

**APPENDIX C-2**

**YEAR SEVEN—SURVEY RESULTS**



### Year Seven 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	56%	49%	67%	56%	50%	71%	1016	575	441	535	345	190
Female	45%	51%	33%	44%	50%	29%	813	597	216	424	346	78

**2. What is your race/national origin? (check all that apply)<sup>1</sup>**

American Indian or Alaska Native	2%	57%	43%	2%	60%	40%	28	16	12	15	9	6
Asian	5%	64%	37%	4%	74%	26%	96	61	35	43	31	11
Black or African American	9%	74%	26%	7%	79%	21%	164	122	42	72	56	15
Native Hawaiian or Other Pacific Islander	1%	65%	35%	0%	75%	25%	17	11	6	4	3	1
White	81%	63%	37%	84%	71%	29%	1503	946	557	825	579	235
Other	3%	2%	3%	3%	3%	2%	52	30	22	26	21	5

**3. Are you of:**

Hispanic or Latino origin	5%	4%	5%	3%	4%	3%	78	44	34	31	23	8
Not of Hispanic or Latino origin	96%	96%	95%	97%	96%	97%	1669	1065	604	879	635	244

**4. What is your pay category? [Sig Diff]**

GS/GM				99%	100%	99%				967	697	270
ST/SL				1%	0%	1%				6	3	3
SES												
Demonstration Project Career Paths (ZA, ZP, ZS, ZT)	100%	100%	100%				1853	1186	667			

**5. What statement best describes your participation in the Demo Project? [Sig Diff]<sup>2</sup>**

Between March 1998 and September 2003 I entered the Demo Project as a Demonstration group participant. Today, I remain in this group.	58%	57%	60%	4%	4%	6%	1051	656	395	38	23	15
Between March 1998 and September 2003, I entered the Demo Project as a Comparison group participant. Today, I remain in this group.	2%	2%	1%	12%	13%	8%	32	26	6	109	89	20
Between October 2003 and March 2005, I entered the Demo Project as a Demonstration group participant.	29%	29%	29%	3%	2%	6%	524	336	188	31	15	16
Between October 2003 and March 2005, I entered the Demo project as a Comparison group participant.	2%	2%	2%	14%	13%	18%	35	25	10	131	85	46
Between March 1998 and September 2003, I entered the Demo Project as a Comparison group participant. However, in October 2003, I became a Demonstration group participant.	2%	2%	2%	1%	1%	0%	35	23	12	5	4	1
None of these statements describe my participation in the Demo project.	7%	8%	7%	66%	67%	63%	133	89	44	611	447	164

<sup>1</sup> For item 2, individuals were able to select more than one option. The raw totals for each response option indicate the number of individuals who selected the category.

<sup>2</sup> While we report on the actual responses to item 5, we caution the reader that how participants self-identified to this item does not align with how participants self-identified in other survey items. For this reason, we have chosen not to rely on data from item 5.

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

**6. To what age category do you belong? [Sig Diff]**

	Percentages			Percentages			Raw Data			Raw Data		
	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	
Under 20	0%	0%	0%	0%	0%	0%	3	3	0	0	0	0
20 to 29	6%	9%	1%	6%	8%	2%	117	109	8	56	52	4
30 to 39	18%	22%	12%	23%	25%	19%	335	255	80	222	172	50
40 to 49	33%	31%	37%	30%	29%	34%	607	360	247	293	202	91
50 to 55	22%	18%	27%	21%	19%	28%	396	215	181	204	129	75
Over 55	21%	20%	22%	20%	20%	19%	380	233	147	189	139	50

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

	Percentages			Percentages			Raw Data			Raw Data		
	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	
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%	0%	0%	0%	0%	2	2	0	3	3	0
Graduated from high school or GED (General Equivalency Diploma)	2%	3%	1%	1%	1%	0%	44	37	7	10	9	1
High school diploma plus technical training or apprenticeship	3%	3%	1%	2%	3%	2%	46	38	8	23	17	6
Some college	12%	14%	10%	10%	11%	7%	229	165	64	97	79	18
2-year associate degree	5%	6%	2%	5%	6%	2%	86	70	16	47	41	6
Graduated from college (B.A., B.S., etc.)	22%	24%	17%	23%	24%	19%	396	280	116	217	165	52
Some graduate school	11%	9%	13%	10%	9%	12%	200	111	89	94	61	33
Master's degree	29%	28%	31%	32%	31%	35%	538	332	206	309	214	95
Doctorate degree (Ph.D., M.D., J.D., Ed.D., etc.)	17%	12%	24%	17%	15%	22%	305	146	159	163	104	59

**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)? [Sig Diff]**

	Percentages			Percentages			Raw Data			Raw Data		
	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	
Yes	13%	12%	13%	11%	11%	12%	228	145	83	108	76	32
No	88%	88%	88%	89%	89%	88%	1603	1027	576	852	616	236

**9. Are you a bargaining unit employee? [Sig Diff]**

	Percentages			Percentages			Raw Data			Raw Data		
	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	
Yes	7%	9%	5%	22%	25%	15%	130	98	32	213	173	40
No	93%	92%	95%	78%	75%	85%	1679	1055	624	738	511	227

**10. What is your supervisory status? [Sig Diff]**

	Percentages			Percentages			Raw Data			Raw Data		
	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	
Non-supervisory worker	64%	100%	0%	72%	100%	0%	1186	1186	0	700	700	0
Team leader	14%	0%	39%	13%	0%	48%	263	0	263	130	0	130
First-line supervisor	13%	5%	37%	9%	0%	33%	248	0	248	90	0	90
Manager	8%	0%	23%	5%	0%	19%	156	0	156	53	0	53

**11. What is your operating unit? [Sig Diff]**

	Percentages			Percentages			Raw Data			Raw Data		
	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	(S)	(N)	(S)	
Technology Administration – Office of the Under Secretary	1%	0%	1%	0%	0%	0%	10	5	5	2	2	0
Technology Administration – Office of Technology Policy	0%	1%	0%	0%	0%	0%	7	6	1	2	1	1
Economics and Statistics Administration – Bureau of Economic Analysis	9%	10%	9%	1%	1%	1%	170	113	57	10	7	3
Economics and Statistics Administration – Economics and Statistics Administration	0%	0%	0%	2%	1%	3%	0	0	0	16	9	7
National Telecommunication and Information Administration – Institute for Telecommunication Sciences	2%	2%	1%	0%	1%	0%	31	24	7	4	4	0
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Security	3%	3%	3%	0%	0%	0%	49	29	20	1	0	1
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Management and Organization	1%	1%	0%	0%	0%	0%	9	6	3	0	0	0
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Financial Management	1%	1%	1%	0%	0%	0%	20	13	7	0	0	0

Department of Commerce Personnel Management Demonstration Project

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Human Resources Management	2%	2%	2%	0%	0%	0%	32	22	10	2	1	1
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Administrative Services	1%	1%	2%	0%	0%	0%	23	11	12	2	1	1
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Acquisition Management	1%	1%	0%	0%	0%	0%	13	10	3	1	0	1
NOAA – Program Planning and Integration	0%	0%	0%	0%	0%	0%	5	4	1	1	1	0
NOAA – National Ocean Service	0%	0%	0%	53%	48%	65%	1	0	1	507	330	177
NOAA – National Marine Fisheries Service – Headquarters	10%	10%	10%	1%	1%	1%	182	115	67	11	8	3
NOAA – National Marine Fisheries Service – Alaska Region	4%	4%	2%	1%	1%	1%	64	51	13	9	7	2
NOAA – National Marine Fisheries Service – Pacific Island Region	1%	1%	1%	0%	0%	0%	20	11	9	0	0	0
NOAA – National Marine Fisheries Service – Northeast Region	6%	7%	5%	2%	2%	2%	119	84	35	18	14	4
NOAA – National Marine Fisheries Service – Northwest Region	6%	6%	6%	1%	1%	0%	112	74	38	10	10	0
NOAA – National Marine Fisheries Service – Southeast Region	3%	2%	4%	7%	9%	2%	54	28	26	68	63	5
NOAA – National Marine Fisheries Service – Southwest Region	4%	4%	3%	0%	0%	0%	65	47	18	2	2	0
NOAA – National Marine Fisheries Service – AK Science Center	3%	2%	4%	13%	15%	9%	56	27	29	129	104	25
NOAA – National Marine Fisheries Service – NE Science Center	4%	4%	3%	2%	2%	1%	73	51	22	14	11	3
NOAA – National Marine Fisheries Service – SE Science Center	3%	3%	2%	3%	4%	2%	46	31	15	33	27	6
NOAA – National Marine Fisheries Service – NW Science Center	1%	0%	3%	8%	9%	4%	23	3	20	75	65	10
NOAA – National Marine Fisheries Service – SW Science Center	3%	3%	3%	0%	0%	1%	56	36	20	3	1	2
NOAA – National Marine Fisheries Service – Pacific Island Science Center	2%	2%	1%	0%	0%	0%	28	20	8	2	1	1
NOAA – Office of Oceanic and Atmospheric Research – Office of Assistant Administrator, O & A Research	1%	1%	1%	0%	0%	0%	15	9	6	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Office of Scientific Support	1%	1%	1%	0%	0%	1%	15	9	6	3	1	2
NOAA – Office of Oceanic and Atmospheric Research – Science Advisory Board	0%	0%	1%	0%	0%	0%	7	3	4	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Research and Technology Applications Staff	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Office of Management and Information	0%	0%	0%	0%	0%	0%	3	2	1	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Equal Employment Office	0%	0%	0%	0%	0%	0%	5	3	2	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Information Management Division	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Budget and External Affairs Division	0%	0%	0%	0%	0%	0%	2	2	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Field Services Division	0%	0%	0%	0%	0%	0%	4	3	1	1	0	1
NOAA – Office of Oceanic and Atmospheric Research – Field Operations Team	0%	0%	0%	0%	0%	0%	4	3	1	1	0	1

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
NOAA – Office of Oceanic and Atmospheric Research – Ocean Exploration Program	0%	0%	0%	0%	0%	1%	0	0	0	2	0	2
NOAA – Office of Oceanic and Atmospheric Research – Climate Observations and Services Program	0%	0%	0%	0%	0%	0%	2	0	2	1	0	1
NOAA – Office of Oceanic and Atmospheric Research – Aeronomy Laboratory	0%	0%	0%	0%	0%	0%	0	0	0	1	1	0
NOAA – Office of Oceanic and Atmospheric Research – Air Resources Laboratory	1%	1%	1%	0%	0%	0%	18	13	5	1	0	1
NOAA – Office of Oceanic and Atmospheric Research – Atlantic Oceanographic and Meteorological Laboratory	3%	2%	3%	0%	0%	0%	46	26	20	1	1	0
NOAA – Office of Oceanic and Atmospheric Research – Geophysical Fluid Dynamics Laboratory	2%	2%	3%	0%	0%	0%	41	23	18	1	1	0
NOAA – Office of Oceanic and Atmospheric Research – Great Lakes Environmental Research Laboratory	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – National Severe Storms Laboratory	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Pacific Marine Environmental Laboratory	1%	1%	2%	0%	0%	0%	21	11	10	1	1	0
NOAA – Office of Oceanic and Atmospheric Research – Space Environmental Center	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Environmental Technology Laboratory	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Forecast Systems Laboratory	2%	2%	2%	0%	0%	0%	29	18	11	1	0	1
NOAA – Office of Oceanic and Atmospheric Research – Climate Monitoring and Diagnostics Laboratory	2%	1%	2%	0%	0%	0%	28	12	16	1	1	0
NOAA – Office of Oceanic and Atmospheric Research – Climate Diagnostics Center	1%	1%	1%	0%	0%	0%	20	14	6	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – NOAA Undersea Research Program	0%	0%	0%	0%	0%	0%	4	2	2	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – National Sea Grant College Program	0%	0%	0%	0%	0%	0%	2	2	0	0	0	0
NOAA – National Environmental Satellite, Data, and Information Service – Office of Assistant Administrator	0%	0%	0%	0%	0%	0%	6	4	2	0	0	0
NOAA – National Environmental Satellite, Data, and Information Service – Office of Satellite Operations	1%	2%	1%	0%	0%	0%	26	18	8	2	1	1
NOAA – National Environmental Satellite, Data, and Information Service – Office of Satellite Data Processing and Distribution	3%	2%	3%	0%	0%	0%	50	28	22	2	2	0
NOAA – National Environmental Satellite, Data, and Information Service – Office of Research and Applications	2%	2%	3%	0%	0%	0%	40	22	18	0	0	0
NOAA – National Environmental Satellite, Data, and Information Service – Office of Systems Development	2%	2%	2%	0%	0%	0%	37	26	11	1	1	0
NOAA – National Environmental Satellite, Data, and Information Service – National Climatic Data Center	1%	1%	1%	0%	0%	0%	21	13	8	2	1	1
NOAA – National Environmental Satellite, Data, and Information Service – National Oceanographic Data Center	5%	5%	4%	0%	0%	1%	85	56	29	2	0	2
NOAA – National Environmental Satellite, Data, and Information Service – National Geophysical Data Center	2%	2%	1%	0%	0%	0%	27	18	9	0	0	0
NOAA – National Environmental Satellite, Data, and Information Service – Wallops CDA Station	1%	1%	0%	0%	0%	0%	20	17	3	1	1	0

NOAA – National Environmental Satellite, Data, and Information Service – Integrated Program Office

Percentages					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)
0%	0%	0%	2%	1%	2%

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)
3	1	2	14	10	4

**12. What is your work location/duty station? [Sig Diff]**

	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	6%	7%	4%	2%	3%	0%	107	79	28	19	19	0
American Samoa	0%	0%	0%	0%	0%	0%	2	1	1	1	0	1
Arizona	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
California	7%	7%	6%	2%	1%	3%	124	85	39	18	10	8
Colorado	9%	9%	8%	1%	1%	2%	156	103	53	13	9	4
Connecticut	2%	2%	1%	0%	0%	0%	29	23	6	1	1	0
DC	16%	17%	16%	4%	3%	6%	302	199	103	40	23	17
Florida	5%	4%	6%	10%	12%	4%	85	44	41	92	82	10
Georgia	0%	0%	0%	0%	0%	1%	0	0	0	4	2	2
Hawaii	3%	3%	3%	1%	0%	2%	52	35	17	7	2	5
Illinois	0%	0%	0%	0%	0%	0%	0	0	0	1	0	1
Indiana	0%	0%	0%	0%	0%	0%	5	4	1	0	0	0
Kansas	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
Kentucky	0%	0%	0%	0%	0%	0%	0	0	0	1	1	0
Louisiana	0%	0%	1%	1%	1%	0%	5	2	3	6	5	1
Maryland	23%	23%	24%	31%	29%	37%	424	265	159	301	202	99
Massachusetts	8%	8%	6%	2%	2%	3%	139	99	40	18	11	7
Maine	0%	0%	0%	0%	0%	0%	3	1	2	1	1	0
Michigan	0%	0%	0%	0%	0%	0%	0	0	0	3	2	1
Minnesota	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
Mississippi	2%	2%	2%	1%	1%	1%	43	28	15	8	6	2
Nebraska	0%	0%	0%	0%	0%	0%	0	0	0	1	0	1
New Hampshire	0%	0%	0%	1%	0%	1%	0	0	0	6	3	3
New Jersey	1%	1%	1%	2%	2%	1%	9	6	3	15	13	2
New Mexico	0%	0%	0%	0%	0%	0%	0	0	0	1	1	0
New York	0%	0%	0%	0%	1%	0%	2	1	1	4	4	0
North Carolina	6%	6%	5%	2%	2%	3%	108	73	35	23	15	8
Ohio	0%	0%	0%	0%	0%	0%	0	0	0	1	1	0
Oklahoma	1%	1%	2%	0%	0%	0%	22	12	10	2	1	1
Oregon	3%	3%	3%	2%	2%	1%	54	37	17	18	15	3
Pennsylvania	0%	0%	0%	0%	0%	0%	0	0	0	2	2	0
South Carolina	0%	0%	0%	6%	5%	10%	1	0	1	59	32	27
Texas	1%	1%	1%	1%	0%	1%	14	7	7	5	3	2
Virginia	1%	0%	1%	5%	4%	6%	10	4	6	48	31	17
Washington	5%	3%	9%	25%	27%	17%	94	38	56	238	191	47
Wisconsin	0%	0%	0%	0%	0%	0%	3	1	2	1	1	0
Other	3%	3%	2%	1%	1%	0%	46	30	16	9	8	1

**13. How many total years of experience have you had? (please round up to the highest number of 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)
1	1%	2%	1%	1%	1%	0%	25	22	3	7	7	0
2	2%	2%	1%	1%	1%	0%	31	25	6	9	9	0
3	2%	3%	1%	2%	3%	1%	35	32	3	20	18	2
4	2%	2%	1%	2%	3%	1%	31	28	3	23	21	2
5	2%	3%	0%	3%	4%	2%	39	37	2	29	24	5
6	2%	3%	1%	2%	3%	1%	45	36	9	23	20	3
7	2%	3%	1%	3%	4%	2%	45	38	7	30	25	5
8	3%	3%	3%	2%	2%	2%	57	40	17	19	13	6
9	2%	2%	1%	2%	3%	2%	29	23	6	22	17	5
10	4%	4%	2%	5%	6%	4%	66	52	14	48	38	10
11	2%	2%	2%	2%	2%	2%	35	20	15	16	12	4
12	3%	3%	2%	3%	3%	3%	48	32	16	26	19	7
13	2%	3%	2%	3%	3%	3%	42	30	12	25	17	8

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
14	2%	2%	3%	3%	3%	3%	42	25	17	28	20	8
15	6%	7%	5%	6%	6%	5%	112	80	32	56	43	13
16	3%	3%	3%	3%	3%	3%	52	33	19	30	22	8
17	2%	2%	2%	2%	1%	3%	44	28	16	18	10	8
18	3%	3%	4%	4%	4%	3%	60	35	25	34	26	8
19	2%	2%	2%	2%	2%	1%	34	19	15	16	13	3
20	7%	6%	8%	7%	7%	7%	123	70	53	66	46	20
21	2%	2%	2%	2%	2%	2%	42	26	16	16	11	5
22	3%	3%	3%	3%	3%	3%	53	31	22	25	17	8
23	3%	2%	3%	2%	2%	3%	50	28	22	20	11	9
24	2%	2%	3%	2%	2%	2%	40	22	18	18	14	4
25	6%	6%	7%	6%	5%	7%	115	67	48	54	34	20
26	2%	2%	4%	2%	2%	2%	45	22	23	18	13	5
27	3%	2%	4%	2%	2%	3%	51	26	25	22	14	8
28	3%	3%	3%	3%	3%	5%	54	36	18	31	17	14
29	2%	2%	3%	2%	2%	4%	39	22	17	23	13	10
30	19%	16%	25%	20%	19%	23%	358	193	165	191	129	62

14. What is your general category of work? (Comp. Group Only)

Professional		62%	59%	69%			594	408	186
Administrative		11%	12%	10%			109	82	27
Technical		23%	25%	20%			224	170	54
Clerical		2%	3%	1%			22	20	2
Other		1%	2%	0%			13	13	0

15. What is your pay grade? (Comp. Group Only)

1		0%	0%	0%			0	0	0
2		0%	0%	0%			1	1	0
3		0%	0%	0%			3	3	0
4		1%	1%	0%			5	4	1
5		1%	2%	0%			11	10	1
6		2%	3%	0%			18	18	0
7		7%	9%	1%			63	60	3
8		2%	3%	0%			18	17	1
9		9%	11%	4%			85	76	9
10		1%	1%	0%			8	7	1
11		15%	18%	8%			139	118	21
12		23%	26%	15%			213	175	38
13		23%	20%	30%			213	138	75
14		12%	6%	27%			108	41	67
15		4%	1%	14%			41	7	34

16. Are you at the salary ceiling (cap) at step 10 of your grade? (Comp. Group Only)<sup>3</sup>

Yes		14%	13%	16%			135	93	42
No		82%	83%	79%			785	573	212
I don't know		2%	3%	2%			22	18	4
N/A – I'm in a pay band		2%	1%	3%			19	10	9

<sup>3</sup> It appears that respondents who selected the response option “N/A – I’m in a pay band” mistakenly identified their pay category. The data for these respondents were removed from the category and placed into the correct group for subsequent analyses.



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

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

**17. What is your general category of work? (Demo. Group Only)**

Scientific and Engineering (ZP)	61%	57%	69%				1114	662	452			
Scientific and Engineering Technician (ZT)	5%	5%	3%				83	62	21			
Administrative (ZA)	25%	25%	25%				456	290	166			
Support (ZS)	9%	13%	3%				169	150	19			
Not applicable - I'm GS/GM, ST/SL, or SES	0%	0%	0%				4	3	1			

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

Band I	2%	3%	1%				44	38	6			
Band II	12%	17%	4%				221	193	28			
Band III	36%	45%	20%				652	519	133			
Band IV	40%	33%	52%				720	380	340			
Band V	10%	2%	23%				174	27	147			
Not applicable - I'm GS/GM, ST/SL, or SES	0%	0%	0%				0	0	0			

**19. Are you at the salary ceiling (cap) at the top of your pay band? (Demo. Group Only)**

Yes	19%	18%	19%				337	212	125			
No	69%	67%	72%				1256	783	473			
I don't know	13%	15%	9%				231	170	61			
Not Applicable - I'm GS/GM, ST/SL, or SES	0%	0%	0%				1	0	1			

**CAREER PROGRESSION**

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

Strongly disagree	3%	4%	2%	3%	4%	2%	58	42	16	30	26	4
Disagree	12%	12%	11%	11%	11%	11%	219	146	73	108	78	30
Neither disagree nor agree	14%	16%	10%	12%	12%	10%	248	183	65	112	85	27
Agree	51%	50%	53%	52%	52%	52%	931	580	351	500	360	140
Strongly agree	18%	17%	21%	21%	19%	25%	338	199	139	196	129	67
Don't Know/Not Applicable	2%	2%	2%	1%	2%	0%	38	25	13	10	10	0

**21. Jobs are classified fairly and accurately**

Strongly disagree	4%	5%	3%	6%	6%	6%	78	59	19	53	38	15
Disagree	15%	17%	12%	16%	16%	15%	283	202	81	150	111	39
Neither disagree nor agree	19%	21%	17%	23%	24%	20%	356	246	110	218	164	54
Agree	43%	41%	47%	41%	39%	44%	782	477	305	388	269	119
Strongly agree	11%	8%	17%	11%	10%	13%	205	95	110	101	65	36
Don't Know/Not Applicable	7%	8%	5%	5%	6%	2%	129	98	31	45	40	5

**22. I am satisfied with my chances of getting a promotion [Sig Diff]**

Strongly disagree	15%	17%	10%	16%	18%	12%	265	199	66	154	123	31
Disagree	20%	22%	19%	26%	28%	22%	374	252	122	251	191	60
Neither disagree nor agree	17%	17%	17%	15%	15%	13%	309	199	110	140	106	34
Agree	33%	32%	36%	30%	26%	39%	611	375	236	286	182	104
Strongly agree	12%	10%	16%	11%	11%	13%	216	114	102	107	73	34
Don't Know/Not Applicable	3%	3%	3%	2%	2%	2%	57	35	22	20	15	5

**23. The current job classification system has enhanced my career progression [Sig Diff]**

Strongly disagree	9%	11%	7%	10%	12%	7%	170	124	46	98	79	19
Disagree	15%	16%	13%	22%	23%	20%	278	191	87	209	155	54
Neither disagree nor agree	31%	31%	31%	32%	31%	35%	565	361	204	308	215	93
Agree	25%	23%	29%	24%	23%	26%	454	267	187	226	157	69
Strongly agree	14%	13%	15%	7%	7%	8%	249	151	98	69	48	21
Don't Know/Not Applicable	6%	7%	5%	5%	5%	4%	114	80	34	44	33	11

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

**24. All in all, I am satisfied with the position classifications used in my organization [Sig Diff]**

Strongly disagree	6%	7%	5%	9%	9%	7%	109	78	31	80	62	18
Disagree	17%	18%	14%	19%	20%	19%	303	214	89	182	133	49
Neither disagree nor agree	23%	24%	22%	27%	29%	23%	427	285	142	257	196	61
Agree	40%	38%	45%	35%	32%	41%	737	443	294	328	220	108
Strongly agree	10%	9%	13%	8%	8%	8%	186	100	86	72	51	21
Don't Know/Not Applicable	4%	4%	2%	3%	3%	2%	63	52	11	25	19	6

**PERFORMANCE APPRAISAL**

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

Strongly disagree	3%	3%	2%	2%	3%	2%	48	35	13	21	17	4
Disagree	11%	12%	10%	10%	10%	11%	205	137	68	94	65	29
Neither disagree nor agree	11%	12%	9%	11%	12%	9%	204	144	60	103	80	23
Agree	50%	49%	51%	52%	52%	50%	902	569	333	490	357	133
Strongly agree	25%	24%	28%	25%	24%	28%	457	276	181	237	162	75
Don't Know/Not Applicable	0%	0%	0%	0%	0%	0%	3	3	0	0	0	0

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

Strongly disagree	5%	5%	4%	5%	6%	5%	87	58	29	51	39	12
Disagree	12%	13%	11%	12%	13%	11%	221	151	70	116	86	30
Neither disagree nor agree	13%	13%	14%	12%	13%	9%	242	150	92	113	88	25
Agree	44%	44%	46%	46%	46%	45%	807	509	298	430	311	119
Strongly agree	25%	25%	25%	25%	23%	29%	456	292	164	234	156	78
Don't Know/Not Applicable	0%	1%	0%	0%	0%	0%	7	6	1	2	1	1

**27. I understand the performance appraisal system currently being used [Sig Diff]**

Strongly disagree	4%	4%	4%	2%	3%	2%	72	48	24	21	17	4
Disagree	12%	13%	10%	10%	10%	9%	217	62	155	90	67	23
Neither disagree nor agree	11%	13%	8%	11%	13%	6%	201	146	55	103	87	16
Agree	53%	53%	54%	54%	54%	53%	965	612	353	506	366	140
Strongly agree	20%	17%	25%	23%	20%	31%	356	195	161	220	138	82
Don't Know/Not Applicable	1%	1%	0%	0%	1%	0%	10	10	0	4	4	0

**28. My performance rating provides an accurate picture of my performance [Sig Diff]**

Strongly disagree	7%	8%	5%	8%	8%	9%	128	95	33	77	52	25
Disagree	14%	15%	13%	21%	20%	21%	262	174	88	195	139	56
Neither disagree nor agree	17%	18%	15%	19%	20%	16%	305	204	101	178	135	43
Agree	41%	41%	42%	37%	37%	36%	755	481	274	348	254	94
Strongly agree	18%	15%	23%	15%	14%	17%	319	171	148	142	96	46
Don't Know/Not Applicable	3%	4%	2%	1%	1%	0%	55	44	11	7	6	1

**29. My performance appraisal takes into account the most important parts of my job [Sig Diff]**

Strongly disagree	5%	5%	4%	4%	4%	4%	85	61	24	38	27	11
Disagree	9%	10%	8%	14%	14%	16%	170	118	52	134	91	43
Neither disagree nor agree	15%	16%	13%	16%	17%	12%	274	187	87	145	113	32
Agree	48%	49%	47%	49%	50%	46%	874	564	310	456	334	122
Strongly agree	21%	17%	27%	17%	15%	21%	374	201	173	157	102	55
Don't Know/Not Applicable	2%	3%	1%	1%	1%	0%	37	29	8	7	7	0

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
<b>30. My supervisor and I agree on what "good performance" on my job means</b>												
Strongly disagree	4%	4%	4%	2%	3%	1%	79	51	28	23	20	3
Disagree	8%	8%	7%	7%	7%	8%	142	96	46	67	47	20
Neither disagree nor agree	17%	18%	16%	18%	19%	16%	314	210	104	169	128	41
Agree	46%	46%	46%	49%	50%	47%	839	540	299	460	336	124
Strongly agree	22%	20%	25%	21%	19%	28%	396	235	161	201	128	73
Don't Know/Not Applicable	3%	3%	2%	2%	3%	1%	51	36	15	20	17	3
<b>31. My supervisor evaluates my performance on things not related to my job</b>												
Strongly disagree	13%	13%	12%	14%	12%	20%	232	151	81	131	79	52
Disagree	42%	39%	48%	43%	43%	42%	765	450	315	403	292	111
Neither disagree nor agree	22%	23%	22%	22%	23%	18%	406	263	143	206	159	47
Agree	12%	13%	10%	12%	12%	12%	213	150	63	111	79	32
Strongly agree	5%	6%	4%	4%	4%	5%	92	66	26	40	28	12
Don't Know/Not Applicable	6%	7%	4%	6%	6%	4%	112	85	27	53	43	10
<b>32. Throughout the year, how often do you receive informal feedback (aside from a mid-year or annual review) from your supervisor that helps improve your performance?</b>												
Never	11%	12%	10%	10%	11%	8%	202	139	63	96	75	21
Rarely	25%	25%	25%	24%	24%	24%	457	294	163	228	165	63
Sometimes	35%	34%	37%	35%	38%	29%	641	401	240	335	257	78
Often	23%	23%	23%	24%	21%	31%	421	268	153	224	143	81
Continually	5%	5%	6%	7%	6%	8%	99	63	36	63	41	22
<b>33. The quality of the feedback that I receive from my supervisor is good</b>												
Strongly disagree	5%	5%	6%	5%	5%	4%	93	56	37	43	33	10
Disagree	12%	13%	12%	14%	13%	15%	220	145	75	129	89	40
Neither disagree nor agree	20%	20%	19%	19%	20%	15%	351	226	125	173	134	39
Agree	47%	46%	47%	48%	47%	50%	833	529	304	442	311	131
Strongly agree	15%	15%	16%	15%	14%	16%	270	167	103	138	96	42
Don't Know/Not Applicable	1%	1%	1%	1%	1%	0%	22	16	6	6	6	0
<b>34. What was your last performance appraisal rating?</b>												
Meets/Exceeds (Comp. Group); Eligible (Demo. Group)	100%	100%	100%	100%	100%	100%	1736	1104	632	933	670	263
Does Not Meet/Exceed or Unsatisfactory (Comp. Group); Unsatisfactory (Demo. Group)	0%	0%	0%	0%	0%	0%	4	2	2	1	1	0
<b>35. At my last performance appraisal, I was given an explanation about the reasons for my performance rating/score [Sig Diff]</b>												
Strongly disagree	5%	5%	4%	4%	3%	5%	82	55	27	35	22	13
Disagree	10%	10%	10%	12%	13%	10%	184	120	64	115	90	25
Neither disagree nor agree	10%	10%	10%	14%	16%	11%	179	116	63	134	105	29
Agree	51%	52%	49%	52%	50%	56%	911	592	319	485	339	146
Strongly agree	21%	19%	24%	16%	15%	18%	370	214	156	150	103	47
Don't Know/Not Applicable	4%	5%	4%	2%	2%	1%	76	52	24	19	16	3
<b>36. My supervisor tends to <u>inflate</u> the performance ratings of the employees he/she supervises [Sig Diff]</b>												
Strongly disagree	11%	11%	11%	8%	8%	8%	200	129	71	78	56	22
Disagree	39%	38%	40%	38%	37%	41%	706	443	263	358	249	109
Neither disagree nor agree	25%	25%	26%	32%	32%	31%	455	285	170	301	219	82
Agree	4%	3%	5%	4%	3%	5%	72	38	34	33	21	12
Strongly agree	1%	1%	1%	1%	1%	2%	20	13	7	13	9	4
Don't Know/Not Applicable	20%	21%	16%	17%	18%	13%	352	245	107	160	125	35

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

**37. My supervisor tends to deflate the performance ratings of the employees he/she supervises [Sig Diff]**

Strongly disagree	9%	9%	8%	9%	9%	10%	155	101	54	84	57	27
Disagree	33%	31%	36%	38%	36%	43%	587	354	233	356	243	113
Neither disagree nor agree	28%	27%	28%	31%	32%	31%	493	312	181	293	211	82
Agree	8%	8%	8%	4%	4%	2%	139	89	50	35	29	6
Strongly agree	4%	4%	3%	1%	1%	1%	63	41	22	10	8	2
Don't Know/Not Applicable	20%	22%	17%	17%	18%	13%	356	248	108	155	121	34

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

Strongly disagree	7%	7%	6%	7%	8%	5%	119	81	38	67	53	14
Disagree	17%	19%	13%	19%	21%	16%	308	222	86	182	139	43
Neither disagree nor agree	14%	16%	11%	14%	16%	9%	257	188	69	132	108	24
Agree	49%	47%	53%	47%	44%	56%	887	540	347	444	298	146
Strongly agree	11%	8%	16%	10%	9%	13%	196	90	106	92	58	34
Don't Know/Not Applicable	2%	3%	1%	2%	3%	0%	37	31	6	23	22	1

**39. Pay raises depend on how well you perform [Sig Diff]**

Strongly disagree	9%	9%	7%	12%	13%	10%	155	107	48	112	87	25
Disagree	16%	17%	14%	28%	27%	31%	288	197	91	267	186	81
Neither disagree nor agree	20%	22%	17%	22%	24%	18%	361	253	108	206	160	46
Agree	41%	39%	45%	29%	26%	34%	745	451	294	268	179	89
Strongly agree	11%	9%	16%	4%	4%	5%	203	100	103	41	27	14
Don't Know/Not Applicable	3%	4%	2%	5%	6%	2%	54	44	10	45	40	5

**40. I understand how cash awards are given in my organization**

Strongly disagree	6%	7%	5%	7%	7%	7%	114	82	32	67	50	17
Disagree	18%	20%	14%	17%	19%	13%	325	232	93	162	129	33
Neither disagree nor agree	15%	18%	10%	16%	18%	11%	276	209	67	150	122	28
Agree	46%	42%	53%	47%	45%	54%	829	485	344	443	301	142
Strongly agree	10%	7%	15%	9%	7%	14%	182	85	97	82	46	36
Don't Know/Not Applicable	4%	5%	3%	4%	4%	2%	78	59	19	35	29	6

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

Strongly disagree	9%	9%	7%	7%	8%	6%	156	108	48	70	54	16
Disagree	15%	16%	13%	16%	16%	16%	262	179	83	153	111	42
Neither disagree nor agree	22%	23%	20%	20%	22%	14%	388	260	128	188	152	36
Agree	39%	37%	42%	40%	37%	45%	706	430	276	371	253	118
Strongly agree	9%	7%	14%	10%	8%	15%	169	76	93	96	57	39
Don't Know/Not Applicable	7%	8%	4%	7%	8%	4%	123	97	26	62	51	11

**42. I understand how performance bonuses are given in my organization (Demo Group Only)**

Strongly disagree	6%	7%	5%				111	76	35			
Disagree	18%	21%	12%				313	238	75			
Neither disagree nor agree	16%	18%	13%				286	200	86			
Agree	46%	43%	52%				823	486	337			
Strongly agree	10%	7%	14%				174	81	93			
Don't Know/Not Applicable	4%	5%	3%				74	56	18			

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

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

**43. Performance bonuses depend on how well you perform (Demo Group Only)**

Strongly disagree	8%	9%	7%				149	106	43			
Disagree	14%	14%	14%				249	156	93			
Neither disagree nor agree	21%	24%	17%				379	272	107			
Agree	41%	39%	45%				736	446	290			
Strongly agree	10%	7%	15%				174	80	94			
Don't Know/Not Applicable	6%	7%	4%				100	77	23			

**44. Performance bonuses are distributed fairly within my operating unit (Demo. Group only)**

Strongly disagree	11%	12%	9%				191	133	58			
Disagree	14%	14%	13%				244	161	83			
Neither disagree nor agree	25%	27%	22%				448	303	145			
Agree	24%	20%	30%				423	228	195			
Strongly agree	6%	3%	9%				100	39	61			
Don't Know/Not Applicable	22%	25%	17%				387	280	107			

**45. Cash awards are distributed fairly within my operating unit**

Strongly disagree	10%	11%	8%	9%	9%	7%	182	127	55	81	62	19
Disagree	13%	15%	11%	15%	16%	14%	239	168	71	142	106	36
Neither disagree nor agree	25%	26%	24%	25%	27%	18%	455	300	155	232	185	47
Agree	23%	20%	30%	27%	23%	37%	421	227	194	250	154	96
Strongly agree	5%	3%	9%	6%	4%	8%	95	34	61	52	30	22
Don't Know/Not Applicable	23%	25%	18%	19%	20%	16%	405	290	115	180	138	42

**PAY SYSTEM**

**46. All in all, I am satisfied with my pay [Sig Diff]**

Strongly disagree	6%	6%	4%	9%	10%	7%	98	73	25	82	65	17
Disagree	14%	16%	11%	21%	23%	15%	250	181	69	193	153	40
Neither disagree nor agree	14%	15%	14%	13%	14%	11%	259	168	91	124	96	28
Agree	50%	49%	51%	47%	44%	55%	894	560	334	441	297	144
Strongly agree	16%	14%	20%	10%	9%	13%	291	160	131	94	60	34
Don't Know/Not Applicable	0%	0%	0%	0%	0%	0%	2	1	1	3	3	0

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

Strongly disagree	12%	13%	10%	13%	14%	13%	213	147	66	126	92	34
Disagree	26%	28%	24%	32%	32%	30%	474	315	159	295	217	78
Neither disagree nor agree	20%	21%	17%	19%	20%	18%	354	241	113	181	135	46
Agree	27%	23%	33%	26%	23%	32%	482	264	218	240	156	84
Strongly agree	5%	4%	6%	4%	4%	3%	90	48	42	36	27	9
Don't Know/Not Applicable	10%	12%	8%	6%	7%	5%	186	132	54	59	47	12

**48. Pay progression (the way I move up within my grade/band) is reflective of my performance [Sig Diff]**

Strongly disagree	7%	8%	6%	11%	12%	10%	125	89	36	107	81	26
Disagree	17%	19%	13%	28%	29%	24%	298	216	82	260	197	63
Neither disagree nor agree	18%	18%	16%	21%	23%	18%	320	213	107	200	152	48
Agree	43%	40%	47%	30%	26%	41%	765	461	304	279	172	107
Strongly agree	11%	8%	16%	5%	5%	5%	202	95	107	47	34	13
Don't Know/Not Applicable	5%	6%	2%	5%	5%	2%	81	66	15	42	36	6

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

**49. Other employers in this area pay more than the government rate does for the kind of work I'm doing**

Strongly disagree	2%	2%	3%	3%	3%	3%	42	22	20	25	18	7
Disagree	11%	11%	13%	12%	12%	13%	202	121	81	112	78	34
Neither disagree nor agree	23%	24%	22%	22%	24%	16%	414	271	143	201	159	42
Agree	23%	23%	23%	23%	20%	31%	407	260	147	219	137	82
Strongly agree	16%	16%	16%	17%	16%	18%	285	182	103	156	108	48
Don't Know/Not Applicable	25%	26%	24%	24%	26%	19%	450	294	156	222	173	49

**50. In my operating unit, minority employees get similar pay to non-minority employees doing equivalent work**

Strongly disagree	3%	4%	2%	3%	3%	1%	51	40	11	24	22	2
Disagree	4%	4%	3%	5%	5%	5%	72	50	22	45	32	13
Neither disagree nor agree	15%	16%	12%	15%	16%	12%	265	188	77	137	106	31
Agree	34%	30%	40%	35%	33%	40%	607	346	261	327	222	105
Strongly agree	13%	10%	20%	15%	12%	21%	239	109	130	137	83	54
Don't Know/Not Applicable	31%	36%	23%	28%	31%	22%	561	414	147	266	208	58

**51. I am satisfied with the way management handles pay [Sig Diff]**

Strongly disagree	9%	11%	6%	9%	10%	8%	162	124	38	84	64	20
Disagree	18%	19%	16%	22%	23%	20%	321	218	103	205	152	53
Neither disagree nor agree	26%	28%	23%	28%	30%	23%	473	324	149	258	198	60
Agree	36%	33%	42%	32%	29%	39%	647	374	273	297	195	102
Strongly agree	6%	5%	9%	5%	4%	6%	113	54	59	44	28	16
Don't Know/Not Applicable	5%	5%	5%	4%	5%	4%	82	53	29	41	32	9

**52. Management officials are qualified to make pay decisions [Sig Diff]**

Strongly disagree	7%	8%	5%	7%	8%	5%	126	93	33	66	52	14
Disagree	12%	12%	12%	14%	15%	12%	218	141	77	130	100	30
Neither disagree nor agree	25%	28%	20%	28%	29%	25%	456	323	133	258	194	64
Agree	41%	36%	48%	37%	33%	45%	727	413	314	342	225	117
Strongly agree	7%	6%	10%	5%	4%	5%	133	70	63	43	29	14
Don't Know/Not Applicable	8%	9%	5%	10%	11%	8%	134	103	31	95	73	22

**53. The current pay system has resulted in improved supervisor performance [Sig Diff]**

Strongly disagree	12%	13%	9%	10%	11%	10%	209	148	61	97	71	26
Disagree	20%	20%	20%	27%	26%	31%	358	228	130	251	171	80
Neither disagree nor agree	34%	34%	33%	36%	35%	38%	606	391	215	333	234	99
Agree	16%	14%	21%	9%	10%	8%	294	160	134	87	67	20
Strongly agree	4%	3%	7%	2%	2%	2%	80	37	43	16	11	5
Don't Know/Not Applicable	14%	16%	11%	16%	17%	12%	251	182	69	146	116	30

**54. The current pay system encourages team performance [Sig Diff]**

Strongly disagree	15%	17%	11%	11%	11%	12%	264	192	72	104	74	30
Disagree	24%	25%	23%	29%	29%	27%	433	282	151	266	197	69
Neither disagree nor agree	35%	34%	35%	35%	34%	39%	621	393	228	329	229	100
Agree	16%	14%	20%	14%	13%	17%	294	163	131	128	85	43
Strongly agree	3%	2%	5%	4%	4%	2%	56	25	31	33	27	6
Don't Know/Not Applicable	7%	8%	6%	8%	9%	5%	125	88	37	73	61	12

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

**HIRING AND RECRUITMENT**

**55. Giving a one time recruitment bonus to attract a high quality employee is fair [Sig Diff]**

Strongly disagree	6%	6%	5%	7%	7%	5%	99	64	35	60	47	13
Disagree	14%	16%	11%	18%	20%	13%	250	179	71	166	131	35
Neither disagree nor agree	20%	21%	18%	17%	18%	16%	354	239	115	162	119	43
Agree	45%	43%	48%	46%	43%	53%	798	487	311	426	287	139
Strongly agree	13%	12%	15%	10%	9%	11%	236	138	98	90	61	29
Don't Know/Not Applicable	3%	3%	3%	3%	3%	1%	56	39	17	26	23	3

**56. Paying a high quality new hire more than other new hires is fair [Sig Diff]**

Strongly disagree	6%	7%	4%	8%	10%	5%	110	83	27	78	64	14
Disagree	15%	16%	13%	20%	23%	12%	264	183	81	184	152	32
Neither disagree nor agree	19%	20%	17%	16%	18%	12%	333	226	107	149	117	32
Agree	48%	45%	53%	47%	42%	60%	851	510	341	439	283	156
Strongly agree	11%	10%	12%	7%	6%	9%	193	114	79	61	38	23
Don't Know/Not Applicable	2%	2%	2%	2%	2%	2%	34	23	11	19	15	4

**57. Were you hired: [Sig Diff]**

Prior to April 2003	85%	83%	88%	89%	87%	94%	1530	957	573	838	588	250
Between April 2003 and March 2004	8%	8%	8%	6%	6%	3%	150	96	54	52	43	9
Between April 2004 and March 2005	7%	9%	4%	6%	7%	2%	127	101	26	52	46	6

**58. Have you received a one-time recruitment payment since April 2003? (New Hires Only)**

Yes	5%	4%	6%	3%	3%	0%	13	8	5	3	3	0
No	95%	96%	94%	97%	97%	100%	261	186	75	100	86	14

**59. My one-time recruitment payment was instrumental in accepting the job. (New Hires Only, who acknowledged that they received a recruitment payment)<sup>4</sup>**

Strongly disagree	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
Disagree	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
Neither disagree nor agree	15%	25%	0%	0%	0%	0%	2	2	0	0	0	0
Agree	15%	25%	0%	33%	33%	0%	2	2	0	1	1	0
Strongly agree	31%	25%	40%	67%	66%	0%	4	2	2	2	2	0
Don't Know/Not Applicable	39%	25%	60%	0%	0%	0%	5	2	3	0	0	0

**60. How do starting salaries for similar positions at other organizations to which you applied compare with your starting salary at your current organization? (New Hires Only)**

Much less than (less than 90% of) my starting salary	4%	4%	3%	4%	3%	8%	10	8	2	4	3	1
Somewhat less than (90% to 95% of) my starting salary	16%	15%	19%	11%	9%	23%	42	27	15	11	8	3
About the same as my starting salary	32%	30%	37%	35%	36%	31%	85	56	29	35	31	4
Somewhat more than (5% to 10% higher than) my starting salary	17%	18%	14%	18%	17%	23%	45	34	11	18	15	3
Much more than (more than 10% higher than) my starting salary	9%	9%	8%	13%	14%	8%	23	17	6	13	12	1
I don't know	22%	24%	19%	19%	21%	8%	59	44	15	19	18	1

<sup>4</sup> Due to the small number of respondents, significance testing was not performed on this item.

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

**61. About how many weeks did it take from your initial job application to receive a formal job offer from your agency? (New Hires Only)**

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Less than 2 weeks	8%	9%	5%	5%	6%	0%	22	18	4	5	5	0
3 - 7 weeks	36%	37%	31%	48%	48%	43%	96	72	24	48	42	6
8 - 12 weeks	23%	23%	25%	23%	22%	29%	63	44	19	23	19	4
13 - 16 weeks	14%	14%	13%	9%	8%	14%	37	27	10	9	7	2
17 - 20 weeks	9%	7%	16%	9%	9%	7%	25	13	12	9	8	1
21 or more weeks	10%	10%	10%	7%	7%	7%	27	19	8	7	6	1

**62. How frequently have you been involved in recruiting or hiring any permanent employees from outside of your agency during the past year (e.g., developing hiring strategy, interviewing, making selection decisions)? [Sig Diff]**

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Never	59%	72%	36%	61%	72%	35%	1056	825	231	572	480	92
Rarely	14%	13%	14%	17%	14%	23%	245	153	92	155	96	59
Sometimes	18%	11%	31%	15%	11%	24%	327	123	204	139	76	63
Often	7%	3%	13%	6%	2%	15%	120	34	86	53	15	38
Always	3%	1%	6%	1%	0%	4%	48	10	38	12	2	10

**63. Please think about the most recent recruiting effort for a permanent employee in your group in which you were personally involved. What was your assessment of the overall capabilities of all the applicants for that position compared to your workforce? (Only for those who responded Sometimes, Often, or Always to item 62)**

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Top 1% (world class)	1%	1%	1%	0%	0%	0%	3	1	2	0	0	0
Top 10% (outstanding)	14%	16%	13%	12%	12%	12%	68	26	42	24	11	13
Top 25% (very good)	42%	40%	43%	45%	40%	49%	205	66	139	91	37	54
Average	32%	32%	32%	31%	32%	31%	156	52	104	64	30	34
Below Average	7%	6%	8%	5%	8%	3%	35	10	25	10	7	3
Poor	1%	0%	2%	2%	1%	3%	7	0	7	4	1	3
I have not been personally involved with recruiting	4%	6%	2%	5%	8%	4%	18	10	8	11	7	4

**64. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce? (Only for those who responded Sometimes, Often, or Always to item 62)**

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Top 1% (world class)	3%	5%	2%	2%	0%	3%	15	8	7	3	0	3
Top 10% (outstanding)	26%	16%	30%	26%	20%	32%	125	27	98	53	18	35
Top 25% (very good)	40%	36%	41%	38%	35%	41%	194	59	135	77	32	45
Average	20%	27%	16%	21%	28%	14%	96	45	51	42	26	16
Below Average	2%	2%	2%	4%	8%	2%	11	4	7	9	7	2
Poor	1%	1%	1%	2%	1%	2%	5	1	4	3	1	2
Too early to tell	3%	6%	2%	1%	0%	1%	14	9	5	1	0	1
No one was hired	3%	2%	4%	4%	3%	5%	16	3	13	8	3	5
Don't Know/Not Applicable	3%	6%	2%	3%	5%	2%	15	9	6	7	5	2

**65. Skills and abilities of the most recent employee I hired were a good match for the job (Only for those who responded Sometimes, Often, or Always to item 62)**

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree	0%	0%	0%	1%	1%	0%	1	0	1	1	1	0
Disagree	3%	7%	2%	5%	7%	4%	16	11	5	10	6	4
Neither disagree nor agree	7%	7%	7%	7%	10%	5%	35	12	23	14	9	5
Agree	50%	49%	51%	50%	46%	54%	246	81	165	101	42	59
Strongly agree	31%	19%	36%	28%	23%	32%	150	31	119	56	21	35
Don't Know/Not Applicable	9%	18%	4%	10%	14%	6%	43	29	14	20	13	7



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

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

**66. I am satisfied with the process used to fill vacancies here [Sig Diff]**

Strongly disagree	11%	10%	13%	13%	13%	14%	203	118	85	122	85	37
Disagree	23%	21%	26%	28%	25%	36%	406	242	164	260	166	94
Neither disagree nor agree	20%	22%	17%	19%	20%	16%	358	251	107	173	132	41
Agree	27%	25%	30%	25%	25%	24%	476	283	193	228	166	62
Strongly agree	4%	3%	6%	3%	3%	4%	69	29	40	29	18	11
Don't Know/Not Applicable	15%	19%	9%	13%	15%	7%	268	213	55	119	101	18

**67. Recruitment procedures allow for the opportunity to hire good minority applicants [Sig Diff]**

Strongly disagree	5%	5%	5%	6%	6%	7%	83	53	30	55	37	18
Disagree	7%	7%	8%	11%	10%	13%	131	83	48	102	67	35
Neither disagree nor agree	22%	21%	24%	20%	19%	21%	392	236	156	184	128	56
Agree	31%	28%	36%	29%	26%	35%	548	314	234	262	171	91
Strongly agree	7%	5%	11%	6%	6%	7%	117	52	65	55	37	18
Don't Know/Not Applicable	29%	35%	17%	29%	34%	17%	511	402	109	269	225	44

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

Strongly disagree	17%	16%	19%	20%	16%	28%	305	184	121	181	107	74
Disagree	30%	31%	29%	32%	30%	35%	538	353	185	293	203	90
Neither disagree nor agree	19%	19%	21%	16%	18%	12%	346	211	135	151	120	31
Agree	16%	13%	20%	15%	14%	16%	277	151	126	137	96	41
Strongly agree	2%	1%	3%	2%	2%	2%	33	15	18	21	16	5
Don't Know/Not Applicable	16%	20%	9%	16%	19%	8%	283	223	60	145	125	20

**69. My operating unit uses relevant recruitment sources**

Strongly disagree	3%	3%	4%	5%	5%	5%	59	32	27	46	34	12
Disagree	8%	8%	8%	9%	8%	12%	138	87	51	84	53	31
Neither disagree nor agree	22%	21%	23%	21%	20%	25%	386	237	149	198	132	66
Agree	28%	23%	36%	26%	24%	32%	491	260	231	241	157	84
Strongly agree	3%	2%	5%	3%	3%	3%	55	23	32	28	19	9
Don't Know/Not Applicable	36%	44%	24%	36%	41%	23%	647	496	151	331	272	59

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

Strongly disagree	7%	5%	9%	8%	7%	10%	115	57	58	73	47	26
Disagree	15%	13%	19%	17%	15%	25%	267	142	125	160	96	64
Neither disagree nor agree	26%	25%	29%	25%	24%	28%	464	277	187	234	160	74
Agree	16%	13%	20%	15%	14%	18%	279	152	127	140	94	46
Strongly agree	2%	2%	2%	2%	2%	3%	30	18	12	22	13	9
Don't Know/Not Applicable	35%	43%	21%	32%	38%	16%	619	485	134	294	252	42

**EMPLOYEE RETENTION / TURNOVER**

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

Strongly disagree	9%	9%	8%	10%	10%	9%	157	105	52	88	65	23
Disagree	22%	22%	22%	23%	22%	26%	385	244	141	210	143	67
Neither disagree nor agree	27%	26%	30%	28%	26%	32%	486	294	192	259	176	83
Agree	16%	13%	21%	13%	13%	13%	278	146	132	121	86	35
Strongly agree	2%	2%	3%	2%	2%	1%	41	22	19	15	13	2
Don't Know/Not Applicable	24%	28%	17%	25%	28%	20%	428	321	107	234	183	51

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

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

Strongly disagree	5%	6%	4%	6%	6%	7%	94	67	27	55	38	17
Disagree	11%	11%	9%	12%	10%	17%	186	127	59	112	69	43
Neither disagree nor agree	32%	28%	39%	31%	30%	35%	565	315	250	289	199	90
Agree	12%	9%	17%	9%	8%	10%	204	97	107	81	55	26
Strongly agree	2%	2%	3%	1%	1%	1%	39	20	19	12	9	3
Don't Know/Not Applicable	39%	45%	28%	41%	44%	31%	689	507	182	378	296	82

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

Strongly disagree	4%	4%	2%	4%	4%	2%	63	50	13	32	26	6
Disagree	7%	7%	6%	8%	7%	9%	117	79	38	71	47	24
Neither disagree nor agree	30%	26%	36%	29%	27%	34%	527	296	231	266	178	88
Agree	14%	12%	20%	13%	11%	19%	255	129	126	123	75	48
Strongly agree	3%	2%	5%	2%	2%	2%	55	23	32	18	14	4
Don't Know/Not Applicable	42%	49%	32%	45%	49%	35%	750	547	203	416	326	90

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

Strongly disagree	5%	5%	5%	6%	6%	5%	80	51	29	53	40	13
Disagree	13%	14%	13%	16%	16%	16%	238	154	84	145	104	41
Neither disagree nor agree	19%	19%	20%	19%	20%	15%	345	219	126	171	132	39
Agree	44%	42%	46%	42%	41%	45%	777	478	299	390	272	118
Strongly agree	11%	11%	11%	10%	9%	12%	191	122	69	90	58	32
Don't Know/Not Applicable	8%	9%	6%	8%	9%	7%	144	106	38	77	60	17

**75. What are the factors that make you want to stay in your organization?<sup>5</sup>**

The work itself	65%	61%	72%	69%	67%	75%	1203	722	481	672	466	206
The public reputation of this organization	8%	7%	11%	12%	11%	15%	151	78	73	118	76	42
Salary	58%	57%	58%	50%	49%	52%	1068	678	390	488	345	143
Benefits	31%	33%	27%	31%	34%	26%	573	390	183	305	235	70
The chance for advancement	11%	11%	9%	11%	12%	10%	197	135	62	109	82	27
The people I work with	33%	31%	36%	32%	32%	32%	605	362	243	309	221	88
Job security	34%	36%	31%	34%	36%	28%	639	432	207	332	255	77
Funding	1%	1%	1%	2%	2%	2%	22	15	7	16	11	5
Competence of immediate supervisor	10%	10%	10%	10%	9%	14%	184	119	65	100	63	37
Competence of management	3%	3%	4%	3%	2%	5%	58	32	26	26	13	13
Fair treatment	6%	6%	4%	5%	5%	5%	104	77	27	47	32	15
Convenient work hours	18%	21%	12%	17%	18%	13%	327	245	82	162	127	35
Other	5%	5%	6%	5%	6%	3%	96	58	38	49	41	8

<sup>5</sup> For this question, the reported percentages represent the percentage of people, among those in their demographic group (e.g., Demo. Group Non-Supervisors) overall, 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)

**76. What are the factors that would make you want to leave?<sup>6</sup>**

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
The work itself	29%	29%	30%	29%	29%	27%	538	341	197	280	206	74
The public reputation of this organization	5%	5%	4%	5%	5%	4%	84	54	30	47	37	10
Salary	28%	31%	23%	30%	32%	26%	526	372	154	296	224	72
Benefits	8%	8%	6%	8%	8%	7%	140	97	43	77	58	19
Lack of career advancement	37%	40%	30%	37%	39%	30%	682	480	202	359	276	83
The people I work with	15%	15%	15%	13%	13%	15%	272	175	97	131	90	41
Job security	9%	10%	6%	8%	8%	8%	162	122	40	76	54	22
Funding	16%	14%	20%	17%	16%	20%	298	163	135	164	109	55
Lack of competence of immediate supervisor	25%	24%	28%	25%	22%	30%	465	279	186	239	157	82
Lack of competence of management	38%	34%	45%	37%	36%	40%	707	408	299	359	250	109
Unfair treatment	39%	39%	40%	37%	37%	37%	729	459	270	357	256	101
Inconvenient work hours	10%	11%	9%	12%	12%	11%	193	132	61	116	86	30
Other	14%	13%	15%	16%	14%	22%	251	151	100	156	95	61

**77. If you were looking for another job, where would you primarily focus your job search?**

**A. Inside your agency [Sig Diff]**

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Not at all likely	25%	25%	25%	18%	18%	19%	436	277	159	169	121	48
Somewhat likely	43%	44%	42%	47%	47%	48%	760	497	263	435	312	123
Very likely	32%	31%	33%	34%	35%	34%	558	347	211	314	228	86

**B. In another federal agency [Sig Diff]**

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Not at all likely	11%	9%	14%	12%	10%	15%	186	101	85	105	66	39
Somewhat likely	49%	48%	51%	55%	56%	54%	854	537	317	503	365	138
Very likely	40%	43%	36%	33%	34%	31%	700	475	225	304	225	79

**C. Outside the federal government**

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Not at all likely	34%	36%	32%	30%	31%	27%	594	394	200	274	205	69
Somewhat likely	43%	43%	44%	47%	47%	46%	748	471	277	424	305	119
Very likely	23%	22%	24%	23%	22%	27%	394	244	150	212	143	69

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

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree	28%	26%	30%	28%	26%	32%	487	296	191	256	174	82
Disagree	23%	22%	23%	24%	24%	22%	398	251	147	218	161	57
Neither disagree nor agree	17%	17%	17%	20%	21%	18%	300	194	106	180	135	45
Agree	15%	15%	15%	14%	13%	16%	261	167	94	125	83	42
Strongly agree	12%	13%	10%	8%	9%	7%	204	142	62	77	60	17
Don't Know/Not Applicable	6%	6%	6%	7%	7%	5%	106	70	36	60	46	14

<sup>6</sup> For this question, the reported percentages represent the percentage of people, among those in their demographic group (e.g., Demo. Group Non-Supervisors) overall, 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)

**ORGANIZATIONAL EXCELLENCE AND WORKFORCE DIVERSITY**

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

	8%	9%	6%	9%	10%	7%	144	104	40	85	68	17
Strongly disagree	8%	9%	6%	9%	10%	7%	144	104	40	85	68	17
Disagree	15%	15%	13%	18%	18%	20%	257	172	85	168	118	50
Neither disagree nor agree	22%	24%	19%	22%	23%	19%	393	271	122	200	151	49
Agree	36%	32%	43%	36%	32%	45%	631	362	269	327	212	115
Strongly agree	7%	5%	11%	6%	6%	5%	128	58	70	51	38	13
Don't Know/Not Applicable	11%	14%	7%	9%	11%	5%	198	152	46	83	70	13

**80. Employees and applicants receive fair and equitable treatment in all aspects of personnel management in my agency without regard to race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation [Sig Diff]**

	6%	6%	5%	6%	6%	5%	97	68	29	52	38	14
Strongly disagree	6%	6%	5%	6%	6%	5%	97	68	29	52	38	14
Disagree	10%	11%	9%	11%	12%	7%	172	118	54	96	77	19
Neither disagree nor agree	16%	19%	12%	15%	16%	13%	287	210	77	136	102	34
Agree	40%	37%	44%	41%	39%	45%	698	417	281	374	259	115
Strongly agree	16%	12%	22%	15%	14%	19%	277	137	140	141	92	49
Don't Know/Not Applicable	13%	15%	8%	13%	14%	10%	221	169	52	116	90	26

**81. My organization provides equal pay for equal work [Sig Diff]**

	9%	10%	8%	10%	10%	10%	164	114	50	92	67	25
Strongly disagree	9%	10%	8%	10%	10%	10%	164	114	50	92	67	25
Disagree	20%	21%	20%	26%	26%	27%	353	229	124	237	169	68
Neither disagree nor agree	23%	24%	20%	21%	23%	17%	393	268	125	194	152	42
Agree	29%	25%	35%	30%	27%	36%	503	284	219	273	181	92
Strongly agree	7%	5%	10%	4%	4%	5%	116	55	61	40	27	13
Don't Know/Not Applicable	13%	15%	8%	9%	10%	6%	221	168	53	79	64	15

**82. My organization rewards excellent performance [Sig Diff]**

	7%	8%	5%	9%	9%	7%	119	87	32	78	60	18
Strongly disagree	7%	8%	5%	9%	9%	7%	119	87	32	78	60	18
Disagree	12%	13%	10%	16%	15%	17%	207	144	63	144	101	43
Neither disagree nor agree	21%	23%	18%	22%	22%	22%	372	260	112	201	146	55
Agree	44%	42%	49%	42%	41%	44%	773	465	308	382	270	112
Strongly agree	11%	9%	16%	8%	7%	9%	197	95	102	70	47	23
Don't Know/Not Applicable	5%	6%	3%	4%	5%	2%	83	67	16	37	33	4

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

	5%	5%	5%	3%	4%	2%	86	56	30	31	25	6
Strongly disagree	5%	5%	5%	3%	4%	2%	86	56	30	31	25	6
Disagree	7%	7%	7%	7%	6%	7%	123	80	43	60	41	19
Neither disagree nor agree	17%	18%	14%	15%	16%	13%	288	201	87	135	103	32
Agree	48%	49%	46%	52%	52%	50%	840	547	293	470	342	128
Strongly agree	21%	18%	27%	22%	20%	26%	374	201	173	200	133	67
Don't Know/Not Applicable	2%	3%	1%	2%	2%	2%	36	28	8	17	13	4

**84. My organization deals effectively with poor performers [Sig Diff]**

	21%	21%	22%	24%	22%	29%	372	234	138	219	144	75
Strongly disagree	21%	21%	22%	24%	22%	29%	372	234	138	219	144	75
Disagree	35%	32%	41%	37%	35%	41%	615	359	256	338	232	106
Neither disagree nor agree	20%	20%	19%	19%	19%	18%	343	221	122	171	124	47
Agree	10%	9%	10%	7%	7%	6%	166	104	62	63	47	16
Strongly agree	1%	1%	1%	1%	2%	0%	14	8	6	13	12	1
Don't Know/Not Applicable	13%	17%	8%	12%	15%	4%	234	186	48	108	97	11

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

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

**85. My organization provides training to employees when doing so will result in better organizational or individual performance**

Strongly disagree	5%	6%	4%	4%	4%	4%	92	67	25	40	29	11
Disagree	14%	15%	11%	11%	11%	13%	237	168	69	103	71	32
Neither disagree nor agree	16%	16%	15%	16%	17%	14%	270	178	92	149	114	35
Agree	50%	48%	53%	52%	52%	52%	869	534	355	472	339	133
Strongly agree	12%	10%	15%	13%	12%	16%	205	111	94	121	81	40
Don't Know/Not Applicable	4%	5%	2%	3%	4%	2%	68	56	12	27	23	4

**86. My organization protects employees from improper political influence [Sig Diff]**

Strongly disagree	3%	3%	3%	3%	2%	4%	56	38	18	23	13	10
Disagree	6%	6%	6%	4%	4%	4%	110	71	39	35	24	11
Neither disagree nor agree	25%	26%	24%	23%	23%	23%	433	285	148	212	153	59
Agree	34%	30%	40%	37%	35%	43%	588	335	253	337	226	111
Strongly agree	8%	7%	10%	7%	5%	9%	141	78	63	59	35	24
Don't Know/Not Applicable	24%	27%	17%	27%	31%	16%	411	303	108	245	203	42

**87. My agency protects employees against reprisal for the lawful disclosure of information in whistle blower situations**

Strongly disagree	3%	4%	2%	2%	2%	4%	57	46	11	22	12	10
Disagree	4%	5%	3%	4%	4%	3%	69	50	19	33	26	7
Neither disagree nor agree	23%	22%	26%	24%	23%	28%	405	240	165	222	149	73
Agree	14%	12%	18%	12%	12%	13%	242	131	111	110	76	34
Strongly agree	3%	2%	5%	2%	2%	2%	50	21	29	14	10	4
Don't Know/Not Applicable	53%	56%	47%	56%	58%	50%	914	622	292	509	380	129

**88. My organization does not solicit or consider improper employment recommendations**

Strongly disagree	2%	2%	1%	2%	2%	1%	35	26	9	15	13	2
Disagree	3%	3%	3%	4%	3%	4%	55	36	19	33	22	11
Neither disagree nor agree	20%	21%	20%	21%	20%	22%	349	227	122	189	132	57
Agree	26%	21%	33%	24%	22%	28%	443	238	205	217	145	72
Strongly agree	6%	5%	9%	4%	4%	5%	111	52	59	37	24	13
Don't Know/Not Applicable	43%	48%	34%	46%	49%	40%	744	531	213	417	316	101

**89. My agency does not obstruct any person's right to compete for, or withdraw from, employment**

Strongly disagree	2%	2%	1%	3%	3%	2%	28	20	8	24	20	4
Disagree	4%	4%	3%	4%	5%	3%	64	48	16	40	33	7
Neither disagree nor agree	15%	17%	12%	13%	13%	13%	259	184	75	114	82	32
Agree	47%	45%	51%	50%	50%	55%	819	497	322	455	314	141
Strongly agree	11%	8%	17%	10%	8%	15%	196	87	109	89	51	38
Don't Know/Not Applicable	22%	25%	16%	21%	24%	13%	380	277	103	191	158	33

**90. My organization does not grant any preference unless authorized by law**

Strongly disagree	3%	4%	3%	5%	5%	4%	58	41	17	41	32	9
Disagree	8%	9%	7%	10%	10%	9%	145	99	46	90	66	24
Neither disagree nor agree	18%	19%	16%	17%	16%	18%	311	213	98	154	107	47
Agree	33%	30%	39%	36%	33%	43%	581	333	248	327	218	109
Strongly agree	9%	6%	13%	6%	5%	10%	148	64	84	57	32	25
Don't Know/Not Applicable	29%	33%	22%	27%	30%	16%	502	363	139	241	199	42

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

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

**91. People in my organization engage in employing or promoting their own relatives**

Strongly disagree	17%	13%	24%	16%	13%	25%	299	146	153	150	86	64
Disagree	36%	34%	40%	38%	38%	39%	627	376	251	347	248	99
Neither disagree nor agree	14%	15%	13%	14%	14%	12%	248	169	79	124	93	31
Agree	6%	7%	4%	8%	8%	6%	103	75	28	71	55	16
Strongly agree	2%	2%	2%	2%	2%	2%	34	19	15	17	13	4
Don't Know/Not Applicable	25%	30%	17%	22%	25%	16%	440	332	108	205	165	40

**92. My organization unlawfully discriminates for off-duty conduct [Sig Diff]**

Strongly disagree	14%	11%	20%	10%	7%	16%	245	117	128	89	47	42
Disagree	32%	29%	37%	35%	32%	43%	559	322	237	320	211	109
Neither disagree nor agree	16%	17%	13%	16%	17%	14%	276	193	83	149	114	35
Agree	2%	2%	2%	1%	1%	1%	29	19	10	11	8	3
Strongly agree	1%	0%	1%	1%	1%	1%	9	4	5	6	4	2
Don't Know/Not Applicable	36%	41%	27%	37%	42%	25%	630	456	174	337	272	65

**SUMMARY**

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

Strongly disagree	3%	3%	2%	2%	3%	1%	44	32	12	20	17	3
Disagree	10%	11%	7%	9%	10%	6%	172	127	45	82	66	16
Neither disagree nor agree	11%	12%	10%	10%	11%	8%	194	129	65	95	75	20
Agree	53%	53%	55%	57%	57%	58%	932	586	346	525	377	148
Strongly agree	23%	22%	26%	21%	19%	27%	407	241	166	193	123	70
Don't Know/Not Applicable	0%	0%	0	0%	0%	0	2	1	1	0	0	0

**94. I trust my supervisor**

Strongly disagree	6%	6%	5%	6%	6%	5%	102	68	34	55	42	13
Disagree	9%	9%	9%	9%	10%	7%	161	103	58	81	63	18
Neither disagree nor agree	15%	15%	15%	16%	17%	13%	257	165	92	148	115	33
Agree	42%	41%	43%	42%	40%	46%	727	455	272	384	266	118
Strongly agree	28%	28%	27%	26%	25%	29%	490	316	174	242	167	75
Don't Know/Not Applicable	1%	1%	1%	1%	1%	0%	11	7	4	8	8	0

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

Strongly disagree	2%	3%	2%	3%	4%	1%	39	29	10	25	23	2
Disagree	7%	9%	4%	7%	7%	6%	124	97	27	65	49	16
Neither disagree nor agree	9%	10%	6%	8%	9%	5%	148	108	40	73	60	13
Agree	52%	51%	53%	54%	53%	55%	907	571	336	490	351	139
Strongly agree	30%	28%	35%	29%	27%	33%	531	310	221	260	175	85
Don't Know/Not Applicable	0%	0%	0%	0%	0%	0%	2	1	1	0	0	0

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

Strongly disagree	2%	2%	2%	2%	2%	0%	36	25	11	14	13	1
Disagree	5%	6%	5%	5%	6%	4%	92	61	31	47	37	10
Neither disagree nor agree	11%	12%	10%	10%	10%	8%	197	136	61	87	68	19
Agree	54%	56%	52%	56%	57%	55%	949	620	329	515	374	141
Strongly agree	27%	25%	32%	27%	25%	33%	477	275	202	250	166	84
Don't Know/Not Applicable	0%	0%	0%	0%	0%	0%	2	1	1	1	1	0

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 is able to attract high quality employees**

Strongly disagree	3%	3%	3%	3%	2%	4%
Disagree	9%	10%	9%	11%	12%	10%
Neither disagree nor agree	20%	21%	17%	20%	19%	20%
Agree	51%	50%	53%	48%	47%	51%
Strongly agree	12%	10%	15%	13%	13%	14%
Don't Know/Not Applicable	5%	7%	3%	5%	6%	2%

51	30	21	24	15	9
162	106	56	104	79	25
347	237	110	179	128	51
887	553	334	440	310	130
208	112	96	122	86	36
95	77	18	48	42	6

**98. Competition for jobs here is fair and open [Sig Diff]**

Strongly disagree	5%	6%	4%	6%	6%	6%
Disagree	13%	14%	12%	15%	16%	12%
Neither disagree nor agree	22%	23%	19%	22%	21%	23%
Agree	41%	38%	45%	42%	39%	51%
Strongly agree	9%	7%	13%	6%	6%	6%
Don't Know/Not Applicable	10%	12%	7%	9%	12%	3%

91	68	23	56	40	16
233	157	76	138	108	30
378	255	123	197	139	58
714	426	288	388	257	131
157	74	83	54	38	16
180	138	42	85	78	7

**99. When changes are made in my organization the employees usually lose out in the end [Sig Diff]**

Strongly disagree	5%	4%	8%	3%	3%	4%
Disagree	25%	22%	30%	23%	19%	35%
Neither disagree nor agree	36%	36%	36%	39%	41%	35%
Agree	15%	16%	13%	18%	19%	16%
Strongly agree	7%	7%	6%	6%	6%	6%
Don't Know/Not Applicable	11%	14%	7%	11%	14%	4%

95	45	50	27	17	10
439	250	189	213	123	90
629	403	226	357	267	90
267	183	84	163	122	41
123	83	40	56	40	16
198	153	45	101	91	10

**100. I am in favor of the Demonstration Project [Sig Diff]**

Strongly disagree	8%	10%	6%	11%	11%	10%
Disagree	9%	10%	6%	9%	11%	3%
Neither disagree nor agree	23%	25%	19%	26%	26%	26%
Agree	33%	32%	34%	23%	21%	28%
Strongly agree	24%	20%	33%	10%	9%	12%
Don't Know/Not Applicable	3%	4%	2%	22%	22%	21%

147	108	39	98	72	26
151	111	40	78	70	8
397	277	120	238	172	66
573	358	215	210	138	72
428	220	208	93	61	32
60	46	14	199	145	54

**SUPERVISOR'S SECTION**

**101. The performance appraisal system allows me to identify good and poor performers [Sig Diff]**

Strongly disagree		3%			12%
Disagree		8%			21%
Neither disagree nor agree		10%			15%
Agree		43%			24%
Strongly agree		10%			2%
Don't Know/Not Applicable		27%			27%

		17			31
		48			52
		64			38
		264			60
		59			5
		164			67

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

Strongly disagree		4%			2%
Disagree		12%			10%
Neither disagree nor agree		14%			13%
Agree		32%			33%
Strongly agree		5%			7%
Don't Know/Not Applicable		33%			36%

		24			6
		72			24
		82			33
		194			83
		32			17
		202			90

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

**103. I have met with other supervisors and/or our pay pool manager to ensure consistency in performance ratings [Sig Diff]**

Strongly disagree	5%	4%	31	11
Disagree	11%	20%	66	49
Neither disagree nor agree	12%	15%	71	38
Agree	27%	15%	163	37
Strongly agree	11%	2%	66	4
Don't Know/Not Applicable	35%	45%	211	112

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

Strongly disagree	4%	3%	21	8
Disagree	12%	16%	75	41
Neither disagree nor agree	18%	16%	108	41
Agree	27%	22%	164	55
Strongly agree	6%	3%	35	7
Don't Know/Not Applicable	33%	40%	200	100

**105. Getting a position description approved tends to be an adversarial process [Sig Diff]**

Strongly disagree	5%	2%	29	4
Disagree	28%	17%	172	43
Neither disagree nor agree	22%	26%	131	66
Agree	7%	11%	40	28
Strongly agree	3%	5%	19	13
Don't Know/Not Applicable	36%	39%	215	98

**106. I have to devote too much time to position classification [Sig Diff]**

Strongly disagree	4%	4%	23	9
Disagree	31%	17%	185	41
Neither disagree nor agree	23%	24%	137	59
Agree	7%	15%	40	38
Strongly agree	2%	2%	11	4
Don't Know/Not Applicable	34%	39%	207	98

**107. It takes too long to get classification decisions made in my organization [Sig Diff]**

Strongly disagree	2%	1%	11	2
Disagree	18%	6%	105	15
Neither disagree nor agree	25%	19%	150	46
Agree	15%	26%	92	64
Strongly agree	4%	6%	22	14
Don't Know/Not Applicable	37%	43%	220	107

**108. All in all, I am satisfied with the position classification procedures used in my organization [Sig Diff]**

Strongly disagree	2%	2%	12	6
Disagree	10%	20%	59	50
Neither disagree nor agree	28%	30%	165	74
Agree	27%	13%	159	32
Strongly agree	2%	0%	11	1
Don't Know/Not Applicable	32%	34%	195	82



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

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

**109. It takes too long to get hiring decisions made in my organization [Sig Diff]**

Strongly disagree		1%			0%		6		1
Disagree		15%			11%		90		28
Neither disagree nor agree		19%			12%		116		30
Agree		29%			32%		172		79
Strongly agree		14%			19%		84		48
Don't Know/Not Applicable		22%			25%		134		62

**110. It takes too long to process the paperwork needed to fill vacancies here [Sig Diff]**

Strongly disagree		1%			0%		6		1
Disagree		10%			7%		60		17
Neither disagree nor agree		18%			10%		107		25
Agree		29%			30%		176		75
Strongly agree		18%			25%		109		62
Don't Know/Not Applicable		24%			27%		145		67

**111. I feel my ability to manage is restricted by unnecessary personnel rules and regulations**

Strongly disagree		2%			1%		10		2
Disagree		22%			17%		134		41
Neither disagree nor agree		24%			21%		143		52
Agree		17%			23%		103		56
Strongly agree		6%			8%		35		19
Don't Know/Not Applicable		29%			32%		173		78

**112. I have enough authority to determine my employees' pay [Sig Diff]**

Strongly disagree		7%			7%		42		16
Disagree		18%			28%		110		70
Neither disagree nor agree		12%			15%		74		36
Agree		25%			15%		148		37
Strongly agree		3%			0%		17		0
Don't Know/Not Applicable		35%			36%		210		89

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

Strongly disagree		6%			3%		38		8
Disagree		20%			24%		122		59
Neither disagree nor agree		13%			12%		75		29
Agree		25%			24%		151		57
Strongly agree		2%			3%		14		6
Don't Know/Not Applicable		33%			35%		200		84

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

Strongly disagree		18%			16%		109		39
Disagree		30%			34%		178		82
Neither disagree nor agree		13%			12%		77		28
Agree		8%			6%		45		14
Strongly agree		1%			1%		6		2
Don't Know/Not Applicable		31%			32%		185		79

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

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

Strongly disagree	18%	19%	107	48
Disagree	24%	26%	146	64
Neither disagree nor agree	14%	14%	82	35
Agree	11%	8%	65	20
Strongly agree	1%	1%	3	2
Don't Know/Not Applicable	33%	32%	196	78

**116. The current pay system is flexible [Sig Diff]**

Strongly disagree	3%	10%	18	25
Disagree	10%	34%	59	83
Neither disagree nor agree	15%	18%	93	43
Agree	47%	15%	281	38
Strongly agree	7%	2%	41	4
Don't Know/Not Applicable	19%	22%	112	53

**117. I understand how to use the current pay system**

Strongly disagree	2%	2%	9	4
Disagree	5%	5%	28	12
Neither disagree nor agree	13%	17%	75	42
Agree	50%	47%	299	116
Strongly agree	11%	6%	64	15
Don't Know/Not Applicable	21%	24%	123	58

**118. The current pay system provides a competitive range of entry salaries, which has positively affected my ability to negotiate with applicants [Sig Diff]**

Strongly disagree	2%	4%	10	10
Disagree	5%	20%	31	48
Neither disagree nor agree	17%	22%	101	54
Agree	32%	18%	190	43
Strongly agree	9%	1%	51	2
Don't Know/Not Applicable	36%	36%	219	89

**119. The current pay system has positively affected my ability to retain employees [Sig Diff]**

Strongly disagree	2%	2%	13	4
Disagree	7%	14%	41	34
Neither disagree nor agree	28%	29%	170	70
Agree	21%	15%	126	36
Strongly agree	6%	2%	36	4
Don't Know/Not Applicable	36%	39%	214	96

**120. While at DoC, have you ever officially terminated a new employee during the one-year probation period?**

Yes	6%	7%	33	15
No	94%	93%	524	212

**121. Have you ever encouraged an employee to leave voluntarily during the one-year probation period?**

Yes	7%	7%	39	16
No	93%	93%	511	210

**122. Do you feel the length of time of the one-year probation period is:**

Too long	5%	6%	25	12
About right	71%	77%	386	168
Too short	24%	18%	131	39

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

123. **Have you hired employees who qualified for the three-year probation period for ZP employees performing research and development work? (Demo. Group only)**

Yes		8%					43				
No		73%					398				
Don't Know/Not Applicable		19%					102				

124. **The three-year probationary period for ZP employees performing research and development work is useful because it gives me more time to evaluate their performance (Demo. Group only)**

Strongly disagree		1%					4				
Disagree		2%					11				
Neither disagree nor agree		13%					75				
Agree		19%					106				
Strongly agree		8%					47				
Don't Know/Not Applicable		57%					317				

125. **If necessary, I am able to terminate ZP employees performing research and development work within the three-year probationary period (Demo. Group only)**

Strongly disagree		1%					4				
Disagree		2%					10				
Neither disagree nor agree		16%					90				
Agree		7%					39				
Strongly agree		1%					5				
Don't Know/Not Applicable		74%					412				

126. **How satisfied are you with the NEW employees in the following categories? (Demo. Group Only)**

**A. Scientific and Engineering**

Very Dissatisfied		0%					1				
Dissatisfied		3%					12				
Neither dissatisfied nor satisfied		36%					172				
Satisfied		47%					227				
Very satisfied		14%					69				
Don't Know/Not Applicable		0%					0				

**B. Scientific and Engineering Technician**

Very Dissatisfied		0%					1				
Dissatisfied		3%					12				
Neither dissatisfied nor satisfied		53%					235				
Satisfied		39%					174				
Very satisfied		5%					24				
Don't Know/Not Applicable		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)

**C. Administrative**

Very Dissatisfied		2%					12				
Dissatisfied		9%					46				
Neither dissatisfied nor satisfied		25%					128				
Satisfied		28%					141				
Very satisfied		7%					35				
Don't Know/Not Applicable		29%					149				

**D. Support**

Very Dissatisfied		2%					10				
Dissatisfied		7%					36				
Neither dissatisfied nor satisfied		27%					133				
Satisfied		30%					152				
Very satisfied		4%					18				
Don't Know/Not Applicable		31%					153				

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

**A. Professional**

Very dissatisfied				2%				4
Dissatisfied				7%				14
Neither dissatisfied nor satisfied				17%				36
Satisfied				55%				120
Very satisfied				20%				43
Don't Know/Not Applicable				0%				0

**B. Administrative**

Very dissatisfied				5%				11
Dissatisfied				14%				30
Neither dissatisfied nor satisfied				34%				73
Satisfied				39%				84
Very satisfied				7%				15
Don't Know/Not Applicable				0%				0

**C. Technical**

Very dissatisfied				2%				5
Dissatisfied				5%				11
Neither dissatisfied nor satisfied				26%				56
Satisfied				53%				112
Very satisfied				13%				28
Don't Know/Not Applicable				0%				0

**D. Clerical**

Very dissatisfied				5%				11
Dissatisfied				15%				31
Neither dissatisfied nor satisfied				40%				86
Satisfied				35%				74
Very satisfied				5%				11
Don't Know/Not Applicable				0%				0

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

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

**E. Other**

	Percentages			Raw Data		
	Total	(N)	(S)	Total	(N)	(S)
Very dissatisfied			1%			2
Dissatisfied			2%			3
Neither dissatisfied nor satisfied			69%			133
Satisfied			26%			51
Very satisfied			3%			5
Don't Know/Not Applicable			0%			0

**128. On average, I interact with the servicing Human Resources Office**

	Percentages			Raw Data		
	Total	(N)	(S)	Total	(N)	(S)
Not at all			3%			15
Quarterly			7%			39
Monthly			14%			74
Weekly			38%			202
Daily			38%			201

**129. The servicing Human Resources office has a good understanding of my work unit's operations and mission [Sig Diff]**

	Percentages			Raw Data		
	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree			5%			29
Disagree			12%			67
Neither disagree nor agree			19%			105
Agree			25%			139
Strongly agree			7%			36
Don't Know/Not Applicable			32%			173

**130. The servicing Human Resources office provides me with valuable services [Sig Diff]**

	Percentages			Raw Data		
	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree			5%			28
Disagree			9%			50
Neither disagree nor agree			18%			96
Agree			34%			185
Strongly agree			10%			53
Don't Know/Not Applicable			25%			135

**131. The servicing Human Resources office helps me perform my job effectively [Sig Diff]**

	Percentages			Raw Data		
	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree			6%			30
Disagree			11%			61
Neither disagree nor agree			25%			136
Agree			28%			153
Strongly agree			7%			38
Don't Know/Not Applicable			24%			130

**132. The servicing Human Resources office helps me achieve my organization's mission [Sig Diff]**

	Percentages			Raw Data		
	Total	(N)	(S)	Total	(N)	(S)
Strongly disagree			6%			30
Disagree			9%			50
Neither disagree nor agree			24%			133
Agree			29%			161
Strongly agree			6%			34
Don't Know/Not Applicable			25%			139

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>	
<b>Demonstration Group</b>	<b>Comparison Group</b>
<ul style="list-style-type: none"> <li>• The Demonstration Project is a significant improvement over the previous GS system</li> <li>• The Demonstration Project leaves room for bias and favoritism on the part of management.</li> <li>• High performers are rewarded more fairly since the Demonstration Project began</li> <li>• Management does not clearly understand the pay-banding system, resulting in an ineffective system that doesn't accomplish what it was designed to accomplish</li> <li>• Greater employee productivity has resulted since Demonstration Project started</li> <li>• The pay bands result in a salary cap making upward movement in the organization limited</li> <li>• There should be more funding to support the Demonstration Project</li> <li>• The flexible starting salaries has made it easier to recruit high quality candidates</li> <li>• It is unclear to employees how the pay banding system works, and more explanation should be given</li> <li>• It is difficult to comment on several aspects of the Demonstration Project because there have been so few hires in the organization</li> <li>• The Demonstration Project encourages competition between employees and results in less teamwork</li> <li>• There hasn't been change in how employees are evaluated and compensated since the Demonstration Project began</li> <li>• Survey contains too many questions about minorities and diversity, which should not be an issue if the Demonstration Project is operated as it should be</li> </ul>	<ul style="list-style-type: none"> <li>• The pay banding system would allow those who are stuck at the top of their GS steps to advance</li> <li>• The Demonstration Project would allow for more accountability for poor performers</li> <li>• Pay for performance would allow high achievers to receive the compensation they deserve</li> <li>• The salary allotments within the Demonstration Project leave much room for bias and favoritism</li> <li>• The subjective factor of rating and ranking employees would make it difficult to obtain consistent ratings across the organization</li> <li>• It is difficult to say whether the Demonstration Project system would be better because there is a lack of understanding about how it works</li> <li>• QuickHire is not an effective tool and its use should be discontinued</li> <li>• If employees have to compete with each other for pay increases there will be less of a sense of teamwork</li> <li>• Survey used wording that was confusing</li> <li>• Heard from people in Demonstration Project that it was an unfair system</li> </ul>

### Year Seven Survey Results -- By Race/Ethnicity<sup>7</sup>

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

#### CAREER PROGRESSION

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

Strongly disagree	3%	5%	3%	2%	4%	0%	5%	3%	0%	6%
Disagree	6%	18%	11%	10%	26%	7%	11%	11%	9%	25%
Neither disagree nor agree	8%	14%	13%	16%	17%	7%	16%	12%	13%	6%
Agree	58%	49%	51%	57%	35%	67%	55%	53%	35%	44%
Strongly agree	22%	11%	20%	16%	13%	19%	13%	21%	44%	19%
Don't Know/Not Applicable	3%	4%	2%	0%	4%	0%	0%	1%	0%	0%

2	8	43	1	1	0	3	25	0	1
4	27	163	6	6	2	7	83	2	4
6	21	188	9	4	2	10	91	3	1
42	75	726	33	8	18	34	409	8	7
16	16	280	9	3	5	8	162	10	3
2	6	28	0	1	0	0	9	0	0

**21. Jobs are classified fairly and accurately**

Strongly disagree	1%	11%	3%	5%	13%	0%	10%	5%	0%	13%
Disagree	10%	17%	15%	12%	30%	11%	19%	15%	30%	25%
Neither disagree nor agree	22%	24%	19%	19%	13%	22%	25%	23%	30%	13%
Agree	49%	34%	44%	48%	13%	56%	37%	42%	17%	31%
Strongly agree	11%	5%	12%	10%	17%	4%	3%	11%	13%	13%
Don't Know/Not Applicable	7%	10%	7%	7%	13%	7%	6%	4%	9%	6%

1	17	48	3	3	0	6	40	0	2
7	26	212	7	7	3	12	114	7	4
16	36	276	11	3	6	16	179	7	2
35	52	623	28	3	15	23	327	4	5
8	7	173	6	4	1	2	85	3	2
5	15	95	4	3	2	4	32	2	1

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

Strongly disagree	17%	24%	13%	19%	30%	15%	27%	15%	9%	13%
Disagree	25%	24%	20%	22%	22%	7%	29%	27%	30%	25%
Neither disagree nor agree	10%	20%	17%	12%	9%	22%	19%	14%	17%	25%
Agree	32%	22%	35%	29%	26%	41%	22%	31%	26%	19%
Strongly agree	11%	4%	13%	15%	4%	11%	3%	12%	13%	19%
Don't Know/Not Applicable	4%	7%	3%	3%	9%	4%	0%	2%	4%	0%

12	36	182	11	7	4	17	114	2	2
18	36	278	13	5	2	18	207	7	4
7	30	246	7	2	6	12	108	4	4
23	34	500	17	6	11	14	242	6	3
8	6	186	9	1	3	2	90	3	3
3	11	35	2	2	1	0	18	1	0

<sup>7</sup> AS = Asian; AA = Black or African American, not of Hispanic origin; WH = White, not of Hispanic origin; HI = Hispanic; MU = Multiracial

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**23. The current job classification system has enhanced my career progression**

Strongly disagree	9%	18%	8%	5%	17%	8%	15%	10%	9%	13%
Disagree	10%	17%	15%	15%	17%	12%	23%	21%	26%	31%
Neither disagree nor agree	37%	28%	31%	36%	22%	42%	36%	32%	30%	25%
Agree	23%	26%	25%	29%	17%	19%	23%	25%	26%	13%
Strongly agree	14%	5%	15%	14%	9%	12%	3%	7%	4%	19%
Don't Know/Not Applicable	9%	7%	6%	2%	17%	8%	2%	5%	4%	0%

6	27	117	3	4	2	9	74	2	2
7	26	218	9	4	3	14	166	6	5
26	42	436	21	5	11	22	252	7	4
16	39	357	17	4	5	14	190	6	2
10	8	212	8	2	3	2	55	1	3
6	11	85	1	4	2	1	40	1	0

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

Strongly disagree	1%	12%	5%	5%	22%	4%	15%	8%	13%	13%
Disagree	20%	24%	16%	15%	17%	11%	18%	19%	17%	25%
Neither disagree nor agree	25%	27%	23%	22%	13%	33%	34%	27%	26%	31%
Agree	41%	29%	42%	41%	26%	37%	31%	36%	30%	19%
Strongly agree	10%	4%	11%	14%	9%	7%	2%	7%	13%	13%
Don't Know/Not Applicable	3%	5%	3%	3%	13%	7%	2%	3%	0%	0%

1	18	74	3	5	1	9	59	3	2
14	36	221	9	4	3	11	145	4	4
18	41	324	13	3	9	21	207	6	5
29	44	602	24	6	10	19	279	7	3
7	6	155	8	2	2	1	56	3	2
2	7	45	2	3	2	1	21	0	0

**PERFORMANCE APPRAISAL**

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

Strongly disagree	0%	5%	3%	0%	13%	0%	0%	2%	4%	6%
Disagree	4%	11%	11%	14%	17%	11%	12%	10%	13%	13%
Neither disagree nor agree	10%	12%	11%	10%	17%	19%	5%	11%	0%	13%
Agree	49%	53%	50%	53%	35%	44%	64%	51%	61%	44%
Strongly agree	37%	18%	26%	24%	17%	26%	20%	25%	22%	25%
Don't Know/Not Applicable	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%

0	8	35	0	3	0	0	17	1	1
3	16	158	8	4	3	7	75	3	2
7	18	158	6	4	5	3	88	0	2
35	80	703	31	8	12	39	395	14	7
26	28	363	14	4	7	12	196	5	4
0	2	1	0	0	0	0	0	0	0

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

Strongly disagree	3%	6%	4%	5%	17%	0%	5%	5%	0%	0%
Disagree	11%	15%	12%	12%	13%	15%	10%	12%	13%	13%
Neither disagree nor agree	10%	13%	13%	14%	30%	19%	13%	12%	13%	13%
Agree	49%	47%	45%	44%	22%	37%	53%	45%	57%	50%
Strongly agree	27%	18%	26%	25%	17%	30%	20%	26%	17%	25%
Don't Know/Not Applicable	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%

2	9	60	3	4	0	3	42	0	0
8	23	169	7	3	4	6	95	3	2
7	20	180	8	7	5	8	92	3	2
34	71	638	26	5	10	32	343	13	8
19	27	368	15	4	8	12	197	4	4
0	2	4	0	0	0	0	2	0	0



Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

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

Strongly disagree	0%	8%	3%	3%	9%	4%	3%	2%	0%	6%
Disagree	9%	24%	11%	7%	17%	15%	8%	9%	23%	25%
Neither disagree nor agree	13%	13%	11%	5%	26%	11%	13%	10%	5%	6%
Agree	61%	45%	53%	66%	35%	63%	53%	54%	55%	44%
Strongly agree	17%	9%	22%	19%	9%	7%	23%	25%	18%	19%
Don't Know/Not Applicable	1%	1%	0%	0%	4%	0%	0%	1%	0%	0%

0	12	48	2	2	1	2	16	0	1
6	37	152	4	4	4	5	69	5	4
9	20	151	3	6	3	8	79	1	1
43	69	755	39	8	17	32	413	12	7
12	13	308	11	2	2	14	190	4	3
1	1	6	0	1	0	0	4	0	0

**28. My performance rating provides an accurate picture of my performance**

Strongly disagree	3%	13%	6%	5%	13%	7%	5%	8%	13%	13%
Disagree	10%	21%	14%	15%	30%	15%	20%	21%	22%	6%
Neither disagree nor agree	21%	19%	16%	10%	17%	19%	18%	19%	17%	25%
Agree	45%	36%	43%	44%	26%	41%	46%	36%	39%	44%
Strongly agree	16%	9%	19%	20%	9%	19%	12%	16%	9%	13%
Don't Know/Not Applicable	6%	3%	3%	5%	4%	0%	0%	1%	0%	0%

2	19	90	3	3	2	3	63	3	2
7	32	192	9	7	4	12	161	5	1
15	29	226	6	4	5	11	145	4	4
32	54	607	26	6	11	28	277	9	7
11	13	269	12	2	5	7	121	2	2
4	5	39	3	1	0	0	6	0	0

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

Strongly disagree	3%	9%	4%	3%	13%	4%	3%	4%	5%	0%
Disagree	9%	15%	8%	14%	17%	19%	15%	14%	9%	6%
Neither disagree nor agree	17%	23%	14%	7%	9%	19%	12%	15%	18%	38%
Agree	45%	40%	50%	49%	44%	48%	58%	49%	59%	44%
Strongly agree	24%	11%	22%	25%	13%	11%	12%	18%	9%	13%
Don't Know/Not Applicable	3%	3%	2%	2%	4%	0%	0%	1%	0%	0%

2	13	58	2	3	1	2	31	1	0
6	23	116	8	4	5	9	106	2	1
12	35	200	4	2	5	7	112	4	6
32	60	703	29	10	13	34	373	13	7
17	16	311	15	3	3	7	139	2	2
2	5	25	1	1	0	0	5	0	0

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

Strongly disagree	4%	8%	4%	3%	17%	0%	2%	3%	4%	0%
Disagree	6%	13%	7%	14%	26%	11%	12%	6%	9%	13%
Neither disagree nor agree	18%	24%	16%	9%	30%	22%	20%	18%	17%	13%
Agree	49%	40%	48%	46%	13%	48%	57%	49%	48%	38%
Strongly agree	21%	11%	24%	24%	13%	19%	10%	22%	22%	31%
Don't Know/Not Applicable	1%	5	3%	5%	0%	0%	0%	2%	0%	6%

3	12	51	2	4	0	1	20	1	0
4	19	97	8	6	3	7	47	2	2
13	37	227	5	7	6	12	137	4	2
35	60	675	27	3	13	35	375	11	6
15	16	334	14	3	5	6	169	5	5
1	8	35	3	0	0	0	18	0	1

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

Strongly disagree	7%	9%	14%	12%	13%	4%	12%	14%	22%	13%
Disagree	32%	36%	44%	31%	17%	48%	48%	43%	48%	38%
Neither disagree nor agree	28%	22%	21%	32%	30%	26%	26%	22%	9%	25%
Agree	14%	20%	11%	15%	13%	11%	8%	12%	4%	13%
Strongly agree	9%	6%	5%	2%	17%	4%	3%	4%	13%	13%
Don't Know/Not Applicable	10%	8%	6%	9%	9%	7%	3%	6%	4%	0%

5	13	193	7	3	1	7	108	5	2
23	54	623	18	4	13	29	331	11	6
20	33	302	19	7	7	16	167	2	4
10	30	156	9	3	3	5	90	1	2
6	9	66	1	4	1	2	28	3	2
7	12	80	5	2	2	2	46	1	0

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**32. Throughout the year, how often do you receive informal feedback (aside from a mid-year or annual review) from your supervisor that helps improve your performance?**

Never	9%	15%	10%	14%	17%	0%	13%	10%	13%	6%	6	22	147	8	4	0	8	74	3	1
Rarely	26%	22%	26%	12%	44%	30%	27%	23%	26%	19%	18	34	363	7	10	8	16	181	6	3
Sometimes	39%	32%	36%	43%	22%	44%	35%	36%	35%	44%	27	49	507	25	5	12	21	276	8	7
Often	24%	28%	23%	26%	9%	19%	18%	25%	22%	19%	17	42	326	15	2	5	11	189	5	3
Continually	3%	3%	6%	5%	9%	7%	7%	7%	4%	13%	2	5	78	3	2	2	4	52	1	2

**33. The quality of the feedback that I receive from my supervisor is good**

Strongly disagree	3%	5%	5%	5%	13%	0%	3%	5%	5%	0%	2	8	70	3	3	0	2	37	1	0
Disagree	6%	13%	13%	10%	17%	11%	10%	14%	9%	19%	4	20	177	6	4	3	6	104	2	3
Neither disagree nor agree	25%	25%	18%	22%	39%	26%	18%	19%	14%	6%	17	37	252	13	9	7	11	142	3	1
Agree	52%	43%	47%	47%	26%	52%	57%	47%	59%	56%	35	65	658	27	6	14	35	354	13	9
Strongly agree	12%	12%	16%	14%	4%	11%	12%	15%	14%	19%	8	18	224	8	1	3	7	116	3	3
Don't Know/Not Applicable	2%	2%	1%	2%	0%	0%	0%	1%	0%	0%	1	3	16	1	0	0	0	6	0	0

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

Meets/Exceeds (Comp. Group); Eligible (Demo. Group)	100%	99%	100%	100%	100%	100%	100%	100%	100%	100%	65	141	1368	57	20	27	61	760	23	16
Does Not Meet/Exceed or Unsatisfactory (Comp. Group); Unsatisfactory (Demo. Group)	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0	1	2	0	0	0	0	1	0	0

**35. At my last performance appraisal, I was given an explanation about the reasons for my performance rating/score**

Strongly disagree	6%	7%	4%	2%	9%	0%	3%	4%	0%	0%	4	11	57	1	2	0	2	29	0	0
Disagree	4%	11%	11%	7%	14%	7%	16%	12%	18%	19%	3	16	150	4	3	2	10	88	4	3
Neither disagree nor agree	7%	11%	10%	10%	23%	15%	12%	15%	14%	0%	5	16	137	6	5	4	7	113	3	0
Agree	59%	54%	50%	49%	32%	59%	54%	51%	50%	63%	40	81	705	29	7	16	33	391	11	10
Strongly agree	19%	13%	22%	24%	9%	19%	13%	17%	14%	19%	13	19	307	14	2	5	8	127	3	3
Don't Know/Not Applicable	4%	5%	4%	9%	14%	0%	2%	2%	5%	0%	3	8	51	5	3	0	1	17	1	0

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

Strongly disagree	10%	11%	11%	14%	9%	11%	7%	9%	4%	6%	7	17	156	8	2	3	4	68	1	1
Disagree	30%	34%	41%	46%	22%	33%	36%	39%	30%	25%	20	51	577	27	5	9	22	297	7	4
Neither disagree nor agree	27%	27%	25%	14%	44%	33%	28%	32%	44%	44%	18	40	352	8	10	9	17	243	10	7
Agree	3%	3%	4%	0%	0%	7%	3%	4%	4%	0%	2	4	62	0	0	2	2	27	1	0
Strongly agree	2%	1%	1%	0%	0%	0%	0%	1%	0%	6%	1	2	12	0	0	0	0	11	0	1
Don't Know/Not Applicable	28%	25%	18%	27%	26%	15%	26%	16%	17%	19%	19	37	252	16	6	4	16	124	4	3

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

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

Strongly disagree	9%	7%	9%	9%	4%	4%	5%	10%	5%	6%
Disagree	19%	27%	35%	32%	17%	41%	34%	39%	32%	19%
Neither disagree nor agree	32%	28%	27%	20%	35%	37%	36%	31%	36%	44%
Agree	7%	8%	8%	12%	13%	4%	2%	4%	9%	6%
Strongly agree	4%	5%	3%	0%	4%	0%	0%	1%	0%	0%
Don't Know/Not Applicable	28%	26%	18%	27%	26%	15%	23%	16%	18%	25%

6	10	125	5	1	1	3	76	1	1
13	40	491	19	4	11	21	294	7	3
22	42	377	12	8	10	22	233	8	7
5	12	106	7	3	1	1	29	2	1
3	7	47	0	1	0	0	8	0	0
19	38	253	16	6	4	14	121	4	4

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

Strongly disagree	7%	12%	6%	10%	17%	7%	12%	6%	13%	19%
Disagree	13%	25%	16%	17%	13%	26%	18%	19%	13%	13%
Neither disagree nor agree	21%	19%	13%	17%	26%	11%	26%	13%	9%	13%
Agree	47%	37%	52%	41%	17%	48%	34%	49%	48%	44%
Strongly agree	10%	5%	12%	10%	13%	7%	7%	10%	17%	6%
Don't Know/Not Applicable	2%	3%	1%	5%	13%	0%	3%	3%	0%	6%

5	18	77	6	4	2	7	49	3	3
9	37	228	10	3	7	11	144	3	2
14	28	188	10	6	3	16	101	2	2
32	56	727	24	4	13	21	376	11	7
7	7	169	6	3	2	4	76	4	1
1	5	20	3	3	0	2	20	0	1

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

Strongly disagree	7%	15%	7%	12%	13%	15%	17%	12%	22%	13%
Disagree	13%	15%	16%	15%	17%	33%	27%	29%	22%	13%
Neither disagree nor agree	20%	22%	19%	27%	26%	11%	13%	23%	17%	19%
Agree	44%	34%	43%	36%	39%	26%	32%	29%	35%	31%
Strongly agree	12%	7%	12%	10%	0%	7%	3%	4%	0%	0%
Don't Know/Not Applicable	4%	6%	3%	0%	4%	7%	8%	4%	4%	25%

5	23	101	7	3	4	10	88	5	2
9	23	225	9	4	9	16	219	5	2
14	33	274	16	6	3	8	176	4	3
30	51	603	21	9	7	19	218	8	5
8	11	173	6	0	2	2	34	0	0
3	9	35	0	1	2	5	31	1	4

**40. I understand how cash awards are given in my organization**

Strongly disagree	9%	11%	6%	10%	9%	7%	15%	6%	17%	0%
Disagree	13%	22%	18%	15%	13%	22%	20%	16%	26%	19%
Neither disagree nor agree	19%	20%	15%	12%	9%	11%	20%	16%	9%	19%
Agree	41%	36%	48%	44%	48%	37%	43%	48%	39%	50%
Strongly agree	9%	5%	11%	10%	13%	11%	3%	9%	9%	0%
Don't Know/Not Applicable	10%	7%	3%	9%	9%	11%	0%	4%	0%	13%

6	17	77	6	2	2	9	48	4	0
9	33	249	9	3	6	12	125	6	3
13	29	206	7	2	3	12	122	2	3
28	53	677	26	11	10	26	370	9	8
6	7	155	6	3	3	2	70	2	0
7	10	47	5	2	3	0	30	0	2

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

Strongly disagree	9%	13%	8%	7%	22%	7%	12%	7%	9%	6%
Disagree	10%	13%	15%	12%	9%	19%	21%	16%	26%	25%
Neither disagree nor agree	17%	26%	21%	24%	22%	11%	16%	20%	17%	19%
Agree	39%	33%	41%	36%	30%	41%	36%	40%	35%	38%
Strongly agree	10%	6%	10%	12%	9%	11%	8%	11%	9%	0%
Don't Know/Not Applicable	15%	9%	6%	10%	9%	11%	7%	6%	4%	13%

6	20	109	4	5	2	7	53	2	1
7	20	205	7	2	5	13	119	6	4
12	39	300	14	5	3	10	155	4	3
27	49	572	21	7	11	22	309	8	6
7	9	138	7	2	3	5	82	2	0
10	13	85	6	2	3	4	48	1	2

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**42. I understand how performance bonuses are given in my organization (Demo Group Only)**

Strongly disagree	6%	12%	5%	14%	9%					
Disagree	13%	23%	17%	10%	13%					
Neither disagree nor agree	19%	19%	15%	16%	22%					
Agree	50%	36%	48%	45%	39%					
Strongly agree	6%	5%	11%	10%	13%					
Don't Know/Not Applicable	6%	5%	4%	5%	4%					

4	18	72	8	2						
9	34	242	6	3						
13	28	213	9	5						
34	53	663	26	9						
4	7	150	6	3						
4	8	52	3	1						

**43. Performance bonuses depend on how well you perform (Demo Group Only)**

Strongly disagree	9%	14%	7%	7%	22%					
Disagree	12%	15%	14%	12%	9%					
Neither disagree nor agree	19%	25%	20%	29%	26%					
Agree	44%	31%	43%	34%	30%					
Strongly agree	9%	6%	10%	14%	9%					
Don't Know/Not Applicable	9%	9%	5%	5%	4%					

6	20	101	4	5						
8	22	195	7	2						
13	37	282	17	6						
30	46	602	20	7						
6	9	143	8	2						
6	13	73	3	1						

**44. Performance bonuses are distributed fairly within my operating unit (Demo. Group only)**

Strongly disagree	7%	20%	9%	7%	13%					
Disagree	13%	14%	14%	17%	13%					
Neither disagree nor agree	32%	31%	24%	27%	22%					
Agree	17%	14%	26%	15%	9%					
Strongly agree	4%	3%	6%	7%	4%					
Don't Know/Not Applicable	26%	19%	21%	27%	39%					

5	30	131	4	3						
9	20	189	10	3						
22	45	339	16	5						
12	20	362	9	2						
3	4	85	4	1						
18	28	296	16	9						

**45. Cash awards are distributed fairly within my operating unit**

Strongly disagree	9%	22%	9%	5%	13%	4%	18%	7%	17%	19%
Disagree	12%	13%	13%	16%	13%	11%	28%	14%	22%	25%
Neither disagree nor agree	28%	30%	25%	24%	22%	30%	25%	25%	22%	19%
Agree	19%	12%	26%	19%	9%	30%	12%	29%	13%	13%
Strongly agree	3%	3%	6%	7%	4%	4%	2%	6%	4%	6%
Don't Know/Not Applicable	30%	21%	22%	29%	39%	22%	15%	19%	22%	19%

6	32	122	3	3	1	11	55	4	3
8	19	187	9	3	3	17	104	5	4
19	44	352	14	5	8	15	193	5	3
13	17	361	11	2	8	7	218	3	2
2	5	79	4	1	1	1	46	1	1
21	31	305	17	9	6	9	148	5	3

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**PAY SYSTEM**

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

Strongly disagree	3%	14%	5%	0%	9%	7%	24%	7%	22%	6%	2	20	66	0	2	2	14	53	5	1
Disagree	25%	25%	12%	22%	22%	30%	17%	20%	13%	31%	17	36	164	13	5	8	10	155	3	5
Neither disagree nor agree	19%	19%	13%	16%	26%	15%	27%	12%	13%	13%	13	28	181	9	6	4	16	89	3	2
Agree	44%	37%	52%	50%	22%	41%	27%	50%	48%	38%	30	54	736	29	5	11	16	383	11	6
Strongly agree	10%	4%	18%	12%	22%	7%	3%	11%	4%	13%	7	6	259	7	5	2	2	83	1	2
Don't Know/Not Applicable	0%	1%	0%	0%	0%	0%	2%	0%	0%	0%	0	2	0	0	0	0	1	2	0	0

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

Strongly disagree	12%	11%	12%	7%	17%	19%	15%	13%	26%	6%	8	16	165	4	4	5	9	98	6	1
Disagree	28%	21%	26%	45%	35%	30%	29%	32%	17%	25%	19	31	361	26	8	8	17	241	4	4
Neither disagree nor agree	13%	27%	20%	10%	22%	22%	19%	20%	22%	13%	9	39	274	6	5	6	11	149	5	2
Agree	26%	25%	28%	22%	4%	19%	22%	27%	26%	31%	18	36	400	13	1	5	13	204	6	5
Strongly agree	4%	3%	5%	7%	9%	0%	3%	4%	0%	6%	3	5	74	4	2	0	2	31	0	1
Don't Know/Not Applicable	17%	14%	10%	9%	13%	11%	12%	6%	9%	19%	12	20	134	5	3	3	7	42	2	3

**48. Pay progression (the way I move up within my grade/band) is reflective of my performance**

Strongly disagree	5%	11%	7%	5%	13%	15%	20%	10%	17%	13%	3	16	91	3	3	4	12	79	4	2
Disagree	22%	20%	15%	22%	26%	33%	25%	27%	35%	31%	15	29	212	13	6	9	15	207	8	5
Neither disagree nor agree	21%	22%	17%	16%	22%	11%	23%	21%	30%	19%	14	33	237	9	5	3	14	160	7	3
Agree	37%	35%	45%	40%	30%	22%	27%	32%	17%	25%	25	51	628	23	7	6	16	242	4	4
Strongly agree	8%	7%	12%	12%	9%	7%	2%	5%	0%	6%	5	10	174	7	2	2	1	41	0	1
Don't Know/Not Applicable	8%	5%	4%	5%	0%	11%	3%	4%	0%	6%	5	8	61	3	0	3	2	33	0	1

**49. Other employers in this area pay more than the government rate does for the kind of work I'm doing**

Strongly disagree	0%	4%	2%	2%	9%	0%	2%	3%	9%	0%	0	6	30	1	2	0	1	20	2	0
Disagree	1%	4%	13%	2%	0%	4%	5%	14%	4%	0%	1	6	187	1	0	1	3	103	1	0
Neither disagree nor agree	26%	25%	23%	18%	26%	22%	15%	22%	30%	31%	18	36	327	10	6	6	9	167	7	5
Agree	20%	19%	23%	33%	35%	26%	30%	23%	13%	19%	14	28	317	19	8	7	18	175	3	3
Strongly agree	16%	14%	15%	23%	9%	26%	13%	16%	17%	25%	11	21	217	13	2	7	8	122	4	4
Don't Know/Not Applicable	36%	34%	24%	23%	22%	22%	35%	23%	26%	25%	25	50	332	13	5	6	21	176	6	4

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**50. In my operating unit, minority employees get similar pay to non-minority employees doing equivalent work**

Strongly disagree	1%	16%	2%	2%	4%	0%	19%	1%	9%	0%	1	23	21	1	1	0	11	6	2	0
Disagree	10%	14%	2%	5%	4%	15%	20%	3%	4%	19%	7	20	31	3	1	4	12	23	1	3
Neither disagree nor agree	13%	23%	13%	19%	35%	7%	27%	14%	13%	13%	9	34	185	11	8	2	16	105	3	2
Agree	32%	16%	37%	31%	30%	48%	14%	37%	35%	38%	22	24	516	18	7	13	8	281	8	6
Strongly agree	6%	3%	15%	16%	4%	11%	3%	15%	22%	13%	4	4	210	9	1	3	2	118	5	2
Don't Know/Not Applicable	38%	28%	32%	28%	22%	19%	17%	30%	17%	19%	26	41	443	16	5	5	10	232	4	3

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

Strongly disagree	9%	20%	8%	7%	13%	7%	19%	8%	14%	6%	6	30	107	4	3	2	11	59	3	1
Disagree	13%	18%	18%	19%	17%	15%	29%	21%	18%	31%	9	26	251	11	4	4	17	162	4	5
Neither disagree nor agree	38%	32%	24%	36%	35%	26%	32%	28%	32%	13%	26	48	341	21	8	7	19	210	7	2
Agree	32%	21%	39%	22%	17%	33%	9%	35%	27%	31%	22	31	552	13	4	9	5	266	6	5
Strongly agree	4%	1%	7%	7%	9%	4%	2%	5%	9%	6%	3	2	100	4	2	1	1	34	2	1
Don't Know/Not Applicable	4%	7%	4%	9%	9%	15%	10%	4%	0%	13%	3	11	56	5	2	4	6	27	0	2

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

Strongly disagree	4%	12%	6%	2%	18%	0%	13%	6%	9%	13%	3	18	89	1	4	0	8	48	2	2
Disagree	12%	13%	12%	11%	14%	19%	12%	14%	9%	6%	8	19	168	6	3	5	7	108	2	1
Neither disagree nor agree	29%	33%	25%	26%	27%	27%	43%	27%	30%	25%	20	49	347	15	6	7	26	202	7	4
Agree	32%	28%	43%	40%	23%	35%	17%	39%	39%	38%	22	41	601	23	5	9	10	295	9	6
Strongly agree	4%	3%	8%	11%	5%	8%	0%	5%	9%	6%	3	5	116	6	1	2	0	35	2	1
Don't Know/Not Applicable	18%	11%	6%	11%	14%	12%	15%	10%	4%	13%	12	16	85	6	3	3	9	74	1	2

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

Strongly disagree	9%	18%	10%	12%	26%	4%	15%	10%	22%	19%	6	26	145	7	6	1	9	72	5	3
Disagree	13%	18%	21%	12%	17%	22%	22%	27%	48%	19%	9	26	295	7	4	6	13	206	11	3
Neither disagree nor agree	29%	38%	34%	33%	17%	44%	42%	36%	26%	25%	20	55	477	19	4	12	25	273	6	4
Agree	26%	12%	16%	21%	22%	11%	3%	10%	0%	19%	18	18	229	12	5	3	2	73	0	3
Strongly agree	1%	1%	5%	7%	4%	0%	0%	2%	0%	0%	1	2	70	4	1	0	0	16	0	0
Don't Know/Not Applicable	22%	13%	14%	14%	13%	19%	18%	16%	4%	19%	15	19	194	8	3	5	11	117	1	3

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

Strongly disagree	16%	18%	14%	14%	22%	4%	18%	10%	26%	13%	11	27	192	8	5	1	11	75	6	2
Disagree	13%	21%	26%	12%	22%	37%	30%	28%	52%	19%	9	31	359	7	5	10	18	210	12	3
Neither disagree nor agree	28%	36%	35%	45%	26%	37%	37%	36%	13%	25%	19	53	485	26	6	10	22	274	3	4
Agree	24%	14%	17%	14%	13%	7%	7%	15%	0%	31%	16	21	236	8	3	2	4	111	0	5
Strongly agree	2%	2%	3%	7%	4%	4%	0%	4%	9%	0%	1	3	44	4	1	1	0	30	2	0
Don't Know/Not Applicable	18%	9%	6%	9%	13%	11%	8%	8%	0%	13%	12	13	86	5	3	3	5	61	0	2

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**HIRING AND RECRUITMENT**

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

Strongly disagree	4%	3%	6%	5%	0%	8%	12%	6%	17%	6%	3	5	80	3	0	2	7	43	4	1
Disagree	9%	21%	13%	17%	26%	12%	19%	18%	13%	19%	6	30	187	10	6	3	11	133	3	3
Neither disagree nor agree	30%	22%	19%	19%	26%	27%	22%	17%	13%	31%	21	32	260	11	6	7	13	129	3	5
Agree	42%	35%	47%	36%	30%	42%	34%	48%	44%	31%	29	51	655	21	7	11	20	362	10	5
Strongly agree	7%	13%	14%	19%	9%	8%	7%	10%	13%	6%	5	19	191	11	2	2	4	73	3	1
Don't Know/Not Applicable	7%	6%	2%	3%	9%	4%	7%	3%	0%	6%	5	9	33	2	2	1	4	20	0	1

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

Strongly disagree	4%	11%	5%	7%	5%	4%	17%	7%	17%	6%	3	16	74	4	1	1	10	55	4	1
Disagree	4%	30%	14%	9%	14%	19%	31%	19%	22%	13%	3	43	197	5	3	5	18	142	5	2
Neither disagree nor agree	28%	27%	17%	21%	18%	26%	26%	15%	9%	31%	19	39	239	12	4	7	15	115	2	5
Agree	53%	20%	50%	48%	55%	44%	22%	50%	39%	38%	36	28	706	28	12	12	13	383	9	6
Strongly agree	7%	8%	12%	12%	0%	4%	2%	7%	13%	6%	5	12	162	7	0	1	1	50	3	1
Don't Know/Not Applicable	3%	4%	2%	3%	9%	4%	2%	2%	0%	6%	2	5	22	2	2	1	1	15	0	1

**57. Were you hired:**

Prior to April 2003	81%	78%	86%	81%	70%	74%	97%	89%	83%	88%	56	116	1217	47	16	20	58	682	19	14
Between April 2003 and March 2004	10%	14%	8%	9%	13%	15%	2%	6%	4%	0%	7	20	109	5	3	4	1	44	1	0
Between April 2004 and March 2005	9%	8%	6%	10%	17%	11%	2%	5%	13%	13%	6	12	88	6	40	3	1	40	3	2

**58. Have you received a one-time recruitment payment since April 2003? (New Hires Only)**

Yes	0%	3%	6%	0%	0%	14%	0%	2%	0%	0%	0	1	12	0	0	1	0	2	0	0
No	100%	97%	94%	100%	100%	86%	100%	98%	100%	100%	13	30	183	11	7	6	2	83	4	2

**59. My one-time recruitment payment was instrumental in accepting the job. (New Hires Only, who acknowledged that they received a recruitment payment)**

Strongly disagree	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0	0	0	0	0
Disagree	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0	0	0	0	0
Neither disagree nor agree	0%	0%	17%	0%	0%	0%	0%	0%	0%	0%	0	0	2	0	0	0	0	0	0	0
Agree	0%	0%	17%	0%	0%	0%	0%	50%	0%	0%	0	0	2	0	0	0	0	1	0	0
Strongly agree	0%	0%	33%	0%	0%	100%	0%	50%	0%	0%	0	0	4	0	0	1	0	1	0	0
Don't Know/Not Applicable	0%	100%	33%	0%	0%	0%	0%	0%	0%	0%	0	1	4	0	0	0	0	0	0	0

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**60. How do starting salaries for similar positions at other organizations to which you applied compare with your starting salary at your current organization? (New Hires Only)**

Much less than (less than 90% of) my starting salary	0%	0%	5%	0%	0%	0%	0%	5%	0%	0%	0	0	10	0	0	0	0	4	0	0
Somewhat less than (90% to 95% of) my starting salary	27%	16%	15%	20%	29%	0%	50%	11%	25%	0%	3	5	28	2	2	0	1	9	1	0
About the same as my starting salary	9%	19%	36%	40%	14%	43%	50%	33%	25%	50%	1	6	68	4	1	3	1	27	1	1
Somewhat more than (5% to 10% higher than) my starting salary	9%	7%	19%	30%	14%	29%	0%	20%	0%	0%	1	2	36	3	1	2	0	16	0	0
Much more than (more than 10% higher than) my starting salary	9%	16%	7%	0%	14%	14%	0%	12%	50%	0%	1	5	14	0	1	1	0	10	2	0
I don't know	46%	42%	18%	10%	29%	14%	0%	20%	0%	50%	5	13	35	1	2	1	0	16	0	1

**61. About how many weeks did it take from your initial job application to receive a formal job offer from your agency? (New Hires Only)**

Less than 2 weeks	0%	17%	6%	0%	43%	0%	0%	5%	25%	0%	0	5	11	0	3	0	0	4	1	0
3 - 7 weeks	31%	37%	35%	50%	14%	37%	50%	49%	0%	50%	4	11	68	5	1	4	1	41	0	1
8 - 12 weeks	39%	17%	24%	20%	14%	0%	0%	27%	0%	0%	5	5	46	2	1	0	0	22	0	0
13 - 16 weeks	8%	13%	17%	0%	0%	14%	0%	7%	0%	50%	1	4	32	0	0	1	0	6	0	1
17 - 20 weeks	8%	10%	8%	20%	14%	14%	0%	8%	25%	0%	1	3	16	2	1	1	0	7	1	0
21 or more weeks	15%	7%	10%	10%	14%	14%	50%	4%	50%	0%	2	2	20	1	1	1	1	3	2	0

**62. How frequently have you been involved in recruiting or hiring any permanent employees from outside of your agency during the past year (e.g., developing hiring strategy, interviewing, making selection decisions)?**

Never	61%	73%	57%	63%	65%	59%	74%	60%	61%	75%	41	106	807	36	15	16	43	459	14	12
Rarely	9%	9%	14%	16%	4%	33%	12%	17%	17%	13%	6	13	203	9	1	9	7	127	4	2
Sometimes	22%	11%	19%	11%	17%	4%	7%	16%	22%	0%	15	16	263	6	4	1	4	122	5	0
Often	5%	5%	7%	5%	4%	4%	3%	6%	0%	13%	3	7	105	3	1	1	2	44	0	2
Always	3%	2%	2%	5%	9%	0%	3%	1%	0%	0%	2	3	34	3	2	0	2	10	0	0

**63. Please think about the most recent recruiting effort for a permanent employee in your group in which you were personally involved. What was your assessment of the overall capabilities of all the applicants for that position compared to your workforce? (Only for those who responded Sometimes, Often, or Always to item 62)**

Top 1% (world class)	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0	0	3	0	0	0	0	0	0	0
Top 10% (outstanding)	10%	15%	14%	33%	0%	50%	13%	12%	40%	0%	2	4	57	4	0	0	1	21	2	0
Top 25% (very good)	55%	50%	41%	42%	43%	0%	50%	44%	20%	100%	11	13	162	5	3	1	4	78	1	2
Average	20%	23%	33%	8%	57%	50%	13%	33%	0%	0%	4	6	132	1	4	0	1	58	0	0
Below Average	5%	0%	7%	17%	0%	0%	0%	4%	20%	0%	1	0	29	2	0	1	0	7	1	0
Poor	0%	0%	2%	0%	0%	0%	0%	2%	0%	0%	0	0	7	0	0	0	0	4	0	0
I have not been personally involved with recruiting	10%	12%	3%	0%	0%	0%	25%	5%	20%	0%	2	3	10	0	0	0	2	8	1	0



Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**64. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce? (Only for those who responded Sometimes, Often, or Always to item 62)**

Top 1% (world class)	0%	0%	4%	0%	0%	0%	0%	2%	0%	0%	0	0	15	0	0	0	0	3	0	0
Top 10% (outstanding)	20%	19%	26%	67%	0%	0%	13%	27%	20%	50%	4	5	105	8	0	0	1	47	1	1
Top 25% (very good)	45%	50%	39%	0%	57%	50%	25%	39%	60%	50%	9	13	155	0	4	1	2	68	3	1
Average	25%	19%	20%	17%	43%	0%	50%	19%	0%	0%	5	5	78	2	3	0	4	33	0	0
Below Average	0%	0%	2%	8%	0%	50%	0%	5%	0%	0%	0	0	9	1	0	1	0	8	0	0
Poor	0%	0%	1%	0%	0%	0%	0%	2%	0%	0%	0	0	4	0	0	0	0	3	0	0
Too early to tell	0%	4%	3%	8%	0%	0%	0%	1%	0%	0%	0	1	12	1	0	0	0	1	0	0
No one was hired	5%	0%	3%	0%	0%	0%	0%	4%	0%	0%	1	0	11	0	0	0	0	7	0	0
Don't Know/Not Applicable	5%	8%	2%	0%	0%	0%	13%	3%	20%	0%	1	2	9	0	0	0	1	5	1	0

**65. Skills and abilities of the most recent employee I hired were a good match for the job (Only for those who responded Sometimes, Often, or Always to item 62)**

Strongly disagree	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0	0	1	0	0	0	0	1	0	0
Disagree	5%	4%	3%	0%	0%	0%	0%	6%	0%	0%	1	1	11	0	0	0	0	10	0	0
Neither disagree nor agree	5%	12%	7%	8%	0%	0%	25%	6%	0%	0%	1	3	29	1	0	0	2	11	0	0
Agree	55%	46%	50%	50%	43%	50%	63%	48%	60%	0%	11	12	200	6	3	1	5	84	3	0
Strongly agree	15%	23%	32%	25%	57%	0%	0%	29%	20%	100%	3	6	129	3	4	0	0	51	1	2
Don't Know/Not Applicable	20%	15%	7%	17%	0%	50%	13%	10%	20%	0%	4	4	28	2	0	1	1	17	1	0

**66. I am satisfied with the process used to fill vacancies here**

Strongly disagree	9%	13%	11%	12%	9%	7%	25%	12%	22%	6%	6	19	156	7	2	2	15	91	5	1
Disagree	17%	16%	24%	19%	26%	26%	23%	28%	44%	19%	11	23	329	11	6	7	14	216	10	3
Neither disagree nor agree	27%	24%	20%	14%	26%	22%	15%	18%	17%	38%	18	34	275	8	6	6	9	138	4	6
Agree	24%	19%	28%	31%	13%	11%	17%	26%	13%	19%	16	28	395	18	3	3	10	198	3	3
Strongly agree	3%	3%	4%	7%	9%	7%	2%	3%	0%	0%	2	4	55	4	2	2	1	25	0	0
Don't Know/Not Applicable	20%	25%	13%	17%	17%	26%	18%	12%	4%	19%	13	36	187	10	4	7	11	93	1	3

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

Strongly disagree	6%	13%	3%	9%	13%	0%	35%	3%	22%	6%	4	18	45	5	3	0	21	25	5	1
Disagree	9%	13%	7%	5%	13%	31%	18%	9%	17%	19%	6	18	94	3	3	8	11	70	4	3
Neither disagree nor agree	27%	29%	21%	16%	17%	31%	18%	20%	17%	13%	18	42	299	9	4	8	11	151	4	2
Agree	27%	14%	33%	33%	13%	8%	7%	31%	13%	25%	18	20	462	19	3	2	4	238	3	4
Strongly agree	0%	4%	7%	7%	13%	4%	3%	6%	4%	0%	0	5	100	4	3	1	2	45	1	0
Don't Know/Not Applicable	30%	29%	28%	31%	30%	27%	18%	30%	26%	38%	20	41	397	18	7	7	11	229	6	6

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

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

Strongly disagree	17%	12%	18%	10%	13%	19%	18%	19%	41%	13%
Disagree	20%	20%	32%	26%	22%	33%	33%	32%	14%	31%
Neither disagree nor agree	23%	30%	18%	26%	30%	15%	10%	17%	18%	13%
Agree	17%	10%	16%	19%	13%	15%	18%	15%	18%	13%
Strongly agree	0%	3%	2%	2%	4%	0%	0%	3%	0%	0%
Don't Know/Not Applicable	23%	25%	14%	17%	17%	19%	20%	15%	9%	31%

11	17	254	6	3	5	11	144	9	2
13	29	451	15	5	9	20	241	3	5
15	42	249	15	7	4	6	129	4	2
11	14	222	11	3	4	11	110	4	2
0	4	26	1	1	0	0	20	0	0
15	36	198	10	4	5	12	115	2	5

**69. My operating unit uses relevant recruitment sources**

Strongly disagree	2%	6%	3%	7%	4%	7%	15%	4%	4%	0%
Disagree	9%	9%	8%	3%	4%	11%	17%	9%	4%	13%
Neither disagree nor agree	26%	26%	21%	17%	26%	33%	19%	22%	17%	13%
Agree	29%	17%	29%	35%	9%	15%	12%	27%	35%	25%
Strongly agree	0%	4%	3%	5%	4%	0%	2%	3%	4%	0%
Don't Know/Not Applicable	35%	38%	36%	33%	52%	33%	36%	35%	35%	50%

1	8	40	4	1	2	9	30	1	0
6	13	105	2	1	3	10	66	1	2
17	38	297	10	6	9	11	163	4	2
10	25	401	20	2	4	7	207	8	4
0	5	46	3	1	0	1	26	1	0
23	55	503	19	12	9	21	267	8	8

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

Strongly disagree	3%	7%	6%	5%	9%	8%	12%	7%	9%	13%
Disagree	14%	6%	16%	10%	13%	19%	14%	18%	26%	6%
Neither disagree nor agree	38%	32%	25%	21%	30%	27%	31%	26%	22%	6%
Agree	11%	14%	16%	19%	0%	8%	7%	16%	13%	31%
Strongly agree	0%	1%	2%	0%	4%	0%	0%	3%	0%	0%
Don't Know/Not Applicable	35%	39%	34%	45%	44%	39%	37%	31%	30%	44%

2	10	88	3	2	2	7	55	2	2
9	9	227	6	3	5	8	133	6	1
25	45	352	12	7	7	18	194	5	1
7	20	228	11	0	2	4	118	3	5
0	2	25	0	1	0	0	21	0	0
23	55	472	26	10	10	22	234	7	7

**EMPLOYEE RETENTION / TURNOVER**

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

Strongly disagree	6%	14%	8%	16%	18%	4%	10%	9%	17%	13%
Disagree	15%	20%	23%	5%	9%	22%	22%	23%	26%	31%
Neither disagree nor agree	33%	24%	28%	23%	27%	41%	29%	28%	22%	13%
Agree	19%	10%	16%	14%	5%	0%	14%	14%	13%	19%
Strongly agree	0%	1%	2%	9%	0%	4%	0%	2%	0%	0%
Don't Know/Not Applicable	27%	31%	23%	33%	41%	30%	25%	25%	22%	25%

4	20	112	9	4	1	6	70	4	2
10	29	318	3	2	6	13	170	6	5
22	34	386	13	6	11	17	211	5	2
13	15	225	8	1	0	8	103	3	3
0	2	34	5	0	1	0	12	0	0
18	44	317	19	9	8	15	190	5	4

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

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

Strongly disagree	3%	16%	4%	4%	9%	0%	25%	4%	13%	13%	2	23	58	2	2	0	15	33	3	2
Disagree	12%	22%	9%	5%	9%	19%	24%	10%	26%	38%	8	32	127	3	2	5	14	72	6	6
Neither disagree nor agree	41%	22%	32%	33%	32%	44%	25%	32%	13%	19%	27	31	450	19	7	12	15	240	3	3
Agree	11%	8%	12%	7%	5%	7%	5%	9%	22%	13%	7	11	171	4	1	2	3	67	5	2
Strongly agree	0%	4%	2%	9%	0%	0%	0%	1%	4%	0%	0	5	28	5	0	0	0	9	1	0
Don't Know/Not Applicable	33%	29%	40%	42%	46%	30%	20%	44%	22%	19%	22	42	560	24	10	8	12	335	5	3

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

Strongly disagree	5%	15%	2%	2%	9%	0%	22%	2%	9%	0%	3	21	29	1	2	0	13	15	2	0
Disagree	12%	20%	5%	2%	0%	7%	22%	6%	14%	25%	8	29	69	1	0	2	13	42	3	4
Neither disagree nor agree	37%	26%	30%	29%	23%	41%	25%	29%	9%	31%	25	38	411	16	5	11	15	220	2	5
Agree	9%	8%	16%	11%	5%	11%	7%	14%	27%	19%	6	12	222	6	1	3	4	104	6	3
Strongly agree	0%	1%	3%	7%	9%	0%	0%	2%	5%	0%	0	2	45	4	2	0	0	15	1	0
Don't Know/Not Applicable	37%	29%	44%	50%	55%	41%	24%	48%	36%	25%	25	42	610	28	12	11	14	361	8	4

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

Strongly disagree	6%	3%	4%	4%	5%	7%	7%	5%	26%	6%	4	5	61	2	1	2	4	38	6	1
Disagree	5%	12%	14%	9%	18%	4%	10%	16%	9%	13%	3	18	191	5	4	1	6	124	2	2
Neither disagree nor agree	24%	26%	19%	14%	23%	33%	31%	18%	9%	13%	16	37	260	8	5	9	18	136	2	2
Agree	41%	37%	45%	43%	32%	37%	34%	44%	35%	44%	27	53	631	24	7	10	20	329	8	7
Strongly agree	6%	10%	11%	18%	18%	11%	5%	9%	17%	13%	4	15	151	10	4	3	3	71	4	2
Don't Know/Not Applicable	18%	12%	7%	13%	5%	7%	14%	8%	4%	13%	12	17	98	7	1	2	8	58	1	2

Percentages										
Demo. Group					Comp. Group					
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	

Raw Data										
Demo. Group					Comp. Group					
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	

**75. What are the factors that make you want to stay in your organization?<sup>8</sup>**

The work itself	60%	47%	68%	63%	58%	63%	41%	71%	67%	69%	43	75	982	38	14	17	27	568	16	11
The public reputation of this organization	6%	4%	9%	5%	8%	7%	11%	12%	8%	13%	4	7	129	3	2	2	7	99	2	2
Salary	51%	53%	59%	50%	38%	41%	44%	51%	63%	44%	37	84	855	30	9	11	29	407	15	7
Benefits	22%	25%	32%	38%	13%	30%	35%	31%	21%	44%	16	40	461	23	3	8	23	244	5	7
The chance for advancement	15%	19%	9%	13%	8%	11%	18%	10%	21%	19%	11	30	137	8	2	3	12	79	5	3
The people I work with	31%	19%	34%	38%	38%	26%	12%	34%	17%	19%	22	30	486	23	9	7	8	273	4	3
Job security	39%	30%	35%	37%	29%	44%	27%	34%	38%	50%	28	47	504	22	7	12	18	270	9	8
Funding	1%	1%	1%	0%	0%	0%	2%	2%	0%	6%	1	2	19	0	0	0	1	13	0	1
Competence of immediate supervisor	13%	9%	10%	8%	8%	7%	3%	11%	13%	13%	9	14	142	5	2	2	2	86	3	2
Competence of management	1%	4%	3%	3%	8%	4%	3%	3%	4%	0%	1	7	45	2	2	1	2	21	1	0
Fair treatment	4%	14%	4%	8%	13%	19%	12%	3%	8%	6%	3	23	65	5	3	5	8	25	2	1
Convenient work hours	18%	19%	17%	22%	21%	33%	29%	15%	29%	13%	13	31	248	13	5	9	19	121	7	2
Other	3%	4%	5%	3%	13%	7%	6%	5%	0%	13%	2	7	71	2	3	2	4	40	0	2

**76. What are the factors that would make you want to leave?<sup>9</sup>**

The work itself	21%	21%	30%	32%	25%	30%	14%	30%	29%	25%	15	34	440	19	6	8	9	242	7	4
The public reputation of this organization	3%	4%	5%	3%	0%	4%	3%	5%	8%	6%	2	7	71	2	0	1	2	38	2	1
Salary	31%	38%	27%	37%	29%	41%	30%	30%	29%	38%	22	61	384	22	7	11	20	239	7	6
Benefits	10%	7%	7%	10%	0%	7%	12%	7%	4%	19%	7	11	107	6	0	2	8	58	1	3
Lack of career advancement	38%	33%	37%	38%	29%	26%	39%	36%	46%	44%	27	53	537	23	7	7	26	288	11	7
The people I work with	19%	12%	15%	12%	8%	19%	8%	14%	4%	13%	14	19	214	7	2	5	5	109	1	2
Job security	8%	13%	8%	5%	4%	7%	6%	8%	21%	6%	6	21	119	3	1	2	4	60	5	1
Funding	11%	6%	18%	15%	8%	11%	5%	18%	4%	25%	8	9	261	9	2	3	3	144	1	4
Lack of competence of immediate supervisor	25%	17%	26%	28%	42%	11%	21%	25%	21%	19%	18	27	374	17	10	3	14	200	5	3
Lack of competence of management	29%	23%	40%	40%	50%	30%	23%	37%	42%	63%	21	37	575	24	12	8	15	297	10	10
Unfair treatment	36%	50%	38%	38%	50%	63%	52%	35%	38%	19%	26	79	548	23	12	17	34	281	9	3
Inconvenient work hours	8%	10%	11%	13%	4%	22%	9%	12%	21%	6%	6	16	153	8	1	6	6	95	5	1
Other	14%	8%	14%	12%	13%	15%	8%	17%	13%	13%	10	12	204	7	3	4	5	132	3	2

<sup>8</sup> For this question, the reported percentages represent the percentage of people, among those in their demographic group (e.g., Asian) overall, 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>9</sup> For this question, the reported percentages represent the percentage of people, among those in their demographic group (e.g., Asian) overall, 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				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**77. If you were looking for another job, where would you primarily focus your job search?**

**A. Inside your agency**

Not at all likely	22%	36%	23%	23%	43%	7%	33%	18%	4%	6%	14	49	321	13	9	2	19	138	1	1
Somewhat likely	54%	39%	43%	49%	33%	59%	47%	48%	48%	44%	35	53	595	28	7	16	27	358	11	7
Very likely	25%	26%	34%	28%	24%	33%	19%	34%	48%	50%	16	35	468	16	5	9	11	254	11	8

**B. In another federal agency**

Not at all likely	11%	10%	11%	9%	5%	4%	16%	11%	13%	6%	7	13	153	5	1	1	9	85	3	1
Somewhat likely	46%	35%	51%	47%	48%	70%	51%	56%	48%	50%	30	47	701	27	10	19	28	417	11	8
Very likely	44%	55%	38%	44%	48%	26%	33%	33%	39%	44%	29	73	521	25	10	7	18	244	9	7

**C. Outside the federal government**

Not at all likely	35%	53%	33%	40%	24%	27%	54%	29%	35%	31%	23	72	451	23	5	7	29	214	8	5
Somewhat likely	41%	35%	44%	40%	48%	58%	28%	47%	52%	50%	27	48	601	23	10	15	15	352	12	8
Very likely	24%	12%	23%	21%	29%	15%	19%	24%	13%	19%	16	16	318	12	6	4	10	180	3	3

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

Strongly disagree	21%	17%	30%	33%	19%	30%	20%	29%	22%	13%	14	23	414	19	4	8	11	219	5	2
Disagree	21%	15%	24%	24%	24%	41%	21%	24%	30%	44%	14	21	328	14	5	11	12	177	7	7
Neither disagree nor agree	20%	20%	16%	19%	19%	4%	29%	19%	9%	13%	13	27	225	11	4	1	16	144	2	2
Agree	17%	18%	15%	14%	5%	15%	16%	14%	22%	6%	11	25	200	8	1	4	9	102	5	1
Strongly agree	9%	18%	11%	9%	29%	7%	2%	9%	13%	13%	6	25	148	5	6	2	1	64	3	2
Don't Know/Not Applicable	12%	12%	5%	2%	5%	4%	13%	6%	4%	13%	8	16	69	1	1	1	7	44	1	2

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**ORGANIZATIONAL EXCELLENCE AND WORKFORCE DIVERSITY**

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

	9%	17%	7%	7%	24%	4%	16%	8%	22%	13%	6	23	100	4	5	1	9	61	5	2
Strongly disagree	9%	17%	7%	7%	24%	4%	16%	8%	22%	13%	6	23	100	4	5	1	9	61	5	2
Disagree	17%	14%	14%	16%	24%	19%	34%	17%	17%	13%	11	19	192	9	5	5	19	130	4	2
Neither disagree nor agree	24%	30%	22%	21%	33%	30%	23%	22%	22%	13%	16	41	298	12	7	8	13	162	5	2
Agree	35%	16%	39%	32%	10%	26%	11%	39%	35%	38%	23	22	539	18	2	7	6	288	8	6
Strongly agree	5%	3%	8%	9%	5%	11%	2%	6%	4%	0%	3	4	113	5	1	3	1	44	1	0
Don't Know/Not Applicable	11%	20%	10%	14%	5%	11%	14%	8%	0%	25%	7	27	141	8	1	3	8	63	0	4

**80. Employees and applicants receive fair and equitable treatment in all aspects of personnel management in my agency without regard to race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation**

	5%	18%	4%	0%	25%	4%	25%	4%	0%	13%	3	24	61	0	5	1	14	30	0	2
Strongly disagree	5%	18%	4%	0%	25%	4%	25%	4%	0%	13%	3	24	61	0	5	1	14	30	0	2
Disagree	8%	17%	9%	12%	10%	11%	30%	8%	32%	19%	5	23	117	7	2	3	17	62	7	3
Neither disagree nor agree	23%	31%	15%	18%	15%	30%	26%	13%	14%	6%	15	42	203	10	3	8	15	99	3	1
Agree	44%	16%	43%	35%	35%	33%	9%	45%	27%	31%	29	22	588	20	7	9	5	334	6	5
Strongly agree	11%	2%	18%	21%	0%	19%	2%	17%	23%	6%	7	3	246	12	0	5	1	126	5	1
Don't Know/Not Applicable	11%	16%	12%	14%	15%	4%	9%	13%	5%	25%	7	22	168	8	3	1	5	98	1	4

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

	9%	20%	8%	7%	20%	7%	21%	9%	17%	6%	6	27	113	4	4	2	12	66	4	1
Strongly disagree	9%	20%	8%	7%	20%	7%	21%	9%	17%	6%	6	27	113	4	4	2	12	66	4	1
Disagree	18%	17%	20%	30%	15%	30%	25%	25%	35%	25%	12	23	275	17	3	8	14	190	8	4
Neither disagree nor agree	29%	30%	21%	21%	35%	33%	32%	20%	17%	25%	19	41	295	12	7	9	18	152	4	4
Agree	24%	15%	32%	16%	5%	15%	11%	32%	17%	31%	16	21	435	9	1	4	6	242	4	5
Strongly agree	2%	2%	8%	9%	0%	4%	2%	5%	4%	0%	1	2	105	5	0	1	1	36	1	0
Don't Know/Not Applicable	18%	17%	11%	18%	25%	11%	9%	8%	9%	13%	12	23	158	10	5	3	5	63	2	2

**82. My organization rewards excellent performance**

	5%	17%	6%	6%	19%	4%	20%	8%	18%	6%	3	23	76	3	4	1	11	56	4	1
Strongly disagree	5%	17%	6%	6%	19%	4%	20%	8%	18%	6%	3	23	76	3	4	1	11	56	4	1
Disagree	14%	13%	11%	22%	10%	11%	18%	15%	14%	25%	9	17	155	12	2	3	10	113	3	4
Neither disagree nor agree	14%	24%	21%	29%	24%	33%	25%	21%	18%	6%	9	33	287	16	5	9	14	158	4	1
Agree	53%	31%	46%	27%	33%	41%	34%	44%	41%	50%	35	42	641	15	7	11	19	327	9	8
Strongly agree	5%	6%	12%	13%	10%	11%	2%	8%	9%	0%	3	8	172	7	2	3	1	61	2	0
Don't Know/Not Applicable	11%	10%	4%	4%	5%	0%	2%	4%	0%	13%	7	13	53	2	1	0	1	32	0	2

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

	2%	11%	5%	2%	10%	4%	7%	3%	9%	0%	1	15	63	1	2	1	4	20	2	0
Strongly disagree	2%	11%	5%	2%	10%	4%	7%	3%	9%	0%	1	15	63	1	2	1	4	20	2	0
Disagree	11%	10%	6%	5%	19%	0%	9%	6%	9%	25%	7	13	87	3	4	0	5	46	2	4
Neither disagree nor agree	23%	23%	15%	23%	24%	19%	23%	14%	13%	6%	15	31	204	13	5	5	13	104	3	1
Agree	43%	40%	50%	37%	33%	67%	48%	51%	61%	44%	28	54	689	21	7	18	27	384	14	7
Strongly agree	20%	12%	23%	32%	14%	7%	7%	25%	9%	19%	13	16	313	18	3	2	4	184	2	3

	Percentages										Raw Data									
	Demo. Group					Comp. Group					Demo. Group					Comp. Group				
	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
Don't Know/Not Applicable	2%	5%	2%	2%	0%	4%	5%	1%	0%	6%	1	7	22	1	0	1	3	9	0	1

**84. My organization deals effectively with poor performers**

Strongly disagree	14%	17%	22%	21%	33%	11%	14%	24%	39%	19%	9	23	301	12	7	3	8	182	9	3
Disagree	29%	24%	37%	21%	24%	37%	27%	38%	44%	25%	19	33	515	12	5	10	15	281	10	4
Neither disagree nor agree	26%	29%	18%	25%	24%	22%	23%	19%	9%	19%	17	39	253	14	5	6	13	140	2	3
Agree	9%	9%	10%	14%	5%	11%	7%	7%	4%	13%	6	12	132	8	1	3	4	52	1	2
Strongly agree	0%	2%	1%	2%	5%	4%	0%	2%	0%	0%	0	2	10	1	1	1	0	12	0	0
Don't Know/Not Applicable	22%	19%	12%	18%	10%	15%	29%	11%	4%	25%	14	26	166	10	2	4	16	78	1	4

**85. My organization provides training to employees when doing so will result in better organizational or individual performance**

Strongly disagree	0%	9%	5%	4%	10%	0%	7%	4%	13%	6%	0	12	72	2	2	0	4	27	3	1
Disagree	6%	12%	14%	13%	24%	15%	13%	10%	13%	6%	4	16	189	7	5	4	7	78	3	1
Neither disagree nor agree	22%	18%	15%	16%	24%	22%	21%	16%	17%	6%	14	24	202	9	5	6	12	119	4	1
Agree	54%	47%	51%	46%	33%	56%	46%	53%	48%	50%	35	64	697	26	7	15	26	399	11	8
Strongly agree	11%	11%	12%	14%	10%	7%	11%	14%	9%	13%	7	15	169	8	2	2	6	103	2	2
Don't Know/Not Applicable	8%	4%	3%	7%	0%	0%	2%	3%	0%	19%	5	6	45	4	0	0	1	21	0	3

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

Strongly disagree	0%	4%	3%	0%	19%	0%	4%	2%	5%	0%	0	6	45	0	4	0	2	17	1	0
Disagree	2%	6%	7%	5%	10%	4%	2%	4%	5%	6%	1	8	89	3	2	1	1	29	1	1
Neither disagree nor agree	35%	30%	23%	33%	29%	44%	31%	22%	14%	25%	22	41	320	19	6	12	17	165	3	4
Agree	37%	26%	36%	21%	14%	41%	24%	39%	46%	13%	23	35	491	12	3	11	13	288	10	2
Strongly agree	6%	3%	9%	11%	14%	4%	2%	7%	5%	0%	4	4	117	6	3	1	1	53	1	0
Don't Know/Not Applicable	21%	31%	23%	30%	14%	7%	38%	26%	27%	56%	13	42	313	17	3	2	21	195	6	9

**87. My agency protects employees against reprisal for the lawful disclosure of information in whistle blower situations**

Strongly disagree	0%	4%	3%	5%	14%	0%	2%	2%	9%	0%	0	6	43	3	3	0	1	17	2	0
Disagree	3%	5%	4%	4%	0%	4%	2%	3%	4%	13%	2	7	56	2	0	1	1	25	1	2
Neither disagree nor agree	22%	35%	22%	21%	24%	41%	36%	23%	17%	19%	14	48	299	12	5	11	20	173	4	3
Agree	16%	11%	14%	16%	10%	19%	7%	13%	17%	0%	10	15	193	9	2	5	4	93	4	0
Strongly agree	0%	2%	3%	5%	5%	0%	0%	2%	0%	0%	0	2	43	3	1	0	0	14	0	0
Don't Know/Not Applicable	59%	43%	54%	49%	48%	37%	54%	57%	52%	69%	38	58	736	28	10	10	30	424	12	11

**88. My organization does not solicit or consider improper employment recommendations**

Strongly disagree	0%	4%	2%	0%	10%	0%	4%	1%	4%	6%	0	6	25	0	2	0	2	9	1	1
Disagree	3%	3%	3%	4%	5%	0%	9%	3%	4%	6%	2	4	45	2	1	0	5	23	1	1
Neither disagree nor agree	19%	32%	19%	19%	24%	37%	36%	19%	22%	13%	12	43	253	11	5	10	20	142	5	2
Agree	30%	21%	26%	19%	19%	33%	15%	25%	26%	31%	19	28	356	11	4	9	8	182	6	5
Strongly agree	0%	2%	7%	12%	5%	0%	0%	5%	4%	0%	0	3	97	7	1	0	0	34	1	0
Don't Know/Not Applicable	48%	38%	43%	46%	38%	30%	36%	48%	39%	44%	31	52	595	26	8	8	20	353	9	7

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**89. My agency does not obstruct any person's right to compete for, or withdraw from, employment**

Strongly disagree	3%	4%	1%	0%	14%	0%	5%	2%	9%	13%
Disagree	2%	4%	4%	5%	0%	0%	7%	5%	0%	0%
Neither disagree nor agree	14%	30%	13%	14%	14%	22%	18%	11%	14%	0%
Agree	52%	36%	48%	47%	38%	59%	39%	52%	36%	53%
Strongly agree	5%	4%	13%	14%	5%	11%	0%	11%	14%	7%
Don't Know/Not Applicable	25%	21%	22%	19%	29%	7%	30%	20%	27%	27%

2	6	15	0	3	0	3	15	2	2
1	6	53	3	0	0	4	34	0	0
9	41	176	8	3	6	10	82	3	0
33	49	660	27	8	16	22	386	8	8
3	5	176	8	1	3	0	80	3	1
16	29	298	11	6	2	17	153	6	4

**90. My organization does not grant any preference unless authorized by law**

Strongly disagree	3%	6%	3%	0%	14%	0%	9%	4%	13%	13%
Disagree	2%	10%	8%	7%	10%	4%	18%	10%	0%	0%
Neither disagree nor agree	21%	31%	16%	24%	14%	46%	29%	15%	17%	13%
Agree	37%	24%	35%	28%	29%	27%	18%	37%	35%	47%
Strongly agree	2%	2%	9%	17%	5%	0%	0%	7%	13%	0%
Don't Know/Not Applicable	36%	27%	28%	24%	29%	23%	27%	27%	22%	27%

2	8	43	0	3	0	5	27	3	2
1	14	114	4	2	1	10	73	0	0
13	42	225	14	3	12	16	112	4	2
23	33	475	16	6	7	10	279	8	7
1	3	130	10	1	0	0	53	3	0
22	37	391	14	6	6	15	202	5	4

**91. People in my organization engage in employing or promoting their own relatives**

Strongly disagree	5%	6%	19%	23%	19%	11%	4%	18%	22%	20%
Disagree	28%	29%	38%	30%	29%	30%	23%	39%	35%	33%
Neither disagree nor agree	12%	23%	13%	14%	33%	26%	26%	12%	17%	0%
Agree	9%	10%	5%	9%	0%	19%	14%	7%	9%	13%
Strongly agree	3%	1%	2%	0%	0%	0%	2%	2%	0%	7%
Don't Know/Not Applicable	43%	31%	23%	25%	19%	15%	32%	22%	17%	27%

3	8	262	13	4	3	2	132	5	3
18	40	518	17	6	8	13	295	8	5
8	32	177	8	7	7	15	92	4	0
6	14	72	5	0	5	8	49	2	2
2	1	30	0	0	0	1	13	0	1
28	42	323	14	4	4	18	168	4	4

**92. My organization unlawfully discriminates for off-duty conduct**

Strongly disagree	3%	4%	16%	16%	14%	4%	0%	11%	17%	20%
Disagree	23%	21%	35%	26%	5%	33%	24%	36%	30%	27%
Neither disagree nor agree	19%	29%	14%	16%	24%	33%	16%	16%	17%	13%
Agree	0%	2%	2%	3%	0%	4%	4%	1%	0%	0%
Strongly agree	0%	2%	0%	2%	5%	0%	2%	1%	0%	7%
Don't Know/Not Applicable	55%	41%	33%	38%	52%	26%	55%	36%	35%	33%

2	6	221	9	3	1	0	79	4	3
15	29	479	15	1	9	13	272	7	4
12	40	192	9	5	9	9	117	4	2
0	3	24	2	0	1	2	6	0	0
0	2	5	1	1	0	1	4	0	1
36	56	457	22	11	7	30	271	8	5

**SUMMARY**

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

Strongly disagree	5%	6%	2%	5%	10%	0%	7%	2%	4%	0%
Disagree	3%	10%	10%	5%	19%	7%	12%	9%	9%	0%
Neither disagree nor agree	14%	22%	10%	3%	19%	15%	14%	9%	9%	13%
Agree	51%	45%	55%	53%	38%	67%	53%	58%	52%	81%
Strongly agree	28%	16%	24%	33%	14%	11%	14%	23%	26%	6%

3	8	26	3	2	0	4	14	1	0
2	14	139	3	4	2	7	65	2	0
9	30	133	2	4	4	8	70	2	2
33	61	753	31	8	18	30	430	12	13
18	22	330	19	3	3	8	168	6	1



	Percentages										Raw Data									
	Demo. Group					Comp. Group					Demo. Group					Comp. Group				
	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
Don't Know/Not Applicable	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0	1	1	0	0	0	0	0	0	0

**94. I trust my supervisor**

Strongly disagree	3%	10%	5%	7%	20%	0%	9%	6%	4%	0%	2	14	72	4	4	0	5	44	1	0
Disagree	9%	12%	9%	4%	5%	7%	7%	9%	9%	0%	6	17	127	2	1	2	4	69	2	0
Neither disagree nor agree	23%	23%	13%	21%	20%	4%	30%	15%	9%	25%	15	32	177	12	4	1	17	112	2	4
Agree	39%	37%	43%	28%	25%	63%	49%	41%	57%	38%	26	50	590	16	5	17	28	307	13	6
Strongly agree	26%	15%	30%	39%	25%	22%	4%	28%	22%	38%	17	20	408	22	5	6	2	213	5	6
Don't Know/Not Applicable	0%	3%	0%	2%	5%	4%	2%	1%	0%	0%	0	4	5	1	1	1	1	5	0	0

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

Strongly disagree	2%	4%	2%	2%	5%	0%	11%	2%	9%	0%	1	6	28	1	1	0	6	16	2	0
Disagree	6%	11%	6%	3%	19%	4%	7%	8%	9%	0%	4	15	88	2	4	1	4	56	2	0
Neither disagree nor agree	8%	16%	7%	9%	10%	8%	9%	7%	13%	13%	5	21	101	5	2	2	5	54	3	2
Agree	51%	48%	53%	53%	43%	65%	63%	53%	48%	56%	33	65	726	31	9	17	36	396	11	9
Strongly agree	34%	20%	32%	33%	24%	23%	11%	30%	22%	31%	22	27	439	19	5	6	6	224	5	5
Don't Know/Not Applicable	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0	1	1	0	0	0	0	1	0	0

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

Strongly disagree	3%	4%	2%	5%	0%	0%	2%	2%	0%	0%	2	6	23	3	0	0	1	11	0	0
Disagree	3%	7%	5%	3%	10%	4%	13%	5%	4%	0%	2	9	71	2	2	1	7	37	1	0
Neither disagree nor agree	9%	15%	11%	7%	24%	12%	13%	9%	17%	13%	6	21	146	4	5	3	7	65	4	2
Agree	55%	56%	54%	50%	48%	65%	64%	55%	52%	69%	36	76	750	29	10	17	36	412	12	11
Strongly agree	30%	18%	28%	35%	19%	19%	9%	30%	26%	19%	20	24	390	20	4	5	5	222	6	3
Don't Know/Not Applicable	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0	1	1	0	0	0	0	1	0	0

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

Strongly disagree	3%	4%	3%	3%	5%	4%	5%	3%	0%	0%	2	5	36	2	1	1	3	19	0	0
Disagree	6%	4%	10%	12%	14%	4%	16%	11%	17%	0%	4	6	136	7	3	1	9	83	4	0
Neither disagree nor agree	31%	28%	18%	17%	19%	37%	23%	18%	22%	19%	20	38	253	10	4	10	13	138	5	3
Agree	46%	46%	52%	45%	52%	44%	41%	49%	52%	56%	30	62	720	26	11	12	23	364	12	9
Strongly agree	6%	8%	13%	14%	10%	4%	5%	15%	9%	13%	4	11	176	8	2	1	3	112	2	2
Don't Know/Not Applicable	8%	10%	4%	9%	0%	7%	9%	5%	0%	13%	5	14	59	5	0	2	5	35	0	2

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

Strongly disagree	8%	12%	4%	5%	10%	0%	14%	6%	17%	6%	5	16	57	3	2	0	8	41	4	1
Disagree	12%	13%	13%	14%	38%	12%	26%	14%	13%	19%	8	18	178	8	8	3	15	105	3	3
Neither disagree nor agree	20%	35%	20%	21%	14%	42%	19%	21%	17%	19%	13	47	279	12	3	11	11	159	4	3
Agree	40%	21%	44%	41%	29%	35%	23%	44%	48%	38%	26	28	606	24	6	9	13	329	11	6
Strongly agree	5%	7%	10%	10%	5%	4%	2%	7%	0%	0%	3	9	132	6	1	1	1	51	0	0
Don't Know/Not Applicable	15%	13%	10%	9%	5%	8%	16%	9%	4%	19%	10	18	131	5	1	2	9	67	1	3

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**99. When changes are made in my organization the employees usually lose out in the end**

Strongly disagree	0%	7%	6%	5%	5%	0%	2%	3%	0%	6%
Disagree	14%	13%	28%	18%	10%	7%	14%	25%	22%	25%
Neither disagree nor agree	38%	42%	35%	42%	33%	63%	42%	38%	48%	38%
Agree	12%	19%	15%	12%	14%	11%	16%	17%	17%	19%
Strongly agree	5%	4%	7%	5%	14%	7%	12%	6%	4%	6%
Don't Know/Not Applicable	32%	14%	9%	18%	24%	11%	14%	11%	9%	6%

0	10	79	3	1	0	1	25	0	1
9	18	383	10	2	2	8	188	5	4
25	57	488	24	7	17	24	281	11	6
8	26	211	7	3	3	9	130	4	3
3	6	99	3	3	2	7	41	1	1
21	19	122	10	5	3	8	85	2	1

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

Strongly disagree	6%	14%	8%	7%	14%	4%	9%	11%	17%	6%
Disagree	9%	14%	8%	10%	10%	4%	5%	9%	4%	6%
Neither disagree nor agree	17%	32%	22%	19%	19%	33%	30%	26%	13%	31%
Agree	36%	26%	33%	31%	24%	33%	32%	21%	30%	19%
Strongly agree	24%	11%	26%	28%	24%	7%	5%	11%	17%	13%
Don't Know/Not Applicable	8%	4%	3%	5%	10%	19%	18%	22%	17%	25%

4	19	107	4	3	1	5	82	4	1
6	19	110	6	2	1	3	68	1	1
11	44	304	11	4	9	17	196	3	5
24	35	457	18	5	9	18	160	7	3
16	15	363	16	5	2	3	79	4	2
5	5	44	3	2	5	10	165	4	4

**SUPERVISOR'S SECTION**

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

Strongly disagree	0%	3%	2%	4%	11%	0%	0%	14%	0%	33%
Disagree	8%	3%	8%	8%	0%	33%	42%	17%	29%	0%
Neither disagree nor agree	8%	16%	10%	8%	22%	17%	17%	16%	0%	0%
Agree	48%	31%	44%	24%	11%	50%	17%	25%	14%	0%
Strongly agree	4%	9%	10%	16%	0%	0%	0%	2%	0%	0%
Don't Know/Not Applicable	32%	38%	25%	40%	56%	0%	25%	27%	57%	67%

0	1	11	1	1	0	0	30	0	1
2	1	42	2	0	2	5	36	2	0
2	5	51	2	2	1	2	34	0	0
12	10	221	6	1	3	2	53	1	0
1	3	52	4	0	0	0	4	0	0
8	12	128	10	5	0	3	58	4	2

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

Strongly disagree	0%	0%	4%	4%	0%	0%	0%	2%	0%	33%
Disagree	4%	3%	13%	8%	0%	0%	17%	8%	14%	0%
Neither disagree nor agree	12%	16%	13%	12%	40%	50%	17%	12%	0%	0%
Agree	44%	26%	32%	16%	10%	17%	42%	35%	14%	0%
Strongly agree	4%	7%	5%	20%	0%	0%	0%	7%	0%	0%
Don't Know/Not Applicable	36%	48%	32%	40%	50%	33%	25%	36%	71%	67%

0	0	20	1	0	0	0	5	0	1
1	1	65	2	0	0	2	18	1	0
3	5	65	3	4	3	2	26	0	0
11	8	160	4	1	1	5	75	1	0
1	2	24	5	0	0	0	14	0	0
9	15	160	10	5	2	3	77	5	2

**103. I have met with other supervisors and/or our pay pool manager to ensure consistency in performance ratings**

Strongly disagree	4%	3%	4%	8%	0%	0%	0%	5%	0%	0%
Disagree	17%	10%	11%	4%	10%	17%	17%	20%	14%	0%
Neither disagree nor agree	4%	26%	11%	12%	40%	17%	25%	15%	0%	33%
Agree	25%	23%	29%	16%	0%	17%	17%	13%	14%	0%
Strongly agree	8%	0%	12%	16%	0%	0%	0%	1%	0%	0%

1	1	22	2	0	0	0	11	0	0
4	3	53	1	1	1	2	43	1	0
1	8	53	3	4	1	3	32	0	1
6	7	143	4	0	1	2	28	1	0
2	0	58	4	0	0	0	3	0	0

	Percentages									
	Demo. Group					Comp. Group				
	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
Don't Know/Not Applicable	42%	39%	34%	44%	50%	50%	42%	45%	71%	67%

	Raw Data									
	Demo. Group					Comp. Group				
	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
	10	12	168	11	5	3	5	96	5	2

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

Strongly disagree	0%	0%	3%	13%	0%	0%	8%	2%	0%	33%
Disagree	16%	10%	12%	9%	10%	0%	25%	17%	0%	0%
Neither disagree nor agree	12%	26%	18%	4%	40%	33%	25%	15%	14%	0%
Agree	12%	13%	29%	13%	10%	33%	17%	22%	14%	0%
Strongly agree	12%	7%	5%	17%	0%	0%	0%	3%	0%	0%
Don't Know/Not Applicable	48%	45%	32%	44%	40%	33%	25%	41%	71%	67%

0	0	16	3	0	0	1	5	0	1
4	3	60	2	1	0	3	36	0	0
3	8	89	1	4	2	3	33	1	0
3	4	145	3	1	2	2	47	1	0
3	2	25	4	0	0	0	6	0	0
12	14	158	10	4	2	3	87	5	2

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

Strongly disagree	0%	10%	4%	12%	0%	0%	0%	1%	0%	0%
Disagree	20%	26%	30%	24%	20%	17%	25%	17%	14%	0%
Neither disagree nor agree	24%	16%	22%	12%	30%	33%	17%	27%	0%	33%
Agree	0%	3%	7%	4%	0%	17%	17%	10%	14%	0%
Strongly agree	0%	0%	3%	8%	0%	17%	8%	5%	0%	0%
Don't Know/Not Applicable	56%	45%	34%	40%	50%	17%	33%	40%	71%	67%

0	3	22	3	0	0	0	3	0	0
5	8	146	6	2	1	3	36	1	0
6	5	108	3	3	2	2	57	0	1
0	1	36	1	0	1	2	22	1	0
0	0	16	2	0	1	1	10	0	0
14	14	167	10	5	1	4	86	5	2

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

Strongly disagree	0%	3%	4%	8%	0%	0%	0%	3%	0%	0%
Disagree	8%	26%	33%	20%	20%	33%	25%	15%	14%	0%
Neither disagree nor agree	25%	19%	21%	28%	30%	17%	25%	24%	14%	33%
Agree	8%	3%	8%	0%	0%	33%	17%	15%	0%	0%
Strongly agree	0%	0%	2%	8%	0%	17%	0%	1%	0%	0%
Don't Know/Not Applicable	58%	48%	33%	36%	50%	0%	33%	41%	71%	67%

0	1	19	2	0	0	0	7	0	0
2	8	162	5	2	2	3	32	1	0
6	6	105	7	3	1	3	51	1	1
2	1	37	0	0	2	2	32	0	0
0	0	9	2	0	1	0	2	0	0
14	15	161	9	5	0	4	87	5	2

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

Strongly disagree	0%	3%	2%	4%	0%	0%	0%	1%	0%	0%
Disagree	13%	17%	19%	20%	0%	0%	18%	5%	14%	0%
Neither disagree nor agree	13%	17%	26%	16%	40%	17%	27%	18%	0%	0%
Agree	25%	3%	16%	12%	0%	67%	18%	26%	0%	33%
Strongly agree	0%	3%	4%	8%	0%	0%	0%	5%	14%	0%
Don't Know/Not Applicable	50%	55%	35%	40%	60%	17%	36%	46%	71%	67%

0	1	9	1	0	0	0	2	0	0
3	5	91	5	0	0	2	11	1	0
3	5	126	4	4	1	3	38	0	0
6	1	77	3	0	4	2	54	0	1
0	1	18	2	0	0	0	10	1	0
12	16	169	10	6	1	4	97	5	2

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

Strongly disagree	0%	3%	1%	4%	20%	0%	0%	2%	0%	0%
Disagree	9%	7%	10%	16%	10%	17%	10%	21%	14%	33%
Neither disagree nor agree	26%	13%	28%	16%	20%	50%	40%	29%	0%	33%
Agree	17%	23%	28%	24%	0%	33%	20%	12%	14%	0%
Strongly agree	0%	3%	2%	4%	0%	0%	0%	0%	14%	0%
Don't Know/Not Applicable	48%	50%	32%	36%	50%	0%	30%	36%	57%	33%

0	1	7	1	2	0	0	5	0	0
2	2	49	4	1	1	1	43	1	1
6	4	135	4	2	3	4	61	0	1
4	7	136	6	0	2	2	25	1	0
0	1	9	1	0	0	0	0	1	0
11	15	155	9	5	0	3	76	4	1

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

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

Strongly disagree	0%	0%	1%	4%	0%	0%	1%	0%	0%
Disagree	9%	17%	15%	20%	0%	0%	18%	11%	14%
Neither disagree nor agree	27%	17%	18%	16%	40%	17%	36%	11%	14%
Agree	18%	17%	31%	4%	10%	67%	18%	31%	0%
Strongly agree	5%	13%	14%	20%	10%	0%	0%	20%	29%
Don't Know/Not Applicable	41%	37%	21%	36%	40%	17%	27%	26%	43%

0	0	5	1	0	0	0	1	0	0
2	5	76	5	0	0	2	24	1	0
6	5	89	4	4	1	4	24	1	0
4	5	153	1	1	4	2	66	0	1
1	4	68	5	1	0	0	43	2	0
9	11	102	9	4	1	3	54	3	2

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

Strongly disagree	0%	3%	1%	4%	0%	0%	0%	1%	0%
Disagree	4%	17%	10%	8%	0%	0%	8%	0%	0%
Neither disagree nor agree	17%	13%	17%	16%	50%	0%	27%	10%	0%
Agree	26%	10%	32%	16%	0%	50%	46%	28%	0%
Strongly agree	13%	20%	18%	24%	10%	33%	0%	26%	43%
Don't Know/Not Applicable	39%	37%	23%	32%	40%	17%	27%	28%	57%

0	1	4	1	0	0	0	1	0	0
1	5	50	2	0	0	0	17	0	0
4	4	85	4	5	0	3	22	0	0
6	3	156	4	0	3	5	59	0	1
3	6	87	6	1	2	0	54	3	0
9	11	111	8	4	1	3	58	4	2

**111. I feel my ability to manage is restricted by unnecessary personnel rules and regulations**

Strongly disagree	0%	3%	2%	4%	0%	0%	0%	1%	0%
Disagree	9%	17%	24%	20%	0%	0%	18%	18%	14%
Neither disagree nor agree	30%	30%	23%	8%	38%	50%	36%	20%	0%
Agree	17%	0%	19%	8%	13%	33%	9%	23%	0%
Strongly agree	0%	3%	6%	20%	0%	0%	0%	8%	14%
Don't Know/Not Applicable	44%	47%	27%	40%	50%	17%	36%	31%	71%

0	1	8	1	0	0	0	1	0	0
2	5	116	5	0	0	2	37	1	0
7	9	113	2	3	3	4	43	0	1
4	0	92	2	1	2	1	48	0	0
0	1	29	5	0	0	0	17	1	0
10	14	132	10	4	1	4	66	5	2

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

Strongly disagree	0%	0%	7%	8%	20%	0%	18%	6%	14%
Disagree	14%	17%	19%	24%	10%	17%	0%	29%	0%
Neither disagree nor agree	14%	17%	12%	0%	30%	33%	46%	14%	0%
Agree	14%	13%	26%	12%	0%	33%	9%	14%	14%
Strongly agree	9%	0%	2%	16%	0%	0%	0%	0%	0%
Don't Know/Not Applicable	50%	53%	34%	40%	40%	17%	27%	37%	71%

0	0	35	2	2	0	2	12	1	0
3	5	91	6	1	1	0	62	0	1
3	5	59	0	3	2	5	29	0	0
3	4	130	3	0	2	1	30	1	0
2	0	11	4	0	0	0	0	0	0
11	16	166	10	4	1	3	79	5	2

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

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

Strongly disagree	5%	7%	6%	12%	20%	0%	18%	2%	0%	0%
Disagree	14%	10%	20%	32%	20%	33%	9%	25%	0%	33%
Neither disagree nor agree	14%	17%	12%	4%	20%	33%	9%	11%	17%	0%
Agree	5%	17%	28%	8%	0%	17%	36%	23%	17%	0%
Strongly agree	9%	0%	2%	8%	0%	0%	0%	2%	17%	0%
Don't Know/Not Applicable	55%	50%	32%	36%	40%	17%	27%	36%	50%	67%

1	2	28	3	2	0	2	5	0	0
3	3	100	8	2	2	1	53	0	1
3	5	59	1	2	2	1	22	1	0
1	5	137	2	0	1	4	49	1	0
2	0	10	2	0	0	0	4	1	0
12	15	158	9	4	1	3	76	3	2

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

Strongly disagree	9%	7%	19%	20%	20%	20%	22%	15%	14%	0%
Disagree	17%	23%	31%	16%	10%	60%	22%	34%	14%	33%
Neither disagree nor agree	22%	7%	12%	12%	30%	0%	22%	12%	0%	0%
Agree	4%	10%	7%	12%	0%	20%	22%	5%	0%	0%
Strongly agree	0%	3%	1%	4%	0%	0%	0%	1%	0%	0%
Don't Know/Not Applicable	48%	50%	29%	36%	40%	0%	11%	34%	71%	67%

2	2	94	5	2	1	2	31	1	0
4	7	153	4	1	3	2	71	1	1
5	2	60	3	3	0	2	25	0	0
1	3	36	3	0	1	2	10	0	0
0	1	4	1	0	0	0	2	0	0
11	15	143	9	4	0	1	72	5	2

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

Strongly disagree	13%	7%	19%	16%	10%	20%	9%	20%	14%	0%
Disagree	9%	20%	25%	28%	10%	40%	27%	26%	14%	33%
Neither disagree nor agree	17%	10%	14%	4%	30%	40%	9%	14%	0%	0%
Agree	13%	13%	11%	16%	0%	0%	27%	8%	0%	0%
Strongly agree	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%
Don't Know/Not Applicable	48%	50%	31%	36%	50%	0%	27%	33%	71%	67%

3	2	92	4	1	1	1	42	1	0
2	6	122	7	1	2	3	54	1	1
4	3	67	1	3	2	1	29	0	0
3	4	52	4	0	0	3	16	0	0
0	0	3	0	0	0	0	1	0	0
11	15	153	9	5	0	3	70	5	2

**116. The current pay system is flexible**

Strongly disagree	0%	0%	3%	8%	10%	0%	10%	10%	29%	33%
Disagree	13%	3%	10%	16%	0%	40%	20%	32%	43%	33%
Neither disagree nor agree	4%	26%	15%	20%	0%	40%	0%	18%	0%	0%
Agree	48%	39%	47%	28%	50%	20%	30%	15%	0%	0%
Strongly agree	9%	10%	7%	12%	10%	0%	10%	1%	0%	0%
Don't Know/Not Applicable	26%	23%	19%	16%	30%	0%	30%	23%	29%	33%

0	0	13	2	1	0	1	21	2	1
3	1	51	4	0	2	2	68	3	1
1	8	75	5	0	2	0	39	0	0
11	12	230	7	5	1	3	32	0	0
2	3	33	3	1	0	1	3	0	0
6	7	91	4	3	0	3	49	2	1

**117. I understand how to use the current pay system**

Strongly disagree	0%	0%	1%	4%	10%	0%	0%	2%	0%	0%
Disagree	0%	7%	5%	4%	10%	20%	9%	4%	14%	0%
Neither disagree nor agree	13%	32%	12%	4%	30%	20%	18%	17%	0%	33%
Agree	44%	29%	51%	56%	20%	40%	46%	48%	14%	0%
Strongly agree	4%	10%	12%	12%	0%	20%	0%	6%	14%	0%
Don't Know/Not Applicable	39%	23%	20%	20%	30%	0%	27%	24%	57%	67%

0	0	4	1	1	0	0	4	0	0
0	2	25	1	1	1	1	8	1	0
3	10	56	1	3	1	2	36	0	1
10	9	247	14	2	2	5	102	1	0
1	3	58	3	0	1	0	12	1	0
9	7	97	5	3	0	3	50	4	2

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**118. The current pay system provides a competitive range of entry salaries, which has positively affected my ability to negotiate with applicants**

Strongly disagree	0%	0%	1%	4%	10%	0%	0%	5%	0%	0%	0	0	5	1	1	0	0	10	0	0
Disagree	13%	0%	5%	0%	0%	20%	9%	18%	17%	33%	3	0	26	0	0	1	1	38	1	1
Neither disagree nor agree	4%	10%	18%	8%	20%	20%	36%	23%	0%	0%	1	3	88	2	2	1	4	48	0	0
Agree	39%	31%	31%	36%	20%	40%	18%	17%	0%	0%	9	9	153	9	2	2	2	36	0	0
Strongly agree	4%	10%	9%	16%	0%	0%	0%	1%	17%	0%	1	3	43	4	0	0	0	1	1	0
Don't Know/Not Applicable	39%	48%	36%	36%	50%	20%	36%	37%	67%	67%	9	14	178	9	5	1	4	79	4	2

**119. The current pay system has positively affected my ability to retain employees**

Strongly disagree	0%	0%	2%	4%	0%	0%	0%	1%	0%	33%	0	0	12	1	0	0	0	3	0	1
Disagree	4%	7%	7%	8%	0%	20%	9%	14%	0%	33%	1	2	33	2	0	1	1	30	0	1
Neither disagree nor agree	17%	17%	29%	20%	60%	40%	27%	29%	14%	0%	4	5	140	5	6	2	3	61	1	0
Agree	30%	10%	22%	20%	0%	20%	27%	13%	0%	0%	7	3	107	5	0	1	3	28	0	0
Strongly agree	4%	14%	6%	8%	0%	0%	0%	1%	14%	0%	1	4	29	2	0	0	0	2	1	0
Don't Know/Not Applicable	44%	52%	35%	40%	40%	20%	36%	41%	71%	33%	10	15	170	10	4	1	4	85	5	1

**120. While at DOC, have you ever officially terminated a new employee during the one-year probation period?**

Yes	5%	0%	7%	4%	0%	0%	0%	8%	0%	0%	1	0	30	1	0	0	0	15	0	0
No	95%	100%	93%	96%	100%	100%	100%	92%	100%	100%	21	25	425	22	10	5	10	178	6	3

**121. Have you ever encouraged an employee to leave voluntarily during the one-year probation period?**

Yes	5%	0%	8%	5%	10%	0%	0%	8%	0%	0%	1	0	36	1	1	0	0	15	0	0
No	95%	100%	92%	96%	90%	100%	100%	92%	100%	100%	19	24	415	21	9	5	10	177	6	3

**122. Do you feel the length of time of the one-year probation period is:**

Too long	5%	13%	3%	4%	20%	0%	0%	6%	20%	0%	1	3	15	1	2	0	0	11	1	0
About right	90%	83%	72%	65%	50%	100%	90%	75%	80%	100%	18	20	318	15	5	5	9	140	4	3
Too short	5%	4%	25%	30%	30%	0%	10%	19%	0%	0%	1	1	111	7	3	0	1	35	0	0

**123. Have you hired employees who qualified for the three-year probation period for ZP employees performing research and development work? (Demo. Group only)**

Yes	10%	9%	8%	13%	0%						2	2	34	3	0					
No	60%	65%	75%	65%	70%						12	15	329	15	7					
Don't Know/Not Applicable	30%	26%	18%	22%	30%						6	6	77	5	3					

**124. The three-year probationary period for ZP employees performing research and development work is useful because it gives me more time to evaluate their performance (Demo. Group only)**

Strongly disagree	0%	4%	7%	0%	0%						0	1	3	0	0					
Disagree	0%	4%	1.5%	4%	10%						0	1	7	1	1					
Neither disagree nor agree	20%	19%	13%	4%	10%						4	5	58	1	1					
Agree	25%	19%	19%	13%	20%						5	5	87	3	2					
Strongly agree	5%	8%	9%	13%	0						1	2	40	3	0					

	Percentages										Raw Data									
	Demo. Group					Comp. Group					Demo. Group					Comp. Group				
	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
Don't Know/Not Applicable	50%	46%	57%	67%	60%						10	12	257	16	6					

**125. If necessary, I am able to terminate ZP employees performing research and development work within the three-year probationary period (Demo. Group only)**

Strongly disagree	0%	0%	1%	0%	0%						0	0	4	0	0					
Disagree	0%	0%	2%	0%	0%						0	0	9	0	1					
Neither disagree nor agree	5%	15%	16%	12%	30%						1	4	73	3	3					
Agree	20%	12%	6%	7%	0%						4	3	29	1	0					
Strongly agree	0%	0%	1%	0%	0%						0	0	5	0	0					
Don't Know/Not Applicable	75%	73%	74%	83%	60%						15	19	331	20	6					

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**126. How satisfied are you with the NEW employees in the following categories? (Demo. Group Only)**

**A. Scientific and Engineering**

Very Dissatisfied	0%	0%	1%	0%	0%					
Dissatisfied	0%	0%	3%	0%	0%					
Neither dissatisfied nor satisfied	38%	50%	34%	19%	71%					
Satisfied	63%	35%	48%	52%	29%					
Very satisfied	0%	15%	15%	24%	0%					
Don't Know/Not Applicable	0%	0%	0%	0%	0%					

0	0	1	0	0						
0	0	10	1	0						
6	10	136	4	5						
10	7	189	11	2						
0	3	59	5	0						
0	0	0	0	0						

**B. Scientific and Engineering Technician**

Very Dissatisfied	0%	0%	2%	6%	0%					
Dissatisfied	0%	0%	2%	6%	14%					
Neither dissatisfied nor satisfied	54%	63%	52%	41%	71%					
Satisfied	46%	26%	40%	47%	14%					
Very satisfied	0%	11%	6%	0%	0%					
Don't Know/Not Applicable	0%	0%	0%	0%	0%					

0	0	0	1	0						
0	0	9	1	1						
7	12	192	7	5						
6	5	146	8	0						
0	2	21	0	0						
0	0	0	0	0						

**C. Administrative**

Very Dissatisfied	0%	4%	2%	5%	0%					
Dissatisfied	7%	9%	10%	10%	0%					
Neither dissatisfied nor satisfied	13%	30%	24%	20%	44%					
Satisfied	40%	17%	28%	20%	11%					
Very satisfied	31%	0%	7%	5%	11%					
Don't Know/Not Applicable	27%	39%	28%	40%	33%					

0	1	10	1	0						
1	2	40	2	0						
2	7	101	4	4						
6	4	118	4	1						
2	0	31	1	1						
4	9	117	8	3						

**D. Support**

Very Dissatisfied	0%	4%	2%	5%	0%					
Dissatisfied	0%	4%	8%	5%	0%					
Neither dissatisfied nor satisfied	20%	30%	26%	20%	44%					
Satisfied	53%	22%	31%	20%	22%					
Very satisfied	0%	4%	4%	5%	0%					
Don't Know/Not Applicable	27%	35%	30%	45%	33%					

0	1	8	1	0						
0	1	32	1	0						
3	7	106	4	4						
8	5	126	4	2						
0	1	16	1	0						
4	8	121	9	3						



Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

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

**A. Professional**

Very dissatisfied		0%	0%	2%	0%	0%	0	0	4	0	0
Dissatisfied		0%	20%	6%	0%	0%	0	2	11	0	0
Neither dissatisfied nor satisfied		40%	10%	17%	20%	0%	2	1	32	1	0
Satisfied		60%	50%	56%	20%	67%	3	5	103	1	2
Very satisfied		0%	20%	19%	60%	33%	0	2	34	3	1
Don't Know/Not Applicable		0%	0%	0%	0%	0%	0	0	0	0	0

**B. Administrative**

Very dissatisfied		0%	0%	6%	0%	0%	0	0	11	0	0
Dissatisfied		20%	10%	13%	20%	0%	1	1	24	1	0
Neither dissatisfied nor satisfied		60%	20%	36%	20%	0%	3	2	64	1	0
Satisfied		20%	50%	41%	20%	0%	1	5	73	1	0
Very satisfied		0%	20%	4%	40%	100%	0	2	8	2	3
Don't Know/Not Applicable		0%	0%	0%	0%	0%	0	0	0	0	0

**C. Technical**

Very dissatisfied		0%	0%	3%	0%	0%	0	0	5	0	0
Dissatisfied		20%	20%	5%	0%	0%	1	2	8	0	0
Neither dissatisfied nor satisfied		40%	10%	28%	0%	0%	2	1	50	0	0
Satisfied		40%	60%	54%	40%	67%	2	6	96	2	2
Very satisfied		0%	10%	11%	60%	33%	0	1	20	3	1
Don't Know/Not Applicable		0%	0%	0%	0%	0%	0	0	0	0	0

**D. Clerical**

Very Dissatisfied		0%	0%	6%	20%	0%	0	0	10	1	0
Dissatisfied		20%	20%	14%	0%	0%	1	2	26	0	0
Neither dissatisfied nor satisfied		60%	30%	41%	40%	0%	3	3	74	2	0
Satisfied		20%	40%	35%	20%	33%	1	4	63	1	1
Very satisfied		0%	10%	4%	20%	67%	0	1	7	1	2
Don't Know/Not Applicable		0%	0%	0%	0%	0%	0	0	0	0	0

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**E. Other**

Very Dissatisfied						0%	0%	1%	0%	0%							0	0	2	0	0
Dissatisfied						0%	11%	1%	0%	0%							0	1	2	0	0
Neither dissatisfied nor satisfied						100%	56%	69%	60%	33%							5	5	113	3	1
Satisfied						0%	22%	28%	20%	33%							0	2	46	1	1
Very satisfied						0%	11%	1%	20%	33%							0	1	2	1	1
Don't Know/Not Applicable						0%	0%	0%	0%	0%							0	0	0	0	0

**128. On average, I interact with the servicing Human Resources Office**

Not at all	0%	0%	1%	0%	0%	0%	0%	3%	5%	0%	0	0	2	0	0	0	0	13	1	0
Quarterly	0%	20%	3%	20%	0%	11%	17%	7%	0%	11%	0	2	5	1	0	2	4	30	0	1
Monthly	0%	10%	14%	0%	33%	0%	9%	15%	23%	11%	0	1	26	0	1	0	2	65	5	1
Weekly	30%	30%	37%	60%	0%	26%	35%	39%	36%	22%	3	3	70	3	0	5	8	171	8	2
Daily	40%	40%	45%	20%	67%	63%	39%	36%	36%	57%	2	4	84	1	2	12	9	156	8	5

**129. The servicing Human Resources office has a good understanding of my work unit's operations and mission**

Strongly disagree	0%	0%	8%	0%	0%	0%	4%	5%	4%	20%	0	0	15	0	0	0	1	24	1	2
Disagree	40%	20%	20%	20%	33%	11%	4%	12%	13%	30%	2	2	40	1	1	2	1	55	3	3
Neither disagree nor agree	40%	30%	17%	0%	0%	26%	4%	21%	13%	0%	2	3	33	0	0	5	1	92	3	0
Agree	20%	20%	21%	40%	0%	26%	36%	25%	35%	0%	1	2	41	2	0	5	9	112	8	0
Strongly agree	0%	0%	2%	20%	0%	0%	8%	7%	13%	0%	0	0	4	1	0	0	2	31	3	0
Don't Know/Not Applicable	0%	30%	33%	20%	67%	37%	44%	30%	22%	50%	0	3	64	1	2	7	11	135	5	5

**130. The servicing Human Resources office provides me with valuable services**

Strongly disagree	0%	0%	7%	0%	0%	5%	8%	5%	4%	20%	0	0	13	0	0	1	2	23	1	2
Disagree	40%	20%	15%	0%	0%	16%	12%	9%	4%	20%	2	2	29	0	0	3	3	39	1	2
Neither disagree nor agree	0%	30%	22%	20%	33%	26%	12%	17%	26%	10%	0	3	43	1	1	5	3	78	6	1
Agree	60%	40%	30%	20%	33%	26%	24%	35%	30%	0%	3	4	59	1	1	5	6	155	7	0
Strongly agree	0%	0%	4%	20%	0%	5%	8%	10%	22%	0%	0	0	7	1	0	1	2	45	5	0
Don't Know/Not Applicable	0%	10%	23%	40%	33%	21%	36%	24%	13%	50%	0	1	45	2	1	4	9	109	3	5

**131. The servicing Human Resources office helps me perform my job effectively**

Strongly disagree	0%	0%	7%	0%	0%	5%	8%	5%	5%	20%	0	0	14	0	0	1	2	22	1	2
Disagree	40%	20%	19%	0%	0%	15%	12%	11%	14%	20%	2	2	37	0	0	3	3	47	3	2
Neither disagree nor agree	40%	30%	26%	20%	33%	25%	20%	26%	32%	10%	2	3	51	1	1	5	5	115	7	1
Agree	20%	20%	20%	20%	33%	35%	24%	28%	23%	0%	1	2	39	1	1	7	6	126	5	0
Strongly agree	0%	0%	2%	20%	0%	0%	4%	8%	9%	0%	0	0	4	1	0	0	1	35	2	0
Don't Know/Not Applicable	0%	30%	26%	40%	33%	20%	32%	23%	18%	50%	0	3	52	2	1	4	8	104	4	5

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

**132. The servicing Human Resources office helps me achieve my organization's mission**

Strongly disagree	0%	0%	8%	0%	0%	5%	8%	5%	4%	20%
Disagree	40%	20%	17%	20%	0%	11%	12%	9%	13%	20%
Neither disagree nor agree	20%	20%	25%	0%	33%	32%	8%	25%	30%	10%
Agree	40%	40%	24%	20%	0%	32%	28%	31%	22%	0%
Strongly agree	0%	0%	1%	20%	0%	0%	8%	7%	9%	0%
Don't Know/Not Applicable	0%	20%	26%	40%	67%	21%	36%	25%	22%	50%

0	0	16	0	0	1	2	23	1	2
2	2	33	1	0	2	3	38	3	2
1	2	49	0	1	6	2	110	7	1
2	4	46	1	0	6	7	137	5	0
0	0	2	1	0	0	2	30	2	0
0	2	50	2	2	4	9	110	5	5