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REFERENCE COPY OF TECHNICAL DOCUMENTATION FOR ACCESSIONED ELECTRONIC RECORDS

(Copied: July 21, 2009)

Survey of Former Federal Executives, 1988 (Raw Data file)

Record Group 479 Records of the Merit Systems Protection Board

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reflect the procedures in place when the technical documentation was compiled and arranged and may include out of date addresses, telephone numbers, or other items of unrevised information related to the agency that created or transferred the documentation and electronic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.



May 15, 1991
Eva Crider
3-479-91-001
(A-88)

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 each data set. The documentation uses data processing terms and concepts which were in current use at the time of validation. This manual comparison is referred to as a "preliminary assessment" or "validation." The number of records which were compared varied from data set to data set. However, as a general rule the comparison involved less than ten records in each data set. This is a statement of the results of the preliminary assessment or validation.

Title: Survey of Former Federal Executives, 1988 (Raw Data File)

number of datasets: 1

logical record length: 80

Several minor discrepancies in the agency documentation for this file should be noted. First, the File Specification (or record layout) must be used in conjunction with a copy of the questionnaire to interpret codes. Second, position 37 on the printout is zero filler, although the documentation skips over that position without mentioning it. Furthermore, the record layout shows that each survey covers 2 successive 80 character records.

DOCUMENTATION FOR THE DATA FROM THE 1988 SURVEY OF FORMER FEDERAL EXECUTIVES

This survey of former Federal Executives was conducted by the U.S. Merit Systems Protection Board in 1988. All Senior Executives who had left the Senior Executive Service (SES) between January 1, 1983 and June 30, 1988 were mailed surveys. A total of 956 employees responded to the survey (53% of those who received surveys). A copy of the survey questionnaire used can be found in Appendix 1.

Two different data files are available for this survey. One is a raw data file (this file is labeled SES1988). Enclosed in Appendix 2 you will find the file specifications/layout for the raw data file.

The second data file is an SPSS¹ systems file which was created using SPSS-PC (this file is labeled SESX). This file was created via an SPSS EXPORT command, so that it can be run on a variety of hardware systems; however, SPSS software will be needed to run this file. An SPSS IMPORT command will be needed to access the file. The systems file contains a data dictionary with the file layout, variable labels (i.e., survey questions), value labels (i.e., response categories for the questions), etc. already built into the file. Therefore, after calling up the file with an IMPORT command, one can immediately begin running SPSS statistical procedures on the data. The only documentation needed to run analyses on this file is a list of the variable names (with corresponding survey question numbers). This list can be found in Appendix 3.

A copy of the report issued by the U.S. Merit Systems Protection Board based on results from this survey can be obtained from:

U.S. Merit Systems Protection Board
Office of Policy and Evaluation
ATTN: Dr. Jamie Carlyle
1120 Vermont Ave., NW.
Washington, DC 20419

You may also contact Dr. Carlyle by telephone to discuss these data files (202-653-8900).

¹ Statistical Package for the Social Sciences

APPENDIX 1

SURVEY OF FORMER FEDERAL EXECUTIVES



NATIONAL COMPUTER SYSTEMS DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988

PAGE 1

PREPARED BY: K. SLAUBAUGH

CHECKED BY: K. SLAUBAUGH

09/15/88

3 RECORDS PER CASE (RESPONDENT)

CORD NAME:
FILE NUMBER:
CORD NUMBER: /

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
IRST	LAST			
1	5	5	1.0.0	IDENTIFIER
1	4	4	1.1.0	SEQUENCE
5	5	1	1.2.0	CARD NUMBER
6	7	2	2.0.0	FILLER
8	21	14	3.0.0	NCS-HEADER
8	9	2	3.1.0	RECORD TYPE, CONSTANT "17"
10	13	4	3.2.0	BATCH
14	17	4	3.3.0	STACK
18	21	4	3.4.0	"PAS" SERIAL NUMBER
22	23	2	4.0.0	FILLER
24	41	18	5.0.0	FORMER SES EMPLOYMENT
24	26	3	5.1.0	DATE LEFT
24	25	2	5.1.1	MONTH LEFT
26	26	1	5.1.2	YEAR LEFT
27	27	1	5.2.0	LEFT BY
28	28	1	5.3.0	RETIRE TYPE
29	29	1	5.4.0	SES LEVEL
30	30	1	5.5.0	SES LOCATION
31	31	1	5.6.0	TYPE WORK
32	32	1	5.7.0	TYPE APPOINTMENT
33	33	1	5.8.0	TYPE POSITION
34	34	1	5.9.0	WERE SUPERVISOR
35	35	1	5.10.0	LAST SUPERVISOR
36	36	1	5.11.0	JOB BEFORE SES
37	38	2	5.12.0	BECOME MEMBER
39	39	1	5.13.0	RECEIVING RETIREMENT
40	40	2	5.14.0	AMOUNT RECEIVED
40	40	1	5.14.1	\$10,000 DIGIT
41	41	1	5.14.2	\$1,000 DIGIT



NATIONAL COMPUTER SYSTEMS
DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PB

NAME: MERIT SYSTEMS 1988

PAGE 2

PREPARED BY: K. SLAUBAUGH

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09/15/88

3 RECEIPTS PER CASE (RESPONDENT)

CORD NAME:
FILE NUMBER:
CORD NUMBER: 1

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL; CONTENT, CODE, ETC.
FIRST	LAST			
42	67	26	6.0.0	CURRENT EMPLOYMENT
42	42	1	6.1.0	CURRENT WORK
43	43	1	6.2.0	SAME TYPE WORK
44	49	6	6.3.0	AMOUNT RECEIVED
44	46	3	6.3.1	BASE SALARY
44	44	1	6.3.1.1	\$100,000 DIGIT
45	45	1	6.3.1.2	\$10,000 DIGIT
46	46	1	6.3.1.3	\$1,000 DIGIT
47	49	3	6.3.2	BONUS/COMMISSION
47	47	1	6.3.2.1	\$100,000 DIGIT
48	48	1	6.3.2.2	\$10,000 DIGIT
49	49	1	6.3.2.3	\$1,000 DIGIT
50	60	11	6.4.0	COMPARE CURRENT/SES JOB
50	50	1	6.4.1	AUTHORITY
51	51	1	6.4.2	PERSONALLY ACCOUNTABLE
52	52	1	6.4.3	GREATER COMPENSATION
53	53	1	6.4.4	GOOD USE OF ABILITIES
54	54	1	6.4.5	IMPORTANCE IN COMMUNITY
55	55	1	6.4.6	OPPORTUNITY TO ADVANCE
56	56	1	6.4.7	IMPORTANCE OF WORK
57	57	1	6.4.8	RETIREMENT BENEFITS
58	58	1	6.4.9	EMPLOYEE BENEFITS
59	59	1	6.4.10	QUALITY OF WORK
60	60	1	6.4.11	JOB SECURITY
61	61	1	6.5.0	COVERED BY RETIREMENT PLAN
62	62	1	6.6.0	RETIREMENT PLAN WHEN LEFT
63	63	1	6.7.0	COMPARE RETIREMENT PLANS
64	67	4	6.8.0	RECOGNITION
64	64	1	6.8.1	MORE PAY
65	65	1	6.8.2	NON-PAY REWARD
66	66	1	6.8.3	INFORMAL RECOGNITION
67	67	1	6.8.4	OTHER BENEFITS
68	80	13	7.0.0	FILLER



NATIONAL COMPUTER SYSTEMS
DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988

PAGE 3

PREPARED BY: K. SLAUBAUGH

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09/15/88

3 RECORDS PER CASE (RESPONDENT)

CORD NAME:
CORD NUMBER: 2

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODF, ETC.
FIRST	LAST			
1	5	5	1.0.0	IDENTIFIER
1	4	4	1.1.0	SEQUENCE
5	5	1	1.2.0	CARD NUMBER
6	7	2	2.0.0	FILLER
8	27	20	3.0.0	REASON FOR LEAVING
8	8	1	3.1.0	NOT ENJOY
9	9	1	3.2.0	RELAX/RETIRE
10	10	1	3.3.0	MORE INTERESTING JOB
11	11	1	3.4.0	HIGHER PAYING JOB
12	12	1	3.5.0	FINANCIALLY BENEFICIAL
13	13	1	3.6.0	FRINGE BENEFITS
14	14	1	3.7.0	RECEIVE BONUSES
15	15	1	3.8.0	IMPACT PUBLIC AFFAIRS
16	16	1	3.9.0	CEILING ON EXEC SALARIES
17	17	1	3.10.0	COST-OF-LIVING INCREASES
18	18	1	3.11.0	CHANGES IN RETIREMENT
19	19	1	3.12.0	GEOGRAPHIC REASSIGNMENT
20	20	1	3.13.0	SKILLS NOT USED
21	21	1	3.14.0	HEALTH
22	22	1	3.15.0	CRITICISM
23	23	1	3.16.0	INCOMPETENCE OF SUPERVISOR
24	24	1	3.17.0	POLITICALIZATION
25	25	1	3.18.0	ETHICAL CONCERNS
26	26	1	3.19.0	RECOVERY OF RETIREMENT
27	27	1	3.20.0	OTHER REASONS
28	79	52	4.0.0	REASONS IN OPERATION
28	28	16	4.1.0	SENIOR EXECUTIVES
28	35	8	4.1.1	CAREER
28	28	1	4.1.1.1	EXPERIENCE
29	29	1	4.1.1.2	LEADERSHIP



NATIONAL COMPUTER SYSTEMS
DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988

PAGE 4

PREPARED BY: K. SLAUBAUGH

CHECKED BY: K. SLAUBAUGH

09/15/88

3 RECORDS PER CASE (RESPONDENT)

RECORD NAME:
ILF NUMBER:
RECORD NUMBER 2

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
FIRST	LAST			
30	30	1	4.1.1.3	MANAGEMENT
31	31	1	4.1.1.4	MAKE IMPROVEMENTS
32	32	1	4.1.1.5	MERIT PRINCIPLES
33	33	1	4.1.1.6	WORK HARD
34	34	1	4.1.1.7	POLICYMAKING
35	35	1	4.1.1.8	ADEQUATE TRAINING
36	43	8	4.1.2	POLITICAL
36	36	1	4.1.2.1	EXPERIENCE
37	37	1	4.1.2.2	LEADERSHIP
38	38	1	4.1.2.3	MANAGEMENT
39	39	1	4.1.2.4	MAKE IMPROVEMENTS
40	40	1	4.1.2.5	MERIT PRINCIPLES
41	41	1	4.1.2.6	WORK HARD
42	42	1	4.1.2.7	POLICYMAKING
43	43	1	4.1.2.8	ADEQUATE TRAINING
44	48	5	4.2.0	AGREE WITH STATEMENT
44	44	1	4.2.1	PERFORMANCE
45	45	1	4.2.2	BONUS/RANK AWARD
46	46	1	4.2.3	ENOUGH BONUSES
47	47	1	4.2.4	SCIENTISTS & TECHNICAL
48	48	1	4.2.5	PERFORMANCE APPRAISALS
49	62	14	4.3.0	COMPARE CURRENT/SES JOB
49	49	1	4.3.1	SUCCESS MEASURES
50	50	1	4.3.2	ACCOUNTABLE & RESPONSIBLE
51	51	1	4.3.3	RECOGNIZE ACCOMPLISHMENTS
52	52	1	4.3.4	REASSIGN TO ACCOMPLISH
53	53	1	4.3.5	REMOVED FOR NONDISCIPLINARY
54	54	1	4.3.6	PROTECT FROM ACTIONS
55	55	1	4.3.7	PROGRAM CONTINUITY
56	56	1	4.3.8	ENSURE ACCOUNTABILITY
57	57	1	4.3.9	PROVIDE DEVELOPMENT
58	58	1	4.3.10	GUIDED BY PUBLIC
59	59	1	4.3.11	PROVIDE COMPENSATION
60	60	1	4.3.12	MAINTAIN MERIT PERSONNEL
61	61	1	4.3.13	ENSURING COMPLIANCE
62	62	1	4.3.14	APPOINT CAREER EXECs
63	67	5	4.4.0	HAPPEN TO YOU,
63	63	1	4.4.1	WAS "SHELVED"
64	64	1	4.4.2	FORCED RESIGN
65	65	1	4.4.3	PERFORMANCE LOWERED
66	66	1	4.4.4	ATTEMPTED TO REMOVE
67	67	1	4.4.5	DEMOTED
68	72	5	4.5.0	HAPPEN TO OTHERS,
68	68	1	4.5.1	WAS "SHELVED"
69	69	1	4.5.2	FORCED RESIGN
70	70	1	4.5.3	PERFORMANCE LOWERED
71	71	1	4.5.4	ATTEMPTED TO REMOVE
72	72	1	4.5.5	DEMOTED
73	73	1	4.6.0	BONUS SYSTEM
74	74	1	4.7.0	WOULD MOVE TO GS 16-18
75	78	4	4.8.0	TREATED FAIRLY

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NATIONAL COMPUTER SYSTEMS
DATA RECORD DESCRIPTION

866,646			
SYS	SS	PC	PO

NAME: MERIT SYSTEMS 1988

PAGE 5

PREPARED BY: K. SLAUBAUGH

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09/15/88

3 RECORDS PER CASE (RESPONDENT)

CORD NAME:
LE NUMBER:
CORD NUMBER: 2

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
FIRST	LAST			
75	75	1	4.8.1	PROMOTIONS AWARDS TRAINING JOB ASSIGNMENTS
76	76	1	4.8.2	
77	77	1	4.8.3	
78	78	1	4.8.4	
79	79	1	4.9.0	CURRENT IMAGE
80	80	1	5.0.0	FILLER



NATIONAL COMPUTER SYSTEMS

DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988

PAGE 6

REPAIRED BY: K. SLAUBAUGH

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09/15/88

RECORD NAME:
FILE NUMBER:
RECORD NUMBER: 3

3 RECORDS PER CASE (RESPONDENT)

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
FIRST	LAST			
1	5	5	1.0.0	IDENTIFIER
1	4	4	1.1.0	SEQUENCE
5	5	1	1.2.0	CARD NUMBER
6	7	2	2.0.0	FILLER
8	42	35	3.0.0	DEMOGRAPHIC
8	8	1	3.1.0	LAST RATING
9	35	27	3.2.0	RECEIVE AWARDS
9	17	9	3.2.1	PERFORMANCE BONUS
9	9	1	3.2.1.1	1980
10	10	1	3.2.1.2	1981
11	11	1	3.2.1.3	1982
12	12	1	3.2.1.4	1983
13	13	1	3.2.1.5	1984
14	14	1	3.2.1.6	1985
15	15	1	3.2.1.7	1986
16	16	1	3.2.1.8	1987
17	17	1	3.2.1.9	1988
18	26	9	3.2.2	PRESIDENTIAL MERITORIOUS
18	18	1	3.2.2.1	1980
19	19	1	3.2.2.2	1981
20	20	1	3.2.2.3	1982
21	21	1	3.2.2.4	1983
22	22	1	3.2.2.5	1984
23	23	1	3.2.2.6	1985
24	24	1	3.2.2.7	1986
25	25	1	3.2.2.8	1987
26	26	1	3.2.2.9	1988
27	35	9	3.2.3	PRESIDENTIAL DISTINGUISHED
27	27	1	3.2.3.1	1980
28	28	1	3.2.3.2	1981
29	29	1	3.2.3.3	1982
30	30	1	3.2.3.4	1983
31	31	1	3.2.3.5	1984
32	32	1	3.2.3.6	1985
33	33	1	3.2.3.7	1986
34	34	1	3.2.3.8	1987
35	35	1	3.2.3.9	1988
36	36	1	3.3.0	AGE
37	37	1	3.4.0	SEX
38	38	1	3.5.0	HIGHEST EDUCATION
39	39	1	3.6.0	YEARS SERVICE EMPLOYEE
40	40	1	3.7.0	YEARS SERVICE LAST AGENCY
41	42	2	3.8.0	LAST AGENCY
43	44	2	4.0.0	FILLER



NATIONAL COMPUTER SYSTEMS
DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988

PAGE 7

PREPARED BY: K. SLAUBAUGH

CHECKED BY: K. SLAUBAUGH

09/15/88

CORD NAME:
FILE NUMBER:
CORD NUMBER 3

3 RECORDS PER CASE (RESPONDENT)

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL; CONTENT, CODE, ETC.
FIRST	LAST			
45	58	14	5.0.0	NCS-TRAILER
45	46	2	5.1.0	RECORD TYPE, CONSTANT "17"
47	50	4	5.2.0	BATCH
51	54	4	5.3.0	STACK
55	58	4	5.4.0	"PAS" SERIAL NUMBER
59	80	22	6.0.0	FILLER



NATIONAL COMPUTER SYSTEMS

DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988 FORMER FEDERAL EXECUTIVES PAGE 1

PREPARED BY: K. SLAUBAUGH

CHECKED BY: K. SLAUBAUGH

09/28/88

RECORD NAME:
FILE NUMBER: SCAN FILE
RECORD NUMBER: RD-86617

LRECL: 174
BLKSIZE: 5220
RECFM: FB

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
FIRST	LAST			
1	21	21	1.0.0	NCS-HEADER
1	2	2	1.1.0	RECORD TYPE, CONSTANT "17"
3	9	7	1.2.0	FILLER, values, " "
10	13	4	1.3.0	BATCH, values, "0001" - "9999"
14	17	4	1.4.0	STACK, values, "0001" - "9999"
18	21	4	1.5.0	"PAS" SERIAL NUMBER, values, "0002" - "9999"
22	23	2	2.0.0	FILLER, values, " "
24	41	18	3.0.0	FORMER SES EMPLOYMENT
24	26	3	3.1.0	Q1) DATE LEFT
24	25	2	3.1.1	Q1A) MONTH LEFT, values, top to bottom, left to right, "01"- "12", omit=" ", dbl="xx"
26	26	1	3.1.2	Q1B) YEAR LEFT, values, top to bottom, left to right, "1"- "7", omit=" ", dbl="xx"
27	27	1	3.2.0	Q2) LEFT BY, values, top to bottom, "1"- "2", omit=" ", dbl="xx"
28	28	1	3.3.0	Q3) RETIREMENT TYPE, values, top to bottom, "1"- "5", omit=" ", dbl="xx"
29	29	1	3.4.0	Q4) SES LEVEL, values, top to bottom, left to right, "1"- "7", omit=" ", dbl="xx"
30	30	1	3.5.0	Q5) LAST LOCATION, values, top to bottom, "1"- "4", omit=" ", dbl="xx"
31	31	1	3.6.0	Q6) TYPE WORK, values, top to bottom, "1"- "9", omit=" ", dbl="xx"
32	32	1	3.7.0	Q7) TYPE APPOINTMENT, values, top to bottom, "1"- "3", omit=" ", dbl="xx"
33	33	1	3.8.0	Q8) LAST POSITION, values, top to bottom, "1"- "3", omit=" ", dbl="xx"



NATIONAL COMPUTER SYSTEMS

DATA RECORD DESCRIPTION

SYS	SS	PC	PG
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NAME: MERIT SYSTEMS 1988

PAGE 2

PREPARED BY: K. SLAUBAUGH

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09/28/88

RECORD NAME:
FILE NUMBER: SCAN FILE
RECORD NUMBER: RD-86617

LRECL: 174
BLKSIZE: 5220
RECFM: FB

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
FIRST	LAST			
34	34	1	3.9.0	Q9) SUPERVISE OTHERS, values, top to bottom, "1"- "2", omit=" " , dbl="x"
35	35	1	3.10.0	Q10) LAST SUPERVISOR, values, top to bottom, "1"- "4", omit=" " , dbl="x"
36	36	1	3.11.0	Q11) JOB BEFORE SES, values, top to bottom, "1"- "9", omit=" " , dbl="x"
37	38	2	3.12.0	Q12) BECOME MEMBER, values, top to bottom, left to right, "01"- "11", omit=" " , dbl="xx"
39	39	1	3.13.0	Q13A) RECEIVING RETIREMENT, values, top to bottom, left to right, "1"- "2", omit=" " , dbl="x"
40	41	2	3.14.0	Q13B) AMOUNT RECEIVED,
40	40	1	3.14.1	\$10,000 DIGIT, values, top to bottom, "1"- "9", omit=" " , dbl="x"
41	41	1	3.14.2	\$1,000 DIGIT, values, top to bottom, "1"- "9", omit=" " , dbl="x"
42	67	26	4.0.0	CURRENT EMPLOYMENT
42	42	1	4.1.0	Q14) CURRENT WORK, values, top to bottom, "1"- "7", omit=" " , dbl="x"
43	43	1	4.2.0	Q15) SAME TYPE WORK, values, top to bottom, "1"- "3", omit=" " , dbl="x"
44	49	6	4.3.0	Q16) SALARY,
44	46	3	4.3.1	A) BASE SALARY,
44	44	1	4.3.1.1	\$100,000 DIGIT, values, top to bottom, "1"- "9", omit=" " , dbl="x"
45	45	1	4.3.1.2	\$10,000 DIGIT, values, top to bottom, "1"- "9", omit=" " , dbl="x"
46	46	1	4.3.1.3	\$1,000 DIGIT, values, top to bottom, "1"- "9", omit=" " , dbl="x"
		3	4.3.2	B) BONUS/COMMISSION,

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NATIONAL COMPUTER SYSTEMS

DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988

PAGE 3

PREPARED BY: K. SLAUBAUGH

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09/28/88

RECORD NAME:
FILE NUMBER: SCAN FILE
RECORD NUMBER: RD-86617

LRECL: 174
BLKSIZE: 5220
RECFM: FB

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
FIRST	LAST			
47	47	1	4.3.2.1	\$100,000 DIGIT, values, top to bottom, "1"-9", omit=" ", dbl="x"
48	48	1	4.3.2.2	\$10,000 DIGIT, values, top to bottom, "1"-9", omit=" ", dbl="x"
49	49	1	4.3.2.3	\$1,000 DIGIT, values, top to bottom, "1"-9", omit=" ", dbl="x"
50	60	11	4.4.0	Q17) COMPARE CURRENT/SES JOB, values, left to right, "1"-6", omit=" ", dbl="x"
50	50	1	4.4.1	AUTHORITY
51	51	1	4.4.2	PERSONALLY ACCOUNTABLE
52	52	1	4.4.3	GREATER COMPENSATION
53	53	1	4.4.4	GOOD USE OF ABILITIES
54	54	1	4.4.5	IMPORTANCE IN COMMUNITY
55	55	1	4.4.6	OPPORTUNITY TO ADVANCE
56	56	1	4.4.7	IMPORTANCE OF WORK
57	57	1	4.4.8	RETIREMENT BENEFITS
58	58	1	4.4.9	EMPLOYEE BENEFITS
59	59	1	4.4.10	QUALITY OF WORK
60	60	1	4.4.11	JOB SECURITY
61	61	1	4.5.0	Q18A) COVERED BY RETIREMENT PLAN, values, top to bottom, "1"-2", omit=" ", dbl="x"
62	62	1	4.6.0	Q18B) RETIREMENT PLAN WHEN LEFT, values, top to bottom, "1"-3", omit=" ", dbl="x"
63	63	1	4.7.0	Q18C) COMPARE RETIRMENT PLANS, values, top to bottom, "1"-5", omit=" ", dbl="x"
64	67	4	4.8.0	Q19) RECOGNITION, values, left to right, "1"-6", omit=" ", dbl="x"
64	64	1	4.8.1	MORE PAY
65	65	1	4.8.2	NON-PAY REWARD
66	66	1	4.8.3	INFORMAL RECOGNITION
67	67	1	4.8.4	OTHER BENEFITS
68	87	20	5.0.0	REASON FOR LEAVING
68	68	1	5.1.0	Q20) NOT ENJOY, values, left to right, "1"-6", omit=" ", dbl="x"
69	69	1	5.2.0	Q21) RELAX/RETIRE, values, left to right, "1"-6", omit=" ", dbl="x"
70	70	1	5.3.0	Q22) MORE INTERESTING JOB,

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Reference Copy #13



NATIONAL COMPUTER SYSTEMS

DATA RECORD DESCRIPTION

866,646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988

PAGE 4

PREPARED BY: K. SLAUBAUGH

CHECKED BY: K. SLAUBAUGH

09/28/88

RECORD NAME:
FILE NUMBER: SCAN FILE
RECORD NUMBER: RD-86617

LRECL: 174
BLKSIZE: 5220
RECFM: FB

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
FIRST	LAST			
71	71	1	5.4.0	values, left to right, "1"- "6", omit=" ", dbl="x"
72	72	1	5.5.0	Q23) HIGHER PAYING JOB, values, left to right, "1"- "6", omit=" ", dbl="x"
73	73	1	5.6.0	Q24) FINANCIALLY BENEFICIAL, values, left to right, "1"- "6", omit=" ", dbl="x"
74	74	1	5.7.0	Q25) FRINGE BENEFITS, values, left to right, "1"- "6", omit=" ", dbl="x"
75	75	1	5.8.0	Q26) RECEIVE BONUSES, values, left to right, "1"- "6", omit=" ", dbl="x"
76	76	1	5.9.0	Q27) IMPACT PUBLIC AFFAIRS, values, left to right, "1"- "6", omit=" ", dbl="x"
77	77	1	5.10.0	Q28) CEILING ON EXEC SALARIES, values, left to right, "1"- "6", omit=" ", dbl="x"
78	78	1	5.11.0	Q29) COST-OF-LIVING INCREASES, values, left to right, "1"- "6", omit=" ", dbl="x"
79	79	1	5.12.0	Q29) CHANGES IN RETIREMENT, values, left to right, "1"- "6", omit=" ", dbl="x"
80	80	1	5.13.0	Q30) GEOGRAPHIC REASSIGNMENT, values, left to right, "1"- "6", omit=" ", dbl="x"
81	81	1	5.14.0	Q31) SKILLS NOT USED, values, left to right, "1"- "6", omit=" ", dbl="x"
82	82	1	5.15.0	Q33) HEALTH, values, left to right, "1"- "6", omit=" ", dbl="x"
83	83	1	5.16.0	Q34) CRITICISM, values, left to right, "1"- "6", omit=" ", dbl="x"
84	84	1	5.17.0	Q35) INCOMPETENCE OF SUPERVISOR, values, left to right, "1"- "6", omit=" ", dbl="x"
				Q36) POLITICALIZATION, values, left to right, "1"- "6", omit=" ", dbl="x"



NATIONAL COMPUTER SYSTEMS

DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988

PAGE 5

PREPARED BY: K. SLAUBAUGH

CHECKED BY: K. SLAUBAUGH

09/28/88

RECORD NAME:
 FILE NUMBER: SCAN FILE
 RECORD NUMBER: RD-86617

LRECL: 174
 BLKSIZE: 5220
 RECFM: FB

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
FIRST	LAST			
85	85	1	5.18.0	Q37) ETHICAL CONCERNS, values, left to right, "1"- "6", omit=" ", dbl="x"
86	86	1	5.19.0	Q38) RECOVERY OF RETIREMENT, values, left to right, "1"- "6", omit=" ", dbl="x"
87	87	1	5.20.0	Q39) OTHER REASONS, values, left to right, "1"- "6", omit=" ", dbl="x"
88	139	52	6.0.0	SES IN OPERATION
88	103	16	6.1.0	Q40) SENIOR EXECUTIVES
88	95	8	6.1.1	A) CAREER values, left to right, "1"- "6", omit=" ", dbl="x"
88	88	1	6.1.1.1	EXPERIENCE
89	89	1	6.1.1.2	LEADERSHIP
90	90	1	6.1.1.3	MANAGEMENT
91	91	1	6.1.1.4	MAKE IMPROVEMENTS
92	92	1	6.1.1.5	MERIT PRINCIPLES
93	93	1	6.1.1.6	WORK HARD
94	94	1	6.1.1.7	POLICYMAKING
95	95	1	6.1.1.8	ADEQUATE TRAINING
96	103	8	6.1.2	B) POLITICAL values, left to right, "1"- "6", omit=" ", dbl="x"
96	96	1	6.1.2.1	EXPERIENCE
97	97	1	6.1.2.2	LEADERSHIP
98	98	1	6.1.2.3	MANAGEMENT
99	99	1	6.1.2.4	MAKE IMPROVEMENTS
100	100	1	6.1.2.5	MERIT PRINCIPLES
101	101	1	6.1.2.6	WORK HARD
102	102	1	6.1.2.7	POLICYMAKING
103	103	1	6.1.2.8	ADEQUATE TRAINING
104	108	5	6.2.0	Q41) AGREE WITH STATEMENT, values, left to right, "1"- "6", omit=" ", dbl="x"
104	104	1	6.2.1	PERFORMANCE
105	105	1	6.2.2	BONUS/RANK AWARD
106	106	1	6.2.3	ENOUGH BONUSES
107	107	1	6.2.4	SCIENTISTS & TECHNICAL
108	108	1	6.2.5	PERFORMANCE APPRAISALS
109	122	14	6.3.0	Q42) COMPARE CURRENT/SES JOB, values, left to right, "1"- "6", omit=" ", dbl="x"
109	109	1	6.3.1	SUCCESS MEASURES
110	110	1	6.3.2	ACCOUNTABLE & RESPONSIBLE
111	111	1	6.3.3	RECOGNIZE ACCOMPLISHMENTS
112	112	1	6.3.4	REASSIGN TO ACCOMPLISH
113	113	1	6.3.5	REMOVED FOR NONDISCIPLINARY
114	114	1	6.3.6	PROTECT FROM ACTIONS



NATIONAL COMPUTER SYSTEMS

DATA RECORD DESCRIPTION

866 646			
SYS	SS	PC	PG

NAME: MERIT SYSTEMS 1988

PAGE 6

PREPARED BY: K. SLAUBAUGH

CHECKED BY: K. SLAUBAUGH

09/26/88

RECORD NAME:
FILE NUMBER: SCAN FILE
RECORD NUMBER: RD-86617

LRECL: 174
BLKSIZE: 5220
RECFM: FB

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.	
FIRST	LAST				
115	115	1	6.3.7	PROGRAM CONTINUITY ENSURE ACCOUNTABILITY PROVIDE DEVELOPMENT GUIDED BY PUBLIC PROVIDE COMPENSATION MAINTAIN MERIT SYSTEM ENSURE COMPLIANCE APPOINT CAREER EXECs	
116	116	1	6.3.8		
117	117	1	6.3.9		
118	118	1	6.3.10		
119	119	1	6.3.11		
120	120	1	6.3.12		
121	121	1	6.3.13		
122	122	1	6.3.14		
123	127	5	6.4.0		Q43) HAPPEN TO YOU, values, left to right, "0"- "9", omit=" ", dbl="x"
123	123	1	6.4.1		WAS "SHELVED"
124	124	1	6.4.2	FORCED RESIGN	
125	125	1	6.4.3	PERFORMANCE LOWERED	
126	126	1	6.4.4	ATTEMPTED TO REMOVE	
127	127	1	6.4.5	DEMOTED	
128	132	5	6.5.0	Q44) HAPPEN TO OTHERS, values, left to right, "0"- "9", omit=" ", dbl="x"	
128	128	1	6.5.1	WAS "SHELVED"	
129	129	1	6.5.2	FORCED RESIGN	
130	130	1	6.5.3	PERFORMANCE LOWERED	
131	131	1	6.5.4	ATTEMPTED TO REMOVE	
132	132	1	6.5.5	DEMOTED	
133	133	1	6.6.0	Q45) BONUS SYSTEM, values, top to bottom, "1"- "4", omit=" ", dbl="x"	
134	134	1	6.7.0	Q46) WOULD MOVE TO GS 16-18, values, top to bottom, "1"- "6", omit=" ", dbl="x"	
135	138	4	6.8.0	Q47) TREATED FAIRLY, values, left to right, "1"- "6", omit=" ", dbl="x"	
135	135	1	6.8.1	PROMOTIONS	
136	136	1	6.8.2	AWARDS	
137	137	1	6.8.3	TRAINING	
138	138	1	6.8.4	JOB ASSIGNMENTS	
139	139	1	6.9.0	Q48) CURRENT IMAGE, values, top to bottom, "1"- "6", omit=" ", dbl="x"	
140	174	35	7.0.0	DEMOGRAPHIC	
140	140	1	7.1.0	Q49) LAST RATING, values, top to bottom, "1"- "6", omit=" ", dbl="x"	
141	167	27	7.2.0	Q50) RECEIVE AWARDS, (mark all that apply) top to bottom, left to right, value, "1", omit=" "	
141	149	9	7.2.1	A) PERFORMANCE BONUS,	
141	141	1	7.2.1.1	1980	

Reference Copy #16

NATIONAL COMPUTER SYSTEMS

866 646			
SYS	SS	PC	PG



DATA RECORD DESCRIPTION

NAME: MERIT SYSTEMS 1988

PAGE 7

PREPARED BY: K. SLAUBAUGH

CHECKED BY: K. SLAUBAUGH

09/28/88

RECORD NAME:
FILE NUMBER: SCAN FILE
RECORD NUMBER: RD-86617

LRECL: 174
BLKSIZE: 5220
RECFM: FB

FIELD POSITIONS		FIELD LENGTH	FIELD NUMBER	STANDARD PROGRAM LABEL: CONTENT, CODE, ETC.
FIRST	LAST			
142	142	1	7.2.1.2	1981
143	143	1	7.2.1.3	1982
144	144	1	7.2.1.4	1983
145	145	1	7.2.1.5	1984
146	146	1	7.2.1.6	1985
147	147	1	7.2.1.7	1986
148	148	1	7.2.1.8	1987
149	149	1	7.2.1.9	1988
150	158	9	7.2.2	B) PRESIDENTIAL MERITORIOUS,
150	150	1	7.2.2.1	1980
151	151	1	7.2.2.2	1981
152	152	1	7.2.2.3	1982
153	153	1	7.2.2.4	1983
154	154	1	7.2.2.5	1984
155	155	1	7.2.2.6	1985
156	156	1	7.2.2.7	1986
157	157	1	7.2.2.8	1987
158	158	1	7.2.2.9	1988
159	167	9	7.2.3	C) PRESIDENTIAL DISTINGUISHED,
159	159	1	7.2.3.1	1980
160	160	1	7.2.3.2	1981
161	161	1	7.2.3.3	1982
162	162	1	7.2.3.4	1983
163	163	1	7.2.3.5	1984
164	164	1	7.2.3.6	1985
165	165	1	7.2.3.7	1986
166	166	1	7.2.3.8	1987
167	167	1	7.2.3.9	1988
168	168	1	7.3.0	Q51) AGE, values, top to bottom, "1"- "6", omit=" ", dbl="x"
169	169	1	7.4.0	Q52) SEX, values, top to bottom, "1"- "2", omit=" ", dbl="x"
170	170	1	7.5.0	Q53) HIGHEST EDUCATION, values, top to bottom, "1"- "6", omit=" ", dbl="x"
171	171	1	7.6.0	Q54) YEARS SERVICE EMPLOYEE, values, top to bottom, left to right, "1"- "9", omit=" ", dbl="x"
172	172	1	7.7.0	Q55) YEARS SERVICE LAST AGENCY, values, top to bottom, "1"- "5", omit=" ", dbl="x"
173	174	2	7.8.0	Q56) LAST AGENCY, values, top to bottom, left to right, "01"- "27", omit=" ", dbl="x"

APPENDIX 2



U.S. MERIT SYSTEMS PROTECTION BOARD
Washington, D.C. 20419

Dear Former Senior Executive:

The U.S. Merit Systems Protection Board (MSPB), an independent Federal agency, is conducting a study of the attitudes of Senior Executives who left their positions during calendar years 1983 through 1988. The Board previously conducted a similar study of Senior Executives who left the Federal service before 1983.

The creation of the Senior Executive Service (SES) was one of the major reforms contained in the Civil Service Reform Act of 1978. The SES was created in order to ensure that the executive management of the Government of the United States would be responsive to the needs, policies, and goals of the Nation and that it would otherwise be of the highest quality.

It is of critical importance to the efficient and fair operation of the Federal service that the Senior Executive Service be wisely and appropriately administered. Therefore, as part of our responsibility to study the operation of the civil service system in order to report thereon to Congress and the President, MSPB is conducting this survey so we can ascertain your views on such issues as the adequacy of SES compensation and the adequacy of the protections enacted to protect Senior Executives from arbitrary actions.

MSPB appreciates the time and effort which you will expend in responding to the questions contained in this survey. Please be assured that your answers will be kept strictly confidential, and that all answers will be combined so that individual responses cannot be identified.

Please return the completed questionnaire in the enclosed postpaid envelope within 5 days after you receive it. I thank you, in advance, for your assistance.

Sincerely,

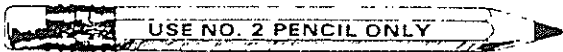
Evangeline W. Swift
Director, Policy and Evaluation



U.S. MERIT SYSTEMS PROTECTION BOARD
Washington, D.C. 20419

Survey of Former Senior Executive Service (SES) Members.

MARKING INSTRUCTIONS



- Do NOT use ink or ball point pens.
- Erase completely and cleanly any answer you wish to change.
- Do not make any stray marks in this booklet.

- CORRECT MARK: ○ ● ○ ○
- INCORRECT MARKS: ✗ ✓ ⊙ ▲



REPORT REQUEST ADDRESS

If you would like a copy of the reports published as a result of this survey, address your request to:

U.S. Merit Systems Protection Board
Office of Policy and Evaluation
1120 Vermont Avenue, N.W.
Washington, D.C. 20419

PRIVACY ACT NOTICE

Collection of the requested information is authorized by the Civil Service Reform Act of 1978 (P.L. 95-454). Your participation in this survey is completely voluntary and none of the information you choose to supply will be associated with you individually.

Survey of Former Senior Executive Service (SES) Members

SECTION I — FORMER SES EMPLOYMENT

1. When did you leave the Federal Service?

- | Month left | | Year left | |
|--------------------------------|---------------------------------|----------------------------|-----------------------------|
| <input type="radio"/> January | <input type="radio"/> July | <input type="radio"/> 1983 | <input type="radio"/> 1987 |
| <input type="radio"/> February | <input type="radio"/> August | <input type="radio"/> 1984 | <input type="radio"/> 1988 |
| <input type="radio"/> March | <input type="radio"/> September | <input type="radio"/> 1985 | <input type="radio"/> Other |
| <input type="radio"/> April | <input type="radio"/> October | <input type="radio"/> 1986 | |
| <input type="radio"/> May | <input type="radio"/> November | | |
| <input type="radio"/> June | <input type="radio"/> December | | |

2. I left Federal employment by:

- Retiring
- Resigning — Skip to Question 4

3. If you retired, what type of retirement did you take?

- Ordinary retirement
- "Early out" during a reduction in force (RIF)
- "Early out" not during a RIF
- Disability retirement
- Discontinued service

4. What was your SES level when you left the Federal Government?

- ES-1
- ES-2
- ES-3
- ES-4
- ES-5
- ES-6
- Not in an SES position when I left the Government

5. Which best describes where your last SES position was located?

- Agency headquarters within the Washington, DC metropolitan area
- Field or regional installation within the Washington, DC metropolitan area
- Agency headquarters outside the Washington, DC metropolitan area
- Field or regional installation outside the Washington, DC metropolitan area

6. Of the following types of work, which one best describes your last job with the Federal Government?

- Administrative or general managerial (e.g., public affairs, personnel, budget)
- Computer or information systems
- Biological, mathematical, or physical sciences
- Accounting or economics
- Medical or health
- Engineering or architectural
- Legal
- Program management or analysis
- Other

7. Which type of SES appointment did you have?

- Career
- Non-career
- Limited

8. In your last SES position, were you?

- A manager/supervisor
- A scientist or technical expert serving in a non-managerial capacity
- Other

9. Did you supervise SES employees in your last SES position?

- Yes
- No

10. Which of the following best describes your last immediate supervisor?

- Military officer
- Political appointee (including non-career SES)
- Career senior executive
- Other

11. What was your last job before joining the SES?

- Executive level position
- Supergrade (Career appointment)
- Supergrade (Non-career)
- Supergrade (Schedule A)
- Upgraded position equivalent to GS-16 or above
- GS/GM-15 (or below) in the excepted service
- GS/GM-15 (or below) in the competitive service
- Private sector employment
- Other

12. When did you first become a member of the SES?

- | | |
|---|----------------------------|
| <input type="radio"/> 1979 charter member | <input type="radio"/> 1984 |
| <input type="radio"/> 1979 not a charter member | <input type="radio"/> 1985 |
| <input type="radio"/> 1980 | <input type="radio"/> 1986 |
| <input type="radio"/> 1981 | <input type="radio"/> 1987 |
| <input type="radio"/> 1982 | <input type="radio"/> 1988 |
| <input type="radio"/> 1983 | |

13a. Are you currently receiving Federal retirement?

- Yes
- No

13b. If so, what is your current Federal retirement pay? (Write the retirement pay in the spaces provided and blacken the corresponding bubbles.)

		, 000
0	0	
1	1	
2	2	
3	3	
4	4	
5	5	
6	6	
7	7	
8	8	
9	9	

SECTION II — CURRENT EMPLOYMENT

14. Which one of the following statements best describes your current work situation?

(Please mark only one response.)

- Self employed either full-time or part-time
- Employed part-time outside the Federal Government
- Employed full-time outside the Federal Government
- Employed part-time by the Federal Government (Skip to page 7, Section III)
- Employed full-time by the Federal Government (Skip to page 7, Section III)
- Not currently employed, but looking for work (Skip to page 7, Section III)
- Not currently employed, and not looking for work (Skip to page 7, Section III)

15. Is your current job in the same line of work you did in your last SES position, or in a different line?
- Same line of work
 - Related or similar line of work
 - Different line of work

16. To the nearest thousand, what is your present salary? (Write the figures in the spaces and blacken the corresponding bubbles.)

a. Base salary

0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

, 000

b. Expected bonus/ commission

0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

, 000

17. How would you rate your satisfaction with the following aspects of your current job as compared to your last SES position in the Federal Government?

Please mark one response for each job aspect and use the adjacent scale to rate your satisfaction with job aspects "a" thru "k".

- a. Authority to run your organization or organizational unit.....
- b. Being personally accountable for organizational accomplishment.....
- c. Probability of obtaining greater compensation based upon performance.....
- d. Extent to which the job makes good use of your abilities.....
- e. Perceived status or importance in the community.....
- f. Opportunity for advancement.....
- g. The importance of the work you do.....
- h. Retirement benefits.....
- i. Employee benefits excluding retirement (e.g., health insurance, life insurance, stock options, vacation).....
- j. Quality of work performed by your organization.....
- k. Job security.....

Much more satisfied in current job	Somewhat more satisfied in current job	About the same	Somewhat more satisfied in SES position	Much more satisfied in SES position	Don't know/can't decide
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18a. Are you covered by a retirement system with your current employer?

- Yes
- No

18b. If so, under what Federal system were you covered when you left the Federal service?

- CSRS
- FERS
- Other (e.g., foreign service)

18c. If the answer to 18a. was yes, how does the total retirement package of your current employer compare to the Federal retirement system under which you were covered?

- Much better than Government
- Somewhat better than Government
- About the same as Government
- Somewhat worse than Government
- Much worse than Government

19. This question addresses the link between recognition and performance in your current job. If you perform better in your present job, how likely is it that you will receive any of the following types of recognition?

Please use the adjacent scale to rate the likelihood that you will receive any of these forms of recognition.

- a. Receive more pay (e.g., bonus, promotion, cash award)?.....
- b. Receive non-pay rewards (e.g., letter of commendation)?.....
- c. Receive informal recognition (e.g., being told that you do good work)?.....
- d. Receive other benefits (e.g., stock options, use of company financed car).....

	Very likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Very unlikely	No basis to judge
a. Receive more pay (e.g., bonus, promotion, cash award)?.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Receive non-pay rewards (e.g., letter of commendation)?.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Receive informal recognition (e.g., being told that you do good work)?.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Receive other benefits (e.g., stock options, use of company financed car).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION III — REASONS FOR LEAVING

Listed below are a number of possible reasons for leaving the Federal Government. Please indicate how important each of the following reasons was in influencing you to leave Federal Government.

REASONS FOR LEAVING

	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Neither Important nor Unimportant</i>	<i>Less Important</i>	<i>Not at all Important</i>	<i>Does Not Apply</i>
20. Did not enjoy the work any more.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Desire to retire and relax.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Opportunity for more interesting job outside the Government.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Opportunity for a higher paying job outside the Government.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Financially beneficial to retire and take a job outside Government even though it pays less than your Government job.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Opportunity for better fringe benefits outside of the Federal Sector (e.g., sick leave, annual leave, health or life insurance).....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Greater opportunity in the private sector to receive bonuses for outstanding performance.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Greater opportunity in the private sector to have an impact on public affairs.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Possibility of a continued ceiling on executive salaries in the Federal Government.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. To take advantage of the cost-of-living retirement increases.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Concern about possible changes in the retirement system.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Possibility of being given a geographic reassignment you did not want.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Knowledge and skills were not being used appropriately.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Personal or family health.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Criticism of Federal workers by the public, the press, or by politicians.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Incompetence of your immediate supervisor.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

REASONS FOR LEAVING

36. Politicalization of your organization or agency.....
37. Ethical concerns about practices at higher agency levels.....
38. Changes in the tax treatment of the retirement contribution portion of annuity payments.....
39. Other reason(s). If there were other reasons, please darken the bubble that corresponds to the level of importance and write the reasons in the back of this book in the spaces left for narrative responses. Please write item number "39" next to your response.....

	Very Important	Somewhat Important	Neither Important nor Unimportant	Less Important	Not at all Important	Does Not Apply
36. Politicalization of your organization or agency.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Ethical concerns about practices at higher agency levels.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Changes in the tax treatment of the retirement contribution portion of annuity payments.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Other reason(s). If there were other reasons, please darken the bubble that corresponds to the level of importance and write the reasons in the back of this book in the spaces left for narrative responses. Please write item number "39" next to your response.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION IV — THE SES IN OPERATION

40. To what extent do the following statements reflect your opinions of senior executives in your agency? (Please mark ONE response for each statement about A., career executives, and ONE response for each statement about B., political executives.)

STATEMENTS

- a. Bring valuable experience to their jobs.....
- b. Have good leadership qualities.....
- c. Have good management skills.....
- d. View their jobs as an opportunity to make positive, long-term improvements to Government service.....
- e. Support and uphold merit principles.....
- f. Work hard to carry out administration initiatives and priorities.....
- g. Play an important role in the policymaking of their agencies.....
- h. Receive adequate training in understanding the administration's policies and programs.....

	A. Career Executives						B. Political Executives					
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	No basis to judge	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	No basis to judge
a. Bring valuable experience to their jobs.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Have good leadership qualities.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Have good management skills.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. View their jobs as an opportunity to make positive, long-term improvements to Government service.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Support and uphold merit principles.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Work hard to carry out administration initiatives and priorities.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Play an important role in the policymaking of their agencies.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Receive adequate training in understanding the administration's policies and programs.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

41. To what extent do you agree with the following statement about the SES?

STATEMENTS

- a. Performance was the sole criterion in my agency for awarding SES bonuses or selecting Presidential rank awards nominees.....
- b. The SES bonus/rank award system was a strong incentive for me to do my best.....
- c. There were enough SES bonuses available so that if I performed well I had a good chance of receiving one.....
- d. Scientists and technical experts should not be part of the current SES system, but rather should have their own compatible system.....
- e. The SES performance appraisal process improved organizational effectiveness.....

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	No basis to judge
a. Performance was the sole criterion in my agency for awarding SES bonuses or selecting Presidential rank awards nominees.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The SES bonus/rank award system was a strong incentive for me to do my best.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. There were enough SES bonuses available so that if I performed well I had a good chance of receiving one.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Scientists and technical experts should not be part of the current SES system, but rather should have their own compatible system.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. The SES performance appraisal process improved organizational effectiveness.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. While a member of the SES, did any of the following actions actually happen to you? Please darken the bubble which contains the number of the most accurate response concerning the action.

If you marked bubble 9, corresponding to the response "Some other reason", please explain, using the area in the back of this book for written responses. Please write the question number and letter (for example, 43a) next to the explanation.

Responses:

- 0. This did not happen to me
- 1. The "Buddy System"
- 2. Personality clashes
- 3. Partisan politics (Democratic or Republican Party)
- 4. I was performing poorly
- 5. They wanted to put in their own person
- 6. An attempt was made to restrict the number of high ratings
- 7. Distrust of career employees
- 8. Don't know/can't judge
- 9. Some other reason

Actions:

a. I was "shelved" by being detailed or reassigned to lower level duty/duties which were not SES in nature.

- 0 1 2 3 4 5 6 7 8 9

b. An attempt was made to force me to resign by transferring me to an office in another location.

- 0 1 2 3 4 5 6 7 8 9

c. My performance rating was arbitrarily lowered.

- 0 1 2 3 4 5 6 7 8 9

d. An attempt was made to remove me using an artificially structured RIF.

- 0 1 2 3 4 5 6 7 8 9

e. I was arbitrarily demoted.

- 0 1 2 3 4 5 6 7 8 9

44. While a member of the SES, did you personally observe any of the following actions happening to another SES member in your former agency?

As in question 43, you have a choice of answers to each question. If you darken the number 9 bubble, please explain your answer in the back of the book.

Responses:

- 0. This did not happen to others
- 1. The "Buddy System"
- 2. Personality clashes
- 3. Partisan politics (Democratic or Republican Party)
- 4. The observed SES member was performing poorly
- 5. They wanted to put in their own person
- 6. An attempt was made to restrict the number of high ratings
- 7. Distrust of career employees
- 8. Don't know/can't judge
- 9. Some other reason

Actions:

- a. An SES executive was "shelved" by being detailed or reassigned to lower level duty/duties which were not SES in nature.
 0 1 2 3 4 5 6 7 8 9
- b. An attempt was made to force an SES executive to resign by transferring him or her to an office in another geographic location.
 0 1 2 3 4 5 6 7 8 9
- c. An SES executive's performance rating was arbitrarily lowered.
 0 1 2 3 4 5 6 7 8 9
- d. A RIF was artificially structured in order to remove a specific SES executive.
 0 1 2 3 4 5 6 7 8 9
- e. A career SES executive was arbitrarily demoted.
 0 1 2 3 4 5 6 7 8 9

45. How important was the SES bonus system as a motivator for you to work hard when you held your SES position?

- Not at all important
- Important
- Very Important
- Don't know/can't judge

46. If it had been possible for you to move into a GS 16-18 vacancy in your agency involving approximately the same kind of work, would you have seriously considered leaving the SES and moving to the GS 16-18 level?

- Definitely not
- Probably not
- Not sure
- Probably yes
- Definitely yes
- Don't know/can't judge

47. During the last 2 years of your tenure as a member of the SES, to what extent do you believe you were treated fairly in regard to the following areas?

- a. Promotions.....
- b. Awards.....
- c. Training.....
- d. Job assignments.....

	To a very great extent	To a considerable extent	To some extent	To a little extent	To no extent	No basis to judge
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48. What do you believe is the current image of Federal employees?

- Very positive
- Somewhat positive
- Neither positive nor negative
- Somewhat negative
- Very negative
- Don't know/can't judge

SECTION V — DEMOGRAPHICS

49. What was your last summary performance appraisal rating before you left the Federal Government?

- Outstanding, exceptional, or the equivalent (i.e., two steps above satisfactory)
- Highly successful or the equivalent (i.e., one step above satisfactory)
- Fully successful, satisfactory or the equivalent
- Minimally successful or the equivalent
- Unsatisfactory or the equivalent
- Did not receive a performance appraisal rating

50. As a member of the SES, did you receive any of the following awards? If you did, please indicate this by darkening the bubble next to the year or years in which you received the award. If you make a mistake, please erase cleanly.

a. Performance Bonus Award

Years in which you received the award. (Mark all that apply)

- | | | | | |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <input type="radio"/> 1980 | <input type="radio"/> 1982 | <input type="radio"/> 1984 | <input type="radio"/> 1986 | <input type="radio"/> 1988 |
| <input type="radio"/> 1981 | <input type="radio"/> 1983 | <input type="radio"/> 1985 | <input type="radio"/> 1987 | |

b. Presidential Meritorious Rank Award

Years in which you received the award. (Mark all that apply)

- | | | | | |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <input type="radio"/> 1980 | <input type="radio"/> 1982 | <input type="radio"/> 1984 | <input type="radio"/> 1986 | <input type="radio"/> 1988 |
| <input type="radio"/> 1981 | <input type="radio"/> 1983 | <input type="radio"/> 1985 | <input type="radio"/> 1987 | |

c. Presidential Distinguished Rank Award

Years in which you received the award. (Mark all that apply)

- | | | | | |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <input type="radio"/> 1980 | <input type="radio"/> 1982 | <input type="radio"/> 1984 | <input type="radio"/> 1986 | <input type="radio"/> 1988 |
| <input type="radio"/> 1981 | <input type="radio"/> 1983 | <input type="radio"/> 1985 | <input type="radio"/> 1987 | |

51. What was your age when you left your SES Government position?

- Under 40
- 40-49
- 50-54
- 55-59
- 60-64
- 65 or older

52. Are you?

- Male
- Female

53. What is your highest educational level?

- Less than high school diploma
- High school diploma or Graduate Equivalency Degree (GED)
- High school diploma or GED plus some college or technical training
- College degree (B.A., B.S., or other Bachelor's degree)
- Some graduate school
- Graduate or professional degree

54. How many years had you been a Federal Government employee prior to leaving Federal Service (excluding military service)?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 26-30 years
- 31-35 years
- 35 years or more

55. How many years of this employment were with your last Federal agency?

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

56. In which Federal agency did you last work as a member of the SES?

- Agriculture
- Commerce
- Defense
- Air Force
- Army
- Navy
- Other DOD
- Education
- Energy
- EPA
- GSA
- HHS
- HUD
- Interior
- Justice
- Labor
- NASA
- NLRB
- NRC
- NSF
- OMB
- OPM
- SBA
- State, AID
- Transportation
- Treasury
- Veterans Administration
- Other

57. Is there any change that the Government could have made in the way your agency operated that would have made you want to stay in Government service? If so, please describe that change.

58. Is there any change that could have been made in the Federal Civil Service System that would have made you want to stay? If so, please describe that change.

59. If two changes could be made in the SES, what changes would you recommend and why?

APPENDIX 3

1988 SURVEY OF FORMER FEDERAL EXECUTIVES

VARIABLE NAMES USED SURVEY OF FORMER FEDERAL EXECUTIVES

<u>SURVEY QUESTION #</u>	<u>VARIABLE NAME</u>
1 (month)	Q101
1 (year)	Q102
2	Q2
3	Q3
4	Q4
5	Q5
6	Q6
7	Q7
8	Q8
9	Q9
10	Q10
11	Q11
12	Q12
13a	Q1301
13b	Q1302
14	Q14
15	Q15
16a	Q1601
16b	Q1602
17a	Q1701
17b	Q1702
17c	Q1703
17d	Q1704
17e	Q1705
17f	Q1706
17g	Q1707
17h	Q1708
17i	Q1709
17j	Q1710
17k	Q1711
18a	Q1801
18b	Q1802
18c	Q1803
19a	Q1901
19b	Q1902
19c	Q1903
19d	Q1904
20	Q20
21	Q21
22	Q22
23	Q23
24	Q24
25	Q25
26	Q26
27	Q27
28	Q28
29	Q29
30	Q30
31	Q31
32	Q32

1988 SURVEY OF FORMER FEDERAL EXECUTIVES

<u>SURVEY QUESTION #</u>	<u>VARIABLE NAME</u>
33	Q33
34	Q34
35	Q35
36	Q36
37	Q37
38	Q38
39	Q39
40Aa	Q40101
40Ab	Q40102
40Ac	Q40103
40Ad	Q40104
40Ae	Q40105
40Af	Q40106
40Ag	Q40107
40Ah	Q40108
40Ba	Q40201
40Bb	Q40202
40Bc	Q40203
40Bd	Q40204
40Be	Q40205
40Bf	Q40206
40Bg	Q40207
40Bh	Q40208
41a	Q4101
41b	Q4102
41c	Q4103
41d	Q4104
41e	Q4105
42a	Q4201
42b	Q4202
42c	Q4203
42d	Q4204
42e	Q4205
42f	Q4206
42g	Q4207
42h	Q4208
42i	Q4209
42j	Q4210
42k	Q4211
42l	Q4212
42m	Q4213
42n	Q4214
43a	Q4301
43b	Q4302
43c	Q4303
43d	Q4304
43e	Q4305
44a	Q4401
44b	Q4402
44c	Q4403
44d	Q4404
44e	Q4405

1988 SURVEY OF FORMER FEDERAL EXECUTIVES

<u>SURVEY QUESTION #</u>	<u>VARIABLE NAME</u>
45	Q45
46	Q46
47a	Q4701
47b	Q4702
47c	Q4703
47d	Q4704
48	Q48
49	Q49
50a(1980)	Q50101 (1=marked 0=not marked)
50a(1981)	Q50102
50a(1982)	Q50103
50a(1983)	Q50104
50a(1984)	Q50105
50a(1985)	Q50106
50a(1986)	Q50107
50a(1987)	Q50108
50a(1988)	Q50109
50b(1980)	Q50201
50b(1981)	Q50202
50b(1982)	Q50203
50b(1983)	Q50204
50b(1984)	Q50205
50b(1985)	Q50206
50b(1986)	Q50207
50b(1987)	Q50208
50b(1988)	Q50209
50c(1980)	Q50301
50c(1981)	Q50302
50c(1982)	Q50303
50c(1983)	Q50304
50c(1984)	Q50305
50c(1985)	Q50306
50c(1986)	Q50307
50c(1987)	Q50308
50c(1988)	Q50309
51	Q51
52	Q52
53	Q53
54	Q54
55	Q55
56	Q56