

APPENDIX C-3

BASELINE, IMPLEMENTATION YEAR, AND OPERATIONAL YEAR – SURVEY RESULTS

Baseline, Implementation Year, and Operational Year—Survey Results

	Baseline Survey				Year One Survey (Implementation Year)				Year Three Survey (Operational Year)					
	Demo. Group		Comp. Group		Demo. Group		Comp. Group		Demo. Group		Comp. Group			
Total Respondents	1024 ¹		512		935		503		1,112		609			
Question	#	%	#	%	#	%	#	%	#	%	#	%		
1. What is your gender?					1				1					
Male	618	61.1%	326	65.5%		560	60.1%	314	63.4%		686	62%	394	66%
Female	394	38.9%	172	34.5%		372	39.9%	181	36.6%		418	38%	206	34%
2. What is your ethnic identity?					2				2					
Native American	6	0.6%	3	0.6%		18	2.0%	12	2.5%		15	1%	10	2%
Eskimo (Alaska)	1	0.1%	0	0.0%		0	0.0%	0	0.0%		2	1%	1	1%
Aleut (Alaska)	0	0.0%	0	0.0%		1	0.1%	0	0.0%		0	0%	0	0%
Asian or Pacific Islander	36	3.6%	29	5.9%		35	3.8%	20	4.1%		56	5%	30	5%
Black	107	10.7%	21	4.3%		75	8.2%	20	4.1%		72	7%	27	5%
White	827	82.4%	423	86.7%		759	83.0%	416	85.4%		904	83%	513	86%
Other	27	2.7%	12	2.5%		26	2.8%	19	3.9%		35	3%	13	2%
3. Are you of:					3				3					
Hispanic Origin	38	3.9%	10	2.1%		28	3.2%	20	4.3%		38	4%	23	4%
Non-Hispanic Origin	926	96.1%	460	97.9%		847	96.8%	442	95.7%		997	96%	541	96%
8. What is your pay category?					5				5					
GS/GM	1014	100.0%	499	99.8%		67	7.2%	494	99.2%		29	3%	595	98%
ST/SL-3104	0	0.0%	1	0.2%		1	0.1%	0	0.0%		0	0%	1	0%
SES	0	0%	0	0%		2	0.2%	1	0.2%		0	0%	2	0%
Demonstration Project	NA	NA	NA	NA		865	92.5%	3	0.6%		1078	97%	7	1%

¹ The number of baseline survey respondents reported here differs from the number reported in the "Baseline Survey Report" to reflect additional surveys received and entered into the data set.

	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
4. What is your highest level of education completed?					7									
Elementary school	1	0.1%	0	0.0%		0	0.0%	0	0.0%		0	0%	0	0%
Some high school or technical training	1	0.1%	0	0.0%		2	0.2%	0	0.0%		2	0%	0	0%
Graduated from high school or GED	26	2.6%	13	2.6%		17	1.8%	14	2.8%		21	2%	13	2%
High school diploma plus technical training or apprenticeship	31	3.1%	14	2.8%		20	2.1%	14	2.8%		22	2%	17	3%
Some college	104	10.4%	44	8.9%		122	13.1%	45	9.1%		132	12%	54	9%
2 year associate degree	50	5.0%	25	5.1%		53	5.7%	25	5.0%		56	5%	34	6%
Graduated from college	228	22.8%	86	17.4%		207	22.2%	84	16.9%		235	21%	105	17%
Some graduate school	145	14.5%	64	13.0%		126	13.5%	57	11.5%		134	12%	58	10%
Master's degree	277	27.8%	131	26.5%		259	27.8%	136	27.4%		323	29%	163	27%
Doctorate degree	135	13.5%	117	23.7%		126	13.5%	122	24.5%		178	16%	160	27%
12. What is your supervisory status?					10					10				
Non-supervisor	726	71.8%	359	72.1%		671	72.1%	337	67.9%		751	68%	423	71%
Team leader	128	12.7%	75	15.1%		105	11.3%	79	15.9%		166	15%	78	13%
First line supervisor	111	11.0%	47	9.4%		109	11.7%	50	10.1%		135	12%	63	11%
Manager	46	4.5%	17	3.4%		46	4.9%	30	6.0%		56	5%	36	6%

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	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
5. What is your work location/duty station?					12					12				
Alaska	24	2.4%	30	6.0%		26	2.9%	29	5.9%		35	3%	34	6%
California	27	2.7%	49	9.8%		33	3.7%	43	8.8%		51	5%	36	6%
Colorado	142	14.0%	0	0.0%		116	12.9%	7	1.4%		177	16%	9	2%
Florida	48	4.7%	35	7.0%		44	4.9%	61	12.5%		46	4%	28	5%
Hawaii	8	0.8%	15	3.0%		9	1.0%	19	3.9%		11	1%	18	3%
Idaho	8	0.8%	0	0.0%		12	1.3%	1	0.2%		14	1%	1	0%
Maryland	NA	NA	NA	NA		230	25.5%	9	1.8%		280	26%	20	3%
Massachusetts	42	4.1%	43	8.6%		37	4.1%	36	7.4%		34	3%	31	5%
Mississippi	9	0.9%	18	3.6%		8	0.9%	20	4.1%		8	1%	29	5%
Nevada	7	0.7%	0	0.0%		7	0.8%	2	0.4%		7	1%	0	0%
New Jersey	7	0.7%	51	10.2%		6	0.7%	35	7.2%		5	1%	46	8%
North Carolina	80	7.9%	18	3.6%		69	7.7%	9	1.8%		97	9%	8	1%
Oklahoma	15	1.5%	0	0.0%		20	2.2%	0	0.0%		23	2%	1	0%
Oregon	17	1.7%	11	2.2%		25	2.8%	15	3.1%		24	2%	20	3%
Tennessee	4	0.4%	0	0.0%		2	0.2%	0	0.0%		8	1%	0	0%
Virginia	2	0.2%	18	3.6%		3	0.3%	13	2.7%		1	0%	37	6%
Washington	23	2.3%	123	24.6%		28	3.1%	106	21.7%		31	3%	156	26%
Washington DC area	519	51.2%	18	3.6%		216	24.0%	29	5.9%		215	20%	47	8%
Other	31	3.1%	70	14.0%		10	1.1%	54	11.1%		17	2%	69	12%
7. Prior to working for DoC, how many years of experience did you have in your current field?					14					14				
Not applicable	314	31.0%	116	23.3%		NA	NA	NA	NA		NA	NA	NA	NA
Less than one year	NA	NA	NA	NA		322	35.0%	116	23.5%		339	31%	139	23%
1-2 years	127	12.5%	113	22.7%		102	11.1%	76	15.4%		136	12%	102	17%
3-5 years	166	16.4%	97	19.5%		161	17.5%	116	23.5%		200	18%	147	24%
6-8 years	87	8.6%	54	10.8%		94	10.2%	63	12.8%		128	12%	75	12%
9-10 years	76	7.5%	29	5.8%		69	7.5%	31	6.3%		85	8%	37	6%
11-15 years	94	9.3%	36	7.2%		89	9.7%	28	5.7%		102	9%	40	7%
16 years or more	149	14.7%	53	10.6%		84	9.1%	64	13.0%		118	11%	64	11%

	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
9. What is your pay grade?					17					17				
1	3	0.3%	0	0.0%		NA	NA	1	0.2%		NA	NA	1	0%
2	0	0.0%	0	0.0%		NA	NA	1	0.2%		NA	NA	0	0%
3	6	0.6%	1	0.2%		NA	NA	5	1.0%		NA	NA	0	0%
4	7	0.7%	6	1.2%		NA	NA	16	3.3%		NA	NA	7	1%
5	14	1.4%	8	1.6%		NA	NA	18	3.7%		NA	NA	12	2%
6	41	4.0%	25	5.0%		NA	NA	39	8.0%		NA	NA	11	2%
7	57	5.6%	51	10.2%		NA	NA	7	1.4%		NA	NA	48	9%
8	9	0.9%	5	1.0%		NA	NA	49	10.1%		NA	NA	9	2%
9	64	6.3%	72	14.5%		NA	NA	4	0.8%		NA	NA	60	11%
10	8	0.8%	3	0.6%		NA	NA	103	21.2%		NA	NA	5	1%
11	114	11.3%	90	18.1%		NA	NA	90	18.5%		NA	NA	100	18%
12	237	23.4%	91	18.3%		NA	NA	66	13.6%		NA	NA	120	21%
13	204	20.1%	84	16.9%		NA	NA	49	10.1%		NA	NA	85	15%
14	148	14.6%	43	8.6%		NA	NA	38	7.8%		NA	NA	62	11%
15	101	10.0%	19	3.8%		NA	NA		0.0%		NA	NA	41	7%
10. What is your current step within your pay grade?					18					18				
Step 1-4	390	39.2%	194	39.4%		NA	NA	175	36.3%		NA	NA	195	35%
Step 5-7	336	33.7%	165	33.5%		NA	NA	167	34.6%		NA	NA	207	37%
Step 8-10	270	27.1%	134	27.2%		NA	NA	140	29.0%		NA	NA	154	28%
11. Are you at the salary ceiling (cap) at step 10 of your grade?					19					19				
Yes	163	16.1%	73	14.7%		NA	NA	75	15.5%		NA	NA	99	18%
No	819	81.0%	399	80.1%		NA	NA	387	80.0%		NA	NA	437	78%
I don't know	29	2.9%	26	5.2%		NA	NA	22	4.5%		NA	NA	28	5%
40. The position description for my job is clear and accurate.					22					22				
Disagree/Strongly disagree	253	25.2%	110	22.3%		193	20.8%	104	20.8%		188	17%	107	18%
Neither agree nor disagree	243	24.2%	107	21.7%		165	17.8%	62	12.4%		174	16%	86	14%
Agree/Strongly agree	509	50.6%	277	56.1%		571	61.5%	333	66.7%		746	67%	414	68%

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	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
41. The current job classification system at my organization has limited my career progression.					23					23				
Disagree/Strongly disagree	405	40.3%	153	30.9%		397	42.6%	188	37.5%		528	48%	238	39%
Neither agree nor disagree	280	27.9%	157	31.7%		257	27.6%	121	24.2%		302	27%	143	24%
Agree/Strongly agree	319	31.8%	185	37.4%		278	29.8%	192	38.3%		275	25%	225	37%
42. I am satisfied with my chances of getting a promotion.					25					25				
Disagree/Strongly disagree	500	49.6%	272	54.9%		420	45.5%	262	52.5%		466	42%	312	52%
Neither agree nor disagree	242	24.0%	104	21.0%		213	23.1%	85	17.0%		227	21%	107	18%
Agree/Strongly agree	267	26.5%	119	24.0%		290	31.4%	152	30.5%		408	37%	185	31%
43. In my organization, jobs are classified fairly and accurately.					26									
Disagree/Strongly disagree	291	29.2%	194	39.4%		271	29.2%	176	35.4%		293	27%	199	33%
Neither agree nor disagree	404	40.6%	188	38.2%		324	34.9%	169	34.0%		372	34%	213	35%
Agree/Strongly agree	301	30.2%	110	22.4%		333	35.9%	152	30.6%		437	40%	192	32%
44. All in all, I am satisfied with the position classifications used in my organization.					27					27				
Disagree/Strongly disagree	290	29.1%	187	37.7%		291	31.3%	180	36.1%		282	26%	206	34%
Neither agree nor disagree	324	32.5%	165	33.3%		263	28.3%	133	26.7%		334	30%	172	29%
Agree/Strongly agree	384	38.5%	144	29.0%		376	40.4%	185	37.1%		486	44%	225	37%
31. On my job I know exactly what is expected of me.					28					28				
Disagree/Strongly disagree	197	19.5%	82	16.7%		191	20.5%	83	16.6%		188	17%	115	19%
Neither agree nor disagree	161	15.9%	82	16.7%		100	10.7%	74	14.8%		138	12%	68	11%
Agree/Strongly agree	652	64.6%	327	66.6%		640	68.7%	342	68.5%		781	71%	423	70%
25. My supervisor gives me adequate information on how well I am performing.					29					29				
Disagree/Strongly disagree	273	27.1%	127	25.7%		233	25.0%	120	24.0%		266	24%	157	26%
Neither agree nor disagree	177	17.5%	76	15.4%		159	17.0%	88	17.6%		168	15%	92	15%
Agree/Strongly agree	559	55.4%	291	58.9%		541	58.0%	293	58.5%		673	61%	357	59%

	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
35. I understand the performance appraisal system currently being used.					30					30				
Disagree/Strongly disagree	113	11.2%	104	21.1%		234	25.2%	69	13.8%		221	20%	84	14%
Neither agree nor disagree	153	15.1%	103	20.9%		154	16.6%	83	16.6%		162	15%	98	16%
Agree/Strongly agree	744	73.7%	287	58.1%		540	58.2%	348	69.6%		723	65%	422	70%
26. It is important for me to know where I rank among my co-workers. ²					31					31				
Disagree/Strongly disagree	282	27.9%	114	23.1%		237	25.5%	134	26.7%		263	24%	184	30%
Neither agree nor disagree	294	29.1%	168	34.0%		227	24.4%	170	33.9%		314	28%	200	33%
Agree/Strongly agree	436	43.1%	212	42.9%		466	50.1%	197	39.3%		527	48%	221	37%
27. My supervisor tends to <u>inflate</u> the performance ratings of the employees he/she supervises.					32					32				
Disagree/Strongly disagree	532	52.7%	284	57.3%		440	47.4%	224	44.9%		541	49%	285	47%
Neither agree nor disagree	369	36.6%	166	33.5%		394	42.4%	225	45.1%		444	40%	272	45%
Agree/Strongly agree	108	10.7%	46	9.3%		95	10.2%	50	10.0%		112	10%	45	7%
28. My supervisor tends to <u>deflate</u> the performance ratings of the employees he/she supervises.					33					33				
Disagree/Strongly disagree	463	46.0%	230	46.5%		388	41.7%	222	44.5%		463	42%	261	43%
Neither agree nor disagree	408	40.5%	193	39.0%		422	45.4%	233	46.7%		475	43%	287	48%
Agree/Strongly agree	136	13.5%	72	14.5%		120	12.9%	44	8.8%		158	14%	53	9%
29. My performance rating represents a fair and accurate picture of my actual performance.					34					34				
Disagree/Strongly disagree	227	22.4%	111	22.5%		213	23.1%	102	20.5%		260	24%	153	25%
Neither agree nor disagree	186	18.4%	94	19.1%		222	24.1%	103	20.7%		218	20%	130	21%
Agree/Strongly agree	599	59.2%	288	58.4%		488	52.9%	293	58.8%		619	56%	322	53%
30. My performance appraisal takes into account the most important parts of my job.					35					35				
Disagree/Strongly disagree	162	16.2%	85	17.2%		166	17.9%	67	13.4%		203	18%	107	18%
Neither agree nor disagree	151	15.1%	68	13.7%		156	16.8%	92	18.4%		180	16%	119	20%
Agree/Strongly agree	688	68.7%	342	69.1%		607	65.3%	341	68.2%		719	65%	379	63%

² This item was removed after the Year Three Survey given that DoC eliminated the ranking process after the first two years of the Demonstration Project.

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	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
32. My supervisor and I agree on what "good performance" on my job means.						36					36			
Disagree/Strongly disagree	192	19.1%	87	17.6%		167	18.0%	68	13.6%		183	17%	96	16%
Neither agree nor disagree	224	22.3%	109	22.1%		205	22.1%	129	25.9%		241	22%	155	26%
Agree/Strongly agree	588	58.6%	298	60.3%		557	60.0%	302	60.5%		679	62%	355	59%
33. My supervisor evaluates my performance on things not related to my job.						37					37			
Disagree/Strongly disagree	600	59.6%	289	58.6%		539	58.0%	310	62.0%		634	57%	369	61%
Neither agree nor disagree	245	24.3%	124	25.2%		254	27.3%	132	26.4%		287	26%	163	27%
Agree/Strongly agree	162	16.1%	80	16.2%		137	14.7%	58	11.6%		183	17%	73	12%
34. How often do you receive feedback from your supervisor that helps you to improve your performance?						38					38			
Never	103	10.2%	41	8.3%		69	7.4%	49	9.8%		99	9%	63	10%
Rarely	277	27.6%	146	29.7%		295	31.8%	147	29.5%		324	29%	173	29%
Sometimes	410	40.8%	179	36.4%		360	38.8%	181	36.3%		424	39%	229	38%
Often	190	18.9%	107	21.7%		180	19.4%	103	20.7%		228	21%	126	21%
Always	25	2.5%	19	3.9%		23	2.5%	18	3.6%		26	2%	12	2%
45. What information did you receive about your performance during your last performance review?						39					39			
Numerical Rating														
Yes	900	92.1%	423	89.6%		711	80.8%	159	34.0%		956	91%	141	25%
No	77	7.9%	49	10.4%		169	19.2%	308	66.0%		97	9%	423	75%
Adjective Rating														
Yes	732	78.8%	350	78.5%		499	59.9%	316	68.7%		618	61%	385	69%
No	197	21.2%	96	21.5%		334	40.1%	144	31.3%		391	39%	172	31%
Explanation/Discussion														
Yes	NA	NA	NA	NA		713	80.5%	343	72.2%		872	83%	411	71%
No	NA	NA	NA	NA		173	19.5%	132	27.8%		182	17%	165	29%

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	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
15. Under the present system, financial rewards are seldom related to employee performance.					41					41				
Disagree/Strongly disagree	454	45.0%	199	40.4%		438	47.7%	217	43.8%		578	53%	258	43%
Neither agree nor disagree	243	24.1%	111	22.5%		259	28.2%	144	29.1%		245	22%	152	25%
Agree/Strongly agree	312	30.9%	183	37.1%		221	24.1%	134	27.1%		274	25%	191	32%
22. I understand how pay raises are given in my organization.					42					42				
Disagree/Strongly disagree	184	18.3%	130	26.4%		290	31.3%	161	32.6%		319	29%	157	26%
Neither agree nor disagree	171	17.0%	76	15.4%		172	18.6%	96	19.4%		190	17%	118	20%
Agree/Strongly agree	651	64.7%	286	58.1%		464	50.1%	237	48.0%		591	54%	328	54%
17. Pay raises depend on how well you perform.					43					43				
Disagree/Strongly disagree	391	38.9%	216	44.0%		272	29.4%	192	38.7%		306	28%	243	40%
Neither agree nor disagree	257	25.6%	110	22.4%		226	24.4%	134	27.0%		226	21%	162	27%
Agree/Strongly agree	357	35.5%	165	33.6%		428	46.2%	170	34.3%		564	51%	198	33%
23. I understand how awards are given in my organization.					44					44				
Disagree/Strongly disagree	250	24.8%	128	26.0%		308	33.3%	149	30.2%		331	30%	183	30%
Neither agree nor disagree	198	19.7%	97	19.7%		213	23.0%	115	23.3%		247	22%	136	23%
Agree/Strongly agree	559	55.5%	268	54.4%		405	43.7%	230	46.6%		520	47%	284	47%
18. Cash awards depend on how well you perform.					45					45				
Disagree/Strongly disagree	274	27.2%	160	32.5%		255	27.5%	121	24.4%		302	27%	173	29%
Neither agree nor disagree	218	21.6%	106	21.5%		245	26.5%	143	28.8%		260	24%	155	26%
Agree/Strongly agree	515	51.1%	227	46.0%		426	46.0%	232	46.8%		537	49%	275	46%
38. Paying a high quality new hire more than other new hires is fair.					55					55				
Disagree/Strongly disagree	293	29.0%	171	34.5%		190	20.7%	140	28.8%		223	20%	181	31%
Neither agree nor disagree	165	16.3%	108	21.8%		199	21.7%	106	21.8%		214	19%	123	21%
Agree/Strongly agree	553	54.7%	216	43.6%		530	57.7%	240	49.4%		661	60%	279	48%

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	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
61. How do starting salaries for similar positions at other organizations you applied to compare with your starting salary at your current organization?					59					59				
Much less than (<90% of) my starting salary	22	6.2%	13	9.1%		11	9.9%	3	5.7%		17	11%	4	6%
Somewhat less than (90%-95%)	28	7.9%	15	10.5%		16	14.4%	6	11.3%		28	18%	9	13%
About the same as my starting salary	114	32.3%	37	25.9%		32	28.8%	21	39.6%		40	26%	16	23%
Somewhat more than (5%-10% higher)	45	12.7%	21	14.7%		18	16.2%	5	9.4%		17	11%	19	27%
Much more than (>10% higher)	62	17.6%	28	19.6%		11	9.9%	5	9.4%		24	16%	11	15%
I don't know	82	23.2%	29	20.3%		23	20.7%	13	24.5%		28	18%	12	17%
62. About how many weeks did it take from your initial job application to receive a formal job offer from your agency?					60					60				
Less than 2 weeks	41	12.8%	25	19.2%		5	4.5%	6	11.8%		5	3%	10	14%
3-7 weeks	100	31.3%	45	34.6%		40	36.0%	18	35.3%		48	31%	27	39%
8-12 weeks	80	25.0%	29	22.3%		36	32.4%	18	35.3%		55	36%	12	17%
13-16 weeks	41	12.8%	7	5.4%		11	9.9%	4	7.8%		29	19%	8	11%
17-20 weeks	19	5.9%	9	6.9%		6	5.4%	2	3.9%		8	5%	7	10%
21 or more weeks	39	12.2%	15	11.5%		13	11.7%	3	5.9%		9	6%	6	9%
63. Have you been personally involved in recruiting or hiring any perm-anent employees from outside of your agency during the past year?					61					61				
Yes	195	20.2%	69	14.4%		191	21.0%	80	16.6%		257	23%	96	16%
No	769	79.8%	411	85.6%		719	79.0%	403	83.4%		846	77%	498	84%

	Baseline Survey				Year One Survey (Implementation Year)				Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group		Demo. Group		Comp. Group		Demo. Group		Comp. Group	
68. Please indicate the extent of your involvement in the following aspects of the hiring process.					62,63, & 64				62,63, & 64			
Development of hiring strategies												
To a very great extent	33	15.8%	14	17.3%	43	21.4%	23	28.0%	59	23%	24	25%
To a great extent	43	20.6%	16	19.8%	52	25.9%	16	19.5%	60	23%	22	23%
To some extent	48	23.0%	19	23.5%	55	27.4%	21	25.6%	55	21%	21	22%
To a little extent	45	21.5%	15	18.5%	27	13.4%	10	12.2%	39	15%	9	9%
Not at all	40	19.1%	17	21.0%	24	11.9%	12	14.6%	44	17%	20	21%
Defining selection factors												
To a very great extent	67	31.9%	22	29.3%	70	34.8%	28	34.1%	92	36%	31	32%
To a great extent	63	30.0%	21	28.0%	66	32.8%	27	32.9%	72	28%	33	34%
To some extent	40	19.0%	20	26.7%	36	17.9%	16	19.5%	55	21%	17	18%
To a little extent	16	7.6%	5	6.7%	19	9.5%	5	6.1%	12	5%	7	7%
Not at all	24	11.4%	7	9.3%	10	5.0%	6	7.3%	26	10%	8	8%
Candidate selection												
To a very great extent	87	41.4%	27	35.5%	82	41.0%	31	37.3%	99	39%	36	38%
To a great extent	70	33.3%	22	28.9%	58	29.0%	24	28.9%	66	26%	23	24%
To some extent	30	14.3%	13	17.1%	29	14.5%	17	20.5%	53	21%	24	25%
To a little extent	10	4.8%	4	5.3%	18	9.0%	7	8.4%	17	7%	4	4%
Not at all	13	6.2%	10	13.2%	13	6.5%	4	4.8%	22	9%	9	9%
64. During the most recent recruiting effort for a permanent employee in your group in which you were personally involved, what was the career path/occupational category of the position?					65				65			
Scientist/Engineer	139	65.3%	45	58.4%	140	69.3%	53	67.9%	159	62%	53	56%
Scientific/Engineering technician	15	7.0%	19	24.7%	14	6.9%	12	15.4%	15	6%	19	20%
Administrative	39	18.3%	6	7.8%	24	11.9%	8	10.3%	53	21%	12	13%
Support	20	9.4%	7	9.1%	24	11.9%	5	6.4%	29	11%	10	11%

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	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)				
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group		
66. What was your assessment of the overall capabilities of all the <u>applicants</u> for that position compared to your workforce?						66					66				
Top 1%	0	0.0%	0	0.0%		1	0.5%	2	2.6%		3	1%	0	0%	
Top 10%	17	8.0%	8	10.5%		31	15.3%	12	15.4%		19	8%	9	10%	
Top 25%	88	41.3%	23	30.3%		71	35.0%	35	44.9%		97	39%	33	35%	
Average	69	32.4%	36	47.4%		75	36.9%	23	29.5%		105	42%	36	38%	
Below average	34	16.0%	8	10.5%		23	11.3%	6	7.7%		24	10%	15	16%	
Poor	5	2.3%	1	1.3%		2	1.0%	0	0.0%		4	2%	1	1%	
Too early to tell	NA	NA	NA	NA		0	0.0%	0	0.0%		NA	NA	NA	NA	
No one was hired	NA	NA	NA	NA		0	0.0%	0	0.0%		NA	NA	NA	NA	
65. What was your assessment of the overall capabilities of the <u>person hired</u> compared to the rest of your workforce?						67					67				
Top 1%	7	3.3%	3	3.9%		5	2.5%	7	8.9%		12	5%	3	3%	
Top 10%	59	27.7%	24	31.2%		70	34.5%	25	31.6%		72	28%	26	28%	
Top 25%	79	37.1%	28	36.4%		70	34.5%	29	36.7%		86	34%	38	40%	
Average	36	16.9%	16	20.8%		32	15.8%	13	16.5%		49	19%	15	16%	
Below average	6	2.8%	2	2.6%		10	4.9%	1	1.3%		3	1%	2	2%	
Poor	4	1.9%	0	0.0%		1	0.5%	1	1.3%		3	1%	2	2%	
Too early to tell	8	3.8%	2	2.6%		9	4.4%	1	1.3%		7	3%	0	0%	
No one was hired	14	6.6%	2	2.6%		6	3.0%	2	2.5%		23	9%	8	9%	

	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
70. For the most recent hire, how many offers were made before an applicant accepted the job?					68					68				
1	130	64.4%	56	76.7%		143	73.3%	58	72.5%		179	78%	61	70%
2	30	14.9%	3	4.1%		27	13.8%	13	16.3%		31	13%	17	20%
3	21	10.4%	8	11.0%		8	4.1%	4	5.0%		16	7%	8	9%
4	4	2.0%	1	1.4%		3	1.5%	1	1.3%		0	0%	1	1%
5 or more	3	1.5%	0	0.0%		2	1.0%	0	0.0%		5	2%	0	0%
No offer was made	14	6.9%	5	6.8%		12	6.2%	4	5.0%		NA	NA	NA	NA
67. How much of your time was involved, in total hours, in this recruiting/hiring process?					69					69				
0-5 hours	32	15.0%	13	17.3%		33	16.5%	21	26.3%		57	22%	16	17%
6-10 hours	54	25.4%	17	22.7%		45	22.5%	17	21.3%		63	25%	18	20%
11-15 hours	33	15.5%	8	10.7%		42	21.0%	14	17.5%		37	14%	19	21%
16-20 hours	29	13.6%	9	12.0%		23	11.5%	12	15.0%		31	12%	14	15%
More than 20 hours	65	30.5%	28	37.3%		57	28.5%	16	20.0%		69	27%	25	27%
69. For the most recent hire, how much time (in weeks) elapsed from the identification of the job opening to the extension of the firm job offer?					70					70				
4 or fewer weeks	13	6.1%	4	5.7%		15	7.8%	8	10.1%		25	11%	7	8%
5-8 weeks	39	18.4%	14	20.0%		37	19.2%	12	15.2%		40	17%	8	9%
9-16 weeks	74	34.9%	22	31.4%		70	36.3%	38	48.1%		89	37%	31	36%
17-25 weeks	44	20.8%	11	15.7%		35	18.1%	15	19.0%		52	22%	22	25%
More than 25 weeks	35	16.5%	18	25.7%		28	14.5%	3	3.8%		33	14%	19	22%
No offer was made	7	3.3%	1	1.4%		8	4.1%	3	3.8%		NA	NA	NA	NA
71. Skills and abilities of the most recent employee I hired were a good match for the job.					72					72				
Disagree/Strongly disagree	9	4.8%	7	10.6%		12	6.1%	5	6.3%		11	5%	5	6%
Neither agree nor disagree	8	4.3%	4	6.1%		23	11.6%	5	6.3%		23	10%	10	11%
Agree/Strongly agree	169	90.9%	55	83.3%		163	82.3%	70	87.5%		203	86%	75	83%
72. I am satisfied with the processes used to fill vacancies here.					73					73				
Disagree/Strongly disagree	93		33	44.6%		80	39.4%	19	23.5%		114	45%	44	47%
Neither agree nor disagree	33	15.9%	13	17.6%		29	14.3%	9	11.1%		42	17%	25	27%

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	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
Agree/Strongly agree	81	39.1%	28	37.8%		94	46.3%	53	65.4%		95	38%	24	26%
54. What are the factors that make you want to stay in your organization? ³					77					77				
The work itself	681	67.4%	378	75.1%		613	67.2%	363	73.8%		755	69%	429	72%
The public reputation	120	11.9%	43	8.5%		85	9.3%	36	7.3%		97	9%	49	8%
Salary	397	39.3%	168	33.4%		440	48.2%	171	34.8%		558	51%	215	36%
Benefits	382	37.8%	167	33.2%		257	28.2%	138	28.0%		297	27%	148	25%
The chance for advancement	81	8.0%	38	7.6%		84	9.2%	35	7.1%		90	8%	41	7%
The people I work with	399	39.5%	208	41.4%		287	31.5%	153	31.1%		354	32%	195	33%
Location	393	38.9%	266	52.9%		267	29.3%	207	42.1%		330	30%	223	38%
Job security	373	36.9%	205	40.8%		317	34.8%	187	38.0%		406	37%	242	41%
Quality of facilities and/or funding	35	3.5%	47	9.3%		NA	NA				NA	NA	NA	NA
Quality of facilities	NA	NA	NA	NA		21	2.3%	17	3.5%		19	2%	27	5%
Funding	NA	NA	NA	NA		9	1.0%	8	1.6%		10	1%	9	2%
Competence of management	44	4.4%	21	4.2%		38	4.2%	11	2.2%		56	5%	12	2%
No other job offers	121	12.0%	73	14.5%		88	9.6%	31	6.3%		72	7%	43	7%
Treated fairly	78	7.7%	44	8.7%		46	5.0%	24	4.9%		51	5%	23	4%
Convenient work hours	NA	NA	NA	NA		166	18.2%	84	17.1%		177	16%	119	20%

³ For this question, the reported percentages represent the percentage of people, among those who responded to this question, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
55. What are the factors that would make you want to leave? ⁴					78					78				
The work itself	228	22.7%	102	20.4%		215	23.8%	100	20.6%		278	26%	135	23%
The public reputation	51	5.1%	51	10.2%		41	4.5%	30	6.2%		63	6%	45	8%
Salary	358	35.6%	193	38.6%		268	29.7%	164	33.8%		318	30%	190	32%
Benefits	57	5.7%	51	10.2%		52	5.8%	29	6.0%		63	6%	36	6%
Lack of career advancement	523	52.0%	288	57.6%		404	44.7%	240	49.5%		433	40%	268	46%
The people I work with	135	13.4%	74	14.8%		127	14.1%	65	13.4%		176	16%	81	14%
Location	198	19.7%	79	15.8%		155	17.2%	67	13.8%		184	17%	92	16%
Job security/Potential RIF	194	19.3%	105	21.0%		153	16.9%	89	18.4%		183	17%	106	18%
Quality of facilities and/or funding	151	15.0%	117	23.4%		NA	NA	NA	NA		NA	NA	NA	NA
Quality of facilities	NA	NA	NA	NA		83	9.2%	37	7.6%		57	5%	40	7%
Funding	NA	NA	NA	NA		107	11.8%	86	17.7%		197	18%	129	22%
Lack of competence of management	424	42.2%	239	47.8%		371	41.1%	196	40.4%		442	41%	242	41%
Other job offers	376	37.4%	165	33.0%		296	32.8%	141	29.1%		304	28%	136	23%
Unfair treatment	358	35.6%	150	30.0%		320	35.4%	149	30.7%		406	38%	192	33%
Inconvenient hours	NA	NA	NA	NA		80	8.9%	33	6.8%		84	8%	51	9%

⁴ For this question, the reported percentages represent the percentage of people, among those who responded to this question, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

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	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
56. If you were to take a new job outside of this organization, would you do so to gain5:					79					79				
More responsibility	209	20.9%	100	20.0%		154	17.0%	81	16.6%		155	14%	80	14%
Better pay	684	68.5%	320	63.9%		557	61.5%	304	62.3%		671	62%	370	63%
Better supervisors	169	16.9%	90	18.0%		148	16.3%	78	16.0%		185	17%	109	19%
More interesting work	414	41.4%	171	34.1%		408	45.0%	183	37.5%		448	42%	217	37%
Better working conditions	116	11.6%	76	15.2%		86	9.5%	48	9.8%		125	12%	70	12%
Better promotional opportunities	346	34.6%	197	39.3%		273	30.1%	169	34.6%		308	29%	197	34%
Career advancement	408	40.8%	210	41.9%		349	38.5%	203	41.6%		410	38%	224	38%
Better geographic location	242	24.2%	112	22.4%		239	26.4%	93	19.1%		292	27%	145	25%
More job security	69	6.9%	38	7.6%		61	6.7%	33	6.8%		82	8%	48	8%
Better benefits	99	9.9%	63	12.6%		101	11.1%	65	13.3%		121	11%	68	12%
More important program	79	7.9%	61	12.2%		94	10.4%	62	12.7%		111	10%	51	9%
More convenient office hours	47	4.7%	25	5.0%		64	7.1%	29	5.9%		81	8%	53	9%
More congenial colleagues	46	4.6%	33	6.6%		40	4.4%	31	6.4%		50	5%	27	5%
Reduced admin. & paperwork burdens	146	14.6%	78	15.6%		111	12.3%	68	13.9%		161	15%	68	12%
60.If you were looking for another job, how likely is it that you would look:					80									
Inside your agency														
(1) Not at all likely	211	21.1%	92	18.7%		222	24.2%	97	19.9%		270	25%	144	24%
(2)	116	11.6%	70	14.3%		NA	NA	NA	NA		NA	NA	NA	NA
(3) Somewhat likely	312	31.1%	145	29.5%		341	37.2%	193	39.5%		403	37%	242	41%
(4)	148	14.8%	86	17.5%		NA	NA	NA	NA		NA	NA	NA	NA
(5) Very likely	215	21.5%	98	20.0%		354	38.6%	198	40.6%		412	38%	205	35%

5 For this question, the reported percentages represent the percentage of people, among those who responded to this question, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

	Baseline Survey				Year One Survey (Implementation Year)				Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group		Demo. Group		Comp. Group		Demo. Group		Comp. Group	
In another Federal agency												
(1) Not at all likely	83	8.3%	52	10.5%	106	11.5%	62	12.6%	112	10%	95	16%
(2)	90	9.0%	62	12.6%	NA	NA	NA	NA	NA	NA	NA	NA
(3) Somewhat likely	286	28.7%	184	37.2%	391	42.6%	234	47.5%	463	43%	277	47%
(4)	203	20.3%	85	17.2%	NA	NA	NA	NA	NA	NA	NA	NA
(5) Very likely	336	33.7%	111	22.5%	421	45.9%	197	40.0%	515	47%	217	37%
Outside the Federal government												
(1) Not at all likely	221	22.1%	61	12.4%	264	28.8%	94	19.3%	326	30%	117	20%
(2)	152	15.2%	42	8.5%	NA	NA	NA	NA	NA	NA	NA	NA
(3) Somewhat likely	236	23.6%	122	24.8%	348	38.0%	192	39.4%	394	36%	220	37%
(4)	152	15.2%	105	21.3%	NA	NA	NA	NA	NA	NA	NA	NA
(5) Very likely	239	23.9%	162	32.9%	304	33.2%	201	41.3%	366	34%	251	43%
57. During the next year, I will probably look for a new job outside of this organization.					81				81			
Disagree/Strongly disagree	497	49.3%	285	57.2%	494	53.3%	305	61.1%	598	54%	321	54%
Neither agree nor disagree	218	21.6%	88	17.7%	158	17.0%	68	13.6%	193	18%	117	20%
Agree/Strongly agree	294	29.1%	125	25.1%	275	29.7%	126	25.3%	309	28%	162	27%
58. High performers tend to stay with this organization.					82				82			
Disagree/Strongly disagree	337	33.3%	153	30.6%	295	31.9%	141	28.3%	365	33%	188	31%
Neither agree nor disagree	372	36.8%	168	33.6%	325	35.1%	173	34.7%	387	35%	209	35%
Agree/Strongly agree	302	29.9%	179	35.8%	306	33.0%	185	37.1%	349	32%	205	34%
59. Low performers tend to leave this organization.					83				83			
Disagree/Strongly disagree	565	56.2%	277	55.8%	507	54.8%	299	59.9%	611	56%	360	60%
Neither agree nor disagree	350	34.8%	159	32.1%	333	36.0%	154	30.9%	379	34%	182	30%
Agree/Strongly agree	91	9.0%	60	12.1%	85	9.2%	46	9.2%	109	10%	60	10%
21. All in all, I am satisfied with my pay.					104				104			
Disagree/Strongly disagree	357	35.4%	190	38.5%	320	34.3%	217	43.4%	325	29%	245	41%
Neither agree nor disagree	180	17.9%	104	21.1%	124	13.3%	74	14.8%	138	13%	82	14%
Agree/Strongly agree	471	46.7%	200	40.5%	488	52.4%	209	41.8%	639	58%	274	46%

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	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
16. Differences in pay at my organization represent real differences in level of responsibility and job difficulty.					105					105				
Disagree/Strongly disagree	451	44.9%	220	44.7%		436	47.0%	249	49.8%		510	46%	288	48%
Neither agree nor disagree	199	19.8%	94	19.1%		226	24.4%	110	22.0%		248	23%	134	22%
Agree/Strongly agree	354	35.3%	178	36.2%		266	28.7%	141	28.2%		339	31%	179	30%
19. My pay is fair considering what other people in my organization are paid.					106					106				
Disagree/Strongly disagree	352	35.0%	183	37.0%		333	35.8%	192	38.5%		347	32%	215	36%
Neither agree nor disagree	201	20.0%	91	18.4%		223	24.0%	116	23.2%		276	25%	142	24%
Agree/Strongly agree	454	45.1%	221	44.6%		375	40.3%	191	38.3%		475	43%	243	41%
39. Pay progression (the way I move up within my grade/band) is fair.					107					107				
Disagree/Strongly disagree	282	28.0%	163	32.7%		323	34.7%	159	32.0%		364	33%	213	36%
Neither agree nor disagree	263	26.1%	134	26.9%		248	26.6%	131	26.4%		239	22%	150	25%
Agree/Strongly agree	461	45.8%	201	40.4%		361	38.7%	207	41.6%		493	45%	235	39%
20. Other employers in this area pay more than the government does for the kind of work I am doing.					108					108				
Disagree/Strongly disagree	115	11.4%	62	12.6%		117	12.6%	53	10.6%		133	12%	75	13%
Neither agree nor disagree	358	35.6%	143	28.9%		327	35.3%	168	33.7%		368	34%	175	29%
Agree/Strongly agree	533	53.0%	289	58.5%		482	52.1%	277	55.6%		594	54%	350	58%
24. I am satisfied with the way management handles pay.					110					110				
Disagree/Strongly disagree	408	40.8%	227	46.0%		372	40.0%	184	36.9%		444	40%	246	41%
Neither agree nor disagree	294	29.4%	143	28.9%		252	27.1%	157	31.5%		254	23%	163	27%
Agree/Strongly agree	299	29.9%	124	25.1%		305	32.8%	157	31.5%		400	36%	189	32%
46. I have trust and confidence in my supervisor.					114					114				
Disagree/Strongly disagree	225	22.2%	113	22.7%		223	24.0%	107	21.4%		245	22%	148	25%
Neither agree nor disagree	193	19.1%	86	17.3%		164	17.6%	86	17.2%		172	16%	96	16%
Agree/Strongly agree	594	58.7%	299	60.0%		543	58.4%	306	61.3%		681	62%	356	59%

	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
47. In general, I am satisfied with my job.					115					115				
Disagree/Strongly disagree	154	15.2%	73	14.7%		165	17.7%	85	17.0%		166	15%	111	18%
Neither agree nor disagree	148	14.6%	64	12.9%		133	14.3%	66	13.2%		160	15%	80	13%
Agree/Strongly agree	710	70.2%	360	72.4%		632	68.0%	350	69.9%		776	70%	410	68%
48. My job is a good match for my skills and training.					116					116				
Disagree/Strongly disagree	154	15.2%	80	16.1%		133	14.3%	74	14.9%		134	12%	94	16%
Neither agree nor disagree	121	12.0%	53	10.6%		102	11.0%	54	10.9%		110	10%	61	10%
Agree/Strongly agree	736	72.8%	365	73.3%		693	74.7%	369	74.2%		857	78%	444	74%
49. In general, I like working here.					117					117				
Disagree/Strongly disagree	91	9.0%	38	7.7%		97	10.4%	48	9.6%		110	10%	68	11%
Neither agree nor disagree	141	14.0%	68	13.7%		128	13.8%	52	10.4%		138	13%	75	12%
Agree/Strongly agree	777	77.0%	389	78.6%		705	75.8%	399	80.0%		852	77%	458	76%
50. My organization is able to attract high quality employees.					118					118				
Disagree/Strongly disagree	240	23.8%	125	25.1%		192	20.7%	98	19.6%		291	26%	129	22%
Neither agree nor disagree	311	30.8%	140	28.1%		283	30.5%	132	26.4%		326	30%	189	32%
Agree/Strongly agree	458	45.4%	234	46.9%		454	48.9%	270	54.0%		484	44%	282	47%
51. Competition for jobs here is fair and open.					119					119				
Disagree/Strongly disagree	312	31.0%	171	34.4%		202	21.8%	126	25.2%		213	19%	135	23%
Neither agree nor disagree	312	31.0%	171	34.4%		266	28.7%	139	27.8%		323	29%	177	30%
Agree/Strongly agree	384	38.1%	155	31.2%		458	49.5%	235	47.0%		560	51%	283	48%
52. When changes are made at my organization, the employees usually lose out in the end.					120					120				
Disagree/Strongly disagree	323	32.0%	123	24.8%		278	30.0%	137	27.6%		339	31%	153	26%
Neither agree nor disagree	406	40.2%	197	39.7%		387	41.7%	220	44.3%		465	42%	263	44%
Agree/Strongly agree	280	27.8%	176	35.5%		262	28.3%	140	28.2%		292	27%	182	30%
53. I am in favor of the Demonstration Project.					121					121				
Disagree/Strongly disagree	264	26.2%	61	12.6%		294	31.7%	84	17.0%		317	29%	142	24%
Neither agree nor disagree	375	37.2%	306	63.0%		277	29.8%	301	60.8%		259	24%	315	53%
Agree/Strongly agree	368	36.5%	119	24.5%		357	38.5%	110	22.2%		521	47%	133	23%

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	Baseline Survey				Year One Survey (Implementation Year)				Year Three Survey (Operational Year)					
	Demo. Group		Comp. Group		Demo. Group		Comp. Group		Demo. Group		Comp. Group			
79. The performance appraisal system allows me to identify good and poor performers. (Asked of supervisors/managers only)					122					124				
Disagree/Strongly disagree	33	17.6%	33	34.4%		13	8.8%	28	38.9%		15	9%	39	46%
Neither agree nor disagree	29	15.5%	19	19.8%		10	6.8%	12	16.7%		18	11%	10	12%
Agree/Strongly agree	125	66.8%	44	45.8%		124	84.4%	32	44.4%		130	80%	36	42%
80. The performance appraisal system is easy for me as a supervisor to use. (Asked of supervisors/managers only)					123					125				
Disagree/Strongly disagree	58	33.1%	20	22.2%		52	35.4%	12	16.7%		55	34%	12	14%
Neither agree nor disagree	38	21.7%	22	24.4%		38	25.9%	6	8.3%		25	15%	11	13%
Agree/Strongly agree	79	45.1%	48	53.3%		57	38.8%	54	75.0%		83	51%	62	73%
81. I have enough authority to influence classification decisions. (Asked of supervisors/managers only)					124					127				
Disagree/Strongly disagree	56	32.4%	24	27.6%		23	15.6%	18	25.0%		33	20%	26	31%
Neither agree nor disagree	43	24.9%	18	20.7%		34	23.1%	20	27.8%		31	19%	17	20%
Agree/Strongly agree	74	42.8%	45	51.7%		90	61.2%	34	47.2%		98	60%	42	49%
86. Getting a position description approved tends to be an adversarial process. (Asked of supervisors/managers only)					125					128				
Disagree/Strongly disagree	76	43.7%	38	43.7%		84	57.1%	39	54.2%		104	65%	42	50%
Neither agree nor disagree	66	37.9%	28	32.2%		51	34.7%	17	23.6%		39	24%	22	26%
Agree/Strongly agree	32	18.4%	21	24.1%		12	8.2%	16	22.2%		17	11%	20	24%
87. I have to devote too much time to position classification. (Asked of supervisors/managers only)					126					129				
Disagree/Strongly disagree	77	44.5%	44	51.2%		78	53.1%	30	42.3%		101	62%	43	51%
Neither agree nor disagree	63	36.4%	27	31.4%		49	33.3%	29	40.8%		46	28%	26	31%
Agree/Strongly agree	33	19.1%	15	17.4%		20	13.6%	12	16.9%		15	9%	16	19%
91. It takes too long to get classification decisions made in my organization. (Asked of supervisors/managers only)					127					130				
Disagree/Strongly disagree	29	17.1%	20	23.3%		70	47.6%	30	41.7%		85	53%	32	38%
Neither agree nor disagree	79	46.5%	28	32.6%		59	40.1%	28	38.9%		55	34%	33	39%
Agree/Strongly agree	62	36.5%	38	44.2%		18	12.2%	14	19.4%		21	13%	19	23%

	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
88. Supervisors here feel their ability to manage is restricted by unnecessary personnel rules and regulations. (Asked of supervisors/managers only)					129					132				
Disagree/Strongly disagree	33	19.2%	19	22.4%		53	36.8%	22	30.6%		57	35%	24	29%
Neither agree nor disagree	49	28.5%	25	29.4%		41	28.5%	23	31.9%		50	31%	24	29%
Agree/Strongly agree	90	52.3%	41	48.2%		50	34.7%	27	37.5%		56	34%	36	43%
82. I have enough authority to determine my employees' pay. (Asked of supervisors/managers only)					130					133				
Disagree/Strongly disagree	93	53.8%	49	56.3%		57	38.8%	37	51.4%		49	30%	41	48%
Neither agree nor disagree	34	19.7%	20	23.0%		18	12.2%	15	20.8%		31	19%	20	24%
Agree/Strongly agree	46	26.6%	18	20.7%		72	49.0%	20	27.8%		82	51%	24	28%
84. I have enough authority to promote people. (Asked of supervisors/managers only)					131					134				
Disagree/Strongly disagree	58	33.3%	31	36.0%		50	34.0%	26	36.6%		52	32%	27	32%
Neither agree nor disagree	29	16.7%	18	20.9%		24	16.3%	9	12.7%		32	20%	17	20%
Agree/Strongly agree	87	50.0%	37	43.0%		73	49.7%	36	50.7%		78	48%	41	48%
83. I have enough authority to hire people whenever I need them. (Asked of supervisors/managers only)					132					135				
Disagree/Strongly disagree	68	39.5%	46	54.1%		83	56.5%	52	74.3%		107	66%	71	84%
Neither agree nor disagree	35	20.3%	17	20.0%		30	20.4%	8	11.4%		21	13%	5	6%
Agree/Strongly agree	69	40.1%	22	25.9%		34	23.1%	10	14.3%		35	21%	9	11%
89. It takes too long to get hiring decisions made in my organization. (Asked of supervisors/managers only)					133					136				
Disagree/Strongly disagree	19	11.0%	12	14.1%		36	24.7%	10	13.9%		36	22%	12	14%
Neither agree nor disagree	41	23.7%	16	18.8%		36	24.7%	14	19.4%		39	24%	22	26%
Agree/Strongly agree	113	65.3%	57	67.1%		74	50.7%	48	66.7%		88	54%	51	60%
90. It takes too long to process the paperwork needed to fill vacancies here. (Asked of supervisors/managers only)					134					137				
Disagree/Strongly disagree	21	12.3%	13	15.1%		35	24.0%	18	25.4%		40	25%	15	18%
Neither agree nor disagree	29	17.0%	15	17.4%		39	26.7%	25	35.2%		34	21%	21	25%
Agree/Strongly agree	121	70.8%	58	67.4%		72	49.3%	28	39.4%		89	55%	48	57%

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	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
85. I have enough authority to remove people from their jobs if they perform poorly. (Asked of supervisors/managers only)					135					138				
Disagree/Strongly disagree	116	67.4%	59	68.6%		85	58.2%	50	69.4%		88	55%	63	74%
Neither agree nor disagree	29	16.9%	12	14.0%		27	18.5%	13	18.1%		35	22%	9	11%
Agree/Strongly agree	27	15.7%	15	17.4%		34	23.3%	9	12.5%		38	24%	13	15%
93. Have you ever encouraged an employee to leave voluntarily during the probation period? (Asked of supervisors/managers only)					136					139				
Yes	25	14.2%	14	15.9%		20	13.6%	7	9.9%		23	14%	12	14%
No	151	85.8%	74	84.1%		127	86.4%	64	90.1%		139	86%	73	86%
94. Have you ever officially terminated a new employee during the probation period? (Asked of supervisors/managers only)					137					140				
Yes	21	12.2%	14	16.1%		16	10.9%	9	12.7%		21	13%	11	13%
No	151	87.8%	73	83.9%		131	89.1%	62	87.3%		140	87%	74	87%
95. Do you feel the length of time of the probation period is: (Asked of supervisors/managers only)					138					141				
Too long	12	7.2%	2	2.4%		5	3.5%	2	2.9%		6	4%	3	4%
About right	107	64.1%	53	63.1%		100	69.9%	43	63.2%		118	74%	55	65%
Too short	48	28.7%	29	34.5%		38	26.6%	23	33.8%		36	23%	27	32%
92. It is necessary to have a three-year probation period for ZP employees performing research and development work. (Asked of supervisors/managers only)					139					142				
Disagree/Strongly disagree	29	17.0%	21	25.0%		40	27.2%	NA	NA		46	29%	NA	NA
Neither agree nor disagree	69	40.4%	23	27.4%		51	34.7%	NA	NA		39	24%	NA	NA
Agree/Strongly agree	73	42.7%	40	47.6%		56	38.1%	NA	NA		76	47%	NA	NA

	Baseline Survey					Year One Survey (Implementation Year)					Year Three Survey (Operational Year)			
	Demo. Group		Comp. Group			Demo. Group		Comp. Group			Demo. Group		Comp. Group	
97. During the past year, in which of the following aspects of the hiring process did you participate? (Asked of supervisors/managers only) ⁶					143					146				
Creating a new position	102	77.3%	47	61.0%		86	76.8%	40	80.0%		72	59%	41	75%
Initiating job announcements for the position	106	80.3%	47	61.0%		94	83.9%	39	78.0%		104	85%	44	80%
Making out of town trips	8	6.1%	4	5.2%		6	5.4%	2	4.0%		10	8%	1	2%
Placing paid advertisements	24	18.2%	16	20.8%		19	17.0%	10	20.0%		25	21%	13	24%
Obtaining the proper position classification for a new title	99	75.0%	47	61.0%		77	68.8%	29	58.0%		83	68%	22	40%
Hiring by direct exam	NA	NA	NA	NA		6	5.4%	5	10.0%		14	12%	4	7%
Offering a one time recruitment bonus	NA	NA	NA	NA		8	7.1%	2	4.0%		8	7%	6	11%
98. Overall the quality of personnel services provided by the servicing personnel office is: (Asked of supervisors/managers only)					145					148				
Very good	23	12.4%	7	7.3%		45	31.7%	22	31.4%		42	28%	23	28%
Good	69	37.3%	39	40.6%		41	28.9%	17	24.3%		45	30%	20	25%
Fair	48	25.9%	26	27.1%		35	24.6%	18	25.7%		33	22%	25	31%
Poor	22	11.9%	8	8.3%		13	9.2%	8	11.4%		15	10%	4	5%
Very poor	19	10.3%	8	8.3%		4	2.8%	1	1.4%		10	7%	3	4%
Don't know	4	2.2%	8	8.3%		4	2.8%	4	5.7%		7	5%	6	7%

⁶ For this question, the reported percentages represent the percentage of people, among those who responded to this question, who selected a given response option. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.