

### APPENDIX A-3 Crosswalk of Questions on Baseline and Implementation Surveys

BASELINE SURVEY					IMPLEMENTATION SURVEY				
	Demonstration		Comparison			Demonstration		Comparison	
Total Respondents	1024 *		512 *		Total Respondents	935		503	
Question	#	%	#	%	Question	#	%	#	%
<b>1. What is your gender?</b>					<b>1</b>				
Male	618	61.1%	326	65.5%		560	60.1%	314	63.4%
Female	394	38.9%	172	34.5%		372	39.9%	181	36.6%
<b>2. What is your ethnic identity?</b>					<b>2</b>				
Native American	6	0.6%	3	0.6%		18	2.0%	12	2.5%
Eskimo (Alaska)	1	0.1%	0	0.0%		0	0.0%	0	0.0%
Aleut (Alaska)	0	0.0%	0	0.0%		1	0.1%	0	0.0%
Asian or Pacific Islander	36	3.6%	29	5.9%		35	3.8%	20	4.1%
Black	107	10.7%	21	4.3%		75	8.2%	20	4.1%
White	827	82.4%	423	86.7%		759	83.0%	416	85.4%
Other	27	2.7%	12	2.5%		26	2.8%	19	3.9%
<b>3. Are you of:</b>					<b>3</b>				
Hispanic Origin	38	3.9%	10	2.1%		28	3.2%	20	4.3%
Non-Hispanic Origin	926	96.1%	460	97.9%		847	96.8%	442	95.7%
<b>8. What is your pay category?</b>					<b>5</b>				
GS/GM	1014	100.0%	499	99.8%		67	7.2%	494	99.2%
ST/SL-3104	0	0.0%	1	0.2%		1	0.1%	0	0.0%
SES	0	0%	0	0%		2	0.2%	1	0.2%
Demonstration Project	NA	NA	NA	NA		865	92.5%	3	0.6%
<b>4. What is your highest level of education completed?</b>					<b>7</b>				
Elementary school	1	0.1%	0	0.0%		0	0.0%	0	0.0%
Some high school or technical training	1	0.1%	0	0.0%		2	0.2%	0	0.0%
Graduated from high school or GED	26	2.6%	13	2.6%		17	1.8%	14	2.8%
High school diploma plus technical training or apprenticeship	31	3.1%	14	2.8%		20	2.1%	14	2.8%
Some college	104	10.4%	44	8.9%		122	13.1%	45	9.1%
2 year associate degree	50	5.0%	25	5.1%		53	5.7%	25	5.0%
Graduated from college	228	22.8%	86	17.4%		207	22.2%	84	16.9%
Some graduate school	145	14.5%	64	13.0%		126	13.5%	57	11.5%
Master's degree	277	27.8%	131	26.5%		259	27.8%	136	27.4%
Doctorate degree	135	13.5%	117	23.7%		126	13.5%	122	24.5%
<b>12. What is your supervisory status?</b>					<b>10</b>				
Non-supervisor	726	71.8%	359	72.1%		671	72.1%	337	67.9%
Team leader	128	12.7%	75	15.1%		105	11.3%	79	15.9%
First line supervisor	111	11.0%	47	9.4%		109	11.7%	50	10.1%
Manager	46	4.5%	17	3.4%		46	4.9%	30	6.0%

\* The number of baseline survey respondents reported here differs from the number reported in the "Baseline Survey Report." This reflects the fact that additional surveys were received and entered into the data set given to Booz-Allen after the "Baseline Survey Report" was printed.

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>5. What is your work location/duty station?</b>					<b>12</b>				
Alaska	24	2.4%	30	6.0%	26	2.9%	29	5.9%	
California	27	2.7%	49	9.8%	33	3.7%	43	8.8%	
Colorado	142	14.0%	0	0.0%	116	12.9%	7	1.4%	
Florida	48	4.7%	35	7.0%	44	4.9%	61	12.5%	
Hawaii	8	0.8%	15	3.0%	9	1.0%	19	3.9%	
Idaho	8	0.8%	0	0.0%	12	1.3%	1	0.2%	
Maryland	NA	NA	NA	NA	230	25.5%	9	1.8%	
Massachusetts	42	4.1%	43	8.6%	37	4.1%	36	7.4%	
Mississippi	9	0.9%	18	3.6%	8	0.9%	20	4.1%	
Nevada	7	0.7%	0	0.0%	7	0.8%	2	0.4%	
New Jersey	7	0.7%	51	10.2%	6	0.7%	35	7.2%	
North Carolina	80	7.9%	18	3.6%	69	7.7%	9	1.8%	
Oklahoma	15	1.5%	0	0.0%	20	2.2%	0	0.0%	
Oregon	17	1.7%	11	2.2%	25	2.8%	15	3.1%	
Tennessee	4	0.4%	0	0.0%	2	0.2%	0	0.0%	
Virginia	2	0.2%	18	3.6%	3	0.3%	13	2.7%	
Washington	23	2.3%	123	24.6%	28	3.1%	106	21.7%	
Washington DC area	519	51.2%	18	3.6%	216	24.0%	29	5.9%	
Other	31	3.1%	70	14.0%	10	1.1%	54	11.1%	
<b>7. Prior to working for DoC, how many years of experience did you have in your current field?</b>					<b>14</b>				
Not applicable	314	31.0%	116	23.3%	NA	NA	NA	NA	
Less than one year	NA	NA	NA	NA	322	35.0%	116	23.5%	
1-2 years	127	12.5%	113	22.7%	102	11.1%	76	15.4%	
3-5 years	166	16.4%	97	19.5%	161	17.5%	116	23.5%	
6-8 years	87	8.6%	54	10.8%	94	10.2%	63	12.8%	
9-10 years	76	7.5%	29	5.8%	69	7.5%	31	6.3%	
11-15 years	94	9.3%	36	7.2%	89	9.7%	28	5.7%	
16 years or more	149	14.7%	53	10.6%	84	9.1%	64	13.0%	
<b>9. What is your pay grade?</b>					<b>17</b>				
1	3	0.3%	0	0.0%	NA	NA	0	0.0%	
2	0	0.0%	0	0.0%	NA	NA	1	0.2%	
3	6	0.6%	1	0.2%	NA	NA	1	0.2%	
4	7	0.7%	6	1.2%	NA	NA	5	1.0%	
5	14	1.4%	8	1.6%	NA	NA	16	3.3%	
6	41	4.0%	25	5.0%	NA	NA	18	3.7%	
7	57	5.6%	51	10.2%	NA	NA	39	8.0%	
8	9	0.9%	5	1.0%	NA	NA	7	1.4%	
9	64	6.3%	72	14.5%	NA	NA	49	10.1%	
10	8	0.8%	3	0.6%	NA	NA	4	0.8%	
11	114	11.3%	90	18.1%	NA	NA	103	21.2%	
12	237	23.4%	91	18.3%	NA	NA	90	18.5%	
13	204	20.1%	84	16.9%	NA	NA	66	13.6%	
14	148	14.6%	43	8.6%	NA	NA	49	10.1%	
15	101	10.0%	19	3.8%	NA	NA	38	7.8%	

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>10. What is your current step within your pay grade?</b>					<b>18</b>				
Step 1-4	390	39.2%	194	39.4%	NA	NA	175	36.3%	
Step 5-7	336	33.7%	165	33.5%	NA	NA	167	34.6%	
Step 8-10	270	27.1%	134	27.2%	NA	NA	140	29.0%	
<b>11. Are you at the salary ceiling (cap) at step 10 of your grade?</b>					<b>19</b>				
Yes	163	16.1%	73	14.7%	NA	NA	75	15.5%	
No	819	81.0%	399	80.1%	NA	NA	387	80.0%	
I don't know	29	2.9%	26	5.2%	NA	NA	22	4.5%	
<b>40. The position description for my job is clear and accurate.</b>					<b>22</b>				
Disagree/Strongly disagree	253	25.2%	110	22.3%	193	20.8%	104	20.8%	
Neither agree nor disagree	243	24.2%	107	21.7%	165	17.8%	62	12.4%	
Agree/Strongly agree	509	50.6%	277	56.1%	571	61.5%	333	66.7%	
<b>41. The current job classification system at my organization has limited my career progression.</b>					<b>23</b>				
Disagree/Strongly disagree	405	40.3%	153	30.9%	397	42.6%	188	37.5%	
Neither agree nor disagree	280	27.9%	157	31.7%	257	27.6%	121	24.2%	
Agree/Strongly agree	319	31.8%	185	37.4%	278	29.8%	192	38.3%	
<b>42. I am satisfied with my chances of getting a promotion.</b>					<b>25</b>				
Disagree/Strongly disagree	500	49.6%	272	54.9%	420	45.5%	262	52.5%	
Neither agree nor disagree	242	24.0%	104	21.0%	213	23.1%	85	17.0%	
Agree/Strongly agree	267	26.5%	119	24.0%	290	31.4%	152	30.5%	
<b>43. In my organization, jobs are classified fairly and accurately.</b>					<b>26</b>				
Disagree/Strongly disagree	291	29.2%	194	39.4%	271	29.2%	176	35.4%	
Neither agree nor disagree	404	40.6%	188	38.2%	324	34.9%	169	34.0%	
Agree/Strongly agree	301	30.2%	110	22.4%	333	35.9%	152	30.6%	
<b>44. All in all, I am satisfied with the position classifications used in my organization.</b>					<b>27</b>				
Disagree/Strongly disagree	290	29.1%	187	37.7%	291	31.3%	180	36.1%	
Neither agree nor disagree	324	32.5%	165	33.3%	263	28.3%	133	26.7%	
Agree/Strongly agree	384	38.5%	144	29.0%	376	40.4%	185	37.1%	
<b>31. On my job I know exactly what is expected of me.</b>					<b>28</b>				
Disagree/Strongly disagree	197	19.5%	82	16.7%	191	20.5%	83	16.6%	
Neither agree nor disagree	161	15.9%	82	16.7%	100	10.7%	74	14.8%	
Agree/Strongly agree	652	64.6%	327	66.6%	640	68.7%	342	68.5%	
<b>25. My supervisor gives me adequate information on how well I am performing.</b>					<b>29</b>				
Disagree/Strongly disagree	273	27.1%	127	25.7%	233	25.0%	120	24.0%	
Neither agree nor disagree	177	17.5%	76	15.4%	159	17.0%	88	17.6%	
Agree/Strongly agree	559	55.4%	291	58.9%	541	58.0%	293	58.5%	
<b>35. I understand the performance appraisal system currently being used.</b>					<b>30</b>				
Disagree/Strongly disagree	113	11.2%	104	21.1%	234	25.2%	69	13.8%	
Neither agree nor disagree	153	15.1%	103	20.9%	154	16.6%	83	16.6%	
Agree/Strongly agree	744	73.7%	287	58.1%	540	58.2%	348	69.6%	

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>26. It is important for me to know where I rank among my co-workers.</b>					<b>31</b>				
Disagree/Strongly disagree	282	27.9%	114	23.1%	237	25.5%	134	26.7%	
Neither agree nor disagree	294	29.1%	168	34.0%	227	24.4%	170	33.9%	
Agree/Strongly agree	436	43.1%	212	42.9%	466	50.1%	197	39.3%	
<b>27. My supervisor tends to <u>inflate</u> the performance ratings of the employees he/she supervises.</b>					<b>32</b>				
Disagree/Strongly disagree	532	52.7%	284	57.3%	440	47.4%	224	44.9%	
Neither agree nor disagree	369	36.6%	166	33.5%	394	42.4%	225	45.1%	
Agree/Strongly agree	108	10.7%	46	9.3%	95	10.2%	50	10.0%	
<b>28. My supervisor tends to <u>deflate</u> the performance ratings of the employees he/she supervises.</b>					<b>33</b>				
Disagree/Strongly disagree	463	46.0%	230	46.5%	388	41.7%	222	44.5%	
Neither agree nor disagree	408	40.5%	193	39.0%	422	45.4%	233	46.7%	
Agree/Strongly agree	136	13.5%	72	14.5%	120	12.9%	44	8.8%	
<b>29. My performance rating represents a fair and accurate picture of my actual performance.</b>					<b>34</b>				
Disagree/Strongly disagree	227	22.4%	111	22.5%	213	23.1%	102	20.5%	
Neither agree nor disagree	186	18.4%	94	19.1%	222	24.1%	103	20.7%	
Agree/Strongly agree	599	59.2%	288	58.4%	488	52.9%	293	58.8%	
<b>30. My performance appraisal takes into account the most important parts of my job.</b>					<b>35</b>				
Disagree/Strongly disagree	162	16.2%	85	17.2%	166	17.9%	67	13.4%	
Neither agree nor disagree	151	15.1%	68	13.7%	156	16.8%	92	18.4%	
Agree/Strongly agree	688	68.7%	342	69.1%	607	65.3%	341	68.2%	
<b>32. My supervisor and I agree on what "good performance" on my job means.</b>					<b>36</b>				
Disagree/Strongly disagree	192	19.1%	87	17.6%	167	18.0%	68	13.6%	
Neither agree nor disagree	224	22.3%	109	22.1%	205	22.1%	129	25.9%	
Agree/Strongly agree	588	58.6%	298	60.3%	557	60.0%	302	60.5%	
<b>33. My supervisor evaluates my performance on things not related to my job.</b>					<b>37</b>				
Disagree/Strongly disagree	600	59.6%	289	58.6%	539	58.0%	310	62.0%	
Neither agree nor disagree	245	24.3%	124	25.2%	254	27.3%	132	26.4%	
Agree/Strongly agree	162	16.1%	80	16.2%	137	14.7%	58	11.6%	
<b>34. How often do you receive feedback from your supervisor that helps you to improve your performance?</b>					<b>38</b>				
Never	103	10.2%	41	8.3%	69	7.4%	49	9.8%	
Rarely	277	27.6%	146	29.7%	295	31.8%	147	29.5%	
Sometimes	410	40.8%	179	36.4%	360	38.8%	181	36.3%	
Often	190	18.9%	107	21.7%	180	19.4%	103	20.7%	
Always	25	2.5%	19	3.9%	23	2.5%	18	3.6%	

BASELINE SURVEY						IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison		
	#	%	#	%		#	%	#	%	
<b>45. What information did you receive about your performance during your last performance review?</b>						<b>39</b>				
Numerical Rating	Yes	900	92.1%	423	89.6%	711	80.8%	159	34.0%	
	No	77	7.9%	49	10.4%	169	19.2%	308	66.0%	
Adjective Rating	Yes	732	78.8%	350	78.5%	499	59.9%	316	68.7%	
	No	197	21.2%	96	21.5%	334	40.1%	144	31.3%	
Explanation/Discussion	Yes	NA	NA	NA	NA	713	80.5%	343	72.2%	
	No	NA	NA	NA	NA	173	19.5%	132	27.8%	
<b>15. Under the present system, financial rewards are seldom related to employee performance.</b>						<b>41</b>				
	Disagree/Strongly disagree	454	45.0%	199	40.4%	438	47.7%	217	43.8%	
	Neither agree nor disagree	243	24.1%	111	22.5%	259	28.2%	144	29.1%	
	Agree/Strongly agree	312	30.9%	183	37.1%	221	24.1%	134	27.1%	
<b>22. I understand how pay raises are given in my organization.</b>						<b>42</b>				
	Disagree/Strongly disagree	184	18.3%	130	26.4%	290	31.3%	161	32.6%	
	Neither agree nor disagree	171	17.0%	76	15.4%	172	18.6%	96	19.4%	
	Agree/Strongly agree	651	64.7%	286	58.1%	464	50.1%	237	48.0%	
<b>17. Pay raises depend on how well you perform.</b>						<b>43</b>				
	Disagree/Strongly disagree	391	38.9%	216	44.0%	272	29.4%	192	38.7%	
	Neither agree nor disagree	257	25.6%	110	22.4%	226	24.4%	134	27.0%	
	Agree/Strongly agree	357	35.5%	165	33.6%	428	46.2%	170	34.3%	
<b>23. I understand how awards are given in my organization.</b>						<b>44</b>				
	Disagree/Strongly disagree	250	24.8%	128	26.0%	308	33.3%	149	30.2%	
	Neither agree nor disagree	198	19.7%	97	19.7%	213	23.0%	115	23.3%	
	Agree/Strongly agree	559	55.5%	268	54.4%	405	43.7%	230	46.6%	
<b>18. Cash awards depend on how well you perform.</b>						<b>45</b>				
	Disagree/Strongly disagree	274	27.2%	160	32.5%	255	27.5%	121	24.4%	
	Neither agree nor disagree	218	21.6%	106	21.5%	245	26.5%	143	28.8%	
	Agree/Strongly agree	515	51.1%	227	46.0%	426	46.0%	232	46.8%	
<b>38. Paying a high quality new hire more than other new hires is fair.</b>						<b>55</b>				
	Disagree/Strongly disagree	293	29.0%	171	34.5%	190	20.7%	140	28.8%	
	Neither agree nor disagree	165	16.3%	108	21.8%	199	21.7%	106	21.8%	
	Agree/Strongly agree	553	54.7%	216	43.6%	530	57.7%	240	49.4%	
<b>61. How do starting salaries for similar positions at other organizations you applied to compare with your starting salary at your current organization?</b>						<b>59</b>				
	Much less than	22	6.2%	13	9.1%	11	9.9%	3	5.7%	
	Somewhat less than	28	7.9%	15	10.5%	16	14.4%	6	11.3%	
	About the same	114	32.3%	37	25.9%	32	28.8%	21	39.6%	
	Somewhat more than	45	12.7%	21	14.7%	18	16.2%	5	9.4%	
	Much more than	62	17.6%	28	19.6%	11	9.9%	5	9.4%	
	Don't know	82	23.2%	29	20.3%	23	20.7%	13	24.5%	

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>62. About how many weeks did it take from your initial job application to receive a formal job offer from your agency?</b>					<b>60</b>				
Less than 2 weeks	41	12.8%	25	19.2%	5	4.5%	6	11.8%	
3-7 weeks	100	31.3%	45	34.6%	40	36.0%	18	35.3%	
8-12 weeks	80	25.0%	29	22.3%	36	32.4%	18	35.3%	
13-16 weeks	41	12.8%	7	5.4%	11	9.9%	4	7.8%	
17-20 weeks	19	5.9%	9	6.9%	6	5.4%	2	3.9%	
21 or more weeks	39	12.2%	15	11.5%	13	11.7%	3	5.9%	
<b>63. Have you been personally involved in recruiting or hiring any permanent employees from outside of your agency during the past year?</b>					<b>61</b>				
Yes	195	20.2%	69	14.4%	191	21.0%	80	16.6%	
No	769	79.8%	411	85.6%	719	79.0%	403	83.4%	
<b>68. Please indicate the extent of your involvement in the following aspects of the hiring process.</b>					<b>62,63, &amp; 64</b>				
<b>Development of hiring strategies</b>									
To a very great extent	33	15.8%	14	17.3%	43	21.4%	23	28.0%	
To a great extent	43	20.6%	16	19.8%	52	25.9%	16	19.5%	
To some extent	48	23.0%	19	23.5%	55	27.4%	21	25.6%	
To a little extent	45	21.5%	15	18.5%	27	13.4%	10	12.2%	
Not at all	40	19.1%	17	21.0%	24	11.9%	12	14.6%	
<b>Defining selection factors</b>									
To a very great extent	67	31.9%	22	29.3%	70	34.8%	28	34.1%	
To a great extent	63	30.0%	21	28.0%	66	32.8%	27	32.9%	
To some extent	40	19.0%	20	26.7%	36	17.9%	16	19.5%	
To a little extent	16	7.6%	5	6.7%	19	9.5%	5	6.1%	
Not at all	24	11.4%	7	9.3%	10	5.0%	6	7.3%	
<b>Candidate selection</b>									
To a very great extent	87	41.4%	27	35.5%	82	41.0%	31	37.3%	
To a great extent	70	33.3%	22	28.9%	58	29.0%	24	28.9%	
To some extent	30	14.3%	13	17.1%	29	14.5%	17	20.5%	
To a little extent	10	4.8%	4	5.3%	18	9.0%	7	8.4%	
Not at all	13	6.2%	10	13.2%	13	6.5%	4	4.8%	
<b>64. During the most recent recruiting effort for a permanent employee in your group in which you were personally involved, what was the career path/occupational category of the position?</b>					<b>65</b>				
Scientist/Engineer	139	65.3%	45	58.4%	140	69.3%	53	67.9%	
Scientific/Engineering technician	15	7.0%	19	24.7%	14	6.9%	12	15.4%	
Administrative	39	18.3%	6	7.8%	24	11.9%	8	10.3%	
Support	20	9.4%	7	9.1%	24	11.9%	5	6.4%	

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>66. What was your assessment of the overall capabilities of all the applicants for that position compared to your workforce?</b>					<b>66</b>				
Top 1%	0	0.0%	0	0.0%	1	0.5%	2	2.6%	
Top 10%	17	8.0%	8	10.5%	31	15.3%	12	15.4%	
Top 25%	88	41.3%	23	30.3%	71	35.0%	35	44.9%	
Average	69	32.4%	36	47.4%	75	36.9%	23	29.5%	
Below average	34	16.0%	8	10.5%	23	11.3%	6	7.7%	
Poor	5	2.3%	1	1.3%	2	1.0%	0	0.0%	
Too early to tell	NA	NA	NA	NA	0	0.0%	0	0.0%	
No one was hired	NA	NA	NA	NA	0	0.0%	0	0.0%	
<b>65. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce?</b>					<b>67</b>				
Top 1%	7	3.3%	3	3.9%	5	2.5%	7	8.9%	
Top 10%	59	27.7%	24	31.2%	70	34.5%	25	31.6%	
Top 25%	79	37.1%	28	36.4%	70	34.5%	29	36.7%	
Average	36	16.9%	16	20.8%	32	15.8%	13	16.5%	
Below average	6	2.8%	2	2.6%	10	4.9%	1	1.3%	
Poor	4	1.9%	0	0.0%	1	0.5%	1	1.3%	
Too early to tell	8	3.8%	2	2.6%	9	4.4%	1	1.3%	
No one was hired	14	6.6%	2	2.6%	6	3.0%	2	2.5%	
<b>70. For the most recent hire, how many offers were made before an applicant accepted the job?</b>					<b>68</b>				
1	130	64.4%	56	76.7%	143	73.3%	58	72.5%	
2	30	14.9%	3	4.1%	27	13.8%	13	16.3%	
3	21	10.4%	8	11.0%	8	4.1%	4	5.0%	
4	4	2.0%	1	1.4%	3	1.5%	1	1.3%	
5 or more	3	1.5%	0	0.0%	2	1.0%	0	0.0%	
No offer was made	14	6.9%	5	6.8%	12	6.2%	4	5.0%	
<b>67. How much of your time was involved, in total hours, in this recruiting/hiring process?</b>					<b>69</b>				
0-5 hours	32	15.0%	13	17.3%	33	16.5%	21	26.3%	
6-10 hours	54	25.4%	17	22.7%	45	22.5%	17	21.3%	
11-15 hours	33	15.5%	8	10.7%	42	21.0%	14	17.5%	
16-20 hours	29	13.6%	9	12.0%	23	11.5%	12	15.0%	
More than 20 hours	65	30.5%	28	37.3%	57	28.5%	16	20.0%	
<b>69. For the most recent hire, how much time (in weeks) elapsed from the identification of the job opening to the extension of the firm job offer?</b>					<b>70</b>				
4 or fewer weeks	13	6.1%	4	5.7%	15	7.8%	8	10.1%	
5-8 weeks	39	18.4%	14	20.0%	37	19.2%	12	15.2%	
9-16 weeks	74	34.9%	22	31.4%	70	36.3%	38	48.1%	
17-25 weeks	44	20.8%	11	15.7%	35	18.1%	15	19.0%	
More than 25 weeks	35	16.5%	18	25.7%	28	14.5%	3	3.8%	
No offer was made	7	3.3%	1	1.4%	8	4.1%	3	3.8%	

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>71. Skills and abilities of the most recent employee I hired were a good match for the job.</b>					<b>72</b>				
Disagree/Strongly disagree	9	4.8%	7	10.6%	12	6.1%	5	6.3%	
Neither agree nor disagree	8	4.3%	4	6.1%	23	11.6%	5	6.3%	
Agree/Strongly agree	169	90.9%	55	83.3%	163	82.3%	70	87.5%	
<b>72. I am satisfied with the processes used to fill vacancies here.</b>					<b>73</b>				
Disagree/Strongly disagree	93	45.0%	33	44.6%	80	39.4%	19	23.5%	
Neither agree nor disagree	33	15.9%	13	17.6%	29	14.3%	9	11.1%	
Agree/Strongly agree	81	39.1%	28	37.8%	94	46.3%	53	65.4%	
<b>54. What are the factors that make you want to stay in your organization? *</b>					<b>77</b>				
The work itself	681	67.4%	378	75.1%	613	67.2%	363	73.8%	
The public reputation	120	11.9%	43	8.5%	85	9.3%	36	7.3%	
Salary	397	39.3%	168	33.4%	440	48.2%	171	34.8%	
Benefits	382	37.8%	167	33.2%	257	28.2%	138	28.0%	
The chance for advancement	81	8.0%	38	7.6%	84	9.2%	35	7.1%	
The people I work with	399	39.5%	208	41.4%	287	31.5%	153	31.1%	
Location	393	38.9%	266	52.9%	267	29.3%	207	42.1%	
Job security	373	36.9%	205	40.8%	317	34.8%	187	38.0%	
Quality of facilities and/or funding	35	3.5%	47	9.3%	NA	NA	NA	NA	
Quality of facilities	NA	NA	NA	NA	21	2.3%	17	3.5%	
Funding	NA	NA	NA	NA	9	1.0%	8	1.6%	
Competence of management	44	4.4%	21	4.2%	38	4.2%	11	2.2%	
No other job offers	121	12.0%	73	14.5%	88	9.6%	31	6.3%	
Treated fairly	78	7.7%	44	8.7%	46	5.0%	24	4.9%	
Convenient work hours	NA	NA	NA	NA	166	18.2%	84	17.1%	

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

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>55. What are the factors that would make you want to leave? *</b>					<b>78</b>				
The work itself	228	22.7%	102	20.4%	215	23.8%	100	20.6%	
The public reputation	51	5.1%	51	10.2%	41	4.5%	30	6.2%	
Salary	358	35.6%	193	38.6%	268	29.7%	164	33.8%	
Benefits	57	5.7%	51	10.2%	52	5.8%	29	6.0%	
Lack of career advancement	523	52.0%	288	57.6%	404	44.7%	240	49.5%	
The people I work with	135	13.4%	74	14.8%	127	14.1%	65	13.4%	
Location	198	19.7%	79	15.8%	155	17.2%	67	13.8%	
Job security/Potential RIF	194	19.3%	105	21.0%	153	16.9%	89	18.4%	
Quality of facilities and/or funding	151	15.0%	117	23.4%	NA	NA	NA	NA	
Quality of facilities	NA	NA	NA	NA	83	9.2%	37	7.6%	
Funding	NA	NA	NA	NA	107	11.8%	86	17.7%	
Lack of competence of management	424	42.2%	239	47.8%	371	41.1%	196	40.4%	
Other job offers	376	37.4%	165	33.0%	296	32.8%	141	29.1%	
Unfair treatment	358	35.6%	150	30.0%	320	35.4%	149	30.7%	
Inconvenient hours	NA	NA	NA	NA	80	8.9%	33	6.8%	
<b>56. If you were to take a new job outside of this organization, would you do so to gain:*</b>					<b>79</b>				
More responsibility	209	20.9%	100	20.0%	154	17.0%	81	16.6%	
Better pay	684	68.5%	320	63.9%	557	61.5%	304	62.3%	
Better supervisors	169	16.9%	90	18.0%	148	16.3%	78	16.0%	
More interesting work	414	41.4%	171	34.1%	408	45.0%	183	37.5%	
Better working conditions	116	11.6%	76	15.2%	86	9.5%	48	9.8%	
Better promotional opportunities	346	34.6%	197	39.3%	273	30.1%	169	34.6%	
Career advancement	408	40.8%	210	41.9%	349	38.5%	203	41.6%	
Better geographic location	242	24.2%	112	22.4%	239	26.4%	93	19.1%	
More job security	69	6.9%	38	7.6%	61	6.7%	33	6.8%	
Better benefits	99	9.9%	63	12.6%	101	11.1%	65	13.3%	
More important program	79	7.9%	61	12.2%	94	10.4%	62	12.7%	
More convenient office hours	47	4.7%	25	5.0%	64	7.1%	29	5.9%	
More congenial colleagues	46	4.6%	33	6.6%	40	4.4%	31	6.4%	
Reduced admin. & paperwork burdens	146	14.6%	78	15.6%	111	12.3%	68	13.9%	

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

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>60. If you were looking for another job, how likely is it that you would look:</b>					<b>80</b>				
<b>Inside your agency</b>									
(1) Not at all likely	211	21.1%	92	18.7%	222	24.2%	97	19.9%	
(2)	116	11.6%	70	14.3%	NA	NA	NA	NA	
(3) Somewhat likely	312	31.1%	145	29.5%	341	37.2%	193	39.5%	
(4)	148	14.8%	86	17.5%	NA	NA	NA	NA	
(5) Very likely	215	21.5%	98	20.0%	354	38.6%	198	40.6%	
<b>In another Federal agency</b>									
(1) Not at all likely	83	8.3%	52	10.5%	106	11.5%	62	12.6%	
(2)	90	9.0%	62	12.6%	NA	NA	NA	NA	
(3) Somewhat likely	286	28.7%	184	37.2%	391	42.6%	234	47.5%	
(4)	203	20.3%	85	17.2%	NA	NA	NA	NA	
(5) Very likely	336	33.7%	111	22.5%	421	45.9%	197	40.0%	
<b>Outside the Federal government</b>									
(1) Not at all likely	221	22.1%	61	12.4%	264	28.8%	94	19.3%	
(2)	152	15.2%	42	8.5%	NA	NA	NA	NA	
(3) Somewhat likely	236	23.6%	122	24.8%	348	38.0%	192	39.4%	
(4)	152	15.2%	105	21.3%	NA	NA	NA	NA	
(5) Very likely	239	23.9%	162	32.9%	304	33.2%	201	41.3%	
<b>57. During the next year, I will probably look for a new job outside of this organization.</b>					<b>81</b>				
Disagree/Strongly disagree	497	49.3%	285	57.2%	494	53.3%	305	61.1%	
Neither agree nor disagree	218	21.6%	88	17.7%	158	17.0%	68	13.6%	
Agree/Strongly agree	294	29.1%	125	25.1%	275	29.7%	126	25.3%	
<b>58. High performers tend to stay with this organization.</b>					<b>82</b>				
Disagree/Strongly disagree	337	33.3%	153	30.6%	295	31.9%	141	28.3%	
Neither agree nor disagree	372	36.8%	168	33.6%	325	35.1%	173	34.7%	
Agree/Strongly agree	302	29.9%	179	35.8%	306	33.0%	185	37.1%	
<b>59. Low performers tend to leave this organization.</b>					<b>83</b>				
Disagree/Strongly disagree	565	56.2%	277	55.8%	507	54.8%	299	59.9%	
Neither agree nor disagree	350	34.8%	159	32.1%	333	36.0%	154	30.9%	
Agree/Strongly agree	91	9.0%	60	12.1%	85	9.2%	46	9.2%	
<b>21. All in all, I am satisfied with my pay.</b>					<b>104</b>				
Disagree/Strongly disagree	357	35.4%	190	38.5%	320	34.3%	217	43.4%	
Neither agree nor disagree	180	17.9%	104	21.1%	124	13.3%	74	14.8%	
Agree/Strongly agree	471	46.7%	200	40.5%	488	52.4%	209	41.8%	
<b>16. Differences in pay at my organization represent real differences in level of responsibility and job difficulty.</b>					<b>105</b>				
Disagree/Strongly disagree	451	44.9%	220	44.7%	436	47.0%	249	49.8%	
Neither agree nor disagree	199	19.8%	94	19.1%	226	24.4%	110	22.0%	
Agree/Strongly agree	354	35.3%	178	36.2%	266	28.7%	141	28.2%	
<b>19. My pay is fair considering what other people in my organization are paid.</b>					<b>106</b>				
Disagree/Strongly disagree	352	35.0%	183	37.0%	333	35.8%	192	38.5%	
Neither agree nor disagree	201	20.0%	91	18.4%	223	24.0%	116	23.2%	
Agree/Strongly agree	454	45.1%	221	44.6%	375	40.3%	191	38.3%	

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>39. Pay progression (the way I move up within my grade/band) is fair.</b>					<b>107</b>				
Disagree/Strongly disagree	282	28.0%	163	32.7%	323	34.7%	159	32.0%	
Neither agree nor disagree	263	26.1%	134	26.9%	248	26.6%	131	26.4%	
Agree/Strongly agree	461	45.8%	201	40.4%	361	38.7%	207	41.6%	
<b>20. Other employers in this area pay more than the government does for the kind of work I am doing.</b>					<b>108</b>				
Disagree/Strongly disagree	115	11.4%	62	12.6%	117	12.6%	53	10.6%	
Neither agree nor disagree	358	35.6%	143	28.9%	327	35.3%	168	33.7%	
Agree/Strongly agree	533	53.0%	289	58.5%	482	52.1%	277	55.6%	
<b>24. I am satisfied with the way management handles pay.</b>					<b>110</b>				
Disagree/Strongly disagree	408	40.8%	227	46.0%	372	40.0%	184	36.9%	
Neither agree nor disagree	294	29.4%	143	28.9%	252	27.1%	157	31.5%	
Agree/Strongly agree	299	29.9%	124	25.1%	305	32.8%	157	31.5%	
<b>46. I have trust and confidence in my supervisor.</b>					<b>114</b>				
Disagree/Strongly disagree	225	22.2%	113	22.7%	223	24.0%	107	21.4%	
Neither agree nor disagree	193	19.1%	86	17.3%	164	17.6%	86	17.2%	
Agree/Strongly agree	594	58.7%	299	60.0%	543	58.4%	306	61.3%	
<b>47. In general, I am satisfied with my job.</b>					<b>115</b>				
Disagree/Strongly disagree	154	15.2%	73	14.7%	165	17.7%	85	17.0%	
Neither agree nor disagree	148	14.6%	64	12.9%	133	14.3%	66	13.2%	
Agree/Strongly agree	710	70.2%	360	72.4%	632	68.0%	350	69.9%	
<b>48. My job is a good match for my skills and training.</b>					<b>116</b>				
Disagree/Strongly disagree	154	15.2%	80	16.1%	133	14.3%	74	14.9%	
Neither agree nor disagree	121	12.0%	53	10.6%	102	11.0%	54	10.9%	
Agree/Strongly agree	736	72.8%	365	73.3%	693	74.7%	369	74.2%	
<b>49. In general, I like working here.</b>					<b>117</b>				
Disagree/Strongly disagree	91	9.0%	38	7.7%	97	10.4%	48	9.6%	
Neither agree nor disagree	141	14.0%	68	13.7%	128	13.8%	52	10.4%	
Agree/Strongly agree	777	77.0%	389	78.6%	705	75.8%	399	80.0%	
<b>50. My organization is able to attract high quality employees.</b>					<b>118</b>				
Disagree/Strongly disagree	240	23.8%	125	25.1%	192	20.7%	98	19.6%	
Neither agree nor disagree	311	30.8%	140	28.1%	283	30.5%	132	26.4%	
Agree/Strongly agree	458	45.4%	234	46.9%	454	48.9%	270	54.0%	
<b>51. Competition for jobs here is fair and open.</b>					<b>119</b>				
Disagree/Strongly disagree	312	31.0%	171	34.4%	202	21.8%	126	25.2%	
Neither agree nor disagree	312	31.0%	171	34.4%	266	28.7%	139	27.8%	
Agree/Strongly agree	384	38.1%	155	31.2%	458	49.5%	235	47.0%	
<b>52. When changes are made at my organization, the employees usually lose out in the end.</b>					<b>120</b>				
Disagree/Strongly disagree	323	32.0%	123	24.8%	278	30.0%	137	27.6%	
Neither agree nor disagree	406	40.2%	197	39.7%	387	41.7%	220	44.3%	
Agree/Strongly agree	280	27.8%	176	35.5%	262	28.3%	140	28.2%	
<b>53. I am in favor of the Demonstration Project.</b>					<b>121</b>				
Disagree/Strongly disagree	264	26.2%	61	12.6%	294	31.7%	84	17.0%	
Neither agree nor disagree	375	37.2%	306	63.0%	277	29.8%	301	60.8%	
Agree/Strongly agree	368	36.5%	119	24.5%	357	38.5%	110	22.2%	

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>79. The performance appraisal system allows me to identify good and poor performers. (Asked of supervisors/managers only)</b>					<b>122</b>				
Disagree/Strongly disagree	33	17.6%	33	34.4%	13	8.8%	28	38.9%	
Neither agree nor disagree	29	15.5%	19	19.8%	10	6.8%	12	16.7%	
Agree/Strongly agree	125	66.8%	44	45.8%	124	84.4%	32	44.4%	
<b>80. The performance appraisal system is easy for me as a supervisor to use. (Asked of supervisors/managers only)</b>					<b>123</b>				
Disagree/Strongly disagree	58	33.1%	20	22.2%	52	35.4%	12	16.7%	
Neither agree nor disagree	38	21.7%	22	24.4%	38	25.9%	6	8.3%	
Agree/Strongly agree	79	45.1%	48	53.3%	57	38.8%	54	75.0%	
<b>81. I have enough authority to influence classification decisions. (Asked of supervisors/managers only)</b>					<b>124</b>				
Disagree/Strongly disagree	56	32.4%	24	27.6%	23	15.6%	18	25.0%	
Neither agree nor disagree	43	24.9%	18	20.7%	34	23.1%	20	27.8%	
Agree/Strongly agree	74	42.8%	45	51.7%	90	61.2%	34	47.2%	
<b>86. Getting a position description approved tends to be an adversarial process. (Asked of supervisors/managers only)</b>					<b>125</b>				
Disagree/Strongly disagree	76	43.7%	38	43.7%	84	57.1%	39	54.2%	
Neither agree nor disagree	66	37.9%	28	32.2%	51	34.7%	17	23.6%	
Agree/Strongly agree	32	18.4%	21	24.1%	12	8.2%	16	22.2%	
<b>87. I have to devote too much time to position classification. (Asked of supervisors/managers only)</b>					<b>126</b>				
Disagree/Strongly disagree	77	44.5%	44	51.2%	78	53.1%	30	42.3%	
Neither agree nor disagree	63	36.4%	27	31.4%	49	33.3%	29	40.8%	
Agree/Strongly agree	33	19.1%	15	17.4%	20	13.6%	12	16.9%	
<b>91. It takes too long to get classification decisions made in my organization. (Asked of supervisors/managers only)</b>					<b>127</b>				
Disagree/Strongly disagree	29	17.1%	20	23.3%	70	47.6%	30	41.7%	
Neither agree nor disagree	79	46.5%	28	32.6%	59	40.1%	28	38.9%	
Agree/Strongly agree	62	36.5%	38	44.2%	18	12.2%	14	19.4%	
<b>88. Supervisors here feel their ability to manage is restricted by unnecessary personnel rules and regulations. (Asked of supervisors/managers only)</b>					<b>129</b>				
Disagree/Strongly disagree	33	19.2%	19	22.4%	53	36.8%	22	30.6%	
Neither agree nor disagree	49	28.5%	25	29.4%	41	28.5%	23	31.9%	
Agree/Strongly agree	90	52.3%	41	48.2%	50	34.7%	27	37.5%	
<b>82. I have enough authority to determine my employees' pay. (Asked of supervisors/managers only)</b>					<b>130</b>				
Disagree/Strongly disagree	93	53.8%	49	56.3%	57	38.8%	37	51.4%	
Neither agree nor disagree	34	19.7%	20	23.0%	18	12.2%	15	20.8%	
Agree/Strongly agree	46	26.6%	18	20.7%	72	49.0%	20	27.8%	
<b>84. I have enough authority to promote people. (Asked of supervisors/managers only)</b>					<b>131</b>				
Disagree/Strongly disagree	58	33.3%	31	36.0%	50	34.0%	26	36.6%	
Neither agree nor disagree	29	16.7%	18	20.9%	24	16.3%	9	12.7%	
Agree/Strongly agree	87	50.0%	37	43.0%	73	49.7%	36	50.7%	

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>83. I have enough authority to hire people whenever I need them. (Asked of supervisors/managers only)</b>					<b>132</b>				
Disagree/Strongly disagree	68	39.5%	46	54.1%	83	56.5%	52	74.3%	
Neither agree nor disagree	35	20.3%	17	20.0%	30	20.4%	8	11.4%	
Agree/Strongly agree	69	40.1%	22	25.9%	34	23.1%	10	14.3%	
<b>89. It takes too long to get hiring decisions made in my organization. (Asked of supervisors/managers only)</b>					<b>133</b>				
Disagree/Strongly disagree	19	11.0%	12	14.1%	36	24.7%	10	13.9%	
Neither agree nor disagree	41	23.7%	16	18.8%	36	24.7%	14	19.4%	
Agree/Strongly agree	113	65.3%	57	67.1%	74	50.7%	48	66.7%	
<b>90. It takes too long to process the paperwork needed to fill vacancies here. (Asked of supervisors/managers only)</b>					<b>134</b>				
Disagree/Strongly disagree	21	12.3%	13	15.1%	35	24.0%	18	25.4%	
Neither agree nor disagree	29	17.0%	15	17.4%	39	26.7%	25	35.2%	
Agree/Strongly agree	121	70.8%	58	67.4%	72	49.3%	28	39.4%	
<b>85. I have enough authority to remove people from their jobs if they perform poorly. (Asked of supervisors/managers only)</b>					<b>135</b>				
Disagree/Strongly disagree	116	67.4%	59	68.6%	85	58.2%	50	69.4%	
Neither agree nor disagree	29	16.9%	12	14.0%	27	18.5%	13	18.1%	
Agree/Strongly agree	27	15.7%	15	17.4%	34	23.3%	9	12.5%	
<b>93. Have you ever encouraged an employee to leave voluntarily during the probation period? (Asked of supervisors/managers only)</b>					<b>136</b>				
Yes	25	14.2%	14	15.9%	20	13.6%	7	9.9%	
No	151	85.8%	74	84.1%	127	86.4%	64	90.1%	
<b>94. Have you ever officially terminated a new employee during the probation period? (Asked of supervisors/managers only)</b>					<b>137</b>				
Yes	21	12.2%	14	16.1%	16	10.9%	9	12.7%	
No	151	87.8%	73	83.9%	131	89.1%	62	87.3%	
<b>95. Do you feel the length of time of the probation period is: (Asked of supervisors/managers only)</b>					<b>138</b>				
Too long	12	7.2%	2	2.4%	5	3.5%	2	2.9%	
About right	107	64.1%	53	63.1%	100	69.9%	43	63.2%	
Too short	48	28.7%	29	34.5%	38	26.6%	23	33.8%	
<b>92. It is necessary to have a three-year probation period for ZP employees performing research and development work. (Asked of supervisors/managers only)</b>					<b>139</b>				
Disagree/Strongly disagree	29	17.0%	21	25.0%	40	27.2%	NA	NA	
Neither agree nor disagree	69	40.4%	23	27.4%	51	34.7%	NA	NA	
Agree/Strongly agree	73	42.7%	40	47.6%	56	38.1%	NA	NA	

BASELINE SURVEY					IMPLEMENTATION SURVEY				
Question	Demonstration		Comparison		Question	Demonstration		Comparison	
	#	%	#	%		#	%	#	%
<b>97. During the past year, in which of the following aspects of the hiring process did you participate? (Asked of supervisors/managers only) *</b>					<b>143</b>				
Creating a new position	102	77.3%	47	61.0%	86	76.8%	40	80.0%	
Initiating job announcements for the position	106	80.3%	47	61.0%	94	83.9%	39	78.0%	
Making out of town trips	8	6.1%	4	5.2%	6	5.4%	2	4.0%	
Placing paid advertisements	24	18.2%	16	20.8%	19	17.0%	10	20.0%	
Obtaining the proper position classification for a new title	99	75.0%	47	61.0%	77	68.8%	29	58.0%	
Hiring by direct exam	NA	NA	NA	NA	6	5.4%	5	10.0%	
Offering a one time recruitment bonus	NA	NA	NA	NA	8	7.1%	2	4.0%	
<b>98. Overall the quality of personnel services provided by the servicing personnel office is: (Asked of supervisors/managers only)</b>					<b>145</b>				
Very good	23	12.4%	7	7.3%	45	31.7%	22	31.4%	
Good	69	37.3%	39	40.6%	41	28.9%	17	24.3%	
Fair	48	25.9%	26	27.1%	35	24.6%	18	25.7%	
Poor	22	11.9%	8	8.3%	13	9.2%	8	11.4%	
Very poor	19	10.3%	8	8.3%	4	2.8%	1	1.4%	
Don't know	4	2.2%	8	8.3%	4	2.8%	4	5.7%	

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