



# *National Archives and Records Administration*

---

8601 Adelphi Road  
College Park, Maryland 20740-6001

## **REFERENCE COPY OF TECHNICAL DOCUMENTATION FOR ACCESSIONED ELECTRONIC RECORDS**

(Copied: July 7, 2009)

### **Federal Employee Attitude Survey: Phase III, 1983**

**Record Group 478**

**Records of the Office of Personnel Management**

The National Archives and Records Administration (NARA) has been accepting electronic records into its holdings since the early 1970s. Technical documentation has accompanied each transfer of electronic records. The documentation is necessary to understand the meaning of the digitized bits of information within the electronic records.

Over the decades, NARA has had different procedures for compiling technical documentation into an organized unit for researchers, and different expectations regarding the content and extent of any NARA-produced portions of the documentation. Consequently, the structure, organization and contents of the documentation reflect the procedures in place when the technical documentation was compiled and arranged and may include out of date addresses, telephone numbers, or other items of unrevised information related to the agency that created or transferred the documentation and electronic records to NARA, to the NARA unit that processed these materials, or to the physical media of the electronic records files.

In creating the reference copy of the documentation package, NARA staff have selected from the technical and/or supplementary documentation available for this series or file(s). We have annotated or highlighted the table of contents that follows to indicate which portions of the full documentation for this series or file are included in this reference copy of documentation. Any materials not included here are available upon request. Any user notes prepared after the table of contents was prepared appear before the table of contents. This documentation will differ in structure, organization and contents from technical documentation for other series or files of accessioned electronic records. The readability and visual quality are also variable.



Documentation for the  
Federal Employee Attitude Survey: Phase III, 1983

Contains:	Number of Pages
1. Validation Statement .....	1
2. Introduction & Guide to Documentation ..	1
3. Agency Prepared ICPSR Inventory Form ...	7
4. NARA Prepared Record Layout .....	7
5. Printout of SPSS Control Cards .....	7
6. Survey Form .....	16
7. Sample Printouts of Data .....	3

Additional Documentation:

Federal Employee Attitude Survey, Phase 3, 1983:  
Preliminary Report (Washington, DC: Office of Personnel  
Management, February 1984).

Records of the Office of Personnel Management  
(Record Group 478)

Accession Number: 3-478-92-003

National Archives and Records Administration

June 17, 1993



June 17, 1993  
T. Hull  
3-478-92-003

## FEDERAL EMPLOYEE ATTITUDE SURVEY: PHASE III, 1983

### Validation Statement

When the National Archives acquired custody of this file, the accessioning procedures called for a manual comparison of the documentation to a printout of a portion of the records in the data file. This manual comparison is referred to as a "preliminary assessment" or "validation." One record was compared to a printout of the SPSS Control Cards provided with the raw data file, a NARA prepared record layout prepared from a printout of the control cards, and an agency provided copy of the survey form. This is a statement of the results of the preliminary assessment or validation.

Title: Federal Employee Attitude Survey: Phase III, 1983

Logical Record Length: 168

Total Number of Data Files: 1 raw data file

No discrepancies were noted during hand validation between the record layout prepared by and documentation assembled by the staff of the National Archives and a sample dump of the data.



June 17, 1993  
T. Hull  
3-478-92-003

## FEDERAL EMPLOYEE ATTITUDE SURVEY (FEAS): PHASE III, 1983

### Introduction and Guide to Documentation

These periodic surveys of federal employees are conducted as part of the evaluation of the Civil Service Reform Act of 1978. Respondents in each of the studies complete a self-administered questionnaire containing items on their personal and employment background, current position, job satisfaction, work relationships with other employees and supervisors, experiences within their agencies, and perceived promotional opportunities.

Data from the 1983 FEAS were transferred to the National Archives in August 1992. The data are the result of a major effort on the part of the Office of Personnel Management to study and document the attitudes of federal employees toward their workplace and coworkers. The data provide a unique opportunity for researchers to conduct in-depth studies of the worklife of a sample of the U.S. workforce.

Documentation for the 1983 FEAS, is comprised of this NARA produced introduction and guide to documentation, an Agency prepared document to accompany deposit of a copy of the data with the Inter-university Consortium for Political and Social Research (ICPSR), a validation statement, NARA prepared record layout, printout of agency prepared SPSS control cards, a copy of the survey form, and sample printout of records from the raw data file. Elements of this documentation were compiled from a printout of the SPSS control cards and the result of a concerted effort by the staff in the Center for Electronic Records, Archival Services Branch of the National Archives (NSXA). Also included as supplementary material is a copy of the Federal Employee Attitude Survey, Phase 3, 1983: Preliminary Report (Washington, DC: Office of Personnel Management, February 1984).

In response to the lack of comprehensive documentation transferred by the agency, staff in the Center have prepared a record layout from the SPSS control card printout to provide researchers not familiar with the FORTRAN format statements used in INPUT FORMAT statement of SPSS.

Information from the VARIABLE LIST and VARIABLE LABELS statements were used, along with the format statement, to prepare the record layout. The VALUE LABELS statement provides codes for these variables and this information should be used by researchers for analysis of the data file. The codes were not reproduced by Center staff.



**ICPSR Inventory Form for Data Contributions**

The information provided in this form will be used to describe your data collection in the *ICPSR Guide to Resources and Services* as well as other publications and to produce bibliographic citations. In filling out this form, please be as thorough as possible to ensure that your data collection is described completely and accurately. Also, note that at the bottom of this page we request your written permission to redistribute your data.

1. Descriptive title of data collection (if acronym is used, give complete meaning), including time period(s) and geographic location(s) that the data cover: Federal Employee Attitude Survey (FEASII: Administered in September 1983 to Federal Government employees at 21 major agencies and a 22nd group of smaller agencies.

2. Person(s) responsible for the data collection: United States Office of Personnel Management

2.1 Principal Investigator(s) and affiliation(s) at time of data collection (for multiple investigators, give proper name order):

NA

2.2 Special collaborators (if appropriate):

NA

2.3 Sponsoring or funding agency (if appropriate) and grant number:

NA

2.4 Person/organization responsible for collecting data:

Contractor

2.5 Internal study or project number (if appropriate) and the organization that assigned it (e.g., Louis Harris Center; Survey Research Center, University of California, Berkeley):

NA

I hereby give permission for this data collection to be disseminated by the Inter-university Consortium for Political and Social Research.

\_\_\_\_\_  
(Printed name and title)

*Brigitte Shany*  
\_\_\_\_\_  
(Signature)

*Feb. 17, 1993*  
\_\_\_\_\_  
(Date)

3. If this is a new *edition*, *extract* or *special version* of the data collection, give appropriate details:

The weighting command must be invoked before analyzing the data to ensure that results are representative of the universe (i.e., population).

4. Place of production (city/state), organizational name of producer:

U.S. OPM  
Macon Computer Processing Ctr.

5. Name, organization of donor, date of deposit:

Brigitte Schay, Ph.D.  
Chief, Innovation Assessment Staff  
Office of Systems Innovation  
U.S. Office of Personnel Management (1/93)

6. Type of data collection (e.g., survey, aggregate, census/enumeration, experimental, event/transaction, clinical, program source code, machine-readable text, administrative records, etc.):

Survey

7. When were the data collected?

September - October 1983

8. Time span covered by the data collection (months/days/years—include discrete years and ranges):

2 months

9. Geographic area(s) to which data are relevant:

NA (Sampling procedure did not call for a geographic stratification)

10. Description of data collection (indicate the following as appropriate):

10.1 Purpose and scope—state the objective of the data collection: To obtain information on the attitudes and perceptions of Federal employees on a broad range of topics related to their jobs and Government personnel programs and legislation (e.g., Civil Service Reform Act of 1978).

- 10.2 Special characteristics—give any unique features of the collection or its timing:

NA

10.3 Major areas of investigation: Employee morale and attitudes toward job, performance appraisal system, linkage between pay and performance, attitudes on employee benefits, relations between political and career executives, and other CSRA provisions.

10.4 Unit of analysis:

Individual employees.

11. Sample design and methodology:

11.1 Type of sample:

Stratified random sample. Stratified by agency and pay category. Sample size equaled 28,120.

11.2 Universe:

All Executive Branch employees at 21 major agencies and a 22nd group of smaller agencies (over 1,000,000 employees).

11.3 Eligibility criteria:

Executive Branch employee working at a sampled agency as of the time the sample was drawn (March 31, 1983).

11.4 Response rate:

20,205 were returned. Two response rates were computed: 72% (excluding valid non-deliverables) and 78% (including 2,235 valid non-deliverables).

11.5 Method of collection (types of instruments, how administered):

The distribution phase of the survey was handled by a contractor to help ensure employee anonymity. The surveys were distributed in September 1983 with a follow-up mailing sent out in October 1983 to those participants who did not respond to the initial mailing.

12. Is a complete sampling description of your data collection available?

Yes

No Location if you cannot supply it \_\_\_\_\_

See the enclosed "Preliminary Report: Federal Employee Attitude Survey (Phase 3 1983)"

13. Source of data, if derived from another data file or from printed sources (state all relevant sources):

NA

14. Primary publications describing or resulting from the data collection:

"Preliminary Report: Federal Employee Attitude Survey (Phase 3 1983)"

15. Are there any restrictions on the availability of the data?

None

Yes If yes, please describe the nature of the restrictions:

16. How many distinctly different data files are included in the data collection?

One

17. Can the data files be used separately for analysis?

NA

18. Can the data files be linked?

NA

19. Is the data collection one of a series or will it be updated regularly? If so, state the frequency:

This is the third in a series of Governmentwide attitude surveys conducted by U.S. OPM since 1979. The recent Survey of Federal Employees (SOFE) is the fourth in the series.



20. Please list and describe all files in the order they appear on your storage media (include both data and documentation files):

	File Name	File Structure	# Cases (or bytes)	# Variables	Record Length	# Records per case	Blocksize
1.	FEASDATA	Fixed Block	20,205	116	168	1	1680
2.							
3.							
4.							
5.							
6.							
7.							
8.							

21. Please describe the medium on which your data are being transmitted:

21.1 Tape

- a. Density (b.p.i.)     1600             6250  
 b. Track                 9 (only 9-track supported)  
 c. Mode                 ASCII             EBCDIC  
 d. Data are:            Blocked            Unblocked  
 e. Labels                IBM Standard Volume = FEAS02  
                               ANSI  
                               None

21.2 Diskette (IBM compatible)

a. Total number of diskettes provided:

b. Diskette size:

- 5-1/4" high density diskette  
 5-1/4" low density diskette  
 3-1/2" high density diskette  
 3-1/2" low density diskette

c. Volume label (This section applies only to DOS 2 users). Please specify whether the diskette(s) are volume labeled or unlabeled:

- unlabeled diskette(s)  
 labeled diskette(s)

d. Please list (as appropriate) the *external* and *volume* labels of each diskette provided:

External Label	Volume Label	Number of Files

e. What software was used to produce the diskette(s)?

Data:

Documentation:

21.3 Other medium (please describe):

Documentation: Input Format (on paper)

22. Which of the following processing steps were performed on the data?

	File 1	File 2	File 3	File 4	File 5	File 6	File 7	File 8
a. Consistency checks	<u>X (not since 1984)</u>							
b. Inclusion of frequencies	<u>X (not since 1984)</u>							
c. Checks for undocumented codes	<u>X (not since 1984)</u>							
d. Missing data codes standardized within collection	<u>X (not since 1984)</u>							
e. Do the data contain blanks? <u>yes</u> Nonnumeric codes? <u>yes</u>								

23. Please summarize all documentation submitted with your collection:

- Machine-readable codebook/documentation  
 English  
 Other language (specify): \_\_\_\_\_  
 Tape  
 5-1/4" high density diskette  
 5-1/4" low density diskette  
 3-1/2" high density diskette  
 3-1/2" low density diskette  
 Paper copy codebook  
 SPSS Control Cards  
 Mainframe compatible  
 Personal computer compatible  
 SAS Control Cards  
 Mainframe compatible  
 Personal computer compatible  
 Database dictionary  
 OSIRIS dictionary  
 Data collection instrument (i.e., questionnaire)  
 Accompanying computer programs  
 Frequencies, machine-readable  
 Frequencies, paper copy  
 Other (Report of findings)

## RECORD LAYOUT

1. PAGE  
1 OF 7

2. DATA SET TITLE

Federal Employee Attitudes Survey:  
Phase III February 1983

3. ACCESSION NO.

3-478-92-003

4. RECORD LENGTH

168

5. DATE PREPARED

6. SYSTEM OR SERIES

7. PREPARED BY

## Federal Employee Attitudes Survey (FEAS)

## 8. DEFINITION

LINE NO.	DATA ELEMENT	FIELD LOCATION	CLASS A/N	SIGN (If numeric)	SIZE	TYPE OF DATA STANDARD	REFERENCE		NOTE
							IDENT. AND PAGE	LINE NO.	
a.	b.	c.	d.	e.	f.	g.	h.	i.	j.
1	Unknown Variable	1-5	N		5				
1	Case ID Number (CASEID)	6-10	N		5				
1	Sex (SEX)	11	N		1				
1	Race (RACE)	12	N		1				
1	Ethnic (ETHNIC)	13	N		1				
1	Age (AGE)	14	N		1				
1	Educational Level (EDUCAT)	15	N		1				
1	Years Government Employee (FEDYEARS)	16	N		1				
1	When Will You be Eligible for Retirement (RETIRE)	17	N		1				
1	Veteran's Preference Status (VETPREF)	18	N		1				
1	Type of Appointment (APPT)	19	N		1				
1	Years Under Present Supervisor (IMMEDSUP)	20	N		1				
1	How Long Since PA (LASTPA)	21	N		1				
1	Cash Award - Super Perf or Outstanding Perf (AWARDSA)	22	N		1				
1	Cash Award - Special Act or Achievement (AWARDSB)	23	N		1				
1	QSI (AWARDSC)	24	N		1				
1	Merit Pay Cash Award (AWARDSD)	25	N		1				
1	SES Performace Bonus (AWARDSE)	26	N		1				
1	SES Distinguished, Merit, or Rank Award (AWARDSF)	27	N		1				
1	Cash Award-Suggestion (AWARDSG)	28	N		1				
1	Cash Award-Don't Know Reason (AWARDSH)	29	N		1				
1	Non-Monetary Award (AWARDSI)	30	N		1				

Reference Copy #11

## RECORD LAYOUT

1. PAGE 1 OF 7

## 2. DATA SET TITLE

Federal Employee Attitudes Survey:  
Phase III February 1983

## 3. ACCESSION NO.

3-478-92-003

## 4. RECORD LENGTH

168

## 5. DATE PREPARED

## 6. SYSTEM OR SERIES

## 7. PREPARED BY

## Federal Employee Attitudes Survey (FEAS)

## 8. DEFINITION

LINE NO.	DATA ELEMENT	FIELD LOCATION	CLASS A/N	SIGN (if numeric)	SIZE	TYPE OF DATA STANDARD	REFERENCE		NOTE
							IDENT. AND PAGE	LINE NO.	
a.	b.	c.	d.	e.	f.	g.	h.	i.	j.
1	None of these Awards (AWARDSJ)	31	N		1				
1	Length of Time Manager/Supervisor (SUPER)	32	N		1				
1	Agency (AGY)	33-34	N		2				
1	Yrs Worked in Agency (AGYRS)	35	N		1				
1	Time in Present Job (JOBYRS)	36	N		1				
1	Location of Work (WORKSITE)	37	N		1				
1	Pay Category (PAYCAT)	38	N		1				
1	Pay Grade (GRADE)	39	N		1				
1	Like Working Here (V1)	40	N		1				
1	Understand PA System Here (V2)	41	N		1				
1	Hard to Motivate With Money (V3)	42	N		1				
1	Supervisors Take Action Poor Performance (V4)	43	N		1				
1	Have Authority I Need (V5)	44	N		1				
1	Not Possible To Change Things Things Here (V6)	45	N		1				
1	Promotions Linked to Performance (V7)	46	N		1				
1	Adequate Procedures to Reconsider Rating (V8)	47	N		1				
1	Rewards Not Related to Promotion (V9)	48	N		1				
1	Management Flexible Regarding Changes (V10)	49	N		1				
1	Supervisors Give Same Ratings (V11)	50	N		1				
1	Care Little What Happens to This Organization (V12)	51	N		1				
1	Not Afraid to Blow Whistle (V13)	52	N		1				
	Reference Copy #12								

RECORD LAYOUT

1. PAGE 3 OF 7

2. DATA SET TITLE: Federal Employee Attitudes Survey: Phase III February 1983  
 3. ACCESSION NO.: 3-478-92-003  
 4. RECORD LENGTH: 168  
 5. DATE PREPARED:

6. SYSTEM OR SERIES: Federal Employee Attitudes Survey (FEAS)  
 7. PREPARED BY:

8. DEFINITION

LINE NO.	DATA ELEMENT	FIELD LOCATION	CLASS A/N	SIGN (if numeric)	SIZE	TYPE OF DATA STANDARD	REFERENCE		NOTE
							IDENT. AND PAGE	LINE NO.	
a.	b.	c.	d.	e.	f.	g.	h.	i.	j.
1	Disciplinary Actions Fair (V14)	53	N		1				
1	Sups Help Poor Workers (V15)	54	N		1				
1	RIF Procedures Used Over Years Fair (V16)	55	N		1				
1	Union Dues Required for Bargaining Unit Employees (V17)	56	N		1				
1	PA Influences Personnel Actions (V18)	57	N		1				
1	AM Satisfied With Job Security (V19)	58	N		1				
1	Agency Would Tell Me Appeal Rights (V20)	59	N		1				
1	AM Satisfied With Recognition for Public Service (V21)	60	N		1				
1	Supervisor Sets High Performance Standards (V22)	61	N		1				
1	Supervisor & I Agree About Good Performance (V23)	62	N		1				
1	Supervisor Evaluates Performance Carefully (V24)	63	N		1				
1	Supervisor Gives Adequate Info on Performance (V25)	64	N		1				
1	Supervisor Discusses Reasons for PA Rating (V26)	65	N		1				
1	Supervisor Evaluates on Things Not Related to Job (V27)	66	N		1				
1	Supervisor Would Not Take Actions Against Me (V28)	67	N		1				
1	Frequency of Feedback to Help Improvement (V29)	68	N		1				
1	My Job is Challenging (V30)	69	N		1				
1	I Work Hard On My Job (V31)	70	N		1				
1	Feel Worthwhile When Do Good Job (V32)	71	N		1				
1	Work I Do is Meaningful (V33)	72	N		1				
1	Don't Have Enough Work to do (V34)	73	N		1				
1	Have Much Say about What's Done (V35)	74	N		1				

REPRODUCED AT THE NATIONAL ARCHIVES

Reference Copy #13

RECORD LAYOUT

1. PAGE  
4 OF 7

2. DATA SET TITLE  
Federal Employee Attitudes Survey:  
Phase III February 1983

3. ACCESSION NO.  
3-478-92-003

4. RECORD LENGTH  
168

5. DATE PREPARED

6. SYSTEM OR SERIES  
Federal Employee Attitudes Survey (FEAS)

7. PREPARED BY

8. DEFINITION

LINE NO.	DATA ELEMENT	FIELD LOCATION	CLASS A/N	SIGN (if numeric)	SIZE	TYPE OF DATA STANDARD	REFERENCE		NOTE
							IDENT. AND PAGE	LINE NO.	
a.	b.	c.	d.	e.	f.	g.	h.	i.	j.
1	PA Takes Account Most Important Parts of Job (V36)	75	N		1				
1	AM Satisfied With My Job (V37)	76	N		1				
1	Written Performance Standards Better Understand Work (V38)	77	N		1				
1	PA Standards Fair & Objective (V39)	78	N		1				
1	Will Probably Look for New Job (V40)	79	N		1				
1	Now Aware of Standards Used to Evaluate My Performance (V41)	80	N		1				
1	I Will Be Demoted/Removed If I Do Poorly (V42)	81	N		1				
1	Information on Performance Comes too Late (V43)	82	N		1				
1	My Performance Rating is Fair and Accurate (V44)	83	N		1				
1	Effort in Work During Average Workday (V45)	84	N		1				
1	Importance of Chance to Accomplish (V46)	85	N		1				
1	Importance of Job Security (V47)	86	N		1				
1	Importance of Chance for Performance Award (V48)	87	N		1				
1	Will Be Promoted If Do Well (V49)	88	N		1				
1	Can Get Things I Want By Doing Well (V50)	89	N		1				
1	My Hard Work will Be Recognized (V51)	90	N		1				
1	I Will Get Cash Award If I Do Well (V52)	91	N		1				
1	Will Have More Security If I Do Well (V53)	92	N		1				
1	Importance of salary in coming to Government (V54)	93	N		1				
1	Importance of Fringes in coming to Government (V55)	94	N		1				
1	Importance of challenge in coming to Government (V56)	95	N		1				
Reference Copy #14									

RECORD LAYOUT

1. PAGE 5 OF 7

2. DATA SET TITLE Federal Employee Attitudes Survey: Phase III February 1983		3. ACCESSION NO. 3-478-92-003	4. RECORD LENGTH 168	5. DATE PREPARED
6. SYSTEM OR SERIES Federal Employee Attitudes Survey (FEAS)			7. PREPARED BY	

8. DEFINITION

LINE NO.	DATA ELEMENT	FIELD LOCATION	CLASS A/N	SIGN (If numeric)	SIZE	TYPE OF DATA STANDARD	REFERENCE		NOTE
							IDENT. AND PAGE	LINE NO.	
a.	b.	c.	d.	e.	f.	g.	h.	i.	j.
1	Importance of Security in Coming to Government (V57)	96	N		1				
1	Importance of Public Service in Coming to Government (V58)	97	N		1				
1	Importance of Salary In Staying in Government (V59)	98	N		1				
1	Importance of Fringes In Staying in Government (V60)	99	N		1				
1	Importance of Challenge in Staying in Government (V61)	100	N		1				
1	Importance of Security in Staying in Government (V62)	101	N		1				
1	Importance of Public Service in Staying in Government (V63)	102	N		1				
1	Younger Employees Treated (V64)	103	N		1				
1	Handicapped Employees Treated (V65)	104	N		1				
1	Female Employees Treated (V66)	105	N		1				
1	Minority Employees Treated (V67)	106	N		1				
1	RIF'd During Past Three Years (V68)	107	N		1				
1	Unit of Organizational Reference (V69)	108	N		1				
1	Last Performance Appraisal (V70)	109	N		1				
1	Did PA Help Improve Performance (V71)	110	N		1				
1	Development of Performance Elements & Standards (V72)	111	N		1				
1	All Critical Identified Same (V73A)	112	N		1				
1	Some Not Critical Identified (V73B)	113	N		1				
1	Some Critical Not Identified (V73C)	114	N		1				
1	No Critical Identified (V73D)	115	N		1				
1	Don't Have Any Critical (V73E)	116	N		1				
1	Don't Know (V73F)	117	N		1				

Reference Copy #15

REPRODUCED AT THE NATIONAL ARCHIVES



RECORD LAYOUT

1. PAGE 6 OF 7

2. DATA SET TITLE  
Federal Employee Attitudes Survey:  
Phase III February 1983

3. ACCESSION NO.  
3-478-92-003

4. RECORD LENGTH  
168

5. DATE PREPARED

8. SYSTEM OR SERIES  
Federal Employee Attitudes Survey (FEAS)

7. PREPARED BY

8. DEFINITION

LINE NO.	DATA ELEMENT	FIELD LOCATION	CLASS A/N	SIGN (if numeric)	SIZE	TYPE OF DATA STANDARD	REFERENCE		NOTE
							IDENT. AND PAGE	LINE NO.	
a.	b.	c.	d.	e.	f.	g.	h.	i.	j.
1	Don't Have Performance Plan (V73G)	118	N		1				
1	Changes In Performance Rating During Process (V74)	119	N		1				
1	Who Should Be Covered By Merit Pay (V75)	120	N		1				
1	Would You Like to Be Included In Merit Pay? (V76)	121	N		1				
1	Reduce Annual Leave If Increased Pay (V77)	122	N		1				
1	Pay Should Be Comparable to Private Sector (V78)	123	N		1				
1	Benefits Should Be Comparable to Private Sector (V79)	124	N		1				
1	Cost Employee Benefits - Comparable (V80)	125	N		1				
1	Health Benefits Preference (V81)	126	N		1				
1	Funding Retirement System (V82)	127	N		1				
1	Solve Financial Problems of Retirement System (V83)	128	N		1				
1	Pension System Choice (V84)	129	N		1				
1	Personnel Office Helps Me Perform Effectively (V85)	130	N		1				
1	Executive Reluctant to Oppose Top Management (V86)	131	N		1				
1	Reward Personnel Actions Avoided Due to Paperwork (V87)	132	N		1				
1	All in All Am Satisfied With Pay (V88)	133	N		1				
1	Career and Non-Career Work Well Together (V89)	134	N		1				
1	Supervisor Ability to Manage Restricted by Rules/Regs (V90)	135	N		1				
1	Satisfied with chance for Performance Award (V91)	136	N		1				
1	Don't Have Enough Authority Over How Job is Done (V92)	137	N		1				
1	Importance of Qualifications in Executive Selection (V93)	138	N		1				
1	Importance of Ability to Manage People in Exec Selection (V94)	139	N		1				

REPRODUCED AT THE NATIONAL ARCHIVES

Reference Copy #16

RECORD LAYOUT

1. PAGE  
7 OF 7

2. DATA SET TITLE Federal Employee Attitudes Survey: Phase III February 1983	3. ACCESSION NO. 3-478-92-003	4. RECORD LENGTH 168	5. DATE PREPARED
--	----------------------------------	-------------------------	------------------

6. SYSTEM OR SERIES Federal Employee Attitudes Survey (FEAS)	7. PREPARED BY
---	----------------

8. DEFINITION

LINE NO.	DATA ELEMENT	FIELD LOCATION	CLASS A/N	SIGN (if numeric)	SIZE	TYPE OF DATA STANDARD	REFERENCE		NOTE
							IDENT. AND PAGE	LINE NO.	
a.	b.	c.	d.	e.	f.	g.	h.	i.	j.
1	Importance of Program Management in Exec Selection (V95)	140	N		1				
1	Importance of Favoritism in Executive Selection (V96)	141	N		1				
1	To Determine Pay, Length of Service is.. (V97)	142	N		1				
1	To Determine Pay, Amount of Experience is .. (V98)	143	N		1				
1	To Determine Pay, Quality of Job Performance is.. (V99)	144	N		1				
1	To Determine Pay, Length of Service Should Be.. (V100)	145	N		1				
1	To Determine Pay, Amount of Experience Should Be .. (V101)	146	N		1				
1	To Determine Pay, Quality of Job Performance Should Be .. (V102)	147	N		1				
1	Career Executives Perform Their Jobs (V103)	148	N		1				
1	Number Employed In Your Merit Pay Pool (V104)	149	N		1				
1	Can Measure Employee Performance Better New Pay System (V105)	150	N		1				
1	Ability to Reassign Execs Improves Management/Org Effectiveness (V106)	151	N		1				
1	Merit Pay More on Political-Favoritism Than Performance (V107)	152	N		1				
1	Pressure to Inflate Performance Ratings (V108)	153	N		1				
1	Not Enough Authority to Remove Poor Performers (V109)	154	N		1				
1	Not Enough Authority to Hire Competent Staff (V110)	155	N		1				
1	Not Enough Authority to Promote (V111)	156	N		1				
1	Not Enough Authority to Determine Employees Pay (V112)	157	N		1				
1	My Performance Appraisal - Ability to Abtain Resources (V113)	158	N		1				
1	My Performance Appraisal - Take Action Agains Poor Performance (V114)	159	N		1				
1	My Performance Appraisal - Achieve Effective EEO Objectives (V115)	160	N		1				
1	My Performance Appraisal - Achieve Efficiency (V116)	161	N		1				
1	Filler (////////)	162-168	A		7				

REPRODUCED AT THE NATIONAL ARCHIVES

Reference Copy #17

LIST 2X

0100##S:R (0Z) N  
0200##IDENTY:YONG, TONCHER, RM 746, FEAS50  
0300##SELECT:SPSS  
0400##LIMITS:25,49K,7K,8K  
0500##TAPE9:08,XID:58692,FEAS50,STATE,MI,IN  
0600##PRMFL:FW,W,6,FEAS50/FEAS50/FEAS50  
0700##RUN NAME:TEST RUNS OF FEAS  
0800##FILE NAME:SPSS

0900##DATA LIST:FIXED(1)/1 CASEID 2 TO SEX 11 RACE 12 ETHNIC 13 AGE 14  
1000##EDUCAT 15 FEDYEARS 16 RETIRE 17 VETPREF 18 APPT 19  
1100##IMMEDI 20 LASTPA 21 AWARDSA 22 AWARDSB 23 AWARDSC 24  
1200##AWARDSD 25 AWARDE 26 AWARDF 27 AWARSG 28 AWARDSH 29  
1300##AWARDSI 30 AWARDSJ 31 SUPER 32 AGY 33-34 AGYYS 35  
1400##JOBYRS 36 WORKSITE 37 PAYCAT 38 GRADE 39 VI TO V72 40-111  
1500##V73A 112 V73B 113 V73C 114 V73D 115 V73E 116 V73F 117  
1600##V73G 118 V74 TO V116 119-141

1700##INPUT MEDIUM:TAPE,UNIT=08,REWIND=ASELT  
1800##IF:((SUPER EQ 0) AND  
1900##(((PAYCAT EQ 1) AND (GRADE EQ 2)) OR  
2000##((PAYCAT EQ 3) AND (GRADE EQ 1 OR 2 OR 7))  
2100##OR ((PAYCAT EQ 4) AND (GRADE EQ 6 OR  
2200##1 OR 2 OR 7 OR 8))) STATUS83=1  
2300##IF:((SUPER EQ 2 OR 3 OR 4 OR 5 OR 6)  
2400##AND (PAYCAT EQ 1) AND (GRADE EQ 4 OR 5))  
2500##OR ((SUPER EQ 0) AND (PAYCAT EQ 2) AND  
2600##(GRADE EQ 4 OR 5)) STATUS83=2  
2700##IF:((SUPER EQ 2 OR 3 OR 4 OR 5 OR 6) AND  
2800##((PAYCAT EQ 1) AND (GRADE EQ 1 OR 2 OR 3))  
2900##OR ((PAYCAT EQ 2) AND (GRADE EQ 1 OR 2 OR 3)))  
3000##STATUS83=3  
3100##IF:((SUPER EQ 1 OR 7) AND (PAYCAT EQ 1) AND  
3200##(GRADE EQ 1 OR 2 OR 3 OR 4 OR 5)) OR ((PAYCAT  
3300##EQ 2) AND (GRADE EQ 1 OR 2 OR 3)) STATUS83=4  
3400##IF:((SUPER EQ 2 OR 3 OR 4 OR 5 OR 6) AND  
3500##(PAYCAT EQ 5)) STATUS83=5  
3600##IF:((SUPER EQ 1 OR 7) AND (PAYCAT EQ 5)  
3700##AND (GRADE EQ 1 OR 2 OR 3 OR 4 OR 5 OR 8))  
3800##STATUS83=6  
3900##SIGN MISSING=STATUS83 (0)

4000##IF:((AGY EQ 1) AND (STATUS83 EQ 1) SAMWGT=0.015  
4100##IF:((AGY EQ 1) AND (STATUS83 EQ 2) SAMWGT=0.261  
4200##IF:((AGY EQ 1) AND (STATUS83 EQ 3) SAMWGT=0.260  
4300##IF:((AGY EQ 1) AND (STATUS83 EQ 4) SAMWGT=0.214  
4400##IF:((AGY EQ 1) AND (STATUS83 EQ 5) SAMWGT=0.035  
4500##IF:((AGY EQ 1) AND (STATUS83 EQ 6) SAMWGT=0.085  
4600##IF:((AGY EQ 2) AND (STATUS83 EQ 1) SAMWGT=0.025  
4700##IF:((AGY EQ 2) AND (STATUS83 EQ 2) SAMWGT=0.562  
4800##IF:((AGY EQ 2) AND (STATUS83 EQ 3) SAMWGT=0.821  
4900##IF:((AGY EQ 2) AND (STATUS83 EQ 4) SAMWGT=0.211  
5000##IF:((AGY EQ 2) AND (STATUS83 EQ 5) SAMWGT=0.277  
5100##IF:((AGY EQ 2) AND (STATUS83 EQ 6) SAMWGT=0.956  
5200##IF:((AGY EQ 3) AND (STATUS83 EQ 1) SAMWGT=0.025  
5300##IF:((AGY EQ 3) AND (STATUS83 EQ 2) SAMWGT=0.512  
5400##IF:((AGY EQ 3) AND (STATUS83 EQ 3) SAMWGT=0.483  
5500##IF:((AGY EQ 3) AND (STATUS83 EQ 4) SAMWGT=0.405  
5600##IF:((AGY EQ 3) AND (STATUS83 EQ 5) SAMWGT=0.324  
5700##IF:((AGY EQ 3) AND (STATUS83 EQ 6) SAMWGT=0.555  
5800##IF:((AGY EQ 4) AND (STATUS83 EQ 1) SAMWGT=0.023  
5900##IF:((AGY EQ 4) AND (STATUS83 EQ 2) SAMWGT=0.222  
6000##IF:((AGY EQ 4) AND (STATUS83 EQ 3) SAMWGT=0.124  
6100##IF:((AGY EQ 4) AND (STATUS83 EQ 4) SAMWGT=0.312  
6200##IF:((AGY EQ 4) AND (STATUS83 EQ 5) SAMWGT=0.516  
6300##IF:((AGY EQ 4) AND (STATUS83 EQ 6) SAMWGT=0.516  
6400##IF:((AGY EQ 5) AND (STATUS83 EQ 1) SAMWGT=0.023  
6500##IF:((AGY EQ 5) AND (STATUS83 EQ 2) SAMWGT=0.023  
6600##IF:((AGY EQ 5) AND (STATUS83 EQ 3) SAMWGT=0.023  
6700##IF:((AGY EQ 5) AND (STATUS83 EQ 4) SAMWGT=0.023  
6800##IF:((AGY EQ 5) AND (STATUS83 EQ 5) SAMWGT=0.023  
6900##IF:((AGY EQ 5) AND (STATUS83 EQ 6) SAMWGT=0.023  
7000##IF:((AGY EQ 6) AND (STATUS83 EQ 1) SAMWGT=0.023  
7100##IF:((AGY EQ 6) AND (STATUS83 EQ 2) SAMWGT=0.023  
7200##IF:((AGY EQ 6) AND (STATUS83 EQ 3) SAMWGT=0.023  
7300##IF:((AGY EQ 6) AND (STATUS83 EQ 4) SAMWGT=0.023  
7400##IF:((AGY EQ 6) AND (STATUS83 EQ 5) SAMWGT=0.023  
7500##IF:((AGY EQ 6) AND (STATUS83 EQ 6) SAMWGT=0.023  
7600##IF:((AGY EQ 7) AND (STATUS83 EQ 1) SAMWGT=0.023  
7700##IF:((AGY EQ 7) AND (STATUS83 EQ 2) SAMWGT=0.023  
7800##IF:((AGY EQ 7) AND (STATUS83 EQ 3) SAMWGT=0.023  
7900##IF:((AGY EQ 7) AND (STATUS83 EQ 4) SAMWGT=0.023  
8000##IF:((AGY EQ 7) AND (STATUS83 EQ 5) SAMWGT=0.023  
8100##IF:((AGY EQ 7) AND (STATUS83 EQ 6) SAMWGT=0.023  
8200##IF:((AGY EQ 8) AND (STATUS83 EQ 1) SAMWGT=0.024  
8300##IF:((AGY EQ 8) AND (STATUS83 EQ 2) SAMWGT=0.200

date

date



2400IF::((AGY EQ 13) AND (STATUS63 EQ 1)) SAMWGT=0.087  
 2500IF::((AGY EQ 13) AND (STATUS63 EQ 2)) SAMWGT=0.080  
 2600IF::((AGY EQ 13) AND (STATUS63 EQ 3)) SAMWGT=0.080  
 2700IF::((AGY EQ 13) AND (STATUS63 EQ 4)) SAMWGT=0.714  
 2800IF::((AGY EQ 13) AND (STATUS63 EQ 5)) SAMWGT=0.065  
 2900IF::((AGY EQ 13) AND (STATUS63 EQ 6)) SAMWGT=0.542  
 10000IF::((AGY EQ 14) AND (STATUS63 EQ 1)) SAMWGT=0.024  
 10100IF::((AGY EQ 14) AND (STATUS63 EQ 2)) SAMWGT=0.069  
 10200IF::((AGY EQ 14) AND (STATUS63 EQ 3)) SAMWGT=0.019  
 10300IF::((AGY EQ 14) AND (STATUS63 EQ 4)) SAMWGT=0.697  
 10400IF::((AGY EQ 15) AND (STATUS63 EQ 1)) SAMWGT=0.015  
 10500IF::((AGY EQ 15) AND (STATUS63 EQ 2)) SAMWGT=0.137  
 10600IF::((AGY EQ 15) AND (STATUS63 EQ 3)) SAMWGT=0.291  
 10700IF::((AGY EQ 15) AND (STATUS63 EQ 4)) SAMWGT=4.836  
 10800IF::((AGY EQ 15) AND (STATUS63 EQ 5)) SAMWGT=0.123  
 10900IF::((AGY EQ 15) AND (STATUS63 EQ 6)) SAMWGT=1.879  
 11000IF::((AGY EQ 16) AND (STATUS63 EQ 1)) SAMWGT=0.019  
 11100IF::((AGY EQ 16) AND (STATUS63 EQ 2)) SAMWGT=0.032  
 11200IF::((AGY EQ 16) AND (STATUS63 EQ 3)) SAMWGT=0.026  
 11300IF::((AGY EQ 16) AND (STATUS63 EQ 4)) SAMWGT=0.239  
 11400IF::((AGY EQ 17) AND (STATUS63 EQ 1)) SAMWGT=0.078  
 11500IF::((AGY EQ 17) AND (STATUS63 EQ 2)) SAMWGT=0.360  
 11600IF::((AGY EQ 17) AND (STATUS63 EQ 3)) SAMWGT=0.066  
 11700IF::((AGY EQ 17) AND (STATUS63 EQ 4)) SAMWGT=1.580  
 11800IF::((AGY EQ 5 OR 6 OR 7 OR 9 OR 10 OR 11 OR 12  
 11900IF::OR 14 OR 16 OR 17) AND (STATUS63 EQ 5)) SAMWGT=0.118  
 12000IF::((AGY EQ 5 OR 6 OR 7 OR 9 OR 10 OR 11 OR 12  
 12100IF::OR 14 OR 16 OR 17) AND (STATUS63 EQ 3)) SAMWGT=0.672  
 12200VAR LABELS: CASEID, ID NUMBER OF RESPONDENT/  
 12300::SEX, SEX/  
 12400::RACE, RACE/  
 12500::ETHNIC, ETHNICITY/  
 12600::AGE, AGE/  
 12700::EDUCAT, HIGHEST EDUCATIONAL LEVEL/  
 12800::FEDYEARS, YRS FED GOVT EMPLOYEE/  
 12900::RETIRE, WHEN WILL YOU BE ELIGIBLE RETIRE/  
 13000::VETPREF, VETERAN'S PREFERENCE STATUS/  
 13100::APPT, TYPE OF APPOINTMENT/  
 13200::IMMEDSUP, LENGTH WORKED FOR PRESENT TIMED SUP/  
 13300::LASTPA, TIME SINCE LAST WRITTEN PA/  
 13400::AWARDSA, CASH AWARD-SUPER PERF-OUTSTAND PERF/  
 13500::AWARDSB, CASH AWARD-SPECIAL ACT-ACHIEVEMENT/  
 13600::AWARDSC, OSI/  
 13700::AWARDSD, MERIT PAY CASH AWARD/  
 13800::AWARDE, SES PERFORMANCE BONUS/  
 13900::AWARDSF, SES DISTING MERITOR BANK AWARD/  
 14000::AWARDSG, CASH AWARD-SUGGESTION/  
 14100::AWARDSH, CASH AWARD-DON'T KNOW REASON/  
 14200::AWARDSI, NON-MONETARY AWARD/  
 14300::AWARDSJ, NONE OF THESE AWARDS/  
 14400::SUPER, LENGTH OF TIME MGR-SUPER/  
 14500::AGY, AGENCY/  
 14600::AGYYRS, YRS WORKED IN AGENCY/  
 14700::JOBYRS, TIME IN PRESENT JOB/  
 14800::WORKSITE, LOCATION OF WORK/  
 14900::PAYCAT, PAY CATEGORY/  
 15000::GRADE, PAY GRADE/  
 15100::V1, LIKE WORKING HERE/  
 15200::V2, UNDERSTAND PA SYSTEM HERE/  
 15300::V3, HARD TO MOTIVATE WITH MONEY/  
 15400::V4, SUPS TAKE ACTION AGAINST POOR PERF/  
 15500::V5, HAVE AUTHORITY I NEED/  
 15600::V6, NOT POSSIBLE TO CHANGE THINGS HERE/  
 15700::V7, PROMOTIONS LINKED TO PERFORMANCE/  
 15800::V8, ADEQUATE PROCEDURE TO RECONSIDER RATING/  
 15900::V9, REWARDS NOT RELATED TO PERFORMANCE/  
 16000::V10, MANAGEMENT FLEXIBLE RE CHANGES/  
 16100::V11, SUPS GIVE SAME RATINGS/  
 16200::V12, CARE LITTLE WHAT HAPPENS THIS ORG/  
 16300::V13, NOT AFRAID TO BLOW WHISTLE/  
 16400::V14, DISCIPLINARY ACTIONS FAIR/  
 16500::V15, SUPS HELP POOR WORKERS/  
 16600::V16, RIF PROCEDURES USED OVER YRS FAIR/  
 16700::V17, UNION DUES REQUIRED BARGAINING EMPLOYEES/  
 16800::V18, PA INFLUENCES PERSONNEL ACTIONS/  
 16900::V19, AM SATISFIED WITH JOB SECURITY/  
 17000::V20, AGENCY WOULD TELL ME APPEAL RIGHTS/  
 17100::V21, AM SATISFIED WITH RECOGNITION FOR ENB SER/  
 17200::V22, SUP SETS HIGH PERFORM STANDARDS/  
 17300::V23, SUP & I AGREE ABOUT GOOD PERFORM/  
 17400::V24, SUPER EVALUATES PERFORMANCE CAREFULLY/  
 17500::V25, SUP GIVES ADEQUATE INFO ON PERFORMANCE/  
 17600::V26, SUP DISCUSSES REASONS FOR PA RATING/  
 17700::V27, SUP TALKS ABOUT THINGS NOT REL TO JOB/

14500: #AGY, AGENCY?  
14600: #AGYRS, YRS WORKED IN AGENCY/  
14700: #JOBYRS, TIME IN PRESENT JOB/  
14800: #WORKSITE, LOCATION OF WORK/  
14900: #PAYCAT, PAY CATEGORY/  
15000: #GRADE, PAY GRADE/  
15100: #V1, LIKE WORKING HERE/  
15200: #V2, UNDERSTAND PA SYSTEM HERE/  
15300: #V3, HARD TO MOTIVATE WITH MONEY/  
15400: #V4, SUPS TAKE ACTION AGAINST POOR PERE/  
15500: #V5, HAVE AUTHORITY I NEED/  
15600: #V6, NOT POSSIBLE TO CHANGE THINGS HERE/  
15700: #V7, PROMOTIONS LINKED TO PERFORMANCE/  
15800: #V8, ADEQUATE PROCEDURES TO RECONSIDER RATING/  
15900: #V9, REWARDS NOT RELATED TO PERFORMANCE/  
16000: #V10, MANAGEMENT FLEXIBLE RE CHANGES/  
16100: #V11, SUPS GIVE SAME RATINGS/  
16200: #V12, CARE LITTLE WHAT HAPPENS THIS ORG/  
16300: #V13, NOT AFRAID TO BLOW WHISTLE/  
16400: #V14, DISCIPLINARY ACTIONS FAIR/  
16500: #V15, SUPS HELP POOR WORKERS/  
16600: #V16, RIF PROCEDURES USED OVER YRS FAIR/  
16700: #V17, UNION DUES REQUIRED BARD UNIT EMPLOYEES/  
16800: #V18, PA INFLUENCES PERSONNEL ACTIONS/  
16900: #V19, AM SATISFIED WITH JOB SECURITY/  
17000: #V20, AGENCY WOULD TELL ME APPEAL RIGHTS/  
17100: #V21, AM SATISFIED WITH RECOGNITION FOR PUB SER/  
17200: #V22, SUP SETS HIGH PERFORM STANDARDS/  
17300: #V23, SUP & I AGREE ABOUT GOOD PERFORM/  
17400: #V24, SUPER EVALUATES PERFORMANCE CAREFULLY/  
17500: #V25, SUP GIVES ADEQUATE INFO ON PERFORMANCE/  
17600: #V26, SUP DISCUSSES REASONS FOR PA RATING/  
17700: #V27, SUP EVALS ON THINGS NOT REL TO JOB/  
17800: #V28, SUP WOULD NOT TAKE ACTION AGAINST ME/  
17900: #V29, FREQ OF FEEDBACK TO HELP IMPROVE/  
18000: #V30, MY JOB IS CHALLENGING/  
18100: #V31, I WORK HARD ON MY JOB/  
18200: #V32, FEEL WORTHWHILE WHEN DO MY JOB/  
18300: #V33, WORK I DO IS MEANINGFUL/  
18400: #V34, DON'T HAVE ENOUGH WORK TO DO/  
18500: #V35, HAVE MUCH SAY ABOUT WHAT NEEDS DONE/  
18600: #V36, PA TAKES ACCOUNT MOST IMPORT PARTS JOB/  
18700: #V37, AM SATISFIED WITH MY JOB/  
18800: #V38, WRITTEN PERE STDS BETTER UNDERSTAND WORK/  
18900: #V39, PA STANDARDS FAIR & OBJECTIVE/  
19000: #V40, WILL PROB LOOK FOR NEW JOB/  
19100: #V41, NOW AWARE OF STDS USED TO EVAL MY PERE/  
19200: #V42, I WILL BE DEMOTED/REMOVED IF I DO POORLY/  
19300: #V43, INFO ON PERFORM COMES TOO LATE/  
19400: #V44, MY PERE RATING WAS FAIR AND ADEQUATE/  
19500: #V45, EFFORT IN WORK DURING AVERAGE WORKDAY/  
19600: #V46, IMPORT OF CHANCE TO ACCOMPLISH/  
19700: #V47, IMPORT OF JOB SECURITY/  
19800: #V48, IMPORT OF CHANCE FOR PERFORMANCE AWARD/  
19900: #V49, WILL BE PROMOTED IF DO WELL/  
20000: #V50, CAN GET THINGS I WANT BY DOING WELL/  
20100: #V51, MY HARD WORK WILL BE RECOGNIZED/  
20200: #V52, I WILL GET CASH AWARD IF DO WELL/  
20300: #V53, WILL HAVE MORE SECURITY IF DO WELL/  
20400: #V54, IMPORT OF SALARY IN CHOOSING TO GOV/T/  
20500: #V55, IMPORT OF FRINGES IN CHOOSING TO GOV/T/  
20600: #V56, IMPORT OF CHALLENGE IN CHOOSING TO GOV/T/  
20700: #V57, IMPORT OF SECURITY IN CHOOSING TO GOV/T/  
20800: #V58, IMPORT OF PUBLIC SERVICE IN CHOOSING TO GOV/T/  
20900: #V59, IMPORT OF SALARY IN STAYING IN GOV/T/  
21000: #V60, IMPORT OF FRINGES IN STAYING IN GOV/T/  
21100: #V61, IMPORT OF CHALLENGE IN STAYING IN GOV/T/  
21200: #V62, IMPORT OF SECURITY IN STAYING IN GOV/T/  
21300: #V63, IMPORT OF PUB SER IN STAYING IN GOV/T/  
21400: #V64, YOUNGER EMPLOYEES TREATED/  
21500: #V65, HANDICAPPED EMPLOYEES TREATED/  
21600: #V66, FEMALE EMPLOYEES TREATED/  
21700: #V67, MINORITY EMPLOYEES TREATED/  
21800: #V68, RIF'D DURING PAST THREE YEARS/  
21900: #V69, UNIT OF ORGANIZATIONAL REFERENCE/  
22000: #V70, LAST PERFORMANCE APPRAISAL/  
22100: #V71, DID PA HELP IMPROVE PERE/  
22200: #V72, DEVELOPMENT OF PERE ELEMENTS & STDS/  
22300: #V73A, ALL CRITICAL IDENTIFIED SAME/  
22400: #V73B, SOME NOT CRITICAL IDENTIFIED/  
22500: #V73C, SOME CRITICAL NOT IDENTIFIED/  
22600: #V73D, NO CRITICAL IDENTIFIED/  
22700: #V73E, DON'T HAVE ANY CRITICAL/  
22800: #V73F, DON'T KNOW/

Reference Copy 62

20100:V51, MY HARD WORK WILL BE REWARDED  
20200:V52, I WILL GET CASH AWARD FOR MY WORK  
20300:V53, WILL HAVE MORE SECURITY WITH PUBLIC  
20400:V54, IMPORT OF SALARY IN GOVT/GOVT  
20500:V55, IMPORT OF FRINGES IN GOVNING IN GOVNT  
20600:V56, IMPORT OF CHALLENGE IN GOVNING IN GOVNT  
20700:V57, IMPORT OF SECURITY IN GOVNING IN GOVNT  
20800:V58, IMPORT OF PUBLIC SERVICE IN GOVNING IN GOVNT  
20900:V59, IMPORT OF SALARY IN STAYING IN GOVNT  
21000:V60, IMPORT OF FRINGES IN STAYING IN GOVNT  
21100:V61, IMPORT OF CHALLENGE IN STAYING IN GOVNT  
21200:V62, IMPORT OF SECURITY IN STAYING IN GOVNT  
21300:V63, IMPORT OF PUB SER IN STAYING IN GOVNT  
21400:V64, YOUNGER EMPLOYEES TREATED  
21500:V65, HANDICAPPED EMPLOYEES TREATED  
21600:V66, FEMALE EMPLOYEES TREATED  
21700:V67, MINORITY EMPLOYEES TREATED  
21800:V68, RISE DURING PAST THREE YEARS  
21900:V69, UNIT OF ORGANIZATIONAL REFERENCE  
22000:V70, LAST PERFORMANCE APPRAISAL  
22100:V71, DID PA HELP IMPROVE REEF  
22200:V72, DEVELOPMENT OF PERF ELEMENTS & ATTR  
22300:V73A, ALL CRITICAL IDENTIFIED SAME  
22400:V73B, SOME NOT CRITICAL IDENTIFIED  
22500:V73C, SOME CRITICAL NOT IDENTIFIED  
22600:V73D, NO CRITICAL IDENTIFIED  
22700:V73E, DON'T HAVE ANY CRITICAL  
22800:V73F, DON'T KNOW  
22900:V73G, DON'T HAVE PERF PLAN  
23000:V74, CHANGES IN PERF RATING DURING PROCESS  
23100:V75, WHO SHOULD BE COVERED BY MERIT PAY  
23200:V76, WOULD YOU LIKE TO BE INVOLVED IN ME  
23300:V77, REDUCE ANNUAL LEAVE IF INCREASE PAY  
23400:V78, PAY SHOULD BE COMPARABLE TO PVT SECTOR  
23500:V79, BENEFITS SHOULD BE COMP EMT SECTARY  
23600:V80, COST EMP BENEFITS PREFERENCE  
23700:V81, HEALTH BENEFITS PREFERENCE  
23800:V82, FUNDING RETIREMENT SYSTEM  
23900:V83, SOLVE FINANCIAL PROB RETIREMENT SYSTEM  
24000:V84, PENSION SYSTEM CHOICE  
24100:V85, PER DFC HELPS ME PERF HIGHER LEVEL  
24200:V86, EXEC'S BELIEVE TO OPPOSE IDEAS NOT  
24300:V87, REWARD PERFS ACTNS AVOIDED ONE PERFORM  
24400:V88, ALL IN ALL I AM SATISFIED WITH LEAVE  
24500:V89, CAR-NONCAREERS WORK NEAR TOGETHER  
24600:V90, SUPV ABIL TO MNG RESTRICTED BY RULES REGR  
24700:V91, SATIS WITH CHANGE FOR PERFORMAN  
24800:V92, DON'T HAVE ENOUGH AUTHORITY TO  
24900:V93, IMP OF QUALS IN EXEC SEL  
25000:V94, IMPORT OF ABIL TO MNG PEOPLE IN EXEC SELEC  
25100:V95, IMP OF PROG MGMT EXPER IN EXEC SELEC  
25200:V96, IMP TNC OF FAVORITISM IN EXEC SELEC  
25300:V97, TO DETERM PAY LENGTH OF SERV  
25400:V98, TO DETERM PAY AMT OF SERV  
25500:V99, TO DETERM PAY QUAL OF SERV  
25600:V100, TO DETERM PAY LENGTH OF SERV  
25700:V101, TO DETERM PAY AMT OF SERV  
25800:V102, TO DETERM PAY QUAL OF SERV  
25900:V103, CAREER EXEC'S PERFORM THEIR JOBS  
26000:V104, NUMBER EMP IN YOUR MERIT PAY PLAN  
26100:V105, CAN MEASURE EMP PERFORM NEW PAY  
26200:V106, ABLE REASSIGN EXEC IMPROV MEASUREMENTS  
26300:V107, MERIT PAY MORE ON POINT THAN OTHER  
26400:V108, PRESSURE TO INFLATE PERF RATINGS  
26500:V109, NOT ENOUGH AUTH TO REMOVE POOR PER  
26600:V110, NOT ENOUGH AUTH TO PROMOTE POOR PER  
26700:V111, NOT ENOUGH AUTH TO PROMOTE  
26800:V112, NOT ENOUGH AUTH TO MERIT PAY  
26900:V113, MY PA ABIL TO GET RESULTS  
27000:V114, MY PA TAKE ACTN APNS  
27100:V115, MY PA ACHIEVE EFFICIENT  
27200:V116, MY PA ACHIEVE EFFICIENT  
27300:VALDESLAME \* SEX (1) FEMALE  
27400:STATUSE3 (1) EXEC'S (2)  
27500:W(3) 1-12 SUPS (4) 1-15 NIMS  
27600:W(5) WG SHES (6) WG NONSUP  
27700:RACE (1) AMERICAN INDIAN (2) ASIAN  
27800:R(4) ASIAN-PACIFIC (5) HAWAIIAN  
27900:ETHNIC (1) HISPANIC (2) OTHER  
28000:AGE (1) UNDER 20 (2) 20-29  
28100:W(6) 35-59 (7) 60-64 (8) 65 AND OVER  
28200:EDUCAT (1) ELEMENTARY (2) SOME HS TECH (3) HS GRAD  
28300:EDUC (4) HS DEGREE PLUS HS TECH (5) SOME COLLEGE (6) COLLEGE  
28400:EDUC (7) HS GRAD SCHOOL (8) GRAD DEGREE

Reference Copy 9/20 50-54

MICROFILMS

27400::STATUS83 (1) EXECS (2) 13-15 SUPS  
 27500::(3) 1-12 SUPS (4) 1-15 NONSUPS  
 27600::(5) WG SUPS (6) WG NONSUPS/  
 27700::RACE (1) AMERICAN INDIAN (2) ESKIMO (3) ALEUT  
 27800::(4) ASIAN-PACIFIC (5) BLACK (6) WHITE (7) OTHER/  
 27900::ETHNIC (1) HISPANIC (2) NON-HISPANIC/  
 28000::AGE (1) UNDER 20 (2) 20-29 (3) 30-39 (4) 40-49 (5) 50-54  
 28100::(6) 55-59 (7) 60-64 (8) 65 AND OVER/  
 28200::EDUCAT (1) ELEMENTARY (2) SOME HS TECH (3) HS GRAD-  
 28300::GED (4) HS DEGREE PLUS TECH (5) SOME COLLEGE (6) COLLEGE  
 28400::GRAD (7) SOME GRAD SCHOOL (8) GRAD DEGREE/  
 28500::FEDYEARS (1) LESS THAN 1 YR (2) 1 THRU 3 (3) 4 THRU 9  
 28600::(4) 10 THRU 19 (5) 20 THRU 29 (6) 30 AND OVER/  
 28700::RETIRE (1) NOW (2) 1-2 YEARS (3) 3-5 YEARS (4) 6-8 YEARS  
 28800::(5) OVER 8 YEARS/  
 28900::VETPREF (1) 10 PT 30% (2) ALIS OTHER 10 PT (3) 5 PT (4) NONE/  
 29000::APPT (1) CAREER-CAREER COND (2) NONCAREER EXEC  
 29100::(3) SCHEDULE C (4) OTHER/  
 29200::IMMEDSUP (1) LESS THAN 1 (2) 1-2 YRS (3) 3-5 YRS (4) 6-8 YRS  
 29300::(5) MORE THAN 8 YRS/  
 29400::LASTPA (1) LESS THAN 6 MOS (2) 6 MOS-LESS THAN 1 YR  
 29500::(3) 1 YR-LESS THAN 2 YRS (4) 2 YRS OR MORE (5) NEVER/  
 29600::AWARDSA TO AWARDSJ, V73A TO V73G (1) YES (2) NO/  
 29700::SUPER (1) NOT SUPER-MNGR (2) LESS THAN 1 YR (3) 1-2 YRS  
 29800::(4) 3-5 YRS (5) 6-10 YRS (6) MORE THAN 10 YRS (7) DON'T KNOW/  
 29900::AGY (01) AIR FORCE (02) ARMY (03) NAVY (04) OTHER DEFENSE  
 30000::(05) EDUCAT (06) HHS (07) HUD (08) INTERIOR (09) TRANSPORT  
 30100::(10) TREASURY (11) ENERGY (12) OTHER CABINET (13) GSA  
 30200::(14) NASA (15) VA (16) OPM (17) ALL OTHER AGENCIES/  
 30300::AGYYRS (1) LESS THAN 1 YR (2) 1-3 YRS (3) 4-8 YRS (4) 9-15 YRS  
 30400::(5) MORE THAN 15 YRS/  
 30500::JOBYRS (1) LESS THAN 6 MOS (2) 6 MOS-1 YR (3) 2-5 YRS  
 30600::(4) 6-10 YRS (5) MORE THAN 10 YRS/  
 30700::WORKSITE (1) HEADQUARTERS (2) FIELD OR REGION/  
 30800::PAYCAT (1) GS (2) GM-MERIT PAY (3) SES (4) EQUIV SES  
 30900::(5) WAGE SYSTEM/  
 31000::GRADE (1) 1-4 (2) 5-8 (3) 9-12 (4) 13-14 (5) 15  
 31100::(6) 16-18 (7) SES (8) UNGRADED/  
 31200::V1 TO V28, V30 TO V44, V77 TO V79, V85 TO V92, V105 TO V107,  
 31300::V109 TO V112 (1) STRONGLY DISAGREE (2) DISAGREE (3) UNDECIDED  
 31400::(4) AGREE (5) STRONGLY AGREE/  
 31500::V45 (1) NO REAL EFFORT (2) ENOUGH EFFORT (3) FULL SERVICE  
 31600::(4) MORE THAN EXPECTED (5) HARDEST WORKER/  
 31700::V46 TO V48, V54 TO V63, V98 TO V102, V113 TO V116  
 31800::(1) NOT IMPORTANT AT ALL (3) SOMEWHAT IMPORTANT  
 31900::(5) VERY IMPORTANT/  
 32000::V49 TO V53 (1) NOT AT ALL LIKELY (3) SOMEWHAT LIKELY (5) VERY  
 32100::LIKELY/  
 32200::V64 TO V67 (1) MUCH WORSE (2) WORSE (3) SAME  
 32300::(4) BETTER (5) MUCH BETTER/  
 32400::V68 (1) NO (2) YES-DOWNGRADE (3) DOWNGRD-RPROM FORMER  
 32500::(4) DINGRD-RPROM NOT FRMR (5) REASSIGN SAME GRADE (6)  
 32600::SEPARATED-REHIRED (7) SEPARATED-DIFF AGY/V49 (1) DEPT-AGY  
 32700::(2) MAJOR COMP W-IN AGY (3) BUREAU-DIV (4) FIELD (5) IMMED OFC/  
 32800::V70 (1) OUTSTANDING (2) EXCEEDS FULLY (3) FULLY (4)  
 32900::MINIMALLY (5) UNSATIS (6) NEVER RED ONE/  
 33000::V71 (1) NOT HELPFUL AT ALL (3) SOMEWHAT HELPFUL  
 33100::(5) HELPED GREATLY/  
 33200::V72 (1) JOINTLY (2) BY ME-SUP REVIEW (3) BY SUP-MY REVIEW  
 33300::(4) BY SUP W-OUT ME (5) BY THIRD PARTY (6) DON'T HAVE ANY  
 33400::(7) DON'T KNOW/  
 33500::V74 (1) RATE APRVD HIGH LEV (2) 2ND LEV CHGD HGHR  
 33600::(3) 2ND LEV CHGND LWR (4) DON'T KNOW (5) NO RATING  
 33700::(6) NONE ABOVE/  
 33800::V76 (1) YES (2) NO (3) DON'T KNOW  
 33900::V80 (1) DEDUCT MORE (2) DED SAME RED SOMEWHAT  
 34000::(3) DIED LESS-RED SUBSTNTL (4) DON'T KNOW/  
 34100::V81 (1) MORE HB-WILL PAY (2) SAME HB-MORE COST (3)  
 34200::MORE COST SHARE (4) LESS COST-LESS HB (5) DON'T KNOW/  
 34300::V82 (1) GOVT PAY ALL (2) GOVT 3-4TH (3) GOVT HALF  
 34400::(4) GOVT 1-4TH (5) DON'T KNOW/  
 34500::V83 (1) MORE PAY-LESS RET (2) LESS PAY MORE RET (3) DON'T KNOW/  
 34600::V84 (1) SS&PERS-5.6% EA (2) 65% MOD CS RET 11% EA (3)  
 34700::CS RET EVEN IF 17% (4) LESS BENE REEF 7%  
 34800::(5) PVT ANNUIT-GOVT 11%/  
 34900::V104 (1) NOT COVERED MP (2) 10 OR LESS (3) 11-20  
 35000::(4) 31-100 (5) MORE THAN 100 (6) DON'T KNOW/  
 35100::V108 (1) PROTCT CAREERS (2) MAINTAIN GOOD REL (3) DIFF ODC POOR  
 35200::PERF (4) MAKE RATE COMP OTHERS (5) NO PRESSURE/  
 35300::V103 (1) MUCH BETTER (2) BETTER (3) SAME (4) WORSE  
 35400::(5) MUCH WORSE/  
 35500::V29 (1) NEVER (2) RARELY (3) SOMETIMES (4) OFTEN (5) ALWAYS/

Reference Copy #22

NATIONAL ARCHIVES



28800:: (5) OVER 8 YEARS/  
 28900:: VETPREF (1) 10 PT 30% (2) 10 PT OTHER 10 PT (3) 5 PT (4) NONE/  
 29000:: APPT (1) CAREER-CAREER COND (2) NONCAREER EXEC  
 29100:: (3) SCHEDULE C (4) OTHER  
 29200:: IMMEDI SUP (1) LESS THAN 1 (2) 1-2 YRS (3) 3-5 YRS (4) 6-8 YRS  
 29300:: (5) MORE THAN 8 YRS/  
 29400:: LASTPA (1) LESS THAN 6 MOS (2) 6 MOS-LESS THAN 1 YR  
 29500:: (3) 1 YR-LESS THAN 2 YRS (4) 2 YRS OR MORE (5) NEVER/  
 29600:: AWARDS TO AWARDSJ, V73A TO V73G (1) YES (2) NO/  
 29700:: SUPER (1) NOT SUPER-MNGR (2) LESS THAN 1 YR (3) 1-2 YRS  
 29800:: (4) 3-5 YRS (5) 6-10 YRS (6) MORE THAN 10 YRS (7) DON'T KNOW/  
 29900:: AGY (01) AIR FORCE (02) ARMY (03) NAVY (04) OTHER DEFENSE  
 30000:: (05) EDUCAT (06) HHS (07) HUD (08) INTERIOR (09) TRANSPORT  
 30100:: (10) TREASURY (11) ENERGY (12) OTHER CABINET (13) GSA  
 30200:: (14) NASA (15) VA (16) OPM (17) ALL OTHER AGENCIES/  
 30300:: AGYYRS (1) LESS THAN 1 YR (2) 1-3 YRS (3) 4-8 YRS (4) 9-15 YRS  
 30400:: (5) MORE THAN 15 YRS/  
 30500:: JOBYRS (1) LESS THAN 6 MOS (2) 6 MOS-1 YR (3) 2-5 YRS  
 30600:: (4) 6-10 YRS (5) MORE THAN 10 YRS/  
 30700:: WORKSITE (1) HEADQUARTERS (2) FIELD OR REGION/  
 30800:: PAYCAT (1) GS (2) GM-MERIT PAY (3) SES (4) EQUIV SES  
 30900:: (5) WAGE SYSTEM/  
 31000:: GRADE (1) 1-4 (2) 5-8 (3) 9-12 (4) 13-14 (5) 15  
 31100:: (6) 16-18 (7) SES (8) UNGRADED/  
 31200:: V1 TO V28, V30 TO V44, V77 TO V79, V85 TO V92, V105 TO V107,  
 31300:: V109 TO V112 (1) STRONGLY DISAGREE (2) DISAGREE (3) UNDECIDED  
 31400:: (4) AGREE (5) STRONGLY AGREE/  
 31500:: V45 (1) NO REAL EFFORT (2) ENOUGH EFFORT (3) FULL SERVICE  
 31600:: (4) MORE THAN EXPECTED (5) HARDEST WORKER/  
 31700:: V46 TO V48, V54 TO V63, V93 TO V102, V113 TO V116  
 31800:: (1) NOT IMPORTANT AT ALL (3) SOMEWHAT IMPORTANT  
 31900:: (5) VERY IMPORTANT/  
 32000:: V49 TO V53 (1) NOT AT ALL LIKELY (3) SOMEWHAT LIKELY (5) VERY  
 32100:: LIKELY/  
 32200:: V64 TO V67 (1) MUCH WORSE (2) WORSE (3) SAME  
 32300:: (4) BETTER (5) MUCH BETTER/  
 32400:: V68 (1) NO (2) YES-DOWNGRADE (3) DOWNGR-REPROM FORMER  
 32500:: (4) DNGRD-RPRM NOT FRMR (5) REASSIGN SAME GRADE (6)  
 32600:: SEPARATED-REHIRED (7) SEPARATED-DIFF AGY/V62 (1) DEPT-AGY  
 32700:: (2) MAJOR COMP W-IN AGY (3) BUREAU-DIV (4) FIELD (5) IMMED OFC/  
 32800:: V70 (1) OUTSTANDING (2) EXCEEDS FULLY (3) FULLY (4)  
 32900:: MINIMALLY (5) UNSATIS (6) NEVER RED ONE/  
 33000:: V71 (1) NOT HELPFUL AT ALL (3) SOMEWHAT HELPFUL  
 33100:: (5) HELPED GREATLY/  
 33200:: V72 (1) JOINTLY (2) BY ME-SUP REVIEW (3) BY SUP-MY REVIEW  
 33300:: (4) BY SUP W-OUT ME (5) BY THIRD PARTY (6) DON'T HAVE ANY  
 33400:: (7) DON'T KNOW/  
 33500:: V74 (1) RATE APPRVD HIGH LEV (2) 2ND LEV CHGD HGR  
 33600:: (3) 2ND LEV CHGD LWR (4) DON'T KNOW (5) NO RATING  
 33700:: (6) NONE ABOVE/  
 33800:: V76 (1) YES (2) NO (3) DON'T KNOW/  
 33900:: V80 (1) DEDUCT MORE (2) DED SAME-RED SOMEWHAT  
 34000:: (3) DED LESS-RED SUBSTNTE (4) DON'T KNOW/  
 34100:: V81 (1) MORE HB-WILL PAY (2) SAME HB-MORE COST (3)  
 34200:: MORE COST SHARE (4) LESS COST-LESS HB (5) DON'T KNOW/  
 34300:: V82 (1) GOVT PAY ALL (2) GOVT 3/4TH (3) GOVT HALF  
 34400:: (4) GOVT 1-4TH (5) DON'T KNOW/  
 34500:: V83 (1) MORE PAY-LESS RET (2) LESS PAY-MORE RET (3) DON'T KNOW/  
 34600:: V84 (1) SS&PERS-5.6% EA (2) SS&PERS-11% EA (3)  
 34700:: CS RET-EVEN LE 17% (4) LESS BENE-RETR 7%  
 34800:: (5) PVT ANNUIT-GOVT 11%/  
 34900:: V104 (1) NOT COVERED ME (2) 10 OR LESS (3) 11-30  
 35000:: (4) 31-100 (5) MORE THAN 100 (6) DON'T KNOW/  
 35100:: V108 (1) PROTECT CAREERS (2) MAINTAIN GOOD REL (3) DIFF DOC POOR  
 35200:: PERF (4) MAKE RATE COMP OTHERS (5) NO PRESSURE/  
 35300:: V102 (1) MUCH BETTER (2) BETTER (3) SAME (4) WORSE  
 35400:: (5) MUCH WORSE/  
 35500:: V122 (1) NEVER (2) BARELY (3) SOMETIMES (4) OFTEN (5) ALWAYS/  
 35600:: V75 (1) SUP MGR 18-15 (2) ALL 18-15 (3) ALL 15-15  
 35700:: (4) ALL 15 (5) NONE OF THE ABOVE/  
 35800:: SAVING AND VALUE S&EX 100 SUPER 100 (1) 100 (2) 100 (3) 100 (4) 100 (5) 100  
 35900:: SAVING S&EX PERBSYS INITIAL (1) 100 (2) 100 (3) 100 (4) 100 (5) 100  
 36000:: SAVING S&EX PERBSYS INITIAL (1) 100 (2) 100 (3) 100 (4) 100 (5) 100



United States  
**Office of  
Personnel Management**

Washington, D.C. 20415

September 1983

Dear Survey Participant:

The Office of Personnel Management is continuing its study of the effects of the Civil Service Reform Act of 1978 (CSRA). As part of this study, we want to know what Federal employees think about some of the changes brought about by CSRA and what Federal employees think about working for the Government in general. And, in addition, we want to get Federal employee opinions about other personnel-related subjects.

The views of every Federal employee are important, but there are too many for us to contact each employee individually. Therefore, in order to get a wide range of views, we have randomly selected a sample of employees from all Federal agencies, nation-wide, and are asking them to complete a questionnaire for us. You have been selected as part of this group.

We want to know what you think about working for the Government and what your ideas are about various personnel programs. Therefore, we would like you to complete the attached questionnaire frankly and honestly.

Your answers will be kept completely confidential. They will be combined with the answers of everyone else, so that no one person's responses can be reported or made available to anyone. A distribution company is mailing the questionnaires for us and collecting the replies. Your questionnaire is numbered on the back, but only to allow the distribution company to check your name off the mailing list when your survey is returned to them.

Please complete this questionnaire as soon as possible. You may complete it at your workplace during your regular working hours. After you have completed the survey, place the questionnaire in the enclosed envelope that is addressed to the distribution company. It would help speed up the analysis of the results if you could mail your completed survey within 5 days.

Because this survey is part of an on-going study, you may have completed a similar questionnaire for us before. In order to protect employee confidentiality, we have not maintained any records of who was previously asked to complete a questionnaire. We hope you will take the time to share your views with us again this year.

Although your participation is voluntary, we urge you to take advantage of this opportunity to express your views. Thank you for your cooperation.

Sincerely yours,

Terry W. Culler  
Assistant Director for  
Planning and Evaluation

REPRODUCED AT THE NATIONAL ARCHIVE

Reference Copy #25

08986-001

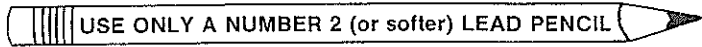
1

P-60

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.

## GENERAL SURVEY INSTRUCTIONS

The questions in this survey will ask you about yourself, your work experiences, your attitudes, and your preferences. Answer each of the questions by filling in the appropriate circle. Your responses will be read mechanically by an optical mark reader. It is important that you follow a few simple instructions:

-  USE ONLY A NUMBER 2 (or softer) LEAD PENCIL
- Make heavy black marks that fill the circle.
- Erase cleanly and completely any response you wish to change.
- If you wish to write any comments, use a blank piece of paper and enclose it with the booklet in the return envelope. Do not write on the booklet, except to fill in the response circles.
- Mark only one response for each question, unless specifically directed to do otherwise.

THESE 4 QUESTIONS ARE **EXAMPLES**—SOME OF THE QUESTIONS WILL LOOK LIKE THESE:

1. In the last 10 years, how many awards have you received from the Federal government?

- ① None
- 1
- ③ 2 or 3
- ④ More than 3

2. The training I receive is important for my advancement.

3. The training program here is effective.

	STRONGLY AGREE				
					AGREE
	UNDECIDED				
	DISAGREE				
STRONGLY DISAGREE	①	②	③	④	●
	●	②	③	④	⑤

4. The training I receive is important to me.

	VERY IMPORTANT				
	SOMEWHAT IMPORTANT				
NOT IMPORTANT AT ALL	①	②	③	●	⑤

In example #4 above, there are written descriptions for only three of the five response circles. **However, any of the five response circles can be used.** If you feel that the training you receive is more than “somewhat important” but not quite “very important”, you should fill in circle 4.

PLEASE FOLLOW THE DIRECTIONS GIVEN IN THE BOXES AT THE BEGINNING OF EACH SET OF QUESTIONS. BE SURE TO READ THE RESPONSE CHOICES BEFORE CHOOSING AND MARKING YOUR ANSWERS. YOU MAY BELIEVE THAT YOU DO NOT HAVE ENOUGH INFORMATION TO ANSWER SOME OF THE QUESTIONS—BUT ANSWER AS BEST AS YOU CAN, BASED ON THE INFORMATION THAT YOU HAVE. IF NONE OF THE CHOICES SEEMS STRICTLY APPROPRIATE, PLEASE CHOOSE THE ONE THAT COMES CLOSEST TO YOUR FEELING OR OPINION.

THE FOLLOWING INFORMATION IS NEEDED TO HELP US WITH THE STATISTICAL ANALYSIS OF THE SURVEY RESULTS. ALL OF YOUR RESPONSES ARE STRICTLY CONFIDENTIAL. INDIVIDUAL RESPONSES WILL NOT BE SEEN BY ANYONE WITHIN YOUR ORGANIZATION.

WE APPRECIATE YOUR HELP IN PROVIDING THIS IMPORTANT INFORMATION.

1. Are you:
  - ① Female
  - ② Male
2. Are you:
  - ① American Indian
  - ② Eskimo (Alaska)
  - ③ Aleut (Alaska)
  - ④ Asian or Pacific Islander
  - ⑤ Black
  - ⑥ White
  - ⑦ Other
3. Are you of:
  - ① Hispanic origin
  - ② Non-Hispanic origin
4. How old are you?
  - ① Under 20
  - ② 20 thru 29
  - ③ 30 thru 39
  - ④ 40 thru 49
  - ⑤ 50 thru 54
  - ⑥ 55 thru 59
  - ⑦ 60 thru 64
  - ⑧ 65 and over
5. What is your educational level?  
(Indicate highest level completed)
  - ① Elementary school (grades 1-8)
  - ② Some high school or some technical training
  - ③ Graduated from high school or GED
  - ④ High school degree plus technical training or apprenticeship
  - ⑤ Some college
  - ⑥ Graduated from college (B.A., B.S., or other bachelor's degree)
  - ⑦ Some graduate school
  - ⑧ Graduate degree (M.A., Ph.D., LL.B., M.D., etc.)
6. How many years have you been a Federal government employee?  
(Exclude military service)
  - ① Less than 1 year
  - ② 1 thru 3 years
  - ③ 4 thru 9 years
  - ④ 10 thru 19 years
  - ⑤ 20 thru 29 years
  - ⑥ 30 years and over
7. When will you be eligible to retire voluntarily?
  - ① I am eligible now
  - ② 1 thru 2 years
  - ③ 3 thru 5 years
  - ④ 6 thru 8 years
  - ⑤ More than 8 years
8. What is your veterans' preference status?
  - ① Ten-point compensable preference based on a service-connected disability of 30% or more
  - ② All other ten-point preference
  - ③ Five-point preference
  - ④ None
9. What type of appointment are you serving under?
  - ① Career or career-conditional
  - ② Non-career executive
  - ③ Schedule C
  - ④ Other
10. How long have you worked for your present immediate supervisor?
  - ① Less than 1 year
  - ② 1 thru 2 years
  - ③ 3 thru 5 years
  - ④ 6 thru 8 years
  - ⑤ More than 8 years
11. How long has it been since you last received a written performance appraisal from your present supervisor?
  - ① Less than 6 months
  - ② 6 months to less than 1 year
  - ③ 1 year to less than 2 years
  - ④ 2 years or more
  - ⑤ Never received one

12. Which of the following awards have you received within the past two years:  
(CHECK ALL THAT APPLY)

- ① Cash award for sustained superior performance or outstanding performance rating
- ② Cash award for special act or achievement
- ③ Quality step increase
- ④ Merit Pay Cash Award
- ⑤ SES Performance Bonus
- ⑥ SES Distinguished or Meritorious Rank Award
- ⑦ Cash award for suggestion
- ⑧ Cash award—don't know the reason
- ⑨ Non-monetary award
- ⑩ I have not received any of these awards

13. How long have you officially been designated as a manager or supervisor?

- ① I am not a supervisor/manager
- ② Less than one year
- ③ 1 thru 2 years
- ④ 3 thru 5 years
- ⑤ 6 thru 10 years
- ⑥ More than 10 years
- ⑦ Don't know if I am supervisor or manager

14. Which of the following do you work for:

- ① Agriculture
- ② Commerce
- ③ Defense—Office of the Secretary
- ④ Defense—Air Force
- ⑤ Defense—Army
- ⑥ Defense—Navy
- ⑦ Defense—all other Defense agencies
- ⑧ Education
- ⑨ Energy
- ⑩ Health and Human Services
- ⑪ Housing and Urban Development
- ⑫ Interior
- ⑬ Justice
- ⑭ Labor
- ⑮ State
- ⑯ Transportation
- ⑰ Treasury
- ⑱ General Services Administration
- ⑲ NASA
- ⑳ Veterans Administration
- ㉑ Office of Personnel Management
- ㉒ All other agencies

15. How many years have you worked in this agency?

- ① Less than 1 year
- ② 1 thru 3 years
- ③ 4 thru 8 years
- ④ 9 thru 15 years
- ⑤ More than 15 years

16. How long have you been performing your present job in this agency (even though your pay or grade may have been changed)?

- ① Less than 6 months
- ② 6 months thru 1 year
- ③ 2 thru 5 years
- ④ 6 thru 10 years
- ⑤ More than 10 years

17. Where do you work?

- ① Headquarters
- ② Field or regional installation

18. What is your pay category?

- ① General Schedule and Similar (GS-GG-GW)
- ② General Schedule and Similar, but covered by Merit Pay (GM-GH)
- ③ Senior Executive Service (ES)
- ④ Equivalent to SES (GS-16, 17, 18 or ungraded equivalent)
- ⑤ Wage system (WG, WS, WL, WD)

19. What is your pay grade? (e.g., GS-5, WG-9)

- ① 1 thru 4
- ② 5 thru 8
- ③ 9 thru 12
- ④ 13 and 14
- ⑤ 15
- ⑥ 16 thru 18
- ⑦ SES
- ⑧ Ungraded

**THE QUESTIONS IN THIS SECTION OF THE SURVEY ASK HOW YOU FEEL NOW ABOUT YOUR ORGANIZATION, YOUR SUPERVISOR, AND YOUR JOB.**

THE FOLLOWING STATEMENTS ARE ABOUT YOUR ORGANIZATION AND THE EXPERIENCES YOU HAVE HAD WORKING HERE. HOW MUCH DO YOU **AGREE** OR **DISAGREE** WITH EACH STATEMENT?

1. In general, I like working here.
2. I understand the performance appraisal system being used in this organization.
3. Under the present system, it is very difficult to motivate employees with financial rewards.
4. If an employee performs his/her job poorly, supervisors here will take the appropriate corrective action.
5. I have the authority I need to accomplish my work objectives.
6. It's really not possible to change things around here.
7. Promotions or unscheduled pay increases here usually depend on how well a person performs on his/her job.
8. There are adequate procedures to get my performance rating reconsidered, if necessary.
9. Under the present system, financial rewards are seldom related to employee performance.
10. Management is flexible enough to make changes when necessary.
11. There is a tendency for supervisors here to give the same performance ratings regardless of how well people perform their jobs.
12. I care little about what happens to this organization as long as I get a paycheck.
13. I am not afraid to "blow the whistle" on things I find wrong with my organization.
14. In general, disciplinary actions taken in this organization are fair and justified.
15. Supervisors in this organization take the time to help marginal and unsatisfactory workers improve their performance.
16. I think the reduction-in-force procedures used over the years have been fair.
17. All Federal employees covered by union bargaining agreements should be required to pay dues to the union, even if they are not union members.
18. Performance appraisals do influence personnel actions taken in this organization.
19. I am satisfied with the amount of job security I have.

	STRONGLY AGREE				
	AGREE				
	UNDECIDED				
	DISAGREE				
	STRONGLY DISAGREE				
	①	②	③	④	⑤
1.	①	②	③	④	⑤
2.	①	②	③	④	⑤
3.	①	②	③	④	⑤
4.	①	②	③	④	⑤
5.	①	②	③	④	⑤
6.	①	②	③	④	⑤
7.	①	②	③	④	⑤
8.	①	②	③	④	⑤
9.	①	②	③	④	⑤
10.	①	②	③	④	⑤
11.	①	②	③	④	⑤
12.	①	②	③	④	⑤
13.	①	②	③	④	⑤
14.	①	②	③	④	⑤
15.	①	②	③	④	⑤
16.	①	②	③	④	⑤
17.	①	②	③	④	⑤
18.	①	②	③	④	⑤
19.	①	②	③	④	⑤

Reference Copy #29

AGREE or DISAGREE . . .

20. If I were subject to an involuntary personnel action, I believe my agency would adequately inform me of my grievance and appeal rights.

21. I am satisfied with the recognition I receive for public service.

					STRONGLY AGREE
					AGREE
					UNDECIDED
					DISAGREE
					STRONGLY DISAGREE
	①	②	③	④	⑤
	①	②	③	④	⑤

THE NEXT FEW QUESTIONS ASK ABOUT YOUR IMMEDIATE SUPERVISOR -- THE INDIVIDUAL THAT YOU REPORT TO DIRECTLY.

- 22. My supervisor maintains high standards of performance for his/her employees.
- 23. My supervisor and I agree on what "good performance" on my job means.
- 24. My job performance is carefully evaluated by my supervisor.
- 25. My supervisor gives me adequate information on how well I am performing.
- 26. My supervisor discusses with me the specific reasons for the performance rating I receive.
- 27. My supervisor evaluates my performance on things not related to my job.
- 28. I am confident that my supervisor would not take action against me if I were to bring cases of inefficiencies or waste to his/her attention.
- 29. How often do you receive feedback from your supervisor that helps you to improve your performance?

					STRONGLY AGREE
					AGREE
					UNDECIDED
					DISAGREE
					STRONGLY DISAGREE
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤

- ① Never
- ② Rarely
- ③ Sometimes
- ④ Often
- ⑤ Always

THE NEXT QUESTIONS ARE ABOUT YOUR JOB AND THE KIND OF WORK YOU DO. HOW MUCH DO YOU AGREE OR DISAGREE WITH EACH STATEMENT AS A DESCRIPTION OF YOUR PRESENT JOB?

- 30. My job is challenging.
- 31. I work hard on my job.
- 32. Doing my job well gives me a feeling that I've accomplished something worthwhile.
- 33. The work I do on my job is meaningful to me.
- 34. I don't have enough work to do to keep me busy.
- 35. I have a great deal of say over what has to be done on my job.

					STRONGLY AGREE
					AGREE
					UNDECIDED
					DISAGREE
					STRONGLY DISAGREE
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤

REPRODUCED BY THE NATIONAL ARCHIVE

Reference Copy #30

AGREE or DISAGREE . . .

36. My performance appraisal takes into account the most important parts of my job.
37. In general, I am satisfied with my job.
38. I feel I have a better understanding of the work to be performed on my job as a result of receiving written performance standards and elements.
39. The standards used to evaluate my performance have been fair and objective.
40. During the next year I will probably look for a new job outside this organization.
41. I am now aware of what standards are being used to evaluate my job performance.
42. I will be demoted or removed from my job if I perform my job poorly.
43. Information that I receive about my performance usually comes too late for it to be of any use to me.
44. My performance rating presents a fair and accurate picture of my actual job performance.
45. Please rate the amount of effort you put into work activities during an average workday:

- ① I give no real effort at all.
- ② I give enough effort to get by and keep my job.
- ③ I give the amount of effort expected for the job -- I give full services for what I am paid.
- ④ I work very hard on my job -- I put much more effort into my job than is expected of me.
- ⑤ I am one of the hardest workers in my office -- I often work more than 8 hours a day, take few breaks, and rarely waste time on personal matters.

THE NEXT THREE QUESTIONS ARE ABOUT DIFFERENT THINGS PEOPLE WANT FROM THEIR WORK. HOW IMPORTANT IS EACH OF THE FOLLOWING TO YOU? (Mark any one of the 5 response circles.)

46. ...the chances you have to accomplish something worthwhile?
47. ... the amount of job security you have?
48. ... your chances for receiving a performance award?

	STRONGLY DISAGREE	DISAGREE	UNDECIDED	AGREE	STRONGLY AGREE
36.	①	②	③	④	⑤
37.	①	②	③	④	⑤
38.	①	②	③	④	⑤
39.	①	②	③	④	⑤
40.	①	②	③	④	⑤
41.	①	②	③	④	⑤
42.	①	②	③	④	⑤
43.	①	②	③	④	⑤
44.	①	②	③	④	⑤
45.	①	②	③	④	⑤

	NOT IMPORTANT AT ALL	SOMEWHAT IMPORTANT	VERY IMPORTANT		
46.	①	②	③	④	⑤
47.	①	②	③	④	⑤
48.	①	②	③	④	⑤

Reference Copy #31



HERE ARE SOME THINGS THAT COULD HAPPEN TO PEOPLE WHEN THEY DO THEIR JOBS ESPECIALLY WELL. **HOW LIKELY** IS IT THAT EACH OF THESE THINGS WOULD HAPPEN TO YOU, IF YOU PERFORM YOUR JOB ESPECIALLY WELL? (Mark any one of the 5 response circles)

- 49. I will be promoted or given a better job if I perform especially well.
- 50. I can get the things I want from performing my job especially well.
- 51. My own hard work will lead to recognition as a good performer.
- 52. I will get a cash award or unscheduled pay increase if I perform especially well.
- 53. I will have better job security if I perform especially well.

					VERY LIKELY
					SOMEWHAT LIKELY
					NOT AT ALL LIKELY
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	

**HOW IMPORTANT** WAS EACH OF THE FOLLOWING FACTORS IN YOUR DECISION TO WORK FOR THE FEDERAL GOVERNMENT?

- 54. Salary
- 55. Fringe benefits
- 56. Challenging work responsibilities
- 57. Job security
- 58. Opportunity for public service or to have an impact on public affairs

					VERY IMPORTANT
					SOMEWHAT IMPORTANT
					NOT IMPORTANT AT ALL
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	

**HOW IMPORTANT** IS EACH OF THE FOLLOWING FOR YOU TO **STAY** WORKING FOR THE FEDERAL GOVERNMENT?

- 59. Salary
- 60. Fringe benefits
- 61. Challenging work responsibilities
- 62. Job security
- 63. Opportunity for public service or to have an impact on public affairs

					VERY IMPORTANT
					SOMEWHAT IMPORTANT
					NOT IMPORTANT AT ALL
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	

THE FOLLOWING ITEMS ASK YOU TO INDICATE HOW VARIOUS GROUPS OF EMPLOYEES ARE TREATED IN YOUR ORGANIZATION.

- 64. Compared to older employees, younger employees are treated:
- 65. Compared to other employees, handicapped employees are treated:
- 66. Compared to male employees, female employees are treated:
- 67. Compared to other employees, minority employees are treated:

					MUCH BETTER
					BETTER
					ABOUT THE SAME
					WORSE
					MUCH WORSE
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	
①	②	③	④	⑤	

REPRODUCED FROM THE NATIONAL ARCHIVE REFERENCE COPY #32

68. Were you "RIF'd" during the past three years?

- ① No
- ② Yes, I was downgraded
- ③ Yes, I was downgraded -- but later I was repromoted to my former grade
- ④ Yes, I was downgraded -- later I was repromoted, but not to my former grade
- ⑤ Yes, I was reassigned to another position at the same grade
- ⑥ Yes, I was separated from my agency -- but later I was rehired in the same agency
- ⑦ Yes, I was separated from my agency -- and then I was hired by another agency

69. Many of the questions in this survey asked you about your organization. Which of the following did you generally think of when you read the term "organization"? (MARK ONLY ONE RESPONSE)

- ① Department (such as Treasury or Commerce) or Agency (such as Veterans Administration or NASA)
- ② A major component within a Department (such as the IRS which is part of Treasury, or the FAA which is part of Transportation)
- ③ A bureau or division within an agency
- ④ A field installation or activity (such as a VA hospital or an Army base)
- ⑤ Your immediate office or section

**IN THE FOLLOWING QUESTIONS, YOU ARE ASKED TO SELECT THE ANSWER WHICH BEST DESCRIBES YOUR RECENT EXPERIENCES WITH THE PERFORMANCE APPRAISAL SYSTEM.**

70. Which of the following most closely describes the performance rating you received at your last appraisal?

- ① Outstanding
- ② Exceeds fully successful
- ③ Fully successful
- ④ Minimally satisfactory
- ⑤ Unsatisfactory
- ⑥ Have never received a performance rating

71. In your opinion, how much did your last performance appraisal help you to improve your performance? (Any of the 5 responses may be used)

- ① It was not helpful at all
- ②
- ③ It was somewhat helpful
- ④
- ⑤ It helped a great deal

2. Which of the following statements best describes how the performance elements and standards for your job were developed?
- ① Written jointly by me and my supervisor
  - ② Mainly written by me, and then reviewed by my supervisor
  - ③ Mainly written by my supervisor, and then reviewed by me
  - ④ Written by my supervisor, without my review
  - ⑤ Written by a third party (for example, the personnel office, a consultant, someone at headquarters, someone else, etc.)
  - ⑥ Don't have performance elements and standards
  - ⑦ Don't know

3. The following statements refer to the performance elements of your job that are designated as "critical elements". Select the statement or statements that describe the "critical elements" for your job. (YOU MAY MARK MORE THAN ONE ANSWER.)

- ① All elements which truly are critical are identified as "critical".
- ② Some elements which are not truly critical are identified as "critical".
- ③ Some elements which are truly critical are not identified as "critical".
- ④ None of those duties of my job that are truly critical are identified as "critical".
- ⑤ Do not have any "critical" elements in my job.
- ⑥ Don't know.
- ⑦ Don't have a performance plan.

4. The following statements pertain to changes in performance ratings that sometimes occur during the rating process. Which of the statements most closely describes your situation? (MARK ONLY ONE ANSWER)

- ① The performance rating given to me by my supervisor was approved by a higher-level supervisor.
- ② A second-level supervisor changed the rating given to me by my supervisor, and made it higher.
- ③ A second-level supervisor changed the rating given to me by my supervisor, and made it lower.
- ④ I don't know if the rating given to me by my supervisor was changed.
- ⑤ My supervisor has not given me a performance rating.
- ⑥ None of the above.

75. The Merit Pay System currently covers supervisors and management officials at grades 13, 14, and 15. If the coverage of the Merit Pay System were to be changed, which groups of employees do you think should be covered:

- ① Supervisors and management officials at grades 13, 14, and 15 (i.e., Leave present system as is.)
- ② All employees at grades 13, 14, and 15
- ③ All employees at grades 7 through 15
- ④ All employees at grades 1 through 15
- ⑤ None of the above

76. Would you like to be included in the Merit Pay System?

- ① Yes
- ② No
- ③ Don't know

**THE NEXT FEW QUESTIONS CONCERN EMPLOYEE BENEFITS**

TO WHAT EXTENT DO YOU **AGREE** OR **DISAGREE** WITH THE FOLLOWING STATEMENTS?

	STRONGLY AGREE				
	AGREE				
	UNDECIDED				
	DISAGREE				
	STRONGLY DISAGREE				
	①	②	③	④	⑤

77. I would favor reducing the amount of annual leave I accumulate, if I could receive an equivalent increase in my pay.

78. My pay should be comparable to pay in the private sector.

79. My employee benefits should be comparable to those in the private sector.

80. With regard to the cost of employee benefits, which of the following would you prefer to do?

- ① Have more money deducted from my pay to meet the increasing cost of employee benefits.
- ② Have the same amount of money deducted from my pay, even though employee benefits would be reduced somewhat.
- ③ Have less money deducted from my pay, even though employee benefits would be reduced substantially.
- ④ Don't know.

81. Which of the following statements best describes your preference about health benefits?

- ① I want more health benefits and I am willing to pay substantially more for them, if necessary.
- ② I want the same health benefits, even if I have to have more money deducted from my salary to get them.
- ③ If it would keep the cost of health insurance under control, I would be willing to have more cost sharing, such as deductibles.
- ④ I want to pay lower premiums, even if it means a lower level of health benefits.

⑤ I don't know.

82. Regarding the current system for funding for the Civil Service Retirement System, which of the following statements do you think best describes where the retirement money comes from:

- ① The government pays for all of the retirement benefits.
- ② The government pays for three-fourths of the retirement benefits, and federal employees pay for one-fourth.
- ③ The government pays for half, and federal employees pay for half.
- ④ The government pays for one-fourth, and federal employees pay the rest.
- ⑤ I don't know.

83. Many employees would prefer to keep the Civil Service Retirement System as it is now. However, the CSRS has severe financial problems. If it were necessary, which of the following would you rather do to help solve the difficulties:

- ① I would rather have more take-home pay now (with lower retirement deductions from my pay) in exchange for lower civil service retirement benefits later.
- ② I would rather have less take-home pay now (with higher retirement deductions from my pay) in exchange for more civil service retirement benefits later.
- ③ I don't know.

84. If you had a choice, which of the following would you choose as a pension system?

- ① Social security benefits and contributions only -- and then rely on your own personal savings or an IRA to supplement social security. (Government and employee each contribute 5.6% of payroll.)
- ② Social security plus benefits and contributions for a modified Civil Service Retirement System to supplement social security. (Government and employee each contribute 11%.)
- ③ Present civil service retirement benefits as they are -- even if it means you may have to substantially increase your contributions -- to 17% of payroll.
- ④ Lower civil service retirement benefits (outside social security) -- if it means that your contributions to the system will not be increased from the present 7% of payroll.
- ⑤ A retirement system in which money would be deposited in an approved private annuity program of your choice -- the Government would contribute 11% of payroll and you would add whatever you want.

THE NEXT PART OF THE SURVEY IS FOR **SUPERVISORS** AND EMPLOYEES IN **GRADES 13 AND ABOVE, OR THE EQUIVALENT**. IF YOU ARE A MEMBER OF THIS GROUP, ANSWER THE QUESTIONS THAT BEGIN ON THE NEXT PAGE.

IF NOT, THIS COMPLETES THE SURVEY. WE APPRECIATE YOUR COOPERATION IN TAKING THE TIME TO ANSWER THESE QUESTIONS. PLEASE USE THE POSTAGE-PAID ENVELOPE TO RETURN YOUR COMPLETED SURVEY. **THANK YOU.**



Reference Copy #36

THE FOLLOWING QUESTIONS CONCERN YOUR VIEWS ON THE EXPERIENCES YOU HAVE HAD IN YOUR AGENCY. MANY OF THE QUESTIONS REFER TO "SENIOR EXECUTIVE POSITIONS". WHEN ANSWERING THESE QUESTIONS, PLEASE KEEP IN MIND THAT "SENIOR EXECUTIVE" REFERS TO MEMBERS OF THE SES AND INDIVIDUALS IN GRADES GS-16 AND ABOVE, OR EQUIVALENT.

PLEASE INDICATE HOW MUCH YOU **AGREE** OR **DISAGREE** WITH EACH OF THE FOLLOWING:

- 85. The personnel office in this agency helps me perform my job effectively.
- 86. Senior executives are reluctant to express opposing views to top management in my agency.
- 87. Personnel actions rewarding employees for good performance are avoided in my agency because of the paperwork that is required.
- 88. All in all, I am satisfied with my pay.
- 89. Senior career executives and noncareer executives work well together toward the attainment of agency objectives.
- 90. Supervisors here feel their ability to manage is restricted by unnecessary rules and regulations.
- 91. I am satisfied with my chances for getting a performance award.
- 92. I do not have enough authority to determine how I get my job done.

	STRONGLY AGREE				
	AGREE				
	UNDECIDED				
	DISAGREE				
	STRONGLY DISAGREE				
85.	1	2	3	4	5
86.	1	2	3	4	5
87.	1	2	3	4	5
88.	1	2	3	4	5
89.	1	2	3	4	5
90.	1	2	3	4	5
91.	1	2	3	4	5
92.	1	2	3	4	5

HOW IMPORTANT IS EACH OF THE FOLLOWING FACTORS IN SELECTING INDIVIDUALS FOR SENIOR EXECUTIVE POSITIONS IN YOUR AGENCY?

- 93. Technical and professional qualifications
- 94. Ability to manage people
- 95. Program management experience
- 96. Personal favoritism

	VERY IMPORTANT				
	SOMEWHAT IMPORTANT				
	NOT IMPORTANT AT ALL				
93.	1	2	3	4	5
94.	1	2	3	4	5
95.	1	2	3	4	5
96.	1	2	3	4	5

HOW IMPORTANT IS EACH OF THE FOLLOWING IN DETERMINING YOUR PAY?

- 97. Your length of service
- 98. The amount of effort you expend on the job
- 99. The quality of your job performance

	VERY IMPORTANT				
	SOMEWHAT IMPORTANT				
	NOT IMPORTANT AT ALL				
97.	1	2	3	4	5
98.	1	2	3	4	5
99.	1	2	3	4	5

**HOW IMPORTANT SHOULD EACH OF THE FOLLOWING BE IN DETERMINING YOUR PAY?**

	VERY IMPORTANT				
	SOMEWHAT IMPORTANT				
	NOT IMPORTANT AT ALL				
	1	2	3	4	5

- 10. Your length of service
- 11. The amount of effort you expend on the job
- 12. The quality of your job performance
- 13. In general, compared to non-career senior executives, career senior executives perform their job:
  - 1 Much better than non-career senior executives
  - 2 Somewhat better ...
  - 3 The same as non-career executives
  - 4 Somewhat worse ...
  - 5 Much worse than non-career senior executives
- 14. How many employees are there in your merit pay pool?
  - 1 I am not covered by merit pay
  - 2 10 or less
  - 3 11 - 30
  - 4 31 - 100
  - 5 More than 100
  - 6 I don't know



THE REMAINDER OF THE QUESTIONS ARE TO BE ANSWERED BY **MANAGERS, SUPERVISORS, AND SENIOR EXECUTIVES.**

IF YOU ARE NOT A MEMBER OF THIS GROUP, THIS COMPLETES THE SURVEY. WE APPRECIATE YOUR COOPERATION IN TAKING THE TIME TO ANSWER THESE ITEMS. PLEASE USE THE POSTAGE-PAID ENVELOPE TO RETURN YOUR COMPLETED SURVEY. **THANK YOU.**

REPRODUCED AT THE NATIONAL ARCHIVE

PLEASE INDICATE THE EXTENT TO WHICH YOU **AGREE** OR **DISAGREE** WITH THE FOLLOWING STATEMENTS.

- 105. Overall, I can measure my employees' performance better under the new performance appraisal system than I could under the old system.
- 106. The ability to reassign career executives to any SES position has improved managerial and organizational effectiveness in my organization.
- 107. Merit pay increases are based more on politics and/or favoritism than performance.
- 108. During the rating process, supervisors often feel pressure to inflate the ratings of their subordinates. Which of the following statements best describes your experience?

- ① I felt pressure to inflate ratings to protect the careers and/or financial interests of my subordinates.
- ② I felt pressure to inflate ratings to maintain good relations with my employees.
- ③ I felt pressure to inflate ratings, because it is too difficult to document poor performance.
- ④ I felt pressure to inflate ratings to make ratings comparable with those being given by other supervisors.
- ⑤ I did not feel pressure to inflate ratings.

					STRONGLY AGREE
					AGREE
					UNDECIDED
					DISAGREE
					STRONGLY DISAGREE
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤

THE FOLLOWING STATEMENTS REFER TO THE AUTHORITY YOU HAVE TO TAKE VARIOUS ACTIONS IN YOUR ORGANIZATION. PLEASE INDICATE THE DEGREE TO WHICH YOU **AGREE** OR **DISAGREE** WITH EACH OF THE STATEMENTS.

- 109. I do not have enough authority to remove people from their jobs if they perform poorly.
- 110. I do not have enough authority to hire competent people when I need them.
- 111. I do not have enough authority to promote people.
- 112. I do not have enough authority to determine my employees' pay.

					STRONGLY AGREE
					AGREE
					UNDECIDED
					DISAGREE
					STRONGLY DISAGREE
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤
	①	②	③	④	⑤



PLEASE INDICATE THE **IMPORTANCE** OF EACH OF THE FOLLOWING JOB FACTORS IN DETERMINING YOUR OWN PERFORMANCE RATING.

- 13. Ability to obtain resources needed to achieve program objectives
- 14. Willingness to take action against ineffective employees
- 15. Achievement of Equal Employment Opportunity (EEO) objectives
- 16. Achievement of greater efficiency in operations

	VERY IMPORTANT				
	SOMEWHAT IMPORTANT				
	NOT IMPORTANT AT ALL				
	1	2	3	4	5
13. Ability to obtain resources needed to achieve program objectives	1	2	3	4	5
14. Willingness to take action against ineffective employees	1	2	3	4	5
15. Achievement of Equal Employment Opportunity (EEO) objectives	1	2	3	4	5
16. Achievement of greater efficiency in operations	1	2	3	4	5



THIS COMPLETES THE SURVEY. WE APPRECIATE YOUR COOPERATION IN TAKING THE TIME TO ANSWER THESE ITEMS. PLEASE USE THE POSTAGE-PAID ENVELOPE TO RETURN YOUR COMPLETED SURVEY.

**THANK YOU.**

