



U.S. MERIT SYSTEMS PROTECTION BOARD
1120 Vermont Avenue, NW.
Washington, DC 20419

January 2000

MERIT PRINCIPLES SURVEY 2000

Dear Federal Coworker:

We are interested in what you think about your work and your work environment. I know how busy people are these days, but I hope you will be able to spare a little time to help us by responding to this survey. You are part of a relatively small random sample of government employees whose views will represent the views of the larger federal workforce. You can make a difference.

This effort is an important part of the U.S. Merit Systems Protection Board's (MSPB) oversight of the "health" of the federal civil service. MSPB has been conducting this survey approximately every three years since 1983. The findings will go to the President, Congress, federal managers, and other decision makers.

All your responses to this survey will be **strictly confidential**. The survey should take you about **20 to 30 minutes to complete**, depending on the number of questions you are asked to answer. The survey **may be completed at your work site or at home**. Additional information about this survey—and a summary of the eventual findings—will be available by clicking the "STUDIES" icon on MSPB's website (www.mspb.gov).

Please complete the survey and **return it in the enclosed prepaid envelope within 5 days after you receive it**. If you have any questions about this survey, please contact us on our survey hotline at (202) 653-6772, Ext. 1337 or via e-mail at SURVEY2000@mspb.gov.

Thank you very much for contributing to this important project.

Sincerely,

A handwritten signature in black ink that reads "John M. Palguta".

John M. Palguta
Director, Policy and Evaluation

MERIT PRINCIPLES SURVEY 2000

This survey asks for your opinions on a variety of personnel issues. **You will not be asked to answer every question** on this survey and instructions will tell you which questions to skip.

The survey is divided into the following three sections:

SECTION I, COMPLETED BY ALL EMPLOYEES, covers a wide range of topics, including your job, your work unit, your supervisor and coworkers, reasons for staying or leaving government, personnel practices, and individual and organizational performance.

SECTION II, COMPLETED BY SUPERVISORS, specifically covers difficulties encountered in filling vacancies, selection procedures used, and problems in dealing with poor performers.

SECTION III, COMPLETED BY ALL EMPLOYEES, covers individual background information for use in comparing the perceptions of different employee subgroups.

DEFINITIONS USED IN THIS SURVEY

Throughout the federal government there are many different interpretations of work, work units, and levels of supervision. To guide your interpretation and for the purposes of this survey, your:

WORK UNIT is the group of people you work with on a regular basis and with whom you most identify. This will usually be the group of employees working for the same immediate supervisor. A work unit is generally larger than a "team" and may include one or more teams led by "team leaders."

IMMEDIATE SUPERVISOR is the person who generally is the first person to sign your performance appraisal rating.

ORGANIZATION refers to the next higher unit to which your work unit belongs. This is usually a level between your work unit and your AGENCY.

AGENCY is the governmental component where you work. If you work in an independent agency, such as the Environmental Protection Agency or the Office of Personnel Management, that would be "your agency." If you work in one of the large cabinet-level departments, such as the Department of the Treasury, the Department of Justice, or the Department of Defense, "your agency" would be a major component of that department. For example, major departmental components include "Bureaus" (e.g., Bureau of the Census, Bureau of Land Management); large components such as the Army, Navy, and Air Force; "Services" (e.g., the Forest Service, the Internal Revenue Service), "Administrations" (e.g., Food and Drug Administration, Drug Enforcement Administration).

ATTENTION SUPERVISORS: If you are a supervisor, consider your WORK UNIT to be the group of people you directly supervise.

PRIVACY ACT NOTICE

Collection of the requested information is authorized by the Civil Service Reform Act of 1978. Your participation in this survey is completely voluntary and none of the information you choose to supply will be associated with you individually.

REPORT REQUEST INFORMATION

If you would like a copy of the report published as a result of this survey, contact us at:

U.S. Merit Systems Protection Board
Office of Policy and Evaluation
1120 Vermont Avenue, NW, Washington, DC 20419
(202) 653-6772 Ext. 1350
E-mail: SURVEY2000@mspb.gov.

MARKING INSTRUCTIONS

- Use a No. 2 pencil or blue or black ink pen.
- Fill in the oval completely.
- Do not make any stray marks on this survey.

CORRECT MARK:



INCORRECT MARKS:



SECTION I: ALL EMPLOYEES

	Don't Know/Can't Judge	
	Strongly Disagree	Strongly Disagree
	Disagree	Disagree
	Neither Agree nor Disagree	Neither Agree nor Disagree
	Agree	Agree
	Strongly Agree	Strongly Agree
1. Information is shared freely in my work unit.....	<input type="radio"/>	<input type="radio"/>
2. I have the resources to do my job well	<input type="radio"/>	<input type="radio"/>
3. At the place I work, my opinions seem to count	<input type="radio"/>	<input type="radio"/>
4. My work unit has a sufficient number of employees to do its job..	<input type="radio"/>	<input type="radio"/>
5. A spirit of cooperation and teamwork exists in my work unit ...	<input type="radio"/>	<input type="radio"/>
6. In the past 2 years, I have been given more flexibility in how I accomplish my work.....	<input type="radio"/>	<input type="radio"/>
7. In the past 2 years, the productivity of my work unit has improved	<input type="radio"/>	<input type="radio"/>
8. I am often bored with my job	<input type="radio"/>	<input type="radio"/>
9. I would recommend the Government as a place to work....	<input type="radio"/>	<input type="radio"/>
10. The work I do is meaningful to me..	<input type="radio"/>	<input type="radio"/>
11. I know what is expected of me on the job	<input type="radio"/>	<input type="radio"/>
12. I am treated with respect in my work unit.....	<input type="radio"/>	<input type="radio"/>
13. My work unit has been downsized in the last 5 years	<input type="radio"/>	<input type="radio"/>
14. My present job makes good use of my skills and abilities.....	<input type="radio"/>	<input type="radio"/>
15. I receive the training I need to perform my job	<input type="radio"/>	<input type="radio"/>
16. I need more training to perform my job effectively	<input type="radio"/>	<input type="radio"/>
17. Employees participate in developing long-range plans in my work unit	<input type="radio"/>	<input type="radio"/>
18. My performance standards are clearly linked to my organization's goals and objectives	<input type="radio"/>	<input type="radio"/>
19. The performance appraisal system motivates me to do a better job	<input type="radio"/>	<input type="radio"/>
20. I am satisfied with the recognition I receive for my work	<input type="radio"/>	<input type="radio"/>
21. Recognition and rewards are based on merit in my work unit	<input type="radio"/>	<input type="radio"/>
22. In my work unit, corrective actions are taken when employees do not meet performance standards	<input type="radio"/>	<input type="radio"/>
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve	<input type="radio"/>	<input type="radio"/>
24. The standards used to evaluate my performance are fair	<input type="radio"/>	<input type="radio"/>
25. The performance appraisal rating system has helped increase communications about my job between my supervisor and me....	<input type="radio"/>	<input type="radio"/>

Don't Know/Can't Judge

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

26. Overall, I am satisfied with my current pay
27. In general, I am satisfied with my job.....
28. My supervisor has good management skills.....
29. My supervisor has good technical skills
30. My supervisor looks out for the personal welfare of members of my work unit
31. My supervisor keeps me informed about how well I am doing
32. My supervisor deals effectively with poor performers
33. My supervisor deals effectively with misconduct on the job
34. My immediate supervisor encourages my career development
35. Overall, I am satisfied with my supervisor
36. Overall, I am satisfied with managers above my immediate supervisor
37. Workforce diversity should be taken into account when choosing among the best-qualified candidates
38. Downsizing has seriously eroded the institutional memory or knowledge in my work unit
39. Downsizing has helped make my work unit more efficient
40. A private sector company could perform the work of my work unit just as effectively as my work unit...

Don't Know/Can't Judge

Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

41. During the past 2 years, I have participated in legally permitted partisan political activities
42. I am familiar with the Government Performance and Results Act (GPRA).....
43. Of the following, mark the 3 factors that most motivate you to do a good job. Please mark no more than 3.
- Monetary award
 - My supervisor's encouragement
 - Recognition from my coworkers
 - Personal desire to make a contribution
 - Desire to get a good performance rating
 - My duty as a public employee
 - Desire to make my supervisor look good
 - Increasing my chances for a promotion
 - Desire to help my work unit meet its goals
 - Personal pride or satisfaction in my work
 - Desire not to let my supervisor down
 - Desire not to let my coworkers down
 - Good working environment overall
 - Availability of flexible working conditions (e.g., hours or work)
 - Other (specify) _____

No Basis to Judge

Very Unlikely
Somewhat Unlikely
Neither Likely nor Unlikely
Somewhat Likely
Very Likely

44. If you perform better in your present job, how likely is it that you will:
- a. receive more pay (e.g., bonus, promotion, cash award)
- b. receive a time-off award
- c. receive a non-pay reward (e.g., letter of recognition)
- d. receive informal recognition (e.g., being told you do good work).....

Contribution to Agency Mission

45. On a 10-point scale, to what extent do you feel that each of the following contributes to the accomplishment of your agency's mission?

	←	To No Extent	→	To a Very Great Extent	No Basis to Judge						
	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>
a. The work you personally perform	①	②	③	④	⑤	⑥	⑦	⑧	⑨	⑩	<input type="checkbox"/>
b. The work performed by your work unit	①	②	③	④	⑤	⑥	⑦	⑧	⑨	⑩	<input type="checkbox"/>
c. The work performed by your organization	①	②	③	④	⑤	⑥	⑦	⑧	⑨	⑩	<input type="checkbox"/>

	Not Sure
	Very Unlikely
	Somewhat Unlikely
	Neither Likely nor Unlikely
	Somewhat Likely
	Very Likely

46. Considering your Federal career overall, how likely is it that you will be leaving the Federal Government by:

a. <u>resigning</u> before you become eligible to retire?.....	<input type="checkbox"/>					
b. retiring <u>within 6 months</u> after you become eligible to retire?...	<input type="checkbox"/>					
c. retiring <u>more than 6 months</u> after you become eligible to retire?.....	<input type="checkbox"/>					

	Not Sure
	Very Unlikely
	Somewhat Unlikely
	Neither Likely nor Unlikely
	Somewhat Likely
	Very Likely

47. Before you retire or resign from the Federal Government, how likely is it that you will:

a. leave your current <u>work unit</u> to work in another work unit in your agency?	<input type="checkbox"/>					
b. leave your current <u>agency</u> to work in another Federal agency?.....	<input type="checkbox"/>					

48. Are you currently eligible to retire?

Yes – skip to question 50.
 No
 Don't Know/Not Sure

49. Will you become eligible to retire within the next 5 years?

Yes
 No
 Don't Know/Not Sure

	Not Sure
	Very Unlikely
	Somewhat Unlikely
	Neither Likely nor Unlikely
	Somewhat Likely
	Very Likely

50. Within the next 5 years, how likely are you to:

a. retire from the Federal Government	<input type="checkbox"/>					
b. leave your work unit for another Federal Government job	<input type="checkbox"/>					
c. leave your work unit for a job <u>outside</u> the Federal Government	<input type="checkbox"/>					

51. In the coming year, do you plan to retire?

Yes – skip to question 53.
 No

52. In the coming year, do you plan to look for another job?

No – skip to question 54.
 Yes, but only within the Federal Government
 Yes, but only outside the Federal Government
 Yes, I plan to look both inside and outside the Federal Government

54A. If you are NOT planning to retire or look for another job in the coming year, how important, if at all, is each of the following as a reason for you to stay in your present job?

(If you ARE planning to retire or look for another job in the coming year, be sure you answered both parts of question 53, then SKIP TO question 55.)

	Very Unimportant	Unimportant	Neither Important nor Unimportant	Important	Very Important	
YOUR WORK						
Current job duties and responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities to work on challenging assignments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities to work on your own	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of job stress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WORKING RELATIONSHIPS						
Workers in your unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workers in other work units	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customers you serve	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your immediate supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Higher-level supervisors in your agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ADVANCEMENT/RECOGNITION						
Opportunities for training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chances of getting promoted in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition for outstanding performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputation of the Federal Government as an employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
COMPENSATION/BENEFITS						
Your pay (excluding benefits) compared to pay for similar jobs outside Government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Federal benefit programs (e.g., retirement, leave, health, Thrift Savings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PERSONAL						
Desire not to relocate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commuting time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health reasons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family reasons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OTHER						
Poor job market for what you do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of people to handle the workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of resources and support equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical work environment (office space, facilities, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your current working schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

54B.

Select and mark the **3 reasons** that are the **most important** in your decision to stay in your present job.

Do not mark more than 3.

Please be sure to continue to question 54B

55. Indicate your level of agreement or disagreement with the following statements about the performance of your immediate supervisor.

Not Applicable
Don't Know/Can't Judge
Strongly Disagree
Disagree
Neither Agree nor Disagree
Agree
Strongly Agree

My immediate supervisor . . .

- a. Selects the best-qualified available people when hiring from outside Government
- b. Promotes the best-qualified available people for the jobs to be filled
- c. Uses fair and open competition when hiring from outside Government
- d. Uses fair and open competition for promotions
- e. Promotes high standards of integrity, conduct, and concern for the public interest
- f. Retains employees on the basis of their job performance . . .
- g. Has let the fear of being charged with discrimination adversely affect the way work is assigned, performance is evaluated, or awards are given. .
- h. Would try to remove an employee who even after counseling refused to perform satisfactorily
- i. Would try to remove an employee who even after coaching was not able to perform satisfactorily.
- j. Would try to help a poor performer improve
- k. Would encourage a poor performer to resign or transfer out of the work unit

56. What is the total number of employees in your immediate work unit, including the supervisor and team leader(s)?

Write the number and mark the matching ovals below each box. Use leading zeroes, if less than 100, e.g., 031 or 009.

<input type="radio"/> 0	<input type="radio"/> 0	<input type="radio"/> 0
<input type="radio"/> 1	<input type="radio"/> 1	<input type="radio"/> 1
<input type="radio"/> 2	<input type="radio"/> 2	<input type="radio"/> 2
<input type="radio"/> 3	<input type="radio"/> 3	<input type="radio"/> 3
<input type="radio"/> 4	<input type="radio"/> 4	<input type="radio"/> 4
<input type="radio"/> 5	<input type="radio"/> 5	<input type="radio"/> 5
<input type="radio"/> 6	<input type="radio"/> 6	<input type="radio"/> 6
<input type="radio"/> 7	<input type="radio"/> 7	<input type="radio"/> 7
<input type="radio"/> 8	<input type="radio"/> 8	<input type="radio"/> 8
<input type="radio"/> 9	<input type="radio"/> 9	<input type="radio"/> 9

57. In your opinion, how many employees in your immediate work unit, if any, are **performing below what is reasonably expected from them on their job?**

Write in the number and mark the matching ovals below each box. Use leading zeroes, if less than 10, e.g., 05 or 01.

<input type="radio"/> 0	<input type="radio"/> 0
<input type="radio"/> 1	<input type="radio"/> 1
<input type="radio"/> 2	<input type="radio"/> 2
<input type="radio"/> 3	<input type="radio"/> 3
<input type="radio"/> 4	<input type="radio"/> 4
<input type="radio"/> 5	<input type="radio"/> 5
<input type="radio"/> 6	<input type="radio"/> 6
<input type="radio"/> 7	<input type="radio"/> 7
<input type="radio"/> 8	<input type="radio"/> 8
<input type="radio"/> 9	<input type="radio"/> 9

58. In your opinion, how many employees in your immediate work unit, if any, are **performing so poorly that they deserve to be fired?**

Write in the number and mark the matching ovals below each box. Use leading zeroes, if less than 10, e.g., 05 or 01.

<input type="radio"/> 0	<input type="radio"/> 0
<input type="radio"/> 1	<input type="radio"/> 1
<input type="radio"/> 2	<input type="radio"/> 2
<input type="radio"/> 3	<input type="radio"/> 3
<input type="radio"/> 4	<input type="radio"/> 4
<input type="radio"/> 5	<input type="radio"/> 5
<input type="radio"/> 6	<input type="radio"/> 6
<input type="radio"/> 7	<input type="radio"/> 7
<input type="radio"/> 8	<input type="radio"/> 8
<input type="radio"/> 9	<input type="radio"/> 9

Level of Productivity

	←-----→											
	Not at all Productive										Extremely Productive	No Basis to Judge
	1	2	3	4	5	6	7	8	9	10		
59. On a 10-point scale, how would you rate the overall productivity of:												
a. Yourself	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
b. Your work unit.....	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>
c. Your organization.....	1	2	3	4	5	6	7	8	9	10		<input type="checkbox"/>

60. Overall, how would you rate the quality of work performed by:

	No Basis to Judge					
	Poor					
	Below Average					
	Average					
	Above Average					
	Outstanding					
a. Yourself	<input type="checkbox"/>					
b. People who have joined your work unit in the past 2 years, if any.....	<input type="checkbox"/>					
c. People who have left your work unit in the last 2 years, if any.....	<input type="checkbox"/>					
d. Your work unit as a whole	<input type="checkbox"/>					
e. The larger organization that includes your work unit.....	<input type="checkbox"/>					
f. The Federal workforce as a whole	<input type="checkbox"/>					

61. In the past 2 years, have you:

	Yes	No
a. Made any formal disclosure of unlawful behaviors, fraud, waste or abuse at work?	<input type="checkbox"/>	<input type="checkbox"/>
b. Exercised any formal appeal, complaint, or grievance right?	<input type="checkbox"/>	<input type="checkbox"/>

62. In the past 2 years, to what extent do you believe you have been treated fairly regarding the following?

	No Basis to Judge					
	To No Extent					
	To a Little Extent					
	To Some Extent					
	To a Considerable Extent					
	To a Very Great Extent					
a. Promotions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Awards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Annual performance appraisals ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Discipline.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Job assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

63. In your organization, to what extent do you believe that employees from each of the following groups are subjected to flagrant and obviously discriminatory practices which hinder their career development? (Mark a response for each group.)

	Don't Know/Can't Judge					
	To No Extent					
	To a Minimal Extent					
	To a Moderate Extent					
	To a Great Extent					
a. African Americans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Asian Pacific Americans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Hispanics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Native Americans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Whites.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Don't Know/Can't Judge

No
Yes

64. In the past 2 years, do you feel you have been denied a job, promotion or other job benefit because of unlawful discrimination based upon:

- a. Race/national origin
- b. Sex
- c. Age
- d. Handicapping condition
- e. Religion
- f. Marital Status
- g. Political affiliation

65. In the past 2 years, do you feel you have been pressured by an agency official:

- a. To engage in partisan political activity
- b. To retaliate against or take action in favor of another Federal Employee or applicant for political reasons

66. In the past 2 years, do you feel you have been:

- a. Deliberately misled by an agency official about your right to compete for a job or promotion
- b. Influenced by an agency official to withdraw from competition for a Federal job or promotion in order to help another person's chances of getting that job or promotion
- c. Denied a job or promotion because one of the selecting or recommending officials gave an unfair advantage to another applicant
- d. Denied a job or promotion which went instead to the relative of one of the selecting or recommending officials

Don't Know/Can't Judge

No
Yes

67. In the past 2 years, do you feel you have been retaliated against or threatened with retaliation for:

- a. Making disclosure concerning health and safety dangers, unlawful behavior, and/or fraud, waste, and abuse
- b. Exercising any appeal, complaint, or grievance right
- c. Testifying for or otherwise assisting any individual in the exercise of whistleblowing, equal opportunity, or appeal rights
- d. Refusing to obey an unlawful order
- e. Reporting unwanted sexual attention or sexual harassment

68A. Are the following programs available to you at work?			Be Sure to Answer Both Parts of This Question ←—————→	68B. How important is each program to you personally (even if it is not currently available to you)?					
Yes	No	Don't Know/ Not Sure		Very Important	Important	Neither Important nor Unimportant	Unimportant	Very Unimportant	Don't Know/ Can't Judge
			Programs						
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	a. Flexible work schedule (i.e., variable starting and ending times)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	b. Compressed work schedule (i.e., working more than 8-hour days)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	c. Opportunity to work part-time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	d. Opportunity for job sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	e. Opportunity to work away from the main work site (telecommuting)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	f. Child care resource and referral services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	g. Elder care resource and referral services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	h. Onsite/near site child care center	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	i. Sick leave for family care, bereavement, or adoption	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	j. Leave sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	k. Commuter fare subsidies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	l. Employee assistance programs (EAP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sources of Information	69A. Indicate which of the following sources of information are <u>readily available to you at work.</u>		69B. How often do you use each as part of your work?					
	Available?		Hourly	Daily	Weekly	Monthly	Less than Monthly	Not at All
	Yes	No						
a. Fax	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Voice-mail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. E-mail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Internet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

70. Are you a supervisor (i.e., do you sign the performance appraisal ratings for your immediate subordinates)?

- No – Skip to Section III, question 89 on page 15.
- Yes

SECTION II: SUPERVISORS ONLY

71. Have you filled a vacant position in the last 2 years?

- No – Skip to question 79 on page 13.
 Yes

72. Please tell us about the position you filled most recently within the last 2 years.

What job category was it in? (Mark one)

- Professional/Administrative
 Technical/Clerical
 Wage Grade
 Other

 Not sure

73. Which of the following types of applicants were referred to you for your most recent selection? (Mark all that apply)

- Federal employees from within your agency
 Federal employees from outside your agency
 Former Federal employees
 Applicants who have never been Federal employees

 Unsure/Don't know

74. From which type of applicant did you make your most recent selection? (Mark only one)

- Federal employees from within your agency
 Federal employees from outside your agency
 Former Federal employees
 Applicants who have never been Federal employees

 Unsure/Don't know

75. Do you think you filled this job more quickly than you would have 2 years ago?

- Yes
 No

 Don't know/Can't Judge

76. Have you filled any entry-level professional/administrative vacancies in your work unit in the last 2 years?

- No – Skip to question 78 on page 13.
 Yes

77A. When filling <u>entry-level professional/ administrative</u> vacancies in your work unit, to what extent do you rely on the following sources of information in making your hiring decisions?					Be Sure to Answer Both Parts of This Question	77B. In your opinion, to what extent is each of these sources of information a good predictor of professional/administrative job performance?				
To a Great Extent	To a Moderate Extent	To a Minimal Extent	To No Extent	Don't Know/ Can't Judge	Source of Information	To a Great Extent	To a Moderate Extent	To a Minimal Extent	To No Extent	Don't Know/ Can't Judge
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	a. Written test scores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	b. Prior work experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	c. Level of education achieved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	d. Reputation of educational institution attended	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	e. Major field of study	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	f. College grade point average	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	g. Interviews	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	h. Quality of the application or resumé	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	i. Reference checks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	j. Personal recommendations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	k. Other (Please specify) _____ _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

78. For all the vacancies you filled in your work unit in the past 2 years, has the quality of applicants improved or worsened with regard to each of the following categories of positions?

	Don't Know/Can't Judge	Greatly Worsened	Somewhat Worsened	Remained the Same	Somewhat Improved	Greatly Improved	Not Applicable
a. Wage grade (trades or crafts).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Clerical or support.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Technical (e.g., engineering, biological or medical technician or aide)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Entry-level professional or administrative positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Mid- or senior-level professional or administrative positions ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Senior Executive Service (SES).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

79. To what extent do you agree or disagree with the following statements?

	Don't Know/Can't Judge	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Since 1993, I have gained additional flexibilities in taking personnel actions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. High employee turnover is a major problem in my work unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

80. Does your work unit rely on any of the following types of contingent employees to get the work done? (Mark all that apply.)

- Temporary/Term-limited employees
- Contract employees
- Students (interns, co-ops, summer hires, etc.)

81. In the next 5 years, is the reliance of your work unit on contingent employees likely to:

- Increase
- Stay the same
- Decrease
- Don't Know/Not Sure

82. During the past 2 years, have you supervised employees with performance or misconduct problems?

- No – Skip to Section III, question 89 on page 15.
- Yes, misconduct
- Yes, poor performance
- Yes, both poor performance and misconduct

83. During the past 2 years, have you taken any formal action (e.g., demotion, removal) against an employee for a performance problem?

- No – Skip to Section III, question 89 on page 15.
- Yes

84. Is the employee against whom you took formal action still in the work unit? (If there was more than one employee, answer in terms of the most recent action taken.)

- No
- Yes

85. How easy or difficult was it for you to do the following tasks in dealing with an employee with a performance problem?

	Very Easy	Easy	Neither Easy nor Difficult	Difficult	Very Difficult	Don't Know/Not Applicable
a. Identify specific performance deficiencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Relate the performance deficiencies to the employee's critical job elements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Discuss the performance deficiencies with the employee ..	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Provide the employee an opportunity to demonstrate acceptable performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Develop a performance improvement plan (PIP).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Supervise an employee who is on a PIP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Document the employee's performance.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Defend the decision to remove or demote the poor performer. ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

86. Did you have any difficulty in dealing with an employee with a performance problem?

- No – Skip to question 88.
- Yes

87. Of the difficulty you had in dealing with an employee with a performance problem, were any of the following a reason for the difficulty?

	Yes	No
a. Insufficient time to devote to the problem	<input type="radio"/>	<input type="radio"/>
b. Your lack of training on how to deal with poor performers	<input type="radio"/>	<input type="radio"/>
c. You didn't believe your action would be upheld by a third party	<input type="radio"/>	<input type="radio"/>
d. Insufficient support from higher-level management	<input type="radio"/>	<input type="radio"/>
e. Inadequate advice from the human resources (personnel) office.....	<input type="radio"/>	<input type="radio"/>
f. Lack of objectivity of the performance standards	<input type="radio"/>	<input type="radio"/>
g. Your dislike of confrontation	<input type="radio"/>	<input type="radio"/>
h. Your concern that the employee might file a discrimination complaint	<input type="radio"/>	<input type="radio"/>
i. Employee filed a discrimination complaint	<input type="radio"/>	<input type="radio"/>
j. Poor agency guidelines regarding the performance management process	<input type="radio"/>	<input type="radio"/>
k. Your lack of confidence in the performance management system	<input type="radio"/>	<input type="radio"/>
l. Other (Please specify) _____ ..	<input type="radio"/>	<input type="radio"/>

88. Generally, how did taking formal action to deal with a poor performer affect your working relationship with each of the following?

	Improved	Stayed the Same	Got Worse	Don't Know	Not Applicable
a. The poor performer involved	<input type="radio"/>				
b. Your immediate supervisor	<input type="radio"/>				
c. Upper management	<input type="radio"/>				
d. Other workers in the same work unit as the poor performer	<input type="radio"/>				
e. Union representatives	<input type="radio"/>				

SECTION III: ALL EMPLOYEES

89. How many years have you been a Federal Government employee (excluding military service)?

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- 21 to 25 years
- 26 to 30 years
- 31 years or more

90. Do you work at your agency's headquarters office (typically in Washington, DC), or in a field location?

- Headquarters
- Field

91. Are you:

- Male
- Female

92. What is your age?

- Under 20
- 20-29
- 30-39
- 40-49
- 50-54
- 55-59
- 60-64
- 65 or older

93. What is your highest educational level?

- Less than high school diploma
- High school diploma or GED
- High school diploma or GED plus some college or technical school
- 2-year college degree (AA, AS)
- 4-year college degree (BA, BS, or other bachelor's degree)
- Some graduate or professional school
- Graduate or professional degree

94. What is your pay category?

- General schedule or similar
- Wage grade
- Executive (SES or equivalent)
- Other

95. What is your current pay grade?

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- ES 1-6 (SES pay grades)
- Other

96. Are you of Hispanic or Latino origin?

- Yes
- No

97. What race do you consider yourself to be? (Mark one or more.)

- American Indian or Alaskan Native
- Asian
- Black or African American
- Native Hawaiian or other Pacific Islander
- White

98. Where do you work?

- Agriculture
- Commerce

Defense

- Air Force
- Army
- Navy
- Other DOD

- Education
- Energy
- Environmental Protection Agency
- General Services Administration
- Health and Human Services
- Housing and Urban Development
- Justice
- Labor
- Interior
- National Aeronautics and Space Administration
- Social Security Administration
- State

- Transportation (not FAA)
- Transportation (FAA)
- Treasury
- Veterans Affairs

- Other

99. To which retirement system do you belong?

- FERS
- CSRS
- Other
- Don't know

