

APPENDIX C-2

YEAR NINE – SURVEY RESULTS

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

BACKGROUND INFORMATION

1. What is your gender?

Male	54%	49%	67%	57%	53%	72%	1587	1058	529	169	122	47
Female	46%	51%	33%	43%	47%	28%	1375	1119	256	126	108	18

2. What is your race/national origin? (check all that apply)¹

American Indian or Alaska Native	1%	1%	0%	1%	1%	0%	15	11	4	3	3	0
Asian	5%	5%	4%	6%	5%	8%	138	105	33	16	11	5
Black or African American	10%	11%	8%	8%	9%	6%	296	235	61	23	19	4
Native Hawaiian or Other Pacific Islander	1%	1%	0%	1%	0%	1%	17	6	11	2	1	1
White	79%	78%	82%	81%	82%	75%	2302	1676	626	231	182	49
Other	6%	6%	5%	5%	4%	9%	162	122	40	14	8	6

3. Are you of:

Hispanic or Latino origin	5%	4%	6%	6%	6%	8%	124	82	42	17	12	5
Not of Hispanic or Latino origin	96%	96%	94%	94%	94%	92%	2656	1962	694	260	203	57

4. What is your pay category? [Sig Diff]

GS/GM				100%	77%	23%				303	232	71
Demonstration Project Career Paths (ZA, ZP, ZS, ZT)	100%	73%	27%				2991	2195	796			

5. How long ago did you enter the Demonstration Group (which was when you switched from the GS pay schedule to the ZA, ZP, ZT, or ZS career paths and broadbanding)?

Less than 1 year	42%	45%	35%				1250	977	273			
1 year to less than 4 years	25%	24%	28%				752	532	220			
4 or more years	30%	29%	35%				904	626	278			
I am not sure when I entered the Demonstration Group	2%	2%	2%				63	51	12			
I am part of the Comparison Group	0%	0%	0%				6	3	3			

6. To what age category do you belong? [Sig Diff]

Under 20	0%	0%	0%	1%	0%	2%	6	4	2	2	1	1
20 to 29	5%	7%	2%	5%	6%	2%	157	144	13	15	14	1
30 to 39	21%	24%	13%	13%	16%	3%	633	534	99	39	37	2
40 to 49	31%	30%	32%	31%	31%	32%	913	658	255	90	69	21
50 to 55	21%	20%	25%	21%	19%	26%	630	434	196	60	43	17
Over 55	21%	19%	28%	29%	27%	35%	627	406	221	84	61	23

¹ For item 2, individuals were able to select more than one option. The raw totals for each response option indicate the number of individuals who selected the category.

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
7. What is your highest level of education completed?												
Elementary school (grades 1-8)	0%	0%	0%	0%	0%	0%	3	0	3	0	0	0
Some high school or some technical training	0%	0%	0%	0%	0%	0%	10	8	2	1	1	0
Graduated from high school or GED (General Equivalency Diploma)	2%	2%	1%	3%	4%	2%	61	53	8	9	8	1
High school diploma plus technical training or apprenticeship	2%	3%	2%	4%	4%	3%	73	61	12	12	10	2
Some college	13%	15%	9%	14%	15%	11%	388	316	72	42	35	7
2-year associate degree	5%	5%	4%	4%	4%	3%	143	114	29	12	10	2
Graduated from college (B.A., B.S., etc.)	23%	24%	19%	20%	20%	19%	671	526	145	58	46	12
Some graduate school	10%	9%	11%	13%	12%	19%	285	200	85	38	26	12
Master's degree	30%	29%	33%	25%	26%	22%	883	624	259	73	59	14
Doctorate degree (Ph.D., M.D., J.D., Ed.D., etc.)	15%	12%	21%	16%	14%	22%	434	271	163	45	31	14
8. Are you receiving veterans' preference (must be a veteran who was separated from active duty in the Armed Forces with an honorable or general discharge)? [Sig Diff]												
Yes	13%	12%	15%	18%	18%	18%	385	267	118	52	40	12
No	87%	88%	85%	82%	82%	82%	2568	1906	662	237	184	53
9. Are you a bargaining unit employee? [Sig Diff]												
Yes	11%	13%	5%	33%	40%	9%	318	279	39	97	91	6
No	89%	87%	95%	67%	60%	91%	2593	1858	735	194	136	58
10. What is your supervisory status? [Sig Diff]												
Non-supervisory employee	73%	100%	0%	77%	100%	0%	2195	2195	0	232	232	0
Team leader	10%	0%	38%	9%	0%	37%	299	0	299	26	0	26
First-line supervisor	10%	0%	38%	10%	0%	41%	301	0	301	29	0	29
Manager	7%	0%	25%	5%	0%	23%	196	0	196	16	0	16
11. What is your operating unit?												
Technology Administration – Office of the Under Secretary	0%	0%	0%	0%	0%	2%	9	9	0	1	0	1
Technology Administration – Office of Technology Policy	0%	0%	0%	0%	0%	0%	1	0	1	0	0	0
Economics and Statistics Administration – Bureau of Economic Analysis	6%	6%	9%	2%	2%	2%	188	120	68	5	4	1
Economics and Statistics Administration – Economics and Statistics Administration	0%	0%	0%	4%	3%	8%	4	4	0	11	6	5
National Telecommunication and Information Administration – Institute for Telecommunication Sciences	1%	1%	1%	1%	0%	2%	26	19	7	2	1	1
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Security	1%	1%	2%	0%	0%	2%	37	18	19	1	0	1
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Management and Organization	0%	0%	0%	1%	0%	3%	9	9	0	2	0	2
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Financial Management	2%	2%	2%	1%	1%	2%	65	46	19	3	2	1
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Human Resources Management	2%	2%	1%	2%	1%	3%	52	41	11	5	3	2
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Administrative Services	2%	2%	2%	2%	0%	6%	50	37	13	5	1	4
Office of the Chief Financial Officer and Assistant Secretary for Administration – Office of Acquisition Management	0%	0%	1%	1%	0%	2%	12	7	5	2	1	1

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
NOAA – Program Planning and Integration	0%	0%	0%	0%	0%	0%	6	3	3	1	1	0
NOAA – National Ocean Service	12%	12%	12%	15%	14%	18%	348	254	94	43	32	11
NOAA – National Marine Fisheries Service – Headquarters	5%	6%	5%	2%	1%	6%	159	124	35	6	2	4
NOAA – National Marine Fisheries Service – Alaska Region	3%	4%	2%	1%	0%	2%	96	80	16	2	1	1
NOAA – National Marine Fisheries Service – Pacific Island Region	2%	1%	3%	0%	0%	0%	47	27	20	0	0	0
NOAA – National Marine Fisheries Service – Northeast Region	4%	5%	3%	2%	2%	2%	131	106	25	5	4	1
NOAA – National Marine Fisheries Service – Northwest Region	5%	5%	5%	3%	3%	2%	155	118	37	8	7	1
NOAA – National Marine Fisheries Service – Southeast Region	3%	3%	3%	18%	21%	6%	96	71	25	51	47	4
NOAA – National Marine Fisheries Service – Southwest Region	3%	3%	2%	1%	1%	0%	83	64	19	3	3	0
NOAA – National Marine Fisheries Service – AK Science Center	5%	5%	4%	1%	1%	2%	135	103	32	3	2	1
NOAA – National Marine Fisheries Service – NE Science Center	2%	2%	2%	0%	0%	0%	63	48	15	1	1	0
NOAA – National Marine Fisheries Service – SE Science Center	2%	2%	2%	1%	1%	0%	65	46	19	3	3	0
NOAA – National Marine Fisheries Service – NW Science Center	3%	3%	2%	1%	1%	2%	90	72	18	4	3	1
NOAA – National Marine Fisheries Service – SW Science Center	2%	2%	3%	1%	1%	0%	71	49	22	2	2	0
NOAA – National Marine Fisheries Service – Pacific Island Science Center	1%	1%	1%	1%	0%	3%	33	26	7	3	1	2
NOAA – Office of Oceanic and Atmospheric Research – Office of Assistant Administrator, O & A Research	0%	0%	0%	1%	0%	2%	11	10	1	2	1	1
NOAA – Office of Oceanic and Atmospheric Research – Office of Scientific Support	0%	0%	0%	0%	0%	0%	5	3	2	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Science Advisory Board	0%	0%	0%	0%	0%	0%	3	1	2	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Research and Technology Applications Staff	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Office of Management and Information	0%	0%	0%	0%	0%	0%	5	5	0	1	1	0
NOAA – Office of Oceanic and Atmospheric Research – Equal Employment Office	0%	0%	0%	0%	0%	0%	1	0	1	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Information Management Division	0%	0%	0%	0%	0%	0%	2	1	1	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Budget and External Affairs Division	0%	0%	0%	0%	0%	0%	3	2	1	1	1	0
NOAA – Office of Oceanic and Atmospheric Research – Field Services Division	0%	0%	0%	0%	0%	0%	4	3	1	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Field Operations Team	0%	0%	0%	1%	1%	2%	3	3	0	3	2	1
NOAA – Office of Oceanic and Atmospheric Research – Ocean Exploration Program	0%	0%	0%	0%	0%	0%	5	5	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Climate Observations and Services Program	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Aeronomy Laboratory	0%	0%	0%	0%	0%	0%	10	7	3	0	0	0

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
NOAA – Office of Oceanic and Atmospheric Research – Air Resources Laboratory	1%	1%	1%	0%	0%	0%	37	27	10	1	1	0
NOAA – Office of Oceanic and Atmospheric Research – Atlantic Oceanographic and Meteorological Laboratory	1%	1%	1%	0%	0%	0%	28	18	10	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Geophysical Fluid Dynamics Laboratory	1%	1%	1%	1%	0%	2%	20	12	8	2	1	1
NOAA – Office of Oceanic and Atmospheric Research – Great Lakes Environmental Research Laboratory	0%	0%	0%	12%	13%	8%	0	0	0	35	30	5
NOAA – Office of Oceanic and Atmospheric Research – National Severe Storms Laboratory	0%	0%	0%	0%	0%	0%	9	6	3	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Pacific Marine Environmental Laboratory	0%	0%	0%	9%	9%	6%	0	0	0	25	21	4
NOAA – Office of Oceanic and Atmospheric Research – Environmental Technology Laboratory	0%	1%	0%	0%	0%	2%	12	11	1	1	0	1
NOAA – Office of Oceanic and Atmospheric Research – Forecast Systems Laboratory	0%	0%	1%	0%	0%	0%	13	9	4	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Climate Monitoring and Diagnostics Laboratory	0%	0%	0%	0%	0%	0%	11	8	3	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – Climate Diagnostics Center	0%	0%	0%	0%	0%	0%	2	1	1	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – NOAA Undersea Research Program	0%	0%	0%	0%	0%	0%	3	3	0	0	0	0
NOAA – Office of Oceanic and Atmospheric Research – National Sea Grant College Program	0%	0%	0%	0%	0%	0%	2	0	2	0	0	0
NOAA – National Environmental Satellite, Data, and Information Service – Office of Assistant Administrator	1%	1%	1%	0%	0%	0%	27	21	6	0	0	0
NOAA – National Environmental Satellite, Data, and Information Service – Office of Satellite Operations	1%	1%	1%	0%	0%	0%	42	32	10	1	1	0
NOAA – National Environmental Satellite, Data, and Information Service – Office of Satellite Data Processing and Distribution	1%	1%	1%	0%	0%	0%	28	20	8	0	0	0
NOAA – National Environmental Satellite, Data, and Information Service – Office of Research and Applications	1%	1%	0%	0%	0%	0%	26	23	3	1	1	0
NOAA – National Environmental Satellite, Data, and Information Service – Office of Systems Development	1%	1%	1%	0%	0%	0%	34	28	6	1	1	0
NOAA – National Environmental Satellite, Data, and Information Service – National Climatic Data Center	3%	3%	2%	0%	0%	0%	78	60	18	1	1	0
NOAA – National Environmental Satellite, Data, and Information Service – National Oceanographic Data Center	2%	1%	2%	1%	1%	0%	46	30	16	2	2	0
NOAA – National Environmental Satellite, Data, and Information Service – National Geophysical Data Center	0%	0%	0%	0%	0%	0%	11	10	1	0	0	0
NOAA – National Environmental Satellite, Data, and Information Service – Wallops CDA Station	0%	0%	0%	6%	7%	0%	3	1	2	16	16	0
NOAA – National Environmental Satellite, Data, and Information Service – Integrated Program Office	0%	0%	0%	0%	0%	0%	12	10	2	0	0	0
NOAA – Office of the Under Secretary – Office of the Under Secretary	1%	1%	0%	0%	0%	0%	28	25	3	0	0	0
NOAA – Office of the Under Secretary – Office of Legislative Affairs	0%	0%	0%	0%	0%	0%	7	4	3	0	0	0
NOAA – Office of the Under Secretary – Office of Public & Constituent Affairs	0%	0%	0%	1%	1%	0%	7	5	2	2	2	0

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
NOAA – Office of the Under Secretary – Office of Education & Sustainable Dev.	0%	0%	0%	0%	0%	0%	5	4	1	0	0	0
NOAA – Office of the Under Secretary – Office of International Affairs	0%	0%	0%	0%	0%	0%	3	3	0	0	0	0
NOAA – Office of the Under Secretary – Office of Fed. Coordinator for Meteorology	0%	0%	0%	0%	0%	0%	3	3	0	0	0	0
NOAA – Office of the Under Secretary – Office of the Deputy Under Secretary	0%	0%	0%	1%	0%	2%	12	9	3	2	1	1
NOAA – National Weather Service	0%	0%	0%	1%	1%	0%	8	7	1	2	2	0
NOAA – NWS – Space Environmental Center	0%	0%	0%	1%	1%	0%	13	10	3	2	2	0
Other	11%	10%	13%	6%	6%	5%	319	222	97	17	14	3

12. What is your work location/duty station? [Sig Diff]

	Percentages						Raw Data					
Alaska	4%	5%	3%	2%	2%	2%	123	100	23	6	5	1
American Samoa	0%	0%	1%	0%	0%	0%	8	2	6	0	0	0
Arizona	0%	0%	0%	0%	0%	0%	2	1	1	0	0	0
California	6%	6%	6%	3%	4%	0%	177	128	49	8	8	0
Colorado	6%	6%	6%	1%	1%	3%	178	133	45	4	2	2
Connecticut	1%	1%	0%	0%	0%	2%	19	18	1	1	0	1
Washington, DC	13%	12%	15%	11%	8%	18%	379	262	117	31	19	12
Florida	5%	4%	5%	16%	18%	9%	135	93	42	47	41	6
Georgia	0%	0%	1%	0%	0%	0%	14	9	5	1	1	0
Hawaii	3%	3%	4%	1%	0%	3%	92	61	31	3	1	2
Illinois	0%	0%	0%	0%	0%	0%	1	1	0	0	0	0
Indiana	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
Kansas	0%	0%	0%	0%	0%	0%	2	1	1	0	0	0
Kentucky	0%	0%	0%	0%	0%	0%	4	2	2	0	0	0
Louisiana	0%	0%	0%	0%	0%	0%	12	10	2	1	1	0
Maryland	24%	25%	23%	14%	11%	23%	713	534	179	41	26	15
Massachusetts	5%	5%	4%	2%	2%	2%	152	118	34	6	5	1
Maine	0%	0%	0%	0%	0%	0%	7	5	2	0	0	0
Michigan	0%	0%	0%	12%	13%	8%	2	1	1	35	30	5
Minnesota	0%	0%	0%	0%	0%	0%	1	1	0	0	0	0
Mississippi	2%	2%	2%	1%	1%	0%	52	38	14	2	2	0
Nebraska	0%	0%	0%	0%	0%	0%	2	1	1	0	0	0
New Hampshire	0%	0%	0%	0%	0%	0%	6	5	1	0	0	0
New Jersey	1%	1%	1%	1%	1%	2%	29	20	9	3	2	1
New Mexico	0%	0%	0%	0%	0%	0%	1	1	0	1	1	0
New York	0%	0%	0%	0%	0%	0%	7	7	0	0	0	0
North Carolina	4%	5%	4%	2%	3%	0%	127	98	29	6	6	0
Ohio	0%	0%	0%	0%	0%	0%	1	1	0	0	0	0
Oklahoma	0%	0%	0%	0%	0%	0%	10	7	3	0	0	0
Oregon	3%	3%	1%	0%	0%	0%	76	65	11	1	1	0
Pennsylvania	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
South Carolina	1%	1%	2%	2%	3%	2%	41	27	14	7	6	1
Texas	1%	1%	1%	1%	1%	0%	21	15	6	2	2	0
Virginia	3%	3%	4%	8%	9%	3%	91	57	34	23	21	2
Washington	13%	14%	12%	18%	17%	23%	393	298	95	54	39	15
Wisconsin	0%	0%	0%	0%	0%	0%	4	3	1	0	0	0
Other	2%	2%	2%	3%	4%	2%	64	50	14	9	8	1

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

13. How many total years of experience have you had? (Please round up to the highest number of years of both Federal and private sector experience.)

	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
1	1%	1%	0%	2%	2%	0%	31	28	3	5	5	0
2	1%	1%	0%	1%	2%	0%	34	31	3	4	4	0
3	2%	2%	1%	2%	2%	0%	57	52	5	5	5	0
4	2%	2%	1%	1%	0%	2%	63	54	9	2	1	1
5	2%	3%	1%	2%	3%	0%	74	67	7	6	6	0
6	2%	2%	1%	2%	3%	0%	52	44	8	6	6	0
7	3%	3%	1%	4%	4%	2%	84	74	10	11	10	1
8	2%	3%	1%	2%	2%	2%	74	66	8	5	4	1
9	3%	3%	2%	1%	1%	0%	78	62	16	3	3	0
10	5%	5%	3%	3%	4%	2%	134	111	23	10	9	1
11	2%	2%	2%	1%	1%	0%	50	38	12	2	2	0
12	3%	3%	3%	1%	1%	2%	91	71	20	4	3	1
13	2%	3%	1%	2%	1%	5%	66	57	9	5	2	3
14	2%	2%	1%	2%	2%	2%	52	41	11	6	5	1
15	6%	6%	5%	4%	5%	2%	167	124	43	13	12	1
16	3%	3%	2%	2%	2%	3%	85	68	17	6	4	2
17	4%	4%	3%	4%	5%	0%	119	93	26	12	12	0
18	2%	3%	2%	2%	2%	2%	73	57	16	6	5	1
19	2%	2%	3%	1%	1%	3%	59	38	21	4	2	2
20	2%	2%	3%	6%	6%	5%	180	137	43	17	14	3
21	2%	2%	2%	3%	4%	2%	73	54	19	9	8	1
22	3%	3%	3%	4%	4%	3%	78	56	22	11	9	2
23	3%	3%	3%	3%	3%	2%	82	57	25	8	7	1
24	2%	2%	3%	2%	2%	3%	70	47	23	7	5	2
25	5%	5%	6%	6%	6%	8%	146	100	46	19	14	5
26	2%	2%	3%	3%	3%	2%	67	41	26	8	7	1
27	3%	2%	4%	4%	4%	6%	85	54	31	13	9	4
28	3%	3%	3%	3%	3%	5%	81	55	26	10	7	3
29	2%	2%	3%	1%	1%	2%	60	36	24	3	2	1
30	3%	3%	3%	3%	3%	5%	103	76	27	9	6	3
30+	17%	14%	26%	22%	18%	37%	500	296	204	64	40	24

14. What is your general category of work? (Comp. Group Only)

	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
Professional				51%	48%	60%				149	110	39
Administrative				20%	19%	22%				58	44	14
Technical				24%	27%	15%				72	62	10
Clerical				4%	4%	2%				11	10	1
Other				1%	1%	2%				4	3	1

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

15. What is your pay grade? (Comp. Group Only)

	Percentages			Raw Data				
	Total	(N)	(S)	Total	(N)	(S)		
1			0%	0%	0%	1	1	0
2			1%	1%	0%	2	2	0
3			1%	1%	0%	3	3	0
4			3%	3%	2%	8	7	1
5			2%	2%	0%	5	5	0
6			2%	3%	2%	7	6	1
7			6%	8%	0%	18	18	0
8			3%	4%	0%	9	9	0
9			6%	7%	2%	17	16	1
10			1%	0%	3%	3	1	2
11			14%	16%	5%	39	36	3
12			21%	23%	14%	60	51	9
13			17%	19%	10%	48	42	6
14			14%	8%	37%	41	18	23
15			9%	4%	27%	26	9	17

16. Are you at the salary ceiling (cap) at step 10 of your grade? (Comp. Group Only)²

	Percentages			Raw Data				
	Total	(N)	(S)	Total	(N)	(S)		
Yes			18%	18%	20%	54	41	13
No			69%	71%	59%	201	162	39
I don't know			6%	6%	6%	18	14	4
Not Applicable – I'm in a pay band			7%	4%	15%	20	10	10

17. What is your general category of work? (Demo. Group Only)

	Percentages			Raw Data		
	Total	(N)	(S)	Total	(N)	(S)
Scientific and Engineering (ZP)	53%	52%	58%	1587	1134	453
Scientific and Engineering Technician (ZT)	5%	5%	4%	146	118	28
Administrative (ZA)	33%	33%	36%	996	713	283
Support (ZS)	8%	10%	2%	233	214	19
Not Applicable – I'm GS/GM, ST/SL, or SES	0%	0%	0%	12	10	2

18. What is your pay band? (Demo. Group Only – ZA, ZP, ZS, ZT)

	Percentages			Raw Data		
	Total	(N)	(S)	Total	(N)	(S)
Band I	3%	4%	1%	86	75	11
Band II	13%	16%	3%	375	351	24
Band III	37%	44%	18%	1080	944	136
Band IV	38%	33%	54%	1106	697	409
Band V	8%	3%	23%	235	57	178
Not Applicable – I'm GS/GM, ST/SL, or SES	0%	0%	1%	9	4	5

19. Are you at the salary ceiling (cap) at the top of your pay band? (Demo. Group Only)

	Percentages			Raw Data		
	Total	(N)	(S)	Total	(N)	(S)
Yes	18%	18%	20%	544	388	156
No	69%	69%	71%	2057	1499	558
I don't know	12%	13%	8%	358	293	65
Not Applicable – I'm GS/GM, ST/SL, or SES	0%	0%	1%	6	1	5

² The results show that 20 people selected the "N/A – I'm in a pay band;" however, by cross-checking their responses to Question 4, "What is your pay category," we were able to confirm that these individuals' results should be retained in the Comparison Group dataset.

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

CAREER PROGRESSION

20. The position description for my job is clear and accurate.

Strongly disagree	5%	5%	4%	4%	3%	8%	143	109	34	12	7	5
Disagree	13%	14%	11%	16%	17%	11%	393	304	89	47	40	7
Neither disagree nor agree	13%	13%	12%	13%	14%	11%	377	280	97	39	32	7
Agree	48%	48%	49%	49%	48%	49%	1439	1055	384	143	111	32
Strongly agree	18%	17%	22%	16%	16%	17%	549	379	170	48	37	11
Don't Know/Not Applicable	3%	3%	2%	2%	1%	5%	76	62	14	5	2	3

21. Jobs are classified fairly and accurately.

Strongly disagree	6%	6%	4%	5%	4%	8%	173	140	33	14	9	5
Disagree	14%	15%	12%	16%	17%	15%	417	320	97	48	38	10
Neither disagree nor agree	20%	21%	17%	22%	24%	12%	584	453	131	63	55	8
Agree	43%	42%	47%	40%	38%	48%	1281	907	374	118	87	31
Strongly agree	11%	9%	16%	12%	12%	11%	328	202	126	34	27	7
Don't Know/Not Applicable	6%	7%	4%	5%	5%	6%	189	161	28	15	11	4

22. I am satisfied with my chances of getting a promotion.

Strongly disagree	17%	19%	12%	21%	23%	14%	497	406	91	61	52	9
Disagree	22%	23%	18%	23%	24%	18%	657	513	144	67	55	12
Neither disagree nor agree	16%	17%	16%	17%	14%	28%	488	362	126	49	31	18
Agree	30%	28%	34%	24%	25%	20%	883	611	272	69	56	13
Strongly agree	10%	8%	14%	11%	11%	12%	285	177	108	33	25	8
Don't Know/Not Applicable	6%	5%	6%	5%	4%	8%	165	117	48	14	9	5

23. The current job classification system has enhanced my career progression.

Strongly disagree	11%	12%	8%	11%	12%	8%	336	270	66	32	27	5
Disagree	18%	18%	16%	19%	22%	11%	525	397	128	57	50	7
Neither disagree nor agree	31%	30%	32%	34%	32%	40%	917	664	253	100	74	26
Agree	20%	19%	23%	18%	17%	23%	590	412	178	54	39	15
Strongly agree	11%	10%	13%	9%	10%	5%	318	212	106	26	23	3
Don't Know/Not Applicable	10%	11%	7%	8%	7%	14%	289	231	58	24	15	9

24. All in all, I am satisfied with the position classifications used in my organization.

Strongly disagree	9%	10%	6%	9%	9%	9%	263	217	46	27	21	6
Disagree	18%	18%	16%	19%	20%	14%	524	395	129	55	46	9
Neither disagree nor agree	24%	25%	22%	23%	26%	12%	708	536	172	67	59	8
Agree	36%	34%	41%	35%	32%	47%	1067	742	325	104	73	31
Strongly agree	9%	7%	12%	9%	10%	9%	254	163	91	28	22	6
Don't Know/Not Applicable	5%	6%	3%	5%	3%	9%	156	132	24	14	8	6

PERFORMANCE APPRAISAL

25. On my job I know exactly what is expected of me.

Strongly disagree	4%	4%	3%	5%	4%	8%	108	86	22	15	10	5
Disagree	11%	12%	9%	11%	12%	9%	335	262	73	33	27	6
Neither disagree nor agree	11%	11%	11%	13%	14%	9%	326	243	83	38	32	6
Agree	50%	51%	49%	47%	46%	49%	1497	1114	383	137	105	32
Strongly agree	24%	22%	28%	24%	24%	25%	702	479	223	71	55	16
Don't Know/Not Applicable	0%	0%	1%	0%	0%	0%	11	6	5	0	0	0

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
26. My supervisor gives me adequate information on how well I am performing.												
Strongly disagree	6%	7%	5%	5%	6%	3%	187	147	40	15	13	2
Disagree	12%	12%	10%	12%	11%	13%	350	272	78	34	26	8
Neither disagree nor agree	14%	14%	15%	15%	16%	13%	428	309	119	45	37	8
Agree	42%	42%	44%	43%	42%	48%	1256	914	342	127	96	31
Strongly agree	24%	24%	25%	24%	25%	20%	724	524	200	70	57	13
Don't Know/Not Applicable	1%	1%	1%	1%	0%	3%	29	23	6	2	0	2
27. I understand the performance appraisal system currently being used.												
Strongly disagree	6%	7%	4%	4%	3%	8%	178	146	32	12	7	5
Disagree	13%	14%	11%	16%	15%	20%	393	310	83	48	35	13
Neither disagree nor agree	14%	15%	11%	16%	17%	12%	409	326	83	47	39	8
Agree	48%	48%	48%	45%	49%	32%	1435	1058	377	133	112	21
Strongly agree	17%	14%	26%	16%	15%	22%	512	310	202	48	34	14
Don't Know/Not Applicable	2%	2%	1%	2%	0%	6%	45	36	9	5	1	4
28. My performance rating provides an accurate picture of my performance. [Sig Diff]												
Strongly disagree	8%	9%	5%	6%	7%	3%	235	193	42	18	16	2
Disagree	14%	14%	13%	15%	15%	14%	410	309	101	44	35	9
Neither disagree nor agree	18%	18%	18%	26%	25%	28%	540	402	138	75	57	18
Agree	36%	36%	37%	37%	38%	32%	1069	776	293	108	87	21
Strongly agree	13%	12%	18%	11%	9%	15%	398	255	143	31	21	10
Don't Know/Not Applicable	11%	11%	9%	6%	5%	8%	317	249	68	17	12	5
29. My performance appraisal takes into account the most important parts of my job.												
Strongly disagree	5%	5%	4%	4%	3%	5%	150	117	33	11	8	3
Disagree	11%	11%	11%	15%	14%	15%	331	247	84	43	33	10
Neither disagree nor agree	15%	16%	14%	19%	21%	14%	452	342	110	56	47	9
Agree	46%	46%	45%	46%	47%	42%	1356	1001	355	134	107	27
Strongly agree	16%	14%	20%	13%	12%	17%	465	308	157	38	27	11
Don't Know/Not Applicable	7%	8%	6%	4%	3%	8%	209	165	44	12	7	5
30. My supervisor and I agree on what "good performance" on my job means.												
Strongly disagree	4%	5%	3%	3%	3%	3%	132	109	23	8	6	2
Disagree	8%	8%	7%	8%	8%	8%	239	184	55	22	17	5
Neither disagree nor agree	18%	19%	15%	21%	20%	28%	527	406	121	62	44	18
Agree	45%	44%	48%	47%	51%	34%	1329	956	373	137	115	22
Strongly agree	18%	17%	22%	17%	16%	20%	547	378	169	48	35	13
Don't Know/Not Applicable	6%	7%	5%	4%	4%	6%	192	149	43	12	8	4
31. My supervisor evaluates my performance on things not related to my job.												
Strongly disagree	12%	11%	15%	8%	8%	11%	363	243	120	24	17	7
Disagree	38%	37%	42%	39%	38%	40%	1134	804	330	113	87	26
Neither disagree nor agree	20%	22%	17%	27%	27%	26%	608	473	135	78	61	17
Agree	12%	12%	12%	11%	12%	9%	362	266	96	33	27	6
Strongly agree	6%	6%	5%	5%	5%	3%	165	127	38	14	12	2
Don't Know/Not Applicable	11%	12%	8%	10%	10%	11%	336	270	66	29	22	7
32. Throughout the year, how often do you receive informal feedback (aside from a mid-year or annual review) from your supervisor that helps improve your performance?												
Never	12%	14%	10%	15%	16%	11%	370	295	75	44	37	7
Rarely	26%	26%	25%	23%	21%	29%	763	568	195	68	49	19
Sometimes	36%	36%	37%	36%	37%	34%	1080	791	289	106	84	22
Often	20%	20%	23%	20%	20%	20%	605	426	179	58	45	13
Continually	5%	5%	6%	6%	6%	6%	149	103	46	17	13	4

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
33. I ask my supervisor for feedback on my performance.												
Never	12%	13%	10%	15%	18%	8%	368	289	79	45	40	5
Rarely	30%	29%	34%	30%	30%	31%	902	637	265	88	68	20
Sometimes	43%	44%	42%	40%	43%	29%	1291	958	333	116	97	19
Often	11%	11%	11%	11%	7%	25%	334	246	88	33	17	16
Continually	3%	3%	3%	4%	3%	8%	77	55	22	11	6	5
34. The quality of the feedback that I receive from my supervisor helps me to do my job better.												
Strongly disagree	7%	8%	5%	5%	5%	6%	208	165	43	16	12	4
Disagree	11%	11%	11%	13%	14%	8%	337	250	87	37	32	5
Neither disagree nor agree	25%	24%	27%	26%	24%	31%	735	522	213	75	55	20
Agree	42%	42%	43%	41%	42%	35%	1260	924	336	119	96	23
Strongly agree	12%	12%	12%	13%	12%	15%	347	256	91	37	27	10
Don't Know/Not Applicable	3%	3%	2%	3%	3%	5%	87	71	16	9	6	3
35. What was your last performance appraisal rating? (Demo. Group Only)												
Eligible	87%	86%	90%				2558	1858	700			
Unsatisfactory	1%	0%	1%				18	7	11			
I am not sure	13%	14%	9%				370	299	71			
36. What was your last performance appraisal rating? (Comp. Group Only)												
Meets or Exceeds				99%	100%	94%				208	164	44
Does Not Meet Expectations or Unsatisfactory				1%	0%	6%				3	0	3
5				35%	36%	33%				7	5	2
4				30%	21%	50%				6	3	3
3				30%	36%	17%				6	5	1
2				5%	7%	0%				1	1	0
1				0%	0%	0%				0	0	0
I am not sure				-	-	-				22	16	6
37. At my last performance appraisal, I was given an explanation about the reasons for my performance rating/score.												
Strongly disagree	4%	4%	4%	4%	4%	3%	117	87	30	11	9	2
Disagree	9%	10%	8%	9%	11%	5%	275	209	66	27	24	3
Neither disagree nor agree	10%	10%	11%	11%	11%	13%	310	222	88	32	24	8
Agree	48%	48%	48%	55%	54%	59%	1422	1044	378	162	124	38
Strongly agree	18%	17%	20%	16%	15%	17%	539	382	157	46	35	11
Don't Know/Not Applicable	10%	11%	8%	5%	5%	3%	305	239	66	14	12	2
38. My supervisor tends to <u>inflate</u> the performance ratings of the employees he/she supervises.												
Strongly disagree	11%	11%	10%	9%	10%	8%	318	236	82	27	22	5
Disagree	35%	33%	41%	39%	39%	41%	1049	730	319	115	89	26
Neither disagree nor agree	23%	23%	22%	28%	30%	22%	674	502	172	83	69	14
Agree	4%	4%	6%	6%	5%	8%	123	78	45	17	12	5
Strongly agree	1%	1%	2%	2%	2%	3%	40	28	12	7	5	2
Don't Know/Not Applicable	26%	28%	20%	15%	14%	19%	768	612	156	44	32	12
39. My supervisor tends to <u>deflate</u> the performance ratings of the employees he/she supervises.												
Strongly disagree	8%	8%	10%	6%	7%	3%	249	169	80	17	15	2
Disagree	31%	29%	37%	37%	36%	38%	928	641	287	107	83	24
Neither disagree nor agree	25%	25%	25%	34%	34%	31%	743	550	193	98	78	20
Agree	7%	7%	7%	6%	6%	8%	206	155	51	18	13	5
Strongly agree	2%	3%	2%	3%	2%	5%	72	60	12	8	5	3
Don't Know/Not Applicable	26%	28%	21%	15%	15%	16%	771	610	161	44	34	10

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
40. My supervisor tends to rate employee performance based on favoritism, not performance. [Sig Diff]												
Strongly disagree	21%	19%	26%	17%	17%	16%	618	412	206	49	39	10
Disagree	31%	31%	33%	39%	39%	39%	934	674	260	114	89	25
Neither disagree nor agree	16%	17%	16%	24%	22%	30%	490	366	124	69	50	19
Agree	6%	6%	6%	6%	7%	3%	191	140	51	18	16	2
Strongly agree	6%	6%	4%	6%	6%	5%	169	135	34	17	14	3
Don't Know/Not Applicable	19%	21%	14%	9%	9%	8%	572	461	111	25	20	5
41. I understand how pay raises are given in my organization.												
Strongly disagree	9%	10%	7%	10%	10%	9%	280	227	53	29	23	6
Disagree	16%	18%	12%	22%	24%	16%	476	385	91	65	55	10
Neither disagree nor agree	16%	17%	13%	15%	16%	14%	480	378	102	45	36	9
Agree	42%	41%	47%	41%	38%	50%	1252	885	367	118	86	32
Strongly agree	10%	8%	15%	8%	9%	6%	286	165	121	24	20	4
Don't Know/Not Applicable	7%	7%	7%	3%	3%	5%	194	142	52	10	7	3
42. Pay raises depend on how well you perform. [Sig Diff]												
Strongly disagree	8%	9%	6%	13%	14%	8%	241	194	47	37	32	5
Disagree	15%	15%	13%	21%	20%	22%	432	326	106	60	46	14
Neither disagree nor agree	20%	21%	17%	28%	29%	23%	586	449	137	81	66	15
Agree	39%	38%	41%	26%	24%	33%	1144	822	322	76	55	21
Strongly agree	10%	8%	15%	8%	8%	6%	289	170	119	23	19	4
Don't Know/Not Applicable	9%	10%	7%	5%	4%	8%	273	218	55	15	10	5
43. I understand how cash awards are given in my organization.												
Strongly disagree	9%	10%	6%	10%	11%	6%	260	212	48	28	24	4
Disagree	18%	20%	11%	17%	17%	17%	521	436	85	49	38	11
Neither disagree nor agree	15%	16%	12%	18%	21%	10%	443	350	93	53	47	6
Agree	43%	39%	53%	45%	42%	56%	1269	853	416	130	95	35
Strongly agree	9%	7%	14%	7%	7%	6%	266	160	106	21	17	4
Don't Know/Not Applicable	7%	8%	4%	3%	3%	5%	207	172	35	10	7	3
44. Cash awards depend on how well you perform.												
Strongly disagree	9%	10%	6%	11%	13%	6%	259	208	51	33	29	4
Disagree	14%	15%	11%	16%	14%	20%	403	318	85	46	33	13
Neither disagree nor agree	21%	21%	19%	25%	26%	20%	616	469	147	72	59	13
Agree	38%	36%	46%	35%	34%	38%	1145	783	362	102	77	25
Strongly agree	8%	7%	11%	9%	9%	11%	242	152	90	27	20	7
Don't Know/Not Applicable	10%	12%	7%	4%	4%	5%	311	258	53	13	10	3
45. I understand how performance bonuses are given in my organization. (Demo Group Only)												
Strongly disagree	8%	9%	5%				239	196	43			
Disagree	19%	21%	14%				566	453	113			
Neither disagree nor agree	15%	16%	12%				450	355	95			
Agree	40%	37%	48%				1193	815	378			
Strongly agree	8%	6%	12%				227	130	97			
Don't Know/Not Applicable	10%	11%	8%				296	235	61			

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

46. Performance bonuses depend on how well you perform. (Demo Group Only)

Strongly disagree	8%	8%	6%		233	184	49	
Disagree	13%	14%	12%		386	295	91	
Neither disagree nor agree	20%	21%	18%		604	462	142	
Agree	38%	36%	42%		1127	793	334	
Strongly agree	7%	6%	11%		217	129	88	
Don't Know/Not Applicable	14%	15%	11%		404	321	83	

47. Performance bonuses are distributed fairly within my operating unit. (Demo. Group only)

Strongly disagree	10%	11%	6%		300	250	50	
Disagree	13%	13%	13%		382	280	102	
Neither disagree nor agree	22%	22%	21%		656	487	169	
Agree	17%	14%	27%		516	307	209	
Strongly agree	4%	2%	8%		111	47	64	
Don't Know/Not Applicable	34%	37%	25%		1000	807	193	

48. Cash awards are distributed fairly within my operating unit.

Strongly disagree	10%	11%	6%	15%	16%	9%	294	244	50	43	37	6
Disagree	13%	13%	12%	15%	15%	14%	381	285	96	44	35	9
Neither disagree nor agree	23%	23%	23%	25%	25%	22%	675	492	183	72	58	14
Agree	19%	15%	29%	24%	24%	22%	566	335	231	69	55	14
Strongly agree	4%	2%	8%	5%	3%	11%	114	50	64	14	7	7
Don't Know/Not Applicable	32%	36%	21%	17%	16%	22%	941	778	163	51	37	14

PAY SYSTEM

49. All in all, I am satisfied with my pay. [Sig Diff]

Strongly disagree	8%	9%	5%	6%	7%	5%	234	195	39	18	15	3
Disagree	17%	18%	13%	24%	24%	25%	497	395	102	71	55	16
Neither disagree nor agree	15%	16%	13%	16%	18%	6%	446	348	98	46	42	4
Agree	47%	46%	49%	45%	44%	46%	1385	1002	383	132	102	30
Strongly agree	13%	11%	20%	9%	7%	17%	391	233	158	27	16	11
Don't Know/Not Applicable	0%	0%	0%	0%	0%	2%	12	9	3	1	0	1

50. Differences in pay at my organization represent real differences in level of responsibility and job difficulty.

Strongly disagree	13%	14%	11%	16%	16%	14%	391	301	90	46	37	9
Disagree	26%	27%	24%	28%	27%	30%	777	589	188	81	62	19
Neither disagree nor agree	20%	20%	19%	19%	19%	19%	592	443	149	56	44	12
Agree	25%	22%	34%	25%	25%	25%	746	482	264	74	58	16
Strongly agree	4%	3%	6%	5%	4%	8%	117	70	47	15	10	5
Don't Know/Not Applicable	12%	14%	6%	7%	7%	5%	345	296	49	20	17	3

51. Pay progression (the way I move up within my grade/band) is reflective of my performance. [Sig Diff]

Strongly disagree	8%	9%	6%	12%	13%	6%	249	202	47	34	30	4
Disagree	15%	16%	13%	22%	24%	17%	445	346	99	65	54	11
Neither disagree nor agree	19%	20%	16%	22%	20%	27%	570	442	128	63	46	17
Agree	36%	34%	41%	32%	32%	31%	1063	742	321	92	72	20
Strongly agree	9%	7%	14%	7%	5%	14%	259	149	110	21	12	9
Don't Know/Not Applicable	13%	14%	10%	5%	6%	5%	384	304	80	16	13	3

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

52. Other employers in this area pay more than the government rate does for the kind of work I'm doing.

Strongly disagree	2%	1%	3%	3%	4%	0%	52	31	21	8	8	0
Disagree	12%	12%	13%	14%	14%	13%	354	253	101	40	32	8
Neither disagree nor agree	20%	20%	20%	24%	24%	22%	586	428	158	69	55	14
Agree	21%	21%	22%	19%	19%	19%	627	457	170	55	43	12
Strongly agree	16%	15%	18%	16%	13%	25%	478	336	142	46	30	16
Don't Know/Not Applicable	29%	31%	25%	25%	25%	22%	873	677	196	71	57	14

53. In my operating unit, minority employees get similar pay to non-minority employees doing equivalent work.

Strongly disagree	3%	3%	3%	4%	3%	5%	79	57	22	11	8	3
Disagree	4%	4%	3%	4%	4%	5%	114	89	25	13	10	3
Neither disagree nor agree	13%	15%	9%	16%	19%	5%	393	323	70	46	43	3
Agree	31%	28%	38%	34%	33%	41%	918	617	301	101	75	26
Strongly agree	13%	10%	22%	17%	15%	23%	385	208	177	50	35	15
Don't Know/Not Applicable	36%	41%	25%	25%	25%	22%	1076	882	194	72	58	14

54. I am satisfied with the way management handles pay.

Strongly disagree	10%	11%	6%	10%	10%	8%	285	237	48	28	23	5
Disagree	18%	19%	17%	21%	21%	23%	545	412	133	62	47	15
Neither disagree nor agree	26%	27%	23%	28%	31%	19%	765	582	183	82	70	12
Agree	31%	28%	38%	32%	30%	41%	921	620	301	93	67	26
Strongly agree	5%	4%	9%	5%	5%	5%	151	84	67	14	11	3
Don't Know/Not Applicable	10%	11%	7%	4%	4%	5%	298	244	54	12	9	3

55. Management officials are qualified to make pay decisions.

Strongly disagree	7%	8%	4%	7%	7%	6%	212	179	33	21	17	4
Disagree	12%	12%	10%	16%	17%	14%	352	271	81	48	39	9
Neither disagree nor agree	25%	26%	21%	25%	28%	13%	739	571	168	72	64	8
Agree	39%	36%	46%	38%	34%	50%	1152	787	365	110	78	32
Strongly agree	6%	4%	11%	5%	5%	6%	186	97	89	15	11	4
Don't Know/Not Applicable	11%	12%	6%	9%	8%	11%	321	271	50	26	19	7

56. The current pay system has resulted in improved supervisor performance.

Strongly disagree	12%	13%	9%	13%	14%	11%	351	280	71	38	31	7
Disagree	20%	20%	20%	19%	19%	19%	585	431	154	55	43	12
Neither disagree nor agree	30%	30%	31%	37%	37%	36%	899	659	240	107	84	23
Agree	14%	12%	19%	11%	8%	19%	403	252	151	31	19	12
Strongly agree	2%	2%	4%	3%	2%	5%	68	35	33	8	5	3
Don't Know/Not Applicable	22%	24%	17%	17%	19%	11%	662	526	136	50	43	7

57. The current pay system encourages team performance. [Sig Diff]

Strongly disagree	17%	18%	12%	13%	14%	8%	490	396	94	38	33	5
Disagree	25%	25%	23%	25%	25%	22%	732	549	183	72	58	14
Neither disagree nor agree	30%	29%	34%	37%	35%	44%	898	632	266	108	80	28
Agree	14%	13%	17%	10%	8%	14%	417	284	133	28	19	9
Strongly agree	2%	2%	4%	4%	4%	3%	68	35	33	11	9	2
Don't Know/Not Applicable	12%	13%	10%	12%	13%	9%	364	286	78	35	29	6

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

HIRING AND RECRUITMENT

58. Giving a one time recruitment bonus to attract a high quality employee is fair. [Sig Diff]

	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	(N)	(S)	(%)	(N)	(S)	(%)	(N)	(S)	(%)	(N)	(S)	(%)
Strongly disagree	5%	6%	5%	8%	9%	2%	163	122	41	22	21	1
Disagree	14%	14%	11%	15%	16%	13%	401	313	88	45	37	8
Neither disagree nor agree	17%	18%	15%	22%	21%	25%	503	388	115	65	49	16
Agree	48%	46%	51%	48%	48%	48%	1414	1011	403	141	110	31
Strongly agree	12%	11%	15%	4%	3%	8%	354	240	114	12	7	5
Don't Know/Not Applicable	4%	5%	3%	3%	2%	5%	132	108	24	8	5	3

59. Paying a high quality new hire more than other new hires is fair. [Sig Diff]

	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	(N)	(S)	(%)									
Strongly disagree	6%	7%	4%	8%	9%	5%	185	155	30	24	21	3
Disagree	17%	18%	13%	19%	20%	16%	495	391	104	55	45	10
Neither disagree nor agree	17%	18%	15%	25%	27%	17%	515	400	115	73	62	11
Agree	46%	44%	53%	42%	40%	47%	1366	951	415	122	92	30
Strongly agree	11%	9%	14%	5%	3%	9%	313	203	110	14	8	6
Don't Know/Not Applicable	3%	3%	2%	2%	0%	6%	86	74	12	5	1	4

60. Were you hired: [Sig Diff]

	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	(N)	(S)	(%)	(N)	(S)	(%)	(N)	(S)	(%)	(N)	(S)	(%)
Prior to April 2005	85%	84%	90%	80%	78%	86%	2553	1839	714	243	182	61
Between April 2005 and March 2006	8%	9%	6%	12%	14%	7%	233	189	44	37	32	5
Between April 2006 and March 2007	7%	8%	5%	8%	8%	7%	205	167	38	23	18	5

61. Have you received a one-time recruitment payment since April 2005? (New Hires Only)

	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	(N)	(S)	(%)									
Yes	6%	4%	15%	12%	4%	50%	25	13	12	7	2	5
No	94%	96%	85%	88%	96%	50%	413	343	70	53	48	5

62. My one-time recruitment payment was instrumental in accepting the job. (New Hires Only, who acknowledged that they received a recruitment payment)³

	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	(N)	(S)	(%)									
Strongly disagree	5%	8%	0%	0%	0%	0%	1	1	0	0	0	0
Disagree	24%	8%	50%	50%	50%	50%	5	1	4	2	1	1
Neither disagree nor agree	19%	31%	0%	0%	0%	0%	4	4	0	0	0	0
Agree	14%	15%	13%	0%	0%	0%	3	2	1	0	0	0
Strongly agree	33%	38%	25%	50%	50%	50%	7	5	2	2	1	1
Don't Know/Not Applicable	5%	0%	13%	0%	0%	0%	1	0	1	0	0	0

63. How do starting salaries for similar positions at other organizations to which you applied compare with your starting salary at your current organization? (New Hires Only)

	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	(N)	(S)	(%)									
Much less than (less than 90% of) my starting salary	6%	6%	7%	13%	12%	17%	27	22	5	7	6	1
Somewhat less than (90% to 95% of) my starting salary	12%	12%	11%	13%	10%	33%	51	43	8	7	5	2
About the same as my starting salary	31%	32%	28%	16%	14%	33%	133	112	21	9	7	2
Somewhat more than (5% to 10% higher than) my starting salary	17%	18%	14%	18%	18%	17%	74	63	11	10	9	1
Much more than (more than 10% higher than) my starting salary	10%	10%	13%	9%	10%	0%	45	35	10	5	5	0
I don't know	23%	22%	28%	31%	35%	0%	100	79	21	17	17	0

³ Due to the small number of respondents, significance testing was not performed on this item.

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

64. About how many weeks did it take from your initial job application to receive a formal job offer from your agency? (New Hires Only)

Less than 2 weeks	11%	12%	7%	13%	10%	33%	48	43	5	7	5	2
3 – 7 weeks	36%	35%	43%	36%	39%	17%	154	122	32	20	19	1
8 – 12 weeks	25%	25%	28%	22%	22%	17%	108	87	21	12	11	1
13 – 16 weeks	9%	9%	9%	15%	16%	0%	38	31	7	8	8	0
17 – 20 weeks	7%	6%	9%	4%	2%	17%	28	21	7	2	1	1
21 or more weeks	12%	13%	4%	11%	10%	17%	50	47	3	6	5	1

65. How frequently have you been involved in recruiting or hiring any permanent employees from outside of your agency during the past year (e.g., developing hiring strategy, interviewing, making selection decisions)?

Never	60%	72%	30%	60%	70%	27%	1807	1572	235	181	162	19
Rarely	15%	15%	16%	18%	16%	24%	454	325	129	54	37	17
Sometimes	15%	10%	31%	14%	10%	28%	459	210	249	43	23	20
Often	7%	3%	18%	7%	3%	18%	209	62	147	20	7	13
Always	2%	1%	5%	2%	1%	3%	62	26	36	5	3	2

66. Please think about the most recent recruiting effort for a permanent employee in your group in which you were personally involved. What was your assessment of the overall capabilities of all the applicants for that position compared to your workforce? (Only for those who responded Sometimes, Often, or Always to item 65)

Top 1% (world class)	1%	1%	1%	2%	3%	0%	5	2	3	1	1	0
Top 10% (outstanding)	11%	12%	11%	14%	13%	16%	81	35	46	9	4	5
Top 25% (very good)	39%	36%	42%	37%	38%	35%	282	105	177	23	12	11
Average	34%	38%	31%	27%	22%	32%	244	112	132	17	7	10
Below Average	7%	5%	8%	16%	19%	13%	51	16	35	10	6	4
Poor	3%	1%	4%	0%	0%	0%	18	3	15	0	0	0
I have not been personally involved with recruiting	5%	7%	3%	5%	6%	3%	35	21	14	3	2	1

67. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce? (Only for those who responded Sometimes, Often, or Always to item 65)

Top 1% (world class)	2%	2%	2%	3%	3%	3%	14	7	7	2	1	1
Top 10% (outstanding)	25%	20%	28%	24%	23%	25%	177	60	117	15	7	8
Top 25% (very good)	34%	34%	33%	30%	23%	38%	238	101	137	19	7	12
Average	25%	25%	24%	24%	26%	22%	174	74	100	15	8	7
Below Average	3%	4%	3%	5%	6%	3%	24	12	12	3	2	1
Poor	2%	1%	2%	5%	10%	0%	11	3	8	3	3	0
Too early to tell	2%	3%	2%	3%	3%	3%	17	8	9	2	1	1
No one was hired	3%	3%	3%	3%	6%	0%	19	8	11	2	2	0
Don't Know/Not Applicable	5%	7%	3%	3%	0%	6%	35	21	14	2	0	2

68. Skills and abilities of the most recent employee I hired were a good match for the job. (Only for those who responded Sometimes, Often, or Always to item 65)

Strongly disagree	1%	0%	1%	3%	3%	3%	6	0	6	2	1	1
Disagree	5%	5%	4%	8%	13%	3%	33	14	19	5	4	1
Neither disagree nor agree	9%	11%	7%	13%	19%	6%	62	32	30	8	6	2
Agree	47%	46%	48%	41%	25%	58%	339	137	202	26	8	18
Strongly agree	29%	22%	34%	19%	13%	26%	211	65	146	12	4	8
Don't Know/Not Applicable	10%	16%	5%	16%	28%	3%	69	48	21	10	9	1

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

69. I am satisfied with the process used to fill vacancies here.

Strongly disagree	14%	13%	17%	13%	14%	9%	412	277	135	38	32	6
Disagree	24%	24%	24%	21%	21%	20%	710	520	190	62	49	13
Neither disagree nor agree	22%	25%	16%	29%	29%	28%	666	537	129	84	66	18
Agree	26%	23%	32%	24%	21%	34%	757	504	253	71	49	22
Strongly agree	3%	2%	6%	4%	3%	8%	95	51	44	11	6	5
Don't Know/Not Applicable	11%	13%	4%	9%	11%	2%	324	289	35	27	26	1

70. Recruitment procedures allow for the opportunity to hire good minority applicants.

Strongly disagree	6%	5%	7%	7%	7%	5%	171	115	56	20	17	3
Disagree	7%	7%	9%	9%	9%	8%	215	147	68	26	21	5
Neither disagree nor agree	27%	27%	24%	28%	28%	29%	789	598	191	82	63	19
Agree	28%	25%	35%	29%	28%	35%	826	549	277	86	63	23
Strongly agree	6%	5%	10%	6%	6%	9%	188	108	80	19	13	6
Don't Know/Not Applicable	26%	31%	15%	21%	23%	14%	781	666	115	61	52	9

71. Applicants are hired in a timely manner. [Sig Diff]

Strongly disagree	19%	17%	23%	13%	13%	12%	561	377	184	37	29	8
Disagree	31%	31%	31%	31%	31%	29%	911	671	240	90	71	19
Neither disagree nor agree	20%	21%	19%	27%	24%	37%	607	457	150	79	55	24
Agree	15%	15%	18%	18%	17%	20%	459	321	138	52	39	13
Strongly agree	2%	1%	3%	2%	2%	2%	50	25	25	5	4	1
Don't Know/Not Applicable	13%	15%	6%	11%	14%	0%	382	334	48	31	31	0

72. My operating unit uses relevant recruitment sources.

Strongly disagree	5%	4%	7%	5%	4%	8%	149	96	53	14	9	5
Disagree	7%	7%	5%	7%	7%	6%	193	150	43	21	17	4
Neither disagree nor agree	26%	25%	26%	24%	24%	22%	756	552	204	69	55	14
Agree	27%	24%	37%	28%	25%	38%	805	518	287	81	56	25
Strongly agree	3%	2%	4%	3%	3%	3%	81	50	31	9	7	2
Don't Know/Not Applicable	33%	37%	21%	34%	37%	23%	979	815	164	99	84	15

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

Strongly disagree	8%	7%	12%	6%	5%	9%	244	152	92	17	11	6
Disagree	16%	13%	22%	14%	14%	15%	464	293	171	41	31	10
Neither disagree nor agree	28%	28%	27%	34%	31%	45%	822	614	208	101	72	29
Agree	17%	15%	23%	17%	17%	14%	504	324	180	49	40	9
Strongly agree	2%	2%	3%	2%	1%	5%	61	39	22	5	2	3
Don't Know/Not Applicable	29%	35%	14%	28%	32%	12%	867	758	109	81	73	8

EMPLOYEE RETENTION / TURNOVER

74. Current efforts toward employee retention have produced a higher quality, higher performing workforce.

Strongly disagree	11%	11%	9%	12%	11%	14%	319	246	73	35	26	9
Disagree	22%	22%	21%	25%	25%	28%	642	480	162	74	56	18
Neither disagree nor agree	28%	27%	31%	30%	30%	31%	826	579	247	88	68	20
Agree	16%	14%	20%	14%	13%	18%	464	308	156	41	29	12
Strongly agree	2%	1%	3%	1%	2%	0%	45	21	24	4	4	0
Don't Know/Not Applicable	22%	25%	16%	17%	20%	9%	664	540	124	51	45	6

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

75. Current efforts toward employee retention have enabled managers to retain good minority employees.

Strongly disagree	6%	6%	5%	7%	7%	8%	171	131	40	21	16	5
Disagree	10%	10%	11%	14%	12%	19%	308	222	86	40	28	12
Neither disagree nor agree	30%	29%	33%	32%	31%	36%	899	639	260	93	70	23
Agree	12%	10%	17%	14%	13%	17%	344	212	132	40	29	11
Strongly agree	2%	1%	3%	1%	1%	0%	49	22	27	3	3	0
Don't Know/Not Applicable	40%	44%	31%	33%	36%	20%	1186	946	240	95	82	13

76. Current efforts toward employee retention help minority employees get paid at competitive levels.

Strongly disagree	4%	5%	4%	6%	6%	6%	127	98	29	18	14	4
Disagree	6%	5%	6%	7%	7%	8%	165	118	47	21	16	5
Neither disagree nor agree	29%	29%	31%	33%	35%	30%	864	619	245	97	78	19
Agree	14%	12%	21%	16%	13%	23%	413	252	161	45	30	15
Strongly agree	2%	2%	4%	3%	3%	5%	69	34	35	9	6	3
Don't Know/Not Applicable	44%	48%	34%	34%	36%	28%	1312	1045	267	100	82	18

77. Giving a retention payment (extra money to keep an employee with critical skills from leaving) is fair.

Strongly disagree	4%	4%	4%	5%	6%	3%	124	96	28	15	13	2
Disagree	13%	13%	12%	15%	16%	13%	380	288	92	44	36	8
Neither disagree nor agree	18%	20%	15%	24%	26%	16%	542	427	115	69	59	10
Agree	46%	44%	51%	43%	41%	50%	1358	959	399	126	94	32
Strongly agree	13%	12%	13%	9%	7%	13%	373	271	102	25	17	8
Don't Know/Not Applicable	6%	6%	6%	4%	4%	6%	187	137	50	12	8	4

78. What are the factors that make you want to stay in your organization?⁴

The work itself	68%	65%	76%	67%	64%	77%	2023	1425	598	195	145	50
The public reputation of this organization	12%	11%	16%	15%	12%	23%	359	237	122	43	28	15
Salary	53%	52%	55%	49%	51%	44%	1560	1131	429	142	114	28
Benefits	33%	34%	30%	35%	37%	28%	969	736	233	101	83	18
The chance for advancement	12%	13%	10%	10%	11%	8%	355	278	77	29	24	5
The people I work with	36%	35%	39%	35%	35%	36%	1060	754	306	101	78	23
Job security	34%	36%	28%	41%	41%	41%	1001	778	223	118	92	26
Funding	1%	1%	3%	1%	2%	0%	44	24	20	4	4	0
Competence of immediate supervisor	12%	13%	12%	10%	10%	11%	369	276	93	30	23	7
Competence of management	4%	4%	5%	3%	3%	6%	131	88	43	10	6	4
Fair treatment	6%	6%	6%	6%	5%	9%	184	140	44	17	11	6
Convenient work hours	20%	22%	13%	19%	23%	6%	590	486	104	55	51	4
Other	8%	8%	7%	8%	8%	11%	223	166	57	24	17	7

⁴ For this question, the reported percentages represent the percentage of people, among those in their demographic group (e.g., Demo. Group Non-Supervisors) overall, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

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

79. What are the factors that would make you want to leave?⁵

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
The work itself	27%	26%	28%	21%	19%	28%	768	555	213	60	42	18
The public reputation of this organization	5%	5%	6%	3%	3%	5%	153	105	48	9	6	3
Salary	31%	32%	26%	33%	33%	36%	876	678	198	94	71	23
Benefits	6%	6%	6%	6%	7%	6%	167	126	41	18	14	4
Lack of career advancement	51%	54%	43%	55%	59%	43%	1452	1132	320	155	128	27
The people I work with	18%	18%	18%	16%	16%	17%	504	372	132	46	35	11
Job security	8%	7%	8%	12%	12%	11%	213	156	57	33	26	7
Funding	19%	17%	22%	20%	19%	22%	532	366	166	55	41	14
Lack of competence of immediate supervisor	26%	26%	28%	21%	22%	19%	756	544	212	59	47	12
Lack of competence of management	40%	38%	46%	41%	40%	46%	1139	794	345	115	86	29
Unfair treatment	41%	41%	39%	40%	40%	39%	1160	865	295	111	86	25
Inconvenient work hours	12%	12%	13%	14%	15%	11%	351	255	96	39	32	7
Other	17%	17%	16%	17%	17%	16%	471	351	120	46	36	10

80. If you were looking for another job, where would you primarily focus your job search?

A. Inside your agency [Sig Diff]

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
Not at all likely	21%	20%	22%	30%	29%	37%	603	434	169	87	64	23
Somewhat likely	39%	39%	37%	33%	33%	32%	1123	837	286	94	74	20
Very likely	41%	41%	41%	37%	38%	32%	1186	873	313	106	86	20

B. In another federal agency [Sig Diff]

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)	Total	(N)	(S)
Not at all likely	8%	8%	11%	9%	11%	3%	248	164	84	27	25	2
Somewhat likely	40%	39%	43%	53%	51%	57%	1174	840	334	152	116	36
Very likely	51%	53%	46%	38%	38%	40%	1499	1149	350	110	85	25

C. Outside the federal government

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
Not at all likely	35%	36%	35%	31%	29%	39%	1030	762	268	89	65	24
Somewhat likely	37%	37%	36%	39%	42%	30%	1064	789	275	111	93	18
Very likely	28%	28%	29%	30%	29%	31%	814	589	225	84	65	19

81. During the next year, I will probably look for a new job outside of this organization.

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
Strongly disagree	26%	25%	30%	26%	28%	19%	775	544	231	75	63	12
Disagree	22%	22%	24%	24%	25%	22%	666	479	187	70	56	14
Neither disagree nor agree	16%	16%	15%	16%	15%	19%	468	353	115	46	34	12
Agree	16%	16%	16%	12%	11%	17%	467	343	124	36	25	11
Strongly agree	15%	16%	12%	15%	15%	19%	447	355	92	45	33	12
Don't Know/Not Applicable	5%	5%	4%	7%	7%	5%	140	107	33	19	16	3

ORGANIZATIONAL EXCELLENCE AND WORKFORCE DIVERSITY

82. My organization recruits, selects, and advances employees on the basis of merit. [Sig Diff]

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
Strongly disagree	8%	9%	6%	12%	13%	8%	230	186	44	35	30	5
Disagree	15%	16%	12%	18%	19%	16%	447	350	97	54	44	10
Neither disagree nor agree	21%	23%	16%	27%	29%	22%	636	508	128	79	65	14
Agree	37%	33%	47%	27%	22%	42%	1091	722	369	78	51	27
Strongly agree	7%	5%	13%	7%	7%	8%	209	109	100	21	16	5
Don't Know/Not Applicable	12%	14%	6%	9%	10%	5%	351	304	47	25	22	3

⁵ For this question, the reported percentages represent the percentage of people, among those in their demographic group (e.g., Demo. Group Non-Supervisors) overall, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

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

83. Employees and applicants receive fair and equitable treatment in all aspects of personnel management in my agency without regard to race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.

Strongly disagree	6%	7%	4%	8%	10%	3%	173	145	28	24	22	2
Disagree	9%	10%	7%	11%	12%	11%	273	215	58	33	26	7
Neither disagree nor agree	15%	17%	12%	18%	18%	16%	454	361	93	51	41	10
Agree	40%	39%	45%	39%	37%	45%	1192	841	351	112	83	29
Strongly agree	16%	12%	26%	13%	12%	16%	469	267	202	38	28	10
Don't Know/Not Applicable	14%	16%	7%	11%	12%	9%	401	346	55	32	26	6

84. My organization provides equal pay for equal work.

Strongly disagree	9%	11%	6%	10%	11%	9%	278	232	46	30	24	6
Disagree	20%	20%	20%	22%	23%	22%	590	434	156	65	51	14
Neither disagree nor agree	21%	23%	18%	24%	26%	19%	634	494	140	70	58	12
Agree	29%	26%	36%	28%	26%	33%	847	564	283	80	59	21
Strongly agree	7%	5%	13%	7%	7%	6%	212	110	102	19	15	4
Don't Know/Not Applicable	13%	16%	7%	9%	8%	11%	396	339	57	26	19	7

85. My organization rewards excellent performance.

Strongly disagree	7%	8%	5%	12%	13%	6%	215	174	41	34	30	4
Disagree	15%	16%	12%	15%	16%	14%	437	339	98	45	36	9
Neither disagree nor agree	20%	22%	16%	23%	23%	22%	599	471	128	67	53	14
Agree	43%	40%	50%	38%	36%	48%	1268	874	394	112	81	31
Strongly agree	8%	6%	13%	8%	7%	8%	240	138	102	22	17	5
Don't Know/Not Applicable	7%	8%	3%	4%	4%	2%	201	177	24	11	10	1

86. My organization maintains high standards of integrity, conduct, and concern for the public interest.

Strongly disagree	5%	5%	4%	7%	7%	6%	143	112	31	20	16	4
Disagree	7%	7%	5%	8%	8%	5%	194	152	42	22	19	3
Neither disagree nor agree	16%	17%	14%	17%	19%	11%	486	378	108	49	42	7
Agree	48%	47%	50%	49%	46%	60%	1411	1019	392	141	103	38
Strongly agree	21%	20%	26%	18%	18%	17%	633	433	200	51	40	11
Don't Know/Not Applicable	3%	4%	1%	2%	2%	0%	88	78	10	5	5	0

87. My organization deals effectively with poor performers.

Strongly disagree	20%	20%	21%	19%	18%	20%	606	441	165	54	41	13
Disagree	33%	32%	37%	29%	25%	41%	992	700	292	83	57	26
Neither disagree nor agree	21%	21%	22%	25%	26%	22%	635	464	171	74	60	14
Agree	9%	8%	12%	12%	13%	9%	271	174	97	36	30	6
Strongly agree	1%	1%	1%	1%	1%	0%	33	23	10	3	3	0
Don't Know/Not Applicable	14%	17%	6%	14%	16%	8%	428	378	50	41	36	5

88. My organization provides training to employees when doing so will result in better organizational or individual performance.

Strongly disagree	7%	8%	5%	7%	8%	2%	206	165	41	20	19	1
Disagree	14%	14%	15%	17%	16%	19%	423	303	120	49	37	12
Neither disagree nor agree	17%	18%	15%	20%	21%	19%	516	400	116	59	47	12
Agree	46%	45%	50%	43%	42%	48%	1378	987	391	125	95	30
Strongly agree	11%	10%	14%	7%	7%	8%	319	211	108	20	15	5
Don't Know/Not Applicable	4%	5%	1%	5%	5%	5%	122	111	11	15	12	3

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

89. My organization protects employees from improper political influence.

Strongly disagree	3%	3%	3%	4%	4%	3%	96	72	24	11	9	2
Disagree	6%	6%	6%	7%	6%	9%	171	121	50	19	13	6
Neither disagree nor agree	26%	27%	24%	31%	34%	20%	782	594	188	90	77	13
Agree	31%	29%	37%	28%	28%	27%	918	628	290	81	64	17
Strongly agree	8%	7%	12%	7%	6%	11%	242	147	95	20	13	7
Don't Know/Not Applicable	25%	28%	18%	24%	22%	30%	755	617	138	69	50	19

90. My agency protects employees against reprisal for the lawful disclosure of information in whistle blower situations.

Strongly disagree	3%	3%	2%	4%	4%	6%	85	70	15	12	8	4
Disagree	4%	4%	3%	5%	5%	5%	121	97	24	15	12	3
Neither disagree nor agree	24%	24%	22%	27%	29%	19%	697	527	170	78	66	12
Agree	21%	19%	26%	20%	21%	16%	616	416	200	57	47	10
Strongly agree	5%	4%	9%	3%	3%	6%	149	82	67	10	6	4
Don't Know/Not Applicable	43%	45%	39%	40%	38%	48%	1280	974	306	116	85	31

91. My organization does not solicit or consider improper employment recommendations. [Sig Diff]

Strongly disagree	2%	2%	1%	4%	4%	3%	59	48	11	12	10	2
Disagree	4%	4%	4%	7%	7%	8%	113	85	28	21	16	5
Neither disagree nor agree	18%	19%	16%	24%	25%	22%	546	419	127	69	55	14
Agree	28%	25%	36%	24%	22%	28%	818	538	280	68	50	18
Strongly agree	7%	5%	12%	6%	5%	9%	205	112	93	18	12	6
Don't Know/Not Applicable	41%	45%	31%	35%	36%	30%	1211	966	245	100	81	19

92. My agency does not obstruct any person's right to compete for, or withdraw from, employment. [Sig Diff]

Strongly disagree	2%	3%	2%	4%	5%	3%	70	58	12	13	11	2
Disagree	4%	5%	2%	4%	5%	2%	115	98	17	12	11	1
Neither disagree nor agree	15%	16%	12%	20%	21%	19%	438	347	91	59	47	12
Agree	43%	41%	50%	41%	41%	41%	1271	882	389	119	93	26
Strongly agree	11%	8%	19%	7%	7%	9%	323	173	150	21	15	6
Don't Know/Not Applicable	25%	28%	16%	23%	22%	27%	731	605	126	67	50	17

93. My organization does not grant any preference unless authorized by law. [Sig Diff]

Strongly disagree	4%	4%	3%	5%	4%	5%	110	84	26	13	10	3
Disagree	7%	7%	5%	12%	13%	8%	201	162	39	35	30	5
Neither disagree nor agree	18%	19%	16%	23%	24%	17%	531	404	127	65	54	11
Agree	33%	30%	43%	29%	27%	35%	977	642	335	82	60	22
Strongly agree	7%	5%	14%	6%	5%	8%	219	112	107	17	12	5
Don't Know/Not Applicable	31%	35%	19%	26%	26%	27%	915	765	150	75	58	17

94. People in my organization engage in employing or promoting their own relatives.

Strongly disagree	17%	14%	25%	14%	12%	20%	501	308	193	41	28	13
Disagree	34%	34%	36%	32%	31%	34%	1012	729	283	92	70	22
Neither disagree nor agree	16%	18%	12%	20%	19%	20%	471	381	90	57	44	13
Agree	6%	6%	7%	10%	12%	3%	182	131	51	28	26	2
Strongly agree	2%	2%	2%	2%	2%	3%	62	48	14	6	4	2
Don't Know/Not Applicable	25%	27%	19%	23%	24%	19%	728	577	151	66	54	12

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

95. My organization unlawfully discriminates for off-duty conduct.

Strongly disagree	13%	11%	19%	12%	11%	14%	378	231	147	34	25	9
Disagree	32%	31%	36%	36%	35%	39%	955	673	282	103	78	25
Neither disagree nor agree	18%	19%	15%	22%	23%	22%	526	409	117	65	51	14
Agree	2%	2%	3%	2%	3%	0%	60	38	22	7	7	0
Strongly agree	1%	1%	0%	0%	0%	2%	19	16	3	1	0	1
Don't Know/Not Applicable	35%	37%	27%	27%	28%	23%	1023	810	213	79	64	15

SUMMARY

96. In general, I am satisfied with my job.

Strongly disagree	4%	4%	3%	5%	4%	6%	113	93	20	14	10	4
Disagree	12%	13%	9%	12%	11%	15%	349	276	73	35	25	10
Neither disagree nor agree	13%	13%	11%	13%	15%	8%	375	290	85	39	34	5
Agree	52%	51%	55%	53%	53%	54%	1553	1122	431	157	122	35
Strongly agree	19%	18%	22%	17%	17%	17%	569	395	174	49	38	11
Don't Know/Not Applicable	0%	0%	0%	0%	0%	0%	8	6	2	0	0	0

97. I trust my supervisor. [Sig Diff]

Strongly disagree	8%	8%	6%	7%	7%	6%	223	179	44	19	15	4
Disagree	11%	11%	11%	16%	16%	14%	316	233	83	45	36	9
Neither disagree nor agree	14%	14%	14%	18%	18%	19%	412	304	108	53	41	12
Agree	38%	38%	38%	36%	35%	36%	1138	840	298	103	80	23
Strongly agree	29%	28%	31%	24%	23%	25%	849	603	246	69	53	16
Don't Know/Not Applicable	1%	1%	1%	0%	0%	0%	30	23	7	1	1	0

98. My job is a good match for my skills and training. [Sig Diff]

Strongly disagree	4%	4%	2%	1%	1%	3%	104	88	16	4	2	2
Disagree	8%	9%	6%	10%	11%	6%	245	200	45	30	26	4
Neither disagree nor agree	9%	11%	6%	14%	16%	8%	280	231	49	41	36	5
Agree	49%	49%	48%	44%	43%	46%	1444	1065	379	127	98	29
Strongly agree	30%	27%	37%	30%	29%	37%	880	586	294	88	65	23
Don't Know/Not Applicable	0%	0%	0%	0%	0%	0%	9	6	3	1	1	0

99. In general, I like working here.

Strongly disagree	3%	3%	2%	2%	2%	5%	82	68	14	7	4	3
Disagree	7%	7%	5%	6%	6%	8%	203	160	43	18	13	5
Neither disagree nor agree	12%	13%	11%	17%	18%	17%	367	281	86	51	40	11
Agree	53%	53%	54%	50%	50%	50%	1568	1149	419	146	114	32
Strongly agree	25%	24%	28%	24%	25%	20%	734	515	219	70	57	13
Don't Know/Not Applicable	0%	0%	0%	0%	0%	0%	4	3	1	0	0	0

100. My organization is able to attract high quality employees.

Strongly disagree	4%	4%	4%	4%	3%	6%	117	86	31	11	7	4
Disagree	11%	11%	12%	11%	11%	11%	330	233	97	33	26	7
Neither disagree nor agree	22%	22%	20%	24%	26%	19%	646	486	160	71	59	12
Agree	45%	44%	45%	44%	44%	42%	1319	967	352	127	100	27
Strongly agree	13%	12%	15%	10%	9%	14%	370	256	114	29	20	9
Don't Know/Not Applicable	6%	7%	4%	7%	7%	8%	177	149	28	20	15	5

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

101. Competition for jobs here is fair and open.

Strongly disagree	6%	7%	4%	9%	9%	8%	186	155	31	26	21	5
Disagree	13%	14%	11%	16%	18%	13%	383	300	83	48	40	8
Neither disagree nor agree	22%	23%	18%	24%	25%	19%	649	507	142	69	57	12
Agree	39%	37%	47%	36%	33%	47%	1169	799	370	105	75	30
Strongly agree	9%	7%	14%	7%	6%	8%	254	142	112	19	14	5
Don't Know/Not Applicable	11%	12%	6%	8%	9%	6%	320	271	49	24	20	4

102. When changes are made in my organization the employees usually lose out in the end.

Strongly disagree	5%	3%	9%	2%	2%	2%	138	70	68	6	5	1
Disagree	23%	20%	32%	22%	21%	25%	693	440	253	65	49	16
Neither disagree nor agree	34%	36%	28%	35%	35%	36%	997	777	220	103	80	23
Agree	18%	18%	17%	18%	18%	19%	519	385	134	54	42	12
Strongly agree	8%	9%	6%	12%	12%	11%	249	199	50	34	27	7
Don't Know/Not Applicable	12%	14%	8%	10%	11%	8%	369	309	60	30	25	5

103. I am in favor of the Demonstration Project. [Sig Diff]

Strongly disagree	11%	12%	8%	14%	16%	9%	325	265	60	42	36	6
Disagree	10%	10%	9%	11%	11%	13%	283	215	68	33	25	8
Neither disagree nor agree	24%	26%	22%	27%	27%	28%	727	558	169	80	62	18
Agree	30%	29%	32%	17%	13%	30%	891	636	255	49	30	19
Strongly agree	18%	16%	25%	11%	11%	9%	548	351	197	31	25	6
Don't Know/Not Applicable	7%	7%	5%	20%	22%	11%	196	160	36	57	50	7

SUPERVISOR'S SECTION

104. The performance appraisal system allows me to identify good and poor performers.

Strongly disagree		3%		8%	23	5
Disagree		7%		8%	55	5
Neither disagree nor agree		11%		18%	85	11
Agree		47%		39%	356	24
Strongly agree		10%		6%	80	4
Don't Know/Not Applicable		22%		21%	165	13

105. The performance appraisal system is easy for me as a supervisor to use.

Strongly disagree		7%		7%	54	4
Disagree		15%		30%	115	18
Neither disagree nor agree		17%		20%	132	12
Agree		29%		20%	222	12
Strongly agree		5%		3%	42	2
Don't Know/Not Applicable		26%		21%	201	13

106. I have met with other supervisors and/or our pay pool manager to ensure consistency in performance ratings.

Strongly disagree		5%		7%	37	4
Disagree		5%		18%	118	11
Neither disagree nor agree		12%		12%	88	7
Agree		29%		23%	221	14
Strongly agree		9%		8%	71	5
Don't Know/Not Applicable		30%		32%	230	19

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

107. I have enough authority to influence classification decisions.

Strongly disagree	5%	7%	35	4
Disagree	14%	13%	109	8
Neither disagree nor agree	15%	12%	114	7
Agree	31%	33%	237	20
Strongly agree	6%	5%	48	3
Don't Know/Not Applicable	29%	30%	222	18

108. Getting a position description approved tends to be an adversarial process. [Sig Diff]

Strongly disagree	6%	2%	48	1
Disagree	29%	21%	221	13
Neither disagree nor agree	20%	26%	153	16
Agree	13%	11%	102	7
Strongly agree	4%	11%	28	7
Don't Know/Not Applicable	28%	28%	211	17

109. I have to devote too much time to position classification. [Sig Diff]

Strongly disagree	5%	0%	38	0
Disagree	30%	24%	229	14
Neither disagree nor agree	23%	15%	176	9
Agree	12%	27%	89	16
Strongly agree	3%	7%	24	4
Don't Know/Not Applicable	27%	27%	206	16

110. It takes too long to get classification decisions made in my organization. [Sig Diff]

Strongly disagree	4%	0%	34	0
Disagree	21%	12%	159	7
Neither disagree nor agree	23%	28%	172	17
Agree	16%	20%	122	12
Strongly agree	5%	15%	40	9
Don't Know/Not Applicable	31%	25%	232	15

111. All in all, I am satisfied with the position classification procedures used in my organization.

Strongly disagree	4%	8%	29	5
Disagree	13%	15%	98	9
Neither disagree nor agree	25%	32%	188	19
Agree	28%	15%	211	9
Strongly agree	4%	3%	32	2
Don't Know/Not Applicable	26%	25%	199	15

112. It takes too long to get hiring decisions made in my organization. [Sig Diff]

Strongly disagree	2%	0%	17	0
Disagree	16%	8%	121	5
Neither disagree nor agree	17%	15%	128	9
Agree	28%	44%	214	27
Strongly agree	17%	11%	132	7
Don't Know/Not Applicable	19%	21%	147	13

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

Raw Data					
Demo. Group			Comp. Group		
Total	(N)	(S)	Total	(N)	(S)

113. It takes too long to process the paperwork needed to fill vacancies here. [Sig Diff]

Strongly disagree	2%	0%	14	0
Disagree	13%	12%	100	7
Neither disagree nor agree	15%	13%	113	8
Agree	25%	43%	191	26
Strongly agree	24%	12%	186	7
Don't Know/Not Applicable	21%	20%	156	12

114. I feel my ability to manage is restricted by unnecessary personnel rules and regulations.

Strongly disagree	2%	3%	18	2
Disagree	26%	18%	198	11
Neither disagree nor agree	23%	25%	172	15
Agree	16%	18%	121	11
Strongly agree	11%	13%	84	8
Don't Know/Not Applicable	22%	22%	169	13

115. I have enough authority to determine my employees' pay.

Strongly disagree	7%	13%	51	8
Disagree	21%	20%	160	12
Neither disagree nor agree	18%	13%	136	8
Agree	26%	27%	197	16
Strongly agree	3%	2%	26	1
Don't Know/Not Applicable	25%	25%	191	15

116. I have enough authority to promote people.

Strongly disagree	7%	14%	55	8
Disagree	23%	22%	172	13
Neither disagree nor agree	17%	25%	126	15
Agree	25%	14%	194	8
Strongly agree	4%	2%	29	1
Don't Know/Not Applicable	24%	24%	186	14

117. I have enough authority to hire people whenever I need them.

Strongly disagree	22%	20%	167	12
Disagree	32%	35%	244	21
Neither disagree nor agree	14%	13%	103	8
Agree	8%	7%	58	4
Strongly agree	2%	3%	12	2
Don't Know/Not Applicable	23%	22%	176	13

118. I have enough authority to remove people from their jobs if they perform poorly.

Strongly disagree	19%	13%	143	8
Disagree	26%	33%	194	20
Neither disagree nor agree	17%	10%	126	6
Agree	14%	20%	104	12
Strongly agree	2%	3%	13	2
Don't Know/Not Applicable	24%	20%	180	12

	Percentages						Raw Data					
	Demo. Group			Comp. Group			Demo. Group			Comp. Group		
	Total	(N)	(S)									
119. The current pay system is flexible.												
Strongly disagree			3%			3%			26			2
Disagree			11%			10%			85			6
Neither disagree nor agree			21%			31%			160			18
Agree			40%			32%			301			19
Strongly agree			4%			3%			31			2
Don't Know/Not Applicable			21%			20%			156			12
120. I understand how to use the current pay system. [Sig Diff]												
Strongly disagree			2%			3%			13			2
Disagree			8%			3%			62			2
Neither disagree nor agree			14%			30%			105			18
Agree			47%			43%			356			26
Strongly agree			10%			2%			74			1
Don't Know/Not Applicable			20%			18%			151			11
121. The current pay system provides a competitive range of entry salaries, which has positively affected my ability to negotiate with applicants.												
Strongly disagree			3%			7%			22			4
Disagree			6%			8%			49			5
Neither disagree nor agree			21%			24%			162			14
Agree			32%			27%			243			16
Strongly agree			6%			3%			44			2
Don't Know/Not Applicable			32%			31%			242			18
122. The current pay system has positively affected my ability to retain employees.												
Strongly disagree			3%			5%			21			3
Disagree			10%			8%			73			5
Neither disagree nor agree			28%			28%			215			17
Agree			22%			26%			170			16
Strongly agree			5%			2%			41			1
Don't Know/Not Applicable			32%			31%			241			19
123. While at DoC, have you ever officially terminated a new employee during the one-year probation period?												
Yes			8%			11%			59			7
No			92%			89%			699			55
124. Have you ever encouraged an employee to leave voluntarily during the one-year probation period?												
Yes			8%			11%			63			7
No			92%			89%			689			54
125. Do you feel the length of time of the one-year probation period is:												
Too long			5%			7%			38			4
About right			70%			72%			523			43
Too short			25%			22%			189			13
126. Have you hired employees who qualified for the three-year probation period for ZP employees performing research and development work? (Demo. Group only)												
Yes			6%						44			
No			63%						495			
Don't Know/Not Applicable			32%						252			

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

127. The three-year probationary period for ZP employees performing research and development work is useful because it gives me more time to evaluate their performance. (Demo. Group only)

Strongly disagree	6%							3			
Disagree	9%							5			
Neither disagree nor agree	9%							5			
Agree	49%							26			
Strongly agree	21%							11			
Don't Know/Not Applicable	6%							3			

128. If necessary, I am able to terminate ZP employees performing research and development work within the three-year probationary period. (Demo. Group only)

Strongly disagree	2%							1			
Disagree	6%							3			
Neither disagree nor agree	22%							11			
Agree	46%							23			
Strongly agree	6%							3			
Don't Know/Not Applicable	18%							9			

129. How satisfied are you with the NEW employees in the following categories? (Demo. Group Only)

A. Scientific and Engineering

Very Dissatisfied	1%							4			
Dissatisfied	3%							20			
Neither dissatisfied nor satisfied	8%							57			
Satisfied	25%							181			
Very satisfied	22%							159			
Don't Know/Not Applicable	42%							311			

B. Scientific and Engineering Technician

Very Dissatisfied	0%							0			
Dissatisfied	2%							15			
Neither dissatisfied nor satisfied	8%							54			
Satisfied	16%							113			
Very satisfied	9%							64			
Don't Know/Not Applicable	65%							465			

C. Administrative

Very Dissatisfied	3%							19			
Dissatisfied	6%							44			
Neither dissatisfied nor satisfied	11%							80			
Satisfied	23%							174			
Very satisfied	14%							102			
Don't Know/Not Applicable	44%							323			

D. Support

Very Dissatisfied	3%							19			
Dissatisfied	6%							44			
Neither dissatisfied nor satisfied	11%							76			
Satisfied	22%							160			
Very satisfied	9%							67			
Don't Know/Not Applicable	49%							354			

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

130. How satisfied are you with the following types of NEW employees? (Comp. Group Only)

A. Professional

Very dissatisfied			11%			7
Dissatisfied			3%			2
Neither dissatisfied nor satisfied			7%			4
Satisfied			26%			16
Very satisfied			18%			11
Don't Know/Not Applicable			34%			21

B. Administrative

Very dissatisfied			3%			2
Dissatisfied			19%			11
Neither dissatisfied nor satisfied			15%			9
Satisfied			17%			10
Very satisfied			7%			4
Don't Know/Not Applicable			39%			23

C. Technical

Very dissatisfied			2%			1
Dissatisfied			0%			0
Neither dissatisfied nor satisfied			19%			11
Satisfied			19%			11
Very satisfied			17%			10
Don't Know/Not Applicable			44%			26

D. Clerical

Very dissatisfied			0%			0
Dissatisfied			7%			4
Neither dissatisfied nor satisfied			14%			8
Satisfied			21%			12
Very satisfied			11%			6
Don't Know/Not Applicable			46%			26

E. Other

Very dissatisfied			2%			1
Dissatisfied			2%			1
Neither dissatisfied nor satisfied			16%			9
Satisfied			7%			4
Very satisfied			7%			4
Don't Know/Not Applicable			67%			38

131. On average, I interact with the servicing Human Resources Office.

Not at all		38%		39%		293		24
Quarterly		34%		27%		261		17
Monthly		14%		23%		112		14
Weekly		10%		10%		76		6
Daily		4%		2%		34		1

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

132. The servicing Human Resources office has a good understanding of my work unit's operations and mission.

Strongly disagree		9%		8%		69		5
Disagree		16%		21%		126		13
Neither disagree nor agree		22%		26%		169		16
Agree		28%		21%		216		13
Strongly agree		4%		5%		34		3
Don't Know/Not Applicable		21%		18%		161		11

133. The servicing Human Resources office provides me with valuable services.

Strongly disagree		7%		5%		57		3
Disagree		12%		15%		92		9
Neither disagree nor agree		22%		21%		172		13
Agree		38%		30%		292		18
Strongly agree		7%		8%		51		5
Don't Know/Not Applicable		14%		21%		110		13

134. The servicing Human Resources office helps me perform my job effectively.

Strongly disagree		9%		5%		69		3
Disagree		15%		16%		118		10
Neither disagree nor agree		29%		25%		222		15
Agree		28%		25%		217		15
Strongly agree		5%		8%		36		5
Don't Know/Not Applicable		15%		21%		114		13

135. The servicing Human Resources office helps me achieve my organization's mission.

Strongly disagree		8%		5%		62		3
Disagree		13%		16%		104		10
Neither disagree nor agree		31%		18%		240		11
Agree		28%		28%		215		17
Strongly agree		5%		8%		35		5
Don't Know/Not Applicable		15%		25%		119		15

At the end of the survey, respondents were given the opportunity to respond to an open-ended statement: “Please use this section if you wish to share impressions about the Demonstration Project that were not addressed in the questionnaire.” The following table displays the major themes of the comments provided. To note, these themes represent respondents’ opinions; they may or may not present factually accurate information.

Major Themes	
Demonstration Group	Comparison Group
<ul style="list-style-type: none"> • Too new to the Demonstration Project to provide an evaluation • The Demonstration Project can leave room for bias and favoritism on the part of management • High performers are not necessarily given higher rewards because of the adjustments that are made in ratings • Management needs to be more clear about how scores are assigned and how salary increases and bonuses are determined • The pay bands result in salary capping, which can make upward movement in the organization limited and unclear • The flexible starting salaries has been a benefit for recruiting high quality candidates • It is unclear to employees how the pay banding system works; more explanation should be given • The Demonstration Project encourages competition between employees and results in less teamwork • The large increases in salary are consuming the operating budget 	<ul style="list-style-type: none"> • It is unfair that bargaining units are being denied the opportunity to participate in the Demonstration Project • Too new to the Demonstration Project to provide an opinion • The subjectivity associated with rating and ranking employees would make it difficult to obtain consistent ratings across the organization • The salary allotments within the Demonstration Project leave much room for bias and favoritism • There is a lack of understanding about how the Demonstration Project works • If employees have to compete with each other for pay increases there will be less of a sense of teamwork • This survey does not seem to be confidential due to the demographic questions and participation on monitored government computers

Year Nine Survey Results – By Race/Ethnicity⁶

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

CAREER PROGRESSION

20. The position description for my job is clear and accurate.

Strongly disagree	2%	7%	4%	6%	10%	0%	9%	3%	0%	*
Disagree	11%	16%	13%	9%	18%	20%	18%	14%	35%	*
Neither disagree nor agree	14%	13%	12%	12%	14%	20%	14%	11%	18%	*
Agree	53%	46%	49%	51%	41%	53%	41%	51%	41%	*
Strongly agree	18%	16%	20%	18%	10%	7%	14%	19%	6%	*
Don't Know/Not Applicable	2%	2%	2%	4%	7%	0%	5%	2%	0%	*

3	21	90	7	11	0	2	7	0	*
15	46	287	11	19	3	4	31	6	*
19	39	277	15	15	3	3	25	3	*
73	135	1094	63	43	8	9	114	7	*
24	46	439	22	11	1	3	42	1	*
3	5	53	5	7	0	1	4	0	*

21. Jobs are classified fairly and accurately.

Strongly disagree	4%	8%	5%	7%	8%	0%	5%	4%	13%	*
Disagree	11%	18%	13%	15%	21%	21%	23%	15%	19%	*
Neither disagree nor agree	20%	23%	19%	20%	22%	14%	27%	21%	25%	*
Agree	51%	36%	44%	46%	28%	43%	27%	42%	38%	*
Strongly agree	10%	10%	12%	9%	8%	14%	9%	13%	6%	*
Don't Know/Not Applicable	4%	4%	7%	4%	12%	7%	9%	4%	0%	*

6	24	114	9	9	0	1	9	2	*
15	53	294	18	22	3	5	34	3	*
27	68	429	24	23	2	6	47	4	*
70	106	992	56	30	6	6	95	6	*
14	29	259	11	9	2	2	29	1	*
5	12	148	5	13	1	2	10	0	*

22. I am satisfied with my chances of getting a promotion.

Strongly disagree	23%	19%	16%	20%	16%	21%	14%	19%	41%	*
Disagree	20%	26%	22%	20%	27%	14%	23%	24%	24%	*
Neither disagree nor agree	17%	20%	16%	13%	23%	14%	27%	17%	6%	*
Agree	28%	24%	31%	28%	20%	29%	18%	25%	12%	*
Strongly agree	6%	9%	10%	12%	3%	21%	5%	12%	12%	*
Don't Know/Not Applicable	7%	3%	6%	6%	11%	0%	14%	4%	6%	*

31	56	349	25	17	3	3	42	7	*
27	75	483	25	29	2	5	53	4	*
23	57	354	16	24	2	6	37	1	*
39	70	699	35	21	4	4	55	2	*
8	25	230	15	3	3	1	26	2	*
9	9	124	7	12	0	3	10	1	*

⁶ AS = Asian; AA = Black or African American, not of Hispanic origin; WH = White, not of Hispanic origin; HI = Hispanic; MU = Multiracial

* Denotes that the numbers were not displayed due to the low response rate of the group.

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

23. The current job classification system has enhanced my career progression.

Strongly disagree	9%	16%	10%	12%	12%	7%	9%	10%	18%	*
Disagree	20%	17%	17%	20%	25%	36%	27%	18%	29%	*
Neither disagree nor agree	29%	35%	30%	27%	36%	14%	23%	37%	29%	*
Agree	24%	19%	20%	20%	11%	14%	32%	18%	12%	*
Strongly agree	9%	8%	11%	15%	5%	14%	5%	9%	6%	*
Don't Know/Not Applicable	9%	6%	10%	7%	10%	14%	5%	8%	6%	*

12	47	233	15	13	1	2	23	3	*
27	50	384	24	27	5	6	40	5	*
40	101	680	33	38	2	5	82	5	*
33	54	451	24	12	2	7	41	2	*
13	22	256	18	5	2	1	20	1	*
12	17	235	9	11	2	1	17	1	*

24. All in all, I am satisfied with the position classifications used in my organization.

Strongly disagree	10%	12%	8%	11%	13%	7%	5%	8%	18%	*
Disagree	16%	17%	17%	18%	23%	20%	23%	18%	29%	*
Neither disagree nor agree	24%	30%	23%	20%	24%	13%	32%	23%	6%	*
Agree	41%	30%	37%	33%	25%	33%	18%	38%	29%	*
Strongly agree	6%	7%	9%	12%	3%	20%	14%	8%	12%	*
Don't Know/Not Applicable	3%	3%	5%	6%	12%	7%	9%	3%	6%	*

13	36	171	13	14	1	1	19	3	*
22	50	388	22	24	3	5	41	5	*
33	88	525	25	25	2	7	52	1	*
56	88	830	40	27	5	4	86	5	*
8	19	206	15	3	3	3	19	2	*
4	9	119	7	13	1	2	7	1	*

PERFORMANCE APPRAISAL

25. On my job I know exactly what is expected of me.

Strongly disagree	2%	7%	3%	6%	5%	0%	14%	3%	24%	*
Disagree	9%	9%	12%	10%	9%	25%	10%	9%	29%	*
Neither disagree nor agree	11%	14%	10%	8%	19%	19%	10%	13%	0%	*
Agree	57%	48%	50%	52%	48%	31%	62%	49%	29%	*
Strongly agree	19%	22%	25%	23%	18%	25%	5%	26%	18%	*
Don't Know/Not Applicable	1%	0%	0%	2%	1%	0%	0%	0%	0%	*

3	20	67	7	5	0	3	7	4	*
12	27	258	12	10	4	2	19	5	*
15	40	232	10	20	3	2	28	0	*
78	139	1129	65	51	5	13	110	5	*
26	65	554	28	19	4	1	59	3	*
2	1	2	2	1	0	0	0	0	*

26. My supervisor gives me adequate information on how well I am performing.

Strongly disagree	5%	8%	6%	9%	7%	0%	5%	4%	31%	*
Disagree	8%	10%	12%	13%	20%	21%	14%	11%	6%	*
Neither disagree nor agree	15%	21%	13%	17%	19%	7%	27%	14%	25%	*
Agree	48%	38%	44%	39%	34%	36%	50%	45%	13%	*
Strongly agree	21%	22%	26%	20%	18%	36%	0%	26%	25%	*
Don't Know/Not Applicable	3%	1%	1%	2%	3%	0%	5%	0%	0%	*

7	23	128	11	7	0	1	9	5	*
11	29	258	16	21	3	3	25	1	*
21	60	292	21	20	1	6	31	4	*
65	112	974	48	36	5	11	100	2	*
28	65	572	25	19	5	0	58	4	*
4	2	15	2	3	0	1	1	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

27. I understand the performance appraisal system currently being used.

Strongly disagree	7%	6%	6%	8%	7%	0%	10%	3%	6%	*
Disagree	10%	14%	13%	11%	22%	7%	19%	17%	12%	*
Neither disagree nor agree	7%	15%	13%	17%	20%	7%	24%	15%	18%	*
Agree	52%	48%	49%	45%	40%	79%	43%	45%	41%	*
Strongly agree	19%	16%	18%	17%	9%	7%	0%	19%	18%	*
Don't Know/Not Applicable	4%	1%	1%	2%	3%	0%	5%	0%	6%	*

10	17	126	10	7	0	2	7	1	*
14	40	292	13	23	1	4	39	2	*
9	44	298	21	21	1	5	33	3	*
71	140	1096	54	42	11	9	101	7	*
26	47	397	21	10	1	0	43	3	*
6	4	29	2	3	0	1	1	1	*

28. My performance rating provides an accurate picture of my performance.

Strongly disagree	9%	11%	7%	8%	10%	7%	5%	4%	18%	*
Disagree	12%	15%	13%	18%	14%	0%	14%	16%	12%	*
Neither disagree nor agree	16%	20%	17%	19%	31%	29%	27%	25%	24%	*
Agree	42%	35%	37%	31%	25%	57%	36%	37%	35%	*
Strongly agree	13%	11%	14%	16%	6%	7%	5%	12%	12%	*
Don't Know/Not Applicable	8%	7%	11%	8%	13%	0%	14%	6%	0%	*

12	31	153	10	11	1	1	10	3	*
16	44	299	22	15	0	3	36	2	*
21	59	391	23	33	4	6	56	4	*
57	103	827	38	26	8	8	82	6	*
18	33	313	20	6	1	1	26	2	*
11	21	253	10	14	0	3	13	0	*

29. My performance appraisal takes into account the most important parts of my job.

Strongly disagree	5%	7%	4%	5%	7%	0%	5%	2%	18%	*
Disagree	9%	10%	11%	16%	15%	14%	0%	15%	24%	*
Neither disagree nor agree	12%	20%	14%	16%	23%	21%	32%	17%	18%	*
Agree	53%	43%	47%	42%	35%	50%	45%	48%	29%	*
Strongly agree	14%	14%	16%	18%	8%	7%	9%	15%	6%	*
Don't Know/Not Applicable	7%	6%	7%	4%	13%	7%	9%	3%	6%	*

7	20	97	6	7	0	1	5	3	*
12	30	243	19	16	2	0	34	4	*
16	58	320	19	24	3	7	38	3	*
72	126	1045	51	36	7	10	108	5	*
19	40	368	22	8	1	2	33	1	*
10	17	158	5	13	1	2	6	1	*

30. My supervisor and I agree on what "good performance" on my job means.

Strongly disagree	4%	7%	4%	4%	6%	7%	5%	1%	12%	*
Disagree	8%	10%	7%	11%	10%	0%	0%	8%	12%	*
Neither disagree nor agree	18%	22%	17%	17%	25%	36%	45%	18%	29%	*
Agree	49%	44%	45%	44%	42%	29%	36%	51%	41%	*
Strongly agree	15%	13%	20%	20%	8%	29%	9%	17%	6%	*
Don't Know/Not Applicable	6%	4%	7%	4%	9%	0%	5%	5%	0%	*

6	20	86	5	6	1	1	3	2	*
11	29	164	13	11	0	0	17	2	*
25	64	374	21	27	5	10	40	5	*
66	128	1009	54	44	4	8	112	7	*
20	37	448	24	8	4	2	37	1	*
8	13	151	5	10	0	1	10	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

31. My supervisor evaluates my performance on things not related to my job.

Strongly disagree	10%	9%	13%	7%	8%	7%	0%	10%	0%	*
Disagree	36%	34%	40%	32%	34%	29%	36%	42%	35%	*
Neither disagree nor agree	21%	27%	19%	28%	25%	36%	32%	24%	24%	*
Agree	17%	16%	11%	15%	14%	14%	9%	10%	24%	*
Strongly agree	4%	7%	5%	7%	7%	7%	0%	5%	18%	*
Don't Know/Not Applicable	12%	8%	11%	11%	13%	7%	23%	10%	0%	*

14	26	300	9	8	1	0	21	0	*
48	98	886	39	36	4	8	93	6	*
29	78	427	34	26	5	7	54	4	*
23	46	247	18	15	2	2	21	4	*
5	19	119	9	7	1	0	10	3	*
16	24	256	13	14	1	5	22	0	*

32. Throughout the year, how often do you receive informal feedback (aside from a mid-year or annual review) from your supervisor that helps improve your performance?

Never	11%	16%	12%	14%	18%	0%	18%	15%	24%	*
Rarely	26%	21%	26%	28%	34%	36%	23%	21%	29%	*
Sometimes	36%	33%	37%	33%	30%	50%	45%	36%	18%	*
Often	21%	23%	21%	20%	17%	14%	14%	22%	18%	*
Continually	5%	7%	5%	6%	1%	0%	0%	6%	12%	*

15	48	257	17	19	0	4	33	4	*
36	62	573	34	36	5	5	48	5	*
49	95	832	40	31	7	10	80	3	*
29	66	459	24	18	2	3	49	3	*
7	20	113	7	1	0	0	14	2	*

33. I ask my supervisor for feedback on my performance.

Never	13%	13%	12%	16%	19%	21%	27%	14%	12%	*
Rarely	34%	27%	31%	28%	29%	50%	27%	30%	29%	*
Sometimes	38%	42%	45%	42%	35%	21%	32%	41%	35%	*
Often	13%	12%	11%	12%	15%	7%	5%	13%	12%	*
Continually	2%	6%	2%	2%	2%	0%	9%	3%	12%	*
Don't Know/Not Applicable	0%	0%	0%	0%	0%	0%	0%	0%	0%	*

17	38	261	19	20	3	6	32	2	*
46	79	687	34	31	7	6	66	5	*
51	124	997	51	37	3	7	91	6	*
18	34	244	15	16	1	1	28	2	*
3	17	50	3	2	0	2	6	2	*
0	0	0	0	0	0	0	0	0	*

34. The quality of feedback I receive from my supervisor helps me to do my job better.

Strongly disagree	3%	7%	7%	7%	9%	0%	5%	4%	24%	*
Disagree	12%	9%	11%	14%	14%	7%	5%	14%	12%	*
Neither disagree nor agree	24%	25%	25%	25%	27%	21%	36%	25%	29%	*
Agree	47%	42%	43%	39%	38%	50%	27%	42%	29%	*
Strongly agree	10%	12%	12%	10%	7%	14%	14%	13%	6%	*
Don't Know/Not Applicable	4%	6%	2%	4%	6%	7%	14%	2%	0%	*

4	19	153	9	9	0	1	9	4	*
16	25	252	17	15	1	1	32	2	*
33	73	553	31	28	3	8	55	5	*
64	122	961	48	40	7	6	94	5	*
13	36	273	12	7	2	3	29	1	*
6	17	49	5	6	1	3	4	0	*

35. What was your last performance appraisal rating? (Demo Only)

Eligible	85%	90%	87%	90%	78%					
Unsatisfactory	4%	1%	0%	2%	1%					
I am not sure	11%	9%	13%	7%	21%					

117	257	1931	109	81					
5	4	4	3	1					
15	26	285	9	22					

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

36. What was your last performance appraisal rating? (Comp Only)

Meets or Exceeds	100%	100%	99%	83%	*
Does Not Meet Expectations or Unsatisfactory	0%	0%	1%	17%	*
5	0%	60%	27%	0%	*
4	100%	20%	27%	100%	*
3	0%	20%	36%	0%	*
2	0%	0%	9%	0%	*
1	0%	0%	0%	0%	*
I am not sure	-	-	-	-	*

8	15	165	10	*
0	0	1	2	*
0	3	3	0	*
1	1	3	1	*
0	1	4	0	*
0	0	1	0	*
0	0	0	0	*
0	1	17	2	*

37. At my last performance appraisal, I was given an explanation about the reasons for my performance rating/score.

Strongly disagree	4%	5%	4%	6%	2%	0%	0%	4%	6%	*
Disagree	10%	8%	9%	12%	13%	13%	14%	8%	18%	*
Neither disagree nor agree	11%	10%	10%	12%	19%	20%	10%	9%	18%	*
Agree	53%	49%	48%	47%	44%	60%	52%	57%	41%	*
Strongly agree	16%	20%	19%	17%	8%	0%	14%	17%	18%	*
Don't Know/Not Applicable	7%	9%	11%	6%	13%	7%	10%	5%	0%	*

5	15	82	7	2	0	0	9	1	*
13	22	200	15	14	2	3	17	3	*
15	28	221	15	20	3	2	20	3	*
72	141	1079	57	47	9	11	127	7	*
22	57	414	21	9	0	3	38	3	*
9	27	239	7	14	1	2	11	0	*

38. My supervisor tends to inflate the performance ratings of the employees he/she supervises.

Strongly disagree	10%	9%	11%	15%	12%	7%	10%	8%	18%	*
Disagree	31%	31%	36%	40%	26%	36%	19%	44%	12%	*
Neither disagree nor agree	30%	25%	22%	20%	32%	29%	43%	28%	24%	*
Agree	5%	5%	4%	7%	4%	29%	43%	28%	24%	*
Strongly agree	1%	2%	1%	1%	2%	0%	5%	2%	12%	*
Don't Know/Not Applicable	23%	27%	26%	18%	24%	29%	5%	13%	24%	*

13	27	239	18	13	1	2	19	3	*
42	90	815	49	28	5	4	98	2	*
41	72	485	25	34	4	9	63	4	*
7	15	85	8	4	0	4	10	2	*
2	5	30	1	2	0	1	4	2	*
31	79	586	22	25	4	1	30	4	*

39. My supervisor tends to deflate the performance ratings of the employees he/she supervises.

Strongly disagree	4%	9%	9%	11%	6%	8%	5%	6%	6%	*
Disagree	34%	27%	32%	32%	25%	38%	14%	42%	12%	*
Neither disagree nor agree	27%	27%	24%	26%	35%	31%	67%	31%	29%	*
Agree	9%	8%	7%	7%	6%	0%	0%	6%	24%	*
Strongly agree	4%	2%	2%	3%	4%	0%	0%	2%	12%	*
Don't Know/Not Applicable	23%	26%	26%	21%	25%	23%	14%	13%	18%	*

5	26	194	13	6	1	1	13	1	*
46	77	722	39	26	5	3	94	2	*
37	79	538	31	37	4	14	69	5	*
13	24	146	9	6	0	0	13	4	*
5	6	51	4	4	0	0	5	2	*
31	76	588	25	26	3	3	30	3	*

	Percentages										Raw Data									
	Demo. Group					Comp. Group					Demo. Group					Comp. Group				
	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
40. My supervisor tends to rate employee performance based on favoritism, not performance.																				
Strongly disagree	18%	15%	22%	27%	15%	14%	5%	20%	12%	*	24	45	484	33	16	2	1	44	2	*
Disagree	30%	26%	33%	27%	27%	43%	30%	42%	18%	*	41	77	734	33	28	6	6	94	3	*
Neither disagree nor agree	22%	22%	15%	17%	21%	29%	45%	22%	24%	*	30	65	343	21	22	4	9	49	4	*
Agree	9%	8%	6%	8%	5%	7%	0%	6%	12%	*	12	22	137	10	5	1	0	14	2	*
Strongly agree	6%	8%	5%	3%	10%	7%	5%	4%	24%	*	8	23	113	4	11	1	1	8	4	*
Don't Know/Not Applicable	16%	20%	19%	17%	22%	0%	15%	7%	12%	*	22	59	429	21	23	0	3	15	2	*
41. I understand how pay raises are given in my organization.																				
Strongly disagree	10%	10%	9%	14%	10%	7%	10%	9%	29%	*	14	30	198	17	11	1	2	19	5	*
Disagree	14%	15%	17%	11%	21%	7%	30%	23%	6%	*	19	45	371	14	22	1	6	52	1	*
Neither disagree nor agree	19%	19%	15%	15%	22%	14%	20%	16%	12%	*	26	56	341	18	23	2	4	36	2	*
Agree	39%	40%	43%	43%	36%	50%	30%	40%	41%	*	53	117	963	53	38	7	6	90	7	*
Strongly agree	9%	9%	10%	9%	5%	14%	0%	9%	6%	*	12	25	225	11	5	2	0	20	1	*
Don't Know/Not Applicable	9%	6%	6%	7%	7%	7%	10%	3%	6%	*	13	18	136	9	7	1	2	6	1	*
42. Pay raises depend on how well you perform.																				
Strongly disagree	12%	11%	7%	12%	10%	14%	15%	11%	18%	*	16	31	157	15	10	2	3	24	3	*
Disagree	13%	13%	15%	11%	19%	21%	10%	20%	41%	*	17	38	330	14	20	3	2	45	7	*
Neither disagree nor agree	15%	20%	20%	15%	27%	14%	30%	30%	18%	*	20	57	450	18	28	2	6	68	3	*
Agree	44%	37%	39%	41%	30%	29%	30%	27%	12%	*	60	106	872	50	31	4	6	60	2	*
Strongly agree	9%	10%	10%	10%	4%	21%	5%	7%	12%	*	12	30	223	12	4	3	1	15	2	*
Don't Know/Not Applicable	8%	9%	9%	11%	11%	0%	10%	5%	0%	*	11	27	202	13	12	0	2	12	0	*
43. I understand how cash awards are given in my organization.																				
Strongly disagree	9%	11%	8%	8%	10%	7%	5%	8%	24%	*	12	31	188	10	11	1	1	18	4	*
Disagree	12%	12%	19%	12%	25%	7%	25%	17%	12%	*	16	35	414	15	26	1	5	37	2	*
Neither disagree nor agree	18%	22%	14%	9%	13%	14%	40%	17%	12%	*	25	63	320	11	14	2	8	39	2	*
Agree	43%	37%	44%	52%	39%	50%	25%	48%	41%	*	58	107	972	63	41	7	5	106	7	*
Strongly agree	8%	9%	9%	9%	4%	0%	5%	8%	12%	*	11	25	209	11	4	0	1	17	2	*
Don't Know/Not Applicable	10%	10%	6%	10%	9%	21%	0%	3%	0%	*	14	30	130	12	9	3	0	6	0	*
44. Cash awards depend on how well you perform.																				
Strongly disagree	9%	10%	8%	13%	8%	20%	10%	9%	18%	*	13	29	179	16	9	3	2	20	3	*
Disagree	12%	15%	13%	9%	22%	7%	15%	15%	35%	*	16	45	296	11	23	1	3	33	6	*
Neither disagree nor agree	22%	24%	20%	16%	28%	33%	45%	23%	12%	*	30	70	455	20	30	5	9	51	2	*
Agree	36%	30%	40%	40%	32%	20%	30%	39%	18%	*	50	88	898	49	34	3	6	88	3	*
Strongly agree	7%	8%	9%	9%	1%	13%	0%	9%	12%	*	10	22	192	11	1	2	0	21	2	*
Don't Know/Not Applicable	13%	13%	10%	13%	8%	7%	0%	5%	6%	*	18	37	220	16	9	1	0	11	1	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

45. I understand how performance bonuses are given in my organization. (Demo Group Only)

Strongly disagree	9%	10%	7%	10%	10%					
Disagree	12%	16%	19%	21%	25%					
Neither disagree nor agree	18%	16%	15%	8%	19%					
Agree	42%	39%	41%	42%	31%					
Strongly agree	6%	8%	8%	11%	2%					
Don't Know/Not Applicable	12%	11%	10%	7%	12%					

12	28	167	13	11						
17	47	436	26	27						
25	46	334	10	20						
58	114	909	52	33						
8	22	174	14	2						
17	32	217	9	13						

46. Performance bonuses depend on how well you perform. (Demo Group Only)

Strongly disagree	12%	10%	7%	11%	8%					
Disagree	9%	13%	13%	10%	21%					
Neither disagree nor agree	21%	22%	20%	16%	29%					
Agree	39%	36%	39%	42%	29%					
Strongly agree	6%	8%	7%	10%	1%					
Don't Know/Not Applicable	13%	11%	14%	11%	12%					

16	30	150	14	8						
12	39	289	12	22						
29	64	447	20	31						
53	104	863	52	31						
8	23	166	12	1						
18	32	320	14	13						

47. Performance bonuses are distributed fairly within my operating unit. (Demo. Group only)

Strongly disagree	10%	16%	9%	11%	12%					
Disagree	10%	17%	12%	12%	18%					
Neither disagree nor agree	24%	22%	22%	23%	25%					
Agree	21%	14%	18%	19%	15%					
Strongly agree	1%	2%	4%	4%	0%					
Don't Know/Not Applicable	33%	28%	35%	31%	30%					

13	47	199	14	13						
13	49	276	15	19						
33	65	488	28	26						
29	41	397	23	16						
2	6	94	5	0						
45	82	779	39	31						

48. Cash awards are distributed fairly within my operating unit.

Strongly disagree	10%	16%	9%	11%	12%	13%	14%	12%	29%	*
Disagree	10%	18%	12%	10%	16%	13%	14%	15%	12%	*
Neither disagree nor agree	23%	23%	23%	23%	25%	19%	48%	24%	18%	*
Agree	22%	18%	19%	20%	15%	13%	24%	26%	12%	*
Strongly agree	2%	2%	4%	4%	0%	0%	0%	5%	12%	*
Don't Know/Not Applicable	32%	23%	33%	32%	32%	44%	0%	17%	18%	*

14	46	195	14	12	2	3	27	5	*
14	52	279	12	17	2	3	34	2	*
31	66	508	28	26	3	10	53	3	*
30	52	430	25	16	2	5	58	2	*
3	7	94	5	0	0	0	12	2	*
44	68	731	40	33	7	0	38	3	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

PAY SYSTEM

49. All in all, I am satisfied with my pay.

Strongly disagree	10%	18%	6%	10%	10%	6%	10%	5%	6%	*
Disagree	22%	19%	16%	20%	18%	31%	43%	22%	24%	*
Neither disagree nor agree	19%	20%	14%	14%	26%	13%	10%	16%	24%	*
Agree	39%	36%	50%	43%	36%	25%	38%	46%	41%	*
Strongly agree	8%	8%	15%	13%	9%	19%	0%	10%	6%	*
Don't Know/Not Applicable	2%	0%	0%	1%	0%	6%	0%	0%	0%	*

13	51	133	12	11	1	2	12	1	*
30	54	358	24	19	5	9	50	4	*
26	59	303	17	28	2	2	36	4	*
53	104	1105	53	38	4	8	103	7	*
11	22	326	16	10	3	0	23	1	*
3	1	7	1	0	1	0	0	0	*

50. Differences in pay at my organization represent real differences in level of responsibility and job difficulty.

Strongly disagree	13%	14%	13%	18%	16%	14%	5%	14%	35%	*
Disagree	21%	21%	27%	21%	33%	36%	10%	30%	29%	*
Neither disagree nor agree	25%	24%	19%	19%	19%	14%	38%	18%	24%	*
Agree	24%	23%	26%	27%	18%	14%	48%	25%	0%	*
Strongly agree	2%	6%	4%	7%	1%	0%	0%	6%	6%	*
Don't Know/Not Applicable	15%	12%	12%	8%	12%	21%	0%	6%	6%	*

17	41	281	22	17	2	1	32	6	*
28	60	604	26	35	5	2	68	5	*
34	70	429	24	20	2	8	40	4	*
33	68	576	33	19	2	10	56	0	*
3	17	85	9	1	0	0	13	1	*
21	34	261	10	13	3	0	14	1	*

51. Pay progression (the way I move up within my grade/band) is reflective of my performance.

Strongly disagree	12%	12%	7%	11%	8%	21%	14%	9%	29%	*
Disagree	12%	12%	15%	15%	17%	14%	5%	24%	35%	*
Neither disagree nor agree	21%	22%	18%	24%	24%	7%	38%	22%	12%	*
Agree	37%	33%	37%	30%	29%	29%	33%	33%	18%	*
Strongly agree	5%	9%	9%	12%	2%	21%	5%	7%	6%	*
Don't Know/Not Applicable	13%	12%	13%	8%	20%	7%	5%	5%	0%	*

16	36	162	13	9	3	3	20	5	*
16	36	343	19	18	2	1	53	6	*
29	63	411	29	25	1	8	48	2	*
50	95	826	37	31	4	7	74	3	*
7	25	206	15	2	3	1	15	1	*
17	35	290	10	21	1	1	12	0	*

52. Other employers in this area pay more than the government rate does for the kind of work I'm doing.

Strongly disagree	4%	1%	2%	0%	3%	0%	0%	4%	0%	*
Disagree	5%	9%	13%	11%	9%	7%	15%	14%	29%	*
Neither disagree nor agree	20%	22%	19%	24%	16%	21%	35%	22%	41%	*
Agree	20%	20%	21%	21%	28%	7%	20%	22%	6%	*
Strongly agree	18%	18%	15%	14%	21%	29%	5%	17%	12%	*
Don't Know/Not Applicable	34%	29%	30%	29%	23%	36%	25%	23%	12%	*

5	4	40	0	3	0	0	8	0	*
7	25	294	14	9	1	3	30	5	*
27	64	431	30	17	3	7	48	7	*
27	59	467	26	29	1	4	48	1	*
24	53	346	17	22	4	1	37	2	*
46	85	661	36	24	5	5	51	2	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

53. In my operating unit, minority employees get similar pay to non-minority employees doing equivalent work.

Strongly disagree	7%	10%	1%	6%	5%	7%	10%	1%	29%	*
Disagree	8%	14%	2%	4%	7%	0%	14%	4%	6%	*
Neither disagree nor agree	20%	22%	12%	13%	15%	14%	29%	14%	12%	*
Agree	34%	19%	32%	33%	27%	29%	24%	38%	24%	*
Strongly agree	4%	6%	15%	11%	7%	21%	5%	17%	18%	*
Don't Know/Not Applicable	27%	28%	38%	33%	40%	29%	19%	26%	12%	*

9	30	26	7	5	1	2	2	5	*
11	39	46	5	7	0	3	8	1	*
27	63	261	16	16	2	6	32	2	*
46	56	724	41	28	4	5	84	4	*
6	18	330	14	7	3	1	39	3	*
37	82	847	41	42	4	4	59	2	*

54. I am satisfied with the way management handles pay.

Strongly disagree	12%	18%	8%	9%	10%	7%	10%	7%	35%	*
Disagree	19%	18%	18%	21%	26%	36%	15%	22%	18%	*
Neither disagree nor agree	22%	31%	25%	23%	30%	14%	40%	27%	29%	*
Agree	29%	22%	33%	33%	16%	36%	35%	33%	6%	*
Strongly agree	4%	3%	6%	5%	1%	7%	0%	5%	6%	*
Don't Know/Not Applicable	14%	8%	10%	10%	17%	0%	0%	5%	6%	*

16	52	181	11	11	1	2	16	6	*
26	53	398	26	27	5	3	49	3	*
30	90	566	28	31	2	8	61	5	*
39	64	739	40	17	5	7	74	1	*
5	8	130	6	1	1	0	12	1	*
19	22	222	12	18	0	0	11	1	*

55. Management officials are qualified to make pay decisions.

Strongly disagree	10%	13%	6%	8%	11%	7%	5%	5%	29%	*
Disagree	15%	10%	12%	10%	15%	7%	19%	18%	6%	*
Neither disagree nor agree	27%	28%	24%	20%	31%	29%	33%	23%	29%	*
Agree	35%	31%	41%	41%	27%	36%	24%	40%	29%	*
Strongly agree	1%	6%	7%	6%	3%	0%	0%	6%	0%	*
Don't Know/Not Applicable	11%	13%	10%	14%	12%	21%	19%	8%	6%	*

14	37	128	10	12	1	1	11	5	*
21	28	268	13	16	1	4	40	1	*
37	80	544	25	33	4	7	51	5	*
48	89	908	51	29	5	5	90	5	*
1	17	153	8	3	0	0	14	0	*
15	36	229	17	13	3	4	17	1	*

56. The current pay system has resulted in improved supervisor performance.

Strongly disagree	14%	15%	11%	10%	13%	7%	5%	12%	35%	*
Disagree	13%	17%	21%	19%	23%	14%	15%	20%	18%	*
Neither disagree nor agree	32%	34%	30%	31%	32%	21%	55%	36%	35%	*
Agree	18%	11%	14%	16%	9%	36%	5%	10%	12%	*
Strongly agree	1%	2%	2%	4%	0%	0%	5%	3%	0%	*
Don't Know/Not Applicable	22%	21%	23%	20%	23%	21%	15%	19%	0%	*

19	43	247	13	14	1	1	27	6	*
17	48	461	23	24	2	3	45	3	*
43	99	662	38	34	3	11	80	6	*
25	32	308	20	10	5	1	21	2	*
2	6	55	5	0	0	1	7	0	*
30	59	505	25	24	3	3	41	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

57. The current pay system encourages team performance.

Strongly disagree	19%	16%	16%	14%	26%	14%	5%	12%	24%	*
Disagree	19%	21%	26%	24%	20%	21%	24%	26%	18%	*
Neither disagree nor agree	27%	31%	30%	28%	33%	14%	43%	38%	41%	*
Agree	19%	16%	14%	18%	8%	21%	14%	8%	12%	*
Strongly agree	1%	3%	2%	7%	1%	0%	0%	5%	0%	*
Don't Know/Not Applicable	16%	12%	12%	11%	12%	29%	14%	11%	6%	*

25	48	357	17	28	2	1	27	4	*
25	62	580	29	21	3	5	59	3	*
36	89	681	34	35	2	9	84	7	*
25	48	302	22	8	3	3	18	2	*
2	8	49	8	1	0	0	11	0	*
22	36	267	13	13	4	3	24	1	*

HIRING AND RECRUITMENT

58. Giving a one time recruitment bonus to attract a high quality employee is fair.

Strongly disagree	4%	8%	5%	7%	9%	14%	5%	6%	19%	*
Disagree	21%	15%	13%	18%	17%	14%	27%	13%	25%	*
Neither disagree nor agree	26%	21%	16%	14%	13%	7%	36%	22%	13%	*
Agree	37%	40%	50%	46%	45%	43%	32%	53%	31%	*
Strongly agree	7%	11%	13%	11%	9%	7%	0%	4%	6%	*
Don't Know/Not Applicable	6%	5%	4%	4%	8%	14%	0%	2%	6%	*

5	22	111	8	9	2	1	13	3	*
28	43	281	22	18	2	6	28	4	*
36	62	357	17	14	1	8	50	2	*
50	115	1116	57	47	6	7	118	5	*
9	33	280	14	9	1	0	10	1	*
8	16	91	5	8	2	0	5	1	*

59. Paying a high quality new hire more than other new hires is fair.

Strongly disagree	7%	16%	5%	8%	7%	7%	5%	7%	19%	*
Disagree	18%	21%	16%	21%	20%	21%	27%	17%	19%	*
Neither disagree nor agree	19%	26%	16%	17%	14%	14%	36%	25%	31%	*
Agree	43%	29%	49%	43%	43%	36%	32%	46%	19%	*
Strongly agree	7%	7%	12%	7%	10%	14%	0%	4%	13%	*
Don't Know/Not Applicable	6%	2%	3%	4%	6%	7%	0%	1%	0%	*

10	45	105	10	7	1	1	16	3	*
24	60	351	26	21	3	6	39	3	*
26	76	362	20	15	2	8	55	5	*
59	83	1099	52	45	5	7	103	3	*
9	19	257	8	10	2	0	9	2	*
8	7	58	5	6	1	0	2	0	*

60. Were you hired:

Prior to April 2005	85%	79%	87%	83%	85%	81%	77%	83%	71%	*
Between April 2005 and March 2006	7%	12%	7%	10%	5%	19%	14%	10%	18%	*
Between April 2006 and March 2007	8%	9%	6%	7%	10%	0%	9%	7%	12%	*

116	232	1942	103	90	13	17	186	12	*
10	34	163	12	5	3	3	23	3	*
11	27	140	9	11	0	2	16	2	*

61. Have you received a one-time recruitment payment since April 2005? (New Hires Only)

Yes	5%	5%	4%	10%	6%	0%	0%	3%	40%	*
No	95%	95%	96%	90%	94%	100%	100%	97%	60%	*

1	3	13	2	1	0	0	1	2	*
20	58	290	19	15	3	5	38	3	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

62. My one-time recruitment payment was instrumental in accepting the job. (New Hires Only, who acknowledged that they received a recruitment payment)

Strongly disagree	0%	33%	0%	0%	0%	0%	0%	0%	0%	*	0	1	0	0	0	0	0	0	0	*
Disagree	0%	33%	23%	0%	0%	0%	0%	0%	50%	*	0	1	3	0	0	0	0	0	1	*
Neither disagree nor agree	0%	0%	15%	50%	100%	0%	0%	0%	0%	*	0	0	2	1	1	0	0	0	0	*
Agree	100%	33%	8%	0%	0%	0%	0%	0%	0%	*	1	1	1	0	0	0	0	0	0	*
Strongly agree	0%	0%	54%	0%	0%	0%	0%	100%	50%	*	0	0	7	0	0	0	0	1	1	*
Don't Know/Not Applicable	0%	0%	0%	50%	0%	0%	0%	0%	0%	*	0	0	0	1	0	0	0	0	0	*

63. How do starting salaries for similar positions at other organizations to which you applied compare with your starting salary at your current organization? (New Hires Only)

Much less than (less than 90% of) my starting salary	14%	3%	6%	10%	13%	50%	0%	15%	0%	*	3	2	18	2	2	1	0	6	0	*
Somewhat less than (90% to 95% of) my starting salary	10%	13%	12%	5%	13%	0%	0%	13%	40%	*	2	8	36	1	2	0	0	5	2	*
About the same as my starting salary	33%	28%	31%	25%	38%	0%	0%	10%	40%	*	7	17	94	5	6	0	0	4	2	*
Somewhat more than (5% to 10% higher than) my starting salary	19%	18%	16%	20%	31%	50%	20%	21%	0%	*	4	11	49	4	5	1	1	8	0	*
Much more than (more than 10% higher than) my starting salary	14%	10%	12%	0%	0%	0%	20%	10%	0%	*	3	6	35	0	0	0	1	4	0	*
I don't know	10%	27%	23%	40%	6%	0%	60%	31%	20%	*	2	16	71	8	1	0	3	12	1	*

64. About how many weeks did it take from your initial job application to receive a formal job offer from your agency? (New Hires Only)

Less than 2 weeks	14%	18%	9%	20%	13%	0%	20%	13%	20%	*	3	11	27	4	2	0	1	5	1	*
3 – 7 weeks	38%	39%	34%	50%	50%	50%	60%	31%	20%	*	8	24	101	10	8	1	3	12	1	*
8 – 12 weeks	29%	31%	25%	10%	25%	0%	0%	28%	20%	*	6	19	75	2	4	0	0	11	1	*
13 – 16 weeks	5%	2%	10%	5%	0%	0%	20%	18%	0%	*	1	1	31	1	0	0	1	7	0	*
17 – 20 weeks	5%	5%	7%	0%	13%	0%	0%	0%	20%	*	1	3	22	0	2	0	0	0	1	*
21 or more weeks	10%	5%	14%	15%	0%	50%	0%	10%	20%	*	2	3	42	3	0	1	0	4	1	*

65. How frequently have you been involved in recruiting or hiring any permanent employees from outside of your agency during the past year (e.g., developing hiring strategy, interviewing, making selection decisions)?

Never	68%	65%	60%	52%	67%	50%	77%	62%	41%	*	93	190	1339	64	71	8	17	139	7	*
Rarely	14%	11%	16%	17%	13%	13%	14%	18%	12%	*	19	33	355	21	14	2	3	41	2	*
Sometimes	10%	14%	16%	15%	11%	19%	5%	13%	29%	*	14	41	361	18	12	3	1	30	5	*
Often	4%	6%	7%	12%	5%	6%	5%	5%	18%	*	5	19	156	15	5	1	1	12	3	*
Always	4%	3%	2%	5%	4%	13%	0%	1%	0%	*	6	10	34	6	4	2	0	3	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

66. Please think about the most recent recruiting effort for a permanent employee in your group in which you were personally involved. What was your assessment of the overall capabilities of all the applicants for that position compared to your workforce? (Only for those who responded Sometimes, Often, or Always to item 65)

Top 1% (world class)	0%	1%	1%	0%	0%	20%	0%	0%	0%	*	0	1	4	0	0	1	0	0	0	*
Top 10% (outstanding)	4%	12%	11%	16%	5%	0%	100%	11%	13%	*	1	8	63	6	1	0	2	5	1	*
Top 25% (very good)	29%	42%	40%	38%	19%	20%	0%	41%	38%	*	7	28	221	14	4	1	0	18	3	*
Average	54%	31%	33%	30%	62%	20%	0%	30%	13%	*	13	21	179	11	13	1	0	13	1	*
Below Average	4%	6%	8%	8%	5%	20%	0%	14%	38%	*	1	4	42	3	1	1	0	6	3	*
Poor	4%	0%	3%	0%	5%	0%	0%	0%	0%	*	1	0	15	0	1	0	0	0	0	*
I have not been personally involved with recruiting	4%	7%	4%	8%	5%	20%	0%	5%	0%	*	1	5	24	3	1	1	0	2	0	*

67. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce? (Only for those who responded Sometimes, Often, or Always to item 65)

Top 1% (world class)	0%	0%	2%	5%	0%	0%	0%	2%	0%	*	0	0	12	2	0	0	0	1	0	*
Top 10% (outstanding)	8%	19%	26%	34%	19%	20%	50%	23%	13%	*	2	13	142	13	4	1	1	10	1	*
Top 25% (very good)	38%	36%	34%	18%	19%	0%	0%	39%	25%	*	9	24	183	7	4	0	0	17	2	*
Average	38%	30%	23%	26%	33%	20%	0%	20%	50%	*	9	20	125	10	7	1	0	9	4	*
Below Average	4%	1%	3%	5%	14%	20%	0%	2%	13%	*	1	1	17	2	3	1	0	1	1	*
Poor	4%	3%	1%	3%	0%	0%	50%	5%	0%	*	1	2	6	1	0	0	1	2	0	*
Too early to tell	4%	3%	2%	3%	5%	0%	0%	5%	0%	*	1	2	11	1	1	0	0	2	0	*
No one was hired	4%	1%	3%	3%	0%	0%	0%	5%	0%	*	1	1	16	1	0	0	0	2	0	*
Don't Know/Not Applicable	0%	6%	5%	3%	10%	40%	0%	0%	0%	*	0	4	28	1	2	2	0	0	0	*

68. Skills and abilities of the most recent employee I hired were a good match for the job. (Only for those who responded Sometimes, Often, or Always to item 65)

Strongly disagree	0%	3%	1%	0%	5%	0%	50%	0%	0%	*	0	2	3	0	1	0	1	0	0	*
Disagree	4%	7%	4%	16%	5%	25%	0%	4%	25%	*	1	5	20	6	1	1	0	2	2	*
Neither disagree nor agree	25%	9%	8%	0%	19%	0%	0%	13%	13%	*	6	6	44	0	4	0	0	6	1	*
Agree	63%	40%	47%	43%	48%	50%	0%	47%	25%	*	15	27	259	16	10	2	0	21	2	*
Strongly agree	4%	32%	31%	27%	14%	0%	0%	22%	13%	*	1	22	171	10	3	0	0	10	1	*
Don't Know/Not Applicable	4%	9%	10%	14%	10%	25%	50%	13%	25%	*	1	6	53	5	2	1	1	6	2	*

69. I am satisfied with the process used to fill vacancies here.

Strongly disagree	15%	14%	13%	19%	14%	0%	23%	11%	29%	*	21	40	296	23	15	0	5	24	5	*
Disagree	24%	19%	25%	20%	23%	36%	5%	22%	18%	*	32	56	561	24	24	5	1	48	3	*
Neither disagree nor agree	22%	24%	22%	16%	25%	29%	32%	29%	29%	*	30	70	497	19	26	4	7	65	5	*
Agree	24%	26%	25%	33%	24%	21%	27%	25%	18%	*	33	74	566	40	25	3	6	55	3	*
Strongly agree	1%	6%	3%	7%	2%	7%	5%	4%	6%	*	2	16	66	8	2	1	1	8	1	*
Don't Know/Not Applicable	13%	11%	11%	7%	13%	7%	9%	10%	0%	*	18	33	246	8	14	1	2	23	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

70. Recruitment procedures allow for the opportunity to hire good minority applicants.

Strongly disagree	15%	15%	3%	14%	8%	29%	14%	4%	6%	*
Disagree	15%	12%	6%	10%	8%	14%	9%	6%	29%	*
Neither disagree nor agree	26%	32%	26%	25%	24%	14%	50%	29%	18%	*
Agree	16%	20%	30%	25%	27%	29%	9%	33%	24%	*
Strongly agree	4%	5%	7%	8%	5%	0%	0%	6%	18%	*
Don't Know/Not Applicable	23%	17%	28%	18%	28%	14%	18%	23%	6%	*

21	43	78	17	9	4	3	8	1	*
21	34	137	12	8	2	2	13	5	*
36	92	579	30	25	2	11	64	3	*
22	57	671	31	29	4	2	73	4	*
5	15	151	10	5	0	0	14	3	*
31	49	622	22	30	2	4	52	1	*

71. Applicants are hired in a timely manner.

Strongly disagree	16%	14%	20%	16%	17%	14%	9%	12%	18%	*
Disagree	28%	25%	32%	33%	25%	21%	23%	35%	12%	*
Neither disagree nor agree	21%	25%	20%	17%	21%	14%	32%	25%	35%	*
Agree	17%	22%	14%	20%	22%	36%	23%	14%	29%	*
Strongly agree	1%	2%	2%	5%	2%	0%	0%	2%	0%	*
Don't Know/Not Applicable	16%	12%	13%	9%	13%	14%	14%	11%	6%	*

22	40	446	20	18	2	2	27	3	*
38	72	708	41	27	3	5	79	2	*
29	73	445	21	22	2	7	57	6	*
23	63	312	25	23	5	5	32	5	*
1	7	34	6	2	0	0	5	0	*
22	35	291	11	14	2	3	24	1	*

72. My operating unit uses relevant recruitment sources.

Strongly disagree	10%	6%	4%	9%	7%	7%	14%	3%	0%	*
Disagree	8%	8%	6%	7%	8%	7%	9%	7%	18%	*
Neither disagree nor agree	23%	32%	25%	23%	25%	21%	27%	24%	24%	*
Agree	31%	25%	27%	30%	25%	7%	18%	30%	41%	*
Strongly agree	1%	3%	3%	5%	2%	0%	0%	3%	6%	*
Don't Know/Not Applicable	27%	25%	35%	26%	33%	57%	32%	34%	12%	*

13	18	94	11	7	1	3	7	0	*
11	24	140	8	8	1	2	15	3	*
31	93	549	28	27	3	6	53	4	*
42	72	610	37	27	1	4	66	7	*
2	10	60	6	2	0	0	7	1	*
36	74	777	32	35	8	7	75	2	*

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

Strongly disagree	11%	7%	8%	7%	11%	0%	0%	5%	18%	*
Disagree	16%	12%	16%	16%	16%	21%	5%	15%	12%	*
Neither disagree nor agree	31%	35%	26%	31%	26%	36%	41%	34%	35%	*
Agree	18%	17%	17%	19%	15%	7%	18%	17%	18%	*
Strongly agree	1%	3%	2%	2%	0%	0%	0%	2%	6%	*
Don't Know/Not Applicable	24%	26%	30%	25%	31%	36%	36%	27%	12%	*

15	20	179	9	12	0	0	12	3	*
21	35	358	20	17	3	1	33	2	*
42	100	591	38	27	5	9	77	6	*
24	48	381	23	16	1	4	37	3	*
1	9	49	2	0	0	0	4	1	*
32	76	676	31	33	5	8	61	2	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

EMPLOYEE RETENTION / TURNOVER

74. Current efforts toward employee retention have produced a higher quality, higher performing workforce.

	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
Strongly disagree	7%	14%	10%	12%	11%	0%	10%	10%	38%	*	10	39	228	15	12
Disagree	20%	15%	22%	21%	28%	25%	24%	26%	25%	*	27	43	496	26	29
Neither disagree nor agree	26%	34%	27%	26%	26%	31%	33%	29%	25%	*	35	98	611	32	27
Agree	16%	14%	16%	18%	7%	25%	10%	15%	6%	*	22	39	365	22	7
Strongly agree	0%	2%	2%	3%	1%	0%	0%	1%	0%	*	0	5	35	4	1
Don't Know/Not Applicable	30%	21%	22%	20%	28%	19%	24%	18%	6%	*	41	61	499	24	29

75. Current efforts toward employee retention have enabled managers to retain good minority employees.

	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
Strongly disagree	7%	15%	4%	11%	11%	7%	5%	5%	25%	*	10	43	84	13	11
Disagree	16%	18%	9%	15%	14%	21%	19%	13%	13%	*	22	52	194	19	14
Neither disagree nor agree	26%	29%	32%	20%	22%	14%	38%	33%	25%	*	35	83	710	25	23
Agree	15%	12%	11%	16%	10%	36%	5%	13%	19%	*	20	34	255	20	10
Strongly agree	0%	2%	2%	5%	2%	0%	0%	1%	0%	*	0	5	36	6	2
Don't Know/Not Applicable	36%	24%	43%	33%	42%	21%	33%	35%	19%	*	48	70	952	40	43

76. Current efforts toward employee retention help minority employees get paid at competitive levels.

	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
Strongly disagree	10%	14%	2%	7%	10%	7%	19%	4%	19%	*	13	40	47	8	11
Disagree	13%	16%	3%	10%	10%	21%	0%	6%	13%	*	17	47	77	12	10
Neither disagree nor agree	24%	30%	30%	25%	23%	7%	43%	34%	19%	*	32	85	668	30	24
Agree	15%	10%	14%	21%	11%	14%	10%	16%	25%	*	20	28	321	25	12
Strongly agree	0%	2%	2%	3%	2%	7%	0%	3%	6%	*	0	7	54	4	2
Don't Know/Not Applicable	39%	28%	48%	35%	44%	43%	29%	37%	19%	*	52	79	1059	42	46

77. Giving a retention payment (extra money to keep an employee with critical skills from leaving) is fair.

	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
Strongly disagree	5%	6%	3%	4%	11%	0%	9%	4%	13%	*	7	17	76	5	12
Disagree	13%	10%	13%	13%	15%	7%	9%	18%	7%	*	17	29	294	16	16
Neither disagree nor agree	25%	22%	17%	20%	13%	0%	32%	25%	7%	*	34	65	387	25	14
Agree	39%	42%	48%	41%	38%	64%	32%	43%	53%	*	53	120	1072	50	40
Strongly agree	7%	11%	13%	11%	12%	21%	0%	8%	20%	*	10	33	291	14	13
Don't Know/Not Applicable	11%	9%	5%	11%	10%	7%	18%	2%	0%	*	15	25	112	13	11

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

78. What are the factors that make you want to stay in your organization?⁷

	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
The work itself	61%	58%	70%	73%	58%	71%	36%	69%	63%	*	83	165	1575	91	60	11	8	152	10	*
The public reputation of this organization	14%	6%	13%	15%	15%	26%	5%	16%	13%	*	19	18	286	18	15	4	1	34	2	*
Salary	41%	48%	55%	52%	48%	21%	55%	50%	69%	*	56	138	1219	64	49	3	12	110	11	*
Benefits	29%	32%	33%	27%	38%	43%	55%	35%	19%	*	39	92	741	33	39	6	12	76	3	*
The chance for advancement	19%	25%	9%	18%	16%	0%	18%	10%	6%	*	26	70	208	22	17	0	4	21	1	*
The people I work with	32%	27%	37%	33%	32%	41%	18%	37%	38%	*	43	78	836	41	33	6	4	81	6	*
Job security	36%	33%	34%	32%	36%	63%	55%	39%	25%	*	49	93	751	39	37	9	12	86	4	*
Funding	4%	2%	1%	2%	2%	0%	9%	0%	6%	*	5	6	28	2	2	0	2	0	1	*
Competence of immediate supervisor	18%	12%	12%	15%	11%	7%	0%	12%	6%	*	25	33	270	19	11	1	0	27	1	*
Competence of management	4%	5%	4%	6%	6%	0%	9%	3%	6%	*	5	13	94	8	6	0	2	6	1	*
Fair treatment	11%	16%	5%	6%	6%	7%	5%	4%	13%	*	15	46	102	7	6	1	1	9	2	*
Convenient work hours	20%	27%	19%	16%	21%	13%	23%	20%	19%	*	27	76	430	20	21	2	5	43	3	*
Other	11%	10%	7%	6%	13%	7%	14%	7%	19%	*	15	27	154	7	13	1	3	15	3	*

79. What are the factors that would make you want to leave?⁸

	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
The work itself	26%	17%	28%	29%	31%	21%	23%	21%	19%	*	34	47	604	35	31	3	5	45	3	*
The public reputation of this organization	3%	5%	6%	6%	8%	7%	0%	2%	13%	*	4	15	118	7	8	1	0	5	2	*
Salary	35%	35%	29%	38%	27%	44%	36%	33%	31%	*	45	98	631	46	28	6	8	70	5	*
Benefits	8%	4%	6%	6%	6%	8%	9%	5%	13%	*	10	11	128	7	6	1	2	10	2	*
Lack of career advancement	58%	60%	49%	52%	44%	65%	64%	55%	58%	*	76	168	1062	63	45	9	14	117	9	*
The people I work with	22%	18%	18%	12%	17%	0%	18%	19%	6%	*	28	51	383	14	17	0	4	40	1	*
Job security	8%	9%	7%	9%	7%	0%	9%	13%	13%	*	10	25	157	11	7	0	2	27	2	*
Funding	7%	10%	20%	16%	27%	30%	14%	20%	19%	*	9	28	437	19	27	4	3	42	3	*
Lack of competence of immediate supervisor	26%	25%	26%	28%	24%	14%	23%	21%	26%	*	34	71	571	34	25	2	5	45	4	*
Lack of competence of management	31%	35%	41%	40%	40%	29%	27%	43%	31%	*	40	98	881	48	40	4	6	92	5	*
Unfair treatment	50%	55%	38%	42%	42%	44%	41%	39%	32%	*	65	155	819	50	43	6	9	83	5	*
Inconvenient work hours	13%	15%	12%	10%	13%	23%	14%	13%	19%	*	17	43	256	12	13	3	3	28	3	*
Other	13%	12%	18%	13%	14%	15%	23%	16%	20%	*	16	32	383	15	14	2	5	34	3	*

⁷ For this question, the reported percentages represent the percentage of people, among those in their demographic group (e.g., Asian) overall, 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%.

⁸ For this question, the reported percentages represent the percentage of people, among those in their demographic group (e.g., Asian) overall, who ranked this factor as one of their three most important. Because respondents were allowed to provide multiple responses, the sum of the percentages exceeds 100%.

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

80. If you were looking for another job, where would you primarily focus your job search?

A. Inside your agency

Not at all likely	15%	26%	19%	29%	23%	31%	36%	27%	60%	*
Somewhat likely	51%	40%	38%	30%	47%	38%	23%	34%	13%	*
Very likely	34%	34%	43%	41%	30%	31%	41%	40%	27%	*

19	71	432	34	24	5	8	58	9	*
65	109	837	36	48	6	5	73	2	*
43	91	949	49	31	5	9	86	4	*

B. In another federal agency

Not at all likely	8%	5%	9%	8%	9%	0%	14%	10%	6%	*
Somewhat likely	38%	28%	43%	34%	33%	62%	55%	54%	44%	*
Very likely	54%	67%	48%	58%	58%	38%	32%	37%	50%	*

10	15	194	10	10	0	3	21	1	*
49	78	950	41	35	8	12	119	7	*
70	185	1070	70	61	5	7	81	8	*

C. Outside the federal government

Not at all likely	34%	57%	32%	50%	36%	38%	55%	28%	27%	*
Somewhat likely	42%	25%	39%	25%	30%	38%	23%	41%	40%	*
Very likely	24%	18%	29%	24%	33%	23%	23%	31%	33%	*

43	155	713	60	37	5	12	60	4	*
54	69	851	30	31	5	5	89	6	*
31	50	646	29	34	3	5	68	5	*

81. During the next year, I will probably look for a new job outside of this organization.

Strongly disagree	24%	18%	28%	25%	15%	36%	9%	28%	20%	*
Disagree	20%	17%	24%	23%	19%	14%	5%	28%	7%	*
Neither disagree nor agree	19%	17%	15%	11%	19%	21%	27%	14%	27%	*
Agree	14%	18%	16%	16%	13%	7%	14%	12%	20%	*
Strongly agree	13%	23%	13%	20%	22%	14%	32%	13%	13%	*
Don't Know/Not Applicable	10%	7%	4%	5%	12%	7%	14%	5%	13%	*

32	53	631	31	16	5	2	62	3	*
27	48	528	28	20	2	1	62	1	*
26	50	346	14	20	3	6	31	4	*
19	52	347	20	14	1	3	27	3	*
18	65	297	24	23	2	7	30	2	*
14	20	84	6	13	1	3	11	2	*

ORGANIZATIONAL EXCELLENCE AND WORKFORCE DIVERSITY

82. My organization recruits, selects, and advances employees on the basis of merit.

Strongly disagree	12%	12%	7%	12%	11%	6%	20%	9%	31%	*
Disagree	15%	14%	14%	22%	23%	38%	10%	17%	31%	*
Neither disagree nor agree	23%	30%	21%	14%	19%	13%	35%	27%	25%	*
Agree	32%	25%	40%	31%	28%	31%	10%	30%	6%	*
Strongly agree	5%	4%	8%	9%	2%	6%	0%	8%	6%	*
Don't Know/Not Applicable	13%	14%	11%	12%	17%	6%	25%	9%	0%	*

16	34	146	15	12	1	4	21	5	*
21	42	319	27	24	6	2	37	5	*
31	88	460	17	20	2	7	61	4	*
43	72	889	38	29	5	2	67	1	*
7	12	172	11	2	1	0	18	1	*
18	42	246	15	18	1	5	19	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

83. Employees and applicants receive fair and equitable treatment in all aspects of personnel management in my agency without regard to race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.

Strongly disagree	7%	13%	4%	9%	8%	14%	14%	6%	13%	*
Disagree	10%	16%	8%	11%	16%	0%	10%	9%	38%	*
Neither disagree nor agree	20%	25%	14%	12%	16%	21%	33%	17%	13%	*
Agree	37%	25%	43%	43%	31%	36%	24%	41%	38%	*
Strongly agree	12%	7%	18%	17%	8%	14%	0%	15%	0%	*
Don't Know/Not Applicable	15%	14%	13%	8%	20%	14%	19%	12%	0%	*

9	38	100	11	9	2	3	14	2	*
13	47	176	14	17	0	2	21	6	*
27	73	304	15	17	3	7	37	2	*
50	72	957	53	33	5	5	91	6	*
16	19	395	21	9	2	0	33	0	*
21	39	298	10	21	2	4	26	0	*

84. My organization provides equal pay for equal work

Strongly disagree	10%	16%	8%	13%	11%	8%	19%	9%	13%	*
Disagree	17%	20%	20%	22%	25%	23%	10%	24%	19%	*
Neither disagree nor agree	27%	29%	20%	17%	22%	23%	33%	22%	38%	*
Agree	25%	20%	31%	31%	14%	38%	24%	28%	19%	*
Strongly agree	4%	4%	8%	9%	5%	8%	0%	8%	0%	*
Don't Know/Not Applicable	16%	10%	13%	8%	23%	0%	14%	9%	13%	*

14	45	180	16	12	1	4	20	2	*
23	57	443	27	26	3	2	54	3	*
37	85	454	21	23	3	7	50	6	*
34	59	679	39	15	5	5	62	3	*
5	13	174	11	5	1	0	17	0	*
22	30	296	10	24	0	3	20	2	*

85. My organization rewards excellent performance.

Strongly disagree	8%	10%	6%	15%	10%	7%	5%	12%	19%	*
Disagree	14%	14%	15%	11%	17%	14%	19%	14%	19%	*
Neither disagree nor agree	21%	24%	20%	17%	28%	21%	24%	22%	38%	*
Agree	41%	36%	44%	44%	35%	29%	38%	41%	25%	*
Strongly agree	5%	5%	9%	6%	3%	21%	10%	7%	0%	*
Don't Know/Not Applicable	10%	10%	6%	6%	8%	7%	5%	4%	0%	*

11	30	134	18	10	1	1	26	3	*
19	41	334	14	18	2	4	32	3	*
29	68	438	21	29	3	5	48	6	*
56	104	984	55	37	4	8	92	4	*
7	15	204	8	3	3	2	16	0	*
14	29	136	8	8	1	1	9	0	*

86. My organization maintains high standards of integrity, conduct, and concern for the public interest.

Strongly disagree	4%	8%	4%	8%	8%	0%	0%	6%	19%	*
Disagree	7%	7%	6%	7%	10%	7%	10%	7%	13%	*
Neither disagree nor agree	22%	28%	14%	15%	23%	21%	24%	15%	25%	*
Agree	45%	40%	50%	42%	41%	43%	52%	52%	31%	*
Strongly agree	16%	11%	23%	25%	16%	21%	10%	19%	13%	*
Don't Know/Not Applicable	6%	6%	3%	2%	3%	7%	5%	1%	0%	*

5	23	89	10	8	0	0	14	3	*
10	21	138	9	10	1	2	15	2	*
30	79	319	19	24	3	5	33	4	*
61	114	1105	52	43	6	11	114	5	*
22	32	521	31	17	3	2	42	2	*
8	16	56	2	3	1	1	2	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

87. My organization deals effectively with poor performers.

Strongly disagree	16%	16%	21%	20%	17%	0%	10%	19%	31%	*
Disagree	28%	24%	35%	36%	36%	43%	24%	28%	25%	*
Neither disagree nor agree	21%	30%	21%	18%	23%	29%	29%	25%	13%	*
Agree	12%	10%	9%	13%	7%	7%	19%	13%	13%	*
Strongly agree	1%	2%	1%	2%	0%	0%	0%	1%	0%	*
Don't Know/Not Applicable	22%	18%	13%	12%	18%	21%	19%	13%	19%	*

22	45	475	24	18	0	2	43	5	*
38	70	779	44	38	6	5	63	4	*
28	87	459	22	24	4	6	55	2	*
16	28	196	16	7	1	4	29	2	*
2	6	23	2	0	0	0	3	0	*
30	53	301	15	19	3	4	30	3	*

88. My organization provides training to employees when doing so will result in better organizational or individual performance.

Strongly disagree	6%	11%	6%	7%	9%	7%	0%	6%	6%	*
Disagree	15%	12%	14%	15%	17%	14%	5%	18%	25%	*
Neither disagree nor agree	19%	20%	17%	18%	18%	14%	25%	20%	31%	*
Agree	44%	43%	48%	46%	42%	64%	45%	44%	25%	*
Strongly agree	8%	11%	11%	10%	7%	0%	15%	7%	0%	*
Don't Know/Not Applicable	7%	4%	4%	5%	8%	0%	10%	5%	13%	*

8	31	135	9	10	1	0	14	1	*
21	34	323	18	18	2	1	39	4	*
26	56	371	22	19	2	5	44	5	*
60	123	1069	56	44	9	9	98	4	*
11	32	255	12	7	0	3	15	0	*
10	11	82	6	8	0	2	11	2	*

89. My organization protects employees from improper political influence.

Strongly disagree	3%	6%	3%	4%	3%	0%	0%	4%	6%	*
Disagree	10%	4%	6%	4%	8%	7%	5%	6%	6%	*
Neither disagree nor agree	26%	33%	25%	26%	30%	29%	38%	32%	31%	*
Agree	22%	26%	32%	37%	26%	14%	19%	30%	25%	*
Strongly agree	7%	3%	9%	7%	7%	21%	5%	5%	13%	*
Don't Know/Not Applicable	32%	29%	25%	23%	28%	29%	33%	23%	19%	*

4	16	63	5	3	0	0	8	1	*
14	12	127	5	8	1	1	14	1	*
36	96	564	32	31	4	8	70	5	*
30	75	718	45	27	2	4	67	4	*
9	8	207	8	7	3	1	12	2	*
43	83	554	28	29	4	7	51	3	*

90. My agency protects employees against reprisal for the lawful disclosure of information in whistleblower situations.

Strongly disagree	4%	5%	2%	5%	2%	0%	0%	4%	6%	*
Disagree	6%	5%	4%	4%	5%	0%	5%	5%	6%	*
Neither disagree nor agree	25%	35%	22%	26%	30%	21%	33%	26%	25%	*
Agree	24%	18%	21%	24%	18%	14%	14%	22%	19%	*
Strongly agree	2%	4%	6%	6%	2%	14%	5%	2%	6%	*
Don't Know/Not Applicable	39%	34%	45%	36%	43%	50%	43%	40%	38%	*

6	14	51	6	2	0	0	9	1	*
8	13	87	5	5	0	1	12	1	*
34	99	485	31	32	3	7	57	4	*
32	51	469	29	19	2	3	49	3	*
3	11	126	7	2	2	1	5	1	*
52	97	1005	43	46	7	9	88	6	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

91. My organization does not solicit or consider improper employment recommendations.

Strongly disagree	2%	3%	2%	3%	3%	0%	5%	3%	6%	*
Disagree	7%	6%	3%	5%	8%	14%	15%	7%	0%	*
Neither disagree nor agree	23%	30%	16%	24%	30%	14%	40%	24%	25%	*
Agree	28%	25%	28%	31%	25%	14%	15%	24%	31%	*
Strongly agree	4%	5%	8%	7%	5%	7%	0%	8%	0%	*
Don't Know/Not Applicable	36%	31%	44%	30%	30%	50%	25%	34%	38%	*

3	9	35	4	3	0	1	6	1	*
9	17	68	6	8	2	3	16	0	*
31	85	355	29	31	2	8	52	4	*
38	71	623	38	26	2	3	54	5	*
6	14	170	9	5	1	0	17	0	*
49	89	975	37	32	7	5	76	6	*

92. My agency does not obstruct any person's right to compete for, or withdraw from, employment.

Strongly disagree	4%	2%	2%	5%	4%	0%	0%	4%	0%	*
Disagree	5%	4%	3%	8%	6%	7%	5%	4%	13%	*
Neither disagree nor agree	16%	26%	13%	15%	21%	21%	43%	17%	31%	*
Agree	45%	37%	44%	41%	42%	14%	19%	45%	44%	*
Strongly agree	4%	7%	12%	12%	8%	14%	0%	8%	0%	*
Don't Know/Not Applicable	26%	23%	25%	20%	20%	43%	33%	21%	13%	*

5	7	43	6	4	0	0	10	0	*
7	11	77	10	6	1	1	8	2	*
22	74	289	18	22	3	9	39	5	*
61	105	978	50	44	2	4	101	7	*
6	21	270	15	8	2	0	18	0	*
35	66	566	24	21	6	7	47	2	*

93. My organization does not grant any preference unless authorized by law.

Strongly disagree	2%	6%	3%	10%	7%	0%	5%	5%	6%	*
Disagree	14%	8%	6%	8%	8%	7%	10%	14%	0%	*
Neither disagree nor agree	24%	28%	16%	15%	19%	29%	33%	21%	38%	*
Agree	27%	23%	35%	38%	30%	7%	14%	32%	25%	*
Strongly agree	3%	6%	8%	8%	5%	14%	0%	6%	0%	*
Don't Know/Not Applicable	30%	30%	32%	21%	32%	43%	38%	23%	31%	*

3	16	67	12	7	0	1	10	1	*
19	22	138	10	8	1	2	30	0	*
32	80	363	19	20	4	7	45	6	*
36	67	772	47	32	1	3	71	4	*
4	17	179	10	5	2	0	13	0	*
41	85	704	26	34	6	8	50	5	*

94. People in my organization engage in employing or promoting their own relatives.

Strongly disagree	7%	11%	18%	16%	13%	21%	10%	15%	0%	*
Disagree	29%	19%	37%	34%	33%	21%	10%	35%	25%	*
Neither disagree nor agree	21%	28%	14%	14%	16%	14%	25%	18%	25%	*
Agree	10%	9%	6%	8%	7%	14%	15%	8%	19%	*
Strongly agree	1%	5%	2%	6%	3%	0%	10%	1%	6%	*
Don't Know/Not Applicable	32%	28%	24%	22%	28%	29%	30%	22%	25%	*

10	32	410	20	14	3	2	34	0	*
39	55	815	42	35	3	2	79	4	*
29	81	314	17	17	2	5	41	4	*
13	25	124	10	7	2	3	18	3	*
1	14	36	7	3	0	2	3	1	*
44	81	526	27	30	4	6	48	4	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

95. My organization unlawfully discriminates for off-duty conduct.

Strongly disagree	4%	7%	14%	12%	13%	21%	0%	13%	6%	*
Disagree	26%	20%	35%	32%	24%	21%	15%	39%	38%	*
Neither disagree nor agree	21%	29%	15%	20%	27%	21%	35%	22%	25%	*
Agree	3%	3%	2%	4%	3%	7%	5%	2%	0%	*
Strongly agree	1%	1%	1%	1%	0%	0%	0%	0%	0%	*
Don't Know/Not Applicable	46%	40%	33%	31%	33%	29%	45%	25%	31%	*

5	20	317	15	14	3	0	28	1	*
35	58	774	39	25	3	3	86	6	*
29	83	345	25	29	3	7	49	4	*
4	8	36	5	3	1	1	5	0	*
1	2	15	1	0	0	0	0	0	*
62	116	744	38	35	4	9	55	5	*

SUMMARY

96. In general, I am satisfied with my job.

Strongly disagree	6%	8%	3%	2%	4%	0%	5%	4%	19%	*
Disagree	10%	10%	12%	11%	12%	6%	5%	13%	25%	*
Neither disagree nor agree	18%	17%	12%	13%	19%	25%	29%	11%	25%	*
Agree	52%	50%	53%	48%	52%	38%	57%	55%	25%	*
Strongly agree	14%	16%	20%	25%	11%	31%	5%	18%	6%	*
Don't Know/Not Applicable	1%	0%	0%	1%	1%	0%	0%	0%	0%	*

8	24	67	2	4	0	1	8	3	*
14	28	262	14	13	1	1	28	4	*
24	48	258	16	20	4	6	24	4	*
71	144	1196	59	55	6	12	123	4	*
19	46	449	30	12	5	1	41	1	*
1	0	4	1	1	0	0	0	0	*

97. I trust my supervisor.

Strongly disagree	7%	11%	7%	5%	7%	0%	0%	6%	25%	*
Disagree	12%	13%	10%	14%	18%	14%	20%	14%	25%	*
Neither disagree nor agree	15%	26%	12%	11%	17%	36%	30%	16%	13%	*
Agree	37%	31%	40%	36%	41%	21%	40%	37%	19%	*
Strongly agree	25%	17%	31%	33%	17%	29%	10%	27%	13%	*
Don't Know/Not Applicable	4%	1%	1%	2%	1%	0%	0%	0%	6%	*

10	32	154	6	7	0	0	13	4	*
16	38	218	17	19	2	4	32	4	*
21	76	269	14	18	5	6	36	2	*
51	91	889	44	43	3	8	82	3	*
34	49	689	40	18	4	2	60	2	*
5	3	16	2	1	0	0	0	1	*

98. My job is a good match for my skills and training.

Strongly disagree	4%	7%	3%	3%	4%	0%	0%	2%	0%	*
Disagree	9%	10%	8%	6%	11%	14%	14%	8%	25%	*
Neither disagree nor agree	15%	15%	8%	8%	13%	21%	24%	11%	31%	*
Agree	53%	48%	49%	50%	52%	29%	43%	46%	31%	*
Strongly agree	19%	20%	32%	31%	19%	36%	19%	33%	13%	*
Don't Know/Not Applicable	1%	0%	0%	1%	0%	0%	0%	0%	0%	*

5	20	63	4	4	0	0	4	0	*
12	29	174	8	12	2	3	18	4	*
21	42	185	10	14	3	5	25	5	*
72	139	1087	62	55	4	9	102	5	*
26	59	714	39	20	5	4	74	2	*
1	0	6	1	0	0	0	0	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

99. In general, I like working here.

Strongly disagree	3%	6%	2%	2%	3%	0%	0%	2%	6%	*
Disagree	13%	7%	6%	7%	8%	0%	0%	7%	13%	*
Neither disagree nor agree	13%	15%	11%	15%	15%	21%	24%	15%	25%	*
Agree	56%	53%	54%	48%	53%	36%	52%	50%	50%	*
Strongly agree	16%	19%	26%	28%	21%	43%	24%	25%	6%	*
Don't Know/Not Applicable	0%	0%	0%	0%	0%	0%	0%	0%	0%	*

4	18	50	2	3	0	0	5	1	*
17	20	141	9	9	0	0	16	2	*
17	43	254	19	16	3	5	34	4	*
76	153	1196	59	56	5	11	113	8	*
22	54	582	35	22	6	5	56	1	*
0	0	3	0	0	0	0	0	0	*

100. My organization is able to attract high quality employees.

Strongly disagree	7%	5%	3%	7%	9%	0%	0%	3%	19%	*
Disagree	10%	9%	11%	14%	13%	21%	14%	10%	13%	*
Neither disagree nor agree	25%	28%	21%	23%	25%	29%	38%	23%	19%	*
Agree	36%	37%	47%	39%	30%	29%	33%	47%	19%	*
Strongly agree	11%	11%	13%	12%	11%	7%	10%	10%	13%	*
Don't Know/Not Applicable	11%	9%	5%	6%	13%	14%	5%	6%	19%	*

9	13	71	9	9	0	0	7	3	*
14	26	248	17	13	3	3	23	2	*
34	82	458	28	26	4	8	52	3	*
50	107	1047	48	31	4	7	104	3	*
15	33	294	15	11	1	2	23	2	*
15	27	111	7	14	2	1	14	3	*

101. Competition for jobs here is fair and open.

Strongly disagree	9%	10%	5%	12%	8%	7%	14%	8%	13%	*
Disagree	12%	16%	12%	11%	20%	14%	14%	17%	20%	*
Neither disagree nor agree	26%	32%	21%	18%	18%	36%	29%	22%	40%	*
Agree	37%	25%	42%	38%	33%	36%	24%	38%	13%	*
Strongly agree	7%	8%	9%	14%	3%	0%	5%	8%	7%	*
Don't Know/Not Applicable	9%	8%	11%	7%	19%	7%	14%	8%	7%	*

12	30	113	15	8	1	3	17	2	*
17	47	272	14	21	2	3	37	3	*
35	92	464	22	19	5	6	49	6	*
51	73	937	47	35	5	5	86	2	*
9	22	200	17	3	0	1	17	1	*
13	23	243	9	20	1	3	18	1	*

102. When changes are made in my organization the employees usually lose out in the end.

Strongly disagree	4%	7%	4%	3%	4%	0%	0%	2%	0%	*
Disagree	15%	15%	26%	20%	10%	14%	19%	25%	0%	*
Neither disagree nor agree	29%	37%	34%	34%	30%	36%	38%	36%	38%	*
Agree	20%	20%	16%	19%	30%	7%	24%	17%	38%	*
Strongly agree	9%	7%	8%	11%	8%	7%	19%	10%	25%	*
Don't Know/Not Applicable	22%	14%	11%	13%	18%	36%	0%	10%	0%	*

6	19	100	4	4	0	0	5	0	*
21	43	578	25	11	2	4	55	0	*
40	108	752	41	32	5	8	80	6	*
28	58	367	23	31	1	5	38	6	*
12	21	181	13	8	1	4	23	4	*
30	40	256	16	19	5	0	23	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

103. I am in favor of the Demonstration Project.

Strongly disagree	14%	14%	10%	7%	11%	7%	0%	15%	6%	*
Disagree	13%	9%	9%	7%	17%	7%	5%	12%	25%	*
Neither disagree nor agree	16%	30%	24%	23%	25%	0%	33%	28%	38%	*
Agree	35%	30%	30%	33%	25%	36%	24%	16%	13%	*
Strongly agree	13%	10%	20%	21%	10%	21%	14%	10%	6%	*
Don't Know/Not Applicable	9%	6%	6%	10%	10%	29%	24%	20%	13%	*

19	41	231	9	12	1	0	33	1	*
17	27	204	8	18	1	1	26	4	*
22	87	542	28	27	0	7	62	6	*
48	86	673	40	27	5	5	36	2	*
18	30	448	26	11	3	3	23	1	*
12	18	140	12	11	4	5	44	2	*

SUPERVISOR'S SECTION

104. The performance appraisal system allows me to identify good and poor performers.

Strongly disagree	13%	5%	2%	7%	10%	0%	0%	7%	20%	*
Disagree	9%	3%	6%	5%	30%	0%	33%	7%	20%	*
Neither disagree nor agree	16%	14%	10%	17%	25%	25%	67%	13%	0%	*
Agree	34%	44%	49%	44%	20%	25%	0%	42%	60%	*
Strongly agree	9%	8%	11%	10%	5%	0%	0%	9%	0%	*
Don't Know/Not Applicable	19%	25%	22%	17%	10%	50%	0%	22%	0%	*

4	3	11	3	2	0	0	3	1	*
3	2	38	2	6	0	1	3	1	*
5	8	57	7	5	1	2	6	0	*
11	26	285	18	4	1	0	19	3	*
3	5	66	4	1	0	0	4	0	*
6	15	130	7	2	2	0	10	0	*

105. The performance appraisal system is easy for me as a supervisor to use.

Strongly disagree	9%	5%	7%	12%	15%	0%	0%	4%	0%	*
Disagree	22%	7%	15%	10%	30%	0%	33%	29%	40%	*
Neither disagree nor agree	16%	17%	17%	19%	25%	0%	67%	18%	40%	*
Agree	19%	29%	30%	26%	15%	33%	0%	20%	20%	*
Strongly agree	9%	5%	6%	7%	0%	0%	0%	4%	0%	*
Don't Know/Not Applicable	25%	37%	26%	26%	15%	67%	0%	24%	0%	*

3	3	40	5	3	0	0	2	0	*
7	4	87	4	6	0	1	13	2	*
5	10	101	8	5	0	2	8	2	*
6	17	175	11	3	1	0	9	1	*
3	3	33	3	0	0	0	2	0	*
8	22	152	11	3	2	0	11	0	*

106. I have met with other supervisors and/or our pay pool manager to ensure consistency in performance ratings.

Strongly disagree	3%	7%	4%	12%	5%	0%	0%	2%	0%	*
Disagree	19%	17%	14%	27%	35%	0%	50%	16%	60%	*
Neither disagree nor agree	22%	7%	11%	7%	15%	33%	0%	11%	20%	*
Agree	19%	27%	30%	20%	25%	0%	50%	22%	20%	*
Strongly agree	3%	8%	10%	12%	0%	0%	0%	11%	0%	*
Don't Know/Not Applicable	34%	34%	30%	22%	20%	67%	0%	38%	0%	*

1	4	24	5	1	0	0	1	0	*
6	10	83	11	7	0	1	7	3	*
7	4	67	3	3	1	0	5	1	*
6	16	178	8	5	0	1	10	1	*
1	5	57	5	0	0	0	5	0	*
11	20	179	9	4	2	0	17	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

107. I have enough authority to influence classification decisions.

Strongly disagree	6%	10%	3%	12%	5%	0%	0%	2%	20%	*
Disagree	22%	14%	13%	15%	35%	0%	0%	14%	20%	*
Neither disagree nor agree	19%	14%	15%	12%	20%	0%	33%	11%	20%	*
Agree	22%	27%	32%	29%	25%	33%	33%	34%	20%	*
Strongly agree	3%	0%	7%	10%	0%	0%	33%	5%	0%	*
Don't Know/Not Applicable	28%	36%	29%	22%	15%	67%	0%	34%	20%	*

2	6	20	5	1	0	0	1	1	*
7	8	76	6	7	0	0	6	1	*
6	8	86	5	4	0	1	5	1	*
7	16	191	12	5	1	1	15	1	*
1	0	43	4	0	0	1	2	0	*
9	21	172	9	3	2	0	15	1	*

108. Getting a position description approved tends to be an adversarial process.

Strongly disagree	6%	5%	7%	2%	0%	0%	0%	0%	0%	*
Disagree	31%	20%	31%	20%	15%	33%	0%	22%	20%	*
Neither disagree nor agree	22%	24%	19%	24%	35%	0%	67%	29%	0%	*
Agree	9%	14%	13%	22%	15%	0%	33%	9%	40%	*
Strongly agree	6%	3%	3%	2%	15%	0%	0%	9%	20%	*
Don't Know/Not Applicable	25%	34%	27%	29%	20%	67%	0%	31%	20%	*

2	3	42	1	0	0	0	0	0	*
10	12	182	8	3	1	0	10	1	*
7	14	110	10	7	0	2	13	0	*
3	8	75	9	3	0	1	4	2	*
2	2	18	1	3	0	0	4	1	*
8	20	159	12	4	2	0	14	1	*

109. I have to devote too much time to position classification.

Strongly disagree	9%	3%	5%	5%	5%	0%	0%	0%	0%	*
Disagree	28%	29%	31%	28%	25%	33%	0%	26%	20%	*
Neither disagree nor agree	22%	24%	23%	25%	20%	0%	67%	16%	0%	*
Agree	9%	8%	11%	13%	30%	0%	33%	23%	40%	*
Strongly agree	6%	2%	3%	5%	5%	0%	0%	5%	20%	*
Don't Know/Not Applicable	25%	34%	27%	25%	15%	67%	0%	30%	20%	*

3	2	30	2	1	0	0	0	0	*
9	17	181	11	5	1	0	11	1	*
7	14	134	10	4	0	2	7	0	*
3	5	67	5	6	0	1	10	2	*
2	1	18	2	1	0	0	2	1	*
8	20	157	10	3	2	0	13	1	*

110. It takes too long to get classification decisions made in my organization.

Strongly disagree	3%	5%	5%	2%	0%	0%	0%	0%	0%	*
Disagree	25%	19%	22%	17%	11%	33%	0%	11%	0%	*
Neither disagree nor agree	19%	31%	21%	32%	21%	0%	33%	34%	0%	*
Agree	9%	5%	17%	15%	37%	0%	33%	16%	80%	*
Strongly agree	9%	3%	5%	5%	11%	0%	33%	9%	20%	*
Don't Know/Not Applicable	34%	37%	30%	29%	21%	67%	0%	30%	0%	*

1	3	29	1	0	0	0	0	0	*
8	11	131	7	2	1	0	5	0	*
6	18	123	13	4	0	1	15	0	*
3	3	98	6	7	0	1	7	4	*
3	2	30	2	2	0	1	4	1	*
11	22	173	12	4	2	0	13	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

111. All in all, I am satisfied with the position classification procedures used in my organization.

Strongly disagree	6%	5%	3%	7%	11%	0%	0%	5%	0%	*
Disagree	13%	5%	13%	12%	42%	0%	33%	16%	20%	*
Neither disagree nor agree	25%	22%	25%	24%	11%	0%	33%	33%	40%	*
Agree	25%	29%	28%	31%	16%	33%	0%	16%	20%	*
Strongly agree	3%	5%	4%	2%	5%	0%	33%	0%	20%	*
Don't Know/Not Applicable	28%	33%	26%	24%	16%	67%	0%	30%	0%	*

2	3	18	3	2	0	0	2	0	*
4	3	74	5	8	0	1	7	1	*
8	13	148	10	2	0	1	14	2	*
8	17	165	13	3	1	0	7	1	*
1	3	26	1	1	0	1	0	1	*
9	19	150	10	3	2	0	13	0	*

112. It takes too long to get hiring decisions made in my organization.

Strongly disagree	0%	5%	2%	2%	0%	0%	0%	0%	0%	*
Disagree	16%	17%	16%	15%	0%	0%	33%	7%	20%	*
Neither disagree nor agree	28%	22%	15%	24%	16%	0%	33%	18%	0%	*
Agree	22%	22%	29%	22%	37%	33%	33%	44%	60%	*
Strongly agree	9%	10%	18%	17%	32%	0%	0%	7%	20%	*
Don't Know/Not Applicable	25%	24%	19%	20%	16%	67%	0%	24%	0%	*

0	3	13	1	0	0	0	0	0	*
5	10	96	6	0	0	1	3	1	*
9	13	88	10	3	0	1	8	0	*
7	13	170	9	7	1	1	20	3	*
3	6	107	7	6	0	0	3	1	*
8	14	109	8	3	2	0	11	0	*

113. It takes too long to process the paperwork needed to fill vacancies here.

Strongly disagree	0%	7%	1%	5%	0%	0%	0%	0%	0%	*
Disagree	6%	25%	13%	15%	5%	0%	33%	11%	20%	*
Neither disagree nor agree	19%	12%	14%	20%	20%	0%	33%	14%	20%	*
Agree	31%	17%	26%	18%	15%	33%	33%	43%	40%	*
Strongly agree	19%	12%	26%	20%	45%	0%	0%	9%	20%	*
Don't Know/Not Applicable	25%	27%	20%	23%	15%	67%	0%	23%	0%	*

0	4	8	2	0	0	0	0	0	*
2	15	76	6	1	0	1	5	1	*
6	7	81	8	4	0	1	6	1	*
10	10	150	7	3	1	1	19	2	*
6	7	153	8	9	0	0	4	1	*
8	16	116	9	3	2	0	10	0	*

114. I feel my ability to manage is restricted by unnecessary personnel rules and regulations.

Strongly disagree	0%	5%	2%	5%	0%	0%	0%	2%	0%	*
Disagree	19%	32%	26%	20%	25%	0%	0%	25%	0%	*
Neither disagree nor agree	25%	19%	23%	23%	20%	33%	67%	20%	40%	*
Agree	28%	5%	16%	13%	15%	0%	0%	18%	20%	*
Strongly agree	6%	7%	11%	15%	25%	0%	33%	11%	20%	*
Don't Know/Not Applicable	22%	32%	21%	25%	15%	67%	0%	23%	20%	*

0	3	13	2	0	0	0	1	0	*
6	19	155	8	5	0	0	11	0	*
8	11	133	9	4	1	2	9	2	*
9	3	93	5	3	0	0	8	1	*
2	4	67	6	5	0	1	5	1	*
7	19	125	10	3	2	0	10	1	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

115. I have enough authority to determine my employees' pay.

Strongly disagree	6%	7%	5%	12%	30%	0%	0%	9%	20%	*
Disagree	19%	19%	20%	32%	35%	0%	33%	23%	20%	*
Neither disagree nor agree	34%	15%	18%	12%	0%	0%	0%	16%	0%	*
Agree	13%	20%	28%	17%	20%	33%	33%	25%	40%	*
Strongly agree	6%	2%	4%	5%	0%	0%	0%	0%	20%	*
Don't Know/Not Applicable	22%	37%	25%	22%	15%	67%	33%	27%	0%	*

2	4	32	5	6	0	0	4	1	*
6	11	117	13	7	0	1	10	1	*
11	9	107	5	0	0	0	7	0	*
4	12	163	7	4	1	1	11	2	*
2	1	21	2	0	0	0	0	1	*
7	22	144	9	3	2	1	12	0	*

116. I have enough authority to promote people.

Strongly disagree	6%	8%	6%	14%	15%	0%	0%	9%	20%	*
Disagree	31%	19%	21%	26%	45%	0%	33%	26%	20%	*
Neither disagree nor agree	19%	15%	17%	14%	5%	33%	33%	23%	40%	*
Agree	13%	20%	28%	17%	10%	0%	0%	16%	0%	*
Strongly agree	9%	2%	3%	7%	10%	0%	0%	0%	20%	*
Don't Know/Not Applicable	22%	36%	24%	21%	15%	67%	33%	26%	0%	*

2	5	37	6	3	0	0	4	1	*
10	11	125	11	9	0	1	11	1	*
6	9	99	6	1	1	1	10	2	*
4	12	162	7	2	0	0	7	0	*
3	1	20	3	2	0	0	0	1	*
7	21	141	9	3	2	1	11	0	*

117. I have enough authority to hire people whenever I need them.

Strongly disagree	9%	16%	23%	26%	25%	0%	0%	18%	20%	*
Disagree	47%	17%	33%	21%	50%	33%	33%	34%	40%	*
Neither disagree nor agree	16%	16%	14%	12%	10%	0%	0%	16%	20%	*
Agree	3%	17%	7%	10%	0%	0%	0%	9%	0%	*
Strongly agree	6%	0%	1%	7%	0%	0%	33%	0%	20%	*
Don't Know/Not Applicable	19%	34%	22%	24%	15%	67%	33%	23%	0%	*

3	9	133	11	5	0	0	8	1	*
15	10	191	9	10	1	1	15	2	*
5	9	79	5	2	0	0	7	1	*
1	10	42	4	0	0	0	4	0	*
2	0	7	3	0	0	1	0	1	*
6	20	131	10	3	2	1	10	0	*

118. I have enough authority to remove people from their jobs if they perform poorly.

Strongly disagree	6%	12%	20%	22%	25%	0%	0%	11%	20%	*
Disagree	32%	25%	26%	15%	20%	0%	0%	39%	20%	*
Neither disagree nor agree	23%	12%	16%	17%	25%	0%	0%	14%	0%	*
Agree	10%	16%	13%	20%	5%	33%	67%	14%	40%	*
Strongly agree	0%	0%	2%	7%	5%	0%	0%	2%	20%	*
Don't Know/Not Applicable	29%	35%	23%	20%	20%	67%	33%	20%	0%	*

2	7	117	9	5	0	0	5	1	*
10	14	155	6	4	0	0	17	1	*
7	7	92	7	5	0	0	6	0	*
3	9	79	8	1	1	2	6	2	*
0	0	9	3	1	0	0	1	1	*
9	20	134	8	4	2	1	9	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

119. The current pay system is flexible.

Strongly disagree	3%	3%	2%	10%	15%	0%	0%	2%	0%	*
Disagree	16%	5%	11%	10%	10%	0%	0%	12%	20%	*
Neither disagree nor agree	19%	21%	21%	23%	40%	0%	67%	28%	20%	*
Agree	35%	43%	41%	33%	15%	33%	33%	35%	40%	*
Strongly agree	3%	2%	4%	10%	0%	0%	5%	0%	0%	*
Don't Know/Not Applicable	23%	26%	21%	15%	20%	67%	0%	19%	20%	*

1	2	14	4	3	0	0	1	0	*
5	3	67	4	2	0	0	5	1	*
6	12	120	9	8	0	2	12	1	*
11	25	240	13	3	1	1	15	2	*
1	1	24	4	0	0	0	2	0	*
7	15	120	6	4	2	0	8	1	*

120. I understand how to use the current pay system.

Strongly disagree	6%	0%	2%	5%	0%	0%	0%	0%	0%	*
Disagree	9%	7%	8%	3%	25%	0%	33%	0%	0%	*
Neither disagree nor agree	13%	20%	13%	13%	20%	0%	67%	32%	20%	*
Agree	41%	46%	48%	38%	35%	33%	0%	45%	80%	*
Strongly agree	13%	5%	10%	18%	5%	0%	0%	2%	0%	*
Don't Know/Not Applicable	19%	22%	19%	25%	15%	67%	0%	20%	0%	*

2	0	9	2	0	0	0	0	0	*
3	4	46	1	5	0	1	0	0	*
4	12	75	5	4	0	2	14	1	*
13	27	283	15	7	1	0	20	4	*
4	3	58	7	1	0	0	1	0	*
6	13	114	10	3	2	0	9	0	*

121. The current pay system provides a competitive range of entry salaries, which has positively affected my ability to negotiate with applicants.

Strongly disagree	6%	3%	2%	7%	5%	0%	0%	5%	0%	*
Disagree	9%	0%	6%	10%	26%	0%	0%	9%	0%	*
Neither disagree nor agree	28%	17%	21%	24%	21%	0%	67%	20%	25%	*
Agree	19%	36%	33%	24%	16%	33%	33%	27%	50%	*
Strongly agree	13%	3%	6%	5%	5%	0%	0%	2%	25%	*
Don't Know/Not Applicable	25%	41%	32%	29%	26%	67%	0%	36%	0%	*

2	2	14	3	1	0	0	2	0	*
3	0	35	4	5	0	0	4	0	*
9	10	123	10	4	0	2	9	1	*
6	21	195	10	3	1	1	12	2	*
4	2	34	2	1	0	0	1	1	*
8	24	185	12	5	2	0	16	0	*

122. The current pay system has positively affected my ability to retain employees.

Strongly disagree	6%	3%	2%	3%	0%	0%	0%	5%	0%	*
Disagree	6%	8%	9%	18%	30%	0%	0%	7%	0%	*
Neither disagree nor agree	35%	24%	29%	15%	30%	0%	67%	27%	20%	*
Agree	6%	22%	23%	25%	10%	50%	0%	23%	80%	*
Strongly agree	13%	3%	5%	8%	10%	0%	0%	2%	0%	*
Don't Know/Not Applicable	32%	39%	32%	33%	20%	50%	33%	36%	0%	*

2	2	14	1	0	0	0	2	0	*
2	5	50	7	6	0	0	3	0	*
11	14	171	6	6	0	2	12	1	*
2	13	137	10	2	2	0	10	4	*
4	2	29	3	2	0	0	1	0	*
10	23	185	13	4	2	1	16	0	*

123. While at DOC, have you ever officially terminated a new employee during the one-year probation period?

Yes	13%	7%	8%	10%	10%	33%	33%	9%	20%	*
No	88%	93%	92%	90%	90%	67%	67%	91%	80%	*

4	4	44	4	2	1	1	4	1	*
28	54	542	35	18	2	2	42	4	*

124. Have you ever encouraged an employee to leave voluntarily during the one-year probation period?

Yes	19%	4%	8%	8%	30%	0%	0%	9%	60%	*
No	81%	96%	92%	92%	70%	100%	100%	91%	40%	*

6	2	46	3	6	0	0	4	3	*
25	55	538	35	14	2	3	42	2	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

125. Do you feel the length of time of the one-year probation period is:

Too long	9%	5%	4%	13%	10%	0%	0%	4%	40%	*
About right	72%	87%	70%	54%	65%	100%	67%	78%	20%	*
Too short	19%	7%	26%	33%	25%	0%	33%	18%	40%	*

3	3	24	5	2	0	0	2	2	*
23	48	404	21	13	2	2	35	1	*
6	4	153	13	5	0	1	8	2	*

126. Have you hired employees who qualified for the three-year probation period for ZP employees performing research and development work? (Demo. Group only)

Yes	15%	0%	6%	10%	0%					
No	55%	61%	63%	55%	75%					
Don't Know/Not Applicable	30%	39%	31%	36%	25%					

5	0	35	4	0					
18	37	382	23	15					
10	24	190	15	5					

127. The three-year probationary period for ZP employees performing research and development work is useful because it gives me more time to evaluate their performance. (Demo. Group only)

Strongly disagree	0%	3%	17%	0%	4%				
Disagree	43%	3%	0%	0%	8%				
Neither disagree nor agree	0%	14%	0%	0%	10%				
Agree	43%	53%	50%	100%	52%				
Strongly agree	14%	25%	17%	0%	22%				
Don't Know/Not Applicable	0%	3%	17%	0%	4%				

0	1	1	0	2				
3	1	0	0	4				
0	5	0	0	5				
3	19	3	1	26				
1	9	1	0	11				
0	1	1	0	2				

128. If necessary, I am able to terminate ZP employees performing research and development work within the three-year probationary period. (Demo. Group only)

Strongly disagree	0%	3%	0%	0%	2%				
Disagree	0%	6%	20%	0%	6%				
Neither disagree nor agree	29%	20%	20%	0%	21%				
Agree	57%	49%	40%	0%	48%				
Strongly agree	0%	6%	0%	100%	6%				
Don't Know/Not Applicable	14%	17%	20%	0%	17%				

0	1	0	0	1				
0	2	1	0	3				
2	7	1	0	10				
4	17	2	0	23				
0	2	0	1	3				
1	6	1	0	8				

129. How satisfied are you with the NEW employees in the following categories? (Demo. Group Only)

A. Scientific and Engineering

Very Dissatisfied	0%	0%	0%	3%	6%				
Dissatisfied	4%	2%	2%	5%	6%				
Neither dissatisfied nor satisfied	15%	9%	6%	5%	41%				
Satisfied	46%	20%	25%	11%	18%				
Very satisfied	8%	9%	24%	32%	6%				
Don't Know/Not Applicable	27%	59%	42%	43%	24%				

0	0	2	1	1				
1	1	14	2	1				
4	5	35	2	7				
12	11	146	4	3				
2	5	137	12	1				
7	32	239	16	4				

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

B. Scientific and Engineering Technician

Very Dissatisfied	0%	0%	0%	0%	0%					
Dissatisfied	4%	0%	2%	5%	0%					
Neither dissatisfied nor satisfied	15%	10%	6%	3%	31%					
Satisfied	37%	21%	15%	14%	13%					
Very satisfied	0%	2%	10%	16%	0%					
Don't Know/Not Applicable	44%	67%	66%	62%	56%					

0	0	0	0	0						
1	0	12	2	0						
4	5	36	1	5						
10	11	82	5	2						
0	1	57	6	0						
12	35	369	23	9						

C. Administrative

Very Dissatisfied	0%	7%	2%	5%	17%					
Dissatisfied	3%	7%	5%	11%	17%					
Neither dissatisfied nor satisfied	20%	10%	10%	16%	22%					
Satisfied	20%	31%	23%	14%	17%					
Very satisfied	17%	14%	14%	11%	0%					
Don't Know/Not Applicable	40%	32%	46%	43%	28%					

0	4	10	2	3						
1	4	31	4	3						
6	6	56	6	4						
6	18	135	5	3						
5	8	81	4	0						
12	19	262	16	5						

D. Support

Very Dissatisfied	0%	5%	2%	5%	11%					
Dissatisfied	4%	4%	6%	11%	17%					
Neither dissatisfied nor satisfied	23%	9%	10%	11%	33%					
Satisfied	35%	31%	22%	16%	0%					
Very satisfied	8%	5%	9%	16%	0%					
Don't Know/Not Applicable	31%	45%	51%	42%	39%					

0	3	12	2	2						
1	2	33	4	3						
6	5	55	4	6						
9	17	122	6	0						
2	3	53	6	0						
8	25	285	16	7						

130. How satisfied are you with the following types of NEW employees? (Comp. Group Only)

A. Professional

Very dissatisfied		33%	33%	4%	40%	*
Dissatisfied		0%	0%	4%	0%	*
Neither dissatisfied nor satisfied		0%	0%	9%	0%	*
Satisfied		0%	67%	20%	60%	*
Very satisfied		33%	0%	22%	0%	*
Don't Know/Not Applicable		33%	0%	40%	0%	*

	1	1	2	2	*
	0	0	2	0	*
	0	0	4	0	*
	0	2	9	3	*
	1	0	10	0	*
	1	0	18	0	*

	Percentages										Raw Data									
	Demo. Group					Comp. Group					Demo. Group					Comp. Group				
	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
B. Administrative																				
Very dissatisfied						0%	0%	0%	20%	*						0	0	0	1	*
Dissatisfied						0%	33%	16%	40%	*						0	1	7	2	*
Neither dissatisfied nor satisfied						0%	0%	18%	0%	*						0	0	8	0	*
Satisfied						0%	67%	16%	20%	*						0	2	7	1	*
Very satisfied						50%	0%	2%	20%	*						1	0	1	1	*
Don't Know/Not Applicable						50%	0%	48%	0%	*						1	0	21	0	*

C. Technical																				
Very dissatisfied						0%	0%	2%	0%	*						0	0	1	0	*
Dissatisfied						0%	0%	0%	0%	*						0	0	0	0	*
Neither dissatisfied nor satisfied						0%	33%	18%	40%	*						0	1	8	2	*
Satisfied						0%	33%	18%	40%	*						0	2	5	1	*
Very satisfied						100%	0%	14%	20%	*						2	0	6	1	*
Don't Know/Not Applicable						0%	0%	55%	20%	*						0	0	24	1	*

D. Clerical																				
Very Dissatisfied						0%	0%	0%	0%	*						0	0	0	0	*
Dissatisfied						0%	0%	5%	0%	*						0	0	2	0	*
Neither dissatisfied nor satisfied						0%	0%	17%	0%	*						0	0	7	0	*
Satisfied						0%	67%	15%	80%	*						0	2	6	4	*
Very satisfied						50%	33%	5%	20%	*						1	1	2	1	*
Don't Know/Not Applicable						50%	0%	59%	0%	*						1	0	24	0	*

E. Other																				
Very Dissatisfied						0%	0%	0%	20%	*						0	0	0	1	*
Dissatisfied						0%	0%	2%	0%	*						0	0	1	0	*
Neither dissatisfied nor satisfied						0%	0%	17%	20%	*						0	0	7	1	*
Satisfied						0%	33%	7%	0%	*						0	1	3	0	*
Very satisfied						50%	33%	0%	40%	*						1	1	0	2	*
Don't Know/Not Applicable						50%	33%	74%	20%	*						1	1	31	1	*

131. On average, I interact with the servicing Human Resources Office.

	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU	AS	AA	WH	HI	MU
Not at all	44%	35%	37%	37%	53%	33%	33%	43%	20%	*	14	21	221	15	10	1	1	20	1	*
Quarterly	41%	27%	35%	27%	21%	33%	67%	24%	20%	*	13	16	210	11	4	1	2	11	1	*
Monthly	0%	18%	15%	12%	16%	0%	0%	22%	40%	*	0	11	90	5	3	0	0	10	2	*
Weekly	16%	7%	10%	17%	11%	33%	0%	9%	20%	*	5	4	57	7	2	1	0	4	1	*
Daily	0%	13%	4%	7%	0%	0%	0%	2%	0%	*	0	8	22	3	0	0	0	1	0	*

Percentages									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

Raw Data									
Demo. Group					Comp. Group				
AS	AA	WH	HI	MU	AS	AA	WH	HI	MU

132. The servicing Human Resources office has a good understanding of my work unit's operations and mission.

Strongly disagree	13%	8%	9%	8%	16%	0%	0%	4%	40%	*
Disagree	10%	3%	18%	10%	16%	0%	33%	20%	40%	*
Neither disagree nor agree	35%	19%	22%	8%	42%	67%	33%	29%	0%	*
Agree	19%	42%	27%	45%	16%	0%	33%	22%	0%	*
Strongly agree	6%	5%	4%	8%	0%	0%	4%	20%		*
Don't Know/Not Applicable	16%	22%	21%	23%	11%	33%	0%	20%	0%	*

4	5	51	3	3	0	0	2	2	*
3	2	107	4	3	0	1	9	2	*
11	11	132	3	8	2	1	13	0	*
6	25	160	18	3	0	1	10	0	*
2	3	26	3	0	0	0	2	1	*
5	13	124	9	2	1	0	9	0	*

133. The servicing Human Resources office provides me with valuable services.

Strongly disagree	13%	7%	7%	12%	11%	0%	0%	4%	0%	*
Disagree	13%	0%	13%	7%	21%	0%	0%	16%	40%	*
Neither disagree nor agree	34%	19%	22%	22%	26%	33%	100%	18%	20%	*
Agree	25%	55%	37%	37%	32%	33%	0%	29%	20%	*
Strongly agree	3%	5%	7%	10%	5%	0%	0%	11%	0%	*
Don't Know/Not Applicable	13%	14%	15%	12%	5%	33%	0%	22%	20%	*

4	4	40	5	2	0	0	2	0	*
4	0	76	3	4	0	0	7	2	*
11	11	129	9	5	1	3	8	1	*
8	32	222	15	6	1	0	13	1	*
1	3	42	4	1	0	0	5	0	*
4	8	89	5	1	1	0	10	1	*

134. The servicing Human Resources office helps me perform my job effectively.

Strongly disagree	13%	8%	8%	15%	16%	0%	0%	4%	0%	*
Disagree	19%	5%	15%	15%	26%	0%	33%	20%	0%	*
Neither disagree nor agree	31%	27%	29%	25%	32%	67%	33%	22%	20%	*
Agree	25%	37%	28%	25%	21%	0%	33%	20%	60%	*
Strongly agree	3%	5%	5%	10%	0%	0%	0%	11%	0%	*
Don't Know/Not Applicable	9%	17%	15%	10%	5%	33%	0%	22%	20%	*

4	5	48	6	3	0	0	2	0	*
6	3	92	6	5	0	1	9	0	*
10	16	173	10	6	2	1	10	1	*
8	22	167	10	4	0	1	9	3	*
1	3	28	4	0	0	0	5	0	*
3	10	92	4	1	1	0	10	1	*

135. The servicing Human Resources office helps me achieve my organization's mission.

Strongly disagree	13%	5%	8%	13%	10%	0%	0%	4%	0%	*
Disagree	16%	3%	13%	18%	20%	0%	0%	22%	0%	*
Neither disagree nor agree	41%	29%	31%	25%	35%	67%	67%	16%	0%	*
Agree	19%	36%	28%	23%	25%	0%	33%	24%	40%	*
Strongly agree	3%	7%	5%	8%	0%	0%	0%	11%	0%	*
Don't Know/Not Applicable	9%	19%	15%	15%	10%	33%	0%	22%	60%	*

4	3	45	5	2	0	0	2	0	*
5	2	80	7	4	0	0	10	0	*
13	17	186	10	7	2	2	7	0	*
6	21	170	9	5	0	1	11	2	*
1	4	27	3	0	0	0	5	0	*
3	11	91	6	2	1	0	10	3	*