

## **APPENDIX C-1**

### **SUMMATIVE YEAR SURVEY**





## Department of Commerce Personnel Management Demonstration Project Summative 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 surveys conducted at the end of the first and third years of the Demonstration Project.

**Confidentiality:** Booz Allen Hamilton, the Demonstration Project evaluator, is administering this web-based survey. All of your responses will go directly to Booz Allen and will be kept 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.

**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.

**IF YOU'VE BEEN HIRED SINCE APRIL 2003 PLEASE DO NOT COMPLETE THE SURVEY.**

**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.

## 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 (*complete questions #11-123 & # 154*)
  - Team leader (*take entire survey*)
  - First-line supervisor (give performance appraisals) (*take entire survey*)
  - Manager (you supervise at least 1 supervisor) (*take entire survey*)

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**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

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
- Integrated Program Office

*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

## Department of Commerce Demonstration Project Survey

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

## CAREER PROGRESSION

*Please indicate the extent to which you agree with the following statements:*

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

			Strongly agree		
			Agree		
			Neither disagree nor agree		
			Disagree		
			Strongly disagree		

  

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

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

- Never    Rarely    Sometimes    Often    Always

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

38a. Did you receive a numerical rating?

- Yes    No

38b. Did you receive an adjective rating?

- Yes    No

38c. Did you receive an explanation/discussion?

- Yes    No



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

<p><b>COMPARISON GROUP ONLY</b> <i>(check one):</i></p> <ul style="list-style-type: none"> <li><input type="radio"/> Outstanding (460-500 points total)</li> <li><input type="radio"/> Commendable (380-459 points total)</li> <li><input type="radio"/> Fully Successful (290-379 points total)</li> <li><input type="radio"/> Marginal (200-289 points total)</li> <li><input type="radio"/> Unacceptable (100-199 points total)</li> </ul> <p>NOAA Only:</p> <ul style="list-style-type: none"> <li><input type="radio"/> Meets/Exceeds</li> <li><input type="radio"/> Unsatisfactory</li> </ul>	<p><b>DEMONSTRATION GROUP ONLY:</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Eligible (40-100 points total)</li> <li><input type="radio"/> Unsatisfactory (0-39 points total)</li> </ul>
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*Please indicate the extent to which you agree with the following statements:*

- 40. **Under the present system, financial rewards are seldom related to employee performance**-----
- 41. **I understand how pay raises are given in my organization**-----
- 42. **Pay raises depend on how well you perform** -----
- 43. **I understand how awards are given in my organization**-----
- 44. **Cash awards depend on how well you perform**-----
- 45. **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"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## EMPLOYEE RETENTION

46. Current efforts toward employee retention have produced a higher quality, higher performing workforce -----
47. Current efforts toward employee retention have enabled managers to retain good minority employees -----
48. Current efforts toward employee retention help minority employees get paid at competitive levels -----

<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"/>

### DEMONSTRATION GROUP ONLY

49. Have you received a retention payment since March 2001?

- Yes  
 No (branch to question # 51)

Please indicate the extent to which you agree with the following statements:

50. My retention payment was a strong incentive for me to remain within my unit -----
51. Giving a retention payment (extra money to keep an employee with critical skills from leaving) -----


## HIRING/RECRUITMENT

Please indicate the extent to which you agree with the following statements:

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


55. Were you hired since March 2001?

- Yes  
 No (branch to question #61)

56. If you were hired since March 2001, when were you hired?

- April 2001-March 2002                       April 2002-March 2003

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57. Have you received a one-time recruitment payment since March 2001?

- Yes
- No (branch to question #59)

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
- 3-7 weeks
- 8-12 weeks
- 13-16 weeks
- 17-20 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
- No (branch to question #77)

Please indicate the extent to which you agree with the following statements:

	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? (select 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)

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-----

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"/>

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**EMPLOYEE TURNOVER**

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

- |   |   |
|---|---|
| <input type="checkbox"/> The work itself                            | <input type="checkbox"/> 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 -----

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

# ORGANIZATIONAL EXCELLENCE AND WORKFORCE DIVERSITY

Please indicate the extent to which you agree with the following statements:

- 84. My organization recruits, selects, and advances employees on the basis of merit -----
- 85. My organization treats employees fairly and equitably -----
- 86. My organization treats applicants fairly and equitably -----
- 87. My organization provides equal pay for equal work -----
- 88. My organization rewards excellent performance -----
- 89. My organization maintains high standards of integrity, conduct, and concern for the public interest -----
- 90. My organization manages employees efficiently and effectively -----
- 91. My organization retains or separates employees on the basis of their performance -----
- 92. My organization educates and trains employees when doing so will result in better organizational or individual performance -----
- 93. My organization protects employees from improper political influence -----
- 94. My organization protects employees against reprisal for the lawful disclosure of information -----
- 95. My organization does not discriminate on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation -----
- 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 -----
- 97. My organization does not coerce employees' political activity -----
- 98. My organization does not deceive or obstruct any person with respect to such person's right to compete for employment -----
- 99. My organization does not influence a person to withdraw from competition -----
- 100. My organization does not grant any preference or advantage not authorized by law, regulation, or rule -----
- 101. People in my organization do not engage in employing or promoting relatives -----
- 102. My organization does not retaliate against whistleblowers, whether they are employees or applicants -----
- 103. My organization does not discriminate based on actions not adversely affecting performance -----

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
84.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
85.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
87.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
88.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
89.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
90.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
91.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
92.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
93.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
94.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
95.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
96.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
97.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
98.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
99.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
100.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
101.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
102.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
103.	<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. I liked being able to take this survey electronically on the Internet rather than as a paper survey -----	<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"/>

## 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: *(select one only)*

- Too long     About right     Too short

### 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



## Department of Commerce Demonstration Project Survey

**143. In the past two years, have you hired employees under the three-year probation period for ZP employees performing research and development work? (DEMO GROUP ONLY)**

- Yes     No

*Please indicate the extent to which you agree with the following statements:*

**144. I have the necessary flexibility to terminate ZP employees performing research and development work who are covered by the three-year probation period.**

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

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

*Please indicate your level of satisfaction with the competence of new employees who were hired since March 1998:*

**DEMONSTRATION GROUP ONLY:**

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

- 144a. Scientific and Engineering (ZP) -----
- 144b. Scientific and Engineering Technician (ZT) -----
- 144c. Administrative (ZA) -----
- 144d. Support (ZS) -----

**COMPARISON GROUP ONLY:**

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

- 145a. Professional -----
- 145b. Administrative -----
- 145c. Technical -----
- 145d. Clerical -----
- 145e. Other -----

	Very satisfied			
	Satisfied			
	Neither dissatisfied nor satisfied			
	Dissatisfied			
	Very dissatisfied			
146a.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
146b.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
146c.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
146d.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
147a.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
147b.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
147c.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
147d.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
147e.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**148. During the past year, in which of the following aspects of the hiring process did you participate?  
(select 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

## Department of Commerce Demonstration Project Survey

Please indicate the extent to which you agree with the following statements:

	Strongly agree	Agree	Neither disagree nor agree	Disagree	Strongly disagree
149. <b>The servicing personnel office:</b> -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
147a. Has a good understanding of my work unit's operations and mission -----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
147b. Provides me with valuable services-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
147c. Helps me perform my job effectively-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
147d. Helps me achieve my mission-----	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**150. 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:

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

**156. 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 participation**