

**APPENDIX C-1**

**OPERATIONAL YEAR SURVEY**

**Department of Commerce  
Personnel Management Demonstration Project  
Operating Phase Survey**

**Purpose:** The Department of Commerce Personnel Management 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 employees' attitudes and perceptions about their work environments. 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 and the survey conducted at the end of the first year of the Demonstration Project.

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. Please return this survey no later than March 23, 2001 to:

Booz:Allen & Hamilton  
Attn: Kim Udell  
8283 Greensboro Drive  
McLean, VA 22102-3838

**The Importance of Your Response:** **Your responses will help gauge the effectiveness of the human resources changes that 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 that you voluntarily provide is not collected to identify individuals, but mainly to help ensure that the survey respondents are representative of the Department of Commerce's Demonstration Project.

- 1. What is your gender?**
  - Male
  - Female
- 2. What is your race/national origin?**
  - 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 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
- Human Resources
- 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 (State)
- 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

<b>COMPARISON GROUP ONLY</b> <i>(GS/GM, ST/SL-3104, SES)</i>	<b>DEMONSTRATION GROUP ONLY</b> <i>(ZA, ZP, ZS, ZT)</i>																						
<p><b>16.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Professional    <input type="radio"/> Administrative</li> <li><input type="radio"/> Technical        <input type="radio"/> Clerical</li> <li><input type="radio"/> Other</li> </ul> <p><b>17.</b></p> <table style="width: 100%; border: none;"> <tr> <td><input type="radio"/> 1</td> <td><input type="radio"/> 5</td> <td><input type="radio"/> 9</td> <td><input type="radio"/> 13</td> </tr> <tr> <td><input type="radio"/> 2</td> <td><input type="radio"/> 6</td> <td><input type="radio"/> 10</td> <td><input type="radio"/> 14</td> </tr> <tr> <td><input type="radio"/> 3</td> <td><input type="radio"/> 7</td> <td><input type="radio"/> 11</td> <td><input type="radio"/> 15</td> </tr> <tr> <td><input type="radio"/> 4</td> <td><input type="radio"/> 8</td> <td><input type="radio"/> 12</td> <td></td> </tr> </table> <p><b>18.</b></p> <p><b>grade?</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Step 1-4        <input type="radio"/> Step 5-7        <input type="radio"/> Step 8-10</li> </ul> <p><b>19.</b></p> <p><b>your grade?</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Yes                <input type="radio"/> No                <input type="radio"/> I don't know</li> </ul>	<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><b>20.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Scientific and Engineering (ZP)</li> <li><input type="radio"/> Scientific and Engineering Technician (ZT)</li> <li><input type="radio"/> Administrative (ZA)</li> <li><input type="radio"/> Support (ZS)</li> </ul> <p><b>21.</b></p> <table style="width: 100%; border: none;"> <tr> <td><input type="radio"/> Band I</td> <td><input type="radio"/> Band IV</td> </tr> <tr> <td><input type="radio"/> Band II</td> <td><input type="radio"/> Band V</td> </tr> <tr> <td><input type="radio"/> Band III</td> <td></td> </tr> </table>	<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	
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<input type="radio"/> Band III																							

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

## Department of Commerce Demonstration Project Survey

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><b>COMPARISON GROUP ONLY</b> (check one):</p> <p><input type="radio"/> Outstanding (460-500 points total)</p> <p><input type="radio"/> Commendable (380-459 points total)</p> <p><input type="radio"/> Fully Successful (290-379 points total)</p> <p><input type="radio"/> Marginal (200-289 points total)</p> <p><input type="radio"/> Unacceptable (100-199 points total)</p> <p>NOAA Only:</p> <p><input type="radio"/> Meets/Exceeds</p> <p><input type="radio"/> Unsatisfactory</p>	<p><b>DEMONSTRATION GROUP ONLY:</b></p> <p><input type="radio"/> Eligible (40-100 points total)</p> <p><input type="radio"/> Unsatisfactory (0-39 points total)</p>
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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 -----

	<b>Strongly agree</b>
	<b>Agree</b>
	<b>Neither disagree nor agree</b>
	<b>Disagree</b>
	<b>Strongly disagree</b>

	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Department of Commerce Demonstration Project Survey

**EMPLOYEE RETENTION**

**DEMONSTRATION GROUP ONLY**

47.

- 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 disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
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 disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
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 1999?
  - Yes → GO TO QUESTION #57
  - No → GO TO QUESTION #61

- 57. Have you received a one-time recruitment payment since March 1999?
  - 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 to which you applied compare with your starting salary at your current organization?
- Much less than (less than 90% of) my starting salary  
 Somewhat less than (90% to 95% of) my starting salary  
 About the same as my starting salary  
 Somewhat more than (5% to 10% higher than) my starting salary  
 Much more than (more than 10% higher than) my starting salary  
 I 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:

	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"/>	<input type="radio"/>	<input type="radio"/>
63. Defining selection factors (knowledge, skills, and abilities) -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Selecting persons hired-----	<input type="radio"/>	<input type="radio"/>	<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)

## Department of Commerce Demonstration Project Survey

**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 an applicant accepted the job?**

- 1 (The top applicant accepted the job)
- 2
- 3
- 4
- 5 or more

**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

**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

**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 -----

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

**Department of Commerce Demonstration Project Survey**

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

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

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

	<b>Strongly agree</b>				
	<b>Agree</b>				
	<b>Neither disagree nor agree</b>				
	<b>Disagree</b>				
	<b>Strongly disagree</b>				
	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○

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 <u>employees</u> fairly and equitably -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86. My organization treats <u>applicants</u> 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"/>
122. In the future, I would be interested in taking this survey electronically on the Internet-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
123. In the future, I expect to have sufficient computer access to be able to take this survey electronically on the Internet-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Department of Commerce Demonstration Project Survey



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
124. 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"/>
125. 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"/>
126. I have met with other supervisors and/or our pay pool manager to establish standards to ensure that supervisors are using performance ratings in a consistent manner with one another -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
127. I have enough authority to influence classification decisions -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
128. 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"/>
129. 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"/>
130. 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"/>
131. 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"/>
132. 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"/>
133. I have enough authority to determine my employees' pay -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
134. I have enough authority to promote people -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
135. 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"/>
136. 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"/>
137. 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"/>
138. 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"/>

139. Have you ever encouraged an employee to leave voluntarily during the probation period?

- Yes     No

140. Have you ever officially terminated a new employee during the probation period?

- Yes     No

141. Do you feel the length of time of the probation period is: (mark one only)

- Too long     About right     Too short

## Department of Commerce Demonstration Project Survey

### DEMONSTRATION GROUP ONLY:

**142. 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

**143. 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:

**144.**

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:

**145. 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"/>

## Department of Commerce Demonstration Project Survey

**146. 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:**

- 147. The servicing personnel office:-----**
- 144a. Has a good understanding of my work unit's operations and mission -----
- 144b. Provides me with valuable services-----
- 144c. Helps me perform my job effectively-----
- 144d. Helps me achieve my mission-----

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

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

- Very poor       Poor       Fair       Good       Very good       I don't know

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

- 149. The current pay system is flexible, easy to use, and understandable -----**
- 150. The current pay system provides a competitive range of entry salaries for managers to use in negotiating with applicants -----**
- 151. The current pay system gives the ability to raise the pay of good performers, thus improving retention and performance-----**
- 152. The current pay system requires few classification decisions-----**
- 153. The current pay system is efficient-----**

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



## Department of Commerce Demonstration Project Survey

**COMMENTS:** Please use this section if you wish to share impressions about the Demonstration Project that were not addressed in the questionnaire.

**Thank you for your cooperation**

Please use the enclosed envelope provided to return this completed survey to:

Booz·Allen & Hamilton Inc.  
Attn: Kim Udell  
8283 Greensboro Drive  
McLean, VA 22102-3838

## **APPENDIX C-2**

### **OPERATIONAL YEAR—SURVEY RESULTS**

## Operational Year—Survey Results

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

### BACKGROUND INFORMATION

**1. What is your gender?**

Male	<b>62%</b>	59%	79%	<b>66%</b>	62%	83%	<b>686</b>	531	155	<b>394</b>	307	87
Female	<b>38%</b>	42%	21%	<b>34%</b>	38%	17%	<b>418</b>	376	42	<b>206</b>	188	18

**2. What is your race/national origin?**

Native American	<b>1%</b>	2%	1%	<b>2%</b>	2%	1%	<b>15</b>	14	1	<b>10</b>	9	1
Eskimo (Alaska)	<b>1%</b>	0%	1%	<b>1%</b>	0%	1%	<b>2</b>	1	1	<b>1</b>	0	1
Aleut (Alaska)	<b>0%</b>	0%	0%	<b>0%</b>	0%	0%	<b>0</b>	0	0	<b>0</b>	0	0
Asian or Pacific Islander	<b>5%</b>	6%	4%	<b>5%</b>	5%	4%	<b>56</b>	49	7	<b>30</b>	26	4
African-American	<b>7%</b>	7%	4%	<b>5%</b>	5%	3%	<b>72</b>	64	8	<b>27</b>	24	3
Caucasian	<b>83%</b>	82%	89%	<b>86%</b>	85%	91%	<b>904</b>	729	175	<b>513</b>	420	93
Other	<b>3%</b>	4%	2%	<b>2%</b>	3%	0%	<b>35</b>	31	4	<b>13</b>	13	0

**3. Are you of:**

Hispanic origin	<b>4%</b>	4%	3%	<b>4%</b>	4%	5%	<b>38</b>	33	5	<b>23</b>	18	5
Non-Hispanic origin	<b>96%</b>	96%	97%	<b>96%</b>	96%	95%	<b>997</b>	820	177	<b>541</b>	450	91

**4. What is your employment status?**

Full time	<b>97%</b>	97%	99%	<b>95%</b>	94%	99%	<b>1078</b>	880	198	<b>573</b>	469	104
Part time	<b>2%</b>	3%	1%	<b>4%</b>	4%	0%	<b>24</b>	23	1	<b>22</b>	22	0
Seasonal	<b>0%</b>	0%	0%	<b>0%</b>	0%	0%	<b>0</b>	0	0	<b>2</b>	2	0
Other	<b>1%</b>	1%	1%	<b>1%</b>	1%	1%	<b>7</b>	7	0	<b>8</b>	7	1

**5. What is your pay category?<sup>1</sup>**

GS/GM	<b>3%</b>	3%	3%	<b>98%</b>	99%	96%	<b>29</b>	23	6	<b>595</b>	494	101
ST/SL-3104 (Senior Level Scientist)	<b>0%</b>	0%	0%	<b>0%</b>	0%	0%	<b>0</b>	0	0	<b>1</b>	1	0
SES	<b>0%</b>	0%	0%	<b>0%</b>	0%	1%	<b>0</b>	0	0	<b>2</b>	1	1
Demonstration Project Career Paths (ZA, ZP, ZS, ZT)	<b>97%</b>	98%	97%	<b>1%</b>	1%	3%	<b>1078</b>	884	194	<b>7</b>	4	3

**6. To what age category do you belong?**

Under 20	<b>0%</b>	0%	0%	<b>0%</b>	0%	0%	<b>0</b>	0	0	<b>0</b>	0	0
20 to 29	<b>5%</b>	6%	1%	<b>5%</b>	6%	0%	<b>54</b>	53	1	<b>31</b>	31	0
30 to 39	<b>18%</b>	21%	8%	<b>19%</b>	21%	7%	<b>201</b>	186	15	<b>112</b>	105	7
40 to 49	<b>34%</b>	36%	27%	<b>29%</b>	29%	30%	<b>380</b>	326	54	<b>176</b>	145	31
50 to 55	<b>22%</b>	19%	36%	<b>25%</b>	23%	36%	<b>247</b>	175	72	<b>150</b>	112	38
Over 55	<b>20%</b>	18%	29%	<b>22%</b>	21%	28%	<b>224</b>	166	58	<b>133</b>	104	29

<sup>1</sup> Some respondents selected responses that conflicted with their group designation status.

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**7. What is your highest level of education completed?**

Elementary school (grades 1-8)	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
Some high school or some technical training	0%	0%	1%	0%	0%	0%	2	1	1	0	0	0
Graduated from high school or GED	2%	2%	1%	2%	2%	1%	21	20	1	13	12	1
High school diploma + tech training or apprenticeship	2%	2%	1%	3%	3%	1%	22	20	2	17	16	1
Some college	12%	14%	5%	9%	9%	7%	132	122	10	54	47	7
2-year associate degree	5%	5%	4%	6%	5%	7%	56	49	7	34	27	7
Graduated from college (B.A., B.S., etc)	21%	23%	15%	17%	20%	7%	235	205	30	105	98	7
Some graduate school	12%	12%	12%	10%	11%	2%	134	111	23	58	56	2
Master's degree	29%	28%	36%	27%	27%	28%	323	252	71	163	134	29
Doctorate degree (Ph.D., M.D., J.D., Ed.D., etc.)	16%	14%	28%	27%	22%	49%	178	123	55	160	109	51

**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	16%	15%	21%	16%	15%	21%	175	134	41	97	75	22
No	84%	85%	80%	84%	85%	79%	928	769	159	505	423	82

**9. Are you a bargaining unit employee?**

Yes	9%	11%	2%	17%	20%	7%	100	96	4	101	94	7
No	91%	89%	98%	83%	80%	93%	965	771	194	479	384	95

**10. What is your supervisory status?**

Non-supervisory worker	68%	83%	1%	71%	85%	0%	751	750	1	423	423	0
Team leader	15%	17%	4%	13%	15%	6%	166	158	8	78	72	6
First-line supervisor (give performance appraisals)	12%	0%	68%	11%	0%	61%	135	0	135	63	0	63
Manager (you supervise at least 1 supervisor)	5%	0%	28%	6%	0%	34%	56	0	56	36	1	35

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

Engineering	5%	5%	5%	2%	1%	4%	57	48	9	10	6	4
Science	34%	33%	38%	52%	50%	63%	377	302	75	314	248	66
Mathematics/Statistics	2%	2%	2%	3%	3%	1%	17	14	3	16	15	1
Computing	11%	12%	9%	10%	10%	11%	124	106	18	61	49	12
Economics	10%	10%	11%	3%	3%	2%	110	89	21	17	15	2
Engineering Technician	1%	1%	0%	0%	0%	0%	8	8	0	1	1	0
Biology Technician	1%	1%	0%	6%	7%	0%	7	7	0	33	33	0
Electronics Technician	1%	1%	0%	4%	4%	6%	5	5	0	25	19	6
Physical Science Technician	3%	4%	3%	1%	1%	0%	38	33	5	7	7	0
Meteorological Technician	1%	2%	0%	0%	0%	0%	15	15	0	1	1	0
Statistical Assistant	0%	0%	0%	1%	1%	0%	4	4	0	4	4	0
Human Resources	0%	0%	1%	0%	0%	0%	2	1	1	2	2	0
Finance	2%	3%	2%	1%	1%	1%	27	23	4	6	5	1
General Administrative	5%	5%	9%	6%	5%	9%	59	41	18	35	26	9
Management Analysis	4%	4%	4%	1%	1%	1%	41	33	8	4	3	1
Legal	0%	0%	0%	0%	0%	0%	2	2	0	0	0	0
General Business	1%	1%	0%	0%	0%	0%	8	8	0	1	1	0
Accounting	3%	2%	5%	1%	1%	1%	32	22	10	7	6	1
General Clerical	0%	0%	1%	1%	1%	0%	4	3	1	3	3	0
Secretary	4%	4%	1%	3%	3%	0%	40	39	1	17	17	0
Office Automation	1%	1%	1%	1%	1%	1%	10	9	1	5	4	1
Computer Clerk/Assistant	1%	1%	1%	1%	1%	0%	13	12	1	4	4	0
Program Assistant	2%	2%	0%	1%	1%	0%	19	19	0	3	3	0
Other	8%	7%	11%	5%	5%	1%	87	65	22	28	27	1

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**12. What is your work location/duty station?**

	Percentages			Percentages			Raw Data			Raw Data		
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Alaska	3%	3%	5%	6%	6%	4%	35	26	9	34	30	4
California	5%	5%	4%	6%	7%	4%	51	43	8	36	32	4
Colorado	16%	16%	19%	2%	1%	4%	177	139	38	9	5	4
Florida	4%	4%	4%	5%	5%	5%	46	38	8	28	23	5
Hawaii	1%	1%	1%	3%	3%	4%	11	10	1	18	14	4
Idaho	1%	1%	2%	0%	0%	0%	14	11	3	1	1	0
Maryland	26%	26%	24%	3%	3%	4%	280	233	47	20	16	4
Massachusetts	3%	3%	3%	5%	5%	8%	34	28	6	31	23	8
Mississippi	1%	1%	0%	5%	5%	5%	8	8	0	29	24	5
Nevada	1%	1%	1%	0%	0%	0%	7	6	1	0	0	0
New Jersey	1%	0%	1%	8%	7%	14%	5	3	2	46	32	14
North Carolina	9%	9%	7%	1%	1%	1%	97	83	14	8	7	1
Oklahoma	2%	2%	2%	0%	0%	0%	23	20	3	1	1	0
Oregon	2%	2%	2%	3%	4%	3%	24	21	3	20	17	3
Tennessee	1%	1%	1%	0%	0%	0%	8	7	1	0	0	0
Virginia	0%	0%	1%	6%	6%	10%	1	0	1	37	27	10
Washington (State)	3%	3%	3%	26%	27%	25%	31	26	5	156	130	26
Washington, DC	20%	19%	22%	8%	9%	4%	215	172	43	47	43	4
Other	2%	2%	2%	12%	13%	7%	17	14	3	69	62	7

**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:*

	Percentages			Percentages			Raw Data			Raw Data		
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Less than a year	6%	6%	4%	5%	5%	3%	61	54	7	30	27	3
1-2 years	8%	9%	1%	7%	8%	3%	85	83	2	40	37	3
3-5 years	12%	14%	5%	9%	10%	5%	135	126	9	56	51	5
6-8 years	9%	11%	4%	8%	9%	4%	103	96	7	46	42	4
9-10 years	9%	9%	8%	10%	11%	4%	93	77	16	57	53	4
11-15 years	13%	14%	9%	16%	16%	15%	142	124	18	96	81	15
16 years or more	44%	38%	70%	46%	41%	67%	478	341	137	273	205	68

*Civilian Government Years (including DoC years):*

	Percentages			Percentages			Raw Data			Raw Data		
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Less than a year	3%	3%	1%	6%	7%	0%	27	26	1	28	28	0
1-2 years	5%	6%	1%	5%	5%	2%	50	48	2	24	22	2
3-5 years	9%	10%	5%	7%	8%	1%	88	79	9	34	33	1
6-8 years	8%	9%	3%	5%	5%	3%	74	68	6	25	22	3
9-10 years	7%	7%	5%	8%	8%	4%	63	55	8	38	34	4
11-15 years	15%	16%	8%	14%	15%	12%	136	121	15	72	61	11
16 years or more	53%	48%	77%	56%	51%	77%	501	364	137	281	211	70

*Active Duty Military Years:*

	Percentages			Percentages			Raw Data			Raw Data		
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
None	73%	74%	66%	74%	76%	68%	620	513	107	353	297	56
Less than a year	2%	1%	4%	3%	3%	4%	17	10	7	13	10	3
1-2 years	4%	4%	6%	4%	5%	2%	37	27	10	20	18	2
3-5 years	13%	12%	15%	13%	11%	22%	107	82	25	60	42	18
6-8 years	2%	2%	3%	3%	3%	1%	18	13	5	14	13	1
9-10 years	1%	1%	1%	0%	1%	0%	9	8	1	2	2	0
11-15 years	1%	1%	1%	2%	2%	1%	10	9	1	7	6	1
16 years or more	4%	4%	4%	2%	1%	2%	35	28	7	7	5	2

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

Private Sector Years:

None	17%	16%	20%	16%	16%	17%	164	128	36	90	73	17
Less than a year	7%	7%	8%	6%	6%	7%	71	56	15	33	26	7
1-2 years	18%	17%	23%	21%	21%	16%	178	137	41	109	93	16
3-5 years	24%	24%	24%	26%	26%	31%	232	190	42	146	115	31
6-8 years	10%	10%	6%	9%	9%	12%	94	83	11	53	41	12
9-10 years	8%	9%	5%	7%	7%	4%	82	74	8	34	30	4
11-15 years	7%	8%	7%	7%	7%	8%	73	61	12	39	31	8
16 years or more	9%	9%	7%	8%	8%	4%	87	74	13	41	37	4

Total Years of Experience:

None	0%	0%	0%	1%	1%	0%	2	2	0	4	4	0
Less than a year	0%	0%	0%	0%	0%	0%	3	3	0	0	0	0
1-2 years	1%	1%	0%	1%	2%	2%	10	10	0	8	8	8
3-5 years	3%	3%	1%	4%	5%	0%	29	28	1	25	23	2
6-8 years	4%	5%	1%	4%	5%	1%	43	41	2	25	24	1
9-10 years	4%	5%	2%	3%	4%	0%	41	38	3	19	19	0
11-15 years	12%	13%	5%	11%	12%	7%	119	109	10	64	57	7
16 years or more	76%	73%	92%	74%	71%	90%	790	618	172	418	330	88

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

Less than a year	31%	30%	32%	23%	24%	18%	339	275	64	139	120	19
1-2 years	12%	11%	16%	17%	18%	13%	136	104	32	102	88	14
3-5 years	18%	19%	16%	24%	24%	28%	200	168	32	147	118	29
6-8 years	12%	12%	11%	12%	12%	12%	128	107	21	75	62	13
9-10 years	8%	8%	6%	6%	6%	6%	85	74	11	37	31	6
11-15 years	9%	9%	9%	7%	6%	11%	102	84	18	40	28	12
16 years or more	11%	11%	11%	11%	10%	11%	118	97	21	64	52	12

Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

**15. What is your organizational unit?**

*Technology Administration*

Office of the Under Secretary for Technology	1%	1%	2%	1%	1%	0%	9	6	3	3	3	0
Office of Technology Policy	1%	1%	1%	0%	0%	0%	12	10	2	1	1	0

*Economics and Statistics Administration*

HQ, Economics & Statistics Administration	1%	1%	1%	5%	5%	3%	9	7	2	28	25	3
Bureau of Economic Analysis	14%	14%	16%	1%	2%	0%	158	127	31	8	8	0

*Institute for Telecommunication Sciences*

Institute for Telecommunication Sciences	3%	3%	3%	1%	1%	1%	31	26	5	5	4	1
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*National Oceanic and Atmospheric Administration – Office of Oceanic and Atmospheric Research*

Assistant Administrator/ Headquarters	3%	3%	5%	1%	1%	1%	34	25	9	7	6	1
Env. Research Laboratory/ Headquarters	1%	1%	1%	1%	1%	0%	11	9	2	4	4	0
Aeronomy Laboratory	2%	2%	2%	0%	0%	0%	23	20	3	0	0	0
Air Resources Laboratory	5%	5%	4%	0%	0%	0%	56	48	8	1	1	0
Atlantic Oceanic and Meteorology Laboratory	4%	4%	5%	0%	0%	0%	42	33	9	0	0	0
Climate Diagnostic Center	1%	1%	1%	0%	0%	0%	7	5	2	0	0	0
Climate Monitoring and Diagnostics Laboratory	2%	1%	2%	0%	0%	0%	16	13	3	0	0	0
Environmental Technology Laboratory	2%	2%	3%	1%	0%	2%	24	19	5	4	2	2
Forecast Systems Laboratory	3%	2%	6%	0%	0%	0%	29	18	11	0	0	0
Geophysical Fluid Dynamics Laboratory	0%	0%	0%	5%	4%	11%	0	0	0	31	20	11
Great Lakes Env. Research Laboratory	0%	0%	0%	5%	5%	4%	1	1	0	28	24	4
National Severe Storms Laboratory	2%	2%	2%	1%	1%	0%	25	22	3	3	3	0
Pacific Marine Environmental Laboratory	0%	0%	0%	6%	6%	4%	0	0	0	35	31	4
Space Environmental Laboratory	2%	2%	1%	1%	0%	2%	20	19	1	4	2	2

*National Oceanic and Atmospheric Administration – National Environmental Satellite, Data, and Information Service*

Assistant Administrator/Headquarters	2%	2%	2%	0%	0%	1%	25	22	3	1	0	1
Office of Satellite Operations	5%	5%	5%	1%	0%	3%	59	49	10	5	2	3
Office of Satellite Data Processing & Distribution	4%	5%	4%	0%	0%	0%	49	41	8	1	1	0
Office of Research and Applications	4%	4%	3%	0%	0%	0%	43	37	6	1	1	0
Office of Systems Development	2%	1%	2%	0%	0%	0%	16	12	4	2	2	0
National Climatic Data Center	6%	7%	6%	0%	0%	0%	70	59	11	1	1	0
National Oceanographic Data Center	2%	2%	2%	1%	1%	0%	24	20	4	4	4	0
National Geophysical Data Center	2%	2%	3%	0%	0%	0%	26	20	6	1	1	0
Wallops Island CDA Station	0%	0%	0%	6%	5%	8%	0	0	0	35	27	8

*National Oceanic and Atmospheric Administration – National Marine Fisheries Service*

Headquarters	8%	9%	6%	1%	1%	0%	92	81	11	4	4	0
Alaska Region	3%	3%	4%	2%	2%	1%	35	27	8	11	10	1
Northeast Region	4%	4%	7%	4%	5%	1%	46	33	13	26	25	1
Northwest Region	5%	5%	4%	3%	3%	0%	54	47	7	17	17	0
Southeast Region	0%	0%	0%	6%	6%	4%	2	2	0	36	32	4
Southwest Region	5%	5%	4%	2%	2%	0%	53	45	8	10	10	0
AK Science Center	0%	0%	0%	14%	13%	16%	0	0	0	84	67	17
NE Science Center	0%	0%	0%	8%	7%	14%	1	1	0	48	34	14
SE Science Center	0%	0%	0%	7%	7%	6%	1	1	0	42	36	6
NW Science Center	0%	0%	0%	12%	12%	12%	0	0	0	71	59	12
SW Science Center	0%	0%	0%	7%	7%	9%	0	0	0	42	33	9

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**16. What is your general category of work? (Comp. Group Only - GS/GM, ST/SL-3104, SES)**

Professional			66%	63%	78%				370	292	78
Administrative			20%	22%	12%				114	102	12
Technical			2%	3%	0%				12	12	0
Clerical			9%	8%	10%				49	39	10
Other			3%	4%	0%				19	19	0

**17. What is your pay grade? (Comp. Group Only - GS/GM, ST/SL-3104, SES)**

1			0%	0%	0%				1	1	0
2			0%	0%	0%				0	0	0
3			0%	0%	0%				0	0	0
4			1%	2%	0%				7	7	0
5			2%	3%	0%				12	12	0
6			2%	2%	0%				11	11	0
7			9%	10%	1%				48	47	1
8			2%	2%	0%				9	9	0
9			11%	13%	0%				60	60	0
10			1%	1%	1%				5	4	1
11			18%	21%	4%				100	96	4
12			21%	22%	17%				120	103	17
13			15%	14%	19%				85	66	19
14			11%	6%	36%				62	27	35
15			7%	4%	21%				41	20	21

**18. What is your current step within your pay grade? (Comp. Group Only - GS/GM, ST/SL-3104, SES)**

Step 1-4			35%	39%	15%				195	180	15
Step 5-7			37%	35%	47%				207	161	46
Step 8-10			28%	26%	38%				154	117	37

**19. Are you at the salary ceiling (cap) at step 10 of your grade? (Comp. Group Only - GS/GM, ST/SL-3104, SES)**

Yes			18%	17%	22%				99	77	22
No			78%	78%	77%				437	361	76
I don't know			5%	6%	1%				28	27	1

**20. What is your general category of work? (Demo. Group Only - (ZA, ZP, ZS, ZT))**

Scientific and Engineering (ZP)	67%	66%	71%			730	591	139		
Scientific and Engineering Technician (ZT)	6%	7%	3%			70	64	6		
Administrative (ZA)	19%	18%	24%			207	159	48		
Support (ZS)	8%	9%	2%			87	83	4		

**21. What is your pay band? (Demo. Group Only - (ZA, ZP, ZS, ZT))**

Band I	2%	2%	1%			20	19	1		
Band II	8%	9%	1%			84	82	2		
Band III	32%	37%	7%			337	323	14		
Band IV	45%	46%	43%			482	397	85		
Band V	13%	5%	48%			141	47	94		

**CAREER PROGRESSION**

**22. The position description for my job is clear and accurate**

Strongly disagree	5%	5%	5%	5%	5%	3%	56	46	10	30	27	3
Disagree	12%	12%	11%	13%	12%	14%	132	111	21	77	62	15
Neither disagree nor agree	16%	16%	15%	14%	15%	11%	174	145	29	86	74	12
Agree	51%	50%	53%	50%	50%	50%	562	457	105	303	251	52
Strongly agree	17%	16%	18%	18%	18%	22%	184	149	35	111	88	23



Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

**23. The current job classification system at my organization has limited my career progression**

Strongly disagree	16%	12%	33%	13%	9%	29%	171	106	65	77	47	30
Disagree	32%	32%	36%	27%	27%	27%	357	286	71	161	133	28
Neither disagree nor agree	27%	29%	20%	24%	26%	13%	302	262	40	143	129	14
Agree	14%	16%	6%	20%	22%	12%	156	144	12	121	108	13
Strongly agree	11%	12%	6%	17%	17%	19%	119	107	12	104	84	20

**24. The current job classification system at my organization has enhanced my career progression**

Strongly disagree	11%	11%	8%	19%	19%	17%	119	103	16	113	95	18
Disagree	19%	21%	12%	22%	23%	20%	210	186	24	134	113	21
Neither disagree nor agree	45%	45%	50%	41%	40%	41%	501	402	99	244	201	43
Agree	20%	18%	25%	16%	15%	16%	215	166	49	94	77	17
Strongly agree	5%	5%	6%	3%	3%	5%	58	46	12	18	13	5

**25. I am satisfied with my chances of getting a promotion**

Strongly disagree	20%	21%	12%	27%	28%	20%	216	192	24	161	140	21
Disagree	23%	23%	21%	25%	25%	23%	250	208	42	151	127	24
Neither disagree nor agree	21%	20%	23%	18%	17%	21%	227	182	45	107	85	22
Agree	31%	30%	33%	26%	25%	30%	339	273	66	155	124	31
Strongly agree	6%	5%	11%	5%	5%	6%	69	47	22	30	24	6

**26. In my organization, jobs are classified fairly and accurately**

Strongly disagree	8%	8%	6%	10%	11%	7%	85	74	11	63	56	7
Disagree	19%	21%	10%	23%	23%	21%	208	189	19	136	114	22
Neither disagree nor agree	34%	36%	26%	35%	38%	23%	372	320	52	213	189	24
Agree	35%	32%	50%	28%	24%	44%	386	287	99	166	120	46
Strongly agree	5%	4%	10%	4%	4%	6%	51	32	19	26	20	6

**27. All in all, I am satisfied with the position classifications used in my organization**

Strongly disagree	9%	10%	6%	10%	11%	5%	98	87	11	62	57	5
Disagree	17%	17%	15%	24%	24%	26%	184	155	29	144	117	27
Neither disagree nor agree	30%	33%	19%	29%	30%	23%	334	296	38	172	148	24
Agree	39%	36%	51%	32%	31%	40%	429	327	102	194	152	42
Strongly agree	5%	4%	10%	5%	5%	7%	57	37	20	31	24	7

**PERFORMANCE APPRAISAL**

**28. On my job I know exactly what is expected of me**

Strongly disagree	5%	5%	4%	4%	3%	4%	52	45	7	21	17	4
Disagree	12%	13%	9%	16%	17%	10%	136	118	18	94	84	10
Neither disagree nor agree	13%	13%	9%	11%	12%	6%	138	120	18	68	62	6
Agree	53%	53%	53%	49%	47%	56%	586	480	106	296	237	59
Strongly agree	18%	16%	26%	21%	20%	25%	195	144	51	127	101	26

**29. My supervisor gives me adequate information on how well I am performing**

Strongly disagree	8%	8%	8%	10%	10%	7%	89	74	15	58	51	7
Disagree	16%	16%	15%	16%	17%	12%	177	147	30	99	87	12
Neither disagree nor agree	15%	15%	17%	15%	16%	14%	168	135	33	92	78	14
Agree	47%	47%	46%	44%	41%	56%	517	426	91	265	207	58
Strongly agree	14%	14%	15%	15%	16%	13%	156	126	30	92	79	13

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**30. I understand the performance appraisal system currently being used**

Strongly disagree	7%	8%	2%	4%	4%	2%	75	71	4	24	22	2
Disagree	13%	15%	6%	10%	12%	2%	146	134	12	60	58	2
Neither disagree nor agree	15%	17%	6%	16%	18%	8%	162	151	11	98	90	8
Agree	51%	50%	57%	53%	51%	64%	566	453	113	321	255	66
Strongly agree	14%	11%	30%	17%	15%	25%	157	98	59	101	75	26

**31. It is important for me to know where I rank among my co-workers<sup>2</sup>**

Strongly disagree	5%	4%	7%	7%	7%	9%	53	39	14	45	36	9
Disagree	19%	19%	21%	23%	22%	29%	210	168	42	139	109	30
Neither disagree nor agree	28%	28%	29%	33%	33%	35%	314	256	58	200	164	36
Agree	32%	33%	29%	28%	29%	23%	358	300	58	170	146	24
Strongly agree	15%	16%	13%	8%	9%	5%	169	143	26	51	46	5

**32. My supervisor tends to inflate the performance ratings of the employees he/she supervises**

Strongly disagree	12%	12%	13%	11%	10%	15%	135	110	25	67	51	16
Disagree	37%	36%	41%	36%	34%	45%	406	325	81	218	171	47
Neither disagree nor agree	41%	43%	29%	45%	47%	35%	444	387	57	272	236	36
Agree	8%	7%	13%	6%	6%	5%	87	61	26	33	28	5
Strongly agree	2%	2%	4%	2%	2%	0%	25	17	8	12	12	0

**33. My supervisor tends to deflate the performance ratings of the employees he/she supervises**

Strongly disagree	9%	9%	11%	9%	9%	13%	98	76	22	55	42	13
Disagree	33%	32%	41%	34%	33%	39%	365	284	81	206	166	40
Neither disagree nor agree	43%	46%	34%	48%	50%	38%	475	409	66	287	248	39
Agree	9%	10%	9%	7%	6%	9%	102	85	17	40	31	9
Strongly agree	5%	5%	6%	2%	2%	3%	56	45	11	13	10	3

**34. My performance rating represents a fair and accurate picture of my actual performance**

Strongly disagree	9%	10%	6%	10%	11%	5%	101	90	11	59	54	5
Disagree	15%	14%	15%	16%	17%	11%	159	129	30	94	83	11
Neither disagree nor agree	20%	21%	17%	22%	22%	18%	218	185	33	130	111	19
Agree	47%	47%	51%	44%	42%	52%	519	419	100	263	209	54
Strongly agree	9%	9%	12%	10%	9%	14%	100	77	23	59	44	15

**35. My performance appraisal takes into account the most important parts of my job**

Strongly disagree	7%	7%	5%	6%	6%	5%	74	64	10	36	31	5
Disagree	12%	13%	8%	12%	12%	9%	129	113	16	71	62	9
Neither disagree nor agree	16%	18%	11%	20%	21%	14%	180	159	21	119	104	15
Agree	53%	52%	60%	51%	49%	60%	589	470	119	308	245	63
Strongly agree	12%	11%	16%	12%	12%	12%	130	99	31	71	58	13

**36. My supervisor and I agree on what "good performance" on my job means**

Strongly disagree	6%	6%	5%	5%	5%	3%	64	55	9	27	24	3
Disagree	11%	11%	11%	11%	12%	8%	119	98	21	69	61	8
Neither disagree nor agree	22%	23%	16%	26%	26%	23%	241	209	32	155	131	24
Agree	50%	49%	54%	47%	45%	55%	548	442	106	283	226	57
Strongly agree	12%	11%	15%	12%	12%	12%	131	102	29	72	60	12

<sup>2</sup> Item 31 will be removed from the Summative Year Survey given that DoC eliminated the ranking process after the first two years of the Demonstration Project.

Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

**37. My supervisor evaluates my performance on things not related to my job**

	15%	14%	17%	14%	12%	22%	161	127	34	83	60	23
Strongly disagree	43%	42%	45%	47%	47%	49%	473	385	88	286	235	51
Disagree	26%	27%	22%	27%	28%	23%	287	243	44	163	139	24
Neither disagree nor agree	11%	11%	10%	9%	10%	4%	122	102	20	54	50	4
Agree	6%	6%	6%	3%	3%	2%	61	50	11	19	17	2
Strongly agree												

**38. How often do you receive feedback from your supervisor that helps you to improve your performance?**

	9%	10%	5%	10%	11%	9%	99	89	10	63	54	9
Never	29%	30%	28%	29%	30%	22%	324	268	56	173	150	23
Rarely	39%	38%	43%	38%	38%	40%	424	340	84	229	188	41
Sometimes	21%	21%	22%	21%	20%	25%	228	185	43	126	100	26
Often	2%	2%	2%	2%	2%	4%	26	22	4	12	8	4
Always												

**39. What information did you receive about your performance during your last performance review?**

*a. Did you receive a numerical rating?*

Yes	91%	90%	93%	25%	26%	20%	956	776	180	141	121	20
No	9%	10%	7%	75%	74%	80%	97	84	13	423	342	81

*b. Did you receive an adjective rating?*

Yes	61%	62%	56%	69%	69%	68%	618	512	106	385	317	68
No	39%	38%	44%	31%	31%	32%	391	308	83	172	140	32

*c. Did you receive an explanation/discussion?*

Yes	83%	83%	84%	71%	71%	76%	872	710	162	411	334	77
No	17%	18%	16%	29%	30%	25%	182	151	31	165	140	25

**40. What was your last performance appraisal rating?**

*(Comp. Group Only)*

Outstanding (460-500 points total)				43%	37%	83%				40	30	10
Commendable (380-459 points total)				22%	25%	0%				20	20	0
Fully Successful (290-379 points total)				36%	38%	17%				33	31	2
Marginal (200-289 points total)				0%	0%	0%				0	0	0
Unacceptable (100-199 points total)				0%	0%	0%				0	0	0

*(Comp. Group – NOAA Only)*

Meets/Exceeds				100%	100%	100%				500	405	95
Unsatisfactory				0%	0%	0%				1	1	0

*(Demo. Group Only)*

Eligible (40-100 points total)	100%	100%	100%				1012	825	187			
Unsatisfactory (0-39 points total)	0%	0%	0%				4	4	0			

**41. Under the present system, financial rewards are seldom related to employee performance**

	10%	7%	21%	8%	8%	10%	107	65	42	49	39	10
Strongly disagree	43%	42%	47%	35%	32%	47%	471	378	93	209	161	48
Disagree	22%	25%	12%	25%	27%	16%	245	221	24	152	136	16
Neither disagree nor agree	15%	16%	11%	19%	20%	17%	162	140	22	114	97	17
Agree	10%	11%	8%	13%	13%	12%	112	96	16	77	65	12
Strongly agree												

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**42. I understand how pay raises are given in my organization**

Strongly disagree	9%	10%	5%	7%	7%	3%	103	94	9	40	37	3
Disagree	20%	22%	8%	19%	22%	9%	216	200	16	117	108	9
Neither disagree nor agree	17%	19%	8%	20%	20%	15%	190	175	15	118	102	16
Agree	44%	41%	58%	47%	44%	59%	488	373	115	281	220	61
Strongly agree	9%	7%	22%	8%	6%	14%	103	59	44	47	32	15

**43. Pay raises depend on how well you perform**

Strongly disagree	11%	13%	5%	12%	13%	7%	125	116	9	74	67	7
Disagree	17%	18%	11%	28%	29%	25%	181	159	22	169	143	26
Neither disagree nor agree	21%	22%	15%	27%	28%	23%	226	197	29	162	138	24
Agree	44%	42%	57%	29%	27%	39%	485	373	112	175	135	40
Strongly agree	7%	6%	13%	4%	3%	7%	79	53	26	23	16	7

**44. I understand how awards are given in my organization**

Strongly disagree	11%	12%	6%	7%	8%	3%	120	108	12	44	41	3
Disagree	19%	22%	8%	23%	25%	15%	211	196	15	139	123	16
Neither disagree nor agree	23%	24%	17%	23%	26%	9%	247	213	34	136	127	9
Agree	41%	37%	57%	41%	38%	60%	445	332	113	249	187	62
Strongly agree	7%	6%	13%	6%	4%	14%	75	50	25	35	21	14

**45. Cash awards depend on how well you perform**

Strongly disagree	12%	13%	3%	11%	12%	7%	126	121	5	65	58	7
Disagree	16%	17%	12%	18%	20%	10%	176	153	23	108	98	10
Neither disagree nor agree	24%	26%	15%	26%	28%	17%	260	230	30	155	137	18
Agree	43%	39%	61%	40%	36%	59%	470	350	120	240	179	61
Strongly agree	6%	5%	10%	6%	5%	8%	67	47	20	35	27	8

**46. Bonuses for performance are awarded equitably**

Strongly disagree	18%	20%	9%	17%	18%	12%	192	175	17	101	89	12
Disagree	18%	19%	17%	20%	22%	14%	201	168	33	121	107	14
Neither disagree nor agree	35%	39%	19%	38%	39%	33%	384	346	38	229	195	34
Agree	25%	20%	47%	22%	20%	35%	275	183	92	134	98	36
Strongly agree	4%	3%	9%	2%	1%	6%	45	27	18	13	7	6

**EMPLOYEE RETENTION**

**47. Have you received a retention payment since March 1999? (Demo. Group Only)**

Yes	3%	4%	2%				36	32	4			
No	97%	96%	98%				1030	839	191			

**48. My retention payment was a strong incentive for me to remain within my unit (asked of those who responded "yes" to #47)**

Strongly disagree	11%	13%	0%				4	4	0			
Disagree	28%	31%	0%				10	10	0			
Neither disagree nor agree	33%	31%	50%				12	10	2			
Agree	28%	25%	50%				10	8	2			
Strongly agree	0%	0%	0%				0	0	0			

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**49. Giving a retention payment (extra money to keep an employee with critical skills from leaving) is fair**

Strongly disagree	5%	6%	3%	8%	8%	4%	53	47	6	27	25	2
Disagree	9%	9%	8%	10%	10%	9%	89	75	14	35	31	4
Neither disagree nor agree	21%	22%	18%	26%	27%	19%	216	182	34	92	83	9
Agree	52%	51%	56%	45%	43%	57%	533	429	104	159	132	27
Strongly agree	13%	12%	15%	11%	11%	11%	131	104	27	38	33	5

**50. Current efforts toward employee retention have produced a higher quality, higher performing workforce**

Strongly disagree	11%	12%	9%	12%	11%	13%	115	98	17	41	35	6
Disagree	18%	18%	19%	14%	14%	17%	188	154	34	50	42	8
Neither disagree nor agree	60%	60%	58%	63%	64%	58%	608	502	106	223	195	28
Agree	9%	9%	10%	10%	9%	13%	95	76	19	34	28	6
Strongly agree	2%	1%	4%	2%	2%	0%	15	8	7	6	6	0

**51. Current efforts toward employee retention have enabled managers to retain good minority employees**

Strongly disagree	11%	12%	7%	11%	10%	19%	114	102	12	39	30	9
Disagree	14%	14%	14%	11%	11%	11%	140	114	26	40	35	5
Neither disagree nor agree	68%	68%	68%	71%	73%	62%	696	571	125	251	222	29
Agree	5%	5%	8%	6%	6%	6%	55	40	15	20	17	3
Strongly agree	1%	1%	3%	1%	1%	2%	14	9	5	3	2	1

**52. Current efforts toward employee retention help minority employees get paid at competitive levels**

Strongly disagree	11%	11%	7%	10%	10%	13%	108	95	13	36	30	6
Disagree	11%	10%	13%	10%	9%	15%	107	83	24	34	27	7
Neither disagree nor agree	70%	71%	66%	74%	75%	64%	716	595	121	259	229	30
Agree	7%	7%	11%	6%	6%	6%	74	54	20	20	17	3
Strongly agree	1%	1%	3%	1%	1%	2%	14	9	5	3	2	1

**HIRING/RECRUITMENT**

**53. Recruitment procedures allow for the opportunity to hire good minority applicants**

Strongly disagree	6%	7%	1%	7%	6%	11%	62	60	2	42	31	11
Disagree	11%	10%	12%	11%	11%	10%	115	91	24	65	55	10
Neither disagree nor agree	50%	54%	31%	49%	52%	35%	546	485	61	286	251	35
Agree	28%	24%	44%	29%	27%	36%	303	216	87	168	132	36
Strongly agree	6%	5%	11%	3%	3%	7%	63	41	22	19	12	7

**54. Giving a one time recruitment bonus to attract a high quality employee is fair**

Strongly disagree	5%	5%	4%	7%	8%	3%	49	42	7	42	39	3
Disagree	10%	11%	5%	14%	15%	10%	105	95	10	80	70	10
Neither disagree nor agree	22%	24%	12%	24%	25%	18%	238	214	24	140	122	18
Agree	55%	53%	63%	50%	48%	60%	602	477	125	291	230	61
Strongly agree	10%	8%	17%	6%	5%	9%	105	72	33	32	23	9

**55. Paying a high quality new hire more than other new hires is fair**

Strongly disagree	7%	9%	3%	12%	12%	7%	81	76	5	67	60	7
Disagree	13%	14%	10%	20%	21%	11%	142	123	19	114	103	11
Neither disagree nor agree	20%	22%	11%	21%	22%	18%	214	193	21	123	105	18
Agree	50%	48%	59%	41%	39%	55%	550	433	117	241	186	55
Strongly agree	10%	8%	19%	7%	6%	9%	111	74	37	38	29	9

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
<b>56. Were you hired since March 1999?</b>												
Yes	14%	16%	7%	13%	13%	8%	156	143	13	73	65	8
No	86%	84%	93%	88%	87%	92%	949	764	185	512	420	92
<b>57. Have you received a one-time recruitment payment since March 1999? (asked of those who responded "yes" to #56)</b>												
Yes	4%	4%	15%	4%	3%	13%	7	5	2	3	2	1
No	96%	97%	85%	96%	97%	88%	149	138	11	70	63	7
<b>58. Please indicate the extent to which you agree with the following statement: My one-time recruitment payment was instrumental in accepting the job (asked of those who responded "yes" to #57)</b>												
Strongly disagree	14%	20%	0%	0%	0%	0%	1	1	0	0	0	0
Disagree	0%	0%	0%	33%	50%	0%	0	0	0	1	1	0
Neither disagree nor agree	14%	20%	0%	0%	0%	0%	1	1	0	0	0	0
Agree	43%	40%	50%	67%	50%	100%	3	2	1	2	1	1
Strongly agree	29%	20%	50%	0%	0%	0%	2	1	1	0	0	0
<b>59. How do starting salaries for similar positions at other organizations to which you applied compare with your starting salary at your current organization? (asked of those who responded "yes" to #56)</b>												
Much less than (<90% of) my starting salary	11%	11%	8%	6%	5%	13%	17	16	1	4	3	1
Somewhat less than (90%-95%)	18%	19%	8%	13%	14%	0%	28	27	1	9	9	0
About the same as my starting salary	26%	24%	46%	23%	18%	63%	40	34	6	16	11	5
Somewhat more than (5%-10% higher)	11%	11%	8%	27%	30%	0%	17	16	1	19	19	0
Much more than (>10% higher)	16%	16%	15%	15%	16%	13%	24	22	2	11	10	1
I don't know	18%	18%	15%	17%	18%	13%	28	26	2	12	11	1
<b>60. About how many weeks did it take from your initial job application to receive a formal job offer from your agency? (asked of those who responded "yes" to #56)</b>												
Less than 2 weeks	3%	4%	0%	14%	16%	0%	5	5	0	10	10	0
3-7 weeks	31%	31%	36%	39%	37%	57%	48	44	4	27	23	4
8-12 weeks	36%	36%	27%	17%	19%	0%	55	52	3	12	12	0
13-16 weeks	19%	19%	18%	11%	11%	14%	29	27	2	8	7	1
17-20 weeks	5%	5%	9%	10%	10%	14%	8	7	1	7	6	1
21 of more weeks	6%	6%	9%	9%	8%	14%	9	8	1	6	5	1
<b>61. Have you been personally involved in recruiting or hiring any permanent employees from outside of your agency during the past year?</b>												
Yes	23%	15%	63%	16%	10%	46%	257	133	124	96	49	47
No	77%	85%	37%	84%	90%	54%	846	773	73	498	443	55
<b>62. Developing hiring strategies</b>												
Not at all	17%	24%	10%	21%	33%	9%	44	32	12	20	16	4
To a little extent	15%	22%	8%	9%	14%	4%	39	29	10	9	7	2
To some extent	21%	25%	18%	22%	27%	17%	55	33	22	21	13	8
To a great extent	23%	17%	30%	23%	14%	32%	60	22	38	22	7	15
To a very great extent	23%	12%	35%	25%	12%	38%	59	15	44	24	6	18
<b>63. Defining selection factors (knowledge, skills, and abilities)</b>												
Not at all	10%	17%	3%	8%	14%	2%	26	22	4	8	7	1
To a little extent	5%	6%	3%	7%	7%	0%	12	8	4	7	7	0
To some extent	21%	30%	13%	18%	27%	9%	55	39	16	17	13	4
To a great extent	28%	28%	29%	34%	27%	43%	72	36	36	33	13	20
To a very great extent	36%	20%	52%	32%	18%	47%	92	26	66	31	9	22

Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

**64. Selecting persons hired**

Not at all	9%	16%	1%	9%	16%	2%	22	21	1	9	8	1
To a little extent	7%	9%	4%	4%	8%	0%	17	12	5	4	4	0
To some extent	21%	31%	10%	25%	37%	13%	53	41	12	24	18	6
To a great extent	26%	26%	25%	24%	18%	30%	66	34	32	23	9	14
To a very great extent	39%	18%	60%	38%	20%	55%	99	23	76	36	10	26

**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	62%	66%	58%	56%	55%	57%	159	87	72	53	26	27
Scientific/Engineering Technician	6%	2%	10%	20%	23%	17%	15	3	12	19	11	8
Administrative	21%	18%	24%	13%	15%	11%	53	23	30	12	7	5
Support	11%	14%	9%	11%	6%	15%	29	18	11	10	3	7

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

Top 1% (world class)	1%	2%	1%	0%	0%	0%	3	2	1	0	0	0
Top 10% (outstanding)	8%	7%	8%	10%	6%	13%	19	9	10	9	3	6
Top 25% (very good)	39%	36%	41%	35%	38%	32%	97	46	51	33	18	15
Average	42%	47%	36%	38%	38%	38%	105	60	45	36	18	18
Below average	10%	8%	11%	16%	17%	15%	24	10	14	15	8	7
Poor	2%	1%	2%	1%	0%	2%	4	1	3	1	0	1

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

Top 1% (world class)	5%	2%	7%	3%	4%	2%	12	3	9	3	2	1
Top 10% (outstanding)	28%	30%	27%	28%	19%	36%	72	38	34	26	9	17
Top 25% (very good)	34%	26%	42%	40%	47%	34%	86	33	53	38	22	16
Average	19%	24%	14%	16%	17%	15%	49	31	18	15	8	7
Below average	1%	2%	0%	2%	0%	4%	3	3	0	2	0	2
Poor	1%	0%	2%	2%	2%	2%	3	0	3	2	1	1
Too early to tell	3%	5%	1%	0%	0%	0%	7	6	1	0	0	0
No one was hired	9%	12%	6%	9%	11%	6%	23	15	8	8	5	3

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

1 (The top applicant accepted the job)	78%	72%	82%	70%	67%	73%	179	81	98	61	29	32
2	13%	14%	13%	20%	23%	16%	31	16	15	17	10	17
3	7%	10%	4%	9%	9%	9%	16	11	5	8	4	4
4	0%	0%	0%	1%	0%	2%	0	0	0	1	0	1
5 or more	2%	4%	1%	0%	0%	0%	5	4	1	0	0	0

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

0 – 5 hours	22%	33%	10%	17%	28%	7%	57	44	13	16	13	3
6 – 10 hours	25%	27%	22%	20%	19%	20%	63	36	27	18	9	9
11 – 15 hours	14%	11%	18%	21%	21%	20%	37	14	23	19	10	9
16 – 20 hours	12%	11%	14%	15%	9%	22%	31	14	17	14	4	10
More than 20 hours	27%	18%	36%	27%	23%	31%	69	24	45	25	11	14

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**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	11%	10%	11%	8%	11%	5%	25	12	13	7	5	2
5 – 8 weeks	17%	17%	16%	9%	9%	9%	40	21	19	8	4	4
9 – 16 weeks	37%	35%	40%	36%	39%	33%	89	42	47	31	17	14
17 – 25 weeks	22%	21%	23%	25%	21%	30%	52	25	27	22	9	13
More than 25 weeks	14%	17%	10%	22%	21%	23%	33	21	12	19	9	10

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

1 or fewer weeks	49%	47%	50%	40%	43%	36%	114	54	60	34	18	16
2 – 4 weeks	24%	28%	20%	37%	33%	41%	57	33	24	32	14	18
5 – 8 weeks	11%	11%	10%	2%	2%	2%	25	13	12	2	1	1
9 – 16 weeks	9%	7%	11%	14%	14%	14%	21	8	13	12	6	6
17 – 25 weeks	4%	4%	3%	4%	2%	5%	9	5	4	3	1	2
More than 25 weeks	4%	3%	5%	4%	5%	2%	9	3	6	3	2	1

**72. Skills and abilities of the most recent employee I hired were a good match for the job**

Strongly disagree	2%	1%	3%	2%	2%	2%	4	1	3	2	1	1
Disagree	3%	4%	2%	3%	7%	0%	7	5	2	3	3	0
Neither disagree nor agree	10%	14%	6%	11%	9%	13%	23	16	7	10	4	6
Agree	50%	58%	42%	53%	55%	52%	118	67	51	48	24	24
Strongly agree	36%	23%	48%	30%	27%	33%	85	26	59	27	12	15

**73. I am satisfied with the processes used to fill vacancies here**

Strongly disagree	14%	14%	13%	17%	21%	13%	34	18	16	16	10	6
Disagree	32%	38%	26%	30%	30%	30%	80	48	32	28	14	14
Neither disagree nor agree	17%	20%	14%	27%	30%	24%	42	25	17	25	14	11
Agree	31%	23%	40%	19%	15%	24%	78	29	49	18	7	11
Strongly agree	7%	6%	8%	7%	4%	9%	17	7	10	6	2	4

**74. My unit uses relevant recruitment sources**

Strongly disagree	5%	5%	5%	8%	9%	6%	12	6	6	7	4	3
Disagree	15%	19%	11%	9%	11%	6%	38	24	14	8	5	3
Neither disagree nor agree	31%	35%	26%	25%	33%	17%	76	43	33	23	15	8
Agree	41%	36%	46%	47%	42%	51%	102	45	57	43	19	24
Strongly agree	8%	5%	12%	12%	4%	19%	21	6	15	11	2	9

**75. Applicants are hired in a timely manner**

Strongly disagree	23%	25%	22%	20%	28%	11%	59	32	27	18	13	5
Disagree	33%	32%	34%	42%	41%	44%	83	41	42	39	19	20
Neither disagree nor agree	21%	17%	25%	20%	13%	26%	53	22	31	18	6	12
Agree	19%	21%	17%	14%	15%	13%	47	26	21	13	7	6
Strongly agree	4%	5%	3%	4%	2%	7%	10	6	4	4	1	3

**76. The current job posting/advertising procedures have resulted in an excellent pool of applicants**

Strongly disagree	14%	9%	18%	20%	22%	17%	34	12	22	18	10	8
Disagree	33%	34%	31%	28%	31%	24%	82	43	39	25	14	11
Neither disagree nor agree	31%	33%	28%	30%	24%	35%	77	42	35	27	11	16
Agree	20%	21%	20%	21%	20%	22%	51	26	25	19	9	10
Strongly agree	3%	3%	3%	2%	2%	2%	8	4	4	2	1	1



Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

**EMPLOYEE TURNOVER**

**77. What are the factors that make you want to stay in your organization? (Rank the 3 most important reasons)<sup>3</sup>**

The work itself	<b>69%</b>	67%	77%	<b>72%</b>	70%	82%	<b>755</b>	602	153	<b>429</b>	347	82
The public reputation of this organization	<b>9%</b>	8%	13%	<b>8%</b>	7%	16%	<b>97</b>	72	25	<b>49</b>	33	16
Salary	<b>51%</b>	50%	57%	<b>36%</b>	35%	40%	<b>558</b>	446	112	<b>215</b>	175	40
Benefits	<b>27%</b>	29%	20%	<b>25%</b>	26%	21%	<b>297</b>	257	40	<b>148</b>	127	21
The chance for advancement	<b>8%</b>	9%	6%	<b>7%</b>	8%	3%	<b>90</b>	79	11	<b>41</b>	38	3
The people I work with	<b>32%</b>	32%	35%	<b>33%</b>	31%	44%	<b>354</b>	284	70	<b>195</b>	151	44
Location	<b>30%</b>	30%	32%	<b>38%</b>	39%	33%	<b>330</b>	267	63	<b>223</b>	190	33
Job security	<b>37%</b>	38%	33%	<b>41%</b>	42%	35%	<b>406</b>	341	65	<b>242</b>	207	35
Quality of facilities	<b>2%</b>	2%	3%	<b>5%</b>	4%	7%	<b>19</b>	14	5	<b>27</b>	20	7
Funding	<b>1%</b>	1%	1%	<b>2%</b>	1%	2%	<b>10</b>	9	1	<b>9</b>	7	2
Competence of management	<b>5%</b>	4%	8%	<b>2%</b>	2%	3%	<b>56</b>	40	16	<b>12</b>	9	3
Fair treatment	<b>5%</b>	5%	5%	<b>4%</b>	4%	3%	<b>51</b>	41	10	<b>23</b>	20	3
Convenient work hours	<b>16%</b>	19%	5%	<b>20%</b>	22%	9%	<b>177</b>	168	9	<b>119</b>	110	9
No other job offers	<b>7%</b>	7%	7%	<b>7%</b>	9%	1%	<b>72</b>	59	13	<b>43</b>	42	1

**78. What are the factors that would make you want to leave? (Rank the 3 most important reasons)<sup>4</sup>**

The work itself	<b>26%</b>	25%	31%	<b>23%</b>	22%	29%	<b>278</b>	218	60	<b>135</b>	107	28
The public reputation of this organization	<b>6%</b>	5%	8%	<b>8%</b>	7%	10%	<b>63</b>	47	16	<b>45</b>	35	10
Salary	<b>30%</b>	32%	17%	<b>32%</b>	32%	36%	<b>318</b>	285	33	<b>190</b>	155	35
Benefits	<b>6%</b>	6%	4%	<b>6%</b>	6%	8%	<b>63</b>	55	8	<b>36</b>	28	8
Lack of career advancement	<b>40%</b>	43%	29%	<b>46%</b>	48%	34%	<b>433</b>	377	56	<b>268</b>	235	33
The people I work with	<b>16%</b>	16%	19%	<b>14%</b>	15%	8%	<b>176</b>	140	36	<b>81</b>	73	8
Location	<b>17%</b>	17%	20%	<b>16%</b>	15%	19%	<b>184</b>	146	38	<b>92</b>	74	18
Job security/Potential RIF	<b>17%</b>	18%	13%	<b>18%</b>	18%	19%	<b>183</b>	158	25	<b>106</b>	87	19
Quality of facilities	<b>5%</b>	5%	7%	<b>7%</b>	6%	9%	<b>57</b>	43	14	<b>40</b>	31	9
Funding	<b>18%</b>	17%	26%	<b>22%</b>	21%	27%	<b>197</b>	146	51	<b>129</b>	103	26
Lack of competence of management	<b>41%</b>	40%	47%	<b>41%</b>	40%	48%	<b>442</b>	351	91	<b>242</b>	195	47
Unfair treatment	<b>38%</b>	38%	37%	<b>33%</b>	34%	25%	<b>406</b>	335	71	<b>192</b>	168	24
Inconvenient work hours	<b>8%</b>	8%	8%	<b>9%</b>	9%	9%	<b>84</b>	69	15	<b>51</b>	42	9
Other job offers	<b>28%</b>	28%	29%	<b>23%</b>	25%	13%	<b>304</b>	248	56	<b>136</b>	123	13

<sup>3</sup> For this question, the reported percentages represent the percentage of people, among those who responded to this question, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

<sup>4</sup> For this question, the reported percentages represent the percentage of people, among those who responded to this question, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**79. If you were to take a new job outside of this organization, would you do so to gain: (Rank the 3 most important reasons)<sup>5</sup>**

More responsibility	14%	14%	15%	14%	15%	8%	155	126	29	80	72	8
Better pay	62%	64%	53%	63%	64%	60%	671	567	104	370	312	58
Better supervisors	17%	17%	17%	19%	19%	16%	185	151	34	109	94	15
More interesting work	42%	41%	44%	37%	37%	35%	448	363	85	217	183	34
Better working conditions	12%	11%	16%	12%	12%	11%	125	94	31	70	59	11
Better promotional opportunities	29%	32%	12%	34%	37%	18%	308	285	23	197	180	17
Career advancement	38%	39%	36%	38%	39%	34%	410	340	70	224	191	33
Better geographical location	27%	27%	28%	25%	25%	24%	292	237	55	145	122	23
More job security	8%	8%	5%	8%	9%	5%	82	73	9	48	43	5
Better benefits	11%	13%	6%	12%	10%	19%	121	110	11	68	50	18
More important program	10%	9%	14%	9%	7%	20%	111	83	28	51	32	19
More congenial colleagues	5%	5%	5%	5%	5%	3%	50	40	10	27	24	3
Reduced administrative and paperwork burdens	15%	10%	36%	12%	8%	30%	161	91	70	68	39	29
More convenient work hours	8%	7%	10%	9%	8%	12%	81	61	20	53	41	12

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

*a. Inside your agency?*

Not at all likely	25%	25%	24%	24%	23%	33%	270	224	46	144	111	33
Somewhat likely	37%	37%	36%	41%	42%	37%	403	332	71	242	205	37
Very likely	38%	38%	40%	35%	36%	31%	412	333	79	205	174	31

*a. In another Federal Agency?*

Not at all likely	10%	10%	11%	16%	15%	23%	112	90	22	95	71	24
Somewhat likely	43%	41%	49%	47%	47%	47%	463	367	96	277	229	48
Very likely	47%	49%	40%	37%	38%	30%	515	438	77	217	186	31

*c. Outside the Federal Government?*

Not at all likely	30%	30%	31%	20%	20%	20%	326	265	61	117	97	20
Somewhat likely	36%	37%	33%	37%	39%	32%	394	330	64	220	187	33
Very likely	34%	33%	37%	43%	42%	48%	366	294	72	251	202	49

**81. During the next year, I will probably look for a new job outside of this organization**

Strongly disagree	30%	30%	35%	30%	29%	32%	334	266	68	177	145	32
Disagree	24%	24%	24%	24%	22%	33%	264	216	48	144	111	33
Neither disagree nor agree	18%	18%	17%	20%	20%	15%	193	160	33	117	102	15
Agree	15%	15%	12%	15%	16%	9%	163	139	24	90	81	9
Strongly agree	13%	14%	12%	12%	12%	12%	146	122	24	72	60	12

**82. High performers tend to stay with this organization**

Strongly disagree	11%	13%	7%	9%	10%	5%	126	113	13	53	48	5
Disagree	22%	22%	19%	22%	24%	16%	239	201	38	135	118	17
Neither disagree nor agree	35%	35%	34%	35%	35%	32%	387	319	68	209	176	33
Agree	26%	25%	30%	28%	26%	39%	286	226	60	167	127	40
Strongly agree	6%	5%	10%	6%	6%	9%	63	44	19	38	29	9

<sup>5</sup> For this question, the reported percentages represent the percentage of people, among those who responded to this question, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

**83. Low performers tend to leave this organization**

Strongly disagree	23%	22%	27%	26%	26%	26%	253	201	52	156	129	27
Disagree	33%	32%	37%	34%	32%	45%	358	286	72	204	158	46
Neither disagree nor agree	35%	36%	29%	30%	33%	19%	379	323	56	182	162	20
Agree	8%	8%	6%	7%	7%	7%	87	75	12	43	36	7
Strongly agree	2%	2%	2%	3%	3%	3%	22	18	4	17	14	3

**ORGANIZATIONAL EXCELLENCE AND WORKFORCE DIVERSITY**

**84. My organization recruits, selects, and advances employees on the basis of merit**

Strongly disagree	9%	10%	3%	10%	10%	7%	96	91	5	58	51	7
Disagree	15%	16%	11%	18%	20%	8%	166	145	21	110	102	8
Neither disagree nor agree	29%	32%	18%	27%	30%	14%	320	284	36	164	150	14
Agree	41%	38%	54%	41%	37%	64%	448	341	107	250	183	67
Strongly agree	6%	4%	14%	4%	3%	8%	68	40	28	22	14	8

**85. My organization treats employees fairly and equitably**

Strongly disagree	9%	10%	4%	10%	11%	3%	94	87	7	60	57	3
Disagree	20%	21%	13%	23%	25%	11%	218	192	26	137	126	11
Neither disagree nor agree	22%	23%	14%	22%	22%	23%	236	208	28	133	109	24
Agree	44%	42%	56%	41%	38%	57%	483	374	109	247	188	59
Strongly agree	6%	4%	13%	4%	4%	7%	66	40	26	26	19	7

**86. My organization treats applicants fairly and equitably**

Strongly disagree	4%	5%	3%	5%	6%	1%	46	41	5	31	30	1
Disagree	9%	9%	5%	8%	9%	4%	93	83	10	46	42	4
Neither disagree nor agree	42%	47%	20%	43%	46%	26%	464	425	39	254	227	27
Agree	38%	34%	58%	40%	36%	60%	422	308	114	239	177	62
Strongly agree	7%	5%	15%	5%	4%	10%	73	43	30	28	18	10

**87. My organization provides equal pay for equal work**

Strongly disagree	12%	13%	6%	12%	14%	2%	131	119	12	70	68	2
Disagree	26%	28%	19%	30%	30%	28%	289	251	38	180	151	29
Neither disagree nor agree	26%	27%	23%	25%	26%	20%	288	242	46	149	128	21
Agree	31%	29%	41%	31%	28%	43%	342	261	81	185	140	45
Strongly agree	5%	3%	11%	3%	2%	7%	49	28	21	18	11	7

**88. My organization rewards excellent performance**

Strongly disagree	9%	10%	6%	10%	10%	6%	100	88	12	57	51	6
Disagree	15%	16%	10%	24%	24%	27%	165	145	20	147	119	28
Neither disagree nor agree	24%	26%	15%	23%	25%	15%	262	233	29	141	125	16
Agree	44%	42%	53%	37%	35%	47%	485	381	104	224	175	49
Strongly agree	8%	6%	17%	6%	6%	5%	85	52	33	33	28	5

**89. My organization maintains high standards of integrity, conduct, and concern for the public interest**

Strongly disagree	6%	7%	4%	5%	5%	1%	71	64	7	27	26	1
Disagree	7%	8%	5%	10%	10%	9%	82	72	10	61	52	9
Neither disagree nor agree	18%	20%	12%	20%	22%	13%	202	179	23	121	108	13
Agree	50%	50%	51%	49%	48%	54%	548	448	100	297	241	56
Strongly agree	18%	16%	29%	16%	14%	24%	198	140	58	97	72	25

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**90. My organization manages employees efficiently and effectively**

Strongly disagree	16%	18%	7%	17%	19%	8%	176	163	13	101	93	8
Disagree	29%	29%	30%	31%	31%	36%	319	260	59	189	152	37
Neither disagree nor agree	31%	31%	30%	30%	30%	32%	342	283	59	182	149	33
Agree	21%	19%	28%	19%	19%	21%	225	170	55	114	92	22
Strongly agree	3%	3%	6%	3%	2%	4%	36	24	12	15	11	4

**91. My organization retains or separates employees on the basis of their performance**

Strongly disagree	14%	14%	11%	16%	17%	10%	149	128	21	95	85	10
Disagree	28%	29%	24%	31%	28%	44%	308	260	48	186	140	46
Neither disagree nor agree	39%	40%	37%	39%	41%	28%	432	360	72	232	203	29
Agree	17%	15%	26%	14%	13%	17%	189	138	51	83	65	18
Strongly agree	2%	2%	3%	0%	0%	1%	21	16	5	2	1	1

**92. My organization educates and trains employees when doing so will result in better organizational or individual performance**

Strongly disagree	9%	10%	5%	9%	10%	4%	95	85	10	53	49	4
Disagree	17%	17%	14%	20%	20%	21%	181	154	27	120	98	22
Neither disagree nor agree	25%	25%	25%	27%	28%	20%	274	225	49	162	141	21
Agree	44%	42%	49%	41%	39%	47%	477	380	97	244	195	49
Strongly agree	6%	6%	8%	4%	3%	8%	70	55	15	23	15	8

**93. My organization protects employees from improper political influence**

Strongly disagree	4%	4%	4%	3%	3%	2%	42	34	8	18	16	2
Disagree	5%	5%	4%	7%	6%	8%	57	49	8	39	31	8
Neither disagree nor agree	47%	50%	34%	52%	56%	32%	518	451	67	311	278	33
Agree	34%	32%	42%	32%	29%	49%	373	290	83	193	142	51
Strongly agree	10%	8%	16%	7%	6%	10%	108	76	32	39	29	10

**94. My organization protects employees against reprisal for the lawful disclosure of information**

Strongly disagree	3%	3%	3%	2%	3%	1%	30	25	5	14	13	1
Disagree	4%	5%	3%	4%	5%	2%	45	40	5	24	22	2
Neither disagree nor agree	65%	68%	52%	65%	69%	50%	709	607	102	390	339	51
Agree	24%	22%	34%	24%	21%	40%	259	193	66	144	103	41
Strongly agree	4%	3%	9%	4%	3%	8%	46	29	17	24	16	8

**95. My organization does not discriminate on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation**

Strongly disagree	6%	6%	2%	5%	5%	2%	60	56	4	28	26	2
Disagree	7%	7%	7%	8%	8%	4%	77	64	13	45	41	4
Neither disagree nor agree	19%	21%	10%	20%	21%	14%	210	191	19	119	105	14
Agree	51%	51%	50%	51%	50%	56%	554	455	99	307	249	58
Strongly agree	18%	15%	32%	17%	16%	25%	196	134	62	103	77	26

**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**

Strongly disagree	3%	4%	2%	3%	3%	2%	37	34	3	15	13	2
Disagree	6%	6%	7%	7%	8%	3%	65	52	13	40	37	3
Neither disagree nor agree	50%	54%	34%	49%	52%	39%	544	478	66	291	253	38
Agree	33%	30%	47%	34%	32%	45%	359	269	90	202	158	44
Strongly agree	7%	6%	11%	7%	6%	11%	74	53	21	41	30	11

Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

**97. My organization does not coerce employees' political activity**

Strongly disagree	1%	1%	0%	1%	1%	0%	5	5	0	3	3	0
Disagree	1%	1%	2%	2%	2%	1%	13	10	3	9	8	1
Neither disagree nor agree	22%	24%	8%	22%	24%	12%	236	220	16	129	117	12
Agree	48%	47%	51%	52%	52%	52%	524	424	100	311	258	53
Strongly agree	29%	27%	40%	25%	22%	36%	319	241	78	147	110	37

**98. My organization does not deceive or obstruct any person with respect to such person's right to compete for employment**

Strongly disagree	3%	3%	1%	3%	3%	2%	29	27	2	18	16	2
Disagree	7%	8%	3%	6%	6%	4%	73	68	5	33	29	4
Neither disagree nor agree	27%	30%	13%	29%	32%	17%	293	267	26	174	156	18
Agree	48%	46%	59%	47%	46%	54%	524	408	116	284	228	56
Strongly agree	16%	14%	25%	15%	14%	23%	174	125	49	91	67	24

**99. My organization does not influence a person to withdraw from competition**

Strongly disagree	2%	2%	1%	2%	2%	1%	20	18	2	11	10	1
Disagree	5%	5%	2%	4%	4%	4%	50	46	4	26	22	4
Neither disagree nor agree	34%	38%	14%	34%	37%	22%	366	339	27	206	183	23
Agree	45%	43%	56%	46%	45%	52%	491	381	110	277	223	54
Strongly agree	15%	13%	28%	13%	12%	21%	167	112	55	80	58	22

**100. My organization does not grant any preference or advantage not authorized by law, regulation, or rule**

Strongly disagree	5%	6%	3%	5%	5%	2%	55	50	5	29	27	2
Disagree	7%	8%	5%	8%	8%	6%	81	71	10	46	40	6
Neither disagree nor agree	34%	37%	21%	33%	36%	18%	375	334	41	197	178	19
Agree	41%	38%	52%	42%	40%	51%	447	344	103	252	199	53
Strongly agree	12%	11%	20%	13%	11%	23%	135	96	39	76	52	24

**101. People in my organization do not engage in employing or promoting relatives**

Strongly disagree	5%	5%	2%	4%	5%	1%	51	47	4	24	23	1
Disagree	6%	7%	5%	11%	11%	11%	68	58	10	66	55	11
Neither disagree nor agree	27%	30%	17%	25%	29%	9%	299	265	34	152	143	9
Agree	43%	42%	49%	44%	43%	48%	472	376	96	264	214	50
Strongly agree	19%	17%	27%	16%	13%	32%	206	152	54	96	63	33

**102. My organization does not retaliate against whistleblowers, whether they are employees or applicants**

Strongly disagree	5%	5%	3%	4%	5%	3%	53	47	6	26	23	3
Disagree	6%	7%	4%	9%	9%	5%	70	63	7	51	46	5
Neither disagree nor agree	57%	60%	41%	58%	61%	47%	621	540	81	350	301	49
Agree	26%	22%	40%	23%	22%	30%	278	199	79	138	107	31
Strongly agree	6%	5%	12%	6%	4%	15%	69	45	24	35	19	16

**103. My organization does not discriminate based on actions not adversely affecting performance**

Strongly disagree	5%	5%	2%	4%	5%	1%	51	47	4	24	23	1
Disagree	8%	9%	5%	8%	8%	7%	88	78	10	47	40	7
Neither disagree nor agree	46%	50%	31%	48%	50%	39%	502	442	60	288	248	40
Agree	34%	31%	49%	34%	32%	43%	373	278	95	201	157	44
Strongly agree	7%	5%	14%	6%	6%	11%	73	46	27	38	27	11

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**PAY SYSTEM**

**104. All in all, I am satisfied with my pay**

Strongly disagree	9%	10%	7%	12%	12%	12%	99	86	13	73	61	12
Disagree	21%	22%	12%	29%	29%	27%	226	202	24	172	144	28
Neither disagree nor agree	13%	14%	7%	14%	13%	18%	138	124	14	82	63	19
Agree	47%	46%	54%	40%	41%	34%	518	412	106	238	203	35
Strongly agree	11%	9%	20%	6%	5%	10%	121	81	40	36	26	10

**105. Differences in pay at my organization represent real differences in level of responsibility and job difficulty**

Strongly disagree	15%	16%	9%	16%	17%	12%	164	146	18	95	83	12
Disagree	32%	32%	29%	32%	33%	30%	346	289	57	193	162	31
Neither disagree nor agree	23%	23%	19%	22%	22%	26%	248	211	37	134	107	27
Agree	27%	25%	37%	27%	27%	23%	299	266	73	159	135	24
Strongly agree	4%	3%	6%	3%	2%	10%	40	29	11	20	10	10

**106. My pay is fair considering what other people in my organization are paid**

Strongly disagree	9%	10%	4%	12%	12%	8%	102	94	8	69	61	8
Disagree	22%	23%	17%	24%	24%	26%	245	211	34	146	119	27
Neither disagree nor agree	25%	27%	15%	24%	25%	18%	276	246	30	142	123	19
Agree	38%	35%	53%	37%	37%	38%	418	313	105	220	181	39
Strongly agree	5%	4%	11%	4%	2%	11%	57	36	21	23	12	11

**107. Pay progression (the way I move up within my grade/band) is fair**

Strongly disagree	14%	15%	7%	12%	14%	6%	149	135	14	74	68	6
Disagree	20%	20%	16%	23%	23%	26%	215	183	32	139	112	27
Neither disagree nor agree	22%	24%	14%	25%	26%	21%	239	212	27	150	128	22
Agree	40%	38%	53%	36%	35%	39%	441	337	104	212	172	40
Strongly agree	5%	4%	11%	4%	3%	9%	52	31	21	23	14	9

**108. Other employers in this area pay more than the government does for the kind of work I am doing**

Strongly disagree	2%	2%	1%	3%	3%	1%	19	18	1	17	16	1
Disagree	10%	10%	12%	10%	10%	10%	114	91	23	58	48	10
Neither disagree nor agree	34%	34%	33%	29%	30%	23%	368	303	65	175	151	24
Agree	31%	32%	29%	33%	32%	35%	340	283	57	196	160	36
Strongly agree	23%	23%	26%	26%	24%	32%	254	202	52	154	121	33

**109. Minority employees get paid at competitive levels in my unit**

Strongly disagree	3%	4%	1%	2%	2%	0%	32	31	1	11	11	0
Disagree	4%	5%	3%	4%	4%	4%	47	41	6	23	19	4
Neither disagree nor agree	41%	45%	21%	42%	47%	21%	446	405	41	251	229	22
Agree	43%	40%	56%	44%	40%	63%	468	358	110	260	195	65
Strongly agree	9%	7%	20%	8%	8%	12%	98	58	40	49	37	12

**110. I am satisfied with the way management handles pay**

Strongly disagree	15%	17%	8%	12%	13%	4%	166	150	16	70	66	4
Disagree	25%	26%	21%	29%	29%	30%	278	237	41	176	145	31
Neither disagree nor agree	23%	24%	18%	27%	28%	22%	254	218	36	163	140	23
Agree	32%	30%	43%	29%	27%	41%	354	268	86	173	131	42
Strongly agree	4%	3%	10%	3%	3%	3%	46	27	19	16	13	3

Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

**111. Management officials are qualified to make pay decisions**

Strongly disagree	11%	12%	6%	10%	12%	4%	116	105	11	61	57	4
Disagree	17%	18%	13%	19%	19%	17%	182	157	25	112	95	17
Neither disagree nor agree	27%	30%	18%	40%	40%	38%	299	264	35	233	194	39
Agree	40%	38%	53%	30%	28%	39%	440	336	104	175	135	40
Strongly agree	5%	4%	12%	2%	2%	2%	57	34	23	12	10	2

**112. The current pay system has resulted in improved supervisor performance**

Strongly disagree	20%	21%	12%	20%	21%	15%	214	191	23	117	102	15
Disagree	24%	24%	24%	30%	28%	38%	266	219	47	175	137	38
Neither disagree nor agree	40%	40%	39%	43%	44%	36%	442	364	78	254	218	36
Agree	14%	12%	18%	6%	6%	9%	148	112	36	38	29	9
Strongly agree	3%	2%	7%	1%	1%	3%	28	14	14	8	5	3

**113. The current pay system encourages team performance**

Strongly disagree	22%	24%	16%	17%	17%	15%	244	213	31	99	84	15
Disagree	27%	27%	26%	27%	27%	28%	295	244	51	161	132	29
Neither disagree nor agree	36%	36%	33%	44%	44%	41%	390	324	66	261	219	42
Agree	13%	12%	20%	11%	11%	12%	146	107	39	64	52	12
Strongly agree	2%	1%	6%	2%	1%	4%	22	11	11	10	6	4

**SUMMARY**

**114. I have trust and confidence in my supervisor**

Strongly disagree	10%	10%	8%	12%	13%	7%	108	92	16	72	65	7
Disagree	13%	13%	9%	13%	14%	9%	137	119	18	76	67	9
Neither disagree nor agree	16%	15%	18%	16%	16%	17%	172	137	35	96	79	17
Agree	44%	43%	46%	43%	42%	49%	479	389	90	258	208	50
Strongly agree	18%	18%	19%	16%	16%	19%	202	164	38	98	78	20

**115. In general, I am satisfied with my job**

Strongly disagree	4%	4%	4%	4%	5%	1%	47	39	8	24	23	1
Disagree	11%	12%	5%	15%	15%	15%	119	109	10	87	72	15
Neither disagree nor agree	15%	15%	13%	13%	14%	10%	160	134	26	80	70	10
Agree	58%	57%	60%	57%	56%	62%	636	518	118	344	280	64
Strongly agree	13%	12%	18%	11%	11%	13%	140	104	36	66	53	13

**116. My job is a good match for my skills and training**

Strongly disagree	4%	5%	3%	4%	4%	1%	47	42	5	22	21	1
Disagree	8%	9%	3%	12%	13%	6%	87	81	6	72	66	6
Neither disagree nor agree	10%	11%	5%	10%	11%	5%	110	101	9	61	56	5
Agree	59%	58%	65%	57%	54%	71%	653	524	129	340	266	74
Strongly agree	19%	17%	25%	17%	17%	17%	204	155	49	104	86	18

**117. In general, I like working here**

Strongly disagree	3%	3%	2%	2%	3%	0%	34	30	4	14	14	0
Disagree	7%	7%	6%	9%	9%	11%	76	64	12	54	43	11
Neither disagree nor agree	13%	13%	10%	13%	13%	9%	138	118	20	75	66	9
Agree	59%	59%	59%	58%	57%	63%	651	535	116	348	283	65
Strongly agree	18%	17%	23%	18%	18%	18%	201	155	46	110	91	19

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**118. My organization is able to attract high quality employees**

Strongly disagree	6%	6%	4%	7%	7%	5%	62	55	7	40	35	5
Disagree	21%	22%	17%	15%	16%	11%	229	196	33	89	78	11
Neither disagree nor agree	30%	30%	27%	32%	32%	29%	326	273	53	189	159	30
Agree	38%	37%	44%	40%	39%	47%	422	335	87	242	194	48
Strongly agree	6%	5%	9%	7%	6%	9%	62	44	18	40	31	9

**119. Competition for jobs here is fair and open**

Strongly disagree	8%	9%	3%	8%	9%	6%	82	77	5	48	42	6
Disagree	12%	13%	7%	15%	15%	12%	131	117	14	87	75	12
Neither disagree nor agree	30%	33%	16%	30%	33%	13%	323	292	31	177	164	13
Agree	43%	40%	57%	40%	37%	54%	475	362	113	236	180	56
Strongly agree	8%	6%	18%	8%	6%	16%	85	50	35	47	31	16

**120. When changes are made at my organization, the employees usually lose out in the end**

Strongly disagree	7%	5%	15%	4%	4%	4%	76	46	30	24	20	4
Disagree	24%	22%	32%	22%	19%	35%	263	199	64	129	93	36
Neither disagree nor agree	42%	44%	35%	44%	47%	30%	465	396	69	263	232	31
Agree	18%	19%	13%	21%	20%	26%	197	172	25	126	99	27
Strongly agree	9%	10%	5%	9%	10%	6%	95	85	10	56	50	6

**121. I am in favor of the Demonstration Project**

Strongly disagree	18%	19%	11%	13%	15%	6%	193	171	22	77	71	6
Disagree	11%	11%	12%	11%	9%	19%	124	100	24	65	46	19
Neither disagree nor agree	24%	26%	14%	53%	56%	42%	259	232	27	315	273	42
Agree	32%	31%	38%	15%	14%	22%	352	278	74	91	69	22
Strongly agree	15%	13%	25%	7%	6%	12%	169	119	50	42	30	12

**122. In the future, I would be interested in taking this survey electronically on the Internet**

Strongly disagree	8%	8%	6%	9%	10%	6%	82	70	12	54	48	6
Disagree	8%	8%	8%	11%	12%	11%	91	76	15	68	57	11
Neither disagree nor agree	20%	20%	21%	28%	27%	31%	220	179	41	164	132	32
Agree	38%	38%	39%	35%	35%	35%	421	343	78	209	173	36
Strongly agree	26%	26%	26%	17%	17%	17%	284	232	52	102	85	17

**123. In the future, I expect to have sufficient computer access to be able to take this survey electronically on the Internet**

Strongly disagree	3%	3%	2%	3%	3%	2%	27	24	3	16	14	2
Disagree	2%	2%	2%	3%	4%	1%	20	17	3	20	19	1
Neither disagree nor agree	17%	18%	13%	20%	20%	18%	188	163	25	116	98	18
Agree	43%	42%	47%	49%	50%	47%	472	380	92	291	243	48
Strongly agree	36%	35%	38%	25%	24%	32%	389	315	74	150	117	33

**SUPERVISOR'S SECTION**

**124. The performance appraisal system allows me to identify good and poor performers**

Strongly disagree		2%		17%		3	14
Disagree		7%		29%		12	25
Neither disagree nor agree		11%		12%		18	10
Agree		59%		40%		96	34
Strongly agree		21%		2%		34	2



Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

**125. The performance appraisal system is easy for me as a supervisor to use**

Strongly disagree	9%	4%	15	3
Disagree	25%	11%	40	9
Neither disagree nor agree	15%	13%	25	11
Agree	42%	62%	68	53
Strongly agree	9%	11%	15	9

**126. I have met with other supervisors and/or our pay pool manager to establish standards to ensure that supervisors are using performance ratings in a consistent manner with one another**

Strongly disagree	9%	13%	14	11
Disagree	23%	37%	37	31
Neither disagree nor agree	14%	15%	23	12
Agree	41%	34%	66	28
Strongly agree	14%	1%	22	1

**127. I have enough authority to influence classification decisions**

Strongly disagree	3%	7%	4	6
Disagree	18%	24%	29	20
Neither disagree nor agree	19%	20%	31	17
Agree	51%	42%	83	36
Strongly agree	9%	7%	15	6

**128. Getting a position description approved tends to be an adversarial process**

Strongly disagree	14%	8%	22	7
Disagree	51%	42%	82	35
Neither disagree nor agree	24%	26%	39	22
Agree	9%	16%	14	13
Strongly agree	2%	8%	3	7

**129. I have to devote too much time to position classification**

Strongly disagree	11%	4%	18	3
Disagree	51%	47%	83	40
Neither disagree nor agree	28%	31%	46	26
Agree	8%	12%	13	10
Strongly agree	1%	7%	2	6

**130. It takes too long to get classification decisions made in my organization**

Strongly disagree	9%	4%	15	3
Disagree	44%	35%	70	29
Neither disagree nor agree	34%	39%	55	33
Agree	11%	14%	17	12
Strongly agree	3%	8%	4	7

**131. All in all, I am satisfied with the position classification procedures used in my organization**

Strongly disagree	1%	7%	2	6
Disagree	14%	25%	22	21
Neither disagree nor agree	31%	29%	50	24
Agree	48%	37%	78	31
Strongly agree	6%	2%	10	2

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**132. Supervisors here feel their ability to manage is restricted by unnecessary personnel rules and regulations**

Strongly disagree		3%		1%		4		1
Disagree		33%		27%		53		23
Neither disagree nor agree		31%		29%		50		24
Agree		26%		31%		43		26
Strongly agree		8%		12%		13		10

**133. I have enough authority to determine my employees' pay**

Strongly disagree		6%		17%		10		14
Disagree		24%		32%		39		27
Neither disagree nor agree		19%		24%		31		20
Agree		46%		27%		74		23
Strongly agree		5%		1%		8		1

**134. I have enough authority to promote people**

Strongly disagree		7%		11%		11		9
Disagree		25%		21%		41		18
Neither disagree nor agree		20%		20%		32		17
Agree		43%		45%		70		38
Strongly agree		5%		4%		8		3

**135. I have enough authority to hire people whenever I need them**

Strongly disagree		26%		46%		42		39
Disagree		40%		38%		65		32
Neither disagree nor agree		13%		6%		21		5
Agree		20%		9%		32		8
Strongly agree		2%		1%		3		1

**136. It takes too long to get hiring decisions made in my organization**

Strongly disagree		3%		1%		5		1
Disagree		19%		13%		31		11
Neither disagree nor agree		24%		26%		39		22
Agree		30%		33%		49		28
Strongly agree		24%		27%		39		23

**137. It takes too long to process the paperwork needed to fill vacancies here**

Strongly disagree		2%		0%		3		0
Disagree		23%		18%		37		15
Neither disagree nor agree		21%		25%		34		21
Agree		29%		36%		47		30
Strongly agree		26%		21%		42		18

**138. I have enough authority to remove people from their jobs if they perform poorly**

Strongly disagree		24%		45%		38		38
Disagree		31%		29%		50		25
Neither disagree nor agree		22%		11%		35		9
Agree		22%		14%		36		12
Strongly agree		1%		1%		2		1

**139. Have you ever encouraged an employee to leave voluntarily during the probation period?**

Yes		14%		14%		23		12
No		86%		86%		139		73

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**140. Have you ever officially terminated a new employee during the probation period?**

Yes		13%		13%		21		11
No		87%		87%		140		74

**141. Do you feel the length of time of the probation period is:**

Too long		4%		4%		6		3
About right		74%		65%		118		55
Too short		23%		32%		36		27

**142. It is necessary to have a three-year probation period for ZP employees performing research and development work (Demo. Group Only)**

Strongly disagree		3%				4		
Disagree		26%				42		
Neither disagree nor agree		24%				39		
Agree		32%				52		
Strongly agree		15%				24		

**143. The quality of Scientists/Engineers has improved since March 1998**

Strongly disagree		3%		4%		5		3
Disagree		18%		27%		29		20
Neither disagree nor agree		61%		59%		97		44
Agree		16%		9%		25		7
Strongly agree		2%		1%		3		1

**144. How satisfied are you with the following types of NEW employees? (Demo. Group Only)**

**A. Scientific and Engineering (ZP)**

Very dissatisfied		1%				1		
Dissatisfied		2%				3		
Neither dissatisfied nor satisfied		24%				34		
Satisfied		51%				73		
Very satisfied		22%				32		

**B. Scientific and Engineering Technician (ZT)**

Very dissatisfied		1%				1		
Dissatisfied		5%				6		
Neither dissatisfied nor satisfied		62%				78		
Satisfied		27%				34		
Very satisfied		6%				7		

**C. Administrative (ZA)**

Very dissatisfied		2%				2		
Dissatisfied		3%				4		
Neither dissatisfied nor satisfied		47%				61		
Satisfied		41%				54		
Very satisfied		8%				10		

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

D. Support (ZS)

Very dissatisfied		3%					4				
Dissatisfied		8%					10				
Neither dissatisfied nor satisfied		45%					57				
Satisfied		38%					49				
Very satisfied		6%					8				

145. How satisfied are you with the following types of NEW employees? (Comp. Group Only)

A. Professional

Very dissatisfied		1%					1				
Dissatisfied		7%					5				
Neither dissatisfied nor satisfied		23%					16				
Satisfied		51%					36				
Very satisfied		17%					12				

B. Administrative

Very dissatisfied		2%					1				
Dissatisfied		6%					4				
Neither dissatisfied nor satisfied		39%					26				
Satisfied		49%					32				
Very satisfied		5%					3				

C. Technical

Very dissatisfied		0%					0				
Dissatisfied		12%					8				
Neither dissatisfied nor satisfied		29%					20				
Satisfied		52%					35				
Very satisfied		7%					5				

D. Clerical

Very dissatisfied		0%					0				
Dissatisfied		19%					12				
Neither dissatisfied nor satisfied		38%					24				
Satisfied		38%					24				
Very satisfied		6%					4				

E. Other

Very dissatisfied		0%					0				
Dissatisfied		2%					1				
Neither dissatisfied nor satisfied		65%					31				
Satisfied		29%					14				
Very satisfied		4%					2				

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**146. During the past year, in which of the following aspects of the hiring process did you participate? (mark as many as apply)<sup>6</sup>**

	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Creating a new position			59%			75%			72			41
Initiating job announcements for the position			85%			80%			104			44
Making out-of-town trips to recruit/interview applicants			8%			2%			10			1
Placing paid advertisements			21%			24%			25			13
Obtaining proper position classification for a new hire			68%			40%			83			22
Hiring by direct exam			12%			7%			14			4
Offering a one time recruitment bonus			7%			11%			8			6

**147. The servicing personnel office:**

**A. Has a good understanding of my work unit's operations and mission**

	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree			6%			9%			10			7
Disagree			16%			16%			25			13
Neither disagree nor agree			25%			30%			40			24
Agree			45%			40%			72			32
Strongly agree			8%			6%			13			5

**B. Provides me with valuable services**

	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree			6%			4%			10			3
Disagree			12%			15%			19			12
Neither disagree nor agree			24%			25%			39			20
Agree			48%			48%			78			39
Strongly agree			9%			9%			15			7

**C. Helps me perform my job effectively**

	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree			7%			4%			11			3
Disagree			15%			20%			24			16
Neither disagree nor agree			28%			28%			45			23
Agree			45%			43%			73			35
Strongly agree			6%			6%			9			5

**D. Helps me achieve my mission**

	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree			7%			5%			12			4
Disagree			16%			13%			26			11
Neither disagree nor agree			27%			34%			44			28
Agree			43%			42%			70			34
Strongly agree			6%			6%			10			5

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

	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Very poor			7%			4%			10			3
Poor			10%			5%			15			4
Fair			22%			31%			33			25
Good			30%			25%			45			20
Very good			28%			28%			42			23
I don't know			5%			7%			7			6

<sup>6</sup> For this question, the reported percentages represent the percentage of people, among those who responded to this question, who selected a given response option. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

Percentages						Raw Data					
Demo. Group			Comp. Group			Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)

**149. The current pay system is flexible, easy to use, and understandable**

Strongly disagree		8%		8%		12		7
Disagree		21%		41%		33		34
Neither disagree nor agree		17%		27%		27		22
Agree		49%		23%		79		19
Strongly agree		6%		1%		9		1

**150. The current pay system provides a competitive range of entry salaries for managers to use in negotiating with applicants**

Strongly disagree		4%		15%		6		12
Disagree		8%		36%		13		30
Neither disagree nor agree		13%		27%		20		22
Agree		66%		22%		106		18
Strongly agree		9%		1%		15		1

**151. The current pay system gives the ability to raise the pay of good performers, thus improving retention and performance**

Strongly disagree		5%		16%		8		13
Disagree		16%		34%		26		28
Neither disagree nor agree		13%		21%		20		17
Agree		53%		30%		84		25
Strongly agree		14%		0%		22		0

**152. The current pay system requires few classification decisions**

Strongly disagree		1%		2%		2		2
Disagree		13%		17%		20		14
Neither disagree nor agree		40%		43%		64		35
Agree		43%		37%		68		30
Strongly agree		4%		1%		6		1

**153. The current pay system is efficient**

Strongly disagree		9%		10%		14		8
Disagree		16%		25%		26		21
Neither disagree nor agree		31%		39%		49		32
Agree		37%		25%		59		21
Strongly agree		7%		1%		11		1

At the end of the survey, respondents were given the opportunity to respond to an open-ended statement: “Please use this section if you wish to share impressions about the Demonstration Project that were not addressed in the questionnaire.” The following table displays the major themes of the comments provided.

<b>Major Themes</b>
<ul style="list-style-type: none"><li>• Demonstration Project has been impacted by lack of funding and budget restrictions</li><li>• Rating/ranking system is subjective</li><li>• In favor of the Demonstration Project</li><li>• Not in favor of the Demonstration Project</li><li>• Career paths/pay bands have a negative impact on employees at the top of their career path or pay band</li><li>• Impacted by lack of managerial and supervisory skills</li><li>• Favor old GS system</li><li>• Performance appraisal system needs improvement</li><li>• Not knowledgeable about the Demonstration Project</li><li>• Recruitment efficiency has not improved</li><li>• Need increased employee understanding of delegated pay authority</li><li>• EEO issues have remained the same</li><li>• Survey is too long and repetitive</li><li>• Demonstration Project results in increased competition among workers</li><li>• In favor of pay-for-performance</li><li>• Hiring freeze has had a negative impact</li><li>• Need to terminate poor performers more efficiently and effectively</li></ul>

## **APPENDIX C-3**

# **BASELINE AND IMPLEMENTATION YEAR – SURVEY RESULTS**



### Baseline and Implementation Year—Survey Results

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>		Total Respondents	503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>1. What is your gender?</b>					<b>1</b>				
Male	326	65.5%	618	61.1%		314	63.4%	560	60.1%
Female	172	34.5%	394	38.9%		181	36.6%	372	39.9%
<b>2. What is your ethnic identity?</b>					<b>2</b>				
Native American	3	0.6%	6	0.6%		12	2.5%	18	2.0%
Eskimo (Alaska)	0	0.0%	1	0.1%		0	0.0%	0	0.0%
Aleut (Alaska)	0	0.0%	0	0.0%		0	0.0%	1	0.1%
Asian or Pacific Islander	29	5.9%	36	3.6%		20	4.1%	35	3.8%
Black	21	4.3%	107	10.7%		20	4.1%	75	8.2%
White	423	86.7%	827	82.4%		416	85.4%	759	83.0%
Other	12	2.5%	27	2.7%		19	3.9%	26	2.8%
<b>3. Are you of:</b>					<b>3</b>				
Hispanic Origin	10	2.1%	38	3.9%		20	4.3%	28	3.2%
Non-Hispanic Origin	460	97.9%	926	96.1%		442	95.7%	847	96.8%
<b>8. What is your pay category?</b>					<b>5</b>				
GS/GM	499	99.8%	1014	100.0%		494	99.2%	67	7.2%
ST/SL-3104	1	0.2%	0	0.0%		0	0.0%	1	0.1%
SES	0	0%	0	0%		1	0.2%	2	0.2%
Demonstration Project	NA	NA	NA	NA		3	0.6%	865	92.5%
<b>4. What is your highest level of education completed?</b>					<b>7</b>				
Elementary school	0	0.0%	1	0.1%		0	0.0%	0	0.0%
Some high school or technical training	0	0.0%	1	0.1%		0	0.0%	2	0.2%
Graduated from high school or GED	13	2.6%	26	2.6%		14	2.8%	17	1.8%
High school diploma plus technical training or apprenticeship	14	2.8%	31	3.1%		14	2.8%	20	2.1%
Some college	44	8.9%	104	10.4%		45	9.1%	122	13.1%
2 year associate degree	25	5.1%	50	5.0%		25	5.0%	53	5.7%
Graduated from college	86	17.4%	228	22.8%		84	16.9%	207	22.2%
Some graduate school	64	13.0%	145	14.5%		57	11.5%	126	13.5%
Master's degree	131	26.5%	277	27.8%		136	27.4%	259	27.8%
Doctorate degree	117	23.7%	135	13.5%		122	24.5%	126	13.5%
<b>12. What is your supervisory status?</b>					<b>10</b>				
Non-supervisor	359	72.1%	726	71.8%		337	67.9%	671	72.1%
Team leader	75	15.1%	128	12.7%		79	15.9%	105	11.3%
First line supervisor	47	9.4%	111	11.0%		50	10.1%	109	11.7%
Manager	17	3.4%	46	4.5%		30	6.0%	46	4.9%

<sup>1</sup> The number of baseline survey respondents reported here differs from the number reported in the "Baseline Survey Report" to reflect additional surveys received and entered into the data set.

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>		Total Respondents	503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>5. What is your work location/duty station?</b>					<b>12</b>				
Alaska	30	6.0%	24	2.4%		29	5.9%	26	2.9%
California	49	9.8%	27	2.7%		43	8.8%	33	3.7%
Colorado	0	0.0%	142	14.0%		7	1.4%	116	12.9%
Florida	35	7.0%	48	4.7%		61	12.5%	44	4.9%
Hawaii	15	3.0%	8	0.8%		19	3.9%	9	1.0%
Idaho	0	0.0%	8	0.8%		1	0.2%	12	1.3%
Maryland	NA	NA	NA	NA		9	1.8%	230	25.5%
Massachusetts	43	8.6%	42	4.1%		36	7.4%	37	4.1%
Mississippi	18	3.6%	9	0.9%		20	4.1%	8	0.9%
Nevada	0	0.0%	7	0.7%		2	0.4%	7	0.8%
New Jersey	51	10.2%	7	0.7%		35	7.2%	6	0.7%
North Carolina	18	3.6%	80	7.9%		9	1.8%	69	7.7%
Oklahoma	0	0.0%	15	1.5%		0	0.0%	20	2.2%
Oregon	11	2.2%	17	1.7%		15	3.1%	25	2.8%
Tennessee	0	0.0%	4	0.4%		0	0.0%	2	0.2%
Virginia	18	3.6%	2	0.2%		13	2.7%	3	0.3%
Washington	123	24.6%	23	2.3%		106	21.7%	28	3.1%
Washington DC area	18	3.6%	519	51.2%		29	5.9%	216	24.0%
Other	70	14.0%	31	3.1%		54	11.1%	10	1.1%
<b>7. Prior to working for DoC, how many years of experience did you have in your current field?</b>					<b>14</b>				
Not applicable	116	23.3%	314	31.0%		NA	NA	NA	NA
Less than one year	NA	NA	NA	NA		116	23.5%	322	35.0%
1-2 years	113	22.7%	127	12.5%		76	15.4%	102	11.1%
3-5 years	97	19.5%	166	16.4%		116	23.5%	161	17.5%
6-8 years	54	10.8%	87	8.6%		63	12.8%	94	10.2%
9-10 years	29	5.8%	76	7.5%		31	6.3%	69	7.5%
11-15 years	36	7.2%	94	9.3%		28	5.7%	89	9.7%
16 years or more	53	10.6%	149	14.7%		64	13.0%	84	9.1%
<b>9. What is your pay grade?</b>					<b>17</b>				
1	0	0.0%	3	0.3%		1	0.2%	NA	NA
2	0	0.0%	0	0.0%		1	0.2%	NA	NA
3	1	0.2%	6	0.6%		5	1.0%	NA	NA
4	6	1.2%	7	0.7%		16	3.3%	NA	NA
5	8	1.6%	14	1.4%		18	3.7%	NA	NA
6	25	5.0%	41	4.0%		39	8.0%	NA	NA
7	51	10.2%	57	5.6%		7	1.4%	NA	NA
8	5	1.0%	9	0.9%		49	10.1%	NA	NA
9	72	14.5%	64	6.3%		4	0.8%	NA	NA
10	3	0.6%	8	0.8%		103	21.2%	NA	NA
11	90	18.1%	114	11.3%		90	18.5%	NA	NA
12	91	18.3%	237	23.4%		66	13.6%	NA	NA
13	84	16.9%	204	20.1%		49	10.1%	NA	NA

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
Total Respondents	Comparison		Demonstration		Total Respondents	Comparison		Demonstration	
	#	%	#	%		#	%	#	%
	512		1024 <sup>1</sup>			503		935	
Question	#	%	#	%	Question	#	%	#	%
14	43	8.6%	148	14.6%		38	7.8%	NA	NA
15	19	3.8%	101	10.0%			0.0%		0.0%
<b>10. What is your current step within your pay grade?</b>					<b>18</b>				
Step 1-4	194	39.4%	390	39.2%		175	36.3%	NA	NA
Step 5-7	165	33.5%	336	33.7%		167	34.6%	NA	NA
Step 8-10	134	27.2%	270	27.1%		140	29.0%	NA	NA
<b>11. Are you at the salary ceiling (cap) at step 10 of your grade?</b>					<b>19</b>				
Yes	73	14.7%	163	16.1%		75	15.5%	NA	NA
No	399	80.1%	819	81.0%		387	80.0%	NA	NA
I don't know	26	5.2%	29	2.9%		22	4.5%	NA	NA
<b>40. The position description for my job is clear and accurate.</b>					<b>22</b>				
Disagree/Strongly disagree	110	22.3%	253	25.2%		104	20.8%	193	20.8%
Neither agree nor disagree	107	21.7%	243	24.2%		62	12.4%	165	17.8%
Agree/Strongly agree	277	56.1%	509	50.6%		333	66.7%	571	61.5%
<b>41. The current job classification system at my organization has limited my career progression.</b>					<b>23</b>				
Disagree/Strongly disagree	153	30.9%	405	40.3%		188	37.5%	397	42.6%
Neither agree nor disagree	157	31.7%	280	27.9%		121	24.2%	257	27.6%
Agree/Strongly agree	185	37.4%	319	31.8%		192	38.3%	278	29.8%
<b>42. I am satisfied with my chances of getting a promotion.</b>					<b>25</b>				
Disagree/Strongly disagree	272	54.9%	500	49.6%		262	52.5%	420	45.5%
Neither agree nor disagree	104	21.0%	242	24.0%		85	17.0%	213	23.1%
Agree/Strongly agree	119	24.0%	267	26.5%		152	30.5%	290	31.4%
<b>43. In my organization, jobs are classified fairly and accurately.</b>					<b>26</b>				
Disagree/Strongly disagree	194	39.4%	291	29.2%		176	35.4%	271	29.2%
Neither agree nor disagree	188	38.2%	404	40.6%		169	34.0%	324	34.9%
Agree/Strongly agree	110	22.4%	301	30.2%		152	30.6%	333	35.9%
<b>44. All in all, I am satisfied with the position classifications used in my organization.</b>					<b>27</b>				
Disagree/Strongly disagree	187	37.7%	290	29.1%		180	36.1%	291	31.3%
Neither agree nor disagree	165	33.3%	324	32.5%		133	26.7%	263	28.3%
Agree/Strongly agree	144	29.0%	384	38.5%		185	37.1%	376	40.4%
<b>31. On my job I know exactly what is expected of me.</b>					<b>28</b>				
Disagree/Strongly disagree	82	16.7%	197	19.5%		83	16.6%	191	20.5%
Neither agree nor disagree	82	16.7%	161	15.9%		74	14.8%	100	10.7%
Agree/Strongly agree	327	66.6%	652	64.6%		342	68.5%	640	68.7%
<b>25. My supervisor gives me adequate information on how well I am performing.</b>					<b>29</b>				
Disagree/Strongly disagree	127	25.7%	273	27.1%		120	24.0%	233	25.0%
Neither agree nor disagree	76	15.4%	177	17.5%		88	17.6%	159	17.0%
Agree/Strongly agree	291	58.9%	559	55.4%		293	58.5%	541	58.0%

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>			503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>35. I understand the performance appraisal system currently being used.</b>					<b>30</b>				
Disagree/Strongly disagree	104	21.1%	113	11.2%		69	13.8%	234	25.2%
Neither agree nor disagree	103	20.9%	153	15.1%		83	16.6%	154	16.6%
Agree/Strongly agree	287	58.1%	744	73.7%		348	69.6%	540	58.2%
<b>26. It is important for me to know where I rank among my co-workers.</b>					<b>31</b>				
Disagree/Strongly disagree	114	23.1%	282	27.9%		134	26.7%	237	25.5%
Neither agree nor disagree	168	34.0%	294	29.1%		170	33.9%	227	24.4%
Agree/Strongly agree	212	42.9%	436	43.1%		197	39.3%	466	50.1%
<b>27. My supervisor tends to inflate the performance ratings of the employees he/she supervises.</b>					<b>32</b>				
Disagree/Strongly disagree	284	57.3%	532	52.7%		224	44.9%	440	47.4%
Neither agree nor disagree	166	33.5%	369	36.6%		225	45.1%	394	42.4%
Agree/Strongly agree	46	9.3%	108	10.7%		50	10.0%	95	10.2%
<b>28. My supervisor tends to deflate the performance ratings of the employees he/she supervises.</b>					<b>33</b>				
Disagree/Strongly disagree	230	46.5%	463	46.0%		222	44.5%	388	41.7%
Neither agree nor disagree	193	39.0%	408	40.5%		233	46.7%	422	45.4%
Agree/Strongly agree	72	14.5%	136	13.5%		44	8.8%	120	12.9%
<b>29. My performance rating represents a fair and accurate picture of my actual performance.</b>					<b>34</b>				
Disagree/Strongly disagree	111	22.5%	227	22.4%		102	20.5%	213	23.1%
Neither agree nor disagree	94	19.1%	186	18.4%		103	20.7%	222	24.1%
Agree/Strongly agree	288	58.4%	599	59.2%		293	58.8%	488	52.9%
<b>30. My performance appraisal takes into account the most important parts of my job.</b>					<b>35</b>				
Disagree/Strongly disagree	85	17.2%	162	16.2%		67	13.4%	166	17.9%
Neither agree nor disagree	68	13.7%	151	15.1%		92	18.4%	156	16.8%
Agree/Strongly agree	342	69.1%	688	68.7%		341	68.2%	607	65.3%
<b>32. My supervisor and I agree on what "good performance" on my job means.</b>					<b>36</b>				
Disagree/Strongly disagree	87	17.6%	192	19.1%		68	13.6%	167	18.0%
Neither agree nor disagree	109	22.1%	224	22.3%		129	25.9%	205	22.1%
Agree/Strongly agree	298	60.3%	588	58.6%		302	60.5%	557	60.0%
<b>33. My supervisor evaluates my performance on things not related to my job.</b>					<b>37</b>				
Disagree/Strongly disagree	289	58.6%	600	59.6%		310	62.0%	539	58.0%
Neither agree nor disagree	124	25.2%	245	24.3%		132	26.4%	254	27.3%
Agree/Strongly agree	80	16.2%	162	16.1%		58	11.6%	137	14.7%
<b>34. How often do you receive feedback from your supervisor that helps you to improve your performance?</b>					<b>38</b>				
Never	41	8.3%	103	10.2%		49	9.8%	69	7.4%
Rarely	146	29.7%	277	27.6%		147	29.5%	295	31.8%
Sometimes	179	36.4%	410	40.8%		181	36.3%	360	38.8%
Often	107	21.7%	190	18.9%		103	20.7%	180	19.4%
Always	19	3.9%	25	2.5%		18	3.6%	23	2.5%

BASELINE SURVEY						IMPLEMENTATION YEAR SURVEY				
Total Respondents	Comparison		Demonstration			Comparison		Demonstration		
	512		1024 <sup>1</sup>			503		935		
Question	#	%	#	%	Question	#	%	#	%	
<b>45. What information did you receive about your performance during your last performance review?</b>						<b>39</b>				
Numerical Rating	Yes	423	89.6%	900	92.1%		159	34.0%	711	80.8%
	No	49	10.4%	77	7.9%		308	66.0%	169	19.2%
Adjective Rating	Yes	350	78.5%	732	78.8%		316	68.7%	499	59.9%
	No	96	21.5%	197	21.2%		144	31.3%	334	40.1%
Explanation/Discussion	Yes	NA	NA	NA	NA		343	72.2%	713	80.5%
	No	NA	NA	NA	NA		132	27.8%	173	19.5%
<b>15. Under the present system, financial rewards are seldom related to employee performance.</b>						<b>41</b>				
	Disagree/Strongly disagree	199	40.4%	454	45.0%		217	43.8%	438	47.7%
	Neither agree nor disagree	111	22.5%	243	24.1%		144	29.1%	259	28.2%
	Agree/Strongly agree	183	37.1%	312	30.9%		134	27.1%	221	24.1%
<b>22. I understand how pay raises are given in my organization.</b>						<b>42</b>				
	Disagree/Strongly disagree	130	26.4%	184	18.3%		161	32.6%	290	31.3%
	Neither agree nor disagree	76	15.4%	171	17.0%		96	19.4%	172	18.6%
	Agree/Strongly agree	286	58.1%	651	64.7%		237	48.0%	464	50.1%
<b>17. Pay raises depend on how well you perform.</b>						<b>43</b>				
	Disagree/Strongly disagree	216	44.0%	391	38.9%		192	38.7%	272	29.4%
	Neither agree nor disagree	110	22.4%	257	25.6%		134	27.0%	226	24.4%
	Agree/Strongly agree	165	33.6%	357	35.5%		170	34.3%	428	46.2%
<b>23. I understand how awards are given in my organization.</b>						<b>44</b>				
	Disagree/Strongly disagree	128	26.0%	250	24.8%		149	30.2%	308	33.3%
	Neither agree nor disagree	97	19.7%	198	19.7%		115	23.3%	213	23.0%
	Agree/Strongly agree	268	54.4%	559	55.5%		230	46.6%	405	43.7%
<b>18. Cash awards depend on how well you perform.</b>						<b>45</b>				
	Disagree/Strongly disagree	160	32.5%	274	27.2%		121	24.4%	255	27.5%
	Neither agree nor disagree	106	21.5%	218	21.6%		143	28.8%	245	26.5%
	Agree/Strongly agree	227	46.0%	515	51.1%		232	46.8%	426	46.0%
<b>38. Paying a high quality new hire more than other new hires is fair.</b>						<b>55</b>				
	Disagree/Strongly disagree	171	34.5%	293	29.0%		140	28.8%	190	20.7%
	Neither agree nor disagree	108	21.8%	165	16.3%		106	21.8%	199	21.7%
	Agree/Strongly agree	216	43.6%	553	54.7%		240	49.4%	530	57.7%
<b>61. How do starting salaries for similar positions at other organizations you applied to compare with your starting salary at your current organization?</b>						<b>59</b>				
	Much less than	13	9.1%	22	6.2%		3	5.7%	11	9.9%
	Somewhat less than	15	10.5%	28	7.9%		6	11.3%	16	14.4%
	About the same	37	25.9%	114	32.3%		21	39.6%	32	28.8%
	Somewhat more than	21	14.7%	45	12.7%		5	9.4%	18	16.2%
	Much more than	28	19.6%	62	17.6%		5	9.4%	11	9.9%
	NA	29	20.3%	82	23.2%		13	24.5%	23	20.7%

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>			503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>62. About how many weeks did it take from your initial job application to receive a formal job offer from your agency?</b>					<b>60</b>				
Less than 2 weeks	25	19.2%	41	12.8%		6	11.8%	5	4.5%
3-7 weeks	45	34.6%	100	31.3%		18	35.3%	40	36.0%
8-12 weeks	29	22.3%	80	25.0%		18	35.3%	36	32.4%
13-16 weeks	7	5.4%	41	12.8%		4	7.8%	11	9.9%
17-20 weeks	9	6.9%	19	5.9%		2	3.9%	6	5.4%
21 or more weeks	15	11.5%	39	12.2%		3	5.9%	13	11.7%
<b>63. Have you been personally involved in recruiting or hiring any permanent employees from outside of your agency during the past year?</b>					<b>61</b>				
Yes	69	14.4%	195	20.2%		80	16.6%	191	21.0%
No	411	85.6%	769	79.8%		403	83.4%	719	79.0%
<b>68. Please indicate the extent of your involvement in the following aspects of the hiring process.</b>					<b>62,63, &amp; 64</b>				
<b>Development of hiring strategies</b>									
To a very great extent	14	17.3%	33	15.8%		23	28.0%	43	21.4%
To a great extent	16	19.8%	43	20.6%		16	19.5%	52	25.9%
To some extent	19	23.5%	48	23.0%		21	25.6%	55	27.4%
To a little extent	15	18.5%	45	21.5%		10	12.2%	27	13.4%
Not at all	17	21.0%	40	19.1%		12	14.6%	24	11.9%
<b>Defining selection factors</b>									
To a very great extent	22	29.3%	67	31.9%		28	34.1%	70	34.8%
To a great extent	21	28.0%	63	30.0%		27	32.9%	66	32.8%
To some extent	20	26.7%	40	19.0%		16	19.5%	36	17.9%
To a little extent	5	6.7%	16	7.6%		5	6.1%	19	9.5%
Not at all	7	9.3%	24	11.4%		6	7.3%	10	5.0%
<b>Candidate selection</b>									
To a very great extent	27	35.5%	87	41.4%		31	37.3%	82	41.0%
To a great extent	22	28.9%	70	33.3%		24	28.9%	58	29.0%
To some extent	13	17.1%	30	14.3%		17	20.5%	29	14.5%
To a little extent	4	5.3%	10	4.8%		7	8.4%	18	9.0%
Not at all	10	13.2%	13	6.2%		4	4.8%	13	6.5%
<b>64. During 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?</b>					<b>65</b>				
Scientist/Engineer	45	58.4%	139	65.3%		53	67.9%	140	69.3%
Scientific/Engineering technician	19	24.7%	15	7.0%		12	15.4%	14	6.9%
Administrative	6	7.8%	39	18.3%		8	10.3%	24	11.9%
Support	7	9.1%	20	9.4%		5	6.4%	24	11.9%

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>		Total Respondents	503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>66. What was your assessment of the overall capabilities of all the applicants for that position compared to your workforce?</b>					<b>66</b>				
Top 1%	0	0.0%	0	0.0%	2	2.6%	1	0.5%	
Top 10%	8	10.5%	17	8.0%	12	15.4%	31	15.3%	
Top 25%	23	30.3%	88	41.3%	35	44.9%	71	35.0%	
Average	36	47.4%	69	32.4%	23	29.5%	75	36.9%	
Below average	8	10.5%	34	16.0%	6	7.7%	23	11.3%	
Poor	1	1.3%	5	2.3%	0	0.0%	2	1.0%	
Too early to tell	NA	NA	NA	NA	0	0.0%	0	0.0%	
No one was hired	NA	NA	NA	NA	0	0.0%	0	0.0%	
<b>65. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce?</b>					<b>67</b>				
Top 1%	3	3.9%	7	3.3%	7	8.9%	5	2.5%	
Top 10%	24	31.2%	59	27.7%	25	31.6%	70	34.5%	
Top 25%	28	36.4%	79	37.1%	29	36.7%	70	34.5%	
Average	16	20.8%	36	16.9%	13	16.5%	32	15.8%	
Below average	2	2.6%	6	2.8%	1	1.3%	10	4.9%	
Poor	0	0.0%	4	1.9%	1	1.3%	1	0.5%	
Too early to tell	2	2.6%	8	3.8%	1	1.3%	9	4.4%	
No one was hired	2	2.6%	14	6.6%	2	2.5%	6	3.0%	
<b>70. For the most recent hire, how many offers were made before an applicant accepted the job?</b>					<b>68</b>				
1	56	76.7%	130	64.4%	58	72.5%	143	73.3%	
2	3	4.1%	30	14.9%	13	16.3%	27	13.8%	
3	8	11.0%	21	10.4%	4	5.0%	8	4.1%	
4	1	1.4%	4	2.0%	1	1.3%	3	1.5%	
5 or more	0	0.0%	3	1.5%	0	0.0%	2	1.0%	
No offer was made	5	6.8%	14	6.9%	4	5.0%	12	6.2%	
<b>67. How much of your time was involved, in total hours, in this recruiting/hiring process?</b>					<b>69</b>				
0-5 hours	13	17.3%	32	15.0%	21	26.3%	33	16.5%	
6-10 hours	17	22.7%	54	25.4%	17	21.3%	45	22.5%	
11-15 hours	8	10.7%	33	15.5%	14	17.5%	42	21.0%	
16-20 hours	9	12.0%	29	13.6%	12	15.0%	23	11.5%	
More than 20 hours	28	37.3%	65	30.5%	16	20.0%	57	28.5%	
<b>69. 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?</b>					<b>70</b>				
4 or fewer weeks	4	5.7%	13	6.1%	8	10.1%	15	7.8%	
5-8 weeks	14	20.0%	39	18.4%	12	15.2%	37	19.2%	
9-16 weeks	22	31.4%	74	34.9%	38	48.1%	70	36.3%	
17-25 weeks	11	15.7%	44	20.8%	15	19.0%	35	18.1%	
More than 25 weeks	18	25.7%	35	16.5%	3	3.8%	28	14.5%	
No offer was made	1	1.4%	7	3.3%	3	3.8%	8	4.1%	

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>		Total Respondents	503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>71. Skills and abilities of the most recent employee I hired were a good match for the job.</b>					<b>72</b>				
Disagree/Strongly disagree	7	10.6%	9	4.8%	Disagree/Strongly disagree	5	6.3%	12	6.1%
Neither agree nor disagree	4	6.1%	8	4.3%	Neither agree nor disagree	5	6.3%	23	11.6%
Agree/Strongly agree	55	83.3%	169	90.9%	Agree/Strongly agree	70	87.5%	163	82.3%
<b>72. I am satisfied with the processes used to fill vacancies here.</b>					<b>73</b>				
Disagree/Strongly disagree	33	44.6%	93		Disagree/Strongly disagree	19	23.5%	80	39.4%
Neither agree nor disagree	13	17.6%	33	15.9%	Neither agree nor disagree	9	11.1%	29	14.3%
Agree/Strongly agree	28	37.8%	81	39.1%	Agree/Strongly agree	53	65.4%	94	46.3%
<b>54. What are the factors that make you want to stay in your organization?<sup>2</sup></b>					<b>77</b>				
The work itself	378	75.1%	681	67.4%	The work itself	363	73.8%	613	67.2%
The public reputation	43	8.5%	120	11.9%	The public reputation	36	7.3%	85	9.3%
Salary	168	33.4%	397	39.3%	Salary	171	34.8%	440	48.2%
Benefits	167	33.2%	382	37.8%	Benefits	138	28.0%	257	28.2%
The chance for advancement	38	7.6%	81	8.0%	The chance for advancement	35	7.1%	84	9.2%
The people I work with	208	41.4%	399	39.5%	The people I work with	153	31.1%	287	31.5%
Location	266	52.9%	393	38.9%	Location	207	42.1%	267	29.3%
Job security	205	40.8%	373	36.9%	Job security	187	38.0%	317	34.8%
Quality of facilities and/or funding	47	9.3%	35	3.5%	Quality of facilities and/or funding	NA	NA	NA	NA
Quality of facilities	NA	NA	NA	NA	Quality of facilities	17	3.5%	21	2.3%
Funding	NA	NA	NA	NA	Funding	8	1.6%	9	1.0%
Competence of management	21	4.2%	44	4.4%	Competence of management	11	2.2%	38	4.2%
No other job offers	73	14.5%	121	12.0%	No other job offers	31	6.3%	88	9.6%
Treated fairly	44	8.7%	78	7.7%	Treated fairly	24	4.9%	46	5.0%
Convenient work hours	NA	NA	NA	NA	Convenient work hours	84	17.1%	166	18.2%

<sup>2</sup> For this question, the reported percentages represent the percentage of people, among those who responded to this question, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.



BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>		Total Respondents	503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>55. What are the factors that would make you want to leave?<sup>3</sup></b>					<b>78</b>				
The work itself	102	20.4%	228	22.7%		100	20.6%	215	23.8%
The public reputation	51	10.2%	51	5.1%		30	6.2%	41	4.5%
Salary	193	38.6%	358	35.6%		164	33.8%	268	29.7%
Benefits	51	10.2%	57	5.7%		29	6.0%	52	5.8%
Lack of career advancement	288	57.6%	523	52.0%		240	49.5%	404	44.7%
The people I work with	74	14.8%	135	13.4%		65	13.4%	127	14.1%
Location	79	15.8%	198	19.7%		67	13.8%	155	17.2%
Job security/Potential RIF	105	21.0%	194	19.3%		89	18.4%	153	16.9%
Quality of facilities and/or funding	117	23.4%	151	15.0%		NA	NA	NA	NA
Quality of facilities	NA	NA	NA	NA		37	7.6%	83	9.2%
Funding	NA	NA	NA	NA		86	17.7%	107	11.8%
Lack of competence of management	239	47.8%	424	42.2%		196	40.4%	371	41.1%
Other job offers	165	33.0%	376	37.4%		141	29.1%	296	32.8%
Unfair treatment	150	30.0%	358	35.6%		149	30.7%	320	35.4%
Inconvenient hours	NA	NA	NA	NA		33	6.8%	80	8.9%
<b>56. If you were to take a new job outside of this organization, would you do so to gain<sup>4</sup>:</b>					<b>79</b>				
More responsibility	100	20.0%	209	20.9%		81	16.6%	154	17.0%
Better pay	320	63.9%	684	68.5%		304	62.3%	557	61.5%
Better supervisors	90	18.0%	169	16.9%		78	16.0%	148	16.3%
More interesting work	171	34.1%	414	41.4%		183	37.5%	408	45.0%
Better working conditions	76	15.2%	116	11.6%		48	9.8%	86	9.5%
Better promotional opportunities	197	39.3%	346	34.6%		169	34.6%	273	30.1%
Career advancement	210	41.9%	408	40.8%		203	41.6%	349	38.5%
Better geographic location	112	22.4%	242	24.2%		93	19.1%	239	26.4%
More job security	38	7.6%	69	6.9%		33	6.8%	61	6.7%
Better benefits	63	12.6%	99	9.9%		65	13.3%	101	11.1%
More important program	61	12.2%	79	7.9%		62	12.7%	94	10.4%
More convenient office hours	25	5.0%	47	4.7%		29	5.9%	64	7.1%
More congenial colleagues	33	6.6%	46	4.6%		31	6.4%	40	4.4%
Reduced admin. & paperwork burdens	78	15.6%	146	14.6%		68	13.9%	111	12.3%

<sup>3</sup> For this question, the reported percentages represent the percentage of people, among those who responded to this question, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

<sup>4</sup> For this question, the reported percentages represent the percentage of people, among those who responded to this question, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>		Total Respondents	503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>60. If you were looking for another job, how likely is it that you would look:</b>					<b>80</b>				
<b>Inside your agency</b>									
(1) Not at all likely	92	18.7%	211	21.1%	(1) Not at all likely	97	19.9%	222	24.2%
(2)	70	14.3%	116	11.6%	(2)	NA	NA	NA	NA
(3) Somewhat likely	145	29.5%	312	31.1%	(3) Somewhat likely	193	39.5%	341	37.2%
(4)	86	17.5%	148	14.8%	(4)	NA	NA	NA	NA
(5) Very likely	98	20.0%	215	21.5%	(5) Very likely	198	40.6%	354	38.6%
<b>In another Federal agency</b>									
(1) Not at all likely	52	10.5%	83	8.3%	(1) Not at all likely	62	12.6%	106	11.5%
(2)	62	12.6%	90	9.0%	(2)	NA	NA	NA	NA
(3) Somewhat likely	184	37.2%	286	28.7%	(3) Somewhat likely	234	47.5%	391	42.6%
(4)	85	17.2%	203	20.3%	(4)	NA	NA	NA	NA
(5) Very likely	111	22.5%	336	33.7%	(5) Very likely	197	40.0%	421	45.9%
<b>Outside the Federal government</b>									
(1) Not at all likely	61	12.4%	221	22.1%	(1) Not at all likely	94	19.3%	264	28.8%
(2)	42	8.5%	152	15.2%	(2)	NA	NA	NA	NA
(3) Somewhat likely	122	24.8%	236	23.6%	(3) Somewhat likely	192	39.4%	348	38.0%
(4)	105	21.3%	152	15.2%	(4)	NA	NA	NA	NA
(5) Very likely	162	32.9%	239	23.9%	(5) Very likely	201	41.3%	304	33.2%
<b>57. During the next year, I will probably look for a new job outside of this organization.</b>					<b>81</b>				
Disagree/Strongly disagree	285	57.2%	497	49.3%	Disagree/Strongly disagree	305	61.1%	494	53.3%
Neither agree nor disagree	88	17.7%	218	21.6%	Neither agree nor disagree	68	13.6%	158	17.0%
Agree/Strongly agree	125	25.1%	294	29.1%	Agree/Strongly agree	126	25.3%	275	29.7%
<b>58. High performers tend to stay with this organization.</b>					<b>82</b>				
Disagree/Strongly disagree	153	30.6%	337	33.3%	Disagree/Strongly disagree	141	28.3%	295	31.9%
Neither agree nor disagree	168	33.6%	372	36.8%	Neither agree nor disagree	173	34.7%	325	35.1%
Agree/Strongly agree	179	35.8%	302	29.9%	Agree/Strongly agree	185	37.1%	306	33.0%
<b>59. Low performers tend to leave this organization.</b>					<b>83</b>				
Disagree/Strongly disagree	277	55.8%	565	56.2%	Disagree/Strongly disagree	299	59.9%	507	54.8%
Neither agree nor disagree	159	32.1%	350	34.8%	Neither agree nor disagree	154	30.9%	333	36.0%
Agree/Strongly agree	60	12.1%	91	9.0%	Agree/Strongly agree	46	9.2%	85	9.2%
<b>21. All in all, I am satisfied with my pay.</b>					<b>104</b>				
Disagree/Strongly disagree	190	38.5%	357	35.4%	Disagree/Strongly disagree	217	43.4%	320	34.3%
Neither agree nor disagree	104	21.1%	180	17.9%	Neither agree nor disagree	74	14.8%	124	13.3%
Agree/Strongly agree	200	40.5%	471	46.7%	Agree/Strongly agree	209	41.8%	488	52.4%
<b>16. Differences in pay at my organization represent real differences in level of responsibility and job difficulty.</b>					<b>105</b>				
Disagree/Strongly disagree	220	44.7%	451	44.9%	Disagree/Strongly disagree	249	49.8%	436	47.0%
Neither agree nor disagree	94	19.1%	199	19.8%	Neither agree nor disagree	110	22.0%	226	24.4%
Agree/Strongly agree	178	36.2%	354	35.3%	Agree/Strongly agree	141	28.2%	266	28.7%

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>			503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>19. My pay is fair considering what other people in my organization are paid.</b>					<b>106</b>				
Disagree/Strongly disagree	183	37.0%	352	35.0%		192	38.5%	333	35.8%
Neither agree nor disagree	91	18.4%	201	20.0%		116	23.2%	223	24.0%
Agree/Strongly agree	221	44.6%	454	45.1%		191	38.3%	375	40.3%
<b>39. Pay progression (the way I move up within my grade/band) is fair.</b>					<b>107</b>				
Disagree/Strongly disagree	163	32.7%	282	28.0%		159	32.0%	323	34.7%
Neither agree nor disagree	134	26.9%	263	26.1%		131	26.4%	248	26.6%
Agree/Strongly agree	201	40.4%	461	45.8%		207	41.6%	361	38.7%
<b>20. Other employers in this area pay more than the government does for the kind of work I am doing.</b>					<b>108</b>				
Disagree/Strongly disagree	62	12.6%	115	11.4%		53	10.6%	117	12.6%
Neither agree nor disagree	143	28.9%	358	35.6%		168	33.7%	327	35.3%
Agree/Strongly agree	289	58.5%	533	53.0%		277	55.6%	482	52.1%
<b>24. I am satisfied with the way management handles pay.</b>					<b>110</b>				
Disagree/Strongly disagree	227	46.0%	408	40.8%		184	36.9%	372	40.0%
Neither agree nor disagree	143	28.9%	294	29.4%		157	31.5%	252	27.1%
Agree/Strongly agree	124	25.1%	299	29.9%		157	31.5%	305	32.8%
<b>46. I have trust and confidence in my supervisor.</b>					<b>114</b>				
Disagree/Strongly disagree	113	22.7%	225	22.2%		107	21.4%	223	24.0%
Neither agree nor disagree	86	17.3%	193	19.1%		86	17.2%	164	17.6%
Agree/Strongly agree	299	60.0%	594	58.7%		306	61.3%	543	58.4%
<b>47. In general, I am satisfied with my job.</b>					<b>115</b>				
Disagree/Strongly disagree	73	14.7%	154	15.2%		85	17.0%	165	17.7%
Neither agree nor disagree	64	12.9%	148	14.6%		66	13.2%	133	14.3%
Agree/Strongly agree	360	72.4%	710	70.2%		350	69.9%	632	68.0%
<b>48. My job is a good match for my skills and training.</b>					<b>116</b>				
Disagree/Strongly disagree	80	16.1%	154	15.2%		74	14.9%	133	14.3%
Neither agree nor disagree	53	10.6%	121	12.0%		54	10.9%	102	11.0%
Agree/Strongly agree	365	73.3%	736	72.8%		369	74.2%	693	74.7%
<b>49. In general, I like working here.</b>					<b>117</b>				
Disagree/Strongly disagree	38	7.7%	91	9.0%		48	9.6%	97	10.4%
Neither agree nor disagree	68	13.7%	141	14.0%		52	10.4%	128	13.8%
Agree/Strongly agree	389	78.6%	777	77.0%		399	80.0%	705	75.8%
<b>50. My organization is able to attract high quality employees.</b>					<b>118</b>				
Disagree/Strongly disagree	125	25.1%	240	23.8%		98	19.6%	192	20.7%
Neither agree nor disagree	140	28.1%	311	30.8%		132	26.4%	283	30.5%
Agree/Strongly agree	234	46.9%	458	45.4%		270	54.0%	454	48.9%
<b>51. Competition for jobs here is fair and open.</b>					<b>119</b>				
Disagree/Strongly disagree	171	34.4%	312	31.0%		126	25.2%	202	21.8%
Neither agree nor disagree	171	34.4%	312	31.0%		139	27.8%	266	28.7%
Agree/Strongly agree	155	31.2%	384	38.1%		235	47.0%	458	49.5%

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>			503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>52. When changes are made at my organization, the employees usually lose out in the end.</b>					<b>120</b>				
Disagree/Strongly disagree	123	24.8%	323	32.0%		137	27.6%	278	30.0%
Neither agree nor disagree	197	39.7%	406	40.2%		220	44.3%	387	41.7%
Agree/Strongly agree	176	35.5%	280	27.8%		140	28.2%	262	28.3%
<b>53. I am in favor of the Demonstration Project.</b>					<b>121</b>				
Disagree/Strongly disagree	61	12.6%	264	26.2%		84	17.0%	294	31.7%
Neither agree nor disagree	306	63.0%	375	37.2%		301	60.8%	277	29.8%
Agree/Strongly agree	119	24.5%	368	36.5%		110	22.2%	357	38.5%
<b>79. The performance appraisal system allows me to identify good and poor performers. (Asked of supervisors/managers only)</b>					<b>122</b>				
Disagree/Strongly disagree	33	34.4%	33	17.6%		28	38.9%	13	8.8%
Neither agree nor disagree	19	19.8%	29	15.5%		12	16.7%	10	6.8%
Agree/Strongly agree	44	45.8%	125	66.8%		32	44.4%	124	84.4%
<b>80. The performance appraisal system is easy for me as a supervisor to use. (Asked of supervisors/managers only)</b>					<b>123</b>				
Disagree/Strongly disagree	20	22.2%	58	33.1%		12	16.7%	52	35.4%
Neither agree nor disagree	22	24.4%	38	21.7%		6	8.3%	38	25.9%
Agree/Strongly agree	48	53.3%	79	45.1%		54	75.0%	57	38.8%
<b>81. I have enough authority to influence classification decisions. (Asked of supervisors/managers only)</b>					<b>124</b>				
Disagree/Strongly disagree	24	27.6%	56	32.4%		18	25.0%	23	15.6%
Neither agree nor disagree	18	20.7%	43	24.9%		20	27.8%	34	23.1%
Agree/Strongly agree	45	51.7%	74	42.8%		34	47.2%	90	61.2%
<b>86. Getting a position description approved tends to be an adversarial process. (Asked of supervisors/managers only)</b>					<b>125</b>				
Disagree/Strongly disagree	38	43.7%	76	43.7%		39	54.2%	84	57.1%
Neither agree nor disagree	28	32.2%	66	37.9%		17	23.6%	51	34.7%
Agree/Strongly agree	21	24.1%	32	18.4%		16	22.2%	12	8.2%
<b>87. I have to devote too much time to position classification. (Asked of supervisors/managers only)</b>					<b>126</b>				
Disagree/Strongly disagree	44	51.2%	77	44.5%		30	42.3%	78	53.1%
Neither agree nor disagree	27	31.4%	63	36.4%		29	40.8%	49	33.3%
Agree/Strongly agree	15	17.4%	33	19.1%		12	16.9%	20	13.6%
<b>91. It takes too long to get classification decisions made in my organization. (Asked of supervisors/managers only)</b>					<b>127</b>				
Disagree/Strongly disagree	20	23.3%	29	17.1%		30	41.7%	70	47.6%
Neither agree nor disagree	28	32.6%	79	46.5%		28	38.9%	59	40.1%
Agree/Strongly agree	38	44.2%	62	36.5%		14	19.4%	18	12.2%
<b>88. Supervisors here feel their ability to manage is restricted by unnecessary personnel rules and regulations. (Asked of supervisors/managers only)</b>					<b>129</b>				
Disagree/Strongly disagree	19	22.4%	33	19.2%		22	30.6%	53	36.8%
Neither agree nor disagree	25	29.4%	49	28.5%		23	31.9%	41	28.5%
Agree/Strongly agree	41	48.2%	90	52.3%		27	37.5%	50	34.7%

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>			503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>82. I have enough authority to determine my employees' pay. (Asked of supervisors/managers only)</b>					<b>130</b>				
Disagree/Strongly disagree	49	56.3%	93	53.8%		37	51.4%	57	38.8%
Neither agree nor disagree	20	23.0%	34	19.7%		15	20.8%	18	12.2%
Agree/Strongly agree	18	20.7%	46	26.6%		20	27.8%	72	49.0%
<b>84. I have enough authority to promote people. (Asked of supervisors/managers only)</b>					<b>131</b>				
Disagree/Strongly disagree	31	36.0%	58	33.3%		26	36.6%	50	34.0%
Neither agree nor disagree	18	20.9%	29	16.7%		9	12.7%	24	16.3%
Agree/Strongly agree	37	43.0%	87	50.0%		36	50.7%	73	49.7%
<b>83. I have enough authority to hire people whenever I need them. (Asked of supervisors/managers only)</b>					<b>132</b>				
Disagree/Strongly disagree	46	54.1%	68	39.5%		52	74.3%	83	56.5%
Neither agree nor disagree	17	20.0%	35	20.3%		8	11.4%	30	20.4%
Agree/Strongly agree	22	25.9%	69	40.1%		10	14.3%	34	23.1%
<b>89. It takes too long to get hiring decisions made in my organization. (Asked of supervisors/managers only)</b>					<b>133</b>				
Disagree/Strongly disagree	12	14.1%	19	11.0%		10	13.9%	36	24.7%
Neither agree nor disagree	16	18.8%	41	23.7%		14	19.4%	36	24.7%
Agree/Strongly agree	57	67.1%	113	65.3%		48	66.7%	74	50.7%
<b>90. It takes too long to process the paperwork needed to fill vacancies here. (Asked of supervisors/managers only)</b>					<b>134</b>				
Disagree/Strongly disagree	13	15.1%	21	12.3%		18	25.4%	35	24.0%
Neither agree nor disagree	15	17.4%	29	17.0%		25	35.2%	39	26.7%
Agree/Strongly agree	58	67.4%	121	70.8%		28	39.4%	72	49.3%
<b>85. I have enough authority to remove people from their jobs if they perform poorly. (Asked of supervisors/managers only)</b>					<b>135</b>				
Disagree/Strongly disagree	59	68.6%	116	67.4%		50	69.4%	85	58.2%
Neither agree nor disagree	12	14.0%	29	16.9%		13	18.1%	27	18.5%
Agree/Strongly agree	15	17.4%	27	15.7%		9	12.5%	34	23.3%
<b>93. Have you ever encouraged an employee to leave voluntarily during the probation period? (Asked of supervisors/managers only)</b>					<b>136</b>				
Yes	14	15.9%	25	14.2%		7	9.9%	20	13.6%
No	74	84.1%	151	85.8%		64	90.1%	127	86.4%
<b>94. Have you ever officially terminated a new employee during the probation period? (Asked of supervisors/managers only)</b>					<b>137</b>				
Yes	14	16.1%	21	12.2%		9	12.7%	16	10.9%
No	73	83.9%	151	87.8%		62	87.3%	131	89.1%
<b>95. Do you feel the length of time of the probation period is: (Asked of supervisors/managers only)</b>					<b>138</b>				
Too long	2	2.4%	12	7.2%		2	2.9%	5	3.5%
About right	53	63.1%	107	64.1%		43	63.2%	100	69.9%
Too short	29	34.5%	48	28.7%		23	33.8%	38	26.6%

BASELINE SURVEY					IMPLEMENTATION YEAR SURVEY				
	Comparison		Demonstration			Comparison		Demonstration	
Total Respondents	512		1024 <sup>1</sup>			503		935	
Question	#	%	#	%	Question	#	%	#	%
<b>92. It is necessary to have a three-year probation period for ZP employees performing research and development work. (Asked of supervisors/managers only)</b>					<b>139</b>				
Disagree/Strongly disagree	21	25.0%	29	17.0%	NA	NA	40	27.2%	
Neither agree nor disagree	23	27.4%	69	40.4%	NA	NA	51	34.7%	
Agree/Strongly agree	40	47.6%	73	42.7%	NA	NA	56	38.1%	
<b>97. During the past year, in which of the following aspects of the hiring process did you participate? (Asked of supervisors/managers only)<sup>5</sup></b>					<b>143</b>				
Creating a new position	47	61.0%	102	77.3%	40	80.0%	86	76.8%	
Initiating job announcements for the position	47	61.0%	106	80.3%	39	78.0%	94	83.9%	
Making out of town trips	4	5.2%	8	6.1%	2	4.0%	6	5.4%	
Placing paid advertisements	16	20.8%	24	18.2%	10	20.0%	19	17.0%	
Obtaining the proper position classification for a new title	47	61.0%	99	75.0%	29	58.0%	77	68.8%	
Hiring by direct exam	NA	NA	NA	NA	5	10.0%	6	5.4%	
Offering a one time recruitment bonus	NA	NA	NA	NA	2	4.0%	8	7.1%	
<b>98. Overall the quality of personnel services provided by the servicing personnel office is: (Asked of supervisors/managers only)</b>					<b>145</b>				
Very good	7	7.3%	23	12.4%	22	31.4%	45	31.7%	
Good	39	40.6%	69	37.3%	17	24.3%	41	28.9%	
Fair	26	27.1%	48	25.9%	18	25.7%	35	24.6%	
Poor	8	8.3%	22	11.9%	8	11.4%	13	9.2%	
Very poor	8	8.3%	19	10.3%	1	1.4%	4	2.8%	
Don't know	8	8.3%	4	2.2%	4	5.7%	4	2.8%	

<sup>5</sup> For this question, the reported percentages represent the percentage of people, among those who responded to this question, who selected a given response option. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.