APPENDIX C-1

YEAR SEVEN SURVEY
Year Seven Survey – Demonstration Group version

Background Information

1. What is your gender?
   - Male
   - Female

2. What is your race/national origin? (Check all that apply)
   - American Indian or Alaska Native
   - Asian
   - Black or African American
   - Native Hawaiian or Other Pacific Islander
   - White
   - Other

3. Are you:
   - Of Hispanic or Latino origin
   - Not of Hispanic or Latino origin

4. What is your pay category?
   - GS/GM
   - ST/SL
   - SES
   - Demo Project Career Paths (e.g., ZA, ZP, ZS, and ZT)
3. Are you:
   - Of Hispanic or Latino origin
   - Not of Hispanic or Latino origin

4. What is your pay category?
   - GS/GM
   - ST/SL
   - SES
   - Demo Project Career Paths (e.g., ZA, ZP, ZS, and ZT)

5. Which statement best describes your participation in the Demo Project?
   - Between March 1998 and September 2003, I entered the Demo Project as a Demonstration Group participant. Today, I remain in this group.
   - Between March 1998 and September 2003, I entered the Demo Project as a Comparison Group participant. Today, I remain in this group.
   - Between October 2003 and March 2005, I entered the Demo Project as a Demonstration Group participant.
   - Between October 2003 and March 2005, I entered the Demo Project as a Comparison Group participant.
   - Between March 1998 and September 2003, I entered the Demo Project as a Comparison Group participant. However, in October 2003, I became a Demonstration Group participant.
   - None of these statements describe my participation in the Demo Project.

6. To what age category do you belong?
   - Select One

7. What is your highest level of education completed?
   - Select One
   - Percent Complete: 3%

Background Information

8. Are you receiving veteran's 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?
    - Select One

Technology Administration:
   - Office of the Under Secretary
   - Office of Technology Policy

Economics and Statistics Administration:
   - Bureau of Economic Analysis
   - Economics and Statistics Administration

National Telecommunications and Information Administration:
   - Institute for Telecommunication Sciences

Office of the Chief Financial Officer and Assistant Secretary for Administration:
   - Office of Security
   - Office of Management and Organization
   - Office of Financial Management
Office of the Chief Financial Officer and Assistant Secretary for Administration:
- Office of Security
- Office of Management and Organization
- Office of Financial Management
- Office of Human Resources Management
- Office of Administrative Services
- Office of Acquisition Management

National Oceanic and Atmospheric Administration:
- Program Planning and Integration
- National Ocean Service
  - National Marine Fisheries Service:
    - Headquarters
    - Alaska Region
    - Pacific Island Region
    - Northwest Region
    - Northeast Region
    - Southeast Region
    - Southwest Region
    - AK Science Center
    - NE Science Center
    - SB Science Center
    - NW Science Center
    - SW Science Center
    - Pacific Island Science Center

Office of Oceanic and Atmospheric Research:
- Office of Assistant Administrator, O&A Research
- Office of Scientific Support
- Science Advisory Board Staff
- Research and Technology Applications Staff
- Office of Management and Information
- Equal Employment Office
- Information Management Division
- Budget and External Affairs Division
- Field Services Division
- Field Operations Team
- Ocean Exploration Program
- Climate Observations and Services Program
- Astronomy Laboratory
- Air Resources Laboratory
- Atlantic Oceanographic And Meteorological Laboratory
- Geophysical Fluid Dynamics Laboratory
- Great Lakes Environmental Research Laboratory
- National Severe Storms Laboratory
- Pacific Marine Environmental Laboratory
- Space Environmental Center
- Environmental Technology Laboratory
- Forecast Systems Laboratory
- Climate Monitoring And Diagnostics Laboratory
- Climate Diagnostics Center
- NMDA Undersea Research Program
12. What is your work location/duty station?

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

Background Information

14. What is your general category of work?
15. What is your pay grade?
16. Are you at the salary ceiling (cap) at step 10 of your grade?
17. Question not required.
18. Question not required.
19. Question not required.
Career Progression

Please indicate the extent to which you agree with the following statements...

20. The position description for my job is clear and accurate.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

21. Jobs are classified fairly and accurately in my organization.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

22. I am satisfied with my chances of getting a promotion.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

23. The current job classification system has enhanced my career progression.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

24. All in all, I am satisfied with the position classifications used in my organization.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

Please indicate the extent to which you agree with the following statements...

25. On my job I know exactly what is expected of me.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

26. My supervisor gives me adequate information on how well I am performing.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

27. I understand the performance appraisal system currently being used.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

29. My performance appraisal takes into account the most important parts of my job.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

30. My supervisor and I agree on what "good performance" on my job means.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

31. My supervisor evaluates my performance on things not related to my job.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

32. Throughout the year, how often do you receive informal feedback (aside from at a mid-year or annual review) from your supervisor that helps you to improve your performance?
   - Never
   - Rarely
   - Sometimes
   - Often
   - Continually

Percent Complete: 17%
Performance Appraisal

33. The quality of the feedback that I receive from my supervisor is good.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

34. What was your last performance appraisal rating?
   - Meets or Exceeds
   - Does Not Meet Expectations or Unsatisfactory

Please indicate the extent to which you agree with the following statements...

35. At my last performance appraisal, I was given an explanation about the reasons for my performance rating/score.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

36. My supervisor tends to inflate the performance ratings of the employees he/she supervises.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

37. My supervisor tends to deflate the performance ratings of the employees he/she supervises.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

Percent Complete: 13%

---

Performance Appraisal

Please indicate the extent to which you agree with the following statements...

39. I understand how pay raises are given in my organization.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

39. Pay raises depend on how well you perform.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

40. I understand how cash awards are given in my organization.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

41. Cash awards depend on how well you perform.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

42. Question not required.

43. Question not required.

44. Question not required.

45. Cash awards are distributed fairly within my operating unit.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

Percent Complete: 21%

Next Page →
46. All in all, I am satisfied with my pay.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

47. Differences in pay at my organization represent real differences in level of responsibility and job difficulty.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

48. Pay progression (the way I move up within my grade/band) is reflective of my performance.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

49. Other employers in this area pay more than the government does for the kind of work I am doing.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

50. In my operating unit, minority employees get similar pay to non-minority employees doing equivalent work.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

51. I am satisfied with the way management handles pay.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

52. Management officials are qualified to make pay decisions.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

53. The current pay system has resulted in improved supervisor performance.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

54. The current pay system encourages team performance.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

Percent Complete: 24%

Next Page

Hiring/Recruitment

55. Giving a one time recruitment bonus to attract a high quality employee is fair.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

56. Paying a high quality new hire more than other new hires is fair.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

57. Were you hired: [Select an option]
   Percent Complete: 27%

Next Page
Department of Commerce Personnel Management Demonstration Project

Year Seven Final Report -- Appendix C-1

Hiring/Recruitment

58. Question not required.
59. Question not required.
60. Question not required.
61. Question not required.

Percent Complete: 30%

62. 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
- Rarely
- Sometimes
- Often
- Always

Percent Complete: 33%
Hiring/Recruitment

Q63. 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?

Q64. What was your assessment of the overall capabilities of the person hired compared to the rest of your workforce?

Percent Complete: 39%

Hiring/Recruitment

Please indicate the extent to which you agree with the following statements...

Q65. Skills and abilities of the most recent employee I hired were a good match for the job.

Q66. I am satisfied with the processes used to fill vacancies here.

Q67. Recruitment procedures allow for the opportunity to hire good minority applicants.

Q68. Applicants are hired in a timely manner.

Q69. My operating unit uses relevant recruitment sources.

Q70. The current job posting/advertising procedures have resulted in an excellent pool of applicants.

Percent Complete: 39%
Employee Retention

Please indicate the extent to which you agree with the following statements...

71. Current efforts toward employee retention have produced a higher quality, higher performing workforce.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

72. Current efforts toward employee retention have enabled managers to retain good minority employees.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

73. Current efforts toward employee retention help minority employees get paid at competitive levels.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

74. Giving a retention payment (extra money to keep an employee with critical skills from leaving) is fair.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don’t Know - Not Applicable

Percent Complete: 42%

Employee Turnover

75. 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
   - Job security

76. 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
   - The chance for advancement
   - The people I work with
   - Job security

Percent Complete: 43%
Please indicate the extent to which you agree with the following statements...

77. If you were looking for another job, where would you primarily focus your job search?
   a. Inside your agency?
      - Not at all likely
      - Somewhat likely
      - Very likely
   b. In another Federal Agency?
      - Not at all likely
      - Somewhat likely
      - Very likely
   c. Outside the Federal Government?
      - Not at all likely
      - Somewhat likely
      - Very likely

78. During the next year, I will probably look for a new job outside of this organization.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable
   Percent Complete: 48%

Organizational Excellence and Workforce Diversity

Please indicate the extent to which you agree with the following statements...

79. My organization recruits, selects, and advances employees on the basis of merit.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

80. 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
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

81. My organization provides equal pay for equal work.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

82. My organization rewards excellent performance.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

83. My organization maintains high standards of integrity, conduct, and concern for the public interest.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

Percent Complete: 51%
Organizational Excellence and Workforce Diversity

Please indicate the extent to which you agree with the following statements...

84. My organization deals effectively with poor performers.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

85. My organization provides training to employees when doing so will result in better organizational or individual performance.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

86. My organization protects employees from improper political influence.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

87. My agency protects employees against reprisal for the lawful disclosure of information in whistle blower situations.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

88. My organization does not solicit or consider improper employment recommendations.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

Percent Complete: 54%

---

Organizational Excellence and Workforce Diversity

Please indicate the extent to which you agree with the following statements...

89. My agency does not obstruct any person's right to compete for, or withdraw from, employment.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

90. My organization does not grant any preference unless authorized by law, regulation, or rule.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

91. People in my organization engage in employing or promoting their own relatives.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

92. My organization unlawfully discriminates for off-duty conduct.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

Percent Complete: 57%
Summary

Please indicate the extent to which you agree with the following statements...

93. In general, I am satisfied with my job.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

94. I trust my supervisor.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

95. My job is a good match for my skills and training.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

96. In general, I like working here.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

97. My organization is able to attract high quality employees.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

98. Competition for jobs here is fair and open.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

99. When changes are made at my organization, the employees usually lose out in the end.
   - Strongly Disagree
   - Disagree
   - Neither Agree nor Disagree
   - Agree
   - Strongly Agree
   - Don't Know - Not Applicable

100. I am in favor of the Demonstration Project.
     - Strongly Disagree
     - Disagree
     - Neither Agree nor Disagree
     - Agree
     - Strongly Agree
     - Don't Know - Not Applicable

Percent Complete: 60%

Next Page ->

Supervisor's Section

Please indicate the extent to which you agree with the following statements...

101. The performance appraisal system allows me to identify good and poor performers.
     - Strongly Disagree
     - Disagree
     - Neither Agree nor Disagree
     - Agree
     - Strongly Agree
     - Don't Know - Not Applicable

102. The performance appraisal system is easy for me as a supervisor to use.
     - Strongly Disagree
     - Disagree
     - Neither Agree nor Disagree
     - Agree
     - Strongly Agree
     - Don't Know - Not Applicable

103. I have met with other supervisors and/or my pay pool manager to ensure consistency in performance ratings.
     - Strongly Disagree
     - Disagree
     - Neither Agree nor Disagree
     - Agree
     - Strongly Agree
     - Don't Know - Not Applicable

104. I have enough authority to influence classification decisions.
     - Strongly Disagree
     - Disagree
     - Neither Agree nor Disagree
     - Agree
     - Strongly Agree
     - Don't Know - Not Applicable

105. Getting a position description approved tends to be an adversarial process.
     - Strongly Disagree
     - Disagree
     - Neither Agree nor Disagree
     - Agree
     - Strongly Agree
     - Don't Know - Not Applicable

106. I have to devote too much time to position classification.
     - Strongly Disagree
     - Disagree
     - Neither Agree nor Disagree
     - Agree
     - Strongly Agree
     - Don't Know - Not Applicable

Percent Complete: 63%

Next Page ->
107. It takes too long to get classification decisions made in my organization.

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

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

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

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

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

113. I have enough authority to promote people.

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

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

116. The current pay system is flexible.

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

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

119. The current pay system has positively affected my ability to retain employees.
Supervisor's Section

120. While at DoC, have you ever officially terminated a new employee during the one-year probation period?
   - Yes
   - No

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

122. Do you feel the length of time of the one-year probation period is:
   - Too Long
   - About Right
   - Too Short

Percent Complete: 76%

Next Page »

Supervisor's Section

123. Question not required.

124. Question not required.

125. Question not required.

Percent Complete: 81%

Next Page »
Supervisor's Section

Please indicate your level of satisfaction with the competence of new employees who were hired since October 2002:

126. Question not required.

127. How satisfied are you with the following types of new employees?
   a. Professional
   b. Administrative
   c. Technical
   d. Clerical
   e. Other

Percent Complete: 86%

Supervisor's Section

Please indicate the extent to which you agree with the following statements:

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

129. The servicing Human Resources office has a good understanding of my work unit's operations and mission.
   a. Strongly Disagree  b. Disagree  c. Neither Agree nor Disagree  d. Agree  e. Strongly Agree

130. The servicing Human Resources office provides me with valuable services.
   a. Strongly Disagree  b. Disagree  c. Neither Agree nor Disagree  d. Agree  e. Strongly Agree

131. The servicing Human Resources office helps me perform my job effectively.
   a. Strongly Disagree  b. Disagree  c. Neither Agree nor Disagree  d. Agree  e. Strongly Agree

132. The servicing Human Resources office helps me achieve my organization's mission.
   a. Strongly Disagree  b. Disagree  c. Neither Agree nor Disagree  d. Agree  e. Strongly Agree

Percent Complete: 99%
Please use this section if you wish to share impressions about the Demonstration Project that were not addressed in the questionnaire.