

Federal Merit Systems Survey

1. Overview

Dear Federal Colleague—

We request your assistance in a study of the Federal merit systems.

What does the survey cover?

The survey asks about your experiences and opinions related to fairness and merit system principles in your workplace. The merit system principles, which are the foundation of the Federal civil service, include:

- Fair and open competition for filling jobs;
- Fair and equitable treatment of all employees; and
- Protection against favoritism.

Who is conducting this survey?

This survey is being conducted by the U.S. Merit Systems Protection Board (MSPB). MSPB is a Federal Government agency that serves as guardian of Federal merit systems. In that role, MSPB periodically administers surveys to assess the health of the Federal merit systems and to recommend improvements to the President, the Congress, and Federal agency leaders. Information about MSPB and MSPB's research is available by visiting <http://www.mspb.gov> or <http://www.mspb.gov/studies/>. We are using SurveyMonkey, an online survey tool, to administer the survey.

Has this survey been authorized?

Yes. MSPB is authorized to collect this information by Section 1204 of Title 5, United States Code and your agency has been informed of this survey. You may complete the survey during work hours at your work site or at home. You should be able to complete the survey in approximately 30 minutes.

Is my participation important?

Yes. Fewer than 3% of Federal employees were invited to complete this survey. Your response will allow your voice to be heard and ensure that we have a representative sample of your agency and the Federal Government. Your responses to this survey are voluntary and will be kept strictly confidential.

What if I have additional questions?

A fact sheet with more questions and answers is posted at <http://www.mspb.gov/studies/surveys.htm> or you may contact our survey help desk by emailing FederalMeritSystems@mspb.gov.

Thank you for your assistance!

Sincerely,

John Crum, Ph.D.

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2. Privacy Statement

Privacy Statement:

MSPB wants to assure survey participants that your involvement in this survey is both voluntary and confidential. This privacy statement identifies MSPB's authorization to conduct the survey and explains how we will manage the data we receive.

The purpose of collecting this information is to study how well the Federal Government is managing its workforce in adherence to the merit system principles. The results of the survey will be shared with the President, the Congress, and other Federal decisionmakers to be used in developing policy that supports both merit and mission accomplishment.

Collection of this information is authorized by 5 U.S.C. 1204.

Your responses to this survey are completely voluntary. However, we encourage your participation to ensure that our data is complete and representative of the Federal workforce.

Only MSPB staff and our survey support contractor staff (if any) will have access to individually completed surveys. In accordance with the Privacy Act of 1974 (Public Law 93-579), no data will be disclosed that could be used to identify individual participants.

For Information Only

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3. Instructions

General Instructions

Please respond to each question based only on your experience in your organization within the past two years.

Definitions of Survey Terms

Work unit: the immediate group of employees headed by your direct supervisor.

Supervisor: the person who is responsible for an employee's performance appraisal and approval of his/her leave.

Manager: a person who supervises other supervisors.

Organization: an agency, office or division.

Favoritism: Making human capital management decisions based upon personal feelings and/or relationships and NOT on objective criteria, such as assessments of ability, knowledge and skills.

Favoritism involves the granting of any preference or advantage not authorized by law, rule, or regulation to:

1) any employee, such as in selection for work assignments, promotions, telework, flexible work schedules, reassignments, geographic relocations, training or developmental opportunities, pay, performance appraisal ratings, awards, discipline, retention efforts, etc., OR

2) any applicant for employment (including defining the scope or manner of competition or the requirements for any position) for the purpose of improving or injuring the prospects of any particular person for employment.

In other words, favoritism occurs when a selecting official or supervisor grants a benefit to one applicant or employee but not another similarly situated applicant or employee for reasons other than a legitimate or merit-based reason.

Possible examples might include:

- o if a supervisor gave a favorite employee an on-the-spot cash award, but not to another equally deserving employee who performed the same work;
- o if a supervisor granted a career ladder promotion to one employee but denied it to a similar employee who performed at the same level;
- o if a selecting official asked Human Resources to find a way to hire someone (a friend of the selecting official) who had been rated as not qualified for a position.

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4. Engagement

1. Please indicate your level of agreement with the following statements based on your experiences in the past two years.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| My agency is successful in accomplishing its mission. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The work I do is meaningful to me. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Overall, I am satisfied with my supervisor. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Overall, I am satisfied with managers above my immediate supervisor. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My work unit produces high quality products and services. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I know what is expected of me on the job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My job makes good use of my skills and abilities. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have the resources to do my job well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would recommend my agency as a place to work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have sufficient opportunities (such as challenging work assignments or projects) to earn a high performance rating. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Recognition and rewards are based on performance in my work unit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am satisfied with the recognition and rewards I receive for my work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am given a real opportunity to improve my skills in my organization. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am treated with respect at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My opinions count at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A spirit of cooperation and teamwork exists in my work unit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| At my job, I am inspired to do my best work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I've developed a good working relationship with my supervisor. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I receive the information that I need to perform my job well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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5. My Supervisor

2. Please indicate your level of agreement with the following statements based on your experiences in the past two years.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| My supervisor provides me with constructive and timely feedback on my job performance. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor values input from all employees. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor avoids communicating with some employees. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor uses fair standards for praise for everyone in the office. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor uses fair standards for criticism for everyone in the office. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor provides appropriate rewards for excellent performance in my work unit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor provides appropriate negative consequences for poor performance in my work unit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor treats everyone in my work unit with the same amount of respect. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor demonstrates favoritism by spending more time talking with favorite employees about work-related topics (e.g., assignments, agency goals). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor demonstrates favoritism by spending more time talking with favorite employees about non work-related topics (e.g., hobbies, family). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor provides better treatment to the better performers in the work unit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor provides better treatment to employees who are a "personality fit" with the supervisor. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor provides better treatment to employees who ingratiate themselves to the supervisor. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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6. My Supervisor

3. Please indicate your level of agreement with the following statements based on your experiences in the past two years.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| My supervisor demonstrates favoritism by treating some employees better than others. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor demonstrates favoritism to me that has helped me. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor demonstrates favoritism to others that has harmed me. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor demonstrates favoritism that has helped others in my work unit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor demonstrates favoritism that has harmed others in my work unit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor demonstrates nepotism (giving an unfair advantage to his/her relatives). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

4. In the past two years, my supervisor has demonstrated favoritism through:

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| Recruitment | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Initial hiring | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Selection for work assignments | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Selection for acting supervisor responsibilities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Advancement/promotion | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Granting telework | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Granting flexible work schedules | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Selection for geographic relocation and/or reassignments | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Training/developmental opportunities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Allowing access to networking opportunities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Social interactions (friendlier to some employees) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Performance appraisals | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Awards | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Pay | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Discipline | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Retention efforts | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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7. My Supervisor

5. When your supervisor is out of the office, how does he/she decide who serves as the acting supervisor?

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| The person with the best skills is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The person who is most interested is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The person with a developmental need is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The person who is a favorite of the supervisor, but not the best qualified is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The person with time available is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The person with the highest grade is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

6. When your supervisor has a critical project that would be career-enhancing, how does he/she decide who receives the assignment?

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| The person with the best skills is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The person who is most interested is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The person with a developmental need is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The person who is a favorite of the supervisor, but not the best qualified is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The person with time available is selected. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

7. Compared to other employees at my performance level, my supervisor treats me:

- Much better
- Somewhat better
- The same
- Somewhat worse
- Much worse

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8. My Supervisor

8. Please indicate the level of importance of each of the following to your supervisor.

| | Very Important | Somewhat Important | Neutral | Somewhat Unimportant | Very Unimportant | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Producing high quality products and services. | <input type="radio"/> |
| Building good working relationships with employees who report directly to him/her. | <input type="radio"/> |
| Building good working relationships with peer level supervisors. | <input type="radio"/> |
| Building good working relationships with higher level officials. | <input type="radio"/> |
| Obtaining a promotion. | <input type="radio"/> |
| Treating employees fairly. | <input type="radio"/> |
| Helping employees succeed in their careers. | <input type="radio"/> |
| Helping the agency succeed in its mission. | <input type="radio"/> |

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9. In My Organization

9. Please indicate the frequency with which you believe the following occur based on your experiences in the past two years.

| | Always | Most of the Time | Sometimes | Rarely | Never | Don't Know/Not Applicable |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Favoritism occurs in my organization. | <input type="radio"/> |
| Nepotism occurs in my organization. | <input type="radio"/> |

10. Please indicate your level of agreement with the following statements based on your experiences in the past two years.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| Favoritism is a problem in my organization. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisors in my organization (excluding my supervisor) practice favoritism by treating some employees better than others who perform similarly. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisors in my organization (excluding my supervisor) have demonstrated nepotism (giving an unfair advantage to their relatives). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisors in my organization (excluding my supervisor) have demonstrated favoritism toward relatives of other agency officials. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Applicants who have connections to agency officials are given unfair advantages. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

11. If you believe favoritism occurs, why do you think it happens?

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| Supervisors do not understand what's required to fairly and effectively perform their supervisory role. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Supervisors value friendships/loyalty over competence. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| There aren't good tools for making personnel decisions. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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10. In My Organization

12. Please indicate the frequency with which the following occur in your organization based on your experiences in the past two years.

| | Always | Most of the Time | Sometimes | Rarely | Never | Don't Know/Not Applicable |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Vacancies are filled through "preselection" where the selecting official had decided whom to select before advertising the vacancy. | <input type="radio"/> |
| Vacancy announcements are designed to favor or disfavor a particular person or persons. (For example, recruitment or who may apply is inappropriately narrowed to limit the competition.) | <input type="radio"/> |
| Selection criteria (e.g., qualification requirements or desired skills) are tailored to give an unfair advantage to a particular candidate. | <input type="radio"/> |
| Based on friendship with the selecting official or other connections, an individual is selected over more qualified candidates. | <input type="radio"/> |

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11. In My Organization

13. In my organization, employees ARE promoted because of their

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| Education or training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Quality of work experience/technical competence | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Length of work experience | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dedication to the organization/mission | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Physical attractiveness | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Personal relationship with the selecting official | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Professional relationship with the selecting official | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Professional relationships with higher level employees | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Professional relationships with peers | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Professional relationships with lower level employees | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| References/contacts who recommended the employee | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Performance in the selection process | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Recognized potential to handle higher level responsibilities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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12. Management Practices

14. Employees SHOULD BE promoted because of their

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| Education or training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Quality of work experience/technical competence | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Length of work experience | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Dedication to the organization/mission | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Physical attractiveness | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Personal relationship with the selecting official | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Professional relationship with the selecting official | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Professional relationships with higher level employees | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Professional relationships with peers | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Professional relationships with lower level employees | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| References/contacts who recommended the employee | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Performance in the selection process | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Recognized potential to handle higher level responsibilities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

For Information Only

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13. Management Practices

15. Please indicate your level of agreement with the following statements.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| A supervisor should give better assignments to employees who perform well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A supervisor should give more training and developmental opportunities to employees who perform well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A supervisor should provide more networking opportunities to employees who perform well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A supervisor should spend more time mentoring employees who perform well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A supervisor should "go easier" on a high-performing employee who makes a mistake than a low-performing employee who makes a mistake. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A supervisor should clearly explain to an employee the reasons behind denial of the employee's request to telework. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A supervisor should grant greater autonomy to employees who perform well. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A selecting official should select the candidate with whom he/she most enjoys working even if this results in not selecting one of the most qualified applicants. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A selecting official should select the candidate with the best personality fit with the work unit even if this results in not selecting one of the most qualified applicants. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| It's okay for a supervisor to socialize with some employees more than others at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| It's okay for a supervisor to socialize with some employees more than others outside of work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| It's okay for employees to use their physical attractiveness to their advantage at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Federal Merit Systems Survey

14. Possible Outcomes of Favoritism

16. Please indicate your level of agreement with the following statements based on your experiences within the past two years.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
|--|-----------------------|-----------------------|-------------------------------|-----------------------|-----------------------|
| Favoritism has reduced my work satisfaction. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Favoritism has reduced my motivation to put forth my best effort at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Favoritism has reduced camaraderie in my work unit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Favoritism has resulted in resentment toward the recipient(s) of favoritism. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The favoritism demonstrated by my supervisor has reduced my respect for my supervisor. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Favoritism has resulted in some employees leaving the organization. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Favoritism has negatively impacted my agency's performance. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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15. Your Experiences and Suggestions

17. If you have witnessed favoritism in your organization within the past two years, what are the most common ways that supervisors demonstrate favoritism?

18. If you perceive favoritism to be a problem, what can or should be done to decrease the practice of favoritism in organizations?

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16. About You

19. Compared to other employees in my work unit, my performance is:

- Much better
- Somewhat better
- About the same
- Somewhat worse
- Much worse

20. Please indicate your level of agreement with the following statements.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| I am familiar with the merit system principles. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am familiar with the prohibited personnel practices. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

21. Within the past 2 years, have you applied for a job within your agency that you did not receive?

- Yes
- No

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Federal Merit Systems Survey

17. About You

22. Please indicate your level of agreement with the following statements.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| I requested feedback regarding why I was not selected for the job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I received helpful feedback that explained why I was not selected for the job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

23. Please indicate your level of agreement with the following statements.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| I plan to retire within the next 12 months. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I plan to leave Federal service within the next 12 months and continue working outside the Federal sector. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I plan to leave my agency and go to another Federal agency within the next 12 months. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I plan to leave my work unit and go to another work unit in my agency within the next 12 months. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

24. What is your supervisory status?

- Non-Supervisor
- Team Leader (You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities, such as conducting performance appraisals or approving leave).
- Supervisor (You are responsible for employees' performance appraisals and approval of their leave, but you do not supervise other supervisors.)
- Manager (You are in a management position and supervise other supervisors.)
- Executive (You are a member of the Senior Executive Service or equivalent.)

Federal Merit Systems Survey

18. For Supervisors Only

25. Please indicate how important each of the following is to you.

| | Very Important | Somewhat Important | Neutral | Somewhat Unimportant | Very Unimportant | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Producing high quality products and services. | <input type="radio"/> |
| Building good working relationships with employees who report directly to you. | <input type="radio"/> |
| Building good working relationships with peer level supervisors. | <input type="radio"/> |
| Building good working relationships with higher level officials. | <input type="radio"/> |
| Obtaining a promotion. | <input type="radio"/> |
| Treating employees fairly. | <input type="radio"/> |
| Helping employees succeed in their careers. | <input type="radio"/> |
| Helping the agency succeed in its mission. | <input type="radio"/> |
| Selecting an employee whose personality will be a good fit with me. | <input type="radio"/> |
| Selecting an employee whose personality will be a good fit with the work unit. | <input type="radio"/> |
| Selecting an employee whose skills will be a good fit with the work unit. | <input type="radio"/> |

26. Please indicate your level of agreement with the following statements.

| | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree | Don't Know/Not Applicable |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|---------------------------|
| I select employees based on my overall impression (gut instincts). | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My gut instincts would produce a more appropriate best qualified list than the current hiring tools/process. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

19. Thank you!

Thank you for completing this survey!

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