Department of Commerce  
Personnel Demonstration Project  
Implementation Phase Survey

**Purpose:** The Department of Commerce Personnel Demonstration Project was implemented in March 1998. The goals of the Demonstration Project are to improve workforce performance and promote mission accomplishment through changes in human resources management systems. The purpose of this survey is to identify current employee attitudes and perceptions about work environments since the beginning of the project. The survey is being distributed to all employees in participating organizations, as well as to a group of employees in nonparticipating organizations who serve as a comparison group. The results of this survey will be compared to a previous baseline survey to assess the difference between employee opinions of the previous personnel system and their opinions of the Demonstration Project interventions.

Please complete all relevant sections of this survey. Note that some items and sections may not apply to you, so be sure to read the instructions for each section carefully.

We appreciate your help in providing these important data. When you have completed the survey, place it in the stamped envelope provided, and mail it to Booz-Allen & Hamilton for processing. We would appreciate it if you would **return the survey by April 26, 1999**. The address is:

Booz-Allen & Hamilton  
Attn: Rose Rice  
8283 Greensboro Dr.  
McLean, VA 22102-3838

**The Importance of Your Response:** Your response will help gauge the effectiveness of the human resources changes which have been implemented, and whether the changes are meeting the objectives of the Demonstration Project.

**Instructions:** Please answer all questions based on your current understanding and opinions.

For all items where your response requires you to fill in the circles, your careful observance of these few simple rules will be most appreciated:

- **Use only a soft, black-lead pencil (No. 2 works best).**
- **Make heavy black marks that fill the circle.**
- **Cleanly erase or cross out any answer you wish to change.**
- **Make no stray markings of any kind. Written responses must be confined to the limits of the boxes provided.**

**CONFIDENTIALITY** - All of your responses are strictly confidential. We do ask for some information about your job for the purpose of making statistical comparisons. Individual responses will not be seen by anyone within your organization. All results will be reported in terms of trends and overall findings.

**PRIVACY ACT STATEMENT** - Solicitation of this information is authorized by Section 4702 of Title 5, U.S. Code, which requires the Office of Personnel Management to establish and maintain research programs to improve Federal personnel management. The information will only be used to prepare aggregate statistical reports of all responses received. Furnishing this information is voluntary. While we need your input and urge your cooperation, declining to respond will have no effect on you.
The background information you voluntarily provide is not collected to identify individuals, but mainly to help assure our sample is representative of the Department of Commerce.

1. What is your gender?
   - Male
   - Female

2. What is your ethnic identity?
   - Native American
   - Eskimo (Alaska)
   - Aleut (Alaska)
   - Asian or Pacific Islander
   - African-American
   - Caucasian
   - Other (please specify) _______________

3. Are you of:
   - Hispanic origin
   - Non-Hispanic origin

4. What is your employment status?
   - Full time
   - Part time
   - Seasonal
   - Other

5. What is your pay category?
   - GS/GM
   - ST/SL-3104 (Senior Level Scientist)
   - SES
   - Demonstration Project Career Paths (ZA, ZP, ZS, ZT)

6. To what age category do you belong?
   - Under 20
   - 20 to 29
   - 30 to 39
   - 40 to 49
   - 50 to 55
   - Over 55

7. What is your highest level of education completed?
   - Elementary school (grades 1-8)
   - Some high school or some technical training
   - Graduated from high school or GED (General Equivalency Diploma)
   - High school diploma plus technical training or apprenticeship
   - Some college
   - 2-year associate degree
   - Graduated from college (B.A., B.S., or other bachelor's degree)
   - Some graduate school
   - Master's degree
   - Doctorate degree (Ph.D., M.D., J.D., Ed.D., etc.)

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)?
   - Yes
   - No

9. Are you a bargaining unit employee?
   - Yes
   - No

10. What is your supervisory status?
    - Non-supervisory worker
    - Team leader
    - First-line supervisor (give performance appraisals)
    - Manager (you supervise at least 1 supervisor)
11. Which specific category of work best describes the work you do? (select one)
- Engineering
- Science
- Mathematics/Statistics
- Computing
- Economics
- Engineering Technician
- Biology Technician
- Electronics Technician
- Physical Science Technician
- Meteorological Technician
- Statistical Assistant
- Personnel
- Finance
- General Administrative
- Management Analysis
- Legal
- General Business
- Accounting
- General Clerical
- Secretary
- Office Automation
- Computer Clerk/Assistant
- Program Assistant
- Other

12. What is your work location/duty station?
- Alaska
- California
- Colorado
- Florida
- Hawaii
- Idaho
- Maryland
- Massachusetts
- Mississippi
- Nevada
- New Jersey
- North Carolina
- Oklahoma
- Oregon
- Tennessee
- Virginia
- Washington
- Washington, DC
- Other

13. How many total years of experience have you had in each of the following employment sectors?

TOTAL years of ALL experience including years of teaching and military service, but EXCLUDING time as a student.

<table>
<thead>
<tr>
<th>Department of Commerce Years:</th>
<th>Civilian Government Years (including DoC years):</th>
<th>Active Duty Military Years:</th>
<th>Private Sector Years:</th>
<th>Total Years of Experience:</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Less than a year</td>
<td>○ Less than a year</td>
<td>○ None</td>
<td>○ None</td>
<td>○ Less than a year</td>
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<tr>
<td>○ 1-2 years</td>
<td>○ 1-2 years</td>
<td>○ Less than a year</td>
<td>○ Less than a year</td>
<td>○ 1-2 years</td>
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<td>○ 3-5 years</td>
<td>○ 3-5 years</td>
<td>○ 1-2 years</td>
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<td>○ 3-5 years</td>
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<td>○ 6-8 years</td>
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<td>○ 3-5 years</td>
<td>○ 6-8 years</td>
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<td>○ 9-10 years</td>
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<td>○ 11-15 years</td>
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<td>○ 9-10 years</td>
<td>○ 9-10 years</td>
<td>○ 11-15 years</td>
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<tr>
<td>○ 16 years or more</td>
<td>○ 16 years or more</td>
<td>○ 11-15 years</td>
<td>○ 11-15 years</td>
<td>○ 16 years or more</td>
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</tbody>
</table>

14. Prior to working for DoC, how many years of experience did you have in your current field?
- Less than a year
- 1-2 years
- 3-5 years
- 6-8 years
- 9-10 years
- 11-15 years
- 16 years or more
15. What is your organizational unit?

**Technology Administration**
- Office of the Under Secretary for Technology
- Office of Technology Policy

**Economics and Statistics Administration**
- Headquarters, Economics and Statistics Administration
- Bureau of Economic Analysis

**Institute for Telecommunication Sciences**
- Institute for Telecommunication Sciences

**National Oceanic and Atmospheric Administration**
- Office of Oceanic and Atmospheric Research
  - Assistant Administrator/Headquarters
  - Environmental Research Laboratory/Headquarters
  - Aeronomy Laboratory
  - Air Resources Laboratory
  - Atlantic Oceanic and Meteorology Laboratory
  - Climate Diagnostic Center
  - Climate Monitoring and Diagnostics Laboratory
  - Environmental Technology Laboratory
  - Forecast Systems Laboratory
  - Geophysical Fluid Dynamics Laboratory
  - Great Lakes Environmental Research Laboratory
  - National Severe Storms Laboratory
  - Pacific Marine Environmental Laboratory
  - Space Environmental Laboratory
- National Environmental Satellite, Data, and Information Service
  - Assistant Administrator/Headquarters
  - Office of Satellite Operations
  - Office of Satellite Data Processing and Distribution
  - Office of Research and Applications
  - Office of Systems Development
  - National Climatic Data Center
  - National Oceanographic Data Center
  - National Geophysical Data Center
  - Wallops Island CDA Station
- National Marine Fisheries Service
  - Headquarters
  - Alaska Region
  - Northeast Region
  - Northwest Region
  - Southeast Region
  - Southwest Region
  - AK Science Center
  - NE Science Center
  - SE Science Center
  - NW Science Center
  - SW Science Center

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**COMPARISON GROUP ONLY**
*(GS/GM, ST/SL-3104, SES)*

16. What is your general category of work?
- Professional
- Administrative
- Technical
- Clerical
- Other

17. What is your pay grade?
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15

18. What is your current step within your pay grade?
- Step 1-4
- Step 5-7
- Step 8-10

19. Are you at the salary ceiling (cap) at step 10 of your grade?
- Yes
- No
- I don't know

**DEMONSTRATION GROUP ONLY**
*(ZA, ZP, ZS, ZT)*

20. What is your general category of work?
- Scientific and Engineering (ZP)
- Scientific and Engineering Technician (ZT)
- Administrative (ZA)
- Support (ZS)

21. What is your pay band?
- Band I
- Band II
- Band III
### CAREER PROGRESSION

**PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither disagree nor agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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<tbody>
<tr>
<td>22. The position description for my job is clear and accurate</td>
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<td>23. The current job classification system at my organization has limited my career progression</td>
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<td>24. The current job classification system at my organization has enhanced my career progression</td>
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<td>25. I am satisfied with my chances of getting a promotion</td>
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<td>26. In my organization, jobs are classified fairly and accurately</td>
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<td>27. All in all, I am satisfied with the position classifications used in my organization</td>
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</table>

### PERFORMANCE APPRAISAL

**PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither disagree nor agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>28. On my job I know exactly what is expected of me</td>
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<td>29. My supervisor gives me adequate information on how well I am performing</td>
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<td>30. I understand the performance appraisal system currently being used</td>
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<td>31. It is important for me to know where I rank among my co-workers</td>
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<td>32. My supervisor tends to <strong>inflate</strong> the performance ratings of the employees he/she supervises</td>
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<td>33. My supervisor tends to <strong>deflate</strong> the performance ratings of the employees he/she supervises</td>
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<td>34. My performance rating represents a fair and accurate picture of my actual performance</td>
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<td>35. My performance appraisal takes into account the most important parts of my job</td>
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<td>36. My supervisor and I agree on what &quot;good performance&quot; on my job means</td>
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<td>37. My supervisor evaluates my performance on things not related to my job</td>
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</tbody>
</table>
38. How often do you receive feedback from your supervisor that helps you to improve your performance?
   - Never  - Rarely  - Sometimes  - Often  - Always

39. What information did you receive about your performance during your last performance review?
   (Mark one circle for each of the following items)
   39a. Did you receive a numerical rating?
       - Yes  - No
   39b. Did you receive an adjective rating?
       - Yes  - No
   39c. Did you receive an explanation/discussion?
       - Yes  - No

40. What was your last performance appraisal rating?

   **COMPARISON GROUP ONLY**
   (check one):
   - Outstanding (460-500 points total)
   - Commendable (380-459 points total)
   - Fully Successful (290-379 total)
   - Marginal (200-289 total)
   - Unacceptable (100-199 total)

   **NOAA Only:**
   - Meets/Exceeds
   - Unsatisfactory

   **DEMONSTRATION GROUP ONLY:**
   - Unsatisfactory
   - Eligible (40-100 points total)

**PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:**

41. Under the present system, financial rewards are seldom related to employee performance
    - Strongly disagree  - Agree  - Neither disagree nor agree  - Disagree  - Strongly disagree

42. I understand how pay raises are given in my organization
    - Strongly disagree  - Agree  - Neither disagree nor agree  - Disagree  - Strongly disagree

43. Pay raises depend on how well you perform
    - Strongly disagree  - Agree  - Neither disagree nor agree  - Disagree  - Strongly disagree

44. I understand how awards are given in my organization
    - Strongly disagree  - Agree  - Neither disagree nor agree  - Disagree  - Strongly disagree

45. Cash awards depend on how well you perform
    - Strongly disagree  - Agree  - Neither disagree nor agree  - Disagree  - Strongly disagree

46. Bonuses for performance are awarded equitably
    - Strongly disagree  - Agree  - Neither disagree nor agree  - Disagree  - Strongly disagree
DEPARTMENT OF COMMERCE DEMONSTRATION PROJECT SURVEY

EMPLOYEE RETENTION

DEMONSTRATION GROUP ONLY

47. Have you received a retention payment since March 1998?
   - Yes → GO TO QUESTION # 48
   - No → GO TO QUESTION # 49

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

48. My retention payment was a strong incentive for me to remain within my unit

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

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

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

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

HIRING/RECRUITMENT

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

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

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

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

56. Were you hired since March 1998?
   - Yes → GO TO QUESTION #57
   - No → GO TO QUESTION #61

57. Have you received a one time recruitment payment since March 1998?
   - Yes → GO TO QUESTION #58
   - No → GO TO QUESTION #59
58. Please indicate the extent to which you agree with the following statement: My one time recruitment payment was instrumental in accepting the job.
   - Strongly disagree
   - Disagree
   - Neither disagree nor agree
   - Agree
   - Strongly agree

59. How do starting salaries for similar positions at other organizations you applied to compare with your starting salary at your current organization?
   - Much less than (less than 90% of) my starting salary
   - Somewhat less than (90% - 95% of) my starting salary
   - About the same as my starting salary
   - Somewhat more than (5% to 10% more than) my starting salary
   - Much more than (more than 10% higher than) my starting salary
   - Don't know

60. About how many weeks did it take from your initial job application to receive a formal job offer from your agency?
   - Less than 2 weeks
   - 3-7 weeks
   - 8-12 weeks
   - 13-16 weeks
   - 17-20 weeks
   - 21 or more weeks

61. Have you been personally involved in recruiting or hiring any permanent employees from outside of your agency during the past year?
   - Yes → GO TO QUESTION #62
   - No → GO TO QUESTION #77

62. Developing hiring strategies
   - To a very great extent
   - To a great extent
   - To some extent
   - To a little extent
   - Not at all

63. Defining selection factors (knowledge, skills, and abilities)
   - To a very great extent
   - To a great extent
   - To some extent
   - To a little extent
   - Not at all

64. Selecting persons hired
   - To a very great extent
   - To a great extent
   - To some extent
   - To a little extent
   - Not at all

65. Please think about the most recent recruiting effort for a permanent employee in your group in which you were personally involved. What was the career path/occupational category of the position? (Mark one only)
   - Scientist Engineer (two-grade interval positions in the physical, engineering, biological, mathematical, computer, and social sciences; and student-trainee positions in these occupations).
   - Scientific/Engineering Technician (one-grade interval technical positions that support scientific, engineering, mathematical, biological, statistical, and computing work; and student-trainee positions in these fields)
   - Administrative (two-grade interval work in fields such as finance, procurement, personnel, librarianship, accounting, public information, and program and management analysis; and student-trainee positions in these fields)
   - Support (one-grade interval positions that provide administrative support in typing, clerical, secretarial, assistant, and similar occupations; and student-trainee positions in these occupations)
66. What was your assessment of the overall capabilities of all the applicants for that position compared to your workforce?
   - Top 1% (world class)
   - Top 10% (outstanding)
   - Top 25% (very good)
   - Average
   - Below average
   - Poor

67. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce?
   - Top 1% (world class)
   - Top 10% (outstanding)
   - Top 25% (very good)
   - Average
   - Below average
   - Poor
   - Too early to tell
   - No one was hired

68. For the most recent hire, how many offers were made before an applicant accepted the job?
   - 1 (The top applicant accepted the job)
   - 2
   - 3
   - 4
   - 5 or more
   - No offer was made

69. How much of your time was involved, in total hours, in this recruiting/hiring process?
   - 0 - 5 hours
   - 6-10 hours
   - 11-15 hours
   - 16-20 hours
   - More than 20 hours

70. For the most recent hire, how much time (in weeks) elapsed from the identification of the job opening to the extension of the firm job offer?
   - 4 or fewer weeks
   - 5-8 weeks
   - 9–16 weeks
   - 17 – 25 weeks
   - More than 25 weeks
   - No offer was made

71. On average, what is the length of time between offering a position and the applicant accepting the position?
   - 1 or fewer weeks
   - 2-4 weeks
   - 5-8 weeks
   - 9 – 16 weeks
   - 17 – 25 weeks
   - More than 25 weeks
   - No offer was made

72. Skills and abilities of the most recent employee I hired were a good match for the job—

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

73. I am satisfied with the processes used to fill vacancies here—

74. My unit uses relevant recruitment sources—

75. Applicants are hired in a timely manner—

76. The current job posting/advertising procedures have resulted in an excellent pool of applicants—
77. What are the factors that make you want to stay in your organization? (Please rank the three most important reasons: 1 = most important; 2 = second most important; 3 = third most important)

___ The work itself
___ The public reputation of this organization
___ Salary
___ Benefits
___ The chance for advancement
___ The people I work with
___ Location
___ Job security
___ Quality of facilities
___ Funding
___ Competence of management
___ No other job offers
___ Treated fairly
___ Convenient work hours

78. What are the factors that would make you want to leave? (Please rank the three most important reasons: 1 = most important; 2 = second most important; 3 = third most important)

___ The work itself
___ The public reputation of this organization
___ Salary
___ Benefits
___ Lack of career advancement
___ The people I work with
___ Location
___ Job security/potential RIF
___ Quality of facilities
___ Funding
___ Lack of competence of management
___ Other job offers
___ Unfair treatment
___ Inconvenient work hours

79. If you were to take a new job outside of this organization, would you do so to gain? (Please rank the three most important reasons: 1 = most important; 2 = second most important; 3 = third most important)

___ More responsibility
___ Better pay
___ Better supervisors
___ More interesting work
___ Better working conditions
___ Better promotional opportunities
___ Career advancement
___ Better geographical location
___ More job security
___ Better benefits
___ More important program
___ More congenial colleagues
___ Reduced administrative and paperwork burdens
___ More convenient work hours

80. If you were looking for another job, how likely is it that you would look:

80a. Inside your agency? ☐ Not at all likely ☐ Somewhat likely ☐ Very likely
80b. In another Federal Agency? ☐ Not at all likely ☐ Somewhat likely ☐ Very likely
80c. Outside the Federal Government? ☐ Not at all likely ☐ Somewhat likely ☐ Very likely

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

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

82. High performers tend to stay with this organization---------------------------------------------

83. Low performers tend to leave this organization-----------------------------------------------
**ORGANIZATIONAL EXCELLENCE AND WORKFORCE DIVERSITY**

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither disagree nor agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>84. My organization recruits, selects, and advances employees on the basis of merit</td>
<td></td>
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<tr>
<td>85. My organization treats employees fairly and equitably</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>86. My organization treats applicants fairly and equitably</td>
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<tr>
<td>87. My organization provides equal pay for equal work</td>
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<td>88. My organization rewards excellent performance</td>
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<td>89. My organization maintains high standards of integrity, conduct and concern for the public interest</td>
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<td>90. My organization manages employees efficiently and effectively</td>
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<td>91. My organization retains or separates employees on the basis of their performance</td>
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<td>92. My organization educates and trains employees when doing so will result in better organizational or individual performance</td>
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<td>93. My organization protects employees from improper political influence</td>
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<tr>
<td>94. My organization protects employees against reprisal for the lawful disclosure of information</td>
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<tr>
<td>95. My organization does not discriminate on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation</td>
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<td>96. My organization does not solicit or consider any personal recommendation or statement not based on personal knowledge or records of performance, ability, aptitude, general qualifications, character, loyalty, or suitability</td>
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<td>97. My organization does not coerce employees’ political activity</td>
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<td>98. My organization does not deceive or obstruct any person with respect to such person’s right to compete for employment</td>
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<td>99. My organization does not influence a person to withdraw from competition</td>
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<td>100. My organization does not grant any preference or advantage not authorized by law, regulation, or rule</td>
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<td>101. People in my organization do not engage in employing or promoting relatives</td>
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<td>102. My organization does not retaliate against whistleblowers, whether they are employees or applicants</td>
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<td>103. My organization does not discriminate based on actions not adversely affecting performance</td>
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PAY SYSTEM

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

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

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

106. My pay is fair considering what other people in my organization are paid

107. Pay progression (the way I move up within my grade/band) is fair

108. Other employers in this area pay more than the government does for the kind of work I am doing

109. Minority employees get paid at competitive levels in my unit

110. I am satisfied with the way management handles pay

111. Management officials are qualified to make pay decisions

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

113. The current pay system encourages team performance

SUMMARY

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

114. I have trust and confidence in my supervisor

115. In general, I am satisfied with my job

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

117. In general, I like working here

118. My organization is able to attract high quality employees

119. Competition for jobs here is fair and open

120. When changes are made at my organization, the employees usually lose out in the end

121. I am in favor of the Demonstration Project
If you are not a supervisor, you are finished with the questionnaire. If you have comments about issues not addressed here, please go to page 16. Thank you for taking the time to complete this survey.

If you supervise one or more individuals (i.e., conduct their performance appraisals), please complete the following questions.

### SUPERVISOR’S SECTION

**PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:**

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

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

124. I have enough authority to influence classification decisions

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

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

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

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

129. Supervisors here feel their ability to manage is restricted by unnecessary personnel rules and regulations

130. I have enough authority to determine my employees’ pay

131. I have enough authority to promote people

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

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

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

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

136. Have you ever encouraged an employee to leave voluntarily during the probation period?
   - Yes
   - No

137. Have you ever officially terminated a new employee during the probation period?
   - Yes
   - No

138. Do you feel the length of time of the probation period is: (mark one only)
   - Too long
   - About right
   - Too short
DEMONSTRATION GROUP ONLY:

139. Please indicate the extent to which you agree with the following statement: It is necessary to have a three-year probation period for ZP employees performing research and development work.

- Strongly disagree
- Disagree
- Neither disagree nor agree
- Agree
- Strongly agree

140. Please indicate the extent to which you agree with the following statement:
The quality of Scientists/Engineers has improved since March 1998.

- Strongly disagree
- Disagree
- Neither disagree nor agree
- Agree
- Strongly agree

PLEASE INDICATE YOUR LEVEL OF SATISFACTION WITH THE COMPETENCE OF NEW EMPLOYEES WHO WERE HIRED SINCE MARCH 1998

DEMONSTRATION GROUP ONLY:

141. How satisfied are you with the following types of NEW employees?

141a. Scientific and Engineering (ZP) .................................................................
141b. Scientific and Engineering Technician (ZT) ...................................................
141c. Administrative (ZA) .....................................................................................
141d. Support (ZS) .............................................................................................

COMPARISON GROUP ONLY:

142. How satisfied are you with the following types of NEW employees?

142a. Professional .................................................................................................
142b. Administrative ...........................................................................................
142c. Technical .....................................................................................................
142d. Clerical ........................................................................................................
142e. Other ...........................................................................................................
143. During the past year, in which of the following aspects of the hiring process did you participate? (mark as many as apply)
- Creating a new position
- Initiating job announcements for the position
- Making out-of-town trips to recruit or interview applicants
- Placing paid advertisements
- Obtaining the proper position classification for a new hire
- Hiring by direct exam
- Offering a one time recruitment bonus

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

144. The servicing personnel office:
- Has a good understanding of my work unit’s operations and mission
- Provides me with valuable services
- Helps me perform my job effectively
- Helps me achieve my mission

145. Overall the quality of personnel services provided by the servicing personnel office is:
- Very poor
- Poor
- Fair
- Good
- Very good
- Don't know

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE WITH THE FOLLOWING STATEMENTS:

146. The current pay system is flexible, easy to use and understandable
147. The current pay system provides a competitive range of entry salaries for managers to use in negotiating with applicants
148. The current pay system gives the ability to raise the pay of good performers, thus improving retention and performance
149. The current pay system requires few classification decisions
150. The current pay system is efficient
Department of Commerce Demonstration Project Survey

COMMENTS: Please use this section if you wish to share impressions not addressed in the questionnaire.

Thank you for your cooperation

Please use the business-reply envelope provided to return this completed survey to:

Booz-Allen & Hamilton Inc.  
Attn: Rose Rice  
8283 Greensboro Dr.  
McLean, VA 22102-3838