



National Archives and Records Administration

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College Park, Maryland 20740-6001

REFERENCE COPY OF TECHNICAL DOCUMENTATION FOR ACCESSIONED ELECTRONIC RECORDS (Copied: July 27, 2009)

Surveys of Current and Former Federal Supervisors, 1997

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reflect the procedures in place when the technical documentation was compiled and arranged and may include out of date addresses, telephone numbers, or other items of unrevised information related to the agency that created or transferred the documentation and electronic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



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List of Documentation for the Surveys of Current & Former Supervisors, 1997

Records of the Merit System Protection Board
Record Group 479

<u>NARA Prepared Documentation:</u>	<u># Pages</u>
Sample Printouts of files	3
Archival Electronic Records Inspection and Control (AERIC) Reports	Available Upon Request
<u>Agency Documentation Contents:</u>	
Introduction, copies of data collection forms, record layouts	24
<u>Total</u>	27

The Merit Systems Protection Board transferred to NARA the raw data and SPSS Export files for the Surveys of Current & Former Supervisors, 1997. The National Archives and Records Administration retains the SPSS Export files for the convenience of reference for a period of ten years from the time of initial preservation copying.

NN3-479-01-001
Theodore J. Hull
October 31, 2001

DOCUMENTATION FOR THE 1997 SURVEYS OF CURRENT AND FORMER SUPERVISORS

Surveys were conducted of current and former supervisors as a way to learn about the effects of downsizing and delegation of authority. Of the 5,421 current supervisors who were sent surveys, 2,602 returned them; of the 3,917 former supervisors who were sent surveys, 2,350 returned them. A copy of each survey can be found in appendix 1.

Two different data files are available for each survey: a raw data file and a portable SPSS (Statistical Package for the Social Sciences) systems file. The SPSS files contain data dictionaries with the variable labels and value labels already built in.

The raw data file for the survey of Current Supervisors is entitled "current.dat". The raw data file for the survey of Former Supervisors is entitled "former.dat". The layouts for each of these raw data files can be found in appendix 2.

The portable SPSS system file for the survey of Current Supervisors is entitled "current.por". The portable system file for the survey of Former Supervisors is entitled "former.por".

You may contact Dr. Jamie Carlyle (202) 653-6772, extension 1334 or Dr. John Crum (202) 653-6772, extension 1344 if you have any questions about these data files.

In order to protect the anonymity of the survey respondents, users of these data files are not permitted to identify nor report responses of any individual survey respondent.

Appendix 1



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

January 1997

Dear Federal Coworker:

We would like you to share your opinions and experiences with us concerning two major initiatives that most Federal managers and supervisors are dealing with today: downsizing and delegation of personnel authority. You are one of a relatively small group of employees selected randomly to represent the views of the Government's approximately 200,000 managers and supervisors. We will report our analysis of the survey's results, together with recommendations that we develop from it, to the President and Congress. **Your answers are important.**

The U.S. Merit Systems Protection Board is an independent Federal agency created by Congress in 1978. One of our tasks is to monitor the health of the Federal personnel systems. One way we do that is by conducting surveys of Government employees.

You may complete this survey at your work site or at home. It should take you about 30 minutes to complete. Please base your answers on your own experiences and opinions. **We will keep your answers completely confidential. Results will be summarized in such a way that no individual respondent can be identified.** Please do not put your name anywhere on this questionnaire.

Please return the completed questionnaire in the enclosed postage-paid envelope within 5 days after you receive it. If you would like a copy of the report(s) published as a result of this survey, you may write to us at the address shown on the next page. If you have any questions about this questionnaire, please contact Harry C. Redd III at (202) 653-6772, extension 1341, or Bruce Mayor at extension 1336.

Thank you very much for your assistance.

Sincerely,

A handwritten signature in cursive script that reads "Evangeline W. Swift".

Evangeline W. Swift
Director, Policy and Evaluation

SURVEY OF CURRENT MANAGERS AND SUPERVISORS

Introduction: This survey asks for your opinions and experiences on two issues that MSPB is currently studying. Those issues are: Downsizing and delegation of personnel authority.

This survey is for managers and supervisors only. Your name has been selected at random from the U.S. Office of Personnel Management's central records, which indicate that you are currently a manager or supervisor. If you are not a manager or supervisor now, but have been one during the past year, please fill out the survey.

However, don't complete the survey if you have never been a Federal manager or supervisor or have not been one during the past year. In order to assess the representativeness of our responses, it is important that all surveys are returned to us. Please don't discard the survey. Instead, please write "Nonsupervisor" on the front of the survey and return it in the enclosed prepaid envelope.

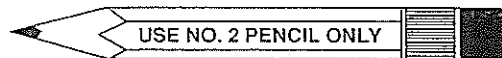
MARKING INSTRUCTIONS

- Use a No. 2 pencil.
- Do NOT use ink or ballpoint pen.
- Erase completely and cleanly any answer you wish to change.
- Do not make any stray mark in this booklet.

CORRECT MARK



INCORRECT MARKS



You may not have to answer every question in this survey. You will be told which question(s) to skip as you go through the questionnaire.

Please answer each question in the way that best reflects your personal opinions and experiences. There are no right or wrong answers.

PRIVACY ACT NOTICE

Collection of the requested information is authorized by the Civil Service Reform Act of 1978. Your participation in this survey is completely voluntary and none of the information you provide will be associated with you personally.

Report Request Address: If you would like a copy of the report(s) published as a result of this survey, please address your request to:

U.S. Merit Systems Protection Board
Office of Policy and Evaluation
1120 Vermont Avenue, NW
Washington, DC 20419
Telephone (202) 653-8900

SURVEY of CURRENT MANAGERS and SUPERVISORS

We are interested in the factors that you consider important when you carry out each of the activities listed in questions 1-3 below.

NOTE: You will find questions 1-3 easier to answer if you complete part a for all items, then part b, then part c.

- | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <p>1. a. When using merit promotion procedures, transfer, or reassignment to select an individual who is already a Federal employee, how important to you is each of the following factors?</p> | <p>Not applicable in my work unit
Not at all important
Somewhat important
Very important</p> | <p>b. Please darken the circles below for the three (3) of the 18 factors you consider <u>MOST IMPORTANT</u></p> | <p>c. Please darken the circles below for the three (3) of the 18 factors you consider <u>LEAST IMPORTANT</u></p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|

- (1) Job-related experience of the candidates
- (2) Documented qualifications of the candidates
- (3) Prior personal knowledge of the candidates
- (4) Length of service of the candidates
- (5) How the candidates contribute to the diversity of my work unit.....
- (6) Reference checks and calls.....
- (7) Recommendations from people I know (e.g., my managers, my peers, others who know me and the candidate)
- (8) Recommendations from people who know the candidates but may not know me (e.g., their current or former supervisors)
- (9) Advice from the office that provides me personnel services
- (10) Documented performance appraisals of the candidates
- (11) Past awards received by the candidates
- (12) How well the candidates do during an interview.....
- (13) How well I think the candidates will fit in with other members of my work unit
- (14) The current salary level of the candidates.....
- (15) Attendance and leave records of the candidates.....
- (16) Provisions of negotiated union contracts.....
- (17) Provisions of employee-management partnership agreements
- (18) Priority placement program requirements (Career Transition Assistance Program [CTAP] requirements, often called "stopper lists").....

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Reference Copy #6

2. a. When hiring an individual from outside the Federal government, how important to you is each of the following factors?

Not applicable in my work unit
Not at all important
Somewhat important
Very important

b. Please darken the circles below for the three (3) of the 16 factors you consider MOST IMPORTANT

c. Please darken the circles below for the three (3) of the 16 factors you consider LEAST IMPORTANT

- (1) Written examination scores of the candidates
- (2) Job-related experience of the candidates
- (3) Documented qualifications of the candidates
- (4) Prior personal knowledge of the candidates
- (5) How the candidates contribute to the diversity of my work unit
- (6) Reference checks and calls
- (7) Recommendations from people I know (e.g., my managers, my peers, others who know me and the candidate)
- (8) Recommendations from people who know the candidates but may not know me (e.g., their current or former supervisor)
- (9) Advice from the office that provides my personnel services
- (10) How well the candidates do during an interview
- (11) How well I think the candidates will fit in with other members of my work unit
- (12) The current salary level of the candidates
- (13) The educational background of the candidates (e.g., their grades, grade point average, and areas of concentration)
- (14) Where the candidates went to school
- (15) Provisions of negotiated union contracts
- (16) Priority placement program requirements (Career Transition Assistance Program [CTAP] requirements, often called "stopper lists")

3. a. When deciding which of your employees should receive performance awards, how important to you is each of the following factors?

Not applicable in my work unit
Not at all important
Somewhat important
Very important

b. Please darken the circles below for the three (3) of the 14 factors you consider MOST IMPORTANT

c. Please darken the circles below for the three (3) of the 14 factors you consider LEAST IMPORTANT

- (1) Annual performance ratings of the employees ○○○○ ○
- (2) The employee's contributions to the work group's achievements ○○○○ ○
- (3) Individual achievements and accomplishments ○○○○ ○
- (4) Comments from my work unit's customers ○○○○ ○
- (5) Comments from co-workers of the employees ○○○○ ○
- (6) Comments from higher-level supervisors ○○○○ ○
- (7) Comments from my peers ○○○○ ○
- (8) Advice from the office that provides my personnel services ○○○○ ○
- (9) Recognizing and rewarding long-term service ○○○○ ○
- (10) Provisions of employee-management partnership agreements ○○○○ ○
- (11) Provisions of negotiated union agreements ○○○○ ○
- (12) Rotating awards among my staff members ○○○○ ○
- (13) My agency's awards program guidance and requirements ○○○○ ○
- (14) My agency's culture (the attitude towards awards and recognition) ○○○○ ○

4. Please indicate below the percentage of your time that you spent, overall, during the past 12 months on human resource management (HRM) tasks, and the percentage of your time you think you should have spent on those tasks. (If you have not been in your current job for 12 months, use the period of time you have been in the job.)

a. I spent this percent of my overall time on HRM tasks:

Write the percent in the boxes.

Then, darken the matching circles.

			%
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	

b. I should have spent this percent of my overall time on HRM tasks:

Write the percent in the boxes.

Then, darken the matching circles.

			%
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	

5. What proportion of the time you spent on HRM tasks did you spend on each of the following tasks?

0%

Less than 10%

10 -30%

More than 30%

- a. Getting jobs properly classified and paid correctly.
- b. Filling job vacancies (e.g., processing the papers, interviewing candidates, making hiring and promotion selections)
- c. Assigning and reviewing work
- d. Dealing with poor performance
- e. Planning for and/or executing downsizing activities (includes restructuring, RIF, and voluntary separation activities)
- f. Planning for and/or executing restructuring or reorganization activities not related to downsizing
- g. Performing other HRM tasks (e.g., resolving work conflicts among subordinates, conducting performance appraisals, scheduling leave, recommending awards)
- h. Mentoring/coaching
- i. Dealing with training and employee development issues.
- j. Administering negotiated union contract provisions

Please respond to the statements in items 6-13.

6. The Federal Personnel Manual (FPM) was abolished in December 1994. However, in the past year, the office that provides me personnel services has on more than one occasion cited the FPM to me as a source for guiding personnel decisions.

- Yes
- No
- Not sure
- Not applicable; no opportunity to do so has arisen

7. When I believe that information I have received from the office that provides me personnel services is in error, I usually am able to question the information until I am satisfied that it is right or until I get a correct answer.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

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8. When filling vacant positions, I normally review applications from job candidates from outside the Federal Government.

- Yes
- No (skip to question 12)
- Not applicable (skip to question 12)

9. Since the SF-171 was abolished in December 1994, I have reviewed job applications of candidates in the following formats: (Mark all that apply)

- SF-171
- Optional Form 612 ("Optional Application for Federal Employment")
- Special form dictated by automated examining process
- Agency-specific application form
- Resume
- Other written format chosen by the candidate
- None of the above (I have not reviewed any applications since December 1994)

10. Abolishment of the SF-171 has:

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Don't know/Can't judge

- a. Provided my agency welcome flexibility to determine how job candidates submit their applications
- b. Made it easier for candidates to apply for jobs in my agency
- c. Made it easier for me to evaluate candidates when I review their applications

11. All job applicants should be required to use a single prescribed form or format when applying for Federal jobs.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

12. The office that provides my personnel services supports delegation of personnel authority to supervisors and managers.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

13. In my agency, the practices that affect human resources management have been streamlined in the past 2 years.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

14. On the whole, how do you rate the quality of the advice and service you receive from the office that provides your personnel services in each of the following areas?

Outstanding
Neither Satisfactory nor Unsatisfactory
Very Poor
Not applicable

Satisfactory
Unsatisfactory
Can't judge

- a. Staffing (e.g., hiring, promoting reassigning)
- b. Downsizing (e.g., restructuring, RIF, and voluntary separation).....
- c. Reorganization activities
- d. Dealing with problem employees
- e. Rewarding high-performing employees
- f. Labor-management relations
- g. Pay and job classification
- h. Training/employee development
- i. Time, attendance, and leave issues

15. On the whole, how do you rate the timeliness of the advice and service from the office that provides your personnel services in each of the following areas?

Outstanding
Neither Satisfactory nor Unsatisfactory
Very Poor
Not applicable

Satisfactory
Unsatisfactory
Can't judge

- a. Staffing (e.g., hiring, promoting reassigning)
- b. Downsizing (e.g., restructuring, RIF, and voluntary separation).....
- c. Reorganization activities
- d. Dealing with problem employees
- e. Rewarding high-performing employees
- f. Labor-management relations
- g. Pay and job classification
- h. Training/employee development
- i. Time, attendance, and leave issues

16. Please complete the following sentence: Overall, the quality of personnel services provided to me is:

- Very good
- Somewhat good
- Neither good nor poor
- Somewhat poor
- Very poor
- Don't know/Can't judge

17. Do you directly use any automated systems (such as an automated position description preparation system or an automated system to initiate certain personnel actions) to help you in your tasks of managing your workforce?

- Yes
- No (skip to question 19)

18. Please darken the circle to the left of each type of automated (computer-based) system listed below that you use. Then, for each system that you use, please also rate its usefulness.

This automated system is:

- Very unuseful
- Somewhat unuseful
- Neither useful nor unuseful
- Somewhat useful
- Very useful

I use . . . An automated system to help me with:

- a. Writing position descriptions
- b. Classifying positions
- c. Evaluating the qualifications of job or promotion applicants
- d. Preparing/initiating requests for various personnel actions
- e. Analyzing the effects of various RIF scenarios on my work unit

19. I am required to get approval for personnel-related decisions that I believe I should be able to make for myself.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

20. In my agency, even minor personnel matters have to be referred to someone higher up for a final answer.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

21. "Red tape" and unnecessary personnel rules and regulations interfere with my ability to complete my work in a timely manner.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

22. In general, having consistent personnel regulations, policies, and practices across all Federal agencies is important.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

23. In the work unit that I supervise or manage, over the last 2 years the number of employees in each of the following categories has changed in the following manner:

- Not applicable-I don't supervise any in this category
- Don't know/Can't judge
- Decreased by more than 25 percent
- Decreased by 10 to 25 percent
- Decreased by 1 to 10 percent
- Stayed the same
- Increased by 1 to 10 percent
- Increased by 10 to 25 percent
- Increased by more than 25 percent

- a. First-level supervisor.....
- b. Second-level or higher-level supervisor.....
- c. Employees designated as "team leaders".....
- d. Nonsupervisory employees.....

24. In the work unit that I supervise or manage, over the past 2 years the workload has changed in the following manner:

- Increased
- Stayed the same
- Decreased

25. If the number of employees in the unit you supervise or manage has not decreased over the past 2 years, mark this circle and skip to question 28. . .

26. In the unit you supervise or manage, if the number of employees *per manager or supervisor* has not increased over the past 2 years, mark this circle and skip to question 28. . .

27. Would you agree that the increase in the number of nonsupervisory employees per supervisor or manager has:

- | | <u>Strongly agree</u> | <u>Agree</u> | <u>Neither agree nor disagree</u> | <u>Disagree</u> | <u>Strongly disagree</u> | <u>Don't know/ Can't judge</u> | <u>Not Applicable</u> |
|----------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------------------|-----------------------|--------------------------|--------------------------------|-----------------------|
| a. Improved your own individual performance effectiveness? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. Improved the performance effectiveness of your subordinate supervisor(s)? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. Enabled nonsupervisory employees in the unit to make decisions with greater independence? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. Improved the performance effectiveness of the work unit | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

28. I have been encouraged to make greater use of nonsupervisory "team leader" jobs in the work unit that I manage or supervise as part of an overall downsizing strategy.

- Yes
- No (skip to question 30)
- Not sure (skip to question 30)

29. In the work unit that I manage or supervise there is little functional difference between positions titled "supervisory" and those that are designated as "team leaders."

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

30. I plan to exercise (or have already exercised) the additional freedom I have been given to be involved in partisan political activity as a result of the 1993 revisions to the Hatch Act (the law governing Federal employees' partisan political activity).

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

31. I am a:

- First-level supervisor
- Second-level or higher-level supervisor

32. How many Federal employees do you directly supervise?

- None
- 1 - 5
- 6 - 10
- 11 - 15
- 16 or more

33. How many Federal employees do you indirectly supervise (through subordinate supervisors)?

- None. I am a 1st-level supervisor
- Up to 10
- 11 - 25
- 26 - 50
- 51 - 100
- 101 - 250
- 251 - 500
- 501 - 1,000
- More than 1,000

34. How many years of Federal civilian supervisory experience do you have?

- 5 years or less
- 6 - 10 years
- 11 - 15 years
- 16 - 20 years
- More than 20 years

35. I am a:

- Male
- Female

36. I am:

- Asian Pacific American
- African American, not of Hispanic origin
- Hispanic
- Native American or Alaskan Native
- White, not of Hispanic origin
- Other

37. The organization I supervise or manage is part of the Department of Defense or one of the Armed Services departments.

- Yes
 No

38. I work:

- In the Washington, DC Metropolitan area
 Outside the Washington, DC Metropolitan area

39. I am:

- Under 30
 30 - 39
 40 - 49
 50 - 55
 56 - 60
 Over 60

40. My pay category is:

- GS or equivalent to GS (includes demonstration pay plans)
 SES
 Other (e.g., ALJ; ST)

41. My grade or pay range is:

- Below 11
 11
 12
 13
 14
 15
 SES
 Other

42. My highest education level is:

- Less than high school diploma
 High school diploma or GED
 High school diploma or GED plus some college or technical training
 2-year college degree (AA or AS)
 4-year college degree (BA, BS, or some other bachelor's degree)
 Some graduate work
 Graduate or professional degree

43. Which of the following broad occupational groups best describes the nature of the work performed by the majority of the employees in the organization that you supervise?

- Professional (e.g., engineer, accountant, physician, dentist, scientist, psychologist)
 Administrative (e.g., budget analyst, loan specialist, social security claims representative, revenue officer, personnel specialist, computer specialist)
 Technical (white-collar) (e.g., laboratory technician, engineering technician, medical technologist, computer aide)
 Clerical occupations
 Other white-collar occupations (e.g., criminal investigator, fire fighter, police officer)
 Blue-collar occupations

Comments: Use the space below to give us any comments you may wish to offer concerning any of the issues covered by this survey. Please indicate the number of the survey question that each comment addresses. Attach additional pages if you need more space.

Large empty rectangular box for providing comments.

Do not write outside of the box.

THIS COMPLETES THE SURVEY. WE APPRECIATE YOUR COOPERATION IN TAKING THE TIME TO ANSWER THESE QUESTIONS.

When you have completed this questionnaire, please seal it in the enclosed prepaid envelope and return it to the private contractor whose address is shown below and is processing the results.

Research Applications Incorporated
414 Hungerford Drive, Suite 220
Rockville, MD 20850-4125

REPRODUCTION OF THIS DOCUMENT IS PROHIBITED



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

January 1997

Dear Federal Coworker:

We need your help in exploring what is happening to the Federal managerial and supervisory workforce today. You were identified through the Central Personnel Data File maintained by the Office of Personnel Management as someone who has experienced a change from a supervisory or managerial job to a nonsupervisory one in the past 3 years. That experience makes your opinions and views particularly valuable to us as we look at the effects of recent efforts to restructure the workforce. Participating in our survey gives you the opportunity to share your opinions and experiences concerning the effects of these recent restructuring efforts. Results from this survey will be reported to the President and Congress. **Your answers are important.**

The U.S. Merit Systems Protection Board is an independent Federal agency created by Congress in 1978. One of our tasks is to monitor the health of the Federal personnel systems. One way we do that is by conducting surveys of Government employees.

You may complete this survey at your work site or at home. It should take you about 15 minutes to complete. Please base your answers on your own experiences and opinions. **We will keep your answers completely confidential. Results will be summarized in such a way that no individual respondent can be identified.** Please do not put your name anywhere on this questionnaire.

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Thank you very much for your assistance.

Sincerely,

A handwritten signature in cursive script that reads "Evangeline W. Swift".

Evangeline W. Swift
Director, Policy and Evaluation

SURVEY OF FORMER MANAGERS AND SUPERVISORS

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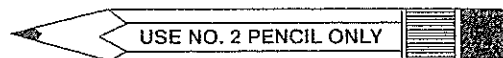
MARKING INSTRUCTIONS

- Use a No. 2 pencil.
- Do NOT use ink or ballpoint pen.
- Erase completely and cleanly any answer you wish to change.
- Do not make any stray mark in this booklet.

CORRECT MARK



INCORRECT MARKS



You may not have to answer every question in this survey. You will be told which question(s) to skip as you go through the questionnaire.

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Office of Policy and Evaluation
1120 Vermont Avenue, NW
Washington, DC 20419
Telephone (202) 653-8900

SURVEY of FORMER SUPERVISORS

You were identified in the Central Personnel Data File maintained by the Office of Personnel Management as someone who has undergone a position change from a supervisory position to a nonsupervisory position within the past 3 years.

1. Is this information correct? (Please mark only one choice.)

- Yes. I sought and obtained a nonsupervisory job and voluntarily left my former supervisory job.
- Yes. The job I was in was changed from supervisory to nonsupervisory.
- No. I am not now and never was in a supervisory job.
- No. I was and still am in a supervisory job.

IF "NO," STOP! THANK YOU. Please return THIS SURVEY.

2. Are you in the same organization now that you were in before the position change occurred?

- Yes
- No

3. My current position is *officially* classified as a:

- Nonsupervisory position
- Leader position

4. As a result of the position change, did you actually stop performing, or perform less, supervisory work?

- Yes
- No

5. Do you consider yourself to be a supervisor?

- Yes
- No
- Not sure

6. In the work unit that you are part of, what has happened to the ratio of employees to supervisors in the past 2 years?

- The number of employees per supervisor has increased by more than 25 percent.
- The number of employees per supervisor has increased by 10 to 25 percent.
- The number of employees per supervisor has increased by 1 to 10 percent.
- The number of employees per supervisor has remained unchanged.
- The number of employees per supervisor has decreased by 1 to 10 percent.
- The number of employees per supervisor has decreased by 10 to 25 percent.
- The number of employees per supervisor has decreased by more than 25 percent.
- Don't know/can't judge.

7. If staffing changes in the work unit where you are located have *not* resulted in an *increase* in the number of nonsupervisory employees per supervisor or manager, darken the circle and skip to question 9. . . .

8. Would you agree that the increase in the number of nonsupervisory employees per supervisor or manager has:

- Don't know/can't judge
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

a. Improved your individual performance effectiveness?

b. Improved the performance effectiveness of supervisors in your work unit?

c. Enabled nonsupervisory employees in the unit to make decisions with greater independence?

d. Improved the performance effectiveness of the work unit overall?

9. Is your work unit making greater use of nonsupervisory "team leader" jobs as part of an overall downsizing strategy?

- Yes
- No
- Don't know

10. In my work unit there is little functional difference between positions titled "supervisory" and those that are designated as "team leader."

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Don't know/Can't judge

11. How many Federal employees do you now supervise or lead directly?

- None
- 1 - 5
- 6 - 10
- 11 - 15
- 16 or more

12. How many years of Federal civilian service do you have?

- Not more than 5 years
- 6 - 10 years
- 11 - 15 years
- 16 - 20 years
- More than 20 years

13. I am a:

- Male
- Female

14. I am:

- Asian Pacific American
- African American, not of Hispanic origin
- Hispanic
- Native American or Alaskan Native

- White, not of Hispanic origin
- Other

15. My work organization is part of the Department of Defense or one of the Armed Services departments.

- Yes
- No

16. I work:

- In the Washington, DC, Metropolitan area
- Outside the Washington, DC, Metropolitan area

17. I am:

- Under 30
- 30 - 39
- 40 - 49
- 50 - 55
- 56 - 60
- Over 60

18. My pay category is:

- GS or equivalent to GS (includes demonstration project pay plans)
- SES
- Other (e.g., ALJ; ST)

19. My grade or pay range is:

- 5 - 10
- 11 - 12
- 13
- 14
- 15
- SES
- Other

20. My highest education level is:

- Less than high school diploma
- High school diploma or GED
- High school diploma or GED plus some college or technical training
- 2-year college degree (AA or AS)
- 4-year college degree (BA, BS, or some other bachelor's degree)
- Some graduate work
- Graduate or professional degree

21. Which one of the following broad occupational groups best describes the nature of the work performed by the majority of the employees in your work unit?

- Professional (e.g., engineer, accountant, physician, dentist, scientist, psychologist)
- Administrative (e.g., budget analyst, loan specialist, social security claims representative, revenue officer, personnel specialist, computer specialist)
- Technical (white-collar) (e.g., laboratory technician, engineering technician, medical technologist, computer aide)
- Clerical occupations
- Other white-collar occupations (e.g., criminal investigator, fire fighter, police officer)
- Blue-collar occupations

Comments: Use the space below to give us any comments you may wish to offer concerning any of the issues covered by this survey. Please indicate the number of the survey question that each comment addresses. Attach additional pages if you need more space.

Do not write outside of the box.

THIS COMPLETES THE SURVEY. WE APPRECIATE YOUR COOPERATION IN TAKING THE TIME TO ANSWER THESE QUESTIONS.

When you have completed this questionnaire, please seal it in the enclosed prepaid envelope and return it to the private contractor whose address is shown below and is processing the results.

Thank you for your assistance.

Research Applications Incorporated
 414 Hungerford Drive, Suite 220
 Rockville, MD 20850-4125

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Appendix 2

1997 Survey of Current Supervisors

<u>Question</u>	<u>Starting column</u>	<u>Ending column</u>	<u>Length</u>
ID	1	21	21
1(1)a-c	22	24	1
1(2)a-c	25	27	1
1(3)a-c	28	30	1
1(4)a-c	31	33	1
1(5)a-c	34	36	1
1(6)a-c	37	39	1
1(7)a-c	40	42	1
1(8)a-c	43	45	1
1(9)a-c	46	48	1
1(10)a-c	49	51	1
1(11)a-c	52	54	1
1(12)a-c	55	57	1
1(13)a-c	58	60	1
1(14)a-c	61	63	1
1(15)a-c	64	66	1
1(16)a-c	67	69	1
1(17)a-c	70	72	1
1(18)a-c	73	75	1
2(1)a-c	76	78	1
2(2)a-c	79	81	1
2(3)a-c	82	84	1
2(4)a-c	85	87	1
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2(8)a-c	97	99	1
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2(16)a-c	121	123	1
3(1)a-c	124	126	1
3(2)a-c	127	129	1
3(3)a-c	130	132	1
3(4)a-c	133	135	1
3(5)a-c	136	138	1

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3(8)a-c	145	147	1
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3(11)a-c	154	156	1
3(12)a-c	157	159	1
3(13)a-c	160	162	1
3(14)a-c	163	165	1
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4b	169	171	3
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5b	173	173	1
5c	174	174	1
5d	175	175	1
5e	176	176	1
5f	177	177	1
5g	178	178	1
5h	179	179	1
5i	180	180	1
5j	181	181	1
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9f	190	190	1
9g	191	191	1
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10b	193	193	1
10c	194	194	1
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14f	203	203	1

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14h	205	205	1
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15b	208	208	1
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15d	210	210	1
15e	211	211	1
15f	212	212	1
15g	213	213	1
15h	214	214	1
15i	215	215	1
16	216	216	1
17	217	217	1
18a1	218	218	1
18a2	219	219	1
18b1	220	220	1
18b2	221	221	1
18c1	222	222	1
18c2	223	223	1
18d1	224	224	1
18d2	225	225	1
18e1	226	226	1
18e2	227	227	1
19	228	228	1
20	229	229	1
21	230	230	1
22	231	231	1
23a	232	232	1
23b	233	233	1
23c	234	234	1
23d	235	235	1
24	236	236	1
25	237	237	1
26	238	238	1
27a	239	239	1
27b	240	240	1
27c	241	241	1
27d	242	242	1
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42	257	257	1
43	258	258	1

1997 Survey of Former Supervisors

<u>Question</u>	<u>Starting column</u>	<u>Ending column</u>	<u>Length</u>
ID	1	21	21
1	22	22	1
2	23	23	1
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14	38	38	1
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18	42	42	1
19	43	43	1
20	44	44	1
21	45	45	1