



Department of Commerce Personnel Demonstration Project Implementation Phase Survey

Purpose: The Department of Commerce Personnel Demonstration Project was implemented in March 1998. The goals of the Demonstration Project are to improve workforce performance and promote mission accomplishment through changes in human resources management systems. The purpose of this survey is to identify current employee attitudes and perceptions about work environments since the beginning of the project. The survey is being distributed to all employees in participating organizations, as well as to a group of employees in nonparticipating organizations who serve as a comparison group. The results of this survey will be compared to a previous baseline survey to assess the difference between employee opinions of the previous personnel system and their opinions of the Demonstration Project interventions.

Please complete all relevant sections of this survey. Note that some items and sections may not apply to you, so be sure to read the instructions for each section carefully.

We appreciate your help in providing these important data. When you have completed the survey, place it in the stamped envelope provided, and mail it to Booz-Allen & Hamilton for processing. We would appreciate it if you would **return the survey by April 26, 1999**. The address is:

Booz-Allen & Hamilton
Attn: Rose Rice
8283 Greensboro Dr.
McLean, VA 22102-3838

The Importance of Your Response: Your response will help gauge the effectiveness of the human resources changes which have been implemented, and whether the changes are meeting the objectives of the Demonstration Project.

Instructions: Please answer all questions based on your current understanding and opinions. For all items where your response requires you to fill in the circles, your careful observance of these few simple rules will be most appreciated:

- **Use only a soft, black-lead pencil (No. 2 works best).**
- **Make heavy black marks that fill the circle.**
- **Cleanly erase or cross out any answer you wish to change.**
- **Make no stray markings of any kind. Written responses must be confined to the limits of the boxes provided.**

CONFIDENTIALITY - All of your responses are strictly confidential. We do ask for some information about your job for the purpose of making statistical comparisons. Individual responses will not be seen by anyone within your organization. All results will be reported in terms of trends and overall findings.

PRIVACY ACT STATEMENT - Solicitation of this information is authorized by Section 4702 of Title 5, U.S. Code, which requires the Office of Personnel Management to establish and maintain research programs to improve Federal personnel management. The information will only be used to prepare aggregate statistical reports of all responses received. Furnishing this information is voluntary. While we need your input and urge your cooperation, declining to respond will have no effect on you.

Department of Commerce Demonstration Project Survey

BACKGROUND INFORMATION

The background information you voluntarily provide is not collected to identify individuals, but mainly to help assure our sample is representative of the Department of Commerce.

- 1. What is your gender?**
 - Male
 - Female
- 2. What is your ethnic identity?**
 - Native American
 - Eskimo (Alaska)
 - Aleut (Alaska)
 - Asian or Pacific Islander
 - African-American
 - Caucasian
 - Other (please specify) _____
- 3. Are you of:**
 - Hispanic origin
 - Non-Hispanic origin
- 4. What is your employment status?**
 - Full time
 - Part time
 - Seasonal
 - Other
- 5. What is your pay category?**
 - GS/GM
 - ST/SL-3104 (Senior Level Scientist)
 - SES
 - Demonstration Project Career Paths (ZA, ZP, ZS, ZT)
- 6. To what age category do you belong?**
 - Under 20
 - 20 to 29
 - 30 to 39
 - 40 to 49
 - 50 to 55
 - Over 55
- 7. What is your highest level of education completed?**
 - Elementary school (grades 1-8)
 - Some high school or some technical training
 - Graduated from high school or GED (General Equivalency Diploma)
 - High school diploma plus technical training or apprenticeship
 - Some college
 - 2-year associate degree
 - Graduated from college (B.A., B.S., or other bachelor's degree)
 - Some graduate school
 - Master's degree
 - Doctorate degree (Ph.D., M.D., J.D., Ed.D., etc.)
- 8. Are you receiving veterans preference (must be a veteran who was separated from active duty in the Armed Forces with an honorable or general discharge)?**
 - Yes
 - No
- 9. Are you a bargaining unit employee?**
 - Yes
 - No
- 10. What is your supervisory status?**
 - Non-supervisory worker
 - Team leader
 - First-line supervisor (give performance appraisals)
 - Manager (you supervise at least 1 supervisor)

Department of Commerce Demonstration Project Survey

11. Which specific category of work best describes the work you do? (select one)

- Engineering
- Science
- Mathematics/Statistics
- Computing
- Economics
- Engineering Technician
- Biology Technician
- Electronics Technician
- Physical Science Technician
- Meteorological Technician
- Statistical Assistant
- Personnel
- Finance
- General Administrative
- Management Analysis
- Legal
- General Business
- Accounting
- General Clerical
- Secretary
- Office Automation
- Computer Clerk/Assistant
- Program Assistant
- Other

12. What is your work location/duty station?

- Alaska
- California
- Colorado
- Florida
- Hawaii
- Idaho
- Maryland
- Massachusetts
- Mississippi
- Nevada
- New Jersey
- North Carolina
- Oklahoma
- Oregon
- Tennessee
- Virginia
- Washington
- Washington, DC
- Other

13. How many total years of experience have you had in each of the following employment sectors?

TOTAL years of ALL experience including years of teaching and military service, but EXCLUDING time as a student.

Department of Commerce Years:	Civilian Government Years (including DoC years):	Active Duty Military Years:	Private Sector Years:	Total Years of Experience:
<input type="radio"/> Less than a year	<input type="radio"/> Less than a year	<input type="radio"/> None	<input type="radio"/> None	<input type="radio"/> None
<input type="radio"/> 1-2 years	<input type="radio"/> 1-2 years	<input type="radio"/> Less than a year	<input type="radio"/> Less than a year	<input type="radio"/> Less than a year
<input type="radio"/> 3-5 years	<input type="radio"/> 3-5 years	<input type="radio"/> 1-2 years	<input type="radio"/> 1-2 years	<input type="radio"/> 1-2 years
<input type="radio"/> 6-8 years	<input type="radio"/> 6-8 years	<input type="radio"/> 3-5 years	<input type="radio"/> 3-5 years	<input type="radio"/> 3-5 years
<input type="radio"/> 9-10 years	<input type="radio"/> 9-10 years	<input type="radio"/> 6-8 years	<input type="radio"/> 6-8 years	<input type="radio"/> 6-8 years
<input type="radio"/> 11-15 years	<input type="radio"/> 11-15 years	<input type="radio"/> 9-10 years	<input type="radio"/> 9-10 years	<input type="radio"/> 9-10 years
<input type="radio"/> 16 years or more	<input type="radio"/> 16 years or more	<input type="radio"/> 11-15 years	<input type="radio"/> 11-15 years	<input type="radio"/> 11-15 years
		<input type="radio"/> 16 years or more	<input type="radio"/> 16 years or more	<input type="radio"/> 16 years or more

14. Prior to working for DoC, how many years of experience did you have in your current field?

- Less than a year
- 1-2 years
- 3-5 years
- 6-8 years
- 9-10 years
- 11-15 years
- 16 years or more

Department of Commerce Demonstration Project Survey

15. What is your organizational unit?

Technology Administration

- Office of the Under Secretary for Technology
- Office of Technology Policy

Economics and Statistics Administration

- Headquarters, Economics and Statistics Administration
- Bureau of Economic Analysis

Institute for Telecommunication Sciences

- Institute for Telecommunication Sciences

National Oceanic and Atmospheric Administration

Office of Oceanic and Atmospheric Research

- Assistant Administrator/ Headquarters
- Environmental Research Laboratory/ Headquarters
- Aeronomy Laboratory
- Air Resources Laboratory
- Atlantic Oceanic and Meteorology Laboratory
- Climate Diagnostic Center
- Climate Monitoring and Diagnostics Laboratory
- Environmental Technology Laboratory
- Forecast Systems Laboratory
- Geophysical Fluid Dynamics Laboratory
- Great Lakes Environmental Research Laboratory
- National Severe Storms Laboratory
- Pacific Marine Environmental Laboratory
- Space Environmental Laboratory

National Environmental Satellite, Data, and Information Service

- Assistant Administrator/Headquarters
- Office of Satellite Operations
- Office of Satellite Data Processing and Distribution
- Office of Research and Applications
- Office of Systems Development
- National Climatic Data Center
- National Oceanographic Data Center
- National Geophysical Data Center
- Wallops Island CDA Station

National Marine Fisheries Service

- Headquarters
- Alaska Region
- Northeast Region
- Northwest Region
- Southeast Region
- Southwest Region
- AK Science Center
- NE Science Center
- SE Science Center
- NW Science Center
- SW Science Center

COMPARISON GROUP ONLY (GS/GM, ST/SL-3104, SES)	DEMONSTRATION GROUP ONLY (ZA, ZP, ZS, ZT)
<p>16. What is your general category of work?</p> <p> <input type="radio"/> Professional <input type="radio"/> Administrative <input type="radio"/> Technical <input type="radio"/> Clerical <input type="radio"/> Other </p>	<p>20. What is your general category of work?</p> <p> <input type="radio"/> Scientific and Engineering (ZP) <input type="radio"/> Scientific and Engineering Technician (ZT) <input type="radio"/> Administrative (ZA) <input type="radio"/> Support (ZS) </p>
<p>17. What is your pay grade?</p> <p> <input type="radio"/> 1 <input type="radio"/> 5 <input type="radio"/> 9 <input type="radio"/> 13 <input type="radio"/> 2 <input type="radio"/> 6 <input type="radio"/> 10 <input type="radio"/> 14 <input type="radio"/> 3 <input type="radio"/> 7 <input type="radio"/> 11 <input type="radio"/> 15 <input type="radio"/> 4 <input type="radio"/> 8 <input type="radio"/> 12 </p>	<p>21. What is your pay band?</p> <p> <input type="radio"/> Band I <input type="radio"/> Band IV <input type="radio"/> Band II <input type="radio"/> Band V <input type="radio"/> Band III </p>
<p>18. What is your current step within your pay grade?</p> <p> <input type="radio"/> Step 1-4 <input type="radio"/> Step 5-7 <input type="radio"/> Step 8-10 </p>	
<p>19. Are you at the salary ceiling (cap) at step 10 of your grade?</p> <p> <input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> I don't know </p>	

Department of Commerce Demonstration Project Survey

CAREER PROGRESSION

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

22. The position description for my job is clear and accurate _____
23. The current job classification system at my organization has limited my career progression _____
24. The current job classification system at my organization has enhanced my career progression _____
25. I am satisfied with my chances of getting a promotion _____
26. In my organization, jobs are classified fairly and accurately _____
27. All in all, I am satisfied with the position classifications used in my organization _____

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
22. The position description for my job is clear and accurate _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. The current job classification system at my organization has limited my career progression _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. The current job classification system at my organization has enhanced my career progression _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. I am satisfied with my chances of getting a promotion _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. In my organization, jobs are classified fairly and accurately _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. All in all, I am satisfied with the position classifications used in my organization _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

PERFORMANCE APPRAISAL

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

28. On my job I know exactly what is expected of me _____
29. My supervisor gives me adequate information on how well I am performing _____
30. I understand the performance appraisal system currently being used _____
31. It is important for me to know where I rank among my co-workers _____
32. My supervisor tends to inflate the performance ratings of the employees he/she supervises _____
33. My supervisor tends to deflate the performance ratings of the employees he/she supervises _____
34. My performance rating represents a fair and accurate picture of my actual performance _____
35. My performance appraisal takes into account the most important parts of my job _____
36. My supervisor and I agree on what "good performance" on my job means _____
37. My supervisor evaluates my performance on things not related to my job _____

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
28. On my job I know exactly what is expected of me _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. My supervisor gives me adequate information on how well I am performing _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. I understand the performance appraisal system currently being used _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. It is important for me to know where I rank among my co-workers _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. My supervisor tends to <u>inflate</u> the performance ratings of the employees he/she supervises _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. My supervisor tends to <u>deflate</u> the performance ratings of the employees he/she supervises _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. My performance rating represents a fair and accurate picture of my actual performance _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. My performance appraisal takes into account the most important parts of my job _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. My supervisor and I agree on what "good performance" on my job means _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. My supervisor evaluates my performance on things not related to my job _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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38. How often do you receive feedback from your supervisor that helps you to improve your performance?
 Never Rarely Sometimes Often Always

39. What information did you receive about your performance during your last performance review?
 (Mark one circle for each of the following items)

39a. Did you receive a numerical rating ?
 Yes No

39b. Did you receive an adjective rating ?
 Yes No

39c. Did you receive an explanation/discussion?
 Yes No

40. What was your last performance appraisal rating?

<p>COMPARISON GROUP ONLY (check one):</p> <ul style="list-style-type: none"> <input type="radio"/> Outstanding (460-500 points total) <input type="radio"/> Commendable (380-459 points total) <input type="radio"/> Fully Successful (290-379 total) <input type="radio"/> Marginal (200-289 total) <input type="radio"/> Unacceptable (100-199 total) <p>NOAA Only:</p> <ul style="list-style-type: none"> <input type="radio"/> Meets/Exceeds <input type="radio"/> Unsatisfactory 	<p>DEMONSTRATION GROUP ONLY:</p> <ul style="list-style-type: none"> <input type="radio"/> Unsatisfactory <input type="radio"/> Eligible (40-100 points total)
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PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

- 41. Under the present system, financial rewards are seldom related to employee performance _____
- 42. I understand how pay raises are given in my organization _____
- 43. Pay raises depend on how well you perform _____
- 44. I understand how awards are given in my organization _____
- 45. Cash awards depend on how well you perform _____
- 46. Bonuses for performance are awarded equitably _____

	Strongly agree																									
	Agree																									
	Neither disagree nor agree																									
	Disagree																									
	Strongly disagree																									
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%; border-right: 1px solid black; height: 20px;"></td> <td style="width: 20%; border-right: 1px solid black; height: 20px;"></td> <td style="width: 20%; border-right: 1px solid black; height: 20px;"></td> <td style="width: 20%; border-right: 1px solid black; height: 20px;"></td> <td style="width: 20%; height: 20px;"></td> </tr> <tr> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="height: 20px;"></td> </tr> <tr> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="height: 20px;"></td> </tr> <tr> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="height: 20px;"></td> </tr> <tr> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="border-right: 1px solid black; height: 20px;"></td> <td style="height: 20px;"></td> </tr> </table>																									

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EMPLOYEE RETENTION

DEMONSTRATION GROUP ONLY

47. Have you received a retention payment since March 1998?

- Yes → GO TO QUESTION # 48
- No → GO TO QUESTION # 49

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

- 48. My retention payment was a strong incentive for me to remain within my unit -----
- 49. Giving a retention payment (extra money to keep an employee with critical skills from leaving) is fair-----
- 50. Current efforts toward employee retention have produced a higher quality, higher performing workforce -----
- 51. Current efforts toward employee retention have enabled managers to retain good minority employees -----
- 52. Current efforts toward employee retention help minority employees get paid at competitive levels -----

	Strongly agree				
	Agree				
	Neither disagree nor agree				
	Disagree				
	Strongly disagree				
48.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

HIRING/RECRUITMENT

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

- 53. Recruitment procedures allow for the opportunity to hire good minority applicants-----
- 54. Giving a one time recruitment bonus to attract a high quality employee is fair -----
- 55. Paying a high quality new hire more than other new hires is fair -----

	Strongly agree				
	Agree				
	Neither disagree nor agree				
	Disagree				
	Strongly disagree				
53.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

56. Were you hired since March 1998?

- Yes → GO TO QUESTION #57
- No → GO TO QUESTION #61

57. Have you received a one time recruitment payment since March 1998?

- Yes → GO TO QUESTION #58
- No → GO TO QUESTION #59

Department of Commerce Demonstration Project Survey

58. Please indicate the extent to which you agree with the following statement: **My one time recruitment payment was instrumental in accepting the job.**
- Strongly disagree
 Disagree
 Neither disagree nor agree
 Agree
 Strongly agree
59. How do starting salaries for similar positions at other organizations you applied to compare with your starting salary at your current organization?
- Much less than (less than 90% of) my starting salary
 Somewhat less than (90% - 95% of) my starting salary
 About the same as my starting salary
 Somewhat more than (5% to 10% more than) my starting salary
 Much more than (more than 10% higher than) my starting salary
 Don't know
60. About how many weeks did it take from your initial job application to receive a formal job offer from your agency?
- Less than 2 weeks
 8 -12 weeks
 17-20 weeks
 3-7 weeks
 13 -16 weeks
 21 or more weeks
61. Have you been personally involved in recruiting or hiring any permanent employees from outside of your agency during the past year?
- Yes → GO TO QUESTION #62
 No → GO TO QUESTION #77

PLEASE INDICATE THE EXTENT OF YOUR INVOLVEMENT IN THE FOLLOWING ASPECTS OF THE HIRING PROCESS:

62. Developing hiring strategies.....
63. Defining selection factors (knowledge, skills, and abilities)
64. Selecting persons hired.....

	To a very great extent			
	To a great extent			
	To some extent			
	To a little extent			
	Not at all			
62. Developing hiring strategies.....		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. Defining selection factors (knowledge, skills, and abilities)		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Selecting persons hired.....		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

65. Please think about the most recent recruiting effort for a permanent employee in your group in which you were personally involved. What was the career path/occupational category of the position? (Mark one only)
- Scientist Engineer (two-grade interval positions in the physical, engineering, biological, mathematical, computer, and social sciences; and student-trainee positions in these occupations).
 Scientific/Engineering Technician (one-grade interval technical positions that support scientific, engineering, mathematical, biological, statistical, and computing work; and student-trainee positions in these fields)
 Administrative (two-grade interval work in fields such as finance, procurement, personnel, librarianship, accounting, public information, and program and management analysis; and student-trainee positions in these fields)
 Support (one-grade interval positions that provide administrative support in typing, clerical, secretarial, assistant, and similar occupations; and student-trainee positions in these occupations)

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66. What was your assessment of the overall capabilities of all the applicants for that position compared to your workforce?

- Top 1% (world class)
- Top 10% (outstanding)
- Top 25% (very good)
- Average
- Below average
- Poor

67. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce?

- Top 1% (world class)
- Top 10% (outstanding)
- Top 25% (very good)
- Average
- Below average
- Poor
- Too early to tell
- No one was hired

68. For the most recent hire, how many offers were made before a applicant accepted the job?

- 1 (The top applicant accepted the job)
- 2
- 3
- 4
- 5 or more
- No offer was made

69. How much of your time was involved, in total hours, in this recruiting/hiring process?

- 0 - 5 hours
- 6-10 hours
- 11-15 hours
- 16-20 hours
- More than 20 hours

70. For the most recent hire, how much time (in weeks) elapsed from the identification of the job opening to the extension of the firm job offer?

- 4 or fewer weeks
- 5-8 weeks
- 9-16 weeks
- 17 - 25 weeks
- More than 25 weeks
- No offer was made

71. On average, what is the length of time between offering a position and the applicant accepting the position?

- 1 or fewer weeks
- 2-4 weeks
- 5-8 weeks
- 9 - 16 weeks
- 17 - 25 weeks
- More than 25 weeks
- No offer was made

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

- 72. Skills and abilities of the most recent employee I hired were a good match for the job _____
- 73. I am satisfied with the processes used to fill vacancies here _____
- 74. My unit uses relevant recruitment sources _____
- 75. Applicants are hired in a timely manner _____
- 76. The current job posting/advertising procedures have resulted in an excellent pool of applicants _____

Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neither disagree nor agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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EMPLOYEE TURNOVER

77. What are the factors that make you want to stay in your organization? (Please rank the three most important reasons: 1 = most important; 2 = second most important; 3 = third most important)

- | | |
|--|---|
| <input type="checkbox"/> The work itself
<input type="checkbox"/> The public reputation of this organization
<input type="checkbox"/> Salary
<input type="checkbox"/> Benefits
<input type="checkbox"/> The chance for advancement
<input type="checkbox"/> The people I work with
<input type="checkbox"/> Location | <input type="checkbox"/> Job security
<input type="checkbox"/> Quality of facilities
<input type="checkbox"/> Funding
<input type="checkbox"/> Competence of management
<input type="checkbox"/> No other job offers
<input type="checkbox"/> Treated fairly
<input type="checkbox"/> Convenient work hours |
|--|---|

78. What are the factors that would make you want to leave? (Please rank the three most important reasons: 1 = most important; 2 = second most important; 3 = third most important)

- | | |
|--|--|
| <input type="checkbox"/> The work itself
<input type="checkbox"/> The public reputation of this organization
<input type="checkbox"/> Salary
<input type="checkbox"/> Benefits
<input type="checkbox"/> Lack of career advancement
<input type="checkbox"/> The people I work with
<input type="checkbox"/> Location | <input type="checkbox"/> Job security/potential RIF
<input type="checkbox"/> Quality of facilities
<input type="checkbox"/> Funding
<input type="checkbox"/> Lack of competence of management
<input type="checkbox"/> Other job offers
<input type="checkbox"/> Unfair treatment
<input type="checkbox"/> Inconvenient work hours |
|--|--|

79. If you were to take a new job outside of this organization, would you do so to gain: (Please rank the three most important reasons: 1 = most important; 2 = second most important ; 3 = third most important)

- | | |
|--|--|
| <input type="checkbox"/> More responsibility
<input type="checkbox"/> Better pay
<input type="checkbox"/> Better supervisors
<input type="checkbox"/> More interesting work
<input type="checkbox"/> Better working conditions
<input type="checkbox"/> Better promotional opportunities
<input type="checkbox"/> Career advancement | <input type="checkbox"/> Better geographical location
<input type="checkbox"/> More job security
<input type="checkbox"/> Better benefits
<input type="checkbox"/> More important program
<input type="checkbox"/> More congenial colleagues
<input type="checkbox"/> Reduced administrative and paperwork burdens
<input type="checkbox"/> More convenient work hours |
|--|--|

80. If you were looking for another job, how likely is it that you would look:

- | | | | |
|--------------------------------------|---|---------------------------------------|-----------------------------------|
| 80a. Inside your agency? | <input type="radio"/> Not at all likely | <input type="radio"/> Somewhat likely | <input type="radio"/> Very likely |
| 80b. In another Federal Agency? | <input type="radio"/> Not at all likely | <input type="radio"/> Somewhat likely | <input type="radio"/> Very likely |
| 80c. Outside the Federal Government? | <input type="radio"/> Not at all likely | <input type="radio"/> Somewhat likely | <input type="radio"/> Very likely |

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

81. During the next year, I will probably look for a new job outside of this organization-----
82. High performers tend to stay with this organization-----
83. Low performers tend to leave this organization-----

	Strongly agree			
	Agree			
	Neither disagree nor agree			
	Disagree			
	Strongly disagree			
81.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83.		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Department of Commerce Demonstration Project Survey

ORGANIZATIONAL EXCELLENCE AND WORKFORCE DIVERSITY

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
84. My organization recruits, selects, and advances employees on the basis of merit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
85. My organization treats employees fairly and equitably	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86. My organization treats applicants fairly and equitably	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
87. My organization provides equal pay for equal work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
88. My organization rewards excellent performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
89. My organization maintains high standards of integrity, conduct and concern for the public interest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
90. My organization manages employees efficiently and effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
91. My organization retains or separates employees on the basis of their performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
92. My organization educates and trains employees when doing so will result in better organizational or individual performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
93. My organization protects employees from improper political influence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
94. My organization protects employees against reprisal for the lawful disclosure of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
95. My organization does not discriminate on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
96. My organization does not solicit or consider any personal recommendation or statement not based on personal knowledge or records of performance, ability, aptitude, general qualifications, character, loyalty, or suitability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
97. My organization does not coerce employees' political activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
98. My organization does not deceive or obstruct any person with respect to such person's right to compete for employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
99. My organization does not influence a person to withdraw from competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
100. My organization does not grant any preference or advantage not authorized by law, regulation, or rule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
101. People in my organization do not engage in employing or promoting relatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
102. My organization does not retaliate against whistleblowers, whether they are employees or applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
103. My organization does not discriminate based on actions not adversely affecting performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Department of Commerce Demonstration Project Survey

PAY SYSTEM

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree
104. All in all, I am satisfied with my pay _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
105. Differences in pay at my organization represent real differences in level of responsibility and job difficulty _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
106. My pay is fair considering what other people in my organization are paid _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
107. Pay progression (the way I move up within my grade/band) is fair _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
108. Other employers in this area pay more than the government does for the kind of work I am doing _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
109. Minority employees get paid at competitive levels in my unit _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
110. I am satisfied with the way management handles pay _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
111. Management officials are qualified to make pay decisions _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
112. The current pay system has resulted in improved supervisor performance _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
113. The current pay system encourages team performance _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SUMMARY

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
114. I have trust and confidence in my supervisor _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
115. In general, I am satisfied with my job _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
116. My job is a good match for my skills and training _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
117. In general, I like working here _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
118. My organization is able to attract high quality employees _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
119. Competition for jobs here is fair and open _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
120. When changes are made at my organization, the employees usually lose out in the end _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
121. I am in favor of the Demonstration Project _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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If you are not a supervisor, you are finished with the questionnaire. If you have comments about issues not addressed here, please go to page 16. Thank you for taking the time to complete this survey.



If you supervise one or more individuals (i.e., conduct their performance appraisals), please complete the following questions.

SUPERVISOR'S SECTION

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
122. The performance appraisal system allows me to identify good and poor performers -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
123. The performance appraisal system is easy for me as a supervisor to use -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
124. I have enough authority to influence classification decisions -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
125. Getting a position description approved tends to be an adversarial process -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
126. I have to devote too much time to position classification -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
127. It takes too long to get classification decisions made in my organization -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
128. All in all, I am satisfied with the position classification procedures used in my organization -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
129. Supervisors here feel their ability to manage is restricted by unnecessary personnel rules and regulations -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
130. I have enough authority to determine my employees' pay -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
131. I have enough authority to promote people -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
132. I have enough authority to hire people whenever I need them -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
133. It takes too long to get hiring decisions made in my organization -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
134. It takes too long to process the paperwork needed to fill vacancies here -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
135. I have enough authority to remove people from their jobs if they perform poorly -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
136. Have you ever encouraged an employee to leave voluntarily during the probation period?					
	<input type="radio"/> Yes	<input type="radio"/> No			
137. Have you ever officially terminated a new employee during the probation period?					
	<input type="radio"/> Yes	<input type="radio"/> No			
138. Do you feel the length of time of the probation period is: (mark one only)					
	<input type="radio"/> Too long	<input type="radio"/> About right	<input type="radio"/> Too short		

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DEMONSTRATION GROUP ONLY:

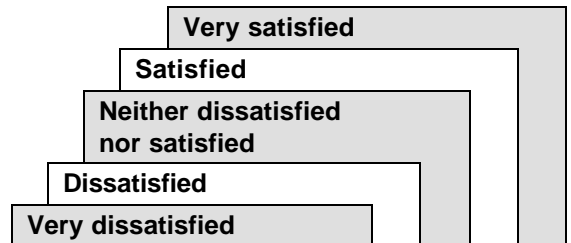
139. Please indicate the extent to which you agree with the following statement: It is necessary to have a three-year probation period for ZP employees performing research and development work.

- Strongly disagree
 Disagree
 Neither disagree nor agree
 Agree
 Strongly agree

140. Please indicate the extent to which you agree with the following statement: The quality of Scientists/Engineers has improved since March 1998.

- Strongly disagree
 Disagree
 Neither disagree nor agree
 Agree
 Strongly agree

PLEASE INDICATE YOUR LEVEL OF SATISFACTION WITH THE COMPETENCE OF NEW EMPLOYEES WHO WERE HIRED SINCE MARCH 1998



DEMONSTRATION GROUP ONLY:

141. How satisfied are you with the following types of NEW employees?

- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 141a. Scientific and Engineering (ZP)----- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 141b. Scientific and Engineering Technician (ZT)----- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 141c. Administrative (ZA)----- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 141d. Support (ZS)----- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

COMPARISON GROUP ONLY:

142. How satisfied are you with the following types of NEW employees?

- | | | | | | |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 142a. Professional----- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 142b. Administrative----- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 142c. Technical----- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 142d. Clerical----- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 142e. Other----- | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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143. During the past year, in which of the following aspects of the hiring process did you participate? (mark as many as apply)

- Creating a new position
- Initiating job announcements for the position
- Making out-of-town trips to recruit or interview applicants
- Placing paid advertisements
- Obtaining the proper position classification for a new hire
- Hiring by direct exam
- Offering a one time recruitment bonus

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

	Strongly agree	Agree	Neither disagree nor agree	Disagree	Strongly disagree
144. The servicing personnel office: -----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
144a. Has a good understanding of my work unit's operations and mission-----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
144b. Provides me with valuable services-----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
144c. Helps me perform my job effectively-----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
144d. Helps me achieve my mission-----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

145. Overall the quality of personnel services provided by the servicing personnel office is:

- Very poor Poor Fair Good Very good Don't know

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

	Strongly agree	Agree	Neither disagree nor agree	Disagree	Strongly disagree
146. The current pay system is flexible, easy to use and understandable -----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
147. The current pay system provides a competitive range of entry salaries for managers to use in negotiating with applicants -----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
148. The current pay system gives the ability to raise the pay of good performers, thus improving retention and performance -----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
149. The current pay system requires few classification decisions -----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
150. The current pay system is efficient -----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Department of Commerce Demonstration Project Survey

COMMENTS: Please use this section if you wish to share impressions not addressed in the questionnaire.

Thank you for your cooperation

Please use the business-reply envelope provided to return this completed survey to:

Booz-Allen & Hamilton Inc.
Attn: Rose Rice
8283 Greensboro Dr.
McLean, VA 22102-3838