



FEEDBACK

2006 FEDERAL HUMAN CAPITAL SURVEY

June 2007

Thank You!

The participation of Commerce employees in the 2006 Federal Human Capital Survey (FHCS) made it possible for the Department to gauge employee perceptions as well as management challenges facing the Federal government and the civilian workforce.

The strategic management of human capital requires planning and analysis in order to develop, administer and implement programs that support every facet of employee work life. The Secretary is leading in this effort through a focus on one of Commerce's major goals: Building great people. Surveys are an important tool to gather data in this effort.

The Commerce survey results provided the basis for a comparative look at 15 impact items on the survey. This information helped us target the areas that need improvement and to develop effective strategies for addressing the issues. Please see page 2 for specific results on the 15 impact items and page 3 for a sample of the actions we are taking in response to the results.

As part of my commitment to continuous improvement, we plan to measure progress by administering the Annual Employee Survey in the fall of 2007.

David A. Sampson
Deputy Secretary of Commerce

Commerce Results at a Glance

- ✚ Survey Period: June through August 2006
- ✚ Automated Survey: 73 questions plus 11 demographic items
- ✚ Sample Size: 8,865
- ✚ Response Rate: 59% (compared to Federal Government-wide response rate of 57%)
- ✚ Sub-agency Response Rates:
 - 64% - Patent and Trademark Office
 - 63% - National Oceanic and Atmospheric Administration
 - 63% - Bureau of the Census
 - 59% - Other Commerce
 - 51% - National Institute of Standards and Technology
 - 39% - International Trade Administration
- ✚ Commerce Human Capital Accountability Assessment Framework indices rankings out of 36 agencies are:
 - 10th on Results-Oriented Performance Culture (*indicates the extent employees believe their organizational culture promotes improvement in process, products, and services, and organizational outcomes*)
 - 10th on Talent Management (*indicates the extent employees think the organization has the talent necessary to achieve organizational goals*)
 - 18th on Leadership & Knowledge Management (*indicates the extent employees hold their leadership in high regard, both overall and on specific facets of leadership*)
 - 22nd on Job Satisfaction (*indicates the extent employees are satisfied with their jobs and various aspects thereof*)

Federal Human Capital Survey Results

Commerce Trend Analysis 2002 vs. 2004 vs. 2006

Impact Items (OPM determined, see explanation below chart)	Percent Positive			Significant Trends
	2002	2004	2006	
2. I am given a real opportunity to improve my skills in my organization.	60	67	66	↗→
5. My work gives me a feeling of personal accomplishment.	70	73	73	↗→
6. I like the kind of work I do.	79	81	81	→→
9. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	65	69	70	↗→
17. My workload is reasonable.	64	57	56	↘→
18. My talents are used well in the workplace.	63	64	61	→↘
24. Employees have a feeling of personal empowerment with respect to work processes.	41	44	46	→→
36. I have a high level of respect for my organization's senior leaders.	---	46	48	↗
54. How satisfied are you with your involvement in decisions that affect your work?	51	52	54	→→
55. How satisfied are you with the information you receive from management on what's going on in your organization?	45	45	47	→→
56. How satisfied are you with the recognition you receive for doing a good job?	52	57	54	↗↘
57. How satisfied are you with the policies and practices of your senior leaders?	---	37	40	↗
58. How satisfied are you with your opportunity to get a better job in your organization?	32	37	38	↗→
59. How satisfied are you with the training you receive for your present job?	57	57	55	→→
61. Considering everything, how satisfied are you with your pay?	66	66	62	→↘

OPM conducted additional analyses of the Federal Government-wide results to identify which of the FHCS items are most strongly related with the answers respondents provided about their satisfaction and their intent to leave the organization within the coming year. This trend analysis table displays Commerce's positive results for each of the 15 impact items that are most highly related to satisfaction and intent to leave. The last column of the table indicates whether or not there were significant increases, significant decreases, or no changes in positive ratings from 2002 to 2004 (the first arrow in the pair) and from 2004 to 2006 (the second arrow). Arrows slanting up indicate a statistically significant increase, and arrows slanting down indicate a statistically significant decrease. Horizontal arrows indicate the change was not statistically significant. For example, the symbols ↗→ indicate there was no significant change in positive ratings from 2002 to 2004, but there was a significant increase in positive ratings from 2004 to 2006.

Leadership Priorities for Improvement

- ✚ Ensure effective and ongoing communication at the bureau-level from the top to the line managers to entire workforce
- ✚ Effective performance management that included holding employees accountable for producing results appropriate to their level of responsibility, differentiating between various levels of performance, and providing consequences based on performance
- ✚ Create continuous learning environment to equip employees with skills to perform jobs now and in the future on organizational priorities

The Secretary of Commerce is leading the way in achieving the goal of “Building Great People”

Actions Based on Results

- **Expanded Career Assistance**

The second offering of the Career Assistance Program (CAP) was launched. CAP is comprised of a series of integrated tools, sequential workshops and one-hour individual career planning sessions to help employees actively manage their careers. The workshops address topics such as: Individual Development Plans, job applications, resumes, interview preparation, and other general job search skills. CAP includes employee access to a self-assessment tool. Find out more at:

http://www.ohrm.os.doc.gov/Leadership_Development/PR_OD01_001247.html

- **Commerce Closes Skill Gaps**

The Department continued to narrow skill gaps in leadership, human resources management and mission-critical occupations through the strategic use of human resources flexibilities, workforce restructuring, succession planning, launching the second and third classes of Leadership development programs, and conducting a Fall 2006 HR Summit,

http://ohrm.os.doc.gov/Leadership_Development/PROD01_002233,

http://ohrm.os.doc.gov/Leadership_Development/PROD01_002604

- **Implemented Commerce-wide Multi-tier Performance Management System**

Commerce implemented a 5-level multi-tier performance appraisal system. Managers received training on developing results-oriented performance plans. The multi-level performance management system provides a formal process for communicating organizational goals and individual performance expectations, identifying development needs, and improving individual and organizational performance.

- **New On-Line Training System**

The Department has selected a new Learning Management System (LMS) provider. The implementation process is in progress. Complete change over to new LMS is planned for the summer of 2007. The new LMS will have added functionality and incorporate expanded tracking and reporting capability for of all employees’ training. The new LMS will continue to provide one-stop access to over 1800 off-the-shelf and customized web-based training courses. Areas of study will include project management, information technology and computer software, leadership, procurement, and many others.

- **Implemented Commerce-wide SES All Hands Sessions**

The Deputy Secretary held an All Hands session for senior executive service (SES) employees in February 2007 to communicate the Department’s vision, challenges, and strategies for 2007. These SES All Hands sessions will continue to be held quarterly. Bureaus will also conduct All Hands sessions with their non-SES employees to communicate information from the Deputy Secretary’s meetings to all employees concerning the challenges, strategies, and goals to be addressed by the Department.

- **Challenges**

As we experience a retirement wave among Federal employees, Commerce must retain critical knowledge and skills while attracting new talent. The 2006 survey results confirm the Federal Government offers work experiences many employees value. As many senior leaders retire, the Federal Government also faces a challenge - and opportunity - to improve the effectiveness of the leadership corps across Government and take steps to retain the knowledge and skills of current Federal employees. The FHCS will continue to be an essential tool to support these efforts.

For more information, please contact Janice Guinyard, Director for Human Capital Strategy and Workforce Initiatives, Office of Human Resources Management, Office of the Secretary, via e-mail at JGuinyard@doc.gov