

Table 2

2009 Smithsonian Employee Perspective Survey
Federal and Trust Favorable Percentages and Comparison With 2008 SEPS and 2008 Federal Human Capital Survey (FHCS)

One of the twelve (12) most favorable or positive scores in a column excluding multi-unit leaders
 One of the twelve (12) least favorable or most negative scores in a column excluding multi-unit leaders

2009 SEPS Question	2009 Favorable Responses (2009 Formulation) (Only Valid Weighted % Strongly Agree plus % Agree)	2009 Favorable Responses (2008 Formulation) (Weighted % Strongly Agree plus % Agree) (Includes % Don't Know)	2009 Mean* (Using 2009 Formulation)	2009 SEPS Favorable Score minus 2008 SEPS Favorable Score (Using 2008 Formulation)	2009 SEPS Favorable Score minus 2008 FHCS Favorable Score (Using 2008 Formulation)	2009 Net Favorable Score (2009 Favorable Response % minus 2009 Unfavorable Response %) (Weighted % Strongly Disagree plus % Disagree) (2009 Formulation)	2008 Positive Responses (Weighted % Strongly Agree plus % Agree) (Includes % Don't Know)	2008 Federal Human Capital Survey Positive Responses (Includes % Don't Know)	Total Number of Responses (weighted)	Question Response Rate (% Answering Question) (Valid % Only)	Strongly Agree (Weighted %) (Valid % Only)	Agree (Weighted %) (Valid % Only)	Uncertain Whether to Disagree or Agree (Weighted %) (Valid % Only)	Disagree (Weighted %) (Valid % Only)	Strongly Disagree (Weighted %) (Valid % Only)	Do Not Know (Weighted %) (All Responses Excluding Not Applicable)
Job Satisfaction 1. Overall, I am satisfied with my job. (2008 FHCS # 61)	80%	80%	2.0	2%	11%	69%	78%	69%	2,304	99.7%	37%	43%	9%	8%	3%	1%
Job Satisfaction 2. My work gives me a feeling of personal accomplishment. (2008 FHCS # 5)	80%	80%	2.0	3%	6%	68%	77%	73%	2,302	99.6%	39%	41%	8%	9%	3%	0%
Job Satisfaction 3. I like the kind of work I do. (2008 FHCS # 6)	90%	90%	1.7	4%	6%	85%	86%	84%	2,302	99.8%	50%	40%	5%	3%	2%	0%
Job Satisfaction 4. The work I do is important to the Smithsonian. (2008 FHCS # 20)	92%	92%	1.5	1%	1%	90%	91%	91%	2,294	99.5%	59%	33%	5%	1%	1%	1%
Job Satisfaction 5. Overall, I am satisfied with my compensation. (2008 FHCS # 62)	59%	58%	2.6	6%	-2%	30%	52%	60%	2,294	99.7%	16%	42%	12%	20%	9%	0%
Job Satisfaction 6. My job makes good use of my knowledge and abilities. (2008 FHCS # 18)	74%	73%	2.1	3%	11%	57%	70%	62%	2,272	99.4%	34%	41%	9%	12%	5%	1%
Job Satisfaction 7. I am satisfied with my opportunity to get a better job in the Smithsonian. (2008 FHCS # 59)	41%	40%	3.0	2%	1%	5%	38%	39%	2,123	92.9%	12%	30%	22%	24%	13%	3%
Job Satisfaction 8. I would recommend the Smithsonian as a good place to work. (2008 FHCS # 8)	74%	74%	2.1	n.a.	8%	65%	n.a.	66%	2,267	99.3%	29%	45%	16%	6%	3%	1%
Job Satisfaction 9. Considering everything, I am satisfied with working for the Smithsonian. (2008 FHCS # 63)	81%	81%	1.9	n.a.	23%	74%	n.a.	58%	2,294	99.4%	35%	47%	11%	5%	2%	1%
SI Senior Leadership 1. I have a high level of respect for the Smithsonian's Secretary (G. Wayne Clough). (2008 FHCS # 37)	78%	70%	1.9	19%	18%	76%	51%	52%	2,089	90.9%	38%	40%	21%	1%	1%	10%
SI Senior Leadership 2. The Smithsonian's Secretary generates high levels of motivation and commitment in the workforce. (2008 FHCS # 38)	62%	56%	2.2	19%	16%	56%	37%	40%	2,073	90.2%	25%	38%	31%	5%	2%	10%
SI Senior Leadership 3. I am satisfied with the information I receive from the Smithsonian's senior leaders on what's going on in the Institution. (2008 FHCS # 56)	69%	67%	2.3	9%	19%	59%	58%	48%	2,201	96.6%	15%	54%	20%	8%	2%	4%

* The mean is calculated using 1="Strongly Agree," 2="Agree," 3="Uncertain," 4="Disagree," and 5="Strongly Disagree."

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SI Senior Leadership 4. I am satisfied with the policies and practices enacted by the Smithsonian's senior leaders (2008 FHCS # 58)	60%	56%	2.4	12%	14%	48%	44%	42%	2,141	93.9%	12%	48%	29%	9%	3%	6%
SI Senior Leadership 5. I am satisfied that I have received appropriate information, or can access appropriate information, about new policies and procedures of the Smithsonian.	74%	72%	2.2	n.a.	n.a.	65%	n.a.	n.a.	2,231	97.6%	17%	57%	18%	7%	2%	2%
SI Senior Leadership 6. The Regents are more open and transparent than they were before 2007.	53%	43%	2.4	n.a.	n.a.	45%	n.a.	n.a.	1,797	79.2%	14%	39%	39%	6%	2%	20%
SI Senior Leadership 7. I am satisfied with my opportunities to participate in the Smithsonian strategic planning process.	49%	45%	2.7	n.a.	n.a.	31%	n.a.	n.a.	2,025	89.2%	10%	39%	33%	13%	6%	8%
SI Senior Leadership 8. I am satisfied with the information that I received about the strategic planning process during 2009.	55%	51%	2.5	n.a.	n.a.	39%	n.a.	n.a.	2,093	92.3%	10%	45%	30%	11%	4%	6%
SI Senior Leadership 9. I am satisfied that the strategic planning process will identify specific initiatives to strengthen the Smithsonian in the future.	53%	48%	2.5	n.a.	n.a.	42%	n.a.	n.a.	2,042	89.8%	11%	42%	36%	8%	2%	9%
Multi-Level Reports 1. I have a high level of respect for the Under Secretary for History, Art, and Culture (Richard Kurin).	70%	63%	2.1	12%	n.a.	63%	51%	n.a.	456	89.9%	31%	39%	23%	5%	1%	9%
Multi-Level Reports 2. The Under Secretary of History, Art and Culture generates high levels of motivation and commitment in the workforce.	55%	48%	2.4	12%	n.a.	40%	36%	n.a.	443	87.0%	20%	34%	31%	13%	1%	12%
Multi-Level Reports 3. I have a high level of respect for the Acting Under Secretary for Science (Charles R. Alcock).	55%	42%	2.4	11%	n.a.	46%	31%	n.a.	491	72.1%	20%	36%	35%	7%	3%	24%
Multi-Level Reports 4. The Acting Under Secretary for Science generates high levels of motivation and commitment in the workforce.	36%	27%	2.8	8%	n.a.	16%	19%	n.a.	490	72.0%	9%	27%	44%	13%	7%	25%

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Multi-Level Reports 5. I have a high level of respect for the Under Secretary for Finance and Administration (Alison McNally).	58%	49%	2.3	12%	n.a.	53%	37%	n.a.	476	82.8%	17%	42%	36%	4%	2%	17%
Multi-Level Reports 6. The Under Secretary for Finance and Administration generates high levels of motivation and commitment in the workforce.	50%	41%	2.5	12%	n.a.	42%	30%	n.a.	465	81.4%	16%	35%	41%	5%	3%	18%
Multi-Level Reports 7. I have a high level of respect for the President of Smithsonian Enterprises (Tom Ott).	62%	56%	2.3	8%	n.a.	48%	48%	n.a.	177	89.4%	29%	33%	24%	11%	4%	10%
Multi-Level Reports 8. The President of Smithsonian Enterprises generates high levels of motivation and commitment in the workforce.	48%	45%	2.6	8%	n.a.	25%	36%	n.a.	182	91.9%	18%	30%	28%	15%	8%	8%
Multi-Level Reports 9. I have a high level of respect for the Chief Financial Officer (Alice Maroni).	59%	59%	2.5	10%	n.a.	31%	48%	n.a.	45	100.0%	29%	30%	14%	15%	12%	
Multi-Level Reports 10. The Chief Financial Officer generates high levels of motivation and commitment in the workforce.	45%	44%	2.9	15%	n.a.	8%	29%	n.a.	44	97.8%	23%	21%	18%	20%	17%	2%
Multi-Level Reports 11. I have a high level of respect for the Director of OFEO (Bruce Kendall).	48%	38%	2.4	-14%	n.a.	43%	51%	n.a.	304	74.1%	13%	35%	48%	4%	1%	22%
Multi-Level Reports 12. The Director of OFEO generates high levels of motivation and commitment in the workforce.	41%	34%	2.6	-10%	n.a.	31%	44%	n.a.	315	76.6%	13%	28%	48%	6%	5%	19%
Multi-Level Reports 13. I have a high level of respect for the Director of External Affairs (Virginia Clark).	79%	79%	1.9	-9%	n.a.	67%	88%	n.a.	46	100.0%	41%	38%	9%	10%	2%	
Multi-Level Reports 14. The Director of External Affairs generates high levels of motivation and commitment in the workforce.	53%	50%	2.6	-25%	n.a.	27%	75%	n.a.	44	95.7%	29%	24%	22%	13%	12%	5%

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Multi-Level Reports 15. I have a high level of respect for the Director of Communications (Evelyn Lieberman).	79%	72%	1.7	0%	n.a.	74%	72%	n.a.	25	100.0%	51%	28%	17%	4%	0%	9%
Multi-Level Reports 16. The Director of Communications generates high levels of motivation and commitment in the workforce.	75%	57%	1.9	8%	n.a.	64%	50%	n.a.	25	100.0%	50%	25%	14%	11%	0%	24%
SI-wide Work Environment 1. There is adequate communication across units in the Smithsonian.	30%	29%	3.3	3%	n.a.	-17%	26%	n.a.	2,191	96.1%	4%	26%	22%	34%	14%	4%
SI-wide Work Environment 2. There is adequate cooperation across units in the Smithsonian.	30%	29%	3.2	3%	n.a.	-13%	26%	n.a.	2,173	95.5%	4%	26%	26%	31%	13%	5%
SI-wide Work Environment 3. Smithsonian leaders and managers promote communication and cooperation across units in the Smithsonian. (2008 FHCS # 52)	34%	32%	3.1	3%	-22%	-2%	29%	55%	2,129	94.3%	4%	30%	30%	26%	10%	6%
SI-wide Work Environment 4. Smithsonian policies and programs promote diversity in the workplace. (2008 FHCS # 35)	66%	64%	2.4	n.a.	4%	51%	n.a.	60%	2,164	95.7%	14%	52%	19%	8%	6%	4%
SI-wide Work Environment 5. I know how my work relates to the Smithsonian's goals and priorities. (2008 FHCS # 19)	85%	83%	2.0	3%	-1%	79%	80%	84%	2,232	98.7%	27%	57%	10%	5%	1%	1%
SI-wide Work Environment 6. I am satisfied with work-life programs (for example, health and wellness, employee assistance, and support groups). (2008 FHCS # 72)	68%	64%	2.4	n.a.	36%	55%	n.a.	29%	2,054	91.8%	15%	53%	18%	11%	3%	6%
SI-wide Work Environment 7. I am satisfied with the services provided by the Office of the Chief Information Officer (OCIO).	64%	58%	2.4	n.a.	n.a.	53%	n.a.	n.a.	2,016	90.2%	14%	50%	25%	8%	3%	9%
SI-wide Work Environment 8. I am satisfied with the services provided by the Office of the Facilities Management and Reliability (OFMR).	61%	56%	2.3	n.a.	n.a.	47%	n.a.	n.a.	1,947	87.0%	13%	49%	25%	10%	4%	9%

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SI-wide Work Environment 9. I am satisfied with the services provided by the Office of Protection Services (OPS).	68%	64%	2.3	n.a.	n.a.	54%	n.a.	n.a.	2,023	90.5%	17%	51%	18%	10%	4%	7%
SI-wide Work Environment 10. I am satisfied with the services provided by the Office of Safety, Health Environmental Management (OSHEM).	67%	61%	2.3	n.a.	n.a.	57%	n.a.	n.a.	1,989	88.7%	13%	53%	23%	7%	3%	8%
SI-wide Work Environment 11. I am satisfied with the services provided by the Office of Public Affairs (OPA).	54%	46%	2.5	n.a.	n.a.	43%	n.a.	n.a.	1,845	82.4%	9%	45%	35%	7%	3%	14%
SI-wide Work Environment 12. I am satisfied with the services provided by the Office of Special Events and Protocol (OSEP).	56%	46%	2.4	n.a.	n.a.	50%	n.a.	n.a.	1,618	72.3%	10%	46%	37%	5%	2%	18%
SI-wide Work Environment 13. I am satisfied with the services provided by the Office of Human Resources (OHR).	56%	54%	2.7	n.a.	n.a.	31%	n.a.	n.a.	2,136	95.4%	10%	46%	18%	17%	9%	4%
SI-wide Work Environment 14. I am satisfied with the services provided by the Office of Contracting (OCon).	51%	43%	2.6	n.a.	n.a.	35%	n.a.	n.a.	1,752	78.4%	10%	41%	33%	12%	4%	16%
SI-wide Work Environment 15. I am satisfied with the services provided by the Office of Planning Management and the Budget (OPMB).	42%	32%	2.6	n.a.	n.a.	32%	n.a.	n.a.	1,502	67.4%	8%	34%	47%	8%	2%	24%
SI-wide Work Environment 16. I am satisfied with the services provided by the Office of the Comptroller (OC).	46%	35%	2.6	n.a.	n.a.	38%	n.a.	n.a.	1,526	68.7%	8%	38%	46%	6%	2%	23%
SI-wide Work Environment 17. I am satisfied with the services provided by the Office of Development (OD).	38%	30%	2.7	n.a.	n.a.	24%	n.a.	n.a.	1,584	71.1%	6%	32%	47%	11%	4%	21%
SI-wide Work Environment 18. I am satisfied with the services provided by the Visitor Information and Associates' Reception Center (VIARC).	68%	57%	2.2	n.a.	n.a.	63%	n.a.	n.a.	1,658	74.8%	14%	54%	27%	4%	2%	16%

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SI-wide Work Environment 19. I am satisfied with the services provided by the Office of Equal Employment and Minority Affairs (OEEMA).	55%	45%	2.5	n.a.	n.a.	47%	n.a.	n.a.	1,634	73.6%	10%	45%	36%	6%	3%	18%
SI-wide Work Environment 20. I am satisfied with the services provided by the Office of Policy and Analysis (OP&A).	47%	35%	2.5	n.a.	n.a.	40%	n.a.	n.a.	1,495	67.4%	8%	39%	46%	5%	2%	24%
SI-wide Work Environment 21. I am satisfied with the services provided by the Smithsonian Institution Libraries (SIL).	73%	62%	2.1	n.a.	n.a.	70%	n.a.	n.a.	1,763	79.2%	22%	51%	24%	2%	1%	15%
SI-wide Work Environment 22. I am satisfied with the services provided by the Office of General Counsel (OGC).	58%	47%	2.4	n.a.	n.a.	52%	n.a.	n.a.	1,685	75.9%	12%	46%	36%	4%	2%	19%
SI-wide Work Environment 23. I am satisfied with the services provided by the Office of Fellowships (OF).	53%	40%	2.4	n.a.	n.a.	49%	n.a.	n.a.	1,445	65.3%	13%	40%	43%	3%	1%	25%
SI-wide Work Environment 24. I am satisfied with the services provided by the Office of Inspector General (OIG).	49%	37%	2.5	n.a.	n.a.	41%	n.a.	n.a.	1,503	67.9%	8%	41%	44%	5%	2%	24%
SI-wide Work Environment 25. I am satisfied with the services provided by the Smithsonian Enterprises (SE).	40%	33%	2.8	n.a.	n.a.	18%	n.a.	n.a.	1,688	76.3%	8%	33%	37%	14%	8%	18%
Unit 1. I have a high level of respect for my Unit's Director.	68%	67%	2.2	3%	n.a.	51%	64%	n.a.	2,109	97.6%	33%	36%	15%	10%	7%	2%
Unit 2. My Unit's Director generates high levels of motivation and commitment in the workforce.	57%	55%	2.5	2%	n.a.	32%	53%	n.a.	2,099	97.3%	26%	30%	19%	15%	10%	2%
Unit 3. My Unit's Director reviews and evaluates the Unit's progress toward meeting its goals and objectives. (2008 FHCS # 41)	67%	63%	2.3	3%	5%	53%	60%	58%	1,997	93.1%	24%	43%	19%	8%	6%	6%
Unit 4. My Unit's Director communicates the goals and priorities of the Smithsonian. (2008 FHCS #40)	67%	65%	2.3	2%	5%	52%	63%	60%	2,057	95.9%	25%	43%	17%	10%	6%	4%

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Unit 5. My Unit's Director communicates the goals and priorities of our Unit. (2008 FHCS #40)	67%	65%	2.3	1%	5%	50%	64%	60%	2,085	96.9%	25%	41%	16%	10%	7%	3%
Unit 6. I am satisfied with the information I receive from my Unit's Director on what's going on in the Unit. (2008 FHCS # 56)	61%	60%	2.5	5%	12%	39%	56%	48%	2,094	98.0%	22%	39%	16%	15%	8%	1%
Unit 7. I am satisfied with the policies and practices enacted by my Unit's Director (as distinguished from SI and Federal policies and practices). (2008 FHCS # 58)	57%	55%	2.5	3%	13%	37%	52%	42%	2,038	95.2%	19%	39%	22%	12%	8%	4%
Unit 8. Grade promotions in my Unit are based on merit. (2008 FHCS # 22)	41%	36%	3.0	2%	1%	7%	34%	35%	1,838	85.9%	12%	29%	26%	16%	17%	12%
Unit 9. Creativity and innovation are generally rewarded in my Unit. (2008 FHCS # 26)	48%	46%	2.8	6%	6%	16%	40%	40%	2,032	95.4%	14%	34%	20%	18%	14%	5%
Unit 10. In my Unit, positive and negative individual performances are recognized in a meaningful way. (2008 FHCS # 29)	43%	40%	3.0	2%	9%	7%	38%	31%	1,991	93.3%	11%	32%	22%	21%	15%	6%
Unit 11. Individual pay raises (excluding cost of living adjustments (COLA)) depend on how well individual employees perform their jobs. (2008 FHCS # 27)	37%	33%	3.1	4%	7%	-2%	29%	26%	1,834	86.1%	9%	28%	24%	21%	18%	12%
Unit 12. Employees who provide high quality services and products to customers (visitors, researchers, funding sources, other employees, etc.) are rewarded in meaningful ways. (2008 FHCS # 25)	41%	37%	3.0	7%	-9%	5%	30%	46%	1,917	90.2%	10%	30%	24%	22%	14%	9%
Unit 13. In my Unit, employees are protected from health and safety hazards on the job. (2008 FHCS #42)	81%	79%	2.0	-1%	3%	73%	80%	76%	2,085	97.8%	27%	53%	12%	5%	2%	1%
Unit 14. My Unit's employees have a feeling of personal empowerment with respect to work processes. (2008 FHCS # 24)	50%	48%	2.8	0%	4%	21%	48%	44%	2,038	96.0%	14%	36%	22%	17%	11%	4%

Table 2 (continued)

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2009 SEPS Question	2009 Favorable Responses (2009 Formulation) (Only Valid Weighted % Strongly Agree plus % Agree)	2009 Favorable Responses (2008 Formulation) (Weighted % Strongly Agree plus % Agree) (Includes % Don't Know)	2009 Mean (Using 2009 Formulation)	2009 SEPS Favorable Score minus 2008 SEPS Favorable Score	2009 SEPS Favorable Score minus 2008 FHCS Favorable Score	2009 Net Favorable Score (2009 Favorable Response % minus 2009 Unfavorable Response %) (Weighted % Strongly Disagree plus % Disagree) (2009 Formulation)	2008 Positive Responses (Weighted % Strongly Agree plus % Agree) (Includes % Don't Know)	2008 Federal Human Capital Survey Positive Responses (Includes % Don't Know)	Total Number of Responses (weighted)	Question Response Rate (% Answering Question) (Valid % Only)	Strongly Agree (Weighted %) (Valid % Only)	Agree (Weighted %) (Valid % Only)	Uncertain Whether to Agree or Disagree (Weighted %) (Valid % Only)	Disagree (Weighted %) (Valid % Only)	Strongly Disagree (Weighted %) (Valid % Only)	Do Not Know (Weighted %) (All Responses Excluding Not Applicable)
Unit 15. My Unit has prepared employees for potential security threats. (2008 FHCS #43)	62%	58%	2.4	-2%	-16%	45%	60%	74%	1,997	93.8%	17%	44%	21%	11%	6%	6%
Unit 17. Recognition and awards (monetary or non-monetary) in my Unit depend on how well employees perform their jobs. (2008 FHCS # 28)	50%	47%	2.8	4%	5%	18%	42%	41%	1,853	92.2%	12%	37%	19%	18%	13%	6%
Unit 18. I am given a real opportunity to improve my skills in my Unit. (2008 FHCS # 2)	61%	61%	2.5	3%	-3%	38%	58%	64%	1,986	98.7%	18%	44%	16%	13%	10%	0%
Unit 19. Managers promote communication among different work units (for example, about projects, goals, and needed resources). (2008 FHCS # 52)	54%	53%	2.7	3%	-1%	27%	50%	55%	1,965	97.7%	14%	40%	19%	17%	10%	2%
Unit 20. There is adequate cooperation and communication across divisions and departments within my Unit.	46%	45%	2.9	4%	n.a.	11%	41%	n.a.	1,951	97.8%	10%	36%	19%	23%	11%	2%
Unit 21. Differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability) are respected and valued by employees within my Unit.	76%	75%	2.2	2%	n.a.	65%	73%	n.a.	1,964	98.2%	24%	51%	13%	6%	5%	1%
Unit 22. I know how my work relates to my Unit's goals and priorities. (2008 FHCS # 19)	85%	85%	1.9	3%	1%	79%	82%	84%	1,986	99.3%	32%	53%	8%	4%	2%	0%
Unit 23. I would recommend my unit as a good place to work. (2008 FHCS # 8)	67%	66%	2.3	n.a.	1%	51%	n.a.	66%	1,983	99.1%	24%	42%	17%	9%	7%	1%
Supervisor 1. I can be honest and talk freely to my supervisor.	75%	74%	2.1	-3%	n.a.	58%	77%	n.a.	1,993	99.5%	41%	34%	9%	9%	7%	0%
Supervisor 2. I have trust and confidence in my supervisor. (2008 FHCS # 7)	67%	66%	2.2	-2%	2%	48%	68%	64%	1,991	99.4%	37%	30%	14%	10%	9%	0%
Supervisor 3. Overall, my immediate supervisor is an effective supervisor. (2008 FHCS # 9)	67%	67%	2.3	-1%	1%	48%	68%	66%	1,984	99.1%	31%	36%	14%	11%	8%	1%

Table 2 (continued)

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2009 SEPS Question	2009 Favorable Responses (2009 Formulation) (Only Valid Weighted % Strongly Agree plus % Agree)	2009 Favorable Responses (2008 Formulation) (Weighted % Strongly Agree plus % Agree) (Includes % Don't Know)	2009 Mean (Using 2009 Formulation)	2009 SEPS Favorable Score minus 2008 SEPS Favorable Score	2009 SEPS Favorable Score minus 2008 FHCS Favorable Score	2009 Net Favorable Score (2009 Favorable Response % minus 2009 Unfavorable Response %) (Weighted % Strongly Disagree plus % Disagree) (2009 Formulation)	2008 Positive Responses (Weighted % Strongly Agree plus % Agree) (Includes % Don't Know)	2008 Federal Human Capital Survey Positive Responses (Includes % Don't Know)	Total Number of Responses (weighted)	Question Response Rate (% Answering Question) (Valid % Only)	Strongly Agree (Weighted %) (Valid % Only)	Agree (Weighted %) (Valid % Only)	Uncertain Whether to Disagree or Agree (Weighted %) (Valid % Only)	Disagree (Weighted %) (Valid % Only)	Strongly Disagree (Weighted %) (Valid % Only)	Do Not Know (Weighted %) (All Responses Excluding Not Applicable)
Supervisor 4. My supervisor gives me ample time and encourages me to participate in job enrichment opportunities (seminars, on- and off-site training opportunities).	70%	69%	2.2	3%	n.a.	52%	66%	n.a.	1,947	97.5%	32%	37%	13%	11%	6%	1%
Supervisor 5. My supervisor regularly evaluates my training needs for my present job. (2008 FHCS #	55%	54%	2.6	2%	1%	30%	52%	53%	1,899	95.1%	22%	33%	20%	17%	8%	2%
Supervisor 6. My supervisor takes steps to address a poor performer who cannot or will not improve. (2008 FHCS # 23)	53%	47%	2.6	-1%	18%	29%	48%	30%	1,676	84.2%	16%	37%	24%	14%	10%	10%
Supervisor 7. Discussions with my supervisor about my performance are worthwhile. (2008 FHCS # 31)	67%	66%	2.3	0%	10%	50%	66%	56%	1,948	97.6%	26%	41%	15%	11%	7%	2%
Supervisor 8. My supervisor works well with employees of diverse backgrounds. 2008 FHCS # 36)	78%	76%	2.0	-4%	10%	68%	79%	65%	1,927	96.5%	37%	41%	13%	4%	5%	2%
Supervisor 9. My supervisor respects and values differences among individuals (for example, gender, race, national origin, religion, age, cultural background, disability).	82%	80%	1.9	1%	n.a.	75%	79%	n.a.	1,918	96.8%	39%	44%	10%	4%	4%	2%
Supervisor 10. My supervisor is committed to a workforce representative of all segments of society. (2008 FHCS # 34)	74%	69%	2.0	3%	12%	66%	66%	57%	1,803	91.0%	34%	40%	19%	4%	4%	7%
Supervisor 11. My supervisor supports my need to balance work and family issues. (2008 FHCS # 12)	81%	80%	1.9	0%	5%	72%	79%	75%	1,926	96.6%	41%	39%	10%	5%	4%	1%
Supervisor 12. My supervisor recognizes and acknowledges my positive work contributions. (2008 FHCS # 57)	78%	77%	2.0	0%	27%	65%	77%	50%	1,970	99.3%	36%	42%	10%	7%	5%	1%
Supervisor 13. My supervisor treats all employees fairly in making work assignments.	68%	66%	2.3	-1%	n.a.	49%	67%	n.a.	1,889	95.2%	29%	39%	13%	11%	8%	3%

Table 2 (continued)

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Supervisor 14. My supervisor resolves problems and follows up to make sure that solutions are working.	64%	63%	2.4	-1%	n.a.	44%	64%	n.a.	1,939	97.9%	27%	37%	17%	11%	8%	1%
Supervisor 15. My supervisor communicates plans and work assignments clearly.	70%	70%	2.3	0%	n.a.	54%	70%	n.a.	1,935	98.5%	26%	45%	13%	10%	7%	0%
Supervisor 16. My supervisor provides constructive suggestions to improve my job performance. (2008 FHCS # 48)	68%	67%	2.3	2%	9%	50%	65%	58%	1,919	97.7%	25%	43%	15%	11%	6%	1%
Supervisor 17. My supervisor provides employee with opportunities to demonstrate their leadership skills. (2008 FHCS # 13)	68%	67%	2.3	n.a.	6%	52%	n.a.	61%	2,000	96.8%	26%	42%	16%	9%	7%	2%
Supervisor 18. My supervisor resolves complaints, disputes, or grievances fairly. (2008 FHCS # 44)	65%	60%	2.3	n.a.	21%	49%	n.a.	39%	1,896	91.2%	24%	41%	19%	9%	7%	7%
Supervisor 19. My supervisor supports employee development. (2008 FHCS # 49)	73%	71%	2.1	n.a.	7%	61%	n.a.	65%	2,026	97.3%	30%	43%	15%	7%	5%	2%
Immediate Work Environment 1. I am fully satisfied with my opportunity to participate in preparing my annual performance plan.	75%	74%	2.1	6%	n.a.	64%	67%	n.a.	2,006	96.9%	29%	46%	14%	7%	4%	2%
Immediate Work Environment 2. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully successful, Outstanding, etc.). (2008 FHCS # 32)	79%	78%	2.1	5%	13%	69%	73%	64%	1,977	95.5%	31%	49%	11%	6%	4%	2%
Immediate Work Environment 3. My performance appraisal is a fair reflection of my performance. (2008 FHCS # 30)	73%	71%	2.2	7%	8%	59%	64%	63%	1,962	95.0%	27%	46%	13%	9%	5%	3%
Immediate Work Environment 4. My workload is reasonable. (2008 FHCS # 17)	67%	67%	2.4	3%	7%	48%	64%	60%	2,052	99.5%	16%	51%	13%	12%	7%	0%
Immediate Work Environment 5. I am satisfied with my involvement in decisions that affect my work.	66%	66%	2.4	3%	12%	46%	63%	53%	2,050	99.5%	22%	44%	14%	13%	7%	0%

Table 2 (continued)

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Immediate Work Environment 6. I am satisfied with my choices of Smithsonian provided training to improve my performance in my present job. (2008 FHCS # 64)	57%	55%	2.6	3%	0%	34%	52%	55%	1,885	91.7%	15%	41%	20%	17%	6%	3%
Immediate Work Environment 7. I am satisfied with the quality of Smithsonian provided training to improve my performance in my present job. (2008 FHCS # 64)	59%	57%	2.5	8%	1%	40%	48%	55%	1,591	89.5%	15%	43%	22%	14%	5%	4%
Immediate Work Environment 8. I am encouraged to achieve positive results. (2008 FHCS # 33)	82%	82%	2.0	3%	0%	75%	79%	82%	2,040	99.3%	31%	51%	10%	4%	3%	1%
Immediate Work Environment 9. The people in my immediate work unit cooperate to get the job done. (2008 FHCS # 1)	79%	79%	2.0	-1%	-5%	67%	79%	84%	2,033	99.2%	33%	46%	9%	9%	3%	1%
Immediate Work Environment 10. My immediate work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (2008 FHCS # 11)	82%	82%	1.9	0%	8%	74%	82%	74%	2,032	99.3%	34%	48%	10%	5%	3%	1%
Immediate Work Environment 11. My immediate work unit is able to recruit people with the right skills. (2008 FHCS # 14)	63%	61%	2.4	6%	16%	45%	56%	45%	1,930	94.4%	22%	41%	18%	11%	8%	3%
Immediate Work Environment 12. I know how my immediate work unit's work relates to my Unit's goals and priorities.	85%	84%	1.9	1%	n.a.	80%	83%	n.a.	2,005	98.6%	33%	52%	11%	3%	2%	1%
Immediate Work Environment 13. Physical conditions (such as, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (2008 FHCS # 21)	73%	73%	2.3	3%	5%	56%	70%	67%	2,028	99.4%	22%	50%	10%	11%	6%	0%

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Immediate Work Environment 14. I have enough information to do my job well. (2008 FHCS # 3)	79%	79%	2.1	n.a.	6%	71%	n.a.	73%	2,031	99.5%	27%	53%	12%	6%	3%	0%
Immediate Work Environment 15. I feel encouraged to come up with new and better ways of doing things. (2008 FHCS # 4)	71%	71%	2.2	n.a.	10%	56%	n.a.	61%	2,022	99.3%	28%	43%	14%	9%	6%	0%
Immediate Work Environment 16. I have sufficient resources to get my job done (for example, people, materials, budget, etc.). (2008 FHCS # 16)	53%	53%	2.8	n.a.	2%	21%	n.a.	51%	2,036	99.7%	14%	39%	15%	20%	12%	0%
Immediate Work Environment 17. Employees in my immediate work unit share job knowledge with each other. (2008 FHCS # 53)	78%	77%	2.1	n.a.	2%	65%	n.a.	75%	2,031	99.5%	29%	49%	10%	9%	4%	0%