

APPENDIX C-2

SUMMATIVE YEAR—SURVEY RESULTS

Summative Year—Survey Results

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

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

BACKGROUND INFORMATION

1. What is your gender?

male	57%	50%	73%	59%	53%	77%
female	43%	50%	27%	41%	47%	23%

709	448	261	454	307	147
536	440	96	311	268	43

2. What is your race/national origin?

Native American	1%	1%	0%	1%	1%	0%
Asian or Pacific Islander	4%	4%	5%	7%	7%	7%
African-American	9%	10%	5%	3%	4%	3%
Caucasian	82%	81%	86%	87%	86%	89%
other	4%	4%	4%	2%	3%	2%

12	11	1	5	5	0
52	35	17	53	40	13
110	91	19	26	21	5
1,024	716	308	653	485	168
44	31	13	18	15	3

3. Are you of:

Hispanic origin	4%	4%	4%	4%	4%	4%
Non-Hispanic origin	96%	96%	96%	96%	96%	96%

46	34	12	28	21	7
1,139	812	327	687	516	171

4. What is your employment status?

full time	98%	97%	99%	95%	94%	99%
part time	2%	3%	1%	3%	4%	1%
seasonal	0%	0%	0%	1%	1%	0%
other	1%	1%	0%	1%	1%	0%

1,208	851	357	730	542	188
28	25	3	26	25	1
0	0	0	4	4	0
3	3	0	5	5	0

5. What is your pay category?

GS/GM				97%	99%	91%
ST/SL-3104 (senior level scientist)				1%	1%	2%
SES				2%	1%	8%
Demo Project Career Paths (ZA, SP, ZS, ST)	100%	100%	100%			

			752	578	174
			7	4	3
			18	3	15
1,261	897	364			

6. To what age category do you belong?

under 20	1%	1%	1%	1%	1%	0%
20-29	6%	8%	1%	6%	7%	1%
30-39	21%	24%	13%	20%	23%	11%
40-49	34%	34%	34%	30%	29%	31%
50-55	21%	19%	27%	21%	18%	29%
over 55	18%	16%	24%	23%	21%	29%

3	2	1	7	7	0
71	67	4	44	43	1
260	212	48	152	131	21
422	299	123	227	168	59
266	167	99	158	102	56
228	142	86	178	123	55

7. What is your highest level of education completed?

elementary school	1%	0%	1%	0%	0%	0%
some high school/technical training	0%	0%	0%	1%	1%	1%
graduated from high school/GED	2%	3%	1%	1%	2%	1%
high school diploma plus technical training/apprenticeship	2%	3%	1%	3%	3%	3%
some college	12%	14%	7%	8%	9%	5%
associate degree	5%	6%	2%	5%	7%	2%
bachelor's degree	22%	23%	19%	19%	23%	9%
some grad school	14%	13%	16%	9%	10%	5%
master's degree	29%	26%	34%	26%	26%	27%
doctorate degree	14%	11%	20%	27%	20%	48%

1	0	1	0	0	0
0	0	0	6	5	1
29	26	3	11	9	2
28	27	1	21	15	6
151	127	24	63	54	9
65	56	9	42	38	4
275	205	70	148	131	17
174	117	57	70	60	10
361	236	125	202	151	51
174	100	74	209	117	92

8. Are you receiving veterans preference?

yes	12%	11%	14%	12%	12%	11%
no	88%	89%	86%	88%	88%	89%

152	101	51	90	70	20
1,095	784	311	679	509	170

9. Are you a bargaining unit employee?

yes	7%	9%	3%	25%	28%	17%
no	93%	91%	97%	75%	72%	83%

89	79	10	189	157	32
1,134	788	346	569	412	157

10. What is your supervisory status?

non-supervisory worker	71%	100%		75%	100%	
team leader	15%		52%	10%		42%
first-line supervisor	10%		35%	8%		34%
manager	4%		14%	6%		24%

897	897		585	585	
188		188	81		81
126		126	65		65
50		50	46		46

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
11. Which specific category best describes the work you do?												
engineering	4%	4%	5%	1%	1%	2%	54	36	18	11	8	3
science	31%	29%	34%	47%	43%	60%	387	263	124	361	248	113
math/statistics	1%	1%	1%	3%	3%	2%	11	7	4	23	19	4
computing	12%	12%	12%	10%	10%	9%	150	108	42	73	57	16
economics	9%	9%	10%	4%	4%	4%	115	78	37	33	26	7
engineering technician	1%	1%	0%	1%	1%	1%	6	6	0	7	5	2
biology technician	1%	2%	1%	6%	7%	2%	18	14	4	43	40	3
electronics technician	1%	1%	0%	2%	2%	3%	6	6	0	15	10	5
physical science technician	2%	3%	1%	1%	1%	1%	26	24	2	3	2	1
meteorological technician	1%	1%	1%	0%	0%	0%	13	11	2	0	0	0
statistical assistant	1%	1%	0%	1%	1%	0%	6	6	0	5	5	0
human resources	1%	1%	1%	1%	1%	0%	5	3	2	3	3	0
finance	2%	2%	2%	1%	2%	1%	28	19	9	10	9	1
general admin	7%	7%	7%	5%	5%	5%	90	63	27	39	29	10
management analysis	6%	5%	7%	2%	2%	3%	73	46	27	14	9	5
legal	1%	1%	0%	3%	3%	1%	2	2	0	19	17	2
general business	1%	1%	1%	0%	0%	0%	6	1	5	0	0	0
accounting	3%	3%	2%	1%	1%	1%	33	25	8	5	3	2
general clerical	2%	2%	1%	1%	2%	0%	19	18	1	9	9	0
secretary	3%	4%	1%	2%	3%	0%	34	33	1	17	17	0
office automation	1%	1%	1%	1%	2%	0%	6	4	2	9	9	0
computer clerk/assistant	1%	1%	1%	1%	1%	0%	5	3	2	6	6	0
program assistant	2%	2%	1%	1%	1%	1%	24	22	2	8	7	1
other	11%	11%	12%	7%	8%	7%	137	94	43	57	44	13

12. What is your work location/duty station?												
Alaska	5%	5%	5%	6%	7%	4%	59	42	17	47	39	8
California	7%	8%	6%	9%	8%	11%	89	68	21	70	49	21
Colorado	13%	12%	15%	1%	1%	2%	160	107	53	11	7	4
Florida	3%	2%	3%	9%	9%	7%	34	22	12	68	54	14
Hawaii	2%	1%	2%	4%	5%	2%	21	13	8	30	26	4
Idaho	2%	2%	1%	0%	0%	0%	25	20	5	21	21	0
Maryland	24%	25%	23%	4%	4%	4%	306	223	83	29	21	8
Massachusetts	5%	5%	6%	9%	10%	8%	64	43	21	72	57	15
Mississippi	2%	1%	2%	3%	3%	2%	21	12	9	22	18	4
Nevada	1%	1%	1%	0%	0%	0%	4	2	2	0	0	0
New Jersey	1%	1%	1%	6%	5%	8%	4	2	2	46	30	16
North Carolina	7%	7%	7%	2%	2%	1%	88	62	26	13	11	2
Oklahoma	1%	1%	1%	1%	1%	1%	15	10	5	6	4	2
Oregon	4%	4%	2%	3%	3%	2%	46	40	6	22	18	4
Tennessee	1%	1%	1%	0%	0%	0%	3	2	1	16	16	0
Virginia	1%	1%	1%	3%	3%	4%	2	1	1	23	16	7
Washington state	4%	5%	3%	25%	23%	29%	54	42	12	191	135	56
Washington, DC	19%	19%	20%	6%	6%	6%	240	168	72	44	32	12
Other	2%	2%	2%	10%	11%	7%	22	15	7	78	64	14

13a. How many years of experience - DoC?												
less than 1 year	5%	6%	2%	9%	11%	3%	63	57	6	65	60	5
1-2 years	12%	15%	5%	9%	11%	4%	151	134	17	68	60	8
3-5 years	18%	19%	13%	12%	12%	12%	219	171	48	90	68	22
6-8 years	8%	8%	7%	5%	5%	6%	93	68	25	40	29	11
9-10 years	6%	6%	5%	5%	4%	6%	69	52	17	37	25	12
11-15 years	17%	17%	18%	17%	17%	14%	212	146	66	124	97	27
16 years or more	35%	29%	50%	43%	39%	55%	435	253	182	324	219	105

	Percentages						Counts						
	Demo. Group			Comp. Group			Demo. Group			Comp. Group			
	Total	(N)	(S)										
13b. How many years of experience - Civilian Government?													
less than 1 year	2%	2%	1%	5%	6%	0%	18	14	4	25	25	0	
1-2 years	8%	10%	3%	7%	8%	4%	73	63	10	37	31	6	
3-5 years	12%	14%	9%	9%	10%	6%	117	92	25	49	40	9	
6-8 years	7%	8%	5%	6%	7%	4%	70	54	16	33	27	6	
9-10 years	5%	6%	3%	4%	4%	4%	47	37	10	24	18	6	
11-15 years	18%	19%	17%	15%	17%	11%	176	125	51	85	69	16	
16 years or more	48%	42%	61%	54%	48%	70%	455	277	178	298	197	101	
13c. How many years of experience - Active Duty Military?													
none	74%	76%	71%	77%	77%	76%	607	436	171	380	285	95	
less than 1 year	2%	2%	3%	2%	2%	2%	19	13	6	9	6	3	
1-2 years	5%	5%	5%	5%	6%	4%	38	26	12	27	22	5	
3-5 years	9%	9%	11%	10%	10%	11%	77	51	26	51	37	14	
6-8 years	3%	3%	4%	2%	2%	4%	25	16	9	12	7	5	
9-10 years	1%	1%	1%	1%	1%	0%	9	6	3	5	5	0	
11-15 years	1%	1%	0%	1%	1%	0%	5	4	1	1	1	0	
16 years or more	4%	4%	5%	2%	2%	2%	36	24	12	11	8	3	
13d. How many years of experience - Private Sector?													
none	16%	15%	18%	14%	13%	14%	158	108	50	85	62	23	
less than 1 year	9%	9%	10%	6%	7%	5%	93	66	27	39	31	8	
1-2 years	20%	18%	23%	21%	21%	23%	198	132	66	133	97	36	
3-5 years	20%	19%	21%	22%	22%	23%	196	136	60	138	102	36	
6-8 years	9%	9%	8%	11%	11%	10%	91	67	24	67	51	16	
9-10 years	8%	9%	6%	8%	7%	11%	77	61	16	49	32	17	
11-15 years	9%	9%	9%	8%	9%	7%	91	65	26	51	40	11	
16 years or more	10%	11%	5%	10%	11%	8%	97	82	15	65	52	13	
13e. How many total years of experience?													
none	1%	1%	0%	1%	1%	0%	4	4	0	4	4	0	
less than 1 year	1%	1%	1%	2%	2%	0%	5	4	1	12	12	0	
1-2 years	2%	2%	1%	2%	2%	0%	20	19	1	10	10	0	
3-5 years	4%	6%	1%	6%	7%	3%	46	42	4	40	34	6	
6-8 years	5%	6%	3%	3%	4%	0%	53	43	10	22	22	0	
9-10 years	4%	6%	2%	4%	4%	5%	48	42	6	28	20	8	
11-15 years	12%	13%	7%	11%	12%	10%	125	101	24	76	59	17	
16 years or more	72%	67%	86%	71%	68%	82%	783	507	276	479	336	143	
14. Prior to working for DoC, how many years of experience did you have in your current field?													
less than 1 year	28%	27%	31%	23%	23%	24%	350	238	112	174	130	44	
1-2 years	12%	13%	12%	17%	18%	13%	152	110	42	129	104	25	
3-5 years	17%	18%	15%	22%	23%	21%	212	159	53	170	130	40	
6-8 years	12%	12%	11%	11%	11%	13%	149	108	41	86	62	24	
9-10 years	8%	8%	6%	7%	7%	6%	92	69	23	54	42	12	
11-15 years	10%	9%	12%	7%	7%	7%	121	79	42	52	39	13	
16 years or more	13%	12%	13%	13%	12%	16%	156	108	48	97	68	29	
15. What is your organizational unit?													
Due to problems with the survey technology, no data were collected for this question.													
16. What is your general category of work?													
administrative				10%	9%	11%					76	55	21
clerical				4%	6%	1%					34	32	2
professional				66%	63%	76%					509	364	145
technical				18%	20%	13%					139	115	24
other				2%	3%	0%					15	15	0

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
17. What is your pay grade?												
1				1%	1%	0%				5	5	0
2				1%	1%	0%				1	1	0
3				1%	1%	0%				3	3	0
4				1%	1%	1%				7	6	1
5				2%	3%	0%				15	15	0
6				4%	5%	1%				26	25	1
7				9%	11%	2%				63	59	4
8				2%	3%	1%				16	15	1
9				11%	13%	3%				77	72	5
10				1%	1%	2%				8	5	3
11				17%	19%	10%				125	108	17
12				21%	23%	16%				152	125	27
13				15%	13%	22%				107	70	37
14				9%	4%	23%				62	24	38
15				8%	4%	20%				55	21	34
18. What is your current step within your pay grade?												
step 1-4				43%	44%	40%				308	241	67
step 5-7				31%	31%	32%				221	167	54
step 8-10				26%	25%	28%				182	135	47
19. Are you at the salary ceiling (cap) at step 10 of your grade?												
yes				15%	15%	18%				110	80	30
no				79%	80%	77%				570	439	131
don't know				6%	6%	5%				41	32	9
20. What is your general category of work?												
scientific and engineering (ZP)	65%	61%	74%				810	540	270			
scientific and engineering technician (ZT)	5%	6%	1%				57	54	3			
administrative (ZA)	22%	21%	22%				267	187	80			
support (ZS)	9%	11%	3%				110	100	10			
21. What is your pay band?												
band I	1%	1%	1%				8	7	1			
band II	12%	16%	3%				152	143	9			
band III	36%	45%	15%				440	387	53			
band IV	42%	35%	58%				515	307	208			
band V	9%	3%	25%				114	25	89			
CAREER PROGRESSION												
22. The position description for my job is clear and accurate												
strongly disagree	6%	6%	7%	5%	6%	3%	76	52	24	39	34	5
disagree	10%	11%	7%	11%	12%	9%	123	96	27	86	69	17
neither	18%	18%	16%	15%	15%	15%	222	164	58	118	90	28
agree	54%	54%	53%	55%	55%	55%	678	485	193	425	320	105
strongly agree	13%	11%	17%	14%	12%	19%	157	96	61	106	69	37
23. The current job classification system at my organization has limited my career progression												
strongly disagree	12%	8%	20%	12%	10%	17%	147	75	72	89	56	33
disagree	38%	36%	42%	30%	28%	36%	472	321	151	233	164	69
neither	23%	24%	21%	26%	29%	17%	290	215	75	199	166	33
agree	17%	20%	11%	20%	20%	20%	217	177	40	155	116	39
strongly agree	10%	12%	7%	12%	14%	9%	130	105	25	96	79	17
24. The current job classification system at my organization has enhanced my career progression												
strongly disagree	9%	10%	6%	11%	12%	8%	108	88	20	83	68	15
disagree	20%	21%	16%	22%	23%	17%	246	188	58	167	134	33
neither	41%	41%	41%	41%	40%	46%	510	362	148	321	233	88
agree	25%	24%	26%	21%	21%	23%	307	212	95	166	122	44
strongly agree	7%	5%	12%	5%	4%	6%	84	42	42	37	26	11
25. I am satisfied with my chances of getting a promotion												
strongly disagree	18%	20%	12%	18%	20%	12%	224	182	42	137	114	23
disagree	20%	22%	16%	26%	25%	27%	255	197	58	198	147	51
neither	24%	24%	24%	21%	23%	17%	295	210	85	163	131	32
agree	30%	29%	35%	29%	26%	38%	384	257	127	225	153	72
strongly agree	8%	5%	14%	6%	6%	7%	95	46	49	49	36	13

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
26. In my organization, jobs are classified fairly and accurately												
strongly disagree	8%	9%	6%	9%	10%	5%	105	83	22	69	59	10
disagree	17%	18%	15%	17%	17%	18%	216	161	55	134	99	35
neither	34%	37%	24%	35%	39%	24%	420	332	88	269	223	46
agree	36%	31%	46%	34%	30%	46%	445	277	168	262	173	89
strongly agree	5%	4%	8%	5%	4%	6%	66	36	30	37	25	12

27. All in all, I am satisfied with the position classifications used in my organization												
strongly disagree	8%	9%	5%	9%	10%	6%	101	82	19	67	56	11
disagree	18%	18%	16%	20%	19%	20%	222	163	59	152	113	39
neither	29%	32%	22%	28%	30%	21%	360	281	79	214	174	40
agree	39%	36%	47%	38%	36%	46%	489	320	169	295	208	87
strongly agree	6%	5%	10%	6%	5%	7%	80	44	36	43	29	14

PERFORMANCE APPRAISAL

28. On my job I know exactly what is expected of me												
strongly disagree	3%	3%	3%	2%	3%	1%	41	30	11	17	16	1
disagree	12%	13%	8%	11%	11%	11%	146	117	29	85	63	22
neither	14%	14%	12%	12%	13%	9%	170	128	42	90	73	17
agree	54%	53%	57%	56%	57%	56%	679	473	206	436	328	108
strongly agree	18%	16%	21%	19%	17%	23%	221	146	75	144	100	44

29. My supervisor gives me adequate information on how well I am performing												
strongly disagree	6%	7%	4%	5%	6%	3%	77	62	15	38	32	6
disagree	12%	12%	11%	11%	12%	10%	151	111	40	86	67	19
neither	17%	17%	17%	15%	16%	13%	210	148	62	117	92	25
agree	48%	47%	50%	48%	46%	55%	603	420	183	373	268	105
strongly agree	17%	17%	20%	21%	21%	19%	214	151	63	158	121	37

30. I understand the performance appraisal system currently being used												
strongly disagree	5%	6%	4%	2%	3%	1%	67	54	13	18	17	1
disagree	11%	13%	5%	10%	11%	6%	132	113	19	77	66	11
neither	13%	15%	9%	13%	15%	8%	167	135	32	101	86	15
agree	55%	54%	57%	55%	54%	61%	685	481	204	426	311	115
strongly agree	16%	12%	26%	19%	17%	25%	202	109	93	148	100	48

31. My supervisor tends to inflate the performance ratings of the employees he/she supervises												
strongly disagree	13%	13%	14%	13%	13%	13%	168	116	52	99	75	24
disagree	46%	45%	47%	48%	45%	55%	571	403	168	369	263	106
neither	34%	36%	30%	32%	35%	26%	428	321	107	250	201	49
agree	5%	4%	9%	5%	5%	4%	65	34	31	36	29	7
strongly agree	2%	2%	1%	2%	2%	3%	19	16	3	18	13	5

32. My supervisor tends to deflate the performance ratings of the employees he/she supervises												
strongly disagree	9%	9%	10%	13%	12%	16%	112	77	35	101	71	30
disagree	39%	37%	46%	47%	45%	52%	491	327	164	359	260	99
neither	39%	41%	34%	35%	37%	29%	489	368	121	267	212	55
agree	9%	9%	8%	4%	4%	3%	107	77	30	28	23	5
strongly agree	4%	5%	3%	2%	2%	1%	51	41	10	13	11	2

33. My performance rating represents a fair and accurate picture of my actual performance												
strongly disagree	7%	8%	5%	4%	5%	1%	85	68	17	29	27	2
disagree	13%	13%	12%	13%	14%	13%	162	120	42	102	78	24
neither	19%	20%	17%	21%	23%	15%	236	174	62	164	135	29
agree	50%	49%	52%	50%	48%	56%	623	434	189	384	276	108
strongly agree	12%	11%	14%	12%	11%	15%	147	95	52	90	61	29

34. My performance appraisal takes into account the most important parts of my job												
strongly disagree	4%	5%	2%	2%	2%	1%	49	41	8	14	13	1
disagree	11%	12%	8%	10%	10%	11%	138	110	28	79	58	21
neither	16%	17%	13%	18%	19%	15%	198	150	48	141	112	29
agree	55%	54%	60%	56%	57%	55%	693	477	216	430	326	104
strongly agree	14%	13%	17%	13%	12%	18%	175	113	62	102	67	35

35. My supervisor and I agree on what "good performance" on my job means												
strongly disagree	3%	4%	3%	2%	2%	1%	43	32	11	12	11	1
disagree	10%	11%	6%	7%	8%	6%	124	102	22	57	45	12
neither	20%	20%	21%	19%	20%	14%	255	180	75	143	117	26
agree	52%	53%	51%	58%	57%	61%	656	471	185	447	330	117
strongly agree	14%	12%	19%	14%	13%	18%	173	104	69	109	74	35

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
36. My supervisor evaluates my performance on things not related to my job												
strongly disagree	13%	11%	19%	14%	13%	19%	165	96	69	109	73	36
disagree	47%	46%	50%	52%	52%	53%	592	411	181	399	298	101
neither	23%	25%	18%	24%	25%	21%	286	222	64	184	144	40
agree	13%	13%	12%	7%	7%	6%	162	120	42	54	43	11
strongly agree	4%	5%	2%	3%	3%	2%	48	41	7	22	19	3
37. How often do you receive feedback from your supervisor that helps you to improve your performance?												
never	7%	8%	5%	6%	7%	4%	90	71	19	46	39	7
rarely	25%	24%	27%	22%	22%	22%	313	216	97	169	127	42
sometimes	41%	42%	38%	43%	42%	46%	511	373	138	334	247	87
often	23%	22%	26%	24%	23%	25%	293	198	95	185	137	48
always	4%	4%	4%	5%	6%	4%	48	34	14	40	33	7
38a. Did you receive a numerical rating on your last performance review?												
yes	87%	85%	92%	17%	16%	20%	1,057	732	325	126	88	38
no	13%	15%	8%	83%	84%	80%	163	133	30	610	458	152
38b. Did you receive an adjective rating on your last performance review?												
yes	62%	62%	60%	71%	70%	74%	723	518	205	516	379	137
no	39%	38%	40%	29%	30%	26%	452	314	138	213	164	49
38c. Did you receive an explanation/discussion on your last performance review?												
yes	85%	84%	88%	77%	76%	78%	1,038	723	315	564	418	146
no	15%	16%	13%	23%	24%	22%	178	133	45	173	132	41
39. What was your last performance appraisal rating? Due to problems with the survey technology, no data were collected for this question.												
40. Under the present system, financial rewards are seldom related to employee performance												
strongly disagree	10%	8%	15%	8%	6%	17%	125	70	55	64	32	32
disagree	45%	43%	49%	40%	38%	48%	553	377	176	309	217	92
neither	22%	25%	16%	24%	28%	15%	278	220	58	188	160	28
agree	15%	17%	12%	18%	20%	14%	191	147	44	140	114	26
strongly agree	8%	8%	8%	9%	9%	7%	96	69	27	67	54	13
41. I understand how pay raises are given in my organization												
strongly disagree	7%	8%	4%	4%	5%	3%	84	68	16	34	29	5
disagree	17%	20%	10%	18%	20%	10%	211	174	37	136	117	19
neither	18%	21%	12%	20%	23%	11%	228	184	44	154	133	21
agree	51%	47%	59%	49%	46%	58%	632	420	212	376	266	110
strongly agree	8%	5%	15%	9%	6%	18%	95	42	53	67	33	34
42. Pay raises depend on how well you perform												
strongly disagree	8%	9%	6%	9%	10%	6%	99	76	23	71	60	11
disagree	17%	18%	15%	24%	25%	21%	216	162	54	187	147	40
neither	21%	24%	16%	30%	32%	21%	267	209	58	228	188	40
agree	46%	44%	52%	32%	28%	43%	579	389	190	247	164	83
strongly agree	7%	6%	10%	5%	4%	9%	87	49	38	38	21	17
43. I understand how awards are given in my organization												
strongly disagree	6%	7%	4%	6%	7%	3%	79	65	14	45	39	6
disagree	20%	23%	13%	19%	22%	10%	248	200	48	149	130	19
neither	22%	23%	17%	22%	25%	12%	268	206	62	169	147	22
agree	47%	44%	56%	46%	41%	62%	590	386	204	354	236	118
strongly agree	5%	3%	9%	7%	5%	14%	62	28	34	55	29	26
44. Cash awards depend on how well you perform												
strongly disagree	9%	10%	7%	7%	8%	4%	114	90	24	56	48	8
disagree	16%	17%	13%	13%	13%	11%	196	148	48	99	77	22
neither	26%	29%	19%	27%	32%	14%	322	255	67	210	184	26
agree	43%	40%	52%	44%	39%	58%	539	353	186	340	228	112
strongly agree	6%	4%	10%	8%	7%	13%	72	36	36	65	41	24
45. Bonuses for performance are awarded equitably												
strongly disagree	13%	14%	10%	12%	12%	10%	162	126	36	89	71	18
disagree	19%	18%	20%	19%	20%	15%	233	159	74	145	116	29
neither	37%	42%	24%	38%	42%	24%	454	366	88	287	241	46
agree	27%	23%	38%	28%	23%	42%	340	202	138	212	133	79
strongly agree	4%	3%	7%	4%	3%	9%	51	26	25	32	16	16

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
46. Current efforts toward employee retention have produced a higher quality, higher performing workforce												
strongly disagree	12%	12%	11%	9%	9%	6%	146	107	39	66	54	12
disagree	21%	22%	20%	25%	23%	29%	262	190	72	189	133	56
neither	43%	45%	37%	47%	49%	41%	527	395	132	357	279	78
agree	21%	18%	28%	18%	17%	23%	264	162	102	141	97	44
strongly agree	3%	3%	4%	2%	2%	1%	40	24	16	12	10	2
47. Current efforts toward employee retention have enabled managers to retain good minority employees												
strongly disagree	9%	9%	6%	7%	7%	5%	106	83	23	52	42	10
disagree	15%	15%	17%	16%	15%	21%	190	129	61	125	86	39
neither	61%	63%	56%	60%	62%	57%	760	556	204	461	353	108
agree	13%	11%	18%	15%	14%	16%	163	98	65	113	82	31
strongly agree	2%	1%	2%	1%	2%	1%	22	13	9	11	9	2
48. Current efforts toward employee retention help minority employees get paid at competitive levels												
strongly disagree	6%	7%	3%	6%	6%	4%	76	64	12	43	35	8
disagree	10%	9%	12%	10%	9%	14%	120	78	42	77	50	27
neither	63%	66%	56%	64%	66%	59%	780	575	205	488	376	112
agree	18%	15%	24%	17%	16%	20%	219	131	88	128	90	38
strongly agree	3%	3%	4%	3%	3%	3%	41	25	16	21	16	5
49. Have you received a retention payment since March 2001?												
yes	3%	3%	2%				34	28	6			
no	97%	97%	98%				1,180	832	348			
50. My retention payment was a strong incentive for me to remain within my unit												
strongly disagree	6%	5%	8%	8%	9%	6%	3	2	1	44	37	7
disagree	17%	15%	25%	10%	9%	15%	9	6	3	57	38	19
neither	42%	39%	50%	76%	77%	73%	22	16	6	416	323	93
agree	28%	34%	8%	4%	3%	6%	15	14	1	21	14	7
strongly agree	8%	7%	8%	1%	1%	1%	4	3	1	7	6	1
51. Giving a retention payment (extra money to keep an employee with critical skills from leaving) is fair												
strongly disagree	5%	5%	5%	5%	6%	3%	61	44	17	38	33	5
disagree	9%	8%	10%	11%	9%	14%	108	73	35	77	51	26
neither	23%	24%	20%	28%	31%	20%	277	206	71	203	167	36
agree	51%	51%	52%	47%	46%	50%	633	447	186	340	249	91
strongly agree	12%	12%	14%	9%	8%	13%	153	102	51	68	44	24
HIRING/RECRUITMENT												
52. Recruitment procedures allow for the opportunity to hire good minority applicants												
strongly disagree	6%	7%	5%	5%	5%	5%	76	59	17	37	27	10
disagree	10%	9%	10%	10%	8%	14%	121	83	38	73	47	26
neither	49%	53%	38%	47%	51%	37%	606	467	139	358	288	70
agree	31%	27%	41%	33%	32%	38%	381	234	147	251	178	73
strongly agree	4%	4%	6%	5%	4%	6%	52	31	21	36	24	12
53. Giving a one time recruitment bonus to attract a high quality employee is fair												
strongly disagree	3%	3%	3%	4%	5%	3%	40	28	12	33	28	5
disagree	11%	12%	8%	13%	15%	7%	136	107	29	100	86	14
neither	22%	24%	17%	24%	26%	19%	268	208	60	185	148	37
agree	56%	54%	60%	51%	48%	57%	694	478	216	386	277	109
strongly agree	9%	7%	13%	8%	6%	13%	109	63	46	59	34	25
54. Paying a high quality new hire more than other new hires is fair												
strongly disagree	5%	6%	3%	8%	9%	3%	60	51	9	57	51	6
disagree	14%	16%	8%	20%	22%	14%	167	139	28	154	127	27
neither	20%	23%	14%	19%	21%	14%	251	200	51	145	118	27
agree	53%	49%	64%	47%	43%	58%	662	431	231	355	245	110
strongly agree	8%	7%	11%	6%	5%	10%	100	59	41	45	26	19
55. Were you hired since March 2001?												
yes	18%	22%	7%	17%	20%	6%	218	192	26	127	115	12
no	83%	78%	93%	83%	80%	94%	1,029	695	334	641	463	178
56. If you were hired since March 2001, when were you hired?												
April 2001-March 2002	51%	51%	57%	36%	35%	45%	108	95	13	41	36	5
April 2002-March 2003	49%	49%	43%	64%	65%	55%	103	93	10	73	67	6
57. Have you received a one-time recruitment payment since March 2001?												
yes	6%	5%	12%	6%	5%	8%	12	9	3	7	6	1
no	94%	95%	88%	94%	95%	92%	203	180	23	116	105	11

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
58. My one-time recruitment payment was instrumental in accepting the job.												
strongly disagree	8%	10%	0%	14%	17%	0%	1	1	0	1	1	0
disagree	15%	20%	0%	0%	0%	0%	2	2	0	0	0	0
neither	23%	30%	0%	14%	17%	0%	3	3	0	1	1	0
agree	39%	40%	33%	29%	33%	0%	5	4	1	2	2	0
strongly agree	15%	0%	67%	43%	33%	100%	2	0	2	3	2	1
59. How do starting salaries for similar positions at other organizations to which you applied compare with your starting salary at your current organization?												
much less than (<90%)	6%	5%	8%	8%	6%	25%	12	10	2	9	6	3
somewhat less than (90-95%)	16%	16%	20%	21%	21%	25%	34	29	5	25	22	3
about the same	32%	32%	32%	25%	27%	8%	67	59	8	30	29	1
somewhat more than (5-10%)	18%	18%	16%	11%	12%	0%	38	34	4	13	13	0
much more than (>10%)	10%	10%	4%	14%	13%	25%	20	19	1	17	14	3
don't know	19%	18%	20%	20%	21%	17%	39	34	5	24	22	2
60. About how many weeks did it take from your initial job application to receive a formal job offer from your agency?												
less than 2 weeks	10%	11%	8%	13%	15%	0%	22	20	2	16	16	0
3-7 weeks	25%	26%	15%	30%	32%	17%	53	49	4	37	35	2
8-12 weeks	29%	29%	23%	24%	21%	50%	61	55	6	29	23	6
13-16 weeks	16%	15%	27%	10%	9%	17%	35	28	7	12	10	2
17-20 weeks	9%	9%	12%	7%	6%	8%	20	17	3	8	7	1
21 or more weeks	10%	10%	15%	16%	17%	8%	22	18	4	20	19	1
61. Have you been personally involved in recruiting or hiring any permanent employees from outside of your agency during the past year?												
yes	21%	11%	45%	18%	9%	47%	258	97	161	142	53	89
no	79%	89%	55%	82%	91%	53%	990	790	200	627	525	102
62. Degree of involvement in developing hiring strategies												
not at all	17%	31%	7%	14%	32%	3%	43	31	12	21	18	3
to a little extent	15%	22%	10%	10%	23%	1%	38	22	16	14	13	1
to some extent	31%	29%	32%	31%	26%	34%	81	29	52	46	15	31
to a great extent	25%	14%	31%	24%	16%	30%	64	14	50	36	9	27
to a very great extent	13%	3%	20%	20%	4%	31%	35	3	32	30	2	28
63. Degree of involvement in defining selection factors (knowledge, skills, and abilities)												
not at all	10%	20%	4%	8%	20%	1%	27	20	7	12	11	1
to a little extent	12%	18%	8%	6%	13%	2%	31	18	13	9	7	2
to some extent	27%	33%	23%	26%	38%	18%	71	33	38	37	21	16
to a great extent	30%	21%	35%	31%	22%	37%	78	21	57	45	12	33
to a very great extent	21%	7%	29%	28%	7%	42%	54	7	47	41	4	37
64. Degree of involvement in selecting persons hired												
not at all	10%	20%	3%	8%	19%	1%	25	20	5	11	10	1
to a little extent	7%	14%	2%	8%	22%	0%	18	14	4	12	12	0
to some extent	31%	41%	24%	19%	26%	16%	80	41	39	28	14	14
to a great extent	32%	20%	40%	37%	28%	42%	85	20	65	53	15	38
to a very great extent	21%	5%	30%	28%	6%	41%	54	5	49	40	3	37
65. What was the career path/occupational category of the most recent recruiting effort for a permanent employee in your group in which you were personally involved?												
scientist/engineer	61%	55%	65%	65%	56%	69%	157	53	104	86	27	59
scientific/engineering technician	10%	6%	12%	19%	21%	18%	25	6	19	25	10	15
administrative	19%	21%	18%	8%	4%	11%	49	20	29	11	2	9
support	10%	18%	6%	8%	19%	2%	26	17	9	11	9	2
66. What was your assessment of the overall capabilities of all the applicants for that position compared to your workforce?												
top 1% (world class)	1%	1%	0%	3%	4%	3%	1	1	0	5	2	3
top 10% (outstanding)	17%	13%	19%	13%	11%	14%	42	12	30	19	6	13
top 25% (very good)	42%	40%	42%	41%	38%	43%	106	38	68	59	20	39
average	37%	39%	35%	38%	45%	33%	93	37	56	54	24	30
below average	5%	6%	4%	4%	2%	6%	12	6	6	6	1	5
poor	1%	0%	1%	0%	0%	0%	1	0	1	0	0	0

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
67. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce?												
top 1% (world class)	3%	2%	3%	7%	4%	9%	7	2	5	10	2	8
top 10% (outstanding)	30%	21%	40%	40%	32%	27%	76	20	56	57	17	40
top 25% (very good)	40%	38%	40%	29%	31%	27%	101	36	65	41	17	24
average	15%	21%	12%	16%	22%	12%	39	20	19	23	12	11
below average	1%	0%	1%	1%	0%	2%	1	0	1	2	0	2
poor	1%	1%	0%	0%	0%	0%	1	1	0	0	0	0
too early to tell	5%	9%	3%	2%	0%	3%	13	8	5	3	0	3
no one was hired	7%	7%	6%	5%	11%	1%	17	7	10	7	6	1
68. For the most recent hire, how many offers were made before an applicant accepted the job?												
1 (top applicant accepted)	78%	75%	80%	87%	86%	87%	183	63	120	118	42	76
2	16%	20%	14%	8%	8%	8%	38	17	21	11	4	7
3	4%	5%	3%	3%	4%	2%	9	4	5	4	2	2
4	1%	0%	1%	1%	2%	0%	1	0	1	1	1	0
5 or more	1%	0%	2%	1%	0%	2%	3	0	3	2	0	2
69. How much of your time was involved (in total hours) in this recruiting/hiring process?												
0-5 hours	23%	41%	12%	19%	35%	9%	58	38	20	27	19	8
6-10 hours	27%	32%	25%	23%	24%	22%	69	29	40	32	13	19
11-15 hours	12%	8%	15%	18%	17%	19%	31	7	24	26	9	17
16-20 hours	13%	9%	16%	11%	7%	14%	34	8	26	16	4	12
more than 20 hours	24%	11%	32%	29%	17%	36%	61	10	51	41	9	32
70. For the most recent hire, how much time (in weeks) elapsed from the identification of the job												
4 or fewer weeks	13%	15%	12%	12%	14%	11%	31	13	18	17	7	10
5-8 weeks	26%	26%	26%	25%	27%	24%	63	23	40	35	14	21
9-16 weeks	31%	34%	30%	29%	29%	29%	76	30	46	41	15	26
17-25 weeks	15%	9%	19%	16%	18%	15%	37	8	29	22	9	13
more than 25 weeks	15%	15%	14%	18%	12%	21%	35	13	22	25	6	19
71. On average, what is the length of time between offering a position and the applicant accepting												
1 or fewer weeks	54%	54%	53%	50%	49%	50%	127	45	82	67	24	43
2-4 weeks	28%	27%	29%	24%	27%	22%	67	22	45	32	13	19
5-8 weeks	6%	8%	5%	10%	16%	7%	15	7	8	14	8	6
9-16 weeks	9%	10%	8%	8%	6%	9%	21	8	13	11	3	8
17-25 weeks	2%	0%	3%	7%	2%	10%	5	0	5	10	1	9
more than 25 weeks	1%	1%	1%	1%	0%	1%	2	1	1	1	0	1
72. Skills and abilities of the most recent employee I hired were a good match for the job												
strongly disagree	2%	1%	2%	1%	2%	0%	4	1	3	1	1	0
disagree	2%	3%	2%	3%	6%	1%	6	3	3	4	3	1
neither	11%	19%	6%	6%	9%	3%	27	17	10	8	5	3
agree	53%	49%	55%	51%	57%	48%	130	43	87	72	30	42
strongly agree	32%	27%	35%	40%	26%	48%	79	24	55	56	14	42
73. I am satisfied with the processes used to fill vacancies here												
strongly disagree	13%	12%	14%	16%	9%	21%	34	11	23	23	5	18
disagree	24%	30%	21%	26%	33%	22%	62	28	34	37	18	19
neither	22%	28%	19%	15%	20%	11%	56	26	30	21	11	10
agree	35%	28%	39%	37%	36%	38%	89	26	63	53	20	33
strongly agree	6%	3%	7%	6%	2%	8%	14	3	11	8	1	7
74. My unit uses relevant recruitment sources												
strongly disagree	6%	7%	6%	4%	6%	3%	15	6	9	6	3	3
disagree	11%	9%	12%	7%	8%	7%	27	8	19	10	4	6
neither	30%	35%	28%	22%	20%	23%	77	32	45	30	10	20
agree	47%	45%	48%	60%	63%	58%	120	41	79	83	32	51
strongly agree	6%	4%	7%	7%	4%	9%	15	4	11	10	2	8
75. Applicants are hired in a timely manner												
strongly disagree	16%	14%	18%	13%	20%	9%	42	13	29	19	11	8
disagree	34%	36%	33%	31%	22%	37%	88	34	54	45	12	33
neither	22%	26%	19%	22%	30%	18%	55	24	31	32	16	16
agree	24%	21%	26%	30%	28%	31%	62	20	42	43	15	28
strongly agree	4%	3%	4%	3%	0%	4%	9	3	6	4	0	4

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

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

strongly disagree	9%	9%	10%	13%	9%	16%	24	8	16	19	5	14
disagree	20%	18%	21%	24%	25%	24%	52	17	35	35	14	21
neither	35%	44%	31%	33%	36%	31%	91	41	50	48	20	28
agree	32%	28%	34%	27%	29%	26%	81	26	55	39	16	23
strongly agree	4%	2%	4%	2%	0%	3%	9	2	7	3	0	3

EMPLOYEE TURNOVER

77. What are the three factors that make you want to stay in your organization? *

Work itself	63%	61%	70%	70%	66%	83%	799	543	256	547	387	160
Public reputation of this organization	9%	8%	12%	8%	8%	11%	110	68	42	63	42	21
Salary	57%	57%	59%	43%	42%	46%	722	505	217	332	245	87
Benefits	28%	28%	27%	29%	31%	25%	347	249	98	224	176	48
Chance for advancement	11%	13%	9%	9%	10%	5%	141	112	29	70	62	8
People I work with	30%	30%	34%	31%	31%	34%	383	263	120	239	174	65
Location	30%	30%	31%	37%	35%	41%	375	267	108	284	205	79
Job security	34%	34%	32%	40%	43%	31%	424	306	118	307	248	59
Quality of facilities	2%	3%	3%	3%	3%	4%	22	12	10	22	14	8
Funding	1%	3%	2%	2%	2%	2%	14	8	6	15	6	9
Competence of management	5%	5%	5%	4%	5%	4%	59	41	18	29	22	7
Fair treatment	5%	5%	4%	4%	6%	3%	59	45	14	34	30	4
Convenient work hours	14%	17%	10%	15%	17%	8%	181	145	36	113	98	15
No other job offers	7%	10%	3%	4%	5%	3%	94	83	11	34	29	5

78. What are the three factors that makes you want to leave? *

Work itself	34%	33%	35%	33%	31%	42%	434	305	129	259	178	81
Public reputation of this organization	6%	6%	8%	5%	6%	6%	72	45	27	42	32	10
Salary	39%	42%	34%	39%	40%	36%	498	376	122	301	232	69
Benefits	8%	9%	7%	11%	11%	11%	104	81	23	82	61	21
Lack of career advancement	45%	47%	41%	43%	46%	32%	567	419	148	335	273	62
People I work with	17%	16%	20%	15%	14%	19%	213	141	72	120	84	36
Location	23%	22%	24%	20%	20%	22%	292	205	87	157	115	42
Job security/potential RIF	14%	16%	11%	14%	15%	12%	181	142	39	107	85	22
Quality of facilities	6%	7%	7%	9%	8%	9%	81	55	26	69	52	17
Funding	14%	12%	17%	19%	18%	24%	175	110	65	149	102	47
Lack of competence of management	39%	37%	45%	34%	34%	37%	490	327	163	264	194	70
Unfair treatment	26%	27%	23%	25%	27%	18%	323	239	84	193	158	35
Inconvenient work hours	6%	6%	6%	5%	5%	4%	73	54	19	37	30	7
Other job offers	2%	3%	3%	4%	4%	5%	31	21	10	28	19	9

79. If you were to take a new job, would it be to gain (three factors): *

More responsibility	15%	15%	15%	14%	14%	15%	188	132	56	107	80	27
Better pay	57%	59%	53%	60%	60%	59%	722	528	194	466	353	113
Better supervisors	18%	19%	18%	14%	15%	11%	231	164	67	108	89	19
More interesting work	39%	37%	43%	40%	40%	40%	486	330	156	308	231	77
Better working conditions	8%	8%	10%	10%	11%	9%	103	69	34	78	62	16
Better promotional opportunities	27%	31%	17%	28%	33%	18%	340	276	64	220	186	34
Career advancement	38%	41%	31%	38%	41%	31%	483	369	114	299	238	61
Better geographical location	29%	29%	30%	26%	25%	27%	371	260	111	202	150	52
More job security	9%	9%	7%	8%	8%	7%	111	85	26	60	49	11
Better benefits	9%	10%	7%	14%	14%	13%	111	83	28	109	84	25
More important program	10%	9%	15%	9%	8%	13%	127	76	51	69	44	25
More congenial colleagues	5%	5%	8%	4%	5%	4%	65	37	28	33	27	6
Reduced administrative and paperwork burdens	14%	10%	24%	13%	8%	29%	174	89	85	100	43	57
More convenient work hours	7%	7%	9%	9%	10%	6%	91	62	29	70	59	11

* For this question, the reported percentages represent the percentage of people, among those in their demographic group (e.g., Demo. Group Non-Supervisors), 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						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
80a. How likely are you to look for a new job inside your agency?												
not at all likely	19%	19%	21%	19%	20%	18%	243	168	75	149	114	35
somewhat likely	42%	43%	40%	43%	43%	42%	523	380	143	329	248	81
very likely	39%	38%	40%	38%	37%	39%	485	342	143	291	216	75
80b. How likely are you to look for a new job in another Federal Agency?												
not at all likely	8%	7%	9%	13%	12%	15%	97	63	34	99	70	29
somewhat likely	47%	47%	49%	51%	49%	55%	590	413	177	388	284	104
very likely	45%	46%	42%	36%	39%	30%	561	411	150	279	223	56
80c. How likely are you to look for a new job outside the Federal Government?												
not at all likely	37%	37%	36%	24%	25%	21%	454	325	129	184	144	40
somewhat likely	43%	45%	40%	46%	47%	43%	539	395	144	350	269	81
very likely	20%	19%	24%	30%	28%	36%	252	165	87	233	164	69
81. During the next year, I will probably look for a new job outside of this organization												
strongly disagree	27%	26%	29%	33%	33%	35%	333	229	104	255	189	66
disagree	25%	24%	26%	26%	25%	30%	310	216	94	202	145	57
neither	20%	20%	21%	19%	20%	15%	253	178	75	143	114	29
agree	17%	18%	15%	12%	12%	13%	211	156	55	95	71	24
strongly agree	11%	12%	9%	10%	10%	8%	141	107	34	73	58	15
82. High performers tend to stay with this organization												
strongly disagree	10%	10%	9%	7%	7%	4%	125	91	34	50	42	8
disagree	20%	20%	22%	18%	17%	19%	254	173	81	135	98	37
neither	33%	37%	23%	36%	39%	26%	408	326	82	273	223	50
agree	32%	29%	39%	34%	31%	43%	396	256	140	261	179	82
strongly agree	5%	5%	7%	6%	6%	7%	66	41	25	49	35	14
83. Low performers tend to leave this organization												
strongly disagree	20%	17%	26%	20%	20%	22%	244	151	93	155	113	42
disagree	36%	35%	39%	33%	31%	39%	453	310	143	250	176	74
neither	33%	38%	22%	35%	39%	26%	413	333	80	271	222	49
agree	10%	9%	12%	10%	9%	13%	120	78	42	76	52	24
strongly agree	2%	2%	1%	2%	2%	1%	21	16	5	12	10	2
ORGANIZATIONAL EXCELLENCE AND WORKFORCE DIVERSITY												
84. My organization recruits, selects, and advances employees on the basis of merit												
strongly disagree	7%	8%	7%	7%	8%	4%	92	68	24	55	48	7
disagree	18%	20%	12%	17%	19%	13%	222	180	42	131	106	25
neither	31%	34%	24%	32%	36%	20%	385	298	87	245	206	39
agree	39%	35%	49%	39%	35%	53%	486	309	177	301	200	101
strongly agree	5%	3%	9%	4%	2%	10%	59	28	31	31	12	19
85. My organization treats employees fairly and equitably												
strongly disagree	8%	9%	6%	8%	9%	4%	104	81	23	59	51	8
disagree	17%	18%	14%	16%	17%	16%	212	161	51	126	96	30
neither	26%	29%	19%	26%	29%	17%	322	254	68	200	167	33
agree	42%	38%	51%	43%	41%	51%	519	335	184	330	234	96
strongly agree	7%	6%	10%	6%	5%	12%	92	55	37	49	26	23
86. My organization treats applicants fairly and equitably												
strongly disagree	4%	5%	2%	3%	4%	2%	48	42	6	26	22	4
disagree	8%	9%	7%	9%	10%	5%	102	77	25	67	57	10
neither	40%	45%	28%	39%	44%	25%	501	401	100	300	252	48
agree	40%	36%	51%	42%	38%	56%	500	316	184	321	215	106
strongly agree	8%	5%	13%	6%	4%	11%	93	46	47	46	25	21
87. My organization provides equal pay for equal work												
strongly disagree	11%	12%	8%	10%	11%	6%	134	107	27	76	65	11
disagree	25%	26%	22%	26%	27%	22%	310	232	78	198	157	41
neither	30%	33%	23%	30%	32%	25%	374	292	82	230	182	48
agree	29%	25%	40%	31%	27%	42%	366	223	143	235	156	79
strongly agree	5%	4%	8%	3%	3%	6%	62	32	30	26	15	11
88. My organization rewards excellent performance												
strongly disagree	7%	7%	7%	7%	8%	4%	90	64	26	52	44	8
disagree	14%	15%	10%	14%	14%	13%	168	133	35	107	83	24
neither	25%	29%	15%	26%	29%	18%	314	258	56	198	164	34
agree	47%	42%	58%	47%	44%	54%	586	374	212	357	254	103
strongly agree	7%	6%	9%	7%	5%	12%	89	55	34	51	29	22

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
89. My organization maintains high standards of integrity, conduct, and concern for the public interest												
strongly disagree	5%	6%	5%	5%	5%	4%	68	51	17	35	28	7
disagree	8%	8%	7%	7%	8%	6%	98	74	24	57	45	12
neither	19%	21%	13%	17%	18%	16%	235	189	46	132	101	31
agree	49%	49%	51%	53%	55%	48%	617	435	182	406	315	91
strongly agree	18%	16%	25%	17%	15%	25%	230	139	91	133	85	48
90. My organization manages employees efficiently and effectively												
strongly disagree	13%	14%	11%	12%	13%	11%	163	125	38	92	72	20
disagree	28%	28%	26%	28%	29%	23%	342	249	93	211	167	44
neither	30%	30%	30%	27%	27%	26%	372	265	107	203	154	49
agree	27%	25%	31%	30%	28%	36%	331	219	112	228	160	68
strongly agree	3%	3%	3%	4%	3%	4%	37	26	11	27	19	8
91. My organization retains or separates employees on the basis of their performance												
strongly disagree	9%	9%	10%	9%	9%	11%	116	80	36	72	51	21
disagree	30%	28%	34%	30%	29%	36%	369	246	123	231	162	69
neither	42%	45%	33%	38%	43%	21%	514	397	117	285	244	41
agree	18%	16%	22%	21%	19%	29%	218	138	80	161	105	56
strongly agree	1%	1%	1%	1%	1%	2%	17	13	4	9	5	4
92. My organization educates and trains employees when doing so will result in better organizational or individual performance												
strongly disagree	6%	7%	5%	4%	4%	3%	77	60	17	29	23	6
disagree	15%	15%	15%	14%	15%	11%	192	137	55	106	85	21
neither	22%	24%	16%	24%	26%	18%	273	215	58	187	152	35
agree	50%	47%	57%	50%	47%	56%	616	412	204	380	273	107
strongly agree	7%	7%	7%	8%	7%	12%	86	60	26	65	43	22
93. My organization protects employees from improper political influence												
strongly disagree	4%	4%	3%	2%	2%	2%	45	34	11	18	14	4
disagree	7%	8%	6%	6%	6%	7%	89	67	22	48	35	13
neither	46%	50%	37%	46%	50%	35%	572	437	135	351	285	66
agree	35%	32%	41%	39%	36%	47%	430	280	150	297	207	90
strongly agree	8%	7%	12%	6%	6%	9%	104	60	44	49	32	17
94. My organization protects employees against reprisal for the lawful disclosure of information												
strongly disagree	2%	3%	2%	2%	2%	2%	29	22	7	16	12	4
disagree	5%	6%	4%	3%	4%	2%	63	50	13	25	21	4
neither	60%	64%	50%	60%	63%	50%	738	560	178	449	356	93
agree	28%	24%	36%	31%	28%	41%	342	213	129	236	160	76
strongly agree	5%	3%	9%	3%	3%	5%	59	28	31	26	16	10
95. My organization does not discriminate on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation												
strongly disagree	6%	6%	3%	3%	4%	2%	68	56	12	25	22	3
disagree	6%	6%	5%	5%	5%	4%	76	57	19	38	30	8
neither	19%	22%	12%	20%	22%	12%	238	194	44	150	127	23
agree	50%	49%	53%	51%	51%	53%	627	435	192	392	292	100
strongly agree	19%	16%	26%	21%	18%	29%	235	140	95	159	103	56
96. My organization does not solicit or consider any personal recommendation or statement not based on personal knowledge or records of performance, ability, aptitude, general qualifications, character, loyalty, or suitability												
strongly disagree	4%	4%	3%	2%	2%	2%	45	36	9	14	11	3
disagree	6%	6%	5%	6%	6%	3%	70	54	16	42	36	6
neither	47%	52%	34%	46%	52%	28%	576	456	120	341	289	52
agree	37%	32%	47%	39%	35%	51%	448	280	168	287	193	94
strongly agree	7%	5%	12%	7%	5%	15%	86	44	42	55	27	28
97. My organization does not coerce employees' political activity												
strongly disagree	1%	1%	1%	1%	1%	1%	6	5	1	3	2	1
disagree	1%	2%	0%	1%	2%	0%	17	17	0	10	10	0
neither	18%	21%	9%	15%	16%	11%	222	188	34	111	91	20
agree	53%	54%	50%	55%	58%	47%	656	474	182	417	329	88
strongly agree	28%	23%	40%	28%	24%	42%	344	200	144	215	137	78
98. My organization does not deceive or obstruct any person with respect to such person's right to compete for employment												
strongly disagree	3%	4%	1%	2%	2%	1%	37	32	5	12	10	2
disagree	5%	6%	4%	6%	7%	3%	67	53	14	43	38	5
neither	22%	26%	11%	23%	27%	13%	269	228	41	178	153	25
agree	53%	52%	55%	52%	51%	53%	653	454	199	395	294	101
strongly agree	17%	12%	28%	17%	13%	30%	210	108	102	132	76	56

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
99. My organization does not influence a person to withdraw from competition												
strongly disagree	2%	2%	2%	1%	1%	1%	23	17	6	9	7	2
disagree	3%	4%	2%	4%	5%	3%	42	35	7	33	28	5
neither	30%	34%	19%	28%	33%	15%	367	299	68	214	186	28
agree	49%	48%	52%	50%	48%	55%	608	421	187	376	273	103
strongly agree	16%	12%	26%	16%	13%	27%	193	101	92	122	72	50
100. My organization does not grant any preference or advantage not authorized by law, regulation, or rule												
strongly disagree	4%	4%	2%	3%	3%	3%	44	36	8	20	15	5
disagree	6%	7%	4%	6%	7%	3%	79	63	16	48	42	6
neither	31%	36%	19%	32%	37%	15%	383	314	69	237	209	28
agree	45%	43%	51%	45%	42%	53%	556	373	183	336	239	97
strongly agree	14%	10%	24%	15%	11%	26%	176	91	85	110	62	48
101. People in my organization do not engage in employing or promoting relatives												
strongly disagree	4%	4%	2%	3%	3%	1%	46	38	8	20	19	1
disagree	9%	9%	7%	9%	9%	8%	106	82	24	70	54	16
neither	27%	31%	17%	26%	30%	14%	334	272	62	198	172	26
agree	45%	43%	50%	46%	44%	50%	556	376	180	347	252	95
strongly agree	16%	12%	24%	16%	13%	27%	195	109	86	125	74	51
102. My organization does not retaliate against whistleblowers, whether they are employees or applicants												
strongly disagree	5%	6%	2%	4%	5%	2%	59	52	7	30	26	4
disagree	7%	7%	6%	7%	8%	6%	84	64	20	55	43	12
neither	54%	57%	45%	51%	54%	42%	659	498	161	386	307	79
agree	26%	23%	34%	30%	29%	36%	322	201	121	229	161	68
strongly agree	9%	6%	14%	7%	5%	13%	105	53	52	51	27	24
103. My organization does not discriminate based on actions not adversely affecting performance												
strongly disagree	5%	6%	2%	3%	3%	1%	58	50	8	19	18	1
disagree	8%	9%	4%	6%	7%	3%	93	77	16	48	42	6
neither	41%	45%	31%	43%	48%	27%	499	388	111	320	269	51
agree	38%	34%	48%	39%	35%	51%	468	298	170	292	197	95
strongly agree	9%	7%	14%	9%	6%	18%	109	58	51	69	36	33
PAY SYSTEM												
104. All in all, I am satisfied with my pay												
strongly disagree	5%	6%	3%	8%	9%	6%	61	49	12	63	51	12
disagree	18%	20%	11%	21%	22%	17%	219	179	40	162	129	33
neither	15%	16%	13%	18%	17%	18%	189	143	46	134	100	34
agree	53%	50%	59%	47%	46%	53%	659	446	213	363	262	101
strongly agree	10%	8%	14%	6%	6%	6%	121	69	52	43	32	11
105. Differences in pay at my organization represent real differences in level of responsibility and job difficulty												
strongly disagree	11%	12%	9%	10%	11%	9%	139	108	31	78	61	17
disagree	29%	29%	30%	33%	33%	31%	363	254	109	248	188	60
neither	27%	30%	21%	23%	26%	14%	336	261	75	173	147	26
agree	30%	27%	36%	31%	28%	43%	371	240	131	240	158	82
strongly agree	3%	2%	4%	3%	3%	3%	37	21	16	24	18	6
106. My pay is fair considering what other people in my organization are paid												
strongly disagree	9%	10%	6%	10%	10%	8%	105	85	20	75	60	15
disagree	20%	21%	19%	22%	23%	20%	249	182	67	167	129	38
neither	26%	29%	19%	22%	24%	15%	320	253	67	165	136	29
agree	41%	37%	50%	42%	39%	51%	507	327	180	319	223	96
strongly agree	5%	4%	8%	4%	4%	5%	60	32	28	34	24	10
107. Pay progression (the way I move up within my grade/band) is fair												
strongly disagree	10%	12%	6%	8%	10%	5%	125	105	20	63	54	9
disagree	18%	18%	16%	22%	22%	21%	221	162	59	163	123	40
neither	23%	26%	17%	24%	26%	19%	287	226	61	181	145	36
agree	43%	39%	52%	42%	38%	52%	530	343	187	315	217	98
strongly agree	6%	5%	10%	4%	5%	3%	79	43	36	34	28	6
108. Other employers in this area pay more than the government does for the kind of work I am doing												
strongly disagree	2%	2%	2%	2%	2%	2%	25	17	8	14	11	3
disagree	15%	14%	16%	11%	10%	12%	179	120	59	82	59	23
neither	39%	41%	35%	34%	36%	29%	481	356	125	258	202	56
agree	29%	28%	31%	34%	33%	37%	353	242	111	257	186	71
strongly agree	16%	16%	16%	19%	19%	20%	200	143	57	143	105	38

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
109. Minority employees get paid at competitive levels in my unit												
strongly disagree	3%	4%	2%	1%	1%	1%	38	32	6	8	7	1
disagree	5%	5%	4%	4%	4%	3%	59	46	13	27	22	5
neither	43%	50%	27%	37%	43%	21%	537	439	98	280	241	39
agree	40%	35%	53%	49%	45%	61%	499	309	190	367	252	115
strongly agree	8%	6%	14%	9%	7%	15%	103	51	52	70	42	28
110. I am satisfied with the way management handles pay												
strongly disagree	10%	11%	7%	7%	8%	4%	124	97	27	51	43	8
disagree	23%	23%	21%	22%	22%	21%	280	204	76	168	128	40
neither	28%	30%	22%	30%	32%	22%	347	268	79	227	185	42
agree	35%	32%	44%	37%	34%	47%	438	280	158	283	195	88
strongly agree	4%	4%	6%	4%	4%	6%	53	31	22	31	20	11
111. Management officials are qualified to make pay decisions												
strongly disagree	7%	8%	6%	8%	9%	4%	91	71	20	60	53	7
disagree	15%	16%	13%	14%	16%	10%	186	140	46	107	88	19
neither	31%	33%	24%	35%	36%	33%	379	294	85	264	201	63
agree	43%	39%	51%	39%	37%	46%	527	342	185	297	209	88
strongly agree	5%	4%	7%	4%	3%	7%	56	32	24	28	15	13
112. The current pay system has resulted in improved supervisor performance												
strongly disagree	15%	16%	11%	12%	12%	14%	182	142	40	93	67	26
disagree	24%	24%	25%	25%	24%	26%	298	209	89	185	136	49
neither	40%	41%	35%	49%	51%	42%	492	366	126	369	289	80
agree	19%	16%	25%	12%	12%	14%	236	144	92	92	65	27
strongly agree	3%	2%	4%	2%	1%	4%	37	21	16	15	8	7
113. The current pay system encourages team performance												
strongly disagree	16%	18%	10%	10%	10%	10%	193	155	38	76	58	18
disagree	26%	26%	28%	25%	24%	28%	328	225	103	186	134	52
neither	37%	39%	32%	44%	45%	39%	456	341	115	328	254	74
agree	19%	16%	27%	17%	17%	19%	242	143	99	130	94	36
strongly agree	2%	2%	2%	4%	4%	4%	26	18	8	32	24	8
SUMMARY												
114. I have trust and confidence in my supervisor												
strongly disagree	9%	9%	8%	7%	7%	5%	110	83	27	51	42	9
disagree	11%	12%	9%	9%	10%	6%	133	102	31	67	55	12
neither	16%	17%	14%	17%	17%	14%	202	153	49	127	100	27
agree	46%	44%	51%	48%	46%	55%	570	389	181	369	263	106
strongly agree	18%	18%	20%	20%	20%	19%	228	158	70	151	114	37
115. In general, I am satisfied with my job												
strongly disagree	4%	4%	3%	2%	3%	1%	45	36	9	19	18	1
disagree	10%	10%	8%	7%	8%	6%	119	92	27	57	45	12
neither	16%	17%	13%	15%	17%	11%	195	148	47	117	96	21
agree	58%	56%	62%	60%	58%	65%	716	494	222	457	334	123
strongly agree	14%	13%	15%	15%	14%	17%	170	115	55	112	79	33
116. My job is a good match for my skills and training												
strongly disagree	4%	5%	3%	3%	4%	1%	51	41	10	24	23	1
disagree	9%	10%	6%	8%	10%	4%	114	93	21	64	57	7
neither	10%	12%	7%	10%	12%	5%	128	102	26	78	69	9
agree	58%	56%	62%	58%	56%	63%	716	492	224	445	326	119
strongly agree	19%	18%	22%	20%	18%	28%	237	158	79	157	103	54
117. In general, I like working here												
strongly disagree	3%	3%	2%	2%	2%		33	27	6	12	12	
disagree	7%	7%	6%	4%	5%	3%	81	60	21	33	27	6
neither	14%	15%	13%	11%	12%	6%	178	132	46	82	70	12
agree	58%	57%	58%	61%	60%	64%	715	508	207	470	347	123
strongly agree	19%	18%	22%	22%	21%	26%	236	159	77	171	121	50
118. My organization is able to attract high quality employees												
strongly disagree	4%	4%	4%	4%	4%	4%	52	37	15	28	21	7
disagree	11%	12%	10%	10%	10%	11%	140	105	35	78	57	21
neither	26%	27%	22%	26%	28%	19%	322	242	80	196	160	36
agree	51%	49%	55%	50%	49%	53%	630	434	196	380	280	100
strongly agree	8%	7%	9%	10%	9%	13%	97	66	31	74	49	25

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
119. Competition for jobs here is fair and open												
strongly disagree	7%	7%	4%	4%	4%	3%	81	65	16	28	23	5
disagree	12%	12%	11%	14%	16%	7%	142	102	40	103	89	14
neither	31%	35%	20%	30%	34%	21%	382	311	71	228	189	39
agree	44%	40%	53%	46%	42%	58%	544	355	189	344	234	110
strongly agree	7%	5%	11%	7%	5%	11%	86	46	40	49	28	21
120. When changes are made at my organization, the employees usually lose out in the end												
strongly disagree	4%	3%	6%	4%	2%	9%	46	25	21	28	11	17
disagree	31%	28%	38%	25%	21%	38%	382	246	136	191	118	73
neither	42%	44%	35%	46%	51%	31%	515	390	125	349	290	59
agree	18%	18%	16%	20%	21%	18%	220	161	59	152	117	35
strongly agree	6%	6%	6%	5%	6%	3%	78	57	21	38	32	6
121. I am in favor of the Demonstration Project												
strongly disagree	10%	11%	9%	14%	16%	10%	128	96	32	110	92	18
disagree	10%	11%	8%	10%	10%	10%	123	93	30	78	59	19
neither	23%	25%	16%	40%	44%	31%	282	225	57	308	250	58
agree	35%	34%	37%	23%	22%	25%	434	301	133	175	127	48
strongly agree	22%	19%	30%	12%	8%	24%	278	169	109	90	44	46
122. I liked being able to take this survey electronically on the Internet rather than as a paper survey												
strongly disagree	4%	3%	5%	6%	6%	8%	43	26	17	46	31	15
disagree	6%	7%	5%	10%	9%	11%	77	58	19	71	51	20
neither	23%	24%	21%	32%	32%	30%	287	212	75	236	181	55
agree	43%	42%	45%	38%	40%	33%	530	369	161	283	221	62
strongly agree	24%	24%	24%	15%	13%	18%	290	205	85	109	75	34
123. In the future, I expect to have sufficient computer access to be able to take this survey electronically on the Internet												
strongly disagree	1%	1%	1%	1%	1%	1%	9	7	2	10	8	2
disagree	1%	2%	1%	1%	1%	0%	14	13	1	7	7	0
neither	18%	18%	16%	24%	24%	22%	216	159	57	174	134	40
agree	49%	50%	45%	48%	50%	43%	590	431	159	353	274	79
strongly agree	32%	29%	38%	26%	24%	35%	384	252	132	194	130	64
SUPERVISOR'S SECTION												
124. The performance appraisal system allows me to identify good and poor performers												
strongly disagree			4%			9%			11			15
disagree			7%			22%			23			36
neither			24%			22%			75			36
agree			55%			39%			169			64
strongly agree			9%			7%			29			12
125. The performance appraisal system is easy for me as a supervisor to use												
strongly disagree			4%			3%			12			5
disagree			14%			11%			42			18
neither			33%			19%			96			31
agree			43%			57%			126			92
strongly agree			6%			10%			18			16
126. I have met with other supervisors and/or our pay pool manager to establish standards to ensure that supervisors are using performance ratings in a consistent manner with one another												
strongly disagree			10%			8%			30			12
disagree			18%			34%			53			53
neither			36%			32%			105			50
agree			30%			20%			87			31
strongly agree			6%			6%			19			10
127. I have enough authority to influence classification decisions												
strongly disagree			9%			3%			25			5
disagree			22%			20%			65			32
neither			27%			25%			78			39
agree			36%			39%			104			62
strongly agree			6%			12%			17			19
128. Getting a position description approved tends to be an adversarial process												
strongly disagree			5%			5%			14			8
disagree			33%			40%			95			64
neither			44%			35%			128			56
agree			15%			16%			43			25
strongly agree			3%			4%			10			7

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
129. I have to devote too much time to position classification												
strongly disagree			4%			4%			11			7
disagree			34%			39%			99			62
neither			45%			38%			129			61
agree			15%			17%			42			27
strongly agree			3%			1%			8			2
130. It takes too long to get classification decisions made in my organization												
strongly disagree			2%			1%			7			2
disagree			24%			31%			69			50
neither			45%			34%			128			54
agree			21%			26%			59			41
strongly agree			7%			8%			19			13
131. All in all, I am satisfied with the position classification procedures used in my organization												
strongly disagree			5%			3%			13			4
disagree			15%			21%			42			32
neither			40%			39%			113			61
agree			37%			35%			105			55
strongly agree			3%			3%			9			4
132. Supervisors here feel their ability to manage is restricted by unnecessary personnel rules and regulations												
strongly disagree			1%			3%			3			4
disagree			27%			22%			74			35
neither			38%			30%			105			48
agree			29%			34%			81			54
strongly agree			6%			11%			16			17
133. I have enough authority to determine my employees' pay												
strongly disagree			11%			10%			31			17
disagree			25%			35%			71			57
neither			27%			27%			77			44
agree			33%			25%			94			40
strongly agree			3%			2%			9			4
134. I have enough authority to promote people												
strongly disagree			10%			8%			28			13
disagree			28%			25%			78			40
neither			28%			22%			80			35
agree			30%			40%			85			64
strongly agree			4%			5%			10			8
135. I have enough authority to hire people whenever I need them												
strongly disagree			22%			23%			63			36
disagree			36%			42%			102			67
neither			27%			19%			77			30
agree			14%			15%			39			23
strongly agree			1%			1%			3			2
136. It takes too long to get hiring decisions made in my organization												
strongly disagree			2%			1%			6			1
disagree			14%			31%			39			21
neither			31%			34%			88			49
agree			35%			26%			100			56
strongly agree			17%			8%			49			34
137. It takes too long to process the paperwork needed to fill vacancies here												
strongly disagree			1%			0%			3			0
disagree			14%			16%			39			26
neither			27%			25%			77			40
agree			37%			39%			105			64
strongly agree			21%			20%			59			33
138. I have enough authority to remove people from their jobs if they perform poorly												
strongly disagree			24%			22%			69			36
disagree			31%			41%			87			66
neither			31%			20%			87			33
agree			13%			14%			36			23
strongly agree			1%			2%			4			3
139. Have you ever encouraged an employee to leave voluntarily during the probation period												
yes			9%			12%			24			19
no			91%			88%			252			142

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
140. Have you ever officially terminated a new employee during the probation period												
yes			8%			10%			21			16
no			92%			90%			253			140
141. Do you feel the length of time of the probation period is												
too long			4%			2%			10			3
about right			75%			73%			203			114
too short			21%			25%			57			39
142. It is necessary to have a three-year period for ZP employees performing R&D work												
Due to problems with the survey technology, no data were collected for this question.												
143. In the past two years, have you hired employees under the three year probation period for ZP employees performing R&D work?												
Due to problems with the survey technology, no data were collected for this question.												
144. I have the necessary flexibility to terminate ZP employees performing R&D work who are covered by the three-year probation period												
Due to problems with the survey technology, no data were collected for this question.												
145. The quality of Scientists/Engineers has improved since March 2998												
Due to problems with the survey technology, no data were collected for this question.												
146a. How satisfied are you with the following types of NEW employees-Scientific and Engineering (ZP)												
very dissatisfied			1%						1			
dissatisfied			3%						8			
neither			29%						74			
satisfied			52%						133			
very satisfied			16%						41			
146b. How satisfied are you with the following types of NEW employees-Scientific and Engineering Technician (ZT)												
very dissatisfied			0%						0			
dissatisfied			1%						3			
neither			67%						152			
satisfied			27%						61			
very satisfied			5%						11			
146c. How satisfied are you with the following types of NEW employees-Administrative (ZA)												
very dissatisfied			2%						5			
dissatisfied			6%						13			
neither			51%						120			
satisfied			36%						86			
very satisfied			5%						12			
146d. How satisfied are you with the following types of NEW employees-Support (ZS)												
very dissatisfied			3%						8			
dissatisfied			6%						13			
neither			54%						126			
satisfied			32%						75			
very satisfied			5%						11			
147a. How satisfied are you with the following types of NEW employees-Professional												
dissatisfied					3%		3%			5		5
neither					17%		17%			25		25
satisfied					60%		60%			88		88
very satisfied					20%		20%			29		29
147b. How satisfied are you with the following types of NEW employees-Administrative												
very dissatisfied					3%		3%			5		5
dissatisfied					10%		10%			15		15
neither					29%		29%			42		42
satisfied					49%		49%			70		70
very satisfied					8%		8%			11		11
147c. How satisfied are you with the following types of NEW employees-Technical												
very dissatisfied					1%		1%			1		1
dissatisfied					2%		2%			3		3
neither					28%		28%			40		40
satisfied					58%		58%			83		83
very satisfied					11%		11%			15		15
147d. How satisfied are you with the following types of NEW employees-Clerical												
very dissatisfied					4%		4%			6		6
dissatisfied					10%		10%			14		14
neither					39%		39%			55		55
satisfied					43%		43%			60		60
very satisfied					4%		4%			6		6

	Percentages						Counts					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
147e. How satisfied are you with the following types of NEW employees-Other												
very dissatisfied				1%		1%				1		1
dissatisfied				1%		1%				1		1
neither				70%		70%				85		85
satisfied				26%		26%				31		31
very satisfied				2%		2%				3		3
148. During the past year, in which of the following aspects of the hiring process did you participate												
Creating a new position				11%		11%				132		83
Initiating job announcements for the position				11%		12%				139		95
Making out of town trips to recruit or interview applicants				1%		1%				8		5
Placing paid advertisements				3%		4%				34		28
Obtaining the proper position classification for a new hire				9%		10%				113		76
Hiring by direct exam				3%		2%				33		18
Offering a one time recruitment bonus				1%		2%				12		13
149a. The servicing personnel office has a good understanding of my work unit's operations and mission												
strongly disagree				9%		10%				25		15
disagree				18%		18%				49		29
neither				32%		29%				86		46
agree				36%		38%				97		60
strongly agree				5%		4%				13		7
149b. The servicing personnel office provides me with valuable services												
strongly disagree				7%		6%				20		10
disagree				13%		20%				34		31
neither				30%		22%				81		34
agree				44%		47%				119		74
strongly agree				7%		5%				18		8
149c. The servicing personnel office helps me perform my job effectively												
strongly disagree				8%		8%				21		13
disagree				18%		22%				48		34
neither				31%		25%				83		40
agree				40%		41%				108		64
strongly agree				4%		4%				11		6
149d. The servicing personnel office helps me achieve my mission												
strongly disagree				7%		8%				20		12
disagree				16%		17%				43		26
neither				32%		31%				87		48
agree				39%		41%				106		64
strongly agree				5%		4%				13		6
150. Overall the quality of personnel services provided by the servicing personnel office is:												
very poor				8%		7%				20		10
poor				10%		20%				25		30
fair				25%		17%				63		26
good				32%		35%				79		52
very good				25%		21%				61		31
151. The current pay system is flexible, easy to use, and understandable												
strongly disagree				5%		6%				14		9
disagree				19%		30%				51		47
neither				24%		21%				65		34
agree				48%		40%				129		64
strongly agree				4%		3%				11		5
152. The current pay system provides a competitive range of entry salaries for managers to use in negotiating with applicants												
strongly disagree				2%		11%				6		18
disagree				7%		26%				20		41
neither				20%		26%				53		41
agree				63%		33%				167		53
strongly agree				8%		4%				21		6

		Percentages						Counts					
		Demo. Group			Comp. Group			Demo. Group			Comp. Group		
		Total	(N)	(S)									
153. The current pay system gives the ability to raise the pay of good performers, thus improving retention and performance													
	strongly disagree			5%			13%			14			20
	disagree			14%			31%			37			49
	neither			18%			22%			47			35
	agree			54%			32%			146			51
	strongly agree			9%			3%			24			5
154. The current pay system requires few classification decisions													
	strongly disagree			1%			3%			1			5
	disagree			9%			15%			24			24
	neither			52%			42%			138			67
	agree			37%			37%			99			58
	strongly agree			2%			3%			5			4
155. The current pay system is efficient													
	strongly disagree			6%			8%			16			12
	disagree			17%			26%			44			41
	neither			31%			36%			83			57
	agree			43%			28%			113			44
	strongly agree			3%			3%			9			5

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.

Major Themes	
Demonstration Group	Comparison Group
<ul style="list-style-type: none"> • In favor of the Demonstration Project (motivates employees, flexible with setting salary upon hire or promotion, etc.) • Some supervisors and Pay Pool Managers demonstrate favoritism in ratings and payouts • Employees fare better under the Demonstration Project than under the GS system • The Demonstration Project can be detrimental to teamwork • Need greater communication from management about processes, ratings, payouts, promotion, etc. • Concerned with managers' sense of fairness and competence to operate under the Demonstration Project • Managers must deal with poor performers • Improve survey by clarifying wording • Improve survey by shortening length • Few promotions occur (across bands) in the Demonstration Project • Limited funds for pay pools makes it difficult to give meaningful pay increases • Demonstration Project needs to address how to handle employees who are maxed out within their bands • Employees fare better under the GS system than under the Demonstration Project • Hiring in the Demonstration Project is hindered by COOL • The Demonstration Project allows for better pay for better performance • Some supervisors try to be equal in their ratings of all employees, which fails to allow for differentiation between high and low performers 	<ul style="list-style-type: none"> • Concerned with managers' sense of fairness and competence to operate under the Demonstration Project • Improve survey by shortening length • Not in favor of the Demonstration Project • Improve survey by clarifying wording • Need greater communication from management about the Demonstration Project • The Demonstration Project can be detrimental to teamwork • Employees fare better under the Demonstration Project than under the GS system • Fear there could be favoritism by supervisors and Pay Pool Managers in ratings and payouts • Hiring has been hindered by COOL • Pass/fail system doesn't encourage performance • Concerned with lack of funding for the Demonstration Project • In favor of the Demonstration Project – benefits high performers • Managers must deal with poor performers