priorities of the organization.	Positive	21%	47%	60%
	Neutral	31%	24%	21%
	Negative	48%	29%	19%
26. Managers review and evaluate the organization's progress toward meeting its goals and objectives.	Positive	24%	43%	57%
	Neutral	34%	26%	29%
	Negative	42%	27%	14%

27. Complaints, disputes or grievances are resolved fairly in my work unit.	Positive	52%	34%	39%
	Neutral	32%	30%	39%
	Negative	16%	26%	22%
Knowledge Management and Continuous Improvement		FS	FAS	Govt-wide
28. Supervisors/team leaders provide employees with constructive suggestions to improve their job performance.	Positive	46%	58%	58%
	Neutral	32%	22%	23%
	Negative	22%	20%	19%
29. Supervisors/team leaders in my work unit support employee development.	Positive	66%	72%	65%
	Neutral	23%	15%	20%
	Negative	10%	13%	15%
30. My training needs are assessed.	Positive	18%	54%	51%
	Neutral	42%	23%	25%
	Negative	40%	23%	23%
31. I receive the training I need to perform my job.	Positive	32%	56%	60%
	Neutral	31%	22%	22%
	Negative	37%	22%	18%
32. Managers promote communication among different work units.	Positive	35%	51%	52%
	Neutral	34%	24%	26%
	Negative	30%	23%	22%
33. Employees in my work unit share job knowledge with each other.	Positive	80%	67%	75%
	Neutral	9%	16%	13%
	Negative	12%	17%	12%
Job Satisfaction		FS	FAS	Govt-wide
34. How satisfied are you with your involvement in decisions that affect your work?	Positive	50%	54%	52%
	Neutral	30%	21%	22%
	Negative	22%	25%	26%

35. How satisfied are you with the information you receive from management about what's going on in your organization?	Positive	18%	40%	46%
	Neutral	29%	26%	24%
	Negative	53%	34%	39%
36. How satisfied are you with the recognition you receive for doing a good job?	Positive	50%	58%	49%
	Neutral	30%	13%	23%
	Negative	19%	28%	28%
37. How satisfied are you with the policies and practices of your senior leaders?	Positive	24%	34%	40%
	Neutral	25%	30%	29%
	Negative	52%	35%	31%
38. How satisfied are you with your ability to advance within the organization?	Positive	52%	38%	35%
	Neutral	21%	25%	28%
	Negative	28%	37%	36%
39. How satisfied are you with the training you receive?	Positive	34%	51%	55%
	Neutral	31%	28%	24%
	Negative	34%	21%	21%
40. Considering everything, how satisfied are you with your job?	Positive	64%	73%	68%
	Neutral	18%	13%	18%
	Negative	17%	14%	14%
41. Considering everything, how satisfied are you with your pay?	Positive	74%	60%	62%
	Neutral	15%	20%	17%
	Negative	12%	20%	21%
42. Considering everything, how satisfied are you with your organization?	Positive	42%	56%	57%
	Neutral	18%	20%	22%
	Negative	40%	23%	21%
Benefits and Family Friendly Policies		FS	FAS	Govt-wide
43. How satisfied are you with retirement benefits?	Positive	71%	70%	65%
	Neutral	25%	22%	22%
	Negative	4%	8%	13%
44. How satisfied are you with health insurance benefits?	Positive	73%	71%	56%
	Neutral	15%	16%	20%
	Negative	12%	13%	24%
45. How satisfied are you with paid vacation time?	Positive	94%	88%	88%
	Neutral	4%	8%	7%
	Negative	1%	4%	5%
46. How satisfied are you with paid leave for illness?	Positive	91%	91%	86%
	Neutral	7%	6%	9%
	Negative	1%	3%	5%
47. How satisfied are you with work/life programs?	Positive	45%	%33	35%

	Neutral	46%	57%	55%
	Negative	8%	10%	10%
48. How satisfied are you with telework/telecommuting?	Positive	13%	37%	25%
	Neutral	68%	41%	57%
	Negative	19%	22%	18%
49. How satisfied are you with alternative work schedules?	Positive	28%	74%	54%
	Neutral	58%	18%	31%
	Negative	%	8%	15%
<p>Profile of Respondents: 64% in the field; 90% supervisors/managers; 66%/34% female; 21% SFS; 48% between the ages of 40 and 49; 9% planning on retiring between 1 and 3 years and 19% between 3 and 5 years. There were 68 FSOs who responded to this survey.</p> <p><i>* These questions were changed to reflect the FS performance management system.</i></p> <p><i>Note: Due to differences in compilation techniques, responses may not add up to 100%.</i></p> <p><i>Note: Significant differences are highlighted in red.</i></p>				