



2007 CAREER ADVANCEMENT SURVEY U.S. MERIT SYSTEMS PROTECTION BOARD

OMB Control No. 3124-0013

RCS# MSPB-2007-002. Expires December 31, 2007

Dear Federal Colleague:

You are part of a small group of Federal employees who have been randomly selected to participate in a survey conducted by the U.S. Merit Systems Protection Board (MSPB). This survey is part of a study examining Federal employees' career advancement strategies and work experiences. This study will also review whether career advancement opportunities vary for different groups of employees. For the survey to reflect the true thoughts and experiences of all groups of Federal employees, it is extremely important that you complete and return this survey. We value your opinions!

The U.S. Merit Systems Protection Board, an independent Federal agency, is responsible for monitoring the health of Federal merit systems by conducting studies of the Federal civil service and other merit systems in the Executive Branch to ensure they are free of prohibited personnel practices. For example, the study supported by this survey examines how Federal employees move through their Government careers, and what factors may help or hinder their career advancement. This research has combined a variety of information sources, such as this survey and data from the Office of Personnel Management's Central Personnel Data File, interviews of key management officials and representatives of employee groups, discussions with groups of Federal employees in a variety of locations, and data from other MSPB surveys. We will summarize our findings and recommendations in a report to the President and the Congress.

Your responses to this survey are voluntary and will be kept **strictly confidential**. The survey should take about 30 minutes and may be completed at your worksite or from another computer with Internet access. If you have any questions about this survey, please send your question in an email to CareerSurvey@mspb.gov or call our survey hotline at 1-888-260-4798. Additional information on this survey is available by clicking on the "MSPB Studies" tab on MSPB's website (www.mspb.gov).

Thank you in advance for answering this survey. Your input will help us make recommendations to improve the ability of the Federal Government to recruit, retain, and effectively manage a top quality workforce.

Sincerely,

A handwritten signature in black ink, appearing to read "John Crum".

John Crum, Ph.D.
Acting Director, Policy and Evaluation

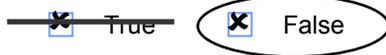
GENERAL INSTRUCTIONS:

The Career Advancement Survey is divided into different sections containing a variety of questions. We would appreciate your response to each question. Some of the questions ask for your opinion regarding sensitive topics. We assure you that your responses will be kept **confidential**. Please answer these questions as truthfully as possible.

Thank you for participating in this very important survey.

MARKING INSTRUCTIONS:

- Place an **X** in the box next to your response.
- Use a blue or black pen. Do not use a pencil or a felt-tipped pen.
- Please print where applicable.
- To change your answer, cross out the incorrect answer and put an **X** in the correct box. Also draw a circle around the correct answer.



- Sometimes you will be asked to *Mark all that apply*. When this instruction appears, you may mark more than one answer.
- Please follow any arrows or instructions that direct you to the next question.

MAILING INSTRUCTIONS:

Please return your completed survey in the business reply envelope. If you misplaced the envelope, mail the survey to:

U.S. Merit Systems Protection Board
 c/o Westat
 1650 Research Boulevard
 Rockville, Maryland 20850

PRIVACY NOTICE:

Collection of this information is authorized by Title 5, U.S. Code, Section 1204. This survey has been approved by the Office of Management and Budget in accordance with 5 CFR 1320.

Only MSPB staff and our survey support contractor staff will have access to the individually completed surveys. In accordance with the Privacy Act (PL-93-579, Title 5 U.S. Code, Section 552a), no data will be disclosed that could be used to identify individual participants.

A. WORK SATISFACTION

1. Please indicate your level of agreement or disagreement with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. In general, I am satisfied with my job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I am satisfied with my career advancement so far.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Overall, I am satisfied with my supervisor.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I would recommend my agency as a place to work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. I would recommend the Federal Government as a place to work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How many years have you been employed on a full-time permanent basis as a civilian (not military) with the Federal Government?

Less than 1 year.
 NUMBER OF YEARS

3. Thinking back to when you applied for your first job with the Federal Government,

a. In the first column, what obstacles did you face when searching for a Federal job?
MARK ALL THAT APPLY.

b. If you encountered obstacles, which ONE was the worst? Mark the ONE worst obstacle in the second column.

<input type="checkbox"/> Finding out about job opportunities.....	<input type="checkbox"/>
<input type="checkbox"/> The complexity of the hiring process.....	<input type="checkbox"/>
<input type="checkbox"/> The length of the hiring process.....	<input type="checkbox"/>
<input type="checkbox"/> Qualifying for a Federal position.....	<input type="checkbox"/>
<input type="checkbox"/> Finding a job offer with good pay and benefits.....	<input type="checkbox"/>
<input type="checkbox"/> I don't remember the application process for my first job.....	<input type="checkbox"/>
<input type="checkbox"/> I didn't face any obstacles.....	<input type="checkbox"/>
<input type="checkbox"/> Other - <i>Please specify:</i> _____	<input type="checkbox"/>

B. CAREER EXPERIENCES

4. For the items listed below, please indicate the following:

Step 1. In the first column, mark whether or not you have this or have done this, and

Step 2. The impact you think the presence or absence of each has had on your career advancement in the Federal Government.

HAVE (✓)		Not Applicable/Don't Know				
		Very Negative	Somewhat Negative	Neutral	Somewhat Positive	Very Positive
<input type="checkbox"/>	a. Formal educational qualifications (e.g., a college degree or higher).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	b. Specialized or technical training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	c. Leadership development program or managerial training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	d. Developmental assignments to improve the depth of my experience.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	e. Taken a lateral transfer (at the same grade) within my agency.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	f. Taken a lateral transfer (at the same grade) to another agency.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	g. Extensive past work experience.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	h. High quality past work performance.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	i. Acting in a position prior to appointment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	j. Contacts who knew the selecting official and recommended me.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	k. A supportive supervisor to encourage my development and advancement.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	l. Senior person/mentor (other than my supervisor) looking out for my interests.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	m. Networking through a professional association or other formal network.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	n. Ability/willingness to take on challenging assignments.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	o. Ability/willingness to work long hours.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	p. Ability/willingness to travel whenever needed.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	q. Ability/willingness to relocate as needed.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	r. Other – <i>Please specify:</i> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Listed below are some personal characteristics.

Step 1. In the first column, mark whether or not you have this, and

Step 2. For the remainder, rate only the impact on your career advancement. We're not asking for the specific nature of these personal characteristics.

HAVE (✓)		Not Applicable/Don't Know				
		Very Negative	Somewhat Negative	Neutral	Somewhat Positive	Very Positive
<input type="checkbox"/>	a. A foreign accent.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	b. A disability.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	c. Family responsibilities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	d. My gender.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	e. My race/national origin/ethnicity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	f. My marital status.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	g. My sexual orientation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	h. My political affiliation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	i. My religion.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	j. My age.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	k. Other – <i>Please specify:</i> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. From the list of factors shown in Question 4 and 5, please indicate the one factor (by writing in the question number and letter) that has had the greatest positive impact and the one factor that has had the greatest negative impact on your advancement.

Please write the question number in the first box and the letter in the second box.

GREATEST **POSITIVE** IMPACT

GREATEST **NEGATIVE** IMPACT

7. How many jobs within the Federal Government have you applied for within the past 3 years?

NUMBER OF JOBS APPLIED FOR

Not applicable – I've been with the Federal Government less than 3 years.

➔ **SKIP TO QUESTION 10 ON THE NEXT PAGE**

7a. How many of these jobs for which you applied in the past 3 years did you not receive a job offer?

JOB OFFER(S) **NOT** RECEIVED

Not applicable. I haven't applied for any jobs or I've been offered every job that I've applied for within the past 3 years.

→ **SKIP TO QUESTION 10**

8. How important do you believe the following factors were in explaining why you did not get the most recent job you applied for but did not receive?

	Not Applicable/Don't know/Can't judge	Of No Importance	Of Little Importance	Somewhat Important	Very Important
a. Another candidate was equally or better qualified in terms of work experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. I did not have enough education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. I don't interview well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Someone else had already been "preselected"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. I did not have great references	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. I was not a friend or relative of the selecting official	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. The selecting official did not like me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. My past performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. My past conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. My gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. My ethnicity/race/national origin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. My marital status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. My family responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. My sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. My political affiliation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. My religion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. My age (too old)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. My age (too young)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. My disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. Other – <i>Please specify:</i> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. From the list of reasons shown in Question 8, which do you believe is the most important reason you did not get the job?

Please write in the letter corresponding to the most important reason.

MOST IMPORTANT REASON

10. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity (for example, assignment to a high visibility task force or group project) because you thought that someone of your ethnicity or race or national origin had no chance of being selected for the job or assignment?

- Yes
- No
- Not applicable – There were not any promotions or developmental opportunities available during this time frame.
- Not applicable – I've been with the Federal Government less than 3 years.

11. In the last 3 years, did you choose not to apply for any promotion or developmental opportunity (for example, assignment to a high visibility task force or group project) because you thought that someone of your gender had no chance of being selected for the job or assignment?

- Yes
- No
- Not applicable – There were not any promotions or developmental opportunities available during this time frame.
- Not applicable – I've been with the Federal Government less than 3 years.

12. How many times in your Federal civil service career have you been temporarily promoted or detailed to a higher graded job for at least 30 days?

TIMES TEMPORARILY PROMOTED OR DETAILED

13. How often in your Federal civil service career have you voluntarily made a lateral transfer to advance your career; that is, moved from one permanent job to another permanent job without getting a raise in pay?

TIMES VOLUNTARILY MADE LATERAL TRANSFER

14. How often in your Federal civil service career have you voluntarily taken a downgrade to advance your career; that is, moved from one permanent job to another permanent job at a lower grade or pay level?

TIMES VOLUNTARILY TAKEN DOWNGRADE

15. When your supervisor is away for a short period of time, is the responsibility to serve as the “acting supervisor” always assigned to employees at a higher grade than yourself?

- Yes → [GO TO QUESTION 16](#)
- No → [GO TO QUESTION 15a](#)
- Not applicable – no one acts for my supervisor when he or she is away. → [GO TO QUESTION 16](#)

15a. How often are you asked to serve as the “acting supervisor” when your supervisor is away for a short period of time?

- Almost always
- Regularly
- Occasionally
- Very rarely
- Never

16. If your supervisor had a critical project, how likely is it that it would be assigned to you?

- Very likely
- Somewhat likely
- Somewhat unlikely
- Very unlikely

17. Is it likely that you will apply for a higher level position within the next 5 years?

- Very likely → [GO TO QUESTION 18](#)
- Somewhat likely → [GO TO QUESTION 18](#)
- Somewhat unlikely
- Very unlikely
- Not applicable – I am already a member of the Senior Executive Service. → [GO TO QUESTION 19](#)

17a. If somewhat unlikely or very unlikely, why?

MARK ALL THAT APPLY.

- I enjoy my current job.
 - I am comfortable with my current level of responsibility.
 - I like working with my current supervisor.
 - I don't want the stress of working at that level.
 - I don't want supervisory responsibilities (if applicable).
 - I don't want to work more hours.
 - I don't want to relocate.
 - I have family responsibilities that would conflict with job requirements (such as travel or longer work hours).
 - I don't have the qualifications/ability.
 - I don't think I would be selected.
 - The application process is too burdensome.
 - I plan to retire soon.
 - Other – *Please specify:*
-

18. Is it likely that you will strive to be a member of the Senior Executive Service during your career?

- Very likely → [GO TO QUESTION 19](#)
- Somewhat likely → [GO TO QUESTION 19](#)
- Somewhat unlikely
- Very unlikely
- Not applicable – I am already a member of the Senior Executive Service. → [GO TO QUESTION 19](#)

18a. If somewhat unlikely or very unlikely, why?

MARK ALL THAT APPLY.

- I enjoy my current job.
 - I am comfortable with my current level of responsibility.
 - I like working with my current supervisor.
 - I don't want the stress of working at that level.
 - I don't want supervisory responsibilities.
 - I don't want to work more hours.
 - I don't want to relocate.
 - I have family responsibilities that would conflict with job requirements (such as travel, or longer work hours).
 - I don't have the qualifications/ability.
 - I don't think I would be selected.
 - The application process is too burdensome.
 - I plan to retire soon.
 - Other – *Please specify:*
-

C. PERCEPTION OF THE WORK ENVIRONMENT

The following questions ask about your perceptions of the work environment in the Federal Government.

19. Based on your experience in your current organization, please mark whether you agree or disagree with each of the following statements.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
					Don't Know/Can't Judge
a. People are promoted because of their competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. People are promoted because of how hard they work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. People are promoted because of the number of hours they work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. People are promoted because of whom they know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Women and men are respected equally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The viewpoint of a woman is often not heard at a meeting until it is repeated by a man.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. In selecting among well-qualified men and women job candidates, the selecting official should consider whether women are under-represented in the work unit as one of the important factors in his or her decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Standards are higher for women than men.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. My organization is reluctant to promote women to supervisory or managerial positions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Minorities and nonminorities are respected equally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. The opinions and insights of minority employees are often ignored or devalued	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. In selecting among well-qualified minority and nonminority job candidates, the selecting official should consider whether minorities are under-represented in the work unit as one of the important factors in his or her decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Standards are higher for minorities than nonminorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. My organization is reluctant to promote minorities to supervisory or managerial positions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. In my organization, members of some minority groups receive preferential treatment compared to other minority groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. In my organization, nonminorities receive preferential treatment compared to minorities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Minority women face extra obstacles in their careers because they are both minority and female	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. My agency has been successful in recruiting a diverse workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. My organization only pays lip service to actively supporting the goal of equal employment opportunity for all employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. If a supervisor or manager in my organization was found to have discriminated based on prohibited factors (e.g., race/national origin or gender), management would take appropriate action against that person.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
u. If I filed an action charging discrimination, I am confident that it would be resolved in a fair and just manner by my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. In your organization, to what extent do you believe that employees from the following groups are subjected to flagrant or obviously discriminatory practices that hinder their career advancement?

	To a Great Extent	To a Moderate Extent	To a Minimal Extent	To No Extent	Don't Know/ Can't Judge
a. African Americans/Blacks	<input type="checkbox"/>				
b. Asians/Pacific Islanders	<input type="checkbox"/>				
c. Hispanics/Latinos	<input type="checkbox"/>				
d. American Indians	<input type="checkbox"/>				
e. Whites	<input type="checkbox"/>				
f. Women	<input type="checkbox"/>				
g. Men	<input type="checkbox"/>				
h. People with disabilities	<input type="checkbox"/>				
i. People over age 40	<input type="checkbox"/>				
j. I have experienced flagrant discrimination (based on non-job related characteristics) that has hindered my career advancement ..	<input type="checkbox"/>				
k. I have experienced subtle barriers based on non-job related characteristics that have hindered my career advancement	<input type="checkbox"/>				

21. If you've been a Federal Government employee for at least 10 years, what is your general impression of the amount of progress each of the following groups has made in moving into top-level positions in the Federal Government in the last 10 years?

	Considerable Progress	Some Progress	Minimal Progress	No Progress	Negative Progress (Things are worse now.)	Not Applicable/Don't Know/Can't Judge
a. African Americans/Blacks	<input type="checkbox"/>	<input type="checkbox"/>				
b. Asians/Pacific Islanders	<input type="checkbox"/>	<input type="checkbox"/>				
c. Hispanics/Latinos	<input type="checkbox"/>	<input type="checkbox"/>				
d. American Indians	<input type="checkbox"/>	<input type="checkbox"/>				
e. Minority Men	<input type="checkbox"/>	<input type="checkbox"/>				
f. Minority Women	<input type="checkbox"/>	<input type="checkbox"/>				
g. Nonminority Men	<input type="checkbox"/>	<input type="checkbox"/>				
h. Nonminority Women	<input type="checkbox"/>	<input type="checkbox"/>				
i. People with disabilities	<input type="checkbox"/>	<input type="checkbox"/>				

22. In your opinion, does discrimination against minorities in the Federal Government occur more or less often than it did 10 years ago?

- I wasn't in the Federal Government 10 years ago.
- Discrimination occurs more often now.
- Discrimination occurs with about the same frequency.
- Discrimination occurs less often now.
- Not applicable – discrimination against minorities has not been a problem in the last 10 years.
- Don't know/can't judge.

23. In your opinion, does discrimination against women in the Federal Government occur more or less often than it did 10 years ago?

- I wasn't in the Federal Government 10 years ago.
- Discrimination occurs more often now.
- Discrimination occurs with about the same frequency.
- Discrimination occurs less often now.
- Not applicable – discrimination against women has not been a problem in the last 10 years.
- Don't know/can't judge.

24. Do you agree or disagree with each of the following statements?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/Can't Judge
a. Some supervisors in my agency practice favoritism (giving an unfair advantage to friends or favorite employees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Some supervisors in my agency practice nepotism (giving an unfair advantage to relatives)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Filing a grievance would harm my future career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Filing an equal employment opportunity (EEO) complaint would harm my future career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. I have been disadvantaged by the emphasis on diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. In my organization, it is a disadvantage to have family responsibilities when being considered for a job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. A diverse workforce produces better services and products than a workforce that is not diverse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Agencies should ensure that their workforce is representative of the public they serve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. (Continued) Do you agree or disagree with each of the following statements?

	Don't Know/Can't Judge				
	Strongly Disagree				
	Disagree				
	Neither Agree nor Disagree				
	Agree				
	Strongly Agree				
i. I try to get along with my supervisors and managers even if I don't agree with their decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. I speak up whenever I suspect that I've been treated unfairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. I "tell it like it is" even if my supervisor doesn't like what I have to say ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. If I work hard, I will succeed in my organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. I volunteer for difficult assignments ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. To be successful in my organization, it's important to maintain a physical appearance (e.g., dress, hairstyle) that is similar to others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. If I want to advance my career, I will have to play down my own ethnic and cultural customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. I have experienced frustration (such as due to communication problems) in the workplace while trying to deal with a coworker of another race or ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. I have experienced frustration (such as due to communication problems) in the workplace when trying to deal with a coworker of the opposite sex ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. If you think people are treated less favorably based on their race/ethnicity, gender, or age of 40+, please mark off the ways in which they are treated less favorably.

	Age (40+)		
	Gender		
	Race/ethnicity		
a. Recruitment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Initial hiring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Selection for assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Advancement/promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Telework/flexible schedules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Training/developmental opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Compensation/pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Performance management/appraisals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Awards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Discipline.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Retention efforts.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. PAY AND PERFORMANCE MANAGEMENT

26. To what extent does your supervisor provide constructive feedback on your job performance?
- To a great extent
 - To a moderate extent
 - To a minimal extent
 - To no extent
27. Compared to what I deserved, the performance appraisal rating that I received during my last appraisal was:
- Too high
 - About right
 - Too low
 - I have not received a performance appraisal
28. Do you feel you are usually expected to do work that is above, at, or below your current pay level?
- Work that is above my pay level
 - Work that is at my pay level
 - Work that is below my pay level
29. Do you feel that you are paid more, about the same, or less compared to other employees in your agency who do similar work?
- More
 - About the same
 - Less
 - Don't know

E. WORK/LIFE ISSUES

30. Did you relocate geographically to take your first job with the Federal civilian service?
- Yes
 - No
31. How many times have you voluntarily relocated (moved geographically) for the sake of your career since you have been employed as a civilian with the Federal Government?
- 0
 - 1
 - 2
 - 3
 - 4
 - 5 or more times
32. Have you ever relocated to follow the career of your spouse or significant other?
- Yes
 - No

33. For each of the following statements, indicate the extent to which each applies to you.

	To a Great Extent	To a Moderate Extent	To a Minimal Extent	To No Extent	Don't Know/ Can't Judge
a. I am willing to relocate to advance my career	<input type="checkbox"/>				
b. I am willing to devote whatever time is necessary to my job to advance my career	<input type="checkbox"/>				
c. I am willing to develop myself professionally (e.g., attend classes/training) on my own time and/or money	<input type="checkbox"/>				

34. How many days per month, on average, have you spent on Government travel during the past year?

- None
- 1-2 days
- 3-5 days
- 6-10 days
- 11-15 days
- 16-20 days
- 21 or more days

35. How many hours, on average, have you worked each week during the past year?

- 40 hours or less
- 41-45 hours
- 46-50 hours
- 51-55 hours
- 56-60 hours
- 60+ hours

36. Which option most closely reflects how frequently you telework from an office within your home or from a telework center?

- Five days a week
- Twice a week
- Once a week
- Once every two weeks
- Once a month
- Twice a year
- Never

37. Have you ever done any of the following to help balance work and life/family responsibilities? Second, what impact did this have on your subsequent career?

MARK ALL THAT APPLY.

	Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative	Not Applicable/Don't Know
<input checked="" type="checkbox"/> a. Used flexible work schedules (alternate work schedules).....	<input type="checkbox"/>					
<input type="checkbox"/> b. Used flexi-place (telework or telecommute) options.....	<input type="checkbox"/>					
<input type="checkbox"/> c. Took significant blocks of leave intermittently (as needed to handle family responsibilities).....	<input type="checkbox"/>					
<input type="checkbox"/> d. Took leave for more than 4 consecutive weeks.....	<input type="checkbox"/>					
<input type="checkbox"/> e. Switched to a less than full-time schedule (less than 40 hours a week).....	<input type="checkbox"/>					
<input type="checkbox"/> f. Quit Federal job, but returned after a break in service.....	<input type="checkbox"/>					
<input type="checkbox"/> g. Changed jobs within my agency.....	<input type="checkbox"/>					
<input type="checkbox"/> h. Changed jobs by going to another agency.....	<input type="checkbox"/>					
<input type="checkbox"/> i. My spouse adjusted his/her schedule.....	<input type="checkbox"/>					
<input type="checkbox"/> j. Other: _____	<input type="checkbox"/>					

38. Which of these would you like to do (or do more frequently) to help balance work and life/family responsibilities? **MARK ALL THAT APPLY.**

- a. Flexible work schedules
- b. Telework (also known as telecommute or flexi-place)....
- c. Take leave intermittently (as needed)
- d. Take leave for more than 4 consecutive weeks
- e. Switch to a less than full-time schedule (less than 40 hours a week)
- f. Quit Federal job, but return after a break in service
- g. Change jobs within my agency.....
- h. Change jobs by going to another agency.....
- i. Have my spouse adjust his/her schedule.....
- j. Other: _____

F. ABOUT YOU

39. If you were to be promoted, how many additional hours per week would you be willing to work in your new job?

- 0 hours
- 1-5 hours
- 6-10 hours
- 11-15 hours
- 16-20 hours
- 20+ hours

40. Has caring for children significantly impacted your availability for work?

- Yes
- No → **GO TO QUESTION 41**

40a. If so, for how many years (combining time if it was intermittent)?

- One year or less
- 2-3 years
- 4-5 years
- 6-7 years
- 8-9 years
- 10-15 years
- More than 15 years.

41. Have you had children (under the age of 18) living with you at any time during your Federal career?

- Yes
- No → **GO TO QUESTION 42**

41a. What was the greatest number of children (under the age of 18) you had living with you (at one time) during your Federal career?

CHILDREN

42. Has caring for elderly family members or other adult dependent family members significantly impacted your availability for work?

- Yes
- No → **GO TO QUESTION 43**

42a. If so, for how many years (combining time if it was intermittent)?

- One year or less
- 2-3 years
- 4-5 years
- 6-7 years
- 8-9 years
- 10-15 years
- More than 15 years.

43. If you have/had any dependents (e.g., children, elderly or disabled family members) requiring care, would you say that you have/had primary responsibility for their day-to-day care?

- I have not been responsible for caring for any dependents.
- My spouse or another adult in the household had primary responsibility for caring for dependents.
- Responsibility was/is split 50/50 with another adult.
- I have/had primary responsibility.

44. Are you Hispanic/Latino?

- Yes
- No

45. Are you: **MARK ALL THAT APPLY**

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White

46. What is your gender?

- Male
- Female

47. Is your immediate supervisor the same gender as you?

- Yes
- No

48. Is your immediate supervisor the same race/national origin/ethnicity as you?

- Yes
- No

49. What is the highest level of education (a) that you had completed at the time you got your first, full-time, permanent, civilian job with the Government, and (b) that you have now?

a.	At the time hired for first, full-time permanent civilian Government job
b.	That you have now
<input type="checkbox"/>	Less than high school
<input type="checkbox"/>	High school diploma or equivalent (e.g., GED).....
<input type="checkbox"/>	Some college, no degree
<input type="checkbox"/>	Completed associate's degree (e.g., AA).....
<input type="checkbox"/>	Completed bachelor's degree (e.g., BA).....
<input type="checkbox"/>	Some graduate school, no graduate degree.....
<input type="checkbox"/>	Completed master's degree (e.g., MA, MS).....
<input type="checkbox"/>	Completed professional degree (e.g., JD, MD, DDS) ...
<input type="checkbox"/>	Completed doctorate (e.g., PhD)

OPEN-ENDED QUESTIONS

50. What advice would you offer to someone from a similar background as yours who is interested in a career with the Federal Government?

51. What does the Federal Government need to do to better recruit and hire a diverse workforce?

52. What does the Federal Government need to do to better retain a diverse workforce?

53. Excluding the legally protected areas of race/national origin, sex, age, disability, religion, marital status, political affiliation, and sexual orientation, are there other characteristics that are not related to job performance that impact the way employees are treated-either positively or negatively?

54. Please provide any additional comments that you have regarding the fairness of employment practices within the Federal Government.

**THANK YOU FOR PARTICIPATING IN OUR SURVEY!
PLEASE MAIL YOUR COMPLETED SURVEY IN THE ENCLOSED ENVELOPE.**

**If you have questions or need assistance, please contact the MSPB Survey Support Center
Toll-free: 1-888-260-4798 (Monday through Friday 8:00am – 5:00pm ET)
Email: CareerSurvey@mspb.gov**